

Brand Behaviour Leadership

Moneyball 2.0 Leadership Training



JOE . THE

Sum TANA

Proudly made in JOE collaboration with *Georgios Moyzakis* #862 – Global Training Specialist

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AGENDA

- 1 Why is this skill important?
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice



WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session

LEARNING GOALS

1. BRAND BEHAVIOUR PURPOSE

Learn how Brand behaviour ignites the Saturday Night Dinner Host Experience in your store

2. BRAND BEHAVIOUR LEADERSHIP TOOLS

Learn which leadership tools you can utilize to ensure Brand behaviour lives in your store

3. BRAND BEHAVIOUR RESPONSIBILITIES

Learn who is responsible for which areas in ensuring brand behaviour lives in the store.



WHY IS THIS SKILL IMPORTANT?

How does mastering this skill affect each area within the Circle of Operational Excellence?

The Foundation for the Saturday Night Dinner Host experience

- 1. Establishing an ambient and well-functioning store through DCWF
- 2. Sets the scene for an extraordinary great guest experience
- 3. Enables the "Experience" pillar in our Company Strategy House



Engages your team today and creates the leaders of tomorrow

- 1. It gives your Juicers an engaging reason to move with a purpose
- 2. It improves overall employee engagement in the store
- 3. It creates a future Leadership Pipeline by creating role models

Creates a guest base of JOE promoters

- 1. It creates an experience to remember by walking the extra inch for the guests
- 2. It turns regular customers into beloved returning guests
- 3. It creates Brand Ambassadors & Promoters for JOE

Creates sustainable store performance through returning guests

- 1. It affects the transactions and ticket size KPIs massively
- 2. It contributes directly to your overall store P&L performance
- 3. It makes it possible for JOE to expand the culture

Why are we working with Brand Behaviour?

"IN JOE WE DO NOT BELIEVE IN

A STANDARDIZED SERVICE PROGRAM

A JUICER IS NOT A MACHINE"

- Kaspar Basse, Founder, Joe & The Juice

Standardized Service Programs: Customer Experience with no or minimum inclusion and low authenticity

Why are we working with Brand Behaviour?

Instead of a **service program**, in Joe & the Juice, we want to give our Juicers an **ideal** to work with.

This ideal is to be used as a **concept that sets no restricting rules** and for you to **be inspired by its endless possibilities**.

A concept which does not stagnant but rather develops over time, with the effort you put into it. It builds a special bond between the people involved which matters more than the product.

- Brand Behaviour Theory, 2017



Saturday Night Dinner Host: Authentic guest experience in JOE by being an authentic and inclusive host

BRAND BEHAVIOUR

The mindset of creating a unique Saturday Night Dinner Host experience through Brand Behaviour inclusion



Brand Behaviour is about adopting the mindset of a host through own and company virtues, treating the bar and the guests as if you were in your own home hosting a Saturday Night Dinner.

EMPLOYEE DEVELOPMENT TALKS

Utilizing the Purple and Yellow Talk to provide daily ongoing Brand Behaviour feedback



CASE #1

A regular guest, Emma, comes in for her morning juice. She always orders a "Green Shield" and enjoys a quick chat about her morning run. Today, she seems in a rush and slightly stressed.

Juicer A:

Greets Emma warmly, remembers her order, and notices she looks rushed. They say, "Emma, Green Shield as always? I got you! How was your run today?" When she mentions being late for work, the Juicer speeds up her order, ensuring she gets her juice quickly. Emma leaves smiling, appreciative of the efficiency and recognition.

Juicer B:

Does not acknowledge Emma as a regular and asks for her order as if she were a first-time guest. When she mentions being in a rush, they say, "It'll be ready when it's ready," without adjusting their pace. Emma leaves feeling unseen and frustrated. A guest orders an "Iron Man" juice but receives a "Hell of a Nerve" instead.

Juicer A:

Apologizes immediately, acknowledges the mistake, and offers a replacement. They say, "That's on us! Let me make your Iron Man fresh right now." They also throw in a smile and a quick, "Hell of a Nerve is great too, but I get it — Iron Man is a powerhouse!" The guest appreciates the quick fix and leaves happy.

Juicer B:

Insists they made the correct juice and questions the guest's memory. "Are you sure? I made an Iron Man." They reluctantly agree to remake it but with a sigh, making the guest feel like an inconvenience. The guest leaves feeling unappreciated.

🚵 CASE #3

A guest asks for the music to be turned down because they're taking a work call.

Juicer A:

Smiles and says, "Of course, let me turn it down for a bit." They lower the volume slightly while still keeping the vibe alive. The guest gives a thumbs-up and continues their call in peace.

Juicer B:

Rolls their eyes and says, "That's the vibe here, sorry." They don't adjust the music, making the guest feel ignored and unwelcome. The guest leaves annoyed, possibly deciding not to return. A new guest, Lisa, walks into the store for the first time. She seems unsure about what to order and is looking at the menu for a while.

Juicer A:

Notices Lisa's hesitation and smiles warmly. "Hey, welcome to Joe & The Juice! First time here?" When she nods, they say, "Awesome! Do you like something refreshing or creamy? I can help you find the perfect juice." Lisa shares that she loves tropical flavors, and the Juicer recommends a "Sports Juice." While making it, they keep chatting, asking what brought her in today. As she pays, they say, "Hope you love it! If you do, next time try the Energizer—it's got a great citrus kick!" Lisa leaves feeling welcomed and excited to return.

Juicer B:

Sees Lisa looking at the menu but doesn't engage. After a while, she steps up hesitantly, and the Juicer just asks, "What do you want?" in a neutral tone. She hesitates, so they say, "The menu's right there," without further help. Lisa makes a random choice, pays, and leaves without much interaction. She doesn't feel particularly welcomed or excited to return. Four guests queue up in a row, each ready to order their desired product at the till. The team BTC is instructed to focus on selling add-ons:

Juicer A:

Greets every guest with a different approach and makes them feel special and noticed. *The Juicer is not a machine:*

Interaction 1: "Ooh, Joe's Club! Great choice. Would you like some extra cucumber for a refreshing touch?"

Interaction 2: "That's actually one of my favorite juices such a great choice! Would you like to add some extra lemon to make the flavor even fresher?"

Interaction 3: "That's what I'm talking about! We'll make you a great coffee. How about a piece of carrot cake on the side?"

Interaction 4: "Nice choice with the sandwich! Would you like some extra Tabasco for a spicy kick or maybe some extra spinach?"

Juicer B:

Greets every guest with same approach and makes them feel like a transaction. *The Juicer seems like a machine:*

Interaction 1: "Thank you. Would you like extra cucumber?"

Interaction 2: "Thank you. Would you like extra lemon?"

Interaction 3: "Thank you. Would you like a carrot cake?

Interaction 4: "Thank you. Would you like extra tabasco or spinach?

EXERCISE: FEEDBACK ON BRAND BEHAVIOR

IN GROUPS OF TWO

Based on 1 x case:

- Individually, prepare a 'Purple talk' feedback to the other by using.
- One of you choose to prepare Purple talk to Juicer A and the other to Juicer B
- Role play: One assumes the role of a Juicer in the case and the Manager delivers the prepared Purple Talk.
- Role play: Switch roles





CASE #1 – Purple Talk

A regular guest, Emma, comes in for her morning juice. She always orders a "Green Shield" and enjoys a quick chat about her morning run. Today, she seems in a rush and slightly stressed.

Juicer A:

Greets Emma warmly, remembers her order, and notices she looks rushed. They say, "Emma, Green Shield as always? I got you! How was your run today?" When she mentions being late for work, the Juicer speeds up her order, ensuring she gets her juice quickly. Emma leaves smiling, appreciative of the efficiency and recognition.



This was specifically good: "You remembered Emma's order and recognized she was in a rush. You made her feel valued and prioritized, which is why she left smiling." This can be even better: "Next time, you could suggest a quick grab-and-go option or even ask if she'd like a lid and straw ready for an easier exit."

The gift I see in you: "Your ability to read guests and adjust your service makes you a natural at creating connections. Keep building those relationships!" – "Demonstrating Inclusion and Social Ties"

Juicer B:

Does not acknowledge Emma as a regular and asks for her order as if she were a first-time guest. When she mentions being in a rush, they say, "It'll be ready when it's ready," without adjusting their pace. Emma leaves feeling unseen and frustrated.

This can be even better: "Emma is a regular, and recognizing her would have made her feel appreciated.
Also, showing empathy when a guest is in a rush can make a big difference in their day."
By doing this: "Try to learn and remember frequent guests' orders. When someone seems rushed, acknowledging it with a friendly 'I'll get that done for you quickly!' can turn their experience around."
The gift I see in you: "You have the ability to improve guest

interactions by being more present and engaged. I see potential in you to create memorable guest moments!" – "Demonstrating Inclusion and Social Ties"

CASE #2 – Purple Talk

A guest orders an "Iron Man" juice but receives a "Hell of a Nerve" instead.

Juicer A:

Apologizes immediately, acknowledges the mistake, and offers a replacement. They say, "That's on us! Let me make your Iron Man fresh right now." They also throw in a smile and a quick, "Hell of a Nerve is great too, but I get it — Iron Man is a powerhouse!" The guest appreciates the quick fix and leaves happy.

This was specifically good: "You owned the mistake, fixed it immediately, and kept it lighthearted. The guest felt taken care of instead of frustrated."

This can be even better: "Maybe next time, confirm the order when handing it over to avoid mix-ups in the first place."

The gift I see in you: "Your quick action and positive attitude make problem-solving effortless for you. That's a leadership quality—keep it up!" – "Demonstrating Inclusion and Positive Attitude"

Juicer B:

Insists they made the correct juice and questions the guest's memory. "Are you sure? I made an Iron Man." They reluctantly agree to remake it but with a sigh, making the guest feel like an inconvenience. The guest leaves feeling unappreciated.

This can be even better: "When a guest says they received the wrong juice, trust them and focus on the solution rather than questioning them."

By doing this: "Instead of defending the order, simply say, 'No problem, let me fix that for you right away!' This way, the guest feels heard and respected."

The gift I see in you: "You have the ability to turn around situations positively. With a bit more focus on guest care, you could be someone guests remember for great service!"

"Demonstrating Inclusion and Positive Attitude"



CASE #3 – Purple Talk

A guest asks for the music to be turned down because they're taking a work call.

Juicer A:

Smiles and says, "Of course, let me turn it down for a bit." They lower the volume slightly while still keeping the vibe alive. The guest gives a thumbs-up and continues their call in peace.

Juicer B:

Rolls their eyes and says, "That's the vibe here, sorry." They don't adjust the music, making the guest feel ignored and unwelcome. The guest leaves annoyed, possibly deciding not to return.

This was specifically good: "You acknowledged the guest's request with a positive attitude and made a simple adjustment that improved their experience." This can be even better: "Perhaps you could check in afterward and say, 'Is that better for you?' to show even more attentiveness."

The gift I see in you: "Your ability to stay flexible and accommodating while maintaining the brand vibe shows emotional intelligence—a key leadership skill!" – "Demonstrating Inclusion and Positive Attitude"

This can be even better: "Guests may not always understand the atmosphere we aim to create, but dismissing their requests can leave a negative impression." By doing this: "Try acknowledging the guest's request with something like, 'I hear you! I'll turn it down a bit for you.' A small gesture like this can make a big impact." The gift I see in you: "You have a strong presence and confidence, which is great! If you use that confidence to make guests feel more welcome, you'll become a standout Juicer." - "Demonstrating Inclusion and Positive Attitude"



CASE #4 – Purple Talk

A new guest, Lisa, walks into the store for the first time. She seems unsure about what to order and is looking at the menu for a while.

Juicer A:

Notices Lisa's hesitation and smiles warmly. "Hey, welcome to Joe & The Juice! First time here?" When she nods, they say, "Awesome! Do you like something refreshing or creamy? I can help you find the perfect juice." Lisa shares that she loves tropical flavors, and the Juicer recommends a "Sports Juice." While making it, they keep chatting, asking what brought her in today. As she pays, they say, "Hope you love it! If you do, next time try the Energizer—it's got a great citrus kick!" Lisa leaves feeling welcomed and excited to return.

The "Milk' This was specifically good And why it was good The "Espresso" This can be even better By doing this This was specifically good: "You noticed Lisa was new and took the time to guide her through the menu, making her feel comfortable. You also added a personal touch by suggesting a future order, giving her a reason to return." This can be even better: "Next time, if she does come back, try to remember her choice and say, 'Lisa! How was the Sports Juice last time?' Small details like that make guests feel extra special."

The gift I see in you: "Your ability to create a welcoming and engaging atmosphere is a real strength. You make new guests feel at home, which is key to building long-term customer relationships!" – Demonstrating Inclusion and Social Ties"

Juicer B:

Sees Lisa looking at the menu but doesn't engage. After a while, she steps up hesitantly, and the Juicer just asks, "What do you want?" in a neutral tone. She hesitates, so they say, "The menu's right there," without further help. Lisa makes a random choice, pays, and leaves without much interaction. She doesn't feel particularly welcomed or excited to return.

This can be even better: "When you see a guest looking unsure, take the lead in starting a conversation. Instead of waiting for them to ask, a simple 'Need any recommendations?' can make a huge difference." By doing this: "You'll make guests feel more at ease, and they'll associate Joe & The Juice with great service and a friendly environment, encouraging them to return." The gift I see in you: "You have the potential to build great guest connections by being more proactive. With a little more engagement, you can turn every new guest into a future regular!" - Demonstrating Inclusion and Social Ties"

BRAND BEHAVIOUR LEADERSHIP TOOLS

The three sequential leadership tools of creating a unique, ambient, and inclusive guest experience

Brand Behaviour Triangle





Tools & Resources

Daily Concept Workflow – Critical Standards

The first element that needs to be to build the basis of a healthy Brand Behaviour are the critical areas. The critical areas are the basic store structures that make the operation of the bar work smoothly, such as Daily Concept Workflow, prep, cleaning, and the look of the store. In the Saturday Night Dinner Host concept, this is thoroughly described.

Training & Skills – Stable Juicer Foundation

Next up are the stable areas a lot more connected to the skill of a Juicer, such as the craft of making juice, sandwich coffee as well as brand behaviour training. These areas add another layer to our quest for creating Brand Behaviour.

Development Talks – Enables Sustainable Performance

We have now made sure both the critical and stable building blocks are in place, but this is also what any other food & beverage concept can do. Now this is where we stand out from the rest – the unique and authentic inclusive behaviour towards each guest based on continued leadership feedback in each guest interaction to provide self-development.

Now let's utilize the Development Talks to create juicer confidence towards our guests!



ISSUE:	IN GROUPS OF TWO	WHY?	Why is this Action important? Ex. My analysis shows, the gap vs. target
You are a a new Store Manager: In your first week, you experience a lack of Brand Behaviour (similar to previous 'red' cases)	Discuss and prepare a SMART action to address the issue based on either element 1 & 2 in the 'Brand Behavior Triangle'	WHAT?	What are the deliverables of the Action? Ex. DCWF, Training, Employee Development talks
Your MORS and WORS shows that "add-ons' and "QR code scans" are above target.	2 > Present your smart action	WHO?	Who is responsible and involved in the Action? Ex. Delegate to Liz, train Ben, talk with Zoe
However, transactions, app ratings and training completion is below target.	Brand Behaviour Triangle Daily Concept Workflow	WHERE?	Where will the Action be implemented? Ex. Your Bar, Zoes bar, Campus
	Development Oriceing	WHEN?	When will the action be done? Ex. Starting Thursday 9.00 and finishing 12.00, Ben on Thursday 12.15

EMPLOYEE DEVELOPMENT TALKS

Following up on brand behaviour that continues into the PINK Talk



PINK TALK BRAND BEHAVIOUR FOCUS AREAS

Overview of our three brand behaviour interaction areas, incl. dotted "JOE inclusion" areas

1 GUEST EXPERIENCE		
KEY STAGE	WHEN AT TILL	WHEN NOT AT TILL
The Pre-Welcome	Present at Till facing outwards	Regularly check for guests entering the store
1 st impression	Spot the guest / Smile & eye-contact /	Spot the guest / Smile & eye-contact / "I will be with you after I've made this order"
		\geq
Till	Welcome / How are y	/ou doing / Activate dialogue
Menu	(ne and order (Tim & his Green Mile) / Personal product recommendation
Finalize order		n about potential Waiting Time & direct the guest ere to wait
Send Out	Call out the name, confirm the order with smile & eyecontact Last order on the List: Deliver to table	
Almost Done	When in Customer Area, ask gue	ests how everything was with their order?
Farewell	Say farew	ell using the name

2 TILL CAPTAIN	
Regular as standard	Type in all beverages as Regular, unless the guest specifically asks for a small
Add-Ons	Recommend Add-Ons to every possible guest
Cross Sales	Ask the guest if they want other products added to their order
Paying with the app?	Ask every guest if they are paying with the App

3 SEND OUT CAPTAIN	
Product Quality Check	Send back products if not living up to standards
Communication	Look ahead & be proactive to prepare the team
Balance out The List	Support and rearrange team to keep stations in sync
Finalize the guest Journey	Say farewell to all guest with an acknowledging comment + smile & eye contact

Inclusion areas

PINK TALK BRAND behaviour FOCUS AREAS

Overview of our three brand behaviour interaction areas, incl. dotted "JOE inclusion" areas

1 GUEST EXPERIENCE – WHY?		
KEY STAGE	WHEN AT TILL	WHEN NOT AT TILL
The Pre-Welcome	In order to welcome the guests, first step is t	to be able to recognize them as they enter the store
1 st impression		econds! We need to acknowledge the guests as fast possible!
Till		how geniuine care, they will fæl recognized which is Il people seek
Menu		t shows that we care about them – and that we are hem choose the right product for them
Finalize order	about waiting time will potentially diffuse a s	uest is not just a number and a "next-in-line". Inform ituation because the guest already understand that re busy than we seem
Send Out	Confirming the order shows that we know what we are doing and can potentially diffuse a situation, because the guest will have been informed what they are getting. Delivering orders to the table is an "easy win" and will always be appreciated, because it is unexpected by the guest	
Almost Done	This shows that we care about the guest. We	e can handle a potential unhappy guest at the spot, feedback for the team if the product(s) were great
Farewell	Leaves the guest with a positiv	e impression of the whole experience

2 TILL CAPTAIN – WHY?	
Regular as standard	This is the fastest way to increase the average spend per customer
Add-Ons	It will increase the spend by the guest + It increases the guest experience because the product will taste better
Cross Sales	This is the most effective way to increase the Average Ticket Size
Paying with the app?	Create awareness of the Joe App. Getting more users on the App is proven to increase guest loyalty

3 SEND OUT CAPTAIN – WHY?	
Product Quality Check	We want to deliver orders that we're proud of and the Send Out is our last filter for signing off on Product Quality
Communication	Our guests are really observant towards customised orders, so should the Send Out be.
Balance out The List	Ensure that the product making stations are in sync, so that we don't experience an overflow of products from one station. This will improve the Waiting Time!
Finalize the guest Journey	The Send Out is the last person to affect the guest experience in the order stage!

Virtue - Inclusion areas



What is Brand Behaviour Leadership in three steps?

1. WHEN DONE RIGHT

When mastering *Brand Behaviour Leadership,* you have **created** a store **culture** where **every** Juicer in your team acts as a host and creates a unique, **authentic**, and on-brand **guest experience** every time a guest enters our stores through inclusion, turning **regular customers** into *beloved returning guests* like attending a Saturday Night Dinner.

2. THE LEADERSHIP SUCCESS TEST

The behaviour of your Juicers towards our guests, **when you are not present in the store**, shows to which degree you have established a sustainable Brand Behaviour culture in your store.

3. THE GUEST FEEDBACK

When brand behaviour is living at its finest, when a guest is asked "on a scale of 0-10, how likely are you to recommend JOE & THE JUICE to a friend or a colleague?", the guest rates us 9 or 10!

WHO IS RESPONSIBLE FOR WHAT?

Everyone's talking responsibility to let Brand Behaviour "live" out in the stores

Assistant Store Manager	• Establish DCWF: Employee development talks, feedback and juicer training in brand behaviour is worth nothing, if critical store foundation is not set. Ensure DCWF and store structures lives up to the standards of hosting a Saturday Night Dinner
Store Manager	• 100% Training Completion: Train Juicers in Brand behaviour with 125% engagement & excitement. And remember: It is not what you say, it is what you show. Always be a brand behaviour role model yourself, and lead by example!
District Manager	• Establish a Feedback Culture: Use Employee Development Talks to provide daily feedback and follow up with the team and Pink Talks to create quarterly brand behaviour focus areas for each Juicer.



BRAND BEHAVIOUR LEADERSHIP

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