

Azzip Playbook

The Azzip Playbook is your go-to tool to manage efficiency and workflow throughout the day. In order to run a successful Azzip, a manager must have a firm understanding of what tasks need to be completed and when. This playbook will go into detail about what the optimal workflow of a day at Azzip looks like.

The Azzip Mindset of “Be intentional about how your team and you spend time at Azzip and pay attention to the details” is very applicable to this section of the Azzip Way as well. It is important that managers understand how making a poor choice about how someone spends their time at 8 am will continue to affect the team at 8 pm.

Outside the Rush

The timeline

Morning Prep 8 am – 11 am

A successful and stress-free day starts hours before the doors are unlocked. An efficient, well-organized opening procedure and timeline lays the foundation for the entire day. The way to accomplish a successful open is to strive for a timeline while making situational decisions that may arise throughout the morning. As a manager, **The Goal for the morning is to have all prep items completed, dough rolled and docked, and a clean kitchen and dining room, all before you flip on the Open sign.** Accomplishing this goal daily is important to our guests’ perception of our commitment to provide unparalleled customer service by having an “All Hands-On Deck” approach when the doors are unlocked and throughout our higher sales volume times. By streamlining many of our procedures for both daily prep and daily cleaning projects in The Azzip Way, Azzip has already provided many of the tools needed to accomplish **The Goal**. While every store has varying degrees of sales volumes, we believe that adhering to this timeline will ensure **The Goal** is achieved whether you are preparing for a \$2,000 day or a \$7,000+ day.

8:00 am – 8:15 am

Hit the ground running! Whoever is rolling day dough should start so immediately. Team Members should begin filling the 3-compartment sinks and sanitizer buckets. Additionally, make sure the ovens have been turned on and to the appropriate settings: top oven on cookie and bottom oven on whatever meat is to be cooked that day. Make sure the hoods have been turned on as well. Utilize this time to evaluate the status of the kitchen and dining room

from the night before as mistakes and misses happen, but can quickly be fixed if taken care of immediately. Get the stereo turned on and get some music flowing!

8:15 am – 10:00 am

Go time. By 8:15am, the AM Manager should have all prep items and cleaning tasks delegated in a fair and balanced manner. The best way to achieve this is to consider the three main aspects of morning prep: cooking, cutting, and saucing. Divide the prep tasks of the day to these three main areas. Begin by determining who is going to do sauce prep, who is going to do cutting prep, and who is going to do cooking prep. In many situations, one person will be doing more than one of these tasks.

With two team members opening, one will be dedicated to dough, and the other responsible for prep. With three team members opening, one will be solely dedicated to dough, and the other two will be responsible for prep. It is up to the AM Manager to delegate any cooking for the day to which aspect of prep (cutting or making sauces) has the least amount to complete. With four team members opening, whoever is cooking for the day should also be tandem rolling to ensure all dough is rolled before open. Tandem rolling can also be taken advantage of with two or three openers. This would allow for the rolling to be completed much earlier and an extra set of hands to help with prep.

During this time, it is essential to keep a **clean as you go** mentality. Wash dishes immediately after use; quickly sweep up anything that hits the floor; keep all surfaces wiped down as tasks are completed. Keeping this mentality ensures that you are not sacrificing time and energy to cleaning stacks of dishes, saucy countertops, and messy floors in the moments before opening.

The most challenging and time-consuming tasks should be started first. In keeping with the clean as you go mentality, these tasks generally involve cooking bacon and cooking chicken. Draining the grease off of the trays and immediately washing the trays makes them significantly easier to wash. While this adds some time to the procedure as a whole, it will drastically reduce time spent washing the trays after sitting for a period of time. Azzip Pesto and Zippy Ranch are the most involved sauce recipes and should also be started first. Onions, green peppers, and tomatoes are the most time-consuming cut items. Start with these tasks first and all the other tasks of the morning will be a breeze.

10:00 am – 10:30 am

Take a step back and evaluate! During this time, prep should be nearly completed. This is the time to begin wrapping up all prep and dough rolling. Utilize this time to finish making teas, set up the drink station, set out condiments for the dining room, and make sure the dining room is ready for open. Additionally, this is the ideal time to complete the daily cleaning projects. Dough docking also should be happening during this time.

Communication during this time is critical to completing *The Goal!* Any remaining tasks should be clearly communicated so that the team can focus on the essential items still needing to be completed. Great teamwork is always expected at Azzip, and this half hour can really make or break the day. Is the dough roller a little behind on dough? Speak up and spend this time to tandem roll. Did your produce order show up late and you need those onions cut for open? Work as a team to speed up the process! There are a seemingly infinite number of events that can throw a wrench into any given day, and this time is very valuable in setting up the day for success.

10:30 am – 10:55 am

Wrap it up! The last half hour before open is all about making your kitchen look like it did before you began in the morning. Make sure all the dough is getting docked for the shift. Take out the kitchen trash and boxes. Do a quick sweep through the kitchen. Grab the cash drawer out of the safe and make sure it is balanced. At this point in the day, it is all about wrapping up the little things. Also, really strive to give yourself and Team Members a 10 to 15 minute break! If you have stayed on task and are accomplishing *The Goal*, you all certainly deserve it.

Post Lunch Recovery

1:00 pm – 3:00 pm

Once the lunch rush begins to subside, take a “Front to Back” approach in evaluating the next steps toward getting the dining room and kitchen cleaned, organized, and stocked. If you (as the manager on duty) were not the one in The Float position, communicate with that person on where to begin. While successful rush management via The Playbook relies heavily on The Float to keep the dining room spotless, make line stocked, and dishes caught up, it should go without saying that this is a huge challenge. As the rush falls off, bring Team Members off the make line or cut side to assist in completing the following tasks.

The first priority is getting the dining room back to a pre-open condition: take out the dining room trash, sweep the floors; brew fresh teas if needed; fill

shakers; and refill napkins, lids, straws, forks, and knives. Ideally, the majority of this will already be done and should take no more than half an hour or so.

Now that the dining room is back in order, the focus shifts to the kitchen. Floors and surfaces visible to guests are the first priority here. Once that is completed, check the make line for restocking needs. Once the majority of the rush is over, flip and stock the top of the make line. Then, restock below. At this time, you should also have your eyes on any sauces that may need to be prepped or bottled. Once the make line and sauces are stored, take out the kitchen trash and any boxes that have accumulated. This is also a great time to check off items on the Continuous Improvement Board, and begin working on any uncompleted tasks on the post-lunch checklist.

With the dining room and make line both fully recovered, it is time to finish up all the remaining dishes. The Float has a responsibility to the “wash as you go” standard, so the amount of time needed to complete cleaning and putting away dishes depends on the volume from that rush and how much the Float was able to complete. During this time, the only dishes that you should have accumulated are those from the most recent flip of the make line and any trays that were used recently. **Even if this is not necessarily the case, all AM dishes should be completed before the PM shift begins at 4.**

Pre-Dinner Tasks

3 pm – 5 pm

Just like The Goal during morning prep, all pre-dinner tasks should be completed by 5PM. Be sure to prioritize items and tasks that are essential to complete before dinner rush. The PM Manager should make the Azzip Playbook assignments early and delegate tasks associated with each role. The goal of these Pre-Dinner Tasks is to have the kitchen and dining room set up as if the restaurant had just opened for the day. Communication between shifts is a key element of setting up the PM shift for success. Any remaining prep items or items that might cut it close for the night, should be communicated from AM to PM Manager.

3:00 pm – 3:30 pm

Have a plan. The PM Manager communicates with the AM Manager about the day in general and any areas of opportunity. If any prep is still needed, make sure there is a plan to get it completed as quickly as possible. Also during this time, make Azzip Playbook position assignments and communicate who is going to complete specific tasks as Team Members arrive for their shifts. Fresh sanitizer buckets should be made during this time, replacing towels as necessary. Depending on how many people are on staff for the day, this is also a crucial time to be tandem rolling with the AM Manager or Mid.

3:30 pm – 5:00 pm

Make it happen! During this time, you should prioritize and execute the PM Manager Checklist.

Complete (or ensure completion) of the dining room tasks. Fill drink cup lids, straws, forks, knives, and napkins. Sweep dining room if needed. Make sure all tables and drink station have been wiped down. Check trash areas and ice accumulation.

After the dining room is set, focus on the cut/cash side tasks. Restock cups, boxes, and Pepsi cooler (if necessary). Fill the cut table napkin dispenser, Grippos, Ski, and any POTM items. Restock cookies on top of oven and portion cups if needed. Check to make sure cutters and spatulas are clean and stocked.

Finally, shift the focus to the kitchen and make line tasks. Ensure make line is still stocked and clean from AM shift. Finish any remaining dishes. Make sure sauces are filled for the night shift. Depending on the sales volume, this is also a great opportunity to have the PM cleaning tasks completed.

4:00 pm – 5:00 pm

The 4 to 5 o'clock hour is where everything comes together for a successful night shift. Utilize this time to make sure everyone is fully aware of their role in the Playbook and has a great understanding of their impact in the upcoming rush. This is also the ideal time to make PM dough for the next day and fold boxes if needed. Avoiding getting locked in to any one task during this time. Instead delegate and manage the time to ensure all tasks have been completed by 5PM.

Pre-Closing and Closing

8:00 pm – Close

Let's get outta here! A successful close not only includes a clean dining room and kitchen, but also a sense of urgency and efficiency. Many of the tasks required to close Azzip can be completed before you lock up for night.

The make line and all refrigeration can be cleaned soon after the dinner rush is over. While it will still need a final wipe-down and inspection at close, the make line pans can be cleaned, flipped, and filled well before close. A best practice for accomplishing this is to have one person dedicated to pulling out pans and cleaning one side at a time while another person (or 2 people) are dedicated to making pizza.

One of the responsibilities of closing the dining room is to clean the bathrooms, and, again, this can be accomplished before close as long it is re-checked at close. If there is only one person assigned to close the make line and dining room each, then those two Team Members can coordinate to help each other out. For example, if the person cleaning the make line has the assistance of the person closing the dining room while the line is flipped and cleaned; then, the favor could be returned by having the make line person clean the bathrooms. This also frees up the person closing the dining room to restock the drink station, napkins, or any other tasks that can be completed before close.

While the Team Members who are closing the make line and dining room can accomplish quite a bit as a team, the same can be said for the closing manager and the Team Member assigned to the kitchen. The closing manager, while overseeing all positions, has ample opportunity to clean the oven and cut table, restock the Pepsi cooler, and wipe down all stainless surfaces - all before locking up for the night.

The PM Shift Leader should examine all cold storage locations and begin writing the prep list for the following day accordingly. It is very important to do a cold storage check to make sure that all prep has been filled to pre-determined levels on the make line, sauce storage, and refrigerators. Azzip's Daily Prep List is designed in a way that assumes many of these locations are full. If the make line is missing some pans, you will need to account for that when writing the prep list and communicate that with the morning team.

If the pre-close is managed and executed well, a final sweep and mop of the kitchen can be started 15 minutes before close, completed, and have fresh mop water for the final dining room mopping after close. Assuming an empty dining room at close and no issues with the deposit for the night, the entire team can be done well before a half hour after close!

During the Rush

At one point or another we've all experienced the negative impacts of an out of control Lunch or Dinner Rush. There are a number of variables that can lead to this chaotic outcome. Prior, we discussed the ways you can prepare your store to be ready for those rushes. In this section we will go into more detail about how you can prepare your team as well as execute during the rush.

Power of Pizza

First, it is important we define what the goal is for a lunch or dinner rush at Azzip. **The Goal is to provide peak experiences to our guest by being intentional about each member of the team's responsibilities during the shift.** We sometimes refer to these peak experiences as six star experiences. Our customer service philosophy can be found in more depth in the Power of Pizza guide but to relate it a bit more to the operations of Azzip we will discuss it a little bit here as well.

The first step in providing the peak experience to a guest is whelming *which is the responsibility of the entire team:*

- **Being accurate** – correct pizza, clean environment
- **Being timely** – quick line, quick answers
- **Being kind** – kind, calm, cool, collected

The next step is creating that peak experience. For us that means

- **Don't Think It, Do It** – monthly "It's On Us" card. *Anyone on the team can take advantage of this.*
- **For the Kids** – treat kids like little adults and invite them into the Azzip process. *A great thing for the pizza makers and the ringer to focus on.*
- **Bury the Surprise** – surprise a customer with a free delicious cookie. *The catcher should be prepared for this each shift.*
- **Recognize the Moment** – milestone events are moments of pride and we can treat our guests in these special times. *Anyone on the team can take advantage of this.*
- **On Time Means Early** – opening five minutes early. *Running a proper morning shift is essential to getting open early.*
- **Make It Personal** – treat our customers like unique people by building relationships and anticipating their needs. *Anyone on the team can take advantage of this.*

To achieve these peaks, our teams need to understand their role in the operation of a rush and focus on the tasks they can control that make a difference. The culmination of a team operating together is one that whelms

every single customer and gives us the ability to create peaks for a majority of guests.

Job Assignment

The Azzip Playbook includes a tool that uses job assignments for individuals to dictate how to best run an Azzip rush. It was designed to ensure that we are being intentional about our rushes and focusing on the right details so we can achieve our Goal! **When performed properly it puts us in control of the rush, rather than letting the rush control us.**

Without a game plan that the entire team understands heading into a rush, the rush is likely to give and breakdown at some point causing our guests to suffer and our team to suffer after the rush. To help provide some more insight into why this is important I want to bring up just a few negative examples when we don't have a plan for a rush:

- A mound of dishes at the end of a rush because a floater was picking up others responsibilities that others weren't aware were their responsibilities.
- Guest walking in and being greeted by a team of employees trying not to be the one to "get stuck on the line". This happens when positions are not designated.
- Dirty tables because the floater is overwhelmed, not understanding what their priorities are.
- Sloppy pizzas made by exhausted employees rushing customers through the line.

If we are unable to "whelm" guests, we don't have a chance to create peak moments!

The Playbook formations are setup using X's and O's similar to what you would see on a coach's clipboard. The formations include three numbers. The first number describes how many employees are on the make station side of the oven. The second number describes how many employees are on the cut/pay side of the oven. The third number dictates the number of floaters on the shift.

Scheduling

What play you run is designated by how many employees you have on the upcoming shift. For General Managers, the sales portions associated with the playbook is very helpful for knowing what your schedule should look like.

It is also important when making your schedule to keep an eye on the average length of the line throughout different rushes through your week. **If your line is**

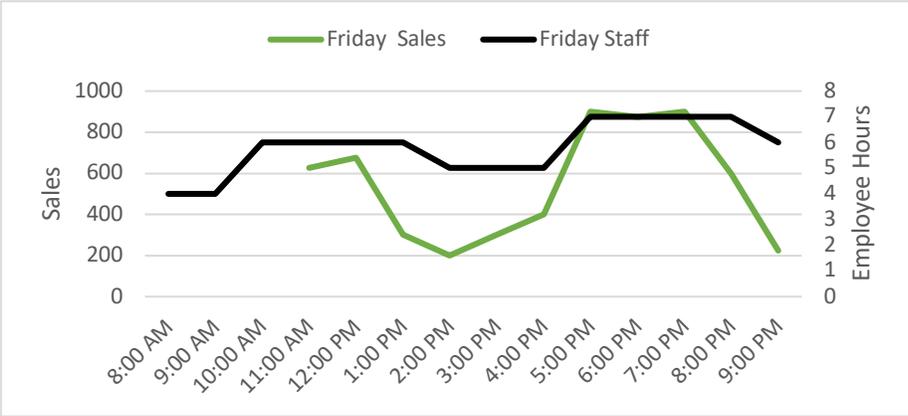
to the door for the same rush every week, you are scheduling too light for that rush. You need to schedule more hands during that shift to accommodate higher volume sales during the rush.

This concept is critical because if the line is to the door for extended periods of time, we are losing customers who want to eat at Azzip. Potential guests will drive in the parking lot, see the line and leave because they do not want to deal with the hassle of the wait. By running a team with more people, we will not only increase our hourly volume, we will increase the total number of customers served because fewer customers will be off put by the long line. We will also have much more satisfied customers because their wait time will be significantly reduced.

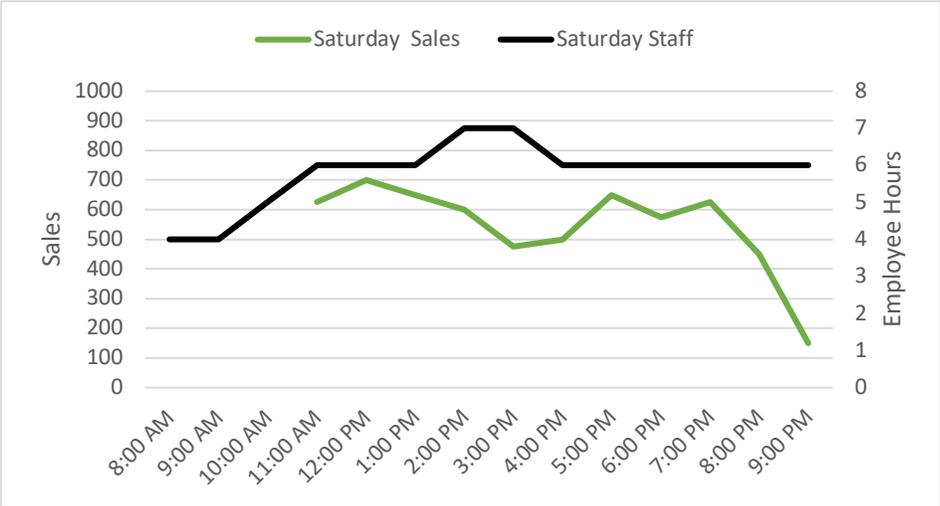
Inversely, a good indicator of overstaffing is idle hands during a rush or a line that never forms.

The Saturday Schedule

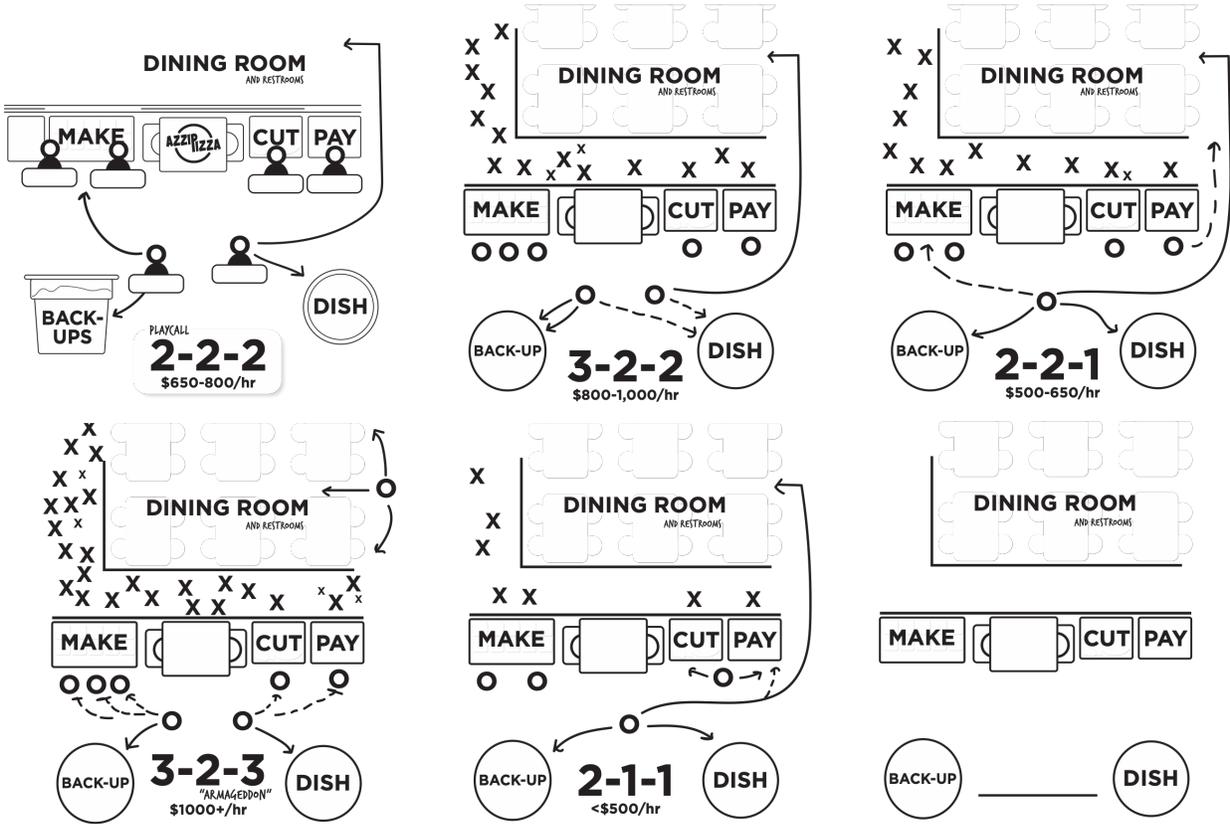
Another important note about scheduling. There will be shifts, often times on Saturday or Sundays, where there are less defined rushes. The business will just continue throughout the day instead of peaking from 11 AM to 1 PM and 5 PM to 7 PM. On these days it is important to schedule heavier than you typically would between 1 PM and 5 PM so that the tasks that need to be completed during that time can still be completed while also serving customers in a standard fashion. To help illustrate this point, the next page shows two graphs of \$6,000 days that our Terre Haute store has had. One on a Friday where we see the more typical peaked day, and one on a Saturday where volume did not fluctuate nearly as much throughout the day. In order to achieve all of the goals laid out in the Azzip Way staffing looked very different despite both days using 81 hours, opening with 4 employees and closing with 6.



As you can see, both days have no more than 7 employees at any time but those peak employee times are very different. On Friday they are used during lunch and dinner hours because those rushes are much busier than any hour on Saturday. The peak hour Friday is above \$900 while Saturday doesn't have an hour over \$700. Saturday's schedule has 7 employees there from 2 PM to 4 PM, that is to allow 2 employees to roll dough and work on other prep while the rest of the crew runs a more traditional 2 - 2 - 1.



Plays



Below you will see the layout of the different formats used and how they are laid out on the checklist board. We are the O's because we want to be on offense and in control. Lines are mainly provided for those floater positions to show how they will need to break up their tasks.

Know Your Roll

Positions should be assigned to the team before the rush starts. It is important for Shift Leaders to clearly designate and communicate each employee's position for the most efficient management of the rush. Make these assignments based on your perception of their individual strengths and weaknesses. Upon learning their assigned position, Team Members should spend any pre-rush time fortifying the area associated with that position; Checking, filling stock/prep etc. The team member's understanding of the 'Big Picture' implications and ability to execute the responsibilities and communication roles of their assigned position as outlined below, are crucial to the success of the Playbook.

Below is a description of what all the floater position entails. Information about the positions of the saucer, loader, catcher, and ringer can be found in the Azzip Line portion of the Azzip Way.

The Floater

The floaters have the most important role in ensuring that the rush runs smoothly. This guide to the floater's role should be used to help determine what to prioritize when working in the float position. There is at least one but up to three floaters for each rush. The floater holds a wide variety of responsibilities that we will break down by area of the restaurant.

Along with all of those responsibilities listed below, the main focus of the floater should be to ensure the attitude of the team remains calm and focused. During hectic times, teams will look to their leader for support and if the leader of the shift is panicking, so will the rest of the team. Therefore, in order to lead a shift in which we are in control these two bullet points are critical:

- Stay positive, cool and collected, at the end of the day we are just making pizzas. Mistakes will happen, we just need to learn from them.
- Compliment the team often, this is a great opportunity to praise specific actions! Keeping the teams moral up is critical to ensure the guest continue to be taken care of.

The highlighted sections below are highlighted because they represent what should be the main focus of the floater. These are Azzip's priority. We have found that the most effective floaters split their time among the priorities in five-minute chunks of time. This is long enough to do a task in a meaningful way but short enough to ensure no area is forgotten.

Dining Room

- Clean tables, no customer at Azzip should have to sit at a dirty table.
- Keep the drink station area spotless as well. Touch this every time you are in the dining room.
- Bring trays and other dishes in, ensure trash cans stay clean.
- Spot sweep throughout the entire rush. Napkins, crumbs, and straw wrappers are unsightly items that go a long way in influencing a guest's mind about the cleanliness of our restaurant.
- Check in with guests to clear empty trays and trash from their table, offer any to go boxes, solicit feedback on their meal. When doing this, be authentic. Don't just rush by the table and interrupt a conversation.
- Keep an eye out for potential Power of Pizza moments!
- Keep napkins fully stocked.

Make Station

- In a 2-2-1 and 2-2-2, floaters should monitor the length of the line and be prepared to hop on the make station for periods of time to ensure the line is moving at a quick pace.
- The make station is set up to get us through \$2,500 in business, check in with your saucer and loader frequently to see how they are doing on product.
- If given the opportunity, offer a five-minute breather to those on the line. Being on the line for long periods of time is demanding work and having the opportunity to grab a drink, go to the restroom, or just take a few minutes out of guests' sight can reenergize a team member.
- Ensure the make station is staying clean and offer any quick feedback necessary to the team making pizzas.

Cut/Register

- If necessary, help facilitate pizzas coming out of the oven and getting them to the correct customer. During our busiest hours the cut station can be a challenging task and falling behind can lead to a big backup. So help the team on this side stay ahead of the curve if help is needed.
- In the 2-1-1 play, the floater is also acting as help to this side of the oven when help is needed.
- Assist in the purchase of any alcohol.
- Keep an eye on the quality of the product coming out. Provide any quick feedback necessary.
- Similar to the make station, offer a five-minute breather to the catcher or ringer as time allows.

Dish

- Keep up with trays and bowls throughout the rush.
- Ensure there are always clean allergy utensils ready to go.
- Clean pans and other dishes as time allows.

Back Up

- Pan up any new necessary pans for the make station back up throughout the night.
- Make sure that back up ninth pans aren't running low.
- Ensure we aren't going through any ingredient quicker than anticipated which could lead to us running out of items.

Other

- Keep the stainless countertops clean throughout the rush. Keeping up with this gives us more space to work in, but more importantly it shows the guest that the place where their food is prepared is clean. This goes a long way in the guest's perception of our restaurant as a whole.
- Keep the kitchen swept up. Any large debris that falls should be swept immediately to help prevent trips, slips, and falls.
- Check on the restrooms periodically to ensure they are remaining tidy.
- Be sure we have enough boxes folded to get through the rush.

What Not To Do

- Roll dough, dock dough, etc - In 95% of circumstances, if you are rolling dough during a rush there was a breakdown in the Azzip Way earlier in the day. This is such a time and space consuming process and can have a very large negative impact on the rush.
- Make Dough - this is too important of a process to complete during a high-volume time.
- Prep - prepping during a rush takes up time, space, and just adds to the pile of dishes.
- Smoke, vape or take a break of your own without letting the team catch their breather first.

Azzip Playbook Scorecard

	Pass/Fail	Comments
Are jobs being assigned appropriately and is the correct play being chosen?		
Are the daily checklist being completed?		
Is the schedule being made in an appropriate manner to ensure The Playbook can be followed?		
Float: Did any customer have to sit at a dirty table?		
Float: Is an appropriate amount of time being spent in the dining room including on keeping the floors and drink station clean?		
Float: Is the float working on only appropriate tasks during the rush? <i>NOT anything dough related, prep, or breaks of their own.</i>		
Float: Are dishes being kept up with appropriately? <i>Also is the rest of the kitchen being kept clean?</i>		
Float: Are three employees being utilized on the make station to knock down lines when needed?		
Did you see any six star moments?		

Score out of 9

Comments: