



VOLUME 24 / ISSUE 2 / SPRING 2021

INSIGHT

2ND QUARTER 2021

*President's Message
Chip In For Veterans
Committee Updates
HR Corner
Franchisee News and more*



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

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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 11-13, 2021



**The Independent Hardee's®
Franchisee Association**

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SPRING 2021

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THE PRESIDENT'S MESSAGE



Jack Kemp
Tampa, FL

Dear IHFA Members,

This year is off to a strong sales start, with government stimulus and pent-up demand seeming to drive our businesses top line. At the same time, staffing has probably never been a bigger challenge and has become the number one priority for many of us. I will come back to staffing in a moment, but first I would like to call your attention to some recent happenings.

We were delighted to host a small reception with associate members who were in Charleston recently. Relationships are key to our business, and we found this time to catch up with our associate members as well as one another to be a refreshing change from last year.

The Board of Directors invited several members of the CKE leadership team to join the Board meeting to discuss some pressing issues facing franchisees. As mentioned above, the most critical issue addressed was and continues to be the current staffing crisis. As you will see later in this edition, Michel Shay and Kathy Trusch, our HR committee leads, are pulling together some resources to endeavour to help the situation. Also, discussed with the CKE leadership team were menu innovation, and operations simplification; two items that are often front and center. We also asked for and are awaiting further clarification on technology fees that will be passed down to franchisees, and the need to mitigate costs associated with the remodel proposal. We will be meeting again in June to follow up on these and other issues facing our industry. The IHFA Board remains committed to working diligently with CKE on their priorities on behalf of you, the franchisees.

Lastly, our time together in April reinforced the importance and value of time spent together. Our convention planning committee, under the leadership of Bryan Haas, is accelerating the plans for the 2021 Convention & Tradeshow. We look forward to being together, networking, sharing best practices, hearing from the CKE leadership team, and even tasing some of the new menu items coming down the pike.

Please feel free to reach out to me or the Committee Chairs as needed. You can find our contact information on the website: www.ihfa.com/committees.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jack Kemp', written over a light gray circular background.

Jack Kemp
IHFA President

IHFA 2021 CONVENTION

In early 2020, when we first started working on the logo for the New Orleans Convention, we had no idea that the “new excitement and new momentum” would result in our first-ever Virtual Convention, a year (plus) of quarantine and, a twist on a NOLA Favorite – MASKS! We definitely have a new normal and we anticipate it will continue to evolve.

We are looking forward to gathering safely with Franchisees, Associate Members and CKE in October. The planning committee is working on some fun new twists, including a menu tasting event with our own Chef Owen Klein, and for the location, we will be partnering with the beautiful Roosevelt Hotel. Together we will 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.

It's bittersweet
that I announce the retirement
of **Charlie Daniels** from
Ecolab/SSDC on April 30, 2021.



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for his loyalty!



Sincerely,
Philip Perry
CKE National Account Manager
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FRANCHISEE NEWS

National Autism Association Round Up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for the National Autism Association. Our teams were able to raise over \$16,337.52 and we cannot thank them enough for their efforts. With Covid-19, there is such a great need in the community, and we wish to do our best to give back.



Caring for Security Forces in Springfield, IL

Thank you, Bo for taking care of feeding the Security Forces Squadron in Springfield, IL! Your continuous efforts do not go unnoticed.

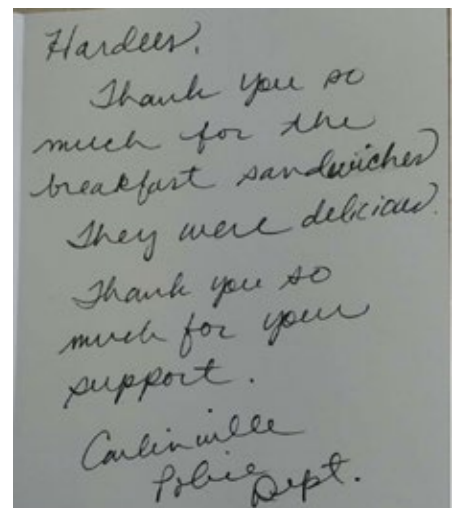
Spreading the love - literally!

Don, the GM from the Sangamon, IL provided heart-shaped biscuits and gravy this morning to the Sangamon County Sheriff's Office!

What a great way to take care of those that take care of all of us!

Thank You Teams!

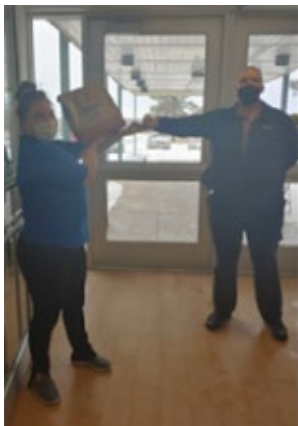
Our teams continue to serve the hottest and freshest food in town. We strive to take care of those that do so much for our communities.





Caring for Communities in Illinois

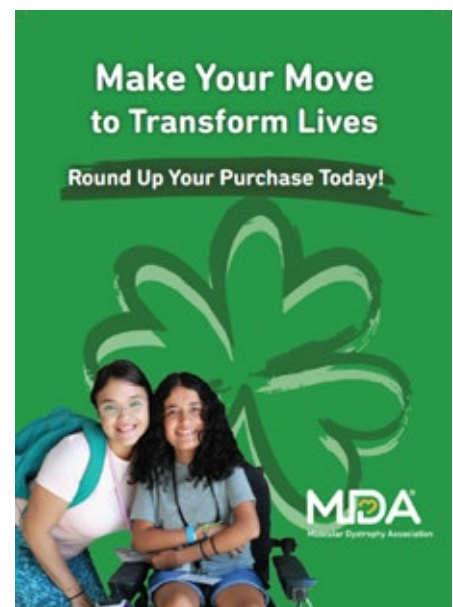
Despite the bitter cold in our Illinois locations, many of our General Managers made sure they took good care of their communities. A lot of heartache for many at local Nursing Homes and Long Care Facilities these past few months, but it was all smiles and happy spirits when they saw Hardee's!



MDA: Muscular Round Up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for MDA, Muscular Dystrophy Association. Our teams were able to raise over \$17,935.49 for MDA and we cannot thank them enough for their efforts.

Our StarCorp family has directly benefited from the great work of MDA. Bev Corcoran, RVP in our Fargo market, has a sister with cerebral palsy. The MDA has supported her family and has provided her Sister with camp trips for over 20 years! These experiences have been life changing and incredibly impactful. Our asks will help many including our very own!



CHIP IN FOR VETERANS

2021 "Hardee's Chip In for Veterans" Golf Tournament a Huge Success

by Bobby Medlen, Chief Operating Officer

After two postponements resulting from COVID in 2020 our 5th annual Chip In For Veterans charity golf event was played in Charleston, SC at the Daniel Island Club and Westcott Plantation Golf Club on April 12th and 13th. What started as a small gathering of vendors and franchisees in 2016 continues to grow. Funds raised from this year's event will total almost \$87,000 and result in donations of over \$43,000 each to our 2 veteran supporting charities, The Stand Up and Play Foundation and PGA HOPE.

The Stand Up and Play Foundation was formed to help wheelchair users and other people with impaired mobility have the opportunity to stand up and participate in sporting, artistic, and other daily events and activities.



Vendors Network with IHFA Board of Directors in Charleston

The IHFA Board of Directors was honored to host a reception for many of the associate members who participated in the Chip in for Vets Golf Tournament in Charleston. Nearly 25 associate members mingled with the board on the lovely outside patio of the Hotel Emeline. For most, this was the first official event for over a year and everyone enjoyed visiting with old and new friends alike.

"The associate members are an integral part of the IHFA, and we appreciate their contributions to our everyday business and to our franchisee association," said Jack Kemp, IHFA President.

One of the common threads of discussion was the excitement around being together and looking forward to the 2021 Convention and Tradeshow in New Orleans this October. ♦

PGA HOPE, the Military Pillar of PGA REACH, provides golf as a therapeutic rehabilitation tool for all military Veterans. The lifetime sport of golf has proven to be an excellent outlet for activity and competition but also allows military to assimilate back into their community through the social interaction the game provides.

This year's DAY 1 event featured golf and an afternoon reception for our vendors, IHFA and CKE participants at the beautiful Daniel Island Club. For many it was the first time



getting together after over a year of social distancing. Everyone returned for DAY 2 at Wescott Golf Club where we were joined by many local veterans sponsored to play by our vendors and many of our great Hardee's guest in the Charleston community. Tuesday featured an event to honor all the veterans, including the Color Guard from the Charleston Air Force Base, a Bagpiper tribute, our National Anthem performed by a member of the Air Force Chorus and a spectacular flyover of an Air Force C-17.

A huge thank you goes out to all our supporting vendors who help make it all possible as well as the IHFA, Hardee's Franchisees and CKE Team for their ongoing support.

The Charleston community loves their veterans and Hardee's. I look forward to another great event in 2022. ♦





IDEAS TO GENERATE APPLICANT FLOW

- 1) Sending e-mails to High Schools and Colleges about hiring or post on their job boards. Focus on food service programs in community colleges and emphasize advancement and scholarship opportunities.
- 2) Reaching out to previous employees to see if they were interested in returning (crew, shift leaders and management). We asked DMs to approach previous management. We tell all new General Managers who take over from poor leadership to provide a termination list with ponzumabs of prior employees and ask them to call them.
- 3) Ordering Business Cards for all General Managers to give out to prospective employees wherever they go.
- 4) Ordering hiring materials and checking marque messages for hiring.
- 5) Hiring 15-year-old in select stores; send birthday cards to 15-year-old before their 16th birthday and ask them to return (those who apply or target them).
- 6) Communicating with General Managers about staffing when visiting restaurants.
- 7) Educating shift leaders on how to recruit and handle applicants when the General Manager is away.
- 8) Sending SMS e-mail on telescreen to applicants.
- 9) Paying higher wage (\$2-\$3 extra dollars per hour) for individuals willing to work shifts we have difficulty staffing. For example, opening cashiers at 5am and willing to work Friday, Saturday and Sunday at 5am and require them to work all three days, and if others want to be that flexible let them.
- 10) Paradox – applying app reduce time to hire significantly and removes GM from the need to call people and confirm interviews.
- 11) Reaching out to instant pay programs.
- 12) Advertising internal promotions internally is part of General Managers' goals. They are required to maintain 6 keyholders.
- 13) Making a social media video with star employees: 5-10 seconds post on Instagram, twitter, and tic tok- about jobs and career path.
- 14) Getting customer referrals: give guest a \$25.00 Hardee's gift card for individuals they refer and we hire. Put the message on the register receipt and make a flyer as a bag stuffer or poster on front counter.
- 15) Strategically go after competitor where there are sharp employees and pay them more for core positions such as day shift employee Monday through Friday- 10-4. We went after some employees at Sam's Club, found out where the employees parked their cars and put flyers there and hired them as shift leaders and paid more for the same shifts and stuck with it.
- 16) Approaching customers in the restaurant.
- 17) Donating at church, posting in the bulletin, and contacting the youth group director.
- 18) Giving referral bonuses.
- 19) Paying the General Manager a retention and training bonus for developing management "for other restaurants." We upset GMs who develop people and we move them to units for GMs who don't develop people.
- 20) Implementing an employee referral bonus: pay them \$125.00 for each employee they recruit who stays for 100 days.
- 21) Paying employees an extra \$3.00/hour if they work from Memorial Day through Labor Day at beach stores. Give them the check for all hours worked the day after Labor Day. You can also do this from Easter through July 4.
- 22) Recruiting at laundry mats and campgrounds where you have summer residency with RVs and cabins. Advertise on websites or bring coffee.
- 23) In restaurants with high turnover do exit interviews. Example, one time we required District Managers to call the employees and do exit interviews, and they had to report it with turnover reports where we were not addressing accountability on treatment.
- 24) Creating specific recruiting programs for individual units with specific problems. Some solutions will only work in certain locations (such as Beach stores).
- 25) School bus drivers are great openers as they can work from 5-7am, or weekend openers on Saturday, Sunday and summer. They can work a few hours in the am and a few hours from 2-4. We also hired them to pick up employees we recruited 20-30 minutes away and drive these employees to and from work for the summer beach stores/and weekends in other areas.
- 26) Having hiring parties like Taco Bell.
- 27) Participating in a ProStart Internship Program for graduation seniors interested in a Fast Food Management Career.

IDEAS TO IMPROVE RECRUITING AND RETENTION

- 1) Weekly Pay for hourly employees
- 2) Sign on bonus for hourly crew
- 3) Social media presence
- 4) Improved uniform program
- 5) Assess the Appearance to fit 2021/Standards – loosen up.
- 6) Assess operating hours/drive-thru hours in certain markets.
- 7) Increase pay for all employees who work from Memorial Day through Labor Day, an extra \$2/hour, and give them a check for extra pay after Labor Day
- 8) Bonus for all management
- 9) Cash Incentives for length of service anniversaries
- 10) Retention interview conducted on current employees after 2 weeks, 1 month, 2 months, 3 months, and 6 months.
- 11) Have a breakfast shift leader work set breakfast schedule, night shift leader works set night shift schedule, and shift leaders rotate so they get every other weekend off. For years we had breakfast managers, why not have a night shift manager? Quality of life is critical: hire part time key holders to balance quality of life.
- 12) Conduct employee opinion survey after 90 days with new GM, on shifts with high turnover and low retention, what do we do with an employee when they are hired.
- 13) Assign new employees a peer buddy to show them the ropes, check on them and help them.
- 14) Allow employees and management to wear holiday-themed t-shirts on holiday weekends such as red, white and blue on July 4, Labor Day and Memorial Day; Spring t-shirts on Easter; Christmas themed sweatshirt the week of Christmas through January 1, Thanksgiving T-shirts, Halloween T-shirts, football Friday and favorite school jersey.
- 15) Conduct exit interviews in restaurants with high turnover. Contact those that worked three days and ask about their orientation: what could we have done differently to make them feel welcome? Send a standard email: Sunday evenings are a great time to get people to respond by phone and email.
- 16) Stop moving management around. We end up burning them out and they quit. Often, we find out if they were left in one place they would stay. Consider additional costs for them such as gas money, time, etc.



Self Opportunity will be glad to customize ads for your restaurants in a PDF format, and you can send to your local printer (including new CKE partner Kinkos) to produce to save shipping costs.

MAIN PORTAL

<https://www.postmy.jobs/ihfa/>

AD REQUEST

<https://www.postmy.jobs/ihfa-adrequest/>

COLLATERAL REQUEST

<https://www.postmy.jobs/ihfa-colrequest/>

List of additional sites our recruiters use:

- GlassDoor
- Facebook Jobs
- Jobspotting
- MonsterOrganicListings
- Job Widget
- ZipRecruiterOrganic
- Adzuna
- Resume-Library4
- OpportunityWork
- DirectEmployers5
- HouseOfRecruitment-Organic
- AboutJobsSponsored
- JobInventory
- FlexJobsOrganic
- jobrapido
- Cleverism
- Trovit
- WayUp1
- Rulla
- Jooble
- EqualityMagazines1
- Indeed
- YalwaGmbH1
- Career Site
- Recruitnet
- Neuvoo3
- Crunchbase
- JuJuOrganic
- Zoek1
- CareerjetLtd
- LinkedInLimitedListing



Your Employees Are Vaccinated – Now What?

by Ted Boehm, Fisher & Phillips, LLP

COVID-19 vaccinations passed the 200-million mark in the United States last week, which means certain workforces might have the majority of employees fully vaccinated. With this in mind, many employers are asking the following question: what measures can be taken once employees are vaccinated?

Other than input on requiring “proof” of vaccination, there is limited guidance on what employers may do or say about employees’ vaccination status. Consistent with other challenges employers have faced throughout the COVID-19 pandemic, vaccinations in the workplace present new and unique privacy considerations. You must maintain a safe workplace while balancing the privacy interests of employees, customers, and the public. Below are some of the vaccination-related questions many employers are grappling with.

May we disclose the vaccination status of my workforce?

An employee’s individual vaccination status is confidential medical information that must be protected and may not be disclosed. However, a general statement of the estimated percentage of vaccinated employees may be acceptable.

There are some items to consider when making a statement along these lines. Such a statement may prompt inquiry from customers about which employees are vaccinated and may even elicit requests to only work with or be serviced by vaccinated employees. Further, employees may feel pressured by such statements, which could subject certain employees unable to receive a vaccination due to a protected reason to levels of discomfort, possible unequal treatment, or concerns that their medical status/religious affiliation may be indirectly disclosed. To address these concerns, you may consider an internal communication to employees reinforcing that individual COVID-19 vaccination status and other information, such as requests for accommodation, reasons for accommodation, etc., will not be disclosed.

What should we do if customers demand they receive service from only vaccinated employees?

You should remind employees that, if asked about vaccination status, they should not disclose any employee’s individual status. You should prepare them with specific statements they can use respond, such as: “We cannot disclose any individual’s particular vaccination status, but as the company has indicated, 80% of our staff have been vaccinated. Coupled with our safety measures, that should provide reassurance that we are taking necessary steps to ensure a safe environment.”

What safety measures can be adjusted now that employees are vaccinated? Can we relax masking requirements?

The Centers for Disease Control and Prevention (CDC) and many state and localities have relaxed the quarantine requirements for those who are fully vaccinated. However, most state safety agencies currently still require that all safety measures continue regardless of vaccination status of employees, including masking and social distancing. Additionally, recent OSHA guidance provides that employers should not distinguish between vaccinated and non-vaccinated employees, and vaccinated employees must continue to follow protective safety measures such as wearing face coverings and remaining physically distant. If and when such guidance changes, this may raise additional issues for employers in that there may be different safety requirements for vaccinated and unvaccinated employees, which could potentially give rise to other legal considerations.

Our business did not mandate COVID-19 vaccines initially, but how do we get the last few people vaccinated? Can we mandate now? What are the legal implications?

When it is legally permissible to do so, you should evaluate both legal and practical issues BEFORE mandating the COVID-19 vaccine among your workforce, and check with your legal counsel as you evaluate employee issues first. You must first ensure that you can articulate how the vaccination is job-related and consistent with business necessity. You should also ensure that policies fully inform employees of the vaccine requirement and spell out how employees may seek an exemption as an accommodation based on a medical condition or a sincerely held religious belief. If an employee seeks an exemption on either or both bases, you must be prepared to engage in, and document, an interactive exchange with the employee to determine whether a reasonable accommodation would enable them to perform their essential job functions without compromising workplace safety. You should also be prepared to respond to any accommodation requests. Finally, keep in mind that legislators in several states have introduced measures that may further restrict or even eliminate your rights to require workers to get the vaccine. Thus, you should continue to monitor these developments and check with your legal counsel before proceeding. ♦

To find links for useful forms, model policies and other helpful material, please visit the Fisher Phillips Vaccine Resource Center: <https://www.fisherphillips.com/services/emerging-issues/vaccine-resource-center/index.html?tab=overview>. Ted Boehm is a partner in Atlanta office of Fisher & Phillips, LLP. He represents management in all areas of labor and employment law.

COMMITTEE REPORTS

MARKETING COMMITTEE

Jerry Allsbrook - Committee Co-Chair

Hardee's has been enjoying very strong Covid sales comps in March thru April. Many of you have reported setting new sales records that top our previous 2015-2016 highs. The encouraging news is that Q2 is loaded with cravable products that will continue our momentum.

W4 featured the new A-1 Steakhouse Thickburger and re-Launched the Angus Beef Thickburger Menu with a tasty potato bun and deli pickles.

W5/May 17 is a Network Cable Flight and will promote the system introduction of our new hand-breaded chicken platform. That features the hand-breaded chicken sandwich, and hand-breaded chicken biscuit that are Core Menu and permanent along with the hand-breaded chicken and waffle sandwich LTO sold all-day thru early August. Add-on a cold sweet treat with the Mini Swirl Cones, and you have a full meal.

W6/June 23 is also a Network Cable Flight and will continue to advertise the hand-breaded chicken sandwich with a simple product extension called BLT Ranch which will also be served on a 100% Angus Beef Thickburger. Add-on some hot bacon and ranch fries to make it a meal.

W7/August 4 will feature breakfast news with an exciting well-tested product. Plus, markets will be able to continue promoting the hand-breaded chicken products if they are still building sales.

Q4 will arrive with several well-tested new products that will build both breakfast and lunch/dinner dayparts with our final Network media flight in W8.

Beginning in the summer, Hardee's will be introducing several steps along our Digital RoadMap with 3PD, Mobile/web Order Ahead, and the new App with loyalty introduction planned for late Q4. This will reach the heavy QSR customer where they live on their multiple screens and build a loyal base of fans that will increase our visit frequency. Make sure you are on board to benefit from this new access to the heavy QSR customer that will drive sales and visit frequency. ♦

THE MARKETING COMMITTEE IS COMMITTED TO DELIVER RESULTS IN 2021:

- #1 Improve our advertising to appeal to the heavy QSR user
- #2 Optimize network and co-op hybrid media plans to reach our target audience
- #3 Build a strong pipeline of innovative new products and core favorites
- #4 Promote a Value Platform that drives traffic and frequency of visit
- #5 Build Hi-Lo Marketing Calendar with dual daypart winners
- #6 Monetize E-Commerce marketplaces and media channels

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COMMITTEE REPORTS *CONTINUED...*

IT COMMITTEE

By Bob Larimer – IT Committee Co-Chair

By now many franchisees are in the middle of rolling out all or some parts of the new technology standards. This could include replacing POS hardware, implementing ParBrink or Xpient IRIS POS, moving to next generation connectivity, implementing Crunchtime, and deploying Olo for delivery and mobile ordering.

Depending on where you are with your technical journey and what parts of the above you may already have in place, the process of implementing all of these technologies at one time could be very taxing to your support and operations staff. The IHFA IT Committee meets regularly with CKE IT Leadership. We discuss the many issues that are arising from the multiple technical projects that are currently in progress and discuss ways to mitigate the problems and streamline the upgrade processes.

Below is a list of some of the issues (by technology) that have been encountered and the solutions put in place to minimize the opportunities for franchisees moving forward. These were common issues that were being encountered by the majority of franchisees implementing each technology. As new issues are brought to the committee's attention, we will work with CKE to find a solution.



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Olo

- ★ The onboarding process was not fine-tuned with the launch of Olo. We reviewed and updated the onboarding process to make it easier for franchisees to implement mobile ordering and delivery. A weekly call is also taking place in order to discuss issues and to make changes to the platform that will enhance the guest experience and make procedures easier for the restaurant's staff.

Crunchtime

- ★ Onboarding and discovery of payroll and accounting processes were lacking so the onboarding documentation was updated to include that information. This will alleviate problems with exporting data to pay employees and feed accounting systems.
- ★ There was no production planning system, so it was developed in a Crunchtime product named BizIQ. This is being reviewed by the franchisees and should be in production soon.
- ★ Training was lacking so CKE arranged for weekly classes for franchisee's management staff to be trained.
- ★ A biweekly call was scheduled to allow self-supporters, vendor partners, CKE, and Crunchtime to discuss best practices and bring up any issues that are affecting all franchisees.
- ★ Configuration was cumbersome and was taking CKE resources to resolve so a "Concepts" methodology was created that gives vendor partners (Lucas) and self-supporters more control over configuration changes.

ParBrink

- ★ QSR kitchen controllers were not working correctly so Par and QSR reconfigured and tested the new configuration. The fix is now available to all franchisees with ParBrink POS and QSR kitchen controllers.
- ★ Menus were missing items sold by franchisees, so CKE is performing menu reviews with franchisees before their first "go live" date.
- ★ Franchisees were having to completely redesign and segment their networks to meet CKE standards. The IT Committee worked with CKE to allow for (3) different network configurations that will help simplify the install process for ParBrink and potentially reduce costs.
- ★ Vendor partners are having to open tickets with CKE to resolve some configuration change requests. The IT Committee is working with CKE to implement a strategy similar to the Crunchtime "Concepts" so vendor partners can more easily assist their franchisee customers.

Xenial/Xpient

- ★ Xpient's current back office is lacking some functionality for some of the franchisees. The solution was to integrate to other back office solutions such as Crunchtime, RTI, Mirrus, and possibly Lucas.
- ★ Xpient's onboarding was lacking so the IT Committee reviewed the onboarding documents and made some suggestions to improve the process. If Xpient is following their onboarding processes, the process should be acceptable.
- ★ Xpient is unable to support all IT services needed such as drive thru timer support. The addition of Lucas and POS Technical as approved Xpient IRIS support vendors will alleviate this issue as they can support other IT related hardware in the restaurant. This also allows for current Lucas customers to utilize their support services which have always been highly rated.

Franchisees are working hard to convert their restaurants to updated technology. This hard work will allow our brand to serve our customers via digital channels and compete in a very competitive QSR market. Updated POS will enable the integrations needed to support Olo for delivery and mobile ordering and Punchh for a best in class loyalty solution.

The IT Committee will continue to discuss and monitor the franchisee technology upgrades. We will work with CKE to streamline the processes that can reduce the impact to your restaurant operations. The enormous lift to get to an updated technology stack is difficult, but the long term ROI should make the change worthwhile.

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

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