



### **Franchisee Profile: Don and Amelia Worst Grand Rapids, Michigan**

Don Worst works hard to motivate his staff. He knows that happy employees will share their enthusiasm with customers and keep them coming back. To do this, he keeps his employees challenged. “We offer a profit sharing bonus system for our managers and a suggestive selling rewards program for our hourly crew members,” he said. Additionally, his management style includes treating his staff with respect, offering praise and being patient.

The 8-store owner learned the business from the bottom up. “When I was 16, I started working for franchise owner Doug Brehm. I worked up the ranks to director of operations, overseeing 24 locations. In 2004, Doug retired and sold his stores. I loved the business and jumped at the chance to buy one of Doug’s stores.”

Since then, Don and his wife, Amelia, bought 7 more stores in and around Grand Rapids, Michigan. Amelia is the bookkeeper and their four children are involved in the business: A son, Daniel, is a manager/supervisor; both daughters, Emily and Samantha, are assistant managers (one is on leave while attending college) and another son, Benjamin, is a crew member while finishing high school.

“I love having my family involved in the business. Just as I learned from Doug, I’m now able to teach my kids the business. I brought my son, Daniel, to the annual business conference last year, and it was great for him to be in an environment with other business owners and so he could hear about the business straight from our leaders,” he said.

Don plans to bring one of his supervisors, Kirby Smith, to this year’s conference. “I look forward to the conference and attend every year. The Vendor Expo allows me to see new products and equipment. The information shared among my peers is helpful. I’m always looking for ways to streamline operations to become faster and more efficient for our customers. As franchisees, it is up to us to learn from each other to allow us to become stronger and better operators.”

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