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Speaker Bios

First Name	Last Name	Title	Company	Biography
Gustavo	Alcocer	Partner	Olivares y Compañía, S.C.	Gustavo Alcocer is a partner at OLIVARES, where he leads the corporate and commercial law group and co-chairs the data privacy, new technologies and life sciences groups. Gustavo draws on more than 30 years' experience to advise domestic and international businesses on Mexican and cross-border transactions, specializing in IP-intensive sectors, franchising, distribution and supply chain. Gustavo holds a JD from Universidad Intercontinental Law School and Universidad Nacional Autonoma de Mexico (UNAM) and completed graduate studies at Fordham University's School of Law. He is affiliated with several professional organisations, including The National Association of Corporate Lawyers (la Asociación Nacional de Abogados de Empresa, or ANADE), Mexican Bar Association (Barra Mexicana de Abogados, or BMA), American Bar Association (ABA), International Association of Privacy Professional (IAPP), International Bar Association (IBA). Gustavo is fluent in English and Spanish.
Regina	Amolsch	Partner	Plave Koch PLC	Regina Amolsch is a partner at Plave Koch, PLC in Northern Virginia. Regina counsels franchisors and licensors on transactional, regulatory, and intellectual property issues important in franchise programs, as well as their dealings and relationships with franchisees. Regina also advises franchisors and investors relating to franchise system franchise merger and acquisition transactions, private equity investments in franchise systems, and franchise issues in business securitization transactions.
David	Bond	Partner	Fieldfisher LLP	Drawing on three decades of experience, I help clients structure and implement their international franchise strategies, avoid common pitfalls and maximise commercial returns. A significant part of my work involves navigating complex international regulatory frameworks and diverse local law requirements to ensure successful, scalable franchise expansion. I advise clients across all sectors but have particular focus on the education, hotels and leisure, entertainment and services sectors.
Anders	Fernlund	Partner	Astra	I am very proud that my franchise team is consistently ranked as a leading UK franchise practice by the independent legal directories of Chambers & Partners, Legal 500 and Who's Who Legal. Anders Fernlund is a partner of ASTRA Law in Stockholm, Sweden, where he heads the Franchising and Distribution Law department. He has represented domestic and international franchise systems present in Sweden for the last 40 years. He holds a Ph.D. in private law on a dissertation comparing franchise laws in 36 countries around the world. Beside his practise, Anders is a visiting researcher and senior lecturer at the University of Stockholm. Anders is the Honorary President of the EuroFranchise Lawyers, and Honorary member and General Counsel to the Swedish Franchise Association. He is also a past chair of the SFA and a past senior vice-chair of the International Franchising Committee of the IBA. He is the Swedish member of the Legal Committee of the European Franchise Federation. Anders has written many books and articles on Swedish and European franchising and the chapter on Sweden in many international publications like the International Franchise Sales Laws and Fundamentals of Franchising Europe. He has been recognized in the International Who's Who of Franchise Lawyers for many years.
Luiz Henrique	Henrique Amaral	Partner	Dannemann Siemsen	Attorney-at-Law graduated in 1985 and Intellectual Property Agent, Luiz Henrique is specialised in Intellectual Property (trademarks, patents and copyright), Corporate Law and franchising, licensing, unfair competition, Computer Law and AI, transfer of technology, consumer protection laws, litigation at the judicial and administrative spheres in the above related areas. Recipient in 2017 of the Award of Judicial Merit by the Court of Appeals of Rio de Janeiro for contribution to the improvement of the Judiciary Power and to the Legal Community and 2015 Commendation (Comendador) of the Order of the Judiciary Power awarded by the Federal Court of Appeals on Labor Matters – 2nd Region. Partner, member of the Board and coordinator of the Executive Committee of the Law Firm Dannemann Siemsen Advogados and of the industrial property firm Dannemann, Siemsen, Bigler & Ipanema Moreira; President of AIPPI (Association Internationale pour la Protection de la Propriété Intellectuelle) from 2020 to 2022 and Bureau member since 2013 and member of honor of AIPPI; President of the Brazilian Intellectual Property Association (ABPI) from 2010 to 2013 and Permanent Member of the Board of Directors of the ABPI; coordinator of the SEP (standard essential patent) committee of ABPI; Member of the board of the Brazilian Franchising Association (ABF) for many years and former General Counsel and nowadays general counsel of the ABF Rio for 2023-2025 term; Secretary General at World Franchising Council (WFC) from 2009 to 2011; Member and IP counsel of the Biotechnology Information Council (CIB); Mentor in Corporate Law at Endeavor Institute; former Member of the board of Director of LES Brasil (Licensing Executive Society); Former member of the Board of Directors of the International Trademark Association (INTA). Member of the Board for the Center of Dispute Resolution, mediation and arbitration of the ABPI.
Pablo	Hooper	Partner	Pérez-Llorca	Pablo Hooper, partner at Perez Llorca (before Gonzalez Calvillo, Mexico Elite Firm) and member of the firm's Steering Committee until the integration with Perez Llorca. He is a widely recognized as a leading franchising, licensing e and intellectual property lawyer in Mexico and abroad. Pablo has more than 30 years of experience advising local and multinational companies in a variety of industries on franchising, licensing and intellectual property, including entertainment matters. His practice stands out for its legal advice in strategic litigation for the defense and protection of intellectual property and franchises. Pablo founded and currently leads Perez Llorca's Intellectual Property area in Mexico. He has developed and specialized in litigation and in transactional matters, identifying risks and negotiating contracts that involve a significant component in the licensing of intellectual property rights and franchising in Mexico and Latin America where he has represented clients in complex transactions. Pablo is a former member of the firm's Business Development Committee and also former founding president of Fundación Gonzalez Calvillo, leading programs to promote the rule of law in Mexico, the culture of lawfulness and pro-bono work. His success stories include advising the Bank of Mexico on intellectual property matters, the creation of the Mexican Ministry of Culture, and the incorporation of ANADE's first Sports, Entertainment and Culture Committee. For decades, Pablo has been a speaker in several national and international events in more than 100 conferences in Mexico, in six countries and three continents. His practice is regularly awarded and recognized by several rating agencies and publications worldwide.
Dominic	Hui	Partner	Ribeiro Hui	Dominic Hui is one of the founding partners of Ribeiro Hui. His practice covers a wide range of commercial and business issues covering from the establishment of the proper business vehicle in Greater China, day to day business operations, expatriation of profits and, where required, to subsequent merger, spin off, divestiture and closure. He has led practice groups and represented multi-nationals in mergers and acquisitions, group restructure, plant closures with layoffs and employment transfers, sales/distribution, franchising and licensing in medical, fashion and luxury goods, catering, software, publications and household and various consumer products businesses in the Greater China Region. The transactions invariably involved intellectual property rights and he is well accustomed in dealing with intellectual property issues, particularly on taxation and asset protection in relation to cross-border intellectual property transactions. Dominic's practice emphasizes on delivery of practical and timely solutions. He is experienced in dealing with different governmental and quasi-governmental bodies, and negotiation with PRC joint venture or other business counterparts to bring about expeditious conclusion of assignments to accord with client's objectives. He travels extensively in China to represent clients in their business affairs. Dominic speaks at international conferences organized by International Bar Association (IBA) and International Franchise Association (IFA) on intellectual property law, commercial law and employment law. He has consistently been identified as one of Asia's leading lawyers in the Asia Leading Lawyers Annual Survey and Who's Who Legal.
Iain	Irvine	Partner	Vardon Legal	Iain Irvine is a partner of Vardon Legal in Adelaide, South Australia. Iain focuses his practice in the areas of franchising, licensing, distribution, transactions, intellectual property, competition and consumer law and data privacy.
Esmari	Jonker	Attorney	Smit & Van Wyk	Esmari Jonker is a practising attorney admitted in the High Court of South Africa. She leads the franchising law portfolio at Smit & Van Wyk, Inc., a law firm based in Pretoria, South Africa. Esmari specialises in intellectual property and has more than 25 years' experience in the fields of trade marks, copyright, franchising and related intellectual property law matters. She acts on behalf of local as well as international clients in the franchise industry. She advises and represents both franchisors and franchisees in respect of franchise agreements and franchise litigation. Esmari is the representative of Smit & Van Wyk who is a registered industry member of the Franchise Association of South Africa (FASA) and she also serves on FASA's Membership Committee.

Faisal	Khalid Daudpota	Senior Partner	Daudpota International	Faisal K. Daudpota's practice covers transactional and contentious matters relating to competition, intellectual property, data protection, information technology, telecommunications, and competition. Mr. Daudpota has developed a niche in the area of competition law in the Middle East and has advised a number of clients on competition law regimes in the select jurisdictions of the Middle East. He recently coordinated advice to one of the world's largest food and nutrition companies as to merger control regulations as to merger control regime in Saudi Arabia. Mr. Daudpota is expert at counseling clients on all aspects of laws relating to intellectual property prosecutions and enforcement in many jurisdictions all across Middle East as well as internationally; managed multiple litigation's and instructed counsels in trademark infringement and counterfeiting matters in various countries. Mr. Daudpota has also worked on intellectual property projects for Organization for Economic Cooperation & Development (OECD), has co-authored the digital signatures law for, has authored intellectual property laws for the Dubai International Financial Center (DIFC) (to be promulgated), and has commented on a number of national legislations around the world. Mr. Daudpota also has the experience of advising clients in various other areas of laws, such as, banking, Internet, data protection (including the issues pertaining to privacy, data processing, and data transfer, electronic and digital disclaimers on public access websites and secured web portal, conflict of laws issues in relation to data protection compliance), Voice over Internet Protocol (VoIP), data protection, privacy, civil liberties, human rights, customs, criminal, maritime and anti-corruption. Mr. Daudpota has authored many articles covering various legal disciplines. He has also spoken at many international conferences and seminars, especially, those at World Intellectual Property Organization, World Customs Organization and Interpol, in various countries around the world.
Beata	Krakus	Partner	Greensfelder	Beata Krakus is a partner of UB Greensfelder LLP, and co-leader for the firm's Franchising & Distribution Practice Group. She works with franchisor clients across the US and the world with franchise programs 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. She regularly serves as special counsel on franchise matters in mergers and acquisitions and credit facility matters. Beata is a frequent speaker and author on franchise-related legal topics with both domestic and international organizations, including the IFA, the IBA, the ABA Forum on Franchising, the International Distribution Institute, and other organizations. Her presentations cover topics from regulatory compliance, to international expansion and mergers and acquisitions. She served as a member of the Governing Committee of the ABA Forum on Franchising. She is recognized by the Lexology Index (formerly International's Who's Who) as a Global Elite Thought Leader and by Chambers USA and Chambers Global.
Paula	Mena Barreto	Partner	Campos Mello Advogados	Paula Mena Barreto is a partner in the Intellectual Property and Data Protection practices of Campos Mello Advogados. She advises clients on a wide range of intellectual property matters, including IP agreements, technology transfer, and franchising. Paula has extensive experience drafting, reviewing, and negotiating franchise agreements across multiple industry sectors, and regularly assists international franchisors in structuring and adapting their franchise systems for the Brazilian market. Her practice also encompasses the prosecution and strategic management of trademarks, copyrights, patents, and software. Paula has significant experience in data protection and privacy, assisting clients with the implementation of privacy programs and policies, as well as matters involving data breaches, compliance assessments, and marketing-, labor-, and consumer-related privacy issues. In addition, she counsels clients on IP portfolio strategies, including legal due diligence for the evaluation of IP assets, analysis of data privacy compliance, IP policies, and litigation risks.
Dominic	Mochrie	Partner	Osler, Hoskin & Harcourt	Dominic focuses on franchise and distribution, product marketing law and trade practice law. He provides practical and business-friendly advice to clients engaged in distribution and franchising matters, from start-up franchisors working to establish a new franchise system, to large, multi-national franchisors with thousands of franchisees. Dominic also supports clients in respect of various trade practice matters, including consumer protection, retail and marketing matters. Dominic has extensive experience in wide variety of franchise systems, including hotel/hospitality franchises and retail fuel operations. Dominic also provides strategic advice to franchisors on franchising matters in M&A transactions, including advice on deal structure, risk analysis and risk mitigation. He has also recently assisted several franchisors "clean up" their franchise system prior to sale. Dominic is actively in industry events and associations. He has been on many planning committees for the Canadian Franchise Association, the American Bar Association, the International Franchise Association, and the Ontario Bar Association. He is a frequent speaker and writer, including co-chairing the 2015 Ontario Bar Association's Franchise Law Conference, presenting at the American Bar Association's Forum on Franchising, and presenting at the International Franchise Association's Legal Symposium. Dominic is also the International Distribution Institute's designated franchise country expert for Canada.
Vanessa	Pareja Lerner	Partner	Dias Carneiro	Vanessa has over 15 years of experience working in intellectual property, licensing, technology, data protection, and contracts at leading law firms. She has extensive experience advising startups and companies on a variety of legal issues in both regulated and unregulated sectors. She leads the technology and data protection practice at Dias Carneiro Advogados, where she extensively advises startups and technology companies on various day-to-day and strategic transactions. She has assisted numerous national and international companies in meeting the challenge of complying with the General Data Protection Law (LGPD). Furthermore, she also leads the video game and esports practice at Dias Carneiro Advogados, where she has worked closely with major gaming companies seeking to establish and scale operations in Brazil. She has extensive market experience, having advised clients on a variety of sector-specific contracts, regulatory matters, and day-to-day operations and the development of new games and products. She has been involved in structuring esports championships and organizing Brazil's first esports franchise.
Lee	Plave	Partner	Plave Koch PLC	Lee has extensive experience counseling distributors and franchisors, including drafting and negotiating franchise agreements for complex international and domestic transactions and advising clients on all aspects of franchise and distribution law. Lee also counsels clients on the application of technology to franchise and distribution systems. He focuses his attention on matters such as social networking and social media issues, e-commerce, data use and security policies, cybersquatting and domain name disputes, consumer complaint and cybersmear sites, as well as software and hardware licensing. In addition, he serves as an expert witness and also represents clients in matters before the Federal Trade Commission.
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Hunter	Qiu	Equity Partner	Zhong Lun Law	Hunter advises multinational corporations and PE/VC funds on cross-border M&As, joint ventures, carve-out, and spin-off transactions in manufacturing, high-tech, life science, cosmetics, entertainment, food and beverage, and other sectors. His representative deals include: Advised IBM on acquisition of iPaaS business from Software AG; Advised Carlyle on proposed acquisition of patient monitoring and respiratory Hunter joined the firm as a equity partner in 2016. Previously, Hunter practiced corporate law with Cooley, Jones Day, Baker McKenzie, and Pillsbury Winthrop Shaw Pittman in their Washington D.C., Dallas, Texas, Beijing and Shanghai offices for many years. Hunter also externed with the U.S. Securities and Exchange Commission for half a year in 2012.
Christophe	Rapin	Senior Counsel	Kellerhals Carrard	Christophe Rapin is a business law attorney who practices in particular in the areas of public economic law (regulatory law), including competition law, international trade and distribution, financial services and data protection. Admitted to the Geneva and Brussels Bars, he practices Swiss and European law. He is recognized as an experienced specialist in the legal and economic aspects of business relations between Switzerland and the EU. In particular, he assists Swiss and foreign companies in their cross-border activities, more specifically in regulated areas. Christophe Rapin is also active in mergers and acquisitions law, again more specifically in regulated areas (financial services, pharmaceuticals, cosmetics, foodstuffs, waste management, energy, etc.).
Derek	Ronde	Partner	Cassels Brock and Blackwell LLP	Derek Ronde is a partner in the Litigation Group at Cassels in Toronto, Ontario, Canada and serves as Co-Chair of the firm's Class Actions Group. Derek has a wide-ranging corporate-commercial litigation practice. He has significant experience in a multitude of areas including class proceedings, franchise litigation, product liability, securities litigation, employment litigation, contract disputes, regulatory investigations, injunctions and other commercial litigation practice areas. He is recognized as a leader in his field by such authorities as the Canadian Legal Lexpert Directory, Best Lawyers in Canada, and Chambers Canada. He is a former Chair of the Ontario Bar Association (OBA) Franchise Law Section and has written and presented for a number of industry and legal groups including the Ontario Bar Association, the Canadian Franchise Association, and the International Franchise Association.
Jennifer	Shayko	Partner	Aird & Berlis LLP	Jennifer is a leading member of Canada's franchise bar. She is recognized for her unique combination of corporate, litigation and in-house experience, paired with a relentless commitment to innovation and efficiency. Jennifer works with her franchisor clients to offer sustainable, growth-oriented solutions. She draws from nearly a decade of hands-on experience as Associate General Counsel at Recipe Unlimited Corporation, where she oversaw a portfolio of more than 20 iconic brands, including Swiss Chalet, Harvey's and New York Fries. Jennifer's front-line experience leading franchise operations within a complex corporate structure gives her a deep understanding of the real-world constraints and opportunities franchisors face. Jennifer is a member of the firm's Corporate Group and the Leader of our Franchising Group, where she provides comprehensive advice on all aspects of franchising. Her corporate advice is informed by her years of experience at a franchise litigation boutique and her time directing outside litigation counsel while in-house at Recipe Unlimited. This allows Jennifer to adeptly negotiate complex franchise matters across various industries, including food and beverage, hospitality, trucking and logistics, automotive, fashion and retail. Jennifer offers strategic counsel on regulatory compliance, contract negotiations, system expansions and franchise transactions. She is skilled in structuring area development agreements and master franchising arrangements in Canada and internationally. Jennifer collaborates with franchisee associations and system stakeholders to implement effective business strategies. She supports franchisors with system-wide changes, acquisitions and dispositions, as well as single-unit and multi-unit transactions. Jennifer works closely with both established and emerging franchisors, assisting in the development and evolution of franchise systems. She advises clients on updates to franchise disclosure documents, agreements and other ancillary contracts to ensure regulatory compliance while minimizing risk. Additionally, Jennifer has provided valuable support to franchisors with leasing and subleasing arrangements, trademark portfolio management and cross-border expansion into markets such as the United States, the United Kingdom, India, the Middle East, Asia and other jurisdictions around the world. Jennifer has appeared before the Ontario Court of Appeal, the Commercial List Court in Toronto and the Ontario Superior Court in various jurisdictions across Ontario.
Alessandra	Sonnati	Partner	FVA Law	Alessandra Sonnati is a partner at FVA LAW (formerly Frignani Virano e Associati), a boutique law firm. Her practice focuses on advising clients on franchising and alternative expansion strategies, as well as assisting national and international brands in the establishment and management of distribution networks in Italy and abroad. She has extensive experience in drafting and negotiating franchise and master franchise agreements, and in assisting franchisors in disputes before Courts and Arbitral Tribunals. Alessandra also advises clients on intellectual property matters (including trademarks, know-how, and concept store protection) and on competition law issues, with particular reference to the application of the Vertical Block Exemption Regulation (VBER) and unfair commercial practices. She serves as legal advisor to the Associazione Italiana del Franchising (AIF), the leading Italian franchise association, and is a member of the Legal Committee of the European Franchise Federation (EFF). She has also been part of the EFF working group contributing to the public consultation on the new VBER and related guidelines, which entered into force in 2022. Alessandra is exclusive contributor to The Legal 500: Franchise & Licensing Country Comparative Guide and is recognized by the Legolox Index (formerly Who's Who Legal) as a leading practitioner in franchising, in the following categories: Client Choice; Thought Leaders; Franchising and Italy.
John	Sotos	Founder	Sotos LLP	John is a dean of the franchising, licensing and distributing bar – a recognition that caps a 40-year career acting for franchisors regionally, nationally and globally. Today, he continues to provide counsel to franchisors in all aspects of their businesses, including in franchise system or distribution chain design and implementation, system restructuring, international and domestic transactions, and franchise disclosure. He offers strategic support to franchisors buying or selling a franchise systems, or repositioning their concepts or brands. He is an adept negotiator in complex franchise matters and is counsel to numerous industry groups. John is an expert in the grocery industry, acting for businesses at all levels of the grocery distribution chain. He also has deep experience in other industries, including hospitality and automotive. Recognized for his critical role in shaping Canada's franchise legal framework, John regularly advises governments and industry associations on initiatives and changes that affect franchise businesses. He also has substantial experience advising family-owned companies on governance for successful succession and wealth preservation.
Olga	Sztejert-Roszak	Partner	SWKS	Olga graduated with distinction from the University of Warsaw in the Law and Administration Faculty and has been advocate since 2000. She completed a professional traineeship in Nörenberg, Schröder & Partner in Hamburg and Knarr & Knopp in Darmstadt. Currently Olga is partner at SWKS Sztejert Winnicka Kowalczuk Sosnowska in Warsaw. Olga has been extensively involved in coordinating comprehensive legal services to companies operating in the Polish market and has gained significant court experience in representing clients in civil and commercial litigations. She is also author of numerous publications in the field of civil law, including distribution law, commercial law and civil procedure. Olga serves as expert for Poland at International Distribution Institute based in Torino in agency and distribution. She has been assisting the clients with establishment and development of franchise system in many sectors of selling the goods and providing services in Poland. Olga has been repeatedly recommended by Who's Who Legal (currently: Lexology Index) in the area of the Franchise (2010-2025, currently: thought leader) and Trade & Customs (2011-2025)
Shaun	Temby	Partner	Maddocks	Shaun is an experienced commercial dispute resolution lawyer specialising in competition and consumer law matters, technology disputes and large scale commercial and contractual disputes. Shaun regularly acts for clients in matters involving the Competition And Consumer Act 2010 and the Australian Consumer Law, including investigations by the Australian Competition & Consumer Commission (ACCC), franchise strategy, advice and dispute resolution, technology and intellectual property disputes and all forms of alternate dispute resolution, including mediation and negotiations. Shaun regularly acts for clients at all levels of the consumer markets, technology, healthcare and infrastructure sectors across Australia. Having acted for the ACCC both New South Wales and Western Australia, Shaun has unique experience resolving Competition and Consumer Act 2010 investigations and prosecutions. He is highly regarded for his legal knowledge, strategic advice and negotiating skills.

				With over 30 years of experience in franchise and distribution law, 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. Region Focus (Africa) I have been appointed to serve in my second term as a member of the Trade Advisory Committee on Africa (TACA), which is a US federal advisory committee that advises the US government on US trade policy in Africa.
Kendal	Tyre	Partner	Nixon Peabody LLP	
				Dagmar Waldzus is a partner in the Hamburg office of BUSE Rechtsanwälte, a full-service law firm with 100+ lawyers in 7 offices in Germany. She heads the firm’s Distribution and Commercial Law Practice Group and focuses on franchise, sales, commercial agency, and distribution law. Dagmar has extensive experience in advising franchisors (inbound and outbound) on all legal aspects arising from the internationalization and adaptation of their concepts and documentation. She currently serves as the Vice-Chair of the IBA’s International Franchising Committee and is an associated expert with the German Franchise Association (DFV) where she is a member of the think tank for digitalization. Dagmar regularly serves as a speaker and publishes articles on topics related to franchising, e-commerce, digitalization, competition law, and data privacy. She has been ranked for many years in BestLawyers Germany for Corporate Law and is recognized as leading franchise practitioner in the Lexology ranking (formerly “Who’s Who Legal”) in the category of “Thought Leaders Global Elite” for franchising.
Dagmar	Waldzus	Partner	BUSE Rechtsanwälte	
				Stephanie Zosak focuses her practice in the areas of United States and international franchising, licensing and distribution. Stephanie has extensive experience in advising clients in the retail, food and beverage, and hospitality industries on their international expansion through various franchise and distribution models, including master franchising, area development, and joint venture relationships, in Canada, Europe, the Middle East, and Asia. Stephanie supports clients at every stage of the franchise and distribution relationship, from negotiation of agreements to addressing default and termination issues. Stephanie’s practice also involves assisting large franchisors in the food service and automotive sectors with franchise securitization transactions. Stephanie frequently writes and speaks on international franchising matters, including for the International Franchise Association’s Legal Symposium and the American Bar Association Forum on Franchising’s The Franchise Lawyer.
Stephanie	Zosak	Partner	DLA Piper LLP	