

Budtender / Retail Training Manual: (updated March 2022)

Purpose: The purpose of this manual is to inform new employees of Mota as to the requirements of their job and the workplace policies at MOTA.

I. Policies:

Employee Health and Safety

As your employer, Mota is concerned with your health and safety. As a Mota employee, your health and safety in the workplace is protected by Federal, State and County regulations and policies. The policies discussed here apply to all Mota employees. The State of California administers its own workplace safety and health program, called Cal/OSHA (Occupational Safety and Health Act), which is designed to protect employee's safety while on the job.

Protecting your health and safety on the job and complying with safety regulations is a two-part responsibility. Mota, as your employer, has some responsibilities, and you, as an employee, have some responsibilities. The goal is that everyone works together to maintain a safe workplace. Mota's policies, which comply with Cal/OSHA requirements for employers, set out its responsibilities:

- Maintain a workplace that is safe and healthful for the employees.
- Comply with workplace health and safety standards, provide an Injury and Illness Prevention Program and records, and do not discriminate against employees who report hazardous working conditions.
- Require each department in the County to have its own Injury and Illness Prevention Program and to train employees on its provisions. Employers must also provide employees with training in general safe work practices and specific training concerning hazards unique to any job assignment.

As an employee, you have a part to play to help maintain a healthy and safe work environment as well. Your responsibilities under the law require that you:

- Obey all workplace safety and health laws, standards, orders, and regulations.
- Use protective equipment, safety devices, methods or processes intended for employee protection.
- Do not interfere with the use of safeguards by others.
- Do not remove, displace, damage, destroy or tamper with safety devices, safeguards, notices or warnings.

If you see an unsafe condition or a problem, you should immediately alert your supervisor or the Safety Officer and provide as much information as possible.

Workplace Violence Policy

Mota is committed to doing everything reasonably necessary to protect the life, safety, and health of its employees. To enhance the security of our work environment, you must wear your Mota Identification Card whenever you are on Mota property. Mota has a zero tolerance policy on threats or violence in the workplace. Workplace threats, intimidation and violence are expressly prohibited and could result in termination or other disciplinary action.

How to Report Violence or a Threat

If you are threatened or witness a threat and you believe there is immediate danger, call 911 to get emergency assistance. If you do not feel there is immediate danger, notify your supervisor or manager, who will report the incident to the departmental personnel/human resources office and the Office of Security Management. The County's Office of Security Management is staffed by Sheriff's Department personnel. They review reported security incidents and consult with departments on handling problems and preventing escalation of reported incidents. If you are confronted by someone who has become violent or is behaving in a threatening manner, follow these tips:

- Don't be a hero.
- Don't confront anyone who has brought a weapon to work.
- Don't try to negotiate with a violent person.
- Call 911 immediately.

Consequences of Violating the Workplace Violence Policy

Threats of harm are illegal, and anyone who makes a threat in the workplace may be subject to arrest and prosecution. An employee who makes a threat and is deemed to be a possible danger may be removed from the workplace while an investigation is conducted. Depending on the circumstances, the employee may be temporarily transferred to another worksite or suspended.

When it has been determined that a threat or act of violence has been committed, the employee is subject to departmental discipline, up to and including discharge. If you have questions regarding this policy, talk with your supervisor or your departmental personnel/human resources office.

Drug Free Workplace Policy

Mota has a dual responsibility – provide a safe, healthful workplace for its employees and protect the safety and health of the public. So, a Mota employee under the influence of illegal drugs creates a

potentially dangerous situation not just for other Mota employees but for the public as well. To help prevent such a situation from occurring, Mota established a Drug Free Workplace Policy. The policy states that:

- The abuse of drugs, including alcohol, by employees or contract personnel is unacceptable because it adversely affects health, safety, security and productivity as well as public confidence and trust.
- Using, possessing, selling or being under the influence of illegal drugs is unlawful, dangerous and is absolutely prohibited at the workplace.
- The use of alcohol at the workplace or the misuse of alcohol or prescribed drugs to any extent that impairs safe and effective job performance is also prohibited.
- Violation of any element of this policy shall result in disciplinary action up to and including termination.

Equal Employment Opportunity (EEO)/Non-Discrimination Policy

State and Federal laws have established that no one shall be discriminated against or harassed in employment because of:

- Race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, age, sex or sexual orientation.

If you have questions, please contact your supervisor or the Compliance Officer.

ADA Compliance Program

This program assures that people with disabilities are given equal opportunity in compliance with the 'Americans With Disabilities Act' (ADA). Mota's ADA Compliance Program states that:

Mota does not discriminate on the basis of disability in employment or in providing access to cannabis products. This policy applies equally to employees of Mota and members of the general public who access cannabis products through Mota.

If you have questions regarding this program, contact your supervisor or the Compliance Officer.

Diversity Policy/Cultural Awareness

Because it supports an inclusive, diverse workplace and cultural awareness, the Mota established a Diversity Policy, which states that:

It is the policy of Mota to create an inclusive workplace environment in which each person is valued for his/her unique gifts and talents; to capitalize on the innovation inherent in diverse work groups; and to assure that each person is valued based on individual characteristics rather than on stereotypes.

A key goal of this policy is to conduct employee training for the purpose of instructing participants to respect others and be open to their individual experiences; generating an awareness of other's personal perceptions by imparting knowledge of cultural characteristics; and teaching skills to apply cultural concepts in everyday working behaviors.

Performance Review Policy

Probation

You must serve a 90-Day Probationary Period when you are first hired and each time you are promoted to a higher level position. You do not become a permanent employee until you have successfully completed your first probation. To manage your performance and make the best of your probationary period, get a clear understanding of what is expected of you from your supervisor. The probationary period is the time to show your department that they made the right decision. You must show that you can perform the duties of the job without a need for close supervision and monitoring. You must take the initiative to understand policies, regulations, and instructions. You are required to deliver quality services. Most importantly, you must work and conduct yourself in a professional manner that is appropriate for your job and that exemplifies the values of the Mota Vision.

It is important to know that your performance is formally evaluated at the end of your probationary period and annually after that. Mota, may, at its sole discretion, conduct more frequent formal reviews of workplace performance. If you do not meet performance requirements and expectations, or your behavior is unacceptable, you may be released if you are a first-time probationer. If you are serving a promotional probation, and your performance does not meet expectations, you may be discharged or reduced.

Your probationary period is the final step in the selection process. Generally, there are only two rating choices at the end of probation – *Competent* or *Unsatisfactory*. There are three ratings possible for participants in the Management Appraisal and Performance Plan – *Exceptional*, *Merit* or *Unsatisfactory*. An *Unsatisfactory* rating constitutes failure of probation and results in reduction or release from service. Mota probationary periods can last anywhere from one to six months depending on the position you hold. Most probationary periods are three months. If you are not sure about the length of your probation, ask your supervisor.

Performance Evaluation System

As a Mota employee, it is extremely important that your work is evaluated. During the course of your employment, you may receive both informal and formal performance reviews. Evaluations let you know how you're doing and give you guidance on how to do your job even better. Your supervisor will discuss your performance evaluation report with you and provide you with a copy. Some temporary employees may also receive performance evaluation reports.

Attendance/Tardiness

You are expected to report to work each day, and arrive on time in accordance with your work schedule. At Mota, we use 'When I Work' to publish team member shift times. You are required to notify your supervisor if you're going to be late or absent. You must follow your work schedule, including observing your lunch and break times. Mota may adjust the start times for lunches and break times for production efficiency. Your supervisor will explain the attendance requirements for your work area.

Requesting Leave Time

Even though you may have earned time off, you must get authorization to use it. Request time off, in advance, through your supervisor or someone identified by your supervisor to contact in the supervisor's absence. Make sure you have approval before taking time off from work. Always follow the procedures and instructions for your work area.

II. Regulatory Training

1. Recreational Patients must be 21+ / Medicinal Patients must be 18+
 - a. Age and Identity Confirmed by State ID, Military ID, or Passport via Blaze
 - b. If the iPad cannot scan ID, a photo must be captured
 - c. Medical Patients must present a recommendation from a physician
2. There must be at least one retail employee in the retail area at all times
3. All Sales/Deliveries must occur between 6AM and 10PM
4. Any product removed from packaging must be submitted for destruction (can't be sold)
5. When receiving saleable goods check:
 - a. Distributor License #
 - b. Expiration Date
 - c. Compliance Testing Results
 - d. Batch Information

6. The only non-cannabis goods we can sell are cannabis accessories
 7. The exception being promotional materials (t-shirts, hats, etc. with cannabis business logos or names)
 8. All live clones must meet the following requirements:
 - a. Must be immature/not flowering
 - b. Labelled "This product has not been tested pursuant to the Medicinal and Adult-Use Cannabis Regulation and Safety Act."
 - c. Never exposed to pesticides and are grown here
 9. Daily Limits:
 - a. Recreational:
 1. 28.5g (1 oz.) of flower
 2. 8g of concentrates

Note: This is the sum of all goods in one sale, ie edibles, vapes, etc.

 - 3. 6 clones - b. Medicinal
 1. 8 oz. of flower
 2. 12 clones

Note: If the physician's recommendation has amounts that exceed this, honor them.
10. Defective items can be returned and stored in quarantine until they are returned to the distributor (Exchange Drawer)
 - a. No other materials may be returned
11. No cannabis goods may be dispensed for free
12. All goods must leave the store in re-sealable, tamper evident, and child-proof packaging in opaque bags
 - a. Seeds and plants are the exception to this rule
13. ID Badges must be worn by all employees at all times
14. No cannabis/tobacco/alcohol use anywhere on property
15. Note: If you have to test a vape, then use the Omnitester under the counter

III. Retail (Budtender) Training

The Inventory Control Process

1. Processed Goods: all goods that are packaged by Distribution for sale in the retail space. This includes Mota Carts, Mota Elixirs, Mota Balms, edibles, flower grown in-house, and flower purchased in bulk.

- a. Folder ID: All batches of product will have a folder number assigned to it on the date that it was received into Distribution inventory and a category: Harvest, Purchase, or Manufacture
 - i. Harvest: Assigned to house grown flower on the date that it is shucked from the stalk following during. Harvest folders will inherit the cultivation files (Planting Log and Harvest Log) when generated. The following records will be generated at this time: Batch Record, Test Sample Transfer Manifest, Processing Log, and Stocking Log.
 - ii. Purchase: Assigned to bulk flower purchased from another distributor on the day that the material is received and signed for. The following records will go into the folder: CoA (provided by distributor), Invoice and Manifest (may be one documents in some cases), Purchase Order, Processing Log, and Stocking Log
 - iii. Manufacture: Assigned to chocolates, balms, tinctures, and cartridges on the date that they are transferred into the vault to await testing. The following records will go into the folder: Test Sample Transfer Manifest, Processing Log, and Stocking Log.
- b. Record Keeping: All folders will be stored by month in the retail filing cabinet in the top drawer.
- c. Processing Work-Flow: Following the receipt of the CoA (Certificate of Analysis) for bulk materials to be processed (either from the Testing Lab or Vendor) the bulk items will move from Distribution Quarantine into Distribution Inventory.
 - i. Processing Logs: At this time the Processing Logs will be populated with the Starting Mass, UID, THC%, CBD%, and Check-In Date.
 - ii. Processing: Each Processing event will move in the following order:
 - 1. The Department Manager will remove up to a pound of bulk material from processing log, capturing the date, amount removed, and the remaining amount.

2. The Department Manager will generate a Weigh-Out Form with all pertinent information populated and transfer the form and bulk material to the processors.
3. Upon completing the work assigned the processors' work will be inspected by the on-duty manager. This manager will sign for the material, formally marking hand off between Distribution and Retail.
4. The Retail Manager/Lead, on duty, will enter the materials into Blaze POS, the Stocking Logs, and the Processing Logs

Note: The Stocking Logs must match Processing Logs and the Weigh-Out Form. If you need to stock the counter, mark it as a separate event on the Stocking Log.

2. Retail Goods: all goods purchased by retail for resale at the counter.
 - a. For all purchased retail items the distributor will provide the CoA and Invoice. The receiving clerk will check the invoice against the Purchase Order and Pay-Out the vendor accordingly.
 - b. All folders will be stored in the retail filing cabinet in the second from the top drawer. The CoA, Purchase Order, and Invoice all go into separate folders within the month folder.
 - c. The Invoice will be scanned and saved on the store gdrive/Bobas and Bill/Managers/Retail Records/Invoices
 - d. Retail Stocking Log: At the time of receiving a batch the item must be entered into Blaze POS. If the brand exists then record the new batch in the existing Retail Stocking Log (stored in the Vault in the Blue Folder if bin is depleted). If it is a new brand then a new Retail Stocking log will be generated.
 - i. Documentation in Blaze POS: Name, Unit, Cost, Amount, Price, Best-By Date, and Picture
3. Distribution Sales: all goods sold to other distributors – exempt from excise tax and must be transported in a vehicle registered to a transport license. These transactions will be handled by the Distro Manager or higher.

- a. Each transaction between Mota Distribution and another Distributor will generate an Invoice (recycling Invoice may also be required) and Manifest.
- b. All files will be stored by month in the Retail Filing Cabinet in the drawer third from the top. Within each month there are separate folders for Invoices and Manifests
- c. All invoices will be scanned into the store gdrive/Bobas and Bill/Managers/Distribution Records

4. Purchasing and Receiving

- a. Purchase Order Generation: Retail managers are tasked with following the flow of sales and new products via the Blaze inventory to ensure a diverse and healthy inventory to provide patients. Starting each Monday a Retail Manager will begin to generate Purchase Orders (PO's) in Blaze POS based on what he/she has assessed to be in need by the store.
- b. Friday the PO's confirmed for delivery will be Approved and sent to the Accountant.
- c. Monday the Pay-Outs will be delivered with their associated PO's and a table of all expected deliveries for that day.

Note: Vendor shipments will only be accepted on Designated Receiving days (Monday's and Tuesdays) or if 'special Arrangements' are made. 'Walk-in' shipments are not to be accepted by retail staff.

- d. At time of delivery the Invoice is to be cross referenced against the PO. If there is less than the quantity ordered the Receiving Clerc is personally responsible for the adjustment and reduced payout.

Note: Do not accept anything extra, payouts cannot be expanded.

- i. Manifest: Signature, Name, Date, Phone Number of the Receiving Manager and Time of Delivery.
- ii. Invoice: Signature, Name, Date of the Vendor, Amount Paid (make sure to note what and why if a payout is adjusted).

Note: Photocopy the signed originals and keep them for our records.

Note: Count the pay-out and double check the math if you adjust a payout, you are responsible for the money.

- e. Inventory: See above for what paper records to generate. As for Blaze POS, by completing the PO you will move the purchased products into inventory.

5. Inventory Reconciliation

a. Daily Counts:

- i. Morning Count: Each day a Daily Inventory Count Log needs to be generated from Blaze Safe Inventory. The Counter Inventory will be added to the values listed on the current Stocking Logs and compared to the Blaze Inventory. If any values do not reconcile, they will be noted on the record and reported to the Compliance Officer or the designated Manager immediately for follow up.
- ii. Afternoon Count: At the change of shift the Till will be counted and a sales report for the morning will be generated. If the Till is on, only the goods sold will be counted. Otherwise, the entire counter must be counted. This will be done on the same Daily Inventory Count record used by the opening shift.

- b. Weekly Counts: Once a week the Stocking Logs will be verified by a hand count of the vault inventory. This event will be captured on the Stocking Log as a zero sum adjustment. If any discrepancies are discovered they are to be: 1.) adjusted on the Stocking Log, Adjusted in Blaze POS, and reported to the Compliance Officer or the General Manager for follow-up by the end of the shift. This event will be captured the Vault Inventory Count Log.

- c. Monthly Counts: Every 30 days, per Title 16 Division 42, the Blaze POS inventory must be cross referenced against a hand count by the Retail Manager and the Compliance Officer.

6. Vendor Conduct

- a. Vendors are second to Patients, if one comes into talk, pitch new products, train, etc. and there are Patients not yet being helped in the lobby – tell them to wait.
- b. The General Manager / purchasing clerk will only be available for vendors to meet on designated day(s) and times, generally before noon. If they come in any other time, they may leave samples and in information, but tell them to come back a different time.

- c. Vendors may only deliver goods on pre-determined days, if they come any other day turn them away and tell them when to come back in keeping with our schedule.
- d. Vendors may only deliver goods in through the back door. They may come in or leave through the front the rest of the time.

7. Disciplinary Action

- a. Verbal Warnings: The Retail Lead may issue a verbal warning for any deviation instead of documenting it with a written warning. This is meant to provide an avenue for constructive criticism in the work place and if a verbal warning is issued, effort towards improvement is expected
- b. Written Warnings: IF improvement is not observed the Retail Lead may issue a Written Warning as a means of escalation.
 - i. 1st Warning is a formal meeting for corrective action and will be issued with a plan forward: what's expected of you, how to improve, and how long you have to demonstrate improvement
 - ii. 2nd Warning is either a continuation of the first (improvement was not shown or deviation was repeated) or a new deviation within 30 days of a 1st Warning. 2nd Warnings come with a suspension of privileges, eg. participation in the monthly recycling initiative
 - iii. 3rd Warning is either a continuation of the first (improvement was not shown or deviation was repeated) or a new deviation within 90 days of a 2nd Warning. 3rd Warnings will continue a suspension of privilege and set the grounds for Termination if there are any further issues within 180 days of issuance.

8. Errata

- a. Employees are expected to Punch-In and Punch-Out prior to their scheduled shift start using the Fingerprint Scanner located by the Posting Board to ensure accurate pay-roll, failure to do so can result in a Warning, suspension, or termination.

Note: It is the employee's responsibility to confirm punch-in, The interface will greet you with a 'Thank You'- mis-punches are equivalent to not punching at all.

- b. Employees are expected to check the Posting Board daily for information about Specials, Discounts, Changes to Policy, etc.

IV. Products Training

1. How to grow a plant?

a. Juveniles

i. Transplant in 12-16 oz. cup with holes in the bottom

ii. Filled with organic soil, enough to submerge root plug

Note: Do not remove from grow block, the plant will die

iii. 1st time water in excess – overflowing

iv. 2nd time and after water only when soil is dry

Note: Water as needed – biggest mistake is overwatering

b. Teens are the same, but transplant into a bigger container

Note: Leave about ¼ rooting material above soil

Note: Do not put into direct sunlight for 2 weeks and slowly acclimate

2. What does sativa, hybrid, and indica mean and what terpenes are involved?

a. In the 18th Century Linnaeus coined the term sativa to describe hemp found in Europe and Eurasia grown for its seeds and fibers. Lamarck titled hemp grown in India indica for psychoactive traits as well as its utility. Most cultivars today are descended from the latter and the former has been relegated, along with vulgaris, to the industrial hemp world. Today we loosely use sativa and indica to describe tall, thin-leafed and short, fat-leafed plants.

b. The “indica and sativa effect” is largely dictated by the terpenes involved – we are in the process of collecting the terpene profiles for all our flowers. As a collective we also want to move away from those terms and start educating our patients to the effects of the flower as a function of the terpenes. This is because, with the exception of medical patients, experientially terpenes are what will dictate the consumers’ choices and we

want them to be making informed decisions. The following are the big players you must be familiar with:

- i. Myrcene: for the most part myrcene dictates whether a strain will have an indica or sativa effect. Strains containing over 50% of myrcene produce a more sedative high (indica effect) regardless of other terpenes involved

1. Indica effect: linalool, terpinolene

- ii. Limonene: Dominant terpene in strains with a sativa effect. Limonene aids in the absorption of other terpenes through the skin and mucous membranes – this means you'll see it in topicals and sprays. Has been used to treat anxiety and depression.

1. Sativa effect: α -pinene, humulene

- iii. β -Caryophyllene: The only terpene known to interact with the body's endocannabinoid system (CB2). It produces anti-inflammatory and analgesic effects. This makes it synergistic with CBD for pain relief.

Note: the mechanism of action for terpenes is unknown

3. Please consider the following figures of two hybrid strains – you'll notice that myrcene and limonene have been expressed in comparable quantities – this has been done deliberately through a careful breeding program.

Note: The left axis is for the THCA and Δ -9 THC, the right axis is for everything else.

Figure 1: Terpene and Cannabiod profile of 31012019-HN, via HS-GC-MS and HPLC-MS

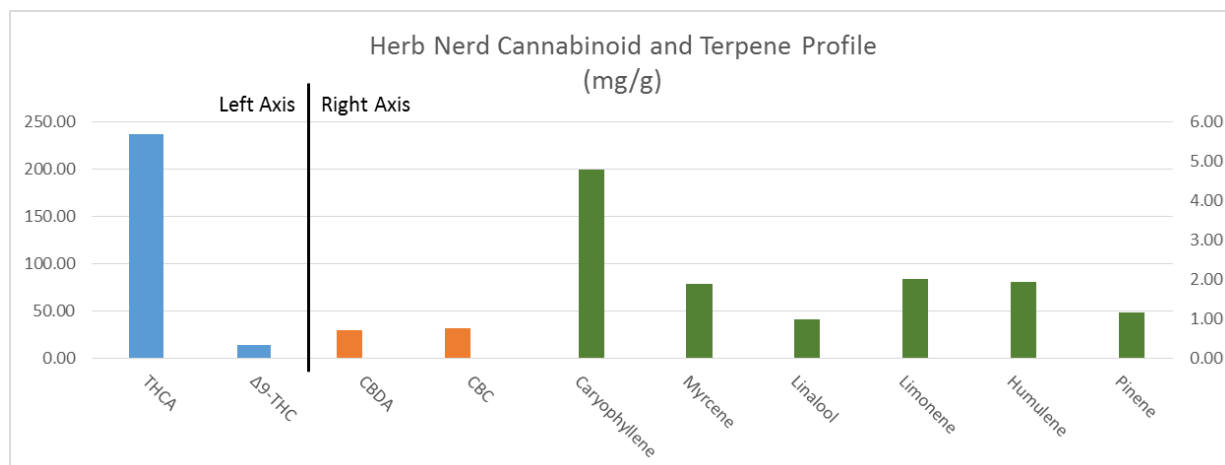
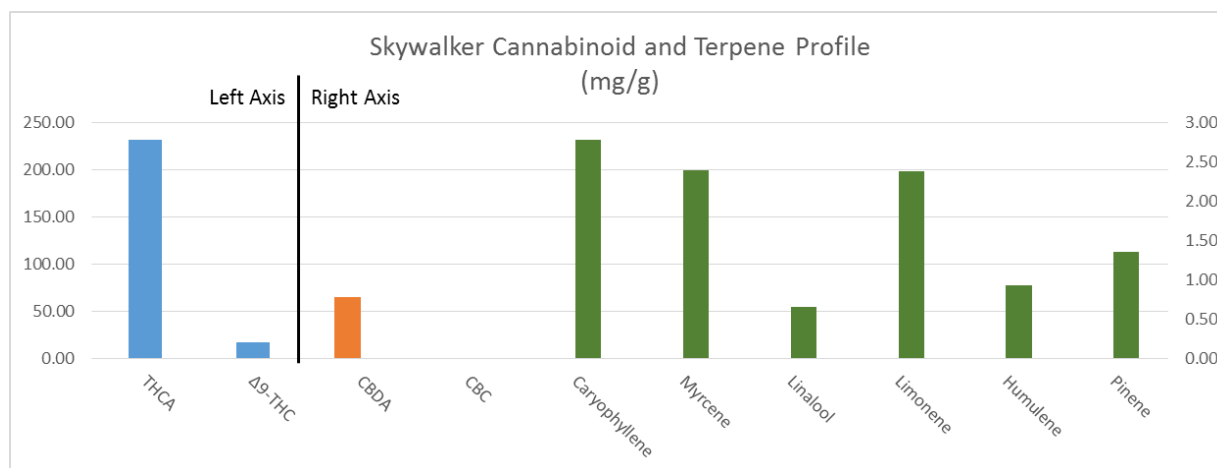


Figure 2: Terpene and Cannabiod profile of 31012019-SKY, via HS-GC-MS and HPLC-MS



4. Effects of different cannabinoids on the body

- a. Minor cannabinoids play a role in the entourage effect as well and are especially important to our medical users for their various uses: anti-inflammatory (systemic health), anxiolytic (anti-anxiety), orexigenic (appetite stimulant), analgesic (pain relief), and sedative (zzzzzz).
- b. Your body has an endocannabinoid system upon which cannabinoids act. Examples of endocannabinoids are anandamide, 2-arachidonyl glycol (2-AG), and N-arachidonyl dopamine (NADA). These are signal molecules for CB1, CB2, and TRPV1 receptors and are tightly regulated by digestive enzymes. However these enzymes don't work well on phytocannabinoids and so we exploit that with cannabis. The endocannabinoid system supports pain, anxiety, and appetite regulation systems and works well most of your life. In the event you need to upregulate these systems for whatever reason the primary means of control can't be tuned without undesirable side effects, which is where we step in.
- c. CB1 is largely expressed in the CNS while CB2 and TRPV1 are largely located in the vascular tissue nerves and immune cells (fibroblasts, T-cells, macrophages). CBD preferentially binds to CB2, about a 10:1, and so will down regulate the activities of those systems via inflammatory, pain signal, satiety down-regulation. CBD is deeply synergistic with THC because THC will preferentially bind CB1 and this will keep CBD bound longer where it can do the most good – this works via Le' Chatelier's Principle of chemical action.

To a lesser extent and in their subtly nuanced ways the other minors work in a similar way with selectivity dictated by uptake, delivery, stability, etc.

Note: Sedative action is secondary to anxiolytic action

- d. Nonpsychoactive: Cannabidiol (CBD/a/v), Cannabigerol (CBG/a), Cannabinol (CBN), Cannabichromene (CBC), Tetrahydrocannabinolic acid (THCa/v)
- e. Psychoactive: Δ 9-Tetrahydrocannabinol (THC), Δ 8-Tetrahydrocannabinol (Δ 8-THC), Tetrahydrocannabivarin (THCv)
- f. Please see Terpene Focused Appendix -

5. Where do concentrates come from and what does that mean?

a. Solventless Concentrates:

- i. Hash: the result of pressing the fine dust that comes off grinding flower primarily composed of trichomes (kief)
- ii. Coldwater/Bubble Hash: Using ice-cold water to separate the trichomes from the flower material initially removes the need of grinding
- iii. Rosin: the result of pressing and heating (~160C) whole buds and collecting the extruded oil

b. Solvent Extractions:

- i. Hydrocarbon Extraction: Usually butane or propane solvent is pushed through flower using a closed-loop system. The drawback is that the solvents might get trapped in the extract and fail compliance.
- ii. CO₂ Extraction: super-critical carbon dioxide solvent in a closed loop system. CO₂ is tunable and so it can grab carotenoids and flavonoids, creating a more authentic profile of extract. The drawback is that the equipment is orders of magnitude more expensive than BHO or PHO.
 - 1. **Hash Oil:** This is the extract after the solvent has been heated off
 - 2. **Shatter:** This is the extract after the solvent has been pumped off and the oil has solidified into a hard, glass like material

3. **Budder/Badder:** Residual waxes and high-weight oils prevent the extract from crystallizing into a glassy material and is caught in a soft matter state
 4. **Wax:** Enough high weight oils and waxes remain as to completely prevent the extract from solidifying and a crumbly, gooey wax remains
 5. **Crumble:** Same material as the others except that the extract was gently heated over a very long period of time – this makes for a quasi-dried wax that's crumbly in texture
 6. **Live Resin:** This is hash oil that was made from flash-frozen plant matter that has preserved a more robust flavor profile
 7. **EtOH Extractions:** Hot ethanol is used in a Soxhlet system (cycling hot solvent through flower using a syphon). The problem is that you also pick up all the waxes and chlorophyll – for this reason crude EtOH extracts are not commonly used for anything besides feedstock for distillate production. The exception to this being RSO.
- c. Distillation: Concentrates from any of the above processes can be improved via distillation, but first they need to be winterized. If your feedstock is B/PHO or CO₂ concentrate than you need to dissolve it into ethanol.
- i. Winterization: The EtOH crude is cooled to -20C and the waxes and high weight oils will float to the top and be skimmed off.
 - ii. Decarboxylation: THCa and CBDa have boiling points that are far too high to be distilled and so the crude is heated to about 105C and the acid group leaves as CO₂ – you'll note that to do this it must be in a sealed system as EtOH's boiling point is about 60C at 1 atmosphere
 - iii. Short-Path Distillation/Kugelrohr: Using heat and high-vacuum the cannabinoids are distilled over a short path condenser. This is done in batches and can be upgraded to a wiped-film, continuous system in industrial scale-ups, but the chemistry is the same.

Note: Distillation removes any accessory molecules from the concentrate – this includes terpenes, flavonoids, carotenoids, etc. If you want to create flavored products (eg. most carts) you have to add the terpenes back in after the fact.

- d. Terpenes: Currently there are no products on the market with the carotenoids or flavonoids added back in, and as such we will ignore them for the purpose of this document. Terpenes can be sourced from the cannabis (very expensive) and harvested via steam-distillation from the flower (Clevenger Still Process) or sourced from food in the same way (cheaper and can claim to be organic).

MOTA Bud Tender 101

Our customers/patients are the reason why we exist. If not for the patient, we would be languishing and toiling like so very many in today's society. The days of the 'Salt Mine' would be the new norm. We must recognize, embrace and rise to the challenge of cultivating them as our own. We must strive to develop nurture and create MOTA evangelists to carry our message of quality and service to the masses! It begins with -

A. The Six Pillars of Customer Service

Attitude

Attitude includes being solution-driven, being positive, having energy, etc. Contrary to popular belief, there are some very effective ways to influence these things.

Interest

Interest is being 100% customer-focused, and conveying to customers that they are important.

Action

Over 90% of customers consider "taking ownership" as the primary factor in WOW customer experience.

Verbal Language

Strong communication skills, and attention to positive verbal language strategies create positive experiences, and minimize negative ones.

Body Language

Even when our mouths aren't speaking, our body is. Poor body language can often undermine otherwise positive messages.

Tone of Voice

This is the single most neglected, yet one of the most powerful skill sets. Tone of voice contributes to our ability to persuade, influence, empathize and engage.

Each of these pillars involve very specific skill sets that you can target, and, of course, not all of the pillars apply equally, or in every work environment. Take the time to examine what you would like to accomplish, then use the six pillars of customer service to guide your training or coaching initiatives.

Understand the characteristics of an exceptional customer/patient experience in six pillars.

- **Personalization**, or rather, focusing on the individual to create an emotional connection with the customer.
- **integrity**, or rather, the ability to create a trusting relationship through credibility.
- **Expectations**, or rather, being aware of customer expectations and knowing how to exceed them.
- **Resolution**, or rather, assuming responsibility for a problem and knowing how to manage it effectively.
- **Time and effort**, or rather, the ability to simplify the customer experience as much as possible, minimizing the effort required by the customer.
- **Empathy**, or rather, creating a significant relationship with customers based on the analysis of circumstances.

B. The Champions of the Customer/Patient Experience

As an example, In the **Customer Experience Excellence Center's** 2017 classification, ranking first is **QVC (Quality, Value and Convenience)**, an organization with 9 billion home purchases. QVC complies perfectly with the six pillars:

- **Personalization**: it offers a para-social relationship with an emotional connection
- **Resolution**: it offers a full money back guarantee if the goods are returned within 30 days
- **Integrity**: the presenters are expert figures
- **Time and effort**: simple and quick payment and delivery with contactless payment options
- **Empathy**: proximity to customers; there is even talk of "intimacy at a distance"
- **Expectations**: excellent management of expectations with the **highest customer loyalty rate in the world (93%)**.

C. "The first step in exceeding your customer's (patient) expectations is to know those expectations." Roy Hollister Williams

It is widely accepted that exceeding customer expectations is key to customer satisfaction, delight, and loyalty. Accordingly, it is critical for organizations to try to find out in advance what their customers' expectations are, because a failure to meet or exceed those expectations could lead to dissatisfaction and defection.

Expectations are pre-experience beliefs about how a product or service will be delivered that serve as a standard, or reference point, against which the performance of an organization will be judged. Knowing what the customer expects is the first and possibly most critical step in delivering great experiences.

In a world where expectations are a moving target, accurately setting and then meeting expectations must become a core competence. Consequently, world class organizations pay attention to two things, how expectations are formed, and then, how they meet those expectations.

Amazon, for example, strives to ensure that they deliver products within three days. They set the expectation and then use a range of delivery methods to exceed it. However – worst case, they meet the expectation they have set.

When **Zappos** first started trading, they had a choice, invest in advertising, or invest in the experience and drive word of mouth. They chose the latter really wowing their customers by shipping products by air overnight. Customer's expectations were for a three-day delivery, in fact if they ordered before midnight, they were likely to get their products by 8.00 am the following morning. **Zappos** didn't reveal how they achieved this miracle and their customers, duly excited, told their friends and colleagues about this amazing service, fueling the **Zappos** word of mouth marketing strategy.

Expectations can be set explicitly or implicitly. Some brands such as motoring rescue company Green Flag, the AAA of Britain, (we get to you within 60 minutes or 50% off your next premium) and **Premier Inn** (a great night's sleep or your money back) embed achieving the expectation in their brand promise. IBIS hotels guarantee to resolve any issue you may have with the service received in the hotel within 15 minutes or your stay is free. For other organizations the expectations are set implicitly, **Ritz Carlton** for example deliver on multiple small expectations knowing that cumulatively these add up to the brand promise, "where the genuine care and comfort of our guests is our highest mission." In fact, at **Ritz Carlton**, managing each individual guest's expectations is a science and provides the basis for a highly personalized service to its customers.

In each hotel within the chain, a special organization exists called guest recognition. This special function uses the CLASS database to remember over 800,000 guests and generate information for all appropriate staff. It stores likes/dislikes; previous difficulties; family interests; personal interests; preferred credit card; frequency of stay; lifetime usage/amount of purchase. In this way staff can understand what is 'new or different' about an individual customer. Staff carry special notebooks to capture insight on each guest and then input the information into the database. It ensures that **Ritz Carlton** can continually meet and often exceed their guest's expectations. They call it the Ritz Carlton mystique.

Great organizations manage both explicit and implicit expectations. They focus on how expectations are formed and develop their strategies accordingly. They ask themselves the following questions:

- **How does word of mouth shape expectations?**
- **What are the explicit and overt promises or commitments that we can make to our customers?**
- **What are the small ways in which we set expectations day to day? Do we set expectations accurately?**
- **What are the intensifiers – those things that load our customer's expectations with emotion (e.g. a customer who rushes into Home Depot for materials to fix a burst water pipe has a set of heightened expectations which will not be present when he returns two weeks later to look at garden furniture).**
- **Who is setting our customer's expectations for service? What do we need to do to respond?**

Not all expectations are equal. Organizations have choices about the expectations they meet, the expectations they exceed and how they might delight the customer. In many instances, a customer will have a range within which their expectations can be met. For example, when waiting for a phone to be answered some customers will be willing to wait for 60 seconds and their satisfaction will not change if the phone is answered within 120 seconds.

This is known as the zone of tolerance and is vital for planning response times and optimizing resources The Science

Our brains love expectations! As human beings we are programmed to be continually predicting the future. It is what keeps us safe. We expect a sabre tooth tiger to act in a certain way, a wasp to sting us and an axe wielding madman to present a particular danger.

Expectations are how we make sense of the world and understand what will happen next. Daniel Kahneman describes how our brains have two systems which view the world through our network of expectations. System one is our monitoring system, it enables us to operate on automatic for much of the time. If everything meets our expectations. We can do things without unconsciously thinking about them. However, when our expectations are not met; system two is activated which brings the failure to meet the expectation to our explicit attention. It activates our emotions and we become fearful if we can no longer accurately predict what will happen next.

Consequently, we like it when things happen the way that we expect them to. We like it even more when we're not sure that things will happen the way that we expect, and they happen that way anyway. We particularly like it when our expectations are exceeded in a pleasurable way.

Therefore expectations are such a vital part of customer experience.

The Golden Rules

Set my expectations accurately

AMAZON is a good example of an organization that manages expectations very skillfully. As long as you order before 7:00pm at night they will deliver the following day often by 8:30AM. Their approach to expectation management is carefully orchestrated. Setting and meeting the logistical expectations of the customer is the first step, the way in which they deal with the customer, the care they take, the ease, the friendliness of their people and purchase selection then exceeds expectations leading to a delighted customer.

Agree timings with me

Being clear on the plan and what the customer needs to do is vital to successful expectation management.

AMAZON has been successful because they are absolutely clear on timing and requirements of the customer.

Being able to set a convenient time is a key first step to fulfilling the patients' needs.

Respond more quickly than I anticipate

A rapid response to questions, issues or complaints is what customers have come to expect. They think that **the company** should see the situation from their perspective and act accordingly. Rapid response is a hygiene factor rather than a delight factor. It provides reassurance that the company takes the situation seriously.

Use plain English – no jargon

The language used is also very important. Vague promises lead to frustration. Clear promises and execution establish the ground rules from the outset. Customers have become adept at spotting obfuscation and hidden get outs.

Fulfill or exceed your promises

Failing to meet an overt promise is worse than not making a promise at all. Overcoming a failure to meet an expectation by then exceeding the expectation should not be a strategy. It should purely be a measure of last resort.

Guide Me Through the Process

By guiding the customer carefully through the process expectations can be accurately set and then delivered against. Customers often have no idea how long it might take to meet their objective. A process that sets expectations ensures the organization is not caught out.

II. Components of the Customer Experience

#1 Customer Focused Culture – who is in customer service in your business?

For your people to deliver a truly exceptional experience for your customers you must actively build and create a culture and environment where the customer is the epicenter of how the entire business thinks, feels and acts. 'Customer Service' shouldn't just be a department, it should be the whole business.

As Sir Richard Branson, founder of Virgin, puts it . . .

“Customers do not come first, employees come first. If you take care of your employees, they will take care of your customers.”

Think of this strategy as your customer value chain. You are only as strong as your weakest link! An internal culture of not returning calls or taking ownership or being late or being sloppy will manifest itself into your external culture, with your customers.

#2 Service Experience Design – how easy are WE to do business with?

Service experience design is the mechanism for you and your business to design, build and focus on creating optimum service experiences. This requires a holistic view of your entire business and exploring every touch point that customers have with your business ensuring they are joined up, memorable and create true market leading differentiation.

Great businesses design and build their entire value proposition, systems and processes around the customer and frequently ask questions like *‘How easy are we to do business with?’*

#3 Service Experience Delivery – are you consistently delivering on your promises?

Service experience design (#2) is only 50% of a double-edged sword. The other 50% is centered on your healthy obsession and unwavering focus on delivering consistent, flawless customer experiences through a discipline of 'disciplined execution'.

The Carl W. Buehner quote comes to mind:

“They may forget what you said – but they will never forget how you made them feel”.

It is our long-term commitment to creating, fostering, and consistently delivering a world class customer experience.

#4 Customer Satisfaction – are your customers satisfied or **‘VERY’** satisfied?

Customers of every walk of life regularly tell family, friends and colleagues when they have received a great customer experience, BUT they tell **3X** more people when they have a *bad* experience.

Product is King – MOTA is Product

MOTA Inc. is strategically and vertically situated in the heart of Silverlake on the historic and iconic Sunset Strip. Knowing the true advantage of VERTICAL integration and how this differentiates **MOTA Inc.** will prove to be a tremendous advantage!

Exclusivity is a powerful advantage in any market or economy!

Exceptional customer experiences begin and end with the family our customers meet. Treat THEM like family and leverage the training and expertise you bring to the environment and experience!

Exceptional product knowledge is foundational to successfully meeting our revenue and customer expectation goals. Intimate and/ or formal knowledge of CBD / THC / Terpenes; their family, their effects, their applications, and associated products are critical to our mutual success.

The above assembled information and background will serve as the foundational platform for the

MOTA Inc. Budtender Program.

The Bud Tender Program will have Four Levels (Entry / A / AA / AAA)

As the Bud Tender advances, the Bud Tender will gain a level of Skill Mastery, responsibility, and compensation.

Appendix -1

Bud Tender**Hourly Wage: \$15.00 - \$15.50**

The apprentice /entry level team member:

- Work a minimum of 3 shift each week in the processing / cultivation area
- Maintain a score of 75% (or higher) on weekly product knowledge quiz(es).
- Embrace and work to perfect the MOTA patient interaction protocols
- Exceed Sales/recycling/margin goals
- Working knowledge of Blaze (POS)
- Have a positive impact on patient reviews
- Maintain a 97% attendance rate.
- Maintain a Housekeeping Score above 90%
- Maintain an Inventory shrinkage of less than 0.05%

Appendix-2

Bud Tender Level 'A'

Hourly Wage: \$16.00 - \$17.00

The first of our recognized achievement levels will require:

- Work a minimum of 2 shift each week in the processing / cultivation area.
- Complete Budtender Assessment with a score of 80% or better.
- Maintain a score of 80% (or higher) on weekly product knowledge quiz(es).
- Embrace and perfect the MOTA patient interaction protocols.
- Exceed Sales/recycling/margin goals o MOTA Specific (non-Flower & non-Vape Products)
- Have a positive impact on patient reviews
- BLAZE POS Proficient
- Maintain a 97% on-time and attendance rate.
- Maintain a Housekeeping Score above 90%
- Maintain an Inventory shrinkage of less than 0.05%
- **Basic METRC knowledge and its association to Blaze operation**
- **Score 80%+ on BLAZE METRC Quiz**
- **Maintain an Average Secret Shopper Score of 85%**
- **Be a Budtender Apprentice for a minimum of 90 Days**

Appendix-3

Bud Tender Level 'AA'
\$18.00

Hourly Wage: \$17.00 -

The second of our recognized achievement levels will require:

- Work a minimum of 2 shifts each week in the processing / cultivation area.
- Work a minimum 30 hours per week.
- Complete Budtender Assessment with a score of 90% or better.
- Maintain an Average Secret Shopper Score of 95% (minimum 2)
- Maintain a score of 85% (or higher) on weekly product knowledge quiz(es).
- Be a Bud Tender Level A (in good standing) for a period of (6) six months.
- Maintain a 97% on-time & attendance rate.
- Maintain a Housekeeping Score above 90%
- Maintain an Inventory shrinkage of less than 0.05%
- Embrace and perfect the MOTA patient interaction protocols
- Exceed Sales/recycling/margin goals ○ MOTA Specific (non-Flower & non-Vape Products)
- Have a positive impact on patient reviews
- BLAZE POS Proficient
- Basic METRC knowledge and its association to Blaze operation
- **Be certified to both Open and Close the Store**
- **Demonstrate a mastery of Blaze POS**
- **METRC "TAG" check 'Last Item' Proficient**
- **Working knowledge of inventory batches & transfer protocols**
- **Serve as a Mentor to at least One Level A Bud Tender.**
- **25% Health Insurance participation**

Appendix-4

Bud Tender Level 'AAA '
Potential

Hourly Wage: \$20.00 - \$25.00 + Bonus

The third and most prestigious of our recognized achievement levels will require:

- Work a minimum of 2 shifts each week in the admin /processing / cultivation area
- Complete Budtender Assessment with a score of 95% or better.
- Maintain a score of 95% (or higher) on weekly product knowledge quiz(es).
- Have a minimum of three (3) Secret Shopper Scores of 95% or higher.
- Maintain an on-time and attendance record of at least 97%
- Maintain a Housekeeping Score above 95% • Maintain an Inventory shrinkage of less than 0.05%
- Be certified to both Open and Close the Store.
- Embrace and perfect the MOTA patient interaction protocols
- Exceed Sales/recycling/margin goals MOTA Specific (non-Flower & non-Vape Products)
- Have a positive impact on patient reviews
- Consistently maintain 'Cash Controls and Till Reconciliation.
- Serve as a Team Mentor to at least One Level AA Bud Tender and 1 Entry Level Tender
- Demonstrate a mastery of Blaze POS
- **Demonstrate Up-Sell and Suggestive Selling Mastery.**
- **Drive METRC "TAG" check 'Last Item' Process in Front-of-House •**
- **Intimate knowledge of inventory batches & item transfer protocols**
- **Demonstrate proficiency in inventory reconciliation.**
- **Bud Tender Trainer Designation**
- **Gain the ability to select 90% of shifts on a Priority basis.**
- **100% Health Insurance Participation**

MOTA, Inc.

On this day _____month _____day 20_____; I,

**_____ (name) (Budtender) hereby acknowledge receipt of and
accept that I am responsible for the content, spirit, and material contained in the MOTA Budtender
Program launched October 1, 2020 for education, patient experience and professional
advancement.**

Acknowledged,

X _____

Date: _____

