

BROTHERHOOD OF ST Laurence

Social Enterprise Business Plan



High Street Centre Facility

Last Updated: April 2019

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1.0 EXECUTIVE SUMMARY

The Brotherhood of St Laurence is a national not for profit organisation that works to alleviate poverty. They provide a wide range of programs for a number of demographics in order to help prevent poverty and provide a transition to work. The Brotherhood of St Laurence is exploring a food truck to aid at-risk youth in their programs. The food truck restaurant will be run out of the High Street Centre facility, located in Frankston, Victoria. The purpose of this business plan is to prove the feasibility and propose a guide for the operation of a food truck restaurant run by the Brotherhood of St Laurence on the Frankston Mornington Peninsula. The food truck restaurant will be run as a training kitchen and social enterprise initiative for the Brotherhood of St Laurence.

Registering the food truck as a social enterprise means the business will fall under all the regulations of a social enterprise per the Victorian Government. The Victorian Government defines social enterprises as organisations that:

1. are driven by a public or community cause, be it social, environmental, cultural or economic
2. derive most of their income from trade, not donations or grants
3. use the majority (at least 50%) of their profits to work towards their social mission (Business Victoria, 2019).

According to Forbes interviews with business leaders, social enterprises are quickly on the rise globally, with more companies prioritizing their social impact on society (Bersin, 2018). Food-based social enterprises in Victoria have been proven to be widely successful. Citizens in the Frankston community are attracted by the idea of a social enterprise that works to help at-risk youth. Food trucks are also extremely popular in the state of Victoria, and the success of a number of food truck parks and festivals proves this fact. Food trucks and mobile food vehicles can be seen throughout the city of Melbourne, at university campuses, the beach, and food truck festivals. However, there are not many food trucks that can be found down the Mornington Peninsula. Talking with the head of the Brotherhood's social enterprise, Mark Lane, there is also significantly low youth involvement in the current social enterprises, so there is certainly a gap that the training kitchen initiative can help address in the community.

The social goal of the social enterprise food truck is to assist the at-risk youth of the Frankston Mornington Peninsula by helping them receive training in the hospitality and food services industry. The long term goal of this program is for the youth to gain both transferable skills and industry specific skills that will help them get a job once they leave the program. The income for the social enterprise food truck will come from trading at events and through catering. The start-up income will come from an internal discretionary fund (which the Brotherhood uses to help start up pilot programs), but the annual income will be directly from trading and food sales. All (100%) of the profits will go back into the social enterprise to make it sustainable and scalable.

1.1 THE BUSINESS

Business name: The Brotherhood's Food Truck

Business structure: Sole Trader

ABN: [*Registered Australian business number.*] To be determined

ACN: To be determined

Business location: 24-26 High Street, Frankston VIC

Date established: To be determined

Business owner(s): To be determined

Relevant owner experience: To be determined

Products/services: Mexican style food

1.2 THE MARKET

Frankston is located at the entrance to the Mornington Peninsula, and with Melbourne's public transportation leading right to Frankston, it can be a popular area for people to explore or stop into as they travel farther into the Mornington Peninsula. As a result, there are quite a few popular restaurants in the area. Especially during the warmer months when tourism along the Peninsula is at its peak, there is a large market for high quality food within the area.

Combining research done on the top 100 restaurants in the Frankston area with survey results from the Frankston community, we were able to determine that the best food options for the area would be either Mexican or Tapas. We then talked to the youth about what food they would like to see in the area without them knowing about the survey results, and the overwhelming response for the food they would like to cook was Mexican. Since there are very few food trucks and only a handful of other Mexican food businesses in the area, we will have very little competition in terms of the type of food being sold. Since food trucks are not allowed to park on city streets within Frankston, the food truck will focus on attending large events and festivals, as well as park on university campuses during certain events. During the colder months when large festivals and events are less common, the food truck will be used for catering. With only a small number of other catering businesses in the area, there will be little competition. The food truck could also cater internally, by traveling to and servicing other Brotherhood centers around the peninsula, including the sites at Rosebud, Mornington, Carrum Downs, Frankston North, and Hastings.

To help promote our business, we would organize a large social media campaign run by the youth that will include marketing through the current Brotherhood website, Instagram, Facebook, and an active Yelp page. We will also hang fliers around Frankston and have coupons at local partners to help get our name into the community. Using these marketing methods, we will advertise the ways in which we help young people in the area as well as advertise the local and

healthy ingredients we plan to use. Our website will serve as a way for the public to access information on our training program, how our food is prepared, and where the truck will be on a given day.

1.3 THE FINANCES

The main purpose of this business plan is to present all of the finances and costs associated with starting-up the social enterprise and training kitchen initiative, to prove that the food truck will break even. All profits from the food-based social enterprise will go back into the business to keep it sustainable. The profits obtained will pay off the initial start-up costs and go towards the annual operating costs. To fund this project, the Brotherhood of St Laurence High Street Centre will need approximately \$176,010 to start up the business. With a 10-year depreciation on the food truck, this number can be written off as \$126,710 on the Brotherhood's balance sheet. This includes the cost associated with purchasing a food truck, the registration fees, all insurance, staffing salaries, and training. These numbers were calculated from the initial and continuing expenses from the first six months of operation. This funding will come from a national Brotherhood discretionary fund.

In our efforts to learn more about starting a food truck business, we talked with the owners of Welcome to Thornbury, which is a food truck park in Northcote that hosts multiple food businesses. They told us that they have a lightly used food truck that is fully stocked with commercial grade kitchen equipment that they are trying to sell. Based on our social initiatives, they are willing to sell a blank white food truck to the Brotherhood for \$55,000 and are willing to partner with us to waive the registration fee if we wanted to park at Welcome to Thornbury and sell there. The cost for a new food truck is close to \$100,000, so having a fully stocked food truck for almost half that price is extremely valuable. We are not set on buying this truck and we are aware that the timeline of this project may be years and the truck at Welcome to Thornbury may be sold when we are ready to buy one, we still want to set this as a price point for whatever truck we purchase because we know that it is possible.

1.4 THE FUTURE

The vision for this business is to start a non-profit food truck business that will be used to train youth that may not have the skills or experience to directly enter the workforce. The food truck will be used to train at risk youth ages 16 - 21 throughout the Frankston Mornington Peninsula in different aspects of the professional world including the following: culinary, marketing and social media, hospitality, finances and accounting, art and design, and administration. Because many of youth in the program lack volunteer work and job experience and most employers require those two aspects, this food truck will allow them to acquire both and vastly improve their ability to get jobs. This program will aide in the youths' transition to work. The plan for starting the training kitchen program goes as follows:

1. Get project approval and funds
2. Identify and purchase a food truck
3. Hire additional staff members to run the training kitchen program
4. Recommend youth from the Transition to Work program to enter the training kitchen program
5. Design the menu, truck, and social media by learning accomodation and food service skills
6. Organise events to attend, and begin trading
7. Receive profits and invest them back into the program

2.0 THE BUSINESS

The objective of this social enterprise is to establish an educational training kitchen program with a focus on the food service industry to help the at-risk youth of the Frankston Mornington Peninsula become better integrated into society. This will be measured by the number of youth that go through the program, and the percentage of them that get jobs after the program. This business is also scalable and the program can be brought to other Brotherhood locations on the Mornington Peninsula.

2.1 COMPANY DESCRIPTION

The Brotherhood's Food Truck will be a Mexican food truck that will travel within Frankston, down the Mornington Peninsula, and around the Greater Melbourne region. During peak summer seasons, the food truck will attend larger events along the peninsula, while during the off-season they will offer catering to help cover costs. By starting a food truck business, the Brotherhood is able to service all of their satellite locations along the Peninsula and help youth in a variety of locations develop the skills that they need to enter the workforce. The food for this truck will be prepared within the commercial kitchen at the Brotherhood's High Street Centre Facility and then brought onto the food truck for sale. This business will be unique in the fact that we have yet to see another food truck that is also a social enterprise. There is a large population of customers who are willing to help a social enterprise, which may give us a competitive advantage when at larger food truck events.

2.2 REASON FOR BUSINESS

Although the end goal of this endeavor is to start a business, that is not where the need for success is focused. This social enterprise is about more than starting a food truck business; it's about helping to better the lives of youth within the Frankston area. Since the business would be a social enterprise, the goal is to maximize opportunities for the youth rather than maximize profits. This

business will work with the youth at the Brotherhood of St Laurence's High Street Centre to develop their skills and make them more employable. After speaking with many staff at the Brotherhood, we found that there is a gap between what employers are looking for and what the youth possess and that is their skills and experience and there are currently no accessible ways for the youth to close this gap. More specifically, we learned from Zoe Lehmann, a Transition to Work coach at the Brotherhood, that

“because they [18-19 year olds in the transition to work program] are not junior in age at being 16, they are not as attractive for employers. But in the same way, they need the opportunity to get a junior entry level role, but they kind of age out into a different pay category. They would actually really benefit from something like this [social enterprise]. We have a cohort that would really like that.”

This social enterprise business is the accessible means to close this gap for the 18 year olds and older that have few ways to get experience and improve their employability.

Employees tend to favor work and experience over certifications alone. Experience gives people the means to develop their skills in a way that is impossible with only a certificate. This program will give these young people the time and space to develop these skills at a pace that is appropriate for them. The most important skills that our program is going to focus on are transferable skills. Not every person is going to come into our social enterprise with a specific career in mind. Even for the youth that do, our social enterprise will not be able to encompass all possible career options for the young people. Because of this, the business will teach skills that can be applied across multiple industries. This means focusing on higher level skills such as speaking, listening, appropriate behavior in the workplace, adaptability, being able to take direction, safety, and taking initiative. All of these skills will be developed through working and training in and out of the truck. The skills and experience gained will not only improve their ability to work a real job, but will also give them a reference for their resume and volunteer experience. Having a reference is huge for employers and it gives the youth someone that can speak highly of their work and help them get their foot in the door at a company. This social enterprise is focused around a business but the reason for the start of it is not to make a financially profitable business, but rather a developmentally profitable business. It will give the youth real world experience, give them exposure to high stress environments, develop their skills, and ultimately make them more employable by closing the gap between what employers want and what the youth possess.

2.3 LEGAL CONSIDERATIONS

Most of the legal issues to consider with the social enterprise food truck involves registration and insurance. Being a trading food vendor, the truck needs to register under the council in which it will be trading in. With the Brotherhood's food truck, they would need to be registered with the Frankston City Council and then get certificates for trade within any other council which they hope to trade in. Due to the truck trading food to the public, there are a number

of health considerations to take into account. If the truck is selling to the public for more than two consecutive days, they will need to have a Food Safety Supervisor who is registered with their local council and has received special food safety training. This person is in charge of training all staff on food safety and they monitor day-to-day activities within the food preparation spaces. For the young people to work in the kitchen, they all must have a Food Handlers Certificate. This allows them to legally be able to prepare and serve food to the public. If a food business is serving alcohol, there is also a Responsible Service of Alcohol Certification that all staff need to have. All other certifications after this are optional but only serve to further emphasize the level of experience the youth have.

2.3.1 Registration

In order to trade within a city, a food truck must be registered within that city's council. The Brotherhood's food truck would fall under a Class 2C business. Per the Food Act of 1984, there are four classifications of food premises. Class 2 is defined as: "Premises that handle potentially hazardous unpackaged foods (e.g. meat, dairy etc)" (Frankston City Council, 2019). Class 2 includes cafés, restaurants, home-based food businesses, food vans, catering businesses and canteens. The Brotherhood falls under a Class 2C which encompasses medium risk foods sold by community groups (Frankston City Council, 2019). Thus, the High Street Centre would have to first register with the Frankston City Council before they begin trading, and would have to pay the appropriate registration fee annually. The Class 2C registration is for the training kitchen space in reference to a specific business. Even though the industrial kitchen currently at the High Street Centre has already been registered with the local council for use in serving lunches to youth at the center, it would have to be re-registered to encompass the additional food business. In addition, the Brotherhood would also have to register the food truck as a mobile food vehicle with the council, which has a corresponding fee. There is also a fee to re-register each year that should be added into the annual food business operation costs.

2.3.2 Insurance

When handling food, it is important to protect the customers and employees that would be using the potentially hazardous unpackaged foods. The main insurance that needs to be purchased annually is public liability insurance with coverage for \$10 million liability. Most food truck events will not allow you to register with them unless you have at least \$10 million coverage. In addition, as with any commercial mobile vehicle, commercial auto insurance needs to be purchased to protect the food truck. Finally, general property insurance covers breakdown and damage for appliances not fixed to truck that are not covered under mobile food truck insurance (i.e. pots, pans, generators, toasters). All three of these main insurance coverages are needed under consumer and business law.

2.4 OPERATIONS

2.4.1 Production Process

All of the food served from the food truck will be initially prepared by the youth through the training program within the High Street Centre's industrial kitchen. The food will be prepared within the few days before a major event and stored with temperature control until it is time to leave for an event. Once at the event where we will be selling the food, the youth will do the final preparations and assembly of orders so that all meals are properly cooked before serving to the public. After an event is completed, the truck will return to the High Street Centre where all cooking equipment used will be thoroughly cleaned and the truck will be stored until its next event.

2.4.2 Suppliers:

When looking into suppliers, it is important to keep in mind the intersection between cost, quality, and sourcing. For all local produce used by the food truck, we will make deals with local farmers to purchase their food in bulk at a slightly reduced cost. This allows for the highest quality in terms of its freshness, while also being reasonably priced and supporting local businesses. Depending on the deal proposed between the Brotherhood and the local farms, it is possible that the food could be advertised as coming from their farm specifically to provide marketing for them while promoting the quality of the produce. Local markets are the best source for businesses that are just starting out, as they usually have some of the freshest food for the best prices. For larger stock items such as flour and generic spices, partnering with a wholesale company, such as Campbells, is recommended. By buying these items in large quantities, the cost of goods and packaging is greatly reduced.

2.5 ORGANIZATION AND MANAGEMENT

There would be two full time staff hired at the start of the business: a culinary/food safety trainer and a business/hospitality trainer. While these two workers have not been hired yet, their positions are as described below:

Culinary Trainer:

A full time employee who has extensive experience in the culinary industry. This person will be a certified Food Safety Supervisor and be responsible for overseeing the culinary training for the youth as well as their food safety training. They will be in charge of working with the youth to develop the menu for the food truck and will help the youth determine any event-specific specials. They will oversee all food preparation and ideally will be able to drive the food truck to events.

Hospitality Trainer:

A full time employee who has extensive experience in the hospitality and business fields. This person will oversee youth in terms of their customer service training and will also oversee all marketing initiatives started by the youth. They will be responsible for the business side of the food truck and work to teach the youth about accounting, administration, and event coordination. Ideally they will be able to drive the food truck to events.

2.6 SERVICE OR PRODUCT LINE

Our survey results have shown that members of the Frankston community want healthier food options in the area, including vegan, vegetarian, and gluten free options. The customers in the area are fairly price sensitive and are looking for cheaper meals that provide a higher volume of food. From this we have determined that the Brotherhood's Food Truck will be a Mexican food truck that has a focus on large portions of healthy food. The price point for all the food sold will be in the range of \$5 - \$15, with snacks such as guacamole or chips sold in the \$5 range, while full meals will be sold in the range of \$10 - \$15. Ideally, the food truck will offer a wide variety of vegan and vegetarian options with a focus on being sensitive to common allergies.

Since the goal of the food truck is to help develop skills among at-risk youth, a group of the youth within the Transition to Work program were consulted as to what type of food the truck should sell. The vast majority of youth surveyed identified Mexican food as something they would like to see in the area and something that they would want to learn how to cook. This, combined with survey results of the Frankston community, outline an opportunity within the current market for Mexican food that our truck would be able to fill.

While we plan to use simple and quick recipes that still allow for a lot of flavor; the exact recipes and menu have yet to be determined. Overall we plan to have a permanent menu that has both smaller snacks as well as full meals. This will then be supplemented by specials that vary based on the event the truck will be attending and what the students want to learn how to cook. Our menu for catering will be the same as our normal menu, with clients having the option to request specials upon booking.

The combination of high quality food of a type not common in the area and the ability for people to have their money go towards a positive cause provides the Brotherhood's food truck with a strong chance for success within the current market. As the business and the skills of the youth grow, so will the food items added to the menu and the catering business will be able to service larger events.

3.0 THE MARKET

3.1 MARKET RESEARCH

Based on the top 100 restaurants on Tripadvisor, we developed a categorized list of these restaurants to determine the popularity of various types of food in the area and the saturation of those food markets.

According to our findings, there are no Mexican restaurants that make the top 100 for the Frankston area.

Upon talking to Frankston locals, it was determined that 3 Mexican restaurants exist along the Mornington Peninsula, with only one of them being in Frankston city. This means that if people within the Frankston area wanted Mexican food, they would, in some areas, need to drive up to a half hour to find it. By developing a mobile Mexican food business, we could fill this gap along the Mornington Peninsula by finding popular locations and events in the area and selling our food there.

We also developed a survey that was sent to both the Facebook page “Frankston Noticeboard” and the “Mornington Peninsula Noticeboard” to determine the desire for a new food business within the local population. From this survey we determined that 58.7% of respondents would most likely eat out for dinner. When asked, 63.3% of participants responded neutral or favorably when asked how likely they were to buy from a food truck. For those who were unlikely to buy from a food truck, many of the reasons for this were based on not having them

Restaurants in Frankston

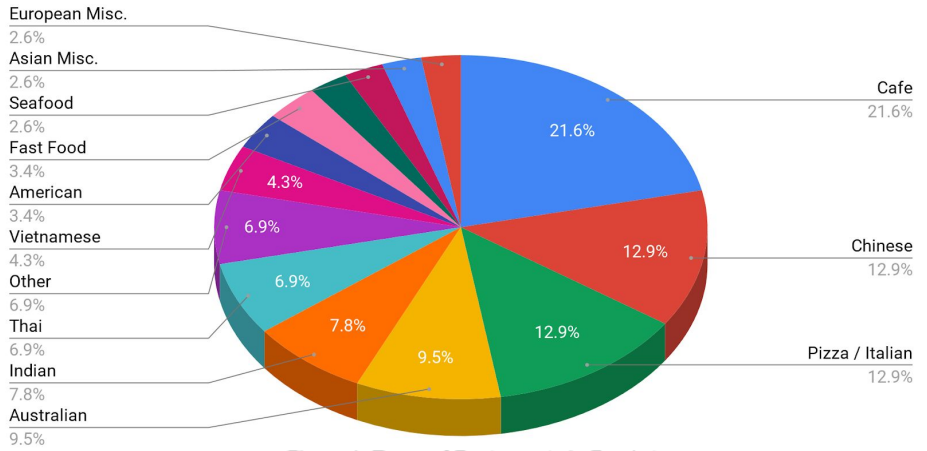


Figure 1: Types of Restaurants in Frankston

What type of food would you like to see in the area?

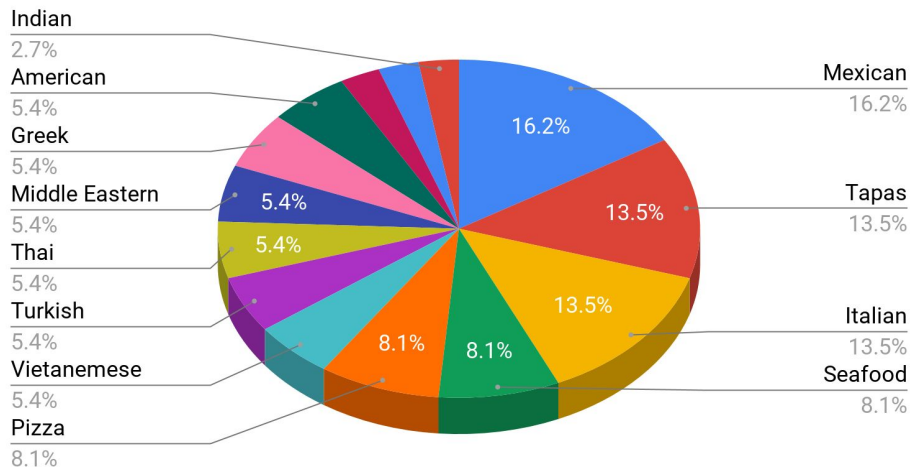


Figure 2: Community Interest for New Food Businesses in Frankston

available or not knowing where to find them. This means that our food truck could use a strong marketing system to let customers know when and where they could be found within a given week so that people could plan it into their schedules more easily. When asked about the amount they would be willing to spend on a meal from a food truck, 63.3% of participants said that they would spend between \$10 and \$20 on a meal, with another 29.4% saying they would spend less than \$10. From this we can determine that we need to have quality, full-sized dinner portions for a reasonable price. We also feel it would be helpful to sell smaller snacks and sides at less than \$10 so that all budgets would be able to find something enjoyable at our food truck. When specifically asked about what type of food they would like to see, 16.2% of people said Mexican, followed by 13.5% saying Tapas, and 13.5% saying Italian. There was also a large portion of respondents who requested food that was vegan, vegetarian, gluten free, or otherwise healthy and diet friendly. This means that we need to be conscious of the types of ingredients we are using and ensure that there are plenty of healthy options that can easily be customized to meet any dietary needs.

While food trucks are generally popular within Australia, their success fluctuates greatly with the time of the year. During the summer months there are plenty of festivals and other large, outdoor events that are hotspots for food truck businesses. This means that there are many opportunities for the food truck to reach a lot of people within this timeframe. During the colder months there are far fewer outdoor events, meaning that food trucks either do not run during those months or they rely on catering or brick-and-mortar businesses to make up for expenses.

Outside of large events, some mobile food businesses make their money by parking on the side of the road and selling to passerbys. From talking with the Frankston City Council, we learned that this practice is not allowed on Frankston streets, but it may be different farther down the peninsula. Upon learning this we looked into alternative options such as college campuses and smaller food truck parks. Even when our travel constraint is taken into consideration, there are still plenty of locations for our food truck to visit. Local markets in Melbourne tend to be popular locations for food businesses. In Frankston there are plenty of markets such as Little Beauty Market and Frankston Sunday Market that pride themselves on supporting local businesses. These markets have a list of food vendors that they pull from to help provide variety and delicious food to locals. If the Brotherhood's food truck could set up a partnership with one of these events, it could become a consistent place to sell from.

3.1.1 Market Targets

A number of members of the Frankston community have stated that they rarely come across food trucks in the area. Based on our research into the needs of the community, it seems as though a number of people are willing to buy from a food truck, but do not because of their rarity. Our development of a food truck for the Brotherhood would fill the need in the market for food trucks. Due to the versatility that food trucks provide, there is not a single market that our truck would focus on. Rather, we would look into the different types of events the food truck could work and

determine the target market for each of those. From this, we have found that the three target markets for our food truck would be through catering, universities, and festivals.

Catering:

During the colder months we will focus on catering because of the lack of festivals during this time. For the catering business we would provide a wider range of a menu, potentially extending outside of just Mexican options. This level of menu tailoring for each customer's event would put us above others food trucks in the catering world, since many food trucks just serve their normal menu. The target market for this business would be local events looking for catering and private events through booking. There is also an opportunity to cater within the Brotherhood. If the Brotherhood is hosting larger events or meetings that need food, the food truck could be used to provide for that event, meaning that more money can stay within the Brotherhood to help develop its programs for youth. From interviews with other food-based social enterprises such as ACspreSO and the Common Bean Cafe, it appears as though it is common for a food business to cater its larger parent company.

Universities:

There are four universities within 20 minutes of the Frankston Brotherhood site. There tends to be a lot of foot traffic through university campuses and students looking for quick, easy meals in between classes, so we feel that this would be a large market for our business. Currently there aren't many partnerships between universities and food trucks so we would be filling a market gap with substantial potential for growth. We feel that we would be able to attract a lot of students looking for food that is not part of on-campus dining.

Festivals:

During the warmer months, the target market would be mainly festivals. Festival season in Australia extremely popular and brings in large amounts of revenue. The festivals consists of thousands of locals and tourists who spend most of their days there, meaning that they would need to be buying lunch or dinner most days. Festivals tend to attract a lot of food trucks that sell burgers and sandwiches, due to their low cost and their ability to be eaten quickly and on the go. A Mexican food truck could offer a unique spin on typical festival food, and with relatively few other trucks selling Mexican food at these events compared to other cuisines, we would be able to capitalize on that corner of the market. In order to have a prominent spot within the major festivals that occur from September to March, it is essential to apply for them by January of that year before all of the spots are full.

3.1.2 Marketing Strategy

The youth in the training kitchen program will design the food truck, the menu, and will handle all of the social media, hospitality, and administrative aspects of running a mobile food

business. The youth in the training kitchen program will be designing all components of the food business. Giving the youth the creativity to run the truck will teach them important skills for the workforce, which will be appealing to the market.

The internet can also be a source of marketing, particularly through the current BSL website. Social media, flyers on street lights and in local businesses, and word of mouth will also spread the word about our high value food products. We will also utilize Facebook by connecting in the “Frankston Noticeboard” and “Frankston Community Noticeboard” pages which, combined, have a total of 25,000 followers. In addition, an active Instagram page will be created, in addition to a website, where pictures of the youth and food will be posted as well as the location of the food truck.

The business will be advertised as utilizing fresh, local produce to also teach the youth about healthy eating and sourcing of food. The truck will attract customers by offering healthy Mexican style food, with gluten free, vegetarian, and vegan options. There are not many places that support these different dietary restrictions, so offering these will certainly attract customers. The pricing will be comparable to what members of the Frankston community tend to spend on a restaurant style meal, \$10-\$20.

3.1.3 Your Customers

Customer Demographics:

As mentioned earlier, our three target markets are catering, festivals, and universities. Each of these three groups will consist of different target customers. For the catering aspect of the food truck the main customer will be the Brotherhood of St Laurence. Within the Brotherhood there are many events and meetings, small and large, throughout all of the national sites that require catering. Currently, caterers are pulled from local vendors, but if there is a set catering business within the Brotherhood that can travel with the food truck then they can hire them out for all of their meetings and events. These customers will be mostly between the ages of 30 and 65, be both male and female, hold an average/above average social status, be educated, and maintain mostly professional attitudes. Aside from catering for the Brotherhood, we will also target the general public. Our catering business will be bookable through social media to the general public within an hour of the Frankston Brotherhood location. This could include bookings for small family gatherings, birthday parties, and weddings and other ceremonies. These customers will range in their demographics including all ages, gender, social, status, and education.

The food truck will also target customers at festivals. The customer demographics for festivals will vary greatly depending on the type of event and the time of year. Because of this it is not possible to predict the demographics for festivals, but it will consist of a combination of families and young people who are out looking for an enjoyable day. The third target customer is students at universities. Universities have events throughout the academic year where they bring in food trucks and outside food vendors to serve the students at those events. The demographics of these customers will mostly be students between the ages of 18 and 24 currently seeking education.

Customer Management:

Maintaining good customer relations is key to running a successful business. The youth will undergo extensive training and preparation where they learn proper hospitality skills, as for many of them, it will be their first time in such a work environment. This training will ensure that the youth are well versed in communicating with customers and dealing with high stress scenarios in a calm, welcoming manner. One of the most important parts of customer relations is being a welcoming, cheery face for them to want to come back to. The youth working in the truck will always put the customer first, even when they feel the customer is being unreasonable. Without good customer relations, it will not matter how good your food is, customers will not come back. We will also provide initiatives to bring the customers back. One initiative that we have considered is handing out business cards with 10 blanks around the edge of the card and every time they buy food we will stamp a blank and when they get to 10 stamps, we will offer a \$5 credit. Another initiative we thought of, which will also boost our social media campaign, is if a customer posts a photo on their social media and tags us, they can show us at the register and they will receive a 10% off of their meal. These initiatives will drive customers to continue buying food from our truck.

In order to maintain consistent customer service across all employees it is important to have customer service standards for our company. Our customer service standards are defined in terms of three topics:

1. Timeliness
2. Accuracy
3. Appropriateness

As for timeliness, orders will be made and handed to customers in under 5 minutes and every customer that arrives at the window will be addressed in 15 seconds or less. Accuracy is vital to a food business. Although every dish does not have to look perfect and intricate, the food must taste exactly the same each time and not be missing or including wrong ingredients. If the food does not come out 100% accurate and the customer acknowledges it, they will be given a new dish.

Appropriateness is the final key to customer standards. All employees working on the truck will behave with complete appropriateness. This means that customers will be treated with respect, employees will not swear or get angry in the truck, and all conversations with customers and between employees on the truck will be appropriate. If these three customer service standards are not followed, the employee will face the consequences. If the youth working in the truck absorb their hospitality training and follow our customer service standards, the business will maintain excellent customer relations and thrive.

3.2 S.W.O.T ANALYSIS

Table 1: SWOT Analysis of Proposed Business

Strengths	Weaknesses
<ul style="list-style-type: none"> - Non-profit social enterprise means there are reduced costs for event booking - Only paying for 2 staff, as youth are unpaid, meaning less profits are needed to break even - New type of food truck, so new and exciting within the market - Provides a diverse range of skills for the youth while also giving them work experience - Food truck allows for varying location, unlike a traditional restaurant - Youth are more excited about working on a food truck than in a traditional restaurant 	<ul style="list-style-type: none"> - High cost/risk of buying food truck for social cause -- has not been done before by the Brotherhood - Do not currently have staff to train the youth - At-risk youth (future employees) may not be reliable
Opportunities	Threats
<ul style="list-style-type: none"> - Currently very little competition for a Mexican food truck - Location means easy access to both Mornington Peninsula and parts of Melbourne's CBD for sales - Community has shown interest in the business idea - Non-profit businesses attract people because of their good cause 	<ul style="list-style-type: none"> - Highly volatile food truck market -- based on current food trends - Profits are made seasonally - Cannot park food truck on Frankston streets

Weaknesses to Address:

1. High cost and risk for buying a food truck to help a social cause

While this type of business has not yet been tried by the Brotherhood of St Laurence, there are plenty of food based social enterprises in the area that have shown that people are willing to pay to help a social cause. In addition to this, there is at least a 10 year life expectancy on a food truck before larger repairs need to be made. While the upfront cost of the truck may be steep, over the course of the trucks' life, it will make back what is it worth

many times over if the food truck market continues to be its current trend. With the non-profit status of the food business, many of the other costs associated with starting a food business, such as registration and event fees, could be either reduced or waived entirely for non-profit organizations. This means that there are less startup costs that need to be paid off before the truck truly makes a profit.

2. Do not currently have staff to train the youth

Within the cost breakdown of the food truck, we are including budget to hire 2 new staff at a competitive rate, which the Brotherhood can then use to find staff that are a good fit. Long term, the youth that “graduate” out of the truck could return as full time trainers to help others with the program.

3. At-risk youth (future employees) may not be reliable

This program would be an option for youth who are already within the Brotherhood programs and have finished at least part of the Transition to Work program. The coaches will recommend young people who they believe would be a good fit. This, combined with only having the training kitchen program run 2-3 days per week, makes it reasonable to assume that most youth will be reliable and show up to hours they are scheduled. If they don't, they can work with their coach and the trainers in the program to find a level of commitment that is more manageable for them.

Threats to Address:

1. Highly volatile food truck market

The Frankston Mornington Peninsula currently has very few Mexican restaurants. If we choose to sell Mexican food, we will be filling a large market gap. By entering a market in need of more businesses, we have a better chance of finding success. Due to its proximity to the Mornington Peninsula, the warmer months will bring plenty of tourists looking for quick food during their vacation. This influx of potential customers combined with very little competition for our type of business leads to a good chance that we will continue to break even if the food truck is going to popular locations on a regular basis.

2. Profits are made seasonally

While profits for food trucks peak during the warmer months, catering businesses tend to find a more consistent level of success year round. This means that by combining a catering business with a food truck, we are more likely to continue to have business during the colder months.

3. Cannot park the truck on Frankston streets

There is no getting around the law that prohibits parking on the street for sales, but there are plenty of other opportunities within the Frankston area for food sales. We can go to festivals all along the peninsula, attend food truck parks, and sell to the local universities (with prior approval). All of these are activities that are more likely to bring in a profit. Furthermore, if we want to sell food on the side of the road, there are certain areas of Melbourne where this is legal and that are approximately an hour away.

3.3 COMPETITION

Our product is unique, as we combine Mexican cuisine with a mobile food business. In terms of our competitors, there are a few other Mexican food businesses within the Frankston area, but all of them are brick and mortar restaurants that do not attend festivals. For mobile food businesses, there are quite a few that exist in the Melbourne area, but very few sell Mexican food; the main competition from comes from getting valuable spots at festivals. Even with this in mind, food truck event coordinators seemed interested in giving us priority at certain events due to our non-profit status and social enterprise mission. This mission of helping youth develop the skills they need for the workforce is definitely something that is unique to our food truck and will truly help us stand out at events.

3.4 MARKETING AND SALES

3.4.1 Scalability

As this program begins to grow, it would be beneficial to hire more full-time staff to help advise in areas of finance and administration and more culinary and food safety staff so that there can be multiple groups of youth that get trained at a given time. If there were multiple groups of youth working at a time, it would mean that the truck could go out at least 3 times per week during the warmer months.

In terms of catering, as the number of youth in the program increases, the larger the events that the program caters could be. This could lead to other potential job training in the area of waitstaff. Since many hospitality jobs in restaurants would require serving to customers at a table, this area of larger scale catering could provide a new set of skills to many of the youth in the program. If this model is successful in Frankston, a similar business model could be brought to other Brotherhood sites around Australia.

3.4.2 Marketing and Social Media

The main content creators for all of the food truck's marketing efforts will be the youth working within the social enterprise. Rather than using traditional media such as radio or

newspaper ads, we will allow the youth to market the food truck through both online marketing and in-person initiatives. Our food truck will utilize internet marketing through the current BSL website as well as social media, flyers on street lights and local businesses, and word of mouth to spread the word about our high value food products. We will also focus on food business ranking websites such as Yelp to ensure that information on our business is readily available to the public.

To help customers track where the truck is on a given day, we plan to post weekly updates to the food truck schedule, and potentially have an interactive map on the website showing where we are at that moment. This allows customers to easily plan our food truck into their dinner plans since they will know exactly where to find us. Since young people tend to be most up to date on social media trends, they will also find unique ways to help get our name and business into the community.

The young people working at the social enterprise will be working with a mentor/coach to learn different methods for marketing and branding an organization. By giving the youth creative freedom with a mentor to oversee them, they will be able to post what they want while the mentor ensures that it is appropriate and will move the business in a positive direction. This means that the personalities of the youth will be shown through their social media presence, which will help bring more personality to the business, and show the impact of its efforts.

As the business grows, one of the goals we have as a social enterprise is to be able to give back to those who need the support. Once the business is running and profiting, we would like to explore the idea of doing one night a month where the food truck will make free food for the homeless. This will allow the young people to feel like they are helping to better their own community while also helping to spread our business throughout the community.

3.4.3 Potential Partnerships

The Brotherhood of St Laurence at the High Street Centre has identified a number of potential partnerships in the food truck restaurant business. In talking with one of the largest food truck parks in Melbourne, *Welcome to Thornbury*, they have expressed interest in allowing the Brotherhood's social enterprise food truck to park at the trading space for a reduced, or free, cost of registration. They have expressed a desire to help get the social enterprise functioning and trading. The contact information is Bella at trucks@welcometothornbury.com, 0390 207 940, 0498 006 218.

Another potential partnership is with Monash University, as there are a significant amount of people on university campuses looking for a quick meal. While speaking with Monash Food and Retail, we learned that they are interested in the social enterprise initiative. Monash hires food trucks on-campus for special events only, but they have recorded the interest in the mobile food vendor database and will reach out when hiring mobile food vendors. Contact eatdrinkshop@monash.edu.

4.0 THE FINANCES

4.1 FUNDING REQUEST

Based on the expenses calculated in the spreadsheet, this business would require \$174,640 in initial funding, with 10 year depreciation on the truck and equipment lowering that cost to \$125,340. These numbers are based on the expenses from the first 6 months of running. This money could be received through the Brotherhood's internal discretionary fund based on both the amount needed and overall purpose. The majority of this funding would go towards buying the food truck; although it can be depreciated as an asset overtime, the entire amount would still need to be paid to the seller up front. In addition to the food truck itself, the funding would also cover other necessary equipment, initial hiring of staff, registration with the council, insurance, event fees, and the initial cost of food. After the initial amount, no further funding should be required, as the continuing expenses will be covered by the revenue generated from food sales. Since the youth would need to be trained and certified before they can begin selling from the truck, there will be a gap in time between the initial purchases and when income is generated.

4.2 FINANCIAL PROJECTION

Our goal is to break even within 6 months, as this is the timeline required to show the program is sustainable. Ideally, the youth will have at least a month of training before they start to go out. Once the warmer months begin, we will have already registered for events and be able to advertise when we will be selling food. There is an extremely diverse range of events that the food truck could travel to, each with their own level of expenses and profits. From talking with other large food trucks, we believe we need to target larger events rather than trying to go to a specific location on a weekly schedule. If we target mid-sized events at first, such as Welcome to Thornbury and the Frankston Sunday Market, and then work our way up to larger events such as the Grand Prix, we can help the youth develop their skills in a moderate environment before moving onto larger, more stressful events. The truck would need to go out at least 2 times a week to break even with their monthly operational costs. The youth who work on the food truck will rotate out based on a weekly schedule.

4.3 BREAK-EVEN ANALYSIS

In order to calculate our profits, we first need to identify the known costs for operating a food truck. For capital expenses, we need to purchase the food truck and all of its equipment, then register it with the Frankston City Council. The first aspect that we looked at was the price of a food truck. In our research we have found that it would be most effective to purchase a used food

truck that already has all of the equipment necessary to serve food because of the money that it saves. In our search for trucks, we met with the owners of Welcome to Thornbury and they told us they are willing to sell us one of their slightly used food trucks for \$55,000 (contact information: Daniel Goss, 0432101373, daniel.goss@100burgers.com.au). These trucks are fully stocked with all of the kitchen equipment and come with the generators and water storage containers on board to allow the truck to travel to more remote locations and still be able to serve food. For kitchen equipment, there is a large grill and oven, a fryer, a large prep area, a fridge, and a sink. It has even been stripped of its exterior vinyl so it completely white and ready to be re-decorated by the youth. Throughout our research this was the best deal that we found, however we do understand that it could take many months or even years to get funding and prepare ourselves to make the purchase of a truck. With this in mind, we acknowledge that this truck at Welcome to Thornbury may not be available at the time that we are ready to purchase, but because we found a truck priced at this point relatively easily we are setting this as our price point and eliminating any range for price on the food truck because we do feel that we can find another one for \$55,000. The total capital expenses are shown below:

Table 2: Capital Expenses for the Proposed Business

Capital Expenses			
Category	Line Item	Estimated Cost	
		Low	High
Mobile Food Vehicle Registration	Mobile Food Vehicle Registration Fee	\$410	\$410
Equipment	Food Truck	\$55,000	\$55,000
Misc.	Uniforms	\$280	\$280
	Miscellaneous Equipment	\$500	\$2,000
	Total Capital Expenses	\$56,190	\$57,690

From there we enter the operational expenses, such as insuring the food truck, hiring 2 full time staff and ensuring they both have the necessary certifications, then purchasing the food. Once the youth are trained, we will need to purchase their Food Handlers Certification and buy a uniform for those working on the truck to wear. For the insurance costs, we found that four types were necessary: public liability, general property, machinery breakdown, and commercial auto insurance. We were able to find estimates on everything except for general property, as actual vehicle details are needed to obtain a quote. Below are the breakdown of our estimated expenses based on these factors:

Table 3: Operational Expenses for the Proposed Business

Operational Expenses			
Category	Line Item	Estimated Cost	
		Low	High
Registration Fees for Class 2C Medium Risk Foods Sold by Community Groups	Annual Registration Fee 2018/19	\$150	\$150
	Plan Approval Fee 2018/19	\$75	\$75
	Total Cost for Registration:	\$225	\$225
Staff Salaries	Head Chef Annual Salary	\$50,687	\$81,583
	Hospitality Manager Annual Salary	\$42,734	\$74,965
	Total Cost for Annual Salaries:	\$93,421	\$156,548
Insurance	Public Liability Insurance	\$920	\$920
	General Property Insurance	Unknown	Unknown
	Machinery Breakdown Insurance	\$996	\$996
	Commercial Auto Insurance	\$3,400	\$3,400
	Total Cost for Insurance Annually:	\$5,316	\$5,316
Training	Food Handler's Certificate	\$1,000	\$1,000
	Food Safety Supervisor Training	\$200	\$200
	Total Cost for Training:	\$1,200	\$1,200
Equipment	Fuel	\$500	\$1,000
	Propane for the Generator	\$150	\$400
	Equipment Maintenance	\$500	\$1,500
	Total Cost for Equipment:	\$1,150	\$2,900
Food and Events	Food Cost	\$45,000	\$88,000
	Marketing and Promotion	\$1,500	\$5,000
	Event Site Fees	\$0	\$32,400
	Total Cost for Food and Events Expenses:	\$46,500	\$125,400
Depreciation	Food truck (10 years)	\$5,500	\$5,500
	Misc. Equipment (10 years)	\$50	\$200
	Total Depreciation	\$5,550	\$5,700
Total Operating Expenses		\$147,812	\$291,589

From adding the capital expenses and half a year of operating expenses, the startup costs come to a range of \$102,001 to \$174,64 without depreciation on the food truck cost. This means that the startup costs would come to \$125,340 (on the high end) with a 10-year depreciation on the food truck. The annual continuing costs for the truck are a range that depends on the number of events attended, the amount of food sold at those events, and the cost of food during that point in the season. From our calculations we determined that the cost of continuing expenses would be between \$147,812 and \$291,589. In order to provide a better estimation of profits needed, we will use the larger end of the costs (\$291,589) to ensure our known expenses are covered. The totals are shown below:

Table 4: Total Expenses for the Proposed Business

Totals and Findings			
Category	Name	Estimated Cost	
		Low	High
One Time Costs	Capital Expenses	\$56,190	\$57,690
	<i>with depreciation</i>	\$6,740	\$8,390
Yearly Expenses	Operational Expenses	\$147,812	\$291,589
Required Start-Up Funds	First 12 months of expenses	\$204,002	\$349,279
	First 6 months of expenses	\$102,001	\$174,640
	<i>6 months with depreciation</i>	\$52,551	\$125,340

In order to determine the food expenses, information is needed about the types of events being attended, the amount of events, the number of sales, and the cost of making each meal. Since this information cannot fully be determined until the food truck starts business, below are our recommendations for how many times the truck will need to go out based on a smaller to mid sized event. From our surveys with the community, the price that people are generally willing to pay for a full meal is ~\$12. Our research has shown that there is generally a 300% markup on meals to make it so a profit can be made (Calfas, 2017). From this we can determine that the maximum amount it should cost to make any meal is \$3.60, ideally less for simpler meals. The approximate monthly cost is \$24,299 on the high end; if we take this monthly cost and divide it by the profits made of each meal, we can determine that we need to sell 2,893 meals per month to cover our known expenses. Using approximately 250 meals as our average sale per mid-sized event, we should try to go to 8 events per month, meaning we should aim for 2 to 3 events per week to break even. Any events above this number or any sales from catering should serve to raise our chances of making a profit

during the summer months. Below is a table containing these calculations and the estimated food costs based on how much we need to sell them at to make a profit.

Table 5: Food Cost Calculations

Category	Name	Estimated Cost		Notes
		Low	High	
Food Cost Calculations	Monthly Expenses	\$12,318	\$24,299	Annual Continuing / 12 Months
	Monthly Meals Needed	1466	2893	Monthly Expenses / Average profit
	Average Weekly Meals	367	723	Monthly Meals/ 4 Weeks
	How many times out per week? (Assuming 250 customers/day)	1.5	2.9	Average Weekly Meals / 150 Customers

5.0 THE FUTURE

5.1 VISION STATEMENT

The vision for this business is to start a non-profit food truck business that will be used to train youth that may not have the skills or experience to directly enter the workforce. The food truck will be used to train at risk youth ages 16 - 21 in different aspects of the professional world including the following: culinary, marketing and social media, hospitality, finances and accounting, art and design, and administration. Because a lot of youth in the program lack volunteer work and job experience and most employers require those two aspects, this food truck will allow them to acquire both and significantly improve their ability to get jobs.

5.2 MISSION STATEMENT

The goal of this program is to train the at-risk youth of the Frankston Mornington Peninsula for jobs in the food service and hospitality industries. These young people will learn both technical skills and soft skills through their work in the food truck. This work can serve as relevant work experience that will help the youth find jobs in fields that they are passionate about.

5.3 GOALS AND OBJECTIVES

5.3.1 Short Term Goals

This social enterprise will allow the youth, specifically those currently involved with the High Street Centre, to gain real-world experience in the food industry sector. However, several steps would need to be taken to set up the business once funding is secured. The initial startup funding will come from the Brotherhood of St Laurence at a national level, with revenue from the business serving as the way to cover future operational costs. Since the High Street Centre already has a full commercial kitchen, the first goal is to buy the discounted food truck from Welcome to Thornbury, which is within the budget provided. This would mean that the truck already has all of the equipment for use inside and just needs minor repairs and a rebranding to be ready for use.

Once the truck is ready to use, a set of full-time staff will also need to be hired. At minimum, this staff will consist of a head chef and a hospitality specialist. They will be the ones primarily training the youth in running the business, so it would be preferable for them to have experience on a food truck, or at least in fast paced food businesses. The youth for the program will be primarily from the Transition to Work program at the Brotherhood. With input from the Brotherhood staff, the youth that they feel are most prepared for the responsibilities can apply to the positions. They will have to go through a full application process where they have to fill out information and submit a resume and then undergo an interview. We would then analyze all of the applicants and choose the top candidates, which in most cases will be all of those recommended. This process would give them an experience of what it would actually be like to apply for a job and will act as practice for all future jobs. The actual training program can start once both the staff and youth are hired.

The overall design, logo, and name for the food truck will be determined by the youth at the High Street Centre through a design competition. The winner will be given the opportunity to paint the food truck along with the other young people in the program. The youth will also work with the head chef on board to develop a menu, consisting of a few items that will always be available along with some specials that can be rotated out. Based on both our research of the area and input from students, the menu will be based around Mexican food. It should stay within the \$10-\$15 range for a full meal, as well as maximize the use of local food options. Using the fact that we are a nonprofit to our advantage, we will allow the youth (with guidance from an advisor) to reach out and apply to all local festivals through the online applications.

When the truck is within a couple of weeks of opening, the youth will start creating a Facebook and Instagram page for the food truck. Some ideas for their social media campaign could include a “Meet the Team” that introduces the youth that work on the truck, a spotlight on the use of local food sources, posting pictures of the specials for the week, and a walkthrough of some of the training programs that the youth attend to emphasize the mission of the food truck.

Once the community has been made aware of our new business, they can attend their first event and begin selling food to the public. The week before the event, there can be a social media campaign counting down to their first event. Once they are at the event they can highlight the different foods available, and if all goes well, prepare for their next event. From here, the truck can use various marketing initiatives with local partners to grow the business further.

5.3.2 Long Term Goals

The ultimate goal of this food truck is to break even with enough extra profits to continue growing the program. With this, we would like to be fully self sufficient within the six months, given that the food truck starts at the beginning of festival season. Once we are fully self sufficient, we can look into expanding the menu to develop more complex recipes. This will provide a range so that youth just entering the program can start with the simpler recipes while more experienced youth can learn harder recipes that will challenge their culinary skills.

As the business grows, we would also like to see its marketing campaign grow to match. While the social media campaign can start out relatively inexpensive, with the only major cost being a website, we would love to see this expanded. Using paid advertisements on both Facebook and Instagram, we can reach a larger audience to inform them of when and where our food truck will be. Over time as our customer base grows and the brand begins to expand, we hope to surpass just breaking even and move into making a small profit so that more money can be channeled back into the program and extra profits can be used to host charity nights, for example, where the food truck could serve food to the homeless free of charge. Events like this would allow the young people feel as though they are giving back to the community, and having the extra profits to make something like this happen would mean that the truck has become successful and can be seen as a stable business. There is also potential for the program to scale up and include other Brotherhood centers. Once all of the groundwork is set and the business plan is shown to work, other centers across Australia can join the program. The start-up cost for these additional branches will potentially be lessened as well, since we will have a better idea of the true start up costs and the initial partnerships will have already been made with businesses. The work done at the High Street Centre can be the beginning of a new national Brotherhood program for the youth.

5.3.3 Mock Schedule

Based on the seven weeks that we have been in the Melbourne, Frankston Mornington Peninsula are we have developed a schedule of potential locations for the food trucks. The schedule lays out target events and weekly events that the truck could apply for and attend through March and April in the future in order to maintain good financial standing and a successful business.

Table 6: Mock Food Truck Schedule

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1	10/3	11/3	12/3	13/3	14/3	15/3	16/3
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						
Targeted	Moomba Festival						
Week 2	17/3	18/3	19/3	20/3	21/3	22/3	23/3
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						Little Beauty Market, Frankston
Targeted							Tootgarook Market, Rye
Week 3	24/3	25/3	26/3	27/3	28/3	29/3	30/3
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						
Targeted							
Week 4	31/3	1/4	2/4	3/4	4/4	5/4	6/4
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						
Targeted							
Week 5	7/4	8/4	9/4	10/4	11/4	12/4	13/4
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						

Week 6	14/4	15/4	16/4	17/4	18/4	19/4	20/4
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						
Week 7	21/4	22/4	23/4	24/4	25/4	26/4	27/4
Weekly	St. Kilda Market			Queen Victoria Night Market	Welcome to Thornbury		
	Frankston Sunday Market						
Targeted				The Food Truck Festival at Birrarung Marr Park			
							Tootgarook Market, Rye

6.0 CONTACT INFORMATION

Person(s)	Description	Contact Information
Drew, Jess, Madi, Jesse	WPI IQP Brotherhood Team	gr-bsld19@wpi.edu
Bella Leber Smeaton	Welcome to Thornbury (W.T.T.) - Local Area Marketing and Events Manager (for registering trading at W.T.T.)	trucks@welcometothornbury.com, 0390207940, 0498006218
Daniel Goss	100 Burgers Group / Welcome to Thornbury (for purchase of food truck)	daniel.goss@100burgers.com.au, 0432101373
Monash University	Local university to trade at	eatdrinkshop@monash.edu
Izzy Schnitzler	AB Phillips Insurance Representative: mobile food truck specialist	izzys@abphillips.com.au T: 0385869333 D: 0385869384 M: 0404138899

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