



2025 IFA SUMMER BOARD MEETING

BEAVER CREEK, COLORADO

iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

Insights on the Latest Brand, Geopolitical, Economic, and Policy Trends



International Franchise Association

Insights on America's Reputation Abroad, the Most Trusted Institutions, the State of the Consumer, Views Toward AI, Franchises, & More

June 11, 2025

About Morning Consult:

Morning Consult Interviews Representative Samples
of 30,000 Adults Each Day Worldwide
on Geopolitical, Brand, Economic, and Consumer Topics
for Major Brands, Associations, Governments, & Media Outlets

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Bloomberg

POLITICO



Bank of Japan



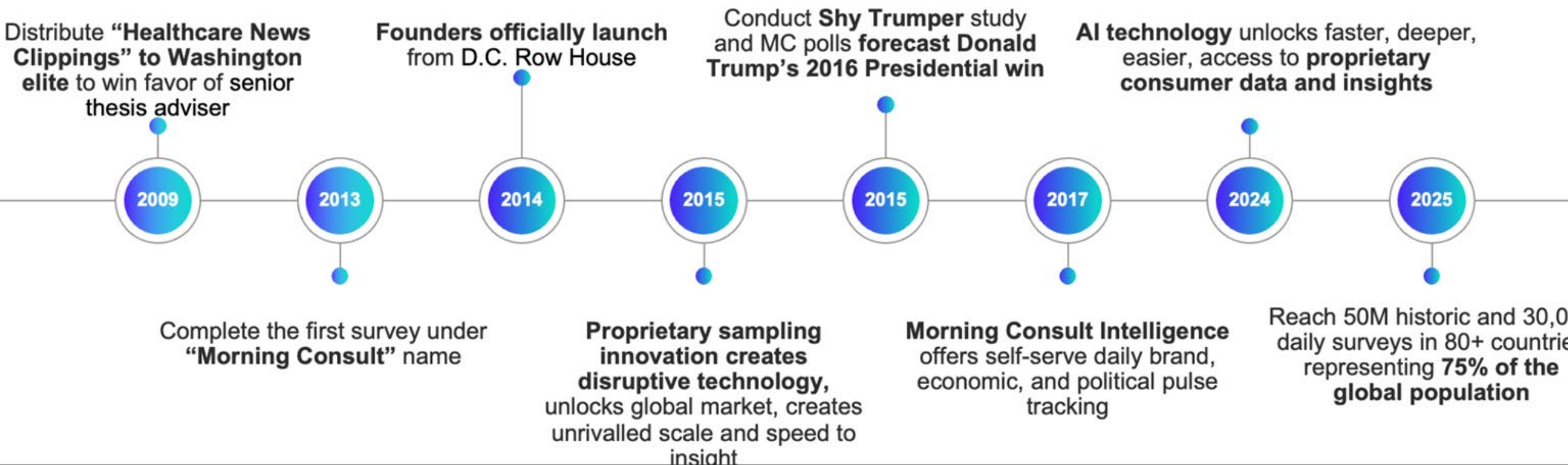
U.S. Federal Reserve



European Central Bank

The New York Times

From First Insight to a Global Technology Platform



TRUSTED BY 200+ MAJOR BRANDS

Google

♥CVSHealth



♥aetna

AMERICAN
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Levi's

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We Even Put the Timeline in Our Office!



America's Reputation Globally

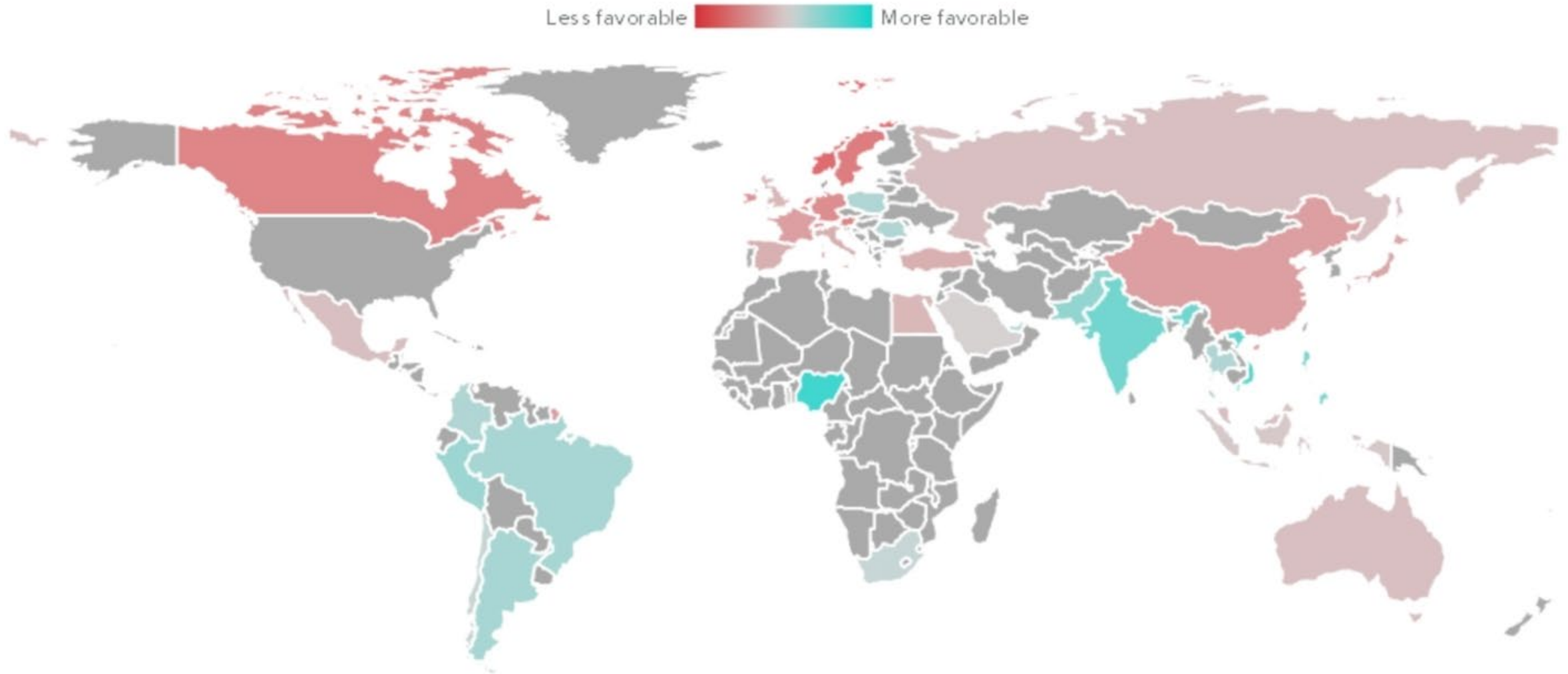
True or False

Among Consumers in the World's Top 45 Economies, The U.S. is Viewed More Favorably Than China

FALSE

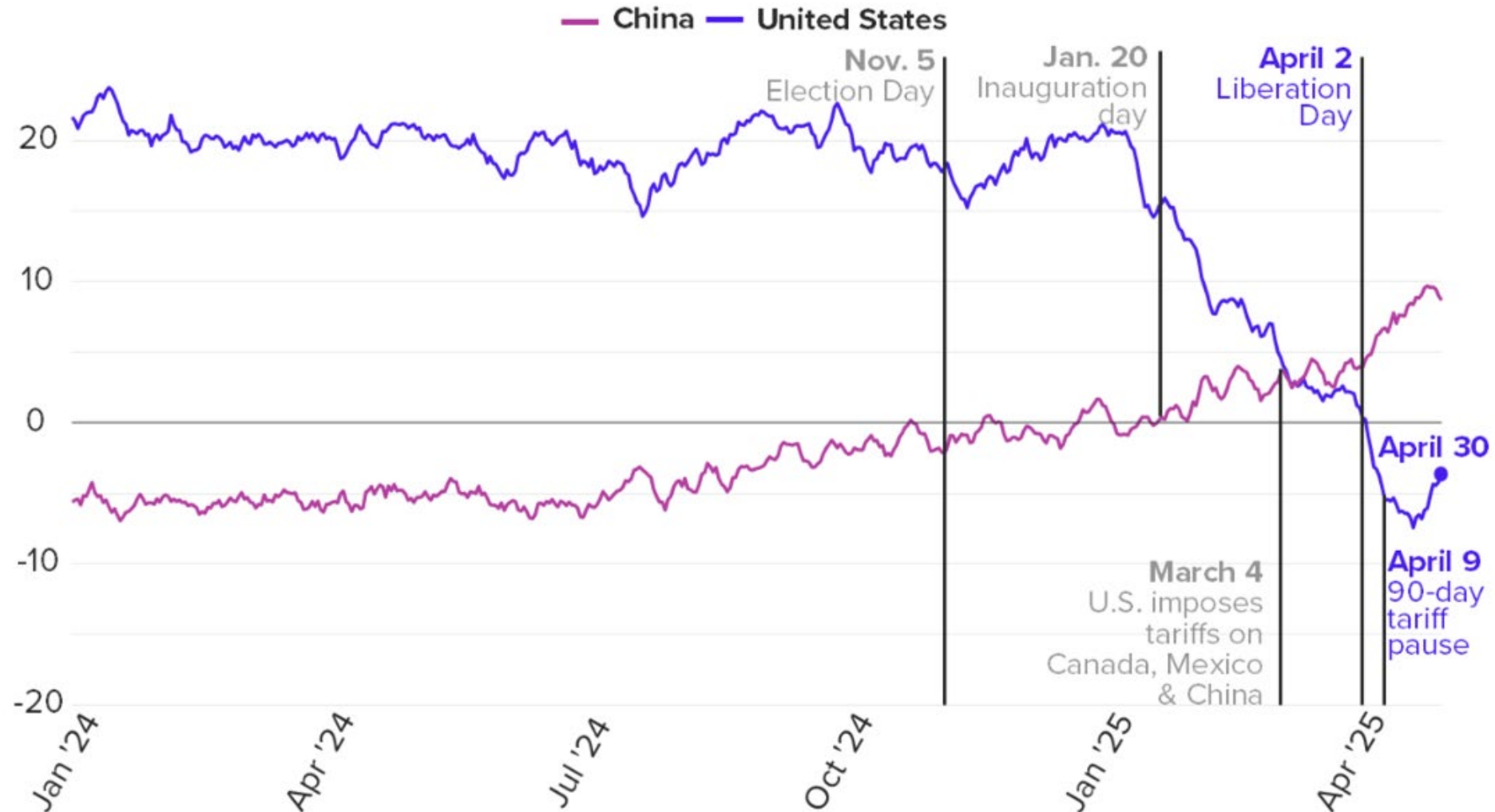
Among Consumers in the World's Top 45 Economies,
The U.S. is Viewed More Favorably Than China

Net favorability of the United States among adults in each country as of April 2025



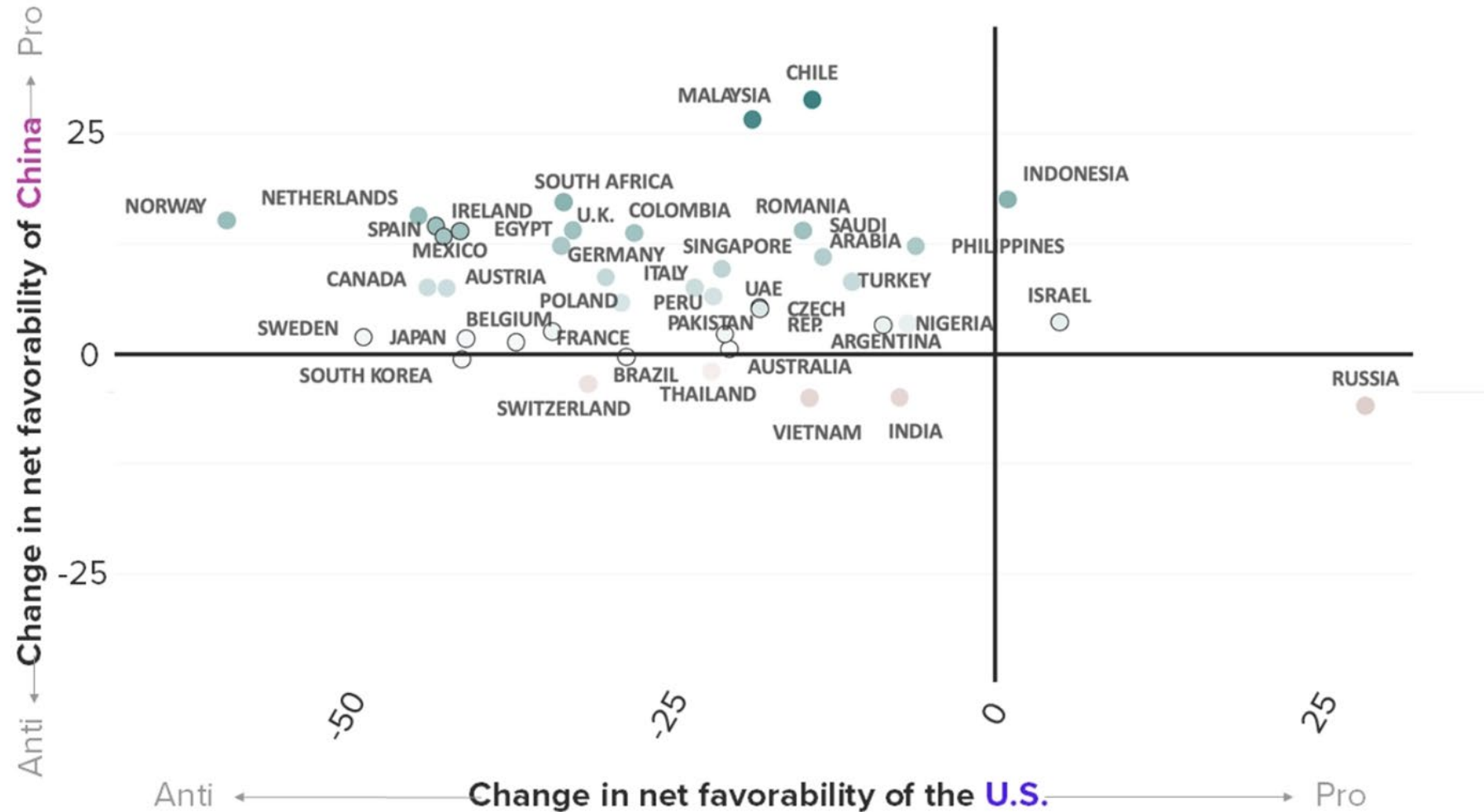
China is now viewed more favorably than America on the global stage

(Average Net Favorability Across 43 Countries)

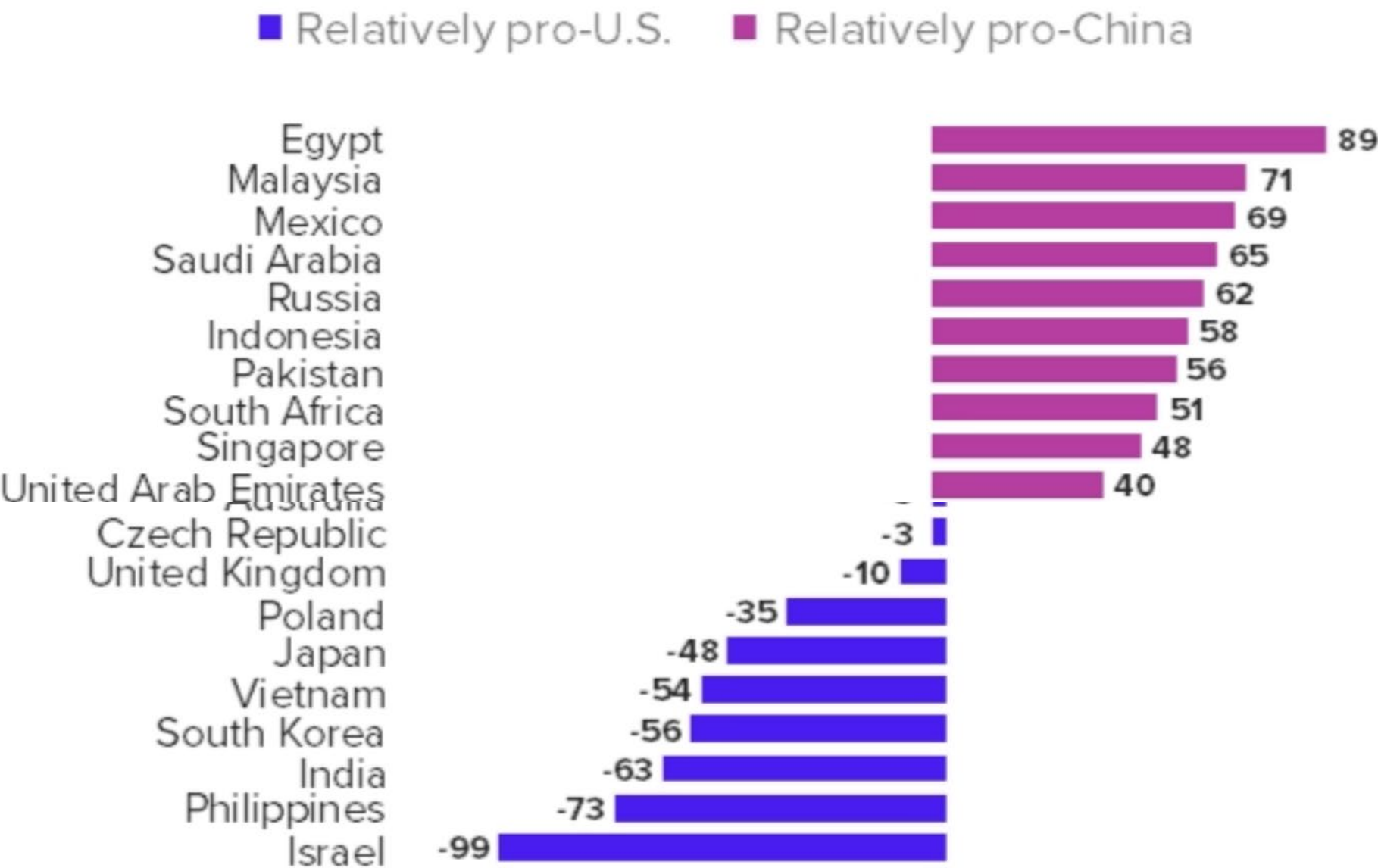


America's Reputation Loss is China's Gain

Change in net favorability among adults in the indicated country from January-April, 2025



Israel, Philippines Most Pro-American; Egypt, Malaysia, Mexico Most Pro



Consumers in which Country are MOST likely to avoid U.S. products?

Canada
Mexico

France

Consumers in which Country are MOST likely to avoid U.S. products?

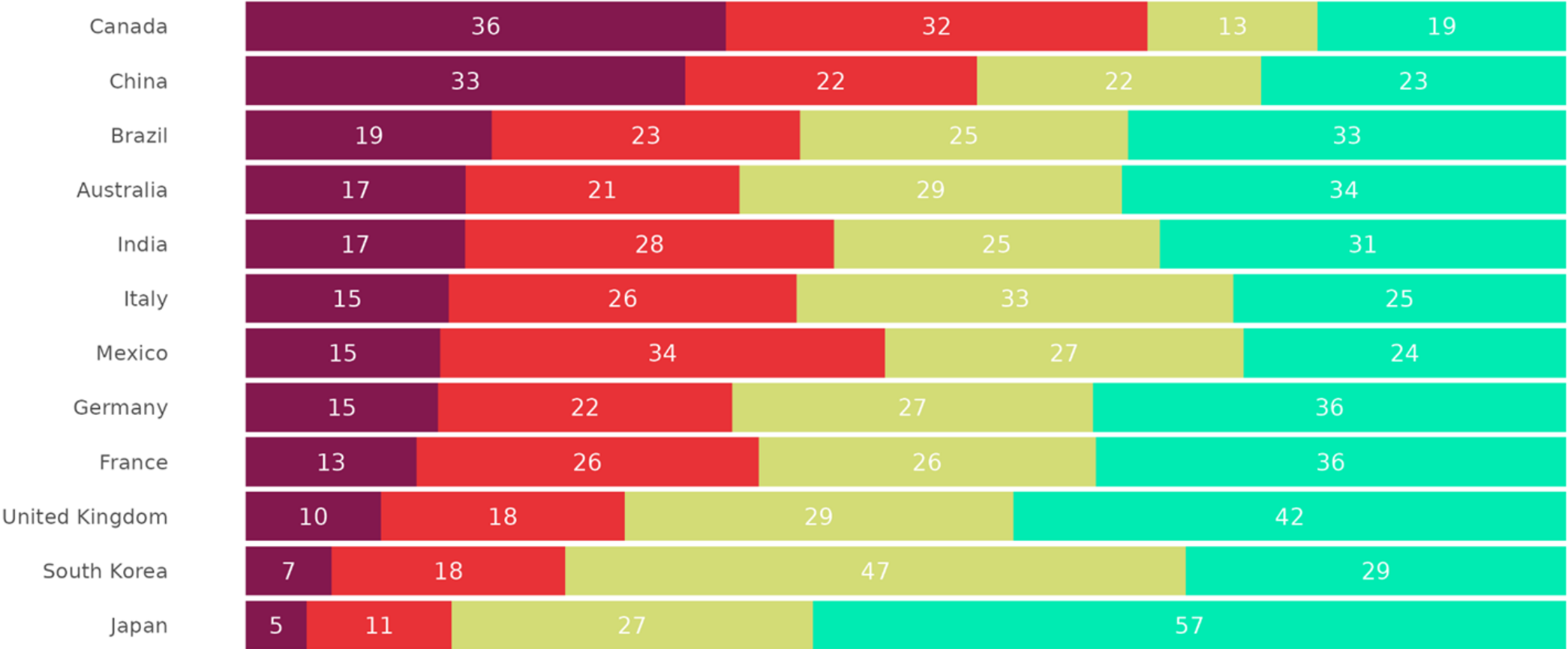


France

Consumers in China, Canada Most Likely to Avoid U.S Products, Services

In light of the tariffs the United States has imposed on your country, have you gone out of your way to reduce your spending on products and services sold/provided by U.S. companies?

Yes, a lot Yes, a little No, but I am considering doing so No, I have not done this and am not considering doing so



Today's Most Trusted Institutions and Individuals

Which of the Following is one of Morning Consult's Most Trusted Brands in the U.S.?



Which of the Following is one of Morning Consult's Most Trusted Brands in the U.S.?



Morning Consult's Most Trusted Brands - Tech, Shipping, Retail, CPG

Ordered by net trust (the share who trust minus the share who distrust)

1 **BAND-AID**

BAND-AID | 60.6 Net Trust



UPS | 57.2



Google | 54.5



Lysol | 54.3



Dove | 54.2



Amazon | 53.9



Colgate | 53.6



Kleenex | 53.6



Home Depot | 52.6



USPS | 52.6



Tylenol | 52.4



Clorox | 52.0



The Weather Channel | 51.8



Visa | 51.8



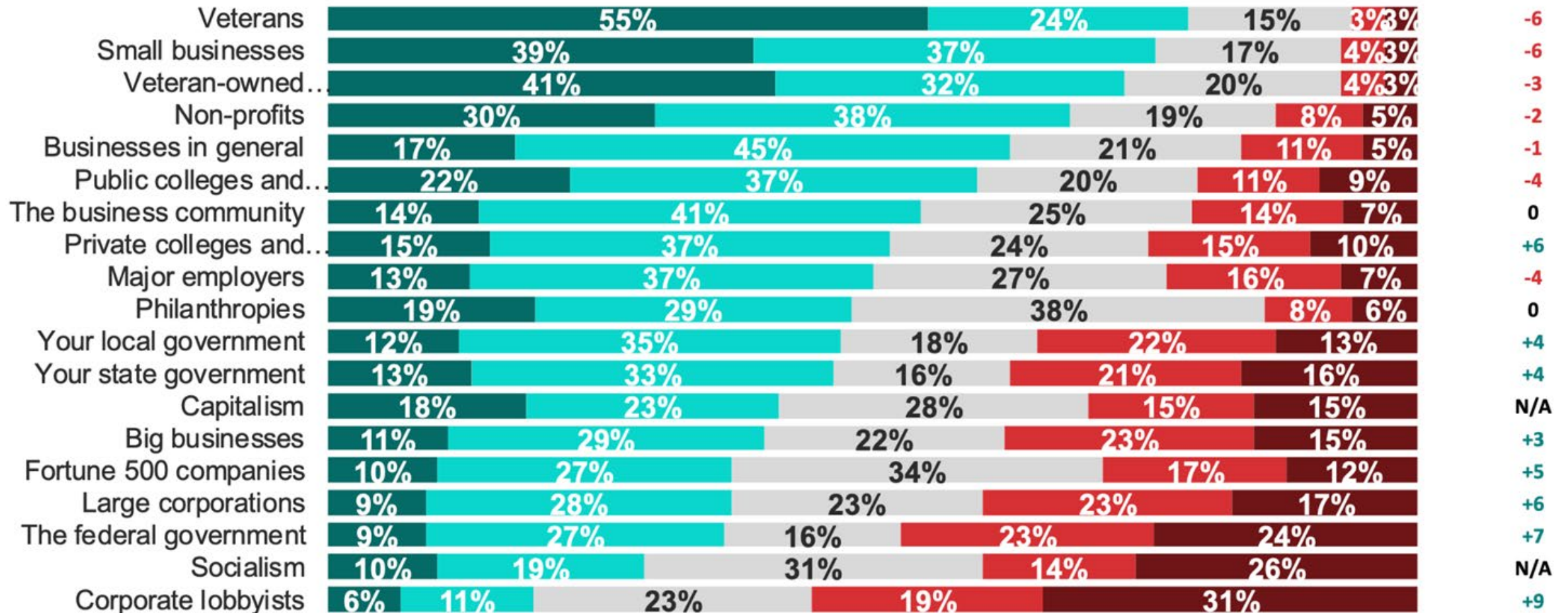
Lowe's | 51.5

Americans Love Small Businesses, Veteran Owned Small Businesses

Do you have a favorable or unfavorable impression of each of the following?

■ Very favorable ■ Somewhat favorable ■ Neutral ■ Somewhat unfavorable ■ Very unfavorable

Change (%)
(2024 – 2019)

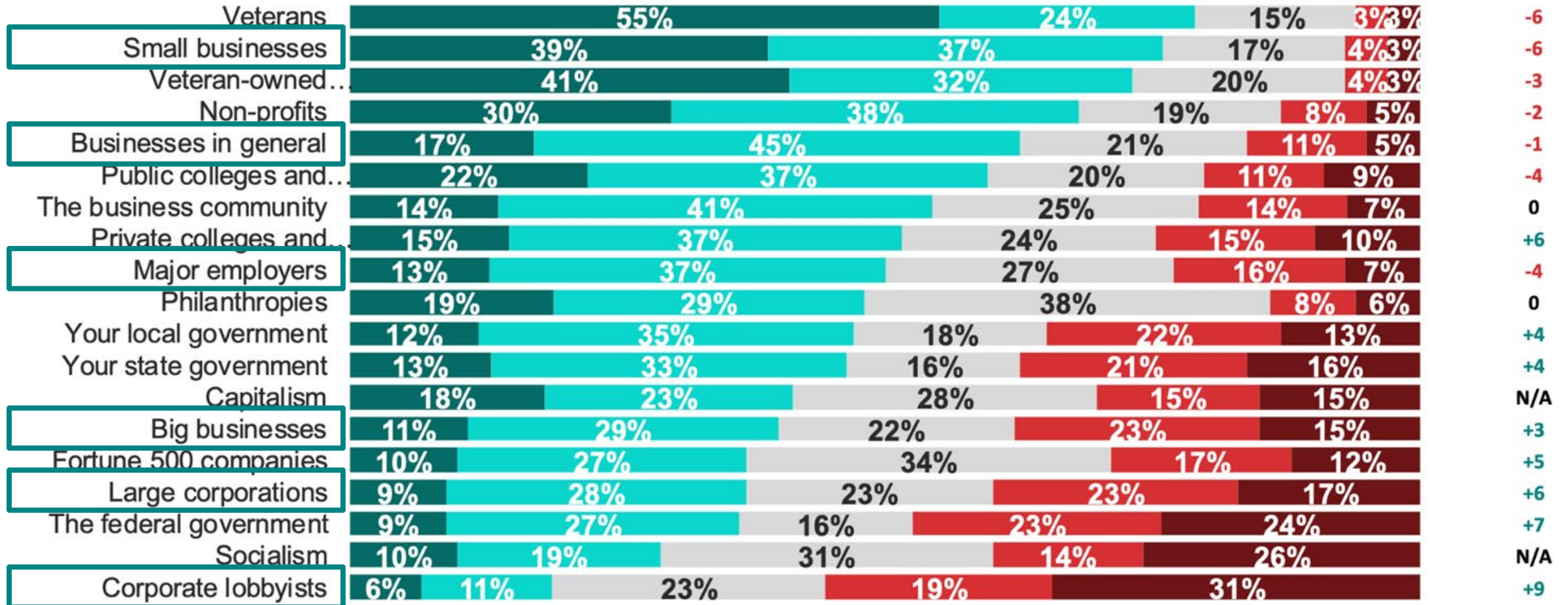


... How You Describe Your Business Truly Matters

Do you have a favorable or unfavorable impression of each of the following?

■ Very favorable ■ Somewhat favorable ■ Neutral ■ Somewhat unfavorable ■ Very unfavorable

Change (%)
(2024 – 2019)



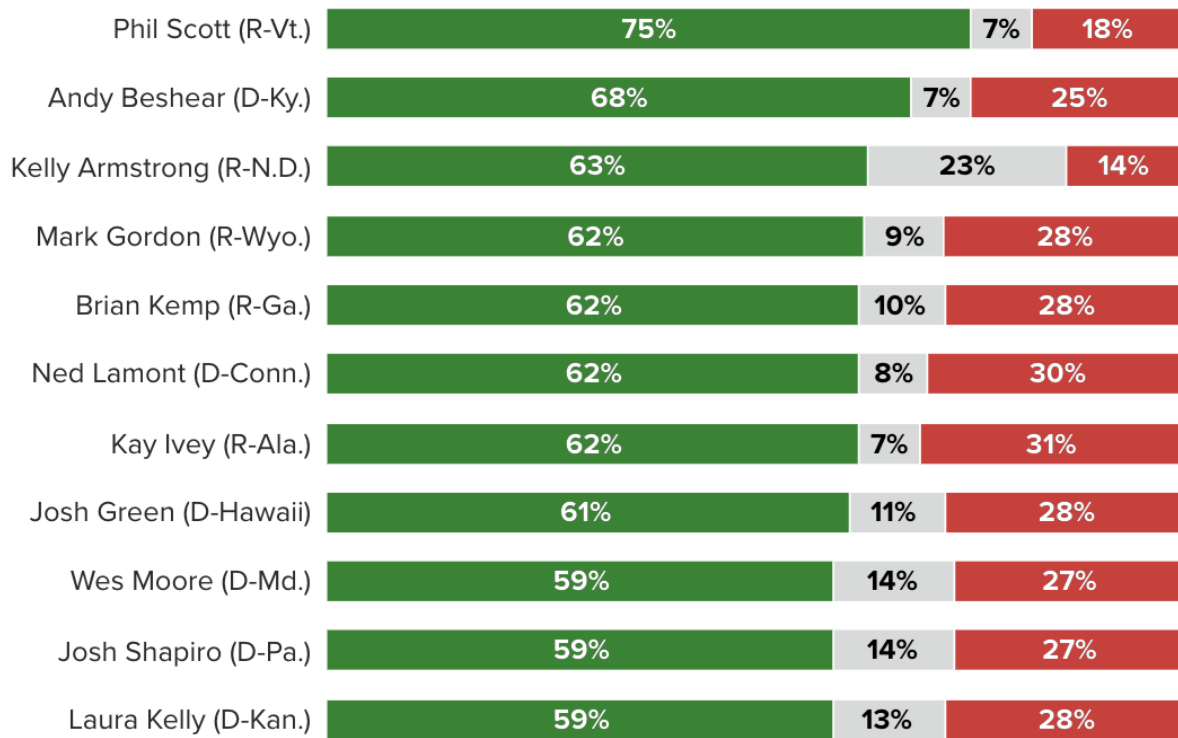
Morning Consult's Most Trusted Nonprofits - Health, Housing, Kids

Ordered by net trust (the share who trust minus the share who distrust)

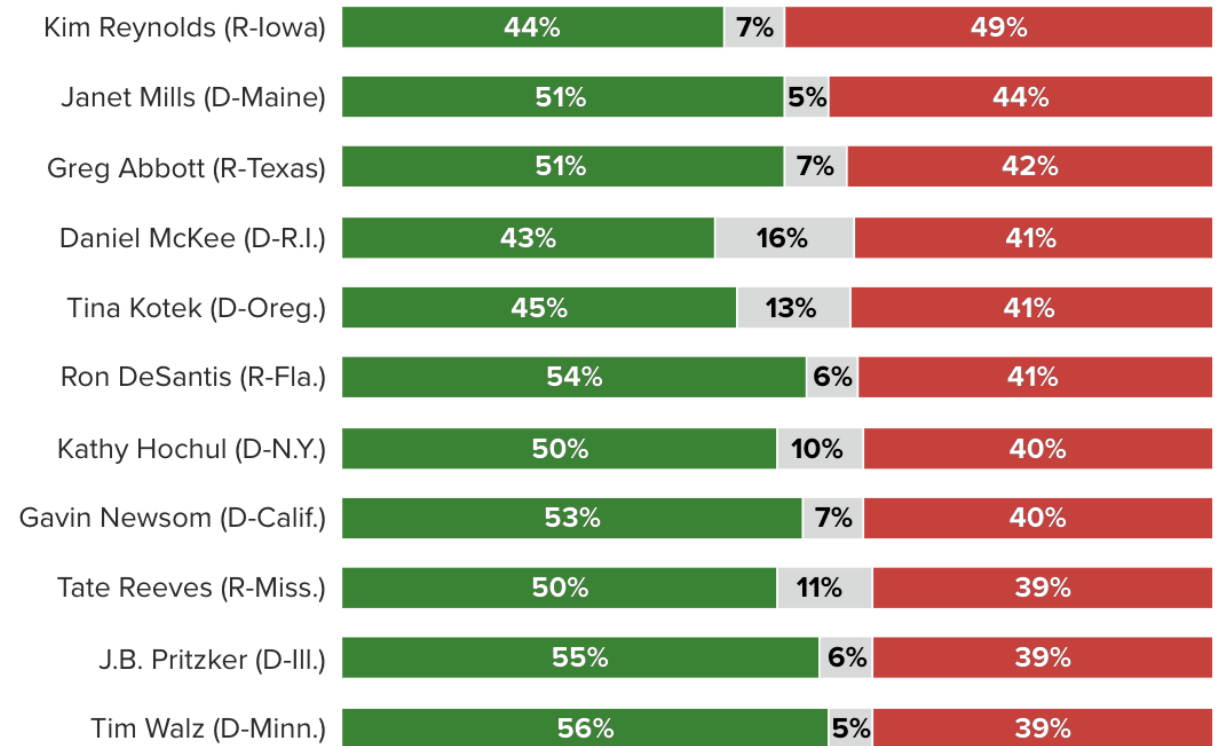


Most Popular Governors – Tiny States, Crossover Appeal

■ Approve ■ Don't know/No opinion ■ Disapprove

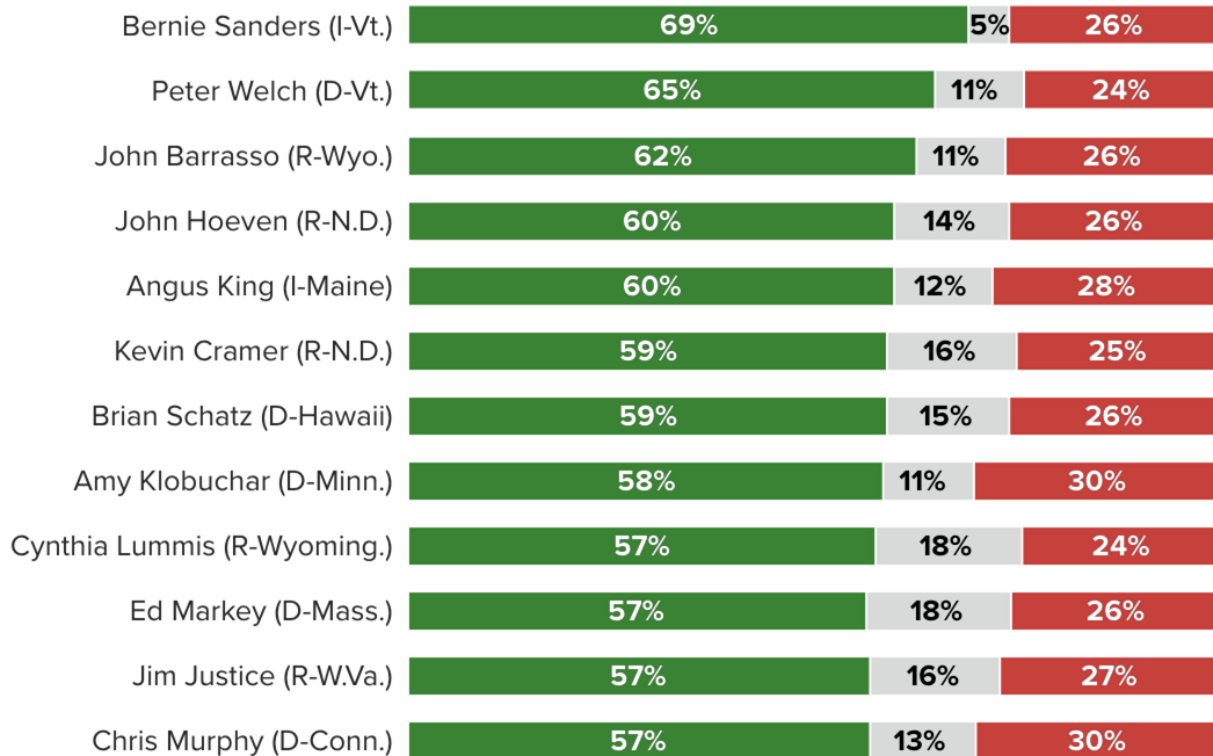


■ Approve ■ Don't know/No opinion ■ Disapprove

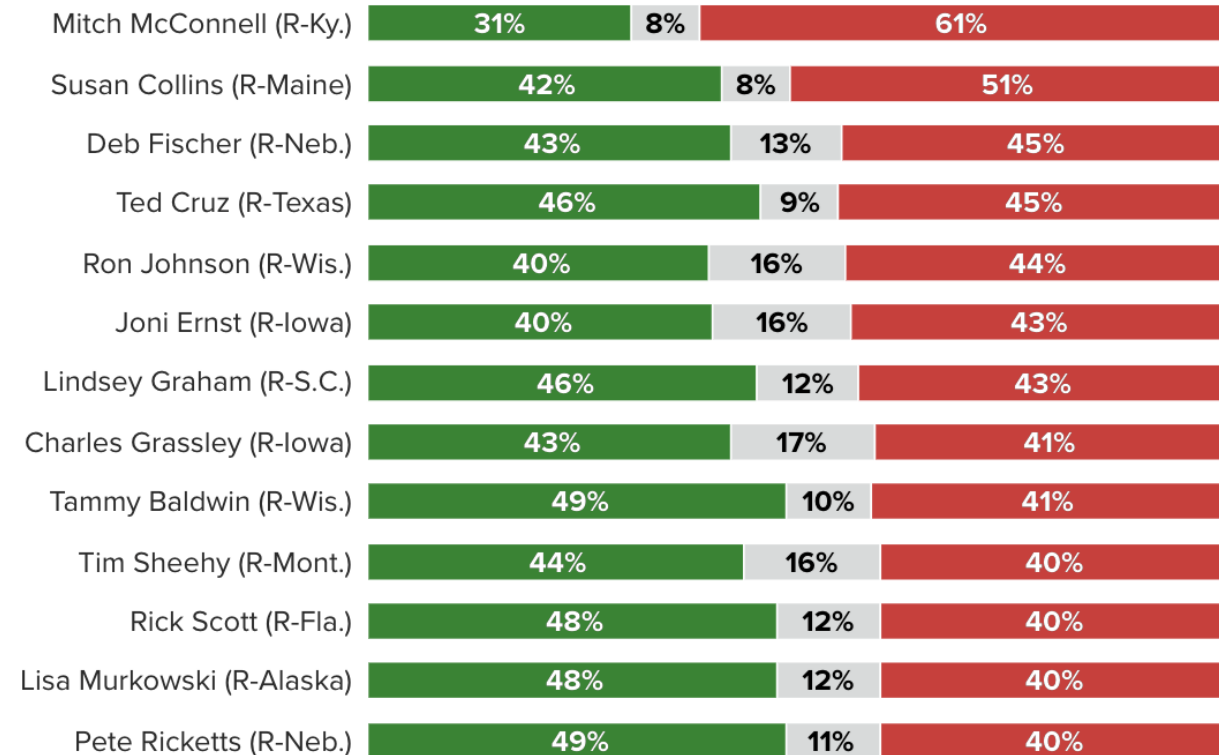


Most Popular Senators – Tiny States, Long Tenures

■ Approve ■ Don't know/No opinion ■ Disapprove

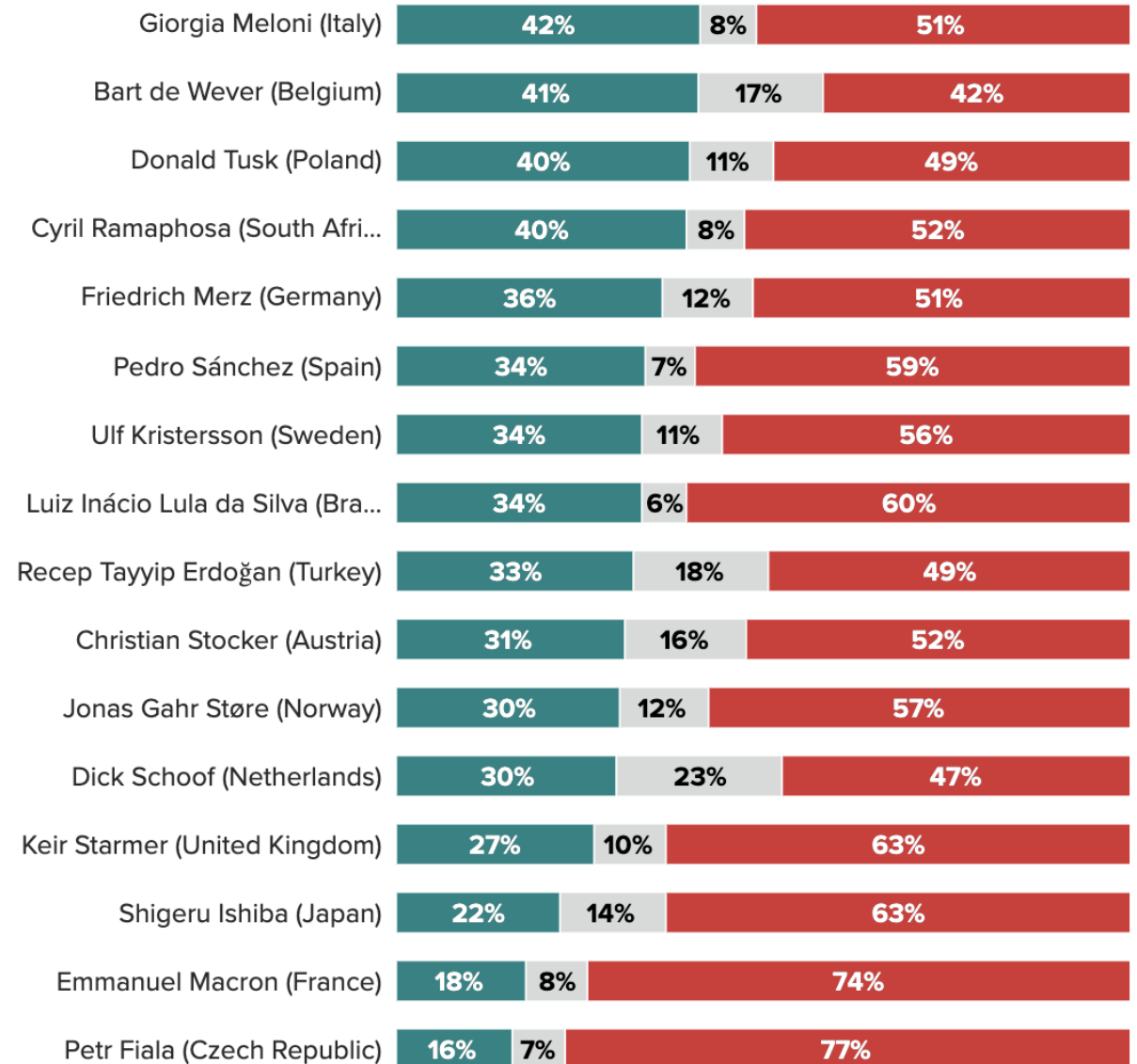
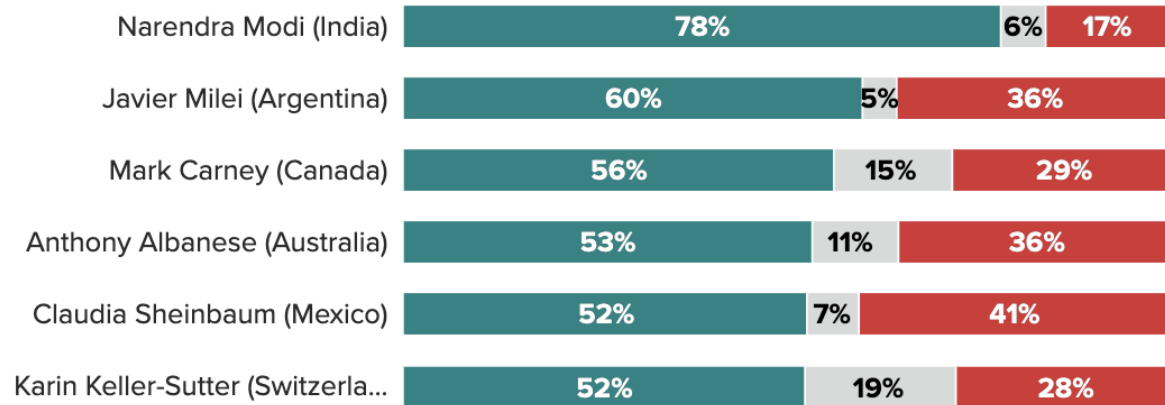


■ Approve ■ Don't know/No opinion ■ Disapprove



President Trump (44%) Relatively Popular Among World Leaders

■ Approve ■ Don't know/No opinion ■ Disapprove



State of the U.S. Consumer

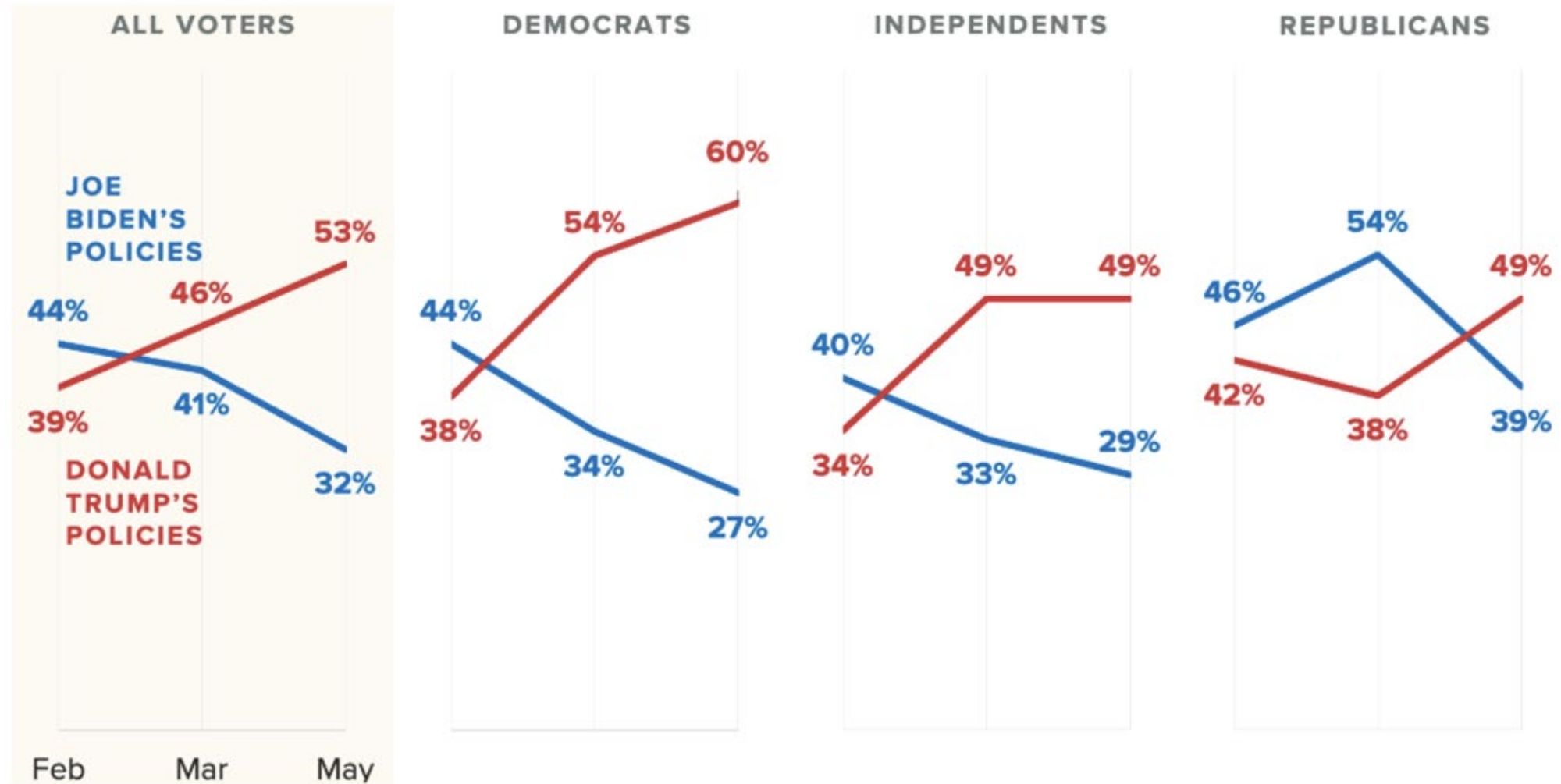
Do Americans Say Today's Economic Conditions are More a Result of

Biden's Policies

Trump's Policies

Voters Say Trump is Responsible for the State of the Economy

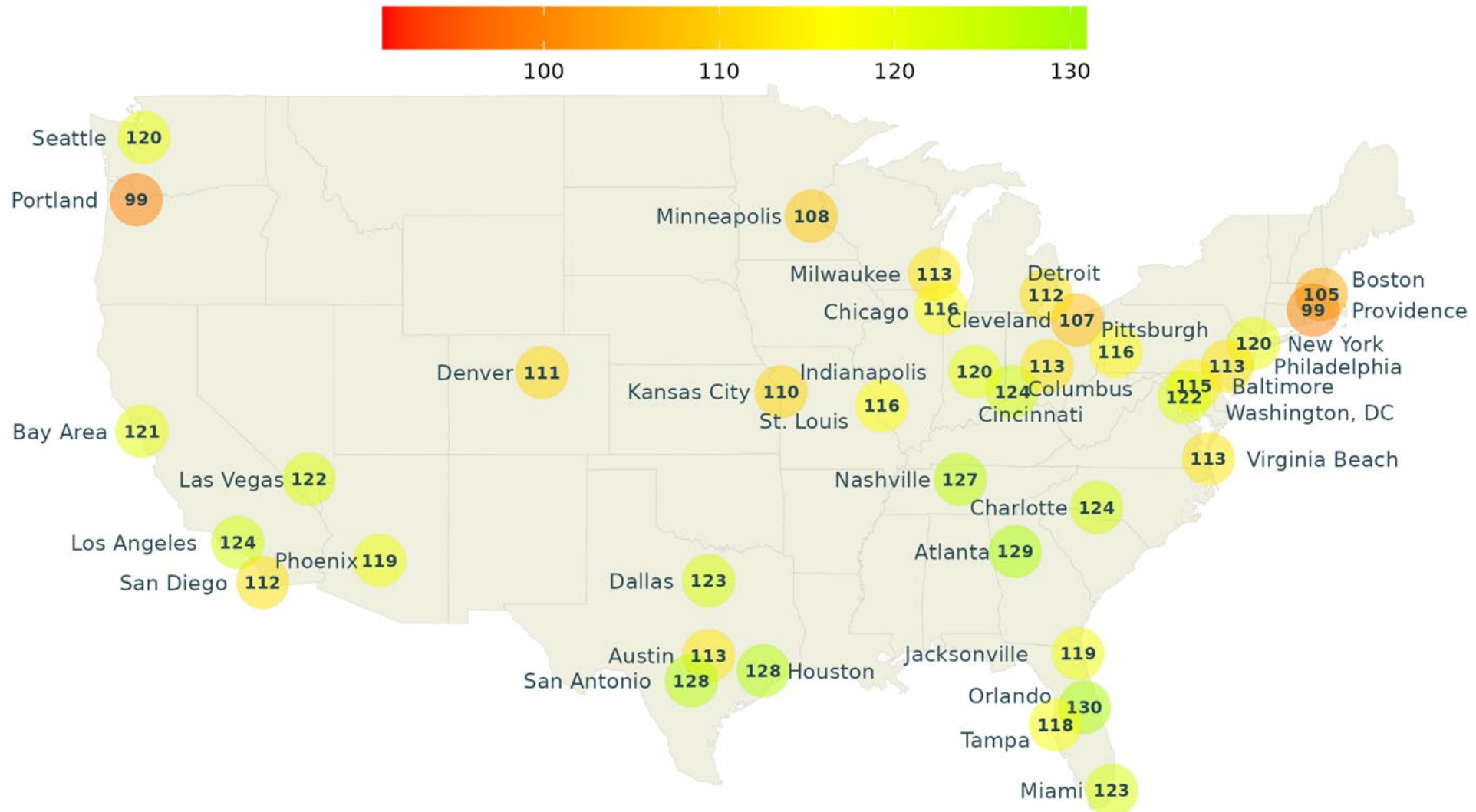
Shares who say current economic conditions are mostly the result of ...



Consumers in the South are Most Optimistic

Do you think that a year from now, you and your family will be better off financially, worse off, or about the same?

Green Circles Mean Higher Consumer Confidence



Consumer Confidence Rises 10% Over the Past Month

100 = Neutral, Lower as Negative, Higher as Positive



Consumer Confidence Rises Most Among High Income Households

100 = Neutral, Lower as Negative,
Higher as Positive



Home Depot CEO Cites Elevated Consumer Confidence Levels for \$100K+ Households During Earnings Call on May 20, 2025

Yahoo Finance

Home Depot stock rises despite earnings miss as it navigates Trump's tariffs

4 hours ago



The Home Depot

The Home Depot Announces First Quarter Fiscal 2025 Results; Reaffirms Fiscal...

7 hours ago



CNN

Home Depot said it plans to keep most prices stable, but some products will disappe...

4 hours ago



CNBC

Home Depot CFO says retailer doesn't plan to raise prices due to tariffs

9 hours ago



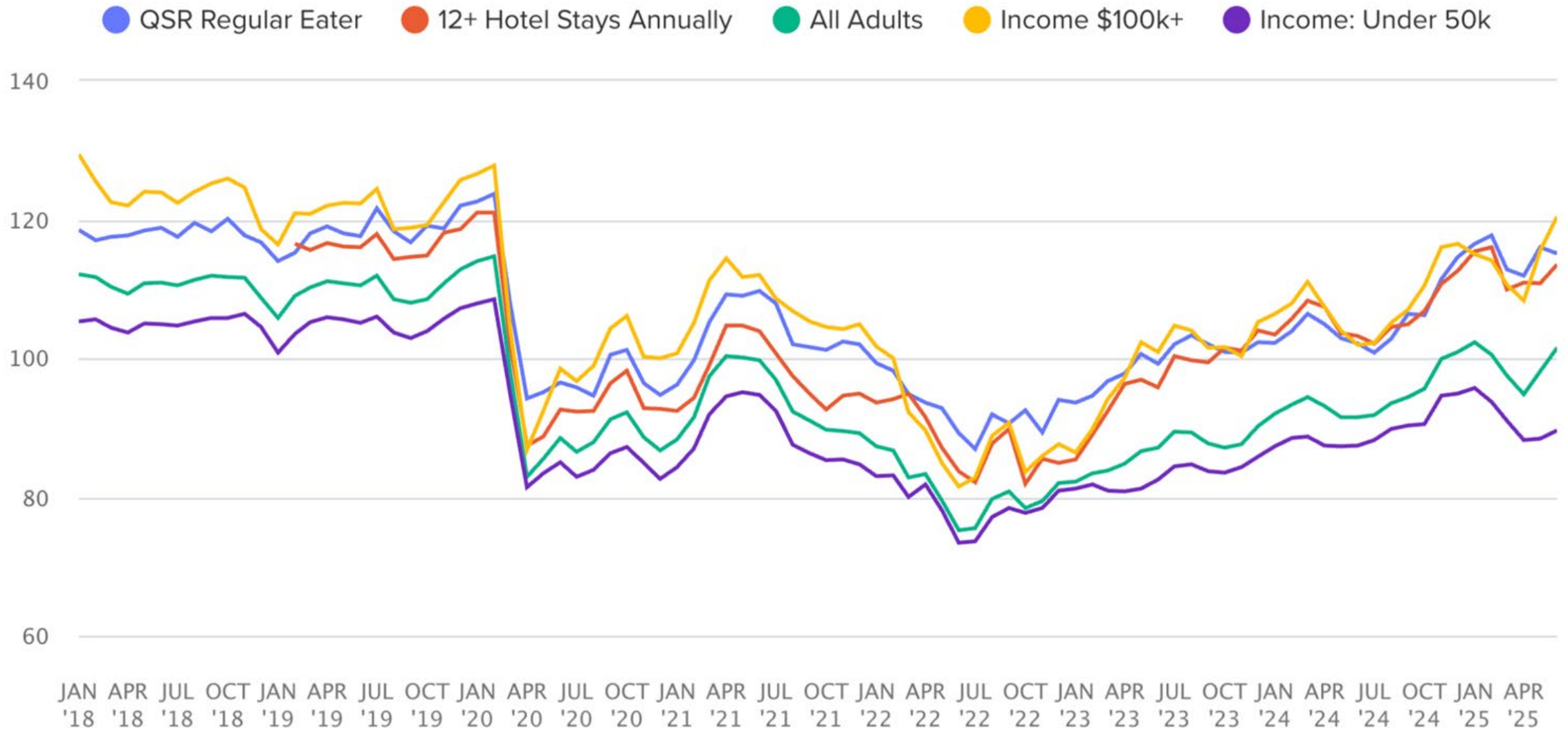
Chairman, President, and CEO Edward Decker:
“...Our customer is in a good spot right now. I mentioned **Morning Consult**. If you look at their views of different income levels and expectations of the economy and most recent impact on wage growth, that **\$100,000-plus customer is, by far, in the best shape in the economy.**”

U.S. Consumer Confidence Rises 5% In Past Two Weeks and Gains are Even Higher for \$100K+ Households

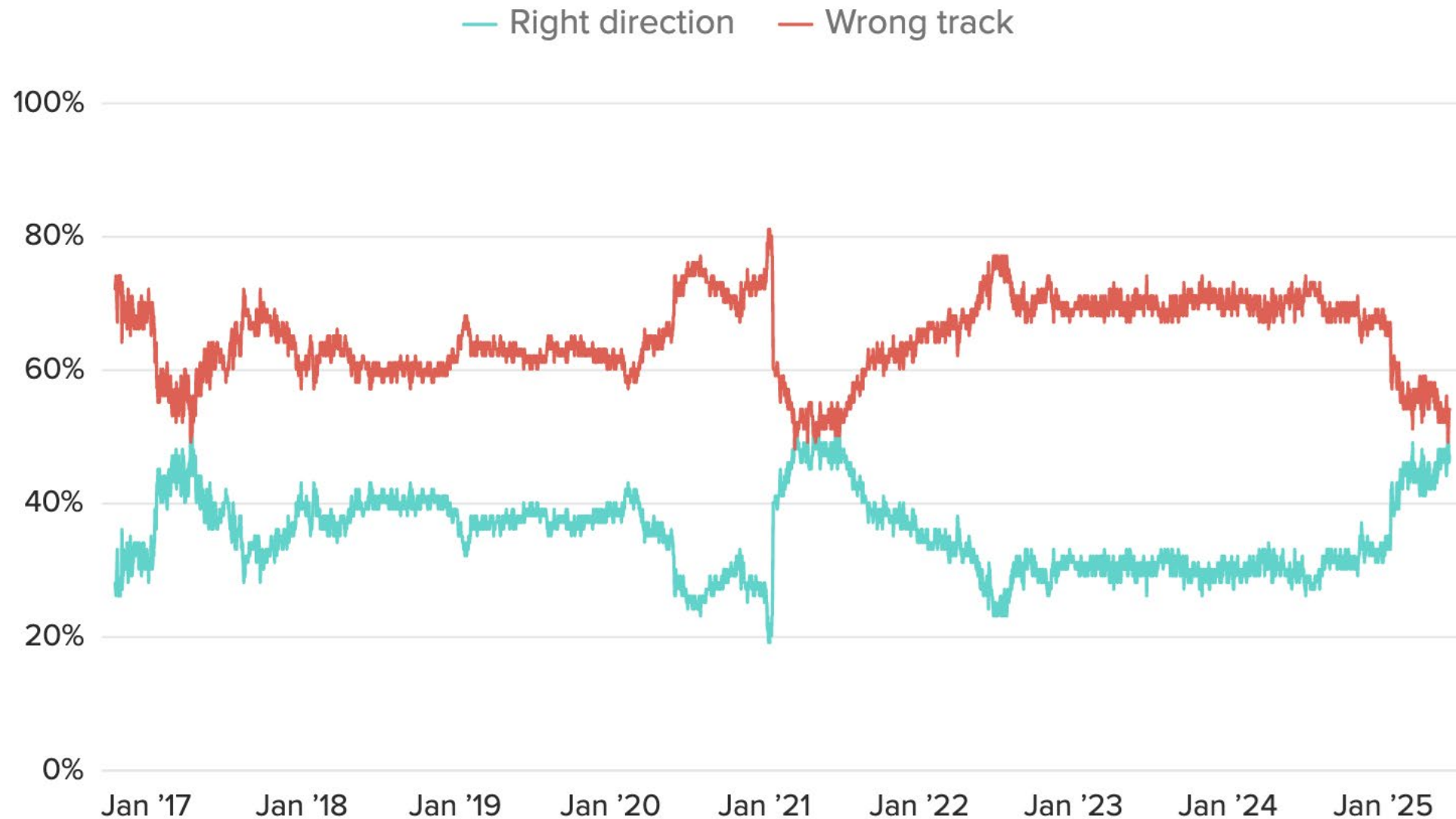


Consumer Confidence Higher among Hotel Regulars, QSR Eaters

100 = Neutral, Lower as Negative,
Higher as Positive



Americans' Optimism Climbs to Four-year High



The AI Race, AI Super Users, and More

How does the growing attention
surrounding artificial intelligence (AI) in
everyday life make you feel?

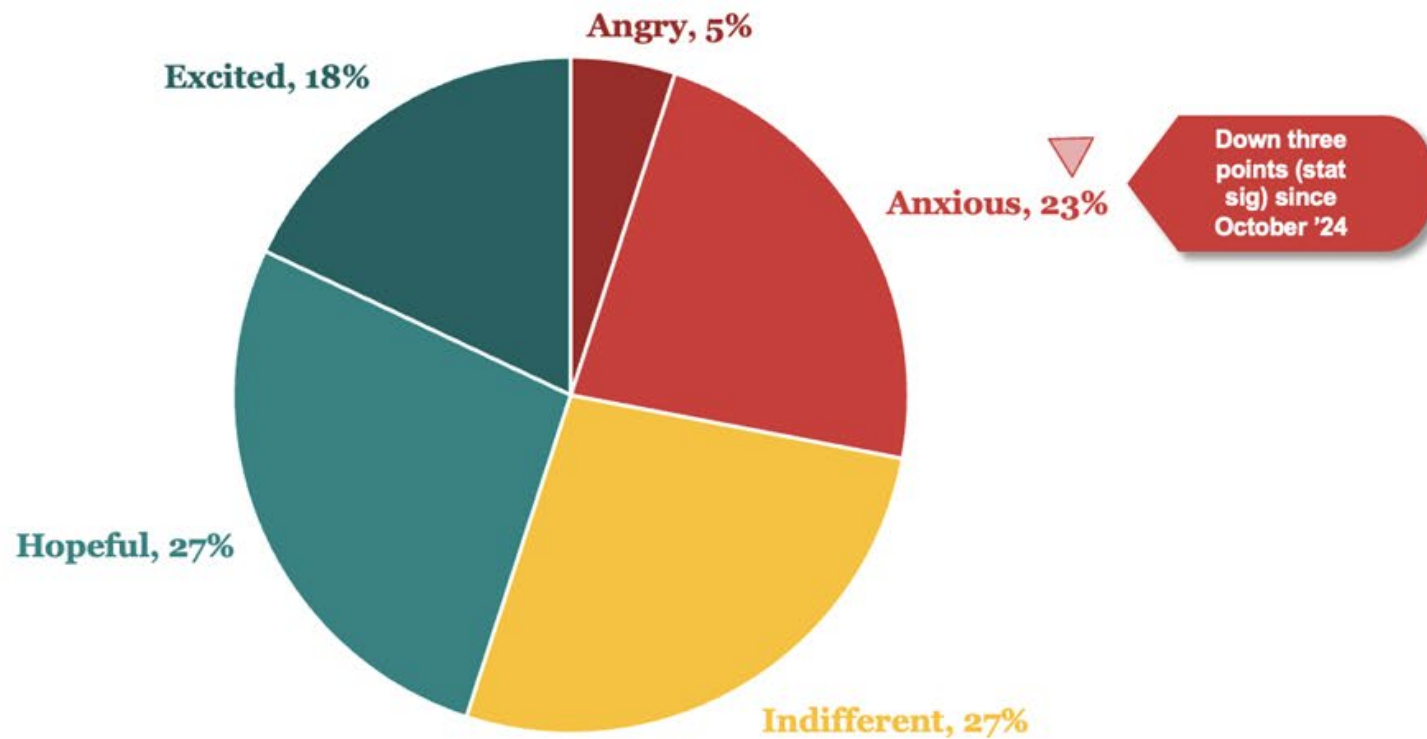
Hopeful

Anxious

Outlook on AI is optimistic; a decrease in anxiety and rise in making life easier point to slow but steady adaptation

Sentiment Towards AI in Everyday Life

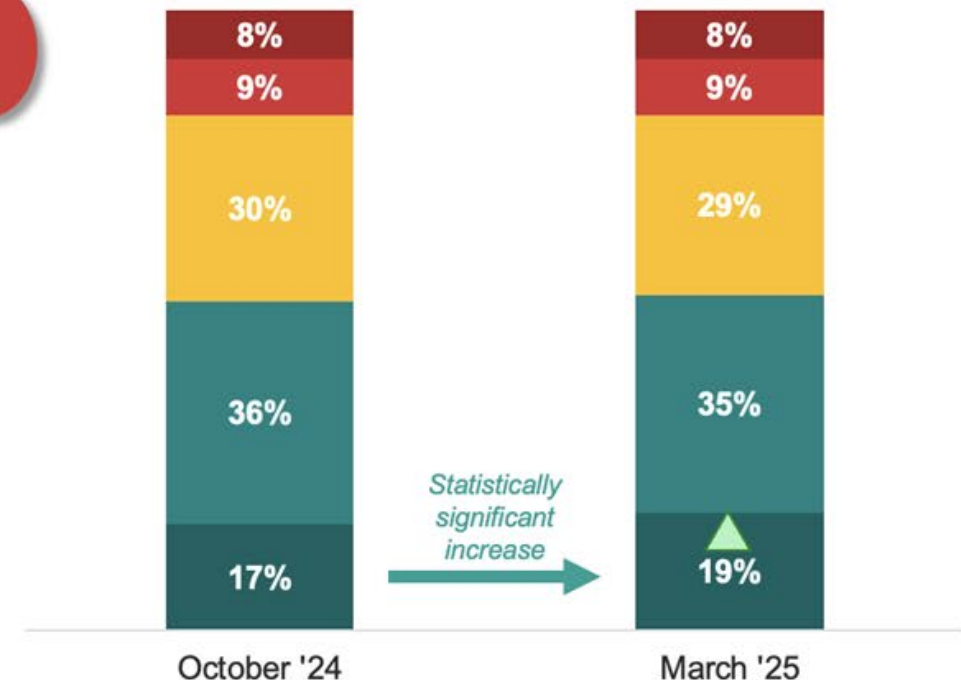
Gen Pop, Wave 2



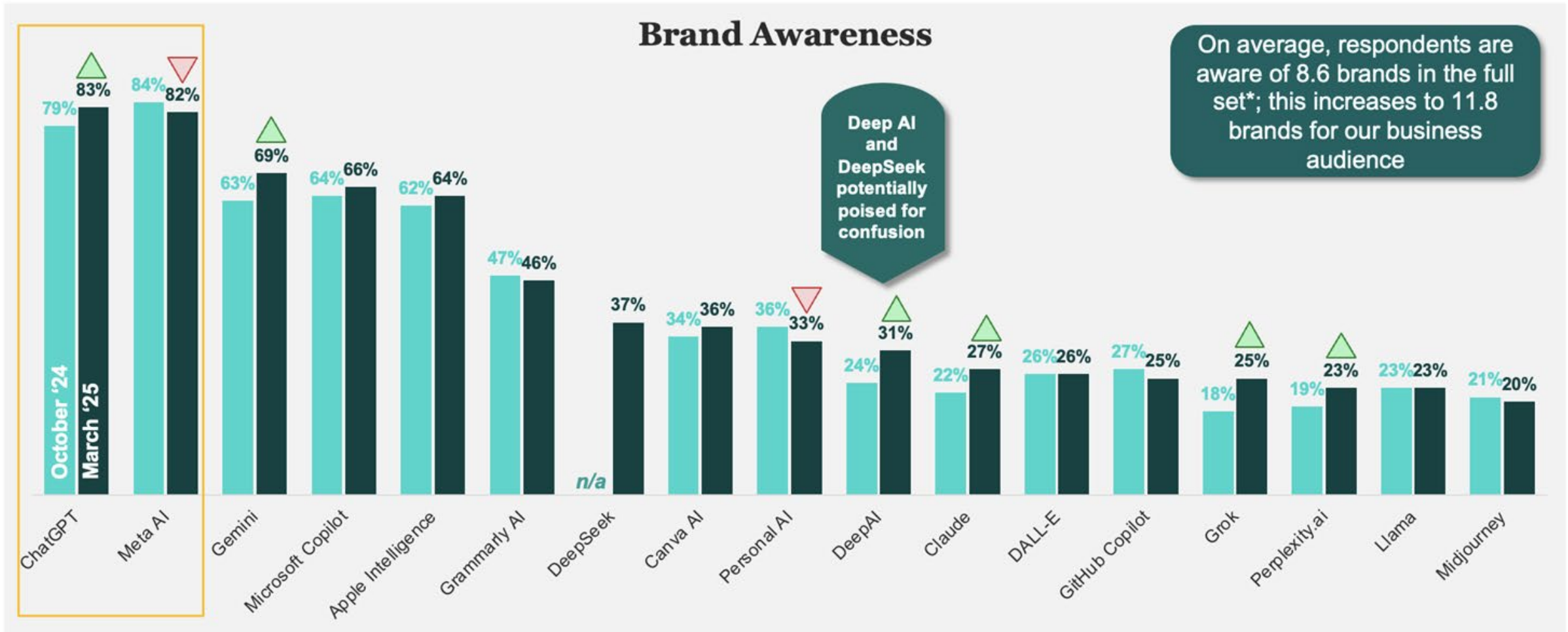
Makes Life Easier

Gen Pop

- Agree strongly
- Agree somewhat
- Neither agree nor disagree
- Disagree somewhat
- Disagree strongly



There is a large awareness gap between industry leaders and the rest of the pack

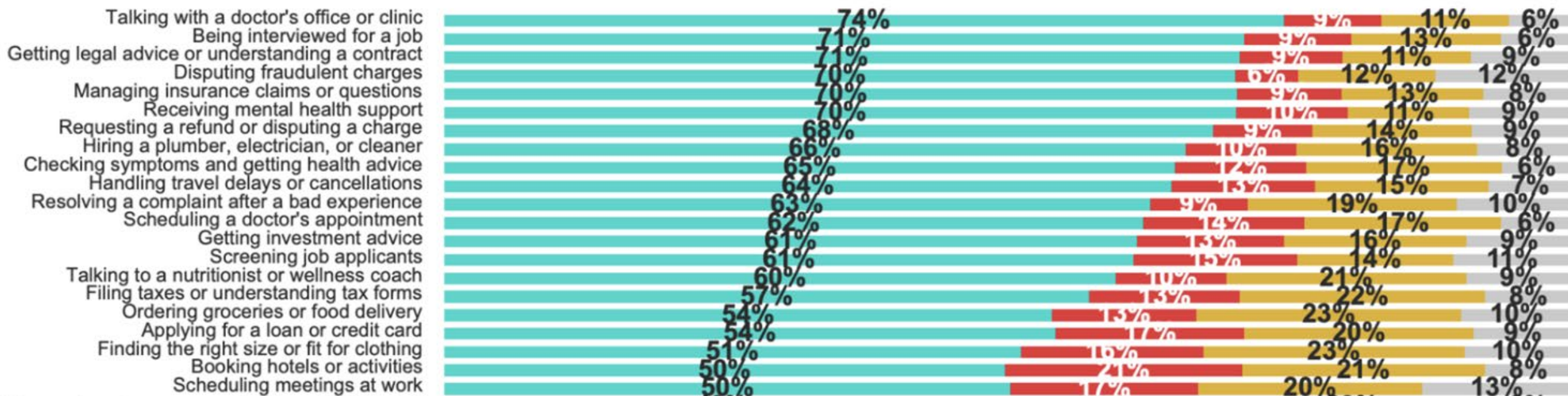


How familiar are you with the following generative AI applications?
 Only showing brands with at least 20% awareness in W2
 Top 3 box, has at least heard of it
 Red/green triangles represent statistically significant increase or decrease since Oct '24 survey
 * 26 brands total, wave 2 only

CONSUMERS WANT AI INTERACTION IN PLAYLISTS, PACKAGE TRACKING, BOOKING TIX, PASSWORD RESETS

Here are a range of experiences and interactions. For each, would you generally prefer human interaction, AI interaction (e.g., with a chatbot or virtual assistant), or do you not have a preference either way?

● Prefer human interaction
 ● Prefer AI interaction (e.g., with a chatbot or virtual assistant)
 ● No preference either way
 ● Don't Know / No Opinion



CONSUMERS WANT AI INTERACTION IN PLAYLISTS, PACKAGE TRACKING, BOOKING TIX, PASSWORD RESETS

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 ● Don't Know / No Opinion

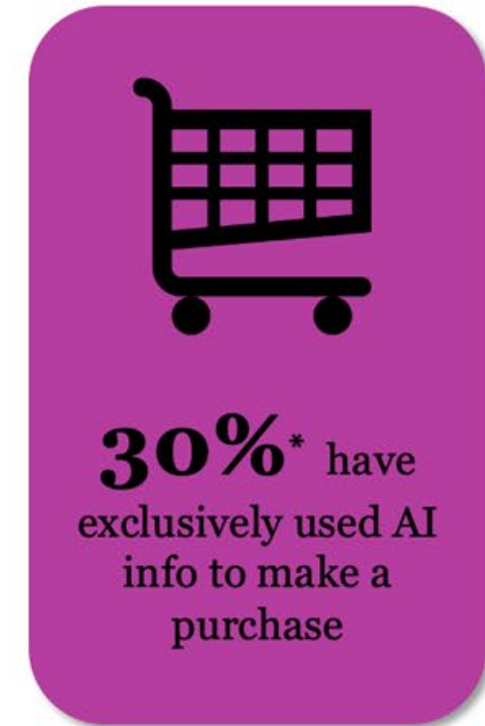
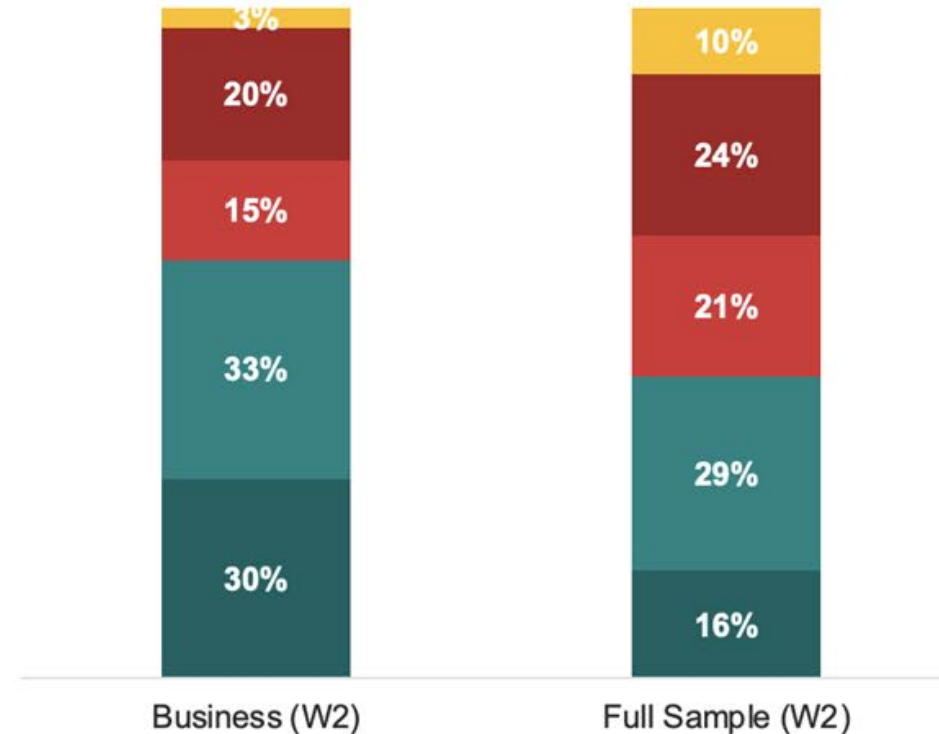
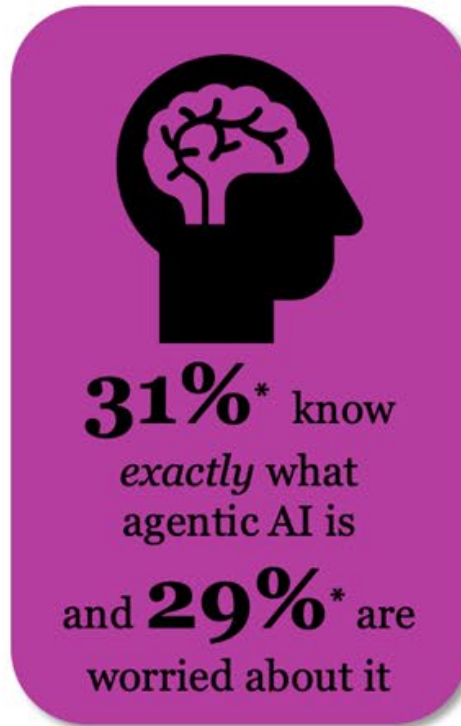


Our business audience has increased knowledge, comfortability, and actionability on Agentic AI

Comfort Towards Taking Action*

Business Audience

- Very comfortable
- Somewhat comfortable
- Not very comfortable
- Not at all comfortable
- Don't know / No opinion



To what extent are you familiar with the term Agentic AI?
To what extent are you worried or excited about Agentic AI, generally?
How comfortable are you with a Generative AI tool taking actions on your behalf?
To what extent has the information or output from any Generative AI tool affected your choice to purchase from a brand or purchase a specific product? , * = wave 2



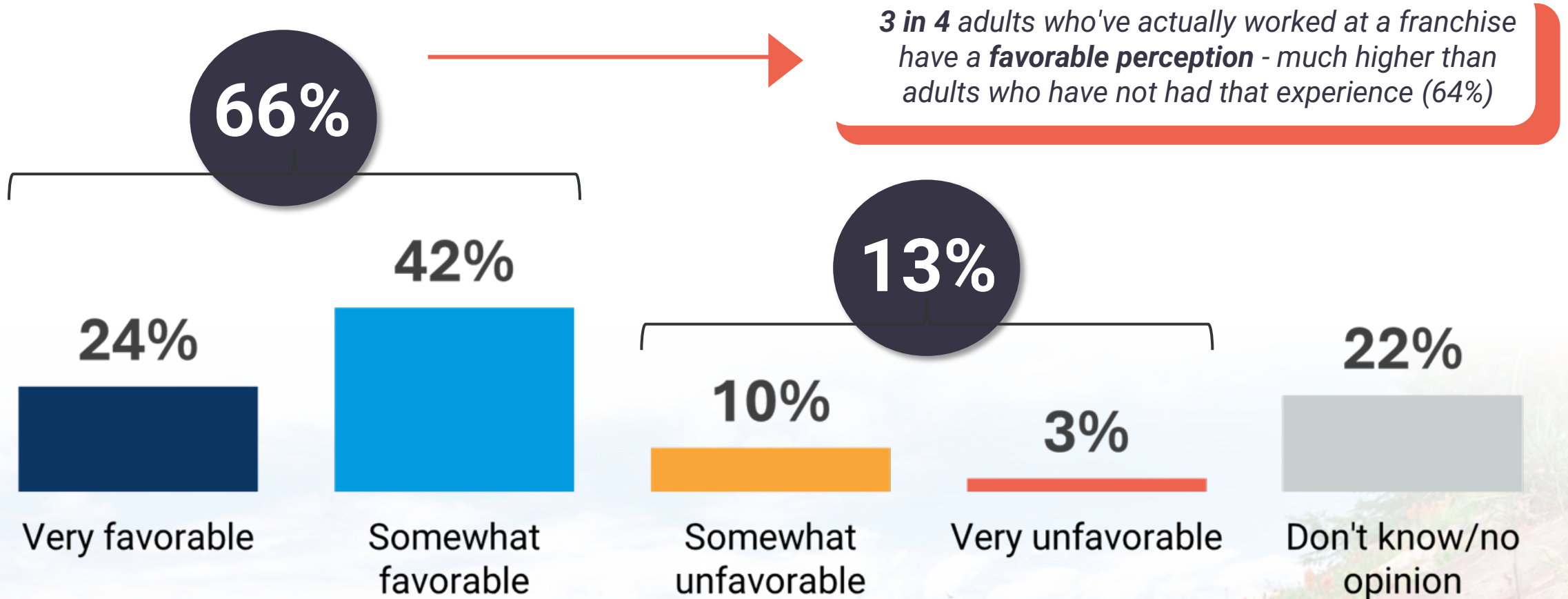
2025 IFA SUMMER BOARD MEETING

BEAVER CREEK, COLORADO

 INTERNATIONAL
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Most consumers view franchises positively.

Regardless of how much you know about franchises, when you think of franchises do you have a favorable or unfavorable opinion of them?

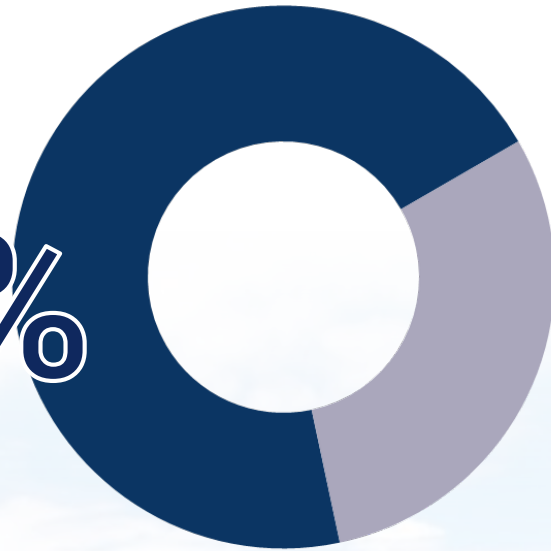


Franchisees win out against big parent companies.

Regardless of whether you view franchises as small businesses or large businesses, which of the following do you prefer for the businesses you frequent? Please select one even if neither is exactly right.

They should be owned and operated
by independent local business owners
(i.e. franchisees)

70%



They should be owned and operated by the
large parent corporation, with employees
working for the corporation.

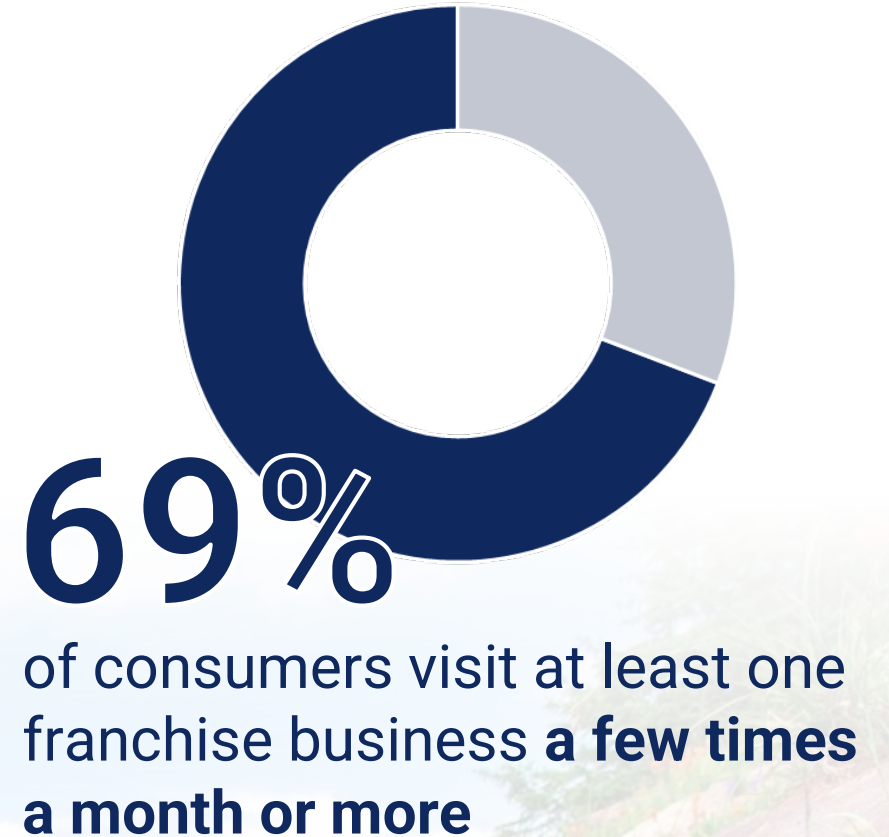
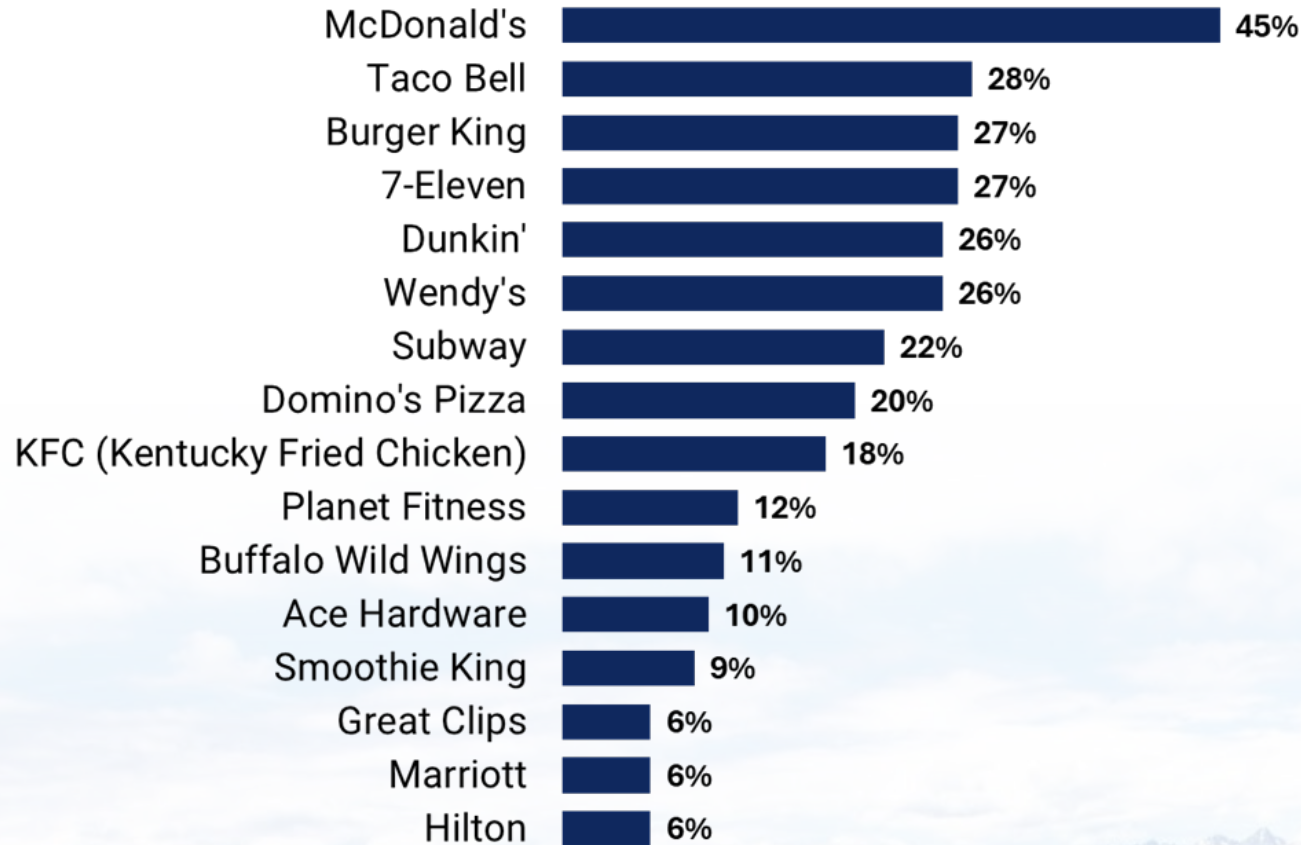
30%



...and consumers visit franchises on a regular basis.

How often, if at all, do you visit any of the following franchises?

% At least once a week + % A few times a month



Consumers are generally knowledgeable about franchises.

In a few words, what comes to mind when you hear the term “franchise business”?

Business Model

“

“A business owned by an individual but must follow the rules of a larger company.”

“A local person owns a store that is managed by a larger company.”

“You pay a fee or buy franchise to own a business name”

Most Frequent Topics

Multiple Locations

“

“A business with several stores around the country.”

Opportunity

“

“A great way to start a business and get assistance”

Support

“

“Training and support from industry experts”

A Specific Brand

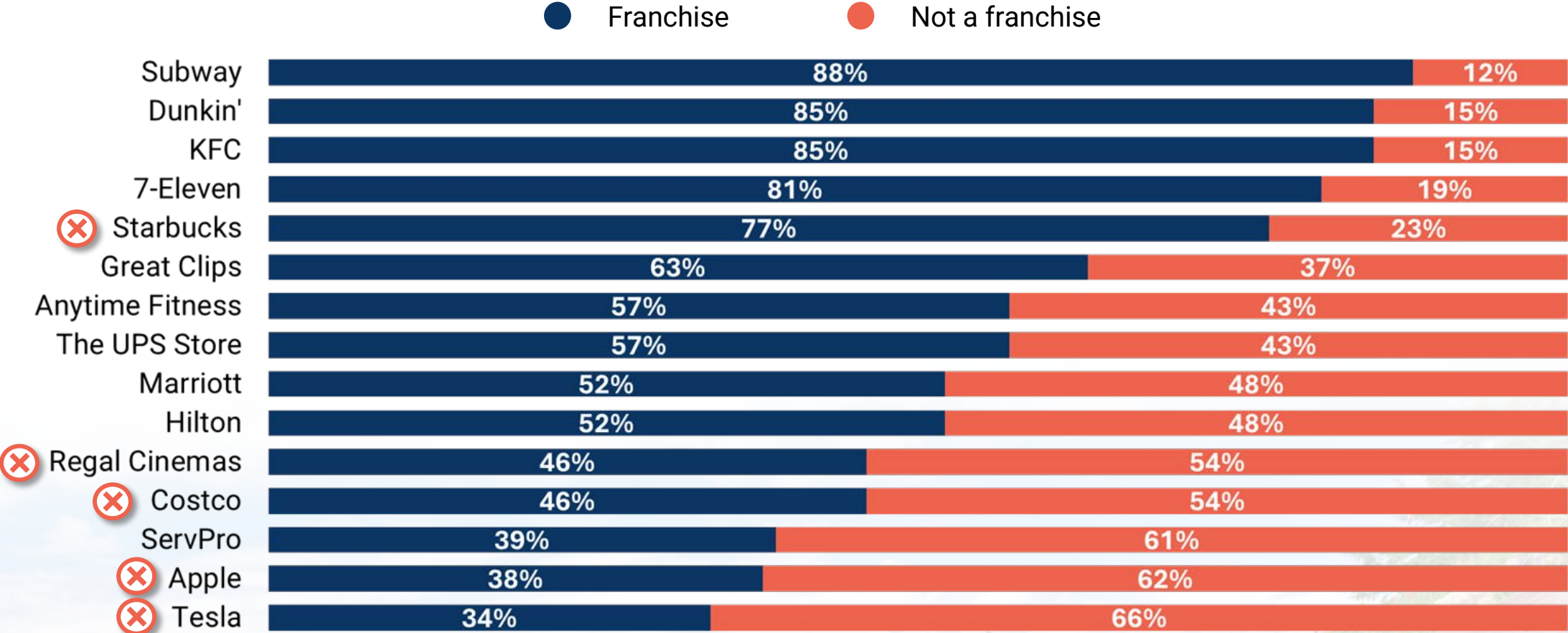
“

Among the most common mentions: McDonald’s, Burger King, Subway, and Taco Bell.



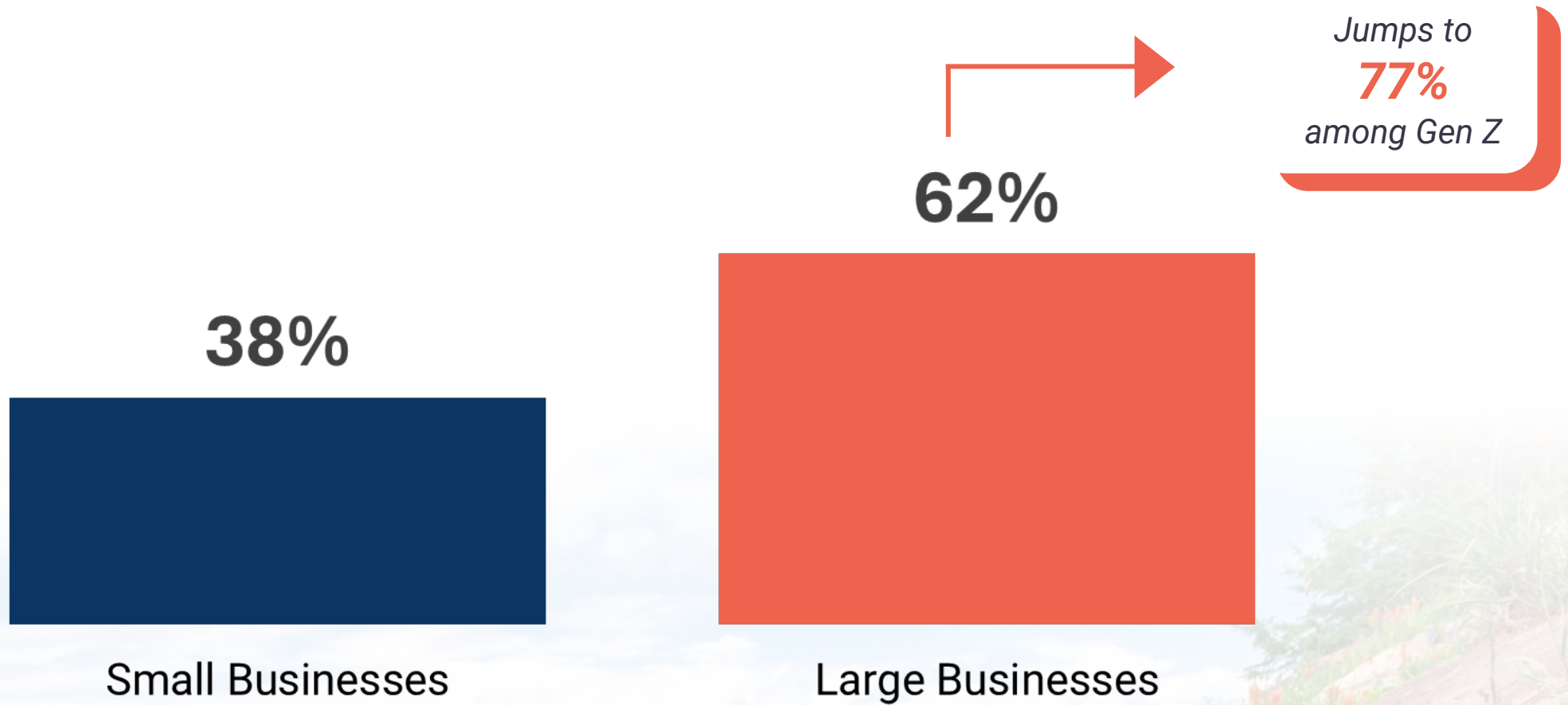
Consumers can generally identify franchise businesses...

To the best of your knowledge, are the following businesses a franchise or not a franchise?



Consumers view franchises as big businesses.

In general, do you think of franchises as...



We Examined Which Franchise Related Messages Resonate with Consumers

Top Franchise Messaging Speaks to Jobs, Advancement



Here are some things that have been said about franchises. Would each of the following give you a more positive view of franchises, a more negative view of franchises, or make no impact either way?

Top 5 Messages <i>% a more positive view of franchises</i>	Consumers
JOBS: Franchises employ 8.8M people in the U.S. meaning millions of livelihoods depend on the success of franchising	55%
ADVANCEMENT: Franchising is a catalyst for workforce advancement, offering training, mentorship, and career growth opportunities for millions of workers	55%
CHARITY: 65% of independent franchisees donate to charity with contributions totaling approx. \$1.5B	53%
ENTREPRENEURSHIP: Franchising enables small-town entrepreneurs to tap into the infrastructure and support of an established corporation.	53%
EQUALITY: Franchising uniquely opens the door to business ownership to people from all walks of life, breaking barriers for underrepresented communities. 26% of franchises are owned by people of color, compared to 17% of independent businesses.	52%



Pro-franchise messages draw bipartisan support.



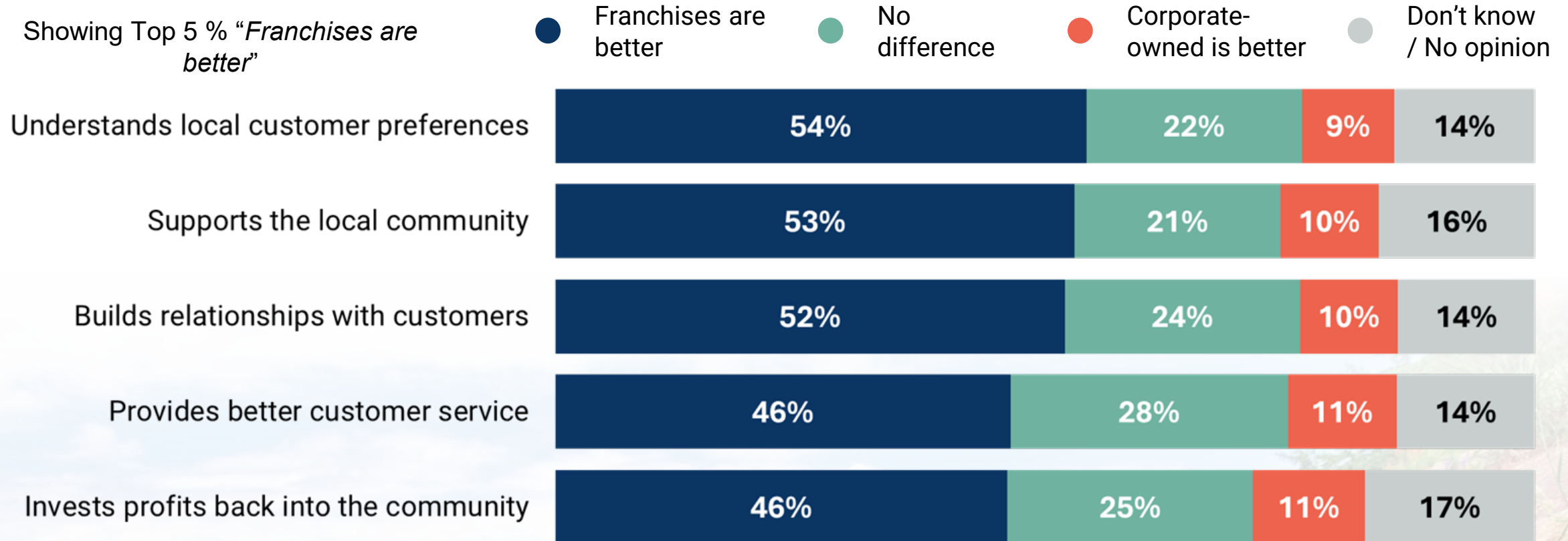
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<i>Top 5 Messages</i> <i>% a more positive view of franchises</i>	Consumers	Dem	Ind	Rep
JOBS: Franchises employ 8.8M people in the U.S. meaning millions of livelihoods depend on the success of franchising	55%	56%	47%	61%
ADVANCEMENT: Franchising is a catalyst for workforce advancement, offering training, mentorship, and career growth opportunities for millions of workers	55%	60%	46%	61%
CHARITY: 65% of independent franchisees donate to charity with contributions totaling approx. \$1.5B	53%	56%	46%	58%
ENTREPRENEURSHIP: Franchising enables small-town entrepreneurs to tap into the infrastructure and support of an established corporation.	53%	58%	44%	59%
EQUALITY: Franchising uniquely opens the door to business ownership to people from all walks of life, breaking barriers for underrepresented communities. 26% of franchises are owned by people of color, compared to 17% of independent businesses.	52%	57%	45%	53%



Consumers see franchises as community champions.

Please indicate which business model you believe performs better in each of the following areas



Latest Policy Relevant Insights

Which of the following saw the largest decline in trust among consumers following criticism from President Trump?

Amazon

Apple

Harvard

Walmart



Tracking Public Opinion of Trump's Washington

June 9, 2025 · Updates weekly

Tracking Trump's Approval Rating in All 50 States

May 7, 2025 · Updates monthly

Tracking the Approval Ratings of All 50 U.S. Governors

April 10, 2025 · Updates quarterly

Tracking the Approval Ratings of All 100 U.S. Senators

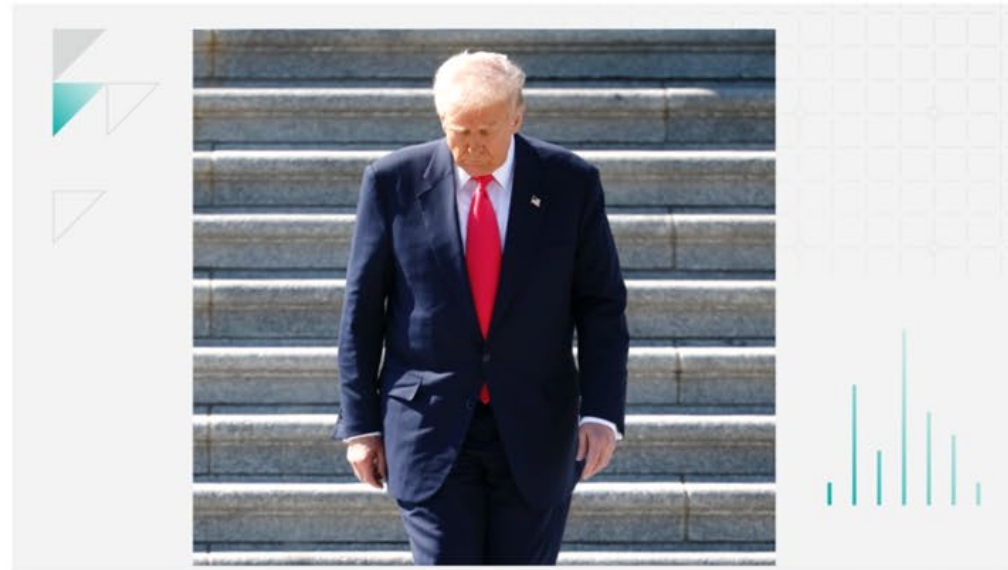
April 10, 2025 · Updates quarterly

Tracking U.S. Consumers' Views on Tariffs

June 3, 2025 · Updates monthly

Tracking Public Opinion on the State of U.S. Affairs

June 9, 2025 · Updates weekly



The GOP's Big Beautiful Bill Has a Bad Brand Despite the Popularity of Many of its Components

May 20, 2025 · Analysis



Washington Insiders Think Trump's Changed This Town for the Worse

May 14, 2025 · Analysis



Navigating the Trump Era: Corporate Engagement in 2025

April 30, 2025 · Analyst report



Harvard's Maintained Its Reputation Amid Trump-Fueled Surge of Attention

May 28, 2025 · Analysis

Webinar On-Demand: Corporate Engagement & The State of CEOs

May 21, 2025 · Webinar

To Aid Hollywood, Americans Favor Newsom's Tax Credits Over Trump's Tariffs

May 15, 2025 · Analysis

Voters Back Deficit Spending Over Safety-Net Cuts to Pay for Tax Cuts

May 8, 2025 · Analysis

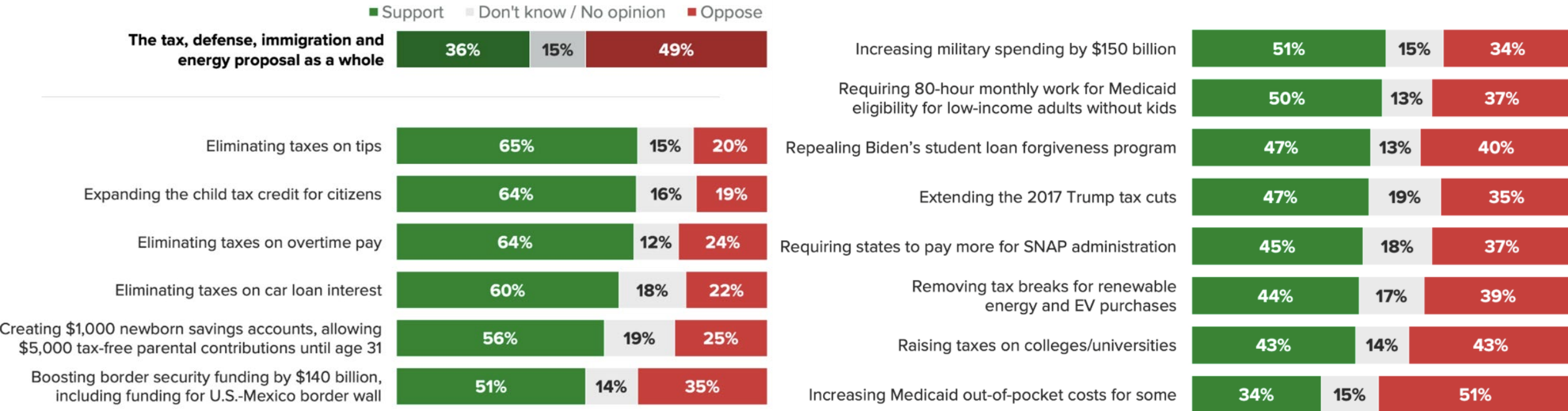
A Majority of Voters Now Say It's Trump's Economy

May 6, 2025 · Analysis

There's Little Demand for Corporate Criticism of Trump

May 5, 2025 · Analysis

Many Pieces of the GOP's Reconciliation Plan are Popular



Harvard's Maintained Its Reputation Amid Trump-Fueled Surge of Attention

Harvard is facing more public attention than ever before in Morning Consult's tracking



Getty Images / Morning Consult artwork by Kelly Rice

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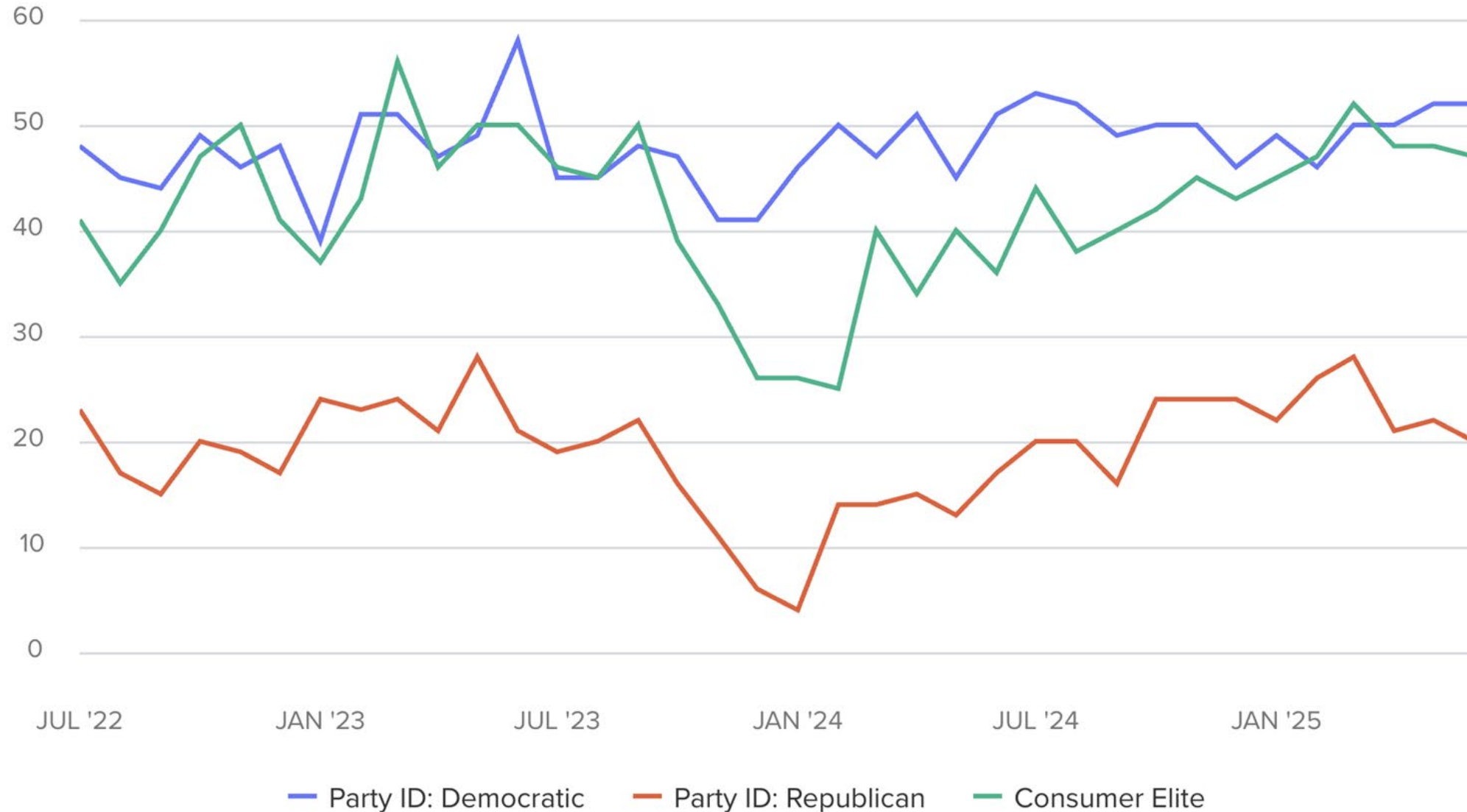
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Tracking Public Opinion of Trump's Washington

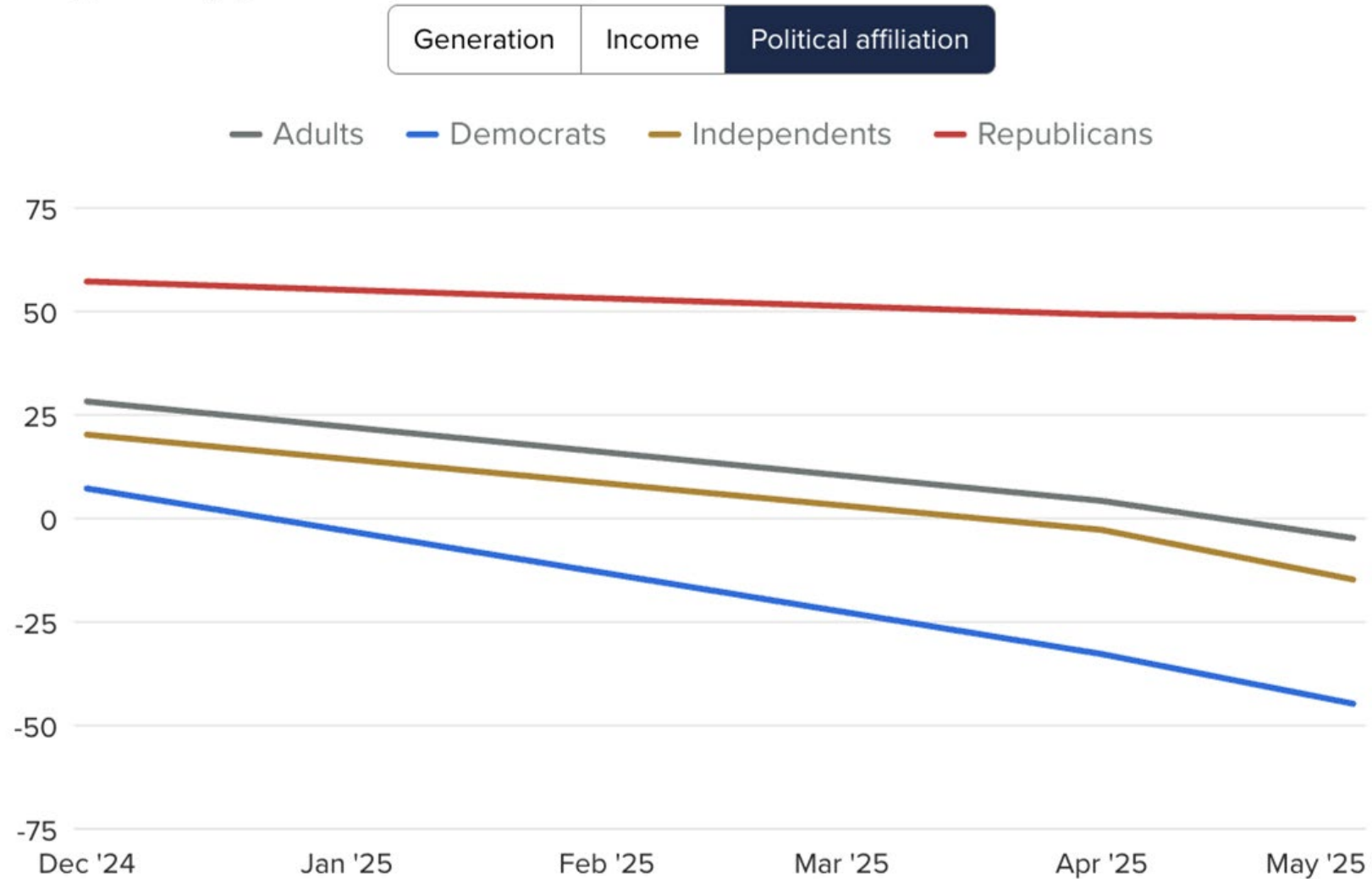
Tracking Public Opinion on the State of U.S. Affairs

Harvard Reputation Flat Overall, but Up Among Dems & Elites

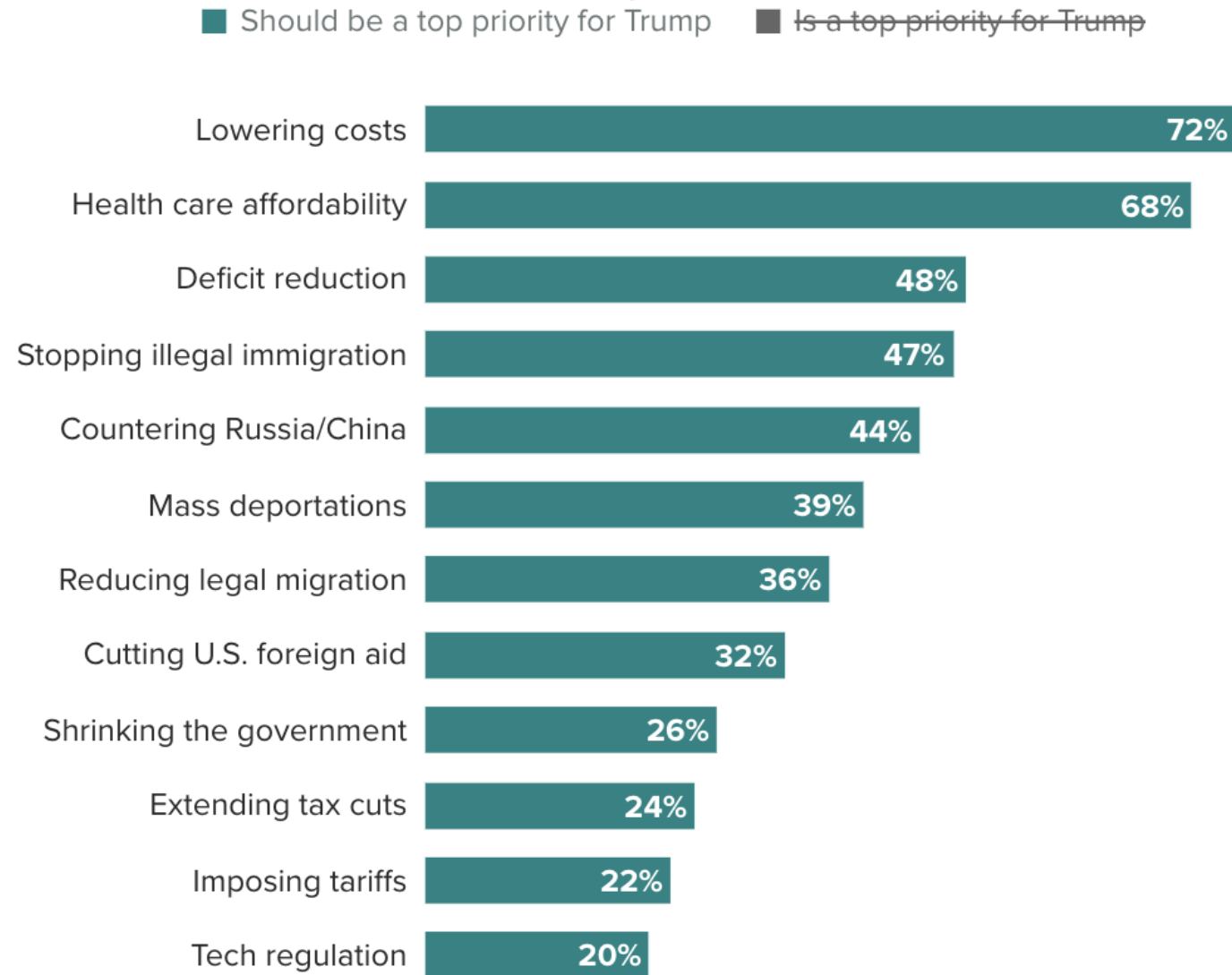


Consumer Tariff Approval on the Decline

Net approval by generation, income and political affiliation



Tariffs are Low Priority; Immigration & Costs Higher on List



What Types of Company Messaging Resonates with Consumers?

Apple's products and initiatives affect billions of consumers. We had consumers evaluate 21 separate initiatives...

PRESS RELEASE
February 24, 2025

Apple will spend more than \$500 billion in the U.S. over the next four years

Teams and facilities to expand in Michigan, Texas, California, Arizona, Nevada, Iowa, Oregon, North Carolina, and Washington

Use Emergency SOS via satellite on your iPhone

With iPhone 14 or later (all models), you can use Emergency SOS via satellite to text emergency services when you're off the grid with no cellular and Wi-Fi coverage.

- [How Emergency SOS via satellite works](#) ☺
- [Before you go off the grid](#) ☺
- [Text emergency services via satellite](#) ☺
- [Emergency SOS via satellite availability](#) ☺

UPDATE
April 11, 2023

Apple expands innovative Restore Fund for carbon removal

A new fund with Climate Asset Management adds another option for securing high-impact, scalable, nature-based carbon removal offsets

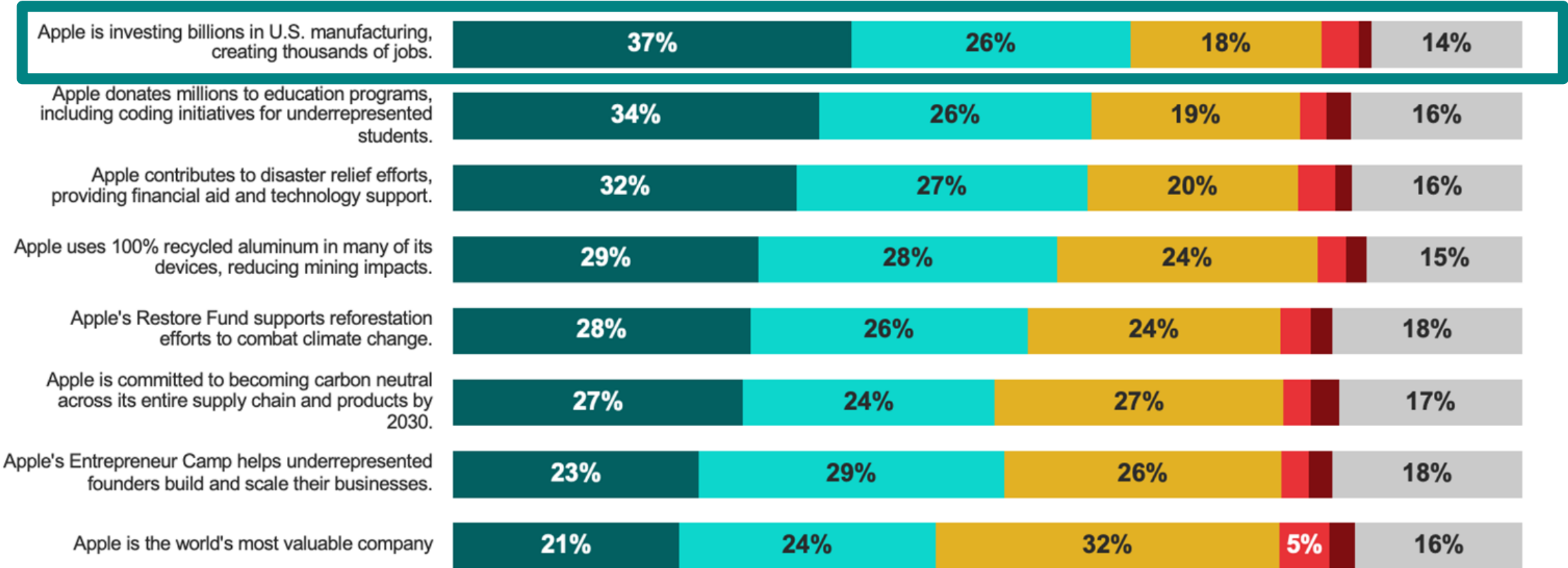
Apple Entrepreneur Camp applications are now open

August 13, 2024



Consumers love hearing about Apple’s manufacturing investments

Here are some things that have been said about Apple. Does each of the following give you a more or less favorable view of Apple?



We Share Information About Initiatives and Then Check on Apple's Reputation.

What Initiatives Drive Largest Reputation Gains by Audience?

Hispanic Adults

Apple donates millions to education programs, including coding initiatives for underrepresented students.

GenZers

Apple is investing billions in U.S. manufacturing, creating thousands of jobs.

iPhone Owner

Apple is investing billions in U.S. manufacturing, creating thousands of jobs.

\$250k+ Investor

Apple's Apple Watch provides life-saving features like ECG monitoring and Fall Detection.

Republicans

Apple's Apple Watch provides life-saving features like ECG monitoring and Fall Detection.

Unfavorable View of Apple

Apple's iPhone recycling program (Apple Trade-In) has helped divert millions of devices from landfills while giving consumers credit toward new products.

Not Apple Customer

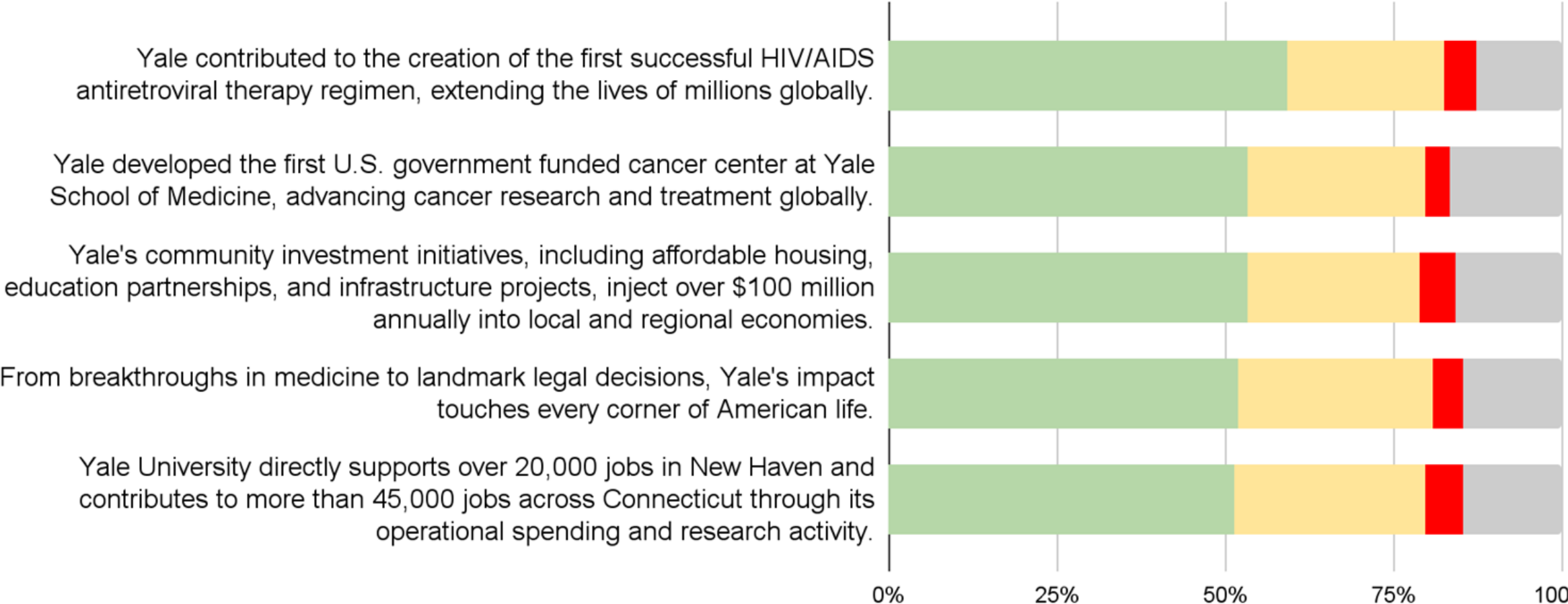
Apple is investing billions in U.S. manufacturing, creating thousands of jobs.

Yale affect billions of adults around the world. We had consumers evaluate 19 separate initiatives and accomplishments linked to the institution ...

Top Messaging is Mostly About Healthcare and Medical Research

Does each of the following give you a more or less favorable view of Yale?

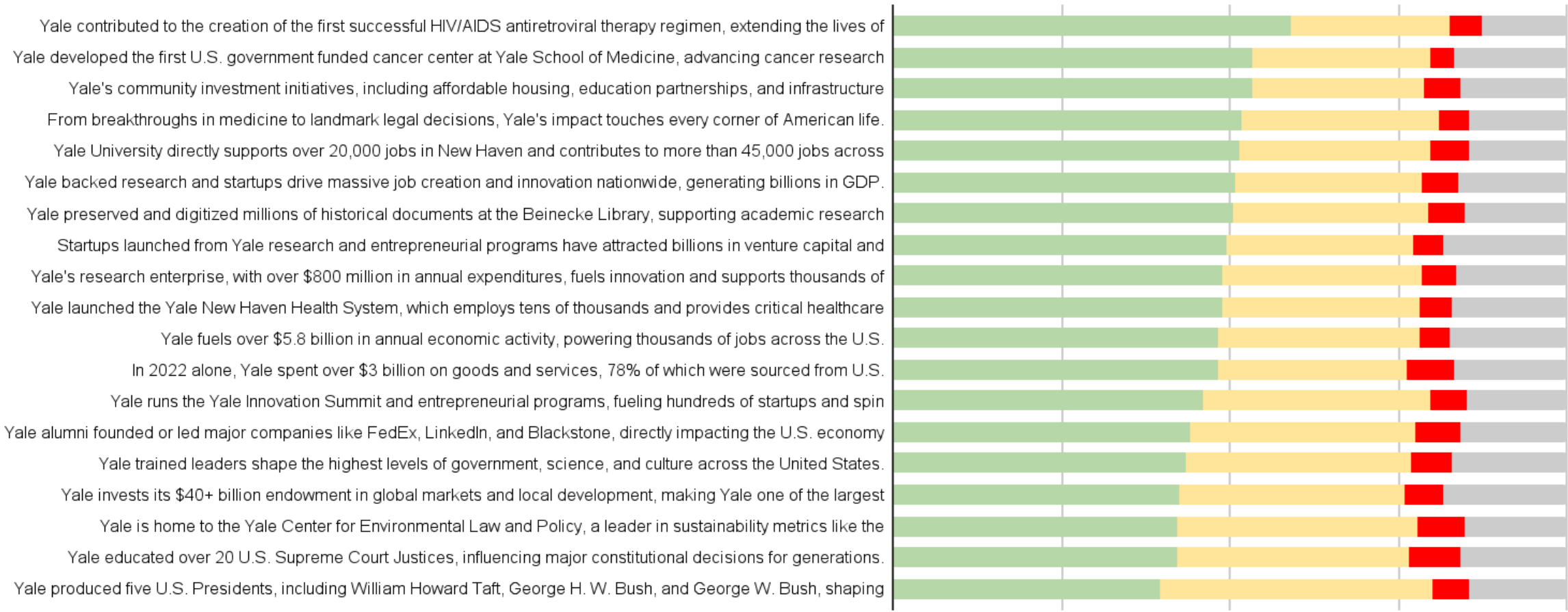
More Favorable No Impact Less Favorable Don't Know



Many Types of Information Generate Positive Views of Yale, especially medical research

Here are some things that have been said about Yale University. Does each of the following give you a more or less favorable view of Yale?

More Favorable No Impact Less Favorable Don't Know



We Also Tested 100s of Actions CEOs Have Taken

Top 5 Actions Focus on Donations, Community Investment

Does each of the following give you a more or less favorable view of the CEO?

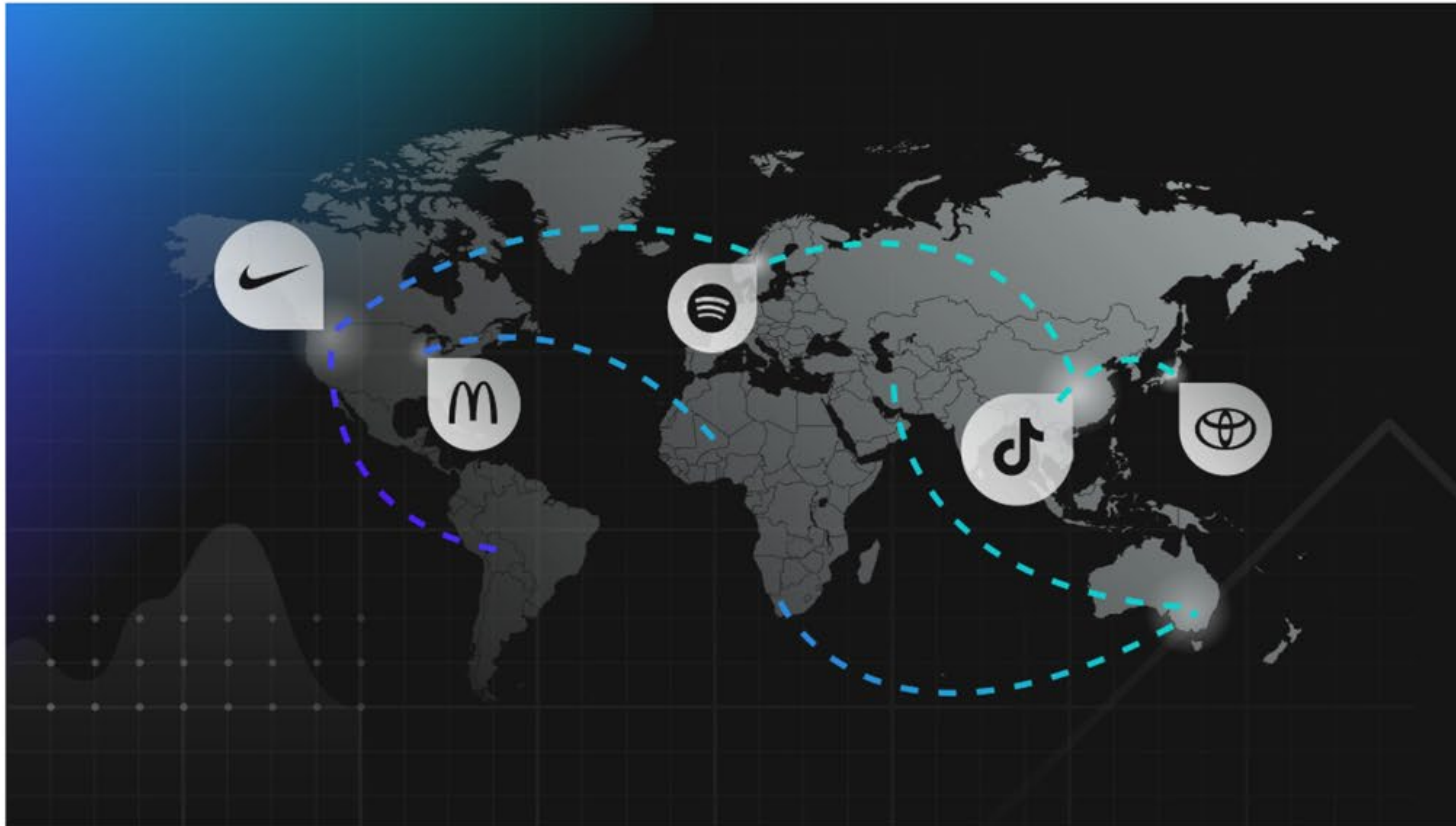
More favorable view of the CEO No impact either way Less favorable view of the CEO Don't Know / No Opinion



Appendix – Americanness and Brand Boycotts

Anti-Americanism Continues to Pressure U.S. Brands But Exposure Varies Widely

Amid the Trump administration's reciprocal tariff threats, the average U.S. brand is faring okay. But the hardest hit among them continue to see steep declines in purchase consideration in Europe, North America and China



Keep reading

Counter/Consensus: Continuing Anti-Americanism Fallout, Changes in Global Corporate Purpose, and Germany's Turning Point Tension

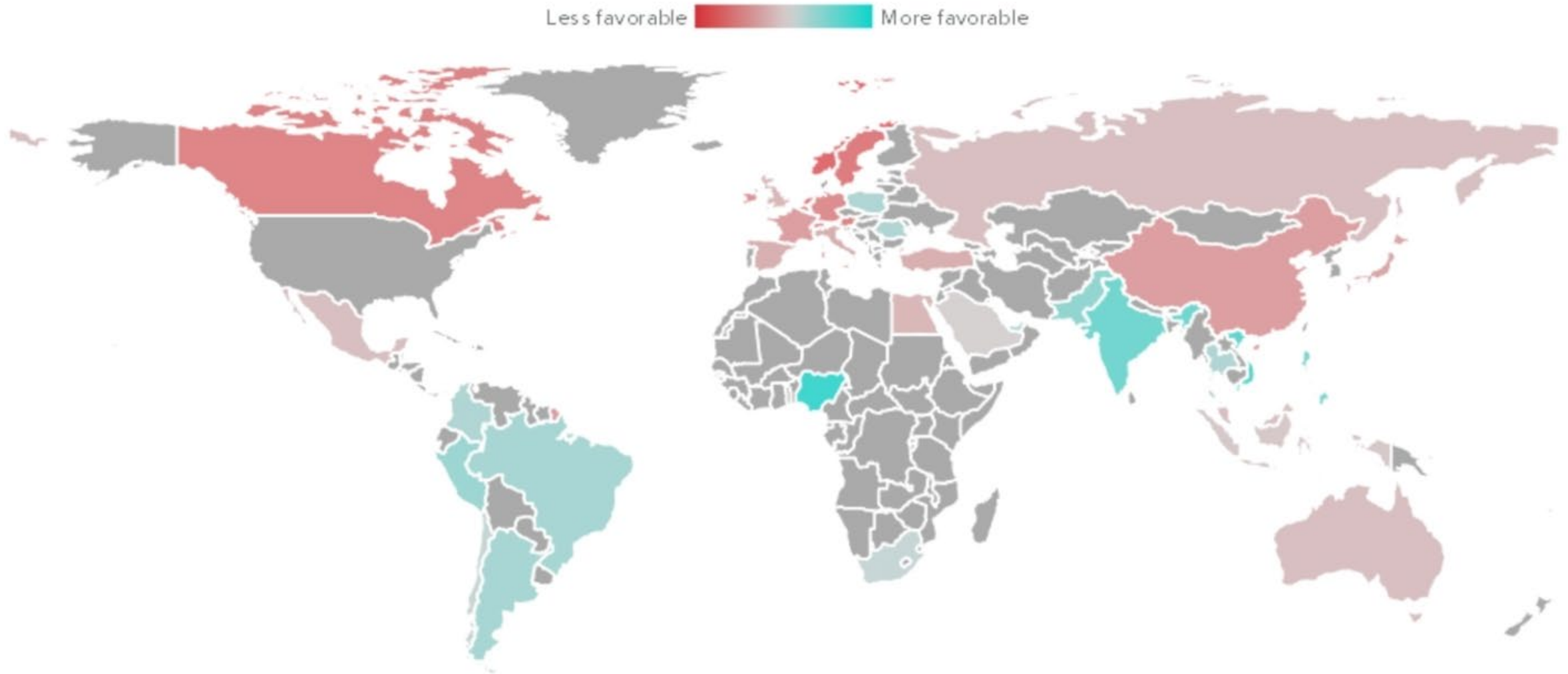
Global Corporate Purpose Tracker

Morning Consult Political Risk Ratings

Counter/Consensus: Liberation Day Fallout, Zero Sum U.S.-China Competition, Mexican Pragmatism and Canadian Liberals' Comeback Attempt

Global Leader Approval Rating Tracker

Net favorability of the United States among adults in each country as of April 2025



Measuring “Americanness”

Borrowing from academic work, we evaluated the degree to which perceptions of a list of brands overlapped with perceptions of the U.S. This overlap was represented by a series of concentric circles, providing a spectrum of fit, or “Americanness”

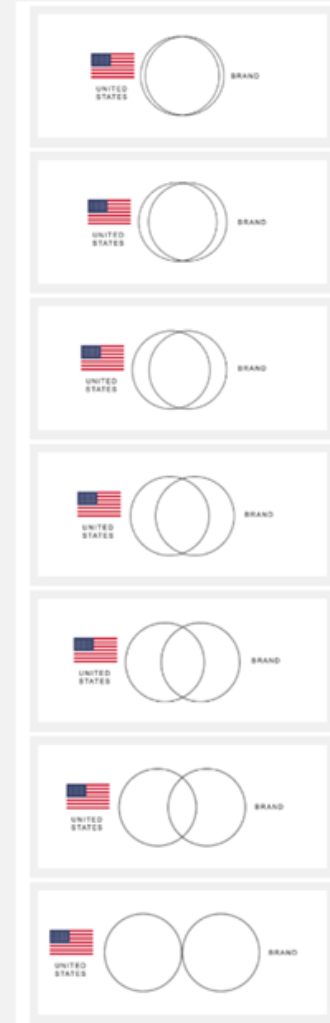
This was measured in five countries: US, Canada, Mexico, UK, and France among n1,000 18+ general population consumers in each country from March 28-April 1, 2025

Brands measured included:



For the following set of [exercises](#) you will be shown a series of American brands. For each brand, we want to understand how well its image fits with the image of America. In each pair of circles, one circle represents America and the other represents the brand in question. The amount of overlap between the two circles indicates how closely the brand fits your image of America — from no overlap (no fit) to almost fully overlapping (strong fit).

Which of these pairs of circles best represents how well [BRAND] fits your image of America?



AMERICANNESS OF BRAND

McDonald's, The Coca-Cola Company, and Harley-Davidson are consistently viewed as most American

