



VOLUME 23 / ISSUE 1 / WINTER 2020

INSIGHT

1ST QUARTER 2020

*President's Message
Stars for Heroes
Patriot Award – Marvin Temple
Star Corp Franchisee News
and more*



Independent Hardee's® Franchisee Association
4919 Lamar Ave. • Mission, KS 66202

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THE PRESIDENT'S INSIGHT



Mick Cato
Annapolis, MD

Dear IHFA Members,

Spring is nearly upon us. Spring is a time when flowers bloom and trees begin to grow and reproduce . . . the days grow longer and the temperature becomes more temperate. As a result, we see melting of ice and thawing of the ground in some regions. This Spring represents Ned Lyerly's one-year anniversary as the CEO of the Hardee's Brand. Ned's appointment, like the season of Spring, offered a rebirth and renewal of hope for our Brand. Here and now, this season of change provides us the opportunity to grow sales, reproduce prior profit trends and melt away a recent culture of ineptitude.

The IHFA has spent the last year influencing change when possible and wherever imaginable. To be candid, I wish those influences were more visible at the restaurant level today. That said, the impact of the IHFA's time and efforts will be patently visible to all in the coming months. The new Happy Star campaign gives our Brand a voice, and if executed to its potential, this campaign will allow us to lead, rather than just react to the competitive messaging environment prevalent today. Messaging only matters when what we say is able to breakthrough and disrupt the consciousness of those who we want to be noticed by . . . through innovation. Innovation must include the development of new products, but it must also be inclusive of improving the performance of existing products and daypart operations. Rest assured, the IHFA remains steadfast in assuring that the Hardee's Brand is committed to both, thereby emanating positive environments and effects alike.

As Seasons change, so does the composition of the Independent Hardee's Franchisee Association. The IHFA consists of many people who selflessly dedicate their time and efforts in making the Hardee's Franchisee and our partners successful leaders within the industry. This past Season, Bob Crumley and Bobby Medlen decided to discontinue in their usual capacities within the IHFA. We will be forever grateful for their many years of dedication and service. The Hardee's Brand is better because of these two gentlemen. Please join me in thanking Bob and Bobby for their hard work and loyalty to the Hardee's Franchisee. We are forever grateful.

"An Optimist is the human personification of Spring." – Susan Bissonette.

Yours Truly,

Michael P. Cato

IHFA President



BENEFITING
**STAND UP & PLAY
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MONDAY, MAY 18TH, 2020

Daniel Island Club - \$375 per person

includes Golf, Box Lunch, Cocktail Reception & Silent Auction following Golf
(Sponsorships Available)

600 Island Park Drive, Daniel Island, Charleston, SC

TUESDAY, MAY 19TH, 2020

Wescott Plantation Golf Club - \$125 per person

includes Golf, Box Lunch, BBQ Buffet
(Sponsorships Available)

5000 Wescott Club Drive, Summerville, SC

For more information and sponsorship opportunities
visit **www.hardeesgolfforcharity.com**

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About the IHFA

IHFA was founded in 1997 to provide a unified voice for Hardee's® franchisees. While serving as a resource for franchisees of all sizes and locations, IHFA provides input and feedback to Hardee's® Foods Systems. Today the IHFA provides input into Hardee's® operational decision-making, including the successful launch of the Thickburger® in 2003.

Calendar of Events

IHFA Convention & Tradeshow

October 12 - 14, 2020

IHFA Vendor Reception

May 19, 2020

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Hardee's of Southwest Missouri was honored by Department of Defense for Extraordinary Support of Employees who Serve in the National Guard and Reserves

Employer Support of the Guard and Reserve (ESGR), an agency of the Department of Defense, announced recently that **Marvin Temple, VP/District Manager, Hardee's Southwest Missouri**, was honored with a Patriot Award in recognition of extraordinary support of its employees and family members of those that serve in the National Guard and Reserve.

On January 13, 2020, the "Patriot Award" ceremony was conducted at the Hardee's Nixa, Missouri. Several employees witnessed the presentation of this prestigious award.

Marvin Temple was nominated for being highly supportive of the military Reserve Component members and their families by **Robert Scaper**, a former employer at the Joplin Store. Scaper is a Specialist assigned to the 294th Engineer Company, Carthage, Mo., Missouri Army National Guard.

The award presentation was conducted by Colonel (Ret.) Steven Vanderhoof, Area 4 Chair, Missouri Committee, ESGR. He thanked the employer for providing jobs for our Guard and Reserve members. He explained the importance of support from our civilian employers to maintain a strong military in protection of this great nation.

Scaper tells us, "Marvin is extremely busy man doing many things for the company. When I first got hired, he told me of his passion for the military and how much he appreciates everything that we do for the country. He supports me every time I have to leave for drill and has to let me go for any kind of training that I may have to go to. He is a true Patriot and another reason why I fight for the people of this great country. He is definitely a good role model and someone to look up to and just helps out with what he can when it comes to me being in the military."

Because of the support from his employer he requested this award be presented in an official public ceremony.

According to Brigadier General (Ret) Gregory Mason, ESGR Missouri Chair, "The Patriot Award was created by ESGR to publicly recognize individuals who provide outstanding patriotic support and cooperation to their employees, who like the citizen warriors before them, have answered their nation's call to serve. Supportive supervisors are critical to maintaining the strength and readiness of the nation's National Guard and Reserve units."

As the 1.3 million members of the National Guard and Re-



From the left: Marvin Temple, Patriot Award Recipient, Col. (Ret.) Steven Vanderhoof, Presenter

serve continue to perform an increasing number of unique missions with America's borders and beyond, ESGR will continue to be the resource for the employers of citizen warriors. ESGR advocates relevant initiatives, recognizes outstanding support, increases awareness of applicable laws, and resolves conflict between employers and service members.

More information about ESGR Employer Outreach Programs and volunteer opportunities is available at www.esgr.mil, or by calling (Steven Brothers at 573-638-9525). ♦



Marvin Temple: the proudest Minnesota Vikings fan you will ever meet!

As the annual HFS/IHFA Stars For Heroes Campaign prepares to launch into the ninth year of its program, Tim Weigel (Hardee's Field Marketing) is speaking frequently with Bryan Haas (Hasting Group) and Simon Meachin (KDM) about program efficiencies and the desire to increase the in-store fundraising during this year's campaign.

Since it's inception, the fundraiser has raised over \$10.5 million for veteran-focused organizations including USA Cares and Stand Up and Play Foundation, as well as regional charities in Hardee's and Carl's Jr. restaurant communities.

To help control costs for the 2020 program, the team is looking at tiering the number of Stars each restaurant receives based on previous results as well as streamlining coupons and POP elements associated with the program.

To help speed of service and to reduce the program's carbon footprint, Hardee's hopes to test a "round up" program during this year's campaign where guests will be asked to round up their order to the next dollar amount with the difference going to Stars For Heroes.

"We hope to test this in a group of Company Hardee's to compare this year's fundraising results versus previous year" said Weigel. "We are confident this initiative will improve speed of service, but we need to verify that it doesn't negatively impact overall funds raised."

Weigel was on hand in October when Anthony Netto, founder and CEO of the Stand Up and Play Founda-

tion awarded a paramobile standing sports wheelchair to US Army veteran and amputee, Dan Hale at the Meadows Golf Club in Gosport, IN.

Last year, Alicia Roark and her team at Jefferson, NC raised a total of \$10,270 for Stars For Heroes. ♦



Share Your

SUCCESS

Contact IHFA@IHFA.com for submission details.

MEMBERSHIP HIGHLIGHT

Outgoing Board Member and Ops Chair never stops 'chipping in'

Two decades ago, and long before serving on the board of directors or any committees, Bobby Medlen was already attending and contributing at IHFA meetings. After a 25-year tenure with Hardee's Corporate where he started as an hourly employee, served in restaurant management, then as Regional Director of Operations, and eventually as Franchise Business Consultant, Medlen moved to the franchisee side in 1999 as Chief Operations Officer for a small organization. When a larger, growing franchisee came calling, he joined Capstone Restaurant Group as VP of Operations and is now COO and an Operating Partner.

Capstone Restaurant Group grew into the second largest Hardee's franchisee with over 280 locations. Medlen oversees 126 of those Hardee's in six states.

Medlen is a wealth of Hardee's knowledge and has been an invaluable resource for the IHFA, most recently sharing his expertise as Operations Committee chairperson for the last three years. He's also served on the Marketing and Purchasing committees and just ended his current board term.

"For almost 50 years I've lived Hardee's, and the IHFA just furthered by commitment to this awesome Brand," he said. "I'm going to miss the camaraderie and sharing of ideas at board meetings, but I still hope to remain a valuable resource to franchisees in a more limited role on the Operations Committee."



During his time as Ops Chair, the committee was integral in the development of the new kitchen layout soon to go into test in CKE owned and operated restaurants in Murfreesboro, TN.

"We worked hard to further develop a great working relationship with CKE that will continue to move the Brand forward," he added.

As for his newfound free time? "I'll be spending more time in our Capstone restaurants". Less travel also means more family time with his wife, Kathy, two grown children and four grandkids, and the opportunity to focus more on a cause near and dear to his heart.

Medlen is busy preparing for the 5th Annual Chip In for Veterans Charity Golf Classic, an event he and Capstone founded in 2015 and inspired by the Carl's Jr. Stars for Heroes tourney held on the West Coast.

"Bryan Haas and I started talking about organizing something similar in the East for Hardee's," explained Medlen. "With the help of Perry Green at The Golf Club at Westcott Plantation in Summerville, SC, the tournament was born."



Our first-year goal was to make \$1.00 and get 75 participants. We had 101 golfers and donated \$17,000!"

Since its inception, Chip In for Veterans has raised over \$400,000 to provide cash and Paramobiles to PGA Hope and The Stand Up and Play Foundation, both providing therapeutic and mobility services to vets. Medlen serves as President of the Capstone Foundation and is also a board member of The Stand Up and Play Foundation.

New to the 2020 tournament, scheduled for May 18 and 19, is the IHFA Vendor Reception evening event following Chip In for Veterans to celebrate our vendors and thank them for all their support.

"I'm so appreciative of the support you all have given me on Operations as well as your continued support of Chip In for Veterans," concluded Medlen. And from all of us at IHFA, we thank you for your service, Bobby! ♦



If you are interested in participating in the next tournament, see page 4 for more details.

IT COMMITTEE

Making the Case for Improving and Upgrading our Technology Stack

By Nick Shurgot and Bob Larimer/IHFA IT Co-chairs

Members- David Pennant Jones (Paradigm), Steve Fisher (Doro), Mario Valdez (Capstone), Bree Radford (Phase Three), David Hutcheson (Saddlepeak)

Over the last three years, CKE has promised a replacement for StarPos and our other legacy POS systems with the expected result of helping us compete in a very digital world. This plan would require some possibly significant technology investments in each of our restaurants in a time when sales in many markets are weak.

These technology investments can be tough, but I believe they are very necessary. McDonald's is reporting that delivery is 4% of their total sales and this number only includes their partnering with UberEats. They recently added Doordash and Grubhub to their delivery marketplace and this will surely grow the 4% number. Chick-fil-a is reporting that digital sales are accounting for 20% of their total sales. This number includes, delivery, mobile ordering, tableside ordering, pick up, and curbside delivery.

Both of those digital sales numbers are impressive and something we should be trying to duplicate by engaging the digital customer. Many of the digital consumers will only engage a brand that has a solid digital persona. This is what builds incremental sales for many of our competitors.

The problem with us trying to move forward in the digital world is that our in-restaurant IT infrastructure is very legacy. Most of us lack the robust networks we will need for the digital traffic to traverse and most of our POS systems are too legacy to integrate with the partners needed to increase our digital footprint.

CKE has designed a plan to utilize ParBrink/Crunchtime for POS and back office and to use Omnivore as the integration partner for all things digital. They are also currently building a mobile ordering platform that we hope will be available in Q2/Q3. They also have designed a in-restaurant network by Cisco Meraki that takes security to the next level and will greatly improve and in most instances eliminate restaurant network downtime (which is imperative in the digital world).

The IT Committee has worked diligently with CKE and we feel the right technology partners have been selected for moving us forward. How to pay for moving to new technology is something we are actively working on with CKE. We keep reiterating that the franchisees need multiple options for paying for the new technology in a weak sales environment. Most of the ROI for technology will come from the digital sales growth that we should expect from our current and new customer base.

Once we have deployed the restaurant technology of the future, we can start engaging and communicating with our customers through loyalty apps and we can easily implement technologies such as kiosk, voice ordering, and geofencing.

The ability to engage our customers via a digital channel should allow all of us to build incremental sales and increase our average check size. Getting to a new technology stack will be difficult and depending on when you last refreshed your technology, potentially costly, but we must work together to build a technology platform that will keep us relevant and engaged with the new digital consumer.

If you have any questions regarding technology, please feel free to reach out to me at bob@bne.inc. ♦

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MARKETING COMMITTEE

Jerry Allsbrook - Committee Co-Chair

The IHFA Marketing Committee has been working diligently to improve Hardee's Sales, Transaction and Profit performance in 2020.

NEW ADVERTISING

- Our new agency 72nSunny has created the new ad campaign "Feed Your Happy."
- The new ad goes live on-air Feb. 17 promoting the new Big Fried Cheese Thickburger.
- We will be featuring the STAR across all media to capitalize on synergy and integration.
- Happy will appear in ads, emoji's, in-store shirts, POP, etc. to make our Brand icon work harder to achieve stronger top-of-mind awareness through high quality product stories.

NATIONAL MEDIA

- We have (4) Network Cable national TV Media windows during 2020.
- The first comes W2 Feb 17 with our new advertising and Big Fried Cheese.
- W4 April 27 will be the next national flight with a dual daypart promo with Carl's Jr.

PRODUCT INNOVATION

- BFC is a dual daypart event, BFC Frisco Breakfast Sandwich will provide a non biscuit alternative for breakfast only at Hardee's.
- Star Burgers, breakfast alternatives and other news are on the way.

TESTED MARKETING CALENDAR

- Several successful Test should prove to have a positive impact on W3 and W4 with new Burgers and dual daypart events.

PRINT

- We have added several Print Coupon Options (Aggressive & Less Aggressive) and have geographically targeted choices for SE, MW and Northland owners.

DIGITAL & DELIVERY

- Delivery with Uber Eats, Door Dash, Postmates and Grub Hub is available.
- Contact your Marketing Manager for more info.
- CKE is developing mobile enabled Web to fast-track mobile ordering, loyalty.

MEDIA

- CKE developing new hybrid Media Mix to provide more effective & efficient media coverage across all media platforms.

COMMUNICATIONS

- Working with Chad Crawford's New Marketing Team to increase frequency of calls and meetings to get further ahead in planning and flawless execution.

SESCO COMMITTEE

In case you missed it . . .

One Small Win for McDonald's, and One Giant Victory for Small Business Owners

The National Labor Relations Board (NLRB or the Board) has ordered an administrative law judge to approve a settlement previously reached between McDonald's, its franchisees, and workers. It appears the NLRB has restored the old rule that a joint employer relationship only exists if two or more employers both had the power to: hire or fire an employee; supervise and control an employee's work schedules or conditions of employment; determine an employee's rate and method of payment; and maintain an employee's employment records.

By ordering approval of the settlement, the NLRB effectively agreed with McDonald's that it is not a joint employer and therefore should not be held liable for its franchisees' labor practices—a major win for McDonald's, as well as companies throughout the nation who use the franchising model (and their franchisees).

For more, visit: <https://sescomgt.com/news/detail/one-small-win-for-mcdonalds-and-one-giant-victory-for-small-business-owners/202001091146594624> ♦

COMMUNITY EVENTS



Celebrating 47 Years with Hardee's!

General Manager, Dennis Hayes of Jacksonville, IL celebrated 47 years with Hardee's on December 1, 2019. To celebrate, guests received 47 cent Biscuits and Gravy. The overflow of people from the community that joined the celebration was truly humbling for Dennis. His Wife, Judie was right by his side as she has been his biggest supporter throughout the many years!

Dennis had displayed a lot of "Blast from the Past" memorabilia that everyone enjoyed! In addition a picture of Dennis as a young man working the Grill in 1974.

Dennis is a True "Superstar".



Celebrating 30 Years in Union City, TN

Not only are we celebrating 30 years of Hardee's in Union City, TN – but Lori, the General Manager is celebrating her 30th anniversary too. Lori has been in Union City ever since Hardee's was being built and the first \$1 the store made. The restaurant celebrated by giving guests 30% off as they enjoyed cake and memories.



New Hardee's Coming to Town!

Starcorp LLC. had the pleasure of opening 6 new Hardee's locations in the Kentucky and Indiana markets. Our amazing managers and crews welcomed the community with open arms and the freshest food in town.

Guests were able to capture pictures with Happy Star, receive Hardee's Prize Packs with swag items and free product cards. Thanks to our partners at Dr. Pepper, guests were able to enter to win a free Dr. Pepper Mountain Bike.

To strengthen our relationship with the community, our new stores held Share Nights with local non-profit organizations and nearby schools. In addition to neighborhood print drops, local businesses and schools received flyers with coupon offers.



Winner Winner Chicken Tenders!

General Manager, Austin Travis represented Hardee's at the Murray State Men's Basketball game where fans were able to win Free Chicken Tenders and 1/3lb. Thickburgers. Lots of love was shown for Hardee's that night! We are proud to work with our partners at Murray State University.



Mayfield Hardee's Donates \$2,300 to Local American Legion Post 26

Hardee's General Manager, Vicki Puckett from Mayfield, KY donated \$2,300 to local American Legion Post 26 from the Stars for Heroes fundraising promotion held in the restaurant. Star cutouts were proudly displayed all around the restaurant, including photos and mementos of local veterans.



Stars for Heroes Hillsboro, IL

General Manager, Nora Kelso and Shift Leader, Heather Smoot proudly presented a check for \$600 to the Sangamon County Veterans Assistance Commission for the restaurant's effort in raising money during the Stars For Heroes Promotion.



Coffee with Cops in Jacksonville, IL

Hardee's in Jacksonville, IL made the front page in the local paper to display its involvement in the community by hosting a Coffee with Cops event. Guests of all ages joined Officer Cydney Saxer to enjoy some fresh food, and ice cold drinks.



Store Opening

Ribbon cutting with the Mayor of Scottsburg, Indiana at our new location on the left.



Stars for Heroes Beardstown, IL

Hardee's General Manager, Eric Campbell of Beardstown, IL proudly presented a check to Beardstown's VFW Post #1239. All donations were acquired from the Stars for Heroes Fundraising promotion.



Hardee's is on Santa's Good List

General Manager, Vicki Puckett of Mayfield, KY teamed up with Saint Nick himself this year at Mayfield's Craft Fair. Kids of all ages were able to join Santa, Mrs. Claus, Buddy the Elf, and Rudolph the Red Nose Reindeer for a photo in front of the Hardee's backdrop.



COMMUNITY EVENTS

Happy Star wishes Happy Holidays!

Hardee's in Mayfield, KY brought all the holiday cheer with Happy Star at the local Christmas Parade. The Mayfield Hardee's crew gave out coupons to spectators while walking with other members of the community.



Second Graders take on Hardee's

It was all smiles today with a total of 55 Second Graders joining the Hardee's family in Mayfield, KY during their fieldtrip. General Manager, Vicki Puckett hosted the group by giving each student a free Star Pals meal.



IHFA VENDOR RECEPTION

MAY 19, 2020 AT 7:00PM

HOTEL ON MARKET, CHARLESTON, SC



Attending the Chip-In For Veterans Golf Tournament May 18 - 19 in Charleston, SC

JOIN US IN THANKING OUR ASSOCIATE MEMBERS! IHFA will be hosting a Vendor Reception for Vendors and Franchisees on Tuesday, May 19 at 7pm.

There is no cost to attend, but registration is required.

To register go to www.ihfa.com/meetings-events/



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2020 Associate Member Dues

IHFA Suppliers, it's time to renew your IHFA Associate Membership! Associate Membership is a great way to show your support to the Hardee's Franchisees and to receive special membership benefits. To view the participating levels and renew your membership today go to www.ihfa.com and click on the membership tab.

Questions? Email us at ihfa@ihfa.com

Renewals are due by March 1.

IHFA Regional Representation Map



30-year Brand veteran brings expertise and optimism as new Board Member



Although Cameron Miller has participated in the IHFA since his early days with Hardee's, this will be his first time on the Board of Directors. As COO of StarCorp LLC, the largest franchisee in Region 3 and one of the top 5 largest franchisees in the Hardee's system, Miller believes 2020 is the "Year of Hardee's" and is excited about offering support and ideas as we embark on this great

turnaround!

"I'm especially optimistic about the mid-tier products planned to move us forward," said Miller. "Those who know me also know I'm not shy about providing input and feedback when necessary."

Over 30 years ago, Miller went to work for Hardee's of Southwest Missouri, Inc. learning the Brand by running one of the franchise organization's restaurants. He worked his way up into Director of Operations, then V.P.

and eventually Executive V.P. before joining Frontier Star LLC. As V.P. of Frontier Star, he worked 60 restaurants, eventually moving to a suburb of Louisville, Kentucky. StarCorp purchased Frontier Star in 2017.

StarCorp operates over 140 CKE restaurants, including 84 Hardee's. Those Hardee's locations are spread throughout the Midwest in 9 states. StarCorp opened 6 new Hardee's in 2019, including its 84th Hardee's in Jeffersonville, Indiana, just north of Louisville in January. This newest restaurant is testing out the Restaurant Excellence layout as well as other Kitchen of the Future equipment such as Crisp & Hold.

"I'm hoping to bring insight from the southeast Midwest and upper Midwest, since Hardee's is a unique mix of demographics and each area of the country performs differently according to the makeup of its locale and communities," he said. "Also, as a Carl Jr.'s franchisee, I hope to share what's happening in that system, especially as it might relate to combined marketing plans." ♦



The Miller Family – Daughter, Megan Thomas and husband, Alexander with grandson Hudon. Son, Michael Miller and wife, Rebekah, Paula and Cameron Miller with grandson, Liam.

What do you think of when you think of New Orleans?

Mardi Gras and Bourbon Street? Art and Jackson Square?

The amazing local fare? Jazz Music and the French Quarter?

Well, after October when you think about NOLA, you will think: IHFA, Hardee's Family and FUN!

IHFA is currently making plans for the 2020 Fall Convention and Tradeshow set in the world-famous New Orleans - NOLA, "The Big Easy" – and we hope you make plans to join us!

True to the local vibe, the convention will take place at The Roosevelt New Orleans, an elegant, upscale property located in a landmark 1890s building in the Central Business District (and a three-minute walk from Bourbon Street!).

The convention committee, made up of your franchisee peers, will be working with CKE in order to develop the most up-to-date and pertinent content for your general session updates and breakout session workshops.

As usual, Vendors will be joining us for our annual tradeshow. New to 2020, we will be running tradeshow giveaways during the event! Not only will you have the oppor-

tunity to get some face-time with the vendors that your business depends on daily, but you will have multiple opportunities to win tradeshow giveaways! Now remember, you must be present to win. We anticipate that this year's tradeshow will be the event that you can't afford to miss!

In addition to the education and excitement within the walls of the Roosevelt, the committee is working diligently to identify outside events that truly capture the essence of New Orleans and its unique culture. With the over abundance of bayou and riverboat tours, historical sites, unique museums, food events, etc. the list of opportunities is overwhelming! There will be something for everyone!

Again, we hope you take a little time to mark this year's IHFA Fall Convention & Tradeshow on your calendar for October 12-15. Registration and hotel details for booking will be provided in the Spring; so please watch your email and IHFA.com for more information. If you have any questions, or feedback about this event, please let us know! We look forward to seeing you in NOLA!! ♦





Independent Hardee's Franchisee
Association
4919 Lamar Ave • Mission, KS 66202

SAVE THE DATE



2020 IHFA CONVENTION & TRADESHOW

NEW ORLEANS

October 12-14, 2020

**2020 FALL
CONVENTION
& TRADESHOW
OCTOBER 12-14**

WWW.IHFA.COM

**REGISTRATION OPENING SOON FOR THE 2020 IHFA
FALL CONVENTION & TRADE SHOW - Watch your email for updates!**

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Convention Hotel:
The Roosevelt A Waldorf Astoria Hotel
130 Roosevelt Way
New Orleans, LA 70112

IHFA Group Room Rate: \$299 per night.
Watch the website for more details and reservation link.