Inside Brand ONE with _____ RALPH YARUSSO DRAWING UP PLAYS IN THE FRANCHISE WORLD!

Take one look at the career of Ralph Yarusso, and you'll see a legacy of leadership woven into most every facet of franchise development. Now joining as VP of Franchise Development, Ralph is taking his passion for varsity coaching and planning a play for the BrandONE team, driving results on the field on franchising.

Of course, this comes from nearly 30 years of expertise in the franchise industry, from frontline labor through the executivemanagement level. In fact, Ralph's a Certified Franchise Executive and a USAF Veteran, who's slated to chair the IFA VetFran Committee in 2022.

Our crew could not be more excited about the opportunities Ralph brings to our franchise partners. He's a mastermind in operational excellence, specializing in building foundations for organic growth, franchise sales, brand acquisition and integration. As an FAA Licensed Flight Dispatcher, he clearly knows no limits when it comes to farreaching insight!

In 2013, Ralph became the Chief Development and **Operations Officer at Full** Speed Automotive (formerly Grease Monkey Intl). In under a decade, he helped steer major initiatives for the megabrand, which is one of the nation's largest franchisors and operators of automotive aftermarket repair facilities. Ralph's impact included:

- Reorganizing and developing a new operating system that focused on unit economics.
- Raising the average unit volume 55%, with three years of double-digit same store sales growth. Redesigning the training program syllabus, materials and standards manual.

- Creating a new telephone training program and helping spearhead the online university.
- Establishing an in-center/ field training program, with a cloud-based business builder review program.
- Designing a profit tracker/ break-even analysis tool for franchisees.
- Developing and implementing a course of action plan for field support to help underperforming units, spurring a compliance ncentive program that renewed expired licenses and eliminated loss of units.
- Creating a franchise development department that allowed the company to pivot

from negative net unit growth. The effort inspired a sales funnel process, quidelines and a web-based lead generation capture and processing feature.

- Leading critical workflows during multiple brand acquisitions, helping guide integration and rebranding.
- Establishing a program for getting veterans and first responders into their first franchise.

Prior to his incredible push with Full Speed Automotive, Ralph served as the Regional Vice President and Chief Operations Officer for Meineke Car Care Centers, Inc. From 2010 to 2012, he was responsible for

estate procurement, FDD, as well as franchise and trademark agreements. The B1 crew is proud to have Ralph on our side! We can't wait to harness his knowledge to take franchises to the next level.

overseeing more than 500 franchise locations and eight operations managers. It was a perfect fit, as Ralph himself was a Meineke franchisee at one point in life. At the time, he operated 15 locations, with some 75 total employees. Ralph served as Chairman of their Franchise Advisory Council and earned Meineke honors in the "Million Dollar Club" as a top-grossing franchise in the system. He was even recognized by IFA as Franchisee of the Year. Clearly, Ralph's career journey runs deep. He even played the role of Senior Franchise Development Specialist for Driven Brands Inc. for a few years. There, he managed franchise sales, real

