

Calculating... Franchisee Success

Inside This Issue:
Ken's Quarterly Korner
DFA 2009 Regional Meetings



www.dominosdfa.com

Volume XIII Issue II

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

Management and Safety Services (MaSSCorp) Supports the Community

By Dennis Green, Deputy Fire Chief,
Matthews Fire and EMS Department



From left to right: Dennis Green, Matthews Deputy Fire Chief; Jeff Murphy, MaSSCorp Executive Director; Marion Crolley, Fireman's Fund Sr. Risk Consultant; Mack Patterson, Domino's Pizza Franchise Owner; Trim Sawtelle, Matthews Fire Chief.

Budget constraints, which have been made worse by the recent economic downturn, are forcing fire departments and EMS units across the country to scale back on buying essential rescue tools. But now, thanks to a \$6,500 donation, we've been able to purchase some much-needed protective gear.

Management and Safety Services (MaSSCorp) partnered with Fireman's Fund Insurance Company to award the grant. Local Domino's Pizza owner Mack Patterson assisted in the grant process by identifying this need within the community.

Specifically, grant funds went to the purchase of five new sets of "turnout gear," which is the protective, fire-resistant clothing that firefighters wear when responding to incidents like fires or major vehicle crashes. The clothing protects us from exposure to chemicals,

heat or flames. These new sets will be used to clothe some of our new volunteers.

It's critical our firefighters have the essential equipment so we can do our jobs safely and effectively. In terms of personal protection, a firefighter's safety is only as reliable as his or her turnout gear.

The grant was made through the Heritage ProgramSM. Under the program, agents and brokers across the country who sell Fireman's Fund[®] products have the opportunity to direct grants to fire departments for lifesaving equipment, training and community education.

Thank you MaSSCorp and Fireman's Fund for your support and Mack Patterson, local Domino's Pizza owner, for bringing an awareness of our need.

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

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The Voice

| of Domino's Pizza Franchisees |

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If you would like to submit an ad, article or feedback, please contact Jamie Reams at 301.777.1390 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 Franchisees, 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

The purpose of Ken's Quarterly Korner is to recap what the Domino's Franchisee Association has been working on for its membership for the last 90 days. Ken's Quarterly Korner is a regular feature in the DFA's "The Voice" magazine and consists of a consolidated highlight summary of the previous three monthly Ken's Korner articles that are sent to DFA Members at the end of each month.

OER

The DFA believes having a comprehensive audit process is beneficial for the Domino's Brand. We will continue to work with DPLLC to ensure that the investments franchisees are making to achieve higher audit scores result in improved Brand Tracking scores, better customer loyalty, higher sales, and increased profits.

We were able to influence two major changes to the OER program since it was first announced at the beginning of the year. 1st... The level of star ratings and 2nd... the ability for Franchisees to receive a refund of the charges for receiving a zero star rating. For details on both of these positive changes, please go to the DFA website and review Ken's Korner from March.

The DFA continues to request that DPLLC reconsider how the Ultimate Question is scored, so that it is a better tool to indicate customer satisfaction.

High-Performance Franchisee Training Class

The DFA was invited to be part of the pilot class of the High-Performance (HP) Franchisee Training Class in order to give input on how to make the class better before it was rolled out to the Franchisee community.

While the original class was very good, I think the suggestions from the attendees in the pilot class helped make future classes more worthwhile for Franchisees.

The feedback has been very positive about DFA's suggestion to offer the class at the WWR and in areas around the country to save Franchisees money and travel time. We are appreciative of DPLLC for these cooperative efforts in finding ways to support our Franchisees.

Technology Task Force

At the end of May, the DFA completed its review of three external companies that offer various levels of technology support for our Franchisees. The DFA is in the process of discussing vendor alliances with these companies that would provide our membership discounts for being a DFA member. The outcome of these discussions will be announced sometime in June.



Ken Peebles, DFA CEO

5.5% Rollup Proposal

After considerable consideration, the DFA Board voted unanimously to endorse the 5.5% Rollup Proposal after DPLLC made changes to the original proposal. The DFA worked hard to represent the concerns of its membership and was able to get significant changes in the following areas:

- Can rescind the agreement after 5 years if the proposal fails
- Getting DPLLC to put their verbal commitments in writing
- Change in the legal language clarifying that any additional incremental contributions at the Co-op level stay in control of the Co-op

Driver Compensation

The DFA is working with DPLLC and several Franchisees on some existing driver compensation situations. Each situation continues to have a different set of components and government agencies involved which makes finding a universal solution very difficult. We are using our findings to work with DPLLC towards establishing a system wide recommendation on how Franchisees can best protect themselves in the future when it comes to driver compensation.

"The DFA and DPLLC continue to have an open line of communication in an effort to try and find ways to work together to help our Franchisees be more successful."

Auto Shipment of Hand Sanitizer

The DFA found out about the auto shipment of Hand Sanitizer at the same time our Franchisees did... the day it started arriving in stores. The DFA quickly contacted DPLLC to find out the rationale and details behind the decision as well as express our concern that unordered items were showing up with a \$150+ price tag.

While we appreciated the attempt to help our Franchisees during the H1N1 Swine Flu situation, we did not understand why Franchisees were not consulted prior to the decision. DPLLC's decision to react to the situation by spending Franchisees' money without first consulting at least one of the advisory boards or the DFA was critical in the DFA's strong voice against the decision.

DPLLC has acknowledged that they should have involved Franchisees prior to making the decision and have agreed to seek Franchisee input prior to any future auto shipments of this nature and billing of Franchisees.

DPLLC agreed to take back any unused items and cancel any backordered items that had not already shipped. Franchisees just need to ensure that they can comply with DPLLC's H1N1 protocols without needing the auto shipped items.

Employee Background Checks

DPLLC is planning on making mandatory Employee Background Checks for all Franchise organizations a standard.

Conceptually, the DFA understands the desire to do this and sees a benefit in screening out employees with certain criminal backgrounds... but in reality, we have several reservations about DPLLC implementing an Employee Background Check Standard. The areas of uncertainty involve: where are Franchisees going to find the additional dollars to fund such a program, the legal liabilities that Franchisees face in correctly administrating such a policy, the role DPLLC is going to have with Franchisees after the standard is implemented (active involvement or distancing themselves for liability concerns), the criteria established in determining eligibility, and the short and long term impact on Franchisees' ability to staff their stores if the eligibility criteria is too strict.

The DFA will continue to stress that DPLLC consider the additional financial, legal and administrative burden that such a program would bring on our Franchisee community during these already difficult financial times.

Franchisee Profitability

Several members of the DFA Board met with DPLLC's leadership to discuss their current status on their commitment to find \$15,000 per store in operating savings by the end of 2009. Jim Stansik and Bill Kapp (Vice President responsible for profit commitment) stated that they have identified \$9,400

(63%) of the \$15,000. The key areas of savings that constitute this amount are through the Tiger report, the 5.5% rollup proposal, and the email/SMS program being paid for by DNAF. The DFA requested that DPLLC review their Tiger savings number and verify that the savings that they are quoting can be documented and is a true average across the Franchisee ranks... and not just based on a few extraordinary circumstances. The DFA also requested that if DPLLC moves forward with an Employee Background Check Standard, that the actual costs of that program be added to the \$15,000 target so that the increased costs are covered by additional savings.

The DFA understands that the recent positive momentum over last year's numbers is cause to be optimistic. However, too many of our Franchisees are still trying to recover from the financial hardships of the last couple of years. It will take a lot more traction throughout 2009 to get Franchisees out of the financial hole that was created in 2008 & 2007. The DFA will continue to stress the importance that all decisions made by DPLLC include a hard look on the financial impact it has on Franchisees' ability to recover from the past and be profitable in the future.

Labor Unions

We continue to work on this critical issue and encourage all Franchisees to join the effort against the pending Employee Free Choice Act. This act will make it significantly easier for unions to organize in our stores... and very hard to have them removed once they are in. Please do not take this lightly and think it will happen somewhere else and you will have time to react.

Below is a link to a brief one page summary of what the Employee Free Choice Act impact is to you.
<http://www.uschamber.com/wfi/cardcheckbasics.htm>

Next, is a link so you can go and join the virtual march against the Employee Free Choice Act. It only takes a few short minutes to fill out your information and the website automatically creates communication from you to your government representatives.
<http://secretballot.vote4business.net/>

DFA Board Elections

The DFA held elections for 4 open seats whose terms ended on May 31st. Each year one of the three Board positions from each of the four chapters (regions) becomes available since each Board position has a three year term. This year's winners are...

Midwest – Bill Graves a 47 store Franchisee from MN, WI and WV was reelected
Northeast – Rob Rivard an 8 store Franchisee from Boston, MA
Southeast – Osman Qasim a 23 store Franchisee from NC was reelected
West – Mike Brown a 6 store Franchisee from Tacoma, WA
Board Chairman – Ed Treacy was unanimously reelected by the DFA Board

Ken's Quarterly Korner

DPLLC Relationship

The DFA and DPLLC continue to have an open line of communication in an effort to try and find ways to work together to help our Franchisees be more successful.

The DFA wants to thank DPLLC for their hospitality at this year's WWR. With DPLLC's support, the DFA was able to have a booth at the vendor show as well as use one of the meeting rooms to have a DFA membership meeting.

I talk to Jim Stansik and other key DPLLC leadership almost daily and I am optimistic that the DFA can continue have a positive impact for our membership in helping DPLLC understand issues and needs from a Franchisee's perspective.



Ken Peebles
Dominos Franchisee CEO



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Life of A Franchisee: Dave Melton

In January, 1982 Dave Melton answered an ad that Frank Meeks had put in the local newspaper for MIT's. Dave had never heard of Domino's, but the fact that a general manager earned a percent of profit bonus interested him right away. Dave started as an MIT at store 4350 on the Quantico Marine Corps Base in Quantico, Virginia. Below Dave describes his career path with Dominos...

The closest Domino's store was in Virginia Beach, Virginia or in Maryland nearly 2 hours away, so we were pretty isolated. When I started, Domino's was advertising a 500th store special of some kind. The only thing I knew about Domino's was what I saw in the training material, and what Frank told me to do. We had a great store. Most of the crew was US Marines, and they did their jobs. We sold 12" and 16" pizzas, cheese pies were \$4.42 and \$6.40 including tax. But we charged full price for each topping, so an EBA (Everything but Anchovies) in 1982 was well over \$20, which is more than I charge today! It was a big deal when we heard Domino's and Dick Mueller had come up with the ExtravaganZZa. When Frank became a franchisee in Alexandria, Virginia, I went with him and became his area supervisor. I helped him build and open the next 7 stores, finding locations, designing and building them. Team Washington was growing fast, and the experience



of hiring, training and supervising those stores taught me a lot about getting results. The next step in my career was working for Dave Wood in Fairfax, Virginia. Just as with Frank, I learned a lot about running a business from Dave. In 1990, I moved to New York City and opened the first franchised store in Manhattan. At the time, the New York DMA was struggling and a lot of people were very pessimistic about Domino's. Around my 3rd year as a franchisee, I became the co-op president, and I think I brought some optimism and positive energy to the market. My proudest awards are the 7 Gold Franny's that our team has won.

If you know a Domino's Franchisee who has modeled exceptional dedication, skill or service, email your nominations to jamie@dominosdfa.com. All nominations will be considered for an interview in an upcoming issue of The Voice.

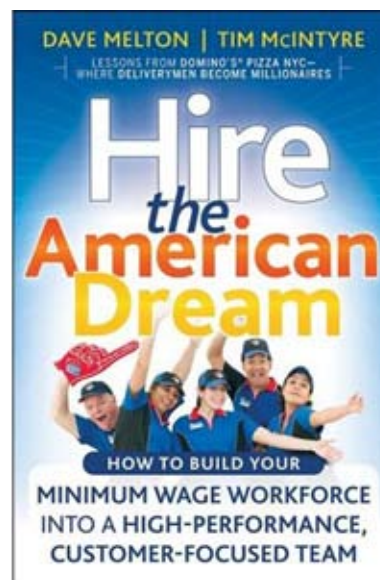
“The most important thing I’ve done to reach some success as a franchisee is to hire and encourage honest hardworking people, and get them to do more than they thought they could.”

The Voice: What organizations and activities do you take part in outside of Domino’s?

Dave: I’m on my co-op apartment board of directors, I’m involved in the Alumni Association of my university, JMU, and the alumni group of my college fraternity Sigma Nu. I belong to a golf club near our Connecticut house where I enjoy a lot of outdoor activities such as: cross-country skiing, gardening, hiking, fly-fishing, and canoeing. I have a woodworking shop and I’ve made a lot of furniture, tables, lamps and most of the trim work in our house.

The Voice: Tell us about your new book, *Hire the American Dream*.

Dave: *Hire the American Dream* is a story that hundreds of Domino’s people could have written. I just had the opportunity to do it. It’s about inspiring, motivating and promoting team members, and showing how the best way a leader can develop and retain great employees is to help them become leaders too. Tim McIntyre helped me tell the story in a way that is engaging and entertaining, as well as being full of practical tactics that get results.



The Voice: Why should a franchisee read *Hire the American Dream*?

Dave: There are a lot of principles, concepts and ideas in the book that can help any manager or owner hire and develop loyal people that can help their business be more successful. Plus there are a few dozen downloadable and customizable forms that purchasers of the book can use in their business. A number of Domino’s Franchisees contributed some valuable documents that are included.

The Voice: Where can a franchisee purchase a copy of *Hire the American Dream*?

Dave: It’s available wherever books are sold, like Barnes & Noble, Borders Books, many independent bookstores, online at Amazon.com and other online book outlets. By the way, it was an incredible charge when I went by the B&N in my neighborhood and saw the books on the shelf!

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

Dave: Buy *Hire the American Dream*! But seriously, a new franchisee should develop a good relationship with their neighboring franchisees and find an experienced franchisee that is willing to mentor them as they start their business. They should get involved in their DMA and join the DFA. There are a lot of resources available, which is one of the great advantages of becoming a franchisee.

The Voice: During these hard economic times, how have you remained profitable?

Dave: Just like the “good times”, we’ve remained focused on the basics and on our customers. Product, service, image and building sales is the only way to make it in this business. The principles that Tom Monaghan used to start this business are as valid as ever... never lose a customer, handle the rush, and simply be nice to other people.

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

Dave: We have a monthly manager meeting where each GM reviews his results from the previous month and sets his goals for the next month. This is a time where the managers take responsibility for their stores’ performance, and there’s a little peer pressure to do a great job!

Life Of A Franchisee: Dave Melton

The Voice: Describe an obstacle that you face daily as a Domino's franchisee and how you handle it.

Dave: Everyone has strengths and weaknesses. There are responsibilities as business owners that have to be handled. It's important to identify those areas that you have weaknesses. Fortunately, Angie and I have different talents, and we're able to cover those bases.

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

Dave: The most important thing I've done to reach some success as a franchisee is to hire and encourage honest hardworking people, and get them to do more than they thought they could. Nothing brings as much satisfaction to me as knowing that I've helped someone else become successful. I've been fortunate to be in a position to help others, and the rewards have been great.



Dave Melton's Team receiving a Gold Franny Award at the 2009 WWR in Vegas. Individuals in the photo includes: Mohammad Mannaf, Zakir Shafi, Dave Melton, Angie Melton, Mohammed Patwary Shaik Shamin and Jay Shakh. Photographer, Mike Nykoruk

The Voice: What book has inspired you most personally and professionally?

Dave: I think that the Dale Carnegie classes I took early in my career gave me a lot of tools that I used from that point on.

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

Dave: This is a time when Domino's has been changing more in a few months than we changed in decades in the past. I'm looking forward to our company continuing to adapt to the way our society changes, and being a part of that development.

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

Dave: Without a doubt, meeting and working with Frank Meeks was the greatest influence in my business life. I was able to watch that great leader from up close, and he taught me a lot about how to get things done.

Thanks to Dan and Tim for telling this inspiring story and reminding me of all the thought and intention that goes into creating a successful and meaningful business, especially those that we patronize regularly. There are many applications for these principles that go beyond minimum-wage employees: incentives, hiring and diversity, coaching, the importance of customer service, personal connections, and more. And the downloadable philosophies, vision statements, training tools and more are great resources!

Congratulations to Dan and Angie for investing so much of their lives in their employees. The real American Dream Employee stories were motivational.

All small business owners and managers should read this book!

*D. Waldman
Memphis, TN*

Dave Melton & Tim McIntyre strike gold and tell you how they did it. An excellent reference book on how one small business owner maximized employee relationships and increased productivity. A K.I.S.S. method of writing that is a clear example of what to look for when hiring, motivating and training any employee (or yourself).

Dave & Angie Melton use their experiences with Domino's to show us how the American Dream is shared by a community, not just by one person. They provide commitment, support, expertise and leadership. Often in the most intriguing ways and any small business owner should read this book!

I am reminded by reading Hire the American Dream--how fortunate we are to live in the USA.

*Robert Kittay
Los Angeles, CA*

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I am back in the trenches By: Mike McDermott



REVERSE
TO GO
FORWARD

Last month my manager moved out of town, leaving me with the dubious task of taking over daily operations. Yes, after almost 16 years of owning this store I am the manager again. I can now look at the multiple store owners and wonder what it is like not having to run shifts, being able to be home with your family at night, and all of the wonderful things that the big time operators enjoy. While I am not naïve enough to know that the multi store operators' lives are not that great at times, it does serve my purpose to bask in a little self pity once in awhile. Running the store pretty much full time again, I have come to some conclusions in the last month or so that I would like to share with you. Though none of them are earth shattering, I think some do warrant a little thought when thinking about your own operation.

The first conclusion is, **I am not as young as I used to be.** As you may know, I have a pretty high volume store. I know that some say a high volume store is easier to run than low volume. While in some ways that may be true, physically, running the oven on a busy Friday night by yourself during 160+ pie hours (including pastas, sandwiches, and the other myriad of products we sell) is hard. Before you start feeling

sorry for me, not that any of you were, I do understand the difficulties that lower volume stores are up against. I used to be able to pull open to closes without a problem. I would not want to do that too many times now.

The next thing is, **we demand a lot from our managers.** I realize that we have some bad managers in our system. Heck, I have had some bad managers in my system of one store. Fortunately, we single store franchisees have the ability to get rid of them and just take over the store ourselves. Larger franchise operations may not have a person they can take from another store. It is critical to build that depth within your operation so that you have people in line to replace managers that do not have your best interest in mind. You never know when you will need to fill their spot. I was talking to a friend of mine that is also a single store franchisee. He had an assistant manager that just took off his apron and told the driver to call the franchisee and tell him he was out of here. This is right in the middle of making a bread bowl during his shift. Huh? I can never figure out what people are thinking about. These are not the kind of managers that I am talking about retaining and taking care of.

“The good managers that really try to do a good job are under a lot of pressure.”

The good managers that really try to do a good job are under a lot of pressure. I am afraid that sometimes we push them to work too many hours, thank them too rarely, and show them appreciation too little. This is a hard job. More importantly, this is a critical position in your store that will either make you money, or could really damage your store. It is so critical to ensure that you are sending out really great pizzas, having a team that looks sharp, and provide awesome service. Yep, it boils down to P.S.I. I know that this mantra is from the old days when Tom Monaghan was around, but it is still so true today. It is not sexy, not really exciting, and quite frankly it is very mundane and boring. But it is still the foundation of a successful store. It takes passion to go in every day and treat every order like it was the most important order you will have that day. Even if you have 99% of your orders great, think of the experience the 1% got. We can't afford to have 1% of our customers not call us back.

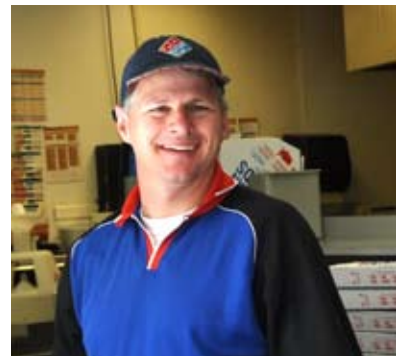
We need to instill the desire in our managers to become fanatical about making every pizza great, delivering it in a timely manner by friendly people, and ensuring that when each team member clocks in, they are in proper uniform and ready to go. When you go into your store, remind them the importance of P.S.I. every time you are there. This fanatical approach has to come from the top. If you don't passionately believe in it, neither will they. Make sure every person in the store understands your desire to make every customer experience a great one. I always tell my crew that the only reason we are in this store at all is for our customers. If we didn't have any, we would not be there. Every action we do in the store should be to take better care of our customer.

Another conclusion that I had is..... **It is hard to get all of my other work done and run shifts at the same time.** I have always believed that being a franchisee is hard enough. If you do not make a good living at it, then it is not worth it.

Fortunately, I do. I sympathize with single store franchisees that are the full time manager, book keeper, marketer, etc. It is difficult to do all of this work for not very much money. I say, “keep at it”. Try to make each year better, and slowly but surely the sales and profits will increase. I have to work on my organizational skills (or more aptly put, develop some), prioritize what needs to be done first, and most importantly, actually do what needs to be done. I am sure you have heard the expression, “work at your business not in it”. While I understand what that saying is trying to convey, the harsh reality is, sometimes you have no other choice but to work in your business to keep the doors open. It is a good thought to keep in the back of your head though.

All in all, some things are falling through the cracks (like getting this article written on time. Sorry Jamie) but I am running some really good numbers and making money. It is hard to complain too much about that. It is good to be in operations every day. I can see the bottlenecks first hand. I have tightened up our grooming standards and am able to make decisions based on my own experiences that will have long term benefits to the store. I am excited about the future, yes excited about getting back to basics and flawlessly executing on them. It's hard work, frustrating and aggravating at times, but fun at times also. So, for all of you franchisees out there that have really outstanding managers, why not give them something extra special and unexpected? They are a huge part of your success and keeping them motivated and excited about coming to work is one of the very best investments you will make.

For feedback or questions please feel free to contact Mike McDermott at Dominos4879@verizon.net.



Mike McDermott Franchisee, PA



DASANI is the #5 brand in 20 oz at Domino's yet only 3 out of every 5 U.S. stores sell it!

#1 Coca-Cola, #2 Sprite, #3 Diet Coke, #4 Coke Zero, #5 DASANI

GREAT WITH FOOD GREAT TO GO

Why do more Food Service outlets serve DASANI than any other bottled water brand?

- Consumers choose DASANI because it is the great tasting purified water enhanced with minerals to give it a unique fresh, crisp, clean taste.
- As the only non-carbonated beverage sold at most Domino's, DASANI is often ordered as a second beverage and by families with children.

How safe is DASANI?

- Bottlers treat municipal water using a purification process called reverse osmosis to remove minerals and impurities. A small amount of mineral salts is then added. As a safety measure, ozonation is used to destroy harmful microorganisms. The ozone gas evaporates and does not leave a residual taste in the water.

How environmentally friendly is DASANI?

- Using local water reduces transportation emissions.

How environmentally friendly is the DASANI bottle?

- Coca-Cola packages are among the most recycled in the world. We have a long term goal to reuse 100% of our bottles and cans in the U.S. and have invested \$60 million to do so.
- DASANI bottles are designed to be recycled; they are light blue to be compatible with recycling systems in the U.S.
- Coca-Cola lightweighted the DASANI bottle 30%, reducing plastic use 5% and saving 280 million tons of plastic a year.

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TEAM MEMBERS HELPING TEAM MEMBERS



Partners Foundation 'Rallies' Support From Attendees

With the excitement of the World Wide Rally at hand, the Dominos Pizza Partners Foundation successfully challenged itself at encouraging donors using a number of new fund-raising ideas at the Mandalay Bay hotel in Las Vegas. Executive Director Dana Stearns gladly handed-out certificates to victors of the multiple events hosted by the Foundation during the three-day gathering.

With the spirit of the atmosphere as an incentive, Partners Case Managers DJ and Denise, appropriately dressed in tuxedo shirts (as Vegas game dealers), gained a lot of attention as they hosted some exciting events within the Partners Expo booth. For the very first time, Partners offered a Yahtzee game in which winners vied for chances to throw lighted dice to win proceeds from a 50/50 raffle. Cheered on by their co-workers, the booth filled with visitors anxious for an opportunity to "win big", with each Yahtzee excitedly called out, red and blue lights with sirens were activated announcing the accomplishment. As always, Partners Foundation tee-shirts were sold, however, this year they were specifically designed with a Rally focus for the very first time.

Authors of the book Hire the American Dream, New York Franchisee Dave Melton and Vice President Tim McIntyre generously donated a portion of the proceeds from their book sales to Partners. Partners Board of Trustee members (comprised of corporate and franchise representatives) sold 'Bottom-Line Builders' raffle tickets for the opportunity of a one-day business visit to a Franchise Corporate office from a team of four Dominos Corporate 'stars' from the PULSE, Marketing (Build the Brand) and IT departments. Looking forward to setting up that appointment was winner Brian Edler, Bry-Pie, Inc.

With the country's recent focus on general good health and exercise, Partners decided to 'get in the game' offering franchise and corporate team members a brand new challenge: 5K Fun Run / 3 K Fun Walk. This event, generously sponsored by RPM Pizza LLC (who also registered a large group of participants), kicked off with an email campaign to encourage advance sign-up. The effort quickly picked up speed as nearly a two hundred participants signed competition waivers and submitted entry fees. Mary Lynne Carraway's Team Washington really took the challenge seriously and flooded the initial roster with a total of 38 entrants!

At 7:30 a.m. on Tuesday, May 12 with audible cheers from spectators and supporters, adversaries embarked on a marked racing course outside the North Convention Center. Chip timing, course organization and results posted on their website were supplied by Tri-A-Run of Las Vegas. Although all participants received Partners tee-shirts and enjoyed post race beverages and snacks graciously supplied by the Domino's Supply Chain Department, Michael Henry, Texas Supply Chain Center (first male @ 18 minutes 12 seconds) and Karen Blamick, DP People First Marketplace (first female @ 21 minutes 24 seconds) to cross the finish line, each received congratulatory certificates and \$100 AMEX gift cards, thanks to the generosity of donors Valley Pizza and Teams Carolinas, Inc.

During the Award ceremonies concluding the biennial Rally, Dana Stearns announced MAC Pizza Management, Inc. (Mike Cunningham) as the 2008 Franchise Partner -Of-The-Year and presented Mike with a commemorative plaque. She also recognized the following Partners Diamond donor award winners: RPM Pizza, LLC, Team Washington, Mark of Excellence, Valley Pizza, Inc. C.S.P.H., Inc., STP/AMPM Pizza, Inc., Prairie Pizza, Inc., and Cowabunga, Inc. Those franchisees were honored with plaques for their continuous support as well.

To all those who substantiate and further our mission through payroll deduction, miscellaneous donations or sponsorships, and participation in the events we offer, we recognize you with gratitude and appreciation and thank you for your gracious endorsement.



Team Washington Participants in the 5K Fun Run



Team RPM Participants in the 5K Fun Run



Karen Blamick- Ladies 1st place winner of the 5K Fun Run

How Screening Tools Can Lead To A Better Candidate By: Julie Wigley



Finding an ideal candidate can be a complicated and time consuming task for any employer. Although no one tool can guarantee you will hire a successful team member, utilizing screening tools can help to minimize your chance of hiring that negative candidate. In addition to a thorough behavioral based interview, the following information reviews some screening tools used by our corporate stores that we have found successful.

Applicant Tracking System

In May 2008, we began to implement an applicant tracking system with our vendor partner, Taleo in all of our corporate stores. This system allows candidates to apply for a position online. This automated process provides the candidate with a consistent experience and management with a tool for tracking each candidate at any given time. The tool also serves a customer service purpose since it automatically sends a thank you letter with a free Cinnastix offer after the candidate completes the application process. Management can save time and money in the hiring process by only interviewing candidates that have met certain criteria. Once a candidate is hired, their personal information is downloaded into Pulse so there is no need to re-enter data.

Disqualification and Pre-screening Questions

As part of that process, the candidate will go through two sets of questions. The first are referred to as disqualifying questions or "knockout questions" because an incorrect answer here eliminates the candidate from the hiring process. These questions focus on criteria such as "Are you 18 or older?" (if applying for a driver position), driving history and eligibility to work in the US. The second set of questions are considered pre-screening and are focused on nice to have criteria such as "Will you work every holiday?", "Are you willing to answer phones and take orders?". There are no mandatory right and wrong answers in the Pre-screening questions, but if the candidate answers all questions in an ideal manner they will appear with a "Star" next to their name which distinguishes them as an "Ace" candidate.

Assessments

The assessment process is based on position; there is one for management, drivers and CSRs. These assessments were created especially for Domino's Pizza by the psychologists on staff at Taleo. They were developed after extensive interviews and research into what makes a Domino's Pizza team member successful and fit into the culture. Each assessment focuses on the behavioral traits as identified from the research. The results are categorized into a red, yellow or green status. The guidelines that we use for hiring allow a candidate with a yellow or green assessment to proceed to the next step.

Background Checks

After the interview, we conduct background checks on all of the candidates that we want to consider for employment. We made the decision to do so because we wanted to protect the public, our team members and the Domino's Pizza brand. With the Taleo system, the process is automated and directly integrated with our background check partner, HireRight. HireRight completes the check and the adjudication process (where they review the results against a standard that we set) and informs us if the candidate is acceptable to move forward. Since Taleo's implementation, we have had 1118 candidates not meet our standards based on their background checks and they were not hired. Without the background check, we would have hired those 1118 candidates into our system.

Note: Background checks are monitored by a federal law called the Fair Credit Reporting Act (FCRA). This act requires companies to notify candidates in writing when a hiring decision is made based wholly or partially on results of the background check. HireRight can help facilitate that process. The undertaking in any HR policy comes with the burden of complying with federal, state and local law, but the benefits background checking clearly outweigh the administrative nature of compliance.

MVR Checks

This is a process that you are already familiar with however, with the Taleo system, there are two vendors that are

“Management can save time and money in the hiring process by only interviewing candidates that have met certain criteria.”

integrated with Taleo, Mass Corp and IIX. With the Taleo system, you can automate requesting a MVR to simplify the process for you. Corporate stores have experienced a drop from 16% to 6% serious fails on new candidates as a result of using an electronic means of capturing data and appropriate screening questions related to driving records.

Reference Checks

The last key screening tool is the standard reference check. Yes, sometimes companies are reluctant to provide information. However, that should not stop you from at least determining if the dates and positions held are correct. And, if you find an application with Domino's Pizza history on it, please consider that a red flag. Ensure that you conduct a reference check with your fellow franchisee or corporate office. There is no need to go into details; all you really need to know is if the candidate is on a re-hire basis. If the response is no, then it is recommended to move on with your search. If yes, then the candidate can remain a viable option.

Results

You probably have a lot of questions right now... “What is the cost of this system” and “What is the return on investment?” might be foremost in your mind. Let's review each question:

What is the cost of the system?

Currently, if you sign a contract with Taleo, you will pay \$23 per average headcount per year. This figure stays in place for the length of your contract regardless of how many candidates apply or are hired. For example, let's say that your average staff is at 20 team members. Multiply 20 times \$23 and that equals \$466 which is the cost of Taleo for one year at that store. Running MVRs and background checks are an additional cost. As franchisees, you will be able to benefit from the same discount structure as corporate for those services.

What is the return on investment (ROI)?

Lower Turnover-Corporate Store turnover is down 25% while the QSR industry is only down 16%. We equate that difference to hiring a higher caliber team member based on all of the screening tools utilized.

Increased applicant flow – In a study in our Florida market prior to Taleo we found that we had 2.5 candidates per week per store were applying and after Taleo we had 5.2 candidates per week per store.

Paperless Sourcing and Hiring – Applications and Background consents are all stored electronically making it easier to comply with paperwork retention laws.

Time and Accuracy – Shorter interviews as a result of extensive online pre-screening, automatic feeds into PULSE to eliminate clerical errors.

Decision Support Available – For the first time we have been able to centrally report and react to sourcing and hiring information such as number of candidates applying per store, time to hire, referral source, etc. This has allowed us to drill down into our staffing levels to take corrective action.

Why use these screening tools?

Top five reasons to utilize screening tools include:

1-Time – Saves on management time because you'll interview less candidates since the focus will only be on those that have

moved through the screening process successfully; the system automatically enters the candidate data into Pulse not only saving time, but possible data entry errors.

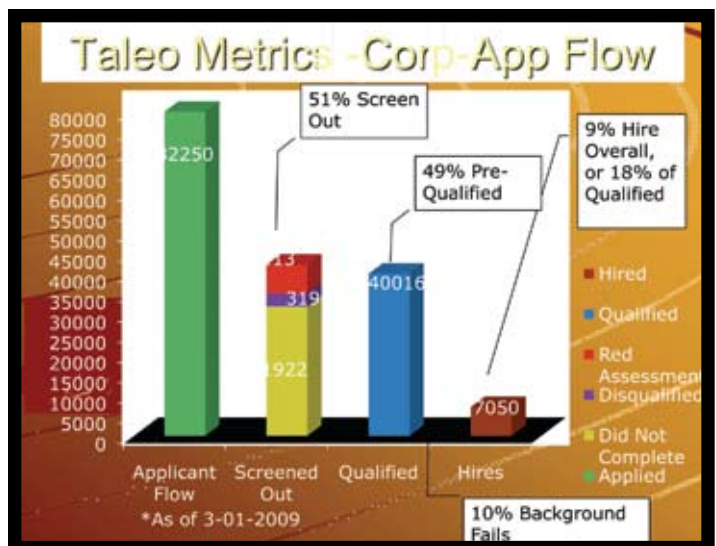
2- Consistency - Ensures consistent practices because the hiring process is the same for all candidates which makes it easy to administer for your management team; the use of the interview guide helps to ensure the interviews do not venture off into potentially wrong or illegal areas.

3 – Space – Save space (and trees) because the application and background consent forms are automatically saved online.

4 –Branding – Helps to build and maintain the brand by providing the candidate with a professional and consistent process; automatically sends out acknowledgement and thank you letters with product coupons.

5 – Candidate level – Helps to ensure a higher caliber of candidate; candidate flow is increased by drawing all candidates to the website (careers.dominos.com) to apply.

The chart below shows statistics from our corporate stores on the applicant flow process:



If you have any questions about Taleo or any of the screening tools, please feel free to contact me at 734-930-3104 or julie.wigley@dominos.com.



Julie Wigley
PeopleFirst Director,
Franchise Support



Announcing **HireRight**® as the background check partner of Domino's Pizza.

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Life of a Manager By: Ahmed Dattoo



Ahmed with his wife, Nadia, son, Atif, and daughters, Anam and Asma.

Ahmed Dattoo started with Domino's Pizza during October 1992 in Culver City, California at store number 7805. For the first eight years of his employment with Dominos, Ahmed worked as a driver for multiple Domino's stores to support his family. The typical hours per week accumulated to seventy-five hours between the multiple locations. After the extensive experience, he was offered to join the management team for the Culver City, California store by Jason Castellano and Bonny Anderson, who were the supervisors at the time.

In early 2000, Ahmed took the job offer as an M.I.T. Within six months, he was promoted as a manager at Pico/Overland Store number 7806. In 2003, Ahmed and his family decided to relocate to Atlanta, Georgia where he was offered a job as a manager from Domino's Franchisee, Mike Orcutt with Cowabunga Inc. Soon after, Ahmed decided to move back to Los Angeles where Rick Swisher and Mike Cochran offered him a job back at the same store. Soon after he was transferred to a high volume Hollywood, California Store number 8131 where he presently manages and has won the Rolex Challenge in 2009. Outside of work, Ahmed enjoys watching basketball, movies, cooking, and watching international news.

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

Ahmed: Facing the challenges as a manager is by far what I like about being a manager. Challenges such as meeting sales goals, competing with other pizza companies, keeping the team members motivated, strong teamwork and having satisfied customers.

The Voice: Please describe an obstacle you face daily as a Domino's Manager and how you handle it.

Ahmed: The main obstacle I deal with as a manager is meeting sales goals. The solution that works for me is... always keeping good customer service. With every order that is being delivered, I make sure to include menus and pop-up cards that have current specials for the customers to be aware and to continue to have their business with my store. On a weekly basis, I also send out thank you cards randomly to customers to show appreciation of their business. With such techniques, my sales have always been positive and I keep loyal customers.

The Voice: How do you maintain adequate staffing?

Ahmed: The way I keep adequate staffing is to continuously hire people. Also I am flexible with the team members schedule and maintain less than forty hours for all of them. Many of the team members are also on call for days of heavy traffic. Lastly, to prevent shortage in staff, I try my best to keep my team members happy.

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

Ahmed: For now, the goal is to keep my job as a manager with L.A Pizza. Hopefully in the future, I would like to buy my own Domino's store.

"Think positive and think big. Giving pizzas or gift certificates to disappointed customers will make a big difference and they will come back."

The Voice: How do you maintain positive sales?

Ahmed: I seek out big businesses within my vicinity and give them deals and specials to have positive sales. Big businesses such as car dealerships, schools, and car washes are a great way to meet the weekly goals. I personally go out and meet with them, giving coupons, certificates and stay in touch with them. For individual customers, I do random calls and ask for feedback on the service and the quality of food.

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

Ahmed: Think positive, and think big. Giving pizza or gift certificates to disappointed customers will make a big difference and they will come back. The main advice I like to give to my fellow managers is... act fast on customer complains. Do not delay on such issues.

The Voice: How does your store cleanliness represent your management?

Ahmed: It helps with the continuous five stars the store gets from corporate and grade A from health department. It keeps the environment easy to work in when everything is clean, food is labeled, and team members have easy accessibility to finding what they need. Most important, a clean store gives the carry-out customers a positive experience and this is how they determine if they want to come back for future business.

The Voice: What is your favorite best practice?

Ahmed: The best practice for me at Domino's is...making pizza. Even as a manager, when the store gets busy, I jump in and help make the pizza to expedite the order.

The Voice: Please share a few skills or leadership techniques that you have received from your Domino's leadership that has impacted your success as a Domino's manager.

Ahmed: Per period, my company has two meetings. Mike Cochran runs the meeting and shares advices and skills with all the fellow managers. I make a note of what he says during the meeting and I utilize it at my store and share it with the team members. The advice he always shares is... take care of the customer no matter what, and give them what they want.

The Voice: Who has been your greatest influence?

Ahmed: My father has been a great influence in my life. Even though I lost him at age 14, his knowledge, and teaching have always taught me ways of getting out of obstacles. He was also a business man, and his teaching always had a great impact with my sales at work.

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

Ahmed: My first priority is family, second is my job at Domino's and finally friends, relatives and religion is my last priority.

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

Ahmed: Work hard, be honest and do the best you can in your life and your surroundings.



Ahmed and drivers, Edy Avila and Canas Transito



Ahmed helping a happy customer



Penetrating Progress In Oven Design: Middleby Marshall

One of the reasons I enjoy the pizza oven business is that the old cliché, “Things are always changing”, is applicable to the pizza QSR field, even though those of us who work and “live” in it, sometimes don’t recognize that change.

Last year a message for CHANGE won the Presidential race. CHANGE in the Detroit automotive business is happening faster than one can keep up with it. Similarly, the pizza industry finally found its way out of the commodity nightmare, and we are seeing cost conscious consumers finally realizing that their Domino’s Pizza store really does offer a high value, quality, hot product, plus the convenience of having a meal delivered to their door. Same store sales for the first quarter showed an end to the downward trend, international sales are booming again, and it seems our mutual customers are positioned to come in and try the new items and offerings from Domino’s. If we can just get the money loaning faucet unstuck, I see late 2009 and 2010 as viable years to upgrade operations and expand offerings and capabilities to customers longing for NEW iterations from their comfortable pizza delivery store of choice.

To this end, Middleby Marshall and Domino’s pizza are working together to bring the BEST BAKING, most thorough bake through, hearth type bake oven, the WOW! oven to the market in TWO approved sizes for the Domino’s system.

Just as Domino’s now offers pasta and the Legends products as quality alternatives to the cheese and pepperoni pizza crowd. Middleby Marshall offers Domino’s operators a choice in what size WOW! oven best fits their operation.

Recently, Domino’s approved the 640 WOW! oven, a smaller version of the already popular 670 WOW! oven for stores with less floor space, or for owners looking for more flexibility in oven set ups. The 640 WOW!, with its 32” wide belt and 40” bake chamber, brings back a size of oven that can nearly out produce the old standard PS 360. This new size also offers energy savings and efficiency never before available. Middleby Marshall is proud to have been awarded the BLUE FLAME award by the nations gas suppliers.

This independent group of gas companies, are offering up to \$1500 cash rebates to their gas consumers as an encouragement to install the new energy efficient oven. The actual BLUE FLAME award was proudly displayed on the WOW! ovens at the past World Wide Rally, and the Fast Bake oven “that goes to sleep” was the talk of the show, as far as equipment was concerned.

The WOW! technology allows the oven to slow its blower motors to an idle mode when there is a slack in order entry. The diminished recirculation of the air, allows the WOW! oven to stand ready to full production in 10 seconds or less, once an order is ready for the oven.

The other “buzz” at the Rally was the fact that Domino’s intends to keep adding new items for long terms to their customers, further increasing oven “demand”.

New levels of heat penetration and the slow down of overall oven bake times, further emphasizes the advantage of improved heat transfer systems, as bake through, temperature transfer parameters of the WOW! dramatically exceed other “economy” of older oven designs.

In an effort to support Domino’s need to customize oven bake times and temperatures to provide superb bake characteristics, Middleby Marshall has lowered the selling price on split belts for your ovens, so now you can now set half of each oven to the exact perfect bake time needed for pasta bowls, wings, and yet to be known offerings that bake optimally. Why handicap ALL items on your menu to these longer speeds, when the ever popular one item pie can bake faster than ever? Time and experience using the new tool of the split belt oven’s when combined with menu expansion will make it easy for the savvy operational owners to do an even better job of getting fresh baked, HOT high value meals to our customers.

Larry Bireta has been providing conveyor ovens to the Domino’s Pizza System for Middleby Marshall since 1978.



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Highest Output! Energy Efficient!



2009 DFA



Franchisees helping Franchisees



Location: **West Chapter**
Destination: **Los Angeles, California**
Date: **September 9, 2009**



REGIONAL MEETINGS



Location: **Midwest Chapter**
Destination: **Chicago, Illinois**
Date: **September 16, 2009**



Location: **Northeast Chapter**
Destination: **Atlantic City, New Jersey**
Date: **October 14, 2009**



Location: **Southeast Chapter**
Destination: **Atlanta, Georgia**
Date: **September 23, 2009**



Location: **West Chapter**
Destination: **San Antonio, Texas**
Date: **September 2, 2009**

Training for the OER By: Dominic Benvenuti

This issue's topic is pretty easy. It's probably the biggest hot spot on the training radar screen at the moment. How to help our people pass the OER? It's true that a manager at the top of their game is the most important ingredient. It's also becoming clearly evident that this is no longer enough. First of all, in the current economy, our managers have a lot more to do just to keep a store running in the right direction. Sandwiches, legends and pasta are boosting sales. Handling those sales in a profitable manner that keeps those customers coming back is priority 1! Sometimes in doing so, the condition of walk-in strip curtains, back room baseboards or some worn floor tiles out of customer view seems far less important an issue to worry about.

Don't get me wrong, I am not anti OER nor am I mocking it. I can't argue that a clean store, in good condition from top to bottom is not a positive thing, it is. The truth, however, is that the OER is a snapshot, a moment, if you will. Its two hours captured in time that may or may not be an indication of how a store runs. Not only that,



you don't know when your picture is being taken; even the prettiest of us has a bad hair day. Right now, looking at the national average, it appears that as a company we all just rolled out of bed. Although, you would think there is a national ban on 5 stars in round 1. No one will convince me that the grading scale is not significantly higher than a year ago, the truth is...the OER is really a snap shot of training. The bar has been raised to a point where every person in the store must be as good as the manager. Every pizza maker must be perfect. Every assistant and shift runner must possess the same knowledge and leadership as the manager. We as franchisees must, now more than ever, have systems in place to ensure this! The training bar has now been set higher and as we learn to hit it, we will get better!

I have been telling my people that the most important thing they can do is, "get the points you're supposed to get". Some things are out of the manager's control. If a franchisee can not currently invest in equipment upgrades or costly repairs, then the team should just write those points off. Most of them are covered in store condition and worth only 3 points all told. The area's for a manager to "ace" are the product, service, and safety and sanitation sections. Crew image also needs to be a gimme. Full points in these areas practically ensure a 4 star and put any store in-line for a 5 star score.

Start your training in the product area. You need all 36 points here and there is no reason not to get them. At the Rally this year, Russell Weiner talked about becoming less of a pizza factory and more of a restaurant. That's a mindset we as a system MUST embrace. We are bringing a new standard into our stores today; we will only produce "restaurant quality food". Each product that leaves the store must be able to be presented to a table of food critics; it has to be high-end pizza place quality...period! We need to show our teams the difference. My favorite way to do this is "the secret remake test". This also shows us what really goes out the door in our stores. The next time it's busy, help out on the makeline and purposely load a remake. Make it subtle, but clearly

“This training ensures your drivers understand their roles in store operations and in passing this inspection.”



a remake. Make sure to load a sellable one right behind it. A good one is a large P with only 35 roni's on it or an under cheesy pizza. Try some big red edges or football stadium crust. Then watch to see if the person on ovens calls a remake or sends the pizza out. You can even call the manager away from the ovens and see if the assistant or team member that takes over sends that pizza out. This is an eye opener to what we really send out the door. This is your starting point for training. You might consider creating a certification for pizza makers.

Brian Edler has a great video on making breadsticks. Many stores make snowflake breadsticks, no two are alike. Make this unacceptable. Brian's video creates consistent, great looking bread products. It also creates just one way to make them, which is the best thing we can have. The biggest issue with fixing a product is, consistently challenging people to make perfect food and accepting nothing less. Regarding the other questions in the product section, if you do not mandate use of a dayshift checklist, now is the time. If a full checklist can not be executed, then create a daily OER checklist. It's easy and covers everything you need to ensure that the product points are met. Done properly, it covers just about all image and sanitation points as well.

Even a manager who nails all the product and service points can be derailed by their drivers. Most drivers have no idea of how many points they affect, do you? The answer is 12, more if they make pizza's. To combat this, we brought back our "OER Training for Drivers". We make all drivers take it. This is a 20 minute quick train with a signoff sheet done before EVERY OER round. This training ensures your drivers understand their roles in store operations and in passing this inspection. It asks for their agreement and signifies they understand the consequences for costing the store points.

For copies of our version e-mail me at nammy@msn.com. The OER is a tool that can help us achieve great operations and we can either work against it or train for it. It's still a snapshot but we can create a training based culture in the stores to always be prepared for it and pair that with proper systems to ensure success. Doing so will decrease our chances of a bad hair day.

As always, feedback is welcome and appreciated.

Train hard, fight easy.
Dominic



Dominic Benvenuti
Vice President
Boston Pie, Inc.



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Tiger Reports “Keep More Of Your Money In Your Own Pocket”



Article by: Leslie Jones, Fraud Analyst, Domino's Security Department

Tiger Reports... At the very least, by now you've probably heard about Tiger. Maybe you've even received an email or phone call about suspicious activity identified through your Tiger reports from one of the theft analysts or myself at the WRC, or your Regional Security Director in the field. Maybe you've checked out the Tiger web portal but didn't really know what to do from there. If your "relationship" with Tiger is anything less than "regular user," you're doing yourself a disservice. Why?

Chances are that you wake up every morning and one of the first things you do is check your Keys reports from the prior day: how much did you do in sales, how were service times, what did you pay out in food and labor, etc. This is all great information to have... vital information when running a business. But what about the money that comes into your store in the form of sales and leaves through employee theft?

Tiger helps you identify how much of your hard-earned sales ended up in someone else's hands. It does this by recording all of the orders that were entered into your Domino's Pulse system – whether the orders were finalized or not. It then analyzes the data, comparing it against threshold values that have been set based on what we know about common theft practices among our Team Members. Finally, Tiger presents all of the raw data to you, with some of the most suspicious activity highlighted.

Of course we want to believe that Team Member theft is the least of our problems. We have well-liked, dependable, hard-working Team Members in our stores... Team Members who have been with us for years. Surely they're not doing anything wrong. Unfortunately, the reality of the situation is that, like many of us, some of our Team Members are struggling to make ends meet. They're good people, but hard times can cause good people to make some poor choices... and your till is the most readily available source of what many of them need – more money! After all, what could it possibly hurt if a driver shaves a dollar or two off of each run to help pay his car insurance... or if the AM Bad Orders a couple of \$20 orders a night to pay his light bill... or if the GM edits a few orders down each night to pay a doctor's bill or even to do something as innocent as covering a cash shortage? These Team Members see hundreds, if not thousands, of dollars coming into your stores each night. You're not going to miss \$50 a night... or \$100... or \$500, right?

If you're not using the Tiger reports, there's a very good chance they're right: you won't miss that money. It will have passed through your hands in a blink of an eye. Meanwhile, you're still struggling to make ends meet; you've gone from "Business Owner" to "Philanthropist."

“Tiger helps you identify how much of your hard-earned sales ended up in someone else’s hands.”

You want reality? Here’s reality:

- One single-store franchise reported that he lost \$1,700 in just three weeks from Team Members deeply discounting orders.
- A multi-store operator reported management Team Members in three of his stores who manipulated orders to the tune of \$15,000 in 6 months. One of these managers had been with him for more than 10 years.

But it’s not just franchise stores that are victims of internal theft. Team USA removed four Team Members in one store who admitted to stealing. The result: sales rose 27% the very next week. Yes... removing four Team Members in one store is a big hit to your operations, but so is a 27% sales increase. Would you rather deal with a temporary understaffing problem or a more long-term “problem” of what to do with your additional sales?

Does reviewing your Tiger reports regularly take time? Yes. Does it ever get easier? It’s not hard in the first place... it just takes practice to zero in on what to look for and make a “numbers-to-operations” connection. Is the time well-spent? If I had money walking out of my store, I’d want to know. Only you can decide what your time is worth... but you’re already doing that about 84 times a day anyway.

One closing thought: maybe you haven’t seen a decrease in sales that motivates you to use Tiger. My response to that would be, “maybe you’ve had a theft problem for a very long time.” Some of our Team Members are extremely clever in hiding their manipulation (it’s amazing, actually) while others may not be too bright – but they’ve been smart enough to get away with it for this long, right? Depending on how you look at it, the worse case scenario may be that you spend time with Tiger and don’t find any theft. Maybe you’ll just identify examples of how some re-training could help your store(s) run a little more smoothly.

Finally, we’re here for you. Our goal is to help you increase your profits by helping you identify and reduce internal theft. We’ll help you understand the Tiger reports, give you recommendations for investigating suspicious activity, make suggestions regarding Domino’s Pulse settings that can help make theft a little more difficult. If there’s something coming between you and your money, we’ll do our best to “reunite” you.

Your WRC Safety and Security Team is:

National Director of Security:

George Ralph, (734) 930-3330, george.ralph@dominos.com

Loss Control Specialists:

Ryan Berkey, (734) 930-3873, ryan.berkey@dominos.com

Leslie Jones, (734) 930-3872, leslie.jones@dominos.com

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Leslie Jones, Fraud Analyst
Domino’s Security Department

Life of a Driver: Gene Godair

“Gene Godair has been a part of our Domino’s family and has been serving our customers for over 15 years. He is a true professional who cares about the Domino’s Pizza image and serves his customers with good humor and his pleasant demeanor. Gene is friendly and extremely cooperative to his fellow team members and will go out of his way to make his schedule flexible for the benefit of others. Gene takes pride in personally training all newly hired drivers and in guiding and mentoring them while they get comfortable in their new job.”

Osman Qasim- Franchisee North Carolina



Gene Godair started as a driver with Domino’s Pizza in Salisbury, North Carolina in 1991 when he was 54 years old. Gene states that he is “still going strong” at 72 years old. Outside of work Gene enjoys fishing.

If you know a Domino’s Driver who has modeled exceptional dedication, skill or service, email your nominations to jamie@dominosdfa.com. All nominations will be considered for an interview in an upcoming issue of The Voice.

"I plan to be driving for Domino's as long as I am healthy enough to get out of bed and to work. I love Domino's!"



Gene with Trina Mauldin, General Manager of China Grove, North Carolina store

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

Gene: My best memory is of the company picnics we have had every year. I also attended the World Wide Rally four years ago and that was an awesome experience to be a part of with Domino's team members around the world.

The Voice: What characteristics make a good Domino's Pizza Driver?

Gene: I believe a good driver should have positive energy, a smart hustle, be people friendly, and be good at following directions.

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

Gene: I enjoy meeting and talking to people. I also enjoy seeing little kids eyes light up when they see me at the door.

The Voice: Please describe one thing you have learned from being a Domino's Pizza driver for 15 years.

Gene: I learned that not only do I have my own family at home, I also have a great family at work who are always willing to help or do anything I may need. No matter how big or small, they care.

The Voice: How can a driver improve sales?

Gene: The best way for drivers to improve sales is to door hang, wobbleboard, smart hustle and simply by being customer friendly.

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

Gene: Teamwork at Domino's starts by the way a customer is treated on the phone or when they come in the store. Team work is also required during order taking, pizza making, oven tending and routing and when you present the customer their food.

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

Gene: The most important characteristics when hiring a driver should include: a positive attitude, smart hustle, being on time, willing to work various shifts, willing to learn and go above and beyond the call of duty for the company, co-workers and customers.

The Voice: What are your career goals?

Gene: I plan to be driving for Domino's as long as I am healthy enough to get out of bed and to work. I love Domino's!

The Voice: Who has been your greatest influence?

Gene: Trina Mauldin, Jason Wray, Jeremy Mauldin

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

Gene: Leave any personal problems on the outside, never bring them into Domino's. Always smile and stay positive no matter how your day is going. It's not the customers care or problem.

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

Gene: Family and friends and living each day to its fullest. You never know what the next one may bring.

The Voice: Is there anything else you want others to know about you?

Gene: In all of the years I have worked for Domino's I have only called off one time. The only time I have been out other than planned vacation was when I had a heart attack. I take great pride in doing my job and plan to continue until I just can't work anymore.



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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

Domino's Franchisee Forum

What Am I
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Austin is known as the Music Capital of the World!! 

Membership

All Franchisees are welcome to attend Forum Meetings. Your first meeting is at no charge but you must be sponsored by a current Forum member.

Requirements to be a voting Forum Member

You must pay your dues by January of each year, have total sales that exceed \$100,000 per week on a regular basis, and be recommended by another Forum Member.

Requirements to be a single meeting member

You can pay per Meeting, this includes Franchisees that don't meet Forum requirements but would still like to attend the meetings. You still must be recommended by another Forum member. A Single meeting member does not qualify to vote on location, issues, Board members etc. **Franchisee Meeting Fees waived for "First Timers."**

If you want more information please contact:

Glenn Mueller (228) 832-4000 ext. 2240 - glennm@rmpizza.com
Daniel Dain (361) 937-6364 - dwdpizza@aol.com
Diane Barrentine (662) 801-8882 - pizzaprincess@mac.com
Mack Patterson (704) 588-2611 - mack@prairiepizza.com
Don Meij 011-61-736-333-333 - donmeij@dominos.com.au
Robin Hammons (228) 832-4000 x 2204 - robinh@rmpizza.com

Forum Mission

To better franchisees, their families and relationships

Forum Purpose

*Exchange mutually beneficial information
Self-educate with innovative programs and systems that have proven successful*

Forum Past & Current Members and/or Meeting Attendees

Diane Barrentine
Mary Lynne Carraway
Mike Clise
Daniel Dain
Brian Dobbs
Jeff Dufficy
Jim Fisher
Greg Fox
James Garner
Robert Gavitt
William Graves
Seth Hockert-Lotz
Art Hurteau
Brandon Jones
Greg Kostka
Jeff Litman
Dennis Mayhall
Chris McCormick
Don Meij
Dave & Angie Melton
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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:



IRH Capital, LLC

Contact: Jason Zakrzewski
Phone: 888-747-4227

Insurance [Business]:



MaSSCorp

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

Marketing Services:



Call Tronics

Contact: Jim Woods
Phone: 866-846-7928 ext.100



Ross PrintMarketing, Inc.

Contact: Eileen Bromwell
Phone: 800-421-1684

Marketing Services:



Followthru

Contact: Rudy Burgue
Phone: 800-255-0538



Plasticard-Locktech International

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

Phone Services:



Prostar

Contact: Michael Nelson
Phone: 619-659-1257

Supplies & Products:



Cintas Corporation

Contact: Paulette Kalin
Phone: 513-573-4269



Coca-Cola

Southeast Contact: Geoff Gotsch
Phone: 770-989-3676
Northeast Contact: Tony Lozzi
Phone: 410-684-7247
Midwest Contact: Janet Chambless
Phone: 773-287-8258
West Contact: Scott Woehrle
Phone: 303-382-6650



Middleby Marshall Oven Company

Contact: Larry Bireta
Phone: 248-302-1199



Rob Rivard
Franchisee-Massachusetts



Mike Brown
Franchisee-Washington



The DFA welcomes new
elected board members.



The DFA would like to thank
outgoing DFA Board member
Jennifer Huber for all her years
of service to the franchise body.



Jennifer Huber
Franchisee-Maine

Forum Elected Representative

**Rick Swisher**

Pulse / Tech Committee Chair
Franchisee-California
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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 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
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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 that is valuable in aiding you to help run your company more profitable.

Midwest Chapter



Ray J. Montez

Franchisee-Illinois
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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 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



Doug Baretz

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Doug started with Domino's Pizza in 1988. He began his career as a management trainee in downtown Minneapolis. He managed two stores in two years with the corporation. He purchased one store in Franklin, WI in 1990 from DPI. In 1996 Doug formed a partnership with John Theisen. Since, 1996 they have reopened six stores. Currently they own and operate 11 stores. Five franchisees have come from their organization. Doug is currently the Milwaukee DMA president. He has served on both DPI regional advisory boards and DNC advisory boards. Doug's hobbies include golf and racquetball. He also coaches high school football in the fall. Doug has been married to Amy for 18 years. They have 3 children, Lance 15, Nicole 12 and Jack 4. They reside in Franklin, Wisconsin.

Why do you choose to serve on the DFA Board? The DFA is doing important work on behalf of the Franchisees. The organization has truly become advocates for improving the value of our businesses. The DFA is unifying the voice of the Franchisees in communications with DPI.

Which resources do you recommend that franchisees utilize to benefit their business? Franchisees should seek out other franchisees to learn from. Franchisees should go to as many regional and national meetings as they can. The DFA and Domino's Talk are great resources to get questions answered or learn what is working well for others.

Midwest Chapter



Bill Graves

Legal Committee Chair
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 the year 1985 in a small town in Willmar, Minn. 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 issues for Domino's Pizza as a whole. We do this through strong membership.

Northeast Chapter

**Ed Treacy**

DFA Board Chairman
Franchisee-Maryland
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etreacy@dominostmi.com

Ed Treacy started with Domino's in 1988 as a driver with Team Washington. He became Manager in 1989, and Area supervision 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
Membership Chair
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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. Seth is the Chairman of the DFA Membership Committee in addition to being on the DFA Board of Directors.

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
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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 is 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
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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 adoptive 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 to 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.

Board Members

Bios

Southeast Chapter

**Billy Hall**

Advertising Committee Chair
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205.365.0843 cell
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Billy started with Domino's Pizza in May 1984 as an accountant in the E&S Southeast Regional Office in Atlanta, GA. He has owned 10 stores in his 18 years as a franchisee and currently owns 5 with 1 more planned by year end. His current stores cover most of east central Alabama (Talladega, Pell City, Sylacauga and Lincoln) and 1 store in Georgia (Bremen). Billy has served on Tom's Presidents Advisory Board and on the DMAC on a national level. He has served on several Commissary and regional committees locally and as the DMA president for over 10 years in the Birmingham market. Billy is currently an elected Board member of the DFA. Billy lives in Talladega County, Alabama with his wife Donna (of over 25 years!) and children: Catherine, Jessica, and Bradley. Billy's greatest passion is motorcycle touring with his wife and friends. They are active riders and log as much as 10,000 miles a year touring the country. He also enjoys drumming with a couple of local "pick-up" bands.

Why do you choose to serve on the DFA Board?

I chose to serve on the DFA Board because I truly believe that, as a unified group, our franchisees are an amazing and energized group who passionately believe we are the best at what we do. I hope to help keep the passion for our great company and brand that each one of us has embraced and grown with. The shared resources, education and powerful voice the DFA currently has, is simply the best I have seen in my 23 years with this company and I am proud to be a part of it!

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

I would recommend that all franchisees become active in the DFA. The vendor relationships are excellent – they "get-it" (our business and how it works). I would encourage all the franchisees to give all the feedback possible to their DFA. To sum up; be as involved as you can with your DFA!

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 Mike Soignet's 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 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
253-473-3808 Fax

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. In addition to serving on the DFA Board, James served on the Pulse Steering Committee in 2005.

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 Dominotalk.



2009 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 contact Seth Gollhardt at
seth@nepadominos.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 Franchisee Association
12204 Ash Fleetwood Drive
LaVale, MD 21502**

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

Danielle Willetts
301-777-1390 ext 2
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**Chief Executive Officer
Ken Peebles**
301-777-1390 ext 1
ken@dominosdfa.com



Chief Executive Officer

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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.



Director of Administration and Member Services

Danielle Willetts

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Domino's Pizza History:

- Started in 2008
- Responsibilities include: DFA Board administration, franchisee member services, and DFA meeting planning



Editor-in-Chief/Design-The Voice Magazine

Jamie Reams

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Domino's Pizza History:

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

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- Letter with Certificate
- 4 Coupon Magnet Insert



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- ▶ **The Magnet Insert** includes 4 coupons with store location and map so people can find the store for carry out orders. Also, there is a full menu on the back.
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