



# CRITICAL THINKING

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# 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 TO YOUR TEAM?



*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 Manager properly trained to follow up?
- Do 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 Manager prepares the team to get on board.

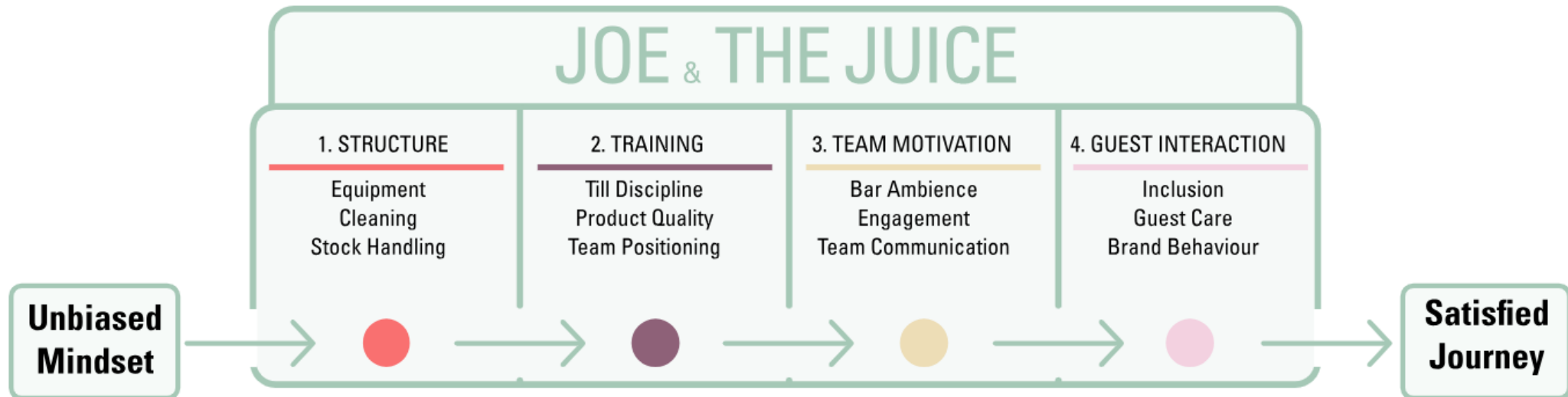
The purpose of using critical thinking in daily work is to support and guide the STM in the store journey and to make all stores reach their full potential.  
This will ultimately ensure great guest experiences and increase turnover!



# CRITICAL THINKING

## THE JOURNEY OF CRITICAL THINKING

### The Ideal Store



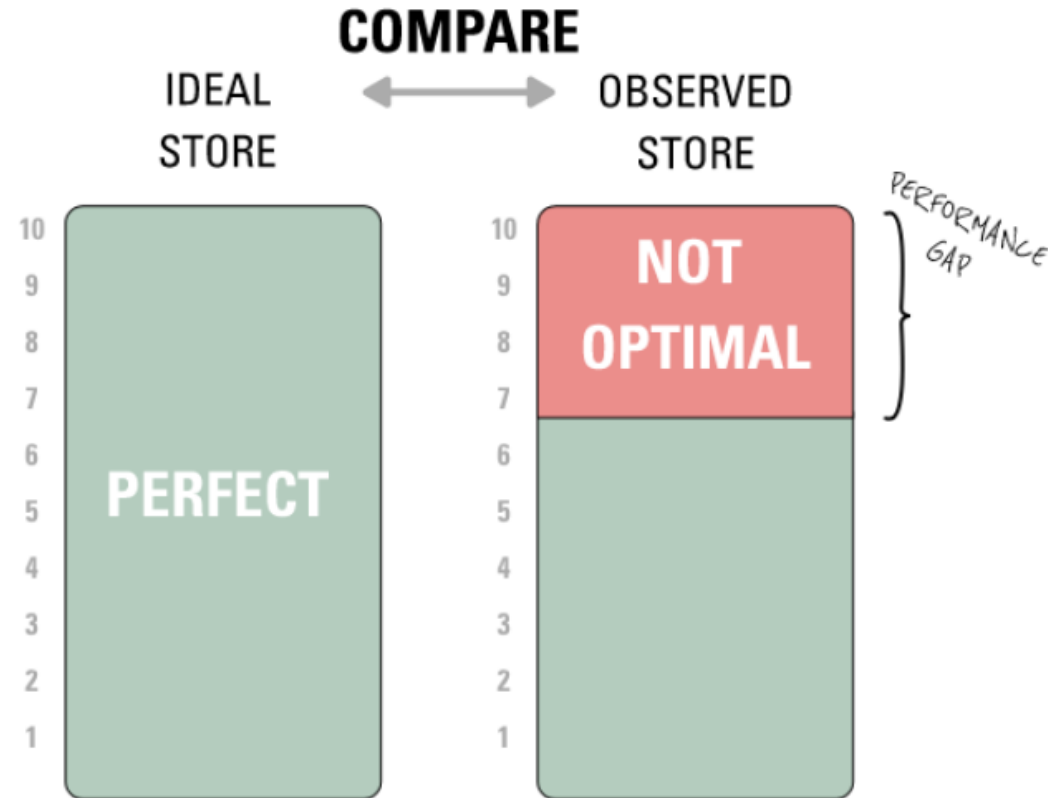
A Joe store can be divided into 4 rooms with own criteria. We can't continue to the next room before all criteria has been fulfilled.

To deliver a satisfied journey, the Manager 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

OBSERVED

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

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

A STM should constantly compare the ideal performance with what you observe in the store, identify the gaps and work with the team 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?

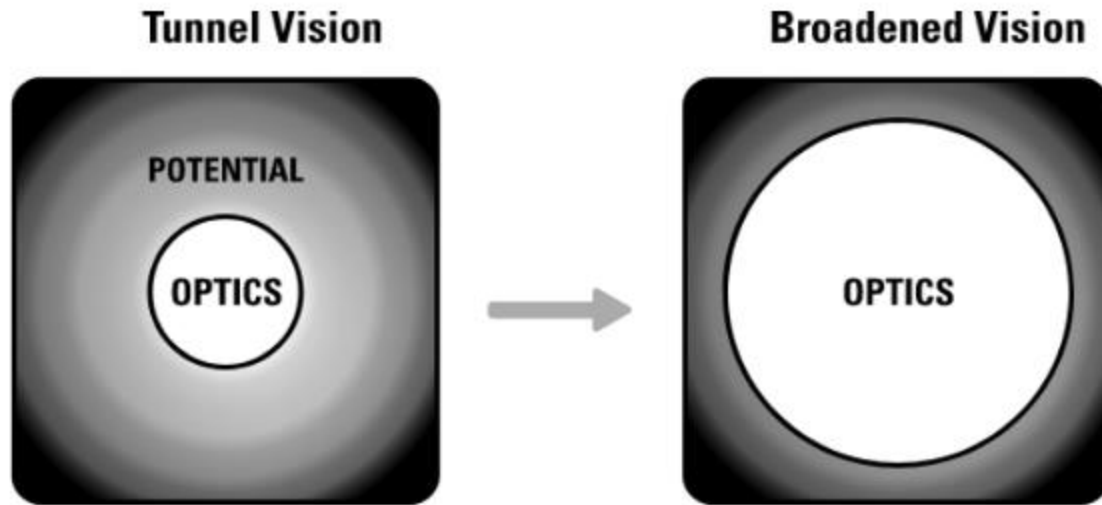
*Ideal Performance* <— Compared to —> *Current Performance* = **PERFORMANCE GAP**





# CRITICAL THINKING

## FROM TUNNEL VISION TO BROADENED VISION



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 for all Managers to keep broadening their own optics to push themselves to become completely unbiased when observing their 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?*



# 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





# COMPETITOR VISITS

## EXERCISE 2: 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?





# STORE WALK THROUGH

PRACTICAL EXERCISE: SHARE CONSTRUCTIVE FEEDBACK TO YOUR TEAM

## DEVELOPMENT:

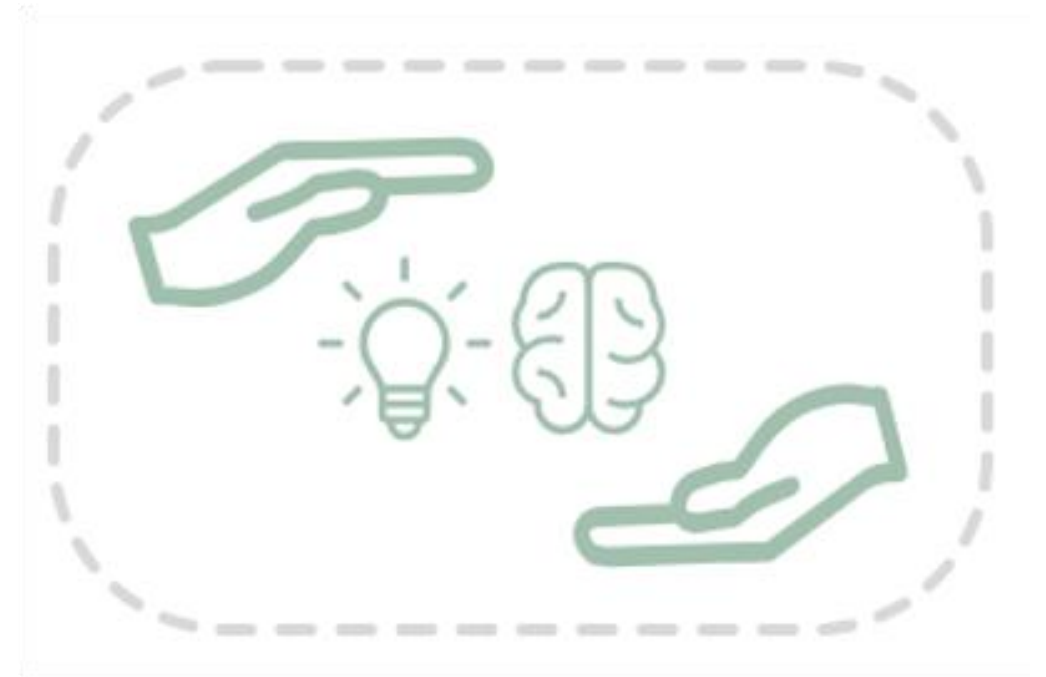
Walk through the **GUEST EXPERIENCE JOURNEY** with your manager:

Step 1: STRUCTURE

Step 2: TRAINING

Step 3: TEAM MOTIVATION

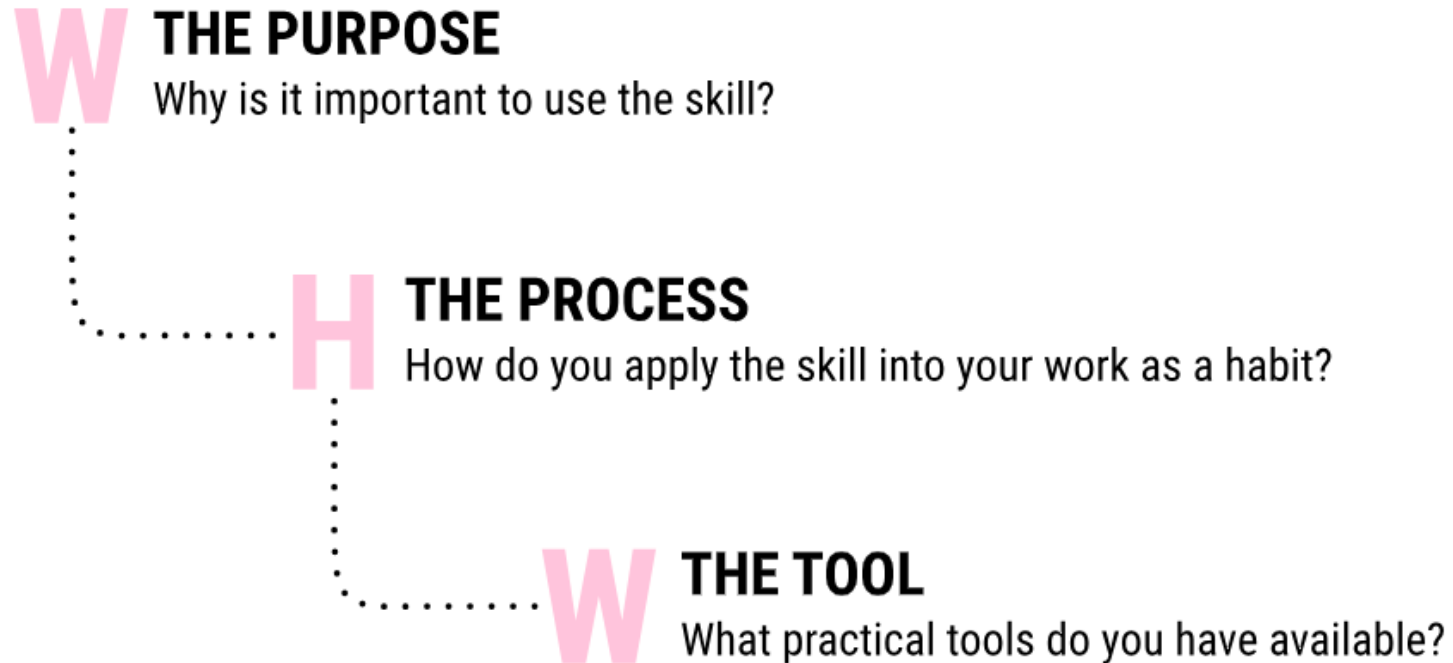
Step 4: GUEST INTERACTION





# SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?







## **MANAGER SPECIALIST SESSIONS**

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