

How value proposition helps you compete in a dynamic industry

MAKING AN IMPACT

Bill Martin, Metro Express Car Wash





The value of **PERSPECTIVE**

First, a story about perspective.

- I want to share my perspective on where we've been, and where we're going.
- 2017 was a good year. Wall Street is happy, and Main Street is active.
- 2018 is looking to be even better.



Operating a car wash

WHERE WE BEGAN

In 1969:

- Full-Service was king: \$1.50 a wash.
- Minimum Wage: \$1.30 an hour.

A photograph of a car wash facility, showing a white car being washed by large red brushes. The scene is overlaid with a blue tint. The text is positioned in the upper left and center of the image.

Operating a car wash

HOW IT IS TODAY

Now:

- Express Exterior has taken off: \$7-8 a wash.
- Minimum Wage: \$7.25 an hour.

A lot has changed, but one thing hasn't:

One thing never changes

VALUE PROPOSITION

Value proposition is timeless. When we look at the challenges facing the industry:

- Competition and saturation
- Emerging technology: Autonomous Vehicles and Collision Avoidance
- An evolving customer profile

We need to remember: It all comes down to Value!

Industry Trends

COMPETITION

- Where are the “Big” guys now?
- Top 50 only account for 5%
- We’re still a small business industry.
- Focus on how YOU provide value. Not the guy down the road.

Car Wash Market Share

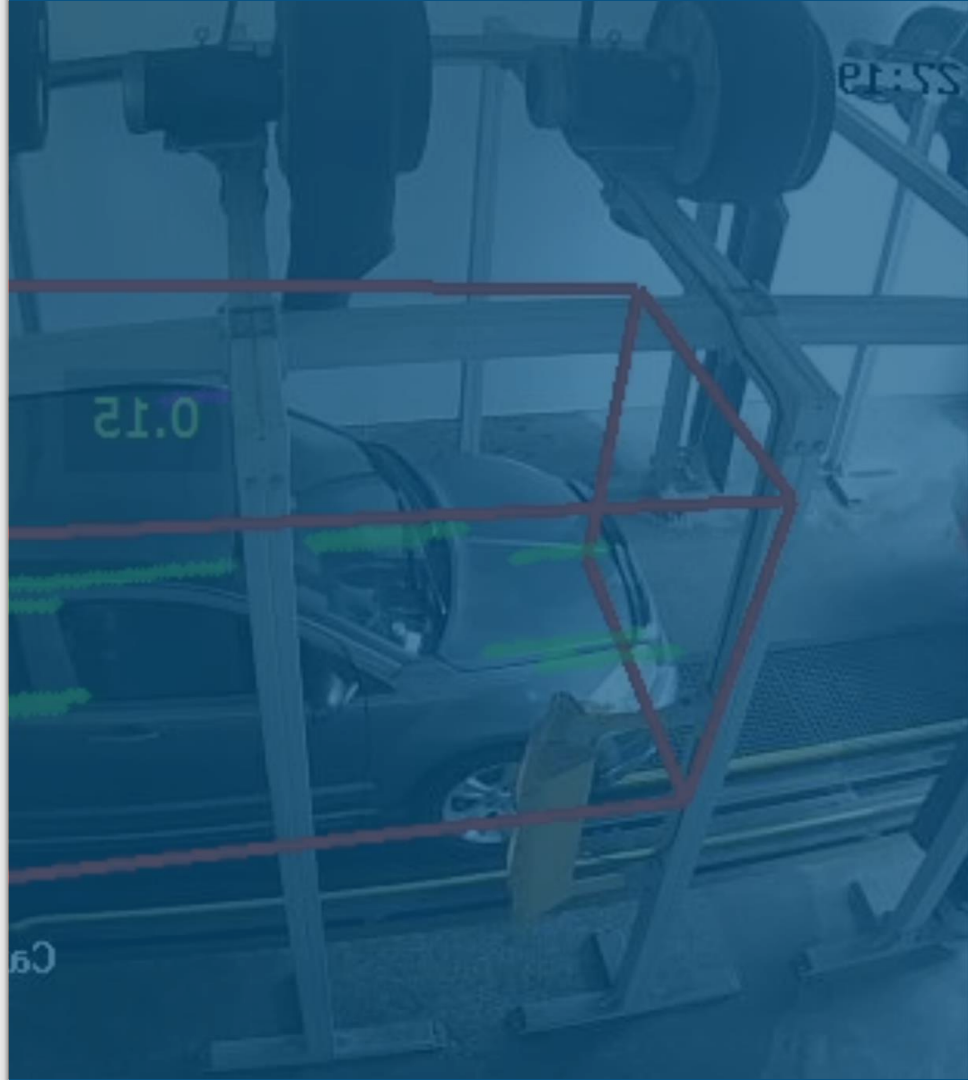


● The "Big" Guys ● Everyone Else

Industry Trends

TECHNOLOGY

- Autonomous Vehicles:
Close, but not quite yet.
- New tech doesn't change the importance of value.
- When adopting new technology, think about balance.
- Add tech that adds value, not for the sake of being new.



Industry Trends

CUSTOMERS

- Customers will always want the same thing: Good value.
- Expectations are high / patience is low.
- Subscriptions and Unlimited Plans: They're here to stay.



What's working for me

THE METRO WAY

This is how I focus on Value Propositions at Metro Express.

The Metro Way focuses on:

- The Place
- The People
- The Process
- The Product

The Metro Way

PLACE

It's about looks, location, and the little extras.

- Curb appeal and housekeeping.
- Locations with exposure.
- The flow: Easy in, easy out.
- Inspections: Always trying to be better.

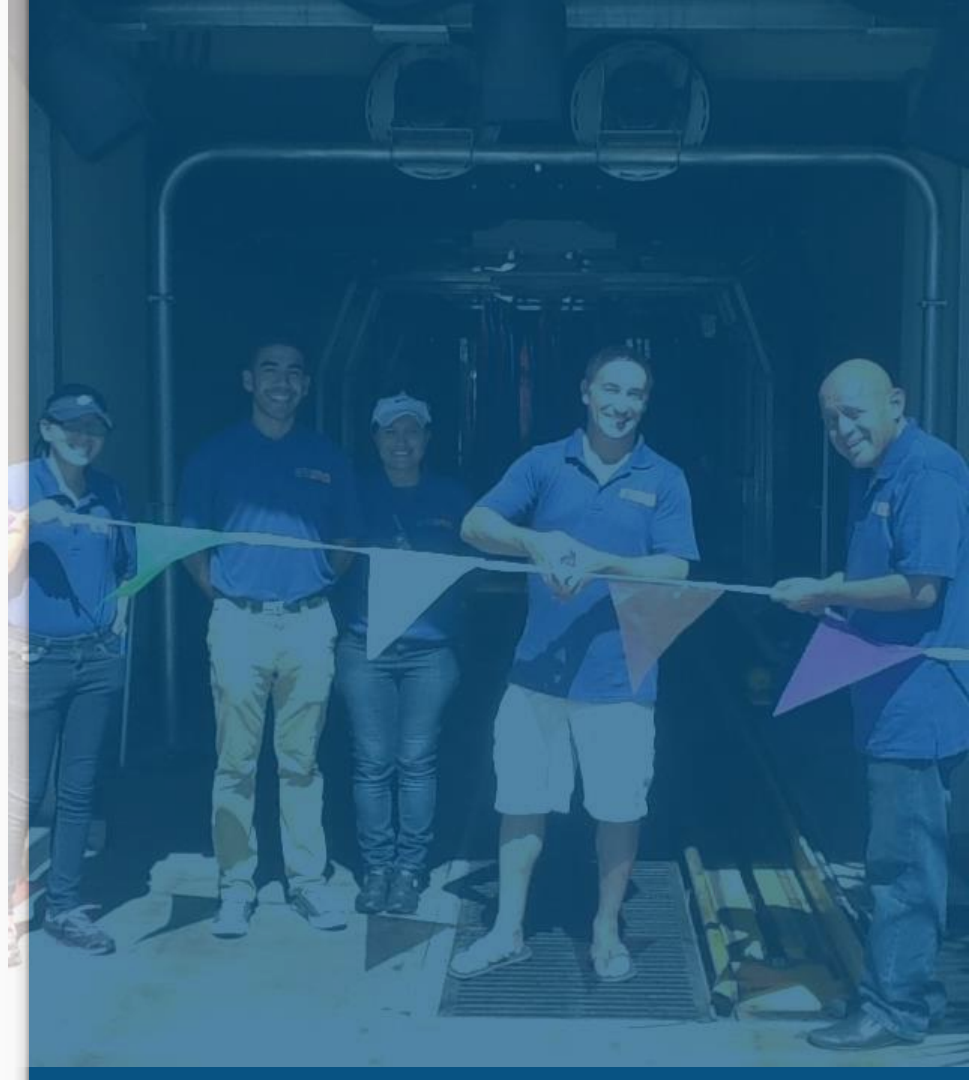


The Metro Way

PEOPLE

Employees are changing. Their priorities are changing.

- Pay and incentives VS. benefits.
- Employees care about the WHY, not the HOW.
- Employees want to be part of a TEAM!

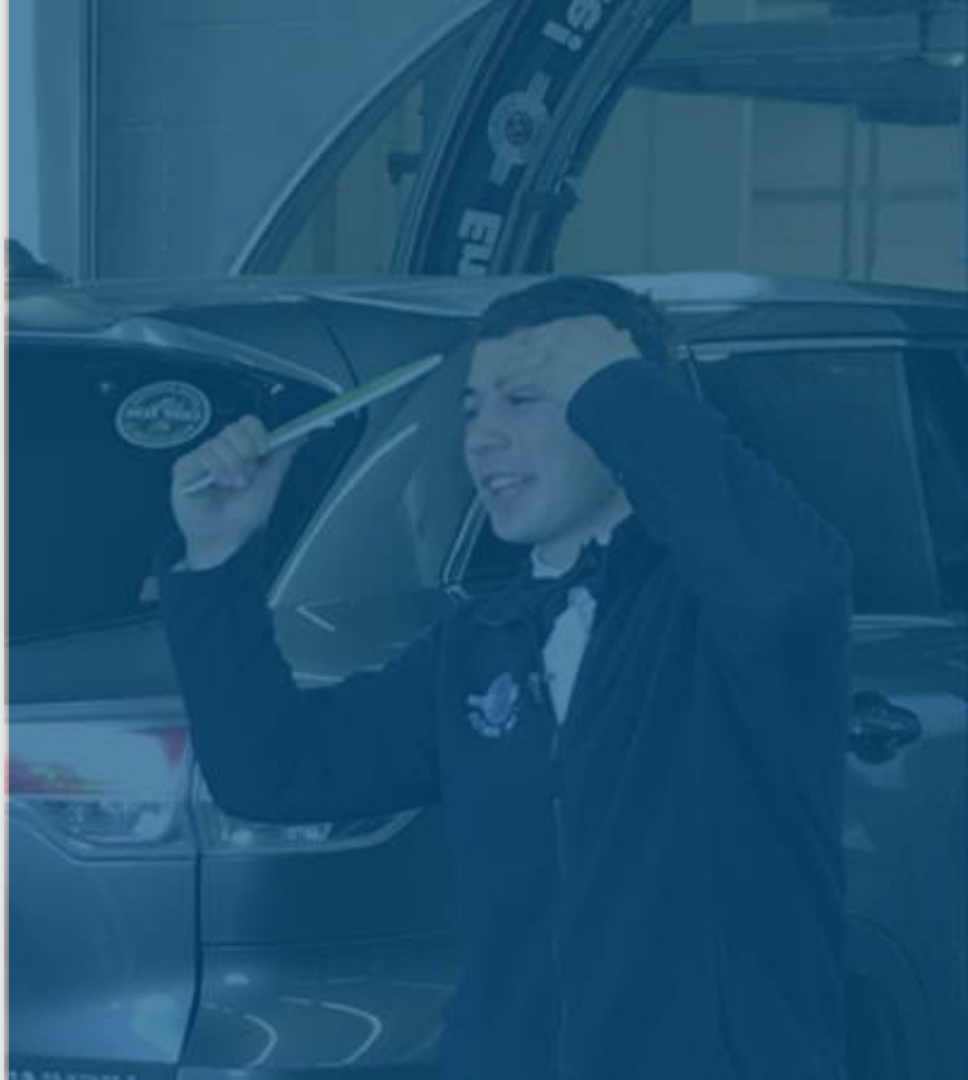


The Metro Way

PROCESS

It's not just what we do, but how we do it.

- Run to meet the customer.
- Communicate with clarity.
- Mystery Shoppers: Not about finding faults, but rewarding great service.



The Metro Way

PRODUCT

- Daily monitoring: Look for subtle changes.
- Product first, cost second.
- Work with your vendors to get the product you want.



It's been a pleasure
THANK YOU

Enjoy the show!

