

- 
- Pride in Ownership
 - Sustainment Starts with Expectations
 - Disciplined Actions

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

[illegible]

1

T

P

E

E

[illegible]

RESET AFTER EACH PIT STOP

ENVIRONMENT
READY

After each Pit Stop is complete, the Pit Crew will clean up and reset all tools and equipment immediately.

They do not wait until the next Pit Stop as they can come at a moments notice.

Because of these actions, the end of the day duties become minimal.



WE CALL THIS BEST PRACTICE "CLEAN AS YOU GO."

Notes

5S BEST PRACTICES & STANDARDS

5S Best Practices exist to provide clarity in what it means to be "Race Day" ready.

- The placement of each piece of equipment
- The hand tools that go on each station
- The quantity of each tool or supply



RACE-DAY PREP: OPEN and CLOSE CHECKLIST

- Creating accountability requires clarity and transparency
- We have 6 race days a week to prep
- Each day we have to prepare for over 100 pit stops per store
- Each team member should know their role and assigned area

Area	Standard	Actual	Standard	Actual
Pre-Open Checklist				
1. All equipment is in place and ready for use				
2. All equipment is in place and ready for use				
3. All equipment is in place and ready for use				
4. All equipment is in place and ready for use				
5. All equipment is in place and ready for use				
6. All equipment is in place and ready for use				
7. All equipment is in place and ready for use				
8. All equipment is in place and ready for use				
9. All equipment is in place and ready for use				
10. All equipment is in place and ready for use				
Post-Open Checklist				
1. All equipment is in place and ready for use				
2. All equipment is in place and ready for use				
3. All equipment is in place and ready for use				
4. All equipment is in place and ready for use				
5. All equipment is in place and ready for use				
6. All equipment is in place and ready for use				
7. All equipment is in place and ready for use				
8. All equipment is in place and ready for use				
9. All equipment is in place and ready for use				
10. All equipment is in place and ready for use				
Pre-Close Checklist				
1. All equipment is in place and ready for use				
2. All equipment is in place and ready for use				
3. All equipment is in place and ready for use				
4. All equipment is in place and ready for use				
5. All equipment is in place and ready for use				
6. All equipment is in place and ready for use				
7. All equipment is in place and ready for use				
8. All equipment is in place and ready for use				
9. All equipment is in place and ready for use				
10. All equipment is in place and ready for use				
Post-Close Checklist				
1. All equipment is in place and ready for use				
2. All equipment is in place and ready for use				
3. All equipment is in place and ready for use				
4. All equipment is in place and ready for use				
5. All equipment is in place and ready for use				
6. All equipment is in place and ready for use				
7. All equipment is in place and ready for use				
8. All equipment is in place and ready for use				
9. All equipment is in place and ready for use				
10. All equipment is in place and ready for use				

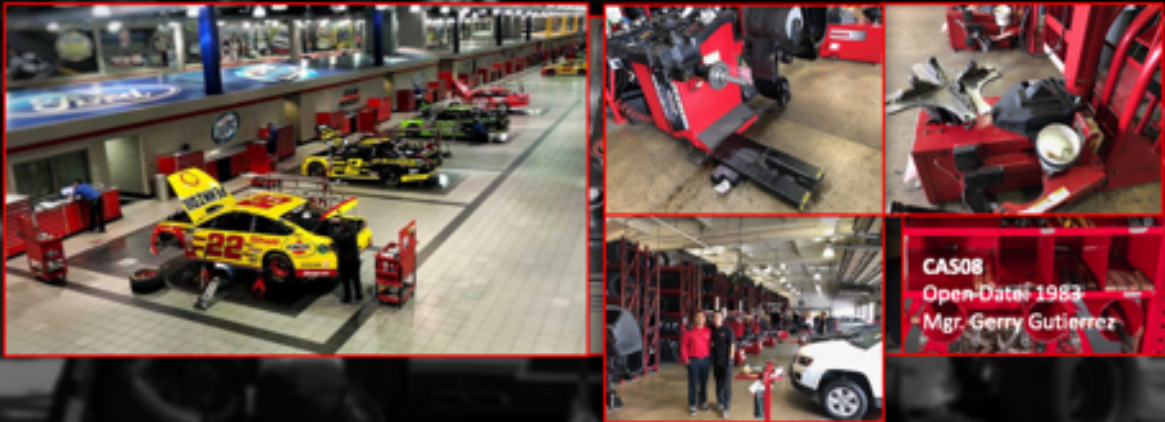


Notes

PRIDE IN OWNERSHIP



WHICH STORES YOU WANT TO WORK IN?



Notes

SUSTAINING THE ENVIRONMENT STARTS WITH EXPECTATIONS

A sustained 5S environment provides several benefits to your team:

- Improves Safety and Quality
- Reduces strains and injuries
- Improves Delivery

BE DISCIPLINED IN SETTING YOUR PEOPLE UP TO WIN:

Hire people who share our values and mentor, train and coach them to live our culture and to be their BEST (Start with your leadership team!)

Share the Dream (including the Mission/Vision, Strategy, Brand Dimensions, and Best Practices); share the score (gauges, scoreboards, and relevant reports). Problems are GIFTS, if we choose to get better. Celebrate WINS with your people!

Go see what is happening for yourself, be curious and ask your people what they think and need to WIN. Listen, our people have the answers.

Jointly (you as leader and team members) make commitments to support each other in achieving the mission and WIN. Hold each other accountable for the success of the team.

Set clear roles (AOR) and expectations on executing on our Best Practices - front load accountability and set your standards high (do not ship junk)! Ensure safety and quality first in delivering an on-time experience. Empower our people to Delight Customers!

Make sure the environment is 5S'd to support the win (safe and clean, with proper tools/equipment in working condition and the right supplies all organized for efficiency with the aid of Visual Management)

Schedule the right number of qualified people for the roles at the right time.



Notes

- Treat 5S Best Practices the same as all Best Practices.

- **Assign Ownership and create Accountability.**

- Follow the plan and use the tools in place.

- Create a sense of Pride in the Discount Tire Brand.

[illegible]