



# Introduction

Moneyball 2.0 Leadership Training



*Proudly made in JOE collaboration with*

*Dan Folsted*

#3863 – Head of People Development



# Agenda

- 1 **Welcome**
- 2 Background & Purpose
- 3 Circle of Operational Excellence
- 4 Training Plan
- 5 Manager Task & Routine Overview



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# Welcome

Meet your trainer and fellow manager colleagues



## Tell us about your goals & aspirations!

A fundamental part of successfully transitioning into your new manager role is to set personal goals and get inspired by your fellow manager colleagues.

*Task: Please spend 5 minutes to create 3 Post-its describing the following aspects with key words:*

1.

Who am I?

- Name
- Juicer #
- JOE
- job position
- Passion outside
- JOE

2.

My 3 strengths as a leader?

3.

My 3 goals of attending the training program?



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# Background & Purpose

Converting strategic ambitions into operational results

1

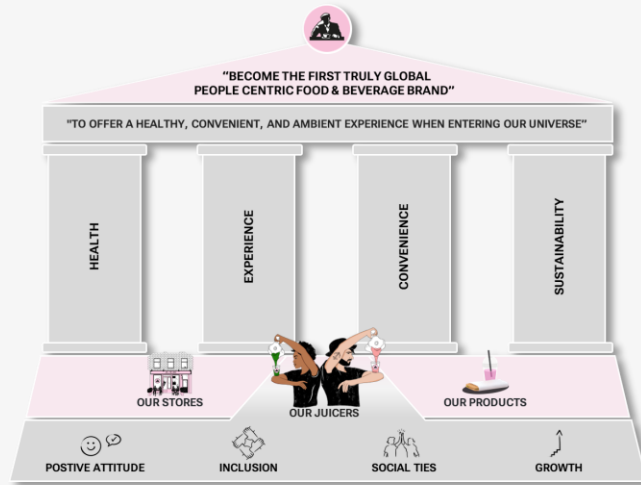
Turning our Company Strategy & OKRs\*

2

... into global operational standards & KPIs...

3

... by creating 100% Store Accountability



✓ Our company strategy and goals are worth nothing unless...

✓ ...we can convert our strategic ambitions and goals into **operational practices and results**

✓ We hereby introduce our three new **Moneyball 2.0 Manager Roles** with full store and performance accountability

Opening and operating 1.000 stores to perfection requires best-in-class manager roles globally.



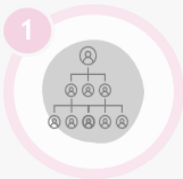
# Background & Purpose

Turning each role into a milestone from a stepping stone

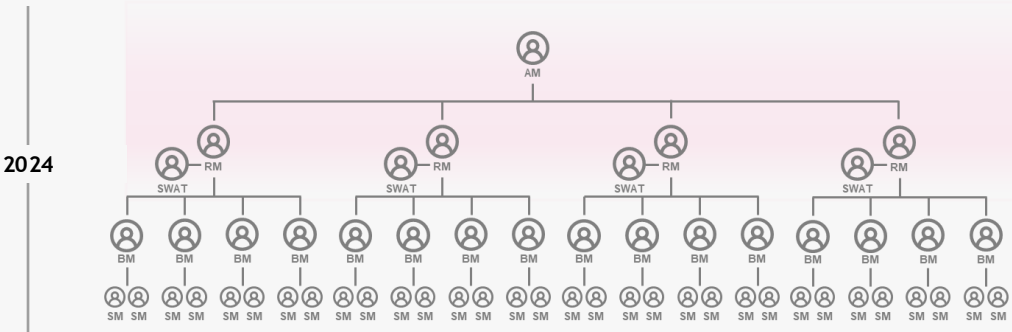
2024	2025	2026
	District Manager	District Manager
Area Manager	Area Manager	
Regional Manager Senior	Regional Manager	Regional Manager
Regional Manager Jr	Store Manager*	Store Manager
Regional Manager Prosp.		
Swat Sr		
Swat Jr		
Bar Manager Sr	Bar Manager	Assistant Store Manager
Bar Manager Jr		
Bar Manager Prospect	Shift Manager	Shift Supervisor
Shift Manager Jr		
Shift Manager Prospect		
JQ	JQ	JQ
JQ Prospect	JQ Prospect	JQ Prospect

Simplifying the organization by elevating our manager roles and improving compensation packages.

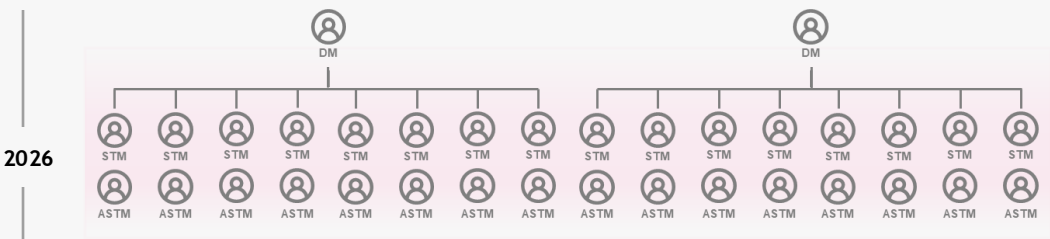
Current positions New positions



## Development of manager Responsibilities



Decision making



Decision making moves into the store with full accountability for decisions and overall performance.

\*One of our 2025 Company Key Results is to train & verify the Store Manager role in minimum 30% of all stores

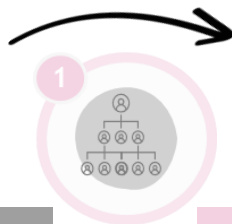


# Background & Purpose

Adding people-centric skills and responsibilities to the new manager roles globally



## Goodbye to Legacy roles (2002-2024)



## Hello to Future roles (2025-)

### OPERATIONAL SKILLED MANAGER ROLES

*100% BTC ratio*

#### Operational tasks ⚙️

- **BTC Management:** DCWF, BTC product making & product training
- **Shiftplanning:** Template hours, team positioning, sickness
- **Stock handling:** Counts, deliveries & waste management
- **Ops. requirements:** Trail, food & bar safety
- **Profit & Loss:** Turnover, commercial KPIs and waste

#### People tasks 🗨️

- **Engagement:** Participation Rate
- **Recruitment:** Juicer Request
- **Onboarding:** 1-hour in-store onboarding
- **Development:** Existing pipeline
- **Guest Experience:** Hit commercial KPIs

### OPERATIONAL & PEOPLE SKILLED LEADERSHIP ROLES

*80% BTC ratio*

#### Operational tasks ⚙️

- **Holistic Leadership:** Lead people on/off BTC & manage processes
- **Shiftplanning:** Salary percentage responsible
- **Stock handling:** Full ordering and ideal flow
- **Ops. requirements:** Pink standards incl. store checks
- **Profit & Loss:** P&L accountable incl. weekly/monthly reviews

#### People tasks 🗨️

- **Engagement:** Accountable of store engagement level
- **Recruitment:** Selection & rejection of future employees
- **Onboarding:** Individual onboarding & scheduled touch bases
- **Development:** Juicer talks, team meetings & future pipeline
- **Guest Experience:** Daily brand behavior feedback



# Background & Purpose

Responsibilities and synergies in the new leadership roles

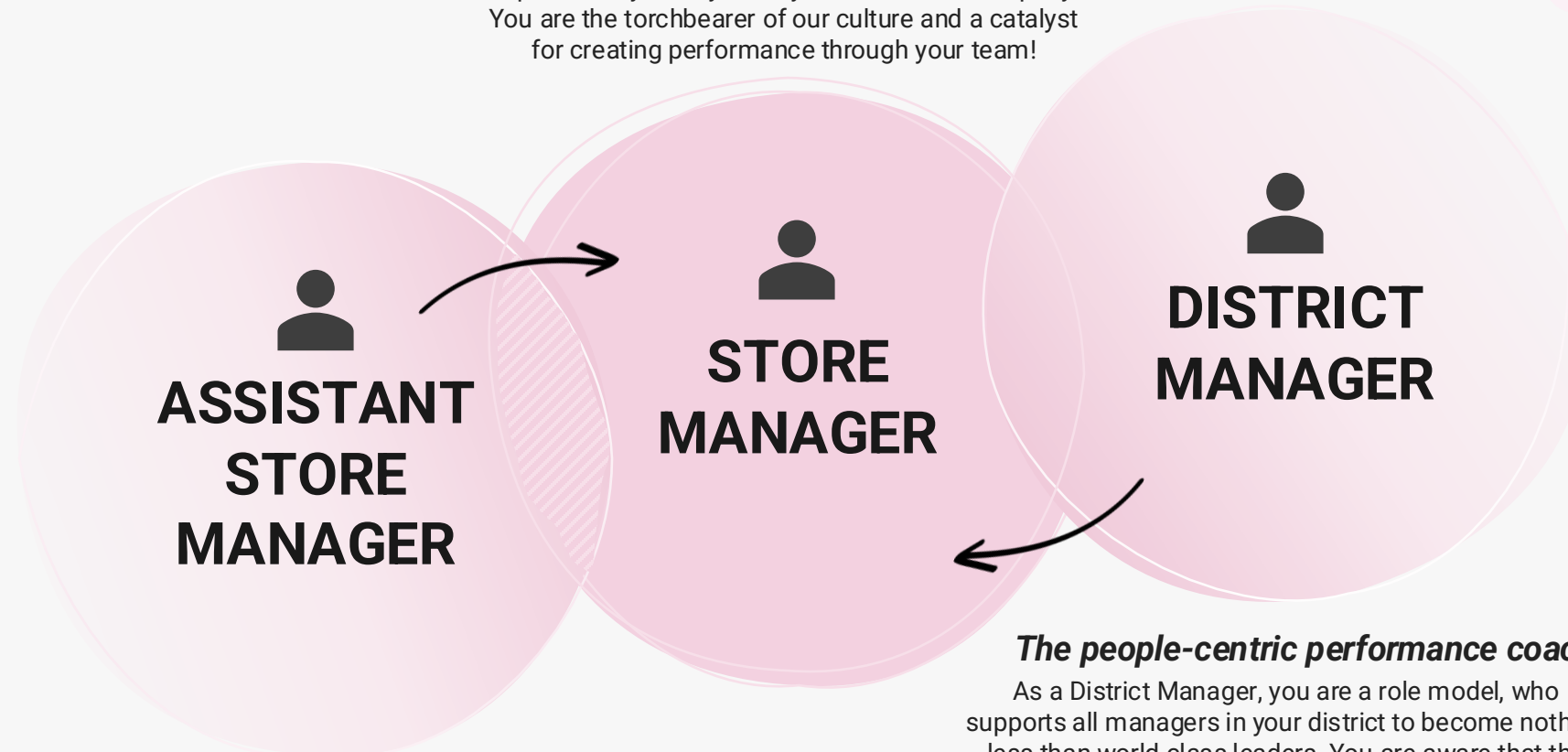


## ***Pink-crossed areas***

Indicates that the roles will take over the Store Manager's responsibilities while off-shift or on vacation.

### ***The proactive role model***

As a Store Manager, you are entering the **single most** impactful day-to-day Moneyball role in the company. You are the torchbearer of our culture and a catalyst for creating performance through your team!



### ***The supportive leadership talent***

As an Assistant Store Manager, you are learning each day, and hereby becoming a world-class leader by supporting your Store Manager in creating operational excellence in your store - as a leadership tag team.

### ***The people-centric performance coach***

As a District Manager, you are a role model, who supports all managers in your district to become nothing less than world-class leaders. You are aware that the culture and performance in your district reflect your coaching and mentoring capabilities.





## Open Question

**WHAT IS THE BIGGEST  
ADVANTAGE OF STEPPING  
INTO THE NEW MANAGER  
ROLES IN YOUR EYES?**





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# Circle of Operational Excellence

How does good look like?

## THE CIRCLE OF OPERATIONAL EXCELLENCE

We believe operational excellence is achieved by excelling in the areas within the *Circle of Operational Excellence*. The framework encompasses all central areas of the business, with a strong emphasis on store structures, and people-centric leadership behavior leading to our unique guest experiences, which result in a strong and holistic overall store performance. The four core elements are:

### Operational Requirements – *The store foundation*

- 1 Controls the day-to-day operations to ensure all compliance regulations, food & bar safety standards, conceptual guidelines, and procedures are followed. Fully accountable for the creation and continuous optimizations of shiftplanning.

### Employee Engagement - *How we lead*

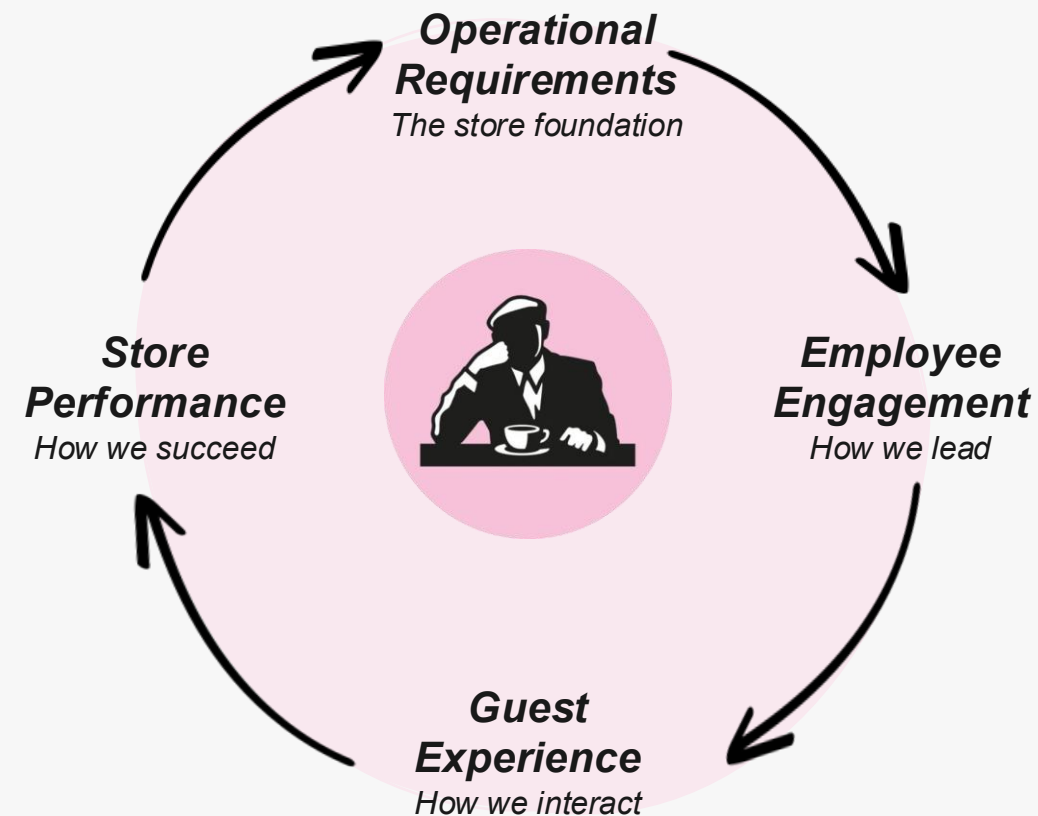
- 2 Responsible for ensuring engagement in all areas of the Juicer employee lifecycle, including accountability of recruitment, onboarding, development, retention, and dismissals of employees

### Guest Experience - *How we interact*

- 3 Aiming to deliver a perfect guest experience every time, by training and leading the team following our brand behavior principles.

### Store Performance – *How we succeed*

- 4 Responsible for achieving profitable growth based on store P&L, including weekly & monthly performance reviews.



**The Moneyball 2.0 Leadership Program is built for you to master all 4 elements within the Circle of Operational Excellence**

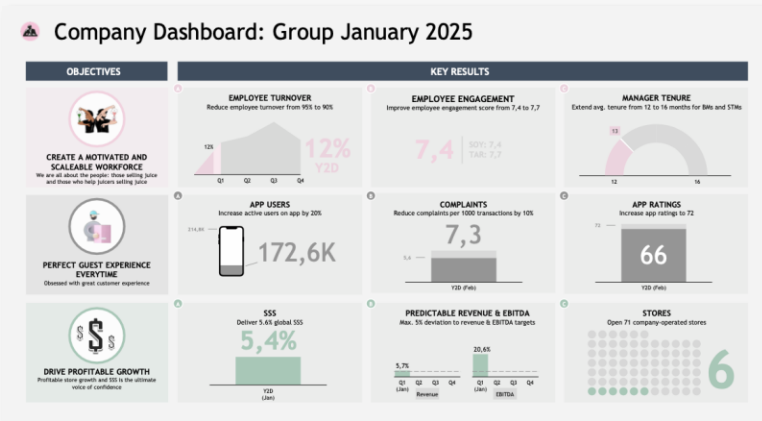




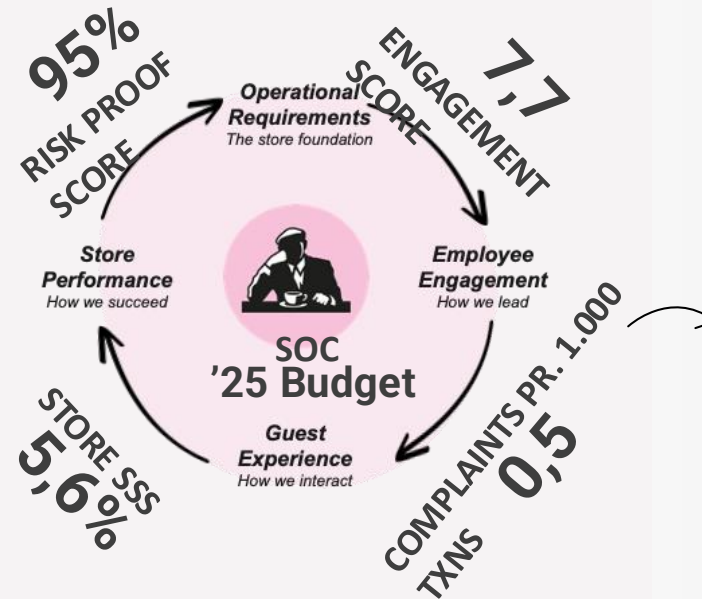
# Circle of Operational Excellence

How our Company Key Results aligns with Store KPIs

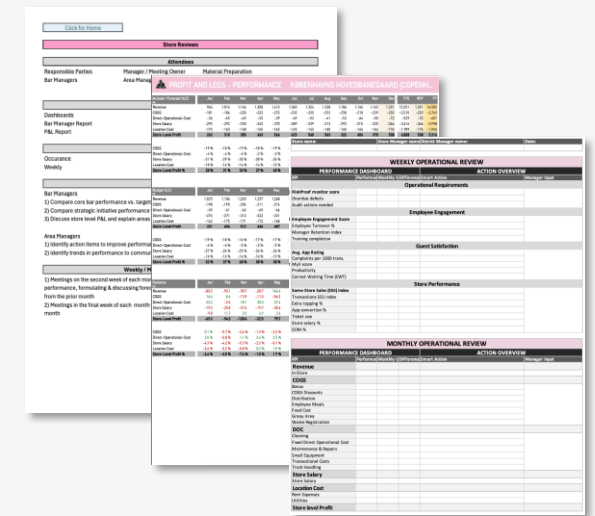
Our 2025 Company Objective Key Results (OKRs)



Translated into Circle of Ops. Excellence



Weekly & Monthly Performance Reviews



✓ Our company strategy and goals are worth nothing unless...

✓ ...we can convert our strategic ambitions and goals into **operational practices and results**

✓ Your manager will invite you to weekly and monthly reviews, supporting you creating operational store performance

In the **Store Performance** module, you will learn about how leading and lacking KPI's contribute to overall Store Performance



## Open Question

**WHAT DO YOU SEE AS THE  
MAIN ADVANTAGES OF  
HAVING WEEKLY & MONTHLY  
PERFORMANCE REVIEWS?**





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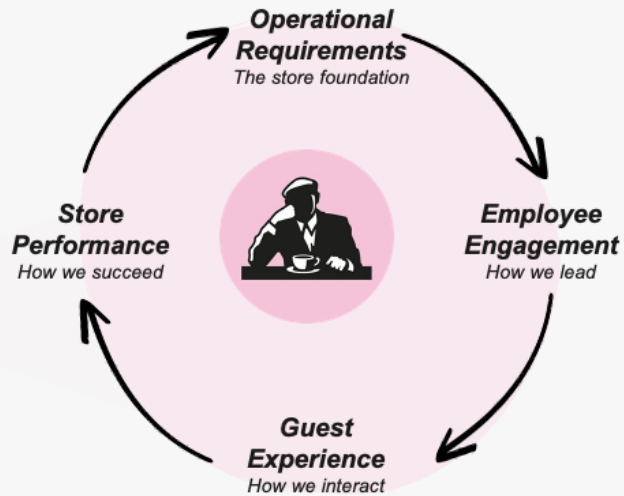


# Moneyball 2.0 Leadership Program

Overview of the new leadership program

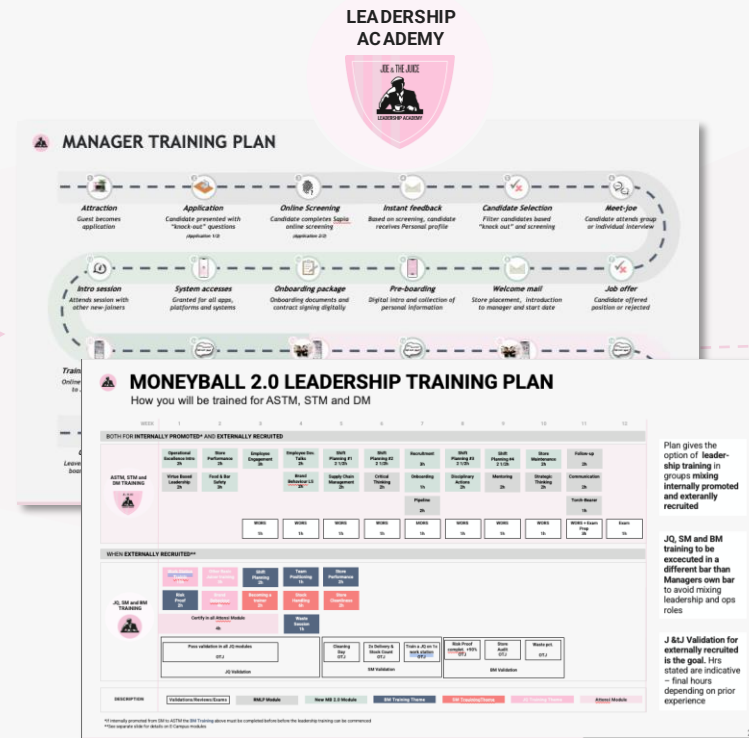
## Leading within the Circle of Operational Excellence

As a people-centric company, all training modules are designed to create a strong operational and holistic leader, who can perform in all areas within the Circle of Operational Excellence:



## Introducing MB 2.0 Leadership Program

The new 10-week manager training plan is designed to accommodate the increased job responsibilities and can be taught both on a group as well as individual level. The training plan works across the three new Moneyball levels:



## Leadership Exam Validation

The manager will attend a 30-min final validation exam, consisting of three elements evaluating the overall capabilities. To be tagged on WP2:

The Leadership Exam Validation Sheet is a form used to evaluate a leader's performance. It includes a scale from 1 to 4, a section for the examiner's name, and three sections for evaluation: 1) MORS template, 2) MORS - deep dive into action, and 3) Case Study. The form also includes a Total Score section and a Rating section (Not Passed, Bronze, Silver, Gold).



# Moneyball 2.0 Leadership Program

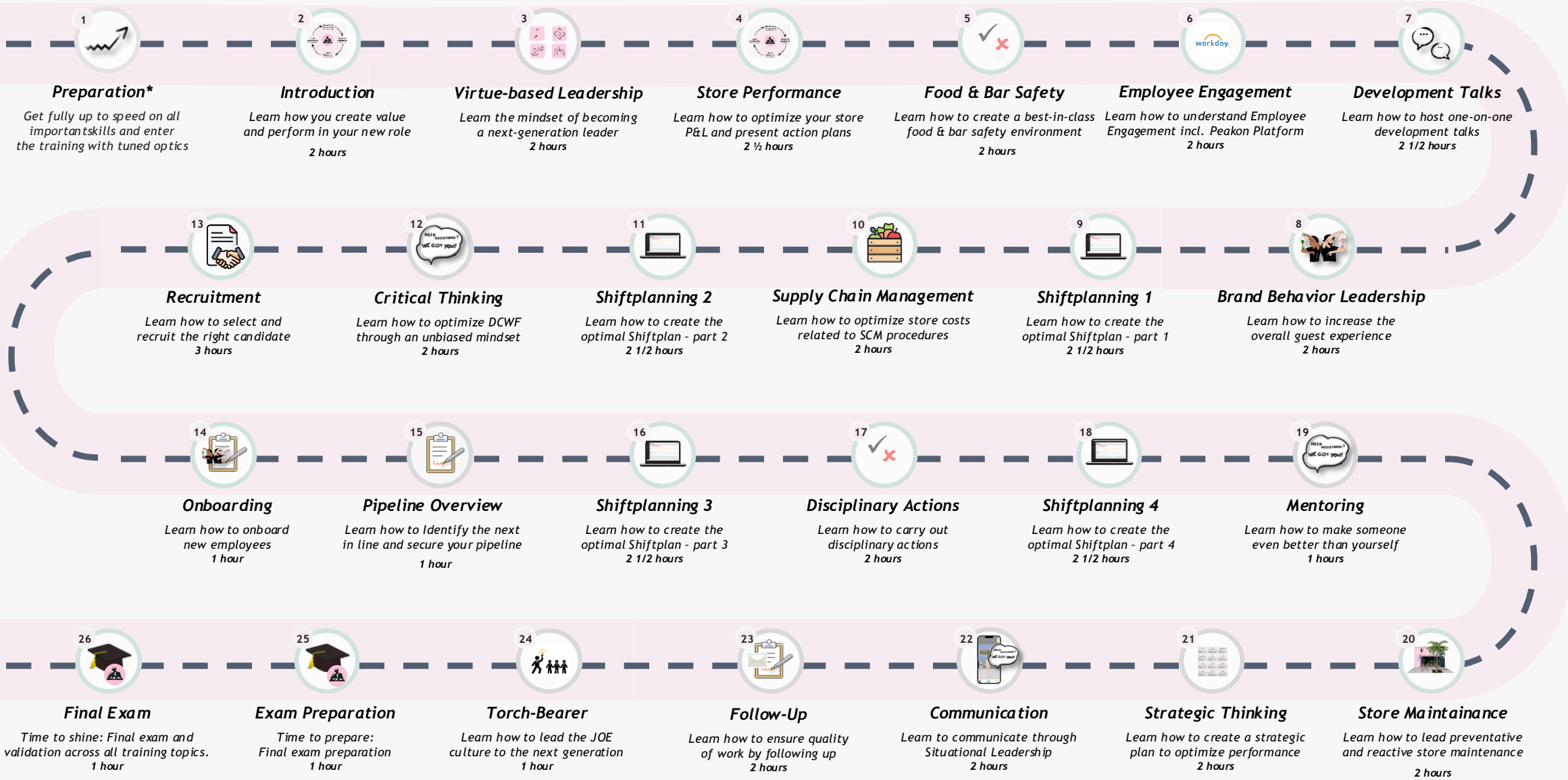
Recommended sequence

RMLP module

Legacy modules

New MB 2.0 module

Overview of training modules, duration, learning goals, and sequence of becoming a manager





\* For all: Certify in all Attensi Module before program / For external recruitments: Cover essential Juicer, Shift Manager and Bar Manager training in parallel to leadership program / For Shift Managers being promoted to Assistant Store Managers: Cover essential Bar Manager training



# Moneyball 2.0 Leadership Training Plan

How you will be trained for ASTM, STM and DM

WEEK	1	2	3	4	5	6	7	8	9	10	11	12	
BOTH FOR INTERNALLY PROMOTED* AND EXTERNALLY RECRUITED													
<div>ASTM, STM and DM TRAINING</div> <div></div>	Operational Excellence Intro 2h	Store Performance 2 1/2h	Employee Engagement 3h	Employee Dev. Talks 2 1/2h	Shift Planning #1 2 1/2h	Shift Planning #2 2 1/2h	Recruitment 3h	Shift Planning #3 2 1/2h	Shift Planning #4 2 1/2h	Store Maintenance 2h	Follow-up 2h		
	Virtue Based Leadership 2h	Food & Bar Safety 2h		Brand Behaviour LS 2h	Supply Chain Management 2h	Critical Thinking 2h	Onboarding 1h	Disciplinary Actions 2h	Mentoring 2h	Strategic Thinking 2h	Communication 2h		
							Pipeline 2h				Torch-Bearer 1h		
				WORS 1h	WORS 1h	WORS 1h	WORS 1h	MORS 1h	WORS 1h	WORS 1h	WORS 1h	WORS + Exam Prep 3h	Exam 1h
WHEN EXTERNALLY RECRUITED**													
<div>JQ, SM and BM TRAINING</div> <div></div>	Work Station Trainin 15h	Other Basic Juicer training 3h	Shift Planning 2h	Team Positioning 1h	Store Performance 2h								
	Risk Proof 2h	Brand Behaviour 4h	Becoming a trainer 2h	Stock Handling 6h	Store Cleanliness 2h								
	Certify in all Attensi Module 4h			Waste Ses sion 1h									
	Pass validation in all JQ modules OTJ				Cleaning Day OTJ			2x Delivery & Stock Count OTJ	Train a JQ on 1x work station OTJ	Risk Proof complet. +90% OTJ	Store Audit OTJ	Waste pct. OTJ	
	JQ Validation				SM Validation				BM Validation				
DESCRIPTION	Validations/Reviews/Exams		RMLP Module		New MB 2.0 Module		BM Training Theme		SM TrainingTheme		JQ Training Theme		Attensi Module

\*If internally promoted from SM to ASTM the BM Training above must be completed before before the leadership training can be commenced  
\*\*See separate slide for details on E-Campus modules

Plan gives the option of **leader-ship training** in groups **mixing internally promoted and exteranlly recruited**

JQ, SM and BM training to be **executed in a different bar than Managers own bar** to avoid mixing leadership and ops roles

J &tJ Validation for **externally recruited is the goal**. Hrs stated are indicative – final hours depending on prior experience





# JQ, SM & BM Training Modules Overview

For externally recruited ASTMs, STMs and DMs

ROLE TRAINING	TRAINING THEME	E-CAMPUS MODULES			
JUICER TRAINING	WORK STATION TRAINING	Food Station	Juice Station Station	Coffee Station Station	Till Station Station
	BRAND BEHAVIOUR	Guest Experience Experience	Till Captain	Send Out Captain Captain	
	OTHER BASIC JUICER TRAINING	Opening Shift Shift	Closing Shift Shift		
SHIFT MANAGER	STORE CLEANLINESS	Trail Management Management	*Cleaning Day		
	STOCK HANDLING	Store Task Manual	Count & Stock Management	Advanced Stock Handling	+ Becoming a Trainer
BAR MANAGER	SHIFTPLANNING	Basic Shiftplanning			
	TEAM POSITIONING	Introduction	Framework	How to acct on a manager shift	+ Waste Session
	STORE PERFORMANCE	Back To Basics Basics	Optics & Activity Plan		+ Risk Proof



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## Open Question

**HOW DO YOU CONVERT  
MANAGEMENT THEORY FROM  
THE TRAINING PLAN INTO  
OPERATIONAL PRACTICE?**







# Manager Task & Routine Overview

Converting the training and learnings into new hands-on manager routines

“THE SECRET OF

SUCCESS

IN YOUR NEW ROLE IS HIDDEN IN THE

DAILY NEW ROUTINES”





# Manager Task & Routine Overview

Converting the training and learnings into new hands-on manager routines

MONEYBALL 2.0 MANAGER TASK & ROUTINE OVERVIEW					
#	MODULE	TASK	ROUTINE	TOOLS & REPORTS	MAIN KPIs
1	Shiftplanning	Timely creation of shiftplan and adjustments to accomodate the needs of the store's performance	Daily - Observe potential adjustments Weekly - Sensible adjustments Monthly - Optimal templates & target hitting	WP2 Shiftplanning Shiftplanning Report Salary Controller	Salary % Productivity CWT SOM% Optimal hours
2	Virtue-based leadership	Lead and develop your team in alignment with your own and company virtues	Daily - Lead virtue-based	The Two-Step Approach The Virtue Funnel The Manifest	Employee Turnover % Pipeline %
3	Store Performance	Creation and execution of actions based on practical day-to-day store and data insights by utilizing the WORS and MORS action plans	Daily - Execute WORS/MORS actions Weekly - WORS Monthly - MORS	MORS template WORS template Data reports and systems	Circle of Operational Excellence Store P&L
4	Food & Bar Safety	Utilizing the RiskProofs Monitoring system to accomodate Pink Standard in store	Daily - Checklist and defects completion Monthly - Complete audit defects	Shield Safety material RiskProof System	95% task completion rate 0 overdue defects/audit points 0 unfinished audit points L3M
5	Store Maintainance	Utilizing checklist and defects logging and timely follow up on audit defects list	Daily - Checklist and defects completion Monthly - Fix Audit list and defects	RiskProof System Typeform DOC Tool	RiskProof monitor score Overdue defects Audits actions needed
6	Employee Development Talks	Scheduleing Pink talks, add people and operational development points to Pipeline Overview, and use Purple and Yellow talks daily to develop employees	Daily - Puple & Yellow Talks Quarterly - Pink Talks	Employee Development Talk template	Employee Engagement Score Pipeline %
7	Disciplinary Actions	Being consistent, fair, and structured in the usage of the disciplinary action framework when needed	Daily, weekly, monthly - Follow procedure	Written Warning Template Resignation Template	Minor negligence level Medium negligence level Gross negligence level
8	Pipeline	Ensure that all areas of the Team Performance Overview are updated	Weekly - Update Team Performance Overview	Team Performance Overview Pipeline Rating Tool WP2 Data	Allocated Template Hours Pipeline %
9	Supply Chain Management	Utilizing COGS reporting and inventory control sheet to follow up on team performance within the area.	Daily - IMS Product Making Weekly - Counts & Deliveries Monthly - Ideal adjustments	Count & Waste Ladder COGS report Inventory Control Sheet	COGS Report Waste % Product availability %
10	Employee Engagement	Utilize Peakon Platform to gain insights, analyze data, and create 1-3 actions per store using the Engagement IMS based on recent Peakon survey	Daily - Action implementation Monthly - IM Quarterly - IMS	Peakon Platform Engagement IMS	Employee Engagement Score Comment Interaction % Peakon Actions
11	Brand Behavior Leadership	Provide feedback to employees before, under and after each guest interaction and establish psychological safety at work, so everyone provides feedback to each other	Daily - Purple & Yellow Feedback to team members Quarterly - 1:1 Pink Development Talks	Purple Talk Yellow Talk Pink Talk	App Rating Score Complaints %
12	Recruitment	Use the Team Performance Overview to timely allocate and request the need of new hirings. Futhermore use the Recruitment Tools to execute selection processes	Weekly - Update Team Performance Overview Monthly - Assess Shiftplanning Hours	Recruitment Guideline	Tenure Employee Turnover %
13	Onboarding	Plan, and utilize the Pre- and Onboarding structure and process when new employees are starting in the team	Weekly - Touch base meetings	Onboarding Guideline	Employee Turnover % Employee Engagement Score 0-3M
14	Critical Thinking	Identify performance gaps and implement an action plan	Weekly - Execute store audit	Store Check Tool RiskProof Tool	Store Check Score 0 overdue defects/audit points 0 unfinished audit points L3M
15	Strategic Thinking	Utilize WORS & MORS template to improve weekly and monthly store performance	Weekly - WORS preperation & execution Monthly - MORS preperation & execution	Seasonal Calendar WORS & MORS template	Circle of Operational Excellence Store P&L
16	Torch-Bearer	Utilize the Juicer App to create engagement and promote social events.	Daily - Post on Juicer App	Juicer App WORS template	Juicer App Points

## Overview Description



After completing the leadership training and exam, ASTM, STM, & DM will have the competencies to create operational excellence



It is the STM's job to schedule the daily, weekly, monthly and quarterly tasks and routines into the calendar



The *Manager Task & Routine Overview* is included as a part of the Manager Toolbox

## Role Responsibilities

ASTM

Assist & execute tasks

STM

Plan, delegate & execute tasks

DM

Coach, support & follow-up



## **INTRODUCTION SESSION – NEW MANAGER ROLES**

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