The International Franchise Association’s 50th Annual Convention

Celebrating 50 years of excellence, education and relationship building.


FEBRUARY 5-8, 2010
San Antonio Convention Center & Marriott Rivercenter
San Antonio, Texas

For more information or to register, visit www.franchise.org or call 202/628-8000
This year’s historic convention promises to be the best ever. Join the largest gathering of franchise business professionals at the premier franchise industry conference dedicated to excellence, education and relationship building. For 50 years, the International Franchise Association has worked to protect, promote and enhance franchising by advocating on behalf of the industry and hosting exceptional educational programming and networking opportunities. This year’s event will be no exception.

The 50th Annual IFA Convention promises to honor those who have made the industry what it is today and showcase the growth of franchising over the past half century. You will leave inspired, optimistic and ready to face the challenges that lay ahead.

Learn Best Practices

The convention program is chalked full of franchise industry experts and business and management professionals who will help guide you through today’s franchising techniques and trends whether you are a start-up franchisor, established franchisor or mature/large franchisor. Check out the complete list of educational seminars, educational sessions and Mini-Super Sessions outlined in this brochure. The sessions will provide you with strategies for recovering from the recession, how to incorporate social media into your marketing plans, and how to drive more sales, just to name a few of the hot topics. There truly is something for everyone.

Engage Your Peers

There will be plenty of opportunities to network, make new contacts and enjoy learning from your peers. From the popular Business Solution Roundtables to a full-service exhibit hall featuring business partners who offer creative and cost-effective ways to grow your business to the must-attend Taste of Franchising, you will leave the convention armed with new relationships to help you succeed.

Chart the Future

The country is beginning the recovery process from one of the worst economic recessions since World War II. At the convention, you will hear about the state of franchising with the presentation of the 2010 Franchise Business Economic Outlook report. This annual report will focus on the impact of the recession on the industry and forecast what the future holds, including the impact of possible new regulations. You will learn how franchise business leaders view the future and what steps they are taking to ensure the industry continues to lead in job growth and economic output. A new three-year IFA strategic plan will be revealed and demonstrate how IFA will help lead the industry into the next half century.
Have Fun!

San Antonio’s famous River Walk offers attendees access to some of the best food and entertainment that Texas has to offer. If you are a football fan, the River Walk makes a great venue to watch the 43rd Super Bowl. And of course any trip to San Antonio wouldn’t be complete without a visit to the world-famous Alamo.

Take a look inside and see what the 50th IFA Annual Convention has to offer you and then make plans for this important investment in your business’ future. Just four days in San Antonio will pay huge dividends for the remainder of the year as you use the tools and connections you gained to position your company for growth. Register now to reserve your space with thousands of other franchise executives just like you.

We’ll see you in San Antonio.

Convention COMMITTEE

We’d like to thank the members of the 2010 Convention Committee for lending their time and expertise to developing this year’s program.

CHAIR Ken Walker, CFE, President & CEO, Driven Brands, Inc.
VICE CHAIR Jack Earle, Managing Partner, Earle Enterprises LP (McDonald’s Franchisee)

Bill Anderson, President, The UPS Store of Philadelphia
Susan Black-Beth, CFE Senior VP, Director of Franchising, Super Wash, Inc.
Joseph H. Bourdow, CFE, President, Valpak Direct Marketing Systems
Mary Beth Brody, CFE, Special Counsel, Faegre & Benson LLP
Ken Colburn, President, Data Doctors Franchise Systems
Stephanie A. Colgan, Vice President of Sales, Henry Wurst, Inc.
Ryan Cunningham, President, Javelin Solutions
Dina Dwyer-Owens, CFE, Chairwoman/CEO, The Dwyer Group
John Fitzgerald, CFE, Principal, Gray Plant Mooty
Stan Friedman, CFE, President & COO, ACI Franchising, LLC
Lonnie Helgerson, CFE, President & COO, Ident-A-Kid & CEO, eMed-ID
Geoff Hill, CFE, President, Cinnabon, FOCUS Brands, Inc.
Dawn Kane, President, Hot Dish Advertising
Barry Miller, President,
Sylvan Learning Center of Girard, OH
Dick Rennick, CFE, Founder & CEO, TEAMRennick
Jim Squire, CFE, Director of Franchise Development, HoneyBaked Ham Company and Cafe
Philip St. Jacques, Chief Marketing Officer,
St. Jacques Franchise Brand Marketing
Ronald Stilwell, CFE
Lee Vala, President, Vala Interactive, Inc.
### Schedule-At-a-Glance

#### Thursday, February 4
- 8:00 am – 10:00 am ............ICFE Registration
- 8:00 am – 9:30 am ............Finance, Audit & Budget Committee
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 10:00 am – 2:00 pm ............IFA Executive Committee Meeting
- 12:00 n – 1:00 pm ............ICFE Special Session Luncheon
- 3:00 pm – 5:00 pm ............Franchisor Forum

#### Friday, February 5
- 7:30 am – 9:30 am .......... Education Foundation Board of Trustees
- 7:30 am – 8:00 pm ............Registration
- 8:00 am – 10:00 am .......... VetFran Committee
- 8:00 am – 9:00 am .......... Franchise Relations Committee
- 8:00 am – 10:00 am ..........Membership Committee
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 5:30 pm ..........ICFE Special Session
- 8:30 am – 10:00 am ..........Legal Legislative Committee
- 9:00 am – 11:00 am .......... Women’s Franchise Committee
- 10:00 am – 12:00 n .......... International Committee
- 10:00 am – 12:00 n ..........ICFE Board of Governors
- 10:00 am – 12:00 n ..........Marketing & PR Committee
- 10:00 am – 12:00 n ..........Past Chairmen’s Council
- 10:00 am – 12:00 n ..........Technology Committee
- 10:30 am – 12:00 n .......... FranPAC Advisory Board
- 11:30 am – 1:00 pm .......... WFC Leadership Conference Lunch
- 12:00 n – 1:00 pm .......... IFA Board of Directors’ Luncheon
- 1:00 pm – 4:30 pm .......... IFA Board of Directors’ Meeting
- 1:15 pm – 4:45 pm .......... WFC Leadership Conference
- 3:00 pm – 4:00 pm .......... Supplier Forum Orientation
- 4:00 pm – 4:30 pm .......... Ambassador Orientation
- 4:30 pm – 5:30 pm .......... New Member Orientation
- 4:45 pm – 5:30 pm .......... WFC Leadership Conference Reception
- 5:30 pm – 6:30 pm .......... New Member/First Time Attendee Reception
- 6:30 pm – 8:30 pm .......... Taste of Franchising

#### Saturday, February 6
- 7:00 am – 5:00 pm ............Registration
- 7:00 am – 7:30 am .......... Supplier Forum Executive Committee
- 7:30 am – 9:00 am .......... Prayer Breakfast
- 7:30 am – 9:00 am .......... Supplier Forum Advisory Board & General Membership Meeting
- 8:30 am – 10:30 am .......... Franchisee Forum
- 8:30 am – 12:00 n ..........International Summit
- 9:00 am – 12:00 n ..........Financial Summit
- 9:00 am – 12:00 n ..........Technology Summit
- 9:00 am – 12:00 n ..........New Markets Summit
- 9:00 am – 12:00 n .......... Elements of Successful Franchising
- 9:00 am – 12:00 n ..........Sales Compliance Seminar
- 9:30 am – 11:30 am .......Social Sector Franchise Task Force
- 10:00 am – 12:00 n .......... Awards Committee
- 11:30 am – 12:30 pm ........PAC VIP Reception
- 12:30 pm – 2:30 pm .......... Opening General Session & Lunch

#### Sunday, February 7
- 7:00 am – 6:00 pm ............Registration
- 7:00 am – 8:00 am .......... 365 FranPAC Breakfast
- 8:00 am – 10:00 am ..........Super Session w/ Continental Breakfast
- 10:15 am – 11:45 am .......... CONCURRENT SESSIONS
  - How to Talk to Lenders in 2010
  - How Franchisees Successfully Re-Create Themselves
  - Budgeting & Planning for International Expansion
  - Using Social Media to Build Your Brand & Grow Your Business
  - Survival Strategies for Start-Up Franchisors in Challenging Times
  - Best Practices: How Franchisees Can Help Franchisees Navigate the Changing Business Climate
  - The Development Pipeline: from A to Z
  - Top 10 Ideas for a Successful Annual or Regional Meeting
  - Driving Results with Franchise Training
  - Effective Use of Financial Performance Representations
  - Benchmarking: Real Metrics, Real Impact
  - Value: Where It’s Led Us, Where It’s Leading Us

- 12:00 n – 2:00 pm .......... Networking Lunch w/ Exhibitors
- 1:00 pm – 3:00 pm .......... Diversity Institute Board Meeting
- 2:15 pm – 3:45 pm ..........Business Solution Roundtables
- 4:00 pm – 5:30 pm ..........Founder’s Party w/ Exhibitors

#### Monday, February 8
- 7:00 am – 4:00 pm ............Registration
- 8:00 am – 10:00 am ..........Super Session w/ Continental Breakfast
- 10:15 am – 12:30 pm ..........SF Business Solution Roundtables
- 12:45 am – 12:45 pm .......... PAC VIP Reception
- 12:45 pm – 2:45 pm .......... Luncheon & General Session
- 3:00 pm – 4:30 pm .......... “MINI” SUPER SESSIONS

- 6:30 pm ................. Reception
- 7:30 pm .................Closing Gala
We want to extend a sincere thanks to our Convention Sponsors:

**Creative Producers Group**
- General Session Production

**Jani King**
- Opening General Session Speaker

**The Entrepreneur's Source**
- Opening General Session
- Women's Leadership Conference Lunch & Entrepreneur of the Year Award

**BDO Seidman, LLP**
- Accountants and Consultants
- Hall of Fame Award

**Coverall**
- Closing Gala

**Valpak**
- Opening General Session

**Tasti D-Lite**
- Sunday Super Session
- dessert your guilt.

**FranConnect Software**
- Monday Lunch & General Session

**DUSKIN.**
- Registration Bags

**DLA Piper**
- Convention Portfolios

**Express Employment Professionals**
- Bonny LeVine Award

**Gray Plant Moodys**
- Women's Leadership Conference Program & Convention Program Book

**Michael H. Gold & Associates, LLC**
- Small Screen Promotions

**Faegre Benson**
- At-A-Glance Pocket Guides

**Dunkin' Brands**
- Guest Room Key Cards

**mUrgent**
- Registration Lounge/Email Kiosks

**Bohn**
- Convention Program Book

**EGS**
- International Reception

**Handouts Printing Stations**

**Fisher Zucker**
- Lanyards

**Franchise Opportunities Network**
- Register Lists

**Greenberg Traurig**
- Exhibit Hall Door Prizes

**Ruskin Moscou Faultschkek**
- Exhibit Hall Aisle Banners

**GT Localize**
- Women's Networking Reception

**International Reception**

**Women's Leadership Conference Lunch**
Women’s Franchise Committee
Annual Leadership Conference

“REBOUNDING STRONG IN 2010 — BEST PRACTICES FROM TODAY’S INNOVATORS”

2009 posed a unique set of challenges and we all reacted differently: changes in staff, technology, vision, communication and more. Join some of IFA’s best innovators for a frank discussion of how they faced the hard challenges, made the tough decisions, achieved the greatest long-term impact and prepared to move forward in a new decade. Learn when and how to reinvent, redesign and restructure. Take home proven ideas that can help propel your business into a strong 2010.

SCHEDULE OF EVENTS

12:00 n – 1:15 pm
Opening Luncheon featuring the WFC Crystal Compass presentation

1:15 pm – 1:30 pm
Break

1:30 pm – 2:30 pm
Keynote Address with Guest Speaker:
Jane Abell, President & COO,
Donato’s Pizzeria

2:30 pm – 2:45 pm
Break

2:45 pm – 3:45 pm
Panel Moderator:
Kerry Olson, CFE,
Vice President – Legal,
International Dairy Queen

Panel Discussion Speakers:
Tom Wood, President & CEO,
Floor Coverings International

Linda Shunk,
Vice President, Retail & Franchise,
Oreck Franchise Services

Tariq Farid, CEO,
Edible Arrangements International, Inc.

Mary Rogers, CFE, CEO,
Abrakadoodle

3:45 pm – 4:30 pm
Roundtable Discussions

4:00 pm – 4:30 pm
Certification of new members

4:30 pm – 4:40 pm
Closing Remarks

4:45 pm – 5:30 pm
Networking Reception

The Leadership Conference is open to fully-registered convention attendees only. The fee to attend this event is $50. Please check off the appropriate box on the registration form before sending it to the IFA Office.

Your attendance at the WFC Leadership Conference will earn you 100 Education credits toward the completion of the Certified Franchise Executive (CFE) accreditation.

5:30 pm – 6:30 pm
New Member/First Time Attendee Reception

Help welcome new IFA members and first time attendees to convention. This by-invitation-only event is an opportunity for new members and first time attendees to get acquainted with colleagues in the franchise community, including the IFA Board of Directors and other members of the IFA leadership.
6:30 pm – 8:30 pm
Taste of Franchising

This is one of franchising’s favorite events! The Taste of Franchising offers attendees their first opportunity to catch-up with old friends and make new contacts during a unique networking reception showcasing the many savory delights that franchising has to offer. Franchisor members generously provide branded food and beverage items while others’ support helps to provide decorations, paper products and the evening’s entertainment to make the Taste of Franchising a great way to kick off the convention. And this year’s Taste of Franchising will feature a Tail-Gate Party theme to get you geared up for Sunday Night’s Super Bowl.

We’d like to thank those IFA franchisor and supplier members who graciously support this event:

7:30 am – 9:00 am  Prayer Breakfast

Please join us on Saturday morning at the Prayer Breakfast hosted by The ServiceMaster Company. This is a non-denomination event that we hope you will attend with your family and friends. Listen to a special musical performance, motivational readings and a thought-provoking discussion led by Ken Starr about “Leadership and Your Personal Faith.” Mr. Starr is a lawyer and former judge and solicitor general who was appointed to the Office of the Independent Counsel to investigate the suicide death of the deputy White House counsel, Vince Foster, and the Whitewater land transactions by U.S. President Bill Clinton. He later submitted to Congress the Starr Report, which opened the door for Clinton’s impeachment based on charges arising from the Monica Lewinsky scandal. Mr. Starr currently serves as dean of Pepperdine University School of Law in Malibu, California. The Prayer Breakfast is offered on a complimentary basis to fully registered convention attendees on a first come, first served basis. Please indicate your plans to attend on our registration form.

The Prayer Breakfast is sponsored by: ServiceMASTER Clean®

Co-Sponsored by: Tasti D-Lite LLC
Servant Systems
Michael Seid & Associates
HomeTask Handyman
Service Brands
Two Men And A Truck
8:30 am – 12:00 n

International Summit – Track One

Developed by the International Committee

Considerations for Initiating an International Expansion Effort

- Why should your organization expand to an international market?
- When is the right time to expand internationally?
- Organizational readiness.
- Developing the expansion plan.
- Setting realistic expectations.
- Expansion strategies.
- Developing the expansion plan.

International Summit – Track Two

Developed by the International Committee

International Expansion — Identifying Market Opportunities

- Where to find the right recourses for your international expansion.
- Market entry considerations.
- Hot markets...which international markets are flourishing and how to identify them.
- Identifying market potential for my brand.
- Case studies of successful expansion efforts.

9:00 am – 12:00 n

Financial Summit

Effects of the Credit Crisis and Stimulus on Franchise Financing

- What is the "New Normal"?
- What are lenders looking at? - Lender Due Diligence
- Franchisor participation in franchisee financing.
- Reasonable expansion/development strategies.
- What did the stimulus stimulate for franchising?

Franchisor & Franchisee Access to Capital Strategies

- How much leverage will a lender tolerate?
- Is private equity right for my brand? What will it cost?
- What is the reality on ROBS (Roll Over Business Startups) – 401k as your partner (zees)
- Leveraging deferred compensation to fund re-imaging strategies.

Technology Summit

Developed by the Information Technology Committee

Knucklebusters - 50 Years of technology innovation in franchising.
Slick Systems - What are leading franchisors using to drive the bottom line today.
FREE Stuff - Get your notepad out for a look into the bootstrappers little black book.
Future Now - What is coming and how can you become a trendsetter.

New Markets Summit: The New Return on Investment

Developed by the Diversity Institute

- Does the face of my franchise system reflect the faces of those in the communities that we serve?
- How can I attract new franchisees from within these communities?
- Does my system provide products or services that are appealing to diverse communities?
- Learn how to grow your business in urban markets.
- Hear from pros on how to successfully use "DrillDown data" to expand your brand in urban markets.
- Develop new branding strategies to reach diverse franchisees and customers.
- Gain a better understanding on the new ROI – urban markets.

The 19th Annual Elements of Successful Franchising

“Working Through Difficult Economic Times”

- Up to the minute: what's happening right now.
- Techniques for effective distribution: where franchising fits in.
- Effective franchisee recruitment.
- Essential elements of the franchisor management’s philosophy and "culture."
- Communication in franchise networks.
- How to deal with change: anticipating it, accommodating it and taking advantage of it.
9:00 am – 12:00 n

IFA’s Franchise Sales Management & Compliance Program

Introducing Fran-Guard™—Safeguard Your Franchise

- Top-down look at the IFA’s revised and expanded franchise sales management and compliance initiative.
- How a system-wide compliance program can protect your franchise system and make it more profitable.
- How to integrate all the facets of a compliance program, from disclosure and documentation, to franchise sales, field support, and operations.
- Proactive steps to drive franchise sales, reduce risks, manage growth, and improve profitability.

2:45 pm – 4:15 pm

CONCURRENT SESSIONS

Confronting the New Normal: Leadership Strategies for a Recovering Economy

**Developed by the Franchise Relations Committee**

- Collaboration as a platform for change.
- Empowering staff and franchisees.
- Evolution of development, training, support and unit economics.
- Mentoring for franchisee success.
- Managing goals and expectations throughout the process.
- Immediate action steps to improve franchise relations and drive system performance.

Multi-Unit Panel of the Pros

**Developed by the Franchisee Forum**

- Multi-unit franchising is a rapidly growing segment of the Franchise Business Model. Franchisors recognize it as a path to faster system growth while franchisees recognize the potential for rapid growth inherent in a well executed multi-unit business plan.
- Explore the potential for growth and diversification in operating multiple brands.
- Find answers to the question of how multi-unit operators focus on development and growth while maintaining quality and profitability.
- Consider development strategies: by design or by default?
- Examine infrastructure models: what works best for you?

Getting Your Franchise Program Off the Ground: What All Start-Up Franchisors Need to Know

- Learn how becoming a franchisor could impact your existing business.
- How important it is to build your culture, as well as your brand?
- What to consider when deciding how fast to grow.
- How to know if you’re building the right infrastructure.
- How to establish and maintain trusting relationships with your franchisees.

Protecting the Brand: Conducting Brand Compliance Audits

- Brand inspections, field audits, safety and regulatory compliance audits: what, when, how and how often?
- What areas are critical to these brand compliance efforts?
- Where do most problems arise?
- What new technology/tools are available to franchisors to address compliance issues?
- What is the franchisee’s stake in and contribution to brand compliance?
- What legal issues come into play?

Driving Same Store Sales

**A Supplier Forum Best Practices Seminar**

- How to create their own individual success formulas.
- Which local area marketing tools work best in which situations?
- How to increase frequency, average order size and profitability.
- What can be done to differentiate themselves from their competition?
- How employee satisfaction drives customer satisfaction.
Communicating for Success – Fostering Positive Franchisor/ Franchisee Relationships

• Creating and sustaining a true “partnership” culture.
• Utilizing today’s tools to communicate.
• Infusing the personal touch to cement relationships.
• Motivating your system using all available mediums.
• Overcoming communication obstacles.
• Energizing franchisees while minimizing travel.

Leveraging Social Media for Franchise Sales

A Supplier Forum Best Practices Seminar

• Revealing your core beliefs through social media; passing the transparency test.
• How to get better leads and save money over traditional marketing channels.
• Developing brand relationships using social media.
• Social media and B-to-B sales-incongruous or compatible?
• Managing your social media in less than an hour a day.
• Building a social media campaign-patience, patience, patience.

How To Increase Online Visibility & Drive More Traffic at No Cost

• There are plenty of ways franchisors can get visibility and generate traffic online when you have a budget to spend against it. But what are the avenues to generate traffic and visibility online that don’t cost anything?
• In this session, we’ll cover ways franchisors can increase online visibility for no cost in many areas including blogging strategies, local map listings, content development and distribution, community bulletin boards/event driven sites, linking strategies, social networking, search strategies, online PR strategies and others.
• We’ll explore how these areas are inter-related and also establish a foundation for the free traffic drivers that every franchisor should already be taking advantage of.
• We’ll also discuss strategies that favor development as well as those that favor driving consumer traffic; those that the franchise can execute and those tactics that can be utilized by the franchise base.
• We’ll also answer questions about the complete spectrum of online traffic-driving activities and what can be done within each at no cost.

Purchasing Coops – Opportunity for Immediate & Long Term Savings

• Financial return and benefits – supply chain experts estimate that a well run co-op can save between 6% and 8% of supply chain costs. Co-ops also offer unique pride of ownership that helps to improve franchise relationships.
• Who should have a co-op and how do you know? – find out if a co-op is right for your franchise system.
• The 10 most important things to know about structuring the co-op – finding capital; getting members; establishing relationships with suppliers; establishing roles for the franchisor; establishing roles for the franchisees; providing for rainy days and other risks; providing for future expansion of co-op; providing the best value.

Importance of a Structured Sales Process in a Tight Economy

• Know who your target prospect is.
• Establish an “up front contract”/set expectations in the beginning.
• Understand why feeling the pressure to abandon a “structured sales process” generally means it’s time to get MORE structured.
• Two important "structure" items that you never want to lose.
• How to overcome less than positive franchisee validations.
• Keeping the candidate on a definitive “closing” timeline.

Effective Use of Social Networking/Media at your Meeting

• Intro to social media including the basics, and user generated content (UGC) and common sites.
• Explanation of the benefits to you and your franchisees including creating greater emotional engagement via UGC.
• Ideas and examples of how to use social media at your convention.
• How to extend the message to leverage your investment and ways to keep your network enthused throughout the year.
• How to measure effectiveness including tracking usage, ROI and other measurement tools.
How to Talk to Lenders in 2010

- The lender mix has changed and the amount and type of information lenders need has changed with it.
- Indirect risk factors – franchisor and franchise system performance – matter much more now.
- Franchisors must move beyond a preferred lender model role and take on new support roles.
- Underwriting standards have shifted and will continue to move throughout 2010.

How Franchisors Successfully Re-Create Themselves in this Economy

- Learn how to use proven methods to grow unit sales and number of units in the world’s toughest economy.
- Review how co-branding works as a formidable strategy to increase sales, lower fixed costs and drive the bottom line results at the same time increasing number of units in a tough franchise sales climate.
- Establish an “Innovation Team” to streamline operations, improve systems and create new products that drive sales.
- Take a pro-active approach to help franchisees through “Profitability Indicators” -- saving franchisees that may have previously been forced to close.
- How outsourcing allows you to acquire top industry talent without internal overhead cost in an economy where many companies have had to reduce staff size.

Budgeting & Planning for International Expansion

*Developed by the International Committee*

- Elements of a successful international expansion plan
- Market entry checklist and budget considerations.
- Infrastructure, legal, research and other costs components.
- How to develop revenue projections and a financial proforma.

Using Social Media to Build Your Brand & Grow Your Business

*Developed by the Information Technology Committee*

- What social media is and what it isn’t.
- First decision: join the conversation or let it go on without you.
- What are the differences in the various social media?
- How to align your SM goals with your business goals.
- Learn by listening.
- Learn how to measure.
- Outsourcing vs. insourcing.
- Advertising via social media networks.

Survival Strategies for Start-Up Franchisors in Challenging Times

- How to grow your system in a down economy.
- How to help your franchisees’ bottom line.
- How to market and build your brand on a tighter budget.
- What key factors have allowed some start-up systems to thrive?
- What actions can start-up franchisors take immediately to make a difference in their system?

Best Practices: How Franchisors Can Help Franchisees Navigate the Changing Business Climate

*Developed by the Franchisee Forum*

Addressing possible business scenarios by including Franchisees in the Strategic Planning Process.

- How Franchisors can best work with Franchisees to gain success or to stop a declining business situation.
- The role the working relationship plays in overcoming the obstacles presented by today’s business climate.
- Each company will share actions they are currently executing with the Franchisees to ensure success, including market and finance considerations.
- Maintaining standards and quality under difficult circumstances.
- The importance of communication in adapting to today’s changing business environment.
- Why a TEAM approach is crucial to survival and growth.

The Development Pipeline: from A to Z

- Managing prospects from the point of initial contact through the close.
- Successfully taking a new franchisee from a signed franchise agreement to an open store including initial turnover from the sales department, securing financing, real estate issues and design and construction support.
- Common mistakes in the key areas of the development pipeline.
Top 10 Ideas for a Successful Annual or Regional Meeting

• Cost Savings Strategies—outsourcing vs. internal management.
• Sponsorship—how to raise additional revenue to pay for your convention.
• Speakers—how to find speakers who align with your event mission.
• Hotel Contract Negotiation—current industry trends.
• Franchise Agreements—how to support your convention legally.
• How to boost attendance.

Value: Where It’s Led Us, Where It’s Leading Us

• Price remains the easiest marketing lever available to capture and keep customers – but research shows that discounting does not necessarily equal value creation.
• Today’s dynamic definition of value and how it’s changed over time.
• Empirical evidence showing the correlation between value and consumer loyalty behaviors.
• Practical lessons about corporate strategy and field execution from Franchise organizations.

Driving Results with Franchisee Training

• How the training and learning programs provided by franchisors can drive positive business results in today’s economy.
• Learn why every training initiative must be built around driving business.
• Learn from industry examples how this is applied and the success that has been achieved.
• Discover why this is the best time to invest in training and improving franchisee performance.

Effective Use of Financial Performance Representations

• How can franchisors distinguish themselves by including financial performance representations (FPRs) in their disclosure documents?
• What information should be included in a franchise disclosure document?
• What is the most effective way to present the information?
• What creative FPR formats are franchisors using?
• How can the FPF most effectively be used in the sales process?
• How can you protect yourself from claims based on FPRs?

Benchmarking: Real Metrics, Real Impact

• The importance of measurement.
• Internal benchmarking, who and what should be measured?
• Franchise Development Key Performance Indicators (KPI’s).
• Managing your Income Statement and Budget with a Dashboard.
• Forward forecasting with greater precision and predictability.
10:15 am – 12:30 pm

**Business Solution Roundtables**

**Facilitated by the Supplier Forum**

These roundtables, led by experienced Supplier Forum members, offer a wide-range of cutting-edge topics relevant to how you conduct business on a daily basis. Pick up innovative business solutions and fundamental tips on staying competitive in today’s marketplace whether you are a new or established franchisor. This session is guaranteed to challenge your thinking and leave you with great ideas to use in your business.

3:00 pm – 4:30 pm

**CONCURRENT MINI-SUPER SESSIONS**

Last year, we took a new approach to our final set of educational sessions and we are pleased to report the change was a huge hit. Based on feedback received from attendees, the new Mini-Super Sessions were informative, interactive and offered a huge amount of value. And because of the overwhelming support they received, we are bringing them back. The Mini-Super Sessions are intensive workshops that each focus on topics to help you better understand the trends occurring in today’s business, economic and political landscape. Last year’s topics included Generation Y, Customer Service, an Economic Forecast and Social Media Tools. As you can see, the topics featured had a broader application than the everyday operations of franchise businesses and the sessions were applicable to professionals at various levels, from multiple areas of expertise. We’ll select the same types of topics this year and ask a leading expert to join us to share trends and strategies that you can put to use right away in your business. Stay tuned for a list of sessions and speakers to be announced shortly.

7:30 pm

**Closing Gala**

Our closing gala is a festive way to end your convention experience. With gourmet food stations and the Franchise All-Star Band entertaining you throughout the evening, the closing gala is a fun-filled evening that gets you up out of your chairs and mingling one final time with other convention attendees. Stick around for this last chance opportunity to visit with friends and colleagues before heading home.
GENERAL SESSIONS

Our general sessions are always power-packed with exciting and compelling programming to meet the needs of our diverse membership. And this year we’ll continue our streak of excellence with qualified speakers from the franchising community revealing best practices, marketplace trends, and insider tips for positioning your business for success in 2010.

Our Opening General Session on Saturday afternoon will begin our 50th annual celebration of franchising with a world leader taking the stage to speak to you about their insights on what it takes to be an inspiring and effective leader in today’s challenging environment. We’ve had noteworthy speakers set the tone for our convention in the past including Former President Bill Clinton, General Colin Powell, Former-NYC Mayor Rudy Giuliani and Former President Bush and Mrs. Bush. This year, we will offer another noteworthy person that you won’t want to miss.

Our Super Session on Sunday morning will feature a compelling and thought-provoking presentation about the DineEquity story as told by 37-year restaurant veteran, Julia Stewart. DineEquity is the world’s largest full-service restaurant company franchising and operating restaurants under the Applebee’s Neighborhood Grill & Bar and IHOP Restaurant brands. Stewart is currently the company’s Chairman and CEO and since joining the company in December 2001, has implemented significant shifts in strategy that resulted in revitalizing the IHOP brand and improving the overall financial performance of the business. In 2007, she led the acquisition of Applebee’s International, Inc., creating an industry leader with more than 3,400 locations. During this particular presentation, Stewart will discuss the recent challenges she has faced as DineEquity’s leader and her plans for the future growth of the company.

Next, our Panel of the Pros session on Monday morning will be led by Incoming IFA Chairman, Jack Earle, a McDonald’s Franchisee, as he engages several franchise leaders in a discussion focused on the importance of advocacy initiatives in protecting and strengthening your franchise business. And our closing luncheon session on Monday afternoon will feature another dynamic presentation given by a leading expert that will challenge and inspire you.

Throughout our general session programming, we will celebrate the past 50 years by taking a look back at franchising and showcasing some of the work the IFA has accomplished on behalf of its members. We will also honor those icons who have been franchising for 50 years and take a glimpse into the future to see what’s ahead for our industry and how the association can help facilitate the further growth of our important business model.

SATURDAY, FEBRUARY 6, 7:30 pm – 9:00 pm

Diversity Institute Reception
Come celebrate the diversity of the franchise community. This reception is open to all IFA convention attendees to enjoy great food and networking opportunities.

Women’s Franchise Committee Reception
The Women’s Franchise Committee invites all IFA convention attendees to a Networking Reception to learn more about the committee’s ongoing work and to mingle with friends and colleagues.

International Reception
All IFA convention attendees are welcome to join their colleagues from around the world at the International Reception to learn more about this growing area of franchising. Come and enjoy an evening of information-sharing with fellow franchise executives and representatives from several franchise associations around the world.
Exhibits

The IFA Exhibit Hall offers even the most experienced franchise executive new ideas for improving the operations of their business. To help ease the pains of a challenging economy, exhibitors are excited to show you the latest trends and products in franchising today, so you can conduct business more efficiently and economically. We have it all for you—accounting, business and legal services, financial services, insurance programs, marketing and public relations specialists, software and technology providers, human resources experts, franchise development resources, travel, hotel and special event services. And, don't forget to enter the exciting door prize drawings held during official exhibit hours.

Exhibit Schedule

SATURDAY, FEBRUARY 6

4:30 pm – 8:30 pm
Chairwoman’s Reception – Join IFA’s Chairwoman of the Board, Dina Dwyer-Owens, for the opening of our Exhibit Hall. This is your first opportunity to meet with our service providers who offer innovative and cost-effective products to help your company’s bottom line and prepare to rebound strong in 2010.

SUNDAY, FEBRUARY 7

12:00 noon – 2:00 pm
Networking Luncheon with Exhibitors – Take advantage of the second opportunity to learn what our service providers can offer you to help build your brand and run a more streamlined operation this year.

2:00 pm – 4:00 pm
Exhibit Hall remains open for optional networking.

4:00 pm – 5:30 pm
Founder’s Party with Exhibitors – This is your final chance to visit with our 2010 service providers. And during this time period, we will also honor many of our founders who have inspired and guided us over the past 50 years.

Exhibitors (At press time)

Ad Giants, LLC
AdGeo, Inc.
Alexander’s Print Advantage
Association of Small Business Development Centers
Automatic Data Processing
Aviatech, LLC
Bailhoo
Benefits In A Card, LLC
BeneTrends, Inc.
BFC
BizBuySell
BizUnite
Bluewater Direct, Inc.
Boundless Network
Business Resource Services
CallSource
CarWrap.com (Impressions On The Go)
Certilearn, Inc.
Clarity Voice
Constant Contact, Inc.
Cowan Costumes, Inc.
Creative Producers Group
Crow Awards
Diamond Financial Services
Direct Capital
DirectMail.com
E. H. Anderson Public Relations Elements
eMaximation
eNR Grassroots PR
Entertainment Publications
Entrepreneur Media, Inc.
ESRI
F.C. Dasdon, Inc.
Faege & Benson LLP
FisherZucker LLC
Fishman Public Relations
Fox Rothschild LLP
Franchise Business Review (Frantopia)
Franchise Company Solutions
Franchise Development Services Ltd.
Franchise Direct
Franchise Gator
The Franchise Handbook
Franchise Opportunities Network
Franchise Payments Network
Franchise Solutions
Franchise Times
Franchise Update Media Group
Franchise.com
FranchiseAdvantage.com
FranchiseCompany.com
FranchiseWorks.com
FranConnect Software
FRANdata
FranFund
FRANMOGUL
Franwise
Funding Solutions, LLC
Gannett/Franchise Xpress
Gray Plant Mooty
Greenberg Traurig, LLP
Haynes and Boone, LLP
Henry Wurst, Inc.
HGP - Harris Goldman Productions
Hot Dish Advertising
Hylant Group
iFranchise Group, Inc.
IFX Online
IMN
Initial Impression
The International Franchising Centre
Intuit, Inc.
Javelin Solutions
Kiekenapp & Associates - The Franchise System Builders
LDI
Location Media
Love, Douglas & Pope, Inc.
Luce, Smith & Scott, Inc.
Member Solutions
Merrante Commercial Capital, LLC
Mercury Road, LLC
MFV Expositions
Miller Canfield
MINDBODY Online
Mindshare Technologies
Money Mailer Direct Marketing
Mt. Pleasant Capital Corp.
MultiAd
mUrgent
National Cable Communication
NetSolace, Inc.
Nixon Peabody LLP
Our Town
PrimePay
PrintingForLess.com
ProfitKeeper
Prograde
ReachLocal Inc.
The Rehmann Group
ReSource
Royalties, Inc.
Ruskin Moscou Faltischek P.C.
SageFire, Inc.
Screenmatters
SDCooper Company
Servant Systems, Inc.
Siegel Capital
SmartleadsUSA, LLC – The Radius Marketing Company
St. Jacques Franchise Brand Marketing
Store In A Box
Sunbelt Business Advisors
Synergy Media Team LLC
Systino
TAM Retail
Tortal, Inc.
Uni-Data & Communications
USA Today
Valpak Direct Marketing Systems, Inc.
Veribooks
Victory Media Inc. (NaVOBA)
Vivid Ink
W.M. Putnam Company
WSI
The Wall Street Journal
Xpressdocs
Yodle
ZeeWise, Inc.

If you would like to exhibit your company’s product or services to hundreds of franchising’s top decision makers, please contact Lynette Darby at 202/662-0782 or ldarby@franchise.org.
FranPAC Events

All proceeds from FranPAC events help IFA support franchise-friendly legislators and candidates in Congress and educate lawmakers about the legislative issues critical to your business and the franchise community.

Silent Auction
The FranPAC Silent Auction is back by popular demand. Held in the Exhibit Hall during regular exhibit hours, the silent auction is a great way to support FranPAC. You will have the opportunity to bid on travel packages, electronics and other spectacular prizes donated by IFA members.

VIP Reception
Another great way to support FranPAC is during the VIP reception with our convention keynote speaker. You’ll have the chance to visit with a noteworthy leader before they take the stage at our Opening General Session on Saturday, February 6.

365 Breakfast
Join us for the 4th Annual 365 PAC Breakfast on Sunday, February 7, prior to the Super Session. The 365 Club is FranPAC’s basic level of membership, asking franchise community leaders to pledge at least $1 a day for effective political representation in Washington and to be part of one of the most important endeavors at IFA.

Sincere thanks to our 365 Breakfast sponsor:

For more information about signing up for any of our FranPAC events, please contact Victoria Adams at 202/662-0781 or vadams@franchise.org.

Convention Information

Pre-registration
To register for all events described in this brochure, please complete one registration form per person and mail with payment to IFA’s 50th Annual Convention, 1501 K Street, NW, Suite 350, Washington, DC 20005. You may also fax your form(s) to 202/628-0812 or register online by visiting www.franchise.org/convention.aspx. Our pre-registration deadline is January 25, 2010. You will receive a confirmation packet via email. For questions, call IFA at 202/628-8000.

Registration Fees
Registration Fees* are per person and include:
• Entry into all convention general sessions and educational sessions including the Summits and Mini-Super Sessions;
• Exhibits and evening networking events;
• Educational session instruction and materials;
• Continental Breakfast on Sunday and Monday;
• Lunch on Saturday, Sunday and Monday;
• Taste of Franchising; and
• Refreshment Breaks.

* Pertains to full convention registration fees excluding our Spouse Rate (applicable to evening social events only) and Exhibitor Badge Rate (provides entry into the Exhibit Hall only for booth workers.)
The WFC Leadership Conference on Friday is an additional $50 for fully-registered Convention attendees.

The Prayer Breakfast is offered on a complimentary basis to fully registered convention attendees on a first-come, first-served basis.

Attendance at the ICFE Special Sessions on Thursday and Friday is not included in your convention registration fee. There is a separate form and fee for these sessions. Go to www.franchise.org/certification.aspx or call Rose DuPont at 202/662-0771.

Registration/Information Desk

The registration/information desk will be located on the Parkview Terrace in the San Antonio Convention Center. Registration will be open at the following times:

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
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<tbody>
<tr>
<td>Friday, February 5th</td>
<td>7:30 am – 8:00 pm</td>
</tr>
<tr>
<td>Saturday, February 6th</td>
<td>7:00 am – 5:00 pm</td>
</tr>
<tr>
<td>Sunday, February 7th</td>
<td>7:00 am – 6:00 pm</td>
</tr>
<tr>
<td>Monday, February 8th</td>
<td>7:00 am – 4:00 pm</td>
</tr>
</tbody>
</table>

Refreshment breaks and email stations will be set up near our registration desks starting on Friday morning.

Hotel Room Reservations

Once your registration is processed by the IFA, you will receive information via email about reserving a room at one of our three properties:

The Marriott Rivercenter is conveniently located just steps from all of the action on the historic San Antonio River Walk. The River Walk features dozens of restaurants, shopping and numerous attractions. The 38 floor hotel offers 915 beautifully appointed guest rooms. The Marriott Rivercenter is one of the most high-tech hotels on the River Walk with Marriott Plug-In Technology, LCD TVs, premium cable, and high-speed internet in each guest room. Be sure to check out the sizzling River Walk restaurant, Sazos Latin Grill, where guests will enjoy a stimulating fusion of Latin and Spanish flavors in both the menu and the ambiance. The Marriott Rivercenter is conveniently located in close proximity to the San Antonio Convention Center. The IFA discounted room rate is $239/night.

Check-in is available after 4:00 pm, and check-out is required by 12:00 noon.

The Marriott Riverwalk is located in the heart of downtown San Antonio; the Marriott Riverwalk offers sweeping balcony views of the city and the famous River Walk. This 30-story hotel welcomes guests into a contemporary lobby with a touch of Texas flair: chili-red walls, dark-wood trim and wrought-iron accents. The hotel offers 507 luxury hotel rooms equipped with cable and LCD high definition television with Marriott Plug-In Technology, and high-speed internet. Indulge in your choice of a historical, cultural, or culinary experience with the rich flavors and intoxicating aromas along the River Walk, all just a few steps away right outside your doorsteps. The hotel is across the street from the San Antonio Convention Center and just three blocks from the Alamo, combining gracious Marriott service and amenities, such as high speed Internet access with a comfortable, casual feel. The IFA discounted room rate is $239/night.

Check-in is available after 4:00 pm, and check-out is required by 12:00 noon.

The Grand Hyatt San Antonio opened in 2008 with 1,003 guestrooms and is adjacent to the San Antonio Convention Center. Relax in the inviting setting of this new luxury Riverwalk hotel. Magnificent views of downtown or HemisFair Park welcome you to these spacious San Antonio accommodations, featuring one king or two full Hyatt Grand Beds™. Deluxe amenities within our contemporary San Antonio Texas accommodations include natural stone bathrooms, generous work areas with wired and wireless high-speed Internet access, 32” flat-panel HDTVs, iHome stereo with iPod dock, coffeemakers and daily newspaper delivery. The IFA discounted room rate is $225 (single)/$250 (double) per night.

Check-in is available after 4:00 pm, and check-out is required by 11:00 am.

Getting There

The Marriott Rivercenter, The Marriott River Walk and The Grand Hyatt San Antonio are all located approximately 8 miles from the San Antonio International Airport. Transportation from the airport is available by taxi for an approximate fare of $20.00. Shuttle service is also available for $18.00 per person. For more information on shuttle service please visit www.saairportshuttle.com. If you are interested in renting a car during your stay in San Antonio, on-site rental car customer counters are located in the baggage claim areas of Terminals 1 and 2.

About San Antonio

San Antonio serves up the great outdoors like a nature lover’s feast, from the tropically landscaped River Walk to lush parks and idyllic hike-and-bike trails. Plus, year-round mild weather guarantees plenty of al fresco fun. There is much to explore along the River Walk, whether on foot or aboard a river cruiser. The pleasures of this scenic waterway increase with the River Walk’s new extension to Brackenridge Park, museums and other attractions. With more twists and turns than the River Walk – and more faces than the façade of the Alamo – San Antonio proudly wears its culture on its sleeve. From modern museums and old world missions to walking tours and architectural wonders, this city is bursting with cultural history, character and charm. For more information please visit http://www.visitsanantonio.com/index.aspx.
2010 IFA Convention Registration Form

February 5-8, 2010 • San Antonio Convention Center & Marriott Rivercenter Hotel • San Antonio, TX

Please complete one form per person. Pre-Registration closes on January 25, 2010. Registrations received after this date will be processed onsite and subject to an additional $50 fee.

Full Name ________________________________________________  □ Franchisor  □ Franchisee  □ Supplier

Nickname for Badge  __________________________________________

Job Title  ___________________________________________________

Spouse (if registering) _________________________________________

Company  ____________________________________________________

Address  ______________________________________________________________________________________

City ___________________ State _________ Zip _______________________

Country (if not U.S.) _____________________________________________

Telephone __________________________________ Fax ___________________

Email  (Required for confirmation packet and hotel reservation information)

☐ Check here if you wish to receive emails and faxes on Convention events and issues of interest.

Is this your first IFA Convention?  ☐ Yes  ☐ No

Please mark the appropriate boxes to indicate your participation and fees. Registration fees are PER PERSON.

☐ IFA Member

☐ 1-3 registrants when registering together  $990  $

☐ 4-9 registrants when registering together  $850  $

☐ 10 or more registrants when registering together  $750  $

☐ Member Exhibitor  $650  $

☐ Spouse (includes evening social events only)  $500  $

☐ Speaker (does not apply for roundtable facilitators)  $550  $

☐ Non-member  $1,950  $

☐ University Personnel  $650  $

☐ WFC Annual Leadership Conference  $50  $

☐ Prayer Breakfast  Complimentary  $

Total Fee $____________________

PAYMENT METHOD

☐ Check payable to IFA (Federal Tax ID # 36-6108621)

☐ Credit Card:  ☐ AMEX  ☐ Visa  ☐ MasterCard  ☐ Discover

Account # ____________________________ Expiration Date ____________________________

Cardholder’s Name ____________________________

Cardholder’s Billing Address ______________________________________________________________________________________

Signature ____________________________

CANCELLATION POLICY: Full refunds (minus a $50 administration fee) will be granted for cancellations received in writing by January 4. Cancellations received after that date are subject to a 50% penalty + a $50 administration fee. No refunds are permitted after January 15, 2010. Substitutions are permitted at any time.

HOTEL RESERVATIONS: Once your registration is processed by the IFA, you will receive information via email about reserving a room at one of our three properties.

Send your completed form(s) with payment to:
INTERNATIONAL FRANCHISE ASSOCIATION, 1501 K Street, NW, Suite 350, Washington, DC 20005
Phone: 202/628-8000 • Fax: 202/628-0812 • www.franchise.org