

# Joyce Mazero

GLOBAL FRANCHISE & SUPPLY NETWORK CO-CHAIR

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As Co-Chair of the Global Franchise and Supply Network practice, Joyce Mazero represents national and global product and service-based companies leading them through major initiatives including structuring franchise and distribution networks, purchasing cooperatives and buying groups; negotiating strategic alliances, joint ventures, domestic and international licensing, franchising, manufacturing, retail and logistics deals; buying and selling franchise chains, food service providers and manufacturing plants, and litigating franchise, intellectual property and distribution disputes around the world.

Managing supply chain risk and leveraging supply chains to maximize competitive advantage and, increase cash flow opportunities; managing risk in domestic and international franchise systems to enhance market expansion opportunities and foster sustainable value relationships among franchisors, franchisees and suppliers, in her capacity are critical focal points of Joyce's practice.

Joyce is a certified mediator for complex commercial disputes.

*Chambers USA*, the world's leading guide to the legal profession, has ranked Joyce "Top Ranked" in Band 1 for Franchising Nationwide for the past 18 consecutive years, since 2008. She is also highly ranked by Chambers Global. In interviews with clients during research for these rankings, Joyce was noted for her:

- "very strong sense of what it takes to drive a business"
- "well-rounded viewpoint on transactions"
- "extraordinary [experience] on supply chains and how they relate to franchising"
- "extraordinarily talented"
- "a very good strategist"

She is the recipient of several leadership awards from the International Franchise Association, the Women's Foodservice Forum and the Dallas Business Journal. A frequent national speaker and writer, Joyce recently co-authored *Franchise Management for Dummies*, a Dummies series publication released in April 2017, was an editorial legal advisor to *Franchising for Dummies*, was co-editor of the ABA Forum on *Franchising's* Monograph on Financial Performance Representations, and is a Contributing Writer for *American City Business Journals* and *Forbes.com*.

## Capabilities

- Global Franchise & Supply Network
- Commercial Contracts & Transactions
- Commercial Litigation
- International
- International Trade
- Export Controls, Economic Sanctions & Compliance
- Customs
- Litigation

## Education

- St. Mary's University School of Law (J.D., 1979)
- Texas State University (B.A., 1976)

## Bar Admissions

- Texas, 1983
- Pennsylvania, 1979

## Court Admissions

- State of Texas
- U.S. District Court, Northern District of Texas
- Supreme Court of Pennsylvania

## Memberships

- Board Advisor, National Restaurant Association's Supply Chain Expert Exchange
  - Former Board Member
  - International Franchise Association and its Educational Foundation
  - National Restaurant Association Foundation and Women's Foodservice Forum
  - Promise House
  - Susan G. Komen for the Cure Advocacy Alliance
- Board Member, University of North Texas College of Merchandising, Hospitality and Tourism
- Founding Member and Chair Emeritus, Women Corporate Directors' DFW Chapter
- Member, National Association of Corporate Directors
- Board Member, Magdalen House
- Board Member, U&I Spread the Light
- Board Advisor (emerging companies)

## Recognition

- Selected for Inclusion in Lexology WWL Thought Leaders USA, 2024
- Selected for Inclusion in Who's Who Legal for Highest Ranked Lawyers: Franchise 2003-2024
- *Chambers USA: America's Leading Lawyers for Business*, Top Ranked, Franchising USA – Band 1, Nationwide, 2006-2025
- *Chambers Global: Outstanding Lawyers Globally*, Top Ranked, Franchising, Band 2, Global, 2006-2026
- Honored as One of the 100 Influential Women in Franchising, Global Franchising 2020-2021
- Selected for inclusion in *Best Lawyers in America*® for:
  - Franchise Law, 1995-2026; Best Lawyer, 2014
  - Recognized, Women in the Law, Best Lawyers Franchise Law, 2016
- "Legal Eagle" (Top 125 Franchise Lawyers), *Franchise Times*, 2004-2021; 2023, 2024-2026
  - Inducted into Inaugural Legal Eagles Hall of Fame, *Franchise Times*, 2013
- *U.S. News & World Report*, Nation Tier 2, Best Law Firms for Franchise Law, 2020
- Selected for inclusion in *D Magazine's* "Best Lawyers in Dallas," 2001-2005; 2007; - 2009; 2011-2018; 2020-2024
- Honoree, Women in Business, *Dallas Business Journal*, 2015
- *The Legal 500*: Recognized for Industry Focus M&A/Corporate and Commercial M&A:

- Middle Market (sub-\$500m), 2015
- Selected for inclusion in Best Women Lawyers in Dallas, *D Magazine*, 2010
- Leadership Award, Women's Foodservice Forum (WFF), 2010
- Best Business Lawyers in Dallas: Franchise and Development, *D Magazine*, 2009
- Selected for inclusion in Texas Super Lawyers, *Texas Monthly Magazine*, 2003-2019
- Program Chair, International Franchise Association – Annual Legal Symposium, 2013-2014
- “Lawyer of the Year: Franchise Law,” *Corporate LiveWire*, 2014
- 20 to Watch, *Franchise Times*, 2007
- Bonnie Levine Leadership Award, International Franchise Association, 2005
- International Franchise Association WFC Crystal Compass Award, 2004
- Peer Review Rated AV Preeminent in *Martindale-Hubbell*

## Matters

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- Structured franchise programs for 100+ US franchisors, and drafted franchise agreements, development agreements, and disclosure documents and registered the same for numerous brands in numerous industries, including restaurants, hospitality, health/wellness, and consumer goods.
- Structured and negotiated multiple US development and franchise plans for celebrity chefs and athletes.
- Structured outbound international franchise deals in 60+ countries for franchisors particularly in the restaurant / foodservice/hospitality spaces with special emphasis on development in MENA, Asia, Mexico, and Latin America.
- Structured inbound international franchise transactions for UK and Asian franchisors and affiliates.
- Advised on re-structuring of multiple franchise programs to specifically address joint employer, vicarious liability and related theories of liability and implementing methods for reducing risk and liability and speaking to franchise groups regarding same issues.
- Represented the franchisee of the exclusive rights in the United States and Canada of an international children amusement park concept in actions arising out of the attempt by the Mexican-based franchisor 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.
- Represent the International Franchise Association in filing an Amicus Curia brief in the United States Circuit Court of Appeals for the 11th Circuit advocating for application of the rule of reason standard to apply to anti-trust challenges to “no hire” or anti-poaching clauses in franchise agreements.
- Represented large franchisee association for global quick service franchisor and negotiated relationship – focused changes to franchisor’s policies with respect to system changes, fees and free speech.
- Represented numerous franchisors in defense of claims for fraud and misrepresentation with respect to initial investment and financial performance representations.
- Represented US master licensor in negotiations for master license rights, defending, claims by sublicensees and other third parties including media.
- Represented private equity and family office buyers of franchise systems assessing manual standards, training and other activities with respect to potential joint employer,

misclassification and vicarious liability risks.

- Structuring and conducting due diligence for multiple franchisors (including multi-brand portfolios) in M & A transactions including all franchise and supply chain risk assessment issues
- Represented hotel owners and developers in negotiating of investment, employment and licensing transactions with major and private label brands including hospitality management agreements.
- Represented independent franchisee association in formation of prospective buying group involving over 1,000 franchised units and over \$300,000,000 in annual spend, including structure of purchasing organization, forming corporate entities, and preparing and negotiating agreements with franchisor, participation agreements with members, services agreements with procurement agent, and supply, distribution and warehouse agreements with vendors and suppliers across multiple countries.
- 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.
- Structured and negotiated numerous national purchasing cooperatives, buying groups and managed supply and procurement programs including all relevant tax, securities, anti-trust and corporate matters and preparation of subscriber, service, distribution and supply agreements and analysis of regulatory, antitrust, pricing and financing issues.
- Negotiated new relationship agreement and corporate governance documents between major restaurant brand with over 1,000 units and purchasing cooperative.
- Structured and negotiated the sale of manufacturing plants in Japan and United States, handled bankruptcy/insolvency of distributor/licensee in France and negotiated new supplier and licensing arrangements for Fortune 50 consumer goods company.
- Structured reseller and national account programs and prepared enforcement policies for numerous brands, national accounts and authorized resellers including MAP and other pricing-related analysis and implementing enforcement program based on antitrust, intellectual property and tort-related considerations.
- Advised, structured and negotiated the cessation of a national franchise program and termination and/or modification of existing franchise and distribution agreements.
- Represented national brands in connection with evaluating impact of COVID-19 pandemic on contractual rights and obligations under leases, and vendor agreements, including force majeure, commercial impracticability, and frustration of purpose issues, and negotiating contractual resolutions with vendors and landlords.
- Advised franchisors, manufacturers, distributors and retailers on regulatory compliance, blockchain, corporate social responsibility, pricing, delivery systems, 3PL, managed transportation, fleet management, and sourcing and licensing technology for company-owned and franchised supply chains.
- Structured and negotiated transition of major US restaurant franchisor from regional to national broadline distributor.
- Represented major manufacturer and retailer with dealer network in negotiations and drafting of a design services agreement and a contract manufacturing and supply agreement for the design and manufacture of smart technology sleep monitoring devices consisting of a proprietary textile-based sensor material and control board to collect and transmit data to the cloud; the design, development and maintenance of a mobile application; and development and on-going support of cloud data storage, data management and interpretation using proprietary algorithms for sale by authorized dealers and licensees.

# News

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February 17, 2026

**Polsinelli Rises in 2026 Chambers Global Rankings**

June 5, 2025

**Polsinelli Continues to Rise in 2025 Chambers USA Rankings**

February 19, 2025

**Polsinelli Attorneys and Practices Recognized in Chambers Global 2025 Guide**

February 18, 2025

**Polsinelli Releases 2025 Global Franchise & Supply Network Report**

June 6, 2024

**Polsinelli Moves Up in 2024 Chambers USA Rankings**

May 21, 2024

**Polsinelli Expands Global Franchise & Supply Network Practice With New Counsel Jarina Duffy**

# Publications

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December 18, 2025

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

*Co-Author, Franchising.com*

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*

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

**What Do These Common Contractual Words Actually Mean?**

February 18, 2025

**2025 Global Franchise & Supply Network Report**

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?**

December 22, 2023

**The Corporate Transparency Act: What Franchisors and Franchisees Need To Know**

*Co-Author, Franchising.com*

October 9, 2023

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

*Author, Forbes*

October 5, 2022

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