

# BrightStar® Independent Franchisee Association

*An affiliated Chapter of the  
American Association of Franchisees & Dealers  
Your Center for Total Quality Franchising®*

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**June 20, 2014**

**BY REGULAR MAIL AND EMAIL:**

**Re: Your Reply to Association Invitation to Collaborate**

Dear Ms. Sun and Mr. Gilday:

Thank you for your prompt response of June 12 to our correspondence announcing the formation of the BrightStar® Independent Franchise Association (BIFA). We wish to express our appreciation of your response and acknowledgement of our association, even though you have chosen to decline our invitation for an early dialogue.

First and foremost, the BIFA steering committee, as well as the BIFA membership, is made up of passionate and dedicated BrightStar franchisees who are committed to building a premium brand while ensuring the economic success of all stakeholders. All of our members respect and appreciate the channels for communication provided by the franchisor, and we wish to emphasize that we will work with the franchisor to make sure these channels are as effective as possible. However, the formation of BIFA representing 26% of system revenue clearly indicates a desire from franchisees for more open and direct input in the decision making processes. Your franchisee community has invested in the BrightStar brand in large part due to the commitment to “A Higher Standard”—and BIFA is organized and dedicated to the embodiment of that principle for our brand.

In that same spirit, we hope that BrightStar Franchising 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 the franchisor. For example, the Association can provide a different perspective based on its ability to offer a safe environment for franchisees to speak candidly. Similarly, the FAC is not geared to provide member benefits customarily provided a trade association of peers.

We know we must earn your respect, but over time we will 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 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 Franchising 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 building a brand rooted in Total Quality Franchising and earning BrightStar Franchising’s support. And we look forward to a time when our invitation for dialogue and collaboration is gratefully accepted.

Yours sincerely,

The BrightStar Independent Franchisee Steering Committee

Arnold Bryan, Candice Brainard and Steve Evans, Ignacio Cespedes, Maurice Geyen, Tim & Carolyn Golden, Robert Gutierrez, Lori Calder-Miller, Max Minevich, Thom and Cyndi Moore, Egons Plavnieks, Robert Brueckman, Patricia Preztunik, Eric Speichinger, Mechell Vieira, Paul and Christine Wichman

Cc: FAC