



TORCH-BEARER

JOE & THE JUICE © 2025





TORCH-BEARER

LEARNING OBJECTIVES

THE KEY TOPICS

- Purposes of a Torch-Bearer
- Culture Eats Strategy for Breakfast
- Planting the Cultural Seed
- Cultural Iceberg
- Torch-Bearer Principles
- Social Calendar





BE YOURSELF
BE THE TORCH



DESCRIBE WHAT A STRONG COMPANY CULTURE MEANS!



WHAT DO YOU THINK OF OUR CULTURE IN JOE & THE JUICE?



TORCH-BEARER

WHAT THE SKILL MEANS

WHAT THE SKILL MEAN?

MASTERING THE SKILL OF TORCH-BEARER MEANS the ability to promote the vision, mission and manifest of the company at all times. The goal is to create an attractive culture across your Region, building a strong sense of belonging for all people involved to be proud of.

This requires constant and various efforts in different aspects like how we communicate, what we speak about, what we demonstrate, what we praise, what we measure and what we feel.

"Culture eats strategy for breakfast". No matter how well-designed your strategic plan is, it will not succeed if the people doesn't believe or understand it.



TORCH-BEARER

CULTURE EATS STRATEGY FOR BREAKFAST

“

**CULTURE
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BREAKFAST**

”



TORCH-BEARER

OPEN QUESTION

WHAT IS THE MAIN PURPOSE OF A TORCH-BEARER?



HAVE YOU EXPERIENCED TORCH-BEARERS IN YOUR OWN JOE-CAREER?



TORCH-BEARER

THE THREE MAIN PURPOSES

1st purpose

Happy team members = Happy guests

2nd purpose

Strong social ties = More at risk for each individual

3rd purpose

Socially respected leader = Professionally respected leader

Happy Team Members

- Dynamic and positive ambiance
- More fun an engaging for the Juicer to go to work
- Great Guest experiences with inclusion.

1st purpose



Strong Social Ties

- Strong peer relationships
- More at risk per individual
- Juicers to go the extra inch for each other

2nd purpose



Social & Professional Respect

- Social Activities outside of work to create attractive workplace
- Easier to implement initiatives
- More fun an engaging for the Juicer to go to work

3rd purpose





TORCH-BEARER

WHAT A TORCH-BEARER IS PROMOTING



KEEPING THE FIRE BURNING

- Passing on culture and legacy for the next generation to understand and follow.
- Formulates and shapes the future.
- Promotes traditions, events and ceremonies.
- Strives to create social belonging across the team.



TORCH-BEARER

OPEN QUESTION

**DO YOU SEE
YOURSELF AS A
TORCH-BEARER?**

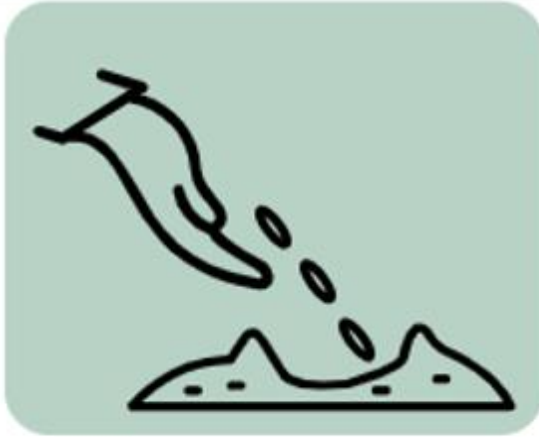
IN WHICH WAY?



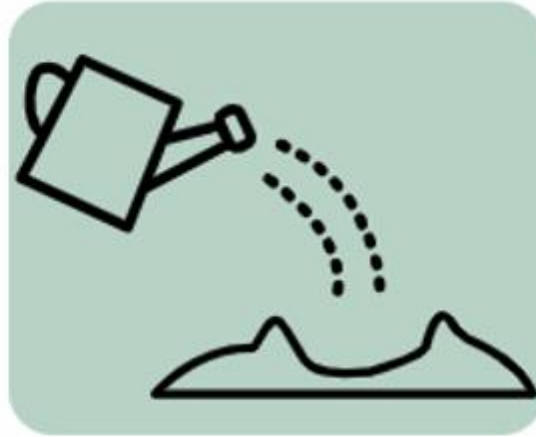


TORCH-BEARER

THE CULTURAL TREE



MANAGER TO PLANT THE SEED



**MANAGER RESPONSIBLE TO
MAINTAIN AND WATER THE TREE**

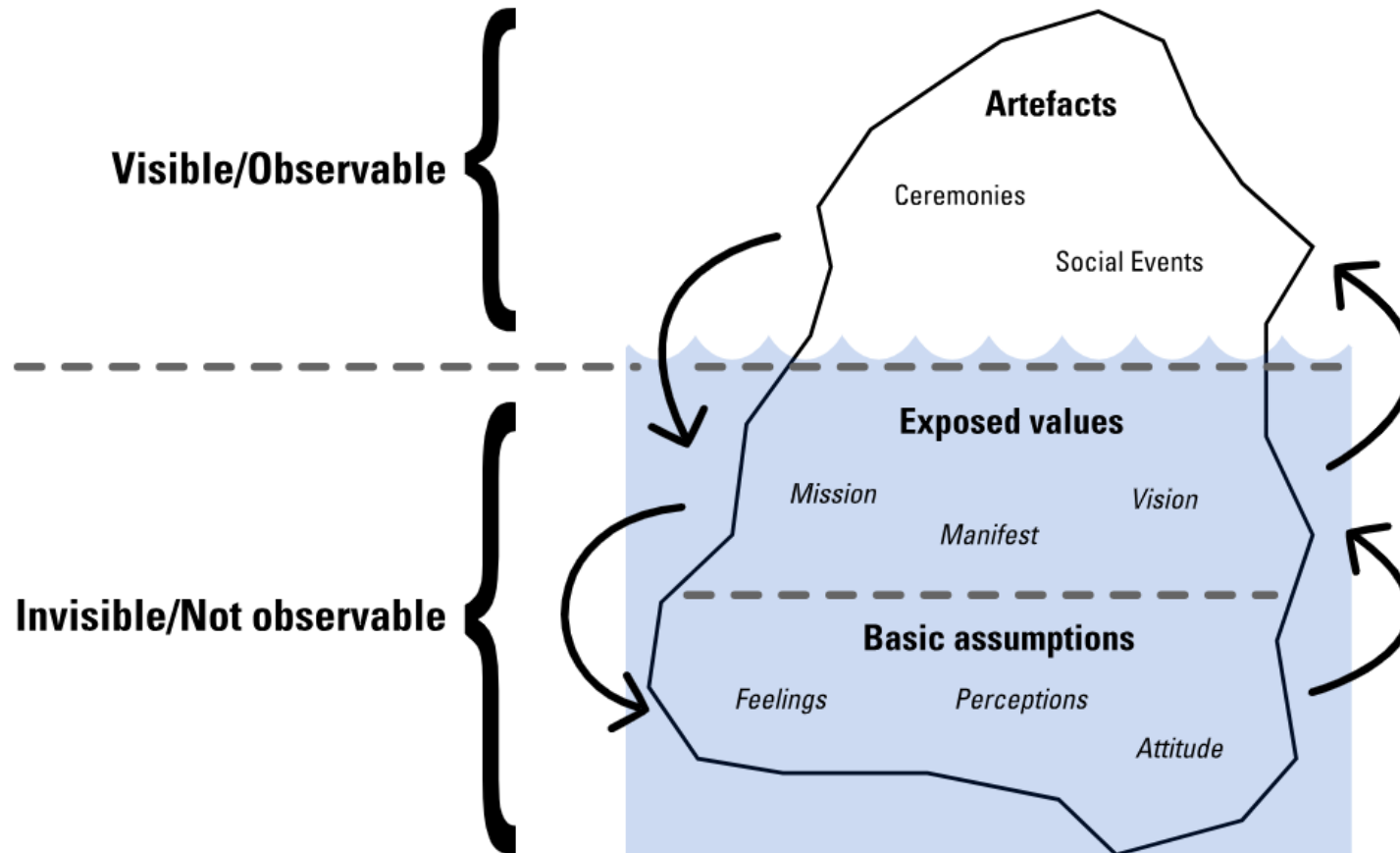


**TREE TO GROW AND CULTURE TO
SPREAD ACROSS THE TEAM**



TORCH-BEARER

THE CULTURAL ICEBERG



- It's a great idea to implement a foundation of strong values and build a positive environment to achieve followers and commitment at other initiatives
- Vice versa, a great social event can also be a great way to boost culture in a store and hereby strengthen the commitment when implementing other initiatives across the stores

Cultural initiatives like videos and parties is just the tip of the iceberg in terms of creating a great culture. There are more layers to consider that or not visible at first sight, such as emotions and company values.

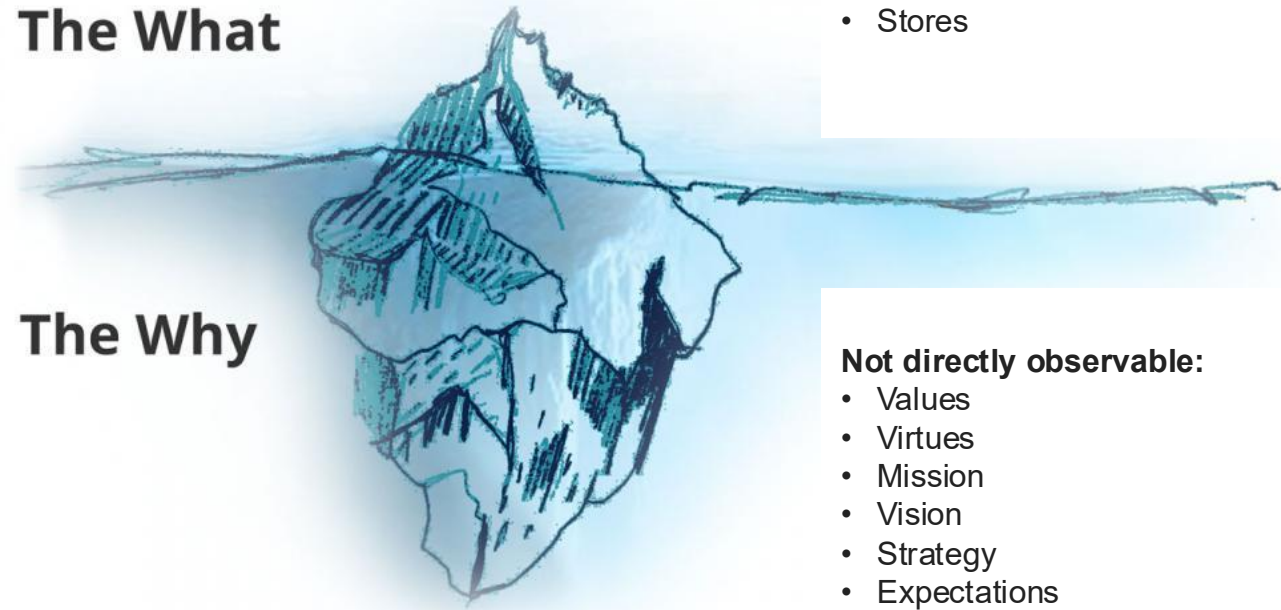


TORCH-BEARER

THE CULTURAL ICEBERG – THE WHY & WHAT

The What

The Why



Observable:

- Behavior
- Language
- Pictures
- Ceremonies
- Products
- Stores

Not directly observable:

- Values
- Virtues
- Mission
- Vision
- Strategy
- Expectations



TORCH-BEARER

THE 5 TORCH-BEARER PRINCIPLES



CREATE A GREAT WORK ENVIRONMENT

RECOMMENDED ACTIONS

1. Always say hi to every person at work when entering store.
2. Show interest in the team. Ask open questions, provide small comments or give compliments.
3. Include Juicers in your own life. Share professional and personal stories.



IMPLEMENT STRONG SET OF VALUES

RECOMMENDED ACTIONS

1. Help, support and provide new knowledge to someone daily.
2. Delegate tasks to give trust to more junior members through elderflower management
3. Practice 2-step approach and lead by referring to manifest and company values



FORM STRONG SOCIAL TIES

RECOMMENDED ACTIONS

1. Encourage teams to attend a social calendar together
2. Create social gathering outside of work
3. Team event or workshop to include people with an agenda



DELIVER HIGH LEVEL OF MEANINGFULNESS

RECOMMENDED ACTIONS

1. Plant the seed. Inspire others by demonstrating positive behaviour yourself
2. Praise good performance when you observe it
3. Post updates and pictures of good performance to recognise and inspire others to also contribute



SHARE HISTORY OF JOE

RECOMMENDED ACTIONS

1. Share knowledge and own experience
2. Explain the why by everything we do. Encourage others to pursue same journey as you
3. Share motivational stories from when you were in their position



HAVE YOU EVER ATTENDED A SOCIAL EVENT IN JOE?



IN YOUR OWN WORDS WHAT ARE THE BENEFITS OF ATTENDING SOCIAL EVENTS?



TORCH-BEARER

SOCIAL CLUB ATTENDANCE



COMMUNICATE



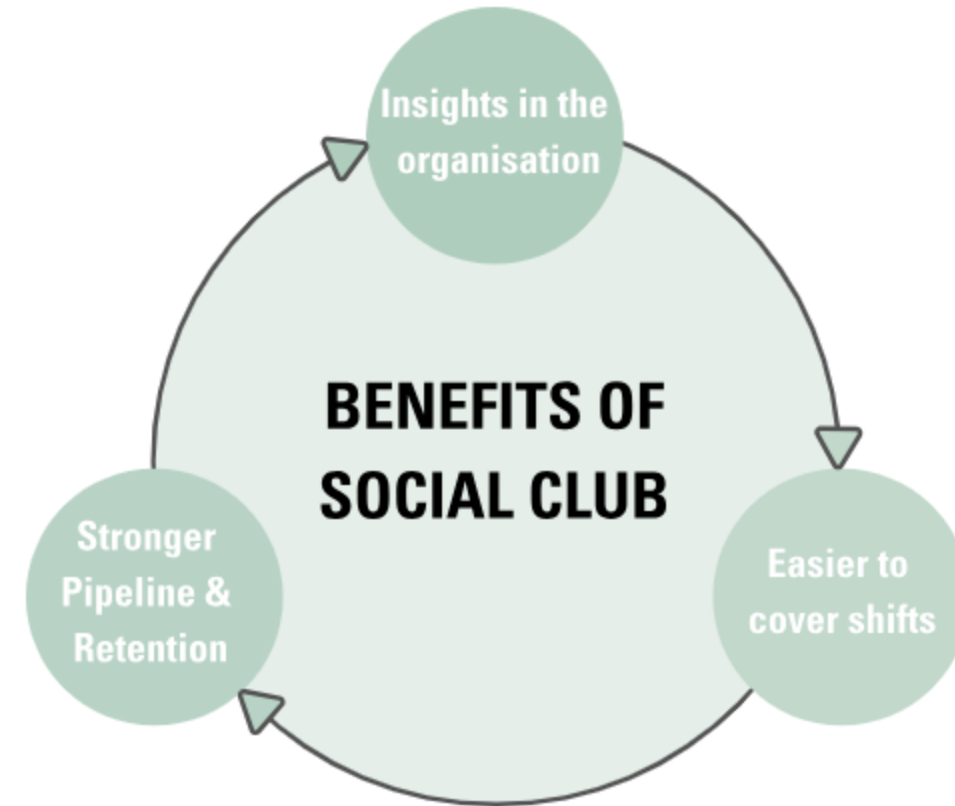
PROMOTE



PRESENCE



ENGAGEMENT





TORCH-BEARER

A GOOD EXAMPLE



1. Positive Tone of Voice



2. Encourages good performance



3. Applauds a person in the store



4. Picture or video



Applauds a person in the store

Encourages good performance

Applauds a person in the store

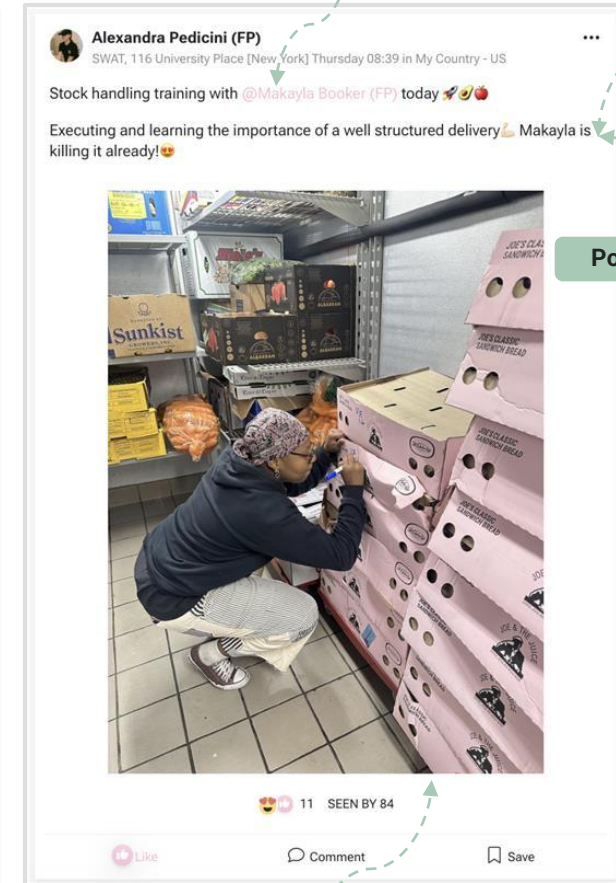
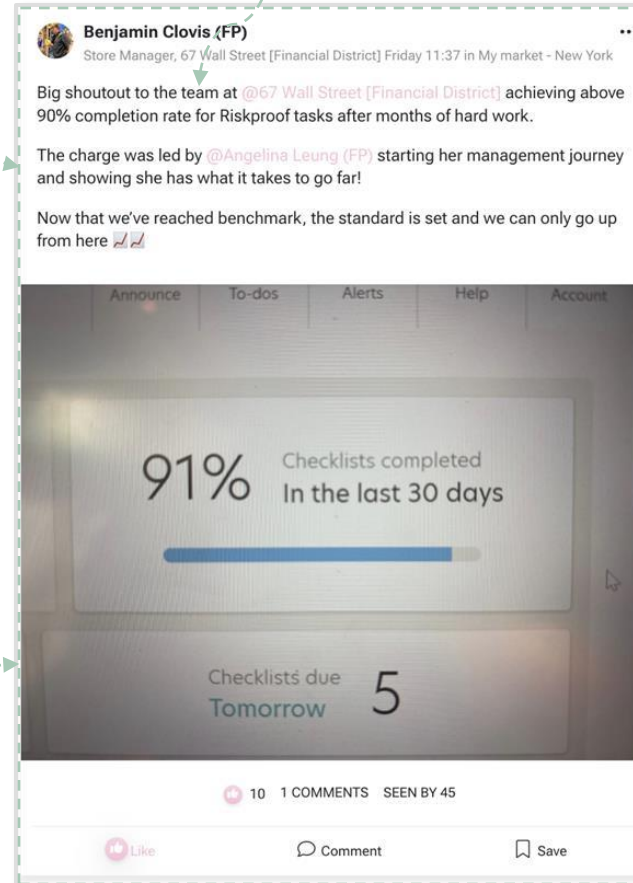
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Positive Tone of Voice

Picture or video

Positive Tone of Voice

Picture or video





TORCH-BEARER

Practical exercise: to-do upcoming week

**TRAINING VALIDATION**

**SALES**

**STORE LOOK**

**PRODUCT**

**New Initiative**

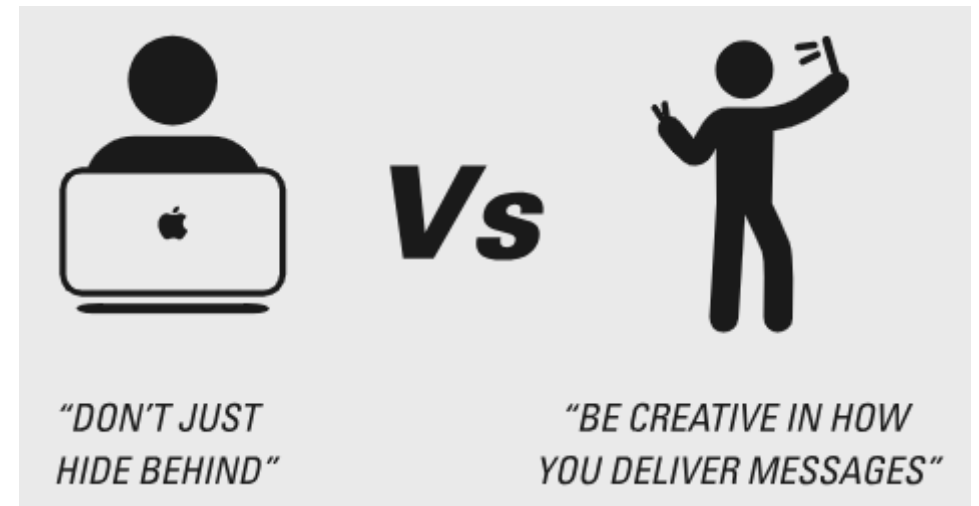
**Upcoming Social Event**

INTRO: A couple of weeks before an event/competition takes place (Latte Art / Show Off / Speed Off) you should make a hype message including some key information and hype functions.

EXAMPLE: Any DNA Event

- **INFORMATION ABOUT EVENT:** What/where/when is the event?
- **GAME RULES:** What are the set rules for the competition?
- **ENCOURAGE PEOPLE TO PARTICIPATE (HYPE):** In a humoristic way, hype people to wanting to attend. Is there a prize? What pride will follow the people attending/winning? Make a shout out to the people you know would possibly attend.
- **DEADLINE:** Include the deadline day for participation and what they have to do to attend.
- **SHOW HOW IT'S DONE:** Post a video of yourself doing: Latte art, Flair, a Juice in the fastest possible way.

PURPOSE: By doing this, you are a torch-bearer for the social events that happens in JOE. You should do this whether if it is a regional event you are hosting, or if it is market based event for all employees hosted by the Culture Officer. It will encourage all Juicers to attend the event ultimately ensuring stronger social ties. No one should be afraid of attending the event or participating in the competition!





TORCH-BEARER

MOTIVATIONAL COMMUNICATION



TRAINING VALIDATION

INTRO: Post a picture of a training validation being done and approved. You could for example post a picture of the Trainer shaking hands with the Trainee with a comment on how the training went.

EXAMPLE:

- JQ (Bronze / Silver / Gold)
- SM (Prospect / Junior)
- BM (Prospect / Junior / Senior)

PURPOSE: This will drive the motivation for all employee's who is about to step into same position. These people will work harder to achieve the same result and validation. It also drives the eager for other employees being at lower MoneyBall levels to think that they would be able to take on the same challenge and get more responsibility.



PRODUCT

INTRO: Post a video/picture of a perfectly executed product.

EXAMPLE:

- Coffee (Latte art)
- Sandwich (Signature Roast)
- Juice (Perfect measure)

PURPOSE: By posting this, you will inspire the rest of the employees to tag along and do their best to also deliver the same product quality. Again, challenge other people in the region to beat the product quality in the post (E.g. who can beat this latte art).



STORE LOOK

INTRO: Post a picture or video introducing the ideal look of a store (MTV Cribs style).

EXAMPLE:

- Cleaning Task: A cleaning task has been taken to the next level
- Opening: A Juicer has made an excellent opening shift with outstanding displays and great energy
- Closing: A Juicer has cleaned the centrifuge sieve to perfection

PURPOSE: By posting this, you will motivate the person being praised to keep up the good work. You will also inspire the rest of the region to do the same lean store look. One post can push the rest of your stores to increase their effort on cleaning and the Look. You can tag other people in the post and challenge them to do a similar or better set-up creating the hype of a basic task.



TORCH-BEARER

MOTIVATIONAL COMMUNICATION



SALES

INTRO: Post a picture of outstanding performance by a team.

EXAMPLE:

- Up-sales
- Turnover
- Sales of seasonal campaign cards
- Huge app orders

PURPOSE: This is one of the very important posts. When you recognize a team's performance it will give all team members a high level of meaningfulness knowing that they were a part of something special. It will furthermore inspire the whole audience to try and achieve something similar.



New Initiative

INTRO: Whenever we implement something new in the company, you can create the hype (with hidden information) on how to handle this new company initiative.

EXAMPLE:

- **TECH / KPI:** Post a picture of a lunch rush with 100% Correct Waiting Time praising the speed of the Juicers working + what they did to reach this great performance
- **NEW PRODUCTS:** Post a video of a Juicer making the new product with the correct ingredients and the right sequence + measure.
- **NEW PACKAGING MATERIAL:** Post a video of a BM/Juicer doing a product with amazing lean packaging execution.

PURPOSE: These are just examples as we do not know yet which company initiatives that will be implemented going forward. The bottom line is that you both praise the person/team controlling the initiative to perfection and at the same time informs everyone on how it should be handled going forward.



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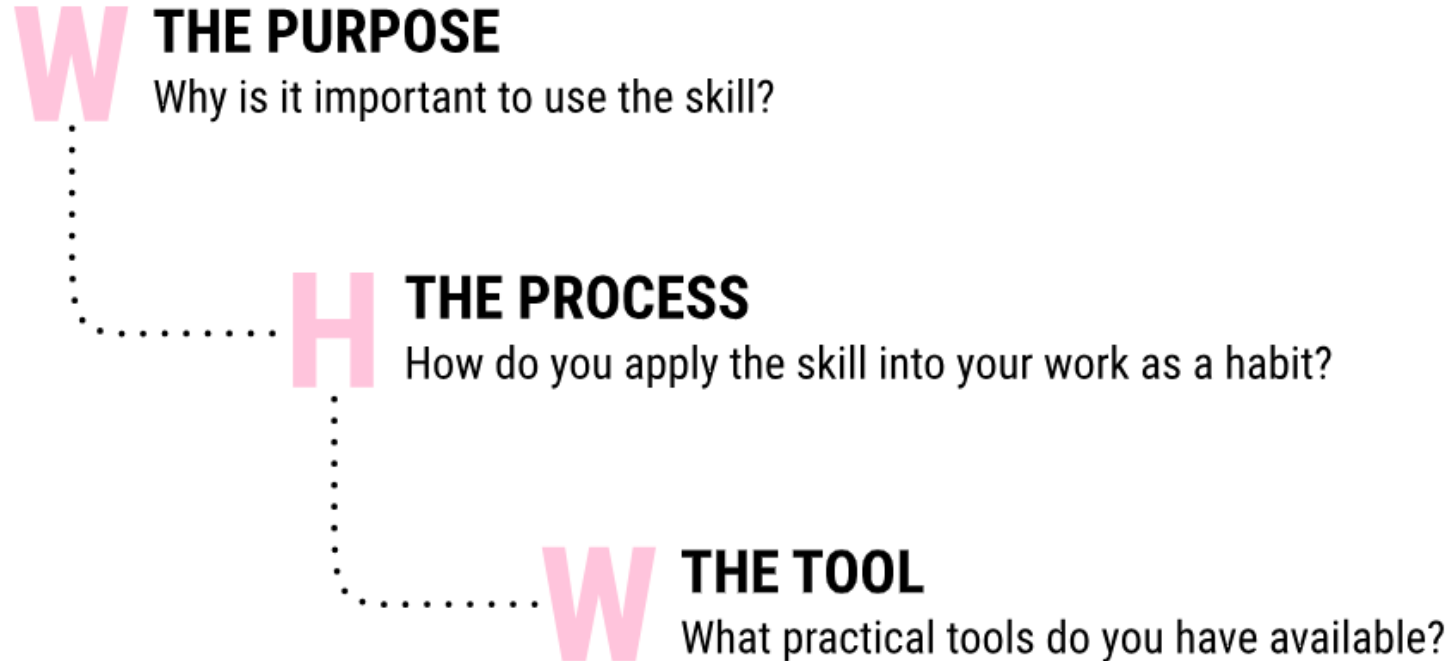
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SUM UP

WHAT HAVE WE LEARNT – WHY, HOW & WHAT?





MANAGER SPECIALIST SESSIONS

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