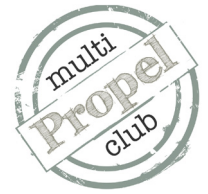


Propel Multi Club

Growth in an era of big challenges



#propelnov

MILLENNIUM GLOUCESTER HOTEL, LONDON KENSINGTON: WEDNESDAY 5 NOVEMBER 2025

Operators of multi-site hospitality companies can book three free places each, or operators who are Premium subscribers can claim up to four free places, by emailing: kai.kirkman@propelinfo.com

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SPEAKER SCHEDULE

9.00am-10.00am: Registration and coffee

10.00am-10.30am: Andrew Ball, senior hospitality partner at haysmacintyre, talks to Harry Goss, partner at McWin, Luke Johnson, co-founder and partner of Risk Capital Partners, Yasha Estraiikh, associate partner at Piper Private Equity, Lizzie Ryan, managing partner at Imbiba, and David Roberts, partner at CMS McKenna, about the current investment market, where the buyer activity is centred and what is the current investment criteria in a volatile market.

10.30am-11.00am: Alex Reilley, chairman of Loungers, talks to Mark Wingett about the company's return to the private world, maintaining consistency of offer, what the expansion runway looks like for the business, and saving the high street.

Ones to watch:

11.00am-11.20am: Jesse Jenkins, founder of plant-based cookie concept The After School Cookie Club, in which John Vincent, co-founder and former chief executive of Leon is an investor, discusses expanding across London, its strong community focus, and the role of social media in its success.

11.20am-11.40am: Bubala founder Marc Summers talks about the creation of the Middle Eastern vegetarian concept, its launch into the competitive London market, the future for the business and the vegetarian restaurant category.

11.40am-12:00pm: Jonny and Charlotte Heyes, founders of Nell's, the north west New York-style pizza business, discuss the concept's three-year growth strategies, including becoming a regional standout performer and now looking to spread its wings in new territories.

12.00pm-1.00pm: Lunch

1.00pm-1.30pm: Industry veteran David Page, the former chairman of Franco Manca, owner of Fulham Shore, ex-chief executive of PizzaExpress, and who is set to become chair of Wildwood operator Tasty, talks to Propel's Mark Wingett about his return to the sector, why now and what does he make of the current landscape and opportunities for growth.

1.30pm-2.00pm: Michelle Hazelwood, partner at leading sector licensing firm John Gaunt, will examine all the key legal developments that have impacted multi-site operators in 2025, set out the latest legislation affecting the industry, and analyse the immediate and long-term legislative commitments the government must consider if it is to aid the sector's return to growth.

2.00pm-2.30pm: Aaron Mellor, founder and chief executive of Tokyo Industries, the UK's largest private operator of bar and nightclubs, alongside multiple international operations in Los Angeles, Palm Springs, New York, Palma, and Ibiza, talks about the late night market, developing a new West End theatre, operating mid-century hotels in California, trading in Palma and Ibiza, operating multiple festivals, building skyscrapers in Manchester and buying a shopping centre in Hull.

2.30pm-3.00pm: Coffee Break

3.00pm-3.30pm: Matt Snell, chief executive of Boxpark, talks about moving from casual dining into operating an all-day, multi-brand, multi-purpose operator, the evolution of the business and how it chooses who to work with.

3.30pm-4.00pm: Mike Spencer, McDonald's UK & Ireland vice-president of development, discusses the brand's large-scale reimagining programme across its estate with a target of 200-plus stores refreshed a year as it looks to unlock capacity to drive future growth, how it is looking to open 40 new sites a year, and its approach to the customer journey.

4.00pm-4.30pm: Tom Molnar, co-founder of the fast-growing Gail's, talks to Propel's Mark Wingett about the hard-won lessons from scaling a craft bakery into a nationwide success without sacrificing quality or creativity, and the mindset shifts, growth strategies, and leadership principles that have helped the business thrive as it celebrates its 20th year.

4.30pm-5.00pm: Gerald Ratner, former chief executive of jewellery firm Ratner's, which had 2,500 stores during his tenure, described an item his business sold for an affordable price as 'crap' – it cost him his job. Here, he talks about the mistakes he has made, the role of resilience and overcoming adversity to find success again.

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