

SPRINGBOARD

EVENT FOR EMERGING & (RE)EMERGING FRANCHISORS

20
26

AGENDA

FORT WORTH TEXAS

SEPTEMBER 23-25, 2026



FORT WORTH
★

DEAR FRIENDS,

On behalf of everyone who has worked to bring this event to life, welcome to Springboard. Whether this is your first franchise conference or your fiftieth, we built this event with one audience in mind: emerging franchisors who are navigating the unfamiliar waters of growth, compliance, and brand-building for the very first time.

Springboard exists to give you a running start. Over the next few days, you'll learn best practices from founders and operators who have already walked this road, build relationships with peers who understand exactly what you're facing, connect with mentors who are genuinely invested in your success, and leave with a clear sense of how to move forward with confidence.

In addition to our topical educational programming, we are honored to welcome Gordon and Edward Logan and Charles Bonfiglio to our general sessions, sharing hard-won lessons from their own franchise journeys. We're also deeply grateful to Shelly Sun Berkowitz, who has taken the content from her two Harvard Business School case studies and shaped it into a working session built around a real, relevant case study – a rare opportunity to work through the kind of decisions you'll actually face as your brand scales.

Of course, a conference like this isn't just about what happens in the sessions—it's about who you meet along the way. Join us for our welcome reception at Flying Saucer, and don't miss The Bash at Second Rodeo, and the highlight of the evening, a live concert from Mark McGrath of Sugar Ray.

Thank you for being here. We can't wait to see what you build next.

Warmly,

Lane Fisher
Brad & Sherri Fishman.



SPRINGBOARD

ICON INSIDER S E R I E S

WEDNESDAY, SEPTEMBER 23

11:00AM-5:00PM Registration

Legal & Responsible Franchising sponsored by Cassels

1:00-2:00PM

Stay in the Saddle: Disclosure & Registration Roundup

Moderator: Lane Fisher, Co-Founder & Partner FisherZucker

Speakers: Joe Brooks, Partner, FisherZucker; Anthony Sutter, General Counsel, ResiBrands; Daniel Nussbaum, Attorney, FisherZucker

This session corrals everything you need to keep your disclosure practices trail-ready. We'll walk through the FDD, with particular attention to the places where good franchisors get bucked off. From there we'll cover annual renewal and amendment obligations across registration states, franchise sales compliance from first contact to signed agreement, and the recordkeeping habits that separate a clean file from a costly one.

We'll close with a roundup of recent state-level developments – new and amended registration requirements, relationship law changes, and enforcement trends worth watching on the horizon.

2:00-3:00PM

Cowboy Code: Ride for the Brand

Moderator: Lane Fisher, Co-Founder & Partner, FisherZucker

Panelists: Nick Sheehan, Founder & Managing Partner, BUILD'M; Charlie Chase, CEO, FirstService Brands; Heather Harris, CEO, Franchise Fastlane

Industry leaders saddle up for a candid, experience-driven conversation about what it truly takes to franchise with integrity – because doing it right is the only growth strategy built to last. Too many brands are eager to sell franchises without counting the true cost of getting units open and franchisees trained. This session tackles the hard questions that separate systems that thrive from those that leave their franchisees stranded – and offers a practical trail map for building on solid ground and growing responsibly.

3:00-5:00PM

Franchise Icon Insider Series:

"If I Knew Then What I Know Now" sponsored by Thryv & Serv

Moderator: Mary Kennedy Thompson, CEO, BNI International

Icons: Reed Neffler, Founder & CEO, Signal

Paul Damico, President & CEO, Ascent Hospitality

Michael Browning, Founder & CEO, Unleashed Brands

Charlie Chase, CEO, FirstService Brands

A series of high-impact founder talks on the real decisions, failures, and growth levers behind scaling a franchise brand. This session will feature short, impactful keynote-style "sound bite" talks (around 15 minutes each), followed by a lively moderated fireside chat with Franchise royalty – Mary Kennedy Thompson, CEO of BNI – and then an interactive Q&A with the audience.

Springboard Awards presented throughout the program are sponsored by Rivnt | Karmada

6:30-9:30PM

Welcome Reception at Flying Saucer Sponsored by IFX Strategic

THURSDAY, SEPTEMBER 24

7:30-8:30AM Breakfast

8:30-9:15AM

Welcome to Springboard

Opening remarks from the **Franchisors.com** team.

Welcome Video sponsored by **Morrow Hill**

WELCOME
TO THE



9:15-10:00AM

Keynote sponsored by **Merida Partners**

The Sport Clips Haircuts Story: A Franchise Legacy Built in Texas

Moderator: Edward Logan *President & CEO, SportClips*

Speaker: Gordon Logan *Founder and Chairman, SportClips*

Saddle up for a keynote straight from the heart of Texas. Gordon Logan, Founder and Chairman of Sport Clips Haircuts, and son Edward Logan, CEO & President, will share the story of how a single vision grew into one of the most successful franchise systems in the country.

Drawing on decades of franchising experience, this opening session will cover the history of the brand, lessons learned, and milestones achieved since the first Sport Clips opened in Austin, Texas in 1993. Emerging franchisees will learn from two of the best in franchising, and how they can apply the principles of a championship customer experience, clear vision, and consistent execution as they create their own path to success.

Whether you're breaking into franchising or looking to scale your first location into a full-fledged territory, this fireside chat with Gordon & Edward will leave you ready to blaze a Texas-sized trail for your business.



10:00-10:15AM

Break sponsored by **Franchise Business Review**

SPRINGBOARD SHOWDOWNS

10:15-11:00AM

Showdown 1

Humans vs. Bots: A Showdown Over Who Belongs in the Saddle on your Customer Experience

Moderator: Gabriella Ferrara, *VP Strategic Sales, Scorpion*

Bots: Abby Fogel, *VP Brand Management & Communications, Unleashed Brands*; Stephen Smith, *CEO, HOTWORX*; Matt Kunz, *CEO, Fastest Labs*

Humans: Shane Evans, *CEO, Heights Wellness Retreats*; Scott Taylor, *CEO, R & R Brands*; Scott Abbott, *CEO, Five Star Franchising*

Two sides. Six experts. One question every franchisor and franchisee is already answering whether they mean to or not: when your customer books, walks in, leaves, and comes back – who delivers that experience better, your people or your technology? We will be exploring the tension between automation and human interaction in delivering an exceptional customer experience. Both sides come loaded. Come see who's still standing when the smoke clears, and decide for yourself who really holds the reins on your customer experience.

11:00-11:45AM

Showdown 2

More Cattle vs. Fatter Cattle: Unit Growth vs. Average Unit Volume (AUV) Growth

Moderator: John Teza, *Co-Founder & CEO, Stride Hospitality*

More Cattle: Marcos Moura, *CDO, Amada Senior Care*; Gary Findley, *Founder & Chairman of the Board, Stellar Service Brands*; James Kapnick, *CEO, 4Ever Young*

Fatter Cattle: Sam Ballas, *Founder & CEO, East Coast Wings & Grill*; Jeff Helfgott, *CEO, Boardroom Salon for Men*; Brad Hillier, *CEO, Re-Bath*; Stephen Shields, *Franchisee, Express Employment*

Everybody says both matter. This session refuses to let it end there. When growth and unit-level health pull in opposite directions, which one wins, who pays for it, and what evidence should decide? Panelists ride in from assigned corners, one side saddled up for scale and one dug in on economics first, and they answer to each other, not just the moderator. The proposition on the table: an emerging franchisor has no business accelerating unit growth until existing franchisees are consistently earning attractive returns. Expect real numbers over vanity metrics, four-wall EBITDA, cash-on-cash returns, payback periods, and cohort performance, plus live scenarios where hot demand collides with thinning margins. 'It depends' only counts if you can say exactly what it depends on. You'll leave with a practical framework for deciding whether your brand has actually earned the right to grow.

11:45-12:00PM

Break sponsored by **Enspire for Enterprise**

12:00-12:50PM First Round of Workshops

Lassoing New Leads:

How to Win Over Franchise Consultants and Supercharge Development

Moderator: Dan Claps, CEO, Franchise Playbook

Panelists: Travis Miller, VP Partnerships, Franchise Sidekick; Heather Harris, CEO, Franchise Fastlane; Trent Halvorson, VP Franchisor Relations, FranchiseChoice; Mitchell Lee, Head of Franchise Development, Buddy's Home Furnishings

Franchise consultants see hundreds of brands a year. Most blur together into one long cattle call. This panel is about being the one they remember and recommend: how to pin down your ideal buyer persona, cut your brand from the herd, and win the hearts and minds of the consultants who send candidates your way. Walk out knowing how to earn real traction with the people holding the reins on your next franchisee.

Saddling Up the Right Hands: Filling Key Roles

Moderator: Marty Ferrill, President, Philly Pretzel Factory

Panelists: Courtney Kolar, CPO, Neighborly; Kelly Roddy, CEO, WOWorks USA; Rachel Southard, COO, Happinest Brands; Slade Stricklin, CEO, Duct Doctors

This panel is built for emerging franchisors saddling up their teams – figuring out which positions to fill, when to make the hire, and how to find the right hands for the job. You'll leave with tangible ideas you can put to work in your own outfit.

Riding Side-by-Side: Operations and Franchisees

Moderator: Kristi Mailoux, Partner, Three20 Capital Group

Panelists: Kamille McCollum, Founder & President, Bodybar Pilates; Doug Flaig, CEO, Stratus; Ben Fox, CGO, Five Star Franchising; Gary Robins, Franchisee, SuperCuts

How high-performing operations teams ride alongside franchisees – moving beyond the compliance checklist to become trusted advisors, not just inspectors. Panelists discuss the evolving role of franchise support, how support models adapt to changing economic conditions, and the systems and strategies that drive franchisee success and build stronger franchise systems.

Herding Up Culture: Coaching Franchisee Relations

Moderator: Gary Liskovich, CEO, Harmonize

Panelists: Chris Andrews, CIO, European Wax Center; Mark Szpac, President, Tutor Doctor; Michael Slupecki, CEO, Griswold; Nancy Bigley, President, Madison Reed

Strong coaching cultures don't happen by accident—they're built, invested in, and tended to over time. The strongest systems keep teams focused on what will actually move the herd, make insights and best practices visible across the whole outfit, turn information into action faster, and make sure the work gets done. This panel explores how leading franchise brands are building the infrastructure and teams to make that happen—and how AI can supercharge the ride without taking the human hand off the reins.

Mark Your Territory:

Defining, Advocating, and Upholding Your Brand Differentiation

Moderator: Alex Porter, COO, Location3

Panelists: Jason Parker, CEO, K9 Resorts; Kayci Evans, CMO, Heights Wellness Retreat; Brian Gross, CEO, Bach to Rock

The AI frontier is reshaping the range, and brand awareness matters more than ever. This panel shares practical strategies to mark your territory and make sure your brand doesn't get left behind in the stampede.

Stop Chasing Leads. Start a Cattle Drive to Revenue

Moderator: Brynn Gibbs, CEO, Consumer Fusion

Panelists: Doug Hall, VP Operations, Fastsigns; Juliet Diiorio, CMGO, Senior Helpers; Sharon Villegas, CRO, Re-Bath

Sustainable growth means trading lead volume for the quality, conversion, and lifetime value of every opportunity. This panel explores how brands can cut loose from aggregators, build strategic partnerships that create stair-step growth, and put AI voice agents to work – like extra hands on the ranch – turning demand into revenue. Attendees will leave with strategies that build consumer trust, strengthen franchisee satisfaction, and drive a growth engine built for the long haul.

How the SBA Trail Can Be Won

Moderator: Shay Kleinschmidt, EVP Business Development, FranFund

Panelists: Stephen Olear, Chief Franchise Council, SBA; Josh Villa, President, Moxie Money; Bobby Byrum, SVP, SBA Bus Dev Officer Sr., HBH Bank

SBA lending is changing, and those changes can make or break your franchise deal's grubstake. This panel breaks down the latest SBA Franchise Directory and SOP updates, the issues most likely to bushwhack your funding, and practical strategies to prepare candidates, set realistic expectations, and move more franchisees from awarded to funded.

12:50-1:00PM

Break

1:00-2:00PM Lunch sponsored by Citrin Cooperman

AI Trailblazers – How Four Cutting-Edge Franchise Leaders are Using AI to Create Revenue Impact

Moderator: Ryan Hicks Managing Partner, Franchise Supplier Network

Panelists: Steven Montgomery, CEO, ResiBrand; Mike Hartel CEO, Cabinet IQ; Dan Monaghan, Founder, Clear Summit Group; Al Winnick, COO, Green Home Solutions

Today's AI models can write code, run agents, and execute workflows that help teams move faster – but knowing WHAT's possible and HOW to put it to work with your current crew is a steep trail to climb. This lunch session blazes that trail.

- How four trailblazing leaders are getting the drop on AI, force-multiplying their people, and moving the needle on profitability
- What they've built, what it's done for the bottom line, and the mistakes made along the way
- Their advice for other outfits ready to put these tools to work
- The bigger question: is this a new gold rush, and what does the new normal look like?

2:00-2:15PM

Break Sponsored by Vonigo

2:15-3:05PM Second Round of Workshops

Ideal Candidate Profile: Who Rides for Your Brand

Moderator: Steven Inglefield, CEO, The Consultant Exchange

Panelists: Alex Filipuk, CEO, Ideal Siding; James Franks, CDO, Unleashed Brands; John Lancaster, Sr. VP Development, Choice Hotels; William Flew, Co-Founder & Director, Kit Set Assembly

Four franchisors at different growth stages (from emerging brand to scaled system) get candid about defining and enforcing an ideal franchisee avatar, and what it really costs when the wrong one bucks you off. The brands that grow well know who they want in the chute before they start selling, and have the discipline to pass on rank stock that won't cover the full ride.

Rounding Up the Truth: How AI has Affected the Franchise Sales Process

Moderator: Alex Samios, CGO, Dogtopia

Panelists: Patti Rother, CEO, Root & Rise Franchise Development; Erik Van Horn, Co-Founder, Front Street Equity; Brooke Budke, CEO, Momentum Brands; Red Boswell, President, IFPG

AI is fundamentally changing how prospective franchisees scout, research, and size up brands. With LLMs reshaping the discovery trail and traditional sources of information becoming commoditized, the franchise development landscape is shifting fast under everyone's boots. This panel rounds up what these changes mean for franchise brands, and how development teams must adapt to stay in the saddle and competitive. Learn which tools, strategies, and organizational shifts will be essential to winning candidates and driving franchise growth in an AI-powered rodeo.

Building Your Posse: Best Practices for a Great FAC

Moderator: Todd Recknagel, *Managing Partner, Three20 Capital Group*
Panelists: Cathy Skula, *CEO, The Maids*; Chris Lanning, *President & CEO, Apricot Lane*; Nick Boariu, *Co-Founder, Clothes Bin*; Zach Tanner, *CEO, Painter Brothers*

A well-designed Franchise Advisory Council builds trust and gives franchisees a real voice in the outfit – but when do you deputize one, and how should it ride? Experienced franchise leaders share practical guidance on picking your posse, how often to ride together, who covers the costs, and how an FAC works alongside an independent franchisee association, plus candid war stories and mistakes to avoid. Whether you're building your first posse or fixing an existing one, you'll leave with a council that creates real value for both sides.

Breaking Out of the Chute: Early-Stage Franchisee Success

Moderator: Michael O'Driscoll, *Board of Director, Homefront Brand*
Panelists: Kris Stuart, *CEO, Bloomin' Blinds*; Ryan Wimpey, *CEO, TipTop K9*; Magen Snyder Bynum, *CEO, Magnolia Soap & Bath*; Jeff Wall, *CEO, Handyman Connection*

Most struggling franchise relationships didn't start struggling in year two, they started in the first 90 days, the moment the gate opens and the ride begins. Expectations, training, and early support either build momentum out of the chute or create a gap franchisees spend years trying to close. This session names the specific things that separate a strong first ride from a rough one, so franchisors leave with something concrete to change on Monday.

Trust Under Fire: Surviving (and Preventing) a PR Crisis

Moderator: Debra Vilchis, *President, Fishman Public Relations*
Panelists: Mike Weinberger, *CEO, Replay*; Natalie Straub, *CSO, JETSET Pilates*; Laura Michaels, *Editor in Chief, Franchise Times*; Andrew Thengvall, *CLO/CDO, Freddy's*

One viral complaint, one franchisee dispute, one bad location – that's all it takes for a single-unit problem to trigger a full-blown stampede. C-suite leaders from restaurant, fitness, and retail brands join Franchise Times' editor-in-chief and the President of Fishman PR & Franchise Elevator PR for a no-BS look at their toughest moments, plus a practical framework for spotting warning signs before the herd bolts, managing the first chaotic 48 hours, and rebuilding trust once the dust settles. If you're scaling a franchise system, this is the session that could save your brand.

Grassroots Marketing: Deputizing Your Franchisees as Mayors of Main Street

Moderator: Jam Hashmi, *CEO, Click-Tecs*
Panelists: Christian Bettencourt, *CMO, Voda Cleaning*; Erin Fletter, *CEO, Sticky Fingers Cooking*; Kim Collier, *CDO, Ducklings Learning Centers*; Brittany Graff, *CEO, Painting with a Twist*

Turning franchisees into local legends takes more than one great idea – it takes grassroots marketing built into your brand's DNA. This panel shares real-world playbooks from four franchise leaders on swearing in every franchisee to make their mark on Main Street – from a nonprofit arm that's donated \$7 million locally, to digital strategies that convert free services into loyal customers, to media tools that build franchisee authority one press mention at a time. Whether you're at unit one or unit one hundred, you'll leave with tactics you can use immediately.

Financial IQ Wrangling: Franchisors and Franchisees

Moderator: Brian Alas, *Managing Director, Boxwood Partners*
Panelists: Lisa Roscoe, *CEO, Pizza Factory*; Ben Pace, *CFO, Floor Coverings International*; Geoff Seiber, *CEO, FranFund*

Franchisees who know their numbers outperform those who don't, but almost nobody teaches them how. This panel brings brand, accounting and lending perspectives together to outline what it takes: the chart of accounts and KPIs that actually matter, how lenders read a franchisee's books before they underwrite, and how franchisor tools and emerging AI platforms can turn a tally book into real-time decision-making. Panelists will share before-and-after examples of decisions that changed once the numbers came into focus—whether the goal is scaling, shoring up the balance sheet, or positioning the business for a future sale. The discussion will also cover the financial discipline and reporting infrastructure buyers expect, including clean historical reporting, normalized earnings, unit-level performance visibility and a clear story around sustainable cash flow. Practical takeaways franchisees can put to work immediately.

3:05-3:15PM

Break sponsored by Voice Valet



3:15-4:45PM

Walk a Mile in Shelly Sun Berkowitz's Lone Star Boots: A Trail Boss Fireside Session

Moderator: Sherri Fishman, *Chief Visionary Officer, Fishman PR*
Speaker: Shelly Sun Berkowitz, *Founder & CEO, Founder 2 Founder*
Introduced by Doc Cohen

Most franchisors hit the same problems as they scale, and usually discover them after the damage is done. In this working session, you'll walk through a real franchise case study with a facilitator at your table: what's actually broken, what you'd do about it, and what it costs to wait. Then you apply the same questions to your own system. You'll leave with a short list of changes you can make with no budget approval, a plan for what to build when you have more resources, and a clear sense of which problems you already have. Led by Shelly Sun Berkowitz, who grew BrightStar Care past 400 units and sold the majority of it to private equity in 2025.

4:45-5:00PM Break

6:30-9:00PM

SPRINGBOARD BASH 2026

Sponsored by Pryze

9:00-10:15PM

SPRINGBOARD LIVE 2026

Sponsored by Entrepreneur, Franfund and Scorpion



FRIDAY, SEPTEMBER 25

7:30-8:30AM Breakfast

8:00-8:30AM Welcome to the third day of Springboard
Opening remarks from the [Franchisors.com](https://www.franchisors.com) team.



8:30-9:15AM

Keynote sponsored by BoeFly

From Listening to Leading: Charles Bonfiglio's Trail to Building a Franchise System That Actually Hears Its Franchisees

Moderator: Cody O'Hara, *Executive Vice President, Franchise Elevator*

Speaker: Charles Bonfiglio, *Founder & CEO, Tint World*

Most franchisors build a system and then spend years defending it, even when the folks out on the range are saying something isn't working. CEO of Tint World®, Charles Bonfiglio took a different path—shaping the brand around the idea that the people closest to the customer usually spot trouble first. In this conversation, you'll hear how he built that habit of listening into the business, including a milestone he initially resisted: building basic protections into his franchise agreement early on, so he'd actually be in a position to enforce them when it mattered later. You'll leave with a few honest questions to ask about your own outfit: how often are you actually hearing from your franchisees, and what are you doing with what they tell you? Led by Charles Bonfiglio, who has grown Tint World®, an international brand, before selling a majority stake to Susquehanna Growth Equity in 2025.



9:30-10:15AM

Horseshoes-Ringer or Miss: A Horseshoe Face-Off on In-House vs. Outsourced Franchise Development

Moderator: Carey Gille, *Chairman, Franchise Fastlane*

Internal: Albert Hermans, *Chief Development Officer, Floor Coverings International*

Heather Nykolaychuk, President, Budget Blinds; Jen Cain, Chief Sales Officer, Sequel Brands

External: JT Thiessen, *Partner & CGO, BrandONE; Meg Roberts, CEO, Head To Toe Brands;*

Adam Geisler, CEO, Youth Athletes United

Welcome to the Western Face Off: will our challengers throw the shoe themselves—keeping franchise development in-house—or saddle up a horseshoe pro and outsource the ride? Two teams, one arena, and the same goal: healthy growth with fewer misfires. This is an audience participation event! You choose the right strategy based on what you hear from our pros!



10:15-10:30AM
Break

10:30-11:20AM Third Round of Workshops

Fences That Hold: Building a Franchise Agreement for the Long Ride

Moderator: Lane Fisher, *Partner, Fisher Zucker*

Panelists: Tom Wood, *CEO, Floor Coverings International*; Frank Reno, *Partner, Fisher Zucker*; JoyAnn Kenny, *Partner, Fisher Zucker*; Drew Chalfant, *VP of Legal & Compliance, Homefront Brands*

Built for the emerging franchisor ready to grow aggressively but needs a trail map for doing it compliantly, strategically, and persuasively. From the moment a prospect raises their hand to the day they sign, every touchpoint carries legal weight and brand consequence. This session stakes out the essentials: making your FDD work for you, franchise sales compliance fundamentals, California broker registration and the new NASAA proposal, and the joint employer risk hiding in your sales process

Scouting the Range for Brand Validators

Moderator: Sung Ohm, *President, FranDevCo*

Panelists: Josh Lyon, *COO, Scenthound*; Brad Stevenson, *CDO, Neighborly*; Tony Hulbert, *CEO, HorsePower*

Learn how to track down and sign on authentic brand advocates in this dynamic panel session. Industry leaders share data-driven strategies for spotting the community champions who already ride the same trail as your corporate values. Attendees will learn how to move from one-off transactional outreach.

Best Practices for Opening on Time and Inside the Item 7 Budget

Moderator: Rob Cambuzzi, *CEO, Build'M*

Panelists: Bron Launsby, *CEO, Slick City*; Kelly Parker, *VP Franchise Development, Walk-On's*; Jonathan Hill, *Co-Founder, Morrow Hill*; David Mesa, *CEO, Ballard Brands*

In this session you'll hear from the best in the business about:

- How they setup franchisees for success from franchise license signed to cash registers ringing.
- A focus on the real estate and construction market trends. (availability, price per sq foot, cost for buildouts, timing for product and more).
- The Do's and Don'ts on how to navigate a franchisee to get their doors open without major headaches.

Marketing—Local Lead Gen: Don't Bet the Ranch on One Horse: Rebuilding the Three-Legged Marketing Stool

Moderator: Katherine Le Blanc, *Founder, Apollo CMO*

Panelists: Kim Hanson, *CEO, Learning Rx*; Jim Foley, *President, Zoom Drain*; Jonathan Barnett, *CEO, OxiFresh*; Peter Holt, *CEO, QC Kinetix*

Paid search costs keep climbing, Meta keeps us guessing, and AI is rustling our organic discovery. Digital at the center is shifting to digital as one leg of three. This panel breaks down what's working right now: digital done well, traditional brought back with intent, and business development in places most brands overlook. Hear what these leaders are testing, what's paying out, and how they got their franchisees back out in the community.

11:20-11:30AM
Break



11:30-12:30PM

Closing Session Lunch:

Private Equity Texas Hold'em: "Buy, Sell, or Hold?"

Moderator: Jeff Dudan, *CEO, HomeFront Brands*

Panelists: Ashish Seth, *Founder & Managing, Partner, Harrington Park Advisors*; Alex Bouthillette, *Vice President, Princeton Equity*; Patrick Galleher, *Managing Partner, Boxwood Partners*; Jeremy Holland, *Managing Partner, The Riverside Company*

Welcome to the Private Equity Saloon! Seven cards. One franchise brand on the table. A panel of private equity buyers has to call it in front of you. The first three cards lay out a deal almost anyone would chase: 71 owners, strong margins, and a founder who wants to stay. Then the diligence cards start turning over, and every one of them costs somebody their nerve. After each reveal, our panelists declare it out loud – **BUY, HOLD, or FOLD** – and tell you what it would take to change their mind. You'll get a say, too. Watch conviction shift in real time as the cards come up, and leave knowing what actually spooks a buyer, what just moves the price, and what kills a deal outright. Some hands you play. This one you watch – and you'll learn more from it than from any pitch deck

12:45PM

Post Event Open Forum—Campfire Debrief

Moderators: Lane Fisher, *Partner, Fisher Zucker*; Brad Fishman, *CEO, Fishman PR*; Sherri Fishman, *Founder & Chief Visionary Officer, Fishman PR*

THANK YOU TO OUR HOSTS



Entrepreneur

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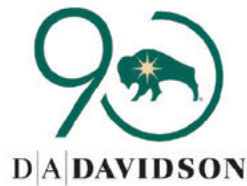


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THANK YOU TO OUR SUPPLIERS





A full-page background image showing three cowboys on horseback riding away from the viewer down a dirt road. The scene is set at sunset, with a bright orange and yellow sky and silhouetted mountains in the distance. The cowboys are wearing hats and riding horses, kicking up a cloud of dust behind them. The road is flanked by dry grass and shrubs.

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