

Hamra Enterprises & Vanto Group:

A journey to unprecedented expansion



Background

Hamra Enterprises is an established family-owned retail chain of restaurants founded in 1975 by Sam Hamra. The business began with a single restaurant franchise concept – Wendy’s – and progressed gradually for several decades without emphasis on major expansion.



Challenge

The management of the business was eventually passed from Sam Hamra to his son, Mike Hamra. With this transfer of leadership came a new emphasis on major growth and expansion. Mike saw that to achieve the rapid growth he sought after, a new future for the company would need to be created, and along with it, an actionable and sustainable plan that would be implemented with precision.

Mike saw that the growth would also require a cultivation of a new employee culture. Not only one of high performance, but one where all members of the team would be appreciated, nurtured and acknowledged – elevating their accountability, communication and leadership to new levels.

Approach

In 2012, Vanto Group began working with Mike Hamra and his senior leadership team to align on the design of a multi-phase consulting engagement that would fulfill on Mike’s vision for Hamra Enterprises.

During the first phase of work in early 2013, a group of employees representing a cross-section of Hamra’s brands, functions and geographies aligned itself as “one voice” in expressing a new future for their organization. This resulted in the creation of the Hamra Enterprises Charter and 2025 Bold Statement (a vision statement expressing the future of the company into 2025).

- Phase 1 ● A new future is created (Charter & 2025 Bold Statement)
- Phase 2 ● Critical Mass sessions - district & store managers own the new future
- Phase 3 ● Long-term strategic plan and implementation projects created
- Phase 4 ● Key business analytics designed to facilitate operational decisions
- Phase 5 ● Panera Café Health work to open strategic opportunities

The Charter and Bold Statement that the group created became the foundation for a second phase of “critical mass” sessions facilitated by Vanto Group throughout the enterprise. These sessions allowed for district and store management to see themselves as leaders in creating the future of Hamra Enterprises and to take accountability for the future of the company.

Approach (Continued)

During the third phase of work, Vanto Group used its proprietary “Strategic Design Technology” to support Hamra Enterprises in the development of a long-term strategic plan through 2021 and in the implementation of projects to fulfill on the plan.

In 2016, a fourth phase using key business analytics was designed to provide data to the executive and brand management teams, as well as all store level teams, to elevate the performance of the business across all of Hamra’s brands (Wendy’s, Panera Bread and Noodles). This work brought **integrity** to the key data used to make operational decisions and further developed management and leadership inside the new future.

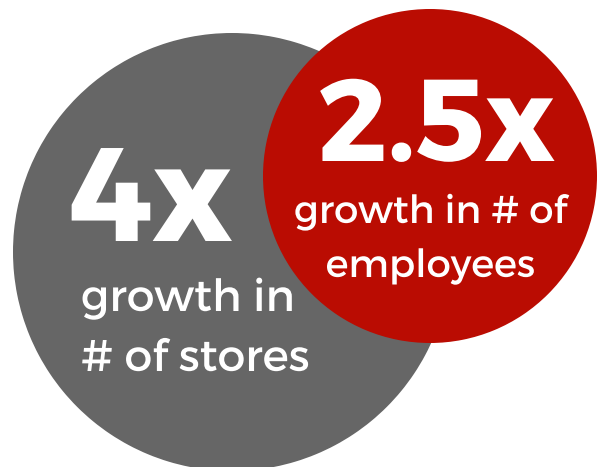
In 2017, a fifth phase was designed and implemented in the Panera Bread business segment, aligning all regional, district and store managers around a breakthrough in Café Health scores (a metric used to track overall store performance levels), opening up further strategic opportunities for Hamra Enterprises with the Panera franchisor.

Outcome

After six years of partnership with Vanto Group, Hamra Enterprises went from 40 stores and 2000 employees in 2012 to 160 stores and nearly 7000 employees in 2018.

"These results
seemed impossible
six years ago."

CEO, Mike Hamra



Hamra Enterprises has also received a number of awards and has been recognized nationally by its franchise brands – Wendy’s, Panera Bread and Noodles.

Mike Hamra acknowledged his organization's partnership with Vanto Group as a critical factor in achieving these results.

"I can see new opportunities and pathways for action to achieve next phases of profitable and sustainable growth. I strongly recommend Vanto Group to other companies who are willing to confront the predictable future of their business and create a new, bold, desirable future together."

Mike Hamra, CEO, Hamra Enterprises