



Franchise

DLA Piper's Franchise practice is a national and international leader in franchise law, having helped to shape the field from its inception. Many of the world's largest and most innovative restaurant chains, hotels, retailers, and service providers rely on us to help them successfully establish franchise or related distribution systems and navigate their expansion into new markets around the globe.

Our global Franchise practice is ranked tier one globally by all major legal directories. With lawyers located in all of the world's key jurisdictions, we are the leading law firm for businesses seeking counsel on franchising matters. For companies that are expanding nationally and for multinationals that are expanding their businesses across the globe, we are the go-to firm, having represented clients in franchise transactions in more than 100 countries. We have considerable experience in assisting established and emerging companies in a wide range of industries, from retail and fashion, food and beverage, and hospitality and leisure to high-technology, consumer, and professional services of all descriptions.

We serve as General Counsel to the International Franchise Association, the major trade association for the franchise industry. Additionally we are affiliate members of other national franchise associations in key global markets, including the British Franchise Association and its affiliation to the European Franchise Federation as well as the Germany Association for Distribution law. We also are closely affiliated with organizations in Australia, China, and Russia. We represent clients across the entire spectrum of businesses that have adopted franchising as a means of distribution and cover a broad scope of size and experience, from entrepreneurs and startup companies that are establishing new programs to the largest franchisors, manufacturers and distributors. Our clients manage franchise networks that range from dozens to thousands of outlets as well as trading globally through online and mobile media channels. While the majority of our clients are franchisors, we also represent multiple-outlet franchisees, area developers, and master franchisees. We also handle franchising joint ventures and a wide variety of franchise-related corporate, real estate, technology, data privacy, finance, environmental, tax, and other matters.

CAPABILITIES

- Structuring and documenting franchise programs
- Advising companies on structuring alternative distribution relationships that avoid regulation

KEY CONTACTS

Richard G. Greenstein

Partner

Atlanta

T: +1 404 736 7816

rich.greenstein@dlapiper.com

RELATED SERVICES

- Antitrust and Competition
- Commercial Contracts
- Employment
- Finance
- Intellectual Property and Technology
- International Arbitration
- International Tax Counsel
- International Trade
- International Trade, Regulatory and Government Affairs
- Mergers and Acquisitions
- Real Estate
- Technology Transactions and Strategic Sourcing

RELATED SECTORS

- Hospitality and Leisure
- Industrials
- Life Sciences
- Consumer Goods, Food and Retail
- Technology

under franchise laws

- Preparing disclosure documents, counseling on applicable registration requirements and compliance with disclosure regulation
- Restructuring existing franchise relationships
- Franchise and dealership terminations and transfers and counseling on compliance with relationship regulation
- Representing franchise and distribution companies in litigation, arbitration, mediation and other alternative dispute resolution techniques
- Structuring advertising funds and developing advertising programs and materials
- Developing supply programs for franchisees
- Expansion into new markets through master franchising, area development relationships, joint ventures and other structures

EXPERIENCE

- Act as franchise counsel to one of the world's leading oil and gas companies on matters relating to its domestic and international mini market chains, and handled the sale of a refinery and related distribution and retail assets in a \$2.5 billion transaction
- Representing a major hotel franchisor in connection with its international franchise operations in nearly 50 countries. This multi-jurisdictional project involved DLA Piper's franchise lawyers advising on local contractual and regulatory issues in each jurisdiction
- Continuing representation in all international franchise matters for global icon fashion retailer which, like some other US brands, does not franchise in the US but is exploring the franchising technique to expand rapidly outside the US
- Served as franchise counsel to a private equity firm in its acquisition of a portfolio of leading food service brands, including some of the leading consumer brands. Provided ongoing counsel for domestic franchise activities and international franchise expansion

INSIGHTS

Publications

Preliminary injunction granted in Cal Chamber lawsuit concerning acrylamide Prop 65 warning

1 April 2021

California's Eastern District federal court found that Prop 65's acrylamide warning requirement was likely unconstitutional and preliminarily enjoined new lawsuits alleging failure to warn for acrylamide exposure in food and beverages.

Employee and independent contractor classification: Still the top legal issue in franchising

30 March 2021

Franchising rests on a basic premise that franchisees are independent contractors and not employees.

California Prop 65: OEHHA proposes changing popular short-form warning

3 February 2021

Businesses selling products in California that utilize short-form Proposition 65 warnings may have to be re-label yet again or risk enforcement actions.

Understanding the OECD's guidance on the transfer pricing implications of the COVID-19 pandemic

5 January 2021

A practical look at the new OECD guidance.

Franchisor consolidations after COVID-19

22 December 2020

Consolidations will continue in an opportunistic way, but will be moderated by a recognition that consolidation can be risky.

Puerto Rico: Legal and practical aspects of international arbitration

26 October 2020

Parties benefit from this legal framework to solve their disputes when conducting business in Puerto Rico.

Expanded NYC Earned Safe and Sick Leave Law imposes additional obligations on employers

8 October 2020

New York City's amended Earned Safe and Sick Leave mirrors new, more generous statewide requirements.

Amendments to Ontario franchise law take effect

17 September 2020

These are welcome changes which help align Ontario's legislation with other jurisdictions and with the expectations of franchisors.

Department of Labor Opinion Letter spells death knell for driver reimbursement claims under the FLSA

9 September 2020

The Opinion Letter provides substantial latitude to employers when reimbursing employees who use their personal vehicles in connection with their jobs.

SBA creates administrative process for appealing PPP loan decisions

2 September 2020

Under the process, a borrower may challenge written decisions by the SBA regarding ineligibility and loan forgiveness.

Valuing franchise companies for the purpose of sale in times of uncertainty: Use of earn-out provisions

29 July 2020

FRANCAST

To consummate a sale of a company in the COVID-19 era requires creative thinking, and one approach worth considering in this context is the earn-out.

New Dutch Franchise Act poses challenges for franchisors

1 July 2020

FRANCAST

The legislation offers a number of protections to franchisees, which will be problematic for foreign franchisors who transact with well-established Dutch franchisees. The law will take effect on January 1, 2021, although it provides a two-year transition period for existing agreements.

Lockdown in Puerto Rico modified to allow greater commercial activity

28 May 2020

Puerto Rico's lockdown order is extended, but a number of additional businesses are being allowed resume operations, with certain limitations.

Covid-19: Advertising guidance for brands (UK)

30 April 2020

The outbreak of COVID-19 is an unprecedented and rapidly-evolving challenge to businesses in all sectors. In the context of advertising, marketing and social media communications, the overwhelming regulatory focus has been on preventing the exploitation of consumers and on limiting the spread of misinformation.

Strengthening franchise systems post COVID-19: Strategic acquisitions

23 April 2020

For franchise companies looking for strategic opportunities, a discussion of transaction structures.

Puerto Rico's Emergency Paid Sick Leave Act is in force

16 April 2020

The Act will also apply in case of future epidemics in which the Puerto Rican government declares a state of emergency.

Hotel Management Agreements and COVID-19

15 April 2020

This note considers the impact of the COVID-19 pandemic on hotel management agreements (HMAs), particularly HMAs which hotel owners have entered into with large upscale brands.

FDA COVID-19 updates for the food and beverage industry

13 April 2020

FOOD AND BEVERAGE NEWS AND TRENDS

FDA issues guidance to serve as a food safety resource during the COVID-19 pandemic, plus other late-breaking developments

in the food and beverage sector.

Contract analysis in a crisis: flowcharts

7 April 2020

Flowcharts providing considerations for analyzing commercial contracts in the context of the COVID-19 pandemic through a logical process flow that can serve as a practical checklist.

Cost-cutting considerations in the time of COVID-19 (Part 3 – employment issues outside the US)

7 April 2020

A deeper dive into various cost-saving measures and their viability for employers outside the US.

COVID-19 and the "essential business" designation: Practical guidance for businesses that fall in the gray area between "essential" and "non-essential"

6 April 2020

Certain frequently asked questions as well as practical guidance.

COVID-19: Key Questions Franchisors Are Asking

6 April 2020

FRANCAST

Succinct responses for franchise systems.

Beyond social distancing: What employers need to know to keep their workplaces safe and manage privacy obligations in the face of COVID-19

2 April 2020

Guidance from OSHA, EEO and CDC to help employers seeking to protect the health, safety and privacy of their on-site employees.

Coronavirus: Cybersecurity considerations for your newly remote workforce (United States)

31 March 2020

Cyber risk management involves balancing the productivity of a workforce with ensuring confidentiality, integrity and availability of the company's own systems and data, as well as that of their supply chain.

Coronavirus: DHS Response to COVID-19 - What US Employers Need to Know

29 March 2020

Key questions and answers related to the new DHS guidance.

Coronavirus: Cyber hygiene practices

25 March 2020

While the world is responding to the coronavirus disease 2019 (COVID-19), and individuals are increasingly focused on personal hygiene and social distancing, augmenting cyber hygiene efforts at home and at work are increasing in importance too.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures (Part 2 – Employment issues outside the US)

25 March 2020

A general overview of key employment issues to consider outside of the US in light of COVID-19.

Coronavirus: Employee furloughs, reductions-in-force and similar temporary cost-saving measures in the US - Part 1

25 March 2020

Key employment-related issues for US-based employers in relation to cost-saving measures due to COVID-19.

Hotels and hospitals may find new partnerships to solve for bed capacity issues and vacancies

25 March 2020

The impacts of COVID-19 upon the hospitality sector as well as hospital systems and the healthcare industry have been sudden and dramatic.

Coronavirus: New York State enacts emergency paid sick leave law, effective immediately (United States)

20 March 2020

To be eligible for the benefits available under the Act, an employee must be subject to a mandatory or precautionary order of quarantine or isolation.

COVID-19 and food – FDA position (United States)

19 March 2020

For help considering potential impacts of FDA touchpoints.

Coronavirus: Federal government stimulus response – Massive stimulus package may move through US Congress at “warp speed”

19 March 2020

The economic stimulus package taking shape may be the biggest one ever.

US employee benefits and the coronavirus

17 March 2020

Some of the many benefit plan issues that employers are facing.

Coronavirus: Congress expected to pass expanded paid leave (United States)

16 March 2020

The paid leave requirements in the current version of the Families First Coronavirus Response Act.

Coronavirus (COVID-19): ten practical steps for global employers, right now (Global)

13 March 2020

These steps are not based on laws of any one jurisdiction but rather are designed to provide a global employer with themes to consider, understanding that what may be suitable for each employer may vary greatly depending on the employer's unique circumstances.

Game changer – DOL and NLRB issue final rules interpreting joint employer status

5 March 2020

The new rules narrow the circumstances under which businesses may be considered joint employers under the FLSA and NLRA.

California issues CCPA proposed modified regulations 2.0

12 February 2020

Version 2.0 adds clarity to the proposed California Consumer Privacy Act regulations.

New obligations targeting human trafficking for employers in California – and across the US

11 February 2020

Employers across the United States should consider these new obligations and carefully determine what actions they may be required to take in the workplace.

Brazil's new Franchising Law allows parties to settle their disputes by arbitration

27 January 2020

The new framework aims to allow the expansion of franchising in Brazil through more legal certainty, transparency and simplification.

Different countries, different circumstances . . . but both require attention

8 January 2020

FRANCAST

Franchisors seeking to expand into Saudi Arabia will face significant regulatory hurdles, and those eyeing Indonesia will generally

find a more relaxed regulatory regime.

Ninth Circuit Court of Appeals rejects joint employer claim against McDonald's

22 October 2019

But a cautionary note is in order.

Franchisors take note: An overview of California Assembly Bill 5

16 October 2019

If AB 5 is deemed to apply to franchise businesses, this could result in franchisees in California (and conceivably in turn their employees) being deemed employees of the franchisor.

Food and Beverage News and Trends

23 September 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, USDA publishes hog slaughterhouse rule, flavored e-cigarettes in the news, plus vegetarian meat, chocolate milk, bottle sizes, sugary snacks.

Food and Beverage News and Trends

6 September 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, FDA warning letter puts papaya industry, and food sector, on notice; cell-based meat companies form trade group; Florida ponders reforming alcohol laws.

Food and Beverage News and Trends

20 August 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, FDA issues first warning letter under the FSMA foreign supplier verification requirements, Seattle wrangles over soda tax revenue, plus school meal standards, clean water, and Hep A in the news.

US Trade Representative publishes fourth list of Chinese products subject to Section 301 tariffs

19 August 2019

Yet more Chinese products will be subject to an additional 10 percent tariff.

Food and Beverage News and Trends

6 August 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, Gottlieb calls on FDA to act on CBD, Arkansas meat-labeling law faces constitutional challenge, plus meatballs, leafy greens, GMOs.

Food and Beverage News and Trends

18 July 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, lawsuits fight state meat-labeling laws, call for cancer warning on alcohol, high court strikes down Tennessee alcohol sales statute, plus bison, blood pressure, beverage taxes, best if used by.

Food and Beverage News and Trends

21 June 2019

[FOOD AND BEVERAGE NEWS AND TRENDS](#)

In this issue, FDA settles suit on deadlines for reporting on high-risk foods, TTB announces new "Conditional Approval" process for alcohol labels, plus PFAS, biotech, added sugars, frozen food recalls.

Supreme Court: employers defending against Title VII discrimination or retaliation claims must timely assert employee's failure to first file EEOC charge

5 JUN 2019

A simple step may preserve a potentially dispositive defense that is otherwise waived if not timely asserted.

What *Patterson* giveth, *Vazquez* taketh away: a troubling decision for franchisors

22 MAY 2019

[FRANCAST](#)

The Ninth Circuit recently issued a decision in *Vazquez v. Jan-Pro Franchising Int'l* that raises serious concerns for the franchise model.

Law à la Mode: Beauty Trends: 5 Key Beauty M&A deals; Street art and fashion; Word from the industry's mouth; The rise in innovative retail services; and more

20 MAY 2019

[LAW À LA MODE](#)

The Moroccan editorial team is delighted to bring you the 28th edition of Law à la Mode, the legal magazine produced by DLA Piper's Consumer Goods & Retail Sector Group for clients and contacts of the firm worldwide.

Intellectual Property and Technology News (Asia Pacific) May 2019

15 MAY 2019

[INTELLECTUAL PROPERTY AND TECHNOLOGY NEWS](#)

Intellectual Property and Technology News (Asia Pacific) is our biannual publication designed to report on worldwide development in intellectual property and technology law, offering perspectives, analysis and visionary ideas.

CCPA update: The California Assembly Privacy Committee begins smoothing some rough edges

26 APR 2019

The California Assembly Privacy and Consumer Protection Committee has begun the important work of clarifying significant ambiguities in the California Consumer Privacy Act.

California's Prop 65 regulator moves to counteract court ruling, exclude Prop 65 cancer warnings for coffee

21 JUN 2018

If the regulation is adopted, coffee will not require a cancer warning label after all.

California Supreme Court adopts broad "ABC" test for determining employment relationship

11 MAY 2018

[FRANCAST](#)

Franchisors are taking note of this long-awaited decision.

Top franchise cases of 2016

30 MAR 2017

Joint employer and employee misclassification claims remained hot in franchising throughout 2016.

[Events](#)

[Previous](#)

IFA Franchise Law Virtual Summit

13 August 2020
Webinar

COVID-19 – legal considerations for restarting a franchise system

4 May 2020 | 2:00 - 3:00 ET
Webinar

2020 IFA Annual Conference

9 February 2020
Orlando

Unit Level Economics - The Key to Franchisee Satisfaction and Achieving Robust Franchise Sales

21 November 2019

Loyalty Land Mines: Legal Issues Related to Brand Loyalty Programs

25 October 2019
Washington

Franchising at its Peak, 42nd Annual Forum on Franchising

16 - 18 October 2019

International Franchise Expo 2019

30 - 31 MAY 2019
New York

Post-Dinner Cocktails at the IFA Legal Symposium

6 MAY 2019

NEWS

DLA Piper LLP (US) announces new firm and practice leadership positions

8 March 2021
DLA Piper LLP (US) is pleased to announce a number of firm and practice leadership changes.

DLA Piper's Luxembourg team enters World Trademark Review ranking

25 February 2021

Our Luxembourg office is pleased to announce that we have been ranked as a recommended law firm in the World Trademark Review.

Retired Judge Andrew Peck appointed as Judicial Emeritus member of Sedona Conference Working Group 1 Steering Committee

5 January 2021

DLA Piper is pleased to announce that former United States Magistrate Judge Andrew J. Peck has been appointed by The Sedona Conference as a Judicial Emeritus member of the Steering Committee of Working Group 1 (WG1), effective January 2021.

Nine DLA Piper lawyers recognized by BTI Consulting Group for superior client service

10 December 2020

DLA Piper is pleased to announce that BTI Consulting Group has recognized nine of its lawyers for providing superior service to clients.

Tamar Duvdevani named a *Hollywood Reporter* Top 20 New York Power Lawyer

9 December 2020

DLA Piper is pleased to announce that partner Tamar Duvdevani, the Intellectual Property and Technology chair of the New York office, has been named to *The Hollywood Reporter's* inaugural Power Lawyers list of Top 20 New York Entertainment Attorneys.

DLA Piper shortlisted by the *Financial Times* for five FT North America Innovative Lawyers awards

8 December 2020

DLA Piper is pleased to announce it has been shortlisted by the *Financial Times* for five FT North America Innovative Lawyers 2020 awards.

DLA Piper advises The Shrink Space in its acquisition by ProtoCall Services

30 November 2020

DLA Piper represented The Shrink Space, a referral management software platform widely used by university counseling centers, students and behavioral health providers, in its recent acquisition by ProtoCall Services, a leading provider of telephonic crisis intervention and behavioral health assessment services.

DLA Piper named Real Estate Firm of the Year and Franchise Firm of the Year by *Who's Who Legal* for 16th consecutive year

11 November 2020

DLA Piper is pleased to announce that *Who's Who Legal* has named the firm its Real Estate Firm of the Year and Franchise Firm

of the Year, both for the 16th consecutive year.

Ann Ford named to the *National Law Journal's* 2020 list of DC Trailblazers

16 September 2020

DLA Piper is pleased to announce that Ann Ford has been named a 2020 DC Trailblazer by the *National Law Journal*.

Information security and privacy lawyer Ronald Plesco joins DLA Piper's Intellectual Property and Technology practice as a partner in Philadelphia

1 July 2020

DLA Piper announced today that Ronald Plesco has joined the firm's Intellectual Property and Technology practice as a partner in Philadelphia.

DLA Piper lawyers and practices ranked in latest Chambers edition

8 May 2020

DLA Piper today announced that the firm received 172 lawyer rankings and 71 practice rankings in *Chambers USA's* 2020 guide.

DLA Piper announces partnership promotions for 2020

30 April 2020

DLA Piper is proud to announce that 67 lawyers have been promoted to its partnership. The promotions are effective as of April 1, 2020 in the United States and May 1, 2020 for EMEA and Asia Pacific. The promotions have been made across many of the firm's practice areas in 35 different offices throughout 13 countries.

Across the firm's practices globally, Corporate saw the largest intake of new partners with 19 promotions, followed by Litigation and Regulatory with 15. Intellectual Property and Technology and Finance and Projects had ten and eight promotions respectively, while there were six in Real Estate. Tax and Employment both had four, and there was one in Restructuring.

Kristin Jacobson joins DLA Piper's Intellectual Property and Technology and Telecom practices in Northern California

1 April 2020

DLA Piper announced today that Kristin Jacobson has joined the firm's Intellectual Property and Technology and Telecom practices as a partner in Northern California, based in the Sacramento office.

Marius Domokos joins DLA Piper's Intellectual Property and Technology practice in Washington, DC

31 March 2020

DLA Piper announced today that Marius Domokos has joined the firm's Intellectual Property and Technology practice as a partner in Washington, DC.

DLA Piper lawyers named Acritas Stars

10 March 2020

Acritas has named over 200 DLA Piper lawyers as 2020 Acritas Stars. Now in its fourth year, Acritas Stars highlights the stand-out lawyers in private practice as nominated by clients around the world. More than 3,000 senior in-house counsel feed into the nomination process to give a comprehensive view of highly recommended lawyers across the globe.

DLA Piper announces new US Intellectual Property and Technology practice leadership

22 January 2020

DLA Piper is pleased to announce that Ann Ford will become the sole US chair and global co-chair of the firm's Intellectual Property and Technology practice. She will assume these roles from Frank Ryan, the incoming chair of DLA Piper LLP (US).

DLA Piper advises CallMiner in US\$75 million investment from Goldman Sachs

17 December 2019

DLA Piper is pleased to announce that the firm represented CallMiner in connection with a US\$75 million investment from GS Growth.

DLA Piper named Communications Law Firm of the Year by *U.S. News and Best Lawyers*

6 November 2019

DLA Piper is pleased to announce that it has been named Communications Law Firm of the Year by *U.S. News and Best Lawyers* as part of the 2020 rankings.

Michael Sitzman joins DLA Piper's Intellectual Property and Technology practice in Northern California

4 November 2019

DLA Piper announced today that Michael Sitzman has joined the firm's Intellectual Property and Technology practice as a partner in Northern California, based in the San Francisco office.

Tamany Vinson Bentz named to the *Daily Journal's* list of Top Trade Secrets Lawyers

9 October 2019

DLA Piper is pleased to announce that Tamany Vinson Bentz, a Los Angeles-based partner in the IPT Litigation practice, has been named to the *Daily Journal's* 2019 list of Top Trade Secrets Lawyers.

Mark Radcliffe to moderate panel at Open Core Summit in San Francisco

18 September 2019

Mark Radcliffe will moderate a panel on "The OSS Business Model, from Past to Present" at Open Core Summit, the global commercial open-source software (COSS) category ecosystem conference.

Lisa Hillman joins DLA Piper's Intellectual Property and Technology practice in Boston

26 August 2019

DLA Piper announced today that Lisa Hillman has joined the firm's Intellectual Property and Technology (IPT) practice as a partner in Boston.

Six-partner group joins DLA Piper across key markets and practice groups from coast to coast

18 July 2019

DLA Piper announced today the addition of a six-partner group whose members will be part of the firm's Corporate, Intellectual Property and Technology, and Litigation practices. The partners will be based in San Francisco, Los Angeles, Silicon Valley and New York.

DLA Piper to advise ITW Global Leaders' Forum on blockchain-based telecoms platform

2 July 2019

DLA Piper has been appointed to advise the ITW (International Telecoms Week) Global Leaders' Forum (GLF) on the launch of a special purpose vehicle that will develop a live, blockchain-based platform.

DLA Piper's Mark Radcliffe named to the *National Law Journal's* list of Technology Trailblazers

10 June 2019

DLA Piper is pleased to announce that Mark Radcliffe, a Silicon Valley-based partner, has been named to the *National Law Journal's* list of Technology Trailblazers.

DLA Piper receives Real Estate and Franchise *Who's Who Legal* awards, Jay Epstein named Real Estate Lawyer of the Year

20 MAY 2019

DLA Piper is pleased to announce that *Who's Who Legal* has designated the firm as its Real Estate Firm of the Year and Franchise Firm of the Year, both for the 15th consecutive year.

DLA Piper announces launch of Artificial Intelligence practice

14 MAY 2019

DLA Piper announced today the launch of its Artificial Intelligence practice, which will focus on assisting companies as they navigate the legal landscape of emerging and disruptive technologies, while helping them understand the legal and compliance risks arising from the creation and deployment of AI systems.

Andrew Serwin joins DLA Piper's Intellectual Property and Technology practice in San Diego

7 MAY 2019

DLA Piper announced today that Andrew Serwin has joined the Data Protection, Privacy and Security subgroup of the firm's Intellectual Property and Technology practice as a partner in San Diego.

DLA Piper lawyers and practices ranked in latest Chambers edition

30 APR 2019

DLA Piper today announced that 158 of the firm's lawyers and 64 of its practices were ranked in *Chambers USA's* 2019 guide.

DLA Piper lawyers and practices ranked in latest Chambers edition

30 APR 2019

DLA Piper today announced that 158 of the firm's lawyers and 64 of its practices were ranked in *Chambers USA's* 2019 guide.

Thomas Dombrowsky named to NTIA Commerce Spectrum Management Advisory Committee

26 APR 2019

DLA Piper is pleased to announce that Thomas Dombrowsky has been named to the Commerce Spectrum Management Advisory Committee (CSMAC) of the US Department of Commerce's National Telecommunications and Information Administration.
