

RDs Owning Their Market

As we continue scaling and optimizing our express car wash operations, it's essential that each Regional Director fully **Owens Their Market**—not just in terms of site-level execution, but through strategic leadership, operational excellence, and proactive collaboration with all key departments across the company. You are the voice of your region and that voice should be used with respect to communicate the needs of your market, and where partnerships should be held to a higher standard. Going forward, our expectation is that each of you operates with the mindset of a market CEO.

This includes oversight with these key topics in mind:

Responsibility, Accountability and Cross-Departmental Partnerships.

RESPONSIBILITY

You are directly responsible for the success of your market. This includes:

- Living the OARs of Excellence, in order, and holding all others to do the same. This includes each of the 5 Oars focusing on People as the starting point. “Who’s Next?” Should always be top of mind during each visit and interaction for pipeline planning.
- Identifying and removing bottlenecks that hinder performance
- Creating a culture of respect and communication.

No one should know your market better than you. Lead with a sense of urgency, be present, and drive results. See it, Own it, Solve it.

ACCOUNTABILITY

Strive to be the first to know and the first to act. This does not mean trading down a level unless needed to protect the business. What it should mean:

- Accountable for the financial expectations of beating budget and driving financial results.
- Being ahead of issues before they escalate
- Making data-driven decisions and reporting transparently
- Accepting responsibility for both wins and setbacks
- Following up/following through—consistently, and avoid lag times in resolving issues.

If something isn't working, we expect you to bring solutions, not just problems.

CROSS-FUNCTIONAL PARTNERSHIP

Owning your market also means owning your relationships—with **Facilities, IT, Marketing, HR, and Accounting**. Success doesn't happen in a silo. As Regionals, your responsibility is to enlist your team support to tear down any obstacle that prevents an ability to be 100% Operational 100% of the Time. Here are some topics by department to serve as examples....

Expectations by Department:

- **Facilities:**
 - Participate in interviewing/hiring all techs to ensure qualification for performance.
 - Participate in performance evaluations of tech in your Region, partnering with Lead and Regional Techs for feedback.
 - Communicate site needs early; follow up on open tickets
 - Hold teams accountable for maintenance standards.
 - Leverage AD/Hot List Meetings to hold Leads and Regional Techs accountable.
 - Communicate needs directly to Lead Techs. Escalate when support is needed.
 - Partner with facilities to provide labor support for heavy repairs.
 - Review and Communicate CAPEX needs on a timely basis.
- **IT:**
 - Stay ahead of system or POS issues.
 - Ensure your teams are trained and compliant with tech updates.
- **Marketing:**
 - Collaborate to execute market-level campaigns; share insights that inform strategy.
 - Be aware of sites expecting or under current competition and be prepared to report on how those sites are leveraging marketing to improve results.
 - Proper preparation to deliver strong execution of marketing events (customer appreciation, grand openings, etc.) and provide timely feedback and results.
- **Accounting:**
 - Understand your P&L; ask questions; ensure accurate data flow from the field.
 - Partner to prepare quality MBRs that inform the wins/losses in the business.
- **HR:**
 - Engage in proactive talent management.
 - Communicate needs for staffing or disciplinary action in a timely manner.
 - Partner with HR support and leverage their expertise and consultation on all HR related matters.

Leverage these teams as strategic partners, not just support resources.

Owning your market is more than hitting a number. It's about **leadership, follow-through, and full region ownership**. When each Regional Director shows up as the CEO of their territory, Whitewater, and our team, will thrive.

