

ABOUT PMI

TO NAVIGATE WITHIN THIS DOCUMENT:

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- To search, press **Ctrl-F** (or **Command-F** on a Mac) for Find. On a tablet or phone, choose **Find** from the menu of the browser or app.

Some links lead to items on FRESHnet, typically requiring login by a Franchise Owner or Store Manager.

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Company History

In the beginning, it was all about the pizza.

We've always known that pizza created right in front of you — with **dough made fresh** in each store every day, **100% whole-milk mozzarella cheese** shredded daily, **fresh vegetables** prepared by hand, and **premium quality meats** — was the best pizza you could get.

Papa Murphy's® has always focused on quality, quantity, AND a low price — making sure every family that brought home a Papa Murphy's Pizza couldn't wait until they got another one.

The Papa Murphy's experience is different from traditional pizza restaurants. Our guests:

- ◆ **CREATE** their fresh, customized pizza with high-quality ingredients in our stores or online.
- ◆ **TAKE** their fresh pizza home; and
- ◆ **BAKE** their pizza fresh in their ovens, at their convenience, for a home-cooked meal served hot.

The first Papa Murphy's opened in Hillsboro, Oregon in 1981. Now Papa Murphy's stores are located from coast to coast in the U.S., Canada, and the United Arab Emirates, making us the largest Take 'n' Bake Pizza™ chain in the world. We are the Regional Business Director in the Take 'n' Bake segment, the fifth largest pizza chain in the United States, and the only national Take 'n' Bake limited-service restaurant pizza chain. Every year we're humbled by how often consumers tell us they love us. We work hard to help our guests make dinnertime easier. And when you're able to have dinner as a family, good things happen.

Our Core Purpose — the foundation of what we do — is:
Bringing families together through food people love!

Through the years we've stayed true to our six founding fundamental operating principles:

- ◆ Quality
- ◆ Quantity
- ◆ Low Price
- ◆ Service that is both fast and friendly
- ◆ Aggressive Marketing
- ◆ Franchise Owner involvement

With so many different locations in so many different places, consistency is the best way to continue growing the brand. The guidelines in this Operational Excellence Standards Manual create this consistency, and uphold our promise to guests to be their 1st Choice Pizza Brand.

1st Choice Brand

A 1st Choice Brand focuses on growing sales and profits by building brand loyalty with its guests. It starts with the people you hire to serve the guests a quality product in a fast, friendly, clean environment.

The vision of becoming a 1st Choice Brand centers on **Partnering for Profitability**. The other key pillars to becoming a 1st Choice Brand include **Guest's 1st Choice** and **Focused Development**.



Each of these pillars work together to achieve the goal.

The #1 priority and goal is to be a 1st Choice Brand.

Core Values

The strength of Papa Murphy's is reflected in our core values.

- ◆ **Quality**
 - Continue to create distinctive products and hold ourselves to uncompromising standards.
- ◆ **Service**
 - Create positive experiences and be empathetic with guests and each other.
- ◆ **Integrity**
 - Be genuine in our interactions and work as a team while holding ourselves accountable.
- ◆ **Teamwork**
 - Less me and more we.

OUR CORE VALUES

.QUALITY.
 CONTINUE TO
CREATE
 DISTINCTIVE PRODUCTS
 —
 HOLD OURSELVES TO
UNCOMPROMISING
standards

.SERVICE.
 CREATE
+ POSITIVE +
EXPERIENCES
 —
BE empathetic
 TO CUSTOMERS
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BE genuine IN OUR
INTERACTIONS
 —
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 WHILE HOLDING OURSELVES
accountable

.TEAMWORK.
less ME
 AND
more
WE

PMI Terminology

Like any business, Papa Murphy's uses terms from its own culture and from relevant fields of knowledge.

Acronyms and Abbreviations

ACH	Automated Clearing House
ADA	Area Development Agreement
ADF	Advertising Development Fund
ADI	Area of Dominate Influence (DMA)
AOS	Add-on-Sales (for example, cookie dough, salads, Classic Cheesy Bread, Cinnamon Wheel)
ARCH	Architect
AUV	Average Unit Volume
AWS	Average Weekly Sales
BB	Bouncebacks (coupon/menu placed on top of the pizza)
BMC	Basic Manager Class
BOH	Back of House
CAD	Guest Appreciation Days
CAM	Common Area Maintenance
CBM	Community-based Marketing
CC	Credit Cards
CD	Construction Documents
CME	Chicago Mercantile Exchange
CO	Certificate of Occupancy
COGS	Cost of Goods Sold
CREST	Consumer Reports on Eating Share Trends (market research)
CRM	Guest Relations Management (for capture, storage, and analysis of guest information through surveys and feedback)
CSD/CS	Company Stores Division / Company Store
DC	Distribution Center
DMA	Designated Market Area
DMC	Division Marketing Coordinator
DMD	Division Marketing Director
DMM	Division Marketing Manager
DSR	Daily Sales Report
DSS	Data Security Standards
DVR	Dinner Visit Report
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
EBT	Electronic Benefit Transfer (formerly known as food stamps)
ECR	Electronic Cash Register
EEO	Equal Employment Opportunity
EVR	Employment Verification Request
FA	Franchise Agreement

FAB	Franchisee Advisory Board
FDA	Food and Drug Administration
FDD	Franchise Disclosure Document
FIFO	First In, First Out
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FOH	Front of House
FPM	Franchisee Project Manager
FSI	Free Standing Insert
FTE	Full Time Equivalent
FVR	Full Visit Report
GC	Gift Card
GNG	Grab 'n' Go (Front of House merchandising refrigerated case)
HVM	High Volume Mentality
I-9	Employment Eligibility form
IFC	Ideal Food Cost (also known as Theoretical Food Cost)
IHD	In Home Date (print delivery)
ISCI Code	Industry Standard Commercial Identifier code
KDS	Key Deliverable Score (measurement for CRM)
KPI	Key Performance Indicator
L & I	Labor & Industries
LL	Landlord
LOI	Letter of Intent
LSM	Local Store Marketing
LTO	Limited Time Offer
Mktg	Marketing
RBD/DBL	Regional Business Director/District Business Leader
MSP	Managed Service Provider
MSS	Multiple Store Sale
NBO	NCR (National Cash Register) Back Office
NDA	Non-Disclosure Agreement
NSO	New Store Opening
NSOB	New Store Opening Box
OESM	Operational Excellence Standards Manual on FRESHnet
OGTM	Objectives, Goals, and Tactics Measurements (measurements)
OLO	Online Ordering
OPS	Operations
OSHA	Occupational Safety and Health Act
OT	Overtime
P&L	Profit & Loss (Income) Statement
PAN	Personnel Action Notice
PCI	Payment Card Industry
PMCSI	Papa Murphy's Company Stores Inc.
PMI	Papa Murphy's International

PNP	Print 'n' Post (store-level edition of PMI Bulletin)
POP	Point of Purchase (in-store marketing materials)
POS	Point of Sale
Prep	Back of House food preparation
QSC	Quality, Service, Cleanliness — attributes measured in the FVR
QSR	Quick Service Restaurant (restaurant category)
RA	Received on Account
RDP	Remote Desktop Protocol
ROI	Return on Investment
SBP	Sales Building Print
SCM	Supply Chain Management
SNAP	Supplemental Nutritional Assistance Program (another name for EBT)
SOP	Standard Operating Procedure
SRA	Sales Reporting Application
SRO	Standard Rules of Operation
SYGMA	Name of a Distribution Center, a subsidiary of SYSCO
SYSCO	Name of a Distribution Center
TRP	Targeted Rating Point (television/radio measurement "point")
UOM	Unit of Measure
UPH	Units Per Hour
USCIS	United States Citizenship and Immigration Services
USDA	United States Department of Agriculture
VPN	Virtual Private Network
WSR	Weekly Sales Report
YTD	Year to Date

Frequently Used Terminology with Definition



3-Compartment Sink	Sink with three sections used for washing, rinsing, and sanitizing.
Add-on-Sales (AOS)	Side items that complement a guest's pizza purchase including Classic Cheesy Bread, Scratch-Made 5-Cheese Bread, Salads, Cookie Dough, Cinnamon Wheels, S'mores Pizzas, and 2-liter soft drinks.
A-Frame	Sidewalk board used for advertising.
Automatic Clearing House (ACH)	Electronic withdrawals from a Franchise Owner's account to cover royalty payments, Co-op payments, etc.
Average Check or Average Ticket	$\text{Sales} \div \text{Transactions} = \text{Average Check or Average Ticket}$
Back of House (BOH)	Area of the store not visible to guests and where the majority of prep duties happen. Dishwashing is also done here and will be where the office is located if the store has one.
Bagel Boards	Trays that slide in to form 20 shelves per Rolling Rack on which crusts, Fresh-makes, etc. are placed.
BLAST	Method for handling guest complaints. <ul style="list-style-type: none"> - Believe - Listen - Apologize - Solve - Thank
Block Whitener	A chemical available through Kay Chemical to whiten cutting boards and dough totes. Must wear goggles and gloves when working with this cleaner.
Bouncebacks	Marketing materials placed on a pizza during wrapping that offer a coupon or advertise upcoming events and/or specials to entice guests into a repeat visit.
Chits	Small pieces of paper that come out of a POS printer for things like cashier checkouts, refunds, and edit time punches when done on the POS terminal.
Cling Film or Wrap	Thin plastic film used to wrap pizzas and some AOS products. Also used to wrap plain crusts once they are sheeted.
Community-Based Marketing (CBM)	Marketing that promotes relationship building. Examples include sponsoring a sports team, handing out coupons at a community event, participating in a parade, cross promotions with other businesses, and marketing efforts with schools.
Co-op	Co-ops are assigned and/or created by DMA. Business meetings are held three to four times a year where promotions and products that affect a market such as print advertising, TV promotions, and market-wide events are voted on by Franchise Owners/stores within the market.
Core Menu	Pizzas or products required to be on the menuboard.
Cost of Goods Sold (COGS)	Additional term for food cost. <i>Also see Cost of Sales.</i>
Cost of Sales	Additional term for food cost. How food cost appears on the P&L. <i>Also see Cost of Goods Sold (COGS).</i>
Counter Cards	A freestanding Point of Purchase (POP) tool placed on a counter to promote products, often used to promote items in the Grab 'n Go. Counter Cards may be placed in an acrylic holder or come with a built-in stand.

CREATE	Store design required as of November 2015.
Crew Member	Any non-management member of the team.
Cross Stacking Dough Totes	Crisscrossing the dough totes until the dough cools to 50°F (10°C). This is done after doughballing, with the dough totes placed in the walk-in refrigerator.
Cross Training	Training team members across many positions or job tasks — for example, cross training a Prep team member to make pizzas or cross training a Cashier on the phone station.
Crust	Dough sheeted onto a tray.
Dark Stops <i>Also called Night Deliveries.</i>	Deliveries to the store by the designated distribution center that occur when no one is present. The driver has a key and alarm code to deliver the product, which is then checked in and put away the next day.
Demographic Marketing Area (DMA)	DMAs are typically based on TV zones. Co-ops are assigned or created by DMA.
Digital Scale	Scales used in the FOH to weigh sauce, cheese, chicken, steak, spinach, and topping cheese. A large digital scale is used at the beginning of the Makeline, and a smaller digital scale that can also be operated by battery is used with a bowl to weigh topping cheese. <i>Digital Scales are the only approved scale to use in FOH.</i>
Display Racks	Racks positioned next to the cash register or terminal that display AOS items like Classic Cheesy Bread and Cinnamon Wheels.
Dough Dolly	Platform with wheels on which the dough totes fit. Dough totes can be stacked eight high on a dough dolly.
Dough Hook	Mixer attachment used to mix dough.
Dough Totes	Fiberglass or plastic bins in which doughballs are placed and then stored in the walk-in refrigerator until they are ready to be sheeted.
Doughball	Dough in ball form before being sheeted.
Downloading Dough Totes	Once the doughballs reach 50°F (10°C), starting at the top of a crisscross stack of dough totes and re-stacking the dough totes onto a second dough dolly all in the same direction (thereby closing them up). A lid is placed on the top dough tote and they are stored in the walk-in until the next day when the doughballs are sheeted.
Drain Trays	Trays that fit in the bottom of 1/3- and 1/6-size inserts. Drain trays are used on vegetables high in liquid content – for example, tomatoes, artichokes, pineapple, olives, sundried tomatoes, and jalapeños.
Drop-By Visit	A short, unscored visit focusing on key operational items for each quarter. These are completed by the Regional Business Director/ District Business Leader.
Equipment	Larger tools not called smallwares . <ul style="list-style-type: none"> – Required BOH: sheeter, Hobart mixer (non-CREATE stores) – Optional BOH: doughball rounder, power cheese shredder – Required FOH: Hobart mixer (CREATE stores), Makeline, and Grab 'n Go
First In First Out (FIFO)	How product is rotated (put away and removed from shelves) to ensure shelf life standards. The product you receive first is the first to be used.

Food Safety	The handling, preparation, and storage of food in ways that prevent foodborne illness.
Fresh Look	The store design before the CREATE design. As of August 2014, all new stores are required to be CREATE, including relocations. As of November 2015, all remodels are required to be CREATE.
Fresh-makes	Top-selling pizzas made before peak volume to help expedite service during the rush. Fresh-makes can only be sold the same day they are made.
FRESHnet	An online resource available to our Franchise Owners as a single source of all information and tools needed to run their business.
Front of House (FOH)	Area of the store visible to guests. Includes the lobby and Makeline area. In CREATE stores, the mixer is also visible.
GAMES Plan	Planning approach: <ul style="list-style-type: none"> - Gather Facts, Analyze Facts, Make a Plan, Execute the Plan, Stick with It
Guest Checks	Tickets from the Makeline printer that capture pizza orders. Also called Makeline tickets.
Hopper	Mixer attachment that fits over the attachments hub to push cheese, mushrooms, and zucchini through the S-Blade or Shredder.
Inserts	Containers in which prepped ingredients are placed for use in the Makeline. These come in various sizes, with stores using the insert that works best for their food item movement. <ul style="list-style-type: none"> - Full-size is typically used for cheese. - 1/2-size is used for pizza sauce and topping cheese. Some stores may use them for Pepperoni and Mushrooms (if they have enough space on their Makeline). - 1/3-size is used for the majority of high-usage meats and vegetables — for example, tomatoes, pineapple, olives, and artichokes. - 1/6-size is used for food items that do not have a lot of movement — for example, salami, Canadian bacon, green onions, onion mix, and green peppers. - 1/9-size insert is available for us with smaller Makelines, and for product that does not have a high usage.
Institutional Sales Also referred to as Outside Sales.	Sales done outside the store for a specific institution that wants to serve our pizzas — for example, a school, daycare, or Play Place that hosts birthday parties. Institutional accounts will purchase our pizzas, usually at a discount, and resell them in their institution.
Job Aids	Reference materials posted BOH and used for prepping ingredients and preparing products — for example, dough mixing, vegetables prep, and AOS prep.
Key Deliverable Score (KDS)	The measurements used as part of Guest Relations Management (CRM) — the capture, storage, and analysis of guest survey information. KDS metrics include Friendliness, Speed of Service, Food Quality, Interior Cleanliness, and Order Accuracy.
Limited Time Offer (LTO)	An approved product promoted in store for a limited time — for example, Cheeseburger; Bacon, Bacon, Bacon; and Taco Grande. Some stores may carry an item year round, but most LTOs are for a specific time span — in particular, when special ingredients are brought in to the distribution centers.
Local Store Marketing (LSM)	Marketing that does not require relationship building. Examples include A-frame signs, shakerboarding, real estate signs, door hanging, and outdoor marketing messages.

Loyalty Cards	Cards a store can use for guests to acquire a stamp for every pizza they purchase.
Makeline Tickets	See Guest Checks .
Manage the Rush	Delivering on an excellent guest experience during any rush by having everything in place, Fresh-makes prepared, aces in their places, and efficiently re-stocking. Term introduced as part of High Volume Mentality (HVM).
Market Test	Testing a new product in several markets with marketing support. Occurs after an Ops Shakedown.
Mat Rule	The guest should be greeted before they step off of the mat.
Menu Mix	The mix of menu items a store sells — for example, how many Stuffed pizzas, how many Thin Crust pizzas, and how many Cookie Dough, etc.
New Store Opening Box (NSOB)	Box shipped to new stores that includes all needed training materials and job aids.
Night Deliveries	See Dark Stops .
One Bite at a Time	Team member training program with videos, worksheets, and position-training brochures, used in conjunction with job aids and other reference materials.
Ops Shakedown	The process when a new product is tested in three to four stores to validate and adjust operational procedures. Occurs before a Market Test.
Outside Sales	See Institutional Sales .
Paddle	Mixer attachment for cookie dough.
Pathway	An online task management solution used by everyone involved in opening a new store.
Peel-a-Deal Cards	Small plastic cards with eight discount coupons that can be peeled off the card and redeemed. These cards are used for fundraising activities with groups buying them from the store and then selling them in the community for more money to raise funds. Cards are usually purchased for \$1 and sold for no more than \$5 for a \$4 per-card profit to the group.
Performance Standards	Time standards defined for team member productivity levels of beginner, average, and excellent. Includes most prep items to include some AOS items and some pizzas — for example, Pepperoni, Murphy’s Combo, and Stuffed pizzas.
Period	Period is our measurement for sales and financial reporting. Papa Murphy’s works on a 12-period accounting calendar; however, we don’t measure by month but by 8 periods of 4 weeks and 4 periods of 5 weeks.
Period Calendar	The annual calendar that outlines the specific dates for when each period begins and ends.
Personal Protective Equipment	OSHA-required equipment that must be worn by team members when performing certain tasks or handling certain chemicals — for example, a cut glove when using a knife and goggles and gloves if using Block Whitener
Plan-o-gram	A drawing of where items should be placed in the store — for example, for Grab ‘n’ Go and marketing POP materials.
Point of Purchase (POP)	In-store marketing materials used to communicate specials. Includes window clings or posters, specials board panels, stanchions, bouncebacks and other in-store messaging.

Post-Shift Debriefs	See Shift Debriefs .
Pre-Shift Huddles	5 to 10-minute team meetings conducted before the rush to focus the team on goals, communicate changes in promotions or procedures, and check team member appearance.
Proofing	The 1-hour process of letting the pizza dough warm up to room temperature and increase in thickness. Original Crusts ideally double in size. Thin Crusts will rise a little, but not as much as Original Crusts. All crusts must proof 1 hour before topping and sending home with a guest.
Proofing Towers	Built-in shelves available in some stores for placing phone-in pizzas and crusts that are proofing.
QSC	Quality, Service, Cleanliness — attributes measured in the FVR
Rolling Racks	Racks used to hold sheeted dough, sauce and cheesed crusts, and Fresh-makes. These racks are stored in the walk-in refrigerator for sheeted plain crusts and up front near the sauce and cheese station for proofed plain crusts.
Sampling	Method for introducing our pizza and products in-store to new and existing guests and/or to drive new guests in by sampling outside the store. Effective uses for free in-store sampling include introducing new product or enticing guests to trade up to higher-priced pizzas (and thereby increasing the average check).
S-Blade	Hobart mixer attachment used for slicing mushrooms and zucchini.
Secondary Duties	Duties or tasks assigned to a position or team member to complete during their shift or when they are not with guests.
Sheeting	Using the sheeter (with the rollers set to the appropriate thickness depending on the doughball type and size) to stretch the doughball into a flat, round shape and thereby create a crust.
Shift Debriefs <i>Also called Post-Rush Debriefs.</i>	<p>5- to 10-minute team meeting following the rush with three questions to ask team members:</p> <ul style="list-style-type: none"> - What went well? - What didn't go well? - What can we do tomorrow to make it better? <p>Gets the entire team involved and creates some ownership for how they can improve when there are opportunities.</p>
Shred Plate	Plate that fits on an attachment for the Mixer to shred cheese.
Smallwares	Smaller tools used to prep ingredients and prepare products. Includes spatulas, pie servers (used for saucing), portion cups, knives, inserts, drain trays, cheese cutting wire, cutting boards, bagel boards, and dough totes.
Speed of Service	Target standard for the guest experience measured in minutes from when the guest is ready to order and gets in line, until the guest is presented with his/her pizza, given baking instructions, thanked, and invited back. An average time of 3 minutes or less is the service standard.
Spring Scale	A manual scale used to weigh water for mixing dough, doughballs, and many AOS items. Has a spring platform on which to place items to be weighed and a dial that moves to the item's weight.
Stanchion Sign	Lobby sign in which to place POP marketing elements to promote specials and LTOs. Can move to different locations in the lobby and may sometimes be double sided.

Suggestive Selling	This is step 4 of the Service Steps that encourage guests to buy more (which increases the average ticket). For example: <ul style="list-style-type: none"> - If a guest orders a Medium or Large, suggest a Large or Family size. - Suggest a Fresh Pan for \$1 more. - Suggest AOS items like Cinnamon Wheels, Cookie Dough, and/or a two-liter beverage.
System Launch	The launch of a product system-wide (could be an optional product, LTO product, or required product).
Tare	To zero out a scale. For example, when you put a crust on a digital scale, you would tare or zero out the scale before weighing cheese so the portion of the cheese is accurate.
Tickets	See Guest Checks .
Team Member	Any staff member regardless of title. Franchise Owner, Store Manager, and crew member. See Crew Member .
Trade Area Survey <i>Also called Trade Area Reconnaissance.</i>	Traveling a store's trade area to look for Community Based Marketing opportunities — things happening that could affect the store, such as events at schools, churches, and businesses.
Transfer Store	An existing store that has been sold (transferred) to another Franchise Owner or group, thereby changing ownership.
Units	The number of pizzas sold. Units include pizzas, along with most AOS at a 3 to 1 ratio (three AOS items = one unit).
Units per Hour (UPH)	Measurement used to analyze labor.
Wall Charts	Larger charts posted in stores with information such as Prep Chart and Shelf Life Chart.
Weekly Sales Report (WSR)	Weekly report showing sales and units for a store including sales, discounts, units by size and type, cash, credit cards, institutional account charges and payments, and deposits.
Winged Racks	Placement of pizzas on racks, typically during special event days. Pizzas are placed in the front, back, and on the side of each bagel board, creating a winged look.

POS Terms

Actual Food Cost	What a store actually used to produce the items sold based on physical inventory and purchases.
Aloha Online (AO)	Application used for online ordering.
Aloha POS	Application on POS terminals used to ring in orders.
Aloha Takeout (ATO)	Application on POS terminals used to take phone-in orders.
Cashier Checkout	Process used to check out (cash out) a cashier at the end of his/her shift.
Configuration Center (CFC)	Back Office application specific to pricing, button activation, taxing, break rules, and audit reports.
Dough Production	Included in the Prep List of items to prep for the day.
Electronic Draft Capture (EDC)	Back Office application used for credit card payments.
First Data Merchant Services (FDMS)	The only approved credit card vendor. Compatible with the POS Solution.
Forecast	Process of using information from past sales and events to help predict what business a store will have each day of the week. Done on a weekly basis, NBO/MenuLink will take the previous 6 weeks to calculate the forecast. Stores can adjust the forecast based on upcoming events or anomalies in the sales numbers.
Gross Sales	Sales based on full menu price.
Inventory Posting	Entering actual inventory counts in NBO/MenuLink.
NBO/MenuLink	Back Office application specific to sales, employee management, inventory, and labor.
Net Sales	Sales after discounts (gross sales – discounts = net sales).
Paid Outs	When you pay cash for an item using cash from the register. Examples where Paid Outs may be used are weekly window washing service, last-minute office supplies, or mailing services outside of regular mail.
Payment Card Industry (PCI)	Rules governed by the credit card industry to ensure the safety of guest's credit card information.
POS Solution	The entire POS solution including the Front of House and Back Office applications.
Prep List	A list of items to prep for the day including Dough Production.
Refund	Giving money back to the guest for an order. Refunded product is not put back into inventory.
Spooling	The process the POS system goes into if Internet connectivity is lost. Once connected, all credit cards taken while spooling will be processed. EBT cards cannot be taken if POS system is spooling.
Suggested Order	The designated distribution center order that NBO/MenuLink suggests based on usage, inventory, and forecast.
Terminal	Equipment used to take guest orders, tender orders, and for specific crew and manager functions (clocking in and out, assigning a drawer, etc.).
Theoretical Food Cost	What food cost should be without variance, based on Menu Pricing, Product Pricing, and Menu Mix
Transactions	The number of times the cash drawer opens for a sale. If you sold ten pizzas to three guests, the transaction count would be three.

Void	An item that is cancelled (and voided in the POS system), usually due to a guest changing his/her mind before paying for the order.
Waste	Entered in POS to create the Waste report.
Workflow	Series of steps that guide you through the critical tasks needed to get the most from the POS system and ensure all important data is entered and accurate.

Icon Descriptions



Required items or brand standards that must be followed by all stores. These are critical to the brand or essential to the operating system.



Recommended optional practices that can help you achieve targets or goals, or elevate operations. Many best practices have been shared by Franchise Owners, Store Managers, or CSD staff.



Anything you should be cautious about or think about as you operate a Papa Murphy's store.



Anything specific to food safety practices. Food safety is the handling, preparation, and storage of food in ways that prevent foodborne illness.



Items that can help you be more profitable. This could be a best practice or a brand standard.



Items included on the FVR review and where they are located on the review.



Procedure or information that has been revised, changed, or updated to help with operational ease or brand consistency, or because of food safety requirements.