

RESTAURANT FINANCE MONITOR'S
RESTAURANT FINANCE & DEVELOPMENT CONFERENCE



MONDAY, NOVEMBER 8, 2021		
11:00 am–7:00 pm	Restaurant Finance & Development Conference Registration	Michelangelo
11:00 am–7:00 pm	RFDC Networking Lounge The networking lounge is a great place to talk business and make deals and is open the entire conference. Caribou Coffee served in the lounge throughout the conference. <i>Sponsored by Caribou Coffee, 7shifts, Leasecake</i>	Grand Ballroom
PRE-CONFERENCE WORKSHOPS (<i>choose from 1 of 2</i>)		
12:15 pm–1:45 pm	How to Build a Real Estate-Driven Restaurant Company <u>Moderator:</u> Lew Gelmon , President, LG Enterprises Stephen Cohen , Attorney, Stephen Cohen, ESQ.; Dusty Profumo , EVP/CFO, Church's Chicken; Houston Striggow , Co-Founder/CDO, SusieCakes	Monet 1-2
12:15 pm–1:45 pm	Redesigning the Restaurant of the Future: Hospitality Student Competition Florida International University, Michigan State University, Northern Arizona University, The University of Texas Rio Grande Valley <i>Sponsored by BKD CPAs & Advisors, Ecotrak Facility Management Software, PJ Solomon</i>	Monet 3-4
OPENING GENERAL SESSIONS		
2:00 pm–2:05 pm	General Session Opening Remarks Mary Jo Larson and John Hamburger , Restaurant Finance Monitor <i>Audio Visual Sponsored by Wray Executive Search, Merchant Centric, BPAC</i>	Bellagio 6
2:05 pm–2:45 pm	How COVID-19 and its Variants Trounced America's Pandemic Preparations and What Steps Must Be Taken to Protect Against the Next Outbreak Scott Gottlieb , M.D., Former Commissioner of the U.S. Food and Drug Administration	
2:45 pm–3:15 pm	The Kaleidoscope of Culture, Human Capital and Building an Iconic Brand G.J. Hart , CEO, Torchy's Tacos and Alice Elliot , CEO, The Elliot Group	
3:15 pm–4:00 pm	Get Ready for a 2022 Restaurant and Bar Boom! Jon Taffer , Star of Paramount Network's Bar Rescue; Founder of Taffer's Tavern	
4:00 pm–7:00 pm	The Finance & Development Mall is Open! <i>5:30 pm–7:00 pm Evening Reception Sponsored by Rosnet and RSM US</i>	Grand Ballroom
TUESDAY, NOVEMBER 9, 2021		
7:00 am–8:00 am	Breakfast and Cup of Joe Join us for a coffee and light breakfast to kick off Tuesday's General Session. <i>Sponsored by BoeFly, Marks Paneth, Restaurant365</i>	Bellagio 6
8:00 am–8:10 am	General Session Opening Remarks Mary Jo Larson , Restaurant Finance Monitor	
8:10 am–9:00 am	Real-Time Insights on the U.S. and Global Economy, the Biden Administration and Business Trends Emerging from COVID-19 Rich Karlgaard , Publisher and Futurist, Forbes Media <i>Sponsored by Altametrics</i>	
9:00 am–9:30 am	A Conversation with Inspire Brands CEO Paul Brown Paul Brown , CEO, Inspire Brands	
9:30 am–10:30 am	Business, Economics, Stocks Cryptocurrencies, Politics and More! Anthony Scaramucci , Founder, SkyBridge Capital	

	TUESDAY, NOVEMBER 9, 2021, <i>cont.</i>	
10:30 am–11:10 am	Refreshment Break <i>Sponsored by BciCapital Franchise Finance, City National Bank, Revel Systems</i>	Foyer
	BREAKOUT SESSIONS (choose from 1 of 4)	
11:10 am–12:00 pm	Capital Markets Update–Senior Debt <u>Moderator:</u> Mary Jo Larson , VP, Publisher, Franchise Times Cristin O'Hara , MD & Group Head of the Restaurant Group, Bank of America Meghan Hinds , Division Executive, Wells Fargo Restaurant Finance Armando Pedroza , Managing Director, Citizens Bank Thomas Hung , Managing Director, First Horizon Bank, Restaurant Finance Nick Cole , Managing Director, MUFG	Bellagio 6
11:10 am–12:00 pm	Black Swans, Inflation and Accelerated Evolution of the Restaurant Industry <u>Moderator:</u> Allan Hickok , Managing Director, Boston Consulting Group Andy Barish , Managing Director, Jefferies; Fred LeFranc , CEO, Results thru Strategy; Andy Pforzheimer , CEO, Tastemaker Acquisition Corp.	Monet 1-2
11:10 am–12:00 pm	Emerging Brands: Financing Options When There is Growth on the Plate <u>Moderator:</u> John Hamburger , Restaurant Finance Monitor Shauna Smith , CEO, Savory Restaurant Fund; Ashish Seth , Managing Director, Restaurant M&A, Arlington Capital Advisors; Rahul Aggarwal , Partner, Brentwood Associates; Jessica Kates , Co-Founder and Managing Partner, Relevant Partners	Monet 3-4
11:10 am–12:00 pm	Franchising in Your Future?–Strategies for Emerging Brands <u>Moderator:</u> Beth Ewen , Senior Editor, Franchise Times Stratis Morfogen , Founder, Brooklyn Dumpling Shop; Adam Gertler , Chef, Dog Haus; Dennis McKinley , Co-Founder, CRU Hemp Lounge; Fabio Viviani , Owner & Executive Chef, Fabio Viviani Hospitality Group	Bellagio 4
12:00 pm–1:30 pm	Networking Luncheon (Grab & Go Lunch) <i>Sponsored by Arlington Capital Advisors, Savory Fund, Signature Financial</i> Seating is available throughout the Bellagio complex. Feel free to grab the items you'd like and continue conversations with other attendees.	Grand Foyer
	BREAKOUT SESSIONS (choose from 1 of 3)	
1:30 pm–2:20 pm	The CFO Forum–What Top CFOs Have to Say About Labor, Off-Premises Sales, Technology and Inflation <u>Moderator:</u> Michael Gottlieb , Partner, Ernst & Young Kate Jaspon , CFO, Inspire Brands; Tim Mullany , CFO, Jack in the Box; Kristy Chipman , CFO, Ruth's Hospitality Group; Michelle Hook , CFO, Portillo's	Monet 1-2
1:30 pm–2:20 pm	Alternatives to Traditional Bank Lending <u>Moderator:</u> John Hamburger , Restaurant Finance Monitor Bob Bielinski , Managing Director, AB Private Credit Investors; Barry Dubin , Chief Strategy Officer, KBP Investments; Matthew Pilla , Managing Dir., Guggenheim; Erik Herrmann , Partner, Head of Investment Group, CapitalSpring	Monet 3-4
1:30 pm–2:20 pm	Driving Business Value Through Data: How to Grow Your Data Analytics Capabilities <u>Moderator:</u> Todd Bernhardt , Partner, Baker Tilly Dave DuVarney , Principal, Baker Tilly Digital; Jason Westhoff , President, Cousins Subs; Rahul Kulkarni , CFO, Chaac Foods; Dan Lawler , CFO, Front Burner Society	Bellagio 4
2:30 pm–7:00 pm	Finance & Development Mall Open	Grand
	BREAKOUT SESSIONS (choose from 1 of 3)	
2:30 pm–3:20 pm	M&A Forum: The 2022 Outlook for Capital, Valuations and Deal Flow <u>Moderator:</u> John Hamburger , Restaurant Finance Monitor	Monet 3-4

	Chris Innes , Vice President, Capital One Food & Beverage; Mark Wasilefsky , Head of Restaurant & Franchise Finance, TD Bank; Brett Bishov , Managing Partner, Capital Insight; Sandra McCraren , Senior Managing Director, Wintrust Franchise Finance	
TUESDAY, NOVEMBER 9, 2021, cont.		
2:30 pm–3:20 pm	SPAC Targets: Does Your Restaurant Company Meet Their Acquisition Criteria? <u>Moderator:</u> Cindy McLoughlin , Managing Partner Consumer & Hospitality, CohnReznick Chris Hagar , Managing Director, Stifel; Julia Stewart , Founder & CEO, Alurx; Mark Leavitt , Managing Partner, Enlightened Hospitality Investments	Monet 1-2
2:30 pm–3:20 pm	Managing to the Future: Lessons Learned From the COVID-19 Pandemic and What's Next <u>Moderator:</u> Chris Banse , Partner, RSM US; Patrick Renna , President, Anthony's Coal Fired Pizza; Scott Lawton , CEO and Co-Founder, bartaco; Michael Montagano , President & CEO, Kitchen United	Bellagio 4
3:20 pm	Afternoon Energy Break <i>Sponsored by ApplePie Capital, Baker Tilly, Harri</i>	Monet Foyer
BREAKOUT SESSIONS (choose from 1 of 3)		
3:30 pm–4:20 pm	Capital to Grow – You Want It, You Need It—Three Different Ways to Get It! <u>Moderator:</u> Roger Lipton , President, Lipton Financial Services Andy Wiederhorn , CEO, FAT Brands; Andy Howard , President & CEO, Huey Magoo's Chicken Tenders; Julio Ramirez , CEO, BurgerFi	Monet 1-2
3:30 pm–4:20 pm	Large Multi-Concept Franchisees—Things We Learned on the Road to Scale <u>Moderator:</u> Mike Eagen , Managing Director, BMO Harris Bank Chris Johnson , CEO, Rackson Restaurants; Ali Dhanani , President, HAZA Foods (Taco Bell, Wendy's); Rich Krumholz , Managing Partner, Delight Restaurant Group (Taco Bell, Wendy's); Kara Nordstrom , CEO, Sailormen (Burger King, Popeye's, Taco Bell)	Monet 3-4
3:30 pm– 4:20 pm	The Evolving Digital Landscape in Restaurants <u>Moderator:</u> Dana Zukofsky , Director, BDO Brent Erwin , CFO, Capriotti's; Eric Easton , CFO, Au Bon Pain; Lauren Bailey , CEO, Upward Projects; Rob Grimes , CEO, IFBA	Bellagio 4
5:30 pm–7:00 pm	Dealmakers Reception in the Finance & Development Mall <i>Sponsored by Black Bear Diner, Krystal Restaurants LLC, Slim Chickens, Smoothie King</i>	Grand Ballroom
WEDNESDAY, NOVEMBER 10, 2021		
7:30 am–8:00 am <i>(breakfast served)</i>	MMB "Plan for Success" Breakfast <i>Sponsored by Monroe Moxness Berg</i>	Grand 2
8:00 am–8:50 am <i>(panel discussion)</i>	Own or Lease: The New Chicken or Beef? <u>Moderator:</u> Dennis Monroe , Chair, Monroe Moxness & Berg Bill Lenahan , President, Four Corners Real Estate; Victor Calanog , Ph.D., Head of CRE Economics, Moody's Analytics; Glen Kunofsky , Founder & President, STNL Advisors	
BREAKOUT SESSIONS (choose from 1 of 3)		
9:10 am–10:00 am	Changing the Game: How Brands Are Creating the Restaurant of the Future <u>Moderator:</u> Aaron Noveshen , CEO, Starbird Founder & Chairman, The Culinary Edge Mandy Shaw , President & CEO, Blaze Pizza; Charles Watson , CEO, Tropical Smoothie Café; Jennifer Schuler , CEO, Wetzels Pretzels	Monet 1-2
9:10 am–10:00 am	From Franchisee to Brand Owner: Adventures in Concept Treasure Hunting <u>Moderator:</u> Navin Nagrani , Executive Vice President/Principal, Hilco Global	Monet 3-4

	Anand Gala , Managing Partner, Gala Capital Partners; Guillermo Perales , CEO / President, Sun Holdings; David Barr , Managing Director, Franworth; Al Bhakta , Founding Principal, CMG Companies; Tabbassum Mumtaz , CEO, Ampex Brands	
9:10 am–10:00 am	From Targeted Government Programs to Getting to Port <u>Moderator:</u> Dennis Monroe , Chair, Monroe Moxness Berg Brad Cashman , Shareholder, Monroe Moxness Berg; Erik Ordal , Consulting Services, Myslajek Kemp & Spencer	Bellagio 4
WEDNESDAY, NOVEMBER 10, 2021, cont.		
10:00 am–10:10 am	Refreshment Break <i>Sponsored by BciCapital Franchise Finance, City National Bank, Revel Systems</i>	Monet Foyer
BREAKOUT SESSIONS (choose from 1 of 3)		
10:10 am–11:00 am	An Auditor, Tax Accountant and a Restaurant CFO Walk Into a Bar... <u>Moderator:</u> Keith Foster , Partner, BKD CPAs & Advisors Megan Adams , Audit Director, BKD CPAs & Advisors; Mike McDevitt , Partner, BKD CPAs & Advisors; Davy Parsons , Senior Manager, BKD CPAs & Advisors	Bellagio 4
10:10 am–11:00 am	Keeping it Fresh: Leading with Outside-the-Industry Strategies <u>Moderator:</u> Bill Bishop , Partner, Grant Thornton Jim Holthouser , CEO, Focus Brands; Carl Lukach , CFO, Noodles and Company; Anthony Pigliacampo , CEO, Modern Restaurant Concepts	Monet 1-2
10:10 am–11:00 am	Franchisor/Franchisee Conflict–Tips for Narrowing the Differences Ryan Palmer , Partner, Lathrop GPM and Ron Gardner , Partner, Dady & Gardner	Monet 3-4
BREAKOUT SESSIONS (choose from 1 of 3)		
11:10 am–12:00 pm	Raise Capital From Equity Crowdfunding: Convert Your Brand Champions Into Investors Patrick Wartan , Partner/Chair of the F&B Practice Group, Taft Law and Joseph Tota , CEO, Tapville Social	Monet 1-2
11:10 am–12:00 pm	10 Great Tips We Learned Assisting Clients and How You Can Implement Them in Your Restaurant Business <u>Moderator:</u> Larry Reinstein , CEO, LJR Hospitality Ventures David Ahn , President, CRE Companies; Michael Viola , President, Pure Restaurant Solutions	Monet 3-4
11:10 am–12:00 pm	The “SALT” Tax Workaround–How LLCs and S Corps Can Elect to Deduct State Taxes at the Restaurant Level and Produce More Cash Flow <u>Moderator:</u> Corinne Baughman , Restaurant Practice Tax Partner, Moss Adams LLP Bob Reynolds , SALT Practice Partner, Moss Adams LLP; Glenn Walsh , SALT Practice Partner, Moss Adams LLP	Bellagio 4
12:00 pm	Restaurant Finance & Development Conference Concludes	