



Brand Behaviour Leadership

Moneyball 2.0 Leadership Training





AGENDA

- 1 **Why is this skill important?**
- 2 How to master the skill
- 3 Sum-up and Impact
- 4 How to apply into practice





WHY IS THIS SKILL IMPORTANT?

Learning goals for this manager session

LEARNING GOALS

1. BRAND BEHAVIOUR PURPOSE

Learn about Brand behaviour, why we use it, how we use it and what it impacts

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.





WHY IS THIS SKILL IMPORTANT?

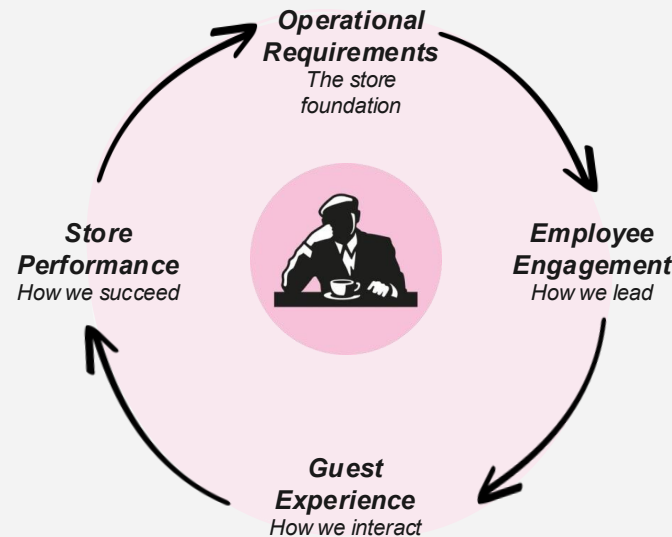
How does mastering this skill affect each area within the Circle of Operational Excellence?

Ownership of your store

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" Finsteen – Juicer





WE DO NOT PROVIDE A SERVICE, WE PROVIDE EXPERIENCES

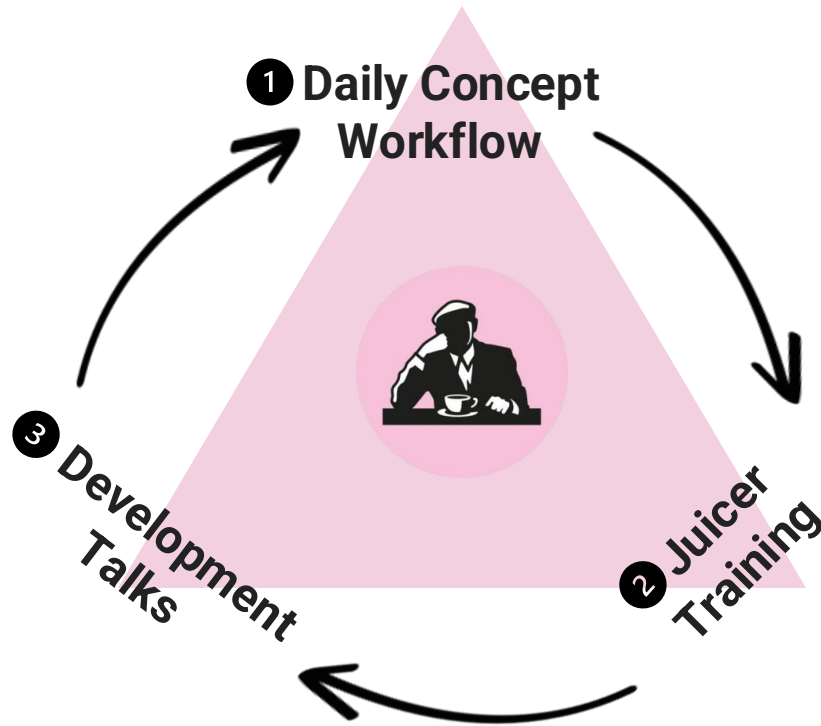
The purpose of this concept is to give our Juicers the freedom to approach it individually because we understand that both our Guests and our Juicers are all different. We, therefore, need a concept with unlimited possibilities in how to approach it in order to become more authentic in what we do. It is not a service, it's about Care.



BRAND BEHAVIOUR LEADERSHIP TOOLS

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

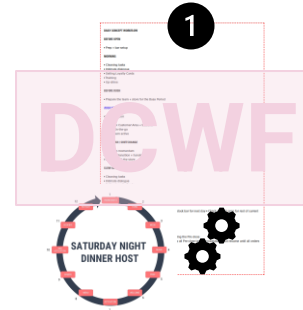
Brand Behaviour Triangle



Tools & Resources

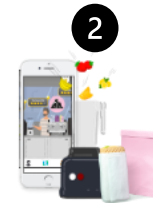
Daily Concept Workflow – Critical Standards

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.



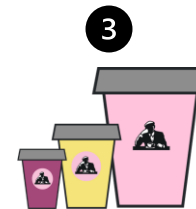
Training & Skills – Stable Juicer Foundation

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!



BRAND BEHAVIOR 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!



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*.

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!



TORCH-BEARER

JOE & THE JUICE © 2025





TORCH-BEARER

LEARNING OBJECTIVES

THE KEY TOPICS

- Purposes of a Torch-Bearer
- Culture Eats Strategy for Breakfast
- Torch-Bearer Principles
- Social Calendar





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

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

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



TORCH-BEARER

A GOOD EXAMPLE



1. Positive Tone of Voice



2. Encourages good performance



3. Applauds a person in the store

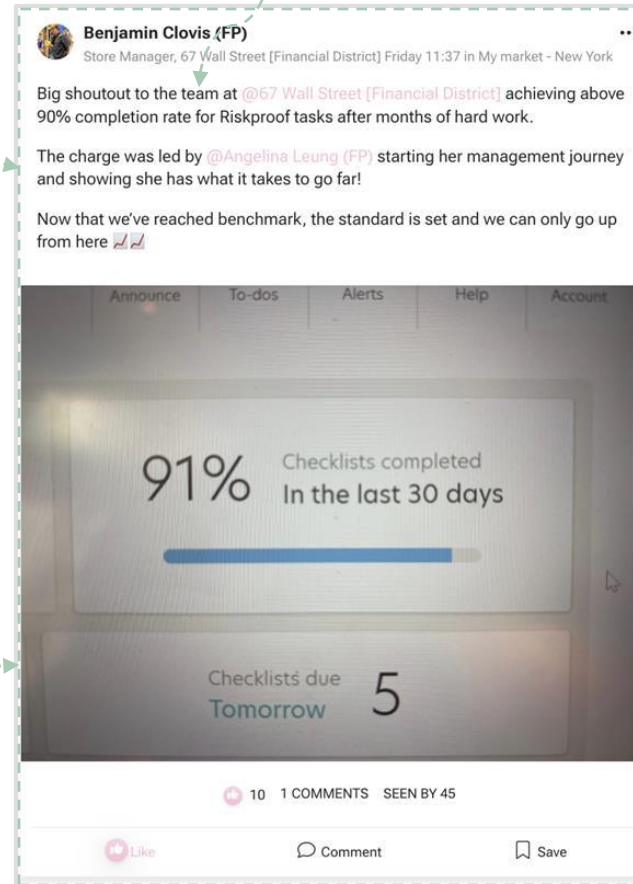


4. Picture or video



Applauds a person in the store

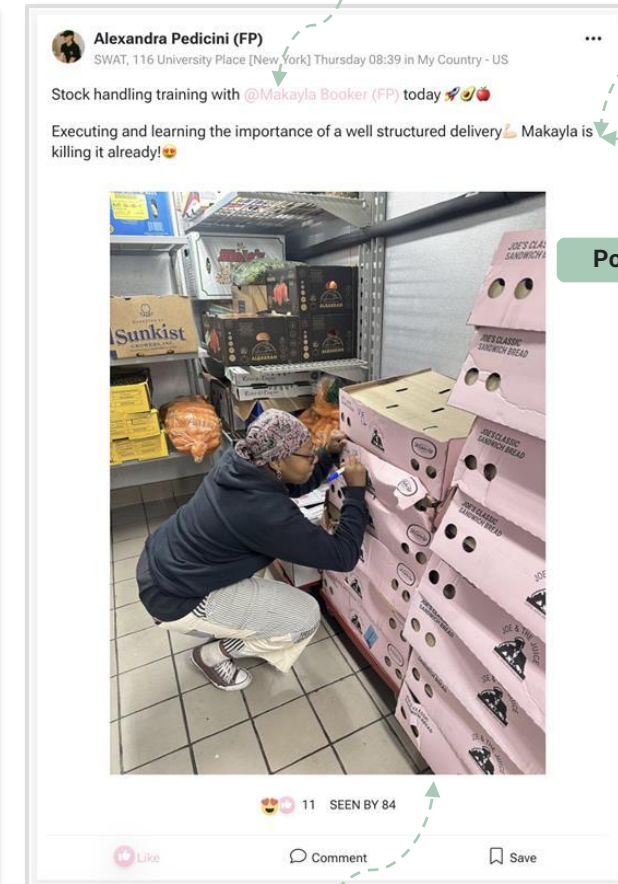
Encourages good performance



Picture or video

Positive Tone of Voice

Applauds a person in the store



Encourages good performance

Positive Tone of Voice

Picture or video



RESPONSIBILITIES & WHAT SUCCESS LOOKS LIKE

Key responsibilities within each role

ROLE	RESPONSIBILITIES	PRACTICAL TASKS	HOW TO FOLLOW UP?
DM	Support STM in creating the correct environment through Brand Behaviour and leading with our virtues	Showtime Audits	Visit store while STM is not present and give feedback to STM
STM + ASTM	Ensure every employee knows our virtues, mission and vision and create an environment with high engagement employees	<ul style="list-style-type: none">➤ Regular Employee development talks➤ Communicate all relevant information to your team and explain the why	Turn all information from employee development talks into actionable plans and track growth and engagement.

FOLLOW UP

If it is a New learning

1. Explain the why
2. Train how to do the task
3. Delegate action points
4. Execute follow up(s)

If it is an Old learning

1. Observe & identify missing optics
2. Guide and remind the why
3. Retrain specific aspects of the task
4. Delegate action points
5. Execute follow up(s)

What does Success look like?

Juicer

Feels supported by their leaders and is highly engaged.

STM / A.STM

High engagement, low complaints and effortless implementation of new initiatives.

District Manager

High quality succession planning.

In stores without a STM, the ASTM & DM is naturally taking over STM responsibilities



REPORTS & TOOLS

TOOL	EXPLANATION	WHEN TO USE?	HOW TO USE?	LINK
TOOLBOX	Interactive tool to keep an overview of all team members performance, seasonal calendar and employee development talks	Update after every employee development talk, when an employee is promoted/demoted or a new juicer starts.	Fill out your workforce and track employee development talks	
PEAKON SURVEY	Refer to Employee Engagement Session.	Survey comes out every quarter - ensure every employee answers. Follow up with actions afterwards.	Refer to Employee Engagement Session.	Peakon + EEE Session



MANAGER SPECIALIST SESSIONS

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