

Market Vancouver Strategy





VANCOUVER MARKET GOALS:

- **DEVELOP A DEEP BENCH OF LEADERS AT ALL LEVELS OF THE ORGANIZATION**
- **ACHIEVE OPERATING MARGIN PLAN**
- **ACHIEVE ESTABLISHED SMG KPI'S**



GOAL: DEVELOP A DEEP BENCH OF LEADERS AT ALL LEVELS OF THE ORGANIZATION

PLANNED ACTIONS:

- **MARKET LEADERS / RM'S ASSUME MENTOR ROLES WITH KEY TALENT**
- **EFFECTIVE MANAGEMENT PLANNING / SCHEDULING OF TOP TALENT (SHADOWING)**
- **MARKET WORKSHOPS / ENGRAIN TRAINING PROCESS FOR CT'S AND SHIFT LEADERS**
- **SUCCESSION PLANNING GRID UPDATED EACH PERIOD W/ACCURATE INFORMATION**
- **TOP TALENT ALIGNED WITH TOP RM'S**



PLANNED ACTION: MARKET LEADERS/RM'S ASSUME MENTOR ROLES WITH KEY TALENT

TACTICS:

- **MAINTAIN SUCCESSION PLANNING GRID IDENTIFYING UPCOMING TALENT**
- **RESTAURANT MANAGER OR MARKET LEADER SPENDS TIME EACH WEEK WORKING WITH KEY TALENT**
- **CHOOSE A COACH WHO CAN PROVIDE SUPPORT TO DEVELOPMENT PROGRAM.**
- **PROVIDE A ROLE MODEL AND ENCOURAGE NEW RESPONSIBILITIES.**
- **HAVE A PROPER TRAINING PLAN, MANAGEMENT PLANNER AND SCHEDULE IN PLACE**
- **TOP ASSISTANTS AND SHIFT LEADS MENTORED BY EITHER RESTAURANT MANAGER OR MARKET LEADER**
- **MAKE A TRAINING PLAN THAT SUPPORTS ON THE FLOOR COACHING & RECOGNITION**



PLANNED ACTION: EFFECTIVE MANAGEMENT PLANNING / SCHEDULING OF TOP TALENT (SHADOWING)

TACTICS:

- **SET OBJECTS AND TARGETS PRE-SCHEDULING**
- **OVERLAP MENTOR / MENTEE 1-2 HOURS TO EVALUATE PERFORMANCE AND PROGRESS**
- **PROVIDE WRITTEN FEEDBACK ON A BI-WEEKLY BASIS**
- **SET LONG TERM AND SHORT-TERM PLAN FOR KEY EMPLOYEE DEVELOPMENT**
- **UPDATE PTE-U WEEKLY & SCHEDULE TRAINING WITH TT AND SL TO ACHIEVE 100% COMPLETION**
- **MAKE PERSONALIZED TRAINING PLANS FOR EACH EMPLOYEE, SCHEDULE TRAINING EACH SHIFT (THE # REQUIRED FOR THAT POSITION) WITH THE COMPLETION DATE DECIDED.**
- **SCHEDULE COVERAGE FOR THE OVERLAP AND HAVE THE TIME SET OUT IN THE PLANNER INCLUDING TOPICS**



PLANNED ACTION: MARKET WORKSHOPS / TRAINING PROCESS FOR CT'S AND SHIFT LEADERS

TACTICS:

- **CREATE TRAINING/PRACTICE SESSION WITH TOP SHIFT LEADS.**
- **CONDUCT TRAINING/PRACTICE SESSION FOR TOOLS (POSITIONING GUIDE, FREADY AND SCHEDULING)**
- **AS A PATCH DO GROUP TRAINING MEETINGS FOR ALL TT'S AND SHIFT LEADERS**
- **DO SMALL WORKSHOPS DURING PATCH MEETINGS, FOLLOW UP AND EMBED AT STORE LEVEL DURING FOCUSED VISITS AND MANAGEMENT MEETINGS**
- **COORDINATE & WORK WITH ALL MARKET LEADERS TO EXECUTE WORKSHOPS**
- **ANALYZE THE OPPORTUNITY AND PROVIDE MEANINGFUL TRAINING AND DEVELOPMENT**
- **CREATE / EXECUTE AN EFFECTIVE TRAINING PLAN**
- **FOLLOW UP DAILY /WEEKLY**



PLANNED ACTION: SUCCESSION PLANNING GRID UPDATED EACH PERIOD W/ACCURATE INFORMATION TACTICS

- **HAVE A SET DATE TO BE COMPLETED IN EACH MONTH.**
- **REVIEW AND VALIDATED EACH CANDIDATE WEEKLY.**
- **MONITOR SUCCESS AND PROVIDE FEEDBACK TO IMPROVE**
- **UPDATE SUCCESSION PLAN BI-WEEKLY AFTER STORE VISITS AND OBSERVATIONS**
- **UTILIZE PERFORMANCE GRID TO DETERMINE FUTURE PROMOTIONS**



PLANNED ACTION: TOP TALENT ALIGNED WITH TOP RM'S TACTICS:

- **TOP TALENT SCHEDULES ALIGNED WITH RM AND/OR ML**
- **DEVELOPMENT ACTIVITIES PLANNED FOR ALL SHIFTS THAT OVERLAP WITH RM OR ML**
- **ALL TOP TALENT TO COMPLETE BOTH TL AND SL DEVELOPMENT GUIDES**
- **VERIFIED MENTORS (APPROVED BY ML/KEN) TO ASSUME ACCOUNTABILITY FOR 1-2 TOP TALENT TO MENTOR**



GOAL: ACHIEVE OPERATING MARGIN PLAN

PLANNED ACTIONS:

- **ACHIEVE PLANNED LABOUR PLAN**
- **ACHIEVE PLANNED FOOD-COST PLAN**



PLANNED ACTION: ACHIEVE PLANNED LABOUR PLAN

TACTICS:

- **RM IN-CHARGE OF REVIEWING LABOR TRACKING EVERYDAY TO BE ON BUDGET**
- **MARKET LEADER AND RESTAURANT MANAGER TO COMPLETE TRAINING PLAN, MGMT PLANNING AND SCHEDULING WORKSHOPS.**
- **LABOUR RACKING REVIEW EVERY HOUR TO BALANCE PLUS AND MINUS.**
- **MARKET LEADER TO APPROVE TRAINING PLAN AND MANAGEMENT PLANNER PRIOR TO SCHEDULE BEING CREATED.**
- **SCHEDULE CREATED WITHIN PAYROLL BUDGET FOR HOURS FOR THE DAY/WEEK**
- **ALL NUP HOURS REVIEWED AND OPTIMIZED PRIOR TO SCHEDULING**
- **HIRING PART STAFF TO HAVE STAGGERED SHORT SHIFTS FOR MAXIMUM COVERAGE AND ENERGY!**
- **SCHEDULE EXTRA CLEANING TASKS AND PREP TO BE COMPLETED DURING SLOW HOURS.**
- **SCHEDULING WORKSHOP TO BE ATTENDED BY ALL RM'S**



PLANNED ACTION: ACHIEVE PLANNED FOOD COST PLAN

TACTICS:

- **TOP CANDIDATE IN CHARGE OF FRIES YIELD DURING THEIR SHIFT.**
- **RE-TRAIN ALL TEAM MEMBERS ON FRY PORTION YIELDS AND VERIFIED MONTHLY**
- **100% COMPLIANCE TO PTEU INITIATIVE WITH 0% LATE VERIFICATIONS**
- **ENSURE STORE HAS PROPERLY MAINTAINED EQUIPMENT AND TOOLS**
- **RETRAIN ALL STAFF OF THE FRYER EXCELLENCE PROGRAM AND THE IMPORTANCE OF PROPER SHORTENING MANAGEMENT**
- **WARM SOAK & FILTERING PROCESS RE-TRAINING SHOULD BE DONE TO ENSURE SHORTENING LIFE IS BEING EXTENDED.**
- **RANDOM SPOT CHECKS ON WEIGHTS OF FOOD GIVEN AND ALL ITEMS ARE CHARGED PROPERLY AND PACKAGED PROPERLY WHEN HANDED OUT**
- **KEY TALENT SHOULD TO IN CHARGE OF ENSURING PACKAGING PROCESS IS BEING FOLLOWED DURING THE SHIFT.**
- **CHICKEN PACKAGING – DEVELOP PROCESS FOR FOLLOW-UP ON WHITE/DARK MEAT PACKAGING TO ENSURE ACCURACY**
- **ACHIEVE A WASTE % BELOW .75%**



PLANNED ACTION: ACHIEVE M&R PLAN

TACTICS:

- **MARKET LEADERS ARE INVOLVED IN APPROVING ALL M&R RELATED ISSUES.**
- **DO NOT CALL THE TECHNICIAN ON LONG WEEKEND IF ITS NOT URGENT TO AVOID OVERTIME.**
- **HAVE MONTHLY M&R BUDGET IN PLACE.**
- **GET 2 OR MORE QUOTES**
- **DO WEEKLY MAINTENANCE ON COOLER FANS AND CONDENSERS. HOLD A WORKSHOP WITH MANAGEMENT TO DEMONSTRATE AND GIVE TOOLS**
- **FOLLOW FRYER EXCELLENCE AND KEEP ALL EQUIPMENT FREE FROM BUILD UP AND HANG HOSES WITH NO KINKS**
- **MANAGERS TO SCHEDULE MAINTENANCE WORK ONCE A WEEK TO MINIMIZE THE TRAVEL & LABOR HOURS.**
- **MANAGERS TO ENSURE THAT INVOICES ARE BEING CHECKED & SIGNED AFTER THE WORK COMPLETION.**

PLANNED ACTION: ACHIEVE OPERATING SUPPLY PLAN



TACTICS:

- **HAVE ECOLAB CHEMICAL SYSTEM IN PLACE .**
- **RM / ML TO ATTEND ECOLAB TRAINING SESSIONS**
- **ONBOARD A MISCELLANEOUS OPERATING SUPPLY COMPANY**
- **USE THE RIGHT CHEMICAL FOR THE JOB**
- **ELIMINATE ALL CLEANERS THAT ARE NOT PROVIDED BY ECOLAB**
- **MANAGEMENT TO MAINTAIN THE WEEKLY INVENTORY TO ANALYZE THE CONSUMPTION.**
- **TRAINING ON ECO-LAB SHOULD BE PART OF TRAINING FOR ALL THE NEW HIRE TO MINIMIZE THE WASTE OF CHEMICALS.**



GOAL: ACHIEVE ESTABLISHED SMG OVERALL CUSTOMER SATISFACTION OF 85%

PLANNED ACTIONS:

- **ACHIEVE SPEED OF SERVICE – 90%**
- **ACHIEVE FRIENDLY – 90%**
- **ACHIEVE ACCURACY – 90%**
- **TASTE OF FOOD – 90%**
- **OVERALL SATISFACTION – 85%**



PLANNED ACTION: ACHIEVE SPEED OF SERVICE – 90%

TACTICS:

- **SCHEDULE AN OBSERVATION SESSION WITH TOP LEADS TO CALIBRATE WHAT THEY SEE AS OPPORTUNITIES TO IMPROVE SPEED OF SERVICE**
- **TOP LEAD COMPLETE SPEED OF SERVICE AUDIT DURING PEAK PERIOD**
- **GOALS/ TARGETS ARE ESTABLISHED FOR EACH PEAK TIME.**
- **MOD ARE EXECUTING THE POSITING GUIDE PROPERLY.**
- **KEEP EXPEDITER AND SANDWICH STATION ORGANIZED AND STOCKED.**
- **FRIES ARE COOKED AND READY TO BE USED.**
- **MONITOR HOLDING TIMES AND PREPARE AS IT GOING.**
- **LOCK TEAM FOR PEAK TIME .(STATION LOCK)**
- **PARK CARS TO MAINTAIN DT SPEED OF SERVICE.**



PLANNED ACTION: ACHIEVE SPEED OF SERVICE – 90%

TACTICS:

- **SCHEDULE AGES IN PLACE & MORE SHORT SHIFTS FOR MAXIMUM COVERAGE DURING RUSH TIMES**
- **HAVE A DEDICATED SCHEDULED SKIP PERSON DURING RUSH PERIODS**
- **ORGANIZE THE STORE FOR SECOND SAVERS & MAKE SURE FREADY IS UPDATED AND USED EACH SHIFT**
- **MANAGERS TO DO SOS CHECK DURING PEAK TIME TO KNOW THE OPPORTUNITIES TO IMPROVE.**
- **ENSURE THAT POSITIONING GUIDE IS BEING FOLLOWED.**

PLANNED ACTION: ACHIEVE FRIENDLY –



90%

TACTICS:

- **SCHEDULE 4-HOUR SHIFTS TO KEEP THE TEAM FRESH AND UNDER STRESS.**
- **CROSS TRAINED TEAM**
- **HIRE THE RIGHT PEOPLE**
- **RECOGNIZE TOP SALE PEOPLE**
- **HAVE A CONTEST**
- **HIRE FOR THE SMILE AND CHARACTER AND TRAIN SKILLS**
- **HAVE PROPERLY MANAGED AND SCHEDULED SHIFTS TO KEEP EMPLOYEES ENERGETIC AND NOT OVERWHELMED**
- **MAKE SURE THAT WE ARE MAINTAINING EQUIPMENT AND SUPPLY CHAIN TO EASE THE BURDEN ON FRONT COUNTER STAFF. PREPARE A SCRIPT FOR THEM TO FOLLOW IN THE EVENT WE HAVE A MARKET WIDE OUTAGE OR AN EQUIPMENT MALFUNCTION. THIS IS PERCEIVED AS UNFRIENDLY BY SOME CUSTOMERS AS WE LOOK TO BE DIFFICULT**
- **KEEP THE DINING ROOM AND WASHROOMS CLEANED AND STOCKED. ALSO CHANGES PERCEPTION OF GUESTS**
- **RGM/MARKET LEADER TO DO WORKSHOP/ON FLOOR TRAINING ON 5-STAR SERVICE.**

PLANNED ACTION: ACHIEVE ACCURACY

90%



TACTICS:

- **DOUBLE CHECK PROGRAM**
- **STANDARDIZE FRONT COUNTER AND DT (KEEPING EVERYTHING IN ARM REACH)**
- **SUPPORT THE TEAM IN EACH PATH**
- **HAVE A DEDICATED PERSON FOR THE ORDER TO BE ACCURATE .**
- **HAVE CASHIERS RING IN ALL ITEMS PROPERLY AND FOLLOW THE KVS SCREEN FOR PROPER PACKAGING.**
- **MAKE SURE ALL TEAM IS FULLY TRAINED ON ALL MENU ITEMS AND WHAT GOES INTO EACH ORDER.**
- **HAVE PEOPLE IN PROPER POSITIONS ACCORDING TO THE POSITIONING GUIDE TO ENSURE ALL STATIONS ARE COVERED.**
- **HAVE MANAGEMENT TEAM OR KEY STAFF BE THE POSITION THAT TRIPLE CHECKS ORDERS BEFORE HANDING TO THE GUEST**
- **HAVE FULLY TRAINED DEDICATED DELIVERY TEAM TO TRIPLE CHECK ALL DELIVERY ORDERS BEFORE THEY ARE SEALED.**