



INSIGHT

2ND QUARTER 2020

*President's Message
In Memoriam - Mayo Boddie
Committee Updates
Star Corp Franchisee News
and more*



Mayo Boddie

1929-2020

IHFA Founding Father



Independent Hardee's® Franchisee Association
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THE PRESIDENT'S INSIGHT



Mick Cato
Annapolis, MD

This page is intentionally left blank to commemorate Mayo Boddie. The IHFA will be forever grateful for his contribution and passion to the Hardee's Brand.

Yours Truly,

Michael P. Cato

IHFA President

Save the cheddar for your biscuits.

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"Not only did Intrepid Direct save me money, they also delivered on everything they promised. I would highly recommend them."

— BRIAN BERGERON, OWNER OF 43 HARDEE'S LOCATIONS

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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

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Benjamin Mayo Boddie December 6, 1929 - March 31, 2020

Largest Franchisee and IHFA Founding Father Believed in People and Hardee's

Budding entrepreneur Mayo Boddie knew that to be successful you had to get up every morning and love what you do. After a brief stint with college, Mayo tried the Navy, the lumber and trucking business, gas station operations and running laundromats before finding his true passion in Hardee's.



Founders Mayo Boddie (left) and Nick Boddie (right)

While not the very first franchisees, Mayo, brother Nick and uncle Carleton Noell became a close second with the purchase of their Hardee's franchise in 1961. The restaurant opened on January 20, 1962 in Fayetteville, North Carolina, and for the majority of Boddie-Noell Enterprises Inc.'s 58-year history, the organization built nearly 350 Hardee's locations one exceptional site at a time. Thanks to Mayo's unwavering belief in people, his legacy will live on in his immediate family, his extended family of 10,000 employees, his hometown community of Rocky Mount and the communities in the four states he served, as well as throughout the franchise system.

Mayo was born in his family's ancestral home, Rose Hill in Nashville, NC, at the beginning of the Great Depression. His father, Nicholas Bunn Boddie, Sr., worked the family's 18th century farm that housed a sprawling manor home growing tobacco, corn and cotton until the depression took its toll and the property was sold at auction. They moved to the nearby town of Rocky Mount. There he met his future wife in 6th grade, Jean Carolyn Cockrell, and they were married New Year's Eve, 1950. During their 69 years of marriage, Mayo and Jean raised three sons, Ben Mayo, Jr., William and Michael and were blessed with nine grandchildren and 12 great-grandchildren.

After succeeding the presidency of BNE to his son Bill Boddie, Sr. in 1990, Mayo continued to serve as Chairman of the Board of the third-generation, family-owned business. His brother Nick served as the company's Vice-Chairman until his death in 2011. Mayo's three sons, two of his grandsons, and Nick's son-in-law, now all serve in leadership positions within Boddie-Noell, which also includes real estate ventures in addition to its restaurant businesses.

"My father was a true entrepreneur in every sense of the word," said Bill. "Like most great entrepreneurs, he had the big ideas and left the details to others." As Bill tells it, Mayo was the brains behind the creation of the IHFA in 1995, and Bill and a few other franchisees were the implementors forming the franchise organization with the help of BNE resources.

"Communication was a concern between franchisor and between other franchisees," he continued. "Other than seeing each other at conventions, there was little other contact. As a result of the creation of IHFA, we've all developed great relationships and helped each other out."

The family has received hundreds of condolence notes from far and wide. "All the cards echo a consistent theme," continued Bill. "Dad supported anyone aspiring to better themselves, and this includes smaller struggling franchisees who especially needed the help of the IHFA. He had a unique gift of relating to people and nurturing a delicate balance between professional and personal relationships."

It was Mayo who came up with the BNE motto, "We Believe in People," a mantra that defined his life. He felt that it was more important to put employees first so they would in turn



serve guests. By showing respect and interest in their lives, the Boddies gained extended family members and garnered the loyalty of employees. Turnover at BNE has always been well under the national average.

BNE has offered medical and health benefits to all full-time employees for over 45 years, an industry anomaly before ACA. It offers flexible work schedules, retirement options and scholarships to team members. Company leadership and headquarter personnel, donning Hardee's uniforms, return to work in the stores from time to time to remind them the real Chairman is the customer at the register. Company training programs are the best of BNE and Hardees combined. And the company provides Corporate Chaplains in all its restaurants and the corporate office to offer care to employees with personal and professional life issues.

"I'm still discovering what a generous philanthropist my father was, and I can only hope to pass his passion for serving others to my children," added Bill. "He was always caring about those beyond himself."

In a 2013 local news interview, Mayo modestly stated: "When you are successful to a degree, you have an obligation." He attributes his parents, especially his mother Lucy Valeria Mayo Boddie, with influencing him to do the right thing for his community and people less fortunate. Mayo established a foundation in his parents' names, and along with the BNE foundation, support Boy Scouts of America, Special Olympics, UNC Health Foundation, Muscular Dystrophy Association, Patriot Foundation and a variety of other causes. The Boy Scouts dedicated a camp on the Pamlico River in Mayo and Nick's honor, renaming it Camp Boddie.

He gave his time as a Deacon and an Elder to First Presbyterian Church of Rocky Mount and founded the Northeastern Entrepreneurial Roundtable to foster, promote and support entrepreneurs in and around Rocky Mount.



"Dad wasn't afraid of failure," continued Bill. Of course, life is full of ups and downs but Mayo was known for keeping an even keel, especially when it came to business. During one business downturn, he had buttons made for

his Hardee's team claiming: "No head drooping; No butt dragging around here!"

The growth of BNE and of the Hardee's Brand go hand in hand in so many ways. Many of the fixtures we take for granted daily within our Hardee's stores were earned through the ingenuity of Mayo and his family. It was Mayo who brought the breakfast biscuit to his Hardee's locations thereby opening an entirely new daypart for the business. Hardee's corporate finally added breakfast and biscuits two years later. Mayo observed a Wendy's using a drive-up window and quickly pushed to get the first Hardee's drive-thru in BNE's Newport News, Virginia location in the mid-1970s. And you can thank Mayo for introducing and testing the stellar chicken tenders product we enjoy on our menu today.

A true Southern gentleman, Mayo loved sailing, hunting, motorcycling, yellow Labrador Retrievers, and above all his family and Hardee's family. He was most at peace at his beloved Rose Hill, his childhood home he was fortunate enough to reclaim in 1979 and fully restore. He also added a banquet facility, Nathan Hall, to the property which has become a premiere location for wedding receptions and other events. Mayo wrote that he wanted Rose Hill to be enjoyed for many generations of people from all walks of life. A final testament of how he lived his 90 years on this earth. ♦

IT COMMITTEE

Coming Soon – Mobile Ordering

By Bob Larimer – IT Committee Co-Chair

The pandemic has temporarily, but more likely, permanently changed the way many customers order food and interact with our restaurants. Delivery and mobile ordering will be very important in engaging the customer that demands “contactless” ordering and will easily grow sales and create more transactions. Hopefully, many of you have already implemented delivery and are enjoying the benefits of having a “digital” customer. I want to give a brief update on the plans for implementing a Hardee’s brand mobile ordering platform. Many of the mobile ordering project plans will change since the project is only three weeks old, but I want to share what I know to date.

As I write this update, many meetings are occurring with CKE and the IT Committee regarding mobile ordering. CKE was going to build a mobile ordering platform, but the pandemic changed the urgency of getting a mobile ordering site online to ASAP. Many customers have changed how they order from QSR brands and are utilizing more digital ordering points. We need to have more digital ordering points to capture the new digital guest in order to drive transactions and increase the average check.

Darla Morse and team researched mobile ordering sites that were “white label” which means they have technology that is already built to take mobile orders and all we must do is implement our branding and menu. It is more complicated than that, but not nearly as complicated as building your own ordering site. Ms. Morse also looked at mobile ordering vendors that were already integrated with most of our credit card processors (Heartland, Elavon, etc.) and a vendor that was integrated with Omnivore. Having those two integrations complete will drastically minimize the time to implement a mobile ordering app systemwide. Online credit card processing will fold into existing contracts, reconciliation should be very easy, and menus, pricing, and product assets will be easily deployed via Omnivore.

The vendor which was selected is called Fresh Technologies and their product is called ToGo. ToGo is utilized by several large restaurant companies such as Outback Steakhouse and Carrabba’s Grill and is processing tens of thousands of orders each day. The technology is not a traditional app that is downloaded on a mobile phone but is what the industry calls a responsive website. To the customer, the responsive website works like an app and will scale to any device that is used (mobile phone, iPad, computer). A true mobile app is much more time consuming to develop than a responsive website and much more costly. As a responsive website, the ToGo technology should be easy to implement and deploy.

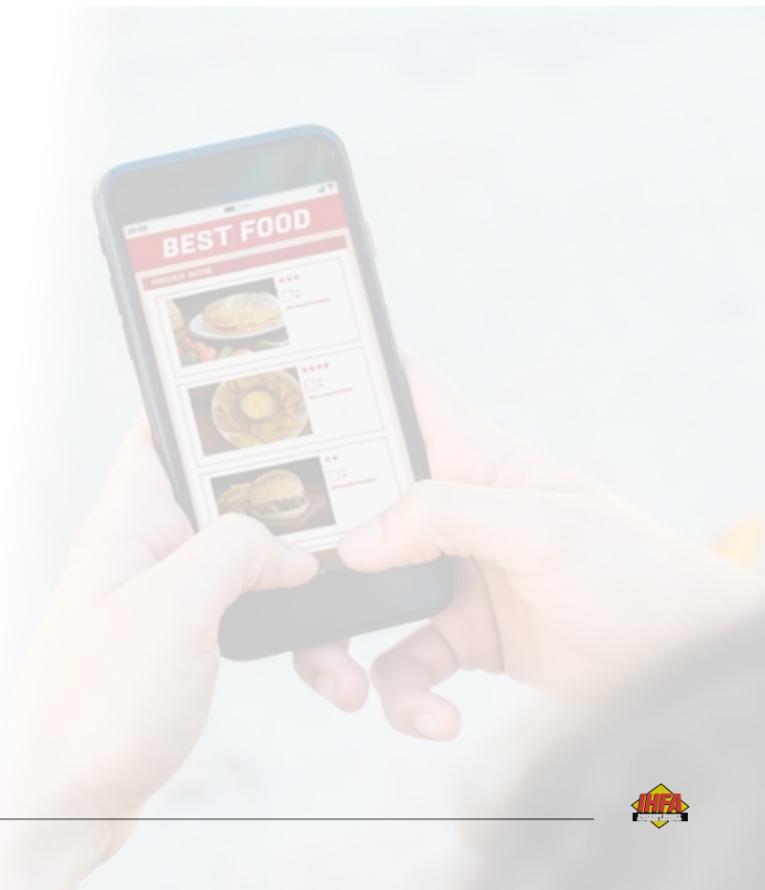
The first iteration will utilize drive thru and in restaurant pick up. This is the method utilized most by our QSR competitors and customers are already used to engaging QSR restaurants through

this process. After the first stage is deployed and is working well, the next iteration will be to introduce “curbside” delivery. This is a little more complicated than drive thru and in restaurant pick up and will take some planning to implement effectively.

There will be two versions of the restaurant technology with ToGo (integrated and non-integrated). If you are integrated with Omnivore (ParBrink or Xpient 4.x), orders will automatically be pushed to your POS via Omnivore and prices and products will automatically be updated. If you are on a non-integrated platform (Lucas, StarPos, Xpient 3.x), a tablet will be required to receive and monitor orders. The orders will also need to be keyed into the POS to send to backline and to account for the order.

This project will move very fast and a proof of concept will be underway shortly. Again, due to the newness, the project could change from what was presented in this article, but we are hopeful that a mobile ordering site will be operational in the early part of Summer. If everything goes as planned, we can grab the digital customer while the restaurant industry is still changing and increase our transactions and average check. Stay tuned.

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



MARKETING COMMITTEE

Jerry Allsbrook - Committee Co-Chair

TESTED MARKETING CALENDAR:

- Most market tests were suspended during the Coronavirus impact.
- CKE continues with consumer research to be ready for Q4 and 2021.

PRINT:

- We have added several Print Coupon Options (Aggressive & Less Aggressive) and have geographically targeted choices for SE, MW and Northland owners.
- Print is HNAF funded 8-9 months, Co-op or local option for remainder of year.

DIGITAL & DELIVERY:

- E-Commerce will be the key to our future sales building success.
- Delivery with Uber Eats, Door Dash, Postmates and Grub Hub is available.
- Contact your Marketing Manager for more info.
- CKE is developing a new mobile APP/ Web to fast-track mobile ordering and pay.
- Especially since the Coronavirus, Off-Premise is growing at a rapid rate.
- Technology is vital for growth with contactless order/service and targeted digital access.

MEDIA:

- CKE is implementing a new hybrid Media Mix to provide more effective and efficient media coverage across all media platforms that benefit all markets.

COMMUNICATIONS:

- The Marketing Committee is working with Chad Crawford’s Marketing Team to increase the frequency of calls and meetings to get further ahead in planning and flawless execution.

We continue to work with CKE to streamline the menu, improve beverage program, provide Gift Card promo during peak seasons, improve the ASM Value Menu and \$2,3,4 breakfast, and merchandising for the successful re-opening of dining rooms post Corona shelter at home orders. All of our lunch/dinner promos are centered around the new Star Burger or 1/3 lb. TB menu.

If you have Digital Menuboards issues, contact your Marketing Manager and they will work with Xenial/SICOM to have it fixed.

Make sure you have taken advantage of the CKE HNAF cost reduction program from March 17-May 11 (8 weeks) of rate reduction by 2% . . . BIG SAVINGS to build cash. We are working with CKE to reduce the cost and size of our POP kits beginning in May.

The Family Bundles promotion (AM & PM) are building sales and the average check at both dayparts as customers are making larger orders during Corona.

Visit the Hardee’s website to view commercials and the latest news and sign up for all our social media channels to follow your brand.

We hope your family and teams are safe, healthy and ready to thrive during the Corona Recovery this spring. ♦



EVENT POSTPONED

Dear Hardee's Family,

Unfortunately, the ever-increasing risks associated with the widespread Coronavirus COVID-19 have led us to a decision that undoubtedly will be disappointing to many, although I am confident is appropriate under these unique circumstances.

Considering the latest information and expert analysis, we have decided at this time to postpone 2020's 5th Annual Chip In For Veterans Charity Golf Event. We have rescheduled the event for October 26 & 27 at the same great courses.

Ultimately, the health and well-being of our vendors, sponsors, participants, volunteers and employees of the host golf courses led us to this decision. We hope this postponement puts us in the best position to host the event on these new October dates.

We recognize this decision will affect many people and we appreciate your understanding.

As COVID-19 continues to impact the lives of people everywhere, we seek your understanding of this decision and know you share our concern given these trying times. Thank you for your faithful support.

Bobby Medlen
Capstone Foundation
Capstone Restaurant Group



MONDAY, ~~NOVEMBER 15TH~~ ^{OCTOBER 26TH}, 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, ~~NOVEMBER 16TH~~ ^{OCTOBER 27TH}, 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



COMMUNITY EVENTS



You are a Star!

Red Diamond Restaurants would like to recognize one of our employees that has gone above and beyond with customer service. Lawrence Taylor, employee at our Tupelo 1 Mississippi location. Great job Lawrence!



Red Diamond mourns the loss of Melinda McShan

Melinda worked as the General Manager at our Columbus 1 location in Columbus, Mississippi. She was one of the most important people in Red Diamond's success for the past 20 years. Melinda was a member of the Hardee's family for over 40 years. Her spirit, drive, and impact she made on everyone will live on forever. She will be greatly missed!



Feeding Essential Workers Lexington, KY

On April 16, 2020 Carolina Convenience Corporation, and CKE Hardee's teamed up to feed Lexington Medical Center's Environmental Services and Engineering departments.



Starcorp LLC.

Since March 31st, a total of 87 Hardee's locations throughout the states of IL, IN, KY, TN, MO SD,ND, MN, and OH have delivered 5,300 Sausage Biscuits to COVID-19 Frontline workers. Those workers include Fire Stations, Police Departments, Health Services, Grocery Store workers, and essential workers.



After the state of Illinois declared the Illinois Mask Mandate, Happy Star knew he needed to do his part too.

Giving Back, Staying Safe Carlinville, IL

Stacey, our Superstar General Manager in Carlinville, IL continues to practice social distancing and safety precautions while delivering Sausage Biscuits to the Carlinville Area Hospital.



Special Delivery in Willmar, MN

Our Superstar Employee, Serenity delivered Sausage Biscuits to the Police Department in Willmar, MN. We even received an awesome shout-out from PD on the local Facebook page.



Biscuits On Call Springfield, IL

Our Superstar General Manager, Denice has been delivering Sausage Biscuits to the Springfield Police Department every Tuesday morning since March 31st.



Biscuits to the Rescue Bucyrus, OH

The Police Department in Bucyrus, OH received a delightful surprise of hot, fresh Sausage Biscuits for breakfast. The Police Department showed our Hardee's team some love on the local PD Facebook page.



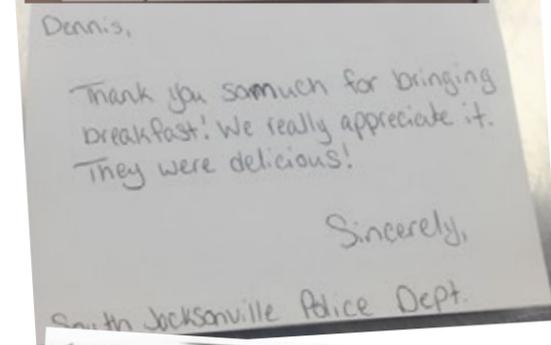
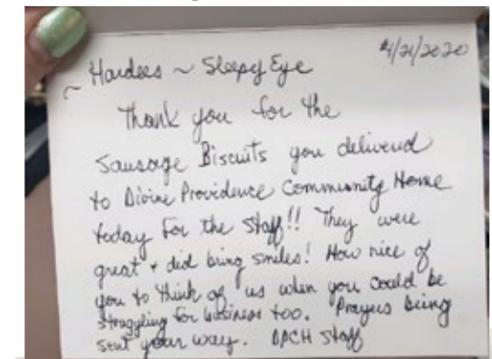
Feeding our Healthworkers Mayfield, KY

Vicki Puckett, General Manager of Hardee's in Mayfield, KY teamed up with the local Pear Tree Mall that purchased Fresh-baked Chocolate Chip Cookies and donated 144 Cookies and 144 Donuts to Jackson Purchase Medical Center for healthcare workers.



Notes of Appreciation

Since making surprise deliveries to COVID-19 Frontline workers, our Hardee's crews have received an abundant amount of Thank You cards and letters from local first responders, healthcare staff, and essential workers. We cannot express enough how much these mean to our superstar crews.



COMMUNITY EVENTS



Our General Managers in Illinois

continue to go above and beyond with delivering breakfast to local COVID-19 frontline workers.



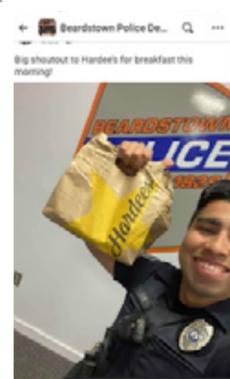
Thank you Matt!
Petersburg Fire & Rescue
Peterburg, IL



Thank you Shirley!
Girard Police Department
Girard, IL



Thank you Emyle!
Memorial Hospital
Springfield, IL

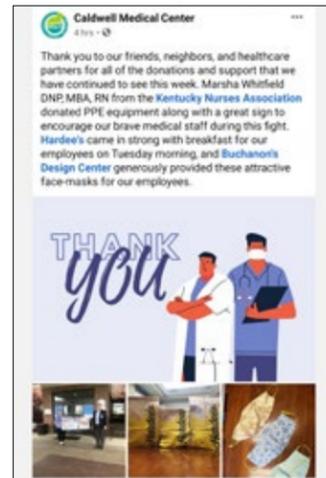
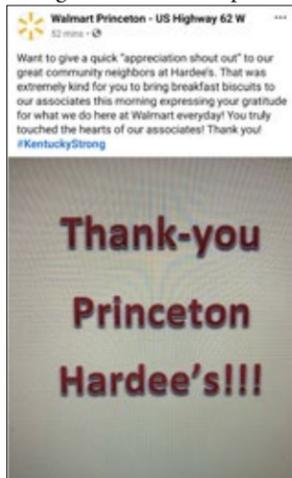


Thank you Eric!
Beardstown Police Department



Thank you Denise!
Illinois Air National Guard

From Healthcare workers to Walmart associates, these frontline workers deserved a fresh Hardee's breakfast. They were kind enough to show our superstar crew in **Princeton, TN** some love!



Our amazing General Manager, Emyle dropped off Sausage Biscuits to USPS workers in Springfield, IL while practicing safety precautions.



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CONVENTION ANNOUNCEMENT



2020 IHFA CONVENTION & TRADESHOW

NEW ORLEANS

October 12-14, 2020

🎵 New Excitement 🎵 New Momentum

When we first started working on the logo for the 2020 Convention, we had no idea that the new excitement and new momentum would also include a whole new normal! Although 2020 has gotten off to an unusual start, we are looking forward to gathering safely with franchisees in October.

We will be partnering with the beautiful Roosevelt Hotel to ensure a good time is had while also adhering to a whole new set of safety standards including additional cleaning/disinfections, social distancing, and food preparation and delivery – much like in your own restaurants.

We will be opening registration in June so please be sure to register early. We will be monitoring the Federal, State and local jurisdictions so that we are aligned with their guidelines and regulations. We are confident that, while it may look a little different, we will all benefit from sharing best practices and plans for a successful future when we convene.

If you have any questions, please feel free to contact Bryan Haas, Convention Chair, or the Central Office at ihfa@ihfa.com. ♦

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Juliann Rogers – jrogers@ckr.com – 615-814-5189

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- Utility Rate Optimization
- Energy Procurement in Deregulated Markets
- Rebates
- Waste and Water

FRANCHISEE SUPPORT

- Energy Procurement for Deregulated Markets
- New Technology Review and Testing
- Rate Forecasts
- Best Practices Recommendations
 - Rebates

CKE makes it a practice to specify Energy Star approved equipment; which, for most utilities is a prerequisite for rebate approval. Some qualifying items include:

- Fryers
- Griddles
- Broilers
- Convection Ovens
- LED Lighting

Many states are providing one or more energy efficiency program for businesses; such as, changing out inefficient HVAC equipment, switching to LED, implementing energy management systems, installing ENERGY STAR products, water management, improving building envelopes (cool roofs, window film, insulation) and installing renewable energy such as solar panels. However, all of these incentives vary by state, industry, and product.

Before getting started, conduct research on the different rebate and incentive opportunities that are available to you. The links listed below offers an extensive database of equipment and appliances that have been approved by the government to meet energy efficiency standards.

- Utility Website – Business Rebates & Incentives (check for on-bill financing programs)
- ENERGY STAR® website
- www.Caenergywise.com/rebates





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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!**

.....

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

IHFA Group Room Rate: \$269 per night.
Watch the website for more details and reservation link.