

# **Imagining a Social Enterprise Partnership Between Banksia Gardens Community Services and PUMA**



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Date:

3 May 2023

Submitted to:

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**WPI**



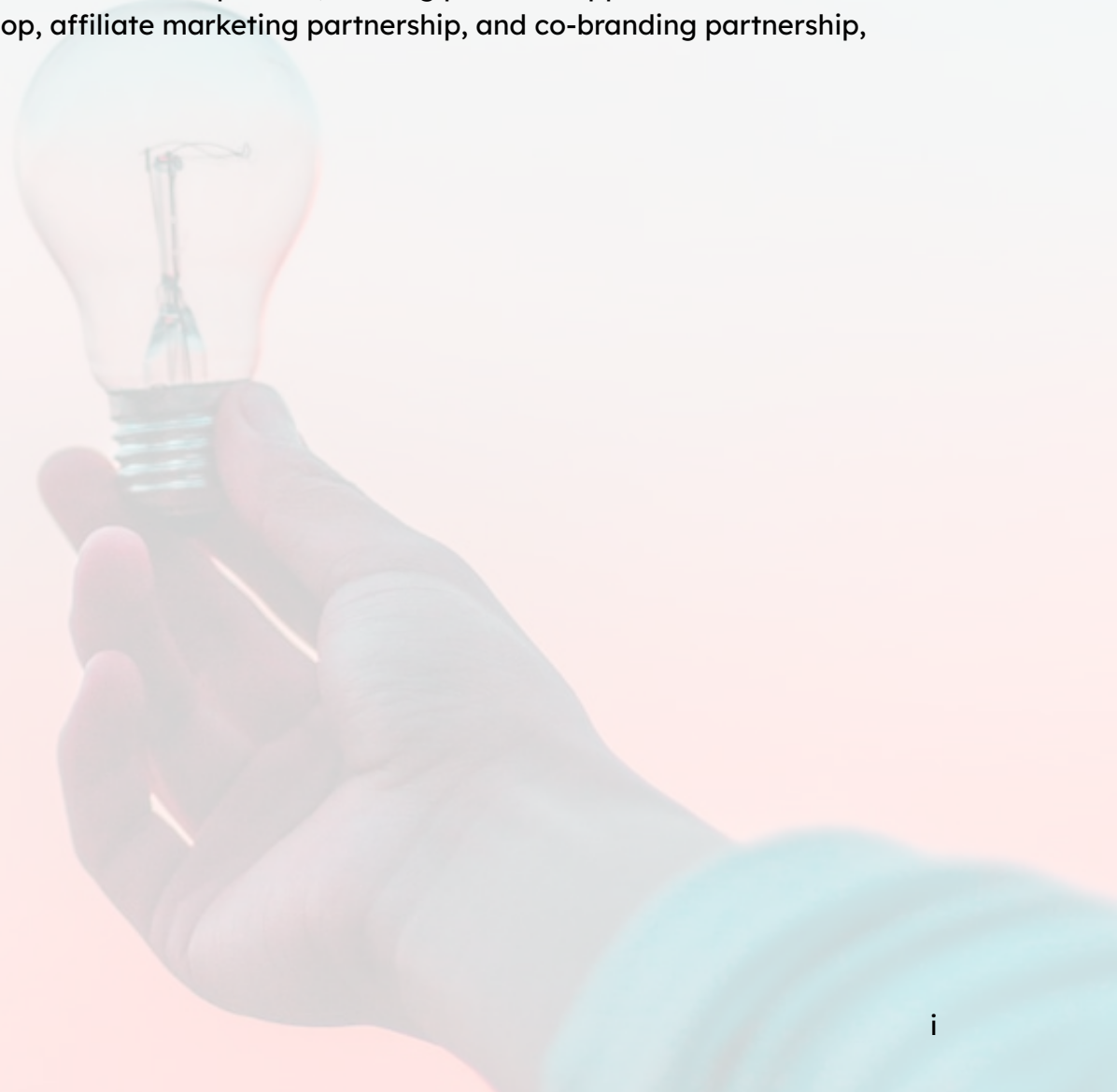
**Banksia Gardens**  
Community Services

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# Abstract

The problem of youth unemployment is particularly high in Broadmeadows, Australia with implications regarding adverse economic, psychological, and physical effects on communities. Our project developed and evaluated potential approaches for a social enterprise partnership between Banksia and PUMA in order to help Banksia provide youth employment opportunities in Broadmeadows. We used an iterative process, refining potential approaches for a social enterprise. Three detailed approaches, a pop-up shop, affiliate marketing partnership, and co-branding partnership, were presented to both organizations.



# Acknowledgements

In the spirit of reconciliation, we would like to acknowledge the Traditional Custodians throughout Australia. We pay our respect to their Elders past, present, and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples. We would also like to pay respect to the Nipmuc Nation, the original custodians of the land that Worcester Polytechnic Institute resides on.

We would also like to acknowledge all the individuals and groups that have assisted in the completion of this project. Our work would not have been possible without the help and resources that were provided to us by these individuals, and we are thankful for their continuous support throughout our project.

**Gina Dougall and Jonathan “Jono” Chee** for acting as project liaisons for our team, providing support and resources throughout our work.

**Pancho Gutstein** for opening the opportunity for this project to take place and representing PUMA in this partnership with Banksia.

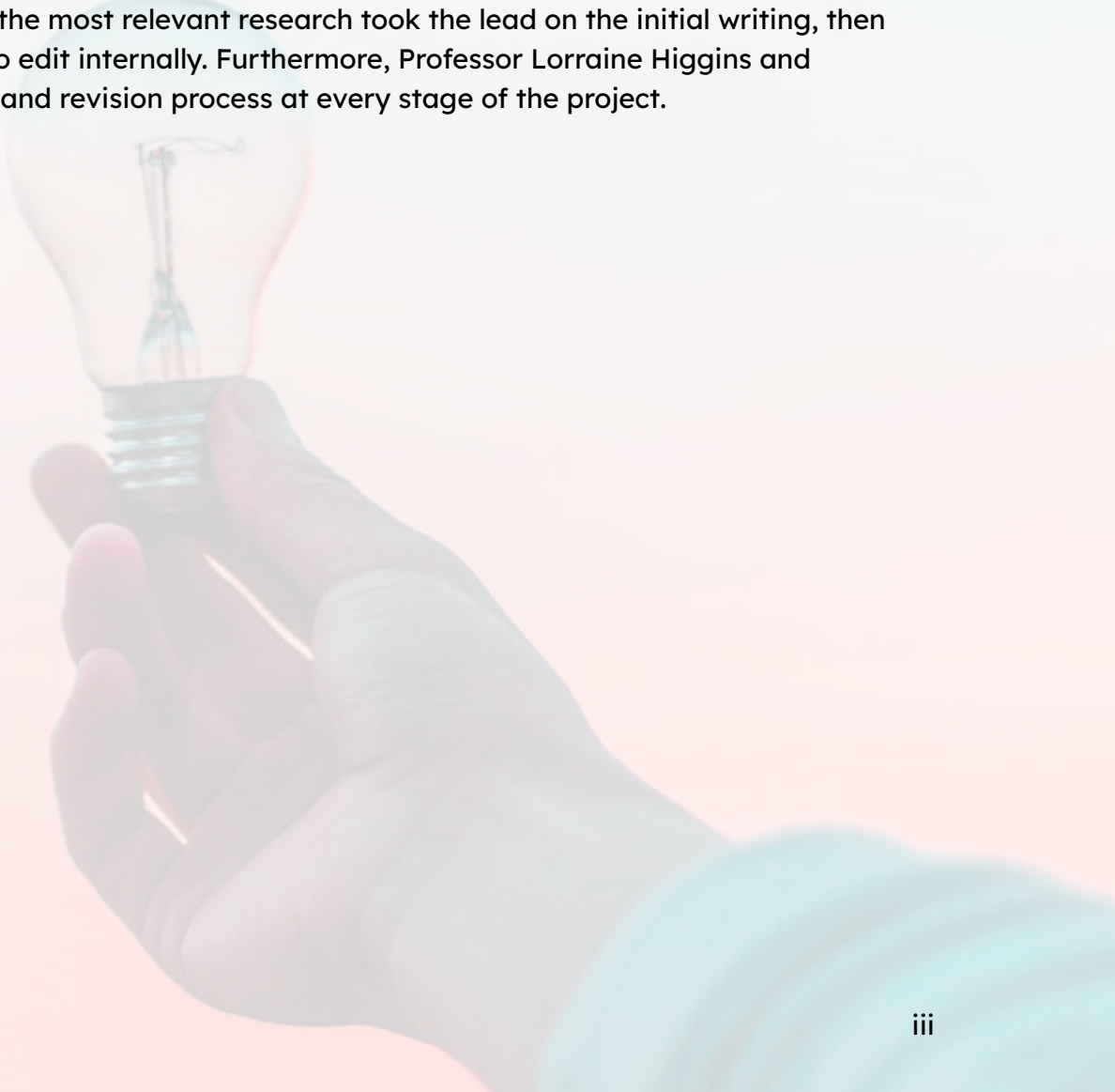
**Isaac Jeffries** for providing invaluable information regarding social enterprises and helping our team move in the right direction throughout the project.

**Professors Lorraine Higgins and Stephen McCauley** for advising our project from beginning to end, guiding our work, and providing feedback at every stage.

**All staff and volunteers at Banksia and PUMA** for welcoming our team as a part of their organizations and supporting us in any way possible.

# Authorship

The authors of this report are Evan Bettencourt, Patrick Healey, Elijah Kennedy, and Trey Marcantonio. Within the team, each member specialized in a different area of research. Evan focused on social enterprises, Patrick on youth unemployment, Elijah on business modeling, and Trey on the Broadmeadows region. With detailed research in many areas, the sections of the report were able to be discussed as a team and then written collaboratively by all team members. For each section, the team member with the most relevant research took the lead on the initial writing, then feedback was given and received within the team to edit internally. Furthermore, Professor Lorraine Higgins and Professor Stephen McCauley assisted in the editing and revision process at every stage of the project.



# Executive Summary



## Project Background

Youth unemployment is a global challenge with approximately 14% of young people ages 15-24 who are seeking employment not being able to get work (International Labour Organization, 2023). Youth unemployment has long-term negative social, mental, and economic effects such as lower wages and more challenges finding employment in adulthood. Of the young people in Broadmeadows, Australia, where this project was based, 20% were unemployed compared to the Australian average of 10% (International Labour Organization, 2023).

## A New Opportunity: Banksia-PUMA Social Enterprise

Our project sponsor, Banksia Gardens Community Services, is located in Broadmeadows, a suburb of Hume City. Broadmeadows is a diverse community that faces many challenges related to poverty, unemployment, and school dropouts (Banksia Gardens, 2022). Banksia has been serving the community for over 40 years with more than 30 programs. In 2023, Banksia embarked on an exploration with PUMA Oceania to investigate the development of a social enterprise that might be used to train and employ young people in retail sales. PUMA is a global sportswear company that looks to empower people through sport and encourage them to be healthy. A social enterprise is a business that has both financial and social goals. Social enterprises are traditionally non-profits that use their revenue to support others through donations, jobs, or other programs.

## Project Goal and Objectives

The goal of this project was to explore potential approaches for a community-run social enterprise partnership between Banksia and PUMA. To achieve our goal we had three key objectives:

- **Determine Mission and Intent:** Understand the goals and aspirations of Banksia and PUMA for a social enterprise partnership
- **Characterize Existing Social Enterprises in Melbourne:** Define the impact, business, and financial models that are used within successful social enterprises
- **Develop and Evaluate Viable Approaches for the Banksia-PUMA Social Enterprise:** Use an iterative design and evaluation process to help Banksia and PUMA evaluate social enterprise approaches

## Mission and Intent

To determine the mission and intent of both organizations, interviews with leadership and staff from both organizations, as well as multiple joint meetings, were held throughout the project term. *Table ES1* details the missions and intents of the organizations for the potential social enterprise. Understanding the missions and intents of the two partners allowed us to develop social enterprise ideas that met the needs of both partners.

**Table ES1:** *Missions and Intents of Banksia and PUMA for a Potential Social Enterprise*

Banksia	PUMA
<ul style="list-style-type: none"> <li>● Provide employment to youth in the Broadmeadows region</li> <li>● Generate revenue to fund other programs within their organization</li> <li>● Create pipeline to future work and skills</li> <li>● Make a positive impact on the Broadmeadows community</li> </ul>	<ul style="list-style-type: none"> <li>● Use global brand image to support a potential social enterprise</li> <li>● Manage excess inventory</li> <li>● Make a positive impact on the Broadmeadows community</li> <li>● Receive future retail employees through the partnership</li> <li>● Expand market of PUMA products</li> </ul>

## Characteristics of Social Enterprises Studied in Melbourne

In Australia, social enterprises are rapidly growing as contributors to the country’s social and economic success. A study conducted by Social Enterprise Australia (2022) showed the impact social enterprises have on the country, focusing on economic impact and job creation opportunities. Additionally, the report *Growing the Social Enterprise Sector in Australia* (Social Traders, 2021) found that the state of Victoria has the largest percentage of Australia’s certified social enterprises at 51%. As social enterprises continue to expand within Australia, their impact in combating some of the biggest social and environmental challenges the country faces has drastically increased (Kraner-Tucci, 2022). The current climate of social enterprises within Australia and the state of Victoria is encouraging in terms of developing a social enterprise partnership between Banksia and PUMA.

We studied ten local social enterprises in and around Melbourne, Australia. We completed four in-depth case studies consisting of interviews, site visits, and desktop research, supplementing them with six additional case studies utilizing site visits and desktop research. The interviews, research, and visits provided insights into how successful social



enterprises function in Melbourne, and they revealed different impact, business, and financial models that might be considered for the Banksia-PUMA enterprise.

The primary takeaway from the ten social enterprises was how **closely intertwined impact, business, and financial models** are and how they cannot be developed independently of each other. The primary impact for eight of the social enterprises is **providing employment support for various disadvantaged groups**. These enterprises all faced operational questions related to this employment goal: the employment length, whether employees will be paid, and what training employees will receive. This demonstrates how the impact model influences the business model. Within the business model, **operational decisions must be made with an understanding of who the social enterprise is serving**. Similarly, within the business model, choices about the use of partners will affect the financial model of the organization by providing more opportunities and funding. A key tension of the social enterprise was that **financial independence is valued**, as it allows for long-term success, but that **grant funding allows for more risk** to be taken on. From the information learned we developed multiple approaches to the Banksia-PUMA partnership.

## Approaches Considered Infeasible

We then used a participatory, iterative design process involving ongoing meetings with representatives from Banksia and PUMA to design approaches to the Banksia-PUMA Partnership. Through this iterative process, we ruled out four approaches:

- **Retail Store:** High start-up costs, concerns about traffic volumes and financial viability, high-risk
- **Order Form:** Door-to-door sales would not be received well, safety of youth, reputation of Banksia
- **Online Store:** High costs for operations and development, low margins, challenge to keep private page, fulfillment by PUMA
- **Employment Pipeline:** Youth are not work ready, accessing and navigating transportation is a challenge for young people in the programs

## Proposed Social Enterprise Approaches

After ruling out the previous four approaches, the three approaches that we have determined to be the most feasible for Banksia and PUMA are a pop-up shop, affiliate marketing partnership, and co-branding partnership.

## Pop-up Shop

Banksia sells PUMA products at various sporting tournaments around Broadmeadows. This approach fulfills the need of creating job opportunities for young people along with creating a revenue-generating stream for Banksia. The pop-up shop allows PUMA to build their image and reach markets they do not typically target along with moving some of its excess inventory.

### Benefits:

- Meets mission and intent of both organizations
- Potential to create revenue for Banksia

### Challenges:

- High-risk for Banksia
- Provides a low number of hours for youth
- Helps improve PUMA brand image
- PUMA reaches a new market
- Provides lower cost goods to the people of Broadmeadows

### Further Research Questions:

- How often and through what avenue will PUMA inventory be purchased by Banksia?
- Where will inventory be stored?
- How will the pop-ups be marketed?
- How much will products cost to purchase from PUMA?
- How and when will PUMA invoices be paid?
- How will financial risk be shared?
- How will management of the social enterprise be divided?

## Affiliate Marketing Partnership

As Banksia promotes PUMA products using its own unique discount code, Banksia earns a commission when a sale is made and a customer uses their code. This helps PUMA reach new audiences and increase sales without overhead costs and allows Banksia to generate additional income by promoting PUMA products, furthering the joint relationship.

### Benefits:

- Low-risk for Banksia
- Helps improve PUMA brand reach
- Banksia gains income for projects
- Provides the community with discount sportswear
- Potential digital marketing experience for youth

### Challenges:

- Doesn't fully meet mission and intent of both organizations
- Traditional retail experience is not available

### Further Research Questions:

- How long does the approval process take?
- How long after approval is the code activated?
- What steps are taken after the application is approved?
- Can the Common Bean Cafe promote discount codes?
- How much will it cost to advertise?
- What is the process for a customer using an affiliate code?
- What are the payment periods?

## Co-branding Partnership

PUMA allows youth from Banksia to practice their design skills by creating designs to add to existing PUMA merchandise, either by screen printing or embroidery. This merchandise could then be distributed internally within Banksia, kept by the youth as a memento, or “added on” to the pop-up shop approach where Banksia or event-specific styles can be sold.

### Benefits:

- Generates a positive relationship between PUMA and local community members
- Helps improve PUMA brand image
- Can be integrated with existing volunteer programs or social enterprise
- Provides youth with design experience
- Low financial risk

### Challenges:

- Does not provide PUMA with a new pipeline to move excess/aged inventory
- Does not directly provide youth with employment experience
- Low initial financial benefit Banksia

### Further Research Questions:

- What merchandise can PUMA offer to Banksia?
- What does the approval process look like for approving designs?
- How many young people would participate in the program?

- What would happen to the produced merchandise after the program?
- Who would volunteer to assist in the program from PUMA?
- How many people would participate in the program from PUMA?
- Who will manage communication between Banksia and PUMA during the program?

## Conclusion

The team has been able to learn about the missions and intents of both Banksia and PUMA, the Australian social enterprise landscape, and through an iterative design process offered three potential social enterprise partnership models. The three proposed approaches need to be explored further by the stakeholders, and we identified questions that would need to be answered and conditions that would need to be met to make each of these feasible. Our team recommends consistent communication about the development of these potential approaches and to determine a timeline for development. All three approaches have the potential for meeting each party’s goals while creating an ongoing collaboration and a strong relationship between Banksia and PUMA.

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# Introduction



According to the International Labour Organization (2023), youth unemployment is an ongoing global challenge. Approximately 14% of young people ages 15-24 years old are unemployed, which has remained true for the past ten years (International Labour Organization, 2023). Unemployment is defined as the state of being capable of and actively seeking employment, but being unable to find it. Youth unemployment is worrisome because it is correlated with negative social, mental, and economic effects in the long term: for example, lower satisfaction in life, increased likelihood of smoking, lower wages, and a harder time entering the job market in the future (McQuaid, 2015).

This project addresses youth unemployment in Hume, a small city located on the northern border of Melbourne, Australia, 15 km from the city center (Live in Melbourne, 2020). The city has a population of about 247,000 and contains many diverse suburbs consisting of a wide range of cultural and language groups, including Broadmeadows (*Figure 1*), the area of focus for this project (Australian Bureau of Statistics, 2021). The suburb is considered to be one of Australia's most disadvantaged areas, facing relatively high levels of poverty, unemployment, and school dropout rates (Banksia Gardens, 2022). As many as 15.8% of 15-24 year-olds were unemployed in Hume City in 2021. Compared to the Australian average of 10.8%, this highlights the unemployment struggles that the area faces (profile.id, n.d.).



**Figure 1:** *Broadmeadows, Australia (Domain, 2016)*

Banksia Gardens Community Services (Banksia) is a vibrant community service charitable organization located in the heart of Broadmeadows that has been proudly serving the local community for over 40 years (*Figure 2*). By providing programs in the key areas of “early childhood development, education and training, gender equity, young people, environmental sustainability, and community participation and advocacy”, Banksia has a powerful impact on the surrounding region (Banksia Gardens, 2022).





**Figure 2:** *Banksia Gardens Community Services*

Within Banksia’s critical area of focus on young people, the organization has made an effort to connect those from disadvantaged backgrounds to employment opportunities. In doing this, Banksia aims to provide young people with personal and professional skills that can help lead to a more successful future. One of Banksia’s current initiatives for helping young people find employment opportunities is a social enterprise called the Common Bean Cafe. Banksia is now looking to expand its social enterprise initiatives and has the opportunity to work with PUMA on a retail-style social enterprise that could provide youth job experience.

The goal of this project was to explore potential approaches for a community-run social enterprise partnership between Banksia and PUMA. Our objectives for this project were to:

- **Determine Mission and Intent:** Understand the goals and aspirations of Banksia and PUMA for a social enterprise partnership
- **Characterize Existing Social Enterprises in Melbourne:** Define the impact, business, and financial models that are used within successful social enterprises
- **Develop and Evaluate Viable Approaches for the Banksia-PUMA Social Enterprise:** Use an iterative design and evaluation process to help Banksia and PUMA evaluate social enterprise approaches

To determine the feasibility of a social enterprise partnership between Banksia and PUMA, we worked with three organizations that each brought unique skills and resources (*Figure 3*). Banksia is the core partner of the project with vast experience in the nonprofit space. PUMA provided its business experience and financial resources. Finally, The Difference Incubator, a consulting firm, provided a wide range of knowledge and experiences regarding social enterprises.

**“Transforming lives, strengthening communities, reducing disadvantage”**



Over 80,000 people have been positively impacted in the Broadmeadows community by Banksia’s over 30 programs.



**Gina Dougall**  
CEO

**“Forever Faster”**



Over 16,000 people are employed by PUMA worldwide. PUMA has 18 locations in Australia with 7 in Victoria.



**Jonathan “Jono” Chee**  
Chief Storyteller

**“We work with the difference-makers to awaken the possibility of doing good and making money”**



Isaac is a consultant at TDi that has worked with over 225 Social Enterprises around the world.



**Pancho Gutstein**  
General Manager, PUMA Oceania



**Isaac Jeffries**  
Accelerator Lead

**Figure 3: Partner Organizations**

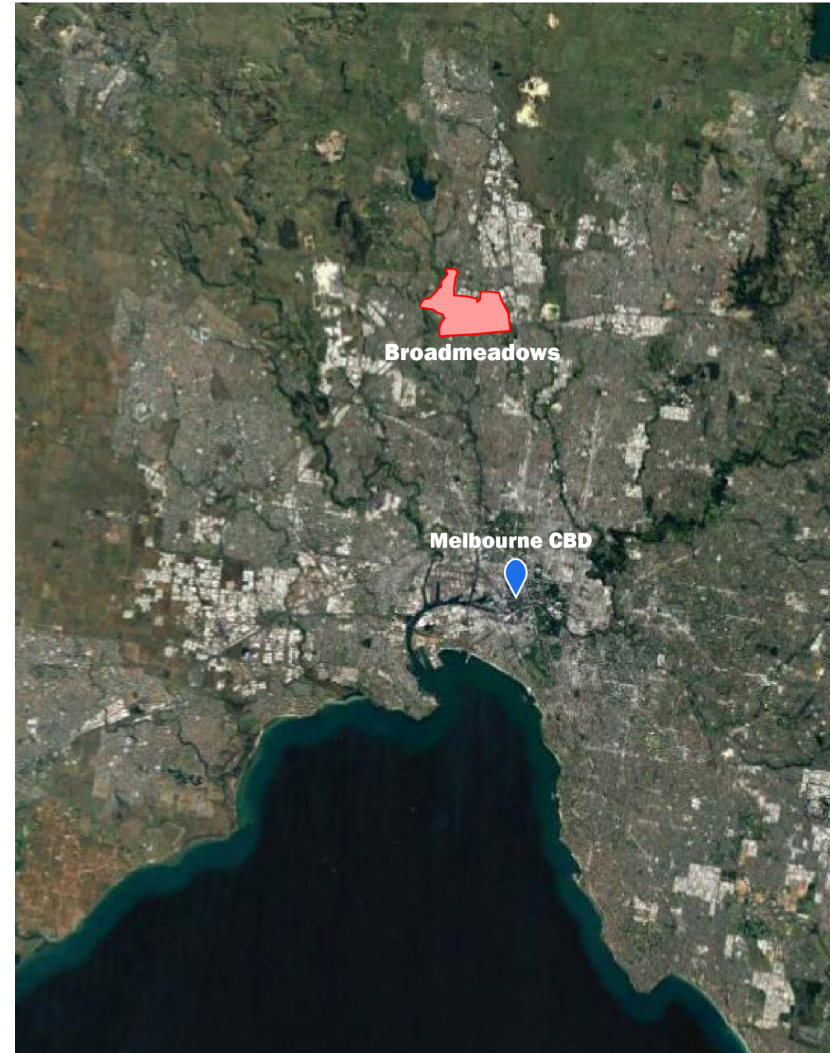
# Background



In this section, we introduce the Broadmeadows region, the problem of youth unemployment, and its causes and effects. We also introduce social enterprises, a method for combating youth unemployment, exploring existing enterprises in Australia and how these businesses are typically framed.

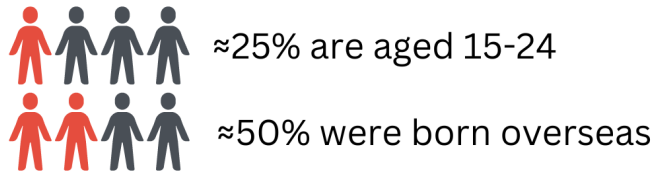
## Opportunities for Job Growth in Broadmeadows

The City of Hume is located just north of Melbourne, the capital city of the Australian state of Victoria (*Figure 4*). Within the city of Hume, the suburb of Broadmeadows has one of the youngest populations in the region where nearly one in four people are aged between 15-24. Broadmeadows is also extremely ethnically diverse, as about half of its residents were born overseas and 1,700 residents arrived in the past five years (*Figure 5*). The young age and diversity of Broadmeadows provide great potential for the future of the region.



**Figure 4:** *Broadmeadows Suburb Location*  
(Google, 2023)

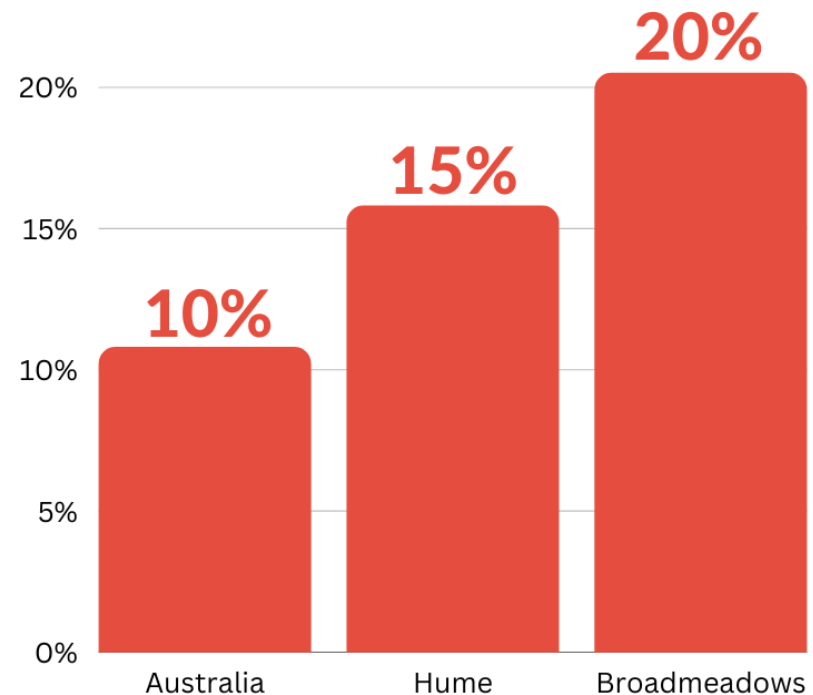
Of the **12,500 Living**  
in Broadmeadows



**1,700 People** arrived in the last 5 years

**Figure 5: Broadmeadows Population Data**  
(Hume City Council, 2022)

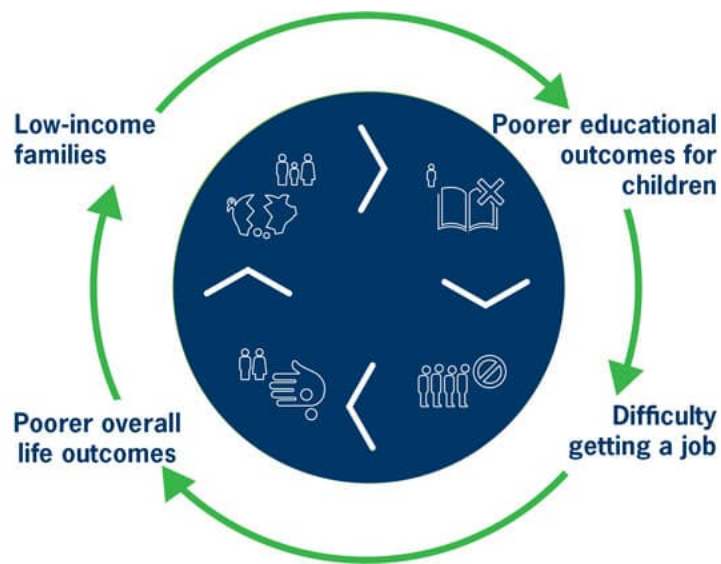
While the young age and diversity of Broadmeadows' population are promising, the region also faces challenges such as finding young people jobs. According to the International Labour Organization (2023), the youth unemployment rate in Australia is much lower than the global average, yet this trend does not continue in the Broadmeadows suburb. In Broadmeadows, the youth unemployment rate is twice that of the Australian average, meaning that one out of every five young people in Broadmeadows who are looking for employment can't find it (*Figure 6*). However, this rate has decreased by 7% in the past five years, presenting some hope, especially in that the rate is falling even with the residual effects of the COVID pandemic (Hume City Council, 2022). That said, it is still high, and young people need more opportunities.



**Figure 6: Youth Unemployment Rate By Region**  
(Hume City Council, 2022)

Employment opportunities are largely dependent on the state of the economy, but this is not the only factor that affects youth unemployment. In economic downturns, those who seek work and fail can begin to spiral toward a general lack of confidence and uncertainty. Some may stop pursuing work and may underestimate the jobs which they are qualified for. This creates a cycle where a poor economy with perceived job uncertainty creates a lack of motivation to find sufficient work (Ryan, 2001).

Members of disadvantaged communities can often find themselves stuck in the cycle of disadvantage. This cycle is a pattern of self-perpetuating events that lead to decreased economic, social, and physiological conditions (The Smith Family, 2021). The cycle typically begins with an initial disadvantage such as low-income families. This initial disadvantage that many people face can lead to poorer educational outcomes, difficulty finding a job, and poorer overall life outcomes (Figure 7). In turn, this cycle can continue across generations within disadvantaged communities such as Broadmeadows and be extremely difficult to break.



**Figure 7:** *The Cycle of Disadvantage*  
(The Smith Family, 2021)

Due to a young applicant's lack of work experience and technical skills, or an employer's assumptions about young people's productivity, employers often overlook the positive qualities of youth. According to Ronald McQuaid of Stirling University (2015), an individual who has been employed in the past will often be hired over a similar individual who has not been employed or who has had a recent spell of unemployment.

The effects of youth unemployment in communities such as Broadmeadows exceed short-term economical consequences, extending into the adult lives of these youth and into their community. Harmful physical and psychological health effects increase exponentially as individuals continue to be unemployed (Figure 8). Repeated unemployment has been correlated with mental health problems such as anxiety, depression and suicidal thoughts, along with poor physical health due to a sedentary lifestyle (Hammarström, 1994). Additionally, a Scandinavian study found that people unemployed for over six months when they were in their youth were much more likely to be smoking in their 30s (Hammarström & Janlert, 2002). On the other hand, securing permanent, quality employment has been shown to improve an individual's health (McQuaid, 2015). If more people were given access to resources and employment programs, there would be a potential for positive change in the community's health as a whole.



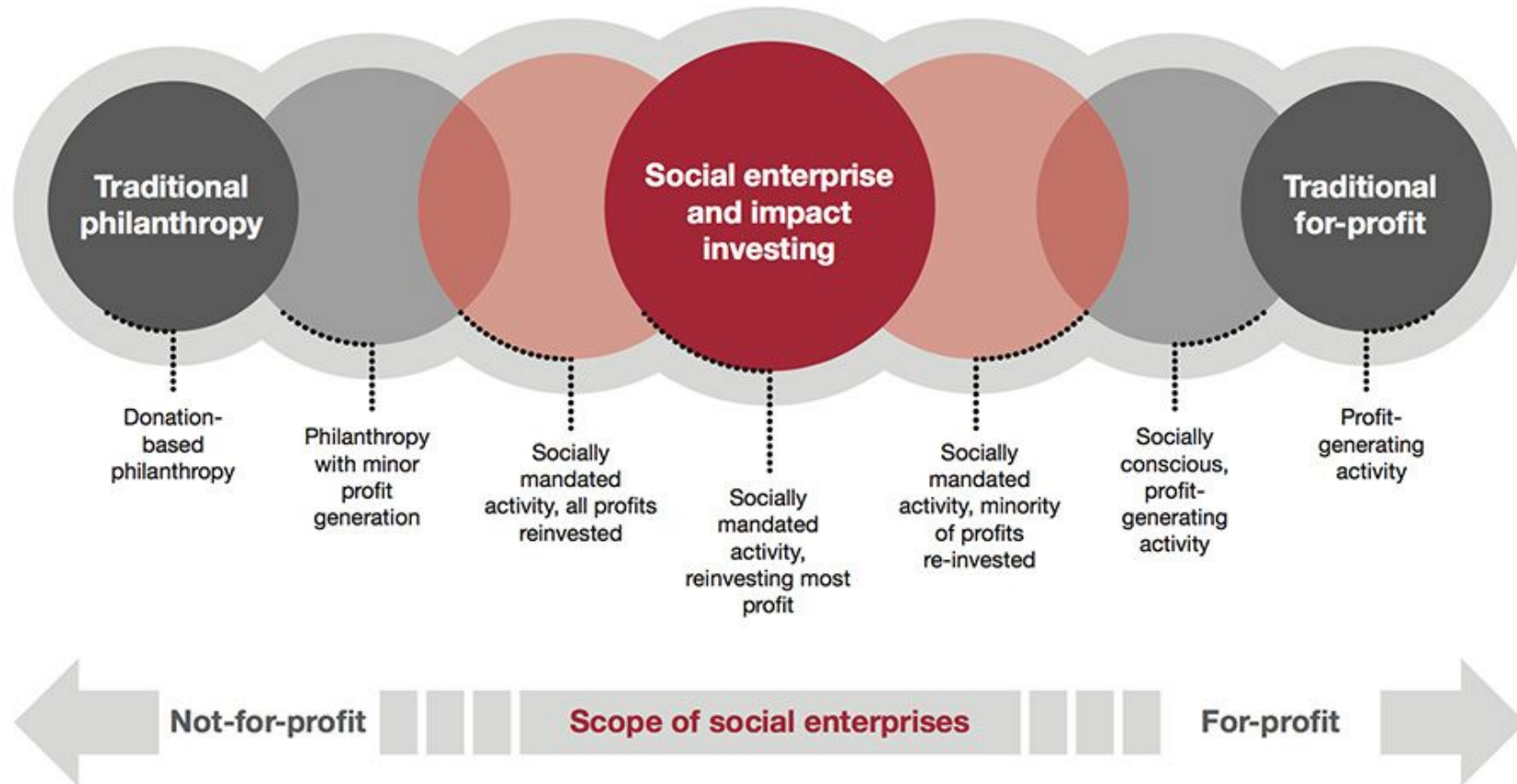
**Figure 8:** *Effects of Youth Unemployment*  
(McQuaid, 2015)

As well as having psychological effects, youth unemployment is correlated with lower wages and an increased likelihood of future unemployment into adulthood. One study found that youth who have undergone a period of unemployment for over six months end up receiving about 14% in potential cumulative wage loss by age 42 (McQuaid, 2015). Lower wages can follow an individual for up to 20 years if repeated unemployment spells occurred. On top of lower future wages, youth unemployment correlates to future unemployment. Given this data, providing young people with early work experience is an important way to combat future unemployment and its negative effects.

With the concerning impacts of disadvantage within local communities and the correlated negative effects of youth unemployment, the need for youth job opportunities is prevalent. Specifically in communities such as Broadmeadows, young people need avenues to break the cycle of disadvantage and set themselves up for a stronger future. In order to accomplish this, all options must be considered and evaluated to determine what is best suited for the local youth.

## Social Enterprises: Their Benefits and Operation

In the modern business landscape, social enterprises are a hybrid of traditional charities and corporations. As seen in *Figure 9*, they can fall on a spectrum, balancing not-for-profit and for-profit ideas or values. While it can be difficult to place specific organizations on this spectrum, balancing social and financial goals is an integral part of the social enterprise business model.



**Figure 9: The Spectrum of Enterprise**  
(Consultancy-me.com, 2020)



In order to evaluate the varying impacts of a social enterprise, the three elements of sustainability (social, environmental, and financial) must be analyzed. In order to accomplish this, social enterprises can use the triple bottom line framework pictured in *Figure 10*. By evaluating performance in all three dimensions of sustainability using this framework, social enterprises can demonstrate commitment to creating a positive social and environmental impact while also achieving financial success.



**Figure 10: Triple Bottom Line Framework**  
(Dalibozhko & Krakovetskaya, 2018)

The organization Social Traders has become the first and only organization in Australia to provide a social enterprise certification (*Figure 11*), which involves an intense evaluation of an organization’s social impact, financial management, and operations. To be certified, an organization must:



- have a clearly defined social purpose or mission that is at the core of its business model
- derive a significant portion of its income from trading activities
- reinvest a substantial portion of its profits into achieving its social purpose or mission, and
- be an independent legal entity

**Figure 11: Social Traders Social Enterprise Certification**  
(Social Traders, 2021)

Once a social enterprise becomes part of the network of certified social enterprises it gets access to a range of business support services, including mentoring and training opportunities. Social Traders’ certification process is designed to help build credibility within the social enterprise business landscape and help support the growth of the social enterprise business sector within Australia.

In Australia, social enterprises are rapidly growing as contributors to the country’s social and economic success. A study conducted by Social Enterprise Australia (2022) showed the impact social enterprises have on the

country, focusing on economic impact and job creation opportunities (Figure 12). Additionally, the report *Growing the Social Enterprise Sector in Australia* (Social Traders, 2021) found that the state of Victoria has the largest percentage of Australia’s certified social enterprises at 51%. As social enterprises continue to expand within Australia, their impact in combating some of the biggest social and environmental challenges the country faces has drastically increased (Kraner-Tucci, 2022). The current climate of social enterprises within Australia and the state of Victoria is encouraging in terms of developing a social enterprise partnership between Banksia and PUMA.

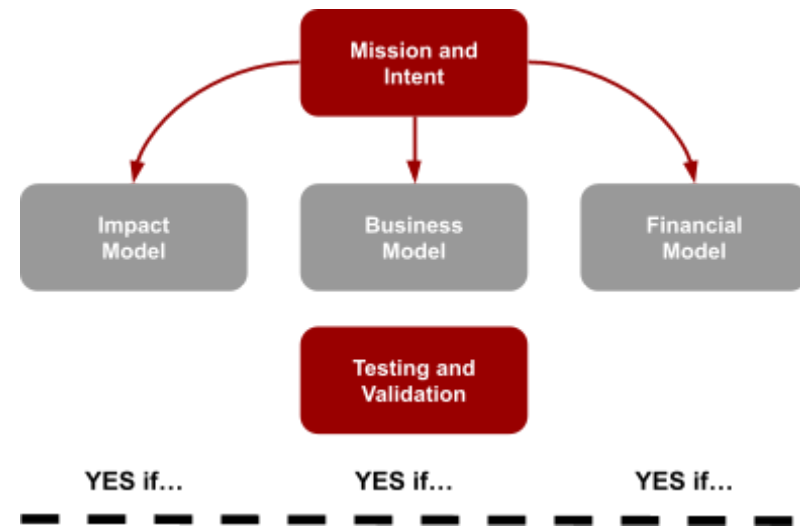
## 12,000 SOCIAL ENTERPRISES



**Figure 12:** Social Enterprise Impact in Australia (Adapted from: *Social Enterprise Australia*, 2022)

## The Difference Incubator’s Social Enterprise Framework

The Difference Incubator (TDi) is a consulting firm that created a framework for developing a social enterprise as seen in Figure 13. The framework starts with the overarching mission and intent of the enterprise, then uses that information to develop the three main components of the enterprise – impact, business, and financial models. The final stage is testing and validation of the models, using a gateway of “yes if” statements to determine if the project should move forward.



**Figure 13:** The Difference Incubator’s Social Enterprise Framework (The Difference Incubator, 2023)

### *Mission and Intent*

The mission of an organization can be defined as what the organization does and whom it serves (Croneberger, 2022). In any type of enterprise, it is vital to have a well-defined mission to fully understand the scope of work. On top of a clear mission, a well-defined intent should be thought out; intent defines why the organization does the work it does and why it is valuable. In a business or other type of organization both mission and intent are important in bringing all stakeholders together, including employees, distributors, suppliers, shareholders, and communities, and is something that organizations should always be working towards.

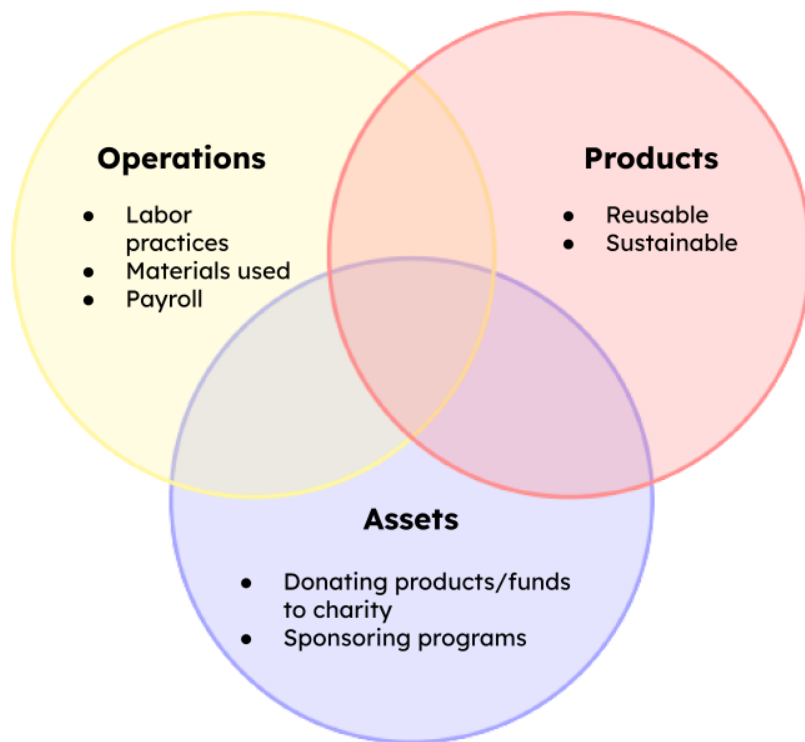
As they relate to social enterprises, mission and intent are critical to success. They reflect the organization's values and guide decision-making processes at all levels. A clear and well-defined mission and intent can help social enterprises attract stakeholders who are committed to the same cause and community as them. It also can help a social enterprise measure its impact, ensuring that it stays on track and is always focused on its goals. For the project to be successful, the mission and intent of Banksia Gardens Community Services and PUMA must be determined and constantly evaluated throughout the process.

### *Impact Model*

An impact model reflects the socioeconomic impact a business or industry wants to have on its surroundings and how they wish to achieve those

impacts. These impacts can range from providing a community space for locals to feel safe to giving people access to environmentally friendly products. What makes any social enterprise unique is the specific impacts they prioritize. For example, a fast fashion brand may not prioritize how its operations affect the communities they operate in; it may prioritize profit first, while a social enterprise may reverse these priorities. Although social enterprises focus on the positive impacts they have on their surroundings, it is important to understand trade-offs will have to be made in their development.

According to Isaac Jeffries of TDi, there are three main “areas of good” to keep in mind when developing an impact model. One such area is selling something good for the world. An example of this is the enterprise Allbirds which sells sneakers utilizing renewable materials, thereby reducing its carbon footprint (Allbirds, 2023). Another area is doing good with your operations. This can be as simple as ensuring employees are earning a living wage, or employing persons that other companies may consider “unhireable”. The third area is using funds and assets for good. The large enterprise Newman's Own exemplifies this system by directing 100% of its profits into programs beneficial for youth (Newman's Own, 2023). Ideally, a socially moral enterprise would like to achieve good in all of these areas, but it is a reality that in order to drive revenue and remain afloat, an enterprise may choose to focus on only one or multiple of these attributes. *Figure 14* details the various “areas of good” as described by Isaac Jeffries and how they can overlap with one another.



**Figure 14: Areas of Good for Social Enterprises**  
(*The Difference Incubator, 2023*)

### *Business Model*

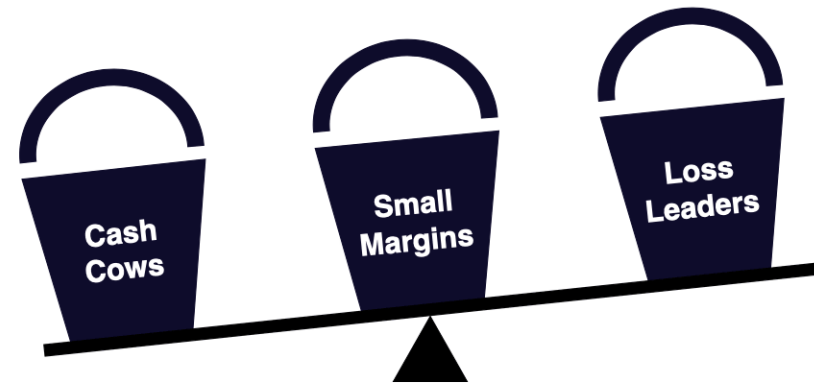
*Business Model Generation* by Alexander Osterwalder and Yves Pigneur (2013) walks through the process and tools for creating a business model. According to the book, a business model “describes the rationale of how an organization creates, delivers, and captures value” (Osterwalder & Pigneur, 2013, pp.14). Important aspects of the business model include management structure, training protocols, store location,

operations, and performance metrics. Further information regarding business modeling can be found in *Supplemental Materials A*. The business model canvas is a tool to reflect on the important elements of how a business will operate, and it includes reflection questions. A visualization of the business model canvas as well as more detailed descriptions of each of its elements can be found in *Supplemental Materials B*. The canvas is intended to be used as a poster for brainstorming to make quick changes and to allow for the flow of ideas. One professional uses the canvas to “remind teams to think holistically about their business and prevent[s] them from getting stuck on details” (Osterwalder & Pigneur, 2013, pp.51).

### *Financial Model*

Financial models apply financial constraints to the boundaries of what is feasible and sustainable for an enterprise. In this case, looking at both Banksia and PUMA, each party has differing financial needs or wants to be met within a partnership, which allows them the opportunity to compromise on aspects of a financial model. *Figure 15* shows varying potential models that organizations can use depending on their needs. These models are on a spectrum from cash cows that generate large profits to loss leaders which take financial losses but lead to future opportunities. Although this mainly concerns the funding of the enterprise, the resources needed and available have a direct impact on other aspects of the project such as the business model and impact model. Financial factors may include what each

organization is willing to commit to the partnership as well as what each organization wants to receive out of the partnership. It is important to explore this in addition to the resources that each party has access to for the partnership and how much risk they are willing to take. Knowing these boundaries for each organization will help lay out the expectations and give more clarity about how the business and impact models may be impacted. *Table 1* provides an overview of the key components of each of the models that will be used in the development of a social enterprise.



**Figure 15:** *Social Enterprise Financial Models*  
(Isaac Jeffries, 2020)

**Table 1:** *Key Elements to Impact, Business, and Financial Models*

Impact Model	Business Model	Financial Model
<ul style="list-style-type: none"> <li>• Area of impact</li> <li>• Metrics to measure social impact</li> </ul>	<ul style="list-style-type: none"> <li>• Management structure</li> <li>• Training protocols</li> <li>• Store location</li> <li>• Operations</li> <li>• Performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Desired revenue</li> <li>• Methods for funding a business</li> <li>• Redistribution of profits</li> <li>• Product pricing</li> </ul>

### *Testing and Validation*

Once the impact, business, and financial models of a social enterprise have been developed, there must be a plan to test and validate the models before implementation. In order to accomplish this, an iterative design and evaluation process can be used. Every social enterprise will have unique ways of testing and validating ideas, so it is important for each enterprise to test and validate in ways that are fit for them.

In the next section, we explain how we used this framework as an analytical framework for identifying options Banksia and PUMA might consider in developing a social enterprise. The section will discuss the specific methods used to achieve each of our objectives

# Methods



Our project developed and evaluated potential approaches for a social enterprise partnership between Banksia and PUMA in order to help Banksia provide youth employment and training opportunities in Broadmeadows. Specifically, we explored impact, business, and financial models that might be appropriate in a social enterprise partnership between Banksia and PUMA. In order to accomplish this, our team completed three objectives. The methods we used to do so are explained in detail throughout this section.

### Objective 1: Determine Mission and Intent

To determine the mission and intent of both Banksia and PUMA for a potential social enterprise, our team held a formal meeting with representatives from both organizations. *Supplemental Materials C* lists those present and their positions. The goal of this conversation was for both Banksia and PUMA to understand how social enterprises work and how they relate to each organization’s goals and available resources.

To help establish a common vision for the structure of social enterprises during the meeting, all parties were introduced to the three-part social enterprise framework detailed previously. Using this framework, discussions were facilitated on each aspect of the framework in relation to the attending parties’ intents for the partnership while a minute taker recorded the main points from this meeting for later reference. The missions and intents of both Banksia and PUMA were continuously clarified as we held ongoing conversations

with members from both teams throughout the project term.

### Objective 2: Characterize Existing Social Enterprises in Melbourne

In order to construct practical social enterprise models for Banksia and PUMA to explore, our team identified models that ten successful social enterprises use (*Figure 16*).



Figure 16: Social Enterprises Examined in This Study

We first completed desktop research from these enterprises' websites. Following this, we visited eight of the social enterprises to learn more about the day-to-day experience and operations. Additionally, our team conducted semi-structured interviews with six individuals from four of these social enterprises (*Supplemental Materials D*) to gather more information, deepening our understanding of their approaches.

During the interviews with the social enterprise owners, managers, and employees, we received informed consent for participating and being recorded in the interview (see *Supplemental Materials E* for the manager consent form or *Supplemental Materials F* for the employee consent form). The semi-structured interview questions we asked owners and managers focused on the enterprises' intended impact, business operations, and financial models along with how they measure success within their enterprises (*Table 2*). We interviewed an employee to learn more about the impact the job experience had on them. (see *Supplemental Materials G* for the list of semi-structured interview questions).

**Table 2: Interview Questions for Investigating Each Enterprise's Model**

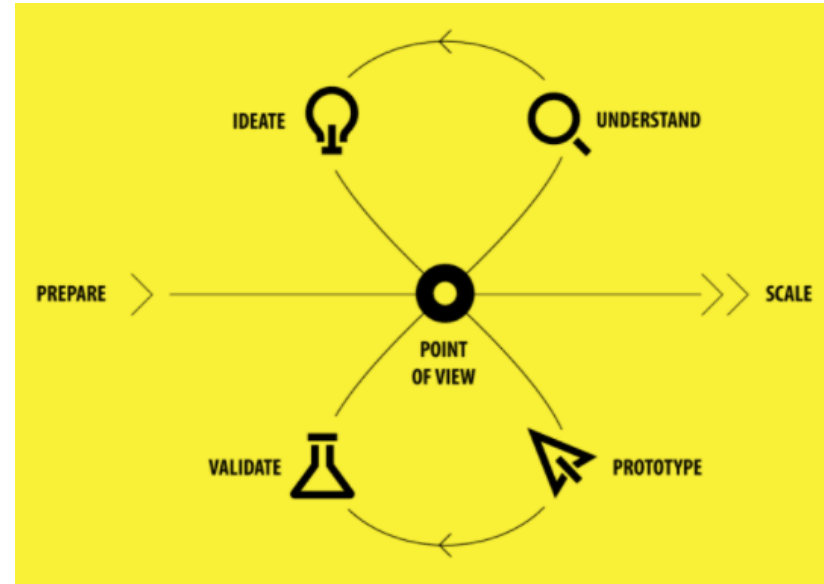
Impact Model	Business Model	Financial Model
<ul style="list-style-type: none"> <li>● How did you come up with your impact model and how has it changed over time?</li> <li>● What resources and partnerships are in place to achieve the social enterprise's impact goals?</li> <li>● How is the impact of the social enterprise measured and tracked?</li> <li>● How can the social enterprise work towards sustainability and scalability while maintaining its impact?</li> <li>● What do people get wrong or not understand about the impact of your work?</li> </ul>	<ul style="list-style-type: none"> <li>● Who are the target customers of your product and what is the market demand?</li> <li>● What is the pricing strategy and how do you stay competitive in your industry?</li> <li>● What distribution channels are used in order to reach the target market?</li> <li>● How does the social enterprise maintain profitability while delivering its social mission?</li> </ul>	<ul style="list-style-type: none"> <li>● What are the initial and ongoing capital requirements of the social enterprise?</li> <li>● What is the revenue model?</li> <li>● What are the projected revenue streams?</li> <li>● What are the financial risks associated with social enterprise and how will they be mitigated?</li> <li>● How do you measure financial performance?               <ul style="list-style-type: none"> <li>○ What metrics are used?</li> </ul> </li> </ul>



The results of our interviews along with the data collected during preliminary research were then aggregated into tables describing the impact, business, and financial model for each enterprise. Following the creation of these tables, the similarities and differences between the models were analyzed in preparation for developing and evaluating viable models, our third objective.

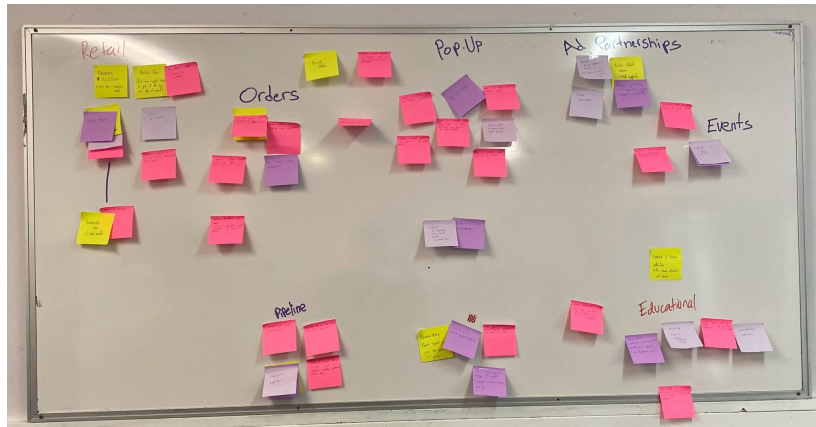
### **Objective 3: Develop and Evaluate Viable Models for the Banksia-PUMA Social Enterprise**

To explore the possibilities for a social enterprise partnership between Banksia and PUMA, our team used a participatory, iterative design process to continuously present, discuss, and refine preliminary ideas with all parties (these ideas were generated from our analysis of the social enterprises we studied, above). As seen in *Figure 17*, the process we used oscillated between phases of understanding, ideation, prototyping, and validation (Isaac Jeffries, 2020). As we cycled through these phases, our point of view on the current status and forward direction of the project was always evolving.



**Figure 17:** *The Iterative Design Process*  
(Isaac Jeffries, 2020)

Our team had an initial brainstorming session to formulate ideas and sort them into different categories (*Figure 18*). We then condensed our ideas into four approaches that were thought to be feasible for Banksia and PUMA, presenting these through an infographic distributed at a joint meeting with Banksia and PUMA representatives. Using the feedback from this meeting, the approaches were condensed further.



**Figure 18: Initial Brainstorming Session**

At the midpoint of the project, we held a participatory workshop with representatives from both organizations (*Figure 19*), presenting benefits, challenges, and provoking questions to stimulate the conversation about the evolving potential approaches. As we discussed each of the approaches we generated “yes if…” requirements- meaning the conditions that would need to be in place for the approaches to work.



**Figure 19: PUMA Midpoint Meeting**

In the next section, we present the results for each project objective and outline three potential approaches to pursue a further collaboration between Banksia and PUMA.

# Results



By executing our methods, we collected results in order to determine the potential approaches for a PUMA Banksia partnership. The purpose of our results is to show the information used when outlining the proposed partnership approaches given to the stakeholders of Banksia and PUMA.

## Mission and Intent of the Banksia and PUMA Partnership

Table 3 provides a summary of the key missions and intents of each of the stakeholders, which were determined in our initial stakeholder interviews. One important element unique to PUMA is managing excess inventory. The most important element for Banksia is the ability to provide employment to youth within the Broadmeadows community. One overlapping initiative is the creation of an employment pipeline from the social enterprise to help PUMA with staffing opportunities while helping Banksia to provide long-term employment beyond the social enterprise to members of the community.







**Table 3:** *Mission and Intent of Banksia and PUMA for a Potential Social Enterprise*

Banksia	PUMA
<ul style="list-style-type: none"> <li>● Provide employment to youth in the Broadmeadows region</li> <li>● Generate revenue to fund other programs within the organization</li> <li>● Create a pipeline to future work and skills</li> <li>● Make a positive impact on the Broadmeadows community</li> </ul>	<ul style="list-style-type: none"> <li>● Use the global brand image to support a potential social enterprise</li> <li>● Manage excess inventory</li> <li>● Make a positive impact on the Broadmeadows community</li> <li>● Receive future retail employees through the partnership</li> <li>● Expand market of PUMA products</li> </ul>





## Characteristics of Social Enterprises Studied in Melbourne

We conducted four in-depth case studies using interviews, desktop research and site visits along with six supplemental studies using desktop research and site visits. From the interviews, we gathered more information about their impact, business, and financial models. The information in Tables 4-6 is synthesized from our desktop research, store visits, and interviews.

**Table 4: Impact Models of Social Enterprises Examined in This Study**





Social Enterprise	Key Elements of Impact Model
 <b>HoMie</b>	<ul style="list-style-type: none"> <li>• Brick and mortar retail store focused on selling streetwear</li> <li>• Provides employment to homeless youth</li> <li>• 8 months of paid employment including training, work experience, and a Certificate III in retail operations (Homie, n.d.)</li> </ul>
 <b>SisterWorks™</b> <small>Work Empowers Women</small>	<ul style="list-style-type: none"> <li>• Operates cafes along with an online marketplace for home goods</li> <li>• Provides training programs for newly arrived migrants, refugees, or asylum seeking women</li> <li>• Programs include hospitality, customer service, small business, warehouse/manufacturing, and sewing</li> <li>• Vocational programs they help through “get job ready” programs, employment support, and connections to help get a job (SisterWorks, 2023)</li> </ul>
 <b>SIBLING</b>	<ul style="list-style-type: none"> <li>• Cafe located in Carlton that sells food and drink</li> <li>• Provides an inclusive working space for Victorians facing barriers to employment</li> <li>• Impacts focused on sustainability by reducing waste and food relief efforts</li> <li>• Opportunity to earn a Certificate II in hospitality (Sibling by Kinfolk, n.d.)</li> </ul>
 <b>THE SOCIAL OUTFIT</b>	<ul style="list-style-type: none"> <li>• Located in Newtown, produce and sell custom made clothing designs</li> <li>• Provides sewing and retail experience for women and young people from refugee and CALD migrant communities</li> <li>• Offers community sessions, training, and employment along with a paid sewing experience for people who already have experience (The Social Outfit, n.d.)</li> </ul>
 <b>STREAT</b>	<ul style="list-style-type: none"> <li>• Runs various food-related enterprises, ranging from food trucks to catering companies</li> <li>• Provides employment opportunities for youth and through various programs (STREAT, 2023)</li> </ul>
 <b>who gives a crap</b>	<ul style="list-style-type: none"> <li>• Online retailer that sells toiletries</li> <li>• Donates 50% of profits towards providing clean water and toilets (Who Gives a Crap, n.d.)</li> </ul>

**Table 4: Impact Models of Social Enterprises Examined in This Study (cont.)**

	<ul style="list-style-type: none"> <li>• Government contractors focused on manufacturing, creating training programs, and plant nurseries</li> <li>• Provides employment to people with disabilities that otherwise may have difficulty seeking employment (Brite, 2023)</li> </ul>
	<ul style="list-style-type: none"> <li>• Cafe that sells coffee, tea, and sandwiches and is located at Kangan Institute in Broadmeadows</li> <li>• Provides employment to young people who face barriers to employment</li> <li>• Runs six month rotation program where employees learn the various skills associated with working within a coffee shop (Banksia Gardens, 2023)</li> </ul>
	<ul style="list-style-type: none"> <li>• Clothing brand with a brick and mortar store along with an online store</li> <li>• Focuses on sustainable product creation</li> <li>• Traces entire supply line to ensure products are being made in an environmentally sustainable and ethical way</li> </ul>
	<ul style="list-style-type: none"> <li>• Operates multiple bicycle shops and repair facilities across Melbourne</li> <li>• Provides employment for young people 18-29 using a work-first approach</li> <li>• Members of its program “learn by doing” to build job readiness by partnering with various companies such as Lime to expand their future employment opportunities</li> </ul>





There were many overlapping themes and approaches within the impact models of the social enterprises that we explored. Out of the ten social enterprises we explored, eight of them had the primary impact of providing employment to marginalized groups. When focusing on employment as the impact of the organization, it is important to consider the duration of employment, if it is paid, what certificates are provided, the use of partnership, and if it is a pre-employment or employment program. A summary of these considerations is available in *Supplemental Materials H*. Another important takeaway is determining how the impact model will function with the business models. This is especially important when employment is the primary desired impact, as it is in the potential Banksia-PUMA social enterprise. The employment structure and training protocols within the business model directly relate to providing the impact to the targeted employed groups.

**Table 5: Business Models of Interviewed Social Enterprises**

Social Enterprise	Key Elements of Business Model
	<ul style="list-style-type: none"> <li>• Partners with governmental and private organizations to fulfill contracts for industries ranging from manufacturing to landscaping</li> <li>• Initial 12-week training program and they will move employees to other departments if they believe that department will be a better fit for them</li> <li>• Hires people for the jobs they have open, and don't tailor fit the job to the individual</li> <li>• Utilizes its position as a social enterprise as negotiating power</li> </ul>
	<ul style="list-style-type: none"> <li>• Brick and mortar store located in Kangan Institute (also expanding to a second location)</li> <li>• Supervisors to oversee the operations</li> <li>• More experienced employees help with training process</li> </ul>
	<ul style="list-style-type: none"> <li>• Began by operating pop-up shops at festivals, then shifted to working a retail storefront along with an online store</li> <li>• Operates with lower staff to offset the costs of products and keep prices competitive</li> <li>• 40% of Etiko's online traffic is from the US and has a mailing list of 27,000 members which helps to sustain the business</li> <li>• One person in front of the house and sometimes they also have to work on the back of house operations</li> </ul>
	<ul style="list-style-type: none"> <li>• Has an "Impact Team" dedicated to running employment programs and supporting the members of the program</li> <li>• Partners with businesses on contract basis to do work for them</li> </ul>

Each of the four social enterprises have varying business models as they all function in different industries, but all face similar challenges such as balancing their impact and business model. A major takeaway from Good Cycles and Etiko was the need to adjust the business plan to cater to the impact model and to provide competitive pricing of products. Partners are also an important aspect of the business model, emphasized by Brite, Common Bean Cafe, and Good Cycles. Each of the organizations works with various organizations to assist in funding, receive work for their employees, and with their locations.

**Table 6: Financial Models of Interviewed Social Enterprises**

Social Enterprise	Key Elements of Financial Model
	<ul style="list-style-type: none"> <li>• Use bids on government and privatized contracts to get work</li> <li>• Use government grants to help pay for the extra care for employees who need one-on-one assistance or additional support</li> </ul>
	<ul style="list-style-type: none"> <li>• Rely on commercial profits and government funding</li> <li>• Storefront location is provided by Kangan Institute for no charge</li> </ul>
	<ul style="list-style-type: none"> <li>• Rely solely on commercial profits for funding</li> <li>• Starting to look for investors that share the strong values that the company holds for expansion</li> <li>• Occasionally unpaid interns and volunteers are employed</li> </ul>
	<ul style="list-style-type: none"> <li>• 80% of funding is through commercial business while 20% is from governmental funding</li> <li>• Governmental funding allows for more flexibility and the ability to try new program</li> </ul>

When developing a financial model the first key consideration is determining where the funding for the enterprise will come from. In many cases, social enterprises rely on a balance between commercial business revenue and grant funding. Brite, Etiko, and Good Cycles focus on generating sufficient revenue to fund their social enterprises to allow for more financial independence. A major takeaway from these social enterprises is that relying heavily on grant funding limits the lifespan of an enterprise. It also leads to reduced focus on the development of the enterprise due to the difficult and time-consuming process of applying for grant funding. However, grant funding does allow for more risk to be taken, which is valuable when piloting a program to determine interest for an organization like Banksia Gardens where a large amount of financial risk cannot be taken.



## Approaches Considered Infeasible

Throughout the iterative design process we developed and presented multiple approaches. *Table 7* provides a description of each approach that was assessed along with stakeholder feedback used to consider the approaches infeasible. *Supplemental Materials I -J* include the infographics presented to Banksia during a practice meeting and all stakeholders during the midpoint meeting, respectively (see *Supplemental Materials K* for attendees).

**Table 7: Overview and Feedback of Proposed Partnership Approaches Considered Infeasible**

Proposed Approach	Description	Feedback
Retail Store	Banksia would operate a permanent storefront from where they would sell PUMA's excess inventory at discounted rates.	<ul style="list-style-type: none"> <li>• High start-up costs</li> <li>• Concerns about traffic volumes based on locations and financial viability</li> <li>• High-risk</li> </ul>
Order Form	Order forms would be handed out to community members visiting Banksia and picked up and fulfilled at Banksia Gardens Community Center.	<ul style="list-style-type: none"> <li>• Door-to-door sales would not be received well</li> <li>• Safety of youth is a concern</li> <li>• Concerns about the reputation of Banksia</li> </ul>
Online Store	PUMA products would be sold using social media marketplaces such as Facebook and Instagram along with the existing Banksia website to process orders. Orders would be picked up and fulfilled at Banksia Gardens Community Center.	<ul style="list-style-type: none"> <li>• High costs for operations and development</li> <li>• Low margins</li> <li>• Challenge to keep the page private</li> <li>• Fulfillment would need to be done by PUMA</li> <li>• Affiliate program is an alternative</li> </ul>
Employment Pipeline	Banksia would train young people to work at PUMA retail stores or provide youth workers that they coach throughout their employment at PUMA.	<ul style="list-style-type: none"> <li>• Most youth targeted by the program would not be work ready</li> <li>• Accessing and navigating transportation is a challenge for young people</li> </ul>

We determined three approaches that should be investigated further were the **pop-up shop, affiliate marketing program, and co-branding partnership**. In the next section, we describe the proposed partnership approaches and additional items to research or consider as the partners consider these in the future.

# Proposed Partnership Approaches



Based on our research, the three approaches that we have determined to be the most feasible for Banksia and PUMA are a pop-up shop, affiliate marketing partnership, and a co-branding partnership. We include research questions that both organizations will need to address as they explore the future of this partnership. Each approach was presented to the key stakeholders at the final presentation to open a discussion about how Banksia and PUMA can move forward as partner organizations.

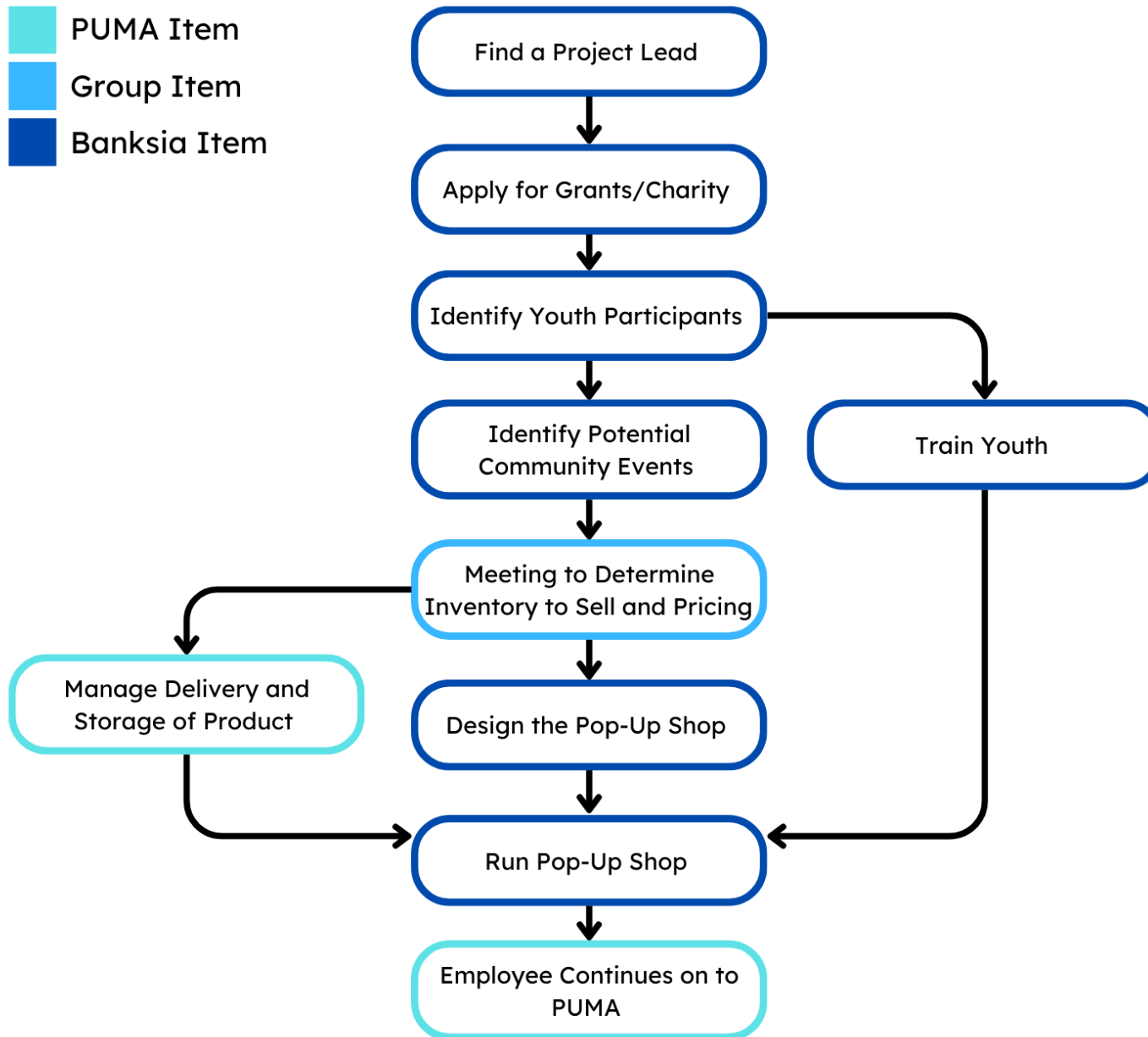
## Pop-up Shop

A pop-up shop is a business model using temporary storefronts at varying locations for short periods of time. In a Banksia and PUMA social enterprise pop-up shop, Banksia sells PUMA products at various sporting tournaments around Hume and specifically Broadmeadows. The pop-up shop approach aligns with the missions and intents of both organizations. It fulfills the goal of creating job opportunities for young people along with creating a revenue-generating stream for Banksia. The pop-up shop will allow PUMA to connect with new consumers and move excess inventory in a more positive manner for the brand. Pros and cons that should be considered when deciding to pursue the approach further are detailed in *Table 8*.

**Table 8: Pros and Cons of Pop-up Shop Partnership Approach**

Pros	Cons
<ul style="list-style-type: none"> <li>● Meets mission and intent of both organizations</li> <li>● Potential to create revenue for Banksia</li> <li>● Helps improve PUMA brand image</li> <li>● PUMA reaches a new market</li> <li>● Provides lower cost goods to the people of Broadmeadows</li> </ul>	<ul style="list-style-type: none"> <li>● High-risk for Banksia</li> <li>● Provides a low number of hours for youth</li> </ul>

Financial analysis was conducted for various situations accounting for grant funding, the costs of goods, labor, and setup to assess the costs and risk of a pilot program. A copy of the spreadsheet used is accessible in *Supplemental Materials L*. Along with the financial analysis, *Figure 20* details the flow of decisions that must be made in the development of the pop-up shop model. *Table 9* contains important questions to consider, and the preliminary research we gathered during our project. The flowchart and questions serve as a framework for the continued development of the pop-up shop and for discussions between the stakeholders.



**Figure 20:** Flowchart for Pop-up Shop Partnership Approach

**Table 9: Key Considerations in the Development of a Pop-up Shop Partnership**  
 (red text refers to questions that have not been answered)

Key Consideration	Questions	Findings To Date
<b>Location</b>	<ul style="list-style-type: none"> <li>● Where will the pop-up shop stores take place?</li> <li>● How often will they take place?</li> <li>● Who will partner with Banksia and PUMA for pop-up shops?</li> <li>● Are there fees associated with selling at the locations?</li> </ul>	<ul style="list-style-type: none"> <li>● Various local sports clubs were contacted (see <i>Supplemental Materials M</i> for the consent script, <i>Supplemental Materials N</i> for interview questions, and <i>Supplemental Materials O</i> for summarized findings)</li> </ul>
<b>Point of Sale</b>	<ul style="list-style-type: none"> <li>● How will we handle financial transactions?</li> </ul>	<ul style="list-style-type: none"> <li>● Square will be used to complete credit card payments</li> <li>● Cash will be handled by collecting it in a cash box</li> </ul>
<b>Inventory Procurement</b>	<ul style="list-style-type: none"> <li>● How will PUMA inventory be purchased by Banksia?</li> <li>● How will demand be forecasted?</li> <li>● How often will products be able to be purchased?</li> <li>● Is there a minimum batch size for purchases from PUMA?</li> </ul>	N/A
<b>Inventory Management</b>	<ul style="list-style-type: none"> <li>● Where will the inventory be stored?</li> <li>● How will inventory be tracked?</li> <li>● How will inventory be protected during pop-ups?</li> </ul>	<ul style="list-style-type: none"> <li>● Banksia does not have the space to store the products on site</li> <li>● Storage location will need to be determined.</li> <li>● Inventory can be tracked with an Excel sheet</li> <li>● Inventory can be stored in the manager's vehicle and locked then products are taken out as they are sold with one of each size being on display</li> </ul>

**Table 9: Key Considerations in the Development of a Pop-up Shop Partnership (cont.)**

(red text refers to questions that have not been answered)

<b>Transportation</b>	<ul style="list-style-type: none"> <li>• How will employees get to and from the pop-up shops?</li> <li>• How will the products be transported?</li> <li>• How will the infrastructure be transported?</li> </ul>	<ul style="list-style-type: none"> <li>• Banksia does not have a van or funding to rent a vehicle</li> <li>• Employees along with the products and pop-up shop infrastructure would need to be transported by the full-time staff member overseeing the program</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• How many full-time and part-time staff members are needed?</li> </ul>	<ul style="list-style-type: none"> <li>• One full-time staff member that works three days a week would be needed to oversee the development of the program</li> <li>• One part-time staff member would be hired to work at the pop-up shop on weekends</li> </ul>
<b>Costs</b>	<ul style="list-style-type: none"> <li>• How much will the products cost to purchase from PUMA?</li> <li>• What discounts can be offered from PUMA to Banksia?</li> <li>• What is the desired profit margin?</li> <li>• How will invoices to PUMA be paid?</li> <li>• How much will the storage of goods cost?</li> </ul>	N/A
<b>Products</b>	<ul style="list-style-type: none"> <li>• What products are accessible from PUMA?</li> <li>• What products produce the desired margins?</li> <li>• What products are in demand at each of the events?</li> </ul>	N/A

**Table 9: Key Considerations in the Development of a Pop-up Shop Partnership (cont.)**

(red text refers to questions that have not been answered)

<p><b>Storefront Setup</b></p>	<ul style="list-style-type: none"> <li>• What is needed to operate the storefront?</li> <li>• What items does Banksia already have access to?</li> <li>• How do we create a compelling environment for both brands?</li> </ul>	<ul style="list-style-type: none"> <li>• Banksia has access to tables and chairs</li> <li>• Basic materials that would need to be purchased (priced within <i>Supplemental Materials P</i>):             <ul style="list-style-type: none"> <li>○ Square portable interface</li> <li>○ Tent</li> <li>○ Storage containers</li> <li>○ Advertising materials</li> </ul> </li> </ul>
<p><b>Training</b></p>	<ul style="list-style-type: none"> <li>• What will the training format be for both the full-time and part-time staff members?</li> <li>• How do the youth workers progress their skills?</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-accredited training can be offered through Banksia for no cost</li> <li>• A sample skills matrix can be found in <i>Supplemental Materials Q</i></li> </ul>
<p><b>Marketing</b></p>	<ul style="list-style-type: none"> <li>• How will pop-up events be advertised?</li> <li>• What visuals will be used at the storefront?</li> <li>• What PUMA brand guidelines need to be followed?</li> </ul>	<p>N/A</p>
<p><b>Customer Experience</b></p>	<ul style="list-style-type: none"> <li>• What is the desired experience for the customer?</li> <li>• How will the staff function?</li> </ul>	<ul style="list-style-type: none"> <li>• Engage the customer and give them a reason to come over to the store</li> <li>• Share the story of the Banksia-PUMA partnership</li> <li>• A customer experience map can be seen in <i>Supplemental Materials R</i></li> <li>• A flowchart detailing the process for an employee working at the pop-up shop is detailed in <i>Supplemental Materials S</i></li> </ul>
<p><b>Wages</b></p>	<ul style="list-style-type: none"> <li>• How much will fulltime and part-time staff be paid?</li> </ul>	<ul style="list-style-type: none"> <li>• Full-time staff: 40-50 AUD per hour with 14% on-costs</li> <li>• Part-time staff: 28 AUD per hour</li> </ul>

## Affiliate Marketing Partnership

Affiliate marketing is a way to develop the relationship between Banksia and PUMA. As an affiliate, Banksia partners with PUMA in a way that allows both parties to generate income by driving customer traffic and sales to PUMA’s website. As Banksia promotes PUMA products using its own unique discount code, Banksia earns a commission when a sale is made and a customer uses their code. This helps PUMA reach new audiences and increase sales without overhead costs and allows Banksia to generate additional income by promoting PUMA products, furthering the joint relationship.

As an affiliate with PUMA, Banksia receives benefits in various forms, mainly commissions on the sales driven by Banksia’s promotion of PUMA. The more sales Banksia generates, the higher its commission. Banksia also benefits by adding value for those who visit its website. PUMA provides technology to track and report sales driven by Banksia’s promotion of PUMA. This affiliate program could also benefit Banksia’s social enterprise, Common Bean Cafe, as coffee cups could be printed with discount codes for PUMA merchandise, which could boost coffee sales.

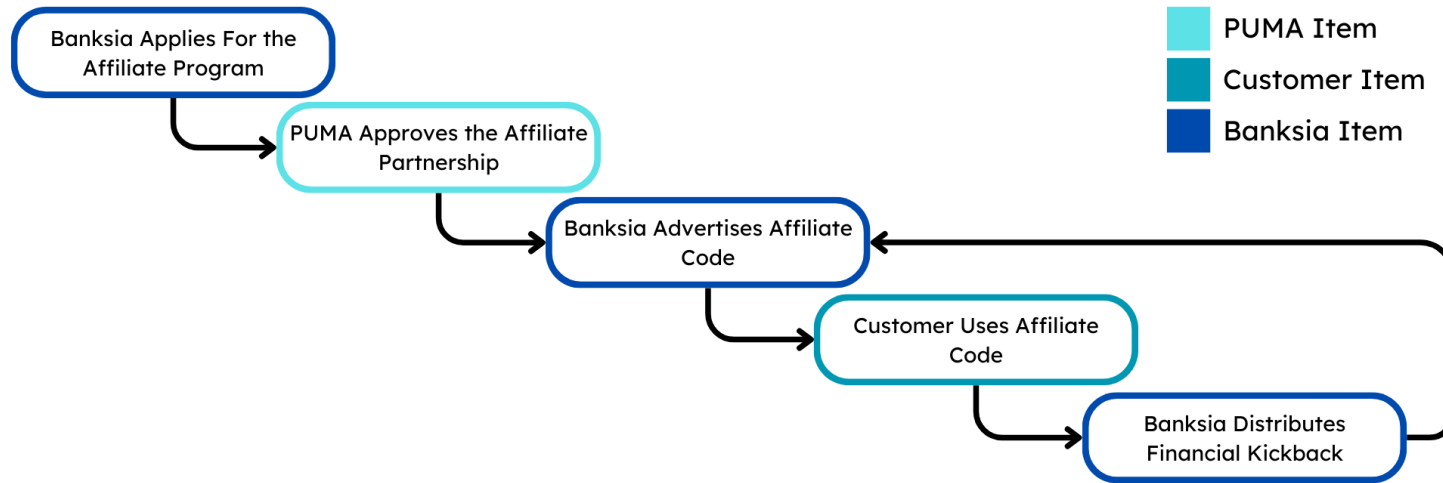
Additionally, the simplicity of this program means there are no additional employment experience options for young people. Although affiliate marketing with PUMA directly impacts Banksia by generating revenue for youth programs, including ones related to job readiness training, this option doesn’t directly meet the mission and intent of Banksia. Pros and cons that should be considered when deciding to pursue the approach further are detailed in *Table 10*.

**Table 10: Pros and Cons of Affiliate Marketing Partnership Approach**

Pros	Cons
<ul style="list-style-type: none"> <li>● Low-risk for Banksia</li> <li>● Helps improve PUMA brand reach</li> <li>● Banksia gains income for projects</li> <li>● Provides the community with discount sportswear</li> <li>● Potential digital marketing experience for youth</li> </ul>	<ul style="list-style-type: none"> <li>● Doesn’t fully meet mission and intent of both organizations</li> <li>● Traditional retail experience is not available</li> </ul>

*Figure 21* details the flow of decisions that must be made in the development of the affiliate marketing partnership. *Table 11* contains key considerations when developing this approach and related questions to research further. The flow and questions were determined through conversations with stakeholders and desktop research of the affiliate program. While this is the most simplistic proposed approach, it is important for both parties to have an understanding of the program while considering its implementation. These questions serve as a framework for the continued development of an affiliate marketing partnership leading to clarity on expectations and guidelines.





**Figure 21:** Flowchart for Affiliate Marketing Partnership Approach

**Table 11:** Key Considerations in the Development of an Affiliate Marketing Partnership

Key Consideration	Questions for Future Research
Banksia Applies For the Affiliate Program	<ul style="list-style-type: none"> <li>• What is the application process?</li> <li>• What are the requirements to become an affiliate?</li> </ul>
PUMA Approves the Affiliate Partnership	<ul style="list-style-type: none"> <li>• How long does the approval process take?</li> <li>• How long after approval is the code activated?</li> <li>• What steps are taken after the application is approved?</li> </ul>
Banksia Advertises Affiliate Code	<ul style="list-style-type: none"> <li>• How will this be advertised?</li> <li>• Can The Common Bean Cafe add discount codes to their cups?</li> <li>• How much will it cost to advertise?</li> </ul>
Customer Uses Affiliate Code	<ul style="list-style-type: none"> <li>• What is the process for a customer using an affiliate code?</li> <li>• How can you encourage customers to use an affiliate code?</li> </ul>
Banksia Distributes Financial Kickback	<ul style="list-style-type: none"> <li>• To what programs will Banksia distribute the financial gain?</li> <li>• What are the payment periods for the affiliate program?</li> </ul>

## Co-branding Partnership

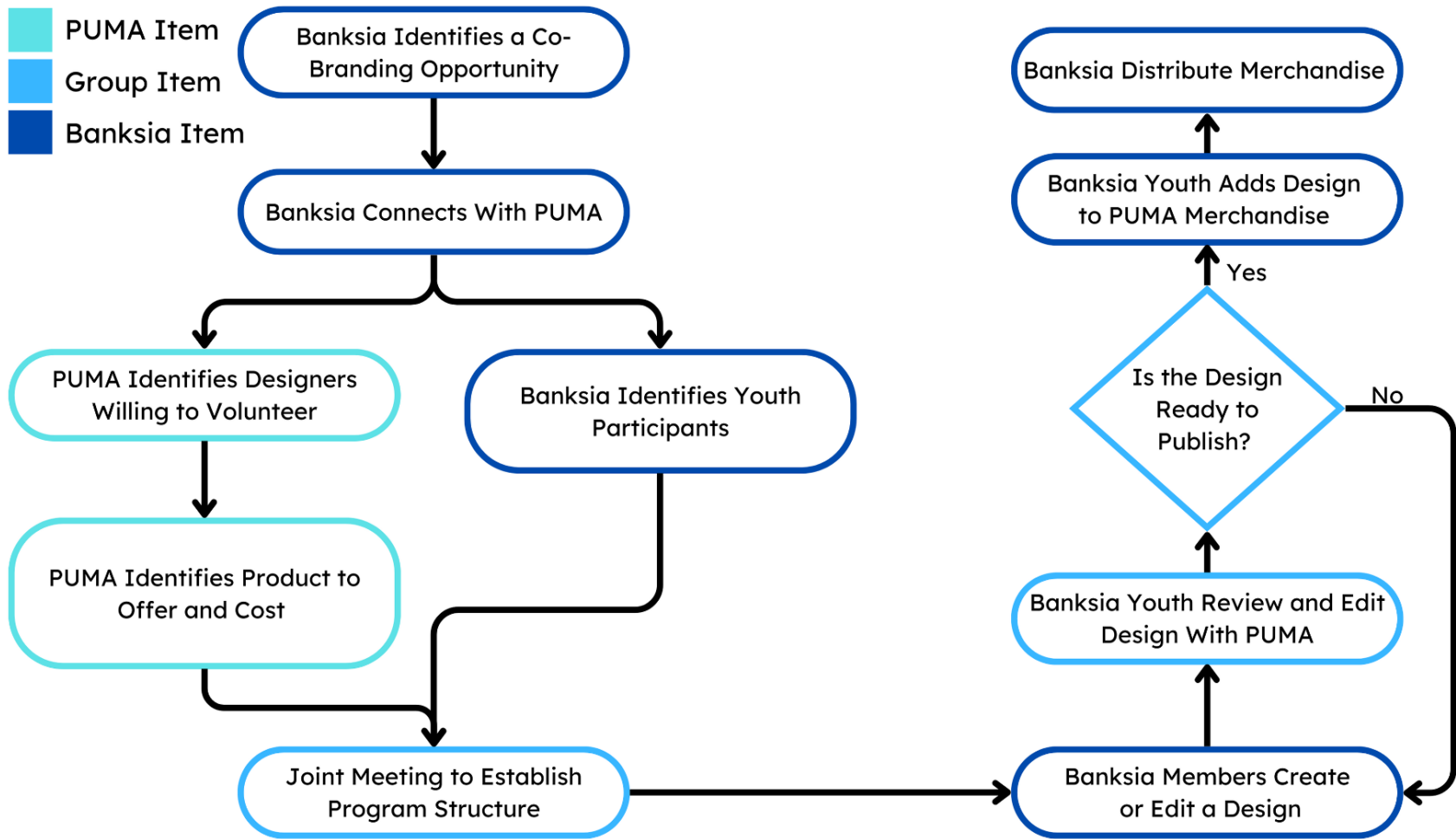
A co-branding partnership between Banksia and PUMA allows youth from Banksia to practice their design skills by creating designs to add to existing PUMA merchandise, either by screen printing or embroidery. This merchandise could then be distributed internally within Banksia, kept by the youth as a memento, or “added on” to the pop-up shop approach where Banksia or event-specific styles can be sold. The partnership also pairs well with existing programs at Banksia, including one fashion-based program working with children involved in the justice system. Through this proposed approach, youth can learn about the design process and be exposed to PUMA’s design professionals.

This partnership also allows for some intentions of both Banksia and PUMA to be met in a low-cost and low-risk way outside of a social enterprise partnership. PUMA’s goals of helping a community service organization and building a brand image in Broadmeadows are met, while Banksia can provide skills-based training to young people. The co-branding partnership can also be integrated into a social enterprise like the previously mentioned pop-up store. Pros and cons that should be considered when deciding to pursue the approach further are detailed in *Table 12*.

**Table 12: Pros and Cons of Co-branding Partnership Approach**

Pros	Cons
<ul style="list-style-type: none"> <li>● Generates a positive relationship between PUMA and local community members</li> <li>● Helps improve PUMA brand image</li> <li>● Can be integrated with existing volunteer programs or social enterprise</li> <li>● Provides youth with design experience</li> <li>● Low financial risk</li> </ul>	<ul style="list-style-type: none"> <li>● Does not provide PUMA with a new pipeline to move excess/aged inventory</li> <li>● Does not directly provide youth with employment experience</li> <li>● Low initial financial benefit for Banksia</li> </ul>

*Figure 22* depicts a basic flow of the steps in this partnership, with items to be done by each stakeholder. The flow can be used both in the development of the program along with its implementation. Each step of the development has questions to be considered outlined in *Table 12*. The questions can be used to guide a joint meeting between both organizations to determine the expectations of the program. Another important element is determining which pre-existing programs will be involved for Banksia and how the partnership will be incorporated.



**Figure 22:** Flowchart for Co-branding Partnership Approach

**Table 13: Key Considerations in the Development of a Co-branding Partnership**

Key Consideration	Questions for Future Research
Banksia Determines a Need For Banksia and PUMA Merchandise	<ul style="list-style-type: none"> <li>● What are potential needs for collaborative merchandise?</li> <li>● How often might Banksia desire custom merchandise?</li> <li>● Does Banksia want to give custom merchandise to their workforce either at the community center or The Common Bean Cafe?</li> </ul>
Banksia Alerts PUMA to the Potential Collaboration Opportunity	<ul style="list-style-type: none"> <li>● Who will manage communications between Banksia and PUMA?</li> <li>● What will the expectations for communication be?</li> </ul>
PUMA Identifies Designers Willing To Volunteer To Assist With the Design Journey	<ul style="list-style-type: none"> <li>● How many hours should a volunteer expect to contribute to the program?</li> <li>● How does this fit into PUMA’s existing volunteer program?</li> <li>● Who on the PUMA team would Banksia work with?</li> </ul>
PUMA Identifies Potential Merchandise to Donate or Offer to Banksia at a Discounted Rate	<ul style="list-style-type: none"> <li>● What merchandise can PUMA offer for the partnership?</li> <li>● What discounts can PUMA offer to Banksia for bulk ordering merchandise?</li> <li>● What is considered to be a bulk order?</li> <li>● Is there a specific type of merchandise that Banksia desires?</li> <li>● What are Banksia’s financial constraints for purchasing products?</li> </ul>
Banksia Determines What Youth Will Be Participating In the Program	<ul style="list-style-type: none"> <li>● What programs does Banksia want this system to fit into?</li> <li>● Who does Banksia want to target in assisting with this program?</li> <li>● What are the barriers to entry for this program/minimum expectations for participants?</li> </ul>
Banksia and PUMA Hold a Joint Meeting to Establish Expectations and Structure of the Program	<ul style="list-style-type: none"> <li>● How would the meeting be structured?</li> <li>● Who would lead the meeting?</li> </ul>
Banksia Members Create or Edit a Design to Place on PUMA Merchandise	<ul style="list-style-type: none"> <li>● How will Banksia work with the youth to create a design?</li> <li>● What design tools/software can Banksia offer to youth members?</li> <li>● Can PUMA provide any resources for youth to make designs?</li> </ul>

**Table 13:** *Key Considerations in the Development of a Co-branding Partnership (cont.)*

Banksia Members Meet With PUMA Designers To Review and Modify the Design	<ul style="list-style-type: none"> <li>• Will Banksia members be able to attend the meeting or only a representative?</li> <li>• Can the meeting be held online or in person?</li> </ul>
Is the Design Ready to Publish	<ul style="list-style-type: none"> <li>• What are the guidelines for what PUMA can allow to be placed on their merchandise?</li> <li>• Who will approve the design on PUMA's end?</li> <li>• What are Banksia's requirements for design approval?</li> <li>• Who will approve the design on Banksia's end?</li> </ul>
Banksia Members Add Design to PUMA Merchandise	<ul style="list-style-type: none"> <li>• How will PUMA distribute the merchandise to Banksia?</li> <li>• What resources does Banksia have for embroidering or screen printing?</li> <li>• How will Banksia teach youth how to add their designs to PUMA's products?</li> </ul>
Banksia Members Distribute Merchandise	<ul style="list-style-type: none"> <li>• Will Banksia be selling the merchandise or distributing it internally?</li> <li>• How will Banksia control who possesses the merchandise?</li> </ul>

In the next section, we overview what our team has learned about social enterprises and the challenges that must be overcome in developing a successful social enterprise. We also discuss what each team member took away from this unique project experience of working with two organizations on opposite sides of the business spectrum.

# Conclusion



Through the research, field work, and development of this project, our team has learned how social enterprises make meaningful impacts on the communities they serve while demonstrating the potential for more sustainable business models in today's business landscape. However, we have also seen the unique struggle these businesses face in balancing their social impact models with their business models and remaining financially viable. From our exploration of social enterprise development, we have learned that these businesses require a deep understanding of the issues they aim to address and a commitment to innovate.

Our team found The Difference Incubator's social enterprise framework to be essential in identifying and structuring key considerations. The framework uses the mission and intent of an organization to develop its desired impact, business, and financial models and encourages ways to test each component through discussion and further validation. The key to this framework is the "yes if" questions that must be asked when determining the viability of each model. These questions are used to brainstorm barriers to entry and determine what needs to occur to move forward with a potential social enterprise. While detailed as the last step of the framework, "yes if" questions are used as a brainstorming tool throughout all aspects of the development process.

Throughout the project, our team recognized that creative thinking is critical in collaborations with multiple organizations. Balancing the different missions and intents of each organization is where this creative design work begins. This can create dynamic conversations about unique ways each organization can contribute to solving a problem while navigating their varying motivations for a project.

In order to move towards implementation, our three proposed partnership approaches need to be explored further by both Banksia and PUMA. To accomplish this, we identified questions that would need to be answered and conditions that would need to be met to make each of these feasible. Our team recommends consistent communication about the development of these potential approaches and to determine a timeline for development. All three approaches have the potential for meeting each party's goals while creating an ongoing collaboration and a strong relationship between Banksia and PUMA. Throughout our project the demonstrated interest and effort from both organizations shows a promising future for the partnership.

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