



OPERATOR EDUCATION SESSION

Hospitality at Scale

Frameworks and routines that make every employee, in every store, deliver the same customer experience.

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The Staffing Reality

Hospitality cannot depend on individuals when the individuals keep changing. It has to live in the system.

108%

annual turnover, full-time sales associates

27%

leave within their first 30 days

Source: NACS State of the Industry Talent Insights Dashboard, 2025 data

82%

of consumers say they will drive five minutes out of their way to go to the convenience store they like.

Source: NACS consumer survey, NACS Magazine, October 2025

The Hospitality System

Six parts that make service repeatable across people and stores.

01

Standards

Define what good looks like at the register.

02

Hiring

Select for warmth. Train the register later.

03

Onboarding

Win the first 30 days.

04

Coaching

Shift-lead routines and a store visit cadence.

05

Recognition

Reward the behavior, not just the sales number.

06

Measurement

See every transaction, not a sample.

01

Standards

If it isn't written down in one sentence, it isn't a standard.

Four Behaviors at the Register

G

Greeting

Acknowledge every customer before they reach the counter.

U

Upsell

Offer one relevant item.
One, every time.

E

Engagement

Eye contact and one real sentence beyond the transaction.

T

Thank-you

Close every visit with a thank-you and an invitation back.

Writing a Standard Employees Can Repeat

VAGUE

"Be friendly and provide great customer service."

Not observable. Not coachable. Everyone interprets it differently.

USABLE

"Greet every customer within 5 seconds of entering, with eye contact and a spoken hello."

A shift lead can see it, count it, and coach it on the spot.

Observable — someone else can see it happen

Specific — one behavior per sentence

Timed — when, and how fast

02

Hiring

You can teach the register. You cannot easily teach warmth.

Hiring for Hospitality

Decide up front whether you hire for skills or for the "hospitality gene," then build the interview and the training plan around that choice.

Source: CSP Daily News, C-Store Foodservice Forum takeaways, January 2026

RECRUIT

Post where candidates search: online job boards, not only the window and the referral chain.

SCREEN

Watch how they treat the person at the counter while they wait for the interview.

DECIDE

Every hire is a potential shift lead or store manager. Interview like it.

Three Interview Questions

1

"Tell me about a time a customer was upset. What did you do first?"

Listen for: they listened before they fixed.

2

"What's the best service you've received anywhere? Why did it stick with you?"

Listen for: they notice small things.

3

"A regular comes in every morning. What do you know about them after a month?"

Listen for: curiosity about people.

03

Onboarding

More than one in four associates leave in the first 30 days. That window decides everything.

The 30-Day Ramp

DAYS 1-3

Standards first

Teach the four behaviors before the register. Shadow a top performer for two shifts.

WEEK 1

Reps with feedback

Run the register with a lead beside them. One coaching note per shift, spoken.

WEEKS 2-3

Solo, observed

Own the shift. Lead observes three transactions a day and scores them against the standard.

DAY 30

Check-in

Fifteen-minute sit-down with the manager. What's working, what's not, what's next.

Manager touchpoints: day 1, day 7, day 30. Put them on the calendar before the hire starts.

04

Coaching

Standards decay without a routine. The shift lead is where the routine lives.

The Shift-Lead Coaching Loop

Fifteen minutes per shift. Same order every day.

Pre-shift

Two-minute huddle: today's one focus behavior.

Observe

Watch three transactions per employee. Score the four behaviors.

Coach

One specific praise, one specific adjustment. In the moment, quietly.

Log

Thirty seconds in the shift notebook so the next lead picks up the thread.

Close

Name one thing the team did well before they clock out.

Store Visit Cadence

WHO	HOW OFTEN	WHAT THEY OBSERVE	WHAT THEY LEAVE BEHIND
Shift lead	Every shift	Three transactions per employee	One praise, one adjustment
Store manager	Daily	Peak-hour register, all four behaviors	Weekly team focus
District manager	Weekly per store	Unannounced. Enter as a customer first.	Scored visit note to the manager
Owner / VP Ops	Monthly per store	Culture: how the team talks to each other	Public recognition of one person

Every level scores the same four behaviors. Different eyes, one standard.

05

Recognition

People repeat what gets noticed.

Recognition and Incentives

DAILY

Specific, spoken praise

"You greeted the guy in the hurry before he got to the counter. That's it." Costs nothing. Works.

WEEKLY

Behavior scoreboard

Post greet and upsell rates by shift in the back room. Teams compete on behavior, not just on sales.

MONTHLY

Small, visible rewards

Preferred shifts, a gift card, a name on the wall. Paired with a path: top performers become trainers.

Reward what the employee controls. Behaviors, not the weather or the gas price.

06

Measurement

You cannot coach what you cannot see.

Mystery Shops vs. Always-On Measurement

Mystery shops

One or two visits per store per month

One shopper's opinion on one day

Results arrive weeks later

Employees know the score, not the moment

Always-on

Every transaction, every shift

The same standard applied the same way

Feedback the same shift, not next month

Trends by employee, by hour, by store

Always-on can be a shift lead with a tally sheet. Start there. Technology makes it consistent across stores.

CULTURE AND LEADERSHIP

The team greets customers the way leadership greets the team.

Greet employees by name when you walk in.

Work a register on every visit.

Ask what's getting in their way before you inspect.

The Operating Rhythm

Every shift

Huddle: one focus behavior

Observe three transactions

One praise, one adjustment

Every week

Post the behavior scoreboard

DM visit, entering as a customer

Review new hires in their first 30 days

Every month

Recognize one person publicly per store

Compare stores on the four behaviors

Owner visit: culture check

Every quarter

Rewrite any standard nobody can repeat

Promote a top performer to trainer

Retire what isn't working

One option

Where Technology Fits

Tools don't replace the system. They make the measurement step consistent across every store.

PYTHIA PRO

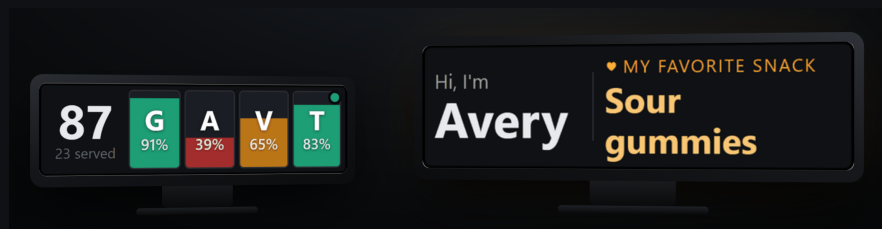
AI at the Register.

Scores every checkout on the same four behaviors we've talked about today, flags what's broken, and coaches your team to your standards.

Greeting, Upsell, Engagement, Thank-you on every transaction

Counts people, not just transactions

Flags operational gaps in real time



Hi, I'm

Avery

♥ MY FAVORITE SNACK

**Sour
gummies**

87

23 served

G

91%

A

39%

V

65%

T

83%

DEMO 1 OF 3

The Live Score

A shift score and four behavior rates, visible to the employee as they work. Green, amber, red. The shift lead's coaching loop, with the observing done for them.

DEMO 2 OF 3

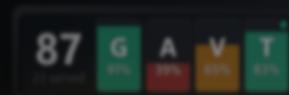
The Customer Side

The customer sees who is serving them and one human detail. Engagement gets a head start before anyone says a word.



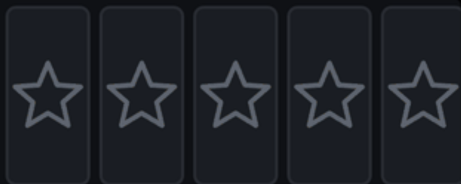
PYTHIA PRO

Every transaction, measured.



**Rate my
service**

tap a star



RATE MY SERVICE

DEMO 3 OF 3

Rate My Service

One tap from the customer on every visit. A mystery shop on every transaction, delivered the same shift.

Start Monday

1

Write the four standards in one sentence each

Post them at the register. Read them at every huddle.

2

Give every shift lead a tally sheet

Three transactions per employee per shift. Score, praise, adjust.

3

Book day 1, 7 and 30 check-ins for every new hire

Before they start. On the manager's calendar.



Questions

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