



OARS OF EXCELLENCE

GENERAL MANAGER (GM)

- #1. Select, develop, and retain outstanding team leaders**
 - Identify & coach Shift Leaders and Store Managers to ensure strong leadership at every level.
- #2. Train all positions effectively**
 - Ensure consistent, high-quality training and validation for all team members using standardized training tools.
- #3. Schedule and manage labor efficiently**
 - Align labor schedules with location needs to optimize performance and efficiency.
- #4. Deliver a 5 star customer & employee experience**
 - Foster a safe, service-first environment and ensures consistent excellence from drive-up to drive-out. 100% standards, 100% of the time.
- #5. Achieve revenue and Gross Profit goals**
 - Drive membership growth and maximize revenue through team coaching and performance tracking.

AREA DIRECTOR (AD)

- #1. Build and retain a bench of A-level leaders**
 - Prioritize developing future General Managers and Multi-Site Directors for growth opportunities (Skip Level Management).
- #2. Protect training systems and validations**
 - Consistent adherence to documentation, training processes and skill development.
- #3. Validate operational standards and systems**
 - Monitor and uphold safety, cleanliness, and quality standards throughout all locations.
- #4. Ensure a 5 star customer & employee experience**
 - Empower leaders to consistently deliver outstanding hospitality & respectful workplace.
- #5. Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.



REGIONAL DIRECTOR (RD)

- #1. Build and retain a pipeline of future leaders**
 - Focus on developing Area Directors and Multi-Site Directors to sustain long-term growth.
- #2. Build a culture of training and development**
 - Ensure training systems are protected and foster a commitment to skill-building.
- #3. Hold all departments accountable at an operational level through Respect & Communication**
 - Establish clear expectations and ensure every department meets operational, safety, and financial standards.
- #4. Ensure a safe and 5 star customer & employee experience**
 - Oversee operational consistency to deliver excellence in safety and service across all locations.
- #5. Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.



REGIONAL VICE PRESIDENT (RVP)

- #1. Select and retain the best talent and maintain a strong bench**
 - Recruit, develop, and retain top performers while fostering readiness for future leadership roles.
- #2. Build a culture of training and development**
 - Champion robust training systems and ensure consistent leadership development across the region.
- #3. Hold all departments accountable at the strategic and organizational level**
 - Hold all departments responsible for achieving goals, meeting standards, and maintaining alignment with company values.
- #4. Ensure a safe & 5 star customer & employee experience**
 - Promote operational excellence to deliver consistent safety and service quality across all locations.
- #5. Achieve budgeted revenue and E.B.I.T.D.A. goals**
 - Guide teams to surpass financial targets and optimize operational efficiency.