Restaurant Research®

Concept Analysis & Benchmark Report

Carl's Jr. 2024/2025

Executive Summary

Carl's Jr. is a QSR burger chain with a significant regional West Coast orientation spanning from Colorado to California. Brand attributes include: charbroiling for burgers (including its double patty & premium Thickburger Angus platforms) & certain chicken sandwiches; hand-breaded chicken sandwiches & tenders; biscuit breakfast sandwiches; and milkshakes made with hand-scooped ice cream. The brand is distinguished by large burger offerings that are overflowing with toppings "if it doesn't get all over the place, it doesn't belong in your face" which is well illustrated by its iconic Western Bacon Cheeseburger which piles high its beef, cheese, bacon, onion rings & BBQ sauce ingredients. While this positioning is well suited to "young hungry males", the problem is that this demo is not doing so well in today's economy and this has implications for a chain that is not strong with value. In conclusion, a changing macro environment requires Carl's Jr. to pivot towards value and a broader demo without compromising its core brand equity represented by fun monster burgers for the masses.

Parent Company Summary

Parent Company	Ticker	Corp. Debt Rating	Net Debt [(1)]/ EBITDA	EV/ EBITDA	Stock Performance		
					2023	TTM	Aug-24
CKE Restaurants Holdings, Inc.	Private	Not Rated	N/a	N/a	N/a	N/a	
$1B+ Chains			5.50	14.60	21.1%	-2.3%	

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(1) Net Debt includes operating leases.

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