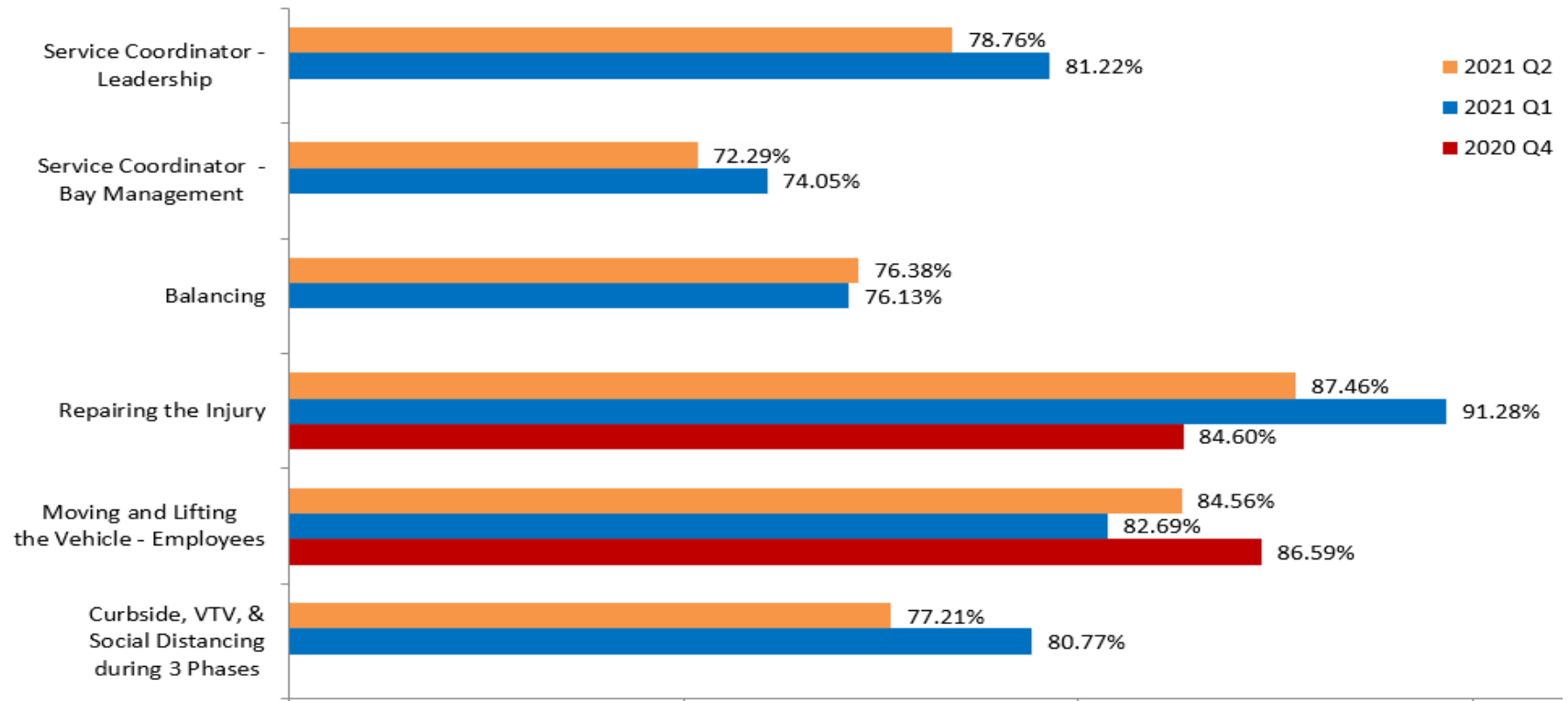


Best Practice Execution Rate

(% of steps properly executed)

2021 Best Practice Execution



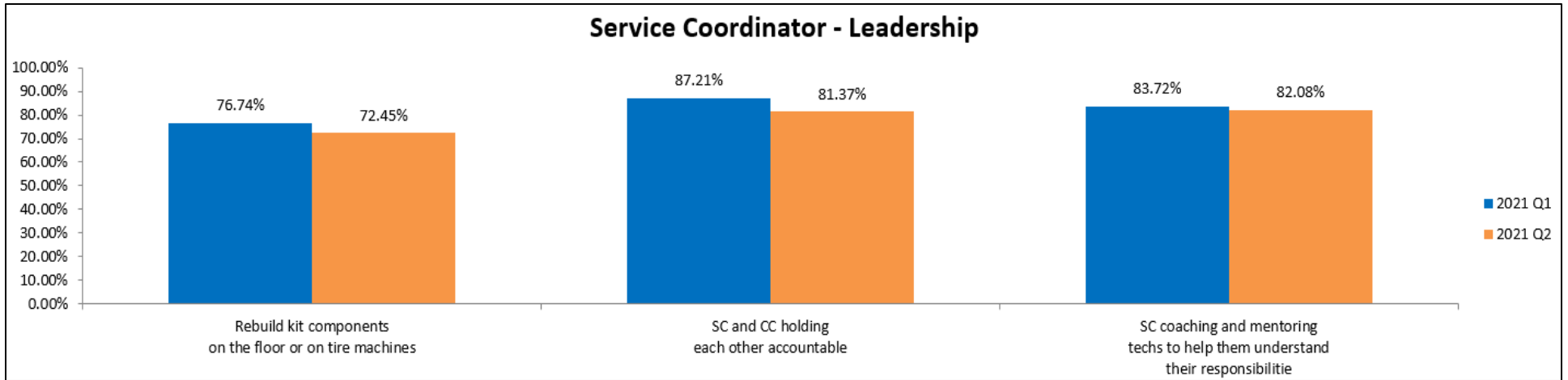
Definition

Execution Rate is **not** what percentage of the processes had every step executed as documented in the Best Practice, but rather the percentage of the total steps actually executed.

Report

Each of the processes observed have a dedicated page in this report. Each page will provide largest opportunities for improvement, and why these steps are critical to Safety and Quality.

Q2 & Q3 2020 not shown due to effects of COVID on the stores.



Findings

- Service Coordinator leadership continues to be an opportunity and was performed 78.76% of the time.

Largest Opportunities for Improvement

- Keeping the service area clean and organized.

Areas of Impact

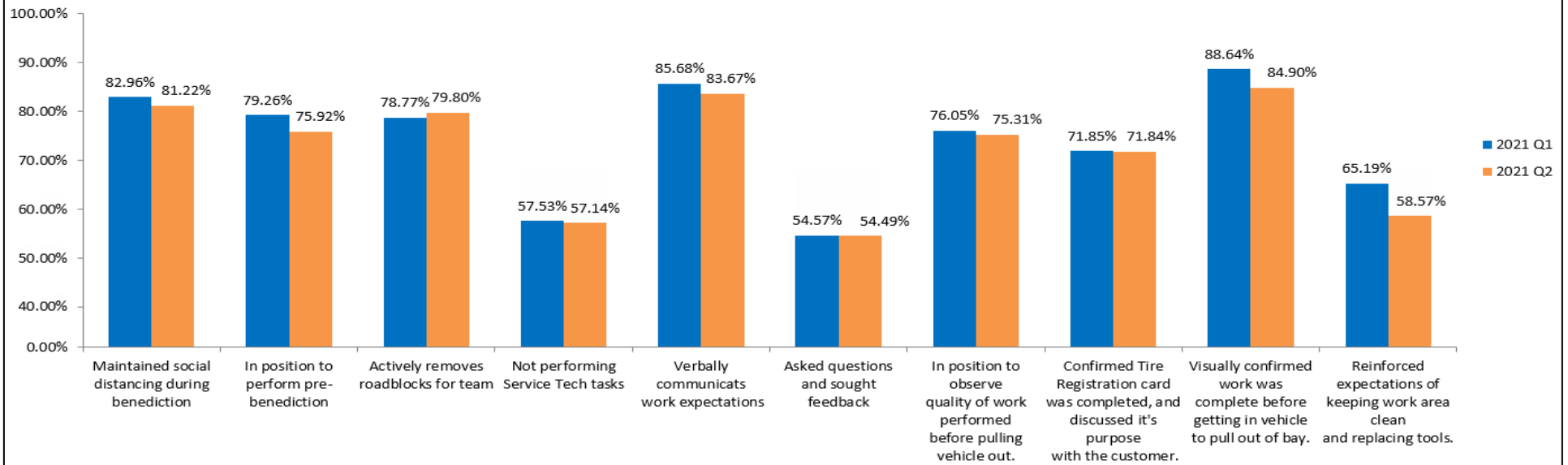
Critical to Safety

- Keeping the service area clean and organized.
- SC coaching and mentoring techs to help them understand their responsibilities.
 - SC's are the leaders of the work cell and are responsible to make sure service technicians perform duties safely.

Critical to Quality

- SC coaching and mentoring techs to help them understand their responsibilities.
 - SC's are the leaders of the work cell and are responsible to make sure service technicians execute best practices as designed to ensure quality work was performed.

Service Coordinator - Bay Management



Findings

- Service Coordinator – Bay Management was executed 72.29% of the time.

Largest Opportunities for Improvement

- Service Coordinators perform Service Tech task 42.86% of the time.
- Service Coordinators asked questions and sought feedback from the team 54.49% of the observations performed.
- Only 58.57% of Service Coordinators reinforce expectations of keeping the work area clean and replacing tools.

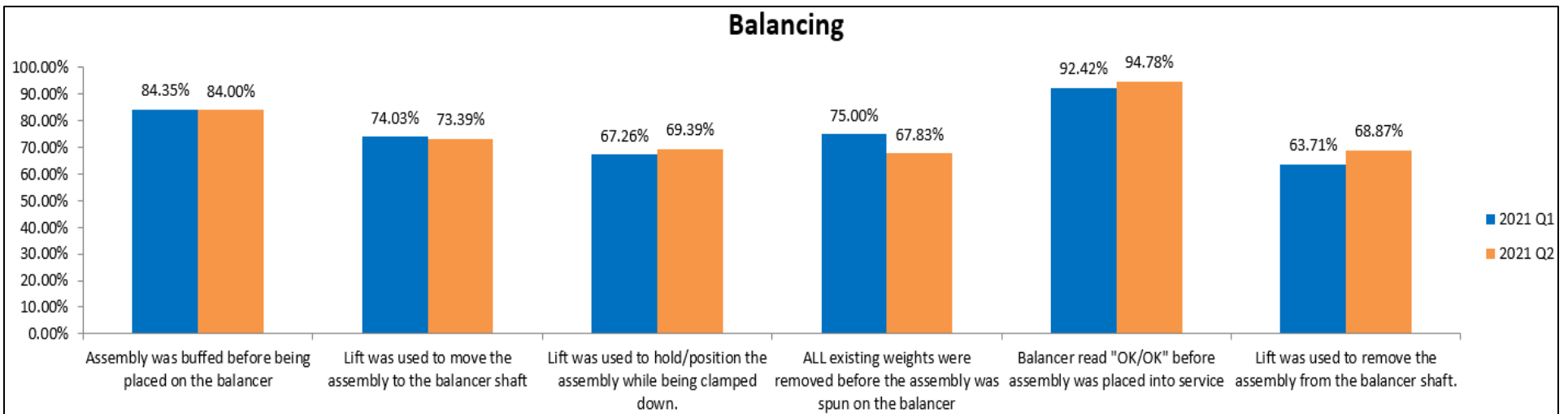
Areas of Impact

Critical to Safety

- Not Performing Service Tech tasks
 - Keeps SC in position to observe and ensure work is performed safely.

Critical to Quality

- Not Performing Service Tech tasks
 - Keeps SC in position to observe and ensure quality.
- Asked questions and sought feedback.
 - Validates the customer receives their vehicle back in better shape then before service was performed.



Findings

- Balancing Best Practices were followed 76.38% of the time.

Largest Opportunities for Improvement

- 67.83% of existing weights were removed before balancing the assembly.
- 68.87% of assemblies were removed from the balancer using the lift.
- 69.39% of assemblies were held in position using the lift while being clamped down.

Areas of Impact

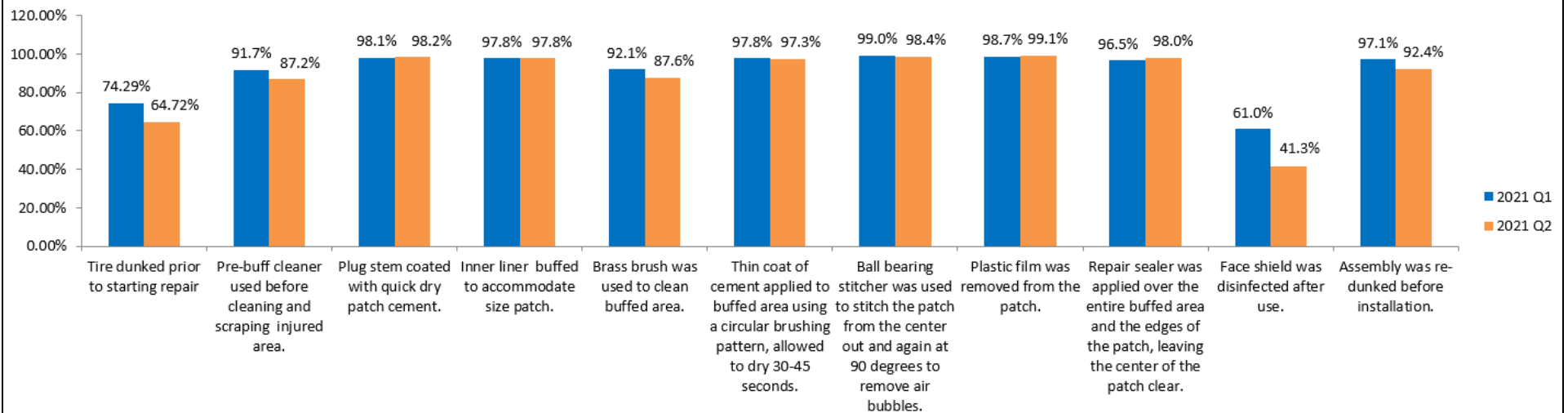
Critical to Safety

- Using lift to remove the assembly from the balancer shaft
 - Back strains continue to be one of the most frequent employee injuries and occur due to strain/fatigue.
- Using the lift to hold the assembly in position while clamping the assembly down.
 - Employees have been severely injured by assemblies slipping during the clamping process.
 - Using the lift prevents this injury entirely.

Critical to Quality

- Using the lift to hold the assembly in position while clamping results in a better centered assembly and a better balance.
- Removing all weights prior to balancing leads to fewer weights falling under the balancer, also
 - Based on recent studies over 90% of all assemblies balanced need to have all old weights removed in order to be properly balanced.

Repairing the Injury



Findings

- 87.46% of all repairs were executed according to the best practice.

Largest Opportunities for Improvement

- 64.72% of all repair tires were dunked before starting the repair process.
- 41.3% of facemask are being disinfected after use.

Areas of Impact

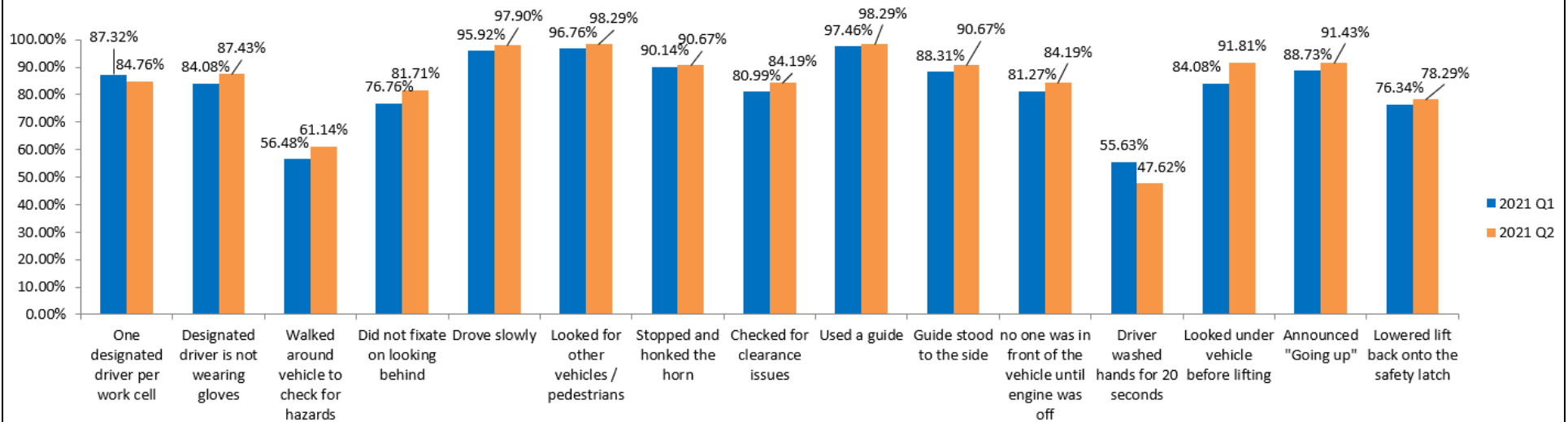
Critical to Safety

- Disinfecting the face shield is CRITICAL to not potentially spreading COVID.

Critical to Quality

- Dunking the tire before starting the repair is critical to validating all tire injuries were identified for repair.
- Dunking the tire before installation ensures all tire injuries were repaired before returning the vehicle to the customer.

Moving & Lifting Vehicles - Employees Pulling In Vehicles



Findings

- 84.56% of vehicles were moved according to Best Practices.

Largest Opportunities for Improvement

- 61.14% of vehicles were walked around to check for hazards.
- 47.62% of drivers washed hands for 20 seconds after moving vehicles.
- 78.29% of vehicles were lowered back onto the safety latch.

Areas of Impact

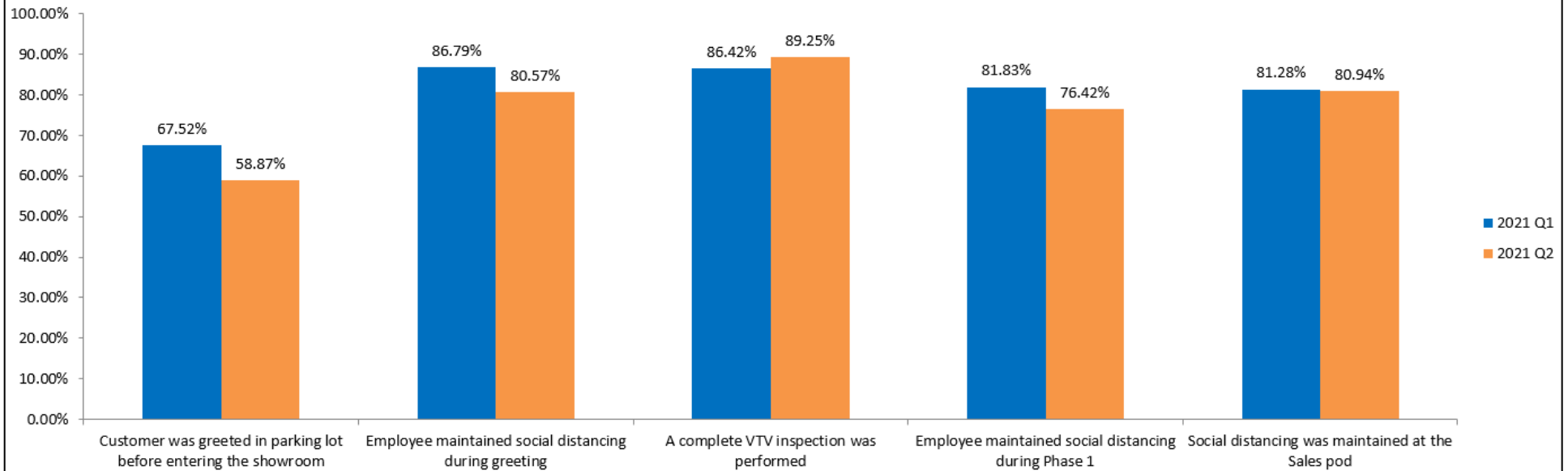
Critical to Safety

- Lowering the lift back onto the safety latch.
 - Ensures vehicle does not fall and injure an employee if the lift hydraulics fail.
- Drivers washing hands for 20 seconds after moving vehicles.
 - Helps prevents the spread of COVID-19 and other communally spread viruses.

Critical to Quality

- Walking around the vehicle checking for hazards.
 - Prevents vehicles from being damaged by hitting/running over items in the parking while the vehicle is in Discount Tire's care.

Greeting & VTV



Findings

- 77.21% of sales observations followed the customer experience strategy best practices.

Largest Opportunities for Improvement

- 58.87% of customers were greeted in the parking lot before entering the showroom.
- 76.42% of employees maintained social distancing during phase 1.

Areas of Impact

Critical to Safety

- Greeting customers in the parking lot
 - Meeting customers at their vehicle and/or in the parking lot prevents the spread of COVID-19 through reducing the number of people gathered in a confined space.

Critical to Quality

- A complete VTV inspection being performed
 - Critical to making sure all customer needs are identified.
 - Ensures preventable service delays are not introduced to the service area.