



IFA26 evolve.



iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

Emerging Franchisor Bootcamp





Ron Feldman, CFE

Brand Ambassador

ApplePie Capital, Inc.

Welcome & Introductions

Tony Valle, CFE

Managing Partner

Clear Summit Group



Founders Only Think Tank

Bring that one burning question with you...

A Collaborative Exchange among Franchisor Founders with 100 Units or Less:

What's Working • What's Hard • What You Wish You'd Known Sooner

Wednesday | February 26 | 2:00 to 3:30pm | Room: Mandalay Bay CD



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RICHARD WEISSMAN

**Co-Founder, Chairman, & CEO,
The Learning Experience**

**From Survival Mode to
Billion-Dollar Scale:
Lessons from Building
Franchise Empires**

RSW@tlecorp.com

From Survival Mode to Billion-Dollar Scale: Lessons from Building Franchise Empires

Richard Weissman
Co-Founder, Chairman, & CEO



happy
happens
here.

The Startup Struggle – My Early Days:

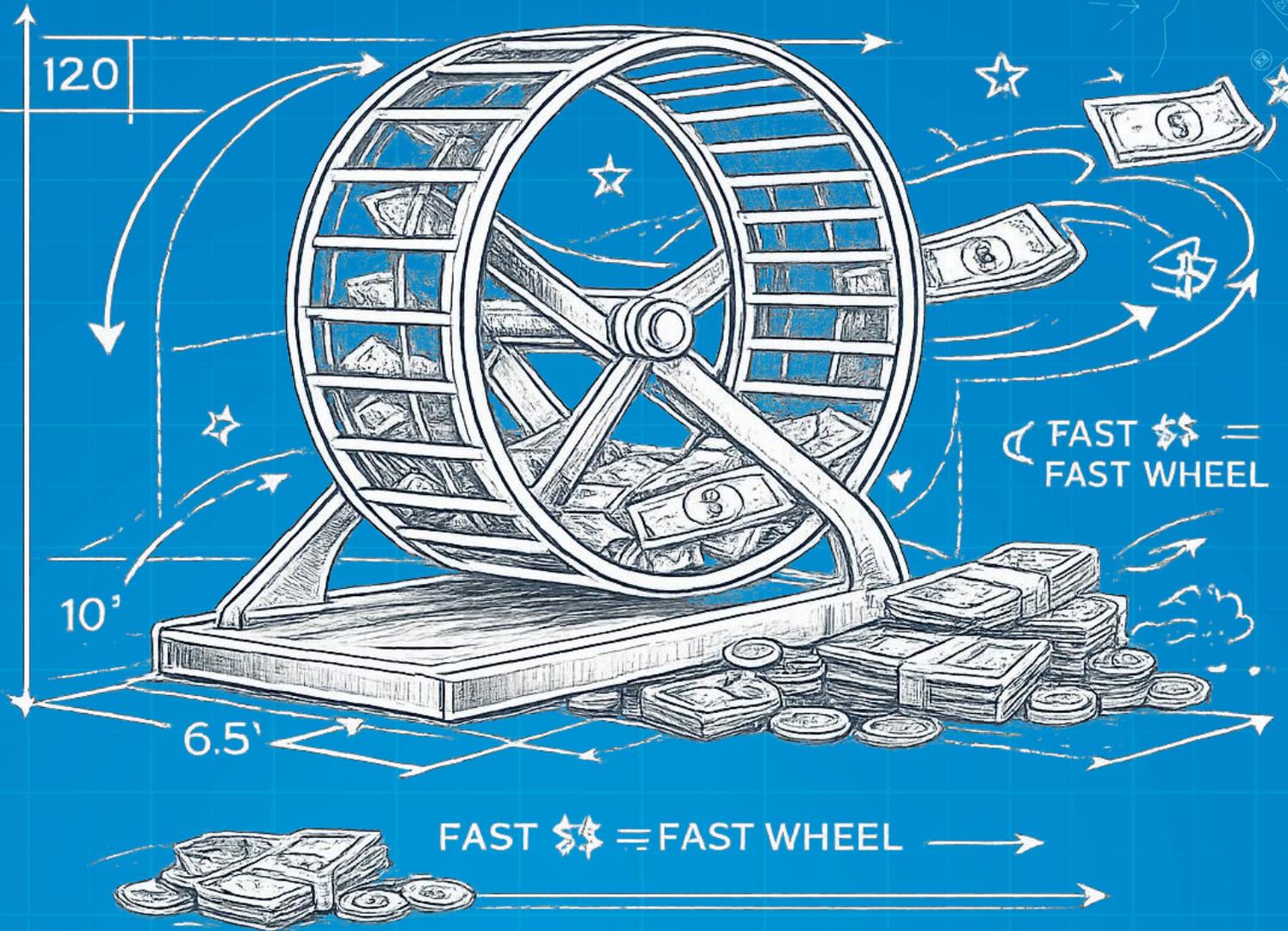
Year One:
Ground Zero

**Don't franchise a
concept.
Franchise a scalable
ecosystem.**

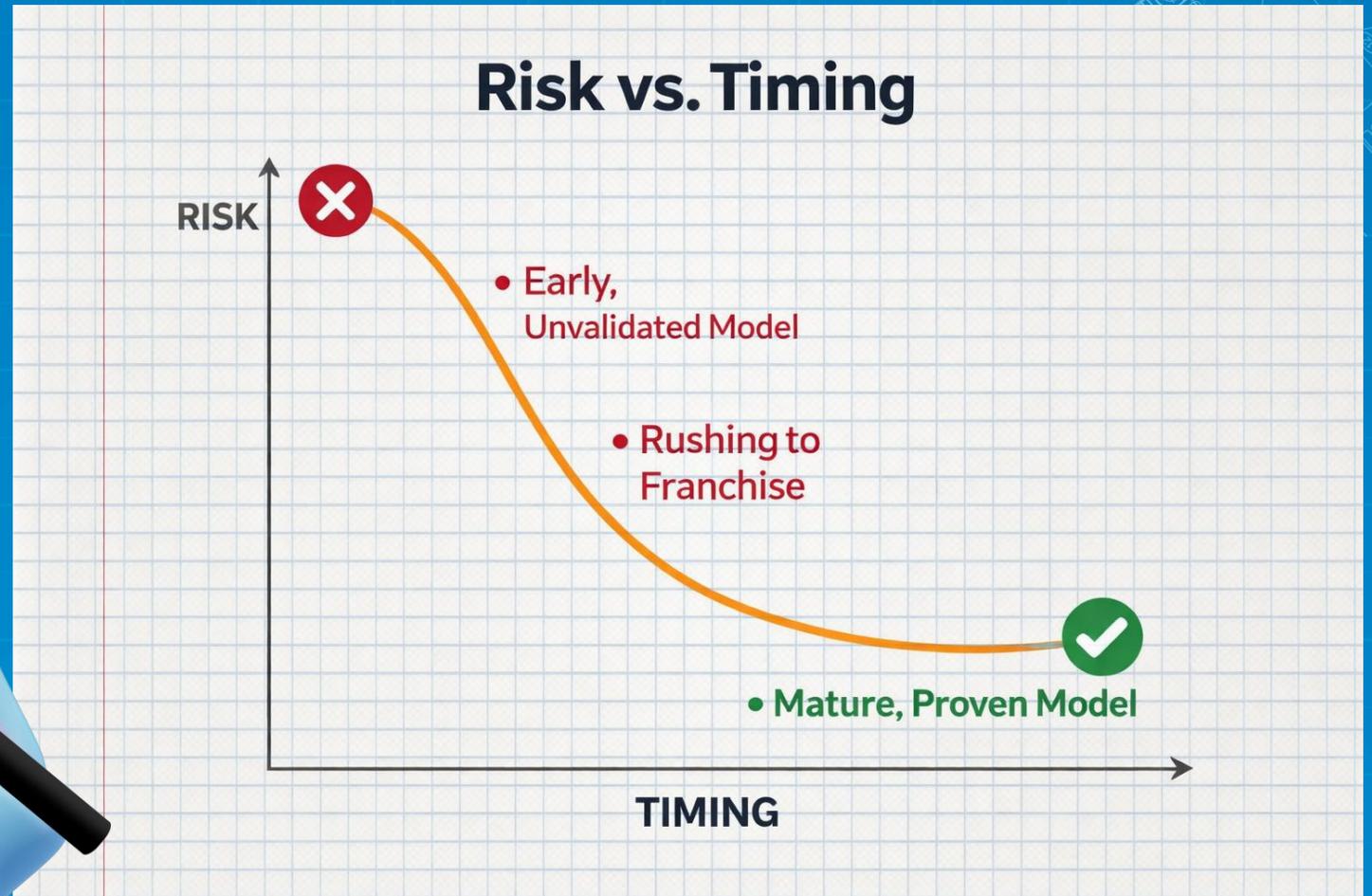


CASH CHASE

The Money Chase – Growth vs. Survival:



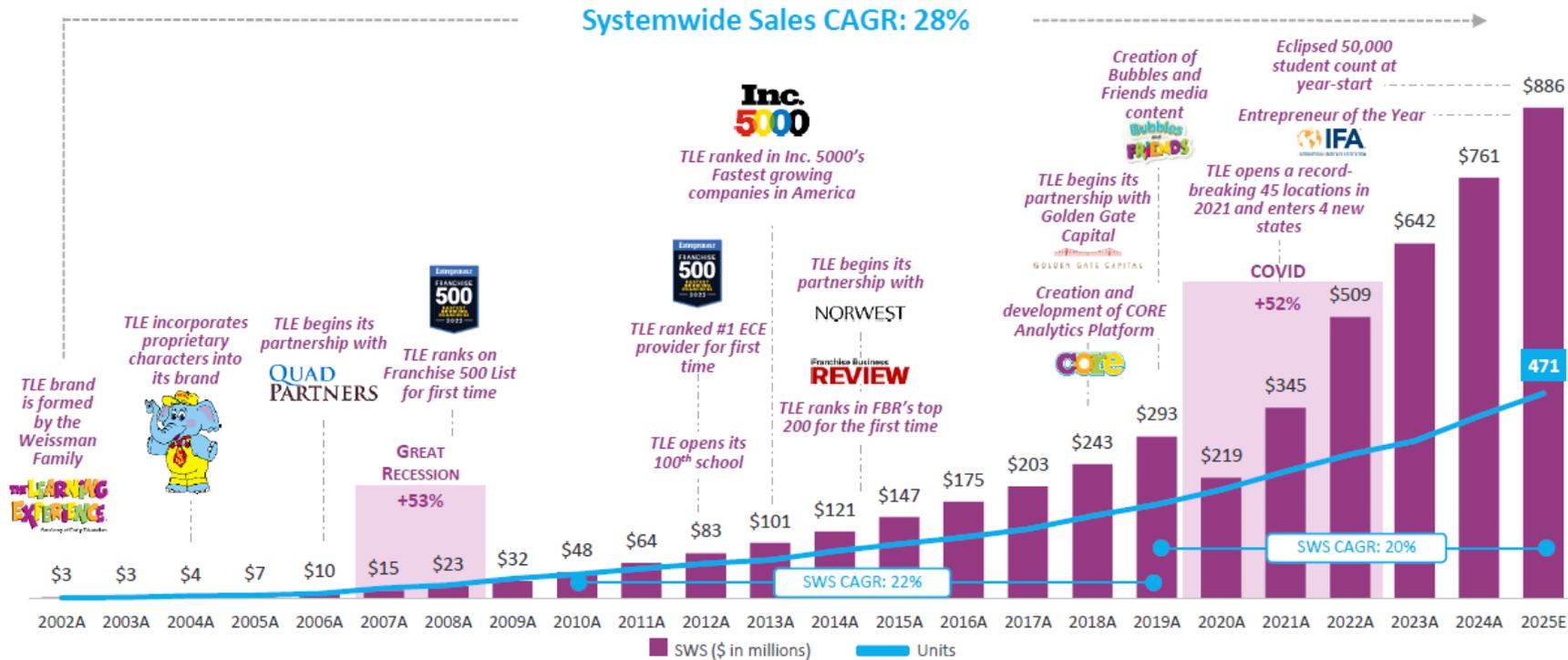
Timing Capital – When and Why:



Today's Success: Scale Achieved

1 Proven Model with Long Track Record of Success

TLE has a 23-year track record of delivering market-leading growth in systemwide sales and unit expansion



MARKET-LEADING GROWTH PROFILE

- Opened a record 57 schools in 2024 and on pace to do the same in 2025, with ~30% of 2025 openings projected in Q1
- 5x+ platform systemwide sales growth since 2016
- SWS grew on average ~53% through the great recession and COVID
- Development pipeline in place for 3+ years of unit growth

TLE VISION

Multi-Billion-Dollar Brand

2,400+ Locations

Reflections – The Joy of Early Days:





Richard Weissman

Co-Founder, Chairman, & CEO
The Learning Experience

RSW@tlecorp.com

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Emerging Franchisor Bootcamp Participant Overview



What We Will Cover...

- **Overview /Agenda**
- **RFE overview**
- **RFE detailed process**



The RFE Overview

- You will have up to 10 people in a group - each participant will have your own time with the group and are required to produce a succinct problem statement : “How to
- Each participant has about 11 total minutes of time with the group.
- It will be important that you are listening and providing input to all the attendees.



“FRANHACK” PROBLEM-SOLVING SESSION (ROUND 1)



“FranHack”:

RFE Agenda	Presenter Role	Advisor/Peer Role	Comments
<p>Presenter Set the Context</p> <p>2 Min</p>	<ul style="list-style-type: none"> Context of problem stated by the participant. 	<ul style="list-style-type: none"> Complete questions of clarification. <p>Each Round:</p> <ul style="list-style-type: none"> Assign a timekeeper Person to the left of presenter (not advisor) Assign a note taker Person to the right of the presenter (not advisor) 	<ul style="list-style-type: none"> Questions of clarification are meant to make sure all understand the issue in order to give relevant, experiential feedback for the RFE. Careful of cloaked questions such as "Have you considered?" vs. a clarifying question - "Can you explain what X means?"
<p>RFE Go Around to All Participants</p> <p>8 Mins</p>	<ul style="list-style-type: none"> Presenter states the problem wanting input on - "I would like input on how to..." Then they get experiences and input from peers and advisors 	<ul style="list-style-type: none"> Clarify the exact RFE/problem participants want hacked and then the advisors facilitate, along with peers from his/her experience first. <p>Peer / Advisor Approach:</p> <ul style="list-style-type: none"> Use "In my experience... here is what happened... here is what I learned" Person to the left of presenter (not advisor) Do not use "You should..." or "Why don't you..." 	<ul style="list-style-type: none"> Presenter listens to comments (not an argument or debate on the peer's experience.) <p>CRISP Feedback from Peers/Advisors:</p> <ul style="list-style-type: none"> Peer/advisor must differentiate feedback coming from experience vs. coming from the creative space (if that has been allowed. Creative space should be allowed, just defined as such. Presenter can ask questions of clarification, but not debate the value of the feedback. It is not intended to be a loose brainstorming
<p>Validation & Takeaway</p> <p>1 Min</p>	<ul style="list-style-type: none"> Presenter validates what he/she heard. Presenter states one actionable takeaway from the RFE. 	<ul style="list-style-type: none"> Peer responds back to presenter letting the presenter know if the peer was heard correctly & fully. 	<ul style="list-style-type: none"> This exchange is much more of an effective validation of listening rather than a debate of facts.



Countdown Timer

<https://www.online-stopwatch.com/full-screen-stopwatch/>



Break



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“FRANHACK” PROBLEM-SOLVING SESSION (ROUND 2)



“FranHack”:

RFE Agenda	Presenter Role	Advisor/Peer Role	Comments
<p>Presenter Set the Context</p> <p>2 Min</p>	<ul style="list-style-type: none"> Context of problem stated by the participant. 	<ul style="list-style-type: none"> Complete questions of clarification. <p>Each Round:</p> <ul style="list-style-type: none"> Assign a timekeeper Person to the left of presenter (not advisor) Assign a note taker Person to the right of the presenter (not advisor) 	<ul style="list-style-type: none"> Questions of clarification are meant to make sure all understand the issue in order to give relevant, experiential feedback for the RFE. Careful of cloaked questions such as "Have you considered?" vs. a clarifying question - "Can you explain what X means?"
<p>RFE Go Around to All Participants</p> <p>8 Mins</p>	<ul style="list-style-type: none"> Presenter states the problem wanting input on - "I would like input on how to..." Then they get experiences and input from peers and advisors 	<ul style="list-style-type: none"> Clarify the exact RFE/problem participants want hacked and then the advisors facilitate, along with peers from his/her experience first. <p>Peer / Advisor Approach:</p> <ul style="list-style-type: none"> Use "In my experience... here is what happened... here is what I learned" Person to the left of presenter (not advisor) Do not use "You should..." or "Why don't you..." 	<ul style="list-style-type: none"> Presenter listens to comments (not an argument or debate on the peer's experience.) <p>CRISP Feedback from Peers/Advisors:</p> <ul style="list-style-type: none"> Peer/advisor must differentiate feedback coming from experience vs. coming from the creative space (if that has been allowed. Creative space should be allowed, just defined as such. Presenter can ask questions of clarification, but not debate the value of the feedback. It is not intended to be a loose brainstorming
<p>Validation & Takeaway</p> <p>1 Min</p>	<ul style="list-style-type: none"> Presenter validates what he/she heard. Presenter states one actionable takeaway from the RFE. 	<ul style="list-style-type: none"> Peer responds back to presenter letting the presenter know if the peer was heard correctly & fully. 	<ul style="list-style-type: none"> This exchange is much more of an effective validation of listening rather than a debate of facts.



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