

2019 IBA/IFA Joint Conference Speaker Bios

Omar Al Shomali

Omar Al Shomali has been working in the Corporate and Commercial field for 12 years and specializes in advising regional and international clients on transactions within the Middle East. He advises on UAE and Jordan corporate restructuring matters and manages local and cross-border M&A. Mr. Al Shomali's Commercial experience encompasses representing various companies and individuals in different industries, including the growing food and beverage industry in Dubai. As a trusted advisor, he has previously worked on either side of a deal and advised franchisors on the risks of franchising their services; as well as potential franchisees on the opportunities of taking on a franchise. His extensive experience also includes advising clients on whether to franchise their products, or consider other options such as agency or distributor arrangements

Luiz Henrique O. do Amaral

Luiz Henrique O. do Amaral is a Senior Partner and Board Coordinator of the Law Firm Dannemann Siemsen Advogados and of the industrial property firm Dannemann, Siemsen, Bigler & Ipanema Moreira. He specializes in Intellectual Property (trademarks, patents and copyright), Corporate Law and franchising. He is a member of the Membership Council (highest board) of the Brazilian Franchising Association (ABF), Vice-President of AIPPI (Association Internationale pour la Protection de la Propriété Intellectuelle) and Bureau member since 2013.

Luciana Bassani

Luciana Bassani, Partner with a Bachelor of Law from the São Paulo State University, joined the law firm of Dannemann Siemsen Advogados in July 2003. She also as a post-graduate degree in Contract Law from the Centro de Extensão Universitária of São Paulo (1997) and in Economy and Corporate Law from the Getúlio Vargas Foundation in Rio de Janeiro (2002). Ms. Bassani has extensive experience in corporate agreements, especially in the preparation, revision and analysis of M&A documents, especially involving intangible assets and closely-held companies, and distribution, franchising, agency and intellectual property agreements, incorporation of Brazilian companies, as well as the production of legal opinions in the aforementioned fields of expertise that also address intellectual property, commercial and civil aspects. She is also the Franchising Country Expert for Brazil of the International Distribution Project, Torino, Italy. Ms. Bassani has published several articles on corporate and commercial issues, especially related to franchising. She has been nominated as a leading franchise lawyer for the publication the *International Who's Who* for several years, including 2018. She has been a regular speaker in International Bar Association ("IBA") annual conferences and is currently the co-Chair of the International Franchising Committee of IBA. Ms. Bassani is fluent in Portuguese, English and French.

Silvia Bortolotti

Silvia Bortolotti is a Partner at the law firm Buffa, Bortolotti & Mathis (Turin, Italy). She is specialized in international commercial transactions, cross border litigation and

arbitration. Her extrajudicial practice covers domestic and international commercial contracts. Ms Bortolotti is a founding member and Secretary General of the International Distribution Institute (IDI), member of several international associations - the International Bar Association (IBA), the Commission on Commercial Law and Practice (CLP) of the International Chamber of Commerce (ICC) - and advisor to several Italian associations. Acknowledged by *Who's Who Legal* as one of the Italian leading experts in franchising, she often lectures in several conferences and training courses about international commercial contracts, commercial agency, distributorship, franchising and cross border trade. Moreover, she is a frequent contributor to publications on every aspect of Italian and international commercial law. Ms. Bortolotti has also co-authored the book *Contratti di distribuzione* (Distribution contracts), Wolters Kluwer, 2016 (chapters on distribution and franchising), as well as some ICC publications, including *ICC Model International Franchising Contract* (2011), *Using franchising to take your business international* (2014) and the *ICC model contract on distributorship* (2016).

David Bond

David Bond heads the firm's franchise and licensing group, with almost 25 years' experience helping businesses expand through franchise and licensed structures both domestically and internationally. He advises clients from across all sectors including retail, hotels and leisure, media, education, healthcare and food and beverage. Mr. Bond is a member of the International Franchise Association, International Bar Association and the British Franchise Association and is also a consultant editor on the editorial board of LexisNexis' PSL online publication, responsible for contributing franchising content for the Commercial section of that publication.

Nicola Broadhurst

Nicola Broadhurst trained at Theodore Goddard (now Addleshaws) in London and worked at Mishcon de Reya and Mundays before joining Stevens & Bolton LLP in 2011 as a partner and head of franchising. She is a commercial transactional lawyer specializing in business expansion primarily through franchising and her practice has a particular emphasis on advising on international expansion through franchising. Ms. Broadhurst speaks at numerous specialist franchise seminars and exhibitions and writes for the leading UK trade journal, *Franchise World*, as well as contributing regularly to other franchise publications. She is the firm's representative for the British Franchise Association, has served on the BFA's former legal committee and currently serves on its Quality Standards Committee advising on compliance issues and the promotion of best practice in franchising. She has also advised and represented the European Franchise Federation at the European IMCO workshop on "Relations between franchisors and franchisees: regulatory framework and current challenges" to discuss problems in the area of franchising and the impact of the EU rules on functioning of the franchising. Ms. Broadhurst is a member of the American Bar Association and its franchise forum as well as the International Bar Association and its Franchise Committee. She is top ranked by Legal directories such as *The Legal 500* and *Chambers UK*, the latter describing her as an "impressive" franchising specialist "commended for her consummately commercial approach". She is also ranked internationally as a leading franchise lawyer in *Who's Who Legal: Franchise* and

described by *World Trademark Review* 2016 as: "the one whom sources single out; the transactional doyenne showcases a deft touch on international expansion through franchising, on which she is something of an authority. She is a thought leader and trendsetter at the heart of the franchising industry through her committee work, and her speaking and writing".

Peter Buberis

Peter Buberis heads up our franchise and commercial teams. He has extensive experience acting for both national and international franchise systems with a strong skill set around the expansion of franchise systems. Mr. Buberis lectures in international franchising at the master's level at Australian universities and is an international speaker at legal forums and a published commentator in his area of expertise.

Charles Chen

Charles Chen is an Associate Partner at Formosa Transnational, Attorneys at Law, a full-service law firm in Taiwan, where he has been a member of the firm's Technology and Law Division since 2002. His major practice includes intellectual property, corporate and commercial matters, franchising, licensing, competition/antitrust, legal compliance, and emerging technologies. Mr. Chen assists well-known global enterprises with franchising in Taiwan and provides related advice and service, such as incorporation plans, employment arrangements, contract reviewing, disclosure documents preparation, and legal compliance issues in all aspects. He also assists with comprehensive IP strategies and services including both prosecution and enforcement of the client's intellectual properties.

Martine de Koning

Martine de Koning is an expert in franchise, distribution and agency transactions and litigation. She combines in-depth knowledge of EU and competition law with a deep understanding of commerce and trade. She is praised for her "sharp strategic insight, knowledge and creativity in providing solutions". She handles litigation and arbitration in a "smart, assertive and effective" manner. Ms. de Koning structures complex international cooperation such as the setting up of franchise networks and channel agreements. She represents domestic franchisors in their international expansions plans and also assists foreign clients with establishing a presence in Europe, the Middle East and Africa". Her interests include trade unions and treaties (EU, WTO, ASEAN, APEC, NAFTA, Caricom), customs and exports regulations and sanctions. The impact of Brexit on commercial agreements catches her special interest. Ms. de Koning is a thought leader on pricing matters such as rebates, tying, excessive pricing, dynamic pricing, royalties, license and franchise fees, for dominant and other parties. With her lifelong focus on the fashion and retail sector she acts for her clients on internet sales restrictions, third-party platform restrictions, geoblocking, omnichannel (seamless marketplace), e-commerce, inventory sharing, dual distribution, horizontal and vertical data sharing, licensing of know-how and technology, loyalty programs and big data.

Mauricio Ferreira

Mauricio Ferreira is the Legal Director for InterContinental Hotels Group for Mexico, Latin America, and the Caribbean, leading all hotel operations and development work in the region, including franchised properties. IHG currently franchises over 4,000 hotels, including over 200 in Latin America. Mr. Ferreira graduated in law and is a licensed attorney in both Brazil and the United States. He began his practice as a tax lawyer and later extended his practice to international law, eventually moving to an in-house position in the later part of his career.

Mark Forseth

Mark Forseth is a Vice President and Assistant General Counsel with Marriott International, Inc. Mr. Forseth is responsible for responding to legal issues involving the development and operation of franchised hotels and regulatory compliance in both domestic and international markets for the company's multiple lodging brands. He is currently working out of Marriott's London, England office and charged with the development and structuring of the legal processes for Marriott's European franchise development and operations. Before joining Marriott, Mr. Forseth was in private practice, focusing on representation of franchise and other licensing and distribution companies in both domestic and international markets, and related business structuring, regulatory and relationship issues. Prior to that, Mr. Forseth was the Senior Franchise Examiner for the Maryland Division of Securities, responsible for enforcement of the Maryland Franchise Registration and Disclosure Law. Mr. Forseth is formerly the Chair of the International Franchise Association Legal Legislative Committee, Chair of the Maryland State Bar Franchise and Distribution Law Committee and is a past advisor to the North American Securities Administrators Association Franchise Project Group.

Tony Garrison

Tony Garrison is a partner and is a member of HWL Ebsworth Retail, Franchising group. He is recognized as one of Australia's leading franchise lawyers with over 30 years' experience in the Franchise sector. Mr. Garrison practices in respect of all aspects of structuring, restructuring, sale, purchase and establishment of domestic and international franchise systems including distribution and channel strategies.

Stewart Germann

Stewart Germann founded Stewart Germann Law Office (SGL) in 1993 as a boutique law firm at Auckland, New Zealand, specializing in franchising, licensing and business law. SGL is New Zealand's longest established specialist franchising law firm and Mr. Germann is included in the *International Who's Who of Franchise Lawyers* 2018. He has over 35 years' experience in franchising law and acts for franchisors in New Zealand, Australia, USA and the UK. SGL also act for franchisees and provides legal advice. Mr. Germann has spoken at franchising conferences in New Zealand, Australia, Italy and USA and he was on the Board of the Supplier Forum of the International Franchise Association ("IFA") for 6 years until March 2007. SGL clients include many of New Zealand's best known national and international franchise brands, and Mr. Germann has extensive franchising contacts worldwide and locally. He is actively involved in international franchising and has written many articles which have been published overseas including in the *International Journal of Franchising Law*. Mr.

Germann is a past Chairman of the Franchise Association of New Zealand (FANZ) and wrote the original *Franchising Code of Practice* for the FANZ. He has also written many published articles on franchising.

Kerry Renker Green

Kerry Renker Green has significant experience in both corporate law and as a complex commercial litigator. She has represented franchisors and business clients in multiple jurisdictions in various aspects of developing their business around the world. Ms. Green has drafted Franchise Disclosure Documents, overseen registration obligations, led transactions to establish, transfer, and/or procure single and multi-unit franchised businesses, negotiated and closed service agreements within the IT, advertising, supply chain and logistics, and design sectors, as well as assisted with issue-spotting and navigating the many legal questions that arise in the business of franchising. Ms. Green also has experience advising in the area of advertising and in closing large sponsorship and marketing transactions as well as in the areas of privacy and cyber security. Litigation experience includes discovery, arbitration, and trial and appellate work in state and federal courts. She currently assists in the quick service restaurant sector, focusing on global franchise advice, including domestic and international growth and issues arising at all stages of the franchise life-cycle.

Rasem Kamal

Rasem Kamal is the managing partner of Kamal & Associates - Attorneys and Counsellors-at-Law (Kamal & Associates), a full-service business law firm in Ramallah – Palestine. He is specialized in franchise, business and corporate laws. He also teaches law at the Birzeit University School of Law. Mr. Kamal has co-authored tens of Palestinian laws and regulations covering different areas of business law. He is also a member of the BOD of the Palestinian Deposit Insurance Corporation. Mr. Kamal is a holder of an Executive MBA degree (Northwestern University and Tel Aviv University), a Master of Laws (LL.M.) degree (University of San Francisco) and a Bachelor of Laws degree (University of Jordan).

Beata Krakus

Beata Krakus is an officer in the Chicago office 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, including mergers and acquisitions and financing of franchisors. She also represents clients in related areas such as distribution and sales representative arrangements, and other commercial contracts. Having earned a Swedish law degree and practiced in Poland and Sweden before moving to the U.S., she advises U.S. franchisors on international expansion and helps brands from other countries enter the U.S. market. Ms. Krakus is a member of the Governing Committee of the American Bar Association Forum on Franchising and a frequent writer and speaker on franchise-related topics. She is recognized by *Chambers USA* and *Chambers Global* in the field of franchising, as well as by *International's Who's Who of Franchise Lawyers*.

Robert Lauer

Robert A. Lauer is a Partner in the Austin office of Haynes and Boone, LLP, and a member of the firm's Franchise and Distribution Practice Group. Mr. Lauer's practice focuses on all aspects of domestic and international franchise transactions. Mr. Lauer was named to *Chambers Global*, Global Franchising, Band 3, 2011, Band 4, 2012 and Band 3, 2013 to 2019; *Chambers USA*, Franchising (Nationwide), *Up and Coming*, 2012 and Band 4, 2013 to 2018; the *International Who's Who of Franchise Lawyers*, Law Business Research, 2010 through 2019; *The Best Lawyers in America*® for Franchise Law in 2008 through 2019; and a "Texas Rising Star" by *Law & Politics Magazine* and *Texas Monthly* for 2005 and 2007 through 2012. He is a member of the ABA Forum on Franchising's Governing Committee through August 2022 and current officer of the International Bar Association's International Franchising Committee through 2020. Mr. Lauer is a 1997 cum laude graduate of the St. Mary's University School of Law where he served as an Associate Editor of the St. Mary's Law Journal, and a 1994 graduate of Trinity University in San Antonio, Texas.

Edward (Ned) Levitt, CFE

Ned is a Certified Franchise Executive and one of Canada's leading authorities in franchising and distribution law. He has represented some of the world's foremost franchises and provides legal services to Canadian and international clients on all aspects of Canadian franchise law. Mr. Levitt is a member of the American Bar Association's Forum on Franchising, the Canadian Franchise Association, the International Bar Association and is a member of the International Committee of the International Franchise Association. He is a prolific writer, having published numerous books, papers and articles on franchise and distribution law. Among his many publications is the leading Canadian text, *Canadian Franchise Legislation* (2001, Lexis/Nexis/Butterworths). Mr. Levitt is recognized as a leader in his field by several ranking publications including, *Chambers*, *Best Lawyers in Canada*, *Who's Who Legal*, Canadian Legal *Lexpert*® Directory, and *Martindale-Hubbell*. He has been continuously recognized in the *Franchise Times* "Legal Eagles" as one of the top 100 franchise lawyers in North America. Mr. Levitt is often quoted in the media and has appeared on several television programs including CTV's W5, CBC's Venture, and Report on Business TV.

Karsten Metzloff

Karsten Metzloff is a Partner of the law firm Noerr LLP (www.noerr.com). He has, over the years, advised on the structure of a number of well-known national and international franchising systems and the expansion of those systems nationally and internationally. He also worked with the EU Commission in Brussels at the Directorate General for Competition where he dealt with franchising matters. Mr. Metzloff is a member of the IBA, the ABA and the German Franchise Association. He has lectured and written on many various domestic and international issues of franchising and distribution law. He studied law at the Universities of Münster, Hamburg, Lausanne (CH) and London (GB). Mr. Metzloff has been selected for inclusion in *The International Who's is Who of Business Lawyers, Franchise* (2018). In the latest JUVE edition (2018/2019) on German law firms, he has been named as one of leading attorneys in Germany in the field of distribution and franchising law. He has been selected by *BEST LAWYERS* as one of

the leading franchise lawyers in Germany. He is the exclusive contributor to the *International Law Office Newsletter* for franchising in Germany (see www.InternationalLawOffice.com).

Jorge Mondragon

Jorge Mondragon has been a partner at Gonzalez Calvillo since 1998, being active from then in the firm's franchising and distribution practice group. Throughout, his over 25 years of experience, Mr. Mondragon has developed a commercial legal practice with focus in corporate, franchising, distribution and data protection matters, advising clients in a wide range of transactions, from their start-ups in Mexico to the management and operation of their business. He walks domestic and foreign companies through the compliance, regulatory, corporate and intellectual property aspects required for the implementation of franchise systems and distribution schemes. For such purposes, Mr. Mondragon designs the appropriate business structure, tailored to the client needs. Additionally, he has an ample experience in corporate and commercial matters, including mergers and acquisitions, joint ventures, corporate controversies, foreign investments and labor consulting, which strengthens his core practice.

Thomas Mundry

Thomas Mundry has been living and working in Russia since 1994. He is a Partner at Noerr LLP and has extensive experience in advising on investment, financing and other projects of both Western and Russian businesses in the Russian Federation. Mr. Mundry focuses on greenfield and brownfield projects, but he is also advising on M&A as well as on joint ventures projects. His sphere of activity covers a wide range of industries, including automotive manufacturing and supply industry, oil and gas, chemicals, engineering, retail, food and consumer goods, fashion industry and IT. Mr. Mundry has been listed as recommendations in Russia in several publications including *Who's Who of Franchise Lawyers* (2012 – 2018) for Franchising and *Best Lawyers* (2014-2019) for Trade Law.

Peter V. Snell

Peter V. Snell is a partner at Gowling WLG. He is based in Gowling WLG's Vancouver office and also works out of the firm's Calgary and Toronto offices. Mr. Snell is the National Co-Chair of Gowling WLG's franchise practice. He specializes in Canadian franchise law, international and Canadian business transactions, licensing, product distribution and intellectual property. He devotes his practice to assisting franchise systems with their expansion plans in Canada and overseas. Mr. Snell's focus on business and intellectual property issues led to his being appointed as the Chair of the Intellectual Property Committee of American Bar Association (ABA) Business Law Section from 2013 to 2016. In 2016 he was appointed as a member of the ABA Business Law Section Council of Governors. In 2017 he was appointed as the Chair of the Marketing Board of the ABA Business Law Section. In 2015 Mr. Snell was appointed as General Counsel to the Canadian Franchise Association (CFA). He will continue in that role until the spring of 2019. He has also served as the Chair of the CFA's Legal and Legislative Committee from 2011 to 2015 and has been on the Board of Directors of the CFA since 2011. In 2004 Mr. Snell co-edited and co-authored the ABA Forum on

Franchising publication *Fundamentals of Franchising – Canada*. The second edition of this publication was released in 2016. In 2013 he co-authored the chapter “Intellectual Property Issues in Franchising” in the ABA publication *Intellectual Property Deskbook for the Business Lawyer (3rd Edition)*. Mr. Snell co-authored the chapter on Canada in the ABA publication *International Franchise Sales Laws*. In 2015 and 2016 he authored the Canadian chapter for the *Franchise Law Review (2nd Edition)* and (3rd Edition). Mr. Snell is recognized as a leading lawyer in Canadian franchise law in *Chambers, The Best Lawyers in Canada, Canadian Legal Lexpert®*, *Who’s Who Legal: Canada, Who’s Who Legal: The International Who’s Who of Business Lawyers, Franchise Times Legal Eagles*, and the *Expert Guides, World’s Leading Franchise Practitioners*. Mr. Snell was a special advisor to the Government of British Columbia in the drafting of British Columbia’s franchise legislation and 2018 was presented with the Lexpert Zenith Award for mid-career excellence in Franchise Law.

John Sotos

John Sotos is the founding partner of Canada’s largest franchise law boutique, Sotos LLP. He has a broad transactions and dispute resolution practice with extensive experience representing companies engaged in franchising and distribution. He counsels companies structuring international and domestic franchise transactions, master franchising, distribution of products and services and franchise disclosure matters. He has deep experience in the automotive, grocery, foodservice and hospitality sectors as well as with complex franchise transactions and system restructurings both in Canada and around the world. In addition, he has immense experience in franchising corporate networks, system wide change, mergers of competing systems and the successful management of relationship issues generally. Lastly, he enjoys an enviable relationship with top franchise practitioners globally. Mr. Sotos he has been listed in *Chambers Canada, Best Lawyers in Canada, the International Who’s Who of Franchise Lawyers, Leading 500 Lawyers in Canada, the International Who’s Who of Business Lawyers, the Canadian Legal Lexpert® Directory* and has been named in *Franchise Times* “Legal Eagle” as one of the top franchise lawyers in North America.

Grégoire Toulouse

Grégoire Toulouse is a Partner in the Commercial Law Department of Taylor Wessing France where he heads the Franchise & Distribution Group. He provides assistance to French and International franchisors and licensors expanding in France and worldwide.

Francesca Turitto

Francesca Turitto is an Of Counsel to the law firm Roma Legal Partners. She specializes in international franchising and distribution, representing foreign companies wishing to enter the Italian market and Italian companies expanding their network abroad. She also has an extensive experience in corporate and financial transactions, national and international, including mergers and acquisitions, joint ventures, privatizations and private equity deals. Before joining Roma Legal Partners, Ms. Turitto was a senior counsel at the Italian office of Allen & Overy for more than ten years. She is a lecturer on international franchising at the Master in business law, jointly offered by the LUISS university in Rome and the Italian association of corporate counsel (AIGI).

Ms. Turitto is the co-chair of the International Bar Association International Franchising Committee and is regularly called to speak at international events. She has been constantly recognized in the last years by the *International Who's Who of Franchise Lawyers* as one of the world's leading practitioners in the field of franchise.

Eduardo Turkienicz

With more than 20 years of experience in various areas of corporate law, Eduardo Turkienicz has been with Dias Carneiro Advogados since 2013. He is the head of Dias Carneiro Advogados' Intellectual Property and Entertainment, Franchising and Distribution, Commercial Agreements, Digital Law and Technology and Data Protection and Privacy practices. He is a partner in the Corporate, Mergers and Acquisitions, and Anti-Corruption, Compliance and Internal Investigations practices. Throughout his career, Mr. Turkienicz has advised national and international clients in complex negotiations of commercial contracts, as well as in matters related to intellectual property, entertainment and technology. He has an extensive experience in mergers and acquisitions operations, in Brazil and abroad, in different sectors of the market. Mr. Turkienicz's performance is recognized by his clients, who highlight his negotiation skills. His work has also been highlighted in specialized legal directories, such as *Latin Lawyer 250* and *Who's Who Legal*, where he has been recognized since 2013 in the Franchise category. Moreover, he was nominated by the Latin American Corporate Counsel Association (LACCA) in 2018 as one of the most admired lawyers in Brazil. Mr. Turkienicz also works in matters of compliance and investigations, advising local and foreign companies operating in Brazil. He advises clients in the prevention, identification, monitoring and management of compliance risks that may affect their activities, in accordance with national and international anticorruption legislation.

Larry Weinberg, CFE

Larry Weinberg is a partner at the Toronto law firm of Cassels Brock & Blackwell LLP. Since 1989 he has had a practice that specializes in franchise law and providing all necessary legal services to franchisors. He is a member of the International Franchise Association, where he served as a Member of the IFA Board of Directors and as Chair of its Supplier Forum Advisory Board, and the Canadian Franchise Association, where he serves as Chair of the CFA's Legal and Legislative Committee and on the CFA Board of Directors. He is also the Immediate Past Chair of the International Bar Association's International Franchising Committee and is a Past-Chair of the Ontario Bar Association's Franchise Law Section. Mr. Weinberg was the founder of, and to date has organized and chaired four Ontario Bar Association annual franchise law conferences. He is a member of the American Bar Association's Forum on Franchising, and in 2006, he was the first Canadian lawyer to be appointed Director of the ABA Forum's International Division and to a leadership role on its Governing Committee. In 2009 he had the honour of being Co-chair of the ABA's 32nd Annual Forum on Franchising conference. In 2004 he acted as co-editor of the ABA Forum on Franchising's book entitled *Fundamentals of Franchising-Canada*. In 2017, he again

acted as co-editor of the 2nd edition of this publication. As well he was co-editor and co-author of the Canadian Franchise Association's first and still only official book publication entitled, *How To Franchise Your Business*. He is a co-author of the chapter on Canada for the ABA Forum's book entitled *International Franchise Sales Laws*. In 2004, 2005, and each year from 2009 to 2019, Mr. Weinberg was named by *Franchise Times* to their "Legal Eagles" list of the top franchise lawyers in the United States and Canada. He and Cassels Brock are each listed in the *Lexpert*® Canadian legal directory as being among the leaders in Canada in franchise law. In 2014, 2015 and 2016, Mr. Weinberg received *Who's Who Legal's* one and only worldwide Lawyer of the Year award for Franchise law, and in 2014, the *Lexpert*® Zenith Award. Mr. Weinberg was called to the Bar of the Province of Ontario in 1989.

Donald Wray

Donald Wray is Senior Corporate Counsel at Domino's Pizza LLC in Ann Arbor, Michigan. His practice is focused on the company's international legal affairs, particularly with regard to franchise development, franchisee relations and compliance, intellectual property, supply chain and vendor agreements. Prior to joining Domino's, he served as Senior Managing Counsel, Global Contracts at Subway Restaurants and also as International Counsel at Little Caesar Enterprises, Inc. Mr. Wray has a B.A. from Vanderbilt University and a J.D. from St. Louis University School of Law.

Tao Xu

Tao Xu devotes his practice to franchising and distribution matters, especially international franchising, licensing and distribution transactions. He counsels a broad range of clients in their international expansions, including master franchising, multi-unit licensing, area development, single-unit licensing and direct investment (both joint venture and wholly owned). Mr. Xu is particularly active in food and beverage, hospitality and leisure, and retail industries, having acted for a number of high-profile US brands in their international expansion efforts. He is deeply involved in franchising activities in China, having both acted for a number of clients in entering the Chinese market and lobbied on behalf of the International Franchise Association in connection with the Chinese government's franchise regulations and their implementation rules.

Carl Zwisler

Carl Zwisler focuses his practice on advising franchisors, manufacturers, and investors in structuring, negotiating, and enforcing domestic and international franchise, licensing, distribution, and acquisition agreements. He has assisted executives and general counsel in more than 85 industries or industry segments with creative solutions for developing and implementing business expansion strategies. With more than 35 years' experience, Mr. Zwisler has worked with clients in every phase of domestic and international franchising, licensing, and distribution programs, frequently advising companies entering the U.S. market and U.S. companies expanding abroad. Mr. Zwisler also represents specialty pharmacies and other health care providers on issues relating to health care plan provider agreements.