

FRANCHISING[®] WORLD

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IFA INCOMING CHAIR DAVID HUMPHREY

ECP-PF HOLDINGS GROUP, INC.

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2023 IFA BOARD CHAIR DAVID HUMPHREY LEADS WITH HEART AND INTENTION TO GROW SUCCESSFUL BRANDS

By Bill Meierling and LizaBanks Campagna, IFA



David Humphrey knows the meaning of hard work. Growing up, he spent summers working in the wheat fields and the huge vegetable patch on his family's farm in Manitoba, Canada. It was *real* work where his payment came in the form of family gratitude and food on the table. The seasonal work of his formative years taught David that successful enterprises are built on hard work and consistent product delivery. On a farm — just as in franchising — the work must be done or there will be negative downstream effects. There is no harvest if the seeds are planted late. And weeds will crowd the bountiful crop if daily attention is not paid to the garden.

David has a long track record of leading successful, growth-oriented consumer companies in the franchising and corporate worlds. He spent 18 years in the global conglomerate Philips Electronics, where he ran a Latin American division and led its worldwide e-business and consumer relationship marketing activities. He also helped turn around a billion-dollar distributor of natural foods and organic products, as president of **Tree of Life**. In franchising, David served as CEO of **Massage Envy Spa** from 2008-2011, which doubled in size to over 670 locations and 1 million members during his tenure. David now serves as chairman of **Massage Heights Franchising**, a 120-unit family-owned upscale spa franchisor, and he serves on the Board of **Handel's Ice Cream**, a fast-growing franchisor of more than 90 ice cream shops. And

today, he also helps lead a major franchisee group within the Planet Fitness gym chain, operating 120 of the more than 2,400 **Planet Fitness** gyms. His franchise operates in six U.S. states and three Canadian provinces, with David serving six years as CEO and now as vice chair.

Like many leading businesspeople, David attributes the success of his endeavors to a set of simple values rooted in diplomacy, authenticity and service — all people-centered motivations. Citing the children's book *All I Really Need to Know I Learned in Kindergarten*, he shared that the *Golden Rule* — the principle of treating others as one wants to be treated — has guided countless decision points in his storied career. As a franchisor and franchisee, the incoming IFA Chairman has developed growth strategies from both sides of the franchising equation and believes in mutual benefit for all involved in all engagements: "The long-term success of a franchise brand doesn't happen unless it's a win-win for the customer, the franchisee, and the supplier. All sides must benefit."

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With franchising's dramatic growth around the globe and the IFA's position as the world's oldest and largest organization representing franchising worldwide, it is the right time for David's leadership. While living and working in Brazil for four years, he came to understand that everything one considers true may be "only partly true, or true from only one perspective." This invaluable realization holds true across the international marketplace as much as it does in franchisee-franchisor relations. As IFA works to protect, enhance and promote franchising around the world, David's drive to seek diverse perspectives, unite people and create win-win opportunities will guide IFA's and franchising's growth.

Having served on the IFA Board of Directors since 2019 — including time served on the executive committee and leading Board initiatives on member standards and franchising education — many IFA members have benefited from his sound advice and approach to seeking perspective and building consensus. As IFA members and the global franchising community celebrate David's chairmanship and gain understanding of his leadership, several franchising leaders from throughout his career have shared their insights:

Charlie Chase

**President and CEO, FirstService Brands
President and CEO, California Closets
2022 Chairman, IFA Board of Directors**

"David possesses an expansive worldview rooted in diversity and focused on business. He is a values-based leader who invites input from all stakeholders. He is a strategic thinker and one of the most calming captains in a storm. David has worked with powerful entrepreneurs, and in many ways, he has been the steady hand that kept those organizations focused on the strategic elements that matter.

I've watched David in situations where emotions are high, energy is running rampant and action must be taken. At every turn David was the steady hand, remained focused on the mission and built consensus to achieve the goal. He is good for franchising and will be great for IFA.

I am pleased to be handing the role of IFA Chairman over to David Humphrey. We are in good hands."

Shane Franson-Evans

**Co-founder, Vice Chairman, Massage Heights
Co-founder, COO, Elevated Brands
IFA Board of Directors**

"I have admired David as a business leader for many years and have had the honor to work alongside him for the past decade as the Board Chairman of Massage Heights. It was at an IFA Annual Convention years ago that I sought David out during a luncheon, sat down beside him and eventually asked if he would consider serving our brand as a Board Member. Gratefully, he agreed, and I have had the honor and privilege to get to know him as a leader and friend.

As Massage Heights Chairman, David has led our Board of Directors with an even, steady hand — not an easy endeavor in a family held business. As a private, family business, we have appreciated his direct yet careful and practical approach to problem solving and his guidance and strong leadership as we have contemplated complex business decisions. He is a sophisticated thinker — open-minded yet grounded.

One of the qualities I admire most about David is his genuine desire to help and how he shows care and consideration for others personally and professionally. He has a wonderful, big heart and has shown genuine care for our family, our business and our franchisees consistently throughout the years in the way that he has engaged and approached each stakeholder with thoughtfulness.

David is passionate about franchising, doing the right thing for all stakeholders and protecting the franchise business model. His leadership skills and drive will no doubt help the IFA continue to hold us all to higher standards and to elevate franchising."

Sam G. Ballas, CFE
Founder and CEO, East Coast
Wings + Grill
IFA Board of Directors

“I have known David for years and have had the privilege of working with him on the IFA Board of Directors and various committees. He is an excellent choice to lead IFA forward as franchising fosters entrepreneurship in communities around the world. He is extremely well rounded, possesses the perspective of a franchisor and a franchisee, and has a vast knowledge of franchising. His awareness of and ability to develop franchisor and franchisee operational structures in cross-cultural, global markets has paid dividends for the brands and organizations he works with.

David is incredibly accessible and always willing to help. In my engagements with him, he has always been an active listener, adept at analysis and the navigation of challenging business issues.

David has spent years helping brands grow and elevate their business models by developing internal cultures focused on understanding people and consumers, strategic clarity and accountability. David is and will continue to be a champion for franchising and the vast community of franchisors, franchisees and suppliers that make our business model work.”

Chris Rondeau
CEO, Planet Fitness
IFA Board of Directors

“David Humphrey has been a steadfast and impactful leader in the Planet Fitness franchise community since he joined one of our largest franchise groups in January 2016 as their CEO. He now serves as vice chairman of that same franchise group, which operates more than 120 clubs in various states.

Core to David’s leadership success in franchising is his unique career experience on both the franchisor and franchisee side of the business. Prior to leading one of the largest Planet Fitness franchise groups, David served as the CEO of Massage Envy. His perspective as both a franchisor and a franchisee enables him to uniquely understand the opportunities and challenges that exist for each stakeholder. He always strives to find common ground and win/win business outcomes.

He is an even keeled and balanced leader, who listens first, and processes and reacts second. This quality has enabled him to build strong relationships and trust throughout the Planet Fitness system. He is also a great leader and influencer of people, aligning teams under a unified mission toward a common goal. Finally, David is never afraid to roll up his sleeves when needed. During the COVID-19 pandemic, David was critical in working closely with franchisees, the brand and government officials to help spearhead lobbying and government relations initiatives.”

Omar Simmons
Managing Partner, Exaltare Capital Management
Executive Chairman and Founder, ECP-PF

“I have had the distinct pleasure of working with David for almost a decade. I have seen him firsthand add tremendous value to our Planet Fitness franchise platform (ECP-PF) as a board member and as CEO. David exercises wise judgement and counsel, offers excellent strategic thinking and leadership, and is a gifted communicator who can diplomatically solve problems and find win-win solutions. David’s experience, integrity and leadership skills is an extraordinary gift to IFA and the entire franchise community.”

And a final word to the global franchising community from incoming 2023 IFA Chair David Humphrey:

“Franchising has the capacity to change lives. It certainly changed mine. As a lifelong businessperson, I learned franchising at IFA. The programs and value IFA delivers daily to members like you and me are created and managed by an incredible staff. During my chairmanship, and as we work together to protect, enhance and promote franchising, I’m particularly looking forward to working alongside the IFA staff.” 🌐

Bill Meierling is the vice president of communications and marketing at the International Franchise Association (IFA).

LizaBanks Campagna is the communications coordinator at the International Franchise Association (IFA).



INTRODUCING THE 2023 IFA BOARD OF DIRECTORS

IFA Executive Committee



David Humphrey
ECP-PF Holdings Group, Inc.
Chair, IFA Board of Directors



Mary Kennedy Thompson, CFE
Neighborly
Vice Chair, IFA Board of Directors



Steve Hockett
Great Clips
*Second Vice Chair,
IFA Board of Directors*



Charlie Chase
FirstService Brands, Inc. and
California Closets, Inc.
*Immediate Past Chair,
IFA Board of Directors*



Bill Hall, CFE
Treats Investment, LLC
Treasurer



Stuart Hershman
DLA Piper
Secretary



Dan Monaghan, CFE
Clear Summit Group
Chair, IFA Foundation Board of Trustees



Sam Ballas, CFE
East Coast Wings + Grill
Chair, Franchisor Forum



Jerry Akers
Great Clips of Iowa/Nebraska
Chair, Franchisee Forum



Geoff Seiber
FranFund, Inc.
Chair, Supplier Forum Advisory Board

IFA Board Members



Tom Baber
IHOP (Franchisee)



Marcus Banks
Wyndham Hotels and Resorts, Inc.



Rob Branca
Branded Management Group, Inc.



Michael Browning, Jr.
Unleashed Brands



Mitch Cohen
Jersey Mike's Subs;
Sola Salon Studios



Adam Contos, CFE
Area 15 Ventures



Randy Cross, CFE
Fish Window Cleaning



Kimberly Crowell
Kalo Companies



Troy Dahl
Ecolab Inc.



Steve Danon
Restaurant Brands International



Jay Duke
BDO USA, LLP



Chris Dull, CFE
Freddy's Frozen Custard and Steakhouses



Clint Ehlers
FASTSIGNS of Willow Grove, PA and Cherry Hill, NJ



Shane Evans, CFE
Massage Heights Franchising



Sean Falk, CFE
Just for Your Paws, LLC



Ron Feldman, CFE
ApplePie Capital



Karen Finberg
Marriott International



Greg Flynn
Flynn Restaurant Group and Flynn Properties



Robin Gagnon, CFE
We Sell Restaurants



Ericka Garza
Au Bon Pain



Genna Gent
McDonald's



Daniel Halpern
Jackmont Hospitality



Dustin Hansen, CFE
InXpress



Jim Holthouser
Focus Brands



Harvey Homsey, CFE
Express Services, Inc.



Earsa Jackson, CFE
Clark Hill Strasburger



Jay Johns
IHOP



Tamra Kennedy
Twin City TJ's, Inc.



Aslam Khan
Falcon Holdings



Tom Krouse
Donatos Pizzeria LLC



Todd Leff
Hand & Stone Massage and Facial Spa



Joe Lindenmayer, CFE
California Closets of the Gulf Coast



Ned Lyerly, CFE
CKE Restaurants Holdings, Inc.



Dennis Maple
Goddard Systems, Inc.



Erin Martin
Little Caesars Enterprises, Inc.



Kevin Morris
Domino's Pizza LLC