



INSIGHT

3RD QUARTER 2022

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Committee Reports



Independent Hardee's® Franchisee Association
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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 9-11, 2023



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

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FALL 2022

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THE PRESIDENT'S INSIGHT



Jack Kemp
Tampa, FL

Dear IHFA Members,

Thank you to all of our members and associate members who were able to attend our recent convention in Nashville, and special thanks to all those involved in planning and executing the event. As you saw, heard, and discussed at our convention, there are many things afoot in our brand, some of them are challenges and some of them are opportunities. As always, the path towards a profitable and growth-oriented future will occur as franchisees work together, and work with and challenge our franchisor.

Our members survey before the convention and conversations since have confirmed that collectively we all continue to face similar challenges that we have been dealing for the past eighteen to twenty-four months. First and foremost is the transaction decline that our business faces. Second, or perhaps even co-equal, is our staffing challenges. The combination of these two major factors has created significant headwinds in our collective business, and acute challenges for some of our fellow franchisees. While there is no 'silver bullet' for these two issues, and indeed they are the symptoms of several root causes, your IHFA board is working to address both via two primary focuses with our franchisor. We must improve our top-of-mind awareness with guests, and remind them of what it is we stand for, and we must simplify our operations to highlight and focus on the great food we serve.

While these are significant challenges, and there is no-doubt a challenging road ahead, I personally find it useful to reflect on some of the positives that will see us through. First, we have a very tight and communicative group of franchisees. We are family and we will help each other; our brand is unique in the passion and connection that franchisees have for both the brand and for each other. Sticking together and speaking with a united voice helps us immensely. Second, we have amazing food. That's important in the restaurant business! To name just two examples, our made-from-scratch biscuits and hand-breaded chicken tenders are bar-none the best in the industry. We should be justifiably proud that we are serving these and other amazing products to guests. Third, and most importantly, we have amazing team members. We all know numerous examples of franchisees, GM's, biscuit makers and others who have been with the brand for many years. This loyalty and dedication is an asset that will continue to serve us well, and I am grateful and humbled to be associated with it.

As this year comes to an end and we turn our thoughts to the coming opportunities and challenges, please join me in welcoming Frank Heath, franchisee in West Virginia and North Carolina, as our incoming IHFA President. Frank brings a wealth of experience in this brand and others, along with an analytical mind, and the demeanor and skills to lead us through these next periods of transition. Thank you, Frank, for stepping into this role and taking on the challenges, but more importantly the privilege of leading this great organization representing the most dedicated and passionate franchisees in the business. We will all work together to make this brand what we all know it can be!

Sincerely,

Jack Kemp
IHFA President

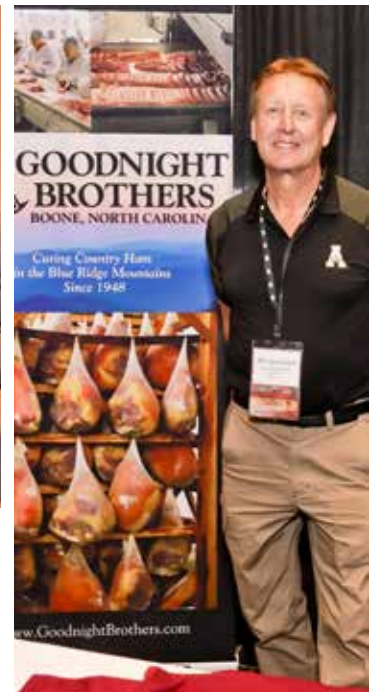
Congratulations to our 2022 Bill Boddie Award Recipient

BOB LARIMER



"I am very humbled and surprised to receive such a nice award from people who are mentors to me and have my utmost respect. I look forward to continuing to work with Franchisees, The Board, and CKE to continue to better our brand".





BISCUIT BAKERS

CONGRATULATIONS TO 2022 FINAL FOUR

AMBER BURGESS

OTAC

Congratulations to Amber of OTAC's Southgate, Maryland restaurant team who took home the grand prize of \$10,000. Amber gives "special kudos" to Tim Schaeffer, the RGM, Sherry, the Shift Leader, Laura Cornell, the District Manager and Jeremy Hall, the Operations Consultant for their support. Amber views OTAC as her second family, and Tim has been her loudest, most committed cheerleader in this competition. Amber's long-term goal is to move up the ladder, and maybe even to District Manager one day.

WINNER



CRYSTAL LINK

Boddie-Noell Enterprises

Crystal's favorite part of preparing made-from-scratch biscuits is knowing that a nice, hot biscuit on a cold morning can make your whole day better. She really cares about quality and love's what she does. She's been interested in baking as long as she can remember. Her mom taught her the basics, and she's tried to learn tips and tricks anywhere ever since. She admits that the biggest teacher is always your own mistakes. Crystal says the 3 words that best describe her biscuits are: "Made with love" and she hopes that means "light, fluffy and yummy."



CHARLES WILLIAMS

Restaurant Management Corporation

Charles is 21 years old and enjoys working at Hardee's in Harrisburg, PA. He appreciates his restaurant team and company (RMC) for all their support and believing in him and wants to pay respects to General Manager, Cassie Reed, Karen Blanding and Company Training Manager, Troy Williard, for being by his side throughout this entire process. "The person who's motivated me the most, is my Restaurant Manager, Karen Blanding. My mother, my hero. Watching her work for Hardee's for 30 plus years has been inspiring.



SHERRY SCHWABE

Phase Three Star

Sherry has a history of accomplishments and awards when it comes to her biscuits. In May of 2010, Sherry competed in the national Hardee's Biscuit competition in St. Louis, coming in 2nd Place. She also won the Phase Three Brand's franchise biscuit championship in 2020 and 2022. She credits her RGM with helping her learn not only how to prepare biscuits, but how to do them properly. That's the secret to success.



Her dedication to Hardee's and our guests has enthused and encouraged me to make sure I give all our guests the best service experience they will ever have, every time they visit Hardee's. Needless to say, I've been around Hardee's my entire life. It feels like I was born to be in this quick-service industry. To take my restaurant training and experience to the real world is so exciting. These are lessons which I can use in other areas of my life to succeed. I can see me/myself with Hardee's for years to come, just like my mom," said Charles.

Sherry is adamant about following procedures, stating that is how she is confident her biscuits will be hot, fresh and fluffy every time. Sherry has her eye on retirement in the next 4-5 years, but her immediate plans are to just keep baking great biscuits and making her guests happy and her store proud.



BETTER TOGETHER



Rooftop Cops: First time fundraiser yields more than \$10,000 for Ashe children battling cancer

JEFFERSON — Motorists traveling along East Main Street in Jefferson may have witnessed a peculiar sight on Sept. 23 — cops on the roof of the local Hardee's. The officers on the scene, however, were not responding to a criminal disturbance, but rather answering the call in the fight against childhood cancer.

Modeled after the statewide Cops on Top campaign which raises money for the Special Olympics, the Rooftops Cops event provides a means for Ashe County law enforcement to directly impact local children suffering from cancer. The day's festivities marked the first time local law enforcement have held this event.

"They have what they call Cops on Top, which me and my wife have been a part of for the Special Olympics and we wanted something that was directly effective for Ashe County," said Ashe County Sheriff Phil Howell. "We've seen probably two to three kids each year that has got some kind of cancer, so starting this year — we'll do this every year starting in September — we're going to try to raise money for those families."

Beginning at 6:30 a.m. on Thursday, about 40 officers representing a variety of different agencies did their part to raise awareness by taking a 2-4 hours shifts on top of Hardee's throughout the day. The sight caught the eye of the restaurant's patrons and passersby, who in turn made donations to their cause.

Law enforcement agencies involved in the fundraiser included the Ashe County Sheriff's Office, West Jefferson Police Department, Jefferson Police Department, NC Highway Patrol, NC State Parks, U.S. Marshal Service, the State Bureau of Investigation and local probations officers.

"I think it's a good thing, my sister just got diagnosed with stage four cancer," said deputy Nick Johnson, one of the officer's participating event. "I think it's good that people are willing to donate money to those let fortunate than themselves."

While the cops took to the roof, Hardee's employees took to the parking lot, waving in cars and collecting donations from the Ashe residents. Employees also donned their favorite super hero attire and greeted kids visiting the restaurant. Aside from Hardee's, several area businesses made donations to the fundraiser.

"The response has been really great. This community is always great, anytime there's a cause people are always behind it," said Hardee's manager Renee Taylor, who spent the morning collecting donations. "Local businesses have

donated not only financially, but baskets, and baked goods and all kinds of goodies."

Similarly, Hardee's general manager Alicia Roark noted the outpouring of support the fundraiser had received from the Ashe County community.

"It's awesome. I haven't ever heard of cops on the roof before, but we've had an amazing response so far. We're blessed to live in a community that gives, we're just overwhelmed," Roark said. "I am thankful to live in a community that gives back to their fellow man. I'm honored, and I'm glad the Sheriff's Office included us."

On top of collecting donations, the event featured live performances from Glen Sullivan, the Lonesome Willow String Band and more, as well as a raffle that included big prizes such as tickets to see the Carolina Panthers.

Law enforcement remained on the roof until 7 p.m. that evening, around that time it was announced that more than \$10,000 had been raised for Ashe County children.

"I really didn't have a goal for this time, I didn't really know what to expect. But, my expectation was maybe \$2000-3,000, just to help out the families," Howell said. "For us to surpass \$10,000 is just beyond what I would have ever imagined Ashe County would have given today and it's pretty special. And I hope that everybody knows and understands that every bit of this money is going to be split up individually and given to those two families who are dealing with it right now."



DIAMOND APPRECIATES VISIT FROM CORPORATE

Diamond recently enjoyed getting to visit and connect with Chris Bode and James Smith from CKE. Many of our employees were recognized for their hospitality and going above and beyond to make a difference! Pictured below are employees being recognized for their efforts.



Tupelo, MS



Tupelo, MS



Columbus, MS



Verona, MS



Columbus, MS



West Point, MS

Boys & Girls Club Donation

Thank you to Regional VP, Jerilynn McCoy and her team in Madison, IN for taking care of the Boys & Girls Club! They fed 70 kids and 9 staff members! The Boys & Girls club reached out because they had thought lunches were covered through the beginning of the school year, but they were 10 days shy.



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COMMITTEE UPDATES

MARKETING COMMITTEE UPDATES

by Jerry Allsbrook, Co-Chair

We welcome Tana Davila, new CKE Chief Marketing Officer, to our Hardee's TEAM. Many of you met Tana at the recent IHFA Conference in Nashville and were impressed with her Marketing Presentation and new direction. Tana has a successful background in leading consumer packaged goods and restaurant retail brands. Tana will bring a fresh new perspective to CKE Marketing and lead the Hardee's brand comeback.

In addition, Regina Schneider was named CKE SVP, Product Marketing. This newly created position will lead all consumer marketing of products and innovation. Regina has vast experience with major national restaurant & foodservice brands. We are looking forward to her leadership to improve our menu and the quality and crave of our products.

Hardee's new APP & MY REWARDS Loyalty program are LIVE and building our transactions and customer database. We have over 500k "My Rewards" loyalty downloads and growing every day. Jason Seeley's Digital Marketing Team is leading the charge. Our goal is to increase sales and transactions with higher visit frequency, average check and direct one-one engagement. Make sure your restaurant teams are prepared to serve our digital guest, and encourage your current loyal guests to sign-up and become MY REWARDS members - they will benefit with quicker service and more savings opportunities. Make sure you have all POP posted with QR codes to increase awareness and EZ downloads. App users are heavy QSR users and have a higher average check on each purchase cycle.

Hardee's is integrating E-Commerce in all our marketing promotions, including the October Coke Big Cup Game. Our Digital RoadMap is one of the primary "Sales Accelerators" for 2022 and beyond, its 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.

Hardee's Field Marketing & Media teams + RPA media agency are developing 2023 Media Plans that are being presented to each Co-op this Fall. Look forward to owner feedback in creating our future success.

Marketing Window 8 (October 26 -December 14) will have the "Super Biscuits", "Extended Breakfast" and continuation of the \$2.99 Double Deal Media Promotions in the Southeast. The Mid-West markets will promote the A-1 Steakhouse Thickburger and Double Deal plus Bacon Beast Burrito and Biscuit. Great everyday Lunch/dinner Values and high-quality breakfast products lead the way into the holiday season.



W1 2023 will begin in mid-December with an exciting value message that will drive transactions thru the winter season. February 2023 will be our next Network National promotion featuring dual daypart high quality products. More news to come.

There are several major tests being conducted across the system to identify successful future promotional events. These will determine 2023 Marketing calendar.

The Marketing Committee is committed to deliver results in '22 & '23:

- #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"

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

COMMITTEE UPDATES

IT COMMITTEE UPDATE

by Bob Larimer, Co-Chair; Nick Shurgot, Co-Chair

It has been a couple of months since the IHFA convention and during the convention there were many conversations and presentations around technology. Here is an update of some of the most talked about technology initiatives and opportunities.

- ★ Coke 2.0- the Coke 2.0 auto drink dispenser has been integrated and is in a test state at a restaurant in the Nashville market. This device is integrated with ParBrink and is being stress tested and evaluated with feedback from the Ops team at the restaurant. Boddie-Noell is working with Cornelius to integrate the Coke 2.0 device with Xenial POS. BNE will test the drink dispenser in a local Rocky Mount, NC restaurant and then the integration should be available to any Xenial POS customers. More information on how you can test one of these devices will be forthcoming.
- ★ AI Ordering- Three vendors (Valyant, Open City, and Presto) are currently installed and working at several restaurant within Corporate and Franchisee locations. Currently Valyant and Open City are integrated with ParBrink and Presto is integrated with Xenial POS. We are starting to see some positive results as all three AI solutions are being tweaked to improve order injection accuracy, speed of ordering, and understanding the complex ordering processes our guests can create. The Star IT Committee will continue to evaluate the AI ordering locations and we will decide on two vendors that will be available for installing. More information on how you can implement AI ordering in your restaurants and the costs associates will be forthcoming.
- ★ Digital and Mobile Ordering- Updates to the Hard-ee's mobile app are occurring on a scheduled basis with improvements and fixes being introduced with each update. Loyalty 2.0 will be coming in the next few months which will make applying a promo or redemption of a loyalty offer much easier for our guests. Improvements to the geolocation services that are used to fire a customer's order to the POS are coming as well. This should assist with customer satisfaction with having hot food served on a timely basis via the app.
- ★ Kiosk- A franchisee is testing kiosks in a restaurant with good success. This may not be a good fit for every restaurant but could assist in restaurants with heavy in-store traffic or restaurants that are struggling with staffing. This is integrated with Xenial POS but can be also integrated with ParBrink. This

is very early in the development and testing phase so more information will follow as we continue to test and monitor.

- ★ Otter- CKE has teamed up with Otter to create a option for revenue recapture with our delivery partners. Basically, Otter resources log into your delivery partner's portal and pulls the transactions that have been charged back to your account. They research and request refunds for the transactions that are either customer or delivery driver mistakes but were charged back to the restaurant. Otter receives 30% of the revenue they recapture but that is a fair trade off for receiving funds for chargebacks that most franchisees have no ability to research or submit. Please reach out to me if you need more information.
- ★ OneSource/AT&T telecommunications- Many franchisees are voicing their concerns about the service levels and cost of our telecom partners. The Star IT Committee is working with the vendors to help them improve their level of service, create value and savings for their customers, and assist with moving telecommunications assets (Phone and internet) to the most cost effective and fastest service possible. We will continue to work on your behalf to insist that our telecom partners improve their level of service and provide value and will monitor their progress.
- ★ Data Access- CKE has stood firm on the decision that they will not give us full access to the data created by the digital sales channels and loyalty. We are working with Phil Crawford on assessing the data needs for the franchisees and what we can get from CKE to give insight into our customers and businesses. CKE is working on reporting and creating dashboards that will give us visualization into our digital channels and loyalty without the need for full access to the data. This seems reasonable so long as we have full visibility of how digital sales and loyalty are impacting franchisee's restaurants and the bottom line. The Star IT Committee will continue to work with CKE on the data needs for the individual franchisees.
- ★ Crunchtime/ParBrink- Crunchtime/ParBrink was a large topic at the convention last month with quite a few people voicing frustration with understanding how to use the systems and the support of those systems. We are forming a task force to refocus on the development of Crunchtime/ParBrink at many levels (Inventory, truck ordering, BizIQ reports, and mobile reporting).

From talking to some of the franchisees it seems that there are some inconsistencies in the way many of the franchisees are configured. BNE met with a partner supported franchisee that was very frustrated with the NetChef portion of Crunchtime. In just a short time we were able to show them how to manage their inventories and arrange storage areas to make the system work much better for them.

The meeting showed that we need to be working together to impart best practices with Crunchtime and apply those practices across all implementations. Crunchtime is complex and there is a learning curve, but we have never had these types of real time tools available to manage food cost, inventory, and labor. With Phil Crawford's focus on

Crunchtime, we should see some immediate progress on some of the issues that have been discussed over the last year.

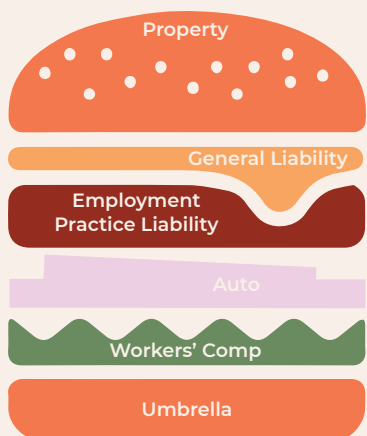
Many good things are happening in the IT arena for our brand. The Star IT Committee will continue to work with Phil Crawford and his team to fix current issues, implement technology that can improve our operations and profitability, and research new technologies that are available for our industry. If you have any questions or concerns regarding CKE technology initiatives, please feel free to reach out to me at bob@bne.inc.



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STARS FOR HEROES

STAND UP AND PLAY 2022 RECIPIENT

COMMANDER ROBERT BALLARD

A Letter received from Commander Ballard's Brother:

Commander Robert Ballard was born in Louisville, KY and grew up in North Carolina. He received an appointment to the United State Naval Academy from Congressman Hefner of North Carolina and graduated in the class of 2002. He then went onto Naval Aviation School Command in Pensacola, FL to become a Navy helicopter pilot. After receiving his "wings of gold," he began his long and distinguished Naval career. His overseas deployment saw him assigned to various carrier battle-groups and flight squadrons. His land-based deployments included two separate extended deployments in Bahrain and an extended deployment in South Korea.

Rob spent the majority of his 30's in the Middle East and loved every minute of it. Rob is married to Lindsay, together, they have two beautiful children Weston James (8) and Whitley June (5). Weston and Whitley have spent the majority of their lives overseas, and Whitley was even born in South Korea. Rob has always been an athlete and has passed his love for sports onto his kids. Commander Ballard was in the process of teaching Weston golf when his helicopter accident occurred during a training flight this past August. By the grace of God, Rob survived the accident but incurred a spinal cord injury leaving him a paraplegic.

This accident has changed his family's life course and Rob's physical life but it hasn't changed his spirit. He has an amazing sense of humor and a positivity that is infectious. Rob's my YOUNGER brother by EIGHT years but he is my hero, always has been.



STAND UP AND PLAY
FOUNDATION








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STARS FOR HEROES

USA CARES: A MESSAGE FROM THE PRESIDENT/CEO

This is the ninth year of USA Cares partnership with the Stars for Heroes program. This amazing partnership has resulted in more than \$4.5 million raised impacting thousands of military members, veterans and their families during a critical time. I am certain this effort has kept families together, allowed children to remain in their homes with their parents, helped to employ numerous veterans who were unemployed, and reduced an unknown number of veteran suicides.

Regardless of our good will, without the funds needed to intervene, we can do nothing. The Stars for Heroes program saves lives! I cannot thank everyone enough for your assistance. From the employees in the stores triggering this action by asking the customers to purchase a star, to the franchise owners and CKE team who market and support this effort, together we have saved lives.

When the national news outlets contacted us prior to 4th of July asking us to share a story on air about how USA Cares is impacting military/veteran families in crisis, we knew this needed to be about a team effort; we knew this needed to be about our Stars for Heroes partnership. Together we are stronger - together we have saved lives.

Thank you to all involved and allowing us to make a difference for our veterans.

Trace Chesser
President/CEO
USA Cares



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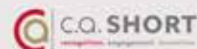
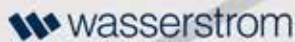
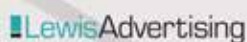
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IHFA Regional Representation Map





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(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>

All Applications Must Be Submitted By
January 17, 2023 3PM CST



*Looking to
celebrate
your
Scholarship
Recipient?*

CONTACT IHFA
CENTRAL OFFICE FOR
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