

Xheneta Ademi

Xheneta Ademi is an associate at Quarles. She focuses on trademark and copyright litigation, clearance, prosecution, maintenance, and enforcement. She also helps clients combat unfair competition practices. Before transitioning to private practice, Xheneta served as a trademark attorney at the U.S. Patent and Trademark Office (USPTO) for nearly six years. Through her various roles at the USPTO, she refined her trademark prosecution skills and Trademark Trial and Appeal Board (TTAB) practice. At Quarles, Xheneta leverages her USPTO insider knowledge to manage global trademark portfolios, solve complex trademark issues, and provide strategic counseling to guide brand protection and enforcement for clients in various industries, including consumer products, franchising, gaming, digital assets, blockchain, and emerging technologies. She litigates inter partes opposition and cancellation proceedings and ex parte appeals before the TTAB, initiates special ex parte re-examination and expungement proceedings before the USPTO, and investigates online trademark and copyright infringement and files platform take-down notices. Xheneta's interests include following developments in emerging technologies, including those related to the metaverse, non-fungible tokens, blockchain technology, and artificial intelligence, and assessing their impact on intellectual property rights

Mohammad Alturk

Baker & McKenzie LLP

Mo Alturk has a broad-based business-transactional practice focusing on complex corporate and commercial contract matters, with strong emphasis on global transactions involving public and private companies. His experience extends to cross-border joint venture transactions, international franchising, licensing and distribution transactions, international mergers and acquisitions, international regulatory compliance, and international corporate formation and maintenance. He graduated summa cum laude from Southern Methodist University and from Boston University School of Law.

Arthur Anastos

Little Caesars Enterprises, Inc

Arthur Anastos is Assistant General Counsel of Detroit-based Little Caesar Enterprises, Inc., and his area of responsibility for the company and its affiliates encompasses all International legal matters, including operations, development, marketing, supply chain, trademarks, registration and disclosure, litigation and dispute resolution, corporate and compliance. Prior to joining Little Caesars, Mr. Anastos was Managing Counsel for Dunkin' Brands, Inc. Mr. Anastos received his B.A. in Economics from Boston College and his J.D. from Suffolk University Law School.

Andy Ball

Faegre Drinker Biddle & Reath LLP

Maury Baskin

Littler

Maury Baskin focuses his Washington, DC-based practice on national labor policy, challenging excessive government regulation on behalf of small and large businesses, while advising employers in compliance issues. He has extensive experience in dealing with labor relations and union pressure tactics, employment discrimination and wage and hour law. He has represented a variety of industry sectors, advising clients involved in construction, government contracting, higher education, telecommunications, hospitality, security, nonprofits and public employers.

Maury has served as lead counsel at all levels of the federal and state courts and before the U.S. Supreme Court, and has recently led successful challenges against nationwide federal labor regulations on behalf of multi-industry coalitions, including the 2016 “white collar” overtime rule and the so-called “blacklisting” rule. He has also succeeded in the courts in numerous cases involving the National Labor Relations Board (NLRB) and the Department of Labor (DOL). Maury is the Chair of Littler’s Construction Industry Group and has long represented the Associated Builders and Contractors (ABC) national trade association and many of its construction industry members. On their behalf, he has been one of the leading advocates against government-mandated project labor agreements, prevailing wage expansion, and union corporate campaigns.

Stephanie Blumstein

A.Y. Strauss LLC

Stephanie J. Blumstein is a partner at A.Y. Strauss, LLC and Chair of the firm’s Franchise Practice Group, with offices in New York and New Jersey. She represents clients in multiple business sectors, and provides counsel to prospective franchisees, veteran franchise operators, and franchisors on a wide range of issues both in and out of court. Her franchise litigation experience includes matters involving breach of contract, unfair and deceptive trade practices, trademark and trade name infringement, fraud claims and business competition torts. As part of her practice, Ms. Blumstein advises clients through the franchise purchase process, including the review of franchise disclosure documents, the negotiation of franchise and area development agreements, lease negotiations, and sales and transfers. She also works with existing franchisees and franchisors to address issues that arise during the franchise relationship. Ms. Blumstein has extensive experience representing clients in franchise and commercial litigation matters before state and federal courts across the country, as well as before arbitration tribunals, in alternative dispute resolution forums, and in private mediations. She was recognized in the 2023 edition of The Best Lawyers in America® in the practice area of franchise law and has been named to the annual “Legal Eagles” list of the best lawyers in the franchise industry by Franchise Times magazine since 2020. Ms. Blumstein is a frequent speaker on topics related to franchising and a contributor to several publications on franchising. She serves on several committees, including the American Bar Association Forum on Franchising Solo and Small Firm Committee and the New York State Bar Association Franchise, Distribution and Licensing Law Committee. Ms. Blumstein earned her Juris Doctor from Boston University School of Law and her Bachelor of Arts from Tufts University.

Aaron Blynn

Genovese Joblove & Battista

Aaron Blynn concentrates his practice in the areas of commercial litigation and franchise law. He also has experience in real estate litigation, employment litigation, false advertising litigation and intellectual property law, including trademark.

Toni Brown

Greenberg Traurig LLP

Toni N. Brown focuses her practice on corporate matters. Prior to joining Greenberg Traurig, she served as senior director of supply chain for a multibrand restaurant company whose portfolio includes nearly 32,000 locations. In this role, she was the primary legal support for the procurement and distribution teams responsible for the development and maintenance of a centralized multiconcept contracting process designed to ensure uniform contracting across brands, maximize efficiencies, and drive value. She provided legal support to an international team on issues ranging from entity formation and dissolution to tax matters and vendor contracting.

Toni also has served as vice president and counsel for a leading, global, alternative investment manager, asset manager, and service provider with offices across the Americas, Europe, and Asia-Pacific. In this role, she was the senior attorney responsible for the management of certain cross-border acquisitions, equity investments, and other sophisticated transactions.

Joel Buckberg

Baker Donelson

Joel Buckberg is a shareholder in Baker Donelson's Nashville office, where he is a member of the Corporate Group and heads the Firm's franchising and hospitality practices. Mr. Buckberg counsels clients on corporate and asset transactions and operations, particularly in hospitality, franchising and distribution, including strategic planning and transactions, financing, mergers and acquisitions, system policy and practice development, regulatory compliance and contract system drafting. Prior to joining Baker Donelson, Mr. Buckberg was Executive Vice President and Deputy General Counsel of Cendant Corporation, General Counsel of Days Inns of America, and was engaged in private practice in Atlanta, Georgia and Houston, Texas. Mr. Buckberg has been a speaker at events and meetings sponsored by the American Bar Association, the International Franchise Association, the Tennessee Hospitality and Tourism Association, the New Jersey Bar Association, and other continuing legal education programs. He is the author of numerous articles and book chapters on franchising, hospitality, and distribution topics. He was a practice group chair at Baker Donelson and the chief administrative lawyer for Cendant. He is rated AV by Martindale Hubbell, and has been selected as a Best Lawyer in America in Franchising and Hospitality and a Legal Eagle by Franchise Times magazine. Mr. Buckberg served on the Board of Trustees of The Immune Deficiency Foundation. He has been a member of the United States Coast Guard Auxiliary since 2010.

Jim Cagle

McDonald's Corporation

Jim Cagle is Managing Counsel in McDonald's Corporation Legal Department (Corporate Counsel's 2022 Legal Department of the Year!). Jim leads the Technology Practice – a group of specialized, legal tech professionals located around the globe. Jim's practice areas cover all aspects of the company's technology footprint. He has supported McDonald's technological and digital transformation of the past few years, including McDonald's award-winning global mobile app, its digital payments functionality, the modernization strategy with 3PO Delivery partners, global restaurant technology deployments, and most recently the complete exit of McDonald's from Russia. Common themes encountered in his practice include global-to-market engagements, data privacy and governance, franchisor-franchisee relations, digital accessibility, export controls and regulatory compliance. Jim is a graduate of the Chicago-Kent College of Law and the University of Wisconsin-La Crosse.

Megan Center

Quarles & Brady LLP

Megan Center represents franchisors in a variety of industries, counseling them on every stage of the franchise relationship from negotiations of franchise agreements to addressing default and termination issues. She regularly works with franchisors of all sizes on a variety of matters pertaining to the preparation of all franchise disclosure documents, incorporation of franchisor entities and maintaining compliance with state and federal regulations on registration, disclosure and potential exemption. She also advises clients on the purchase of entire franchise systems and counsels franchise clients on various corporate matters, focusing on entity formation, corporate governance and mergers and acquisitions.

Amy Cheng, CFE

Cheng Cohen

Amy concentrates her practice in domestic and international commercial transactions, general corporate, and franchise, licensing and distribution law. She represents franchisors on the structuring and operation of their franchise programs through all phases of domestic and international development. Amy has extensive experience in structuring complex franchise, licensing and distribution relationships and in regulatory compliance. Her experience includes advising clients in connection with complex issues arising from the ownership of multiple brands, non-traditional opportunities, system restructuring and brand acquisition.

Amy represents clients of all sizes, from emerging to mature companies with multi-national operations. Representative clients include leaders in the restaurant, retail, fitness and home services industries. With her broad range of experience, Amy essentially acts as general counsel to her clients, collaboratively maturing their businesses from infancy to prominence within their various industries.

Amy's commercial transactional practice includes counseling clients on mergers and acquisitions, complex commercial relationships, strategic business alliances and joint ventures. Amy's unique combination of corporate and franchise experience provides clients with comprehensive legal services to expand their franchise portfolio. Her experience includes representing private equity in acquiring and selling franchise companies of all sizes and in a myriad of industries.

Harris Chernow

Reger Rizzo Darnall LLP

Harris J. Chernow is the Chair of Reger Rizzo & Darnall's Franchise & Hospitality Practice Group. He has developed a national reputation through his franchise, transactional and dispute resolution practices where he represents franchisors, franchisees and distributors in conjunction with his hospitality, corporate and business, M&A, retail development and leasing practice. His franchise and hospitality clients include franchisees, franchisors, and multi-unit franchise owners, area developers, and master franchisees, in all franchise industry groups, along with his significant hotel and lodging specific practice, representing brands, owners and management companies. In addition, Harris represents businesses of all sizes, including financial service companies, manufacturers and service-oriented companies, along with professionals and individuals in a wide range of matters, with general business and corporate matters, mergers and acquisitions, structuring transactions, real estate, employment, day-to-day counseling and dispute resolutions. By virtue of a broad base of legal experience, he serves as "general counsel" to a number of his clients. Harris is frequently called upon to serve as a neutral mediator and arbitrator. Harris is a frequent speaker and author on numerous franchise, hospitality, and business topics. He is a member of the International Franchise Association (IFA) serving on its Legal Symposium Task Force, the American Bar Association's (ABA) Forum on Franchising - most recently serving on its Marketing Committee and was a long-term member of its Governing Committee, having served as its Finance Officer for five years, served on the Forum's Publications Committee, Chair of its Litigation and Alternative Dispute Resolution (LADR) Division, served on the Forum's Nominating Committee for the Board of Governors, served as liaison to its solo and small firm practitioners group, and served as liaison to its paralegal group. He is the Co-Chair of the Philadelphia and New Jersey Franchise Law Committees, and a member of the Montgomery County, Pennsylvania Franchise Law Committee. Harris is also the Treasurer of the Philadelphia Bar Association Business Law Committee. He is also very active with leading hospitality law programs. Harris is active in a variety of community organizations and was a two-time Past President of the Temple University Athletic Department Owl Club Board and now serves on its Board. He is currently on the Executive Committee of the Temple University Alumni Association (TUAA). Most of all, he enjoys spending time with his wife and children traveling, attending cultural and sporting events, skiing, playing pickleball and other activities.

Serena Chiquoine

Great Clips Inc.

Evan Colbert

Wellbiz Brands Inc

Evan Colbert serves as Associate General Counsel for WellBiz Brands, Inc., the preeminent beauty and wellness franchise portfolio including the Drybar®, Amazing Lash Studio®, Radiant Waxing™, Elements Massage®, and Fitness Together® brands. With over 9 years of experience, Evan helps operations and marketing teams foster innovation tests for new consumer-

oriented experiences, prepares disclosure documents and other franchise and development agreements, and provides counsel on compliance matters.

Marion Coldonat

Focus Brands

Deborah Coldwell

Haynes and Boone, LLP

Deb Coldwell represents franchisors, distributors, joint ventures, limited liability companies, partnerships, and the individuals who run those companies in jury trials, bench trials and arbitrations. She has litigated across several industries – from hotels and restaurants to health clubs and tax preparation services to product and service-based franchise and distribution networks. Deb is ranked nationally in Band 1 by Chambers USA, Chambers and Partners, in the franchise law category. In 2022, Deb successfully led a trial team in a franchise case in the Eastern District of Texas. She also recently tried a case involving the sale of a franchise company in bankruptcy court. Previously, she litigated a successful six week jury trial in Texas state court in a joint venture dispute. Deb loves to organize and motivate teams to accomplish short and long term goals. She is a past chair of the 2,000-plus member American Bar Association Forum on Franchising. She also served the Forum as the editor-in-chief of the Franchise Law Journal and as its publications officer. Education: JD, The University of Texas School of Law; MAT, Colorado College; BA, Colorado State University.

Patty Cousins

Human Resources Business Operations

Patty Cousins serves as Global Officer, Human Resources Business Operations, for Marriott International, Inc., the world's largest hotel company. The HR Business Operations function consists of HR Services, Contracts, Compliance, and Environmental, Social and Governance (ESG) Human Capital coordination. In her role, Patty acts as a connection point across HR Operations, recognizing that improved decision-making results from an integrated approach to these functions. In addition, this role serves the evolving expectations of investors, consumers, and other stakeholders for global companies, like Marriott, to manage the ever-changing landscape. In this role, Patty collaborates closely with Marriott's HR Centers of Excellence, Continent HR teams, and other disciplines to optimize HR Operations globally in a manner that aligns with Marriott's overall business strategy, core values, and culture. Prior to her current role, Patty lead Marriott's employment law function, collaborating with HR and business leaders to solve challenging problems and promote compliance. Her career with Marriott began in the Law Department in 2003 as Senior Counsel, followed by promotion to Vice President and Assistant General Counsel in 2008. Patty continued to take on increasing levels of responsibility, and was promoted to Vice President, Assistant General Counsel and Employment Team Leader in 2015, a role where she oversaw a team of five attorneys with responsibility for employment law counseling and dispute resolution in the United States, Canada, the Caribbean, and Latin America. Her influential advisory role with the Human Resources organization, providing strategic and tactical advice, counseling, and training in an extensive array of global and domestic human resources issues lead to her formally joining the senior HR leadership team in 2022. During her years with Marriott, Patty has advised a variety of evolving areas impacting the entire employee life cycle, including employer brand and recruitment, talent acquisition and onboarding, learning and development, compensation and benefits, diversity and inclusion, recognition and retention, performance management, succession planning, offboarding, and alumni relationships. She has provided employment law guidance on significant company acquisitions, divestitures and restructurings, including the Starwood integration and Marriott Vacations Worldwide spin off. She also previously served as primary employment lawyer for Marriott's operations in Europe. Prior to joining Marriott, Patty was Associate General Counsel with Amtrak. She began her career as a practicing attorney with the law firm, Venable, Baetjer and Howard, where she worked with large institutional clients in a variety of industry sectors including government contracting, financial services, education, hospitality, food service, and non-profit. Patty also clerked for the Honorable Robert L. Karwacki of the Maryland Court of Appeals in Annapolis, Maryland. Patty received her Juris Doctor from

University of Maryland School of Law, where she served as an editor on the Maryland Law Review. She received her Bachelor of Arts with General Honors and High Honors in English from the University of Maryland College Park. Patty currently serves on the Board of Governors of the University of Maryland Alumni Association. She is the mother of three, stepmother of three, and lives with her family in the Washington, DC area.

Setareh Deljo-Roland

Plave Koch

Setareh joined Plave Koch as an associate in November 2016. She has over 10 years of legal experience with a variety of regulatory and corporate matters across a diverse range of industries. Setareh focuses her practice on counseling clients on franchise registration and disclosure matters and is experienced in representing both start-up and established companies across a range of industries, including restaurants and food service, rental vehicles and automotive services, hospitality, educational services, and various retail product and service businesses. She assists clients in drafting and updating franchise disclosure documents, franchise agreements, development agreements, and assists clients in drafting and negotiating agreements for various franchise-related transactions. Setareh regularly assists franchisors with exemption-based franchising; training franchisor executives and employees with respect to compliance with franchise sales and regulations; and managing Franchisee relationships and disputes. Before joining Plave Koch, Setareh was an attorney in the Washington D.C. office of a large national law firm. She advised clients in a range of regulated industries with a variety of federal and state licensure, registration, and compliance issues, ranging from financial services, charitable solicitations, international trade, and political and legislative activities.

Amanda Dempsey

Saxton & Stump

Amanda D. Dempsey, Esq. concentrates her practice on the representation of emerging and middle-market franchise brands. She assists U.S. and international franchisors with all aspects of owning and operating franchise businesses, including the drafting and negotiation of franchise agreements, preparation and registration of franchise disclosure documents, regulatory compliance and dispute resolution. Amanda also represents franchise clients in mergers and acquisitions and other corporate transactions involving franchise businesses. Amanda also focuses on intellectual property matters including IP asset protections, portfolio management, U.S. and International trademark protection and brand development strategies. Prior to entering private practice, Amanda served as judicial law clerk to the Honorable Robert P. Becker, Jr., Justice of the Superior Court of New Jersey, in both Gloucester and Cumberland counties. She also worked in the legal department of a Philadelphia-based private equity firm.

Steven Dickie

Osler Hoskin & Harcourt LLP

Steven's practice involves providing business-critical advice on workplace law matters and representing employers in wrongful dismissal litigation, human rights applications, labour arbitrations and before various administrative tribunals. A main focus of Steven's practice is on advising emerging companies and technology companies on limiting and managing employment-related issues and distractions that could otherwise jeopardize the growth of the business. Where necessary, Steven guides and represents these companies with respect to employee disputes by means of strong advocacy throughout the civil litigation process. Steven regularly advises on all types of corporate transactions, including share and asset purchase deals, and workforce services agreements. He also assists employers in drafting and implementing workplace policies, employment contracts, non-competes and non-solicits and executive compensation arrangements. Steven has represented both public and private sector clients on wrongful dismissal matters as well as labour arbitrations dealing with a diverse range of subject matters including drug testing, workplace bullying, insubordination, contracting out, performance pay and workforce reductions. Steven has also advised clients on union organizing campaigns and applications for union certification,

including with respect to novel issues at the intersection between labour and franchise law. Many of Steven's clients are based outside of Canada and they rely upon him to help navigate the Canadian labour and employment legal landscape.

Jennifer Dolman

Osler, Hoskin & Harcourt LLP

Jennifer is a partner in the Toronto office of Osler, Hoskin & Harcourt LLP where she has been practising commercial litigation for over 30 years, following a clerkship with the Chief Justice of the Ontario Court (General Division). Jennifer is a 1991 call (Ontario) and obtained her LL.B. from McGill University in 1989, and a B.A. (High Distinction) (Philosophy and English) from the University of Toronto in 1986. The primary focus of Jennifer's practice is on franchise law. She assists Canadian and international franchisors with their business critical disputes, including defending claims under Ontario's Arthur Wishart Act for rescission, breach of the duty of good faith, misrepresentation and interference with the right to associate, enforcing terminations, and defending franchise group and class actions. Jennifer has particular expertise in the area of injunctions and emergency applications, especially regarding the enforcement of restrictive covenants against franchisees, dealers, distributors, licensees or departing senior employees. Jennifer has a Band 1 rating for Franchising in Chambers Canada since 2017, has been listed in the Best Lawyers in Canada for Franchise Law since 2008, recognized for Franchising Law (Franchisor) (Most Frequently Recommended) in the Canadian Legal Lexpert Directory since 2011, included for Franchise since 2010 in both Who's Who Legal: Canada, and the International Who's Who, and since 2017, named as a Who's Who Global Elite Thought Leader. Jennifer is a frequent speaker and writer on franchise related topics, and a regular speaker and skills instructor at The Advocates' Society. She recently co-authored, An Overview of the Rescission Remedy in Canada, which appears in the Spring 2022 edition of the ABA Franchise Law Journal, and for which she was awarded the Ontario Bar Association's Markus Cohen, Q.C. Memorial Award for Excellence in Franchise Law. Jennifer is the past Chair of the OBA Franchise Law Section, a past Topic and Article editor for the ABA's Franchise Law Journal (2012 to 2017), and a member of the IFA Legal Symposium Task Force for 2023-2024.

Jarina Duffy

Saxton & Stump

Jarina D. Duffy, Esq. works with franchisors and distributors to address intellectual property, licensing, regulatory and compliance, and employment matters. She is knowledgeable of the unique challenges and opportunities that franchise and distribution businesses face and is able to help clients develop the legal foundation needed to build their respective brands. Specifically, she helps clients by drafting and negotiating franchise disclosure documents, franchise and licensing agreements, supply agreements and a range of other contracts related to franchising. She is also capable of helping clients with franchisee management, termination and release agreements, commercial real estate and regulatory compliance matters. Throughout her career, Jarina has focused on franchise law and intellectual property. She began her career as an associate at a Philadelphia-based franchise law firm and has also served at Kent Franchise Law Group, a Stevens & Lee company.

Michael Einbinder

Einbinder & Dunn LLP

Michael Einbinder is a founding Partner of Einbinder & Dunn and has been practicing law for more than 40 years. Michael has extensive experience representing clients in disputes in state and federal courts and in arbitration forums nationwide. He has also represented clients in mediations. Michael's cases generally involve claims relating to breach of contract, fraud, misappropriation of trade secrets, interference with contractual relations, enforcement of non-competition agreements, commercial real estate issues, and partnership and shareholder disputes. Michael's business and commercial clients include businesses in a wide variety of industries including business services, retail, restaurant, hospitality, pet services, garment industry, entertainment, childcare and children's recreation, healthcare, manufacturing, and logistics. A significant portion of

Michael's practice is devoted to representing franchisor and franchisee clients in connection with franchise transactional work (preparation of Franchise Disclosure Documents, review of franchise agreements, acquisitions of franchise businesses) and disputes, including franchise terminations, trademark infringement claims, enforcement of non-competition agreements, and breach of contract and fraud claims. He also handles disputes relating to securities and bankruptcy issues. Michael has also represented clients in disputes involving wills, trusts and guardianships. Michael is a member of the New York City Bar Association, is active in the American Bar Association Forum on Franchising and the International Franchise Association and is a member of the American Bar Association Section of Dispute Resolution as a committee member of both the Arbitration and Ethics committees. Michael has served as an arbitrator for the American Arbitration Association for more than 10 years, presiding over cases involving claims relating to breach of contract, license agreements, fraud, misappropriation of trade secrets, interference with contractual relations, enforcement of confidentiality agreements, non-disclosure and non-competition agreements, restrictive covenants, corporate dissolution, shareholders agreements, partnership agreements, real estate transactions, purchase and/or sale of businesses, joint venture, partnership disputes, LLC disputes and shareholder disputes as well as trademark and intellectual property disputes. Michael authored numerous publications, including a chapter in the "Franchise Litigation Handbook" published by the ABA Forum on Franchising, "A Franchisee's Guide to Franchisor Bankruptcy" published by the Franchise Law Journal, a chapter in the "Covenants Against Competition in Franchise Agreements," published by the ABA Forum on Franchising, and a chapter in the "Franchisee Handbook" published by the ABA Forum on Franchising. Michael is also a frequent speaker on franchise issues. He has spoken at events hosted by many organizations in the franchise and legal fields, including the American Bar Association and the International Franchise Association. He is rated as a top business litigation attorney of 2022 by Super Lawyer and has been selected as one of the best attorneys in franchising by his peers in conjunction with Franchise Times' editorial board since 2004. Michael is nationally ranked in the Franchise category of Chambers USA, recognized by The Best Lawyers of America for work in franchise law and he has also been recognized by Who's Who Legal: Franchise as being among the world's leading franchise lawyers.

James (Jimmy) Faris

Caiola & Rose, LLC

Jimmy Faris is a partner with the law firm of Caiola & Rose, based in Decatur, Georgia, where he practices in the areas of trademark litigation, prosecution, and portfolio management, as well as advertising, copyright, and unfair competition. In addition to having significant experience representing clients in intellectual property disputes in both federal and state court and before the Trademark Trial and Appeal Board, Jimmy also counsel clients in a variety of industries—including franchising, food and restaurant, retail, commercial real estate, and healthcare—concerning the protection and enforcement of their intellectual property rights and advertising issues.

Hannah Fotsch

DLA Piper

Hannah Fotsch focuses her practice on all types of franchise and distribution matters, including domestic, international, finance, and mergers and acquisitions. Her practice spans many industries, from food service to home services to health care. Hannah works with franchisors at all stages and of all sizes. She has supported start-up franchises develop their initial domestic franchise disclose documents and agreements, expanding franchises with their domestic and international growth, as well as franchise systems strategically considering the future of their brand through mergers, acquisitions, de-franchising, or other strategic decisions. Hannah has experience working with franchisors throughout the entire life cycle of the franchise agreement, from negotiating the franchise agreement, assisting with the enforcement of terms of the agreement, and drafting communications or agreements regarding the expiration or termination of the franchise relationship. Hannah has experience drafting key franchise and distribution documents, including franchise disclosure documents, franchise and license agreements, unit or area development agreements, distribution agreements, non-disclosure and confidentiality agreements, non-solicitation and non-compete agreements, and other documents to support franchise systems and distributors domestically and internationally. Hannah has also assisted with the publication of an international franchise

regulatory update where, three times a year, she aggregated the updates in franchise and franchise-related laws and regulations worldwide, analysed those developments and published the findings to key domestic and international franchising stakeholders.

Savannah Franklin

Pizza Hut

Savannah Franklin serves as the Chief Legal Officer of Pizza Hut US where she leads an incredible team of legal rockstars. While Savannah got her start as a “pizza lawyer” in the technology and marketing space, she now has primary responsibility for the full legal function at Pizza Hut US. Savannah’s practice focuses on providing strategic legal guidance and support to facilitate critical business initiatives spanning from franchise system governance to major technology implementations to crisis management. Prior to joining Pizza Hut US, Savannah was an associate in the Investment Funds practice group at Akin Gump Strauss Hauer & Feld LLP. At Akin Gump, Savannah advised both established and emerging managers in the organization and ongoing operations of domestic and international private investment funds. Savannah received her B.S. from Evangel University and her J.D. from the Southern Methodist University Dedman School of Law. In addition to her legal work, Savannah has a passion for helping children and proudly serves on the Board of Directors for Jonathan’s Place, a non-profit that helps provide a safe place for abused and neglected children and teens in North Texas, where she also recently co-chaired the wildly successful 2022 “Be The Tie” fundraising luncheon. Savannah currently resides in Dallas with her husband, Travis, and their two rambunctious sons, Luke (4) and Tyler (11 months). Their interests include musical theater, eating pizza, going to the Dallas Zoo, learning to play tennis and avidly following Dallas sports.

Vince Frantz

Cheng Cohen LLC

Vince is a partner with Cheng Cohen in Chicago. He is a general corporate and commercial transactions attorney and concentrates his practice on franchise and distribution law, trademark matters, mergers and acquisitions, and general counsel matters. Vince helps clients in all stages of franchising, including drafting franchise disclosure documents, franchise and development agreements and all applicable governing documents. He has represented buyers in asset acquisitions, franchisee reacquisitions, cross-border transactions, and take-private deals. Vince also manages the firm’s trademark practice, including filing trademark applications and monitoring registrations around the globe. Vince has been recognized as a Franchise Times Legal Eagle and an Illinois Super Lawyers Rising Star.

Ronald Gardner

Dady & Gardner

Ronald K. Gardner is the Managing Partner of the firm of Dady & Gardner, P.A., and limits his practice to the representation of franchisees, franchisee associations, dealers and distributors, focusing most frequently on his clients’ disputes with their franchisors, manufacturers and suppliers. Dady & Gardner, P.A. has an international reputation for helping their franchisee, association, dealer and distributor clients to resolve their disputes through negotiation, mediation, and when necessary, litigation and arbitration. Ron is a member of the American, Minnesota, Hennepin County and Rice County Bar Associations, an active member of the ABA Forum on Franchising, and a Past Chair of the Forum (the first “franchisee lawyer” to be elected Chair). Ron is also a member of the North American Securities Administrator Association Franchise Project Advisory Group, which helps to promulgate franchise regulations and train state franchise regulators in the nuances of franchise law. Ron is an author and a highly sought-after lecturer on topics related to franchise/distribution law. He is listed as a Best Lawyer in America, has been named one of Minnesota’s Top 100 Super Lawyers seven times (including 2023), and has been recognized by Chambers USA as “the premier franchisee lawyer” in America. He was recognized as “Franchise Lawyer of the Year” in Minnesota by Best Lawyers for 2015, and again in 2019.

Stewart Germann, CFE

Stewart Germann Law Office

Stewart Germann founded Stewart Germann Law Office (SGL) in 1993 as a boutique law firm at Auckland, New Zealand, specialising in franchising, licensing and business law. SGL is New Zealand's longest established specialist franchising law firm and Stewart is included in the International Who's Who of Franchise Lawyers 2022. Stewart Germann has over 40 years' experience in franchising law and acts for franchisors in New Zealand, Australia, USA and the UK. SGL also act for franchisees and provides legal advice. Stewart has spoken at franchising conferences in New Zealand, Australia, Italy, South Korea and USA and he was on the Board of the Supplier Forum of the International Franchise Association ("IFA") for 6 years until March 2007. SGL clients include many of New Zealand's best known national and international franchise brands and Stewart has extensive franchising contacts worldwide and locally. He is actively involved in international franchising and has written many articles which have been published overseas including in the Franchise Law Journal (USA). Stewart is the current President of the New Zealand Society of Notaries and also the World President of the Common Law Association of Notaries (CLAN). He is a past Chairman of the Franchise Association of New Zealand (FANZ) and wrote the original Franchising Code of Practice for the FANZ. He has also written many published articles on franchising. Stewart is the only person in New Zealand to graduate Certified Franchise Executive (CFE).

Lulu Gomez (CA)

California Department of Financial Protection & Innovation

Lulu Gomez is Senior Counsel at the California Department of Financial Protection and Innovation (DFPI) in the Securities Regulation Division's Franchise Unit, which regulates the offer and sale of franchises and securities in California. She is a member of the NASAA Franchise and Business Opportunities Project Group and a State Bar of California Board of Legal Specialization Certified Specialist in Franchise and Distribution Law. Prior to joining DFPI, Lulu was a corporate, securities, and franchise lawyer in private practice. She received her law degree from UCLA School of Law and her undergraduate degree from UC Berkeley.

Jim Goniea

Self Esteem Brands

James (Jim) Goniea has been practicing franchise law for over 30 years during which time he has had the opportunity to represent many of the most prominent brands in franchising. Jim is the General Counsel of Self Esteem Brands, LLC whose brands include Anytime Fitness, Waxing the City, Basecamp Fitness, The Bar Method and Stronger U. Jim is a frequent author on franchise law issues, is a former Governing Committee member of the ABA Forum on Franchising and is the co-editor of Franchise Law Compliance Manual, 3d Ed. and co-author of Annual Franchise and Distribution Law Developments, 2012.

Kevin Graff

Lathrop GPM

Kevin is a Franchise & Distribution Associate who assists clients in asset acquisitions and dispositions, commercial contracts and franchise matters. Prior to joining Lathrop GPM, Kevin was a transactional attorney, where he assisted clients in drafting franchise disclosure documents, franchise and development agreements and all other applicable governing documents. Kevin was a law clerk at a law firm in Chicago, where he focused on catastrophic loss, products liability, and insurance subrogation. Kevin also interned with the United States District Court for the Northern District of Illinois. Before law school, Kevin was a Detective for the Cook County Sheriff's Police Department where he was detailed to the FBI Financial Crimes and

Public Corruption Task Force. During his time with the FBI, Kevin participated in numerous federal investigations that allowed him to tackle complex financial and fraud related investigations.

Ashley Graffeo

The Wendy's Company

Ashley Graffeo currently serves as Senior Legal Counsel, Global Franchise, for The Wendy's Company. In addition to international new market development, she supports Wendy's franchise regulatory and operations compliance efforts. Prior to her work with Wendy's, Ashley was an associate in the business group of Baker & Hostetler, LLP.

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. Nina is the vice chair of the International Franchise Association (IFA) Legal Symposium Task Force, a former member of the IFA Supplier Forum Advisory Board, and co-chairperson for the South Florida Chapter of the Women's Franchise Network and Franchise Business Network of the IFA. Nina is a member of the American Bar Association (ABA) Forum on Franchising, and a former member of the Forum on Franchising's Litigation and Alternative Dispute Resolution Division. Nina is the former national chairperson for Best Buddies Advisory Boards, an organization that is dedicated to ending the social, physical, and economic isolation of individuals with intellectual and developmental disabilities. Nina has spoken on numerous franchise issues, including covenants not to compete and material defaults of franchise agreements, and presented the Judicial Update for the International Franchise Association's Legal Symposium. She co-authored an article for the ABA Franchise Law Journal, "May a Franchisor Veto a Franchisee's Assumption of a Franchise Agreement in Bankruptcy?" She has also co-authored other franchise-related articles, including "Don't Stop Me Now: Updating the Current Legal Status of Contractual Provisions Restricting Competition," "Frequently Arising Issues in Litigation," "Franchise Defaults: Pulling the Trigger for 'Material' Defaults and Strategies for Strengthening the Franchisor's Case," "Seeing it Through: Maximizing the Benefits of Insurance in Franchise Disputes," "Confidentiality Clauses—Scope and Effectiveness," and "Changes to the Federal Rules on Discovery: Old Wine in New Skins."

Aziz Hashim

NRD Capital

Aziz Hashim, Founder and Managing Partner of NRD Capital, is widely recognized as one of the world's leading experts in franchising. Founded in 2014, NRD Capital is a private equity firm headquartered in Atlanta. It is one of the first business fund both sponsored and managed by a former multi-unit franchisee, occupying a unique niche in franchise equity investments. NRD Capital aims to invest in companies and franchisors that offer compelling unit-level economics, as well as in technologies that improve the profitability of operators. Its portfolio includes iconic brands like Ruby Tuesday and Frisch's Big Boy, as well as fast-growing concepts like Fuzzy's Taco Shop and The Captain's Boil. In the technology industry, NRD has invested in leading workforce and artificial intelligence platforms such as Harri, 1Huddle, Nextforce, Valyant AI and others. The firm boasts more than 75 years of collective operational and financial experience, and the corresponding ability to underwrite brands at the unit level as viable business opportunities for families. Prior to NRD Capital, in 1996, Aziz founded NRD Holdings – a franchise development and holding company. After starting with just a single quick-service location in Atlanta, NRD Holdings soon grew into one of the largest restaurant franchisee companies in the United States. At NRD Holdings, Aziz operated leading global franchise brands, including Popeye's®, KFC®, Taco Bell® and Domino's Pizza®. Aziz's dynamic leadership, success, and innovation have led to esteemed recognition across the industry. In 2018, he was named by

Nation's Restaurant News as one of the 10 most influential leaders in the restaurant industry. Additionally, NRD Capital, after just four years of establishment, was named to Restaurant Business Magazine's 2018 "Power 20" list, alongside some of the other most well-regarded private equity firms in the nation. Aziz remains deeply committed to community service and leveraging the franchise business model to create financial independence for families in developing countries, as well as social sector franchising to improve the quality of life for families in emerging countries. Aziz and his wife endowed a faculty position at the Cecil B. Day School of Hospitality at Georgia State University for the Study of Franchise Entrepreneurship in 2014. Additionally, Aziz previously served as Chairman of the Board of Directors for the International Franchise Association (IFA), representing the franchise industry and its \$1.6 trillion annual economic output. Aziz created the NRD Foundation ("NRDF") in 2017 to support non-profit and for-profit international organizations that create entrepreneurs, foster financial independence, and power academic research focused on franchise entrepreneurship. Aziz graduated with honors from the University of California at Irvine's prestigious electrical engineering program.

David Humphrey

ECP-PF Holdings Group

David Humphrey has served franchising in many roles. He is currently CEO of a major franchisee group within the Planet Fitness gym chain, operating 108 of the 2000+ Planet Fitness gyms. His franchise operates in six U.S. states and three Canadian provinces. David also serves as Chairman of Massage Heights Franchising, a 120-unit family-owned upscale spa franchisor, and he serves on the Board of Handel's Ice Cream, a fast-growing franchisor of 60+ ice cream shops. As CEO of Massage Envy Spa from 2008-2011, he led the world's largest spa franchisor, which doubled in size to over 670 locations and 1 million members during his tenure. He has consulted with several franchise brands and worked with Private Equity firms in acquiring and managing franchise systems. He has been a member of IFA's Board of Directors since 2018, serving on several committees and taskforces, and is a Past Chair of IFA's International Committee. David has lived and worked in Latin America and Europe, and is a dual citizen of the U.S. and Canada.

Farheen Ibrahim

Unleashed Brands

Farheen's approach to practicing law is to combine creativity with risk management. When information and technology move at hyperspeed, Farheen strives to provide legal solutions that are in line with contemporary issues, recognizing that these solutions must be adaptable and flexible. Farheen obtained her law degree from Southern Methodist University, where she received the Dean's Scholarship. She was involved with International Law Review Association and Philip C. Jessup International Law Moot Court Team, where she refined her legal skills. She also held legal externships and internships in both state and federal courts, as well as with the Dallas County District Attorney's office and the Dallas County Public Defender's Office. She obtained her undergraduate degree from Rice University.

Len MacPhee

Polsinelli

Len MacPhee is a shareholder and Co-Chair of Polsinelli's Global Franchise and Supply Network practice. Representing franchisors, suppliers, manufacturers and other businesses before state, federal and appellate courts, as well as arbitration panels, Len frequently litigates disputes related to franchise, licensing, distribution and supply chain matters. His counseling and litigation practice includes disputes related to termination and non-renewal, trade secrets, trade dress, covenants not to compete, enforcement of trademark rights under both contracts and the Lanham Act, as well as defending brands in claims challenging system-wide practices. Len also focuses on analyzing and advising clients on significant supply chain matters and represents clients in structuring and negotiating business strategies for the rollout of products and diverse distribution methods nationally and globally, as well as transitions and winding-down franchise and distribution systems. Len frequently speaks and writes on franchise topics. He is recognized in: Chambers USA: America's Leading Lawyers, Franchise Law (2011-

present); Best Lawyers®, Franchise Law (2010–present), and recognized as Denver Lawyer of the Year by Best Lawyers® Franchise Law (2014, 2017, 2019); Colorado Super Lawyers®, Franchise/Dealership (2012–present); and has been a Franchise Times Legal Eagles.

Kevin Maher

Baker & McKenzie LLP

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 are critical focal points of Joyce’s practice. 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. In interviews with clients during research for these rankings, Joyce was noted for her: “very strong sense of what it takes to drive a business”, “well–rounded viewpoint on transactions”, “extraordinary [experience] on supply chains and how they relate to franchising”, “extraordinarily talented”, and “a very good strategist.” She is the recipient of several leadership awards from the International Franchise Association, the Women’s Foodservice Forum and the Dallas Business Journal including the IFA’s Bonnie Levine and Crystal Compass awards. A frequent national speaker and writer, Joyce co–authored Franchise Management for Dummies, a Dummies series publication, was co–editor of the ABA Forum on Franchising’s Monograph on Financial Performance Representations and is a Contributing Writer for American City Business Journals and Forbes.com. She also serves on the Advisory Board for the National Restaurant Association’s Supply Chain Expert Exchange and is a certified mediator.

Natalma (Tami) McKnew

Fox Rothschild

Tami McKnew is a partner in the law firm of Fox Rothschild LLP, and served as Managing Director of a predecessor firm, Leatherwood Walker Todd & Mann, P.C., from January 1995 through December 2000. She received her B.A. degree in 1971 from the University of California at Santa Barbara, her M.A. degree in 1973 from the University of California at Los Angeles, and her J.D. degree in 1978 from Northeastern University. Tami joined Leatherwood in 1978 and concentrates her practice in the areas of franchising, intellectual property, antitrust and complex litigation. She has been active in the IFA for many years, has been a member of the ABA Forum on Franchising since 1980 and a member of the ABA Section on Antitrust since 1979. She co–chaired the 38th Annual Forum on Franchising in New Orleans in 2015. She is the co–editor of Covenants Against Competition in Franchise Agreements (Third and Fourth Editions) and co–author of Annual Franchise and Distribution Law Developments, 2008, in addition to numerous other presentations, articles and blog posts on franchising. In addition, she has penned articles on internet trademark for Landslide, The Journal of Internet Law and Business Law Today. Her frequent blogs appear on the Fox Rothschild franchise blog spot. Her current Board memberships include the South Carolina Chapter of the Nature Conservancy; the United Way of Greenville County; The Priestler Foundation; and the Institute for Child Success of which she is a founder. She has one daughter, Bronwyn Kelson, who prosecutes bad guys in Sumter, SC, a lawyer son–in–law who strives to do good as a South Carolina Senator, and three grands, Adelaide, Joe, and Burke, who are the most wonderful, amazing children in existence (except for your grandchildren).

Chuck Modell, CFE

Larkin Hoffman Law Firm

Chuck is an attorney at Larkin Hoffman Law Firm in Minneapolis. For over 40 years, his practice consisted primarily of representing franchisors in the business aspects of franchising, including the structuring of the franchise relationship; drafting franchise agreements and disclosure documents; compliance with state and federal franchise laws and regulations; negotiations with franchisees; terminations and non-renewals; and the purchase and sale of franchise companies. In recent years, he has been devoting most of his working time to serving as an independent arbitrator or mediator in franchise disputes, and to providing expert witness testimony on franchise issues. Chuck is a former member of the Governing Committee of the American Bar Association's Forum on Franchising and served as the Forum's Finance Officer for nearly seven years. In 2017, he was honored by the Forum with the Lewis G. Rudnick Award, the highest and most prestigious award a franchise attorney can receive, recognizing his experience, professionalism and leadership in franchising. Chuck has also been active in the IFA for more than 40 years, having served on the Franchise Relations Committee, the Board of the Council of Franchise Suppliers, and the Legal Legislative Committee. He was the second practicing attorney to receive designation as a Certified Franchise Executive. Chuck also served for 11 years as a member of the Advisory Committee to the North American Securities Administrators Association Franchise and Business Opportunity Project Group, which meets regularly with state franchise regulators from across the country and provides franchise training to state examiners.

Allie Monticollo

Venable LLP

Kim Morris

Camp Bow Wow

Kim is the General Counsel/Legal Beagle of Camp Bow Wow®, the world's largest doggy daycare and boarding franchise. She's been in franchising for more than 10 years, working her way up from a part-time internship to a seat at the executive table. Throughout her tenure with Camp Bow Wow®, the company has more than doubled its revenue and size to \$200M annually and more than 200 locations in the U.S. and Canada. Kim has earned a reputation of being approachable, business-minded, and highly dependable, with a knack for navigating the unique aspects of franchising with a smile. When she's not wearing her Legal Beagle hat, you can find Kim enjoying the outdoors in her home state of Colorado with her husband, 2 girls, and their dog.

Jason Murray

K&L Gates

Jaime Novikoff

Hilton

Jaime Novikoff is Counsel, Labor Relations for Hilton, providing labor relations support to Hilton managed hotels. Prior to joining Hilton, Jaime was Head of Labor for Aimbridge Hospitality, formerly Interstate Hotels and Resorts. Jaime is also on the Board and Executive Committee of the Hotel Association of New York City and involved with the Cornell Center for Innovative Hospitality Labor and Employment Relations. Prior to entering the world of hospitality, Jaime practiced labor and employment law at big law firms in Washington D.C and in New York City. Jaime was named to the Washington D.C. Super Lawyer Rising Start List for 2013. Jaime graduated from Cornell University's School of Industrial and Labor Relations and earned her law degree from The Benjamin N. Cardozo School of Law. Jaime also serves on the Cornell University Council and Cornell President's Counsel for Cornell Women.

Maureen O'Brien

DLA Piper

Melanie Parker

BELFOR Franchise Group

Melanie Parker is a Senior Vice President at BELFOR Franchise Group, a leading name in residential and commercial services franchise opportunities, which operates franchises including 1-800 Water Damage, Chem-Dry, Ductz, Hoodz, N-Hance, The Patch Boys, Blue Kangaroo Packoutz, Z Plumberz, 1-800 Board Up, Safer Home Services, redbox+ Dumpsters, and Cool Binz.

Janaki Parmar

Marriott International

Melissa Rothring, CFE

Huddle House Inc.

Mrs. Rothring has 30 years' experience in franchising business analysis and management, focusing on financial and legal initiatives with a concentration on effective branding and operational strategies. She advises on various M&A strategies and integration plans for expansion initiatives. Mrs. Rothring currently serves as Executive Vice President and General Counsel to the family of restaurant brands under Ascent Hospitality Management LLC. Prior to joining Ascent, Mrs. Rothring's leadership positions include executive tenures at various multi-brand, multi-national retail and hospitality franchisors/licensors. She presents at seminars, conferences, workshops, roundtables and similar events through out the country.

Christina Russell

Radiance Holdings

Karen Satterlee

Hilton Worldwide

Karen Satterlee is a Senior Vice President and Assistant General Counsel – APAC. In this role, Ms. Satterlee manages the Legal function for Hilton in the Asia Pacific region (China, India, Southeast Asia, Japan/Korea/Micronesia and Australasia). Key responsibilities include: serving as a member of the Senior Executive Committee of Hilton in APAC; leadership, management and supervision of the APAC Legal team located in Singapore, China, Japan and India; management of outside counsel; general oversight and management of all legal matters in APAC including dispute resolution and compliance; management of the regional Legal budget; protection of the company's commercial interests and risk management in the region; providing strategic advice and overseeing legal services to the corporate development function and individual hotel development transactions; and building and implementing Hilton's APAC franchising strategy. Ms. Satterlee is a current member of the International Franchise Association's Board of Directors. She is also a Past Chair of the American Bar Association's Forum on Franchising's Governing Committee. Ms. Satterlee is a former member of the Board of Trustees for the International Franchise Association's Educational Foundation and the Board of Governors for the Institute of Certified Franchise Executives. Ms. Satterlee is an Adjunct Professor of Law at American University's Washington College of Law and has authored numerous articles on franchise law and is a frequent speaker at legal and industry conferences.

Frank Sciremammano

Lathrop GPM LLP

John Teza

Hand and Stone

John Teza, CFE is the Chief Executive Officer for Hand and Stone Franchise Company, the franchisor of Hand and Stone Massage and Facial spas and Massage Experts clinics. As CEO, John is responsible for driving the company's brand strategy and performance across its 500+ spas and clinics throughout the US and Canada. John is a passionate brand builder and is committed to Hand and Stone's mission to make high-quality spa, wellness, and beauty experiences more accessible, affordable, and professional for its clients and team members. Prior to joining Hand and Stone, John was a Principal at NRD Capital Management, a private equity firm focused on multi-site consumer hospitality businesses, including the restaurant, franchise, retail, and retail service industries and restaurant/retail technology. Prior to NRD Capital, Mr. Teza served in senior executive management roles for several national restaurant companies including Corner Bakery Café (Roark Capital), Jersey Mike's Subs (privately-held), and Quiznos Sub (CCMP.) Over the course of his career, John has led several significant brand expansion campaigns. John has also served in senior level capacities in marketing, operations, IT, legal, and training. During John's tenure, Jersey Mike's Subs was named the fastest growing restaurant company by NRN for three straight years ('14-'16.) John is an active member of the franchising and restaurant leadership communities and previously served as Trustee of the IFA Foundation and Board Member for National Restaurant Association. John is a board member of the Franchise Leadership and Development Conference and was the 2021 conference Chairperson. Mr. Teza earned a business degree from the College of William and Mary (VA) in 1997.

Rebecca Valo

Cassels

Larry Weinberg

Cassels LLP

Larry is a partner in the Toronto office of Cassels Brock & Blackwell LLP, a national Canadian law firm. Since 1989 he has had a practice that specializes in franchise law and providing all necessary legal services to franchisors. He is a member of the International Franchise Association, where he currently serves as Chair of its International Committee, and previously served as a Member of the IFA Board of Directors and as Chair of its Supplier Forum Advisory Board. Larry also currently serves as General Counsel to the Canadian Franchise Association, and is a member of the CFA Board of Directors. He is also a Past Chair of the International Bar Association's International Franchising Committee and is a Past-Chair of the Ontario Bar Association's Franchise Law Section. Larry was the founder of, and to date has organized and chaired four Ontario Bar Association annual franchise law conferences. He is a member of the American Bar Association's Forum on Franchising, and in 2006, he was the first Canadian lawyer to be appointed Director of the ABA Forum's International Division and to a leadership role on its Governing Committee. In 2009 he had the honor of being Co-chair of the ABA's 32nd Annual Forum on Franchising conference. In 2004 he acted as co-editor of the ABA Forum on Franchising's book entitled Fundamentals of Franchising-Canada. In 2017, he again acted as co-editor of the 2nd edition of this publication. As well he was co-editor and co-author of the Canadian Franchise Association's first and still only official book publication entitled, How To Franchise Your Business. He is a co-author of the chapter on Canada for the ABA Forum's book entitled International Franchise Sales Laws. In 2004, 2005, and each year from 2009 to 2023 Larry was named by Franchise Times to their "Legal Eagles" list of the top franchise lawyers in the United States and Canada. He and Cassels Brock are each listed in the Lexpert® Canadian legal directory as being among the leaders in Canada in franchise law. In each year from 2014 to 2017 and again in 2021 and 2022, Larry received U.K. based Who's Who Legal's one and only worldwide Lawyer of the Year award for Franchise law, and in 2014, the Lexpert® Zenith Award. Larry was called to the Bar of the Province of Ontario in 1989.

Carlos White
Lathrop GPM LLP