



SESSION BREAKDOWN

A big topic broken down in three sessions to give learnings one step at a time

Session 1

LEARNING GOALS

1. INTRODUCTION TO SHIFTPLANNING

Learn why Store Salary is an important component in your store P&L, and how it is integrated in the business.

2. BASIC SHIFTPLANNING RULES & STRUCTURES

Learn about local compliance rules, shiftplanning terms, shiftplan tags and BTC registration.



Session 2

LEARNING GOALS

1. QUALITY IN OUR SHIFTPLANNING

Understand why investing time in creating a strong working schedule (shiftplan) can create big value for the store – both financially & non-financially.

2. SOM SIGN OFF

How to sign off on SOM target & shiftplan templates



Session 3

LEARNING GOALS

1. BUILDING AN ANALYTICAL MINDSET (BACKWARDS)

Learn how to create recommendations & actions based on both operational observations & data analysis

2. ONGOING MONITORING OF TRENDS (FORWARDS)

Learn about factors impacting your store's performance, and how we ensure preparedness.

3. UNDERSTANDING & NAVIGATING WP2 Reports

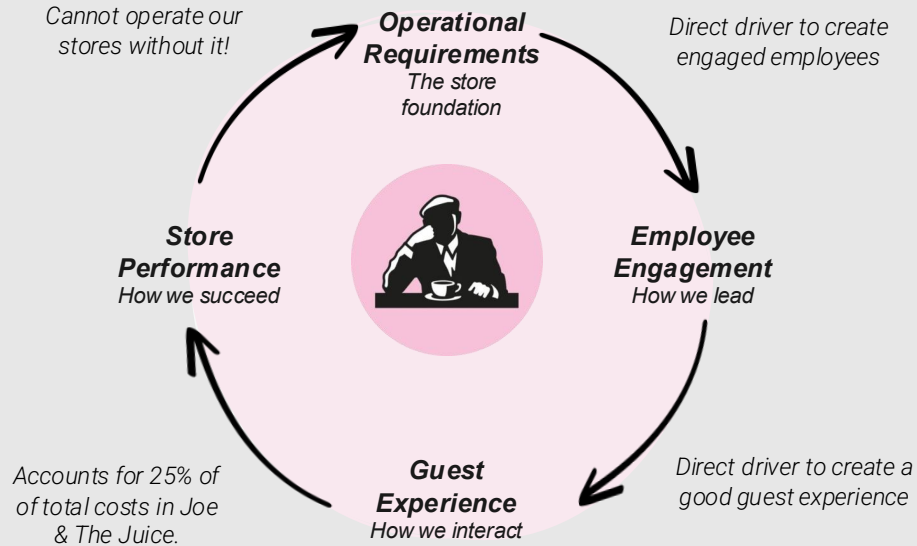
Identifying and navigating the relevant WP2 reports used for shiftplanning



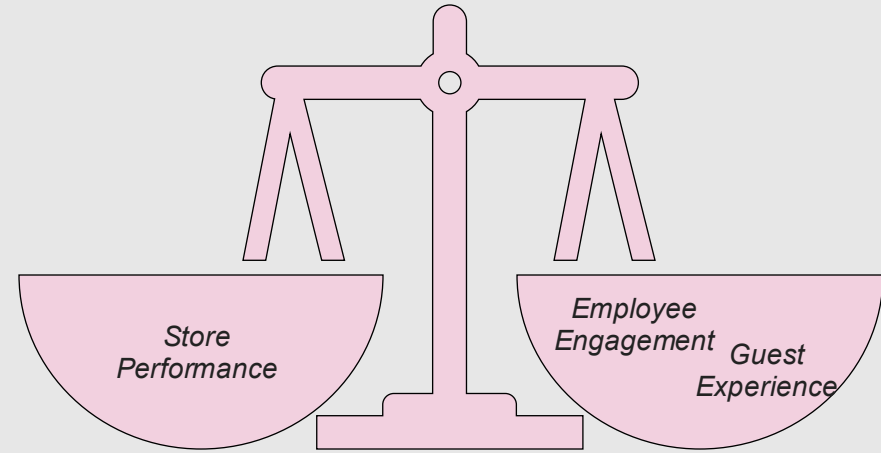
HOW DOES SHIFTPLANNING IMPACT OUR BUSINESS?

Shiftplanning as a huge driver that needs attention

SHIFTPLANNING IS KEY TOOL TO ENSURE OPERATIONAL EXCELLENCE



CREATING THE "PERFECT BALANCE"



DON'T SPEND TOO MANY HOURS TO:

- ✓ Reach Salary % target
- ✓ Reach a healthy Productivity
- ✓ Not spend unnecessary salary hours
- ✓ Make Joe a healthy business who can spend the money in the right way

ENOUGH JUICERS ON SHIFT TO:

- ✓ Create a good team spirit
- ✓ Engage employees in the workplace
- ✓ Serve guests
- ✓ Create a great guest experience



WHY IS IT KEY TO BE IN CONTROL OF YOUR SALARY COST

Salary cost is the biggest cost of running a Joe & The Juice store

As Managers, you are controlling one of the most crucial components for being able to operate a store in Joe & the Juice. The shift planning is essentially controlling 31,6% of the SOC in Joe & the Juice. Having this responsibility for the business demands the full attention!

YEARLY SALARY COST BREAK DOWN



January = 11.000.000 DKK



July = 15.800.000 DKK



February = 10.400.000 DKK



August = 15.600.000 DKK



March = 11.800.000 DKK



September = 14.200.000 DKK



April = 13.000.000 DKK



October = 14.700.000 DKK



May = 14.200.000 DKK



November = 13.700.000 DKK

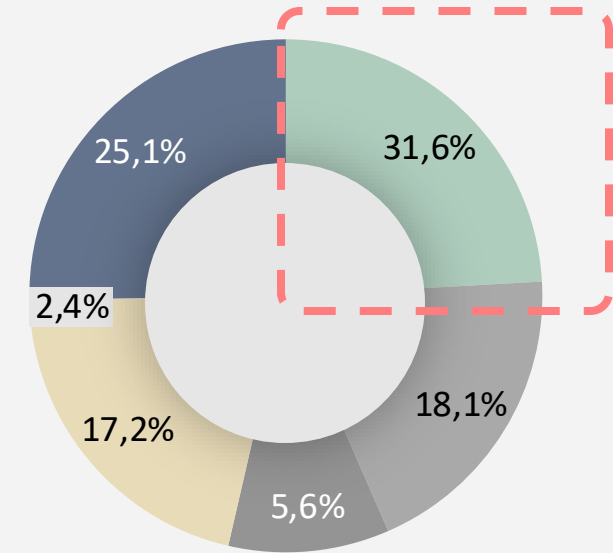


June = 14.700.000 DKK



December = 15.800.000 DKK

TOTAL FY = 165M DKK



Fixed

Moving

Delivery fee

Location cost

Cost of goods sold

Salary percentage

Direct operational cost

SOC



CONNECT SHIFTPLANNING TO BRILLIANT BASICS

PAGES

GLOBAL

REGIONAL

MARKET

BRILLIANT BASICS - MARKET February 2026

Mid EU Nordic United Kingdom United States

Denmark Finland Iceland Norway Sweden

Adam Selmqvist Area Manager Test User Calle Nyman Erik Delme Mostue-Tho... Francesco Ducoli Frederik Brøndum Christ... Frederik Fredsted Christ... Gabriel Löfgren Isabella Kjeldsmark

Enter store name

STORE_NAME	Mgmt. Pres.	Ideal Mgmt.	Team	MyLI rating	Complaints	Production Time	Store Rating	Experience	Health Rating	Store Salary	Waste	Revenue	Performance	Total
Amager Centret [Copenhagen]	5	5	5.0	5	5	5	5	5.0	5	5	3	5	4.5	4.8
Gravene 3 [Viborg]	5	5	5.0	5	5	4	5	4.5	5	5	5	5	5.0	4.8
City 2 [Taastrup]	5	5	5.0	5	5	3	5	4.5	5	5	5	5	5.0	4.8
Vanløse Centeret [Vanløse]	5	5	5.0	5	5	3	5	4.3	5	5	5	5	5.0	4.8
Västermalmsgallerian [Kungsholmen]	5	5	5.0	5	5	4	5	4.7	5	5	5	3	4.5	4.7
Magasin Lyngby [Lyngby]	4	5	4.5	5	5	3	5	4.3	5	5	5	5	5.0	4.6
Aalborg Storcenter [Aalborg]	3	5	4.0	5	5	4	5	4.7	5	5	5	5	5.0	4.6
Kolding Storcenter [Kolding]	4	4	4.0	5	5	4	5	4.7	5	5	5	5	5.0	4.6
CPH Airport T3 Torvet [Copenhagen]	5	5	5.0	5	5	3	5	4.3	5	4	3	5	4.3	4.5
Arlanda T5 Marketplace	5	4	4.5	5	5	3	5	4.0	5	5	5	5	5.0	4.5
Ostra Larmgatan 17 [Göteborg]	4	5	4.5	5	5	5	5	5.0	5	5	5	1	4.0	4.5
Bella Center [Copenhagen]	5	5	5.0	0	5	4	5	3.5	5	5	5	5	5.0	4.5
Nybrogatan 34 [Ostermalm]	4	5	4.5	5	5	5	4	4.7	5	5	2	5	4.3	4.5
Lyngby Storcenter [Lyngby]	4	5	4.5	1	5	5	5	4.0	5	5	4	5	4.8	4.4
Sankt Eriksplan 6 [Vasastan]	4	5	4.5	5	5	5	5	5.0	5	5	5	0	3.8	4.4
Tegnérsgatan 18 [Stockholm]	5	5	5.0	5	5	5	5	5.0	5	0	3	5	3.3	4.4
Nordstan Femman [Stampen]	5	5	5.0	5	5	3	5	4.3	5	5	1	1	3.7	4.3
Lyngby Hovedgade 76 [Lyngby]	5	5	5.0	5	5	5	4	4.7	5	5	3	0	3.3	4.3
Sandvika [Sandvika]	5	4	4.5	0	5	5	5	3.8	5	5	4	4	4.5	4.3
Wesselkvartalet [Asker]	5	5	5.0	5	3	5	3	4.0	5	5	0	5	3.8	4.3
Odense Banegaard [Odense]	3	5	4.0	5	5	5	5	5.0	5	5	5	0	3.8	4.2
Kvadrat Stavanger [Staraberget]	5	4	4.5	5	5	3	5	4.0	5	5	5	1	4.0	4.2
Bruuns Galleri [Aarhus]	4	5	4.5	5	5	2	5	4.0	5	2	4	5	4.0	4.2
Islands Brygge [Copenhagen]	4	5	4.5	5	5	5	5	5.0	5	5	2	0	3.0	4.2
Nygade 14 [Silkeborg]	4	3	3.5	5	5	5	5	5.0	5	5	5	1	4.0	4.2
CC Vest Kjøpesenter [Lilleaker]	5	5	5.0	5	5	5	4	4.7	5	1	5	0	2.8	4.1
Aalborg Algade 18 [Aalborg]	5	5	5.0	5	5	3	5	4.3	5	5	2	0	3.0	4.1

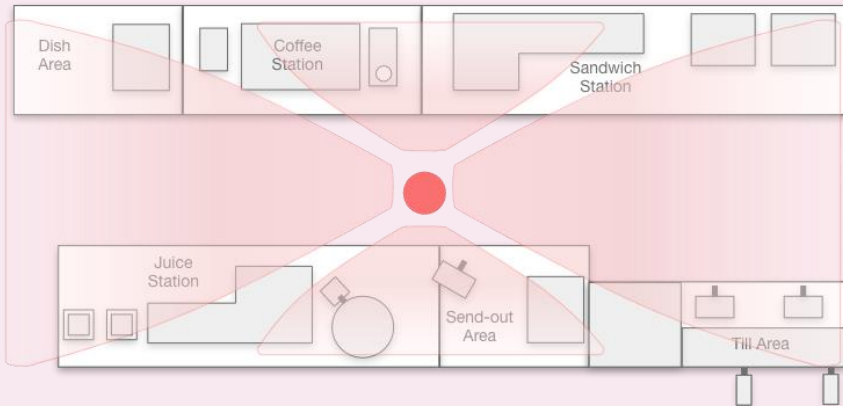
INTRODUCTION TO SHIFTPLANNING



THE IMPORTANCE OF THE MANAGER ROLES

Manager with ultimate store insights and inputs to determine optimal shiftplanning

MANAGER OPTICS



- ✓ Knows what goes on in the store
- ✓ Able to analyse every minute of the traffic & performance

Missing strong data analysis in decision-making

VS

OPERATIONAL PLANNER OPTICS



- ✓ Decision-making based on data analysis
- ✓ Holistic overview of the store performance

Missing "every-day optics" in decision making



APPENDIX: GLOSSARY

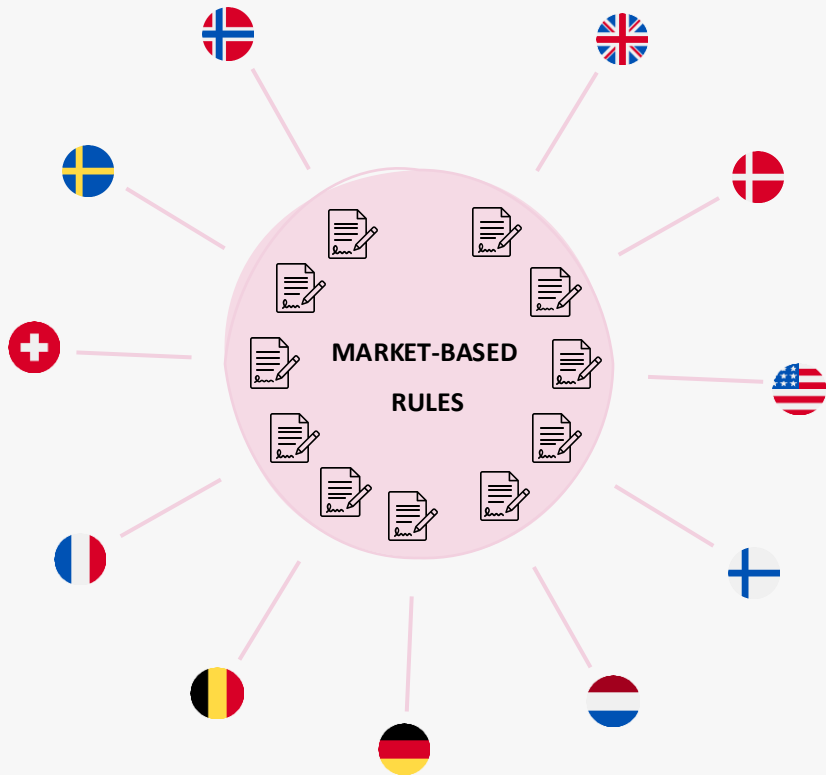
Understanding the lingo of Shiftplanning

<p>PRODUCTIVITY</p> <p>Productivity is a measure that allows one to understand how many products one juicer is making in an hour on shift</p>	<p>SAL%</p> <p>SAL% stands for Salary Percentage. Simply put, how much salary we spent to generate turnover. If we made 100k and spent 25k on salaries, then the SAL% was 25%</p>	<p>M2D</p> <p>from the 1st day of the month until the last executed day of the same month</p>	<p>EOM/EOD/EOY</p> <p>EOD – End of Day EOM – End of Month EOY – End of Year</p>	<p>CWT</p> <p>Orders send out within “Correct Waiting Time” If we made 100 products and 75 of them were made on time the CWT is 75%</p>	<p>HIT RATIOS</p> <p>Hit Ratios are a measure that lets us see what percentage of a shift-plan in a store or market is understaffed (blue), overstaffed (red) or optimally staffed (grey)</p>
<p>STORE SALARY</p> <p>Store Salary is a Cost Center associated with all the staffing costs needed to ensure the store operations</p>	<p>OH HOURS</p> <p>OH hours are shifts, or parts of shifts that are assigned to a store but their cost is not allocated to the Store Salary cost center</p>	<p>ON TOP HOURS</p> <p>On Top Hours are often associated with OH hours. They are shifts or parts of shifts that are in the shift plan that do not count into the productivity of the store</p>	<p>SOM TARGET</p> <p>The SOM target is the turnover forecast that is prepared before the start of each month. This allows us to precisely forecast the number of hours that should be used during that month</p>	<p>OPTIMAL HOURS</p> <p>Optimal hours will not be colored with green, blue and red as the number of man hours used during the specific hour was perfectly in line with the numbers of executed products</p>	<p>TAGS</p> <p>Shiftplan Tags help us visualise a certain area of responsibility, task or activity happening in the store</p>



INTRODUCTION TO COUNTRY REGULATIONS

Denmark



Shiftplanning policies across all markets

Regardless of store and market, the shiftplan needs to apply to following rules:

- The shift plans need to be created 1.5 months in advance
- Juicers must reach their minimum contractual hours
- All vacation must be registered under the vacation section in WP2



Shiftplanning policies in DK

Regardless of store and market, the shiftplan needs to apply to following rules:

- You can only make changes to the shift plan two weeks before the shift is scheduled, unless agreed to by a juicer.
- There needs to be an 11 hours rest period between shifts for a juicer.
- Employees should not work more than 40 hours per week
- Contractual hours Part-Time = minimum **40 hours per month**
- Contractual hours Full-Time = minimum **60 hours per month**
- Minimum length of shifts is 4 hours
- Vacation request (& approval) = 15th of "prior-prior" month
- **Example:** Vacation in July needs to be requested by the 15th May



INTRODUCTION TO COUNTRY REGULATIONS

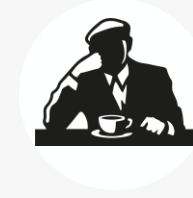
SHIFTPLANNING RULES FOR NORWAY



It is not permitted to schedule oneself or others for an "Open to Close"(King Shift) shift or two separate shifts on the same day



For part-time employees, schedule working hours within the range of 8 to 14 hours per week.



Bar Managers and/or Shift Manager should be present in store on:



Bar managers must ensure that team members are given time off every other Sunday and on public holidays



Ensure there is at least a 13-hour gap between the end of one shift and the start of the next



Schedule the working hours for full-time employees within the range of 25 to 37.5 hours per week

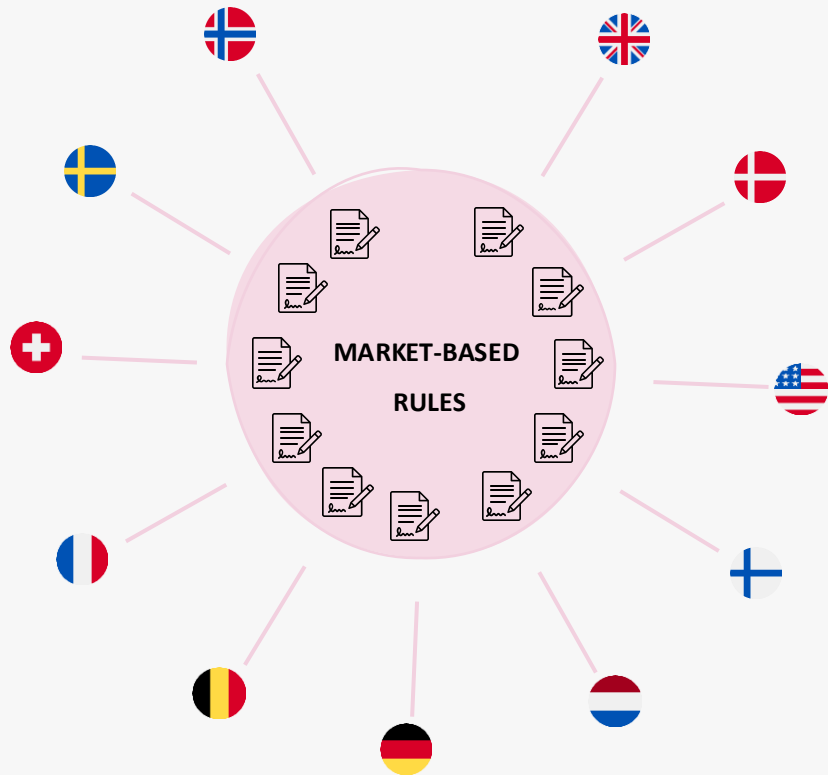


Ensure that the employees receive at least 35 consecutive hours off within a 7-day period

- ✓ Mondays (Recount + Deviations)
- ✓ Delivery days (Oslo: Monday, Wednesday & Fridays, Bergen & Stavanger: Tuesday & Thursdays)
- ✓ Game days (Open, Palermo).



INTRODUCTION TO COUNTRY REGULATIONS



Shiftplanning policies:

Regardless of store and market, the shiftplan needs to apply to following rules:

- The minimum shift length is 4 hours.
- All shifts have a 15-minute paid break.
- Eligible employees should not be scheduled for more than 40 hours per week. Any hours worked beyond 40 will be paid overtime at 1.5 times the regular rate.
- The schedule must be finalized by the 1st of each month, two months in advance.
- All time-off requests must be submitted by the 15th of the month, two months in advance. Example: A request for time-off in May must be requested and approved by March 15th.
- No one is allowed to work 7 days in 1 week (Monday-Sunday).

2-week rule applies for Norway:

- Changes to the shift plan are only allowed a minimum of 14 days in advance. If changes are made less than 14 days before the scheduled shift, an adjustment premium must be applied.



Registering BTC and OH hours in Workplanner

Policy:

- All weekly working hours must be registered in Workplanner on your store’s shiftplan. Weekly working hours are categorized into either BTC hours or OH hours.
- “Behind-the-Counter” (BTC) hours are shift hours in your store, working a shift part of the shift plan template.
- “Overhead” (OH) hours are administrative hours for weekly tasks, meetings, follow up on store- and employee performance.
- All Store Managers have a BTC ratio, which says how many of your weekly 40 hours should be worked BTC and OH.
- Unless agreed with your Regional/District Manager, all administrative hours except for meetings, should be spent, working from your store.
- Weekly- and monthly working hours must comply with the “Working Time Arrangement” policy, ensuring sufficient weekly- and daily rest periods and Sunday work.

BTC Hours:

- BTC hours are shifts part of your shift plan template, e.g. normal shift, delivery and count
- Do not need to tag shift - cost is allocated to the store

Store Name		Mon 24/02	
Week 9		🕒 08:00-19:00	⚙️
Juicer	● 8.00	07:00-13:00	
Juicer	● 0.00		
Juicer	● 0.00		
Juicer	● 26.00		
Store Manager	● 40.00	09:00-15:00	

OH Hours:

- OH-hours are administrative hours to support your work as Store Manager, e.g. performance review, meetings, planning
- OH-hours must be tagged with “Store Manager” tag
- If you work 09:00 - 17:00, where the two first hours are administrative work, you will tag 09:00 - 11:00 with Store Manager tag. You do not tag the BTC hours from 11:00 - 17:00

Example →

The screenshot shows the 'Store Manager Name' registration screen. It includes fields for 'From' (09:00) and 'To' (17:00) times, and sliders for 'Hours' and 'Minutes'. Under 'Shift Presets', there are options for 1, 4, 6, 8, 10, and 12 hours. Under 'Shift Tags', the 'Store Manager' tag is selected and highlighted with a pink circle. Below this, there are 'Tag Presets' including 'Close', 'Count', 'Photo', 'Public Holiday', 'Delivery', 'Money Shift', 'APP DELIVERY', 'OH: HR Support', 'Cleaning', 'Restock', 'Shift Change', 'Break', 'TR Captain', 'CA Responsible', 'OH: In-Store Only', and 'Deviation: OH'. The 'Store Manager' tag is also highlighted with a black circle. At the bottom, there are 'CANCEL' and 'DONE' buttons.



SHIFTPLANNING GRIDS

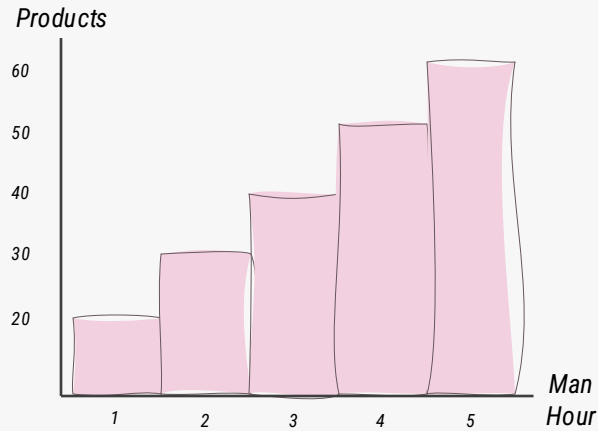
The origin the shiftplanning stats

Audit Grids

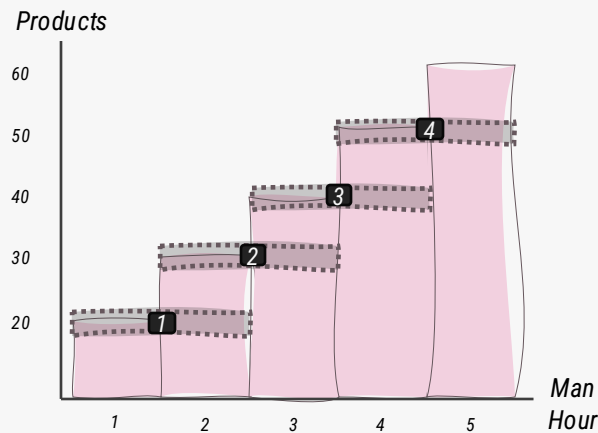
WP2 Example

Grid Adjustments

Legacy Grid



Audit Grid



Employees	Minimum	Maximum	Optimal	Minimum (Audit range)	Maximum (Audit range)
1	0	23	17	0	23
2	24	45	40	24	45
3	46	90	79	46	90
4	91	131	121	91	131
5	132	153	148	132	153
6	154	171	167	154	171
7	172	194	189	172	194
8	195	234	225	195	234
9	235	275	265	235	275
10	276	315	305	276	315
11	316	356	346	316	356
12	357	396	386	357	396
13	397	437	427	397	437
14	438	477	467	438	477
15	478	518	508	478	518

The local Operational Planner is in charge of ensuring that the store is paired up with the correct Shiftplan Grid.

Before changing to a new grid, they will get approval from the Market Manager after assessing:



- **Market standards**
- **Low Seniority**

[CHECKOUT ALL SHIFTPLANNING GRIDS](#)



Click me

*Note: Only used in US & UK



HIT RATIO – DIFFERENCE IN COLORS

Four different categories which offers insights on effectiveness of planning

Too Slow

Too many employees on shift

When the store doesn't surpass the minimum weighted products in the grid

Optimal

Indicates that the store is staffed ideally

"Close" being too busy

Indication that the hour is close to being on max capacity

Optimal ← In between → Too Busy

Too Busy

Indicates that the store is above max capacity

When store surpasses the maximum weighted products in the grid



SHIFTPLANNING TAGS

Shiftplan Tags help us visualise a certain area of responsibility, task or activity happening in the store

Example

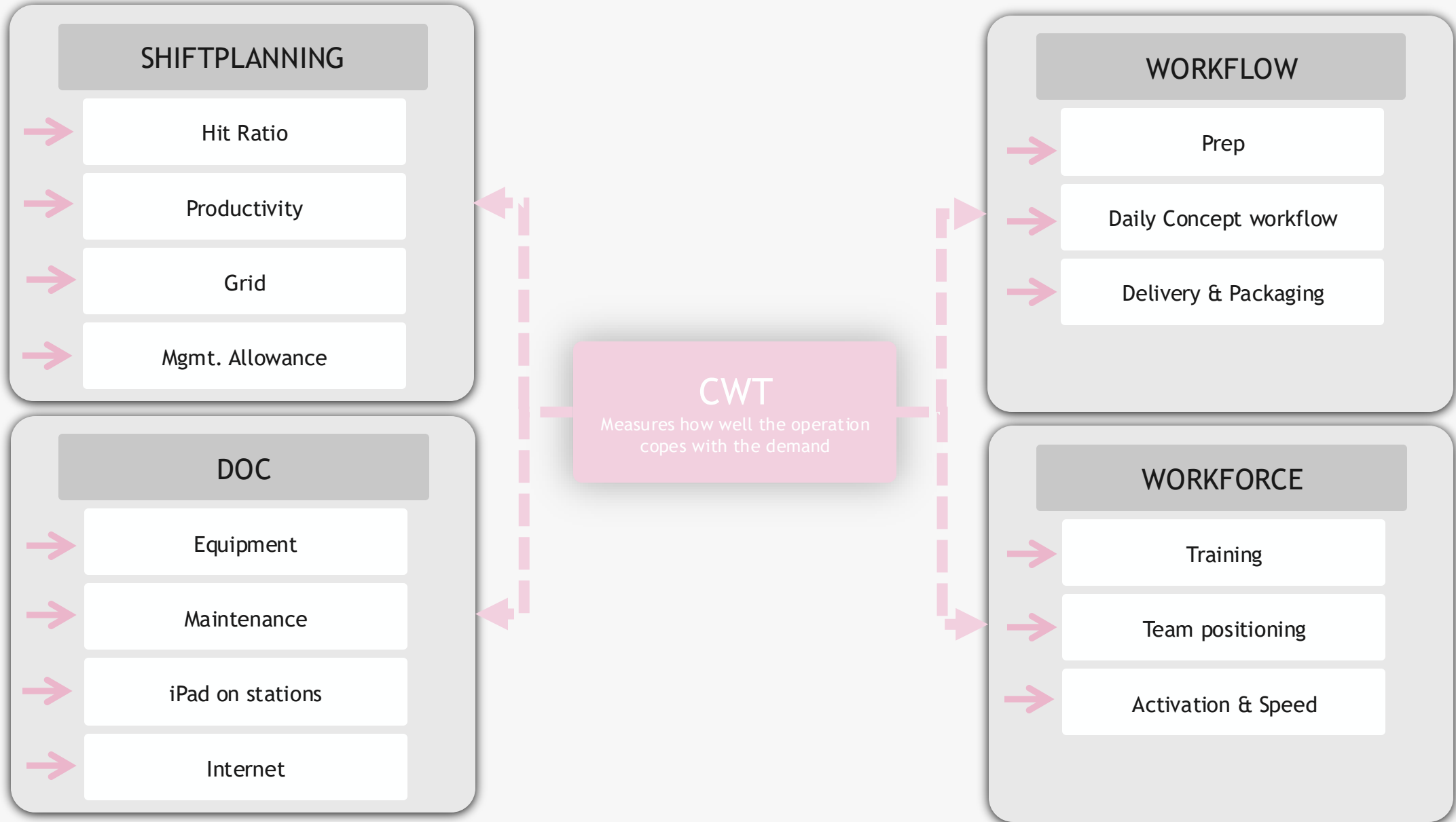
TAG	INCLUDED IN PRODUCTIVITY?	“COST CENTER”	DESCRIPTION
Admin	NO	Store Salary	This tag is used to do admin tasks, however the salary is still paid out of the store salary
Break	NO		We use this tag to show when a juicer is supposed to take a break. They are not making products during the break, but their salary is still paid out from the Store Salary bucket.
Till Captain	YES		We use this tag for team positioning and ensuring a juicer understand what their role is during the day.
Shift-Change Re-stock	NO		We use these tags to dedicate time for crucial DCWF tasks during the day. Be aware that they are part of the store cost – so they might result in less hours for the remaining of the day
OH : HR	NO		We use this tag to visualize illness in the store and to track illness hours for the store.
OH : Training on top	NO		We use this tag to visualize when a training is taking place “on top” in the store and to track OH training hours

Remember: Some tags are mandatory, some tags are very useful, and some tags might not be relevant for your store!



DEEP DIVE: CORRECT WAITING TIME

Indicator of how Operation is coping with the demand





EXERCISE: Sit together ASTM & STM for 10 mins:

Brainstorm the below scenario

You are a STM of a high revenue store. You see that every Saturday the Waiting Time goes down after the lunch rush, especially during shift swap.

The stats say that the staffing has been optimal during every hour of the day.

What could be the reasons for the Waiting Time going up?



BTC Report – The expectation is to have a zero-sum!

- BTC Report is sent out three times per week and reflects the executed- and planned working hours for the month.
- Deviations in the BTC report must be corrected in your planning when you receive the report.
- It's expected that a Manager works all contracted hours each month and follows the correct BTC ratio and OH allowance.
- Manager must plan their BTC and OH hours two month in advance, latest the 25th each month.
- The BTC hours and OH hours are adjusted automatically in the report when Manager is on vacation or sick.
- Additional working hours must be approved by the District Manager and then balanced later during the month to not exceed contracted hours.

TOTAL HOURS:
Difference from
contracted working
hours vs Actual planned
working hours

Red: Planned too few
working hours
Green: Planned too
many working hours

MGMT	Position	BUDGET				ACTUAL							
		TAG	RATIO	BTC	OH	TOTAL	BTC	OH	TOTAL H.	VACA	ILL	Δ EOM BTC	Δ TOTAL HOURS
Employee Name	Store Manager	BTC	10%	15	137	152	14	119	132	24		2	20
Employee Name	Store Manager	BTC	20%	35	141	176	46	133	179			-11	-3
Employee Name	Store Manager	BTC			24	24		8	8	152			16
Employee Name	Store Manager	BTC	55%	97	79	176	123	44	167			-27	9
Employee Name	Store Manager	BTC	80%	115	29	144	120	40	159	32		-4	-15

↑	↑	↑	↑	↑
BUDGET BTC: How many working hours the Store Manager needs to work BTC in the month.	TOTAL How many working hours the Store Manager needs to work in total in the month	ACTUAL OH HOURS: OH (Store Manager Hours) worked/planned current month	VACA: Total "Vacation" hours executed/planned current month	EOM BTC: Difference from budgeted BTC hours vs Actual BTC hours

↓	↓	↓	↓	↓
OH: OH Hours worked/planned current month	ACTUAL BTC: BTC Hours worked/planned current month	TOTAL H.: Total working hours worked/planned current month	TOTAL ILL: Total "Sickness" hours executed/planned current month	TOTAL HOURS: Difference from contracted working hours vs Actual planned working hours

Red: Planned too few working hours	Green: Planned too many working hours
Red: Planned too few BTC hours	Green: Planned too many BTC hours



REVIEW OF CLOCK-INS

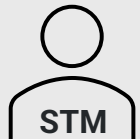
It is important to review any unnecessary deviations in clock-in



IMPORTANCE OF REVIEWING CLOCK-IN & CLOCK-OUT

- **Unnecessary deviation** = Unnecessary cost in the store salary
- **Necessary deviation** = The Juicer has to be paid, and we need to show the employee our appreciation of their work as a team player

WHAT TO DO?



- The Manager on Shift must approve in-person if a Juicer is staying extra
- Communicate to OPM if any unnecessary clock-ins & clock-outs has happened during the week
- Reviewing clock-ins is a crucial task for the store P&L

Ensure correct clock-in procedures are followed for correct payroll calculation

CORRECTIONS DEADLINES

Monday – Every week: 12:00

Salary - Corrections: 19. EOD

EOM – Corrections: EOD

1 OF 2

CLOCKIN DEVIATION

[Redacted Name] has Clocked in -36 minutes late

Workplace

CPH Airport T3 Torvet [Copenhagen]

Shift time

2024-12-02 (Monday), 06:00 - 14:00

Deviation reason

Late shift start

Deviation description

Starting shift late



NEXT



CLOCK IN / OUT POLICY NO



JOE & THE JUICE CLOCK-IN / OUT POLICY

The purpose of this clock in/out policy and the system is to ensure the timely attendance of the employees by recording their attendance to the workplace at the shift start and at the shift end. Every employee on an hourly pay-based contract is required to have a record of timely attendance to work and the following rules will apply:

1. The clock-in/out system aims to ensure timely attendance and can influence the calculation of compensation in case of recorded lateness. **Employees are only expected to work their scheduled hours, or the hours planned and approved by their Manager.**
2. No employee is expected to clock in prior to their scheduled shift or clock out after ended shift, as this will not be compensated unless prior written approval from their manager has been given.
3. Employees are required to clock in at the assigned start time and must clock out every time their scheduled work hours / shift end and/or when they go off duty.
4. Employees must clock in and out at the designated iPad themselves. Under no circumstances are employees allowed to let anyone clock in or out in their stead.
5. Lateness will not be tolerated. If late arrival to the workplace is recorded via the clockin/clock out system, such time will be regarded as illicit absence as the employee was not available to the employer during the agreed and scheduled working hours on Workplanner. If the employee wishes to argue that lateness in a specific case is due to compelling reasons, meaning that in the employee's opinion, the lateness shall not be regarded as illicit absence, the employee is required to contact the HR department directly to explain and document such reasons on a case-by-case basis.
6. Recorded timely attendance will be verified by actual recorded times as stated on Workplanner or based on manually corrected timesheets by HR, accounting for errors in clock-ins or outs.
7. Any adjustments to the recorded time and recorded attendance must be approved by the Bar- or Regional Manager and reported to HR on the day in writing. Except in emergency circumstances, prior permission to work overtime should be approved in writing by the Bar Manager.

Violations of these procedures may result in actions; up to and including verbal or written warnings and/or termination.

It would be nice if everyone could let me know when this has been read and understood.



HOW TO WRITE CORRECTIONS



Monday 28/08:

Ola: All good, came and left on time

Marie: Clocked out 30 min late due to shift change (*see stats/blue hour*)

Helene: Forgot to clock in/out but worked the shift on time

Kristin: Left 30 minutes before the original shift as there was no need

Tuesday 29/08:

Ola: Forgot to clock out, but left on time

Marie: Her bus is always here 20 minutes before, she knows she doesn't get paid for this. Set to original time.

Helene: She was 45 minutes late for her shift, wants to give out a written warning.

Kristin: Worked 1 hour overtime as there was a lot to do (*see stats/blue hours*)

Wednesday 30/08:

Ola: Clocked in 30 minutes before the shift (not approved/not needed). Set to original time.

Helene: Haven't clocked out of close. Wasn't told when she left. Set up for the store's closing time.

SESSION 2
QUALITY IN OUR SHIFTPLANNING



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A big topic broken down in three sessions to give learnings one step at a time

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How to sign off on SOM target & shiftplan templates



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Learn how to create recommendations & actions based on both operational observations & data analysis

2. ONGOING MONITORING OF TRENDS (FORWARDS)

Learn about factors impacting your store's performance, and how we ensure preparedness.

3. UNDERSTANDING & NAVIGATING WP2 Reports

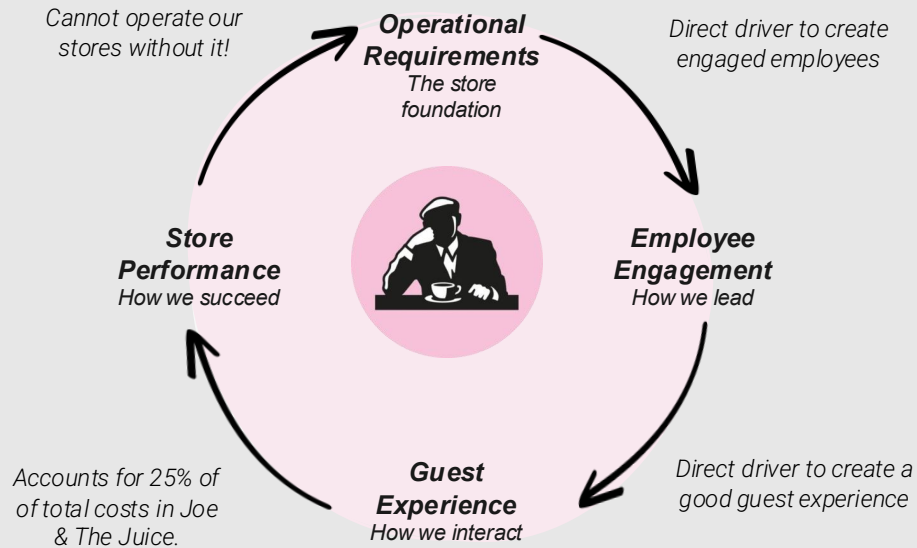
Identifying and navigating the relevant WP2 reports used for shiftplanning



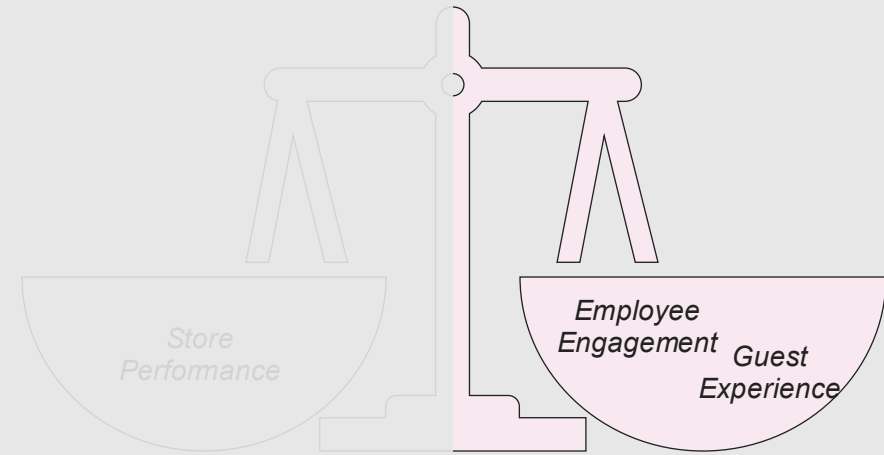
QUALITY PLANNING...

Impacting the Employee Engagement & ultimately Store Performance

SHIFTPLANNING IS KEY TOOL TO ENSURE OPERATIONAL EXCELLENCE



CREATING THE "PERFECT BALANCE"



DON'T SPEND TOO MANY HOURS TO:

- ✓ Reach Salary % target
- ✓ Reach a healthy Productivity
- ✓ Not spend unnecessary salary hours
- ✓ Make Joe a healthy business who can spend the money in the right way

ENOUGH JUICERS ON SHIFT TO:

- ✓ Create a good team spirit
- ✓ Engage employees in the workplace
- ✓ Serve guests
- ✓ Create a great guest experience



CONNECT SHIFTPLANNING/QUALITY PLANNING TO BRILLIANT BASICS

BRILLIANT BASICS - MARKET February 2026

Mid EU Nordic United Kingdom United States

Denmark Finland Iceland Norway Sweden

Adam Selmqvist Area Manager Test User Calle Nyman Erik Delme Mostue-Tho... Francesco Ducoti Frederik Brøndum Christ... Frederik Fredsted Christ... Gabriel Löfgren Isabella Kjeldsmark

Enter store name

STORE_NAME	Mgmt. Pres.	Ideal Mgmt.	Team	MyLi rating	Complaints	Production Time	Store Rating	Experience	Health Rating	Store Salary	Waste	Revenue	Performance	Total
Amager Centret [Copenhagen]	5	5	5.0	5	5	5	5	5.0	5	5	3	5	4.5	4.8
Gravene 3 [Viborg]	5	5	5.0		5	4		4.5	5	5	5	5	5.0	4.8
City 2 [Taastrup]	5	5	5.0	5	5	3	5	4.5		5	5	5	5.0	4.8
Vanløse Centeret [Vanløse]	5	5	5.0		5	3	5	4.3	5	5	5	5	5.0	4.8
Västermalmsgallerian [Kungsholmen]	5	5	5.0		5	4	5	4.7	5	5	5	3	4.5	4.7
Magasin Lyngby [Lyngby]	4	5	4.5		5	3	5	4.3	5	5	5	5	5.0	4.6
Aalborg Storcenter [Aalborg]	3	5	4.0	5	5	4		4.7	5	5	5	5	5.0	4.6
Kolding Storcenter [Kolding]	4	4	4.0		5	4	5	4.7	5	5	5	5	5.0	4.6
CPH Airport T3 Torvet [Copenhagen]	5	5	5.0	5	5	3		4.3	5	4	3	5	4.3	4.5
Arlanda T5 Marketplace	5	4	4.5		5	3		4.0	5	5	5	5	5.0	4.5
Ostra Larmgatan 17 [Göteborg]	4	5	4.5	5	5	5	5	5.0	5	5	5	1	4.0	4.5
Bella Center [Copenhagen]	5	5	5.0	0	5	4	5	3.5		5	5	5	5.0	4.5
Nyrogatan 34 [Östermalm]	4	5	4.5		5	5	4	4.7	5	5	2	5	4.3	4.5
Lyngby Storcenter [Lyngby]	4	5	4.5	1	5	5	5	4.0	5	5	4	5	4.8	4.4
Sankt Eriksplan 6 [Vasastan]	4	5	4.5		5	5	5	5.0	5	5	5	0	3.8	4.4
Tegnérsgatan 18 [Stockholm]	5	5	5.0		5	5	5	5.0	5	0	3	5	3.3	4.4
Nordstan Femman [Stampen]	5	5	5.0	5	5	3		4.3	5	5		1	3.7	4.3
Lyngby Hovedgade 76 [Lyngby]	5	5	5.0		5	5	4	4.7	5	5	3	0	3.3	4.3
Sandvika [Sandvika]	5	4	4.5	0	5	5	5	3.8	5	5	4	4	4.5	4.3
Wesselkvartalet [Asker]	5	5	5.0	5	3	5	3	4.0	5	5	0	5	3.8	4.3
Odense Banegaard [Odense]	3	5	4.0		5	5	5	5.0	5	5	5	0	3.8	4.2
Kvadrat Stavanger [Staraberget]	5	4	4.5		5	3		4.0	5	5	5	1	4.0	4.2
Bruuns Galleri [Aarhus]	4	5	4.5		5	2	5	4.0	5	2	4	5	4.0	4.2
Islands Brygge [Copenhagen]	4	5	4.5		5	5	5	5.0	5	5	2	0	3.0	4.2
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PAGES

GLOBAL

REGIONAL

MARKET



AGENDA

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

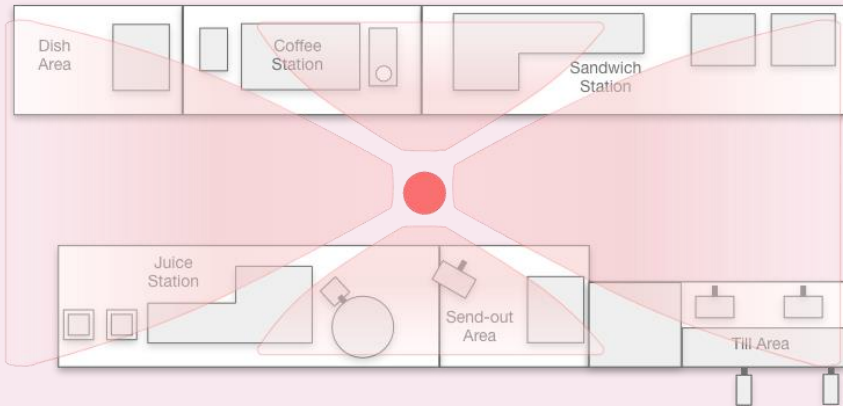




THE IMPORTANCE OF THE MANAGER ROLES

Manager with ultimate store insights and inputs to determine optimal shiftplanning

MANAGER OPTICS



- ✓ Knows what goes on in the store
- ✓ Able to analyse every minute of the traffic & performance

Missing strong data analysis in decision-making

VS

OPERATIONAL PLANNER OPTICS



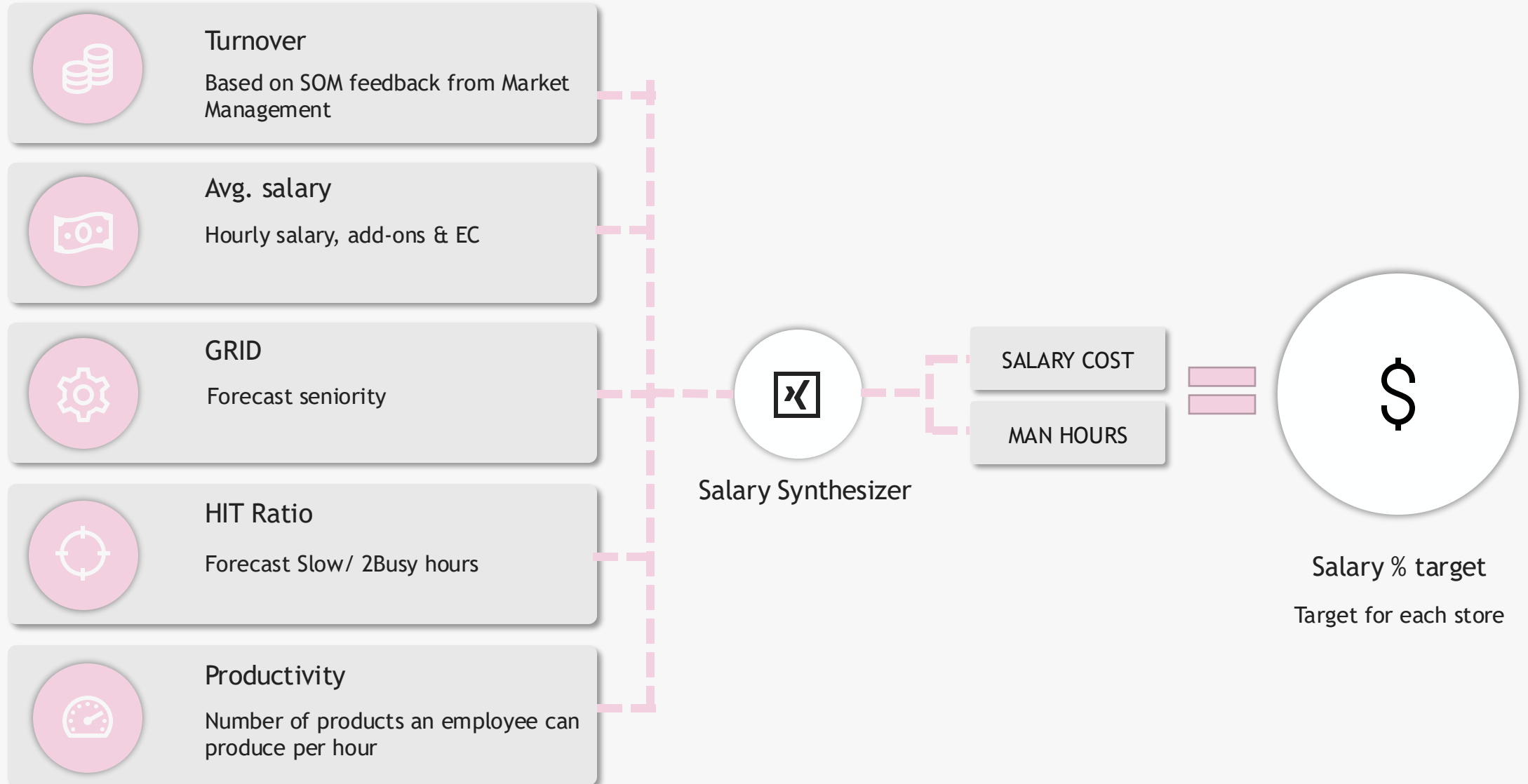
- ✓ Decision-making based on data analysis
- ✓ Holistic overview of the store performance

Missing "every-day optics" in decision making



SHIFTPLAN PROCESS

Generating salary targets



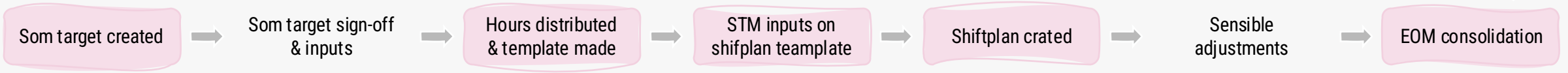


SOM TARGET & SHIFTPLAN HOURS DETERMINATION

STM (& DM) inputs needed to offer OPS Planner fair insights before creating template



SALARY % TARGET



1. SOM TARGET

The revenue of the store which leads to the monthly shiftplanning hours

2. SHIFTPLAN TEMPLATE

Once revenue is determined, the Shiftplan template is created

How?

OPS PL. shares SOM target with DM

DM shares SOM target with STM



DM shares SOM for district with OPS PL.

STM either confirms or give **inputs** to SOM

How?

OPS PL. makes template

DM + STM to confirm or give feedback



STM send confirmation email to OPS PL. with DM cc

Inputs usually based on rare knowledge such as: Events (non-reoccurring), construction work, scaff holding, refurbishment etc.

Healthy template = Less adjustments & fewer corrections



THE 6x KEY AREAS TO HAVE IN MIND FOR SHIFTPLANNING

All areas can affect the shiftplan and traffic of your store



CURRENT INDEX

- How is your store currently performing vs LY?
- Are we on par with the quantity of products or are we above?
- How does LM, L2M & L3M performance look? (new sales report)



LAST YEAR PERFORMANCE

Look into the shiftplanning LY, how was the weekly split. When was the store busy & when was it slow?

- Week before people get paid = decrease
- "Spring break" = usually impacts stores
 - Malls increased traffic
 - Residential stores = decreased traffic



EVENTS

Is there any events close to your store for the coming month? How will that impact your store?

Example: Taylor Swift is performing in Fields, how will that impact the shopping mall?
→ Look into earlier events similar to the event that will occur).



PUBLIC HOLIDAYS

Are there any public holidays in the month you are templating?

If yes, investigate performance for those days in your store last year (similar to events):

Will the quantity of products increase or decrease in your store due to the public holiday?

Should your store operate during these day?



SALARY WEEKENDS

In general the **Revenue & Quantity** of products increase during the salary weekend and a few days after salary weekend!

This means that we should increase the staffing for this weekend and decrease staffing for the week prior to salaries being paid out.



STORE OPENING HOURS

In combination with public holidays and events sometimes the stores are changing opening hours

Example: *Malls the week before christmas!* It's important that this gets updated already at template creation!

***Disclaimer:** *If you want to change opening hours, this needs to be confirmed by the Operational Planner*



HOW TO MAKE A HEALTHY SHIFTPLAN

Key principles of making a good shiftplan for four store

First time making a shiftplan?
Access e-Campus module “Basic Shiftplanning” here: [LINK](#)

HOW TO SCHEDULE YOUR TEAM

1. SCHEDULE STM

Start by scheduling all the STM shifts as first step covering the key days and periods where needed

2. SCHEDULE ASTM & SM

Next, schedule the Shift Managers to cover key periods where STM is not present. Aim is to cover as much of the week as possible

3. Most skilled Juicers (high seniority)

Then, schedule the highest skilled Juicers to cover any hours where no Manager is present

4. Lowest seniority Juicers

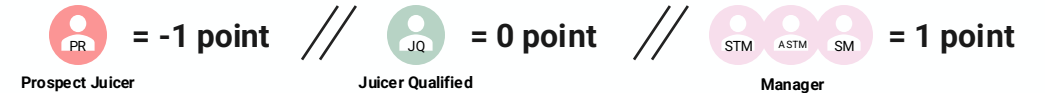
Now, schedule the lowest seniority Juicers to work simultaneously with the STM and then the remaining Managers

5. Rest of team

Lastly, schedule the remaining group of experienced Juicers thoughtfully to improve quality of every “team” on shift

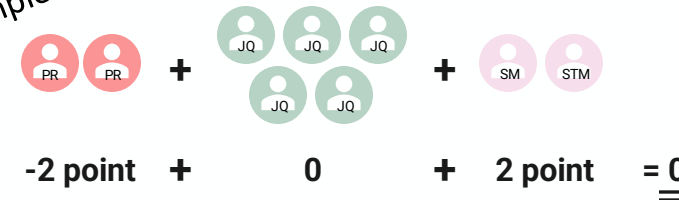
THE TEAM POSITIONING CALCULATION

- Ideally, STMs, SMs, and ASTMs should mostly work open or close shifts to ensure Manager coverage
- Pair less experienced Juicers with STM, SM, or ASTM for support and training
- Place more experienced Juicers across shifts to strengthen team performance
- For bigger teams, the aim is to have a zero-sum in the Team Positioning calculation:



TEAM ON SHIFT

Example

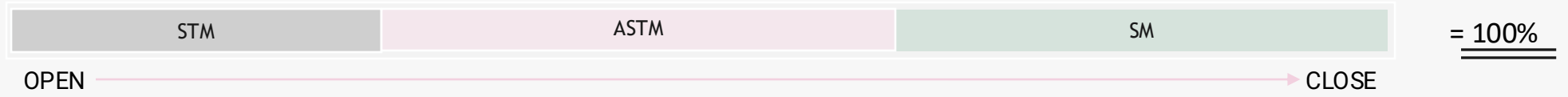




MGMT PRESENCE

Total mgmt. coverage throughout the month, example if a store has 10 hours of operating time and 8 hours are covered by a manager then the mgmt. presence = 80%

Management presence



Key Parameters

Shift planning

Ideal Management

Team Positioning

Success Criteria

Always have a Manager present, covering 100% of all shifts

Target

85%



SHADOW JUICE HOURS + JQ TRAINING PLAN – SHOULD REFLECT YOUR TRUE RECRUITMENT NEED

@NESJE TO ADD



IDEAL SHIFTPLANNING - NORDICS

A SHIFTPLAN TEMPLATE IS FIRST APPROVED, WHEN:

MGMT PRESENCE IS 85 %

**ALL SHIFTS ASSIGNED OR PLACED
ON SHADOW JUICER**

**RECRUITMENT PLAN CREATED AND
REQUEST SENT TO RECRUITMENT TEAM**



SHIFTPLANNING REPORT - NORDICS



SHIFTPLAN TEMPLATE CHECKLIST - DECEMBER 2025

Store name	Template Made	Unassigned Hours	Shadow Juicer Hours	Recruitment FC (25/week)	Working Time Compliance	Present				
						W 49	W 50	W 51	W 52	W 1
Calle Nyman										
Karl Johans Gate 25 [Oslo]	YES	1	154	1,5		64 %	77 %	78 %	75 %	63 %
Bjørnvika [Grønland]	YES	1	123	1,2		91 %	89 %	83 %	78 %	69 %
Torggata 9 [Oslo]	YES	1	5	0,1		89 %	89 %	83 %	78 %	47 %
Storgata 3 [Oslo]	YES	1				100 %	100 %	94 %	100 %	93 %
Byporten Shopping [Oslo]	YES	3			1	67 %	84 %	61 %	56 %	68 %
Oslo City [Oslo]	YES	2		0,1		72 %	62 %	75 %	60 %	55 %
Kongens Gate 31 (Steen & Strøm) [Oslo]	YES	2		1,2	1	73 %	69 %	51 %	0 %	0 %
Erik Delme Mostue-Thomas										
Vikaterrassen [Vika]	YES		11	0,1		62 %	62 %	62 %	10 %	71 %
Oscars Gate 19 [Hornøya]	YES					78 %	66 %	66 %	70 %	42 %
Bogstadveien 21 [Maridalen]	YES	1				100 %	96 %	95 %	98 %	100 %
Colosseum [Oslo]	YES		76	0,8		91 %	76 %	84 %	0 %	0 %
Skovveien 5 II [Frogner]	YES	1	139	1,4	6	46 %	58 %	61 %	13 %	24 %
Aker Brygge II [Oslo]	YES	1	123	1,2	3	96 %	93 %	94 %	90 %	82 %
Lisa Chetboun										
Ski [Ski]	YES	26	138	1,4		64 %	70 %	63 %	71 %	71 %
Strømmen [Strømmen]	YES	32	60	0,6	1	70 %	80 %	76 %	78 %	94 %
Nydalsveien 33 [Sandaker]	YES		95	0,9		89 %	77 %	85 %	79 %	82 %
Nordstrand [Lambertseter]	YES		152	1,5		50 %	58 %	67 %	35 %	31 %
Triaden [Lørenskog]	YES		11	0,1		54 %	60 %	60 %	0 %	55 %
Storo Storsenter [Oslo]	YES	1			2	87 %	86 %	89 %	86 %	89 %
Oslo Airport Landside - Relocation [Oslo]	YES	181	318	3,2		85 %	83 %	83 %	82 %	0 %

COMING SOON

SESSION 3

BACKWARD & FORWARD LOOKING MINDSET – CONTROLLING COSTS WHILE AIMING FOR THE SKIES



SESSION BREAKDOWN

A big topic broken down in three sessions to give learnings one step at a time

Session 1

LEARNING GOALS

1. INTRODUCTION TO SHIFTPLANNING

Learn why Store Salary is an important component in your store P&L, and how it is integrated in the business.

2. BASIC SHIFTPLANNING RULES & STRUCTURES

Learn about local compliance rules, shiftplanning terms, shiftplan tags and BTC registration.



Session 2

LEARNING GOALS

1. QUALITY IN OUR SHIFTPLANNING

Understand why investing time in creating a strong working schedule (shiftplan) can create big value for the store – both financially & non-financially.

2. SOM SIGN OFF

How to sign off on SOM target & shiftplan templates



Session 3

LEARNING GOALS

1. BUILDING AN ANALYTICAL MINDSET (BACKWARDS)

Learn how to create recommendations & actions based on both operational observations & data analysis

2. ONGOING MONITORING OF TRENDS (FORWARDS)

Learn about factors impacting your store's performance, and how we ensure preparedness.

3. UNDERSTANDING & NAVIGATING WP2 Reports

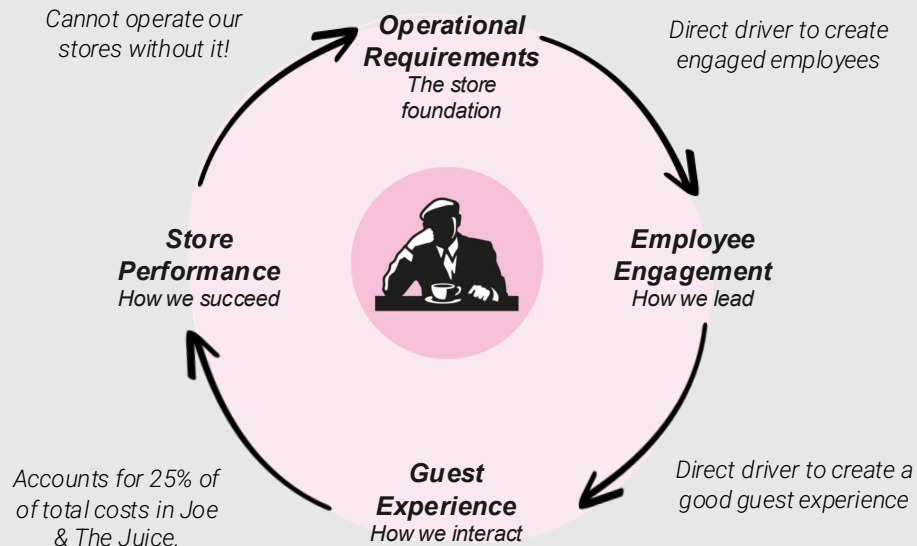
Identifying and navigating the relevant WP2 reports used for shiftplanning



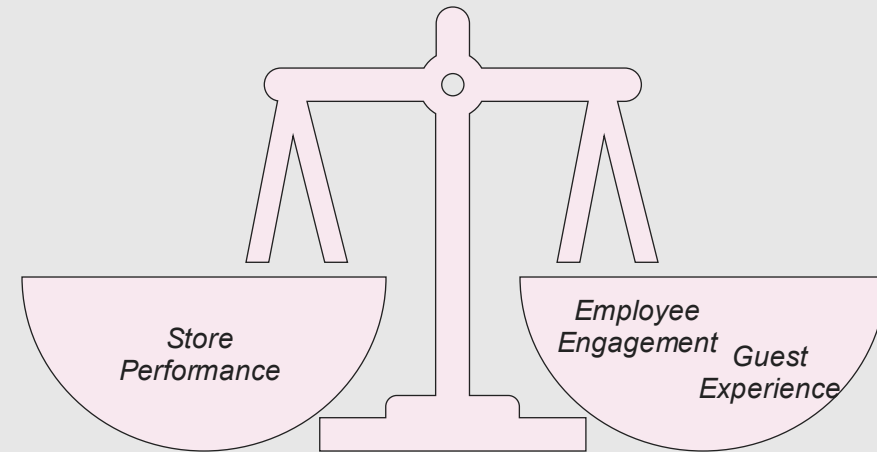
HOW DOES SHIFTPLANNING IMPACT OUR BUSINESS?

Shiftplanning as a huge driver that needs attention

SHIFTPLANNING IS KEY TOOL TO ENSURE OPERATIONAL EXCELLENCE



CREATING THE "PERFECT BALANCE"



DON'T SPEND TOO MANY HOURS TO:

- ✓ Reach Salary % target
- ✓ Reach a healthy Productivity
- ✓ Not spend unnecessary salary hours
- ✓ Make Joe a healthy business who can spend the money in the right way





ENOUGH JUICERS ON SHIFT TO:

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CONNECT MODULE TO BRILLIANT BASICS

BRILLIANT BASICS - MARKET February 2026

Mid EU  Nordic  United Kingdom  United States 

Denmark Finland Iceland Norway Sweden

Adam Selmqvist Area Manager Test User Calle Nyman Erik Delme Mostue-Tho... Francesco Ducoti Frederik Brøndum Christ... Frederik Fredsted Christ... Gabriel Löfgren Isabella Kjeldsmark

Enter store name →

STORE_NAME	Mgmt. Pres.	Ideal Mgmt.	Team	MyLi rating	Complaints	Production Time	Store Rating	Experience	Health Rating	Store Salary	Waste	Revenue	Performance	Total
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PAGES

GLOBAL

REGIONAL

MARKET



YOU! AS A STM HAS THE GREATEST INSIGHTS TO CREATE OPERATIONAL EXCELLENCE

OPERATIONAL: How can adjustments increase the performance of the store (short & long term)?

ADDING HOURS

- Capture more sales (2onTill)
- Guest experience (deliver to table)
- Returning Guests (improve CPT)

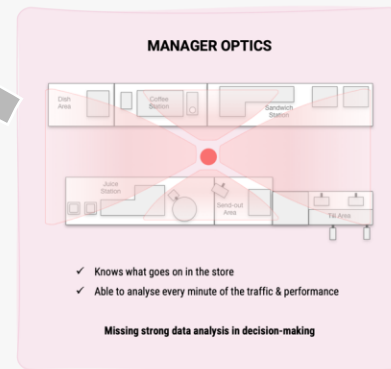
REMOVING HOURS

- Scaffolding in front of store
- Nearby store closures (less traffic)
- Bad weather conditions



THE IMPORTANCE OF THE MANAGER ROLES

Manager with ultimate store insights and inputs to determine optimal shiftplanning



VS



ANALYSIS: How can data support us in making the correct decisions?



HOW TO INTERPRET DATA IN THE SHIFT PLANNING STATS

Four key data points to analyse & today's first exercise

M.H. (Man Hours)

The number of Juicers that were on the shiftplan for the given hour

O.H. (Optimal hours)

The number of Juicers that were supposed to be on the shiftplan to reach an "optimal" hour

AWT (Average Waiting Time)

The total time our guest is waiting in average for their order (Order is placed ↔ Order is received and tapped out on the List)

W.P. (Weighted Products)

Number of sold products based on the complexity level
(Water = 0.1 / Juice = 1 / Sandwich = 1.3)

Select height: ORIGINAL 33% 66% 100%

< 2024/10/07 (41) > HOURLY HALF HOURLY DEFAULT AUDIT ↻

WEEK	MONDAY				TUESDAY				WEDNESDAY				THURSDAY				FRIDAY				SATURDAY				SUNDAY			
WORKPLACE	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.
7:00 - 8:00	1,5	1	5,0	13	1,5	1	2,2	14	1,5	1	2,5	18	1,5	1	3,9	20	1,5	1	4,5	11	1,5	1	2,0	14	1,5	1	5,0	16
8:00 - 9:00	2,0	1	3,0	14	2,0	2	2,4	37	2,0	2	4,5	34	2,0	2	2,2	35	2,0	1	3,4	21	1,5	1	2,0	14	1,5	1	5,0	16
9:00 - 10:00	2,0	2	3,0	52	2,0	2	3,1	38	2,0	1	4,1	28	2,0	2	3,3	50	2,0	2	4,2	47	2,0	2	5,7	41	2,0	2	4,2	37
10:00 - 11:00	3,0	3	5,3	93	3,0	3	3,7	64	3,0	2	2,3	46	3,5	2	4,8	54	3,0	3	3,2	57	3,0	3	3,1	89	3,0	3	3,7	66
11:00 - 12:00	4,0	3	4,8	107	4,0	4	5,7	116	4,3	4	5,8	116	5,0	4	4,9	128	4,0	4	7,0	148	6,0	6	4,0	191	5,0	3	2,9	89
12:00 - 13:00	5,5	4	6,6	147	4,5	4	8,5	142	4,5	4	5,3	149	4,5	4	5,4	117	4,5	5	5,9	173	6,5	8	6,4	245	6,4	5	3,9	166
13:00 - 14:00	4,4	4	6,8	116	4,0	3	5,9	105	4,3	4	5,2	138	4,2	4	7,5	149	4,1	4	4,5	129	6,2	8	8,8	254	6,1	6	5,3	196
14:00 - 15:00	4,5	3	9,8	85	3,2	3	5,1	90	3,3	3	3,1	104	3,1	4	5,2	127	3,4	4	4,2	123	6,6	5	6,3	181	5,5	5	8,7	185
15:00 - 16:00	4,3	3	10,2	93	3,0	3	5,6	85	3,1	3	4,0	89	3,2	3	6,1	83	3,0	3	5,0	107	5,2	4	6,4	133	5,0	4	6,8	113
16:00 - 17:00	3,5	3	6,8	93	3,1	3	5,0	87	3,2	3	5,3	93	3,0	3	3,8	101	5,0	3	3,3	76	4,0	3	4,3	75	4,0	3	5,8	76
17:00 - 18:00	3,0	3	10,1	67	3,0	3	4,9	72	3,0	3	9,6	94	3,0	3	4,2	82	6,0	2	3,2	51	3,2	2	5,2	49	3,0	2	4,1	47
18:00 - 19:00	3,0	3	14,0	82	3,0	3	4,6	64	3,0	3	5,3	83	3,0	3	4,9	77	5,8	11	2,5	395	2,3	2	5,5	52	2,1	2	6,4	33
19:00 - 20:00	2,1	1	8,3	24	2,1	2	5,5	33	2,2	2	6,7	52	2,1	2	4,0	48	2,0	2	2,8	29								
20:00 - 21:00	2,0	1	3,9	8	2,0	1	3,4	18	2,0	1	2,7	13	2,0	1	4,8	19	2,0	1	5,1	17								

Issues or feedback?

Optimal Planning

10 minute exercise



Which day of the week above is in your opinion planned in the most optimal way & why?



HOW TO SPOT A "RED THREAD?"

Example: Week 37 Magasin Kgs. Nytorv, Denmark

Select height: ORIGINAL 33% 66% 100%

< 2024/09/09 (37) > HOURLY HALF HOURLY DEFAULT AUDIT C

WEEK	MONDAY					TUESDAY					WEDNESDAY					THURSDAY					FRIDAY				
WORKPLACE	M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.		M. H.	O. H.	AWT	W. P.	
10:00 - 11:00	1,5	1	2,1	25		2,0	2	3,9	43		1,5	2	3,0	34		2,0	2	3,9	43		1,5	1	1,8	24	
11:00 - 12:00	2,0	3	3,6	63		3,0	2	2,3	51		2,1	2	4,2	52		3,0	2	2,3	51		2,0	3	3,2	56	
12:00 - 13:00	3,0	3	3,4	96		3,0	3	2,9	79		3,0	3	2,4	56		3,0	3	3,9	57		2,5	2	2,6	39	
13:00 - 14:00	3,0	3	2,3	60		3,0	3	2,7	60		3,0	3	2,4	58		3,0	3	3,2	82		3,0	3	3,8	82	
14:00 - 15:00	2,1	3	2,5	56		2,1	2	2,9	51		3,0	2	3,0	44		2,1	3	3,0	57		3,0	2	3,0	44	
15:00 - 16:00	2,0	2	2,6	40		2,3	2	2,2	45		2,0	2	2,5	49		2,2	2	4,0	47		2,0	2	3,0	41	
16:00 - 17:00	2,0	2	3,4	37		2,0	2	2,7	38		2,0	3	2,8	64		2,0	1	2,8	27		2,0	2	3,8	41	
17:00 - 18:00	2,0	2	2,6	30		2,0	1	2,4	23		2,0	2	2,2	44		2,0	2	4,0	56		2,0	2	4,6	42	
18:00 - 19:00	1,0	1	3,6	24		1,0	3	4,6	56		1,0	2	3,7	43		1,0	2	6,2	34		1,0	2	3,6	35	
19:00 - 20:00	1,1	1	2,1	14		1,1	1	4,4	26		1,3	1	2,6	17		1,4	1	2,8	11		1,5	1	3,4	18	



Let's look at the hour between 18.00 – 19.00 // What do we know based on the data?

HOUR 18-19	Monday	Tuesday	Wednesday	Thursday	Friday
M.H.	1 person	1 person	1 person	1 person	1 person
O.H.	1 person	3 person	2 person	2 person	2 person
AWT	Is higher than average of remaining hours, but not spiking up except for Thursday. However, just because the team is managing doesn't mean that the guest experience were on point!				
W.P.	24 products	56 products	43 products	34 products	35 products
Color coding	Green (busy)	Blue (too busy)	Blue (too busy)	Blue (too busy)	Blue (too busy)

CONCLUSION:

Invest 1x hour between 18.00 – 19.00
Monday to Friday

Salary cost: 200*5 = 1000kr

*Keep an eye on your investment the following weeks to confirm or adjust the decision



EXERCISE: Sit together ASTM & STM for 10 mins:

Step 1. Choose your own shiftplan and analyse the previous two weeks

Step 2. Analyse the data available:

→ M.H – O.H. – AWT – W.P. & color coding

Step 3. Spot a red thread based on the data available

Step 4. Present the red thread to the group

Note: If no red threads can be identified, argue why that is based on the data?

Step 5. Based on the red thread you have found check your shiftplans for the coming two weeks and see if the red thread will continue.

Step 6. If you believe the red thread will continue, note what changes you would like to make.

Step 7. Ask the juicers whose shifts you would like to adjust for permission.

Step 8. If permission is received adjust the shift plan.



HOMEWORK FOR NEXT SESSION

Dedicating time to analyse Shiftplanning Stats to ensure your store hits hit-ratios



From now on, you are responsible for making recommendations for the shiftplan to your Operational Planner!

Task 1

Analyzing the shiftplan based on today's learnings!

Step 1. During the week, analyze the shiftplan of your store

Step 2. See if there are any possibilities of adjusting the staffing up/down based on the data points you see in the stats on WP2 combined with what you experience in the store

Step 3. Reach out to your Operational Planner with any requested adjustments to your shiftplan and write a description of why the change is beneficial for the store

Step 4. Receive confirmation/denial email from Operational Planner

Step 5. If confirmed, adjust the shiftplan accordingly

→ Be aware of any market regulations

All participants to present their adjustments at next session



OTHER NOTES FROM SESSION 1

Recapped points that are important to remember

HOW TO MAKE SHIFTPLAN ADJUSTMENTS?

- Start with small adjustments → *You don't want to jump the gun*
- It helps looking at Monday – Thursday & Friday – Sunday
- You usually need minimum a week of data // Don't begin making corrective actions only 2 days in the month
- There will always be good & bad days
- **Gradually build up the level of adjustment** -> Start slow not to make drastic decisions

SHIFTPLANNING TAGS

- Remember, shiftplan tags will blur your optics!
- How do they impact the Hit-ratios again?
- Re-stock only to be used when the stockroom is externally located
- Shift-change tag to be used when it's beneficial to allocate a Juicer to carry out a structured shift change

All Shiftplan Tags will be a Salary Cost to the store which cannot be seen in Shiftplanning Stats



Recap

Shift-Change Re-stock	NO	Store Salary	We use these tags to dedicate time for crucial DCWF tasks during the day. Be aware that they are part of the store cost – so they might result in less hours for the remaining of the day
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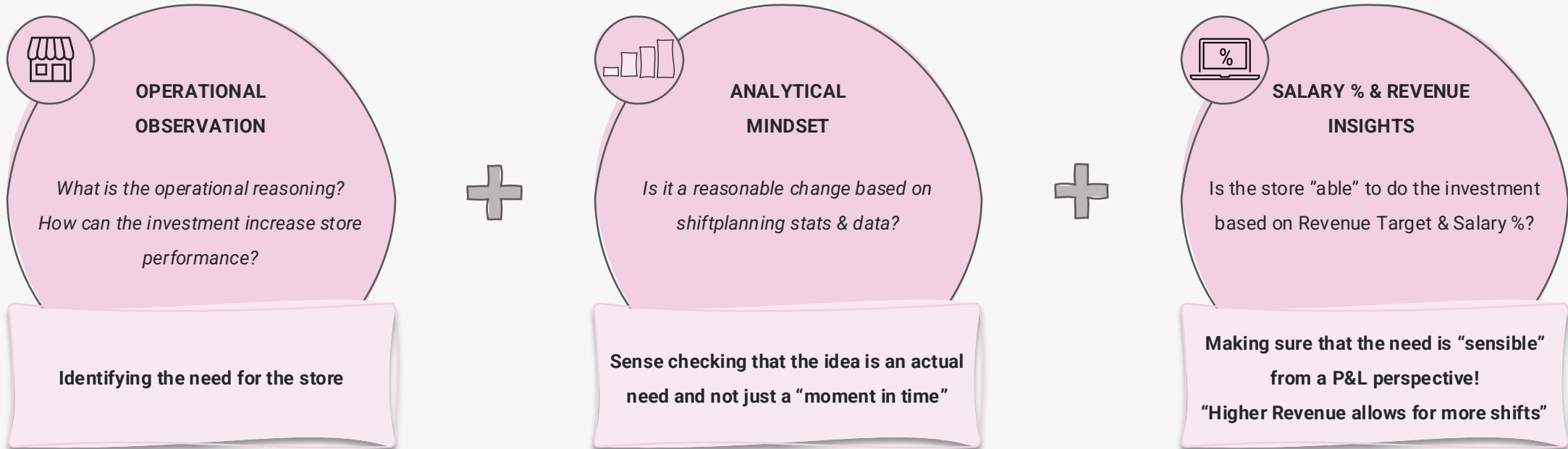
DAILY TASKS

As a manager...



SENSIBLE ADJUSTMENTS IN THE STORE

Merging operational observations with analytical mindset while using the Salary Controller insights

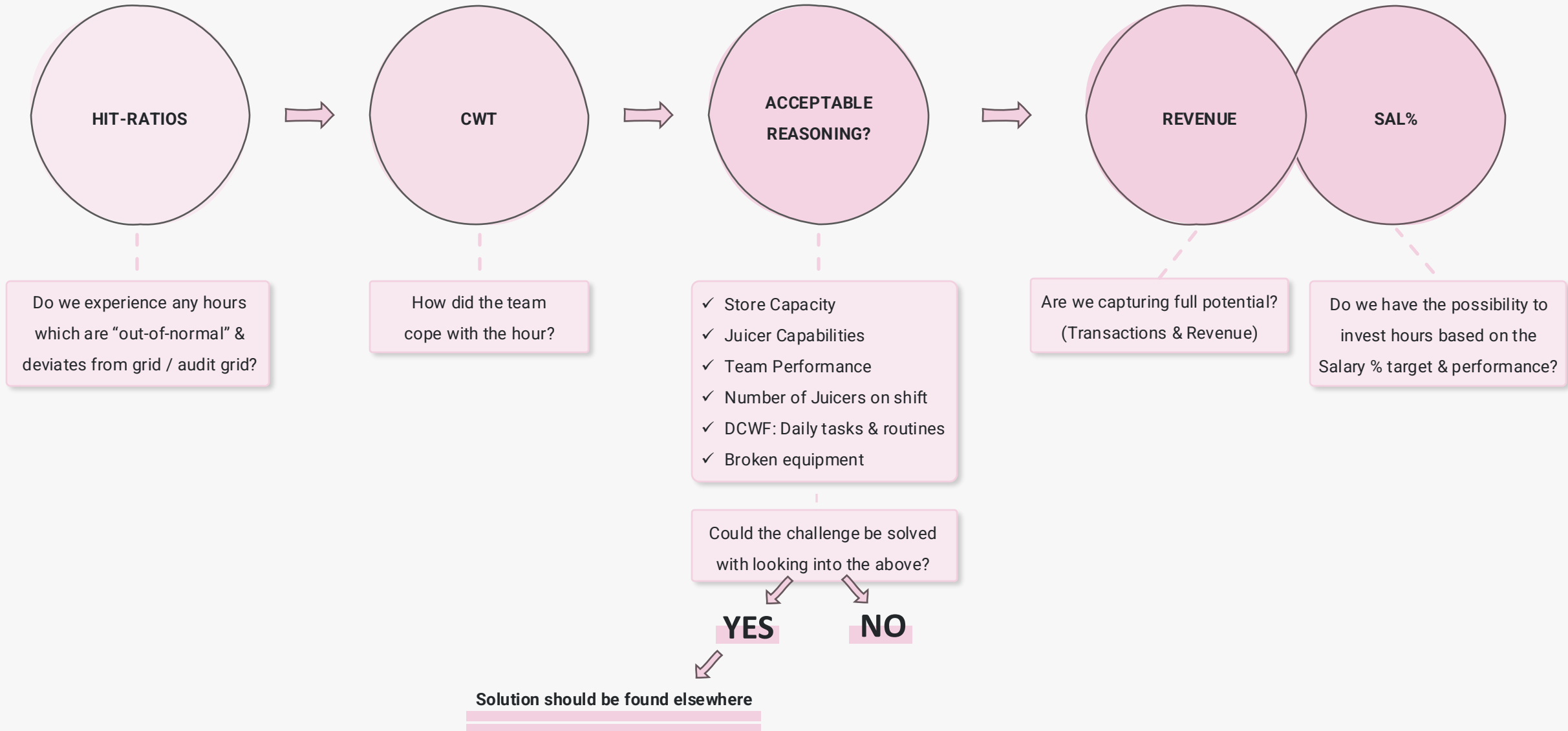


To make sensible investments or reduction of hours, we need to utilise all learnings we've been through so far!



HOW TO ASSESS IF YOUR ADJUSTMENT IS SENSIBLE?

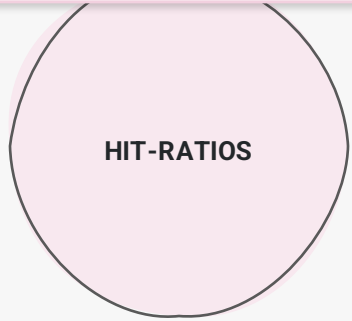
Four-step adjustment sense checking -> If all criteria are met, the idea is feasible





SENSIBLE ADJUSTMENT: EXAMPLE 1

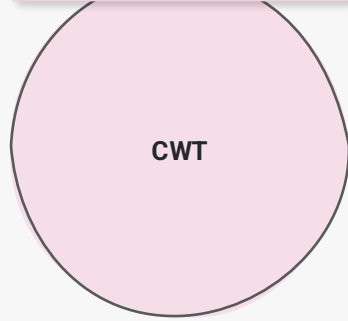
Do we experience any hours which are "out-of-normal" & deviates from grid / audit grid?



MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
3,0	3	2,9	64
4,2	3	2,6	107
5,5	5	4,1	178
6,0	6	4,1	206
5,2	6	4,6	206
4,7	5	4,2	183
4,0	4	7	117
3,4	3	6,8	84
3,0	3	6,5	70
2,1	2	7,1	44



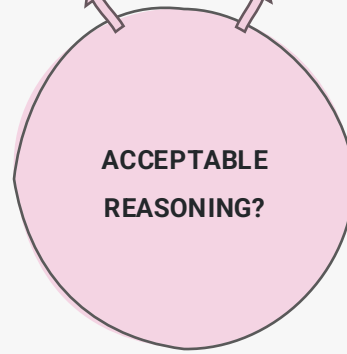
How did the team cope with the hour?



"During the busy hours, the team coped well. However, there were a fatigue in the afternoon hours following the busy hours"



YES NO



Juicer Capabilities

= Strong team on shift

Store Capacity

= Full capacity not reached

Team Performance

= Team worked well together

DCWF

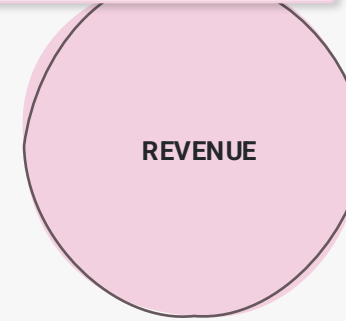
= No

Broken equipment

= No

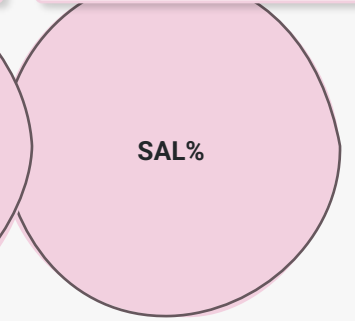


Are we capturing full potential? (Transactions & Revenue)



We are not based on Hit-ratios

Do we have the possibility to invest hours based on the Salary % target & performance?

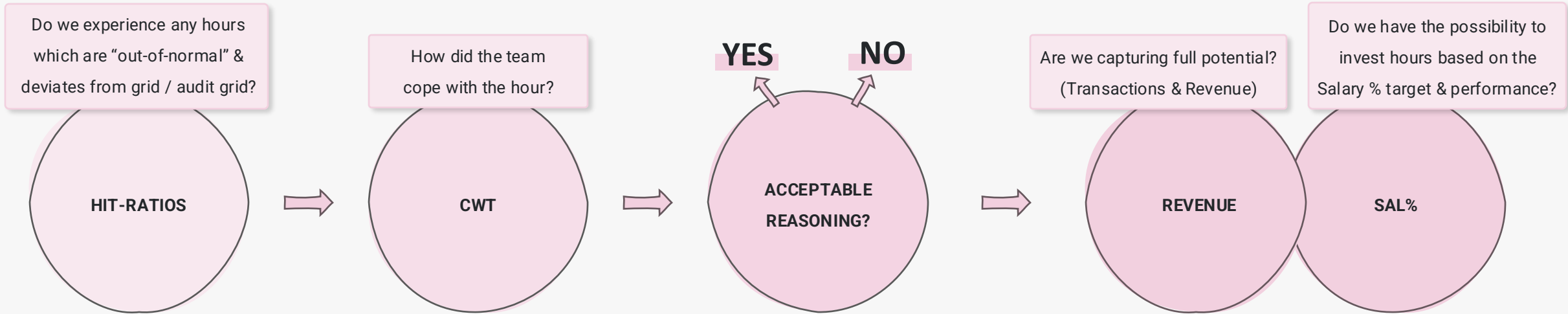


Sal% = -0.5 (below target)



Invest hours during the busy period. No need to assess Revenue as investment is sensible from both operational, analytical and Sal% criteria

SENSIBLE ADJUSTMENT: EXAMPLE 2



MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
3,0	3	2,9	64
4,2	3	2,6	107
5,5	5	4,1	178
6,0	6	4,1	206
5,2	6	4,6	206
4,7	5	4,2	183
4,0	4	2,5	117
3,4	3	3	84
3,0	3	2,1	70
2,1	2	2,5	44

"During the busy hours, the team coped well. However, the middle of the rush, the store ran out of Tuna"

DCWF
= During Rush period, the team had to prep more Tuna

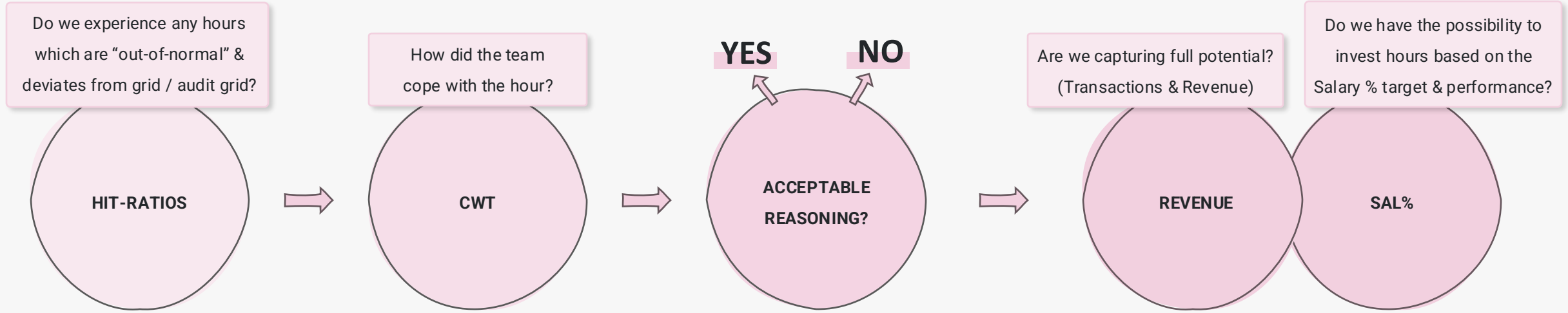
We are not based on Hit-ratios

Sal% = -1 (below target)



Based on the operational knowledge (out of Tuna) & CWT looking acceptable, no investment is needed. Instead, re-emphasize the importance of prepping according to Ideal Prep with the team. Especially since the morning was not busy and the team has a great opportunity to prepare the bar well

SENSIBLE ADJUSTMENT: EXAMPLE 3



MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
1,5	1	2,2	14
2,0	2	2,4	37
2,0	2	3,1	38
3,0	3	3,7	64
4,0	4	10,5	116
4,5	4	11,3	142
4,0	3	5,9	105
3,2	3	5,1	90
3,0	3	5,6	85
3,1	3	5,0	87
3,0	3	4,9	72
3,0	3	4,6	64
2,1	2	5,5	33
2,0	1	3,4	18

“Guest had to wait for long time for their orders during the entire lunch rush & afternoon – due to lack of speed in product making

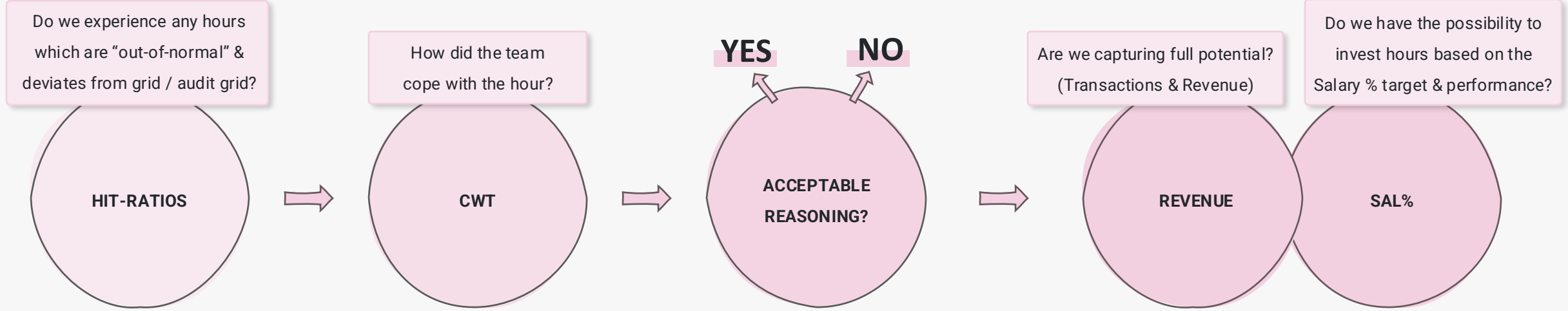
Juicer Capabilities
= Low seniority team

Revenue has been higher than expected M2D

Sal% = lower than target M2D

? Invest these hours into lunch rush to reduce the high waiting time & avoid team fatigueness in the afternoon

SENSIBLE ADJUSTMENT: EXAMPLE 4



MONDAY – FRIDAY			
M. H.	O. H.	AWT	W. P.
0,5	1		6
1,0	1	4,2	26
1,0	1	3,4	12
2,0	2	3,5	49
3,1	3	6,4	70
3,2	2	4,0	39
2,0	2	3,7	43
2,0	1	3,6	24
1,0	1	3,9	12
1,0	1	3,5	12
1,0	1	3,2	10
1,0	1		

"The CWT looks acceptable"

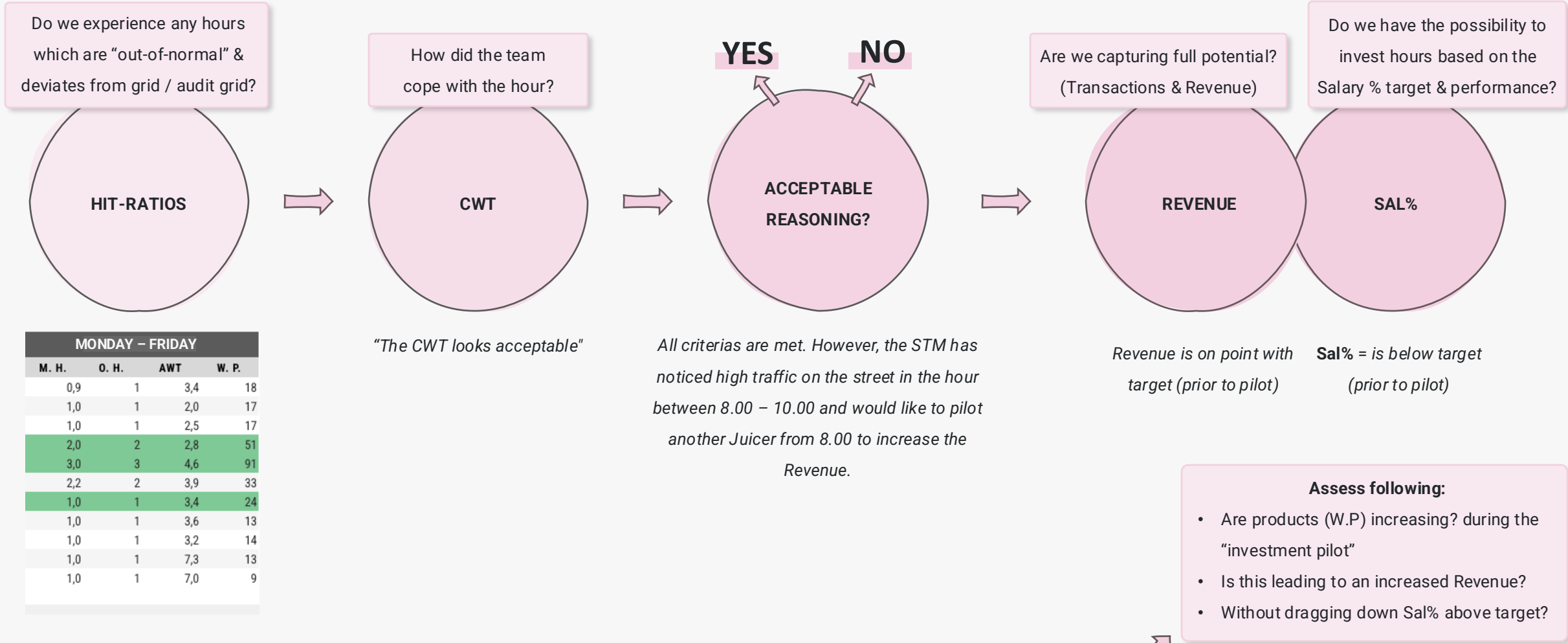
All criterias are met. However, the STM has noticed high traffic during the hour between 8.00 – 10.00 and would like to invest in these hours, The STM also noticed slow hours in the afternoon.

Revenue is on point with target (prior to pilot)

Sal% = is on point (prior to pilot)

? Re-locate the hour 13.00 – 14.00 & 15.00 – 16.00 to 8.00 – 10.00

SENSIBLE ADJUSTMENT: EXAMPLE 5



Pilot Investment made by STM adding 1 person extra on shift between 8.00 – 10.00



EXERCISE: Get together in groups and reflect for 30 mins:

Step 1. Look at your store's shiftplan during the last two weeks, where you were present in the store

Step 2. Analyse the data available based on the above examples:

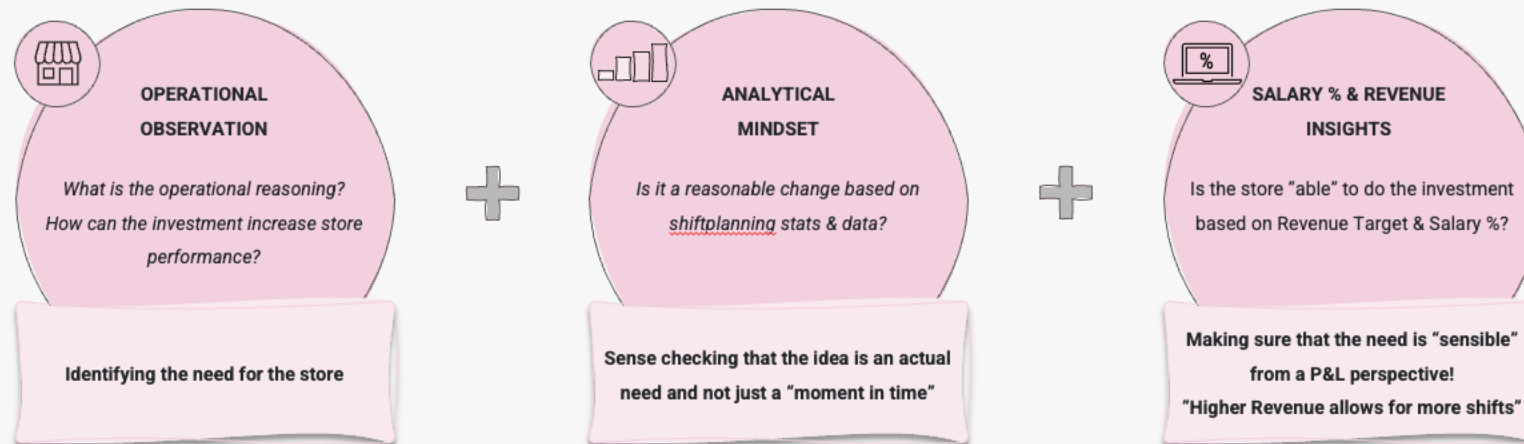
→ Shiftplanning Stats = Hit-Ratio, CWT, Reasoning, Revenue, Sal%

Step 3. Make an action to optimise your shiftplan

Step 4. Present the chosen action to the group

Note: Remember, an action can also be "no action or investment" due to operational reasonings

Remember!





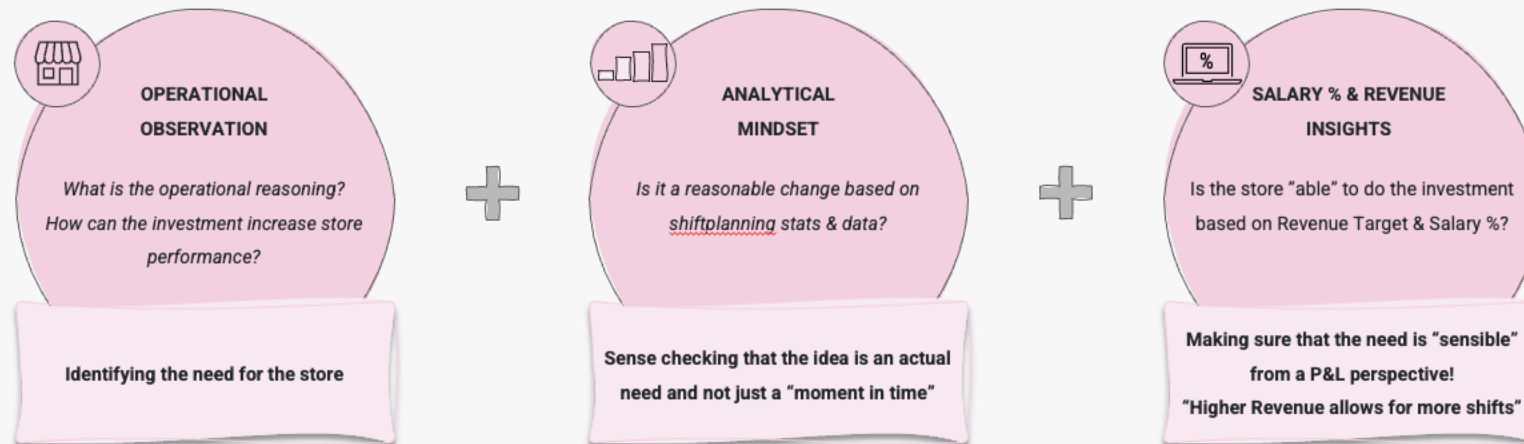
EXERCISE: SALARY WEEKENDS / HIGH REVENUE WEEKEND

Step 1. Open the shift plan of your store and focus on the staffing for the upcoming Salary Weekend

Step 2. Based on your operational experience as well as the stats from previous weeks and the weather forecast – analyse the shift plan and decide whether your staffing is optimal

Step 3. Make changes to the shift plan to ensure optimal staffing for maximising revenue. If no changes are made, explain why you believe the staffing is correct.

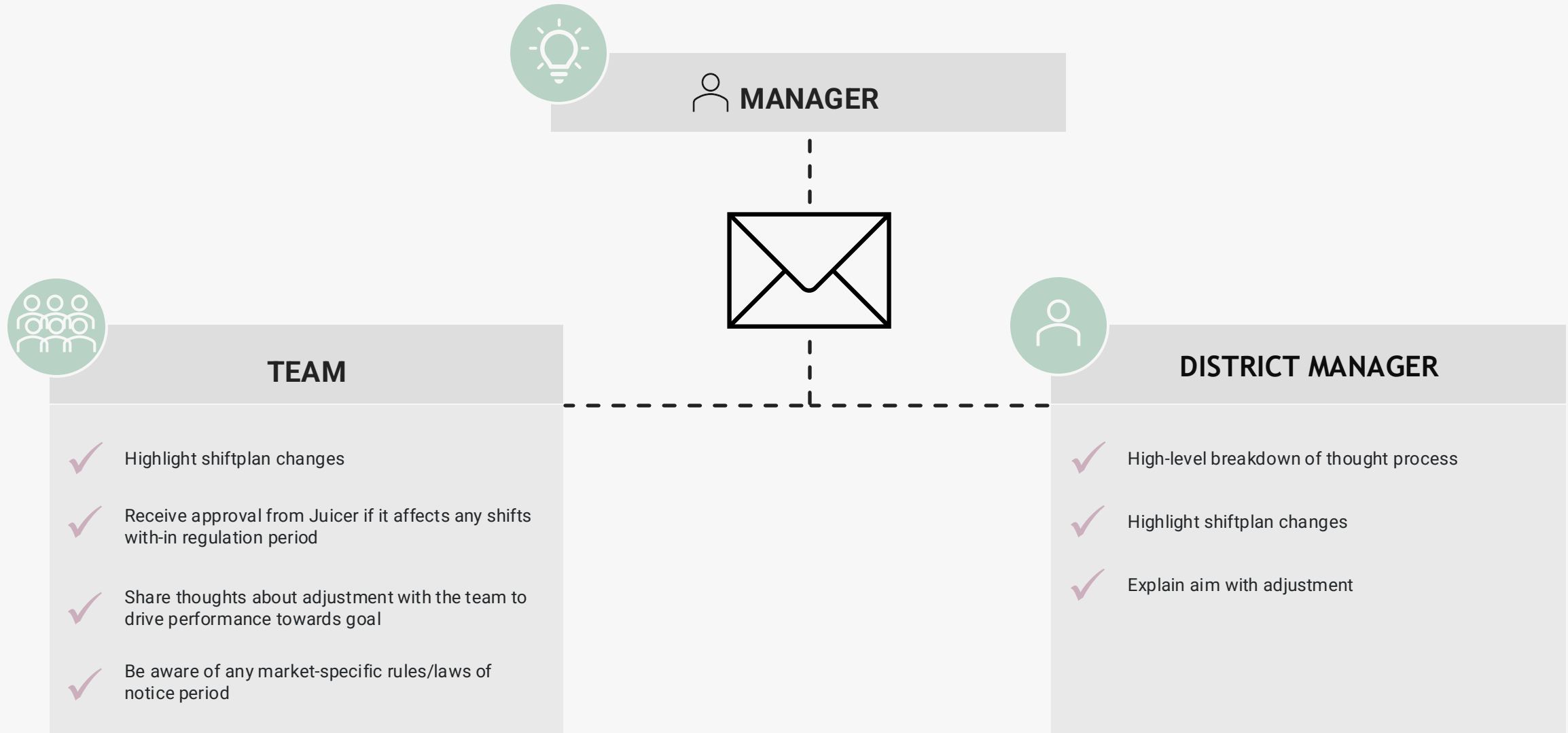
Remember!





COMMUNICATION ABOUT SENSIBLE INVESTMENTS

Once a "sensible investment" is made, communication is key






Case Study: The Art of Shiftplanning as a Store Manager

As a Store Manager at Joe & The Juice, you are responsible for running an efficient and profitable operation while ensuring an optimal guest experience. You are two weeks into a summer month, and your District Manager has set a clear priority:

“Your store MUST reach the Salary Percentage and Productivity targets by end of month—without compromising the guest experience.”


Current Store Performance & Challenges

 **Revenue:** \$30K M2D / \$80K Target - You are behind pace - there is a need to capitalize all possible revenue.


 **Hit Ratios:** Are you allocating staff correctly across these time periods?

- 60% slow hours
- 30% optimal hours
- 10% busy hours


 **Customer Wait Time (CWT):** 62% - A critical indicator of guest experience. Do adjustments need to be made?





 **Salary %:** 26.7% M2D (Target: 25.4%) - Higher than target, meaning shiftplan must be adjusted.

 **Productivity:** 13.5 M2D (Target: 14.2) - Below target, suggesting that either revenue per shiftplan hour must increase or hours need to be adjusted.

 **Weather Forecast:** Sunny & busy for the next two weeks—higher traffic is expected. How will you prepare your shifts for increased demand without overspending hours?

Your Task: “Shiftplan optimization”

 Based on the data, how will you adjust your shiftplan to hit targets while ensuring a smooth operation? Your answer must address each of these points with a structured shift planning approach.

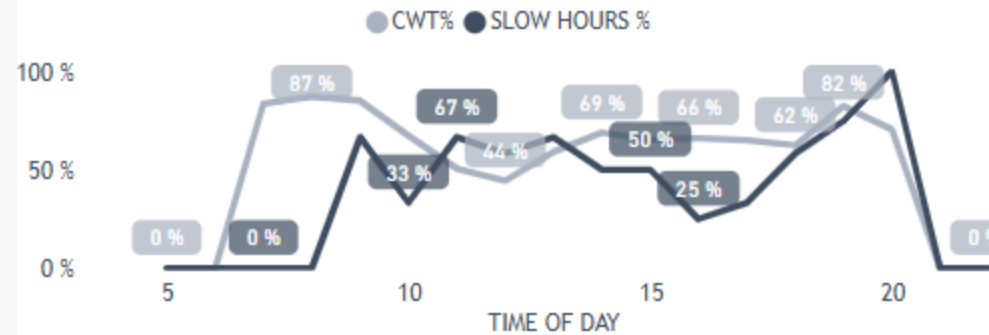
-  **Shift Allocation:** Which shifts will you reduce, restructure, or potentially increase to match traffic patterns?
-  **Salary % Control:** How will you remove excess hours while maintaining operational efficiency?
-  **Productivity Improvement:** How can you align staffing with sales trends to increase productivity per labor hour?
-  **Guest Experience:** How will you balance efficiency with a sustainable wait time for guests?



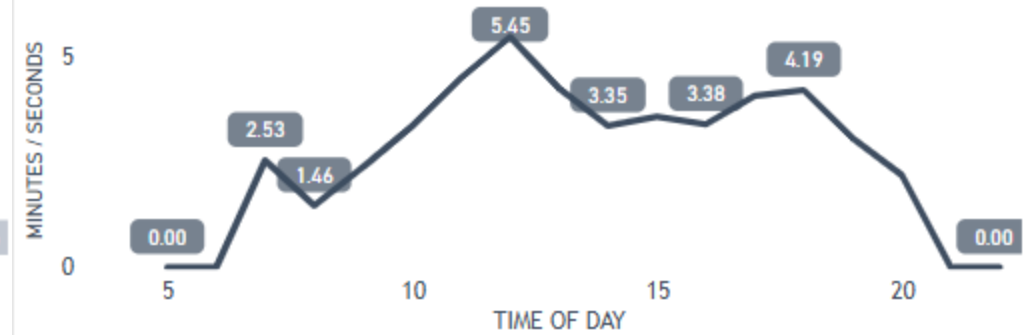
BUSINESS CASE: APPENDIX

WEEK	MONDAY				TUESDAY				WEDNESDAY				THURSDAY				FRIDAY				SATURDAY				SUNDAY			
WORKPLACE	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.	M. H.	O. H.	AWT	W. P.
7:00 - 8:00	1,0	1	1,9	25	1,0	1	1,7	7	1,0	1	1,6	25	1,0	1	1,1	14	1,0	1	2,3	13	1,0	1	2,1	36	1,0	1	0,8	20
8:00 - 9:00	2,0	2	1,1	29	2,0	2	1,7	37	1,0	1	1,6	25	1,0	2	1,7	35	1,0	2	2,3	34	1,0	2	2,1	81	3,0	2	2,6	55
9:00 - 10:00	3,0	3	2,2	72	2,0	2	2,0	32	3,0	2	2,1	48	2,0	3	2,8	57	3,0	2	5,9	55	3,0	3	2,1	81	3,0	2	2,6	55
10:00 - 11:00	3,0	3	2,9	57	3,0	2	2,3	53	3,0	3	2,7	75	3,0	3	2,1	65	3,0	4	6,0	117	3,0	3	3,8	91	3,2	3	4,0	103
11:00 - 12:00	3,5	3	2,7	108	4,0	3	1,9	78	4,1	4	3,8	147	3,5	5	5,2	170	5,0	4	6,3	147	8,0	7	4,9	220	6,2	4	3,8	128
12:00 - 13:00	5,0	4	2,8	134	4,9	6	5,1	191	6,0	4	3,1	159	5,0	4	4,9	160	5,2	6	4,8	192	8,2	8	9,5	274	9,0	8	5,3	269
13:00 - 14:00	5,0	4	2,8	137	4,0	4	3,3	120	5,0	4	2,5	121	5,1	4	3,5	160	5,7	4	3,5	156	9,6	8		284	8,3	8	5,4	253
14:00 - 15:00	4,9	3	3,1	94	4,3	4	2,7	120	4,0	4	2,0	119	4,6	4	2,0	127	4,3	4	3,6	124	8,2	8	5,8	260	8,0	7	3,8	213
15:00 - 16:00	4,0	3	4,6	74	3,0	3	2,9	106	4,0	4	2,5	115	4,0	3	3,4	110	4,5	4	5,4	121	6,2	6	8,3	193	6,7	5	3,5	166
16:00 - 17:00	3,0	3	2,4	78	3,0	3	4,3	90	3,0	4	3,0	120	4,1	4	2,9	123	4,0	4	4,2	116	4,3	4	4,8	119	3,9	3	3,6	110
17:00 - 18:00	3,1	3	3,8	93	3,8	3	4,6	107	3,7	4	5,5	143	5,3	3	2,8	78	3,4	3	3,2	88	3,1	3	4,9	84	3,0	3	4,6	70
18:00 - 19:00	3,0	2	3,2	35	3,0	2	3,7	55	3,0	3	4,8	104	3,8	3	3,6	77	3,0	2	4,5	43	2,0	3	8,6	72	3,0	2	2,9	36
19:00 - 20:00	2,9	2	3,0	31	3,0	2	3,1	35	3,0	3	4,5	63	3,0	2	3,5	41	3,0	2	3,0	29								
20:00 - 21:00	2,0	1	3,2	7	2,0	1	3,7	16	2,0	1	3,0	11	2,0	1	2,0	13	2,0	1	2,5	6								

CORRECT WAITING TIME VS. SLOW HOURS %



AVERAGE WAITING TIME BY HOUR

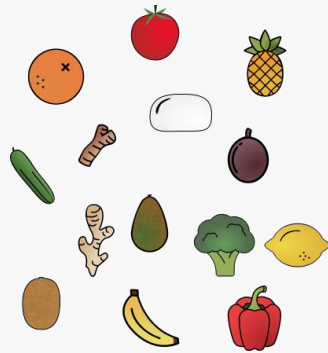




ASSESSING THE COMPLEXITY OF DAILY TASKS

Tailoring your shiftplan to what is actually needed to optimise the shiftplan

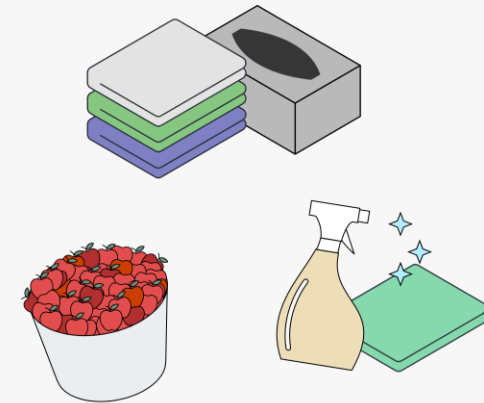
PREP



CLOSING PROCEDURES



SHIFT CHANGE & RESTOCK



Stop-watch how long time it takes to prepare your store based on Ideal Prep

Stop-watch how long time it takes to close your store based on DCWF & Ideal Close procedures

Stop-watch how long time it takes to carry out an ideal shift-change & ideal re-stock

HOW & WHERE?

- Carry out exercise with various staff members in your store
- Fill out provided sheet & send to your Operational Planner with the aim to include the real-time in target-

[Store Manager Tag Time Sheet.xlsx](#)



WHERE ARE WE NOW?

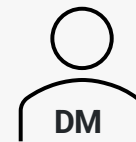
Full autonomy for Shiftplan adjustments

Session 1

Optimizing shiftplan based on Shiftplanning Stats

Session 2

From now on, you are fully responsible for making shiftplan adjustments



Use your DM as sparring if needed

WP2 REPORTS

1. **New Sales Report:** *Revenue deep dive*
2. **Guest Experience:** CWT / Complaints
3. **Salary Report:** This will be the new Salary Controller going forward
*Bear in mind that the report is not ready yet...
4. **Shiftplanner Report:** Holistic view of hit-ratios

Let's check it out!

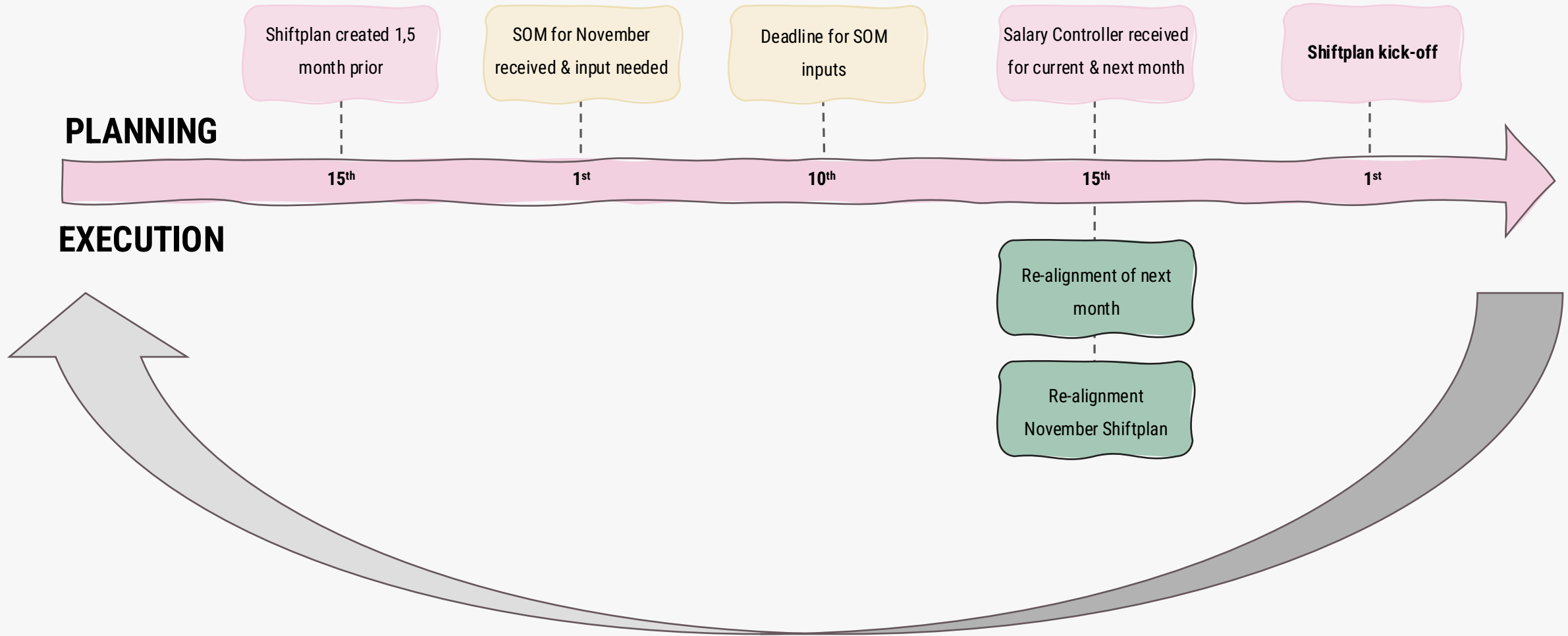


UPDATED SHIFTPLAN TIMELINE

TO BE ADJUSTED WITH MARKET DEADLINES



Show-casing all relevant dates and tasks to consider when making a healthy shiftplan



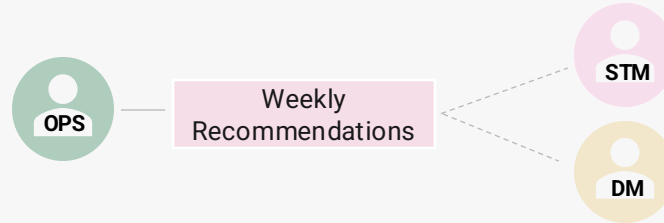


OPS PLANNER WEEKLY RECCOMENDATIONS

Your Operational Planner will support with weekly recommendations regarding shiftplanning adjustments

Why?

Based on analytical insights, the OPS PL. shares weekly recommendations based on current performance



The STM is responsible for taking action on the recommendation:

1. Take recommendation and adjust shiftplan with accept from team
2. Give an explanation why the recommendation is not needed
3. Get support from DM to solve issue



The "3-hour rule": If the recommendation includes more than 3 hours of shift adjustments during the week:

1. STM is expected to take above action within 3 days, since recommendation is significant to the performance of the store

Hi guys

I hope you all had a great weekend.

Performance was strong and with nice weather expected this coming weekend (<https://www.yr.no/nb>), I have made a few small adjustments for Saturday and Sunday. Hopefully, this allows you to operate even smoother and ultimately capture even more transactions:

@Name of DM:

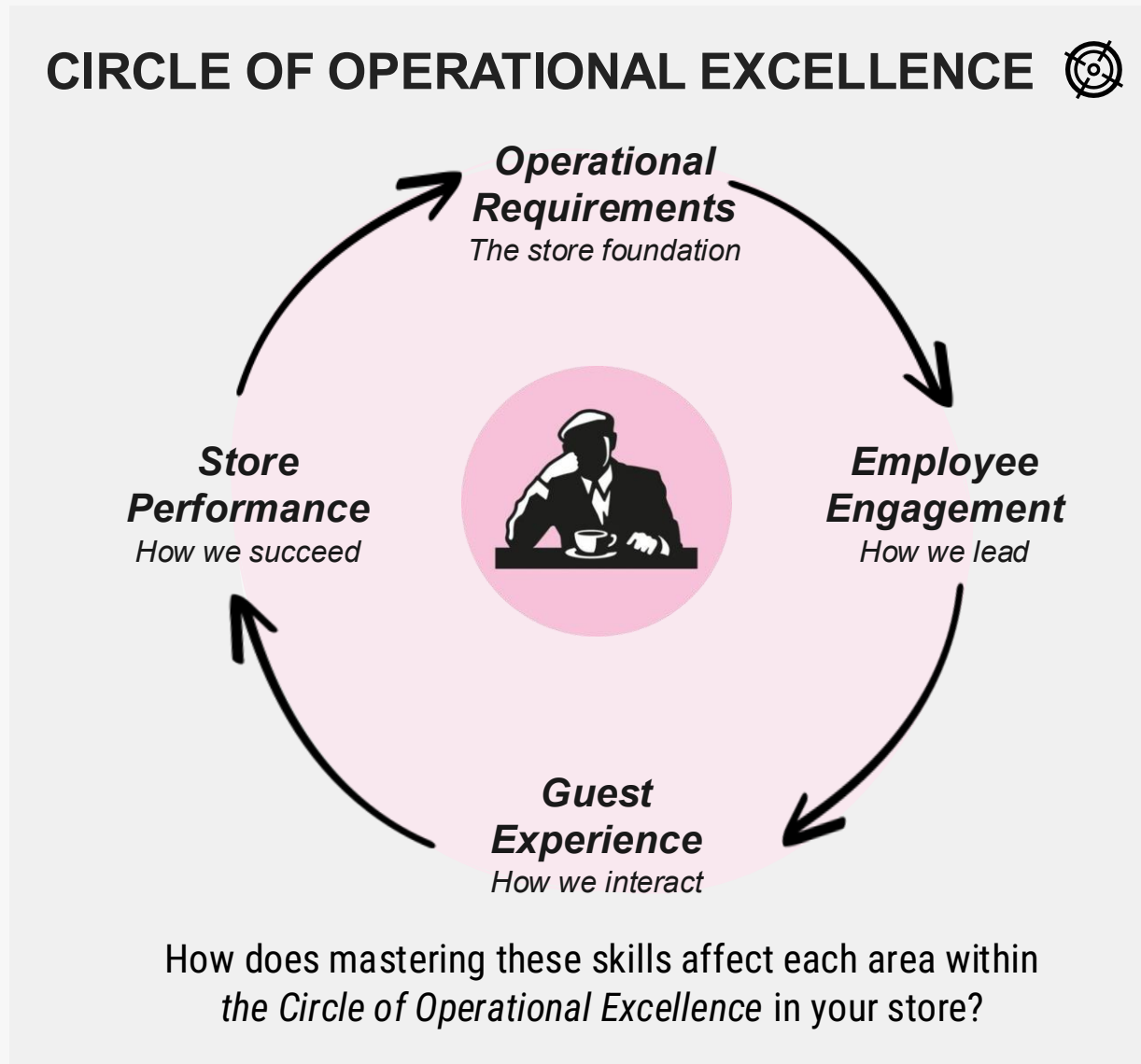
Store 1 @Name of STM:
 Sat
 11:00-16:00 from 09:00
 Sun
 11:00-16:00 from 09:00
 12:00-luk from 11:00
 08:00-14:00 to 15:00

Store 2 @Name of STM:
 Sat
 10:00-16:00 from 09:00
 Sun
 10:00-15:00 to 09:00-16:00
 12:00-luk from 11:00



SUM-UP AND IMPACT

How does Shiftplanning affect COE?





HOW TO APPLY INTO PRACTICE

The various responsibilities spread out across the four roles with a gradual implementation approach

ASSISTANT STORE MANAGER	<ul style="list-style-type: none">• Provide feedback of operational observations• Communications on daily clock-in deviations
STORE MANAGER	<ul style="list-style-type: none">• Follow up on hit-ratios & shiftplanning stats & compare with real-life experience• Plan shiftplan templates in compliance with company standards (Working time deviations, management presence, unassigned shifts, shadow juicer, and JQ training plans)• Make sensible investments/adjustments in the store to increase Revenue &/or reach Salary % target• Communicate weekly clock-in deviations to OPM• Ensure DCWF time sheet is updated on a monthly basis• Sense check future shiftplan with external factors affecting the shiftplan e.g. events, public holidays etc.
DISTRICT MANAGER	<ul style="list-style-type: none">• Daily, Weekly, Monthly support• Full ownership of shiftplanning in the district• Participate in monthly SOM sign off meeting
OPERATIONAL PLANNER	<ul style="list-style-type: none">• Sparring & follow up• Shiftplan template creation• Executive decisions towards store not meeting Salary % target• Closing off week based on operational input



MANAGER SPECIALIST SESSIONS

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