

Sheetz, Inc.

Transformation of a Facilities Service Department



Introductions

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Store Support and Operational Efficiencies

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Sheetz

- Family owned organization
- 416 stores
- 6 States – PA, OH, MD, VA, WV, and NC
- More than 14,000 employees
- Over \$5 Billion in sales
- Growing at a rate of 7% - approx. 30 new stores per year



Sheetz – Store Support Department

- Responsible for maintenance of the stores
- 95% of the work performed in house
- Over 120,000 work orders per year
- 117 technicians in the field
 - 58 Technicians
 - 54 Facility Support Technicians
 - 5 Car Wash Technicians

Proof of the need to change

- Double digit increases in per store day costs
- Maintenance was a dumping ground
- Technicians were on an island



Step 1: Assessment

- What was discovered?
- What needed to be done?

Left with 8 key opportunities

- Improve Communication
- Build Trust
- Be Visible, be available
- Lead by Example
- Own Decisions
- Give Recognition and Praise
- Hold People Accountable for Meeting Performance Standards
- Improve Management of Process Changes



Step 2: Develop a plan

- Organizational Structure
- Technology needs
- Scheduling
- Payroll
- Inventory
- Asset Management
- Training

Step 2: Develop a plan

- Organizational Structure
 - Replaced 3 Regional Managers based out of Altoona with 6 Facility Support Managers located in the field
 - Created a career path
 - Facility Support Manager (FSM)
 - Regional Support Technician (RST)
 - Technician
 - Facility Support Technician (FST)

Step 2: Develop a plan

- Technology
 - Work order system – Viryanet
 - STIC – Sheetz Technician Information Center
 - 15” Laptops

Step 2: Develop a plan

- Scheduling
 - Centralized Dispatch
 - Cross functional techs
 - Fuel, HVAC, and POS
 - Subbing calls requires approval

Step 2: Develop a plan

- Payroll
 - Changed payroll system so times can not be edited
 - Managed Overtime

Step 2: Develop a plan

- Inventory
 - Centralized parts ordering
 - Created min/max reorder points
 - Standardized parts in field
 - Created a regional strategy for storing parts
 - Cycle counts
 - Physical inventories

Step 2: Develop a plan

- Asset management
 - Registered 72,000 assets
 - Call history
 - Warranty

Step 2: Develop a plan

- Training
 - New Hire Training
 - Off season training
 - Skills training
 - Regional Training

Step 3: Implementation

- Explain that there will be an increase in the beginning
- Offset increases with low hanging fruit
- Prepare the organization for the push back that is inherent with change

Results

\$PSD Decreases:

- F2010 (- 2.7%)
- F2011 (-8.9%)
- F2012 (-11.2%)

Total savings of over \$6 Million dollars!!



Questions?

