



*Joe & The Juice*

# STRATEGIC THINKING

Regional Manager Leadership Program

JOE & THE JUICE © 2023





# STRATEGIC THINKING

## LEARNING OBJECTIVES

### THE KEY TOPICS

- 3 Steps of Strategic Thinking
- Goal-Setting: SMART Planning
- Five Benefits of Planning
- The 5 W's of a Plan
- Seasonal Calendar





# STRATEGIC THINKING

OPEN QUESTIONS

## WHY IS PLANNING AN IMPORTANT SKILL FOR A LEADER?



*HOW ARE YOU CURRENTLY PLANNING IN YOUR DAILY WORK?*





# STRATEGIC THINKING

## WHAT THE SKILL MEANS

### WHAT THE SKILL MEAN?

**MASTERING THE SKILL OF STRATEGIC THINKING MEANS** the ability to work with a proactive mindset, to identify concerns, and handle issues before they actually occur.

This requires thinking in both short term and long term perspectives when setting goals for your Region. Have in mind that each store and situation requires a specific fitting plan.

As a leader, you can solve cases by making quick fixes, but you will create sustainable impact by having a structured repeated plan. *"A goal without a plan is just a wish".*



# STRATEGIC THINKING

## MASTERING THE SKILL OF STRATEGIC THINKING



STEP 1

**IDENTIFY  
FOCUS POINTS**

STEP 2

**SET SMART  
GOALS**

STEP 3

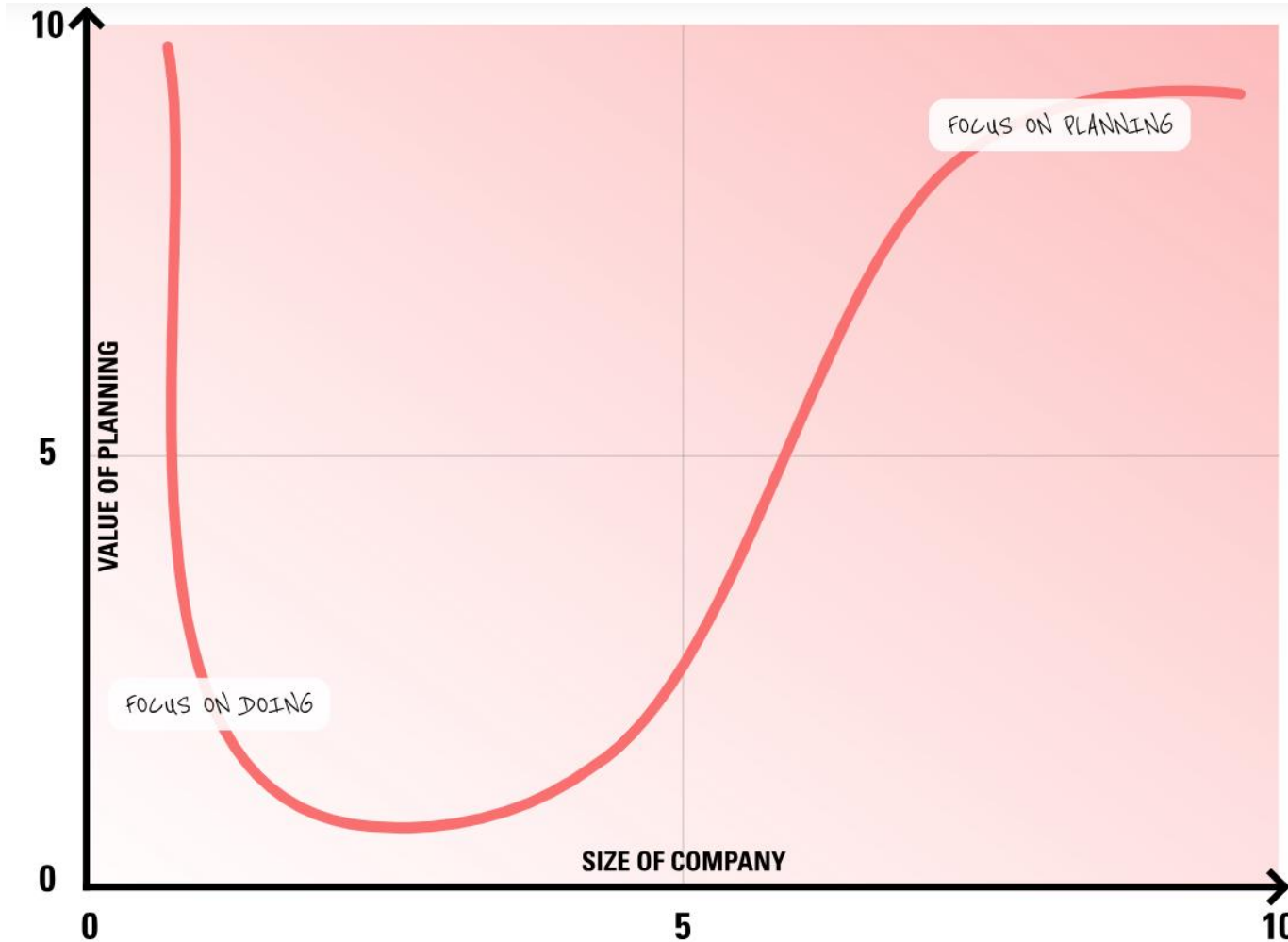
**STRUCTURE A  
PLAN**

Strategic Thinking is the fundamentals of how to make a plan for the future to secure long-term performance. An RM will need to master these three steps to prepare and navigate around future obstacles, ultimately ensuring a sustainable performance in the region:



# STRATEGIC THINKING

## VALUE OF PLANNING VS. SIZE OF WORKFORCE



Historically, leaders in JOE had the focus on doing by working mostly BTC. Now, Joe & The Juice has increased significantly in size and another approach is required with efficient strategic planning skills.



# STRATEGIC THINKING

OPEN QUESTIONS

## WHAT HAPPENS IF WE DON'T PLAN?



*NAME AN EXAMPLE IN JOE WHERE YOU WERE FORCED TO PLAN  
YOURSELF OUT OF A SITUATION?*



# STRATEGIC THINKING

## IDENTIFYING FOCUS AREAS



### ASPECTS TO CONSIDER:

#### A) STORE OBSERVATION

Observe the current status of the stores and identify needed improvements.

#### B) KPI REVIEW

Study the RM Report to get insights on which parameters the different stores need to improve

#### C) TEAM PERFORMANCE OVERVIEW

Plan progressions and training of employees to strengthen operational and people skills

#### D) SEASONAL CALENDAR

Use Seasonal Calendar to plan different kind of tasks at the most appropriate time of the year.

#### E) NEW INITIATIVE

Plan an implementation of a new company initiative announced by the HQ

Identifying needed actions in the future, determined and practiced by reviewing five different kind of aspects:





# STRATEGIC THINKING

## SETTING SMART GOALS



**Specific**

**S**

What do you want to do?

**Measurable**

**M**

How will you know when you've reach it?

**Achievable**

**A**

Is it in your power to accomplish it?

**Realistic**

**R**

Can you realistically achieve it?

**Timely**

**T**

When exactly do you want to accomplish it?

If the initiative and goal passes all letters in the SMART model, the RM can go ahead and implement the plan of action.



# STRATEGIC THINKING

IF YOU FAIL TO PLAN, YOU PLAN TO FAIL

“

**IF YOU FAIL  
TO PLAN**

**YOU PLAN TO  
FAIL**

”



# STRATEGIC THINKING

## PLANNING VS. REALITY

### YOUR PLAN

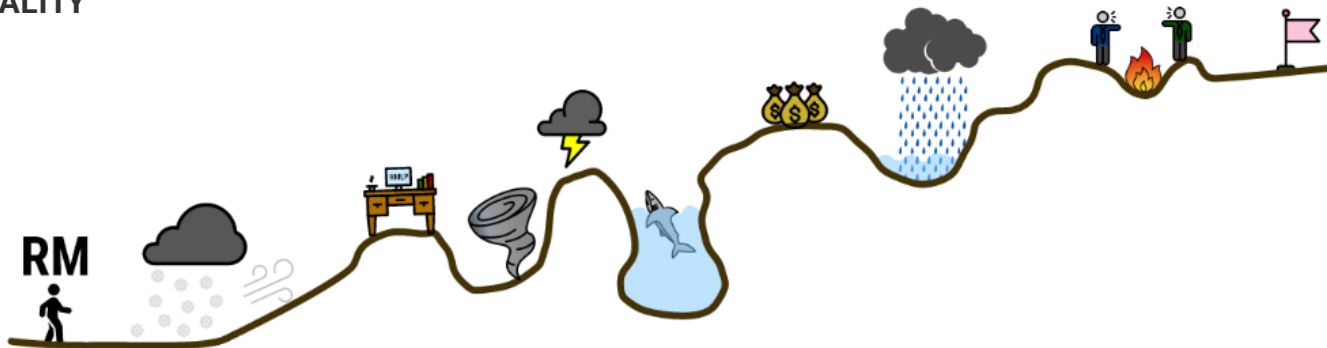


RM



### REALITY

RM



### EXAMPLE OF OBSTACLES:

- No-shows
- Shift covering
- Disagreements
- Long e-mails
- Broken equipment
- Uplift in turnover

Despite having a plan, the RM should be conscious of the reality and that everyday challenges and obstacles might occur. Despite these, it's important that the RM's trusts the plan and sticks to it, even with potential deviations.



# STRATEGIC THINKING

## FIVE BENEFITS OF PLANNING

1

### **"Planning facilitates management by objectives"**

When giving your BM's objectives to work with, there is no doubt about what to use time on as long-term improvement points have been delegated.

2

### **"Planning minimises uncertainties"**

When you are planning for the future, uncertainties will have a smaller impact on your operation. If you are able to forecast any possible uncertainties and include them in your plan, you will be able to remove obstacles before they even occur.

3

### **"Planning facilitates co-ordination"**

Planning makes you able to identify what future resources that are needed in the operation and makes you able to get the right people in before it is too late.

4

### **"Planning provides motivation"**

People gets inspired when there is an actual plan they can follow. If there is no plan, the employees will experience a feeling of a disorganised environment and can suffer frustration.

5

### **"Planning provides a guide for action"**

Employees can work towards something and won't waste energy on unnecessary actions. Employees are most productive when they understand the purpose, have a guide of action and a goal to reach.

There are great benefits from making a strategic plan, but it all goes back to one thing: To create future stability. Strategic Planning is done to ensure a sustainable future and fix issues in an early phase to free yourself from fire-fighting.



# STRATEGIC THINKING

## THE FIVE W'S OF PLANNING



### THE FIVE W'S:

- **WHY:** Purpose and benefits
- **WHAT:** Specific plan of objectives and goals
- **WHO:** The involved participants and stakeholders
- **WHERE:** The locations of actions
- **WHEN:** Clear timeline and deadlines

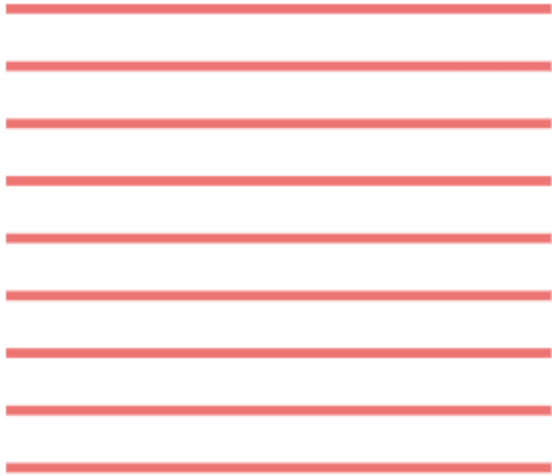
If all questions of the Five W's can be replied, there is a great chance for the plan being as SMART as possible with high chances of succeeding.





# STRATEGIC THINKING

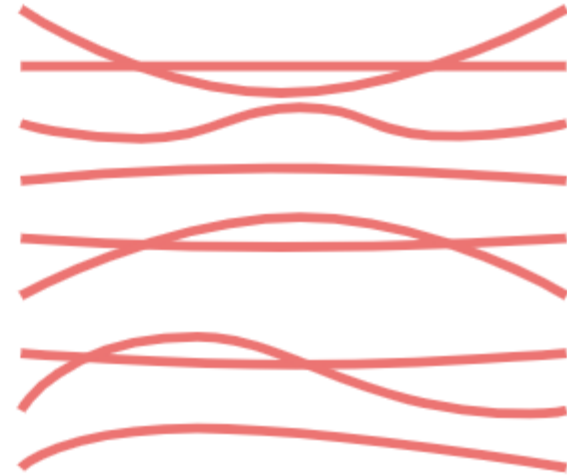
## THEORY VS. PRACTICE



**THEORY**



**PRACTICE**



**THEORY INTO  
PRACTICE**

Theory is linear learning, while practice is chaotic and stressful. Using theory in practice will straighten out the chaos and make it less overwhelming.



# STRATEGIC THINKING

## SEASONAL CALENDAR IN JOE

<b>Q1</b> <b>JANUARY</b> <u>SLOW TRAFFIC</u> "The classic slow months in most stores after Christmas and New Years" <b>Focus Points</b> <ul style="list-style-type: none"><li>- BM Training (Prospect / Junior / Senior)</li><li>- SM Training (Prospect / Junior)</li><li>- Rotations (Juicer / SM / BM)</li></ul>	<b>FEBRUARY</b> <u>SLOW TRAFFIC</u> "Usually still a slow month with cold and cozy weather that doesn't help attracting guest into our stores." <b>Focus Points</b> <ul style="list-style-type: none"><li>- DOC issues - Identify and fix issues for busy periods</li><li>- Training Modules on all levels (Juicer / SM / BM)</li><li>- Finish new Moneyball trainings and rotations</li></ul>	<b>MARCH</b> <u>BUILD UP &amp; GETTING BACK TO "NORMAL"</u> "The weather is getting better and our guests start visiting us more frequently" <b>Focus Points</b> <ul style="list-style-type: none"><li>- Daily Concept Workflow (re-engineering)</li><li>- Product Quality</li><li>- Loyalty Cards &amp; App conversions</li></ul>
<b>Q2</b> <b>APRIL</b> <u>BUILD UP &amp; GETTING BACK TO "NORMAL"</u> "The weather is getting better and our guests start visiting us more frequently" <b>Focus Points</b> <ul style="list-style-type: none"><li>- Correct Waiting Time (Speed)</li><li>- Product Quality</li><li>- Guest Experience / Brand Behaviour</li></ul>	<b>MAY</b> <u>HIGH TRAFFIC</u> "Summer is coming and turnover is peaking. It is time to get back in the grind." <b>Focus Points</b> <ul style="list-style-type: none"><li>- Push new products from Menu Launch</li><li>- Waste (Product Manual / IMS / Training)</li><li>- Cleaning &amp; The Look</li></ul>	<b>JUNE</b> <u>HIGH TRAFFIC</u> "Summer is here and we approach one of the most busy months of the year." <b>Focus Points</b> <ul style="list-style-type: none"><li>- Staff Talks: Overview of needed hirings of new Juicers being ready for study-start</li><li>- Healthy shiftplans and team positioning for summer</li></ul>
<b>Q3</b> <b>JULY</b> <u>HIGH TRAFFIC</u> "The classic vacation month which results in most stores staying busy - especially Urban and Residential areas." <b>Focus Points</b> <ul style="list-style-type: none"><li>- Daily Concept Workflow (re-engineering)</li><li>- Product Quality</li><li>- Loyalty Cards &amp; App conversions</li></ul>	<b>AUGUST</b> <u>HIGH TRAFFIC</u> "Guest are back from vacation. This month is very similar to June with peak days in the stores." <b>Focus Points</b> <ul style="list-style-type: none"><li>- Correct Waiting Time (Speed)</li><li>- Product Quality</li><li>- Guest Experience / Brand Behaviour</li></ul>	<b>SEPTEMBER</b> <u>STEADY TRAFFIC</u> "Decrease in turnover as a general note. Most countries have study-start which we need to have prepared for." <b>Focus Points</b> <ul style="list-style-type: none"><li>- BM Training (Prospect / Junior / Senior)</li><li>- SM Training (Prospect / Junior)</li><li>- Rotations (Juicer / SM / BM)</li></ul>
<b>Q4</b> <b>OCTOBER</b> <u>STEADY TRAFFIC</u> "Very steady month most likely similar to September with 1 peak week for most stores as Autumn vacation approaches" <b>Focus Points</b> <ul style="list-style-type: none"><li>- BM Training (Prospect / Junior / Senior)</li><li>- SM Training (Prospect / Junior)</li><li>- Rotations (Juicer / SM / BM)</li></ul>	<b>NOVEMBER</b> <u>SLOW TRAFFIC</u> "One of the most slow months of the year until the famous Black Friday approaches!" <b>Focus Points</b> <ul style="list-style-type: none"><li>- DOC issues - Identify and fix issues for busy periods</li><li>- Training Modules on all levels (Juicer / SM / BM)</li><li>- Finish new Moneyball trainings and rotations</li></ul>	<b>DECEMBER</b> <u>HIGH TRAFFIC</u> "Peak in traffic from Black Friday and throughout whole December serving our busy Christmas shopping guests" <b>Focus Points</b> <ul style="list-style-type: none"><li>- Daily Concept Workflow (re-engineering)</li><li>- Product Quality</li><li>- Loyalty Cards &amp; App conversions</li></ul>

When you are making MORS and WORS Smart Actions, you need to keep in mind the different seasonalities of your market. These can be found in the Seasonal Calendar:



# SEASONAL CALENDAR

## EXERCISE 1: CUSTOMISE YOUR SEASONAL CALENDAR

### CUSTOMISE YOUR SEASONAL CALENDAR

- **Step 1: Review the Template**

Review template based on one-size fits all

- **Step 2: Discuss Content**

Identify gaps between the template and the reality

- **Step 3: Adjust to own situation**

Update Excel Toolbox to create a more fitting and realistic calendar, matching own Region.

- **Step 4: Present**

The RM will present the updated and personal seasonal calendar to the Trainer by going through headlines and trends for each month.

[-< BACK TO OVERVIEW](#)

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	<b>SLOW TRAFFIC</b> "The classic slow months in most stores after Christmas and New Years" <b>Focus Points:</b> 1) BM Training (Prospect / Junior / Senior) 2) SM Training (Prospect / Junior) 3) Rotations (Juicer / SM / BM)	<b>SLOW TRAFFIC</b> "Usually still a slow month with cold and cozy weather that doesn't help attracting guest into our stores." <b>Focus Points:</b> 1) DOC issues - Identify and fix issues for busy periods 2) Training Modules on all levels (Juicer / SM / BM) 3) Finish new Moneyball trainings and rotations	<b>BUILD UP &amp; GETTING BACK TO "NORMAL"</b> "The weather is getting better and our guests start visiting us more frequently" <b>Focus Points:</b> 1) Daily Concept Workflow (re-engineering) 2) Product Quality 3) Loyalty Cards & App conversions
Q2	APRIL	MAY	JUNE
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Q3	JULY	AUGUST	SEPTEMBER
	<b>HIGH TRAFFIC</b> "The classic vacation month which results in most stores staying busy - especially Urban and Residential areas." <b>Focus Points:</b> 1) Daily Concept Workflow (re-engineering) 2) Product Quality 3) Loyalty Cards & App conversions	<b>HIGH TRAFFIC</b> "Guest are back from vacation. This month is very similar to June with peak days in the stores." <b>Focus Points:</b> 1) Correct Waiting Time (Speed) 2) Product Quality 3) Guest Experience / Brand Behaviour	<b>STEADY TRAFFIC</b> "Decrease in turnover as a general note. Most countries have study-start which we need to have prepared for." <b>Focus Points:</b> 1) BM Training (Prospect / Junior / Senior) 2) SM Training (Prospect / Junior) 3) Rotations (Juicer / SM / BM)
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# STRATEGIC THINKING

## GOALS & PLANS

“

**A GOAL  
WITHOUT  
A PLAN  
IS JUST A WISH**

”



# SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?

