



Brand Behaviour Leadership

Moneyball 2.0 Leadership Training



Proudly made in JOE collaboration with

Philip "Pippo" Finsteen

#278 – Culture & Event Director



Proudly made in JOE collaboration with

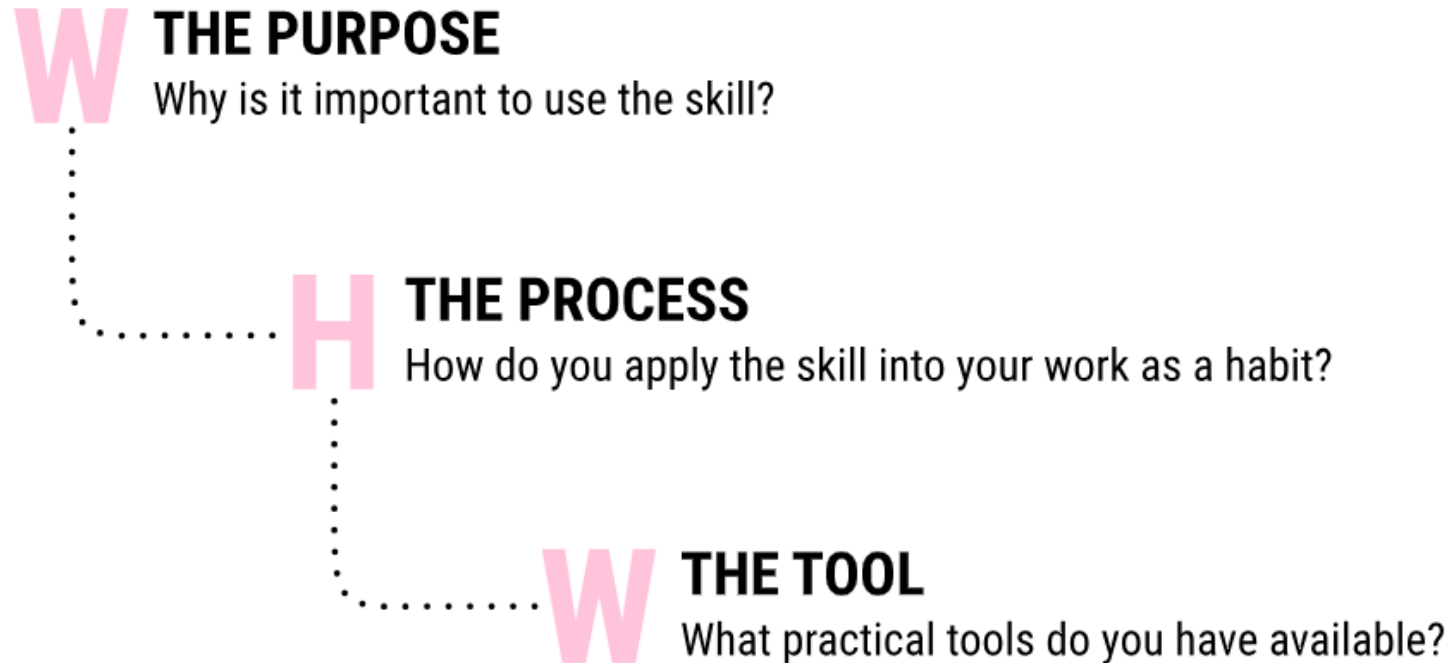
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EMPLOYEE ENGAGEMENT

What have we learnt – why, how & what?





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.





OPEN QUESTION

**WHAT DO YOU THINK BRAND BEHAVIOR
IS?**





HOW DO YOU THINK YOUR TEAMS BRAND BEHAVIOR IS CURRENTLY GOING IN YOUR STORE?

1. *What is something that you as the Store Manager can do to improve it?*





WHY IS THIS SKILL IMPORTANT?

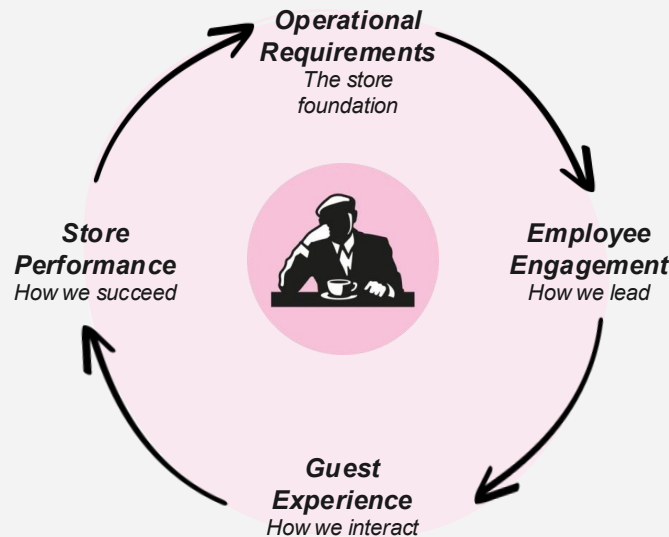
How does mastering this skill affect each area within the Circle of Operational Excellence?

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

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



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



INTRODUCTION

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





INTRODUCTION

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

"SERVICE IS A COLD TRANSACTION

BETWEEN A CUSTOMER & AN EMPLOYEE

BRAND BEHAVIOUR IS

OUR NATURAL behaviour BEHIND THE BAR"

- Philip "Pippo" Finstein – Juicer



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






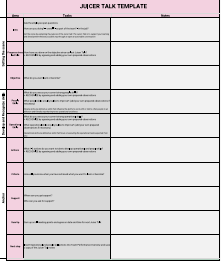
- Choose your attitude
- Be inclusive
- Be intentional
- Be curious
- Stay true to your own unique virtues
- Demonstrate natural behaviour
- Be situational towards guests
- Develop your own social skills daily
- Stage 1: Before the guests arrive
- Stage 2: Handling the guests
- Stage 3: The guests leave
- Securing "full circle guest experience"

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

			
	THE "PURPLE" TALK	THE "YELLOW" TALK	THE "PINK" TALK
GOOD FOR...	FEEDBACK	TOUCH BASES	JUICER-TALK
WHEN...	EVERYDAY	OFTEN	EVERY 1-3 MONTHS
TAKES...	1-5 MIN.	5-15 MIN.	30 MIN. + PREPARATION
INGREDIENTS	<ul style="list-style-type: none">• Your observations• The "Milk" This was specifically good And why it was good• The "Espresso" This can be even better By doing this• The "Cup" Your strengths	<ul style="list-style-type: none">• Your questions• The "Milk" What was specifically good? What do you think made it good?• The "Espresso" What would you do better/more of? And how?• The "Cup" What kind of help do you need? I am sure that you with your(strength) will succeed• Your Recognition by agreeing and adding your own prepared observations	<ul style="list-style-type: none">• Your questions• A lot of "Milk"• Some "Espresso"• Big "Cup"• Your Recognition by agreeing and adding your own prepared observations <p>Use template in toolbox as guide</p> 



EXERCISE: FEEDBACK ON BRAND BEHAVIOR

IN GROUPS OF TWO

- 1** Based on 1 x case:
 - **Individually**, prepare a 'Purple talk' feedback to. One of you choose to prepare Purple talk to *Juicer A* and the other to *Juicer B*
- 2** ➤ **Role play**: One assumes the role of a Juicer in the case and the Manager delivers the prepared Purple Talk.
- 3** ➤ **Role play**: Switch roles
- 4** ➤ Discuss your learnings

The "Milk"
This was
specifically good
And why it was
good

The "Espresso"
This can be even
better
By doing this



The "Cup"
The gift I see in you
Your strengths



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 and thanks the team.

Juicer B:

Does not acknowledge Emma as a regular. When she mentions being in a rush, they say, "Just so you know, right now we have a 10 minute wait." Emma responds that she doesn't have time and leaves the store.



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 and thanks the team.

This was specifically good:

1. Recognizing a returning guest and including their name and order
2. Accommodating the guest's hurry and getting their product out quickly

This can be even better:

1. Inform wait time
2. Recommend ordering on the Joe App for a quick pick up in the future

The gift I see in you:

1. Natural connection to build the store community
2. Including the guests in the culture of the store

Juicer B:

Does not acknowledge Emma as a regular. When she mentions being in a rush, they say, "Just so you know, right now we have a 10 minute wait." Emma responds that she doesn't have time and leaves the store.

This was specifically good:

1. Communicating to the guest of current wait time

This can be even better:

1. Acknowledging the returning guest and remembering their name and order
2. Accommodating their hurry as best as possible and problem solving on how to provide a good experience

The gift I see in you:

1. Good overview of the operation noticing they have a wait time and caring to communicate this to the guest

The "Milk"
This was
specifically good
And why it was
good
The "Cap"
The gift I see in you
The "Espresso"
This can be even
better
By doing this



CASE #2

A guest orders an "Iron Man" juice but receives a "Stress Down" 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."

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.



CASE #2 – Purple Talk

A guest orders an "Iron Man" juice but receives a "Stress Down" 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."

This was specifically good:

1. Quickly acknowledged their mistake and diffused the situation by making a new juice

This can be even better:

1. Confirm the order before finalizing if there are any doubts

The gift I see in you:

1. Maintaining a positive attitude even in a tricky situation
2. Owning up to mistakes and prioritizing the guest experience

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.

This was specifically good:

1. Diffusing the situation by making a new drink

This can be even better:

1. Prioritize the guest and recognize that a mistake is possible
2. Maintain positive attitude even when obstacles occur

The gift I see in you:

1. Willingness to accommodate the guest

The "Milk"
This was
specifically good
And why it was
good

The "Cap"
The gift I see in you
You recognize
the gift I see in you

The "Espresso"
This can be even
better
By doing this



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.

Juicer B:

Rolls their eyes and says, "That's the vibe here, sorry." They don't adjust the music. The guest leaves annoyed.



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.

This was specifically good:

1. Accommodating to the guest and showing recognition while still keeping the Joe DNA.

This can be even better:

1. Check in afterwards to ensure the volume was suitable.

The gift I see in you:

1. Staying flexible to make the guests feel at home while still keeping the brand alive.

Juicer B:

Rolls their eyes and says, "That's the vibe here, sorry." They don't adjust the music, The guest leaves annoyed.

This can be even better:

1. Remain positive and keep the brand alive while not being dismissive to the guest

The gift I see in you:

1. Strong connection to the brand culture

The "Milk"
This was
specifically good
And why it was
good

The "Cap"
The gift I see in you
Your response

The "Espresso"
This can be even
better
By doing this



CASE #4

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 earthy or sweet? Lisa shares that she loves healthy shakes and is looking for something filling as a meal replacement, and the Juicer recommends a regular "Beets & Berries."

Juicer B:

Sees Lisa looking at the menu but doesn't engage. After a while, she steps up hesitantly, and the Juicer says, "I can help you whenever you're ready" in a neutral tone. Lisa makes a random choice, pays, and leaves without much interaction.



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 earthy or sweet? Lisa shares that she loves healthy shakes and is looking for something filling as a meal replacement, and the Juicer recommends a regular "Beets & Berries."

Juicer B:

Sees Lisa looking at the menu but doesn't engage. After a while, she steps up hesitantly, and the Juicer just says, "I can help you whenever you're ready" in a neutral tone. Lisa makes a random choice, pays, and leaves without much interaction.

This was specifically good:

1. Recognizing a new guest and making her feel comfortable by initiating the conversation and guiding her in the menu

This can be even better:

1. Recognize her if she comes back and remember the juice you recommended to offer her something new
2. Offering to try the 20oz size to be more filling for her

The gift I see in you:

1. Ability to create a welcoming and engaging environment even for a new guest who may not know the menu

This can be even better:

1. Notice when a guest may be new to Joe and offer to guide them through the menu to make them comfortable

The gift I see in you:

1. Potential to build stronger guest connections. You initiate the conversation but can take it to the next level

The "Milk"
This was
specifically good
And why it was
good
The "Cap"
The gift I see in you
You always
The "Espresso"
This can be even
better
By doing this



CASE #5

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:

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:

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?”

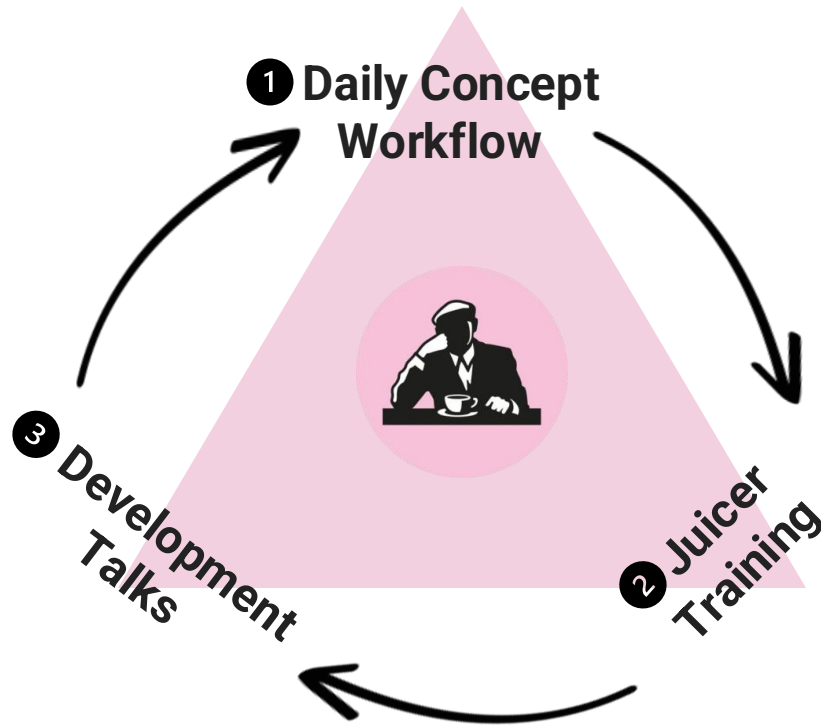
Interaction 4: “Thank you. Would you like extra tabasco or anything else?”



BRAND BEHAVIOUR LEADERSHIP TOOLS

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

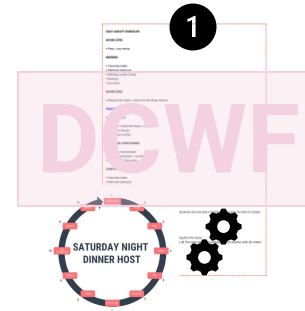
Brand Behaviour Triangle



Tools & Resources

Daily Concept Workflow – Critical Standards

The first element that needs to be built on 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.



Training & Skills – Stable Juicer Foundation

Next up are the stable areas. These are more connected to the skill of a Juicer, such as the craft of making juice, sandwiches 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!



30 MINUTE BREAK



EXERCISE

ISSUE:

*You are a new Store Manager:
In your first week, you experience
a lack of Brand Behaviour (similar
to previous 'red' cases)*

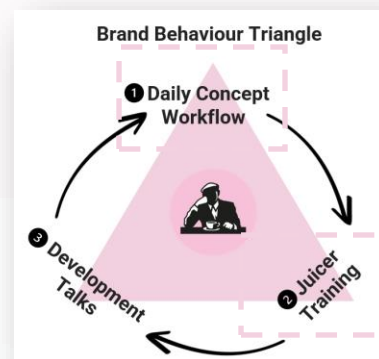
*Your weekly and monthly
business review shows that "SSS"
and "Training Completion" are
above target.*

*However, QR Codes and Add-on's
are below target.*

IN GROUPS OF THREE

- Discuss and prepare a SMART action to address the issue based on either element 1 & 2 in the 'Brand Behavior Triangle'

- Present your smart action



WHY?

Why is this Action important?
Ex. My analysis shows, the gap vs. target...

WHAT?

What are the deliverables of the Action?
Ex. DCWF, Training, Employee Development talks...

WHO?

Who is responsible and involved in the Action?
Ex. Delegate to Liz, train Ben, talk with Zoe...

WHERE?

Where will the Action be implemented?
Ex. Your Bar, Zoes bar, Campus...

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



THE "PURPLE" TALK

GOOD FOR...

FEEDBACK

WHEN...

EVERYDAY

TAKES...

1-5 MIN.

INGREDIENTS

- **Your observations**
- **The "Milk"**
This was specifically good
And why it was good
- **The "Espresso"**
This can be even better
By doing this
- **The "Cup"**
The gift I see in you
Your strengths



THE "YELLOW" TALK

TOUCH BASES

OFTEN

5-15 MIN.

- **Your questions**
- **The "Milk"**
What was specifically good?
What do you think made it good?
- **The "Espresso"**
What would you do better/more of?
And how?
- **The "Cup"**
What kind of help do you need? I am sure that you with
your(strength) will succeed
- **Your Recognition** by agreeing and adding **your own prepared** observations



THE "PINK" TALK

JUICER-TALK

EVERY 1-3 MONTHS

30 MIN. + PREPARATION

- **Your questions**
- **A lot of "Milk"**
- **Some "Espresso"**
- **Big "Cup"**
- **Your Recognition** by agreeing
and adding **your own prepared**
observations

Use template in toolbox as guide



PINK TALK BRAND BEHAVIOUR FOCUS AREAS



Inclusion 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 / Activate them to order	
	Spot the guest / Smile & eye-contact / “I will be with you after I’ve made this order”	
Till	Welcome / How are you doing / Activate dialogue	
Menu	Loyal Guest: Remember name and order (Tim & his Green Mile)	
	New guest: Menu guidance / Personal product recommendation	
Finalize order	Finalize the order using the name, inform about potential Waiting Time & direct the guest where 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 guests how everything was with their order?	
Farewell	Say farewell 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



PINK TALK BRAND behaviour FOCUS AREAS



Virtue - Inclusion 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 to be able to recognize them as they enter the store	
1 st impression	A good 1 st impression relies on the first 7 seconds! We need to acknowledge the guests as fast as possible!	
Till	When we are curious about the guests, and show genuine care, they will feel recognized which is what all people seek	
Menu	When guiding the guest through the menu, it shows that we care about them – and that we are genuinely interested in letting them choose the right product for them	
Finalize order	Using the name again at this shows that the guest is not just a number and a “next-in-line”. Inform about waiting time will potentially diffuse a situation because the guest already understand that we may be more 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.	
Almost Done	This shows that we care about the guest. We can handle a potential unhappy guest at the spot, and can at the same time receive positive feedback for the team if the product(s) were great	
Farewell	Leaves the guest with a positive 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!



THE GUEST EXPERIENCE

5 HOSPITALITY BEATS

1. First Impressions

- Guests should be greeted with eye contact and a energy as soon as they enter.
- Maintain an inviting atmosphere with a clean store, energetic team, and upbeat music.
- Engage guests with a warm, personalized welcome to set a positive tone.

2. Till Experience

- The till captain takes ownership of the guest interaction, leading with hospitality.
- Personalization is key—use guest names when possible and make genuine recommendations.
- Upsell and cross-sell naturally by highlighting add-ons or featured products.
- Ensure smooth and efficient order-taking, confirming details before completion.

3. The Wait

- Guests should feel engaged even while waiting—acknowledge them with a smile or friendly check-in.
- Walk orders to guests seated in ceramic cups.
- Use this as an opportunity for a moment of flair or pouring latte art to create memorable guest experiences.

4. The Handover

- Deliver the order with excitement, making eye contact and thanking the guest.
- Check in with guests when cleaning the guest area asking to clear off ceramic mugs or if they would like anything else

5. The Goodbye

- Guests should leave feeling appreciated and eager to return.
- Acknowledge departures with a genuine thank-you and a farewell.
- Encourage return visits by inviting guests back and reminding them of rewards or upcoming offers.





SUM UP

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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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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