

The Dream Explained

OUR MISSION (THE DREAM)	To Make Dreams Come True. We are a mission-driven business that is required to deliver results, in order to make more dreams come true.
VISION	To Be the BEST! Our unique success is based on Caring for & Cultivating People, Delighting Customers, and Growing Responsibly. We align to our values and our vision to preserve and strengthen Our Culture.
STRATEGY	Make DREAMS come true by providing the most Inviting, Easy, and Safe tire and wheel purchase and service experience in the world.
BRAND PROMISE	We promise that when you work for or do business with us, you will experience caring people doing the right thing. Our four Brand Dimensions support our Brand Promise.
BRAND DIMENSIONS	These principles differentiate us from our competitors and guide us in providing the most Inviting, Easy and Safe tire and wheel purchase and service experience in the world. Every day we must display a Can-do Attitude, be true Trusted Experts, deliver an Unexpected Experience, and offer Low Prices and More Choices. Refer to Brand Dimensions Explained for more details.
3 CORE FUNDAMENTALS	The 3 Core Fundamentals of Earn the Visit, 3 Phase CES, and Perfect Service Experience are the tools and Best Practices we use to execute our Brand Promise. Earn the Visit is how we engage with a customer on the phone, while following the principles of 3 Phase CES. We are ready to listen carefully, build a relationship, and keep our customers safe. We empower the customer with enough of the right information to earn their trust and gain their commitment to visit us in the store or make a purchase. Our 3 Phase Customer Experience Strategy (CES) allows our salespeople to be customer focused, not sales focused. This is demonstrated by showing that you care about your customer, find out how you can help them, make recommendations that meet their needs, and empower them to make decisions that are in their Best and Safest interest. The Perfect Service Experience is our guide to leading championship winning teams. To effectively execute The Perfect Service Experience, the foundational Puzzle Pieces must be in place: ▪ Recruiting, Training, Coaching & Mentoring ▪ Clear Roles & Expectations ▪ Right Number of Qualified People Scheduled ▪ Environment Ready (5S)
HAPPY EMPLOYEES HAPPY CUSTOMERS	We believe that in order to have Happy Customers you must have Happy Employees. The gauges provide us insight into how well we are doing against our standards of creating happiness.
SELL MORE SELL BETTER MANAGE EXPENSES	Sell More and Sell Better and Manage Expenses: This “AND” Statement means we cannot just focus on one of these. They need to live together. The gauges provide us insight into how well we are doing against our standards for driving our economic engine.

SQDC	 Safety and Quality First in Delivering an On-time Experience. Safety, Quality, Delivery, and Cost - all of these are important, in this order of priority.  This guides our decision making and empowers us to always do the right thing based on these standards.  Safety: Protecting our people and customers from danger, risk, or injury.  Quality: Ensuring the product or service delivers the best employee or customer experience. Delivery: The time in which we promise and/or deliver an activity, service, or product. Cost: The expenditure and/or efficiency to achieve an objective or acquire a product or service.
4 PUZZLE PIECES	We must: recruit, train, coach, and mentor the right people, set clear roles & expectations, schedule the right number of qualified people, and have our environment ready to serve. The better we manage these 4 foundational pieces the higher the level of strategy execution we achieve and the more wins we will earn.
CSI ENGAGED	We stay engaged with Continuous Strategic Improvement (CSI) by innovating and improving our fundamentals to ensure that we remain competitive into the future.
MR. HALLE'S 5 LIFE LESSONS	Mr. Halle's 5 Life Lessons of Be Honest, Work Hard, Have Fun, Be Grateful, and Pay It Forward are the values in which he role modeled for us and in turn became the foundational values of our Company.
OPERATING PHILOSOPHIES (IOOGA)	We take the 5 Life Lessons and put them into these operating terms for how we do business. Integrity, Our People, Our Customers, Growth, and Attitude (IOOGA). These help to guide us in all that we do. Integrity: We are honest, fair, and do what we believe is right. Our People: Our strength comes from caring for and helping one another. Our Customers: Every day we must earn the right to call them our customers. Growth: We seek to gain and share knowledge, innovate, achieve results, and open stores. Attitude: We are passionate about having fun, giving our best, working safely, and sharing in our success.
MR. HALLE	Bruce T. Halle founded Discount Tire in 1960 with a loan from a friend and six tires. He opened the first Discount Tire store in Ann Arbor, Michigan and is the visionary for building what is today the largest independent tire and wheel retailer in the world. Committed to growing responsibly, the company continues to add new store locations and expand into new states. Mr. Halle's core values still guide Discount Tire operations: "Treat customers and fellow employees with respect and fairness, care for those in need, always do what is right, work hard, be responsible, and have fun." Mr. Halle also believed it is important to give back to the communities where customers and employees reside, and under his leadership, Discount Tire has developed an extensive corporate giving program. He was and will always be a true Servant Leader.

