

DFA FORUM



Franchisee Association

A publication of the Denny's Franchisee Association

Chairman's Message

Greetings from the Denny's Franchisee Association Board of Directors! We hope your summer includes fun family times while your business is enjoying the continued strong, positive sales of our Brand.

The performance of our Brand is the result of the collective effort of leaders and crew in execution aligned with the careful planning and marketing of our Brand strengths. The segment leading performance is good for us all and we appreciate the extraordinary effort by so many, including our suppliers, who are 'delivering' every day to our guests.

As mentioned many times, the primary priorities of the DFA Board are profitable sales increases, improved margin dollars and effective use of capital. We believe those priorities are being addressed with numerous meetings and calls with collaborative and productive dialogue that is evidenced by the positive direction and results on each of our priorities. The Brand Advisory Councils each have initiatives or projects in support of those overall objectives and reports from those groups are included on pages three through five.

The Supply Chain Oversight Committee is continuing its work and support for the elevation of our supply chain effectiveness. The reaction to the liquid egg shortage by our procurement and distribution teams has been extraordinary.

The collaboration on communication to our operators has been a weekly discipline and we all appreciate how our restaurant teams have risen to the challenge created by the shortage.



Craig Barber

Our technology Brand Advisory Council is still in the early stages of engagement with a focus on creating the collaborative approach that has benefited the other foundational disciplines of our Brand. The focus of this group will be exploring capabilities within the fast evolving technology world with a clear focus on initiatives that will help us drive traffic into our restaurants along with cost effective resources.

In what is becoming a clear trend in recognition of his leadership along with our Brand's performance, we want to congratulate John Miller on selection for another award as a Golden Chain Winner recognized by Nation's Restaurant News. The acknowledgement of John's leadership and commitment to the success of franchisees is well deserved.

Also, this is an election year for the DFA Board with five positions to be elected as part of our biannual board election process. Please consider your willingness to serve and reference the details surrounding the *Continued on page 2*

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Franchisee Case Study On Financials

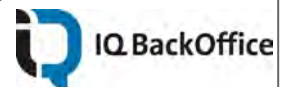
Mancha Development Company manages back office costs to improve financial functions and support continued growth.

The restaurant business is getting tougher and tougher, with costs rising due to ever-increasing regulatory scrutiny, growing labor costs and a customer that consistently demands a unique dining experience. Franchisees face many challenges when it comes to dealing with costs, and one of these includes streamlining back office processes, to mitigate issues with accuracy and timeliness. Despite managing dozens of locations, some franchise groups still have accounting processes that resemble those of “mom and pop” stores rather than the engines of emerging businesses. This is especially apparent among fast-growing franchises.

With IQ BackOffice, Mancha Development Company improved their timeliness and accuracy, especially with regards to getting financial statements out to the business leaders of the company. Mancha Development Company CFO, Brent Dunkin says, “Previously, Mancha Development Company was closing the books in 3-4 weeks after the end of a period; however, in the last couple of periods, we’re nailing it down to approxi-



mately one week, thanks to outsourcing these functions.” As a result, Mancha Development Company has used information collected from better processes to support future business decisions. For example, management has been able to focus more on food and customer experience. “We need to focus on our restaurants instead of questioning our data and now we can do that,” Dunkin said. With an eye on continued growth, IQ BackOffice will work with Mancha Development Company to trim costs and develop a more scalable model for their data collection and accounting processes. For more information about our wide range of accounting services, please contact our office.



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