Day 1 - Thursday, November 10, 2011

7:30 – 8:00 am Registration & Continental Breakfast
WILLIAM S. SPEARS
COURTYARD ATRIUM
Sponsor Networking Area
Sponsored by Deluxe Franchise Services

8:00 – 8:25 am Welcome and Introductions
KNIGHT AUDITORIUM
Cheryl R. Babcock, CFE, Director, IIFE & Executive Education
Michael Fields, Ph.D., Dean
H. Wayne Huizenga School of Business and Entrepreneurship
Nova Southeastern University
R. Scott Sutton, CFE, Vice President, Franchising, Safeguard Business Systems
2011 EFC Chair

8:25 – 8:30 am Welcoming Remarks and Introduction of Keynote Speaker
KNIGHT AUDITORIUM
Ric Cohen, Partner, Cheng Cohen LLC
Platinum Sponsor

8:30 – 9:30 am Keynote Speaker
KNIGHT AUDITORIUM
Melanie Bergeron, CFE, Chair, Two Men And A Truck®

9:30 – 10:00 am Refreshment Break
COURTYARD ATRIUM
Sponsor Networking Area

10:00 – 11:15 am Alternative Strategies for Franchise Development in the New Economy
KNIGHT AUDITORIUM
Moderator: R. Scott Sutton, CFE, Vice President, Franchising, Safeguard Business Systems and EFC 2011 Conference Chair
Panelists:
Steve Beagelman, CFE, SMB Franchise Advisors
Deno Scoular, CFE, Director of Franchise Development, Safeguard Business Systems
Stan Friedman, CFE, Vice President, FranConnect
Jim Steger, CFE, Director of Franchising, KLA Schools

11:15 am – 12:30 pm Using Technology to Help your Development Efforts in the New Economy
KNIGHT AUDITORIUM
Moderator: Stan Friedman, CFE, Vice President, FranConnect
Panelists:
Lorne Fisher, CFE, CEO/Managing Partner, Fish Consulting
Mindy Golde, CFE, Director of Sales, Systino
Nick Powills, Chief Brand Strategist, No Limit Media Consulting
R. Scott Sutton, CFE, Vice President, Franchising, Safeguard Business Systems

12:30 – 1:45 pm Networking Lunch & Operation Enduring Opportunity
COURTYARD ATRIUM
Sponsored by Edwards Global Services
Scott Lehr, Vice President, Development, International Franchise Association
Day 1-Continued

1:45 – 3:00 pm  
**KNIGHT AUDITORIUM**  
**Operational Issues Encountered by Emerging Franchisors**  
Moderator: Amy Petersen-Smith, CFE, VP of Operations, Senior Helpers  
Panelists:  
Dave McDougall, CFE, Sr. Vice President of Franchising, Desjoyaux Pools, USA  
Mike Lester, CFE, President, The Melting Pot Restaurants, Inc.  
Michele Popelka, CFE, Vice President of Sales, Safeguard Business Systems  
Monty Smith, CR, CFE, VP Franchise Operations, PuroClean/PuroSystems, Inc.

3:00 – 3:30 pm  
**COURTYARD ATRIUM**  
**Energy Break**  
Sponsor Networking Area

3:30 – 4:30 pm  
**KNIGHT AUDITORIUM**  
**The Franchise Agreement vs. The Franchise Relationship: Can't We All Just Get Along?**  
Speakers:  
Fredric A. Cohen, Partner, Cheng Cohen LLC  
Michael Daigle, Partner, Cheng Cohen LLC

Growth almost always produces growing pains. Growing a franchise system is certainly no exception. Taking a franchise system from 10 units to 25, from 25 units to 75, and from 75 beyond can present unique challenges for unsuspecting franchisors. Difficulty adjusting from what is often a loosely regulated system with often ignored franchise agreements to one that demands consistency in operations and adherence to system standards can often be the “brick wall” that prevents many franchisors from growing into a truly national or global system.

This session explores the interplay between the law and the franchise agreements, on the one hand, and the ever-changing and maturing franchisor-franchisee relationships, on the other, as the need for more defined relationships and more consistent adherence to system standards becomes critical to system growth.

- What to do about the disconnect between relationships with “founding” franchisee and the franchise agreements you and they signed  
- How to address the need to bring those franchisees in line with what you expect of your later-stage franchisees  
- What role, if any, the law and franchise agreements should play in that process  
- How to avoid having your “founding” franchisees become your Achilles heel

4:30 – 6:30 pm  
**COURTYARD ATRIUM**  
**Business Solutions Roundtable Discussions**  
Sponsor Networking Area
EMERGING FRANCHISOR CONFERENCE  
November 10-11, 2011  
EFC Agenda ~ 300 CFE Education Credits

Day 1-Continued

- **Family Business Issues in Franchising**  
  - Melanie Bergeron, CFE, Chair, Two Men And A Truck®

- **Preventing and Resolving Disputes with Franchisees**  
  - Ric Cohen, Partner, Cheng Cohen LLC

- **TBD**  
  - Amit Pamecha, CFE, CEO & Co-founder, FranConnect

- **Tips for Drafting and Using Financial Performance Representations**  
  - Danell Olson Caron, Associate, Faegre & Benson LLP

- **The Franchise Sales Process**  
  - Jeff Sturgis, CFE, President, Franchise System Advisors

- **Alternative Strategies for Franchise Development in the New Economy**  
  - Franchise Development Panel Members

- **Using Technology to Help your Development Efforts in the New Economy**  
  - Technology in the New Economy Panel Members

- **Operational Issues Encountered by Emerging Franchisors**  
  - Operations Panel Members

6:30 – 7:30 pm  
**Welcoming Remarks & Networking Reception**  
HUIZENGA SALES INSTITUTE  
GRAND ROOM – 3000  
Sponsored by PrintingForLess.com  
Sponsored by iFranchise Group

7:30 – 8:30 pm  
**Welcoming Remarks & Networking Dinner**  
HUIZENGA SALES INSTITUTE  
GRAND ROOM - 3000  
Sponsored by Faegre & Benson LLP  
Sponsored by FranConnect

Day 2 - Friday, November 11, 2011

7:45 – 8:15 am  
**Continental Breakfast**  
WILLIAM S. SPEARS  
COURTYARD ATRIUM  
Sponsor Networking Area  
Sponsored by Deluxe Franchise Services

8:15 – 9:30 am  
**The Difference Makers for Emerging Franchisors: Franchise Leadership and Change**  
KNIGHT AUDITORIUM  
Moderator: Brian Schnell, CFE, Partner, Faegre & Benson LLP  
Speakers:  
Julie Dennison, CFE, Director of Business Development, PrintingForLess.com  
Michelle McIlrath, Director of Operations, Edwards Global Services  
David E. Hood, Ph.D, President, iFranchise Group
If we have learned anything over the past 18-24 months, it is that change is all around us and it is time we not only embrace it, but we need to get ahead of it. The leadership dynamics in franchise systems also dramatically impact overall system performance. Today, emerging franchisor leaders must know how to effectively manage and adapt to change and include franchisees in change, all while remaining competitive in the marketplace. Those emerging franchisors that effectively and proactively lead and navigate change will succeed. Those who do not will suffer.

9:30 – 10:00 am
COURTYARD ATRIUM
Refreshment Break
Sponsor Networking Area

10:00 – 11:15 am
KNIGHT AUDITORIUM
Practical Tips on Surviving Growing Pains and Building Strong Franchisee Relationships ~ Panel of C-Suite Executives
Moderator: Ric Cohen, Partner, Cheng Cohen LLC
Panelists:
Rosemarie Hartnett, CFE, President, Abrakadoodle
Lowell Hawthorne, Golden Krust Caribbean Bakery
Gloria Plaisted, CFE, Multi-unit/Multi-concept franchisee, i.e. Dairy Queen

This session will take a deeper dive into and build on the issues discussed during the legal session, as C-Suite executives share their experiences leading franchise systems that have endured the growing pains of an emerging franchise company. This session will focus on providing real examples of how franchisor-franchisee relationships evolve as the franchise company grows, the role franchisors must play in order to define those relationships, and how to turn pioneers into long-term brand advocates.

11:15 am – 12:15 pm
KNIGHT AUDITORIUM
Financial Issues Impacting Franchisors/Franchisees & the Lending Landscape
Darrell Johnson, CFE, President & CEO, FRANdata

12:15 – 1:00 pm
COURTYARD ATRIUM
Networking Lunch
Sponsored by No Limit Media Consulting

1:00 – 1:45 pm
KNIGHT AUDITORIUM
Luncheon Speaker
Ing. Moisés Polishuk, President and CEO, ASISTE

Value Nets: The Best Practice to do Business
Most companies address their sales and technology strategies based on improving each company as a single entity. This session will explain how to improve any business model, particularly those with several branches/units/stores by considering them as part of a business ecosystem.

1:45 – 3:30 pm
COURTYARD ATRIUM
Business Solutions Roundtable Discussions
Sponsor Networking Area
Day 2-Continued

- **International Development: Is It Too Soon for Me?**
  - Michael Daigle, Partner, Cheng Cohen LLC
- **Helping Franchisees Increase Local Marketing and Measuring ROI on These Initiatives**
  - Bob Johnson, Franchise Account Manager, PrintingForLess.com
- **Budgeting for Franchise Sales and the Tools to Support Your Franchise Sales Efforts (e.g., CRM, brochure, video, Discovery Day presentation)**
  - Mark C. Siebert, CEO, iFranchise Group
- **Developing Franchisees as Business Owners**
  - Rosemarie Hartnett, CFE, President, Abrakadoodle
- **Family Business and Franchising**
  - Lowell Hawthorne, CEO, Golden Krust Caribbean Bakery
  - Omar Hawthorne, Franchise Development Manager, Golden Krust Caribbean Bakery
- **What a Multi-Unit, Multi-Concept Franchisee Looks for in A Franchise System**
  - Rick Plaisted, Founder and Chairman, Son Group, LLC
  - Gloria Plaisted, CFE, President/CEO, Son Group, LLC
- **Plateau or Pinnacle: Knowing Your Path and Strategy to Go from Launch to Critical Mass to Total Number of Desired Franchisees**
  - Chris Simnick, CFE, Owner, Synergy Franchise LLC

**3:30 – 3:40 pm**

**EFC 2011 Wrap-Up and Looking Forward to EFC 2012**

Cheryl R. Babcock, CFE, Director, IIFE, Nova Southeastern University
R. Scott Sutton, CFE, Vice President, Franchising, Safeguard Business Systems
2011 and 2012 EFC Chair