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P&L MATTERS:

KPIs, FBCs, and the ABCs of COACHING FOR GROWTH



TODAY'S PANEL



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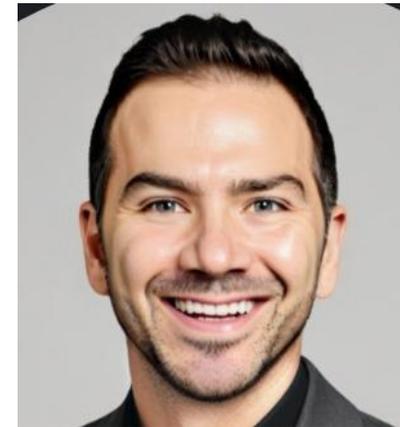
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Business Coach
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Justin Ghadery

CEO
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Kieran Scott

VP Franchise Operations
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WHAT YOU'LL LEAVE WITH

1. Ways to Align KPIs with Financial Drivers.
2. A Framework to Shift FBCs from Compliance to Coaching.
3. Practical Coaching Tools for Effective Conversations.
4. Tips for Keeping Coaching Conversations Human.
5. Strategic Frameworks and Practical Tools to Implement on Monday.



POLL: MOTIVATION

What motivates your franchisees to improve their performance?

- A. Clear financial upside
- B. Peer benchmarks and comparisons
- C. Accountability from headquarters
- D. Recognition and status



POLL: P&L COMFORT

Which best describes your franchisees' ability to understand their P&L?

- A. They fully understand it and use it to make decisions
- B. They understand the basics but don't use it consistently
- C. They rely on dashboards, not financial statements
- D. They mostly rely on their accountant or bookkeeper



USING KPIS AS TOOLS, NOT OUTCOMES

- Common franchisee financial literacy gaps and how to coach through them.
- Linking KPIs to financial levers.
- How P&L components influence daily behaviors.
- Focusing on operational behaviors.
- Frameworks for building franchisee confidence with numbers.



POLL: KPI OVERLOAD

How many KPIs does your system regularly share with your franchisees?

- A. Fewer than 10
- B. 10 – 20
- C. 20 – 40
- D. More than 40



KPI OVERLOAD

- Too many KPIs overwhelm franchisees, reducing clarity and hindering effective prioritization.
- Excessive KPIs dilute focus, making it difficult for franchisees to act decisively and efficiently.
- Having too many KPIs highlights the need to simplify metrics for better actionability.



POLL: FBC ROLE REALITY

Which best describes how your FBCs spend most of their time today?

- A. Compliance and audits
- B. Operational troubleshooting
- C. Financial and performance coaching
- D. Relationship management and support



EVOLUTION OF THE FBC ROLE

- **Compliance**
- **Skill Gaps**
- **Policing**
- **Reactiveness**
- **Checklists**
- **Authoritativeness**
- **Partnership**
- **Synergy**
- **Authenticity**
- **Collaboration**
- **Financial Fluency**
- **Removal of Roadblocks**



POLL: COACHING CONFIDENCE

How confident are your FBCs in coaching franchisees on financial performance?

- A. Very confident – it's a core strength
- B. Somewhat confident – it varies by FBC
- C. Limited confidence – they avoid financial conversations
- D. Not confident – finance is 'off limits'



POLL: THE DATA – ACTION GAP

When a franchisee misses a key KPI target, what usually happens next?

- A. A structured coaching conversation
- B. A report or dashboard is shared
- C. A reminder or warning is issued
- D. Nothing changes

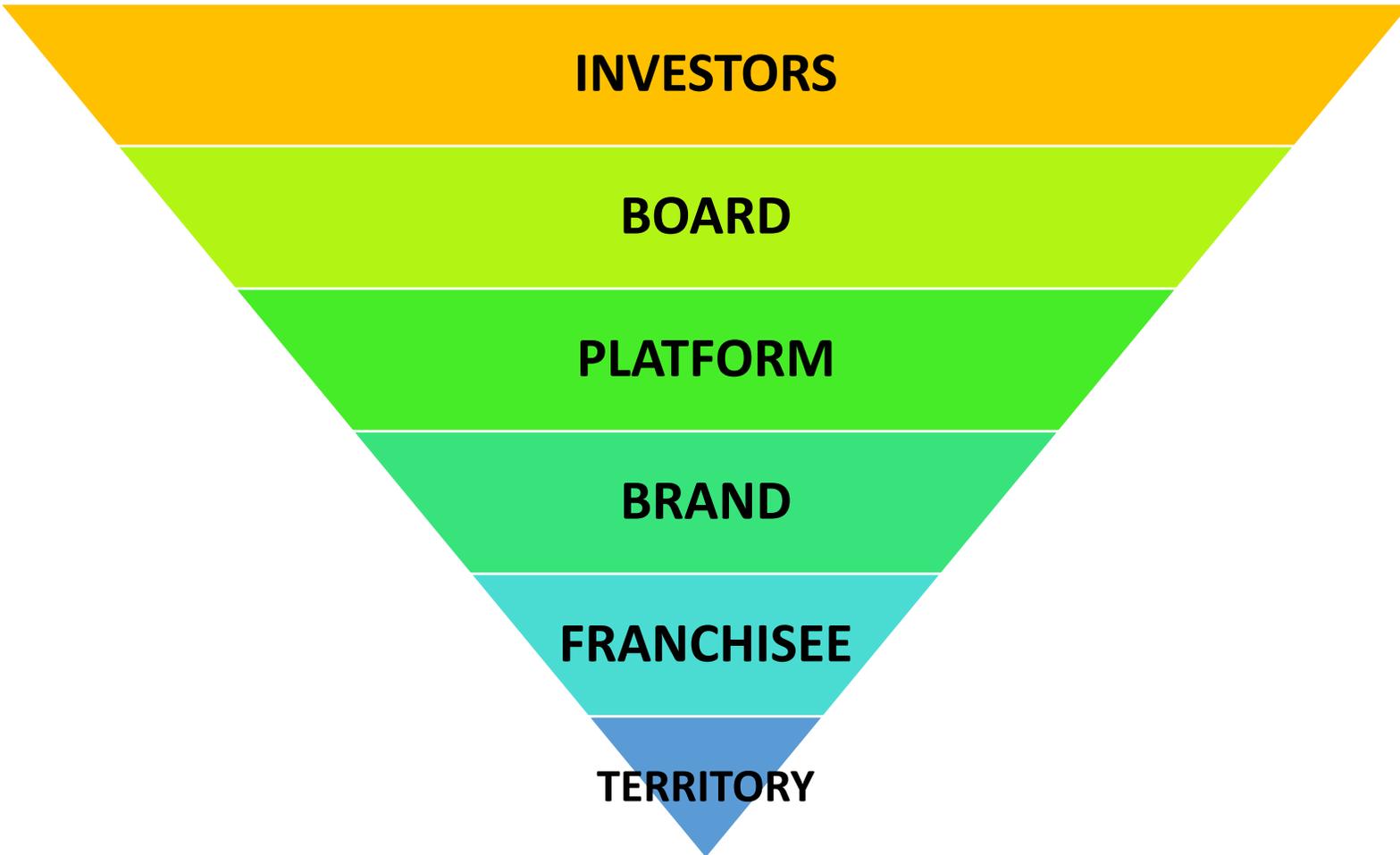


KEEPING CONVERSATIONS “HUMAN”

- Important to use technology for insights.
- Data should be used to prepare, not replace the conversations.
- Technology identifies patterns, humans drive behavior changes.
- Benchmarking is fuel – coaching is ignition.



DATA HIERARCHY INFLUENCE

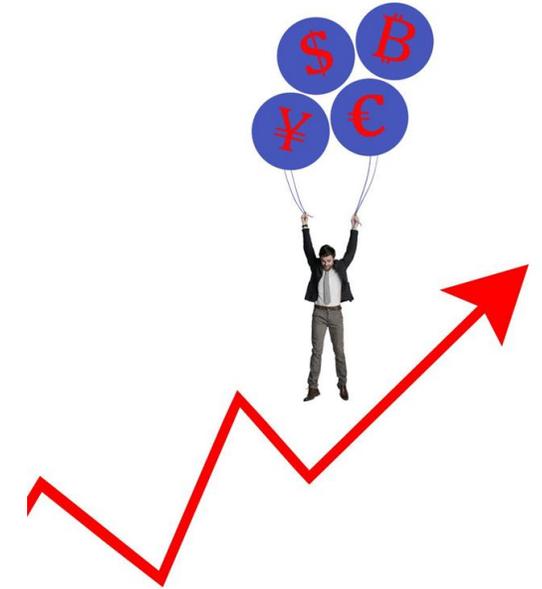


ABCS of COACHING for GROWTH

A – Align: Align on the goal and the vital few KPIS tied to the P&L.

B – Behaviors: Identify 1 – 2 operational behaviors causing the KPI result.

C – Commit: Create 2 commitments with owners that have deadlines and follow-up dates.



GROUP CASE STUDY WORK

- Choose a case study for your table to work on.
- Diagnose the problem is and design coaching conversations that drive results.
- Be prepared to share **one KPI, one behavior shift and one coaching commitment.**



CONSIDERATIONS

- Which KPI is most important?
- Is there one behavior that would move two numbers at once?
- How would you coach without making it punitive?
- Where would benchmark data strengthen the conversation?
- How do you keep the conversation human?



GROUP SHARE-OUT

- Which KPI did you consider most important?
- What one behavior shift would you implement?
- What is one commitment you would make?



ACTIONS FOR MONDAY

1. Ask your franchisees what truly motivates them.
2. Pick a vital few KPIs to work on.
3. Assess how FBCs are coaching – are they policing or collaborating?
4. Coach with data while keeping the conversations human.
5. Equip FBCs with the ABC coaching model.
6. Make every metric trigger a conversation and a commitment – not just a report



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