



INSIGHT

WINTER 2022

President's Message
2022 Biscuit Challenge
Stars for Heroes
Stand Up and Play Foundation
Franchisee News and more



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

SIDE BY SIDE, WE'RE ON YOUR SIDE



YOUR ACCOUNT TEAM!

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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

Chip in for Veterans

April 11-12, 2022

IHFA Convention & Tradeshow

September 26-28, 2022



The Independent Hardee's®
Franchisee Association

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THE PRESIDENT'S INSIGHT



Jack Kemp
Tampa, FL

Dear IHFA Members,

As we celebrate the beginning of the new year, we continue to build our brand and focus on priorities that will grow transactions.

We had the opportunity to meet with Ned Lyerly and his senior leadership team in January. We re-emphasized the need to work together on growing transactions through speed of service, menu simplification and operations simplification.

Our Marketing and Operations Committees work closely together, and we encouraged CKE's teams to cross functionalize as well with an Ops centric focus. As such, we will be determining metrics to optimize labor efficiency and vigilantly focus on four to five strategies that will grow transactions.

In addition, most of us are in the midst of transitioning our restaurants with new technology that will lead to new opportunities to reward our loyal customers, attract new QSR customers and ultimately grow transactions. As with many eras of growth, it often brings challenges. You, as Hardee's franchise owners, have proven you are strong and resilient, as together we pivoted as needed during the pandemic. We can, and will, do the same as we navigate the technology terrain before us. By doing so, we are paving the way for incredible innovation.

It is vital that our members unite by pulling together, collaborating, and taking pride in the quality of our food, our excellent customer service and in our brand.

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,

Jack Kemp
IHFA President

*"The secret of
change is to
focus all of your
energy not on
fighting the old,
but on building
the new"*

-Socrates



BENEFITING
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PGA HOPE



MONDAY, APRIL 11, 2022

Daniel Island Club – SOLD OUT

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 – SOLD OUT

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**

COMMITTEE UPDATES

MARKETING COMMITTEE UPDATES

by Jerry Allsbrook, Co-Chair

Hardee's upcoming "E-Commerce Sales Accelerator" will be the March 23 system introduction of our new APP & Loyalty MY Rewards program. This is an opportunity to increase sales by building transactions through visit frequency and average check. Make sure your restaurant teams are prepared to serve a digital guest and encourage your current loyal guests to sign-up and become MY REWARDS members. They will benefit from quicker service and more savings opportunities.

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). The APP/Loyalty will reach the heavy QSR customer where they live . . . on their multiple screens and 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 connections to benefit from this new access to the heavy QSR customer.

Marketing Window 3 will have the SE markets introducing a strong new product - Ultimate Sausage Biscuit and the MW markets promoting a strong core menu favorite - Frisco breakfast sandwich and Frisco burger.

To drive transactions with a Hi-Lo message, we will also continue our new Lunch/dinner \$5 Meal Deals and the \$2, \$3, \$4 AM value deals.

W4 will be our next network cablemedia event, with an exciting movie partnership and will promote the new breakfast biscuit and burrito plus a meat-on-meat Thickburger. This dual daypart promo, along with strong shared brand equity from the movie, will put us on the map with QSR-frequent guests to begin the summer.

W5 will also be a network cable media event focused on building our Hand-Breaded Chicken Sandwich platform with new LTO flavors.

There are several major tests being conducted across the system to identify future successful promotional events. This will determine the back-half of the year's 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 to improve SPEED
- #4 Promote a Value Platform that drives traffic and 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"



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"FEED YOUR HAPPY" AND CELEBRATE THE CONTINUATION OF THE HARDEE'S COMEBACK!!

IT COMMITTEE UPDATE

by Bob Larimer, Co-Chair

The Future Looks Bright

With many franchisees complete or close to completion with their POS upgrades and with over 75% of the Hardee's franchisees onboarded with OLO, we are well on our way to experiencing the benefits of digital transactions. In March, CKE Marketing will start actively communicating with our guests about our digital ordering and loyalty capabilities and this should increase the number of transactions through those digital channels. This has been a huge undertaking by CKE, the franchisees, and our vendor partners and it will become an integral part of our brand success. Since we are well on our way with digital, I wanted to give a brief glimpse of the future for our brand.

During the 1940's a new term was created called "Skunkworks." This was a process put in place by Lockheed Martin and our government to allow for rapid development of technology by allowing teams to work fast but also fail fast. This created an environment where new technologies could be tested and if the desired result was not met, the team moved on to the next challenge. This created technology that was iterative, and many projects were fast tracked. The fastest manned spy plane ever built, the SR-71 is an example of something that was born out of a skunkworks environment. This plane was designed, built, and put into service in a fraction of the time that it would take to put a similar plane into service today. This was because of the skunkworks methodology that was put into place during the design and testing phase which allowed for quick failures but then quickly moved onto the next option which could be a winner.

I know it is a stretch to compare military technology to restaurant technology, but the "skunkworks" methodology is something we will be incorporating over the next few years to identify technologies that could benefit our brand and operations but also acknowledging when something could become too cumbersome or expensive to implement.

The Star IT Committee meeting was held in mid-February and since we were well on our way with our digital transformation, we spent quite a bit of time on the future of technology for the brand. Our recent successful implementation of technologies around networking, POS, Back Office, and other digital enablers will allow us to focus on new technologies that can simplify operations and potentially increase profitability. Below is a list of some of the technologies we will be reviewing over the next year. Some of these projects may not come into fruition but the learnings we will gain will help us build a solid infrastructure and plan for assisting our restaurant operators build sales and streamline processes and procedures.

Please feel free to reach out to me with any questions you may have regarding technology.

NEW TECHNOLOGY INITIATIVES FOR 2022 AND BEYOND:

- ★ Camera Based Drive Thru Timing System
- ★ AI/Machine Learning Drive Thru Ordering
- ★ Next Generation Guest Feedback Engine
- ★ Restaurant Robotics
- ★ New Digital Menu Board Technology Features
- ★ E-Gifting
- ★ Stickers/Emojis/Giphy
- ★ Kiosk
- ★ In Vehicle Ordering
- ★ StarNet Platform
- ★ Virtual Kitchens
- ★ QR Codes
- ★ Digital Payments (Drive Thru/eCom)
- ★ OCB/Digital Order Expo V2
- ★ App Clips/Instant Apps
- ★ Non-traditional Delivery Platforms
- ★ Integrated Tipping
- ★ Social Ordering
- ★ Hardee's App Gamification
- ★ Integrated Beverage Dispenser
- ★ AI/ML Kitchen



FRANCHISEE NEWS

BNE REGIONAL FINALISTS COMPETE FOR THIS YEAR'S BISCUIT BAKER CHALLENGE!



Boddie-Noell Enterprises held their company's final level of competition at their corporate headquarters in Rocky Mount, NC on February 3rd. The BNE judges who graded all the biscuit makers were:

- Brenda Cherry – Sr. VP of Operations
- Jackie Williams – VP of Training
- Ruth Bazile – Director of Training
- Tim Lane – VP of Purchasing
- Bill Boddie Jr – Director of Operations Services



Jackie Williams seen here measuring biscuit diameters during the final judging.

All the BNE Finalists for each region showed off their awesome biscuit baking skills and their many years of experience with competing for top honors. It was a fun and challenging competition. The final BNE Winner, who will represent their company in the system-wide competitions, will be named on February 20th, which is Founder's Day for the BNE organization.

Here are all the finalists who competed last week, and a little bit about them and their amazing journey to hopefully become the "BNE Biscuit Champion for 2022!"

Region 1 Finalist – **Becky Futrell**

Becky is from Rest. #1642 (Richlands Highway) and is seen here pictured with her District Manager, Brooke Schuller. Becky carefully flours the table as she prepares her batch of biscuits for the competition, and then selects her winning baked biscuits for the judges to review. Congratulations to Becky!



Region 2 Finalist – Tony Robinson

Tony is from Rest. #2301 (Independence Blvd.) and has won BNE's Biscuit Challenge twice in recent years. He compares his biscuits to the Quality Chart and then selects his winning baked biscuits for the judges to review. Congratulations to Tony!



Region 3 Finalist – Glenita Menchen

Glenita is from Rest. #2820 (Prince George) and is shown here with her Regional Director – Dwight Searson and her District Manager, Robin Lynch, proudly showing off her championship apron and hoping she'll be crowned this year's winner! She carefully spirals the buttermilk while preparing her batch, and then selects her winning baked biscuits for the judges to review. Congratulations to Glenita!



Region 4 Finalist – Crystal Link

Crystal is from Rest. #2989 (Floyd) and rolls out her first batch of biscuits, then selects her winning baked biscuits for the judges to review, while Brenda Cherry looks on. Congratulations to Crystal!



FRANCHISEE NEWS *continued...*

DORO Incorporated and Northland Restaurant Group, LLC

DORO Incorporated and Northland Restaurant Group, LLC are proud supporters of St. Jude Children's Research Hospital. Over the last eight years, we have participated in their St Jude Halloween Pin-Up Promotion, along with other fundraisers, raising more than \$1,300,000 to support the mission of St. Jude: Finding cures. Saving children.®

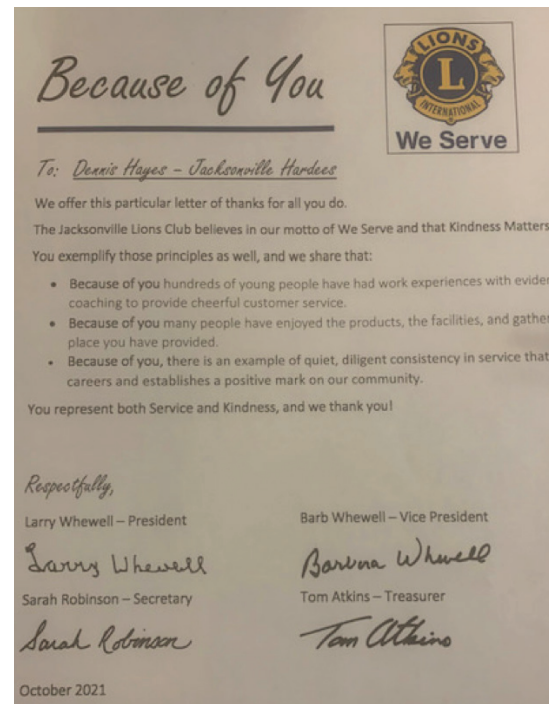
This year, through the tremendous response of our customers, we raised \$125,000. We could not be more proud of this support because unlike any other hospital, the majority of St. Jude funding comes from individual contributions. And thanks to generous donors like our customers, families never receive a bill from St. Jude.

How it Works: During the month of October, Guests are asked to donate \$1 or more to St Jude, and sign their name on 'Pin-ups' which are displayed throughout the stores. Guests also receive a St Jude sticker as a thank you for their donation and 100% of the proceeds are sent to directly benefit the children at St Jude. This campaign is embraced by our employees who also have the potential to earn special prizes, plaques, and other incentives to motivate and reward their participation and success!



Our very own General Manager recognized in the Jacksonville, IL community!

Jacksonville, IL General Manager, Dennis Hayes was recognized for his community service and kindness. Thank you for all you do, we are so proud to have you part of the Hardee's family!



D&D Christmas Classic Powerlifting Meet and Toy Drive

What a fun day all while giving back to the community and making Christmas extra special for the children of the community this year!

Thank you, Denice and Bo for the support and doing such an amazing job of taking care of the spectators and lifters throughout the day!



FRANCHISEE NEWS *continued...*

Biscuit Challenge: IL Starcorp

Teams across regions having been battling it out to see who is the ultimate Biscuit Baker!

Thank you to all our crew members for all you do everyday and taking such pride in your biscuits!



New Remodel Opening: Madisonville, KY

Our team is beyond excited to finally open our doors back up in Madisonville, KY with a fresh new look!

Our crew members trained and worked extremely hard to ensure they mastered the highest quality of customer service.



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STAND UP AND PLAY FOUNDATION

WINTER 2022 PARAGOLFER RECIPIENTS

U.S. ARMY STAFF SERGEANT RYAN DAVIS

On August 16, 2019, in Afghanistan, U.S. Army Staff Sergeant Ryan Davis triggered an explosion while his team was conducting a raid. It was three hours before the medivac came to take him to the closest hospital. Due to the blast of the explosion, Davis underwent 28 life-saving surgeries, leaving him as a triple amputee, losing his right arm above the elbow, right leg above the knee, and left leg below the knee. He is still recovering from his injuries at Brooke Army Medical Center in San Antonio, Texas.

Ryan grew up in Edmond, Oklahoma, the youngest of three siblings. He spent a lot of time outdoors and took an interest in sports, golf, football and baseball. He received a baseball scholarship to the

University of Texas Arlington, where he earned a sociology degree. After working for his father for a few years, in 2012, Ryan felt a calling to serve his country. Throughout his five deployments to Afghanistan and Syria, he was invested in leading servicemen and women on missions and enjoyed finding ways to inspire the younger soldiers.

Ryan looks forward to playing golf with his son and returning to fishing, skiing, and swimming.



U.S. AIR FORCE CAPTAIN NATHAN B. NELSON

Nathan B. Nelson retired from the Air Force in November of 2015 assigned to the 720th Special Tactics Operations Support Squadron. Prior to arriving at Hurlburt, he was the Director of Intelligence for the 22d Special Tactics Squadron (22 STS), Joint Base Lewis-McChord, McChord Field, Washington. While on his third deployment to Afghanistan he suffered a catastrophic injury from indirect fire that left him paralyzed. Nathan Nelson entered the Air Force in 2006 and served as an analyst and Intelligence briefer for AMC senior leadership.

United States Air Force Captain Nathan Nelson suffered a spinal cord injury from a rocket blast in Afghanistan. He has no movement below his chest and limited use of his hands. Captain Nelson was part of a special operations team that took heavy fire in September of 2013 during his third tour in Afghanistan. Luckily, none of his fellow soldiers were injured in the attack.

He was immediately flown back to Walter Reed National Military Medical

Center, and, after a dozen surgeries, he's working through rehabilitation. He was then sent to James A. Haley Veterans' Hospital in Tampa, where he is still undergoing treatment. In addition to his spinal cord injury, among the injuries Captain Nelson suffered were a traumatic brain injury, severe shrapnel wounds, multiple spinal fractures, severe tissue damage to left ankle, collapsed lungs, and severely bruised organs (liver, heart, lung, bowels, kidneys). He also underwent a massive blood transfusion and tracheostomy, and suffered numerous other injuries.

For his service to the country, Captain Nelson received the Purple Heart, Air Force Commendation Medal, Army Commendation Medal, Army Achievement Medal, Air Force Organizational Excellence Award, Air Force Good Conduct Medal, Air Force Recognition Ribbon, National Defense Service Medal, Afghanistan Campaign Medal, Global War on Terrorism Service Medal, Air Force Legacy Service Award, Air Force Basic Military Training Honor Graduate Ribbon, Air Force Training Ribbon, and the NATO Medal.



STARS FOR HEROES 2022



Since 2011, Carl's Jr. and Hardee's have raised more than \$11 Million through Stars for Heroes benefiting active military and veterans in need. The 2022 Stars for Heroes in-restaurant campaign will begin at both Carl's Jr. and Hardee's on Monday, May 30th (Memorial Day) and will run through Monday, July 4th. Complete details on this year's program will follow closer to the Stars for Heroes start date.

To reduce touchpoints with our guests, we will not be offering stars or coupon sheets for distribution during this year's campaign. POP kits will consist of spike sign with hardware, a counter card, drive thru window cling and 100 die cut stars to help decorate the restaurant. This material will be shipped with Window 4 POP kits.

We are asking cashiers to conclude each transaction with "Would you like to donate a dollar or more to Star's for Heroes?"

Our two National beneficiaries for 2022 will remain the same as last year – USA Cares and Stand Up & Play.

STARS FOR HEROES LOCAL NOMINATION FORM

50% of all funds raised have the opportunity to stay local in a charitable organization whose goal is to assist Veterans and their families.

The following link will allow you to submit nominations for local organizations in your area.

PLEASE NOTE:

YOU MUST SUBMIT YOUR LOCAL NOMINATION USING THIS FORM.

This link will be used for all Hardee's local nominations.

<https://fs28.formsite.com/lewisadvertising/c8e5lg3zuk/index.html>

PLEASE REMIT THIS FORM BY March 18, 2022 for review. If no local charity is submitted, funds will be split between our two national charities USA Cares and Stand Up and Play. Because some franchise groups with multiple entities request different local organizations for their funds, it is very important to **list specific units and unit numbers** that should be included in figuring the local dollar for each request.

SFH requirements are that the charity has a local presence, is a 501c3, and that the primary role of the money donated will be to serve local active or retired veterans and/or their families. Nominating franchisee should work with their local charity to maximize local PR and cultivate the relationship with their local charities throughout the year.

ALL CHARITIES WILL BE REQUIRED TO SUBMIT A LETTER SHOWING 501C3 STATUS PRIOR TO RECEIVING FUNDS. WE EXPECT TO DISTRIBUTE LOCAL FUNDS BY THE END OF OCTOBER 2022.

These 501C3 Letters should be emailed to:

Hardee's to Chalise Shaw-McClaran at csmmcclaran@dc-kansascity.com

Carl's Jr. to Calina Borja at calina@starfran.com



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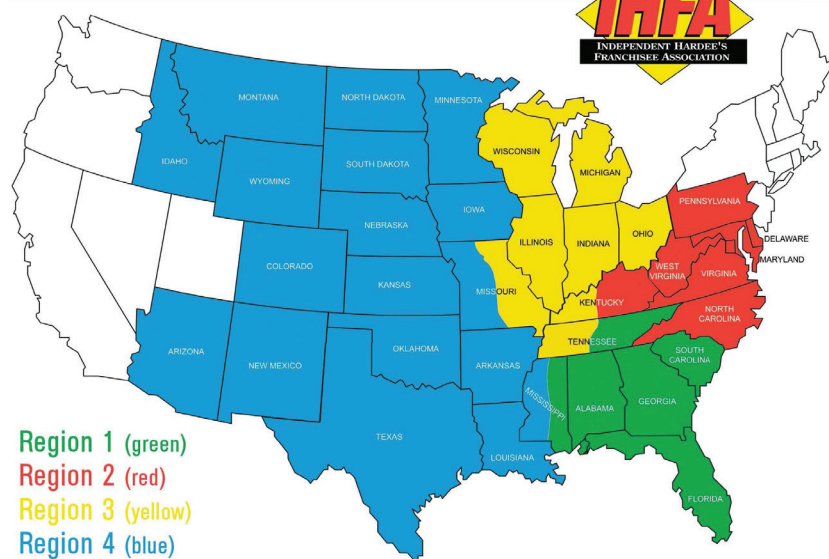
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IHFA Regional Representation Map



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SAVE THE DATE



**2022 FALL
CONVENTION
& TRADESHOW
SEPTEMBER 26-28
WWW.IHFA.COM**

FALL CONVENTION & TRADE SHOW - Watch your email for updates!

Convention Hotel:
Renaissance Nashville Hotel
611 Commerce Street
Nashville, Tennessee 37203

IHFA Group Room Rate: \$249.00
Watch the website for more details and reservation link.