



OPERATIONS UPDATE



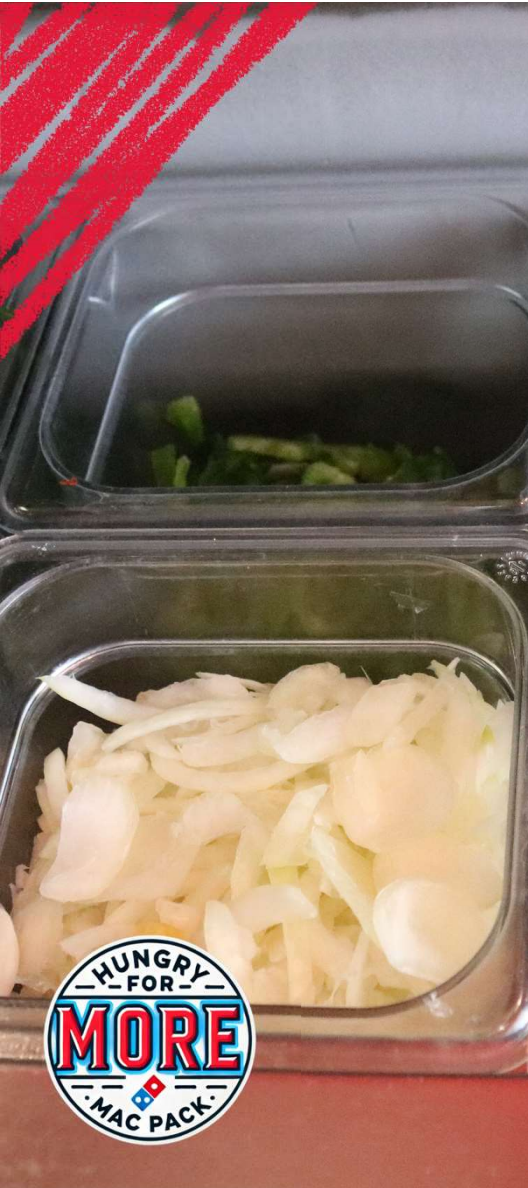


2024 MAC PIZZA GOALS

MAC Pizza's 2024 goals are focused on:

- Improving **Service Times**
- Improving **Customer Service**
- Aligning with **Brand Standards**
- Increasing **Sales**
- Driving **Profitability**





2024 OA GOAL – 4.0 STAR AVERAGE



- Product Management
 - Product Area of Focus
 - Use Product Quality Improvement Plan focusing on Pizza and sides
 - Eliminate expired products.
 - Daily use of expires today stickers.
 - Accurate inventory every night.
- Managers and DMs follow up every OA with an Action Plan regardless of score.
- OAs with 3-star scores or a Critical require a follow up meeting with RD to work through details of the action plans.
- Focus on potential Critical Violations.
 - Vapes
 - Weapons/ammunition
 - Pests or evidence of pests
 - Multiple expired/undated products
 - Dress code
 - Makeline temperatures



2024 CSAT GOAL - ▸ 7.5



- Answer phones in 2 rings or less.
- Regularly review customer feedback comments and CCCs on CSAT scorecard or equivalent reporting for areas of opportunity.
- Use Product Quality Improvement Plan
- Continue driving service improvements
- Voice of Customer

Voice of the Customer

Rolling 90 Days: 5/14/2024 - 8/11/2024	Overall Satisfaction		Appearance of		Accuracy		Taste		Overcooked (Food)		Undercooked (Food)		Greasy/Oily (Food)		Sloppy (Food)		Did not Travel Well		Missing Item		Missing Ingredient	
	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n
Franchisee F0517 - Cunningham, Mike	67%	4819	66%	4819	77%	4819	66%	4818	21%	443	9%	443	13%	443	29%	443	7%	443	16%	353	24%	353
Dominos Pizza Store 6404	64%	36	61%	36	64%	36	64%	36	0%	5	20%	5	20%	5	20%	5	20%	5	50%	2	50%	2
Dominos Pizza Store 6406	66%	41	59%	41	71%	41	63%	41	25%	4	0%	4	0%	4	25%	4	0%	4	0%	4	0%	4
Dominos Pizza Store 6413	67%	99	60%	99	74%	99	65%	99	13%	15	7%	15	20%	15	40%	15	13%	15	30%	10	30%	10
Dominos Pizza Store 6414	63%	19	53%	19	79%	19	53%	19	33%	3	0%	3	33%	3	33%	3	0%	3	0%	2	0%	2
Dominos Pizza Store 6415	65%	17	65%	17	82%	17	65%	17	0	0	0	0	0	0	0	0	0	0	100%	1	0%	1
Dominos Pizza Store 6417	63%	57	63%	57	74%	57	61%	57	40%	5	0%	5	20%	5	0%	5	0%	5	0%	6	17%	6
Dominos Pizza Store 6419	69%	54	70%	54	70%	54	67%	54	0%	2	0%	2	0%	2	0%	2	50%	2	25%	8	38%	8
Dominos Pizza Store 6433	79%	58	71%	58	88%	58	64%	58	40%	5	0%	5	20%	5	40%	5	0%	5	50%	4	25%	4
Dominos Pizza Store 6464	52%	46	50%	46	70%	46	50%	46	14%	7	14%	7	29%	7	29%	7	0%	7	40%	5	20%	5
Dominos Pizza Store 6492	56%	32	69%	32	69%	32	59%	32	0%	3	0%	3	0%	3	67%	3	0%	3	0%	3	0%	3
Dominos Pizza Store 6494	65%	49	61%	49	78%	49	67%	49	14%	7	0%	7	0%	7	14%	7	0%	7	25%	4	25%	4
Dominos Pizza Store 6500	71%	35	63%	35	80%	35	63%	35	0%	3	33%	3	0%	3	0%	3	0%	3	0%	1	0%	1
Dominos Pizza Store 6561	72%	36	75%	36	78%	36	72%	36	0%	2	0%	2	0%	2	50%	2	0%	2	0%	3	0%	3
Dominos Pizza Store 6563	59%	37	51%	37	76%	37	57%	37	0%	1	0%	1	0%	1	0%	1	0%	1	0%	3	0%	3
Dominos Pizza Store 6582	73%	56	73%	56	82%	56	71%	56	0%	4	25%	4	50%	4	0%	4	0%	4	0%	4	25%	4
Dominos Pizza Store 6587	74%	35	74%	35	80%	35	74%	35	50%	2	0%	2	0%	2	50%	2	50%	2	0%	3	33%	3
Dominos Pizza Store 6609	71%	35	69%	35	80%	35	66%	35	0%	2	0%	2	0%	2	50%	2	0%	2	0%	3	33%	3
Dominos Pizza Store 6615	63%	56	63%	56	73%	56	57%	56	0%	4	0%	4	25%	4	25%	4	0%	4	67%	3	33%	3
Dominos Pizza Store 6616	55%	56	63%	56	73%	56	55%	56	0%	5	0%	5	0%	5	60%	5	0%	5	0%	4	50%	4
Dominos Pizza Store 6618	76%	17	65%	17	76%	17	71%	17	0	0	0	0	0	0	0	0	0	0	0%	1	0%	1
Dominos Pizza Store 6621	56%	39	59%	39	72%	39	62%	39	25%	4	0%	4	25%	4	75%	4	0%	4	0%	5	40%	5
Dominos Pizza Store 6622	70%	92	67%	92	78%	92	70%	92	27%	15	13%	15	7%	15	0%	15	0%	15	11%	9	33%	9
Dominos Pizza Store 6623	53%	64	67%	64	69%	64	63%	64	11%	9	33%	9	22%	9	44%	9	0%	9	27%	11	9%	11
Dominos Pizza Store 6624	63%	24	67%	24	71%	24	79%	24	50%	2	0%	2	0%	2	50%	2	0%	2	0%	1	100%	1
Dominos Pizza Store 6625	75%	40	73%	40	80%	40	65%	40	0%	2	50%	2	50%	2	0%	2	0%	2	50%	2	50%	2
Dominos Pizza Store 6626	68%	85	66%	85	79%	85	69%	85	20%	5	0%	5	40%	5	80%	5	0%	5	33%	6	0%	6



Voice of the Customer

Comments: 5/14/2024 - 8/11/2024

Visit Dat	Visit Tim	Store	Survey Item	Comment Text
8/9/2024	11:00 AM	9259	Why Not Satisfied	Received 3 Parmesan garlic pizzas instead of 1 Parmesan garlic & 2 marinaras
8/8/2024	3:07 PM	6775	Why Not Satisfied	I placed my order at 3:07 for pickup at counter. I activated the tracker and received an acknowledgment on my phone. I arrived at the store at 3:15 and waited in my car for the notice that my pizza was ready. The store seemed somewhat busy, so I continued to wait. At 3:35 I went into the store to ask the status of my order. It had been ready for some time and was cold. I told the store manager I wasn't notified by the app that the pizza was ready. His response was "I don't know anything about the app." No offer for restitution. Not my idea of customer service.
8/8/2024	1:56 PM	6641	Why Not Satisfied	I tried to place my order using the app first but kept getting an error message saying to call in my order. I called and it was challenging just to give the employee my address. I then asked for the coupon for any large specialty pizza for \$14.99. The employee then stated there was no such coupon at their store. Frustrated, and very hungry, I then signed in using my laptop. Finally, I placed my order and it arrived very quickly. It was tasty as well. The Sprite was still cold too!
8/7/2024	8:29 PM	6626	Why Not Satisfied	#6625. Order #629 8/7/24 8:29pm Everything about the pizza order was terrible. I don't know if it's a staff. The store the way it's made or just the fact that this news pizza is absolute trash. I took a photo. You can't tell which pizza has the extra cheese and which pizza how the meat toppings. The next day I let it be a joke and showed my co workers the new pizza and told them not to get it and they all agreed it looked terrible and asked if i got my money back. Honestly, I'd rather just have a refund because you're regular pizza is fire but I Don't know what's wrong with this NY pizza.
8/7/2024	2:34 PM	8046	Why Not Satisfied	When I got there to pick up, the pizza was in the shelf but the box was open. One employee greeted me and said I will be right with you. He never came back. One other employee was taking pizza out of the oven and cutting it for the delivery guy, who was the only other person in the Store. I waited forever close to 10 minutes for the guy to come back while the other person ignored me to get the delivery ready fir the guy. Then they came over and helped me. That's when I saw my box had been sitting open and my pizza was cold. Notgreat. Won't be back
8/6/2024	4:02 PM	6813	Why Not Satisfied	Received the wrong order. I would expect employees to double check the order before providing to the customer.
8/6/2024	1:17 PM	6642	Why Not Satisfied	My reward points Pizza was not given to me I don't know what happened
8/6/2024	12:15 PM	6663	Why Not Satisfied	The Sauce tasted Sour
8/5/2024	8:33 PM	6846	Why Not Satisfied	Prices keep going up, quality keeps going down and I used to order 2 or 3 times a week, now maybe 1 or 2 times a month because total cost to feed my fam has doubled and quality is [XXX] and almost always missing something any more.
8/5/2024	6:24 PM	8059	Why Not Satisfied	Service was great, easy to order online. Ordered thin crust, definitely overcooked and I ordered extra cheese. Hardly any cheese, pepperoni, sausage was good but needs to be cut smaller. Appreciate your time in reading this.
8/4/2024	7:11 PM	6846	Why Not Satisfied	First time I ordered the chicken wings. There were 8 but very small and wouldn't feed more than one person. Kind of disappointed for the price I paid. Expected full sized. Won't order those again.
8/4/2024	5:40 PM	6776	Why Not Satisfied	The store recently opened (1-2 years) at 2209 Spring Stuebner Rd Ste 400, Spring, TX 77388 has been amazing. The overall experience has been great. I generally use carry-out and the staff is very pleasant. Life long customer very pleased with whomever is managing this



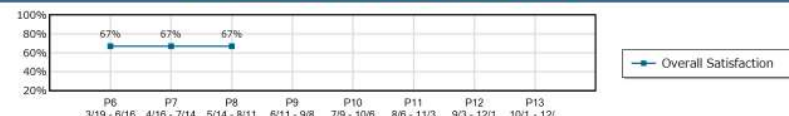
Voice of the Customer



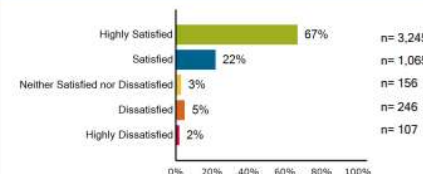
Product Sprint Scorecard

Franchisee: Cunningham, Mike/F0517
Rolling 90 Days: 5/14/2024-8/11/2024

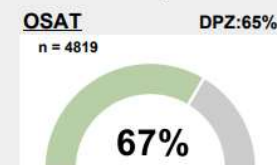
Overall Satisfaction Trend Graph (Rolling 90 Days)



Overall Satisfaction



Overall Satisfaction (OSAT) is the % of "highly satisfied" customers over a period of time.



Appearance DPZ:65%



Why Dissatisfied with Appearance (N=443)

SLOPPY	OVERCOOKED	UNDERCOOKED	DID NOT TRAVEL WELL	GREASY/OILY
29%	21%	9%	7%	13%

Accuracy DPZ:75%



Why Dissatisfied with Accuracy (N=353)

MISSING INGREDIENT	WRONG PRODUCT	UNWANTED INGREDIENT	MISSING ITEM	INCORRECT PRICE
24%	18%	8%	16%	3%

Taste DPZ:65%



Why Dissatisfied with Taste (N=439)

INCORRECT TEMP	NOT FRESH	OVER COOKED	UNDER COOKED	GREASY/OILY	DIDN'T LIKE FLAVOR
16%	29%	19%	10%	12%	15%

Reason for dissatisfaction is a check all that apply question and may not total to 100%



2024 SALES GOAL – \$29,125 AWUS

- Coupon strategy with combinable coupons.
- Work on improving product quality.
- Increase involvement in LSM.
- Continue improving service. Maintain consistency.



2024 EBITDA GOAL 8.6% STORE EBITDA



- Raise Sales through more LSM
- Reduce expired product.
 - Accurate inventory every night.
 - Visual view food orders
 - Prep Forecast Report for BP usage
 - Reduce unnecessary prep to extend in use product shelf life.
 - Expires Today stickers
- Improve scheduling.
 - Decrease scheduled insider man hours.
 - More efficient driver schedules.
 - Reduce overtime.





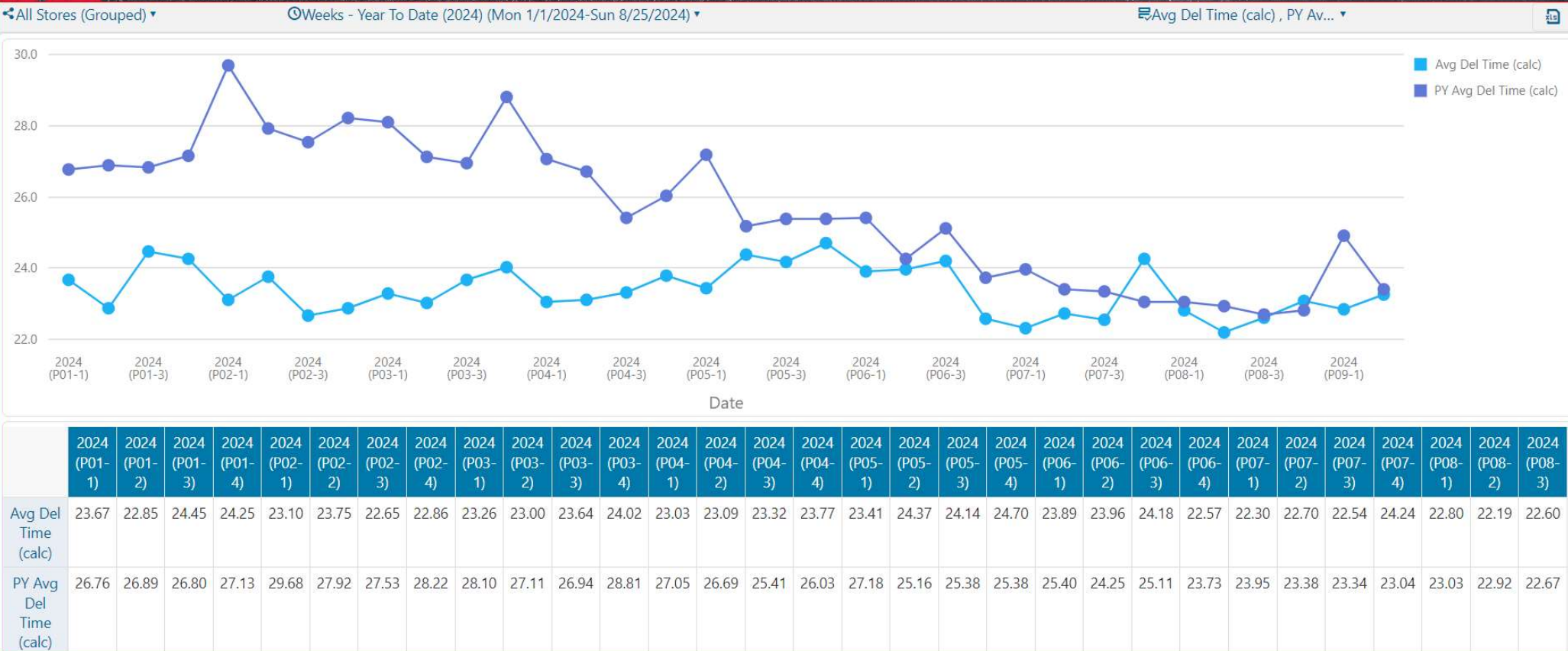
2024 ADT GOAL – 25 MINUTES OR LOWER

Tactics for Improving ADT

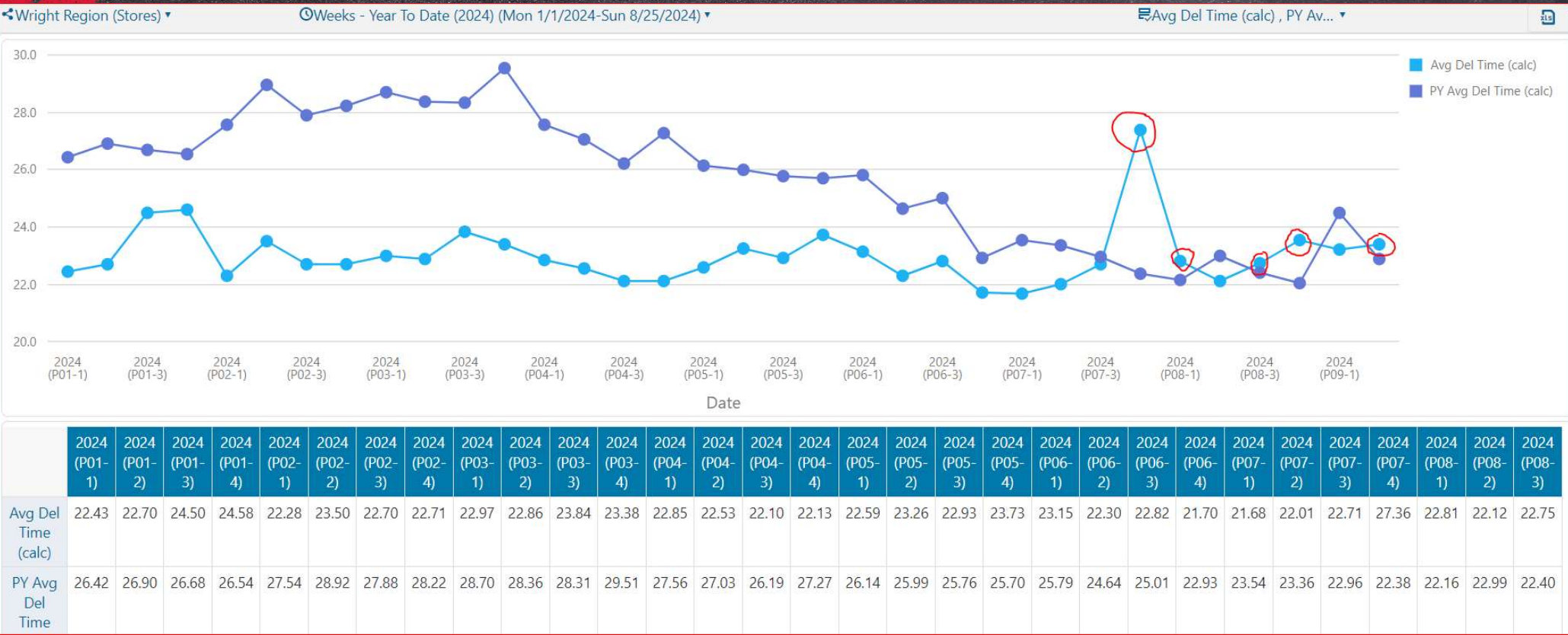
- **Focus on schedules**
 - Make schedule adjustments every week for continued improvements
 - Schedule for special events and holidays.
 - Review and adjust for specific hours or day parts.
 - Align management TMs with appropriate shifts based on skill level.
 - Expedite deliveries every shift.
- **Eliminate triples.**
- **Delivery Load times < 3 minutes.**



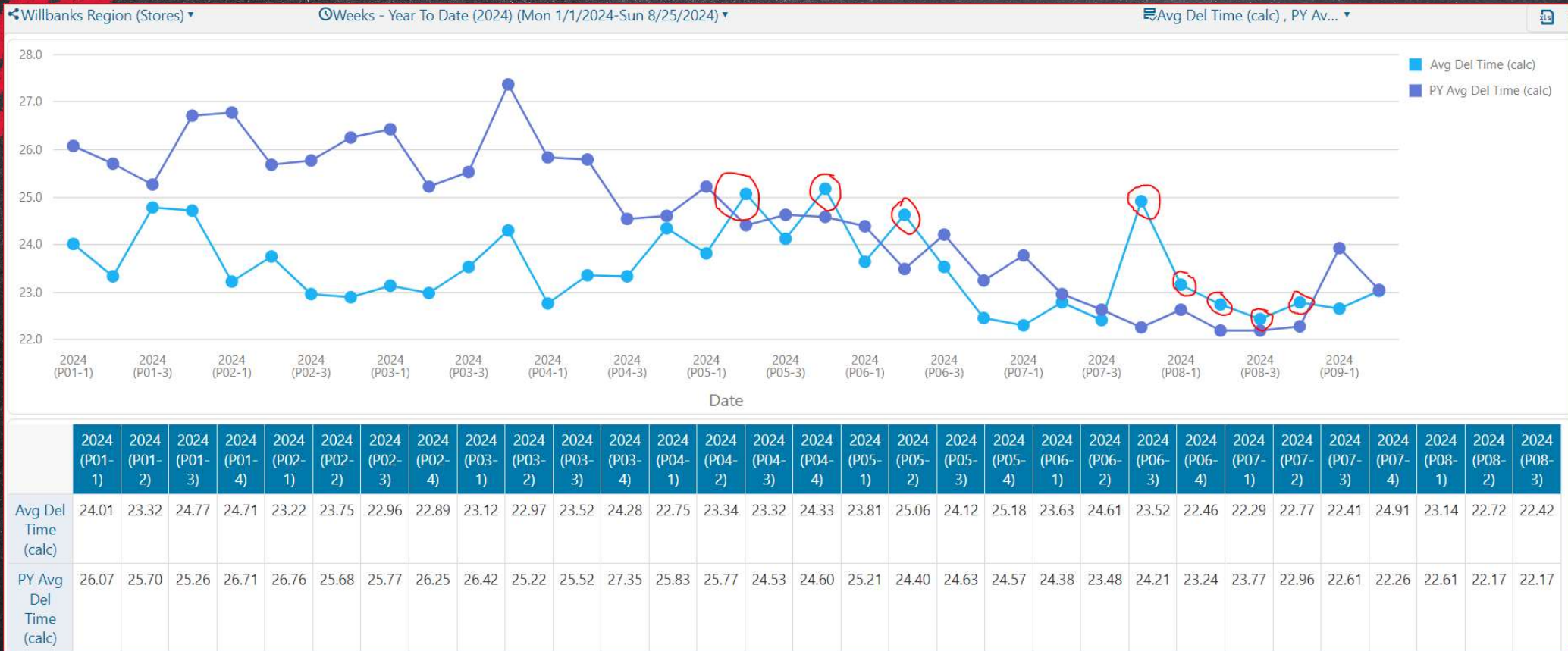
MAC Pizza YTD Service Trend Graph



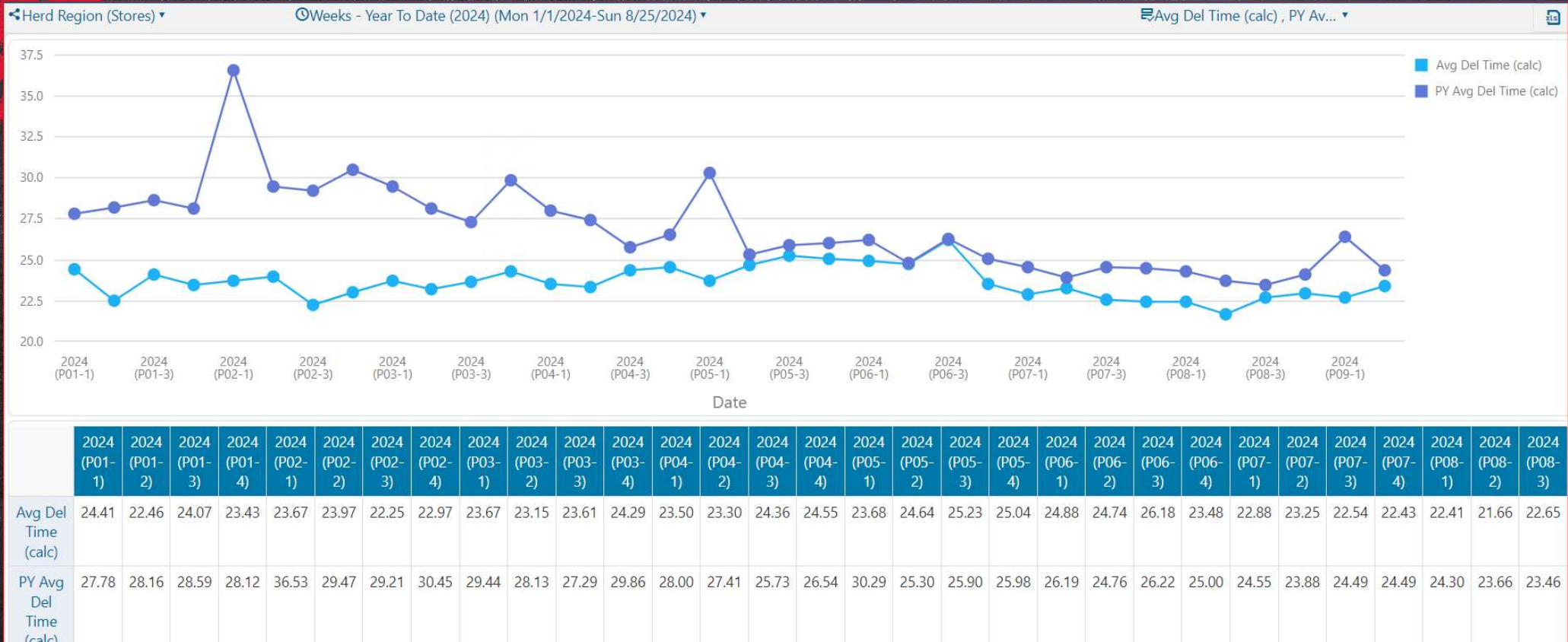
Wright Region YTD Service Trend



Willbanks Region YTD Service Trend



Herd Region YTD Service Trend



MAC Quarter To Date Service

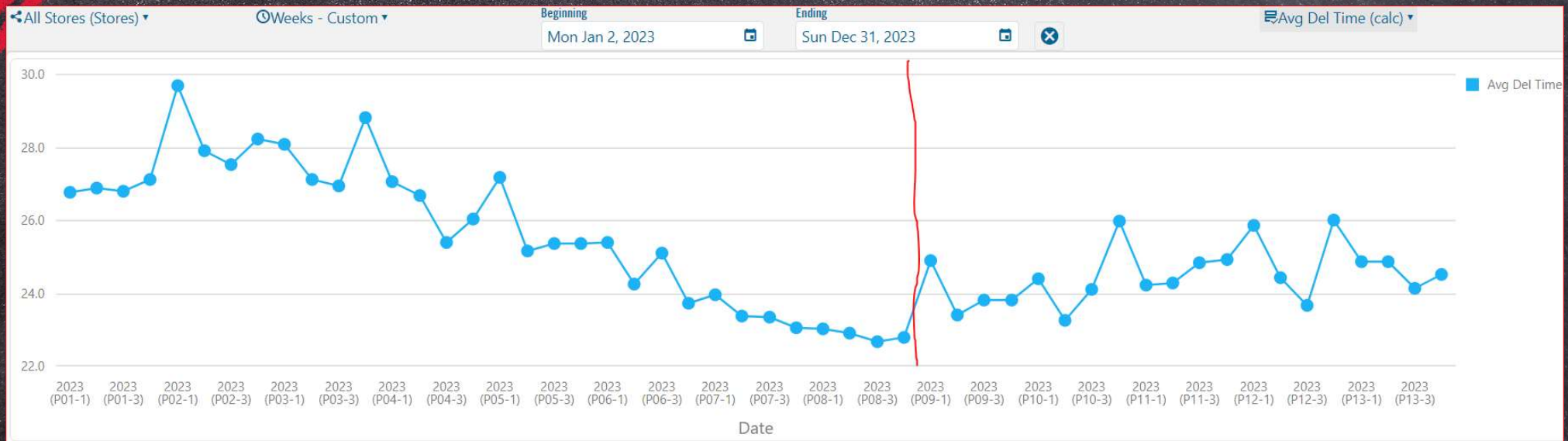
Store	Delivery Load Time	Avg Combined Hustle Time	eADT
6633	1.47	8.50	15.38
8197	1.40	4.09	17.75
8024	2.19	5.03	18.05
6762	2.05	4.22	18.10
6624	2.47	6.42	19.12
6665	2.79	5.98	19.41
6626	2.63	3.08	19.50
6786	3.36	3.60	19.56
6630	2.07	4.37	19.70
6812	2.76	5.42	19.77

Store	Delivery Load Time	Avg Combined Hustle Time	eADT
6563	7.62	3.28	28.33
6415	5.19	3.49	27.45
9267	4.78	3.63	27.28
6433	5.11	4.94	27.22
8006	5.04	4.26	27.15
9416	5.87	3.14	26.92
9260	5.96	3.98	26.91
6808	3.61	3.02	26.45
6621	3.97	4.08	26.11
6587	2.52	3.77	26.06

Store	Delivery Load Time	Avg Combined Hustle Time	eADT
101	3.28	4.12	22.80



FINISHING STRONG!



- Effective Schedules

- NFL Season
- School Breaks
- Holidays
- Cold weather
- Day Light Savings

- Follow your tactics

- Load your DSS
- Delivery Loads
- Expeditors





2024 GOALS SCORECARD

	2024 Goal	2024 results as of 8/25/2024
Operations Assessments	4	3.52 77 visits
CSAT score	7.5/10	7.75/10
AWUS	\$29,125	\$29,713.00
EBITDA % of sales	8.60%	9.1%
Average Delivery Time	25 minutes	23.4 minutes



QUESTIONS?

