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CASE STUDY: DOMINO'S PIZZA

DOMINO'S PIZZA KNOCKS DOWN THE COMMUNICATION DIVIDE WITH DIGITAL LOGBOOK

Founded in 1960, Domino's Pizza is the recognized world leader in pizza delivery. With a global enterprise of more than 10,900 stores in over 70 international markets, the popular pizza brand delivers upwards of 1 million cheesy pies to hungry customers on a daily basis.

That's a lot of dough. In fact, the popular pizza brand generated more than \$3.8 billion in global sales in 2013 and has seen 20 consecutive years of growth.

Spinning pizza into long-term success is due, in large part, to Domino's commitment to implementing innovative technology—like their POS system, PULSE—to improve overall customer experience and their franchise owners' operations.

Amanda Hebert, Area Supervisor of three Domino's Pizza stores in Oregon, and franchisee Dan Cates, also made a commitment to



Challenges

- Communication breakdowns between employees across three stores.
- Needed to ensure completion of daily shift tasks from anywhere.
- Archived print documents made it difficult to analyze multi-unit store day-to-day activity.

Solutions & Benefits

DIGITAL LOGBOOK

- The Digital Logbook improved communication and feedback-loops between team members, drastically reducing the number of mistakes made.
- Customizable manager and employee task check lists provided multi-unit consistency, accountability and improved overall operational performance.
- Mobile solutions freed up owner's time to expand the franchise.

improving their teams' operations.

Communication technologies had evolved and so did Herbert's need to find an updated way to reach her team. "I had some team members using their smartphones and other technologies to communicate with each other about important shift information," she explained. Team members not using technology started to feel like they were out of the loop.

The Digital Logbook brings us all together in a way that texting just couldn't accomplish.

- Amanda Hebert, Area Supervisor, Oregon



Better Communication Delivered

Around the same time franchise owner Dan Cates was encouraging Hebert to find a solution to their paper and digital divide, Red Book Connect introduced its mobile shift management solution—the Digital Logbook.

"Everyone was very excited," Hebert explained. "We always think, gosh, imagine if we had just communicated about this issue, we could have avoided it. We all really wanted to find a solution."

It took six weeks to transition the three Domino's Pizza units to the Digital Logbook. There was online training and support every step of the way from Red Book Connect's Implementation and Customer Care teams as well as the online training portal.

"The tech-savvy team members picked it up fast," she said. For the team members who were accustomed to writing everything down, the training was huge. "I worked with this particular set of people who were nervous to go digital. It transformed everything," Hebert added.

Now, every team member uses the Digital Logbook and the communication is flowing, which Hebert anticipates will improve efficiencies and processes across all three units, ultimately minimizing her operational costs.

"The Digital Logbook brings us all together in a way that texting just couldn't accomplish." The team uses the notes and staff journal functions to capture comments and have conversations within the app in a blog-like style.

The team can share insights, issues and concerns, which alerts everyone—including Hebert, Cates and the general managers—to hot issues that need to be addressed in any store at any given moment.

"Before the Digital Logbook, we had a situation where our driver didn't show up for several days. What we didn't know was that his car wasn't working. He called the manager to let them know, but unfortunately, that message didn't get communicated to anyone."

Hebert and her general manager discussed disciplinary action and possibly letting the driver go, until they uncovered the miscommunication. With multiple ways of communicating through the Digital Logbook—staff journals, comments within daily tasks and checklists, and the ability to share notes through email—those types of issues are a thing of the past.

"They're logging in, leaving notes, adding to notes, not missing notes and it's all in one spot," Hebert said. "I don't even know if they remember what it was like before they got the Digital Logbook! It changed that fast."

Hungry for Accountability

Domino's Pizza prides itself on delivering pizzas to customers fast. Meeting or exceeding customer expectation of fast delivery and ensuring a great customer experience is a byproduct of consistent operations across all units.

However, they still needed help with cross-functional communication and employee accountability. the Digital Logbook solved those problems, synchronizing her multi-unit operation onto a digital version with the same customized shifts.

From guidelines for handling food, to task lists for closing the register, checking equipment temperature, and cleaning up, and checklists for closing down and restocking inventory, the Digital Logbook now keeps the team on track and even provides a little positive competition.

"The culture shifted from 'not sure if I did it,' to 'I've got to make sure it's recorded in the Digital

Logbook," Hebert said. Tasks are collected in one, easy-to-find tab in the app, so that everyone knows what has or hasn't been completed right from their iPads, which Cates supplied for the team.

"We have digital logs of things like repairs and maintenance or customer calls. And if an employee calls in to say they're not going to make it in, everyone knows and the shift can be covered quicker with more people knowing about it. There's ongoing dialogue to help facilitate the conversation and keep the operation running smoothly."

Hebert is most excited about the fact that she now has oversight into what her team is doing or in some cases not doing. "We are in this push to hold people accountable in our company. The Digital Logbook has helped us push them and helped us identify opportunities to coach people."

Labor of Love

Prior to the Digital Logbook, keeping track of and searching for historical information was challenging. Moreover, promoting changes at an operational level was also difficult.

"Most of our records were archived in a warehouse offsite, which made it difficult to access historical information," Hebert said. That made it hard to find opportunities for improvement or to recognize team members who consistently performed at a high level, or discipline team members failing to follow-through with their tasks.

Hebert can now log in to the Digital Logbook app from anywhere and get a quick glance at important store metrics, including sales, customer count and events that might impact business—all of which is stored in the cloud and recorded for reporting.

"I know what each store is doing or even when they forget to do something, and I don't have to drive in to ask 'what's going on?' I'm able to figure

out what's going on from wherever I am, which is a huge time saver since I don't have to drive from location to location."

It's also given her general managers a tool to set expectations from the moment a new manager starts and train them on company lingo and processes.

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- Amanda Hebert, Area Supervisor, Oregon

A Domino Effect

Hebert is confident that with the improved communications, accountability, visibility, efficiency and analytics that are all possible with the help of the Digital Logbook, she can not only help Cates expand his franchise, she can do it effectively.

"We knew that this investment in technology to improve our communications was absolutely going to take us where we had wanted to go forever and the Digital Logbook was the vehicle that was going to take us there."

It gives her assurance that her team is working hard, communicating frequently, and enjoying the fact that her stores are running like a well-sauced pizza operation.



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