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# SPECIAL SESSIONS

FEBRUARY 23-24, 2019

INSTITUTE OF CERTIFIED FRANCHISE EXECUTIVES  
PRE-CONVENTION EDUCATIONAL SEMINARS



**IFA2019**  
CONVENTION

TOGETHER,  
WE ARE  
FRANCHISING



## Mission Statement

The mission of the Institute of Certified Franchise Executives (ICFE) is to enhance the professionalism of franchising by certifying the highest standards of quality training and education, and to be recognized as the premiere certification program in franchising.

Toward that end, ICFE's Special Sessions program offers two days of robust pre-Convention educational seminars of the highest standards and professionalism.

**PLEASE NOTE THAT REGISTRATION FOR THE ICFE SPECIAL SESSIONS IS NOT INCLUDED IN IFA CONVENTION REGISTRATION. THERE IS A SEPARATE AND ADDITIONAL REGISTRATION FEE FOR THE ICFE SPECIAL SESSIONS.**

Registrants understand and consent that ICFE may record, edit and reproduce the courses, and use such recordings for educational, promotional and other purposes, all at its discretion.

**CERTIFIED FRANCHISE EXECUTIVES**

**BETTER PREPARATION  
BETTER PERFORMANCE**



## WELCOME TO THE 2019 ICFE SPECIAL SESSIONS!

Of all the certifications you'll earn in your life, becoming a Certified Franchise Executive (CFE) is among the top! Making the decision to earn your CFE is the first step in skyrocketing your franchising career. You know your franchise brand and product line; the CFE educates you and gives you the powerful franchising knowledge you need, thus the combination of the knowledge of your brand and the franchising industry equips you to propel your company.

The CFE is for everyone: franchisors, franchisees, and suppliers alike. There is education and benefits for all. As a CFE, you're taking on a new leadership role for you and your company. Becoming a CFE opens a new entitlement to you into the membership of franchising. And the CFE Special Sessions are just the place to help you obtain your CFE.

During the two-day Special Sessions, you're in store for a wealth of knowledge and courses. By attending both Saturday, February 23, 2019 and Sunday, February 24, 2019, 9:00 a.m. to 5:00 p.m., you earn up to 500 CFE credits. While attending, you'll learn an array of information for more information on the sessions go to [www.franchise.org/cfe](http://www.franchise.org/cfe).

In 2018, we awarded 212 franchise executives their CFE certificates. Last year, our ICFE Board of Governors committed to developing more courses tailored to franchisees as well as more online courses; both are now a reality and continue to grow, with more to come.

On the heels of the Special Sessions, you have the 2019 IFA Annual Convention in Las Vegas at your fingertips! The convention gives you the best educational franchise opportunities and networking opportunities available. Starting out at the Special Sessions, then continuing your education and journey to the convention, is a true plan for success. Take advantage of all you can from the educational sessions to EXPO events to networking and special event opportunities at the convention. And you can earn up to another 400 CFE credits!

Whether you're a new CFE candidate or a current CFE working towards recertification, IFA is here for you. We all invite you to continue your journey and maintain your CFE. And, if you're still debating whether to take the CFE jump, just do it now. Enroll in the program by using the application form, part of this online booklet, or enroll online at our website [www.franchise.org/cfe](http://www.franchise.org/cfe).

All of us with our CFE certification look forward to watching you and your brand grow as you take on and maintain the CFE Certification. We look forward to meeting you in Las Vegas!

Harvey H. H. Homsey, CFE  
Chair, Institute of Certified Franchise Executives  
Vice President – Franchise Systems  
Express Employment Professionals International Headquarters



# Saturday FEBRUARY 23, 2019 | 9:00 AM - 5:00 PM

## 200 CFE EDUCATION CREDITS

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**Presenter:**  
**Steve LeFever, MBA,**  
**CFE,** Chairman  
& Founder, Profit  
Mastery

## Profit Mastery: Financial Boot Camp Part I – Improving Network Unit Profitability and Performance

*If you are registering for this special session, we strongly encourage you to consider completing the profit mastery experience by registering for Profit Mastery: Charting a Course for the Future, which will be presented on Sunday, February 24th.*

Imagine leaving a one day session with a complete set of practical, yet sophisticated financial tools guaranteed to improve your network's profitability and cash flow. On February 23rd, that's exactly what you'll get when Steve LeFever presents this extremely popular IFA session, Profit Mastery: Financial Boot Camp. This case-study driven program provides unique tools and a process you'll be able to implement immediately in your network.

The extended volatile economy served to highlight the importance of Unit Profitability and Cash Flow as never before. This Profit Mastery program delivers key financial concepts and tools attendees can apply immediately in their own business – or in those of their franchisees. This is not ivory tower stuff; it's hands-on finance that every owner and manager should know.

Profit Mastery turns standard financial statements into powerful financial intelligence, and you will find that the Financial Report Card – combined with the unique Financial Performance Road Map – to be unusually effective in pinpointing and quantifying the dollar impact of improved efficiency. Furthermore, the intriguing Cup Theory will point the way to use Break-Even Analysis to manage the revenue/cost relationship – and prove to be an invaluable strategic tool in managing costs and, ultimately, profitability.

An added feature to the program this year will be an in-depth afternoon section on how to drive these Profit Mastery tools throughout an entire network, including implementation strategies, communication tools and franchisee motivation processes that are consistently proven to have a dramatic impact on individual unit and network financial performance. You won't want to miss it!

Clearly, improved performance translates directly into increased value – the end game. This program should be the financial foundation for every franchisor and franchisee. As always, the presentation will be supported by Steve's unparalleled style incorporating information (60%), motivation (20%), and humor (20%). The day will fly by and you'll leave with the tools and a clear road map to drive unit profitability in your network.



# Saturday FEBRUARY 23, 2019 | 9:00 AM - 5:00 PM

## 200 CFE EDUCATION CREDITS

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Michael Isakson, CFE



Dr. Ben Litalien, CFE



Catherine Monson, CFE



Tabbassum Mumtaz

## Leading With Excellence in Franchising

This special CFE course is designed for C-level executives in franchising. Space is limited and you must be a senior manager in a franchise organization to register. The focus will be on leadership in a franchise environment through a dynamic and engaging series of sessions that will educate, engage and stimulate participants. The sessions will cover:

- **Strategic Planning** – The Unique Aspects in a Franchise Environment
- **Cultivating Talent & Organizational Structure** – Two Key Ingredients for Success
- **Executing with Excellence** – Flawless Operations for Dynamic Global Markets
- **Brand Performance and Growth** – Elevating Your Brand to Facilitate Growth

Participants will be provided with current research relevant to leadership in franchising, peer development through case study analysis and strategic thinking with executive roundtable discussions. This is a unique opportunity to evaluate your organization and its leadership position in franchising in an intensive peer-learning environment.

### Presenters:

**Michael Isakson, CFE**, IFA Past Chairman, Partner, Merry Maids of Edgemont, AR; **Dr. Ben Litalien, CFE**, Director, Georgetown University Franchise, Management Certificate Program Principal of FranchiseWell, LLC

### Guest Speakers:

**Catherine Monson, CFE**, CEO, FASTSIGNS International;  
**Tabbassum Mumtaz**, President & Owner, Apex Restaurant Management, Inc.



# Saturday FEBRUARY 23, 2019 | 9:00 AM - 5:00 PM

## 200 CFE EDUCATION CREDITS

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Kay Ansley, CFE



Joe Bourdow, CFE



Barry Heller, CFE



Mark Liston, CFE



Bret Lowell, CFE

## Principles Of Franchising

This one-day course will provide an introduction to some of the key problems faced by management of franchisors, along with the “principles” used to help solve those problems.

Using a hypothetical franchisor, and a series of unique and entertaining skits, the course will take you through the life cycle of a franchisor – from the early stage to the mature years. Along the way, you will learn from high-level presenters about the problems that real-life franchisors actually encounter. The problems presented will be the tough ones that often arise when selling franchises, qualifying prospects, managing the advertising fund, changing the system, approving and disapproving transfers, terminating for default, dealing with a franchisee association, and facing a threatened lawsuit. Come learn – through the trials and tribulations of this franchisor -- how it can go terribly wrong! And – from the presenters and your fellow attendees -- how to do it right! Share your experiences, and help us navigate through a series of all-too-real franchise dilemmas. If you have not yet encountered these knotty situations, you certainly will in the future!

### Presenters:

**Kay Ansley, CFE**, Managing Director, MSA Worldwide; ; **Joe Bourdow, CFE**, Senior Advisor, Valpak; **Barry Heller, CFE**, Partner, DLA Piper LLP (US); **Mark Liston, CFE**, President, Glass Doctor; **Bret Lowell, CFE**, Partner, DLA Piper LLP (US)



**Saturday** FEBRUARY 23, 2019 | 9:00 AM - 5:00 PM

**300 CFE EDUCATION CREDITS**

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Cynthia Gartman, CFE



Rick Morey, CFE



Will Woods, CFE

## **IFA Fran-Guard™: IFA's Franchise Sales Management and Compliance Program**

IFA FRAN-GUARD™ is IFA's Franchise Sales Management and Compliance program. Through this program, we demonstrate the business case for compliance and how a culture of compliance will help you and your staff build a vibrant company while assisting you to protect your system and avoid costly mistakes. This session is especially designed for senior executives to show how you can take proactive steps to reduce risks, manage growth, and build a stronger, healthier franchise system.

### **Moderator:**

**Cynthia Gartman, CFE, CSA, NCG, Tx, Publisher, Seniors Blue Book Franchising**

### **Panelists:**

**Rick Morey, CFE, Partner, DLA Piper US LLP; Will Woods, CFE, Partner, Baker & McKenzie**



## 200 CFE EDUCATION CREDITS

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Kory Kogon



Suzette Blakemore, CFE

### Create a Culture of Extraordinary Productivity

21st-century knowledge workers and leaders are paid to think, plan, communicate, and execute with excellence. Franchise executives know this better than most. And, trying to do these vitally important things and grow revenue is even more difficult in the midst of overwhelming demands, distractions, crises, and more. It can be hard work to represent the brand effectively, develop leads, build long-term winning strategies, foster key relationships, and improve systems.

In this session, be prepared to learn the measurable processes to consistently make high value decisions; focus attention in the midst of unprecedented distractions; and create the energy required to execute with excellence.

As a result of this work session, you will be able to:

- **Act on the important rather than react to the urgent** – Learn to consistently “Pause, Clarify and Decide” to increase your Return on the Moment (ROM)
- **Go for extraordinary results on the things that matter most** – Create a framework of what success looks like in your current most important roles in life today.
- **Deliberately allocate your attention to priorities and activities that move the needle to success** – Regain control of your work and life through a cadence of planning and execution.
- **Control your technology** – Optimizing gadgets and technology platforms like Microsoft Outlook and Google
- **Nourish your “fire” rather than become burned out** – Benefit from the latest in brain science to consistently recharge your mental and physical energy.

#### Presenters:

**Kory Kogon**, Global Productivity Practice Leader, FranklinCovey;  
**Suzette Blakemore, CFE**, Managing Director, FranklinCovey



**Saturday** FEBRUARY 23, 2019 | 9:00 AM - 1:00 PM



**Sunday** FEBRUARY 24, 2019 | 9:00 AM - 5:00 PM

**200 CFE EDUCATION CREDITS**

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**Presenter:**  
**Steve LeFever, MBA,**  
**CFE,** Chairman  
& Founder, Profit  
Mastery

## **Profit Mastery: Charting a Course for the Future Part II**

*(It is not mandatory to take Part I Profit Mastery: Financial Boot Camp in order to register for this Part II session, but taking both is extremely powerful.)*

Great news! This program focuses on identifying and managing the key cash flow drivers in a company, with a practical, plain-English application of two powerful tools: cash flow analysis and financial gap analysis (balance sheet management). Wearing a “how-to” advisory hat, we will introduce you to a step-by-step process to build a profit plan and cash budget and underscore how you can squeeze as much cash as possible from the balance sheet.

Using our familiar case-study approach, we’ll show you how to develop a realistic cash flow projection and really understand the impact of seasonal patterns. Additionally, we’ll focus in depth on the difference between “profits” and “cash flow” – explaining in plain English the biggest myth in business finance: “If we have profits, why don’t we have any money?”

Next, we’ll unlock the balance sheet secrets to long-term cash flow using a unique tool we call “Financial Gap” – absolutely the best and most powerful tool to come out of the financial industry in 20+ years.

We’ll identify the only four sources available to capitalize and fund growth and you’ll see clearly see why most business owners underestimate the need for capital. This will be the most strategic tool to take back to your franchisees.

We’ll finish up with two invaluable shorter segments: (1) how to put together a winning plan for the bank and (2) how to utilize the Profit Mastery tools to develop a culture of accountability and performance among your franchisees.

It’s not enough for you to understand and use these tools; your franchisees are the ones that stand to benefit the most. Help them become better business owners!

Finally, we’ll accomplish all the above utilizing our famous recipe of 60% information, 20% motivation and 20% humor. The day will fly by and you’ll have powerful, practical tools to drive enhanced unit profitability and cash flow in your network.



**Sunday** FEBRUARY 24, 2019 | 9:00 AM - 5:00 PM

## 200 CFE EDUCATION CREDITS

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**Brian Schnell, CFE**



**Greg Nathan, CFE**

### **FranTogether: How to Create Healthy Franchise Relations**

FranTogether shows franchisors and franchisees how to build resilient, sustainable businesses through effective collaboration.

You will learn from some of franchising's leading lights and get access to the latest evidence-based research on how to establish healthy franchise relationships. You will also engage in meaningful discussions and breakout groups focusing on "best in class" practices for creating profitable partnerships with strong unit level economics.

FranTogether is about franchise leadership. While embracing the importance of solid operations, marketing and technology, it also goes beyond these into the field of franchising psychology, culture and the drivers of franchisee satisfaction.

#### **Key Course Takeaways:**

- How to build high levels of trust and commitment (essential ingredients) in the franchise relationship.
- How to address differences of opinion creatively when (not if) these arise, and move from conflict to collaboration.
- Tools and processes for improving communication at the personal and organizational level.
- How to address the stress of innovation and change so franchisees remain profitable and franchise networks remain relevant to their customers.
- How to constructively address real world challenges that play out in franchise systems every day.
- Leave inspired with improved skills and confidence to apply your learning and "move the needle" in creating positive franchise relationships.

#### **Presenters:**

**Brian Schnell, CFE**, Partner, Faegre Baker Daniels LLP; **Greg Nathan, CFE**, Founder, Franchise Relationships Institute



## 200 CFE EDUCATION CREDITS

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Kory Kogon



Suzette Blakemore, CFE

### Six Critical Practices of Leading a Team

First-level leaders make a significant impact on every metric in your business: employee productivity and engagement, customer satisfaction and loyalty, problem solving and financial performance. They are frequently responsible for the quality of the customer experience, and whether top talent stays or leaves

People skills typically account for 80 percent of success in this role. Yet many people are promoted because of their technical capabilities and some franchisees become franchisees because of their love of a product or service, not because of their people or leadership skills. The role of the first-level leader, whether new or experienced has always been tough and today's realities make the role even tougher.

In this session participants will understand not only the "skills" necessary, but how to think about great leadership and consistently achieve critical results. They will be able to:

- **Develop a Leader's Mindset** – Explore and make the mindset shifts required for 21<sup>st</sup> century leadership
- **Hold regular and effective one-on-ones** – Increase engagement of the team by creating a cadence of one-on-ones, deepening understanding of team member issues and helping them solve problems for themselves
- **Set Up the Team to Get Results** – delegateres ponsibility to team members while providing the right level of support.
- **Create a culture of feedback** – Give feedback to develop team member confidence and competence; improve your own performance by seeking feedback from others.
- **Lead Your Team Through Change** – Through the "Change Model", Identify specific actions to help team members navigate and accelerate through change and achieve better performance.
- **Manage Your Time and Energy** – Use weekly planning to focus on the most important priorities, and strengthen your ability to be an effective leader by applying the 5 Energy Drivers

#### Presenters:

**Kory Kogon**, Global Productivity Practice Leader, FranklinCovey;

**Suzette Blakemore, CFE**, Managing Director, FranklinCovey



**Sunday** FEBRUARY 24, 2019 | 9:00 AM - 5:00 PM

**300 CFE EDUCATION CREDITS**

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**Cynthia Gartman, CFE**



**Rick Morey, CFE**



**Will Woods, CFE**

## **IFA Fran-Guard™: IFA's Franchise Sales Management and Compliance Program**

IFA FRAN-GUARD™ is IFA's Franchise Sales Management and Compliance program. Through this program, we demonstrate the business case for compliance and how a culture of compliance will help you and your staff build a vibrant company while assisting you to protect your system and avoid costly mistakes. This session is especially designed for senior executives to show how you can take proactive steps to reduce risks, manage growth, and build a stronger, healthier franchise system.

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### **Panelists:**

**Rick Morey, CFE, Partner, DLA Piper US LLP; Will Woods, CFE, Partner, Baker & McKenzie**





# TOP 8 QUESTIONS

## About the Certified Franchise Executives Program

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### 1. Where is the CFE website?

The CFE section of the IFA website can be reached directly at [www.franchise.org/cfe](http://www.franchise.org/cfe).

### 2. How do I log in to see my CFE credits?

Go to [www.franchise.org/cfe](http://www.franchise.org/cfe). Click on “My CFE”. Your username is your email address as it appears in the IFA membership records. Your password is your individual IFA ID number. If you change your email or password and do not notify us you won’t be able to log in until we make the changes to your record

### 3. Where are the online courses?

The online training portal is Franchise University located at [ifa.tortal.net](http://ifa.tortal.net). Check the most current CFE calendar for details on all CFE credited programs. The CFE calendar is regularly updated and can be found at [www.franchise.org/cfe](http://www.franchise.org/cfe).

### 4. I can’t log in to my online courses—why do I get a message that my username/password are wrong?

Every online training portal is independent and separate. When you first decide to take a course at one of the online training sites, you must register as a new user and create a unique username and password to access the site going forward. You need to save the login information for later access to the site.

### 5. When must I complete my CFE credits in order to graduate?

Graduation takes place once a year at IFA’s Annual Convention. In order to be eligible to graduate, candidates must complete all the required credits by November 20th of the preceding year.

### 6. How long do I have to complete the program?

Candidates have three years from enrollment to complete the certification program. If you do not finish within that time period, you may re-enroll (additional fee applies) once more for another 3 years with no forfeiture of credits earned to date.

### 7. Where can I find information about course offerings?

The current CFE Calendar is available at [www.franchise.org/cfe](http://www.franchise.org/cfe) and is updated on a regular basis. You can also check the “Events” section of the IFA website – [www.franchise.org](http://www.franchise.org). You should also watch for the monthly “CFE Enews” electronic newsletter sent to all members on a monthly basis.

### 8. Can you explain the types and difference in CFE credits?

There are three types of CFE credits: Experience (500 maximum can be credited); Participation (500 maximum can be credited); Education (minimum of 2500 needed).

# ICFE CERTIFICATION REQUIREMENTS

A minimum of 3500 credits is required to qualify for the Certified Franchise Executive (CFE) designation. Granting of the CFE designation to qualified candidates is determined by the ICFE Board of Governors. CFE candidates earn credits that are applied toward certification. These credits are earned in the following three areas:

## 1. EXPERIENCE (500 credits maximum)

This area allows credit for past experience gained through work or training experiences in the area of franchising. CFE candidates will earn 100 credits (to a maximum of 500) for each year of work experience in franchising. CFE candidates may earn a maximum of 500 credits for experience in career/work experiences as a franchisor, franchisee, or other franchising professional experience.

## 2. PARTICIPATION (500 credits maximum)

This area will provide practical experience gained from participation in events conducted by the International Franchise Association (IFA). CFE candidates must attend at least one IFA approved event each year. CFE candidates may earn a maximum of 500 credits:

- Membership in IFA or membership in other national franchise association recognized by the World Franchise Council (WFC) (100 credits per year)
- IFA Annual Convention (100 credits)
- IFA Franchise Action Network Annual Meeting (100 credits)
- IFA Franchise Business Network (50 credits per meeting)
- Women in Franchise Network (50 credits per meeting)
- International Franchise Expos (IFE) (50 credits per event)
- Other programs as designated
- IFA Webinars (e.g. WednesdayWise, etc.) (50 credits per event)
- IFA Legal Symposium (100 credits)

## 3. EDUCATION (2500 credits minimum)

Education credits are earned by taking ICFE approved courses or sessions that cover fundamental skills and knowledge considered essential for a franchise executive. These topics include:

- Fran-Guard™ (required)
- Diversity
- Economics, Accounting or Financing
- Franchisee Recruitment and Training
- Franchisor/Franchisee Relations
- Franchise Law Regulations
- Human Resource Management
- Management & Operations
- Marketing
- Social Media
- CFE Final Exam (required)

**In addition candidates may earn credits in ICFE approved courses or sessions in special interest areas such as:**

- Franchising Concepts
- Franchise Conventions
- Franchising Trends
- Insurance
- International Franchising
- Public Relations/ Communications
- Real Estate and site selection
- Resource Management
- Technology
- Other interest areas

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**All Candidates who enroll in the Certified Franchise Executives program must successfully complete the CFE Study Guide Exam and the IFA FRAN-GUARD™ courses (online) as part of their requirements to receive their CFE designation.**



BETTER PREPARATION  
BETTER PERFORMANCE



FOUNDED BY FIREMEN



David Berlin, CFE



Greg Delks, CFE



Brent Greenwood, CFE



Steve Kaplan, CFE



Meg Rose, CFE

“At Firehouse Subs, our management team is committed to providing the best support, resources and insight the industry has to offer to our franchise community.

As a result, we believe CFE Certification is an important part of honoring that commitment. We pride ourselves on being industry leaders and believe investing in our development as franchise professionals illustrates our commitment to the industry and providing excellent service to our franchise community.”

**For more information about getting your CFE,  
contact Rose DuPont at 202-628-8000 or visit [www.franchise.org/cfe](http://www.franchise.org/cfe).**

The Institute for Certified Franchise Executives (ICFE) offers a wide range of continuing education programs for professional development culminating in the Certified Franchise Executives (CFE) designation.

Our mission is to enhance the professionalism of franchising by certifying the highest standards of quality training and education.

# WSI AND TUTOR DOCTOR

are the proud educational sponsors of the Institute of Certified Franchise Executives. With CFE certified leadership and management teams committed to the program, WSI and Tutor Doctor are strong advocates of the ICFE program.



WSI celebrated its 20th anniversary in 2015! WSI's franchise system boasts the world's largest network of digital marketing consultants with offices spanning more than 80 countries. As the only digital marketing company that is both a franchisor and supplier, WSI has a unique understanding of franchisors' digital marketing needs.



Tutor Doctor has been in the in-home education business for 14 years. They are committed to education across the organization. According to Tutor Doctor's President Frank Milner, "There is no better way to leverage the human capital within your organization than through the CFE program."

## Young Entrepreneur Scholarship Programs

Both WSI and Tutor Doctor are committed to the next generation of entrepreneurs and through their YES (Young Entrepreneur Scholarship) Programs, they are "putting their money where their mouth is."

### TO FIND OUT MORE

about how a young person in your life could take advantage of these programs, visit [wsiworld.com/yes](http://wsiworld.com/yes) or [tutordocor.com/yes](http://tutordocor.com/yes).



## INSTITUTE OF CERTIFIED FRANCHISE EXECUTIVES

1900 K Street, NW, Suite 700  
Washington, DC 20006

Telephone: 202.628.8000 | Fax: 202.628.0812  
Email: [rdupont@franchise.org](mailto:rdupont@franchise.org) | [www.franchise.org/cfe](http://www.franchise.org/cfe)



## 2019 ICFE SPECIAL SESSIONS REGISTRATION FORM

FEBRUARY 23-24, 2019 | MANDALAY BAY, LAS VEGAS, NV

Registration for the ICFE Special Sessions is not included in your IFA Convention registration. There is a separate and additional registration fee for the ICFE Special Sessions. REGISTRATION FOR ALL SESSIONS IS ON FIRST COME-FIRST SERVED BASIS. Registrants understand and consent that ICFE may record, edit and reproduce the courses, and use such recordings for educational, promotional and other purposes, all at its discretion. NOTE: A test will be distributed at the conclusion of each Special Session which must be completed and submitted by attendees to the course presenter. CFE credits will only be granted to those who submit and pass the test. No exceptions will be made.

Full Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

**CFE CREDITS:** IFA FRAN-GUARD™ program: 300 CFE education credits. All other full-day programs: 200 CFE Education credits.

**REGISTRATION FEES:** IFA Member: \$675.00 per session, Non-Member: \$875.00 per session. Registration includes: Program, program material, lunch & breaks.

Check here if you require special assistance to fully participate.

Please register me for the following ICFE Special Session(s).

Name (for badge): \_\_\_\_\_

### FULL DAY: SATURDAY FEBRUARY 23, 2019

Select only one session on each day. (9am-5pm)

	IFA Member Fee	Non-Member Fee
<input type="checkbox"/> Profit Mastery: Financial Boot Camp Part I – Improving Network Unit Profitability and Performance	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> Leading With Excellence in Franchising	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> Principles of Franchising	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> Create a Culture of Extraordinary Productivity	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> IFA Fran-Guard™	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875

### FULL DAY: SUNDAY, FEBRUARY 24, 2019

Select only one session on each day. (9am-5pm)

	IFA Member Fee	Non-Member Fee
<input type="checkbox"/> IFA Fran-Guard™	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> FranTogether: How to Create Healthy Franchise Relations	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> Profit Mastery: Charting a Course for the Future Part II	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875
<input type="checkbox"/> Six Critical Practices of Leading a Team	<input type="checkbox"/> \$675	<input type="checkbox"/> \$875

**TOTAL REGISTRATION FEE \$ \_\_\_\_\_**

### PAYMENT

I want to pay by:  Check Please make checks payable to: Institute of Certified Franchise Executives (Federal Tax #01-062-7992)

Credit Card:  VISA  MasterCard  American Express

Name \_\_\_\_\_

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_ Signature \_\_\_\_\_

Card Billing Address \_\_\_\_\_

Please email [rdupont@franchise.org](mailto:rdupont@franchise.org) or mail to: INSTITUTE OF CERTIFIED FRANCHISE EXECUTIVES, Attn: Rose DuPont, 1900 K Street, NW, Suite 700 Washington, D.C., 20006.

Telephone: 202/628-8000 • Email: [rdupont@franchise.org](mailto:rdupont@franchise.org) • [www.franchise.org/cfe](http://www.franchise.org/cfe)

**CANCELLATION POLICY:** Full refunds for cancellations received in writing by December 1, 2018. Cancellations received after that date subject to a 50% penalty. No refunds after January 4, 2019. Substitutions permitted.

# ICFE ENROLLMENT APPLICATION

Mail or fax to: **Institute of Certified Franchise Executives,**

1900 K Street, NW, Suite 700, Washington, D.C. 20006 Telephone: 202/628-8000 Fax: 202/628-0812

Please make your check payable to Institute of Certified Franchise Executives (ICFE).

Application Fee: IFA Member: \$475 Non-member: \$875



INSTITUTE OF CERTIFIED  
FRANCHISE EXECUTIVES

**Application and Personal Data Statement, please print or type all information.**

Name \_\_\_\_\_ Title \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Telephone (\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_) \_\_\_\_\_ Email Address \_\_\_\_\_

IFA Member:  Franchisor  Supplier  Franchisee  Society of Franchising Member  Non-Member

**EDUCATION.** List educational institutions attended beyond high school.

Institution \_\_\_\_\_ Degree \_\_\_\_\_ Dates \_\_\_\_\_  
 Institution \_\_\_\_\_ Degree \_\_\_\_\_ Dates \_\_\_\_\_

**How did you hear about the CFE program?** Email Franchising World IFA Website

If you were referred by a specific individual, please give us their name, company, email so we can thank them.

**INTERNATIONAL FRANCHISE ASSOCIATION FOUNDATION/INTERNATIONAL FRANCHISE ASSOCIATION ACTIVITY**

List your involvement with the IFA or the IFA-EF:

Position/Activity \_\_\_\_\_ Committee \_\_\_\_\_  
 Dates: From \_\_\_\_\_ To \_\_\_\_\_ Total Years \_\_\_\_\_  
 Position/Activity \_\_\_\_\_ Committee \_\_\_\_\_  
 Dates: From \_\_\_\_\_ To \_\_\_\_\_ Total Years \_\_\_\_\_

**FRANCHISING EXPERIENCE.** (500 credits maximum; 100 credits per year for work experience in franchising field.) *(Attach additional page if necessary.)*

Company \_\_\_\_\_ Position \_\_\_\_\_  
 Dates: \_\_\_\_\_ Total Years \_\_\_\_\_  
 Company \_\_\_\_\_ Position \_\_\_\_\_  
 Dates: \_\_\_\_\_ Total Years \_\_\_\_\_

**PARTICIPATION.** (500 credits maximum; candidates must attend at least one IFA approved event each year.) *(Attach additional page if necessary.)*

**ICFE Credited Programs Attended (2,500 credits).** List ICFE approved courses in these areas: Diversity, Economics, Accounting or Financing, Franchisee Recruitment and Training; Franchisor/Franchisee Relations; Franchise Law Regulations; Human Resource Management; Management & Operations; Marketing; Dual Concepts in Franchising; Franchise Conventions; Franchising Trends; Insurance; International Franchising; Public Relations/Communications; Real Estate & Site Selection; Resource Management; Technology; other interest areas. Courses must have been taken within one year of application for enrollment to be considered. *(Attach additional page if necessary.)*

**Course/Date**

\_\_\_\_\_  
 \_\_\_\_\_

I certify that the information contained in this Application & Personal Data Statement for the Institute of Certified Franchise Executives (ICFE) is true and correct in all material respects. I understand that the purpose of this document is to enroll me in the Institute of Certified Franchise Executives and provide relevant information for evaluation to determine credits toward certification to which my educational and franchising experience and achievements may entitle me. I understand that filing this document does not entitle me to the CFE designation and that I must complete the prescribed curriculum of the ICFE educational program, including any prescribed and/or written examinations, in order to become eligible for certification. I hereby further certify that I adhere to the Code of Ethics of the International Franchise Association.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PAYMENT**

VISA  MasterCard  American Express Name \_\_\_\_\_

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_ CSC \_\_\_\_\_ Signature \_\_\_\_\_

Card Billing Address \_\_\_\_\_

For information on the CFE scholarship program, please contact Rose DuPont. Mail or fax or email to:  
 INSTITUTE OF CERTIFIED FRANCHISE EXECUTIVES 1900 K Street, NW, Suite 700 Washington, D.C. 20006  
 Telephone: 202/628-8000 • Fax: 202/628-0812 • Email: rdupont@franchise.org • www.franchise.org/cfe-home