



# ar<sup>®</sup> Independent Franchisee Association (BIFA)

an Affiliated Chapter of the

**American Association of Franchisees & Dealers**  
*The Center for Total Quality Franchising<sup>®</sup>*

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November 30, 2017

Ms. Shelly Sun, CEO  
BrightStar Franchising  
1125 Tristate Parkway  
Suite 700  
Gurnee, IL 60031

**BY REGULAR U.S. MAIL AND EMAIL:** [Shelly.sun@brightstarcare.com](mailto:Shelly.sun@brightstarcare.com)

Dear Shelly:

I wish to introduce formally to you the BrightStar<sup>®</sup> Independent Franchisee Association, (BIFA). I want to take this opportunity to tell you who we are and what we are trying to accomplish. First and foremost, BIFA membership is made up of passionate and dedicated BrightStar franchisees, franchisees who are dedicated to the success of our brand – our mutual success. All of our members respect and appreciate the ‘channels’ for communication management has provided, and we wish to emphasize that we will work with management to make sure these channels are as effective as possible.

In that same spirit, we hope that BrightStar management will realize that there are important differences between an advisory council that sits at your pleasure and an independent association that can develop its own agenda and resources to empower the success of our members. Our association hopes to be a resource to the FAC and to management. For example, the FAC lacks the resources to obtain legal counsel regarding initiatives proposed by management, nor does it have the communication facilities to promote private dialogue among franchisees. Similarly, the FAC is not geared to provide member benefits customarily provided a trade association of peers.

Let me also say what BIFA is not. We are not a negative anti-BrightStar and/or anti- Shelly Sun group. We are not a bunch of disgruntled franchisees. We have all staked our futures on the success of our businesses and we all know that BrightStar Franchising can only be as successful as the franchisees in the BrightStar family. Likewise, the franchisees can only be as successful as our franchisor. Our goal is for everyone to do better. In fact, the main focus of BrightStar Franchising’s efforts this coming year, as outlined in the opening session of the annual BrightStar conference in Henderson, were increased franchisee profitability and collaboration between franchisees and franchisor. We want the same things. It makes sense for us to work together in achieving these goals.

Our association believes we can help you accomplish your goals and rocks. We know you want better survey results from franchisees. We know you want to sell more territories. We know you want happy, supportive franchisees. Working together we can help you and everyone wins.

We know we must prove our mettle, but we hope over time to demonstrate that our association, and our leadership and members, can be a valuable asset to the success and growth of our brand. One goal we have set is for

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BrightStar to become an AAFD Accredited Franchisor, whereby our brand, and brand growth, is endorsed by the oldest and largest trade association speaking for franchisees. We know that BrightStar is a leader within the International Franchise Association, so we would assume BrightStar management already appreciates the value of membership in an established trade association dedicated to best practices of the franchising community.

We look forward to demonstrating our citizenship within our community, to making our brand better and stronger, and earning BrightStar's support for our existence.

As suggested by the FAC, with whom representatives of BIFA met during the annual conference, I would like to request a face to face meeting at the time and location of your choosing so that representatives of our association can sit down and discuss with you how working together we can all be more successful. The sooner we can meet the sooner we can start working together. Please let me know a time and place and we will be there.

Sincerely,

Timothy D. Golden, President  
BrightStar<sup>®</sup> Independent Franchisee Association

Cc: Mark Mooney, FAC Co-Chair