Franchise Marketing Insights 2026

FBR Industry Report published in partnership with Marvia



FranchiseBusinessReview | Marvia

Contents

03 Introduction

04 How Marketing Support Shapes the Franchise Relationship

06 Local Marketing Execution

07 Where the System Breaks Down

11 Same Problem, Different Vantage Points

13 One Size Doesn't Fit All

18 AI Can't Fix What Isn't Working

21 Strategic Implications for Franchise Leaders

24 Conclusion: A System Ready for Redesign

Introduction

Franchise leaders invest enormously in marketing, from national campaigns and brand funds to creative teams, agencies, and a growing stack of marketing technology. Yet, local marketing execution remains one of the most persistent, and most expensive, operational gaps in franchising, and it directly shapes the metrics franchise executives care most about: unit-level performance, franchisee validation, and system growth.

Franchise Business Review has tracked franchisee satisfaction for more than 20 years, across hundreds of brands and tens of thousands of franchise owners, and in all that time marketing and promotional support has consistently ranked among the lowest-rated areas of the entire franchise experience.

Part of the value proposition of franchising is that entrepreneurs buy into a proven system with the backing of an established, recognizable brand with the strength of national marketing behind it. But national marketing doesn't make sense for every brand. It typically only becomes viable once a system reaches a significant size. Many franchisors are still building toward that scale, often relying on a collective marketing fund in which franchisees invest to gain buying power a single location can't achieve alone. Our satisfaction benchmarks tell us there's a disconnect between the marketing programs executed by the franchisor and what individual franchise operators actually need to compete locally.

The **2026 Franchise Marketing Insights Survey** was designed to understand where that fundamental disconnect lies and provide strategic guidance to help franchisors bridge the gap. In partnership with **Marvia**, we gathered responses from more than 500 people across the franchise sector, examining the same problem from three distinct viewpoints: franchisees and area developers, franchisor marketing and field support teams, and third-party suppliers, the people who work across many brands at once and see patterns no individual system can.

The good news is that the data that came back was remarkably consistent, and therefore, fixable. All three groups agree on what the challenges are; they just come at them from different perspectives.

Through the lens of this research, we hope to equip franchisors with the strategies necessary to achieve alignment and deliver real value to franchise owners, with the ultimate goal of improving profitability, satisfaction, and growth for all stakeholders.

How Marketing Support Shapes the Franchise Relationship

Marketing is one of the few support functions that franchisees interact with almost every day. Unlike annual conferences, quarterly business reviews, or occasional field visits, marketing is continuous. Franchisees download assets, request approvals, launch campaigns, review performance, and make local marketing decisions week after week. That also makes marketing an area of real vulnerability, as many franchisees arrive with little to no marketing experience and rely on the franchisor to fill that gap. Every interaction reinforces or diminishes the value they perceive from the franchise system.

That matters because Franchise Business Review's research consistently shows that the strongest franchise organizations distinguish themselves not only through better unit economics, but through stronger franchisee relationships.

> **Franchisees in the highest-trust systems are nearly 3x more likely to recommend their franchise to others.**
>
> 2026 Franchisee Satisfaction survey of over 26,000 franchise owners across 330 brands



In fact, our latest franchisee satisfaction research found that franchisees in FBR's highest-rated franchise systems are more than twice as likely to trust their franchisor and nearly three times as likely to recommend their franchise to others. Those same organizations significantly outperform other brands in many of the areas explored throughout this report, including marketing and promotional programs, technology, and franchisee involvement.

1 in 3 franchisees rate satisfaction with Marketing & Promotions below average.

Based on FBR's 2026 Franchisee Satisfaction survey of over 26,000 franchise owners across 330 brands

While the average brand received a Franchisee Satisfaction Index score of 54 for Marketing & Promotional Programs, brands in the top quartile of FBR's research outperformed those in the bottom quartile by 100 percent in this area.

> **That gap isn't simply a reflection of who is spending more advertising dollars. It reflects the difference between teams that take the time to clarify the franchisor's role versus the franchisee's role in growing the brand together, and those that simply push a marketing plan and agenda out to their franchise networks and hope for execution and success. When franchisees trust the vision and direction of the leadership team, and are clear on their role in the success of that plan, we see better business results and growth."**
>
> *- Michelle Rowan, President of Franchise Business Review*

Trust isn't built through a single national campaign or a successful annual conference, it's built through hundreds of small interactions that either reinforce confidence in the system or create friction. A franchisee who can quickly localize a campaign, access the right assets, understand what's driving results, and execute without unnecessary delays experiences the franchisor differently than one who spends hours searching for materials or waiting for approvals.

If marketing support influences confidence in the franchise relationship, then it follows that franchisees' expectations of that support will evolve over time. New owners evaluate marketing differently than experienced operators. As franchisees become more sophisticated, their definition of effective support changes as well. Understanding that evolution is critical for franchisors seeking to strengthen both franchisee satisfaction and long-term system performance. It also means the cost of getting marketing support wrong compounds over time and across locations.

Local Marketing Execution

For decades, franchise brands have invested heavily in the infrastructure designed to help franchisees succeed. They've built sophisticated brand marketing programs, expanded field support teams, invested in CRM platforms and digital advertising, standardized creative assets, and developed increasingly sophisticated ways to measure campaign performance. Yet despite these investments, franchisees report that marketing remains one of the biggest obstacles to growing their businesses.

Across hundreds of franchise systems, franchisees describe similar challenges. National campaigns don't always fit their local market. Marketing materials require significant customization before they can be used. Approval processes delay time-sensitive opportunities. Performance data is difficult to interpret, making it nearly impossible to know which local efforts are generating results. Many owners ultimately spend valuable time creating their own marketing, searching for assets, or simply abandoning opportunities altogether.

> **"Many franchisors provide generic marketing materials that do not fully address the local market needs."**
>
> ***- Supplier***

Viewed individually, these frustrations seem like operational inconveniences. But multiplied across an entire franchise system, these small execution failures compound into tens of millions of dollars in unrealized revenue for franchisees while simultaneously reducing royalty revenue and slowing system-wide growth for franchisors.

56% of franchisor marketing teams spend 6+ hours a week manually adapting assets, and one in five spend 10+ hours.

2026 Franchise Marketing Insights Survey

Where the System Breaks Down

For years, franchisors have responded to franchisee marketing challenges by investing in more creative assets, more technology, more campaigns, more vendors, more data, and more support. The corporate side of franchise marketing has gotten better, faster, and more capable. But local execution hasn't kept pace. If anything, the gap between what corporate can produce and what a single operator can use has gotten wider.

Marketing assets often require additional customization before they can be used locally. Campaigns designed for national audiences don't always translate to individual markets. Finding approved creative can take longer than expected. Approval processes slow time-sensitive opportunities. Performance reporting rarely provides enough visibility to understand what's actually working at the local level.

More importantly, the burden falls on franchisees—business owners whose primary responsibility is operating their locations, managing employees, serving customers, and growing revenue. Marketing is only one of dozens of responsibilities competing for their attention each day.

This points toward the underlying issue. The challenge isn't campaign quality, it's execution infrastructure. When it becomes too difficult, it gets put off, reduces participation in marketing initiatives, and ultimately limits unit level performance.

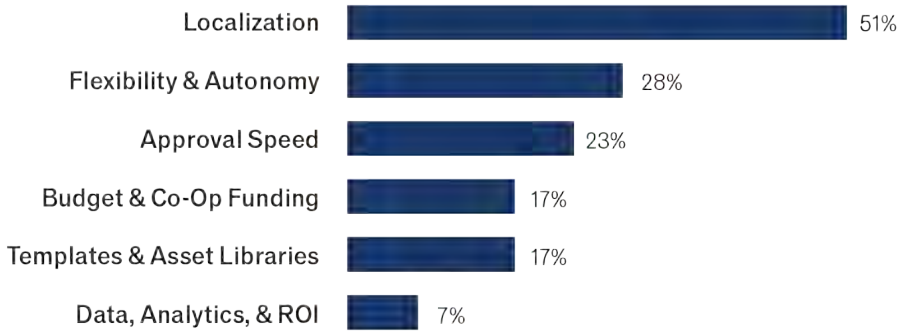
> **"What we see across franchise systems is that the execution gap isn't a motivation problem; it's an infrastructure problem. When franchisees bypass corporate materials, it's not because they don't care about the brand. It's because the system made it easier to go around it than through it. The brands closing that gap are the ones building for local execution from the start, not bolting it on as an afterthought."**
>
> *- Christopher Brown,*
> *Director of North America at Marvia*



The Five Friction Points Limiting Local Marketing Performance

Throughout this study, franchisees consistently described the same experience. They weren't asking for more marketing campaigns. They weren't asking their franchisor to do all of their marketing for them. Instead, they described the everyday obstacles that make effective local marketing harder than it should be.

Top Local Marketing Challenges Identified by Franchisees

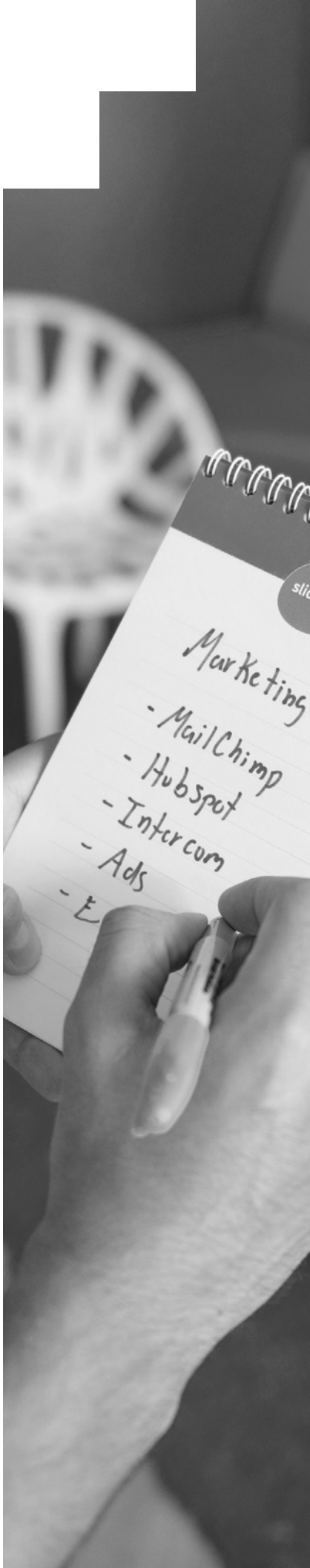


1. Editable Assets

Just over half of franchisees asked for the same basic thing: ready-to-use creative they can adapt to their own market. Franchisees consistently referenced national materials that don't reflect their local market, forcing them to choose between something generic or building something themselves.

Many of them report spending hours building graphics from scratch because the assets provided by corporate are either too generic or too locked down to be useful.

> **Give me ready-to-post local content templates with editable fields for city, promos, and photos. Right now I spend hours making graphics from scratch."**
>
> ***- Franchisee***



2. Lack of Flexibility

More than a quarter of franchisees explicitly asked for more local decision-making latitude, frequently describing "one-size-fits-all" solutions that don't meet their needs. Franchisees are not asking for no brand standards, rather they're looking for proper templates with enough room to adapt to local markets and community dynamics.

> **There is often a disconnect between national marketing strategies and local market realities. Franchisees need campaigns, analytics, and support that reflect the specific needs and preferences of their local customers."**
>
> *- Supplier*

3. Approval Delays

Nearly a quarter of franchisees named approval turnaround as their single most important request. Franchisees say approval cycles can take days or weeks while their local market moves in hours. Speed matters in local marketing. For time-sensitive situations like local events or competitor promotions, that put them at a competitive disadvantage. A national campaign that launches perfectly on a Tuesday is worth less than a local promotion that captures a Saturday opportunity.

> **Provide faster approval cycles and more flexible, pre-approved localized campaign variations so we can react quickly to local demand, promotions, and traffic patterns without delays or rework."**
>
> *- Area Developer*



4. Scattered Assets and Co-op Frustrations

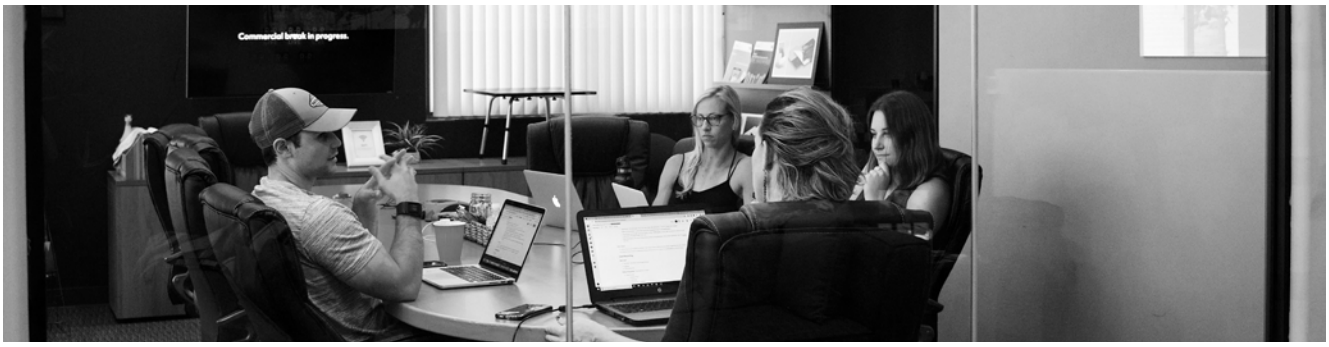
Franchisees also raised lack of local marketing budget as top concern, reporting frustration that existing co-op fund dollars are being used to fund national campaigns rather than local support. On top of that, they report having to search across portals, drives, and email chains for materials that may or may not be current. Without budget or easy access to a library of approved materials, franchisees struggle to compete locally.

> **A full design revamp of all marketing material templates and a centralized place with ALL of them that are easily customizable/orderable for franchisees."**
>
> *- Franchisee*

5. Lack of Local Performance Data

Franchisees, especially more experienced, multi-unit operators, want real-time, location-level visibility into what's actually driving local sales. Typically, they're already investing in local marketing and want to optimize it further. It's also worth noting that these more sophisticated franchisee organizations often have a dedicated marketing staff member in place, bringing a level of skill and focused attention to local marketing that smaller operators may lack. And while this ranks further down on the list of requests, it may say less about interest and more about expectation. Many may have simply stopped asking for something they don't think the franchisor can (or will) provide.

> **Better access to real time performance data for franchised marketing campaigns at the local level, so I can quickly see what's actually driving sales and shift spend without relying on delayed or high-level reports."**
>
> *- Franchisee*

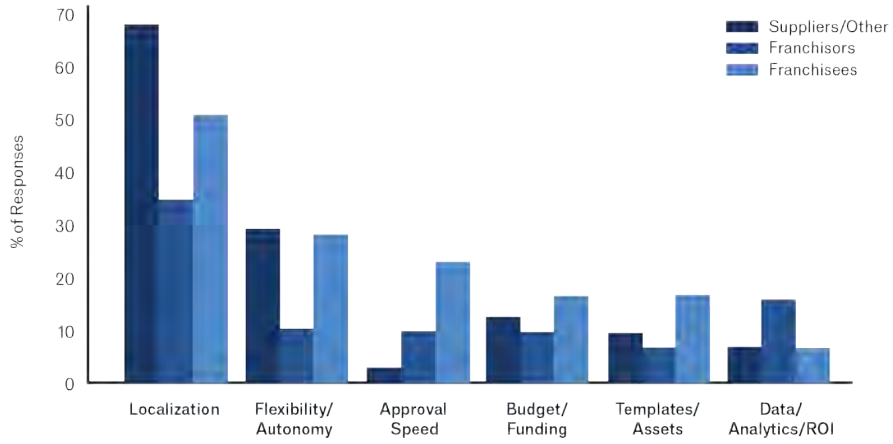


Same Problem, Different Vantage Points

One of the most encouraging findings from this research is not the existence of these challenges, it's the level of agreement surrounding them. The same core themes cut across all survey respondent groups.

Franchisors acknowledged many of these same operational challenges as franchisees while balancing the need for brand consistency and compliance. Industry suppliers, who work across hundreds of franchise organizations, observed similar patterns developing across brands of every size.

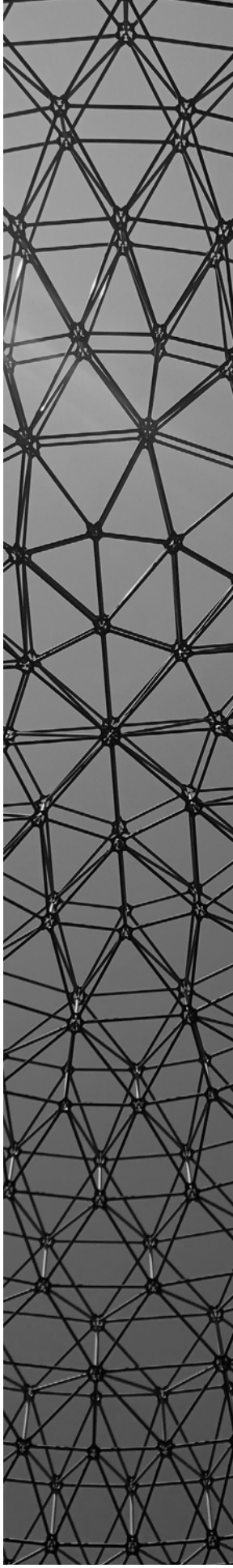
Cross-Cutting Themes: Most Common Challenges Across All Three Groups



On the Localization Disconnect:

> **Franchisees say:** "I need editable assets."
> **Franchisors say:** "We need better localization tools."
> **Suppliers say:** "National campaigns don't translate locally."

It's the biggest pain point cited by all three groups. Franchisees experience the issue as a daily production problem. Franchisors see it as an infrastructure gap they're actively trying to close. Suppliers, viewing it across multiple systems, see it as a design flaw in how franchise marketing programs are structured.



On ROI and Attribution:

> **Franchisees say:** "I can't tell what's working."
> **Franchisors say:** "We need attribution."
> **Suppliers say:** "They only see impressions."

Again, one problem with three perspectives. Franchisees receive reporting built around reach and impressions rather than leads, visits, or revenue, so they can't connect their marketing spend to what it actually produced. Franchisors say they can't trace spend from first click to final sale. Suppliers confirm both sides are looking at an incomplete picture.

It's clear that franchisees and franchisors want the same capability, which means there's an opportunity to create a shared performance data view to satisfy both at once.

On the Approval Speed Blind Spot:

> **Franchisees say:** "This takes too long."
> **Suppliers say:** "Approval slows execution."
> **Franchisors mention it, but far less often.**

This is the one place where there's the least consensus. Franchisees raised approval speed as a top concern and suppliers agree that it's a real bottleneck. Only about one in 10 franchisors mention it, however. It's a classic disconnect. The people experiencing a slow process lack the ability to change it, and the people who control the process don't feel its impact the same way.

Of all the comparisons, this is the one franchisors should consider closely, because it's the issue where corporate and franchisees are furthest apart. Approval speed is the most actionable item because it's real and fixable, and it matters to the people franchisors most need on their side. Solving it at the source rather than just speeding up the same broken process can make a significant impact.

On Brand Consistency:

> **Franchisors say:** "We're confident franchisees stay on-brand."
> **Franchisors also say:** "We discover off-brand content all the time."

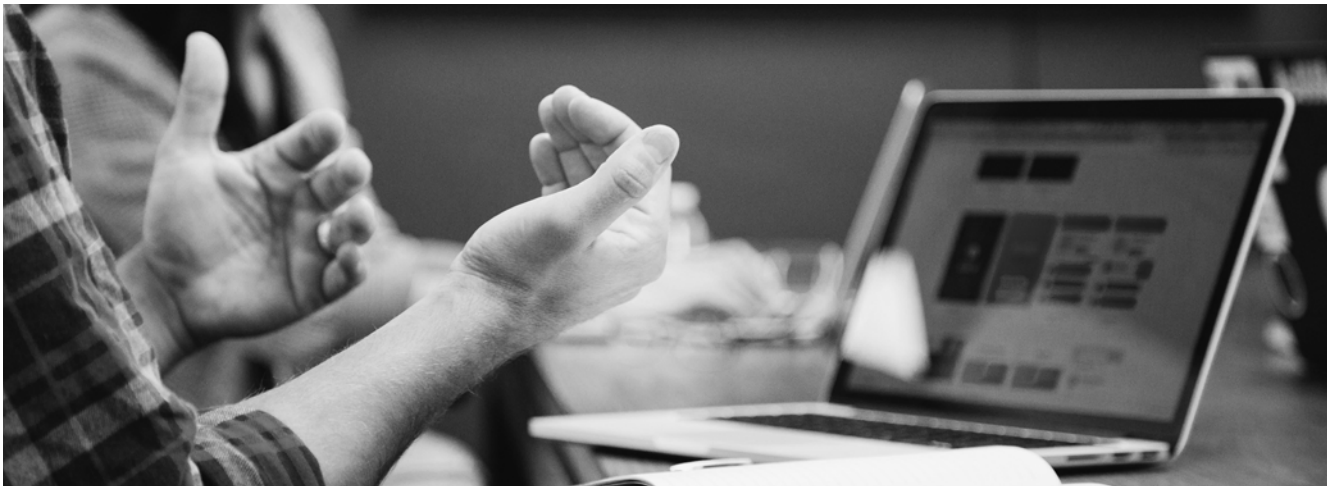
This isn't a gap between groups, it's a gap within one. Sixty-nine percent of franchisors report being confident or extremely confident that franchisees use on-brand materials, yet 42% of those same franchisors say they discover off-brand or unapproved content frequently or constantly. Confidence in the system and lived experience of the system are pulling in opposite directions, even at the corporate level. If franchisors can't reconcile what they believe with what they observe, it's little surprise that alignment with franchisees is harder still.

One Size Doesn't Fit All

Throughout this report, one theme has emerged consistently. Franchisees are looking for marketing support that is easier to execute, more flexible, and better aligned with the realities of their local markets. While those priorities were shared broadly across respondents, the research also makes something equally clear: there is no single definition of effective marketing support.

A first-year, single-unit owner faces a different set of marketing challenges than a seasoned multi-unit operator. Likewise, the needs of a home service franchisee differ from those of a quick-service restaurant or retail operator. These differences don't suggest that franchise systems should abandon standardization. Rather, they highlight the importance of designing marketing programs that can scale to meet a variety of operational realities.

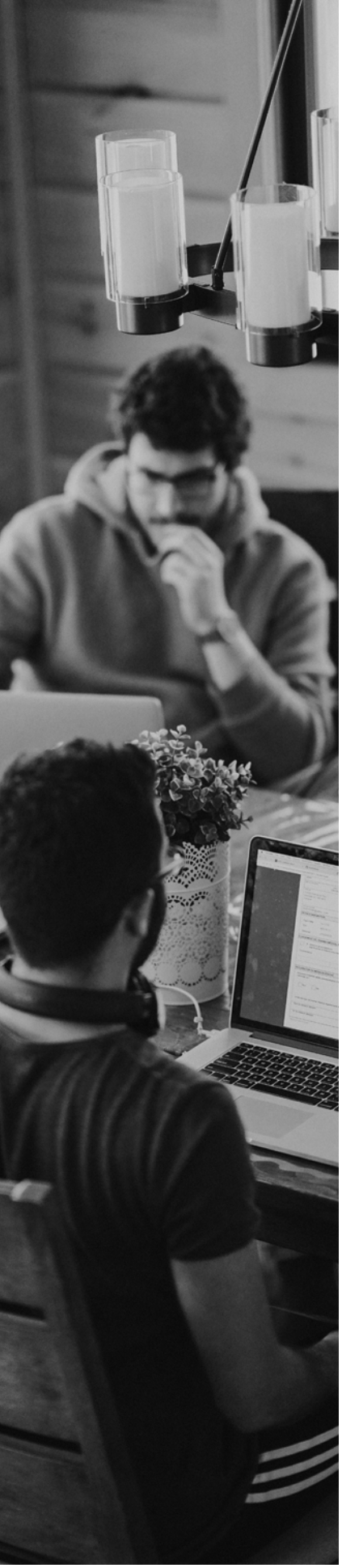
For franchisors, this represents both a challenge and an opportunity. The brands that create the greatest value for their franchisees won't necessarily be those with the most marketing resources, they'll be the ones that recognize where different segments of their network require different types of support.

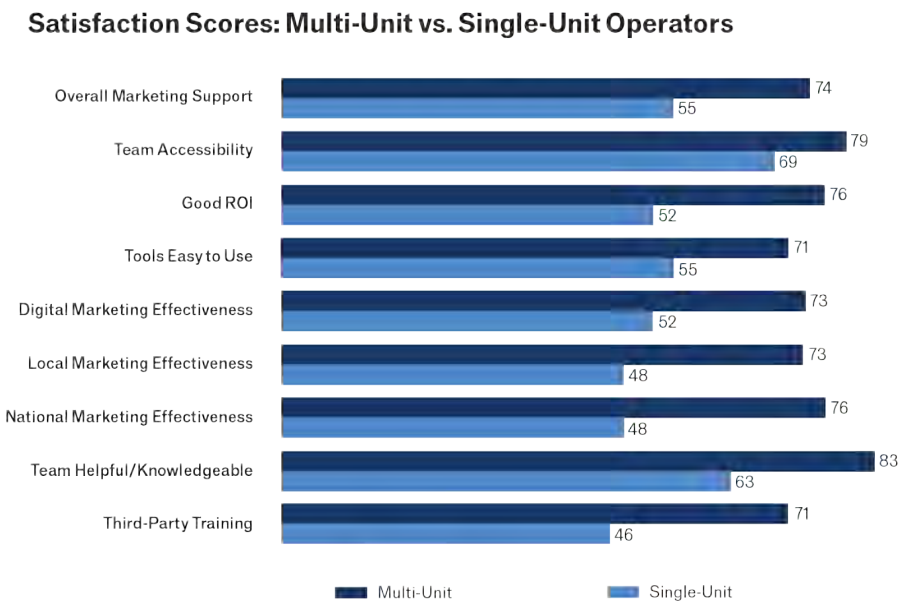


Experience Changes Expectations

One of the more revealing findings in this research isn't about technology or creative assets. It's about experience.

Franchisees with 10 or more years in their system rated marketing support lower than newer owners on every single dimension measured, with the largest gaps in overall marketing support, team accessibility, national marketing effectiveness, and perceived ROI.





As franchisees spend more time in a system, their expectations of marketing support change. New owners are primarily looking for guidance. They're learning the business, building local awareness, and relying heavily on corporate resources to establish themselves in the market. Marketing support is evaluated largely on availability. Are the materials there? Are campaigns provided? Does someone answer my questions?

Over time, however, the relationship changes. Experienced franchisees become more sophisticated marketers. They've developed a better understanding of their customers, identified what resonates in their communities, and invested their own money in local advertising. Many have built out their own marketing teams with specific skillsets, and many have grown into multi-unit operators responsible for multiple markets with different competitive dynamics. Availability is no longer enough; they expect sophistication and strategic value from corporate support.

Why does this matter more than the actual point differences suggest? Because veteran owners aren't just long-tenured operators, they're influencers. They're frequently multi-unit owners, advisory council members, mentors, and often the franchisees contacted by prospective buyers during the validation process.

When their confidence in marketing support declines, it can affect every aspect a franchise system relies on for recruitment and expansion.

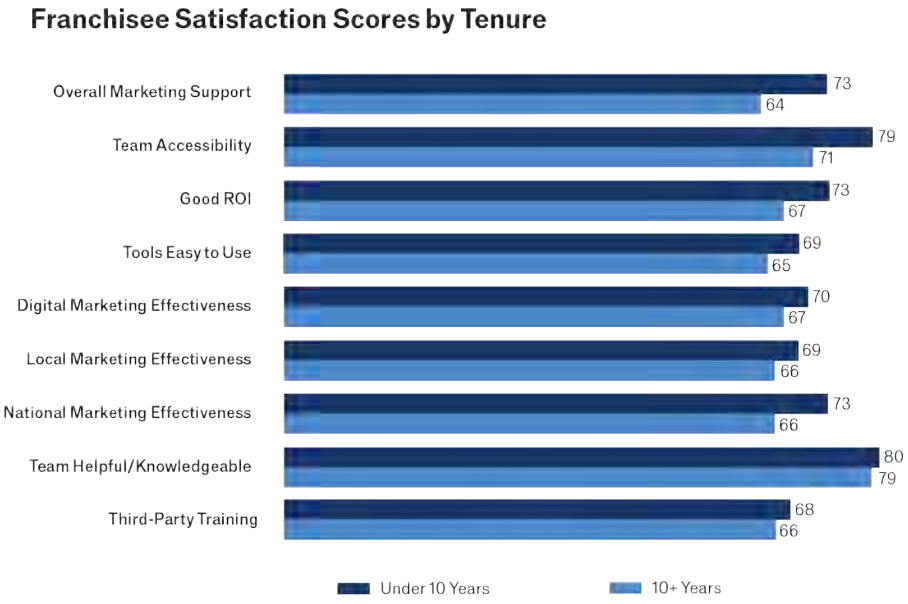
A Support Model That Doesn't Evolve With Its Operators

The data from this study reinforces that concern. Tenured franchisees are more likely than newer owners to build marketing materials outside of official channels, but their reasons differ from newer franchisees. Veterans bypass corporate deliberately because materials don't fit their market or the approval process is too slow, whereas newer franchisees more often report bypassing corporate because they didn't know materials existed.

The most experienced franchisees also often represent a system's highest-performing locations. When they consistently work around HQ, it's not a compliance failure, it's an opportunity to evolve. These are the franchisees most likely to identify opportunities for improving marketing execution because they've experienced its limitations over time. Ignoring that feedback is overlooking insights from some of the system's most successful operators.

Multi-Unit and Single-Unit Operators Have Different Priorities

Owning multiple locations fundamentally changes how franchisees approach marketing.





Single-unit franchisees are often immersed in the day-to-day operations of one business. Marketing competes with hiring employees, serving customers, managing schedules, and overseeing every aspect of the operation. Time is limited, and efficiency matters. For these operators, ready-to-use campaigns, clear guidance, and simplified execution can have an outsized impact.

Multi-unit franchisees, by contrast, are managing marketing across multiple locations, multiple teams, and often multiple markets. Their challenge is less about creating marketing and more about managing it consistently and efficiently across a growing portfolio.

Not surprisingly, the research found significant differences in how these groups evaluate marketing support. Single-unit franchisees are the least satisfied group in the dataset by a wide margin. They rate marketing support 10-28 points lower than multi-unit operators across nearly every measure.

Multi-Unit vs Single-Unit Satisfaction

Third-Party Training

71 vs 46

National Marketing Effectiveness

76 vs 48

Digital Marketing Effectiveness

73 vs 52

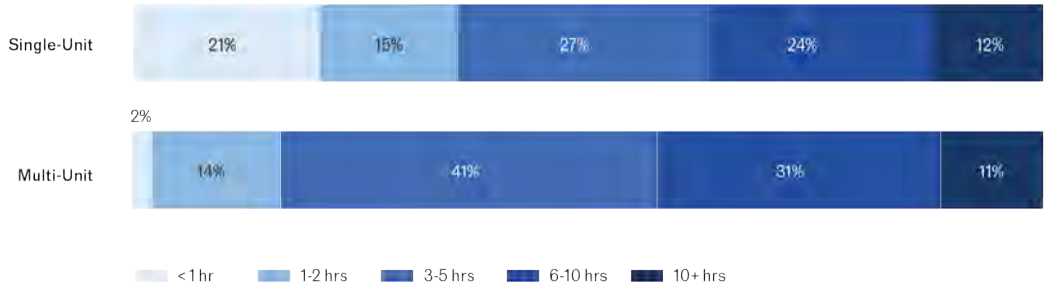
Good ROI

76 vs 52



One measure breaks the pattern. Team accessibility shows only a 10-point difference. Single-unit owners can reach their marketing team without difficulty. But what they find when they get there are materials, processes, and reporting built at multi-unit scale. They're forced to make the best of what they're given, using a system designed for someone else. Engagement data tells the other half of the story: 20% of single-unit owners spend less than an hour a week on local marketing, compared to just 2% of multi-unit operators. Combined with the satisfaction gap, this indicates a group that has largely disengaged from a system that wasn't designed for them, not a group that lacks interest in marketing their business.

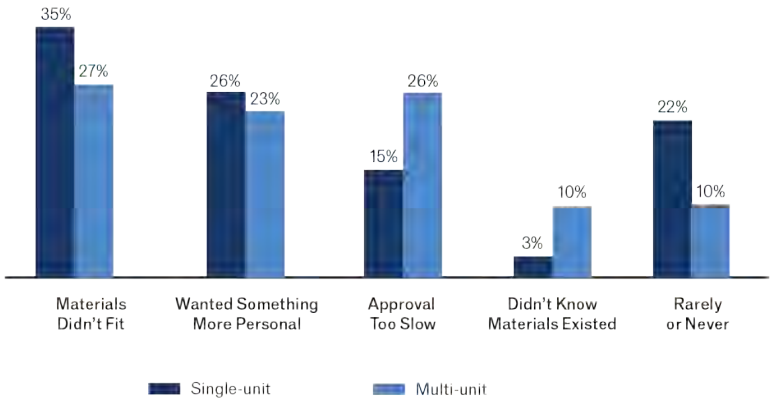
Time Spent on Local Marketing



The two groups also bypass headquarters, but for different reasons. Single-unit owners go around HQ because materials don't fit their market (35%) or feel impersonal (26%); approval speed is a minor factor. Multi-unit owners, however, bypass HQ mainly because approval takes too long (26%). Single-unit owners are also twice as likely to say they rarely or never bypass HQ at all, which paired with their low engagement, suggests some have simply stopped trying rather than finding a workaround.



Reasons for Creating Content Outside of HQ-Approved Materials

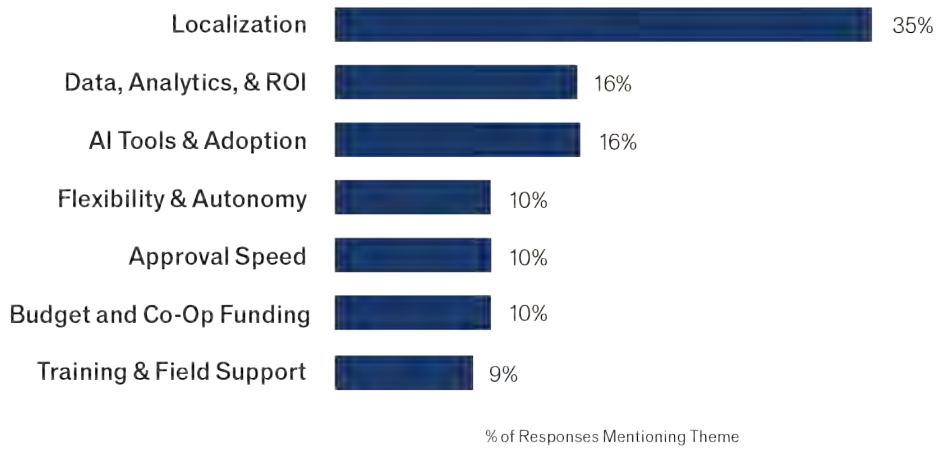


AI Can't Fix What Isn't Working

Artificial intelligence dominated conversations throughout the franchise industry over the past year. In Franchise Business Review's 2026 Franchise Industry Outlook Report, which detailed findings from franchisors across development, operations, and the C-suite, technology and systems was cited as one of the top five challenges to growth. Not surprisingly perhaps, technology investment ranked as the second highest strategic priority for franchise brand leaders in 2026, cited by more than a third of respondents.

The findings in this report point toward a similar thread. AI ranks among franchisors' top cited priorities for the next 12 months, tied with data and analytics. From automated content creation to campaign optimization and customer analytics, AI promises to reshape nearly every aspect of franchise marketing.

Franchisors' Top Priorities to Improve Local Marketing





Franchisees, meanwhile, almost never mentioned AI when asked about their marketing priorities. But that doesn't mean they aren't using it. Among franchisees who have used AI in their local marketing, the single most common use case isn't customizing HQ-provided templates; it's creating content HQ never gave them a template for in the first place. Franchisees aren't waiting for permission to use AI; they're using it quietly, on their own, to fill the gaps corporate hasn't addressed. This suggests that most franchisees are focused on something much more fundamental. Before asking AI to create better content, many franchisees simply want easier access to the content that already exists and the ability to launch campaigns without unnecessary delays.

The implication is not that AI is unimportant, it's that technology investments only matter if franchisees on the other end actually use them. Several franchisors in the survey pointed to franchisee adoption, not tool access, as the real bottleneck.



> **Creating a tailored awareness education to enlighten franchisees in what AI tools are and the best way to implement them to their best use for faster results."**
>
> *- Franchisor, Management Team*

Several suppliers participating in this research expressed optimism about AI's potential to simplify localization and improve personalization. The outcomes franchisees are asking for...faster content, quicker turnaround, localized variations...are exactly what AI is well-suited to deliver.

> **AI's biggest value for franchisees isn't generating content—it's streamlining the workflows and strategy behind it," said Brown. "The tradeoff shouldn't be AI or consistency—it's AI that helps every location plan, organize, and execute inside the brand's guardrails, so the brand voice stays intact no matter who's using the tools."**
>
> *- Christopher Brown, Director of North America at Marvia*

A franchise organization with streamlined workflows, accessible assets, clear performance reporting, and efficient approval processes will likely find tremendous value in AI-enabled marketing. Those same technologies can accelerate content creation, simplify localization, and reduce administrative work for both corporate teams and franchisees.

At the same time, many cautioned that technology alone cannot solve operational friction. Organizations struggling with fragmented systems, however, risk adding another layer of complexity before addressing the underlying barriers to execution.



Strategic Implications for Franchise Leaders

The findings in this report point toward a simple but important conclusion. The next competitive advantage in franchise marketing won't come from producing more campaigns. It will come from making local execution dramatically easier.

That requires a shift in how marketing support is designed.

1. Design for Localization, Not Customization

Localization was the top theme named by every respondent group in the survey—franchisees, franchisors, and suppliers alike. Similarly, every gap covered in this report, from brand compliance failures to franchisee-built workarounds, traces back to materials that weren't built for local adaptation in the first place.

Rather than requiring franchisees to request custom assets, leading brands are designing flexible templates with editable fields for market, season, and promotion built in from the start, not bolted on as a special request. The goal isn't to loosen brand control. It's to make compliance easier than creating something independently.

A localization-first asset system becomes the pillar every other priority depends on, including AI content generation, faster approvals, and shared performance data.

2. Replace Approvals With Pre-Approved Frameworks

Approval speed was one of franchisees' top three concerns and was corroborated as a top priority independently by suppliers, yet it registered at roughly half that rate by franchisors.

Time sensitive local opportunities pass while campaigns sit in the review process. The resulting workarounds create the brand compliance risks the approval processes were designed to prevent.

Brands should identify opportunities to replace manual approvals with pre-approved templates, standardized campaign variations, and clear guardrails that remove bottlenecks without sacrificing brand integrity. This type of pre-approval framework scales more efficiently as the system grows, unlike a review queue, which only gets slower with more locations.

3. Be Transparent About Brand Fund Spending

Co-op and brand fund frustration was a consistent friction point raised by franchisees, not necessarily because dollars are being mismanaged, but because franchisees don't know where their contributions go or how those decisions get made. The lack of visibility undermines trust regardless of whether the fund is performing well.

Sharing a regular breakdown of how brand fund dollars are allocated and connecting that spend to the local support franchisees receive in return, goes a long way. Franchisees who understand where the money goes are far more likely to trust that it's being spent well.

4. Share Location-Level Performance Data

Franchisees and franchisors both recognize the need for attribution that connects marketing spend to actual revenue. Providing location-level performance dashboards that connect marketing activity to business outcomes creates value for both franchisees and franchisors.

Before investing in new analytics infrastructure, share the location-level data many systems already collect, but don't currently share with franchisees. Shared visibility encourages better decision-making while strengthening confidence and buy-in around marketing investments.



5. Treat Experienced Franchisees as Strategic Partners

Franchisees with 10+ years in their system rate satisfaction with marketing support lower than newer owners across the board, and their reasons for working around corporate reflect their level of experience, not just indifference to brand compliance.

Tenured franchisees influence recruitment, mentorship, and validation across the system. When they feel unheard, they can become vocal critics. Even a quiet decline in satisfaction carries consequences beyond their own locations.

The opportunity here for franchisors is an easy one to commit to. Involve experienced franchisees directly in reviewing and co-creating templates and campaigns, testing new programs, and shaping marketing direction.

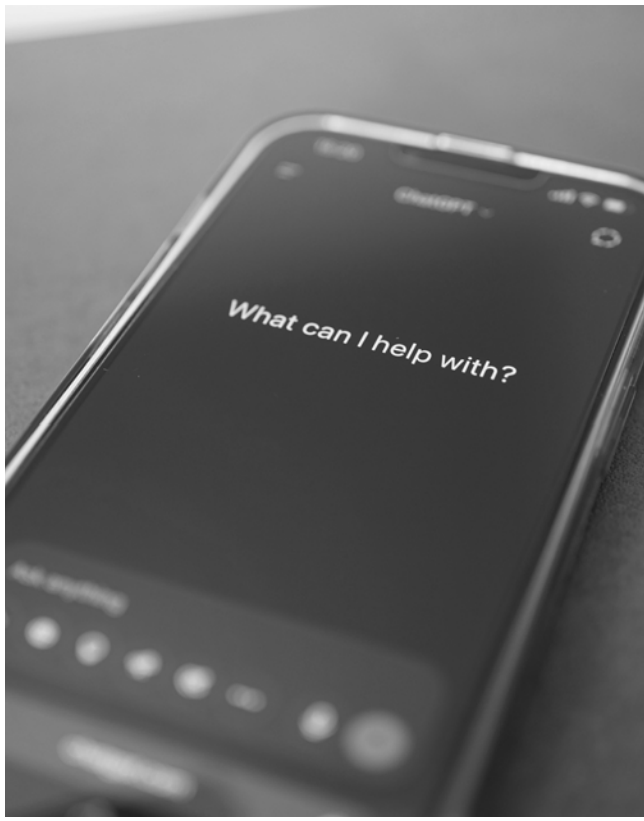
> **We've found that asking franchisees to be part of identifying solutions is one of the best ways to increase satisfaction and buy-in across the system. Creating formal feedback loops allows franchisors to improve systems while strengthening engagement among high-performing owners."**
>
> *- Michelle Rowan, President of Franchise Business Review*

6. Design AI Rollout for Franchisee Adoption, Not Franchisor Capability

AI ranks among franchisors' top priorities, but is nearly absent from franchisee responses. That divide will only widen as franchisors' investment in AI increases without a plan for franchisee adoption.

Pair every AI tool rollout with clear use cases framed around what franchisees are already asking for: faster content, quicker approvals, and localized campaigns.

Franchisors who can demonstrate the practical use of AI for improved localization and approval fixes to franchisees, especially for operators who may be skeptical, will see higher field adoption than those introducing AI as a standalone initiative built for the corporate team.



Conclusion: A System Ready for Redesign

What the survey responses across all three groups describe is a franchise marketing system built for an earlier era, where consistency and reach were the top priorities. That system delivered tremendous brand value, and it still does. However, what it hasn't delivered is effective local execution. In 2026 and beyond, local execution is where customers are won or lost.

The encouraging finding is that franchisees and franchisors aren't at odds, they're just working toward different goals within a system that wasn't built to serve both at the same time. Suppliers, franchisors, and franchisees all describe the same core problem, just from different angles. This points toward a design problem, not a relationship problem, and it won't be solved by communication alone.

The brands that act on this data will build toward four things:

1. **Localization by design:** templates, tools, and assets built for local adaptation from the start, not exceptions to a national strategy.
2. **Speed as a feature:** pre-approved frameworks that let franchisees move at the pace of their local market.
3. **Shared data:** performance visibility at the location level, available to franchisor and franchisee alike.
4. **Structured trust:** autonomy with brand guardrails in place that give experienced, proven operators latitude within their market.

The challenge is big, but it's also fixable. With the right priorities, the right infrastructure, and a commitment to redesign the system rather than continuing to work around it, brands can succeed in providing world-class marketing support. The revenue currently being left on the table, millions of dollars per system every year, is the reward for the brands that move first.

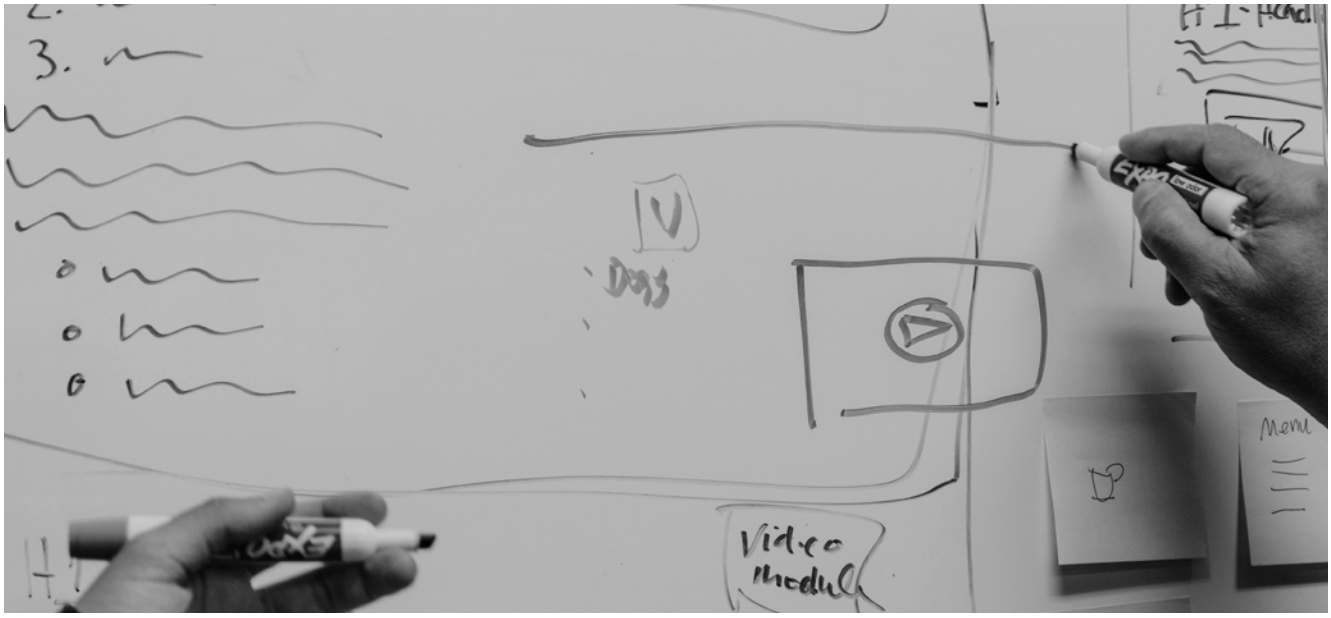
Methodology

We surveyed more than 500 individuals in franchising through Franchise Business Review's **2026 Franchise Marketing Insights Survey**. The data is drawn from three stakeholder groups: franchisees and area developers (201 respondents); franchisor management, marketing, and field support teams (289 respondents); and third-party suppliers and industry-adjacent professionals (24 respondents). Tenure data covers franchisees and area developers with under 10 years of operation (75%) and 10 or more years (25%). Segmentation by number of locations owned includes single-unit (18%) and multi-unit (82%).

The report also references the most current research conducted by Franchise Business Review between May 2024 - November 2025. Our findings on owner satisfaction are based on surveying 26,000 franchisees across 330 leading franchise brands. This data includes North American-based companies from dozens of industry sectors, as well as small, medium, and some of the largest franchise organizations in the world.

Additionally, we included data from FBR's 2026 **Franchise Industry Outlook Report**, based on responses from more than 100 franchise brand executives who completed Franchise Business Review's annual Franchise Outlook Survey in late 2025. Respondents included development, operations, and C-suite leaders from franchise brands across a wide range of industries, sizes, and geographies.

All findings should be interpreted as self-reported data from respondents who chose to participate.



Franchise
Business
Review

Franchising Done Right Is Hard Work

Luckily, Franchise Business Review helps make it a little easier.

We gather actionable insights from your key stakeholders—your franchisees, your employees, your candidates, and your customers—and we put those insights to work to help you build a stronger, more profitable company.

- Franchisee Satisfaction Surveys
- Employee Engagement Surveys
- Customer Satisfaction Surveys
- Candidate Experience Surveys
- Franchise Validation
- Lead Generation
- Content Marketing
- Brand Exposure

Request a free demo at GoFBR.com

Marvia

Make Local Marketing Easier to Use

Franchise brands invest heavily in central marketing. But when local teams can't easily find, customize, approve, and measure the materials they need, that investment doesn't reach its full potential.

Marvia connects HQ strategy to local execution, giving every location the tools to create and distribute on-brand marketing that fits its market.

- Brand assets and guidelines
- Customizable templates
- Creative requests and approvals
- Marketing planning and local distribution
- Performance data across locations

Give local teams the flexibility to move faster, while your central team keeps the brand on track.

Request a demo at getmarvia.com/request-demo

If you're interested in partnering with FBR to produce custom industry reports, contact us at GoFBR.com/custom-research.

About Marvia

Marvia is a marketing platform built for franchise and multi-location brands. We help central marketing teams stop fielding endless localization requests, and give local teams what they need to market on-brand.

Brands using Marvia have reduced localization requests by 83%.

From digital asset management and customizable templates to social campaigns and local distribution, Marvia connects the marketing workflow in one platform. Brands in more than 150 countries use it to stay on brand and free their central teams to focus on strategy.

Discover more at getmarvia.com

Marvia

Franchise
Business
Review

About Franchise Business Review

Franchise Business Review (FBR) is a leading independent market research firm that provides franchise organizations with benchmarking research and best practices to improve franchisee and employee satisfaction and engagement. Since 2005, FBR has been trusted by more than 1,300 top-performing franchise companies to equip them with the people-centric data, insights, and tools they need for long-term growth and success in the franchise industry. Learn more about FBR's franchisee and employee satisfaction solutions at GoFBR.com.

Contact:
Franchise Business Review
155 Brewery Lane, Suite 201
Portsmouth, NH 03801 USA
603.433.2270 / info@FranchiseBusinessReview.com
GoFBR.com

©2005 - 2026 by IFPG, LLC / dba Franchise Business Review. All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means without the written permission of Franchise Business Review.