

FRANCHISING WORLD

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DIVERSITY & INCLUSION:

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FRANCHISING®
 Building local businesses,
 one opportunity at a time.

Franchisees Provide Insights on How to Promote and Sustain Diversity Within Your Multi-Unit Franchise

Franchising's high-achieving, multi-unit franchisees share views on key topics.

Question: *What programs has your company put in place to encourage and promote diversity in the workplace?*



Judy Ewing Lonetti and Sandy Dunn are multi-unit, multi-brand franchisees that have worked together for 25 years. They own a Brioche Dorée, TCBY and Cinnabon at the Charlotte Douglas International Airport in North Carolina. Their first business together was an ice cream parlor at the airport in Charlotte when they first formed their company, Ewing Dunn, 30 years ago. They will also be opening an Auntie Anne's at the Charlotte Airport later this year.

LONETTI AND DUNN: "As female franchisees, we are sensitive to giving equal opportunities to women and minorities. When hiring, we look for the most qualified people based on their past experience and abilities. Most of our employees are women, which is mostly due to our category — being in food service — and our location.

Furthermore, since our business is located at the Charlotte Douglas International Airport, we see customers of all nationalities and ethnicities, which we try to reflect with our staff. Greater Charlotte is a pretty diverse area in its own right, but at the airport, we see people from literally everywhere.

We have found many benefits with having a diverse workforce that is reflective of our location at the airport and location in Charlotte. One such benefit is that our employees speak many different languages. It's not uncommon to find our staff speaking in Spanish, French, Hindi and Swahili to travelers. We find our staff is able to clearly communicate and reassure our customers, who may be visiting Charlotte for the first time. We pride ourselves on being able to connect with our diverse customer base on many levels. This not only benefits our business, but also our brands in the long run.





Kevin Green is a multi-unit franchisee for Bruegger's Bagels in North Carolina. He owns locations in Raleigh, Cary and Durham.

GREEN: "As a small business owner, it's very important to me to be cognizant of diversity and ensuring equal opportunities are available. My main goal when hiring new staff members is to find the most qualified people. We hire based on their past experience, proven ability and how we think they'll do with customer service. Our staff is an equal mix of men and women and a variety of different ethnicities.

Anyone with the work ethic and devotion to our brand can make a difference at our shops. We strive to represent the landscape of America. In fact, our product is diverse in its own way. Nord Brue and Mike Dressell founded the retail bagel concept when they started Bruegger's in 1983. Up to that point, bagels were widely considered an ethnic food and were not well known outside of New York. At that time, less than one-third of Americans had ever tasted a bagel. From their home base in Burlington, Vt., the founders pioneered a new concept that expanded the traditional bagel bakery into a quick service bakery. Today Bruegger's Bagels is known as a leader in the fast casual segment, operating 290 bakeries in North America.

