Business Litigation + Counseling



Businesses need counsel that understands their goals and operations as clearly as their legal challenges. MG+M provides start-to-finish business guidance and clear, practical counsel to help companies navigate disputes, manage risk, and seize opportunity. Whether advising on a developing issue or litigating a high stakes conflict, we work closely with clients to problem solve and ensure our strategies align with their vision for their business.

Our team is committed to truly understanding the unique needs of every business we serve. We listen first, assess each client's specific challenges, and deliver tailored solutions that fit their goals. Clients benefit from the resources and capabilities of a large firm paired with the personalized attention and cost-effectiveness they value. MG+M brings courtroom tested insight that helps companies of every size anticipate how operational decisions, governance structures, and deal terms withstand scrutiny. Drawing on resources from across our national firm, we leverage that perspective to help clients prevent disputes, strengthen compliance, and build durable business strategies. Our clients consider us a trusted business partner, and we are their first call for matters large and small, including day to day business counseling, sounding-board conversations, strategic decision-making, and early issue spotting.

MG+M attorneys advise companies across the full spectrum of sophisticated commercial conflicts while supporting clients throughout the business lifecycle, partnering with them to develop dispute resolution strategies aligned with long term objectives. We analyze every aspect of a dispute—including conducting and managing internal and government investigations—and provide practical, creative guidance to minimize risk in both litigation and transactional contexts, continually assessing the best path forward, including litigation when appropriate. Our counsel extends to day to day operational and strategic needs, including contract negotiation, compliance, data privacy, workforce matters, and strategic partnerships, as well as periods of transition such as leadership changes and succession planning. We help clients address internal concerns, respond to regulatory scrutiny, and protect and enforce intellectual property critical to business value. When matters proceed to trial, our seasoned, trial tested team is fully prepared to advocate effectively in complex, high stakes disputes.

MG+M counsels clients across a wide range of industries, and many of our attorneys bring additional, hands-on experience in sectors where regulatory complexity, operational pressures, and rapid change demand business minded guidance, including the cannabis industry and food, distribution, and manufacturing companies. Our work in these areas reflects not only legal proficiency but also a grounded understanding of daily operations. This perspective allows us to deliver tailored, commercially focused support that helps clients navigate risk, maintain compliance, and advance their strategic goals.

Working seamlessly with MG+M's Transactional attorneys, we provide coordinated insight when matters intersect with corporate or deal-driven issues. Our teams have successfully handled matters involving complex contracts, antitrust claims, M&A fallouts, shareholder disputes, securities actions, construction litigation, intellectual property issues, financial institution litigation, indemnity disputes, employment and non-compete litigation and counseling, bankruptcy claims, real estate disputes, and environmental litigation.

By combining MG+M's litigation and transactional capabilities with our advisory strength, we deliver holistic support that resolves immediate legal issues while advancing long-term business success.

Areas of Focus

Bankruptcy, Restructuring, and Financial Distress Litigation
MG+M advises and defends businesses facing financial distress across the full spectrum of bankruptcy, restructuring,

and receivership matters. We guide clients through insolvency risks, workout negotiations, and restructuring strategies while also handling the litigation that often accompanies financial pressure. Our team manages adversary proceedings, contested matters, and commercial disputes involving preferences, fraudulent transfers, fiduciary duty allegations, and conflicts among creditors, debtors, committees, trustees, and other stakeholders. We also counsel on forbearance agreements, distressed asset sales, receiverships, assignments for the benefit of creditors, and real estate or commercial restructurings, helping clients evaluate exposure, preserve value, and maintain operations. With experience across industries, capital structures, and forums—including bankruptcy courts, federal and state courts, and parallel out of court negotiations—we focus on protecting assets, enforcing rights, and aligning legal strategy with business realities to support stability during periods of financial uncertainty.

Cannabis Industry Counseling

MG+M advises businesses operating in the rapidly evolving cannabis and hemp sectors, helping them navigate the complex mix of state, federal, and local requirements that shape this industry. We counsel operators, investors, and related enterprises on licensing, regulatory compliance, business formation and transactions, real estate considerations, and the operational challenges unique to cannabis related ventures. Our team also assists clients in managing disputes and enforcement risks that arise in this highly regulated environment, drawing on experience across corporate, employment, regulatory, and litigation disciplines. With a clear understanding of the industry's shifting legal landscape, we provide practical, forward looking guidance that supports compliant growth, sound governance, and long term stability.

Claims Monitoring

MG+M assists businesses and professionals in proactively managing and monitoring claims that have the potential to escalate into litigation or impact ongoing operations. We track developments across active and threatened claims, evaluate exposure, and help clients understand how individual matters fit within broader risk patterns. Our team works closely with insurers, brokers, and in house counsel to ensure timely reporting, coordinated strategy, and clear communication throughout the life of a claim. This work is especially valuable for design professionals and other industries where project based risk, contractual obligations, and professional liability considerations require early insight and disciplined oversight. By identifying trends, anticipating pressure points, and aligning stakeholders, we help clients maintain control, reduce surprises, and position themselves for efficient resolution when disputes arise.

Contingency-Fee Capabilities

MG+M represents select clients on a contingency or hybrid fee basis in business disputes where the financial harm is significant and the path to recovery is clear. In these matters, we pursue claims involving breach of contract, fraud, business torts, unfair competition, trade secret theft, and other commercial injuries where our clients' losses warrant an aggressive, results driven approach. Our trial tested team evaluates each case with the same rigor we bring to defense work, developing strategies that maximize recovery, strengthen leverage, and drive efficient resolution. By aligning our compensation with the outcome, we partner closely with clients to pursue meaningful relief while managing litigation costs and preserving business resources.

Cybersecurity and Data Privacy

MG+M advises businesses on the legal and operational risks associated with data security, privacy compliance, and emerging technologies. We help clients build practical governance frameworks, assess vulnerabilities, and navigate the patchwork of state, federal, and industry specific requirements that shape how data is collected, used, and protected. When cyber incidents occur, we coordinate closely with forensic specialists and internal teams to investigate the event, preserve privilege, manage regulatory and contractual notifications, and engage with insurers to limit disruption. Our attorneys also defend clients in privacy and data related litigation, including breach response claims and disputes involving monitoring technologies, biometric data, and misuse of personal or proprietary information. With experience across data intensive and highly regulated industries, we provide clear, business focused guidance that helps clients reduce exposure, safeguard critical assets, and maintain trust with customers, partners, and regulators.

Delaware Counsel Work

MG+M serves as Delaware focused counsel for companies and national law firms navigating the state's unique courts, procedures, and business law landscape. We regularly appear in the Delaware Court of Chancery, Superior Court (and in particular its Complex Commercial Division), and the federal court on matters involving corporate governance, fiduciary duty claims, shareholder and partnership disputes, books and records actions, expedited injunction proceedings, and other issues that arise under Delaware's influential body of corporate law. Our team provides strategic guidance on local rules, judicial expectations, and case specific nuances, ensuring that lead counsel and clients are positioned for success in fast moving or high stakes matters. Whether serving in a traditional Delaware counsel role or partnering more deeply on strategy and briefing, we deliver practical, responsive support that reflects Delaware's central role in corporate litigation. Learn more about MG+M's Delaware Corporate Litigation team.

Employee and Employer Disputes

MG+M represents employers and, in select matters, employees in complex disputes arising out of the workplace and the employment relationship. Our team handles claims involving discrimination, harassment, retaliation, wrongful termination, wage and hour issues, restrictive covenants, trade secret protection, executive employment agreements, and disputes between business partners or key personnel. We also counsel clients on compliance, policy development, internal investigations, and risk management to help prevent issues before they escalate. When litigation becomes necessary, we bring deep experience in federal and state courts, administrative agencies, and arbitration forums, advocating for outcomes that protect our clients' business interests, workforce stability, and long term strategic goals.

Export Control Regulations

MG+M counsels companies on US and international export control compliance, including classification, licensing, and screening of transactions, products, and technology transfers. Our work includes developing internal controls, training programs, and transactional reviews to identify and mitigate transfer risks.

Food, Distribution, and Manufacturing

MG+M supports companies across the food, distribution, and manufacturing sectors with practical, business minded counsel that helps them operate efficiently, manage risk, and stay compliant in a highly regulated and fast moving environment. We advise producers, processors, distributors, logistics providers, and retailers on the commercial and operational issues that shape daily performance—from supply chain agreements and co packing relationships to warehousing, transportation, and inventory management. Our team helps clients navigate food safety and labeling requirements, marketing and advertising rules, and the regulatory expectations that apply at every stage of the supply chain.

We also assist with the broader business considerations that arise as companies grow, including commercial contracting, real estate tied to production and distribution facilities, financing needs, workforce and governance matters, and operational planning for new product lines or market expansion. For logistics providers, carriers, and warehouse operators, we offer guidance on transportation regulations, liability exposure, and strategies to maintain continuity when disruptions or contamination events occur. Drawing on experience inside fast growing food and logistics organizations, we deliver solutions that are grounded in real operational pressures and tailored to the pace of the industry.

General Business Litigation

MG+M represents companies in the full range of general business disputes that arise from the everyday realities of doing business. Our team handles matters involving contract performance and enforcement, business torts, fraud and misrepresentation, unfair competition, supply-chain and distribution conflicts, licensing and technology disputes, and disagreements between business partners, vendors, and customers. We are equipped to step in at any stage—whether a dispute is emerging, escalating, or already in litigation—and we bring the same disciplined, trial-ready approach to routine commercial matters as we do to high-stakes conflicts. With deep experience across industries

and jurisdictions, we resolve disputes efficiently, protect our clients' commercial relationships, and position their businesses for continued success.

Intellectual Property and Trademark Counseling
MG+M helps businesses protect and strengthen the intellectual property and brand assets that support growth, market position, and long-term value. We advise on trademark clearance and registration, portfolio development, licensing, and brand-protection strategies that align with business goals and regulatory requirements. Our team works with companies across technology, consumer products, healthcare, and other innovation-driven industries to assess IP risk, structure agreements involving proprietary rights, and address issues that arise as products, services, and partnerships evolve. We also guide clients through enforcement considerations and cease-and-desist strategy, ensuring they can respond effectively when brand integrity or competitive advantage is threatened.

Internal and Government Investigations
MG+M conducts internal and government-facing investigations for companies navigating allegations of misconduct, regulatory scrutiny, or operational breakdowns. Our work includes employment-related investigations, internal fraud reviews, and risk assessments designed to help clients understand the scope of potential issues and respond appropriately. We also guide businesses through inquiries involving the False Claims Act, the Department of Justice, State Attorneys General, and other enforcement or regulatory bodies. Our team focuses on preserving privilege, managing parallel civil or administrative exposure, and developing clear, defensible findings that support informed decision-making. Whether the goal is remediation, disclosure, or litigation preparedness, we provide practical, steady counsel that helps clients protect their interests and maintain credibility with regulators, employees, and stakeholders.

Outside General Counsel
MG+M serves as trusted outside general counsel to businesses across industries, providing practical, day to day guidance on the legal issues that shape operations. We support clients with commercial contracting, governance, compliance, employment matters, and risk management, offering clear, business focused advice grounded in an understanding of each client's priorities and growth trajectory. Acting as an integrated extension of leadership teams, we help companies anticipate challenges, make informed decisions, and keep their business moving forward with confidence.

Plaintiffs'-Side Business Disputes
MG+M represents companies as plaintiffs in high-value business disputes, pursuing claims that protect their financial interests, intellectual property, competitive position, and contractual rights. We handle matters involving breach of contract, fraud, business torts, unfair competition, trade secret theft, interference with business relationships, and other disputes where a client's business has been harmed and affirmative relief is necessary. Our team brings the same disciplined, trial-ready approach to plaintiffs' cases as we do to defense work, developing strategies that maximize leverage, drive efficient resolution, and position clients for meaningful recovery. With deep experience across industries and forums, we are equipped to lead complex commercial cases from investigation through trial and appeal, ensuring that our clients' rights are enforced and their business objectives remain front and center.

Real Estate Disputes
MG+M represents clients in a wide range of real estate disputes involving the ownership, development, financing, and use of commercial and residential property. Our team handles matters such as purchase and sale disagreements, lease and landlord tenant conflicts, construction and development disputes, title and boundary issues, easements and access rights, zoning and land use challenges, and claims arising from property related fraud or misrepresentation. We work closely with clients to protect their investments, preserve project timelines, and resolve conflicts that threaten business operations or asset value. Whether negotiating a practical resolution or litigating a complex, high stakes matter in court or before administrative bodies, we bring the experience and strategic judgment needed to safeguard our clients' real estate interests and support their long term business objectives.

Trade Secret Protection and Confidential Information Management

MG+M counsels businesses on safeguarding the confidential information, proprietary technology, and internal know-how that drive competitive advantage. We help clients design and implement practical trade-secret protection programs, including confidentiality policies, employee-mobility and restrictive-covenant strategies, vendor and partner information-sharing protocols, and training tailored to operational realities. Our team conducts risk assessments and internal reviews to identify vulnerabilities and strengthen controls before issues arise. When concerns surface—such as potential misappropriation, employee departures, or breakdowns in confidentiality—we provide clear, business-minded guidance to help companies respond quickly, preserve key assets, and maintain organizational stability.

Transactional

MG+M advises companies on the full spectrum of transactional matters, helping clients evaluate risk, structure deals, and protect long-term business interests at every stage of the business life cycle. Our team supports a wide range of corporate and commercial needs—from mergers and acquisitions, capital raising, and real estate transactions to corporate governance, restructuring, and day-to-day commercial contracting—delivering practical, business-driven guidance aligned with each client's goals.

Drawing on the firm's deep experience as litigation counsel, we identify and address transactional considerations early, helping clients anticipate potential issues before they develop into disputes. Our collaborative, firmwide approach ensures that transactional planning is closely integrated with litigation strategy, allowing us to minimize risk, protect value, and support efficient, successful outcomes.

Learn more about MG+M's Transactional team.

Experience

+ In the US Federal Court for the District of Connecticut, obtained dismissal of a class action lawsuit alleging violations of federal trademark laws and the consumer protection statutes of eight different states on behalf of a national retail chain accused of selling gray market goods in the United States.
+ Won summary judgment for a 3,000-employee consulting firm in breach of contract action where the customer refused to comply with the terms of the parties' contract. MG+M's client performed audit and consulting services for an international healthcare provider. The company turned to MG+M when its client refused to cooperate under the clear terms of their agreement.
+ Served as trial counsel for component of case concerning Clean Air Act claims involving over $500 million in potential damages. The claims involved Clean Air Act regulations concerning flaring devices and the Benzene Waste Operations NESHAPS (BWON). Howard also oversaw and coordinated discovery in the case which consisted of the review of over 30 million documents, the production of over 20 million pages of material, and the review and production of over 1.1 TB of technical data.
+ Obtained a verdict for one of the largest owners and managers of commercial real estate in the United States—with a portfolio over 100 million square feet and with a total capitalization of more than $31 billion—in a dispute with its partner over the development of a large, mixed-use project in Boston's Seaport District. The result allowed our client to gain control of the project.
+ Successfully represented a 200+-employee real estate development, investment construction and management company in litigation involving its lenders who were attempting to seize control of projects in Massachusetts, Florida, Georgia, New Hampshire, Louisiana, and Texas.
+ Represented one of the nation's largest retail developers in negotiations with the City of Boston over the transfer of the lease for Faneuil Hall Marketplace. Successful resolution allowed our client to transfer the lease to a new developer.
+ Represented an international restaurant chain in connection with negotiations with the Massachusetts Department of Transportation concerning pylon sign usage on the Massachusetts Turnpike. MG+M worked with MassDOT and our client to resolve the dispute without resorting to litigation.
+ Won a plaintiff's verdict in a $30 million breach of contract arbitration for a global facilities management company.
+ Won a defense verdict (later affirmed on appeal) on behalf of an international pulp and paper company in a

matter in which the plaintiff alleged that it had formed a contract with the defendant to buy railroad cars and later lost out on a large commission when the railroad cars were sold to another buyer.

+ Won a defense verdict following a week-long trial on an attorney's lien claim for over $6 million in fees.
+ Obtained a multimillion-dollar recovery for a utility company in a suit to recover response costs from a chemical manufacturer that had caused significant environmental contamination at the sites of several former manufactured-gas plants owned by the utility.
+ Secured a favorable settlement for a regional public utility company in a $20 million arbitration dispute related to the construction of numerous solar fields.
+ Favorably settled a fraud and breach of contract action against a national university for failure to pay millions of dollars to its food service provider following a successful appeal to the Third Circuit.
+ Defended an international food service management company in numerous federal and state False Claims Act investigations.
+ Defended a major energy company in a Massachusetts False Claims Act investigation.
+ Defended a facilities management company through trial and appeal in a $2 million fraud and breach of contract case in which a former customer alleged that our client's on-site manager improperly steered renovation business to a general contractor with which the manager had a financial interest.
+ Represented a resort/hotel/casino operator in a $100 million breach of contract and fraud dispute with its construction manager.
+ Represented a major energy company in a $250 million contract dispute with an ethanol manufacturer.
+ Represented a public utility company in a dispute with joint venture partners over the construction of a transmission line.
+ Defended a regional restaurant chain in federal criminal and civil investigations related to labor practices.
+ Advise a leading university in connection with a criminal grand jury subpoena.
+ Working with Dutch co-counsel, secured a €42,260,044 judgment against a global investment management firm in a case in the District Court of Amsterdam, the Netherlands, alleging breach of contract, breach of fiduciary duties and fraud.
+ Advise a leading university on applicability of insurance coverage to government investigation.
+ Regularly advise commercial landlord regarding tenant issues, including improvements, vacating premises, lease abandonment, and failure to pay rent.
+ Advised a non-profit during an investigation by the Massachusetts Attorney General regarding corporate structure, use of over $10 million in charitable assets, and general governance.
+ Secured summary judgment in favor of a leading chemical company in a decade-long Illinois Trade Secrets Act case involving claims of tortious interference with contract and business relationships.
+ Obtained a TRO related to the UCC sale of New York real estate assets.
+ Obtained a use variance for a developer before a local Zoning Board of Adjustment.
+ Represented a municipality in politically sensitive negotiations of public-private partnership to renovate prominent athletic facilities on municipal property. Successfully negotiated an agreement that was approved overwhelmingly by City Council and subsequently implemented resulting in a first-class facility.
+ Obtained specific performance on Court of Chancery for two clients to purchase homes based on an agreement of sale.
+ Defeated claims related to alleged breaches of a licensing agreement in a CCLD case.
+ Won summary judgment invalidating restrictive covenants that prevented property owner from making changes to property without approval of prior owner.
+ Negotiated purchase of a start-up business by the founders to resolve pending litigation.
+ Established new law in the Delaware Court of Chancery related to the division of jointly held personal property.
+ Won defense verdict at trial on behalf of a university defending claims by a former student of disability and racial discrimination, as well as various contract-related claims.
+ Obtained multiple favorable settlements for hundreds of thousands of dollars arising out of allegedly fraudulent oil and gas investments.
+ Successfully advised and defended a university in various accreditation and licensing matters.

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