



# 2024 Legal Symposium

## Speaker Bios

### **Carole Angel**

*IHG Hotels & Resorts*

### **Brian Balconi**

*Authority Brands*

Mr. Balconi has led the legal function of Authority Brands and its affiliates since joining Authority Brands in November 2018. In this role, he oversees all legal matters, including franchising, intellectual property, corporate law and mergers and acquisitions. A veteran of franchising, Mr. Balconi was previously an attorney for Dunkin' Brands (Dunkin' Donuts and Baskin Robbins) and Little Caesars where he was General Counsel. Mr. Balconi is active in industry associations, including the International Franchise Association and the American Bar Association Forum on Franchising, in which he previously served as Director of the Corporate Counsel Division. Mr. Balconi has a Bachelor of Business Administration from the University of Notre Dame and a law degree from the University of San Diego.

### **Jason Bauman**

*Planet Fitness*

### **Charlie Britt**

*Wyndham Hotels & Resorts*

Experienced lawyer with extensive experience advising clients in navigating the complex legal landscape of data privacy, cybersecurity and artificial intelligence. I am passionate about bridging the gap between law and technology stemming from a background in mathematics, computer science, Big Four consulting and law.

### **Kerry Bundy**



### *Great Clips*

In her role as Vice President of Legal, General Counsel and Corporate Secretary, Kerry Bundy leads the company's legal, compliance and franchise administration teams. She is responsible for anticipating and managing risk while advancing the Great Clips brand and values. Kerry joined Great Clips in 2023, bringing a deep background in franchise law and broad leadership experience with more than twenty years spent counseling and litigating on behalf of franchisors. Prior to joining Great Clips, Kerry was the Vice President, General Counsel and Corporate Secretary for United States Distilled Products, Co. and a partner and management board member at Faegre Drinker Biddle & Reath. She has also held numerous leadership positions within the American Bar Association's Forum on Franchising and the International Franchise Association. In addition, Kerry is a national speaker and author on franchising. Kerry obtained her law degree from Northwestern Pritzker School of Law and her bachelor's degree in political science from Colorado State University. She volunteers throughout the Twin Cities and has previously served on the board of directors for Minneapolis Crisis Nursery and The Advocates of Human Rights. Outside of work, Kerry enjoys being active with her husband and two sons, whether at the cabin, in the mountains, or on the beach.

### **Chris Bussert**

*Kilpatrick Stockton*

Chris Bussert has more than 30 years of experience in helping clients protect and defend their most important assets and brands. He represents clients in trademark, copyright, unfair competition, and franchise litigation, including proceedings before the Trademark Trial and Appeal Board, and in licensing and trademark clearance and prosecution matters.

Danell Caron

*CKE Restaurant Holdings, Inc.*

### **Harris Chernow**

*Reger Rizzo Darnall LLP*

Harris J. Chernow is a partner and chair of the firm's national Franchise & Distribution Practice Group and an active member of the Business Services Group and Entertainment, Hospitality & Sports Law Group. He has a national practice representing franchisors, franchisees, and distributors in many sectors, including in the hotel and hospitality industry. His experience is complemented by his significant business and corporate practice, including complex mergers and



acquisitions, retail development, executive employment, and leasing and real estate. Much more than a franchise and hospitality lawyer, Harris is a well-respected corporate/business lawyer who improves his clients' companies by delivering guidance through their business transactions and disputes. With clients ranging from start-ups to large, long-established companies, Harris has worked with an array of businesses. His franchise practice extends across a range of industries, representing franchisors/brands, single and multi-unit franchisees/owners, area developers, master franchisees, franchisee associations, distributors, and private equity-backed businesses seeking to expand through franchising or distribution. Harris is also sought after for his dispute resolution acumen in franchise, hospitality, and commercial business disputes. He has a reputation for being strong but reasonable. Harris and the firm's Litigation Group are often called upon to represent clients in litigation, arbitration, and mediation cases. Due to Harris' reputation for being knowledgeable, fair, and unbiased, he is frequently appointed as an arbitrator and mediator in franchise, hospitality, and commercial matters. "

### **Ron Coleman**

*Bradley Arant Boult Cummings LLP*

Ron Coleman is an accomplished trial lawyer who thrives in big, complex cases. Throughout his more than 30-year career, Ron has helped clients successfully resolve all manner of legal disputes, whether via negotiation, motion practice, alternative dispute resolution, trial, or appeal. Whether representing a plaintiff or defendant, his creative, sophisticated approach to resolving disputes is designed to help his clients reach the best possible outcomes consistent with their business goals. Ron represents manufacturers, technology companies, franchisors, and other clients in a variety of commercial, intellectual property, and product liability cases. His intellectual property experience includes trade secret, trademark, copyright, and patent infringement matters. Ron also regularly represents national franchisors in all manner of disputes, including disputes with franchisees and claims arising from competition between franchise systems. Ron invests in learning about his clients and focuses on helping them navigate business-defining disputes. He is particularly proud that he has developed a group of long-standing litigation clients, some of which he has worked with for more than 20 years. As a testament to his tenacity and the results he achieves, Ron is often called upon to handle the biggest, most complex litigation matters facing businesses in the Southeast.

### **Bryan Couch**



### *Connell Foley LLP*

Bryan Couch is the managing partner of Connell Foley's Newark office, Chair of the firm's Franchise and Distribution Group, and a member of the firm's Executive Committee. An accomplished and knowledgeable litigator, Bryan focuses on complex commercial disputes, trademark litigation, business torts and other claims arising from a wide variety of business relationships, primarily in the franchise, manufacturing, distribution and hospitality sectors. Experienced in all aspects of litigation, Bryan provides exceptional counsel at trial and in mediation and arbitration proceedings. He has tried several cases in the federal and state courts of New York and New Jersey and elsewhere throughout the United States. Bryan regularly handles cases across the country arising from franchise, license and management agreements, including trademark claims and the full gauntlet of relationship, competition and enforcement issues. He has represented national and international franchisors, several Fortune 100 corporations, and some of the largest hospitality companies in the world.

### **Leslie Curran**

#### *Plave Koch PLC*

Leslie Curran is a partner in the law firm Plave Koch PLC in Reston, Virginia. She focuses her practice on representing brand owners in connection with a broad range of domestic and international franchise, intellectual property licensing, distribution and related legal issues. She assists brands at all levels of their growth. Leslie was named "Washington DC Franchise Law Lawyer of the Year" by U.S. News/Best Lawyers for 2016. She has also been recognized by, among others, Chambers U.S.A., by International Who's Who of Franchise Lawyers, and by Franchise Times as a Legal Eagle. Leslie is a frequent author and speaker on franchise law and related topics. Among many other publications, Leslie was the co-editor of Exemptions and Exclusions Under Federal and State Franchise Registration and Disclosure Laws (2017) and a co-author of: Chapter 2, Franchise Law Compliance Manual, 2nd Edition (2021). She has spoken at the ABA Forum on Franchising's annual meeting numerous times including: Managing a Franchise Disclosure and Registration Practice in an Increasingly Digital Age (Intensive) (2021), Art and Science of FDD Drafting (2014), Growth Through Multi-Unit Franchising (2009), and Pros and Cons of Using Brokers, Development Agents and Other Referral Sources (2007).

### **Mark Dady**

#### *Dady & Gardner*



Mark is the Managing Partner of Dady & Gardner, P.A. and limits his practice to the representation of franchisees, dealers, and distributors. Since joining Dady & Gardner over a decade ago, Mark has represented clients in all stages of their relationships with their franchisors and suppliers. As a franchisee attorney, Mark regularly helps prospective franchisees review and negotiate the terms of their franchise agreements and area development agreements. Mark also regularly works with his clients to resolve disputes with their franchisors and suppliers, including disputes related to fraud and misrepresentation, unlawful financial performance representations, breaches of contract and the implied covenant of good faith and fair dealing, and wrongful termination/non-renewal, among others. In addition to working with individuals and groups of franchisees, Mark spends a significant amount of his time advising new and existing franchisee associations. This includes assisting with the formation of franchisee associations, providing strategic guidance to franchisee associations, and performing regular reviews of key agreements, e.g., annual review/negotiation of proposed changes to the Franchise Disclosure Document, franchise agreement, and area development agreement. Mark and his family reside in the St. Paul, Minnesota area.

### **Jess Dance**

*Polsinelli*

Jess Dance is a Shareholder in Polsinelli PC's Denver office where he is a member of its Global Franchise & Supply Network practice group. His practice focuses on franchise disclosure and registration matters, as well as franchise litigation, business disputes, and other complex commercial litigation. Mr. Dance frequently represents franchisors, distributors, manufacturers, and suppliers on issues relating to registration and disclosure, defaults and terminations, contract disputes, covenants not to compete, trade secret protections, joint employment, and enforcement of trademark rights. He also advises clients in connection with franchise, distribution, and supply network transactions, contract negotiations, and pre-litigation dispute resolution. Mr. Dance graduated summa cum laude from Truman State University and received his J.D. cum laude from the Georgetown University Law Center.

### **Sarah Davies**

*International Franchise Association*

Serving on the Government Relations team, Davies' extensive business experience and legal expertise will expand the organization's capacity to address the consistent challenges to the franchise business model on the federal, state, and local level, including an expanded joint employer standard, state-level threats such as California's FAST Act, and franchise relationship legislation. In addition, she will provide added member value to support IFA members as they navigate the ever-changing legislative and regulatory landscape. Davies (formerly Bush) is a



seasoned attorney with a wealth of experience in legal, regulatory, and compliance policy. She has extensive experience in franchising, serving as General Counsel for Mayweather Brands and Dickey's Barbecue Pit in addition to serving as Counsel in the franchise practices at DLA Piper, Foley & Lardner and Perkins Coie, among others. Davies' expertise includes franchise regulatory compliance, domestic and international franchise transactions, franchisor-franchisee relationship issues, global supply chain management, and mergers and acquisitions. Sarah has worked with both emerging and mature franchisors spanning the full spectrum of policy issues facing the business model today. Davies holds a Juris Doctor from the University of Tennessee College of Law with a concentration in Business Transactions and is a member of the State Bar of Texas.

### **Max DeLeon**

*Cheng Cohen*

Max is a commercial litigator who represents clients in courts and alternative dispute resolution forums across the country. He handles a wide range of franchise disputes from commencement of litigation through trial or hearing, including those relating to franchise law violations, breach of contract, unfair and deceptive trade practices, and intellectual property. Before joining Cheng Cohen, Max practiced at law firms in Illinois and Massachusetts, where he represented clients in a broad range of complex commercial matters, as well as litigation involving product liability, environmental remediation, and medical malpractice defense. Max also served as a federal law clerk to the Honorable Philip G. Reinhard of the Northern District of Illinois and the Honorable Christina Reiss of the District of Vermont. While in law school, Max was Articles Editor for the University of Illinois Law Review and clerked for the U.S. Attorney's Office for the Central District of Illinois and the Chicago Office of the Department of Justice Antitrust Division.

### **Janet Dhillon**

*Former Commissioner of the U.S. Equal Employment Opportunity Commission*

### **Abhi Dube**

*Baker Mckenzie*



Abhishek Dubé ("Abhi") assists clients with franchise and distribution transactions, including international and M&A transactions. He counsels clients in a wide range of industries, including food and beverage, hotel and lodging, retail, fitness, automotive, and alcohol. Abhi has worked with new and existing franchise programs, and structured and negotiated franchise and distribution transactions for the world's leading brands. Abhi is a Certified Franchise Executive. He serves as a Board Member of the ABA Forum on Franchising's International Division, as well as the International Franchise Association Foundation's Diversity Institute.

### **Brian Esser**

*Service Master*

### **Marisa Faunce**

*Plave Koch PLC*

Marisa counsels franchisors, licensors, and manufacturers on transactional, regulatory and intellectual property issues involved in developing and growing franchise programs. She also counsels franchisors regarding all aspects of the franchise relationship, including operational compliance, system standards, default and termination strategies and franchise workouts. Marisa represents franchisors ranging in size from start-ups to category leaders in connection with the development and maintenance of their franchise programs. 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 also represents franchisors with regard to corporate transactions, contract negotiations, master franchise programs, captive market development, international transactions, and dispute resolution matters. Marisa counsels trademark owners on brand protection strategies and handles domestic and international trademark portfolios. She regularly represents our clients before the U.S. Patent and Trademark Office in trademark prosecution actions and handles trademark-licensing transactions around the world. Marisa regularly trains franchisor executives with respect to franchise sales, relationship and regulatory compliance issues.

### **Joseph Fittante**

*Larkin Hoffman*

Joseph J. Fittante advises franchisors, both mature and emerging, on a variety of topics including structuring the relationship, registration and disclosure, supply chain, brand integrity, transfer and



other system critical issues. He counts his clients as some of the most well-known brands in franchising. He routinely represents franchisors who are buying or selling franchise systems as special franchise counsel to advise on the health of the system and various other franchise issues. Joe is a past chair of the American Bar Association Forum on Franchising and frequent author and lecturer on issues important to the franchise industry.

### **Dean Fournaris**

#### *Wiggin and Dana*

Dean Fournaris is Chair of Wiggin and Dana, LLP's Franchise and Distribution Practice Group and is resident in its Philadelphia, Pennsylvania office. For over thirty years, Dean has been a leading franchise and distribution lawyer licensed to practice in Pennsylvania and New Jersey. Dean has represented public and private franchisors, multi-unit franchisees, licensors, manufacturers, pharmaceutical companies, distributors, developers and investors in matters across the country. Dean focuses his practice on developing, structuring, and maintaining franchise and distribution networks, transactions and contracts involving franchise and distribution systems, franchise registration and disclosure, manufacturing and operating systems and standards, and other related regulatory and transactional matters. He regularly advises franchise and distribution system clients in connection with all aspects of their franchisee-distributor, customer, supplier, and competitor relationships. As a Partner in Wiggin and Dana's Litigation Department, Dean also prosecutes and defends franchise and distribution cases, including injunction actions, before state and federal courts and arbitration panels on behalf of franchisors, manufacturers, and distributors. A sought-after speaker with a keen business sense, Dean often lectures about franchising and distribution matters. Dean also has authored over fifty articles on these subjects in industry and legal publications. Dean has been ranked by Chambers USA as one of the leading franchise lawyers in the United States since 2011. Dean is currently ranked by Chambers USA as a Band 2 attorney nationwide for franchising. Dean has been listed in The Best Lawyers in America for franchise law since 2007 and was named "Lawyer of the Year" in Philadelphia in 2021, the International Who's Who for franchise law since 2010, and as a "Legal Eagle" by Franchise Times Magazine since 2004. Dean was also featured by Franchise Times Magazine in an article entitled, "Legal Hotshots under 40" in July 2001 and was named by Franchise Times to its "Franchise Lawyer Hall of Fame" in 2013. Dean is a member of the American Bar Association's Forum on Franchising and serves on its Publications Committee. He is a founding member of the Franchise Law Committee of the Philadelphia Bar Association and served as its Chair from 2003 to 2007. In addition, Dean is a member of the Pennsylvania Bar Association's Franchise Law Committee of the Corporation, Banking and Business Law Section and the New Jersey Bar Association's Franchise Law Committee.



## Svetlana Gans

*Gibson Dunn*

Svetlana S. Gans is a partner in the Washington, D.C. office of Gibson, Dunn & Crutcher where she helps clients navigate complex consumer protection (advertising, marketing, privacy, and right to repair) and competition related regulatory proceedings before the U.S. Federal Trade Commission (FTC), U.S. Department of Justice Antitrust Division, and other enforcement bodies, and provides strategic advice on related public policy issues. Svetlana is a frequent speaker on FTC policy and enforcement issues, including FTC rulemaking. She was also recently named as one of Lawdragon's "500 Leading Litigators in America." Svetlana previously served with distinction as Chief of Staff to Acting Chairman Maureen K. Ohlhausen at the FTC. As the agency chief of staff, she managed and oversaw agency operations, including bureau and office heads reporting to the Chairman, a seven-member office staff, and an agency budget of over \$300 million. She also served as the Acting Chairman's key advisor on consumer protection and competition investigations and litigation, working with a diverse team of attorneys and economists to preserve competition and protect U.S. consumers. She created, executed, and oversaw several strategic initiatives for the agency, including the agency process reform, regulatory reform, and data security transparency initiatives. Previously, she had the unique experience of serving in both litigating bureaus of the FTC: the Bureau of Competition and the Bureau of Consumer Protection. After her impactful tenure at the FTC, Svetlana served as the Vice President & Associate General Counsel at NCTA, the Internet & Television Association, where she helped lead the association's consumer protection and competition policy work. Svetlana is active in the Federalist Society, and recently received the Federalist Society Practice Groups Division's inaugural Volunteer of the Year Award for "the energy she has brought to the Executive Committee as Co-Chair [of the Corporations, Securities & Antitrust Practice Group] and the important impact she has made upon the Federalist Society's antitrust programming over the past year." Svetlana is also involved in the ABA Antitrust Law Section ("Section"), currently serving as the Section's Committee Officer. In that role, she oversees the operations of 28 Section substantive committees, including committees covering consumer protection, privacy, corporate counselling, and federal civil enforcement. Svetlana is a keen supporter of, and mentor to, law students and young lawyers interested in antitrust and consumer protection law. She helped create the Section's Young Lawyer Representative Program, now in its 12th year, and the Section's Law Ambassador Program, each aimed at developing and promoting the next generation of consumer protection and competition attorneys. Svetlana also serves on the Federal Communication Bar's Executive Committee and as a co-chair of its Diversity Pipeline Program, an initiative designed to develop and promote underrepresented law students in the bar. She also serves on Gibson Dunn's Professional Development Committee and is active with the WICT Network – an organization dedicated to developing women leaders in the media,



entertainment, and technology industries. Svetlana served as a Judicial Intern to the Honorable John L. Kane, Jr., while in law school, and as an Honors Program Paralegal for the United States Department of Justice Antitrust Division, Merger Taskforce, prior to law school. She received her law degree with high honors from the University of Denver College of Law and earned her undergraduate degrees cum laude from Boston University.

### **Ronald Gardner**

#### *Dady & Gardner*

Ronald K. Gardner, is a partner at Dady & Gardner, P.A., who limits his practice to the representation of franchisees, franchisee associations, dealers and distributors in their relations with their franchisors, manufacturers and suppliers. Ron, along with the rest of his colleagues at Dady & Gardner, P.A., prides himself on the fact that the firm has a national reputation for effectively and efficiently helping their franchisee, association, dealer and distributor clients to improve their relationships through negotiations and trust building, and when necessary, resolve their disputes through litigation, negotiation, mediation and arbitration. Given his extensive experience (and you can read more about that below if you choose), he is available to talk to you at no initial charge about whatever issues you may be having with your franchisor, manufacturer or supplier.

### **Michael Garner**

#### *Garner, Ginsburg & Johnsen*

W. Michael Garner is a partner in Garner, Ginsburg & Johnsen, P.A. and limits his practice to assisting franchisees, dealers and distributors in their relationships and disputes with franchisors and suppliers. He is the author of Franchise & Distribution Law and Practice, a three-volume treatise published by Thomson-Reuters/West, and is editor of the Franchise Desk Book. Michael is the 2016 recipient of the ABA's Lew Rudnick Award for lifetime achievement in franchise law, as well as of the 2017 Lifetime Achievement Award of the American Association of Franchisees and Dealers. He has also been designated a Super Lawyer, Legal Eagle and member of America's Best Lawyers. Michael has served on the Governing Committee of the ABA Forum on Franchising and as editor of the Franchise Law Journal. He has won over \$250 million for franchisees and dealers; his work has been cited by the Supreme Court of the United States; and his cases have established important precedents for franchisees.

### **Evan Goldman**



### *The Franchise Firm LLP*

Evan M. Goldman is a Founding Partner with The Franchise Firm focused on representing franchisors and franchisees in litigation, arbitration, and mediation, along with representing franchisors in drafting and registering their Franchise Disclosure Documents and negotiating franchise agreements, area development agreements, and area representative agreements on behalf of both franchisors and franchisees. Evan has represented franchisors and franchisees through the United States, Canada, South America, Europe, Asia, and beyond. In addition to his work in the franchise space, Evan regularly represents non-franchised clients in disputes involving termination issues, breach of contract, trademark infringement disputes, fraud claims, and enforcement of non-competition agreements. Evan has extensive experience advising clients in the hospitality industry, including hotels, bars, nightclubs, caterers, private clubs, commercial properties, and fitness centers. Evan is a seasoned litigator, inside and outside the franchise and hospitality industries, representing clients in business litigation matters, in both federal and state trial and appellate courts in New Jersey, New York, Pennsylvania, and the District of Columbia, as well as before the American Arbitration Association (“AAA”) and Judicial Arbitration and Mediation Services, Inc. (“JAMS”). In this role, Evan has litigated, arbitrated, or mediated in 35-plus states throughout the United States.

### **John Gotaski**

#### *Fox Rothchild*

John represents individuals, partnerships and companies in diverse legal matters including complex commercial litigation, bankruptcy litigation and franchising issues. He represents both franchisors and franchisees in litigation and general corporate matters, including advice respecting Franchise Disclosure Documents, franchise agreements and related contracts. In addition to his litigation practice, John serves as trusted advisor to several companies and individuals, assisting his clients in developing a carefully coordinated approach to identify and address legal issues effectively and efficiently. He believes that a carefully coordinated approach to legal services is necessary not only to help his clients solve their legal problems but also to help his clients become more successful. John’s broad background in litigation matters, in both federal and state courts, includes cases involving contracts, partnership and shareholder agreements, trade secrets, restrictive covenants, trademarks and copyrights, construction, antitrust, employment, protection of creditors’ interests in bankruptcy and governmental oversight of regulated industries.



## **Nina Greene**

*Venable LLP*

Nina Greene focuses her practice on franchise, trademark, and general commercial litigation. Nina has represented franchisors in state and federal courts in Florida and throughout the United States and in domestic and international arbitrations. This has involved protection of trademarks and intellectual property (IP) rights, franchise terminations, trade secrets, covenants not to compete, unfair competition, business torts, and many other issues.

## **Alan Greenfield**

*Greenberg Traurig, LLP*

Alan R. Greenfield is a shareholder at Greenberg Traurig, LLP. He concentrates his practice on international and domestic franchising, licensing and distribution matters. Alan works with both experienced and startup franchise companies in structuring franchise programs and drafting franchise-related documents. He counsels franchisors and manufacturers on everyday compliance and other franchise or distributor-related issues, such as registration and disclosure matters, negotiating agreements, relationship termination laws, maintaining good franchisee/distributor relations, and resolving disputes with franchisees/distributors. Alan also works on international franchising, licensing and distribution transactions, and has helped clients with transactions in excess of 75 countries throughout North America, South and Central America, the Caribbean, Europe, Africa, Asia and the Middle East. He counsels a broad range of clients in expanding their brands internationally through all types of arrangements, such as master franchise and area development relationships, joint ventures, distribution relationships, non-traditional venue franchises (such as military bases, airports or train stations), area representative relationships, and any combination of these arrangements.

## **Jonathan Grossman**

*Cozen & O'Connor*

Jonathan advises clients on antitrust, consumer protection, and other government regulatory matters, including civil and criminal government investigations, mergers and acquisitions, counseling on antitrust, consumer protection and advertising issues, litigation, and legislative issues. He works with clients from a variety of industries, and has extensive experience in the health care, aviation, maritime, energy, high-tech, and financial services sectors. Jonathan's merger practice includes advising on all aspects of a transaction, including advising on antitrust-related provisions in transaction agreements, conducting competitive analyses, preparing Hart-Scott-Rodino filings, representing clients in investigations by the Federal Trade Commission, the



Antitrust Division of the U.S. Department of Justice, and state attorneys general, and counseling on pre-closing issues such as integration planning and gun-jumping.

Jonathan represents subjects, complainants, and third parties in government investigations by, among others, the U.S. Department of Justice, the Federal Trade Commission, the Consumer Financial Protection Bureau, the Federal Communications Commission, and state attorneys general. He also represents clients in proceedings before the National Advertising Division of the Advertising Self-Regulatory Council. Jonathan's counseling work focuses on antitrust and consumer protection issues and includes providing advice to businesses, nonprofits, and trade associations on a wide variety of issues including, advertising claims, unfair or deceptive acts or practices, joint ventures and teaming arrangements, pricing and distribution issues, and exclusivity provisions. He also counsels clients on compliance issues related to a number of federal and state laws, including the Fair Debt Collection Practices Act, the Dodd-Frank Act, the Robinson-Patman Act, and the Consumer Product Safety Improvement Act.

### **Susan Grueneberg**

*Cozen O'Connor*

Susan leads Cozen O'Connor's Franchising team and is a nationally recognized leader in the franchise law bar. As a certified franchise specialist with more than 30 years of experience, Susan is a trusted dealmaker, advocate, and regulatory guide. Through her multidisciplinary practice, Susan represents franchisors, developers, sub-franchisors, and multi-unit franchisees, ranging from cutting-edge startups to Fortune 500 companies. Susan advises on corporate transactions, including franchise M&A, structures and registers new franchise programs, conducts audits, and assists with federal and state regulatory compliance. She also represents clients in franchisor-franchisee relations, defends government enforcement actions and investigations, and serves as an expert witness for franchisors in trials and arbitrations. An important sub-area of Susan's practice is her work on behalf of non-U.S. franchisors seeking to enter the U.S. marketplace and, likewise, U.S. franchise programs seeking to expand abroad. Foreign companies coming to the United States face unique regulatory challenges, and Susan is known for guiding international companies through the maze of U.S. franchise law. Susan has considerable experience in China, having lived in Beijing and Hong Kong, and speaks Mandarin. Susan is certified as a Franchise & Distribution Law Specialist by the California Board of Legal Specialization and ranked Band 1 in Business-Franchising (Nationwide) by Chambers USA. She is one of only 16 attorneys in North America listed as a "Global Elite Thought Leader" by Who's Who Legal – Franchise Law. She is the former chair of the ABA's Forum on Franchising, former chair of the California State Bar's Franchise and Distribution Law Advisory Commission, and the chair of the Industry Advisory Committee to the North American Securities Administrators Association (NASAA)'s Franchise and Business



Opportunities Project Group. Susan is regularly approved by the California Department of Financial Protection and Innovation to conduct franchise remedial trainings for franchisors as part of the settlement of state enforcement actions, and she is a co-editor of the American Bar Association's The FTC Franchise Rule, 3rd Edition, recognized by practitioners as the authoritative guide to U.S. federal franchise law. Susan earned her undergraduate degree, cum laude, from UCLA, and her law degree from UCLA School of Law. While in law school, she attended Yale-in-China Studies Center and taught at United College, Chinese University of Hong Kong on a U.S. State Department Teaching Fellowship. After law school, Susan won a fellowship from the U.S. National Academy of Sciences Committee on Scholarly Communication with the People's Republic of China to undertake post-graduate study in economics at the University of Beijing, China, where she played on the women's basketball team.

### **Manal Hall**

#### *Dentons*

Manal Zakhary Hall is a Partner at Dentons in Salt Lake City. Manal's practice focuses on all aspects of Franchise/Distribution Law. She regularly advises clients on a wide variety of issues, including domestic market entry, expansion and exit strategies, franchise disclosure obligations and franchise compliance programs and policies; the franchise disclosure document, individual unit franchise agreements, as well as area development and master franchise agreements; franchisee relationship issues, terminations, transfers, and dispute resolution. She assists clients with all phases of the franchise registration process in the US registration states and has assisted clients in assessing the feasibility of entering various international markets. She enjoys helping franchisors create strategies, systems, and a corporate infrastructure designed to help them scale rapidly and efficiently. Manal also teaches Franchise Law as an Adjunct Professor at Brigham Young University J. Reuben Clark Law School.

### **Matt Haller**

#### *International Franchise Association*



## Elizabeth Haas

*Foley & Lardner*

A high-stakes litigator who handles some of the largest multidistrict antitrust cases across the country, Elizabeth A. N. Haas is known for her ability to get results. She leads nimble teams with efficiency and watchful attention. She gains clients' trust by gaining a full understanding of their business objectives and informing practical legal strategies tailored to their specific needs. Clients describe Elizabeth as "the bar I would measure everyone against" and someone "I trust" because she "really understands the business." National chair of Foley & Lardner's Antitrust & Competition Practice Group, Elizabeth counsels clients who are leaders in their respective industries. She primarily works with companies in the manufacturing, life sciences, pharmaceuticals, automotive, sports, health care, and technology sectors. Her focused experience includes investigations, compliance, and litigation; defense of clients in purported price fixing; and market allocation class actions. Her list of such representations is extensive, including several high-profile antitrust cases, with some involving damages claims in excess of US\$1 billion. Elizabeth works closely with general counsel, c-suite executives, and legal teams in major companies across the United States. She also collaborates with cross-border local counsel to handle global antitrust compliance matters. Corporate clients turn to Elizabeth for business litigation and arbitration representation, especially involving high-stakes commercial and financial disputes. In parallel to her antitrust litigation practice, Elizabeth advises clients on business matters related to antitrust and competition. She provides vital guidance relating to product pricing, the Robinson-Patman Act, joint ventures, collaborations with competitors, commercial agreements, participation in trade associations and industry organizations, advertising and marketing, intellectual property, supply chain relationships, ecommerce, product distribution, labor and employment, and general compliance. Elizabeth is a member of the firm's national recruiting committee and the hiring partner and co-chair for the Milwaukee office recruiting committee. She has been recognized not only for her strengths as a lawyer, but for her willingness to tackle difficult cases, volunteer in community, and advance the role of women in the legal profession.

## Lindsay Henner

*Caiola & Rose*

With significant experience across all areas of intellectual property and day-to-day business matters, Lindsay Henner's practice is uniquely full service. Lindsay began her career at a top-50 international law firm headquartered in Atlanta where she practiced for nearly a decade, directing comprehensive, business-first legal strategies and counseling corporate clients of all sizes on intellectual property and complex business disputes. Lindsay is a trial-tested litigator and



counselor with deep expertise across all aspects of intellectual property, including trademark, copyright, unfair competition, domain name, privacy, and trade secret matters from prosecution/portfolio management to enforcement through appeal. Lindsay has also served as in-house counsel at a major global franchisor managing a substantial intellectual property portfolio (over 700 trademarks, copyrights, and patents), high-stakes litigation and other general counsel matters, including contract negotiations and corporate governance. As corporate in-house counsel, Lindsay has broad experience helping clients with developing risk mitigation strategies, negotiating complex contracts and assisting with day-to-day legal matters that arise for domestic and international companies. Lindsay has successfully represented clients in trials involving patent infringement, copyright infringement, trademark infringement, unfair competition, domain name cybersquatting (WIPO, UDRP), franchise termination, and contract claims. In addition to litigation, Lindsay regularly works with clients to avoid dispute escalation, conduct clearance work, advise on acquiring new intellectual property assets, review traditional and digital advertising and promotional material for compliance with federal and local laws, and monitor franchisee compliance with restrictions on marketing and IP use. She also frequently negotiates and drafts agreements including, for example, technology and marketing service agreements, intracompany and third-party license agreements, and non-disclosure agreements. Lindsay's subject matter experience includes flooring, industrial tools and accessories, protective electronics cases, artificial trees and lighting, energy drinks, children's toys, playground equipment, original artwork, professional photography, music, computer software, machinery and methods of manufacture, garments/fast fashion, microelectromechanical systems, fitness equipment, pharmaceuticals and medical devices, advertising networks, mobile applications, cannabis, alcohol and spirits, agricultural chemicals, and franchise food/QSR, to name just a few. At home, Lindsay is a mom to two boys and two dogs and is a fair-weather Georgia Tech fan.

## **Tanja Hens**

*Davis Wright Tremaine LLP*

Tanja Hens is Of Counsel at Davis Wright Tremaine LLP, serving as part of the Franchising & Distribution practice within the Business & Tax Group. She advises franchisors on all facets of franchise law, including structuring traditional and exemption-based franchise programs, preparing franchise and distribution agreements, and assisting clients with franchise administration and compliance with franchise sales and relationship laws. Ms. Hens works with clients in appropriate circumstances to create and manage licensing and distribution programs that lawfully avoid regulation as a franchise. Ms. Hens also provides franchise expertise and advice to operating companies and investors in a variety of domestic and international business transactions. For nearly 30 years, Ms. Hens has advised franchisors and suppliers across a wide range of industries, including foodservice, hospitality, fitness, food & beverage, retail, sports, vehicle rental, financial



services, personal care services, and educational services. Her clients appreciate her unique perspective and her pragmatic and creative approach, born of her years of experience litigating and arbitrating franchise disputes and as a small business owner. Prior to joining DWT, Ms. Hens was a sole practitioner in franchise law in Bend, Oregon, for 15 years. She was previously a partner at Wiley Rein & Fielding in Washington, D.C. Ms. Hens received her law degree from the University of Chicago Law School and holds a B.S. Foreign Service from Georgetown University.

### **Steve Hockett**

*Great Clips, Inc.*

Steve Hockett has served in various roles with Great Clips, Inc. beginning in 1988 as a franchisee. He was hired by Great Clips, Inc. in 1993 as a marketing manager, then moved on to become regional director and vice president of operations before leaving Great Clips to pursue other opportunities. He served as president of FranChoice, Inc. and then Rapid Refill Corp. before returning to Great Clips in 2008 as vice president of operations. Since returning to Great Clips, Steve has contributed to growing the brand from 2,700 salons to over 4,300 salons with 57 consecutive quarters of comparable sales growth and 13 consecutive years of comparable customer count growth.

On January 1, 2018, Steve was promoted to Chief Executive Officer of Minnesota-based Great Clips, Inc. Steve's experience in franchising and his love for the Great Clips brand has contributed to its success as the world's largest salon brand with locations in more than 180 markets across the United States and Canada.

Steve grew up in Mitchell, South Dakota. He majored in history at the University of South Dakota and earned his MBA from the University of Notre Dame.

### **Tedrick Housh**

*Lathrop GPM LLP*

Tedrick Housh practices in the rapidly developing legal world of data security and privacy. Tedrick serves as a leader of the firm's work on data privacy, data security and data breach issues. He assesses and reviews companies' information security and privacy practices, and suggests improvements. He helps clients solve problems arising from the loss or disposal of personal data,



protected health information and key proprietary data. He crafts and updates website terms of service and privacy policies. The International Association of Privacy Professionals has designated Tedrick a Certified Information Privacy Professional / United States (CIPP/US) and a Certified Information Privacy Professional / Europe (CIPP/E). Tedrick is a leader in the firm's work involving blockchain, a transformative distributed ledger technology with accompanying privacy and security issues. He has provided advice regarding smart contracts and other related aspects of blockchain. He is a founding member of Blockchain KC, an organization dedicated to the growth and integration of the technology in the region. He serves on the board of the KC Tech Council and on the IT Advisory Board for Johnson County Community College. In addition, for over two decades, Tedrick has assisted companies with all types of workplace matters including individual discrimination claims, OSHA citations, wage-and-hour and overtime class actions and non-compete litigation. He also has experience with ADA website compliance matters. In the area of general litigation, Tedrick has both bench and jury trial experience in state and federal courts. He has argued appeals before the Missouri Court of Appeals, the Eighth Circuit Court of Appeals and the Kansas Supreme Court. Tedrick is a frequent presenter on data privacy and security, social media, employment law and the workplace. Before entering law school, Tedrick served as a Peace Corps volunteer in the Democratic Republic of the Congo and taught English as a Second Language with the Blue Valley (Kansas) School District.

### **Carl Hurwitz**

#### *Marriott International*

Carl Hurwitz is Vice President and Assistant General Counsel at Marriott International, Inc. in the Franchise Development practice group which handles new development projects for eleven lodging brands. Mr. Hurwitz joined Marriott in February 2011 and currently leads the team responsible for all development projects in Canada and the eastern half of the U.S. Previously, he was a general corporate associate at the law firm of Arnold & Porter, LLP in Washington, DC, and has participated as a faculty member of the American University Washington College of Law's program on Hospitality and Tourism Law. Mr. Hurwitz received a B.A. from The George Washington University and his Juris Doctorate Degree from Emory University School of Law.

### **Christine Jackson**

#### *Osler, Hoskin, & Harcourt LLP*

Christine has a diverse commercial law practice with an emphasis on technology, franchising, supply chain and retail. In the franchise context, Christine provides Canadian and international



franchisors with business practical advice on all aspects of Canadian franchise law, including the preparation of franchise agreements and disclosure documents, acquisitions and dispositions of single unit franchises and franchise systems as a whole, managing franchisee relationships and expanding operations to Canada. Christine also regularly advises retailers, technology suppliers and other businesses on general commercial and contractual matters, including distribution, supply, reseller, manufacturing, co-packing, general services, warehousing, artificial intelligence, outsourcing, software licensing, software as a service and various other technology matters. She provides retailers and other consumer product businesses with advice on issues related to consumer protection, e-commerce, advertising and marketing and product warranties. Christine regularly writes and speaks on commercial law issues, is the Vice-Chair of the Ontario Bar Association's Franchise Law Executive and a Member of the Canadian Technology Women in Technology Committee and the Ontario Bar Association's Consumer Law Subcommittee. She has also been ranked by Chambers Canada, Best Lawyers Canada, Who's Who Legal and the Canadian Legal Expert Directory.

### **Beth Jafari**

*Hilton Worldwide*

### **Anne Jasorkowski**

*Subway*

Anne Jasorkowski has been practicing law for over eighteen years and currently serves as Lead Counsel of North America Franchising at Subway®. Anne advises on a vast array of litigation, transactional, and franchise regulatory matters impacting the Company in the midwestern and western United States. Anne's experience within Subway® includes managing the Company's international complex litigation portfolio as well as domestic disputes, driving the litigation strategy and advising on risk. An experienced litigator, Anne has represented Subway® in arbitrations, both internationally and domestically. Anne also served as Chair of Subway's Women In Leadership Employee Resource Group 2020-2022, whose vision is to inspire, motivate, mentor, and support others. Prior to her tenure at Subway®, Anne was a trial lawyer and focused her private practice on business litigation. Anne received her undergraduate degree in Business Management from Albertus Magnus College, Magna Cum Laude, and her Juris Doctor degree from Quinnipiac University School of Law, Cum Laude, and is currently pursuing her MBA from Gies College of Business at the University of Illinois, Urbana-Champaign. She is a member of the Connecticut and



New York state bars, serves on the Board of Health for Orange, Connecticut, and was recognized as one of the top-rated business litigation attorneys in Connecticut by Super Lawyers and selected to Rising Stars for 2011-2012, 2014-2016.

### **Mike Joblove**

*Venable LLP*

Michael Joblove is an experienced litigator who focuses his practice on franchise, real estate, and general commercial litigation. Michael provides national franchise counsel to Restaurant Brands International, handling franchise litigation for its Burger King Corp., Popeye's Louisiana Kitchen, Inc., and Tim Hortons brands throughout the United States, and in international arbitrations. He has also represented numerous other franchisors and brands, both domestically and internationally, including Benihana National Corp., Subway, Planet Fitness, Churromania, Church's Chicken, T.G.I. Friday's, Smoothie King, Pearle Vision, Inc., and Gap, Inc., among others.

### **Bradford Kelley**

*Little Mendelson*

Bradford J. Kelley has a broad practice representing employers in employment anti-discrimination and wage and hour matters. He focuses on advising clients about emerging technologies, including artificial intelligence (AI), and their impact in the workplace. Brad is an internationally recognized workplace AI authority. He advises clients on how to maximize the benefits of using AI in the workplace while minimizing potential legal and business risks. His deep background in this area provides employers with the tools and insights they need to develop, deploy, and monetize AI and other emerging technologies to bolster business operations and efficiency. In addition, he counsels clients on how to effectively navigate the compliance requirements and litigation risks associated with evolving AI laws and regulations. Brad has published numerous articles about workplace AI, including: Belaboring the Algorithm: Artificial Intelligence and Labor Unions, Yale Journal on Regulation Bulletin, 2024, Wage Against the Machine: Artificial Intelligence and the Fair Labor Standards Act, Stanford Law & Policy Review, 2023, Filling the Void: Artificial Intelligence and Private Initiatives, North Carolina Journal of Law & Technology, 2023 (co-authored with EEOC Commissioner Keith Sonderling), The Promise and the Peril: Artificial Intelligence and Employment Discrimination

University of Miami Law Review, 2022 (co-authored with EEOC Commissioner Keith Sonderling), All Along the New Watchtower: Artificial Intelligence, Workplace Monitoring, Automation, and the National Labor Relations Act, Marquette Law Review, 2023.



Brad also speaks nationally on these emerging issues. He has given workplace AI lectures at Duke University School of Law, Georgetown University Law Center, University of North Carolina School of Law, and George Washington University School of Law.

Prior to joining Littler, Brad was chief counsel to Commissioner Keith Sonderling at the U.S. Equal Employment Opportunity Commission (EEOC) where he provided the commissioner with legal and policy advice on federal employment anti-discrimination laws. At the EEOC, he worked on cases, policies, and regulations under all the statutes enforced by the Commission, including Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act (ADEA), the Americans with Disabilities Act (ADA), the Equal Pay Act (EPA), the Pregnancy Discrimination Act (PDA), and the Genetic Information Nondiscrimination Act (GINA). He was also a key advisor to the commissioner regarding the EEOC's Initiative on Artificial Intelligence and Algorithmic Fairness. In this role, Brad was critical in developing, prioritizing, and implementing the Commissioner's AI agenda. During his time at the EEOC, Brad was awarded the EEOC Chair's Circle of Excellence Award for extraordinary commitment to the agency, one of the highest honors conferred within the Commission. In addition, he has been selected to serve on Law360's Employment Discrimination Editorial Board since 2022 and has served as an adjunct law professor teaching employment discrimination.

Before joining the EEOC, Brad was a senior policy advisor with the Wage and Hour Division (WHD) of the U.S. Department of Labor where he provided key policy and legal advice to the administrator regarding the administration, interpretation, and enforcement of the Fair Labor Standards Act (FLSA), the Family and Medical Leave Act (FMLA), and wage laws affecting government contractors.

A former U.S. Army infantry and intelligence officer and Iraq War veteran, Brad also defends employers against claims under the Uniformed Services Employment and Reemployment Rights Act (USERRA), including complicated military leave issues. A leading authority on USERRA, Brad's articles on USERRA have been published in the Penn State Law Review, Drexel Law Review, Hofstra Labor & Employment Law Journal, and the Military Times.

Brad began his legal career as a clerk for a federal district judge. He graduated with Order of the Coif and magna cum laude honors from Louisiana State University Law Center, where he earned his law degree and a diploma in comparative law. In college, he earned a triple major and a minor and graduated with Phi Beta Kappa and summa cum laude honors.

### **Christina Kennedy**

*Foley & Lardner LLP*

Christina Kennedy is a partner and litigation attorney in Foley & Lardner LLP's Orlando office. Christina's practice focuses on representing clients throughout the United States in high-stakes



business and complex commercial litigation, including the defense of class actions, primarily in the healthcare, financial services, retail and manufacturing industries. Christina is a member of the firm's Business Litigation & Dispute Resolution, Consumer Law, Finance & Class Action and Labor & Employment Practices and the firm's Healthcare Industry team.

### **Ashley King**

*DLA Piper*

Ashley King focuses her practice on domestic and international franchising, licensing, and distribution matters. Her experience includes counseling franchisors on regulatory compliance and drafting key franchise documents, including franchise disclosure documents, franchise agreements, area development agreements, distribution agreements, merchandising agreements, and other documents to support franchise systems. Ashley works with clients in a wide range of industries, including food and beverage, hotel and lodging, automotive, and retail. In addition to working with established franchise systems, Ashley has worked with franchisors to structure new franchise programs and expand existing franchise programs internationally. Ashley also has experience assisting with franchise due diligence reviews and document preparation in connection with franchise-related business transactions.

### **Beata Krakus**

*UB Greensfelder LLP*

Beata Krakus is a partner of UB Greensfelder LLP, and Co-Group Leader of the firm's Franchise Industry Group. She works with franchisor clients in a variety of industries, including real estate brokerages, hotels, restaurants, and fitness and personal health systems. Beata assists her clients with day-to-day transactional and regulatory matters, as well as with strategic and complex issues involving the structuring and operation of franchise programs, and decisions involving mergers and acquisitions. Beata is a frequent speaker and author on franchise-related legal topics with both the IFA and other organizations. Her presentations cover topics from regulatory compliance and enforcement actions, to international expansion, to mergers and acquisitions. She served two terms on the Governing Committee of the ABA Forum on Franchising and is recognized by Franchise Times as a Legal Eagle Hall of Famer, by International's Who's Who of Franchise Lawyers as a Global Elite Thought Leader, by Chambers USA, and by The Best Lawyers in America.



## **Michael Layman**

*International Franchise Association*

## **Theresa Leets**

*Assistant Chief Counsel, California Department of Financial Protection, and Innovation*

Theresa Leets is an Assistant Chief Counsel in the Department of Financial Protection and Innovation's Legal Division. She is responsible for supervising the Department's programs under the Franchise Investment Law. Last year the Department's Legal Division regulated over 1.6 trillion dollars in securities and franchise transactions. The Department processed over 55,000 exemption notice filings, 2,400 applications and collected over \$20 million dollars in fee revenue. Prior to her promotion to Assistant Chief Counsel, Theresa regulated the offer and sale of securities and conducted Fairness Hearings on behalf of the commissioner under the Corporate Securities Law and regulated the offer and sale of franchises under the Franchise Investment Law in the Legal Division as Senior Counsel.

Theresa speaks frequently on topics related to both franchise and securities law. She is the Chair of the North American Securities Administrators Association's (NASAA) Corporate Finance Franchise and Business Opportunities Project Group. She serves as the Vice President for the Los Angeles County Bar Association (LACBA). In addition, she has served as a LACBA Trustee for three years and is the recipient of LACBA's Samuel L. Williams Outstanding Trustee Award in 2022. Theresa is the Vice Chair of the California Lawyer Association's (CLA) International Law and Immigration Section (ILS). She is also a licensed California real estate broker with an inactive Mortgage Loan Origination (MLO) endorsement. She is the first franchise regulator to earn a Certified Franchise Executive (CFE) designation from the International Franchise Association (IFA). Before joining the Department, Theresa worked at the U.S. Small Business Administration where she was trained in finance. She interned at the U.S. Department of State, Office of the Legal Adviser, Private International Law where she worked on The Hague Convention.

## **Norm Leon**

*DLA Piper*

Norman Leon has over 30 years' experience representing franchisors in federal and state courts and alternative dispute resolution forums throughout the United States. Characterized by his clients as a "superb litigator," Norman has extensive experience defending putative class actions, especially those seeking to hold franchisors liable as joint employers of their franchisees' employees. Norman



also has significant experience with claims that franchisees have been misclassified as independent contractors, having successfully defended against such claims, both through motion practice and at trial. Norman is particularly experienced in enforcing arbitration agreements. He has successfully defended the validity of arbitration agreements, and the requirement that arbitration proceed on an individual basis, in district courts around the country, in four different federal appellate courts, and before the United States Supreme Court. Norman also has extensive experience dealing with franchisee terminations and the enforcement of post-termination covenants, and regularly prosecutes motions for temporary restraining orders and preliminary injunctions.

### **Kyle Lennox**

*Greenberg Traurig, LLP*

Kyle C. Lennox is a shareholder at Greenberg Traurig, LLP. Kyle is a transactional attorney who focuses his practice on franchising, licensing, distribution, and general corporate matters. He helps clients structure their franchise programs to meet their short- and long-term goals and assists clients with purchasing and selling franchise systems through mergers and acquisitions. Kyle advises clients on federal and state franchise laws and regulations, including franchise compliance and exemption strategies. He drafts documents such as franchise agreements, franchise disclosure documents, master franchise agreements, and development agreements, and negotiates franchise-related disputes often resulting in termination agreements, release agreements, and settlement agreements. Kyle also provides companies counsel on general corporate matters, such as corporate governance, joint ventures and business organization. Kyle maintains a particular focus in international law and regularly helps clients expand their brands to various international markets, including Canada, Europe, Latin America, Asia, Australia, and the Middle East. He also assists international companies seeking to expand their brands to the United States.

### **Noah Leszcz**

*Cassels*

Noah Leszcz (he/him/his) is a partner in the Franchise Law and Business Groups at Cassels. Noah practices business law, with a focus on franchising, licensing, distribution, emerging companies, and intellectual property. He works with a diverse group of franchise and distribution companies, assisting with legal and regulatory issues, contractual drafting, intellectual property, and compliance with Canadian franchise disclosure legislation. Noah also represents clients in the



cannabis industry, providing counsel relating to retail cannabis operations, brand licensing, and franchising matters. Noah has completed the Osgoode Certificate in Cannabis Law and Regulation. Noah prides himself on providing business-forward advice to his clients, routinely assisting with: Drafting and updating of franchise agreements and franchise disclosure documents for single unit or area development, master franchising, joint-venture franchising and other expansion programs, Negotiating all manner of franchise agreements and domestic and international franchise transactions, Adaptation of foreign franchise documentation and franchise programs for use in Canada, Advising on the purchase and sale of individual franchises, and franchise systems as a whole, Advising on franchise system changes and franchise relationship management, Providing legal compliance training and ongoing advisory functions throughout all stages of franchise expansion.

### **Michael Lotito**

*Little Mendelson*

As co-chair of Littler's Workplace Policy Institute (WPI), Michael Lotito strategically advises clients and policy makers on what labor and employment law might become, not just what it is today. He provides counsel in all aspects of traditional labor relations, including matters arising under the National Labor Relations Act. A nationally recognized thought leader on workplace policy, Michael has testified before the U.S. House of Representatives and the U.S. Senate, as well as the National Labor Relations Board (NLRB) and the Equal Employment Opportunity Commission (EEOC). In his WPI role, he advocates on behalf of the employer community on a variety of issues, regularly files amicus briefs on vital workplace policy concerns and has led the management community in opposition to the federal persuader rule, which would destroy confidentiality between lawyers and their clients. WPI is active not only in the United States, but also in Europe, with shareholders in Great Britain and Brussels. Through the Emma Coalition, a project Michael co-founded and named in honor of his granddaughter, he is at the vanguard in preparing American business and the American workforce for the future of work. As technology, especially robotics and artificial intelligence, creates not only unprecedented displacement but also unprecedented opportunities, the Emma Coalition, in cooperation with government and corporate entities, examines what skills the American workforce will need down the road and makes sure America and its people will remain competitive in the years to come. As part of this work, Michael has coauthored a widely read report summarizing what the future workforce can expect and how America can prepare.

Michael represents leading global companies on strategic issues impacting their workplaces, including the intersection of U.S. and international labor standards. He speaks throughout the world to management groups, sharing his passion for the development and implementation of workplace regulations that balance the legitimate needs of businesses, their workforce and society at large. He is labor counsel to the International Franchise Association, the National Association of Manufacturers' legal compliance program, the Job Creators Network and a member of the U.S.



Chamber of Commerce's labor and employment law litigation committee. Human Resource Executive magazine has inducted Michael into its Hall of Fame of the Nation's Most Powerful Employment Attorneys. The College of Labor and Employment Lawyers has elected him a fellow. Awarded an AV Preeminent Peer Review Rating by Martindale-Hubbell, Michael is frequently quoted by the media, including Bloomberg BNA, Law360, Forbes, Politico, The Wall Street Journal, CNBC, Fox Business Network and The Hill, among others. He maintains a significant social media presence and can be followed on LinkedIn and Twitter. The Villanova University Graduate School of Human Resources named him HR Alumnus of the 20th Century.

### **Blaire Luciano**

#### *Planet Fitness*

Blaire Luciano currently serves as Head of Government Relations at Planet Fitness, one of the largest and fastest-growing franchisors and operators of fitness centers in the world by number of members and locations. Blaire has more than 15 years of government relations and public affairs experience at the federal, state and local levels. Before coming to PF, Blaire spent 5 ½ years leading public affairs at The Wendy's Company and ten years in Washington, D.C. as a federal lobbyist representing two of America's most well known property and casualty insurance brands. She has a bachelor's degree in political science and communications from Allegheny College in Pennsylvania and a master's degree in political management from the George Washington University in Washington, D.C., Blaire is a native of Bradford, Pennsylvania and currently lives in the Columbus, OH suburbs.

### **Roz Mallet**

#### *PhaseNext Hospitality*

Roz Mallet is a seasoned leader with extensive and diverse experience in enterprise strategy, transition planning, turnarounds, systems implementation, human capital development and franchise operations. She is recognized throughout the industry for her innovative approaches, financial and organizational development results, her ability to build sustainable talent pipelines and her commitment to positively impacting both the hospitality industry and her community. Roz has utilized her board roles throughout her career to influence business strategies, mentor CEO's and their leadership teams as well as role model the advantages of diversity and inclusion. Roz is the Founder, CEO and President of PhaseNext Hospitality – a multi brand franchise operating company. After decades of experience in large company leadership roles, Roz moved to the entrepreneurial side of business in 2009. Her comprehensive general management experience



includes overseeing all functional areas, with an emphasis on operations, portfolio management, human resources, franchise systems development and financial planning and analysis.

### **Grant Marcks**

*The Riverside Company*

### **Tony Marks**

*Bryan Cave Leighton Paisner LLP*

Tony Marks has experience in a broad range of transactional matters, initial formation and capitalization, licensing, venture capital financing, debt financing, intellectual property protection and licensing, stock and asset acquisitions and divestitures, and strategic transactions. He regularly acts as outside general counsel for clients in connection with a broad range of day-to-day corporate and commercial transactions. Mr. Marks also counsels clients in the spectrum of franchise and distribution law, including structuring new domestic and international franchise and licensing programs, franchise registration and disclosure matters, terminating and renewing franchise relationships, negotiating complex multi-unit transactions and transfers, and assessing the applicability of federal and state franchise and business opportunity laws. Mr. Marks is certified by the State Bar of California as a Franchise and Distribution Law Specialist. He is a former co-chair of the California Bar Association Franchise Law Committee.

### **Babette Marzheuser-Wood**

*Dentons*

Babette is Global Head of the Franchise Group. She specialises in global franchise, distribution, agency and concession agreements and IP-driven joint ventures. She also advises clients on the strategic use of licensing strategies in emerging markets using both traditional and innovative structures for international expansion in the global marketplace. Her work includes Master Franchise Agreements, Area Development Agreements, Hotel Management Agreements, Disclosure Documents, and Franchise Registration. Babette has transactional experience in over 100 countries. Recent deals include work in all major emerging markets (Russia, India, China, Brazil and South Africa) as well as in the Middle East and Africa.

### **Joyce Mazero**



### *Polsinelli*

As Co-Chair of the Global Franchise and Supply Network practice, Joyce Mazero represents national and global product and service-based companies leading them through major initiatives including structuring franchise and distribution networks, purchasing cooperatives and buying groups; negotiating strategic alliances, joint ventures, domestic and international licensing, franchising, manufacturing, retail and logistics deals; buying and selling franchise chains, food service providers and manufacturing plants, and litigating franchise, intellectual property and distribution disputes around the world. Managing supply chain risk and leveraging supply chains to maximize competitive advantage and, increase cash flow opportunities; managing risk in domestic and international franchise systems to enhance market expansion opportunities and foster sustainable value relationships among franchisors, franchisees and suppliers, in her capacity are critical focal points of Joyce's practice. Joyce is a certified mediator for complex commercial disputes. Chambers USA, the world's leading guide to the legal profession, has ranked Joyce "Top Ranked" in Band 1 for Franchising Nationwide for the past 14 consecutive years, since 2008. She is also highly ranked by Chambers Global.

### **Mark McCreary**

#### *Fox Rothschild*

Mark serves as the firm's Chief Artificial Intelligence and Information Security Officer, developing and implementing the firm's AI and information security strategy. He has built a strategic and comprehensive information security program that defines, develops, maintains and implements policies and processes that enable consistent and effective information security practices. In turn, the firm is able to minimize risk and ensure the integrity, confidentiality and availability of information that is owned, controlled and processed within the firm. Mark also co-chairs the firm's Artificial Intelligence Committee, helping frame and execute the firm's AI strategy, and is a member of the firm's Business Risk Committee and Technology Committee. Mark previously served as the firm's first Chief Privacy Officer, building a robust data security culture among the national firm's more than 1,000 attorneys. Mark created this role after advising numerous clients to do the same. He recognized the crucial need for, and value of, a knowledgeable Chief Privacy Officer. Mark has been credited as the first person to serve as the Chief Privacy Officer of a U.S. law firm. While Chief Privacy Officer, Mark successfully led the effort to address the firm's information security and data privacy protection efforts with a complimentary and concerted approach. Before leaving this position after four years, Mark created a durable firm culture in which data security is seen as being the obligation of all employees and attorneys, not just the Information Technology department. Mark is a former at-large member of the firm's Executive Committee, one of six elected by the equity partners. As a member of the firm's Office of General Counsel, Mark regularly assists with



investigations, advises on cybersecurity insurance needs, and creates and enforces policy regarding incoming and departing attorneys and related data. Mark has sole responsibility for the review and negotiation of all information technology, human resources, accounting, marketing and accommodation and travel agreements and contracts entered into by the firm. He oversees, advises and approves the firm's Information Technology budget recommendation to the Executive Committee, helping the firm set priorities for resources and expenditures. In addition to his current leadership positions, Mark served as: Corporate Administrative Partner in Philadelphia (2015-2018), Firm (Summer Associate) Hiring Partner (2010-2017), A member of the firm's Finance Committee (2013-2017).

### **Alison McElroy**

*Kaleidoscope Growth Advisors, LLC*

Ali McElroy a recognized franchise industry leader with demonstrated success over nearly two decades in franchise and international businesses that span more than two dozen brands, over thirty countries and thousands of franchised units. Ali is the founder and CEO of Kaleidoscope Growth Advisors LLC, a woman-owned, full-service franchise advisory firm. Ali leads the company's franchise incubation program, an innovative new model offering a hands-on partnership that provides know-how, connections and capital to aspiring franchisors. Kaleidoscope also offers strategic advisory and specialty project services focusing on high-potential multi-unit, franchise and growing businesses. Prior to founding Kaleidoscope Growth, Ali held executive leadership roles at Lift Brands spanning development, operations, strategic relationships, human resources and legal beginning as the first general counsel of Snap Fitness USA and ultimately serving as President, International and Chief Legal Officer for global, multi-brand parent company Lift Brands. Ali started her career as a corporate transactions attorney with the law firm Faegre & Benson LLP (now Faegre Drinker Biddle & Reath LLP). Ali has served on a number of industry boards and committees, spoken at numerous programs on franchising and international business and written several publications on franchising. She was named one of 100 Influential Women in Franchising in 2020 by Global Franchise magazine. The Minneapolis-St. Paul Business Journal named Ali a "40 Under 40" honoree in 2018 and a "Rising Star" in 2015 in recognition of her professional accomplishments and community leadership. Ali holds an MBA from Northwestern's Kellogg School of Management, a JD from the University of Minnesota Law School and a BA from the University of Notre Dame. She currently serves on the board of directors of The Advocates of Human Rights, a Minnesota-based nonprofit organization dedicated to human rights and the rule of law. Ali is also a member of the International and Franchise Relations Committees of the International Franchise Association and is a Certified Franchise Executive.



### **Tiffany McMillan-McWaters**

*FRG Franchise Group, Inc.*

Tiffany McMillan-McWaters has served as General Counsel of Franchise Group, Inc. since July 2, 2021 where she oversees and manages the entirety of the company's legal affairs. Since January 2024, Tiffany has served as a member Franchise Group's Board of Directors. From May 2014 to July 2021, Tiffany held various legal roles with Liberty Tax, a subsidiary of NextPoint Financial Inc., most recently as General Counsel from October 2019 to July 2021. In this capacity, she supervised the entirety of Liberty Tax's legal affairs including overseeing its corporate, franchise, and public company matters. Prior to joining Liberty Tax, Tiffany served as counsel for a global pharmaceutical contract research organization in Cambridge, England where her practice focused on negotiating complex services and clinical trial agreements with investigative sites in Europe. Tiffany is a member of the New York State Bar, registered Corporate Counsel for the Commonwealth of Virginia and holds a Bachelor of Arts degree from Seton Hall University and a Juris Doctorate from the University of North Carolina School of Law.

### **Michelle Momdjian**

*Hilton Worldwide LLC*

Dual-qualified, experienced commercial lawyer, with over 15 years' experience negotiating hotel franchise, management, and various commercial/IP agreements across EMEA. Leader of the EMEA Legal Operations team, advising on a broad range of matters including dispute resolution, privacy/GDPR, safety and security, ESG, government affairs, competition, and employment. Established and responsible for Hilton's international franchise legal system. Legal advisor on crisis management and PR. Member of the Advisory Committee for the Hilton Global Foundation (Hilton's primary philanthropic arm) and currently creating Hilton's charitable corporate arm in the UK.

### **Kevin Moran**

*Hyatt Hotels Corporation*

### **Michelle Murray-Bertrand**



*Kaufmann Gildin & Robbins LLP*

Michelle Murray-Bertrand concentrates her practice on domestic and international franchising and licensing matters. Michelle advises both newly emerging and globally renowned mature domestic and international franchisors in the planning, structure, development and implementation of their franchise programs. Her experience includes drafting and negotiating franchise agreements, master franchise agreements, multi-unit development agreements and other ancillary agreements; securing franchise registrations and exemptions from applicable domestic franchise registration and business opportunity laws and abroad; establishing and administering regulatory compliance programs and systemwide standards; and counseling franchisors on a myriad of franchise relationship issues to avert and resolve franchisee disputes. Michelle's franchise practice also includes representing clients in franchise related mergers and acquisitions (such as, advising private equity companies in the acquisition and/or sale of franchise, licensing and distribution systems) and complex and sophisticated franchise-related financing transactions (including, the securitizations of franchisor's royalty streams). Michelle has a breadth of experience in general corporate law matters, such as mergers and acquisitions; private placement offerings; business entity formation and governance; and private equity matters. She has drafted and negotiated a variety of commercial and transactional agreements, such as, systemwide and regional supply and distribution agreements, trademark license agreements, software license agreements, employment agreements, and consulting agreements. Michelle represents some of our nation's and the world's largest and most prestigious franchisors and well as innovative startup franchise companies operating in a wide range of industries, including, hospitality and lodging, food and beverage, retail, cleaning services, home organization, medical equipment, and vacation rental and property management. Michelle is a member of the New York State bar and has been engaged in private practice since 2006. She received her Juris Doctor from New York Law School, where she graduated magna cum laude, was an Associate Editor of Law Review and a Justice Harlan Scholar. She received her Bachelor of Science in Computer Engineering from Syracuse University.

**Melissa Murray**

*Bird & Bird LLP*

Melissa is Head of the Middle East Intellectual Property Department and ranked as a Thought Leader by Who's Who Legal on Middle East franchising, specialising in acting for international franchisors and master franchisees on their operations.

Melissa advises international and regional franchisors, distributors, hotel operators, developers and service providers on their operations in the Middle East and specifically the United Arab Emirates. She specialises in all forms of strategic and operational franchise, agency, intellectual



property, and commercial law governing franchise operations throughout the Gulf and Middle East. Her experience includes franchising and exploitation of intellectual property rights in the fashion & retail, food & beverage, childcare & education, real estate, sporting goods, pharmaceutical, IT services and general retail industries. Melissa is admitted to the Supreme Court of Queensland and holds an LLB from the Queensland University of Technology, Australia and a Graduate Diploma of Applied Corporate Governance.

### **Chris Nickels**

*Quarles & Brady LLP*

Chris Nickels helps employers understand and navigate the technical and sometimes nuanced confines of labor and employment law and litigation. He helps them devise and implement strategic plans that address leadership, accountability, policies, procedures and training. Areas in which he advises clients include: Corporate clients seeking to innovate and improve their talent culture look to Chris for his experience and practical advice. He considers their broader business objectives, resources and industry in determining which approach is best. Chris investigates, evaluates and develops an effective legal solution or litigation strategy for his clients, all while keeping a keen eye on budget parameters. Chris Nickels has also become a trusted advisor for franchise clients, frequently collaborating with them to address the unique challenges that come with operating within the franchise model, especially concerning employment and joint employment issues. His expertise in navigating the complexities of labor and employment law has proven invaluable for franchisors and franchisees alike, helping them to establish clear employment practices, ensure compliance with evolving regulations, and mitigate risks associated with joint employer liability.

### **Shelly O'Callaghan**

*Dairy Queen*

Shelly O'Callaghan is the executive vice president and general counsel at International Dairy Queen (IDQ) where she leads the legal department and oversees legal, risk, compliance, and corporate governance matters for the company's global business. She joined IDQ in 2010 as vice president and assistant general counsel and was promoted to her current role in 2012. Previously, Shelly led the global legal team for the multibrand hotel division at Carlson Companies and worked as a franchise litigator at Gray Plant Mooty in Minneapolis.

Shelly holds a juris doctorate from the University of Minnesota and earned a bachelor's degree in criminal justice studies from the University of North Dakota.



## David Oppenheim

*Greenberg Traurig, LLP*

David W. Oppenheim, Co-Managing Shareholder of the New Jersey office, concentrates his practice on domestic and international franchising, licensing, and distribution matters. He is recognized by Chambers USA as a leading, national franchise attorney. He advises both emerging and mature companies with respect to planning, structuring, and implementing national and international franchise, distribution, and licensing programs, including negotiating franchise agreements, ancillary agreements, regulatory compliance, including the preparation of franchise disclosure documents, and securing registration of franchise offerings in the United States and abroad.

David is also experienced in mergers and acquisitions and sophisticated financing transactions, including the securitizations of a franchisor's royalty stream. He represents private equity firms and public and private companies in the acquisition of franchise, licensing, and distribution systems. David routinely counsels clients regarding the implementation of compliance programs and system-wide standards. He also advises franchise clients regarding complex franchise relationship issues and disputes.

## Graeme Payne

*Bird & Bird LLP*

Graeme Payne is the global head of International Retail & Consumer sector group as well as the international co-head of Bird & Bird's Franchise & Distribution group. As a partner in our international Commercial group in London, I work primarily with retail & consumer focussed businesses on their domestic and international growth and expansion strategies. As a commercial adviser to retail and consumer companies I regularly help our clients legal and commercial teams to coordinate both business to business and business to consumer relationships - often on a multi-jurisdictional basis. My team and I support a range of clients from entrepreneurs, early-stage ventures and SMEs to growing and established multinationals. As a specialist in UK and international franchising, distribution and supply chain arrangements, a large focus of my role is to help retail, leisure, food and beverage, hotels, hospitality, services and wellness businesses both integrate and manage their multi-channel growth strategies. This may include advising on an international growth strategy via franchising and or distribution, the integration of e-commerce and m-commerce into a traditional bricks and mortar business or helping to manage the shift from a business to business model to a business to business and business to consumer model. Where possible my team and I help companies drive efficiencies through the use of technology including



automated document management systems. This is particularly attractive to companies with multi-national operations.

### **Henry Pfutzenreuter**

*Larkin Hoffman*

R. Henry Pfutzenreuter represents clients in litigation, with a focus on franchise and distribution, employment, and commercial disputes. He advocates for a broad range of businesses, from startups and closely held corporations to international franchises and publicly traded companies. Henry approaches disputes with a balance of pragmatism and zeal that maximizes his clients' business objectives and minimizes the burden of litigation. He is adept at using the latest litigation technology to thoroughly review the evidence, present his clients' positions effectively to the court, and obtain the most efficient results possible.

### **Emily Plakon**

*Quarles & Brady LLP*

Emily Plakon focuses on general commercial litigation matters in a variety of industries and business sectors, including franchise and securities litigation. Prior to joining Quarles, Emily worked as a criminal defense and medical malpractice paralegal, where she assisted with trial preparation and managed complex cases.

### **Stephen Polozola**

*Unleashed Brands*

### **Sarah Powell**

*GoTo Foods*

Sarah Powell joined GoTo Foods (formerly Focus Brands) in January 2015 as Executive Vice President, General Counsel and Secretary. With more than 20 years of experience in practicing law in the public and private sectors, she leads the company's corporate legal function, provides strategic advice and counsel to the CEO and executive leadership and oversees a legal team responsible for board governance and compliance matters, mergers and acquisitions, risk management, franchising, real estate, contracts and more. The GoTo Foods portfolio includes seven iconic brands – Auntie Anne's®, Carvel®, Cinnabon®, Jamba®, Moe's Southwest Grill®,



McAlister's Deli® and Schlotzsky's,® with more than 6,000 locations around the globe. Before joining GoTo Foods Focus, Sarah worked for Fortune 500 company Advance Auto Parts, where she spent 12 years rising from Senior Attorney to Vice President to Senior Vice President, General Counsel and Corporate Secretary from April 2009 to January 2015. Previously, she was the Assistant General Counsel for grocery retailer Food Lion, LLC and engaged in the private practice of law. She earned a bachelor's degree from the University of Virginia and received her Juris Doctor from Washington and Lee University School of Law and is a member of the University's Law Council.

### **Robert Salkowski**

*Zarco Einhorn & Salkowski*

Robert is a 1988 graduate of George Washington University. Robert earned his J.D. from the University of Miami School of Law in 1991. After graduating from law school, Robert practiced complex commercial litigation and bankruptcy in Tampa, Florida, where he represented both creditors and trustees. Prior to his employment with Zarco & Pardo in 1995, he was employed as Counsel by Ocwen Financial Corporation, a publicly traded investment banking concern located in West Palm Beach, Florida. Robert is licensed to practice law in both Florida and New Jersey, and is admitted to practice in the United States District Court for the Middle District of Florida, the United States District for the District of New Jersey, the United States District court for the Northern District of Illinois, the United States Court of Appeals for the Fifth Circuit, the United States Court of Appeals for the Ninth Circuit, and the United States Court of Appeals for the Eleventh Circuit. Robert has also been admitted in numerous other state and federal courts throughout the country to represent the firm's clients in specific cases. Robert is a member of the Miami-Dade Bar Association, the American Bar Association, and actively participates in the American Bar Association's Forum of Franchising. Robert concentrates his practice in franchise law and complex commercial litigation.

### **Bradford Sandler**

*Pachulski Stang Ziehl & Jones LLP*

Mr. Sandler is a member of the firm's Management Committee and Long-term Planning Committee and co-chair of the firm's renowned and venerable Committee Practice Group. He has substantial experience representing debtors, equity and creditors' committees, acquirers, fiduciaries (including receivers and trustees), and other significant parties in interest in complex reorganizations and financially distressed situations, both in and out of court. While acknowledging that bankruptcy is



often a viable business tool to fix a troubled company, Mr. Sandler believes that it is a tool of last resort, and many of his company-side representations are out-of-court, non-public representations he successfully worked by right-sizing the company's capital structure to avoid a formal insolvency proceeding.

### **Jyoti Sarolia**

#### *Ellis Hospitality Group*

Drawing inspiration from her role as the first female chairperson of the Choice Hotels Owners Council, Jyoti Sarolia is a seasoned leader, entrepreneur and advocate. She has dedicated her career to fostering growth and forging connections in the franchising and hospitality industry. Her commitment to empowering others is exemplified through her board memberships at the International Franchise Association and the American Hotel & Lodging Association. Jyoti also was awarded AAHOA's prestigious Outstanding Women Hotelier Award in 2018. Raised in the hospitality industry, Jyoti's early years were immersed in the operations of her family's hotel in San Francisco. Today, as president and CEO of Ellis Hospitality, she oversees a portfolio of six hotels, guided by the values instilled in her by her immigrant ancestors who pursued the American dream when they first came to Ellis Island in 1952. A core commitment for Jyoti is giving back to the community that has shaped her journey. She has served on various boards, including the Temecula Valley Convention & Visitors Bureau and the Chula Vista Chamber of Commerce. She also participates in legislative summits, using her voice to shape policy and advocate for the interests of the industry. From a young age, Jyoti had grown up in the hospitality industry. Having lived in the Alder Hotel owned by her family in downtown San Francisco until the age of 11, she learned first-hand many of the responsibilities involved in running & operating a successful hotel. Ranging from front-desk management, to housekeeping—you name it. Through her later years, she attended law school for one year in San Diego. Soon thereafter, she had an opportunity in hospitality, so she chose to go back to her roots and pursue a career. Jyoti began her own legacy by purchasing her first hotel in 1996 where her journey began.

In 2018, Ellis Hospitality was founded. She serves as President & CEO, which is now a 3rd generation hotelier company. The name Ellis Hospitality was honored by New York City's Ellis Island—where her family had made their way to the United States during the early years to pursue the American dream. As of 2021, their portfolio includes six hotel properties throughout California. Jyoti's responsibilities include overseeing all aspects of operations. Her focus is to provide continued excellent service to her visitors and guests. It starts by taking care of her employees, so they can provide excellent service & care for their guests. This has proven to be the key to success through the years, and remains her focus today.



### **Karen Satterlee**

*Hilton Worldwide LLC*

### **Brian Schnell**

*Faegre Drinker Biddle & Reath*

Brian Schnell leads the Faegre Drinker Biddle & Reath franchise practice and has devoted more than 30 years to finding practical and creative solutions for clients. He counsels both emerging and mature franchisors in a variety of industries on all aspects of their franchise programs. He is well known for his passion and commitment to making a difference for clients.

As the first male to receive the IFA Women's Franchise Committee Crystal Compass in 2009 based on his leadership in franchising, he is recognized nationally as a leading franchise lawyer and is a frequent speaker and author on franchising topics. His many professional accolades include: International Who's Who of Franchise Lawyers (including being named a Global Thought Leader in 2020), The Best Lawyers in America, Chambers USA, Chambers Global, and he has been recognized as a Franchise Times' Legal Eagle.

### **Antonia Scholz**

*Cheng Cohen LLC*

Antonia counsels a diverse spectrum of clients on corporate and transactional matters, in particular within the franchise and distribution industry. Her practice principally focuses on complex business transactions, ranging in size from public company mergers and acquisitions to the sale of a single-unit franchise. Antonia's services extend to contract negotiations, equity investments and joint ventures, cross-border transactions, corporate restructuring, financing and lending transactions, and the acquisition or divestiture of assets. Antonia also supports franchise brands in all stages of growth, including preparing franchise disclosure documents and agreements, negotiating and documenting franchise sales, transfers and terminations, and handling the wide array of other issues arising in the evolution of a franchise system. Prior to joining Cheng Cohen, Antonia practiced at a large firm, where her practice focused on mergers and acquisitions, securities and governance, commercial finance and general corporate matters. Much of Antonia's passion for business and entrepreneurship also comes from having started her own pet care company, which she operated for two years prior to enrolling in law school.



## Michael Seid

### *MSA Worldwide*

I am the founder and Managing Director of MSA Worldwide (“MSA”), a provider of domestic and international franchise advisory services.

During my professional career, I have been a senior operations officer, financial executive, consultant, or accountant for companies within the franchise, retail, restaurant, personal services, beauty and spa, healthcare, hospitality, education, and service industries.

The International Franchise Association (“IFA”) has published that MSA Worldwide, the firm I founded, is “the leading strategic and tactical advisory firm in franchising.” MSA Worldwide has been awarded the Global Franchise Award for Best Franchise Consultancy for 2022 and 2023. The judges for the Global Franchise Award included executives and board members of the International Franchise Association, the European Franchise Association, the British Franchise Association, the Croatian Franchise Association, the Franchise Association of South Africa, the Franchise Association of New Zealand, the head of franchising for HSBC UK and the head of international development for The Franchise Centre.

I have consulted both domestically and internationally for companies on the appropriateness of franchising, licensing, and other methods of down-stream distribution of products and services; the design, development and implementation of franchise and licensing systems; and for established franchisors, non-franchisors, and other multi-unit operators. MSA Worldwide also provides other professional services including but not limited to manuals; training programs; franchisee recruitment strategies; franchisor expansion strategies; real estate site selection and site development; franchisee advisory councils; franchise relations; joint employment; crisis management; change strategies; management company relationships; mergers and acquisitions; litigation support; and the strategic restructuring of established companies.

I graduated from Long Island University with a BS in Accounting in 1975 and obtained my CPA in New York State in 1978. During the period 1970 through 1976, I was a member of the US Army Reserve and received an honorable discharge in 1976 with the rank of Staff Sergeant. Since 1987 through the present, I have primarily been a consultant to the franchise industry.

I am a frequent speaker at programs for the International Franchise Association, universities, law schools, and retail and professional organizations and have lectured and written for the ABA Franchise Forum and the IFA’s Legal Forums. I have lectured at several universities and law schools, including St. Thomas University, Georgetown Law School, New York University School of Law, Benjamin N. Cardozo School of Law, Nova Southeastern University, the University of Arizona,



Johnson & Wales University, MIT Sloan School of Management, Harvard Business School, University of California San Francisco (Berkeley), Howard University, Emory University School of Law, and The Ohio State University. I have spoken at the Doha Economic Conference in Qatar on the use of franchising to create a middle class in the Middle East and on behalf of the International Franchise Association I have testified and presented to Federal, State and Local legislators and regulators on franchising.

On 21 December 2022, the IFA and MSA announced a partnership to offer continuing franchise education and certification through the IFA Certified Franchise Executive (CFE) Program. Under the partnership, MSA will be providing multiple courses for the IFA's CFE Program including but not limited to:

- “Understanding the Dynamics and Requirements of Commercial and Social Franchising”, a thirteen-week, self-directed course for franchise professionals;
- “An Overview of Franchising”, a course for legislators;
- “Making the Franchise Decision”, a course for prospective franchisees on how to select and conduct a due diligence on franchise opportunities; and,
- “Diversity”, a series of diversity modules highlighting the experience, management style and career achievements of franchising professionals of color, women, and the military.

I have been appointed an Adjunct Professor at The Ohio State University's Fisher College of Business and have developed and teach a graduate course of studies on Commercial and Social Franchising.

I have published numerous articles on franchising. I am the author of Franchising for Dummies, published by Wiley Publishing, Inc. My co-author for Franchising for Dummies was the late Dave Thomas, Founder of Wendy's International. I am also the author of Franchise Management for Dummies, published by Wiley Publishing, Inc. My co-author for Franchise Management for Dummies is Joyce Mazero, Esq., partner at Polsinelli. I have presented to the World Franchise Council, The World Bank, Harvard University, OPIC and University of New Hampshire, among other universities and private and public agencies on Social Franchising. I am the first recipient of the Franchise Update Hall of Fame Award.

MSA Worldwide is a member of the International Franchise Association's (IFA) Supplier Forum (SF). I serve on the SF's Board of Directors as a Past Chairman. In February 2018, I stepped down as a member of the IFA's Board of Directors after serving a combined total of over thirteen years and was the first professional ever elected to the IFA's board. During that period, I also served as a member of the IFA's Executive Committee (1997 and 1998). I have been re-elected to the IFA's Board of Directors with an effective starting date of 26 February 2023. I have served, and currently serve, as



the chair or member of several committees and task forces and was a trustee of the IFA's Education Foundation.

In 2021, I was appointed by the IFA's Executive Committee to Chair a Standards Task Force to review, among other issues, standards for franchisors, franchisees, and suppliers to franchising; franchising education course of studies; and the development of a proposed IFA Franchise Disclosure Document. The members of this task force include franchisors, franchisees, suppliers to franchising and state regulators who are members of the North American Securities Administrators Association ("NASAA").

I have completed the requirements and have been awarded the designation of CFE (Certified Franchise Executive) by the International Franchise Association's Education Foundation ("IFAEF"). I have developed and presented several courses for the IFAEF.

I am a Certified Public Accountant (inactive status) in the State of New York. I am a member of the American Institute of Certified Public Accountants ("AICPA"), New York State Society of CPAs ("NYSSCPA"), and am an associated member of the American Bar Association ("ABA").

I have been qualified as an expert in franchising in Federal and State Courts and in Arbitrations. I have testified in cases involving franchising, licensing and labor for franchisors and franchisees in the United States and internationally.

I am Chief Concept Officer and a member of the Board of Directors and Executive Committee of CFWSHops, a Social Sector Franchisor established to provide clinical services and essential medicines in the peri-urban areas of Sub-Saharan Africa. I also serve on the board and executive committee of the HealthStore Foundation and One Family Health as part of my commitment to the use of Business Format Franchising as a method for improving the human condition and for having a world-changing impact on poverty, diseases, and economic development. CFWSHops is a franchisor member of the IFA, and I am the representative of CFWSHops at the International Franchise Association.

I am on the Board of Directors of the William Rosenberg International Center of Franchising at the University of New Hampshire. I was appointed to the State of Connecticut Low Wage Employer Advisory Board, as a person with experience in the labor force needs of the large business community. I am a member of the External Advisory Board of The Ohio State University's Global Water Institute and on the Board of Advisors for Woman 360 in Ghana.

**Jonathan Shell**

*Neighborly*



Jon Shell currently holds the position of Interim President and CEO at Neighborly, where he has made significant contributions to the company's growth and success. With a wealth of experience in finance and operations, Jon has established himself as a versatile and dynamic leader in the business world. Jon's journey at Neighborly began in 2015 when he assumed the role of Chief Financial Officer (CFO). In this capacity, he played a pivotal role in shaping the company's strategy and organizational design, and ensuring its fiscal health. His responsibilities extended to various critical functions, including accounting, finance, and franchisee supply chain management. Prior to his tenure at Neighborly, Jon served as the CFO of Smokey Bones Bar and Fire Grill, where his leadership spanned a wide spectrum of responsibilities, including accounting, finance, IT, risk management, new restaurant development, facilities management, purchasing, and supply chain functions, showcasing his ability to manage complex business operations. Jon's expertise in financial management and operational excellence was further honed during his time with Sun Capital Partners Performance Improvement team. He played a pivotal role in developing initiatives aimed at enhancing operational efficiency and working capital management. Prior to his work with Sun Capital Partners, Jon served as Treasurer at Raytech Corporation; Vice President at AlixPartners, an international turnaround firm; and Auditor at Arthur Andersen, where he gained foundational experience working primarily with distribution and manufacturing companies, establishing a strong financial background. Throughout his career, Jon Shell has consistently demonstrated a keen ability to navigate complex financial landscapes, drive operational improvements, and provide transformative leadership. As Interim President and CEO of Neighborly, he will leverage his diverse skillset to lead the company forward on its path to continued growth.

### **Adam Siegelheim**

*Stark & Stark*

Adam J. Siegelheim is a Shareholder and member of the Business & Corporate and Franchise Groups. Mr. Siegelheim's practice includes 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 Past Chair of the New Jersey Bar Association Franchise Law Committee. 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. Mr. Siegelheim is a frequent contributor to the New Jersey Law Blog.



## Max Staplin

*Fisher Zucker, LLC*

Max's practice is primarily dedicated to franchise law, representing franchise clients primarily in connection with transactional, regulatory compliance, and related matters. Max has experience representing clients across a number of industries and at various stages of their growth. Max assists clients with drafting and updating their disclosure documents and contracts with a focus on the client's business needs. Max also assists with all matters related to the management of a franchise system, including intellectual property protection, renewals and transfers, terminations and franchisee disputes. In working with his clients, Max prioritizes responsiveness and a pragmatic approach to navigating legal challenges by developing strategies that take into account the client's business goals. Max rejoined Fisher Zucker in the fall of 2023 after serving as general counsel to Brightway Insurance from 2019-2023, personally handling all legal matters while also managing the company's compliance department and insurance carrier relations department. While at Brightway, Max took on an internal leadership role during the due diligence portion of the company's acquisition by GrowthCurve Capital, assisting with negotiation of the purchase agreement terms and preparing disclosure schedules.

Michael Sturm Lathrop GPM "Michael has nearly three decades of experience litigating on behalf of franchisors in federal and state courts across the country and in arbitration proceedings. His experience includes virtually every type of substantive claim that arises in the course of the franchise relationship, including alleged violations of statutory disclosure and relationship obligations, claims of physical and internet encroachment of exclusive territories, claims of fraud and nondisclosure, claims with respect to supplier payments, alleged violations of antitrust laws, contractual disputes, and claims under the implied covenant of good faith and fair dealing. Michael also has extensive experience with the jurisdictional and procedural issues that arise frequently in franchise litigation, including litigation with franchisee associations and multi-party litigation.

In addition to his work on behalf of franchisors, Michael has broad experience in complex, high-stakes commercial litigation matters. Among other matters, he has represented a satellite radio provider and terrestrial broadcasters in expert-driven rate setting proceedings. Michael has represented both relators and defendants in federal False Claims Act litigation. He has also served as lead counsel in cases involving intellectual property rights, including enforcement of patents, trademarks, and copyrights. With his background in antitrust, Michael also regularly represents trade associations whose members include major consumer products manufacturers. Michael spoke at the IFA Legal Symposium, and previously has spoken at the annual ABA Forum on Franchising, and other industry events. He has covered topics ranging from the fundamentals of franchise litigation to specialized topics such as the application and scope of rules limiting the



admissibility of settlement discussions and agreements in subsequent litigation. This work has appeared in the Franchise Law Journal, Perspective in Antitrust and other publications.

### **Susan Tegt**

#### *Scooter's Coffee*

Susan Tegt is the Chief Legal Officer of Scooter's Coffee, a fast-growing national drive-thru specialty coffee franchise brand based in Omaha, Nebraska. Susan recently joined Scooter's Coffee from Larkin Hoffman in Minneapolis, Minnesota, where she was a partner and co-chair of Larkin Hoffman's franchise and distribution practice group and focused her practice on dispute resolution in franchising, including litigation, mediation, and arbitration. Susan is an active member of the International Franchise Association. She has presented several times at the IFA Legal Symposium and previously served on the Legal Symposium Task Force. Susan is also an active member of the ABA Forum on Franchising and most recently co-authored the chapter on franchise terminations, non-renewals and transfers in the third edition of the ABA's Franchise Law Compliance Manual and co-authored and co-presented the Forum's 2022 Annual Developments in San Diego, California.

### **Kendal Tyre**

#### *Nixon Peabody*

With over 30 years of experience, I represent franchisors throughout their business life cycle—from start-up franchise systems to middle-market franchisors and mature, global franchise systems. I also counsel companies expanding through licensing agreements and product distribution arrangements throughout the world. I have extensive experience structuring, negotiating, and enforcing domestic and international franchise, license, distribution, and acquisition agreements. I am a frequent contributor to franchise publications and a frequent speaker at franchise programs held by the American Bar Association's Forum on Franchising, the International Bar Association, and the International Franchise Association. I am the co-editor of International Franchise Sales Laws, a book published by the American Bar Association in February 2023; it is an authoritative yet practical resource to help lawyers navigate international franchise sales laws. I am the executive director of the LexNoir Foundation and serve as an editor and author for the "Franchising In" international book series published by the LexNoir Foundation. My recent books include International Franchising 2016: Legal and Business Considerations, a 600-page publication that covers 41 countries and was a collaboration of over 60 legal practitioners across the globe.



## **Elizabeth Weldon**

*Haynes Boone*

Elizabeth Weldon is a partner in the Litigation Practice Group in Haynes Boone's Orange County office. Elizabeth is a Certified Specialist in Franchise and Distribution Law, The State Bar of California, Board of Legal Specialization. Her practice focuses on business litigation and franchise litigation, at trial, judicial reference, and arbitration. Elizabeth has represented both large and small businesses in commercial litigation matters, including breach of contract, tort, unfair competition, class action, commercial real estate, intellectual property disputes, such as patent, trademark, and trade dress claims, as well as other complex matters. Additionally, she represents franchisors in matters including breach of contract, trademark and trade name infringement, business competition torts, vicarious liability and joint employer issues, and franchise law claims. Elizabeth is serving a two-year term as the Chair of the American Bar Association's Forum on Franchising, after previously serving on the governing committee as finance officer.

## **Gerald Wells**

*Rita's Franchise Company, LLC*

Gerald Wells is Chief Compliance Officer and General Counsel for Rita's Franchise Company. Prior to joining Rita's, Mr. Wells was General Counsel, Secretary and Director for the Dessange Group North America, Inc. and its subsidiaries (including the franchise brands Dessange Paris salons and spas, Camille Albane salons and Fantastic Sams salons); a partner in the Washington office of Quarles & Brady; and a partner in the Atlanta office of DLA Piper LLP (US). Mr. Wells also worked in the legal departments of Hewlett-Packard Company and US Office Products Company (the parent company for several companies, including two franchise companies). From 2017 to 2020, he was a member of the ABA Forum on Franchising's Governing Committee and served as the Chair of the Diversity Caucus for the Forum. He earned his J.D. from the College of William and Mary and obtained a B.S. from the University of Maryland. He is admitted to practice in the District of Columbia, Georgia, Maryland and Pennsylvania. Mr. Wells clerked for the Hon. Hart Mankin in 1994 when Justice Mankin sat on the US Court of Appeals for Veterans Claims.

## **Melanie Willems**

*Haynes and Boone CDG, LLP*



Melanie Willems is a partner and head of international arbitration at the London office of law firm Haynes and Boone. She focuses her practice on international arbitration, and is experienced in all forms of alternative dispute resolution (expert determination, mediation, adjudication). She also represents clients in court in the UK, and sits as an arbitrator. Melanie acts for clients in a wide range of industries, including engineering, energy, construction, hospitality, rail, infrastructure/transport, retail, property development, banking, finance, technology and insurance. She is fluent in French and English, with good knowledge of Spanish, Portuguese, Italian and German. Melanie is the co-author of the textbook “Arbitration in China” (published by Wolters Kluwer) and edits the acclaimed international arbitration journal ‘The Arbiter’ which has readers all over the world.

### **Dean Williamson**

*Economic Design (former DOJ neweconomist)*

Dean Williamson (Ph.D. Caltech, 1999) had been a research economist at the Antitrust Division of the US Department of Justice. He works for himself at Economic Design Z.O.O., an LLC incorporated in the European Union. His work and research has largely concentrated on the design of contracts. Examples of contract design problems (and solutions) are featured in *The Economics of Adaptation and Long-term Relationship* (2019). More recent work has included development work in Eastern Europe.

### **Paul Woody**

*UB Greensfelder*

Paul Woody is an experienced business attorney and litigator with deep knowledge of the compliance and business concerns that affect franchisors of all types. He works with franchisors in a variety of industries to help ensure their compliance with federal and state laws and proactively avoid disputes. He is well-versed in all aspects of the franchisor-franchisee relationship and the agreements that govern those relationships. Paul has managed franchise litigation and directed litigation avoidance and prevention efforts. He is a Certified Franchise Executive and an adjunct professor at Saint Louis University School of Law, where he teaches franchise law.

Paul previously served as general counsel for a large sports and recreation franchisor with over 300 franchises throughout the U.S., Canada and Japan. In that role, he provided legal guidance and contributed to strategic planning and key decisions, oversaw compliance and litigation strategies,



and managed franchisee relationships, including franchise transfers, rectifying compliance issues, and franchise terminations. Paul's in-house experience enables him to anticipate and relate to the needs and priorities of the businesses, and business leaders, he represents.

Paul's prior experience also includes all stages of corporate and employment litigation, including arguments before appellate courts. Before practicing law, he worked in state and local government and political communications. Paul understands that effective legal counsel and advocacy starts with effective communications. Clients value his ability to translate legalese into plain English and to make legal concepts and strategy accessible and understandable, skills he has honed in the capitol, the classroom and the courtroom.

### **Eric Yaffe**

*Lathrop GPM LLP*

Eric L. Yaffe is a partner at Lathrop GPM in Washington, D.C. He has litigated franchise cases on behalf of franchisors for over 24 years, including matters involving antitrust, trademarks, covenants not to compete, encroachment, supply chain, breach of contract, fraud, alleged FDD and state relationship law violations, and more. Mr. Yaffe also represents corporations and individuals in white collar civil and criminal investigations, and represents law firms and their partners in alleged ethics violations. He was a federal prosecutor with the U.S. Department of Justice for nine years prior to entering private practice in D.C. and is a graduate of Oberlin College and the University of Chicago Law School.