

Presenting
New &
Inspired **Success**



www.dominosdfa.com

Volume XIV Issue I

Our Mission:

To provide Domino's Pizza Franchisees a unified organization working to maximize the value of our members' stores

Our Priority:

To protect and increase the profitability of our franchisees

Our Goal:

Through a unified voice, contribute to the enduring success of Domino's Pizza, by empowering, educating, and passionately representing the franchise community

Grow Your Profits by adding Coca-Cola Beverage Variety!



All Domino's can now carry up to 9 brands or 18 Coca-Cola SKUs to offer consumers additional beverage variety.

What is Beverage Variety?

- Offering consumers choice
- Satisfying consumer need states
- Provide the right brands/packages for key day parts

Why is Beverage Variety relevant to Domino's?

- Increases consumer satisfaction
- Drives incremental profitability
- Improves beverage mix

How can beverage variety help your bottom line?

Selling Incremental Drinks Per Day will drive significant results!



	1 Drink Per Day	3 Drinks Per Day	5 Drinks Per Day	10 Drinks Per Day
Annual Revenue	\$536.40	\$1,609.20	\$2,682.00	\$5,364.00
Annual Gross Profit	\$309.60	\$928.80	\$1,548.00	\$3,096.00

(Revenue based on \$1.49 retail • 20oz sparkling soft drink average unit cost \$0.63/unit • 20oz sold in 360 selling days)

Important things to consider when increasing beverage variety:

What Coca-Cola SKUs do consumers request that you do not carry today?

Are your carryout sales are 25% or more? If so, consider a Coca-Cola lobby cooler to drive impulse beverage purchases.

Have you placed new SKUs in the Coca-Cola 20oz counter top merchandiser and updated print materials to increase awareness?

Have you standardized new beverage codes in PULSE to ensure all offerings show online?

Are crew suggestively selling new SKUs?

Contact your Coca-Cola National Account Executive to discuss how to expand beverage variety in your stores

Northeast	Ed Paccone	804.334.3450	edwardp@cokecc.com
Southwest	Geoff Gotsch	404.403.7183	geoffg@cokecc.com
Big Ten	Lisa Mayer	248.318.7630	lismayer@cokecc.com
West	Stephanie Somenek	480.797.4527	ssomenek@cokecc.com

©2011 The Coca-Cola Company



Updates

Ken's Quarterly Korner: **4**
Ken Peebles, CEO

We're 50 Years Old and
Brand New: **8**
Rich Rezler

Recruiting and Retention In
Today's Enviroment: **20**
Julie Wigley

We've Got One Shot - Let's
Take It Now!: **27**
Patrick Doyle

The "Old School" of
Inspired "New Pizza": **28**
Stan Gage & John
Kissinger

Partners Foundation
Update: **48**

Training

Spending Thousands of
Dollars on Hotel
Marketing?: **16**
dpReporting

Perspectives: **32**
Mike McDermott

Domino's Pizza Top 10
Staffing List: **33**
Julie Wigley

The Training Room - New &
Inspired Training!: **36**
Dominic Benvenuti

I Want My customers Back.
Not Just Some of Them. All
of Them!: **40**
Wizardline

What's Safety and Security
Got to do With It?: **42**
Leslie Jones

Members

Getting The Most Out of
Your DFA: **44**
Jason Upton

Membership Form: **45**

Preferred Partners
Directory: **46**

DFA Board Members: **49**

DFA Staff and Advertising
Index: **55**

Interviews

Franchisee Interview
Paul Mahoney: **12**

Manager Interview: **24**
Dion Georges

Driver Interview: **38**
Richard Wilson

The Voice

| of Domino's Pizza Franchisees |

CHIEF EXECUTIVE OFFICER **KEN PEEBLES** / PUBLISHER **DFA**

DESIGN & EDITOR- IN-CHIEF **JAMIE REAMS** / GRAPHIC DESIGN **LEE REAMS** /PRINTING **ROSS PRINTMARKETING**

If you would like to submit an ad, article or feedback, please contact Jamie Reams at 210-845-1072 ext. 3, or email jamie@dominos-dfa.com. Feel free to recommend topics of interest. The opinions contained in this publication do not necessarily represent Domino's Pizza Frinachisees, Domino's Pizza, Inc., and/or any of its agents. The Voice is printed quarterly and distributed to the entire Domino's Franchisee Community.

Ken's Quarterly Korner, DFA CEO Ken Peebles

Below is a brief recap of what the DFA has been working on for its' membership in the last 90 days. At the request of our membership, we are sharing brief highlights of our efforts and can provide additional details upon request.

Profitability

For the last couple of years the DFA has continued to express to the Corporate leadership that the current Domino's business model for Franchisees was broken and needed significant improvement in order for Franchisees to become healthy again and return to receiving a fair ROI.

Corporate's decision to redesign our core pizza product from the crust up was both bold and extremely risky. Based on the recent customer feedback and phenomenal sales results, the DFA wants to give Patrick Doyle and his leadership team a public standing ovation for their exceptional product development and advertising campaign that let the public know that our new pizza has been proven to be better than our competitors.

The DFA believes that DPLLC has given us a critical element that we needed to go out and win the Pizza wars against our competitors. In order to keep this incredible momentum, we as Franchisees need to ensure that our stores are providing exceptional product, service and image to our customers.

While we are very pleased with Corporate's decision to revolutionize our core product and think it was a critical first step in improving our business model, we will continue to work with DPLLC on additional operational and financial needs that can strengthen the Domino's brand and Franchisee profitability.

Mileage Reimbursement

Kicking off 2010, the DFA introduced a partnership program with Runzheimer International that provides our membership an unbelievable price of only \$38 per store to have a complete analysis done on their organization's mileage reimbursement program.

Runzheimer International is a well respected company that is hired by the IRS to help set the government mileage reimbursement rate. Runzheimer's regular pricing to provide a mileage reimbursement analysis like the one that the DFA is sponsoring, normally starts at \$2,500.

So Far, the DFA is averaging \$1,000 to \$2,000 savings per DFA member... and smaller Franchisees are saving even more. This program is a great example of how joining together as a Franchisee organization allows us to acquire affordable external expertise.

Background Check Savings

The DFA has sourced and received DPLLC's approval on adding another highly respected employee background company that brings significant savings to Franchisees and DFA members. The newest approved company is Acxiom and not only do their rates save DFA members an average of over \$83 per store annually; they offer DFA members \$0.75 cent MVRs (Graded to DPLLC standards). Go to <https://aissreports.acxiom.com/SubmitBusiness/dominos.aspx> to learn more and sign up for this great DFA program.

DPLLC's \$15,000 Savings Goal

We are disappointed that the average Franchisee was not able to experience the \$15,000 per store operational savings goal set by DPLLC in 2009. That being said, the DFA appreciates Corporate's honesty and approach in explaining that the potential results that were possible were not equitable for all Franchisees in the system. We are very supportive of Corporate's effort and commend their willingness to make improving Franchisee profitability a corporate goal again in 2010.



Ken Peebles, DFA CEO

We appreciate Corporate's willingness to work with the DFA and we are dedicated in supporting them to achieve the new 2010 goal of \$70,000 in EBITDA for the average store. We think the new 2010 goal is better defined and believe that it will be easier to monitor, track and verify results compared to the 2009 goal.

Automated Weekly Keys

We have converted the weekly Franchisee key indicator survey to an automated process that eliminates the need for Franchisees to fill out a weekly survey. Automating the process not only saves time for Franchisees, it allows for Franchisees to now get daily, as well as weekly results anytime they want them. DFA members can now just go to the DFA website and click on the weekly keys button to see how they are doing compared to their peers. If you need help participating or reviewing the member only data, please contact us at Kimberley@dominosdfa.com.

DFA Membership

As I write this edition of Ken's Korner, we are in the middle of our 2010 Membership Drive. The DFA Board of Directors and I would like to thank everyone who has joined in 2010 and encourage those who have not yet signed up to please seriously consider joining this great organization. 2009 was a great year for the DFA. We found real dollar savings for our members, improved advocacy in helping Franchisees and increased Franchisee networking and idea sharing. For a complete listing of the 2009 DFA accomplishments, please visit our website at www.dominosdfa.com.

If you have any questions about the DFA or are interested in joining the DFA in 2010, just send me an email at www.ken@dominosdfa.com.

DPLLC Relationship

The DFA is excited and very supportive of the recent announcement of Patrick Doyle's selection to lead Domino's Pizza. His handling of the YouTube incident and the decision to revolutionize our core product are two great examples of how Patrick has made difficult leadership decisions to protect and improve the brand.

We look forward to working together with Patrick's leadership team on finding amicable solutions to Franchisee issues that include, but are not limited to, the cost of converting to Pulse Evolution, publicizing of "0" star OER's, thin crust concerns and reversing the negative trend of Franchisee profitability.

With Patrick at the helm, we are confident of having continual improvement to the great working relationship that the DFA and DPLLC started to forge in 2009.

New & Inspired

Let's face it... The New & Inspired product has definitely achieved the "WOW" factor that we all hoped for during last fall meetings when corporate leadership introduced the new product and rollout strategy. I was at one of the WOW meetings and was very impressed by the data and presentations supporting the "whys" behind Corporate's decision to make major changes to our core pizza product. At the same time (using football terms), I was thinking... have things been so bad for so long, that this is just a desperation "Hail Mary" pass to try and get us back in the game... or is this the needed game plan that can win the game for us? While the "Who Dat" nation is celebrating the New Orleans Saints' recent Super Bowl winning season... we at Domino's Pizza are well on our way to having just as an incredible winning season.

This issue of The Voice Magazine's primary focus is on our NEW & INSPIRED pizza. Some of the information has been shared before and some of it is brand new. Our goal is to try and consolidate all of the helpful N&I information and tools in one place to help Franchisees "WOW" their teams, customers and themselves on our way to our own "Super Bowl" winning season.

Respectfully,



Kenneth Peebles
CEO Domino's Franchisee Association

Cintas Delivers Image



Here's a message to the



Cintas can provide highly specialized services for your company. See how Cintas can help:

- Enhance your image
- Keep your employees and customers safe
- Guarantee your company's compliance and security

National Services



Mats & Mop Services

Cintas offers an array of dust and rest room/ hygiene services to enhance your company's image and to provide a healthy, safe work environment. See how Cintas can help:

- Control housekeeping costs
- Remove soil and moisture
- Reduce depreciation and promote a healthy work environment



Sanis® Restroom Cleaning

It's amazing how the condition of your restroom can directly impact your company's bottom line. See how Cintas can help:

- Leave your restrooms clean, smelling great, and ready to use
- Save you time to concentrate on your business
- Ensure a pleasant experience for you customers and employees



First Aid & Safety

Keeping your employees healthy and safe is one of the best things you can do for them—and your business. See how Cintas can help:

- Keep your staff safe, productive and on the job
- Ensure your first aid cabinets are properly stocked
- Provide your staff with the proper safety training

Additional Services



Document Management

Cintas is your compliance partner in the information safeguarding process, while keeping your sensitive and critical business information offsite and secure with easy retrieval. Cintas is your partner for climate controlled storage, computer media vault storage, and document imaging. See how Cintas can help:

- Keep your confidentiality
- Reduce your paper down to a manageable level
- Provide both destruction and storage services



Branded Promotional Products

Keep your company top of mind by getting your name out there. Take advantage of extensive spot buy capabilities and learn how to get your name in front of the right people. See how Cintas can help:

- Acquire new customers and retain existing customers
- Increase brand awareness in the marketplace
- Create employee reward and recognition programs
- Project a professional image in the workplace
- Energize new product introductions



Fire & Safety Services

Cintas offers an array of dust and rest room/ hygiene services to enhance your company's image and to provide a healthy, safe work environment. See how Cintas can help:

- Comply with OSHA regulations
- Maximize productivity with on-site delivery and training
- Update systems to newer fire testing standards

Contact Cintas Today to Learn More About Any One of Our Services

CINTAS
THE SERVICE PROFESSIONALS

1.800.795-7368

www.cintas.com



**You Grow Your
Production.**

**We'll Grow Your
Profitability.**

If you are one of the hundreds of Domino's franchisees

already working with TBL for your accounting, tax and financial management support, you know the value of our 3 Performance Principles:

- 1 **Timely, Customized Financial Statements**
- 2 **Comprehensive Services with Personalized Guidance**
- 3 **Fixed Fee Pricing**



If you are not already a TBL client,
contact us now for a no-obligation cost comparison

*The Leading Accounting Experts
for Domino's Pizza Franchisees*



Accounting and Tax Services

Toll Free: 800.237.0704
Ph: 610.289.2453
E-mail: m_feinour@tblinc.com

TBL Corporate Center
7200A Windsor Drive
Allentown, PA 18106

www.tblinc.com

Updates



**We're 50 years old,
and We are brand new.**
By: Rich Rezler (Pepperoni Press)

While some companies celebrate 50th anniversaries with congratulatory slaps on the back and the re-telling of old stories, Domino's Pizza reinvented itself. It was a bold move. Risky, some pundits claim. But it was necessary. Domino's will celebrate 50 years as the pizza delivery experts during 2010. Now, with our inspired new pizza, we're back in the conversation when consumers think about pizza making experts. "We've always been known as the 30-minute delivery guys," said Patrick Doyle, President of Domino's USA. "There's no reason we can't have the best pizza in the marketplace, too." Domino's Chairman and CEO Dave Brandon calls changing our core pizza recipe "the most aggressive promotion in the history of our company." But Brandon isn't taking any credit for the decision. Nor is he allowing anyone else at the World Resource Center in Ann Arbor, Michigan, to do so despite hundreds of people being directly involved in the process. "From our CEO to our franchisees; from our supply chain division to our supply partners; from our product development team to our marketers— everyone has had a hand in reinventing our pizza," says Chief Marketing Officer Russell Weiner. But the decision to change our pizza, Brandon says, belonged strictly to the American consumer. They chose the garlic-seasoned crust with parsley. They picked the sweeter, bolder sauce with a red pepper kick. They wanted shredded, 100% mozzarella cheese with a hint of provolone. "We'll celebrate our 50th anniversary in 2010, and we have been the leader of pizza delivery for virtually that entire half century. We know what consumers like and we know that consumers change," Brandon said. "We've done a lot of consumer research with our core product and

learned that people loved our reliable delivery, our brand and the value. But people didn't think the quality and taste profile of our product was as good as they wanted it to be, and it could be." Sure, Brandon, Doyle, Weiner and other executives tried the dozens of cheeses, 15 sauces and nearly 50 crust seasoning blends that Domino's researched for over 18 months as it was finalizing the new recipe. "But the truth of the matter is, my taste buds aren't any different or any better than anybody else's taste buds," Brandon says. "If you want to make changes that are going to be successful, you don't listen to the executives of the company, you don't listen to the head of R&D or marketing ...you listen to your customers. "We made decisions based on what we heard from our customers. We did control-panel testing, we did focus groups, we put it in small market tests and then we went out and listened to the reaction that we get from our customers. Any of these decisions are driven by customers, not by anybody here in Ann Arbor." Weiner compares our reinvented pizza to McDonald's changing the Big Mac, or Burger King changing the Whopper. Some in the media have wondered if Domino's opened itself up to the potential marketing nightmare Coca-Cola suffered through when it introduced New Coke. Doyle says there's no comparison. Coke was a flavor that consumers loved, a No. 1 brand. For years, Domino's has languished in consumer ratings as it relates to taste and quality. Now, that has all changed. "We've long been known for service," said Weiner. "With this new pizza we are convinced Domino's can be known for both quality and service. That's why we're introducing this new pizza with a guarantee: If you are not completely satisfied with your Domino's pizza

experience, we will make it right or refund your money.” Yes, we’re a 50-year-old company that is practically brand new. More than 80 percent of the Domino’s menu is new since 2008. There’s Oven Baked Sandwiches, Domino’s American Legends, BreadBowl Pasta and Chocolate Lava Crunch Cakes. “The cherry on top of all this recent innovation is our newly-inspired pizza,” Weiner says.

MAKE IT RIGHT

Eighteen months worth of consumer research led to our inspired new pizza. The launch of that new recipe resulted in millions of dollars of free promotion by some of the country’s most influential media outlets, and an avalanche of discussion on social media websites. And we continued to capture America’s interest in our product with an aggressive promotion supported by buzz-worthy, documentary-style advertising. As we continue to promote this new product, customers who’ve already tried it will buy it again and again. Our consumer research says so. But we’ll also continue to get phone calls from new customers convinced to try it for the first time. And we’ll hear from formerly dissatisfied

customers that we lost long ago because of our perceived shortcomings in taste and quality, coming back to give us another chance. Continuing that cycle will take more than new ingredients. It will take excellent operations. We can shout to the world that our pizza is better than ever. But we have to make sure that it is. As Vice President of Midwest Franchise Operations Julie Hepler says, the pizza “is more than the sum of its parts ... new cheese, new sauce and a seasoned crust.” “It’s a mindset that no pizza goes out the door to our customers that isn’t made with properly proofed dough, tempered cheese, sauce at room temperature and perfectly-portioned seasoning on the crust,” she wrote to Big Ten Region franchisees. “It’s the mindset that every team member in our stores will know and understand these changes and understands that our reputation rests on our fanatical execution of the details.” VP of

South East Franchise Operations Scott McLeod says he’s been approached numerous times over the years by franchisees and team members challenging Domino’s to come up with a better product ... improved cheese, improved sauce, improved flavor of our crust. Done. Done. And done. But for those improvements to translate into more sales and more profit, we still have to sell more of them. “When customers eat it, they have to be impressed,” McLeod says. “No matter how much we improve the ingredients, if they are not prepared right then they will not taste right. You will only get one chance to show a new

customer how good we are.” Through the early stages of the promotion, most operational issues regarding the new product seemed to center around the garlic seasoning oil and the new cheese 10.5 oz portioning on a plain cheese pizza. Apply the new garlic seasoning oil with one pass that lasts three seconds or less. Do not over portion. DO NOT add bread shake-on. The new garlic seasoning oil has both the oil and seasoning blended together so you can apply it in ONE STEP. Not putting the new garlic seasoning oil on the products that require it is an extreme violation on a store’s OER.

Apply the garlic seasoning oil ONLY to these products:

- All hand-tossed pizzas except American Legends and Brooklyn



- Domino’s BreadBowl Pasta

DO NOT apply garlic seasoning oil to these products: Thin crust pizza, American Legends, pizza, pasta in tins, Brooklyn-style pizza, school lunch, Breadsticks, Cheesy Bread, Oven Baked Sandwiches, CinnaStix, Wings, Domino’s Buffalo kickers, Chocolate Lava Crunch Cakes.

THE GUARANTEE IS BACK

Our new pizza is so good; we’re bringing back the taste guarantee:

While the words have changed slightly, the principle is still the same as our total satisfaction guarantee. If the customer isn’t satisfied, the store should first try to make it right. If the cus-

Updates

customer still isn't satisfied, the store should refund the customer's money in the same way they paid for their order (cash or credit).

Make sure your team is ready to back the guarantee, and that they are delivering the Wow both in food and service. Our customers' concerns provided the inspiration for our new pizza. Be sure your team is inspired to deliver great product and service!

Go out of your way to "WOW!" your customers when you honor the guarantee:

1. Apologize
2. Give them what they want
3. Give them something extra

After you apologize, let them tell you what they want. Whatever it is, get it to them as quickly as you can.

MAKE IT RIGHT

If they want a new pizza, give it to them in 30 minutes or less. If they do not like the garlic crust, tell them:

"We want you to love our new pizza. May we offer you a coupon to try it again without the garlic crust? Next time you place your order, just ask for "no garlic crust."

If they do not like the sauce, tell them:

"We know people's tastes vary. We want you to love our new pizza. Next time you order, we suggest you ask for a different sauce. We have 3 other delicious sauces that can be used on any pizza of your choice: Hearty Marinara sauce, the White sauce, or the BBQ sauce. May we offer you a coupon to try it again with any one of these other sauces?"

MONEY BACK

If they want their money back, get it to them just as fast. Then, surprise them with something they didn't ask you for: Hot and fresh order of delicious Domino's Chocolate Lava Crunch Cakes or 2-liter of Coca-Cola®. You decide the "something extra" that will really WOW your customers!



WHAT CUSTOMERS ARE SAYING: FROM FACEBOOK

Deiliana Dees: The new changes are great!!! Had a pizza Friday and yes, ya'll are still my fav!!

Cindy Fineberg: Love the new recipe. Dominos finally tastes like real pizza, I guess I'll start eating at Dominos again...

Jennifer L Daneault: Bought 2 of them last night Loved the seasoning on the crust!!

WHAT CUSTOMERS ARE SAYING: FROM TWITTER

deemota: Tried the #newpizza. Pizzahut was my favorite, but now the new recipe is my favorite chain pizza. Thank you.

JB_Rommel: I tried the #newpizza and loved it! The cheese and crust were amazing, and the new sauce wasn't too sweet like I had expected.

SaintActors: Didn't know about the changes: My kids said "I LOVE this crust" "This is the best pizza in the world!"



Management and Safety Services (MaSSCorp) Supports the Community

By **Jim Thompson** Fire Chief,
Twentynine Palms Fire Department



From left to right: Bill Barbarow, Fireman's Fund; Chief Thompson; Jeff Murphy, MaSSCorp; Carol Paul, Domino's Pizza; Tom Nowlan, Domino's Pizza.

Most fire departments are faced with funding challenges and, unfortunately, my department is no exception. Besides fires, firefighters are asked to respond to all types of emergencies incidents including gas leaks, hazardous materials, and vehicular accidents, so it's essential we have the equipment to do our jobs effectively.

Recently, Management and Safety Services (MaSSCorp) and Fireman's Fund Insurance Company partnered to award my fire department a \$6,500 grant.

Grant funds were used to purchase new-generation fire shelters. Firefighters use the shelters as a last-line of defense during wildfires. In cases where the fire overtakes them, firefighters are trained to cover themselves with the shelter as the fire burns over them. The new shelters are built with the latest technology and consist of multiple layers of aluminized fabric that will protect our firefighters against high heat for extended periods of time. Local Dominos Pizza[®] owners Tom Nowlan and Carol Paul assisted in the grant process by bringing awareness of our need.

The grant was made through the Heritage ProgramSM. Under the program, Fireman's Fund[®] awards millions of dollars each year through the direction of its insurance partners to fire service organizations across the country. Grant funds are used for needed equipment, training and fire safety.

On behalf of our firefighters and the residents of Twentynine Palms, I want to thank MaSSCorp and Fireman's Fund for their generosity and Tom Nowlan and Carol Paul, local Domino's Pizza owners, for their support.

To learn more about MaSSCorp, the Fireman's Fund Heritage Program, or to get an insurance quote, visit www.MaSSCorp.net or call 800-766-5677

Supporting Firefighters for Safer Communities

MaSSCorp
Management and Safety Services
An Association of Domino's Pizza Franchisees



Paul, his wife, Lisa, and children: Jason (20 years old), Robert (19 years old), Marissa (13 years old) and Kayla (7 years old)

The Life of a Franchisee: Paul Mahoney



Center Top Photo: Paul, Frank Asmar (area franchisee of Detroit), and Zee Yacoub

Center Photo: Paul receiving the Gold Franny in 2009 with Patrick Doyle and David Brandon

Paul Mahoney began with Domino's Pizza in 1986 in Spokane, Washington as a driver for the Tom Bryant organization. He worked as a driver and was promoted to a level 2 MIT in Spokane, before moving to Portland, Oregon for another job. He ended up turning to Domino's Pizza again when he needed a second job in Beaverton, Oregon as a driver. Karen Kurtz, the area supervisor, showed him the management opportunity available and mentored him through the program. He opened a new store in Lake Oswego, Oregon, where he managed about 7 months, and was promoted to Corporate Area Supervisor. Paul spent the next five years as a supervisor in Beaverton, Oregon and Seattle, Washington.

"We are invigorated! We are excited! Not a day goes by that one of the team doesn't say "hey, check out the makeline monitor!"

Later, Paul transferred to DNC Washington as a Commissary Field Representative and spent a year traveling the northwest states working with franchisees in Washington, Oregon, Idaho and Montana. A position became available as a Franchise Consultant for the same territory, which he applied for, and he spent the following year learning more about the franchise side of the business. Paul states, "I met my wife-to-be during this time. Lisa was a consultant for the Howard Region out of Los Angeles, and our meetings gave us the opportunity to fall in love. We had to be together, and the only way to do that and stay in Domino's was to become a franchisee."

Paul applied to re-franchise the Sherman Oaks store in 1995, was approved, and the rest is history. Paul has spent over 13 years as a single store franchisee, and this past September, doubled his business and re-franchised a store in Thousand Oaks, California.

Paul received the 1996 National Manager of the year award and 7 Gold Frannies!

The Voice: What activities do you enjoy outside of Domino's?

Paul: We are a skiing family. Whether it is water or snow, we all go. I always look forward to our family vacations. It is amazing how much gear you can fit into an Excursion.

The Voice: Which DPLLC advisory boards do you serve on? Why do you feel it is important to be involved?

Paul: I have always felt that we can all have an impact on the direction of our company, our system and our brand. From the beginning of my franchise career, I have tried to be involved outside the four walls of my stores. I have been on the LA Board of Directors for the past 13 years and was recently elected to Vice Chairman. I write the check for advertising every Monday and I want to be apart of the decision process of where that money is going to go. I am currently on the DMAC, and that statement applies here as well. I have been a member of the Pulse Steering Committee, the People First Stakeholder

Committee, the Exceptional Franchisee Team, and the President's Advisory Board for Mr. Monaghan. Each and every one of these experiences has helped me to be a better franchise owner and business person. Being able to sit down and discuss operations, marketing, strategy and everything else with incredible franchisees like Jason Shiflett, Pam Tobie, Jeff Litman and Richard Mueller is an opportunity you can't pass up.

The Voice: As we enter into this New Year, how do you feel about where Domino's is headed in 2010 with the New & Inspired Product?

Paul: I have tremendous respect and confidence in the leadership team. Our marketing is proving itself. Our menu is proving itself. In an email I received a few months ago from David Mounts he wrote "...2010 will be the year where our system's dreams outshine its memories." I believe 2010 will be remembered as the year when we became great again.

The Voice: How has the New & Inspired Product impacted your team and business?

Paul: We are invigorated! We are excited! Not a day goes by that one of the team doesn't say "hey, check out the makeline monitor!", where we see feedback scrolling that says awesome, or fantastic, or the best pizza I have ever had. That's the team, getting great feedback. The business, well...sales conquer all. We are up huge! Enough said.

The Voice: What are some of the obstacles in opening a new store and going from one to two stores?

Paul: What isn't an obstacle? My second store is 30 miles from the first, and in LA traffic, you might as well take a helicopter some days. This meant that we had to hire a completely separate crew. We aren't really able to share team members or assistant managers. So, personnel and training was definitely a challenge. I am happy to say that we now have two great crews, though. It really is a good feeling to be able to go out the front door on a Friday at 6pm, turn around and watch what we had built. Smiling faces, happy customers, sharp

image, clean store, and beautiful pizzas!

Another challenge has been to gather or consolidate my information. Embarrassingly, I just recently discovered reports.dominos.com. Admittedly, for the first few months, it really wasn't a priority to figure out what the consolidated key indicators for my company were. After putting together the team, getting trained and executing great operations, I am able to focus on other things. Ease of information, is what I have been working on recently.

Going from one to two stores has created a further challenge in communications with my team members. While running one store, it was fairly easy to address issues directly, at the time necessary. With two, I found that I was just running through repeating myself, and losing a little in the process. I found some great organizational tools that Pam Tobie is using in her stores in San Diego. From shop inspection forms, 1 page OER inspection sheets, and "Done by 4pm" checklists, I think I have a handle on the right path.

The Voice: How does your DFA membership benefit you personally?

Paul: I feel that DFA membership provides me with another forum where I can share and learn from other franchisees. Certainly, communication from Ken is enhanced now. We have discounts available to DFA members only as well. Not the least, I think we need to work together as franchisees to ensure our interests. DFA membership and involvement allows this opportunity.

The Voice: What advice can you give to a new Franchisee?

Paul: Get involved! Every vote counts! I remember a DMA meeting during the first year I was on the board. We were voting on an issue or promotion, I hadn't voted yet and the vote was tied 3 to 3. The president of the DMA, Bob Johnson, turned to me and said "go ahead Mahoney, you are about to spend \$1 million dollars, what is your decision?" Every vote counts, but only if it is heard.

The Voice: Please share a resource

Interview

you would recommend to other franchisees.

Paul: The WRC. We have a very talented and very dedicated team in Ann Arbor. I utilize them all the time from marketing, PR, Pulse or Human Resources. There is not a single person that I have worked with at the WRC that I didn't feel was absolutely all about helping me to be a successful franchisee.

The Voice: Can you describe some of your most successful employee incentives?

Paul: Autonomy: Train, Trust and Follow-up. I know this isn't what you mean by incentives, but I believe that this is the reason that I have been successful. The goals change every day or week. We might be working on ticket, cost, product, image or staffing at any given moment, but the constant in all of that is the challenge to motivate the team to achieve it. I try to share our goals, provide the tools to accomplish them, set the team free to achieve them, and then follow-up. The pride of success is a big incentive for many.

The Voice: What is your favorite best practice you would like to share with other franchisees?

Paul: Realistic Job Appraisal.
We all know that having the right team in place is critical to flawless execution in our stores. One of the ways to ensure this is through proper interviewing and hiring.

Many of you are familiar with the Star Selection Interview Guide and use this while interviewing prospective Team Members. And while this is a great start, there are further steps that we can all take to ensure proper hiring decisions are made.

One of those practices is the Realistic Job Appraisal.

First, two separate management team members conduct individual interviews with a candidate. After both give the green light, that candidate is then asked to come to our store during a specified rush period. We will have that person come in, from 5pm to 6pm on a given day, and they will have the opportunity to see what we really do in a Domino's Pizza store. They are there to observe, and have not yet been hired so there is no labor cost involved. Our team members will introduce themselves, and answer questions during that time, and the candidate finds out that we do get our aprons dirty. They get to eliminate the new job jitters without any pressure. Our stores during a rush are a stark difference from our stores during a properly set up interview. Interviews should be held at a time and place where there are no distractions. Our rushes are a fast paced, multi-tasking environment. Candidates are able to see how we make pizzas, answer phones, hustle and call out times.

Too often, we hire people who leave after a very short period of time. It is said that a new employee will decide in the first day whether they will continue to work at a business. They might not leave until they get another job set up, but they decide early on that they are going to. Having a two interview system as well as the Realistic Job Appraisal in place, allows us to determine the commitment level of a potential candidate. We have the

opportunity to weed out those who can't be on time, don't have a Domino's Pizza personality, or simply didn't know what they were getting into when they applied.

This practice directly affects our bottom line through reduced turnover, better execution in the store and improved efficiencies in our shifts.

The Voice: Who do you think has played a key role in your success as a franchisee?

Paul: My wife, Lisa. From the day I applied to franchise, to last night going over the January income statements, she has been right there with me. My biggest critic and my greatest fan, without her...well, I wouldn't want to consider it. We opened on November 22, 1995 in Sherman Oaks, which was the day before Thanksgiving. I think we actually sold our first pizza at 8pm that night. We closed for Thanksgiving Day, where we surprised everyone who was over to the house for dinner by handing out the wedding invitations that said: "Where:here, When:now". The judge showed up 10 minutes later, we sealed the deal, and went back to work the next day. Sometimes leading, sometimes following, Lisa is always by my side.

The Voice: What would you like to accomplish with your franchise in the next 10 years?

Paul: We spent the first 13 years looking for the right opportunity to grow, and when it finally arrived, we jumped on it. I see long term growth for my company, but at a smart pace. I don't have a grand plan of 30 stores, but I don't see two stores keeping up with the cost of living, much less retirement. So, I am looking for the right deal.

The Voice: Who has been your greatest influence in this business?

Paul: Each and every franchisee I have had the opportunity to work with over the years. Whether I took from them something I would use, or something I would make sure not to use, I tried to take something away.

The Voice: What are the three most important priorities in your life?

Paul: Family, friends, and Domino's Pizza.

LLOYD
INDUSTRIES

50+% OFF! Selected Sizes

“Toss Your Screens!”
Quik-Disks™ Are Better!

Short Usage Life: Regular replacement costs \$\$
Unsanitary: Problems with some Health Departments
Messy Pre-Seasoning
Mesh Holes Clog
Hard To Clean

FREE!
Welcome Kit & Sandwich Slicer

Just register online for DFA products.



NSF Approved
Official Certification & Listing
Pre-Seasoned
Clean & Ready For Use
Never Plugs Up
Easy To Clean
Long Life: Many still in use since 1989!



www.lloydpan.com/DFA

1-800-748-6251
A DFA GOLD PARTNER

LLOYD
INDUSTRIES

More than Quik-Disks

Manufacturer Direct Pricing & Service

Free Shipping on orders over \$200

Special DFA Member Pricing & Selection

Visit www.lloydpan.com/DFA for exclusive access to DFA Member web pages



Pizza Pans • Quik-Disks • Cutters-Knives • The Equalizer • Peels • Dough Tools

www.lloydpan.com/DFA

1-800-748-6251
A DFA GOLD PARTNER

Spending Thousands of Dollars on Hotel Marketing? Ever Wonder if It's working? dpReporting Now has an add-on module that will tell you exactly what each hotel's Return on Investment is.

By: Bryan K Nichols

In my 21 plus years with Domino's Pizza, Hotel Marketing has always been a staple point of our Marketing Plan. I have used hundreds of ways to market these hotels as I'm sure all of you have done in the past. I've even gone as far as Doorhanging hotels in the past. WOW did that work. Unfortunately, it was a great way to ruin your relationships with the hotels.

With the invention of magnet stripes, came Keycards. Keycards have revolutionized the way we market to our hotels. Of course, I'm not naïve to think that is the only way to market your hotels, but I can tell you from first hand knowledge, It's The Best Way! With Keycards costing anywhere from .10-.12 cents each, the return on your investment is absolutely mind boggling. Take a look at an example of a franchisee's summary page...

Hotel	Orders	Sales	Rooms	Sales Room Day	ROI	Average Ticket	Percent Of Sales	Percent Of Orders	Percent Of Rooms
All (144 Hotels)	225	11428.04	1842	0.0882	0.52	50.8	100	100	100
All (Other Marketing) (31 Hotels)	306	4517.4	1297	0.0594	0.18	14.56	41.2	41.21	31.47
All (Other Marketing) (51 Hotels)	306	14026.1	2445	0.1207	1.15	26.71	58.79	54.32	35.34
All (Other Marketing) (207 Hotels)	215	3756.23	1432	0.0582	0.41	18.37	34.63	34.63	26.77
All (Other Marketing) (23 Hotels)	248	4241.8	1334	0.1884	1.43	17.86	49.36	45.93	34.34
Keycards Only (27 Hotels)	176	1871.47	1120	0.1277	1.24	11.71	16.61	15.73	10.33
Keycards & Other (10 Hotels)	90	1227.11	1120	0.2177	1.93	19.75	17.56	15.44	6.25
Keycards & Other (10 Hotels)	90	1227.11	1120	0.2177	1.93	19.75	17.56	15.44	6.25
All (Other Marketing) (22 Hotels)	442	9124.33	1685	0.0584	0.44	19.2	29.66	29.24	24.22
All (Other Marketing) (21 Hotels)	171	2174.37	1315	0.1316	1.25	16.21	20.72	20.23	15.13
Other Cards Only (11 Hotels)	31	527.46	697	0.1177	0.75	17.66	4.75	5.12	3.76
Other Cards & Other (10 Hotels)	90	1227.11	1120	0.2177	1.93	19.75	17.56	15.44	6.25
Other Cards & Other (10 Hotels)	90	1227.11	1120	0.2177	1.93	19.75	17.56	15.44	6.25
All (Other Marketing) (111 Hotels)	175	11125.68	1793	0.0887	0.72	19.69	42.56	37.31	31.41
All (Other Marketing) (10 Hotels)	13	241.16	473	0.251	0.24	16.71	2.23	2.09	2.57
Other Marketing Only (3 Hotels)	18	301.26	473	0.123	0.24	16.74	2.23	2.09	2.57

In addition to the summary, we have a detailed report of each hotel and how they are performing. Based on performance from all stores with keycard marketing, you know approximately what the return rate a hotel should have. If it's below your expectations, it's time to send your GM or Marketing person to the hotel to find out what's going on. More times than not, you find they stopped using your cards for some reason.

If you are looking for a way to determine if the thousands of dollars you are spending on keycards is working for you, you need to look into the Hotel Tracking from dpReporting. Every address we poll is address corrected to ensure that the tracking is "accurate" and you can be confident in your numbers. Visit our website at www.dpReporting.com for more info. All DFA members get 30-days free and 40% off monthly dues.



Reporting Business Planning Tools Marketing

40% off

Receive your DFA
discount today!

Access

Login from any computer
with an internet connection,
Even from your Domino's Store!

Auditing

Helps Stop Theft
Reduces Cheating
Helps Manage Costs

HR/Accounting Tools

GL Transactions
Payroll Exports
DOPS Exports

Key Indicators

All Stores/By Supervisor/By Franchise

Text Messaging

Daily Sales/Costs/Service

Marketing Tools And much More!

**30-DAYS
FREE !!!**

www.dpReporting.com
Bryan Nichols
Bryan@dpReporting.com

**Point of sale equipment for
Domino's Pulse Stores**



dpPOS.com

**Free Shipping!
Use Promo Code "DFA"**



Now the oven of choice! WOW Oven™

The Best, Most Consistent Bake in the Business!

*"I ate my first pizza baked in a Middleby 670 oven recently and I literally said 'WOW!'
The bake is terrific. The Middleby WOW Oven makes a GREAT Domino's Pizza".*



PS670 Full Size WOW!
70" Bake Chamber



PS640 Mini WOW!
40" Bake Chamber



Contact your Capital Equipment Project Consultant

Phone: 1-800-521-8274

OR call the Middleby Marshall "Oven Guy", Larry at 248-302-1199

EASY SIGN-UP!

Take the guesswork out of your hiring decisions

Domino's Pizza has just approved Acxiom[®], a trusted Employee Background Check company, that can save Domino's Franchisees money — any way you slice it.



The Domino's Franchisee Association (DFA) has worked closely with Acxiom to offer NEVER BEFORE SEEN pricing for both DFA members and non-members.

Acxiom's **insight and dedicated client service team** can help you build a reliable workforce and protect your legal interests with solutions such as:

- Social Security number verification
- Criminal and civil record search
- Motor vehicle record search
- Credit reports and drug screening services

Acxiom is a full-service background screening company, offering multi-layer, 100% FCRA-compliant reports. We assist employers in **reducing turnover**, shrinkage and undesirable employee behavior, **decreasing training costs** and **increasing productivity** while protecting the integrity of the businesses utilizing our services.

*A Domino's Pizza-approved provider and DFA preferred partner.

For more information, contact:

Jesse LeGrande (216) 615-7658

Jesse.LeGrande@acxiom.com

Rachel Braden (216) 685-7663

Rachel.Braden@acxiom.com

QUICK ACCOUNT ACTIVATION

To view pricing & to setup your account go to:
<https://aissreports.acxiom.com/SubmitBusiness/dominos.aspx>



Acxiom Corporation • 6111 Oak Tree Boulevard • Independence, OH • 44131 • www.acxiom.com/backgroundscreening
601 East Third • Little Rock, AR • 72001 • www.acxiom.com • info@acxiom.com • 1.888.ACXIOM

DOMINO'S FLYER

The Voice / dominosdfa.com



Recruiting and Retention In Today's Environment

By: Julie Wigley

Hiring can be a challenge anytime...hiring good team members who stay with your organization is even tougher. And, hiring them quickly is an even greater challenge. The year 2010 started with a big bang for Domino's Pizza and most, if not all of you, are once again in the hiring mode. With jobs still being scarce, you can and should be more selective about whom you hire to represent your business. It may be easy to fall into the trap of hiring a "warm body", but it is critical as ever to ensure you are taking the appropriate time to hire smart. Hiring smart, but quick will help to prevent potential future issues with team members while solving your current staffing needs.

As you prepare to hire new team members, your recruiting skills may be a little rusty or in need of a makeover, so let's review some techniques, both old and new, to help you staff your stores quickly with quality people.

Recruiting Ideas

1. Traditional Advertising – Sometimes traditional sources work well, but not always. If you have a track record of success, then you might want to continue with this type of candidate sourcing. A typical print source includes local newspaper ads. Think of expanding to targeted newsprint for local organizations, colleges and trade associations.

Internet job boards are now considered traditional, yet they can still have an impact on your hiring needs. National sites, as well as regional and local internet sites, should be considered. We have discounted rates with the major job boards such as Monster, CareerBuilder and Snag-A-Job; see contact information below:

- **Monster** – Mark Trivedi, manan.trivedi@monster.com, 800-666-7837, x2514
- **CareerBuilder** – Matt Kelm, matt.kelm@careerbuilder.com, 773-353-7715
- **Snag-A-Job** – Joshua Conkle, jconkle@snagajob.com, 804-822-4656

Remember to refer candidates to the website careers.dominos.com to apply. This will help to build the brand and drive online job candidates to our website...something that most companies do today. Even if you do not have an online applicant tracking system, when a candidate clicks on your store to apply, it will prompt them to print out an application and bring it to the store.

2. Current Resources – There are numerous sources available through Domino's Pizza so be sure to include some of the following in your recruiting plans:

- **Direct 4 Stores** – There are many inexpensive items to order

that can ship quickly to your stores such as boxtop mini applications, window clings, boxtop stickers, cartop decals, “You Impressed Me” cards and talent referral program materials...have you tried all of them?

• **Taleo** – Investing in a talent management system allows you to accept online applications so candidates can apply for a position 24/7. The system helps to identify candidates who may be a good fit for your organization through qualifying questions and job specific assessments – a real time saver for your management team. The system also streamlines the hiring process because it is all online and linked to MVR and background check vendors. We have had great success in our corporate stores so why not give it a try? You can be up and running in as little as two weeks! Contact Don Reichert at IBM for more details (734-930-4389).

• **Community Involvement** – You know how well this works to increase your sales so consider using your connections to solicit team members. One quick call or visit can make a large difference in your candidate pool. Consider making visits to the following:

- o High school co-op programs
- o Community colleges
- o Libraries
- o Community centers
- o Newcomer programs
- o Chamber of Commerce
- o Unemployment offices
- o YMCA

3. New Ideas – New recruiting ideas are created every day... let your imagination work in much the same ways you do for product advertising. Making your business stand out as a great place to work can be tricky, but with a little creativity you can find good team members quickly. Listed below are a few ideas that you might want to consider:

• **Craig’s List** – Many franchisees have had great success advertising for positions on Craig’s List and best of all it is free!

• **Social Media** – If your company is not on Facebook and Twitter, then you might be missing a great opportunity. Take advantage of our technological society by creating a Facebook page and sending “tweets”.

• **Job Fairs** – An old standby, but changing the name to “Hiring Party” puts a new twist that might just generate some excitement. And don’t forget to advertise well, have give aways, serve pizza and conduct immediate on the spot interviews. This method can consolidate a lot of work into one day and move the recruiting process along quickly.

• **Traditional advertising with a new spin** – Take advertising to a new level with ads in movie theaters and in sections of the newspaper other than classified such as sports or human interest where they stand out and might get more

attention. Any type of advertising at sporting events with flyers, programs or in event venues can also attract new attention. Late night cable ads are usually cost effective and they target people who tend to stay up later at night...just who you need for your late night shifts!

Retention Ideas

1. Train, Train and Train – Good team members have certain expectations and training is at the top of the list. Ensure that you take the time to provide quality training starting with an effective NTO. A NTO video and presentation is available on DOL at Direct 4 Stores to help set the tone. Assigning a “buddy” to a new hire can go a long way to help the new team member feel welcome and understand their role.

2. Communication – Setting your expectations of the new team member is critical to their success. Take the time to ensure they understand their roles and responsibilities. Providing regular feedback, whether in the form of an occasional “thank you” or a more formal performance session helps to re-enforce your expectations. Holding crew meetings to discuss upcoming events/policies/procedures keep the lines of communication open.

3. Reward – Reward good results at both the management and crew level. For management, consider building a hiring and/or retention component into their bonus...remember the saying “What gets measured, gets done”? For crew level, keep rewards exciting and top of mind by changing them up often. Possible suggestions include:

- Team member of the month (give away the best parking spot, a new shirt or a gas card as the reward)
- Birthday acknowledgements
- Sales incentives and contests

Recruiting, selecting and retaining quality team members is critical to the success of your business. Hopefully, you have found some useful ideas in this article for your stores. Since we are such a great system for sharing best practices, please reach out to me if you have ideas that have worked well for you that can be shared with other franchisees.



Julie Wigley
PeopleFirst Director,
Franchise Support

RECOMMENDED FOR A COMPLETE, BALANCED STAFF

Want to build a team that really sizzles? Feast your eyes on CareerBuilder. With access to millions of seasoned workers, shaping up your staff has never been easier.

To get started today, contact:

Matt Kelm at 773.353.7715 or
matt.kelm@careerbuilder.com

START BUILDING
careerbuilder®

ACCUTAX PROFESSIONAL FRANCHISE ACCOUNTING SPECIALISTS



ACCURATE TAX AND ACCOUNTING SERVICES

Services Includes:

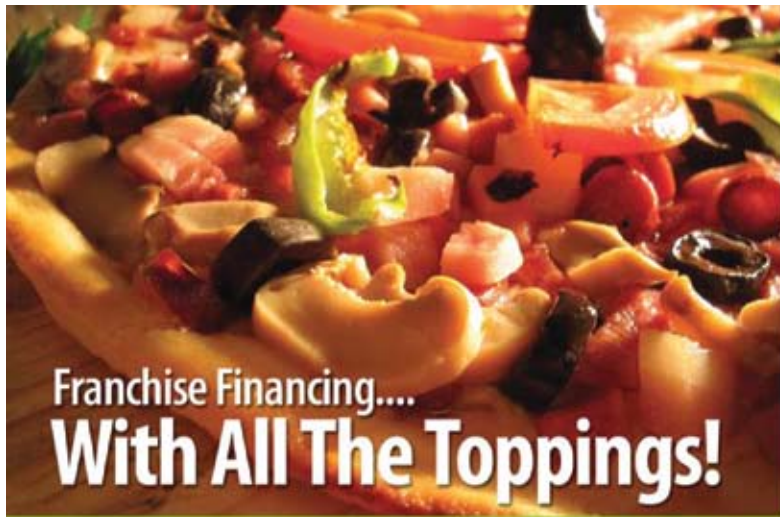
- Corporate Income Tax, Sales tax, Year end financial statements
- Bookkeeping services
- Full payroll service e.g. printing checks, direct deposit, EFTPS, We guarantee no late filing from our staff.
- Very competitive Rates. Fixed price per year and Savings over 30-40% on your professional services with no compromise in services.
- IRS representation
- Assistance and consultation for income and sales tax examinations
- QuickBooks consulting
- Evaluation of budgets, forecasts & business plans

Why Choose AccuTax for your accounting needs

- Commitment to Superior Client Service
- 3 CPAs - 25 Years of combined experience
- Highly qualified bookkeeping staff
- Long lasting business relationships

Call Now for a NO OBLIGATION CONSULTATION

Mr. Hemant Shah, CPA
(874) 593-9829
Des Plaines, IL



Franchise Financing.... **With All The Toppings!**

Other lenders continue to slash their finance programs.
That's like selling pizzas and offering nothing on top.

DIRECTCAPITAL®

Please call our dedicated
Domino's Account Team
today at 866-323-8333.

Or, apply online at:
directcapital.com/apply/DFA

Congratulations!

As a DFA member, you have been approved for a minimum of \$20k per location for working capital, equipment, relocations, remodels or store acquisitions.

- Working capital for food, advertising, leasehold improvements including the countertops
- No upfront fees or closing costs
- Minimal documentation required
- No late fees
- No restriction on use of proceeds
- Adjust your payments for sales fluctuation - pay less when sales go down or more when sales go up
- No personal guarantees, collateral or financials
- We also offer finance packages for ovens, makelines, security systems, POS systems, etc.

*Program eligibility is subject to franchisees meeting final underwriting requirements for the program.

Ask a fellow franchisee.

Insurance. You need it, got to have it just pay less for it....

\$5350* per store for Property, General Liability and Hired/Non-owned Auto

*Pay \$3450 per location in IL, IN, IA, MN (All quotes subject to underwriting)

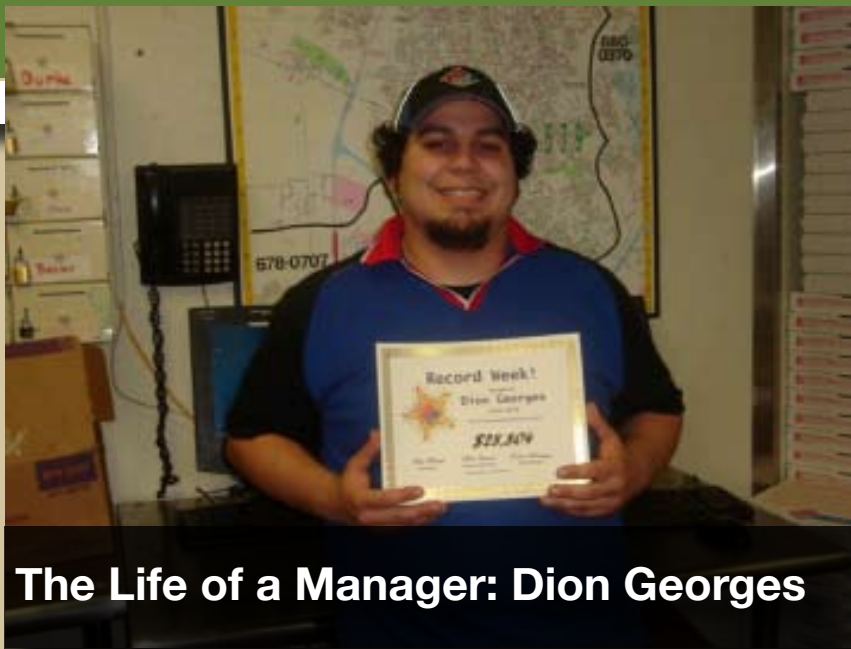
Concklin Insurance Agency offers the Dominos franchise a customized, very competitive insurance package which includes property, general liability and hired/non-owned auto.

Reduce costs, strengthen your bottom line, call Concklin today.

800-451-1565 or
DFAinsurance.com
for an **EasyQuote**



The Voice / dominosdfa.com



The Life of a Manager: Dion Georges

Left to right- Diane Delgado, Brittany Curtis, Justin Avina, Raymond Rosales, Dion Georges, Jonathan Mares, Michael Jimenez, Marcos Saucedo



Dion Georges started with Domino's as a driver on January 2, 2008 at Store 6716 (Babcock / Prue Rd) San Antonio, Texas. He accepted the Domino's position as an "in-between" job while attending the University of Texas at San Antonio. Dion states, "while driving, the desire to step back into the management role slowly started to grab a hold of me. Later, the opportunity to take that step was given to me at a different store and I took it. From there I began to learn the in-and-outs of the Domino's brand. I waited for a store to open up and to be given a chance to show everyone what I was really made of." Dion was offered a General Manager position in February of last year. Dion states, "The store had seen the magic slowly disappear over the years but was full of potential. We have made the slow climb back to the top of the San Antonio market and have no intentions of letting it go."

Outside of Domino's, Dion enjoys Water polo and Poker. He and his wife enjoy spending their time outdoors and doing anything that involves water such as going to a lake, beach or simply relaxing by their pool.

The Voice: What do you enjoy most about being a Domino's Manager?

Dion: The one thing that makes my job as fun and exciting as it is, is the people I work with. Every one of my employees is committed to helping each other which makes my time at the store extremely enjoyable. We work hard but have a great time doing it. You could not ask for a better crew than the one I have.

The Voice: How has your team prepared for the New & Inspired Product?

Dion: When the new product was introduced to us, we saw it as a second chance to win over all the doubters and to impress the loyal customers that we have come to know on a first name bases. After tasting the new product, there was no doubt in our minds that we had something that could take the market over. With that thought process, we were able to make believers out of everyone that we spoke to about it by making sure that every new pizza that left our store was perfect. Product training and food preparation was the key to the execution of the new product launch. Thanks to all the hard work, we are seeing the fruits of labor and the sales are showing them as well.

The Voice: What has been the effect of the New & Inspired Product in your store?

Dion: Growth in our store is record setting. We broke our previous week record by over 2500 dollars the first week and have not slowed down since. Breaking the top 200 list for the company and showing growth over 50% on a weekly basis. The drivers are making better tips and service has been a top priority.

“Dion has done a great job and is a real asset to Eileen, Mike and me! Thank you Dion for all you are doing? I am blessed to have such a hard working and passionate team member working for me. GO! Dion GO!” Alan Murph-Franchisee

The Voice: What New & Inspired best practice would you like to share with other managers?

Dion: You only have one chance to make an impact on each customer. Perfect product is a must. It starts from proofed and warmed up dough to proper toppings and correct application of new garlic sauce. Next, being staffed to handle the rush is key to make sure that perfect product gets to the door fresh and hot. We treat each order as if it was our order. How would we want our food handled is how we handle our customer's orders.

The Voice: Are there any obstacles you have faced with the New & Inspired Product? If so how have you handle it?

Dion: Learning how to handle the rush of the carry out is something that we have had to re-evaluate. The new product has made us aware that we are no longer just delivery experts but also customer service experts as well. Finding the balance between delivery and carry out is something that shocked us at first but something we now excel at.

The Voice: Are there any marketing ideas with the new product that has worked well for you?

Dion: We are getting the word out to the community that we now offer something that is second to none in the pizza market. Pushing our lunch business is something that is key to getting the word out there. All it takes is one employee somewhere else to start talking about the new Domino's Pizza to start the "domino effect" and really get the momentum moving for us.

The Voice: What abilities do you feel has attributed to your success as a Domino's Manager?

Dion: Hiring a great crew is the single most important thing. It doesn't matter how fast I can make a pizza or how quick I can answer a phone. The truth to the matter is that it is a team effort. Without my team I would be nothing. Being there for my team and showing them that I will be the first one there and the last one to leave is something that they know I will always be there for them. Because of that, they always give me 110%.

The Voice: What are your Domino's career goals?

Dion: I would love to keep climbing the Domino's ladder to eventual store ownership. To be able to give someone the chance that my owners have given me is something I wish to do.

The Voice: What advice can you share with other managers?

Dion: Everyday is a new day. Don't ever let one night get you down. The beauty of Domino's is: everyday you have a chance to make a difference in someone's life. Don't take that for granted. Invest in your crew and they will take you to amazing new places. Places you could never make it to on your own.

The Voice: Who has been your greatest influence?

Dion: My district Manager Eileen Flickenger is one person that has been there for me since the beginning of my Domino's career. She has helped me through my growing pains of figuring out what works and doesn't. Her patience has allowed me to grow to what my potential is. My superiors and fellow store managers are people that I could not do without. They are always there to answer questions or just lend a hand of help. The strength of my store is a direct representation of the people I am surrounded by.

The Voice: What are the three most important priorities in your life?

Dion: My wife Jamie, my faith, and my friends. I could not do without any of them.

The Voice: Is there anything else you want others to know about you, either personally or professionally?

Dion: Everyone has the ability to do great things with what they have. Utilize all of your resources and never forget where you came from and you will reach great places.

Where Do Service Professionals Go For Great Service?



& ALPHASTAFF

introduce the very first Human Resource Outsourcing (HRO)/Professional Employer Organization (PEO) program designed specifically for the Hospitality industry!

Join the thousands of Hotel and Restaurant employees who are already experiencing the benefits of HRO through AlphaStaff, and begin taking advantage of such incredible values as:

Full Payroll Administration

Risk Management

Safety Programs, Claims Management Services, Competitive National Workers' Compensation Insurance Programs

HR Services

Employee Retention Programs, Compliance (wage/hour, discrimination, etc.), Labor Management Counseling, EPLI Coverage, Strategic HR Management

Federal, State and Local Tax Administration



Unemployment Compensation/ Handling

Rate Management and Administration

Benefits

National Health and Ancillary Plans, Wellness Programs, Full Benefits Administration

HR Technology

Full Reporting Capabilities, Online Onboarding & Performance Management, Compliance Tracking

PLUS:
Fully Bonded and Insured Service Delivery

Let us show you how aggregation can improve your HR, drive management efficiencies AND reduce your costs! Call us today!

For more information and a personal demonstration of what AlphaStaff can do for you, contact Lori Howard at 973-248-0880 or email her at lohoward@conoverbeyer.com.

We've got one shot – and the time to take that shot is NOW!

That's the message I've been sending to every franchisee and store general manager I can. Never before have we seen so many consumers so open to trying our product – especially since we've been so open, honest and transparent in our advertising.

While we are not saying these exact words, we're telling consumers everywhere that at Domino's Pizza, we're for real.

Franchisees across the country are telling us that they've never seen their stores so consistently busy day after day after day. For many of you, you're experiencing perhaps the biggest sales increases you've ever seen. For some of you who have been around a long time, you can attest that the sales boost we're seeing has been a long time in coming.

Consumers by the thousands (even hundreds of thousands!) are giving us a try – and we can't disappoint them. I know you're doing everything you can to get your stores staffed, make sure you're making pizzas the best that you can and that your service times don't suffer in the process. Even in these unprecedented times, we're seeing stores scoring 5 Star ratings on their OER audits...so we know it can be done! I've got tremendous confidence in you and your teams. Domino's stores were designed to be busy – and they are busy! This is what we've

always wanted and I know we can continue this momentum!

Taking advantage of this momentum and continuing to drive sales is the absolute BEST driver of store level profit, which continues to be a priority for me and the entire team at Dominos. You recently received a letter from the Franchise team at Domino's USA, outlining in detail how we did at our 2009 company objective of identifying \$15,000 in additional profit opportunities. If you have any questions, please contact your area leader.

In 2010, your store-level profitability will continue to be a focus and a priority for us. Our 2010 objective is to see that the average franchise store in the system earns \$70,000 in EBITDA.

But you don't have to wait for a letter to start making it happen now. Top line sales are THE place to start in driving bottom line profit. If we can keep the momentum going in our stores, the average store could see an additional \$15,000 - \$35,000 on its bottom line due to the sales increases alone by the end of the year.

Stephen Colbert named us his "Alpha Dogs of the Week" because of our pizza reinvention and our bold marketing. We're generating more "buzz" than I've ever seen – this is our chance to convert all of these new customers into repeat customers. **This is our shot – let's take it. Now!**

800.933.8388
www.dttusa.com

DTT 
SURVEILLANCE

- Established Surveillance Leader since 1999
- 22,000+ Installations Nationwide
- 24/7 Technical Support
- National Installations managed by DTT Employees
- 3 Year Warranty on all parts
- View and manage multiple stores on a single screen
- Monitor and Record Audio

Audio Monitoring allows you to monitor upselling and ensure high quality customer service during order taking.



Updates

The “Old School” of



Everyone loves “top 10” lists. And, we tried like heck to come up with one. But darn it, we just couldn't. There are too many great ways to teach and tweak your pizza making skills. So, here are our ELEVEN favorite tips to help you take your pie quality to the next level!

1. When in Doubt, Throw it Out!

The quickest way to improve pie quality in your store is to start throwing out pizzas. Yup! You heard it here first. When you start throwing “passable” pizzas in the garbage can, in front of your entire crew, you're sending a loud and clear message that “merely OK” is not good enough. Get your team in the habit of doing it too and soon you won't have to do it anymore. No one wants to waste their time re-making pizzas they've already made. If you want them made right the first time, start throwing them out. You'll see your pizzas instantly get better.

2. Get Dough Nuts!

You need to get crazy about the quality of your dough. Dough management used to be a way of life at Domino's Pizza. But, when we introduced “Cold Dough” a decade ago, we got away from it. You need to proof your dough and the Pulse system can help. In fact, it can do the heavy lifting for you. The Menu Sales by Hour report has all the information you need. It shows you how many dough items that you sold for the past 4 weeks. Use the Menu Sales information to create a useable average of how many pizzas and breads that you'll sell each hour of the day and thus, how much dough you need to have ready. Then, look at the tray label information to determine how far ahead of time you'll need to pull the dough out to proof, and how long it will last. Remember, the 28 DFA

info on the tray label is only a guideline. Your store conditions may vary.

3. Skin Side Up!

Before you begin setting an edge on that dough ball, make sure the “skin” side (the side that was up in the tray) is up. Technically speaking, with our current dough formula it doesn't matter what side you set that edge on. But, with the skin side up in the cornmeal, you have a much flatter and more balanced surface to work with on the dough table. Better still, it has been our experience that when the edge is set on the skin side, even though the soft side must ALWAYS be up on the pizza screen, you will get far fewer bubbles in the oven. Less bubbles equals less remakes and less time wasted watching for bubbles!

4. Pencil Thin Edge!

That is, pencil-thin BEFORE it goes in the oven. When setting the edge in your dough, if the edge you set is any thicker than a pencil, it'll be much too thick coming out of the oven. Remember, that perfect edge should be $\frac{3}{4}$ ” when the pizza is all done cooking. That's the exact diameter of a penny. If you set that edge as thick as a finger or thumb, you're going to end up with a pizza that looks more like a cereal bowl or a football stadium than a perfect Domino's pizza.

5. Hands Down, Flat is Best!

When stretching a perfect Domino's Pizza, you'll get the best consistency edge to edge if you lay your hands lightly and as flatly as possible on the dough. But, be careful not to smash that edge

you just formed. The secret is to keep your finger tips locked to the edge – just inside it – the whole time you stretch. As the pizza gets bigger, lay your hands flatter and flatter. The only part of your hands that should NEVER end up lying on the dough is your thumbs. Don't confuse laying your hands flat with “pressing” down on the dough. The only weight on that dough should be the natural weight of your hands. Stretching is an “outward” motion, not a “downward” motion. Keep your hands light. Check your technique by doing the “light test.” Hold the pizza under a ceiling light and see how much light shines through. You've got it right when you see just a hint of light showing through the dough. If you see no light, it's too thick. If you can read a book by it, it's too thin.

6. Get Rid of The Grit!

Though there were a lot of great reasons we stopped using flour and started using cornmeal back in the day, and equally good reasons to stop slapping dough and start stretching it on the table, we've created a new problem – people are leaving way too much “grit” on their pizzas. Don't forget to knock, shake, or pat that excess cornmeal off your pizzas BEFORE you sauce them. Keep your screens out of the cornmeal too. No one wants a sandbox for dinner!



inspired “New Pizza”

The “Old School” of Inspired New Pizza
by Stan Gage, Vice President of
Operations & Training Support & John
Kissinger, Manager of Operations Training

7. A Penny for Your Edge!

The perfect edge diameter when saucing is $\frac{3}{4}$ ". Both of us were originally taught to define that sauce border by leaving a finger or thumbs-width edge on the pizza. While that might work if you have average size fingers, if you're big guys like us, that thumb's width is about $1\frac{1}{2}$ "! Let's be honest, everybody's hands are built differently, so fingers aren't the best tool to use when measuring. The good news is, you always have access to a perfect (and cheap!) sauce-border measuring tool – a penny! It's exactly $\frac{3}{4}$ ". So, put “Honest Abe” Lincoln to work for you!

8. Edge to Center!

When putting toppings on a pizza, it's real easy to drop most of them onto the center of the pie. Good coverage, right? Thousands upon thousands of OER photos tells us that this is a REALLY bad idea. To ensure that every bite of every slice has an equal amount of toppings on it, start itemizing at the edge first, then work your way toward the center. Let those toppings overlap the edge a bit. When the cheese melts in the oven, it'll pull your toppings toward the center. If you don't get the toppings out far enough before you load it, you'll end up with a topping-less ring inside that edge.

9. You've Got The Garlic Touch!

One of the trickiest components of our Inspired New Pizza is properly applying the garlic-oil blend that goes on the edge.

Although you've all received five new squeeze bottle tips from Equipment &

Supply, it's still too easy to put on too much or too little. For the most part, we've seen WAY too many people putting on WAY too much. As franchisee Ed Treacy says, “Don't squeeze, let it come out with ease!” The new squeeze-bottle tips are designed to keep the garlic-oil from pouring out rapidly. You'll need to use just a little pressure to get the right portion to come out. But, if you squeeze too hard, you're going to drown that pizza in grease, give the customer a mouthful of salt, and double your food cost at the same time. So, practice on a piece of parchment paper until you've got the touch. Remember, it's only $\frac{1}{2}$ an ounce on a 14" pizza.

10. It's Wonder Bread!

One of the hallmarks of a PERFECT Domino's Pizza is that consistent center rise. Edge to edge the pizza is consistently thick with no thin spots. You want that center rise to be at least $\frac{1}{2}$ ". But, you won't get that kind of rise out of under-proofed or over-proofed dough. So check out Tip #2 to get your dough just right. And, you won't get that kind of rise with improper technique either, so take a peek at Tips #3-7 while you're at it. You'll know if you've got it right by doing the “cut test” at the cut table. After the pizza is baked, flip every other slice over and use a box-cutter to

cut each of those slices in half. Stand the freshly cut edges back to back and look at the rise and consistency. When you've got it just right, it'll look like you're staring at a loaf of sandwich bread, right out of the bag – every slice is nice, thick, and consistent.

11. The Quarterback Calls It

We began this series of tips by talking about remakes, so let's end on the same note. At Domino's Pizza, every day is “game day.” Does your team have a quarterback? One thing we've seen consistently over the last decade is that the stores have gotten quiet. Not only is that bad for hustle and excitement (a noisy store is a happy store!), but it's one of the biggest reasons we fumble on pie quality. There isn't nearly enough communication happening at the cut table anymore. If you walked into any store in the late 80s, you'd always hear the quarterback at the cut table calling out quality feedback to the pie makers on the make-line. In the days of our Perfect 10 Pizza Grading Scale, you might have heard something like, “I got an 8 out in 7 minutes. Watch the center loading.” Or, “I've got a 9 out in 15. C'mon make-line let's speed it up and make sure you keep those edges tight.” The feedback never stopped. Ask yourself this question, “During the dinner rush tonight, who is calling the plays in my store?” Remember, feedback is the breakfast of champions. Even Olympic-caliber athletes have coaches that give them constant feedback to help them keep their competitive edge. So keep that coaching coming!

Better bakes, Longer Lasting!

PIZZA DISKS

Replace your used, worn-out screens with the virtually indestructible
Pizza Disks from Equipment & Supply.

Get a better bake every time!

Available in 5 sizes!



8" Pizza Disk PC 208058

\$5.60 each

10" Pizza Disk PC 208059

\$6.15 each

12" Pizza Disk PC 208060

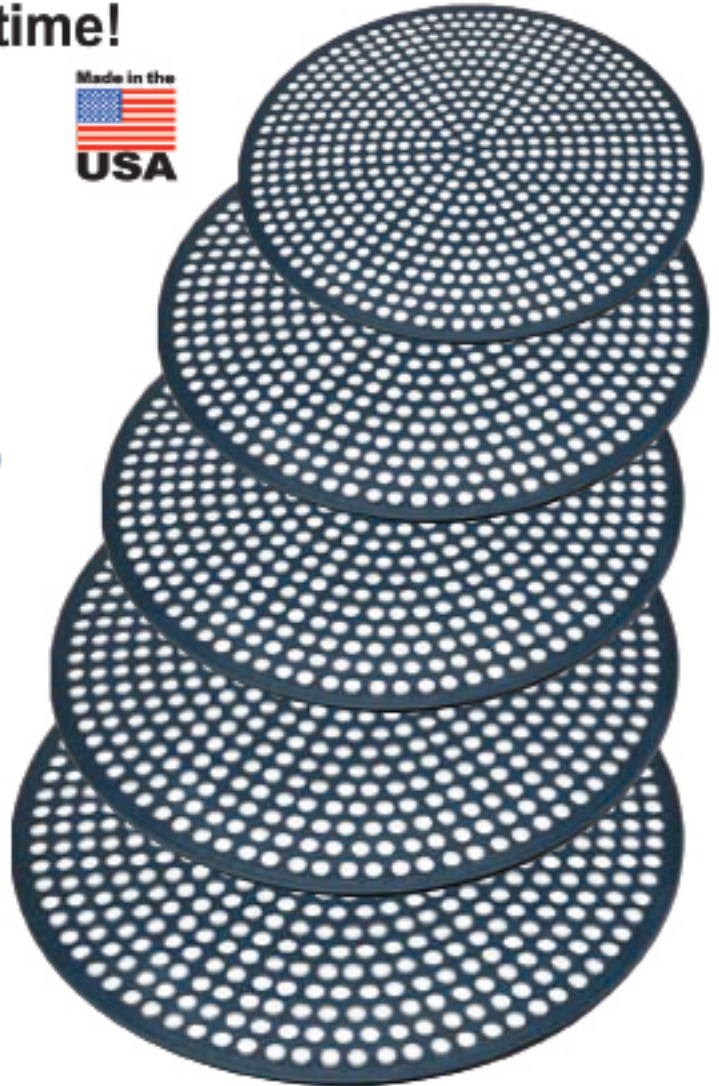
\$6.95 each (reduced from \$10.50 each)

14" Pizza Disk PC 208061

\$7.95 each (reduced from \$12.50 each)

16" Pizza Disk PC 208062

\$9.95 each (reduced from \$14.50 each)



- NSF® Approved
- All Aluminum
- 3/8" diameter holes
for quality bakes
- Easier to clean
- Better long-term value



Call your
Customer Satisfaction Representative
for more information today!



RESUPPLY Phone 1-800-521-8274 Fax 1-800-442-0330
CAPITAL EQUIPMENT phone 1-800-521-8274 Fax 1-800-538-1551

HOTEL

CAMPUS

BUSINESS

PLI
www.plicards.com
800-311-5547



Hotel Key Cards

Why PLI?

- World's Largest Keycard Manufacturer
- Manufacturer Direct Pricing
- Sole Supplier to DPLLC Corporate Hotel Programs
- We Establish Hotel Partners For You
- Up-To-Date Reporting Always Available



Oven Baked Sandwiches Key Cards (2-Card Mix)
BreadBowl Pasta Key Cards



Key Fobs



Loyalty Cards



Student VIP Cards (2-Card Mix)
Business VIP Cards also available



Channel Guides



Door Hangers

Keycard Envelopes



Reward Cards



Room Service

372023

**AVAILABLE
SPRING 2010**

CBA

CONOVER BEYER ASSOCIATES



Your Store Insurance Provider Since 1997

**ANNOUNCING A "NEW AND INSPIRED" PRODUCT
AVAILABLE TO DOMINOS FRANCHISEES**

Finally... AFFORDABLE HEALTH INSURANCE!

- Group and Individual Health Insurance Coverage
- Excellent Pricing
- Benefit Enhancements
- Excellent Provider Networks
- Flexible Plans for Owners and Staff
- Focused Programs for Staff
- Unlimited Doctor Visits for \$35 a Consultation
- Prescription Coverage Options
- Association Dental Insurance Coverage: An Excellent Value
- Association "Discounted Long Term Care" Coverage: Association Discount Applies
- Association "Discounted Long Term Disability" Income Coverage: Association Discount Applies



Go to www.conoverbeyer.com/dominos or call 800.582.1200 for more information!

The Voice / dominosdfa.com

Training

Perspectives By: Mike McDermott

N and I... The perfect storm.

It is the Monday after the "Big Game". I look back and contemplate on what New and Improved has done for me, and for the franchisees around me. The obvious thing is, that we are selling pizzas like crazy. Pies are going out the door in record numbers, cash is pouring in, and all is right in the world.

I do think that our success over the last couple of months may very well end up being cited in college business classes as one of the greatest corporate turnarounds in recent history. Every franchisee I talk to is up 20, 30, 40% or more! We took 2 years of declining store counts and dismal sales numbers and transformed our system into a rising star! Stores are breaking records that have stood for years.

I don't think any of us were ready for the incredible sales that we have had over the last 2 months. To say we were caught off guard may be the understatement of the year. I had written off last year as the first negative year in a long row of positive years. The last few weeks in December changed that, and I ended up positive, and even had a record week! We have been on a roll ever since. It is very exciting to see franchisees that were struggling to pay their bills become financially stable. Quite frankly, it is good to see all of us make more money than we have in, well forever!

All of this has not come without pain though.....
I will speak from my own experiences, and from talking with other franchisees around me. I would like to share some of the things that I have learned and observed over the last couple of months. You may be able to empathize with a lot of these experiences both good and bad. I cannot reiterate enough, WE ARE ROCKING, and it feels good! But, our crews and management teams are beat. We have been going through week after week of strong sales that have us running at the edge of our capabilities. I have talked to franchisees that began their day early in the morning and are still at it late into the night. I've talked to franchisees that are so stressed they actually have become sick to their stomachs. To quote Friedrich Nietzsche, "That which does not kill us makes us stronger." For those of us still here, I firmly believe we are stronger for sure.

We can't have a discussion about new and improved without talking about service. I don't know about you, but my service has definitely suffered over the last couple months. Our rushes are more intense. We hit pie hours well above our normal sales patterns. It seemed that all the new customers we gained, only ordered between 4PM and 6PM. We found ourselves behind quite often. Fortunately, before new and improved, we were slightly overstaffed. This helped us handle the extra orders once we became accustomed to be higher pie hours. The mantra, "handle the rush" was ever present in our minds. We are slow learners, but I am happy to say at this time we have gotten service under control. This could not

have come soon enough. My team is tired. My suggestions are obvious. Continue to hire and train, analyze any new shifts in sales patterns, and for goodness sake use the scheduler. I am assuming that our sales will remain up. I don't expect to achieve record week after record week, but I think I will for sure remain positive for the near future. I need to keep staffed to be able to give an excellent experience to all of these new customers I am getting.

I think this could be a new beginning for us. Overnight we have in some cases, doubled our sales. Let's take this ball in run with it. Let's take a look at our entire operation and adjust according to your new found sales volumes. If you still need to increase staffing, then do it! Do we have the right equipment? If not, research, and get the necessary ovens, makeline, or walk-ins. I know it is easier said than done, but if we are to maintain these sales, we must take care of our customers. I've noticed our new customer count has doubled. I know we have lost some good customers due to the new pizza, but I've also noticed my MVP's have increased dramatically. We need to be diligent in trying to keep our existing customers happy by offering alternatives. We are suggesting marinara sauce, provolone cheese, and no garlic to customers that don't like the new pizza.

I've always been of the mindset that sales cures most problems. I still believe that. What a wonderful and exciting time it is to be part of Domino's Pizza. Looking back, I'm sure there are many things we could have done better, but there are also many things we have done well. It is awesome to see everyone in our system pulling together to make it happen. I would like to commend our Maryland commissary drivers, Tim and Rusty for doing a fantastic job! They are to be commended. They show a genuine concern for our store and will do whatever they can to help us be successful. There are many people throughout our system working extra and going above and beyond. I would like to thank them for their dedication. Of course there have been missteps along the way, but I still believe we have the best people in our industry.

It will be interesting to look back at this time and marvel at what we have accomplished. I'm proud to be part of this system. I know now, when I say "sell more pizza have more fun" that there is a good chance all franchisees will take me up on that. Once again, I would like to thank all that have helped serve our stores and our customers. Keep up the great work. What a wonderful time to be apart of Domino's Pizza!



Mike McDermott Franchisee, PA

Domino's Pizza Top 10 Staffing List

#10. Labor Scheduler - Schedule staff when you need it with effective use of the Pulse Labor Scheduler. For more information, check out the Training section on Domino's Live. The site also contains blogs and forums which can provide helpful information.

#9. Taleo - Consider investing in a talent management system. The Taleo system allows you to:

- Accept applications online (and who doesn't these days)
- Ask qualifying questions
- Have candidates complete job-specific assessments
- Simply recruiting and make hiring easier for the manager with tracking steps
- Link to companies for MVRs and background checks
- Feed candidate information into Pulse upon hire

There are many more features of the system. It is in all corporate stores and is available for franchisees. This system can be implemented in as little as two weeks! Contact Don Reichert at IBM for more details (734-930-4389).

#8. Community Recruitment - Use the relationships that you have already developed for pizza sales to recruit new team members. For example, contact doctor offices, schools and other businesses that close for the night when we are just starting to get busy! Ask if anyone is interested in part-time work at night and on the week-ends. Better yet, make that contact with a hot, tasty pizza for the staff! If they enjoy eating our pizza, they may be interested in a position. Other ideas include making contact through flyers, ads or direct visits to:

- High school co-op programs
- Community colleges
- Libraries
- Community centers
- Newcomer programs
- Chamber of Commerce
- Unemployment offices
- YMCA

#7. Direct-4-Stores - Utilize the staffing materials available for you at Direct-4-Stores on DOL. You'll find a variety of items such as:

- Boxtop mini application - A NEW version of the box top mini-application is now available for ordering
- Window clings
- Boxtop stickers
- Cartop decals
- "You Impressed Me Cards"

#6. Traditional Internet Methods - Ensure you are utilizing the various job search boards such as:

- Snag-A-Job - works best for hourly positions. Contact Joshua Conkle, jconkle@snagajob.com, (804)822-4656
- Monster - works for all positions, especially

management.

Contact Mark Trivedi, manan.trivedi@monster.com, (800) 666-7837, x2514

- Career Builder - works for all positions, especially management. Contact Matt Kelm, matt.kelm@careerbuilder.com, (773) 353-7715
- Regional sites - Most state/regions have local site that can be low cost and effective; conduct a "Google" search to see what you can find in your area. We have corporate rates with the national boards. Use the provided contact information when you place an ad to ensure the best rates, and to take advantage of the Domino's Pizza graphics and text when posting your positions.

#5. Hiring Party - Consider holding a "Hiring Party" (it sounds better to candidates than a job fair) in your store or at a local venue. Advertise, make the environment festive with balloons and signs, have trinkets available, serve pizza and conduct immediate on-the-spot interviews.

#4. Non-traditional Advertising - Consider other sources than your typical newspaper print. Sponsor radio ads during the weather, late night cable ads and movie theaters to name a few. Some TV stations even do features on companies that are hiring so reach out to your local station and give it a try.

#3. Social Media - It is critical to keep up with the changes in technology and how you can utilize them to your advantage. Consider creating a page for your store on Facebook and sending "tweets" on your store through Twitter.

#2. Craig's List - Advertising on Craig's List has been very successful for many franchisees and it is FREE! What is better than that?

#1. Talent Referral Rewards - Use the talent you already have to solicit new team members. Remember, quality people know quality people. Posters are available at Direct-4-Stores on Domino's Online to hang in your store to announce the program. Ensure that the benefit is enough of an incentive. Most common bonuses range between \$50-100 if a referred team member is hired and still working at the 90-day mark. You could even offer a one-time special to fill your current staff gaps by doubling the reward (or enhancing the reward) for the next 30 days... that should draw some interest from your staff!

Questions? Please contact:
Julie Wigley
Julie.wigley@dominos.com



Julie Wigley
PeopleFirst Director,

Not Your Typical Accounting Firm

- ▶ **Exclusive Service** – Monterra only serves Domino's Franchisees
- ▶ **Backed By Experience** – Dedicated partners for over 19 years
- ▶ **We Know Domino's** – You can focus on growing your business
- ▶ **Flat Rates** – Accounting packages available to meet your needs
- ▶ **We Do It All** – Financials, payroll, accounts payables, taxes and consulting

Our Mission

Provide Domino's Franchisees with the highest level of customer service;
the most innovative ways to manage their business;
accurate, timely and relevant financial reports;
and the best consulting in the industry

What are you waiting for?
Check us out today at www.monterra.biz
Or call us toll-free at 1-800-481-8990
accounting@monterra.biz

Domino's Franchisees All Over America Know Us. You Should Too.



**The Avaya PARTNER System Makes
Everyday Communication Easy**



Part Number	Description	Quantity	Price	Total
<i>Avaya Partner System</i>				
700316474	Partner ACS B8 509 Processor	1	\$ 500.00	\$ 500.00
700340193	Partner 18 Button Display Telephone Sets	1	\$ 135.00	\$ 135.00
700419971	Partner 6 Button Display Telephone Set	5	\$ 85.00	\$ 425.00
1326-001	Surge and Line Protection	1	\$ 95.00	\$ 95.00
	IntelliTouch 6000 MOHPlayer	1	\$ 189.00	\$ 189.00
	Installation, Training, & Programming	1	\$ 750.00	\$ 750.00
				Total: \$2,094.00

Part Number	Description	Quantity	Price	Total
<i>Refurbished Avaya Partner System</i>				
700316474R	Partner ACS B8 509 Processor	1	\$ 400.00	\$ 400.00
700340193R	Partner 18 Button Display Telephone Sets	1	\$ 95.00	\$ 95.00
700419971R	Partner 6 Button Display Telephone Set	5	\$ 75.00	\$ 375.00
1326-001	Surge and Line Protection	1	\$ 95.00	\$ 95.00
	IntelliTouch 6000 MOHPlayer	1	\$ 189.00	\$ 189.00
	Installation, Training, & Programming	1	\$ 750.00	\$ 750.00
				Total: \$1,904.00

Small Business Communications Solution

OfficeServ™ 7030



Part Number	Description	Quantity	Price	Total
<i>Samsung OfficeServ 7030</i>				
	Samsung 7030 Unit	1	\$ 650.00	\$ 650.00
KPDP148ED XAR	1402 Line Display Digital Keypad	6	\$ 134.00	\$ 804.00
KP-AP4XW/MG XAR	KP, OFFICESERV 7100 MGR LICENSE KEY, 0 T	4	\$ 65.00	\$ 260.00
KP-AP9XW/SS XAR	KP, LICENSE KEY FOR ENABLING SIP STACK,C	3	\$ 20.00	\$ 60.00
	Installation, Training, & Programming	1	\$ 750.00	\$ 750.00
				Total: \$2,524.00

**Maintenance
Contracts
Only \$23.00
per month,
per store for
24/7 support.**

Sip service with Samsung can save you up to 50% on your monthly phone bill.



- Monthly line verification to ensure you are not being overcharged.
- Site survey for \$150.00 that includes line verification on site, phone room cleanup, and equipment inventory to ensure that the store has complete confidence in the system as well as verify that you are not paying for any existing unconnected lines.

Call 1-888-409-5090 for more information. **Visa, MasterCard & American Express Accepted**

Training

The Training Room By Dominic Benvenuti

New and Inspired Training!



New and Inspired Training!

You gotta give credit where it's due! I was among the skeptics last March when leadership team asked us to have faith. There were not enough details and while I wanted to believe, it was difficult. We had just come off a pretty bad year and we were again being asked to "trust", rather blindly I might add. Sceptically, I gave my vote.

Well guys you did it! No move will ever please 100% of the people but the fact is DPLLC hit this one out of the park and as I write this article we are still rounding the bases. Hats off to Russell, Patrick, Brandon and everyone else involved in the new and inspired pizza, from product to marketing, its been very well done.

Now I guess its time to do our part and our part is to train the hell outta this thing and execute it perfectly. It looks like we have a few areas to deal with. We have the product preparation itself in terms of quality. We have the product prep in terms of profitability. We have the new (old) guarantee. We have to be able to properly explain the new product and we have to be able to deal with customers who just don't like it in a manner so they keep calling us and ordering and avoids terms like "new coke".

Everything I just mentioned can be done and, in most cases by now, is being done by managers. The issue is how many of the rest of the team can execute it. What kind of training can be done to ensure this and to strengthen execution at the store level. I'll share the things we did to train in these areas and whatever I have picked up along the way that have worked.

First I felt that you can never over-educate on something like this. I got my hands on the N & I power point that all managers and franchisees should have seen during the AL training phase and I showed to my entire Assistant Manager and Shift Runner Team. Every person in our company who could possibly run a shift saw this presentation, all of it. By sharing the low customer scores on the old product and the high ratings of the new, we created buy in on why we needed a new product. Even the 18 year old shift leaders bought into it after seeing everything.

This is a great opportunity to make some real changes for the better in your company. The biggest one for us was the launch of a certification program for all shift runners and pizza makers. If you couldn't make the product the way it is supposed to be made, you could not make pizzas. We reminded the managers that if their insiders could not make pies (due to not being certified) that would mean way more work for them during the rushes. They saw the point and trained very hard on pie quality. We then had trainers go to each store unannounced and check pie quality so we could certify our people. Someone just said "Dominic I don't have trainers." Neither do I. We saw another opportunity here, we put out a call to managers and upper level assistants who wanted to show us their training skills. We took the best of that group and taught them to execute what we needed in the stores. We paid a little extra for these "field trainers" to work an extra day out in stores working with teams and assisting managers with getting everyone up to speed.

This came in handy in the portioning part of training where our profits are impacted. It's so easy to over portion the new cheese that you can't ignore this piece. We did a few things here. First, it was a great time to embrace the scales in the stores again and the weighing of as many pizzas as possible. We tried modifying the auto cheesers, but it simply did not work consistently so we pulled them out and went to scales for cheese. We also put cheese over usage on our weekly key indicators using the Wizardline Virtual Supervisor Program to track it. Forcing a manager to see they overused 7 cases in a week, helped us get this number in line. We still track and goal cheese usage. Our field trainers were given small prizes to give out in stores. They would go in and test pizza makers challenging them to eyeball the proper portions of cheese and pepperoni and then if they got it right they got a prize. Going back frequently to retest was the key to this training but it worked as food had wiggled down to close to .3 above ideal. I was really afraid of how the guarantee would be handled given the fact that our message was, "just say you want your money back and we'll do it." While many of us might say that's how it should be anyway, we know that's not true. Managers and franchisees alike don't like to get beat by customers. I'm not getting into that here. I'm just sharing how we are attempting a culture shift in the stores. I want to over educate in this area as

well so I want every team member to memorize the guarantee and to understand that it applies to them. I started a contest where I would go into stores and randomly ask anyone to tell me the guarantee. If they get it word for word they get cash on the spot. I started at \$20 and worked it down to \$10 as it spread. I have not given out that much, but when I see a store they are reading the box flaps now or asking me to test them.

We did the same with the explanation of the new product to customers and the "I don't like it" issue. Mystery calls are a great way to train this. You can get a great idea of how your teams handle complaints and inquiries by putting them in those practice situations.

One of my managers takes four \$5 bills a week and gives team members a chance to win them by properly converting a customer who does not like the N & I back to a version of the old product. If your CSR's know to recommend a different sauce or no garlic oil, then the manager's job is easier.

One of my supervisors wanted to reduce the number of calls to the CCC line from people who just don't like the new product, so she has trained her teams to end each call by inviting customers to "Call back and let us know how you like it." This way they know they can just call the store and we get a shot to help them out, or more importantly, save them right away!

Dominos Live is continuing to add video training and best practice sharing in all aspects of this new product and I encourage you all to check it out. Also I'll finish by inviting you all with Campus stores to join me in Memphis this April 5th thru the 8th for the 21st Campuspalooza. You don't have to have a big campus or be a pure campus only store. Residential stores with colleges in their area will also find value and great ways to increase sales. Hope to see you there!

As always, feedback is welcome and appreciated.

Train hard fight easy!

Dominic



Dominic Benvenuti
Vice President
Boston Pie, Inc.



Richard Wilson started with Domino's as a driver on March 19, 2003 at franchisee, Mike Brown's store in Tacoma, Washington. Outside of Domino's he enjoys camping, hunting, rock hunting and metal detecting. Richard has two daughters Lisa and Jamie and a granddaughter Lily.

The Voice: How has the New & Inspired Pizza impacted your work experience?

Richard: The customers enjoy the heartier flavor of the New and Inspired Pizza.

The Voice: How can a driver promote the New & Inspired Pizza?

Richard: Make sure that you can educate the customers on the differences between the old and new product. Make sure they know that the change was customer driven.

The Voice: What do you enjoy most about being a Domino's Pizza Driver?

Richard: I enjoy working with customers and wowing the new customers!

The Voice: Why do you choose to be a Domino's Pizza Driver?

Richard: Working at Domino's Pizza as a Delivery Expert makes me feel no pressure. I have no monthly, quarterly or annual reports to turn in. One task at a time and when the shift is over, my work does not follow me home.

The Voice: What is your best memory as a Domino's Pizza Driver?

Richard: One day I went to make a delivery and the customer who answered the door took care of me at the hospital when I was born over 50 years ago! She orders from our store weekly now and when I go to the door she always reminds me that she has seen me naked. Its always good for a laugh.

The Voice: Why is teamwork important to a Domino's Driver?

Richard: Team work is important because it allows us to serve our customers more efficiently. Working together we get the product out to the customer faster. This in turn makes better tips for the driver and more repeat business in the future.

The Voice: What do you feel are the most important characteristics to look for when hiring a driver?

Richard: Most important is cleanliness, reliability, and honesty.

The Voice: What are your career goals?

Richard: Considering my age of 57 and being closer to retirement, I will continue to work at Domino's Pizza until such a time that I can no longer physically perform the job.

The Voice: Who has been your greatest influence?

Richard: I had a teacher in high school that influenced me a great deal. Through her I learned that any task worth doing was worth doing to the best of your ability.

The Voice: What advice would you like to share with other Domino's Drivers?

Richard: Treat all of your customers with respect!

The Voice: What are the three most important things to you?

Richard: Family is number one above all else. Then friends. Always be there for the people you care about.

I want my customers back. Not just some of them. All of them!

By Shawn R. Brunelle

At the writing of this article “Phase 3” of New and Inspired has just started. Although, it’s too early to analyze the long term success and impact of this bold new direction, the empirical evidence is very promising indeed. Sales are up nearly across the board and people both in and out of Domino’s Pizza are jazzed about our product and are talking about it with great enthusiasm. But that doesn’t mean everyone is excited. You have undoubtedly received a Customer Care Center email along the following lines: “I used to order pizza from you every week, but I hate your new recipe. I will never order from you again.” Now you no doubt went to great lengths to keep that customer satisfied, but what about any similar customers that simply didn’t take the time to let you know that you lost their business? How do you find those customers? Finding them on your Pulse system is next to impossible which is why in July 2006 we invented the MVP Customer Utility. It very succinctly tells you, “Hey this really good customer stopped calling you. Do something about it!”

Customers will stop ordering from you for one of several reasons: They die, they move, they didn’t like the price, they didn’t like the product, you took too long or they were treated badly. Not much you can do about the first two, but with New and Inspired you may have a greater concern than usual that the reason they stopped calling you is they didn’t like the product – more specifically the product change. So let’s talk about first how to identify those customers and then some specific strategies to create a product that will not just satisfy their palette, but quite literally make them a customer for life. As mentioned, finding these customers is easily achieved using the MVP Utility from Wizardline Technologies which is provided to you absolutely FREE as a dues paying member of the DFA. If you have not signed up for our program, you should follow the web address provided at the end of this article. If you are not yet a DFA member, here is another reason to join. This article will not cover all the technical details of using the utility as much as give a broad overview of its function. Rest assured there is ample documentation and training available on the site.

Because so many of our customers have multiple phone numbers, it is imperative that the MVP Utility works based upon the customer’s address and not their phone number. This is why the utility consolidates multiple phone numbers down to the actual address. So, when I tell you that Joe Pepperoni of 123 Main Street has stopped ordering from you, you can be rest assured that they simply didn’t get a new cell phone number. By default, the utility will compare your customers’ orders over two consecutive five week periods. After running the utility, you are presented with a list of customers whose ordering pattern has declined by four or more orders within the last five weeks. An example will help clarify what I’m talking about. At the end of this article is a simplified version of what you will be shown - there is much more information available to you including address, phone numbers and even specific order details if you want or need it.

These five customers exemplify the power of the utility. What we are looking at is how these five customers ordered 6-10 weeks ago, labeled Previous Period, and how they have ordered in the current 0-5 weeks, labeled Current Period. These are some drastic changes. Steph went from ordering 12 times in five weeks to not even calling us! These five customers alone are responsible for over \$850 in lost sales. Think how powerful it is to have this information for each of your stores. The obvious question is, “Now that I have this list, what do I do with it?” Although many strategies may come to mind, our recommendation is to pick up that phone and call the customer. It doesn’t need to be any more complicated than, “We miss you. What did we do wrong?” Regardless of what strategy you choose, do something!

Your solution to their disappearance will vary depending on the reason they give you. Many customers will have no idea what you are talking about. They consciously did not choose to stop calling you. It just happened. But trust me, the fact that their business matters to you enough to warrant a personal call, will get them to order from you again sooner and more frequently than they would have otherwise so it wasn’t a wasted call. But what if the customer had a specific incident that triggered their departure? Most of the solutions will be obvious and easily handled using standard customer service techniques. But what about the customer who doesn’t like the core product changes we have just made? How do you handle them? For this solution, we turn to our friend Brian Edler who graciously allowed us to include his brilliant Domino’s Dream Pizza idea. He has been fine tuning the initiative for the last 2-3 years and has successfully used it on 30-40 customers. After designing their Domino’s Dream Pizza, those customers have spent more money and ordered more frequently than ever before. Brian has a specifically worded letter/email he uses to introduce the concept to his customers which you can read by following the web link at the end of the article.

At its core, the program is about educating the customer about the different types and combinations of crust, sauce and cheese that are available. But the rollout of New and Improved posed a new set of challenges to this formula. Some of the complaints are the direct result of the changes we have made. What are some of the solutions to be offered in those instances? With New and Improved most complaints are about the butter and garlic seasoning on the crust. Naturally omitting this after-bake addition solves that issue. Does the customer think the new sauce is too spicy? Have them try a pizza with lighter sauce or even hearty marinara instead. What if they don’t like the provolone flavor of our new cheese? Brian offers the suggestion of a lighter portion of our current cheese along with the Parmesan/Asiago blend to top out the weight. This combination kills any hint of provolone. However, the success of the program is not necessarily the specific pizza you end up creating for the customer. Brian says it’s mostly about letting the customer know we can specially make a pizza just for them and going the extra mile will keep that customer.

Store	Name	Previous Period			Current Period			Difference	
		# Ord	Sales	Avg \$	# Ord	Sales	Avg \$	# Ord	Sales
3219	STEPH	12	281.02	23.42	0	0.00	0.00	-12	-281.02
3219	MOARATTY	14	198.18	14.16	5	70.49	14.10	-9	-127.69
3219	SAMUEL	9	161.84	17.98	1	15.98	15.98	-8	-145.86
3219	MICHELLE	8	227.16	28.40	1	50.95	50.95	-7	-176.21
3219	JEANNE	9	154.41	17.16	2	33.48	16.74	-7	-120.93

Brian interviews each customer to find out their likes and dislikes of just not Domino's but any pizza they have ever eaten. He then works with them to design their Domino's Dream Pizza. All the testing is no charge to the customer and until they have tried at least ten different combinations, he doesn't give up. Once the Dream Pizza is discovered it gets noted in Pulse and that becomes the customer's standard order. That customer is now a customer for life.

There appears to be no doubt that New and Improved has had a tremendous sales effect in the short term with its long term success to be determined in the months and years ahead. I'm

not sure I know of anyone who would prefer to role things back to last summer. Having said that, we have undoubtedly left both a literal and figurative bad taste in the mouths of a handful of our long-time customers. Using both the power of the MVP Utility and Brian Edler's Domino's Dream Pizza concept, you are able to easily identify and save those customers.

There are many more details and concepts that could not make it into this article. To continue your education on this subject and to find out how Wizardline Technologies can help you increase sales and profits through technology, visit <http://www.TheWizardline.com/DFA>.

"Better Sales and Profits Through Technology"

FREE 60-Day Trial

As Low as \$10

per store per month

- Split-Pay Payroll Solutions
- MVP Utility
- Create Your Own Reports
- Go Paperless
- Control Per Mile Driver Compensation
- Run Reports on Today
- Real-time Alerts for Theft, Labor, Service and More

2100 Stores and Counting



<http://www.DominosWizard.com>
 Shawn R. Brunelle
 Shawn@TheWizardline.com



What's Safety and Security Got to do with it?

By: Leslie Jones

Everywhere you turn lately, you're met with a message regarding the New and Inspired product. Whether it's about the unprecedented sales increases we've seen, or making sure your store(s) is stocked – and staffed – to handle the rush, or to communicate the importance of handling customer concerns as passionately as you handle every other area of your business, "New and Inspired" is what everyone's talking about. And guess what... today I'll be no different. You may be asking yourself, "what in the world does the New and Inspired product have to do with Safety and Security?" Technically? Nothing. However, the side effects (i.e., the aforementioned issues of sales increases, staffing, and hustle)

have everything to do with safety and security.

When I was a manager, I liked to think of my store as a well-oiled machine – as I'm sure many of you do as well. Sure... increased business means more work for everyone, but a well-oiled machine isn't crippled, or damaged, by a demand for higher productivity. Ideally, your Team Members have ingrained our basic safety and security practices into their everyday behaviors to the point where those practices are seamless... effortless. If that's the case, then you may be "good to go" from a Safety and Security standpoint. If not, however, you may be in for a bumpy ride. Think of it this way: let's

assume that every day with every order you give great service and you follow all of the rules for "great operations." When it gets busy, though, do you stop putting sauce on pizzas to save a little time? Do you stop putting labels on boxes? Of course not... because that would create other problems down the line. Safety and Security practices are no different. You can never accept excuses like: "I was too busy to make a security callback," "I was too busy to make a deposit," "I didn't have time to fasten my seat belt," or "I didn't make drops because there were too many orders on the rack." To get an idea about how New and Inspired may affect your store from a safety and security standpoint, ask yourself these questions:

- Sales increases = more money in the store. Are your managers already making it a practice to get the money out of the store and to the bank at regular intervals?

- Are your Team Members already paying attention to their surroundings and noticing who's coming into the store? You can bet that anyone who's interested in robbing your store or your delivery experts is going to take advantage of opportunities when they are preoccupied.

- Efficiency is directly related to routine... habit. Are your Team Members already in the habit of:

- making drops after every run?
- making security callbacks on all suspicious orders and all orders going to new customers?
- driving courteously and safely?
- maintaining a clutter-free working environment?
- viewing store safety and security as everyone's responsibility?

If your Team Members aren't already in the habit of doing these things, guess what? The added pressure of increased sales and/or more intense rushes could very likely result in increased in-store injuries, increased auto accidents, and increased security incidents. Even if, for some reason, you haven't made Team Member safety and security a priority, it's not too late. Sure... it would have been great if these practices were already habits that are deeply ingrained in their everyday behaviors, but you can't change yesterday. What you can do is start – right now – to make sure your Team Members have all of the tools and knowledge that can help protect them going forward.

At this point you may be thinking, "Wow, I never thought of it that way. Where can I start?" I'm so glad you asked! The Safety and Security Team has been involved in our own "New and Inspired" initiative. There's a wealth of resources currently available to you:

- The Safety and Security area of Domino's Online has several tools, including:
- training documentation direct-

ed to every Team Member. Here you can find information intended specifically for managers, CSRs, and delivery experts.

- forms designed to help you record Bad Orders and Edit Downs. (Disreputable Team Members often take advantage of high sales volumes to redirect some of your money their way.)
- safety messages and flyers – to help keep safety "top of mind."
- weekly safety tasks designed to help you create a safer working environment for your Team Members – and customers – one task at a time.
- a safety and security audit checklist – to help you identify potential risks in your store

- Materials available through Direct 4 Stores: My favorites are the Team Member calendars and the Grippers. If I ever managed a store again, I'd make sure these handy tools were available to my Team Members... for my sake and theirs. (To read about and view these items, log into Domino's Online. In the Toolbox area, select Direct-4-Stores, and then select "Safety and Security" from the Quick Links section. This page shows almost every item related to safety and security that's available for purchase.)

- The Safety and Security Team is currently working to create an area on D-Live (the in-store eLearning portal) dedicated to safety and security. Until then, the discussion forums and wikis are filled with information shared by Team Members across the country.

- Your Safety and Security Team: Our goal is to help you keep more of your hard-earned money in your pocket. That doesn't mean just helping you identify Team Members who've stolen from you. It also means helping you save money by providing information and tools designed to help you reduce Team Member injuries and auto accidents... but it doesn't stop there, either. If it's related to you, your money, operating a safe store, or operating a profitable store, we want to help you. Sure, it's your business; we don't want to run it for you. We just want you to know that we're here to support you however we can if needed. Your Safety and Security Team consists of a small, but dedicated, group of people at the World Resource Center, as well as, seven Regional Security Directors across the country – each responsible for his/her own group of stores. If you don't know who your Regional Security Direc-

tor is, check out the map on our Domino's Online (DOL) website. (From the DOL home page, select Team Members > Safety and Security. You'll find the Security Map in the Contact Info & Resources section.) If that's too much of a hassle, just email us at Security@dominos.com and we'll do our best to help you. A final thought about "New and Inspired." For the most part, there's nothing really new about most of the safety and security messages you get from us. We can present them in different ways, but the messages are basically timeless; they've been proven effective. And no one on the Safety and Security Team is new to Domino's. In fact, most have been here more than 15 years... some more than 20. As for "inspired," though, this small team is definitely inspired – by excellence, integrity, a passion for helping others, and an attitude of service. Please don't hesitate to reach out to us if we can help make a difference for you or your Team Members.



Leslie Jones, Loss Control Specialist
Domino's Security Department

Members

Getting the Most Out of Your DFA

Having been a member of the DFA for several years and going into the 3rd year as a member of the Board of Directors it is common to be asked, "What do I get out of being a member of the DFA?"

Let's face it, many of us simply do not have the time to spend outside of our own store operations. We are so busy handling our day to day issues that it is very hard to know and understand all of the external factors that are impacting our national brand... that therefore impacts our individual businesses. The DFA is made up of involved Franchisees who help ensure that Franchisees are protected from both internal and external issues that impact our livelihood and profitability.

In my career as a Franchisee, I have been a non-member, a member and now an elected DFA Board Member. Before becoming a member, I too asked that question, "What do I get out of being a member of the DFA?" I originally joined on good faith that being part of an organization that was made up of my peers with the same dreams, goals and needs was the right thing to do. Now that I have served my fellow Franchisees as an elected representative, I can assure you that the only objective of the DFA is to help and protect the best interest of being a Domino's Franchisee. Our definition of success is solely based on the success of the Domino's Franchisee Community.

Regardless of whether you think that the corporate leadership is doing a great job or not protecting the Domino's Brand, we as Franchisees need to band together to make sure that we are doing a great job protecting our profitability as a Franchisee. The DFA is the best option we have to pull our resources together to help ourselves. Part of our responsibility as responsible Franchisees is to be DFA dues paying members so we can pull our financial resources together to help ensure our long-term success.

Trust me... I know how hard it is to write that check every year, especially with the difficult year that my Franchise has had recently. But you know what, I am in this for the long haul and I like knowing that Franchisees are band together in working with DPLLC to ensure that all of the hard work that Franchisees are doing... is paying off.

Without dues paying members, the effectiveness and the results would quickly dry up. I hope that those who have not been a dues paying member in the past will make a commitment in 2010. It's the responsible thing to do and your dues go a long way and make it possible for the DFA to work on our behalf.

For those who are in need of financial help, we do have some sponsorship assistance available. We offer billing by the year, the quarter or even monthly payments. At only a cost of just \$200 per store or just .55 cents per day, you can be assured that every dime is used wisely and the return on investment is directed back at membership.

Respectfully,

Jason



Jason Upton
6 store Alabama Franchisee



2010 DFA Membership Application

www.dominosdfa.com

Name: _____	Street/Suite: _____
# of Stores: _____ Franchisee Since: _____	City: _____
Email Address: _____	State/Zip: _____
Company Name: _____	Work Phone: _____
DMA(s): _____	Mobile Phone: _____

My Decision to Join was influenced by: _____

Dues for Renewing Members

of stores

Before Jan 12th: _____ X \$190 = _____

After Jan 12th: _____ X \$200 = _____

The early pay rate of \$190 only applies if you use the annual option to pay your dues in full.

You Can Register & Pay Online at www.dominosdfa.com

If you have never been a DFA member and would like to apply for a financial sponsorship please email Jason Upton dominopizza@mindspring.com

Sponsorship - Contribute to the sponsorship fund to help pay dues for first time Members

_____ \$50 _____ \$100 _____ \$200 _____ \$400 _____ Other

Payment Method

Check #: _____ Amex _____ Visa _____ MC _____ Credit Card # _____

Name on card: _____ Exp. Date: _____

Billing Address: _____ Billing Zip Code: _____

Payment Option: _____ Annual _____ Semi-Annual _____ Quarterly _____ Monthly

Please Auto Renew my dues with this credit card. Payments will start the first week of January using the above payment option.

Authorized Signature: _____ Date: _____

Please fax this completed form to
866-812-7727

--or mail to--

**Domino's Franchise Association
P.O. Box 536
Schertz, TX 78154**

For questions, or if you would like to join via phone, please contact:

Kimberley Lozano
210-687-2174
kimberley@dominosdfa.com

**Chief Executive Officer
Ken Peebles**
210-845-1072 ext 1
ken@dominosdfa.com

The Voice / dominosdfa.com

Please consider our preferred partners first when choosing your products and services. Check out our updated vendor list on www.dominosdfa.com under Vendor Services.

Accounting & Tax:



Horne, LLP
Contact: Michael Sassano
Phone: 704-852-4378



Monterra Franchise Services, Inc.
Contact: Larry Yapp
Phone: 800-481-8990



The Bottom Line, Inc.
Contact: Marnie Feinour
Phone: 800-237-0704

Finance & Lending:



Direct Capital
Phone: 603-433-9476

Insurance [Business]:



MaSSCorp
Contact: Jeff Murphy, ARM,
Executive Director
Phone: 800-766-5677

Labor Lawyers

Fisher & Phillips, LLP
Contact: Hagood Tighe
Phone: 803-255-0000

Marketing Services:



Ross PrintMarketing, Inc.
Contact: Eileen Bromwell
Phone: 800-421-1684



Plasticard-Locktech International
Contact: Tracy Morris
Phone: 800-752-1017 ext.1299

Supplies & Products:



Cintas Corporation
Contact: Paulette Kalin
Phone: 513-573-4269



Coca-Cola
Southeast Contact: Geoff Gotsch
Phone: 404-403-7183
Northeast Contact: Tony Lozzi
Phone: 410-684-7247
Midwest Contact: Lisa Mayer
Phone: 248-318-7639
West Contact: Stephanie Somenek
Phone: 480-797-4527
East Contact: Ed Paccone
Phone: 804-334-3450

Supplies & Products:



Middleby Marshall Oven Company

Contact: Larry Bireta
Phone: 248-302-1199



Lloyd Industries, Inc.

Contact: Rob Crow
Phone: 800-748-6251

Technology



dpReporting

Contact: Bryan Nichols
Phone: 469-774-2800



Wizardline Technologies, Inc.

Contact: Shawn Brunelle
Phone: 978-423-0875

Do you know a Domino's ...



Franchisee, Manager, or Driver

who has modeled exceptional dedication, skill or service?

Please e-mail your nominations to jamie@dominosdfa.com

All nominations will be considered for an interview in the upcoming issue of The Voice



*Lean on me, when you're not strong
And I'll be your friend; I'll help you
carry on
For, it won't be long, 'til I'm gonna
need*

The lyrics from this song have played over and over in minds and memories; they are especially appropriate in describing the mission of the Domino's Pizza Partners Foundation. While you read the January, 2010 Partners Case Summaries shown below, bear in mind that these are actual cases as stated; facts have not been embellished. This is a tiny sampling of the types of crises that are shared with Partners when there is little hope, and life's struggles become overwhelming and unmanageable.

The Foundation offers a very special **THANK YOU** to Franchisees who now donate and/or have payroll deduction programs in place on behalf of the 1,500 Domino's Team Member's helped in 2009 with over \$700,000 in disbursements.

Franchisees not currently involved have an opportunity to give back by linking with the Foundation. Partners will gladly answer any questions, supply an informational packet of materials regarding program organization, or send a DVD explaining the donation program as an introduction for your organizations. We are looking forward to having you as a Partners Foundation benefactor.

The need for funding presses on as the Foundation continues to receive desperate requests for help on a daily basis via phone, mail and email. Any Domino's Team Member can contact Partners; all it takes is a quick phone call to 734-930-3297 or email to partners@dominos.com to begin the help process.

Please take a moment to read the obvious gratitude expressed by Team Members aided by your generosity:

- A Franchisee contacted the Partners Foundation on behalf of one of his Team Members who had an off the job car accident and died. The TM's 14-year old daughter was in the vehicle at the time and suffered a broken ankle and foot. Since the TM had no life insurance, his parents (who live on a fixed income) were provided some financial aid from church members to enable them to begin the funeral arrangements. Although the Franchisee was taking a collection to help the grief-stricken family, he realized the burial would be more costly than what he could offer. He contacted the Foundation for possible help for his TM's family; when the generosity of Foundation supporters provided the additional funds necessary to lay the TM to rest, his mother was told and said "this is a blessing; thank you so much!"
- With a three-year old toddler at home, a TM anxiously awaited the impending birth of her second child while working full-time at a Domino's store. When she began feeling consistently fatigued with shortness of breath, swollen ankles and the feeling of a racing heart that skipped beats, she was hospitalized and found to have only 10% heart functionality. She was diagnosed with a rare disorder called Peripartum Cardiomyopathy; this condition shows itself within the final month of pregnancy, has no established specific cause, but is only related to pregnancy. Her immediate concern regarding her monthly mortgage and utilities was relieved when Partners benefactors provided the funds to allow her time to rest, assured that those concerns were no longer issues.
- When a Team Member's sister passed away in a vehicle accident, the TM and her mother began making burial arrangements. Additionally, the TM and her mother took on legal guardianship (with shared custody) for the two children (under age four), given the fact that their father was non-supportive (and not actually in their lives). The grieving TM was managing to keep current on her rent and provide food from food stamps the family was receiving; however, due to the unexpected increased financial demands on her budget, she couldn't keep up. When she began receiving utility shut off notices, she reached out to Partners for help. When advised that the Foundation could bridge her utility financial gap (bringing her account current) until she was able to find a permanent solution, she responded with gratitude "that is so sweet, I'm going to cry."

*Domino's Pizza Partners Foundation
30 Frank Lloyd Wright Drive Ann Arbor, MI 48106-0997*

Toll FREE 1-800-284-0911 Direct Dial: 1-734-930-3297

Email: partners@dominos.com



Thank You

The DFA would like to thank Billy Hall and Doug Baretz for their faithful service to the Domino's Franchisee Association. We are a better organization due to their dedication and service on our Board of Directors.

Thank you both!



Billy Hall- 6 store Franchisee-Alabama



Doug Baretz-9 store Franchisee-Wisconsin

Forum Elected Representative



Rick Swisher
Franchisee-California
512.402.0820 office
512.633.2082 cell
rswisher@lapizza

Rick started with Domino's as a part-time delivery driver while attending the University of Texas at Austin in 1975. At this time, there were only 100 Domino's Pizza locations nationwide. After graduation, Rick decided to stay in the pizza delivery business and was recruited to help develop and build a competing company, Pizza Express (which Domino's purchased in 1980). During the negotiations, Rick requested and was granted the rights to develop a large portion of the Los Angeles area, where he currently owns and operates 11 stores. Over the years, Rick has owned other stores in Los Angeles, Northern California, and Austin, Texas, along with assisting and sponsoring numerous franchisees within Domino's Pizza. In the 1980s, Rick was one of the franchisees who worked to create what is now known as the DFA and served on its predecessors' boards numerous times. Rick's service has also included serving as: Forum chair, regional representative for the old DFA, National Advertising chair, NAC member for more than 10 years, local co-op board for close to 20 years, SFA contract committee representative, national awards representative, and numerous other committees as needed from time to time. Rick and his wife, Gail, have been married for more than 22 years. They live in Austin, Texas and have two children: Lauren, a student at the University of Colorado at Boulder, enjoying Joe Romano's pizzas (thanks, Joe) and Ryan, who is a high school junior.

Why do you choose to serve on the DFA Board?

Rick is excited to be asked to again serve and feels he brings a wealth of strength and knowledge to the board. He is confident with all the recent changes in the DFA and believes that together franchisees can make a difference in effecting change. He wants to help advance the DFA to the point that it becomes the representative of the majority of franchisees.

Which resources do you recommend that franchisees utilize to benefit their business?

The DFA offers a wealth of knowledge to all franchisees and I encourage every franchisee to stay involved and informed. Also stay active in your local market with your DMA and local franchisees. Get together with other franchisees and learn what they are doing and what they have done that has not worked. "We are greater as a group than as an individual."

Forum Elected Representative



Daniel Dain
Franchisee-Texas
Forum Representative
361.937.6364 office
361.438.7682 cell
dwdpizza@aol.com

Daniel began as a driver in 1984 in Plano, Texas. He then worked as a manager until June of 1990 upon when he went to work for C.S.P.H. in Dallas. One year later Daniel was promoted to the supervisor position. He then franchised eight stores in Corpus Christi in December of 1998. Daniel married Katherine, his wife of 17 years, in August of 1991. He enjoys hunting, offshore fishing, cycling, and hockey in his spare time.

Why do you choose to serve on the DFA Board?

Daniel wants to see our membership numbers grow. He is committed to finding ways to improve store profitability and address the issues of the franchisees.

Which resources do you recommend that franchisees utilize to benefit their business?

Meet franchisees at our meetings. Many are happy to share their operational sharing which is valuable in aiding you to run your company more profitably.

Midwest Chapter



Ray J. Montez
Franchisee-Illinois
630.783.0300 office
630.546.3003 cell
rmontez@dominos-chicago.com

Ray Montez began his career on October 10th 1984 as a Supervisor in Training for RPM Pizza. Twenty-four years later he is a 16 store Franchisee in Chicago, Illinois. He has been recognized numerous times by various organizations over the course of his Domino's career. His most rewarding achievement is having helped team members become franchisees. Ray truly enjoys gardening and anything that might include his grandchildren.

Why do you choose to serve on the DFA Board? I feel that I have a unique ability to inspire Franchisees to work together and to accomplish a goal. I have always been active in our Franchisee Association because of the wealth of information that has been available to me and in turn, my opportunity to impact a fellow franchisee.

Which resources do you recommend the franchisees utilize to benefit their business? As franchisees we have 2 fantastic resources. The first is ourselves, the wealth of information that resides in our membership is incredible. The second is our Franchisor, I believe that as the dynamics change at the World Resource Center, our Franchisor will continue to help us be superior to all of our competitors.

Midwest Chapter



Bill Graves
Franchisee-Minnesota
612.306.0679 cell
badgraves@aol.com

Bill Graves started as a Domino's Pizza driver in 1981 with Mike Conway, only to become a franchisee some four years later in 1985 in small town Willmar, Minnesota. They now operate 51 stores in five states under the parent company of Dough Management, Inc. They operate their stores with the help of Dave Randall in Minnesota, Randy and Heidi Halberg in Wisconsin, and Dennis Denman in West Virginia, all operating partners in different areas. In addition to serving on the DFA Board, Bill serves or has served on several other boards and committees. Currently, he serves on the Forum Board and the Willmar Airport Relocation Committee. Bill and his wife, Susan, have been married for 12 years and currently have four children. In addition to everything else, Bill is also a part-time "bus driver" with all the activities of the four children.

Why do you choose to serve on the DFA Board?

My reason for being on the DFA Board and for being associated with the board is for unity. We need to work to get the membership to 90-100 percent to send a message to DPLLC that we stand unified in the support of the organization. Although we may not always agree with every issue that comes along, we are working as a group to look after the best interest for Domino's Pizza as a whole. We do this through strong membership.

Northeast Chapter



Ed Treacy
DFA Board Chairman
Franchisee-Maryland
301.865.1208 office
301.509.6756 cell
etreacy@dominostmi.com

Ed Treacy started with Domino's in 1988 as a driver with Team Washington. He became Manager in 1989, and Area supervisor in 1991. Ed franchised in 1995 and now owns 11 stores in Maryland. Ed is the Baltimore DMA President and CAB for the Maryland Distribution Center. Ed is currently an elected Northeast Board Member of the DFA. Ed and his wife, Kristin, have five children: Ned (12), Jude (11), Devin (10), Emma (8) and Katherine (2). Ed enjoys coaching his children's sport teams.

Why do you choose to serve on the DFA Board?

I am very excited to have the opportunity to represent the franchisees from the Northeast. Being on the DFA Board will allow me to voice the successes and issues that face the members of the Northeast Chapter.

Which resources do you recommend that franchisees utilize to benefit their business?

By far, the most beneficial resource for me has been networking with other franchisees. Over the years I have found that the "operational sharing" portion of meetings to be an excellent source of new ideas to help my franchise perform better. I believe you should seek out franchisees that are having success and find out what they attribute their success to.

Northeast Chapter



Seth Gollhardt

Franchisee-Pennsylvania
570.639.5579 office
570.262.0204 cell
psi@epix.net

Seth started as a Domino's Pizza delivery driver in Maplewood, MO in 1984 while attending Washington University. He purchased his first store in Chicago in 1986. One year later, that store was sold and he bought 2 stores in Northeastern Pennsylvania. Seth's company is named PSI Pizza based on his commitment to great Product, Service and Image. PSI Pizza now operates 8 Domino's Pizza stores in the Wilkes-Barre and Scranton area. As proud as he is of his Domino's Pizza success, his biggest joy is his family. He met his wife, Darcy, when she went to apply for a job at a pizza competitor. They have three children Jared, Amber & Bryden.

Why do you choose to serve on the DFA Board?

All of my life is invested in Domino's Pizza. Anything I can do to help the success of the Domino's Pizza system is very important to me. I hope that my years of experience can be helpful to the Association.

Which resources do you recommend that franchisees utilize to benefit their business?

Much of what I do has been copied from other franchisees. We have over 1,000 franchisees to learn from. Instead of breaking new ground on every issue you can gain by the experience of the group. A great place to start are the DFA meetings. Try to come home with at least one great idea to implement and also make friends with at least one new franchisee. These network contacts are important not only for the information you can gain but also as a personal resource.

Northeast Chapter



Rob Rivard

Franchisee-Massachusetts
978.697.4396 Office
978.697.4396 Cell
rrob1970@aol.com

Rob has 22 years with Domino's Pizza and 15 years as a franchisee. Rob started as a corporate store manager and later worked for franchisees Don Prouse and Harry Muessner. Rob has been a board member of the Boston DMA for 10 years and a 2005 Gold Franny winner. He currently operates (8) stores in Boston, Massachusetts. Rob has maintained positive AWUS growth for 13/15 years as a franchisee. His AWUS for 2009 is nearly \$20,000 and over 10% positive YTD. Rob takes great pride in having helped several managers become franchisees. He is married with (3) children.

Why do you choose to serve on the DFA Board?

I chose to serve to help make our DFA a strong voice for 90% of the franchisees and to help align the visions of DPLLC and DFA. They work for all parties.

Which resources do you recommend that franchisees utilize to benefit their business?

Our franchisees collective knowledge and willingness to help each other is what sets us apart from independent operators. The DFA will continue to improve communications making that knowledge immediately accessible. The vendor partnerships are valuable and will be far greater once we are negotiating with the leverage of 4,000 stores. The DFA and DPLLC must work together to provide us a sustainable competitive advantage. Franchisees are the backbone of this brand. The long term success of Domino's Pizza requires those franchisees to be strong and successful.

Southeast Chapter



Jason Upton

Franchisee-Alabama
Membership Chair
256.878.7772 office
256.738.6752 cell
dominospizza@mindspring.com

Jason began working for Domino's Pizza 20 years ago at age 16 and he never missed a day since. He managed a couple stores before partnering and finally buying out his partner at the age of 21. He has received awards ranging from Highest Sales Growth to a Silver Franny and Small Business of the Year. Jason's greatest joy and "award" is his adopted son, Joseph Kalon. He is active in politics having served in many positions over the years including Chairman and Vice Chairman for both the Republican Party and the Federation of Young Republicans. His hobbies include politics, gardening and working with nonprofit groups.

Why do you choose to serve on the DFA Board?

I want to see the DFA continue to grow and to continue developing programs which provide support to the franchisee's and to their team members at all levels. I believe the DFA is in a unique position to bring forth best practice sharing, training, vendor relations as well as being a collective voice. It is my hope that in some small way that as a Board Member I can help bring about unity and cooperation between the franchisees and Domino's Pizza, LLC.

Which resources do you recommend that franchisees utilize to benefit their business?

First and foremost, I would encourage franchisees to get involved! Don't hesitate to call any board member or the DFA office. Provide feedback and suggestions. This allows the DFA to build the resources its membership needs. Utilize the collective body that is the DFA by participating in meetings, rallies and polls that are conducted from time to time. Everyone has something to offer and no matter how many stores you own, your wealth of experience and life lessons can benefit many. The DFA offers so much. The website is packed with information on what's working and what's not. It is full of news from Domino's and industry wide. Keep up with the competition, track cheese prices daily or buy and sell equipment. But again, the best resource is the membership...the DFA simply brings that resource together.

Southeast Chapter



Osman Qasim

Distribution Committee Chair
Franchisee-North Carolina
704.223.1440 cell
osmanq@carolina.rr.com

Osman started with Domino's 22 years ago in High Point, N.C. He franchised his first store 17 years ago in 1989. Osman has received multiple Gold Franny awards and is a member of the Distribution Advisory Board. Osman resides with his wife, Shamsa, and two daughters, Sacha and Noor, in Salisbury, N.C.

Why do you choose to serve on the DFA Board?

Being on the DFA Board is an opportunity to represent the views, issues and concerns of the franchisees of the Southeast chapter. As a representative organization, the DFA is uniquely capable of working with DPLLC, our vendors and partners to protect the interests of franchisees.

Which resources do you recommend that franchisees utilize to benefit their business?

Our most valuable resource is the collective experience and wisdom of the Dominos franchisees. Call and seek out franchisees and see how some are applying fresh ideas in their business in the areas of training and development, marketing, finance management etc.

West Chapter



Alan Murph

Franchisee-Texas
210.657.4043 office
512.844.4594 cell
alan@southtexaspizza.com

Alan Murph is President and CEO of South Texas Pizza, Inc dba Domino's Pizza. In 1983 Alan started with Domino's Pizza while attending University of North Texas in Denton, Texas. While working for Jim Garner in Plano Texas, Alan fell in love with Domino's Pizza! In 1985 Alan went to work for DPLLC and after two years, he franchised in San Marcos, Texas in November of 1987. Currently, Alan owns and operates 26 stores in San Antonio, Texas and serves on the new DFA Board of Directors. Alan and his wife, Michelle, met at Domino's Pizza during the rush and have four children: Rachel, Derek, Moriah, and Benjamin, all who keep very busy with school, sports, horses, ATV's, art and music lessons. Alan and Michelle enjoy working outside, watching classic movies and spending time with their kids and friends.

Why do you choose to serve on the DFA Board?

Serving on the DFA Board is an honor, I get to represent the franchisees in the West Chapter and I enjoy learning from others and helping others.

Which resources do you recommend that franchisees utilize to benefit their business?

The greatest resources are each other. Every franchisee has great ideas to share and can learn from one another.

West Chapter



Mike Brown
Franchisee-Washington
253-474-4831 Office
253-468-8557 Cell
MBrown8582@aol.com

Mike started with Domino's Pizza Distribution in April 1984 as a Warehouse Team member. He was promoted to Production Team Leader, Commissary Field Representative, Warehouse Team Leader and Operations Director for the Washington Supply Chain Center. During his time with Distribution, Mike was awarded the Master Dough Maker Award, Grace Mours Award (Team Leader of the Year) and served on the Board of Directors for Domino's Pizza Distribution. Mike franchised in September of 1994 with four stores in Tacoma, Washington. He currently has six stores in the Tacoma /Puyallup area. Mike has received a Silver Franny, and Million Club, and has served as the Seattle DMA President for nine years. Mike and his family settled in Tacoma, Washington in 1980 after following his father around the world as a military child. Mike has been married for 26 years with two children that have graduated college and manage stores. Mike enjoys sports, camping, hiking, traveling and most of all drag racing his 1970 Nova.

Why do you choose to serve on the DFA Board?

I enjoy networking and sharing with other Team Members of Domino's Pizza. Many people over the years have stepped up to make this a great company. I wanted to pay it forward in thanks to the many great franchisees that have served before me.

Which resources do you recommend that franchisees utilize to benefit their business?

Network within the Domino's Pizza family. I recommend that franchisees join the DFA, attend DMA meetings, rally's, training classes, or any other chance to network with your fellow franchisees. We (as a group) have a wealth of knowledge about the business that will benefit each other.

West Chapter



James Gerety
Franchisee-Texas
432.570.1990 office
432.967.3030 cell
gerety@clearwire.net

James Gerety started with Domino's Pizza Distribution in 1982 as a General Manager. He began in Southern California and then moved to Hawaii, Washington and Colorado. He left the company in 1985 and returned in 1988 as a General Manager for Roger Cohn's commissary in Tucson AZ. In 1999, he partnered with Roger Cohn and franchised in Midland/Odessa, Texas. He now owns 32 stores in Midland/Odessa, Texas and Tucson, AZ.

James enjoys riding his 2006 Honda Goldwing and 2007 Suzuki M109R, and sports cruiser. James has two daughters, Katie, 23 and Christine, 22.

Why do you choose to serve on the DFA Board?

To help erase the lines of division drawn in the sand by DPLLC. I hope that the DFA Board is going to be instrumental in the coming year in bringing fairness and equity between the franchisor and franchisee.

Which resources do you recommend that franchisees utilize to benefit their business?

VAP and Dominostalk.



Chief Executive Officer

Ken Peebles

PO Box 536
Schertz, Texas 78154
Office: 210.845.1072 ext. 1
Cell: 210.845.4811 Fax: 866.812.7727
Email: ken@dominosdfa.com

Domino's Pizza History:

- Started with Domino's Pizza Distribution in 1986 as the production team leader for the Louisiana commissary; was promoted to Louisiana commissary manager in 1987.
- Held positions as Distribution manager in Michigan, Florida and at Equipment and Supply.
- Promoted to work at the World Resource Center as Distribution's representative on national level cross functional projects. (Pizzazz/Burger King, alternative venues, and new product development were some of the projects)
- Promoted to Regional Vice President for the Western U.S. overseeing 11 Distribution centers.
- Held positions as Distribution Vice President responsible for National Purchasing, Quality Assurance, Customer Satisfaction and the Director of the Quality Board (Established, implemented and maintained standards and policies)
- Received Distribution's Manager of the year in 1988 as the GM of DNC/Louisiana.
- Received Distribution's Manager of the year in 1998 as the GM of DNC/Florida.
- Previous Board member of the Partner's Foundation.



Office Manager

Kimberley Lozano
312 Sunset Flight
Cibolo, TX 78108
Office: 210.845.1072 ext. 4
Cell: 210.687.2174 Fax: 866.812.7727
Email: Kimberley@dominosdfa.com

Domino's Pizza History:

- Started at Domino's Pizza as a CSR in 1995, promoted to MIT in 1996 and then to General Manager in 1999.
- In 2002 served as Controller for the Franchise Office.
- 2009 Office Manager for the Domino's Pizza Franchisee Association .



Editor-in-Chief/Design-The Voice Magazine

Jamie Reams

11510 Lady Dell Dr.
Waynesboro, PA 17268
Office: 210.845.1072 ext. 3
Fax: 866.812.7727
Email: jamie@dominosdfa.com

Domino's Pizza History:

- Started with DFA in 2006
- Serves as designer and Editor-in-Chief of "The Voice"

Advertisers Index

Accutax, 22

Acxiom, 19

CareerBuilder, 22

Cintas Corporation, 6

Coca-Cola, 2

Concklin, 23

Conover Beyer, 26 & 31

Direct Capital, 23

Domino's E&S, 30

dpReporting, 17

DTT Surveillance, 27

Lloyd, 15

MassCorp, 11

Middleby, 18

Monterra, 34

National Telecom Services, Inc., 35

Plasticard, 31

Ross Printmarketing, 56

The Bottom Line, 7

Wizardline, 41