Owner

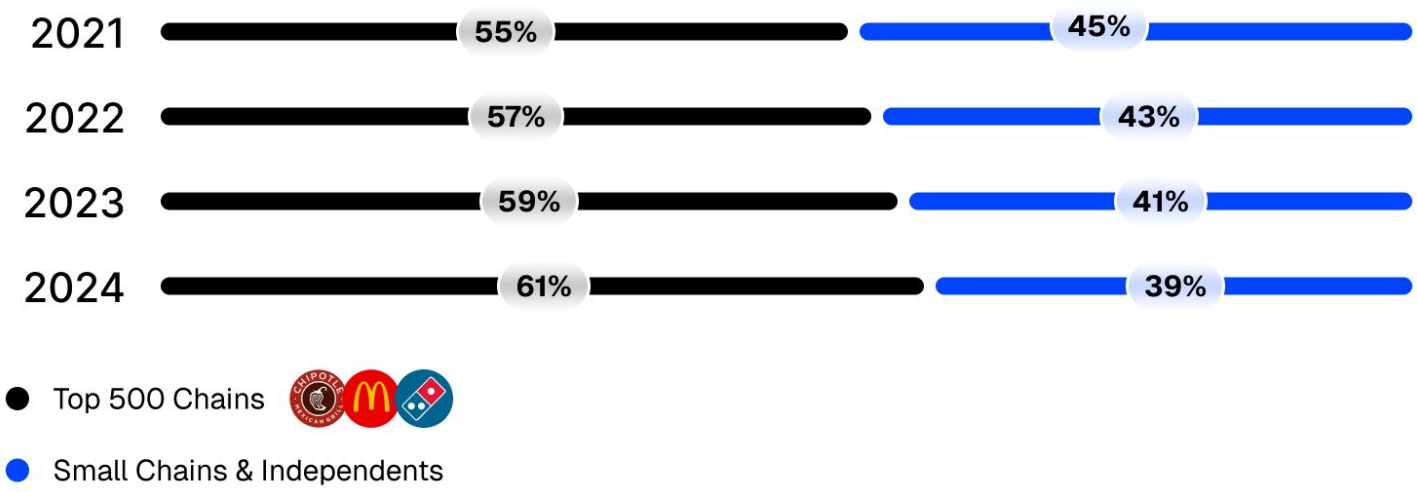
Culture at Owner



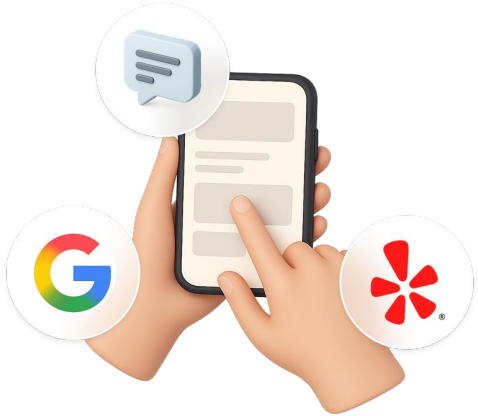
Small businesses matter.

They’re the foundation of our economy and the backbone of our communities, making up 99% of businesses in the US.

Total restaurant industry sales



But local businesses are getting squeezed out of the market.



For small local businesses, the game changed in 2020.

77% of offline buying decisions now happen online.



Local business owners are struggling to adapt and compete.

Goliaths (like Domino's) can spend $2.4B and hire 300 engineers to adapt.
How are local business owners supposed to compete with that?

Before Owner, restaurant owners had two options:



Figure it out themselves using tools like Wix, MailChimp, or WordPress. This approach takes thousands of hours of time, and requires deep technical know-how.

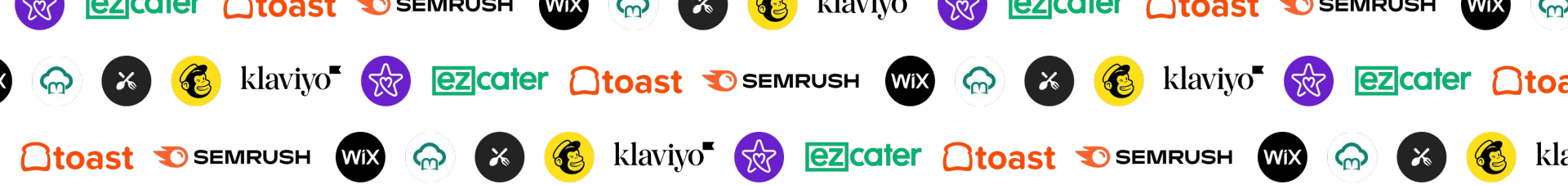


Hire external consultants (“web guys”) to implement these systems for them. Operators had no direct control over access and quality, being held at the mercy of the consultant.



Owner gives local restaurants the same superpowers as the Goliaths.

Owner is a complete system to grow their online sales, not just another tool for them to figure out.



Owner makes online growth easy for business owners.

It uses AI to do things they can’t do on their own. For example, our AI creates webpages that boosts their local SEO rankings, drives traffic and grows sales.

That’s why Owner is the #1 rated software in restaurant tech.

Without Owner, the Goliaths win.

Big corporations will take over our downtowns.

Ownership will be less attainable.

Small businesses will go extinct.



We’re building Owner to create a world where local businesses thrive.

In 5 years, we've helped 20,000 restaurants and 60,000,000 of their customers.

Longer term...

Every local business has the same problem that restaurants have.

Their offline fate is being determined by their online presence. After restaurants, we will help hair salons, independent grocers, auto shops...

So our mission is...

Arm owners to take on their Goliaths.

To achieve our mission, we need an exceptional team.

The team at Owner is laser-focused on its mission and values. We need people who care about them just as deeply as we do.

Some are drawn to this mindset, others aren't, and that's OK.

If you’re thinking about joining...

Use our 5 values as a litmus test to see if you’ll thrive with us.

These same values are also your playbook for being highly successful at Owner.

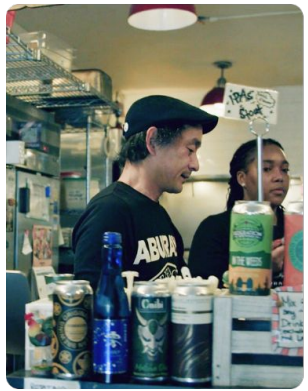
Obsess Over Customers

To obsess over customers means...

We can prove, with our actions, that we care about our customers.

Our work matters because people’s livelihoods, childhood dreams, and family legacies are at stake.

They’re depending on us to deliver for them.

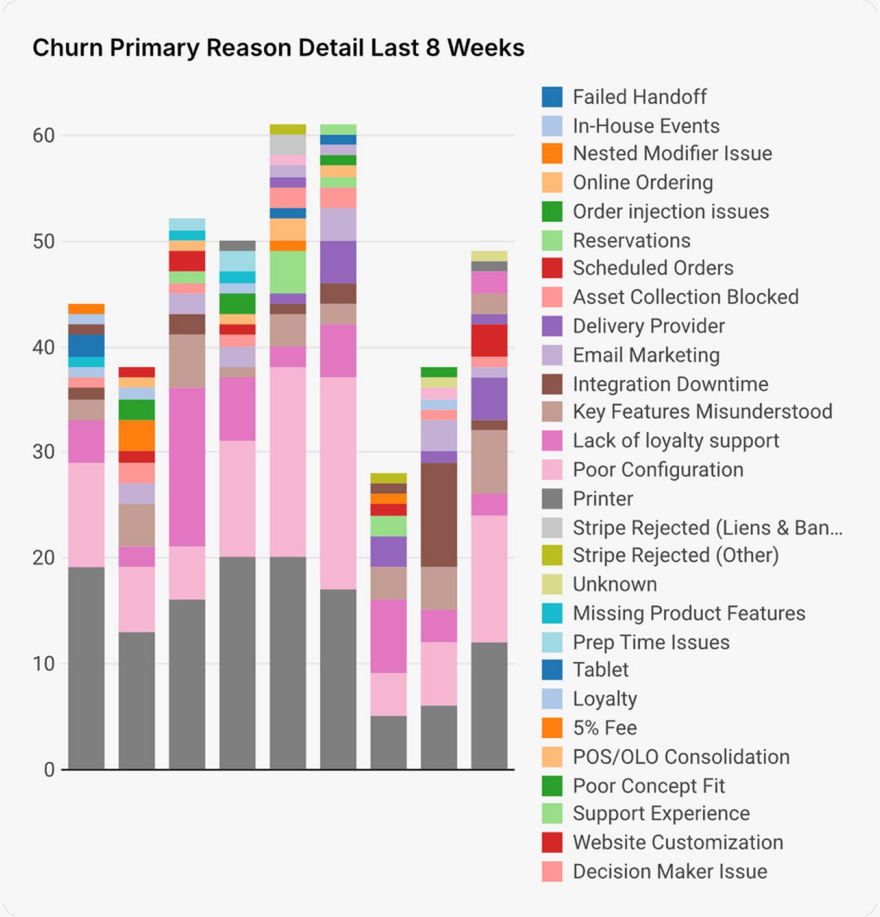





Our team spends dozens of hours each month dissecting the root causes of “churn” (customers leaving us).

The team receives a daily message called a Churn Snapshot. It names each customer who left, and why.

It’s painful to know that we failed a customer who trusted us. But we have to dig into why. It’s the only way to improve.





Chef Patrick & Timirie
Owners of Doo-Dah-Diner

Timirie & Chef Patrick of Doo-Dah Diner, are among our first and dearest customers.

They really needed help when Chef Patrick was diagnosed with terminal cancer.

Unprompted, the Owner team raised over $10,000 in GoFundMe donations for them.

Our team members meet customers, even if their roles aren’t traditionally customer-facing.

We regularly organize events that give everyone at Owner the opportunity to spend time with our customers.

At our quarterly offsites, we fly customers in to give us feedback on our roadmap and to demo new features.



Owner designers demo new product to customers

EPD Offsite 2024

Hundreds of customers have the CEO’s cell number.

And they make good use of it.





Customer > Team > Me

We make decisions by asking “what’s best for our customer”?

Then we work from there. What the customer needs is more important than what we prefer, personally or even as a team.



“I would’ve never been able to make it without Owner.”

Move Fast &
Deliver Excellence

To move fast & deliver excellence means...

We believe speed vs. quality is a false binary.

Average teams believe you have to either move fast, or be obsessed with quality. We disagree. The key to building an extraordinary business is doing both.

Our POS launch exemplifies this attitude.

Everyone, including our board, cautioned us on the complexity of building a Point-Of-Sale product.

“It's a multi-year undertaking.”

“It's extremely complicated.”

“Stay out of hardware.”

So naturally...

We carved out a 3-person team, including our CTO, who pulled many all-nighters over an 8-week sprint.

We got from an idea to a working POS prototype with an active customer in 2 months, despite being told it'd take over a year.

The team shattered every expectation of timeline.



Dean, our CTO, launching POS to our first customer 8 weeks later.

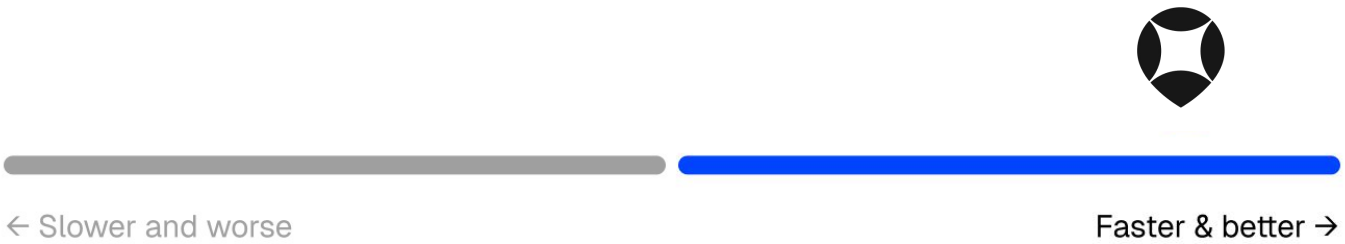
Now, as we're scaling the POS beta, we're driving to deliver excellence on 2 fronts:



Delivering things that no POS ever has (like enrolling guests in loyalty at rates that no other POS does).



Ratcheting up our measurement of stability (because we know customers are very sensitive to any malfunction in their Point Of Sale).



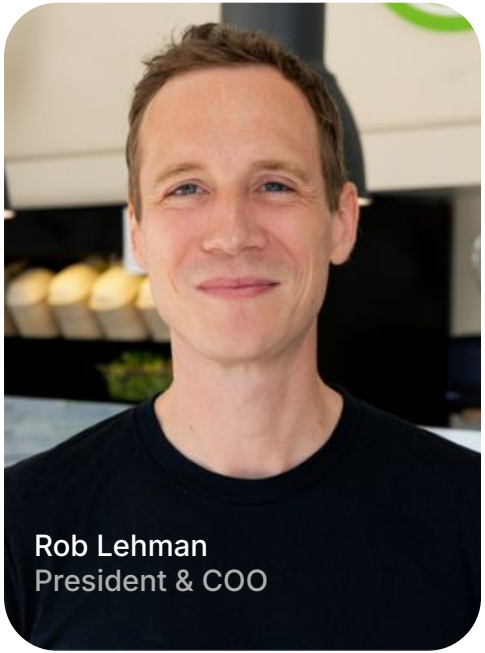
We set timelines we’re told are impossible.

And we don’t just meet them, we do it with excellence. It’s how Owner keeps winning.

Bring Good Energy

To bring good energy means...

We’re focused on being good people first, who also excel at their craft.



Rob Lehman
President & COO

“At any startup, you’re trying to beat statistically improbable odds. We will be facing down a storm for many consecutive years.

Successful startup teams recognize that good energy is the fuel that powers them. They are the ones who grin in the face of the storm.”

Each of us joins Owner with the intention to spend thousands of hours building the company together.

Life's too short to spend that much time with people who aren't thoughtful & kind.

Bring good energy in action...

When you meet with anyone at Owner, you should feel more energized after.

Good energy doesn’t mean being happy and smiley all the time, or ignoring problems. It means trying to fix problems with optimism.

Bringing good energy is an intentional practice.

We don’t gossip.

We leave divisive issues at home.

We show up as our best selves every day.

Build As An Owner

To build as an owner means...

We strive to honor the work ethic of our customers.



They’re always thinking about their business.



And we’re always thinking about them.

We’re intense about it because...

Our customers are intense. They deserve to be supported by people who care about their business just as much as they do.

The stakes are high.

We’re building a great company, and that can’t be done with a traditional 9-5 mindset.



Work/life balance is an overused cliché.

Work isn’t the opposite of life! Meaningful work is part of a life well lived.



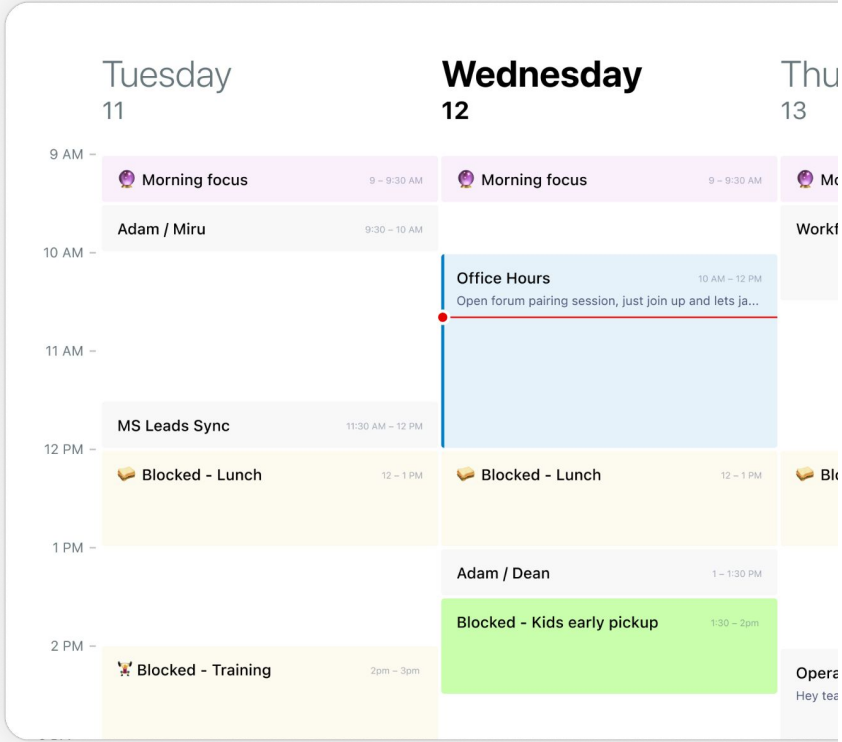
We believe that happiness in our personal lives and happiness in work are intertwined, feeding into each other.

We give you trust, respect, and freedom to live a full life.



In return we expect intensity and excellence.

A major benefit of building as an owner is autonomy.



You manage your own schedule. You work when and how you want. You decide what to build and are given the space to build it.

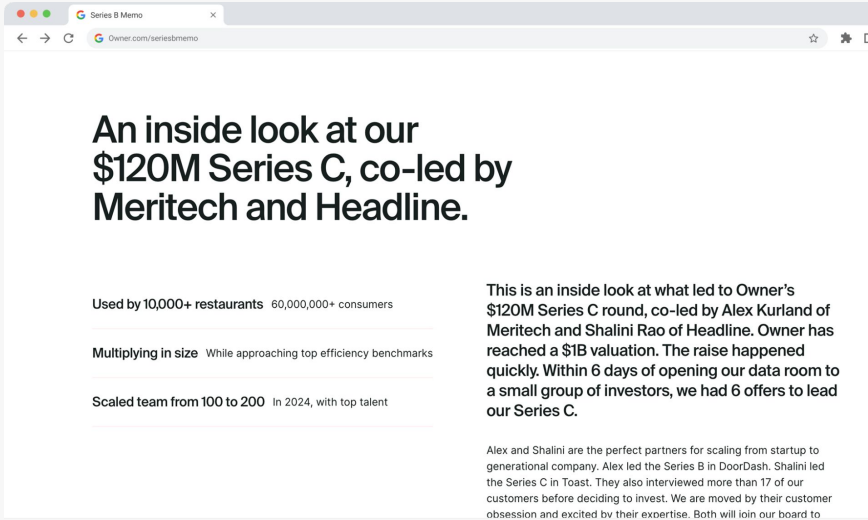
We can’t expect people to “build as an owner” without enough information to see the whole business.

We’re radically transparent. We published our Series C memo, including investor slides.

Most startups would only share this information with a small group of investors.

Read it at **owner.com/c**

If we’re willing to share all that with 1,000,000 strangers, imagine what we share internally!



Build as an owner in practice...

Operate like the business owners we support.

When it looks like we'll fall short of our goals, we kick into a higher gear.

We spend company money mindfully, like it's our own.

We look for hard problems and take action to solve them.

We reject the 9-to-5 mentality.



Scale Yourself

To scale yourself means...

We each grow as the company grows.

Owner is growing fast. Each of us needs to grow just as quickly.

It's likely that your job will look fundamentally different in 12 months than it does today. Growing yourself and your skillset is essential to succeeding at Owner.

Growing fast in practice...

Learning & growing is part of scaling yourself. The first thing that we look for in new teammates is the ability to learn fast.

To us, reading represents a superpower: condensing years of hard-won lessons into a few hours.

We constantly seek out insights from people who know more than we do.



We seek and give feedback openly.

We aren’t afraid to hear feedback. We consistently ask “How could I have done better?” And we share opinions openly with the goal of helping each other.

Ownerds' own words on their growth at Owner

"Joining Owner is an amazing lifestyle choice. Growth isn't a platitude here, because the support happens inside & outside of work."



Brandon Davenport
Director, Business Development

"Working with Rob Lehman is the best communication coaching you can get in your career."



Ellen Fishbein
Director of Writing

"Jonathan Shenkman has taught me how to take first-principles thinking and apply it at scale, to solve the most complex challenges in the business."



Nali Amin
Manager of Business Operations, CS

"Partnering with Kyle Norton and his team has reshaped how I think. I've grown more here in a year than anywhere else."



Kaitlyn McPhail
People Business Partner

We want Owner to be the place you do your best work, and a point of pride on your resume.

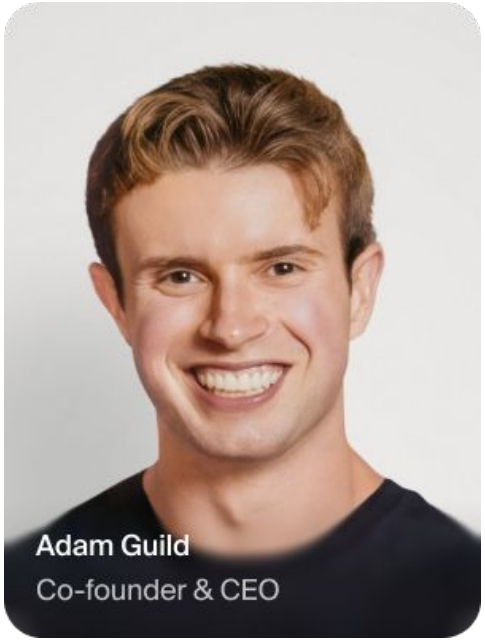
We also know
top talent loves working
with top talent.

Every company talks about hiring the best, but we can back it up with our systems, processes, and metrics for talent density:

Our COO, CEO, or CRO meet with every new hire to make sure they are a “bar raiser” who makes the team better. Our CEO spends more than 30% of his time meeting and recruiting candidates.

We refine every component of the candidate experience and obsessively track with metrics. One example: Interview Reschedule Rate (IRR); we are fanatical about keeping IRR below 1%.

We repeat in All Hands: “Interviews are the most important meeting of your day.”



“The team we build is the company we build. We’re blessed to have extraordinary talent on our team right now.

The biggest challenge in scaling Owner is continuing to increase our talent density as we scale.”

Measuring talent density can be tricky, but 88% of our team agrees *“we’re raising the bar on the caliber of people we hire and retain."*

We relish the challenge of meeting that rising bar.

If our 5 values resonate with you, join us as we arm owners to take on their Goliaths.


Owner