
Team Member Handbook

How to be great at
your new job!

The Fudgery



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FUDGE FACTS

Hey! Wasn't this part of the all those papers I had to fill out when I got hired? Yes, good job. And we're repeating them here because they are that important. We've done our homework and we know the better job you do at informing our customer, the more fudge we'll sell. Now do your homework and memorize these!

- 1) Our fudge is ____, per half pound. Each slice is about half a pound. Slices are sold by weight.
- 2) Our fudge will not melt until 110 degrees.
- 3) Our fudge stays fresh two weeks if kept air-tight at room temperature.
- 4) Our Special: Buy two slices of fudge; get a slice of Creamy Vanilla free.
- 5) Our Combo: Buy three slices of fudge and get a slice of your choice for free.
- 6) Our Super Combo: Buy four slices of fudge; get two slices of your choice for free. Buy five slices; get three free. Buy six slices; get four free.
- 7) We have lots of different flavors.
- 8) The two most important words in our vocabulary: "What else?"

SELLING AMERICA'S FAVORITE FUDGE!

If you've been hired to be a Salesperson, congratulations! You have the single, most important job in the entire company! We have only ONE way to collect money from our customers and YOU are the person who's going to do it. And quite honestly, we want to collect as much as we can from our customers. We don't want to trick them or fool them. We definitely want to earn their money and in the sections that follow you're going to learn how to do that. We'll also cover how to work our equipment, too. Our stores are unique, so don't be worried if we list something your store doesn't have or if your store has something that's not in this manual. We have good trainers who will teach you how to work everything.

THE POWER OF THE FREE SAMPLE

We make great fudge and we're convinced if people try it, they'll buy it. It's the power of the free sample; it creates sales, makes friends, and makes the world a better place to live. (Mostly though, it creates sales.)

Unfortunately, many customers today are pre-programmed to say "no" to everything, including a free sample. The fix? Don't ask if they want a sample, **give them one!** Even if they say "No," hold a sample in their direction. The more who try our fudge; the more who will buy our fudge.

How to Choose a Sample

Make your sample a great sample. Follow these guidelines:

- Flavor: Extraordinary Chocolate, Chocolate Nut, or the freshest batch still warm on the table. If they want to try something different, the answer is "Yes!"
- Sample only GREAT fudge: Our fudge must yield to gentle pressure, neither too hard or soft.
- Keep the sample area looking great: No crumbs or trash. Neat paper.
- Sample size: Fill the bowl of the spoon, but no more than the tip of your finger or thumb (if you have small fingers). Give them enough to tease, but not enough to please. We want them wanting more!
- Sample at the showcase: One fudge fact is all the different flavors we sell. Lead them to the showcase so they can see for themselves.

- Samples include a sales pitch: Nothing in life is completely free, including a free sample. While they're enjoying it, tell them some fudge facts!

CREATING CUSTOMERS

Everyone's #1 mission is to sell something. Your second mission is just as direct: if you don't have a customer, GET ONE! Stand at the railing or the doorway and attract attention to yourself. Start by saying "Hi" to everyone who walks by. Sing. Wave to kids in strollers. Answer questions. Let the world know we're here and we want them to notice us.

However, don't just yell "free samples!" It might attract some customers, but we can do better than that. Where's the fun in someone just yelling?

Be a conversation starter. Greet people as they approach, **before** they get to you. Play with them. Start by making eye contact followed by a simple "Hi!" Add some flair to greetings:

"Hi folks, we have free samples."

"Hi there. Guess what? All our samples are free today, including the free samples!"

Before a dinner rush: "I have your appetizers." After a dinner rush, "We have dessert."

"Hi! Free spoons today and best of all they have a sample of our fudge on them."

Working the door, the railing, or doing a fudge show means attracting the right kind of attention. It's about breaking down barriers and getting noticed in the right way by the right people (the kind with money to spend). It's giving people a reason to stop, notice us and walk inside the store for a free sample. Even if they don't buy fudge, if we get them inside the door, they might see something else they DO want to buy.

Free Samples Include a Free Sales Pitch

Sampling starts with a greeting and ends with a sales pitch. Your best sales pitch will introduce the customers to all we have to sell, especially all the different flavors of fudge we sell. (That's one of those eight fudge facts.) It's why we don't pass out samples of fudge outside our doors. The samples are always inside the store and close to the showcase or at the railing in front of a delicious loaf of freshly made fudge.

How to Know You Might have a Customer

Here's the number one sign that you might have a customer. It's a foolproof indicator that **always** means someone is thinking about buying something. **They are standing inside the store!** Need another sign? When you start giving them a sales pitch, **they don't leave**. Our philosophy is simple, no one is ever "just looking." If they are inside the store, they are there for a reason, and now it's up to you to make the reason happen: sell something!

THE ART OF SELLING FUDGE

First things first, you are NOT a clerk or a cashier, you're a **Salesperson** and you have the most important job in the company. Without sales, we couldn't stay in business. The only way we have to make money is through YOUR cash register. There is no other source of income; no government grants, nothing. But we do have you and our business plan and so far that's worked pretty well.

Salesmanship is a noble profession of discovering a customer's wants and satisfying them. We do not believe in tricking our customers or taking advantage of them. Strong arm tactics like that might work in the short run, but we're in business to **stay** in business. We're not going to trick or cheat a customer out of their money, but we **ARE** going to sell them. And we're going to do it with personality and flair. We want them to come back. We want them to tell their friends about us. We're going to do all we can to earn their business today and tomorrow.

We're a treat, a special reward, a "feel good" purchase and it's why we keep the focus on fun. Your job is to help the customer find more reasons to say "Yes" more often.

"Yes, you should."

"Yes, you deserve some fudge today."

"Go ahead and treat yourself to some ice cream."

While we're ALL salespeople, you're our frontline. Your success can be summed up simply: sell more to more people. If you don't have customer, get one. If you DO have a customer, don't stop selling until the customer is done buying.

THREE STUPID MISTAKES

Stupid Mistake #1:
Looking too busy!

The biggest stupid mistake a Salesperson can make is being too busy to talk to a customer. Most of the stupid mistakes have been covered in our policies and procedures with rules like "no cell phones" and "no personal business on company time." But looking too busy to talk to a customer is just as bad. Be the conversation starter! Start with "Hi!" Greet everyone who walks into the store, especially if you have a line of customers. Be excited to see them. Greet them quickly and warmly.

Stupid Mistake #2
They're just
looking

No one is ever "just looking." As soon as they notice us the battle between "I want some" and "I shouldn't" has begun. The sooner we become part of that internal conversation, the more we'll sell. If they are inside the store, they are making a purchasing decision. If they're making a purchasing decision, we want YOU to be a part of the decision. Keep talking to them, even if it's not about fudge.

Stupid Mistake #3
The GROSS-OUT!

It's life in a fishbowl again. We have to assume the customer sees everything we do every time we do it. If you scratch your nose, stop and wash your hands. Pay attention not just to what you're doing, but how it looks, too. We have to work on our customer's terms. It's why we have the uniform requirements that we do. It may not be your style, but it's a neutral enough style that we're not likely to offend a customer with how we look.

SAMPLING

No matter what else we sell, our name is The Fudgery and fudge is our number one business. Even if a customer came in to get a bottle of water or a soft drink, give them a sample of fudge. We might not get their fudge business today but we might get it tomorrow. Here's how to be better at passing out samples:

GIVE samples, don't ask. Don't ask a customer if they want a sample, assume they do. Sampling isn't passive; it's active and a bit pushy. GIVE the customer a sample. Extend your arm with a sample on it, offering it to the customer.

Sample at the showcase. The best place to sample is in front of the showcase. One of your eight fudge facts is letting the customers know we have lots of different flavors. Sampling in front of the showcase makes that point right away.

Emphasize the freshness of our fudge. Our fudge is fresh. It's always fresh. Even if it's a couple hours old, it's still fresh. Fudge isn't a bakery product that goes stale in a short time. It's candy and it stays fresh for a much longer time. Emphasizing the freshness of our fudge is important and nothing emphasizes it more than handing a customer a sample of the fudge still sitting on the marble table waiting to be sliced.

Honor customer requests. A customer may always try any flavor they want, even if they have already had a sample.

Give samples to kids with parental approval. Get the approval of a parent or guardian before offering a sample to a child for two reasons. Most importantly, the parent or guardian knows if the child has allergy issues. Secondly, it's the parent or guardian who will usually pay for a purchase. The grown-up has the money.

A free sample is the beginning of your sales pitch. Anyone who gets a sample gets a sales pitch, too. The conversation started when you greeted them, keep it going by teaching them about our products.

FUDGE FACTS REVISITED

The reasons why customers don't buy fudge (or don't buy MORE fudge) haven't changed. Our customers have the same concerns and your job is to beat them to the punch, to give them the answer before they worry about it. Since 1980, our customers have been concerned that our fudge won't stay fresh, it will melt or that it's too expensive. Use your fudge facts. An informed customer is a smart customer, teach them. Keep repeating the important things: it doesn't melt, it travels well, it will stay fresh and the more they buy, the more they get for free!

Price: "Our fudge is ___ a half pound. Slices are about half a pound. Slices are sold by weight.

It's all one fudge fact, but it's loaded with three pieces of information the customer must understand:

- it's sold by the slice,
- the whole slice,
- and nothing but the slice.

pound. The price is ___ *a half pound*, not ___ a slice. Explain it carefully because customers are used to buying prepackaged, machine-made products, not handmade, hand-sliced, gourmet fudge.

Our fudge does NOT melt!
It travels GREAT!

Repeat this one as often as you can. It's important. Some customers have had bad experiences with candy bars or fudge from other stores. Our fudge does not melt because of what we leave out. Our fudge contains no

added fat, stabilizers, or added paraffin (most candy bars and fudge from other stores do). Our fudge doesn't melt until 110 degrees. Fudge travels well in a suitcase, on a plane or in a moving car. Putting it in an ice cooler is fine.

Our fudge stays fresh for two weeks
if kept airtight.

The key is keeping it airtight. Suggest a plastic zipper bag, Tupperware, etc. It does not need to be refrigerated. In fact, we recommend against putting our fudge in the refrigerator. (Refrigeration can dry out fudge.)

Special: Buy two slices of fudge; get a
slice of Creamy Vanilla for FREE!

It's our way of saying "thank you" to the customer for buying more than one slice of fudge. If they buy any two slices, we'll reward them with a third slice of Creamy Vanilla: FREE! No substitutions allowed and it cannot be combined with other offers. Why Creamy Vanilla?

Most people have never tried it. It is NOT white chocolate. It's vanilla, like vanilla ice cream, only better because it's fudge. The free piece of Creamy Vanilla is a gift, an incentive. For some, it will have a lot of value; for others, it won't. Either way, it's theirs to enjoy, share or giveaway.

Combo: Buy three slices of fudge; get
a slice of your choice for FREE!

Here's our best advertised deal: buy any three slices of fudge and they get to pick the free slice of their choice. This is the deal we advertise on our signage. It's a good deal and the customer gets to choose their free, "thank

you” slice.

Super Combo: Buy four slices, get two slices free! Buy 5, get 3 free!

Lots of different flavors!

Your two most important words:
“What else?”

Here’s our best deal and it keeps getting better. It emphasizes one of the reasons why a Salesperson’s job is to keep selling: it helps the customer save! Buy 4, get 2 free. Buy 5, get 3 free. Buy 6, get 4 free... you should get the idea.

The most forgotten of all the fudge facts, our variety! Steer the customer to the showcase as soon as possible. Let the showcase do the talking for you. Keep the case looking good enough to send the right message, too!

These are the two most important words in your mission to sell more fudge! It’s NOT “Is that all?” Nor is it, “Anything else?” It’s “What else?” Fudge is an impulse item. Most people won’t think past the first slice unless you suggest it, so do it! Suggest more and keep

suggesting more until the customer stops.

KEEP SELLING!

How much fudge is enough? We don’t know. That’s up to the customer to decide, with **YOUR** help. In fact, it’s **your** job to help the customer find MORE reasons to buy MORE fudge! Don’t make the mistake of deciding for the customer how much fudge is enough. Don’t prejudge your customer by thinking, “Aw, they’re going to stop now.” And don’t stop the sale by offering a Special when the customer might be heading for a Combo or a Super Combo.

Asking “What else?” assumes there IS more. It suggests they *should* buy more. Even without knowing the fudge facts, they might be ready to “Yes!” to their first, second or third slices. Save your fudge facts for when they slow down.

Use “What else?” and the rest of your fudge facts to generate more sales before offering them a deal. Keep reminding them that it doesn’t melt, it stays fresh and it travels wonderfully. When that doesn’t work anymore, then look for their best deal. Just don’t let the customer stop buying for the wrong reason.

You’re Just One More Slice Away from a Great Deal!

The best deal always includes buying more. It’s salesmanship, but the it’s the best kind of salesmanship, too. The more they buy, the more they get for free. Let the customer decide how much is enough by offering them a good deal on buying more. For example, if they ask for two slices of fudge, don’t automatically suggest a Special! Automatically suggest a Combo; “Buy one more slice and I’ll give you a slice of your choice for free!” If the customer wants to stop with two slices, they will let you know and you can still give them our Special!

The same is true if they have a lot of fudge on the scale. If they have six slices of fudge on the scale, don’t offer them four slices free (buy 3, get 1 free; buy 4, get 2 free; buy 6, get 4 free). Instead, offer the BETTER deal; “Buy one more slice and I can give you five slices free!” This is someone who wants fudge, so let’s give it to them!

Handling Objections

The key part of good salesmanship is turning a “no” into “yes” and turning “one” into “one more.” It’s important to listen to why your customer is saying “no.” Handling an objection properly helps a customer make a smart choice. Here are some guidelines for handling objections like a pro.

- Remember that no one is ever “just looking.” If the customer really didn’t want fudge, they wouldn’t have stopped in the first place. Your job is to help them find a way to say “yes!”
- An objection isn’t a customer saying “No,” it’s a customer saying, “Maybe, except...” Help them out. You’re the expert. Use your fudge facts. Remind them that it won’t melt, it stays fresh and they are only one more slice away from a great deal.
- Keep the conversation going and listen carefully. Sometimes the real objection might not be clear. “I’m traveling” can mean the customer is afraid it will melt OR they are afraid it won’t stay fresh.
- Turn objections into opportunities to sell more. If they say, “I’m traveling,” remind them how well fudge travels and then suggest fudge as a perfect gift.

Don’t take an objection as a rejection. An objection is a good thing. It means the communication channel between the customer and the Salesperson is wide open. The customer is saying, “I want more, but I need your help.” An objection is opportunity in disguise. It’s when a Salesperson’s real job (serving the customer) begins. It’s the difference between being a Salesperson or a cashier. A salesperson that won’t upgrade or won’t help a customer with their objections, isn’t doing their job.

Don’t twist the customer’s arm. Some people give an objection as a graceful way of ending the sales process. Since we can’t read the customer’s mind, *address every objection*. Don’t get ahead of the customer’s wallet. Don’t be too slick. Genuinely offer help. Here are some examples:

OBJECTION: That slice is too big!

- RESPONSE: Yes, but it stays fresh two weeks when kept air tight and it won’t melt!
- RESPONSE: Yes, it seems that way, but extensive studies have shown that people who love fudge need fudge and lots of it. We’re just doing our part to help!
- RESPONSE: All our fudge is hand sliced as close to half a pound as possible. I’ll look for a smaller slice, but they are all about half a pound.

OBJECTION: Can I buy just half a slice?

- RESPONSE: I’m sorry, no, but I can look for a small one.
- RESPONSE: I’m sorry, no, but our fudge does stay fresh two weeks when kept air tight and it doesn’t melt!

OBJECTION: It costs too much!

- RESPONSE: But wait! With every slice of fudge you also receive a designer Fudgery hand bag and a receipt.
- RESPONSE: Yes, but it’s all natural, all handmade, and all calorie free. We never charge for calories.

OBJECTION: I’m traveling.

- RESPONSE: Oh, our fudge loves to travel. If you’re taking it to Disney World, can I carry the bag?
- RESPONSE: It travels best in pairs and comes with its own luggage.
- RESPONSE: Our fudge doesn’t melt. It travels wonderfully, and it stays fresh two weeks when kept air tight. Take some home to your friends and neighbors.

OBJECTION: I’m traveling, can I have a box?

- RESPONSE: Don’t worry about traveling with it. It doesn’t melt like a candy bar does, and I can double wrap it for you.

OBJECTION: I’m on a diet!

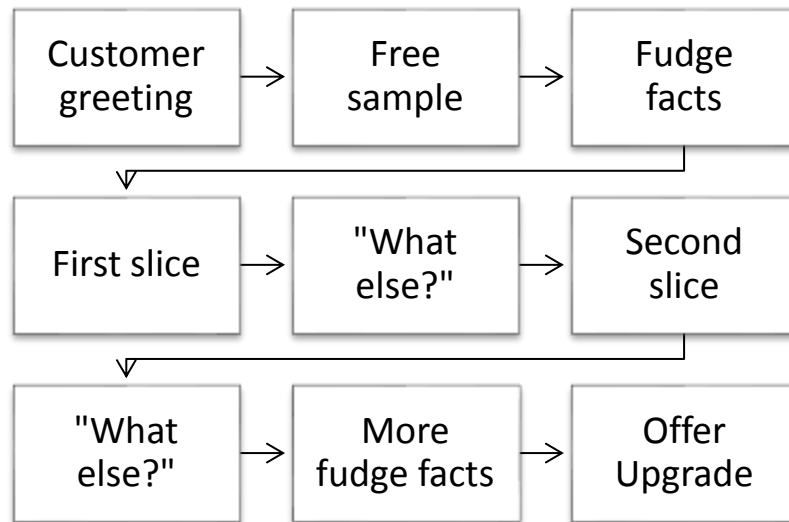
- RESPONSE: Our fudge stays fresh two weeks when kept air tight, and you can freeze it for six months. Here’s what you do, cut it up into little pieces and treat yourself to just one little square for being good and save the rest.
RESPONSE: All our fudge is calorie free. We scientifically remove all the calories and sell them to yogurt companies across America for chocolate yogurt.

OBJECTION: I don't want to carry it around.

- RESPONSE: It won't melt and it makes a great pick me up between stores. In fact, it even comes in this attractive carrying bag, note the handles!

OBJECTION: There's not enough peanut butter in that slice.

- RESPONSE: Our peanut butter fudge has peanut butter mixed throughout the fudge, as well as the strip down the middle.



QUALITY CONTROL ENDS WITH YOU

You are the last quality check before our fudge leaves the store. You're the person who decides if our customers are going to get great fudge or something less. The candymaking staff has worked hard to present you with great looking trays of America's Favorite Fudge. The rest of the store is counting on you to keep it looking great and making sure our customers ONLY receive GREAT fudge. Our reputation is riding on every slice of fudge you sell.

- Sell only GREAT fudge. Fudge should yield to gentle pressure. It should be soft, creamy and delicious looking. If the fudge doesn't look perfect, DO NOT SELL IT! Immediately notify your supervisor for their opinion.
- If the fudge is grainy, broken or cracked, DO NOT SELL IT! Our fudge is known for being smooth and creamy.
- A good slice of fudge weighs from .50 to .56 on your digital scale. Neatly trim down overweight slices between customers. Use underweight slices of fudge for sampling. If most of the fudge on a tray is under or over weight, notify your supervisor. Once you present a slice of fudge to a customer, you MUST offer to sell that slice of fudge to the customer. You may NOT trim down a slice of fudge in front of the customer.
- Never touch the fudge with your bare hands. Always wear clean hand gloves or use a piece of wax paper.
- Treat the fudge with respect. Proudly show the slice to the customer BEFORE wrapping it. Wrap it neatly and carefully. Do not pre-wrap slices of fudge. The customer should see what they are buying before you wrap it.
- Treat the fudge kindly. This is someone else's treat you're handling!

OUR Showcase is YOUR Office

After your friendly greeting, the customer moves to your office, right in front of our showcase. Treat the showcase and your sales area with respect. When you have a customer in front of your area, you and your area becomes The Fudgery. Before the customer gets there, how does your area look? Are you ready to receive guests or not? Keep the glass on your showcase spotless. Scan your trays regularly to make sure they are neat, clean and free of crumbs. Replace the paper on the trays as needed. No handwritten signs should be on display.

HANDLING LINES OF CUSTOMERS

Do all everything you can to greet as many of the customers as you can. Let them know you see them and you are doing everything you can to get to them as quickly as possible. While talking to the customer first in line, talk loudly enough for the customers second and third in line to hear your sales pitch, it will help them make up their minds before they get to you. Try to sell the first customer in line a Combo or Super Combo and make a big deal out of it. It will help the customers next in line to think past their first slice. Show-off each slice fudge as you grab it, but then wrap as you go. Wrapping as you go saves time. Work quickly and let your sense of urgency show. Customers who see you working quickly are more likely to wait.

OUR REPUTATION STARTS AND ENDS WITH YOU!

Most of the time, you'll be the first person to greet our customer and the last one to say "Thank you!" Our reputation rides on the job you do. The sale isn't over until the last bite is enjoyed. Remind customers how to keep their fudge fresh. And remember to say "Thank you" to them! If they say "Thank you" to you, turn it back around on them with a big, "It's been my pleasure" or "The pleasure is ours."

MANAGING AND AVOIDING COMPLAINTS

The customer isn't always right, but we better treat them as if they might be. When we argue with a customer, we lose. Our job is to have fun, pass out smiles and sell fudge; it's not making people unhappy with us. Here's one way to handle complaints and create a L.A.S.T.ing customer:

Listen

Apologize

Satisfy

Thank

Listen to the complaint. Sometimes it will be a problem you can fix right on the spot for the customer. If their fudge is too hard or soft, offer to exchange it for a different slice, even if it's a different flavor.

Apologize sincerely. Sometimes, that's the best thing you can do.

Satisfy their needs. Try to find a way to make it right.

Thank them, even if they have been difficult.

Most complaints start as a misunderstanding and can be avoided. For example, make sure the customer understands how the fudge is sold. It's sold by the slice, but the slices are sold by weight. Quite often a customer will think the price per half pound is the exact cost of each slice. Another example is not explaining how you are ringing up the sale. Follow the procedures in the next section carefully, especially when selling a Special, Combo, or Super Combo.

Other complaints can be avoided by being careful with your sense of humor. We're a fun place to work and fun place to shop, but sometimes our personalities catch customers off guard. A sarcastic sense of humor doesn't work for most people. Being mean to someone else, even if you're "just joking," can be misunderstood, too. Family friendly, G-Rated, clean, humor is required.

WORKING THE SALES AREA

In this section you may notice descriptions of products or equipment we do not have inside your store. Our stores are unique. As our company grows, we add and subtract products based on their success. Equipment changes happen as well. Sometimes, we are limited by our lease with what we can or cannot sell. Your store is the best possible combination of products and equipment we can manage. We'll start with something we feature in ALL of stores: America's Favorite Fudge!

SHOWCASES, RACKS & FUDGE TRAYS

Your showcase and sales area is your office and gift shop. Once a customer starts staring at the showcase, the rest of the store drops away. Their final decision to buy or not to buy will be based on how the fudge is presented inside your case. Showcases are graded on a pass or fail system. If one thing is wrong, it fails.

- All trays perfectly lined up.
- Flavor cards accurately placed.
- Glass cleaned as often as necessary to keep it spotless
- Paper changed on trays as needed to keep trays crisp and clean looking
- Fudge lined up neatly.
- Trays are always kept crumb free.

WRAPPING AND HANDLING FUDGE

- Never touch fudge with your bare hands.
- Always wear clean hand gloves or use a piece of wax paper as a barrier.
- Wax paper may be waxed on only one side. The waxed side always faces the fudge.
- Scan trays for over or under weight slices fudge between customers
 - Slices less than .50 pounds should be rebatched or used for samples.
 - Slices more than .56 pounds should be neatly trimmed.
 - Slices within .03 of the target range can still be sold.
 - Slices should not be trimmed on the scale or in front of customers.
 - Poor slicing should be reported to your manager.
- Well-wrapped fudge should have a neat appearance.
 - Try to pick up the fudge in the center of the paper, if you need to adjust, use a second piece of paper or a gloved hand. Never touch fudge with your bare hands.
 - Form a tent-shape over the fudge, rolling and folding downwards. Tuck ends beneath.
- Check the quality of your fudge throughout the day. Good fudge should yield to gentle pressure and have a smooth, creamy appearance to it.
- Sell off the fudge tables first to emphasize the freshness of our product. Otherwise, make sure to rotate your inventory, selling "older" fudge first.
- Never sell stale fudge.
- Plastic knives are available on request.
- Boxes, if available, are for Combos or Super Combos only. Boxes are for gift purchases. Our fudge does not melt. It does not need a box to travel well.

CASH REGISTER OPERATIONS

- Most of your register operations are performed by simply pressing the correct buttons on the screen and following the onscreen prompts.
- Only key card holders can perform some functions on the registers, including voids and discounts.
- Always quote prices WITHOUT tax included until the sales is rung up. It's a specific American custom. For example: while a beverage priced at \$2.99 may result in a total price of \$3.17, when asked how much the beverage costs, the appropriate answer is "\$2.99, plus tax." Tax is added after the sale has been rung up.
- When selling a single slice of fudge to a customer, quote a fair estimate for how much the fudge may be before ringing it up. It helps to avoid over-rings and voids.
- Our system for ringing up multiple slices of fudge is designed to emphasize the customer's savings. It requires a four step process:
 1. Announce to the customer, "First, we will tell you how much all your fudge is worth, and then we will subtract the free fudge."
 2. Place ALL the fudge on the scale and press the appropriate button (Special, Combo, or Super Combo). Announce the first total as the value of all the fudge. "This isn't what you owe, it's what your fudge is worth!"
 3. Place ALL the FREE fudge on the scale and press the BONUS button. Proudly announce the customer's savings. "You are saving \$X.XX!"
 4. Announce the total due for fudge, including tax, "Leaves us with a total of \$XX.XX"
- Free fudge is always the last fudge selected by the customer. With a Special, it is automatically a slice of Creamy Vanilla. If it is a Combo, it is the last slice selected by the customer; for a Super Combo, the last slices selected.
 - Do NOT weigh individual slices looking for the "heaviest" or "smallest" slice.
- After entering the customer's method of payment, you will need to press "OKAY" for a receipt to print. All customers should be offered a receipt.
- When handing change back to customers, place the coins in their hand first, any bills on top of the coins and the receipt on top of the bills.
- See the Policies and Procedures for important information concerning checks, Travelers Checks, and bills \$50 or more.
- See the Policies and Procedures for important information concerning cash register shortages of \$1.00 or more.
- Registers can only be shared with a key card holder, no one else.
 - Key card holders are trusted to perform discounts, voids and countdown registers.
 - Managers can be trusted to use any register at any time.
 - Except for the two cases listed, registers are never shared.
- Bills larger than \$20, checks and credit card receipts are stored beneath the cash drawer.
- We do not make change without a sale. This is for your protection.
- Do not open extra rolls of coins until needed. Alert your manager if you feel you are low on bills or back-up rolls of coins.

SCALES AND THE CASH REGISTER AREA

- Scale displays must always face the customer.
- Scales must start at zero prior to placing fudge on them.
- Place only wrapped fudge on the scale. Our computers are set to adjust for the weight of the paper.
 - Make sure no one is touching the top or sides of the scale.

- Make sure the scale is not pressing against the side of the register, a cord, wax paper boxes or customer belongings. (Be especially mindful of purse straps lying on the scale.)
- Scales have maximum weight. Typically, it is 15 pounds.
 - Do not slice or trim fudge on the scale.
 - Scales can be knocked out of adjustment and should be re-zeroed frequently during your shift.
 - Do not allow customers to weigh their kids, pets or packages on the scale.
- Keeping your area clean will mean checking it from the customer side. Customers will often shove trash beneath the scale or register.
- No handwritten signs, tip cups or penny jars are allowed.

SOFT DRINK STATION

- Fill cups one-third to one-half full of ice, no more. Honor customer requests for more or less ice.
- Keep the ice bin full of ice.
- Follow local health codes for storing ice scoop. Ice scoop should always be stored with its handle point up. Do NOT use a cup to scoop ice from the bin.
- Health codes require the lid covering the ice be shut before dispensing a beverage.
- There is an on/off key on the side of the machine.
- Yes, we sell bottled water. No, we do not charge for requests for a cup of water. We're nicer than that.
- Cleaning the machine:
 - Remove the grate and wash in the sink.
 - Pour piping hot water down the drip drain beneath the grate.
 - Clean the drip tray if the hot water did not dissolve all syrup left.
 - Remove nozzles (they may be one or two pieces). Soak nozzles in either clear soda water or a full cup of water with one teaspoon of bleach. Rinse and sanitize before use.
 - Once a week, clean the ice bin.
 - Wipe the rest of the machine with a clean, damp towel.

LEMONADE STATION

- All produce must be washed according to local health standards.
- Slice one lemon in half. Both halves of the lemon are squeezed into the cup. Lemons have two ends, a tapered end and a stem end. The tapered end only goes inside the cup. Always start by squeezing the lemon first and putting the tapered end inside the cup.
- Make regular lemonade into a Strawberry or Raspberry lemonade by adding three pumps of flavoring into the cup BEFORE adding the sugar water or ice.
- Fill the cup with sugar water to the top of our logo, no farther. Always fill the cup with sugar water before adding ice. (It mixes better with the lemon juice and adding the ice will finish the mixing process.) Add one scoop of ice to fill cup.
- Sugar water recipe:
 - One pound of sugar for every gallon of water.
 - Melt/Dissolve sugar in hot water. Top off with ice water. Stir.
 - Start with half hot water, dissolve the sugar and then add the rest of the water as ice water. For example, to make 3 gallons of sugar water, start with 1 ½ gallons of hot water and dissolve 3 pounds of sugar into it. Top off with 1 ½ gallons of ice water. Stir.
- Keep the Plexiglass insert filled with ice. Remove and refill as needed.

- Sugar water dispenser will hold three gallons of sugar water. However, the amount mixed for an individual day will depend on the anticipated lemonade sales. There is no reason to mix up three gallons of sugar water on a slow, winter day.
- Slice a lemon or two into the sugar water dispenser for appearance.
- Sugar water dispenser is emptied every night. Do not save the remaining sugar water.
- Clean the dispenser with a soft towel and soapy water. Rinse & sanitize.
- Lemons can be pre-squeezed into individual cups and stored with a lid on them until needed.
- Cleaning the Lemonade Station:
 - Wash, rinse and sanitize the cutting board & knife.
 - Empty, wash, rinse and sanitize the sugar water dispenser
 - Wash, rinse and sanitize the lemon juicer. Return to front.
 - Store un-squeezed lemons in the refrigerator overnight.

FROZEN BEVERAGES, BLENDER STATION

- Recipes for each beverage are supplied in the recipe book. Depending on your store and ice cream supplier, shakes may be made with a soft serve ice cream blend or with scoops of ice cream and whole milk. Follow the instructions in your recipe book. If your store uses the soft serve mix, then:
 - All recipes start with an overflowing cup of ice.
 - Ice cream based recipes receive ice cream mix to the second line on the cups.
 - The liquid mix is soft serve ice cream. If the customers ask, proudly explain that it is liquid ice cream.
 - Ice and ice cream are measured in a Fudgery logo cup and then put in the blender. The rest of the ingredients are added directly to the blender.
 - Fill cup with blended ingredients to the top of the cup, no higher.
- Regardless of the system used to make frozen beverages, some recipes make significantly more than our cup will hold.
 - Do NOT adjust the recipe. We have accounted for the extra product.
 - The extra product remaining inside the blender does NOT belong to the customer. The customer is paying for one 20-ounce cup. Any extra is to be disposed of, not given away.
- Whipped cream is to be automatically added to all beverages advertised with whipped cream on top. There is no need to ask the customer if they want whipped cream. That is how it is served. If the customer has a special request, it is the customer's job to make their wishes known.
 - If a customer does not want whipped cream on top of their beverage, place a flat lid rather than a domed lid on top of the cup.
- The special brushes for cleaning the blenders may be used ONLY for cleaning the blenders.
- Wash, rinse and sanitize blenders as you use them.
- Cleaning the Blender Station:
 - Wash, rinse and sanitize blender pitchers and lids.
 - Wash, rinse and sanitize the rubber seal.
 - Wash, rinse and sanitize the Plexiglass surrounding the mixer.
 - Wipe the blenders and their surroundings clean.
 - Wipe down all bottles of syrup.
 - Be sure to clean behind and beneath the blenders.

WAFFLE CONE STATION

- Whenever possible, we make, hand roll and decorate our own waffle cones.
- Prepare the mix according to the instructions on the bag.

- Inconsistency with batching will recreate inconsistencies with quality.
- The mixture should be a bit clumpy at first. Over mixing will create rubbery cones.
- Cones have a short life span. Follow management's stocking instructions.
- It is not necessary to spray the waffle iron after each cone. After several sprays, the iron will become conditioned and will only need to be sprayed again when cones begin to stick.
- Keep the waffle iron closed, even if turned on, when not in use.
- Extra prepared mix can be stored in the refrigerator until needed.
- Do not fill the entire surface with batter.
- Cleaning the Waffle Iron:
 - Scrub the waffle iron surface and sides with a stiff wire brush.
 - The waffle surface should darken with use, but keep the grooves free of debris.
 - Wipe the cooled outside surfaces with a damp, clean towel.
 - Never use cleanser or oven cleaner on the waffle iron.

ICE CREAM STATION, DIPPING CABINETS

- Ice cream is served in a plain cup. Waffle cones are available at an additional cost. Dipped waffle cones are available for an additional cost, too.
- If your store has a frost top, the cost of the ice cream includes the first mix-in. Additional mix-ins can be added at an additional cost.
- Adding a second scoop or moving to the Extraordinary size, is only a dollar more. Suggest the upgrade each time. "Twice as much for a dollar more?"
- Scoop along the sides of the tubs first. Ice cream should go down evenly.
 - Scooping from the middle will cause the remaining ice cream on the sides to freeze too hard.
 - Use an ice cream paddle to "re-pack" ice cream in the tub that has been poorly scooped.
- Just like your fudge showcase, keep your dipping cabinets clean!
 - Scan tubs for pieces of mix-ins, toppings or contamination from other flavors. Scoop and remove.
- Keep the doors closed when not dipping.
- Replace corroded or pitted ice cream scoops immediately.
- Ice cream flavor selections are determined by your Regional Manager.
- When removing new tubs from the bottom of the dipping cabinet, update the inventory list on the outside.
- Your hot dipping sauce warmer has two sides. One side is used for our hot chocolate sauce. The second side is used for melting the chocolate used for dipping cones. Neither side should be turned above 100 degrees F.
- Cleaning the Ice Cream Station & Dipping Cabinets
 - At the end of the night, cover the tubs and scrape the frost off the insides of the cabinet.
 - Once a week, remove all tubs and thoroughly defrost and clean the cabinet.
 - Keep the glass cleaned inside and out as needed throughout the day.
 - Replace missing flavor cards.
 - Turn off the water to the dip wells at the end of the day.

EXTRA BEVERAGES

- Bottled beverages should be stocked with their label facing forward.
- Bottled beverages should be rotated on a regular basis.
- Coffee, Tea and Hot Chocolate: Follow your trainer's instructions.

APPLES DISPLAY

- Our caramel apples are dipped in our own, made-from-scratch caramel recipe.
- Apple trays must be lightly sprayed with cooking spray to prevent apples from sticking.
- Apples are placed inside a box when sold.
 - Boxes for plain caramel apples may be light sprayed to prevent the apple from sticking.
 - Spray on the bottom of the box, not the window. Spray very lightly!
- Apples are fresh produce. They are sold to be enjoyed the same day they are bought.
- All Gourmet Apples include icing on them.
- Apple flavors and toppings are established by the company.
- Re-tray apples as needed. Keep apples pushed towards the front so the customers can see them.
- Cleaning the apple display:
 - Remove all trays. Re-tray as needed.
 - With trays removed, spray and clean the inside glass.
 - Remove any crumbs from the bottom and each rail.
 - Keep the outside glass clean throughout the day.

SHOWTIME SUPPORT

As a Salesperson, you must keep yourself available to our customers, which may limit your ability to participate in our fudge shows. During most shows, you have a supporting role. If you become part of the show, someone else must cover the register area. Your attentiveness to the show can be the difference between a mediocre and a good show. We think of our entire store as a stage. If you're sharing the stage, be professional about it and support the show. Here are some guidelines:

- **Help gather an audience.** Sometimes, when a Candymaker must start turning the fudge, they won't have much of a crowd for it. Here's where your skill with customer greetings can help. Head to the door and invite people to come inside and enjoy the show.
- **Participate in every show.** Whatever the show leader asks the audience to do, YOU DO IT, TOO! The simple act of participating will encourage the audience and add to the sense of being surrounded by performers.
- **Look interested in the show.** Give the show leader your attention. While show times are a good time to get caught up on a side job or two, you can still pay attention to what the show leader is doing. Never lean or look bored during the show, no matter how times you've seen it.
- **Never detract from the show.** Talking during someone else's show is rude. There are enough things for the show leader to talk over, don't be one more.

THE ART OF MAKING FUDGE

While Salespeople have the most important job inside the store (they generate the money too for our paychecks), the candymaking team feels like the heart and soul of the store. You're the memory makers for our guests. You're the face and voice of the store. Everyone's first and primary mission is to sell something; your job is to be that extra reason to buy. Your entertainment skills create an attraction for the store, a reason for customers to stop and shop. On your skill to create our products, rests our reputation of America's Favorite fudge.

LIFE IN A FISHBOWL

You're the most obvious person inside the store. How you conduct yourself sets the stage for our customer's expectations. It's not enough to work clean, your efforts to be clean and stay clean have to show in everything you do. Using clean hand gloves, frequent hand washing and maintaining a spotlessly clean and well organized work space is crucial. It's not enough for us to know something is clean; we have to prove that it is clean with our every action.

BATCHING AND COOKING FUDGE

Fudge Schedules

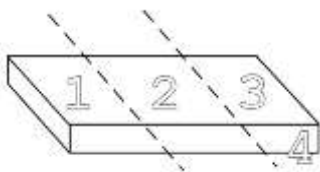
It's the most important document inside the store listing what will be made, when and by whom. Schedules are created by management and are NOT negotiable. The times listed on the schedule are absolute times that MUST be followed.

SHOP NAME:		CANDYMAKING SCHEDULE					DATE:
FLAVOR	EXACT SIZE	TEMP.	CANDY-MAKER	KETTLE ON	PRE-SHOW	SHOW-TIME	RESULTS
CV	Med	35	Max	11:00	11:25	11:30	
PB	SM	33 1/2	Avery	11:30	11:55	12:00	
EOC	SM+3	32 1/4	Anna G	12:00	12:25	12:30	

Table Washing

As mentioned above, it's not enough for something to be clean; we have to prove that it's clean, too. Tables are washed, rinsed and sanitized using a three-towel system. When washing a table, use a brush if necessary. Be sure to clean any pits, nicks or scratches on the surface. Rinse out your wash towel and wipe the table again before using the rinse towel and the sanitizing towel.

When rinsing and sanitizing the table, fold the towels and use one quarter of it to rinse and then sanitize each section of the table top. Don't forget the "fourth section," namely, the sides of the table.



Towel #1 is used to wash and wipe the table clean. Towel #2 is the designated rinse towel. Towel #3 is the sanitizing towel. When you are done sanitizing the table; leave the sanitizer towel in the middle of the table. We do this for two reasons. First, it alerts everyone else this

table has been sanitized. Nothing should touch it except sanitized tools and product. Secondly, you will need your sanitizing towel for the next step: barring the table.

Handling Bars and Barring a Table

Most of the nicks, scratches and chips on the table tops were created by the corners of the long, stainless steel bars we use to contain the freshly poured fudge. Great care must be taken to handle these bars carefully. Place the long bars first, sliding them carefully on the corner of the table. Holding one long bar away from the table top, wipe it with your sanitizing towel. Slide the bar into place. Repeat for the second long bar. Treat the short bars the same way, taking care to hold them away from the table while sanitizing them. A table is not considered completely barred until it has a spatula on it. A strainer may be needed as well.

Batching Fudge

Precision with our recipe is crucial. Before batching fudge, check your candymaking schedule to make sure you understand the flavor and the size. The recipe will be posted near the batching area. Keep this area clean as you work, cleaning up spills as they occur.

Sugar always goes in first. Make a hole in the center of the sugar with your scoop. The corn syrup is poured into the hole to keep it from running to the sides of the bucket. The heaping teaspoon of salt goes on top of the corn syrup.

Before pouring the batch into the kettle, see if the kettle needs to be rinsed out. Do not place a vanilla batch into a kettle still filled with chocolate water. Add half of the half and half cream. For example, a small batch uses two quarts of half and half cream. Pour only one quart into the kettle. Set the second quart off to the side. Pour the contents of the batching bucket into the kettle and stir well. If you are making a chocolate batch, the chocolate liquors go in with the sugar.

The chocolate liqueur must ALWAYS be measured on one of the digital scales we use in the sales area. It is pure, unsweetened chocolate. It is highly concentrated. Even small inaccuracies with batching the chocolate liqueur will change our recipe. NOTE: When weighing the chocolate liqueur on a sales area scale, care must be taken to prevent a customer from thinking those bits of chocolate are actually free samples.

Working the Kettle and Stove Area

Adjust the flame to a dull roar. Fudge MUST stay well stirred. Stir in a figure 8 motion until you must add the temperature probe for the thermometer and then stir in a large U-shape around the temperature probe. Scorches or burnt marks on the sides of bottom of the kettle are clear signs that



the fudge mixture is NOT being stirred well enough. Any scorched or burnt marks inside the kettle must be completely removed before starting the next batch of fudge. On a gas stove, fudge must be stirred from the moment the flame is turned on until the final temperature is reached. Once the fudge reaches a full, rolling boil, add the rest of the half and half to the mixture. Washdowns are done periodically to rinse the sugar off the sides of the kettle and back into the mixture. All flavors of fudge receive washdowns, both vanilla and chocolate based fudge. Washdowns are done on the following schedule:

- At first boil
- At second boil
- 10 degrees away from the final pour temperature
- 5 degrees away from the final pour temperature
- 3 degrees away from the final pour temperature

Never do a washdown after 3 degrees away from the final pour temperature.

After the temperature probe is added to the mixture, make sure it rests in the deepest part of the kettle. Do NOT stir with the temperature probe.

Temperatures and Temperature Calls

The temperature measures how much moisture was removed from the fudge while it was cooking. Too high of a temperature means too much moisture was removed. Too low of a temperature and the fudge will be too soft. Only managers may adjust temperatures.

There are no “set” temperatures for fudge. The exact temperature used for the same flavor of fudge may change in the course of a single day. Or, it may remain the same for weeks at a time before it needs to be adjusted. If a temperature feels wrong to you, check with your Team Leader, but do not change it without approval.

Our managers are well trained to catch subtle changes in the final product that might signal a need to adjust temperatures. However, catching these changes requires every Candymaker to stir fudge, do washdowns and call temperatures in the exact same way. Additionally, we need you to be 100% honest if you think you made a minor mistake with a temperature call. A late washdown or a few extra seconds of cooking time can make a huge difference in the final product.

During the cooking process, you are required to make degree announcements; notifying the rest of the team how far away we are from a fudge pour. The first when the mixture is 10 degrees away from its final temperature. After that, we announce every degree from 5 degrees away to 1 degree away. If a show is going on, make the degree announcements known without interrupting the flow of the fudge show. However, if a show is NOT going on, the degree announcements ARE a show element. They let people in the marketplace know something is going to happen soon.

- At two degrees away, the two people who are going to pour the fudge together must be identified.
- At one degree away, both people must be standing next to the stove with oven mitts on both hands. In a moment, you'll be pouring out a mixture that's heated to over 230 degrees.
- Continue carefully stirring the fudge until the final degree is reached and held for 3 seconds. Then begin the count for $\frac{1}{4}$, $\frac{1}{2}$, or $\frac{3}{4}$ of a degree. The length of time required for these increments varies from stove to stove and from thermometer to thermometer. Follow your manager's instructions.

Fudge Pours

Unless you are alone in the store, fudge pours require two people. You may borrow a Salesperson to assist you with a fudge pour. Fudge is poured towards the audience so they can see it. Use a strainer as instructed. After pouring the fudge on the table, use the spatula to wipe the outside lip of the kettle and return the kettle to the stove. Position the kettle on a slight slant and wipe the outside lip where the fudge was poured. From the pitcher near the candymaking area, pour $\frac{1}{4}$ cup of water into the kettle and swish it around with the long handled brush used for washdowns. Do NOT slop water from the washdown bucket to the kettle. You'll make a mess on the side of the stove. Kettles should be carried into the backroom and washed only if the candymaking schedule requires you to switch from chocolate flavors to vanilla flavors or after a New Orleans Praline. Otherwise, the little bit of sugar water remaining in the bottom of the kettle will not affect the next batch.

MAKING FUDGE

Pre-Shows and Pre-Show Preparation

Before turning the fudge, assemble all the proper tools and ingredients needed to finish the batch. It is *your* responsibility to make sure you have all the tools and extra ingredients you need to finish your fudge. Check and double check to make sure you have a clean paddle, two edgers, and a loafer. Make sure you have assembled **all** of your ingredients. Don't embarrass yourself by needing to scramble for nuts because you forgot to get them before starting the batch.

Five minutes before your official show start time is when you begin your pre-show. Use this time to build your initial audience. Before ringing the bell, you should have someone standing at the railing, eagerly anticipating the start of your show. Be loud. Be friendly. Talk directly to people. Invite them to watch you. Tell them what's about to happen: "It's almost fudge time. In three minutes, the show starts. Get in the front row before everyone else does. Free samples at the end of every show."

Strive to never start a show with an empty railing. Even an audience of just two or three people is better than no audience. Without an audience, it's not a show or a demonstration, it's just a job.

Ring the Bell

There are several signature elements to a Fudgery store. We're goofy. We sing. We show-off when we make fudge. And, we ring a big brass bell whenever it's fudge time. We work hard to get our bell ringing in the lease we signed for your store, so please be sure to use it, every single time. The fudge bell lets the marketplace know, "It's Fudge Time!"

Step to the front of your store. Take a couple audience members with you if you want. Let someone special ring the bell for you, like that little boy whose eyes lit up as soon as they saw it. Ring it three or four times and let the world know what's going to happen, the greatest fudge show in the world with free samples at the end. "We're going to sing, tell jokes, and best of all, big free samples. It's fudge time, folks. Time to make the fudge. Come see how it's done!"

Introductions and Debarring the Fudge

Whenever possible, you should have someone with you to start making the fudge, a bartender. This person's job is to take the bars into the backroom and lick them clean. (Okay, we actually wash them clean.) The show is starting. Introduce yourself and your bartender.

"Hi folks, I'm Max, and I'm going to be your world famous Candymaker for this fudge. Helping me today is my good friend Taylor. Taylor's my bartender. Her job is to take these huge, stainless steel bars into the backroom and lick them clean."

When playing the role of the bartender, you want to stand across from the Candymaker, close enough that they can hand you each bar without leaning over too far or needing to find you. After getting the bars, set them across the sink in the backroom. It takes 30 seconds to wash the bars, unless you're immediately needed elsewhere, wash them right away and return to the front for the rest of the show. Do NOT use a Salesperson as your bartender. Salespeople must stay ready to sell something. Manage the bars yourself.

Turning the Fudge

Learning how to turn fudge is a hands-on process. The basic idea is to move the entire puddle of fudge across the table from one end to the other. Then you walk around the table and repeat until its ready to set-up. There are several key elements your trainer will show you. Paddles have a beveled edge. Turn with the bevel up. Flip the fudge in towards the center of the table. Walk around the table in a counterclockwise direction, with the blade of the paddle at a 45-degree angle to the

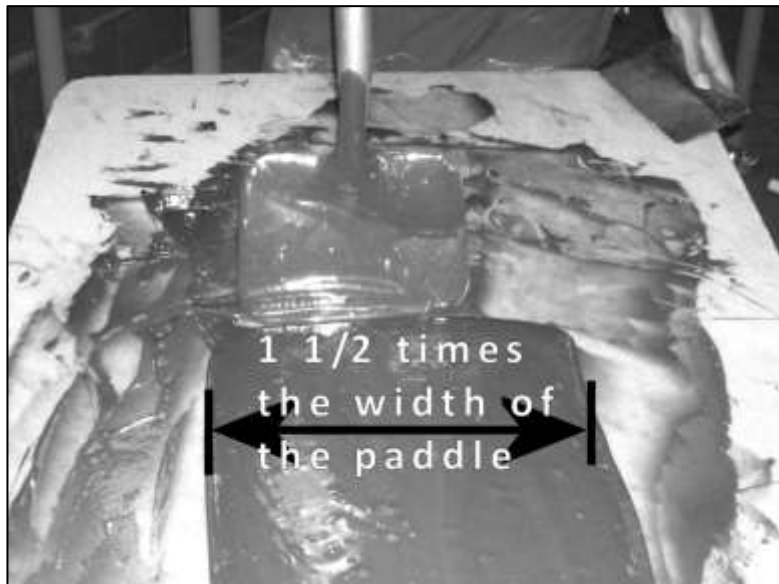
table. Don't worry about getting fudge on the floor. All fudge on the floor is half price (until you step in it, then it's free). You should be able to move the entire puddle of fudge from one side of the table to the other in five strokes. Make sure the entire puddle crosses the halfway point of the marble slab; otherwise we don't know it's all been turned.

Stretching the Fudge

Before beginning to shape the fudge, you'll want to evenly distribute it on the table in a rectangular shape. This process is known as stretching the fudge. While it's better to stretch too early than too late, timing is important. The longer the fudge is turned, the smoother and creamier it becomes. Wait as long as you can before stretching.

The fudge will tell you when it is time to stretch. Different people will see different clues. Here's a list of what to look for before stretching. If you can see a couple of them, you'll be okay.

- As the fudge begins to thicken, your puddle will look fluffier, puffier.
- The fudge will lighten in color because of the air you've mixed into it.
- It will take longer for the wrinkles from turning to disappear.
- With vanilla batches, you won't be able to see through the fudge anymore.
- You'll see light and dark streaks showing up in the fudge.
- Grandma will tell you it's time to stretch when the fudge loses its shine. When you start turning the fudge, it looks wet, shiny and glossy. Right before it sets up, it looks dull.



Loafing

We call the shaping process loafing because the fudge will look like a long loaf of bread on the table. This is the true art of candymaking. It's taught hands-on, passed along from one Candymaker to another. Don't get frustrated. It takes a while to get good and even longer to get great.

This part of the candymaking procedure is so important that it requires your complete attention. If you have been talking the show while turning the fudge, stop talking. Turn the show over to someone else in the store. Let the audience know how important this procedure is by both your actions and your lack of words.

Once your fudge is loafed, place an edge around the side of it. The edge is meant as a decorative border. Do not try to reshape your fudge while edging, it won't work. Only go around your loaf once. Be sure to square the ends.

Loafing is accomplished by rolling the fudge up on itself, not by twisting your wrist.



Fudge Oath

Your fudge is finished. Before anyone can have a sample, they must be sworn in as official fudge tasters with our fudge oath. The fudge oath is just one more of our signature elements, just as ringing the bell was. Here is our oath:

**I love fudge
It looks good
And I promise
To tell the truth
About how it tastes.**

When the fudge is done, people are anxious for their samples. Start sampling as quickly and efficiently as possible. If you're still singing, bring the song to an end. If you need to do the oath, do it quickly, and move to sampling. Take your bow and get sampling!

Sampling and Pre-Selling

Sampling begins as soon after the fudge is done as possible. Now is not the time to be coy. Now is the time to start cashing in on the show. It's time to start selling, so start sampling, immediately.

Sampling starts at one side of the register area and moves towards the middle. We want to clear the register area for fudge buyers as quickly as possible. If you miss some people, ask them to move down and you'll make sure they get a sample. Do not stand still, keep moving. There's plenty for everyone. Let the people who come up behind you know you'll be back for them in a moment.

Talk to the audience as you sample. Be ready to answer questions. Know your fudge facts and help your salespeople by pre-selling the fudge before they get to the register.

“Fudge won’t melt.”

“Folks, if you buy three slices, we’ll give you a slice for free.”

“Don’t forget your neighbors at home.”

“If you love the fudge and you liked the show, show us at the register.”

As the sampling begins, someone should cut a slice off the new loaf. Let the audience know the fudge is ready to slice, sell and be enjoyed. If you did a good job at including the audience in your presentation, they’ll want to take home a slice of the fudge they saw being made.

Slicing Fudge

After sampling, the next priority is getting your table ready for slicing. First, scrape around your loaf to remove any ribbons or leftover strands of fudge. Use a loafer for this. Next, wash around your loaf with a wet towel. Wash within a couple of inches of your loaf. Be sure not to get the fudge wet. The biggest, single slow down to the candymaking schedule is how much time it takes to get slicing after passing out the last sample. Move quickly, there’s another fudge show soon.

Always use a clean tray with fresh paper on it. Keep the paper as free from wrinkles as possible. Be sure to place the paper on the tray with the wax side up. Before beginning to slice, put on a pair of plastic gloves. Your trainer will show you how to slice, but here are a few important things to keep in mind.

Always scrape your knife clean after each slice. Both sides. (Knife, knife, table, slice.)

Neatness counts.

Accuracy is imperative. A good slice of fudge is between .50 and .56 of a pound. Our scales display a digital weight. A weight of .50 means 50/100ths of a pound, or, half a pound. A reading of .56 means 56/100ths of a pound, or, between one half and two-thirds of a pound. At first, you’ll need to weigh every slice. As you get better at slicing, you’ll be able to drop back to weighing every third or fourth slice. No matter how good of slicer you are, it’s better to double check a slice than be wrong about its weight.

Once you learn how to slice, you should be able to slice a small loaf of fudge in 3 minutes, medium batch in 6 minutes and a large in 9 minutes. That’s one slice every 10 seconds and trust me; it doesn’t take 10 seconds to slice and place a single slice of fudge.

Table Washing

Once your fudge is sliced, wash your table immediately. You may use a brush, but typically, a towel and a bucket of hot water is all you need. Never use any cleaners or soap on the tables; they are a food preparation surface. Soap will get into the pores of the table and contaminate the surface. Because we don’t use butter or oil in our fudge, everything will dissolve in water.

Don’t let the floor get wet while washing your table. When done washing your table, rinse your towel out; wipe your table down once more. Next, follow the procedure for getting the table ready for bars. Clean all the tools you used and return them to the front of the store.

LET THE SHOW BEGIN!

What makes a visit to The Fudgery special is more than just great products; it’s the great people who work there. It’s the special spark of personality we try to add to everything we do. Your manager hired you because they saw that spark in you, too. Maybe you’ve been on stage performing since you were in the First Grade or maybe it’s all new to you. In the pages that come we’ll provide you with the hints, suggestions and guidance that will get you through to being a first-class performer.

Basic Performance Skills

Project your voice. Make sure everyone can hear you. Projecting your voice is the ability to speak loudly without shouting. Our stores can get loud and your voice must be heard.

Speak clearly. You will be talking to people from all over the world. The clearer your words, the easier it will be to understand you.

Speak slowly. This is one rule every beginner breaks. When you are excited or nervous, it's natural to talk too fast. Practice talking slowly.

Put some excitement in your voice. Vary the pitch and tone of your voice. Exaggerate your natural voice. Add excitement by sounding excited.

Make eye contact with your audience. Look at your audience. Talk directly to them. If you're nervous, look a little past them—but still look in their direction. Try finding a couple friendly faces in your audience and make it a point to look at them throughout your show.

Smile! Let them see you're having fun! A big smile will add automatic fun and excitement to your show.

Practice your show! A fudge show is your chance to show off. Write your own show. Make it fit your personality. Then practice it. Practice in the shower, on your way to work, on your parents and friends. Standing in front of a hundred people anxious for a show is the wrong time for a rehearsal.

Never turn your back to the audience. Our store is our stage. Let the audience see you. Face the audience. No matter what you're doing—slicing, selling or stirring the fudge—face the audience.

Look your best. Your uniform is designed to give you a friendly, approachable appearance. Keep it clean. Smile. Stand up straight. Details count.

FUDGE SHOW RULES

Keep it clean. There is no room for dirty or suggestive material in our shows. No matter how many adults might be in the audience, no bathroom humor allowed. One cheap laugh isn't worth the damage to our image and reputation.

Gear your material to the audience. If there's a convention in town, use their group in your show. If the audience is mostly children, gear the show to them. If the audience is small, don't do the same show you would do for a large audience. It won't have the same impact.

Tease the audience about free samples, but *never* threaten their sample. The promise of a big free sample is our "hook." A sample is one of our sales tools. Let the audience know they'll get a sample at the end of the show. If you refuse them a sample, we will lose their business. It's okay to tell them, "The louder you are the bigger your sample." It is NOT okay to say, "Hey, if you don't participate, you're not getting a sample."

Never use put-downs or insults in your show. Insults and put-downs are risky ways to get a laugh. It's too easy to accidentally hurt someone's feelings when you're just trying to get a laugh. A joke that hurts is never funny. Don't insult yourself, other businesses, other Team Members or anyone in the audience. There are better ways to get a laugh.

Include the audience in your show. We'll talk more about audience participation later, but for now, include the audience in your show. Make them a part of the fun.

Learn to do fudge tricks. Simple flourishes with the fudge paddle are not hard to learn. Keep them within your ability. A little fudge on the floor is fine. A lot of fudge on the floor is not.

Do a great show every time. Whether it's for one person or a hundred people, when we make fudge, we put on a show. If there's no one to watch, then use your show to attract attention. Be

ready to attract the people who will pass your store by being in the middle of doing something interesting. Remember, you are paid to entertain. If you are NOT trying to entertain, you are not doing your job.

When the fudge is done, the show is done. As soon as the final edge goes around the fudge, the show must end and sampling begins. Leave your audience wanting more and they'll come back again and again.

Our fudge is the star. Let the fudge keep its starring role. Don't step in front of the table or block the audience's view of the fudge. Remember, the idea of a fudge show is to attract attention to our product. Don't let the show get in the way of great candymaking. When you need to focus on the fudge, turn the show over to someone else in the store. When stretching, loafing and shaping the fudge, let someone else talk to the audience.

Always participate in each other's shows. When the Showleader asks the audience to do something, you do it, too. If they ask the audience to say "ooo," then "ooo" right along with them. During the show, give the Showleader your attention. Do not carry on unnecessary conversations or play around behind your Showleader. Remember, you're on stage, too.

There are no insider jokes. Gear your show to the people outside the store. If the only people who get a joke are behind the brass rail, drop that material from your show. The people inside the store don't buy enough fudge.

Decide in advance what you are going to do during your show. Eliminate gaps and pauses in your show. Don't let the fun stop while everyone argues about which song to sing. Choose your material before there is an audience waiting to see it.

Treat everyone in your audience with respect. Some audience members require different approaches. For example, when talking to a child, talk softly, get down to their level, and don't try to touch them. When talking to a group of older people, talk a little louder and slower in case they are hard of hearing. Make everyone in your audience feel important and special.

Accept your manager's criticism. Your manager was hired to be your director. Whether you agree with their opinions or not, they are still the boss. Don't let your ego get in the way of their suggestions.

Advanced Entertaining Skills

Learn how to be a better performer by watching other performers. "Other performers" means more than other Fudgery performers. Watch how anyone works their audience, how they speak, act and behave. Watch what they do right and wrong.

Share your show. You are not alone in the store. You are surrounded by people who got their jobs for the same reason you did, their ability to entertain. Let everyone participate in your show. Every good star needs a co-star.

Always do your best material. One simple fudge trick—done well—is better than three fudge tricks done poorly. One good song, sung well, always beats three great songs sung poorly.

If you make a mistake, keep going! The audience has never seen *your* fudge show. They won't know you've made a mistake unless you tell them. Don't flinch, cringe or react—just keep going!

Be able to laugh at yourself. When it's obvious a mistake has happened, smile, fix the problem and keep going. For example, if you start a song in the wrong key; stop and start over.

Learn each other's show. Even with a scripted presentation, there is room for personal expression. Learn the little bits and routines the other Showleaders like to do and do them!

Record your show. Ask your manager if you can tape your show.

Practice between shows. Fudge shows are the highlight of our operation, but between fudge demonstrations, the show doesn't stop. Work on new songs or new show bits while you're mopping, slicing, table washing or whatever.

Handling hecklers. Hecklers try to steal attention away from you and steer it towards themselves. Usually, they are just trying to have some fun, even if it doesn't seem that way. Most hecklers don't realize how much of a nuisance they are. Don't encourage them. The best policy is to simply ignore them. Try not to show they are bothering you. Once they realize you won't pay attention to them, they'll typically shut up. If someone does get out of control during your show, ignore them, too. Your manager will take care of someone who is truly out of hand.

Rowdy audiences. If your audience gets too rowdy, stop encouraging them. End the audience participation part of the show and move on to something else.

Secrets of Getting an Audience to Participate

Do a good pre-show. The easiest and most neglected secret to good audience participation is a good pre-show. Get the audience on your side *before* starting your show. Introduce yourself. Find out what their names are, too. Find out where they are from. Let them know what you're going to do and how they can help. A good warm up is more than just "Hi folks, I'm going to ring this bell and..." A good pre-show is up close and personal.

Get the audience up to the rail. An audience standing three feet away from the railing hasn't committed to watching or participating in your show. Get them close. Here are a few suggestions.

- Invite them to step closer. Not a very magical approach, but extremely effective.
- Do something! Once you've gotten their attention, do something worth watching.

Encourage without badgering or harassing. It's okay to say, "Hey folks, if you step closer, I won't have to yell so loud. But don't say, "Hey, get over here!" It's okay to say, "The closer you are the bigger your sample. But not, "if you don't step closer you won't get a sample.

Start slow. Ease your audience into participating with simple, non-committal requests. For example, ask them to applaud your bartender. Later, ask them to "ooo" or "ahh." The easier you make your early requests, the better.

Keep it simple. Don't give your audience a long list of things to say. Break it up for them. For example, when delivering the fudge oath, don't ask them to say: "I promise to tell the truth about how it tastes..." Instead, break it up into easier pieces like this, "I promise...to tell the truth...about how it tastes."

Make it obvious what to say and when. When you want the audience to participate, make your words and intentions very clear. Then stop talking. Give them a chance to respond.

Use your hands. Communicate with your hands as well as your voice. Motioning to the audience reinforces your request. The clearer you make your instructions, the better job they'll do following them.

Tease'em with samples. Tell them, "The more you speak, the more you eat." Remember, never threaten their samples, but feel free to tease them about its size. For example, tell someone, "You're doing so good, you might get two samples."

Thank them for their help. Let them know you appreciate their help. Even if only one person participated, thank that one person. It's better to thank one person than to complain to the rest of the crowd.

Look at your audience. Don't ask the fudge to participate, ask the audience.

Call them by name or group. Use the information you discovered during your pre-show. Make them feel at home. The more comfortable they feel, the more successful you'll be.

What Do I Do When....?

I forget the show or lose my place in the show?

Don't panic. Remember, the audience has never seen YOUR show. They won't know if you made a mistake unless you make it obvious. Skip to the next section you know. If your mind goes completely blank, turn the show over to a more experienced Showleader. If there isn't a more experienced Showleader in the store; ad lib. Make something up on the spot. Talk about your fudge facts. Get the audience participating or jump into a song. Give yourself a chance to regain your footing.

My audience stops participating?

Go back to the basics. Remind them to participate in a friendly manner. Make your requests simpler. You have to re-establish the expectation of participation.

My fudge isn't going to set-up?

It happens. Thankfully, not very often. The audience won't know there is problem unless you tell them. Finish your show, do the oath and pass out samples from a batch made earlier. While we do want the audience to see the entire process, it's okay if we sometimes miss.

My show isn't long enough?

Some batches take longer than others to set-up. The flavor, the weather conditions and how warm or cold the table is will affect how long it takes the fudge to set-up. Sing an extra fudge song. Keep going. Do the oath. Do the after show sales pitch. If the fudge STILL hasn't set-up, begin sampling. If the fudge sets up while sampling, then start sampling it.

My audience has a bus to catch and can't stay until the end?

End the presentation early. Let the rest of the crew pass out samples. Try to make sure you're giving the crowd enough time to see the show, get a sample and BUY FUDGE. After sampling, go back into your show. There will be other people watching who don't have to catch a bus and will still want to see the show.

There's no one around, do I have to do a show?

Someone will eventually walk by. Be ready for them. Do lots of fudge tricks. Be as visual as possible. Sing a song. Work on new material. Do something more than just turning the fudge.

I lose my audience?

If your audience leaves before the end of your show, then you only have one choice—get a new audience. Ring the bell again if necessary. Go back to the beginning of the show and try again.

My audience starts to lose interest?

The solution for boredom is variety. Change what you're doing. When the audience begins to lose interest, you're close to losing them. Do something different. If you're in the middle of a heavy audience participation portion, bring it to an end. If you've been doing lots of talking, add some audience participation.

My audience can't hear me because of marketplace noise?

Some marketplaces have special events, like bands or school choirs. Those special events can make it difficult to hear a fudge show. If that's the case, do the best you can. Get closer to the audience. As a Candymaker, be more visual with what you are doing. Try talking to small groups of people instead of everyone at once.

Someone starts a song in the wrong key?

Stop and start over! Nothing's worse than listening to a group of singers who can't sing!

Someone gets out of hand during my show? The entire audience gets too rowdy? Someone keeps interrupting me with questions?

All three of these problems are very similar. Try to ignore hecklers. Once they realize you're not going to pay attention to them, they'll typically shut-up. If the whole audience is getting too rowdy,

stop what you're doing. Start doing something else. If someone keeps interrupting you with questions, try answering a few. If that doesn't work, tell them you'll answer all their questions for them when you're done with the show. If all else fails with any of these suggestions, look to your manager for help.

A FUDGE SHOW SCRIPT FROM BEGINNING TO END

Your show is just that: YOUR show. Fudge shows have three goals:

1. Attract a large audience
2. Genuinely entertaining that audience
3. Generating lots of after show sales.

Here's how your Store Manager will grade the success of your shows:

1. How big was your audience?
2. How involved/loud was your audience?
3. How much was sold because of your show?

Here is one show's script. Your Store Manager may have a script for you to use. Feel free to adapt this script to your style. This show includes all the basic elements of showmanship and is broken into sections.

Pre-Show

It's the secret to a successful show. Do anything you can to get an audience to the rail, even if it's just a couple of people. A couple people standing there will attract more. Head to the door and begin inviting people inside for your show. Visit with the people you have standing there. Be your own warm-up act.

**Hi folks, I'm getting ready to make some fudge and you're invited to watch.
Big free samples at the end of every show. Free fudge show with free samples.
Every see a fudge show before? Ready to have some fun?**

Ring the Bell

It's one of our signature elements. Head to the door and make your announcement. Get the help of your audience if you'd like.

(Ring bell three times) **Hey Tanger Outlet Center, what time is it? Iiiiiittt'sss Fudge Time! That's right, folks, it's time for us to make a batch of fudge here at The Fudgery. We're going to sing, dance, tell some great jokes and best of all, big free samples at the end of every show. You heard me right, a free show, free fudge, come on in and see how the fudge is made... here we go!!!!** (Enter store with lots of energy)

Start DOING Something!

Even if you don't have an audience waiting for you; you just attracted attention to yourself. Motion and noise attracts attention. Start de-barring your table.

(If I have an audience, I immediately start de-barring the fudge while talking to them. At ALL times, I do everything I can to greet people and get them up to the fence.) **Hi folks! My name is Steve. I get to be your Candymaker.** (remember, I'm already doing something... namely, de-barring the fudge) **I'm your friend. I'm your pal. I'm in charge of the free samples. Everyone be nice and friendly, wave and say, "hi Steve!"** (pause, then add) **Folks, did I say I'm in charge of the free samples? The nicer you are to me, the bigger your free sample will be.** (there's usually one person who says, "HI STEVE" real loud, reward that person: **good job, you're up to two samples!** To the rest of the audience, give them a second chance. **Everyone smile, wave and say, "Hi Steve!"**)

Alternate beginning if you're unsure how well they will participate or if you're still building an audience and you want to get more people in the store: **Hi folks! My name is Steve. I get to be your Candymaker. When I'm done making this fudge, everyone watching will get a big free sample. Let's hear it for free samples!** (Clap, and wait for them to clap, too. This beginning is particularly good because the people outside will see a group of people standing around, watching and clapping... they will wonder why. Also, it warms the audience up.) **I'm your friend. I'm your pal...** (same as above at this point)

And We're Off, Making the Fudge...

(Assuming you have an audience, usually starts when I grab the paddle and start working the fudge) **...and I'm off, making the fudge. Big free samples when I'm done. Everyone say, "yea!"** (Doesn't matter how good they do. I always notice someone who did a really good job, and compliment them by saying, **"Great job, you're up to two samples."**) **For the rest of you, here's the deal. There are big free samples at the end of the show. Keep in mind, the louder you are, the bigger your sample. Let's warm you up, everyone help, everyone say "ooo"** (Gesture at them when you want them to say it.) **Great. Okay, the bigger your mouth, the bigger your sample. Everyone help. Everyone say, "ahh!"** (I always look around for someone who did a really good job, and compliment them. **"That's great, you're getting two samples."** Or, **"Man, that was great! Did you see that? She opened her mouth so big, she almost swallowed her head!"**) **Remember folks, if you don't talk, your sample takes a walk, everyone say, "yum-yum."** Good! **And now, perhaps the most important rule of all, you want to remember to laugh at all my jokes.** (Sideline for the one person who laughs at that idea; **"That's good, but I'm not kidding about rule number four."**) **Let's all practice. Everyone say, "ha, ha, ha."** Good. **Now everyone say, "hee, hee, hee."** Good! **Now everyone say, "ho, ho, ho."** Good. **Yeah, it seems easy now, doesn't it? Let me try a joke...Where does a cat go when he loses his tail? Everyone say, "where?"** (Gesture and wait for them to respond) **To a retail store!** (Wait for them to give their own fake laugh. As a side joke, you can even get them to do it. **"See? That's why we practice laughing. We're not talking sincerity, we're talking volume."** Lead them in laughing, by gesturing to them and saying very slowly, **"Ha. Ha. Ha. Hee. Hee. Hee. Ho. Ho. Ho. See? It's easy! Let's try another joke..."**) **Everyone say, "joke number two."** (Gesture and wait for them) **Okay, joke number two... what do you get when you cross the Atlantic with the Titanic? Everyone say, "where?" About halfway!** (Pause for the fake laughter again.)

Turning the fudge...

(At this point, people are beginning to wonder what you are doing and why, so TELL them!) **Folks, what I'm doing right now is called turning the fudge. Everyone help, everyone say, "turning the fudge."** (Getting the audience to repeat those words helps avoid "fudge packing" jokes.) **Good!** (Always praise the audience for participating. Remind them as often as you want that their free samples are riding on how much they participate. Say positive things like, **"You folks are gonna get HUGE samples!"**) **Now, you're probably wondering why I do this, so everyone ask me why...** (At this point, you can usually just gesture to the audience, and they'll say "why" right on cue) **I do this for two reasons, the real reason and the important reason. Which one would you like to hear first?** (It doesn't matter which answer they give, I always give the same reason first, as either "the important reason" OR as "the real reason.") **Okay, the important reason. This turning process breaks down the sugar crystals, ensuring that our fudge is the smoothest and creamiest fudge in town. Do you all like smooth and creamy fudge? Okay, good. Then repeat after me the magic fudge words, everyone say, "ooo!" Good! Everyone say,**

“ahh!” Good! Everyone say, “yum-yum!” Good! Say, “I’m gonna buy some!” (Pause a beat to see if they do it.) **Hm, some of you chickened out on that last part.**

Okay, now here’s the real reason why I turn fudge... (Act as if you’re revealing a closely held secret) **I actually get paid to do this! No! Really! It’s incredible, isn’t it? Four years of college** (or High School) **for THIS! Boy, are my parents proud or what!**

I come from a long line of turners...

This comes very naturally to me. I come from a long line of turners. So long of a line of turners, you might even know my great aunt, Tina? (Pause half a beat) Tina Turner? Yeah, she used to work here, and when she did, she had a little song she used to sing, and it went like this... (Sing a Tina Turner song)

At this point in your show, notice how close the fudge is to setting up. If it’s getting close, it’s time to sing a fudge song. Remember, the idea is for the fudge song to be over at the same time the fudge is done. If you want to sing a longish song, now is when you should start it.

What you are turning the fudge on...

Hey folks, getting really close to free sample time. (Always a good idea to remind them why they are standing there) **The fudge is starting to thicken up.** (Good to mention that, because it is, and they can see that, which lets them know, this won’t take too much longer before it is sample time.) **I’m turning this fudge on a big piece of rock. Can anyone guess what kind of rock this is?** (Wait for them) **That’s right, marble, never take it for granted** (*Granite*, get it?). **This is 800 pounds of solid, genuine, white Cherokee, Georgia marble. Now, you’re probably wondering why I use this marble...**

Keep paying attention to the fudge, because it can start setting up at any point during this material. Sometimes, you’ll need all this material and then some. Other times, you’ll barely get it started, and the fudge will set up.

Reasons why we use the marble...

This Georgia marble has very wide pores in it. What those pores do is cool the fudge down faster, getting you your free sample faster. At the same time it provides me with a slick and smooth surface on which to turn the fudge quickly and easily and with a great deal of amazing skill, style and grace. Which would you like to see first, style or grace? How about Grace? She’s standing right over there. Everyone say, “Hi Grace!” I’m her brother, Amazing. (Amazing Grace... how sweet the fudge...) **Alright, for fudge turning skill and style, I’ll attempt the world’s most difficult fudge trick. I’m going to attempt to create a rainbow, made out of fudge, right here in this puddle of fudge. Would you like to see that? Okay, here we go, a really huge rainbow** (Build it up, and visually mess around like you’re working hard to gear yourself up for something truly could be THE WORLD’S MOST DIFFICULT TRICK! That’s what makes the little rainbow funny, that you went through all that hard work for such a little thing.) **Okay, here we go!** (Proudly do it, a tiny one, and then look expectantly at the audience for their appreciation... I mean, after all, you just did THE WORLD’S MOST DIFFICULT FUDGE TRICK! And it’s okay to look hurt if they don’t look impressed. Again, that’s what makes this bit funny.) **What? That wasn’t high enough? Geez, there’s just no pleasing some people. I guess you want to see a really big rainbow, eh?** (Go through a shorter version of gearing yourself up) **Everyone help, everyone say, “higher!” Okay! Here we go!!!** (Do a marginally bigger one that’s still really, really small.) **Wow! You’re still not impressed? You want to see a bigger rainbow? A really big rainbow? A HUGE rainbow?** (pause half a beat) **Then you really**

need to go outside and hope it rains. I've limitations here. Okay... I'll go as big as I can.
(And do the biggest rainbow you can WITHOUT getting it on the ceiling)

More reasons why we use the marble...

This Georgia marble has extra wide pores in it that pull the heat away from the fudge, cooling it down faster, getting you your free sample faster. At the same time, it also absorbs 99.9% of all calories from the fudge. That's right folks, calorie free fudge! Let's hear it for calorie free fudge (lead the applause, then pick on someone friendly looking who didn't clap) **what? You don't believe in my calorie free fudge? Do you want a free sample? Do you believe me now?** (smile) **Folks, I wouldn't lie to you about our calorie free fudge. You see, every slice of fudge we sell, all the calories come to you, absolutely free! No charge for calories!**

Usually, your fudge will be ready to set up about now. If you need to, do the oath while you're waiting...

The Fudge Oath

Every raise your hands and repeat after me. "I love fudge..." (Broken into repeatable sections) **And I promise... To tell the truth... About how it tastes...**

Let the Samples (and SALES) Begin!

When the fudge is done (it's loafed), the show is done, too. If the show isn't done, bring it to a close and start sampling. During the sampling process: talk about buying fudge. Point out the cash registers. Use your fudge facts. Tell the people how the fudge won't melt, it travels wonderfully and it stays fresh for two weeks if it's kept air-tight. Tell them about our Specials, Combos and Super Combos. It's time to drum up as much business as possible. Don't end your show without a sales pitch! It's people buying fudge that keeps us open. Don't be shy about it. People aren't stupid. They know we're doing this to sell fudge.

Fudge shows accomplish several things: First, they attract people into the store. Secondly, it's a sampling opportunity (the more people who taste our fudge, the more customers we'll get). Most importantly, a fudge show will be so good; it obligates an audience to show their appreciation at the cash register. A good show will obligate the audience to buy fudge. A mostly good fudge show will instruct and inform the customers about the fudge. A great fudge show will do both.

Your show is just that, YOUR show. Make it work for you. Change the order. Use jokes that work for you. Just keep it family-oriented.

FUDGE SONGS

Through the years we've had lots of talented people working for us who have helped us come up with our own parodies of famous songs and jingles. It's a bit of fun pop culture satire and parody. A few of those songs have become known as "Fudgery Standards." Nearly any popular song, well known jingle or popular movie or TV theme song is fair game. Start your imaginations! Meanwhile, here are a few songs that we've been doing for years:

For the Longest Time (to tune of same name by Billy Joel)

Whoa, whoa, whoa
For the longest time
Whoa, whoa
For the longest time...

We make fudge the old fashion way, we do it every
single day (whoa-oo-oo)
We know it's so good, cause it is stirred by wood
We hope you buy some fudge today
(Chorus)

We have seven flavors for you, if you like we'll
even bag it too (whoa-oo-oo)
We work all day long, sing some fudgie songs
We hope you buy some fudge today
(Chorus)

Now it's time for this song to end, we hope that we
have come best friends
It's been a thrill but we have some bills
We need your money today
(Chorus)

The Recipe for Fudge (to tune of "The Recipe for Love" by Harry Connick, Jr.)

Well, a little bit of me and a whole lot of you
Add a dash of starlight and a dozen roses, too
Then let it rise for a hundreds years or two
And that's the recipe for making fudge...

It's doesn't need sugar, 'cuz it's already sweet
It doesn't need an over, 'cuz it's got a lot of heat.
Just add some kisses to make it all complete
And that's the recipe for making fudge...

Now if you made it right, you'll know it
'Cuz it's not like anything you've made before
And if you've made it wrong, you'll know it
'Cuz it won't keep them coming back for more

I didn't get it from Grandma's book upon a shelf
I didn't get it from a magical, culinary elf
No, a little bird told me I could make it all myself
And that's the recipe for making fudge.

Fudge Cats (to the tune "Stray Cat Strut" by the Stray Cats)

Black and orange fudge cats sitting on a fence,
I ain't got enough to pay the rent
I'm flat broke but I don't care
I strut right by with my fudge in the air.
Fudge cat strut, I'm a ladies man
I'm a real Casanova – (hey, that's a laugh)
I got fudge thrown at me by a mean old man
I get my fudge from The Fudgery man

I don't bother chasing fudge around.
I strut down the alley, looking for a bite,
Howling at the moon on a hot summer night
I'm singing the blues while the ladies cat cry
I'm a fudge cat, I'm a real smooth guy.
I wish I could be so carefree and wild
But I got fudge class and I got fudge style

My Fudge (to tune of "My Guy")

Nothing you can say can tear me away from my
fudge (my fudge)
Nothing you can do, 'cuz I'm stuck like glue to my
fudge (my fudge)
I'm sticking to my fudge like a stamp to a letter,
Like birds of a feather, we're... stuck together
No chocolate chip cookie can make me budge from
my fudge (my fudge)

As a matter of opinion, I think it's tops,
The best fudge around, it's the cream of the crop
As a matter of taste, I think you'll find,
It's the best fudge, any old time

Nothing you can say can tear me away from my
fudge (my fudge)
Nothing you can do, 'cuz I'm stuck like glue to my
fudge (my fudge)
I'm sticking to my fudge like a stamp to a letter,
Like birds of a feather, we're... stuck together
No chocolate chip cookie can make me budge from
my fudge (my fudge)

**Come on Down to The Fudgery (to the tune
“Come on Down to the Ballgame”)**

Come on down to The Fudgery
Where we make fudge with a song,
We’ve got chocolate with nuts and vanilla, too
We’re making fudge just especially for you
So come join the fun at The Fudgery
Just taste it and then you’ll say “WOW!”
‘Cuz it’s fudge, fudge, yum, yummy fudge
Come and get yours now!

Workin’ at The Fudgery

That’s the sound of the men, working at The
Fudgery
Well don’t you know, that’s the sound of the men,
working at The Fudgery
The sound goes ooo, ah, da, da, fudge, fudge
The sound goes, ooo, ah, da, da, fudge, fudge
Well don’t know you know
(repeat)

End of the Show

The show is now over, And it’s time to go
We thank you for coming, And watching our show

You’ve been very patient, You’ve been very nice
Step up to the counter, And please buy a slice.

You’ve heard us SING
You’ve watched us TURN
Now here’s the BIG free sample
You’ve EARNED

Now you know why, Why you should buy

You’ve heard us SING, You’ve watched us TURN
Now here’s the BIG free sample,
You’ve EARNED

Now you know why, Why you should buy

Some of our fudge – fudge, our FUDGE.

**Joy to the Fudge (to tune of “Joy to the World,”
also known as “Jeremiah was a Bullfrog.”)**

Bum, bum, bum, Jeremiah was a fudgie,
Bum, bum, bum, was a good friend of mine
Bum, bum, bum, he used to buy fudge every single
day
And eat it all the time, singing,

Joy to the fudge,
All the kinds of fudge, yeah, yeah, yeah.
Joy to the people in (city name)
And Joy to The Fudgery.

Bum, bum, bum, If I were the king of the fudge
Bum, bum, bum, I’ll tell you what I’d do
Bum, bum, bum, I’d buy some fudge every single
day
Bum, bum, bum, and eat a little bit with you,
singing,

Joy to the fudge,
All the kinds of fudge, yeah, yeah, yeah.
Joy to the people in (city name)
And Joy to The Fudgery.

Respect

HOOP What you want...
HOOP Baby I’ve got it
HOOP What you need...
HOOP You know I’ve got it.
HOOP Now all I’m asking you
HOOP Is to buy a little fudge.

Just a little bit, c’mon baby
Just a little bit, do it for me now
Just a little bit, oh mister
Just a little bit.

HOOP When you buy two
HOOP You get a vanilla free
HOOP The fourth of your choice
HOOP now when you buy three
HOOP Now all I’m asking you
HOOP Is to buy a little fudge

(Repeat Chorus, then☺)

F – U – D – G – E C’mon buy some fudge
from me

F – U – D – G – E – R – Y C’mon, give it
a try.

Motown Fudge Review

My Fudge (to tune of “My Guy”)

I’ve got sunshine, on a cloudy day
When it’s cold outside, hot fudge is on its way.
Well, I guess, you’d say
What can make me feel this way?
My fudge, my fudge, my fudge,
Talkin’ ‘bout my fudge, my fudge

Stop in the Name of Fudge (to tune of “Stop in the Name of Love”)

Stop! In the name of fudge, oo-oo
we’ve got the kinds you love
Think it over. Think it over.
(Repeat)
Stop!

Ain’t No Mountain High Enough (to tune of the same)

Ain’t no mountain high enough
Ain’t no valley low enough
Ain’t no river wide enough
Nothing can keep me, keep me from fudge...

Ain’t no mountain high enough,
Ain’t no valley low enough,
Ain’t river wide enough,
Nothing can keep me,
Keep me from fudge.

Get Ready (to tune of the same)

No one ever makes the fudge the way that we do,
it’s alright
People they ask what makes are big thrill we say
the fudge does, it’s outta sight

Well fee-fi, fo-fo-fum,
Look out ladies, ‘cuz here we come
Ah-Ah-Ah-Ah-Ah, get ready, get ready
Ah-Ah-Ah-Ah-Ah, get ready, ‘cuz here we come

If you want to play hide and seek with the fudge
Let us remind you, it’s alright.
This fudge you’re gonna miss so take the time out
to buy some, it’s outta sight

Well tweedly-dee, and tweedly-dum
Look out ladies, ‘cuz here we come
Ah-Ah-Ah-Ah-Ah, get ready, get ready
Ah-Ah-Ah-Ah-Ah, get ready, ‘cuz here we come
Ah-Ah-Ah-Ah-Ah, get ready, get ready
Ah-Ah-Ah-Ah-Ah, get ready, ‘cuz here we come

POLICIES AND PROCEDURES

Policies and procedures give our company its special look and feel. They describe the way we want to do business. Our policies and procedures are *not negotiable*. ***Failure to follow these policies and procedures risks immediate termination of your employment with The Fudgery.***

The following list was accurate at the time it was written, however, policies and procedures may be updated, supplemented, amended, abridged, altered or otherwise changed at any time by Memorandums from the Home Office, posters or signs posted in the backroom or new editions of Team Member and/or Operations Handbooks. Keeping abreast of changes in policy or procedure is the responsibility of the individual. Just as ignorance of a law isn't a legal defense, ignorance of what is expected won't work here either.

Policies and procedures extend to this entire manual. Policies guide the decision-making process, for example, what to wear to work. Procedures are how to perform a task, for example, how to batch fudge or scoop ice cream.

SECTION ONE: APPEARANCE & ATTITUDE

Your uniform is designed to keep you safe as well as give you a friendly, approachable appearance. Uniforms are not meant to be a personal fashion statement for you. Uniforms reflect the look and feel we are trying to create as a company. Uniforms are mandatory while working and may consist of company issued items and items you will personally need to supply. (**NOTE:** Where allowed by law, the cost of personal wear items will be deducted from your pay to the limit of minimum wage until the cost is recovered. ***You will always be paid at least minimum wage.***)

Uniform:

- **Fudgery Shirt:** Uniform shirts are supplied by the company and are considered to be personal wear items. Once worn, they cannot be returned to our inventory and are yours to keep. Shirts must be tucked in.
- **Tan khaki pants:** You must provide your own tan, khaki pants or shorts. Pants may not be sweat pants, jogging or work-out pants. Spandex, Lycra or other tight fitting fabrics are not permitted for pants or shorts. Shorts should be of a moderate length, not excessively short. Pants and shorts must be in clean and in good repair. Torn, frayed, stained, excessively worn or faded pants or shorts are not permitted. For women, a knee-length tan, khaki skirt is allowed. Pants/shorts/skirts must be worn at that waist. Provide your own belt if needed.
- **White, Tan, Brown, or Black Non-Slip Safety Shoes:** You must provide your own shoes. Shoes must be slip resistant.
- **Socks:** Socks are required to be worn by health regulations. White socks or socks that compliment your uniform.
- **Undershirts:** If visible, an undershirt or t-shirt must be either white, black, or match the color of your uniform shirt.
- **Hair/Hats:** Health codes require hair to be restrained. Hair will be clean and combed. If dyed, hair must still be a natural color. For men, your hair must be off the collar. Male Team Members will wear a baseball style cap with the bill facing forward. Female Team Members may wear a hat, visor, or keep their hair pulled back. Hats and visors are considered to be personal wear items. The Fudgery may provide hats or visors. If not, you are required to supply your own.
- **Fudgery Apron:** The Fudgery provides the aprons. Aprons must remain inside the store. At the end of your shift, you are responsible for cleaning your apron and hanging it dry.
- **A Smile!** While this is further covered under attitude, a smile is part of your uniform.
- **Uniforms must be neat, clean and wrinkle free.**

Personal Grooming and Hygiene:

- **Hands must be kept clean.** All Team Members are required by health code to wash their hands with soap and water when entering or returning to the workplace, after using the restroom, eating or as needed during the work shift to keep hands clean and sanitary.
- **Fingernails must be clean and manicured.** (Required by health codes!)
 - No designs or ornaments on fingernails.
 - Women:
 - A working length, no longer than 1/4 inch.
 - Neutral or clear polish only.
 - Men:
 - No longer than 1/8 of an inch.
 - If polished, clear polish only.
- **Hair length and appearance may need to be altered to meet company guidelines.** Hair may not be dyed, colored or tinted to an unnatural shade.
- **Facial hair must be fully developed or shaved clean.**
- **No visible tattoos.** If needed, your Store Manager can order a long sleeved uniform shirt from the Home Office. Long sleeved shirts may cost more than short sleeved shirts.
- **Make-up must be kept light and simple.** (Ladies may wear lipstick of a neutral or natural shade. No fluorescent colors.)

Jewelry and Accessories:

- **Rings are limited to one on each hand.** (Wedding and engagement rings count as one.)
- **Earrings** on women must not hang lower than 1/2 of an inch from their earlobe. No more than one earring per ear.
- **Gauging or other ear ornaments are not allowed.**
- **Males will keep their earrings at home.**
- **No necklaces or chains** visible while in uniform.
- **No facial jewelry** of any kind is permitted, except for earrings.
- **Bracelets and watches are limited to one on each arm.**
- **No piercings** may show other than earlobes, no other pierced body part may be displayed.

Attitude:

- You are expected to show up for work with a positive attitude and maintain a positive attitude throughout your shift.
- If you are ill, we would prefer you stay at home. If you are unable to work, you must notify your manager as soon as possible. Never later than 1/2 an hour before the scheduled start of your shift.
- Do not appear for work under the influence of any controlled substance, this includes prescription medicines which may prevent you from performing your duties and responsibilities.
- Do not consume or keep any controlled substance in the shop, even if not working. Make your Store Manager aware of any prescription medicine you are taking.

SECTION TWO: CONDUCT AND PERFORMANCE STANDARDS

- Provide prompt, courteous and friendly service to all customers without discrimination.
- Give full cooperation to your supervisors and treat them with respect.
- Follow instructions and be adaptable to changes in policy or procedure.
- Work well with others without discrimination.
- Do not argue with customers or other Team Members.
- Do not swear, use obscene language or gestures. We're a "G"-rated workplace!
- Work well when unsupervised.
- Perform your tasks fully, completely and in a timely manner.
- Report problems to your Store Manager, especially if it's an illegal activity or if a situation can result in an unsafe workplace for yourself or others.
- No smoking in or around The Fudgery. The Fudgery is a no smoking zone.
- Trash compactors may only be operated by Team Members at least 18 years old.

SECTION THREE: SCHEDULING, BREAKS AND LABOR LAW

- You must be on time.
- Being on time means being in the right uniform, ready to start work by your scheduled time.
- Be on time returning from breaks.
- Attendance to staff meetings is a condition of employment.
- You are responsible for clocking in and out for your shifts and breaks using the time clock system provided. If you forget to clock in or out, notify your supervisor immediately. Only the Store Manager is authorized to adjust clocking in/out times. Do not allow another Team Member to clock you in or not; nor should you clock someone else in or out. Check with your Team Leader before clocking in or out. You can print out a copy of your recorded hours at a cash register.

Scheduling System:

- Schedule requests must be submitted to the Store Manager in writing prior to the new schedule being posted. Your Store Manager begins working on the next week's schedule as early as Tuesday. Schedules will be posted by 5 p.m. on Friday.
- You are responsible for your scheduled hours. If you are unable to work, you must find your own replacement. All schedule changes must be approved by the Store Manager.
- You may not exchange shifts without the Store Manager's approval.
- You are expected to be flexible enough to accommodate your employer's needs, especially during slack or busy times. On busy days, extra hours may become available. On slower than expected days, labor hours will have to be cut.
- Weather, holidays or sickness of other Team Members may affect scheduling.
- Overtime is not allowed and cannot be scheduled without prior approval from the store's supervisor.
- Schedules can be printed at the cash register station.
- The Fudgery will follow the strictest local guidelines for the employment of minors as established by Local, State or Federal agencies. The labor law governing your store may be stricter than the Federal Child Labor Laws. At the time of this writing, these were the current Federal Child Labor Laws:

 Youths 16 and 17 years old may perform any nonhazardous job, for unlimited hours.

 Youths 14 and 15 years old may work outside school hours in various non-manufacturing, non-mining, nonhazardous jobs under the following conditions:

DURING SCHOOL

No more than three hours on a school day.

No more than 18 hours in a school week.

Work may not begin before 7:00 a.m.

Work may not end after 7:00 p.m.

DURING SUMMER (June 1 through Labor Day):

No more than eight hours per day.

No more than 40 hours per week.

Work may not begin before 7:00 a.m.

Work may not end after 9:00 p.m.

Breaks

- Breaks will be provided based on local labor law requirements. Nothing in this section should be interpreted to supersede local labor law. Our break system will meet or exceed all labor laws in place for your store's location.
- Unless otherwise required by local labor law, breaks are unpaid. You are required to clock in and out for breaks.
- Breaks must be approved by the leader of your shift. Punch in and out for breaks. Unauthorized break time will lead to disciplinary action, termination of your employment and/or loss of wages.
- There is no federal law or guideline requiring The Fudgery to provide breaks to Team Members. Breaks, if provided, are at the option of the individual store leader based on the business pattern for the day. If a state or local law exists, it will be followed.
- Break rules may differ for minor 14- and 15- year old Team Members and 16- and 17- year old Team Members. These rules are typically regulated by state or local law and will be followed.
- During busy periods, weekends and holidays, the other food vendors in the marketplace will be busy, too. If eating during your break is important to you, it is advised to bring a snack from home.
- Breaks should *not* be taken in the back room.
- No eating or drinking is allowed in front of customers.

Vacation Days, Sick Leave, Family Medical Leave Act:

- The Fudgery does not provide vacation days for Team Members.
- Outside the scope of the Family Medical Leave Act (FMLA), The Fudgery does not provide sick leave for Team Members.
- FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year, for 1,250 hours over the previous 12 months, and if at least 50 employees are employed by the employer within 75 miles.
- If you are unable to work a scheduled shift, due to a personal issue (sick, car trouble, etc.) it remains your responsibility to find a replacement for your hours and to have that replacement approved by the Store Manager.
- Prior to returning to work due to a medical issue (illness or injury), you may be required to provide a written doctor's note releasing you back to full duty. The inability to perform all the duties required for your job may result in lost hours, permanent or temporary dismissal.
- The Fudgery does not provide extra pay for working weekends or holidays.
- Overtime pay is not authorized unless approved by the Store Supervisor in advance. However, if overtime pay is earned, it will be paid at a rate of time and half for hours in

- excess of 40 hours for a single work week. Hours in excess of eight hours in a single day are not considered to be overtime hours. You are expected to complete your work in a reasonable time period to the appropriate standard. Padding the time clock or working longer than your scheduled hours will result in disciplinary action and may result in the loss of your job. You will always be paid for all the hours you work. Never work additional hours in your store unless authorized by your Store Manager or above.
- Minors are never authorized to work outside the limits allowed by the Department of Labor for your locale. Minors are required to stop working immediately and clock out at the end of their legally allowed working hours, even if this means leaving a job undone. **Minors will never be required or requested to work outside the legal limits established.** Minors willfully disregarding our policy and working in excess of legal limits should expect disciplinary action (including dismissal). Problems with violations of labor law, especially for minors may result in the termination of the minor in violation of the policy, their supervisor and/or the Store Manager.

Dismissals and Resignations

- If you choose to resign your position with us, we expect a two week notice to be provided to your Store Manager in writing.
- If you quit or are fired, your final paycheck will be available on our usual pay schedule.
- Team Members who quit or are fired will only be paid minimum wage for the remainder of their hours.
- All Team Members are covered by the “Employee At-Will” Doctrine which allows for immediate dismissal without cause or prior notification. This doctrine recognizes that in some instances we might work well together even though there isn’t a tangible reason for there to be an unproductive working relationship. At no time will The Fudgery violate the Equal Opportunity Act. Nor would you ever be fired for reporting a health or safety violation. Nor would you ever be fired for a reason that violates the law or public policy. (There are additional protections given under our harassment policy.)
- No contract exists between The Fudgery and its Team Members to maintain your employment.

Job Abandonment, Misconduct and Insubordination

- Failure to present yourself for work
 - On time
 - Prepared
 - Willing
 - Or, able to perform your duties are considered to be job abandonment.
- We will accept such behavior as your immediate resignation without notice.
- Failure to follow company guidelines, training, policy, procedure or checklists is considered to be misconduct. We will accept such behavior as your immediate resignation without prior notice.
- Failure to follow legal, reasonable and justifiable instructions from a member of the leadership staff is considered to be insubordination. We will accept such behavior as your immediate resignation without providing notice.
- Demonstrating a negative attitude towards your work, co-workers, customers or supervisors is considered to be misconduct. The core business concept for The Fudgery is to create a fun, friendly and entertaining atmosphere for our customers and Team Members. We will accept such behavior as your immediate resignation without prior notice.

Equal opportunity

- The Fudgery's employment practices and policies will meet or exceed all Federal, State and/or Local laws and policies for the fair treatment of our Team Members as outlined in part by:
 - Title VII of the Civil Rights Act of 1964
 - The Americans with Disabilities Act
 - The Age and Discrimination in Employment Act
 - The Equal Pay Act
- The Fudgery has a long and proud history of providing equal opportunities to all people based on merit, competence and qualifications and not on race, color, religion, gender, sexual orientation, age, marital status, national origin, handicap or veteran status. All decisions made by The Fudgery including (and not limited to) recruiting, hiring, promotions, demotions, benefits, transfers, terminations or dismissals are made based on the performance of the individual, the requirements of the position, length of employment, quality of employment and such decisions will always be administered free from any sort of discrimination.
- The Fudgery takes very seriously claims of discrimination. Management will investigate all complaints in a confidential manner and, if found to be valid, The Fudgery will take immediate and appropriate action to resolve the issue.

SECTION FOUR: PAYDAY, PAYROLL PERIODS, PAY RATES AND DEDUCTIONS

Payday and payroll periods

- Our payroll period runs from Monday to Sunday. Paychecks are available on the first Friday following the end of the pay period. If payday falls on a legal holiday, you will be paid on the first legal business day prior to Friday. For example, July 4th is always a legal holiday. If July 4th falls on a Friday (payday), you will be paid on July 3rd.
- No one may be issued a paycheck earlier than the official payday. Taking or receiving a paycheck earlier than payday risks disciplinary action, including termination of employment, for both the person receiving and the person releasing the check early.
- If you quit or get fired, your check final paycheck will be available to you on the usual payday following the conclusion of the payroll period.
- The Fudgery does not provide advance pay to any Team Member under any circumstances.
- The Fudgery cannot be held responsible for paychecks arriving late to a store due to delivery problems, for example, when delivery is delayed due to weather or when our check delivery company is running late or temporarily misplaces the delivery.
 - All Team Members are strongly urged to set up direct deposit for their paychecks. Forms are available from your Store Manager.
- You must sign for your check when you pick it up. No one may sign for your check or pick it up for you. Paychecks are given only to the person for whom the check is issued and may only be available from your Store Manager. In general, your check will be available on Friday after opening hours and until 5 p.m. local time. Outside of that time, your check will be available based on your local Store Manager's posted work schedule. Your local store is NOT authorized to mail your paycheck.
- Checks that are lost, stolen or misplaced after being signed for are your responsibility. If you lose your check and would like to request a replacement check, please understand that The Fudgery cannot issue a replacement check for you without issuing a stop payment order on the original paycheck. The cost of the stop payment fee is your responsibility and must be paid before a new check is issued.

- Mistakes with your paycheck should be brought to the attention of the Store Manager who will address it with both you and the Home Office. If adjustments are required, they will be made on the next pay period and will be reflected in your next pay check.
- Paychecks not picked up within seven days will be returned to the Home Office.
- We do not cash paychecks.

Pay Rate

- You will always be paid at least minimum wage for hours required or permitted in accordance to the prevailing laws governing your store.
- Deductions from your paycheck will never prevent you being paid at least minimum wage.
- Minimum wage is established by federal and local law. You will always receive the greater amount required by law.

Deductions

- Under the U.S. Department of Labor's Fair Labor Standards Act, The Fudgery may require a Team Member to pay or reimburse the company for the cost of uniforms, damages done to The Fudgery's property or equipment, tools, cash register shortages, etc. Additionally, The Fudgery may prorate such expenses over several paychecks until the full amount is recovered. This is allowed without notification so long as the deductions do not cut the Team Member's wages below the minimum wage. You will always be paid at least minimum wage. Under Federal Law there is no obligation for The Fudgery to provide a statement of deductions. Local or State Labor Law may alter this policy and The Fudgery will adhere to the strictest standard required.
- Carelessness in handling money will **not** be tolerated. Shortages of \$1.00 or more will be withheld from your paycheck.
- Carelessness in using or caring for equipment, tools, stores and supplies will not be tolerated. You may be held responsible for damages occurring due to abuse, negligence or vandalism.
- Carelessness in handling money or equipment would be grounds for immediate dismissal.
- Do not let a customer confuse you while the cash drawer is open. If you feel uncomfortable with a transaction, alert your Store Manager **immediately**.
- To help protect your drawer, we do not make change. Should someone ask, apologize and explain you cannot open the drawer without a sale.
- If you think a mistake has been made on a cash register, alert your leadership immediately to avoid an honest mistake appearing as a shortage.
- Overruns are treated as shortages and require a deduction.
- Deduction forms are not admissions of guilt or wrongdoing. Deduction forms are used to demonstrate you accepting responsibility for the company's loss. As previously mentioned the Fair Labor Standards Act does not require a signed deduction form or prior notice of a deduction being made.

SECTION FIVE: HARASSMENT AND DISCRIMINATION

The Fudgery's policy is simple, ZERO TOLERANCE. We will keep our stores and workplaces free from unlawful and improper harassment by our Team Members, vendors and customers. The goal of our policy is to meet or exceed all local, state and federal laws governing harassment and discrimination in the workplace. Harassment may include any unwanted sexual attention, requests for sexual favors, unwelcomed or unwanted sexual advances, physical conduct or the posting of lewd or illicit materials. This is particularly true when submission to such conduct is made

(explicitly or implicitly) a condition of one's employment. This policy includes, but is not limited to, harassment or discrimination towards a particular age, race, gender, sexual orientation or marital status. Our ability to control harassment may be limited by the offender, (for example, our recourse against a customer or vendor may be limited) however, all prudent steps will be taken to limit, prevent and stop harassment. For example, if the harassing behavior is from a customer, that customer may be asked to leave or the Team Member may be temporarily removed from the situation. Harassment can take many forms.

- Any Team Member who commits an act of harassment or discrimination will be subject to immediate disciplinary actions which may include:
 - Oral or written warning or reprimand
 - Suspension with or without pay for a period not to exceed 30 days
 - Probation
 - Training or counseling
 - Transfer or demotion
 - Termination of employment
- The action taken will be based, in part, on the severity, frequency and pervasiveness of the harasser's behavior and in keeping with The Fudgery's goal of providing all Team Members with a harassment-free workplace.
- It is a blatant violation of this policy to retaliate against a person making a claim of harassment or a person cooperating in the investigation of a complaint. In some locations, retaliation may be illegal.
- If you make a complaint of harassment, your identity will be protected.
- All Team Members of The Fudgery have the responsibility to report harassment. If you suspect someone has experienced harassment, is currently experiencing harassment or is under a threat for reporting a case of harassment, immediately notify your supervisor. If your supervisor is the person responsible for the harassment, immediately contact the home office, your regional manager, the Equal Employment Opportunity Commission or other local government office. Remember, your identity will be protected. The Fudgery will *not* tolerate acts of reprisal against you.
- If you feel you are being harassed, or suspect another Team Member is being harassed, has been harassed, or has been threatened with reprisal for making a complaint, you *MUST* act. Immediately notify your manager. If the complaint is against a manager or a person in a leadership position, make your complaint to your regional manager or the home office.
- All good faith complaints of suspected harassment will be handled swiftly, seriously and with the utmost discretion. The person you are implicating will never be told who made the complaint. Everyone in the company shares your responsibility to help maintain a workplace free from harassment. If you feel you cannot make your complaint to your manager, contact their supervisor, your regional manager or the home office, addresses and phone numbers for all these people are conspicuously posted in your store.
- The Fudgery considers harassment to be a violation of a person's equal opportunity rights.
- The Fudgery expects all of its Team Members to do their part to keep our workplaces free from harassment and discrimination.

SECTION SIX: THEFT, DISCOUNTS, GENERAL CASH PROCEDURES

Checks and travelers checks

- We accept checks for the amount of purchase only.
- We cannot accept temporary or starter checks. Checks must be pre-printed with the customer's name and address.

- It is okay for a check to be drawn on an out of town or out of state bank.
- No additional I.D. is required for checks under \$25.00. Simply verify the information on the front of the check. For checks over \$25.00, also record their driver's license number and state on the front of the check.
- We accept travelers checks.
- Travelers checks must be signed in front of you. If the signatures do not match, ask to see a driver's license or passport. If the signatures *still* do not match, immediately alert your manager. Never accept a travelers check that has already been signed in both places.
- Make sure you understand the monetary value of the check. Make sure it is payable in U.S. funds.
- Make all checks payable to **The Fudgery**.

Handling Cash

- Carelessness in handling money will **not** be tolerated. Shortages of \$1.00 or more will be withheld from your paycheck. (See Section Four for details about payroll deductions.)
- Prior to issuing your register station, the funds inside your register have been verified by your Shiftleader. Your register will be checked at the end of your shift. If you do not stay for the verification, you may still be held responsible for any shortage.
- Team Members do NOT share cash registers.
- We do not accept foreign currency. All purchases must be paid in U.S. funds.
- Alert your manager before accepting bills of \$50.00 or more.
- Test \$20 bills and above with the counterfeit detection pen.
- You may not solicit tips.
 - No tip cups.
 - If a customer offers you a tip, you must refuse it three times. If they still insist on tipping, accept it graciously.
- To help protect your drawer, we do not make change. Should someone ask, apologize and explain you cannot open the drawer without a sale.
- Team Members may purchase products for a 50% discount. This discount may be applied to your immediate family, but no further. Extended family members may be offered our Mall Employee Discount. Only members of the leadership staff may conduct discounts.
- Mall Employees who either work for the mall or at a store in the mall may receive a discount not to exceed 25%. Only members of the leadership staff may conduct discounts. Your Store Manager may reduce the amount of discount offered to mall employees, but not increase it.
- Special discounts may be offered from time to time, for example, a Senior Citizen discount. These special discounts may not be combined with existing percentage discounts.

SECTION SEVEN: VENDORS, INSPECTORS AND DELIVERIES

- No one may enter the work area of a store unless they are in a Fudgery uniform except authorized delivery personnel and government officials with proper I.D. (This includes other Team Members.)
- Delivery personnel are not to enter the work area of the store during a show.

SECTION EIGHT: TIME STEALERS, TELEPHONE USE AND REQUESTS FOR INFORMATION

Cell Phones

- Cell phones are NOT allowed while working.
 - Your cell phone should be turned off (on vibrate is not OFF!) and put away.
- Cell phones are not part of your uniform.
- Only the store management may have their cell phone available during working hours.
- If your friends or family must contact you while you are at work, they may call the store phone number, but please explain to your friends and family you are not allowed to receive phone calls at work unless it is an emergency. (Emergency means just that, personal or family illness. Your evening social plans are **not** an emergency.)

Store Telephone

- The telephone is for management use **only**. If it is for you, they will hand the phone to you or take a message.
- Do not accept collect calls. No long distance calls are allowed.
- The telephone should be answered by management only. Answer the phone **only** if directed by a member of management. If directed to answer the phone, do so as follows: "Hello, The Fudgery at _____. This is _____. How may I help you?"
- Management and Team Member information is never given out over the telephone, especially phone numbers.
- Customers are not allowed to use our telephone.
- Do not accept or authorize phone orders for things like yellow page ads, web pages, cash register tape, etc. Your Store Manager knows where to order our supplies.

Time Stealers

- You must not read, text your friends or conduct personal business on shop premises. Time to lean? Time to clean, restock or do what you can to attract our next customer.
- No TVs, radios, CD players, Mp3 players, etc., are allowed to be used during working hours.
- Visitors to the marketplace whose sole interest is to conduct personal business with our Team Members will not be tolerated. (If you cannot tactfully remove yourself from a conversation of a personal nature, alert your Store Manager.)
- When you are off duty and have nothing to do, don't do it around the shop. We're a place of business, not a clubhouse. This includes when you are on break. If a break has been provided to you, do not distract the people still working.
- It is not permissible for your friends or family to routinely stop by just to visit or conduct personal business.

Inquires, Requests for Information, Confidentiality and Communications

- The Fudgery is a privately held corporation and all of our business practices are confidential. This includes (but is not limited to) our recipes, training systems, manuals and all other policies, procedures and business practices. Under no circumstances should you discuss business details (including sales information) about The Fudgery with another person.
- Information shared with you is considered to be confidential and not to be discussed with other Team Members. This can include something as simple as a phone number to how a

- certain task is performed. Without the Store Manager's direction, it is not okay for you to show someone else how to work the cash register or perform another part of your job.
- Wages, loss prevention issues, hours, complaints, evaluations, investigations, etc., are always to be treated as confidential. In some instances, (for example, in the course of a harassment investigation) your ability to maintain confidentiality may be required by law and you could be risking legal action being taken against you.
 - Openly discussing confidential information may lead to disciplinary action, including loss of your job.
 - Always feel free to discuss ANY topic with your Store Manager or higher. In fact, you are encouraged to talk openly to your Store Manager or higher about any issues you are having on the job.
 - While The Fudgery's leadership team maintains an open door policy, you are still encouraged to follow the chain of command by giving your complaints, suggestions and ideas first to your Store Manager and trust they will take the appropriate action. If the problem IS with your Store Manager, then please feel free to contact your Store Supervisor.
 - Without appropriate training and instruction from the Store Manager, Team Members should not directly contact the Home Office. If you have a problem, complaint, suggestion or idea, please follow the chain of command. Trying to skip over a level often slows down response time rather than increase it.
 - If someone inquires, including other Team Members, simply tell them business is "good" or "slow."
 - Direct all inquiries for information about the store or the company to the Store Manager. The only information that is NOT controlled would be your manager's full name, your store supervisor's full name, your store's address, the store's phone number, as well as the address and phone number to the Home Office. Your Store Supervisor can be reached via voicemail by calling the Home Office. This information is also posted at our corporate website: www.fudgeryfudge.com. Email should be directed to: customerservice@fudgeryfudge.com.
 - **NEVER** hesitate to give out the Home Office contact information:
The Fudgery
119 Green Street
Gainesville, GA 30501
(770) 287-1990

Questions, problems and suggestions

- If you have questions about anything, do not hesitate to ask.
- If you have suggestions for changes or improvements, please tell us.
- If you are discontented, tell us rather than encourage negative morale.
- Having a good time selling and making fudge is important to us. In fact, *having fun is a condition of employment*. The more you enjoy your work, the more the customers will enjoy their visit and the more likely they are to return. **Return customers are the backbone of every business!**
- If you feel you cannot get the answer you need, or if you have a suggestion or comment, write to the home office.

NEW HIRE TEST

Been paying attention? Good! Here's your chance to prove it.

1. What are the fudge facts? (Hint: there's eight of them):

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 _____

2. Do we ever *ask* a customer if they would like a free sample?

3. How much is fudge and how is it sold?

4. What is our uniform?

5. What day do we get paid?

6. What are the two most important rules in your mission to sell more fudge?

7. Is it important to store our fudge in the refrigerator? Does it melt? Why or why not?

8. As long as I keep it on buzz, it's okay to keep my cell phone on my belt or in my pocket? Yes or No

9. Meetings are optional. If I'm busy, it's okay to miss one, right? Yes or No

10. If my hair is short enough, I don't have to wear a hat. True or False.

11. If you want to trade schedules with someone, what should you do?

12. What is a Special?

13. What is a Combo?

14. What is a Super Combo?

15. It's okay to be five minutes late to work; that's close enough. True or False.

16. If a customer offers me a tip, I should refuse it three times and then accept it graciously. True or False.

SALESPERSON TRAINING CHECKLIST

Welcome to the team! Now let's learn how to earn that paycheck!

Getting Started: Paperwork!

These are all the forms that must be filled out and submitted to the Home Office. Not all forms will apply to your store.

- | | |
|---|---|
| <input type="checkbox"/> Application | <input type="checkbox"/> Authorization for Direct Deposits |
| <input type="checkbox"/> Team Member Update Sheet | <input type="checkbox"/> Federal Form 8850 – Pre-Screening Form |
| <input type="checkbox"/> Federal W-4 Form | <input type="checkbox"/> Employment Agreement |
| <input type="checkbox"/> State Income Tax Form (Some locations) | <input type="checkbox"/> Policy and Procedures with Acknowledgement |
| <input type="checkbox"/> Other Tax Form (Some locations) | <input type="checkbox"/> Terms of Employment Notice (Some locations) |
| <input type="checkbox"/> Work Permit (Based on age) | <input type="checkbox"/> Deduction, Overring, & Shortage Form (shirt) |
| <input type="checkbox"/> Team Member added to computer | <input type="checkbox"/> I-9 Form original mailed to Home Office |

Pre-Hire Checklist.

- | | |
|---|---|
| <input type="checkbox"/> Manual Issued | <input type="checkbox"/> Reading assigned before first day begins |
| <input type="checkbox"/> Policies and Procedures Reviewed | <input type="checkbox"/> Evaluation Form |

Welcome to Day One:

- | | |
|--|---|
| <input type="checkbox"/> Test Given | <input type="checkbox"/> Shirt Issued: Uniform check. |
| <input type="checkbox"/> Clocking in/out procedure demonstrated. | <input type="checkbox"/> Outline Training System |
| <input type="checkbox"/> Sales, our most important job | <input type="checkbox"/> Fudge fact drill! |
| <input type="checkbox"/> Tour of store/introductions | |
- Showtime Participation:** Participate in every show. Don't detract from show. Learn one song today.
- Fudge fact drill.** (Yes, again!)
- Soft Drink Station:** Organization. Supplies. Troubleshoot. Ice to drink ratio. Cleaning & side jobs.
- Lemonade Station:** Organization. Supplies. Troubleshoot. Cleaning & side jobs
- | | |
|--|---|
| <input type="checkbox"/> How to mix sugar water. | <input type="checkbox"/> How to slice and squeeze lemons. |
|--|---|
- Waffle Cone Station:** Organization. Supplies. Troubleshoot. Cleaning & side jobs
- | | |
|--|---|
| <input type="checkbox"/> How to prepare waffle mix | <input type="checkbox"/> How to use waffle iron |
| <input type="checkbox"/> Rolling cones, stocking levels. | <input type="checkbox"/> Decorating cones, stocking levels. |
- Fudge fact drill.** (Yes, again!)
- Ice Cream Station:** Organization. Supplies. Troubleshoot. Cleaning & side jobs
- | | |
|---------------------------------------|-----------------------------------|
| <input type="checkbox"/> How to scoop | <input type="checkbox"/> Toppings |
|---------------------------------------|-----------------------------------|
- Frozen Drink Station:** Organization. Supplies. Troubleshoot. Cleaning & side jobs. Recipe book.
- Whip-Eze use.
- Dipping Station:** Organization. Supplies. Troubleshoot. Cleaning & side jobs. How to dip.
- Coffee Maker, Cappuccino Machine.** Organization. Supplies. Troubleshoot. Cleaning & side jobs. How to use
- | | |
|---|-------------------------------------|
| <input type="checkbox"/> Apple Display: Organization. Supplies. Troubleshoot. Cleaning & side jobs. | |
| <input type="checkbox"/> Varieties & Pricing. | <input type="checkbox"/> Packaging. |
- Fudge fact drill.** (Yes, again!)

Salesmanship!

- | | |
|---|--|
| <input type="checkbox"/> Attracting Customers: The art of being enticing | <input type="checkbox"/> Working the door. Have fun. Be playful. |
| <input type="checkbox"/> Effective greetings. Have fun. Be playful. | <input type="checkbox"/> See them coming/Start the conversation |
| <input type="checkbox"/> Creating customers, #1 job! | |
| <input type="checkbox"/> Attract to register at end of show. | |

- | | |
|--|---|
| <input type="checkbox"/> Effective Sampling: | <input type="checkbox"/> Size and quality of sample. |
| <input type="checkbox"/> What to sample and when. | <input type="checkbox"/> Sample to create a customer. |
| <input type="checkbox"/> Location of spoons/no pre-loading spoons! | <input type="checkbox"/> Use of fudge facts while sampling. |
| <input type="checkbox"/> Give samples, don't ask to give. Hand it to them! | <input type="checkbox"/> Managing multiple sample requests. |
| <input type="checkbox"/> Keep the conversation going/no one is just looking. | |

- | | |
|---|--|
| <input type="checkbox"/> Sales! | <input type="checkbox"/> Use of fudge facts to sell, sell, sell. |
| <input type="checkbox"/> Fudge fact drill. (Yes, again!) | <input type="checkbox"/> Fudge facts to overcome objections. |
| <input type="checkbox"/> "What else?" Let customer decide how much. | <input type="checkbox"/> Upgrades, importance, goals. |
| <input type="checkbox"/> Unqualified "no" versus qualified "no." | <input type="checkbox"/> Handling price objections. |
| <input type="checkbox"/> Specials/Combos/Super Combos. | <input type="checkbox"/> Handling lines of customers. |
| <input type="checkbox"/> Moving with a sense of urgency. | <input type="checkbox"/> Perseverance. |
| <input type="checkbox"/> Value of excitement & enthusiasm. | |

- Role playing.** Talking through examples of real sales. Practice makes perfect.

- | | |
|---|--|
| <input type="checkbox"/> Fudge Quality and Handling. | <input type="checkbox"/> How to wrap neatly and quickly. |
| <input type="checkbox"/> How to pick up fudge. | <input type="checkbox"/> Size checks BEFORE the sales. |
| <input type="checkbox"/> Quality checks BEFORE the sale. | |

- | | |
|---|--|
| <input type="checkbox"/> Handling Complaints | <input type="checkbox"/> Get manager help! |
| <input type="checkbox"/> L.A.S.T. procedure | |
| <input type="checkbox"/> Releasing contact information: manager name, Home Office information | |

- | | |
|---|---|
| <input type="checkbox"/> Register Station: Organization. Supplies. Troubleshoot. Cleaning & side jobs. | <input type="checkbox"/> How to zero scales/Nothing touching scales |
| <input type="checkbox"/> How to replace paper roll. | <input type="checkbox"/> Countdown procedure |
| <input type="checkbox"/> No sharing registers | <input type="checkbox"/> Overring versus void |
| <input type="checkbox"/> What to do when you've made a mistake | <input type="checkbox"/> Credit cards, gift cards, coupons. |
| <input type="checkbox"/> Count back cash. Coins in hand first. | <input type="checkbox"/> When to open rolls of coins/call for more change |
| <input type="checkbox"/> Bag first, the collect money. | <input type="checkbox"/> Accepting checks/travelers checks |
| <input type="checkbox"/> Use of counterfeit pen | <input type="checkbox"/> No sales are a no-no. |
| <input type="checkbox"/> Accepting bills larger than a twenty | <input type="checkbox"/> Accepting responsibility for shortages |
| <input type="checkbox"/> Everyone gets a receipt. | |

- Side Jobs.**

- Shift Change or Closing Procedures.** Cleaning as you go. Pre-close or pre-shift change work.

- Sing one fudge song with me!**

- First evaluation completed.**

CANDYMAKER TRAINING CHECKLIST

Welcome to the team! Now let's learn how to earn that paycheck!

Getting Started: Paperwork!

These are all the forms that must be filled out and submitted to the Home Office. Not all forms will apply to your store.

- | | |
|---|---|
| <input type="checkbox"/> Application | <input type="checkbox"/> Authorization for Direct Deposits |
| <input type="checkbox"/> Team Member Update Sheet | <input type="checkbox"/> Federal Form 8850 – Pre-Screening Form |
| <input type="checkbox"/> Federal W-4 Form | <input type="checkbox"/> Employment Agreement |
| <input type="checkbox"/> State Income Tax Form (Some locations) | <input type="checkbox"/> Policy and Procedures with Acknowledgement |
| <input type="checkbox"/> Other Tax Form (Some locations) | <input type="checkbox"/> Terms of Employment Notice (Some locations) |
| <input type="checkbox"/> Work Permit (Based on age) | <input type="checkbox"/> Deduction, Overring, & Shortage Form (shirt) |
| <input type="checkbox"/> Team Member added to computer | <input type="checkbox"/> I-9 Form original mailed to Home Office |

Pre-Hire Checklist.

- | | |
|---|---|
| <input type="checkbox"/> Manual Issued | <input type="checkbox"/> Reading assigned before first day begins |
| <input type="checkbox"/> Policies and Procedures Reviewed | <input type="checkbox"/> Evaluation Form |

Welcome to Day One:

- | | |
|--|---|
| <input type="checkbox"/> Test Given | <input type="checkbox"/> Shirt Issued: Uniform check. |
| <input type="checkbox"/> Clocking in/out procedure demonstrated. | <input type="checkbox"/> Outline Training System |
| <input type="checkbox"/> Sales, our most important job | <input type="checkbox"/> Fudge fact drill! |
| <input type="checkbox"/> Tour of store/introductions | |
| <input type="checkbox"/> Showtime Participation: Participate in every show. Don't detract from show. Learn one song today. | |
| <input type="checkbox"/> Fudge fact drill. (Yes, again!) Candymaker's role to attract customers and add value to shopping experience. | |
| <input type="checkbox"/> Candymaking Schedule | |
| <input type="checkbox"/> Most important document in the store, why? | <input type="checkbox"/> How to read flavor, size, timing, temperature. |
| <input type="checkbox"/> Washing a table. Three towel system: wash, rinse, and then sanitize. Sides. | |
| <input type="checkbox"/> Barring a table. Managing bars to prevent nicks and scratches. Spatula and strainer placement. | |
| <input type="checkbox"/> Batching Fudge. Organization. Supplies. Recipe. Cleaning as you go. Working clean. | |
| <input type="checkbox"/> One in the kettle, one in the pot waiting for kettle. | <input type="checkbox"/> Rebatch use. |
| <input type="checkbox"/> Chocolate weighed on sales scales ONLY. | <input type="checkbox"/> Restocking. |
| <input type="checkbox"/> Stove and Kettle. | |
| <input type="checkbox"/> How to light stove/turn on/flame height. | <input type="checkbox"/> Keeping drips & splashes cleaned up. |
| <input type="checkbox"/> How to pour batch into kettle. | <input type="checkbox"/> How to add half and half. Stir immediately. |
| <input type="checkbox"/> Stirring Fudge. | |
| <input type="checkbox"/> Figure 8 motion. | <input type="checkbox"/> When to add more half and half. |
| <input type="checkbox"/> When to add the thermometer | <input type="checkbox"/> Stirring around the thermometer. |
| <input type="checkbox"/> Face the audience, not the stove! | <input type="checkbox"/> Controlling drips and splatters. |
| <input type="checkbox"/> Temperature Calls and Washdowns. | |
| <input type="checkbox"/> Announce: 10, 5, 4, 3, 2, & 1. Calling it back. | <input type="checkbox"/> Temperature calls attract attention. |
| <input type="checkbox"/> Don't interrupt show. | <input type="checkbox"/> Importance of accuracy. |
| <input type="checkbox"/> How to do a washdown. | <input type="checkbox"/> Washdowns limited to boil 10, 5, & 3 degrees |
| <input type="checkbox"/> All flavors receive the same washdowns. | <input type="checkbox"/> When and how to change the washdown bucket. |
| <input type="checkbox"/> Fudge Pours. | |
| <input type="checkbox"/> How to pour fudge. | <input type="checkbox"/> Spatula and strainer use |
| <input type="checkbox"/> Fudge pouring announcements/songs/lingo | <input type="checkbox"/> Fudge pour as a pre-show. |
| <input type="checkbox"/> Cleaning the kettle after the pour. | <input type="checkbox"/> Managing drips. |

- Pre-show.**
- Attract an audience before ringing bell. Assemble tools and ingredients needed to finish.
- Wash your hands.
- Bell Ringing.** How to ring bell. Include audience. Importance of ringing the bell every time.
- Debarring the Fudge.** How to debar. Start of show. Introduce yourself and your bartender.
- How to Wash Bars.** Washed immediately. 30 seconds. Back out front for show. Bring edger with you.
- How to Turn Fudge.**
- Introduction to Stretching.**
- Introduction to Loafing.**
- Fudge Oath.** Importance of being an entertainer, talking TO the audience, including the audience the fun.
- Sampling and Pre-Selling.**
- How to sample. Sample size. When and how to stop sampling.
- Show doesn't end. Keep talking, pre-selling. Direct attention to registers.
- Use fudge facts while sampling. Promote combos and super combos.
- Obligate people to buy as way of saying "thanks!"
- Slicing and Table Prep.** Speed, accuracy, and appearance.
- Evaluating fudge quality. Scrap around table with loafer, not edger.
- Wash around table, don't get fudge wet! Clean the sides of the table, too.
- Use clean hand gloves. Knife, knife, table, slice, tray.
- Clean tray, neat paper, slice sizes & placement.
- Side Jobs.**
- Shift Change or Closing Procedures.** Cleaning as you go. Pre-close or pre-shift change work.
- Sing one fudge song with me!**

Welcome to Day Two:

By the end of the day, the new candymaker must be able to do all of the following:

- Read and follow the candymaking schedule
- Bar a table
- Stir fudge
- Washdowns down timely and correctly
- Bell ringing and showtime announcement
- Wash bars in less than one minute
- Effectively pass out samples.
- Know one fudge song from beginning to end
- Can loaf fudge (appearance will improve)
- Wash a table
- Batch fudge without guidance
- Make accurate temperature announcements
- Fudge pours including show elements of pour
- Introductions and debarring the fudge
- Give the Fudge Oath without help
- Slice correctly and accurately
- Can stretch fudge
- Follows shift change or closing checklists

Welcome to Day Three, Four, and Five:

We know candymaking is part art and part craft. It takes practice to develop your skills. Here's what you'll be practicing for the next three days.

- Mastering basic skills, developing speed.
- Getting the audience to participate.
- Maintaining an audience from beginning to end.
- Cleaning as you go.
- Candymaker as a pre-selling salesperson.
- Developing basic fudge show.
- Attracting an audience.
- Learning more fudge songs.
- Accuracy. Speed.
- Fudge facts.

By the end of Day Five, you must be able to do the following:

- Successfully complete a fudge show without help. Produce great looking fudge.
- Complete mastery of basic skills: batching, slicing, following the schedule, staying on time, temperature calls.

First evaluation completed. Congratulations! The fun is just beginning!