



TRAINING & TALENT DEVELOPMENT

JOE & THE JUICE,
DECK JANUARY 2026





TRAINING & TALENT DEVELOPMENT

The nordic optics and approach to MB 2.0 training and operational integration.

Including the key takeaways and proposed direction for 2026 and Brilliant Basics.





MB 2.0 T&TD

JOE & THE JUICE NORDIC TRAINING
MONEY-BALL 2.0 DEFINITION DECK

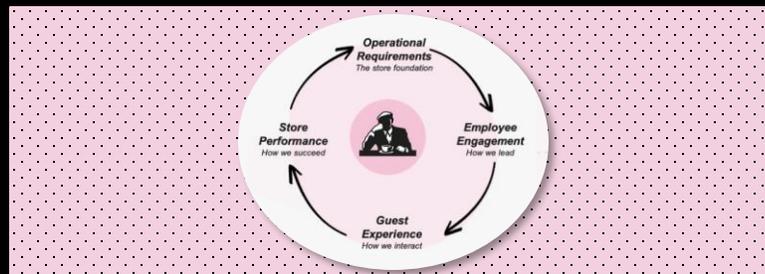


“SETTING THE EXPECTATIONS”

1

THEORY DEFINITIONS

MB 2.0 ROLE
DEFINITION, RESPONSIBILITIES &
EXPECTATIONS



“TRAINING EXECUTION”

2

TRAINING FRAMEWORK

MB 2.0 RE-EVALUATION:
TRAINING EXECUTION



“TOOLBOX”

3

OPERATIONAL MODEL 2.0

- ✓ BRILLIANT BASICS DASHBOARD
- ✓ MONTHLY BUSINESS REVIEW MODEL
- ✓ OPERATIONAL TOOLBOXES
- ✓ AUDIT INTEGRATION



MB BUSINESS REVIEW

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DECK JANUARY 2026 - Introduction





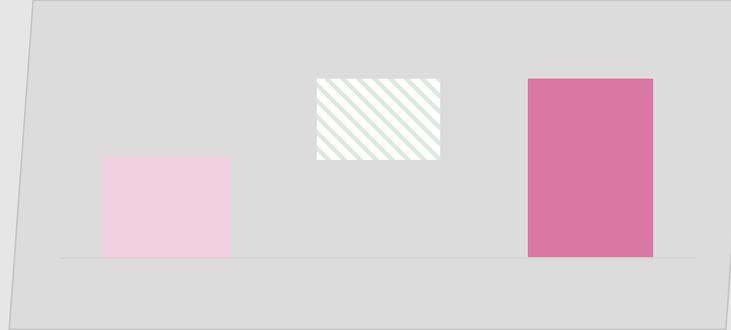
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Context & Status - Business Perspective

What is status



Status:

- ✓ Moneyball 2.0 has been implemented in approximately +52% of the Nordic stores
- ✓ Further rollout has been paused for strategic review
- ✓ Initial implementation demonstrates clear potential, but also reveals structural challenges

Core Issue

Lack of alignment on operational and financial success criteria across the Nordic markets

Impact on the Markets:

- X Inconsistent implementation quality
- X Different expectations of the leadership role
- X Limited comparability of performance
- X Increased risk when scaling to the remaining units

Strategic implication:

Before further rollout, the model must be consolidated, standardized, and made measurable..



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STRENGTH

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1. **+Half of the Nordic stores have already implemented MB 2.0, providing a solid experience base for continuous improvement.**
2. **Strong emphasis on leadership development enables improved operational opportunities.**

WEAKNESS

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1. **Lack of alignment on success criteria across countries and organizational levels creates uncertainty around what “successful implementation” actually means.**
2. **Uneven implementation maturity and planning across the Nordics leads to variation in operational quality, capabilities, and leadership standards.**
3. **The training model requires re-evaluation, as roles and responsibilities are not sufficiently clear.**

OPPORTUNITIES

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1. **The strategic review of the rollout creates an opportunity to establish one shared Nordic set of success criteria to guide future implementation.**
2. **Standardization across the Nordics can drive more consistent performance and quality.**
3. **Strengthening training strategies and career pathways can improve talent retention and attraction.**
4. **A Potential BI-based follow-up too, can increase transparency in leadership performance and training effectiveness.**
5. **BB performance transparency.**
6. **Supporting initiatives such as Show-Time, Audits integrations and product implementation can elevate overall operational standards.**

THREATS

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1. **Failure to achieve alignment on success criteria risks multiple versions of MB 2.0 being implemented, undermining standardization and impact measurement.**
2. **Risk of lost momentum if uncertainty around goals and training structure continues.**
3. **Insufficient budget and resource alignment may delay or halt further implementation.**
4. **Lack of ownership among leaders if the model is perceived as unclear or continuously changing.**
5. **Inconsistent adoption of training models may result in uneven performance.**



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Strategic Objective - Business Case Review

What actions needs to be done

The objective of the review is to ensure that the next phase of Moneyball 2.0 delivers documented business value.

The New Training Strategy is anchored in three overarching priorities:

1. Alignment

- ✓ One shared Nordic - & Global definition of success (MB 2.0)
 - ✓ MB 2.0 positioned as one unified Nordic operating, training & leadership model
- ✓ Common operational and financial performance measures (BRILLIANT BASICS)
- ✓ Clear and consistent leadership expectations

2. Standardization

- MB 2.0 Standardized training, rollout, and governance structure
- Reduced complexity and variation across markets

3. Scalability & ROI

- Financially responsible rollout – & business model (Vs. Country Budget)
- Measurable impact on store-level performance (B-B)
- Clear link between leadership investment and business results

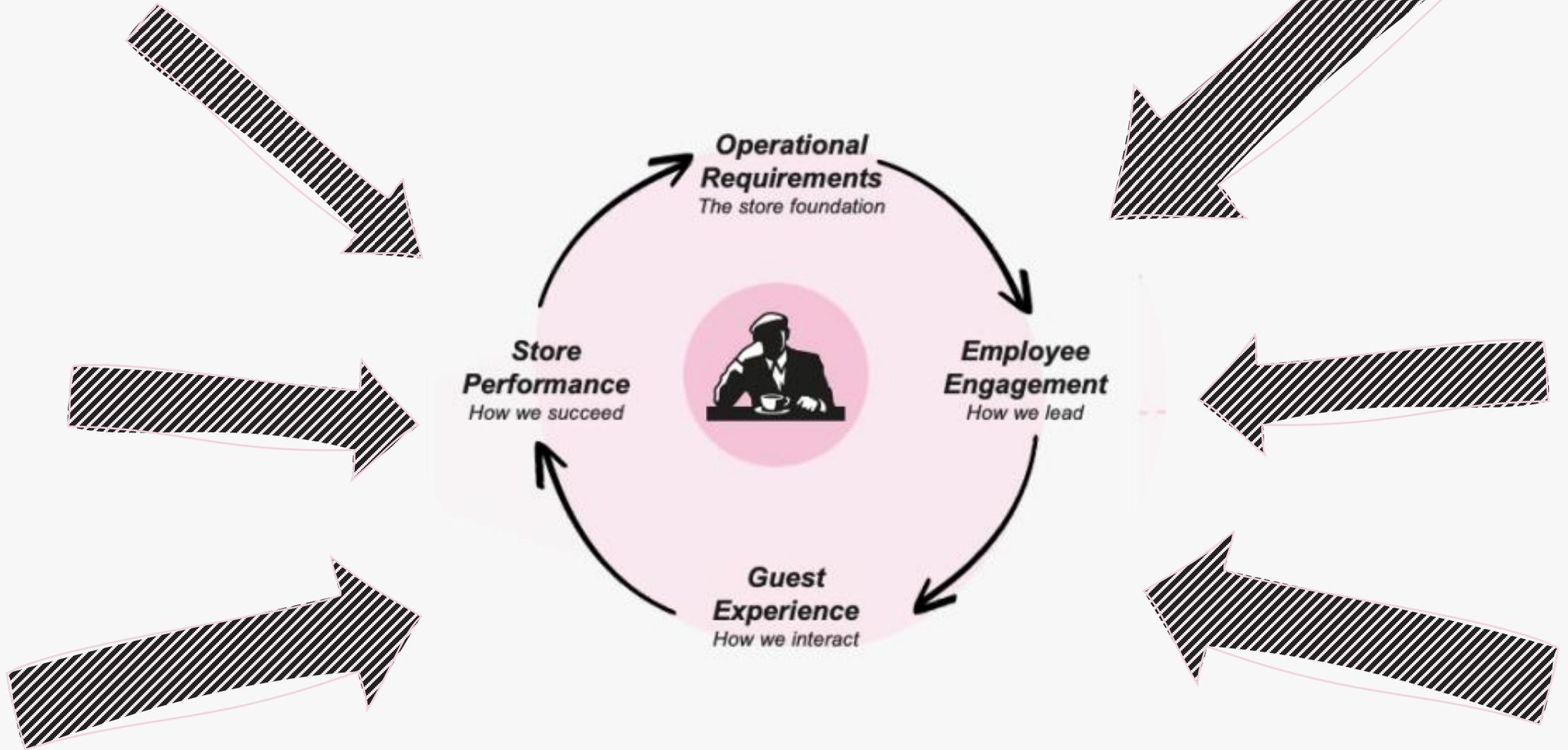
Outcome:

A consolidated Moneyball 2.0 model, ready for safe, scalable, and value-driven rollout.



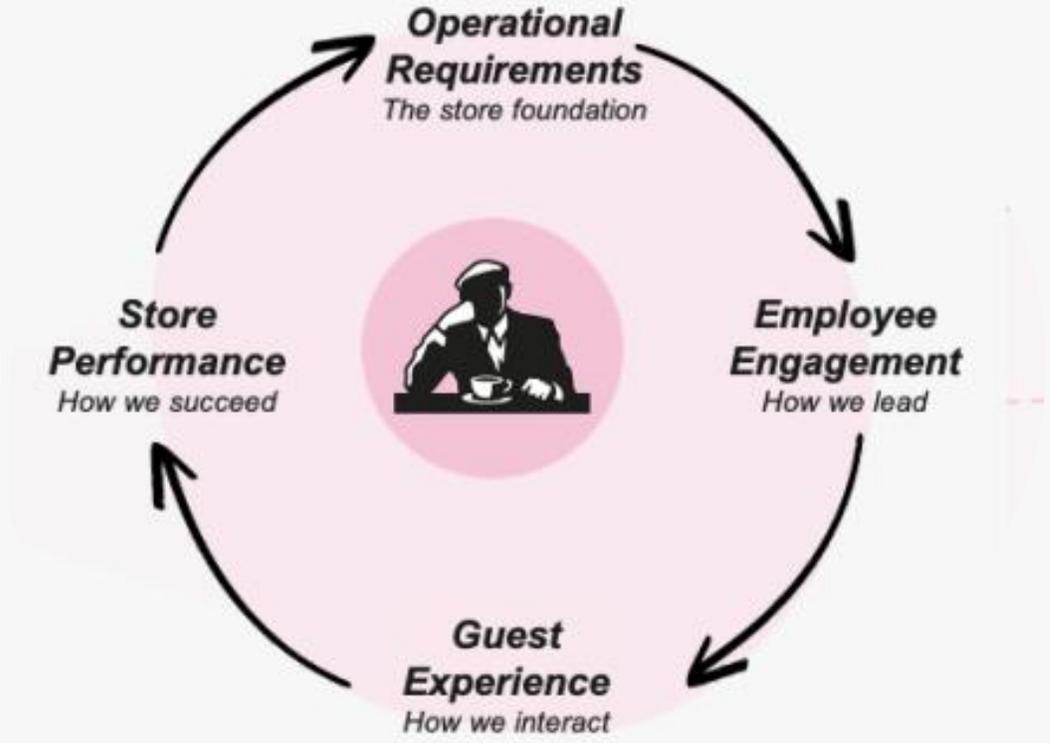
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MODULES





BRILLIANT BASIC





THANK YOU

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