



IFA26 evolve.



iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

THE AUTOMATION ADVANTAGE: REDUCING MANUAL WORK & MAXIMIZING FRANCHISE VALUE



Scott Klososky
Founder
Future Point of View



Chris Kenney
VP
Zipline

Future Point of View

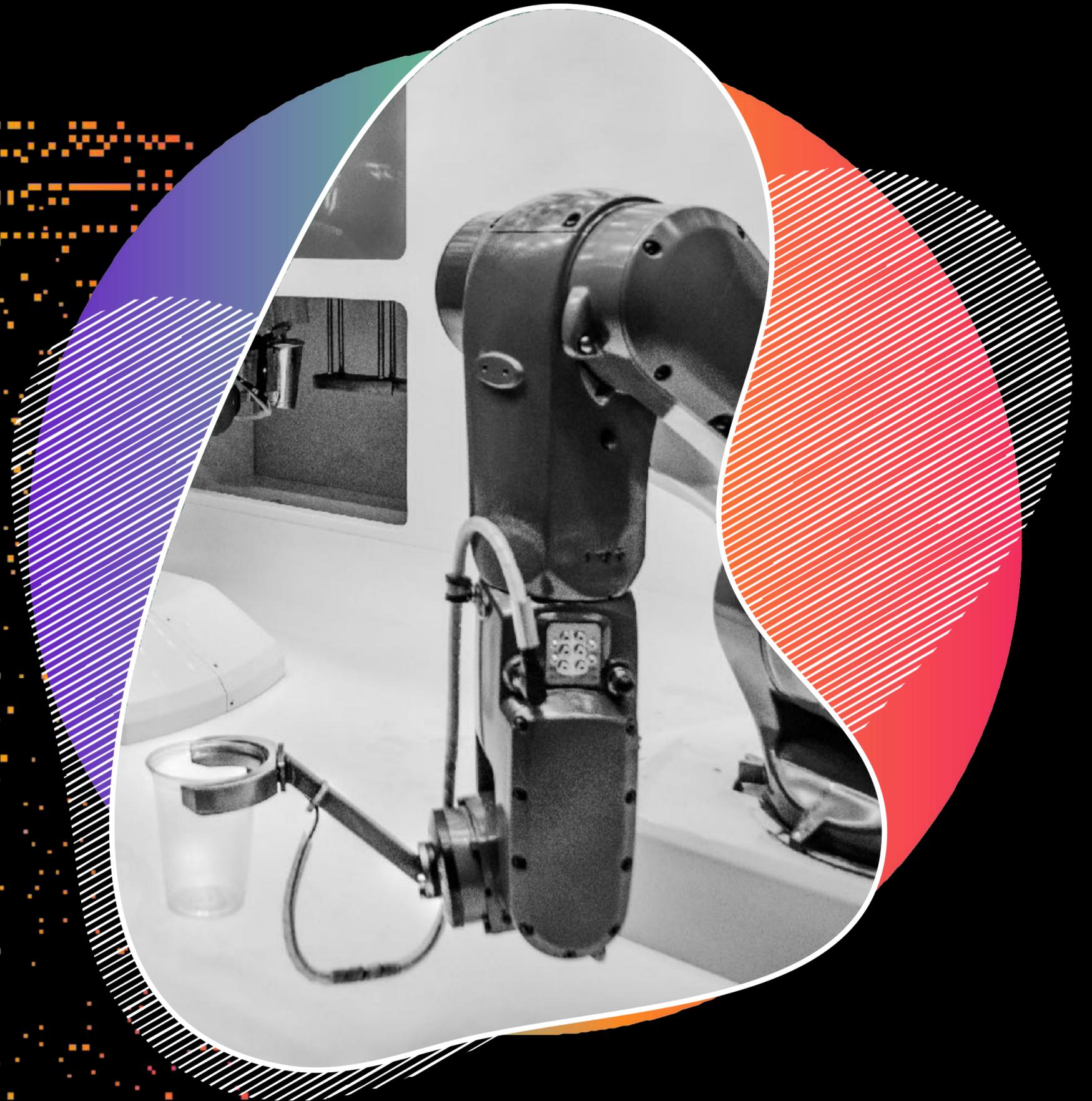


THE AUTOMATION ADVANTAGE:
REDUCING MANUAL WORK & MAXIMIZING
FRANCHISE VALUE



Who really cares about automation !!???

GENERATIONS OF AUTOMATION



GENERATIONS OF AUTOMATION

Gen1: Mechanical Automation

Gen2: Computer Automation

Gen3: Intelligent Automation

Gen4: Cognitive Automation

COGNITIVE AUTOMATION SYSTEMS

Sense Making

Self-Learning

Research/Think

Human-Like Interaction

Creativity Exercises



Creativity Exercises

“Yes, And” Story Relay (AI as the co-improviser and starter of the story)

Have a table member add one sentence to the shared story, then ask AI to add a “Yes, and...” continuation that heightens the scene.

Metaphor Mixer (AI creates unexpected analogies)

Give AI a franchising challenge and ask for 20 metaphors from unrelated domains (gardening, orchestras, beehives, skate parks, kitchens). Participants pick one and translate it into a solution direction.

Scene-to-Solution (AI generates vivid mini-scenes, teams extract principles)

Ask AI to create a 6–8 line scene from life where a person solves a problem in an unusual way (no direct mention of your real challenge). Tables identify “what made it work” and translate those principles into ideas for your context.

Mashup Ladder (AI creates a stepwise remix from normal → wild)

Give AI a basic idea for an improvement to a franchising problem and ask for a 7-step ladder where each step is 10% more unconventional than the last. Tables pick the “sweet spot” step

The Road to Reliable Autonomy



Part 1: Experimentation



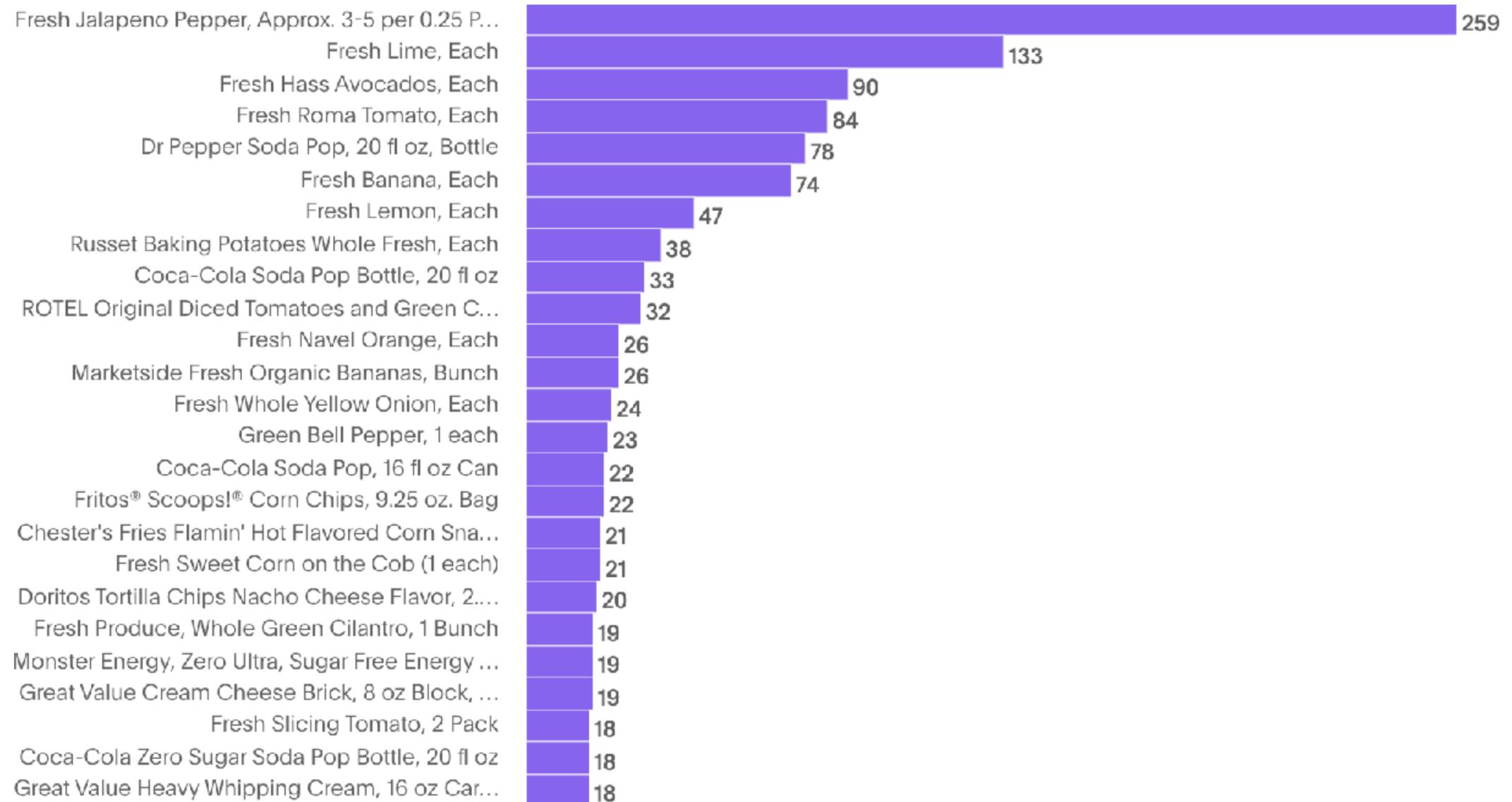
What if you could
teleport products?

Superbowl Sunday in Dallas Fort Worth - Snapshot of Guac

3,143 Deliveries

Delivered in 7.22 min

Uptime of 99.9%





















Impact in Africa is bigger than ever

42% reduction in zero-dose prevalence in Nigeria in a single year

88.5% reduction in severe malnutrition in Rwandan children; 0 emergency cases

Vast majority of maternal mortality eliminated outside of Kigali

Fastest, most cost-effective way to raise immunization rates

27× more high-risk young adults initiated on PrEP in Kenya compared to facility-based care, with 7x higher retention rates





Automation Use Case Harvesting

- 1) Franchise Development**
- 2) Franchisor Operations**
- 3) Franchisee Performance**

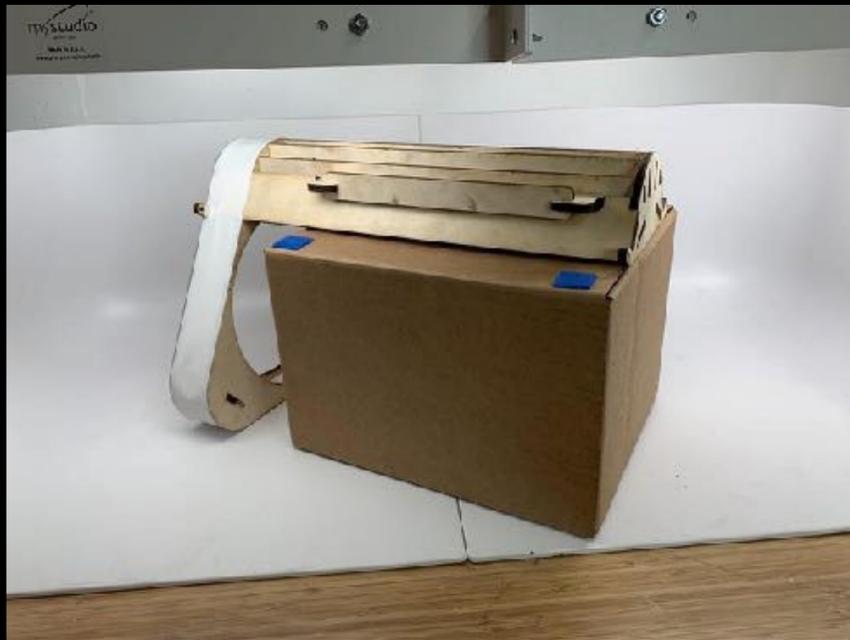
The Road to Reliable Autonomy



Part 2: Operationalize and Scale

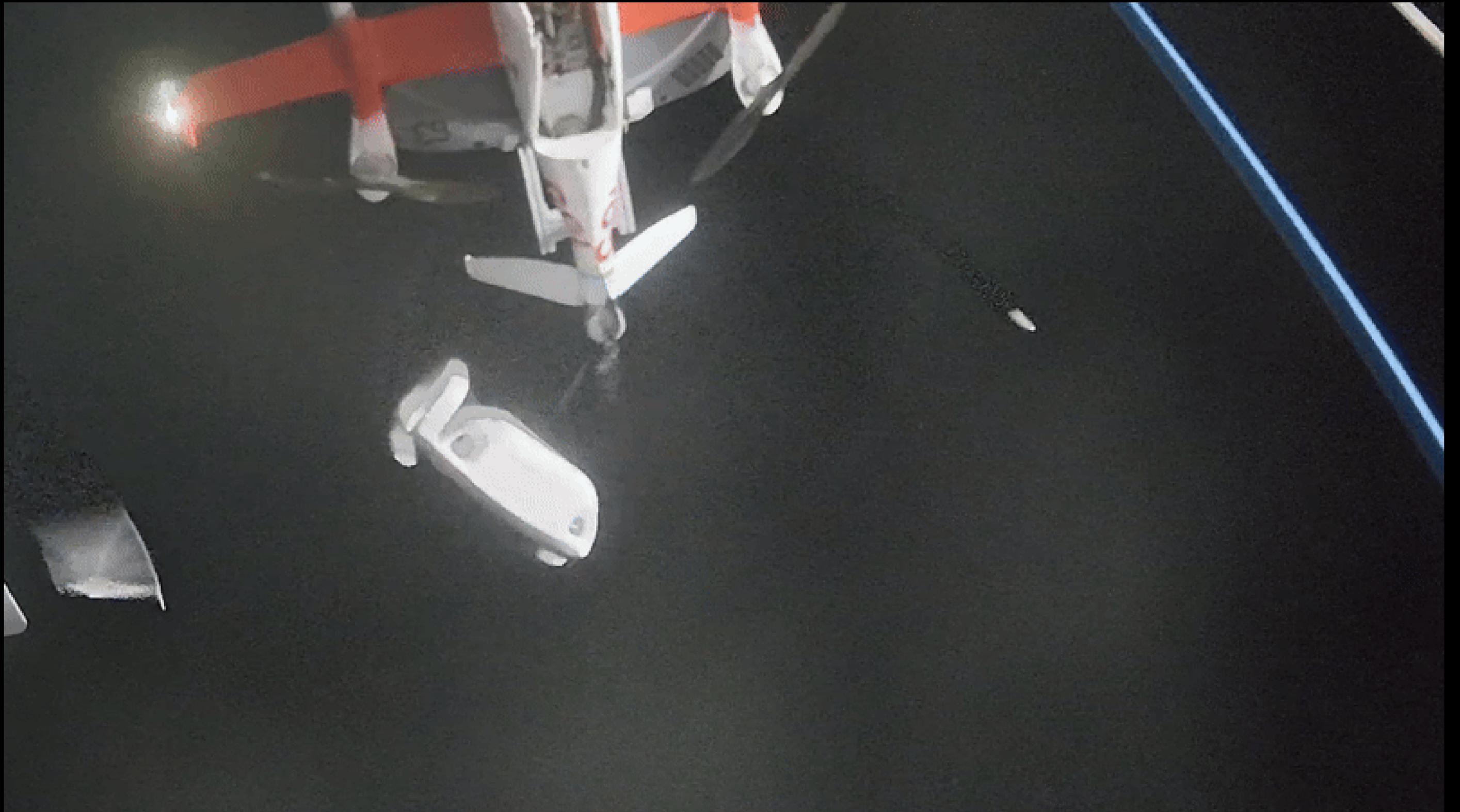


What if you could
teleport anything in the
US?



Zip flies into charging dock

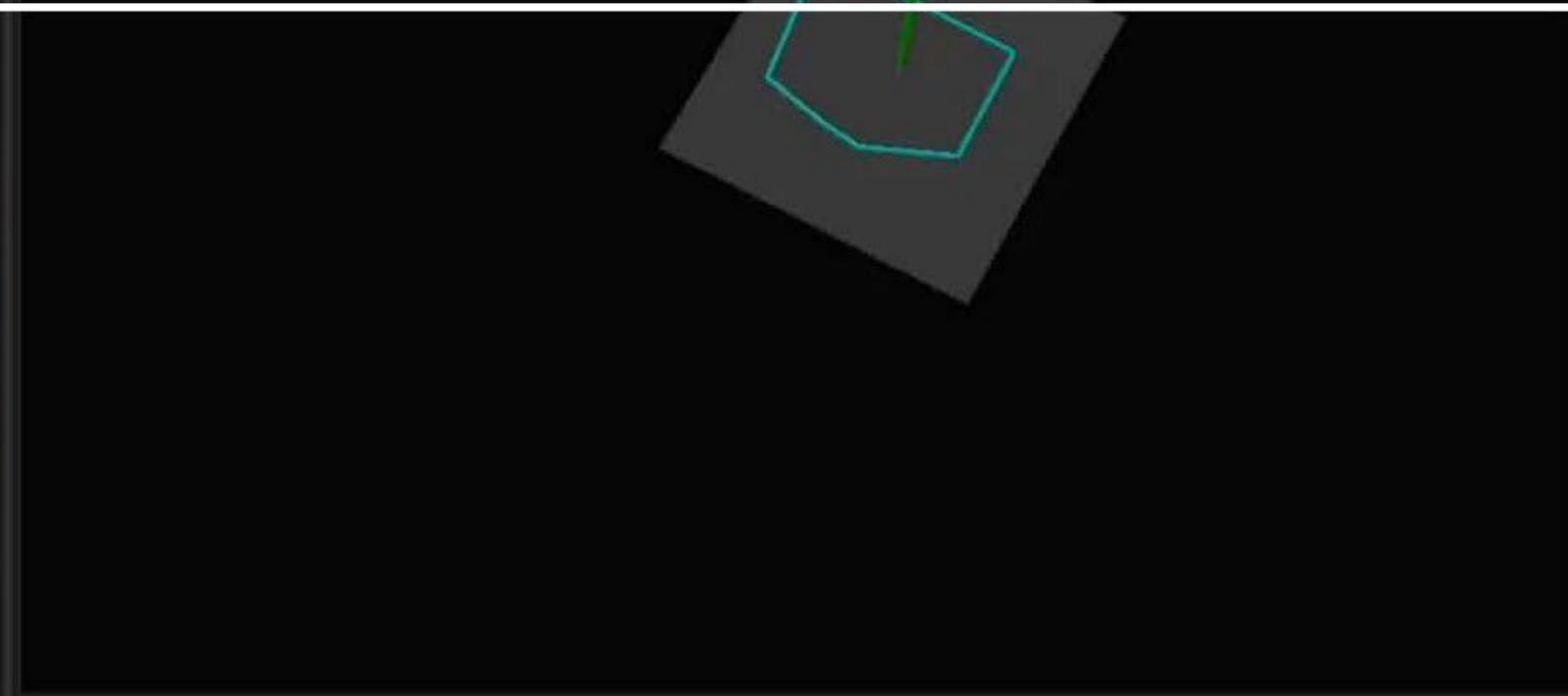
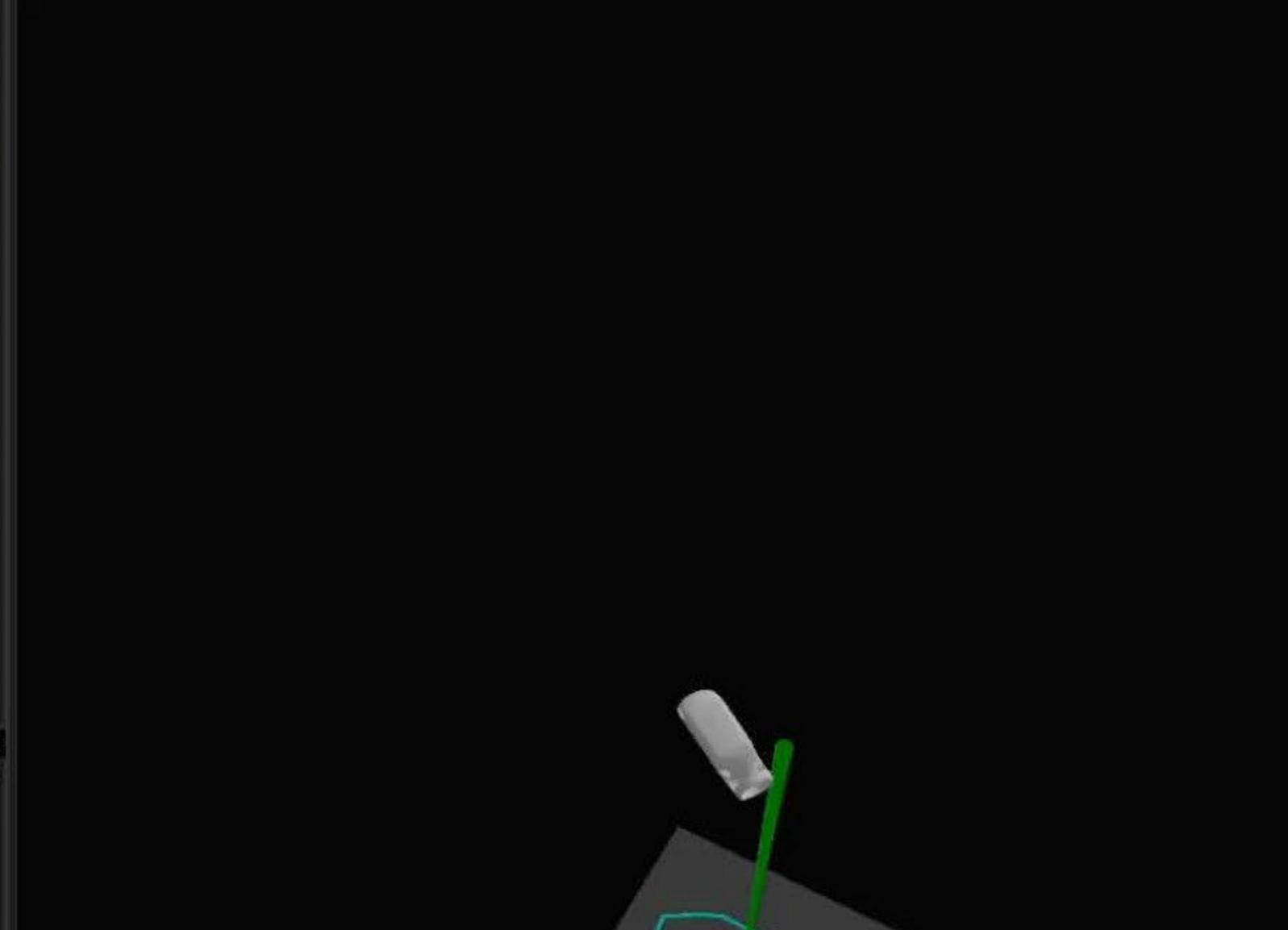
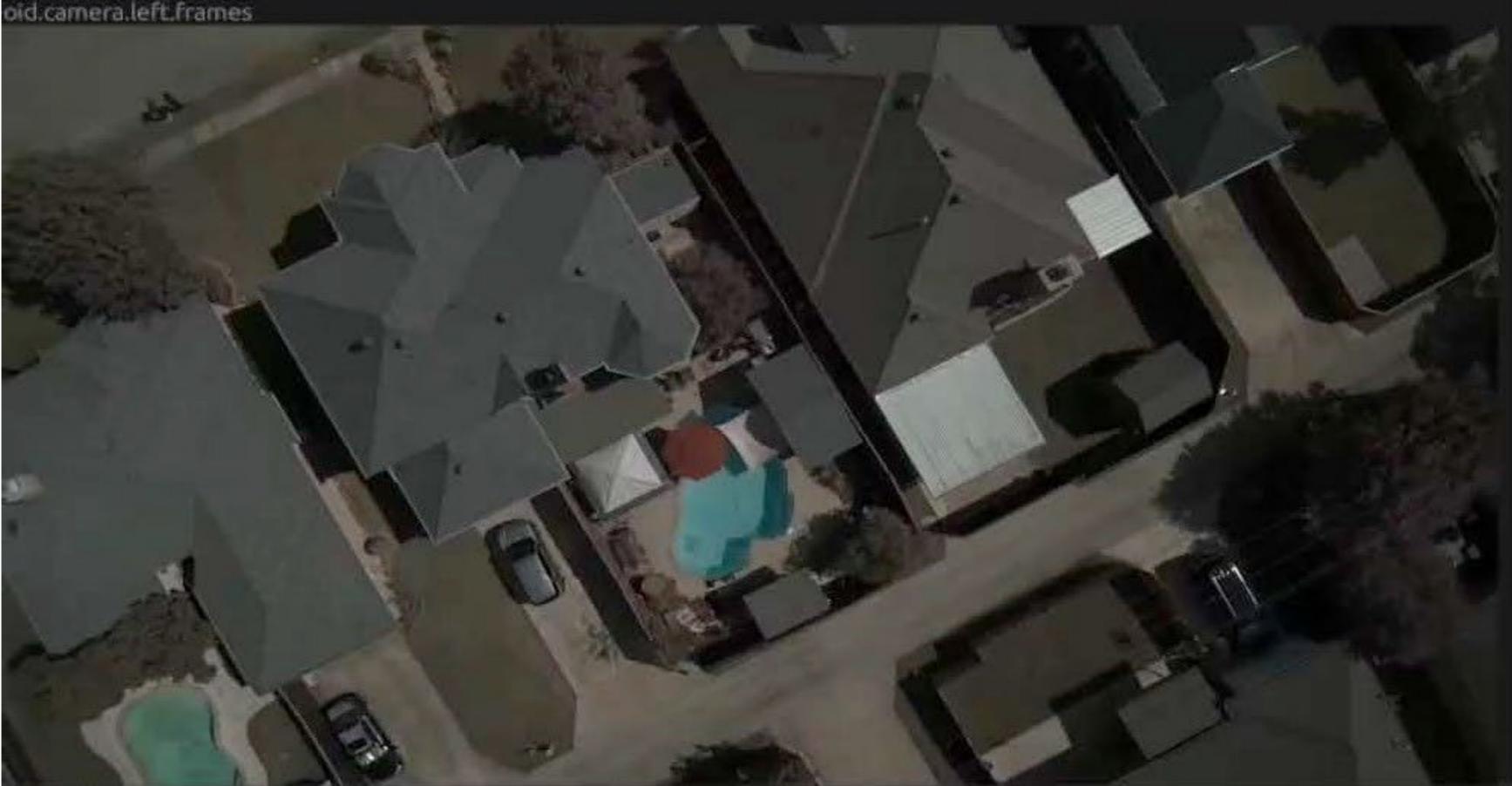




















**The future will be
automated to a level we
can hardly imagine today...**



IFA26 evolve.



iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

DATA ACTIVATION: FROM INSIGHTS TO ACTION ACROSS THE FRANCHISE SYSTEM



Scott Klososky
Founder
Future Point of View



Theo Millward
Director/CEO
Swimtime UK/FranScape

Data Activation: From Insights to Action Across the Franchise System

Future Point of  View

Scott Klososky

New Data & AI Integration Dynamics



Pre 2023

Minimum data gathered for the purpose

Data/Information creates insights for people

Expensive/difficult to harvest and retain institutional knowledge (KM systems)

Heavy focus on structured data, and central storage to create analytics

Vast percentage of analytics used for looking in the past or present

Self-serve analytics is a difficult and niche skill

An organization's unique internal data inventory valuable only for in house use

Human judgement and inspection are primarily responsible for data governance

Post 2025

Preemptive, extensive data gathering to train AI models

Data/Information trains AI models to create much better insights for people & AI's

AI platforms can be trained easily and create a KM system inexpensively

Decentralized unstructured data, pictures, video, recordings to power AI analytics

New capabilities for AI driven predictive and prescriptive analytics

AI-powered data tools allow us ALL to "talk" to the data and get whatever we want

Owned data inventory can now be sold for training others AI engines

AI oversight is primarily responsible for enforcing data governance policies

Use Case One

Theo Millward
Swimtime UK, Franscape



Practical Applications of AI in Franchising

2021

SWIM
TIME



25

YEARS

150

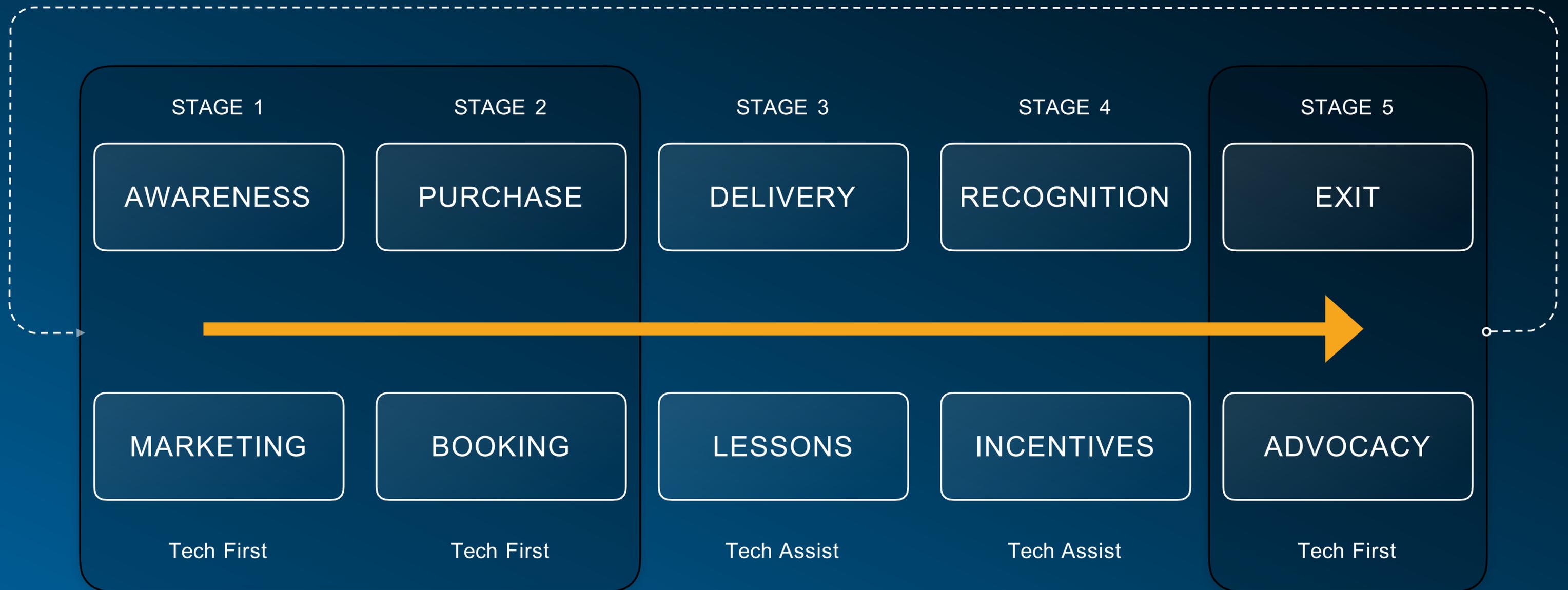
LOCATIONS

10 million

LESSONS

**No one cares that you
are a Franchise**

Typical Customer Journey



Teachers



90%

AVERAGE

5%

EXCEPTIONAL TALENT

5%

TRULY AWFUL

FRANCHISOR



FRANCHISEE A



FRANCHISEE B



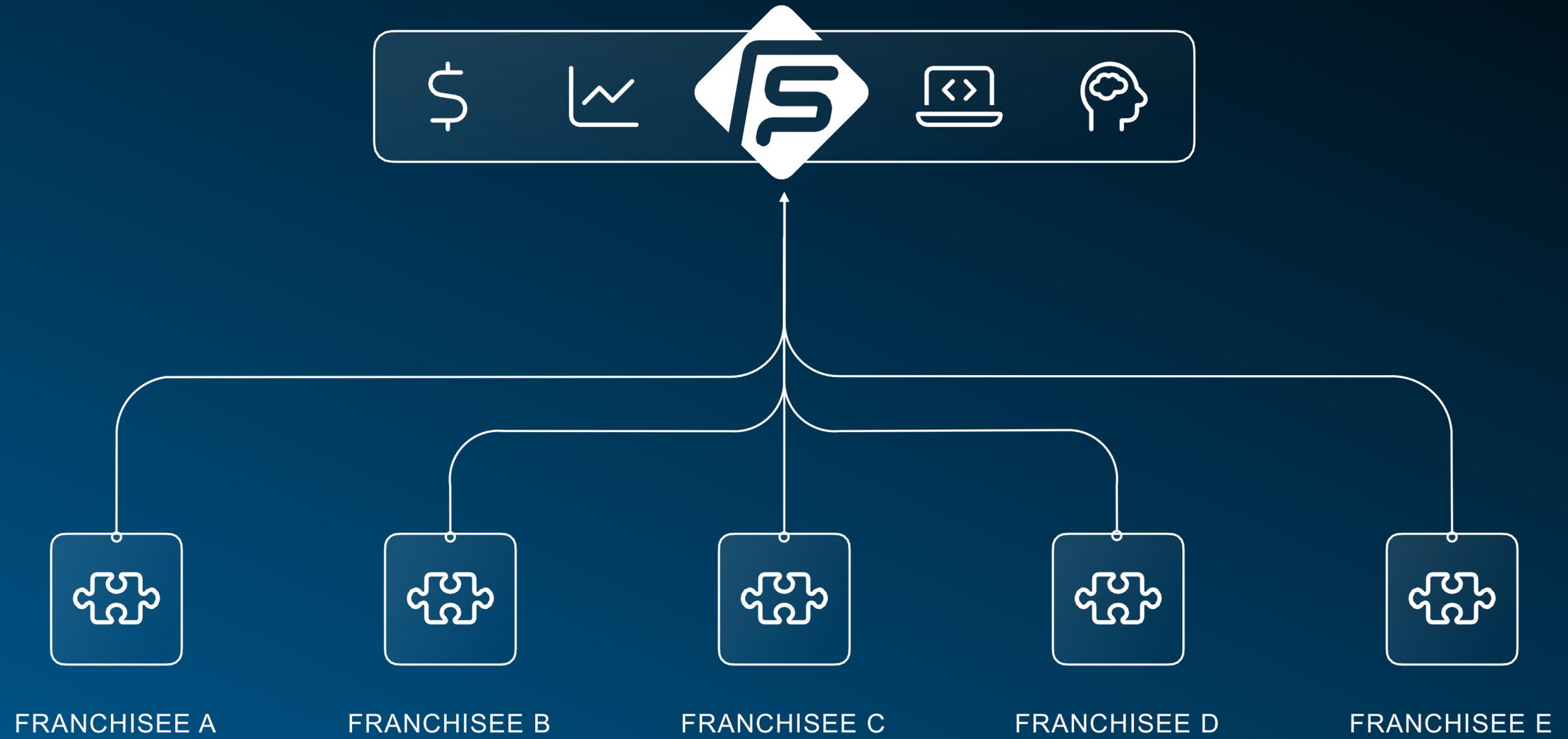
FRANCHISEE C



FRANCHISEE D



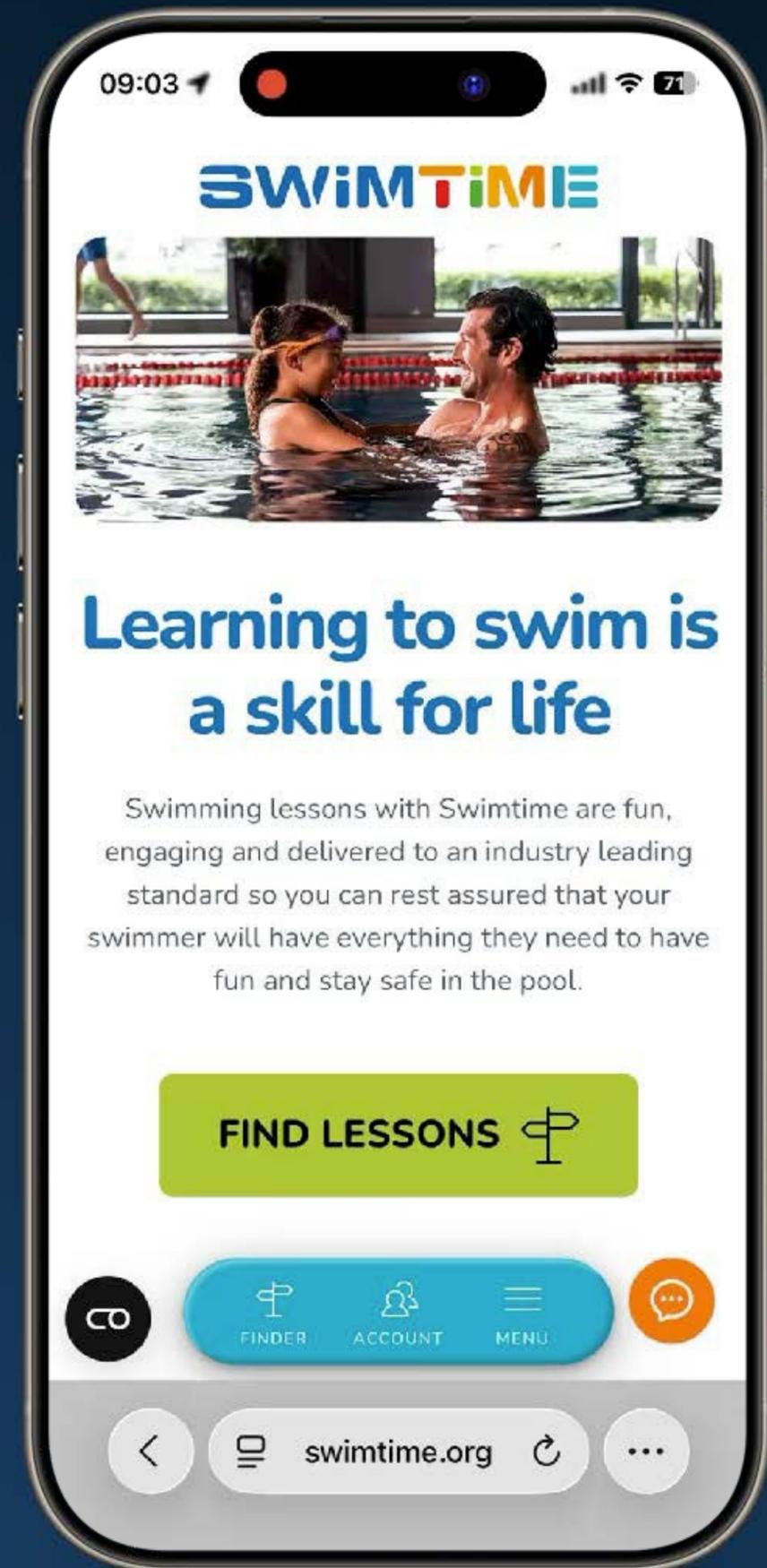
FRANCHISEE E



**Customer First,
Franchisee Second.**

What we know

- Customers **expect** a fast mobile first experience
- Simple and easy is key
- Customers will pay a **premium**





24

STEPS

150

LOCATIONS

4000+

CLASSES

Knowledge base

Configure

Create article

Knowledge base: Swimtime Knowledge Base

URL: <https://kb.swimtime.org/knowledge-base>

Manage

Analyze

Time Range: 01/08/2025 to 01/10/2025

Article Health

ARTICLE	VIEWS	AVG. TIME ON ARTICLE	HELPFUL RATING
Which Class Do I Book?	6,567	121 seconds	16
Lessons: Where, when, how much and how do I book?	508	62 seconds	1
How Do I Use "My Pass"?	416	94 seconds	3
Monthly Plan - Leaving Swimtime	410	2.7 minutes	0
Contacting Your Local Swimtime Office (Existing Custo...	335	51 seconds	0
How Do I Switch to Monthly Payments?	306	3.8 minutes	0





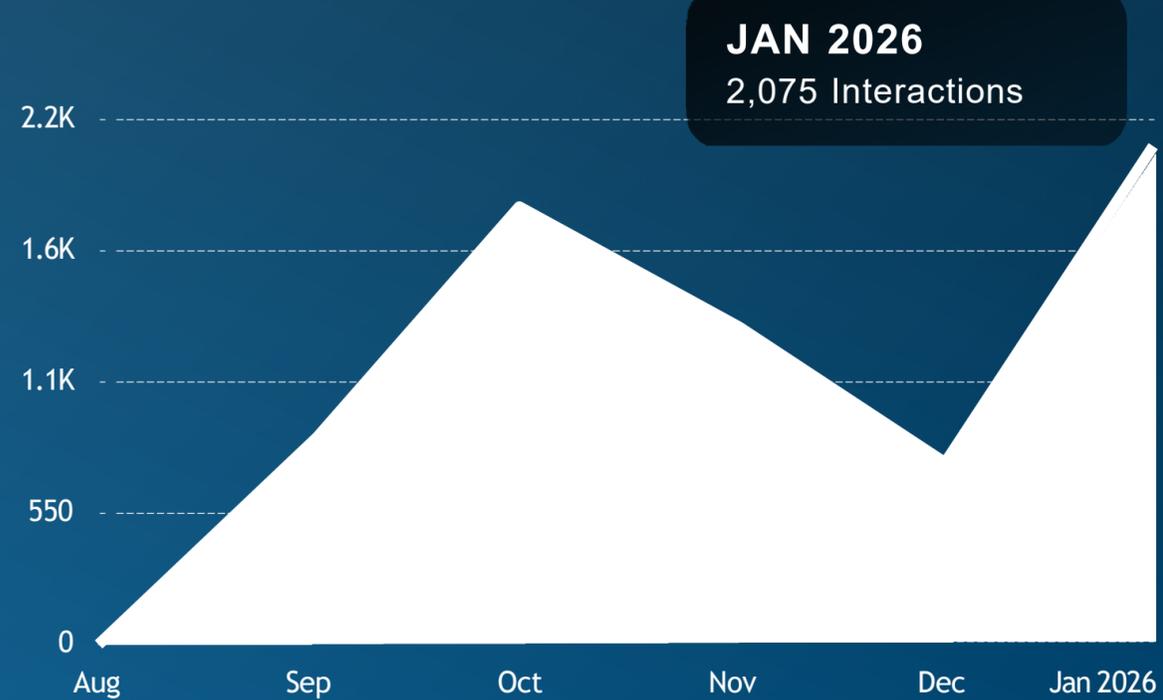
Learning to swim is a skill for life

Swimming lessons with Swimtime are fun, engaging and delivered to an industry leading standard so you can rest assured that your swimmer will have everything they need to have fun and stay safe in the pool.



Analytics

Total Interactions



Unique Users



Data/AI Progress Into the Future



Data/AI Progress Into the Future

Today

AI tools imbedded in a small number of apps

Light regulation of content/information ownership & data privacy

Data cleansing, normalization and completeness is difficult and expensive

Data architectures and frameworks change slowly because of massive modernization effort and risk

Central data stores needed in order to facilitate data science and BI

Human data scientists

Low percentage of real time visibility into the overall organization because of the difficulty gathering & analyzing big data in real time

Tomorrow

AI is present anywhere there is computing (Apps, devices, appliances, buildings, etc.)

More legal and regulatory clarity, enforcement through "Auditor AI's"

AI engines will do these services easily and inexpensively in the background

Architecture becomes dynamically driven by AI and reconfigures automatically to meet changing business requirements

Distributed data stores can be easily handled with AI learning crawlers

Co-working citizen and AI data scientists

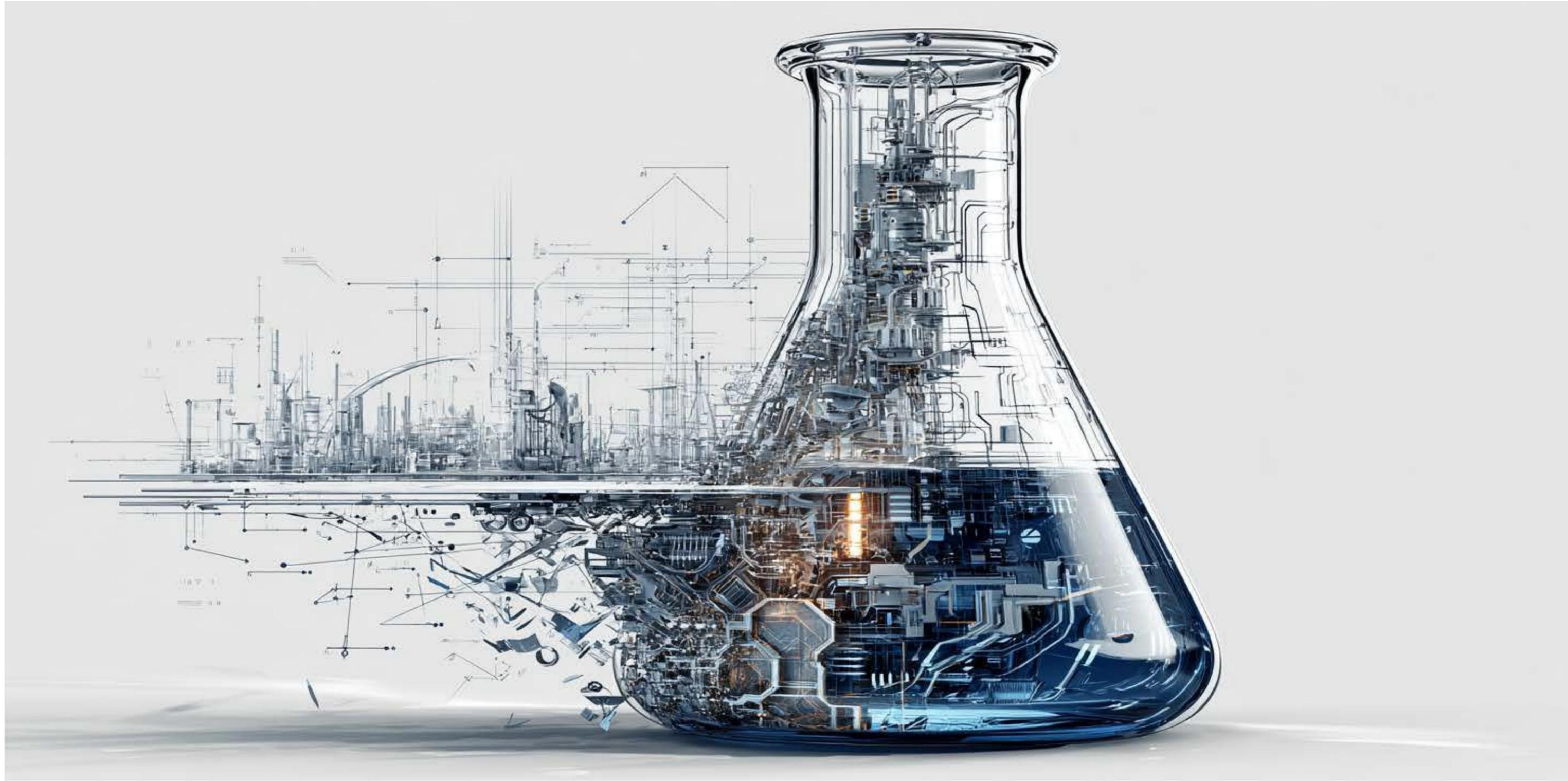
Digital Twin of an organization is possible with AI tools providing real time data visualization

Data/AI Decision Science

High

ACCURACY/QUALITY

Low

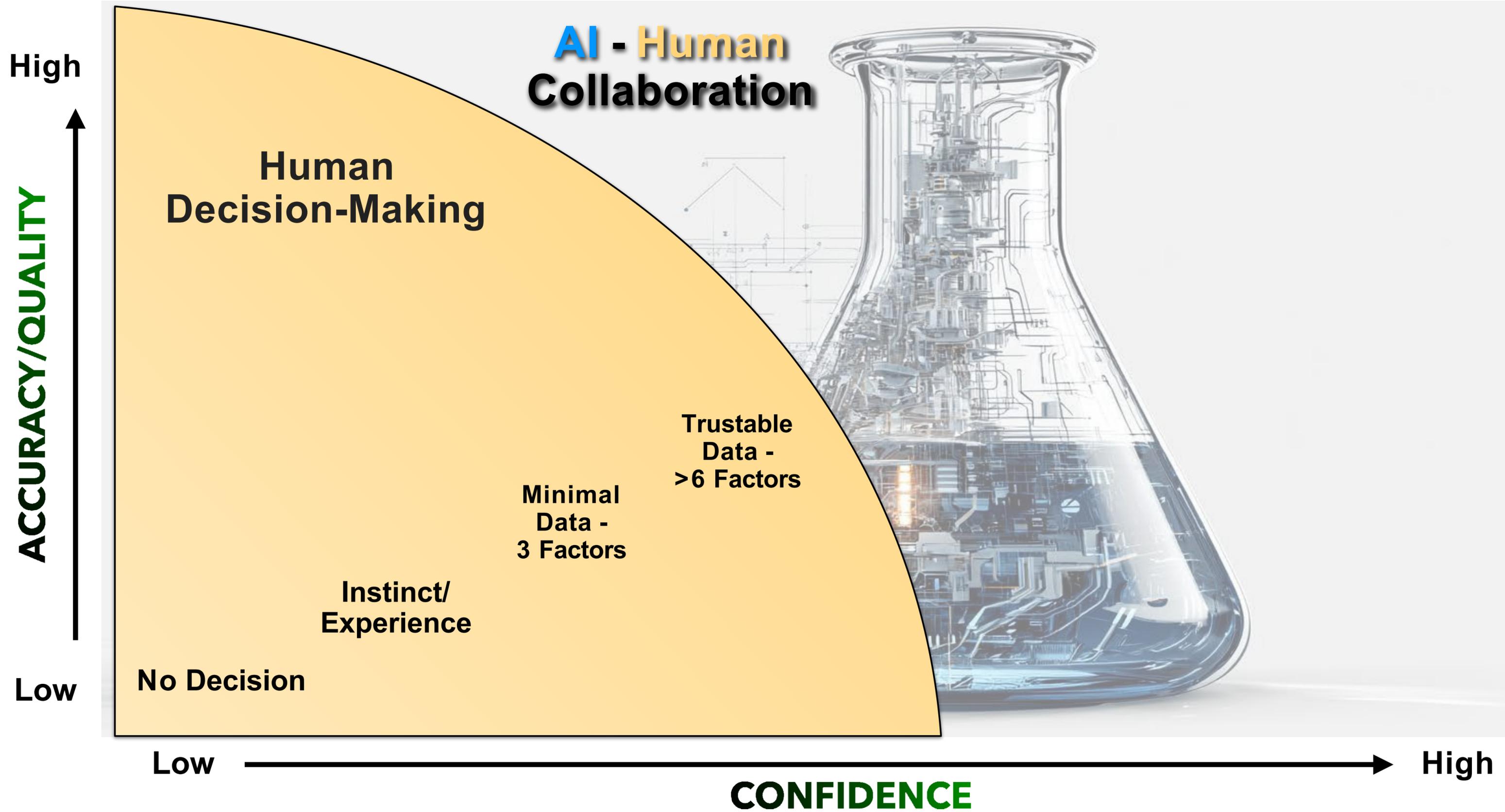


Low

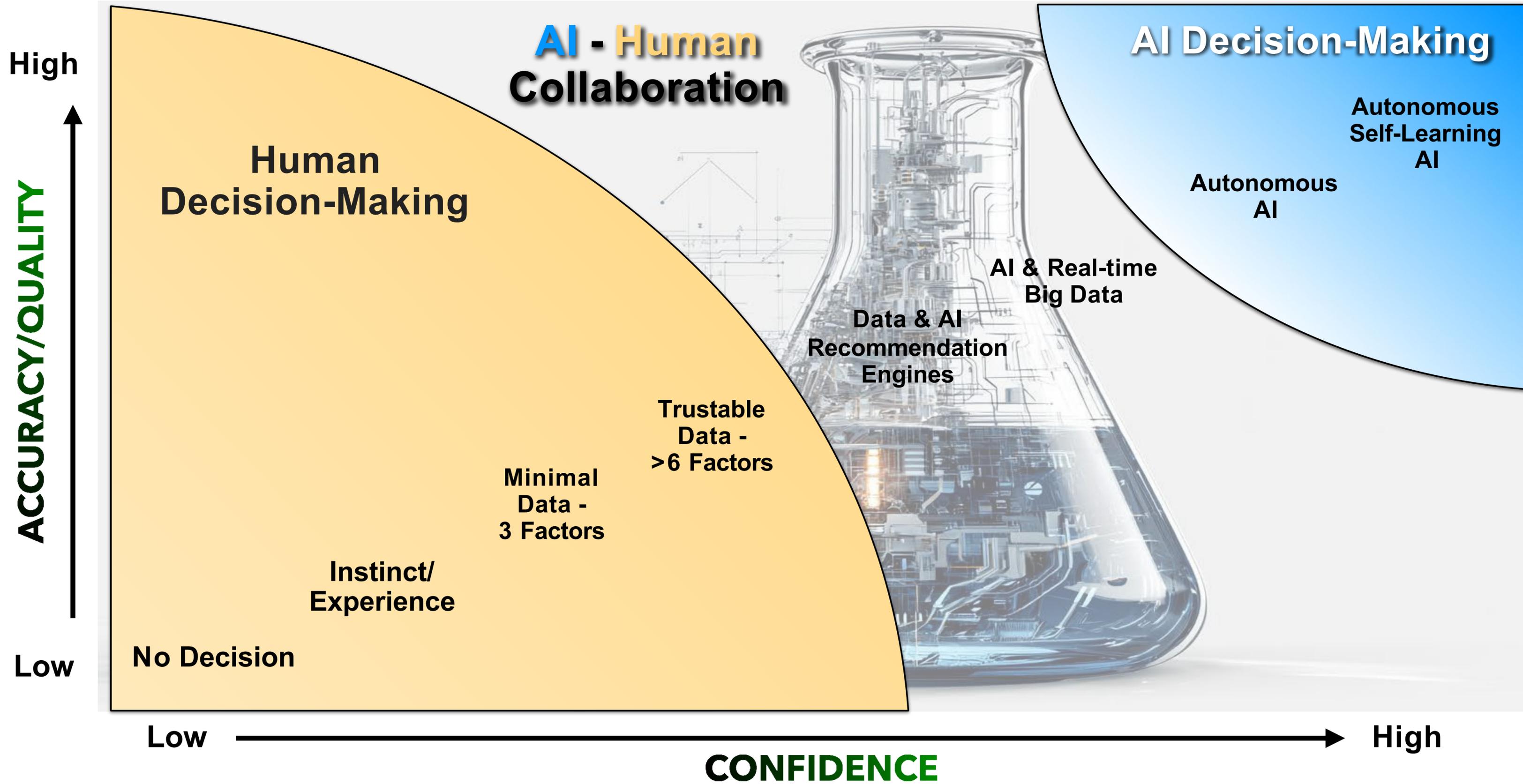
High

CONFIDENCE

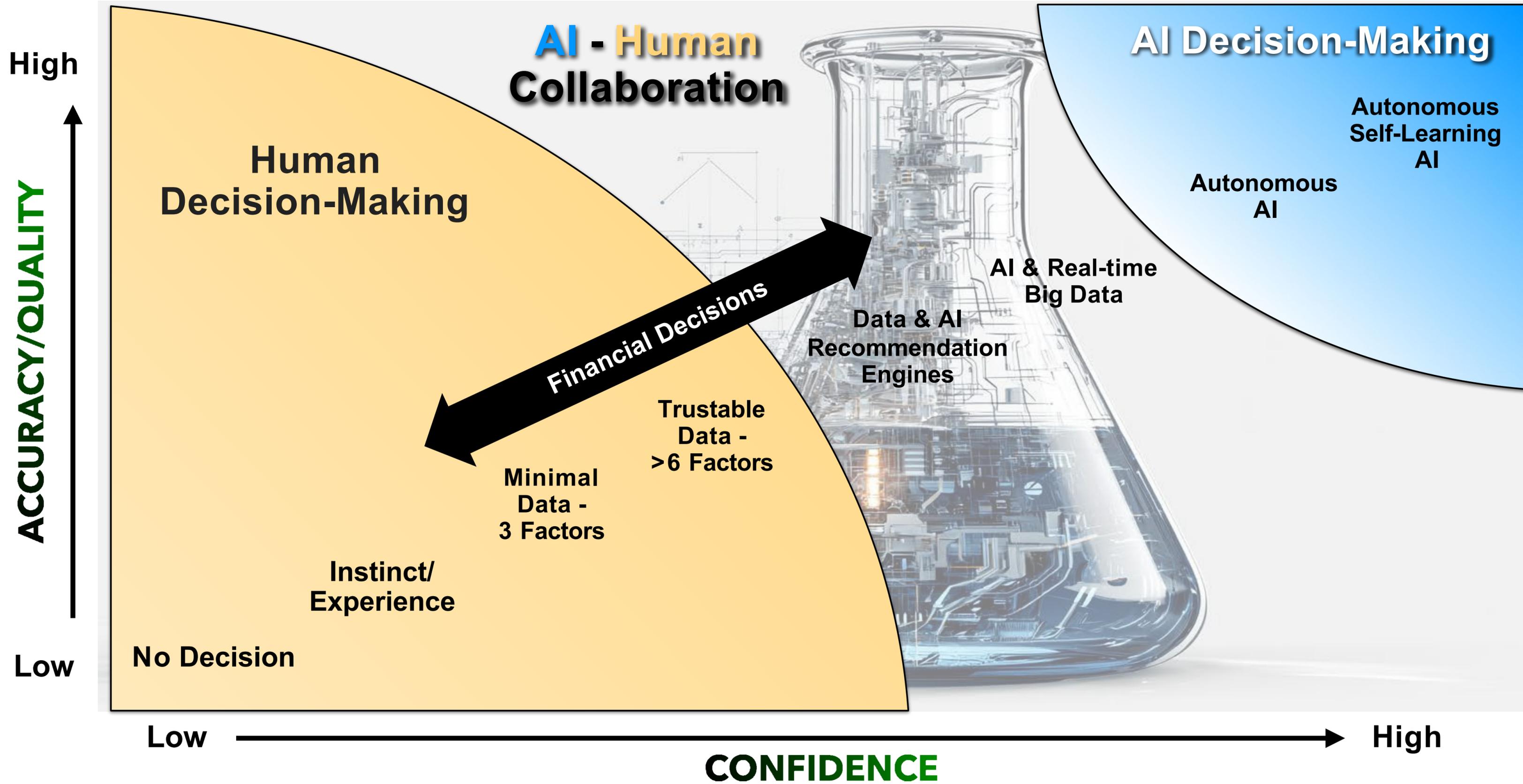
Data/AI Decision Science



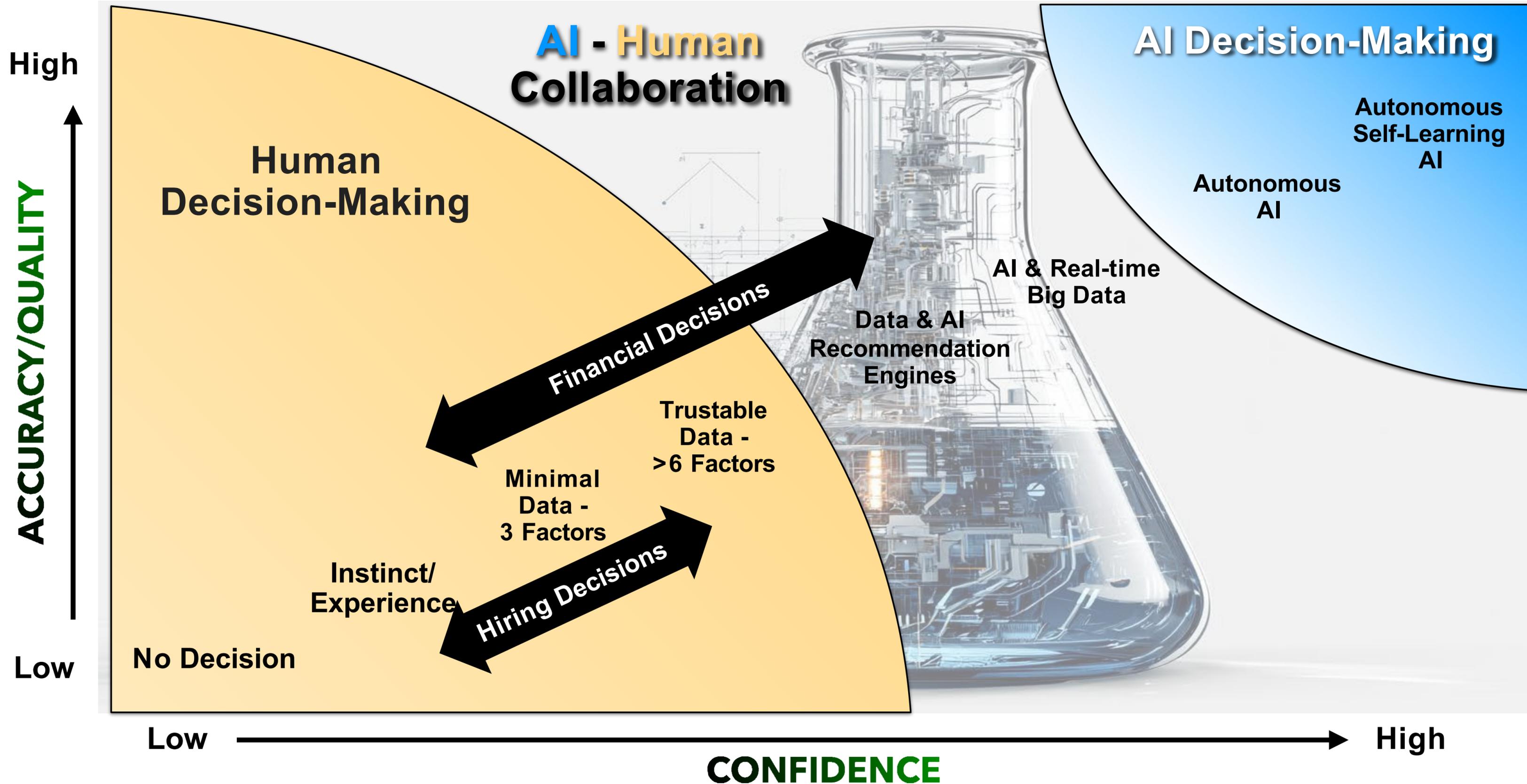
Data/AI Decision Science



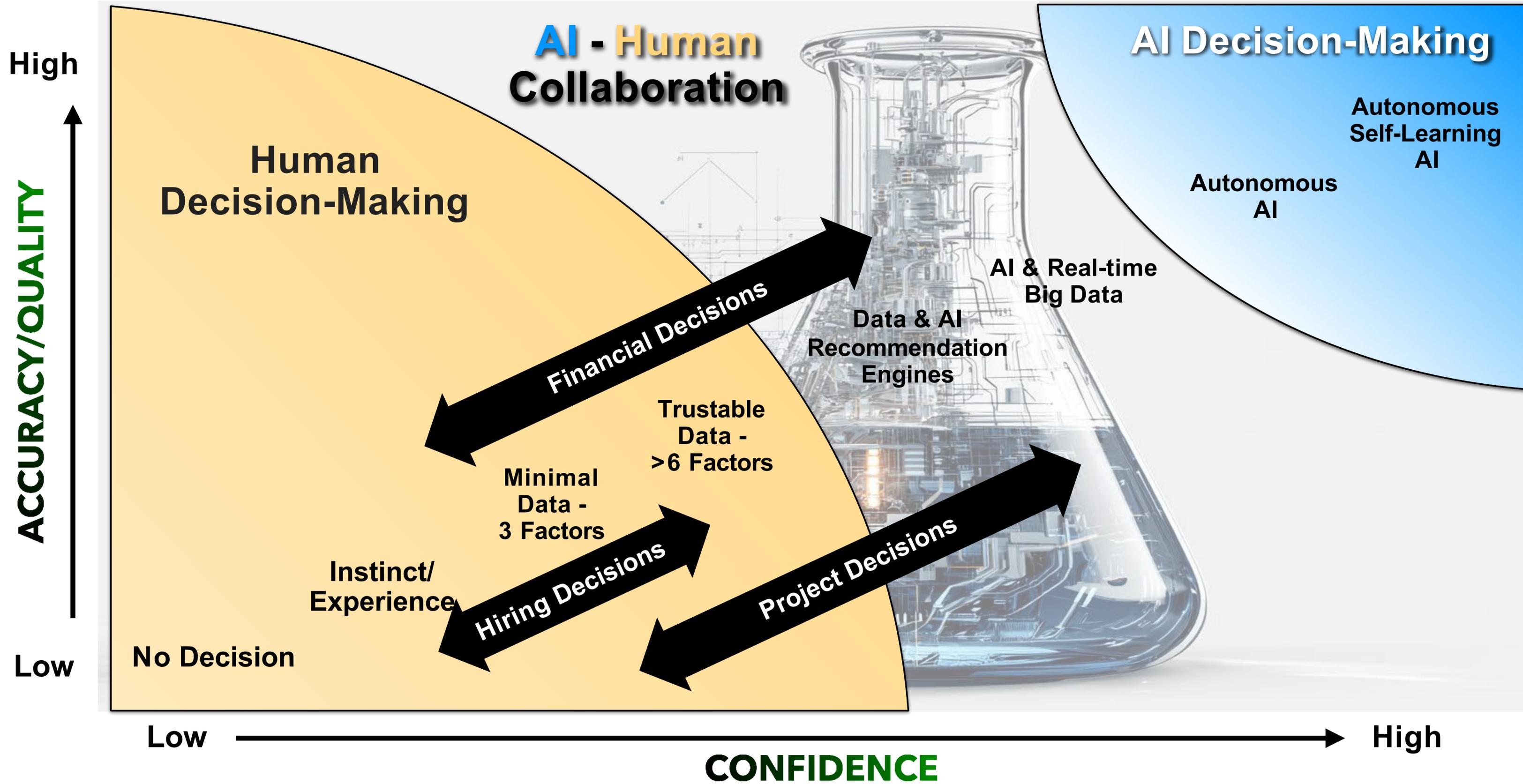
Data/AI Decision Science



Data/AI Decision Science



Data/AI Decision Science



Data/AI Decision Science

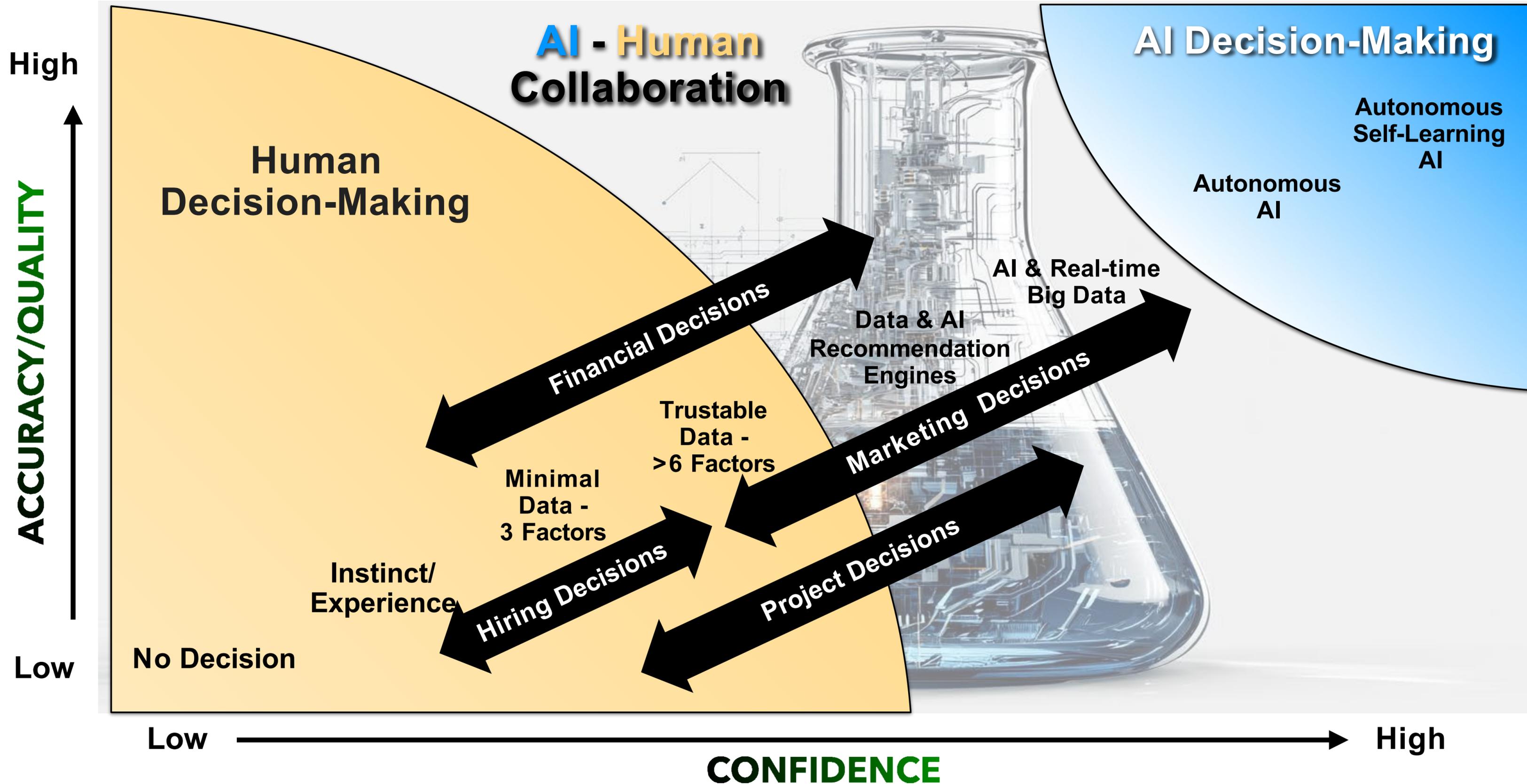




TABLE IDEATIONS

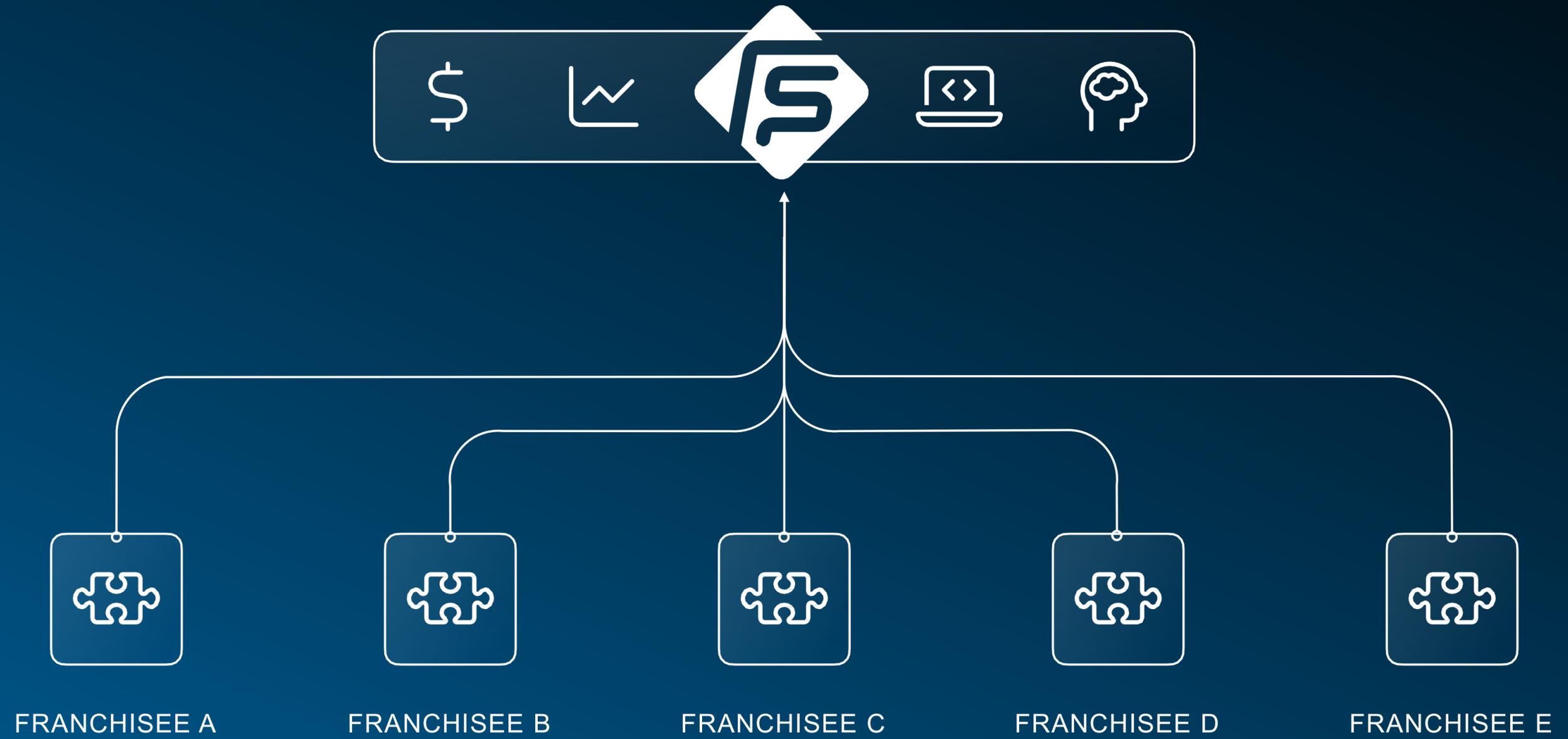
AI Enhanced Diagnostic Analytics:

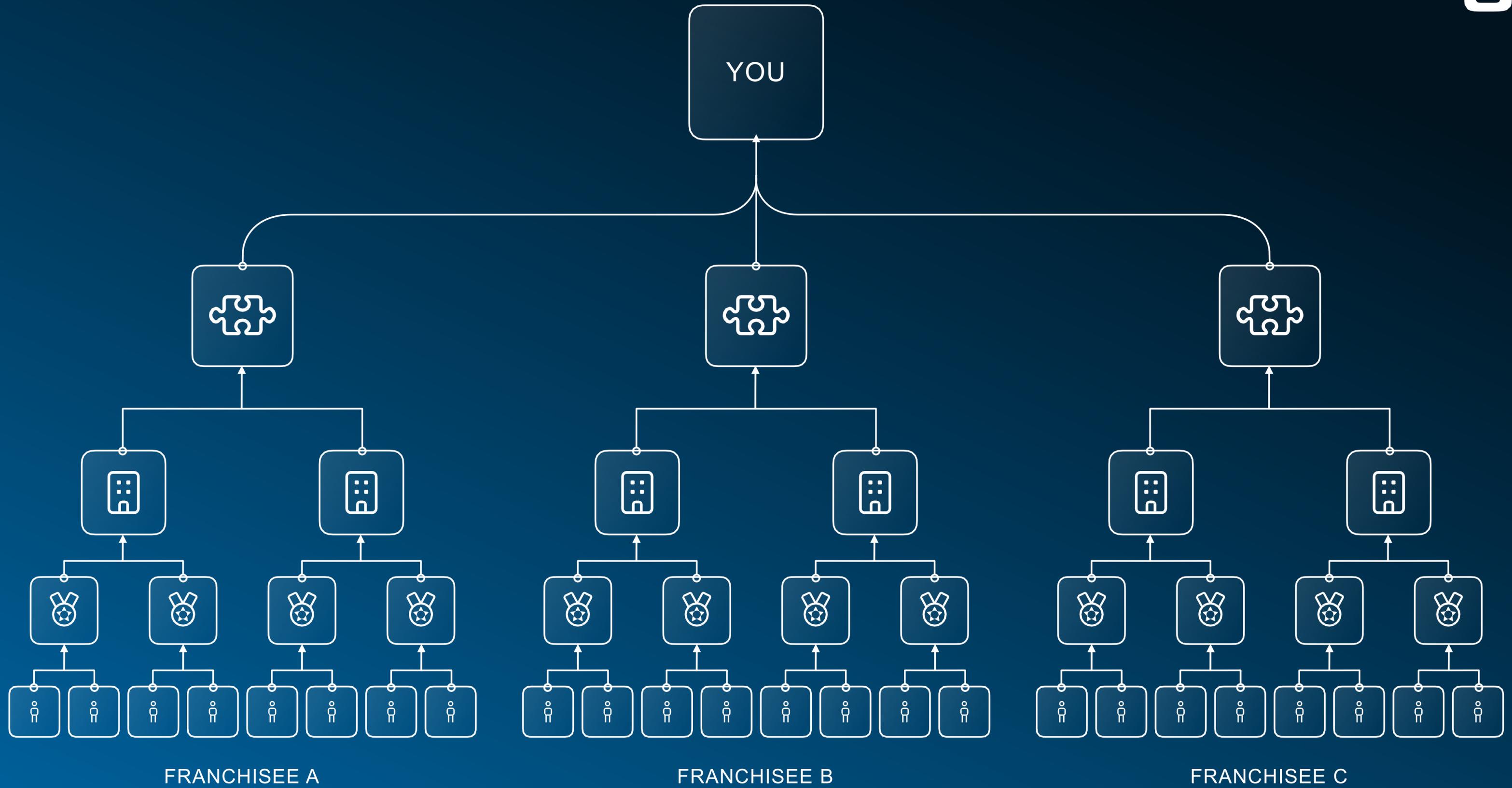
What are new diagnostic analytics that could help us better operate a franchise system?

What could we analyze we simply do not today?

Use Case Two

Unit Level Economics





FRANCHISEE A

FRANCHISEE B

FRANCHISEE C



Search everything...

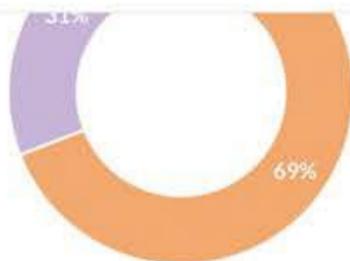
Certificates

Book

MM

Franchisee ID

Occupancy
Unoccupied



155

Hot Leads

Accepted

380

Lessons Today

Franchisee Summary

Select a franchisee name to show their respective dashboard figures.

Franchisee Summary

Name	Active Consumers	Occupancy	Waiting List	Hot Leads	Active Plans	Total Plans Amount	Revenue MTD	Outstand
[Franchisee Name]		21%	3	2				
[Franchisee Name]		67%	0	0				
[Franchisee Name]		65%	3	1				
[Franchisee Name]		76%	20	2				
[Franchisee Name]		77%	39	5				
[Franchisee Name]		66%	121	39				
[Franchisee Name]		53%	20	12				
[Franchisee Name]		79%	25	11				
[Franchisee Name]		60%	3	1				
[Franchisee Name]		57%	7	3				
[Franchisee Name]		85%	23	4				
[Franchisee Name]		32%	1	0				

34 rows

For more information on how dashboards work, visit: <https://kb.franscape.io/knowledge/new-dashboards>. For assistance please use Franbot, or contact support@franscape.io.



Dashboard



Bookings



Waiting



Plans



Transactions



Customers



Consumers



Courses



Classes



Lessons



Franchisees



- Transactions
- Customers
- Consumers
- Courses
- Classes
- Lessons
- Franchisees
- Instructors
- Venues
- Business Settings
- Email
- SMS

Search everything...

Certificates Book MM

Venues 119

Filter Venue Groups New Venue

ACTIVE
222

NET INCOME
£5,147,829

GROSS PROFIT
£465,552

NAME	TOTAL NI	GP	CURRENT TOTAL NI	CURRENT GP	LESSONS OCCUPANCY	REMAINING SPACES	TERRITORY
...	£155,372.17	£67,894.15	£24,179.65	£10,324.02	80%	68	...
...	£84,784.74	£66,884.92	£21,295.72	£16,544.98	62%	44	...
...	£179,821.39	£64,215.66	£29,868.87	£9,530.46	67%	204	...
...	£184,877.09	£64,145.95	£28,029.94	£9,975.85	75%	37	...
...	£256,186.84	£60,128.96	£32,576.70	£6,577.31	67%	54	...
...	£142,196.25	£52,442.32	£16,718.79	£6,064.17	68%	42	...
...	£138,309.81	£49,401.98	£24,398.69	£8,908.28	79%	83	...
...	£168,251.95	£44,459.19	£21,672.81	£5,653.32	76%	26	...
...	£155,732.44	£41,968.44	£19,780.73	£5,332.11	76%	24	...
...	£135,517.68	£41,441.01	£19,205.47	£5,764.92	76%	21	...
...	£46,126.90	£38,563.22	£10,851.34	£9,072.00	34%	276	...
...	£86,865.08	£36,923.07	£14,968.39	£6,970.16	73%	89	...
...	£100,067.79	£36,710.15	£15,737.88	£6,434.69	82%	30	...
...	£116,505.44	£35,991.35	£15,018.52	£4,257.05	79%	46	...
...	£135,916.43	£35,717.66	£18,910.27	£5,032.52	78%	19	...





Search everything...

Certificates

Book

MM

Classes 3935

Filter

All Finished In Progress Upcoming

Dashboard

Bookings

Waiting

Plans

Transactions

Customers

Consumers

Courses

Classes

Lessons

Franchisees

COURSE	CLASS	AVAILABILITY	OCCUPANCY	WAITING CONSUMERS	TRIALS NEXT LESSON	MONTHLY	ROLLOVER	TOTAL NET INCOME	GROSS PROFIT
1st Feb - 28th Feb (1 to 1)	Fridays at 4:30 PM	🟢	1 / 1	0	N/A	🔍	✓	£25.00	£4.44
1st Feb - 28th Feb (1 to 1)	Sundays at 5:00 PM	🟡	1 / 1	0	N/A	🔍	✓	£25.00	£4.44
1st Feb - 28th Feb (1 to 1)	Saturdays at 5:00 PM	🟢	1 / 1	0	N/A	🔍	✓	£50.00	£28.88
5th Jan - 15th Feb (1 to 1)	Wednesdays at 3:00 PM	🔴	1 / 1	0	N/A	🔍	✓	£29.00	£5.56
1st Feb - 28th Feb (1 to 1)	Mondays at 6:00 PM	🔴	0 / 1	0	N/A	🔍	✓	£0.00	£0.00
1st Feb - 28th Feb (2 to 1)	Thursdays at 10:00 AM	🟢	2 / 2	0	N/A	🔍	✗	£31.25	£8.16
1st Feb - 28th Feb (1 to 1)	Saturdays at 5:30 PM	🟢	1 / 1	0	N/A	🔍	✗	£28.75	£6.44
1st Feb - 28th Feb (1 to 1)	Fridays at 4:30 PM	🟢	1 / 1	0	N/A	🔍	✗	£28.75	£6.44
1st Feb - 28th Feb (1 to 1)	Saturdays at 4:30 PM	🟢	1 / 1	0	N/A	🔍	✗	£55.00	£10.70
1st Feb - 28th Feb (1 to 1)	Thursdays at 5:00 PM	🔴	1 / 1	0	N/A	🔍	✗	£28.75	£6.44
1st Feb - 28th Feb (1 to 1)	Thursdays at 5:00 PM	🔴	0 / 1	0	N/A	🔍	✗	£0.00	£0.00
1st Feb - 28th Feb (1 to 1)	Thursdays at 8:30 AM	🟢	1 / 1	0	N/A	🔍	✗	£110.00	£21.40
1st Feb - 28th Feb (2 to 1)	Mondays at 7:00 PM	🟢	2 / 2	0	N/A	🔍	✗	£66.67	£19.67
1st Feb - 28th Feb (2 to 1)	Mondays at 6:30 PM	🟢	2 / 2	0	N/A	🔍	✓	£31.67	£13.84
1st Feb - 28th Feb (1 to 1)	Sundays at 5:30 PM	🟢	1 / 1	0	N/A	🔍	✓	£25.00	£4.44

1-15 of 3,935 results.





Search everything...

Certificates

Book

MM

Dashboard

Bookings

Waiting

Plans

Transactions

Customers

Consumers

Courses

Classes

Lessons

Franchisees



Consumer

Aaminah Ejaz

Consumers: [Consumer Name]

Information Cards 1 Consumers 2 Classes Plans 1 Orders 0 Notes 0 Documents 0 Memberships Contacts 0

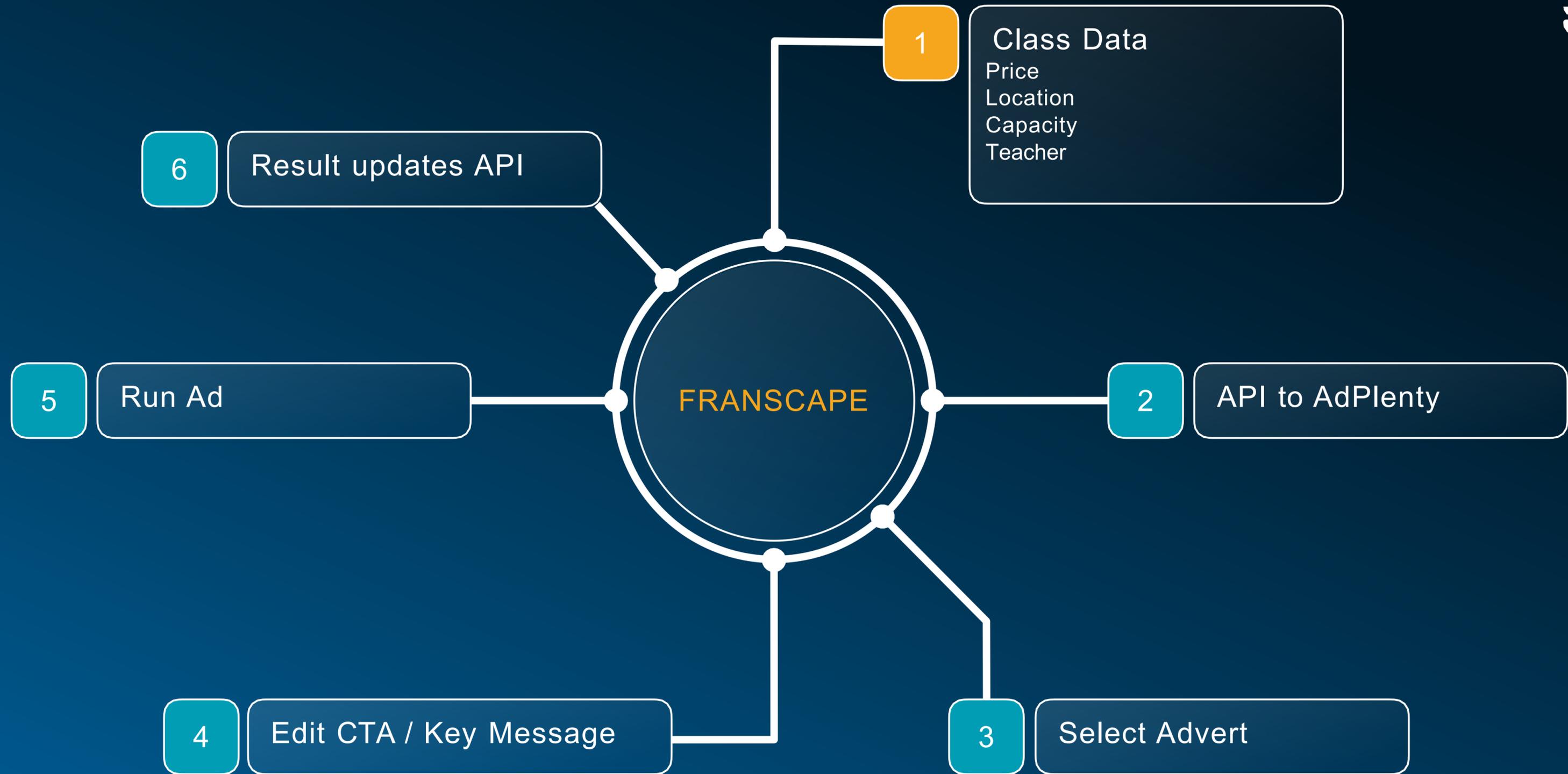
Transactions 11 Franchisees 1 Email Logs SMS Logs

Transactions

Add Payment Stripe Payment Add Charge Add Credit Filter

ID	DATE	TYPE	NOTES	AMOUNT	BALANCE	
2143142	5 Feb 2026	Credit	006: Swimtime Lancashire Cancelled Lesson #1215182, Thursday 5th February, 19:30 PM, Adult Ladies	£10.30	£10.30	
2038395	5 Oct 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	stripe £39.49	£0.00	
2038394	5 Oct 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	£39.49	£39.49	
2011632	5 Sep 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	stripe £39.49	£0.00	
2011631	5 Sep 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	£39.49	£39.49	
1990779	5 Aug 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16225-170156 Adult Ladies - Thursdays 7:30 PM.	stripe £29.19	£0.00	
1990778	5 Aug 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16225-170156 Adult Ladies - Thursdays 7:30 PM.	£39.49	£29.19	





SWIM TIME
Safe. Fun. Success!

Free trial lesson

**Available lessons at
Village Hotels Blackpool**

Book now
Village Hotels Blackpool

[Book now](#)

SWIM TIME
Safe. Fun. Success!

Free trial lesson

Ready to Get Started?
Lessons available now at
Dalmeny Resort Hotel

Book now
Dalmeny Resort Hotel

[Book now](#)

Village Hotels Blackpool
BOOK NOW

BOOK NOW

Dalmeny Resort Hotel
BOOK NOW

BOOK NOW

1,397 NEW
CUSTOMERS

September 2025

New Client Acquisition

<i>CHANNEL</i>	<i>IND AVERAGE*</i>	<i>SWIMTIME*</i>
Google Ads PPC	£15.00 - £35.00	£3.66
META	£20.00 - £40.00	£6.47

*Advertising spend per booking.





TABLE IDEATIONS

AI Enhanced Predictive Analytics:

What are results we could predict that would help us avoid future problems or expand future successes?



TABLE IDEATIONS

AI Enhanced Trend Analysis:

Ideate trends we have not been analyzed in the past that could help us see actionable information for improvements



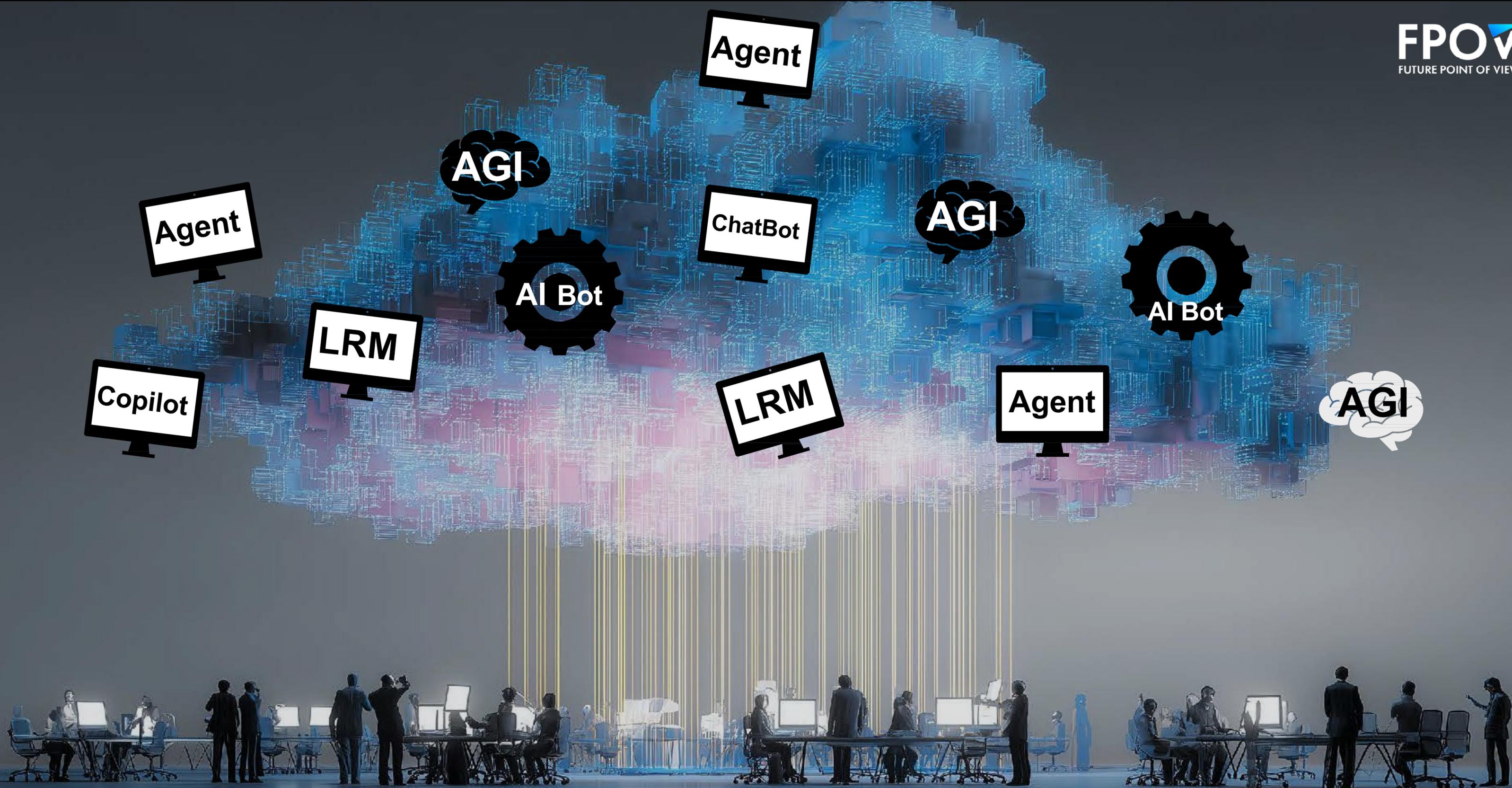
“

Begin with the end in mind. Having an end in mind is no guarantee you'll reach it, but not having an end in mind is a guarantee you wont.

— The Daily Stoic —



The “Organizational Mind” *the AI Roadmap Destination*



The “Organizational Mind” *the AI Roadmap Destination*

Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Data Layer: A Fluid Asset

Infrastructure Layer: Digital Power Utility

Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Imbedded



Data Layer: A Fluid Asset

Imbedded



Infrastructure Layer: Digital Power Utility

Imbedded



Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Imbedded



The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Infrastructure Layer: Digital Power Utility

Imbedded



Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Imbedded



The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded



Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Imbedded



The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded



Requires a heavy amount of compute

Intelligence Layer: Thinking

Starts with a brain

Software Layer: Mechanistic

Starts with a scaffold

Imbedded

Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded

Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded

Requires a heavy amount of compute

Intelligence Layer: Thinking

Starts with a brain

- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

Software Layer: Mechanistic

Starts with a scaffold

Imbedded 

Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded 

Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded 

Requires a heavy amount of compute

Intelligence Layer: Thinking

Starts with a brain

- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

60%



Digital capabilities should be separated for cost & control reasons

40%



Software Layer: Mechanistic

Starts with a scaffold

Imbedded



Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded



Requires a heavy amount of compute



Intelligence Layer: Thinking

Starts with a brain

Many Brains

- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

60%



Digital capabilities should be separated for cost & control reasons

40%



Software Layer: Mechanistic

Starts with a scaffold

Imbedded



Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded



Requires a heavy amount of compute

Intelligence Layer: Thinking

Starts with a brain

Many Brains

Many Brains



- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

60%



Digital capabilities should be separated for cost & control reasons

40%



Software Layer: Mechanistic

Starts with a scaffold

Imbedded



Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Requires a heavy amount of compute

Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded

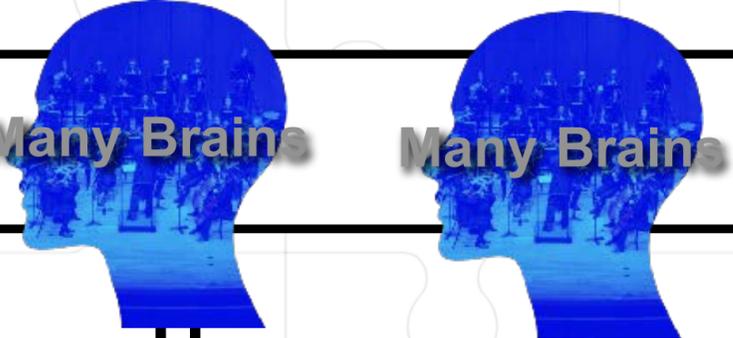


Human Capital

As time goes on, users will access the software and data layers through the Intelligence layer almost exclusively

Intelligence Layer: Thinking

Starts with a brain **Many Brains** **Many Brains**



- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

60% Digital capabilities should be separated for cost & control reasons

Software Layer: Mechanistic

Starts with a scaffold **Imbedded**



Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

Data Layer: A Fluid Asset

Imbedded



Requires a heavy amount of compute

Powers both layers and uptime will be even more critical because of user dependency

Infrastructure Layer: Digital Power Utility

Imbedded



**Data & knowledge, are
the DNA of the Synthetic
Organizational Mind**

