

SOLUTIONS FOR FRANCHISORS AND MULTI-UNIT FRANCHISEES

Citrin Cooperman is proud to be home to one of the leading national franchising practices in the country. Our dedicated [Franchising Industry Practice](#) has supported some of the world's largest franchise operations across all industries. There is simply no substitute for passion and experience, and our team has both in spades. Working with our team gives you access to over 40 years of experience representing and assisting hundreds of franchise concepts throughout the world.

Our advisors work with the founders, owners, operators, CEOs, and CFOs of franchisor and multi-unit franchisee operations, helping them establish their brands and grow their business to the next level.

When you are preparing for a merger, acquisition, or projected expansion, our team of Certified Franchise Executive (CFE) accredited professionals is here to help. We focus on meeting financial statement audit, tax, and other compliance and contractual obligations, offering the guidance and insight needed so you can focus on what counts: building your business.

START-UP, GROWTH, EXPANSION, ACQUISITION, OR SALE – CITRIN COOPERMAN HAS YOU COVERED



FRANCHISOR SERVICES

- Buy-side and sell-side due diligence
- Quality of Earnings (QofE) reports
- Outsourced CFO and corporate performance management services
- Software automation implementation for internal reporting, budgets and franchisee reporting, dashboarding, and KPI's
- POS security issues and data breaches
- Succession planning
- Enhancing unit economics
- International expansion
- Required financial statement audits
- Design and implementation of royalty audits and programs
- Tax strategies, tax planning, and state tax planning for multi-state operations
- Forensic and litigation advisory



MULTI-UNIT FRANCHISEE SERVICES

- Buy-side and sell-side due diligence
- Quality of Earnings (QofE) reports
- Outsourced CFO and corporate performance management services
- Software automation implementation for internal reporting, budgets and franchisee reporting, dashboarding, and KPI's
- Security and data breaches
- Succession planning
- Enhancing unit economics
- Corporate restructuring and streamlining operations
- Financial statement audits
- Tax strategies, tax planning, and state tax planning for multi-state operations
- Forensic and litigation advisory



Citrin Cooperman is a proud member of the International Franchise Association's (IFA) Supplier Forum and Professional Group, is a sponsor of the Philadelphia Franchise Association, and has professionals who serve as the co-chairs of the IFA's Women's Franchise Network - New York/New Jersey Chapter and as co-facilitators of the New York and Philadelphia Franchise Business Networks.



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Aaron has more than 40 years of experience in accounting and auditing and focuses his practice on several key niches including franchising, retail, manufacturing, restaurants, and professional service firms. His work with franchisors includes audits of financial statements, implementation and compliance with revenue recognition in regard to ASC 606, accounting standards, international tax structuring, expansion consulting, due diligence and acquisitions services, the structuring of royalty audit programs and advertising funds, and succession planning. Over the past 40 years, Aaron has advised clients in diverse industries, including restaurants and hospitality, healthcare, fitness, early childhood, recreational, professional services, therapeutic services, automotive, education, and childcare. Aaron works with franchisors operating internationally in as many as 120 different countries and some of the largest quick service restaurants (QSRs) in the world, both domestically and internationally. Aaron has a particular passion for working with and advising emerging franchisors as they plan out and prepare for growth trajectory.

Aaron is actively involved in the IFA and currently holds positions as a past member of the IFA Board of Directors, the IFA Executive Committee, and the IFA Budget and Finance Committee and currently, as a member of the IFA Membership Committee Task Force. He also serves as past chair of the IFA's Supplier Forum Advisory Board Executive Committee and as a member of the IFA's Social-Sector Franchising Task. Aaron's commitment to the franchise industry is demonstrated by his continued support of the IFA's FranPAC (Franchising Political Action Committee) and by his involvement in a special task force organized by the IFA in dealing with defining and adopting accounting standards specific to franchising in conjunction with the Financial Accounting Standards Board (FASB). Aaron is a frequent author, lecturer, and instructor on various franchise topics.



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Michael Iannuzzi is a partner and practice co-leader of the firm's Franchising Industry Practice, providing professional services to a wide spectrum of clients within the franchise community. He works with franchisors and multi-unit franchisees in a variety of industries, including fitness and athletic centers, children entertainment services, such as recreational youth programs and party providers, junk removal companies, mobile concepts, service-based concepts, quick service restaurants (QSRs), and grocery stores.

As co-leader of the firm's Franchising Industry Practice, Michael has had the opportunity to work with and advise various franchisors and

multi-unit franchisees of different sizes and industries on many diverse matters, such as franchise performance representations, franchisee unit matrix, franchise disclosure document financial and narrative presentation, advertising fund structure, corporate restructuring, and asset protection. Some of Michael's primary responsibilities are to grow the franchise practice, consult with our franchise clients, and work with our internal franchise committee members on best practices, industry updates, and overall client service.

Michael uses his experience to guide his clients in planning for the future. His franchise consulting and advisory services focus on various areas, such as franchise corporate structure and formation, domestic and international strategic planning, tax strategies, cash flow and budgeting, and long-term profitability analysis. Michael is a member of the IFA, where he serves on the Membership Committee and Supplier Forum Advisory Board, the International Franchise Professionals Group, the Philadelphia Franchise Association, the New England Franchise Association, and the American Institute of Certified Public Accountants.



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Joseph Lesovitz is a partner in the [Forensics, Litigation, and Valuation Services Practice](#). With over 15 years of experience, he specializes in calculating damages in complex commercial litigation and in providing financial consulting and forensic accounting services to attorneys, public and private corporations, insurance companies, and governmental agencies. Joe has been qualified as an expert witness and presented testimony in depositions and trials in federal court, state court, and arbitration. Joe has provided consulting and litigation services for cases involving complex commercial damages, lost profits analysis, intellectual property infringements, business valuations, economic damage calculations, and forensic investigations. His consulting and litigation services extend to clients in many industries including franchise, pharmaceutical, healthcare, financial services, technology, manufacturing, real estate, retail, telecommunications, and insurance.

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