



## Gaylen L. Knack

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### MINNEAPOLIS

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### PRACTICE AREAS

Franchise & Distribution  
International Development  
International Law  
Franchise M&A  
Franchise Registration & Compliance  
Emerging & Mature Systems  
Start-Up Systems  
Franchising into the U.S. from Abroad  
Franchise & Dealership Terminations  
Distribution  
Corporate & Business

### INDUSTRIES

Wholesale & Retail Distribution

### EDUCATION

University of Minnesota Law School, J.D., 1985

Gaylen Knack assists franchisors in structuring domestic and international franchise and distribution programs, and advises clients on related business and regulatory issues. He also advises clients on international trade regulation, trademark, Internet, and corporate law matters.

Gaylen's combined 30 plus years of experience in private practice and as a franchise executive provide him with a unique understanding of the complex business and legal issues that companies face in establishing and operating franchise and other distribution systems. As vice president and general counsel at a U.S.-based, multi-concept retail franchise, Gaylen developed sales training and compliance, preferred vendor, internet, franchise renewal, operational standards, and due diligence programs that are integral to the success of expanding franchise programs.

He has authored numerous articles on such varied franchise and distribution-related topics as the use of franchisee referral networks, development through multi-unit and area development strategies, encroachment and franchise site location, cross-border/supply chain transactions, due diligence audits, and franchise advertising funds.

### Events

- Global Franchise Regulation Update Webinar  
October 6, 2022
- Data Privacy & Security for Franchisors  
July 28, 2021
- Dealing with Franchisee Trust Ownership Arrangements  
November 18, 2020

- What Franchisors Need to Know About the California Consumer Privacy Act  
November 14, 2019
- What Franchisors Need to Know About the GDPR  
May 30, 2018
- Legal and Regulatory Requirements of International Franchising  
September 22, 2015
- International Developments in Data Privacy and Anti-Bribery  
November 21, 2014

## Presentations

- Roundtable Facilitator, "Is Now the Right Time To Go International: Analyzing Post-Covid and Geopolitical Issues Abroad," 2023 IFA Legal Symposium, May 8, 2023
- Moderator, "How to Limit Disruption from Supply Chain Uncertainty While Expanding Internationally," International Franchise Association Annual Convention, February 28, 2022
- Co-Speaker, "Structuring and Negotiating Essential Vendor Agreements and Dealing with Financial Terms, Discounts, and Rebates," American Bar Association 44th Annual Forum on Franchising, October 2021
- Moderator, "Ghost Kitchens, Virtual Restaurants, and the Intersection with Franchising," IFA 2021 Legal Symposium, May 6, 2021
- Co-Speaker, "Negotiating Your First International Franchise: Achieving Success by Avoiding the Big Mistakes," International Franchise Exposition, New York, NY, June 16, 2017
- Co-Speaker, "10 Commandments of Franchise Sales," International Franchise Exposition, New York, NY, June 16, 2017 and June 20, 2015; Franchise Expo South, January 15, 2011; and various other IFA-sponsored franchise events
- Co-Speaker, "Selecting the Best Franchise Structure for Domestic and International Expansion," International Franchise Exposition, New York, NY, June 19, 2015
- "Strategies for Franchising into the U.S. Market," International Franchise Exposition, New York, NY, June 18, 2015
- Co-Facilitator, "Mexico: Gateway to Central & South America," IFA 55th Annual Convention, Las Vegas, Nevada, February 17, 2015
- 2014 Client Conference and Research Symposium: Make Analytics Actionable, August 11, 2014

- Co-Presenter, "Beyond Single Unit Franchising: Expanding Franchise Systems Through Multiple Unit and Third Party Arrangements," IFA's West Coast Franchise Expo, Los Angeles, November 2011 and various other IFA-sponsored franchise seminars and expos, June 13, 2014
- 47th Annual IFA Legal Symposium, May 4, 2014
- "Non-traditional International Expansion Strategies: The Current Business Environment is Opening Up New Options," IFA's 53rd Annual Convention, Las Vegas, Nevada, February 18, 2013
- Co-Presenter, "Taking Your Franchise System to the Next Level: Examining Common Traits of Successful Franchisors," International Franchise Expo, New York, June 15, 2012; and Franchise Expo South, January 14, 2011
- Co-Presenter, "Adapting Civil and Common Law Contracts to the U.S. Market," 28th Annual Joint IBA/IFA Conference, Washington, DC, May 23, 2012
- Co-Presenter, "So You're Thinking About Franchising Your Restaurant: Here's How It Works and What It Entails," National Restaurant Association Show, Chicago, May 7, 2012
- Panel Moderator, "Fran-Guard Seminar," IFA'S 51st Annual Convention, Las Vegas, Nevada, February 14, 2011
- Co-Presenter, "You've Built a Great Business, Now Grow Through Franchising," National Restaurant Association Show, Chicago, May 22, 2010
- Co-Presenter, "Selecting, Negotiating, and Operating a Master Franchise," International Franchise Expo, Washington, DC, March 21, 2009
- "Revitalizing Your Franchise System Through the Proactive Use of a Resale Process," 49th IFA Annual Convention, San Diego, California, February 16, 2009
- Panel Moderator, "International Franchise Basics," Multilaw Annual Conference, Rome, Italy, October 2008
- Panel Moderator, "Critical Issues Affecting Payments from Your International Franchisees," IFA's 48th Annual Convention, Las Vegas, February 2008
- "Maximizing Flexibility in the Use of System Marketing Funds," IFA's 48th Annual Convention, Las Vegas, February 2008
- Co-Presenter, "Maximizing Expansion Opportunities While Minimizing Territorial Conflict," IFA's Franchise Expo South, Miami Beach Convention Center, January 2008

- Co-Presenter, "Business and Legal Issues Raised by Franchise Transfers," IFA Legal Symposium, Washington, DC, January 2008
- Panelist, "Global Proliferation of Franchise Laws," ABA International Meeting, Washington, DC, May 2007
- "Solving The Challenges With Underperforming Masters and Area Developers," International Franchise Association Annual Convention, Las Vegas, Nevada, January 2007
- "The New FTC Rule," IFA Legal Roundtable Series, Washington, DC, January 2007
- Co-Presenter, "Disclosure Risks in Complying with Non-U.S. Franchise Regulations," IFA Legal Symposium, Washington, DC, January 2006
- Panelist, "Entry Into the U.S. Market: Agency, Distribution or Franchising," International Bar Association Annual Meeting, Chicago, Illinois, January 2006
- Panelist, "International Trademarks—Safely Exporting Your Brand Overseas," IFA's 45th Annual International Franchise Convention, Hollywood, Florida, March 2005

## Publications

- "Top 5 Legal Issues on the Radar," Franchising World, April 2019
- "Is Your Franchise Ready for GDPR?" Franchising World, August 28, 2018
- Co-Author, "The Role of Letters of Intent in International Franchise Transactions," Franchising World, June 2017
- "Making Lemonade: 2016 Legal Strategy Seeks to Overcome 2015 Legislative Lemons," International Franchise Association, March 21, 2016
- Chapter author of "Multi-Tier and Combination Franchising" for the American Bar Association Franchise Law Casebook, June 13, 2014
- Co-Author, "Acquiring a Franchise System: Due Diligence Tactics to Assess Value," Franchising World, October 2013
- Co-Author, "Selling the Franchise System: Laying the Legal Groundwork to Optimize Value," Franchising World, April 2013
- "Strategies For International Development In Uncertain Times," Franchising World, November 2008
- "Business Hurdles--Legal And Cultural--Hinder Trade In China," Minneapolis Star Tribune Edit, November 2005

## Client Alerts And Blog Posts

- Franchisors Impacted by EU Limits on Personal Data Transfers to the U.S.  
July 22, 2020

## In The News

- "Top 5 Legal Issues on the Radar," Franchising World  
April 2019
- "Finding the Money to Franchise," Twin Cities Business Magazine  
July 2016
- "Exercising Your Franchise," Twin Cities Business Magazine  
April 27, 2015
- "After Missing Deadline, Famous Dave's Can't Sell More Minnesota Franchises," Minneapolis/St. Paul Business Journal  
October 17, 2014
- "Resale Goods Franchisor Gets Second Wind After Winmark," Star Tribune  
July 26, 2014
- "Ship-Shape Documents a Must to Smooth M&A," Franchise Times  
May 5, 2014
- "Flexible Contracts are Key to Long-Term Franchise Success," Franchise Times  
January 31, 2013
- "Attorney Abroad," Franchise Times  
March 2011
- "Franchisors Must Get House In Order to Sustain Growth," QSR  
January 16, 2011
- "Franchisees: We're Employees, Not Contractors," WSJ.com (The Wall Street Journal Web site)  
May 10, 2010

## News Releases

- Ten Lathrop GPM Attorneys Recognized as Franchise Legal Eagles  
April 1, 2024
- Franchise Team and Attorneys Named Global Leaders in 2024 Chambers Ranking  
February 21, 2024
- 11 Lathrop GPM Attorneys Recognized in the International Who's Who Legal Franchise 2023 List

November 27, 2023

- Eight Lathrop GPM Attorneys Named Lawyer of the Year, 89 Ranked as The Best Lawyers in America©  
August 17, 2023
- 14 Lathrop GPM LLP Practice Groups and 35 Attorneys Ranked in Chambers USA 2023  
June 1, 2023
- Franchise Team and Attorneys Named Global Leaders in 2023 Chambers Ranking  
February 16, 2023
- 10 Lathrop GPM Attorneys Recognized in the International Who's Who Legal Franchise 2022 List  
September 28, 2022
- Six Lathrop GPM Attorneys Named Lawyer of the Year, 95 Ranked as The Best Lawyers in America©  
August 18, 2022
- Franchise Team and Attorneys Named Global Leaders in 2022 Chambers Ranking  
February 17, 2022
- 11 Lathrop GPM Attorneys Recognized in the International Who's Who Legal Franchise 2021 List  
October 12, 2021
- Seven Lathrop GPM Attorneys Named Lawyer of the Year, 100 Ranked as The Best Lawyers in America©  
August 19, 2021
- Lathrop GPM Franchise Practice Group Closes Deal Between Home Health Care Giants  
August 13, 2021
- Chambers USA 2021 Names Lathrop GPM a Top Law Firm, Franchise Group Ranked Nationwide  
May 20, 2021
- Franchise Team and Attorneys Named Global Leaders in 2021 Chambers Ranking  
February 18, 2021
- Lathrop GPM Attorneys Recognized in Who's Who Legal Franchise 2020 List  
September 30, 2020
- Lathrop GPM Attorneys Named to The Best Lawyers in America©, Lawyer of the Year, and Ones to Watch for 2021  
August 20, 2020

- Chambers USA 2020 Names Lathrop GPM a Top Law Firm, Insurance Recovery Team Earns New Recognition, Franchise Group Ranked Nationwide  
April 23, 2020
- 16 Lathrop GPM Attorneys Recognized as Franchise “Legal Eagles”  
April 1, 2020
- Lathrop GPM Develops COVID-19 Client Response Team  
March 18, 2020
- Franchise Team and Attorneys Named Global Leaders in 2020 Chambers Ranking  
February 13, 2020
- Gray Plant Mooty Attorneys Recognized in the International Who’s Who Legal: Franchise for 2019  
December 10, 2019
- Gray Plant Mooty Attorneys Named The Best Lawyers in America© 2020  
August 15, 2019
- Gray Plant Mooty Recognized as Leader in Chambers USA 2019  
April 26, 2019
- 17 Gray Plant Mooty Attorneys Recognized as 2019 “Legal Eagles”  
April 1, 2019
- Franchise Team and Attorneys Again Named Global Leaders in 2019 Chambers Ranking  
February 14, 2019
- 15 Gray Plant Mooty Attorneys Recognized in the International Who’s Who Legal: Franchise for 2018  
October 29, 2018
- Gray Plant Mooty Attorneys Recognized in The Best Lawyers in America© 2019  
August 15, 2018
- Gray Plant Mooty Attorneys Named 2018 Minnesota Super Lawyers and Rising Stars  
July 5, 2018
- Gray Plant Mooty Recognized as Leader in Chambers USA 2018  
May 3, 2018
- 15 Gray Plant Mooty Attorneys Recognized as 2018 “Legal Eagles”  
April 3, 2018
- Franchise Team and Attorneys Named Global Leaders in 2018 Chambers Ranking

February 16, 2018

- 17 Gray Plant Mooty Attorneys Recognized in the International Who's Who Legal: Franchise for 2017  
October 2, 2017
- 37 Gray Plant Mooty Attorneys Recognized in The Best Lawyers in America 2018  
August 15, 2017
- 43 Gray Plant Mooty Lawyers Named 2017 Minnesota Super Lawyers and Rising Stars  
July 5, 2017
- 4 Gray Plant Mooty Practices, 12 Attorneys Recognized in Chambers USA 2017  
May 26, 2017
- 47 Gray Plant Mooty Attorneys Recognized as 2016 North Star Lawyers  
May 18, 2017
- 15 Gray Plant Mooty Franchise Attorneys Recognized As 2017 "Legal Eagles"  
April 3, 2017
- 35 Gray Plant Mooty Attorneys Recognized in The Best Lawyers in America 2017  
August 15, 2016
- 40 Gray Plant Mooty Lawyers Named 2016 Minnesota Super Lawyers and Rising Stars  
July 5, 2016
- 5 Gray Plant Mooty Practices, 12 Attorneys Recognized in Chambers USA 2016  
May 27, 2016
- 15 Gray Plant Mooty Franchise Attorneys Recognized As "Legal Eagles"; Largest Number of All Firms  
April 6, 2016
- 36 Gray Plant Mooty Attorneys Recognized in The Best Lawyers in America 2016  
August 17, 2015
- 38 Gray Plant Mooty Lawyers Named 2015 Minnesota Super Lawyers and Rising Stars  
July 09, 2015
- 6 Gray Plant Mooty Practices, 12 Attorneys Recognized in Chambers USA 2015  
June 19, 2015



- Gray Plant Mooty Has 14 Franchise Attorneys Named “Legal Eagles”; Largest Number of All Firms  
April 8, 2015
- Gray Plant Mooty’s Franchise Practice and Attorneys Recognized for International Excellence in 2015 Chambers Global  
March 12, 2015
- Fourteen Gray Plant Mooty Lawyers, Firm Recognized for Most U.S.-Based Lawyers Among Top Competitors  
October 10, 2014
- 33 Gray Plant Mooty Attorneys Recognized as Best Lawyers  
August 19, 2014
- 40 Gray Plant Mooty Lawyers Named 2014 Minnesota "Super Lawyers" and "Rising Stars"  
July 7, 2014
- Four Gray Plant Mooty Practices, Ten Attorneys Recognized in 2014 Edition of Chambers USA: America's Leading Lawyers for Business  
May 30, 2014
- Gray Plant Mooty Lands Fourteen 2014 Franchise Times Legal Eagles, Most of Any Firm in the United States  
April 8, 2014
- Gray Plant Mooty’s Franchise Practice and Attorneys Elizabeth Dillon, Gaylen Knack and Carl Zwisler Recognized by Chambers Global  
March 17, 2014
- Gray Plant Mooty Attorneys Assist in the Publishing of The Franchise Law Review  
February 21, 2014
- Thirteen Gray Plant Mooty Attorneys Recognized in The International Who’s Who of Franchise Lawyers 2013  
July 24, 2013
- Gray Plant Mooty, 11 Attorneys Recognized in 2013 Edition of Chambers USA: America’s Leading Lawyers for Business  
June 12, 2013
- Twelve Gray Plant Mooty Franchise Attorneys Named Franchise Times Legal Eagles 2013  
April 1, 2013
- Gray Plant Mooty’s Franchise Practice Again Ranked as One of the Top Firms Globally  
March 21, 2013

- Three Gray Plant Mooty Attorneys Earn Certified Franchise Executive Designation  
February 18, 2013
- 27 Gray Plant Mooty Attorneys Named 2012 “Minnesota Super Lawyers”  
July 9, 2012
- Gray Plant Mooty, 11 Attorneys Recognized in 2012 Edition of Chambers USA: America’s Leading Lawyers for Business  
June 11, 2012
- Chambers Again Recognizes Gray Plant Mooty’s Franchise Practice as One of Top Four Globally  
March 26, 2012
- Eight Gray Plant Mooty Franchise Attorneys Named “Legal Eagles” by Franchise Times Magazine  
February 10, 2012
- Ten Gray Plant Mooty Attorneys Recognized in The International Who’s Who of Franchise Lawyers 2011  
November 17, 2011
- 22 Gray Plant Mooty Attorneys in 2012 Edition of “Best Lawyers in America”  
September 2, 2011
- 25 Gray Plant Mooty Attorneys Named 2011 “Minnesota Super Lawyers”  
July 12, 2011
- Several Gray Plant Mooty Attorneys Recognized in 2011 Edition of Chambers USA: America’s Leading Lawyers for Business  
June 10, 2011
- Chambers Recognizes Gray Plant Mooty’s Franchise Practice as One of Top Four Globally  
March 31, 2011
- Ten Gray Plant Mooty Franchise Attorneys Named “Legal Eagles” by Franchise Times Magazine  
March 22, 2011
- Eight Gray Plant Mooty Attorneys Recognized in The International Who’s Who of Franchise Lawyers 2010  
October 4, 2010
- 23 Gray Plant Mooty Attorneys in 2011 Edition of “Best Lawyers in America”  
August 9, 2010

- Several Gray Plant Mooty Attorneys Recognized in 2010 Edition of Chambers USA: America's Leading Lawyers for Business June 11, 2010
- Gray Plant Mooty Franchise Practice and Attorney Gaylen Knack Recognized in Chambers Global March 17, 2010
- Twelve Gray Plant Mooty Franchise Attorneys Named "Legal Eagles" by Franchise Times Magazine January 27, 2010

### Professional Affiliations

- Multilaw, Chair, Americas Region
- International Franchise Association, Legal/Legislative Committee and Supplier Board
- International Bar Association
- American Bar Association, Forum Committee on Franchising

### Community Involvement

- Global Minnesota, member/topic speaker
- Urban Ventures, Board of Directors, Chair of the Governing Committee

### Honors

- *Chambers Global*, Franchising, 2007-2024
- *Chambers USA: America's Leading Lawyers for Business*, Nationwide Franchise, 2008-2023
- Selected among *The Best Lawyers in America*®, 2010-2024
- *Franchise Times*, "Legal Eagle," 2007-2024
  - *Franchise Times*, "Legal Eagles Hall of Fame," 2017
- *The International Who's Who of Franchise Lawyers*, 2003-2023
- "Minnesota Super Lawyer®," *Thomson Reuters*, 2008, 2011-2021
- "Minnesota's Top Lawyers," *Minnesota Monthly*, 2022