Dear NOA Members,

It was a busy week at McDonald’s, our hometown. We held our NOA annual meeting in Denver (and your living room). It was a terrific three days, jammed pack with both internal and external speakers. It was a different meeting with less hugs and more masks, but we were still glad to be back. Glad to have some sense of normal returning. We hope everyone will be able to join us next year but in the mean time, we are grateful to the 800 plus who tuned in. This year we passed 15 resolutions for which we will use to prioritize next year’s agenda.

The line up of speakers was our best yet. Jonathan Maze, one of the most thoughtful industry reporters, gave us a vivid picture of what’s happening in the restaurant space. It’s a time of massive turmoil as we have all felt. Our customers and our competitors are all changing rapidly. Kevin O’Brien and the economics team provided us the most comprehensive economic report we have ever had. They are working on the priorities we all have been asking for; 1. Modernizing the rent chart, 2. Every Store stands on its own, 3. Rent and Service Fees on Credit Cards fees (fees on fees). Jay Leno joined us with his favorite McDonald’s memories and reminded us why everyone loves McDonald’s.

The second day was kicked off by Mark Salebra. He will be leading us for three more years unless we can install him for life (just kidding Lanie!!). Next we had Ebrahim give us a franchising update and the great work his team is doing. The clarification of the SBO process, the next generation program, and the rewrite process are all on the docket. Michelle Rowan, an expert on franchise relations, talked about the importance of a good Franchisee/Franchisor relationship and how this can be achieved. Jon Kelly, Eric Wilson, Tyler Gamble, and Larry Miller gave us an NSLC update. Jon tackled the elephant in the room, supply breaks. They set the priorities of single sourcing and cost transparency.
The highly anticipated Restaurant of the Future session did not disappoint. The future of restaurant design is on everyone’s mind. What will the restaurant of the future look like post Covid? We couldn’t decide whose presentation was better, Francesco Cordua or the David Glaser and Joe Jasper show. Francesco jammed 3 days into a 20 minute presentation. We are going to have to rewatch it three times to properly digest. David and Joe could do a conference all by themselves. They were terrific. The bottom line is that Drive Thru, Digital, and Delivery will have impacts on our store design and the team is working hard to adjust. It’s exciting to see us move so fast. Speed isn’t just for our DriveThrus.

Joe, Chris, Morgan, and Spero (virtually) joined us during our afternoon break. It was great to hear from them on the state of the business. The business is strong and we are just getting warmed up. Bob Conigliaro got us out of our seats and reminded us that we aren’t just serving food. We are generating happiness. Our own rock star, Vicki Chancellor talked to us about the new power of marketing and how McDonald’s became cool (dope) again. Celebrities are standing in line to get into McDonald’s.

The final day we heard from Michael Retzer about our big audacious 3 year goal of $3.8m average sales and $750k in cashflow. Michael also stressed the importance of elected leadership and free and fair elections. We must never have closed off elections. Sunlight on our elections ensures the best outcomes. The NOA gave two very well deserved awards to Danielle Marasco and David Bear for their tremendous work this past year. If you feel like you know more about what is going on, you can thank Danielle for the outstanding communication work. If you got a PPP loan (and got to keep it), you can thank David Bear. We thank and salute them.

If you weren’t able to join us, the replay will be available soon. We highly recommend watching, but if you don’t have time to watch the whole thing, we urge you to watch one presentation. Dr. Rick Rigsby put on a performance you will not want to miss. All of the above has the power to alter the trajectory of our business. Rick’s message has the power to change the trajectory of your life. Skip to the end if you don’t have time. Just don’t skip Rick.
The NOA Board thanks our great suppliers and sponsors for attending. We have a terrific virtual suppliers hall that we will be using in the future as well. Finally a huge thanks to our NOA staff. The show wouldn’t have gone on without them. We hope you enjoyed it and that you will tune in next year.

Your “Rocky Mountain High” NOA Board