

RESTAURANT FINANCE MONITOR'S
RESTAURANT FINANCE & DEVELOPMENT CONFERENCE



MONDAY, NOVEMBER 11, 2024		
11:00 am–7:00 pm	RFDC Check-In: Pick Up Your Name Badge and Conference Materials Please wear your name badge for the entire conference to allow you entrance to all events. <i>Check-In Sponsored by: Guggenheim, Leasecake, Altametrics</i>	Level 6 Indigo Desk
11:00 am–7:00 pm	RFDC Networking Lounge: A Great Place to Talk Business and Make Deals Caribou Coffee served in the lounge throughout the conference. <i>Sponsored by: Caribou Coffee, Papa Johns International, Church's Texas Chicken, Sambazon Acai Bowls, Retro Fitness</i>	Level 6 Royal Ballroom
11:00 am–7:00 pm	Meeting Alcoves Utilize semi-private areas inside the networking lounge to conduct your one-on-one meetings. <i>Sponsored by: Deloitte & Touche, Umpqua Bank, Craftable</i>	Level 6 Royal Ballroom
PRE-CONFERENCE SESSIONS (choose from 3 sessions)		
12:30 pm–1:30 pm <i>1 of 3 sessions</i>	The Recipe for Tax Savings: A Workshop for Restaurant Owners and Financial Officers Chris L'Heureux, Mike Clayton and Mo Huda, Moss Adams Get ready to learn how to save big on taxes with this exciting session! We'll explore the incredible benefits of cost segregation studies, uncover hidden sales tax opportunities, tackle personal property tax issues, and address other tax-related challenges that restaurants have faced in the past. Don't miss out on this opportunity to maximize your tax savings and boost your bottom line!	Level 4 Capri 6
12:30 pm–1:30 pm <i>2 of 3 sessions</i>	Restaurant High Advanced Placement: More Money, Fewer Problems–Effective Capital-Raising Strategies for Growing Restaurant Brands Moderators: Riley Lagesen, Greenberg Traurig and David Swinghamer, Investor Panel: Brad Finefrock, Finney's Craft House; Kimberly Malek, Salt & Straw Ice Cream; Daniella Senior, Colada Shop; Brian Morrow, Hai Hospitality; Jeff Chandler, Hopdoddy Burger Bar; Lee Maen, Innovative Dining Group; Josh Stone, Fat Sal's Deli Financing for growth-minded restaurant brands is not a one-size-fits-all proposition. Operators have many structural and financial models to consider, from store level to enterprise financing. What kind of financing is right for each concept? We'll discuss and review the options: high-net-worth investors, commercial loans, self-financing, family office and venture capital, private equity and more. Plus, we'll explore the diverse options from the perspective of experienced leaders.	Level 4 Azure 1
12:30 pm–1:30 pm <i>3 of 3 sessions</i>	Pricing and Margin Workshop: How the Leading Brands Are Making Money in 3PD Moderator: Bernadette Heier, Food on Demand Panel: Sara Senatore, Bank of America; Ashwin Kamlani, Juicer; Gregg Majewski, Craveworthy Brands Explore the evolving landscape of restaurant pricing, with a focus on economic factors and strategic approaches to third-party delivery marketplaces. This session will dive into the contrast between in-store and off-premises pricing strategies and provide insights into optimizing profitability despite changing consumer spending habits.	Level 4 Azure 7
OPENING GENERAL SESSION		
2:00 pm	General Session Opening Remarks John Hamburger and Mary Jo Larson, Restaurant Finance Monitor <i>Audio Visual Sponsored by: Aprio, Mirus, 86 Repairs</i>	Level 4 Azure
2:10 pm–3:00 pm	2025 U.S. and Global Economic Outlook Dr. Pippa Malmgren, Economist, Author and Former Presidential Advisor <i>Sponsored by: Toast</i> Introduction by: Kelly Esten, Toast	Level 4 Azure

3:00 pm–3:45 pm	America's Security Outlook Lt. Gen. H.R. McMaster , Retired Army Lt. General and Former National Security Advisor	Level 4 Azure
4:00 pm–7:00 pm	The Finance & Development Mall is Open! <i>5:30 pm–7:00 pm Reception Sponsored by: Jefferies, Superorder, Entegra</i>	Level 6 Royal
TUESDAY, NOVEMBER 12, 2024		
7:00 am–6:30 pm	RFDC Networking Lounge <i>Sponsored by: Caribou Coffee, Papa John's International, Church's Texas Chicken, Sambazon Acai Bowls, Retro Fitness</i>	Level 6 Royal
7:00 am–7:45 am	GOOD MORNING RFDC! Opening Breakfast <i>Sponsored by: BoeFly, Restaurant365, Guideline</i>	Level 4 Azure
7:45 am–9:00 am	General Session Opening Remarks Mary Jo Larson & John Hamburger , Restaurant Finance Monitor <i>Audio Visual Sponsored by: Aprio, Mirus, 86 Repairs</i>	
	Around the Restaurant Industry—Insight, Candor and Color Moderator: Fred LeFranc , Results Thru Strategy	
	The Potential Impact of GLP-1 Drugs on Restaurant Demand Danilo Gargiulo , Bernstein <p>GLP-1 drugs have been around since 2005 to treat diabetes, but since Wegovy and Ozempic have recently become FDA-approved GLP-1 drugs to treat obesity, their use has taken the restaurant industry by storm. Consumers on these drugs report reducing their fast-food restaurant visits by as much as 50% and completely eliminating certain foods from their diets. As more and more people will have access to these drugs, what will be the impact on the restaurant industry and what actions can restaurants take to prepare for this challenge?</p>	
	Value Wars, or Just a Return to a More Normal Promotional Environment? Andy Barish , Jefferies <p>The summer of 2024 brought the two largest restaurant entrants into the value wars, with McDonald's and Starbucks offering \$5 meals/bundles/pairs. The industry seemed to avoid sharp price-pointed discounts for much of COVID, so this begs the question of are we seeing something that will begin a downward spiral of price cuts, or is it simply the return of pre-COVID behavior in response to challenges facing the lower-end consumer and lagging traffic?</p>	
	Demographics: The Melting Pot Tom Bailey , Rabobank <p>The world is facing a demographic winter, with global population growth heading into negative territory. The U.S. faces several unique challenges and opportunities as it remains an international hotspot for immigration, which may help to keep the country's population growth elevated compared to most other countries. However, this shift is significantly impacting the nation's demographic makeup and, thus, consumer trends and lifestyles. One such trend is the rapid growth of interest in international flavors. The U.S. is genuinely becoming a melting pot of food, and restaurants should be considering strategies to leverage this changing consumer.</p>	
	Anatomy of a Difficult Year—A Look at Starbucks in 2024, and What it Means for the Coffee/Beverage Segment Brian Harbour , Morgan Stanley <p>After a strong pandemic recovery, new strategic plan, and CEO handoff, in late 2023, sales at Starbucks slowed rapidly, beginning an annus horribilis ultimately leading to the CEO's ouster in exchange for Chipotle CEO Brian Niccol, who is now tasked with turning around the global beverage giant. What drove the rapid downturn, can it be reversed, and what lessons might we draw for other beverage brands and the overall segment, or for any brand affected by such a rough patch?</p>	
	What Can Be Learned from Public and Private Valuations? Dennis Geiger , UBS <p>This topic will include some of the private valuation multiples in the industry, as well as assessing public market multiples, and how these valuations drive franchisor/management strategic decisions.</p>	

	<p>Around the Restaurant Industry, cont.</p> <p>The Nexus of Science Fiction & Hospitality Andrew Charles, TD Cowen</p> <p>Restaurants live and die by their level of, or lack of, service to their customers. The question is, what impact will A.I. have at the drive-through and increasing the level of efficiency to that consumer? And, what role will kitchen robotics play in getting food to them more efficient. It may sound good, but there are challenges, too. But do they outweigh the opportunities?</p> <p>Digital Loyalty: The Next Frontier with Gen Z and Gen A Paul Barron, Rever Network</p> <p>Digital loyalty is evolving, targeting Gen Z and Gen A with personalized, tech-driven experiences. By integrating brand IP, such as exclusive digital content and AR games, brands enhance guest engagement and build emotional connections. Next-gen technologies further revolutionize loyalty programs, offering secure, transparent rewards that empower consumers. This strategic approach boosts retention and creates brand advocates, driving growth and competitive advantage.</p> <p>Avoid the Race to the Bottom: Maintaining Profitability and Traffic in a Price-Sensitive Environment Jana Zschieschang, Revenue Management Solutions</p> <p>This session will discuss the key trends in the restaurant industry throughout the year, with a particular focus on California and how trends evolved following the minimum wage increase in April 2024. We will offer some practical strategies for setting menu prices during inflationary periods that avoid the detrimental effects of a price war. The segment will emphasize the importance and transformative power of a customer-centric brand strategy.</p>	<p>Level 4 Azure</p>
9:00 am–9:30 am	<p>What We See in the Restaurant Business and How We Built an Investment Platform Around It Moderator: John Hamburger, Restaurant Finance Monitor Panel: Matt Perelman and Alex Sloane, Garnett Station Partners</p> <p>This is a story about two young guys (Matt and Alex) that grew up together, went to business school, got into the fast-food business buying 23 Burger Kings in North Carolina, built that up to 166 Burger Kings and 55 Popeyes before selling it to Carrols in 2019. Their investment firm, with approximately \$2.5 billion of assets under management, has invested in 26 different companies. In this session, you'll get an inside look at their journey and where they see the future of the restaurant business.</p>	<p>Level 4 Azure</p>
9:30 am–10:00 am	<p>Strategic Insights: A CFO's Journey with Kate Jaspon Moderator: Dana Zukofsky, Aprio Kate Jaspon, Inspire Brands</p> <p>This session will explore the journey Kate Jaspon has taken from being a CPA and KPMG auditor to becoming CFO of one of the largest restaurant companies in the world.</p>	<p>Level 4 Azure</p>
10:00 am–10:30 am	<p>Refreshment Break <i>Sponsored by: William Blair, Stifel, SouthState Franchise Finance</i></p>	<p>Level 4 Foyer</p>
	<p>BREAKOUT SESSIONS (choose from 5 sessions)</p>	
10:30 am–11:20 am <i>1 of 5 sessions</i>	<p>M&A Panel—Where Are We in the Restaurant M&A Cycle and What's The Likelihood of Getting a Deal Done in 2025? Moderator: Anton Nicholas, ICR Panel: Joseph Philip, First Horizon Bank; Matt Pilla, Guggenheim Securities; Josh Benn, Kroll; Damon Chandik, Piper Sandler</p> <p>2024 kicked off strong, with a flurry of M&A deals throughout the first and second quarters, though a consumer slowdown has taken hold. Hear from industry leaders on their outlook for the deal market in 2025 – from PE and M&A to a return of the elusive restaurant IPO.</p>	<p>Level 4 Azure Ballroom</p>

10:30 am–11:20 am <i>2 of 5 sessions</i>	Private Credit: What Is It, and How Can It Help Grow My Business? Moderator: Bob Bielinski , AB Private Credit Investors Panel: Chris Sciortino , Baird; Howard Norowitz , Garnett Station Partners; Bernard Lajeunesse , MidCap Financial We'll explore the increasing prominence of private credit as an alternative to traditional bank financing for small-and middle-market businesses. Our discussion will delve into the factors driving this shift, such as the tightening of banking regulations post-2008, the demands for more flexible lending terms, and the appeal of quicker funding processes offered by private lenders. We'll compare the benefits and potential drawbacks of private credit versus bank credit, analyze recent trends in market behavior, and hear insights from industry experts on how businesses can strategically navigate these financing options in the context of their growth needs.	Level 4 Azure 5
10:30 am–11:20 am <i>3 of 5 sessions</i>	C-Suite Briefing: What You'll Need to Know to Thrive in the New Restaurant Era Allan Hickok , Mary Martin and Jon Roberts , Boston Consulting Group The unprecedented events of 2020 prompted swift tactical and strategic responses, often as a matter of brand survival. Fast forward to 2025: restaurants are facing a new and challenging consumer environment. To successfully navigate, brands must reassess past decisions, such as price increases and underinvestment, and determine a new path to realign with evolving purchasing patterns while continuing to deliver growth. What are the next wave of winners doing to succeed?	Level 4 Azure 7
10:30 am–11:20 am <i>4 of 5 sessions</i>	Key Reporting Considerations and Data Needs for an ERP Implementation Gregg Thomas and Meg Potts , BDO; Joe Lawler , Thompson Hospitality; Daniel Packer , Diversified Restaurant Group This workshop will take a deep dive into ERP—a software system that helps you run your restaurant business—which supports automation and processes like supply chain, finance, human resources and other areas of a company's day-to-day activities. How do you successfully implement it? How do you get the best reporting for your data needs?	Level 4 Azure 1
10:30 am–11:20 am <i>5 of 5 sessions</i>	Scrappy and Nimble: Restaurant Businesses Succeeding with Innovation, Not Price Moderator: Lisa Miller , Lisa W. Miller & Associates Panel: Michelle Hook , Portillo's; John Cywinski , Qdoba When these leaders face challenges, they see opportunities, not downside. They find ways to thrive and not just survive when things get tough. In this session, you'll discover how these restaurant leaders transform their business models through a mindset of abundance, not scarcity. They will share their experiences in redefining customer engagement, enhancing the dining experience, and using data-driven insights to better understand their guests' needs. You will take away actionable insights and strategies to innovate and thrive in this challenging and competitive landscape.	Level 4 Capri 6
BREAKOUT SESSIONS (<i>choose from 4 sessions</i>)		
11:30 am–12:20 pm <i>1 of 4 sessions</i>	Accelerating Growth: Strategies for Franchisee Acquisitions Moderator: Nick Cole , MUFG Panel: Rick Ormsby , Unbridled Capital; Anil Yadav , Yadav Enterprises (multi-unit franchisee); Michael Arrowsmith , National Franchise Sales; Greg Grambling , Guernsey Holdings Restaurant franchisees can significantly increase their rate of growth by acquiring stores both within and outside their franchise systems. Some of the largest franchisees in the U.S. have been built through acquisition. However, it's not as easy as it looks. Join us for a panel discussion with an experienced lender, two M&A professionals well-versed in franchising and two franchisee operators as they discuss the pros and cons of growing by acquisition.	Level 4 Azure 1
11:30 am–12:20 pm <i>2 of 4 sessions</i>	2025 Capital Markets Preview: A Comprehensive Update on Banking, Real Estate, and Private Investment Moderator: John Hamburger , Restaurant Finance Monitor Panel: Cristin O'Hara , Bank of America; Shaun Coard , Bremer Bank; Shauna Smith , Savory Fund; Glen Kunofsky , STNL Advisors The panel will provide a comprehensive analysis of the economic and capital markets landscape and how they believe it will impact restaurants in 2025. The panel will focus on the crucial elements of banking, real estate, and private investment, and discuss trends, risks and opportunities shaping capital markets and ones that could affect financial planning. This comprehensive update aims to equip restaurant owners and investors with the knowledge to confidently navigate the evolving economic environment.	Level 4 Azure 7

11:30 am–12:20 pm 3 of 4 session	<p>Making Waves: Restaurant Brands Changing the Definition of Their Segment</p> <p>Moderator: Cindy McLoughlin, CohnReznick</p> <p>Panel: Adam Goldberg, PopUp Bagels; Nick Bishop, Jr., Hattie B's; Sam Goldfinger, The Butcher's Daughter</p> <p>Some brands disrupt the norm and change the way we think about a category. With lines around the block at all hours of the day and social media fueling the consumer cravings, join a discussion on how these brands have taken a different path.</p>	Level 4 Azure 5
11:30 am–12:20 pm 4 of 4 sessions	<p>Navigating the Reconciliation Challenge: Tips for Automating Daily Reconciliations Between POS, Bank, General Ledger and DSPs</p> <p>Moderator: Cheryl Levesque, Forvis Mazars</p> <p>Panel: Stephanie Sisel & Kristin Mana, KBP Brands; Kelsey Davis, Texas Roadhouse</p> <p>Third-party delivery service providers (DSPs) have transformed the restaurant sector by boosting revenue and broadening the customer base. Nevertheless, these services come with distinct financial reconciliation hurdles stemming from inconsistencies among delivery platforms, bank transactions, and point-of-sale systems. This requires restaurants to devise a process to efficiently and effectively reconcile this data on a daily basis. Many times, this involves resource-intensive reconciliations completed in excel where the majority of time is spent extracting and matching the transactions with much less time spent on researching issues. Due to this, many restaurants are investing in solutions that streamline and automate the financial reconciliation process, where restaurant executives will recount their transition from manual to automated methods.</p>	Level 4 Capri 6
	RFDC LUNCHEON OPTIONS	
12:20 pm–1:20 pm	<p>(1) Plated Lunch and Presentation on Level 4</p> <p>How to Crack the Code: Converting the Athlete from Endorser to Owner</p> <p>Moderator: Laura Michaels, Franchise Times; Panel: Mark Patricof, Patricof & Co.; Malcolm Jenkins, Franchisee (Wingtop and Papa Johns) and Former NFL Football Player and Two-Time Super Bowl Champion</p> <p>(2) Box Lunch and Networking on Level 6</p> <p>Attendees interested in continuing their meetings and networking can grab a box lunch and soft drink</p> <p><i>Lunch is Sponsored by: Baird, Piper Sandler, GridPoint, Thanx</i></p>	Level 4 Azure Level 6 Royal
	BREAKOUT SESSIONS (choose from 4 sessions)	
1:30 pm–2:20 pm 1 of 4 sessions	<p>Planning an Exit in 2025? Hear Strategies to Maximize Your Selling Value</p> <p>Moderator: Chris Mumm, Monroe Moxness Berg</p> <p>Panel: Mike Elliott, Peak Franchise Capital; David Stiles, Citizens M&A Advisory; Todd Patrick, Grant Thornton; Andy Abbajay, Wild Eggs</p> <p>Sell your business for top dollar! Active industry experts share valuable insight regarding how to best prepare your business for a successful exit and seamless transaction. The panel consists of a typical advisory team, as well as a successful industry operator with an impressive transactional track record. Learn from their experiences and leave with actionable takeaways to maximize the value of your business.</p>	Level 4 Azure 1
1:30 pm–2:20 pm 2 of 4 sessions	<p>Franchise Trends and Capital Market Options</p> <p>Moderator: Ryan Palmer, Lathrop GPM</p> <p>Panel: Kevin Burke, Franchise Equity Partners; Erik Herrmann, CapitalSpring; Joe Sieve, Papa Johns</p> <p>This expert franchise and financial panel will provide insights into current deal activity in franchising and what it means for the coming year, including the lending and M&A markets, valuations, and credit underwriting.</p>	Level 4 Azure 7
1:30 pm–2:20 pm 3 of 4 sessions	<p>California Dreaming Screaming</p> <p>Moderator: Nancy Luna, Contributing Writer, Food on Demand</p> <p>Panel: Luke Fryer, Harri; Cosme Fagundo, McDonald's franchisee; James McGehee, Dave's Hot Chicken</p> <p>The \$20 minimum wage is here. Are you ready? Discover strategies for staying ahead in labor management, empowering your team to adapt and thrive in the face of evolving wage dynamics. Hear from two high-profile California operators to see what they have done to stay ahead of the curve.</p>	Level 4 Capri 6

1:30 pm–2:20 pm <i>4 of 4 sessions</i>	Navigating the Future: CFOs on the Cutting Edge of Growth Moderator: Michael Gottlieb , CohnReznick Panel: Steve Cirulis , Potbelly; Tiffany Furman , The Habit Burger Grill; Robert Linder , Lazy Dog Restaurants The traditional role of an accounting/finance-centric executive focusing on finance, accounting and cost control is only one part of the job description in today's economy. Today's restaurant CFO must have a voice in pricing, HR, marketing spend, restaurant development and most important of all, technology.	Level 4 Azure 5
2:30 pm–6:30 pm	The Finance & Development Mall is Open!	Level 6
2:30 pm–3:00 pm	Energy Break <i>Sponsored by: William Blair, Stifel, SouthState Franchise Finance</i>	Level 4
BREAKOUT SESSIONS (choose from 4 sessions)		
2:30 pm–3:20 pm <i>1 of 4 sessions</i>	Lessons on M&A: How to Select an Investment Banker for a Future Capital Raise or Sale Moderator: Michael Halen , Bloomberg Intelligence Panel: Ashish Seth , Harrington Park Advisors; Andrew Smith , Savory Fund; J.B. Hewetson , Intrepid Investment Bankers; Chris Dharod , SSCP Management Looking to grow? Looking to sell? What is my company worth? How do I hire a banker? How do I evaluate their skills? What does it cost to hire one? How long does the process take? Get the answer to all your investment banking questions so you can be ready when opportunity knocks.	Level 4 Azure 1
2:30 pm–3:20 pm <i>2 of 4 sessions</i>	Bank Lending Trends in the Restaurant Industry—Where Are We in the Credit Cycle? Moderator: Mary Jo Larson , Restaurant Finance Monitor Panel: Jeff Poe , Fifth Third Bank; Jared Hill , Huntington Bank; Armando Pedroza , Citizens; Jake Nash , Wells Fargo Join us for an insightful panel discussion on the current trends in bank lending within the restaurant industry. This session brings together experts from the banking sector to explore the evolving landscape of restaurant financing, including an overview of recent trends, upcoming challenges and opportunities and the impacts of the current economy.	Level 4 Azure 7
2:30 pm–3:20 pm <i>3 of 4 sessions</i>	Growth Mode: From the Inside Out Co-Moderators: Janice Meyer , Rellevant Partners; Sarah Lockyer , The Elliot Group Panel: Bob Sala , FoodSupplyIQ; Kelly MacPherson , Union Square Hospitality; Trey Moats , RASA Investors help, but it takes more than capital to scale. Learn from executives who have successfully led emerging brands along a strong growth curve with specific expertise in adding the right tech, delivering efficient operations, producing a seamless supply chain, securing the right talent, and more.	Level 4 Azure 5
2:30 pm–3:20 pm <i>4 of 4 sessions</i>	Best Practices on Four-Wall Economics Moderator: Ron Feldman , ApplePie Capital Panel: Kyle McEuen , ProfitKeeper; Karen Blacik , KBB Consulting; Bradley Bloch , Factura.ai; Brian Kiel , Hissho Sushi Is your company growing too quickly? For franchise companies, this is the workshop to help you get a handle on your balance sheet and P&Ls as you ride your business' soaring expansion.	Level 4 Capri 6
BREAKOUT SESSIONS (choose from 4 sessions)		
3:30 pm–4:20 pm <i>1 of 4 sessions</i>	More Than Money: The Qualities Experienced Capital and Investor Partners Look for When Evaluating Growth Businesses Co-Moderators: Riley Lagesen , Greenberg Traurig and Briana Valdez , HomeState Panel: Aarti Kapoor , VMG Partners; Billy Logan , KarpReilly; Janice Meyer , Rellevant Partners; Evan Einstein , L Catterton What makes a growth brand stand out from the pack in the eyes of experienced investors? This session will focus on the key financial performance, leadership, branding, and other characteristics that growth-minded investors find most essential and attractive when evaluating partnerships.	Level 4 Azure 1

3:30 pm–4:20 pm 2 of 4 sessions	Transcending the Ordinary: Unique Deal Structures in a Tight & Disruptive Market Moderator: Brett Bishov , Capital Insight Panel: Keith Kitsis , Independent Restaurant Owner; David Damato , Sailormen (Popeyes Franchisee); Josh Kern , SPB Hospitality In a market where traditional financing sources are tight, restaurant operators are advised to find non-traditional ways to finance their transactions. But what does that actually mean and where are those sources? Join a panel of restaurant company CEOs from diverse backgrounds as they discuss how they got their deals done—M&A, growth financing and more—using highly unique strategies not well known in the industry as well as how to actually access those non-traditional capital sources everyone talks about.	Level 4 Capri 6
3:30 pm–4:20 pm 3 of 4 sessions	The Five Things AI Can Do for Your Operation Right Now: Optimizing Performance and Reducing Risk Stephanie Perrone Goldstein , Deloitte & Touche; Katherine Fogertey , Shake Shack; John Roe , Flynn Group; Neil Manhas , Taco Bell; Matt Moore , Tim Hortons Explore the transformative potential of AI in enhancing processes within the restaurant industry in our upcoming session. Discover how AI-driven tools can provide more accurate, timely insights related to compliance, optimizing operations, and potentially protecting your business from risks. Learn about automated transaction monitoring, real-time inventory audits, compliance checks, performance benchmarking, and predictive risk management. This session can equip you with the knowledge to leverage AI effectively to not only detect and address discrepancies swiftly but also to anticipate and potentially mitigate future risks, enabling operational excellence and business continuity.	Level 4 Azure 7
3:30 pm–4:20 pm 4 of 4 sessions	Emerging Brand CFOs: What They Have to Say About Tech, Labor, Cost Controls and More! Moderator: Chris Banse , RSM Panel: Bill Long , Snooze, An A.M. Eatery; Bradford Reynolds , Shipley Do-Nuts; Chris Crawley , Hofman Hospitality Group Financial officers of emerging restaurant companies wear many hats. From financial reporting to IT to operations support, the financial officer in a growing brand is called upon for their numbers expertise and control skills. This panel of experienced financial officers will provide insight into the many aspects of being a financial leader in a growing, fast-paced restaurant company.	Level 4 Azure 5
5:00 pm–6:30 pm	Dealmakers Reception in the Finance & Development Mall <i>Sponsored By: Jersey Mike's, Slim Chickens, Wienerschnitzel, GoTo Foods</i>	Level 6 Royal
WEDNESDAY, NOVEMBER 13, 2024		
7:30 am–8:00 am <i>Breakfast Served</i>	MMB Success Breakfast <i>Sponsored by: Monroe Moxness Berg</i>	Level 4 Azure
8:00 am–9:00 am <i>Presentation</i>	Building a Franchise Business for the Long-Term: A Conversation with Greg Flynn Moderator: Dennis Monroe , Monroe Moxness Berg Special Guest: Greg Flynn , Flynn Group	
BREAKOUT SESSIONS <i>(choose from 3 sessions)</i>		
9:10 am–10:00 am 1 of 3 sessions	Is Your Financial Reporting Ready for Prime-Time Growth? Brian Campbell and Andrew Chaves , Baker Tilly The session is designed for owners, entrepreneurs and financial officers of emerging restaurant brands poised for significant growth. Participants will explore the intricacies of financial reporting and tax strategies that are essential for scaling up operations and attracting investment. This session will provide the financial acumen and strategic insight needed to take your restaurant brand to the next level of success. Whether you're considering taking on investors or looking to expand your operations, this session will equip you with the knowledge to make confident business decisions for your brand's future.	Level 4 Azure 1

9:10 am–10:00 am <i>2 of 3 sessions</i>	Mobile Data: Successfully Scaling Your Concept With, and Without It Paul Sill, Jones, Lang, LaSalle (JLL) <p>Mobile phone tracking is the hottest data ticket in town. Several firms have commoditized it, putting a firehose of consumer movement data a click away. This session discusses the value and limitations of using mobile data in the development of your real estate and business strategies. We'll discuss how to determine when this data really matters to your success. We'll explore use cases for different industries to determine when this data informs and when it can mislead. We'll discuss how banks, private equity firms, and Wall Street are using this data to assess broad trends by brand and sector, and what some of its limitations may be for making future sales predictions for your concept. Finally, we'll provide a framework for optimizing your strategic decisions using big data, sophisticated forecasting tools, and the myriad of mobile and market data sources available to you.</p>	Level 4 Capri 6
9:10 am–10:00 am <i>3 of 3 sessions</i>	Why Great Unit Economics Do Not Ensure Long-Term Success Leigh Hudson and John Weiss, Harrison & Co. <p>The conversation will focus on why seemingly great concepts with strong unit economics often underperform in the long term. The discussion will include: what unit economics don't capture, why a dynamic approach to measuring performance is critical, why EBITDA can overstate future performance (clue: depreciation is a real expense), and what signing up for an aggressive growth plan (or even a moderate growth plan) requires.</p>	Level 4 Azure 7
	BREAKOUT SESSIONS (<i>choose from 3 sessions</i>)	
10:10 am–11:00 am <i>1 of 3 sessions</i>	How to Think About Outsourcing vs Insourcing Your Accounting in 2024 Andrew Lester, Tablespoon and Bruce Belvin, OneDataSource <p>The session will explore the benefits and challenges of each approach, considering factors such as cost-effectiveness, control, access to expertise, technological changes and labor pressures. Discover the best approach for your restaurant group, whether using external accounting services or building a robust internal team with best-in-class software.</p>	Level 4 Capri 6
10:10 am–11:00 am <i>2 of 3 sessions</i>	Franchisees—How to “Successfully” Work Out of a Financial Distress Situation Moderator: Dan Dooley, MorrisAnderson Panel: Amy Forrestal, Brookwood Associates; Luis Lluberas, Moore & Van Allen <p>This panel will be an interactive discussion between a consultant, investment banker and attorney who are regularly involved with financially struggling restaurant franchisees. The panel will discuss proven methods for a franchisee to work out of a financial distress situation where cash is low, and restaurants are not generating enough cash flow to cover bills. The panel will discuss store closures, lender negotiations, landlord negotiations, labor issues, prime costs management and leadership during financial distress, as well as how to cost-effectively use consultants and attorneys to get positive results.</p>	Level 4 Azure 7
10:10 am–11:00 am <i>3 of 3 sessions</i>	Consolidation and Integration: Streamlining Your Tech Stack for Future Growth Moderator: Adam Wahlberg, Food On Demand Panel: Rob Grimes, IFBTA; Oli Ostertag, PAR; Josh Halpern, Big Chicken <p>With rising costs and labor shortages, restaurants need to streamline their tech stacks without losing key features. Discover how brands are consolidating and integrating technology to cut costs, improve efficiency, and meet evolving consumer expectations.</p>	Level 4 Azure 1
	CLOSING GENERAL SESSION	
11:10 am–12:00 pm	Financing and Growing Your Emerging Brand: It Can Be Done! Moderator: Brad Cashman, Monroe Moxness Berg Panel: Andrew Pudalov, Rush Bowls; Mike Torino, Amici Food Group; Jennifer Schuler, Handel's Ice Cream; Sabin Lomac, Cousins Maine Lobster <p>Restaurant industry veterans will offer attendees valuable insights on how they have effectively funded their emerging brands. Attendees can look forward to gaining an understanding of potential financing options and learn what to consider when assessing each option for their business and business goals. Additionally, attendees will take away valuable tips on how to best prepare and present your brand to potential lenders and other capital sources.</p>	Level 4 Azure 7
12:00 pm	Restaurant Finance & Development Conference Concludes	