



RETAIL EXPANSION[®]

Summit & Expo



THE LATIN AMERICAN GATEWAY

15 - 16 October 2026

The Westin Santa Fe
Mexico City, Mexico

HOSTED BY:



THIS SUMMIT BRINGS
TOGETHER THE
PEOPLE WHO ARE
TRULY MAKING
DECISIONS ACROSS
THE INDUSTRY.

Latin America today represents one of the most compelling growth stories in global retail. With a population of more than 660 million consumers and a combined GDP exceeding \$6 trillion, the region has become a strategic priority for both global and regional players.



RETAIL EXPANSION IS NOT JUST A LOCAL EVENT — IT IS THE CONNECTION POINT FOR ALL OF LATIN AMERICA.

Why This Summit Matters?

- Identify key market trends shaping the future of retail across Latin America
- Analyze growth strategies from leading retailers, developers, and industry experts
- Discover new retail concepts, commercial formats, and expansion opportunities
- Build valuable partnerships that can accelerate business growth and regional expansion
- Network with developers, investors, and decision-makers driving the industry forward

- Connect with strategic partners and foster high-impact business collaborations
- Explore the commercial expo, featuring leading companies from the Retail Real Estate industry
- Gain insights and firsthand expertise from top players across the sector.



RETAIL EXPANSION SUMMIT & EXPO 2026

Preliminary Conference Program

The Westin Santa Fe · Mexico City · October 15-16, 2026

Thursday, October 15th

7:30
8:30 **Registration & Breakfast**

8:30
8:45 **Opening Remarks**
Jorge Lizan
Managing Director
Lizan Retail Advisors
New York, NY, United States

8:45
9:15 **KEYNOTE**
Culture Is the Concept: How a Juice Bar Became a Global Brand
Joe & The Juice's rise across more than seventeen countries is less a story about juice than about belonging. Sebastian Vestergaard traces how an obsessive focus on culture — the music, the design, the energy, the “juicer” identity — became the actual product, and why that culture is the thing that survives translation when so many concepts lose their soul crossing borders. He reframes expansion as a people-and-brand challenge before a real-estate or operations one, and sets the tone for a day about building brands that travel without diluting what made them matter.

SPEAKER
Sebastian Vestergaard
Chief Growth Officer
Joe & The Juice
Copenhagen, Denmark

9:15
10:00 **PANEL**
The Franchise Playbook: Scaling Global Restaurant Brands Across Latin America

A room full of operators who have carried some of the world's most recognizable restaurant brands into new territory. From Jollibee's global ambitions to the franchise engines behind Dairy Queen, Denny's and Darden, this panel digs into the mechanics of cross-border growth: choosing the right master franchisee, adapting menu and format to local taste without breaking the system, and the unit economics that decide whether a market becomes ten stores or two hundred.

MODERATOR
Javier Rancaño
Former CEO
Krispy Kreme
Mexico City, Mexico

PANELISTS

Peter Wright

Vice President of Franchising
Jollibee Group North America
Los Angeles, CA, United States

Brandon Gerstner

General Manager, Latin America & Caribbean
Dairy Queen
Minneapolis, MN, United States

Mark Levis

Sr. Director of New Business Development
Denny's
Spartanburg, SC, United States

Glenn Curth

Manager of International Development
Darden
Orlando, FL, United States

Sam Rothschild

Chief Strategy and International Officer
Slim Chickens
Fayetteville, AR, United States

10:00
10:45

PANEL

Location as Strategy: How Destination F&B Brands Choose Where to Land

For brands like Big Mamma and % Arabica, the address is part of the product — a single, perfectly chosen site can launch a brand in a new city, while the wrong one quietly drains it. Savills' Sam Foyle brings the view from the deal side: where capital and concepts are actually moving, how prime retail corridors are shifting across the Americas, and what separates a location that builds a brand from one that merely fills it. The panel unpacks how design-led F&B concepts approach site selection, flagship strategy, and the trade-off between footfall, rent, and brand-building real estate.

MODERATOR

Sam Foyle

Co-Head of Global Retail
Savills
London, United Kingdom

PANELISTS

Benjamin Thouverez

Chief Development Officer
Big Mamma
Paris, France

John Papastergiou

Master Franchisee Canada & Mexico
% Arabica
Toronto, ON, Canada

Ed Loftus

CEO
Jamie Oliver
London, United Kingdom

10:45
11:15

Coffee Break

11:15
11:45

KEYNOTE

The Operator's Advantage: Building the Platform That Brings Global Brands to Market

Behind many of the world's biggest brands in Latin America and Europe stands an operator most consumers never see. Over three decades, Alsea built a multi-brand, multi-market platform — Starbucks, Domino's, Burger King, Chili's and more — that turns a foreign concept into thousands of locally run, locally relevant stores. Drawing on Alsea's expansion across the Americas and into Spain, France and beyond, Federico Tejado opens up the operator's side of global growth: how the right platform partner absorbs the risk of market entry, the discipline of running a portfolio of brands at once, and why — for most international brands — the operating partner, not the concept, is what decides whether a market scales.

SPEAKER

Federico Tejado

Board Member

Alsea

Master Franchisee

Crumbl

Mexico City, Mexico

11:45
12:30

PANEL

The Experience Economy: Turning Retail Space into a Destination

When convenience moves online, physical space has to earn the trip. This panel brings together the operators and IP owners turning real estate into entertainment — Dave & Buster's and Chuck E. Cheese on the economics of play, dwell time, and the experience-as-anchor model, and Hasbro on how brand licensing and beloved IP become the engine behind physical attractions. The conversation explores how entertainment formats drive foot traffic, why groups and families are among the most defensible audiences in retail, and how licensed experiences travel into markets like Mexico.

MODERATOR

TO BE CONFIRMED

PANELISTS

Adrián J. Romero

CEO

Timeless Brands

Monterrey, NL, Mexico

Antonio Bautista

President, International Development

Dave & Buster's

Coppell, TX, United States

Sandra Home

Sr. Manager Location Based Experiences & Promotions

Hasbro

Los Angeles, CA, United States

12:30
13:15

PANEL

The Luxury Equation: Building Desire in Latin America

True luxury expands on its own terms. This panel convenes the maisons, the group strategists, the developer, and a homegrown craft house to examine what it takes to bring luxury to Latin America without eroding the exclusivity that defines it. Louis Vuitton and Brunello Cucinelli on heritage, flagship experience, and “quiet luxury”; Richemont on managing desire across a portfolio of maisons; Tane on luxury made and sold in Mexico; and Mira on securing and shaping the prime real estate where all of it lives. The throughline: in luxury, location, craft, and narrative are inseparable from the product itself.

MODERATOR

TO BE CONFIRMED

PANELISTS

Luca Marcato

Head of Business Development & Real Estate
Brunello Cucinelli
Milan, Italy

Marco di Santo

Chief Commercial and Operations Officer (CCOO)
Tane
Mexico City, Mexico

13:15
14:30

Lunch

14:30
15:00

KEYNOTE

15:00
15:45

PANEL

Reinventing the Mall: Designing the Shopping Centers Global Brands Want to Be In

Every expansion plan eventually runs into the developer. As e-commerce absorbs the transactional and experience becomes the differentiator, the shopping center is being rethought from the ground up — less corridor of stores, more curated destination. This panel turns the lens to the developers building the malls and mixed-use centers of Mexico and the wider region: what they’re designing for the next decade of international tenants, how they assemble the right blend of anchors, F&B, entertainment and flagship retail, how they court the brands they most want to land, and how they underwrite ambitious projects as consumer behavior shifts. With Citelis and fellow developers, brands get a candid look at how the people who build retail environments weigh risk, tenant mix, and the experiences that keep shoppers coming back.

MODERATOR

TO BE CONFIRMED

PANELISTS

Eduardo Ramírez

CEO

Citelis

Monterrey, NL, Mexico

Tomás Uribe

Co-Founder

Jaguar Capital

Co-Founder

LaHaus

Medellin, Colombia

Eduardo Pérez Marchant

CEO

Parque Arauco

Santiago, Chile

Roberto Pulido

CEO

Mira

Mexico City, Mexico

15:45

16:30

PANEL

Beyond the Transaction: Scaling Service and Lifestyle Concepts

Not all retail sells a product off a shelf. This panel brings together concepts built on repeat visits, membership, and community — fitness, salon suites, children's education, and lifestyle goods — to explore how service-led formats expand. Planet Fitness on accessible membership at scale, Phenix Salon Suites on the asset-light model that turns professionals into tenants, Kids&Us on franchising an education experience, and Ambiente Gourmet on building a lifestyle brand around the home. The common thread: when the format depends on relationships and routine, growth is as much about people and operations as it is about square footage.

MODERATOR

To be confirmed

PANELISTS

David Raya

Country Manager

Planet Fitness

Mexico City, Mexico

Brian Kelley

President & CEO

Phenix Salon Suites

San Diego, CA, United States

Patricia Vélez

CEO

Ambiente Gourmet

Medellin, Colombia

16:30
17:00

Coffee Break

17:00
17:45

PANEL

Fashion on the Move: How Apparel and Footwear Brands Win New Markets

Fashion expansion lives and dies on reading the consumer faster than anyone else. This panel spans the spectrum — Ardene's high-velocity value fashion and accessories, Etam's French heritage in women's wear and lingerie going international, and On's premium, performance-led rise from Swiss start-up to global sportswear force. Different price points, one shared challenge: choosing markets, formats, and locations that fit the brand, and managing the inventory and real-estate rhythm specialty retail demands. The conversation looks at what it takes to translate European and North American playbooks into Latin America — and where the regional consumer is rewriting them.

MODERATOR

To be confirmed

PANELISTS

Annie Cardinal

Vice- President, International

Ardene

Montreal, QC, Canada

José Gómez

Chief Development Officer / Member of the Managing Board

Etam

Paris, France

17:45
18:15

KEYNOTE

The Store as Stage: Designing Retail Experiences People Travel For

Melissa Gonzalez built her reputation pioneering experiential and pop-up retail — the idea that a physical store is a storytelling medium, not just a point of sale. As a retail design strategist at MG2, she reveals the how behind the experiential thread running through the day: the design, immersion, and “drop” mechanics that turn a store into a destination and a brand into a movement. She makes the case for what physical retail becomes when online owns convenience — why space matters more, not less — and shows how thoughtful design earns the three things expanding brands need most in a new market: attention, dwell time, and loyalty.

SPEAKER

Melissa Gonzalez

Principal & Shareholder

MG2

New York, NY, United States

18:15
18:30

Closing Remarks

18:30
20:00

Cocktail Reception

Friday, October 16th

8:00
8:30

Registration

9:00
14:30

Retail Safari of Mexico City



KEYNOTE SPEAKER



JOE & THE JUICE

Sebastian Vestergaard

Chief Growth Officer

Denmark

Joe & The Juice is a Danish premium juice and coffee concept with 380+ stores across 25+ countries. One of the fastest-growing premium F&B brands in the world. Sebastian has 20+ years of experience scaling global consumer brands. With the ambition to build a 1,000-store global portfolio by 2028. Former CEO, COO and CFO at **Joe & The Juice**, where I helped scale the business from 1 to 480+ stores across 21 countries.

KEYNOTE SPEAKER



SAVILLS

Sam Foyle

Co-Head of Global Retail

United Kingdom

Sam Foyle co-leads Savills' Global Retail division, advising leading international retailers, landlords, and investors on cross-border expansion strategies and market entry opportunities. With extensive experience across Europe, the Americas, Asia-Pacific, and the Middle East.

Key activities include strategically advising International Landlords and Retailers in prime cities and streets including 5th Avenue NYC, Champs Elysee Paris, and Oxford Street London.

SPEAKER



BRUNELLO CUCINELLI

Luca Marcato

Head of Business Development & Real Estate
Italy

Luca leads the brand's international retail expansion and real estate strategy. Based in Milan, he has played a key role in identifying premium retail locations and supporting the growth of one of the world's most respected luxury fashion houses. Since joining **Brunello Cucinelli** in 2018, he has contributed to the development of flagship boutiques and strategic retail projects across global markets. Luca combines a background in Law and Economics with extensive expertise in luxury retail, real estate, and international business development.

SPEAKER



SLIM CHICKENS

Sam Rothschild

Chief Strategy & International Officer
United States

Sam Rothschild is an accomplished restaurant industry executive with extensive experience leading company-owned and franchised operations around the world. As a key leader at Slim Chickens, he drives the brand's global growth strategy, supporting the international expansion of one of the fastest-growing fast-casual restaurant concepts in the United States into markets including the UK, the Middle East, and beyond.

SPEAKER



JOLLIBEE

Peter Wright

Vice President of Franchising

United States

Dynamic executive with over 20 years of experience in the foodservice, hospitality, and franchise industries. Proven leader in driving multi-unit growth, expanding franchise systems, and developing high-performing sales organizations across domestic and international markets. Experienced in business development, strategic partnerships, market expansion, and franchise development, with a strong track record of delivering sustainable growth through customer-focused strategies and operational excellence.

SPEAKER



TIMELESS BRANDS

Adrian J. Romero

CEO & Founder

Mexico

Adrian J. Romero is the CEO and Founder of **Timeless Brands**, a platform dedicated to building and scaling enduring consumer brands. With a track record of creating and growing iconic brands across multiple categories, Adrian brings a strategic vision for brand-building in Latin American markets that few can match.

SPEAKER



MIRA

Roberto Pulido

Co-Head of Global Retail

Mexico

MIRA is one of Mexico's leading real estate investment and development companies. With over 21 years of experience in the industry, he has led acquisitions, mixed-use developments, product strategy, and sales and marketing for landmark projects across Mexico. Since joining **MIRA** in 2008, Roberto has played a pivotal role in the company's growth, overseeing major developments such as Nuevo Sur in Monterrey before becoming CEO.

SPEAKER



DAIRY QUEEN

Brandon Gerstner

Global QSR Executive / GM LATAM & Caribbean

United States

At **Dairy Queen** International leads the brand's growth strategy across the region, supporting more than 450 restaurants in seven countries. With experience on the franchisor, franchisee, and agency sides of the business, Brandon has played a key role in opening 250+ new locations, strengthening franchise performance, and driving sustainable growth. Known for his practical leadership style and focus on operational excellence, he specializes in franchise development, multi-unit operations, and international market expansion.

SPEAKER



**PHENIX SALON
SUITES**

Brian Kelley

President & CEO

United States

Phenix Salon Suites, one of the world's leading salon suite franchise brands. Since joining the company in 2019, Brian has led its rapid domestic and international expansion, driving franchise growth, acquisitions, and new market development. Prior to **Phenix**, Brian spent more than 17 years in the restaurant industry, overseeing multi-unit franchise operations and restaurant groups with more than 100 locations. He also brings experience in banking, franchising, business development, and multi-unit expansion.

SPEAKER



% ARABICA

John Papastergiou

Partner Canada and Mexico, Toronto, ON, Canada

Canada

Luca leads the brand's international retail expansion and real estate strategy. Based in Milan, he has played a key role in identifying premium retail locations and supporting the growth of one of the world's most respected luxury fashion houses. Since joining **Brunello Cucinelli** in 2018, he has contributed to the development of flagship boutiques and strategic retail projects across global markets. Luca combines a background in Law and Economics with extensive expertise in luxury retail, real estate, and international business development.

SPEAKER



ETAM

Jose Gomez

Chief Development Officer

France

Jose is the Chief Development Officer of **Etam Group**, where he leads the company's global expansion strategy through franchising, corporate stores, and joint ventures. With more than 25 years of experience in international fashion retail, he previously served as Senior Vice President of Business Development at Mango for 12 years, playing a key role in the brand's worldwide growth. José is recognized for his expertise in international market development, retail expansion, and strategic partnerships across the global fashion industry.



DENNY'S

Mark Levis

*New Business Development & Franchise
United States*

With more than 30 years of experience in restaurant franchising, he has held senior development roles at **Papa John's International**, **Bojangles**, **Captain D's**, **The Krystal Company**, and **Mr. Gatti's**. A Certified Franchise Executive (CFE) through the International Franchise Association (IFA), Mark is widely recognized for his expertise in franchise development, market expansion, and building successful multi-unit partnerships.



DAVE & BUSTER'S

Antonio Bautista

*President International
United States*

Antonio Bautista is President, International at **Dave & Buster's Entertainment**, where he leads the company's global franchise expansion strategy. With more than 20 years of international experience, he has held senior leadership roles at **Hard Rock International** and **Fogo de Chão**, driving business growth across more than 75 countries. Fluent in English, Spanish, and French, Antonio is recognized for his expertise in international expansion, franchise development, and building high-performing global brands.



PLANET FITNESS

David Raya Medina

*Country Manager & C-Level Executive
Mexico*

David Raya is a senior executive with more than 20 years of experience leading business expansion, financial management, and operational growth across Latin America. He has held key leadership positions at Smart Fit, including CEO for Colombia, Panama, and Costa Rica, where he successfully doubled the company's footprint from 80 to 160 gyms while significantly increasing revenue and EBITDA. His expertise spans multi-unit operations, market expansion, financial strategy, and organizational transformation across the fitness, travel, and hospitality industries, with a proven track record of driving sustainable growth throughout the region.



HASBRO

Sandra Home

*Sr. Manager Location Based Experiences
& Partnership
United States*

Sandra Home is an international business development executive with extensive experience in the entertainment, immersive experiences, and themed attractions industries. Throughout her career, she has held leadership roles at DMG Entertainment, iP2Entertainment, Immersion Development Asia, and Galadari Investment Office, driving strategic partnerships, market expansion, and large-scale entertainment projects across global markets.



BIG MAMMA

Benjamin Thouverez

*Chief Development Officer
France*

Benjamin Thouverez is the Chief Development Officer at **Big Mamma Group**, one of Europe's fastest-growing Italian restaurant groups. He leads the company's strategic growth and expansion, overseeing development, operations, and F&B initiatives across its international portfolio. Previously serving as CEO France and Head of Operations, Benjamin has played a key role in scaling the brand across France, the U.K., Spain, and Monaco.



FREDDY'S

Rafik Farouk

*Global Brand Builder
United States*

Rafik Farouk is a global restaurant industry executive with nearly 30 years of experience in brand development, franchise growth, and international business expansion. As Vice President of Business Development at **Freddy's Frozen Custard & Steakhburgers**, he leads the brand's strategic expansion across new and existing markets. Prior to joining **Freddy's**, he headed Global Brand Development & Retail at **P.F. Chang's**, where he successfully drove international growth, strengthened franchise partnerships, and expanded the brand's presence across multiple global markets.

SPEAKER



KRISPY KREME

Javier Rancaño

*CEO | Consultant | Retail | Hospitality |
Consumer Goods*

Mexico

Javier Rancaño is a seasoned retail and hospitality executive with extensive experience leading consumer brands and multi-unit operations across Mexico. As CEO of **Krispy Kreme Mexico**, he has played a pivotal role in driving the brand's expansion, strengthening its market presence, and delivering sustainable business growth through operational excellence and customer-centric innovation.

SPEAKER



DARDEN INT.

Glenn Curth

*Franchise Development & Multi-Unit
Operations Executive*

United States

Glenn Curth is a franchise and restaurant industry executive with over 10 years of experience leading high-volume, multi-unit operations. He specializes in franchise growth, business expansion, operational excellence, and P&L management, with a proven track record of driving revenue growth, strengthening brands, and building high-performing teams across large-scale restaurant networks.



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