

Global Franchise & Supply Network

We share our clients' entrepreneurial focus and deliver responsive, practical, creative and focused legal counsel to companies ranging from startups to well-known, established brands in domestic and international franchise, license, distribution, supply chain and international trade and customs matters.

Our Global Franchise and Supply Network attorneys represent franchisors, licensors, and manufacturers in developing strategies, structuring transactions and negotiating agreements to get their products and services to market through all levels of the supply chain. Our attorneys have organized and managed the negotiation of development, franchise, licensing and direct sales for hundreds of brands domestically and in over 60 countries. We structure franchise, license, product distribution, and sales agency programs, draft the agreements and disclosure documents, and oversee regulatory compliance. Our attorneys also negotiate for franchisees, licensees, distributors and suppliers and assist them in establishing scalable operating businesses.

Our supply chain practice also includes due diligence in mergers and acquisitions, counseling, drafting and negotiating commercial contracts, including domestic and international manufacturer, supply and service agreements, sales, agency and distribution agreements, broker/carrier agreements, warehousing agreements, equipment and finance leases, and management and development agreements. We are well known for structuring and managing purchasing groups, cooperatives, joint ventures, strategic alliances and sales representative systems in the foodservice, manufacturing and retail industries.

Our litigation practice includes domestic and international litigation and arbitration regarding franchise, license and supply chain issues from termination and protection of trademarks, trade secrets and trade dress and enforcement of non-compete covenants to defending against challenges to system practices and enforcement actions. Our attorneys are also recognized for protecting brands in domestic and international markets, including negotiating with government authorities, overseeing the Foreign Corrupt Practices Act (FCPA) and related audits and litigating disputes, including international arbitrations.

We provide advice and counsel to clients on trade and import and export issues that impact clients' movements of goods, technology and services from one country to another.

Working closely with our International Trade practice group, we provide a "one-stop-shop" to support and expedite clients' distribution of products into the global marketplace. We also prepare and help clients implement import and export compliance policies and provide counseling, auditing and compliance training to mitigate the risk of potential violations.

Polsinelli is recognized as a preeminent practice in the franchise, supply chain and international trade and customs business and legal communities, particularly in these industries:

- Restaurant
- Foodservice
- Lodging

- Logistics
- Transportation
- Fitness
- Wellness
- Retail
- Consumer Goods
- Information Technology/Software
- Aerospace/Space
- Electronics
- Oil/Gas
- Automotive
- Health Care

As a practice and as attorneys, we are recognized in leading publications like *Chambers USA* and *Chambers Global*, *Best Lawyers in America*, *Franchise Times Legal Eagles*, *Super Lawyers*, *U.S. News & World Report* and more. Consistently, our attorneys maintain leadership positions for business groups such as the International Franchise Association and National Restaurant Association, assisting in problem resolution and developing enhanced methods for conducting business.

Our internationally and nationally recognized attorneys frequently write and speak on franchise, supply chain and distribution matters. Please read one of our recent publications for updates on recent developments in franchise, supply chain and distribution matters.

Matters

- Filed an amicus brief on behalf of the International Franchise Association in the United States Circuit Court of Appeals for the Eleventh Circuit advocating for application of the rule of reason standard to apply to antitrust challenges to “no hire” or anti-poaching clauses in franchise agreements.
- Structured franchise programs for 100+ U.S. / International franchisors and drafted franchise agreements, development agreements and disclosure documents and registered the same for numerous brands in numerous industries, including restaurants, health/wellness and consumer goods.
- Handled international franchise, distribution, transportation and manufacturing deals in 60+ countries with special emphasis on MENA, Asia, Mexico and Latin America, including development, acquisitions, sales, divestitures and related licensing and regulatory matters.
- Handled numerous lawsuits and arbitrations involving termination and non-renewal disputes, often involving injunction relief and enforcement of trademark, trade secrets, trade dress and enforcement of non-compete covenants, as well as challenges to system practices and standards.
- Advised independent franchisee association in the formation of prospective buying group involving over 1,000 franchised units and over \$300 million in annual spend, including the structure of purchasing organization, forming corporate entities and preparing and negotiating agreements with franchisors, participation agreements with members, services agreements with procurement agent and supply, distribution and warehouse agreements with vendors and suppliers across multiple countries.
- Defended the franchisee of the exclusive rights in the United States and Canada of an international children’s amusement park concept in actions arising out of the Mexican-based franchisor’s attempt to terminate the franchise agreements. Obtained a preliminary injunction preventing the termination of the franchise agreement in the United States District Court for the Southern District of New York and thereafter handled the international arbitration before the International Chamber of Commerce.
- Structured transportation systems for Fortune 50 manufacturers, distributors and retailers, including home delivery/retail motor carrier, managed transportation, dedicated fleet, truck leasing and related fleet financing deals.

- Represented the International Franchise Association in a U.S. Department of Justice Investigation into the IFA's activities concerning the widespread proliferation of anti-poaching provisions in franchise agreements. Ultimately, the DOJ opted not to bring any enforcement action against the IFA and filed Statements of Interest in two actions supporting the IFA's position on such provisions' legality.

Publications

December 18, 2025

Tariffs and Franchising: What the New U.S. Trade Landscape Means for Franchisors and Franchisees

Co-Author, Franchising.com

September 23, 2025

Proposed American Franchise Act Would Bring Sanity to “Joint Employment” Standard in Franchising

August 1, 2025

Deadline Approaches for Comments on NASAA Proposed Model Franchise Broker Law

July 30, 2025

New Tariffs Set To Take Effect August 1 Unless New Deals Are Struck

Co-Author, Franchising.com

June 17, 2025

Texas Ruling Emphasizes Limits Of Franchisors' Liability

Co-Author, Law360

June 16, 2025

Tariff Trade War Causing Looming Uncertainty for Franchisors and Franchisees

Co-Author, Franchising.com

May 14, 2025

Landmark Texas Supreme Court Case Finds No “Direct Liability” for Franchisor Arising Out of Franchisee Employee’s Actions

April 24, 2025

New Reciprocal Tariffs Impact on Franchisors and Franchisees and Recommended Proactive Measures

Co-Author, Franchising.com

April 17, 2025

What Franchisors and Franchisees Need to Know About New Reciprocal Tariffs - April 2025 Update

Co-Author, Franchising.com

April 14, 2025

Aging... Your Experience Is The Key To Staying Relevant

Author, Forbes

March 11, 2025

What Franchisors and Franchisees Need to Know About the New Tariffs

Co-Author, Franchising.com

March 7, 2025

New Tariffs Take Effect: What Franchisors and Franchisees Need to Know

Co-Author, Franchising.com

February 28, 2025

California Enacts New Franchise Broker Law

February 28, 2025

What Do These Common Contractual Words Actually Mean?

February 28, 2025

2024 Recap of Franchise Developments and 2025 Trends To Watch

February 18, 2025

2025 Global Franchise & Supply Network Report

February 17, 2025

NASAA Supports Reasonable Post-Term Non-Competes in Franchise Agreements

November 18, 2024

Redirecting Anger In Mediation To Achieve Resolution: Feelings Matter

Contributor, Forbes

August 28, 2024

Court Rules that the FTC Rule Banning Non-Competition Clauses in Employment Agreements is Unlawful and Order Has “Nationwide Effect”: Impact on Franchisors

July 16, 2024

FTC Issues Statements Signaling Major Changes to its Oversight of Franchise Relationships and Franchise Disclosure Requirements

July 8, 2024

Global Influence: 6 international female leaders make their marks

Featured, Franchising.com

July 5, 2024

Impact of the Texas Federal Judge Partially Blocking FTC Ban on Non-Competes for Franchisors and Franchisees

July 1, 2024

What Franchisors and Franchisees Need to Know About the Corporate Transparency Act

June 3, 2024

Enhancing Franchisors' And Franchisees' Mediation Experience By Improving On Mediators' And Counsels' Execution

Contributor, Forbes

April 29, 2024

What is the Impact of the FTC's Final Non-Compete Rule on Franchisors and Franchisees?

March 11, 2024

Federal Court Strikes Down NLRB's Expansive “Joint Employment” Standard

October 26, 2023

Board Expands Definition of “Joint Employer” Yet Again

October 9, 2023

The Corporate Transparency Act: Franchisors And Franchisees Need To Comply With New Federal Reporting Obligation Effective January 2024

Author, Forbes

April 26, 2023

Solar Tariff Waiver End Looms: What You Need to Know

FTC Turns Its Attention to Franchising

October 5, 2022

NASAA Shuts Down Use of Acknowledgments and Questionnaires in Franchise Sales Process