

Session Title	NAME	COMPANY	BIO
Digital Marketing and Loyalty Programs	Alan Greenfield	Greenberg Traurig	<p>Alan Greenfield is a Shareholder at Greenberg Traurig. He concentrates his practice on international and U.S. franchising, licensing and distribution matters. Recognized by Chambers & Partners as a leading global and U.S. franchise attorney, Alan has helped clients with international franchising, licensing and distribution transactions in excess of 75 countries throughout North America, South and Central America, the Caribbean, Europe, Africa, Asia and the Middle East. Alan counsels a broad range of clients in expanding their brands internationally through all types of arrangements, such as master franchise and area development relationships, joint ventures, distribution relationships, non-traditional venue franchises, area representative relationships, and any combination of these arrangements. He counsels franchisors and manufacturers on everyday compliance and other franchise or distributor-related issues, such as maintaining good franchisee/distributor relations and resolving disputes with franchisees/distributors. Alan also represents PE firms, family offices and companies in the acquisition and divestiture of franchise, license and distribution systems.</p>
	Peter Snell	Cassels Brock & Blackwell LLP	<p>Peter Snell* is a partner in the Franchise Group at Cassels, assisting clients to expand their franchise businesses in Canada and around the world. With a unique blend of business law and intellectual property law experience, Peter is well positioned to address key intellectual property issues and incorporate them into successful strategic planning. Getting to know his clients and their business is fundamental to Peter's approach, and his understanding of a client's business risks and opportunities is a critical component of his effective expansion strategies.</p> <p>Peter is highly regarded as a recognized leader in franchise and distribution law in Canada. Peter enjoys assisting businesses focused on domestic and international franchising, licensing, product distribution, business law, and intellectual property/trademark law. Beyond the "pure franchise" work that Peter does, Peter is also sought out to assist with corporate reorganizations, corporate governance issues, mergers and acquisitions, joint ventures, and negotiating and drafting commercial agreements.</p> <p>As an experienced franchise lawyer, Peter is active in editing and authoring many franchise publications in Canada and abroad. He is also in demand to speak at franchise and business conferences and seminars. Peter is highly rated by the world's leading franchise directories including Chambers, Lexpert, Lexology Index, and Best Lawyers in Canada.</p> <p>Peter's leadership extends to his involvement with grassroots community organizations. Peter's love of the outdoors and family has led to his being very active with the Gambier Island Conservancy, the Future of Howe Sound Society, Ronald McDonald House British Columbia, Scouts Canada, The BC Lions Waterboys, and Vancouver Whitecaps Starting 11.</p> <p>Prior to joining Cassels, Peter served as a franchise law partner based in the Vancouver and Calgary offices of a global firm.</p>
	Jill Murphey	The Wendy's Company	<p>Jill Murphey is a Director, Global Privacy and International Commercial Counsel at Wendy's based in Dublin, Ohio. Previously, Jill was a Senior Legal Counsel at Wendy's and also held positions at The Ohio State University Wexner Medical Center, OCLC, Bailey Cavalieri, Georgetown University.</p>

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	Elise Troll	Kennedy Van der Laan	<p>Elise Troll was recently promoted to counsel in the Privacy Team of Kennedy Van der Laan. Elise started her career in 2012 at A&O where she specialized in competition, consumer and privacy law. In 2018 she joined Kennedy Van der Laan where she advises clients on data protection & privacy with a strong focus on digital marketing; specifically cookies, direct marketing, loyalty programs and profiling. She also has specific knowledge and experience in the field of enforcement and represents clients that have been fined by the Dutch Data Protection Authority. She recently wrote an article about the use of the 'legitimate interest' legal basis for marketing purposes for the Dutch magazine Media forum (not published yet) and about immaterial damages under GDPR. She speaks regularly at privacy conference and round tables (Events4Sure) and is a member of the Dutch Privacy Law Association.</p>
	Dr. Benedikt Rohrßen	Taylor Wessing	<p>Benedikt heads the practice group Commercial Agreements & Distribution at Taylor Wessing. He advises clients on entering the European market and on strategically structuring their distribution systems, including the product compliance required for distribution ("no compliance, no market"), also for products with embedded artificial intelligence. His industry focus is on the highly regulated electronics, mechanical engineering, and automotive sectors. Benedikt is also the editor of the Zeitschrift für Vertriebsrecht (Journal for Distribution Law), author of numerous articles, webinars and workshops on distribution, product liability, product compliance, and in particular AI, a lecturer at the Munich Business School, the German expert for distribution law of the International Distribution Institute, Bitkom-certified AI manager and a member of the "Task Force AI Act" of Germany's digital association Bitkom.</p>
	Dagmar Waldzus	BUSE	<p>Dr. Dagmar Waldzus is a partner at the Hamburg office, where she works as an attorney specializing in corporate and distribution law. She is the Head of the firms' Practice Group "Commercial and Distribution Law" and supports businesses in all issues related to long-term purchase and supply agreements, the establishment and formation of distribution structures (commercial agents, authorized dealers, franchising, online stores), antitrust and competition law issues, the drafting and review of general terms and conditions, and aspects related to e-commerce and data privacy. In the field of distribution law, one of Ms. Waldzus' main areas of expertise is franchising. She drafts and reviews (master) license and franchise agreements as well as all contractual documentation relevant in franchising. Both start-up companies and already established and globally operating franchise systems rely on Ms. Waldzus' many years of expertise in setting up, developing, structuring, expanding, internationalizing and optimizing their franchise networks. In the area of corporate law and M&A, Ms. Waldzus specializes in transaction support and advice and assists companies in all corporate law matters, in particular on issues relating to restructurings, in connection with domestic and foreign joint venture investments and in connection with compliance issues. Expertise — Commercial and Distribution Law — Corporate Law and M&A — Compliance Ms. Waldzus regularly speaks at (international) conferences of the IBA, the IFA, the DFI (Deutsches Franchise Institut) and the DFV (Deutscher Franchise Verband e.V. – German Franchise Association) on franchise and distribution law issues and publishes articles and contributions.</p>

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That's None of Your Business" - How to Enforce System Standards and Contractual Terms in Franchise Networks	Stephanie Zosak	DLA Piper	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 is a member of the Chicago Office Managing Partner Task Force Committee and has been actively involved in the Chicago office's recruitment efforts.
	Nicola Broadhurst	Stevens & Bolton	expand whilst minimising legal risk in the supply chain. Her practice has a particular focus on international expansion through franchising, as well as licensing, agency and distribution. Much of her work involves fashion and luxury brands as well as the casual dining sector where she also provides general commercial advice often on a retainer basis. She looks for solutions to issues and understands the need to weigh up risk versus reward when advising. Nicola joined Stevens & Bolton as a commercial partner in 2011 to head up the firm's franchise practice having trained and spent time at City law firms. Nicola is an acknowledged legal expert in the franchise sector, providing the full range of advice to franchisors and franchisees including the setup of franchise networks and franchise agreements, the review and adaptation of international franchise agreements for compliance with English law and the British Franchise Association's Code of Ethics and advising multi unit franchisees on their franchise investments. She regularly advises clients in the retail and hospitality sectors on their choice of expansion method including template agreements to help standardise relationships, customer services issues and advertising and marketing compliance. Nicola has a particular interest in ESG and sustainable business practices as well as social enterprise models and is head of up the firm's retail, luxury and hospitality sector. Recent highlights include: Advising Papa Johns GB on its franchise operations, including updating its franchise template documentation Advising Clarks Shoes on its franchise documentation and assisting in its renewal process, Advising on the re-modelling of an international affiliate agreement and the introduction of an international advisory board for a high profile international Christian charity which offers free debt counselling to help reduce poverty, Operating a general retainer for the perfume house Penhaligon's advising on a wide range of issues including: customer support, advertising and marketing advice for promotional campaigns and data protection advice, Advising T.M Lewin on its international agreements including South Africa, Nigeria, the UAE,
	Shaun Temby	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.

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	Ronald Gardner	Dady & Gardner, P.A.	<p>practice to the representation of franchisees, franchisee associations, dealers and distributors in their relations with their franchisors, manufacturers and suppliers. Ron, along with the rest of his colleagues at Dady & Gardner, P.A., prides himself on the fact that the firm has a national reputation for effectively and efficiently helping their franchisee, association, dealer and distributor clients to improve their relationships through negotiations and trust building, and when necessary, resolve their disputes through litigation, negotiation, mediation and arbitration. Given his extensive experience (and you can read more about that below if you choose), he is available to talk to you at no initial charge about whatever issues you may be having with your franchisor, manufacturer or supplier. Specifically, Ron has helped clients in dozens of industries, including fast food, automobile, trucking, construction equipment and agricultural implements. Ron has represented businesses of all sizes, including multi-unit franchisees, as well as single owner operations. Ron also does extensive representation of franchisee associations, representing some 25 associations, including several of the top 10 largest franchise associations in the world. He has handled disputes ranging from unlawful terminations to encroachment to cases regarding franchisor's failure to comply with registration and disclosure requirements of the FTC and state governments and has negotiated franchise agreements for entire systems. He has represented or counseled clients in all 50 states and several foreign countries. Ron has been named one of Minnesota's top 100 "Super Lawyers" six different times, a "Legal Eagle" by the Franchise Times (having been inducted into the "Legal Eagle Hall of Fame" for appearance every year the list has existed), and he has been named as one of the "Best Lawyers in America" in the field of Franchise Law every year since 2006. For 2014-2015 and again in 2018-2019, "Best Lawyers in America" named Ron the "Lawyer of the Year" in Franchise Law in Minneapolis. Chambers USA has said he is "a pretty rare guy - his advice can truly be relied upon," as well as calling him "the premier franchisee lawyer in America."</p>
	Silvia Bortolotti	Buffa, Bortolotti & Mathis	<p>Silvia Bortolotti is partner at the law firm Buffa, Bortolotti & Mathis (Turin, Italy). She is specialized in international commercial transactions and cross border litigation. Her extrajudicial practice covers domestic and international commercial contracts. Silvia is the Vice-Chair and Secretary General of the International Distribution Institute (IDI). She is Officer (Treasurer) of the IBA International Franchising Committee and member of several international associations, such as ABA and the Commission on Commercial Law and Practice (CLP) of the ICC. Moreover, she is the Italian representative of EuroFranchise Lawyers (EFL) and advisor to several Italian associations, such as Assofranchising and other association of enterprises. Acknowledged by Who's Who Legal as one of the most highly recommended franchise lawyers in Italy, Silvia often lectures in several conferences and training courses - and publishes articles - on international commercial contracts, commercial agency, distributorship, franchising and cross border litigation and arbitration.</p>

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Consumer and Product Compliance	Beata Krakus	UB Greensfelder LLP	<p>Beata Krakus is a partner of UB Greensfelder LLP, and a co-chair of the firm's Franchising & Distribution Practice Group. She works with franchisor clients in domestic and international franchise transactional matters, as well as related areas such as distribution and sales representative arrangements, and other commercial contracts. She has advised, structured, and prepared franchise programs for many different franchise concepts including real estate brokerages, hotels, restaurants, fitness, and health care-related systems.</p> <p>Prior to joining UB Greensfelder, Ms. Krakus was an associate with Sonnenschein Nath & Rosenthal LLP. She also practiced in Warsaw, Poland with the Swedish law firm of Magnusson Wahlin.</p> <p>Ms. Krakus is a former member of the Governing Committee of the ABA Forum on Franchising and has served in many different officer roles for the organization. She has served as an Associate Editor for The Franchise Lawyer, has herself written articles for the Franchise Law Journal and other franchise law publications, and has spoken repeatedly at the ABA Forum on Franchising annual conference, the International Franchise Association Legal Symposium, and at the International Bar Association annual conference. She is recognized by International's Who's Who of Franchise Lawyers, as a Global Elite Thought Leader Elite, and by Chambers USA and Chambers Global.</p>
	Srijoy Das	G & W Legal	<p>Srijoy Das is Counsel at G&W Legal with over 27 years of experience advising domestic and multinational corporations on doing business in India. His practice focuses on commercial matters, transactions, cross-border issues and product compliance. He regularly represents leading global brands in areas such as M&A, strategic alliances, corporate governance, sponsorship and merchandising, technology transfers, and commercial contracts. Additionally, he advises companies on IP strategy.</p> <p>Srijoy leads the firm's Franchising, Distribution & Licensing Practice and has extensive experience assisting multinational businesses with market entry through franchising, licensing, and joint ventures. He advises on structuring franchise arrangements, supply chain structuring, due diligence, and regulatory approvals. Recognized internationally as a leading franchise lawyer, he is the only Indian listed in the International Lexology (Who's Who) Franchise Lawyers for ten consecutive years and the Thought Leaders Global Elite – Franchise category.</p> <p>He has been recognized in Lexology (WWL) Thought Leaders Global Elite, the WTR 1000, Legal 500, AsiaIP Expert and Chambers and Partners APAC. He is a member of the Bar Council of India, the ABA, the International Distribution Institute, and the Esports Bar Association. Srijoy has contributed to international publications, including the Franchise Law Journal (ABA), the International Distribution Institute, Global Franchise Magazine, Lexology and Legal 500.</p>
	Pavlina Chopova-Leprêtre	Mayer Brown LLP	<p>Pavlina Chopova-Leprêtre is a partner in Mayer Brown's EU Regulatory practice. Companies and trade associations turn to Pavlina for advice and representation in matters related to European product regulations across a broad range of industries, including chemicals, consumer goods, food and food contact materials, cosmetics, apparel, and electronics. Pavlina has significant experience in litigation matters before the European Court of Justice, especially in cases concerning chemicals, harmonized classifications and labelling, product defense and plant protection products. She has been involved in cases before the Board of Appeal of the European Chemicals Agency.</p> <p>Mayer Brown is a leading international law firm positioned to represent the world's major corporations, funds, and financial institutions in their most important and complex transactions and disputes. Please visit www.mayerbrown.com</p>

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	Rob Lauer	Haynes Boone LLP	<p>Robert A. Lauer is a Partner in the Austin office of Haynes and Boone, LLP, and a member of the firm's Franchise and Distribution Practice Group. Mr. Lauer's practice focuses on all aspects of domestic and international franchise transactions. Mr. Lauer was named to Chambers, Global Franchising/Market Leaders, Band 3, 2011, Band 4, 2012 and Band 3, 2013 to 2021; Brand 4 2022 to 2024; Chambers USA, Franchising (Nationwide), Up and Coming, 2012, Band 4, 2013 to 2023 and Band 3 2024; the International Who's Who of Franchise Lawyers, Law Business Research, 2010 through 2024 and The Best Lawyers in America® for Franchise Law in 2008 through 2024. He is a member of the ABA Forum on Franchising's Governing Committee (and was Co-Chair of the 2021 Annual Forum Meeting), a current officer of the International Bar Association's International Franchising Committee and a member of the IFA's Fran-Guard Refresh Task Force. Mr. Lauer is a 1997 cum laude graduate of the St. Mary's University School of Law where he served as an Associate Editor of the St. Mary's Law Journal, and a 1994 graduate of Trinity University in San Antonio, Texas.</p>
	Lee Plave	Plave Koch PLC	<p>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.</p>
Managing a Marketing Fund	Raynia Theodore	MST Lawyers	<p>Raynia is a Principal in the Corporate Advisory and Franchising team at MST Lawyers. She has extensive experience in commercial law, franchising law and leasing law. Raynia acts for many well known domestic retail chains and franchise brands in a variety of industries. Raynia's expertise also extends to international franchisors who export to Australia or are considering expanding their operations into Australia. Raynia dedicates her practice to advising franchisors in all aspects of franchising. Specifically, Raynia has expertise in: Structuring, restructuring and asset protection for franchise networks Acquisition and disposal of businesses, in particular, franchise networks, Master franchising and area development arrangements, Advising master franchisees, including the review of franchise documentation, Drafting franchise agreements and disclosure documents for franchisors, Franchising Code of Conduct compliance, Competition and Consumer Act and Australian Consumer Law compliance, specifically in relation to pricing and supply issues, misleading or deceptive conduct, unconscionable conduct and good faith claims, and Working with the Australian Competition and Consumer Commission. Raynia also has extensive experience in retail and commercial leasing, and an intimate knowledge of retail legislation in all states of Australia. She conducts lease reviews, negotiation of lease terms and prepares standard leases and ancillary disclosure documentation for national chain tenants.</p>

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	Alison McElroy	Kaleidoscope Growth Advisor	<p>Alison (Ali) McElroy is an experienced business executive and entrepreneur. A passionate collaborator, Ali translates a brand's vision into actionable strategy to accelerate sustainable growth. Ali was recently recognized by Global Franchise magazine as one of 100 Influential Women in Franchising as well as being a 40 Under 40 award recipient by Minneapolis/St. Paul Business Journal. Before founding Kaleidoscope Growth Advisors, Ali served as President, International and CLO for Lift Brands, a multi-brand fitness franchisor, after having served as the first general counsel of Snap Fitness. Ali received her B.A. from the University of Notre Dame, J.D. from the University of Minnesota Law School, and MBA from Northwestern University's Kellogg School of Management. She currently serves on the board of directors of The Advocates of Human Rights, a Minnesota-based nonprofit organization dedicated to human rights and the rule of law. Ali is also a member of the International Committee of the International Franchise Association and is a Certified Franchise Executive.</p>
	Kendal Tyre	Nixon Peabody LLP	<p>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.</p>
	Esmari Jonker	Smit & Van Wyk Inc.	<p>Esmari Jonker is an Attorney of the High Court with both LLB and LLM degrees. She is a dynamic Intellectual Property (IP) attorney with many years' experience in the fields of trade marks, copyright, and franchising. Esmari acts on behalf of local and international clients in the franchise industry, and advises both franchisees and franchisors with regard to legal matters. As a leading attorney in the field of franchising Esmari is often invited by industry and the media to give presentations on franchising, branding and copyright issues.</p>

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<p>Considerations in Adopting Franchise Legislation: Pros and Cons</p>	<p>Martine de Koning</p>	<p>Kennedy Van der Laan</p>	<p>Martine combines in depth knowledge of EU and competition law with a deep understanding of commerce and trade. She is praised for her 'sharp strategic insight, knowledge and creativity in providing solutions'. She handles litigation in a 'smart, assertive and effective' manner. Martine leads cases on abuse of dominance, vertical restraints and transfer of technology. Martine advises and handles disputes on tying, pricing, rebates, trademark and patent licensing and know how. With her lifelong focus on the fashion and retail sector she acts for her clients on internet sales restrictions, third party platform restrictions, geoblocking, dynamic pricing, omnichannel (seamless marketplace), e-commerce, inventory sharing, dual distribution, horizontal and vertical data sharing, loyalty programs and big data. She structures complex international cooperation such as joint ventures, outsourcing and vertical (channel) agreements. Martine is an 'outstanding knowledgeable authority on strategic competition law relating to franchising. She represents domestic franchisers in their international expansions plans and also assists foreign clients with establishing a presence in Europe, the Middle East and Africa'. Martine is a 'shrewd contract drafter and negotiator'. She handles sales, manufacturing, procurement, logistics, transportation, warehousing, joint ventures, outsourcing and other domestic and international commercial contracts and related disputes. She also practices in customs and trade, and product safety and compliance. Martine's interests include international trade unions and treaties (EU, WTO, ASEAN, APEC, NAFTA, Caricom) and exports regulations and sanctions.</p>
	<p>Melissa Murray</p>	<p>Bird & Bird LLP</p>	<p>I am the head of the Intellectual Property Group for the Middle East offices and a partner in the International Commercial Group. I've practised in the UAE since 2006 and I'm ranked in IP Stars, Chambers & Partners, Legal 500 and Who's Who Legal for my commercial and intellectual property experience. I advise our clients on intellectual property, commercial, corporate and general litigation matters relating to their operations in the UAE and the wider Middle East region. This covers matters such as IT, IP, trademark protection, franchising, and commercial licensing of intellectual property, media, healthcare, consumer protection and regulatory issues. I particularly specialise in franchising, distribution and supply agreements having acted for some of the world largest brands when licensing their intellectual property in the Middle East. My professional memberships include INTA, the American Bar Association as well as a number of UAE, UK, USA, and Australian business associations. I'm also a member the Franchising Committee of the International Bar Association. I also regularly write chapters for legal text books such as the Franchise Law Review, the Life Sciences Reviews, the Franchise Law Journal, the IBA's newsletters and Middle East journals and I'm regularly invited to speak at events throughout the GCC. Awards: "Franchise Leader of the Year", Arab Franchise Awards, 2023 - 'Woman Lawyer of the Year (Law Firm)', ALB Middle East Law Awards 2022 & 2023 - 'Intellectual Property Lawyer of the Year', Legal Era Middle East Law Awards 2021-22</p>

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	Philip Zeidman	DLA Piper (retired)	<p>retired in 2022 from the Washington DC office of DLA Piper. He had brought the law firm he founded into a DLA Piper predecessor firm 25 years earlier. At the close of his career, he received Who's Who Legal's Lifetime Achievement Award. Zeidman is an Honorary Life Member of the IBA and formerly served as President of the IBA Foundation. He is a Founding Trustee of the London-based Eyewitness to Atrocities Trust and has been a member of the Council of the Section of Business Law and chaired several IBA Committees. He specialized in international practice, with a special focus on franchising and distribution, representing both US and foreign companies in 35 countries and advising a number of governmental bodies. He was the first chairman of the ABA Antitrust Section's Committee on Franchising and the chair of the American Intellectual Property Law Association's Franchising Law Committee. He served as General Counsel of the International Franchise Association throughout his career and Who's Who Legal named him Global Franchise Lawyer of the Year for the first 9 years that award was given. Zeidman served as a legal officer in the Air Force and as a Trial Attorney for the Federal Trade Commission. When appointed General Counsel to the Small Business Administration at age 30, he was the youngest chief legal officer in the US Government. Before entering private practice, he served as Special Assistant to the Vice President of the United States. He was also a member of the Administrative Conference of the United States and of the President's Advisory Committee to the John F. Kennedy Center for the Performing Arts. He is a member of the New Perimeter Advisory Committee and is a Founder of the Appleseed Foundation. He has written extensively, and several of his books and other works have been published in other languages. His paper, "With the Best of Intentions: Observations on the International Regulation of Franchising.", based on his Stanford Law School presentation, (available for viewing on YouTube), earned him the Burton Award (American Bar Association/ Library of Congress) for excellence in writing. He has also spoken widely, including at the World Economic</p>
	Martine de Koning	Kennedy Van der Laan	<p>Martine combines in depth knowledge of EU and competition law with a deep understanding of commerce and trade. She is praised for her 'sharp strategic insight, knowledge and creativity in providing solutions'. She handles litigation in a 'smart, assertive and effective' manner. Martine leads cases on abuse of dominance, vertical restraints and transfer of technology. Martine advises and handles disputes on tying, pricing, rebates, trademark and patent licensing and know how. With her lifelong focus on the fashion and retail sector she acts for her clients on internet sales restrictions, third party platform restrictions, geoblocking, dynamic pricing, omnichannel (seamless marketplace), e-commerce, inventory sharing, dual distribution, horizontal and vertical data sharing, loyalty programs and big data. She structures complex international cooperation such as joint ventures, outsourcing and vertical (channel) agreements. Martine is an 'outstanding knowledgeable authority on strategic competition law relating to franchising. She represents domestic franchisers in their international expansions plans and also assists foreign clients with establishing a presence in Europe, the Middle East and Africa'. Martine is a 'shrewd contract drafter and negotiator'. She handles sales, manufacturing, procurement, logistics, transportation, warehousing, joint ventures, outsourcing and other domestic and international commercial contracts and related disputes. She also practices in customs and trade, and product safety and compliance. Martine's interests include international trade unions and treaties (EU, WTO, ASEAN, APEC, NAFTA, Caricom) and exports regulations and sanctions.</p>

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	Olivia Gast	Gast Avocats	<p>Managing Partner at GAST AVOCATS & MEDIATION, based in FRANCE, in Paris and Grenoble. International Franchise Attorney, also regularly appointed as Mediator. With more than 10 years of experience as a lawyer and as Managing Partner, attorney at law, she specializes in advising and defending franchisors and network heads on the one hand, in conflict resolution, mediation and arbitration on the other hand. Every year, she is recognized internationally as an expert in franchise law by multiple rankings, including Who's Who Legal as "Global Thought Leader in the field of franchising". After a Master I in Business Law and Taxation at the University Panthéon-Assas Paris II, she first chose to practice the profession in a generalist manner for a few years having been confronted with all types of matters and jurisdictions, for a diversified clientele (individuals, businesses, communities) before joining forces in 2011.</p>
	Dominic Hui	Ribeiro Hui	<p>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. Dominic is fluent in English, Mandarin and Cantonese.</p>

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News From Around the World	Liz Dillon	Lathrop GPM	<p>challenges and listening to clients' needs. One client said, "Liz has been vital to our growth. She's responsive, has extensive franchising knowledge and understands our business and strategy. When other attorneys are involved in our matters, Liz ensures everyone is aligned and working towards our business goals." With over 20 years of experience, Elizabeth "Liz" Dillon is a trusted advisor to franchisors at every growth stage. She is a member of the firm's Executive Committee and heads the firm's Franchise & Distribution Practice Group. Liz helps franchisors navigate the complexities of franchise development, registration and expansion, positioning their systems for domestic and international success. Her deep understanding of legal and business dynamics makes her an essential partner for companies of all sizes. Liz concentrates on helping emerging and established brands grow their systems domestically and internationally. She aims to create opportunities for small business owners while seeking practical solutions. Liz states, "Balancing risk according to each client's risk tolerance is essential, as the best solution may not always be explicitly outlined in a contract." She focuses on the following industries: Fitness, Food and beverage, Health care, Home services, Hotels, Restaurants, Manufacturing and distribution. Liz oversees franchise registration for diverse established and emerging brands, drawing on her experience in preparing and registering disclosure documents and franchise agreements. She also advises on the distribution and international sale of goods and helps clients avoid accidental franchises. In mergers and acquisitions, she provides critical franchise, licensing and distribution counsel to ensure seamless transitions. Her global reach includes facilitating franchise expansions across Latin America, the Caribbean, Asia, Europe and the Middle East. Clients appreciate Liz's ability to simplify complex legal matters and provide practical, actionable solutions. Her responsive and pragmatic approach has been essential in helping franchisors navigate difficult challenges with clarity and creativity. Her determination and skill have earned her recognition from</p>
	Abhi Dube	Baker McKenzie	<p>Abhishek Dubé ("Abhi") assists clients with complex franchise, distribution and license transactions, including U.S., international and M&A. He has experience across various industries including food and beverage, hospitality, retail, fitness, automotive, and alcohol. Abhi has developed and assisted new and existing franchise programs and negotiated franchise and distribution transactions for the leading global brands. Abhi is a Certified Franchise Executive with extensive involvement in the franchise industry. He holds several leadership positions and is recognized for his significant contributions. He actively advocates for diversity initiatives within the legal and franchise sectors. Abhi's practice is focused on US and international franchising, licensing and distribution, covering transactional and regulatory matters. He has experience with domestic and cross-border transactions, including joint ventures, U.S. and international franchise registration, disclosure, and relationship matters, exemptions-based franchising, and mergers and acquisitions. Abhi has advised PE firms on franchise system acquisitions and sales, and provided strategic support to the world's largest franchise brands in international M&A and re-franchise initiatives. His work encompasses global expansion across the world, including Asia, Africa, North America, South America, Europe, the CIS, the GCC, MENA, and Australia/Oceania.</p>
	Sophie Peasley	Hamilton Pratt	<p>Sophie qualified as a solicitor in 2022 after securing a Distinction in her Master of Law degree at the University of Law and completing a training contract with the firm. She specialises in all aspects of commercial law, with a particular focus on the preparation of franchise agreements and associated documentation. Sophie's notable achievements include facilitating the signing of a 60-unit UK deal by an international franchisor and acting for a large UK franchisor on the conversion of eleven of its corporate stores into franchised outlets. Additionally, she is skilled in commercial deals, including share and business acquisitions, disposals and franchise resales. Interests: Outside of work, Sophie is a keen runner, having completed the London Marathon in 2019. She also enjoys travelling, in particular long weekends in Europe.</p>

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	Frank Robinson	Cassels Brock & Blackwell LLP	<p>Groups at Cassels and serves as Co-Chair of the firm's Hospitality Group. Frank practises business law, with a focus on franchising, licensing, distribution and intellectual property. He also provides counsel on mergers and acquisitions, and general corporate, commercial and contractual matters. Frank advises Canadian and international companies on all matters relating to franchising, licensing and distribution including structuring and expansion strategies, legal and regulatory issues, contract drafting and negotiation, and compliance with Canadian franchise disclosure legislation. Frank has worked with a broad range of product and service distribution, franchise and retail companies, from local startups to international and global corporations, and in industries as diverse as financial services, oil and gas, energy, hospitality and hotels, food and beverage, personal and fitness services, commercial and residential services, apparel, consumer goods, automotive, telecommunications, software and robotics, childcare and education, construction and technical services, health and elder care, cannabis, and others. Frank strives to provide real-time and practical advice on Canadian franchise law, including on matters relating to the following: Drafting and updating of franchise agreements and franchise disclosure documents for single unit or area development, master franchising, joint-venture franchising and other expansion programs, Negotiating all manner of franchise agreements and domestic and international franchise transactions</p> <p>Adaptation of foreign franchise documentation and franchise programs for use in Canada, Advising on the purchase and sale of individual franchises, and franchise systems as a whole</p> <p>Advising on franchise system changes and franchise relationship management, Providing legal compliance training and ongoing advisory functions throughout all stages of franchise expansion</p> <p>Advising on refranchising and buy-back transactions for franchise units, Managing and advising on franchise disputes. Frank is listed as a leading practitioner in franchise law by Chambers Canada, Lexpert, Best</p>
	Kendal Tyre	Nixon Peabody LLP	<p>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.</p>

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	Melissa Murray	Bird & Bird LLP	<p>Melissa is Head of the Middle East Intellectual Property Department and ranked as a Thought Leader by Who's Who Legal on Middle East franchising, specialising in acting for international franchisors and master franchisees on their operations.</p> <p>Melissa advises international and regional franchisors, distributors, hotel operators, developers and service providers on their operations in the Middle East and specifically the United Arab Emirates. She specialises in all forms of strategic and operational franchise, agency, intellectual property, and commercial law governing franchise operations throughout the Gulf and Middle East.</p> <p>Her experience includes franchising and exploitation of intellectual property rights in the fashion & retail, food & beverage, childcare & education, real estate, sporting goods, pharmaceutical, IT services and general retail industries.</p> <p>Melissa is admitted to the Supreme Court of Queensland and holds an LLB from the Queensland University of Technology, Australia and a Graduate Diploma of Applied Corporate Governance.</p> <p>Winner</p>