

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Question

- I believe the DBRI Leadership and Executive team are honest and ethical.
- Overall Score: 1.68

Answer

- 80% Disagree/Strongly Disagree
 - 161 ppl, 264 stores
- 4% Agree/Strongly Agree
 - 8 ppl, 13 stores

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Question

- The DBRI Leadership cares about me as franchisee.
- Overall Score: 1.61

Answer

- 83% Disagree/Strongly Disagree
 - 167 ppl, 274 stores
- 6% Agree/Strongly Agree
 - 12 ppl, 20 stores

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Question

- I believe the DBRI Leadership responds to franchisees with helpful actions in a timely manner.
- Overall Score: 1.67

Answer

- 80% Disagree/Strongly Disagree
 - 161 ppl, 264 stores
- 3% Agree/Strongly Agree
 - 6 ppl, 10 stores

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Question

- I am confident that the current CEO Laura Rea Dickey and Roland Dickey Jr. have the desire and ability to improve this brand over the next 5 years.
- Overall Score: 1.81

Answer

- 71% Disagree/Strongly Disagree
 - 143 ppl, 234 stores
- 7% Agree/Strongly Agree
 - 14 ppl, 23 stores

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- Too many locations have closed, the current strategy isn't working. We need big changes.
- They need help they don't know what they are doing and will not lead us to better times I fear.
- I understand about looking at big picture items like future technology, but what are they doing to cut product costs to save stores on the verge of closing? It is not the fault of every owner who has closed when the Dickey's model cannot sustain a profitable store due to lack of support from the brand we all pay royalties and marketing fees to.
- The way the franchise is doing its business is nothing more going of shutting down stores because it is one way business, never been win-win situation
- I have never lead on such a major scale as either of these two, and could not imagine the responsibilities they must have on their plate. That being said I would like to see a more fruitful improvement process for the Dickey's brand.
- I believe they are concerned with their own profitability.
- I can see myself closing up the 2 stores in the next 6 months if things do not improve

Open Comments

- Either delusional or just don't care.
- This brand will only move forward without RDJ and LRD. They have no professional business running this at the top. Sell sell sell or appoint those to the top to run this brand in a way to make franchisees happy and successful. If owners aren't happy or successful then this is a failed brand.
- The brand is 75+ yrs old, what were you doing when it was growing in stores and sales. Go back to doing that. Yes, brands need to evolve, but the changes over night away from sandwiches to meat by weigh killed the every day customer.
- when your corporate saying is persistence stops resistance there is no concern for the franchisee
- Some of the Dickey's leadership are extremely honest and ethical, and some are not. Likewise, some care about the franchisees and are helpful and others are not. Based on past decisions such as the mid/late 2016 menu flip and G4 design specs, confidence is not high that Jr and Laura Rea are the ones best suited to improve the brand in the future
- They don't care about the franchisees. They are self serving. They are smooth talkers and will never admit they have lost control of this Brand.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- Zero vision for brand management as it relates to the franchisees' interest. From where I stand, it seems DBRI is moving to a Tech company and away from restaurant management. Both lacks leadership to retain quality employees and continuity. Their leadership has spawned a horrible outside view of the brand both from an employee perspective (glass door) and an investor perspective. Too many restaurants for sale and no buyers. Franchisees cannot produce a P&L worth showing to a buyer. Unless they change their leadership tactics and care for franchisee bottom lines, it's highly likely the brand won't exist at some finite point in the future. They seem very greedy by creating profit centers around every dollar required of franchisees.
- All I'll say is I took one generation to start it, one generation to grow and enjoy it and the current generation is destroying it. That old saying holds true to the T with these kids. They are clueless, living in some kind of fantasy dream world. Using honest hard working folks to fund their frivolous ideas. Destroying families in their wake. They were given a great opportunity to grow a Brand with their name on it, we have wonderful food just lousy leadership.
- They may want to I just don't think they are up to the task

Open Comments

- All I'll say is I took one generation to start it, one generation to grow and enjoy it and the current generation is destroying it. That old saying holds true to the T with these kids. They are clueless, living in some kind of fantasy dream world. Using honest hard working folks to fund their frivolous ideas. Destroying families in their wake. They were given a great opportunity to grow a Brand with their name on it, we have wonderful food just lousy leadership.
- DBRI needs to operate within a budget of their royalties and not rely on profit centers. Profit centers that impact the owners are restricting owners from running their restaurant like they should
- Franchise business has to be a win win situation. This can be a great brand and I will do all I can to make it happen here and even grow. That is what I want for our group and the brand but we have to have a partnership. Right now I don't feel that. We work hard for this brand.
- The goal seems to be to create profit centers at every turn. Who cares about store sales and franchisee profitability?
- Laura wont respond to emails when questioning the problems I was currently having. Roland Dickey told me every lie in the book to get me to sign up.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- We opened our first two locations prior to the buyout of the rest of the Dickey family. Those were the best sales years that we have experienced. The rapid and multiple changes that occurred after the buyout have been the downfall of the brand. There seems to be not enough testing and research prior to releasing new initiatives. For example the menu flip that happened, that totally revamped the menu and got rid of meat plates, etc. That was what killed so many locations. It was very difficult to come back from the damage that caused. I feel that it could have all been avoided if they had done enough research and testing up front. Also, when testing comes back with the answer they are not wanting, don't push forward with the initiative anyway. Listen to the research and to the voice of the owners. Just like home delivery. When the testing numbers were not favorable or profitable, this was pushed out at a National Level with great acceleration and intimidation thrown towards the franchisees. Intimidation and bullying is not the way to cultivate a thriving franchisor and franchisee relationship.
- I feel that they only care about the bottom dollar. if they did care they would be out east helping us. in my state of pa in one years time we have lost 5 stores. with more saying they will close soon if things don't get better.

Open Comments

- I believe a healthy system is one that existing owners are wanting to grow and add additional stores. Not by basically being a Ponzi Scheme. The Churn and Burn model these 2 have provided is shameful and I believe Mr. Dickey Sr. and the original founder would be very saddened by how money hungry they have become. This Franchise has so much potential however if you look at how fast they are closing that should tell you something.
- Arrogant. Misaligned priorities. Not open to feedback. Selfish. Lost touch with franchisees and the operators. They don't care what franchisees think.
- Either Roland and Laura are truly unethical people or they are blind to the way their organization is being run. Either way we no longer want to be associated with Leaders that have a such bad reputation within corporate and franchisees. Even if half the stories are true. Where there is smoke there is fire.
- I think they don't need us to tell them as Dickey's brand is suffering and needs desperate change.
- leadership needs to change
- Nothing positive to share for this section.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- If you want a laundry list of UNETHICAL things that Dickeys has done to me, let me know. First, the GC "they recommended" left without paying his subs. I got the total down to \$8k and ask them to split it with me. They wouldn't, I paid the subs off because I have to live in Delaware, and these subs are my neighbors. Also, the OLO system wasn't paying me for 18 months!!!! I finally did an audit of my deposits and told them about it and was prepared to go to a lawyer to bring a suit. They paid me \$82,075 in back dues (no interest). Where was that money going for 18 months? Why didn't they catch it (I couldn't even go in and change the bank info, it was greyed out and only corporate could add it....and, it was supposed to be done before we opened). Every software "solution" they roll out is flawed and broken. They sent a team out to "sell" 3rd party delivery or in store delivery, and the analysis they did was totally flawed (didn't include the increase in insurance, the addition manpower (they actually said it wouldn't take any more labor bc you would just use someone who was in the store....I got news for you, if someone is on the clock and in the store, if they are working, they wouldn't be in the store and on the clock!!!). (Con't)

Open Comments

- (Con't) Anyway, I could list all the things they didn't include (including the risk of injury/liability), but the main point is it is clear. For them, they only care about "sales" increasing. That is how they make their money. In fact, they couldn't care less if we sell a sandwich for less than a dollar, as long as our sales increases, they get more money. The problem is the owners have to be concerned with "profit" and our margins are miniscule. So, if we have to pay a 3rd party 30% to deliver our product, we are not going to make any money. Dickeys doesn't understand this, and will call and call and call and a call, and say you need to sign up for 3rd party delivery or on site delivery. They don't understand (or care about) "our" business model. Only theirs.
- I actually enjoy conversations with Laura Rea and she seems to get it and shows concern for a brighter future as a brand. But the reality of RDJ still remains. He is very tone deaf to the health of the brand and what we are going through. He's faded out of the picture from what I've noticed but I know he's still behind the scenes not caring about OUR success. For the sake of our business, I really do hope I'm wrong.
- Anything I type here will probably just be anger, so I don't think it will be productive, but wow what idiots.
- I am sure they have the desire... but not the ability...

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- Over the next 5 years? No way. I'm afraid Dickey's will be completely bankrupt in the next year or two. There are more closures and than store opens and it seems like Roland and Laura do not care at all about the well being of current franchisees as long as they still find new idiots to keep opening more locations. This is proven by the churning of locations and also by Roland trying to force owners to sign over their rights and also by suing owners who have no choice but to close because they are gouging money. Help your current franchisees, stop reinventing the wheel, stop focusing on opening locations in other countries and stop spending countless hours and dollars on creating your own tech when there are already great choices out on the market for us to just purchases which have already been tested.
- Based on prior actions it does not seem DBRI leaders have skills to take to next level. They are most concerned about DBRI, which is short term, rather than really building strong stores, which is to their best long term benefit.
- IMO they only have one thing in mind...making more money for their personal bank account, whatever the cost to the O/O.
- Incompetent

Open Comments

- The message being sent to franchisees is simply that the leadership of DBRI does not have a path or vision for this franchise to be successful. Why are we focused on technology when daily operations and sales are so weak? Why does DBRI have such a high turnover of its corporate staff? Why do we not have a concerted effort that will truly reduce food cost? Why are so many stores closing? Why are we continually churning stores that have failed multiple times in the same location? Why does our marketing efforts seem to be in such disarray? If these questions were answered by Leadership then a dialogue could begin to turn this franchise into a success.
- It is no secret that Dickey's, like any other franchise, is solely concerned with opening new stores, collecting fees, and increasing their margins on the food/supplies that are sold to the stores. Dickey's, just like any other franchise, is concerned with quality and brand image only to the point to ensure that they can open more stores and will be able to collect fees. Their priority is not on store profitability. The only support from any field support is limited to cutting employee hours back to the point where all good employees will quit and find jobs with more hours and to hand out flyers. Not that helpful.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- As long as they're in charge, we will see more stores close. Our best hope is to sell to a more reputable group.
- I feel it's about their profit and not brand growth or store profits.
- The changes instituted by DBRI, Roland Dickey Jr. and Laura Rea Dickey in 2016 had caused great problems for owners. They should recognize the fact that the changes "bombed" and that owners should be heard and COMPENSATED for their losses. The owners should be compensated to the sum of money that the Dickey family spent on the so-called study authorized by them in 2016. The so-called study was the basis for the changes that brought the loss in business for scores of owner operators. They should also start listening to the owner operators as we are the ones in the trenches daily and have a better feel for what works and what does not.
- adios!
- I think they have forgotten that the success of the individual stores is the only way the corporation can be successful.
- I do not have a clear opinion on the matter.

Open Comments

- They do not care about the franchisee. All they care about is their pockets. Our location has been struggling for two years now. I sold one location back in March 2019 and they still haven't transferred the store over to the new owners. I called and email and never get a response. I wish I had a time machine so I can go back in time and wished I never bought into Dickey's.
- RDJ and Laura are a modern day Bonnie and Clyde. Robbing everyone along the way and running the brand with reckless abandon. Grab as much money as you can now because they realize the brand is sinking fast. Their "us" versus "them" culture is why we receive less than appropriate support.
- I believe there are people near the top that want to help Franchisees succeed. However, it has become clear that they cannot make any decisions that do not directly reflect the bottom line of Laura and Roland. I have zero confidence in Laura or Roland to improve this brand moving forward. They don't understand our success will lead to their success.
- LRD is not qualified to be CEO. Has no ability to provide leadership and connect with customers, vendors, or O/O. Brand will continue in dysfunctional state under this leadership team and ownership structure.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- See previous comments. Roland Jr. needs to come out from behind the curtain and have constructive discussions with the franchisee's.
- There is a lot of turnover at the upper levels of the company and the revolving door of franchise directors is bad for morale. Occasionally, Dickey's gets something right (i.e. i thought the double dip and cobbler were a good idea. We were told ahead of time. The products are good. And it was a sustained LTO that we could push and grow sales through) but then they follow it up with something terrible (i.e. the stacker sandwich with the pulled pork, slaw and waffle fries. it was put right on top of the other new sandwich. We were not given good warning of it coming out. I don't even have French fries as my restaurant was built without a fryer).
- My answers may have been different if exec team would have answered the questions given by the poa. They stated to our faces in Vegas they would give us answers and never did. There is no transparency which leads me to believe there is dishonesty.
- Praying they sell to a corporation that knows what they are doing

Open Comments

- I think the focus of leadership currently is to sign up a franchisee and extract every penny out of them they can. That is why we are paying more for goods through the Dickey's system than we can get on the open market. I believe they are more worried on a kickback from a vendor than getting me the best service or piece of equipment to operate my store. I believe the reason owners were forced to put soft serv ice cream to give to customers for free was because RDJ got a kickback from the sale of all those machines. Plus all the cones and ice cream mix that got pumped through Wycliff Douglas because of that. I also believe that is the reason that the unreliable new pellet smoker some of the stores were made to purchase are sitting in the stores now. Those are just two examples and I could write much more but you get the idea. I want them to get richer from their brand but they need to change their vision of how to get there. They need to for the first time focus on keeping more money in my pocket so I can grow and expand my empire and in return I can put the brand in new markets by opening more stores and they will get even richer from the royalties than the kickbacks from forcing us into bad purchases. Thanks, Eric Evans
- Family run business that only cares about their well being. Terrible partners

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- They are inept jokes and do not have anything other than the Dickey pocketbook in mind.
- The leadership of dickey's appear to be a bunch of scammers, employing harassment tactics to scare small operators into submission. their attitude towards franchisees, even in person, appear to says "you are a bunch of stupid trash"
- LRD and RDJ may have the desire to improve the brand but they clearly lack the ability to do so.
- I hope they have the desire. Right now from my perspective (and maybe I'm wrong), they appear to be just milking the brand for every penny possible at the sorrow of their franchisee's. I don't think current leadership knows who their customer is and how to drive them to the store. I hope this is taken as constructive and that is how I mean it. This isn't an attack on LRD or RDJ.
- They are in way over there heads.
- I feel like they only care about their pockets no one else.
- I guess my 4 percent marketing fees are going to Rolands new yacht.

Open Comments

- All will be lost personally for me yet invaluable lessons gained. The price has been high. I cannot wait to be as far away from this system as possible. Why would RJD and LRD not sell, go live the life of luxury, and give the company and it franchisees a chance at survival. The willingness of RJD to take down so many because of his pride is unimaginable.
- I have been at this for almost 2 years and I still don't have a phone list of contacts at corporate for issues I experience. I have called countless people for countless reasons and have finally given up. Every time I have reached out it goes into a void, so I have tried to figure things out on my own. It is very clear that there is no real interest in a collaborative relationship, no interest in reducing costs and no interest in the success of the franchisee. I have found a couple people that appear engaged, but the people at the top have lost touch with what is happening at the franchisee level.
- I hope the brand goes public or gets sold.
- They need to step away. End of story.
- I believe that Laura Rea Dickey & Roland Dickey Jr. want the brand to succeed.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- System needs a change and someone who really has leadership and growth down to a science. Time for change!
- LD came to visit she heard our complaints and acted genuine but I am sure she probably could care less.
- I believe that they have the ability, but need to listen to franchisees and remove incompetent employees.
- I have great response from Roland Dickey Jr. and Laura Rea Dickey so I think we all need to work together to share the wealth and build the brand!
- Anyone need a drink?
- Leadership needs to make changes but these should be well thought out and implemented with notice and maybe regionally to ascertain effect before going national.
- The lack of support when buying my recent franchise is alarming to me. I would have expected there to be a team or at least 1 person who would support me after the purchase to get things up and running. Its been past frustrating. It has resulted in lost sales for both of us, stress and unhappy customers.

Open Comments

- \$7,101.69 that was owed to me came up missing hasn't been found Dickeys said they would pay amount owed haven't received amount. When I was considering buying Dickeys they told me I could use Dickeys yellow van for catering never received title or keys later found out from previous owner the van was towed in doesn't run used only as billboard no keys title. Dickeys store was roach infested leaking drain pipes. air conditioning went out main Dining Room. information about replacing card reader server having to be replaced was never provided when I was buying Dickeys. When I was buying Dickeys previous owner damaged Dickeys brand buying SAMS Club food I heard starting November last year and started closing for Dinner I'm suffering the repercussions from this action. I paid \$60,000 for Dickeys they only offered \$15,000 to buy it back. There's more to much to list I feel deceived.
- Roland Dickey Jr. seems to be running the business into the ground. Things have gotten a lot worse over the 5 years I have been doing this. With cogs so high and marketing funds but not seeing any marketing in my area I struggle to make ends meet. there is a reason so many locations have went out of business and are for sale(my 4 locations included).

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- I believe Roland Dickey Jr. and Laura Rea Dickey got themselves into a big commitment when they purchased the business from their family and are increasing revenue by exploiting franchisees in order to payoff their loan. That is the biggest issue that is driving the dissatisfaction among franchisees. They need to re-evaluate their expectations for revenue and profitability and not try to squeeze out their personal profits out of the franchisees which will eventually be the ultimate losers in this game.
- You guys need to resign, you have murdered the legacy of your father. Because of your leadership you have one of the weakest franchises in America. Mall Kiosk franchises, have better numbers than Dickey's.

Open Comments

- The founders of DBRI understand Family Values and hard work and investment. This new leadership is all about building an empire at the O/O's expense. If you fail, you fail and we'll sue you for breach of your franchise agreement. The brand is failing because the number one marketing strategy "word of mouth" is gone! We, O/O's are not promoting the franchise for future investors. I've been approached three times from local realtors to expand the brand into their town, with a lot of great incentives, but I just don't have the good feeling about the future of this brand. Also, I'm not able to make enough profit from this store to convince a loan officer to invest in another restaurant.
- They should concentrate on working with franchisees to deliver a franchising system that supports franchisees and elevates the revenue/profits for both the corporation and operators. Transparency and ethical selection of preferred/mandatory vendors are necessary to restore franchisee confidence and attract and retain talented people to the brand. Brand stability must be achieved.

DBRI Leadership

Roland Dickey Jr and Laura Rea Dickey



Open Comments

- DBRI has created a fear based culture that permeates both the corporation and the franchisee system. We have been told by VP's to not text each other and admonished at times for talking to one another. I don't believe that DBRI has basic respect for the franchisees. We had a meeting in Vegas in which 50% of the system showed up to express their pain and dissatisfaction. We broke off into small groups and Laura wasn't leading my group, but she was observing. One franchisee pleaded that he was going to have to close all of his stores, as he pleaded and shared his pain, I watched Laura (about 5 feet from me) look up from her phone and listen. When he finished, she went back to looking at her phone, she didn't respond or bat an eye. It's this type of apathy that makes this leadership downright scary. We haven't had our questions answered since Vegas, nor has there been change. (Con't)

Open Comments

- (Con't) If you look at our track record these past 3 years of declining sales, rising F&P and turnover, no CEO or VP would still have their job, yet Laura, Roland and Jeff still remain in power making decisions and guarding the gate. DBRI's success is determined by the franchisee system, and DBRI will not be successful unless the franchisee system is successful. They will not be able to sue their way out of this mess, or grow their way to success with the current operational systems in place. Restaurants will continue to close, and franchisees will continue to look for ways out of this brand and will give their investments away in order to avoid punitive damages by this Franchisor. I'm not sure what Roland and Laura's end game is....but they aren't on the path of having a successful and healthy brand that will last for years. The time is dwindling in order to outpace this mess....and my question to Leadership is....how will they choose to respond?