



Joe & The Juice

CRITICAL THINKING

Regional Manager Leadership Program

JOE & THE JUICE © 2023





CRITICAL THINKING

LEARNING OBJECTIVES



THE KEY TOPICS

- Experience The Store Journey
- Identify Performance Gaps
- Develop Broadened Optics
- Store Visits
- Competitor Visits





CRITICAL THINKING

OPEN QUESTIONS

HOW DO YOU SET HIGH EXPECTATIONS FOR YOUR BM'S?



WHAT DO YOU GET IN RETURN FROM SETTING HIGH EXPECTATIONS?



CRITICAL THINKING

WHAT THE SKILL MEANS

MASTERING THE SKILL OF CRITICAL THINKING MEANS the ability to identify areas of improvements in a store and providing unbiased constructive feedback. This is based on a guests' point of view as well as your own optics in optimising Operational Excellence.

This requires a strong Daily Concept Workflow and a clear set of guidelines of what performance is expected from morning to evening.*

As a leader, you can never expect your stores to deliver great guest experience and brand behaviour if the fundamental structures are not in place.



CRITICAL THINKING

3 STEPS OF MASTERING THE SKILL



1) Critical Observation

Observe a store to 'investigate' the following:

- Is the DCWF working?
- Is the BM properly trained to follow up?
- Does the Juicers show motivation?
- Is the store capable of delivering great guest experiences?

Compared to company standards, evaluate what needs to be improved in order to get the ideal journey through your critical thinking.



2) Structure & Action Points

Based on the critical observations, connect the issues to your journey:

- What structures and actions points should be implemented for the issue to get solved?
- How do we ensure sustainable performance?



3) Convey The Message

Create actions in corporation with the BM by explaining the why:

- Make them eager to follow the structure and action points going forward.
- And make sure the BM prepares the team to get on board.

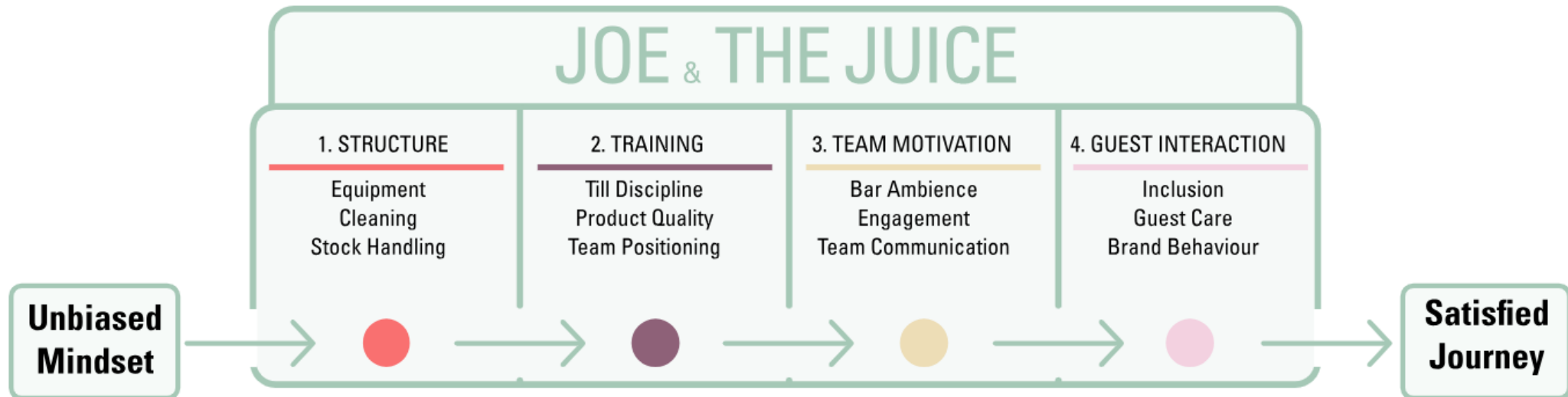
The purpose of using critical thinking in daily work is to support and guide the BM in the store journey and to make all stores reach their full potential.
This will ultimately ensure great guest experiences and increase turnover!



CRITICAL THINKING

THE JOURNEY OF CRITICAL THINKING

The Ideal Store



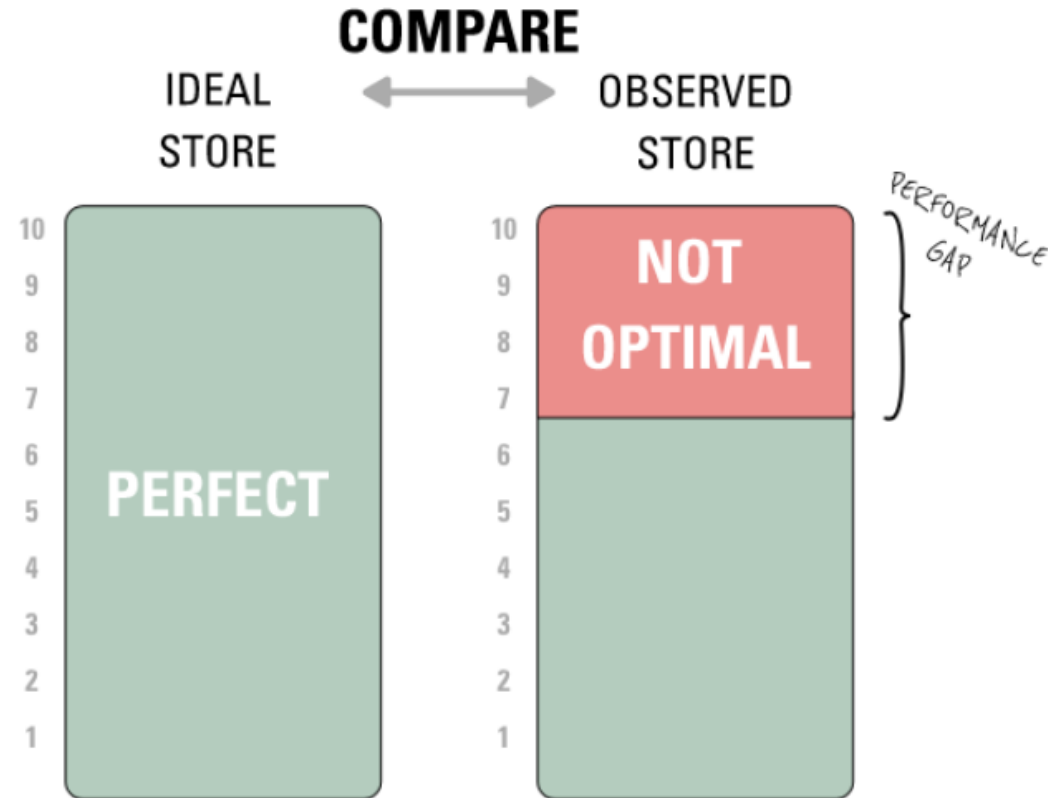
The Joe store can be divided into 4 rooms with own criteria. We can't continue to the next room before all criteria has been fulfilled.

To deliver a satisfied journey, the RM must focus on the very fundamental structures in a bar before being able to deliver the full Joe experience.



CRITICAL THINKING

IDENTIFY PERFORMANCE GAPS



IDEAL

Through experience and knowledge, you know what the IDEAL STORE looks like.

OBSERVED

What is **NOT OPTIMAL** in the store?
What is the performance gap?

An RM should constantly compare the ideal performance with what you observe in the store, identify the gaps and work with the BM in order to reach the optimal performance:



CRITICAL THINKING

HAVING THE RIGHT MINDSET

HAVING THE RIGHT MINDSET
(CRITICAL THINKING)



=

CONSTANT EAGER TO SEEK CHANGE AND
WORK TOWARDS OPERATIONAL EXCELLENCE



EXAMPLE: Is the Customer Area floor clean to perfection? If not, how far away from perfect is it?
What action is needed to reach perfection so our store and brand can reach the full potential?

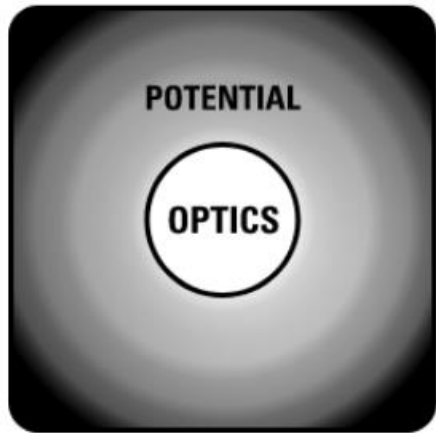
Ideal Performance <— Compared to —> *Current Performance* = **PERFORMANCE GAP**



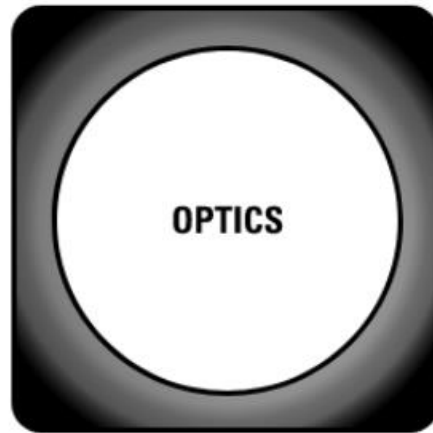
CRITICAL THINKING

FROM TUNNEL VISION TO BROADENED VISION

BM Tunnel Vision



RM Broadened Vision



TO DEVELOP BROADENED OPTICS, ASK YOURSELF THESE FOUR KEY QUESTIONS:



Do I support the stores in how to just get through the day or do I support them in how to perform every single day?

Do I always enter a store and identify something to improve by focusing even on the smallest details?

Will I never accept the current performance no matter how good it is?

Is what I observe normal? Is there a better and more rational way to do it?

It's necessary to keep broadening the optics to avoid Tunnel Vision. It is important even for RMs to keep broadening their own optics to push themselves to become completely unbiased when observing a store to identify performance gaps.



CRITICAL THINKING

OPEN QUESTIONS

**WHAT IS YOUR
FOCUS WHEN YOU
ENTER A STORE?**



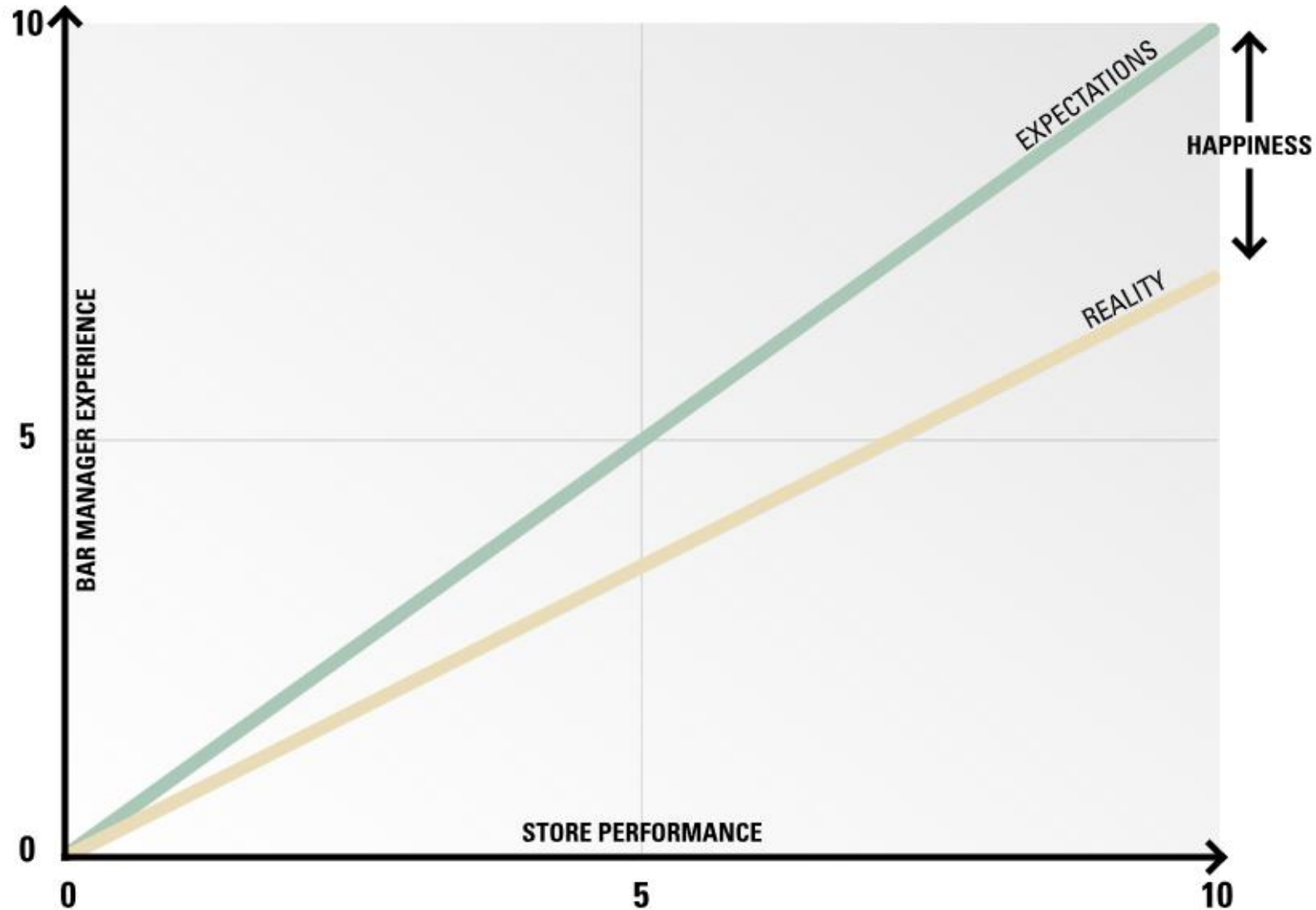
WHAT IS THE FIRST THING YOU PAY ATTENTION TO?



CRITICAL THINKING

HAPPINESS = EXPECTATIONS - REALITY

Depending on the level of the BM,
an RM can adjust the level of
expectations to be more realistic
and to avoid any surprises.



- If the store performance is below expectations = Provide constructive feedback
- If the store performance is above expectations = Recognize and praise the performance



EXPERIENCE GUEST JOURNEY

EXERCISE 1: IDENTIFY PERFORMANCE GAPS

STEP 1:

STORE VISIT:

- Create groups & plan to visit 1 x JOE store per group
- Name one responsible to take pictures of the store visit
- Bring your worksheet to take notes and identify performance gaps



STEP 2:

FOLLOW THE JOURNEY:

Step 1: STRUCTURE

- Cleaning
- Stock Handling

Step 2: TRAINING

- Product Quality
- Correct Waiting Time

Step 3: TEAM MOTIVATION

- Bar Ambience
- Team Communication

Step 4: GUEST INTERACTION

- Inclusion
- Brand Behavior





STORE WALK THROUGH

EXERCISE 2: SHARE CONSTRUCTIVE FEEDBACK TO BM

DEVELOP THE BM:

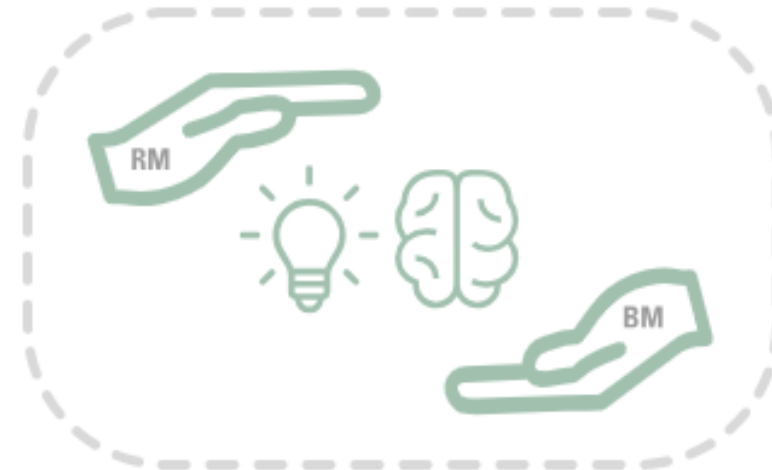
“Take the BM by the hand” and go through the same journey as in **EXPERIENCE GUEST JOURNEY**:

Step 1: STRUCTURE

Step 2: TRAINING

Step 3: TEAM MOTIVATION

Step 4: GUEST INTERACTION





COMPETITOR VISITS

EXERCISE 3: BROADEN YOUR OWN OPTICS

COMPETITOR VISITS:

Visit 1 x competitors on your journey.
Follow below steps:

1. Experience

- The Look
- DCWF
- Products
- Design

2. Reflection

- What's different from us?
- How is it different?
- What's good and bad compared to us?

3. Take Away

- What's working well?
- What's not working well?





VISITING YOUR FRIENDS HOUSE

EXERCISE 4: IDENTIFY PERFORMANCE GAPS WITHOUT BIAS

STEP 1:

VISIT FRIENDS HOUSE:

- Select 1 store outside of your Region
- Plan visit and bring your worksheet to take notes

STEP 2:

FOLLOW THE JOURNEY:

Step 1: STRUCTURE

- Cleaning
- Stock Handling
- Equipment

Step 2: TRAINING

- Team Positioning
- Product Quality
- Till Discipline

Step 3: TEAM MOTIVATION

- Engagement
- Bar Ambience
- Team Communication

Step 4: GUEST INTERACTION

- Inclusion
- Guest Care
- Brand Behavior

STEP 3:

HANDOVER FEEDBACK

- Meet up with RM for the store and have a sit down
- Deliver feedback in a positive way
- Share optics with other RM when they are not present



SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?

