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Operators Unfiltered:
Real Talk on Labor,
Profits and Winning in 2025

August 6, 2025



Meet Your Panel



Kari Krogman

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VP of Customer Success, Harri



On the Menu

1. Meet The Operators

2. The Multi-Unit Management Challenge

3. Labor & Profitability Mindsets

4. Navigating Fair Workweek Compliance

5. Building Resilient Frontline Teams

6. In The News: AI, Summer Hiring, QSR Trends

7. Live Q&A

Meet The Operator

- Parco a 2nd-generation Wendy's franchisee
- 28+ locations across Iowa, Illinois, Minnesota
- 16+ years at Parco across finance, IT, payroll, etc
- Mom of two (soon-to-be) state troopers



Meet The Operator

- Salz, a “MUMBO,” founded in July 2003 with 1 Dunkin’
- 30+ locations across Dunkin’, Wendy’s, Taco Bell, Wingstop
- 20+ years restaurant/HR experience
- Former actor, huge wrestling fan



Rising labor costs creating profitability pressures.

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WSJ

BUSINESS | HOSPITALITY

How Dave's Hot Chicken Beat Rising Labor Costs

Facing wage pressures in California, fast-growing restaurant chain retooled operations and added menu options like loaded fries

By [Heather Haddon](#) [Follow](#) | Photography by Jane Hahn for WSJ

Inc.

NEWSLETTERS

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HONEY

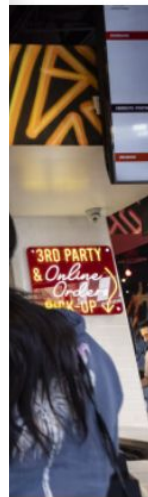
California's \$20 Fast-Food Minimum Wage Is a Win-Win-Win, Research Says

A study by UC Berkeley economists says the state's mandated hourly minimum pay hike increased worker income, but left employment and menu price levels largely unchanged. <

BY BRUCE CRUNLEY @BRUCEC_INC

OCT 2, 2024

sten (6 min)



Your labor & profitability mindsets



Focus on SPLH and TPCH

Labor as an investment

Time savings an economic driver

Forecasting as the foundation



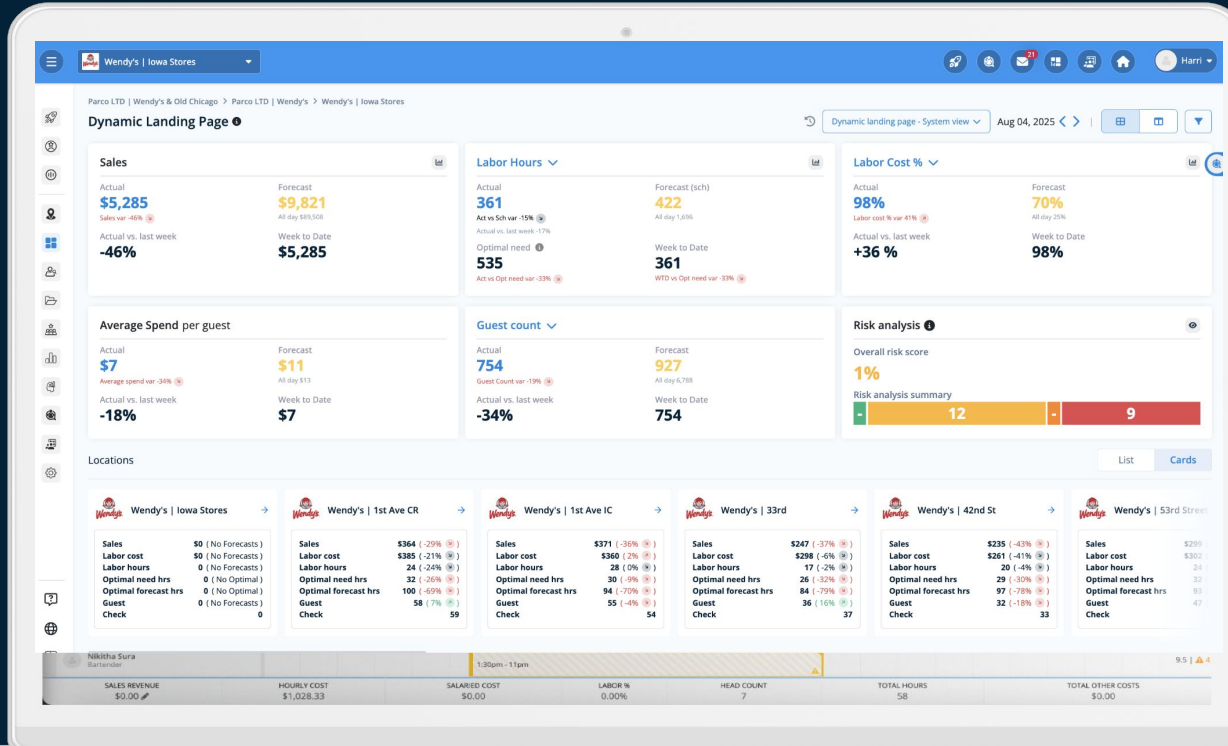
Actual + forecasted sales data

"Needed hours" critical

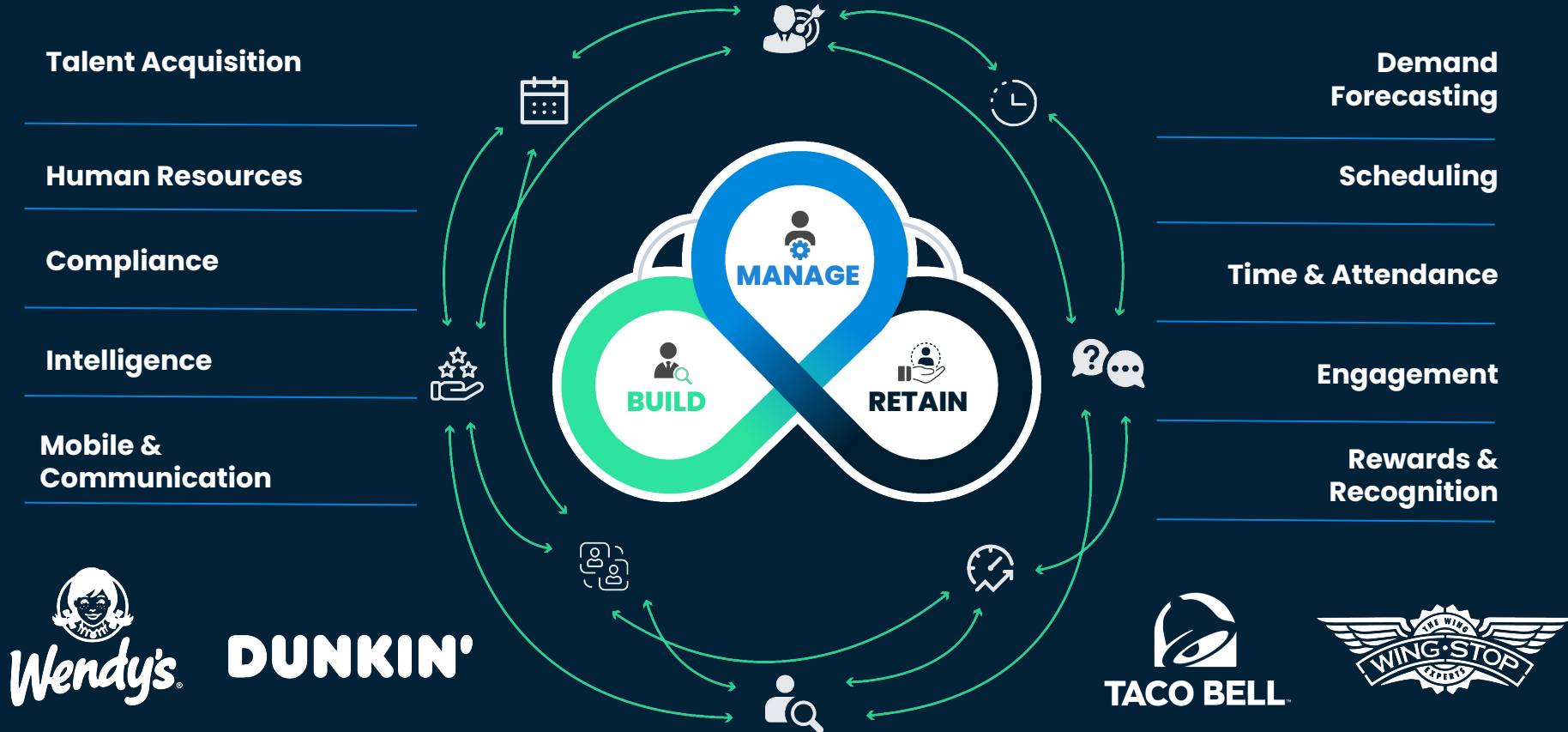
Updates every 15 minutes

Flash reports empower leaders

Real-time optimal labor deployment

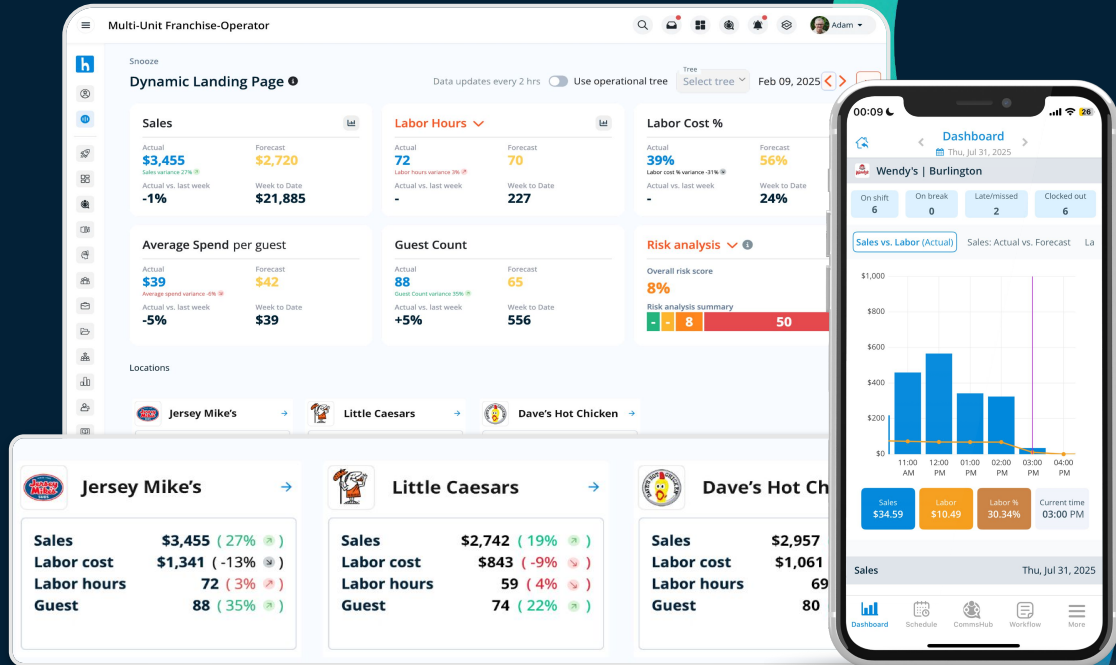


Managing labor across units & brands



An operational command center:

- Drill down to see performance metrics for brands or locations
- Arm area managers with insights for the stores they manage, regardless of geo
- Unit-level sales, labor hours, labor cost, guest count, forecast variance and more



HR/BENEFITS

Chipotle, Amazon, and Uber All Land on New York City's Employer Wall of Shame

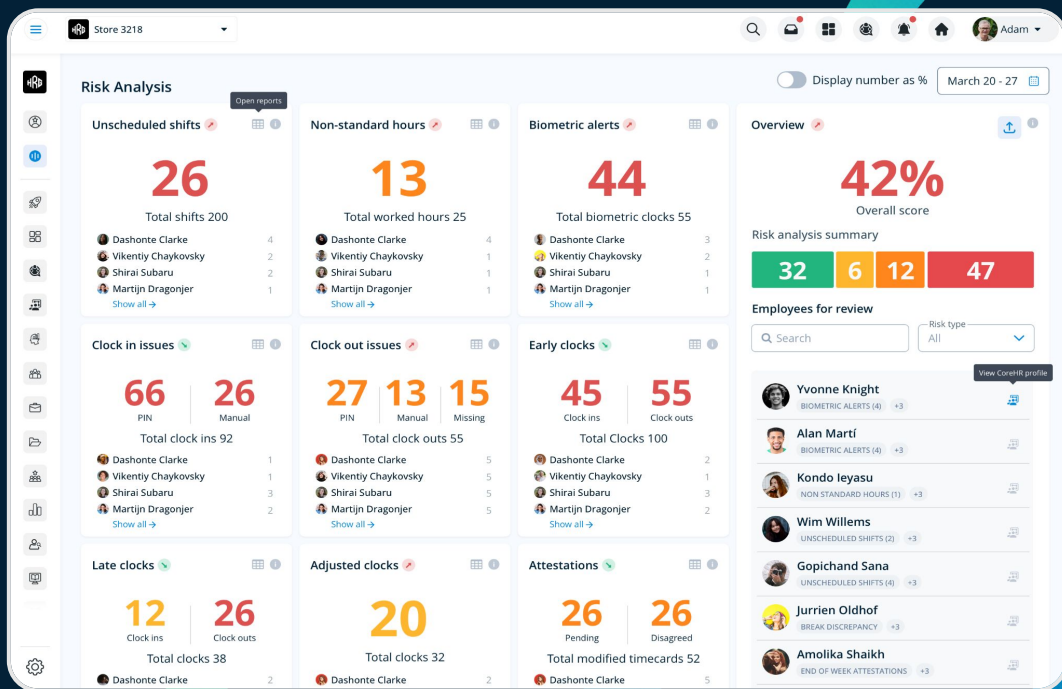
New York City's comptroller released an interactive dashboard that compiles a list of some of the Big Apple's worst labor law offenders. [🔗](#)

BY MELISSA ANGELL, POLICY CORRESPONDENT @MELISSKAWRITES

SEP 13, 2024

Spot and manage risk proactively

- Top-down visibility into unit-level risk, shifts, employees and more
- Cost savings through break premium monitoring and violation prevention
- Using Harri, Salz reduced penalties from 1.3% to 0.28% of payroll weekly



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2025 NYC Fair Workweek

CHECK UP



Does your compliance pass the test?

NYC Fair Workweek laws aim to provide more predictable and stable work schedules for employees. Failing to comply with the scheduling and timekeeping requirements of the law can get expensive fast. We created this diagnostic to help test your organization's ability to comply with FWW. Answer the 10 questions & use the scoring scale below to see how you did.

Question		Yes	No
Scheduling			
1.	Do you provide employees with work schedules at least 14 days in advance?		
2.	Do you have a system to obtain & document employee consent for schedule changes within the 14-day window?		
Record Keeping			
3.	Do you maintain electronic records of all schedule changes and premium payments for at least 3 years?		
4.	Can you easily generate reports showing compliance with good faith estimates & regular schedule requirements?		
Communication & Training			
5.	Do you regularly train managers on FWW requirements & premium calculations?		
6.	Do you have a clear process for employees to report scheduling violations?		
Technology & Automation			
7.	Does your scheduling system automatically calculate & track premium pay obligations?		
8.	Can your timekeeping system capture employee consent for extended shifts in real-time?		
Employee Rights			
9.	Do you have a documented process for offering additional hours to existing employees before hiring new staff?		
10.	Do you ensure and document proper rest periods between shifts?		
How does your NYC FWW compliance stack up?		0-4 questions	



Want a great quick-service restaurant experience? Keep it fast and efficient

Customers are happier with human-led ordering at the counter or the drive-thru than they are with using kiosks, according to a Qualtrics Instant Insights survey.

Published July 23, 2025



Bryan Wassel
Reporter



Customer satisfaction with kiosk ordering is down four percentage points from the start of the year, [simon2579](#) via Getty Images



McDonald's says it plans to hire 375,000 people this summer

By [Jordan Valinsky](#), CNN

🕒 2 min read

Published 4:12 PM EDT, Mon May 12, 2025

💬 62 comments



McDonald's is planning to hire hundreds of thousands of people in the coming months. [Spencer Platt/Getty Images](#)



CIO JOURNAL

Applebee's and IHOP Plan to Introduce AI in Restaurants

Dine Brands, the parent company of the two chains, aims to streamline operations and encourage repeat diners

By [Belle Lin](#) [Follow](#)

June 20, 2025 10:00 am ET

➦ Share 🔍 Resize

🔊 Listen (1 min) ⋮



IHOP parent Dine Brands has plans for an AI-powered tool that would offer customized deals for diners. PHOTO: [ANGUS MORDANT/BLOOMBERG NEWS](#)

How to build resilient, effective teams



Consistency is key

Tech to empower employees

Long term mindset

Process, process, process



Culture is king

Training is critical

Over-communicate

1 team, 1 family

Live Q&A: Ask The Experts



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Operations Manager, Parco



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VP of Customer Success, Harri



Thank you!

www.harri.com
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Schedule a live demo.

Take the MUMBO dashboard for a spin.

Get a demo of the risk analysis dashboard.

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