

# FRANCHISING<sup>WORLD</sup>

DECEMBER 2019

## THE MARKETING ISSUE

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THE TOOL YOUR  
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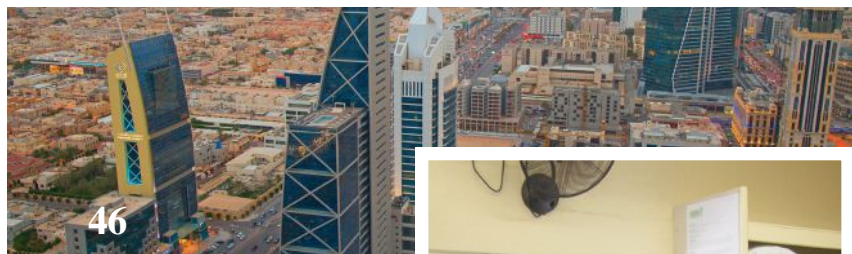


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# FRANCHISING WORLD

## EDITORIAL:

Publisher **Robert C. Cresanti, CFE**  
Associate Publisher **Beth Dailey**  
Editor-in-Chief and Content Manager **Mary Hanula**

## MARKETING & PRODUCTION:

Vice President of Marketing **Beth Dailey**  
Senior Marketing Manager **Courtney Moore**  
Graphic Design Coordinator **Miriam Levi**

## ADVERTISING & CIRCULATION:

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## Pictured on cover (from left to right):

David Barr, IFA Chair, Franworth Partner and Managing Director  
Drew Brees, NFL Quarterback, Franworth Partner  
John Rotche, Franworth Founder, CEO and Managing Director

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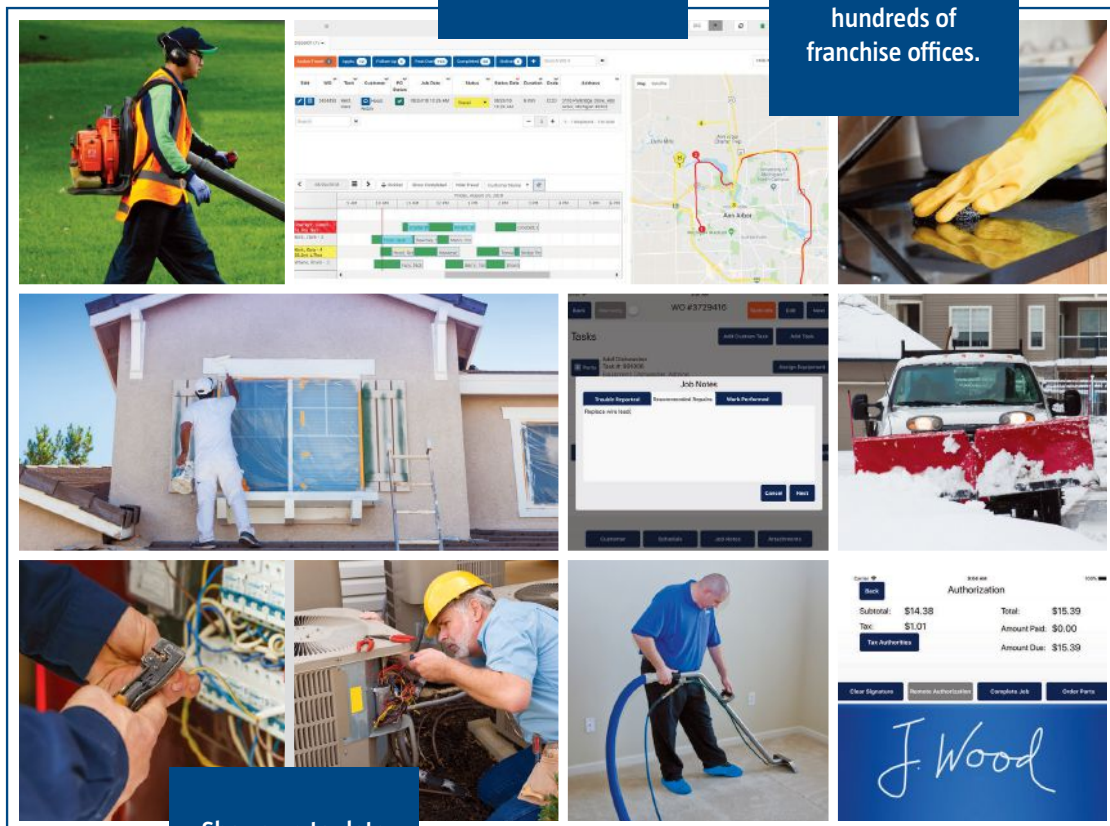
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# FROM THE CEO'S DESK



## Looking Back on 2019

As the year ends, I encourage you to take a minute to reflect on the great strides your business has made over the past 12 months. Perhaps you expanded, won an award or served your community by giving back. Was there a franchisee that stood out to you, or a new supplier company that you partnered with? It's important to remember these

successes as you work hard to keep your business thriving.

This year we hosted a wide array of events; some old favorites and some new traditions. IFA's 2019 Convention had a record breaking attendance of more than 4,000 attendees. A highlight from the event was keynote speaker Gary Vaynerchuk, who discussed ways to develop your brand during an energetic and memorable opening general session. Our Franchise Action Network (FAN) Annual Meeting was a success, with hundreds of franchisees, franchisors and suppliers from all over the nation arriving in Washington, D.C this past September to meet with their representatives and show the Power of Brands. The educational and advocacy campaign aims to raise the profile and benefits of franchising made possible through our strongest asset — BRANDS.

We held conferences across the country with workshops that were specifically designed to provide mentorship, updated marketing and technology tactics and important leadership skills that gave our franchise members a leg up in the industry. No matter your business line, there is always an IFA event catered to strengthening you and your brand. Keep an eye out for our events in 2020 — our schedule is chock full of compelling speakers, valuable business content and effective advocacy for your business.

Happy holidays and good wishes to you and your family, friends and business partners. IFA is grateful to have your membership and commitment and we look forward to the wonderful year ahead. 🌟

*Robert Cresanti*

**Robert Cresanti, CFE**  
President and CEO  
International Franchise Association



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## Top 5 PEOPLE ON THE MOVE



### Michele Novy

Woofie's appointed Michele Novy as their Director of Marketing. Novy has experience in broadcast journalism, marketing and communications.



### Paula Mercer

Venture X appointed Paula Mercer as the brand's Vice President of Operations. Mercer was previously United Franchise Group's Vice President of Shared Services.



### Mark Kartarik

Nikita Hair appointed Mark Kartarik as President of Nikita Hair USA. Kartarik previously served as the President of Sport Clips.



### Jennifer Herskind

FASTSIGNS International Inc., made Jennifer Herskind the new Chief Marketing Officer, a role she previously held at Smoothie King.



### Teri Harof

Workout Anytime named Teri Harof their new Director of Franchise Development. Harof previously worked in the marketing and franchising world and had her own ad agency.

## FRESH FRANCHISING

**ZIPs Dry Cleaners** opened the first of 12 stores that are part of a development deal spanning across the Portland, Oregon metro area. Each of the 12 stores will be owned by OKTA Dry Cleaning, LLC.

## ZOOMING BY

**RNR Tire Express** jumped 22 spots on *Franchise Times* Top 200+ List. Jumping from No. 293 to No. 271, the tire and custom wheel franchise continues to serve customers and reach milestones.

## WELCOME BACK

A **Mountain Mike's Pizza's Paradise Restaurant** location was almost destroyed in the 2018 Camp Fire, which wreaked havoc across California. The location has been owned by Paradise local, Bob Dickert, for over 40 years. Dickert is excited to welcome guests back to the location and continue to operate as usual.



## CONGRATS

**The Lost Cajun** was recently named one of the Top 50 Emerging Restaurant Chains by *FSR* magazine. This is the second year the franchise has been recognized by the magazine.

## VETERAN APPRECIATION

**Dream Vacations** was named Top Franchise for Veterans by *Entrepreneur* magazine. The franchise launched an internal portal with military resources, titled Command Center. This portal will serve as a resource for military service members who are serving the nation, connecting them to discounts, reward programs and agents looking to support the military.

# FRANCHISING GIVES BACK



## Granting Wishes

**The Learning Experience** raised over \$500,000 for the Make-A-Wish Foundation from their 2019 Bubbles' Road to Wishes nationwide event. This fundraising effort consisted of preschoolers, family and staff nationwide raising money to grant wishes for kids in the Make-A-Wish program. The Learning Experience mascot, 'Bubbles the Elephant,' helped teach kids about the fundraiser and cause during community events and classroom activities, such as wish walls, bake sales and silent art auctions.



Bubbles the Elephant encouraging kids to become involved with the fundraiser.

**ALL POINTS**  
PUBLIC RELATIONS

CONTACT: JAMIE IZAKS  
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## Letting Some Light In

**Children's Lighthouse** Early Learning Schools, a values-based, early-education provider in the U.S., celebrated its partnership to St. Jude Children's Research Hospital this past fall by participating in the St. Jude Walk/Run in Fort Worth, Texas on Sept. 21, during Childhood Cancer Awareness Month. The Texas franchise donated \$2,500 for the walk and also raised an additional \$1,945 for St. Jude. Children's Lighthouse had a station in the Family Zone, where they provided crafts, games and face painting for all participants.



Children participated in events such as face painting, with the entire Children's Lighthouse team posing for a photo.

## Coming Together at Camp Corral

**Golden Corral** raised over \$2 million for Camp Corral, a nonprofit corporation that provides free, unique summer camp experiences for children of injured, wounded, ill or fallen service members. There were 21 different camp weeks across 17 states, where 3,281 kids, from ages eight to 15 participated. Donations for the camp were collected from Golden Corral restaurants across the nation, as well as through a partnership with Disabled American Veterans.



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# FRANWORTH SCORES BIG WITH NEW PARTNER DREW BREE

*By Mary Hanula, IFA*





From left: IFA Chair and Franworth Partner, David Barr, with NFL quarterback Drew Brees and Franworth Founder and CEO, John Rotche.



## Drew Brees, David Barr and John Rotche talk Franworth, football and franchising.

The franchise industry is full of professionals that have mastered their skills through years of experience in the business sphere. What does it look like when an entrepreneur enters from a different sector of the franchise industry, but has all the criteria needed to fuel a phenomenal partnership, continuous brand management and a successful and trustworthy leadership position?

Franworth is a franchise growth equity firm that partners with brands to create innovative solutions and offer professional franchise services. When NFL quarterback Drew Brees met Franworth Founder and CEO, John Rotche, he had a mentor and future partner that was one for the playbooks. Put fellow Franworth Managing Director and Partner, David Barr into the mix and you have a winning team. Fast forward to five years later and Brees is now a Franworth partner and member of the Executive Board. I spoke with Drew about this powerful play for his business career, as well as David and John to get key insights on knowing when someone is right for your business, how to form successful brand representations and partnerships and what Franworth has in store.

**Q: Drew, when did you first get into the idea of franchising? Was there a certain person or franchise that inspired you to follow the same path?**

**DREW:** Jimmy John's was my first franchise and honestly, I reached out to a friend who works in their corporate office to find out how to get the sandwiches I loved from college to New Orleans. He said the New Orleans territory was open and said I could enjoy those sandwiches everyday if I developed the market. Becoming an entrepreneur always interested me and becoming a franchisee in 2011 was a great way to start this journey.

**Q: Can you tell me about how you all initially met, as well as how this partnership came about?**

**DREW:** I met John Rotche, founder of Franworth, through the NFL extended education program at the University of Michigan Ross School of Business approximately five years ago. I was so impressed with John's presentation to our group, I approached him about being a mentor to me in the franchising space. At the time, I was a multi-unit franchisee for Jimmy John's and was in the process of evaluating another opportunity to be on the franchisor side for Walk-Ons Bistreaux & Bar. Since then, John, David Barr and I became partners in the ownership group of TITLE Boxing Club, growing it to nearly 200 units, including international expansion. When the opportunity came to join Franworth as a partner alongside John, David and the incredible team and brands assembled within, it was an easy decision for me.

**DAVID:** I first met Drew while investing together in TITLE Boxing Club in 2016. Upon first meeting Drew, what most stood out to me were his values, intelligence and passion. Drew is a wonderful human being who is also incredibly smart and passionate about the endeavors in which he applies himself. After spending time with Drew, it is easy to recognize that Drew's success is not by chance. I enjoy associating myself and being around smart people with great values — usually good things happen. It is great to have Drew as a partner.

**JOHN:** During that first franchising event when we met, I was so impressed by Drew. He sat in the front row, took a ton of notes and asked great questions. Drew and I talked about his Jimmy John's franchise and we kept in touch. Our informal mentoring relationship evolved into him partnering



with me and the TITLE Boxing Club team, and then joining the Franworth executive board as a partner earlier this year. His education, interests and business insights coupled with his leadership qualities and a fierce competitive spirit from his years spent as a high-level athlete make him an incredible partner. Drew attacks everything he does with rigor and grit, which makes everyone around him want to perform at their best. Those qualities are exactly what I look for in fellow leaders as it encourages, motivates and holds our partners and team members accountable to perform at the highest level.

**Q: Drew, what advice would you give other athletes who are thinking about going into the franchising industry?**

**DREW:** My advice to anyone looking to get into franchising is to first find a brand that you really love. Secondly, make sure the unit economics match up with your goals and timeline. Finally, build your team with motivated individuals that can share in your growth. So, passion, economics and team are the key for entry into any business.

**Q: David, what advice do you have for businesses who are looking to partner with a famous figure?**

**DAVID:** The key word for any partnership is alignment. Alignment of values. Alignment of mission and purpose. Alignment of goals. Alignment of wants, needs and desires. With alignment, the other pieces become small. Franworth is fortunate in having Drew as a partner, as he easily aligned with Franworth's values and desire to partner and assist in the growth of emerging franchisor brands.



**Q: Drew, as a professional athlete, how do you plan on using your platform to help expand Franworth's mission and message?**

**DREW:** Playing sports at this level has certainly taught me to think strategically, lead others and use my competitive streak to push myself and my team to work hard. Those are the traits I bring to everything I do. However, I believe my experience as a multi-unit, multi-brand franchisee and franchisor will be of more value to Franworth far more than my football platform..

**Q: Drew, you've been a multi-unit operator of Jimmy John's, Walk-On's Bistreaux & Bar, and a partner with TITLE Boxing Club. How did your experience and first-hand knowledge of those brands help your transition into your new role with Franworth?**

**DREW:** Over the past eight years, I gained a solid understanding of franchise systems, processes, and sales strategies. Franworth partnered with four new boutique beauty and fitness franchise brands this year, and its rapid growth required a commitment to continuing to build a strong support team. In being part of the ownership group of other franchisors, I recognize the commitment necessary to building a great team with frequent communication to the brands franchisees. Together the franchise system is stronger.

**Q: John and David, in your own words, what does Drew bring to Franworth?**

**DAVID:** As noted above, Drew is very smart. Thus, his experience as a franchisee and as a franchisor provides him a perspective from which he can operate as part of the Executive Committee of Franworth. He is highly engaged and brings the same passion to Franworth as he does to other areas of his life.

**JOHN:** Drew is a multi-unit, multi-brand franchisor and franchisee, which makes him a phenomenal Executive Board member. He brings the perfect balance of franchise experience while also bringing a fresh perspective of someone who hasn't built his whole career in this industry. Admittedly at times, lifetime franchise executives can view the world myopically.



**Q: What does the future of Franworth have in store?**

**DREW:** This is my second business partnership with John and David, and I look forward to us continuing to win by growing Franworth's portfolio of brands. Franchising is an awesome way for people to fulfill their dreams of owning their own business by accessing a brand, with support systems and a community of fellow franchise owners.

I also look forward to The Lash Lounge celebrating its 100th location grand opening this month, as that is such an important milestone for a franchise brand. It's also exciting to see the potential of our newest franchise brand and for the team's on-going mentoring support of the NextGen's 2019 Social Winner, Venuste Kubwimana, and his A Water Kiosk at School initiative.

**DAVID:** Franworth is an exciting platform to partner with emerging franchisors, yet Franworth was just recently founded in 2015. It has been an exciting four years. We believe we have already made a difference in assisting a few brands to success, but are just as excited about the future. Recently, Franworth has partnered with a few new brands that will allow for the continued expansion of the Franworth platform.

**JOHN:** Franworth was founded by attracting great brands with the industry's best team and bringing Drew onboard has only reinforced the unparalleled strength of our leadership team. I have no doubt that coupled with our ongoing investments in leadership and innovation, our partnership with Drew emphasized to brand founders' and individual franchise owners' that joining Franworth provides unlimited access to the resources they need to accelerate growth.

Ultimately, I believe the true essence of a company is defined more by the people associated with it, not from any amount of marketing and messaging. 🌐



Mary Hanula is the Content Manager and Editor in Chief for the International Franchise Association.



# Why Franchise Marketing Should Be Localized and Scalable

By The RevLocal Brand Networks Team

As factors like proximity, reputation and convenience continue to gain influence over consumer purchasing decisions, franchises are looking for ways to adjust their digital marketing strategy to better target consumers in their individual markets.

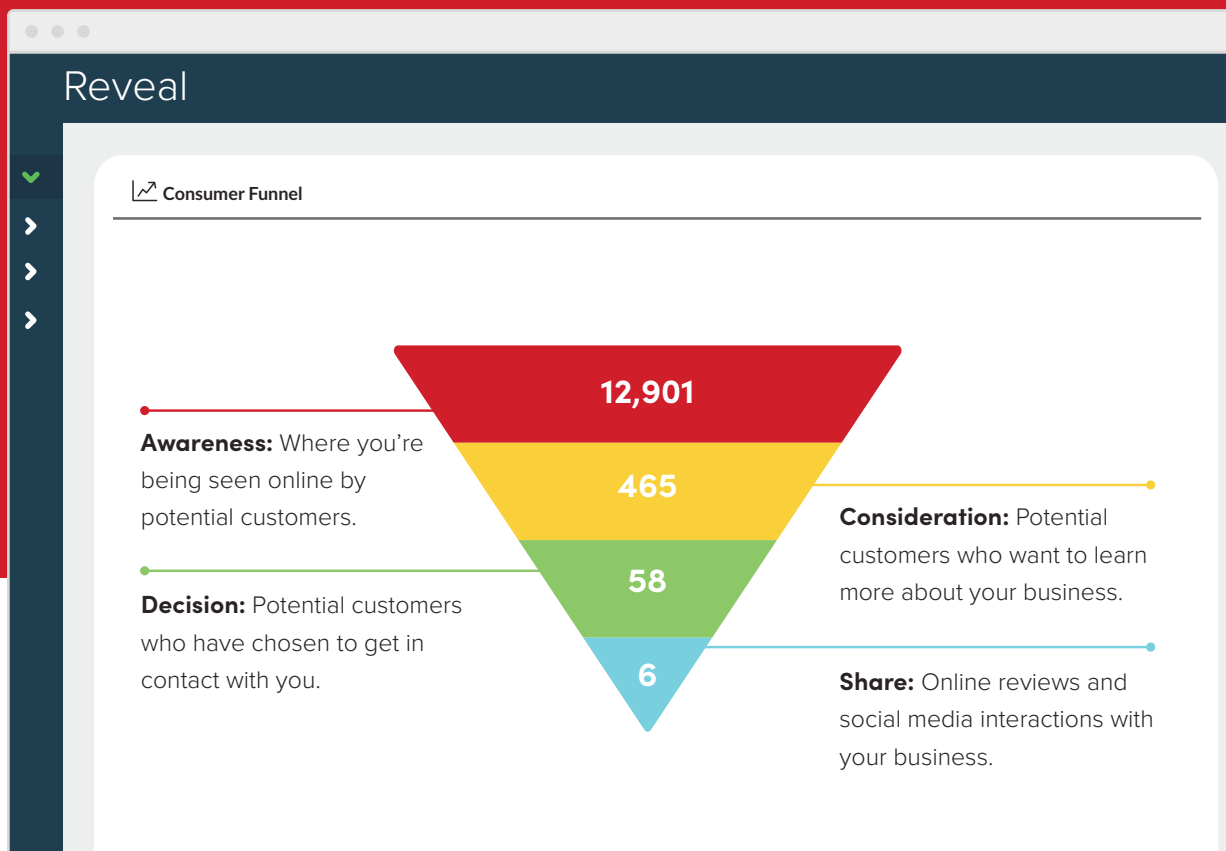
But, implementing these digital marketing strategies is a difficult balance for most franchise systems. On the one hand, top-down marketing establishes brand consistency and quality control for the franchisor. On the other hand, franchisees want their own personalized strategies for their local market.

In addition, there are a considerable amount of variabilities in “online health” among individual franchise locations that can make building and executing a comprehensive digital marketing strategy incredibly complex.

## HOW TO EVALUATE YOUR FRANCHISE’S ONLINE HEALTH

- ✓ How does each location rank in local search results?
- ✓ Does each location have optimized, accurate and consistent local listing pages?
- ✓ How many online reviews does each location have?
- ✓ What’s the average star rating of each location?
- ✓ Are online reviews being responded to?
- ✓ Are locations running search, display, social or retargeting ads?
- ✓ Is there a consistent and localized social media presence?
- ✓ Is there a wide variation in the online presence among locations?

From this abbreviated evaluation criteria, you can quickly see the volume of factors that affect the online presence for just a single location. Most procedures and platforms were built to optimize a single location’s online health, but they weren’t designed to be used at scale because personalization can’t be automated at an individual local level (localization).



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# KEY MARKETING INITIATIVES FOR FRANCHISES

*By Alex Porter, CFE, Location3*





## By leveraging innovative digital technology, franchisors and franchisees can strike a new balance in marketing.

Historically, many franchisors have used a large percentage of their franchise ad fund budgets to buy traditional media placements, including ads on television, radio, print advertisements and billboards, to market the brand and business to potential customers. However, these national-level ad buys and the traditional media channels they target have limited those same franchisors in promoting their individual franchisee locations.

Traditional media channels are great in driving brand awareness, but not necessarily as effective in getting consumers to visit a location or make a purchase due to their broader messaging. Complicating things further, many franchisees often expect a direct return for their own businesses based on their personal ad fund contributions.

A potential solution to this challenge can be found in recent technological advances in digital marketing that have the potential to positively impact how brands spend their ad fund budgets. These advances can also improve the franchisor-franchisee marketing dynamic while driving incremental marketing investments on the local level from franchisees themselves.

### Blurring the Lines Between Digital and Traditional

Most consumers grew up with only traditional media outlets. In the early days of the Digital Age, transitioning from these outlets to modern alternatives was uncomfortable. This was because the traditional and digital experiences were much different. Television and radio were mature technologies that could be relied on, while digital technologies were still evolving and required new skills.

Yet, a couple things have happened since those early days. The first thing being that we improved our digital media skills. As digital tools have become more universal,

the public has gained experience and comfort with email, smartphones, online shopping, video streaming and more.

The second is that digital technology started to imitate the traditional media experience. Smart TVs in our homes now seamlessly stream video content and digital signs in high-traffic areas have replaced static billboards. Smartphones have become the all-in-one tool that allow us to read the news in real-time while streaming audio and video nearly everywhere we go.

As the lines between the traditional and digital experiences blur, brands and marketers must invest in the experience that gives them the most direct line to potential customers in their target audience. When planning for 2020, consider testing the following digital platforms for marketing and advertising:

### Digital Marketing Platforms

1. **Digital Alternatives:** For every traditional media channel, there is a digital alternative that delivers a high-quality user experience as well as enhanced targeting capabilities for marketers. The traditional route features broadcast or cable television, while the digital alternative is connected TV.
2. **Television:** Connected TV is rapidly expanding as more users quit cable TV in favor of streaming services like Netflix (148 million users), Amazon Prime (89 million users) and many other content providers. Connected TV delivers a similar viewing experience to traditional television with ads running periodically during viewing. The main advantage of Connected TV over traditional TV is the ability to more efficiently target potential customers, including customized calls-to-action, multiple ad formats and the ability to engage users with sequential ad messaging across multiple devices based on IP addresses. In one of our own franchisor case studies, a Connected TV campaign resulted in significant increases in total sales and revenue while spending 76 percent less in advertising dollars compared to traditional TV.
3. **Radio:** The traditional channel for streaming music is the radio, but it has quickly been replaced with streaming audio. Streaming platforms like Spotify and Pandora have given users control of the radio, so to speak, allowing them to choose instantly what music and which podcasts they'd like to hear. These platforms have also given advertisers access to audience information, including age, gender, location, activity and even personal taste. The result is an active and growing user base that

franchisors can engage with by placing highly targeted, programmatic ad buys that are more efficient and effective than producing a broader spot for local terrestrial radio.

4. **Out of Home:** Digital out-of-home (DOOH) advertising is a growing channel (\$8 billion spent in 2018) that is reaching more consumers offline, much like traditional billboards. But DOOH goes further, using mobile location data to update dynamic creative in real time. This allows advertisers to add context to messaging, including time of day, weather and traffic conditions. DOOH is often incorporated into an omni-channel strategy that delivers a follow-up ad to potential customers who were exposed to a DOOH ad.

## Balancing Franchisor and Franchisee Marketing for Increased Revenue Growth

In many instances, franchisor and franchisee marketing strategies operate in silos and lack integration. The franchisor is often responsible for big-budget, national media buys that raise brand awareness, while franchisees are generally responsible for executing local marketing campaigns that drive customers into their stores.

As digital technologies mature, brand strategies and local strategies are becoming indistinguishable. Digital platforms like Connected TV, streaming audio and DOOH are delivering traditional user experiences with modern targeting — mass appeal with local impact.

As a franchisor, you can use ad fund dollars to leverage these digital channels and promote brand awareness, while customizing ad placements with location-specific calls-to-action in support of your franchisees.

As a franchisee, complimenting this strategic approach by investing your own ad budgets in hyper-local display, paid search and paid social ads can capture that same consumer interest as they seek out specific information about your location, products and services.

In 2020, testing this strategy may provide the opportunity to create a more efficient cycle of marketing investment between the franchisor and franchisees, driving increased ROI and supporting everyone within the entire franchise system. 📍



Alex Porter is the CEO of Location3, a digital marketing agency that delivers enterprise-level strategy with local market activation. For more information on Location3, visit [franchise.org/suppliers/location3-media](https://franchise.org/suppliers/location3-media).

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# BREAKING NEWS



# HOW TO GRAB HEADLINES DURING AN ELECTION YEAR

*By Jamie Izaks, All Points Public Relations*

Everyone's watching for the next move — make sure your brand has one that stands out.

It can be difficult to break through the clutter during an election year. Between the debates, op-eds, tweets, news reports and scandals that are flying around, it's enough to make anyone's head spin. While it can be challenging to insert your brand into the news cycle in the thick of election year, the key lies in finding the right angles for your brand and pursuing them at the right time. So, how do you keep your brand in the spotlight and earn positive headlines in the media during an election year? Here are four smart tactics to consider.

## 1. Do Your Research

Don't phone in your research. It's important to understand how the news cycle works and study the most pressing issues of today's political landscape. Read up on the political stories of the day and take note of what different



Grab hold of timely opportunities such as debates, town meetings and press conferences, and be fully prepared to insert a compelling story before and after these events."

news outlets are covering. Spend time exploring headline news from unbiased sources to ensure that you're receiving ample information, and considering the viewpoints from each side. This extra push should help you discover an angle that could be an "in" for your brand.

And, as you're researching topics and developing your pitch, it helps to think in headlines — and quotes! Imagine how you'd apply your brand's expertise in business, entrepreneurship or category-specific topics to the trending conversations surrounding the campaigns.

Regarding an example of a hot business topic that could also apply to category specific discussions, the oil and gas drilling issue continues to be contested among candidates. Using this topic as an example throughout this article, as it relates to research, it would be helpful to know the dependency your business, brand and industry place on this resource. Having this understanding, you can comment on stories about renewable energy sources that are emerging through candidate encouragement, the renewed influx of coal production and the rise of U.S. gas production that has turned the United States into the world's largest producer of fuels.

Knowing the candidates' stances on this and how that can fit into your brand are key to entering the news cycle and putting a positive spin on it for your brand. Consider how you'd see this information presented as a headline, or as a quote in a relevant piece. These words and phrases could help you craft the perfect hook for your pitch.

## 2. Add Value

Once you've identified and sharpened up your angle, it's time to find a side of the story that hasn't been told yet. One way to create a unique storytelling platform for your brand is to capture a human angle. Channel the heart of your brand and tell a story that matters more for the individual in a humanizing way. This adds value for your brand and the audience, and offers a nice change of

pace from the flood of hard-hitting headlines. Be sure to offer unbiased viewpoints too for quotable context.

Sticking with the oil and gas theme, perhaps a franchisee in your system has a background in the energy field and can discuss



Focus on creating compelling, digestible and unbiased content, as well as visually appealing social posts and infographics, to insert your brand into the conversation.”

how his or her experience has provided a foundation for success in your band. Or, perhaps you are launching research and development programs in your company to lower energy costs, which would fit well in the election coverage.

## 3. Time Your Delivery

The news cycle never sleeps — it's 24/7 and needs to be taken advantage of to ensure your brand captures the spotlight. Be prepared to pitch your brand as a source and establish your viewpoints at a moment's notice. Grab hold of timely opportunities such as debates, town meetings and press conferences, and be fully prepared to insert a compelling story before and after these events.

You can also time your pitch just right for reporters — study their activity and note what time they respond to your emails. Once

you've gotten to know the cycle of their day, and perhaps their upcoming deadlines, you can use this “data” to strategically boost your story and hit send when you know they'll be perusing their inboxes.

## 4. Utilize Your Channels

Don't just rely on reporters to help you land good headlines. Take matters into your own hands by creating well-written, shareable content to gain the most mileage out of your story. In today's social media-driven landscape, especially in politics, the power of online content lies at your fingertips.

From Facebook and Twitter to blogs and online forums, it's never been easier to “go viral” and spread your story like wildfire. Focus on creating compelling, digestible and unbiased content, as well as visually appealing social posts and infographics, to insert your brand into the conversation. Many reporters from entertainment and news sites such as BuzzFeed and Mashable thrive on viral content and are constantly on the hunt for new stories and social media posts that they can round up in their articles.

Making positive headlines during an election year isn't impossible. With the right attitude, the right angle and the right approach, you can go a long way. Establish your brand as the authority and a source to consider on today's most pressing topics by sharing well researched, supported and unbiased stories that command the attention your brand deserves. Just be careful not to fall into a political trap. 🗳️



Jamie Izaks is the president of All Points Public Relations, a franchise-focused PR agency based in the Chicagoland area. To find out more about All Points Public

Relations, visit [franchise.org/suppliers/all-points-public-relations-llc](http://franchise.org/suppliers/all-points-public-relations-llc).





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—Polly Mulvaney, Director of Marketing Services,  
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# VIDEO MARKETING: THE TOOL YOUR BUSINESS NEEDS TO SURVIVE

*By Mary Hanula, IFA*



Team members from CorporateFilming.net in the process of capturing a franchise's story.





A business employee being interviewed for a video marketing campaign.



**Trevor Rappleye,**  
Founder and CEO of  
*CorporateFilming.net*

## The marketing sphere is constantly changing — is your brand keeping up?

Businesses thrive on the story their brand stands on, as it serves as both a legacy and commitment. With the new era of digital marketing taking over, franchises need to realize the incredible asset that video marketing can be to sharing the story of their business. That's why I asked Trevor Rappleye, Founder and CEO of CorporateFilming.net — a national video production firm that tells stories that drives sales — what video marketing does and why it could change the entire scope of a brand.



Trevor Rappleye, Founder & CEO of CorporateFilming.net, with team members.

### ***Q: Can you tell me a little more about what your business does?***

**TREVOR:** Our organization works with businesses who want to tell their story and have it reach a wide audience. By making videos that introduce consumers to brands on a personal level and showcasing the faces behind a franchise, we're making a brand more interactive and easily accessible.

### ***Q: How does video marketing give franchises the type of exposure that other businesses may not be able to get?***

**TREVOR:** Having video content gets you in front of prospects that may have already forgotten about you. You could have a video of your franchise's story or of a successful franchisee, showing how they work a nine



People work with people, not logos."

to five job that they absolutely love — all while making their daughter's soccer game at the end of the day. This showcases the real-life components of your business and the people in it. The consumer can visualize how much better their life can be with the help of your franchise.

### ***Q: What makes you passionate about the video marketing process?***

**TREVOR:** What makes us passionate is the fact that we get to tell people's stories and have it be conveyed in a creative and powerful format. I started filming and capturing emotions when I was just 13. I was so keen on saving memories. That's translated into my passion



If companies jump on the video marketing trend that is turning into the main feature of advertising, they will see an increase in leads, engagement and revenue."

for helping corporations and franchises create content that, at the end of the franchise's video, the consumer is so emotionally connected that they want to call you. They immediately want to sign up or close that deal.



Video marketing creates an authentic connection between businesses and consumers.



So many companies are doing everything right, but doing videos so wrong. To be able to come in and ask the CEO if they are doing what they love, or asking a franchisee how much their life has changed since becoming a part of a certain franchise, and for them to get emotional on camera because that franchise has made their life better, is precisely where our passion comes from. We create content that evokes emotion, which is something everyone can connect to.

### **Q: Does video marketing give franchises a chance to highlight how they give back to their communities?**

**TREVOR:** This is absolutely something video can highlight. People want to work with companies that give back and make the world a better place. The notion that companies think people go on their website and are satisfied with reading the same editorial you've had for years explaining your brand's background is just not true anymore. They want something new. By having a philanthropy and mission-



By having a philanthropy and mission-focused video that represents what your brand stands for and being able to showcase how franchises feel about helping their communities, as well as showing how, is a huge way to connect them to their customers and gain new ones."

focused video that represents what your brand stands for and being able to showcase how franchises feel about helping their communities, as well as showing how, is a huge way to connect them to their customers and gain new ones.

People work with people, not logos. To be able to see the CEO and staff members doing more than just taking a paycheck creates a real sense of connection between whoever is watching the video and the franchise itself.



Trevor and team members of CorporateFilming.net.

### **Q: What happens to businesses that do not follow the new era of advertising?**

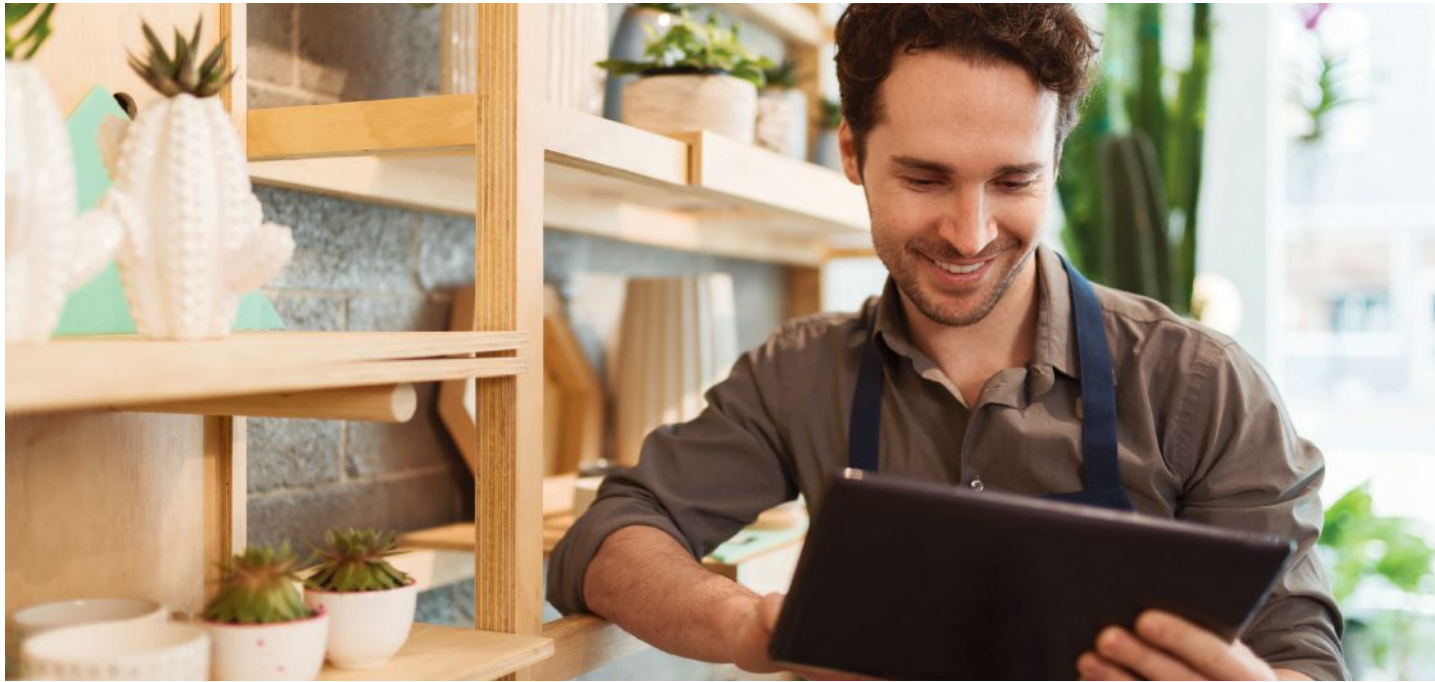
**TREVOR:** I'll share one of my favorite quotes, which is, "What got you here, will not get you there." I ask companies if they want to be Netflix or if they want to be Blockbuster. Why? Because Blockbuster is an example of a company that did not change with the times, went online and/or were too late, so they lost. If companies jump on the video marketing trend that is turning into the main feature of advertising, they will see an increase in leads, engagement and revenue. We remind clients that by taking part, people will be able to find a video of their brand talking about the business and what it does in a matter of seconds, whether on social media or their franchise's website. Video marketing creates an easy way for customers to automatically see your content.

For those who do not adapt, I would urge them not to go on their competitor's website, because they will be using video and have captured all the customers you could have gained had you used video marketing. Why not take advantage of this type of marketing? This is the way a franchise can stay on top of a prospect's mind and have a deal closed faster. 🚀



Mary Hanula is the Editor in Chief and Content Manager for the International Franchise Association. To find out more about CorporateFilming.net, visit [franchise.org/suppliers/corporatefilmingnet](http://franchise.org/suppliers/corporatefilmingnet).

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Dan Kenealy



★ FEATURE

After only a year and a half, Dan is still building his Ziebart knowledge, but his commitment to the Ziebart brand has been obvious from the beginning.



Lisa Curl



Lisa consistently thinks outside the box, providing solutions for onboarding and continuing experience of new and existing employees, an amazing Ziebart brand ambassador!



John Lemon



John's ability to keep whatever else is going on and dedicate his full attention to a customer on the phone or in his showroom is amazing. His focus results in customer's questions answered.



Carolyn (Wychewys) Keast



Carolyn knows Ziebart. Her knowledge of the product and her experience in retail made the sales process for an outstanding Ziebart brand ambassador!



Karl



The phrase "We do it right" is not just a slogan, it's a way of life. Karl is a Ziebart brand ambassador.



Kathleen Halfmann



Kathleen has great relationships with our branches and assures accurate financial reporting for a large core business of Ziebart.



Ken Fry



No matter how busy being to what is going on, when a customer walks into North Shore's, he turns on the positive energy and makes sure that customer is as excited as he is.



Andrew Cojanu



Andrew assumes that applications are well designed and intuitive to help dealers run their businesses effectively. A great example of a Ziebart brand ambassador!



Joe Simonsen



The customers at Joe's Friday location are from all the brands represented, which means that they don't see it the way he looks and remembers, putting the Ziebart brand standards throughout the market.



Karl



Lindsay Fraenkel



Since 2013, Lindsay of Minneapolis has been in the Ziebart family. Lindsay's love for the customer and the "We do it right" slogan is a Ziebart brand ambassador.



Lori



Lori is known for understanding every problem-solving. Ziebart brand ambassador.





# WHAT YOU NEED TO KNOW TO REINVENT YOUR BRAND

*By Larisa Walega, CFE, Ziebart*

Revamp and reintroduce your brand by following this tried and true path.

Our brand's purpose revolves around the knowledge that the entire team and the entire brand experience will make or break business relationships.

Ensuring brand consistency across advertising, public relations, products, operations and sales, with support of home office staff, is key to driving forward the reinvention of any brand. Coupled with ongoing development and coaching of your franchisees, as well as developing a deep understanding of problems your consumers face, the art of brand building is at the core of every franchise system, every day. It is important to map out, educate and stay the course when reinventing a franchise brand.

Standing in center: Larisa Walega emphasizes finding the strengths in your brand and keeping them as a constant through a process of reinvention.





This past year marked Ziebart's 60th anniversary.

## 1. Know Where You Are and Where You Want to Be

To create a plan, you first need to understand where your brand scores against the audience's needs — Employee Experience (EX), Franchise Owner Experience (FX) and Customer Experience (CX) are all key factors. Whether working from a home office or at a franchise location, employees are at the heart of your brand. They eat, sleep and breathe it every day.

Conducting a survey to help gauge where your culture stands with EX is the first step in understanding



Develop an understanding of who your retail customers are, who they could be, what their buying habits around your industry are and what their current knowledge of your brand is."

traits of your working environment that are worth continuing, as well as attributes worth reviewing and correcting. Your home office employees set the tone for a great customer experience for your franchisees, and as a result, your customers do too. Invest time and resources to make sure you're understanding and creating the right culture that breeds a certain mindset.

Franchise Owner Experience (FX) is equally important when delivering your brand's purpose. The same EX approach can be applied here. Utilizing franchisee satisfaction surveys, such as Franchise Business Review and Franchise Research Institute, helps gauge where you excel and where improvement is needed to create a symbiotic relationship with franchisees.



Very similar to EX, FX is the next step in delivery of a consistent brand experience for your customers.

Finally, develop an understanding of who your retail customers are, who they could be, what their buying habits around your industry are and what their current knowledge of your brand is. This helps create potential growth opportunities for your brand, as well as refine your brand positioning. To get all this great information, partner with an outside data and analytics firm to have an analysis done of your customer data (from your point-of-sale). Coupling this data with in-person and online focus groups, managed by a consumer research firm, gives you the information needed to make an informed decision on where you want to be.

## 2. Revisit Your Mission, Vision, Values and Brand Positioning

After gathering all information and recommendations, take a step back and assess whether your mission, vision, values and brand positioning are still relevant. Your EX, FX, and CX groups all want to engage with your brand for different reasons and all have an emotional connection to you. Understand that emotional connection, common values and perceived key benefits will help you stay relevant and sustain loyalty across each of the three audiences. A brand workshop, led by an outside branding partner and including all three key audiences, will help you dive into — and revise if necessary — your mission, vision, values and brand positioning. Each are important to craft a consistent brand experience that resonates with your key three audiences.



### 3. Create Customer Journeys for All Your Audiences

Once you connect the heart of your brand to each key audience, creating a customer journey can ensure you understand the goal for employees and franchisees. This includes the right message delivery and the medium the message should be delivered through. This is the point in a brand reintroduction where you begin to see a need for growth in innovation, which may lead to a technology investment. It's very important to return to your mission, target customer and mapped customer journey to identify the best places for investing in technology. Where all audiences are concerned, innovation via technology should only be considered when it benefits the experience.

### 4. Empower Each Audience with Education

Bringing all the above together into an integrated marketing plan will help gain buy-in from senior leadership, educate your home office and franchisees on the plan to

reintroduce your brand and provide reasoning as to why it's crucial for success. Empowering your core audiences with education ensures clear direction is established for the brand. A brand reintroduction is an exciting time! Take time and invest in celebrating with each of those audiences to get them excited about the future direction of your beloved brand.

### 5. Measure, Analyze, Revise, Repeat

Now that you've educated and announced your plans for introducing your reinvented brand to the world, ensure your marketing plan includes how and when you will measure success. Remember to communicate those results clearly and often.

Reintroducing a brand, whether five, 10 or 60 years old is an exciting time. Make sure to take the team along for the ride and it will be a great success. 🌐



Larisa Walega, CFE, is the Director of Marketing for Ziebart, the global franchise leader in automotive appearance and protection services. To find out more about Ziebart, visit [franchise.org/franchise-opportunities/ziebart](https://franchise.org/franchise-opportunities/ziebart).



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# TOP MARKETING TRENDS FOR 2020

*By Beth Dailey, IFA*

A collection of trends that stood out in 2019 and the ones franchisors should be ready for in 2020.

This past year featured numerous shifts within the marketing industry. With 2020 upon us, I asked members of the International Franchise Association's Marketing & Innovation Committee their take on the biggest marketing trends from 2019 and what they see gaining momentum in the new year. Whether you're a marketing expert or simply interested in the best

tactics for building your brand, these are all key factors for your team and brand to take into consideration for 2020.

## Biggest Marketing Trends From 2019

One of the biggest trends that 2019 brought back was the depth and delivery of the consumer experience. Customer satisfaction is a brand's top consideration, and with the new influx of advanced technology and digitization, businesses have had to find new ways to connect with their customers. A piece from Emarketer.com titled, "Are Marketers Being Realistic About Their Consumer Experience?," found that a whopping 63 percent of consumers agree that the personalized experience, "...is now part of the standard service they expect from a brand or retailer." This statistic from the piece was taken from the March 2019 The Harris Poll report — a detailed survey that further confirms

the notion that consumers now need more intimate interactions with brands.

**Brooke Budke, Vice President of Marketing at TITLE Boxing Club** emphasized connecting with your customers online, saying, "Businesses having to learn how to utilize Instagram was one of the biggest trends. Ten years ago, people would sit around the boardroom asking what Facebook was and if it was needed. Today, brands need a strong presence on Instagram in the same way and need to get there quickly." Brands should consider where their customers are digitally and make sure they are there too.

When trying to further your understanding of a consumer, data analytics was a front and center resource. **Keith Gerson, President of Franchise Operations and CMO at FranConnect states**, "Data analytics provide a unified view of the customer across multiple sources. The holy grail will be to take data from across the organization into a single view to better understand the

consumer's wants and needs." Again, the personalization of a consumer's journey is more available than ever before, and brands increasingly amped up their consumer experience with the inclusion of social media and all the available insights it provides.

## Expected Trends for 2020

Having seen such an increase in consumer interactions with brands, it is only reasonable to expect that these interactions can be more refined in 2020. Customer experience management is going to be big, with **Ziebart's Director of Marketing, Larisa Walega**, saying it will make or break a brand. "I expect there to be a big trend of retraining person to person communication," said Walega. The importance of training never goes unnoticed, but franchises must adapt to different programs and ways to train their employees and continuously educate them on the brand's mission. When your business is known for the positive interactions and connections it has with its members and consumers, you will want to be able to directly point at your training programs and employees for continuing the genuine connection that digital platforms may not be able to carry.

Brands like to know why their consumers choose their business apart from others. Data driven creative will be crucial in the coming years, with personalized ads and content that are expected to increase ROI. Everything is immediate now, with brands needing to set themselves apart and make sure they do it in the fashion their consumers will respond to.

Gerson mentioned following the "rule of seven," which details the prospect hearing or seeing a brand's message at least seven times before

they buy it. Think about the outreach your business currently has and consider if it will need to increase in both size and repetition to maintain constant relativity and interest.

Businesses can expect to be diversified through location and decoration, meaning a franchise needs to consider what makes

be done through experiences with marketing campaigns and enticing consumers with more than words, but with valued actions and tangible strategies. Yuthas says, "Placing increased relevance on brand immersion and activation," is crucial for your business to continue its growth and development of its consumer base.



The personalization of a consumer's journey is more available than ever before, and brands increasingly amped up their consumer experience with the inclusion of social media and all the available insights it provides."

customers feel at home with their business and what they can do to have people keep coming back. Budke weighed in on this notion as well, saying, "There is an importance of creating a space for Instagram — able moments in locations — have a space, a wall or design that makes the consumer want to take pictures inside your stores." Start thinking about adding variety to your franchise locations and providing an environment that people not only want to be in, but also one that they are excited and proud to share in their personal, digital and social environments through established aesthetics in stores.

## Trends Businesses Should Consider

The question that needs to be answered is simple. How do you make your brand stay relevant in an ever-changing era? **Danielle Yuthas, Director of Marketing for SpeedPro Imaging**, reiterates how this can

Other trends you will see in the future include AI and machine learning, which will soon be able to create experiences and algorithms uniquely doctored to adhere to the individual consumer's wants and needs. As your business gets older and wiser, make sure that it keeps up with consumers that are doing the same.

Think about what sets your brand apart from the rest and harness it into any marketing you do. Consumers now expect their experience to be catered to their wants and needs automatically, and if it isn't, then your brand has a good chance of losing business. Expect to hear more about technology and updated forms of intelligence being on the rise as this new year progresses, but remember that it is the personalized connection your brand forms with your customers that will withstand the test of time. 🌐



Beth Dailey is the Vice President of Marketing & Content at the International Franchise Association. She can be reached at [bdailey@franchise.org](mailto:bdailey@franchise.org).





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# INTRODUCING MEMBERS OF CONGRESS TO YOUR BRAND

*By Lisa E. Lombardo, HDG Hotels*

How to get your representatives to visit your franchise location and remember its importance.

Franchising is a collection of team members' stories that depict how your partnership with a brand has played a part in changing the trajectory of lives and communities.

Back-of-house refers to bringing elected officials and their staff members to your brand to see the internal happenings of your business and gives them a chance to connect intimately with the lives that their votes, bill filings and co-sponsorships effect. Behind the scenes tours also lend themselves to meaningful conversations specific to your business — its mission and impact — and the significance of the franchise model. This is an example of the power of brands.

Personal relationships and visits to The Capitol can certainly be helpful in advocacy, but they become



Rep. Gus Bilirakis (R-FL-12) stands to the left of an HDG hotel worker, who teaches the Congressman how to fold a fitted sheet and organize linens in laundry at an HDG Hotel location.

even more impactful when those in office get to know business owners and teams on the home front. How can you arrange for such a visit?

## First things first, know who your elected officials are.

There are several websites that make identifying your delegates easy — [ballotpedia.org](http://ballotpedia.org) and even a good ol'

Google search can get the job done. Take 30 minutes of one day a year — consider making it just after elections — to identify your elected officials. Capture information such as phone numbers, emails and office locations. Remember to include local elected officials as well.

HDG Hotels felt the benefit of having a connection to all three levels of government when a local city ordinance unexpectedly threatened to negatively impact business. Prior to the issue arising, HDG had

Far left: Rep. Ted Yoho (R-FL-3) gets room turnover training 101 from Clara Isbell (far right) of HDG Hotels Holiday Inn and Suites of Silver Springs, Florida.

held a heart of the house tour with the congressman, was present at a small meet-and-greet for a state senator and established a positive relationship with the city manager. All three levels of government advocated from their unique positions to help influence the direction the ordinance would eventually take.



Personal relationships and visits to The Capitol can certainly be helpful in advocacy, but they become even more impactful when those in office get to know business owners.”

Had those individuals not been able to speak from experience regarding the hotel that would have been impacted, things could have ended differently!

## You've identified your delegates. Now what?

Even if you have a personal relationship with the elected official, learn who the staff member is that helps schedule visits. It makes a difference.

### Two things to remember:

1. The ball is always in your court. If you don't hear back from the office, wait a couple of weeks and then try again. Keep trying.
2. Along the way, keep IFA in the loop. IFA is a wealth of information.

The ask might go something like this: We'd love to host the Congresswoman



for a visit with our team to learn what our business does in the community. We anticipate spending an hour together. Our hope is to share our story and to learn more about her story.

## Once you have a tour scheduled, get ready to share your story!

But first, give yourself a pat on the back. It can take being pleasantly persistent to get a visit scheduled. Then, get prepared:

### How to prepare:

- Plan for an hour-long visit.
- Make sure your staff understands the purpose of this visit, which is for your representative to meet your great team members and to learn more about the business you are all in.
- Prepare your team for interacting with your guest. Maybe he/she is open to learning how to fold a fitted sheet, make a bed, do napkin origami, etc.
- Are there specific team members you hope might share their story? Give them a heads up and make sure they're comfortable.
- Set aside a place to come together after your visitor has been given a look behind the scenes. This is your chance to recap what has been shared. It is also an ideal time to have previously identified and prepped team members share their story.

## Bonus question! Ask your guest to share their story with your team.

Ask your representative to share with your team what led them to run for office. Ask what his/her priorities are. Oftentimes those in office get a barrage of “asks.” Being asked instead what is on their agenda can be a way of strengthening a budding (and even already established) relationship.

## Along the way...

Take pictures and/or video. You can ask a team member or find a friend to do you the favor of playing photographer for the hour. Share your pictures with the staff member, IFA and social media. If you really want to go for it, short recap videos that depict a positive experience can be good for all involved!

## Say thank you.

Once again, “keep IFA in the loop” comes into play. Has your elected official taken action — or avoided actions — that have been beneficial to your industry and franchising? IFA will know!

Thank your guest for being with us on issues. Thank him/her for taking time to be with you. Thank the district staff member who helped make arrangements. Send thank you notes as a part of follow up. Most of all, thank your team.

When those in office are in a position to protect or impede our industry, they're going to tell a story. Will it be yours? 🌐



Lisa E. Lombardo is the Chief People and Culture Officer at HDG Hotels. Her role consists of all things engagement – internal and external, which includes government relations.





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Larry Sutton, Founder and CEO of RNR Tire Express, and his family.

# THE BALANCING ACT: RUNNING A SUCCESSFUL FAMILY FRANCHISE

*By Larry Sutton, RNR Tire Express*

Why open, honest and constructive communication is necessary in a family business.

When it comes to operating a business, sometimes the best business partner can be found under your own roof. The franchise industry is full of partners who are also family members or investors who buy in to a franchise with the expectation of building a legacy brand. Throughout the United

States, family run businesses have been the backbone driving local and national economies. As of 2019, family businesses account for more than half of the country's gross domestic product.

RNR Tire Express launched its franchise opportunity in the early 2000s, with the first four franchisees having been father-son teams. Since then, more than 50 percent of the brand's franchisees are familial partnerships. Today, the brand is led by a father-son team, Larry and Adam Sutton. The fusion of impressive skillsets and unique personalities throughout the system is ultimately responsible for driving the success of the brand.

#### So, what has RNR learned about being in business with family?

- Build a Team You Can Trust
- Foster Your Relationship
- Embrace Differences

By using the criteria above, RNR's leaders, Larry and Adam, have successfully developed the formula for success. While the two certainly don't agree on everything, a common entrepreneurial spirit allows them to succeed together.

## Build a Team You Can Trust

Working with family in a franchise operation comes with its own challenges. The key to a successful business is having a partner that you can place 100 percent of your confidence and trust in. Since most are willing to go above and beyond to support their family members, this is a quality and bond that is unique to familial business partnerships.

With the unique support of a family member comes the ability to communicate openly, honestly, and

constructively — more so than one might with a stranger. Objective evaluation of each other's performance

50%

of RNR's franchisees are familial partnerships.

and goal achievement fosters a smoother partnership and operation. Successful partnerships are not only built on blood lines but on mutual support and recognition of talents, personalities and business experiences.

## Foster Your Relationship

With years of familiarity, it's easy to work alongside a family member. You've already built a trusting relationship with this person and understand their idiosyncrasies, strengths, limitations — which makes it easier to align yourself on a vision and goal.

When working with a family member, you also have the opportunity to see that person in a different light and to add another dimension to your relationship. Use this as an opportunity to evolve as a professional. However, it is critical to create clear separation between family time and business time. When the two begin to intertwine, life becomes a constant state of work and tension is sure to ensue. Be sure that you are still fostering the personal side of your relationship in order to bring out the best version of yourselves when it comes to the workplace.

## Embrace Differences

Each family member has a unique personality and skillset, just as any good business partnership should. Aim to assign each partner a clearly-

defined role tailored to another's vantage point and unique strengths to ensure a well-rounded team and success in the long run. Differences in personality can help bring a complementary balance to a partnership — granting the opportunity to bring new ideas to the table and ensure a well-rounded business approach.

Because of the differences in personality, think about your partners and their needs by putting yourself in their shoes. Once you can understand things from their point of view, then



Successful partnerships are not only built on blood lines but on mutual support and recognition of talents, personalities and business experiences.”

you can effectively set each other up for success. When working with different personalities and skillsets, it is never safe to assume the job will be accomplished in only one way. It's important to recognize others' work styles and learning styles, respecting and empowering one another in order to succeed. 🧠



Larry Sutton is the Founder and CEO of RNR Tire Express offering quality tires and custom wheels to customers a convenient, no hassle payment plan that fits every

budget. Established in 2000, Larry has grown the brand to over 125 locations in 24 states. With the help of his son Adam, Executive Vice President of RNR Tire Express, RNR Tire Express has become the fastest-growing tire and custom wheel franchise in the nation. For more information on RNR Tire Express, visit [franchise.org/franchise-opportunities/rnr-tire-express](https://franchise.org/franchise-opportunities/rnr-tire-express).





# SAUDI ARABIA'S NEW COMPREHENSIVE FRANCHISE LAW

*By Carl Zwisler, Gray Plant Mooty*

What you need to know about the new law, from disclosure requirements to administrative penalties.

On October 8, 2019, the Saudi Council of Ministers approved a franchise law that is expected to become effective in April of 2020. After it is formally published in the Official Gazette, the Ministry of Commerce and Investment will issue regulations prescribing the requirements for a Saudi Arabian franchise disclosure document (FDD), setting filing fees and establishing implementing rules and procedures.

The new law contains substantial, positive changes from the bill that was originally proposed in January of 2017. The registration and disclosure requirements, including requirements for all documents to be prepared in Arabic and relationship restrictions, will affect franchisors' cost of doing business. This is because the law apparently eliminates the application of the commercial agency law to franchises, with the ultimate financial impact of the regulation expected to be far less than was originally anticipated.

## Franchise Definition

The law defines "franchise" in a way that is fairly consistent with how the term is defined in U.S. franchise regulations — it only seems to apply to arrangements in which the franchisor receives a payment for something other than goods "or services" provided to a franchisee. The final version of the law and regulations will need to clarify when payments for services are excluded from the payment element.

## The Experience Requirement

A variation of China's 2+1 standard for franchising is a condition of granting franchises in the Kingdom. Only if "the business to be franchised has been operated in accordance to the Franchise Operations System for at least one (1) year and by at least two (2) persons (which may include the Franchisor or any of [its affiliates] or in two (2) separate units" may a franchisor grant a franchise.

A Saudi master franchisee must not offer subfranchises until it or another franchisee has operated a business like the one to be franchised for at least one year in the Kingdom.

## Registration of Franchise Agreement and FDD

Franchise Agreements and Saudi FDDs must be registered as provided in the yet to be published Regulations.





The law fails to specify whether the registration must occur before the sale of a franchise or after the execution of a franchise agreement. It does not distinguish between the obligations of franchisor and master franchisees. It mentions nothing about exemptions.

## Franchise Agreement Requirements

Twenty common franchise agreement provisions are required to be included in Saudi franchise agreements, “unless otherwise agreed by the Franchisee in writing.” Agreements and FDDs must be written in Arabic.

## Franchise Disclosure Requirements

At least 14 days before entering into a Franchise Agreement or receiving any consideration from a franchisee relating to the franchise, a franchisor must provide KSA franchisees with an FDD including information to be specified in forthcoming regulations.

## Obligations of Franchisees

Unless the parties agree otherwise, franchisees must obtain the franchisor’s approval for changes to the goods or

services offered, the method of operating the franchise business and the location of the franchisee’s business. Franchisees must provide franchisors with accurate information about the franchise business and allow the franchisor to have access to their business facilities. Franchisees and franchisors must undertake their duties to each other in good faith.

## Transfers, Terminations, Renewals and Compensation

Although the law specifies procedures and requirements for transfers, terminations and renewals, the parties may agree upon different policies and procedures to govern their relationships. However, by exercising its right to terminate or not renew for certain reasons not specified in the law, a franchisor will be subject to an obligation to repurchase certain physical assets purchased from a source directed by the franchisor and to compensate the franchisee for losses arising out of the franchise relationship.

The current language prescribing compensation is ambiguous and requires refinement. In particular, Article 19 requires franchisors which violate the registration and disclosure provisions to compensate franchisees for losses suffered as a result of the

violation, but specifically prohibits a franchisee from terminating the franchise agreement under those circumstances. However, Article 17 authorizes franchisees to terminate their agreements for material breaches of the registration and disclosure obligations by their franchisors, but does not permit them to recover compensation. It is unclear whether this is intended to provide alternative remedies: either terminate or demand compensation.

## Commercial Agency Law (CAL)

Although the Saudi commercial agency law has long been applied to franchise relationships, the new franchise law specifically excludes from its definition of “Franchise Agreements” agreements that are subject to the CAL. Because the CAL and franchise laws will both be administered by the same Ministry, the final regulations should specifically exclude franchises from the CAL’s coverage, although that has not specifically been addressed in the current draft of the law.

## Administrative Penalties

Violators of the Law and Regulations are subject to fines of 500,000 SAR (approximately \$133,300 USD on October 11, 2019).

The parties to a franchise agreement may agree to arbitration, mediation, conciliation or similar alternative dispute resolution approaches. The law does not specify whether the ADR must occur in the Kingdom. 🌐



Carl E. Zwisler is Principal Attorney at Gray Plant Mooty. To find out more about Gray Plant Mooty, visit [franchise.org/suppliers/gray-plant-mooty](http://franchise.org/suppliers/gray-plant-mooty).

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# SEVEN CRUCIAL CONSIDERATIONS FOR FRANCHISE FINANCING

*By Tom Pretty, TD Bank*



How your initial financing decisions can impact the future of your business.

Starting or buying a franchise offers the opportunity to achieve the entrepreneurship dream while capitalizing on the structure of a franchise system. As this dream takes shape, it's important to determine how a small business owner (SBO) can finance their franchise, since many variables affect their ability to secure credit. It's



important for entrepreneurs to understand the available financing options and be aware of how "fine print" such as fees, collateral, loan terms and more can impact the total cost of credit. When seeking a loan or line of credit, savvy



It's important to determine how a small business owner (SBO) can finance their franchise, since many variables affect their ability to secure credit."

franchise owners will weigh the pros and cons of finance options including U.S. Small Business Administration (SBA) loans, conventional loans, Rollovers for Business Startups and inclusion of equity investors. With these options, which type of financing may be the best fit for achieving business success as a new franchise owner?

## 1. SBA Loans

One option SBOs may consider are SBA 7(a) and 504 loan products, since these loans can provide cash savings, lower down payments and longer terms than conventional loans. The SBA guarantees a portion of these loans for banks, meaning that these lenders are usually more willing to approve these loans for SBOs who may not have the credit score or history needed for a conventional loan.

## 2. 7(a) Loans

SBA 7(a) loans help business owners obtain financing for general business purposes, including working capital; buying equipment or furniture; buying or renovating buildings and refinancing debt. 7(a) loans of up to \$5 million are issued with terms of up to 10 years for working capital and 25 years for fixed assets, compared to conventional loans that typically carry 15- to 20-year terms. Lower equity injection requirements, typically 10 percent, and a longer term (or payback period) create lower monthly payments, allowing SBOs to preserve their cash so they can invest excess funds into their businesses. However, 7(a) loans are typically more expensive upfront, always require a personal guarantee and if not fully secured, SBOs must provide a lien on other personal assets, including their home.

## 3. 504 Loans

Like 7(a) loans, SBA 504 loans require less money down and have longer terms, but can only be used as long-term, fixed-rate financing for purchasing major assets like real estate and long-term machinery or to renovate facilities. This means that any startup cost (including franchise fees) would come out of the franchisee's pocket or be covered through another funding source. The maximum 504 loan amount is also \$5 million. Although 504 loans don't require a personal guarantee, they typically have higher fees than a traditional bank loan. Furthermore, 504 loans require the involvement of three parties, so every month franchisees must pay two different institutions, which can be challenging. TD Bank and many other lenders try to minimize this pain point, but it is still an obstacle associated with this lending type.

## 4. Conventional Bank Loans and Lines of Credit

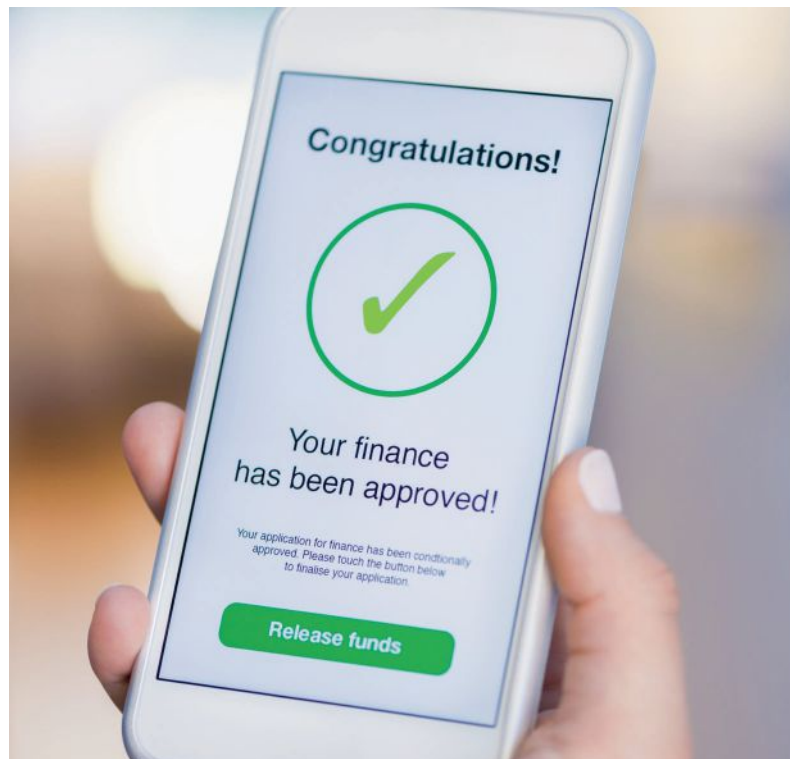
Conventional bank loans offer cheaper cost of capital with low origination costs and interest rates since they don't require the fees associated with SBA loans. Conventional loans may also appeal to SBOs because there is a perception that SBA loans take longer to close, although banks with SBA Preferred Lender status, like TD, can help fast track this process. Furthermore, conventional bank loans can be challenging for startups to secure until they have a proven business financial track record. As a result, banks typically require business owners to put more money into the loan. Like SBA 7(a) and 504 loans, conventional loans do not require SBOs to relinquish business equity to an investor; however, conventional bank loans and lines of credit typically have shorter terms than SBA loans, resulting in more expensive payments.

## 5. Rollover as Business Startups (ROBS) Account

This lesser-known financial product allows individuals to roll funds in a 401(k) into a ROBS account to finance a business venture. There are no early withdrawal fees, penalties or income taxes on this loan since the money is left in a tax-free vehicle. ROBS offer a low cost of capital since SBOs don't pay fees and instead distribute some investments into the company. This should be done with caution and with the advice of a certified financial planner to ensure IRS rules are adhered to, and SBOs must keep in mind there is a risk that a significant portion of retirement savings will be lost if the franchise fails to generate profit and doesn't succeed.

## 6. Equity Investors

Another option is to seek an equity investor, who does not require large upfront costs and can serve as a valuable partner on growing and operating the business. The downside is that the equity investor requires a share of the business and profit because of his or her financial involvement in the business for years or even the life of the business. Although there is typically no interest rate associated with equity investor financing, they can be the most expensive source of capital due to the percentage paid to the investor, unlike bank loans, which usually have a fixed, low rate and defined payment schedule. Another risk to bringing in an investor is that if the partnership doesn't work out, there can be significant break up costs.



## 7. Cash

SBOs can consider using cash to fund their startups if they are financially able to do so. This allows for full control of the business without the involvement of an investor. However, as many SBOs know, cash is king, so preserving cash for a rainy day is prudent.

As SBOs build out their businesses, it's important to consider all these options to determine which may be the best fit. No matter which type of financing is selected, SBOs can increase their chances of securing funding by creating a structured business plan, working to develop a track record of accomplishments, and ensuring they understand the benefits and limitations of the financial solutions they choose and how they align with the company's growth strategy. 📌



Tom Pretty is the Head of SBA Lending at TD Bank, America's Most Convenient Bank®, where he leads a team of Small Business Administration experts who originate and manage the Bank's SBA portfolio, including SBA Express, 7(a) and 504 loans. To find out more about TD Bank, visit [franchise.org/suppliers/td-bank](https://franchise.org/suppliers/td-bank).





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Riggleman, Denver (R-VA-05) .....	\$2,500.00
Rice, Kathleen (D-NY-04) .....	\$1,000.00
Rouzer, David (R-NC-07) .....	\$2,500.00
Scalise, Steve (R-LA-01) .....	\$5,000.00
Schneider, Brad (D-IL-10) .....	\$1,500.00
Schrader, Kurt (D-OR-05) .....	\$2,500.00
Small, Xochitl Torres (D-NM-01) .....	\$1,000.00
Smith, Jason (R-MO-08) .....	\$3,500.00
Smucker, Lloyd (R-PA-11) .....	\$4,000.00
Stanton, Greg (D-AZ-09) .....	\$1,000.00
Stauber, Pete (R-MN-08) .....	\$2,000.00
Stefanik, Elise (R-NY-21) .....	\$2,500.00
Steil, Bryan (R-WI-01) .....	\$1,000.00
Stevens, Haley (D-MI-11) .....	\$4,000.00
Thompson, Glenn (R-PA-15) .....	\$1,000.00
Thompson, Mike (D-CA-05) .....	\$1,000.00
Timmons, William (R-SC-04) .....	\$1,500.00
Titus, Dina (D-NV-01) .....	\$2,000.00
Van Drew, Jeff (D-NJ-02) .....	\$2,500.00
Veasey, Marc (D-TX-33) .....	\$2,500.00
Velazquez, Nydia (D-NY-07) .....	\$3,500.00
Walberg, Tim (R-MI-07) .....	\$2,500.00
Walker, Mark (R-NC-06) .....	\$5,000.00
Walorski, Jackie (R-IN-02) .....	\$2,500.00
Watkins, Steve (R-KS-02) .....	\$2,000.00
Welch, Peter (D-VT-AL) .....	\$1,000.00
Williams, Roger (R-TX-25) .....	\$1,000.00
Wilson, Joe (R-SC-02) .....	\$2,500.00

## U.S. Senate

Byrne, Bradley (R-AL) CANDIDATE .....	\$5,000.00
Capito, Shelly Moore (R-WV) .....	\$4,000.00
Cassidy, Bill (R-LA) .....	\$5,000.00
Collins, Susan (R-ME) .....	\$3,000.00
Coons, Chris (D-DE) .....	\$2,500.00
Cornyn, John (R-TX) .....	\$3,000.00
Cotton, Tom (R-AR) .....	\$2,500.00
Daines, Steve (R-MT) .....	\$7,500.00

Ernst, Joni (R-IA) .....	\$5,000.00
Graham, Lindsey (R-SC) .....	\$5,500.00
James, John (R-MI) CANDIDATE .....	\$2,500.00
McConnell, Mitch (R-KY) .....	\$5,000.00
McSally, Martha (R-AZ) .....	\$5,000.00
Perdue, David (R-GA) .....	\$3,500.00
Risch, Jim (R-ID) .....	\$3,500.00
Rounds, Mike (R-SD) .....	\$2,500.00
Sasse, Ben (R-NE) .....	\$1,500.00
Schumer, Chuck (D-NY) .....	\$5,000.00
Shaheen, Jeanne (D-NH) .....	\$1,500.00
Sullivan, Dan (R-AK) .....	\$2,500.00
Tillis, Thom (R-NC) .....	\$10,000.00

## Leadership PACs & Party Committees

Across the Aisle PAC .....	\$2,500.00
Aspire PAC .....	\$5,000.00
Battleground PAC .....	\$3,000.00
Blue Dog PAC .....	\$5,000.00
Congressional Black Caucus PAC .....	\$5,000.00
Congressional Hispanic Caucus BOLD PAC .....	\$5,000.00
Country Roads PAC .....	\$5,000.00
Cowboy PAC .....	\$5,000.00
Democratic Congressional Campaign Committee .....	\$5,000.00
Democratic Senatorial Campaign Committee .....	\$5,000.00
Developing a New Generation (DANG) PAC .....	\$5,000.00
E-PAC .....	\$1,000.00
Electing Majority Making Effective Republicans PAC .....	\$5,000.00
Equality PAC .....	\$5,000.00
Eye of the Tiger PAC .....	\$5,000.00
Fighting for Missouri PAC .....	\$1,000.00
First in Freedom PAC .....	\$2,000.00
Future Forum PAC .....	\$5,000.00
Getting Stuff Done PAC .....	\$5,000.00
Great America Committee .....	\$5,000.00
Having Unwavering Resolve and Determination (HURD) PAC .....	\$2,500.00
Heartland Values PAC .....	\$2,500.00
Healthcare Freedom Fund .....	\$5,000.00
Hoosier PAC .....	\$2,500.00
House Conservatives Fund .....	\$5,000.00
Majority Committee PAC .....	\$5,000.00
Make It Work PAC .....	\$5,000.00
Moderate Democrats PAC .....	\$5,000.00
More Conservatives PAC (McPAC) .....	\$2,500.00
National Republican Congressional Committee .....	\$15,000.00
National Republican Senatorial Committee .....	\$15,000.00
New Democrat Coalition PAC .....	\$5,000.00
Peach PAC .....	\$5,000.00
Rely on Your Beliefs Fund .....	\$5,000.00
Supporting House Problem Solvers (SHP PAC) .....	\$2,500.00
Texas First PAC .....	\$5,000.00
Together Holding Our Majority (THOM) PAC .....	\$5,000.00
Tomorrow Is Meaningful PAC (TIM PAC) .....	\$2,500.00
Tuesday Group PAC .....	\$5,000.00
Value in Electing Women (VIEW) PAC .....	\$2,500.00
Wild and Wonderful PAC .....	\$5,000.00

# MEMBERSHIP BENEFIT MONTHLY

Every month we will be putting a spotlight on certain resources IFA has for our members. Want to see more? Visit [franchise.org/membership](https://franchise.org/membership).

## MARKETING:

### What marketing advantages does IFA provide its members?

**Lead Generation:** Extend your brand's reach across the vast IFA membership and franchise opportunity seekers by making sure your company's information is up to date on IFA's website. Log on to [member.franchise.org](https://member.franchise.org) to ensure your information is correct.

**Advertising:** Consider advertising in *Franchising World* magazine, on [franchise.org](https://franchise.org), in the *Franchise Opportunities Guide*, in IFA's newsletters and more to validate your brand's presence in the franchise community and reach new clients and prospects. Find out more at [franchise.org/advertise](https://franchise.org/advertise).

**Franchise Marketing Innovation & Technology Conference (MITcon):** Every year, IFA hosts MITcon where attendees learn how to drive higher demand

and increase customer loyalty through marketing and innovation. Stay tuned at [franchise.org/mitcon](https://franchise.org/mitcon) for information on MITcon 2020.

**IFA's 2020 Annual Convention:** This event features a wide array of marketing sessions, including the Elements of Successful Franchising, Marketing & Innovation Summit, Managing the Digital Consumer Tsunami, Navigating the Changing Tides from Corporate National Marketing to Local Marketing and more. Sign up at [franchise.org/convention](https://franchise.org/convention).

**Information Hub:** The Information Hub on [franchise.org](https://franchise.org) is a valuable resource with multiple articles about marketing that showcase best practices and trends.

**Suppliers:** Looking for a marketing company to help grow your brand? Look to our supplier members first – [franchise.org/suppliers](https://franchise.org/suppliers).



# JOIN THE CONVERSATION!

## FOLLOW IFA ON SOCIAL MEDIA



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[@franchising411](https://www.instagram.com/franchising411)



[@franchising411](https://twitter.com/franchising411)



International Franchise  
Association

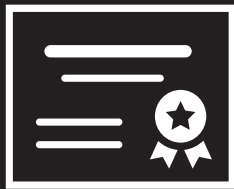


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INTERNATIONAL FRANCHISE ASSOCIATION

# Your future starts with CFE

## INSTITUTE OF CERTIFIED FRANCHISE EXECUTIVES 2020 SPECIAL SESSIONS



As you look toward future goals for your franchise organization's success, now is the time to consider how you can best help yourself, your staff, and your franchisees not only meet those goals, but exceed them. One way to help is to become a Certified Franchise Executive™ (CFE) to gain the knowledge and credibility required to move your brand and franchise career forward. Knowledge is power and the course requirements necessary to complete your CFE provide you with powerful knowledge.

Prior to IFA's Annual Convention in Orlando, Florida this February, the IFA Foundation hosts Special Sessions designed to fast track you to your prestigious certification. Choose from ten sessions designed to enhance your understanding of franchising and to provide the tools needed for franchising success. Find out more and sign up today at [franchise.org/cfe](https://franchise.org/cfe).



**SIGN UP TODAY: [FRANCHISE.ORG/CFE](https://franchise.org/cfe)**

**IFA**  
**2020**  
**CONVENTION**

FEBRUARY 7-8  
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# FRANCHISING'S FUTURE STARTS WITH US



IFA  
20  
07  
CONVENTION



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## PERSONALIZED AGENDAS

**Want a personalized, suggested schedule just for you and your business needs?** We know that IFA's Annual Convention offers a wide variety of sessions and events, and it is helpful to narrow options down by focus tracks. Make sure to check out [franchise.org/convention](https://franchise.org/convention) for a list of schedules that pertain to the many focus tracks available during IFA 2020 – found under “Resources.” Focus tracks include:

- C-Suite Executives
- Emerging Franchisors
- Field Support
- Franchise Development/Sales
- Franchise Relations
- Franchisee/Operator
- International
- Marketing & Innovation
- Operations

On the schedule accompanying your specific focus track, you will find all the educational sessions we suggest, in addition to all events at Convention that you should attend. These pages are just suggestions. All educational sessions being offered are displayed in this brochure.



\*Based on 2019 Convention attendee data.

## FRANCHISOR ATTENDEE JOB TYPE



**27%**  
C-Suite  
Executives



**20%**  
Franchise  
Development  
and Sales Executives

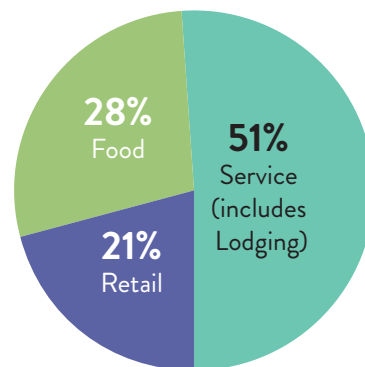


**19%**  
Operations & Franchise  
Relations Executives



**8%**  
Marketing & Technology  
Executives

## FRANCHISOR ATTENDANCE BY INDUSTRY



## FRANCHISOR ATTENDANCE BY SYSTEM SIZE

**58%**

0-100  
Units

**18%**

101-250  
Units

**24%**

250+  
Units

20  
22

## 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:

**David Barr**, Chairman, PMTD Restaurants; Managing Director, Franworth; IFA Chair of the Board

### VICE CHAIR:

**Catherine Monson, CFE**, CEO, FASTSIGNS International

**Aaron Chaitovsky, CFE**, Franchise Accounting and Consulting Practice Co-Leader, Citrin Cooperman

**Tim Courtney, CFE**, VP, Franchise Development, PuroClean, Inc.

**Elizabeth Dillon, CFE**, Attorney, Gray Plant Mooty

**Lane Fisher, CFE**, Managing Partner, FisherZucker LLC

**Stan Friedman, CFE**, President, FRM Solutions

**Mike Kehoe**, President, International, FOCUS Brands Inc.

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

**Mary Kay Liston, CFE**, President, Molly Maid, Inc.

**Leonard MacPhee**, Shareholder, Polsinelli

**Kristen Pechacek, CFE**, Director, Digital Marketing, Self Esteem Brands

**Karen Satterlee, CFE**, SVP, Assistant General Counsel, Hilton Worldwide

**Antonia Scholz**, Partner, Cheng Cohen LLC

**Michael Seid, CFE**, Managing Director, MSA Worldwide

**John Teza, CFE**, Director, NRD Capital

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

**Jordan Wilson**, SVP, Sales, Scorpion

**Thomas Wood, CFE**, President & CEO, Floor Coverings International

**Ralph Yarusso, CFE**, Chief Development Officer, FullSpeed Automotive



## A MESSAGE FROM IFA'S CHAIR

Dear Colleagues,

I am thrilled to personally invite you to join thousands of your franchise peers at IFA's 60th Annual Convention in Orlando, FL. Mark your calendars now for February 8-11, 2020, and start planning your schedule by reading through this brochure. As you'll see — we have another invaluable and forward-thinking event in store for you!

IFA's Convention is a unique opportunity to expand your network and meet key contacts to help grow your business. Members of your franchise family — consisting of those who have been in the community for years to those who are just starting out — are waiting for you to join them for an unforgettable time at franchising's premier event. Whether you're a franchisee, franchisor or supplier, we all have one very important thing in common that binds us together — our commitment to the success of the franchise business model.

One of the many things I am looking forward to is seeing our dynamic lineup of top-notch keynote speakers. Our opening keynote speaker on February 9 is world-renowned author and visionary thinker Simon Sinek. During his keynote presentation, he'll provide insights about his new book, *The Infinite Game*. You'll leave this session knowing just how important it is to stay ahead of the game and outlast your competitors. I am also excited to share that Kevin Hochman, President & Chief Concept Officer of KFC U.S., will take the main stage on February 10. During Kevin's presentation, you'll get an inside look at how a massive brand like KFC re-established itself. Kevin and I will also engage in an authentic one-on-one discussion (a brand new Convention feature!) about how critical it is for franchisors and franchisees to maintain a powerful partnership. On February 11, former NFL athlete Trent Shelton will be ending the event on a high note as our Closing General Session speaker. Trent will discuss breaking free from toxic environments and finding what drives you — leaving you prepared to take on any challenges you're facing professionally and personally. Please take a look at page 7 in this brochure for even more details about our incredible General Session speakers.

Every year, we bring many young entrepreneurs to this event through our NextGen in Franchising Global Competition. For 2020, we will be bringing back past winners and contestants for an All Star Edition. They'll walk us through what they've done to grow and improve their brand since we last saw them at IFA's Convention. I can't wait to hear their stories!

There are numerous networking and educational events throughout the four days you will be in Orlando. Between the Summits, Learning Labs, Receptions, Roundtables and more, you'll bring many new skills tools and resources back to your business with a renewed drive to succeed. Throughout this brochure, I'm positive you will find sessions catered to your needs as a franchisee, franchisor or supplier. You can also find more information about the event and register at [franchise.org/convention](https://franchise.org/convention) or contact the IFA Conferences Team at [events@franchise.org](mailto:events@franchise.org) with questions.

I look forward to seeing you in February for IFA 2020, where the power of the future success of the franchise business model is in your hands. You, your peers and I will work together to produce positive outcomes for the good of the franchise community as whole — because Franchising's Future Starts With Us!

Sincerely,

David Barr  
Chairman, PMTD Restaurants LLC  
Managing Director & Partner, Franworth  
IFA Chair

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**FRIDAY, FEBRUARY 7, 2020**

8:00 am-10:00 am	ICFE Registration Desk Open
9:00 am-5:00 pm	Concurrent ICFE Special Sessions*
11:00 am-4:00 pm	Franchising Gives Back*
12:45 pm-2:30 pm	Finance Committee Meeting
12:00 pm-2:00 pm	Franchisor Forum Meeting
4:30 pm-6:30 pm	Diversity Institute Advisory Board Meeting
4:30 pm-6:15 pm	Membership Committee Meeting

**SATURDAY, FEBRUARY 8, 2020**

7:00 am-7:30 pm	Registration Open
7:00 am-8:30 am	VetFran Military Caregivers Task Force Meeting
7:30 am-8:15 am	Past Chairmen's Council Meeting
7:30 am-10:30 am	Golf Outing*
7:45 am-1:00 pm	NextGen Orientation & Accelerator Session (for winners & advisors)
8:00 am-10:00 am	ICFE Registration Desk Open
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
8:15 am-10:15 am	Women's Franchise Committee Meeting
8:30 am-12:30 pm	IFA Board of Directors' Meeting
9:00 am-5:00 pm	Concurrent ICFE Special Sessions*
10:00 am-5:15 pm	IFA Foundation Scholarship Recipients' Meeting
11:30 am-5:30 pm	Annual Leadership Conference*
12:45 pm-2:45 pm	VetFran Committee Meeting
1:00 pm-4:45 pm	Emerging Franchisor Bootcamp* (open to franchisors with 100 units or less)
2:30 pm-3:45 pm	Supplier Forum Executive Committee Meeting
3:00 pm-5:00 pm	Marketing & Innovation Committee Meeting
3:30 pm-5:30 pm	Franchisee Forum Meeting (open to all franchisees)
3:45 pm-4:45 pm	Supplier Forum Open House (open to all suppliers)
4:45 pm-6:30 pm	Franchising in the Social Sector Task Force Meeting
5:00 pm-6:00 pm	New Member & First-Time Attendee Workshop
5:15 pm-6:15 pm	NextGen Reception (by invitation only)
5:30 pm-6:30 pm	Franchisee Open House Reception (open to all franchisees)
6:00 pm-7:00 pm	New Member & First-Time Attendee Reception
6:30 pm-8:00 pm	The Buzz (opening reception)

**SUNDAY, FEBRUARY 9, 2020**

6:00 am-7:00 am	Morning Yoga*
7:00 am-7:00 pm	Registration Open
7:00 am-8:30 am	SF Advisory Board & Membership Meeting
7:00 am-8:15 am	Prayer Breakfast* (breakfast served at 6:30am)
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
8:30 am-9:30 am	Fundamentals of Franchise Sales
8:30 am-10:30 am	<b>INTENSIVE SUMMITS</b>
	<ul style="list-style-type: none"> <li>• Elements of Successful Franchising</li> <li>• Financial Summit</li> <li>• Franchise Relations Summit</li> <li>• International Summit-Track 1</li> <li>• International Summit-Track 2</li> <li>• Labor Issues Summit</li> <li>• Marketing &amp; Innovation Summit</li> <li>• Operations Summit</li> </ul>
8:45 am-11:45 am	NextGen Global Competition—Round One
9:00 am-11:15 am	C-Suite Think Tank & Forum Exchange
9:15 am-10:30 am	<b>SPECIALTY SEMINARS</b>
	<ul style="list-style-type: none"> <li>• Diversity Declaration: Join the Movement</li> <li>• Access to Capital for Veterans and Diverse Communities</li> </ul>
9:45 am-11:45 am	Franchise Development/Sales Summit
10:40 am-12:05 pm	<b>MINI SUPER SESSIONS</b>
	<ul style="list-style-type: none"> <li>• Talk Triggers</li> <li>• Achieving Your Wildly Important Goals – The 4 Disciplines of Execution</li> </ul>
11:45 am-12:30 pm	FranPAC VIP Reception (by invitation only)
1:00 pm-3:00 pm	<b>OPENING GENERAL SESSION</b> (doors open at 12:15 pm w/ lunch service at 12:30 pm)

**3:15 pm-4:30 pm LEARNING LABS**

- Best Practices in Global Franchise Development
- How to Attract the Right Franchisees for Your Brand
- How to Become a Supplier of Choice to Franchise Organizations
- KPIs that Drive Success
- Managing the Digital Consumer Tsunami
- Navigating the Changing Tides from Corporate National Marketing to Local Store Marketing
- New Strategies to Improve Franchise Communication via Technology
- Planning Effective Field Visits
- Preparing Your Business for Sale: What I Wish I Had Known Before the Investment Bankers Called
- Recruiting and Retaining Top Talent by Becoming an Employer of Choice
- Scaling Up! What Resources Should the Growing Franchisor Add to the Corporate Office and When Should These Resources Be Added?
- Understanding and Supporting Underperforming Franchisees

**4:30 pm-7:30 pm CHAIRMAN'S RECEPTION WITH EXHIBITORS**

4:45 pm-5:45 pm	CFE Celebration w/ Graduates (by invitation only)
6:00 pm-8:00 pm	International Committee Meeting
8:00 pm-9:30 pm	International Reception

**MONDAY, FEBRUARY 10, 2020**

6:00 am-7:00 am	Fitness Bootcamp*
7:00 am-6:00 pm	Registration Open
7:00 am-8:00 am	Franchise Relations Committee Meeting
8:00 am-10:00 am	<b>SUPER SESSION WITH CONTINENTAL BREAKFAST</b> (breakfast available from 7:30 am-9:00 am)
8:00 am-5:00 pm	Franchisee Hospitality Lounge (open to all franchisees)
8:00 am-5:00 pm	International Lounge (open to international delegations)
10:15 am-11:30 am	<b>LEARNING LABS</b>
	<ul style="list-style-type: none"> <li>• Beyond the Buzzwords: Opportunities in AI, Facial Recognition, Machine Learning</li> <li>• Building Trust and Engagement with Your Franchisees</li> <li>• Creating Efficiency Models to Improve Profitability in Your Units</li> <li>• Enhancing Brand Growth by Leveraging Effective Partners</li> <li>• How Franchisors Can Attract Multi-Unit Franchisees to Their Brands</li> <li>• Implementing System-Wide Standards to Improve Performance</li> <li>• Keeping Long-Term Franchisees Motivated and Engaged</li> <li>• LinkedIn Lead Gen Workshop</li> <li>• Navigating AB5</li> <li>• Online Reputation Management</li> <li>• Profitability and Success: Developing a Best-in-Class Program with Systems</li> <li>• Raising the Value of Your Franchise Through a Well-Executed Resale Program</li> <li>• Roundtables on International Franchising</li> </ul>
10:15 am-11:45 am	Exhibit Hall Open for Appointments
10:15 am-12:15 pm	IFA Executive Committee Meeting
11:30 am-1:00 pm	ICFE Board Meeting
11:45 am-2:45 pm	<b>NETWORKING LUNCH WITH EXHIBITORS</b> (lunch available from 11:45 am-1:15 pm)
1:15 pm-2:15 pm	International Attendees Networking Event
1:15 pm-2:45 pm	Legal Legislative Committee Meeting
1:30 pm-2:45 pm	IFA Foundation Board of Trustees Meeting
2:45 pm-5:00 pm	Exhibit Hall Open for Appointments
3:00 pm-4:45 pm	<b>BUSINESS SOLUTION ROUNDTABLES</b>
5:00 pm-7:00 pm	<b>RECEPTION WITH EXHIBITORS</b>
8:00 pm-11:00 pm	The Bash (closing party)

**TUESDAY, FEBRUARY 11, 2020**

7:30 am-12:00 pm	Registration Open
8:00 am-9:45 am	<b>BUSINESS SOLUTION ROUNDTABLES WITH CONTINENTAL BREAKFAST</b> (breakfast available from 7:30 am-9:00 am)
10:15 am-12:15 pm	<b>CLOSING GENERAL SESSION</b> (doors open at 9:45 am)
12:15 pm	Convention Officially Adjourns

\*Separate registration and/or fee applies.

# 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?

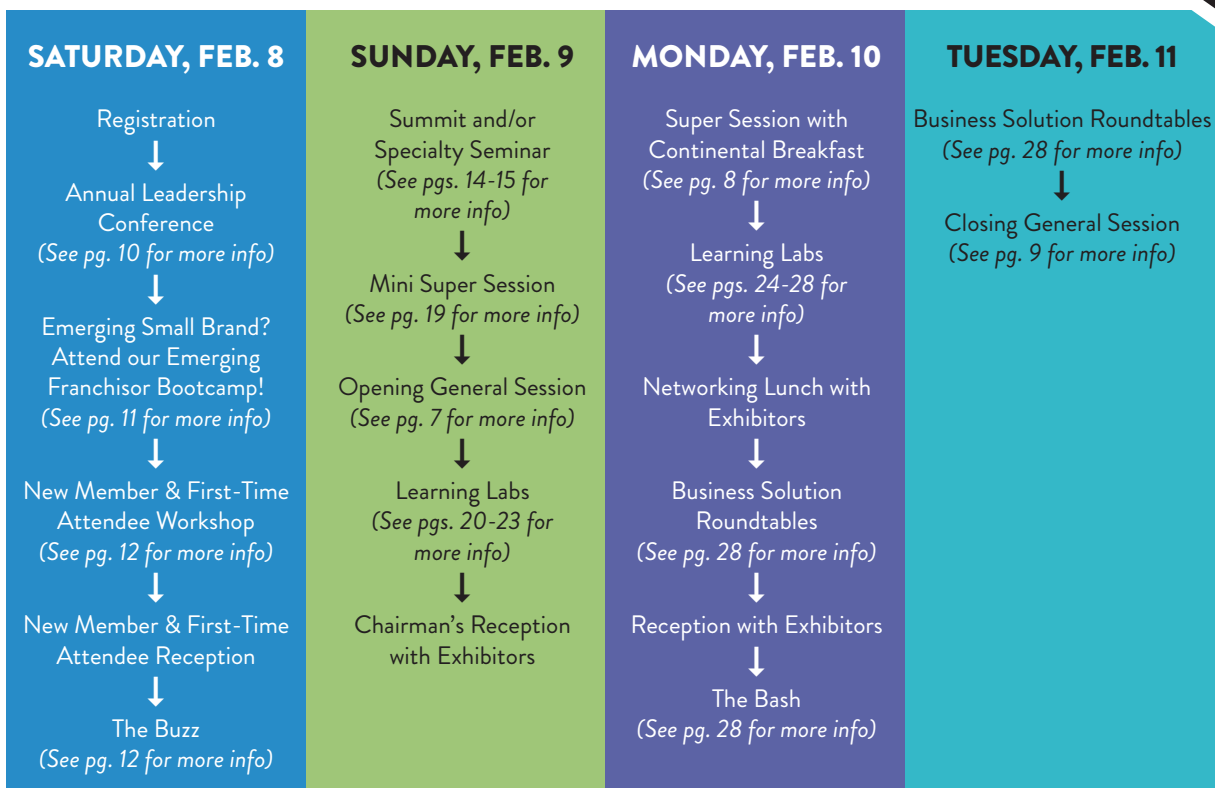
We have those answers for you here! Just follow the steps below, and you'll be sure to leave knowing you took advantage of all that this Convention has to offer.

- 1 Check out the entire Convention program schedule in this brochure or on our website. We will also have personalized schedules based off your area of expertise online soon!
- 2 Download our Convention mobile app to set your schedule and connect with other attendees before and during the event. The app will be released about 6 weeks prior to the start of the event.
- 3 When you arrive in Orlando, make sure you stop by the IFA Registration Desk to pick up your badge and final show guide. Depending on when you arrive, you would head to your first Convention event on the schedule. There are many networking and educational opportunities at IFA 2020. Check out the roadmap below for which events we recommend you attend to help you with planning, and let the fun and learning begin!

**"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!

## First-Time Attendee Roadmap



# 2020 GENERAL SESSIONS

This year's dynamic programming will feature trailblazing content to boost your own business while propelling the franchising community forward through the next decade and beyond.

**1:00 PM - 3:00 PM – SUNDAY, FEBRUARY 9**



**KEYNOTE  
PRESENTATION:  
SIMON SINEK**  
World-Renowned Author

## The Infinite Game – How Can We Win A Game That Has No End?

World-Renowned Author, Simon Sinek, will provide this ground-breaking Keynote Address followed by a sit-down Q&A with David Barr, Chairman PMTD Restaurants; Managing Director Franworth; IFA Chair of The Board.

Simon will address a perpetual question – *The Infinite Game* and how can we win a game that has no end? Taking a page

from his latest book *The Infinite Game*, the simple answer is we can't. However, that's exactly what so many companies are trying to do. The problem is, there is no such thing as "winning business."

In a game with no finish line and no agreed upon rules or metrics it is impossible to "be number one," "be the best" or "beat our competition." In this "Infinite Game," there is only ahead and behind. Leaders of organizations must understand the rules of the "Infinite Game." Failure to do so dramatically increases the chance that they will set themselves on a path that eventually drains them of the will and resources to play at all. Eventually they will drop out of the game and no one will care. Their competition will just keep playing without them.

In his talk, Simon explores how understanding the rules of the "Infinite Game" is essential if any leader wants to stay ahead and outlast any competitor... forever.

Simon is an unshakable optimist. He believes in a bright future and our ability to build it together. Described as "a visionary thinker with a rare intellect," Simon teaches leaders and organizations how to inspire people. With a bold goal to help build a world in which the vast

majority of people wake up every single day feeling inspired, feel safe at work, and feel fulfilled at the end of the day; he is leading a movement to inspire people to do the things that inspire them.

A trained ethnographer, he is fascinated by the leaders and companies that make the greatest impact in their organizations and in the world and those with the capacity to inspire. He has discovered some remarkable patterns about how they think, act and communicate and the environments in which people operate at their natural best. He has devoted his life to sharing his thinking in order to help other leaders and organizations inspire action.

Simon may be best known for popularizing the concept "Why" in his first Ted Talk in 2009. It rose to become one of the most watched talks of all time on TED.com, with over 35 million views and subtitled in 45 languages. His interview on "Millennials in the Workplace" broke the internet in 2016 and garnered over 200 million views in the first month. This led to Simon being YouTube's fifth most searched term in 2017. This dynamic "must see" presentation will change your outlook on business, and perhaps, your life!



2020 General Sessions continued

**8:00 AM - 10:00AM – MONDAY, FEBRUARY 10****GUEST SPEAKER:  
KEVIN HOCHMAN****President & Chief Concept Officer,  
KFC U.S.****The KFC Story**

Join David Barr, Chairman, PMTD Restaurants, Managing Director, Franworth, and IFA Chair of the Board together with Kevin Hochman, in this first-of-its-kind session. Kevin will begin the morning with an overview of KFC's many recent successes and share an insider's look at how the return of Colonel Sanders' values re-established

KFC as America's most iconic chicken brand. Kevin and David will then engage in an authentic one-on-one session on how franchisors and franchisees effect change together and the power of that critical partnership. This session will have significant take-aways for every attendee and provide insights into how this unique business relationship can be augmented for mutual benefit.

Kevin Hochman is president and chief concept officer of the KFC U.S. division, which has more than 4,000 restaurants across the United States.

Kevin became president and chief concept officer in March 2016 after serving as the brand's chief marketing officer since 2014. With a focus on customers, innovation and brand experience, Kevin has played a critical role in KFC's brand turnaround, which included launching a new advertising campaign in 2015, and bringing the Colonel (and the brand) back into pop culture again. In his current role, he is

responsible for driving overall KFC brand strategy and performance of the business in the U.S., leading the brand's efforts to retrain restaurant team members and managers, remodel approximately 3,000 restaurants, and re-establish the brand.

Kevin joined the KFC U.S. team in 2014, bringing more than 21 years of brand management and consumer marketing experience to the company. He constructed the brand positioning and advertising campaign that has delivered 5 consecutive years of same store sales growth and has doubled franchise system profitability.

In November 2015, Forbes recognized Kevin as the #2 Most Influential CMO in the world, and in 2017, he was named as one of Nation's Restaurant News' Top 50 most powerful people in foodservice, which is a testament to the work Kevin and his team have led to make Kentucky Fried Chicken relevant again.

**Big Ideas – Franchise 10x**

Perennial favorite, "Big Ideas – Franchise 10x" will be making a return appearance at the 2020 Convention. Due to its popularity and the feedback of the last year's attendees, we once again invite you to participate in one of the most important topics of the day in franchising. What does the future of the franchise industry look like?

This year's transformational stories in franchising will take franchising to the 10th degree. This cutting-edge session will bring you face-to-face with the fact that our world is changing at an incredibly rapid pace, and you have to disrupt the way you normally operate your business to stay ahead. We invite you to once again imagine the world-renowned TED Lecture Series featuring high-level presentations. Thought leaders will take the stage and share what they know about the latest innovations and technological trends that are taking root in franchising, the scope of which is groundbreaking and simply cannot be ignored.

**Are you prepared for the emerging trends that are transforming the way we do business? Join the conversation and become educated so you, and your business, don't get left behind.**

2020 General Sessions continued

**10:15 AM - 12:15 PM – TUESDAY, FEBRUARY 11****CLOSING KEYNOTE  
SPEAKER:****TRENT SHELTON**

Author and Former NFL Player

**The Greatest You**

Leave the convention on a high-note by hearing the motivational story of former NFL Player, Trent Shelton, who will wrap-up an unforgettable four days in Orlando.

Author of *The Greatest You* and Founder of Rehab Time Organization, Trent will close our convention with a session on breaking free from toxic environments, finding what motivates you, and realizing your purpose in life.

A former NFL Player for the Indianapolis Colts, Washington Redskins, and Seattle Seahawks, he always believed that there was life after sports. Trent graduated from Baylor University with a degree in Speech Communications and believes that his biggest life success is the founding of the Rehab Time Organization, a worldwide institution for positive change, helping countless many improve their lives.

One day, Trent told himself, "Today, I'm getting rid of everything toxic in his life, and I want to give back to God." He held himself accountable of what he said he was going to do. He quickly went into conditioning his body, went on a strict diet, and dug deeper into his faith. He started to publicly post videos and blogs on [blogtv.com](http://blogtv.com), and other online sites, about what he was currently going through. What originally started as a way to help himself get through his life's trials quickly turned into a wave that grew to affect more and more lives. Others could relate with his online posts, videos, and overall wisdom Trent shared, and they started to respond. They asked questions, and he answered. One day he posted on [Blogtv.com](http://Blogtv.com), and someone asked, "What motivates you?" and from that point he realized it was the people,

and Rehab Time was born. He then went on to collaborate with Baylor Barbee, who saw Trent's vision and created the Rehab Time website [www.RehabTime.org](http://www.RehabTime.org). Now, Trent has 10 million followers on Facebook and 1.7 million on Instagram.

Trent most recently embarked on releasing a life-changing new book. In *The Greatest You*, Trent takes readers through the necessary steps to become everything they are meant to be, from facing the reality of their circumstances and realizing their purpose in life, to breaking free from toxic environments and forgiving those--including oneself--who've harmed them, to learning how to guard oneself against the pitfalls of life.

Weaving together personal stories from his own life and from others who have also gone through hard times, Trent reveals how you can bring out the best in yourself and establish a happier, more fulfilled future for generations to come.

A devoted father, CEO, author, and motivational speaker; Trent will inspire and motivate by giving you the tools for positive change as you travel home with a renewed sense of purpose.

**NextGen**  
A NEW GENERATION IN  
FRANCHISING

**NextGen Global Competition**

Our Closing General Session will include our annual NextGen Global Competition, the "All Star Edition," featuring past finalists and winners.

This program was created to celebrate young entrepreneurs from all over the world! 2020's closing event will feature an "All Star" theme where top finalists and winners from previous seasons will join us and share what they have done to grow and improve their brand since the last time we saw them at the IFA Convention.



# SATURDAY HIGHLIGHTS

7:30 am Shotgun Start

## IFA Golf Outing

NEW FOR 2020! Join fellow Convention attendees for a 9-hole round at Hawk's Landing Golf Club - Orlando World Center Marriott Resort's championship course spanning over 220 acres of lush grounds offering a scenic blend of native Florida wildlife and tropical vegetation. Registration is \$85 per player and open to the first 36 fully registered Convention attendees that sign up. Per player price includes greens fees, golf cart, bag handling and range usage. Clubs, balls and shoes are available for rent onsite for an additional price.



11:30 am - 5:45 pm

## Annual Leadership Conference

### Adapt and Thrive: How to Change the Way You View Risk and Lead Your Company to Greatness

We are experiencing speed of innovation that is unprecedented. In just 25 years, Amazon went from being an online bookseller to delivering just about any product your heart desires to your doorstep within a day - and before you know it, maybe even by drone. Conversely, in 25 years Blockbuster rose and then fell to extinction because it failed to adapt to competitors like Netflix. As leaders, we need to change the way we think about our businesses or face extinction. We need to run toward, rather than away from, risk in order to achieve greatness - for our brands, our teams, and our franchisees.

The 2020 Annual Leadership Conference will feature a panel of senior-level franchise executives who will share their insight on leadership and business development, a case study where attendees will work to solve a real-world business issue and a keynote presentation that will emphasize the dire need for your business to evolve with your market in order to thrive into the future.



#### KEYNOTE SPEAKER:

**SCOTT FISCHER**

*CEO, Dippin' Dots Franchising, LLC*

Join hundreds of franchise leaders for a half-day workshop focused on how to overcome risk aversion, and chart new territory to stay relevant in an ever-changing market. Your registration fee includes lunch, educational content, refreshments and a closing networking reception.

The Annual Leadership Conference is \$150 per person and open to the first 325 fully registered convention attendees to sign up; attendees will earn 100 Education credits toward the completion of the Certified Franchise Executive (CFE) accreditation.



*Saturday Highlights continued*

1:00 pm - 4:45 pm

**Emerging Franchisor Bootcamp***(This event is open to the first 500 franchisors with 100 units or less who sign up.)*

The 2020 Emerging Franchisor Bootcamp is designed to provide practical value and networking that kick starts your learning. Participants once again will learn from the best in franchising through an opening presentation featuring a prominent franchise executive who will speak to “mistakes I’ve made as a franchisor,” followed by the centerpiece of the Bootcamp - peer and mentor input to solve business issues emerging franchisor attendees bring to the table. This input not only guides participants towards overcoming their discussed business issue but also helps them more effectively choose Convention sessions and events that will further help them solve important issues. The lineup of mentors includes a “who’s who” in franchising, and this access lasts long after the 2020 IFA Convention. This is an opportunity to connect with road-tested leaders who have been in your shoes and can help you navigate business issues and resources available to you.

This isn’t a show up and just listen kind of session. In order to maximize the value and experience at this Bootcamp, participants are expected to come prepared to share their issue, discuss others, and problem-solve together.

2020 Mentors Include (at press time):

- **Sam Ballas, CFE**, President & CEO, East Coast Wings + Grill
- **Candace Couture, CFE**, VP, Business Development, Planet Fitness
- **Shane Evans, CFE**, President & Co-Founder, Massage Heights
- **Peter Holt, CFE**, CEO, The Joint Corp.
- **Mark Jameson, CFE**, EVP, Franchise Support and Development, FASTSIGNS International
- **Mike Kehoe**, President, International, FOCUS Brands Inc.
- **Mark Liston, CFE**, Director, Special Projects, Neighborly
- **Gordon Logan**, Founder & CEO, Sport Clips, Inc.
- **Mark Lyso**, EVP, Operations, East Coast Wings + Grill
- **Kristi Mailloux**, COO, National Envy Development, LLC
- **Alan Majerko**, VP, Corporate Development, Winmark Corporation
- **Frank Milner, CFE**, President, Tutor Doctor Systems, Inc.
- **Dan Monaghan, CFE**, Managing Partner, Clear Summit Group
- **Catherine Monson, CFE**, CEO, FASTSIGNS International
- **Barbara Moran-Goodrich, CFE**, CEO & Co-Founder, Moran Family of Brands
- **Steve Murphy**, President, Franchising, Winmark Corporation
- **Scott Perry**, EVP & CFO, Urban Air Adventure Parks
- **Meg Roberts, CFE**, President, The Lash Lounge
- **Todd Recknagel, CFE**, Chairman, National Envy Development, LLC
- **Karen Satterlee**, SVP, Assistant General Counsel, Hilton Worldwide
- **Jeff Sturgis**, CDO, Fazoli’s Franchising Systems, LLC
- **Shelly Sun, CFE**, CEO & Founder, BrightStar Franchising, LLC
- **Tom Wood, CFE**, President & CEO, Floor Coverings International
- **Ralph Yarusso**, CDO, FullSpeed Automotive



The 2020 Emerging Franchisor Bootcamp is \$100 per person and is open to the first 500 fully registered franchisors with 100 units or less to register. Attendees will earn 100 Education credits toward the completion of the Certified Franchise Executive™ (CFE) accreditation.

*Saturday Highlights continued*

5:00 pm - 6:00 pm

**New Member & First-Time Attendee Workshop**

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! This workshop will be immediately followed by the New Member & First-Time Attendee Reception from 6:00 pm - 7:00 pm. Both events are free and only open to new IFA Members and/or first-time Annual Convention attendees.

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 convention with a bang! Don't miss the first opportunity to network with your peers at The Buzz!



**Emily Allen**  
@EmAnderson86  
February 25, 2019

"Make every penny work like a dollar...and no dollar work like a dime" -  
@garyvee during his powerful opening session at #IFA2019 #inspired



"The best opportunity to advance your knowledge of the franchise industry is in attending the annual IFA Convention!"

- **Ron Bender, CFE**, VP, Franchising, EnviroLogik Franchise

# SUNDAY HIGHLIGHTS

6:00 am - 7:00 am

## Morning Yoga

Start the first full day of our 2020 Convention off on a relaxed note by joining fellow attendees for a morning yoga class. This class will improve your strength, flexibility and concentration through breathing, transition and relaxation. All levels of experience are welcome! Yoga is complimentary to the first 40 fully registered Convention attendees to sign up.



7:00 am - 8:15 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).



### GUEST SPEAKER

#### OMAR SIMONS

*Chairman, Planet Fitness and Managing Partner, Exaltare Capital Partners*

**Musical Guest:** **Chris Cepulis**, Worship Ministries Director, Stafford Crossing Community Church in Fredericksburg, VA.

Musical Guest Sponsored By:  **FranchiseWell**  
Rising Above the Ordinary

Thank you to our 2020 Prayer Breakfast sponsors:



James H. Amos, Jr., CFE; Mike Isakson, CFE & Jinny Isakson; Gail Johnson, CFE & Earl Johnson; Dr. Ben Litalien, CFE & Raeann Litalien; David McKinnon, CFE; Jim Olson; Dina Dwyer Owens, CFE & Mike Owens; Omar Simons; Todd Recknagel, CFE & Kristi Mailloux; Ken Walker, CFE & Vickie Walker; Graham Weihmiller, CFE; Welcomemat Services



*Sunday Highlights continued*

## Franchise Sales Intensive!

8:30 am - 9:30 am

### Fundamentals of Franchise Sales

*(This session is relevant to all system sizes.)*

An overview of franchise sales basics all rolled up into one 60-minute session that addresses “what” the answers are – then our other sessions tell you “how” to execute them. We’ll feature an experienced moderator and one franchise development expert on each of the following:

- The Basic/Best Lead Gen Tactics – an overview of what works.
- Brokers – how to get started and how to stick with them.
- Digital – what it means and where to go.
- Discovery Days – how to run them and what they are.
- The Franchise Sales Person – what they do and how they close sales.
- Item 19 FPR as a sales tool.

9:45 am - 11:45 am

### Franchise Development/Sales Summit

#### Segment 1: Solving the 4 Biggest Lead Gen Obstacles for Emerging Brands

*(This segment is most relevant to systems with 0 – 100 units)*

Join this panel of fast-growth emerging franchisors and franchise sales experts as they identify and present solutions to the four most common growth hurdles faced by emerging brands. Panelists will share specific lead gen tactics as well as best practices to turn leads into sales. They’ll challenge attendees to closely examine their current franchise sales strategies and processes, helping them expose potential flaws and providing specific steps to attract the right candidates and move them through the sales funnel more efficiently. Challenges to be addressed include limited brand recognition, competition from more established brands in the space, tight lead generation budgets, and prospects who drop out of the process due to fears of risk with an untested concept. Time has been allotted for attendees to pick panelists’ brains in a rapid-fire question round at the end of the discussion.

#### Segment 2: At a Growth Standstill? How to Re-Ignite Your Franchise Sales

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

Come prepared to problem-solve with some of the most successful high-growth mature brands in the franchise industry. This panel of forward-thinking, established franchisors will address the four most common barriers to continued system growth in an engaging problem/solution format. Each panelist will provide a differing approach to overcoming the top obstacles faced by mid-size and established brands, including lead flow/lead quality, market saturation, sales process flaws and brand perception. The solutions presented are applicable to any type of concept, across multiple segments. The session has been designed to carve out ample time for attendees to interact with the panelists about specific challenges they’re facing in their own systems.

## Sunday Highlights continued

8:30 am - 10:30 am

### Intensive Summits



#### Elements of Successful Franchising

*(This summit is relevant to all system sizes.)*

This interactive session will focus on the trends in franchising and the impact they may have on franchise systems. We will review the major legal and business stories during 2019 that continue to shape franchising and look to what we think we will see in 2020. Areas of discussion will include:

- Threats and challenges for franchisors, franchisees, and the franchise model in general.
- Anticipating and addressing system change.
- Balancing business and legal considerations in operating a franchise system.
- Seven habits of highly successful franchise systems.



#### Financial Summit

*(This summit is relevant to all system sizes.)*

#### Managing Growth in Turbulent Times

Financial strategies will be shared to address barriers to growth, such as rising construction costs, tightening credit, inconsistent TI allowances, stock market volatility, growing fear in 401k ROBS programs, COGS pressure, and increased labor costs. Learn how to prepare your brand's messaging for the lending marketplace so you are proactively – instead of reactively – addressing these issues.



#### Franchise Relations Summit

*(This summit is relevant to all system sizes.)*

Developed by the Franchise Relations Committee and the Franchisee Forum

#### Brilliant Collaboration: Franchisees and Franchisors Navigating the Future Together!

This year, the highly popular Franchise Relations Summit will tackle one of the most important issues in franchising today – how to use collaboration to flourish in uncertain times. In this highly interactive session, you will:

- Hear case studies of how established franchise networks have successfully navigated dramatic changes to their business models.
- Learn powerful psychological techniques for getting franchisee buy-in to important new initiatives.
- Participate in discussions on best practices for improving communication and engagement.
- Determine how to avoid common pitfalls when initiating change in a franchise network.
- Gain access to cutting edge research on how to maintain high levels of franchisee satisfaction.
- Have your questions answered by leading franchisors, top performing franchisees and franchise relations experts.

*Sunday Highlights continued***International Summit-Track 1**

*(This summit is relevant to all system sizes.)*  
Developed by the International Committee

**International Franchising 101**

Learn which questions you should be asking and where to find help. Topics will include assessing your readiness to go global, choosing markets, development models, finding franchisees, legal considerations and providing international support.

**International Summit-Track 2**

*(This summit is most relevant to systems with 101+ units.)*  
Developed by the International Committee

**Success after Signing: Building Relationships that Thrive**

The success of franchise network expansion abroad depends on the franchisor and master franchisees achieving their goals. Franchising across borders adds variables and complexity that must be considered well in advance of planting the first international flag, however, once the “deal is done” it takes a deliberate strategy to ensure a successful relationship and outcome. This session will provide key insights and practical examples from executives experienced in global franchising. You will learn how to develop a strong relationship with your global partners, avoid key pitfalls, and how to successfully monitor engagement and results. The panel will discuss communication challenges, strategies for quality control and compliance, key metrics to monitor and gauge mutually agreeable outcomes, and provide you with the top 10 keys to success with your international franchisees.

**Labor Issues Summit**

*(This summit is relevant to all system sizes.)*

**Challenges & Opportunities for Franchising**

As America braces for pivotal 2020 elections, franchising now faces new independent contractor and joint employer liability in state legislatures, Congress and the courts. Furthermore, franchises continue to receive unfair treatment by city councils that enact new minimum wage and predictive scheduling laws. Be sure you are current on the labor and employment policy landscape – and hear how IFA is fighting for your business – by attending this year’s Labor Issues Summit.

**Marketing & Innovation Summit**

*(This summit is relevant to all system sizes.)*  
Developed by the Marketing & Innovation Committee

This Summit will address the latest trends in 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 some of franchising’s leading companies will be presented followed by over 40 solution-focused roundtables where you can learn more tools-of-the-trade in an interactive setting. If you are a marketing or technology professional, you won’t want to miss this popular summit.



*Sunday Highlights continued***Operations Summit***(This summit is relevant to all system sizes.)***Segment 1: Onboarding and Training (including Ops Manuals)**

1-2-3 GO! A successful franchise launch makes a large, and lasting, impact on the franchisee and franchise system. It's a delicate balance among tools, training and budgets. In this session, attendees will hear briefly from seasoned professionals and their programs, then break into small groups to craft onboarding plans for the food, personal service, retail and home service sectors. Come prepared to share, work and learn. Your franchisees will thank you for it.

**Segment 2: What Makes for a Good Franchise System? SUPPORT!**

Research from Franchise Business Review shows that nearly 1 in 5 new franchisees rate training and support "poor" or "average." That's 20% of new franchisees who are unimpressed right out of the gate. What's more, overall satisfaction tends to dip when franchisees hit the 2-5 year mark. So how can you provide the support your franchisees need to stay engaged and profitable? In this hands-on session, you'll have the opportunity to break out into groups to discuss specific challenges you're facing and get real, and actionable, ideas for improving training and support in your system. Table topics include:

- Technology
- In-person Support
- Corporate Support
- Financials
- Franchisee Support Programs
- Scaling for Growth
- Support During Franchisee Lifecycle Stages

8:45 am - 11:45 am

**NextGen Competition - Round 1***(This session is relevant to all system sizes.)*

Please join us as past NextGen in Franchising Global Competition finalists and winners share what they have done to grow and improve their brand since the last time we saw them at the IFA Convention. They will compete to present in the final round during the Closing General Session.

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.

9:00 am - 11:15 am

**C-Suite Think Tank & Forum Exchange***(This session is limited to Franchisor C-Suite Executives from systems of all sizes.)*

Come to this session with the 2 to 3 "burning issues" or top challenges you face as the leader of your company. Attendees will work with a mentor and others at their table to brainstorm solutions, share best practices and ideas in order 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.

*Sunday Highlights continued*

9:15 am - 10:30 am

**Specialty Seminars****Diversity Declaration: Join the Movement***(This seminar is relevant to all system sizes.)*

Developed by the Diversity Institute Advisory Board



Come hear from a panel of drafters and early adopters of the Franchise Diversity Declaration and learn about the new opportunities, resources and partnerships your brand, and franchisees, can take advantage of when you sign the Diversity Declaration.

**Access to Capital for Veterans and Diverse Communities***(This seminar is relevant to all system sizes.)*

Developed by the VetFran Committee



Has your company ever identified a rockstar prospective franchisee only to have that person not secure the funds needed to start and start strong? Are you up to date on unique resources in the world of small business lending and are you giving your franchisees the best advice you can? Join us for a panel discussion on access to capital for veterans and diverse communities, business development resources and special programs that can help get your newest franchisees off to a great start.

**Michael Seitz**

@MichaelSeitzCEO

February 27, 2019

Had a great meeting with a small group of franchise **#business** leaders yesterday at **#IFA2019**. The meeting eventually became a discussion about those that have been willing to take tremendous risks to make a difference in this world. Thank you **#CEOLife**

## Sunday Highlights continued

10:40 am - 12:05 pm

## Mini Super Sessions

## Talk Triggers

**FEATURED SPEAKER:**  
**JAY BAER**

*Founder, Convince & Convert, a digital strategy consulting firm; New York Times Best-Selling Author, Speaker, Consultant, Podcaster and Entrepreneur*

The best way to grow ANY business is for your customers to grow it for you. But that only occurs if you deliver a customer experience that creates conversations. Word of mouth influences 50% of all purchases, but we too often take this for granted. We just assume that our customers will talk about us—but they won't, unless you give them a story to tell.

In this entertaining and interactive presentation filled with examples and research, Jay Baer teaches audiences how to create a unique story for their business; a tale that will turn their customers into their most effective sales and marketing advantage.

This powerful session creates real change for attendees. It will alter the way you think about the intersection of customer experience, marketing, sales, and operations, yielding big growth and enhanced cooperation.

## Audiences Will:

- Learn how to grow their business with word of mouth.
- Discover why customers talk, and why they remain silent.
- Learn the definition of a Talk Trigger (an unconventional, operational choice that creates conversation).
- Discover the 4 Requirements of a Talk Trigger.
- Learn the different types/categories of Talk Triggers.
- Be entertained and inspired by a minimum of 9 relevant, customized (and often hilarious) examples and case studies.

## Achieving Your Wildly Important Goals – The 4 Disciplines of Execution

**FEATURED SPEAKER:****CHRIS MCCHESENEY**

*Leadership Consultant and Wall Street Journal #1 national bestselling author of “The 4 Disciplines of Execution” and Global Practice Leader of Execution for Franklin Covey*

Do you remember the last major initiative you watched die in your franchise? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened? The whirlwind of urgent activity required to keep your business running day-to-day devoured all the time and energy you needed to invest in executing your strategy to hit break-even, become profitable and provide measurable excellence in customer service for even greater returns. Whether you are a franchisor or franchisee, The 4 Disciplines of Execution will change that forever.

As a result of the mini super session, participants will be able to think about:

- **Creating a culture of execution by embedding and integrating four basic disciplines into your organization and current operating systems;**
- **Focus on the Wildly Important.** Exceptional execution starts with narrowing the focus— clearly identifying what must be done, or nothing else you achieve really matters much.
- **Act on the Lead Measures.** Twenty percent of activities produce eighty percent of results. The highest predictors of goal achievement are the 80/20 activities that are identified and codified into individual actions and tracked fanatically.
- **Keep a Compelling Scoreboard.** People and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win.
- **Create a Cadence of Accountability.** Great performers thrive in a culture of accountability that is frequent, positive, and self-directed. Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate performance-management system.



*Sunday Highlights continued*

3:15 pm – 4:30pm

**Sunday Afternoon Learning Labs**

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

**Emerging Franchisor Track****Scaling Up! What Resources Should the Growing Franchisor Add to the Corporate Office and When Should These Resources Be Added?**

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

During this session, a panel of experienced franchisors will discuss how they navigated growth within the budgetary constraints of a growing franchise system. This includes:

- What disciplines and structures to manage internally and what to outsource.
- How to have team members wear multiple hats effectively during the early years of franchising.
- How to prioritize human resources' roles/responsibilities with limited financial resources.
- Sharing mistakes made and lessons learned along the way.
- Incorporating technology to be more efficient from the start.
- Learning how to balance Strategy, People, Execution and Cash!

**Field Support Track****Planning Effective Field Visits**

*(This session is most relevant to systems with 101 - 500 units.)*

The ability of a franchisor to implement its brand vision is often only as good as the effectiveness of its field support visits. In particular, large franchise systems rely on their local networks of field support managers to develop relationships with franchisees, monitor unit-level performance, offer training and support, and engage franchisees with the brand. This session will present real-world examples of do's (and don'ts) for planning effective field visits with franchisees, including:

- Preparing an agenda for visits.
- Determining what metrics to track and what data to collect.
- Identifying areas for further franchisee training.
- Communicating a consistent brand vision.
- Enhancing franchisee relationships and employee productivity.

**Brad Wahl**

@BWahl729

February 27, 2019

#IFA2019 - Good conference this year with many great presenters, new relationships, and new opportunities! Together, We Are Franchising was a perfect theme. #Franchising #Leadership #Together

*Sunday Highlights continued***Franchise Development/Sales Track****How to Attract the Right Franchisees for Your Brand. How Do You Then Move Them through Your Sales Process Effectively?***(This session is relevant to all system sizes.)*

In this session you will learn from emerging and established brands. They will discuss how they identify qualified franchise candidates and move them through the discovery process to effectively validate, and award, their franchise opportunity.

**Franchise Relations Track****New Strategies to Improve Franchise Communication via Technology***(This session is relevant to all system sizes.)*

Developed by the Franchise Relations Committee

The world of technology is constantly changing. In this session you explore some new free and/or low-cost technology that could massively improve communications within your franchise system. Learn how to host effective video conferences and use them for virtual franchise advisory council meetings, regional networking, and performance groups. As well, using video conferences to improve the franchise business consultant's interaction with franchisees, and create a modern operations manual that will help with brand consistency and execution.

**Franchisee/Operator Track****KPIs that Drive Success**

Developed by the Franchisee Forum

What are the reports and KPIs that drive success in your franchise location? Is it cost of customer acquisition, NPS, units sold? Make sure you're tracking the right metrics for growth and are sharing those metrics with your team in a way they can embrace them.

**International Track****Best Practices in Global Franchise Development***(This session is most relevant to systems with 101+ units.)*

Developed by the International Committee

Learn best practices and current strategies from leading practitioners of international franchise development. This classroom style session will integrate subject matter experts who will provide practical advice and tangible tools focused on how to prospect for potential international franchisees and generate inbound leads. In addition, it will touch on the importance of having a process to assess different international markets, qualify potential franchisees and ultimately close the "deal."



"The networking and education opportunities are second to none at IFA's Convention."

—Azim F. Saju, Esq., Managing Member & General Counsel, HDG Hotels

*Sunday Highlights continued***Marketing & Innovation Track****1. Navigating the Changing Tides from Corporate National Marketing to Local Store Marketing***(This session is relevant to all system sizes.)*

Who do your customers want to interact with: corporate or their local merchant? Learn how to shift from “what you have always done” to strategic local marketing that can re-ignite your business growth. These forward-thinking leaders share their tips and insight into a new way of business marketing that will set up your system for success.

**2. Managing the Digital Consumer Tsunami: Creating a Recipe of Disparate Digital Touchpoints/Ingredients to Successfully Action Your Business Intel***(This session is most relevant to systems with 101+ units.)*

There is constant barrage of new digital technology being developed at breakneck speed, and everyone tends to chase the next shiny thing. This session will help attendees learn how to develop a digital strategy that incorporates all their disparate digital touchpoints into actionable data about who their customers are, how to better market to them based on their history, find more like them, and increase recency, frequency, and spend from each and every one of them.

**Operations Track****Understanding and Supporting Underperforming Franchisees***(This session is relevant to all system sizes.)*

Franchisors build strategies for finding and partnering with strong franchisees in order to grow their brand. What happens when everything does NOT go according to plan? Join 3 franchisees with nearly 100 years of combined experience to learn what does go wrong, what those warning signs can look like and how to develop specific plans specifically for supporting franchisees that need a tailored support system in order to improve!

**General Track****1. How to Become a Supplier of Choice to Franchise Organizations...and Increase Your Client Base Dramatically**

Developed by the Supplier Forum Advisory Board

Are you a supplier who has tried to win new clients within the franchising vertical? How well did you succeed? Perhaps you, like other vendors of many kinds, have attended an IFA Convention to explore the world of franchises, only to discover that they don't quite “work” the way other businesses do. Perhaps you then tried to win new clients in the world of franchising for a year or two, became frustrated, and just gave up.

If that is the path you followed, you have probably made a costly mistake. Why? Because franchises need what you have to offer. And after this session, you will better understand what it takes to succeed in franchising. We will discuss strategies that include:

- **The Process** – You will better understand the time that you need to commit to win a franchise's business, and the time you need to invest to make your relationship last.
- **The Real Goals** – Your strategy is not to just get through the point of entry, but to establish specific goals and keep moving toward them.
- **The Franchise Mindset** – Franchises are governed by documents, but what they truly value is trust. It is something you have to earn over time by continually proving your value.
- **How to Manage Expectations** – Managing your franchise clients' expectations - as well as your own - is critical to entering and succeeding in the franchise space.



### Sunday Highlights continued

## 2. Preparing Your Business for Sale: What I Wish I Had Known Before the Investment Bankers Called

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

Mergers and acquisitions in franchising continue to grow, but many franchise companies are not ready when the investment bankers call. This session will focus on what franchise companies can do now to prepare for sale in the future including:

- Financial Review: quality of earnings – taking proactive steps.
- Working on the Warts: dealing with troublesome issues and cleaning up the system.
- Standing in the Buyer's Shoes: reducing risk/disputes and enforcing insurance compliance.
- Getting Your House in Order: checking material contracts and franchise documents.
- Future Growth: reviewing agreements/manuals for ability to change and grow system.
- Identifying Growth Strategies: mapping white space for additional expansion and creating incentives with existing franchises to reduce oversized territories.

## 3. Recruiting and Retaining Top Talent by Becoming an Employer of Choice

*(This session is relevant to all system sizes.)*

Job seekers today are interested in more than a paycheck; they're looking for an employer that reflects their value system. When unemployment numbers are low and competition for talent is fierce, successful employee recruiting and retention takes strategy. Simply posting your job online and offering competitive pay probably won't cut it. Experts will share successful ways to help position your franchise as an employer of choice with both potential, and current, employees.

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!



**Adam Blake**

@AdamBlake11

February 27, 2019

#IFA2019 was a terrific event and I would encourage ANYBODY that is in the #franchise industry in any capacity to consider attending future events.

# MONDAY HIGHLIGHTS

6:00 am – 7:00 am

## Fitness Bootcamp

Don't leave your fitness routine at home! Join fellow Convention attendees for a fun workout providing unique exercises in a group setting. All levels of experience are welcome! The Fitness Bootcamp is complimentary to the first 45 fully registered Convention attendees to sign up.

10:15 am – 11:30 am

## Monday Morning Learning Labs

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



**NEW IN 2020!** Show your brand pride by participating in our Brand Pride Gear Day on Monday, February 10. Post photos at the Convention wearing your best brand gear and using the IFA hashtag #IFA2020.



### Emerging Franchisor Track

#### Profitability and Success: Developing a Best-in-Class Program with Systems

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

Profitability of the brand is a key to attracting targeted franchisees. Emerging franchisors have choices to make when structuring their brand to deliver the proper return on investment for both the franchisor and franchisee.

In this interactive format which will include audience participation and questions, we will explore:

- How to design, develop and support a modern franchise system that drives profitability.
- How to define the needs of the various classes of franchisees.
- What are the key learnings to support each class of franchisee in order to best leverage the brand's system resources to drive profitability?
- What are the best approaches to distinguish the franchise offering in marketing materials so that it will be attractive to the intended audience, and what methods are effective in creating a pipeline of potential franchisee candidates?



### Field Support Track

#### Keeping Long-Term Franchisees Motivated and Engaged: What to Do When They Say “What Have You Done for Me Lately?” How to Make Year 20 as Exciting as Year 1!

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

Time doesn't heal all wounds...Sometimes it creates them. Discussions will center around motivating long-term franchisees in the following areas:

- Engaging mature franchisees who have mastered your system, are making money and feel that they no longer get “value” from the franchisor.
- Re-aligning with a franchisee that has outgrown the support provided by the franchisor; what happens when the franchisee feels they no longer need the franchisor? Learn to do and how to do it.
- Merger or acquisition with new leadership; seasoned leadership that may need revamping.

Bring your concerns and your solutions!

*Monday Highlights continued***Franchise Development/Sales Track****1. How Franchisors Can Attract Multi-Unit Franchisees to Their Brands***(This session is most relevant to systems with 101+ units.)*

The type of franchisee every franchisor seems to want is a multi-unit franchisee. But how do franchisors attract these business savvy entrepreneurs? And where do experienced multi-unit franchisees seek out new brands? Is it online, in magazines, through personal experience with a brand, media coverage, trade shows, personal references – all of the above?

What due diligence have multi-unit, multi-brand franchisees conducted prior to even reaching out to the franchisor? Brand power, strong C-Suite, profitable franchisees, satisfied customers, healthy FPRs, strength in locations, market share? How do they expect a franchisor to respond to their interest and inquiry? To respond like any other inquiry, to alter their sales approach and provide special consideration, to talk to a C-Suite executive early in the process? What do multi-unit franchisees look for from the brand when they do connect with a franchisor?

Franchisors who have been recruiting this desired target group will share their experiences and what it really takes to attract and recruit experience franchisees.

**2. LinkedIn Lead Gen Workshop: Learn How to Consistently Generate Franchise Prospect Leads Through the World's Largest Professional Network***(This session is relevant to all system sizes.)*

In this in-depth workshop, you will finally learn how to find, attract and market to your ideal franchise prospects on LinkedIn. Here's what you'll learn:

- How to Identify your ideal audience on LinkedIn.
- The 5 different organic and paid methods to target your audience.
- What you should say in our ads and posts to attract your ideal audience.
- How much of your budget to allocate toward LinkedIn.

By the end of this workshop, attendees will have an actionable LinkedIn lead generation strategy that fits their budget, current size, and unit growth goals.

**3. Raising the Value of Your Franchise Through a Well-Executed Resale Program: 5 Critical Ways to Leverage Franchise Transfers to Increase a Brand's Reach, Financial Performance and Development Goals***(This session is most relevant to systems with 250+ units.)*

A well-executed franchise transfer program can increase the value of the franchisor in five critical ways:

1. Attracting new candidates who will not only acquire existing units but also sign development agreements to grow additional stores.
2. Raise the “after-market” or resale value of franchise units.
3. Bring new capital to tired units as they transfer and refresh the locations to the current standards
4. Raise AUV as older stores transition to new, energized owners who will embrace the latest franchise strategies and raise sales in underperforming or aging units.
5. Provide existing franchisees with assurances that they are building a valuable, transferrable asset.

Franchise resales for mature brands can represent up to 8% to 10% of their sales each year. How is your franchise development team handling the process? Do you have a well thought-out plan to handle franchise resales? The value of a franchise can be impacted directly by their approach to the resale market which exists in every brand. This dynamic workshop will introduce strategies to raise your franchise value through a well-executed franchise resale program.



*Monday Highlights continued***Franchise Relations Track****Building Trust and Engagement with Your Franchisees***(This session is relevant to all system sizes.)*

Developed by the Franchise Relations Committee

There is strong evidence that engagement and business performance are closely linked. In this interactive session, we'll explore key strategies for building trust and engagement within your franchise network. You'll hear first-hand from our panelists on how they structure their franchise relationships for optimum success, and you'll learn tactical advice on the fundamentals of building trust, communication strategies, and how to re-engage franchisees that have gotten off track.

**Franchisee/Operator Track****Creating Efficiency Models to Improve Profitability in Your Units**

Developed by the Franchisee Forum

Discover how other franchisees in multiple industries maximize labor/scheduling and time efficiencies across their company. Franchisees will share tactics they implemented in their units including training managers and aligning incentives to boost productivity and expand profitability. In addition, you will learn how they improved performance, tracked and shared results with their teams.

**International Track****Roundtables on International Franchising***(This session is relevant to all system sizes.)*

Developed by the International Committee

Participants will discuss some of the most relevant, pressing issues facing franchise companies growing internationally. The program will feature ten roundtables.

**Marketing & Innovation Track****1. Online Reputation Management – A Process***(This session is relevant to all system sizes.)*

This course will teach franchisors and franchisees how to identify common themes and situations that lead to positive and negative online reviews. Attendees will leave empowered to cultivate an environment that fosters new testimonials as well as a company policy on how to address all online reviews.

**2. Beyond the Buzzwords: Opportunities in AI, Facial Recognition, Machine Learning***(This session is relevant to all system sizes.)*

- What is the different between AI and Machine Learning?
- How do they relate to “Big Data” and “Data Mining?”
- What does it take to even use this stuff?
- What are the opportunities to better serve the customer through personalization?
- What are the opportunities to deliver a better product mix through optimization?
- What are the opportunities to build a more efficient business through results driven marketing?
- Knowing the customer is good, but should we know them this well? Are there privacy concerns? Regulatory issues?

*Monday Highlights continued***Operations Track****Implementing System-Wide Standards to Improve Performance***(This session is relevant to all system sizes.)*

This session will address how to develop and establish standards (both new standards and improvements to existing standards) that will have a direct impact on unit-level performance, as well as how to implement those standards system-wide. Drawing from a panel of experts with real world experience, the session will cover actual examples of brands who successfully implemented system-wide standards. This best practices discussion will include developing a sufficient description and specificity of standards, communication and roll-out of the standards, including training, consulting and guidance to operators. Best practices to entice buy-in and incent compliance, as well as enforcing the standards consistently will be discussed.

**General Track****1. Enhancing Brand Growth by Leveraging Effective Partners***(This session is relevant to all system sizes.)*

Developed by the Supplier Forum Advisory Board Committee

Franchising has been appropriately described as a three-legged stool: Franchisor, Franchisee and Supplier Partners. As a franchisor you must constantly work on keeping balance in your system. This session will offer insight on how to effectively leverage external resources to take your system to the next level. Specific areas to be covered are:

- When to outsource vs. insource.
- What makes for a great supplier/partner relationship?
- Is your stage of growth a factor here- i.e. different for an organization with 10 or 150 locations?
- Key issues in defining your relationship with your outside supplier.

**2. Mother Nature's Wrath: How to Protect Your Business from the Growing Threat of Imminent and Destructive Weather Events***(This session is relevant to all system sizes.)*

With increasingly dramatic weather events such as hurricanes, tropical storms and earthquakes happening all over the world today, businesses are being forced to put precautions in place to protect their systems from catastrophic impact. In this informative and eye-opening session, weather experts and franchise owners personally affected by a weather event will share why weather patterns are changing at such a rapid rate, what we can expect in the future, and lessons learned about how businesses can shore up and protect themselves when bad weather hits before they see a decline in sales due to short-term closures, or even worse, complete destruction of store locations. Franchisors and franchisees will both benefit from this session focused on delivering real-world insights, risk management practices and cutting-edge strategies to help safeguard franchise operations against whatever Mother Nature has in store.

**3. Navigating AB5: What Franchisors and Franchisees Need to Know Right Now***(This session is relevant to all system sizes.)*

California's codification of *Dynamex Operations West, Inc. v. Superior Court of Los Angeles* (California Assembly Bill 5 ("AB 5")) is a potential game changer in the franchise community. Dynamex sets forth a three-part test in which all elements must be satisfied in order for a worker to be deemed an independent contractor instead of an employee. While it is not clear that Dynamex applies to franchising, given that the franchise industry did not receive an exemption from the law (despite industry's best efforts). Franchisors and franchisees must consider the potential legal and business impacts of this bill on their businesses. This session will discuss the potential impact of AB5 on both franchisors and franchisees, consider what steps each should take to protect themselves from liability under the statute and review potential new bills being proposed in other statehouses.

### Monday Highlights continued

3:00 pm - 4:45 pm

#### Business Solution Roundtables

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 executives and IFA Supplier Forum members. Pose questions and listen to their success stories, lessons learned and innovative business solutions. Discussion topics include such issues as franchise sales, franchisee engagement, operations, legal issues, branding, technology and more! During Monday's session, multiple tables under each topic track will be designated "Ask the..." where you will have the opportunity to discuss a tailored issue that you are currently facing with an experienced franchise professional. 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 visionaries and thought leaders!

The roundtables will also be conducted over breakfast on **Tuesday, February 11** from **8:00 am – 9:45 am**.



8:00 pm - 11:00 pm

#### The Bash

Join us Monday evening for franchising's night out at The Bash! Network and mingle with fellow Convention attendees at the last, official networking event of IFA 2020. This must-attend party will be held on the Marriott World Center's expansive outdoor pool deck and lawn! At The Bash, you can relax, wind-down, challenge your colleagues to a game of Ping-Pong or Foosball and connect with old friends while also forging new relationships. You can't afford to miss the franchise party of the year!



"Attending IFA's Convention has afforded me lifelong friends, industry networking that I could have never achieved through other means, education that has been invaluable to progress my career and not to mention a fun environment from beginning to end."

– **Lynette McKee, CFE**, CEO & Managing Partner, McKeeCo Services, LLC



## 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. This year's Exhibit Hall will feature activities and games for you and your colleagues to enjoy between aisle strolls and booth visits. Also, don't forget to enter the exciting door prize drawings for \$1,000 held during official exhibit hours!

### 2020 IFA ANNUAL CONVENTION EXHIBITOR LIST *(at press time)*

5th Avenue Leads, LLC  
919 Marketing Company  
Acrisure & Signature Insurance Group  
ADP, Inc.  
Aranco Productions  
AskNicely  
Astley Gilbert Ltd  
Apple Pie Capital  
AscendantFX  
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC  
Banjo  
Bank of America  
BDO  
Bendson Signs & Graphics, Inc.  
Benetrends, Inc.  
Better Software  
BizBuySell  
Boefly  
BooXkeeping Corp.  
BrandWide  
Broadly  
Business Finance Depot  
Canadian Franchise Association  
CareerPlug  
Careington International Corp.  
Catalyst Commercial Group  
Chetu  
Citrin Cooperman  
Clarity Voice  
Clayton Kendall  
Constant Contact, Inc.  
Consumer Fusion Inc.  
COP  
Curious Jane  
DCV Franchise Group  
Decisely  
Defenders Gateway  
Deliver Media  
Dispatch Technologies, Inc.  
Disprz  
Divvy by Alexander's  
Dr. Banner / Mediakeys, Inc.  
dynamy group  
E3 Local  
ELEDLIGHTS  
Engage121  
Entrepreneur Media, Inc.  
EventPrep Franchise, Inc.  
Falcon Construction  
F.C Dadson  
FisherZucker LLC  
Fishman PR  
Fortinet, Inc.

Forum Analytics, LLC  
Four51  
Franchise Benefit Solutions  
FranchiseBlast  
Franchise Business Review  
FranchiseClique  
Franchise Direct  
Franchise Gator LLC  
Franchise Opportunities Network  
Franchise Payments Network  
The Franchise Show  
Franchise Times  
Franchise Update Media Group  
Franchise.com Network  
FranConnect  
FRANdata  
FranFund, Inc.  
FranNet/Proven Match  
Franklin Covey  
Franpos  
FranWise  
FRM Solutions  
Gallagher  
GatherUp  
GbBIS  
Global Franchise Magazine  
Gray Plant Mooty  
The Great American Franchise Expo  
Guggenheim Retail Real Estate Partners, Inc.  
Guidant Financial Group, Inc.  
Hanna Commercial Real Estate  
Hireology, Inc.  
HigherVisibility, LLC  
Hot Dish Advertising  
Hylant Group  
Hyrell  
Identifi  
Indevia Accounting  
IFPG-International Franchise Professionals Group  
iFranchise Group  
IFX Software & Strategies  
Image Cube  
INFINITI HR  
Integrated Digital Strategies  
Intrepid Direct Insurance  
Intuit, Inc.  
IPO Pang Xingpu Law Firm  
Jones Loflin  
Keyser  
Launch to Growth  
LearningZen  
Lipscomb & Pitts Insurance LLC

## EXHIBIT HALL SCHEDULE

### SUNDAY, FEB. 9

#### Chairman's Reception with Exhibitors

4:30 pm-7:30 pm

### MONDAY, FEB. 10

#### Optional Networking Hours

10:15 am-11:45 am

#### Networking Lunch with Exhibitors

11:45 am-2:45 pm

#### Optional Networking Hours

2:45 pm-5:00 pm

#### Reception with Exhibitors

5:00 pm-7:00 pm

**Interested in Exhibiting?**  
**Space is filling up quickly. Contact**  
**Lynette James at [ljames@franchise.org](mailto:ljames@franchise.org)**  
**today and don't miss out!**

Listen360, Inc.  
LocateAI  
Location3 Media  
LoyaltyLoop by Survey Advantage  
LSM  
Lucidpress  
Matrix Imaging  
MFV Expositions  
MINDBODY  
Modernistic  
Morrow Hill  
My1Stop.com  
MyTime  
NetSearch Digital Marketing  
NetSpend Corporation  
New Image Marketing Research Corp.  
Nora Lighting  
Northeast Color  
Online Image  
Osler, Hoskin & Harcourt LLP  
Our Town America  
Paychex, Inc.  
Paycor  
Pegasus Communication Solutions, Inc. (PCS VOIP)  
Powerchord  
PrimePay / ProfitKeeper  
PrintComm/Marketing Impact  
Profit Mastery  
Profit Soup  
PRONEXIS  
PwC  
Prospect Direct  
Quigo, Inc.  
Qubo Technologies and Systems, LLC  
Qvinci Software  
ReachLocal, Inc.  
Reliable Background Screening  
Reno Tahoe  
Retail Solutions

Revenue Assurance Company  
Rhino 7 Franchise Development Corporation  
Royal Caribbean International  
RPM  
Scorpion  
Sentio  
SeoSamba  
Servant Systems, Inc.  
SFV Services  
Signs.com  
Signs Unlimited, Inc.  
SiteZeus  
SMB Franchise Advisors  
SOCi, Inc.  
Social Joey LLC  
SocialMadeSimple  
Specialized Accounting Services, LLC  
Spectrio  
Spectrum Business  
Stearns Bank N.A.  
Synuma  
Textellent  
Text Request  
Titus Center for Franchising  
Tortal Training  
TSYS  
Universal Background Screening, Inc.  
V Digital Services  
Visualogistix  
Web.com for Enterprise  
WebPunch, LLC  
Welcomemat Services  
Winmark Franchise Partners  
WIRED Telcom  
Xplor, Inc.  
Xpressdocs  
ZeeWise, Inc.  
Zipwhip  
Zoracle Profiles

# REGISTRATION INFORMATION

## PRE-REGISTRATION

To register for all events described in this brochure, please visit [franchise.org/convention](http://franchise.org/convention) and click on the registration link. Our pre-registration deadline is **January 17, 2020**. 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 contact IFA's Conferences Department at (202) 662-0763 or [events@franchise.org](mailto:events@franchise.org).

**Having trouble logging in to register online?** Visit [member.franchise.org](http://member.franchise.org) and click "Forgot Your Password?" Type in your email address associated with IFA and click "Reset Your Password." Check your inbox and follow the instructions. For issues with resetting your password, please contact Jaleesa Brown at [jbrown@franchise.org](mailto:jbrown@franchise.org).

## THE REGISTRATION DESK WILL BE OPEN AT THE FOLLOWING TIMES:

- Saturday, Feb. 8, 7:00 am-7:30 pm
- Sunday, Feb. 9, 7:00 am-7:00 pm
- Monday, Feb. 10, 7:00 am-6:00 pm
- Tuesday, Feb. 11, 7:30 am-12:00 pm

## REGISTRATION FEES

### IFA Franchisor/Supplier Member Registration Rates

Registrants 1-4 when all register together.....\$1,050 per person  
 Registrants 5-9 when all register together.....\$950 per person  
 Registrants 10 + when all register together.....\$850 per person

IFA Member Franchisee.....	\$600
IFA Member Exhibitor.....	\$750
IFA Member Exhibitor Badge.....	\$300
<i>(Includes Only Exhibit Hall Access &amp; The Buzz)</i>	
Non-Member Exhibitor.....	\$1,500
Non-Member Exhibitor Badge.....	\$600
<i>(Includes Only Exhibit Hall Access &amp; The Buzz)</i>	
Non-Member.....	\$2,350
Spouse <i>(Includes evening social events only)</i> .....	\$500
Speaker.....	\$550
University/Academic Personnel.....	\$850

*Note: IFA Franchisor and Supplier Members looking to take advantage of the bulk attendee pricing must register all attendees at the same time. Discounted pricing will not activate unless all attendees are registered within the same transaction. Pricing tiers take effect only for the number of registrants within each tier. Example, if registering 6 people, persons 1-4 will each receive the \$1,000 price, and person 5 and 6 will each receive the \$900 price.*

**Cancellation Policy:** Full refunds (minus a \$100 administrative fee) will be granted for cancellations received in writing at least 14 days in advance. A 50% refund (minus a \$100 administrative fee) will be granted for cancellations received in writing between 7 and 14 days in advance. No refunds are permitted for cancellations requested less than 7 days in advance. Substitutions can be made for \$50 by contacting [events@franchise.org](mailto:events@franchise.org).

### 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" (includes cocktails and food stations.)
- Continental Breakfast Monday & Tuesday.
- Lunch on Sunday & Monday.
- Monday's "The Bash" (includes cocktails and food stations.)
- Refreshment breaks.
- IFA will also compile an event registration list, which will include your name, company, job title, business address, phone number and email address provided on this form. The list will be sent to all attendees, event sponsors, and exhibitors both before and after the event, who, in accordance with their contracts with IFA, may use this information to contact you about their products, services, and special offers. For questions about our registration list policy, to have just your email removed, or to be removed completely from the registration list, please contact [events@franchise.org](mailto:events@franchise.org).

*\*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).*

## ADDITIONAL EVENT FEES/INFORMATION

The Golf Outing is an additional \$85 for fully registered Convention attendees. The Annual Leadership Conference on Saturday is an additional \$150 for fully registered Convention attendees. The Emerging Franchisor Bootcamp on Saturday is an additional \$100 for franchisors with 100 units or less.

The Prayer Breakfast, Morning Yoga and Fitness Bootcamp are offered on a complimentary basis to fully registered Convention attendees on a first-come, first-served basis. ICFE Special Sessions on Friday and Saturday are not included in your Convention registration fee. Please visit [franchise.org/events/2020-icfe-special-sessions](http://franchise.org/events/2020-icfe-special-sessions) for more information or to register.



# BOOK YOUR ROOM NOW!

## ORLANDO WORLD CENTER MARRIOTT

The Orlando World Center Marriott is located at 8701 World Center Dr, Orlando, Florida. Amenities include an 18-hole golf course, 3 large outdoor pools, 3 bars/lounges, full-service spa, and much more. For dining, you may choose any of the 5 restaurants found within the resort or you can take advantage of 24-hour room service. **All Convention events will take place at the Orlando World Center Marriott.**

A room block has been reserved at the Orlando World Center Marriott with a special rate of **\$269 per night** (plus taxes and fees) for IFA Convention attendees. You may reserve your hotel room at the World Center by [clicking here](#) or calling 855-999-0496 and referencing the IFA Convention. **Marriott Bonvoy members will receive complimentary in-room internet. The deadline for making a reservation is January 15, 2020**, or when the IFA room block is filled, whichever is first. Once the room block is sold out, reservations will be accepted on a space and rate availability basis.

## SPRINGHILL SUITES

The IFA has also secured an overflow block at the SpringHill Suites, approximately 2.5 miles from the Orlando World Center Marriott. IFA will provide limited **shuttle bus service** between the SpringHill Suites and the World Center from Saturday, February 8th to Tuesday, February 11th. To book the **special IFA rate of \$199 per night** (plus taxes and fees) please [click here](#) or call 888-789-3090 and reference the IFA Convention. **The deadline for making a reservation is January 15, 2020**, or when the IFA room block is filled, whichever is first. Once the room block is sold out, reservations will be accepted on a space and rate availability basis.

**Important Note:** Be sure to book your reservations for IFA's Convention through the above websites and phone numbers, or directly through the hotel of choice. If you have any questions, please call our conferences department at 202-662-0763. Don't be fooled by offers from third party sources indicating that they are officially booking rooms for the IFA Convention – they are NOT affiliated with IFA or our Convention. Buyer beware, many of these offers are fraudulent attempts to solicit money from you for a non-existent reservation. Remember, if the offer seems too good to be true, it probably is.



## ADDITIONAL INFORMATION



### ATTIRE

“Business casual” attire is the order of the day. 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 Orlando daily temperatures are highs in the mid 70 degrees Fahrenheit and lows in the mid 50 degrees Fahrenheit.



### 1HUDDLE APP

**GAME ON!** Are you ready to take on your fellow Convention attendees and solidify your spot at the top of the leader board on the all-new IFA

Convention gaming app powered by 1Huddle? Prior to the Convention, engage with other attendees to compete in games through a special app created just for IFA 2020 that will test your knowledge about IFA, Convention offerings, our venue and host destination. During the event, you will be challenged to answer questions gathered from our Convention speakers about the content being offered throughout our program – showcase your knowledge and reinforce learnings only found at IFA 2020. Exhibitor and sponsor-related questions will also be included, so it will be important to immerse yourself in as much of the 2020 Convention as possible. Stay tuned for download instructions and then get your game on!



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

IFA will be offering a complimentary mobile app for Convention 2020 that will be available for download approximately 6 weeks before the event. Attendees will be able to download the mobile app to any smart phone via an email they will receive; the mobile app will also be accessible via desktop. The mobile app will give you access to all information on the Convention's sessions, speakers and sponsors, allow you to create your own schedule, see all event and session materials, view profiles for all exhibiting companies and a map of the Exhibit Hall floor, and connect and setup meetings with other attendees. Visit [franchise.org/convention](http://franchise.org/convention) often for new announcements and updates. To participate in the conversation on social media, be sure to use #IFA2020 in your posts prior to and during the Convention.

## ABOUT ORLANDO

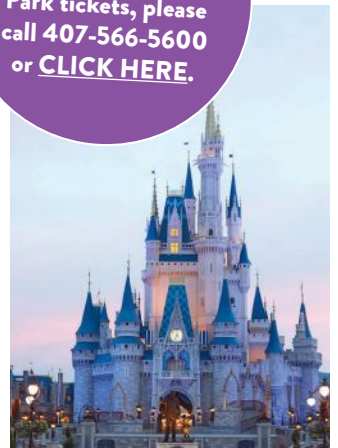
Orlando is a legendary destination that welcomes more than 65 million visitors per year with their easily accessible location, extensive recreation and fun-filled themed attractions. It is home to Walt Disney World Resort, Universal Orlando Resort, SeaWorld and diverse culture. Though known for their many theme parks, “The City Beautiful” also offers other enticing activities that include shows, shopping centers, and special dining experiences. For more information on Orlando, please visit [www.visitorlando.com](http://www.visitorlando.com).

The Orlando World Center Marriott is centrally located near Orlando's world-renowned theme parks - just 2 miles from Walt Disney World Resort, 5 miles from SeaWorld and 10 miles from Universal Orlando. Walt Disney World Resort offers 4 theme parks, 2 waterparks and multiple dining and shopping options throughout the resort property. SeaWorld is comprised of 2 amusement and zoological parks and a waterpark. Universal Orlando Resort, home to the recently expanded Wizarding World of Harry Potter, offers 3 theme parks, 2 waterparks and Universal City Walk – the resort's outdoor entertainment and dining hub. **Tickets to all parks and resorts, along with other area attractions, can be purchased through the hotel's Concierge.**

To purchase specially priced Disney Theme Park tickets, please call 407-566-5600 or [CLICK HERE](#).

### WANT AN IN DEPTH LOOK INTO THE WORLD'S MOST VISITED THEME PARK?

Walt Disney World offers many behind the scenes tours at all 4 of their parks, including Disney's Keys to the Kingdom Tour – a 5-hour look at the most iconic theme park at Walt Disney World Resort, Disney's Magic Kingdom.



\*Please note the cut-off date for advance purchase savings is February 8, 2020.

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