



INSIGHT

3RD QUARTER 2021



*President's Message
HR Corner
Vaccine Mandates
Jim Reynold's Retirement
Convention Photos
Franchisee News and more*



2021 IHFA CONVENTION & TRADESHOW

NEW ORLEANS

October 11-13, 2021



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

Scholarship Deadling

January 17, 2022

IHFA Convention & Tradeshow

September 26-28, 2022



The Independent Hardee's®
Franchisee Association

4919 Lamar Ave., Mission, KS 66202

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FALL 2021

IHFA INSIGHT - A Publication for IHFA Franchisees & Associates

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THE PRESIDENT'S INSIGHT



Jack Kemp
Tampa, FL

Dear IHFA Members,

It was a pleasure to see so many of you in New Orleans for the 2021 Convention & Tradeshow. We enjoyed being together, networking, sharing best practices, hearing from the CKE leadership team, and even tasting some of the new menu items coming down the pike in 2022. Many thanks to Bryan Haas for his leadership and to the DCI team for their hard work on this spectacular event!

As I write this, I reflect on my past year as the IHFA president. I think we can all agree the year has flown by and 2021 was just as- if not more- challenging than 2020! As we work together to build our brand, our priorities remain focused.

Our first priority is to arrest and reverse transaction decline. We believe this is the most important thing we need to address in our business. Combined with compelling marketing, this needs to be driven by improvements in overall speed of service. We believe speed of service can be improved via simplifying the menu, the ingredients, and new equipment. All of these 'levers' are currently in test. On new equipment in particular, we are pushing for innovations not only in 'what is next', but for those things that are 'after next', whether it be AI, robotics, or similar transformative and disruptive innovations.

Staffing continues to be a priority, and is clearly linked to transactions. Anything we can do to ease staffing pressure must be done. As we each manage our businesses and compete daily, we must continue to share best practice as it relates to retaining current, and attracting new employees. Wages, and perhaps more importantly, the lack of availability of labor is likely to be a trend for the foreseeable future.

Our third high level priority is branding and customer interaction. The digital age is upon us, and our interactions with guests have already begun to happen in new channels. This is a trend that is likely to not only continue, but to accelerate. We have a duty to our guest, or teams, and our businesses to ensure that we get this right not only in the short-term, but for years to come.

There are, as always, many challenges for our brand and industry. The clearest path forward is pulling together, collaborating, and remembering that we are fortunate to have a wonderful brand, serving amazing food!

I look forward to working with Dave Bowar as the new representative of Region 3. I believe he will bring a fresh perspective to the board, and we appreciate him stepping up for this role.

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 background.

Jack Kemp
IHFA President

IHFA 2021 CONVENTION HIGHLIGHTS

This year we were back and IN-PERSON! We safely celebrated the ability to come together again to share best practices, network with old friends and sample the new menu items! With the backdrop of New Orleans and the beautiful Roosevelt Hotel there was three days of brand building and even a few games of cornhole played. Just in case you missed it, here are some of the takeaways from this year's convention!

#1 – Back Face-to-Face (with our masks on!)

The IHFA Convention and Tradeshow is one of the few times, if not the only time, the Hardee's family and friends get face-to face time together and turnout was strong this year considering an early 2021 spike in COVID numbers that initially threatened the event. The franchisees and vendors refused to let local mandates keep them away. All the attendees stepped up and for it we had a safe, healthy event -not to mention this year's agenda was full of mingling opportunities to chat among ourselves, with CKE leadership and a wide array of vendors.

#2 – Brand Updates, Celebrations and Menu Tasting

Tuesday's morning was filled with presentations from the CKE leadership on priorities and future strategies. We heard from CEO Ned Lyerly and received updates on Ops, Development, Technology, HR, Marketing and Supply Chain from each area's respective heads. In the afternoon, franchisees had enjoyed winning an array of prizes from our tradeshow vendors. The tradeshow was definitely the place to be this year!

On Wednesday, the franchisees participated in a panel discussion with CKE leadership and then had an opportunity to try new menu items and play some garden games at this year's pool party.

As they wrapped up, they had just enough time to prepare for an amazing evening of food, drink and celebration. At this year's Celebration Dinner, we recognized retiring franchisees and vendor partners, shared memories of those lost

and joined with CKE to acknowledge top performers of the past year.

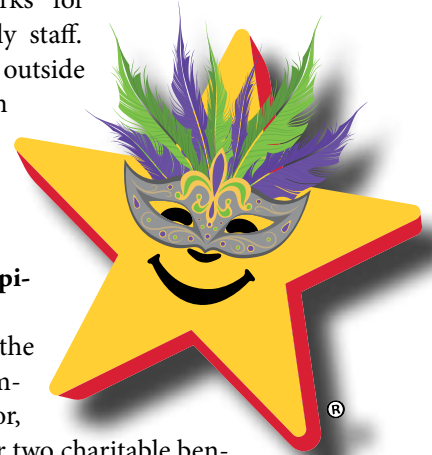
#3 – Fun Host City

The weather was ideal in New Orleans and The Roosevelt Hotel received high marks for its hospitality and friendly staff. Franchisees found time outside of meetings for trips down Bourbon Street, beignets from Café Du Monde and dinner with friends.

#4 – Stars for Heroes Recipients

In addition to recognizing the Top 10 stores in our system-wide fundraising endeavor, we issued big checks to our two charitable beneficiaries:

USA Cares
Stand Up & Play



Top 10 Producers for SFH 2021:

10. Heritage Assets, LLC – Somerset, KY
9. Phase Three Star, LLC – Starke, FL
8. DBJ Enterprises, Inc. – Ocotee, TN
7. Pioneer Restaurants, LLC – Lake Saint Louis, MO
6. Westar Foods, Inc. – Fort Dodge, IA
5. Westar Foods, Inc. – Council Bluffs, IA
4. Northland Restaurant Group, LLC – Bettendorf, IA
3. Starcorp HD, LLC – New Philadelphia, OH
2. Hardee's Corporate – Manchester, TN
1. The Hastings Group – Jefferson, NC - \$10,850.00

#5 – William L. Boddie Award

Always the highlight of the IHFA Celebration Dinner, this award was established in 2001 in tribute to Bill Boddie, president and chief executive officer of Boddie-Noell Enterprises, Inc., the largest Hardee's franchise organization. Bill was also the founder of IHFA in 1997.

The 2021 recipient of this prestigious recognition is IHFA President Jack Kemp of the IHFA and owner of the Florida-based franchise organization Phase III, Inc.

Watch for information coming soon on the 2022 IHFA Convention which will be held in Nashville, Tennessee next September! ♦

Thank YOU to our Platinum & Gold Associate Members



HR CORNER - THE EMPLOYER VACCINE MANDATE - COMPLIANCE AND BEST PRACTICES

by Ted Boehm and Boris Gautier, Fisher & Phillips, LLP

After first announcing the initiative over a month ago, the Biden Administration revealed the full text of the Occupational Safety and Health Administration (OSHA) vaccine mandate rule on November 4. Most news reports have accurately reported the crux of the new rule: private employers with over 100 employees must ensure all employees are either vaccinated or subject to regular COVID-19 testing. Like many federal regulations, however, the devil is in the details. This Emergency Temporary Standard (ETS) presents one of the widest reaching OSHA standards in the 50-year history of the federal agency tasked with workplace safety. Comprehensively understanding the nuances of the rule, and its application for franchisees, will help businesses avoid costly fines and burdensome inspections.

Below are some answers to common questions employers may have. Keep in mind that these regulations are subject to change, depending on further guidance from the federal government, pending lawsuits, and political developments—in fact, as of November 23, 2021, these rules are temporarily blocked by a court order pending further proceedings. This ETS is currently in litigation “limbo” before the Sixth Circuit Court of Appeals, and the U.S. Supreme Court may ultimately decide its fate. That said, the below overview provides some best practices for employers subject to the ETS, if and when it goes into effect as intended.

What does the ETS require?

Generally, OSHA's ETS requires private employers with more than 100 employees to either mandate employees be fully vaccinated against COVID-19 or require employees that are not fully vaccinated to test for COVID-19 at least weekly and wear a face covering.

As part of OSHA's ETS, employers must also:

- ★ establish, implement, and enforce a written policy on vaccines, testing, and face coverings;
- ★ provide certain information to employees on vaccines and the requirements of the ETS
- ★ provide paid time off to employees to obtain the vaccine and reasonable time and paid sick leave to recover from side effects experienced following any primary vaccination series dose to each employee for each dose;
- ★ obtain and maintain records and roster of employee vaccination status; and
- ★ comply with certain notice requirements when there is a positive COVID-19 case and reporting to OSHA when there is an employee work-related COVID-19 fatality or hospitalization.

The ETS does not require employers to pay for the cost of COVID-19 testing. However, an employer may be required to pay for COVID-19 testing if required by other laws. For example, Kentucky law requires employers to pay for the cost of any required testing.

Covered employers who ignore the ETS while it is in effect could face OSHA citations and penalties of up to \$13,653 per violation, and additional citations or penalties as determined by OSHA or state OSHA for willful or egregious failures to comply. This means a covered employer could face a penalty of that amount for each facility, area within a facility, or each employee within a facility. In addition to OSHA citations and penalties, covered employers may face potential exposure for individual whistleblower, retaliation, negligence and other claims potentially asserted by employees.

What if an employee asks for a medical or religious exemption?

Federal law, and some state or local laws, require that you would need to consider and possibly accommodate valid medical and religious accommodation requests if an employee requests to be exempted from the vaccination requirement. For this reason, you should ensure that your vaccination policies include provisions explaining how employees can request exemptions in the form of accommodations on the basis of medical or religious reasons.

Covered employers and special considerations for franchisors and franchisees

Employers must include (i.e. count) all employees across all of their U.S. locations, regardless of an employee's vaccination status or where they perform their work. Part-time employees do count towards the total number of employees, but independent contractors do not. For a single corporate entity with multiple locations, all employees at all locations are counted for purposes of the 100-employee threshold for coverage under this ETS.

In a traditional franchisor-franchisee relationship in which each franchise location is independently owned and operated, the franchisor and franchisees would be separate entities for coverage purposes, such that the franchisor would only count “corporate” employees, and each franchisee would only count employees of that individual franchise. In other words, if one independent franchise location has less than 100 employees (including both part-time and full-time employees), then they are not subject to these new requirements.

When are the deadlines to comply with the new requirements?

Enforcement of the testing and vaccination requirements begins on January 4, 2022. By that date, covered employers should be ready to provide documentation that all of its employees are either vaccinated or subject to weekly testing.

For all other portions of the ETS, enforcement begins on December 5, 2021. This December deadline applies to the paid time off and unvaccinated worker masking requirements.

The specific deadlines may vary by state, as some states are exempt from OSHA's jurisdiction but must approve analogous requirements through their approved state agency. A best practice would be to implement policies as soon as possible, to give unvaccinated employees time to comply and provide proof of vaccination by the January deadline.

As mentioned above, however, pending litigation will likely delay these deadlines and court orders currently prevent OSHA from moving forward with implementation or enforcement of these rules.

What to do while the ETS is in litigation “limbo”?

The Sixth Circuit Court of Appeals now controls the fate of the ETS, and most commentators predict that the ETS will ultimately be ruled unlawful. Because that outcome remains uncertain, however, employers should balance the risk of having to quickly perform a huge amount of work if the ETS survives the legal challenge against the chances that all of your work could be for nothing. Of course, many employers are choosing to proceed with a mandatory vaccination program or testing regimen regardless of the outcome of the ETS, which may be best practice in states that have not passed legislation outlawing that option (more on that below).

Employers and franchisors still unsure about how to proceed, or only pushing toward a mandate-or-test policy because of the ETS's requirements, should perform some behind-the-scenes actions but not unfurl major initiatives during the limbo period. In other words, it makes sense to collect information and draft policies and procedures, but you probably shouldn't spend thousands of dollars on self-check COVID-19 testing kits or contracting with a tele-proctor service so employees can self-administer tests. You could collect the vaccination status of your employees (done properly) but not roll out big new policies or make big company-wide pronouncements.

We have developed a compliance package in response to the recent OSHA vaccine mandate for employers with 100 or more employees consisting of the following documents:

- Attestation form
- Model employee vaccination status roster
- Policy documents (model mandatory vaccination policy and model vaccine or testing policy)
- Training PowerPoint
- Presentation notes that may be used in conjunction with PPT or distributed to employees separately

**WE ARE SELLING THIS PACKAGE
FOR THE FLAT FEE OF \$1,500.**

What if we operate in a state (like Texas) that “banned” vaccine mandates?

In addition to Texas, governors in other states—including Tennessee, Florida, Alabama, and Mississippi—have signaled their intention to push back against the federal government and implement similar orders banning vaccine mandates.

Importantly, however, the federal ETS preempts states from adopting and enforcing workplace requirements relating to the occupational safety and health issues of vaccination, wearing face coverings, and testing for COVID-19, except under the authority of a federally approved State Plan. In particular, OSHA states that the ETS invalidates any state or local requirements that bans or limits an employer's authority to require vaccination, face covering, or testing.

During the period of time between the issuance of any governor's order banning mandates and the adoption of the ETS in State Plan states, employers in such states will be in limbo with respect to their vaccine policies. If you are faced with that situation, you should comply with the governor's order during the pendency of the directive but be prepared to change course once the ETS takes effect. Otherwise, you may risk receiving penalties for violating the order. ♦

For additional information and further questions, you may consult our firm's comprehensive FAQs here: <https://www.fisherphillips.com/services/emerging-issues/vaccine-resource-center/osh-ets-faqs.html>. And for a more thorough guide on steps to take while the ETS is in litigation limbo, please consult our detailed recommendations here: <https://www.fisherphillips.com/news-insights/osh-mandate-or-test-vaccine-ets-litigation-limbo.html>.

HR CORNER *CONTINUED...*

BEST PRACTICES: EMPLOYEE INCENTIVES

As part of the HR Corner, we would like to include some Best Practices from your Hardee's peers. This issue focuses on creative employee incentives. If you have Best Practices to share, send them to ihfa@ihfa.com for inclusion in future issues.

Now more than ever it is important to reward and recognize your employees. It helps to boost employee engagement as well as keep employees motivated. Consistently recognizing your team can not only help you recruit the best talent but it also keeps employees happy and loyal. Pay raises are not the only tools you can use as employee incentives – think outside the box - the simplest gesture can go a long way.

There are a few key reasons why employee incentives must be a part of your company's culture:

- ★ Helps employees reach and exceed goals
- ★ Better employee engagement and morale
- ★ Retain employees
- ★ Encourage teamwork and collaboration
- ★ Increase productivity
- ★ Attract top talent

It is important to remember that employee incentives help build and foster employee morale, so make sure that your employees feel appreciated for their hard work. When you distribute employee incentives appropriately and on a regular basis, then you are helping not just your employees but also yourself and the bottom line.

Some ideas for incentives include:

Lunch or dinner with the boss.

Even when dealing with a small team it can be hard to have access to a manager. Encourage your management (or do it yourself!) to incentivize your employees' success by inviting them to one-on-one lunch or dinner. This will help to increase loyalty, make the employee feel special and they can pitch ideas to the person who makes the decisions. Plus, it provides a chance to connect with employees.

Scratch off Tickets

Reward successful KPIs with a little excitement! Simply buy some \$5 lottery tickets and gift them to your employee(s) at the end of their shift for a job well done. It can be fun and causes a little excitement at the same time!

Recognize Important Milestones

Keeping an accurate calendar of employees' work anniversaries, birthdays and other important holidays in order to spotlight them on those days will encourage not only them, but others who see the public recognition.

Gift Cards or Tickets

This is really a no-brainer because who doesn't love gift cards and tickets?! Whether it be tickets to your local movie theatre, a baseball game or a gift card to a store near your location, employees love a treat for a job well done.

Guaranteed Holiday Off

The ability to earn a guaranteed holiday off for a new but outstanding employee who may have otherwise been too low in seniority is a great motivator!

Rewarding your employees doesn't have to be costly or elaborate, but it does have to be a consistent part of your culture to be effective. People by nature have the desire to be accepted and acknowledged and by recognizing them publicly you are not only encouraging them, but those around them.

Get creative! What small gestures could you implement in your restaurants that would ignite your team? Involve your team managers in this conversation, and make sure they let us know so we can continue to share your best practices! Send your ideas to ihfa@ihfa.com ♦



Thank you CKE and Hardee's Franchisees for your continued business, trust, and confidence. We look forward to many more years of partnership!



WELCOME NEW IHFA BOARD MEMBER, DAVE BOWAR!

Congratulations and a warm welcome to Dave Bowar who was elected as Region 3's representative to the IHFA Board of Directors. He will serve a two-year term beginning January 2022. Dave has been involved with the brand since 1972, and owns three Hardee's restaurants. He has been married to his lovely bride, Linda, for over 46 years, and he enjoys his three children and five grandchildren. ♦



Lucas has been a trusted solution provider to CKE providing POS technology and services to the community for 25+ years

IHFA Associate Member since 1999

CKE approved Solutions Partner

Developer of the Food Prep Tag App



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Independent Hardee's Franchisee Association Scholarship Program

\$1,000 awards
for
postsecondary education
(two-year or four-year colleges and vocational-technical schools)

Who May Apply?

- Employees of IHFA member restaurants with six months continuous service and still employed at award distribution time.
- Employees who plan to enroll or are already enrolled in an accredited institution - two or four-year college, university, or vocational-technical school.

For more information visit: <https://learnmore.scholarsapply.org/ihfa>

THE INDEPENDENT HARDEE'S FRANCHISEE ASSOCIATION SCHOLARSHIP PROGRAM

DEADLINE TO APPLY: JANUARY 17, 2022 3:00 PM CST

The Independent Hardee's Franchisee Association (IHFA) has established a scholarship program to assist employees who plan to continue their education in college or vocational school programs. Scholarships are offered each year for full-time study at an accredited institution of the student's choice.

This scholarship program is administered by Scholarship America®, the nation's largest designer and manager of scholarship, tuition assistance, and other education support programs for corporations, foundations, associations, and individuals. Awards are granted without regard to race, color, creed, religion, sexual orientation, gender, disability, or national origin.

Applicants to The Independent Hardee's Franchisee Association Scholarship Program must be:

Employees of Independent Hardee's Franchisee Association members who have a minimum of six (6) months employment with the franchise as of the application deadline date. Employees must remain employed at the time awards are paid.

Employees who plan to enroll or are already enrolled in full-time undergraduate study at an accredited two- or four-year college, university, or vocational-technical school for the entire upcoming academic year.

♦



REYNOLD'S RETIREMENT

After 58 years, Jim and Karen Reynolds sold their Hardee's to another successful franchisee. Jim started working at a Sandy's restaurant in 1963 at the age of 16. He walked to work until he saved enough money to buy his first car. Jim then attended college at University of Evansville in Evansville, IN for a short time before deciding to pursue his career in fast food.

In 1969, at the age of 23, the owners offered Jim a District Manager's position over the five restaurants that were currently operating. He then became an owner/operator at the age of 24, with seven restaurants and eventually grew the business to 20 stores. Hardee's was Jim's passion, hobby and life for many years. The stores he operated won numerous awards in sales and sale increases.

Breakfast all day was something he took outside the box, but it wasn't approved by Hardee's so he was forced to take it out. Jim served on the MARC council committee for years, watching and helping the business grow.

He was one the original founders of the IHFA. He served as vice president and then president in 2003-2004. Jim remained a current board member up until retiring in the Fall of 2021.

Jim loved the business. He was quoted in the local paper in 1994 as saying "the thing I enjoy most about the job is seeing

people grow and prosper." "I watch people start out as crew members and work their way into management" He said "One day, I work on marketing, the next day it might be a service issue. The day after that I might work on strategic planning."

"I get to wear a lot of hats." "That's what a small business person gets to do. And small business is what makes America great."

When his wife Karen was a teenager, she moved to Evansville and started working at the exact same store that Jim started in as a Sandy's, only it was a Hardee's at this point. She also worked her way to management positions. The rest is history, and we all know who the boss is now!

Karen and Jim have been married for 35 years. They have traveled to many great islands and beaches over the years and enjoy the granddaughters' sports on a daily basis.



MARKETING COMMITTEE UPDATES

by Jerry Allsbrook

- Hardee's upcoming "Sales Accelerator" will be to introduce our new APP & Loyalty Star Rewards program in late 2021 and Q1 2022.
- Our Digital RoadMap is already driving sales with 3PD (Door Dash, Uber Eats, etc), Mobile/Web Order Ahead and digital media.
- Channels (Search, Social, Mobile) will reach the heavy QSR customer where they live and on their multiple screens and will build a loyal base of fans that will increase our transactions, average check and visit frequency. Make sure you are on board with updated POS, OLO connection to benefit from this new access to the heavy QSR customer that will drive sales and visit frequency.
- Marketing Window 1 will focus on our new Lunch/Dinner \$5 Meal Deals to promote everyday value and drive transactions during a seasonally slow time of year, replacing the \$5 ASM platform.
- Our Q1 Network Cable media event/Window 2, will be a well-tested dual daypart event based on our Star Burger Core menu products with a Biscuit & Burrito, so easy Ops & Training with no new SKU's.
- W3 will be a continuation of W2 events and have a specific SE breakfast LTO biscuit intro with the MW focused on core Thickburger & AM news.

- The Spring/Summer will be an exciting Movie partnership with LTO products to capitalize on all the media buzz.
- There are several major tests being conducted across the system to identify successful future promotional events. This will determine the back-half of the year marketing calendar.

The Marketing Committee is committed to deliver results in '22:

- #1 Improve our Advertising to appeal to the heavy QSR customer = Increase Transactions
- #2 Optimize Network & Co-op Hybrid Media Plans to reach our target audience
- #3 Build a strong pipeline of innovative LTO, New products & Core faves + manage menu
- #4 Promote a Value Platform that drives traffic & frequency of visit at both dayparts
- #5 Build Hi-Lo Marketing Calendar with dual daypart winners to balance our media events
- #6 Monetize E-Commerce marketplaces and digital media channels "THE Sales Accelerator '22 and Beyond"



BENEFITING
STAND UP & PLAY
PGA HOPE

MONDAY, APRIL 11, 2022

Daniel Island Club – \$400 per person

includes cart, green fee, box lunch and post-event meal
(Sponsorships Available)

600 Island Pard Drive, Daniel Island, Charleston, SC

TUESDAY, APRIL 12, 2022

Wescott Golf Club – \$150 per person

includes cart, green fee, box lunch and post-event meal
(Sponsorships Available)

5000 Wescott Club Drive, Summerville, SC

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

FRANCHISEE NEWS



Fast Cars and Full of Smiles at Petersburg, IL

The Hardee's in Petersburg has held multiple Cruise-In events by gathering the community together. Thank you to Matt, the GM and his crew for all you do.



Hardee's in Jacksonville, IL did an outstanding job at the Car Cruise.

Managers Amanda, Bradley, Desah and the Entire staff, you all did an amazing job being prepared and taking great care of each and every guest! Bringing in \$2,100 sales for the night!



The Route 66 Car Cruise in Springfield, IL

The car cruise brought the community together, not once but twice. Thank you to the Denice and the crew at Rock N Roll Hardee's.



Thank you, Denice for taking great care of the Springfield Sliders Baseball team and the away Team with some great burgers, fries, and cookies last night!

You made the night of several hungry guys with some delicious Hardee's food!

Thank you, Denice for always going above and beyond!



Viriden, IL

Thank you to the crew in Viriden, IL for feeding the NorthMac Football Players breakfast before school in honor of their homecoming game tonight! Happy Star enjoyed the game with students that night as well.



SARCC Round Up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for SARCC, Southwest Autism Research & Resource Center. Our teams were able to raise over \$15,581.64 for SARCC and we cannot thank them enough for their efforts.

Stars for Heroes Round up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for the Stars for Heroes program. Our teams were able to raise \$35,048.62 over two periods 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.

USA CARES Round up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for USA Cares. Our teams were able to raise \$9,795.78 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.

Shining Star Foundation Round up Campaign

At Starcorp LLC, we want to especially thank our restaurant managers and employees for helping us raise funds for the Shining Star Foundation. Our teams were able to raise \$16,171.44 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.

Loyal to the Brand

By Bob Larimer
(IT Committee Co-Chair)

In late November CKE implemented a proof of concept with loyalty on the Hardee's App and website. Several franchisees are participating in the proof of concept and are providing feedback before loyalty is marketed to the entire brand in 2022.

Punchh Loyalty was chosen as the loyalty partner and the technology was seamlessly integrated into the Hardee's App and website. Punchh Loyalty is the leader in the QSR restaurant space and the brand now has a loyalty component that will hopefully attract more guests and increase the frequency of guests using the Hardee's App and website. Here are some highlights of how the loyalty program will work.

- ★ Guests will be offered an incentive to download the Hardee's App. After a guest installs the Hardee's App, the application will ask for the guest to input their Zip Code. This ensures that the marketing can be targeted to guests in a particular market area. The guest then earns reward points for each purchase they make using the app or by inputting a code that is printed on the receipt for in-store purchases.
- ★ A guest receives 10 points for each dollar spent on an entire purchase. The guest is alerted when they have acquired enough points to redeem a particular menu item. Rewards are offered at 150, 300, and 500 point levels and only one reward can be redeemed per transaction. Here is an example of the different items available at various point levels.



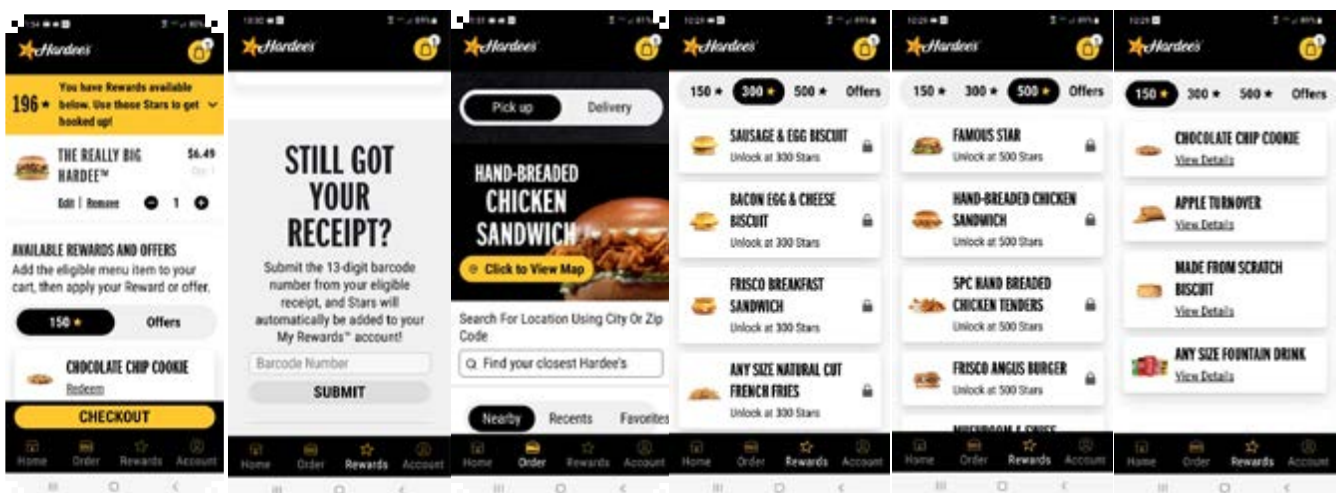
- ★ When a guest orders they are asked if they want to redeem any of their points on the current order. Guests can only redeem points via the website or app. Using only the website or app will make it much easier for Operations to manage. The items are added to the cart for checkout and the points are deducted from their account.
- ★ The loyalty program will also offer various offers to a guest that they can add to an existing order. CKE Marketing will manage these offers and the offers should be adjustable based on certain DMAs or markets.

This is just a quick glimpse into how the Hardee's loyalty program will work. The Loyalty program does require either ParBrink or Xpient IRIS 4.X and Olo for the loyalty technology to work. The Hardee's brand is at almost 90% complete in the upgrades to the two standardized POS platforms. I know the transition

has been difficult for some of the franchisees, but hopefully the change will be worth the efforts with our brand's ability to connect directly to our guests through digital platforms.

If marketed and implemented correctly Loyalty has the ability to increase average check, increase guest frequency of use, change guest purchasing behaviors, and increase guest satisfaction with the Hardee's brand. Marketing will also have the ability to easily create (one time use) digital coupons for our guests. The brand will have more information regarding the Hardee's consumer and their buying habits than we have ever had before. This should assist in making more informed marketing and product development decisions that can positively impact the brand and our guests.

If you have any questions regarding POS, Olo, Mobile Ordering, or Loyalty please feel free to reach out to me at bob@bne.inc.



COMMITTEE CHAIRS

OPERATIONS

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Co-Chair: Buddy Brown - Capstone Restaurant Group

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IHFA Regional Representation Map





FALL CONVENTION & TRADESHOW October 11-13, 2021, New Orleans, Louisiana

Recap

Thanks to everyone who came out for the annual Fall Convention & Tradeshow in New Orleans, LA
Enjoy these photos from the event!





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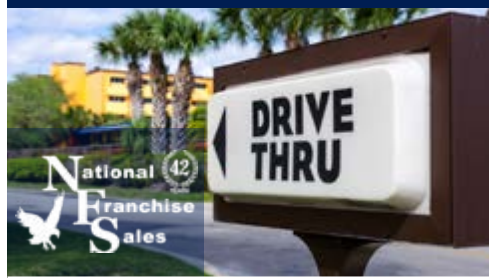
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Watch the website for more details and reservation link.