

# Generating Trust: Creating Authentic Communication and Transparency



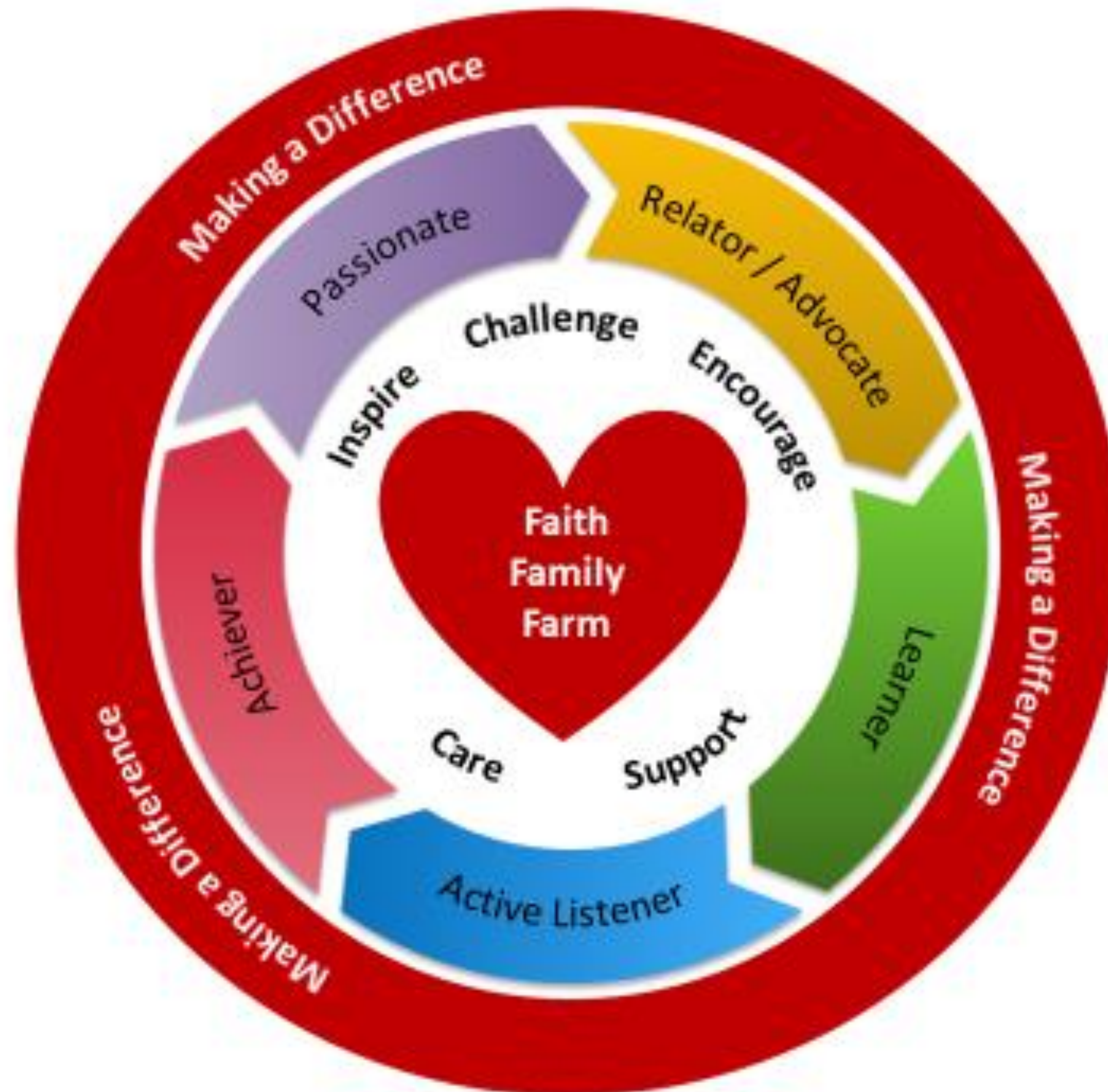
**Sheri Harper**

Chief People Officer

Frisch's Big Boy

November 9, 2020

# A Little About Me...



# Agenda

- Frisch's Big Boy Story
- Pandemic & It's Impact – Restaurant Industry
- Generating Trust: Our Core Values & Culture
- Tools to Communicate: Authentically & Transparently
- Response...Planning & Seizing the Opportunity
- Brand Revolution...Technology...Food...Innovation
- Supporting Our Workforce

Frisch's

# Big Boy Story



1947 First Frisch's Big Boy Opened.



FRISCH'S  
**BIG BOY**®



1982 The Soup, Salad 'n Fruit Bar and Breakfast Bar service are introduced in all restaurants.



1948 Frisch's Commissary was established to supply fresh products and operate an affordable dining option for generations of families.

**\$200+**  
MILLION IN SALES



**5,000**  
TEAM MEMBERS

EVERY YEAR, WE SELL...



6 MILLION  
BIG BOYS



2 MILLION  
FISH SANDWICHES



1 MILLION  
PUMPKIN SLICES



19 MILLION  
UNION RINGS



2018 Coca-Cola products return to Frisch's Big Boy.

2015 Frisch's Big Boy is purchased by NRD Capital.

NRD CAPITAL

# Pandemic & It's Impact

## Restaurant Industry

COVID-19 UPDATE  
**The Restaurant Industry IMPACT SURVEY**  
 Published April 20, 2020

To assess the economic impact of the coronavirus to date, the National Restaurant Association conducted a survey of more than 6,500 restaurant operators nationwide, April 10-16.

The restaurant industry, **MORE THAN ANY OTHER INDUSTRY** in the nation, has suffered the **MOST SIGNIFICANT SALES & JOB LOSSES** since the COVID-19 outbreak began.

**8+ MILLION RESTAURANT EMPLOYEES** have already been **LAI D OFF OR FURLOUGHED** since the beginning of the coronavirus outbreak

**2 OUT OF 3** restaurant employees have **LOST THEIR JOBS**

The industry will sustain **\$240 BILLION IN LOSSES** BY THE END OF 2020

**61%** of operators say Existing Federal Re **WON'T PREVENT MORE RESTAURANT LAYOFFS**

**4 IN 10** restaurants are **CLOSED**

COVID-19 UPDATE  
**The Restaurant Industry CONTINUED IMPACT**

To assess the economic impact of the coronavirus to date, the National Restaurant Association conducted a survey of more than 3,500 restaurant operators nationwide, April 10-16.

It's **UNLIKELY** that the restaurant industry will be profitable next 6 months

**RESTAURANTS REHIRING:**

- 76%** that are **OPEN IN SOME CAPACITY**
- and **27%** that are **TEMPORARILY CLOSED**

**COULD OPEN BUT WON'T** As the states start allowing restaurants to reopen their dining rooms, **RESTAURANTS COULD WELCOME CUSTOMERS BACK - BUT MANY AREN'T. WHY?**

For restaurants OPEN FOR TAKEOUT & DELIVERY	For restaurants TEMPORARILY CLOSED
<b>TOO SOON</b> from a public health perspective <b>66%</b>	<b>NOT ENOUGH CUSTOMERS</b> to justify reopening <b>55%</b>
<b>SAFETY &amp; SOCIAL DISTANCING</b> measures are not yet in place at the restaurant <b>40%</b>	<b>TOO SOON</b> from a public health perspective <b>47%</b>
<b>NOT ENOUGH CUSTOMERS</b> to justify reopening <b>34%</b>	<b>SAFETY &amp; SOCIAL DISTANCING</b> measures are not yet in place at the restaurant <b>31%</b>
<b>NOT ENOUGH EMPLOYEES</b> to adequately staff the restaurant <b>27%</b>	<b>NOT ENOUGH EMPLOYEES</b> to adequately staff the restaurant <b>23%</b>
Delaying opening because of the <b>8-WEEK PPP LOAN PERIOD</b> <b>5%</b>	Delaying opening because of the <b>8-WEEK PPP LOAN PERIOD</b> <b>17%</b>

For more information & resources, visit [restaurant.org/covid19](https://restaurant.org/covid19)

**UNCERTAINTY** is out of track to lose - **\$240 BILLION** in sales

- Estimate **100,000** restaurants will close in 2020
- 40%** of operators expect to close in 6 months

# Generating Trust...

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships”.

~ Stephen R. Covey

“Trust starts with truth and ends with truth.”

~ Santosh Kalwar

# **Frisch's Core Values & Culture**

# Frisch's Core Values...



QUALITY – deliver your best each and every time

FAMILY – foster a culture of courtesy, kindness and respect of all persons

COMMUNITY – give back and support to the communities we serve

ACCOUNTABILITY – model high integrity and ethics

FUN – make each day enjoyable



# Bringing Our Values to Life...



OUR TEAM PROUDLY SUPPORTS THE COMMUNITIES WE SERVE BY GIVING OF OUR TIME, TALENT AND TREASURE.

Our team members served food to the National Guard during unprecedented times.



# Bringing Our Values to Life...




**Care**  
**Compassion**  
**Hope**  
**Normalcy**

# Bringing Our Values to Life...



# **Frisch's Tools to Communicate Authentically & Transparently**



Trust starts with truth  
and ends with truth.

Santosh Kalwar

quote fancy

# Tools to Communicate

Authentically & Transparently



August, 2020

**OUR CULTURAL VALUES**

- FUN** It's our why.
- QUALITY** Deliver your best with authenticity.
- FAMILY** Be a source of energy, kindness and respect of all.
- ACCOUNTABILITY** Stand high, integrity and results.
- COMMUNITY** Give back and support in the communities we serve.

**NEWSBITE**

Our Revolution Continues  
President & CEO Jason Vaughn thankful for our team member's dedication to continue the Frisch's legacy.

"Now it is our executive team's role to..."

Our Team Proudly Supports the Community. We Serve by Our Team Treating Others with Kindness.

Our Eaton, OH team recently provided pizza for their local Meals on Wheels program at the Vancrest Senior Center.

**WE ARE HERE FOR YOU.**

Message from Sheri Harper

**Town Hall**  
**September 28, 2020**

Rev. 10-2020

Signs of COVID-19?

Temperature prior to arriving at work.

Temperature of 100.4 degrees or higher, self-quarantine within household.

Self the following, if answered yes to the following, continue to work remote.

- Are you showing symptoms associated with COVID-19?
- Have you been diagnosed with COVID-19?
- Have you had close contact in the past 14 days with someone who has been diagnosed with COVID-19?
- Have you been told by a health care provider or public health official that you should self-quarantine due to potential COVID-19 exposure, or are you suspected of having COVID-19?

Look for emergency warning signs for COVID-19. If showing any of the following signs seek emergency medical care immediately:

- Trouble breathing
- Persistent pain or pressure in the chest
- New confusion
- Inability to wake or stay awake
- Blue tint to lips or face

If answered "yes" to any question, work remote, and self-quarantine.

**MEMO**

To: Frisch's Team (Company and Franchisees)

From: Sheri Harper

Date: June 25, 2020

Re: REMINDER: COVID-19 – Safety: Symptoms & Prevention

Thank you for all you are doing each day to take care of our guests and each other during these extraordinary times! We truly hope you and your families are remaining safe and healthy!

As we continue to monitor the situation with COVID-19, we felt it important to provide ongoing reminders regarding the symptoms of COVID-19 and prevention measures to help ensure we all remain safe. It is important that we remain vigilant in ALL our efforts to maintain a safe work environment for each other and our guests.

Below are some key reminders for all of us to help prevent the spread of germs:

- Proper handwashing procedures remain a key best practice in preventing the spread of germs, including the various strains of the flu and COVID-19.
- Avoid touching your eyes, nose and mouth with unwashed hands.
- Avoid shaking hands with individuals; instead simply wave and greet them with a smile in your voice.
- Put distance between yourself and other people. Ideally, this would be 6' feet apart.
- When around others, cover your mouth and nose with a cloth face cover. Do NOT use a facemask meant for healthcare providers.
- If you are experiencing any flu-like symptoms, please remain at home to help prevent the spread of any virus to other team members and guests (this includes the office, commissary and our restaurants).

**TAKE EVERYDAY PRECAUTIONS**

Wash your hands. Stay 6 feet apart. Avoid eye contact.

**Upon arrival at work the following are required and/or recommended:**

- Wear a cloth face mask at all times unless in work space alone.
- Maintain social distancing.
- Avoid touching your eyes, nose, and mouth.
- Cover your cough or sneeze with a tissue, throw tissue away and wash hands.
- Clean and disinfect frequently touched objects and surfaces.
- Wash your hands often with soap and water for at least 20 seconds.

If symptoms arise while at work consult with a supervisor regarding next steps.

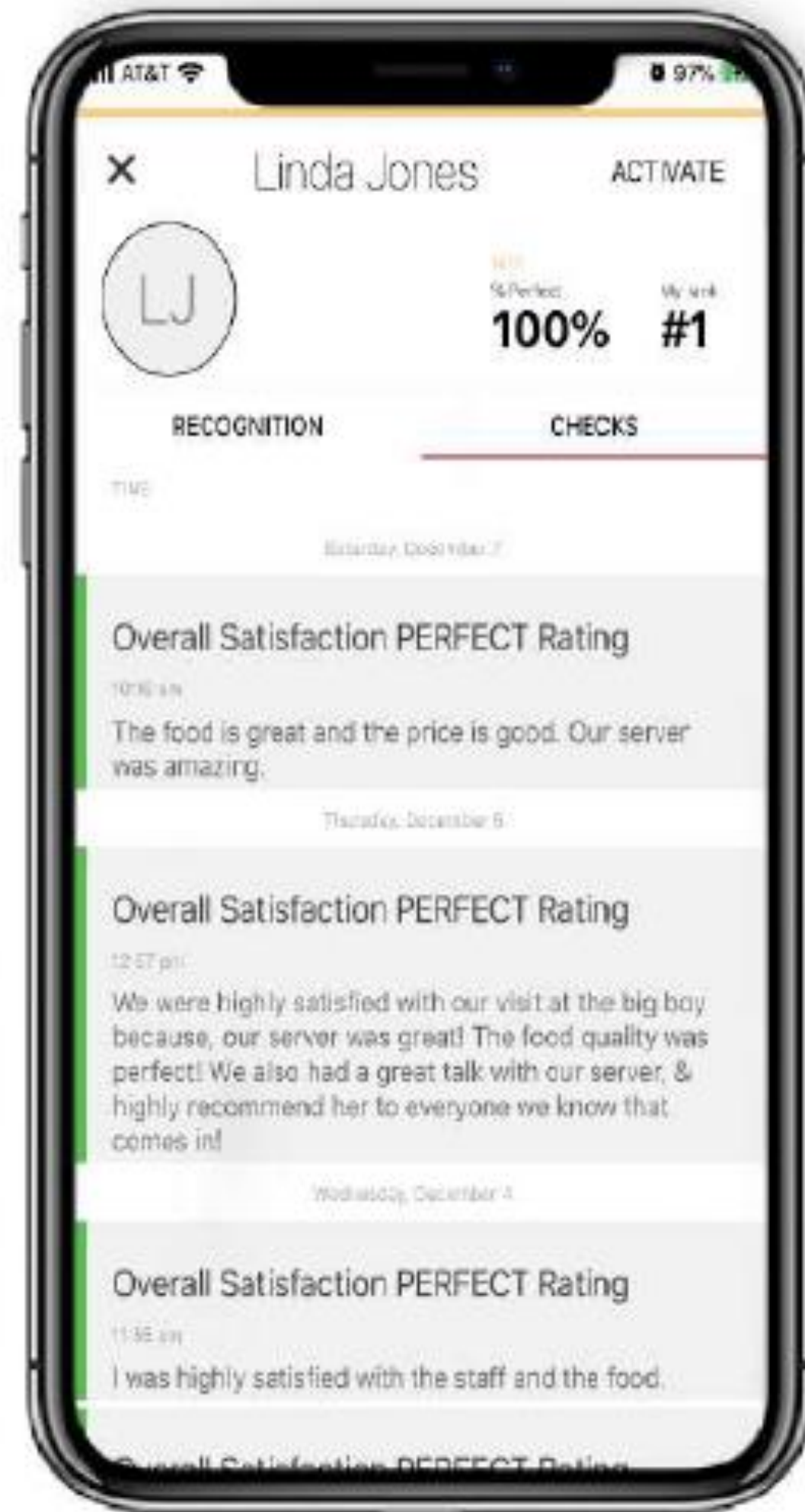
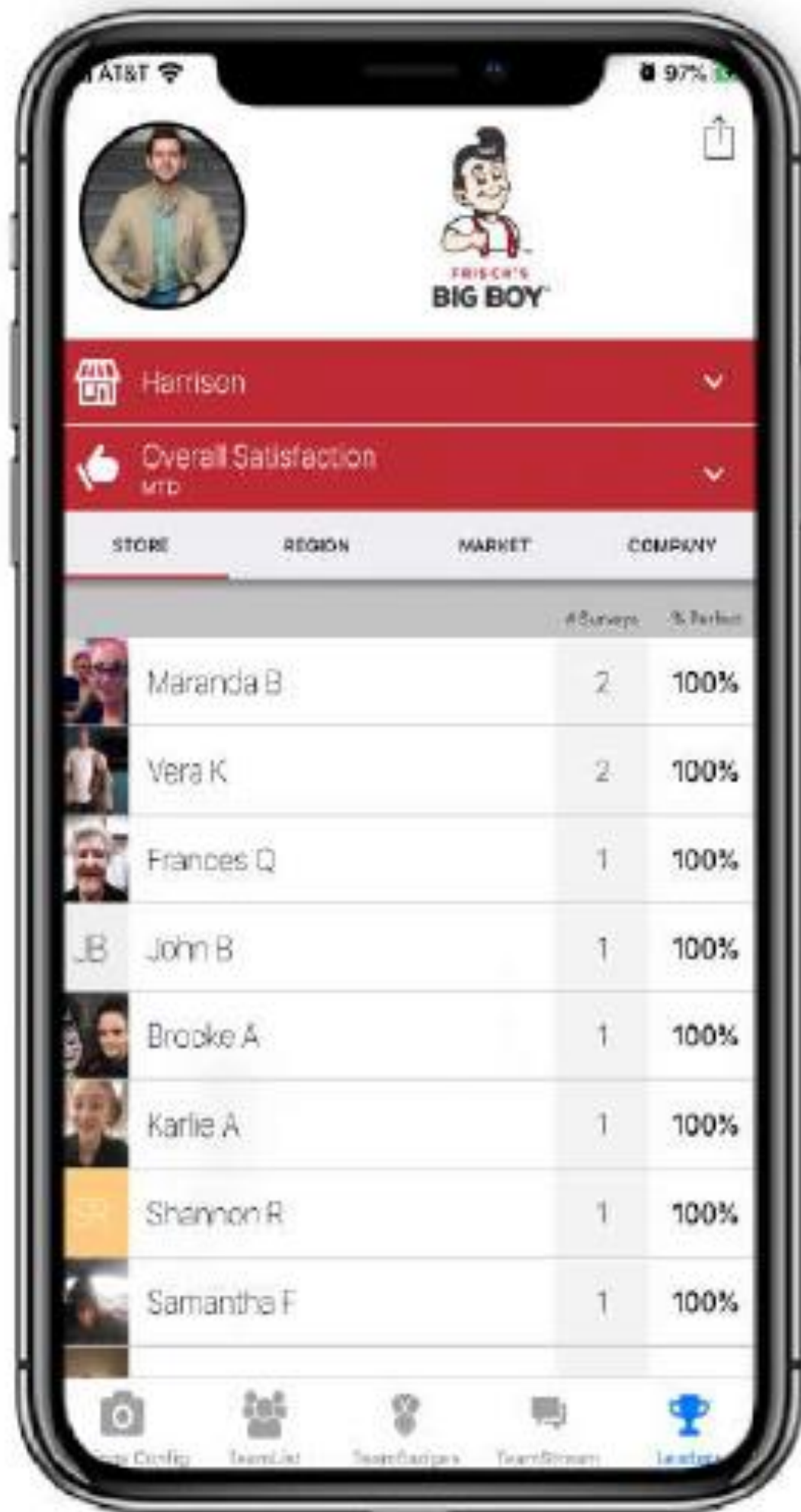
**Upon arrival Managers will ask the following of all Team Members:**

- Are you showing symptoms associated with COVID-19?
- Have you been diagnosed with COVID-19?
- Have you had close contact in the past 14 days with someone who has been diagnosed with COVID-19?
- Have you been told by a health care provider or public health official that you should self-quarantine due to potential COVID-19 exposure, or are you suspected of having COVID-19?

If answered "yes" to any question above, Team Members will be sent home, and be requested to self-quarantine.

# Tool to Support Culture

Generating Trust...

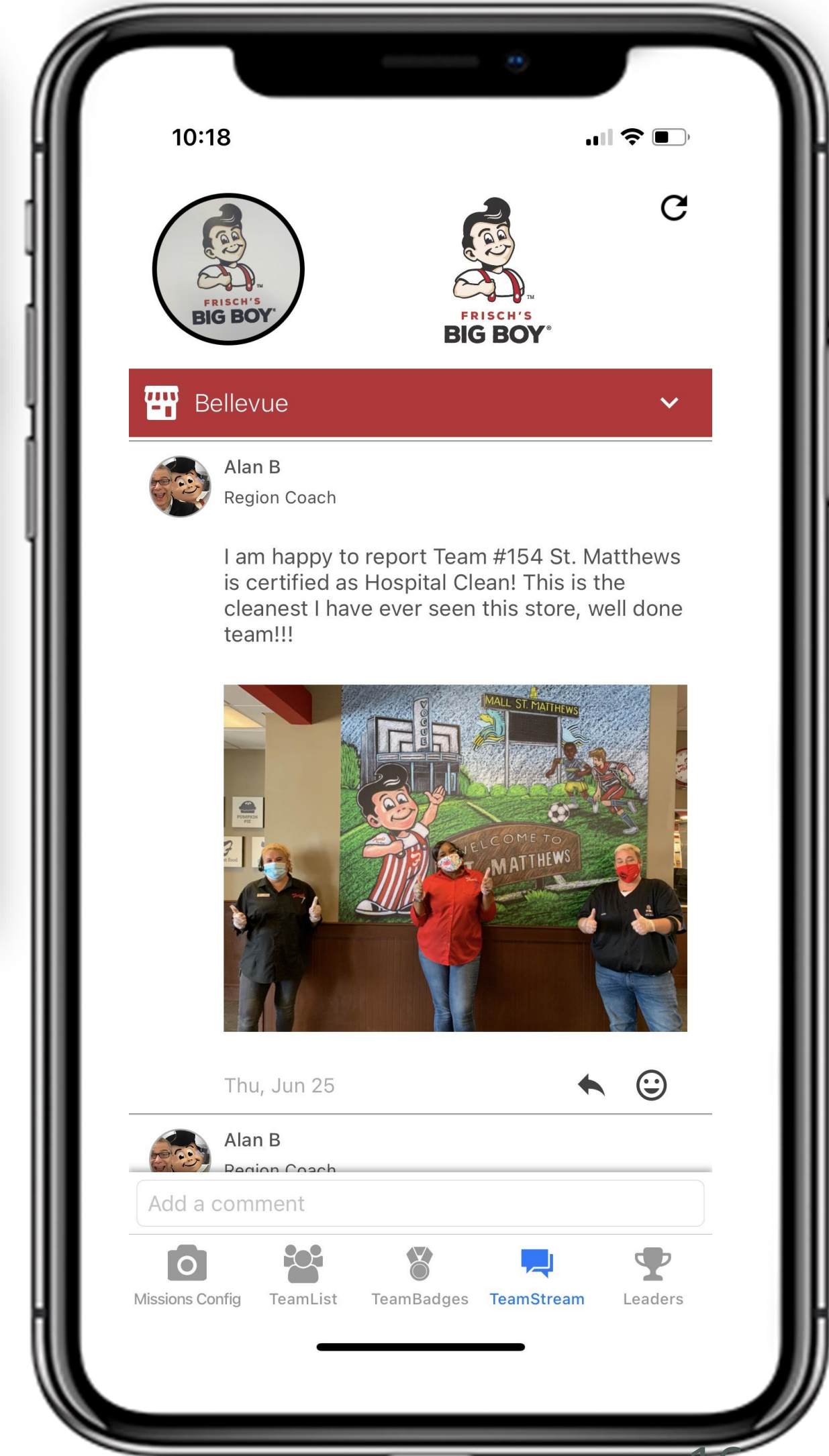
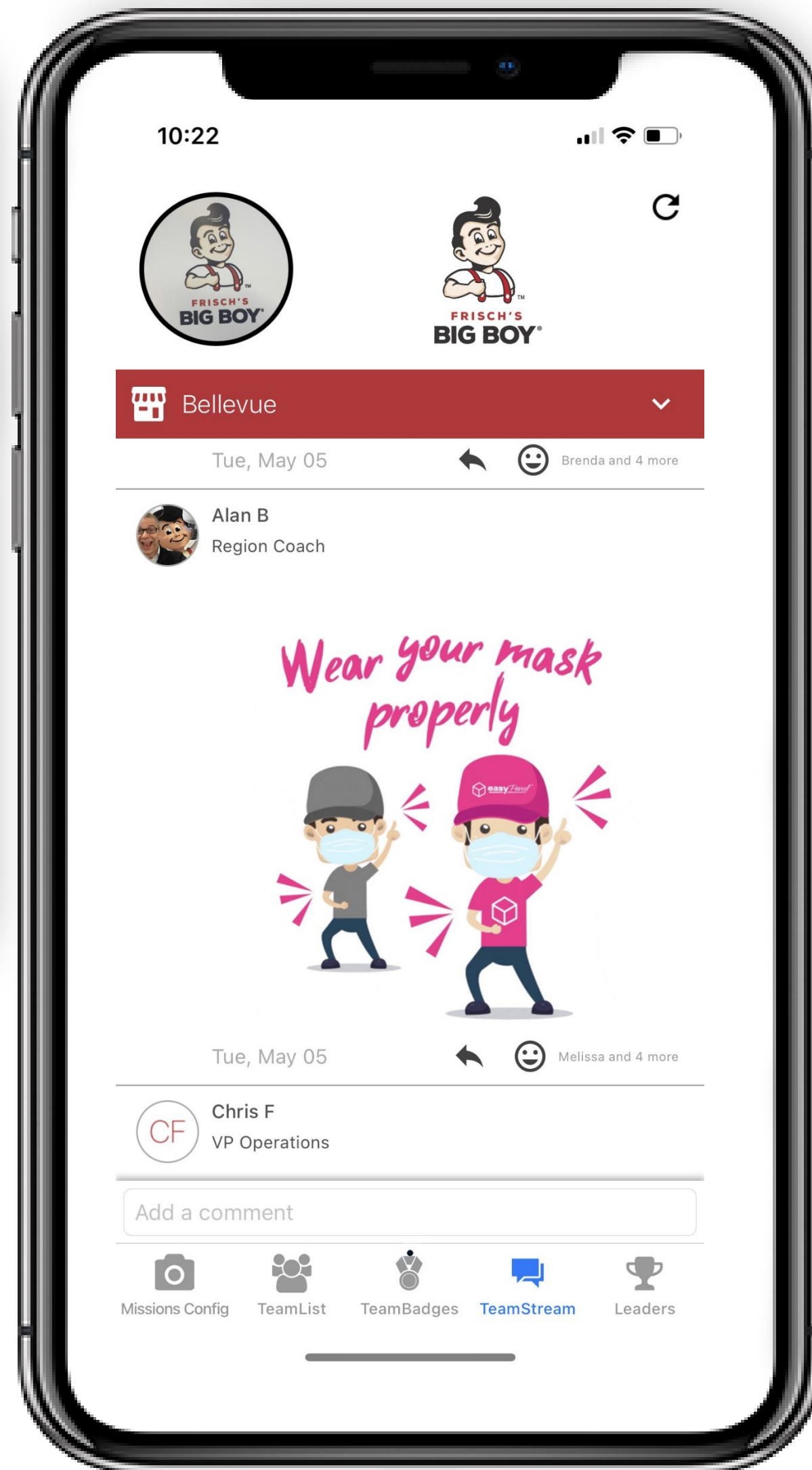
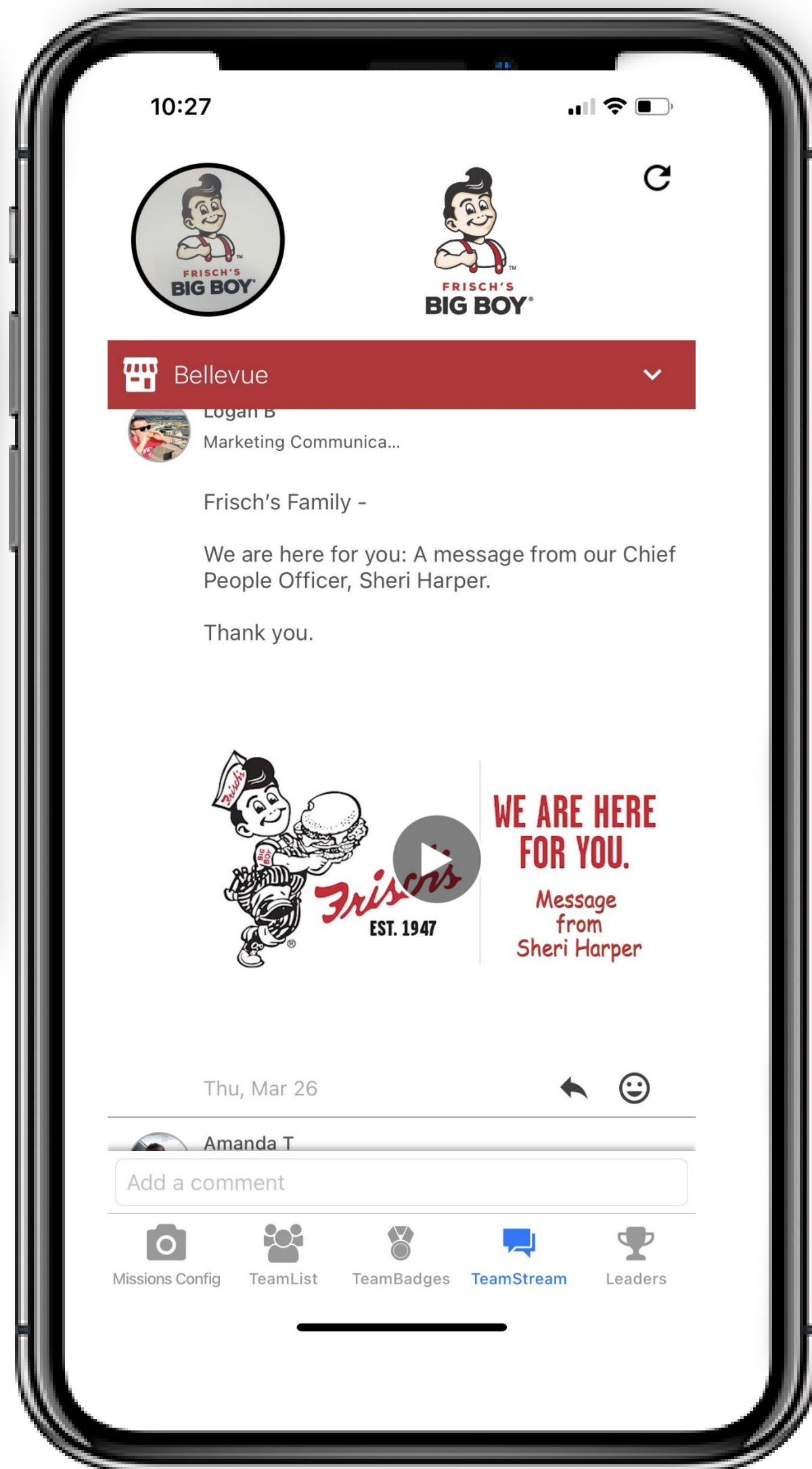
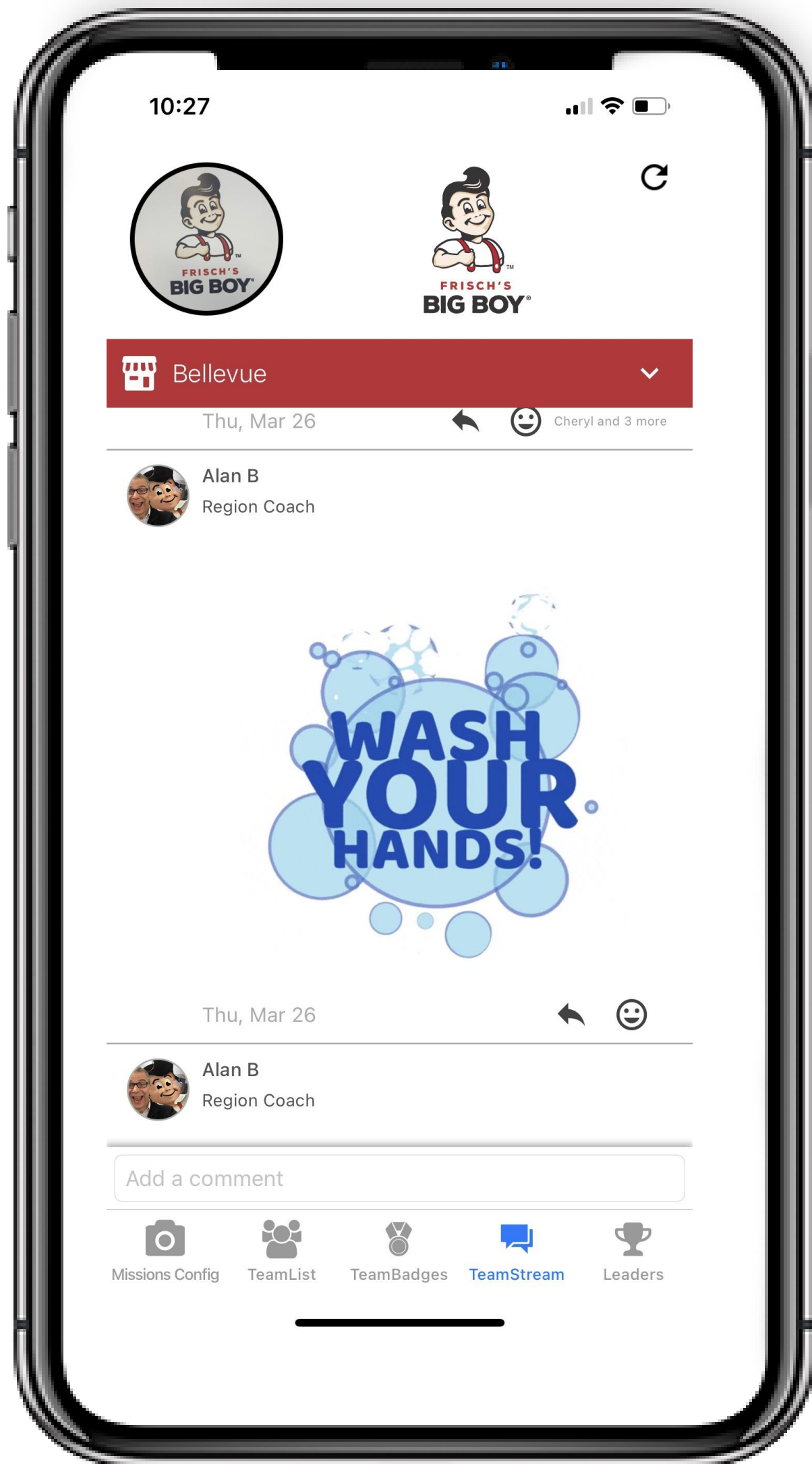


**SHIFT ONE**

85%  
Adoption

# Examples...

## Generating Trust...





# Response to the Pandemic...

A sunset over the ocean with a quote overlay. The sun is low on the horizon, creating a golden glow and reflecting on the water. The sky is filled with dark, dramatic clouds.

**In preparing for battle I have  
always found that plans are  
useless, but planning is  
indispensable.**

Dwight D. Eisenhower

# Seizing the Opportunity...

AS SEEN IN  
*Fortune, Entrepreneur & Bloomberg Businessweek*  
**CINCINNATI // BUSINESS LEADERS**

## Leading the Restaurant Revolution

No one expected the impact of COVID-19 on the restaurant industry, but through innovation and early adaptation, Frisch's Big Boy stayed ahead of the curve.



**B**efore the words "social distancing" became commonplace, Cincinnati-based franchise Frisch's Big Boy was already preparing for a revolutionary 2020.

"We set up thorough contingency plans and pandemic insurance four years ago," explains Frisch's CEO Jason Vaughn. "We didn't have to create a new system when COVID-19 hit—we were able to develop plans that we were already discussing."

This forward-thinking allowed the franchise to launch Big Boy's Market at locations across the Cincinnati Tri-State area within 48 hours of Ohio's stay-at-home orders. At markets, customers are able to purchase essential items such as toilet paper, milk, and bread that stores were selling out of across the country. Items can be purchased at a drive-thru or ordered online and delivered via third-party apps.

"We could launch the marketplace so quickly because we had already been thinking about creating something similar to evolve our restaurants into more convenient places for customers," says Vaughn. "When we saw that some people didn't feel safe going into grocery stores, we accelerated this idea to help the community."

### Keeping a Classic Fresh

In the midst of the pandemic, Vaughn prioritized the future of the company. "Frisch's is a legacy brand with more than 70 years of service, but we had a relevancy problem," he explains.

"People viewed Frisch's as reliable but a bit outdated."

Rather than launch new menu items for the sake of having new options, Frisch's looked to guest responses on social media, focus groups, and other feedback channels to create better experiences for their loyal customers as well as those they've missed over the years.



Jason Vaughn,  
Frisch's CEO

"We meet guests where they're at," says Vaughn. "There was demand for plant-based options, so we launched the Impossible Big Boy during the COVID-19 pandemic, and it became our second best-selling sandwich after the original Big Boy. We also introduced avocado toast and a bacon and avocado California Big Boy which have been big hits."

Beyond the menu, Vaughn found that to reach a new generation of customers, the company needed to modify their social media presence

without rejecting their classic image. Facebook posts capture their role as a legacy brand with throwback photos and news, while their presence on Twitter and Instagram show off a more playful brand that's able to poke fun without lacking authenticity.

In addition to the expected social media accounts, Frisch's isn't afraid to journey into unexpected territory. "We've partnered with local Cincinnati sports teams on the gaming app Twitch to build an esports presence," says Vaughn. "Gaming isn't something people associate with Frisch's, but we're excited to reach a new generation of customers."

With all of the changes 2020 has brought, some things will stay the same. "Frisch's will always be a place to make memories," says Vaughn. "People tell us about memories from 30 years ago with their parents and from five days ago with their grandkids. This is a place you go with family and friends to share experiences. That much will never change."



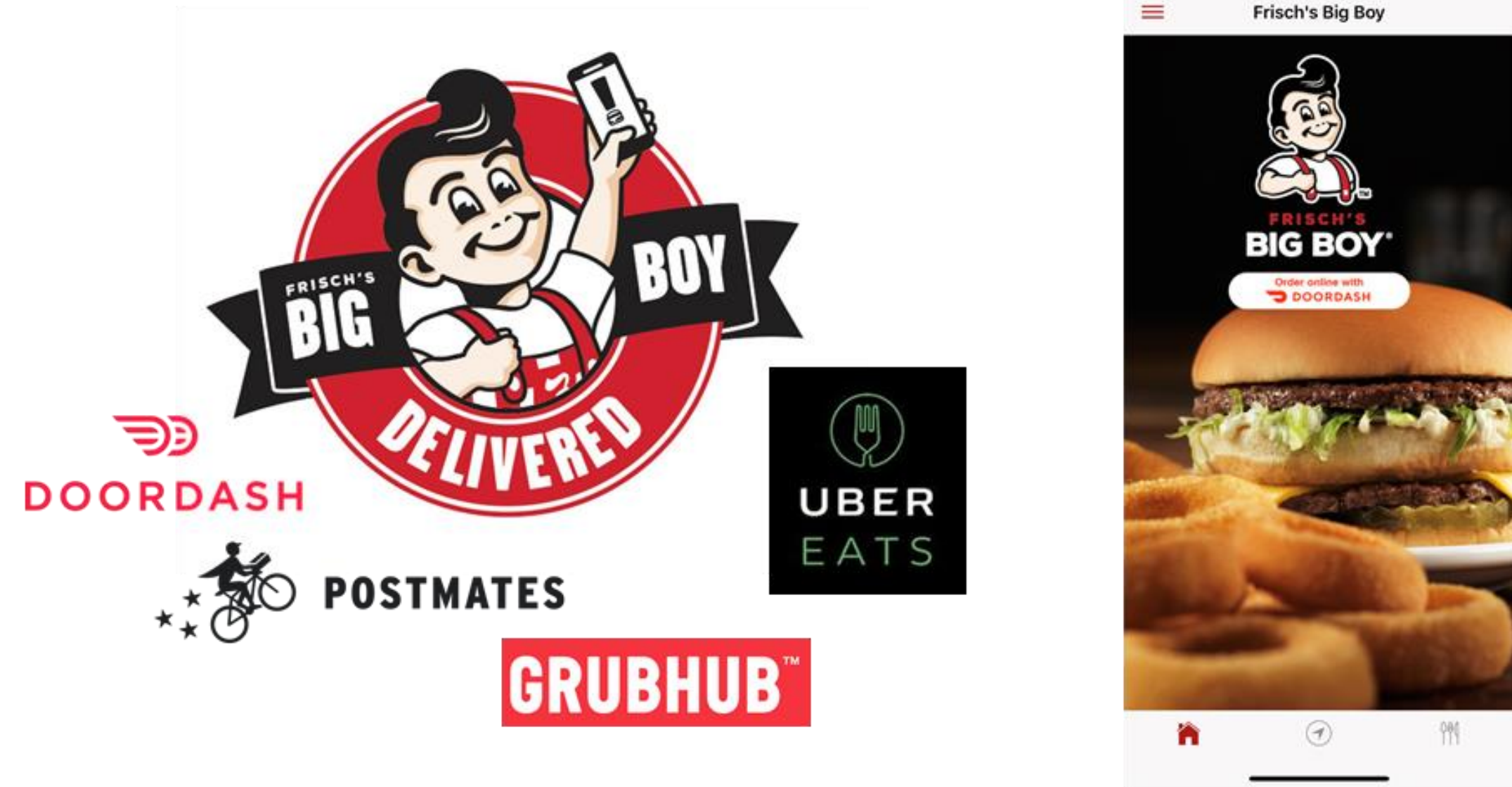
# Think Bold



# Think Differently

# Brand Revolution

Technology...



## Frictionless Pay





# Brand Revolution

Innovation...



## A Bold New Partnership Begins...

A bold, new flavor of our Frisch's Pumpkin Pie is now available! We are very excited to partner with Taft's Brewing Company this fall to introduce Frisch's Pumpkin Pie Ale.

This new item is available in local Kroger locations, various local retailers and all Taft's locations, as two Queen City favorites have collided to offer the ultimate ode to the approaching fall season.

The brew features hints of cinnamon, ginger and nutmeg, plus vanilla and lactose for a decadent and creamy flavor. It is also made with real ingredients from Frisch's Big Boy's secret Pumpkin Pie recipe!

Frisch's Pumpkin Pie is a regional classic for Thanksgiving dinners, and this flavorful Ale has been Taft's

best-selling beer launch ever! It will no doubt sell out quickly. For more info, visit [taftsbeer.com](http://taftsbeer.com).

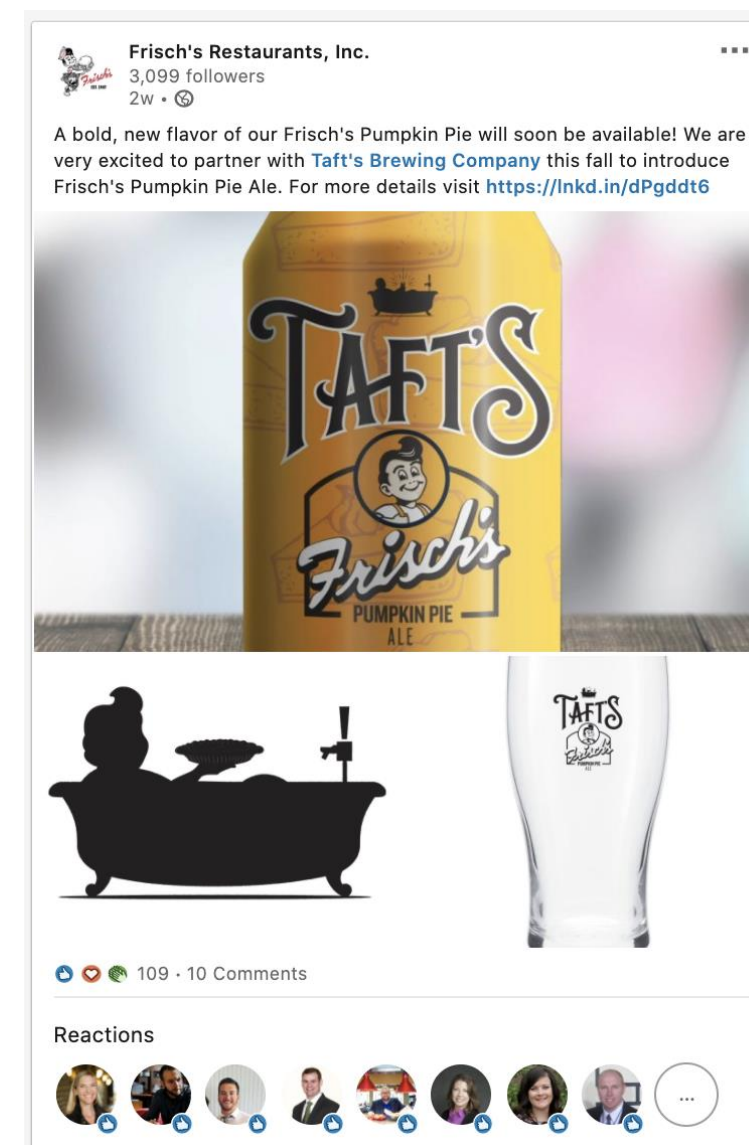
The beer debuted at an event at Taft's Ale House, where the first 75 guests received a commemorative pint glass. The evening also featured a toast from Frisch's President and CEO Jason Vaughn, who recognized Frisch's Chef John Zenk and Taft's Head Brewer Ryan Blandford for creating a bold, new flavor of Frisch's Pumpkin Pie.

"Two of Cincinnati's biggest boys have come together to create a full-bodied limited-edition ale that celebrates Frisch's Pumpkin Pie. It pairs well with a carryout Big Boy sandwich and crinkle-cut fries," Vaughn said.




I just enjoyed your new Taft's Pumpkin Pie Ale and I absolutely loved it. It's been a while since I enjoyed a beer.

- John Purkiss



# Brand Revolution

Innovation...



WE'RE HERE FOR YOU  
BIG BOY'S  
MARKET

**WE'RE HERE FOR YOU!**

Frisch's is here for you with Big Boy's Market. Get milk, produce and other essentials through carryout, drive-thru or delivery.



1:46

2nd Annual Franchise Innov...  
www.franchising.com

Franchising.com

TRENDING: COVID-19 Franchise Industry News, Articles, Advice & Resources

### PRODUCTS & SERVICES

#### MOST INNOVATIVE PRODUCT INTRODUCTION

**WINNER:** Edible Arrangements

**RUNNER-UP:** Frisch's Big Boy

#### OBJECTIVE

As the Covid-19 pandemic began to spread to the U.S. in early March, people found themselves confined to their homes as shelter-in-place orders were put in place across the country and around the world. We quickly realized there was a bigger need for our services beyond just celebratory fruit arrangements and sweet treat boxes. We introduced new fresh produce boxes for customers who were required to stay at home or were afraid to venture out. People now could order fresh fruit and other produce and have it delivered directly to their home.

OVERVIEW

Share



# Brand Revolution

Innovation...



**WE'RE OPEN!**

**FIND OUT WHEN YOUR LOCAL FRISCH'S IS OPENING**  
[HTTPS://WWW.FRISCHS.COM/LP/FRISCHS-REOPENING/](https://www.frischs.com/lp/frischs-reopening/)



# Supporting Our Workforce

# Supporting Our Workforce

## Care and Compassion

- ❖ Incentives
- ❖ Thank You Bonus
- ❖ DailyPay

- ❖ EPSL
- ❖ Free Meals
- ❖ Leave Options
- ❖ EAP

- ❖ Training

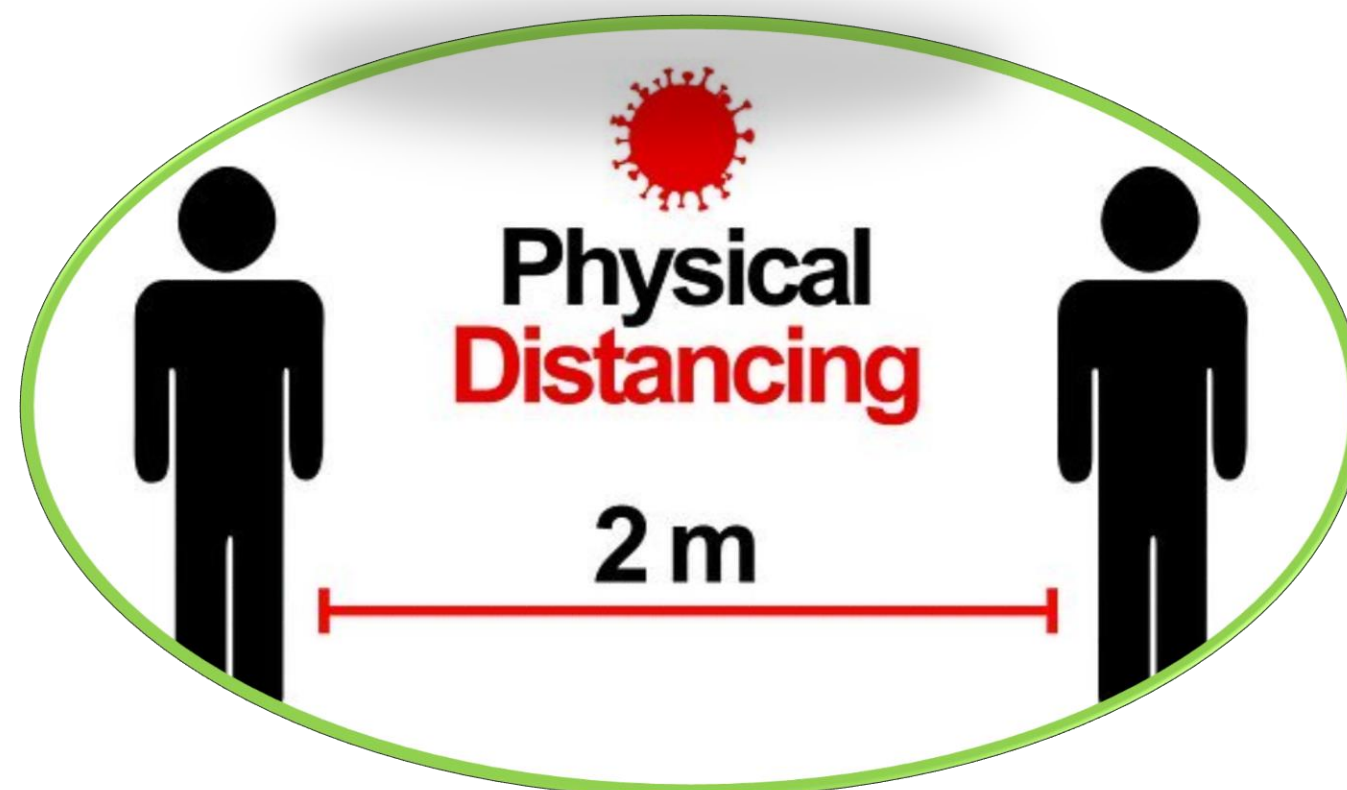


- ❖ Vision
- ❖ Transparency
- ❖ Communication

- ❖ Safety
- ❖ Flexibility
- ❖ Structure
- ❖ Impact

# Supporting Our Workforce

## Safety Measures



### We Are Here For You: Our Commitment to Enhanced Safety Measures

The health, safety and well-being of our team members is our top priority! As such, Frisch's believes that during these unprecedented times it is important we provide enhanced safety measures and protocols in order to prevent or reduce the transmission of COVID-19 among team members.

#### Enhanced Safety Measures & Protocols:

- Working closely with the Centers for Disease Control and Prevention (CDC), in addition to local health authorities to ensure we are informed of this evolving situation and taking precautionary steps
- Frequent communication to help educate and train team members on COVID-19 symptoms, prevention and safety protocols
- Implementing flexible worksites for certain team members (e.g. remote work)
- Implementing flexible work hours (e.g. staggered shifts)
- Increasing physical space between team members in the workplace
- Implementing flexible meeting/travel options (e.g., postponing non-essential meetings or events)
- Exercising flexibility with meeting protocols (e.g., webinars, conference calls, etc.)
- Providing cloth face covers (masks) and requiring them to be worn per local health authority guidance
- Increased frequency of office cleaning to include utilizing disinfection products that meet the EPA's criteria for use against COVID-19
- Routinely cleaning and disinfecting all frequently touched surfaces in the workplace
- Placing hand sanitizer in multiple locations to encourage hand hygiene
- Placing posters that encourage proper handwashing and hygiene to stop the spread of germs throughout the workplace where they are likely to be seen
- Discouraging handshaking and encouraging the use of other noncontact methods of greeting
- Discouraging workers from using other team members' phones, desks, offices, or other work tools and equipment, when possible
- Advising team members on how to self-monitor for COVID-19 symptoms to include health assessment and temperature taking prior to reporting to work
- Implementing protocols for handling sick, symptomatic, and exposed team members to include sending team members home who have COVID-19 or are symptomatic
- Limit visitors to our worksites, where appropriate

#### Enhanced Safety Measures & Protocols:

with education and training guided by the current CDC protocol on basics for food safety standards, cleaning and sanitation, proper hygiene and hand-washing training and practices. Hands are to be washed a minimum of 20 seconds as needed. Utilizing disinfection products that meet the EPA's criteria for use against COVID-19 and signage to support team members and guests in following guidelines on downsizing operations in our dining rooms and capacity limits. Providing physical distancing guidelines and chairs to support physical distancing guidelines. Utilizing drive-thru, delivery, carry-out and curbside pick-up options. Providing hand sanitizer, and paper towels and making these available to team members in multiple locations to encourage hand hygiene. Routinely cleaning and disinfecting all frequently touched surfaces in the workplace to include guest and kitchen areas every 30 minutes.

- Increasing frequency for disinfecting surfaces and deep cleaning throughout the day
- Requiring disposable gloves to be worn throughout the day and include being changed every 30 minutes with proper handwashing procedures or as often as needed
- Providing signage at our workplace entrances to reinforce self-monitoring for COVID-19 symptoms and asking team members and guests not to enter, if sick
- Advising team members on how to self-monitor for COVID-19 symptoms to include health assessment and temperature taking prior to reporting to work
- Instituting temporary temperature and related health checks for team members
- Implementing protocols for handling sick, symptomatic, and exposed team members to include sending team members home who have COVID-19 or are symptomatic
- Utilizing disposable menus in our dining rooms to include emphasizing the use of our digital menu through using QR codes
- Executing limited buffets differently by serving our guests versus allowing self-serve options (e.g., cafeteria style)
- Removing all condiments and self-serve items from our tables and counter-tops and cleaned and sanitized after each use
- Using receipt trays or trays to exchange cash, cash payments and orders rather than by hand to avoid contact, where appropriate
- Installing Plexiglas shields in our drive-thru and in front of each of our POS registers to provide an additional safety barrier between team members and guests

As stated above, our commitment to you is to provide enhanced safety measures and protocols in order to prevent or reduce the transmission of COVID-19.

# Supporting Our Workforce

## Your Wellbeing – Resource Library

GROUP BENEFITS

### Real life, real support

Helpful resources; confidential counseling

*EmployeeConnect*<sup>SM</sup> services

**Life brings challenges. *EmployeeConnect* delivers help.**

Everyone needs help solving problems sometimes. *EmployeeConnect* offers confidential assistance to help you and your family meet the challenges that life, work and relationships can bring.

Get help 24/7 with:

- Depression
- Substance abuse
- Legal and financial concerns
- Marital or family difficulties
- Stress management/anxiety
- Child or elder care



### YOUR WELLBEING – RESOURCE LIBRARY

This resource library is designed to provide you easy access to available resources to support you and your families during these unprecedented and trying times. The information is broken into three sections (e.g. Physical, Personal and Financial Wellbeing). As we become aware of additional resources, we will ensure this document is updated to include this valuable information. We are here to help and support you!



#### PHYSICAL WELLBEING:

**TELADOC CARE:** Provides telephonic care for those with our insurance to avoid visiting the doctor's office or emergency room. This is a safer and more efficient way to get the care you and your family may need.



#### PERSONAL WELLBEING:

**EMPLOYEE ASSISTANCE PLAN (EAP):** The EAP will offer you and your family members the option to receive support and/or counseling over the phone or access to their website 24/7. Frisch's pays for this benefit.

**MENTAL WELLBEING DURING QUARANTINE:** This resource provides best practices and tips to maintain your mental wellbeing during these challenging times.

**CAREER PARTNERS INTERNATIONAL:** Career Partners is offering FREE access to various online resources designed to help those in transition. This includes resume writing tips, interview tips, etc.

**UNITED WAY 211 RESOURCES:** Dial 211 to speak to a trained professional who can connect you to essential community services. You can also access these resources by visiting: <http://www.211.org/services/covid19>

**UNITED WAY COMMUNITY RESOURCE GUIDE:** United Way continues to advocate for the communities they serve by providing access to a number of resources all designed to support our valued team members.



#### FINANCIAL WELLBEING:


**UNEMPLOYMENT BENEFITS:** The attached resource provides contact information to file for unemployment benefits during your time of furlough, reduced hours or lay-off.

**EMPLOYMENT OPPORTUNITIES:** Frisch's has partnered with a number of local businesses that are looking to temporarily hire our valued team members to provide additional help and support.

**FIFTH THIRD RESOURCES:** At Fifth Third, you can always bank with them anytime, anywhere online or through our mobile app. And if you're experiencing account hardship due to COVID-19, Fifth Third can help.

**DAILYPAY (WAIVED FEES):** Frisch's has partnered with DailyPay to waive next-day transfer fees.

**EMPLOYEE APPRECIATION CARD:** We are expanding the employee appreciation discount to include drive-thru and carry out dining options to support you and your family.



Trust starts with truth  
and ends with truth.

Santosh Kalwar

quote fancy

**Thank You.**  
Any Questions?

