

Operations & Technology



Question

- My Franchise Director provides strong strategic support for me and my restaurant.
- Overall Score: 2.11

Answer

- 67% Disagree/Strongly Disagree
 - 135 ppl, 231 stores
- 12% Agree/Strongly Agree
 - 24 ppl, 40 stores

Operations & Technology



Question

- I feel my Franchise Director and DBRI support staffs tactics and coaching help motivate me to improve my restaurant(s) performance.
- Overall Score: 1.97

Answer

- 72% Disagree/Strongly Disagree
 - 145 ppl, 238 stores
- 11% Agree/Strongly Agree
 - 22 ppl, 36 stores

Operations & Technology



Question

- The 1-866-Barbecue is a useful benefit for my business.
- Overall Score: 2.23

Answer

- 58% Disagree/Strongly Disagree
 - 117 ppl, 191 stores
- 20% Agree/Strongly Agree
 - 40 ppl, 66 stores

Operations & Technology



Question

- I am informed of operational changes in a timely manner.
- Overall Score: 2.02

Answer

- 69% Disagree/Strongly Disagree
 - 139 ppl, 228 stores
- 13% Agree/Strongly Agree
 - 26 ppl, 43 stores

Operations & Technology



Question

- The BOH programs (TIB, OLO, Smokestack) are dependable and a good value for the money I spend.
- Overall Score: 1.80

Answer

- 69% Disagree/Strongly Disagree
 - 157 ppl, 257 stores
- 9% Agree/Strongly Agree
 - 18 ppl, 30 stores

Operations & Technology



Question

- I am excited about the new upcoming POS system DBRI is rolling out, and confident that it will improve my operations.
- Overall Score: 2.01

Answer

- 63% Disagree/Strongly Disagree
 - 127 ppl, 208 stores
- 7% Agree/Strongly Agree
 - 14 ppl, 23 stores

Operations & Technology



Open Comments

- There's been enough tech failures and the lack of urgency in fixing them is a huge concern.
- Need to be more strategic and have a better culture of treating humans with respect.
- 1) no operations or systems experts. 2) corporate pays lip service to partnership. 3) rank and file personnel will not respond to requests for information relative operations
- DBRI systems are a joke. We are hampered in running an effective and efficient operation because of these systems. DBRI should not be in the business of developing a system. There are plenty of systems available from quality vendors.
- Developed and owned by Dickey's at the expense of the Franchisee as opposed to the benefit. Forced to pay for unnecessary tech like SPARK. Could easily accomplish everything on back office computer.
- For me this is a labor of love. I feel the conveyance of ethic is lost between DBRI and franchisees. I had great help before opening. Now I feel concerns directed from corporate are misguided. And my concerns are ill-received.

Open Comments

- Customers should not be able to make partial payments on SPARK. If customers have issues on SPARK they should be given a pop up with the store's phone number so they can get questions answered. Makes no sense why people can't order fried items for online ordering. Smokestack is a complete joke, you have to load 3 to 4 reports to get all the info you need, if they load properly. Smokestack takes way too long to load reports, half the time they don't load and you have to keep on going back. Tipping for SPARK orders is a waste of time, if we have the option to refund them, we should have the option to get our tips, 90% of the time a customer tips after their pickup we cannot get the tip added on and it sounds like begging to call them up and ask for all their information after the fact, very awkward. But since Dickey's doesn't get royalties on tips, I doubt they care. The catering department should filter calls back to the store that will make the order, this way we can upsell and ensure all info is correct. The ipad tablet is useless because Dickey's doesn't trust their owners. I am getting raped by the additional fees Dickey's forces on us for subpar products and services like SPARK, IT support and Smokestack, basically a cash grab from Dickey's of almost \$300 a month.

Operations & Technology



Open Comments

- DBRI is only in business to sell franchises. This is why they continue to diminish the brand, Q4 concept is a great example. Roland Jr and his wife have no business being in this business.
- I honestly don't think DBRI think about me as a franchisee before making any decisions.
- I have one of the greatest franchise directors in the company and I'm very appreciative of him in the help that I received from Dickey's the only thing that I have to say about Dickey's is that I do not like using US foods their services in their way they deal with owner operators is absolutely terrible it's not fair that we are forced to use them.
- We used to get lots of caterings with 866 but that has gone down. CRM has been a disaster.
- They have taken 18.5 % between royalties/advertisement from me last month and do not reply when I inquire about it
- Not sure about the new POS.
- Completely incompetent.

Open Comments

- Money spent on FD visits is confusing and a waste of money. OLO tablet currently provides zero value. Hopefully the new POS will make use of it. Confusing why the development was in house when so many turn key options are out there.
- I have a new franchise director so no opinion on him yet. As of yet no support offered by anyone at DBRI, only threats. Have not received an order from 866 barbecue in long time. Never informed. OLO is great. Never use smokestack it never loads , don't use TIB. Do not believe DBRI could properly maintain and build a system that supports us.
- I am excited about the new POS, but based on my 7 years experience with corporate, I'm not necessarily confident it will work well enough to improve my operations. If it does what it says it will do, then I think there is some value added.
- The catering dept routinely screws up orders and loses sales for me. BOSS tickets are closed without solutions. OLO is up and down at best. It's routine that I have to put in a BOSS ticket to get OLO back online. The FDs are of ZERO help. Some of them are good folks, but the ridiculous tasks they are given render them useless to me and a waste of my time.

Operations & Technology



Open Comments

- High turnover rate at DBRI, its hard to get them to do things right.
- Dickeys hardly knows how to run the BBQ bushiness. The first two generations did but not the current one. I have a very low expectations for the tech piece and those probably won't be met!
- There has NEVER been a successful IT implementation since I've been an owner. DBRI should stick to BBQ and leave the IT to the experts.
- I have had "5" FD's in less than 2 years. 1-866-barbecue doesn't make sense (how do you get 7 digits out of an 8 letter word?). Plus, they booked a wedding and gave a 10% discount. Weddings require set up and tear down of not just the food, but the entire hall. If they knew what they were doing, they would know this, but they don't. Instead, they sign us up for a "discount."
- Am scared to death of new POS system. DBRI technology/accounting platforms are a nightmare to sort through.
- Technology is clunky at best.

Open Comments

- Marketing and leadership needs to improve in this company dramatically. Social media accounts belonging to dickeys BBQ sucks. Look at the last few Facebook and Instagram posts, they are horrible. A picture with a lemonade cup with no dickeys food in the picture ??? Whoever is in charge of the marketing department needs a dramatic overhaul. Catering department is atrocious as well. Why is that department even in place when it doesn't even give my restaurant more than caterings per year. Are the five years ago that open we probably had over thirty area directors. They do not know or do anything for me in the past 5 years and you waste money training them over and over and over.
- I do not feel that DBRI should be spending all of their resources developing a POS when they have not been able to develop technology in the past. DBRI should save the money they are spending on franchise directors for a different employee role. With the current turnover it is not worth getting to know your franchise director.
- Frequent technical problems, poor communication from DBRI and Franchise Director provides no beneficial support to my particular market.

Operations & Technology



Open Comments

- The OLO system on the tablets have never been dependable. You can't keep the tablets logged in and we are still getting continual messages about putting in an apple ID or signing into iCloud. It is super frustrating to have to try to by-pass these messages daily. I can't imagine having the entire register system on the tablet.
- It would be helpful to know what available equipment there is, including the upcoming POS and its functionality.
- I have had 6 Franchise Directors in 3 years. they keep sending out the new people to the north east area. when in fact they should be sending veterans who have been doing this job with dickeys for a long time.
- It is difficult to run a company when the average person only stays at DBRI for 2 months. Then the next person has no clue what' No leadership. No organization. No clue.s going on.
- If DBRI wants to be a tech company they should get out of the restaurant business.
- No leadership. No organization. No clue.

Open Comments

- Operations changes so much and employees change so often at corporate that half of the time the new FD's are so inexperienced that they cannot be of real help or value to us as franchisees. Then anytime you ask a question that in my opinion they should be able to help with, they tell you that you have to put in a BOSS ticket. Recently, they stopped having the Morning Cue daily because it was too redundant. They moved it to once per week which was fine. However, now they have a morning call that you are supposed to dial into every day. As an owner that has to work as a manager opening up the store each morning or getting lunch caterings together, I do not have time to dial into a daily call. If the daily Morning Cue was too much, why did someone think a daily call would not be. I have tried to go back and listen to a few later in the day, but most of the time the information is not relevant. Having another owner on there telling you what a large catering they just executed does nothing to help my operations.
- Constant turnover at store support level and lack of knowledge never provide support and motivation that is required and promised

Operations & Technology



Open Comments

- My FD is better now than in the past. Rob Faust has done a descent job so far. Way to much turnover in my opinion as to the FD positions. I feel micro-managed by DBRI when I am the one paying the bill. Dealing with DBRI is often comical. This is a great product and could be a great brand if we could work together for the bottom line instead of top line.
- My system is 9 years old and has needed an upgrade for a couple of years. I've been told to "wait" for about 2 years now. Something needs to happen sooner than later. OLO has been very frustrating this past year. With its recent restructuring, I sure hope it is better.
- Neutral about 866 because if it was run correctly, it would be useful. They should just have online leads auto forwarded to closest store instead though and have someone answer 866 to just give them a local store's number. They are not closing deals very well.
- It never works
- Very high cost to build and there is no resale value at all. Very high cost to build and there is no resale value at all.

Open Comments

- The Franchise Directors micromanage at an unhealthy level. They will send random texts regarding my restaurant's labor. A recent example that pretty much sums up the franchise directors job description came on a recent Sunday when he texted me at 10:34 am, twice, called me twice/left two voicemails and emailed me two separate emails within about a 4 min timeframe....all to tell me that he had created a document on how to take flyers out to the community and put them on cars in parking lots. That sums up about every interaction I've had with a franchise director. On more than one occasion, the previous franchise directors keep in touch after leaving DBRI, and they speak of the horrors to work for DBRI. TIB is useless. Smokestack is cumbersome, and none of the BOH programs are valuable and worth the money spent. I spend less money on BOH programs to run a restaurant with another brand, and that restaurant does three times the sales. Doing an in-house POS system never works, and that is proven, there is data that supports this with other brands. The POS will only become another profit center. We have had several thousands of dollars left in abandoned carts with the 1-866 catering, it is completely useless at this point and I cannot believe that DBRI is reporting that they are using marketing dollars to fund this program.

Operations & Technology



Open Comments

- The entire IT package, of various platforms, is a huge disappointment. They aren't reliable, user friendly, or helpful. Aloha is not good and I am confident the new platform will be even worse. I have zero confidence in anything the Dickeys IT department does. Frankly, for a company the size of Dickeys its an embarrassment. There are multiple other off the street platforms that would be much better than anything we have.
- In my opinion, Dickey's corporate should waive any fees associated with any technology and stop micromanaging the technology as Dickey's has robbed owners enough. In addition, stop inventing new items and making owners carry it as it does not work for all locations. Finally, start billboards for locations because it's the best marketing tool not junk items that are sent to the stores to be put up.
- The technology rollouts that DBRI has done to date are weak compared to software I have seen other franchisees use. DBRI is not a technology company. We are a restaurant system. Spending money and time trying to develop technology does not make any sense when you have so many stores on the verge of going out of business.

Open Comments

- Very concerned that DRBI has not been successful in system updates with the current systems we have now a new technology rollout that is birthed from the home office? Our livelihoods should not be taken lightly.
- 866 barbecue is completely useless. The whole department should not exist. All calls should be forwarded to owners to handle themselves as numerous sales have been lost due to incompetence and customers complain about it when they come in.
- Is this a joke? We aren't informed of operational changes until after the fact. It doesn't matter how many operational changes you make if you don't/can't enforce them at any stores. FDs are currently useless. They should be checking procedures and holding stores to a certain brand standard. All the calls they are required to do prevent them from being able to do
- Not happy with DBRI at all. The brand's success is dependent on our success. If your franchisees are not happy, profitable and growing, how can DBRI. If you asked me "would you do it again" the answer would be a quick "NO". I really hope things will change soon. anything productive.

Operations & Technology



Open Comments

- 1. Approximately 30+ Franchise Directors assigned to my location in about 2.5 years. They seem to be very inexperienced in business, restaurants, and not aware of Dickey's processes. The last FD didn't know the difference between a Pork Butt and Brisket. 2. DBRI starting sending marketing folks to store recently only to hand out BOGOS and catering forms. I do that already. I don't see any televised marketing or bill board marketing or anything other than marketing persons handing out BOGOS. 3. Smokestack is usually inaccurate. So much so, that my accountant preferred to use POS sales report instead. 4. TIB never worked properly. Signing on to the tablet takes several minutes after timing out. BOSS ticket recommended to ask Franchise Director for help. Later, BOSS ticket requested to send the unit back with no replacement. 5. Internet issues and NCR issues have plagued my stores for past few years. I have had stores down without IT service for up to 2 weeks. IT, NCR was very slow to resolve. Franchise Director never got involved to help. 6. US Foods and/or Sysco issues; My stores have constant issues trying to get supplies each week - especially proprietary supplies such as BYCs, LYC lids, DRBI cleaning products, packaging material such as bags and plastic wrap, etc. No support from DBRI or Franchise Director. TOO MANY ISSUES TO LIST!

Open Comments

- Franchise directors keep changing so hard to feel supported with such turnover. 866 BBQ no benefit as it would be better if sent direct to stores without Corporate being involved. Get us leads and let stores take from there. Operational changes seem to occur with little advance notice. Smokestack not dependable. OLO is burdensome to make changes, needs better organized, etc., otherwise fine. New POS- Concerned that it will work right and be easy to use.
- We have been in constant state of change since G4. G4 was very costly to my business. We seem to be on a mission to flip Dickey totally away from the core business model that I purchased. We are in a trend of coupon and discounts that kills our profit margin. Let's leave delivery to the pizza guys. Tell the world how good our food is and stop discounting the profit out of it. Tells us how our marketing funds are spent! We should not be able to go to box stores and purchase items cheaper than our food distributor.
- Their systems are bottom of the line within the industry. Horrible products.
- An enema needs to be done at corporate.

Operations & Technology



Open Comments

- DBRI ruined my livelihood when the menu changes were instituted in 2016. We have not recovered and we're still struggling. The switches from US Foods to Sysco in 2016, and the switch again from Sysco to US Foods cost us a great deal of money that's hard to recover. DBRI can't seem to figure out which direction to head and embarks on other misdirected campaigns, the latest one being the new POS. Every time they embark on anything new it ends up failing and we the O/O's are the ones left to clean up and pay for it.
- Operations teams do not assist with the business they are too busy working off a daily/monthly check list and are focused on checking items off their list and have no ability to actually provide any assistance. They are watch dogs only.
- Technology provides a lot of benefit but there are 4 different charges totaling approximately \$300 a month per store.
- Smokestack is a good tool for information. OLO was better years ago as I could control the menu. Now Dickey's IT messes with it all the time. Guests won't use it because they can't get it to work right or it's more work than calling.
- My FD is actually very helpful. DBRI is not a partner. I feel they don't really appreciate the O/O.

Open Comments

- No one ever calls you back. No one ever follows up on issues.
- I feel DBRI is out for themselves. Food cost is extremely high. What are we suppose to do with the POS system that we bought for over \$12 grand? I just don't understand how we are suppose to survive when every turn of the way we have to spend more money.
- I find it difficult and time consuming using their BOSS system to try and figure everything out. Why can't we have point of contacts to call or email directly?
- Franchise Directors are not provided the leniency to utilize their expertise in the restaurant industry. They are too busy checking boxes and getting tracked on apps to spend quality time assisting us in building a better and stronger brand. The operational tools we currently pay for are much like our promotional and marketing strategies....not well thought out, poorly tested and created in order to introduce yet another DBRI revenue stream to make up for lost royalties.
- 866 has potential to be valuable, but it's a wasted resource currently.
- Not owner friendly company

Operations & Technology



Open Comments

- 1) What I've noticed so far during my transition is that when DBRI needs something from me then they want it right away and when the roles are reversed then they are quite slow to act. 2) My transition/purchase has been quite horrible. I have a strong feeling that they wanted the old owner out so bad that DBRI wants me to accept every ridiculous demand from the seller even though they should not try to butt in on the negotiation and if anything make the buyer happy and not the seller which is on his way out anyways. 3) The new POS is configured ridiculously and quite unnecessary. It is overblown as far as the configuration and it is too expensive for a small store with a small budget. I can configure it with the right hardware for over \$2500 cheaper instead of the \$4200 that CDW is asking for. 4) CDW is also one of the most expensive IT suppliers and there are far better and cheaper suppliers out there. Not to mention that the account manager that I dealt with is rude and have zero customer service skills. 5) The new digital menus are expensive as well and quite overpriced and I really don't see a reason why there should be a monthly charge for this. DBRI needs to try to keep the costs lower for us franchisees. 6) I am happy with my NSO, Todd Larson and my RDL seems to be fine so far. 7) DBRI needs to focus on keeping the franchisees recurring expenses low and keep the new equipment at low cost of ownership as well.

Open Comments

- DBRI is a scam and management should be prosecuted. Most disorganized corrupt company that I have seen. This company destroys people's lives for the dickeys family gain.
- We have had issues with almost everything technology put out by DBRI. Smokestack is ok once you learn it. There was zero training on the system and there are much better reporting software available for the price we pay.
- DBRI investment in technology has not provided any value. Should leverage off the shelf technology and focus on restaurant business.
- Catering hotline and platform with app and loyalty etc built by dickey's is a complete joke and no telling how much catering money and guest we lose.
- I don't believe that DBRI looks at our stores as individual personal businesses. They only look at their bottom line and not the impact of some of their promotions have on us.
- DBRI Technology is a joke. We have had to roll our own for all aspects of the business and it is much more reliable.
- I look forward to the new POS. I am hoping it will eliminate some of the cost to NCR we pay now and will give us a cleaner, more modern look with an iPad POS.
- Hopeful about new POS system but afraid it will be like all other roll outs.

Operations & Technology



Open Comments

- I had 7 or 8 regional leaders changed over the period of 16 months - never any help from Operations, except for the marketing person, Haven Duncan. Technology is also of little help, TIB keeps asking for the password to download updates, but the password is never shared with the owners/operators. So practically we never use TIB in our store. Also, had continuous issues with Aloha which IT department was not able to fix for more than a year. Very poor support from Operations/Technology.
- I thought buying a franchise would get support instead they tend to hinder your chance for success every time your turn around. We are the only store in our area so they don't advertise for us because it isn't cost affective. It don't matter if we succeed to them at all this is obvious by the way they do business.
- The expectations placed on FDs is unrealistic and not set up in a manner to really help Owners. It seems to be more a checklist for corporate answers.
- I.T. doesn't coordinate well enough with the franchisee. We've had upgrades/installs occur without knowing about it and then things don't work.

Open Comments

- NCR Aloha is a powerful tool but poorly setup by Dickey's. The data from it is completely flawed and useless, we don't have a solid system for bagging items hence why many stores are plagued with missing customer item issues. Dickey's has taken away all of our functionality at a local level, so I can't even fix things to work for my store.
- Smokestack has loading issues frequently, and occasionally the payroll reports don't reflect properly. The way DBRI recognized revenue is extremely inaccurate. Ringing in caterings as soon as they book doesn't allow for meaningful sales data as the catering doesn't reflect on the day it is serviced, sometimes not even the same month causing a big discrepant in numbers. If I book a \$2,000 catering in April and the date of the event is in May, my COGS for April look fantastic, then terrible in May due to this practice. Same goes with reporting 3PV, especially Door Dash being once per month.
- Technology is a bit lacking. Too many trial and errors at the expense of the owners. Olo and pos should have been left to 3rd party professionals. Big mistake as failure after failure. TIB, OLO, Smokestack all are terrible

Operations & Technology



Open Comments

- Technology is out of date and non-adaptable in a very dynamic environment. The so-called Field Operations leaders (franchise directors) are not here to help, more like spies. No wonder they quit so soon when they realize that they are wasting our time and theirs. We have had five of them in the six months we have been open.
- Very much Bully tactics
- Smokestack is far from good.
- I've basically stop talking to dbri and no body reaches out to me.
- Didn't know there is a new POS system coming out. My NCR system has frozen, unable to update the POS & froze my drawer closed. All within a month of opening.
- 1-866 catering is useless
- I am not impressed nor am I confident in either
- It is not clear the pricing on all the technology. It seems charges appear that were never there before.

Open Comments

- I certainly hope that the CRM system and OLO system are not an indication of the quality of software that we can expect from the upcoming POS system. I have been using it and as a 20 year software engineer I would suggest that this software is at best 75% done. The way it works is using 1990 methods. Having to use +/- buttons to change quantities is not acceptable. When you type in quantities the prices do not update. Having to press update is something that most programmers stopped doing at least 20 years ago. All of the payment methods do not work. When you add items to an order it does not always reflect in the total. I would never have given this software to a customer to try and use let alone place it in wide use. At best I would say the software is incomplete, amateurish, cumbersome, and bug prone.
- Smoke stack is useless - it does talk to veriphone and does not have accurate numbers. The new I- pad platform takes forever to wait on a customer. We or can not see our 3 party vendors sales on a day to day basis. IT has not been help as they don't know how the system works. You can never get ahold of your coaches to help or address issues.
- Highly unreliable. No clear path or plan. Support systems is BROKEN.

Operations & Technology



Open Comments

- I have had 7 FDs in 1.5 years. I will say the most recent has potential, but other than most questions or issues I have experienced have fallen on deaf ears with no real assistance provided. I have had to overcome most issues on my own.
- For most part it's always one solution for any issue, taken up with Franchise Director that is, submit a Boss Ticket. For most part resolutions achieved by this is less than 30%.
- Do not do a POS system. Many have tried and failed. DBRI has two jobs, marketing the brand properly and getting good prices on consistent quality products. Failing at both.
- DBRI is not typically run as a true franchise operation. Their technology is typically on the line of sub par and have had to go through many changes at my cost that typically leads to an inconvenience for me in the past. There is too much change without valid reason and often leads to owner loss of dollars.
- My store is struggling each month to make ends meet. I pay a 4% marketing fee & I have not seen one Dickey's commercial. The marketing fee should be 1%.
- I would like to know more about Smokestack.

Open Comments

- We should have stayed with NCR and paid the extra money if that was necessary to keep their services relevant to our operational needs. We completely reinvented the wheel when it comes to technology and it was unnecessary when many other companies have already fine tuned many of the systems we created. Instead we recreated systems that were never 100% operational and had many issues and at the same time the IT support isn't there to keep us going with minimal down time. NCR has true 24/7 support which is what we need and we don't need to be in the middle of NCR and Dickey's especially when both companies point the finger at each other. My other concern is now getting to the point that they have almost full control of all financial reporting and there are no checks and balances in place to ensure that the integrity of those reports are accurate. Based on Dickey's history when it comes to technology there is a strong chance these reports are not accurate resulting in over payment of royalties.
- The online ordering system is not user friendly or ordering and catering. I have lost many catering opportunity. I've received more catering when we have our catering department. I have closed 3 catering of 150 person from 9 abandon cart.

Operations & Technology



Open Comments

- I do not have anything good to say about the technical support we get from Dickey's. I am angry and terrified of what will happen with the new POS system rolls out. This is not something Dickey's should be taking on. It is going to be disastrous! OLO is working okay now, but it has taken YEARS to get to this point and has had many points of frustration and failure along the way.
- I feel like no one really cares or is there to help when I actually need it. But they are johnny on the spot to call when I need nothing.
- I don't know anything about new POS system. TIB is not user friendly or reliable. OLO prices keep changing and it is not my doing.
- This must be outsourced to professionals. The in-house programs are very poor. We aren't a tech company.
- It is difficult to find information on upcoming changes
- We need revenue sharing from money DBRI is making from Sysco, Coca Cola, Wycliff Douglas, and all the other vendors where they make kickbacks and we lose money!

Open Comments

- \$7,101.69 that was owed to me came up missing hasn't been found Dickey's said they would pay amount owed haven't received amount. When I was considering buying Dickey's they told me I could use Dickey's 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. Dickey's 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 Dickey's.
- When I was buying Dickey's previous owner damaged Dickey's 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 Dickey's they only offered \$15,000 to buy it back. There's more too much to list I feel deceived.
- I think there are better POS systems already available that already have the big errors corrected. I think we are way behind other restaurants with scheduling, loyalty apps, pmix, msr and other areas of technology.

Operations & Technology



Open Comments

- FD's mainly cut and paste DBRI narratives or will reach out asking us to help them meet their goals. Actual store visits are rare. Rarely are they willing or able to address our needs. 866-barbecue has gone down hill since it has been funneled through OLO. Leads are not being followed up on. Guests are contacting us about caterings they thought were finalized. Booked caterings are down through the department. OLO has been a failure with guests constantly having problems with ordering. They give up and call us, or worse, go to our competitors. TIB over promised and under delivered. Constant errors with Smokestack make it worthless. Wrong info is worse than no info at all. The new POS system SCARES THE HELL out of us. If it is anything like TIB, OLO and Smokestack we might as well close our doors.
- When I call Dickey's Corp I rarely get anyone to answer the phone unless it's the catering dept. When I tried to rectify an over charge due to an open ticket being added to my daily totals I got no reconciliation. Open tickets should not be automatically transacted as cash transactions. After paying for OLO I still have an inactive printer I paid over \$400 for.
- The technology is old and wastes time. This company is so disappointing in general!

Open Comments

- Anything that Dickey's Tech department rolls out is unreliable and changes often with out notice. I feel we would be better off to find the best products on the market in those areas. We should be able to negotiate good deals on that with 500 store buying power. I feel like my royalty money is funding a start up tech company and my stores (my investment) is being used as a research laboratory for these products to work the bugs out. Also it takes way too long to get issues resolved with these systems. There have been Boss tickets closed 6 months old still not satisfactorily resolved. Then on top of that I am forced into contracts and I have to pay subscription fees for these sub par products.
- I very rarely hear from Dickey's, the only time is the one day we weren't allowed to open due to significant weather we had, Dickey's was right on the phone asking what was wrong. This was a time most of the Midwest had significant weather. Sad they were so quick to respond but I can barely get response back on anything on my end. I have had many different FD's, they always start strong but fizzle within a few months. The daily call is scheduled horrible, I don't want to get up at 6am everyday to listen to something that should be communicated better, email, and if you miss the info is days out from being listenable on demand.

Operations & Technology



Open Comments

- 1) DBRI Operations has lost focus of the "Family Owned" business that the franchise was built on. The new leadership is focused on PROFITS first at the O/O expense. DBRI DO NOT invest \$1 in these restaurants, all of their growth is from families investing their life savings into a franchise that takes more than they give, with no mercy on the investors. As a result - we barely make enough money to make a living, do not make enough profit to invest in other restaurants in our market area, which would deter our major competitor, Mission Barbecue, from infiltrating our locations. 2) DBRI will continue to lose the stores in the smaller markets because they do not have an aggressive marketing program. 3) Until DBRI allow O/O to make more profit to be able to afford better store locations in high traffic areas, competitors like Mission Barbecue will build in prime locations on major highways and taking the business from DBRI. Another way of putting it: DBRI is cutting their foot off by keeping the marketing money for profit instead of investing it effectively in our market areas. I'm the only restaurant within a 30 mile radius, they get \$450+ every week but will not do a billboard advertisement on a highway that get 20k cars a week going onto a military base! 4) Technology is overpriced for ALL the services they provide.
- OLO is not a user friendly system. TIB is not operational most of the time. Smokestack is fine.

Open Comments

- The technology used are not user-friendly, the requests made by Dickey's to provide reports on top of online reports that provide the same information and other third party reports are not connected and can be seen by myself and corporate yet we have to combine them every month. Too much work, for one person. The solution to everything is to make the owners work as much as they can to help with the numbers. My promotional ideas and in store promo have been stolen by the art department and sold for others to purchase and promote in their stores. The corporation seems like a joke, I cannot believe such things go on.
- Very cumbersome inconsistently performing software with in corporate and Point of sale Aloha. Very disappointed with this software suite
- I don't want any technology they design or manage because DBRI sucks at everything except finding any angle to suck my money out of my pocket.
- I am currently between directors again with no one to help me. I've not heard a thing about a new POS system (ugg more expenses) and the new Portal I still haven't figured it out.
- I have no confidence in any tech out. In the past 5 years of ownership this company has failed to release any product with tech lasting more than a year