





# INSIGHT

2ND QUARTER 2024

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Letter from President  
Convention Spotlight  
Hall of Fame





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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

2024 IHFA Convention & Tradeshow  
September 30 - October 2

## SUMMER 2024

*IHFA INSIGHT* - A Publication for IHFA Franchisees & Associates

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Franchisee Association

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# THE PRESIDENT'S INSIGHT

Greetings IHFA Membership,

From time to time, it's helpful to "zoom out" a bit so the big picture can be seen, and proper focus maintained. This message today is offered in the spirit of zooming out for greater clarity as we move into the back half of this year.

Sometimes we initiate change, however most often, changes are thrust upon us by our customers, crew members or our competition. Today the headwinds of change are likely being observed in your specific businesses, and how we respond to these changes will be key in determining our fortunes on the other side. Our willingness to quickly change and adapt will largely determine how much success we will experience over the next 12-18 months. Or --- how much we won't.

Economically the United States consumer presents a Jekyll & Hyde façade. The top end consumer has never had it better, as seen by the recent measure of 2024 household wealth reaching an all-time high. The wealthiest 10% control 75% of ALL wealth (Jekyll) and the bottom 50% own only 2% of the U.S. wealth (Hyde). Additionally, the savings glut that was banked during the pandemic has been exhausted and the bottom 50% crowd is now maintaining themselves through increasing credit card debt, which reached an all-time high in May 2024 of \$1.06 trillion.

**Question:** who do you typically serve in your restaurants – Jekyll or Hyde? If the average Hardee's consumer is Hyde (which is extremely likely) then we must react nimbly to the circumstances of our consumer by (a) decelerating our price increases; and (b) offering greater value. "Value" is more than the price paid for an item.

More fully, **"value" is what you pay for what you receive in exchange.** We increase the consumer's "value" by increasing: (1) the quality and consistency of our food, (2) the friendliness and hospitality with which we serve that food, and (3) the atmosphere and convenience that we offer that food.

Our marketing department recently conducted a consumer survey, and the most striking finding to me was that Hardee's brand is seen very positively in regard to breakfast; however,

our service at breakfast (and throughout the balance of the day for that matter) is **TOO INCONSISTENT.** The second most serious reveal from this study is the very low-grade Hardee's received in the category of Atmosphere. *"Drab" and "Dull" is how the customer describes the brand.*

The antidote to this is to drastically boost the "value" that we offer. This will include certain value price promotions, but as previously stated, there's more to value than just price.

But what if we're unable to get some of our entrenched employees to pivot and change, being more responsive to the consumer by delivering quicker, more friendly service in cleaner stores? Well...

Interesting fact – the Nashville market now has an AUV of \$1.65M. Yes, there were closures, but quite a bit of that is organic growth. The key to this market's growth has been investing in people and facilities. Many of the legacy employees who were stuck in their ways and unwilling to serve greater "value" are no longer there. As dollars become more scarce, most consumers won't accept anything less.

Now is a good time to reassess, commit, and to cut unproductive ties to the past while aggressively moving into the future. Our future paths, if in the direction of success, demand this.



**Frank Heath, Jr.**  
**Atlanta, GA**

Sincerely,

A handwritten signature in black ink, appearing to read "Frank Heath, Jr.", written in a cursive style.

Frank Heath, Jr.

# BRIGHT LIGHTS, BIG CITY: VEGAS!



Join us for three packed days of immersive sessions, insightful panel discussions, and cutting-edge products and demonstrations. Network with like-minded franchisees, CKE leadership and vendors. Gain invaluable industry insights, and explore the vibrant landscape of Las Vegas, the entertainment capital of the world! Don't miss this unparalleled opportunity to elevate your store, expand your network, and ignite your passion for the Hardee's brand.

**REGISTER NOW TO SECURE YOUR SPOT AT THE 2024 IHFA CONVENTION!**



This year, we will be in Las Vegas, at the Aria Resort & Casino, September 29<sup>th</sup> - October 2<sup>nd</sup>.

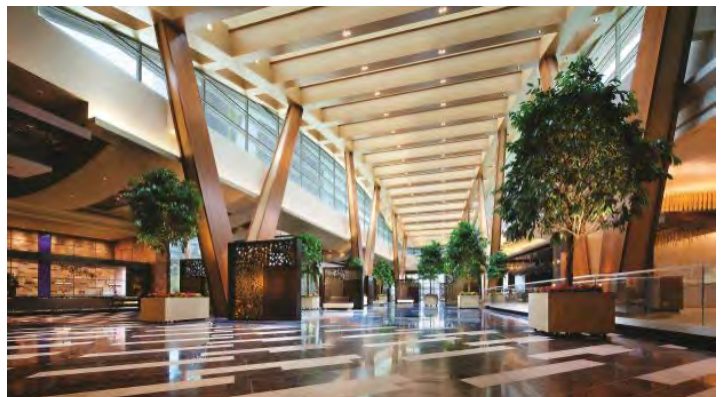
Plan to arrive on Monday, Sept 30, in time for the 5:00 pm Welcome Reception in the Exhibit Hall. Depart after the Celebration Dinner Wednesday night or Thursday morning. IF you are planning to extend your trip, please contact the hotel directly.

The group rate is guaranteed until Friday, August 30, 2024 unless the room block fills prior to that date. Rooms and/or modifications requested after the deadline of August 30, 2024 (or after the block has filled) will be subject to the hotel's space and rate available.



\* A \$45.00 daily resort fee plus the applicable Clark County Room Tax is applied to each hotel room reservation and includes amenities. For all registered guests, the resort fee includes: Property-wide high speed wireless internet access (public spaces, meeting space and in-room), unlimited local and toll-free calls, airline boarding pass printing and cardio room access for guests 18+.

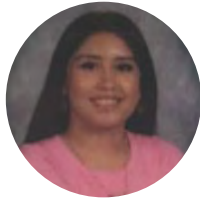
Make reservations using the link listed on the event website or you can call 1-866-359-7757 or 1-702-590-7111.



# 2024 SCHOLARSHIP RECIPIENTS



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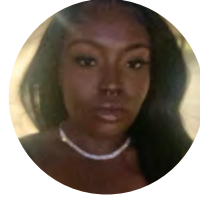
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## CONGRATULATIONS, STUDENTS!

# COMMITTEE UPDATES

## OPERATIONS COMMITTEE UPDATE

*Sam Munger – Operations Co-Chair; Dave Bowar – Operations Co-chair*

First things first, the IHFA Ops committee is happy to report that Adam Robbins has moved back over to Restaurant Excellence (REx) as the VP of REx for CKE. Adam held that position a few years ago and we are very pleased to see him back in that role. Adam is an extremely detailed and analytical thinker that will help us get more projects across the finish line that will only help improve our Operating model at Hardee's.

A few other updates on what the Ops Committee has been up to over the last few months:

1. We are happy to report that CKE has a fully staffed Operations field team. All FBC and OC roles have been filled and additionally, 8 field trainers at CKE have been filled, to better support your business. We are very excited to see resources put back in the field to help train and develop our teams so we can execute great QSC.
2. One of the ways the FBC and Trainers will be supporting the restaurants is through Blackbox Intelligence and the Balanced Scorecard. The Ops committee continues to work with CKE to ensure those tools are used in a way that benefits all Hardee's restaurants and franchisees. The Ops committee and CKE Ops team have worked hand in hand over the last few months to ensure the metrics and goals for how we measure our business are user friendly but also attainable and accurate.
3. We finally have a Chicken Tender spec we can all be proud to sell to our guests. Kudos to CKE for making this a priority and getting it across the finish line.
4. We have also successfully tested an improved ham product with better packaging to reduce prep time and increase quality. We should start to see that ham in our restaurants later this year.
5. CKE continues to test new ideas to help with efficiency in our restaurants but also drive our digital business. The Committee is scheduled to be in Nashville this summer to see a lot of these tests in action. We hope to have an update in the next publication and/or at the convention this fall.

Thank you all for your support of the IHFA, the Ops committee is filled with a tremendously talented and dedicated group of Hardee's operators, who work diligently, on your behalf, to work with CKE and improve the lives of our General Managers. We still have a lot of work to do but there are exciting projects in the pipeline, such as new equipment and smallwares, as well as team member initiatives to grow engagement. Pair that with the commitment to field support personnel by CKE and we will continue to move this business forward through increase speed and traffic.

Allow Lucas to be your trusted solutions partner. Providing restaurant technology and services to CKE restaurants.



### TECHNICAL SUPPORT

Professionally trained, knowledgeable staff located in the U.S. Providing reliable telephone and onsite support when you need it most



### NETWORK MANAGEMENT

Providing Network Management and Monitoring for your business to keep your stores operational and the focus on serving customers and growing your business



### SURVEILLANCE

Cloud based surveillance integrates with your POS solution to help eliminate loss prevention & improve safety by protecting your staff, customers and operations



### HARDWARE SERVICES

Rely on Lucas for all your hardware needs. Whether buying new for a hardware refresh or if you are in need of break/fix repair on existing equipment we can help you extend your investment further into the future

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# COMMITTEE UPDATES

## MARKETING UPDATE

*Jerry Allsbrook – Marketing Co-Chair; Jack Kemp – Marketing Co-chair*

The IHFA & CKE Marketing Committee conducts video conference calls or in-person meetings 3-4x per month to stay focused on growing profitable Sales and Transactions across all dayparts. The good news stemming from this: positive system sales trends over the past 9 months - Often times Hardee's is out-performing the QSR competitive benchmarks.

## HARDEE'S BRAND HAS PRODUCED SEVERAL BIG WINS SO FAR IN '24:

- Breakfast sales & transaction climbs
- Growth of E-Commerce (App/Loyalty and 3PD)
- Focus on Quality food "Goodness in the Making" advertising campaign
- More joint meeting with other committees to ensure we move together with one voice.

We have a strong 2024 Marketing Calendar balanced with an effective mix of core menu items, affordability/value pricing, LTOs, and innovative product news to drive more profitable sales and transactions.

## KEY GOALS ARE:

- Fast-track growth with E-Commerce in W2-6 (App/My Rewards Loyalty and 3PD)
- Continue to build breakfast daypart with our MFS Biscuits menu
- Everyday value platform to drive transactions
- Build Lunch/Dinner sales with Flame-Grilled 100% Angus Burgers, Hand Breaded Chicken Tenders, improved beverage program

Vice President of Data Analytics & Insights, Loucenda Teter, is leading a Hardee's Consumer/Market Segmentation Study to take a deeper dive into our positioning and growth opportunities. The IHFA Committees & Board members will be actively engaged with this project to fast-track impacts and maximize ROI.

Vice President of Creative & Design Strategy, Kara Gasbarro, is working to lead our new brand positioning and messaging, "Goodness in the Making" which is scoring well within QSR groups and the Hardee's customer base. This features Hardee's premium quality menu equities made by hand with MFS Buttermilk Biscuits, Hand-Breaded Chicken Tenders, and Flame-Grilled 100% Angus Burgers. There is also a priority to improve merchandising impact by focusing on prime messages.

All video and audio advertising on each media platform will be focusing on Hardee's craveable taste. We will also have everyday value options available across both dayparts to further promote affordability and grow transactions. We continue to work with CKE & Camelot Media to optimize our media plans for each DMA that are more balanced across multiple platforms like TV, CTV, OTT, social, digital, Google, You Tube, Radio, Outdoor, Print. The target audience is the heavy fast-food user and Hardee's loyalist. We encourage each franchisee to stay in contact with your CKE Field Marketing Team to maximize an efficient & effective media mix to build more transactions!

Senior Director of Digital Strategy, Jason Seeley, will also continue to upgrade the Hardee's app and the 'My Rewards' loyalty guest experience with new features to grow sales & traffic with our e-Commerce investments. The digital platforms are a huge source of sales with focus on value & convenience, will continue to generate increased visit frequency and higher average checks. These transactions will increase our customer loyalty and are essential to QSRs and our brand growth story.

The IHFA is committed to building a results-oriented business partnership with the CKE Marketing Team that will move us forward together. Jennifer Tate is the CKE Chief Marketing Officer, Sarah Breymaier, the new Vice President of Brand Marketing, and Loucenda Teter, Vice President of Data Analytics & Consumer Insights, and Scott Sutton is the new Director of Media. The new team leads are dedicated to Hardee's marketing, and focused on growing the brand daily. CKE has separated the brands so that each operates independently from the consumer viewpoint, no more dual branded marketing which provides more regional/DMA marketing opportunities that will directly benefit your markets.

## PURPOSE

To communicate the franchise owners voice and influence key marketing, advertising and media decisions that enhance the Hardee's brand.

## MEMBERS

|                            |              |
|----------------------------|--------------|
| Jack Kemp – Co-Chair       | Mick Cato    |
| Jerry Allsbrook – Co-Chair | Jon Munger   |
| Buddy Brown                | Nick Shurgot |
| Frank Heath                |              |



## IHFA '24 PRIORITIES

- #1 Create differentiated Hardee's voice with consistent Brand Positioning & Advertising featuring our cravable food
- #2 Increase Sales with Transactions to build Four-Wall Profitability & Cash Flow
- #3 Well Tested Marketing Calendar supporting Dual dayparts & Hi-Lo/Affordability events – Continue breakfast growth and more focus on L/D daypart with Burgers, Tenders & beverages
- #4 Menu management via Optimization + other Ops & Spend Smart simplification programs
- #5 Media communication plans that reach core Hardee's & Heavy QSR target
- #6 HNAF Management to maximize media reach & frequency across all markets
- #7 Efficient production cost
- #8 Build E-Commerce business (App, My Rewards Loyalty, 3PD, etc) to double digit revenue generator

The IHFA Marketing Committee looks forward to serving you in 2024, Please feel free to contact any of our members to share your insights to build our business.

**“THERE IS REALLY ONLY ONE VALID DEFINITION OF BUSINESS PURPOSE, TO CREATE A NEW CUSTOMER”**

**PETER DRUCKER**

**intrepid**  
DIRECT INSURANCE

★★★★★  
Trustpilot

Expect Better. That's Our Policy.

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*"After being with the same insurance company for over 30 years, we made the switch to Intrepid Direct. Three things I can say about the Intrepid Direct team: savings, service, and our total satisfaction."*

- Mark B. Owner of a 23-unit franchise restaurant



Access your **SAVINGS** by scanning the QR code or visit:

[intrepiddirect.com/hardees](https://intrepiddirect.com/hardees)

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## IT COMMITTEE UPDATE

*Bob Larimer – IT Co-Chair; Cameron Miller – IT Co-Chair*

After a very successful 2.5 years at CKE leading the IT team, Phil Crawford has exited the brand and has taken a leadership role in the financial sector. We want to personally thank Phil for a job well done and wish him the very best in the future. Phil was a friend and mentor, and I will surely miss him. He was pivotal in moving us forward with digital ordering initiatives, ParBrink deployments, the retirement of StarPOS, Deployment of Crunchtime, the Snowflake data platform, WorkVivo communication platform, loyalty scanner deployments, and many more IT specific projects. Phil was transparent, a great communicator, included franchisees in many of the decisions, and strived to truly understand our business.

We will miss Phil Crawford, but we have a new leader that will be onboard by the publishing of this article. Justin Falciola will be heading up the IT area and he has a very impressive resume. Justin is coming from the Papa John's brand and has extensive experience in digital initiatives as well as data analytics. In today's restaurant business environment those two skill sets are vital to the success of our brand. Digital ordering has become a necessary part of any restaurant brand and the data analytics needed to make quick decisions around how best to position the brand for success is critical. With those skill sets, Justin will hit the ground running and should be able to implement processes and tech to grow our My Reward app sales quickly.

In Phil's absence, Brian Lucy managed all the IT operations and I want to thank him for the work he did to keep our committee meeting regularly and informed of upcoming technology initiatives. Phil built a great team, and this should assist Justin in his transition. I do not see any major changes coming regarding technology under Justin's leadership and the IT committee will forge a partnership with Justin Falciola just as we have with previous IT leadership. It is imperative that we work together with CKE to develop systems that enhance and assist our restaurant operations while providing our above store leaders the data they need to make solid business decisions.

With that, here are some updates around technology initiatives that are currently in progress or will be implemented in the very near future:

- **Crunchtime-** A new version with a new interface has been deployed to all Crunchtime locations. This interface has a more modern look and there are some other features that make the new version better. All the current invoicing and inventory issues have been addressed in the new version and

there are not currently any functionality open issues. CKE is still working with Crunchtime on the BizIQ reporting as there is still much work to do to get the necessary reporting to the Ops teams. Most of the reporting requests have been sent to Crunchtime and are waiting on a resource to complete the work. There is also a new data API which allows franchisees to export data in real time to feed other systems. CKE has made huge strides in the configuration and maintenance of Crunchtime, and the system is starting to show the potential we have all been anticipating.

- **AI Ordering-** CKE has removed AI ordering from their restaurants but they are still committed to assisting the franchisees with their testing. There are several franchisees testing different version of AI ordering (Presto, Open City, Valyant, and Hi Auto) with varying success. If you want information or want to get feedback from a franchisee utilizing AI ordering, please reach out to me and I can get you connected to discuss their results.
- **Loyalty 3.0-** Scanners are deployed and they appear to be working well. As this is being written, we are in the middle of the NBA Tender Moments campaign and the scanners are working as designed. For onsite restaurant purchases this has made the redemption of the free 3-piece tender promotion much easier than using a discount code. We are also seeing around 14% of all points earned are from the scanning of the "My code" at the POS terminal. Hopefully these scans are turning into more frequent visits as guests earn reward points for their onsite restaurant purchases. More uses for the scanners are coming soon.
- **Hardee's My Rewards App-** The My Rewards app continues to iterate and improve. The app is the easiest way for our brand to increase transaction and profitability without adding resources to our restaurants.

# COMMITTEE UPDATES

Here is a list of the upcoming enhancements and the timeframe for the deployment:

- ❖ June of 2024-
  - Home/Order Screen Redesign
  - Rewards Tracker
  - APIv5 – Security enhancements for MFA
  - Improved A/B testing
  - Improved API responsiveness with Loyalty Partner
  - Improved Deep Linking and updates to Push Notifications
  - Update Loading Animation
- ❖ Q2
  - Live – adjustments in process
  - Menu Category Updates
  - Order Stats Tracker
  - OLO and Data Management Menu Remediation
- ❖ Q3
  - Improved Scheduling Ordering – dependency on OLO Roadmap updates in Q3 or Q4
  - Digital Payments – Stored Value
  - Loyalty – Challenges – Pending Marketing
  - Functional Requirements
- ❖ Q4
  - Digital Payments – Apple/Google Pay & Digital Gift Cards
  - Punchh Coupon Support - dependency on OLO Roadmap updates in Q3
- **Point of Sale RFI (Request for Information)**- This project could create some controversy as many people have upgraded their POS systems over the last few years but let me explain the reasoning for the brand looking at alternate Point of Sale software systems. Many of the franchisees are utilizing Xpient IRIS in their restaurants and it is a fantastic POS system that has been serving the brand for 20+ years. ParBrink has also been around for 10+ years and is also a solid POS system.

The issue is the amount of effort it takes to manage two POS systems in a very fast evolving digital world. The Technology Committee along with CKE thought it made sense to look at what other cloud-based POS systems are out there that could serve our brand for the next 10+ years. Cloud based POS

systems offer easier maintenance and the ability to quickly shift to newer technologies as the restaurant industry quickly changes.

An RFI was sent to six different POS vendors (Par-Brink, Xenial, Qu Beyond, CBS Northstar, Toast, and Oracle Symphony) to gather information on their capabilities and offerings. After review by CKE and the IT Committee, a select few vendors will be asked to present their technology to the POS committee. We will then decide on how to proceed once we feel we have found the next generation POS system.

This is a fairly long process to undertake, and I do not see any kind of deployment in the next 12-24 months. There will be many meetings, labs, and testing of the new POS system before any decision would be made to deploy to the brand. Special care will be taken to ensure the investments we have made in our POS hardware will carry over to the new POS system.

The new cloud-based POS systems typically require lower cost hardware and can run on most any operating system. The systems are also completely managed and configured via the cloud so maintenance becomes mostly “depot” type, which means you can typically have a manager replace most parts of the system and the system will reconfigure without sending a traditional technician.

The new cloud-based system will also have most of the technology needed to run the restaurant developed by one vendor. This allows for faster development and lowers the total cost of ownership by not having multiple vendors involved with different parts of the POS system. It should also reduce some of the issues we have with data management by having one database for the entire brand.

More to come on cloud-based POS in the future.

Many good things are going on in the technology realm today and we look forward to working with Justin Falciola in making our brand more technology driven. Technology can drive our businesses and improve profitability if it is implemented effectively. The Technology Committee is committed to partnering and working with CKE IT leadership to continually improve and grow our technology stack.

If you have any questions or concerns around Information Technology, please feel free to reach out to Cameron Miller: [cmiller@superiorstarco.com](mailto:cmiller@superiorstarco.com) or me Bob Larimer: [boblarimer@boddienoell.com](mailto:boblarimer@boddienoell.com).



## HR COMMITTEE UPDATE

Kathy Trusch – HR Co-Chair; Tim Haberkamp – HR Co-Chair

The HR Committee is pleased to announce an update on the new District Manager in Training Program (DMIT) that is the final stage of testing with some of our franchisees in collaboration with Lisa Holloway, CKE's Director of Learning and Development and her team. This training program consists of excellent resources to help operation's leadership train and develop District Managers (Multi level Supervisors) for the future.

To the right is a chart of the Core Competencies along with the program overview. Once the testing is completed, and the program is finalized you will receive additional information to begin using this process. We are very pleased with the content and the training guides that were created.

|                                      | Definition   | Competencies   |
|--------------------------------------|--|--|
| <b>Creating Leadership Structure</b> | These competencies create the leadership foundation and serve as the fundamental pillars of effective leadership.  | Success Routines<br>Time Management<br>Plans & Aligns for DM's<br>Effective Communication                        |
| <b>Leadership Effectiveness</b>      | As a group, these competencies play integral roles in enhancing leadership effectiveness by enabling leaders to lead with purpose.   | Accountability<br>Delegation   |
| <b>Leading Leaders</b>               | empower their teams, achieve outcomes, and navigate complex decision-making effectively.   | Drive for Results<br>Optimizing Work Process for DMs   |
| <b>Adaptive Leadership</b>           | These competencies are paramount in enhancing a leader's ability to effectively lead other leaders. Collectively, these competencies enable leaders to inspire, guide, and cultivate leadership talent within their organization, driving long-term success. | Coaching<br>Managing Performance<br>Building Effective Teams<br>Interpersonal Savvy for DMs<br>Developing Talent |
|                                      | These competencies share a focus on adaptability and strategic decision-making. Collectively, they empower leaders to make informed, context-aware decisions in dynamic environments, promoting effective leadership and organizational success.             | Leading Change<br>Situational Leadership<br>Critical Thinking<br>Business Insights for DMs                       |

# DISTRICT MANAGER IN TRAINING PROGRAM

HIRE HAPPY, TRAIN WELL!

DMIT is designed to equip leaders with the essential skills needed to excel in managing and leading within their markets. Whether you're an experienced Restaurant General Manager (RGM) gearing up for a promotion or a fresh addition to our team, DMIT is designed to empower you with the knowledge and expertise necessary for success. Join us on this transformative journey towards becoming effective leaders in our dynamic industry.

- The program is flexible in delivery and content.
- Trainers needed more support to facilitate the program and understand how to use Star U.

**Program Goal:**  
To train new DMs on the core skills required to begin successfully leading a market. **DMIT is adaptable for both RGMs preparing for promotion and new external hires.**

**Internal Promotes:**  
RGMs will begin the DMIT program while they are in the RGM role. Over time, they will progress through all assigned training and activities. Total training time will be determined for each RGM based on schedule.

**External Hires:**  
External candidates are hired directly into the DM role and complete the entire training program in 6 weeks.

**Table of Contents**  
The skills DMs will focus on learning during this program are:

- **Key Restaurant Roles (External Only)**
  - Team member station training
  - RGM & MIT program training chapters

**DM Skills**

- Pathing for DMs
- Effectively Using Systems
- Calendar Development/Management
- Market Financials
- High Impact Restaurant Visits
- HR Management
- Production Levels
- Cash Audits

**DM Leadership Competencies**

- Success Routines
- Plans & Aligns
- Effective Communication
- Time Management
- Accountability
- Delegation
- Drive for Results
- Optimizing Work Processes
- Coaching
- Managing Performance
- Building Effective Teams
- Interpersonal Savvy
- Developing Talent
- Leading Change
- Situational Leadership
- Critical Thinking
- Business Insights

**Program Components**  
A blend of online leadership training, hands-on activities and practice over three phases – Restaurant Skills, Restaurant Leadership, DM Leadership delivers a program you'll crave! This program contains:

- 17 new competency-focused online courses
- Leader's Guide
- Learner's Guide
- Interactive Scheduling Template
- Implementation Guide
- Train the Trainer Presentation

For questions about training or obtaining training material, please contact your franchise owner, FRC, or field training representative.

For questions about Star U, contact StarU@cke.com.

Version 1 | November 2023 CKE-DMT-001  
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## THE NEW DEPARTMENT OF LABOR (DOL) REGULATIONS

The Department of Labor issued their new overtime rule which effects all of us and most employers in our country. The final rule has a two-step approach to increase the wages of all exempt employees. For many of us, this will affect the pay of our General Managers and other employees who are exempt and paid salary.

- Effective July 1, 2024 - exempt employees must be paid a minimum of \$43,888.00 annually or \$844.00 a week.
- Effective January 1, 2025 - exempt employees must be paid a minimum of \$58,656.00 annually or \$1128.00 a week.

The new rule calls for automatic updates to the salary threshold every three years based on the latest earnings data.

Note: Employers have the option to pay non-discretionary bonuses up to 10% of the guaranteed salary level requirement. This must be well defined and meet the Department of Labor requirements under the regulations.

There are some options available for how to comply if these changes go into effect and you do not want to pay them the required salary. You can reclassify some positions as non-exempt and pay them an hourly rate plus overtime for all weekly hours worked over 40. These hours must be tracked. We encourage you to obtain legal guidance from counsel to help you find the best solution for your business.

In 2023, when these proposed changes were announced, over 30,000 employers, professional organizations and groups provided formal comments to the government challenging these changes. The HR Committee worked with counsel who

# COMMITTEE UPDATES



## CONGRATULATIONS ON RETIREMENT

Amy Miller Keel celebrated 20+ years of service to Hardee's franchise owners and her retirement from Lewis Advertising recently in Rocky Mount.

The IHFA presented a commemorative clock as recognition for Amy's commitment to "her franchisees" as she loved to call us. Bill Boddie, IHFA Founder and Jerry Allsbrook, BNE CMO presented her gift.

Wishing you Godspeed Amy, you made Hardee's a stronger brand with your service and a happier place with your smile.

– Jerry Allsbrook

Your locations can get high-efficiency HVACs, energy-saving technologies, and lower utility bills—\$0 upfront.

Learn how



**BUDDERFLY**

Budderfly.com

provided formal comments on behalf of the IHFA in November 2023. A federal lawsuit was filed recently, challenging the implementation of these new overtime rules. We are anticipating that several other lawsuits will be filed. In 2016, the DOL proposed increases in wages and a nationwide injunction stopped the implementation of the then new overtime regulations at the 11th hour on November 22, 2016, before a December 1, 2016, effective date.

We highly encourage you to audit your current pay of exempt employees and determine what changes you may need to make. Consult with legal counsel for guidance to ensure all decisions comply with the Department of Labor requirements. We encourage you to reach out to SESCO if you need a resource to help you. SESCO Management Consultants is a preferred vendor of the IHFA. SESCO is a professional firm available to all IHFA members for legal guidance and additional resources.

## CONTACT INFORMATION FOR SESCO:

Sesco Management Consultants, (423) 764-4127, (423)764-5869 or e-mail [sesco@sescomgt.com](mailto:sesco@sescomgt.com), web site: [www.sescomgt.com](http://www.sescomgt.com)

# HALL OF FAME

Boddie-Noell Enterprises recently celebrated Mayo's Life and induction into the Helms Center Hall of Fame for Entrepreneurship. Jack Laughery is also a member of the Hall of Fame.

The video link, is a great tribute to his life. [More on Mayo Boddie](#)

## BEN MAYO BODDIE, SR.

### EARLY LIFE

Ben Mayo Boddie, Sr. was born December 6, 1929, at his beloved Rose Hill in Nash County. He married his high school sweetheart, Jean Carolyn Cockrell, on New Year's Eve in 1950. The couple was married 69 years until Mayo's death on March 31, 2020.

Mayo graduated from Rocky Mount Senior High School as a member of the Class of 1948, did a post graduate year at Saint James School in Hagerstown, Maryland and then attended the University of North Carolina at Chapel Hill. He was a faithful Christian and lifetime member of First Presbyterian Church of Rocky Mount where he served as a Deacon and an Elder.

### CAREER

He and his brother Nick Boddie along with their uncle Carleton Noell founded Boddie-Noell Enterprises, Inc. in 1962. The company operates nearly 330 Hardee's restaurants, BNE Land and Development, and other ventures in four states. After serving many years as President and CEO of Boddie-Noell, Mayo served as Chairman of the Board for the last 25 years of his life.

In business, Mayo enjoyed taking a calculated risk and took pleasure in seeing his endeavors flourish and learning lessons from those that didn't. Nothing pleased him more than

seeing others grow, prosper, and succeed. The motto he chose for BNE was "We Believe In People."

### FREE ENTERPRISE HERO

Mayo was a generous philanthropist who always put the needs of others before his own and he was a good friend to many. He frequently credited his mother for teaching him, his brother Nick, and his sister Lucy Ann the importance of serving others.

Mayo was active in the community and throughout the state of North Carolina. He served in a variety of capacities on numerous boards. He was most proud of his association with the Boy Scouts of America and was humbled when Camp Bonner, a Boy Scout camping facility located on the Pamlico River, was renamed Camp Boddie in honor of Mayo and his brother for their loyal support and dedication to the scouting program.



## JACK A. LAUGHERY

### EARLY LIFE

Jack A. Laughery grew up in the small town of Guthrie Center, Iowa. He studied business at the University of Iowa, graduating in 1957 and later joined the regional fast-food chain Sandy's as a manager in 1962. Immediately showcasing an incredible talent for the restaurant business and for managing people, Laughery quickly rose to the position of president and chief executive officer by 1971.

### CAREER

Shortly thereafter, Laughery helped negotiate a key merger between Sandy's and Hardee's Food Systems, which proved to be an important strategic move for both companies. During that time, he relocated to Rocky Mount, North Carolina and became executive vice president of Hardee's.

Under his leadership, Hardee's expanded from 909 to 3,291 units and earnings rose 22 percent annually. After leaving Hardee's in 1990, Laughery worked with Papa John's pizza chain as a director and a partner. His awards are numerous and include recognition as the North Carolina Restaurateur of the Year.

### FREE ENTERPRISE HERO

As an active figure in politics (locally and nationally), he served in many capacities including a position on the North Carolina State Advisory Budget Commission. The depth of his philanthropic endeavors lives on in events like the annual Jack Laughery Ride for Knowledge, which helps sponsor continuing education scholarships.

Before his death in 2006, Laughery explained his success in his retirement statement: "Projects and events don't happen because some executive sends out a memo. They happen because people are dedicated to making their company the best."

Jack Laughery is a member of the "Free Enterprise Hall of Fame". Jack merged Sandy's and Hardee's back in the 70's and was CEO, President during the 70's and 80's. The man that led Hardee's to over 3,000 restaurants and #3 in QSRs. "The man with history of Hardee's who made it an international Powerhouse."

[More on Jack Laughery](#)









# 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** - Tim Haberkamp  
E: tim@hardeesorlando.com

## 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 - SuperiorStar  
E: csmiller@superiorstarco.com  
**Co-Chair** - Bob Larimer - Boddie-Noell Enterprises, Inc.  
E: boblarimer@boddienoell.com

# FRANCHISE NEWS

## RED DIAMOND COFFEE WITH COPS

Red Diamond restaurants held events in three cities to support local law enforcement in Mississippi. We enjoyed having good conversation and a great cup of coffee with them and our guests to start the morning right.

Shown below are pictures of our events that were held in our Starkville, Houston, and Tupelo Hardee's locations.

Tupelo, MS



Starkville, MS



Houston, MS



# 2024 IHFA BOARD OF DIRECTORS

## President

Frank Heath  
Mountain Star, LLC  
fheath@hyenagr.com

## Vice President (Q1-Q2)

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

## Vice President (Q3-Q4)

Cameron Miller  
SuperiorStar  
csmiller@superiorstarco.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@diamonddiamond.com

## 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

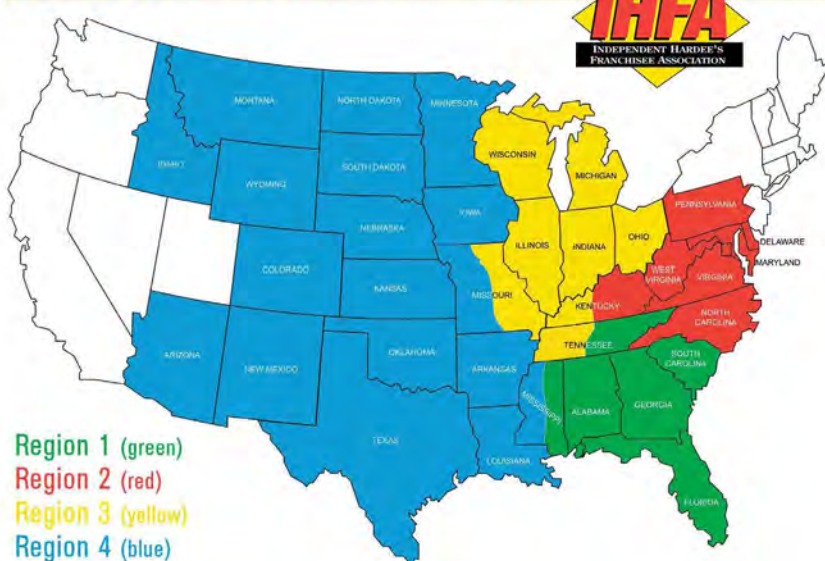
## Director

Nick Shurgot  
Saddle Peak, LLC  
nshurgot@mac.com

## 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  
4919 Lamar Ave • Mission, KS 66202

# SAVE THE DATE

Registration is NOW OPEN online!



## Convention & Tradeshow

### Sept 30 – Oct 2

Aria Resort & Casino

