



INSIGHT

3rd QUARTER 2023

INSIDE THIS ISSUE

Letter from President
Biscuit Baker Challenge
Committee Reports



 *Hardee's*

BETTER TOGETHER



TABLE OF CONTENTS

FALL 2023

IHFA INSIGHT - A Publication for IHFA Franchisees & Associates

Index of Advertisers

The Coca-Cola Company	2
Presto	13
Allen Industries, Inc.	13

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

2024 IHFA Convention & Tradeshow
September 29 - October 3

The President's Insight	4
Managing Diverse Teams and Cultures	5
Biscuit Baker	6
Franchisee News	8-9
Stand Up and Play	10
Committee Reports	11-15
Stars for Heroes	16
2024 Committee Chairs & Board of Directors	16-17
Scholarship Program	18
Associate Members	19
Save The Date	20
<i>2024 IHFA Fall Convention & Tradeshow</i>	

The IHFA INSIGHT is designed and created for the members of IHFA. Views and advertising expressed in this magazine are not necessarily those of, or endorsed by, the IHFA. ©2023



The Independent Hardee's®
Franchisee Association

4919 Lamar Ave., Mission, KS 66202

P: 913-387-5624 | F: 913-584-5112 | IHFA@IHFA.com

www.IHFA.com

IHFA Office Staff -

Dana VanMeerhaeghe, dvanmeerhaeghe@dc-kansascity.com

Katy Stuckey, kstuckey@dc-kansascity.com

Shelley Klein, sklein@dc-kansascity.com

Julie Mills, bookkeeper



THE PRESIDENT'S INSIGHT

Greetings IHFA Members,

It was great seeing many of you in Bonita Springs, FL during our IHFA Conference in October. I'm pleased to share that the overall feedback from the Conference has been extremely positive and encouraging. Specifically, most were pleased to hear a clearly articulated vision for our Brand's future expressed by CKE leadership.

As you may recall, our February letter focused on (1) the need for a new marketing approach; and (2) "keeping the main thing, the main thing", which is profitably increasing transactions and traffic. The next communication centered on the need for: (1) greater IHFA – CKE alignment; and, (2) major capital subsidies to fund big brand projects (equipment, remodels, etc.). Happily, we have made great progress towards all of these items.

I'd like to spend the balance of this letter discussing the concept of **"skin in the game"**. The most widely accepted definition of "skin in the game" means *"to have incurred risk (monetary or otherwise) by being involved in achieving a goal"*.

The relevancy here to franchisees is fairly obvious – we risk all of our capital (and in many cases, our extended family's capital too) on the financial success of the Hardee's brand. It hasn't worked so well lately.

Alternatively, I'd like to share a different angle on this "skin in the game" notion that I learned about during our time in Bonita Springs. This different angle centers **executive** "skin in the game". During the conference I had the opportunity to have several *personal* conversations with our current C-Suite team of executives. Two consistent themes emerged:

1. They all left fortunes on the table leaving prior jobs for this CKE assignment
2. They all did so because of the enormous upside potential **they** see in THIS brand

Maybe this means nothing – but maybe it means a lot. To me, it's further evidence of a common alignment by all, and the **need by everyone** to make this Brand successful.

To make this drama a hit, we all need to stick to our scripts and play our roles to the best of our abilities. The script for franchisees calls for even better operations and consistency EVERY DAY. The script for our CKE castmates *demand*s greater innovation and creativity, while having no pride of authorship (good ideas can come from your franchise castmates as well).

Sticking with this analogy, the next important and pivotal scene in our drama should be titled BURGER TRANSACTIONS. Improvements here are financially beneficial to all regions *and* set the stage for a host of other capital-intensive initiatives, which should lead to even greater sales growth in the future.

I firmly believe that if all members of this cast adhere to the scripts, and are maniacally focused on delivering Oscar worthy performances, our Brand's Red-Carpet moment featuring a \$1.75M average unit volume IS truly attainable.

Sincerely,

Frank Heath, Jr.
IHFA President



Frank Heath, Jr.
Atlanta, GA

2023 CONVENTION HIGHLIGHT

WHAT IS THE KEY TO MANAGING DIVERSE TEAMS AND CULTURES?

By Mike Manazir

Late June 2007, I received orders from Admiral Bob Willard, Commander of the *US Pacific Command*, to make a port visit to Chennai, India, which was important to the President of the United States. I replied, “Sir, there is a storm coming. How important is this visit if I cannot get around the weather?” As it turned out, the storm was the most ferocious of my navy career.

The purpose for the visit was that the United States, under President Bush, was negotiating a civilian nuclear power agreement with India. They wanted us to go to India and go into port in Chennai as a gesture of goodwill. We could also show distinguished host nation visitors what nuclear power was all about because the Nimitz was nuclear powered.

After navigating through the storm, we arrived in the Port of Chennai on July 4 through July 7, 2007. I had to anchor out. The political leaders in the United States wanted me to pull into this tiny industrial harbor, but there was no room for Nimitz to turn.

They leaned on me to pull in there and kept insisting. I held my ground. “I can’t, I’m not going to. You can look at the chart. I’m not going in there. I’ll anchor out here.”

We ended up canceling liberty ashore for the crew as well because the rough waves were a hazard to the liberty boats. One sank. Fortunately, we got the sailors from the sinking liberty boat to another boat due to the quick actions of a few heroic Petty Officers. We were all disappointed.

The hardest part, though, was the adverse press. The local newspapers were not kind to us. You can google my name with Chennai, India, and you will see stories about this visit in 2007. The last time a carrier had been there was in 1974. The USS Enterprise was sent off the coast of India to pressure Indira Gandhi into resolving a conflict between India and Pakistan. They called it gunboat diplomacy.

The press was negative when we went ashore. They called us invaders and recalled the gunboat diplomacy moniker. They claimed we were forcing India into unwanted decisions. However, in the four days we were there, a lot of my sailors went ashore and completed several community service projects, changing the perspective of the citizens—and the press.

The people of Chennai could not believe that we were coming ashore and painting schools, doing construction on orphanages, and helping them run community relations events. Over a period of four days, the local press turned from harshly negative to, “Hey, these Americans are pretty cool.” Our gestures of friendship and the community relations events turned the tide. I felt the visit was a success.



Leading teams with diverse cultures demand a core set of skills:

Cultural Intelligence (CQ): Develop the ability to adapt and thrive in cross-cultural environments. Understand different communication styles, values, and behaviors.

Communication Proficiency: Master clear and respectful communication, especially in multicultural settings. Be a skilled listener and articulate communicator.

Adaptive Leadership: Tailor your leadership style to suit various cultural contexts. Lead by example. Demonstrate cultural sensitivity and inclusion.

Conflict Resolution: Hone conflict management skills that consider cultural nuances. Encourage open dialogue to resolve conflicts constructively.

Team Building: Foster a cohesive global team by valuing diversity, creating a sense of belonging, and promoting collaboration.

Flexibility and Adaptability: Adapt to different work styles, time zones, and cultural practices. Embrace change as opportunities for growth.

Empathy: Cultivate empathy to understand the perspectives of team members from diverse backgrounds.

Legal and Compliance Knowledge: Stay aware of and ensure compliance with local laws and regulations.

Strategic Thinking: Think globally while acting locally. Align global objectives with regional or local needs.

Feedback and Evaluation: Promote a culture of feedback, where team members can openly share their experiences and suggestions for improvement.

These skills, implemented with heart and authenticity, can empower leaders to excel in managing global teams and cultures. They will foster collaboration that will maximize the potential of diverse talents from different cultures.



GET TO KNOW OUR FINAL FOUR



Cody Cantwell: Restaurant Management Corp.

Cody Cantwell is from Lexington, KY and has worked as a Hardee's biscuit baker for only six months but has already mastered the art of biscuit baking. His favorite part of baking biscuits each morning is rolling the dough. His secret to making the perfect biscuit starts with making the perfect loaf. Cody's favorite biscuit sandwich is the sausage, egg and cheese biscuit.



Heather Holthaus: OTAC

Heather Holthaus is a longtime biscuit baker from Glen Burnie, MD and has worked at Hardee's for 24 years. She loves when guests compliment and recognize her tasty biscuits. Heather claims her secret ingredient to making the best biscuit is her love and passion for baking that she mixes in every batch. Her favorite menu item is biscuits and gravy.



Stephen Jones: Capstone Restaurant Group

Stephen Jones, from Johnson City, TN has been a biscuit baker at Hardee's for more than nine years. His secret to making the perfect biscuit is getting up early and paying close attention to detail. Stephen is inspired by Debbie Campbell and Shane Ailey who helped him believe in himself to go far in the competition. Stephen describes his biscuits as soft, fluffy and delicious and said his favorite Hardee's biscuit is the bacon, egg and cheese.



Tony Robinson: Boddie-Noell Enterprises

Tony Robinson, from Norfolk, VA, has been a Hardee's biscuit baker for 11 years. His favorite part of his job is seeing the joy his customers get from eating his delicious biscuits. Tony claims his secret to making the best biscuits is being dedicated and passionate about what he does. Tony's favorite Hardee's biscuit is the steak, egg and cheese. Tony attributes his success and passion for his Made from Scratch biscuits to his grandmother, Ms. Vicky and all of his customers who get to enjoy his biscuits every day.

BISCUIT BAKERS

Congratulations TONY ROBINSON 2023 NATIONAL CHAMPION BISCUIT MAKER



The 2023 Hardee's System Wide Biscuit Maker Competition was a highly successful event that spanned throughout most of the year. Biscuit makers within the Hardee's brand competed from February to August within their respective franchisee. Winners from each company advanced to the Regional Biscuit Maker Competitions held in September, with a total of 18 participants. The top four finalists, Heather Holthaus (OTAC), Tony Robinson (BNE), Stephen Jones (Capstone), and Cody Cantwell (Mike Whitaker group), were selected based on their performance and attended the final biscuit competition on October 10th at St. Petersburg #3 (Jack Kemp - Phase III) in St. Petersburg, Florida.

The finalists were evaluated on various criteria, including uniform and grooming standards, knowledge of biscuit procedures and standards, and the ability to prepare and bake biscuits to meet specifications. The judging process involved a written knowledge assessment, performance evaluation, and scrutiny of the baked biscuits' appearance, weight, diameter, height, texture, color, and taste. The scores from these assessments were combined to determine the winner. Media coverage captured the competition, including videos of the biscuit makers in action and individual interviews.

The winner was announced at the IHFA Awards Dinner on October 11th. Tony Robinson from Virginia Beach, VA, representing Boddie-Noell Enterprises, was crowned the 2023 National Biscuit Maker Winner. Tony received a grand prize of \$12,500, while the other three finalists received \$2,500 each. BNE honored Tony's achievement by displaying billboards in the Virginia Beach area.

The Hardee's Annual Biscuit Maker Challenge serves as a means to recertify biscuit makers, promote the Hardee's brand, and foster brand enthusiasm by recognizing and rewarding top performers. Hardee's has been renowned for its Made from Scratch Biscuits, and the competition provides an opportunity to leverage media coverage and engage guests while maintaining a fun atmosphere. Anticipation for next year's Biscuit Challenge is high, with hopes for increased participation across the brand.



FRANCHISEE NEWS

DORO Incorporated and Northland Restaurant Group, LLC are proud supporters of St. Jude Children's Research Hospital. Over the past 10 years, we have participated in their St Jude Halloween \$1 Pin-Up Promotion raising more than \$1,600,000 to support the mission of St. Jude, to date. This year during the campaign we raised over \$107,000 to directly benefit the children at St Jude. We are grateful for the support of our customers and passion from our employees, as we continue the fight to save lives and cure cancer. And thanks in part to our generous donors, families never receive a bill from St. Jude.



SPARC Community Within our Hardee's Family

Meet Janean! Janean lives at the "Sparc" facility in Springfield IL. Sparc was founded in 1951 by a group of parents of children with developmental and intellectual disabilities. Sparc houses and assists with all achieving their highest level of independence. Sparc is the largest organization in the Region helping those live, learn, work and socialize.

Janean enjoys wiping off tables and cleaning windows one day a week for an hour assisted by her job coach at Rock n Roll Hardee's. The highlight for Janean is her Cinnamon Roll when she is done.

These are the true success stories in what we do every day, THANK YOU for all you do Janean!

Our team at Starcorp will be raising donations for the Sparc organization from November till the end of 2023! We cannot wait to rally and raise donations for this amazing organization who champions for great people like Janean!



Westar Foods

Congratulations to the entire team at Humboldt for being recognized at the IHFA conference recently in Florida as a Top 10 for all Hardee's restaurants for collecting the most funds in the Stars for Heroes campaign. The entire staff received a custom blue t-shirt saying "Top Ten" as a Thank You.



J&S Restaurants, Inc

J&S Restaurants, Inc. a Hardee's franchise company announced the conclusion of their record-breaking fundraising campaign for the 2023 Hardee's Stars for Heroes program. Since 2011, Hardee's has raised more than \$12 million through their Stars for Heroes program benefiting active military and veterans in need. This meaningful fundraising campaign gave guests the opportunity to donate \$1 or more in support of Hardee's national partners USA Cares and the Stand Up and Play Foundation, as well as local non-profits of choice being the Tennessee State Veterans Home in Cleveland, TN and Friends of the Troops. With a J&S Restaurants goal set to raise \$36,000 during this year's campaign, Hardee's not only exceeded the goal, but set a new J&S Restaurants, Inc. company record for a total of \$53,799 raised for veterans and their families. Hardee's of Dayton, TN General Manager Veronica Coleman and team raised an incredible \$7,307 taking the number one spot in the company and taking 4th place in the Top Ten of all national Hardee's restaurants for most funds raised.

Madisonville, TN

opened its doors for the first time on September 19, 1983 with current J&S Restaurants, Inc. Vice President of Operations David Self serving as the General Manager. Later J&S District Manager Terrie Bayless would serve as General Manager until her promotion in 2013, followed by current General Manager Melinda Nichols. While a lot has changed over the years, the dedication to serving the community day after day, year after year remains the same. In celebration of Madisonville's 40th Anniversary, the community came together for an evening of fun with a car show, music, cake, raffle prizes and \$0.83 Cheeseburgers! Representative Lowell Russell of the 21st House District visited to give a Proclamation to Hardee's of Madisonville in recognition of the service to the community through the years. It was a great time had by all!



STAND UP AND PLAY

On behalf of the Stand Up and Play Foundation, we extend our deepest gratitude for your incredible support during the annual Independent Hardee's Franchise Association Conference in Fort Myers, Florida, this October.

It is with immense appreciation that we acknowledge the generous donation of \$231,000.00 presented to us on the last night of this event. This contribution is a testament to the success of the Hardee's Stars for Heroes yearly Campaign, a campaign that has consistently demonstrated its commitment to supporting military veterans and their families.

For the past 13 years, the Stand Up and Play Foundation has been fortunate to receive unwavering support and sponsorship from IHFA and CKE Restaurants and its employees. Your dedication has played a pivotal role in enabling us to make a meaningful impact in the lives of those who have served our country.

The funds raised through the Stars for Heroes campaign will undoubtedly contribute to our ongoing mission to enhance the lives of military veterans, empowering them to stand up and play once more. Your continued partnership is invaluable, and we are profoundly grateful for the lasting impact it has on the individuals and families we serve.

Thank you for exemplifying the true spirit of community and philanthropy. For it is true, that we rise by lifting others!



*Congratulations to
our 2023
William L. Boddie
Award Recipient*
FRANK HEATH JR.



COMMITTEE UPDATES

OPERATIONS COMMITTEE UPDATE

by Dave Bowar – Operations Chair; Sam Munger – Operations Co-Chair

It's no secret to anyone reading this that the secret sauce for high performing restaurant brands comes down to people and leadership. For years, the IHFA and the Ops Committee have stressed the importance of adding support to our field operations department. We have experienced too much cutting over the last few years and it has negatively impacted our communication and our ability to execute even the simplest of tasks. At the convention, Max talked through the changes in the organizational design and we are happy to report that the two Director of Operations positions, one Director of Training and two of the six open FBC positions have been filled. The Ops Committee is committed to developing a relationship with those folks to ensure that all restaurants and all franchisees are supported in a way that helps drive sales and traffic through operational efficiency, effective implementation of strategic initiatives and promotions and a properly trained staff.

In addition to people, equipment innovation is another unlock for this brand. Our availability of staff and the ever-increasing wages are both head winds in our industry, so efficiency through technology will be paramount to our success going forward. As you all are aware by now,

the Winston Cabinets are now a mandated piece of equipment to assist with Hand Breaded Chicken and Made from Scratch Biscuit production. Due to the extensive testing by many franchisees, we are confident that this piece of equipment will serve a higher quality product while allowing our teams to refocus their time from prep steps to guest impact areas, which will ultimately drive throughput in our restaurants.

The final major unlock for our brand that the Ops committee is shifting its focus toward, is Digital. We are setting up strategic sessions to work alongside IT and Marketing to drive profitable sales through our digital channels. We need a desirable and user friendly app as well as attractive offers and messaging to entice our guests to experience our brand through the 3 digital channels (app, 3rd party delivery and loyalty). However, a guest will only return if the experience at the restaurant is fast, simple and delivers on our QSC promise. Over the course of the next few months and in conjunction with our friends on the IT and Marketing committees, we will remain focus on building out an effective strategy to achieve the goal of 20% Digital in 2024.

To view the rest of the 2023 Convention photos, please visit our website: ihfa.com



COMMITTEE UPDATES

HR UPDATE

by Kathy Trusch – HR Committee Co-Chair and Michel Shay – HR Committee Co-Chair

Restaurant General Manager Training Program

CKE launched the NEW Restaurant General Manager – Leader in Training Program (RGM LIT) at the beginning of October. The program is now available to be assigned and/or completed. A Beta test was conducted in several Hardee's restaurants and the IHFA HR Committee and Training Team members provided input to the CKE Global Learning & Development team on the content and flow of the program. A special thanks to Paula Miller with StarCorp, LLC and Jackie Williams with Boddie-Noell Ent., Inc. for their collaboration and leadership on this project.

This is an exciting program, as many franchisees do not have the resources for training a new General Manager. The foundations of the program are designed to equip restaurant leaders with the knowledge, skills and abilities required to successfully operate and lead their team and restaurants. By offering a blend of learning options, the RGM LIT program provides a variety of experiences in which new leaders are challenged to learn, practice, and demonstrate knowledge through evaluation and hands-on practice – all the opportunities needed to provide a successful journey toward becoming a new restaurant leader!

Each chapter of this program provides an online (Star University) lesson on leadership skills, practical hands-on skill development, exams, and On-The Job Checklists to deliver a complete training experience that supports the success of every RGM.

Materials can be ordered through FedEx:



- Leader's Guide – item #CKE-LIT-009
- Learner's Guide – item #CKE-LIT-010
- Above Restaurant Leader Companion Guide – item # CKE –LIT-008
- Additional materials are listed on the FedEx website
- Additionally, all materials, as well as recorded training sessions, can be accessed on Star U – RGM-LIT Program.

Leadership Learning Lab

The first installment of the new and improved Leadership Learning Lab is now available on Star University.

The Star University Conflict Management Curriculum includes the following:

- Conflict Management Online Course
- Conflict Management Online Assessment
- Support Materials Page includes:
 - Key Take-Aways Worksheet
 - Conflict Management Self-Assessment
 - Leaders Check-In Guide and more

In addition to the Conflict Management curriculum, the Global Learning and Organizational Development Team is offering a 1.5 hr. Conflict Management instructor-led session. The first instructor-led sessions were held November 7th and 16th. Watch for additional training sessions!

As always, feel free to reach out to Lisa Holloway, Global Learning and Organizational Development with questions or suggestions.

Star University Update

Starting September 18, 2023, a fresh new look to the Star University Welcome Page was introduced by the Global Learning and Development division at CKE. Then on October 24, 2023, some exciting improvements to the Core Learning and Employee Management tools were rolled out. These improvements were designed to make training, user management, and reporting more accessible and efficient. The Manage Employee page has been merged with the Core Learning Report putting all the functions into one page while also adding some cool new features. Some of the new features will allow management to easily assign core training to employees using the Assign Tool function. Employees can self-assign Training Modules and view Transcripts. Management can download excel files and reports. They can find completed training for an employee by simply clicking the Transcript icon; they can see pending OJTs (on-the-job Training) and connect to the Observers screen to easily sign off on skill evaluations.

HR COMMITTEE UPDATE CONTINUED....

The Core Learning Page has been given a slick new look making it more visually appealing and user-friendly. The new design allows the user to quickly access training status at a quick glance. There are 4 distinct categories of icons that will dynamically display based on the training status. These are assigned, pending, in progress, and completed. For User management, restaurant GMs can now easily view, add, and activate employees by selecting the add new employee. These changes will significantly enhance the user's experience making, reporting and employee management a breeze.

For more information on these updates and other Star U features, please see the Star U Resources section of the welcome page or you can watch this short 2:58 minutes

video at: <https://vimeo.com/873099874/6b58c27f6a?share=cop>

It is important that you notify the Star U helpdesk (staru@ckr.com) and Lisa Holloway (lholloway@ckr.com) of any problems you experience with Star U, so they can resolve the issues and track the concerns.

The IHFA HR committee would like to thank Lisa and her team for their dedication and commitment in helping us improve these programs.



presto | **Voice™**

Automate your drive-thru with our enterprise-grade AI voice assistant

www.presto.com

©2023 Presto Automation Inc. All Rights Reserved.

The advertisement features a drive-thru kiosk with a large speaker grille and a menu board. The Presto Voice logo is prominently displayed at the top. The background is a bright blue sky with a sunburst effect emanating from the speaker. A QR code and a privacy notice are visible on the kiosk.



Allen Industries
YOUR BRAND AT ITS BEST™

The logo for Allen Industries features the company name in a bold, blue, sans-serif font. A red swoosh underline is positioned under the word 'Allen'. Below the name, the tagline 'YOUR BRAND AT ITS BEST™' is written in a smaller, all-caps, blue font.

Allen Industries provides services and products that exceed expectations by serving our customers with respect, courtesy, integrity and professionalism. Our mission is to deliver your products and services on time, on spec and on budget.

YOUR COMPLETE SIGN AND ARCHITECTURAL ELEMENTS EXPERTS

DESIGN & ENGINEERING
PROJECT MANAGEMENT
PERMITTING & CODE CHECKS
MANUFACTURING
INSTALLATION
SURVEYING

allenindustries.com

IT COMMITTEE UPDATE

by Cameron Miller- IT Committee Co-Chair, Bob Larimer- IT Committee Co-Chair

Many changes are coming regarding Technology in 2024. Here is an update of the many IT initiatives that are being discussed and finalized.

Windows 7 End of Life- If you have a back-office system that is running Windows 7, that particular operating system is considered end of life. This means you can no longer receive security updates for the operating system which could make the computer more vulnerable to ransomware and viruses. If you are CKE supported there is a plan to replace your back-office operating system to Windows 11. If you are a self-supporting franchisee, you should have a plan in place to upgrade your computers. If you are supported by a POS support company (Lucas, Xenial, Resource POS, etc.), they should be able to provide a plan and price to get you to at least Windows 10 but preferably Windows 11.

New Loyalty Features and In Store Scanning- To enhance loyalty and make it available to all our guests, starting in early 2024 customers will be able to earn and redeem rewards at the point of sale. A customer will just have to download the app and sign up for rewards to receive a QR code or multi digit code. They can then make a purchase in store and scan the QR code at the POS terminal (scanners are required to enable this feature). This allows them to earn rewards without using the Hardee's app. They can also redeem rewards at the POS by letting the cashier know they have a reward available. The benefits of the new loyalty process are we will get many more downloads of the app and we may even convert some of the loyalty guests to Hardee's app users. This will produce more frequent visits and a typically higher average check for the restaurants.

Olo Expo- CKE will be pushing the use of the Olo Expo device in order to better manage digital orders. The Olo Expo will run on any inexpensive tablet device (Android or iOS) and would primarily be located somewhere on frontline. The Olo Expo will alert your operations team of new orders from delivery partners and the Hardee's ordering app. You can view the status of an order and/or fire the order to the POS system if for some reason the order did not fire automatically. The Olo Expo is a great addition to your digital technology stack that will assist your restaurants fulfilling digital orders in an efficient manner. CKE IT can assist with the configuration of the tablet if you choose to use the software.

AI Ordering- Three vendors are available for AI ordering solutions. Below are the contacts for each AI vendor in case you want to inquire about testing a solution in your restaurants. The technology is still relatively expensive, but CKE continues to work with the AI partners to get the best pricing possible.

Open City- Kelsey Howe kelsey.howe@opencity.co

Presto- Clark Browning cbrowning@presto.com
Valyant- Adam Steinman adam@valyant.ai

Digital Sales Committee- A committee consisting of franchisees and CKE personnel has been formed to look at the entire digital ordering ecosystem and recommend changes that will increase digital ordering and revenue. The committee consists of IT, Marketing, and Operations subject matter experts. The goal is to get to digital sales of 20% by 2025. To accomplish that goal:

- IT needs to iterate and retool the Hardee's app for ease of use and high availability. In store technology will be reviewed as well to ensure orders are easily seen by restaurant crew members.
- Marketing needs to create enticing offers and rewards to get our guests to download and use the app.
- Operations needs to retrain all team members to focus on and know how to use the app in order to give our guests the best in store experience so they can truly "skip the line".

This committee is charged with taking the three areas above and creating a digital environment that will raise average check and increase frequency of use by our guests.

Kiosks- A few franchisees are testing kiosks in select Hardee's locations. The technology is working well but the use cases are still being established due to the cost of implementation and the transaction costs. I can put you in touch with a franchisee that is utilizing kiosk technology if you want to learn more about the technology.

Tableau- This new reporting and analytics tool will be available to all franchisees (with one license for each franchisee to be provided by CKE). The plan is to create some widely used reports such as sales reporting and send these reports to the franchisees via email. This would hopefully generate interest within the franchisee community to want more reports. Training could then be given to the franchisees on how to access the reporting tool. Additional licenses could be required for a fee if you require multiple levels of report structures.

Crunchtime- A new version of Crunchtime is slated for 2024. With this new version comes an updated user interface that has been modernized. The new interface is easier and cleaner to use but there will be some minimum training required for managers in your restaurants. It should not take

COMMITTEE UPDATES

IT COMMITTEE UPDATE CONTINUED FROM PAGE 14....

them long to get accustomed to the new look and menus. There will also be new functionality that will be unveiled when the software is ready for deployment.

Camera Based Drive Thru Timing- There are several options for camera-based timing systems. These new timing systems utilize cameras and AI to time cars vs the traditional loop devices. This allows for timing even in “park” areas of the restaurants. If you have a video surveillance system already installed in your restaurant, contact your provider to see if they have a camera-based timing system. This will allow you to maximize your investment in cameras as some of the same cameras used for video surveillance can be used for timing. There also could be some discounts available for utilizing the same company for both services. SoLink, HelloMeter, and Envysion all offer both video surveillance and camera-based timing systems.

Please reach out to me, (Bob Larimer) if you need a contact for any of the above vendors or if you have a question about camera-based timing systems.

Lots of good and exciting technology initiatives are coming in 2024 to hopefully increase sales and transactions while also increasing efficiencies in the restaurants. 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.

If you have any questions or concerns regarding CKE technology initiatives, please feel free to reach out to me at boblarimer@boddienoell.com.

MARKETING COMMITTEE UPDATE

by Jerry Allsbrook, Marketing Co-Chair, Jack Kemp, Marketing Co-Chair

- **New W7 Marketing promos are driving strong ADQ's and Sales Increases.**

Tranz are always a challenge, QSR flat to down. Brkfst leading the way with CNR intro/major social media buzz & Candied Biscuit. L/D gets a boost from Candied Bacon Burger & Snack Pack, but remains the major opportunity.

- **HNAF Review Call CKE & IHFA (Oct. 27th)**

Good review with CKE Finance Team, will have Quarterly review. Concern with declining Media Spend share and increasing Production/G&A. CKE will be finalizing FY'25 HNAF Budget for Review – CMO's New Direction.

- **Digital Committee Teams Mtg this Thursday, Nov. 9th to fast track**

E-Commerce Growth with Hardee's APP & My Rewards Loyalty program across Ops, Mktg, IT, Training, etc Evaluating APP functionality and all associated support Teams roles. Still 1%< since intro W3/April 2022 with millions of \$\$ invested, NO ROI. 1.3m App member downloads but only 72k unique buyers. 3PD stable at 2.8%.

- **Marketing Calendar '23 & '24 in attached presentation**

New “Goodness in the Making” Advertising spots scoring well.

- **Co-op Media calls with Camelot on-going.**

Monitor the Sales Budget and HNAF Media Budget vs. last year, Also make sure you are the key decision-maker on any Co-op level expense. Verify the Co-op/DMA Sales \$\$ are staying in the home market and Not being re-allocated.

Let's stay focused on building the Hardee's Comeback with relevant, cravable product News, BOLD/differentiated advertising & improving Black Box scores with guest experience excellence.

We are building momentum. Let's stay STRONG, AGGRESSIVE and continue to build on it –Its takes to much Time & \$\$\$ to Re-boot... our marketing windows are 8+ weeks long, We can't take one off and expect to WIN !!

Its amazing how customers seem to see our Ads on our media buys and find our Hardee's just fine When we communicate a compelling product message that attracts QSR heavy users.

COMMITTEE CHAIRS

ADMIN, CONVENTION & MEMBERSHIP COMMITTEE

Chairperson - Bill Boddie - Boddie-Noell Enterprises, Inc.

E: billboddie@boddienoell.com

HUMAN RESOURCES & LEGAL COMMITTEE

Co-Chair - Kathy Trusch - Boddie-Noell Enterprises, Inc.

E: kathytrusch@boddienoell.com

Co-Chair - Michel Shay

E: mdshay@hsmi.biz

MARKETING COMMITTEE

Co-Chair - Jack Kemp - Phase Three Star, LLC

E: j.kemp@p3brands.com

Co-Chair - Jerry Allsbrook - Boddie-Noell Enterprises, Inc.

E: jerryallsbrook@boddienoell.com

OPERATIONS COMMITTEE

Co-Chair - Dave Bowar - Bowar Management

E: dave@bowarmanagement.com

Co-Chair - Sam Munger - Doro, Inc.

E: smunger@doroinc.com

FINANCIAL COMMITTEE

Co-Chair - Jon Munger - DORO, Inc.

E: jmunger@doroinc.com

Co-Chair - Todd Pahl - Capstone Restaurant Group

E: todd@capstonerestaurants.com

TECHNOLOGY COMMITTEE

Co-Chair - Cameron Miller - StarCorp

E: csmiller@starcorp.com

Co-Chair - Bob Larimer - Boddie-Noell Enterprises, Inc.

E: boblarimer@boddienoell.com

USA CARES

USA Cares was once again honored to be part of Stars For Heroes with the IHFA and CKE Restaurants. This year was a record-breaking year, and we are beyond grateful for everyone's passionate support. This campaign culminated in our celebration at the IHFA conference in Florida where USA Cares was presented with a check for \$250,000 to support veteran families in crisis. While this campaign has shown real success in previous years, this year it was extended for another month to fully realize the potential. As Hardee's customers show their commitment to the brand and their patriotic commitment to military families, people around the country are able to stay in their homes without fear of eviction or foreclosure. This effort of caring and compassion ultimately works to reduce the overwhelming factors that can contribute to veteran suicide in the United States.

While we work hard to help as many veteran families coming to us as possible, we simply cannot keep up with the overwhelming demand we are facing. The number of requests are greatly increased, and due to inflation, the dollar amount that it takes to keep a family together and a veteran off the street has doubled. As we approach the end of the year, it can be a stressful time for many. I would like to encourage you to visit www.usacares.org to learn how you can help and how your support will go farther than ever as we have increased the percentage of money going toward our mission to more than 87%. Charity Navigator, an independent charity rating service, has given USA Cares its highest possible rating.



We received a perfect score of 4 out of 4 stars and 100%. Only 3.1% of all nonprofits achieve this rating. Charity Navigator encourages people to "Give with Confidence".

During this Holiday season of giving, please consider the work of USA Cares and the urgent need to help veteran families in crisis. From everyone at USA Cares and the clients we assist...thank you! Together, we are saving lives!



2023 IHFA BOARD OF DIRECTORS

President

Frank Heath
Mountain Star, LLC
fheath@hyenagr.com

Vice President

Mick Cato
OTAC, Inc
michael.cato@otacmanagement.com

Secretary

Bill Boddie
Boddie-Noell Enterprises, Inc.
billboddie@boddienoell.com

Treasurer

Jon Munger
Doro, Inc.
jmunger@doro.com

Immediate Past President

Jack Kemp
Phase Three Star, LLC
j.kemp@p3brands.com

Director

Buddy Brown
Capstone Restaurant Group
buddy@capstonerestaurants.com

Director

Tom McGinnis
Heritage Assets
tom@heritage111.com

Director

Jack Duckett
Trico Development Corp.
hardees3@sbcglobal.net

Director

Tim Haberkamp
Haberkamp Fast Foods
tim@hardeesorlando.com

Director

Rob Schmidt
Diamond Hospitality
rschmidt@diamonddiamondhospitality.net

Director

Dave Bowar
Bowar Management
dave@bowarmanagement.com

Director

Frank Westermajer
Westar Foods, Inc
frank@westarfoods.com

Director

Michel Shay
Hardee's Of SW MO
mdshay@hsmi.biz

Director

Nick Shurgot
Saddle Peak, LLC
nshurgot@mac.com

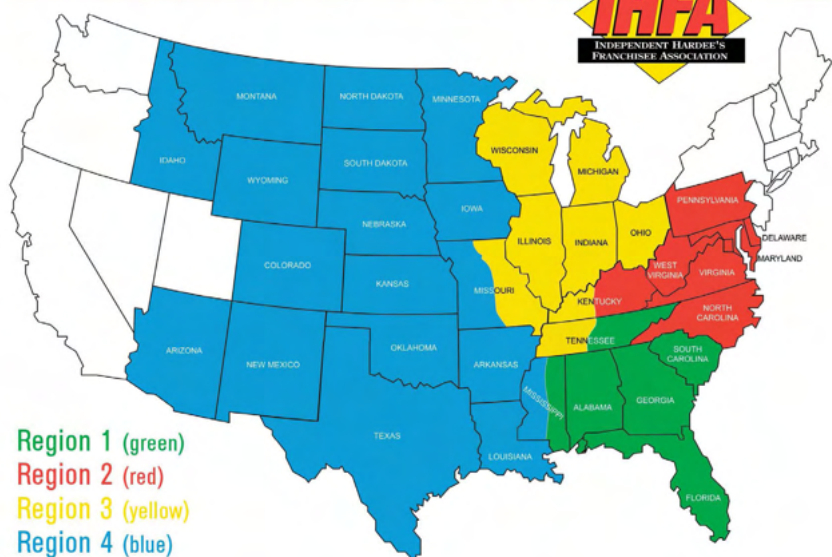
Director

Cameron Miller
StarCorp
csmiller@starcorp.com

IHFA Central Office

4919 Lamar Ave.
Mission, KS 66202
Office: (913) 387-5605
IHFA@IHFA.com

IHFA Regional Representation Map





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>

All Applications Must Be Submitted By

January 17, 2024

THANK YOU TO OUR ASSOCIATE MEMBERS





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

SAVE THE DATE



2024
Convention &
Tradeshow
September 29 - October 3
ARIA RESORT & CASINO
ROOM RATE: \$189 P/NIGHT