

TOPICAL
FIND YOUR NO.2



Shop: AutoStream Car Care

Dynamic Trio: Owners Doug Grills and Rick Levitan and Director of Operations David Askwith

Trust your gut.

When Doug Grills and Rick Levitan, then the owners of multiple gas stations, stopped into an ExxonMobil convenience store to scope out the merchandise, they were caught off guard by a genuinely friendly David Askwith.

"You'd think a store manager might be more suspicious or standoffish in that scenario, but David was sincere and professional and really wanted to help," says Grills.

They exchanged business cards with Askwith and two weeks later they called to offer him an interview.

Grills and Levitan hired Askwith as a retail C-store manager and had always planned to hire a No. 2 with years of industry experience, but when the existing manager of service bay operations failed to pan out, Askwith was tapped for his confidence and work ethic to run both the retail and service sides of the business.

"When David sets his mind to something, he's going to seize the opportunity and do whatever is required to learn and

grow to meet the challenge head on," says Grills. "When you combine those traits, you get a powerful outcome and that ended up being what we were really looking for in that second in command."

The trio now run six AutoStream Car Care Centers with a total of 37 bays and an annual revenue over \$7 million.

Non-negotiable: Get results on the board.

"You can work hard, but at the end of the day this job is about results and you are what your record says you are. Ultimately if you're not putting points on the board, it's not a match."

—Doug Grills, co-owner, AutoStream Car Care

Set clear expectations.

With two shop owners, one director of operations, six shops and more on the horizon, Grills, Levitan, and Askwith all stress the importance of defining clear responsibilities for each role.

"Doug and Rick made it clear from day one that their goal was to work on the business," says Askwith. "They needed me

to come in and create processes, procedures and make an impact."

Today Levitan oversees the company's financing and acquisitions, while Grills develops the company's long-term strategic goals and participates in a variety of associations and 20 Groups, and Askwith manages day-to-day operations for all locations.

Through the years, as tasks have been divided across each role, the trio has become disciplined in their communication, making sure the correct person is consulted and looped in.

That structure and clear divide has helped Askwith take ownership and execute in his role as an integrator.

"From there I have the freedom and autonomy to go out and deliver results in the ways that make most sense to me," Askwith says.

Make a serious commitment.

After working as a tight-knit group for 14 years, Levitan, Grills and Askwith can finish each other's sentences—a dynamic they've worked hard to earn.

"You've got to dedicate the face time to learn about each other inside and out," says Grills. "You have to think of it as something you're planning to stick with for the long haul. This is a long-term relationship."

When Askwith officially became director of operations, Grills and Levitan were intentional on training him, and made a point of spending time together to get to know each other away from the business.

"We'll have a two- or three-day off-site to develop those relationships and get

a feel for each other's mindsets and where each of us is coming from," says Askwith.

They may not agree on everything, but like any serious relationship, they know compromise comes with the territory.

"It's like a marriage and you've got to be on the same page and willing to work through the hard times or it's going to be brutal," says Levitan. +



7 CONVENIENT LOCATIONS TO SERVE YOU

AutoStream Car Care Center Annapolis

(443) 837-6060
1210 Forest Dr.
Annapolis, MD 21403

AutoStream Car Care Center Baltimore

(410) 484-3664
2859 Smith Ave.
Baltimore, MD 21209

AutoStream Car Care Center Clarksburg

(301) 540-1700
12051 Snowden Farm Pkwy
Clarksburg, MD 20871

AutoStream Car Care Center Columbia

(410) 381-1130
7248 Cradlerock Way
Columbia, MD 21045

AutoStream Car Care Center Ellicott City

(410) 740-2305
4755 Dorsey Hall Dr.
Ellicott City, MD 21042

**AutoStream Car Care Center Hampden
of Baltimore**

(410) 889-6748
1035 W 41st St.
Baltimore, MD 21211

AutoStream Car Care Center Woodstock

(410) 418-9670
10781 Birmingham Way
Woodstock, MD 21163

