

2017 Legal Symposium Speaker Bios

Stephen Aronson

Stephen Aronson joined Roark Capital Group in 2005. In addition to his responsibilities as General Counsel and Managing Director, he is actively involved in the execution of all Roark investments, financings, recapitalizations and sales. Prior to joining Roark, Mr. Aronson was a Senior Vice President and General Counsel of USFS. While at USFS, he was also Co-Manager of Constellation Development Fund, LLC, a hotel investment vehicle. Mr. Aronson received a B.A. from Lehigh University and a J.D. from The University of Chicago. He is a member of the Georgia Bar Association.

David Barr

David Barr, Chairman of PMTD Restaurants and its affiliates, a multi-unit franchise business operating 23 KFC and Taco Bell restaurants, is the secretary of the International Franchise Association. In addition to his role at PMTD Restaurants, he is involved in other franchising ventures including, managing director of Franworth, an outsourced franchise development solution for growing franchisors; chairman of Spice & Tea Exchange, franchisor of retail spice and tea shops; board member of BrightStar Care, franchisor of home health care agencies; and board member at the Bistro Group, the second largest franchisee of TGIFridays. David also serves on the board of several non-franchise entities, including Del Frisco Restaurant Group, Retail Credit Solutions and Eastern Accents Designs. Mr. Barr previously served on the boards of Mrs. Fields, TCBY, Real Mex Restaurants (dba Chevy's and El Torito), Don Pablo's Mexican Restaurants, JB Weld and The Jewellery Group, the third largest retail jeweler in Australia. From 2000 to 2007, he was the chairman of Samuels Jewelers, the seventh largest specialty jewelry company in the United States. From 1994 to 1998, he was the CEO of Great American Cookies. Mr. Barr was elected to the IFA Board of Directors in 2011. He serves on the IFA Finance Committee and the IFA Franchisee Forum.

Suzanne Beall

Suzanne Beall is Assistant Vice President of Government Relations & Public Policy for the International Franchise Association. She represents the franchising industry before Congress, the Administration and national political parties. Prior to the IFA, Ms. Beall served as Federal Legislative Director for the National Association of Home Builders (NAHB), where she spearheaded the association's workforce, health care and trade policies. Ms. Beall's accomplishments include the negotiation and passage of health reimbursement arrangement legislation, the Small Business Health Care Relief Act, which was ultimately included in the 21st Century Cures Act (Pub. L. No. 114-255). She also directed coalition efforts to secure bipartisan reforms to the U.S. Department of Labor overtime rule, the Overtime Reform and Enhancement Act (H.R. 5813). Prior to her role at NAHB, she managed a broad legislative portfolio for U.S. Congressman Sander Levin, Ranking Member of the House Ways and Means Committee, primarily focusing on foreign affairs, education, transportation, and related appropriations policies. She received an LL.M. in International and Comparative Law from The George Washington University Law School in 2009.

Andy Beilfuss

Andy Beilfuss is a Partner at Quarles & Brady, and is the National chair of the firm's Franchise & Distribution industry team. He is a leading attorney on issues that affect businesses' getting products to

market, with extensive experience assisting franchise entities, manufacturers, specialty retailers, sales representatives, and distributors in reaching their business and legal goals. He is also the founder and chair of the International Franchise Association's Wisconsin Franchised Business Network. Mr. Beilfuss focuses his practice primarily on litigation in the franchise and product marketing and distribution context, but he also frequently advises clients on contract drafting and regulatory matters, including guidance on product distribution, state and federal franchise laws, the Uniform Commercial Code, terms and conditions of sale and state distribution, and relationship laws. He also has experience beyond franchising and distribution, handling complex commercial disputes in various state courts, federal courts, arbitrations, mediations, and administrative hearings. He has been involved in all aspects of litigation, including pre-lawsuit negotiations, motion practice, trial preparation, actual trial, and post-trial motions, in multiple business sectors. Additionally, he has appellate experience in both state and federal appellate courts. Mr. Beilfuss' approach to helping clients is driven by a combination of legal and advanced business education and experience, as he earned a master's degree in Business and worked for two Fortune 50 companies before becoming an attorney.

John Berg

John Berg is Shareholder at the law firm of Monroe Moxness Berg PA. He counsels buyers and sellers on effectively structuring and documenting transactions involving business combinations, purchases and sales, and financing. A leader in the firm's Multi-Unit Succession and Transition (MUST®) group, Mr. Berg works with multi-unit retail business owners helping them solve the unique legal challenges to structuring their exit plans. The process combines his skills and experience with the firm's strengths in the areas of taxation, estate planning, corporate finance, franchise and mergers and acquisitions to provide targeted and effective exit plans. Mr. Berg has been honored by *Franchise Times* as one of franchising's top 125 "Legal Eagles" (2004-2016) and selected as a "Minnesota Super Lawyer" (2006-2016).

Ellen Traupman Berge

Ellen Berge is a partner in the Washington, DC office of Venable LLP. She counsels businesses on legal matters related to the advertising, marketing and transaction processing of products and services sold through retail and direct-to-consumer marketing channels, including radio, television, direct mail, telemarketing, Internet, affiliate marketing, social media and mobile devices.

Mike Bidwell

Mike Bidwell is President and CEO of Dwyer Group. He joined Dwyer Group in April 1984 when he opened a Rainbow International® Carpet Cleaning & Restoration franchise in Tucson, AZ. In 1987, Mr. Bidwell became Dwyer Group's first multi-concept franchisee when he started the first Worldwide Refinishing Systems franchise in the country — DreamMaker Bath and Kitchen by Worldwide. He later added a Mr. Rooter® Plumbing franchise in 1992. Mr. Bidwell was successful as a franchisee, being named Franchisee of the Year for Rainbow International and Worldwide, Sales Leader for Rainbow for four years, and Top Gun for Mr. Rooter. Mr. Bidwell sold his businesses and joined the corporate team in 1995 as President of Rainbow International until 2002, and President of Mr. Appliance® and Mr. Rooter Plumbing from 1998-2006, concurrently leading these three brands while also assuming the duties of COO in 2000. Prior to joining Dwyer Group, Mr. Bidwell held a variety of positions with Shell Oil Company at its world headquarters in Houston, Texas from 1980 to 1984.

Stephanie Blumstein

Stephanie Blumstein is a Senior Associate Attorney with Einbinder Dunn & Goniea LLP in New York. Ms. Blumstein focuses her practice on commercial litigation, with a particular emphasis on franchise litigation. Ms. Blumstein has represented franchisor and franchisee clients in a wide range of matters including breach of contract, intellectual property, covenants not to compete, unfair competition, fraud claims, business torts and a variety of other complex business matters. She has appeared in various federal and state courts throughout the country, as well as multiple arbitration / alternative dispute resolution forums. Ms. Blumstein earned her Juris Doctor from Boston University School of Law and her Bachelor of Arts from Tufts University.

Danell Caron

Danell Caron is a Principal at Gray Plant Mooty, concentrating her practice in domestic and international franchise and distribution law with over a decade of franchise experience. She counsels start-up and mature franchise systems located across the country, manages her client's franchise registration process and advises clients on all aspects of franchise sales compliance and relationship matters. Ms. Caron brings extensive franchise industry knowledge and experience including structuring domestic and international franchise programs, as well as preparing franchise, development and supply agreements. She has helped franchisors expand into Latin America, South America, Asia, the Middle East and the Caribbean. She also advises health care franchisors on structuring a franchise business model that navigates the unique web of health care and franchise law. Ms. Caron's prior experience representing franchisees provides her clients with a unique and valuable perspective.

Martin Cordell

Martin Cordell is a Financial Legal Examiner and Enforcement Attorney with the Washington State Dept. of Financial Institutions-Securities Division where he investigates consumer complaints involving investments in securities, commodities, franchises and business opportunities. He is a member of the North American Securities Administrators Association's (NASAA) Franchise/Business Opportunities Project Group and Training Standards and Technology Committee. He received his J.D. and B.A. degree in English from the University of Washington.

Bryan Couch

Bryan Couch is a Shareholder in the Newark, New Jersey office of LeClairRyan where he is the Chair of the Firm's Franchise Team. He focuses his practice on contractual disputes arising from a wide variety of business relationships, primarily in the franchise and hospitality sectors. Mr. Couch handles a large volume of litigation for national and international franchisors relating to franchise, license, and management agreements, including trademark claims and the full gauntlet of relationship, competition, and enforcement issues.

Susan Crane

Susan L. Crane is Group Vice President, Legal at Wyndham Worldwide Corporation, where she heads the Intellectual Property practice. Wyndham is one of the world's largest hospitality companies, operating in the hotel, timeshare and vacation rental and exchange industries. Ms. Crane advises the company on all aspects of trademark, copyright, domain name, social media and patent issues. She has been with Wyndham, and its predecessor, Cendant Corporation, since 2000. Ms. Crane is an active member of the

International Trademark Association, where she is a past member of the Board of Directors, and a member of the Trademark Office Practices Committee – TM5 subcommittee. Ms. Crane received her J.D. from Columbia University School of Law and a B.A. (Comparative Literature) from Columbia College.

Robert Cresanti, CFE

Robert Cresanti serves as the President & CEO of the International Franchise Association. Mr. Cresanti joined the IFA in April of 2014 from SAP America, Inc., where he served as Vice President of Corporate Affairs & Government Relations since 2009. In his public service, he was confirmed by the U.S. Senate in 2006 as Under Secretary for Technology for the Department of Commerce, the highest-ranking U.S. official charged specifically with representing and advocating for the United States high tech industry globally. He chaired multiple bilateral technology trade missions for the U.S. Government in the European Union, Asia and Russia and served as Co-Chair for the White House PCAST, the President's Council of Advisors on Science and Technology. In his nearly decade-long service on Capitol Hill, ranging from Committee Chief of Staff in the Senate, to Legislative Counsel in the House, he handled legislation before the Banking, Judiciary, Commerce, Government Affairs and Finance Committees. As a trade association executive, Mr. Cresanti served as Vice President of Global Public Policy for the Business Software Alliance from 2001 to 2006. He also served as Senior Vice President and General Counsel of ITAA (now TechAmerica). Immediately prior to joining SAP, he served as the CEO of the IPXI, the Intellectual Property Exchange. Mr. Cresanti received a law degree from Baylor University School of Law, a bachelor's degree in Political Science and International Relations from Austin College. He also received a certificate of EC Law from the University of Glasgow Law School and completed master's courses in International Relations from Johns Hopkins SAIS.

John Dienelt

John Dienelt is a Partner with Quarles & Brady with more than 40 years of trial and appellate experience, particularly in franchising, antitrust, intellectual property and other commercial cases. He is the founding Managing Partner of the firm's Washington, D.C. office. Mr. Dienelt has concentrated on complex and enterprise-threatening litigation, including class actions. He has also represented private parties in disputes with the federal government before courts and administrative agencies. Mr. Dienelt has tried, or handled arbitrations in, more than 75 cases and has argued more than 25 appeals in various federal and state courts and the United States Supreme Court. The author of numerous articles, he is a past chair of the ABA Forum on Franchising and has been consistently recognized as a premier litigator and thought leader in the field by *Chambers USA*, *Who's Who Legal* and similar publications. He teaches franchise law as an adjunct professor at the University of Virginia Law School and at Georgetown University Law Center. Before entering private practice, Mr. Dienelt served in the Solicitor General's office of the U.S. Department of Justice and as Washington Counsel for the Environmental Defense Fund. He has received awards from the D.C. Lawyers' Committee for Civil Rights for his 25-year successful representation of African-American construction workers in a class action. He has a BA from the University of Virginia, a MA from the Fletcher School of Law & Diplomacy, and a LLB from Yale Law School, where he was Managing Editor of the *Yale Law Journal*.

Chris Dull, CFE

Chris Dull is the President and CEO of Global Franchise Group – the strategic brand management company behind four popular QSR brands - Great American Cookies®, Pretzelmaker®, Marble Slab

Creamery/MaggieMoo's® and Hot Dog on a Stick®. He began his career in franchise management more than 20 years ago when he started as a Store Manager with Marble Slab Creamery. He quickly rose to the position of Executive Vice President and directed an extensive franchise development program that resulted in the opening of more than 300 domestic Marble Slab Creamery units. He also took the brand international – implementing a master franchising program that resulted in the brand's expansion into Canada, the Middle East and Korea. Most recently, Mr. Dull was the champion behind GFG's acquisition of Hot Dog on a Stick, pulling the famous brand out of bankruptcy and opening new stores across the country.

Clint Ehlers

Along with his wife, Clint Ehlers first came to the FASTSIGNS® network in 2007. Fulfilling a longtime entrepreneurial dream, he opened his first FASTSIGNS center in Culver City, California. After growing it into one of the top centers in the country, Mr. Ehlers sold the center in 2012 and relocated to Pennsylvania where he purchased FASTSIGNS of Willow Grove, an under-performing location. After spending 8 months turning the Willow Grove center around and increasing sales over 300%, Mr. Ehlers purchased FASTSIGNS of Lancaster in early 2014, and will be opening their third center in Plymouth Meeting sometime in mid-2017. Prior to becoming a FASTSIGNS franchisee, he spent over 17 years in strategic marketing and advertising. Mr. Ehlers is very active in the FASTSIGNS system serving in a multitude of roles from the Franchise Advisory Council to the National Advertising Council, as well as mentoring new owners coming into the franchise family. In addition, he is very involved in the franchising community having testified against legislation detrimental to the franchising business model both in California and Pennsylvania, and most recently was invited to testify to the US House of Representatives Education and Workforce Committee on NLRB Joint Employer Policy. Mr. Ehlers currently serves as a Co-Chair of the Coalition to Save Local Businesses, and has been recently selected by the Franchise Action Network as the State Captain for Pennsylvania.

Marisa Faunce

Marisa Faunce is a Partner with the law firm of Plave Koch PLC in Reston, Virginia. She counsels franchisors, licensors and manufacturers on transactional, regulatory and intellectual property issues. She has extensive experience in structuring and revamping franchise programs, drafting franchise, license and area development agreements and counseling franchisors with regard to regulatory (FDD) compliance issues. She is also a trademark attorney and manages domestic and international trademark portfolios for franchisors. Ms. Faunce is the Co-Chair of the International Franchise Association's Women's Franchise Committee and a member of the Supplier Forum Advisory Board. She also serves as the co-chair of the Washington D.C. Women's Franchise Network. Ms. Faunce is an Order of the Coif graduate of the Marshall-Wythe School of Law at the College of William and Mary and she received her undergraduate degree from the University of Virginia.

Paul Ferak

Paul J. Ferak is a Shareholder at Greenberg Traurig where he focuses his practice on complex business litigation, bank litigation, class action defense, and purchase price and working capital disputes. His national practice in state and federal courts includes the representation of a variety of clients, including retailers, financial institutions, accounting firms, private equity firms and other businesses. Mr. Ferak also regularly handles mediations and arbitrations under the rules of the American Arbitration

Association, the CPR Institute for Dispute Resolution, JAMS and different national accounting firms. Prior to joining the firm, Mr. Ferak served as law clerk to the Honorable Martin C. Ashman, U.S. Magistrate Judge, in the U.S. District Court for the Northern District of Illinois.

Dean Fournaris

Dean T. Fournaris is a franchise and distribution lawyer who has represented public and private franchisors, licensors, manufacturers, pharmaceutical companies, distributors and developers in matters across the country. As Chair of Wiggin and Dana LLP's Franchise and Distribution Practice Group, Mr. Fournaris focuses his practice on developing, structuring and maintaining franchise and distribution networks, transactions and contracts involving franchise and distribution systems, and other related regulatory and transactional matters. In his practice, Mr. Fournaris regularly advises franchise and distribution system clients in connection with all aspects of their franchisee-distributor, customer, supplier and competitor relationships. Mr. Fournaris also prosecutes and defends franchise relationship and other cases based in a franchise system context, including injunction actions, before state and federal courts and arbitration panels on behalf of franchisors, manufacturers and distributors. Mr. Fournaris is recognized by *Chambers USA*, *Best Lawyers in America* and *International Who's Who for Franchise Law*, by *Franchise Times* as a member of its Franchise Lawyer Hall of Fame and on its current list of the top U.S. franchise lawyers, and by *Philadelphia Magazine* as a franchise "Super Lawyer." Mr. Fournaris is a graduate of Franklin and Marshall College (B.A., 1988) and Cornell Law School (J.D., 1991).

Andraya Frith

Andraya Frith is Chair of Osler, Hoskin & Harcourt's National Franchise and Distribution Practice Group. She is also Co-Lead of Osler's Retail Practice Group. She practices business law with an emphasis on franchising, distribution, privacy, and e-commerce law. Ms. Frith has extensive experience advising Canadian and International franchisors of all sizes operating in a broad range of industries, including quick service restaurants, retail, pharmacy, automotive, real estate and hospitality. She counsels franchisors on structuring international and domestic franchise transactions and preparing "best in class" franchise agreements and franchise disclosure documents for use in Canada's increasingly complex franchise regulatory environment. Ms. Frith helps foreign franchisors and retailers expanding their operations to Canada maneuver through significant judicial, statutory and cultural differences between their home states and Canada to help ensure a smooth and successful entry into the Canadian market. She also regularly advises franchisors, retailers and on-line businesses on Canadian distribution and trade practice law, including privacy, antispam, consumer protection, Internet sales, advertising, and telemarketing.

Justice Michael Gallagher (ret.)

Justice Michael Gallagher currently heads his own company, Gallagher-Webster Mediations, providing mediation services. He started his career as an attorney with the U.S. Securities & Exchange Commission where he argued matters before the U.S. District Court and the U.S. Court of Appeals. He then served as a Law Clerk to Justice William G. Clark of the Illinois Supreme Court. Before his appointment to the Circuit Court, he was in private practice at Cassidy, Schade, focusing on medical malpractice, construction accident litigation and personal injury defense. During his tenure on the Circuit Court from 1988 to 1996, Justice Gallagher successfully mediated many complex cases in diverse areas of law. He served on the Mediation Committee for the Illinois Appellate Court, First District. Justice Gallagher is an

Honors Graduate of both the University of Illinois at Chicago where he received his Bachelor of Arts and the Chicago-Kent College of Law where he was awarded his Juris Doctor. He was a Law Review Editor at Chicago-Kent College of Law, and was published in the *Chicago- Kent Law Review*.

W. Michael Garner

W. Michael Garner, a Partner in Garner & Ginsburg, P.A., is a trial lawyer who has practiced franchise and distribution law for over thirty years. He is the author of *Franchise and Distribution Law and Practice*, a three-volume legal treatise, served as the editor-in-chief of the American Bar Association's *Franchise Law Journal*, authored the New York forms of jury instructions on franchise law and is editor of the *Franchise Desk Book*. His writings have been cited by over a dozen courts, including the United States Supreme Court. He has served on the Governing Committee of the ABA Forum on Franchising, and in 2015 was awarded the Lewis Rudnick Award for Lifetime Achievement in Franchise Law. Mr. Garner holds an A.B. from Columbia University and a J.D. from New York University School of Law, where he was Editor-in-Chief of the *Moot Court Board* and recipient of the Vanderbilt Medal.

John Gelson

John Gelson is Vice President and General Counsel to Jersey Mike's Franchise Systems, Inc. Jersey Mike's currently has 1,400 restaurants open and in development in 42 states, as well as Canada and Australia. He represents the company as its Chief Legal Officer in all regulatory and litigation matters, and is responsible for advising senior management as well as oversight of the company's litigation, risk management, and domestic and international franchising.

Elliot Ginsburg

Elliot Ginsburg is a partner at Garner & Ginsburg, P.A. where he represents franchisees and dealers. On behalf of his clients, he has dealt with a variety of legal issues including fraud, breach of contract, statutory violations and violations of the covenant of good faith and fair dealing. He has helped clients recover damages, get out of franchise agreements, obtain releases from covenants not to compete and cure alleged defaults. He also represents a growing number of breweries and distilleries in various areas, including incorporation, financing, trademark, regulatory and other business matters.

Martin B. Gold

Marty Gold is a partner with Capitol Counsel LLC. He has over 40 years of experience, both on Senate staff and in private practice. He is a recognized authority on matters of congressional rules and parliamentary strategies. Mr. Gold is the author of *Senate Procedure and Practice*, a widely consulted primer on Senate Floor procedure, now in its third edition (2013). He frequently advises in offices of Senators, and serves on the adjunct faculty at George Washington University. Between 1972 to 1982, Mr. Gold worked in senior staff positions at the Senate, culminating as counsel to Senate Majority Leader Howard H. Baker, Jr. (R-TN). He began his career as a legal assistant to Senator Mark O. Hatfield (R-OR) and later served as republican staff director and counsel to the Senate Rules Committee and as a professional staff member on the Senate Select Committee on Intelligence. In 2003, Gold was floor adviser and counsel to Senate Majority Leader Bill Frist (R-TN). Mr. Gold was president of the lobbying firm Gold and Liebgood, which he co-founded in 1984. He joined the government relations firm, Johnson, Smith, Dover, Kitzmiller & Stewart, Inc. in 1995. Later, Mr. Gold co-founded The Legislative Strategies Group, a leading government affairs practice. In 2004, he became a partner at Covington &

Burling LLC. In 2006, President George W. Bush appointed Mr. Gold to serve as a member of the United States Commission for the Preservation of America's Heritage Abroad. Mr. Gold is a graduate of the Washington College of Law at The American University and serves on the Board of the Friends of the Law Library of the Library of Congress.

Lisa Greenlees

Lisa Greenlees is Vice President and Senior Counsel with Marriott International, Inc., in the Caribbean and Latin America practice group, which has responsibility for legal matters for all of Marriott's lodging brands in the Caribbean and Latin America region. Ms. Greenlees handles hotel development projects and operational issues for franchised hotels, and franchise regulatory compliance in the region. Ms. Greenlees also has responsibility for the company's compliance with anti-terrorism requirements. Before joining Marriott, Ms. Greenlees was in private practice in Washington, D.C., focusing on health care, e-commerce, employment and general litigation matters. Ms. Greenlees received a J.D. from Georgetown University Law Center and a B.A. with honors from Tufts University.

Allison Grow

Allison Grow is a Partner at Cheng Cohen LLC where she litigates cases on behalf of franchisors, distributors and multi-unit operators. She routinely handles claims for breach of contract, Lanham Act violations, unfair and deceptive trade practices and franchise relationship law violations in courts and alternative dispute resolution forums across the country. In addition to her litigation practice, Ms. Grow advises inside general counsel, boards of directors and other executives regarding numerous aspects of the franchisor-franchisee relationship. She is a member of the American Bar Association's Forum on Franchising, serves on the IFA's Legal/Legislative Committee and is also a Co-Chair of the IFA's Women's Franchise Network in Chicago. For the last four years, Ms. Grow has been recognized by *Illinois Super Lawyers* by being named to its "Rising Stars" list in the area of franchise law.

Susan Grueneberg

Susan Grueneberg is a Partner at the law firm of Snell & Wilmer L.L.P. in Los Angeles, California, and is a certified specialist in franchise and distribution law. Ms. Grueneberg serves as Chair of the Industry Advisory Committee to the North American Securities Administrators Association (NASAA) Franchise Project Group and is a Past Chair of the American Bar Association Forum on Franchising. She previously served as Chair of the California State Bar Franchise and Distribution Law Commission, the commission that oversees the certification of legal specialists in franchise and distribution law in California. Ms. Grueneberg was also a member of the California State Bar Business Law Section Executive Committee, Chair of the California State Bar Franchise Law Committee and a member of the Board of Governors of the Century City Bar Association. A graduate of UCLA Law School, Ms. Grueneberg also taught at the Chinese University of Hong Kong as a U.S. State Department Fellow, and received a National Academy of Sciences Fellowship for post-graduate study in economics at the University of Beijing. She is co-editor of the ABA publication "The FTC Franchise Rule".

Stephen Hagedorn

Stephen Hagedorn is the General Counsel of Jani-King International, Inc., which is based in Addison, Texas. Prior to joining Jani-King in 2009, Mr. Hagedorn was a corporate lawyer with Gardere Wynne

Sewell LLP in Dallas, Texas. Mr. Hagedorn received his B.A. in Biochemistry and Spanish from Texas Tech University, and J.D. from Vanderbilt University Law School.

Jeff Hanscom

Jeff Hanscom, Director, State Government Relations & Public Policy for the International Franchise Association, serves as one of the association's day-to-day lobbyists on state and local issues. Mr. Hanscom previously worked for the Direct Selling Association as a state and federal lobbyist. Prior to joining the Direct Selling Association, he served as the Director, Financial Services and Insurance Division at State Net, a division of LexisNexis. Mr. Hanscom received a degree in political science from Penn State University and his Juris Doctorate from Penn State, Dickinson School of Law. He is a member of the Virginia Bar.

Richard Hernandez

Richard Hernandez is a Partner in McCarter & English's Business Litigation Group and the Chair of the firm's Antitrust practice. He focuses his practice on antitrust litigation, counseling and compliance, as well as complex commercial litigation. His antitrust law experience extends to matters involving price-fixing, tying, exclusive dealing, product distribution, franchising, monopolization, competitor collaborations/joint ventures, trade association conduct, and patent/antitrust matters, including reverse payment settlements, fraud on the Patent Office and the licensing and enforcement of intellectual property rights. Mr. Hernandez also focuses on Hart-Scott-Rodino pre-merger notification, merger analysis and seeking clearance for transactions reviewed by the Federal Trade Commission (FTC) and the Department of Justice (DOJ). He represents clients in government investigations conducted by the FTC, DOJ, and various state attorneys general into anticompetitive practices in a variety of industries. Mr. Hernandez also represents franchisors, franchisees, sports teams, amateur and professional sports leagues, sports and entertainment venues, food and beverage manufacturers and distributors in a wide variety of counseling and litigation matters. He has been recognized in *New Jersey Super Lawyers* as a "Rising Star" for antitrust litigation in 2013, 2014, 2015 and 2016. He also was recently named to the 2014 Top 50-Under-40 list by the *New Jersey Law Journal*.

Stuart Hershman

Stuart Hershman is a Partner at DLA Piper LLP (US) and has focused his practice for roughly 30 years in the franchising, general dealership and distribution, and antitrust areas. He has structured, documented and helped implement hundreds of franchise programs, dealership and distribution relationships, and intellectual property licensing arrangements in multiple industries. He also has engaged in antitrust counseling, particularly in pricing, supply, and other dealership and distribution matters, for public and private companies. Mr. Hershman counsels companies on the whole spectrum of franchise, dealership and distribution law, including structuring new franchise programs and restructuring existing franchise programs, structuring dealership and distribution relationships, re-branding franchise systems, terminating and renewing franchise relationships, establishing the business parameters of the franchise program (including supply and distribution relationships) and assessing the applicability of federal and state franchise and business opportunity laws and, where appropriate, structuring dealership and distribution relationships to avoid coverage by these laws. Mr. Hershman currently is or has been listed in *Chambers USA*, *International Who's Who of Franchise Lawyers*, *Franchise Times "Legal Eagles"*, *Illinois Super Lawyers* and was named "Best Lawyer for 2014" by *Chicago's Best Lawyers*.

Dean Heyl, CFE

Dean A. Heyl, Vice President Government Relations and Tax Counsel for the International Franchise Association, is responsible for federal, state and local issues affecting the franchise model in addition to providing research and advice on tax issues. Mr. Heyl previously worked for the Direct Selling Association as a state and federal lobbyist and was the Executive Director of the Coalition for Affordable Accounting. His public sector experience includes serving as a senior advisor in the offices of the Idaho Attorney General and Governor. From 2008 – 2011, he sat on the Internal Revenue Service Advisory Council, which advises the IRS on tax administration policy, programs, and initiatives.

Michael D. Joblove

Michael Joblove is a founding shareholder of Genovese Joblove & Battista, P.A. and leads the firm's commercial litigation practice which focuses on franchise, real estate, employment and securities litigation. With other members of the firm, Mr. Joblove provides national franchise counsel to Burger King Corporation, and handles Burger King Corporation's litigation with respect to franchisees throughout the United States. He has also represented numerous other franchisors, including Benihana National Corp., Churromania®, Jamba Juice Company, T.G.I. Friday's®, Smoothie King, Pearle Vision, Inc., Denny's, Inc., Assist-2-Sell®, and Pollo Campero®. Mr. Joblove is "AV" rated by Martindale-Hubbell and is a Fellow in the Trial Lawyer Honorary Society of the Litigation Counsel of America. He is also listed in *Best Lawyers in America* and has been named the *Best Lawyers' 2011 Miami Franchise Lawyer of the Year*. He has been ranked as one of the country's leading franchise attorneys by *Chambers & Partners USA*, and recognized by *Franchise Times* as one of the nation's leading franchise attorneys. Mr. Joblove was appointed by the Florida House of Representatives as a commissioner on the Florida Commission on Ethics, where he served from 2008-2010. He has served on the Board of Governors of the ABA's Forum of Franchising and on the Executive Committee and Board of the IFA. Mr. Joblove is a former executive editor of the *University of Florida Law Review* and editor of the ABA's Business Torts Newsletter. He is the former chair of the Florida Bar Subcommittee on appellate judge evaluations.

Darrell Johnson

As CEO, Darrell Johnson led the transformation of FRANdata from a data/FDD database company to a world class franchise-focused advisory firm. He was instrumental in the creation of the only franchise underwriting scoring system (FUND) and three industry accepted franchise industry performance measurements: unit continuity rate, recurring revenue self-sufficiency and real-business failure rate. Prior to his time at FRANdata, Mr. Johnson was part of the National Cooperative Bank's executive team, where he managed investment, conventional and SBA lending groups. His career spans information services, commercial banking, investment banking, and federal financial regulation. Mr. Johnson has served on many private company and non-profit boards and committees, which currently includes the International Franchise Association's (IFA) Finance Committee. Previously, he served as an IFA Board Member, an IFA Education and Research Foundation Board Member and was also the Chairman of the IFA Supplier Forum. He received a bachelor's degree in business and a master's degree in economics from Montana State University. He also earned an MBA from the Wharton School, University of Pennsylvania.

David J. Kaufmann

David J. Kaufmann is a founding member and Senior Partner of Kaufmann Gildin & Robbins LLP. He is partner-in-charge of Kaufmann Gildin's franchise team whose franchise clients include: YUM! Brands, Inc. (Pizza Hut/KFC/Taco Bell), Marriott International, Inc., Wendy's International, Inc., 7-Eleven, Inc.,

Enterprise Holdings, Inc. (Enterprise, National and Alamo vehicle rental networks), Weichert Realtors, Jani-King, Inc., Ripley's Attractions, Inc. and The Museum of Modern Art. As well, Mr. Kaufmann has been asked by many of our nation's leading investment banks, private equity concerns and law firms to assist in their franchise-related acquisitions, securitizations and financings. Mr. Kaufmann authored the New York Franchise Act and serves as an advisor to the organization of federal and state officials responsible for devising and coordinating franchise regulatory activity nationwide - the NASAA (North American Securities Administrators Association) Franchise Project Group. He has been featured in *The Best Lawyers in America* under the heading "Franchising-New York City" in every edition of that publication. He was named the inaugural "New York Area Franchise Lawyer of the Year" by *New York* magazine, and *Franchise Times* inducted Mr. Kaufmann into its "Legal Eagle Hall of Fame" as an attorney who was dubbed a "Legal Eagle" by that publication each and every year since inception.

Beata Krakus

Beata Krakus is a Partner of Greensfelder, Hemker & Gale, P.C., and part of the firm's Franchising & Distribution Practice Group. She works with franchisor clients in domestic and international franchise transactional matters, as well as related areas such as distribution and sales representative arrangements, and other commercial contracts. She has advised, structured, and prepared franchise programs for many different franchise concepts including real estate brokerages, hotels, restaurants, and fitness and personal health systems. Prior to joining Greensfelder, Ms. Krakus was an Associate with Sonnenschein Nath & Rosenthal LLP. She also practiced in Warsaw, Poland with the Swedish law firm of Magnusson Wahlin. Ms. Krakus is a member of the Governing Committee of the ABA Forum on Franchising, and also serves as the Technology Officer for the organization. She has served as an Associate Editor for *The Franchise Lawyer*. She is recognized by *International's Who's Who of Franchise Lawyers* and by *Chambers USA* and *Chambers Global*.

Michael Layman

Michael Layman is Vice President, Regulatory Affairs for the International Franchise Association. He develops public policy initiatives and builds coalitions in support of franchising, and monitors federal agencies and Congress to identify threats to, and opportunities for, the franchise industry. Mr. Layman also serves as the Executive Director for the Coalition to Save Local Businesses (CSLB). He will serve as the day-to-day liaison between CSLB members and Congress, who are concerned about the overreach of the National Labor Relations Board (NLRB) and the impact of an expanded joint employer standard on local businesses. Prior to joining the IFA in January 2015, Mr. Layman was a Senior Manager with Littler Mendelson's Workplace Policy Institute. He promoted Littler clients' interests and shareholders' policy work in Washington. From 2007 to 2013, he worked at the Society for Human Resource Management (SHRM) as Manager of Employment and Labor Policy, where he led multiple national coalitions on employment and labor policy. From 2001 to 2007, Mr. Layman worked on Capitol Hill, where he served as Legislative Director for U.S. Representative Tim Murphy of Pennsylvania and Professional Staff Member at the U.S. House Government Reform Committee staff under committee chair, U.S. Representative Tom Davis of Virginia.

Michael J. Lotito

Michael J. Lotito is the co-chair of the Littler's Workplace Policy Institute that provides advocacy services for clients, associations, and policy leaders on all workplace concerns. He is counsel to the International

Franchise Association. In addition, he practices all aspects of traditional labor relations. He has testified before Congress, National Labor Relations Board, and the EEOC. He has also served as lead counsel for some of the country's largest corporations, helping them develop and implement business, legal, and preventive strategic solutions to labor and employment issues. Mr. Lotito is an AV rated attorney who has been named "Super Lawyer" for many years.

Lenoard MacPhee

Len MacPhee is a Partner at Gardere Wynne Sewell LLP, and serves as Co-Chair of the Firm's Global Supply Network Industry Team and practices in the commercial litigation practice area focusing on global and national supply network, franchise and distribution matters. He has extensive experience analyzing and advising clients on significant supply network matters, including on a pre-litigation basis and business strategies for the rollout of products and diverse distribution methods. He frequently litigates business disputes and issues relating to supply network, distribution, trade secrets, trade dress, covenants not to compete and enforcement of trademark rights under both contracts and the Lanham Act. Mr. MacPhee has extensive experience representing franchisors, suppliers, manufacturers and other businesses before state and federal trial and appellate courts, as well as arbitration panels and in supply and distribution contract drafting and negotiation.

Andrae Marrocco, CFE

Andrae Marrocco is a Partner in the Toronto office of Dickinson Wright, and his practice focuses on Franchise & Distribution law and Corporate/M&A law. Clients and peers note his specific expertise in cross border franchising transactions (including adapting systems to the Canadian market), and his corporate M&A experience that make him an invaluable advisor on franchise mergers and acquisitions. He advises Canadian and international businesses on all aspects of Canadian franchise and distribution law. Mr. Marrocco is an active member of North American franchise organizations, and serves on several steering committees including the Executive of the Franchise Law Section of the Ontario Bar Association and the IFA's Legal Symposium Task Force.

Judith Marsh

Judy Marsh Vorys Sater Seymour & Pease LLP is a partner in the Vorys Columbus office where her practice focuses on commercial and business law, with an emphasis on general commercial transactions and the Uniform Commercial Code, commercial finance, and franchising and distribution law. Additionally, she assists oil and gas clients with a wide range of financing transactions. Her notable experience includes representing franchisors in the development and structuring of franchise systems, including preparation of franchise agreements, franchise disclosure documents and seeking state franchise registrations, and representing and counseling franchisors in dealings with their franchisees. Ms. Marsh is a member of the American Bar Association, the American Bar Association Forum on Franchising and the Ohio Bar Association. She received her J.D. with honors from The Ohio State University Michael E. Moritz College of Law where she was a member of the Order of the Coif, as well as a member and managing editor of the *Ohio State Journal on Dispute Resolution*.

John Matter

John Matter is Senior Counsel for Papa John's International, Inc., and has broad responsibility supporting the company's domestic and international operations as well as managing all company litigation. In the

litigation realm, he has deep experience with complex litigation involving franchise, commercial, employment, general liability, joint-employer, food safety, class and collective action issues. Mr. Matter also supports Global Human Resources, Global Operations Support and Training, Cyber Security, Crisis Management, and leads the company's Government Affairs efforts. He provides day-to-day advice on a wide variety of issues to proactively mitigate the company's risk, including joint-employer liability. Prior to joining Papa John's, Mr. Matter was Director of Legal Affairs for a publicly-traded healthcare company, and was previously in private practice for ten years beforehand where he specialized in commercial litigation and general corporate law. He has a JD/MBA from the University of Arizona and a Master of Global Management from Thunderbird, School of Global Management.

Joyce Mazero

Joyce Mazero is Partner and Co-Chair, Global Supply Network at Gardere Wynne Sewell LLP. In her counsel to national and global clients in the areas of franchising, licensing, distribution, manufacturing, logistics, buying groups, cooperatives and shared services systems, Ms. Mazero provides transactional, regulatory and dispute resolution services. She works with product and serviced-based client companies and leads them through major initiatives. These include financings, mergers & acquisitions, registration and disclosures and negotiations of strategic alliances, joint ventures, and domestic and international licensing, franchising, manufacturing and logistics deals. Ms. Mazero has been ranked in Band 1 for Franchising Nationwide by *Chambers USA* since 2008. She currently sits on the Advisory Council of the National Restaurant Association's Supply Chain Group. She served as a member of the boards of the International Franchise Association and its Educational Foundation and the National Restaurant Association Educational Foundation.

Alison McElroy

Alison McElroy is Chief Legal Officer and SVP Strategic Relationships with Lift Brands, Inc. in Chanhassen, MN. She is responsible for the global legal and franchise administration functions for all Lift Brands subsidiaries, including the SNAP FITNESS franchise system, franchise investments divisions and all commercial divisions. Ms. McElroy is the author of several publications on franchising, including serving as co-author of the "International Franchising" chapter in the ABA's *Franchise Law Compliance Manual* (Second Edition). Ms. McElroy is a member of the American Bar Association Forum on Franchising and served as Chair of the Corporate Counsel Division Steering Committee from 2014 to 2016. She is a current council member and past chair of the Minnesota State Bar Association Section of International Business Law. Ms. McElroy was previously in private practice in Minneapolis, MN with the law firm Faegre & Benson LLP (now Faegre Baker Daniels). Ms. McElroy received her B.A. from the University of Notre Dame and her J.D. from the University of Minnesota Law School.

Keri McWilliams

Keri McWilliams is an Associate at Nixon Peabody and a member of the Franchise & Distribution team. She represents franchisors, franchisees and distributors in all aspects of their corporate relationships. Ms. McWilliams is also a member of the Food and Beverage Team. She focuses on working with franchisor clients to prepare and update franchise agreements and franchise disclosure documents, obtain and maintain franchise registrations in the United States and comply with state, federal, and international franchise regulations. She provides franchise sales counseling to franchisors and franchisees as well as advice regarding franchise system issues such as joint employer liability, FDA

menu labeling compliance, and international development. Ms. McWilliams has handled a wide range of general commercial cases including copyright, trademark and other intellectual property disputes, breach of contract cases, non-competition disputes, collection cases and shareholder disputes.

Dominic Mochrie

Dominic Mochrie is Partner of Franchise & Development at Osler, Hoskin & Harcourt LLP. He focuses on franchise and distribution, product marketing law and trade practice law. He provides practical and business-friendly advice to clients engaged in distribution and franchising matters, from start-up franchisors working to establish a new franchise system, to large, multinational franchisors with thousands of franchisees. Mr. Mochrie also supports clients in respect of various trade practice matters, including consumer protection, retail and marketing matters. He has extensive experience in wide variety of franchise systems, including hotel/hospitality franchises and retail fuel operations. He also provides strategic advice to franchisors on franchising matters in M&A transactions, including advice on deal structure, risk analysis and risk mitigation. He has also recently assisted several franchisors “clean up” their franchise system prior to sale. Mr. Mochrie is the International Distribution Institute’s designated franchise country expert for Canada. He is ranked in *Chambers Canada, Best Lawyers, Lexpert, Who’s Who Legal: Canada* - where in the 2016 ranking he is listed as one of the 7 Most Highly Regarded Individuals - and is recognized as a “Legal Eagle” by *Franchise Times*.

Tanya Morrison

Tanya Morrison is Director and General Counsel for Home Instead, Inc. Ms. Morrison’s primary responsibilities include overseeing all domestic and international legal matters for Home Instead, Inc. and its various affiliated entities. Prior to joining Home Instead 6 years ago, Ms. Morrison was senior in house counsel for a fortune 500 company and before that was in private practice focused primarily on general business litigation and creditors rights. Ms. Morrison is a member of the International Franchise Association, the American Bar Association, and the Nebraska State Bar Association. Ms. Morrison earned her Bachelor of Science degree in Biology and her J.D. degree from Creighton University.

Marc Mushkin, CFE

Marc Mushkin serves as Vice President, International Franchise Sales & Development for CKE Restaurants Holdings, Inc., the owner of Carl’s Jr. and Hardee’s restaurants. Mr. Mushkin has over 35 years of experience in the restaurant industry in operations, marketing, franchising, real estate market planning and catering, and has spent much of the last 19 years working in international markets. Prior to joining the International Division for CKE in 2014, Mr. Mushkin was the Sr. Vice President of International Development for Pollo Tropical, responsible for all aspects of that brand’s international growth and operations. Prior to that, Mr. Mushkin was the Vice President of Franchising for Sagittarius Brands, owner of the Del Taco and Captain D’s QSR brands, and previously he was with El Torito Restaurants, Inc. as Vice President, International Franchising. Mr. Mushkin has developed full service, fast-casual and quick service restaurants in over 30 countries on five continents. Mr. Mushkin was a Regent’s Scholar at the University of Nebraska and lecturer in the International Hospitality Management School’s Graduate program at Cornell University.

Eunice Nakamura

Eunice Nakamura is Managing Counsel for G6 Hospitality LLC, which owns and operates or franchises Motel 6, Studio 6, Hotel 6, Estudio 6 brands throughout the United States, Canada and Mexico. Ms. Nakamura manages litigation matters throughout the United States and Canada for G6, including franchise litigation. Among her many broad duties, Ms. Nakamura provides heavy legal support for franchise operations, including the default and termination process. Prior to joining G6 Hospitality, she was a litigator with a Dallas litigation firm. She also served as acting counsel for the Texas Rangers in this capacity. Ms. Nakamura is very active in the bar community and has served in various capacities throughout her career. To highlight a few, she has sat on the board of the Dallas Bar Association while serving as President of the Dallas Asian American Bar Association. She has chaired several committees for the Dallas Bar Association and is a Fellow of its Foundation. She is a Dallas Association of Young Lawyers Leadership Class Alumni and serves in the Dallas Women Lawyers Association.

Jose Padilla

Jose Padilla has over 20 years of franchising & transaction experience in the quick service restaurant and computer industries. Mr. Padilla recently became General Manager of the West Division of Burger King Corporation, a subsidiary of Restaurant Brands International. Prior to this role, he led Burger King Corporation's franchising function, which included all workout and related transactional accountabilities. Before joining Burger King Corporation, Mr. Padilla held franchising and finance positions at Taco Bell and Gateway Computer. Mr. Padilla is a graduate of the University of Pennsylvania's Wharton School of Business, and of the University of Virginia's Darden School of Business.

Ted Pearce

Ted Pearce is Counsel with the law firm of Bradley Arant Boult Cummings where he is the co-leader in the franchise practice group. He concentrates his practice on transactional matters affecting both the franchisor and the franchisee. His practice also includes working to bring new franchise concepts to market, while at the same time assisting franchisees to navigate the franchise relationship. He also works with private equity groups to assist them in purchasing and selling franchise systems. Prior to returning to private practice, Mr. Pearce spent 30 years as General Counsel for Meineke Car Care Centers, Inc., which later became Driven Brands, Inc. Mr. Pearce earned his undergraduate degree from the University of Virginia and his law degree from Syracuse University College of Law.

Jonathan Pérez

Jonathan D. Pérez is General Counsel for Tilted Kilt Franchise Operating, LLC ("TKFO"), the Franchisor for over 100 U.S. and Canadian Tilted Kilt Pub & Eatery franchises. Prior to joining TKFO, he served as Labor & Employment Counsel for Honeywell International, supporting Honeywell's U.S. and international operations throughout the world. As Honeywell's Labor & Employment Counsel, Mr. Pérez was also responsible for the Employee and Labor Relations area, focusing on preventative strategies, general counsel, advice and representation. He also served as Honeywell's Lead Employment Counsel for Latin-America, South America, Canada and Puerto Rico, and was the visa and immigration subject matter expert. Prior to joining Honeywell, Mr. Pérez served as Associate General Counsel for Darden Restaurants and was in charge of the Employment Law Department, and served as General Counsel for Planet Hollywood, responsible for its domestic and International locations.

Heather C. Perkins

Heather Perkins is a Partner at Faegre Baker Daniels, and has a broad range of experience representing companies in complex litigation. She focuses her practice on litigation and advising clients in product liability, trade secret, franchise and distribution, antitrust and other complex commercial matters. She is an experienced first-chair trial lawyer, who has successfully litigated cases from inception through appeal on behalf of plaintiffs and defendants in federal, state and arbitration proceedings across the country and abroad. Ms. Perkins also serves as the office leader for the Denver office. She began her career as a Certified Public Accountant with KPMG's Chicago office.

Henry Pfitzenreuter

Henry Pfitzenreuter is an Associate with Larkin Hoffman's Franchise and Distribution Practice Group in Minneapolis, Minnesota. His franchise practice is 100% devoted to litigation. He represents exclusively franchisors and manufacturers in disputes involving all aspects of the franchise and distribution relationship, including breach of contract claims, allegations of misrepresentation and unfair practices, terminations, transfers, defaults, enforcement of non-compete agreements, trademark infringement, misappropriation of trade secrets and investigations by regulating authorities. Mr. Pfitzenreuter graduated from the University of Minnesota Law School where he was a Managing Editor of the *Minnesota Law Review*.

Lee Plave, CFE

Lee Plave is a co-founding Partner of Plave Koch PLC, an entrepreneurial law firm in Reston, Virginia. He counsels franchisors and distributors, drafts and negotiates agreements for international and domestic transactions, and advises clients on all aspects of franchise and distribution law. He also works with clients on how to apply technology in franchise and distribution systems, including cybersecurity, social networking and media issues, e-business policies, cybersquatting and domain name disputes, as well as cybersmear/complaint sites. He also represents clients before the Federal Trade Commission, where he began his career. Mr. Plave served as the Director of the International Division of the American Bar Association's Forum on Franchising from 2012-14. He is currently the Co-Editor of the *International Journal of Franchising Law*. *Chambers & Partners* ranks Mr. Plave as one of the leading franchise lawyers in the United States. *Who's Who Legal* has consistently listed him as one of the global Top 10 franchise lawyers in The International Who's Who of Franchise Lawyers and, in 2015 and 2016, named Lee the top franchise lawyer in North America, as ranked by his peers.

David Ramsey

David B. Ramsey is an Associate Attorney at Kaufmann Gildin & Robbins LLP. He has a diversified background in franchise and corporate transactional matters, representing a range of franchisors in industries such as restaurants, QSR, hotels, entertainment, car rental, real estate, convenience stores, educational centers and more. Mr. Ramsey's regular clients include major global brands, as well as nationwide chains, and small- to mid-size franchisors. In addition to handling franchise regulatory matters for many franchisors, he also assists franchisors and others to negotiate joint ventures, acquisitions, sales, investments, corporate governance matters and a wide range of commercial contracts. Mr. Ramsey received his J.D. from Harvard Law School and his B.S. from Cornell University's School of Industrial & Labor Relations.

Scott Reed

Scott W. Reed is the Senior Political Strategist at the U.S. Chamber of Commerce. He is responsible for overseeing the Chamber's federal voter education program. The Chamber's goal in the 2014 elections was to elect pro-business candidates with the courage to govern. Mr. Reed created and implemented the blueprint for that strategy, helping recruit business-friendly candidates, overseeing traditional and digital advertising campaigns and identifying credible messengers to showcase the importance of the free enterprise system. Mr. Reed was named by *Politico* magazine as one of the top "Politico 50" ideas changing politics and the people behind them. He is also founder and chairman of Chesapeake Enterprises, a Washington-based consulting firm specializing in federal and state legislative, regulatory, and governmental affairs for corporate clients. Mr. Reed was campaign manager for Bob Dole's 1996 presidential campaign. In addition, he directed preparations for the 1996 Republican National Convention in San Diego and the vice-presidential selection process of Jack Kemp. In 1993, Mr. Reed was appointed executive director of the Republican National Committee. He served as chief operating officer of the GOP during the historic elections in 1993 and 1994 when the Republicans gained control of both the House and the Senate for the first time in more than 40 years. During the Bush administration, he served as chief of staff to Secretary Jack Kemp at the Department of Housing and Urban Development. He directed personnel, political, and policy matters, employing a long-term empowerment and privatization program. Mr. Reed also advises various GOP members of Congress and governors on political and policy issues.

Paul Reeve

Paul Reeve is a senior attorney with UPS in Atlanta, Georgia. His responsibilities include government investigations, commercial and class action litigation, as well as UPS Retail, which includes responsibility for all legal matters related to The UPS Store.

Devona Reynolds Perez

Devona A. Reynolds Perez is General Counsel of CP Franchising, LLC ("Cruise Planners"). Prior to joining Cruise Planners, she focused on the practice areas of franchising, commercial litigation, and labor and employment law. She has extensive experience counseling franchisors on compliance with the FTC Franchise Rule and state franchise laws. She regularly counsels Cruise Planners on franchise sales compliance issues, drafts and prepares franchise disclosure documents, franchise agreements and audits the company's franchise sales and disclosure compliance programs. She also advises Cruise Planners on a range of issues from corporate compliance to travel law. Mrs. Reynolds Perez is the current President of the Caribbean Bar Association. She was recently recognized as one of the Top 40 Under 40 Black Leaders of Today and Tomorrow by *Legacy Magazine* for 2016 and has also been recognized as a 2015 and 2016 Rising Star by *Super Lawyers*[®] magazine. She is also a Class IV Fellow of the Florida Bar's Wm. Reece Smith, Jr. Leadership Academy. Mrs. Reynolds Perez received her B.B.A. from the University of Miami and her J.D. from Nova Southeastern University. She is admitted to practice in Florida, U.S. District Court for the Northern District of Florida, Middle District of Florida, and the Southern District of Florida.

Brian Romanzo

Brian Romanzo currently serves as both General Counsel of Meineke and as Assistant Secretary and Assistant General Counsel of Driven Brands, its parent company. From March 2010 through September

2012, Mr. Romanzo served as Associate General Counsel for Driven Brands. In his seven years with Driven Brands, Mr. Romanzo advised the company in, among other things, its mergers and acquisitions strategy assisting in its growth to fourteen portfolio brands. Prior to joining Driven Brands, Mr. Romanzo was in private practice as an attorney with the law firm of Sidley Austin LLP in New York. Mr. Romanzo earned a B.A from Princeton University, holds a J.D. from the University of Notre Dame and a diploma in law from the University of Oxford.

Derek Ronde

Derek Ronde is a Partner at Cassels Brock & Blackwell in Toronto, Ontario, Canada, whose practice is focused on commercial litigation, particularly in the franchising area. He has served as counsel for numerous prominent Canadian franchisors and licensors, and he has worked on a variety of high-profile class proceedings, injunctions, appeals and other litigation matters on behalf of franchise clients. Outside of the franchise field, Mr. Ronde is experienced in a range of commercial litigation areas including contractual disputes, securities and regulatory litigation and product liability. He is on the executive of the Franchise Law Section of the Ontario Bar Association (OBA), formerly served on the executive of the OBA Class Actions Section, and is a member of the Canadian Franchise Association (CFA) Law Day committee. Mr. Ronde is recognized as a leading franchise lawyer by *Who's Who Legal*. He is a graduate of Osgoode Hall Law School in Toronto, Ontario and was called to the Ontario Bar in 2002.

Kathryn Rookes, CFE

Kathryn Rookes is Vice President and General Counsel of Premium Franchise Brands. She is an experienced franchise attorney and is one of very few franchise attorneys in the United States with experience in a government regulatory agency, private practice, and as in-house counsel (to 15 different brands). Her experience includes responsibility for all franchise regulatory matters, compliance with disclosure and registration laws, preparation of disclosure documents, franchise agreements and related documents, and preparation of earnings claims. She has extensive experience in franchisor/franchisee/developer relationships, compliance with franchise agreements and operating standards, compliance with state franchise relationship laws, and drafting impact and other policies. Her international experience includes complying with international disclosure laws, preparing disclosure documents, development agreements, franchise agreements and related documents, and negotiating development agreements in more than 35 countries. She also has prepared, reviewed and negotiated a multitude of general corporate contracts that are necessary for the day-to-day operations of a franchise company. Ms. Rookes is admitted to practice law in Maryland, Florida and Georgia. Ms. Rookes also holds a Certified Public Accountant designation in Maryland. She is a member of the American Bar Association (Forum on Franchising), the International Franchise Association (Legal/Legislative and Corporate Counsel Committees), and is a Board Member of the Southeast Franchise Forum.

Brian Schnell, CFE

Brian Schnell is Partner and Chair of Faegre Baker Daniels' franchise and distribution practice, which helps national and international franchisors launch, grow, protect and evolve successful systems. With more than 25 years of experience, Mr. Schnell counsels both emerging and mature franchisors of wide-ranging industries, sizes and growth stages. He is a past chair of the International Franchise Association Supplier Forum and serves on the Board of Trustees for the IFA Educational Foundation. He is a frequent speaker and author on franchising, and is one of only 18 franchise lawyers recognized worldwide by

Chambers Global. Mr. Schnell received a Client Choice Award for Franchising in 2015, and is regularly listed by *Best Lawyers* and the *Franchise Times'* Legal Eagles.

Courtney L. Seely

Courtney L. Seely is the Chief Legal Officer and Corporate Secretary for Smashburger, a fast casual better burger brand headquartered in Denver, CO, where she has responsibility for the Legal, Risk Management, Licensing, Human Resources and various Development functions. Before her current role, Ms. Seely served as the General Counsel of Consumer Capital Partners LLC, an investment and operating company focused on consumer, franchising and lifestyle brands. She simultaneously served as the General Counsel of a number of CCP's portfolio companies, including Smashburger. Prior to that, Ms. Seely served as EVP, General Counsel and Corporate Secretary at Quiznos, and Assistant General Counsel to ARAMARK Corporation's Sports and Entertainment, Business and Industry and Supply Chain Management Groups in Philadelphia, PA. Ms. Seely began her legal career in private practice at Dechert LLP in Philadelphia, PA, where she was a Mergers and Acquisitions and Securities Associate.

Andrew Sherman

Andrew Sherman is a Partner and Chair of the Corporate Department in the Washington, D.C. office of Seyfarth Shaw. He is the author of 26 books on business growth, capital formation and the leveraging of intellectual property. His latest book *The Crisis of Disengagement* was published in January 2017. His twenty-third book, *Essays on Governance*, was published June of 2012, and in 2013, he was named by NACD as one of the Top 100 Leaders in Governance. In 2014, he was included in the global IAM 300, recognizing the world's thought leaders in managing intangible assets. He has appeared as a guest and a commentator on all of the major television networks, and has appeared on numerous regional and local television broadcasts as well as national and local radio interviews. He has served as a top-rated Adjunct Professor in the Masters of Business Administration (MBA) programs at the University of Maryland for 26 years and at Georgetown University for 17 years in both the business school and the law school where he teaches courses on business growth strategy. Mr. Sherman has served as General Counsel to the Entrepreneurs' Organization (YEO) since 1987. In 2003, *Fortune* magazine named him one of the Top Ten Minds in Entrepreneurship, and in February of 2006, *Inc.* magazine named him one of the all-time champions and supporters of entrepreneurship and business growth.

Adam Siegelheim

Adam J. Siegelheim is a Shareholder and member of Stark & Stark's Business & Corporate and Franchise Groups. Mr. Siegelheim concentrates his practice in the representation of companies and non-profit organizations on a variety of issues including entity formation, financing, intellectual property, real estate, mergers and acquisitions and insurance coverage matters. Mr. Siegelheim's franchise practice includes the representation of franchisors and master franchisees in various matters, including the preparation of disclosure documents and franchise agreements, state registrations, compliance with applicable federal and state regulations and international expansion. Mr. Siegelheim is a member of the International Franchise Association, the American Bar Association Forum on Franchising and is the Chair of the New Jersey Bar Association Franchise Law Committee. Since 2007, Mr. Siegelheim has been recognized as a *Franchise Times* Legal Eagle. Additionally, in 2012, Mr. Siegelheim was presented with the designation of Certified Franchise Executive by The Board of Governors of the Institute of Certified Franchise Executives.

Leslie Smith

Leslie Smith is a Partner with Foley & Lardner LLP. Ms. Smith litigates a range of commercial matters at both the trial and appellate levels in both federal and state courts. Her franchising and distribution practice provides clients with counseling and litigation services, from initial negotiations through resolution, including mediation, arbitration and trial. Ms. Smith has represented franchisors and distributors in a variety of commercial disputes involving trademarks, trade secrets, covenants not to compete and vicarious liability claims. She is a member of the Distribution & Franchise Practice and chairs the Litigation Practice in the firm's Miami office. Ms. Smith was named to BTI Consulting Group's coveted Client Service All Star Team in 2017. She has been recognized as a *Franchise Times* Legal Eagle, by *The International Who's Who of Franchise Lawyers*, *Chambers USA* and *The Best Lawyers in America*®, on the Florida Super Lawyers® lists, and the *South Florida Legal Guide* named her a Top Lawyer – Franchise. Ms. Smith earned her J.D. from the University of Florida, an M.A. from the London School of Economics, and a B.A. from Southern Methodist University.

Robert Smith

Bob Smith is Chair of Wiley Rein's Franchise Practice Group. He helps companies grow their business through franchising. He specializes in representing U.S. franchisors expanding internationally and serving as franchise counsel in complex financial transactions, including whole business securitization transactions. He is rated among the nation's leading franchise lawyers by *Chambers USA*, *The Best Lawyers in America*, *International Who's Who of Business Lawyers* and *Franchise Times*. In addition to his extensive experience at Wiley Rein, Mr. Smith was Corporate Counsel for Marriott International, representing the Roy Rogers and Bob's Big Boy Divisions. He is a member of the American Bar Association's Forum on Franchising and has served the International Franchise Association in various capacities, including as a member of the Legal Symposium Task Force for 2004-2005, 2011-2012 and 2015-2016 and on the Advisory Board for the Supplier Forum from 1999-2005. Mr. Smith received his J.D. from the Columbus School of Law at The Catholic University of America, Washington, DC where he graduated first in his class.

Max Staplin

Max Staplin is an Associate at Fisher Zucker in Philadelphia, PA. His practice focuses on franchise registration and regulatory compliance. Mr. Staplin drafts franchise disclosure documents, franchise agreements and other commercial agreements and assists franchisor clients with day-to-day legal matters, including franchisee disputes, transfers, renewals and trademark-related work. He co-authored an article that was published in the Summer 2013 edition of the *Franchise Law Journal*, entitled 'Planning Ahead: Creating and Enforcing Mandatory Development Schedules in Area Development, Area Representative, and Master Franchise Relationships.'

Debi Sutin

Debi Sutin is Co-Chair of Gowling WLG's Franchise and Distribution Law group, and one of Canada's most-recognized franchise lawyers. With more than 25 years of experience, she counsels domestic and international franchisors and manufacturers, across all industries, in all matters pertaining to Canadian franchise law and the development and operation of their franchise and distribution arrangements. A partner based out of Gowling WLG's Hamilton, Ontario office, Ms. Sutin is a frequent writer and speaker on franchise-related matters, and served as Co-Chair of the 10th Annual Ontario Bar Association Franchise Law Conference. She is a long-serving member of the Executive of the OBA Franchise Law

Section and a member of the Canadian Franchise Association, the International Franchise Association and the American Bar Association Forum on Franchising. She is recognized for her franchise expertise in *The Best Lawyers in Canada*, *The Canadian Legal Lexpert® Directory*, *Who's Who Legal: Canada*, *Who's Who Legal: The International Who's Who of Business Lawyers*, *Chambers Canada* and the *Lexpert Guide to the Leading US/Canada Cross-border Corporate Lawyers in Canada*.

C. Griffith Towle

C. Griffith Towle is a Principal in the law firm of Bartko, Zankel, Bunzel & Miller. Mr. Towle is an experienced trial lawyer and specializes in complex business litigation, with an emphasis on franchise and related regulatory actions, intellectual property cases, unfair competition and contract disputes, real estate matters and partnership/corporate dissolutions. He has successfully tried and arbitrated cases involving RICO, unfair competition, intellectual property, contract and tort claims. He is a 1989 graduate of the University of California, Hastings College of the Law, is a certified Franchise and Distribution Law specialist, the former co-chairman of the Franchise Law Committee of the California State Bar, and served on the Steering Committee of the Litigation and Dispute Resolution Division of the ABA Forum on Franchising. He is an Associate Editor of the *Franchise Law Journal*, Co-Editor of the *Franchise Litigation Handbook* published by the ABA and the Co-Author of *Case Law Highlights*, *California Franchise Law Practice* published by the CEB.

Craig Tractenberg

Craig Tractenberg is a litigation partner resident in the New York and Philadelphia offices of Fox Rothschild LLP. For over 30 years, his practice has focused on franchise companies, from start-up to mature brands, domestic and international. His practice involves domestic and international structuring of franchise programs with their branding and intellectual property considerations, with finance and insolvency counseling. His litigation successes have earned him years of consecutive recognition in *Chamber & Partners USA*, *Best Lawyers* (including "Lawyer of the Year-Franchising in New York, 2011), *SuperLawyers* and the Legal Eagle Hall of Fame published by *Franchise Times*. His experience in global dispute resolution includes representing the Republic of Turkey in arbitrations before the International Court of Commerce (ICC) in Geneva, Switzerland, and before the International Centre for Settlement of Investor Disputes (ICDR) in Paris, France. He also has represented various franchise, IP companies, and an award-winning movie director in domestic and international arbitrations before JAMS, the AAA and the ICDR. He is currently serving as an arbitrator in a franchise case before JAMS, and is involved in construction cases pending in the High Court of London and the ICC in Miami involving the recent renovations of the Panama Canal. He is a monthly columnist in the *Legal Intelligencer* and a periodic contributor to various ABA and books and other publications. He has served in board positions in the New York State, Philadelphia and Pennsylvania State bar associations, and as an adjunct professor of franchise law at Temple University School of Law.

Trishanda Treadwell

Trish Treadwell is a Partner with the Parker, Hudson, Rainer & Dobbs' Litigation and Employment Practice Group. She represents clients in state and federal courts in a variety of commercial litigation contexts, primarily including employment and franchise disputes, but also including UCC and other banking litigation and general complex commercial litigation and arbitration. She represents franchisors in actions to enforce franchise agreements against franchisees or in actions by third parties asserting

vicarious liability against the franchise system. She provides counseling for franchisors with respect to their disclosure documents, franchise agreements, terminations and other issues. She also has served on the Firm's diversity, recruiting, and mentoring program committees. Ms. Treadwell is a graduate of Oglethorpe University (Atlanta, GA), where she is currently on the Board of Trustees and a member of its Executive Committee and former Co-Chair of the Oglethorpe Women's Network. After graduation, she taught middle school and high school before attending Georgia State University College of Law, where she was Student Writing Associate Editor of the *Law Review* and served as president of the Student Bar Association.

Kendal Tyre

Kendal Tyre is a Partner at Nixon Peabody and he counsels franchise, manufacturing, food and beverage, retail and financial services companies on international business transactions. He represents clients in mergers and acquisitions, private equity, venture capital, joint ventures and strategic alliances, licensing and franchise matters as well as corporate law matters.

John Verhey

John Verhey is a Partner in DLA Piper's Franchise and Distribution Practice Group, concentrating his practice on the litigation and arbitration of franchise disputes. For the past 28 years, he has represented franchisors in state and federal courts throughout the United States in matters involving protection of trademarks, intellectual property rights, franchise terminations, covenants not to compete, unfair competition, business torts, joint employer liability and many other issues. In addition, Mr. Verhey has handled over 75 cases involving franchise disputes and other commercial disputes through the final arbitration hearing and award stages. Mr. Verhey received his law degree from Harvard Law School, where he served as an Executive Editor of the *Harvard Law Review*.

Leonard Vines

Leonard D. Vines is an Officer and Shareholder in the St. Louis office of Greensfelder, Hemker & Gale, P.C. Mr. Vines is a former member of the Governing Committee of the American Bar Association Forum on Franchising, and a long-time member of the franchise advisory board of the North American Securities Administrators Association ("NASAA"). He has been selected by *Chambers USA* as one of the Leading Franchise Lawyers nationwide, the *International Who's Who of Franchise Lawyers*, *Franchise Times* "Legal Eagles", *U.S. News and World Report* - Best Franchise Lawyers (Tier 1), and *Best Lawyers in America* for franchise law. Mr. Vines has written for various legal publications such as the *Franchise Law Journal* and *The FTC Franchise Rule: Analysis and Commentary*. He is also the co-editor of the second edition of *Mergers and Acquisitions of Franchise Companies*.

Les Wharton

Les Wharton is the Chief Legal Officer for Coverall North America, Inc. Coverall franchises commercial cleaning businesses. Mr. Wharton joined Coverall in March 2012. He has been a franchise attorney for more than 30 years, as inside and outside counsel. He has served in leadership positions for various franchise groups, including the Corporate Counsel Committee of the ABA Forum on Franchising, the State Bar of Georgia's Franchise Law Section and the Southeast Franchise Forum. He currently chairs the IFA Legal/Legislative Committee. Mr. Wharton taught Franchise Law as an Adjunct Professor at the University of Georgia School of Law, and he is an arbitrator and mediator for the American Arbitration Association, handling primarily franchise disputes. He is a member of the ABA Litigation Section's Taskforce on Early Dispute Resolution. Mr. Wharton received a B.S. from the United States Military Academy in 1971, with a Concentration in National Security Affairs, and a J.D. from the University of

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Adam Wit

Adam Wit is Senior Counsel of Labor Relations for Hilton. In that role, he is responsible for collective bargaining, training and advising Hilton properties on labor strategy, contract administration and labor-related legal issues. Mr. Wit also manages union representation, NLRB and labor arbitration matters. Prior to working at Hilton, he spent 19 years in private practice at Littler Mendelson, P.C., as a shareholder since 2002, where he focused primarily on labor relations but also worked as an employment litigator and advised clients on employment related matters. He most recently served as the Office Managing Shareholder for the Chicago office and a member of the firm's Board of Directors.

Quentin Wittrock

Quentin Wittrock is a Principal and Trial Attorney for Gray Plant Mooty and represents businesses in preventing or handling litigation involving antitrust, franchising and distribution, as well as other types of business disputes. He has coordinated and tried cases throughout the United State, including cases between competitors. Mr. Wittrock joined Gray Plant Mooty in 1987, after one year as a law clerk for the Chief Judge of the United States Court of Appeals for the Eighth Circuit. In 1986, he graduated from the University of Iowa College of Law, at which he had been managing editor of the *Iowa Law Review*.

Sarah Yatchak

Sarah Yatchak is the Assistant Secretary and Senior Director of Legal and Franchise Administration with Great Clips, Inc. In that capacity, Ms. Yatchak works with senior executives on a variety of franchise legal and business issues, and supports franchisees in their efforts to grow with the brand. Prior to joining Great Clips, Inc., Ms. Yatchak held a variety of business and legal positions with Buffalo Wild Wings, Inc. in Minneapolis, and before that, counseled both emerging and mature franchisors as an attorney with Faegre Baker Daniels.

Philip Zeidman

Philip Zeidman is a Senior Partner with DLA Piper's Franchise and Distribution practice in Washington, D.C. He served as General Counsel of the International Franchise Association for most of his career. Mr. Zeidman principally devotes his practice to international distribution, licensing and franchising law. He was named Global Franchise Lawyer of the Year by *Who's Who Legal* for nine consecutive years - every year this award had been made. Mr. Zeidman is also the former Chairman of the International Bar Association's International Franchising Committee. Mr. Zeidman received his undergraduate degree with honors from Yale University and law degree from Harvard University and studied at the Harvard Graduate School of Business Administration. He served as a Trial Lawyer for the Federal Trade Commission, General Counsel to the Small Business Administration and Special Assistant to the Vice President of the United States. He is counsel to several U.S. and foreign companies and trade associations.