



The Wendy's Franchise Association

ACCOMPLISHMENTS

OUR MISSION: To serve as a voice for members, protect the interests of the system, improve the profitability and operation of our restaurants, and strengthen the entire Wendy's family

- **Collaboration with the Brand/QSCC**

- Four Corner Document
- Global Next Gen Restaurant Design A-Team
- Performance Collaboration Weeks
- Breakfast and Late Night Profitability
- Lower Cost of Midterm Refresh
- Change on IA Lite Touch Threshold
- RMS Pricing Program funded by WNAP & MetiRi Benchmarking Pilot and Introduction
- Town Hall Survey Feedback
- Operations Forum
- People Summit
- WNAP Trustee Election Process
- Core Product Focus & Menu Innovation
- Tech Fees through WNAP Partnership
- Product Testing Reboot & Partnership
- Delivery Recapture Service Process
- Margin Sprint ROI
- Restaurant Closure Policy
- FSAs, WDRVs, Training Store Certification
- Increased Field Support

- **Access to Experts**

- Finance Forum
- Labor Relations and Compliance Updates
- Advice and counsel from WFA legal counsel: WeTech Amendment, FDD, Global Transaction Policy, Coca-Cola Amendment
- Sponsorship Program provides members with information and support from suppliers

- **Committees Working on Issues that Matter**

- **FINANCE:** Finance Forum, RMS Pricing Program, MetiRi benchmarking tool, Franchise Financial Health Survey, Late Night Breakeven Model, Paycard Programs through Netspend, Prioritize CapEx spending, Capital Planning Tool, Secured Supplier Sponsorships
- **DEVELOPMENT:** Incentive program changes and analysis, Remodel requirements, Midterm Lite Touch components, Capital Planning Tool, Global Transaction Policy, Development survey
- **MARKETING:** Streamline and simplify menu, Reconcile Digital profitability, Focus Core Products, Menu Innovation and Value, Breakfast Profitability, Trustee representation
- **OPERATIONS:** Prioritize FSA criticals, KVS enhancements, Review the labor model and test multiple opportunities to increase franchisee profitability, Product testing
- **PEOPLE:** WFA People Summit, Labor Relations updates with employment law experts, Benefits and Recruiting & Retention webinars, Dave Thomas Legacy Award, Families Forever Awards in support of DTFA, Reviewed employee wellness program, Discounted employee handbooks, CRM issue communication
 - **WOMEN FRANCHISE LEADERS:** Webinars and events with women leaders, Attendance at Women's Foodservice Forum
 - **NEXTGEN:** Supporting next-gen franchisees to become leaders in WFA and the Wendy's system
- **TECHNOLOGY:** Partnering with WTAC to address tech challenges/fees and encourage transparency, Hosted Help Desk webinars

- **Robust & Consistent Communications: Members are "In the Know"**

- Annual Franchise Forum
- Monthly *ReFresh* Emails
- Quarterly *Fresh News* Magazine
- Quarterly Virtual Member recap following Performance Collaboration Week

- **Culture & Legacy Values**

- Committed to ensuring Dave Thomas' Legacy Values and Wendy's Culture endure in the Wendy's family