THE FRANCHISOR JOURNEY: AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Instructor</th>
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<tr>
<td>9:00AM – 5:00PM MT</td>
<td>Daniels College of Business</td>
<td>Dr. Ben Litalien, CFE</td>
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<td>2101 S. University Blvd. Denver, CO 80208</td>
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DAY ONE: NOVEMBER 30, 2023

9:00AM – 9:30AM
Welcome, Introductions & Overview
- Participant introductions & goals for the course
- Review agenda and scheduling
- Update class roster as needed

9:30AM – 10:30AM
Concept Development: Moving from Idea to a Business to a Franchise Strategy
A franchise is generally someone’s business idea they wish to expand. We’ll examine how to determine if an idea is “franchisable”, and if so, how to move it to a franchise strategy. We’ll follow this path along the entire life cycle of a franchised business.

10:30AM – 11:00AM
BREAK

11:00AM – 12:00PM
Case Study:
Small groups will evaluate various concepts to see if they are a good fit for franchising then present their findings to the class.

12:00PM – 1:00PM
Lunch – “On your own” lots of great options nearby

1:00PM – 1:45PM
The Start-Up Stage of a New Franchise Concept
This phase is critical to setting the proper foundation for rapid growth and profitable expansion. We’ll review key strategies and consider the challenges.

1:45PM – 2:30PM
Case Study:
Small groups will consider differing concepts and the start-up challenges they faced

2:30PM – 3:00PM
BREAK

3:00PM – 4:30PM
Guest Speaker: Heidi Ganahl, Founder of Camp Bow Wow
Heidi will share her insights on her start-up and growth into an amazing brand. Camp Bow Wow was named to the Inc 500/5000 list of the fastest growing companies in the country five years in a row. As a result of her success, she was named one of Fortune magazine’s 10 Most Promising Entrepreneurs and among the “Top Women Entrepreneurs in the Country” by Parade Magazine.

4:30PM – 5:00PM
Review & Wrap-up
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DAY TWO: DECEMBER 1, 2023

9:00AM – 9:30AM  Review & Reflection:
• Discussion on Day One concepts
• Resolve outstanding questions

9:30AM – 10:30PM  Extending The Franchise Growth Phase: Navigating Market Forces
Arguably the most important segment in the franchisor journey, once the concept is firmly established and growing rapidly, is to drive that growth for an extended period of time. We’ll examine the key drivers to extending franchise system growth and the market forces that work against achieving this important goal.

10:30AM – 11:00AM  Break

11:00AM – 12:00PM  Case Study:
Small groups will look at scenarios where growth was extended and some where it was not to determine cause and effect. Groups will present their findings to the class.

12:00PM – 1:00PM  LUNCH: WILL BE PROVIDED ONSITE

1:30PM – 2:30PM  Guest Speaker: Adam Contos, partner with Area 15 Ventures, LLC
Adam is the former CEO of RE/MAX, a SWAT Commander and highly sought after speaker on franchising, leadership and coaching. He will share insights and experiences on franchise development throughout the franchise journey.

2:30PM – 3:00PM  Break

3:00PM – 4:30PM  Franchise Development: Opportunities and Challenges
The lifeblood of a franchise system is franchise sales. We will examine the various approaches taken by franchisors including using broker networks, in-house franchise development teams and hybrids. We’ll review the opportunities and challenges of getting momentum and keeping it.

4:30PM – 5:00PM  Review & Wrap-up
DAY THREE: DECEMBER 2, 2023

8:00AM – 8:30AM  Review & Reflection
- Discussion on Day Two concepts
- Resolve outstanding questions

8:30AM – 9:00AM  Handling Maturity of a Brand and Avoiding Decline: The Role of Innovation
Over time, all franchise systems plateau. It is important to recognize when that occurs and how to manage accordingly. If unaware, or left unattended, brands fall into decline. We’ll look at the research on how to restart the growth engine and avoid decline.

9:00AM – 9:30AM  Case Study – Innovation

9:30AM – 11:00AM  Break

LUNCH: WILL BE PROVIDED ONSITE

Dealing with Disputes in Franchising
In the franchise journey, there will be disputes that arise along the way. It is important to understand how dealing with them may impact the brand, growth, and franchisor-franchisee relations.

11:00AM – 11:30AM  Guest Speaker: Len MacPhee, Polsinelli
Len is a leading franchise attorney and litigator and will share examples, stories, and insights from his extensive experience. The class will participate in a “negotiations” exercise. Len will also provide an update on current activities across the country that could have a dramatic impact on the franchise model.

12:00pm – 1:30pm

1:30PM – 2:00PM  Session Review & Wrap-up
Presentation of Certificates of Completion