



IFA26 evolve.



iFA INTERNATIONAL
FRANCHISE
ASSOCIATION

Sam Ballas

One strategy or tool every franchise leader must adopt is an
**OBSESSION WITH UNIT-LEVEL ECONOMICS BECAUSE
PROFITABLE FRANCHISEES ARE THE PATHWAY TO GROWTH**

The biggest opportunity I see for franchising is
**TIGHTER ALIGNMENT ACROSS THE ENTIRE ECOSYSTEM,
AND LEADERS SHOULD START NOW BY SHARING DATA AND
SUPPORTING ADVOCACY EFFORTS**

One shift or mindset change that helped me
evolve as a leader was realizing that
**GROWTH ISN'T ABOUT MOVING FASTER, IT'S ABOUT KNOWING
WHEN TO SHIFT GEARS AND SCALE WITH DISCIPLINE.**

Andrew Cathy

One shift or mindset change that helped me evolve as a leader was

REALIZING IT WASN'T MY JOB TO HAVE ALL THE ANSWERS.

The biggest opportunity I see coming for franchising is

EDUCATING EVERYONE ON LOCAL OWNERSHIP MODELS. LEADERS NEED TO TALK MORE ABOUT THE OPPORTUNITIES THE FRANCHISE MODEL CREATES.

One strategy or tool every franchise leader must adopt in the next 3–5 years is

CULTURE BY DESIGN, BUILT AROUND PEOPLE AND A MEANINGFUL PURPOSE BECAUSE IT HELPS BRANDS RETAIN AND ATTRACT TALENT AND DELIVER AN EXCELLENT CUSTOMER EXPERIENCE.

Daymond John

One shift that helped me evolve as a leader is

NOT GETTING CAUGHT UP WITH ANALYSIS-PARALYSIS WHEN TRYING TO DO SOMETHING NEW OR INNOVATIVE. WHEN YOU CAN'T PREDICT THE FUTURE, WORK WITH WHAT YOU CAN CONTROL TO CREATE IT.

One strategy every franchise leader must adopt today to stay competitive over the next 3 to 5 years is to

KEEP PEOPLE IN YOUR CIRCLE WHO STAY CURRENT, UNDERSTAND, AND KNOW HOW TO LEVERAGE AI'S EVOLVING CAPABILITIES.

Kat Cole

One strategy or tool every franchise leader must adopt in the next 3–5 years is **BALANCING CASHFLOW AND PROFITABILITY WITH CUSTOMER EXPERIENCE.**

The biggest opportunity I see coming for franchising is **LEVERAGING TECHNOLOGY TO POOL INTELLIGENCE FROM THE INDEPENDENTLY OWNED AND REGIONALLY VARIED LOCATIONS.**

Innovation starts with **CLARITY OF YOUR BRAND AND PRODUCT POSITIONING, CLEAR FINANCIAL AND STRATEGIC GUARDRAILS, COMBINED WITH CLEAR CONSUMER MARKET INSIGHTS ON THE OPPORTUNITY.**

Chuck Runyon and Dave Mortensen

One strategy or tool every franchise leader must adopt in the next 3–5 years is

TO ENGAGE STAKEHOLDERS AT THE HIGHEST EMOTIONAL LEVEL FOR HIGH PERFORMANCE AND HIGH ENGAGEMENT.

The biggest opportunity we see coming for franchising is

TO COMBINE AI WITH EI (EMOTIONAL INTELLIGENCE).

Innovation starts with

A CULTURE OF GROWTH AND ACCEPTING MISTAKES!

Curtis Dubay

One strategy or tool every franchise leader must adopt in the next 3–5 years is

EMPLOYEE RETENTION, BECAUSE IT HELPS BRANDS COMPETE BETTER IN A SCARCE LABOR SUPPLY MARKET.

The biggest opportunity I see coming for franchising is

DESIRE OF YOUNGER WORKERS TO WORK FOR THEMSELVES

Prepare today for future opportunities by

PREPARING FOR GROWTH.

The best way to stay in front of, and prepare for, evolving franchising trends is to

ADOPT TECHNOLOGY ADVANCEMENTS EARLY.

Codie Sanchez

One strategy or tool every franchise leader must adopt is

TIGHTER OPERATING DISCIPLINE AND ENFORCEMENT OF STANDARDS, BECAUSE IT PROTECTS BRAND REPUTATION AND SYSTEM-WIDE VALUE.

The biggest opportunity I see coming for franchising is

CREATING REAL COHESION ACROSS FRANCHISEES, AND LEADERS SHOULD START NOW TO BE READY FOR IT.

The best way to stay in front of, and prepare for, evolving franchising trends is
TO STAY CLOSELY CONNECTED TO OTHER FRANCHISE OWNERS AND OPERATORS.

Prepare today for future opportunities by

TIGHTENING YOUR PLAYBOOKS, CLARIFYING OWNERSHIP, AND SETTING REAL EXPECTATIONS AROUND SALES AND MARKETING.