

THE VOICE

| of Domino's Pizza Franchisees |

DFA **Never Give Up** **Never Give In**

Inside This Issue:
Ken's Quarterly Korner
Franchisee Interviews
Background Checks
Credit Card Fraud
Training



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Volume XIII Issue III

Our Mission:

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

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Ken's Quarterly Korner

DFA Regional Meetings

The DFA has scheduled four Regional Meetings (San Antonio, Los Angeles, Atlanta and Atlantic City) around the country. These one-day meetings will have franchisee profiles, operational idea sharing, updates from DPLLC's marketing team, and provide a great opportunity to network with other franchisees. Please go to <http://www.dominosdfa.com> and click the home section tab to select and get logistic details on the Regional Meeting nearest you. Agendas with topics and speakers will be sent to you a couple of weeks before the actual meeting takes place. We plan on having a strong turnout and hope to see all of our members at these meetings!

DPLLC's \$15,000 per store savings

The DFA Board met with Bill Kapp (DPLLC VP responsible for this project) for an update on this goal. During the meeting, we learned that DPLLC feels approximately \$12,000 of the \$15,000 has been identified and they are working hard to identify the remaining \$3,000 by the end of 2009. Some of the significant areas of savings they are using as part of the identified \$12,000 are employee theft, 5.5% advertising rollup, DNAF paying for email and text blasts and the new Hotbag standard.

The DFA has requested that the savings that DPLLC uses are verified as being reflective of what most franchisees can trace back to their own individual P&Ls. While we realize that some franchisees will experience lower, and some will experience higher than the quoted number, we expect the savings to be reflective of an average franchisee situation and not based on best or worst case scenarios. Also, DPLLC has agreed that any new additional operational costs, such as the Employee Background Check, will be added to the \$15,000 goal and increase the savings needed to offset the increased expense.

The DFA reiterated our concern that DPLLC must continue to find ways to improve the current Business Model. Too many franchisees are still trying to recover from the last two years of devastation and DPLLC has got to make sure that every decision they make strongly considers the short-term financial impact as well as the long-term impact.

Technology Task Force

After several months of researching companies who provide technology support and automated business planning tools, The DFA has carefully selected two outstanding companies to be DFA Vendor Partners. Wizardline Technologies and dpReporting have exceptional reputations with many Domino's Franchisees and both have agreed to partner with the DFA to offer exclusive discounts to DFA members. Please visit the DFA website <http://www.dominosdfa.com> and look under "Latest News" to learn more about what each of these great companies



Ken Peebles, DFA CEO

has created to help Domino's Franchisees manage their operations faster, easier and with more detail than ever before.

Employee background Checks

Once DPLLC made their final decision to mandate Employee Background Checks for all Domino's Pizza employees, the DFA quickly requested that the process be opened to more than just one provider. Corporate leadership agreed to allow the DFA to try and find one or two additional providers as long as they were reputable companies who could ensure legal compliance support for franchisees, provide great customer service and offered comparable pricing to their current provider.

Even with a very tight timeline, the DFA was able to find and recommend four well known and respected providers that could meet DPLLC's high standard level. We are very appreciative of the support and expertise that DPLLC's PeopleFirst team contributed during the final selection process. After reviewing the final interview process results, Kroll and Infomart were selected and approved based on their ability to meet DPLLC's level of standard expectations. Just as important for franchisees, the DFA was able to negotiate significant savings over the original cost estimate for all franchisees. Using DPLLC's formula for calculating the average annual cost for each store to comply with the new Employee Background Check, the DFA was able to save franchisees over \$114.00 per store.

New Thin Crust Product

Due to the recent quality issues associated with the new Thin Crust product, the DFA Board held a conference call with John Macksood (Domino's Supply Chain VP) to discuss franchisee's concerns. John explained that the product is being produced by a new supplier, Progressive Food Solutions (PFS is owned by DPLLC, but operated as a separate entity). He explained that they are working diligently to resolve the issues, which have been identified as severe sticking of shells, cupping and/or burning in the oven, and inconsistent size and shape. John said that modifications were recently made in the entire production process to address these concerns. DPLLC has contracted with their old Thin Crust supplier to provide some of the volume needed to cover orders while the improved PFS product is produced to fulfill orders and restock inventory levels. The DFA confirmed that franchisees can receive credit for any inferior product and the costs associated with these credits will be passed onto the supplier and not affect franchisee's profit sharing.

After speaking with John Macksood, the DFA board feels that The Supply Chain understands the frustration in the field and is committed to quickly resolving the situation. We are confident that The Supply Chain will resolve the operational concerns and we will ultimately have a better Thin Crust product than in the past.

Quik Disks

The DFA was able to partner with Lloyd Industry, who is the original manufacturer of the Quik Disk (pizza screen alternative) for an incredible savings for Domino's Franchisees. By partnering with Lloyd Industry to sell Quik Disks directly to franchisees, the DFA was able to help franchisees save over 40% from E&S's original selling price.

DPLLC Quarterly Results

As committed, the DFA continues to listen to, review and summarize all of the information shared during DPLLC's Quarterly investor's call in order to help franchisees save time and stay informed. For a copy of the summary that was sent out on July 25th, please send an email to ken@dominosdfa.com.

Credit Card Fees

Credit card transactions are an increasing part of our business and the cost impact continues to grow larger as a result. The DFA has requested and was approved by Patrick Doyle to be involved in the process of negotiating pricing and selecting the next Corporate Credit Card Processor.

In the meantime, the DFA is collecting credit card data from its Board members and reviewing it with experts in the industry to determine what we can do as a system to reduce the various costs associated with credit card fees.

Any franchisee who has experience in this area (or knows someone that does) and has an interest in being involved, please contact me at ken@dominosdfa.com.

DPLLC Relationship

The DFA wants to recognize DPLLC for allowing the DFA to source and recommend additional Employee Background Check Providers that resulted in significant savings for the entire Domino's Pizza system. We would also like to thank Patrick for agreeing to involve us in finding ways to help reduce the cost impact of credit card transactions.

The DFA is currently working hard to negotiate with numerous vendors that can bring significant cost savings to our membership. Our stated #1 priority as an organization is to protect and increase the profitability of our franchisees. Our priority lines up perfectly with the company's current goal to find \$15,000 per store savings in 2009. The DFA supports DPLLC in achieving this goal and will continue to bring cost saving ideas to the corporate leadership as a team effort in saving franchisees money.



Ken Peebles
Domino's Franchisee CEO

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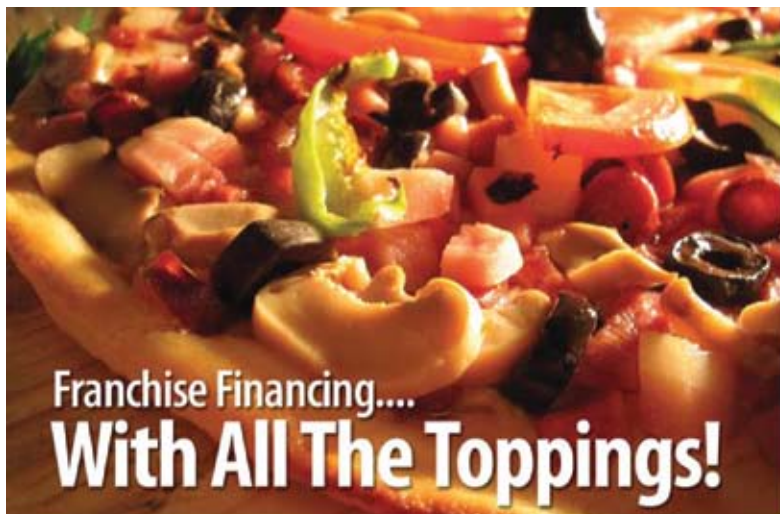
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Training

Perspectives By: Mike McDermott



Mike with his wife, Beth, and daughter, Kelsey

If you are looking for an informative article to help you build sales and increase your store profitability, this article is not for you. Instead, I would like to share with you some experiences I have had recently, and some of the realizations I have come to regarding the importance of friends and family.

By the time you read this article I will (hopefully) have completed my treatment. I was diagnosed with Anal Cancer. My diagnosis came to me as a shock. I kind of didn't believe it at first. I felt great, I was exercising pretty regularly, summer was coming and we had some great plans. Well, I will let you know, this has not been my best summer. There were some wonderful things that happened to me through all of this though. Hopefully, this story will provide you a reminder of just how important your friends and family are.

I was unsure of the "Cancer Protocol". At first, I didn't want anyone to know. I did not want anyone to feel sorry for me, or to not be sure what to say to me. Heck, I didn't know what to say to them! So I didn't tell anyone in the beginning. What I found was that I was having to mislead people. I had a lot of doctor's

appointments that I would have to come up with excuses about. I didn't like doing that either. So finally, I let the people that I talk to the most know about it. It was uncomfortable, for them mostly, but eventually it sunk in that yes, this was bad, but the prognosis is good and as they say, "this too shall pass".

My treatment consisted of 6 weeks of radiation and 2 weeks of chemo. The chemo was the worst. I had to carry a pump around for 4 days. The pump dispensed the medicine (it felt more like poison) evenly over that time. Every time it made it's little pump sound I would cringe, knowing it was pumping in chemicals that were helping to heal me, but were making me feel terrible. I did have my radiation treatment postponed after the 5th week due to bad radiation burns on my skin. I have kind

"I hope my heart can stay open. That I can slow down and enjoy the truly important things in life."

of forgotten what it is like to feel good. I am a pretty positive person, but I admit, there were many times, that I did not feel like that person at all. There was the occasional "why me" thought, and the pessimistic "this is never going to end" thought that would run through my mind. Thankfully my wife, Beth, would talk me through it and would help me see the light at the end of the tunnel. I knew going into this, that my summer was pretty much blown, but it was really hard to see the nice days go by and not really be able to enjoy them. I don't want to focus too much on my actual treatment. Suffice to say that I never want to go through that again, and that I have a new respect for people that have made it through. Instead, I would like to share some of my experiences with the people around me.

First, I would like to talk about the importance of my family through this. What a blessing I have in having such a loving wife and daughter. My daughter is an only child and quite frankly, kind of spoiled. We told her of my problems and she seemed like she understood. During the first week of chemo, I pretty much stayed home most of the time. We would all sit around watching TV and jokingly called that first week our "staycation". During that time, Kelsey was so considerate and kind. If I wasn't up to going to do something like going to the movies, she would always reply, "don't worry Dad, we'll do it later." She would bring drinks and help out more around the house. I know this doesn't sound like much. The important thing was the love that I felt with her around. The caring about my well being, and the desire to help out in any way she could. I knew it was always there. It just sometimes gets forgotten during the hustle and bustle of daily life.

My wife Beth was always there to help me through. I felt bad about not being able to be the provider, the foundation, the preverbal "man of the house". She was now saddled with all of my work, all of her work, and caring for me. She did all of this without complaint. She helped give me strength during the bad weeks and was always there with an encouraging smile. She encouraged the

positive thinking and helped me through the darker days that I had. There were many times I was depressed and felt like just giving up. She guided me through, held my hand when I was down, but pushed me when I needed to be strong. I am sure I could not have gotten through this ordeal without her. I hope that if she is ever in need, I can be as strong for her as she was for me. I am so thankful for her.

I am a factual kind of guy. Things are black and white. I like to take care of my responsibilities, and everyone take care of theirs. I wasn't really into the "touchy feely" kind of stuff. Not that I was an unemotional kind of guy, I guess I just never really thought about stuff like that. With that said, it is hard to articulate how touched I was at the reaction of my friends. The love and concern that was shown to me, enveloped me and quite frankly blew me away. It is kind of sad that I had to have something like this happen to realize just how wonderful and caring my friends are. I had offers of cutting my grass to printing postcards for me. Though I never took anyone up on their offer, I know for a fact that they were genuine and heartfelt. I had calls to see how I was doing, words of encouragement on the days I was not doing very well and sighs of relief on the days I was feeling OK. They cannot know how important and uplifting it was to hear from them. I know that in the future, I may not agree with these guys all of the time, but in my heart I know that these are such good people, and I will always be in their debt for the kindness they showed me. Thank you so much.

Obviously, I was not able to work in the store very much during this time. Fortunately, I have some very veteran people on my crew. Before I started treatment, I let the senior people know what I was facing and that I would not be in the store as much as usual. My brother took over as GM. I am proud to say that everything has gone on fine without me and I will be set when I am able to get back in with both feet. I am so glad that I have such a great management staff and crew, that continued to provide a great experience for our

customers in my absence.

I hope I have been able to convey the incredible feeling of gratitude I feel for my family, friends and crew. This has been an emotional experience for me. I hope if ever someone close to me is in need, that I will sincerely offer support as so many have graciously offered to help me. My life has been changed for sure. I no longer take my health for granted. I have been reminded that maybe I am not as young as I used to be, and if I ever am in need again, I know I am surrounded by absolutely the best human beings on the planet. I hope my heart can stay open. That I can slow down and enjoy the truly important things in life. I hope I never spend a day being angry. There just aren't enough days left to waste.

Until now, I still have not told a lot of friends that I don't necessarily talk to often. I was uncomfortable reaching out to them just to let them know I was having issues. I know they care about me, and wish me well all of the time, as I do for them. I had plenty of support from the people close to me and I felt they did not need the extra drama in their life. I guess this article takes care of letting them know for me. For the few of you that have made it this far, I thank you. Thank you for allowing me to share my experiences, feelings, and gratitude. Within Domino's Pizza, we are surrounded by wonderful and caring people. They are people that will forsake themselves to care for someone else. People, that will drop everything to run to the aid of a friend. I am so proud, and so humbled to be part of such an exceptional group of people.



Mike McDermott Franchisee, PA

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Life of a Franchisee and Board Member: Mike Brown



Mike with Rick Wilson (driver)



Mike and Cindy Curtis (driver)



Mike with his son Mike II



Mike's Domino's Car



Mike with his wife, Janette, and children: Nicole and Mike II

Mike Brown was hired as a Warehouse team member at DNC Washington in 1984. After three weeks he was interviewed and promoted to Loading Supervisor on the night shifts. Shortly after, he was promoted to Production Team Leader. Mike entered the Commissary Field Representative position in 1988 where he received his first store experience. After spending time in the stores, he returned to being the Production Team Leader in 1989. Mike spent a year leading the Production team. The Warehouse Team Leader position came open. To help save money and enhance himself, Mike suggested that he run both departments. In 1990 he was promoted to be the Production / Warehouse Team Leader. In 1991 the Administration Team Leader position became open. Once again, Mike suggested that he take over the department, where his title

was changed to Operations Team Leader. In 1994 Mike became a franchisee and has been one ever since.

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 Domino's Pizza Distribution's Board of Directors. In his franchise career he has received the Silver Franny and Million Dollar Club awards. He has served as the DMA President, served on the People First Advisory Board, and now the DFA Board!

Mike enjoys, camping, hiking, traveling, and NHRA drag racing. He and his wife of 27 years, Jeanette, are involved with ST. Judes, their community association, and their local YMCA. They reside in Washington State with their children, Nicole and Mike II.

The Voice: As one of the DFA's newest Board Members, how do you feel about the direction of the DFA and what goals do you have in serving on the Board?

Mike Brown: I believe profit for the stores needs to be everyone's focus. I feel the DFA's direction has the leadership in place that understands how to help us get there. In the short time that I have worked with Ken, he has communicated and worked well with DPLLC, on behalf of the franchisees. The direction is very positive.

The Voice: Why do you feel it is important for franchisees to become a DFA member?

Mike Brown: It is important that we share what is and is not working in our stores. We need a hub to facilitate this and I believe the DFA is that hub. We need a collective voice to speak with DPLLC to make sure we are heard. Just look at the cost savings the DFA has negotiated over the last month. Reduction in background checks, uniforms, and pizza disks in just the last few weeks. If you need more reasons, they are loaded in past issues of "THE VOICE" at dominosdfa.com.

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

Mike Brown: A new franchisee should develop a strong relationship with a winning franchisee in their area. Make sure you are involved in your DMA and join the DFA. Get a good accountant. Interview them just like a prospective employee to make sure they are a good fit for you and your business, establishing a long-term relationship.

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

Mike Brown: We started this year with budgeting each store line by line. We set sales goals, expenses and marketing off of those budgets. We did not increase prices this year due to our order count declining. I have become more focused in

order counts to result in sales increases. I have always strived to have low debt in my stores. Getting focused on Product, Service and Image has been a major focus with a "No Excuses" attitude.

The Voice: Please share a resource you would recommend to other franchisees.

Mike Brown: Network with franchisees. It has led me to many other tools that I use to run my business. IE, the DFA, Reports.com, cell access to my stores, Virtual Supervisor, RMM, I could go on and on. I cannot stress enough that communicating with other franchisees is a resource you cannot put a price tag on.

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

Mike Brown: Monthly MVP programs for each level of the store. Managers are awarded MVP bonus for being the top performing store for the period, CSR's and Delivery experts compete for Up-sell bonus's monthly.

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

Mike Brown: We have been using "The Red Book" in our stores for a few years now. Many retail outlets use them in their daily operations. I tailored mine to have checklists to meet all the operational needs of the business such as OER, cash, bad orders, security checks, you name it, it's on it. You can go to redbooksolutions.com in the restaurant section for examples. Dominic Benvenuti, last month in The Voice said it best, "if you do not mandate a checklist, now is the time."

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

Mike Brown: Hiring top store Managers that want to excel and own their own business. I have been focusing more on my hiring practices. I now interview and hire even when I do not

need a store manager. I'm always on the lookout for that next shining star!

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

Mike Brown: Personal values and attitudes that my parents instilled in me. My Wife. She is always there and I could not think of a better business partner!

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

Mike Brown: There are a few, *Pizza Tiger* by: Tom Monaghan, *Lee Iacocca*, works of Dale Carnegie, and of course, Dave Melton's, *Hire the American Dream*.

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

Mike Brown: I would love to grow my business to be stronger than ever. I would like to turn it over to my daughter and son.

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

Mike Brown: Tom Monaghan. Without him there would not be a business. I will always be thankful to him for giving me an opportunity to prove myself. He created a company that rewarded you on your merit and hard work.

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

Mike Brown: 1. My Family. 2. My Business. 3. Friends and community. Everything I do is motivated by my family. When I have a bad day or slow to get out of bed, I just think of them!

If you know a Domino's Manager 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.



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Key Cards (2-Card Mix)



Door Hangers



Key Fobs



Reward Cards



Keycard Envelopes

The Voice / dominosdfa.com

Background Checks By: Julie Wigley



We are now into our second month of the recently announced background check standard. With this standard still being so new to all the franchisees, I wanted to highlight a few common questions asked by franchisees to provide insight for how the standard can be met.

What is the Standard?

Domino's Pizza LLC made the decision to implement background checks to help protect the public, current team members, and your investment in the brand. The standard states that all franchisees must conduct a reasonably comprehensive background check on 1-all newly hired team members; 2-when a reasonable basis exists during employment and 3-current team members on each of their third anniversary dates. Franchisees must be consistent when making employment decisions based on background check results. They need to ensure that they are hiring and maintaining team members who do not negatively reflect or pose harm to the

public, current team members and the brand.

How did we select Vendors?

We went through our own background checking vendor selection process in early 2008, our corporate system selected HireRight as one of the approved vendors since we are happy with the service and support levels, the cost structure as well as the integration with Taleo, our applicant tracking system. Giving franchisees a choice in their vendors was critical, and to help with selecting the remaining vendors, we reached out to the DFA and Ken Peebles. After a detailed collaborative effort, we chose two additional vendors, Kroll and

Infomart. The complete contact information can be found on dominosonline.com, team members, PF franchise support, PF support tools.

There was a long list of criteria to help guide us in the decision making process. Such items as cost, customer service, adherence to the Fair Credit Reporting Act (FCRA), type and availability of services were among the key factors considered. Some franchisees had already been using their own vendor and there have been numerous requests to continue using those vendors. While we can appreciate that franchisees want to maintain their relationships with these vendors, it is important that we are limiting the vendors selected to ensure consistency across the brand, compliance with the FCRA, as well as leveraging the size of our brand to achieve desired cost structures. For these reasons, while we are providing choice, we are limiting the choices to a handful of vendors.

The three identified vendors are all fully capable of providing information on compliance with the FCRA, assisting with process questions, have competitive cost structures and customer service teams in place. We are confident that we have chosen the right partners to help keep franchisees in compliance while maintaining customer service.

What is the Fair Credit Reporting Act?

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 an employment decision is made based wholly or partially on results of the background check conducted by a third party vendor. Franchisees will need to make a choice to send the notification letters (called pre-adverse and adverse action letters) to the candidate themselves or utilize the services of the vendors. Ultimately, this undertaking, as with any HR policy, comes with the burden of complying with federal, state and local law, but the benefits that background checking provides clearly outweigh the administrative nature of compliance. As part of the contract with each of the vendors, franchisees must agree to comply with the FCRA.

What is Adjudication?

The process where the background check results are "graded" against a specific matrix is called adjudication. When a result is received, the vendor reads the results, reviews your adjudication matrix and submits the report to you in one of three categories: Meets company standards, Does not meet company standards, or Pending. In the case of a pending result, you will need to make an employment decision on a case by case basis considering many factors including but not limited to the relationship between the results and the nature of the position, and protecting the public, current team members and the brand. As a franchisee, you will need to adopt a matrix that works for your organization. The vendors will provide you with the matrix that Domino's Pizza LLC uses and you can choose to adopt it as your own or adjust it to meet your own business needs. All of the vendors include adjudication within their price structures.

What have been the Team USA results?

Although we have been implementing background checks at various levels throughout the organization for a few years, we began checking store hourly team members in August 2008. With one year behind us, we have a lot of statistics to share and are pleased with the results. The key factor to gauge our success is that running background checks prevented us from hiring approximately 1712 or 8.9% of our candidates into the system.

How will the Audit Process work?

As with any other standard for our system, we will be auditing the process. Although all the details have yet to be finalized, it will be based on two key components: compliance as to whether the franchisee is conducting background checks and individual checks and balances. The three vendors will be providing Domino's Pizza LLC with a list of franchisees that are currently using their background checking services. We will compare that against our franchisee list and follow up on any franchisee that is not running the checks. The second component will be a random sampling of background checks. Domino's Pizza LLC does not have access to the individual background checks that are

run by franchisees from the vendors. We will request that information from you to ensure the process is followed as written in the standard. Audits will begin in mid to late September and your Area Leader will contact you with any compliance issues.

Who do I contact with Questions?

If you have questions on the process or complying with the FCRA, please contact your selected vendor. If you have questions on the standard, feel free to contact me at 734-930-3104 or julie.wigley@dominos.com.



Julie Wigley
PeopleFirst Director,
Franchise Support

Management and Safety Services (MaSSCorp) Supports the Community

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



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

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

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

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

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

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

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

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Life of A Franchisee and Board Member: Rob Rivard



Rob receiving the Gold Franny
In Photo: Murat Mumin, Area Supervisor; Nancy Rainville, FRM; Samet Okayar, GM



Dark Knight \$10,000- GNB-Prize courier winner with his little sister and mom.



Rob Rivard started with Domino's Pizza in 1987 as a driver in Haverhill, Massachusetts. He switched to MIT after a year and GM six months later managing several corporate stores in Massachusetts and Delaware for Don Prouse, Pat Kelly, and Stuart Mathis. He opened Don's first franchise store and learned much of what he knows today from him. Rob moved back home to Massachusetts and managed for Harry Meussner. Harry encouraged and sponsored Rob in the 'jumpstart' program to open his first store in 1994. A few years later, Harry sold Rob his four east coast stores and moved to California. By 2002 Rob had seven stores. Below Rob describes how he wanted to grow to the next level in Dominos:

"Working for DP, Inc taught me to put systems in place and establish a hierarchy. With a strong team of managers, area supervisor, and support staff, I was able to get my stores to \$16,000 AWUS for 2004 with 4.5 star OER average. I earned a Gold Franny and felt at the top of my game. That's when I decided to leave! I wanted to go out on top and retire like Jerry Seinfeld, spend more time with my family, do charity work, and become a better person. It took me two years to sell my stores and by that time the market had crashed. With half the money and dwindling prospects outside of Domino's, I opened a new store to stay in the game. I took it easy for half a year and then Mike Conway decided to retire."

Mike opened stores in Boston, Massachusetts in 1980 with high AWUS. He lived in Georgia and had stores there too. In 2007 I bought seven of Mike's stores

including the big store across from Fenway Park. I figured the economy would rebound and I could return the luster to these once shining stores. The job has proven harder than I thought, but after two years, I am making real progress. I was slightly positive in 2008 and up 11% YTD 2009 with \$18,000 AWUS. Fenway will break \$2,000,000 this year."

Outside of Domino's, Rob and his wife, Roseann, like to travel and spend time with their children: Cody (14); Zach (10) and Sophia (3). Their plate is full managing careers and their home, however, they stay active in their community volunteering and working with charities close to their hearts. Rob describes his children as, "wonderful children who inspire him every day."

The Voice: As one of the DFA's newest Board Members, how do you feel about the direction of the DFA and what are your goals in serving with the DFA?

Rob Rivard: The DFA seems to be rebuilding. There were nearly 50% enrolled a few years back down to 33% now. I liked Danny and his passion to fight for the franchisees but the relationship with DPLLC became adversarial and unbalanced. Our interests should be aligned. With 2/3 of franchisees non-members, something is wrong that we have to fix. We must be united first. I told Ken I want to work on 90% membership first and foremost. I like the approach of helping the system to get better instead of just members. We need to develop other revenue streams to support the DFA outside of member dues. Low cost or free membership would go a long way. Having a majority of franchisees as members would give the DFA greater leverage at the bargaining table with all partners, not just DPLLC.

The Voice: Why do you feel it is important for franchisees to become a DFA member?

Rob Rivard: In 22 years, the best advice always came from other franchisees. With only 43 in my DMA, it makes sense

to belong to the only national body or DFA. We all share the same problems, interests, and goals. Sharing our vast knowledge with each other gives us one of the few competitive advantages left over the independent pizza operators. The discounts and vendor partnerships, the working relationship with DPLLC to bring needed changes for the system, and building a strong association are all reasons to belong.

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

Rob Rivard: New franchisees should use the resources. Take advantage of all the online learning, training, best practices. Use the sites to get answers to issues you struggle with. Compare and share your operational and line item strengths and weaknesses with the rest of us. Most importantly, find those who are enjoying success and study them. Don't wait for success, make it.

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

Rob Rivard: These hard economic times have destroyed profits, wiped out wealth and many great franchisees. Yet I see a lot of franchisees enjoying success, buying stores, doubling sales. Never once did I see one of these people lowering prices, trading down for the gimmick offer to be the discount pizza chain. It's a leap of faith really, to maintain prices or even raise them in this economy. HPF class taught me 'charge what you are worth'. Meaning, if I provide fantastic food and deliver it in 15-20 minutes to my customers, then I can charge whatever I want. I believe I could take half the money we spend on marketing and use it to really train our people to be world class. The same people could provide much better food and deliver twice as fast / efficiently, like it was in the old days. Labor would actually drop, especially with the sales increases that will be there. I keep cutting back on traditional marketing in favor of PSI. A large franchisee asked me 'then what marketing do you have?' I

answered, 'How about word of mouth?'

The Voice: Please share a resource you would recommend to other franchisees.

Rob Rivard: I love Shawn's Polling Wizard Online. I think it makes the administration side of our job so much easier. These days, there are more features and services available to us via DOL, eLearning, live.dominos.com, Tiger, pizza perks, DFA, than we are aware or have time to explore. Take a weekend or two, talk with a DFA member who has used these resources and start exploring. Get up to speed with the wave of technology that has hit us like a Tsunami recently. These are just tools to make life easier. Then get back in the store and get that large pepperoni to the customer in 15 minutes!

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

Rob Rivard: I still think the best incentive is selling the dream. My drivers hear my story and immediately want to get into management. I have produced around 10 franchisees in my career. It's not a problem to push talent forward if you are always developing new hungry talent behind them. Even if they never franchise, every manager leaves with skills making them valuable to any employer or even to themselves in another business venture. I recently hired a graduate of Harvard Business School. I'm sure his \$250,000 education gave him skills we could not, but he is amazed at how much he has learned from Domino's Pizza about real world business.

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

Rob Rivard: My favorite best practice: Put the passion back into pizza making. When I teach, it's exciting. We talk about Frank Meeks and his many great managers. We work with the dough like an artist works with clay. We are

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.

Life of A Franchisee: Rob Rivard

Michelangelo and Dennis Tran (2008 world's fastest) combined. It's the most important thing we teach in our stores and usually set the bar too low for acceptable performance.

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

Rob Rivard: I often face obstacles like how do I simplify my payroll.... I ask other franchisees and DFA members until I get several good answers and then pick the best one.

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

Rob Rivard: Dave Brandon recently stated in his blog 'successful people hang on when others let go'. That resonated with me quite a bit. In my life, I have usually had to work twice as hard and twice as smart as the other guy who was usually lucky... or maybe it just seemed that way to me. My success is largely due to the fact that when everyone else gave up, quit or let go... I held on, doubled my efforts, and won.

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

Rob Rivard: I'm not a big reader. I am inspired personally and professionally by a life's collection of stories where the underdog overcame incredible odds and realized his or her dream. Sometimes these tales come in the form of Ghandi or Muhammad Ali, and sometimes they come from a little girl down the street battling cancer. My spirit is moved and I am inspired just the same.

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

Rob Rivard: In the next ten years, I would like to reach 10 stores with \$20,000 AWUS. I want great looking, great operating stores with high energy people having good times, making money and fulfilling dreams. I want great stores before many stores even if that means just one. I hope to win another Gold Franny. I would like to make Fenway #1 in U.S. sales and then maybe the world!

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

Rob Rivard: My greatest influence in this business would have to be Frank Meeks. His story has inspired me in life and in work. His passion, his hustle, his bigger than life personality, building a team everyone wanted to be a part of, and winning, winning, winning. Like Babe Ruth is to baseball, Frank Meeks is the greatest there ever was. I continue to aspire to be half of what he was.

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

Rob Rivard: Priorities – My success as a father and husband; My health and happiness; My success as a Domino's Pizza Franchisee

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

Rob Rivard: Many of us have seen our dreams evaporate or even turn into nightmares these past few years. There is a lot of anger and resentment toward DPLLC and others for our problems. I have been there and even left. I chose to come back. I put down the baggage I was carrying. I don't need anyone's help to make me successful again, nor will I wait for a better economy to bring it to me. I choose to make it myself, to go out there and take it. There are many people in and outside Domino's having great success now. I get in a room of franchisees and the negativity festers like a cancer. It poisons us and keeps us from being successful in this new era. Things will likely never be like they were. Maybe that means we have to work twice as hard or twice as smart, but in the end we will hang on while others let go.

“My success is largely due to the fact that when everyone else gave up, quit or let go... I held on, doubled my efforts and won.”

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Coca-Cola Brand Expansion and Retail Merchandising Options

Use SKU Expansion to Increase Your Beverage Incidence

Product variety is the key to satisfying today's consumer demands. Effective July 1, 2009, Domino's Corporate has authorized all Franchisees to expand their Coca-Cola product line from 6 brands/12 SKUs to 9 brands/18 SKUs. Franchisees can now capture additional consumer beverage occasions by offering Non Carbonated beverage choices including Vitaminwater, Full Throttle, Dasani and Nestea plus sparkling soft drink brands such as Fanta, Barq's and other regional favorites.

Coca-Cola and Domino's have negotiated a national contract price on 20oz. Vitaminwater, 16oz. Full Throttle and NOS. All other pricing will remain unchanged.

Effective 6/14/09 Franchisees will receive a marketing fund reimbursement on each case of 20oz. Vitaminwater and 16oz. Full Throttle and NOS. Franchisees will continue to receive marketing funds on each case of 20oz., 2-Liter and 12 ounce cans.

Product Codes

In order to drive ticket with beverage orders online, it is important that each store ensure that their PULSE system is updated with the standard beverage product codes. Please visit DOL and click on the "Coca-Cola Beverage Toolkit" under the "Reminders" section to view details on updating beverage product codes and additional information on the brand expansion announcement.

Retail Merchandising Options

In addition to the FREE 20oz. Coca-Cola merchandiser that all stores will receive in September, stores with high carryout traffic may wish to utilize a single door Coca-Cola lobby cooler to drive impulse purchases and carryout beverage incidence. If you have interest and would like to discuss if a lobby cooler is right for your store, please contact the Coca-Cola National Account Executive that covers your region as listed in the Coke ad on the opposite page.



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Update Your Product Codes

The Training Co-Op By: Dominic Benvenuti



In many of my articles I have been writing on and off about the launch of our training co-op here in the Boston/NH market. Now that we are well under way, I thought it a good time for an in depth update.

This idea was re-born almost a year and a half ago when I was having a discussion on training direction with Patti Wilmot, Kim Ridge and Nancy Rainville. I was harking back to the days when franchisees did their own training and pitched in to help train each other's teams. DPLLC had a library of classes (many of them mandatory to become a manager) and we would rotate thru them so that all the assistants in the market could be certified to become managers. Those of you who have been around longer than I have will remember the famous "7 classes" we had to take to become a manager and then when you wanted to franchise you had to actually present the certificates for those classes in order to get into the pre-requisite franchise classes. While we now have a franchisee re-certification class, HPF, we used to have certification to even become one! I have always believed that this

created well prepared, long term successful franchisees. The fact that many of you reading this will remember it and that most Gold Franny winners are from that era is testament to it's strength. As all this was happening, it was not a brigade of field trainers that went out and did the assistant manager training, it was trainers with-in each market that were certified to teach that did it. Side note: field trainers actually did exist. They roamed the earth moving from DMA to DMA assisting with training and certifying new trainers. Like the dinosaurs they sort of just died out...no one really knows what happened...they are really more of a myth now, a legend if you will.

Sarcastic cheap shots aside. During the discussion I mentioned at the top of this article, all of this was reminisced and a challenge resulted. With a little support

from DPLLC I saw no reason why we could not return to the days of co-op training. If every market simply invested six trainers to certification, each trainer would only have to teach 2 classes a year and the market could teach one class a month. That would be roughly 12 more market classes than the average market gets now! Even if half of that was achieved it would result in stronger people in any market that could do it. The challenge was this: If we got the ball rolling, could we get franchisee to buy in? If we received some corporate support, could we sustain a training co-op and spread it to other markets? We all agreed that training was broke. The issue was if we could work as a team to help fix it. I put my money on YOU! My franchise brothers and sisters to prove that we could do it. Kim and Nancy promised support if I could get the ball rolling and (to their credit) I have kept that promise far beyond my expectations.

Following several discussions with what was left of L&D the task fell to Drew Hemholtz and Sam Fauser to create a trainer certification class and bring it to Boston. Twelve potential trainers took that class over 4 days. At the same time we delivered HPGM to 60 managers. At the end of the week we had 3 trainers certified and 3 more needing just some live class teaching to finish up. More importantly we had the learning needed to move this forward to other markets.

Once Sam and Drew left it fell to us to put our co-op into action. Admittedly this took longer than I wanted. August turned to November and we did not have a class. As with all training intentions, business sometimes gets in the way and it takes a backseat. That's usually the death toll for all training programs and we were about to be no exception. Still a challenge is a challenge and like many of you I hate to lose! By December 1st I had a six month proposed schedule for the Boston training co-op for 2009. Here is how it went...

In February, we began with the book 2 workshop, 26 assistant became certified in book 2 completion and were put into book 3. For the first time since the books came out, we had a core of assistants officially moved forward from one book to the next.

In March, we combined the corporate Customer service class with our CSR service class and taught 57 managers how to not only improve customer service in their stores but also how to train superior customer service skills down to their front line people.

In April we delivered book 3 workshop to 16 of the individuals who completed book 2. There were only 16 because I am demanding that this training co-op operate at a high level and the pre-requisite was completion of at least three quarters of book 3 and attendance at the book 2 work shop. There will be no more pass thrus here in Boston.

We took May off due to the WWR and in June I went down to Virginia to help them launch their co-op. By this time New York had also jumped on board with theirs as well.

In July, we were able to deliver something that had been a personal goal of mine since this whole thing began, Pulse Training for Managers! We had 64 managers in a class where we broke down the Pulse system to show them how they could make more money for themselves and their franchisees. We presented in a way managers can relate to it and in regards to it's actual functionality in the store. At the same exact time as these managers were in this class, their franchisees were across the hall taking a class on Pulse at the franchise level. Ok I know you want to know where these classes came from. The manager class was written by one of my supervisors, Jill Shannon Douglas, who is one of the most well versed pulse people in the system. The franchise version was delivered by Paul Mervine who is even more well versed in Pulse. Nancy brought Paul in to provide value to the franchisee's while their managers were learning.

In August, after looking at how bad our market OER scores were, I borrowed an idea from my friends in Virginia and put together an OER class. Ed Sawyer did a series of 4 pizza/OER trainings in 2 stores so he could take small groups of managers, supervisors and franchisees and guide them thru how to improve scores in round 2. Having your actual OER inspector train your people on how to pass, is just about the best possible

OER training I can think of and my thanks to Ed for his time on this.

So there you are, 8 months into the year and we have delivered 5 classes all designed to make immediate impact in our stores. We also, thru the support of Kim Ridge have several markets launching their own training co-ops. It is my goal to have 3 more classes in the 4th quarter so we will have offered 8 total. We are working on creating customer service for Drivers since there is little organized training for the people in our stores who have more face time than anyone with our customers. It also makes sense to re-offer books 2 and 3 workshops so new people in our programs can move thru the system and we keep the integrity of certification.

Thank you to Ruth, Wade, Sam, Drew, Kim and Nancy for delivering the support they promised. This story began with a challenge and I am going to end it with one. If you like what you are reading, then you can do it too. Call anyone named above or e-mail me at nammy@msn.com and we'll help get your market going. Just remember this, if you start it, be committed to finish it because it takes work. Two last things: first, anyone interested in having the pulse class taught in your market should contact me. Second... Patti owes me dinner!

As always, feedback is welcomed and appreciated.

Train hard fight easy!
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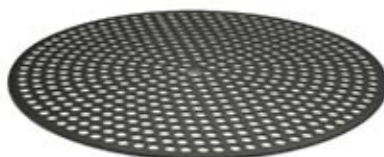
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The Voice / dominosmagnets.com

Interview

Manager

Life of a Manager: Jesus Arriaga



Jesus and his wife, Mercedes, and daughters: Jailey and Naomi



"The key to Jesus' success is his attitude and enthusiasm. He enters the store with positive energy which rubs off on all those around him. He is always smiling, giving his team members a supportive pat on the back and having fun. He likes to do the Domino's Team Cheer to pump up his team. Nothing gets him down, even when faced with adversity. He runs a store that consistently does 10K Saturdays with a 6' cut table and has never complained.

Jesus treats his team members like family and they are as loyal to him as he is to them. The team member turnover at his store last year was only 32%.

He is a great believer in speed and has many team members that can make a large pep. in 30 seconds. Jesus himself has been in the fastest pizza making contest finals at the World Wide Rally in Vegas.

Another key to his success is hustle. Team members run in and out of the store when delivering pizzas. This is part of the culture and is one of the things that separates us from the competition.

I am fortunate to have Jesus as part of my life. He is a great leader and person. His positive energy is contagious to both me and his team. I believe he will accomplish great things in the future."

Jim Denburg- Franchisee, New York

“Never think it is impossible. It may be hard, but not impossible.”

Jesus Arriaga started with Domino's in September of 1996 at Store #3683 in New York, New York. He began as a bike deliverer and in 1997 started making pizzas as an insider. He enjoyed making pizzas and practiced to become faster until he started competing in pizza making contests. In 1999 Jesus won first place in his franchise between all six stores. He then went on to become a finalist in the Regional Pizza Contest. Jesus continued in deliveries and making pizza until 1998 when he began training as an MIT. In 2003 Jesus became manager of his store and was the Rookie of the Year for his area. During his career with Domino's, Jesus has won 3 Rolex Challenges, has been nominated for Manager of the Year in 2004, won Manager of the Year in 2005, 2006 and 2008. His store has consistently been in the top ten in sales in the country over the last few years.

Outside of work, Jesus enjoys playing soccer and spending time with his family at local parks and lakes. Jesus resides in New York, New York with his wife, Mercedes, and two daughters: Jailey and Naomy.

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

Jesus Arriaga: I enjoy the interaction with my customers, employees, and our community. I also love to handle the challenge of a rush.

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

Jesus Arriaga: I do not see anything as an obstacle only a challenge. I enjoy the challenges and enjoy doing the impossible. There is always a way to make the impossible happen. I love what I do!

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

Jesus Arriaga: My positive attitude and enthusiasm has attributed to my success as a Domino's Manager. Also my ability to turn something negative into positive and desire to keep growing and building more profit.

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

Jesus Arriaga: I desire to become Manager of the Year for the 4th time and for my store to be #1 in the US. I hope to continue to maintain high store sales and profits and to become a Domino's Franchisee.

The Voice: How do you maintain positive sales?

Jesus Arriaga: I believe one of the ways I maintain positive sales is by hiring good people who treat customers with respect. I also do lots of doorhanging.

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

Jesus Arriaga: Never think it is impossible. It might be hard, but not impossible. I remember when my supervisor asked us to get 90% of our pizzas out of the store in less than 20 minutes. I thought that the idea was crazy and impossible. I spoke to my crew and asked them how we could do this. I told them we would need to work fast and hard. The next week we were at 92% and now 90-100% of our pizzas leave the store in less than 20 minutes...nothing is impossible.

The Voice: What is your favorite best practice?

Jesus Arriaga: My favorite best practice is making quality pizza quickly. We call it High Times Awareness or HTA...I always enjoy doing what I can to pump up my crew and get them moving.

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

Jesus Arriaga: My franchisee, Jim Denburg, has modeled a very positive and enthusiastic leadership attitude that carries down to me and the other employees.

The Voice: Who has been your greatest influence?

Jesus Arriaga: My supervisor, Omar Londono, treats me as a friend, not as an employee. Omar meets with me regularly and always hears me out and believes in me. He has taught me how to manage employees in a positive way.

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

Jesus Arriaga: My family, health, and my Domino's job.

If you know a Domino's Manager 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.

TEAM MEMBERS HELPING TEAM MEMBERS



Questions For Qasim

“The Partners Foundation is a beautiful gem in the Domino’s crown.”

Quote: Osman Qasim

Benefactor and supporter Franchisee Osman Qasim (Team Carolinas, Inc.) has made it his ‘mission’ to promote the Partners Foundation. He agreed to speak with us regarding his efforts; his comments follow

Q. You have been on a mission to increase your payroll-deduction significantly in the last three years; can you tell us what convinced or prompted you to make this concerted effort?

A. “The Partners Foundation is a unique and worthy cause that is dedicated to Domino’s team members only. I had been noticing an ever increasing number of hard working, diligent team members requiring genuine assistance in time of a personal or family emergency. Also, I felt that our franchise should participate and contribute at a level that is at least 100% more than our team members receive in assistance over a year. Having 100% of the team members participating contributing by through the payroll deduction setup also helps the team with a sense of coherence and a higher common cause.”

Q. Can you cite some examples of the way you approach your team members to encourage their payroll deduction participation or the method used to encourage them to sign up?

A. “The Partners program is explained to all new employees at the new team members’ orientation. We let them know that 100% of our team members are making the voluntary contribution and they are asked and encouraged to help keep the participation level up. Any amount of even \$1 per week is acceptable. It is important that everyone in our Company understand that Partners is truly team members helping team members. We also discuss our contribution amounts regularly at the managers meeting to keep the Partners awareness level up with the management. We also award a certificate each quarter to the store with the highest dollar amount of contributions. We continuously remind the management and the team members, both new and old, that the Partners Foundation relies heavily on the team members’

payroll deductions as the payroll contributions constitute 80% of the Partners support of the team members in need.”

Q. Would you have any suggestions that other Franchisees could use to promote Partners to their Team Members?

A. “Set a goal of 100% participation with one store’s team, one that is likely to be most receptive to helping achieve the target. After you have your first store achieve the 100% (or a very high participation) level, then testimonials and friendly competition in between stores will encourage others to get motivated to participate more. It is important to make the Partners cause and purpose in front of our thoughts regularly in the thought and planning of various events and meetings. Most people do not think about the unexpected events and tragedies in life until one strikes close to home. Taking a testimonial from a team member that has been helped by the Partners often touches people and helps them understand the greatness and purpose of Partners Foundation.”

Q. Besides the personal gratification of knowing you are positively affecting others lives with your support, what other reasons move you to want to support Partners?

A. “Domino’s Pizza stores operate on complete interdependence. Management and team members perform their respective duties to operate the store. I believe that I get to make my livelihood because of the work performed by the team. So when a team member faces a challenge in life and needs to be helped, and our Partners Foundation steps in to provide that help, this gives the entire team a feeling of contentment. A very high participation level also helps boost morale of the team members as they recognize that they are engaged in supporting a bigger cause whose sole purpose is to help Domino’s Pizza team members in time of an urgent need in time of crisis.”

Q. As a DFA Board member, do you feel you have influenced others to support

the Foundation?

A. “Most all the DFA board members understand the significance of the Foundation and the important role that it plays in the culture of this company – Domino’s Pizza. As a board member I have helped with organizing various fund raising events like the auctions and raffle drawings. This is to help encourage others to get engaged and involved with the Foundation. I have shared my thoughts on how best to increase the participation level.”

Q. How, if at all, has your experience as a Partners Board of Trustees member impacted your commitment to supporting the Foundation?

A. “As a Partners Board of Trustee member I have become aware of and am thoroughly impressed with the commitment of so many great franchisees that support the Foundation just not by the active involvement of their team members but their personal commitment of time and money. However, I am also saddened to see a disproportionately large percentage of franchise stores and franchisees that have not donated to the Partners by way of any contribution, payroll or otherwise. I sincerely hope that the Partners awareness level increases within our franchise community so that our Foundation can help more of our team members in need.”

Q. Can you provide a few words (your personal opinion) about the work the Foundation does?

A. “The Partners Foundation provides financial assistance to Domino’s Pizza team members who may be facing a crisis of almost any type. The Foundation provides this support in a truly dignified way to the team member and is often quite generous in their assistance. We at Domino’s are so fortunate to have this Foundation that is truly one of a kind. The Partners Foundation is a beautiful gem in the Domino’s crown. It is the work and the support of Partners that makes me so much more proud of being a part of our Company and adds to the spirit of Domino’s.”

Domino's Franchisee Forum

What Am I
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On?



As part of the Domino's Franchisee Forum you will receive Sales Building Ideas, Networking Opportunities and Ways to Increase Your Profits.

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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 Members

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@rpmpizza.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@rpmpizza.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
Lou Metro
Glenn Mueller
Richard Mueller, Jr
Alan Murph
Greg Neichter
Tim O'Connell
Scott Oelkers
Mike Orcutt
Mack Patterson
Marty Prather
Osman Qasim
Mark Ratterman
Rob Scheiper
Jason Shifflett
Mark Tanner
Tom Nowlan
Wally Wilcox

Credit Card Fraud on the Rise By: Ryan Berkey

No one should be surprised that crimes such as credit card fraud continue to trend upward year over year, though many may not realize the jump in this area so far this year. Sources such as Bank of America had published that credit card fraud in general has spiked nearly 400% as of Q1, 2009 vs. 2008. All business is impacted by this so called 'victimless crime' and Domino's Pizza stores are certainly no exception.



There are contributing factors other than the current economic situation in the US. Other countries are taking more aggressive steps to protect against credit card fraud vs. domestic card industry, such as thumbprint signatures on credit card receipts and 'Chip and PIN' card technology. For this reason the US is becoming more of a target for international fraudsters selling stolen cards and card numbers online which are being used domestically. Of more concern is 'card not present' form of credit card fraud is growing at nearly double the rate vs. 'card present' fraud putting internet / mail order & delivery companies such as Domino's Pizza at a higher level of risk.

It is estimated that credit card fraud related losses for Team USA stores in 2009 may increase over 65% vs. 2008. It is suspected that Franchise organizations are seeing the same trend this year. If estimates are correct, this would represent over 100% increase between

2007 and 2009.

The Domino's Pizza Security Department continues to monitor this and other areas of fraud related losses and provides recommendations to Team USA & Franchisee's to protect against credit card fraud. These recommendations include, but are not limited to:

- * Ensure delivery experts are verifying card present at the customer's door.
- * Order takers should advise credit card paying customers to have their credit card and photo ID ready to present to the delivery expert upon their arrival.
- * At the door, the delivery expert should request to see both the credit card and photo ID.
- * The delivery expert should compare the last 4 digits of the credit card to the last 4 digits that are printed on the credit card receipt to confirm they are the same.
- * The name printed on the credit card and signature on the back of the credit card should match that on the photo ID.

"It is estimated that credit card fraud related losses for Team USA stores in 2009 may increase over 65% vs. 2008."

* If the customer refuses to provide the credit card or photo ID to the delivery expert, store Management should be advised for enhanced awareness and to take appropriate actions based on company policy.

It is also necessary to recognize the rising 'hidden' form of credit card fraud. This less obvious trend associated with credit card fraud involves loading gift cards with funds from a stolen credit card. Incorporating this technique into the crime of credit card fraud provides several key benefits to fraud perpetrators.

First, it adds a layer of anonymity to the crime making it even more difficult for law enforcement to identify and pursue prosecution of perpetrators.

Second, it protects / retains the monetary value obtained through credit card fraud. By this, even when the credit card is deactivated once fraudulent use is identified by the issuing bank or card holder, the perpetrator retains the value / use of the funds added to the gift cards.

Third, if the perpetrator had only obtained credit card #'s and not an actual credit card, by adding funds to gift cards, they then have a physical (gift) card in their possession to present to merchants at the point of sale to allow for a 'card present' transaction rather than a higher risk 'card not present' (non-cash) transaction.

Fourth, it provides a means of credit card fraudsters to sell physical (gift) cards to unsuspecting purchasers on the streets or through online auction house web sites such as EBay or Craigslist.com to generate cash from the efforts of their criminal activity.

Domino's Pizza Security has identified cases where fraud perpetrators have purchased gift cards from stores using stolen credit cards and it's important to realize the store will sustain the losses to credit card fraud in these situations. Domino's Pizza Security recommends training your store Team Members to request photo ID from individuals walking into stores to purchase Domino's Pizza gift cards using credit cards. It is also suggested that you or your store

Team report suspicious gift card purchases or redemptions (purchase of product) to the Domino's Pizza 24 hour Safety Hotline or directly to Domino's Pizza Security resources via phone or email (provided below).

In conclusion, it's important that Domino's Pizza Franchisee's not only recognize the impact of credit card fraud on their business, but to also understand there are steps that can be taken to protect against this type of criminal activity. Franchise organizations should actively monitor credit card charge backs on a regular basis. If you find your organization struggling with credit card fraud, feel free to request assistance from the Domino's Pizza Safety and Security Team.

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

Jennifer Sayer, (734) 930-3057, Jennifer.sayer@dominos.com

Field Security Team:

John Minick, (410) 859-2137, john.minick@dominos.com (Baltimore, MD)

Van Carney, (609) 314-9215, van.carney@dominos.com (New York)

Bryan Bilbrey (713) 466-1402 (ext. 224), bryan.bilbrey@dominos.com (Houston, TX)

Mark Curby, (954) 583-5646 (ext. 225), mark.curby@dominos.com (Miami, FL)



Ryan Berkey, Loss Control Specialist
Domino's Security Department

Dear Fellow Franchisees:

The year continues to present many operators with challenges in both sales and mandated changes such as minimum wage. This affects the DFA as some franchisees choose between paying the electric bill and paying DFA dues. Much of the DFA's work continues to benefit all franchisees but your support is important, not only for financial reasons, but also to give the DFA a bigger voice. This year so far, the DFA has worked to help franchisees in several ways. Foremost, the DFA has searched for and approved additional background check vendors. This has added competition to the marketplace. Reasonable estimates are that the average store will save over \$100 per year with the improved pricing. New vendor partnerships with the wizardline.com and dpReporting.com will save DFA members (who use those companies) \$60 to \$120 per year. The DFA has also advocated with Domino's Pizza for changes to the OER system. This includes a change to the star scale and a rebate of the re-training fees for stores that get a zero star but then score a 3 star or better on the re-inspection.

Many of these things have been possible due to a period of cooperation between Domino's Pizza and the DFA. We support, and have been meeting regularly with Bill Kapp as he works to find \$15,000 in unit profitability savings. In addition, Ken Peebles and our Board Chairman, Ed Treacy, meet regularly with, and provide feedback to, members of the Executive Team.

Some other recent DFA projects include: review of and changes to the 5.5% addendum; approval to return un-needed auto shipped hand sanitizer; discounted pricing on Quik-Disk screens from Lloyd Industries; involvement with Campusalooza and the upcoming Regional Meetings.

I am proud of what we have accomplished for both member and non-member franchisees and encourage all non-members to join the DFA to help support our continued efforts on your behalf. In trying times, every \$200 is important, but I view my membership dues as an investment and, as stated above, I feel that all or most of this year's dues have been repaid with measurable savings to stores. If you have never been a member, you can join today at a pro-rated rate for the remainder of the year. If you are a returning member, you are expected to pay the full dues for the year but franchisees experiencing financial hardships can contact me and apply for sponsorship dollars. You can join by using the membership form included in this magazine on pg. 46 or send me an email if you need assistance with the process.

Seth Gollhardt
Franchisee & DFA Membership Chairman
Office: 570-639-5579
Mobile: 570-262-0204
seth@nepadominos.com

Thank You

The DFA would like to thank Danielle Willetts for her service as Director of Administration and Member Services. We wish you the best in your future endeavors.



Welcome

The DFA would like to welcome Kimberley Genco as the new DFA Office Manager.



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:

**Ross PrintMarketing, Inc.**

Contact: Eileen Bromwell
Phone: 800-421-1684

Marketing Services:

**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

**Lloyd Industries, Inc.**

Contact: Rob Crow
Phone: 800-748-6251

Technology



dpReporting

Contact: Bryan Nichols
Phone: 469-774-2800



Wizardline Technologies, Inc.

Contact: Shawn Brunelle
Phone: 978-423-0875

Do you know a Domino's ... ?

Franchisee, Manager, or Driver

who has modeled exceptional dedication, skill or service?

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

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

Forum Elected Representative

**Rick Swisher**

Pulse / Tech Committee Chair
Franchisee-California
512.402.0820 office
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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 the representative of the majority of franchisees.

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

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

Forum Elected Representative

**Daniel Dain**

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

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

Why do you choose to serve on the DFA Board?

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

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

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

Midwest Chapter



Ray J. Montez

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

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

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

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

Midwest Chapter



Doug Baretz

Franchisee-Wisconsin
414.443.6402 office
414.350.7490 cell
dbaretz@brewcitypizza.com

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

Why do you choose to serve on the DFA Board?

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

Northeast Chapter

**Ed Treacy**

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

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

Why do you choose to serve on the DFA Board?

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

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

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

Northeast Chapter

**Seth Gollhardt**

Franchisee-Pennsylvania
Membership Chair
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570.262.0204 cell
psi@epix.net

Seth started as a Domino's Pizza delivery driver in Maplewood, MO in 1984 while attending Washington University. He purchased his first store in Chicago in 1986. One year later, that store was sold and he bought 2 stores in Northeastern Pennsylvania. Seth's company is named PSI Pizza based on his commitment to great Product, Service and Image. PSI Pizza now operates 8 Domino's Pizza stores in the Wilkes-Barre and Scranton area. As proud as he is of his Domino's Pizza success, his biggest joy is his family. He met his wife, Darcy, when she went to apply for a job at a pizza competitor. They have three children Jared, Amber & Bryden. 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
978.697.4396 Office
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rrob1970@aol.com

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

Why do you choose to serve on the DFA Board?

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

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

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

Southeast Chapter



Jason Upton

Franchisee-Alabama
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dominospizza@mindspring.com

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

Why do you choose to serve on the DFA Board?

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

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

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

Board Members

Bios

Southeast Chapter

**Billy Hall**

Advertising Committee Chair
Franchisee-Alabama
205.365.0843 cell
billyhall61@hotmail.com

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, the DFA is uniquely capable of working with DPLLC, our vendors and partners to protect the interests of franchisees.

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

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

West Chapter

**Alan Murph**

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

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

Why do you choose to serve on the DFA Board?

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

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

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

44 DFA

West Chapter



Mike Brown

Franchisee-Washington
253-474-4831 Office
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MBrown8582@aol.com

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

Why do you choose to serve on the DFA Board?

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

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

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

West Chapter



James Gerety

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

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



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: _____

<u>Dues for Renewing Members</u>				
<u># of stores</u>				
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.				

<p align="center">You Can Register & Pay Online at www.dominosdfa.com</p> <p>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</p>

<u>Sponsorship - Contribute to the sponsorship fund to help pay dues for first time Members</u>	
_____ \$50	_____ \$100 _____ \$200 _____ \$400 _____ Other

<u>Payment Method</u>	
Check #: _____	Amex _____ Visa _____ MC _____ Credit Card # _____
Name on card: _____	Exp. Date: _____
Billing Address: _____	Billing Zip Code: _____
Payment Option: ____ Annual ____ Semi-Annual ____ Quarterly ____ Monthly	
<input type="checkbox"/> 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: _____

<p align="center">Please fax this completed form to 866-812-7727</p> <p align="center">---or mail to---</p> <p align="center">Domino's Franchise Association 944 Blue Forrest Dr. Schertz, TX 78154</p>

<p align="center">For questions, or if you would like to join via phone, please contact: Kimberly Genco 210-845-1072 ext 4 Kimberly@dominosdfa.com</p> <p align="center">Chief Executive Officer Ken Peebles 210-845-1072 ext 1 ken@dominosdfa.com</p>



Chief Executive Officer

Ken Peebles

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Cell: 210.845.4811 Fax: 866.812.7727
Email: ken@dominosdfa.com

Domino's Pizza History:

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



Office Manager

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Domino's Pizza History:

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



Editor-in-Chief/Design-The Voice Magazine

Jamie Reams

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Domino's Pizza History:

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

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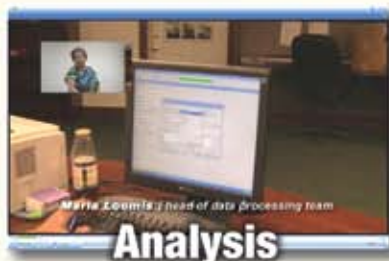
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