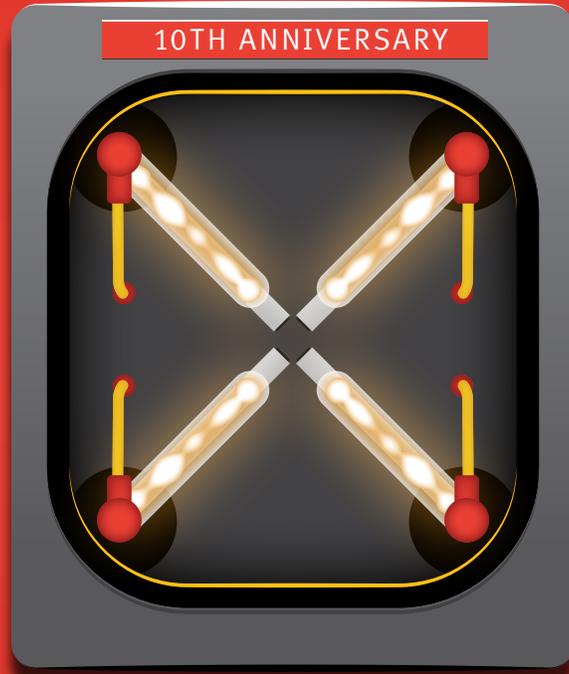


FRANCHISORS.COM **community**

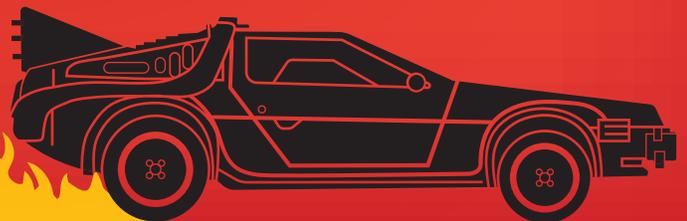
SPRINGBOARD

EVENT FOR **EMERGING & (RE)EMERGING** FRANCHISORS



LET'S GET **BACK**
TO THINKING ABOUT THE
FUTURE

2022 AGENDA



WEDNESDAY, SEPTEMBER 28

3:00 – 5:00

Registration

LOBBY

Beat the Thursday morning rush! Come by and grab your badge, t-shirt and welcome bag.

6:00 - 8:00

Welcome Reception

Join us aboard the **Moshulu** for cocktails, light bites and mingling.

401 S Christopher Columbus Boulevard, Philadelphia, PA 19106



THURSDAY, SEPTEMBER 29

7:00 – 8:00

Breakfast

8:00 - 8:30

Welcome & Opening

GRAND BALLROOM

8:30 - 9:15

Keynote with Don Fox, CEO of Firehouse Subs

GRAND BALLROOM



9:30 - 10:30

SpringboardU

SB 101: Development - FranchiseFam! Feud

GRAND BALLROOM

Hang onto your hats, Springboarders -- this year, we're bringing out the "big guns" to gamify the Springboard 101 Franchise Development learning experience. On FranchiseFam! Feud, hosts Jeffrey Herr and Carey Gille will select members of the FranchiseFam! to compete in teams for valuable prizes based on their ability to offer up the top answers from a Springboard FranchiseFam! Survey conducted prior to the event.

Moderator: **Carey Gille** – CEO & Co-founder, Franchise FastLane and **Jeff Herr** – Managing Partner, Front Street Equity Partners

Panelists: **Sarah Van Aken** – VP of Franchise Development, BrandONE; **Candace Byrnes** – Chief Operating Officer, Zor411; **JT Thiessen** – Chief Development Officer, Home Franchise Concepts; **Robert Bruski** – CEO & Co-founder, Ctrl V; **David Mesa** – EVP & Chief Development Officer, Ballard Brands; **Allison Zorich** – President, pūrvelo Cycle

SB 101: Operations - Back to the Future!

HAMILTON

Franchise success has always been driven by a strong model, unit level economics and successful units. As we adjust to a new present and look ahead to the future, brands must factor in economic uncertainty, rising costs, staffing shortages and supply chain delays. In this session, we will discuss planning for and executing your next phase by focusing on operational culture, use of technology to leverage labor concerns, intellectual capital and a path to unit-level economics DNA, as well as defining and maintaining brand standards system wide.

Moderator: Brynn Gibbs – Founder & CEO, Consumer Fusion

Panelists: Marty Ferrill – President, Philly Pretzel Factory; Jesse Keyser – CEO, Keyser Enterprises; Jeremy Morgan – CEO, WellBiz Brands; Penny Rehling – President, The Spice & Tea Exchange

10:45 - 11:35

First Round of Workshops

I. Evolving Your Franchisee Onboarding Process

BALLROOM A+B

Prior to the pandemic and associated fallout, selling, onboarding and maintaining franchise systems was a fairly consistent process, usually well planned and carried out with efficiencies. Over the past couple of years, “business as usual” ceased to exist with decreased foot traffic, supply chain delays, and labor shortages. To remain successful, franchisors had to learn how to evolve and accept adaptation and change. While not everyone weathered the storm, several brands not only pushed through adversity, but managed to continue to expand and increase profitability. In this workshop, learn firsthand from “COVID Champions” who were able to turn crisis into creativity.

Moderator: Marla Topliff – Consultant, Kathleen Wood Partners

Panelists: Tom Scalese – Chief Operating Officer, East Coast Wings + Grill; Mark Van Wye – CEO, Zoom Room; Meg Roberts – CEO & President, The Lash Lounge; Steve Montgomery – Founder & CEO, That 1 Painter

II. Ask the Pros: Franchise Development Best Practices for Emerging Brands

BALLROOM C

In this town hall style workshop, get expert advice on how to build a winning franchise development program for your brand. There is no “one size fits all” approach to sales, and the best way to craft a program that works for you is to hear firsthand from both emerging and established franchise development experts, as well as outside sales support. From building a team to budgeting for the department to structuring your process, this session will be packed with best practices that you can put into action.

Moderator: Jen Campbell – President, Hot Dish Advertising

Panelists: Tim Courtney – VP of Franchise Development, PuroClean; Ryan Combe – Founder & Managing Partner, Safe From Spread; Tony Zaccario – President & CEO, Stretch Zone; Lori Shaffron – Senior Director of Franchise Sales, Rita’s Italian Ice

10:45 - 11:35

III. Getting Your Franchisees Fired Up to Get Out into Their Communities

BALLROOM D+E

While paid advertising strategy is an important piece of the marketing puzzle, it's essential to take advantage of the "boots on the ground" in local markets – your franchisees. Yet one of the top pain points emerging franchisors have is incentivizing franchisees to get out in their local communities. We hear objections such as "I don't have any time" or "I'm not sure how to do it." In this workshop, panelists will discuss common roadblocks they've encountered and the strategies they've used to help franchisees overcome them. You will leave this panel with not only creative community marketing ideas for franchisees, but also how to motivate stubborn franchisees to implement them.

Moderator: [Angela Coté](#) – CEO, Angela Coté Inc.

Panelists: [Gabriella Ferrara](#) – VP of Franchise, Scorpion; [Marci Kleinsasser](#) – VP of Marketing, Franchise Development, Home Franchise Concepts; [Mark Montini](#) – Chief Marketing Officer, Premium Service Brands; [Eric Haberacker](#) – Social Media & Digital Director, Hand & Stone

IV. Differentiating Your Concept and Competing with Larger Brands

BROMLEY + CLAYPOOLE

Every large market is crowded, and competition is fierce for space, franchisees and labor. Your customer experiences and engagements must define and exemplify your brand accurately, and, most importantly, differentiate what separates your brand from the rest -- especially in a crowded industry. This panel of experts will discuss their strategies and approaches.

Moderator: [Dr. John P. Hayes](#) – Titus Chair for Franchise Leadership, Titus Center for Franchising

Panelists: [Jeff Wall](#) – CEO, Handyman Connection; [Greg Breitbart](#) – CEO, BODY20; [Andrew Mengason](#) – Chief Growth Officer, Five Star Franchising; [Chris Kelleher](#) – Chief Development Officer, Celebree School



12:00 - 1:00

Working Lunch Session

Accelerating Growth through Third Party Capital Investment

GRAND BALLROOM

Franchise brands are attracting private equity and strategic buyers at historic rates. While the transaction market continues to evolve and advance, what has remained constant is the steady flow of investment capital into the franchise domain -- across all consumer and B2B categories and franchisor life stages. Emerging franchisors have never been in a better position to secure growth capital or to align with strategic operating partners. Hear from some of the industry's most experienced and engaged participants about the state of the market and what buyers are looking for during this dynamic time.

Moderator: [John Teza](#) – President & CEO, Hand & Stone

Panelists: [Grant Marcks](#) – Principal, Origination, The Riverside Company; [Anthony Polazzi](#) – President & CEO, AP Franchised Concepts; [Jim Waskovich](#) – Managing Partner, Princeton Equity Group; [Patrick Galleher](#) – Managing Partner, Boxwood Partners; [Jake Beyer](#) – Director, BDO USA LLP

1:15 - 2:05

Second Round of Workshops

I. Leveraging LinkedIn and TikTok

BALLROOM A+B

Now more than ever, prospective franchisees and employees are spending time scrolling – yet many franchisors are still failing to effectively leverage these platforms to draw them in. In this workshop, panelists will discuss how to determine your target audience and ensure you're finding it (or they're finding you). Walk away with effective strategies to make the most of your time online.

Moderator: Trevor Rappleye – CEO & Storyteller, FranchiseFilming

Panelists: Marcos Moura – Co-owner & Chief Development Officer, Amada; Anne Huntington – President, Huntington Learning Centers; Mandy Rowe – President, True REST; Anna Kujawa – Onboarding & Marketing Director, Sign Gypsies

II. Maximizing Consultants, Brokers and Franchise Sales Organizations

BALLROOM C

Many brands use brokers to identify qualified leads. More recently, outsourced franchise sales organizations, who typically manage all franchise sales, have been a tool used by some brands to achieve rapid growth. The strategy is generally national and requires nationwide registration and a larger pool of capital to fund cash flow and growth (and to offset delayed income recognition because the lion's share of commissions are paid to brokers). Learn how brands have leveraged these relationships and funded growth using this strategy, and how to judge whether the relationship is working.

Moderator: Geoff Seiber – CEO, FranFund

Panelists: Red Boswell – President, IFPG; Gary Occhiogrosso – Managing Partner, Franchise Growth Solutions; Ellen Rohr – President, Zoom Drain; Dawn Abbamondi – VP of Marketing & Brand Development, SMB Franchise Advisors

III. Creating Sustainable Company Culture

BALLROOM D+E

In the most recent Franchise Industry Outlook study, franchise executives overwhelmingly identified labor costs, employee recruitment and staff retention as the three greatest areas of risk over the next three years. Prepare yourself for what's ahead as we discuss strategies and best practices to help franchisees and managers hire and keep employees (without upsetting their lawyers); creative ideas to help franchisees overcome hiring challenges, understaffing, and turnover; helping your franchisees cultivate a culture mindset in order to differentiate themselves as an employer of choice; and the impact of employee engagement on hiring and retention at both the corporate and franchise unit level.

Moderator: Michelle Rowan – President, Franchise Business Review

Panelists: Linda Chadwick – President & CEO, Rita's Italian Ice; Kim Hanson – CEO, LearningRX; Susan Boresow – CEO & President, Massage Heights; Shannon Wilburn – CEO, Just Between Friends



1:15 - 2:05

IV. A Public Relations Playbook: Unlock the Power of PR to Grow Your Emerging Brand

BROMLEY + CLAYPOOLE

As an emerging or re-emerging franchisor, public relations can be the most cost-effective way to gain awareness and credibility for your brand, yet many franchisors are unclear on how to properly execute a PR program. This panel will discuss how to decide when your brand is “PR ready,” what questions you need to ask yourself before investing in PR and what steps you need to take before launching a PR strategy. Panelists will help you understand how to recognize what’s newsworthy within your franchise system and how to tailor the stories of your leadership team, your franchisees and your brand to rise above the rest of your competitors, who, by the way, are all fighting for the same media’s attention! Some questions the panel will address include: What are the most effective stories you can tell that will resonate with media and also attract potential franchisees? How does consumer PR intersect with franchise lead generation PR? How can an emerging brand maximize efficiencies with content marketing and PR budgets? What is the most cost-effective PR program for new store opening PR? What are some PR mistakes or pitfalls to avoid? Learn all of this and more from franchisors in the food, fitness and service sectors who have successfully used PR to generate both franchise and customer leads and grow their emerging brands in the marketplace.

Moderator: [Debra Vilchis](#) – President, Fishman PR

Panelists: [Meg Rosen](#) – Chief Development Officer, Next Brands; [Cathy Deano](#) – Owner & Founder, Painting with a Twist; [Lindsay Simpson](#) – Chief Marketing Officer, Athletic Republic; [Nick Lopez](#) – Founder & CEO, LIME Painting

V. Innovating Your Real Estate “Box” and Footprint

COOK

Due to the now-cliché “unprecedented times,” consumer tastes evolved more quickly over the past year than in the prior five years combined. With that shift comes major changes in the real estate world. In this session, we will learn from experts on some of the most creative ways they changed their real estate footprint to confront these changing behaviors. In addition, we will explore the effect of changes to the build-out and construction process, supply chain bottlenecks and rising costs.

Moderator: [Ed Kelley](#) – CEO, Capital Restaurant Group

Panelists: [Rob Cambuzzi](#) – Founder & CEO, REP’M Group; [Ty Brewster](#) – Director, Real Estate, Locate; [Kyle Mann](#) – President, ELEDLIGHTS; [Tim Matey](#) – Vice President, Business Development, F.C. Dadson; [Eric Taylor](#) – VP of Real Estate & Development, Tijuana Flats Tex-Mex

2:20 - 3:20

Obstacles to Getting 100 Units with David Barr, Partner, Franworth

GRAND BALLROOM

In this interactive session, David will share his experiences working with countless emerging franchisors regarding the matters that keep them from ever reaching 100 units. Be prepared to face potentially uncomfortable issues about the composition and skill set of your present leadership team. David will force you to investigate whether your role as a leader or decision maker, or your priorities, culture or own limitations could impede your growth. This session will make you question everything you are presently doing. Leave your feelings at the door and get ready to grow.



3:30 - 4:15

The Future of Retail Franchising with Brian Kahn, CEO of Franchise Group

GRAND BALLROOM

Lane Fisher will interview Brian Kahn, CEO of the Franchise Group, Inc., whose business lines include Pet Supplies Plus, The Vitamin Shoppe, Sylvan Learning, American Freight, Badcock Home Furniture and Buddy's Home Furnishings on the current and future state of retail franchising. In this in-depth and can't miss interview, Lane and Brian will explore the current macro retail environment, the headwinds retailers are currently facing such as supply chain delays, labor, COVID, consumer economic pressures and Brian will offer his perspective on what the future of retail franchising could look like in the years ahead.



4:30 - 6:00

Transacting Founders Roundtables and Reception

GRAND BALLROOM

In this unprecedented session, Springboarders will have the opportunity to sit down and speak directly with founders that have sold their companies, as well as private equity and banking executives. This is an opportunity unlike any other for attendees to learn firsthand about capital, the impetus for transactions, selecting a partner, organizing your affairs, and what to expect through integration and ongoing operations.

6:30 - 10:00

Springboard Social

Join us for a night to remember! Come eat, drink and party with your fellow Springboarders at [Down Town Club](#).

600 Chestnut Street, Philadelphia, PA 19106



FRIDAY, SEPTEMBER 30

7:00 - 8:00

Breakfast

8:00 - 8:30

Opening Remarks

GRAND BALLROOM

8:30 - 9:15

Web 3.0 with Dan Monaghan, Founder of Clear Summit Group

GRAND BALLROOM

Dan will discuss the impact of technology on the future of franchising and how franchisors are preparing to deliver goods, services and enhanced customer experiences through a virtual world. Learn how to protect your intellectual property in the metaverse and your stake in virtual real estate as Dan reviews what companies like McDonald's and Panera are doing.



9:30 - 10:30

SpringboardU

SB 101: Franchise Relations - Break Through the Noise

BALLROOM A+B

Franchisors like to say they over-communicate, while franchisees can often feel like they're being flooded with information to the point they simply tune out. Effective communication is vital to a successful franchisor-franchisee relationship, which means franchisors need to be connecting with their owners in ways that have value—and ultimately help improve that bottom line. In this session, franchisors share advice for moving beyond crisis-level communication, how the simple act of listening can resolve conflict and ways public praise can have positive ripple effects on the whole system. They'll also give a candid look at why it's crucial to set expectations with franchisees up front, when to show flexibility without damaging the brand or relationship, and how creating a culture of transparency and collaboration impacts the growth of the brand.

Moderator: [Laura Michaels](#) – Editor-in-Chief, Franchise Times

Panelists: [Steve White](#) – President & Chief Operating Officer, PuroClean; [Emma Dickison](#) – CEO & President, Home Helpers Home Care; [Dianne Davis](#) – President, Just Between Friends; [Amy Freeman](#) – CEO, The Spice & Tea Exchange

SB 101: Digital Marketing - The Time is Now

BALLROOM D+E

Now more than ever, you need a digital strategy to be competitive. The strategy must include social media and marketing, using employees' and customers' names and likenesses, and utilizing suppliers that have a deep understanding of digital marketing and technology. In this session, marketing, operations and franchise development experts will share their experiences, strategies and insights.

Moderator: [Ryan Hicks](#) – Partner, Franchise Supplier Network

Panelists: [Abby Fogel](#) – VP of Marketing & Brand Relations, Unleashed Brands; [Scott Snyder](#) – CEO, Royal Aloha Franchise; [Jamshaid Hashmi](#) – CEO, ClickTecs; [Shana Krisan](#) – Chief Marketing Officer, Goldfish Swim School



10:45 - 11:35 Third Round of Workshops

I. Preparing for Sale: Acquisitions and Due Diligence

BALLROOM A+B

As buyers show more interest in emerging brands, it benefits franchisors to adopt best practices from the start and prepare with the end in mind. Experts share horror stories of what they have seen in the field as they share some “do’s” and “never do’s.” Panelists will expound on: what people really mean when they talk about “M&A”; the various transaction alternatives available to franchisors; the importance of “rollover”; working with a private equity partner; and what to look out for.

Moderator: John Goldasich – Managing Director, Lazard

Panelists: Satya Ponnuru – General Partner, NewSpring Franchise; Philip Piro – Principal, Princeton Equity Group; Mike Weinberger – Chief Franchise Officer, Unity Rd; Scott Abbott – Managing Partner, Five Star Franchising

II. Firing Up Your FD-DeLorean®: Visits to the Past to Show Future Potential of Your Brand

BALLROOM C

As many of us near the end of our 2022 fiscal year, franchisors must begin digging into the past to find data points for the future. In this workshop, our panel of legal and development professionals will discuss strategies to document past financial performance and other historical information regarding your concept in a manner that both complies with the applicable federal and state regulations, and presents a clear and compelling picture of a prospect’s potential future growth. As Doc Brown might say, the panel will also be looking to highlight some “GREAT SPOTS!” in the FDD that emphasize aspects of your concept that differentiate it from others in the industry. Grab your Flux Capacitor and come ready to dive in to your disclosure document.

Moderator: William Graefe – Partner, FisherZucker

Panelists: Evan Hearnberger – VP of Legal Affairs & Franchising, Xponential Fitness; Doug Schadle – CEO, Rhino 7; Emily Romero – VP of Development & Compliance, FranDevCo; Max Staplin – General Counsel, Brightway Insurance

III. Go Big or Go Home: How to Leverage Multi-Unit Franchise Ownership

BALLROOM D+E

Strong franchise brands sell as many as 50% of their new units to existing franchisees. Some brands award units serially and others offer multiple units from the onset. Join this panel discussion for insights on how to craft your multiple unit strategy, and the distinguishing factors multi-unit franchisees look for in a new brand, and how you can foster single-unit operators’ growth into successful multi-unit operators.

Moderator: Ryan Zink – Founder & CEO, Franchise Sidekick

Panelists: Wyatt Batchelor – Partner, MBN Brands; Steve Gardner – Founder, QSR Franchise Development Group; JD Busch – Founder & Chief Energy Officer, Pulse Performance; Erik Van Horn – Co-founder & Managing Director, Front Street Equity Partners

10:45 - 11:35 *IV. Franchisee Financing in Substantial Headwinds*

BROMLEY + CLAYPOOLE

The days of “free money” are over. In a tough economy, lenders are forced to rely more heavily on actual performance metrics. Franchisors hungry for growth are struggling with getting both first-time and multi-unit operators’ new units financed, which in turn affects qualification criteria, financing requirements and unit level economics. Franchisors pay huge commissions for multi-unit deals, but those deals are in jeopardy. At what interest rate are your units no longer financeable? In this workshop, panelists will discuss the outlook and help you formulate a strategy for continued growth.

Moderator: **Ronald Feldman** – Chief Development Officer, ApplePie Capital

Panelists: **Rocco Fiorentino** – Vice Chairman, Benetrends Financial; **Charles Keyser** – President, Keyser Enterprises; **Ralph Nilssen** – Director of Sales, Guidant Financial; **Nancy Broudo** – SVP of Business Development, BoeFly

11:50 - 12:50 *Working Lunch Session*

Recalibrating Your Business Model to Match Economic Realities

GRAND BALLROOM

Many brands come and go in the franchise space. However, some manage to develop an unbreakable emotional connection. In this session, we will learn from “turnaround artists” who use a combination of nostalgia, savvy operational models and rebranding to bring brands back from the dead – especially in this crucial moment. Franchisors will discuss their strategies to combat the labor crisis, temporary closures and relocations and supply chain issues.

Moderator: **Shane Evans** – Founder, Massage Heights and Partner & Chief Operating Officer, Elevated Brands

Panelists: **Kelly Roddy** – CEO, WOWorks; **Gary Robins** – President, The G&C Robins Company; **Charlie Chase** – CEO, FirstService Brands; **Shannon Hudson** – CEO, 9Round

1:05 - 1:55 *Fourth Round of Workshops*

I. Franchisor Profitability and Unit Economics

BALLROOM A+B

Strong unit level economics are at the heart of any successful brand. ULEs took a beating through COVID, as virtually every expense item on the P&L became more costly and difficult to source. In the session, we will explore how brands have dealt with higher operating costs and lower margins to maintain or improve their ULEs.

Moderator: **Geoffrey Goodman** – Chief Operating Officer, Franchise Founders Group

Panelists: **Sam Ballas** – President & CEO, East Coast Wings + Grill; **Dawn Lafreeda** – President, Den-Tex Central, Inc. DBA Denny’s Restaurants; **Russell Hoff** – Chief Operating Officer, Massage Heights

II. The Evolution of Franchise Sales

BALLROOM C

Franchise development has evolved rapidly over the past few years. Gone are the times of placing an ad in a newspaper and waiting by the phone. In this discussion, we will learn from both the old and new guard on what strategies are most and least effective in the modern franchise development world.

Moderator: **Richard Davies** – Commercial Director, Global Franchise

Panelists: **Greg Tanner** – Founder & Partner, Tanner Franchise Group; **Brendan Skeen** – Founder & CEO, 55 Fitness; **Todd Evans** – Chief Franchise Officer, Franchise Group, Inc.; **Ben Crosbie** – CEO, The DRIPBaR



III. Marketing Fund Magic: Creating and Evolving a Plan Franchisees Will Embrace

BALLROOM D+E

No matter what you call them, franchisor-lead funds are a staple to most franchise systems, and one reason many franchisees choose the franchising route. A complex marriage of brand awareness and local lead generation efforts, they incorporate an ever-increasing list of channels, programs, partners, and services. Oh, and one more thing: they are often a source of franchisor/franchisee disagreement and contention. So how do you build a plan that serves to both increase brand awareness and generate local leads? What should you build internally and what should you outsource? How do you measure success and continue to build your plan and take advantage of scalability as your franchise grows? And how do you gain franchisee buy in along the way? Join us as we explore these questions and more to help you formulate a plan that truly represents the adage that the whole is greater than the sum of its parts.

Moderator: **Corina Burton** – Co-founder & Chief Marketing Officer, CPR Construction Cleaning

Panelist: **Shana Krisan** – Chief Marketing Officer, Goldfish Swim School

IV. Dealing with Franchisee Failures

BROMLEY + CLAYPOOLE

The current economic situation has rendered winners and losers across the board. The combination of mandatory closures and labor shortages caused sometimes severe deviations from standard operating practices, procedures and product offerings. In light of extenuating circumstances, many franchisors have chosen to “look the other way” rather than declare a formal breach. However, as things return to normal, franchisors are forced to “tighten the reins” to bring franchisees into compliance. During this workshop, panelists will discuss contractual defaults, acceptable remedies and processes to bring or keep franchisees in compliance.

Moderator: **JoyAnn Kenny** – Associate, FisherZucker

Panelists: **Frank Robinson** – Partner, Cassels, Brock & Blackwell; **Stephen Greenwald** – General Counsel, Best Life Brands; **Gerald Wells** – General Counsel & Chief Compliance Officer, Rita’s Italian Ice; **Sarah Bush** – General Counsel, Mayweather Boxing + Fitness

2:10 - 3:40

Franchise Mentor Roundtables

GRAND BALLROOM

THANK YOU TO OUR SPRINGBOARD SPONSORS

