

RESTAURANT FINANCE MONITOR'S
RESTAURANT FINANCE & DEVELOPMENT CONFERENCE



MONDAY, NOVEMBER 8, 2021		
11:00 am–7:00 pm	<i>Restaurant Finance & Development Conference Registration</i>	Michelangelo
11:00 am–7:00 pm	<i>RFDC Networking Lounge</i> 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 (choose from 1 of 2)		
12:15 pm–1:45 pm	<i>How to Build a Real Estate-Driven Restaurant Company</i> <u>Moderator:</u> <i>Lew Gelmon</i> , President, LG Enterprises <i>Stephen Cohen</i> , Attorney, Stephen Cohen, ESQ.; <i>Dusty Profumo</i> , EVP/CFO, Church's Chicken; <i>Houston Striggow</i> , Co-Founder/CDO, SusieCakes	Monet 1-2
12:15 pm–1:45 pm	<i>Redesigning the Restaurant of the Future: Hospitality Student Competition</i> <i>Florida International University, Michigan State University, Northern Arizona University, The University of Texas Rio Grande Valley</i> <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	<i>General Session Opening Remarks</i> <i>Mary Jo Larson</i> and <i>John Hamburger</i> , Restaurant Finance Monitor <i>Audio Visual Sponsored by Wray Executive Search, Merchant Centric, BPAC</i>	Bellagio 6
2:05 pm–2:45 pm	<i>How Covid and its Variants Trowned America's Pandemic Preparations and What Steps Must Be Taken to Protect Against the Next Outbreak</i> <i>Scott Gottlieb</i> , M.D., Former Commissioner of the U.S. Food and Drug Administration	
2:45 pm–3:15 pm	<i>The Kaleidoscope of Culture, Human Capital and Building an Iconic Brand</i> <i>G.J. Hart</i> , CEO, Torchy's Tacos and <i>Alice Elliot</i> , CEO, The Elliot Group	
3:15 pm–4:00 pm	<i>Get Ready for a 2022 Restaurant and Bar Boom!</i> <i>Jon Taffer</i> , Star of Paramount Network's Bar Rescue; Founder of Taffer's Tavern	
4:00 pm–7:00 pm	<i>The Finance & Development Mall is Open!</i> <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	<i>Breakfast and Cup of Joe</i> 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–8:15 am	<i>General Session Opening Remarks</i> <i>Mary Jo Larson</i> , Restaurant Finance Monitor	
8:15am–9:00 am	<i>Real-Time Insights on the U.S. and Global Economy, the Biden Administration and Business Trends Emerging from COVID-19</i> <i>Rich Karlgaard</i> , Publisher and Futurist, Forbes Media <i>Sponsored by Altametrics</i>	
9:00 am–9:30 am	<i>A Conversation with Inspire Brands CEO Paul Brown</i> <i>Paul Brown</i> , CEO, Inspire Brands	
9:30 am–10:30 am	<i>Business, Economics, Stocks Cryptocurrencies, Politics and More!</i> <i>Anthony Scaramucci</i> , Founder, SkyBridge Capital	

	TUESDAY, NOVEMBER 9, 2021, cont.	
10:30 am–11:10 am	Refreshment Break <i>Sponsored by BCI Capital, City National Bank, Revel System</i>	Foyer
	BREAKOUT SESSIONS (choose from 1 of 4)	
11:10 am–12:00 pm	Capital Markets Update–Senior Debt <u>Moderator:</u> <i>Mary Jo Larson</i> , VP, Publisher, Franchise Times <i>Cristin O'Hara</i> , MD & Group Head of the Restaurant Group, Bank of America <i>Meghan Hinds</i> , Division Executive, Wells Fargo Restaurant Finance <i>Armando Pedroza</i> , Managing Director, Citizens Bank <i>Thomas Hung</i> , Managing Director, First Horizon Bank, Restaurant Finance <i>Nick Cole</i> , Managing Director, MUFG	Bellagio 6
11:10 am–12:00 pm	Black Swans, Inflation and Accelerated Evolution of the Restaurant Industry <u>Moderator:</u> <i>Allan Hickok</i> , Managing Director, Boston Consulting Group <i>Andy Barish</i> , Managing Director, Jefferies; <i>Fred LeFranc</i> , CEO, Results thru Strategy; <i>Andy Pforzheimer</i> , 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> <i>John Hamburger</i> , Restaurant Finance Monitor <i>Shauna Smith</i> , CEO, Savory Restaurant Fund; <i>Ashish Seth</i> , Managing Director, Restaurant M&A, Arlington Capital Advisors; <i>Rahul Aggarwal</i> , Partner, Brentwood Associates; <i>Jessica Kates</i> , Co-Founder and Managing Partner, Rellevant Partners	Monet 3-4
11:10 am–12:00 pm	Franchising in Your Future?–Strategies for Emerging Brands <u>Moderator:</u> <i>Beth Ewen</i> , Senior Editor, Franchise Times <i>Stratis Morfogen</i> , Founder, Brooklyn Dumpling Shop; <i>Adam Gertler</i> , Chef, Dog Haus; <i>Dennis McKinley</i> , Co-Founder, CRU Hemp Lounge; <i>Fabio Viviani</i> , 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 Bank</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> <i>Michael Gottlieb</i> , Partner, Ernst & Young <i>Kate Jaspon</i> , CFO, Inspire Brands; <i>Tim Mullany</i> , CFO, Jack in the Box; <i>Kristy Chipman</i> , CFO, Ruth's Hospitality Group; <i>Michelle Hook</i> , CFO, Portillo's	Monet 1-2
1:30 pm–2:20 pm	Alternatives to Traditional Bank Lending <u>Moderator:</u> <i>John Hamburger</i> , Restaurant Finance Monitor <i>Bob Bielinski</i> , Managing Director, AB Private Credit Investors; <i>Barry Dubin</i> , Chief Strategy Officer, KBP Investments; <i>Matthew Pilla</i> , Managing Dir., Guggenheim; <i>Erik Herrmann</i> , 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> <i>Todd Bernhardt</i> , Partner, Baker Tilly <i>Dave DuVarney</i> , Principal, Baker Tilly Digital; <i>Jason Westhoff</i> , President, Cousins Subs; <i>Rahul Kulkarni</i> , CFO, Chaac Foods; <i>Dan Lawler</i> , 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> <i>John Hamburger</i> , Restaurant Finance Monitor <i>Chris Innes</i> , Vice President, Capital One Food & Beverage; <i>Mark Wasilefsky</i> , Head of Restaurant & Franchise Finance, TD Bank; <i>Brett Bishov</i> , Managing Partner, Capital Insight; <i>Greg Grambling</i> , Managing Partner, PJ Solomon; <i>Sandra McCraren</i> , Senior Managing Director, Wintrust Franchise Finance	Monet 3-4

TUESDAY, NOVEMBER 9, 2021, cont.		
2:30 pm–3:20 pm	<i>SPAC Targets: Does Your Restaurant Company Meet Their Acquisition Criteria?</i> <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	<i>Managing to the Future: Lessons Learned From the COVID Pandemic and What's Next</i> <u>Moderator:</u> John Nicolopolous , National Retail and Restaurant Sector Leader, RSM US; Patrick Renna , President, Anthony's Coal Fired Pizza; Scott Lawton , CEO and Co-Founder, bartaco	Bellagio 4
3:20 pm	<i>Afternoon Energy Break</i> <i>Sponsored by ApplePie Capital, Baker Tilly, Harri</i>	Monet Foyer
BREAKOUT SESSIONS (choose from 1 of 3)		
3:30 pm–4:20 pm	<i>Capital to Grow – You Want It, You Need It—Three Different Ways to Get It!</i> <u>Moderator:</u> Roger Lipton , President, Lipton Financial Services Andy Wiederborn , 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	<i>Large Multi-Concept Franchisees—Things We Learned on the Road to Scale</i> <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 Krumbolz , 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	<i>The Evolving Digital Landscape in Restaurants</i> <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	<i>Dealmakers Reception in the Finance & Development Mall</i> <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>	<i>MMB "Plan for Success" Breakfast (plated breakfast)</i> <i>Sponsored by Monroe Moxness Berg</i>	Grand 2
8:00 am–8:50 am <i>(panel discussion)</i>	<i>Own or Lease: The New Chicken or Beef?</i> <u>Moderator:</u> Dennis Monroe , Chair, Monroe Moxness & Berg Bill Lenehan , 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	<i>Changing the Game: How Brands Are Creating the Restaurant of the Future</i> <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, Wetzel's Pretzels	Monet 1-2
9:10 am–10:00 am	<i>From Franchisee to Brand Owner: Adventures in Concept Treasure Hunting</i> <u>Moderator:</u> Navin Nagrani , Executive Vice President/Principal, Hilco Global 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	Monet 3-4
9:10 am–10:00 am	<i>From Targeted Government Programs to Getting to Port</i> <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	<i>Refreshment Break</i> <i>Sponsored by BCI Capital, City National Bank, Revel Systems</i>	Monet Foyer
BREAKOUT SESSIONS (choose from 1 of 3)		
10:10 am–11:00 am	<i>An Auditor, Tax Accountant and a Restaurant CFO Walk Into a Bar...</i> <u>Moderator:</u> <i>Keith Foster</i> , Partner, BKD CPAs & Advisors <i>Megan Adams</i> , Audit Director, BKD CPAs & Advisors; <i>Mike McDevitt</i> , Partner, BKD CPAs & Advisors; <i>Davy Parsons</i> , Senior Manager, BKD CPAs & Advisors	Bellagio 4
10:10 am–11:00 am	<i>Keeping it Fresh: Leading with Outside-the-Industry Strategies</i> <u>Moderator:</u> <i>Bill Bishop</i> , Partner, Grant Thornton <i>Jim Holthouser</i> , CEO, Focus Brands; <i>Carl Lukach</i> , CFO, Noodles and Company; <i>Rob McColgan</i> , Co-Founder & CEO, Modern Restaurant Concepts	Monet 1-2
10:10 am–11:00 am	<i>Franchisor/Franchisee Conflict–Tips for Narrowing the Differences</i> <i>Ryan Palmer</i> , Partner, Lathrop GPM and <i>Mark Dady</i> , Managing Partner, Dady & Gardner	Monet 3-4
BREAKOUT SESSIONS (choose from 1 of 3)		
11:10 am–12:00 pm	<i>Raise Capital From Equity Crowdfunding: Convert Your Brand Champions Into Investors</i> <i>Patrick Wartan</i> , Partner/Chair of the F&B Practice Group, Taft Law and <i>Joseph Tota</i> , CEO, Tapville Social	Monet 1-2
11:10 am–12:00 pm	<i>10 Great Tips We Learned Assisting Clients and How You Can Implement Them in Your Restaurant Business</i> <u>Moderator:</u> <i>Larry Reinstein</i> , CEO, LJR Hospitality Ventures <i>David Ahn</i> , President, CRE Companies; <i>Michael Viola</i> , President, Pure Restaurant Solutions	Monet 3-4
11:10 am–12:00 pm	<i>The “SALT” Tax Workaround–How LLCs and S Corps Can Elect to Deduct State Taxes at the Restaurant Level and Produce More Cash Flow</i> <u>Moderator:</u> <i>Corinne Baughman</i> , Restaurant Practice Tax Partner, Moss Adams LLP <i>Bob Reynolds</i> , SALT Practice Partner, Moss Adams LLP; <i>Glenn Walsh</i> , SALT Practice Partner, Moss Adams LLP	Bellagio 4
12:00 pm	<i>Restaurant Finance & Development Conference Concludes</i>	



The annual Food On Demand Conference is the restaurant industry’s premier off-premises and delivery-focused event. The event is at the Bellagio Hotel and starts after RFDC concludes.

November 10-12, 2021

See all the details at:

<https://foodondemandnews.com/food-on-demand-conference/november2021/>

You Must Pre-Register to Attend