



**Take Flight with  
Your Franchise**

**POWERED  
BY BrandONE**

## Suit Up with A Crew that Knows

Growing a franchise is much like being onboard a rocket launch. You're sitting in an isolated flight deck, your entire life riding on the success of this single mission. Suddenly, a spark ignites a rush of flames, and you feel the boosted momentum give rise. One territory. Two territory. Three territory...

In this liftoff moment, everything around you is shaking. The power of opportunity vibrates you to your core, and before you know it, you begin to reach new levels of atmosphere.

It's impossible to ignore the chaos. There's equipment making strange noises, parts of the rocket shudder, and it feels as if the whole thing could fall apart under the surge of activity.

If you haven't hopped aboard a journey like this before, it's loud, intimidating and unpredictable. This we guarantee! Knowing what to anticipate is the difference between success and failure.

Enter BrandONE. Our team has been to the franchising moon many times, and we are ready to be by your side on this venture. We know how to navigate the course, oversee the systems, forecast challenges, and steer you on the right trajectory. Even more, we understand exactly what needs to take place for prosperity once you've arrived.

**We are BrandONE**, and we're ready to map your flight plan to franchise excellence.



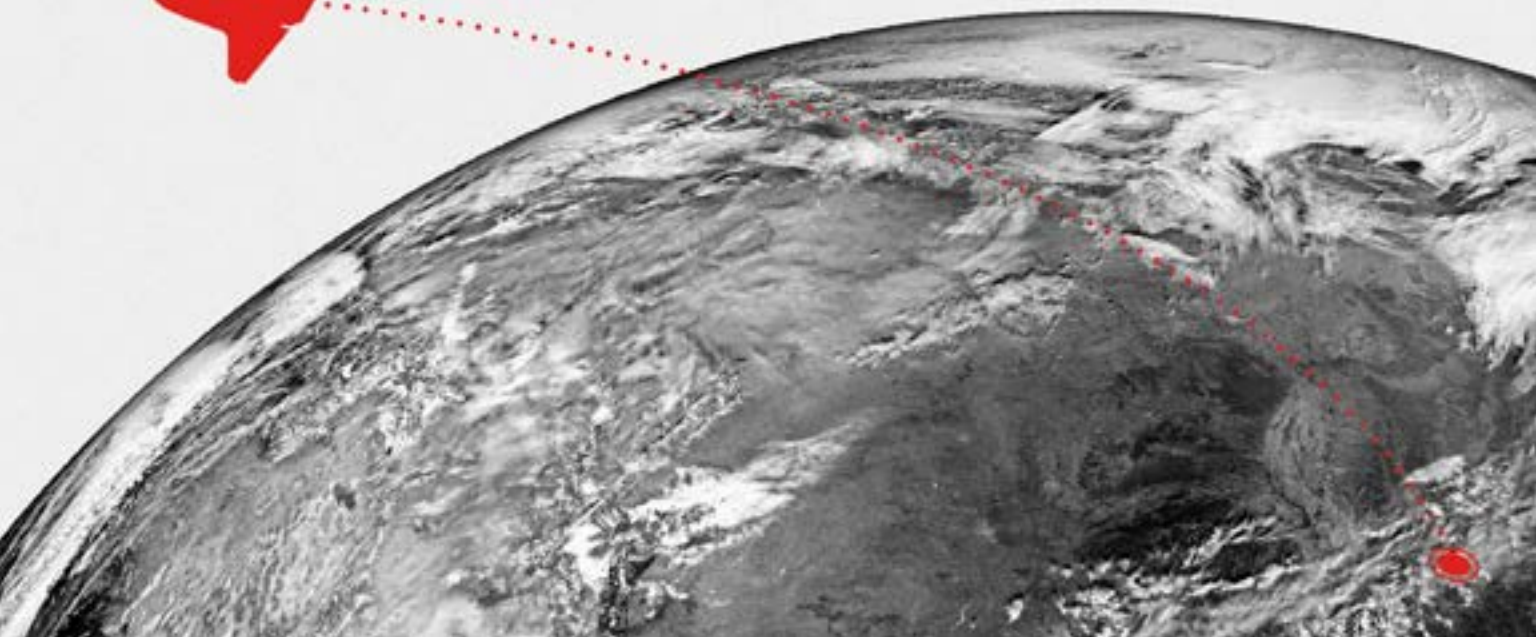
## Going Further than Ever Before

There's a point in business when you must ask: Keep on keeping on, OR skyrocket this concept to a whole new elevation? You have a choice, and there's nothing wrong with staying close to the life you know. However, if you're ready to push the possibilities of smart growth, we invite you to step into the BrandONE experience.

It's an immersive process, one steered by 150-plus years of franchise development know-how and a team that values brands with purpose. Our approach will challenge the status quo of your day-to-day, force you to reimagine your success, and fuel you to once unreachable destinations.

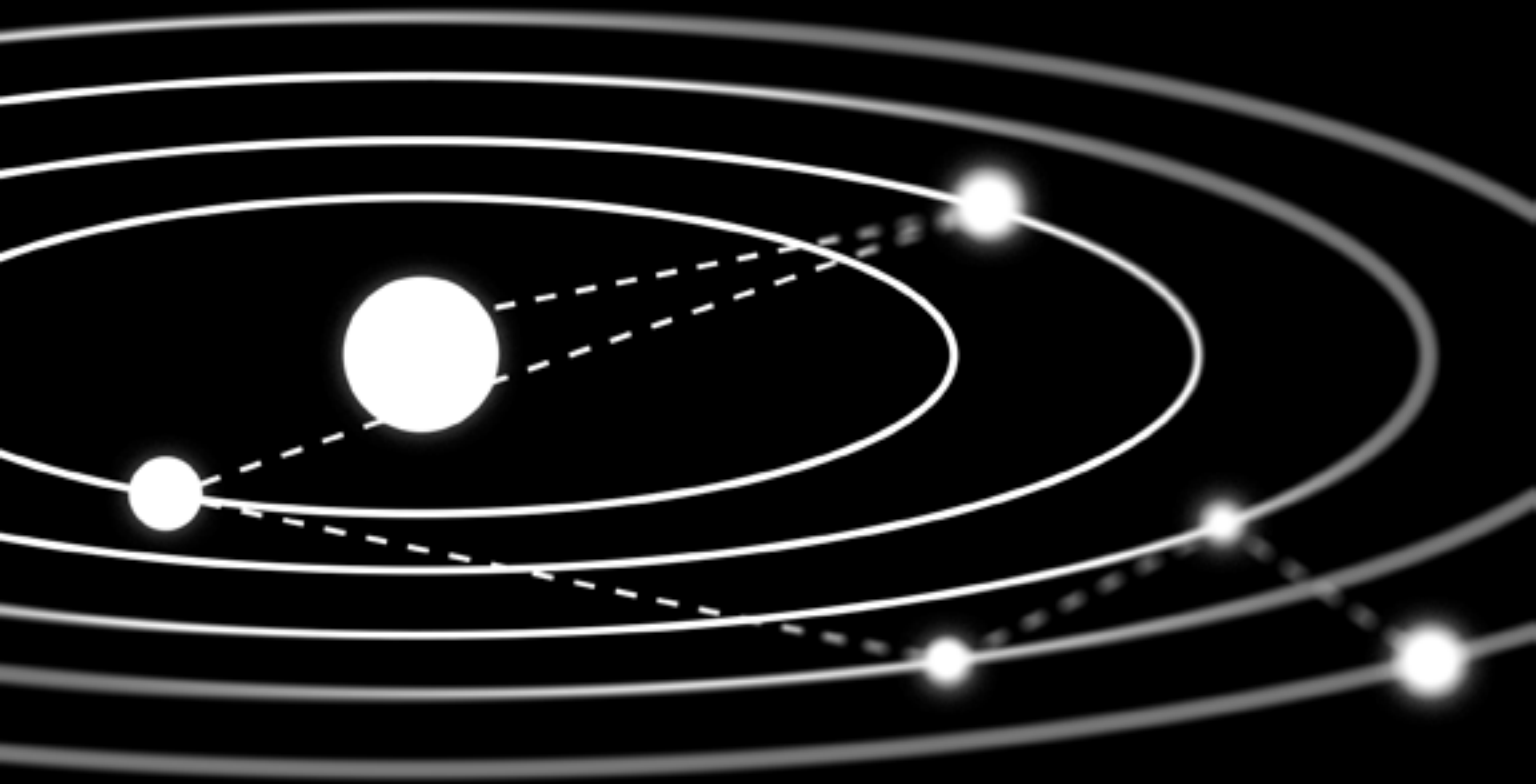
Full disclosure, BrandONE doesn't work with just any business that wants to go the distance. We select our brand partners based on a distinct blend of potential, sustainability, company culture, and authenticity. We gravitate toward franchise models that stand for something greater and want to show the world a better way.

It's these characteristics that throttle us skyward on each development journey. No clunky equipment or ego-driven missions here. Just clear destinations, unparalleled skillsets, a passion for discovery and some navigational intuition.



## Know The Course

BrandONE understands the many variables that can effect a mission to take a franchise to greater heights. Setting destination coordinates represents just the beginning. You also must calculate a precise track, define windows of opportunity to breakthrough, and meticulously monitor movement. Our team accomplishes maximum results by pouring energy into three primary areas.



# Stages of Acceleration

## Franchise Development

It's not enough to simply bring "fresh recruits" aboard a franchise. The business model must be able to carry the weight and uphold its integrity to sustain the mission. At BrandONE, we've spent decades cultivating relationships across the franchise industry. In return, we provide our brands access to the expertise they need to refine their operations and infrastructure. This way, when the franchise award process expands, they're ready to support the influx of new franchisees and continue to grow.

## Franchise Recruitment

We speed up growth for emerging franchises by matching them with high-quality candidates. To assure that the best prospective franchisees gravitate toward our brands, we educate them on every facet

of the opportunity. Learning these details, candidates are more confident about their choice when they decide to move forward. The end result: Our brands land franchisees who are perfectly aligned with their vision, values and business model. Everyone on board wins.

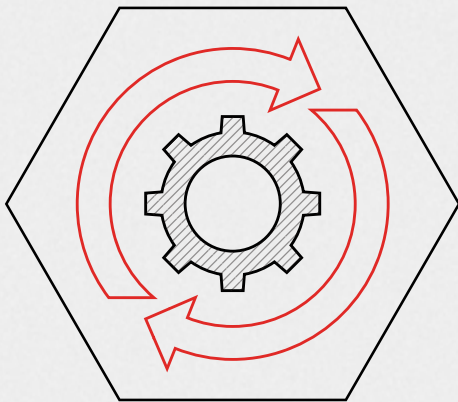
## Growth Strategy

All brands believe they have a robust system to support rapid growth. And in the moment, this is usually the case. However, BrandONE has embarked on many similar pursuits to hit the next-level. Therefore, we leverage our industry experience and connections to help our brands forecast the best path forward. Charting a future-facing strategy, we'll help you optimize your efforts and reach growth goals more quickly than you ever imagined.

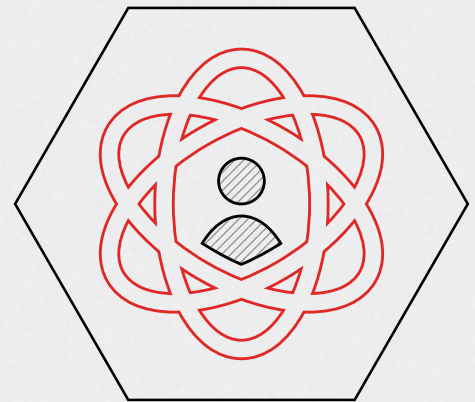


# Flight Checklist

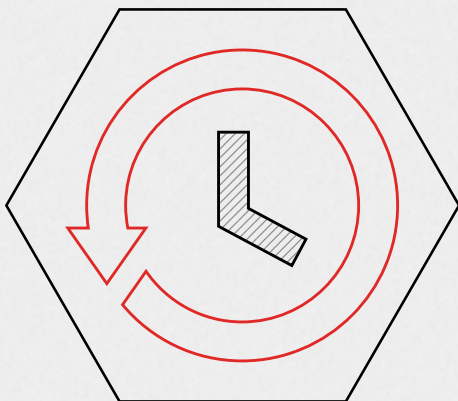
You'll quickly see firsthand, BrandONE leaves nothing to chance when it comes to fueling franchises for long haul results. We're here to drive your vision. We absorb every detail about your business, so when we invite others along for the ride, they feel absolutely committed to the mission. Your BrandONE team first educates ourselves – then your candidates – on your:



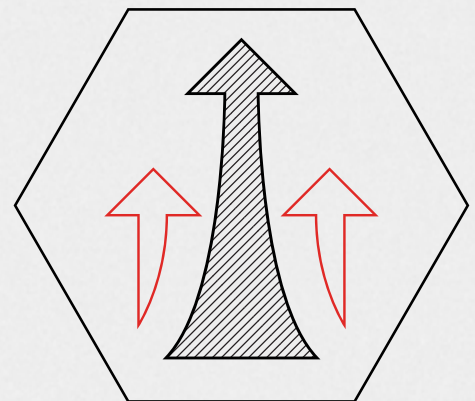
**OPERATIONAL STRUCTURE**



**CORE VALUES**



**HISTORY**



**GROWTH PLANS**



## Peter Barkman, Partner

A natural-born leader, Peter Barkman has been in the franchise industry since college. While his peers were pledging fraternities and working unpaid internships, Peter became a franchisee. At the tender age of 20, he managed a College Pro Painter franchise location, which included 18 employees. When he graduated, his mentor invited him to join the College Pro corporate team to help grow the brand in the U.S. Peter never looked back.

Ultimately, this opportunity was his springboard into the world of franchise development. Peter's taken several brands from regional companies to national industry leaders. For example, he was integral to CertaPro's growth from \$50 million to over \$400 million. He's also

won several industry awards, including the Star Award (2012 and 2014) and the 2014 Franchisees' Choice Award. Needless to say, he's learned a thing or two about the best approach to franchise development.

Peter lives in Richboro, PA with his family and has a Yorkshire poodle named Abby.



## Michael Mudd, Partner

When it comes to franchise development, Michael's accomplishments speak for themselves. After launching his franchise development career at Relax the Back, Michael earned his first major successes with Menchie's Frozen Yogurt. In just seven years, he grew the brand from a 23-location regional operation to a nationally-recognized brand with over 550 locations. He secured partnerships with Universal Studios, domestic multi-unit franchisees and international master franchisees, including one in the Republic of China that enabled the brand to realize hundreds of locations in a brand-new market. Results like this have helped him win three Commitment to Excellence Awards from the top franchise consultant networks.

The secret to Michael's success is his commitment to clear, open communication with candidates. He asks countless questions to develop a comprehensive understanding of candidates' strengths, weaknesses and objectives. Michael's pet peeve is that people aren't present. As a result, he's always focused on the person in front of him, whether in-person or on the phone. He doesn't drive, text, or email while he talks to candidates. This means that Michael learns more about candidates than the competition and builds better, longer-lasting relationships with them.

Michael lives in San Clemente, CA with his wife and daughter. He has two dogs, Bliss, a King Charles, and Tana, a Goldendoodle.





## Jason Barclay, Partner

Jason is the consummate franchise development professional. Having worked with a diverse group of franchisors in a variety of industries, he's learned the secret to successful development comes down to one thing: a desire to connect the right people with the right brands. He's been accomplishing that exact outcome for more than 15 years, but his experience goes far beyond the sale.

Jason got his start on the numbers side of the industry, working in the audit and accounting departments with Meineke Car Care Centers. This role led to his mastery of franchise finance, which has been instrumental in assisting multiple private equity companies with successful rollovers and recapitalizations.

Far beyond financials, Jason's knowledge now spans every facet of the franchise industry – from real estate and construction all the way to acquisitions. Whether its assessing what concepts will succeed and where, to identifying complementary concepts for partnerships, Jason has quite literally done it all.

When he actually does take a break, Jason enjoys life on the lake in Charlotte, N.C. with his wife and young son, Luke.



## Kurt Landwehr, Partner

A franchise development veteran, Kurt started his company to use all the intuition and experience he's gained over the years to help emerging franchise brands grow sustainably. He (and the rest of the BrandONE partners) follow a logical process to accelerate growth. He knows that effective development isn't sales. It's education, relationship building, and knowing when to say no.

You read that right, when to say no. Kurt's ethical approach means that he doesn't push brands – or candidates – into situations that aren't ideal. While competitive, he doesn't want the quick win. He's committed to doing things the right way. He also wants you to know that he wears two hats. He is still the

VP of Franchise Development at Regis Corporation. He's happy to have the opportunity to pursue his own dream, while maintaining his commitment to brands he's been with for nearly a decade.

Kurt lives in Maple Grove, MN, with his wife of 21 years, his teenage daughter and son along with their 3-year-old Havanese, Oliver.



## Dave Schaefer, Partner

Dave has been in the franchising world for nearly 30 years. He started his career as an entry level employee for a nationally-known automotive repair company. Within five years, Dave became the largest franchisee within their system, responsible for 12 stores in two states.

Eventually, the company was acquired by a large private equity firm. At the time, Dave was asked to come on as president of the automotive operation. He was ultimately named chief development officer for Driven Brands, the parent company of the nation's largest automotive franchise group. There, he successfully assisted in implementing their growth initiative. In turn, Dave was asked by the same private equity group

to help lead Neighborly, the nation's largest service brands franchise conglomerate.

Today, Dave is married to his high school sweetheart. Together they have three beautiful children, all in college. They reside in Jupiter Florida, where they enjoy the outdoors and all that nature provides.



## Sarah Van Aken, Franchise Development Specialist

Sarah's remarkable career runs the entrepreneurial gamut. Early on, Sarah launched the residential arm of a commercial real estate and development firm. She excelled in property, but eventually shifted her energy toward a completely different industry. She moved on to spearhead and nurture three successful fashion companies. During this run, she experienced wonderful growth, however the eternal developer, Sarah wanted something more.

She'd ultimately channel her branding, marketing, and design skills to ease onto the greeting cards scene.

Once there, she became an absolute force! Sarah collaborated with a former Hallmark CEO to build a \$135 million social expression business.

Today with BrandONE, Sarah leverages her business knowledge and teacher's heart to lead others to the right franchise for them. Sarah – who's often called on to mentor women in business – subscribes to a pay it forward mindset. She most appreciates the opportunity to evolve brands and individuals who serve the greater good. And when it comes to recruiting high-quality candidates for the brands she represents? Well Sarah regularly shares one mantra: You don't have to go it alone.



## Chris Vennemann, VP of Franchise Development

Chris has always had a desire for change, both in life and his career. Working in various industries and backgrounds, from car buying to financial systems, Chris' moves were always aimed at changing.

In 2016 Chris took the leap into franchise ownership. He was the best franchisee the brand had ever seen, growing a profitable business and adding employees in record time. After a few years, Chris decided to sell his franchise and went to work in the operations side of franchising.

Here, he became a franchise business coach, helping new franchisees navigate and enter the world of business ownership. From marketing to employment law

to networking and community involvement, he helped paved the path to success for many franchisees.

He brings that same mindset and easily approachable personality to the B1 crew. He is thrilled to guide potential franchisees through the world of franchising from both the franchisee and the franchisor's perspective.

Currently, Chris lives in Mooresville, NC, with his wife, son and three sleepy cats.



## Bruce Sadowsky, VP of Franchise Development

Bruce has been involved in franchising for more than 17 years. He began as the co-owner of a CertaPro Painters franchise, where he was responsible for sales and project management. After two years, CertaPro corporate asked Bruce to join the operations team. Here, he mentored and trained new franchise owners as they launched their new businesses.

Six years later, Bruce took on the role of General Manager of Franchise Development at CertaPro. His sales, production and operations experience made him an ideal match for that role. After a successful six years at this position, Bruce took the next step in his career, as VP of Franchise Development at BrandONE.

When thinking about all the wonderful franchise owners that began their careers with Bruce, he is humbled to know that they trusted him to guide them in the right direction.

“I look back on so many successful placements and realize that lives were improved, and legacies were begun for scores of families because of that trust,” he said. “I understand how important it is to help candidates fulfill their dreams of business ownership.”

Bruce and his wife, Ann, currently live on Cape Cod in Massachusetts and have three grown children.



## Heather McPherson, VP of Franchise Development

Heather has spent more than 20 years in the franchise space as a business advisor, financial consultant, and more. She's most at home, however, when working with her first love -- franchise development.

Heather began her franchise career with Knowledge-Point, where she wore many hats – operations, franchise development, and business advisory, to name a few. Her exceptional work earned the attention of Tutor Doctor. Here, she worked in franchise development and was tasked with bringing the new brand to North America.

Then, FranFund called with an exciting opportunity! Heather was the first to join the team on the devel-

opment side as a Senior Funding Consultant. At this position, she enjoyed assisting hundreds of entrepreneurs in finding just the right way to fund their dream of business ownership.

She eventually returned to her roots, joining Dekalash as their Brand Development Director. She helped expand the company to over 300 studios sold and 128 open in the U.S. and Canada!

Heather believes that each relationship built begins on a foundation of honest integrity, fearless confidence, positive optimism, and balance. She follows this philosophy in business and life and is thrilled to bring her diverse skill set and intense passion to the B1 team.



## Kim Robinson, VP of Franchise Development

Kim Robinson spent the first ten years of her career working in sales and development for a South Florida Real Estate Developer. Here, she assisted future homeowners in building their custom dream homes, upwards of \$3M.

After moving to Nashville, TN, in 2008, the satisfaction of assisting entrepreneurs with their dream of business ownership led her to franchise development. She started her career in franchising with Tasti D-Lite and Planet Smoothie. Kim has since been successful in helping several large brands grow, including Chem-Dry, AAMCO Transmissions, and most recently Massage Heights, where she served as Vice President of Franchise Development.

Kim still resides in Nashville and is married to a local firefighter. With a son who is a freshman in college, three older stepsons and one grandson, she is the epitome of a boy mom. She loves cooking for all of the boys and the local fire department. Over the summer, she and her family enjoy boating at a local lake.

Originally from a small Kentucky town with only 2,000 residents, Kim could not pack fast enough to move to South Florida to begin her professional career. It's been all sunny skies from there, and BrandONE is thrilled that Kim's journey has led her to our always-growing B1 team!





## Steve Lajiness, VP of Franchise Development

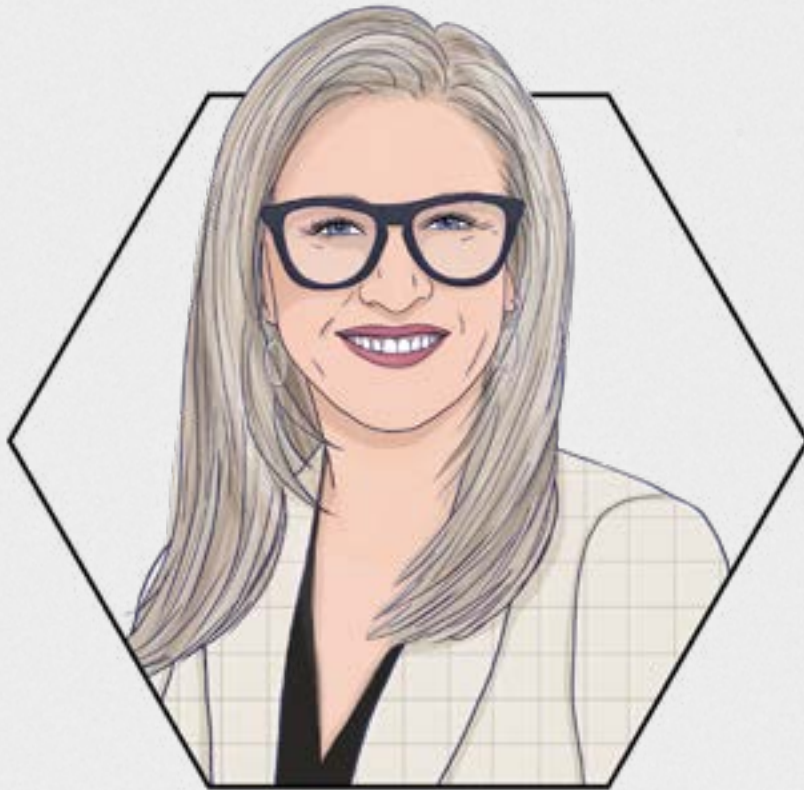
Steve Lajiness' franchise career dates back to his very first job in high school where he worked with a local franchisor. This position not only provided a solid basis for understanding the franchise space, it sparked a lifelong passion for helping others turn their dreams into reality.

Steve brings with him 35 years of experience and a unique understanding of both sides of the franchise business model. Early in his career, he worked on the operations and customer service sides, in addition to being a multi-unit franchisee and successfully managing two different brands.

Down the road, Steve's focus shifted to helping franchisors successfully develop new brands and reach expanded levels of growth from coast to coast. Since 2006, he's assisted 13 unique brands in quickly achieving their desired franchise representation.

He continually strives to ensure his candidates have all the information they need to make an informed choice and one thing is clear – his approach works. To date, he's had the pleasure of assisting over 1,000 individuals transition into franchise ownership!

Steve and his wife, Kim, who also works in franchising, met through their careers and have two grown children of whom they're extremely proud.



## Jen Olson, VP of Franchise Development

With a background in marketing strategy, excellent sales acumen, and proven business planning and management expertise, Jen Olson is an all-around business development guru! For decades, she's focused her efforts on the franchising space, helping franchisors and franchisees reach their full potential.

After earning her bachelor's degree in business administration and management from Michigan State University, Jen began her career on the marketing and sales end of the business world. In 2002, she accepted the role of Senior Franchise Development Manager at Mr. Handyman and quickly realized she had a special touch when it came to guiding prospective customers through the franchising process.

Now, Jen joins the BrandONE team in a familiar role – VP of Franchise Development. With her impressive list of accomplishments and outstanding drive to succeed, she's a welcome addition to the B1 family!



## Olivia D'Andrea, VP of Franchise Development

Olivia D'Andrea is a natural when it comes to ascending to new, exciting viewpoints – both in her career and in life. Olivia's ready to hit the next level as BrandONE's Vice President of Administration and Compliance. Once she graduated college, the born explorer joined Driven Brands, a leading automotive franchise. There, she spent some eight years honing her skills in Human Resources, Franchise Development, Managing Audits, Compliance, and Business Administration.

She began specializing in Customer Relationship Management, as well as Process Management. In doing so, she discovered a deep passion for building more efficient teams. Using modern systems and

techniques to pace performance, Olivia quickly became a leader among her colleagues. So much so, she ventured on to take her experience to several major franchisors, including Meineke Car Care Centers, MAACO, CARSTAR, 1-800 Radiator and Take 5 Oil Change.

BrandONE is thrilled that Olivia's professional compass led her to our crew. When she's not conquering operational mountains or belaying rock faces in her past time, you likely will find the N.C. native with her husband, Johnny, and their two children.



## Emily Anderson, VP of Franchise Development

Emily Anderson has always had an independent, ambitious, and entrepreneurial spirit. Now as BrandONE's newest VP of Franchise Development, she's taking that vigor and on creating long-term powerful partnerships and successful franchise teams.

Finding a passion for biking, she rode her bike everywhere! At age 14, she biked to a local restaurant where she applied, interviewed, and was hired! Once her parents found out (oops! she hadn't mentioned it to them), they requested she focus on school and extracurricular activities. After all, she had the rest of her life to work!

Driven by that love for freedom and independence, Emily started her own business at 26. Four years later, she got an offer she couldn't refuse at a Silicon Valley Startup and thrived in the fast-paced, energetic environment. Here, her skills in understanding and guiding people to match with clients to the best suited business venture was witnessed and harvested.

A high-energy individual, Emily has run over a dozen ultramarathons while training and participating in multiple triathlons. In the off-season, you can find Emily teaching classes yoga classes. She enjoys staying active with the company of her husband, son, and fur baby border collies.



## Jeff Bien, VP of Franchise Development Specialist

Jeff entered the franchise world some 20 years ago. He launched his career, specializing in operations for Aamco Transmissions. Living in Austin Texas, Jeff oversaw the Mid-Atlantic and Southwest regions for the engine repair juggernaut.

Eventually, he accepted a position with CertaPro Painters, also on the operations side. However, after a little time, they offered him a role in franchise development. Jeff would ultimately meet and connect with BrandONE partner, Peter Barkman, who also worked for CertaPros at the time. The two stayed close friends after Pete raised the sails for other entrepreneurial journeys.

Today, Jeff and his wife Emily are raising four kids -- 2 boys, 2 girls. He feels aside from the amazing backgrounds of those driving the mission, he admires B1's collective commitment to "doing the right thing" when it comes to growing franchises.

As for knowing the distance to franchise victory and anticipating obstacles along the way, Jeff's a big believer in surrounding future franchisees with a team of pros. He holds a very specific philosophy on matching the ideal franchise candidate with the most promising opportunity -- Educate them and put them in a position to talk to other franchisees, as well as the franchisors themselves.



## Alexandria Warren, VP of Operations

Alexandria comes from a long line of franchise experience, spending more than a decade's time perfecting her skillsets on the vendor, broker and franchisor sides of the fence. A double major alumni (Marketing / Law) of Clemson University, Alex has mastered the art of showcasing the unique – often hidden – elements that make a brand appealing to candidates.

On any given day at BrandONE, you might find her fleshing out best practices for a growing franchise concept. Possibly, she's finetuning details for a Discovery Day or rallying her B1 team for a meeting. Regardless of the occasion, one thing's certain – Alex will be front and center, making sure all aspects move in harmony

Currently, she lives in Greenville, South Carolina with her husband Joshua and her young daughter Everleigh.

# What It Takes to Ride with Us

B1 helps brands that possess character and competence, showing an absolute commitment to their long-term vision. These emerging franchises understand the value of working with broker networks. They are ready, willing and able to take flight! To ensure this is the case, we cover the following checklists when we vet a concept.

## They Need:

- Strong Financial Performance Representation (Item 19)
- Solid Franchise Owner Validation
- Infrastructure to Handle Multi-Unit Opportunities
- A Willingness to Make the Investments Necessary to Grow
- Shared Common Values
- A Commitment to Responsible Growth
- A Franchisees-First Approach
- A Focus on Unit Economics
- A Determination to Constantly Improve the Offering

## We Ask:

- Are they a mission driven business?
- Do they have a team that can work well together
- Are they coachable? Do they have coaches or consultants in franchising?
- Can they lead?
- Can they follow? Can they learn?
- Are they able to collaborate with others?
- Can they listen?
- Are they goal oriented?
- Are they tenacious? They never quit?
- Are they aware of their strengths and weaknesses (introspection)?
- Are they able to organize themselves, people and projects?



# ALL SYSTEMS GO

You've now read the intro manual on what it takes to be a B1 brand. You've seen our approach to franchise Smart Growth and learned a bit more about how we navigate every mission. If your concept checks off the boxes, and you want to hit greater altitudes, we'd love to setup a discovery session.

**We're ready to get started. Buckle up!**

**BrandONE**