

## **Our Strategy Statement**

To be the leading and expanding franchise in Australia's "In Dining Table Service" restaurant experience specialising in hosting get togethers. To deliver good food and service to great customers at great value delivering sustainable profits across the system.

## **Success in Our Business**

At Hog's Breath Café, our collective success is founded upon a shared sense of purpose, pride in our work and living our team values. We utilise Success Profiles to capture our strategy, our values, our key accountabilities, our connections, and our attributes. The key components outlined in this document are the pathways to achieving success in this role.

## **Success in Your Role**

The role of Product Manager is responsible for maintaining synergy between the product planning and marketing functions of the business. The Product Manager makes creative yet data-driven decisions throughout the development of new menu items to deliver the refreshing yet quintessential Hog's Breath Café dining experience. Working closely with the outsourced marketing team to analyse customer data, the Product Manager is in a unique position to connect with guests and bring to life products that surprise and delight. Integral to quality assurance across the franchise system, the Product Manager partners with Training and Knowledge to ensure products are efficient to produce, easy to deliver and easy to sell.

## **Successful Behaviours & Attributes**

The Product Manager develops and utilises the following personal attributes to support the pathway to success in their role.

1. Detail – you naturally focus on the small things that others easily miss, ensuring accuracy.
2. Curiosity - you are interested in everything, constantly seeking out new information and learning more.
3. Creativity - you strive to produce work that is original, by creating and combining things in imaginative ways.
4. Incubator - you love to think deeply about things, to arrive at the best conclusion.
5. Improver - you constantly look for better ways of doing things and how things can be improved.
6. Judgement - you enjoy making decisions and are able to make the right decision quickly and easily.
7. Personal Responsibility - you take ownership of your decisions and hold yourself accountable for your promises.
8. Relationship Deepener - you have a natural ability to form deep, long-lasting relationships with people.

**Success Measures**

The Product Manager is responsible for their personal professional success under the direction of the Guest Experience Manager. The following measures outline quantifiable tasks, responsibilities and actions that directly contribute to the overall successful execution of the role.

Area of Focus	Purpose	Actions
<p><b>Leadership</b></p>	<p>Engage with the broader team to work on continuous improvement and change, monitor new product success and assess changes to the supply chain.</p>	<ul style="list-style-type: none"> <li>▪ Champion the vision, purpose, and values across the business.</li> <li>▪ Understand the strategic vision of the business and bring to life Hog's Breath Café values through thoughtful collaboration, planning and execution.</li> <li>▪ Be the Hog's Breath Café dining experience change agent, to activate plans, launch new products and implement changes to the existing product offerings.</li> <li>▪ Demonstrate core values through behaviours and communication style.</li> <li>▪ Ensure expectations are clearly articulated and leaders, team members, suppliers, and outsourced specialists are engaged and accountable for behaviour and performance outputs.</li> <li>▪ Actively engage in leadership meetings, including:               <ul style="list-style-type: none"> <li>○ FAC Meetings</li> <li>○ 4-Weekly meetings centred around marketing, training, and product</li> </ul> </li> </ul>
<p><b>Product Development</b></p>	<p>Connect with the customer and bring to life products that surprise, delight, and provide a sustainable competitive advantage.</p>	<ul style="list-style-type: none"> <li>▪ Own the creation, development, trialling, costing and execution of new menu items across the franchise system.</li> <li>▪ Collaborate with the outsourced marketing team to identify and define which customer needs/ desires are not fulfilled with the system's current menu items.</li> <li>▪ Rapidly respond to trends in the hospitality industry and leverage seasonal specials to introduce popular menu items across the franchise system twice per year and on hallmark days.</li> <li>▪ Engage with trusted suppliers and head chef(s) to develop the new menu items.</li> <li>▪ Test new menu items through focus groups centred around three key groups: customers, franchise owners/ operators, and employees.</li> <li>▪ Develop recipes and training materials to support the chefs, employees, and franchise owners/ operators as they integrate the new items into their menus.</li> <li>▪ Work closely with the Training and Knowledge team to rollout recipes and training materials across the franchise system.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Work closely with the outsourced marketing team to develop the marketing initiatives and advertising that will accompany the new menu launch.</li> <li>▪ Tweak new menu items according to restaurant owner, employee, and guest feedback, or supply chain issues.</li> <li>▪ Price menu items to ensure they are highly competitive and deliver the targeted margin.</li> </ul>
<p><b>Research, Analysis and Reporting</b></p>	<p>Collect, analyse, and report on industry and consumer data to inform key decision making.</p>	<ul style="list-style-type: none"> <li>▪ Collect customer data from individual restaurants across the franchise system to identify, monitor, and analyse menu trends, pricing, and guest experience.</li> <li>▪ Conduct ongoing market research to identify strengths, weaknesses, opportunities, and threats according to competitors, suppliers, environmental factors, and regulatory changes and trends.</li> <li>▪ Stay up to date with current food trends in the broader hospitality industry by maintaining involvement in networking events; reading industry magazines, blogs, and newsletters; browsing social media; collecting supplier intel; and secret dining at competitor restaurants.</li> <li>▪ Organise annual product supplier conferences and workshops with Hog's management and suppliers in attendance with the goal to foster a culture of continuous improvement, establish open communication channels, and support more tailored supply services.</li> <li>▪ Track, visualise and analyse referenceable guest experience and behaviour data to inform product decisions and optimise menu items and changes.</li> <li>▪ Communicate data insights to the Directors, leaders, department heads, franchise owners/ operators and outsourced marketing team to inform the organisation's strategy and key decisions.</li> <li>▪ Travel for a week once per month to visit restaurants within the franchise system. Establish open lines of communication and feedback with franchise owners/ operators and chefs, gain firsthand experience, and understand the unique needs and goals of each restaurant.</li> <li>▪ Report on site visits and communicate intel to the directors, department heads and outsourced marketing team to inform strategic decision making.</li> </ul>

<p><b>Product Purchasing and Supplier Management</b></p>	<p>Product pricing          Franchisees best price best deal</p>	<ul style="list-style-type: none"> <li>▪ Source nationally available, local, and seasonal ingredients to ensure products are 100% Australian, where possible.</li> <li>▪ Negotiate mutually beneficial supplier agreements and proactively manage existing supplier contracts.</li> <li>▪ Meet cost objectives through effective negotiations on supplier pricing of food and beverage products and ingredients.</li> <li>▪ Review supplier contracts monthly or quarterly as appropriate to hold both suppliers and Hog's Breath Café accountable to the agreed terms.</li> <li>▪ Liaise with Franchise Owners/ Operators to monitor product consumption levels and adjust product purchasing to ensure each restaurant is operating according to the kaizen principle with minimal wastage.</li> <li>▪ Monitor the product purchasing, delivery, and consumption process to identify bottlenecks and potential efficiencies.</li> <li>▪ Maintain the franchise system's achievement and performance to the following cost targets:             <ul style="list-style-type: none"> <li>○ Food Cost of 30%</li> <li>○ Beverage Cost of 23%</li> <li>○ Retail Cost of 40%</li> </ul> </li> <li>▪ Support the effectiveness of the integrated supply chain by acting as an escalation point, ensuring supply chain continuity and the efficient resolution of concerns and issues.</li> </ul>
--	--	---

## Circle of Influence

The Product Manager works closely with key internal and external stakeholders, forging strong collaborative professional relationships and delivering exceptional client experiences. The success of these relationships is determined by effective communication and mutual respect.

Key Internal Relationships	Key External Relationships
<ul style="list-style-type: none"> <li>• Guest Experience Manager</li> <li>• Chief Operating Officer</li> <li>• Franchise Owners/ Operators</li> <li>• HBC Chefs</li> <li>• Training and Knowledge Manager</li> <li>• Restaurant Employees</li> <li>• CEO</li> <li>• Sustainability Manager</li> <li>• Customer Communications Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Marketing</li> <li>• Customers</li> <li>• Third-Party Logistics</li> <li>• Local Producers servicing the respective regions within the franchise system</li> </ul>

## Values-led Culture

At Hog's Breath Café, we live and breathe our values. This belief is at the foundation of our organisation and is non-negotiable. No achievement can be considered a success if we have not upheld our own standard of conduct.

Our Hog'spitality is what separates us from our competitors. It is that point of difference that has driven the success of Hog's Breath Café, and always will.

### So, what is Hog'spitality?

The question crossed my mind, of all the things worth measuring  
to have that word defined when you dig beneath the skin...  
to where the heart and soul is sourced.

The culture isn't calculated, lectured, leased, or lent.  
It's meaning isn't manufactured,  
twisted, torn, or spent.

The icon stands unchallenged,  
so its truth is worth revealing.

What is Hog'spitality?  
The answer is a *feeling*.

In a nutshell, we believe in Good Food, Good People, Good Times, Good Security and Good Profits.

<b>Good Food</b>	Every meal is prepared with passion and pride from locally sourced ingredients of the highest quality to ensure our customers' expectations are met every time.
<b>Good People</b>	Hog's teats their people like family. We take great pride in giving back to the community through charitable involvement with our local teams, sports, and community events. We invest in our employees and provide them with valuable training and support, equipping them with the skills needed to excel in their roles.
<b>Good Times</b>	We are food with attitude. We work hard to exceed our guests' expectations on each and every visit by a factor of 'Plus 1'.
<b>Good Security</b>	We provide a clean and safe environment for our guests to dine in and our teammates to work in.
<b>Good Profits</b>	We deliver sustainable profits across the system through good food and great service.

## Quarterly Goals

Describe the Quarterly Goals that will contribute to achieving success in your role.

Priority	Goals
1	Positively adopt your Success Profile, referring to it on a regular basis and holding yourself accountable for achieving the actions set out in it.
2	Genuinely understand what success looks like for you and your role. Be proactive in asking questions or seeking assistance to improve your understanding and achieve clarity.
3	Meet and establish relationships with all internal and external stakeholders within your circle of influence.
4	Review existing supplier contracts to understand the contractual obligations of Hog's Breath Café and its supply partners.
5	Review existing inventory management and controls to identify potential improvements

## 6-Month Goals

Describe the 6-month goals that will contribute to achieving success in your role.

Priority	Goals
1	Establish a rhythm for the creation, development, trialling, costing and execution of new menu items across the franchise system according to existing processes and schedules.
2	Visit at least half of the restaurants within the franchise system and built a rapport with the franchise owner/ operator for each site.
3	Investigate syncing the POS to the inventory management system to monitor product consumption and wastage.
4	Investigate re-engineering the Hog's Breath Café menus to position top selling, cost-effective items to improve restaurant profitability.
5	Local Producers servicing each of the respective regions within the franchise system have been identified and connect with.

## Annual Goals

Describe the overarching annual goals that will contribute to achieving success in your role.

Priority	Goals
1	All restaurants within the franchise system have been visited and a rapport has been built with each franchise owner/operator for each site.
2	Achieve an improvement in customer satisfaction for each restaurant, as measured through an increased rating on selected review sites (i.e., TripAdvisor, Google, and Menulog).
3	Achieve a x.xx% decrease in food wastage in restaurants across the franchise system.
4	Achieve the food cost target of 30%, beverage cost target of 23%, and retail cost target of 40%.