



AKFCF

QUARTERLY

Association of Kentucky Fried Chicken Franchisees, Inc.

Fall 2021

KFC
RGM
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**Event
Recap**



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The RGMS and their teams have been incredibly resilient throughout the pandemic while dealing with supply issues and labor challenges. They continue to take care of your teams, our guests, AND your communities despite it all! Read about this special event on page 22.

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HAPPY FALL, Y'ALL

By Michelle Hunt

Fall is, without a doubt, my favorite time of year, and unfortunately, seems to get overlooked in preparation for the holiday season. Historically, it is also a meeting season where our regional associations get together for in-person meetings with fellowship and educational opportunities. The pandemic put a damper on those for a while, but we're back! And as you will read in this issue, our AKFCF Convention and KFC family reunion will be back live and in person March 7-10, 2022.

As I write this, I'm enjoying being back at the Super Regional meeting with the members of the Greater Midwest (formerly Upper Midwest and Great Lakes) and Southwest regions. I can't tell you what a joy it is to see people's faces outside of a computer monitor! It has also been exciting to see the vendor partners, who are hardcore supporters of our associations. Thank you so much to our vendor partners for getting out and supporting in-person meetings so we can try to get back to some normalcy. If you can't get out and support the Association in person, please remember you can support the AKFCF and reach member organizations through the AKFCF Quarterly. It's a key benefit to membership with a high level of readership across the system.

Looking ahead, please check out the Convention teaser on page 26 that gives general information on our upcoming event. Registration is open, and I encourage you to get registered early and make your travel plans to join us in sunny Orlando, Florida. There will be some new events, such as a completely reimagined golf tournament (must arrive on Sunday, March 6 to participate), and an additional fundraising event for the KFC Foundation on Wednesday evening. We also have an off-site private event planned at Universal Studios Florida™. Speaking of the KFC Foundation, Emma Horn, takes us through the growth and vision for the future success of the Foundation on page 38.

While I'm thrilled at the resurgence of in-person meetings, sometimes virtual solutions are the most efficient way to get certain groups together. The RGM Connect meeting, made possible by our Association at the national and regional levels, and KFCC, brought our RGMs together to re-energize and motivate them during the challenges of a pandemic, supply chain outages, and a labor crisis. We recap this event on page 22. Don't miss our recurring articles, columns, and regional reports from CARIBLA and the Southeast regions as well.

In more personal news, while I have been working on the Quarterly since 2000 and a business partner in our family's franchise organization, I also took on a new role this year with the AKFCF. As of July 1, 2021, I am the Administrative Manager of the AKFCF. It makes my job with the Quarterly much easier and allows me to further serve the Association I've literally grown up within. My contact information is within every magazine as well as the pull-out Directory. If there's anything I can help you with, please don't hesitate to reach out to me.

Enjoy your fall, have a blessed holiday season, and get registered to join us in Orlando.

Warmest Regards,



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AKFCF QUARTERLY MISSION STATEMENT

The AKFCF Quarterly is the voice of today's franchisee family and supports the mission of the Association of Kentucky Fried Chicken Franchisees, Inc.

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THE POWER OF OPPORTUNITY

By Brandon Robertson

Just when you think you see the light at the end of the COVID tunnel, here comes a new wave of variants that reminds us that we are not in charge. I hope all of you are vaccinated and living your lives without fear as best you can. The AKFCF Convention at the Gaylord Palms in Orlando, Florida is in full swing and will happen March 7-10, 2022.

It's hard to believe we have not seen one another at Convention for almost two years. I know many of you are ready to get back to life as usual. I want to see my fellow franchisees, corporate, and vendor partners in person instead of through some LCD screen. With that in mind, I decided we had to kick off the Convention with a party. The opening night will be three hours of live music and fellowship. I would like to thank Keith Cole for researching and finding us a great band to play for the evening.

I chose "Power of Opportunity" as our theme for 2022 while in route to Louisville for the 2021 virtual Convention. I could not help but think about all the opportunities I have been given in my career, and despite the pandemic, we as franchise owners have had some amazing opportunities come our way. I give credit for many of my accomplishments over the last 15 years to

the AFKCF organization. I'm sure many of you can say the same thing. It's especially important that we keep those opportunities coming for future generations and not let the current state of things get in the way of what made us the association we are today.

Speaking of opportunities, we just finished our fall board meeting in Kauai, Hawaii where we were able take advantage of lower-than-usual prices due to COVID-19. We had an amazing, productive meeting, and I want to thank all of the board members for taking the time to travel to Hawaii. We needed to get caught up on what was going on across the country, and it was great to be able to discuss in person the issues that exist. It sure is easier to know who is paying attention and get everyone involved in a discussion when you're all sitting around the same table. We did have a few board members who were not able to travel, but they joined us through our new Owl cameras on Zoom. A big thank you to Michelle Hunt for purchasing that system and learning how to use them for our meeting. A virtual presence is here to stay, and we are now able to incorporate it into our in-person meetings with ease thanks to new technology.

Our Association thrives on the amazing volunteers who have stepped up to be leaders, and we need to make sure that we are continuing to offer those opportunities to new leaders. Our regional and national meetings are the life of the AKFCF; we must get back to regular meetings in person. I am extremely excited to attend the Super Regional meeting this fall, as well as all the other Association meetings and board meetings that are planned. If you're not planning to attend your regional meeting, please know that we need your attendance. We need your knowledge and expertise to help guide us through the next year. Everyone has something to contribute, and everyone has the opportunity to be a leader in some way in the AKFCF or one of its regions.

You have the opportunity to attend what will be an amazing Convention at the incredible Gaylord Palms Resort. Bring your family and enjoy all that Orlando has to offer; they are sure to enjoy the exclusive access we have arranged at Universal Studios Florida. We will have two hours to enjoy Jurassic Park and the Wizarding World of Harry Potter. Both have new rides since we were there last. I can tell you from personal experience that the new Veloci-coaster is absolutely the best coaster I have ever been on. Both of my children will tell you it's magical to be in Harry Potter World at night with just our KFC family!

I hope to see you all in Orlando! ■

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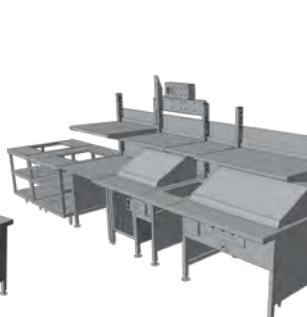


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THE POWER OF MEDIA AND OUR SANDWICH

By Tom Broome, NCAC Vice Chair

As I write this, we have seen another spike and surge of COVID cases across the country, reinforcing that 2021 has been a year of twists and turns following a year of a lot of change. Our brand has continued to stay strong, keeping our teams and customers safe, while driving year-over-year sales growth. We have remained focused on our core customers, giving them what they want and expect from KFC, while also intentionally aging down the brand through meaningful and engaging marketing (with a lot more social and digital marketing), products, and offerings.

Our Chicken Sandwich continues to be a customer favorite, and the balance of the year will see continued sandwich marketing. We recently conducted a media test in select markets focusing on “How high is high?” related to driving sandwich sales with elevated media weights. The results proved what we had seen when we launched — creative advertising, shown more often across a variety of channels, results in selling more sandwiches! We will continue to promote this important layer, as we are now in a better supply position to continue driving sandwich news to drive sales.

This summer, we saw an increase of marketing on the KFC app and kfc.com. With meaningful offers including “New Sides Lovers,” customers are reminded (or enlightened) about the many things they

love about KFC. We will see more of those types of offers in the coming months.

As I shared in my last article, the dramatic change in how our customers engage with KFC, specifically in social and digital spaces, is shifting our marketing material creation along with our media placements to help age down the brand. We will continue to see more TikTok executions, along with other meaningful opportunities to connect with influencers and consumers, to drive sales, traffic, and love for KFC. The KFC marketing team and our agency partners are focused on what we are doing as a brand to create cultural resonance, relevance, and moments. Our sandwich, our menu, and beverages provide us with a tremendous runway for growth and engagement, while staying true to who we are as a brand.

Currently, we are running a new creative rotation highlighting our Spicy (as well as our Classic) Sandwich, intended to provide a “shot in the arm” for sandwich sales. Ensuring we are refreshing our creative advertising, keeping it relevant and engaging for our consumers is essential, and our marketing teams remain keyed in on driving news around our sandwich. You also will see an increase in high-end media weight, including COB, beverages, and sides. With back to school and a potential return to more in-home family meals, con-

tinued marketing to our high-end consumer remains important; media spending will increase in the fourth quarter.

Another exciting piece of news is Quick Pick-Up, which is now in phase two of rolling out with shelving, parking signs, and POP installation and training. With our increased intentionality on our online ordering platforms and ensuring a great customer (and team member) experience, providing this efficient way for pick-up of hot, delicious meals in our restaurants is exciting. It works for our delivery partners, too. Quick Pick-Up also should help drive a better experience at the drive-thru and allow team members to focus on packing accuracy and reduce the order-taking and money handling process. I look forward to seeing marketing initiatives highlighting Quick Pick-Up in the coming months as well.

About the time you receive this publication, we will be having our September NCAC meeting. While we had intended to meet in-person for the first time in 18+ months, we are meeting virtually out of an abundance of caution. Our Subcommittees also will meet virtually. Our Marketing Subcommittee will focus on the remaining 2021 initiatives and our 2022 calendar. I remain excited about our 2022 calendar as RSCS gets more in control of our supply position and we can market a full variety of products to our customers, drive trial and attract new customers, and, of course, continue brand loyalty and love for KFC.

As always, please reach out to your NCAC representatives with any questions or feedback and do not hesitate to reach out to Karen Sherman and the NCAC staff with anything you may need from the NCAC. Your continued engagement, support, and partnership is always appreciated. ■

We will continue to see more TikTok executions, along with other meaningful opportunities to connect with influencers and consumers, to drive sales, traffic, and love for KFC.



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KFC U.S. EXPECTS TO ACHIEVE NET GROWTH THIS YEAR AND IT WILL DO SO WITH A MORE DIVERSIFIED PORTFOLIO OF RESTAURANTS

According to an August 16th report from Forbes, prior to the pandemic, KFC U.S. was firing on all cylinders — experiencing four-plus years of same-store sales growth and generating industry buzz with products like Beyond Fried Chicken.

Today, the article continues, KFC's cylinders seem to be in overdrive. Consumers stuck at home have been gravitating toward KFC, while the brand's new native digital channels have created a major tailwind. On a two-year basis, versus a "normal" 2019, the chain's sales increased 11 percent and 19 percent in the first and second quarter, respectively.

The system is even stronger now, writes Forbes' Alicia Kelso, with stronger unit economics, which is driving franchisee interest to get back to a net growth mindset. Those franchisees now have a more diverse real estate portfolio from which to choose, including a Next Generation prototype introduced in November with more drive-thru lanes, parking for delivery drivers and curbside customers, cubby systems for digital pickup orders, and self-service kiosks. There are about 20 of these restaurants now in various stages of development.

KFCC also is adding new urban inline formats specifically designed for metropolitan markets and also with an on-the-go consumer in mind. The urban inline formats are about half the size of a traditional KFC and include signage that directs customers and delivery drivers to an in-store mobile pickup area. Six such restaurants are planned through 2022.

"We've got a tremendous white space in the urban core of the U.S. The consumer doesn't have convenient access to the brand in those areas," KFCC's Chief Development Officer, Brian Cahoe, told Forbes. "These aren't office-centric business districts, where some brands are struggling. We're talking about neighborhood trade areas where there is a lot of national retail, national restaurant players. We're positioning ourselves off of a train line, bus stop, mass transit routes. The consumer lives in these areas and there is a lot of density and diversity, and our focus is on the vibe and potential of all that."

"Digital, conceptually, is very incremental and typically has a higher check average. Stepping away from that, our brand also travels well. KFC is made for those types of channels where the consumer takes it home or has it delivered," Cahoe continued. "So, we believe we're going to accelerate growth through those channels."

KFC currently has about 100 non-drive-thru locations, so it has reliable data points about a heavier takeout/delivery business. That said, its digital presence is more robust now. Prior to the pandemic, the company used a third-party solution for its website, leveraged just one delivery aggregator, and had no app. Now it has its own ecommerce platform, its first-ever app, and is present on all major third-party delivery platforms.

"Our digital mix has gone from zero to a very healthy mix and, arguably, COVID accelerated that journey by years," Cahoe said, adding that units without a drive-thru

could potentially get up to 50 percent in digital sales because those digital orders replace the brand's substantial drive-thru business.

Having its own digital platforms may also present an opportunity for the brand to tinker a little more with a local-store marketing approach, the article continues, which could work well to fit a diversified asset roster. On-the-go consumers are more likely to gravitate toward portable sandwiches, for example, versus a family seeking a bucket at the drive-thru.

"There is no question as we go forward now that we have our app and dot-com in place that we have an opportunity at individual restaurants to have different local store marketing and promotions based on what insights you're getting from having that asset class in place," Cahoe said. "I believe all the work we've done in the last five years — driving taste, operational improvements and modernizing the menu — all of that collectively in a new asset is an unbelievable recipe for us."

Of course, firing on all cylinders tends to motivate franchisees to want to grow and also attracts potential new franchisees. This is the "extremely satisfying" part of that long-awaited net new unit growth story for Cahoe.

"You don't get to where we're at on growth without the franchisees and that level of support and interest," he said. "The willingness of our franchisees to test these different prototypes shows the system overall is arm and arm."

Source: Forbes

Condolences:

Milton E. Dahlene, 91, passed away Friday, Aug. 20, 2021, peacefully at home, surrounded by his family. Dahlene joined the franchisee family in 1967 after serving in the Air Force during the Korean War. He was an avid golfer, loved the ocean, and enjoyed fishing, kayaking, sailing and SCUBA diving. He had a private pilot license, a Real Estate license, and was trained in architecture. Dahlene is survived by his loving wife, Arla; two sons, Michael and William; two daughters, Vicki and Joni; four grandchildren; three great-grandchildren; and several nieces and nephews.

LOVE YOUR KFC? NOW THERE'S A PHONE CASE FOR IT

There's a new phone accessory collection on the market that is truly finger lickin' good.

CASETiFY has partnered with KFC to introduce an exclusive collaboration of lifestyle products for fried chicken lovers who don't mind letting everyone know about it.

Ranging from \$35 to \$60, the recently launched collection includes three phone case designs, AirPod and AirPod Pro cases, a stainless-steel water bottle, and a beaded lanyard. The Hong Kong-headquartered lifestyle brand, specializing in customized tech accessories, used classic KFC imagery on its designs to create stylishly slim, drop-proof accessories constructed of what it calls "highest-quality materials."

The "Stickermania" case is designed to look like it is covered in stickers of KFC logos, fried chicken drumsticks, hearts with the initials of the restaurant, and longtime



Photo courtesy of CASETiFY
featured prominently in the center. The cases are available for the iPhone 12 Pro and Samsung Galaxy S21.

There also are water bottle and AirPod cases are similar to the Stickermania phone case, and a beaded lanyard has charms of fried drumsticks and the KFC logo.

"Collaborating with KFC proved to be a recipe for success," the company's CEO and co-founder Wes Ng said with the announcement. "We're excited to bring together two global communities that share a love of food, fun and tech with an iconic collection that features everything people love about CASETiFY and KFC."

The 10-year-old company previously collaborated with brands and celebrities such as Sarah Jessica Parker, Pharrell, the Louvre, Nordstrom, Anthropologie, and more.

Source: nydailynews.com



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YUM! BRANDS COMPLETES ACQUISITION OF DRAGONTAIL SYSTEMS

Yum! Brands, Inc. announced in September the completion of its acquisition of Dragontail Systems Limited (Dragontail), an innovative provider of technology solutions for the food industry.

Dragontail's platform is focused on optimizing and managing the entire food preparation process from order through delivery. Its connected, intelligent, end-to-end AI-based solution automates the kitchen flow combined with the process of dispatching drivers. It helps restaurants sequence and time each order, while planning optimal delivery routes and combining delivery orders by location. The technology also offers consumer-facing capabilities that enable customers to track their order en route. In addition, it can operate with outside food delivery partners.

"A key growth driver for our business and our teams is the continued acceleration of our digital and technology strategy, including how we leverage our global scale with investments in technology initiatives that enhance the customer and employee experience, strengthen restaurant unit economics, and provide a competitive advantage for our franchisees," said David Gibbs, CEO, Yum! Brands. "We're excited to welcome Dragontail and its world-class talent to the Yum! family and look forward to deploying its AI kitchen order management, delivery, and other technologies globally to our brands and franchisees over time."

Yum! says it is focused on the continued acceleration of its digital and technology initiatives across the globe, geared toward providing customers with new and seamless ways to access its brands, simplifying the lives of

restaurant teams and improving unit economics for franchisees. Delivery, which Yum! offers in over 39,000 restaurants, is a key part of the company's strategy, driven by a combination of expanded aggregator partnerships and continued investment in its own branded channels.

"Dragontail's cutting-edge restaurant technology allows us to tap into the power of AI to optimize the end-to-end food preparation process and accelerate and further enhance our delivery technology capabilities," said Chris Turner, CFO, Yum! Brands. "We believe Dragontail will make it easier for team members to operate and run a restaurant, help our franchisees strengthen their store operations, and provide a superior experience for customers."

Dragontail's kitchen order management and delivery technology is deployed across nearly 1,500 Pizza Hut restaurants in over 10 countries. Many Pizza Hut restaurants leveraging Dragontail's platform have already seen a positive impact on sales, order fulfillment, and customer satisfaction scores, including product freshness and delivery time.

Yum! Brands' purchase of Dragontail also brings in house other Dragontail emerging technologies, including its QT AI camera quality control system. Dragontail's Managing Director Ido Levanon commented, "It is exciting to see the completion of the acquisition of Dragontail by Yum! Brands, who we have been collaborating with for years. This transaction is a positive one for Dragontail shareholders and it provides Yum! Brands with even more innovative technology. We look forward to working together to deploy this technology to more Yum! Brands restaurants around the world."

The addition of Dragontail to the Yum! portfolio marks the company's third technology acquisition in 2021. In March, Yum! acquired the business of Kvantum, Inc., an AI-based consumer insights and marketing performance analytics company. That same month, Yum! also acquired Tictuk Technologies, a leading omnichannel ordering and marketing platform company offering more ways for consumers globally to access and order its brands through text, social media, and other conversational channels.

Source: Yum!

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KFC LETS GUESTS ‘CHICK-IN’ TO THEMED LONDON HOTEL

KFC's House of Harland hotel pop-up in London is the latest in a long line of quirky marketing efforts from the restaurant chain. The experiential activation will allow a few U.K.-based consumers to have a brand-themed “staycation,” as coronavirus continues to upend international travel even as the country sees a drop in COVID-19 cases.

An upmarket apartment near Brick Lane in London's Shoreditch district, per the Hotels.com posting, the House of Harland brings together several other brand-themed elements that KFC has experimented with in the past. Self-care products could be infused with some combination of the chain's signature herbs and spices, as the chain has made scented merchandise for years. The KFC Hot Winger Arcade Machine debuted earlier this summer, and follows the brand's previous gaming-focused



the marketer cut through the noise of traditional ads.

The U.K. campaign is one of the brand's first in the country since promoting marketing director Jack Hinchliffe to CMO of KFC U.K. and Ireland in June. The executive shuffle came months after KFC's U.S. marketing chief Andrea Zahumensky — largely credited with helping to modernize the brand with edgy creative — left the brand in April.

KFC International saw same-store sales grow 36 percent during Q2 2021, per Yum!'s latest earnings report. Same-store sales, however, declined 1 percent on a two-year basis, partially a result of the impact of about 2 percent of stores being temporarily closed due to COVID-19 as of the end of the quarter.

Source: marketingdive.com

device development. Similarly, the promise of “chick-flicks” evokes the brand's Lifetime original movie, “A Recipe For Seduction.”

The pop-up also recalls a groundbreaking activation from Yum! sister company, Taco Bell, which opened a branded hotel in one of 2019's best campaigns. Like Taco Bell's effort before it, KFC's House of Harland seeks to engage with fans of the chain as it continues to establish itself as a lifestyle brand. Such lifestyle plays can help

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John Kovach, Former multi-unit KFC Franchisee & Past President of The Great Lakes KFC Franchisee Association



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CITY OF CORBIN OFFICIALS EXCITED TO GET THE BALL ROLLING ON KFC-THEMED MUSICAL

With the recent announcement of the KFC “Finger Lickin’ Musical” coming to the City of Corbin, Kentucky, tourism officials are anxious to get the ball rolling.

Thanks to a \$50,000 budget, the initial idea was brought to the tourism commission by playwright Bo List, 15 years ago. After finally having the necessary funds available, the project was greenlit. Tourism officials say it will not only be a big hit for the city, but also bring in several job opportunities for the theater industry.

“You know, hiring actors and actresses from all over, creating a stage, props, creating musical compositions,” Corbin Tourism Executive Director Maggy Monhollen said. However, Monhollen said while they are excited, it is not something that will be put together overnight.

“This could be a one-to-five-year process realistically, creatively. So, we’re just all working together right now, the \$50,000 was just the initial funding set aside to get the process going,” Monhollen said.

List said when he heard the news, he was relieved. “We’re not out of the woods, there’s lots to be decided and lots to be determined but this is a great first step and I’m excited to make it,” List said.

List said it is a story of a Kentucky legend that needs to be told. “I think everybody knows who the colonel is because he’s on the side of the chicken bucket and in these commercials, but he had a really compelling life story and I just feel like it deserves to be heard. Kentucky has a lot of wonderful things going on in it and the world needs to hear about it,” List said.



Monhollen said it will show a side of the Colonel never seen before. “He was also about perseverance, he was about helping Appalachia, going out into the community and donating, funding,” Monhollen said.

List said he is determined to see his vision on stage, despite a lengthy process. “So, I’m not going to give up now just because of a little red tape. We’ve unspooled the tape as much as we can,” List said.

Monhollen said they hope to do 75 to 100 shows a season and have seen a strong response from the theater industry. “Wanting to be involved from the ground floor and I think that people in the community understand the tourism impact that this could have,” Monhollen said.

List said he has seen his personal struggle of getting the musical up and running, reflected through the story of Colonel Harland Sanders.

“He tried and he failed, and he tried, and he failed, and he tried, and he failed, and he just kept getting back up until he found the one thing, making fried chicken better than anyone else could do and he turned that into a brand that is known the world over,” List said.

In the coming weeks, Monhollen says they plan to have a meeting with List, discussing what steps they need to take next to turn this idea into a reality.

List says he is thankful for the tourism commission’s continued support.

Source: wynt.com



Chris Bradford | YUM! Brand Manager

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Know Your Acronyms

In our business, there is a great deal of terminology and jargon. As more processes and systems are added, the acronyms continue to pile up. Thus, AKFCF Quarterly decided it is time for us all to brush up on the many acronyms you will hear in your daily lives and read about in this magazine. Be sure to pass this along to your employees, or post a copy in your offices.

76(5P)	1976(5P) KFC Franchise Agreement	IAYF	International Association of Yum Franchisees (formerly known as the IAKFCF, International Association of KFC Franchisees)	QSR	Quick Serve Restaurant
AKFCF	Association of Kentucky Fried Chicken Franchisees	KFCC	Kentucky Fried Chicken Corporation	REC	Restaurant Economics Committee
ARL	Above Restaurant Leader	NAC	National Advertising Cooperative (merged with NFAC to become NCAC)	RGM	Restaurant General Manager
ASAP	American Showman Asset Program	NCAC	National Council and Advertising Cooperative	RMI	Restaurant Margin Improvement
AUM	Assistant Unit Manager	NFAC	National Franchisee Advisory Council (merged with NAC to become NCAC)	ROCC	Restaurant Operations Compliance Check
BOGO	Buy One Get One	NMS	National Marketing Subcommittee	ROI	Return on Investment
BOH	Back-of-house	NPC	National Purchasing Cooperative (i.e., KFC NPC)	RSC	Restaurant Support Center
BSC	Balanced Scorecard	OEC	Operations Excellence Committee	RSCS	Restaurant Supply Chain Solutions (formerly UFPC)
COB	Chicken on the Bone	PAC	Political Action Committee	SBRA	Supplier Business Relationship Agreement
COGS	Cost of Goods Sold	POP	Point of Purchase	TOL	Territory Operations Leader
DMA	Designated Marketing Area	POS	Point of Sale	TRP	Targeted Rating Point
FA (Or F/A)	Franchise Agreement			VOC	Voice of the Customer (formerly CBCC)
FIT	Food Innovation Team			YUM	Yum! Brands
FSC	Food Safety Consultation			YRI	Yum! Restaurants International
GAC	Government Affairs Committee				


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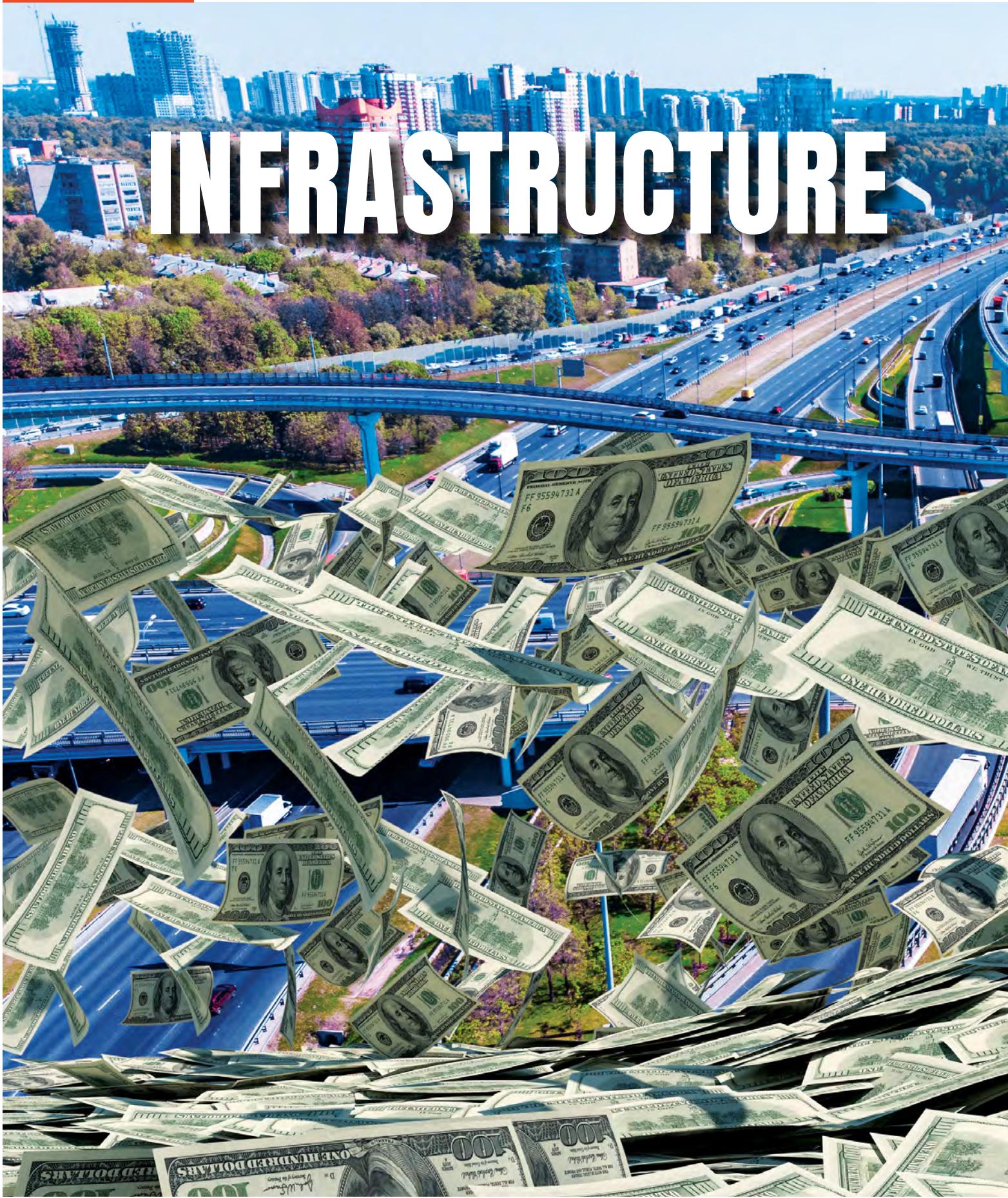


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INFRASTRUCTURE



SPENDING UPDATE



By Amber Peoples

In August, the United States Senate passed two major legislative items to set the stage for massive spending, and possible tax increases, and the potential outcome for one of the most significant pieces of federal legislation in recent history.

First, nineteen Republican Senators joined all Democrats in approving a \$1-trillion spending package with \$550 billion in new infrastructure spending over five years for roads and bridges, broadband internet, public transit, and electric utilities. Much of this bill is paid for by repurposing \$200 billion in appropriated COVID-19 relief funds. While this bill has bipartisan support currently, it has been tied politically to a much larger, progressive-driven, “human infrastructure” package.

The Senate, with Democratic votes only, shortly thereafter passed a \$3.5-trillion budget resolution to fund education, healthcare, childcare, climate and energy initiatives, and housing. These two, separate legislative vehicles are on a path that will converge with the debt ceiling debate in September. This will further complicate things when the Treasury will be asking to raise its borrowing limit — as it stands, many moderate Democrats already are wary of this larger spending effort, and some progressives are threatening to withhold support for the smaller package if they cannot approve both. The House still needs to approve the smaller bipartisan bill, and there still is committee work needed to add details to the \$3.5-trillion progressive package, which would be paid for by tax increases, tariffs, and other measures.

National Labor Relations Board

On July 28, 2021, Gwynne Wilcox and

David Prouty were confirmed as members of the National Relations Labor Board (NLRB) by the U.S. Senate, giving Democrats a 3-2 majority for the first time in four years. Wilcox assumed her role immediately following the vote, due to a vacancy since 2018. Prouty joined alongside her when he replaced Bill Emmanuel, whose term expired on August 27.

As the NLRB's pro-union majority takes over, changes are to be expected for union and non-union employers alike. In his July 30, 2021, article, the National Law Review's David G. Weldon identified the following

AKFCF – Political Action Committee (PAC)

The AKFCF created a PAC to make sure our voices are heard in Washington, D.C. The AKFCF Government Affairs Committee and the AKFCF PAC Board of Directors would like to thank the franchisees listed below for their contributions this year to the AKFCF PAC. Each quarter, we list the names of the franchisees who have supported the PAC at time of print as a token of our appreciation. This list is all the latest contributions, broken down by region. We encourage you to please join your fellow franchisees and support your AKFCF PAC. For information on how you can become involved, or if you don't see your name and should, please contact Leslie Sharp, treasurer of AKFCF GAC/PAC at lcsharp4133@icloud.com.

Greater Midwest

Dale Black
Joan Bowling
Heather Dexter
Alessio DiFranco
Douglas Elish
Timothy Fitzpatrick
Glen Flewelling
Nancy Fox
Anne Goodnight
Lesley Hottinger
Michael Houston
John Jefferis
Ben Johnson
Michael Kulp
Stephanie Kulp
Mark Lambos
James Mayer
James McKenzie
James Mikula
Diana Myers
Troy Saunders
Kevin Schlutz
Susan Schmidt
Douglas Smith
Justin Stewart
Scott Vorrath

Northeast

Ray Aley
Cheryl Aley
John Arsenault
Jeff Bower
Anthony Buford
Tony Cameron
Joseph Cavegn
Tommy Cecconi
Keith Cole
Stacey Dion
David Evans
Frederick Gallant
Sherry Houston
Michael Houston
Robert Rianna
Larry Starkey

Northwest

Ralph Harman
Jeannie Harman
James Jackson
Fred Jackson

Southeast

Marvin Jorgensen
Cindy Jorgensen
Stephen Prendiville
Todd Stewart
Barry Thiriot
Calvin White

Southeast

John Brown
Matthew Druten
Barry Dubin
Austin Felker
Sandra Felker
Eric Felker
Chris Fowler
Michael Galloway
Kirk Gillam
Matthew Hansen
Tim Harris
L. Inman Hodges
Michael Houston
Howard Killgo
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Johnny Outlaw
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Southern California

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Linda Rosenbalm
Gurpreet Sandhu
Leslie Sharp
Bill and Bonny Shelton
Jeffery Wallace
Richard (Dick) West
William (Bill) West
Gary (Steve) West
Charles (Tim) West
Earl Wilson

Southwest

Amjad Chaudhry
Shahid Chaudhry
Israel Diaz
Piyarali Hashim
Zubair Kazi
Patricia McBrayer
Raziel Valiente

areas that these new members likely will target for policy changes:

- Scrutiny of employee handbooks and policies
- Employee use of employer email systems
- Expansion of protected concerted activity
- Management rights clauses and employer flexibility to manage under labor agreements
- Organization of micro-units
- Union election rules
- Captive audience meetings
- Joint employer status
- Independent contractors

Federal Unemployment

While 26 states ended their federal unemployment benefits early over the course of the summer, the enhanced benefits for the 24 remaining states, provided through The American Rescue Plan, just expired on

Sept. 6, 2021. However, President Biden is encouraging states with the highest unemployment numbers to extend these benefits once again. In a letter sent to the chairmen of the Senate Finance Committee and the House Ways and Means Committee, Treasury Secretary, Janet Yellen, and Secretary of the Department of Labor, Martin Walsh, assert that these benefits could continue with the help of the \$350 billion previously set aside in The American Rescue Plan for state and local governments.

The letter indicates that it would be a short-term measure but claims that “there are some states where it may make sense for unemployed workers to continue receiving additional assistance for a longer period of time, allowing residents of those states more time to find a job in areas where unemployment remains high.” The letter also offers advisement to states on infrastructure, \$47 million in new grants, and the possibility of unemployment insurance

reform. However, business owners have joined Republicans in criticizing the \$300 boost, emphasizing the difficulties in attracting and hiring new employees.

Stay Involved, Donate to the AKFCF PAC

Contributing to the AKFCF Political Action Committee (PAC) is the best way to support the election and re-election committees of pro-business Members of Congress who share the same concerns as franchisees. The money raised in the PAC goes directly to the campaigns of those running for Congress, or incumbent members seeking re-election.

You may make your 2021 AKFCF PAC donation online by visiting our portal on the AKFCF website in the Government Affairs tab.

For more information, please contact your regional GAC representative or Amber Peoples of Polaris Consulting, LLC (apeoples@polariswdc.com). ■

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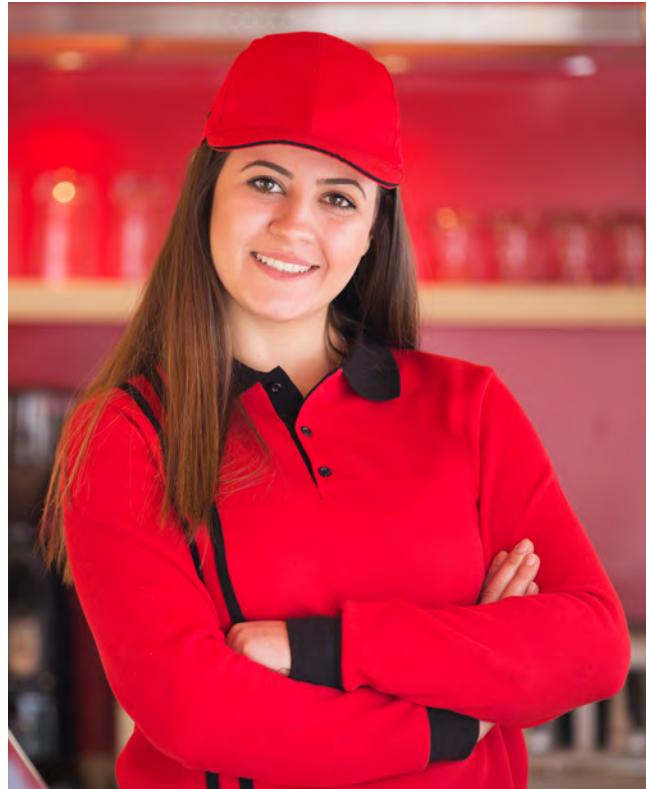
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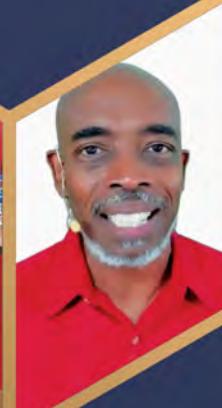
Recap On The KFC RGM Connect Event

By Kelly Rodenberg

The RGMs and their teams have been incredibly resilient throughout the pandemic, while dealing with supply issues and labor challenges. They continue to take care of your teams, our guests, AND your communities despite it all!

Justin Stewart, AKFCF 2nd Vice President, and Monica Rothgery, KFC COO, wanted to find a way to inspire and help RGMs achieve some of their personal and professional goals. But more importantly, they wanted to celebrate these individuals for everything they do daily for the brand. Thus, the RGM Connect event was broadcast live this past July from the Restaurant Support Center in Louisville, Kentucky.







A week before the RGM Connect went live, each RGM received a cool swag box sponsored by Pepsi and Dr Pepper. It contained many fun goodies for them and their teams to help get them pumped up about the event.

RGM CONNECT DAY 1

Day one focused on celebrating the RGMs and what they've accomplished over the last year and a half, and day two concentrated on the future of the business.

Over the course of the two days, Monica and Justin rewarded the RGMs and their teams for all the incredible things they've done for our brand during these challenging times with more than \$16,000 in gift cards! Hyginix donated a fog tank and Epson donated two personal home printers. Sharita Hegler of Georgia won the big prize — a trip to a 2022 NCAA Conference Championship football game of her choice, courtesy of Dr Pepper!

KFC U.S. President Kevin Hochman joined Monica and Justin in the studio to share with them where KFC is as a brand and where we're going in the future — in our restaurants and with our customers.

Special guest speaker Justin Patton focused on resiliency and what it takes to get back up after you've been knocked down. He reminded the audience that the better you are, the better you can be for your team.

Additionally, we learned the latest and greatest on what's happening with the Colonel's Best of the Best program, and we took a minute to recognize our top RGMs of 2020, including our first-ever Culture Leaders who were nominated for their leadership and resiliency during the height of the pandemic.

All the leaders talked about how the RGMs really stepped up



during the pandemic — to not only take care of your teams and guests, but also your communities — through some impressive programs such as Harvest, Million Pieces of Chicken Giveaway, and more.

Stefanie Hess, KFC Strong leader, gave attendees behind-the-scenes access on how our Facebook community was created and what you're missing if you're not part of the fun! She also created two KFC Can Dance Challenges for the RGMs and their teams. It was another way for them to come together and have fun.

Emma Horn, KFC Foundation Executive Director, and Marcus Shelton, a franchisee on the Foundation board, gave the audience an update on the Foundation's programs and what they're doing to change the game to raise more money and what it will do for our teams. (See the KFC Foundation feature article on page 38 for more details.) During the RGM Connect, the Foundation raised \$13,000!



RGM CONNECT DAY 2

Day two hit the ground running by focusing on the digital customer, and modernizing your restaurant. KFC Chief Technology Officer, Chris Caldwell, shared the technology KFCC will introduce to make running restaurants easier.

Everyone was excited about Quick Pick-up and how it will improve the whole experience for our teams and our guests. It's all about shifting out of the pandemic and creating a new channel for customers to get KFC! Quick Pick-up is just the start of modernizing and revolutionizing our brand through technology to enable a better customer experience and make running a KFC restaurant easier and more efficient. This change is coming to our restaurants. Not all at once, but we need to be ready and open to the change.

Dealing with one of the greatest challenges we've ever faced, the labor crisis was another hot topic. It's like nothing we've seen before, and so many industries are struggling with these same problems. KFC Chief People Officer, John Kurnick, got together with a few RGM's to hear what they're doing differently and creatively to attract and keep the best team members.

Guest speaker Mark Brown shared his perspective on elevating our levels of performance despite the challenges that we all face, and he offered encouragement and inspiration to help us stay KFC STRONG.

Mike Wesley and his team shared just a little bit more how we've seen customers' tastes change recently and some creative ways we're changing and adapting our marketing strategies to get those younger customers to think about KFC more often.

Monica told the RGMs, "Everything's uncomfortable the first time you do it, but it's a new day at KFC and your team will be looking to you for inspiration and leadership through this journey, so embrace it!"

We are all so incredibly proud of how you support each other, share ideas, and how you celebrate with your teams!



THANK YOU TO ALL OUR GENEROUS SPONSORS OF KFC RGM CONNECT



Join Us For The AKFCF 2022 Convention!

The Power of Opportunity
awaits in Orlando.

By Kelly Rodenberg







Our plans for the 2021 Convention at the Gaylord National Resort in Washington, D.C. unfortunately went dark due to COVID-19. But we are once again powering up for a live convention in 2022 that will present new energy around every corner.

AKFCF will kick off its Annual 2022 Convention at the Gaylord Palms Resort and Convention Center in Orlando, Florida on Monday, March 7. We will bring our KFC family together to celebrate the brand's success, participate in game-changer discussions, network with industry leaders, and experience hands-on workshops designed to take us into the digital future.

Our theme this year is "The Power of Opportunity." We believe that after more than two years apart, it is critical for franchisees and all members of our KFC family to get together again and re-connect, re-envision, re-energize, and re-commit ourselves to the opportunities that surround us.

Attending this celebration as a member of the KFC family will provide you with unique opportunities to network and share different strategies that will help you experience new levels of success. Understanding how others got to where they are today and learning what opportunities are waiting for you will help you take your own business to new heights.

AKFCF wants to provide you with opportunities that will challenge you to use your talents, idealism, passion, and energy to be effective — whether inside your restaurants or out in public.

We are creating exciting, new features for this Convention, and we can't wait to share them with you over the next few months. Get ready for a program bursting with amazing announcements, new product reveals, giveaways, workshops, celebration, recognition, surprises, and more!



Here's a sneak peek at our schedule for the 2022 Convention – you won't want to miss a minute!

Monday, March 7

- Golf Tournament
- Registration Opens
- Workshops
- Welcome Reception

Tuesday, March 8

- Opening Session
- Keynote Speaker
- AKFCF Regional Meetings
- Lunch in the Trade Show
- Private Event at Universal's Islands of Adventure

Wednesday, March 9

- Trade Show
- AKFCF Awards Luncheon
- General Session
- Free Night — Shuttles to Disney Springs
- KFC Foundation Wine Dinner

Thursday, March 10

- Women's Breakfast
- General Session
- Brand Q&A
- AKFCF Legal Update
- AKFCF Board Meeting



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SOCIAL EVENTS

Ray Zimmerer Memorial Golf Tournament

Get your group together for a day on the fairways! This March, AKFCF and the KFC Foundation are partnering to host the Ray Zimmerer Memorial Golf Tournament. The tournament will be held at Celebration Golf Club in Orlando. It's here that you'll do more than play a course — you'll feel what it's like to play the final course co-designed by the renowned masters of golf course architecture, Robert Trent Jones

Senior and Junior. In designing Celebration Golf Club, their combined talents created a course unlike any other in the nation. It's lush, like a natural park with undulating swells and topography, a course reflective of the very best of every course they have created around the world.

And this year, it's here that you'll do more than just play golf! You'll play a role in raising money for the KFC Foundation.

*Registration for the scramble will open in October on the KFC Foundation website.
(Additional Fee)

Registration fees for a foursome includes:

- Build your own foursome for a new twist on the scramble to benefit the KFC Foundation
- Breakfast, lunch, and a Bloody Mary Bar
- \$200+ Pro Shop credit for each member of the foursome
- Drinks on the course
- Prizes and swag on holes

Don't miss your shot to join us on the course!



AKFCF Welcome Reception

Kickoff the Convention by reuniting with your KFC family in a relaxed outdoor setting filled with live music, drinks, and fabulous food. We know it has been over a year since you were able to just have fun with each other, so that's why we took the reception out of the AKFCF Trade Show.

You'll experience some of Orlando's finest fare and get a taste of the local flavor. Whether you are a first-time attendee or a 20-year veteran, you'll want to join us for this new but traditional experience, where you can catch up and enjoy time with friends and family.



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SOCIAL EVENTS



Private Event at Universal's Islands of Adventure

Get ready for one of the most incredible parties AKFCF has ever thrown — dinner in the Universal CityWalk entertainment complex followed by dessert, rides, and entertainment at Universal's Islands of Adventure theme park. All night long, you'll have unlimited access to the most amazing theme park rides and attractions in Orlando because we've reserved The Wizarding World of Harry Potter™- Hogsmeade™, Jurassic Park and Skull Island: Reign of Kong just for you. Soar above the Hogwarts™ grounds as you join Harry Potter™ and his friends on the groundbreaking thrill ride Harry Potter and the Forbidden Journey™, fly deep into the Forbidden Forest on Hagrid's Magical Creatures Motorbike Adventure™, and visit the wizarding world's best-known establishments in Hogsmeade™. Feel the rush of the hunt as you race through the jungle alongside velociraptors on Jurassic World VelociCoaster. Brave a clash between prehistoric predators and the most colossal ape on Earth on Skull Island: Reign of Kong. It's an entire evening of thrills and excitement — and it's all yours.

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A promotional advertisement. On the left, there is a white rectangular graphic with the Pilgrim's logo (a stylized rooster) and the word "Pilgrim's" in a serif font, followed by the KFC logo (Colonel Sanders' head) and the letters "KFC". Below this, the words "PROUD KFC PARTNER" are written in large, bold, orange letters with a flame-like texture. To the right of the graphic is a close-up photograph of several pieces of golden-brown fried chicken on a light-colored wooden surface.

SOCIAL EVENTS



Explore Disney Springs

The Gaylord Palms Resort will provide additional shuttles for AKFCF attendees wishing to visit Disney Springs for an evening on their own. Disney Springs is an amazing place featuring an eclectic mix of unique boutiques, one-of-a-kind eateries and jaw-dropping entertainment that will have you feeling the magic in no time.

An advertisement for Case Farms Chicken. At the top, the brand name "CASE FARMS" is written in large, stylized red letters with a yellow outline, and "CHICKEN" is written below it in a smaller yellow banner. Below the logo, the tagline "The Chicken of Choice." is written in a smaller font. The background shows a scenic view of a green hillside with several red barns and white-roofed buildings. At the bottom, there is a white bucket of KFC chicken wings with the KFC logo on it. To the left of the bucket, there is a block of text in a cursive font: "Honored to SUPPORT YOUR continued success."



KFC Foundation Wine Dinner

Join the KFC Foundation for another exciting wine tasting event! We know you loved sampling delicious wine during our virtual convention, so we're bringing this event back live in 2022.

This three-course, plated dinner will pair a delightful wine with each course. A master sommelier will guide you through the paired tasting. Then, stick around for live entertainment from one of America's top cover bands. And of course, there will be a live auction you won't want to miss! It will be a night to remember, and all proceeds benefit the Foundation's amazing programs. (Additional fee)



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Drawing inspiration from signature architectural styles that define the Sunshine State, the spirit of Florida's coastal regions is woven throughout the resort as a result of the largest renovation in the hotel's history, which was completed this past summer. Our general session will be held in the new Coastal Ballroom, which combines innovative design, technology, and lighting that will allow us to provide some cool special effects. Our welcome reception will be on the new Mangrove Lawn. Named for the high-rooted trees and plants that thrive in Florida's coastal intertidal areas. The multi-purpose tract features 10,000 square feet of artificial grass and fireplaces that bookend Mangrove Lawn, providing comfortable conversation spots on crisp Florida evenings. The lawn is just steps away from the resort's new Cypress Springs Water Park, perfect for the kids or the kid in you!

No matter what excites you, you'll find it here at Gaylord Palms Resort & Convention Center.

Visit our website (AKFCF.com) often for the latest updates and details on registration. We look forward to seeing you all in Orlando and in person! ■



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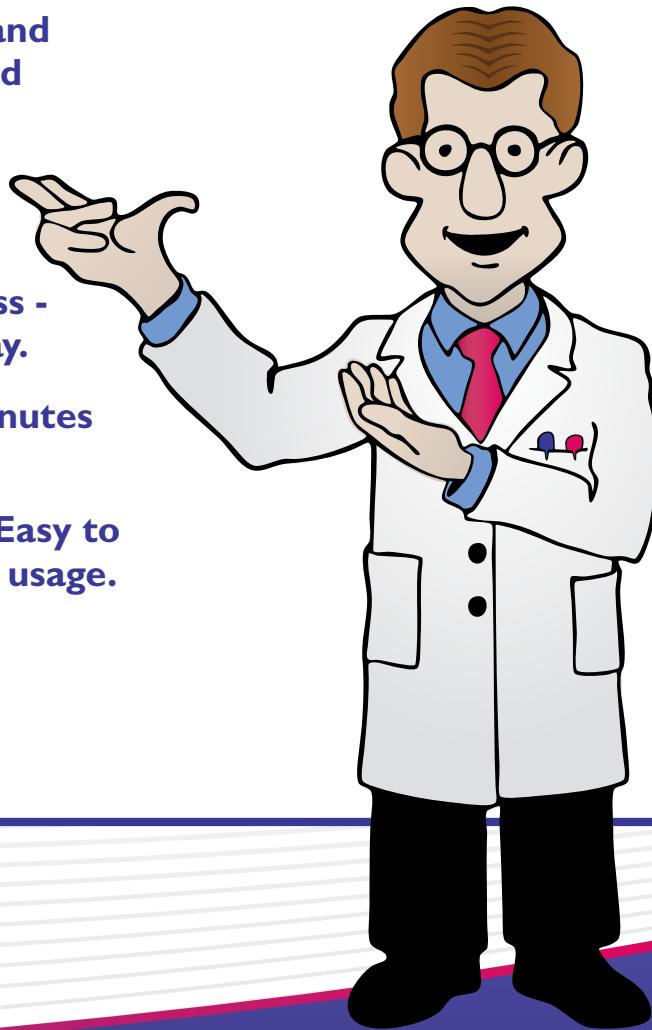
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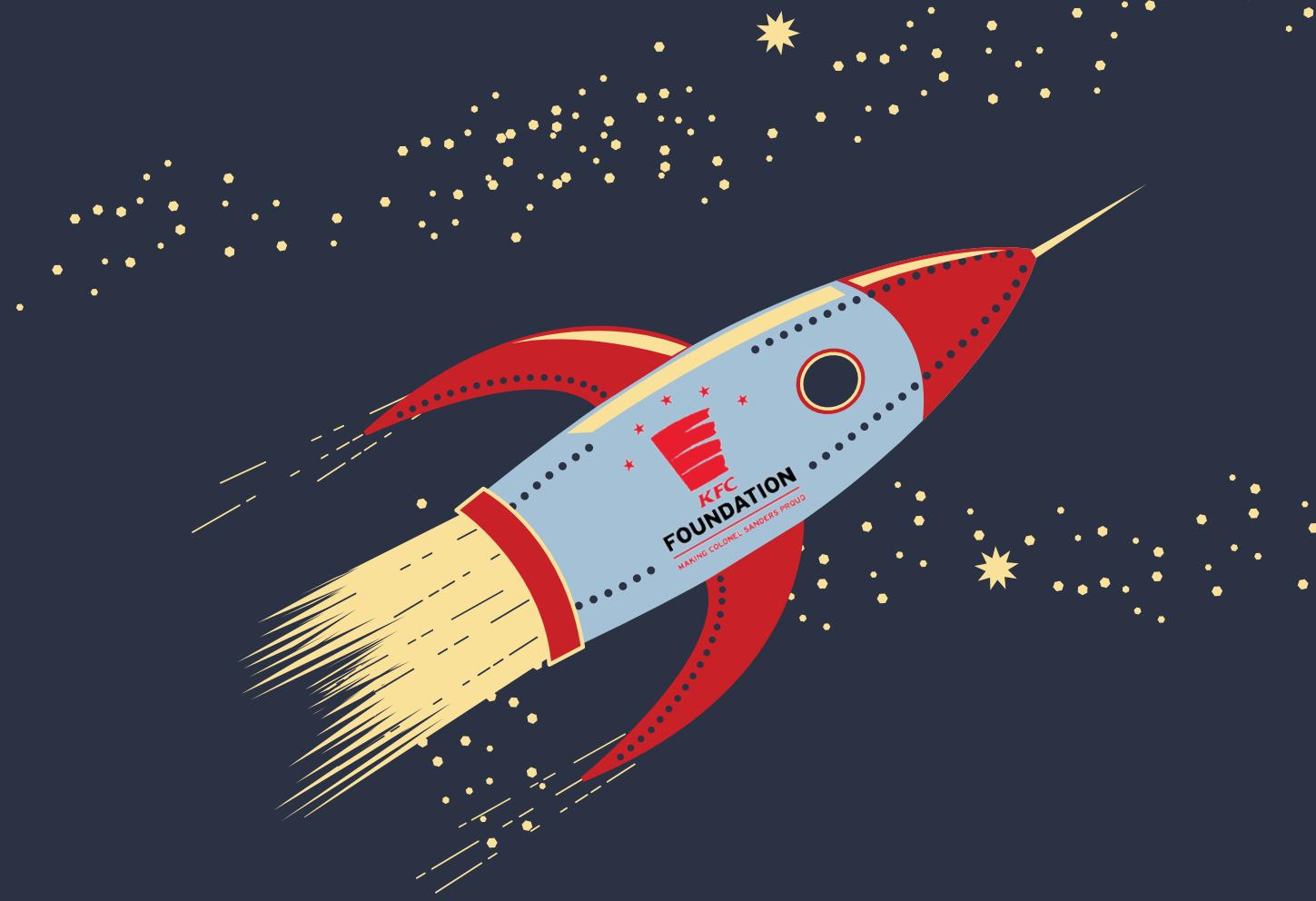
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The KFC Foundation's Plan to a \$10-million Impact

Achieving stratospheric goals





By Emma Horn, KFC Foundation Managing Director

Your KFC Foundation has experienced tremendous growth during the past six years thanks to your partnership.

We've gone from one program to five programs that assist KFC restaurant employees in a wide variety of ways. We've increased our staff from two to four people to support our growing suite of programs and to ramp up our communication. We've added a KFC Foundation mobile app, taken our fundraising efforts at the AKFCF Convention to the next level, increased employee awareness and participation in our programs, partnered with KFC and Yum! on various initiatives, and so much more.

We love what we've been able to accomplish, and yet we know that opportunity still abounds.



Recent research shows that 86 percent of people have donated to a charity at an in-store or online checkout over the past year. And, 85 percent of customers feel more positive about a company that offers them the chance to donate!

For example, last year, the KFC Foundation Board of Directors created a new strategic plan to guide us through 2023. Developing a strategic plan in the middle of a global pandemic led us to be nimble and flexible in where we plan to go, adapting to the needs of KFC restaurant employees.

We started with a bold vision: Make every KFC restaurant employee feel supported and empowered to be their best selves.

Our KFC family consists of restaurant employees who are all at different stages and phases of their lives. At the Foundation, we see it as our job to meet each team member where they are. There are 16-year-olds starting their first job and saving money to go to college. We have some 18-year-olds heading off to college, and others are staying home to take care of their families. Our KFC Family also includes those who have worked for the brand for years and are raising children while growing in their careers.

Our mission is to care for restaurant employees, and we have five wonderful programs that help us do just that. However, we know there is always more to be done, more people to reach, and more ways we can empower and uplift employees wherever they are. This year, our Board and staff have been asking “What if...?”

- **What if** team members facing a crisis were supported not only financially by the Foundation, but also were connected to the resources in their community that could continue to help them?
- **What if** working parents had access to emergency back-up child-care support?
- **What if** every restaurant employee had access to free college?
- **What if** instead of a \$2-million impact, we were able to make a \$10-million impact every year?

We have many more “what if” questions in our minds that would allow the Foundation to radically expand basic needs supports, while also helping employees achieve their goals and become their best selves.

Currently, we serve more than 2,000 restaurant employees per year — helping them work toward their GED, get college tuition assistance, receive financial aid during a hardship, build a habit of saving money and a short-term emergency fund, and give back to their communities in a big way.

We know there are many more employees we could reach each year. But to grow our impact, we must grow our revenue.

Now that we have our direction, the next question is, "How do we get there?"

This fall, we believe we are unlocking a major gateway to growing our impact to \$10 million: A national in-restaurant Round Up campaign, enabling your beloved customers to join in on our mission to make a difference in the lives of KFC restaurant employees and their community.

Recent research shows that 86 percent of people have donated to a charity at an in-store or online checkout over the past year. And, 85 percent of customers feel more positive about a company that offers them the chance to donate! Dozens of other QSR brands use Round Up to raise significant money for their charities of choice, including our sister brands Taco Bell, Pizza Hut, and the Habit Burger. Taco Bell restaurants, for example, raised \$23 million last year by offering Round Up year-round! KFC is the only Yum! brand in the U.S. that hasn't utilized Round Up in restaurants — but don't worry, the KFC Foundation is changing that.

Our first Round Up campaign is planned from Monday, November 15 to Saturday, December 25. Every participating restaurant will receive a register topper, door cling, and drive-thru signage to let your customers know about the opportunity to round up their order total and donate it to the KFC Foundation.

The cherry on top of raising money during this Round Up campaign is that your customers will learn about all of the resources you provide your employees through the KFC Foundation — and that will pay you dividends in terms of brand loyalty.

According to the 2020 Edelman Trust Barometer: Brands and the Coronavirus, "A stunning 90 percent of our survey respondents want companies and brands to do everything they can to protect the well-being and financial security of their employees and suppliers. ... The penalty for companies that put profit ahead of people is severe, with 71 percent of people saying that this will erode their trust in a business forever."

The cherry on top of the cherry is awareness. Your customers and your team will gain heightened awareness of how much their employer cares about them and their community. Learning more about



DE Foods



The biggest key to success in Round Up fundraising? Ask every customer every time.

the slew of programs that exist to help team members achieve their educational goals, make it through an unexpected crisis, gain financial security, and more will result in increased program participation, retention, and morale!

We're challenging each restaurant to raise \$1,500 during the four-week period. Of course, there will be awesome prizes awarded to the top 10 teams who raise the most funds, including gift cards for restaurant celebrations and KFC Foundation t-shirts for the whole crew!

The biggest key to success in Round Up fundraising? Ask every customer every time.

In addition to Round Up, we're also working on exciting new plans for the AKFCF Convention in March 2022. The wine tasting event we held during this year's virtual Convention was a crowd favorite, and we're pleased to share that it will return in 2022 — this time, in-person! Watch your Convention emails to register for a three-course, plated dinner, complete with delightful wine pairings for every course and a master sommelier guiding you through. Stick around for live entertainment with a band and live auction items you won't want to miss. New to the Foundation this year will be our participation in the annual golf scramble. We have big plans in store for you to have fun on the course and bring home exciting prizes, so start putting together your ideal foursome! More details coming this fall.

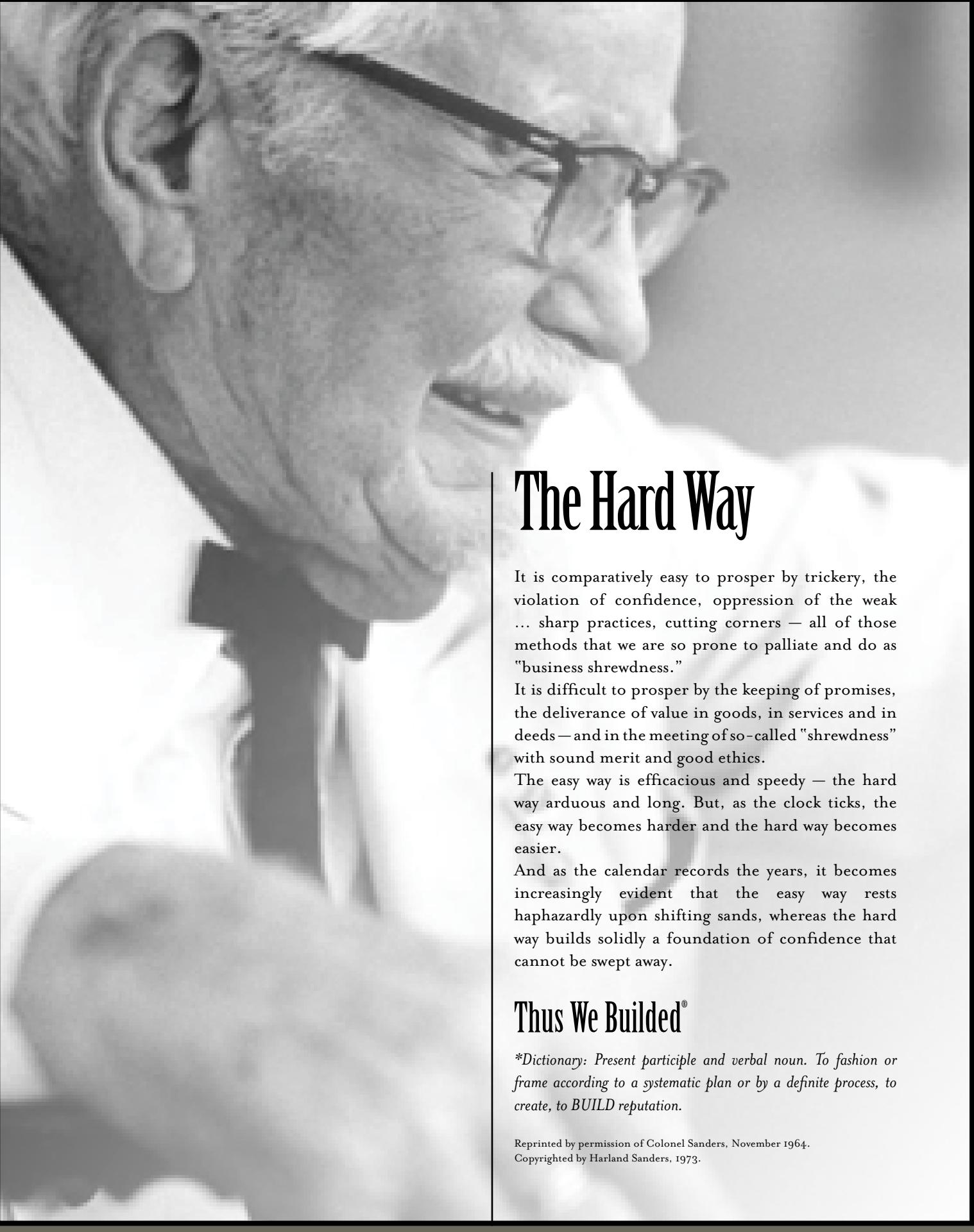
The Foundation's Annual Donation Program will continue as a stable source of income to fund our assistance programs. We are so grateful that 95 percent of KFC franchisees participate in this donation program, enabling their restaurant employees to be eligible for Foundation programs starting day one on the job. Your ongoing support through this program is critical to the success of the Foundation.

In a less exciting, but no less important, change to our revenue, we've made the decision to transfer our reserve funds to an investment portfolio. We're also working toward creating an endowment to create permanent sources of income for our Foundation programs. These two vehicles allow us to plan for long-term stability.

The journey to reach our vision takes the entire KFC Family. We wouldn't be where we are today without your generous and enthusiastic partnership, and we can't get where we're going without your continued support. If there's one thing we've all learned over the past year and a half, it's that taking care of people is not just a priority; it's THE priority. And your KFC Foundation is strategically positioned and ready to take this concept to a whole new level.

Our vision is to make every KFC restaurant employee feel supported and empowered to be their best selves.

Together, we can bring this to life.



The Hard Way

It is comparatively easy to prosper by trickery, the violation of confidence, oppression of the weak ... sharp practices, cutting corners — all of those methods that we are so prone to palliate and do as "business shrewdness."

It is difficult to prosper by the keeping of promises, the deliverance of value in goods, in services and in deeds — and in the meeting of so-called "shrewdness" with sound merit and good ethics.

The easy way is efficacious and speedy — the hard way arduous and long. But, as the clock ticks, the easy way becomes harder and the hard way becomes easier.

And as the calendar records the years, it becomes increasingly evident that the easy way rests haphazardly upon shifting sands, whereas the hard way builds solidly a foundation of confidence that cannot be swept away.

Thus We Builded[®]

**Dictionary: Present participle and verbal noun. To fashion or frame according to a systematic plan or by a definite process, to create, to BUILD reputation.*

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ARE YOU TAKING ADVANTAGE OF MEMBER PROGRAMS?

By Tara Morrison

At Restaurant Supply Chain Solutions our goal is to provide value to our members. Member Programs provides value to our franchisee partners by offering discounts on products and services used to run your business. You may have heard about our Waste Services program, which could save you up to \$1,000 a month, but Member Programs has many additional programs that can help you save money on products and services you may already use today. We have negotiated discounted rates for the following:

- cleaning services
- cell phone plans
- security systems
- fire suppression
- office supplies
- oil management
- shipping services
- pest control
- pre-fabricated building services
- slip resistant shoes and more!

Our entire list of programs can be found on our Digital Directory page located at the following link: <https://apps.rscs.com/MemberPrograms/Login.aspx>. The Directory is where you can find detailed information on each of the programs we offer, the discounts available, as well as directions on how to sign up and who to contact for more information. The Directory also is where you can sign up to receive our monthly email Newsletters. The Member Programs E-newsletters highlight various vendor offers that are a part of Member Programs. Also included in the E-Newsletter is valuable Employee Perks information. Employee Perks is a free benefit for all our members and their employees that offers discounts on products and services from a multitude of retailers you may already be using today. We have discounts on cell phone plans, movie tickets, electronics, and more! The E-Newsletter has printable flyers that you can download and distribute to your employees, letting them know how to sign up for their free Employee Perks discounts. Our goal is to provide the most value to our operators with these programs and we appreciate your feedback. If there is a product or service that you think would be a great addition to Member Programs, please email us at memberprograms@rscs.com.



One of our most requested discounts is on cell phone plans. We offer discounts at AT&T and Verizon. You and your employees could be saving up to 23 percent on your data plans just by being a KFC employee!

Member Program Spotlight: Waste Quotes – Save up to 30% on your waste services!

With RSCS Waste Services program, you can stop throwing your money in the trash (and reduce your costs up to 30 percent)! Pre-pandemic, RSCS had completed a multi-stage RFP, leveraging the volume of the entire Yum! Brands system with some of the largest national waste vendors and waste brokers to ensure the BEST rates are made available to all restaurant locations. By leveraging this large volume, RSCS has established deals in place with five vendors that are available to our members. While some locations are locked in to using a city's services (called a closed market), most areas have open competition, which

means the waste vendors are competing for your business.

To get started, simply send your current waste invoices to the RSCS mailbox WasteQuotes@rscs.com and we will retrieve bids from all five of our waste partners.

This is a completely free process

and you have nothing to lose — except for dollars off your waste bill. We will make the submitted bids available to you and if you are interested in one of the offers, provide you with a pre-negotiated Operator Agreement that you can simply sign and begin service with the new waste vendor at the reduced cost. Submit your invoices today!

Employee Perks: Help employees save on nearly EVERYTHING!

Make sure your employees are getting the most out of being a KFC crew member by utilizing Employee Perks. Our Employee Perks program offers discounts on products and services from a multitude of popular retailers that can help your team Save on Life! One of our most requested discounts is on cell



phone plans. We offer discounts at AT&T and Verizon. You and your employees could be saving up to 23 percent on your data plans just by being a KFC employee! We also offer discounts on movie tickets, oil changes, hotel, car rental, security systems, theme parks, electronics, and so much more.

To start saving, connect via www.rscs.hrdiscounts.com/GO (or scan the QR code) on your mobile or tablet device. Follow the steps to download the app, register for an account, and SAVE BIG!

The new Employee Perks flyer is available on the website:

1. Visit <https://apps.rscs.com/MemberPrograms/Login.aspx>
2. Click on "Employee Discounts" to access the NEW KFC flyer.

SCAN & SAVE
today!

An advertisement for the RSCS Customer Portal. It features a photograph of a laptop on a desk, displaying the RSCS website's homepage. The RSCS logo is prominently displayed at the top of the page. Below the laptop, a large orange callout box contains the text: "LEARN HOW TO USE THE *NEW* RSCS CUSTOMER PORTAL". At the bottom of this box is a red button with the text: "Book a demo for your team: Rich.Bingham@rscs.com".

1 Manage Projects

Manage new store & remodel projects, view lead times, and adjust dates.

2 Place Orders

New ways to search by vendor part number and Yum! A&E numbers. Items have been updated to display the expected lead-times for delivery.

3 Track Shipments

View expected lead times and use alternate shipping addresses.

4 View Purchase History

Development project information is now visible on the website, including open dates, plans, quotes, and orders.



EMPOWERING KFC RESTAURANT EMPLOYEES THROUGH EDUCATION

By Elizabeth Edrington, KFC Foundation Communication Coordinator

The KFC Foundation's vision is to make every KFC restaurant employee feel supported and empowered to be their best self.

For a lot of people, educational achievements are part of their personal development journey. We love being able to support and empower KFC employees in this way through our Rise with GEDWorks and REACH Educational Grant Programs. And guess what, your employees love it, too!

When asked "How does it make you feel as a KFC employee that this program is available to you and your coworkers?", Rise with GEDWorks graduates say:

"It makes me feel great that there's a program that can help any of us no matter our situation, age, or position. We all deserve to have an education. It makes me happy to know there is a program dedicated to helping others like myself." –Jamie

"Great, as well as the college help that is offered for the college kids. This is the only company I know of that offers things that help so much." –Hunter

"Amazing. I always encourage my crew to take the opportunity to use the Rise program and REACH scholarships!" –Nikki



Our support goes beyond simply offering these programs to restaurant teams. We are continually thinking of ways to reach more employees, provide additional resources, and motivate them to go after their goals. Such as...



GED Grad of the Year Award and GED Grad Raffle

For the first time ever, the KFC Foundation awarded a GED Graduate of the Year for 2020. The honoree was Wendy Garcia, a KFC team member with KBP Foods and mother of three, who earned her GED, enrolled in college, won a REACH grant, and was awarded our first GED Graduate of the Year (which came with a \$1,000 Visa gift card) — all in 2020.

"KFC helped me achieve my first goal, which was to obtain my GED certificate," says Wendy. "Receiving the REACH Grant means a lot to me. It can help me achieve one more goal I have in my life — to study cosmetology."

We are thrilled to announce that we will be awarding a GED Graduate of the Year again in 2021, which comes with a \$1,000 Visa gift card for the winner! Franchisees/ARLs of Rise with GED-Works graduates play a huge role in this selection process. In early December, we'll send a short nomination form to all franchisees who had a Rise with GEDWorks graduate between Dec. 1, 2020

and Nov. 30, 2021. A panel of judges will review the nominations and we'll announce the winner in early January 2022.

But wait: There's not just one, but TWO chances for a Rise with GEDWorks graduate to win \$1,000 this year! In addition to the GED Graduate of the Year award, we'll also hold a 2021 GED Grad Raffle drawing. All graduates who earned their credential between Dec. 1, 2020 and Nov. 30, 2021 (and are still employed) will be entered into a drawing and one lucky winner will receive a \$1,000 Visa gift card!

If you know anyone who is considering working toward their GED or anyone who has started in the Rise with GEDWorks program, now is the time to encourage them to achieve their goal and earn their GED!

Rise to REACH Guarantee

The KFC Foundation also offers a Rise to Reach Guarantee. The REACH Grant is a competitive program, meaning not everyone who applies receives a grant. The Rise to REACH guarantee ensures every GED grad who applies, follows all instructions, and meets the minimum eligibility requirements will receive a REACH Grant to further their education. That would be at least \$2,000 toward college or trade/vocational school right off the bat!



KFC employees can claim college credit through completed training

Did you know: Many KFC restaurant employees have college credit available through the required training courses they've completed at KFC! Spread the word to your employees that they could save money on college by following just a few simple steps to apply for ACE CREDITS on TeamKFC (search "ACE Credits").

Meet Brittany, the newest member of the KFC Foundation team!

Brittany Gilbert joined the KFC Foundation staff in May 2021 as a program specialist reporting to Debbie Rollins, who was recently promoted to program leader! Brittany is a big-hearted, hard-working, innovative individual — a fantastic addition to the Foundation team!

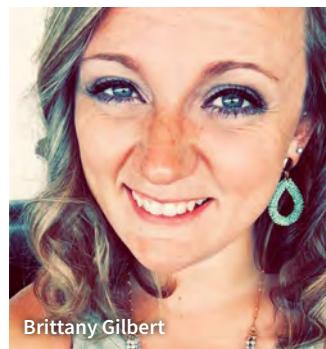
"As the KFC Foundation program specialist, my job is to work with the full team to execute and ensure seamless, day-to-day implementation of

the Foundation's programs," Brittany said. "The first program I am fully administering is Rise with GEDWorks. I see students' journeys through the program from beginning to end and collaborate with franchise organizations to celebrate milestones and graduations.

"I love getting to work with restaurant employees for personal and professional development," she continued. "If we impact just one person's life, it is all worth it. How cool is it to become part of someone's life story? To hear someone say, 'The KFC Foundation helped me during a time of need in my life' and knowing you were part of that — there is no better feeling."

One fun fact about Brittany: Halloween is her favorite holiday. Growing up, her parents always went above and beyond decorating and throwing huge Halloween parties. October is by far her favorite time of the year.

We're so glad to have you on the KFC Foundation team, Brittany!



Brittany Gilbert

EARN COLLEGE CREDIT
with ACE CREDIT® Recommendations

DID YOU KNOW?

- 75% of college students commute to class while juggling family, work, or both
- 1/2 of today's students are on their own financially
- 38% of all undergraduate today are older than 25
- \$253 is the average cost of one college credit

ELIGIBLE TRAINING

SERVICE Service Mastery + Service ACE Assessment 4 Credit Hours	COOK Chicken Mastery + Cook ACE Assessment 4 Credit Hours	SHIFT Shift Supervisor Training Curriculum + Shift ACE Assessment 3 Credit Hours	AUM/RGM AUM/RGM Fundamentals Curriculum + AUM/RGM ACE Assessment 4 Credit Hours	ARL ARL Training Curriculum + ARL ACE Assessment 3 Credit Hours
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HOW?

More than 2000 Colleges and Universities consider ACE CREDIT® recommendations for transfer to degree Programs.

- Consider eligible ACE training programs.
- Log on to [TeamKFC.com](#) and go to the Form to submit your request for transfer.
- If approved, you'll receive an email with Credit and go to [TeamKFC.com](#) and log in to the Credit website.
- Contact your institution to see how credit recommendations may apply. Determine the next steps.

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THE MANY WAYS TO STAY INFORMED

By Kevin Schlutz

The mission of the AKFCF Communications Committee is to provide multiple channels of relevant, two-way information sharing to unite and advance the interests of AKFCF members.

Communications are critical in a fast-paced and changing business environment. There are so many sources of information today that I can spend the whole morning just reading all the posts. Of course, everyone has their favorite sources of information. Some of us remember the days of newspapers, three network TV channels, and hard-wired telephones. Today, those choices have exploded exponentially, and it would be hard to find two people who get their news the same way.

Your Communications Committee, made up of the regional secretaries, AKFCF staff and Board members, is always looking for new and more effective ways to communicate, and especially to

get feedback from our members, while maintaining the old standard channels that some still use.

In the last couple years, two things have really expanded our reach. First, starting the AKFCF Facebook private group has allowed us a quick and effective way to reach hundreds of our members and ARLs with breaking news, interesting articles, and important updates. I check every morning for new articles to post that would be of interest to our membership. Having Jason at Speaking Socially as a partner maintaining that private group and now maintaining our website have been a tremendous help in providing more current information to our members. Now, some of the regions also are using him to maintain their websites as part of the AKFCF site. One less place to go is a benefit for all of us, or you can link from there to the regional sites that aren't included.



The second thing that has contributed to the efficiency of our communications is having our General Counsel, Ron Gardner, also acting as the General Counsel for the NCAC. Having this synergy has helped with getting out items of importance quickly and in several different ways so that you can't miss it. If Ron has a message for everyone, it will go on the Facebook page with a text notification, in an email from the AKFCF, in emails from your regional secretaries, and in an email from the NCAC, all within 24 hours. I know sometimes you may think this is overkill, especially if you are on many of those channels, but in this crazy world we all live in, sometimes it takes that many for one to be seen.

Another big improvement that our committee can take no credit for is the KFC Strong Facebook private group, but it has been a wonderful way for our restaurant teams and ARLs to express their appreciation, tell everyone of their accomplishments, recognize top performers, ask questions or give best practices, and just feel the togetherness of being a part of this global KFC family. It is always inspiring for me every time I scan through all the posts. For some of us, the goal is to "like" and encourage as many as possible to give that positive feedback. This was so vitally important during the pandemic and continues to grow and improve.

The pandemic stopped us from having our regular regional spring and fall meetings for over a year, but that didn't stop the AKFCF from meeting virtually in great ways. We received many compliments for our first (and hopefully only) virtual AKFCF Convention, which was much more than what many other groups did. Using the virtual expertise of our production partners at Booth Productions, we used cutting-edge technology to bring both live and recorded segments, virtual social events, and even cooked a meal together while still being able to connect with our vendor and corporate partners. Thanks to our many sponsors for helping make that possible!

With all that technology available to us, a partnership of the AKFCF, its regions, KFCC and the KFC Foundation, planned, funded and executed the first "RGM Connect" virtual conference for our most important leaders, our RGMs. With all that has transpired in the last 18 months, they really needed the recognition, the motivation, and appreciation that we all felt but weren't able to fully deliver with no spring RGM meetings. The other big benefit was that this format could reach ALL RGMs across the country. Some



Your Communications Committee, made up of the Regional Secretaries, AKFCF staff and Board members, is always looking for new and more effective ways to communicate, and especially to get feedback from our members.

members brought their RGMs together in "watch parties," which produced the best of both virtual and in-person meetings. As we start planning for the possibility of next year's Connect, those watch parties will be a best practice that we hope will spread across the country.

Here is a list of current forms of communication that are available to you:

1. The AKFCF *Quarterly* magazine and the e-Newsletter
2. AKFCF and Regional websites
3. Email distribution
4. Social media — AKFCF Facebook page with text alerts
5. Conference calls, Zoom calls, virtual meetings, and webinars
6. The AKFCF app and links to ask questions of your leadership
7. Surveys, in-person meetings, Convention, workshops, and mailings.

Thanks for continuing to read and act from the communications channels of our great KFC Family. ■



KFC COSTA RICA SUPPORTS LOCAL TOURISM INDUSTRY AFFECTED BY THE PANDEMIC

By Zaira Guevara



Recently, KFC Costa Rica created a one-of-a-kind collection of the iconic KFC buckets alongside Costa Rican artisans to support the tourism industry heavily affected by the COVID-19 pandemic.

Under the concept “Celebrate Original,” the 45 Annexation Buckets were created by local Guaitilian artisans from the Guanacaste province using the ancestral Chorotega indigenous clay technique that has been passed along from generation to generation for more than 5,000 years.

The number of buckets corresponds to the 45 KFC Costa Rica restaurants in the country. The buckets were exhibited in the restaurants in July.

Nearly 200 years ago, Nicoya, in the province of Guanacaste, annexed to the Costa Rican territory. This is celebrated nationally every July. The annexed territory is home to the Guaitilian artisans who keep the indigenous clay tradition alive today.

Because of the pandemic, there was a decrease in tourism. The Guaitil community solely depends on tourism for their income, so their cultural legacy has been endangered. “In Costa Rica, tourism represents the [sole] income for many communities; that is why in KFC we wanted to help. Searching for the perfect way to help, we noticed a certain similarity between some art pieces of this community and the famous KFC Bucket; that’s why we decided to join forces and celebrate them,” said Carlos Álvares, KFC Costa Rica brand manager.

Thru the initiative, KFC Costa Rica contributed to bring awareness and visibility to the Guaitil art and sought greater financial support for their community.

The project was developed by the agency Havas Costa Rica, and the buckets were auctioned at a three-day Facebook Live event. The funds raised at the auction were destined to support the Guaitil Community. ■



CREDITS

Brand: KFC
KFC Marketing Manager: Carlos Álvarez
Agency: Havas Costa Rica
CEO: Diego Garcia
CCO: Josafat Padilla

Head Of Art: Roberto Morales
Creative Directors: Javier Abarca,
Yeudy Guido
Copywriters: Diego Castro
Art Director: Yeudy Guido
Designer / Video Editor: Alex Salazar

Account Director: Jacqueline Castillo
Account Executive: Melissa Gonzales
Production Director: Walter Benavides
Music: Guillermo Matamoros
Other credits: Melissa Rojas, Carolina Rojas,
Miguel Campos, Sofía Fuentes

SOUTHEAST REGIONAL REPORT

By Bonny Shelton



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Despite the pandemic, the Southeast Region has continued to meet and share in a mix of in-person and virtual events. The 2020 Summer meeting was held in-person at the Cloister, in Sea Island, Brunswick, Georgia. It was a good time of up-to-date business aids, news, and fun socializing, all with no incidents.

In October of 2020, we met virtually by Zoom with good attendance and participation. Our annual meeting in May also was virtual, again with good attendance and participation. We elected our 2021-22 officers and directors.

As of June 1, Matt Hansen took the helm as president, Joe Kendall as first VP, and Mike West as second VP. Eric Felker was elected membership chair.

Members came together in Park City, Utah at the Stein Erikson Lodge from July 26-29 for our 2021 Summer meeting. Initial gathering was held on the Flagstaff Deck for cocktails at sunset. The members gathered the next morning for breakfast and a working lunch. It was a great meeting packed with information from National Committee members as well as KFC leadership (via Zoom), as well as a Legal Update, AKFCF update, and Government Affairs updates (also on Zoom). James Butler joined by Zoom to report for RSCS with Joe Kendall. We were joined by a couple of our faithful vendor sponsors: Ecolab and McLane. Tuesday evening and Wednesday day were free to explore the area, including Olympic Park and Olympic Museum. There was summer bobsled, extreme tubing, and alpine slides available for those looking for an exciting experience.

The meeting was closed out on Wednesday evening with a “Good Ol’ Country Pig Roast” event held at St Regis Hotel, complete with good food, fellowship, and entertainment by Utah Live Bands. Everyone grabbed their chair donated by our good friends at Pepsi and headed to that concert.

A full membership meeting is planned for Charlotte, North Carolina at the Embassy Suites in October. We look forward to gathering with the entire family at that time. Our First VP, Joe Kendall, is working to create a program filled with good sharing of best practices and good fellowship times. We look forward to being there with the KFC family. Y'all come! ■

A full membership meeting is planned for Charlotte, North Carolina at the Embassy Suites in October. We look forward to gathering with the entire family at that time.



THE POWER OF OPPORTUNITY

By Kelly Rodenberg

The theme for AKFCF President, Brandon Robertson's 2020 term was "Power of the People." Throughout the last year, we introduced a special section in the magazine called "Power of the People." Each issue highlighted three individuals who were making a difference in the KFC system. We focused on areas such as operations, marketing, and communications.

As Brandon continues his term through March of 2022, he has selected a new theme — "The Power of Opportunity." When we say yes to opportunities, that is how we grow and evolve.

Life is full of opportunities. We are presented with numerous opportunities every day in some form or shape. But it's easy to miss those opportunities because they don't often look how we think they should. Or we allow fear to stop us from grasping opportunity when it presents itself. Depending on the circumstances, an opportunity met or missed can be life-changing.

If we want to grow in life and work, we need to

learn how to recognize opportunity when it arises and to create new opportunities for ourselves. But we don't want to stop there, as we keep growing, we learn how to help create opportunities for others as well.

That's where you come in. We want to hear about your KFC life-changing opportunities. We want others to see the value in recognizing and providing opportunities. We hope it moves you to want to do more and encourage others to do more. The more you give, the more you grow. So please, share your stories with us so we can share them with your KFC family in the next few issues of The Quarterly. You can send them along with any personal or work photos to kelly.rodenberg@akfcf.com on or before Nov. 1, 2021.

We look forward to hearing your story! ■



If we want to grow in life and work, we need to learn how to recognize opportunity when it arises and to create new opportunities for ourselves.





THE IMPORTANCE OF REGIONS

By Ron Gardner

Recently, I was asked by a professional colleague who has just begun representing franchisee associations, which of the 25 or so associations I work with I enjoyed the most. Without any hesitation, I responded by identifying the AKFCF. Of course, he then followed up with the obvious question: “Why?” I quickly summarized how the Association felt more like family than work, and how successful it had been

in navigating both the good times and the bad with its franchisor partner.

He then asked a question I wasn’t expecting: “Why do you think they are like that? What makes them so successful? An organization that puts the collective good of franchisees first, and stands up and supports and protects each other?” My answer to this question is something I want to share with you. Because, in my opinion, this is the “secret recipe” to our historical, ongoing, and future success.

Unlike virtually every other franchise association out there, our national organization, the AKFCF, has no KFC franchisees as its members. Instead, the AKFCF is a coalition of nine identified, and eight active, regional associations. The KFC franchisees, in turn, are members of the regional associations where their restaurants are located. This structure grew out of the fact that the AKFCF was started more than 50 years ago in the Southeast, the geographic home of KFC, and where the Colonel first focused his serious expansion efforts to bring his chicken recipe to existing restaurants and cafes. Once the Colonel and Pete Harman negotiated a transportable franchise model, many of these locations converted to KFC-branded restaurants, creating a significant concentration of the system in the Southeast.

It was there that franchisees began to understand that they were stronger together. And with the Colonel’s blessing and encouragement, the Southeast KFC Association was formed. Shortly thereafter, and with the assistance of these pioneers, other regional associations were formed by KFC franchisees who saw the benefit of this type of alliance. From there, it was just a matter of time before these regional associations started to see the benefit of a national coordination on issues of mutual concern, particularly contractual issues. And from this, the AKFCF was born.

So far, perhaps none of this is surprising. But

Unlike most franchisee associations, members in our system generally feel a strong kinship to one another. And this sense of community has meant that we stick together in good times and bad.



what happened next is what has made all the difference. Rather than naturally evolve into a national group, where all functions of member care are eventually taken up by the national organization, the Regions remained strong, vibrant, and relevant. While the national benefits were certainly helpful, such as ownership, coordination, and execution of a national meeting/convention; hiring of professional assistance (attorneys and professional meeting planners and staff to run the organization); and national franchisee leadership to advocate the franchisee perspective on the national level, it was at the regional level that franchisees connected, made friends, found commonality and support, and made collective decisions that were best for them in their part of the country.

As first-generation franchisees turned into second, third, and in some instances fourth-generation franchisees, what started as business acquaintances became friends; friends became family friends, and family friends became family. And all because people met, bonded, and found common purpose in the work that was (and is) done at the regional level.

It is from this sense of commitment to a family, the AKFCF has found extraordinary strength. Unlike most franchisee associations, members in our system generally feel a strong kinship to one another. And this sense of community has meant that we stick together in good times and bad; we do what is right for the collective, even if it occasionally means sacrificing what might be best for ourselves; and it means that when our leaders lead, we trust and follow, rather than question and resist.

To be sure, the loss of regional advertising co-ops a decade ago hurt this sense of belonging and community. And the pandemic, keeping us from being physically together for so long, has also made it harder to maintain our connections and our community. But rather than let this period be one where Regions become of decreasing importance, we must recommit ourselves to strengthening those bonds.

Without this connection, this sense of place and belonging, we lose tremendous power and connection.

As I write this, I am on a flight to attend the first of this year's regional meetings. I love this part of my job, for it is in the regional meetings that both I and the AKFCF president get to meet you, the franchisee. It is our chance to listen to you about the challenges and opportunities you face in your business. And that is such a unique opportunity for me. In the other associations I work with, when I call the franchisor, I am often dismissed or discounted as only understanding the concerns of a disgruntled few who had the energy to form a national group (with an unknown amount of support from the rank-and-file franchisee). But not in the KFC system. The folks in Louisville know that when I bring an issue to them it is because I have been with real franchisees who are facing real issues. And that kind of connection only happens at the regional level. If I were to ever lose this connection, I can assure you that I would not be able to be the advocate I am for you when dealing with KFCC or Yum.

So, my call to action is to get involved with your Region. There is so much that can be done to strengthen our family — but it needs to be done at the regional level by franchisees who understand how critical the survival and health of the Regions are to the long-term health of KFC franchisees. Find out what your current regional leaders need and help out. Go to meetings. Talk to each other and keep those bonds of family and friendship alive. Nothing is more important to your influence, my influence, and the long-term success of the brand from the franchisee point of view. ■

This column is for the general information of members of the AKFCF and should not be relied upon as legal advice. Please see your own attorney or professional advisor for questions concerning your franchise agreement. Ronald K. Gardner is General Counsel of both the AKFCF and the NCAC.

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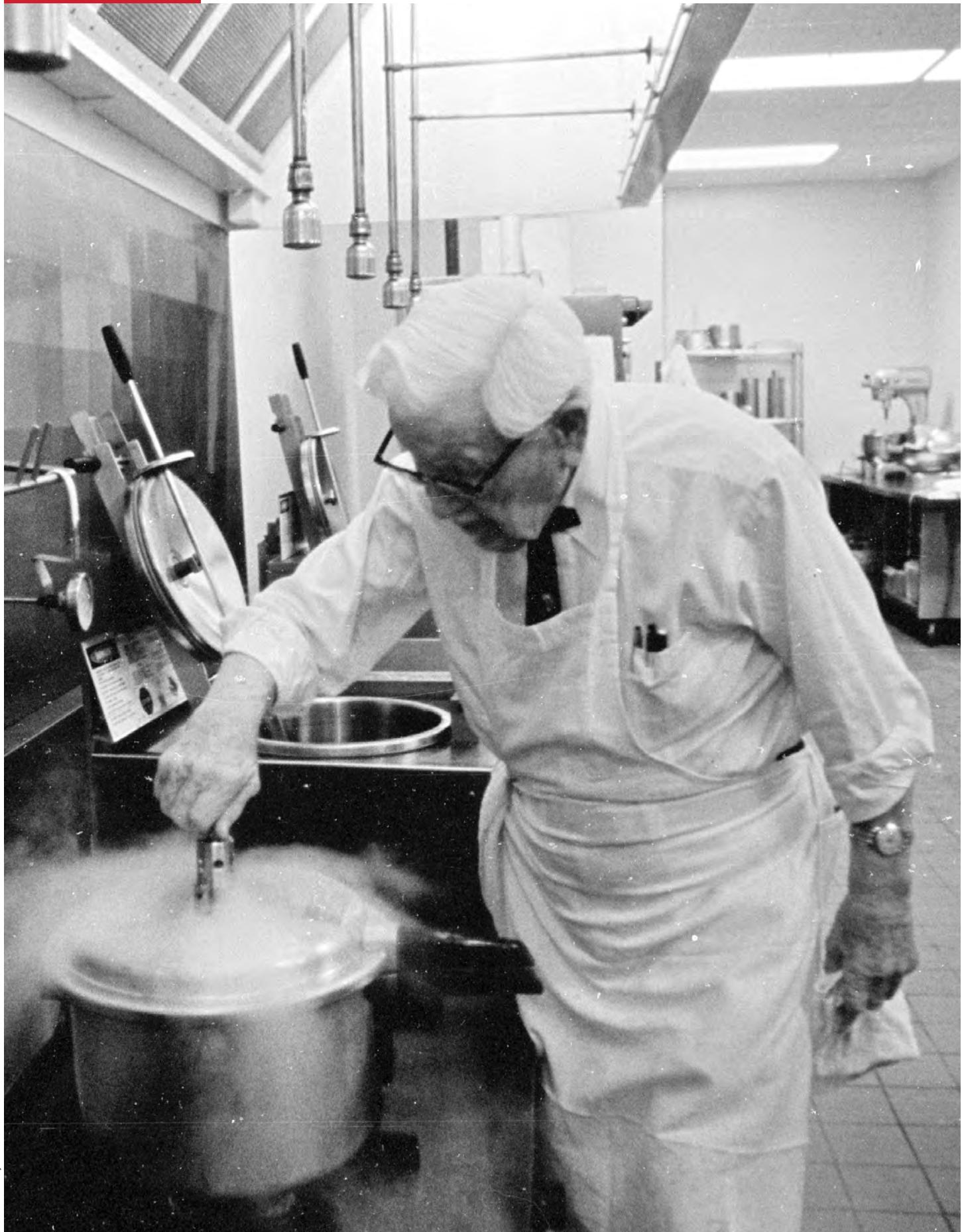


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