



Franchise Times® LEGAL EAGLES®

INTRODUCING THE BEST AND BRIGHTEST

People often ask what it takes to become a Legal Eagle. Well, it's not easy. It takes experience, smarts and the wisdom to connect the two.

All of the 2017 class of Legal Eagles share those three key attributes. They are intelligent attorneys who have chosen to specialize in the complex world of franchising with the experience needed to chart a path through murky legal waters.

And given our nomination process based on peer and client nominations, the Legal Eagles are also a part of a tight-knit group of franchise attorneys who see each other a lot. So on top of all those traits, they have to be personable with their peers as well—not an easy task when competing clients want to win. In short, the Franchise Times Legal Eagles are the first people the industry calls when it needs help with an acquisition, a franchisor-franchisee dispute or a legal snafu.

**Research by
Jenny Raines**

Then there's the Legal Eagles Hall of Fame. This year, 15 of the best franchise lawyers hit the 10-year mark on our list, earning a coveted spot in the hall of fame. These lawyers have made franchising their business, and have elevated the model to what it is today. Without their talented legal voices, the franchise disclosure documents might be a bit shorter, but franchising would be radically different.

We connected with two of the newest hall of famers, Kerry Bundy, of Faegre Baker Daniels, and David Paris, of Paris, Ackerman & Schmierer, to see how they work. And their clients came along to describe how they became two of the most favored franchise attorneys in North America. (Hint, they work their butts off.)

Each year, we also survey our Legal Eagles about what is going on in the boardrooms and courtrooms across the franchise landscape. Their insightful comments are

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peppered throughout our list. Despite this year of monumental change, many of the same old legal issues persist. But these attorneys are here to help with everything from joint employer concerns to penning that next transaction.

Read on for the more than 200 of the best and the brightest attorneys franchising has to offer. Each embodies the intelligence, experience and wisdom necessary for the ever-shifting sands of franchise law. [ET](#)

—Nicholas Upton



U.S. LEGAL EAGLES®

Name	Firm	Location	Represents	Specialty
Karen Abrams	Paris Ackerman & Schmierer LLP	Roseland, NJ	Both	Transactional
Lee Abrams	Mayer Brown LLP	Chicago, IL	Both	Litigation
Michael Ackerman	Paris Ackerman & Schmierer LLP	Roseland, NJ	Franchisees	Transactional
Kevin Adams	Mulcahy LLP	Irvine, CA	Franchisors	Litigation
David Allsman	Fisher Zucker	Philadelphia, PA	Franchisors	Transactional
Bethany Appleby	Wiggin and Dana LLP	New Haven, CT	Franchisors	Litigation
David Azrin	Gallet, Dreyer & Berkey LLP	New York, NY	Both	Litigation/ Transactional
Rupert Barkoff	Kilpatrick Townsend Stockton LLP	Atlanta, GA	Both	Transactional
Allison S. Becht	Marks & Klein LLP	Red Bank, NJ	Both	Transactional
Andy Beilfuss	Quarles & Brady	Milwaukee, WI	Franchisors	Litigation/ Transactional

Name	Firm	Location	Represents	Specialty
John Berg	Monroe Moxness Berg PA	Minneapolis, MN	Both	Transactional
David Beyer	Quarles & Brady	Tampa, FL	Franchisors	Transactional
Andrew P. Bleiman	Marks & Klein LLP	Chicago and Northbrook, IL	Both	Litigation/ Transactional
Barry Blum	Genovese, Joblove & Battista PA	Miami, FL	Both	Litigation
Michael Brennan	DLA Piper	Chicago, IL	Franchisors	Transactional
Alejandro Brito	Zarco, Einhorn, Salkowski & Brito, PA	Miami, FL	Franchisees	Litigation
Josh F. Brown	Law Office of Josh F. Brown LLC	Carmel, IN	Both	Litigation/ Transactional
Tim Bryant	Preti Flaherty	Portland, ME	Franchisors	Litigation
Wayne Bunch	DLA Piper	Houston, TX	Franchisors	Transactional



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Name	Firm	Location	Represents	Specialty
Kerry Bundy	Faegre Baker Daniels	Minneapolis, MN	Franchisors	Litigation
Howard E. Bundy	Bundy Law Firm PLLC	Woodinville, WA	Both	Litigation/ Transactional
Chris Bussert	Kilpatrick Townsend Stockton LLP	Atlanta, GA	Franchisors	Litigation
David Cahn	Whiteford Taylor & Preston LLP	Baltimore, MD	Both	Transactional
Annie P. Caiola	Slotkin & Caiola LLC	Decatur, GA	Franchisors	Litigation/ Transactional
Carmen Caruso	Carmen D Caruso Law Firm	Chicago, IL	Franchisees	Litigation
Megan Center	Fisher Zucker	Philadelphia, PA	Franchisors	Transactional
Amy Cheng	Cheng Cohen LLC	Chicago, IL	Franchisors	Transactional
Harris J. Chernow	Reger Rizzo & Darnall LLP	Philadelphia, PA/Mt Laurel, NJ/ Wilmington, DE	Both	Litigation/ Transactional

Name	Firm	Location	Represents	Specialty
Darci Cohen	Genovese Joblove & Battista PA	Miami, FL	Franchisors	Litigation
Fredric A. Cohen	Cheng Cohen LLC	Chicago, IL	Franchisors	Litigation
Deborah Coldwell	Haynes and Boone LLP	Dallas, TX	Franchisors	Litigation
Christine Connelly	Wiley Rein LLP	Washington, DC	Franchisors	Transactional

Susan Grueneberg, Snell & Wilmer

“Susan is a mentor to many in the franchise law field and clients turn to her for their most challenging issues. She is a top-notch lawyer and a great person to practice with. She cares for her clients and their issues and creates creative and law-based solutions with ease.”

Nominated by: Elizabeth Weldon, Snell & Wilmer



Selected as **Legal Eagles 2017**



Zarco Einhorn Salkowski & Brito, P.A. wishes to congratulate four of our partners, Robert Zarco, Robert Einhorn, Robert Salkowski and Alejandro Brito, for being selected as Legal Eagles in 2017! This distinction is in recognition of the firm's high-level of professional success. On behalf of everyone at Zarco Einhorn Salkowski & Brito, P.A.,

Congratulations!

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Ken Costello	Bryan Cave LLP	Los Angeles, CA	Franchisors	Transactional
Leslie Curran	Plave Koch PLC	Reston, VA	Franchisors	Transactional
J. Michael Dady	Dady & Gardner	Minneapolis, MN	Franchisees	Litigation
Michael Daigle	Cheng Cohen LLC	Chicago, IL	Franchisors	Transactional
Gerard Davey	Davey Law Corp.	Newport Beach, CA	Both	Transactional
Jennifer Debrow	Gray Plant Mooty	Minneapolis, MN	Franchisors	Transactional
John Dienelt	Quarles & Brady	Washington, DC	Franchisors	Litigation
Bryan W. Dillon	The Law Offices of Bryan W. Dillon	Occidental, CA	Franchisees	Litigation/ Transactional
Elizabeth Dillon	Gray Plant Mooty	Minneapolis, MN	Franchisors	Transactional
Pete Dosik	Shipe Dosik Law LLC	Atlanta, GA	Both	Transactional

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Mike Drumm	Drumm Law LLC	Denver, CO	Franchisors	Transactional
Abhishek Dube	DLA Piper	Reston, VA	Franchisors	Transactional
Joseph Dunn	Fisher Zucker LLC	Philadelphia, PA	Franchisors	Litigation/ Transactional
Gary Duvall	Dorsey & Whitney	Seattle, WA	Both	Transactional
Michael Einbinder	Einbinder Dunn & Goniea LLP	New York, NY	Both	Litigation
Robert Einhorn	Zarco, Einhorn, Salkowski & Brito PA	Miami, FL	Both	Litigation
Randy Evans	Monroe Moxness Berg PA	Minneapolis, MN	Both	Transactional
Steven Feirman	Nixon Peabody	Washington, DC	Franchisors	Transactional
Jeffrey L. Fillerup	McKenna Long & Aldridge LLP	San Francisco, CA	Both	Litigation



BIG TRENDS

What is the biggest legal trend you're watching in 2017, and how are you approaching it?

"One legacy issue that's risen to the top is cybersecurity. Everyone is running to catch up, and lawyers need to play a proactive role in protection and response. Any franchisor that ignores cybersecurity is risking the system." —*Peter Silverman, Shumaker, Loop & Kendrick*

"One of the major issues for 2017 is how franchisees are handling the uncertainty of the regulatory landscape and how that uncertainty is affecting business planning. For example, there are several regulations—like the menu labeling rule and the Fair Labor Standards Act—that may or may not proceed in their current forms under the current administration." —*Justin Klein, Marks & Klein*

"In 2014, Canada enacted what is largely considered to be the world's strictest anti-spam legislation. In 2017, that law will open up to permit individual rights of action (i.e., suing) against alleged offenders. This goes well beyond the regulatory oversight and enforcement measures currently in place." —*Chad Finkelstein, Dale & Lessmann*

"I am guardedly optimistic that judges and arbitrators are more in tune to franchisee concerns and efforts to overcome the harsher clauses that are routinely inserted in franchise agreements. For years I have argued that these clauses are 'licenses to lie' and some courts may be listening." —*Carmen Caruso, Carmen D. Caruso Law Firm*

"The new SBA addendum to the franchise disclosure documents. We are attaching the FDD addendum to all our client FDDs if there is any chance of a franchisee needing SBA financing." —*Gary Duvall, Dorsey & Whitney*

"We are seeing significant activity in international expansion, particularly into the Middle East Gulf countries. Big challenges are screening potential master licensees and IP protection, especially if expansion occurs as a result of opportunity rather than pre-planned strategy." —*Cheryl Mullin, Mullin Law*

"The trends I see are on the industry side, with food trucks and senior services (especially home healthcare) on the rise. I think systems are becoming more open to multi-brand locations and multi-concept operators. I believe there will be an increasing number of women and minorities in franchising. And last, more movement towards international expansion." —*Elizabeth Sigety, Fox Rothschild*

"The acquisition of franchise companies by private equity firms. We continually work with our clients (big and small) to always be in a position to take advantage of a purchase situation (never start a business without an exit plan!)" —*Mike Drumm, Drumm Law*



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- Trademarks

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Ken Costello is a California Bar-certified specialist in franchising, whose expertise includes: structuring and negotiating complex domestic and international franchises and licenses; regulatory compliance; and trademark law. He speaks and writes frequently on franchising topics and co-authored a leading franchise law treatise and the new Bloomberg BNA 'Franchising' Portfolio. Recognized for more than a decade by Best Lawyers in America; Thomson Reuters SuperLawyers; Chambers USA and Global; and by the International Who's Who of Franchise Lawyers as one of the "most highly regarded franchise lawyers globally."



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Jonathan Solish specializes in handling complex franchise disputes across the country. Last year, he led a Bryan Cave team chosen as one of the seven panel law firms representing Avis Budget Group globally, reduced from 700 firms that had been representing the company. In February of 2017, Bryan Cave was selected as the Avis Budget Global Law Firm of the Year. He served as Editor-in-Chief of the *Franchise Law Journal* and has published scores of articles and chapters on franchise legal issues. He is the author of *Franchising* (Bloomberg BNA), with Ken Costello, with the second edition scheduled to be released in 2017. For many years, he has practiced in association with Mr. Costello, Glenn Plattner, Keith Klein, Tony Marks, Andrew Chereck and Kristy Murphy, all California certified franchise specialists, in the Bryan Cave Santa Monica office.



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- Franchise, Dealership & Distribution

Carmen D. Caruso Law Firm

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Chicago trial lawyer and Hall of Fame Legal Eagle Carmen D. Caruso and his team represent franchisees & dealers in cases involving difficult franchise law problems and most other serious disputes any business might face.

We handle some very large matters and we try more franchise & dealership cases than most other law firms.

And then we become our clients' most trusted advisors going forward.

How can we help you?

Please call us for a confidential assessment of your case or your business problem before it becomes a case.



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Corporon and Katz

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Michael Katz, senior partner at Corporon and Katz, has been practicing franchise, business and real estate transactional law for over 37 years.

In addition to providing consultative services to franchisors and franchisees and small business owners, Mr. Katz also lectures on franchising and business practices, has authored numerous articles on franchising and had served as a franchise educator in both the university and private setting. Mr. Katz is the co-author of *The Franchise Bible* which is published by Entrepreneur Press and which is available online at Amazon and in book stores. Mr. Katz has an AV rating from Martindale-Hubbell and is also listed as one of America's preeminent lawyers.



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Co-chair, Franchise Practice Group. Solicitor and Registered Trademark Agent. Chad is an advisor to domestic and foreign franchise companies, manufacturers, distributors, licensors, advertisers, marketers, gaming operators and IT service providers. He is a regular writer and speaker for industry publications and events, including contributing a bi-weekly franchise blog to one of Canada's national newspapers. Chad has been recognized in a number of publications for his work in franchise law, including *Chambers*, *Best Lawyers in Canada*, *Who's Who Legal: Canada* and *Lexpert*. Chad is also a guest lecturer on franchise law at the University of Toronto.



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 - Employment
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Co-chair, Franchise Practice Group. Litigator. Advisor to employers, insurers, manufacturers, distributors, licensors and franchise companies. Chair, Franchise Law Section, Ontario Bar Association. Author, speaker and advocacy instructor. Jeff has 29 years of experience in commercial litigation, including appearances before the Superior Court of Justice and the Court of Appeal for Ontario. Jeff has been recognized in a number of publications for his work in franchise law, including *Who's Who Legal: Canada* and *Lexpert*. Most Frequently Recommended. He was named *The Best Lawyers in Canada 2014 Toronto Franchise Lawyer of the Year*.





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John W. Fitzgerald	Gray Plant Mooty	Minneapolis, MN	Franchisors	Transactional
Constantine Fournaris	Wiggin and Dana LLP	Philadelphia, PA	Franchisors	Litigation/ Transactional
Ronald Gardner	Dady & Gardner	Minneapolis, MN	Franchisees	Litigation/ Transactional
W. Michael Garner	Garner & Ginsburg	Minneapolis, MN	Franchisees	Litigation
Eleanor Gerhards	Fox Rothschild LLP	Warrington, PA	Both	Transactional
Rick Gibson	Monroe Moxness Berg PA	Minneapolis, MN	Both	Transactional
Jan Gilbert	Gray Plant Mooty	Washington, DC	Franchisors	Transactional
James Goniea	Einbinder Dunn & Goniea LLP	New York, NY/ Philadelphia, PA	Both	Litigation

Name	Firm	Location	Represents	Specialty
Joseph Goode	Laffey, Leitner & Goode LLC	Milwaukee, WI	Both	Litigation
John R. Gotaskie, Jr.	Fox Rothschild LLP	Pittsburg, PA/ Western PA	Both	Litigation
William R. Graefe, III	Fisher Zucker LLC	Philadelphia, PA	Franchisors	Litigation/ Transactional
Michael R. Gray	Gray Plant Mooty	Minneapolis, MN	Franchisors	Litigation/ Transactional
Nina Greene	Genovese Joblove & Battista PA	Miami, FL	Franchisors	Litigation
Alan R. Greenfield	Greenberg Traurig	Chicago, IL/ Miami, FL	Franchisors	Transactional
Richard Greenstein	DLA Piper	Atlanta, GA	Franchisors	Transactional
Tal Grinblat	Lewitt Hackman	Los Angeles, CA	Both	Transactional
Matthew Gruenberg	Barnes & Thornburg LLP	Los Angeles, CA	Franchisors	Transactional
Susan Grueneberg	Snell & Wilmer LLP	Los Angeles, CA	Franchisors	Transactional
David Gusewelle	Drumm Law	Denver, CO	Franchisors	Transactional
Jeff Haff	Dady & Gardner	Minneapolis, MN	Franchisees	Litigation
Lynne Hanson	Moye White LLP	Denver, CO	Franchisors	Transactional
Kevin Hein	Alexius LLC	Denver, CO	Franchisors	Transactional
Barry M. Heller	DLA Piper	Reston, VA/ Washington, DC	Franchisors	Litigation
Stuart Hershman	DLA Piper	Chicago, IL	Franchisors	Transactional

Chad Finkelstein, Dale & Lessmann

“Chad is a frequent speaker on franchise matters, is extremely knowledgeable, is responsive, and takes a business approach to addressing and resolving legal issues. He’s my go-to Canadian lawyer.”

Nominated by: Michael Daigle – Cheng Cohen



From left: Frank Robinson, Stéphane Teasdale, Derek Ronde, Geoff Shaw and Larry Weinberg

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ATTORNEY-CLIENT PRIVILEGE

Q&A with David Paris, Vik Patel and Tim Cloe

David Paris of Paris Ackerman & Schmierer is in this year's newest Legal Eagles Hall of Fame class, those who have been so named for 10 years. The franchisee attorney sees issues from the other side of the FDD, especially where mergers and acquisitions are concerned. Paris and two of his clients, Vik Patel and Tim Cloe—both large operators in the Dunkin' Donuts system—discuss the importance of having an attorney with a business mindset.

How did you two choose to work with David?

Vik Patel: David has been my attorney for almost 4 years now, actually referred to me by my accountant. At the time I was looking for a new attorney to work on a partner buyout for me, and we've worked with Dave exclusively ever since. After that transaction, it was clear that we were cut from the same cloth.

Tim Cloe: I first met David and his firm when I was doing what at the time was my largest transaction. I was impressed with the fact that David and his partner both think like business people. They're not doing a "lawyerly" act just to do something. There are a lot of times that I look at the work of the attorney on the other side of a transaction, and I say, "My lord, it doesn't have to be this difficult."

David can get the parties to a deal in a simplified way by thinking like a businessperson as well as an attorney.

And David, you now have a body of clients, how do you vet prospective clients and then keep them happy?

David Paris: It's my firm's policy where we don't want to represent someone who isn't going to get the deal done. You'll probably roll your eyes, but we don't relish taking people's money if we can't perform.

I think the like-mindedness and communication is huge. One of the best things we do at my firm is getting back to people immediately, within three or four hours rather than letting two days go by. I fit in there really smooth because we have the same mindset. There are a lot of people in the industry that I'd call an impediment to progress. So far in working with each of these guys, we've been able to avoid that because we're on the same page.

What did David do to become your exclusive outside counsel?

Vik Patel: Dave truly does put a premium on the fact that if I need or Tim needs something done, he really cares. You don't see that very often where you have somebody that is business-minded that is an excellent communicator.

He understands what my long-term plans are. If your attorney has an understanding of what you're planning to do and isn't trying to gouge you to get there and wants to be a part of that growth, that to me is a big thing. He's just in tune with what we're trying to do. He's been one of the key contributors to helping me grow. He genuinely seems



to care. A lot of guys I speak to don't have anywhere near that kind of relationship with their attorneys.

Tim Cloe: I'd add that franchise finance is a particularly specialized field, so the accumulated knowledge in the field is important. David will spot things in a transaction or in a document because he's run across that issue before. And not only does that make for a better document and better deal, but it's also nice that I'm not paying to train someone on the job.

That doesn't sound like a typical arrangement. Why do you do that, David, and how do you keep up?

David Paris: I find that people that have clients on the clock all the time, those are not long-lasting relationships. When you get to participate in someone's growth, it's fun to see.

What worries you about the legal climate going forward?

Vik Patel: Things are just ever-changing. There's usually something like if it rains, you don't have to come to work and still get paid. I think there's some very unfriendly business owning laws out there; luckily in the Southeast they usually come here last. But you never know how something will affect your business from calorie counters to regulation or minimum wage or just being part of brands that continue to evolve.

The nice part is there's always a solution to everything, and having a group of Dave and other franchisees is important to stay ahead of the curve and spot those trends.

David Paris: I see geographic areas where it's going to be harder and harder for my clients. Especially the more metropolitan cities where minimum wage is coming up—the costs of operating are going to be prohibitive.

Then obviously credit and interest rates. It's death by a thousand cuts. People keep chugging along until people wake up and say, "Oh wow, I'm paying 8 percent."

What do you think will keep your relationship going?

Vik Patel: I'd like to continue to grow and be happy, and it certainly helps that we have a good law firm to help us think through this stuff. Whether we're working together or just talking on the phone.

David Paris: There's a mutual respect. But we have a very special relationship, and they let us know they're appreciative of it all the time. You don't want to feel like a pawn.

Tim Cloe: I'm not going to say anything more. David has gotten far too many compliments today.

—Interview by Nicholas Upton



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Andrae Marrocco is a Partner in the Toronto office of Dickinson Wright. He advises Canadian and international businesses on all aspects of Canadian franchise and distribution law. Clients and peers note Andrae's specific expertise in cross border franchising transactions (including adapting systems to the Canadian market), and his corporate M&A experience that make him an invaluable advisor on franchise mergers and acquisitions.

Andrae is a *Certified Franchise Executive* and frequently presents at Canadian and international franchise conferences and events, and routinely writes for national and international franchise journals and publications. He is an active member of North American franchise organizations, and serves on several steering committees including the Executive of the Franchise Law Section of the Ontario Bar Association and the IFA's Legal Symposium Task Force.

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Michael Einbinder is a founding member of Einbinder Dunn & Goniea LLP. He is a member of the American Bar Association Forum on Franchising, the International Franchise Association and other prominent franchise organizations, as well as a frequent speaker at leading franchise industry events. An author in numerous publications, he has contributed a chapter to the "Franchise Litigation Handbook," and to "Covenants Against Competition in Franchise Agreements," both published by the ABA Forum on Franchising. Michael Einbinder also serves as an arbitrator in franchise cases for the American Arbitration Association.

Einbinder Dunn & Goniea handles litigation, arbitration, and mediation nationwide for both franchisors and franchisees (including associations). The firm also represents start-up and established franchisors in franchise development and regulatory compliance. In addition, Einbinder Dunn & Goniea represents multi-unit and single unit franchisees in transactional and real estate matters of all kinds.

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A Partner of Einbinder Dunn & Goniea, Julianne Lusthaus has been practicing law since 1996. She has significant experience representing franchise and business clients in transactions and disputes including representing franchisor and franchisee clients in all aspects of their franchise relationship. Julianne Lusthaus is a member of the Governing Committee of the ABA Forum on Franchising. She has published extensively on franchise law issues and is the co-author of the chapter on "Representing Franchisees" in the *Fundamentals of Franchising*, 4th Edition. Julianne Lusthaus is also a frequent speaker on franchise issues at events hosted by various organizations including the ABA, the IFA and the NYS Bar Association.

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Ned is a Certified Franchise Executive and one of Canada's leading authorities in franchising and distribution law. He has represented some of the world's foremost franchises, and provides legal services to Canadian and international clients on all aspects of Canadian franchise law. Mr. Levitt is a member of the American Bar Association's Forum on Franchising, the Canadian Franchise Association, the International Bar Association and is a member of the International Committee of the International Franchise Association. Among his many publications is the leading Canadian text, *Canadian Franchise Legislation* (2001, Lexis/Nexis/Butterworths). He is recognized as a leader in his field by several publications including *Best Lawyers in Canada*, *Who's Who Legal*, *Canadian Legal Expert Directory*, and *Martindale-Hubbell*. Ned has been continuously recognized in the *Franchise Times Legal Eagles* as one of the top 100 franchise lawyers in North America.

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Jim Goniea is a partner of Einbinder Dunn & Goniea LLP. He has over twenty years' experience litigating on behalf of, and providing counsel to, many of the most prominent names in franchising. In addition, Mr. Goniea has served as General Counsel for one of the nation's most well-known franchise brands. Mr. Goniea's extensive experience in the area of franchise law allows him to view complicated issues from many angles to help clients efficiently achieve the best results.

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David T. Azrin, a partner at the firm Gallet Dreyer & Berkey LLP, provides dedicated service to his clients on franchising, intellectual property, employment law, litigation and general business advice matters.

For franchisors, he prepares franchise disclosure documents and agreements, protects their trademarks, provides advice on employment law, and otherwise helps his clients to grow their business.

For franchisees, Mr. Azrin assists prospective franchisees in negotiating the franchise agreement, and represents franchisees in litigation matters.

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John Hughes	DLA Piper	Chicago, IL	Franchisors	Litigation
Ann Hurwitz	Baker & McKenzie LLP	Dallas, TX	Franchisors	Transactional
Scott Husaby	Monroe Moxness Berg PA	Minneapolis, MN	Both	Transactional
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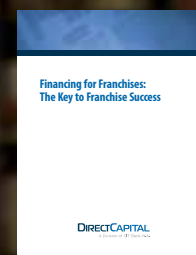
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Nancy Lanard	Lanard and Associates	Plymouth Meeting, PA	Both	Transactional
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Warren Lee Lewis	Akerman LLP	Washington, DC	Both	Transactional
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Joseph Goode, Laffey, Leitner & Goode

“Joe is an outstanding franchise litigator offering creative solutions for resolving disputes. He has been involved in some of the largest franchise class-mass actions of the last decade.”

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Hot
Topic

JOINT EMPLOYER

With a new administration and more clarity from the National Labor Relations Board, where will the topic of joint employer liability go next?

"I am advising my clients to continue to exercise extreme vigilance and not relax the best practices that I have recommended to them over the last few years for minimizing joint employment legal risks. Despite widespread belief that the Trump administration will relax Department of Labor and NLRB law enforcement, law enforcement in some states will remain as tough as ever." —*Rochelle Spandorf, Davis Wright Tremaine*

"I think there is a lot of misunderstanding about joint employer issues. While the Trump administration may have the labor department and NLRB back off this issue, there are already a number of court decisions upholding claims of joint employment by franchisors of franchisees employees, based on state, and sometimes federal law. The new administration will not affect this. As for wage regulations, states and municipalities will lead the charge for higher minimum wages." —*W. Michael Garner, Garner & Ginsburg*

"Approach with caution; decide what makes sense from a business perspective, then address what the legal risks are and tweak, as needed." —*John Dienelt, Quarles & Brady*

"The joint-employer trend is still a hot button topic for most clients and attorneys in franchising. We are continuing to educate clients on the joint employer standard and monitor its impact moving forward. Many franchisors, particularly those that are established in the industry, have had to consider substantial revisions to their operations manuals, software, forms and practices in order to comply. I find that many franchisors find the new standard difficult to interpret and need an attorney familiar with the new standard to provide sound day-to-day business advice on how their system ... may (or may not) need to be changed." —*David Gusewelle, Drumm Law*

"Ontario's Ministry of Labour has appointed a team of special advisers to write a report on how to modernize the province's employment and labor laws. Like in the U.S., union groups are advocating for many changes, including deemed joint employer status for franchisors when it comes to employment standards compliance. So while a Trump presidency may make the issue disappear in the U.S., the same thing may not be true in Ontario, Canada's largest province." —*Larry Weinberg, Cassels Brock*

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LLG's attorneys are regularly recognized by their peers as national leaders in franchise and dealership law. Our Managing Partner, **Joseph S. Goode**, was just named a Franchise Times "Legal Eagle" for 2017, only our latest achievement. But our greatest measure of success is simple: consistently delivering winning, client-centered results to those who seek our help.



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Leon is a Miami-based franchise trial attorney that focuses on protecting and enforcing the rights of franchisees. He has represented franchisees in numerous different brands and industries in all phases of the franchise life cycle. Leon is fully fluent in Spanish and has represented individuals from all over Latin America seeking to purchase a franchise in the United States or to resolve an issue they are facing with their franchisor. He handles franchise litigation in courts and arbitration proceedings throughout the United States.



Howard & Howard

howardandhoward.com



Matt Kreutzer is an exceptional franchise attorney with substantial experience in:

- Helping existing franchisors grow using a strong foundation of legal documents.
- Assisting new companies in structuring their franchise programs and in complying with franchise laws and regulations.
- Avoiding disputes. If disputes can't be avoided, Matt helps his clients position themselves to win.

Passionate about franchising and movies, Matt is the author of the franchising blog at www.forwardfranchising.com

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Peter C. Lagarias is the founding partner of Lagarias & Napell, LLP, and limits his practice to representation of franchisees and franchisee associations. Over his legal career of nearly forty years, he has represented hundreds of franchisees in negotiations, arbitrations, trials and appeals. The firm also counsels prospective franchisees and represents franchisee associations. Mr. Lagarias is a nationally sought after lecturer and writer on franchise law issues, and advocates for franchise legislation in California.



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Josh and his team help entrepreneurs find success through franchising. "My practice allows me to help people realize their dreams, while fulfilling one of my own."

Josh most enjoys working with new and emerging franchises to help them create great franchise programs.

Additionally, Josh is the founder and host of Franchise Euphoria, a top-rated podcast on iTunes.

Through his podcast, blog, business and legal services, Josh is able to help people learn more about franchising and make smarter franchise decisions.



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Helen Fotinos is the Co-Chair of the National Franchise & Distribution Group and the Automotive Industry Group. Her practice focuses on all aspects of franchise/distribution law and related commercial contracts and disputes. As a former General Counsel to domestic and international franchisors, manufacturers and distributors across a variety of industries she brings a practical, business and value focused perspective to the practice of law. Helen writes and speaks regularly on franchise law issues and trends. She is on the Executive of the Ontario Bar Association's Franchise Law Section, the Canadian Franchise Association's Legal and Legislative Affairs Committee and is an active participant of the IFA and ABA Forum on Franchising. Helen is recognized as a leading franchise lawyer by the *Canadian Legal Expert Directory* and *Chambers Canada*.



Moye White LLP

moyewhite.com



Lynne Hanson, partner and co-chair of her firm's Franchise and Distribution Group, has more than 20 years' experience advising franchisors on franchise registration and disclosure laws, franchisor-franchisee relations, compliance, international expansion, mergers and acquisitions, general business matters, and trademark issues. Her national practice includes representing franchisors operating domestically and internationally in a variety of market segments, including food service, professional services, retail consumer products and services, real estate, healthcare, and automotive aftermarket. In addition, Lynne has written extensively for franchise law publications and has been one of the key organizers of the Denver Franchise Business Network meetings for over a decade. Also, Lynne is Counsel and a Board Member for Cocktails for a Cause, a Denver-based nonprofit organization of women who give to the local community by making much-needed product contributions as its core mission.

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James Mulcahy	Mulcahy LLP	Irvine, CA	Franchisors	Litigation
Cheryl Mullin	Mullin Law PC	Richardson, TX	Both	Litigation/ Transactional
Jason M. Murray	Murray Law PA	Miami, FL	Both	Litigation/ Transactional
Maureen O'Brien	Wiley Rein LLP	Washington, DC	Franchisors	Transactional
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Tara Speer	Stark & Stark	Lawrenceville, NJ	Franchisors	Transactional
David Steinberg Of Counsel	Jaffe Raitt Heuer & Weiss PC	Southfield, MI	Both	Litigation/ Transactional
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Christian Thompson	The Franchise Business Law Group	Salt Lake City, UT	Both	Transactional
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Nicole Micklich, Garcia & Milas

“Nicole passionately represents franchisees in litigation and arbitration and always makes sure to stay on top of the developments in franchise law. While she represents franchisees, she has created friendships with franchisor lawyers and reaches ‘across the aisle’ with ease. She is just great to work with, even though I represent that other side of the aisle. Her knowledge of franchise law is very impressive and she has a strong commitment to this field.”

Nominated by: Elizabeth Weldon – Snell & Willmer

ABOUT THIS PROJECT

Franchise Times Legal Eagles is an annual project to identify the top lawyers in franchising. Nominations open each year in December, and attorneys are evaluated by the number and quality of the nominations they receive, with weight given to nominations from clients. (Some of those nominations are excerpted in this package.) Franchise Times editors also consider service to the industry and publications.



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Cheryl is the founding shareholder of Mullin Law, PC, a full service commercial law firm located in the Dallas-Fort Worth area, and leads the firm’s practice in areas of franchise, corporate, tax, intellectual property, and commercial litigation. In addition to “Legal Eagle” recognition, Cheryl has been recognized as one of the top franchise lawyers in *International Who’s Who Franchise Lawyers* since 2013. She is AV-Rated by Martindale-Hubbell, has been selected by her peers as a Texas *Super Lawyer* since 2012, and has been selected for inclusion in the peer-rated *Best Lawyers in America* since 2007. Cheryl received her J.D. from Widener University School of Law in 1995 and her LL.M. (Taxation) from Southern Methodist University in 2013.



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Q&A with Faegre's Kerry Bundy and Dairy Queen

Among the 2017 class of Hall of Famers, Kerry Bundy of Faegre Baker Daniels is a seasoned attorney with a breadth of experience in and out of the courtroom. She and her clients Jen Beck and Shelly O'Callaghan, both of Dairy Queen, discuss their longstanding legal relationship and how they work together to tackle the legacy brand's unique legal issues.

How did you two begin working together?

Jen Beck: Our philosophy is that we hire lawyers, not necessarily firms. I think you'll hear that more from across the industry.

We had some connection to a couple of attorneys that actually moved to Faegre a number of years ago, so that's how we first got involved with the firm. Those were colleagues of Kerry's and over time, they brought her into a lot of our matters and she started to get to know our business, we started to get to know her. And as the opportunity arose, we got to work more primarily with Kerry.

Kerry Bundy: From my perspective, that's exactly how it works. Finding an opportunity and getting to work on a matter and building trust and rapport and getting good results. Then continuing to increase that relationship.

Fortunately for me and my team, we've been able to do that with Dairy Queen from working on matters to leading matters and bringing in colleagues of mine. It's fantastic.

What are some of the unique aspects of the Dairy Queen legal department?

Jen Beck: Dairy Queen's system has been around for a long time and we have lots and lots of history and lots of different forms of agreements. We've got agreements going back to the 1940s and 1950s that are very, very different from the franchise agreements that you see today. That can lead to lots of different challenges for us as we go to enforce some new system standard or initiative.

A lot of the issues we've pulled Kerry and her team into really have to do with navigating the different forms of agreements, the different relationships and the history that we've got with generations of the same family that have been with the business for a long time.

Shelly O'Callaghan: As we're dealing with a system with a lot of heritage and a lot of history, we want to make sure that we're respecting that heritage and what the longtime

operators have done to build the business. At the same time we're making sure we're keeping the brand relevant to today's consumer. Finding that balance of how do we navigate embracing our heritage while also embracing change and current trends is a theme that we deal with on a regular basis with Kerry and her team.

What keeps her at the top of the pile when legal issues come up?

Jen Beck: We've got a pretty experienced legal team here at DQ in house, and we do a lot of the work in house ourselves. So when we do look outside for help on an issue or litigation matter, it's really, really impor-



tant to us that we work as a team and that we stay involved, that we're consulted and that we feel our voice is heard. That's the big thing—that open communication and a little bit of flexibility.

We've got a lot of nuances related to contracts and history and heritage. So it's really important to us that our outside counsel understands those nuances.

And Kerry, why do you like working with Dairy Queen?

They really have a sophisticated legal department that is engaged, that understands their business, they're good communicators, they're responsive. They really give us the

tools to do what we're hired to do. And that's not something that should be taken for granted because it's not universal.

That's what makes it so fun to work with them, too, to be able to have an experienced legal team that is engaged. When we're getting ready for a hearing, they're responsive, they're communicating, they're getting their witness together. We're truly working together in the trenches, and that makes it so much easier for an outside counsel to get the objective, both legal objective of winning as well as coming up with a solution that meets their business objective.

What guidance do you have for other brands looking for a good legal relationship like that?

Jen Beck: It's trust and communication and understanding the system.

Passion for the brand is part of our DNA here at DQ. We have been entrusted with a brand that has a 75-year history, and we know that we are responsible for making sure that legacy continues. We do that through our franchisees and their businesses, so it is critical that when we have difficult issues to work through, our outside advisers share our passion and care for the brand, and our view that the outcomes need to be win-win whenever possible.

And being proactive about issues is very important. We like to think that we do a good job ourselves of being up to date, we go to the conferences and we're on the news feed. We've got lot and lots of information coming at us.

But Kerry and her team are out there on the front lines, so they come across issues in their own practice that haven't really hit the wire yet that we wouldn't necessarily know about.

Kerry Bundy: They really are working on that franchise relationship and they want it to work. It's not just enforcing terms for the sake of enforcing them. So knowing that they are wearing the white hat is really important to me and gives me the passion to represent them to the maximum extent because of what they are doing, I know that they are passionate about it and it's for the good of the system. Dairy Queen really is a leader in my mind in that regard.

And they invite me to taste tests sometimes, so there are perks.

—Interview by Nicholas Upton



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Jason M. Murray practices in the area of franchise and distribution law and provides counsel and assistance with creating, managing, licensing, protecting and enforcing franchised business relationships, product distribution systems and dealership networks. His franchise and distribution law practice specifically relates to licensing and development, regulation and compliance, and dispute resolution through mediation, arbitration and litigation. Mr. Murray's litigation experience consists of general commercial litigation in state and federal courts, including franchise and distribution law, intellectual property, and real property matters.

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Tim Bryant has successfully prosecuted, defended and assisted franchisors across the country in resolving countless disputes related to franchise regulatory, intellectual property and business relationship issues. He has also assisted numerous start up and existing franchise businesses with their relationship agreements and disclosure/regulatory compliance. Tim is repeatedly recognized by *Benchmark Litigation*, *Best Lawyers in America* and *Chambers USA* for his work in the areas of franchise law and commercial litigation.

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Providing comprehensive, practical, solution-oriented franchise and business legal services, the Firm's national franchise and hotel practice represents leaders in franchising and distribution, including franchisors, single and multi-unit franchise owners, area developers, master franchisees, franchisee associations, distributors and businesses desiring to expand through franchising and distribution systems.

The firm provides its franchise clients with franchise disclosure document, regulatory, business & corporate, merger & acquisition, real estate, leasing, PMPA, intellectual property (trademarks, licensing and e-commerce), employment, financial services, immigration, day-to-day counseling and dispute resolution services, including mediation and arbitration.

Harris has served on various franchise committees, including the ABA Forum on Franchising Governing Committee, IFA, Montgomery County, Philadelphia and New Jersey Franchise Law Committees; and is a frequent speaker on franchise and business related topics.

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Richard L. Rosen has represented franchisors and franchisees in a wide range of business and legal matters for over 35 years. Mr. Rosen has formed, guided and counseled franchisee associations as well as franchising entities and has mediated, arbitrated and litigated on their respective behalves when necessary. His Franchise clients have encompassed virtually all business areas including fast food, gyms and fitness centers, healthcare, fashion, real estate, gas service stations, optical, hotel, recreation, home improvement, childcare, elder care, learning fields and many more. Mr. Rosen has written and lectured extensively on franchise topics and issues. He is a member of the American Bar Association Forum on Franchising, a founding member of the Franchising and Licensing Section of the New York State Bar Association and its Chairman, immediate past Chairman of the Fair Franchising Standards Committee of the American Association of Franchisees and Dealers, a member of the Steering Committee of the National Franchise Mediation Program, a member of the CPR Institute for Dispute Resolution Distinguished Panel of Neutrals, and a member of the International Franchise Association. Richard Rosen is listed in the International Who's Who of Franchise Lawyers, and the International Who's Who of Business Lawyers, Who's Who in America, Who's Who in American Law, Who's Who in the World, Best Lawyers in America, 101 Best Franchise Lawyers in America and Charter Member of Franchise Lawyers Hall of Fame (the Franchise Times), Super Lawyers and a variety of similar publications. In 2008 Richard was the recipient of the AAFD's Lifetime Achievement Award for his contributions to franchising and he was honored by Lawyer Monthly in 2016 as its Franchise Attorney of the Year in the USA.

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- Dispute Resolution (including Litigation, Arbitration and Mediation)



Shipe Dosik Law LLC

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Pete Dosik is a leader in Atlanta's franchise law community as well as a sophisticated business law generalist. He is committed to providing clients with high-value, efficient, and practical legal service at a reasonable cost.

Drawing on his experience as in-house counsel at Church's Chicken® and Starwood Hotels, Pete develops in-depth knowledge of his clients' businesses and emphasizes practical methods to protect his clients while helping them achieve their goals.

Pete advises franchisors on how to establish, operate, and grow "best-in-class" franchise systems. He prepares Franchise Disclosure Documents and franchising agreements that incorporate best practices in franchising. He advises on domestic and international franchising, complying with federal and state franchise laws and regulations, dealing with franchisees, enforcing brand standards, terminating non-compliant franchisees, and resolving disputes.

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Practice Areas:

- Franchise Law
- Transactional matters
- Real Estate
- M&A



Shipe Dosik Law LLC

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Kitt Shipe is a transactional attorney focusing on franchise and licensing law. Her experience includes advising and assisting clients in all legal aspects of structuring, operating and growing their franchise systems in compliance with U.S. and international franchise registration and disclosure laws, as well as state franchise relationship laws.

Kitt was in-house counsel for a multi-brand franchisor of 7 brands with 2,000+ units operating globally, and Jan-Pro Franchising International, Inc., a company with over 10,000 franchises. Drawing on these experiences, she is committed to balancing exceptional client service and work product with efficiency.

She is extensively experienced in drafting Franchise Disclosure Documents and franchise documents. She provides business-oriented advice on dispute resolution, risk management, brand protection, system acquisitions, and managing franchise relationships.

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- M&A
- Corporate Contracts



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Name	Firm	Location	Represents	Specialty
Alexander Tuneski	DLA Piper	Washington, DC	Franchisors	Transactional
Kendal H. Tyre	Nixon Peabody	Washington, DC	Franchisors	Transactional
Leonard Vines	Greensfelder, Hemker & Gale PC	St. Louis, MO	Franchisors	Transactional
James Wahl	Gray Plant Mooty	Minneapolis, MN	Franchisors	Transactional
Sandy Wall	DLA Piper	Chicago, IL	Franchisors	Transactional
Daniel Warshawsky	Warshawsky Seltzer	Scottsdale, AZ	Both	Transactional
Elizabeth Weldon	Snell & Wilmer LLP	Costa Mesa, CA	Franchisors	Litigation
Susan Wells	Wells & Gerstman	Phoenix, AZ	Both	Transactional
Ryan Whitfill	Culhane Meadows	Dallas, TX	Both	Transactional
Quentin Wittrock	Gray Plant Mooty	Minneapolis MN	Franchisors	Litigation
Jeffrey H. Wolf	Quarles & Brady LLP	Phoenix, AZ	Franchisors	Litigation

Name	Firm	Location	Represents	Specialty
Erik Wulff	DLA Piper	Washington, DC	Franchisors	Transactional
Tao Xu	DLA Piper	Reston, VA	Franchisors	Transactional
Charlene York	Akerman LLP	Washington DC	Franchisors	Transactional
Robert Zarco	Zarco, Einhorn, Salkowski & Brito PA	Miami, FL	Franchisees	Litigation
Philip F. Zeidman	DLA Piper	Washington, DC	Franchisors	Transactional
Nicole Zellweger	Stinson Leonard Street LLP	St Louis, MO	Both	Litigation
Robert Zisk	Gray Plant Mooty	Washington, DC	Franchisors	Litigation
Jeffrey Zucker	Fisher Zucker LLC	Philadelphia, PA	Franchisors	Litigation
Carl Zwisler	Gray Plant Mooty	Washington, DC	Franchisors	Transactional



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TRUMP ADMINISTRATION

How will the administration of President Trump change things?

“Anyone who can accurately predict what will happen with this POTUS is the person I would like to hire to advise me on what stocks to buy.” —*John Dienelt, Quarles & Brady*

“I believe the Trump Administration will be a positive force in joint employer, wage regulation and other franchise-specific issues, BUT it will take longer than we or the president think so we must be on our guard.” —*Elizabeth Sigety, Fox Rothschild*

“The joint employer issue and wage regulation issues are not going away, but perhaps they won’t be the pressing threats they were in 2016 at the national level. However, with a pro-business federal administration, we may see more of these trends happening at the state level.” —*Tom Spadea, Spadea Law*

“President Trump seems very sincere about his desire to help American workers, but I doubt his approach will involve regulating wages by increasing the minimum wage or changing rules on overtime pay. I would be surprised if there is any new federal law or regulation specifically addressing franchise issues.” —*Pete Dosik, Shipe Dosik Law*

“I find that once we enter World War 3, these franchise-specific issues will not be relevant.” —*Mike Drumm, Drumm Law*

“While there is certainly a general sense that the Trump administration will be more employer-friendly, making specific changes is going to be neither as fast nor as easy as some would like to believe.” —*Philip Zeidman, DLA Piper*

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Attorney Name	Law Firm
John Sotos	Sotos
David Paris.....	Paris Ackerman & Schmierer
Barry Blum.....	Genovese Joblove & Battista
Jonathan Perlman.....	Genovese Joblove & Battista
Adam Siegelheim	Stark & Stark
Richard Gibson	Monroe Moxness Berg
Leslie Curran.....	Plave Koch
James Goniea	Einbinder & Dunn
Peter Silverman	Shumaker, Loop & Kendrick,
Joseph Fittante	Larkin Hoffman
Charles Miller	Bartko, Zankel, Tarrant & Miller
Kerry Bundy	Faegre Baker Daniels
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David S. Paris
Multi-Unit Transactions
Franchise Finance



Spadea Lignana

spadealaw.com



Tom Spadea is the founding partner of a boutique franchise and business law firm serving clients nationwide. Prior to earning his law degree, Tom led franchise sales and real estate for three different national franchise brands. He is a Certified Franchise Executive (CFE), a non-legal designation earned while he was a franchise executive. He has launched dozens of new franchise concepts and has assisted franchisors and franchisees in private equity transactions, litigation, trademarks, partnerships, real estate and the myriad of other legal issues faced by franchisors and franchisees. He is a founding member of the Philadelphia Franchise Association and its current President and Chairman.

Tom Spadea

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Practice Areas:

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- Securities
- Litigation
- Private Equity
- Real Estate

 **Spadea Lignana**
Attorneys at Law



Stark & Stark

Stark-Stark.com
NJFranchiseLawBlog.com



Adam J. Siegelheim, Shareholder, exemplifies Stark & Stark's client-focused approach in his practice representing franchisors and master franchisees throughout the United States. Adam's cross-functional Franchise Law practice includes preparation of disclosure documents and franchise agreements, state registrations, regulatory compliance, and international expansion.

Adam is a member of the International Franchise Association, the American Bar Association Forum on Franchising, and is the Chair of the New Jersey Bar Association Franchise Law Committee. He was recently presented with the designation of Certified Franchise Executive by The Board of Governors of the Institute of Certified Franchise Executives.

The law firm of Stark & Stark offers a full range of legal services for businesses and individuals. More than 100 attorneys, over 30 practice disciplines, and a philosophy of putting the law to work for our clients is the basis from which we build and maintain our practice.

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Tara A. Speer, Associate, focuses her practice in franchise and employment matters. She helps franchisors manage all aspects of the franchise relationship including handling state regulations, advising on day-to-day franchise relations, and preparing disclosure documents, franchise agreements, and development agreements. Tara also regularly provides employment planning and counseling services to corporate clients, including drafting employee policies and handbooks and reviewing existing policies.

Tara is a member of the International Franchise Association, the New Jersey State Bar Association, and as well as the American Bar Association where she is also a member of the Forum on Franchising.

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Practice Areas:

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- Employment
- Business & Corporate
- Insurance Coverage & Liability

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Nicole represents franchisors and franchisees in all aspects of their legal needs, from litigation and arbitration to real estate and employment. She has experience obtaining injunctive relief on behalf of franchisors and defeating injunctive relief sought against franchisees. Most recently, Nicole successfully represented a franchisee in a complex breach of contract action against a franchisor that was affirmed by the United States Court of Appeals for the Third Circuit.

Nicole regularly speaks at the American Bar Association's Forum on Franchising and has been published in the *Franchise Law Journal*. She has been recognized as a Franchise Times Legal Eagle six times.

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Practice Areas:

- Franchise & Distribution Law
- Litigation & Arbitration
- Employment Law



Warshawsky Seltzer

franchiselawyers.com



Dan's practice focuses on representation of franchisors in all aspects of domestic and international franchise law. Dan also regularly represents franchisees in non-litigation matters. Warshawsky Seltzer is a franchise focused law firm with relevant expertise in franchising, distributorships, business opportunities, licensing, dispute resolution, corporate, real estate, technology and financing. The Firm offers flat fee package plans for ongoing legal services and places special emphasis on recruiting attorneys with business ownership and/or in-house experience. This "real world" experience allows the Firm's attorneys to better understand the needs of their clients and provide practical advice.

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- International Franchising


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David L. Cahn, a partner in the firm Whiteford Taylor & Preston L.L.P., is in his 20th year of providing franchising legal services. After representing franchisors and franchisees in litigation for several years, Mr. Cahn evolved into an outside general counsel for franchisors and franchisees. For franchisors, his focuses include creating and maintaining franchise disclosure documents and contracts; state franchise registrations; trademark selection, protection and enforcement; and negotiating with franchisees and other business partners. For franchisees, his focuses include evaluating franchise opportunities, negotiating franchise agreements and real estate leases, and creating LLC operating or shareholder agreements. Mr. Cahn also represents buyers and sellers of a variety of closely-held businesses.

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- Intellectual property
- Business transactions
- Real estate leases

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CANADA LEGAL EAGLES®



Name	Firm	Location	Represents	Specialty
Joseph Adler	Hoffer Adler LLP	Toronto, ON	Both	Transactional
Louis Alexopoulos	Sotos LLP	Toronto, ON	Both	Transactional
David Altshuller	Teplitsky, Colson LLP	Toronto, ON	Both	Litigation
Allan Dick	Sotos LLP	Toronto, ON	Both	Litigation
Jennifer Dolman	Osler, Hoskin & Harcourt LLP	Toronto, ON	Franchisors	Litigation
Chad Finkelstein	Dale & Lessmann LLP	Toronto, ON	Franchisors	Transactional
Helen Fotinos	McCarthy Tetrault	Toronto, ON	Both	Litigation/ Transactional
Susan Friedman	DLA Piper Canada LLP	Toronto, ON	Franchisors	Litigation
Lloyd Hoffer	Hoffer Adler LLP	Toronto, ON	Both	Litigation

Name	Firm	Location	Represents	Specialty
Jeffrey Hoffman	Dale & Lessmann LLP	Toronto, ON	Franchisors	Litigation
Jean-Marc Leclerc	Sotos LLP	Toronto, ON	Both	Litigation
Edward "Ned" Levitt	Dickinson Wright LLP	Toronto, ON	Franchisors	Transactional
Andrae J. Marrocco	Dickinson Wright LLP	Toronto, ON	Both	Transactional
Dominic Mochrie	Osler, Hoskin & Harcourt LLP	Toronto, ON	Franchisors	Transactional
Frank Robinson	Cassels Brock & Blackwell LLP	Toronto, ON	Franchisors	Transactional
John L. Rogers	Clark Wilson LLP	Vancouver, BC	Both	Transactional
Derek Ronde	Cassels Brock & Blackwell LLP	Toronto, ON	Franchisors	Litigation
Gillian Scott	Osler, Hoskin & Harcourt LLP	Toronto, ON	Franchisors	Litigation



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We have repeatedly been ranked the only top tier firm in the franchise arena by *Chambers Global* and *Chambers USA*. For the past 12 years, *Who's Who* has named DLA Piper the Global Law Firm of the Year, and this year *Franchise Times* magazine lists 17 of our lawyers as Legal Eagles. *U.S. News and World Report* named us the Law Firm of the Year in the Franchise Law category in 2016.

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Wiley Rein's Franchise Group provides a full range of legal services to meet the needs of franchisors. In addition to representing franchisors on a wide range of domestic matters, the group has handled franchise deals in more than 80 countries.

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Name	Firm	Location	Represents	Specialty
David Shaw	Blake, Cassels & Graydon LLP	Toronto, ON	Franchisors	Transactional
Geoffrey B. Shaw	Cassels Brock & Blackwell LLP	Toronto, ON	Franchisors	Litigation
Peter Snell	Gowling WLG (Canada) LLP	Vancouver, BC	Franchisors	Transactional
Louis Sokolov	Sotos LLP	Toronto, ON	Both	Litigation
John Sotos	Sotos LLP	Toronto, ON	Both	Transactional
David Sterns	Sotos LLP	Toronto, ON	Franchisors	Litigation
Debi Sutin	Gowling WLG (Canada) LLP	Toronto, ON/ Hamilton, ON	Both	Transactional
Stéphane Teasdale	Cassels Brock & Blackwell LLP	Toronto, ON	Franchisors	Transactional
Peter Viitre	Sotos LLP	Toronto, ON	Both	Transactional

Name	Firm	Location	Represents	Specialty
Larry Weinberg	Cassels Brock & Blackwell LLP	Toronto, ON	Franchisors	Transactional
John Yiokaris	Sotos LLP	Toronto, ON	Both	Transactional

John Sotos, Sotos LLP

"I have worked across the table from John, and I have found him to be knowledgeable, practical and results-oriented. He doesn't waste time posturing or taking unreasonable positions, and instead focusses on getting the deal done."

Nominated By: Dominic Mochrie, Osler, Hoskin & Harcourt



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Osler is proud to have Jennifer Dolman, Gillian Scott and Dominic Mochrie recognized again as Legal Eagles. As part of our National Franchise Team, they provide unmatched legal expertise and creative solutions to help our clients build and protect their franchise systems and brands.

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Hot Topic

PEER WISDOM

What is the most important lessons your peers in franchise law taught you, and who taught it?

“My most important lesson in franchising came from my partner, John Sotos. He established in my mind that it is in the interests of all those participating in the industry to encourage ‘good franchising.’ Our goals should be to promote the development of systems, agreements and practices that encourage collective revenue growth, collective profit maximization and collective system growth. This would elevate and sustain the franchise model in our economy.” —*Allan Dick, Sotos*

“Taking the time to share the experience and skills that you have learned with both lawyers and business people is invaluable for both you and others and is the way to forge meaningful relationships in the industry. Ned Levitt taught me that.” —*Andrae Marrocco, Dickinson Wright*

“The most important lessons have had nothing to do with the substance or process of law, and everything to do with how to conduct one’s practice, and one’s life. It has been instructive and inspiring to see that, even in the contentious and competitive environment in which we operate, decency, modesty and concern for others still means something. I think in that regard of Jack Dunham, and of my partners Lew Rudnick and Dennis Wieczorek. I fear that those qualities are dangerously missing on our national stage.” —*Philip Zeidman, DLA Piper*

“In my first year practicing franchise law, my now-partner Jeff Hoffman told me to attend the newcomers night during an ABA Forum on Franchising. Best advice I ever got!” —*Chad Finkelstein, Dale & Lessmann*

“As franchisor counsel, we should remind ourselves to exert any inherent power sparingly and thoughtfully; if you approach the practice with an M&A attitude of ‘get everything you can, because you can’ you will eventually doom your client. These aren’t distinct transactions, they are long-term relationships. These lessons were taught by the first generation of franchise lawyers—the likes of Lew Rudnick, Lee Abrams, Andy Selden, etc.—and should not be forgotten.” —*Erik Wulff, DLA Piper*



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At Barnes & Thornburg, we are focused on keeping things moving and helping protect and expand your franchising interests. Congratulations to Los Angeles office partners Matthew Gruenberg and Rebekah Prince for being named Franchise Times Legal Eagles 2017.

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