

Developing a Training Kitchen and Social Enterprise Initiative

An Interactive Qualifying Project in Melbourne, Australia

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Developing a Training Kitchen and Social Enterprise Initiative

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Brotherhood of St Laurence
Working for an Australia free of poverty



WPI

Abstract

The city of Frankston lies an hour south of Melbourne and has some of the highest rates of social exclusion among youth ages 15 to 25-year-olds in Victoria. The Brotherhood of St Laurence has identified a skills gap between the skills youth possess and the skills employers are looking for. The Brotherhood is working to provide at-risk youth with the skills they need to close this gap. Our project is to develop a training kitchen and social enterprise initiative for the Brotherhood that will help the youth develop the skills they need to succeed within the workforce. Through interviews with Brotherhood staff, youth within the programs, and the community at large, we determined the interest and conditions under which a food truck would be successful. From there we determined the feasibility of a food truck social enterprise and presented a business plan outlining the conditions that must be met for the social enterprise to be successful.



*Views of the Frankston waterfront
taken from the end of the High Street*

Acknowledgements

The team acknowledges the Traditional Owners of the country throughout Australia and recognize their continuing connection to land, upon which we live and work. We pay our respects to their Elders past, present and emerging.

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- The Brotherhood of St Laurence, project sponsor
- Elysia Delaine, State Manager for Youth in the Brotherhood of St Laurence
- Suzanne Lindqvist, Facilities Manager at the Brotherhood of St Laurence High Street Centre
- Rebecca Willmott, project sponsor at the High Street Centre
- The Frankston Mornington Peninsula community



*Brotherhood of St Laurence,
High Street Centre*

Authorship

While each member may have taken the initiative on writing a section, all team members then worked together to edit the result so that the paper had a consistent flow throughout. We all took part in the work produced.

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lacso

Create another chance

Trust
outcomes
Another chance



Meet the Team

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Executive Summary

Within the Greater Melbourne Region, the Frankston Mornington Peninsula contains some of the highest rates of risk for social exclusion among youth ages 15-25 in the region. The Frankston Mornington Peninsula (FMP) region has a 4% higher rate of youth that drop out of school than the rest of Victoria (Frankston Mornington Peninsula Local Governments, 2014). These youth are at a significant disadvantage because they do not have the skills to succeed in the workforce or the means to gain these skills on their own. The Brotherhood of St Laurence is a non-profit organization in Australia that works to prevent and eliminate poverty in Australia through various social enterprise initiatives, programs, research, and campaigns. Within the Brotherhood's High Street Centre Facility in Frankston, there are a variety of programs that work to fight poverty and social exclusion among youth ages 15 to 25. They offer several programs, such as the David Scott School, which provides alternative education for those struggling in school, and Transition to Work, which helps youth who are seeking employment but lack the required qualifications. However, they do not currently have a program to develop the youths' skills and provide hands-on experience in the field.

The goal of our project is to develop a training kitchen social enterprise for the High Street Center that will work to provide the youth with the skills necessary to enter the workforce. The youth in this program will work with trainers to earn culinary, hospitality, and general professional skills that will then be put into practice on a food truck. The food preparation will occur at the High Street Centre's commercial kitchen and then be put onto the truck and served to the Frankston community. With this idea in mind, we broke up our project into four main objectives:

1. Collect case study data on training kitchens and social enterprise initiatives in Victoria; explore food businesses in the area including food trucks and catering; and determine essential qualities of food-based training programs.
2. Identify key stakeholders related to the training kitchen initiatives, collect stakeholder and community center user group input on potential options for the space, and generate engagement for the initiative.
3. Undertake an iterative feasibility study and market analysis on various business models to establish an education and training based social enterprise for the High Street Centre's kitchen facility.
4. Present a compelling vision of the training kitchen initiative for a wide range of audiences.

In order to determine that there was a market need for a new food business, we did an analysis of the top 100 restaurants within Frankston. Through this, we were able to identify gaps within the market as well as determine what types of food were successful within the region. By studying the general market, we started to see a gap in the form of Mexican food that we could potentially fill, however, we had to see if that would be something that was feasible in the area, feasible financially, and of interest to the youth that would be working on the truck. Once we identified the types of food popular in the region, we needed to look into the logistics of starting a mobile food business. To start, we performed case studies on various food businesses within the greater Melbourne area. Through a combination of online research and in-person interviews, we were able to determine the success of various food businesses, while also identifying common obstacles to avoid. We found that most of food truck owners were more than willing to speak with us and provide valuable advice and feedback. Some of the information we learned includes the process for starting a mobile food business, the best times to sell food, how to register for food truck events, and the difficulties food trucks face in the volatile market.

To better understand the needs of the Brotherhood staff and youth within the programs, we joined a group of ten youth during the first phase of their Transition to Work program, which helped them learn some of the soft skills necessary for choosing a career path and getting a job. Each week, we took part in the activities of the group, which allowed us to get to know many of the youth and better understand the difficulties they face in finding work. They helped us to get a better understanding of the actual impact that our project will have, as well as help us determine the different types of food that the truck should sell and the different types of career paths we should have available. When asked about styles of food that they would like to learn how to cook, most of the youth mentioned Mexican food, which lined up perfectly with what we found the gap in the Frankston food market to be. From there, we talked with Brotherhood staff to determine the components they would like to see within the training program. In total we interviewed two of the youth coaches, Zoe and Sarah, one of the team leaders Adrian, and the head of social enterprises within the Brotherhood, Mark Lane. From these interviews, we learned how to structure our program schedule and what qualifications are important for employers. From Mark we learned what goes into starting a social enterprise within the Brotherhood, including where the funding would come from for our program. He also explained that in order to get funding for the program, we needed to demonstrate the social need for it and prove its financial feasibility. The interviews with the staff and youth were very influential in our decision-making process and their advice was reflected in our final recommendations to the Brotherhood.

As our final deliverable is a business plan, we needed to conduct a feasibility study to see if the venture would succeed. Based on the size constraints for the space, the Brotherhood staff were focused on the idea of a mobile food business for their social enterprise. After presenting the various types of mobile food businesses to them, we decided that a food truck would be the best fit for them. Based on the current popularity of food trucks within Melbourne, we felt that the truck would be successful if it attended many of the festivals and other large events during the warmer months in addition to regularly scheduled events such as parking at local university campuses and markets. During the colder months, we found that it was possible to make up for the lack of events through private

catering, which is what several of the food trucks we interviewed also did. With the number of catered Brotherhood events and meetings within the Melbourne area, the Brotherhood could choose to hire the High Street Centre food truck instead of outside vendors which would provide more funding for the program.

In order to prove the feasibility of the program, we had to prove that, given the start-up and operating costs, the provided funding would be enough to get the business started and that the truck would then be able to at least break even within the first 6 months of operation. To determine this, we looked at all of the costs associated with a mobile food business, including the required insurances, the prices of various food trucks, and the permits required. Through this we have learned that in order for the program to be feasible, the Brotherhood should develop a training kitchen program roughly 6 months in length that is run by two full-time staff (one hospitality and one culinary expert), that would work with about ten youth at a time. For youth not interested in the culinary aspect, there are several other areas that could be pursued, including administration, design, finances, hospitality, and marketing. For the acquisition of the food truck, we surveyed the food truck market in Melbourne and even identified a local food truck park manager who is willing to sell a food truck to the Brotherhood at a significantly reduced cost.

Based on our research, once the funding from the Brotherhood has been secured, we recommend the purchase of a food truck, possibly from Welcome to Thornbury. After the truck has been acquired, the process to get it approved for food sale can begin in order to begin trading. We recommend the hiring of two full-time staff immediately to begin training the youth. From interviews and research, we believe that the program should run three to four days per week to properly engage the young people without overwhelming them. Of those days, two to three of them should be used for the sale of food in order to have the truck break even each month. Based on the market gap and youth interests in Frankston, we believe that a Mexican themed food truck could be successful. We believe that it may take approximately one month to get all the permits and then another month to get it fully operating. Based on food truck price analysis, we believe that a full meal at the truck can cost on average \$12, with smaller snacks costing around \$5. In accordance with the results of our food truck interviews, we believe that events and festivals should be

targeted, especially during the warmer months, with catering offered in the colder months. Implementation of these recommendations would require an initial funding investment of approximately \$264,019 with the yearly operating costs being between \$209,019. This number can vary greatly depending on the prices of food, staff salaries, and the types of events chosen for sales.

Once the food truck is self-sustaining, there are plenty of opportunities to expand the business. Partnerships can be formed with local businesses, which could potentially lead to apprenticeships for the youth for when they finish the program. Additional staff can also be hired to help in training the youth and allow for more to be able to participate in the program. Other centers can adopt and expand the

same general business model, making slight adjustments to some regionally specific aspects.

The main objective of this project was to provide information to the Brotherhood about the business aspects of starting a social enterprise so that they can make informed decisions with regards to options for engaging the youth through the social enterprise and training kitchen. This training kitchen would be the first social enterprise in the Brotherhood participated in primarily by the youth, and the part of the community that we surveyed has shown interest in the success of this program, through their incredibly positive feedback to the idea of this business. It is our hope that the work that we have done will positively impact the lives of all those affected by it.





In This Section:

Chapter 1: Introduction

Chapter 1. Introduction

Nearly 1/2 of the world's population — more than 3 billion people — live on less than \$2.50 a day, with over 1.3 billion of that population living in extreme poverty — less than \$1.25 a day (United Nations Development, 2014). The biggest issue with the nation living in poverty is the effects that it has on children. Children aren't able to make money for their parents when they are very young and this leaves them suffering with no solution which is shown by this staggering statistic: "1 billion children worldwide are living in poverty and 22,000 of these children die each day due to poverty" (United Nations Inter-agency, 2014). When youth survive poverty, they still face other negative impacts induced by poverty, such as social exclusion. Social exclusion is defined as "the process in which individuals or people are systematically blocked from (or denied full access to) various rights, opportunities and resources that are normally available to members of a different group, and which are fundamental to social integration and observance of human rights within that particular group" (Alder, 2011). When youth experience social exclusion they tend to want to distance themselves from the norms because they feel like they don't fit in and disadvantaged. Because of this, social exclusion leads to higher dropout rates and create micro-populations of at-risk youth. High dropout rates create unsolvable issues because education in all different forms is key to breaking the cycle of poverty. There is poverty worldwide that affects human lives in a negative light and we need to start developing educational solutions to begin decreasing poverty rates.

The Frankston Mornington Peninsula is located 55 km southeast of Melbourne, and is home to some of the highest rates of risk for social exclusion in youth ages 15-25 years old in Australia. Much of this is a result of students leaving school before they complete their secondary education. When students do not graduate secondary school, they are 2.3 times more likely to experience social exclusion than their peers who completed their basic schooling (Brotherhood of St Laurence, Education and Social Exclusion, 2018). Currently, 54% of students who do not complete Year 11 of their basic schooling are considered to be socially excluded, with 11% of that group considered deeply socially excluded (Brotherhood of St Laurence, Education and Social Exclusion, 2018). To be successful in the modern world, students need to be equipped with both the technical and professional skills necessary to succeed in an ever changing workforce. Addressing the skills gap is important in attempting to fix the issue of social exclusion, since the increasing skills gap is the third largest cause of youth unemployment in Australia (Dyer, Redus, Stahl & Freed, 2018). Only when the skills gap begins to close will the livelihoods of the youth in the FMP region begin to turn around.

Young people from low socioeconomic status areas placed the same importance on life goals as those from higher status areas, but viewed them as less achievable. They also placed employment as having a higher importance than social connections such as friendships and education (Mission Australia, 2014). This focus on employment over education puts a strain on them, causing some to leave school early which leaves them more likely to experience destructive behaviors, such as abusing drugs and alcohol, as well as mental illnesses like depression (Clark et al, 2019). The Brotherhood of St Laurence is specifically concerned with the prevention of these at-risk behaviors by providing youth an option after leaving school. They already have several programs across Australia that aim to assist early school leavers, through providing education and keeping them socially



integrated into their communities. Programs such as RESET help children, aged 10 - 14, stay in school full time, by offering them a differentiated curriculum and therapeutic support. Others, such as Next Steps Program and Reconnect, provide vocational training (Brotherhood of St Laurence: Young People, 2019). The main challenge with any outreach program is working to engage the young people so that they can find a successful path in life. One of the ways that some programs, such as Stand Up for Kids Worcester or the Brotherhood, do this is by having the new people that come in list their goals and then lay out a plan to achieve that goal (D. Katsoudas, personal communication, February 1, 2019).

Currently, there has not been a significant amount of research done to determine the best business model to augment a vocational education program for at-risk youth with a training kitchen. The Brotherhood is looking to expand their already existing programs and utilize a social enterprise to give the youth industry experience and encourage them to seek work with their new skills, or start a business of their own. The Brotherhood wants to establish a training kitchen but does not know what business model will be most effective. They are looking for our team to present a compelling vision for the kitchen, based on our research of existing models and the market. Their main goal is to ultimately break even, giving our team the task of the skills gap in youth in the FMP region that our project will help to address. There are a number of unknowns that need to be further researched in order to define the project space. Research needs to be done to determine why students are leaving school early, which is ultimately the root of the problem identified by the Brotherhood. Also, understanding why youth leave school early could help our team better tailor the possible business models to the youth. Another possible extension on our research is the type of food that our training kitchen will serve to be the most successful in the market.

The goal of this project is to design and implement a business model for an educational 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. We will accomplish this by first collecting case study data on training kitchens and social enterprise initiatives in Victoria, explore existing programs, resources, and assets at the community center, and determine essential components. Then we will identify key stakeholders related to the training kitchen initiatives, collect stakeholder and community center user group input on potential options for the space, and generate engagement for the initiative. Once we understand this, we can undertake an iterative feasibility study and market analysis on various business models to establish an education and training based social enterprise for the High Street Centre's kitchen facility. After determining the best model for the space, we will present a compelling vision and develop plans for the training kitchen initiative for a wide range of audiences.



Chapter 2.

Background

A critical factor underlying poverty is the lack of opportunity that perpetuates the cycle of poverty and often results in a sense of social exclusion. In order to help people break out of this cycle, people need access to educational and professional training that will allow them to find work that meets their needs. In the Frankston Mornington Peninsula (FMP) region of Australia, there are high rates of early school leavers, poverty, and social exclusion. The FMP region is shown in Figure 1 on the following page. Because of this issue, a non-profit organization called The Brotherhood of St Laurence (the Brotherhood), stepped in to function as an aid for those below the poverty line in the FMP region. The goal of the Brotherhood is to integrate those impoverished, socially excluded youth back into society. Because education is crucial to the success of at-risk youth, the Brotherhood focuses on the use of developmental and professional programs to educate youth about methods to reintegrate into society and be successful. Currently, the Brotherhood is focused on utilizing a training kitchen as a developmental program for the youth in the FMP region. Our team did research on varying aspects of training kitchens in order to propose a business plan for the Brotherhood of St Laurence, as requested.

The background section of this report provided explanation for the need for a training kitchen in the Frankston Mornington Peninsula at the Brotherhood of St Laurence's High Street Centre. The current status of social exclusion in the FMP region was discussed, as well as the Brotherhood's response to poverty and social exclusion across Australia, and the need for at-risk youth education. After the basics for the project's needs were established, social enterprise and training kitchen business models will be explored along with the engagement from the local community and their vision. The food culture in Melbourne was analyzed, with an in-depth analysis on food trucks in the area, including all of the regulations that must go into a food service that caters to customers. Finally, the components of a feasibility analysis were explored.

In This Section:

2.1 Social Exclusion in the Frankston Mornington Peninsula

2.2 Brotherhood's Mission to Address Social Exclusion

2.3 The Need for At-Risk Youth Education

2.4 Global Examples of Training Kitchen Programs

2.4.1 General Concepts of Training Kitchens

2.4.2 Training Kitchen Examples

2.4.2 Training Kitchen Success

2.5 Social Enterprise Strategy

2.5.1 Social Enterprises in Victoria

2.5.2 Social Enterprise Business Models for Training Kitchens

2.6 Community Engagement and Vision

2.6.1 Advantaged Thinking

2.7 Food Trucks

2.7.1 Food Truck Culture in Australia

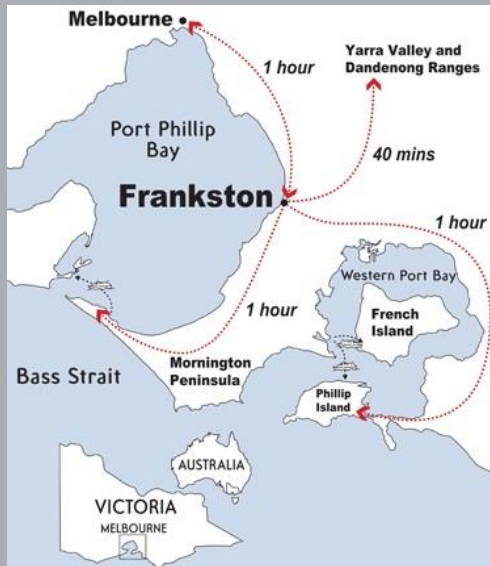
2.8 Business Regulations

2.8.1 Food Business Certifications

2.8.2 Non-Profit Organization Regulations

2.9 Components of a Feasibility Analysis

2.1 Social Exclusion in the Frankston Mornington Peninsula



*Figure 1:
Map of
Frankston,
Victoria*

Frankston is an outer-suburb of Melbourne, Australia located 55 km southeast of the city; it lies at the entrance to the Mornington Peninsula and is home to some of the highest rates of risk for social exclusion in youth ages 15-25 years old in the region. The Frankston Mornington Peninsula (FMP) region has a 4% higher rate of youth that dropout of school than the rest of Victoria (Frankston Mornington Peninsula Local Governments, 2014). When students do not graduate secondary school (comparative to high school in the United States), they are at a higher rate for social exclusion. The youth in the FMP region have been recorded to have significantly higher than average levels of risk factors that affect their lives due to social exclusion. These factors include: substance abuse, anti-social behavior, and mental health issues. According to Hilary

Silver from Brown University, social exclusion is a dynamic process in which individuals are systematically blocked from various resources or opportunities within a community that are normally available to others within the community (Silver, 2007). This combines the material deprivation seen in traditional definitions of poverty with social deprivation: the inability of a person to participate in the social, economic, political, and cultural parts of life, as well as in their relationships with others. Social exclusion is different from poverty in the sense that it encompasses parts of life outside of just the economic sector. Over time, certain factors of an individual's life can change the degree to which they feel social exclusion.

In some cases of social exclusion, students leave school early as a result of a dysfunctional home life that leaves them with nowhere to turn if no other family is able to take care of them. If students are worrying about being safe in their current living situation, it is nearly impossible for them to also focus on being successful in school (Lynch, 2017). This then leaves students without an education and without a stable home life, which puts them at extreme risk for social exclusion and homelessness.

Aside from the safety of homelife, poverty is another major factor that can enhance social exclusion. While there is not an easily definable line at which someone is suddenly in poverty, there are ways to identify which factors tend to increase the social exclusion within a

population. One of the most critical factors in social exclusion is education, since having a basic education is a key step needed to join the workforce. This is why early school leavers (those who drop out of school before Year 11) are 2.3 times more likely to experience social exclusion than their peers who completed their basic schooling (Brotherhood of St. Laurence, Education and Social Exclusion, 2018). To be successful in the modern world, people need to have money, as well as work experience, knowledge, and social networks that will support you through all facets of life. Often time, when students do not graduate from secondary school, they miss out on the social connections and professional skills needed to sustain themselves economically. Because of this, most cases of poverty come as a result of people who are unemployable as a result of the disconnect between the skills that socially excluded youth have, and the skills required by employers. Addressing the skills gap is important in attempting to fix the issue of social exclusion. An increasing skills gap is the third largest cause of youth unemployment in Australia (Dyer, Redus, Stahl & Freed, 2018). In many cases, students who drop out of school do not learn as well within the traditional educational model, since they do not see themselves represented within the school system (Willis, 2019). In these cases, the challenge becomes teaching these individuals the skills they need in a way they will be able to understand and learn from.

2.2 Brotherhood's Mission to Address Social Exclusion

Organizations throughout Australia are taking a proactive approach to youth unemployment by further developing the strengths of the youth in order to integrate them back into society. The Brotherhood of St Laurence is a non-profit organization that works to prevent and eliminate poverty in Australia through various social enterprise initiatives, programs, research, and campaigns. One service that the Brotherhood provides is focused on 'young people, defined as ages 15-25. A key goal of the Brotherhood is to develop fulfilling programs for youth that can be widely adopted by local governments and other community organizations in Australia (Brotherhood of St Laurence, About the Brotherhood, 2016). The organization's mission is to research, develop, and implement change that benefits all Australians, regardless of their background so that they have the opportunity to achieve educational goals, utilize their skills in meaningful employment, and have a fulfilling life. Thus, the Brotherhood focuses on young people who are vulnerable to poverty and social exclusion as a result of the critical transitional period they find themselves in (Brotherhood of St Laurence, Strategic Plan 2015-2020, 2016).

The Brotherhood of St Laurence provides a significant number of programs for the communities that they service. The main focus of the Frankston High Street Centre facility of the Brotherhood is providing training, education, community connections, and other support for young, early school leavers. The

national organization also supports other disadvantaged citizens including children and families, people with disabilities, older people, refugees, and immigrants. The Brotherhood partners with various organizations in Australia to help in the transition from education to work, including the Salvation Army and Mission Australia. There are two main types of programs that they provide to target youth: student school programs and early school leaver programs. Student school services focus on students still in school and range from homework clubs, to a hands-on learning program focused on using industry training to solve real world problems. The current services for early school leavers include programs to provide youth with vocational training and a transition-to-work program, just to name a few (Brotherhood of St Laurence, Services and Programs, 2016). A previous Interactive Qualifying Project from WPI has worked with the Brotherhood to develop a digital tool to allow youth to assess their skills, track growth, and identify different industries where they are able to best utilize their skills, in order to address the skills gap. The Brotherhood can access this data to better tailor their programs and services for the youth in the community (Dyer et al., 2018).

The Brotherhood of St Laurence has identified an opportunity to expand its programs for young early school leavers by developing a training

kitchen and social enterprise initiative. They have also identified a disconnect between the skills that youth possess, and the skills required by employers, and want to develop a space that can be used to cultivate opportunities for youth-focused community projects focused around food enterprises. According to the Australian government, Accommodation and Food Services is ranked as the 5th highest industry for projected growth in Australia between 2018 and 2023. The projected growth is approximately 81,400 Australians, which is a 9.1% increase. The top growth industries are shown in Figure 2 with Accommodation and Food Services highlighted as the exploded section of the chart (Australian Government, Department of Small Jobs and Business, 2019). A social enterprise focused on fixing the skills gap by developing youth's skills in the food industry would help address the issue of labor market inefficiency in the FMP region.

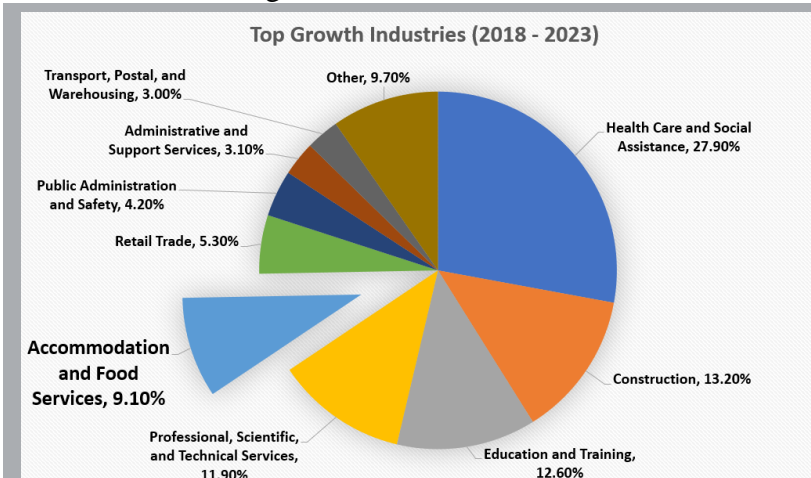


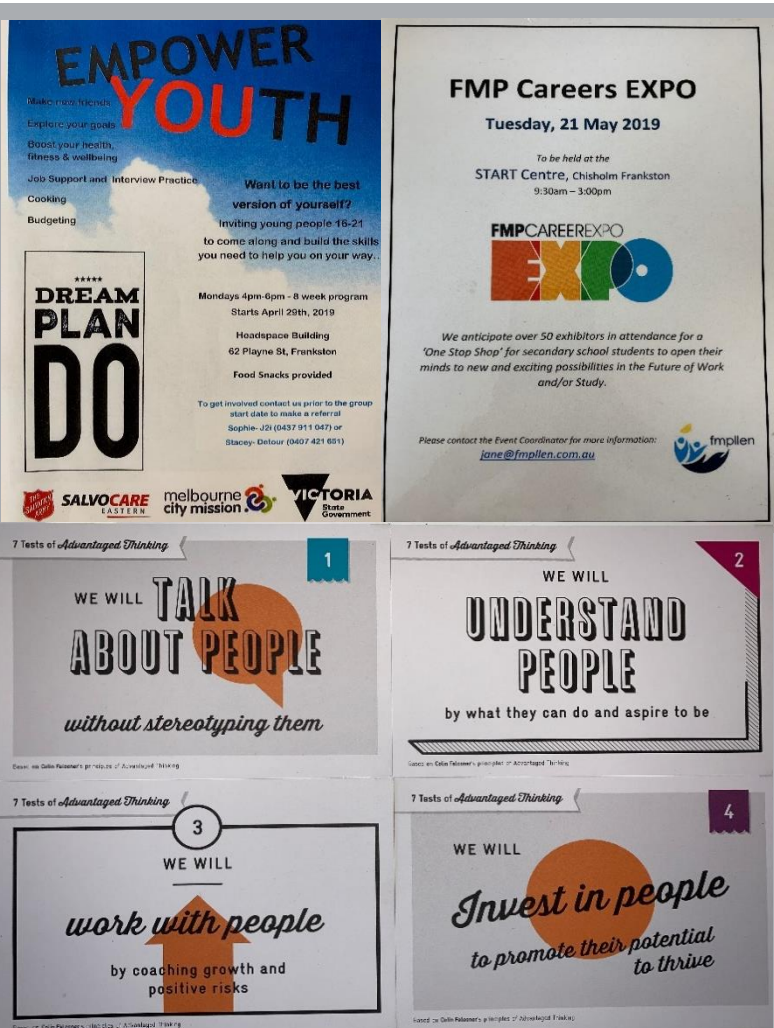
Figure 2: Share of Projected Growth, by Top Growth Industry

2.3 The Need for At-Risk Youth Education

With a significant population of young people leaving school early, many find themselves at a disadvantage later on in life in part from their education, as many employers look for a Year 12 certificate (the Australian equivalent of a high-school diploma or a GED). Those with a certificate generally end up better off financially and socially. Many programs exist across the US and Australia that target this youth population to help them create better lives for themselves. In the US, programs such as Jobs Corps help to teach them the necessary skills to develop socially, academically, vocationally, and assist with employment (Fernandes-Alcantara, 2012). In Australia, the Brotherhood of St. Laurence recently partnered with other nonprofits to develop a Foyer House. In this program, young people who can no longer live at home for some reason, are provided food, housing, and help to further their education. It is actually a requirement of the program that to receive the assistance for two years, they need to be pursuing their education. Afterwards, they are given help with finding jobs and becoming self-sufficient (Abo, 2015).

Another method to help alleviate social exclusion is through vocational training. Vocational schools already exist across the both the US and Australia; however, they are not as popular as traditional public schooling. Vocational education and training (VET) has often been seen as a second-rate choice to typical high-school-aged students and even some adults. This is a sector not often talked about, as most of the time, people refer to the education pathway as high school to university. In reality, vocational training is one of the best skills that one can learn, especially since these trade skills are in high demand in present day Australia. Thirty five percent of Australian jobs that were unfilled in 2016-17, were due to a lack of applicants with the required skills and experience. Learning vocational skills greatly helps fill this void in the Australian workforce (Dyer et al., 2018). One of the ways to help increase enrollment into these programs is to demystify the stigma against vocational studies by spreading information. When effectively informed, students can often see the importance of programs and, with proper guidance, enroll in them.

The next problem is maintaining the youth's engagement, as the process can often seem daunting. Since leaving school early is often associated with a lack of social skills, the process of transitioning from school to the vocational activity during the day should be made as streamlined as possible (Dommers et al., 2017). Obtaining some more personal information about these students, such as their wellbeing and aspirations, is also beneficial, as it helps to personalize the learning to them. There are often problems that appear which



Posters in the Modular Room at the High Street Centre

require support, such as housing concerns, financial stress, and mental health issues. In order to help them stay engaged, these problems need to be addressed so that they do not become preoccupied with them (Dommers et al., 2017). For the training itself, a hands-on, well-structured approach is often the most successful, as it not only gives a sense of gratification, but also helps to solidify in the skills learned and becomes something consistent that the students can rely on and are familiar with. That being said, the program should be created with some practicalities in mind, such as the timing of public transportation. Access to transportation is important as the students would need reliable means to get them to the program consistently. In general, services should be flexible in order to conform to the individual students' needs (Dommers et al., 2017). The end goal is to give disadvantaged youth

a chance to learn new skills and further, not only their career, but themselves as people. The poverty cycle in the FMP region has been identified and can be viewed in Figure 3. Youth enter the poverty cycle by leaving school early, and they can exit it by learning vocational, hands-on skills to bridge the skills gap that is present. The poverty cycle is difficult to break out of, but the Brotherhood provides programs, listed above, to help youth break out of the poverty cycle. The motto of the Brotherhood is “Working for an Australia free of poverty”, and one way they do this is by providing vocational programs, such as the training kitchen that our team is helping to develop (Brotherhood of St Laurence, About the Brotherhood, 2016).

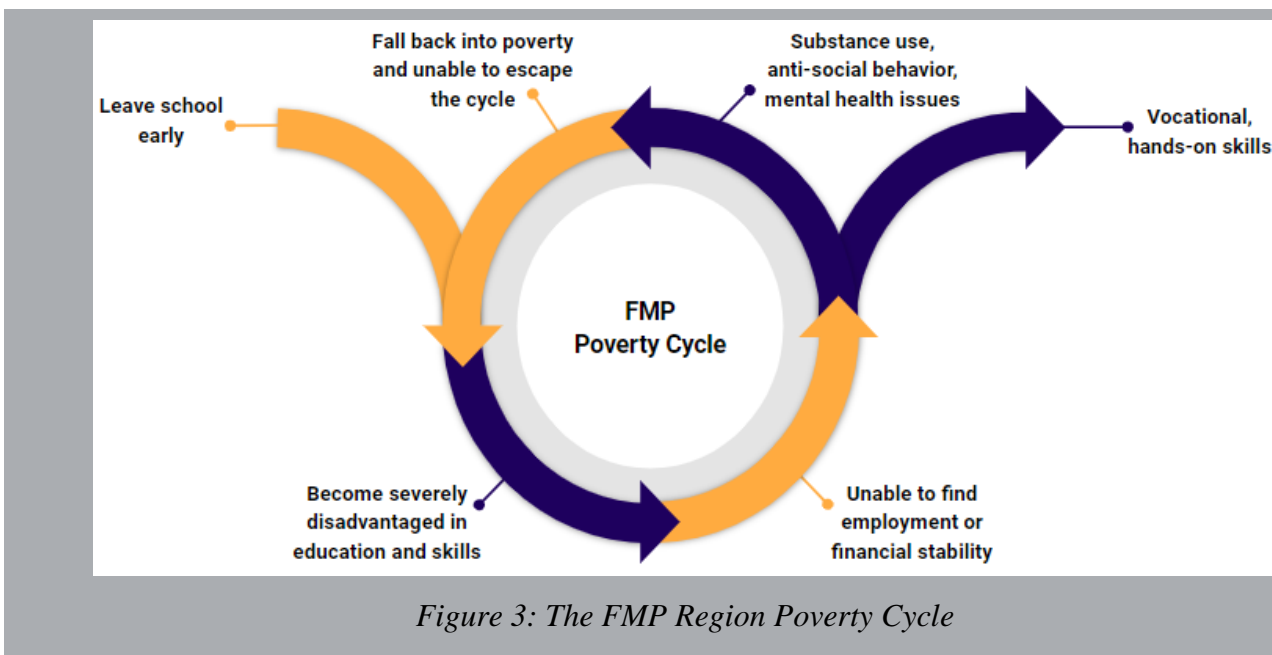


Figure 3: The FMP Region Poverty Cycle

2.4 Global Examples of Training Kitchen Programs

2.4.1 General Concepts of Training Kitchens

Training kitchens go beyond just cooking skills and can vary based on how much they want to provide for the community. Normally, students enroll in a program anywhere from 16 to 48 weeks depending on the specific training kitchen. Students come to the kitchen every day from 8 am to 4 pm and do a series of cooking lessons mixed with classes where they learn professional skills, such as budgeting. Other training kitchens have students attend short classes during the day and then work nights at the restaurants. Additionally, some kitchens just teach skills that you would need to get your chef license. These programs also provide other resources, such as onsite therapists and professional development experts that focus on resume building and interview skills. The main goal of a training kitchen is to help those who are struggling to find success in their professional or educational life by “providing technical skills, workforce readiness instruction, case management skills, and industry certification” (Faridniya, 2019).

2.4.2 Training Kitchen Examples



Figure 4: CKTA in Orlando, Florida

Training kitchens combined with professional development programs are currently available all over the world but are a relatively new concept that is slowly being adopted. As mentioned earlier, there are many ways to run such a community program. Two examples of training kitchens in the US are The Community Kitchen Training Academy (CKTA) in Orlando, Florida, and Life’s Kitchen in Idaho. The CKTA (shown in Figure 4) provides a free 18-week program, targeting those who are at-risk and economically disadvantaged. In order to apply for this program, one must be at least 18 years or older. The goal of the CKTA is to focus on transforming people, providing life skills, developing professionalism, and providing careers. Day-to-day life for a student consists of going to classes Monday through Friday from 8:30 a.m. to 2:00 p.m. with breakfast and lunch provided each day. The students have class time and kitchen time throughout the day. Classroom time focuses on life skills which “prepares students for work-readiness, focusing on the importance of appropriate work behaviors, resumes and interviewing techniques, as well as household budgeting, stress relief, and time management” (Community Kitchen, 2018).

The program also connects students with resources such as transportation, childcare, health care and housing. A full-time chef is employed to run the kitchen skills classes for students. Food used comes from local farms and is often sold to the kitchen at free or reduced prices because the food is bruised or tarnished. Meals that students cook are donated to non-profit food banks around the state daily. The environment of the CKTA consists of a student resource area, Internet access and quiet study space, complimentary tutoring, and personal advising, including onsite therapists. The actual program is divided into a 14-week classroom and kitchen training section and then a two-week internship section. Throughout the program, students are graded on a scale of one to four which represents the information displayed in Table 1.

Table 1: Grading Scale for CKTA

Unacceptable	Needs Attention	On Track	Work Ready
1	2	3	4

If students maintain an average of a 3.5 or higher, then during the last two weeks of the program they must intern at a local restaurant shadowing a professional chef to ensure that they are ready. If a student is not able to reach a satisfactory level of “on track” or “work ready” at any time during the program, the student will be provided the opportunity to participate in additional study and practice time. If the student is not able to improve by the next check-in, four weeks later, they will be placed on probation, and after another four-week period of failing, will be suspended, but able to re-apply for the next available program. Once the students complete their 16-week program in full, they will meet with professional development workers in the program that will assist them in applying for and starting a job. The CKTA does an exceptional job of preparing their

students for the professional environment by providing classroom time, hands-on instruction, job shadow and internship opportunities, and job placement assistance. For a more in-depth description of the curriculum developed by the CKTA see Appendix A.

Another successful training kitchen is Life's Kitchen in Idaho, which has a 16-week program for students between 16 and 20 years of age. This program, like the CKTA, provides transportation and housing for its students. As stated earlier, transportation is one of the most important factors in keeping students engaged in the program to the program. Life's Kitchen focuses on a daily combination of "life skills and employability classes on topics such as personal finance, housing, transportation, health, resume and cover letter writing, employee rights and responsibilities, employment benefits, and mock job interviews, and kitchen training" (Idaho Press-Tribune Staff, 2013). A major difference between this program and the CKTA is that the training kitchen feeds into an actual restaurant so the food made by the students is served to customers as shown in Figure 5. This teaches the students real-world skills and decision making early in their training and pushes them to learn much faster. One program that Life's Kitchen provides that the CKTA doesn't is a GED tutoring and test prep program for students who didn't graduate high school. The tutoring is free and the kitchen pays for their GED test. This program puts students in a better position to get more competitive jobs because they have their high school degree, whereas many of the competitors do not. For job placement, Life's Kitchen uses alumni networks of successful trainees to assist the graduating students with job placement (Idaho Press-Tribune Staff, 2013). Both kitchens focus on a combination of life skills, professional skills, and kitchen skills in order to prepare their students to be successful in a work environment; they want to teach them more than just how to be a chef, but also teach them life skills that they will serve them through any career.

2.4.3 Training Kitchen Success

Training kitchens as a whole have found great success in many places. They have succeeded in assisting at-risk youth with reintegrating into society and starting a new, more successful life path after attending the programs. They have also succeeded in assisting those around the community that are not directly enrolled in the program. A study on one specific kitchen, the DC Central Kitchen, shows that it has made great accomplishments within their program. This kitchen has recorded a 90% job placement rate for their graduates, and have graduated approximately 105 graduates per year (Howell, 2015). With these statistics in mind, the DC Central Kitchen has given about 95 at-risk youth jobs, and a new path in life. This kitchen also conducted a study that showed when convicts are released from jail, they have 45% recidivism rates, however, of the ex-convicts that graduated from their program, there was only a 6% recidivism rate (Howell, 2015). Not only is this program giving their students the ability to get a job and earn a steady income, but it is also helping them to stay out of jail.



Figure 5: Life's Kitchen Restaurant



Figure 6: Marleen and her Daughter

The kitchens not only affect those students enrolled, but also community members around the kitchen. As mentioned earlier, some kitchens donate their food to shelters and food banks. These kitchens are providing the parts of the community that may not be able to afford food, a means to feed themselves and their family. In an interview conducted about Philabundance, a food bank in Philadelphia, Pennsylvania, that receives donated food from a training kitchen, a mother, Marlen, offered to speak about her experience struggling for food. Marlen interviewed with her fourteen-month-old baby in her arms, as shown in Figure 6. She talked about how she could not work because her husband works and she has to stay home and take care of their two kids because they cannot afford daycare. Because of these circumstances, they struggle to afford food and turn to Philabundance for support. Marlen discussed how if her family was not getting food from Philabundance, they would most likely be homeless, and possibly not alive. Philabundance, as a whole, feeds more than 90,000 people across the Delaware Valley each week (Philabundance, 2019). The food donated from training kitchens is truly saving people's lives.

2.5 Social Enterprise Strategy

Social enterprise refers to the practice of applying business solutions to addressing social needs (Motter, 2018). While for-profit organizations often build their business around social enterprises in order to gain support from social activists who want to make change through consumerism, the goal of social enterprises for nonprofit organizations is to find financial support outside of grants and investments. The business model for a social enterprise is generally striking a balance between profit and positive change. A social enterprise business model can then be defined as a structure or framework that a social business follows to bring positive change to the world while maintaining financial returns (Change Creator, 2017). This definition is quite broad and leads to a variety of different business models for social enterprise initiatives.

Generally, social enterprise business models can be broken down into six different types that have some overlap with each other when shown on a spectrum of how traditionally charitable the activities are. The models can also be grouped into nonprofit and for-profit. The six different types are Entrepreneurial Nonprofit, Non-nonprofit, Socially Responsible Business, Give One, Get One/Donate Portions of Proceeds, Awareness Brand, and Miscellaneous. The spectrum for their charitable activity can be seen above in Figure 7.

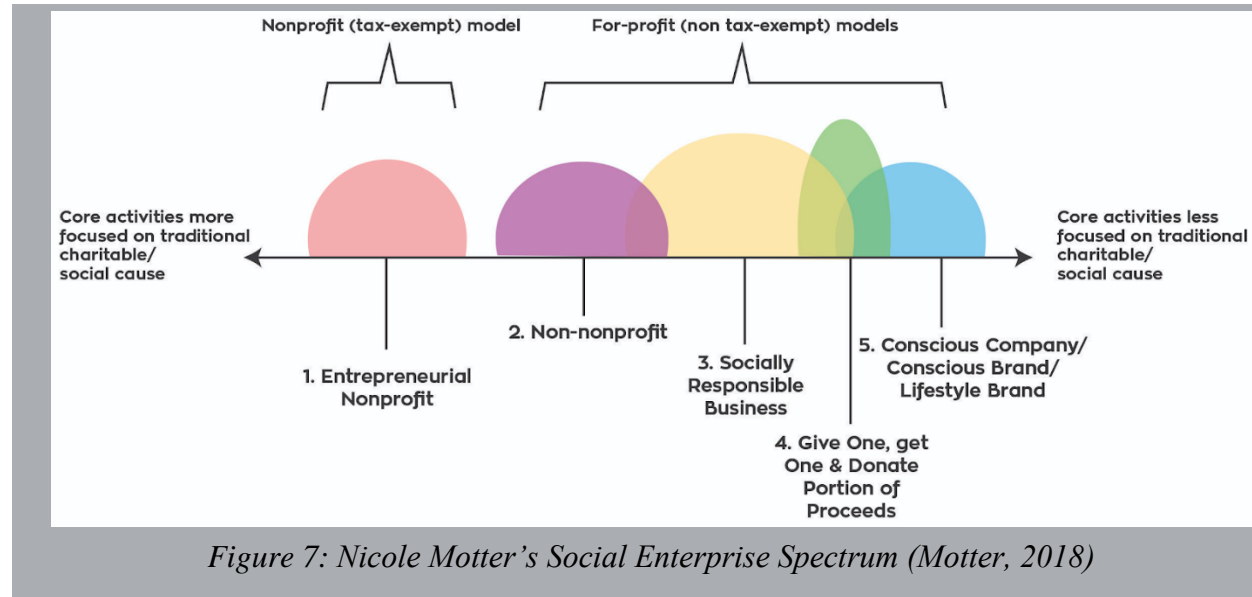


Figure 7: Nicole Motter's Social Enterprise Spectrum (Motter, 2018)

2.5.1 Social Enterprises in Victoria

With over 3,500 in the state, Victoria has the most social enterprises in all of Australia (Victoria State Government, 2018). With these increasing numbers, the state government decided to take action in helping some of the businesses in their endeavors. In a study called Finding Australia's Social Enterprise Sector, the definition of a social enterprise was an organization that has the three following properties: is driven by a community cause, gets most of their income from business (ie not donations), puts at least 50% of profits back into the cause (Social Traders, 2016). The state government also created a strategy to help expand the sector through increasing impact, building business, and improving the market (Victoria State Government, 2018). Their first step is getting those trying to start up enterprises into contact with the social enterprises who are already successful and to create programs to help them start up. Victoria is also looking to create programs to help develop managerial skills and help in initial funding to support start-up costs. In addition, they are working to develop a Victorian Social Enterprise Network, which will be a state-wide map of various enterprises so that they can better connect and support each other. Map for Impact is a similar endeavor that already exists; it was a one-time research project that created a searchable map and database of all of the enterprises in the area (Victoria State Government, 2018). The result was a fully interactive map that laid out all of the enterprises within Victoria. They were able to record a number of impressive statistics, including the thousands of jobs created for people with disabilities and people who have been unemployed for a long time (Map for Impact, 2017). Overall, there is a lot of support from both the government and the community at large in starting and continuing social enterprises.

2.5.2 Social Enterprises Business Models for Training Kitchens

Due to the many ways in which training kitchens are implemented around the world, there is not a single social enterprise model that can encompass all of them. According to the Food Corridor's guide for starting a shared-use commercial kitchen, "shared kitchens and incubators can be incorporated as nonprofits, for-profits, and projects or partnerships of public or educational institutions. The difference can be narrowed down to 'motivation, market, capital, and control'; and evaluating these four categories will help you better define which structure is right for you" (Meader McCausland, et al. 2018).

One kitchen that our team researched is CommonWealth Kitchen in Dorchester, Massachusetts. This non-profit food business incubator works to help people start their own food businesses by providing both shared kitchen spaces and education on all aspects of starting a food business, from kitchen skills to business strategies. The organization aims to promote inclusive entrepreneurship while also creating sustainable employment with a focus on people impacted by racial, social, and economic inequality.

CommonWealth Kitchen offers two types of kitchens: a shared community kitchen used by over 45 small food businesses and a commissary kitchen, which is a space where food truckers and other food service providers can go to prepare and store food. Through the shared kitchens, they offer business assistance to help build food companies, create jobs, improve healthy food access, and strengthen the food economy. To use the space, people must pay for the use of a station. CommonWealth Kitchen is passionate about helping entrepreneurs start their own food business by providing process, labeling, and product assistance, in addition, to help for business and legal needs (CommonWealth Kitchen, 2019). The CommonWealth Kitchen social enterprise business model falls under "entrepreneurial nonprofit". This model is a traditional form of a charitable and social cause that is supported by earned income from the entrepreneurs. The kitchen also gets funding from many different foundations in and around Boston, Massachusetts to help support its mission. The image below shows the Pearl Facility at CommonWealth Kitchen with space for food trucks, a shared kitchen, commissary, storage, and various spaces for business operating out of the facility (blue in Figure 8).

Each business model for a training kitchen is unique and provides a different opportunity for the education of the youth. These preliminary business models have already been identified, but there are many more to consider throughout the project. The type of business model along with an explanation of it is listed in Table 2.

Table 2: Training Kitchen Business Models

Business Model	Description
Traditional Restaurant	Students cook food in the kitchen and serve it to patrons in a traditional restaurant setting
Food Truck	A traveling form of a traditional restaurant. Food is prepared in the training kitchen space, and then cooked and served on the truck
Catering	Food is cooked in the training kitchen space and then brought to gatherings of the community
Pop-up Restaurant	This restaurant can occur in different places for a limited time. Cooks can showcase their talents by changing the menu weekly. The students cooking the food can also change weekly
Meal Prep Kitchen	Youth in the training kitchen prepare meal kits that members of the community can come to the training kitchen space to purchase in order take home and finish cooking
Commissary Kitchen	Local restaurants or members of the community give the students a recipe to cook. Comparable to hiring an external group of chefs to cook for you



Figure 8: Commonwealth Kitchen Facilities and Food Trucks



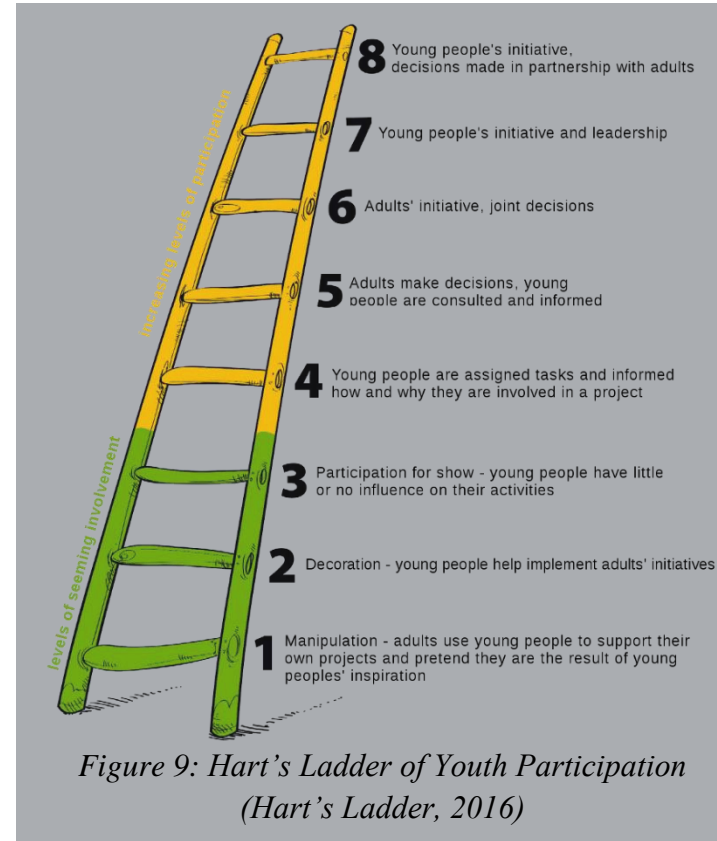
2.6 Community Engagement and Vision

To foster youth engagement, it is important to remember that there is not a one-size-fits-all approach to engage them, as each person has a different set of needs. Having a clear purpose and goal is important so that the organization can focus on how they can best serve the youth. In helping the youth, organization leaders need to ensure that their programs are relevant, provide assistance that is directly applicable to the lives of the youth, and that the goals set are feasible for youth to achieve during their time with the organization. Figure 9 shows Hart's Ladder of Youth Participation, which demonstrates the levels that provide a path for youth involvement within a process. The ladder begins with no involvement at all, where the adults just use the young people. As one 'climbs' the ladder, the youth's involvement within the process increases until the last rung, in which they are viewed as level with the adults. This level of engagement is an important goal for anyone who hopes to help young people. Yates (1999) shows the positive relationship in adolescents between community engagement and their sense of self-understanding. To facilitate an adequate level of engagement, those running the program should view the young people as adults, in that their input and opinions are as equally valuable as a fellow colleague. This idea is similar to the idea that the Brotherhood uses advantage thinking (explained more in the next section).

Often, youth feel as though their input goes unused and therefore is not worth sharing. The methods for feedback play a role, with several different types that each provides their own pros and cons. Focus groups and forums, where the students would come together in a structured way, are useful for formal and detailed feedback. However, these might be intimidating for some of the youth, especially when it comes to sharing personal issues in a large group. Arts programs or a mock kitchen workshop would provide valuable information on how the youth would interact with a training kitchen as a whole and could give some valuable early feedback on how the program could function. An activity similar to the end program could also help the youth gain interest in going to the actual program, potentially even enough interest to spread the word to others (Youth Affairs Council of South Australia, 2019).

2.6.1 Advantaged Thinking

The Brotherhood of St Laurence uses a form of instruction for youth known as "advantaged thinking". This philosophy of advantaged thinking takes the advantages we possess as humans, such as our talents, assets, resources, and abilities, and uses them to create the conditions for a society in which everyone can thrive (The Foyer Federation, 2019). When working with a number of disadvantaged and at-risk youth, advantaged thinking is a valuable approach to addressing the transition from unemployment to work. In a 2012 TED Talk from Colin Falconer, titled "*Open Talent*", he discusses the idea that our society as a whole is generally the antagonist against disadvantaged young people. In disadvantaged thinking, young people are defined by their lack of skills, and labels are placed on them to identify them by their situations. Under this philosophy, there is no way to cope with or help solve the issues identified. It simply points out the skills gap without identifying a clear solution to help bridge the gap. This is the conflict that is created under this thinking (Falconer, 2012). For example, a disadvantaged thinker could identify a young person who dropped out of school and is struggling with alcohol dependency as an alcoholic who can't get a job.



In advantaged thinking, the potential of individuals is identified and their talents are invested in. The Brotherhood of St Laurence looks to use advantaged thinking to help all their youth in their programs. They work to help youth discover their strengths and talents and help to teach them how to utilize those same strengths and talents to the youth's advantage. In fact, according to Falconer, it is cheaper to give students skill training rather than pay for them to go to jail or rehab, which is a common misconception (Falconer, 2012). In the example above, the Brotherhood would use advantaged thinking to work with the youth who left school early to figure out their goals, aspirations, and strengths to land them in a job. The Brotherhood might discover that the individual is interested in a hands-on job, such as construction, and would help them learn more about construction so that they can then get a job in that field, earn income, and hopefully break their dependencies on alcohol. Falconer says that everyone possesses a talent, "talent is not an elitist thing" (Falconer, 2012)

Falconer identified the five components that are necessary for identifying talent under advantaged thinking. They are:

1. A place for young people to go and discuss their talents
2. Having responsible adults who can support, inspire, enable, and empower young people
3. Access to a community of talent for networking
4. A relationship, offer, or social contract that a young person can commit to, and be held accountable for
5. A campaign, vision, and aspiration that gives young people something to feel a part of (Falconer, 2012)

The Brotherhood works to achieve all of these talent requirements through their group sessions, one-on-one sessions, and general programming model and services with the youth.

2.7 Food Trucks

While it is important to provide the youth in the training kitchen with the traditional kitchen experience, it does not need to be their only experience; training kitchens can open them up to new ideas such as donating the food made to local schools, opening up the kitchen for the locals to get free or reduced meals, or run a full business out of a training kitchen, either in the form of a permanent storefront or in other styles such as food trucks. When considering linking a training kitchen to a food truck business, there are many factors that need to be considered. The main concern is cost. Food trucks can range from \$5,000 to \$100,000. This all depends on whether you are buying a brand new fully finished food truck or a used trailer. Another factor for cost is whether or not the truck is up to regulations and standards for food and safety. In one case, a new food truck entrepreneur decided to buy a truck for \$15,000 that needed work to meet standards and add grills and refrigerators. This person ended up spending \$28,000 and doing way more work than expected to get the truck ready for use (Post, 2019). Aside from just the purchase of the actual truck, there are many expenses to consider. Examples of four different trucks and trailers with ranging quality and costs can be found in Appendix B.

When planning a food truck business, it is important to consider where it is going to be located. There are many different options for running a food truck business. Some food trucks travel over wide areas, parking at different festivals and events throughout the calendar year, while others park full time in downtown streets of large cities. In large cities, there is a significant amount of tourism and large-scale businesses where employees and travelers are looking for quick meals on the go, and a food truck is a perfect option. Some food trucks also take a different approach and target university campuses, since there are always students walking around who need a quick meal between classes. Because of this, food trucks are a great option for these students who do not have time for the dining hall. In some cases, the food trucks can be incorporated into students' meal plans and

they can use meal swipes for them and the school pays the food truck. All of these food truck locations are viable options for most and are places that could maximize sales for a business.

When starting a food truck business, it is important to consider the level of detail that has to be taken care of throughout their time as a business. Specifically for food trucks, the following aspects need to be considered: Payroll, Equipment rental, Credit card processing, Insurance (business and vehicle), Inventory (food and supplies), Payment processing (hardware, processing agreement, mobile data plan), Truck appearance (paint, wraps, lighting, etc.), Propane and/or generator costs (fuel), and Parking fees. Due to the amount of preparation that goes into starting a food truck business, it is important to consider the startup cost and revenue through a cost analysis to ensure that profit will be made from the food truck.

2.7.1 Food Truck Culture in Australia

The popularity of food trucks varies throughout Australia, with Melbourne as a hub for some of the most popular food trucks. Being a highly populated and tourist-heavy area makes it a perfect location for food trucks to thrive and make large profits. Currently in Melbourne, there are 16 dedicated food truck sites, including eight permanent sites and eight rotational sites (Food Trucks, 2019). Another major city for food trucks is Sydney, which contains the heaviest population of food trucks and is known as the food truck hub of Australia. Currently, Sydney contains 45 registered vendors who all have continued success. This shows that the area is a perfect home for food truck businesses. Much of the success comes from the number of tourists in the area, some of which specifically come for the food truck culture within Sydney. These businesses are successful because they all bring something unique to the table.

Not all food trucks contain completely different cultural cuisine, but they are able to put a unique twist on their menu that differentiates

them from the rest. Bringing cultures from outside Australia into the heart of the major cities brings a variety of food to those local citizens, while also giving tourists a taste of home in a place where nothing seems very similar to home. Another type of food truck that can be found quite often in Australia is dessert trucks. These trucks pick a specific type of dessert such as cupcakes, creme brûlée, or chocolatey dessert crepes and sell many variations of the one dessert. Although these are more specific and don't offer a variety of options, they are widely loved types of food that enough people enjoy and want to buy to keep these businesses successful. The food truck culture in Australia is very upbeat and this can be seen through the designs of their trucks and the positive energy that they bring to the streets of the city with music playing and smiling employees. Overall, Australia is very supportive of the food truck culture as you can see from the many successful food trucks shown in Appendix C. Food trucks bring a lively happiness to the city streets and provide locals and tourists with hundreds of extra food options for all types of meals and desserts.



Food truck pictures taken in Melbourne, Australia by the team



2.8 Business Regulations

There are four major regulatory and legislative mechanisms within Victoria to ensure food safety: the Food Act of 1984, the Australia New Zealand Food Standards Code, the Victorian specialist food agencies Primesafe, and Dairy Food Safety Victoria. These regulations are enforced by local councils and shires who oversee smaller areas within Victoria and ensure that each food business within their sector is following all the necessary regulations.

2.8.1 Food Business Certifications

Before starting a food business in Victoria, the owners need to meet with the local council to register their new business. There are four different food business classes that are used to determine the number of regulations placed on a business. Classification is determined based on who food is being served to, and how potentially dangerous that food is. These food business classes are defined as:

- “Class 1 - food businesses that prepare and serve food to vulnerable people, including aged care centres, child care centres, hospitals, and meals-on-wheels.
- Class 2 - retail food businesses that prepare and sell potentially hazardous food, including cafés, restaurants, home-based food businesses, food vans, catering businesses, and canteens.
- Class 3 - community groups that handle potentially hazardous food which is sold for immediate consumption and businesses that produce low-risk food, including bakeries, honey processors, soft drink manufacturers, wineries, confectionery manufacturer and cinemas selling popcorn.
- Class 4 - community groups selling biscuits, tea, coffee, packaged cakes (other than cream-filled cakes), and businesses that sell pre-packaged food, including liquor bottle shops, milk bars that sell milk, newsagents, supermarkets and service stations (not selling potentially hazardous food)” (Australian Institute of Food Safety, 2018).

In addition to the requirements based on food business classes, all food businesses must submit a floor plan of the business with all fixtures, fittings equipment, waste disposal areas, bathrooms, storage areas, and labeled surface finishes to the Environmental Health Officer to ensure that the building is up to health and safety standards. This Environmental Health Officer will also perform an on-site inspection and analysis of the food safety training program and documentation before approving the site as safe for food production.

If the Brotherhood of St. Laurence were to open a food business, they would most likely be classified as a Class 2 food business. This means that an Environmental Health Officer would come in to inspect the entire facility before the Brotherhood’s Kitchen could be considered a food business. In addition to this, they need to be registered with their local council and have a well-documented food safety program that is inspected annually when the business renews its registration with the local council. Since the Brotherhood of St Laurence is a non-profit community group, they are only required to have a Food Safety Supervisor on staff if they are serving to the public for more than 2 consecutive days. Once a year, all class 2 food businesses must be audited if they do not use a department-registered food safety program template. In both scenarios, an Environmental Health Officer must perform an annual assessment of their program to ensure they are using the correct template for their program and are still enforcing the Food Safety Standards. The goal of a food safety assessment is to determine if the business has used the correct department-registered food safety program template in day-to-day operations and if the business is compliant with its food safety program and applicable Australian Food

Safety Standards. All of these items are monitored on a daily basis by the Food Safety Supervisor within the business, and it is their job to ensure their food business is prepared for the annual assessment (Department of Health & Human Services, 2015).

The Food Safety Supervisor must be an employee whose entire job is focusing on food safety within the day-to-day operations of the business. They must have a special set of training and certifications that are registered and mandated by the local council and should be prepared to supervise all employees on food safety and personal hygiene, while also being prepared to handle any noncompliance or negligence issues that arise. Since it is a legal requirement in Australia that all employees who handle food must be trained in food safety, it is the job of the Food Safety Supervisor to ensure that this training occurs and is up to federal standards. The Australian Institute of Food Safety (AIFS) provides online courses for a small fee that covers all states and food sectors and also includes a 2-year AIFS membership that certifies up-to-date food safety tools, credentials, and support, as well as a food safety certification card for employee identification during health and safety inspections (Santacruz, 2016). In the case of a non-profit serving for less than 2 consecutive days, it is still recommended that there is someone on staff who takes responsibility for managing food safety and ensuring food safety training is conducted.

2.8.2 Non-Profit Organization Regulations

The Australian Charities and Not-For-Profits Commission (ACNC) is the statutory authority in Australia for charities. They set the regulation on not-for-profits (NFPs) and all NFPs must register with them. Not-for-profit organizations, by definition, do not operate for profit, personal gain, or other benefits of particular people (“Not-For-Profit”, 2018). The Brotherhood of St Laurence, having been around for almost 100 years, is already registered with ACNC as a large charity, meaning that have a revenue of more than one million AUD (Brotherhood of St Laurence Profile, 2018). Being registered with the ACNC allows NFPs tax concessions as well as other benefits. Employees and workers can still be paid, however. NFPs are allowed to make profits insofar as it has a purpose, whether that is to be saved for future projects or funneled back into the charity. The ACNC has no specific regulations on fundraising, only that they are within the governance standards and have a good record. The Commission mainly focuses on those charities that deliberately breach the governance standards by diverting money to non-charitable purposes, not disclosing serious conflicts of interest, or being grossly negligent with their finances.

One of the more popular ways to generate revenue is through commercial activities, which are not necessarily prohibited by ACNC. A commercial activity consists of transactions involving the “aim to provide goods and services to business” (“Charity Money Myths”, 2018). A charity may only undertake commercial activities with the aim of advancing its charitable purpose. The main scenarios are:

- The purpose of generating profit to fund its work towards its charitable purpose
- Activity directly contributes towards its charitable purpose
- Activity is only incidental to the purpose of the charity

If the training kitchen chose to open a cafe or food truck, they would fall under the first two scenarios for commercial activities, as they would generate profits to balance out the costs of the kitchen as well as provide the students with work opportunities and legitimate experience in the field.



*Government Regulators
(business.vic.gov.au)*

2.9 Components of Feasibility Analysis

A feasibility analysis (or feasibility study) is a method of developing a plan, usually before creating a business plan, that can identify risks to make sure that the venture will be successful before putting the plan into action. The purpose is to “identify any ‘make or break’ issues that would prevent your business from becoming successful in the marketplace” (Myers, Lawless, & Nadeau, 1998). A feasibility study combines research from three major areas: market issues, organizational and technical issues, and financial issues. The largest section often is the market issues, as this is where most research is conducted. Organizational and technological issues focus on the logistical side, such as the physical space that the business needs for operation or equipment needed for the business. Financial issues contain the overall cost analysis and usually has the final result of whether or not the venture is viable (Myers, Lawless, & Nadeau, 1998). The market encompasses all of the customers, suppliers, and competition of the business. Therefore, a substantial amount of research should go into the analysis to gather as much information as possible. The first step is establishing a market gap that the product/service plans to fill. There should be some incentive for customers to switch to the business, whether it be convenience, cost, or quality. A general graphic describing the components of feasibility studies can be viewed in Figure 10 on the right.

To figure out the gap, the competitors should be identified and researched. The competition has the advantage as they are already established and can assert financial pressure (Business Queensland, 2018). Research should also be done on the prospective customers. The results should paint a clear idea of the customer and focus on a specific target market. For example, a food truck initiative could focus on college campuses, where their products can be catered to what college students would want to buy. The market should also be categorized into manageable groups that could be looked at individually. Perhaps a university campus has the most customers available around lunchtime, but the local park has a lot of people around dinner time. These trends in customer behaviors are very important, as they are the variables that most affect businesses. Once all the research and data is collected, an analysis can be done to determine these trends within the competitors and customers to determine the best way to engage the market (Kappel, 2016).

Organizational and technical issues are very important, especially for completely new businesses. Since the Brotherhood is an established organization, many of the issues such as equipment or business space are not as much of a problem. Therefore, the main considerations for organizational issues are less physical than they are managerial. How the business is organized becomes the main topic, which results in questions such as: What



Figure 10: Feasibility Study
(Feasibility Study, 2019)

staffing is needed? Who will manage the business? What regulations will need to be complied with? Equipment concerns also fall under this category. Although the Brotherhood’s facility already has a commercial kitchen, they do not have a food truck at the ready (Myers, Lawless, & Nadeau, 1998).

Financial issues bring all of the aforementioned issues together. A cost analysis is done to look at how all of the potential costs and revenues add together to hopefully at least break-even. This section includes start-up costs (capital goods, land, equipment) and standard operating costs (rent, utilities, wages). Projections should be made on the prices of the goods and services supplied, with the important statistic being estimated monthly revenue.

Loans being needed as a source of financing will also be determined if the start-up costs prove to be too steep. The final result is a profitability analysis, where given the total costs and revenues show if the business should be given the go-ahead or not.

Once we determine that this objective is feasible, it is essential that we also examine the leadership structure that must be in place to allow for this program to work. If we find that there is not someone currently within the Brotherhood who has the time, energy, and resources available to bring this program to life, it may be part of our business plan to suggest they hire a specific person to oversee the training kitchen initiative. With the addition of this staff member, we can be more confident in the fact that the ideas we recommend have the opportunity to be implemented.



Chapter 3. Methodology

In This Section:

Chapter 3: Methodology

3.1 Case Studies

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3.1.3 Social Enterprise Case Studies

3.1.4 Food Culture in Frankston Case Studies

3.2 Identify Stakeholders and Engagement

3.2.1 Internal Stakeholders

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3.3 Feasibility Study

3.3.1 Determining Business Models

3.3.2 Cost Analysis

3.3.3 Market Analysis

3.3.4 Organizational and Technical Analysis

3.4 Compelling Vision

The Brotherhood of St Laurence requested that our team explore and analyze opportunities for youth-focused community projects and social enterprises. The goal of this project was to design and implement a business model for an educational program with a focus on the foodservice industry to help the at-risk youth of the Frankston Mornington Peninsula become better integrated into society. Our team developed the following objectives to help meet our goal and the needs of the sponsor:

1. Collect case study data on training kitchens and social enterprise initiatives in Victoria; explore food businesses in the area including food trucks and catering; and determine essential qualities of food-based training programs.
2. Identify key stakeholders related to the training kitchen initiatives, collect stakeholder and community center user group input on potential options for the space, and generate engagement for the initiative.
3. Undertake an iterative feasibility study and market analysis on various business models to establish an education and training based social enterprise for the High Street Centre's kitchen facility.
4. Present a compelling vision of the training kitchen initiative for a wide range of audiences through a comprehensive business plan.

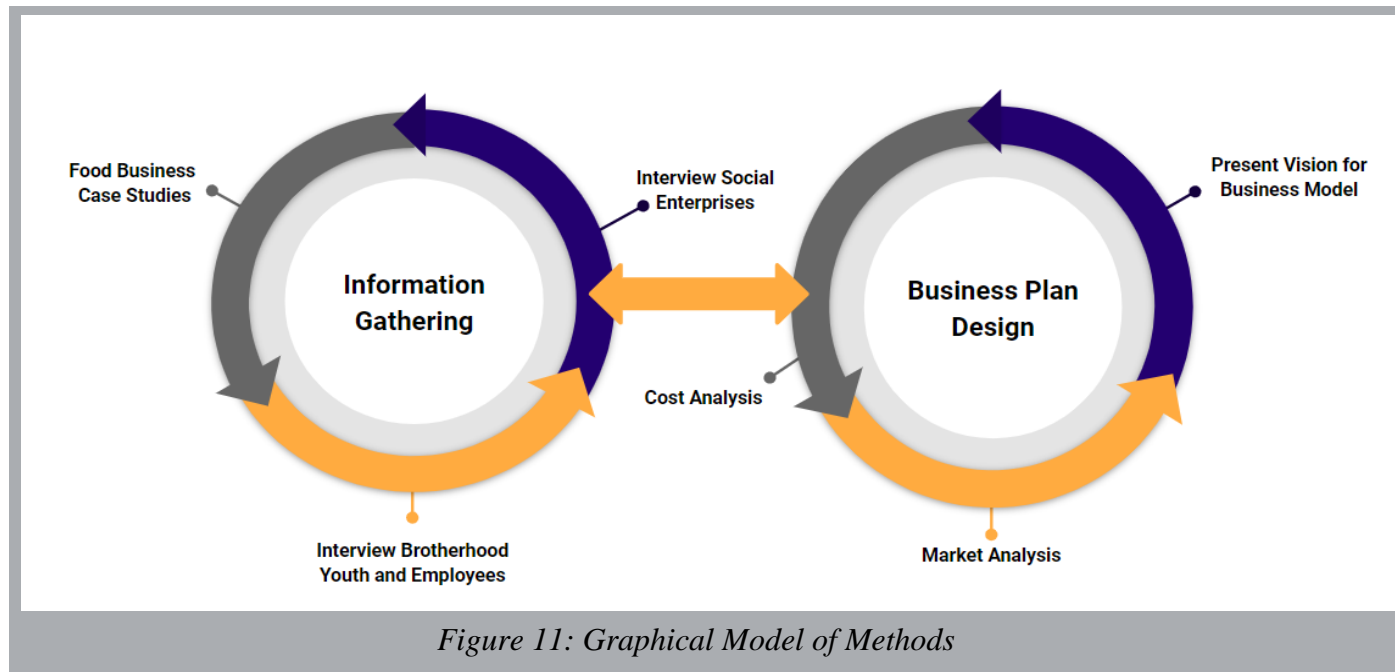


Figure 11: Graphical Model of Methods

The model above, Figure 11, shows a graphical model of these objectives outlining the two main components of the project that our team identified: stakeholder engagement and business plan design. Stakeholder engagement encompasses varying stakeholders that were interviewed for their needs and input for the space. Using that feedback, we performed multiple studies on varying business models with a cost and analysis, and ultimately presented a vision for the business model. That business plan was then taken back to the stakeholders for review. The Gantt Chart in Appendix I breaks down the model above into tasks and objectives that we accomplished on a weekly basis in the preparatory and project terms.

3.1 Case Studies

With the main focus of the sponsor being on off-site food trading and catering, the first step was to conduct case studies on mobile food businesses and social enterprises in Victoria. By interviewing businesses within Victoria, we were able to get a better grasp on both the food culture in the area, as well as methods for running a successful food business. Our case studies ended up being a combination of preliminary research and in-person interviews to get a first-hand perspective on the breadth of knowledge within the food industry.

3.1.1 Food Truck Case Studies

The basis for our food truck case studies was conducting research and interviews on what is available in the region. We analyzed the different types of food trucks based on how they are run and categorized them based on the following factors: the type of food sold, the types of events they targeted, the pricing of their food, and whether or not they had a catering business attached to the truck. This information helped us to learn more about the market for food in the Melbourne region as well as to learn about how their business got started. We also wanted to learn about difficulties experienced to better prepare for encountering them or possibly avoid them. Most of the trucks we researched and interviewed were located at larger events within the area, meaning we needed to travel to food truck hotspots such as food truck parks and large events in the Melbourne area.

Our first step was to conduct extensive research on the various types of food trucks active in Melbourne. We wanted to cover a range of different types of food sold and different types of events targeted. To do this, we compiled a list of food trucks that were functioning within the Melbourne area and then started to research them through their websites and social media. We quickly realized that their websites did not give us the in-depth information that we needed to get a good insight into the food truck business. From here we started to research venues that food trucks could be found at in larger groups so that we could interview the owners. We found a site called Welcome to Thornbury that had 4-8 food trucks every day and they were listed well in advance for each day. We chose specific nights to go and researched everything we could about the food trucks that would be on-site those days. We also followed them on social media and messaged them to ask if we could interview them at Thornbury. Some answered and for those who did not, we just walked up to the trucks and most were willing to do a quick interview with us. We then developed interview questions, found in Appendix F, before we went. From them, we hoped to learn about food preparation, the decision making for where and when to trade, the staff and their training, catering, and the overall success of their business. Once our interview questions were developed, we conducted seven onsite semi-structured interviews at Thornbury over a period of two days. For the interviews we had one team member assumed the lead and run the interview, a second taking notes, a third recording, and the last taking photos of the truck, menu, and the site.



Welcome to Thornbury food truck park sign

Once all of the interviews were concluded, we reviewed the audio and selected quotes from them. After all of the interviews were transcribed, we decided that the best way to present our data was through infographics. We made an infographic for each of the food trucks that we interviewed and then made overall conclusions based on commonalities between the food trucks. The infographics show information that we learned specifically about the operation of the food truck business as well as direct quotes about obstacles and advice given from the employees. These infographics were presented to our sponsors so that they could learn more about the market for food in the area as they will be designing the menu. It also showed them what the trucks looked like, the average prices, whether the trucks targeted events or kept a weekly schedule, and their social media presence.

3.1.2 Food Cart Case Studies

In order to provide a well-rounded recommendation about a mobile food business, we chose to interview smaller food carts in addition to the larger food trucks. Unlike larger food trucks, food carts can serve on the sides of the street in Melbourne's Central Business District (CBD) and they generally sell smaller snacks rather than whole meals. For these interviews we found it was difficult to do research on what trucks would be on the streets on a given day, so we went out and blindly talked to food carts as we found them in the CBD. While this made it difficult to plan our interviews beforehand, it allowed us to see the wide variety of food that was being served to the public and we were able to see the different perspectives between operating a food truck versus a food cart.

For these interviews, we kept a similar set of questions to those used for food trucks and conducted semi-structured interviews with 4 food carts across Melbourne's CBD over a single day. Similar to our food truck interviews questions, we hoped to learn about food preparation, decision making for where and when to trade, the staff and their training, catering, and the success of their business. For the full interview see Appendix G. Although these interviews were more impromptu, we still kept a similar format with one person leading the interview, one person taking notes, one person recording, and one person taking pictures. This allowed us to minimize the differences between the two types of interviews so the information gathered could be more easily compared for common themes. After our interviews we completed, they were transcribed and infographics were made to display our findings.



The team interviewing food carts that we found in the Melbourne CBD

3.1.3 Social Enterprise Case Studies

The Melbourne area is full of various social enterprises that work to offer new opportunities to a wide variety of at-risk groups. Many of them used food, particularly as cafes, to help train their group in hospitality and food service skills. We analyzed these various social enterprises based on how they are run and categorized them using a coding system based on the following factors: where the food is distributed (i.e. restaurants, local schools, food trucks, soup kitchens), curriculums, and time spent at the program. We then found examples of each type of food based social enterprise and studied the reasons for their success based on an analysis of their curriculum (to see how they engaged their students) and their business model (how their restaurant succeeded financially). From this we were able to gain insight into methods that can be used to organize and run a successful food-based social enterprise. We conducted onsite semi-structured interviews and tours of the social enterprises to see whose structure was most similar to that of the program we wanted to design. This allowed us to learn more about how they run and why they are successful from those who know best.



*Social enterprises in the greater
Melbourne area*



3.1.4 Food Culture in Frankston Case Studies

Since the final training kitchen we propose will be located within Frankston, we decided to research the food culture within the Frankston area specifically to determine if there were gaps within the market for certain types of food businesses. We discovered that there are 176 food businesses in Frankston ranging from small cafes to full-service restaurants. An analysis of these food businesses allows the gap within the food market to become apparent, which can help us in determining the type of food the Brotherhood should sell.

3.2 Identify Stakeholders and Engagement

The next step was to take a look at all of the stakeholders attributed to the training kitchen. This includes the various part of the Brotherhood, students, and the community members. Once in communication with the Brotherhood, we asked them about local organizations that they work with on a regular basis as well as popular local restaurants and businesses. From this, we assembled the list of all the stakeholders of the initiative and identified the ones that we could reach out to. The main groups of stakeholders are internal, those who use the facility on a regular basis and who we performed in-depth interviews with, and external, those who are affected by the facility but do not use it and who we will survey, such as community members or prospective food truck customers. After the stakeholders were identified, we began to collect their input.

3.2.1 Internal Stakeholders

Semi-structured interviews were used with the internal stakeholders: the youth, employees, and other community center partners. This format allowed us to get the data we needed as well as additional information that we might not have thought to ask for. Since the internal stakeholders would be the ones most affected by the training kitchen, we wanted to obtain a more personal understanding of how interested they are in this idea.

For the youth we wanted to learn more about their interests (career and free time), how they learned, how to best engage with them, and what they would like to gain from a social enterprise program. Before conducting interviews, we participated in their group activities to learn more about them and to familiarize ourselves with them. The group activities utilized advantage thinking which allowed the participants to focus on their strengths rather than their weaknesses. Some of the session consisted of hands-on activities, which allowed us a first-hand view into how they learn and what might be useful within our training program. A lot of the students were very shy and socially nervous and we felt that getting to know the youth allowed us to appear less intimidating and more friendly so that during the actual interviews, they felt more comfortable around us and opened up more. In lieu of formal interviews with the students, we had group listening sessions that acted more like a conversation. Each member of our team took two or three of the youth and asked them the interview questions that we had created through a casual conversation. We took notes as they responded to our questions. We then compiled all of the information from the interviews into graphs with relevant quotes supporting each of the graphs. These interviews were very important to us and we took in as much of their input into account as possible, since at the end of the day, this program is for them.

For the employee stakeholders we developed interview questions and conducted on-site, semi-structured interviews. We interviewed two Transition to Work employees, Zoe and Sarah, that work with the youth when they have an idea of where they want to work and feel prepared to start applying and interviewing for jobs. They help the young people with their resumes and applications. They also stay in contact with companies around the peninsula and reach out to them to refer the youth if they find a job that



An advertisement for the Transition to Work program that our team participated in weekly

is a good fit. Our goal in interviewing these employees was to learn more about the types of fields that the students are generally looking into post-program, get their views on whether certificates or experience is more valuable to employers, and to learn more about what skills employers are specifically looking for in their hires. Another employee that we interviewed was Adrian. Adrian is the team leader for all of the Transition to Work program coaches. More specifically, he keeps track of all of the statistics of the program and ensures that the program meets all of the Key Performance Indicators (KPI) set by the government. Our main focus in Adrian's interview was to learn more about the success of the Transition to Work program currently and see if he felt that our program would improve the students job placement rates. We also wanted his views on certificates versus experience and see where the program is lacking and preventing youth from getting job placement. The last employee that we interviewed was Mark. Mark is the head of social enterprises for the Brotherhood. In interviewing Mark, we hoped to learn more about the current social enterprises and the reason why the original food based social enterprise failed at the Brotherhood. We also wanted to learn the steps necessary to start a social enterprise and get an insight on exactly what we need to present to the Brotherhood in order to get the funds needed to start this specific social enterprise. With all of our employee interviews, we were mainly hoping to learn more about how the programs are currently run, the success of the youth, and how social enterprises have come about at the Brotherhood in the past.

3.2.2 External Stakeholders

With external stakeholders, such as local restaurants and community members, we conducted surveys, as we found it to be more beneficial to receive a broader understanding of their views as a whole. For community members, we wanted to get a general sense of what kinds of foods they would like to see available in the area, as well as what are the local hotspots for food traffic and at what time of day. We wanted to gauge the local interest for the different models such as a food truck or pop-up restaurant. We conducted these surveys by sending Google Forms to popular local Facebook groups, specifically the Frankston Community Noticeboard and the Frankston City Noticeboard. Results from this would allow us to determine the public perception of food trucks and their interest in one's success. When combining the results of our research with the results of the survey, we can find the intersection between what type of food the public wants and the type of food that would be successful within the Frankston region.

With food businesses, we wanted to gain a better understanding of the types of food in the area as well as the general cost of items. Since the final training kitchen we propose will be located within Frankston, we decided it was in our best interest to determine the food culture within the Frankston area separately to determine if there were gaps within the market for specific types of food businesses. Through our research we determined that there are 176 food businesses in Frankston ranging from small cafes to full-service restaurants. An analysis of these food businesses allows the gap within the food market to become apparent, which can help us in determining the type of food the Brotherhood should sell.



A local café that our team went to frequently when visiting Frankston

3.3 Feasibility Study

A feasibility study and business plan are the main deliverables of our team's project to the Brotherhood of St Laurence. Throughout the process, we continuously evaluated the feasibility of different directions for the training kitchen and social enterprise initiative. Throughout different iterations of the feasibility study, we performed varying cost and market analyses.

3.3.1 Determining Business Models

The main goal of the Brotherhood is to provide vocational education for at-risk youth in the Frankston Mornington Peninsula through a program that will ultimately break-even. We undertook the feasibility analysis by first identifying different business models for the training kitchen. The business models that our team analyzed would eventually determine the best model for the Brotherhood. The resulting business will be what ultimately brings in income to the site in order to break-even. The possible business models that our team identified are food trucks, traveling food cafes, pop-up restaurants, a meal preparation kitchen, and a possible entrepreneurship model including a commissary or shared kitchen. Food trucks were an appealing option because all of the preparation can be done at the Brotherhood's commissary kitchen (a place of preparation for food trucks), and the truck can then drive all over the FMP and Melbourne regions to get customers. They would also be extremely popular on the surrounding university campuses. A pop-up restaurant is a restaurant that occurs in unexpected places for a limited time. Usually, they allow chefs to showcase their talents. A business model focused around these pop-up kitchens that the Brotherhood could employ would be a small restaurant that features a different menu designed and cooked by one of the youth every week, meaning that the restaurant is a different pop-up weekly. An entrepreneurship model is similar to that of Commonwealth Kitchen, in which food business are encouraged to grow and scale in this incubator space. Another area our team to explored is offering a community garden, which could potentially help bring more locals into the center and help create a better sense of community, while teaching the youth at the center where their food comes from and how to make healthy meals.

Our team presented the identified business models to the Brotherhood staff. After seeing the High Street Centre and the commercial kitchen facility and having discussions with the Brotherhood staff, we chose to narrow down our focus and research on mobile food businesses. The commercial kitchen facility is used throughout the day to provide breakfast and lunch to the David Scott School students, which would prove difficult to set up a traditional restaurant in the space or sell any food out of the space. Due to the popularity of mobile food businesses in Australia and the flexibility that they provide, we decided to explore the feasibility of a mobile social enterprise more in-depth.

*Cover page for our Business Plan
submitted to the Brotherhood of
St Laurence*

BROTHERHOOD OF ST Laurence

Training Kitchen Business Plan



3.3.2 Cost Analysis

Two aspects of our team's feasibility analysis are a cost analysis and a market analysis. As stated, the main goal of the Brotherhood in their exploration of utilizing their commercial kitchen for a training kitchen is to break-even. One of the largest start-up expenses is the physical food truck. Our team compiled a list of a number of mobile food vehicles for sale in the greater Melbourne and Frankston areas. Food truck packages were created that listed the average cost and pros and cons for each model of food trucks, including: food carts, food trailers for food storage, food trailers with a full kitchen, and a fully developed food truck. After presenting each of these packages to our sponsor, a food truck was determined to be the best, most feasible option to explore further.

There were various additional costs that need to be considered in a cost analysis when starting up a new food business, including many non-profit regulations, insurance costs, and registration fees. Our team explored the costs associated with permits and certifications to register the business and food truck, training for youth and restaurant employees, hiring and paying staff and students, food sales, sourcing of food and equipment, and startup costs versus annual costs. We interviewed a representative of the Frankston City Council to find out all of the registration costs associated with starting a food business in Frankston that we were unable to find online. In addition, we interviewed an insurance broker to find out all of the insurance costs that are necessary with mobile food businesses specifically.

3.3.3 Market Analysis

A market analysis was conducted to determine if there is a market for the business. We worked to determine what kind of food people in Frankston are likely to favor in order to make the social enterprise successful. Our team worked to identify the market gap in food businesses by categorizing and ranking over 100 food business in Frankston. The restaurants were grouped by type of cuisine and were organized based on their Trip Advisor rankings to determine which cuisine tends to rank the highest in Frankston.

3.3.4 Organizational and Technical Analysis

The organizational and technical analysis outlines the more nuanced costs the Brotherhood needs to take into consideration when looking to get their food business up and running. This includes an outline of both equipment and certification costs as well as any additional costs for new staff.

Our team analyzed the different leadership structures and the potential positives and negatives of those. We asked questions such as 'Who would be overseeing the business if it was run and directed by students?' and 'What would the relationship be between youth if one student is recognized as 'the boss'?' to determine what would be most effective for staff and helpful for youth. When determining the costs associated with running a business, it is essential to consider who the leadership team is, since they may need to hire new staff if there is no one currently working at the Brotherhood who is a good fit to oversee the training program. With this, if there are staff who are willing to oversee the program, they may need additional certifications to be qualified.

Since the Brotherhood has an industrial kitchen on site already, they have most of the equipment needed to prepare food for sale. Once we determined the most desirable type of food to serve based on our market analysis, we looked into any additional equipment necessary to prepare the food. Since we also considered a mobile food business, we analyzed the various equipment needed after the purchase of the truck has occurred. This, when combined with the other costs, created a more realistic feasibility analysis for the Brotherhood.

3.4 Compelling Vision

By the final iteration of the feasibility study, we had a cost and market analysis that showed the outcome of our research. Our research showed if it was possible for the Brotherhood of St Laurence to break even on their venture to develop a training kitchen and we had to present them with the combination of conditions in which this would occur. This information was put into a business plan which outlines the full cost analysis and determines the start-up cost needed to get their new program up and running. It then showed the annual cost of upkeep for their organization. From this, we identified an optimal revenue model for the organization that will be sustainable while still providing all of the necessary services for the youth.

As part of this business plan, we provided a tangible set of action items that need to occur to get their business up and running. Much of this work included registering their food business, completing necessary federal safety inspections, and then hiring and training kitchen staff (both adults to assist in running the program and then later students who will be learning within the space). Through research and interviews with other food business owners, we outlined the items that need to be added to their kitchen so that it will pass safety inspections and be ready to use by the students. These interviews also allowed us to outline common obstacles that food business owners run into so that we can work to develop plans to address these obstacles.

The last part of the business plan is a market analysis for the area. This outlines the need for their food business within the Frankston area and will identify the overall impact it will have on the surrounding community. We determined a business model that will allow the Brotherhood of St Laurence training kitchen to interact and contribute positively with the food culture present in the FMP region. As part of this market analysis we provided ideas on how to best market their business to the general public and identify key areas of growth within the community. With all of these factors in mind, we presented them the business plan that can be used to implement their training kitchen effectively.



DAVID SCOTT SCHOOL SENIOR CLASS 2014



Chapter 4. Results

In This Section:

Chapter 4: Results

4.1 Case Studies

4.1.1 Food Truck Case Studies

4.1.2 Food Cart Case Studies

4.1.3 Social Enterprise Case Studies

4.2 Identify Stakeholders and Engagement

4.2.1 Internal Stakeholders

4.2.2 External Stakeholders

4.3 Feasibility Study

4.3.1 Determining Business Models

4.3.2 Cost Analysis

4.3.3 Market Analysis

4.3.4 Organizational and Technical Analysis

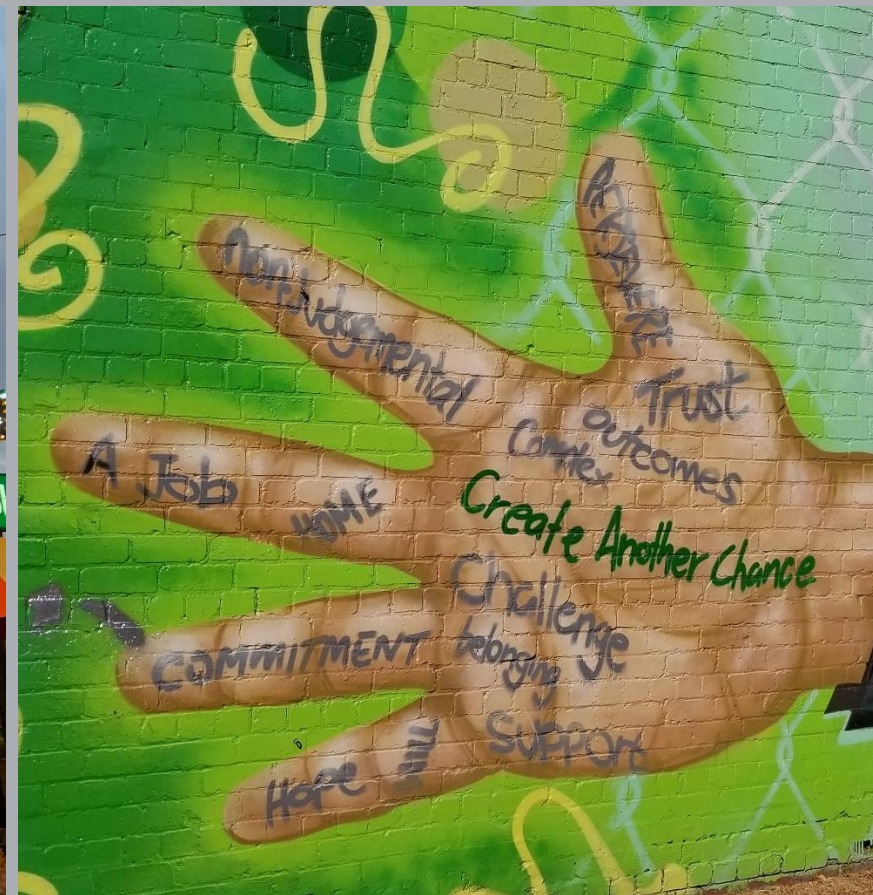
4.3.5 Overview of Business Expenses

4.4 Compelling Vision

4.1 Case Studies

After speaking with the Brotherhood of St Laurence staff upon our arrival to the project site, they decided that given the constraints of the commercial kitchen space at the High Street Centre, the most promising business model to explore further for the training kitchen and social enterprise would be a mobile food business. There are a variety of mobile restaurants, including, food trucks, food carts, and food trailers. A mobile food business is substantially different from a permanent restaurant. To better understand the challenges and start-up considerations associated with a mobile food business, our team interviewed and performed a number of case studies targeting different mobile food vehicles. The data obtained from each of the food vehicles is presented below: food trucks in section 4.1.1 and food carts in section 4.1.2.

Food businesses run as social enterprises are also quite different from traditional restaurants. Our team reached out to social enterprises and requested interviews in order to understand the how they became successful. We focused on food-based social enterprises in order to learn the perspective of running one involving food. These are quite different from other social enterprises in Australia, such as op-shops and enterprises that donate proceeds to the homeless. From what we have seen in the social enterprises that we interviewed, they run very similar to what the Brotherhood hopes to establish; they teach their employees important culinary skills with a goal of making them ready for employment in the food services industry. The case studies and interviews with social enterprises in the Melbourne area are presented in section 4.1.3 below.



4.1.1 Food Truck Case Studies

Food truck case studies were all held at Welcome to Thornbury, a food truck park approximately six kilometers north of the Melbourne CBD in Northcote. Although Welcome to Thornbury is about a 50-minute commute north of the High Street Centre and lies within our recommended travel range. Interviewing the food trucks there provided the team with the knowledge that every food truck has differing successes and challenges and that running any food business is fairly difficult. We attended Welcome to Thornbury twice to interview food trucks. Before arriving at the park, we performed preliminary research on all the food trucks to find out what kind of food they sold, average cost, and any social media handles to learn more about the business. The interview questions were tailored to information that we found beforehand. For example, if we found out that they offered catering, we would ask more specific questions about the success of the truck's catering. In addition to the preliminary research, we reached out to each truck via social media to ask if we could interview them at Thornbury. We then approached the trucks as soon as the park opened and performed a case study using a targeted interview strategy, meaning that we selected those trucks specifically for interviews. We approached a total of seven food trucks over two visits, and all of the food trucks were willing to let our team interview them. Each interview lasted approximately 10-15 minutes. After the interviews were completed, our team listened to the recordings and compiled the information into infographics that summarized what we had learned. The infographics can be viewed in the following section and the interview summaries can be viewed in Appendix K. We asked each food truck the following general questions:

- How long does it take them to prepare the food before trading?
- Where do they prepare the food?
- How often do they trade in a month?
- Do they target larger events (such as a food truck festival) or go out on a weekly schedule (such as Welcome to Thornbury)?
- When are their most successful business hours?
- How many staff do they have working on the truck?
- How successful has the truck been?
- What obstacles have they run into?
- What is the employee's training and experience before operating the truck?
- Do they have any tips for people starting out in the food truck industry?



PONCHO MEXICAN STREET FOOD

Melbourne Food Trucks
Instagram: @ponchofoodtruck

Obstacles & Advice

"Well my kids liked my food so much. They invited friends over to come and eat my food. And they always encouraged me to have a restaurant. But my father had a restaurant. And i didnt want to become a slave. You know like open and you like every time. So i thought that something like a food truck would suit me better."

"Competition... Trying to copy my recipes. Event organisers trying get as much as they can from us. That kills us."



Key Aspects:

- Avg price: \$6 - \$15
- Mexican Food
- Food prepped 2 hours before on truck
- Sources from local markets
- 4+ employees
- Target events (small and large)
- Dinnertime most successful

INTERVIEWEE: JENNY ROJA-MARTINEZ

PAGE 02

Figure 12: Poncho Mexican Street Food Infographic

Poncho Mexican Street Food

During our first visit to Welcome to Thornbury, we interviewed Jenny at Poncho Mexican Street Food. This truck was started two years ago by Jenny; she had learned cooking and hospitality skills while working at her father's restaurant in Pueblo, Mexico. She didn't like the idea of being working on set hours and in the same location, so she left the restaurant to start her own mobile food business. Her business consists of a single food truck and although she doesn't advertise a catering service, she will bring the truck to weddings and birthday parties upon request. In total, Jenny has 4 employees including herself, but she is always on the truck when it is running. She feels that her business has been successful and she has already upgraded from a trailer to a truck because she was making enough money and the truck was more convenient. Because we were looking into a Mexican style food truck, this interview was important to support our idea. Jenny confirmed our consideration for the Mexican food menu when she said "It [her Mexican food truck] is successful. It is very welcomed by the community, I have received lots of positive feedback. It makes me think that although it's not big now, yes there is a place for Mexican authentic street food in Australia." Jenny provided us with a lot of helpful information and more detailed results can be found in Figure 12 to the left.



Brunswick Mess Hall

Brunswick Mess Hall is different from most of the other food trucks interviewed because they are owned by a restaurant group, and the food truck is a source of side income for them. At Welcome to Thornbury, we talked to Vince who informed us that the restaurant was started in 2013, but the food truck started trading in 2018. Vince is not the owner, and we were unable to talk with the owners of the food truck. They do all of their food preparation in their industrial kitchen at their restaurant, which is similar to the Brotherhood's food truck strategy in which they would prepare the food a few days in advance in their commercial kitchen before going out on the food truck. Brunswick only goes out about 2-3 times per month, usually weekends, and mainly go to food truck parks because the truck is not their main business. Vince has worked in hospitality for 8 years and is the main employee who interacts with customers. There are typically 1-2 employees on the front counter and 2-3 chefs, who rotate in and out with other employees. For Brunswick Mess Hall, they have found that they are consistently making profits off of the food truck, but describe it as a "pretty harsh business." They also offer catering for events such as weddings or festivals. Vince has also said that business can be "really slow or out of control depending on the time or place." Interestingly, the menu on the truck changes depending on what event they go to. The infographic for Brunswick Mess Hall can be viewed in Figure 13 on the right.



Obstacles & Advice

All of the food is prepared at the main restaurant up to three days in advance and then put into containers for the food truck. After that it's all heated up and put together on the truck.

Food truck business is can be an obstacle so use it as only a "side hustle" with a main restaurant or catering a focus for income.

"Keep grinding- you'll find your little secrets as you go"



Key Aspects:

- Avg price: \$10-15
- Food Type: Asian
- Food prepped day before
- Have prep chef at restaurant
- 2-3 employees on truck rotating out
- Target large events
- Lunchtime most successful
- Part of a restaurant

INTERVIEWEE: VINCENT

PAGE 02

Figure 13: Brunswick Mess Hall Infographic

GFREE DONUTS

Melbourne Food Tent
Instagram: gfreedonutsmelbourne
Facebook: GFree Donts

Obstacles & Advice

"Everyone needs to eat, but not everyone needs a dessert"

"Things that we've heard, so we avoided this, is getting good quality equipment and not wasting your money. Actually we did waste our money. So the droppers, the things that drop the donuts in, we thought we could get away with one cheaper and it was crap. So just invest properly."



Key Aspects:

- Avg Price: \$3/donut
- Food Sold: gluten free donuts
- Food source: premade orders from Brisbane
- Food Prep: all done at tent, 2-3 minutes to make donuts fresh
- Employees: 3 hospitality
- Target events & weekly schedule
- Successful hours: post lunch/dinner

INTERVIEWEE: SYLVIA

PAGE 01

Figure 14: GFree Donuts Infographic

GFree Donuts

GFree Donuts was also a little different from the other food truck that we interviewed because it wasn't a truck and they only sell one product: donuts. GFree donuts used a marquee with tables to hold their equipment but said that they were able to book all events that food trucks did in the same manner. The owners of this tent were not actually the owners of the company. They bought a franchise of the company, which is based out of Queensland, and introduced it to the Melbourne area in January. This business fits the dietary niche in the market, discussed later in section 4.2.2, because they donuts are vegan, gluten free, dairy free, and nut free. Since this business is very young, they were able to discuss the struggles of starting off in the mobile food industry. They talked about how the hardest parts were getting the insurances and paperwork organized as well as gaining council approval before they could even start their business which is something that we have extensively researched. One of the recommendations that GFree donuts gave us was to look in markets like St. Kilda market, to try to get set locations that you are guaranteed sales, even during the lulls of festival season. For a more detailed look at GFree Donuts and how they operate, see Figure 14 to the left.



Mr. Burger

Mr. Burger started out as a single food truck in Melbourne in October 2012, and now covers Melbourne, Brisbane, and Hobart with 3 store locations and 2 traveling food trucks and another truck for the catering service. This is the largest business that we interviewed and we were only able to talk with truck employees, not the owner. Because of the size of this company, Mr. Burger had more employees associated with each truck than most of the other trucks. In total, there were seven employees for each truck. One thing that Mr. Burger mentioned during the interview which was different from what most others said was that they “don’t really do retail sessions or festivals anymore because there is not as much money to be made.” They mainly park their trucks at specific beer gardens and markets that are open daily so that they can sell from the same location every day and maintain a steadier income. In the case of the truck at Welcome to Thornbury, they had a deal with the food truck park where they were on the schedule every day, while the rest of the trucks rotated in and out. Mr. Burger also talked about their catering service and what they found is that it is “not as successful as it used to be. They used to have 5 times per week catering but is has dropped to about 3 times per week.” Overall, we learned a lot of useful information from Mr. Burger which can be found more detailed in Figure 15 on the right.



Obstacles & Advice

"[A food truck has] more prep work, working with food whereas sometimes in a cafe, it was just waitressing and making coffee. This is more hands on."

"Have to do a drivers instruction to make sure the safety insurance still is cleared" (a special license is needed to drive the truck).

"[Catering is] not as successful as it used to be. Used to have 5 times per week catering. Has dropped to about 3 times per week. Will probably die down during the winter."



Key Aspects:

- Avg Price: \$4-16
- Food Sold: burgers & fries
- Food Prep: some done in industrial kitchen, some on truck
- Employees: 7 total, 2-4 during week, 6 on weekends (balance of hospitality experts & chefs on truck at all times)
- Weekly schedule
- Successful hours: Nighttime, 5pm onward (best time is 7-8pm)

INTERVIEWEE: HANNAH

PAGE 01

Figure 15: Mr. Burger Infographic

SKEWER ME

Melbourne Food Truck
Instagram: @skewerme

Obstacles & Advice

"Do your research; make sure you understand your market; make sure you weigh out your pros and cons; don't think that when you see massively big queues that it's great because they're making a fortune, it doesn't happen that way. There's a lot of work that goes on behind that queue"

"We wanted to do a business together and she's a good cook and I've got the business side. You put two and two together and we decided to go with a food truck."



INTERVIEWEE: PETER

PAGE 01

Key Aspects:

- Avg price: \$6-\$14
- Skewer Asian Food
- Prepared on truck
- Prep 20 hrs/week
- Goes out 4 times/week
- Food Trailer
- Goes to larger and smaller events
- Lunch and Nighttime
- Base menu with different specials
- 2 staff on board
- Unique food truck idea has been successful

Skewer Me

Skewer Me is owned by Peter and his wife, who started the truck in 2017. The truck has been very successful due to their unique food idea and they have had a good season as a result of that. Differing from other food trucks that we talked to, Skewer Me trades the most at approximately 16 times a month, or 4 times a week. They do not often go out on a weekly schedule, but rather target smaller events such as Welcome to Thornbury. Skewer Me has a classic menu but adds specials depending on the event that they are going to. They also offer catering and have found it to be very successful by offering customers the opportunity to request specials and by tailoring the catering to what the customer wants. They said that they "definitely get more customers as a food truck, but [catering] is a good business on the side." Interestingly, they do most of their prep on the food truck, whereas other food trucks typically do their preparation in a restaurant or in a home kitchen. They also spend a significant amount of time preparing their food: about 5 hours per time they go out. Both Peter and his wife had hospitality experience and wanted the freedom of a food truck. Peter gave us good advice when he said that

"there is lots of work behind the scenes that you cannot underestimate. Don't think that when you see massively big queues that it's great because they're making a fortune, it doesn't happen that way. There's a lot of work that goes on behind that queue."

More in-depth information from Peter's interview can be seen in Figure 16 on the left.



Figure 16: Skewer Me Infographic

Sweet Forbidden Journey

Sweet Forbidden Journey was one of the least successful food trucks that we interviewed. This truck was four years old and was run by one woman, Renée. She did not have any other employees associated with her company so all of the work and pressure was put on her. Renée felt that the biggest reason for the lack of success was due to the fact that she only sold desserts. She said, “I’m desserts...not everyone wants desserts. There is less profit with savory because it’s more time-consuming.” It was eye-opening to think about how much work goes into dessert making and the fact that it is true that not everyone eats or wants dessert all of the time so, with desserts, the market is severely minimized. An interesting point that Renée made is that she wishes she could get into the catering business because that’s where the money is in the offseason. Catering is not weather and customer reliant like going to festivals because people make a set cost order in advance and do not cancel. Renée’s biggest complaint about the food truck industry is that she feels it is getting oversaturated and because of that, events are raising their booking prices which are making her shy away from events that used to be profitable. Although Renée did have a lot of negative information about food trucks, she was our only interviewee that did so we still have confidence in the idea of a food truck. More in-depth information from Renée’s interview can be seen in Figure 17 on the right.



SWEET FORBIDDEN JOURNEY

Melbourne Foodtruck
 Instagram: sweet_forbidden_journey
 Facebook: sweetforbidden
 Twitter: sweetforbiddenjourney

Obstacles & Advice

"Each council are different with their requirements its not just one big umbrella in Melbourne which is annoying because every time you go to some council they will pick on different things" (research councils in depth)

"They [food trucks] mainly survive with catering. That's where the money is. If you can do your business to do catering that's where you survive because catering you're not waiting especially so many variables in our industry."

Key Aspects:

- Avg price: \$2.50-\$14.00
- Food Sold: desserts and milkshakes
- Employees: 1 culinary expert (apprenticeship and 10 years of restaurant experience)
- Targets small events
- Successful hours: nighttime, 7-9 pm



INTERVIEWEE: RENNEE STEWARD

PAGE 01

Figure 17: Sweet Forbidden Journey Infographic

PIZZA PONY

Melbourne Food Truck & Catering Service
Instagram: pizza_pony

Obstacles & Advice

"Knowing people helps a ton because you have to make a lot of connections to get into food truck parks; reputation means a lot; lots of prep in the background (2-3 hours a day) of trying to get into events and make those connections"

"Because we started our food truck in January we missed all of the events/festival registration so we are struggling to get into events and make money"



Key Aspects:

- Avg price: \$15
- Food sold: pizza
- Food prep: 2 days, all done in truck
- Food source: local markets
- Employees: 1 culinary expert (completed apprenticeship) and 1 hospitality expert
- Target events (small and large)
- Successful hours: large events @ lunch time, small events @ dinner time

INTERVIEWEE: CONNIE

PAGE 01

Figure 18: Pizza Pony Infographic

Pizza Pony

Pizza Pony was the last food truck that we interviewed. Speaking with Connie, she told us that she and her husband started the food truck towards the end of 2018, so the truck is still fairly new. Pizza Pony has two employees in total: Michael and Connie. Michael has culinary experience with an apprenticeship from age 14 with a chef and is the one who prepares all the food. Connie serves as the cashier and handles the business side because she trained in hospitality, marketing, and management during secondary school, then became a manager and learned on the job. Connie and Michael used to own a pizza restaurant, so they have found that the success of the restaurant has contributed to the success of the truck. They have a combined more than 15 years in the industry. This would most likely be the case for the Brotherhood as well; they have a well-known brand, which would help contribute to the success of their truck. Connie said, "It takes time to build up trust with customers. We started on the truck two months ago, and each week we are more successful as we build up trust within the community." They also said that the biggest obstacle that they ran into was overcoming the startup costs and that it was difficult to stay afloat at first. One big issue that Pizza Pony ran into was that they missed the festival season of September to March since they started in January. The applications for most festivals for the next year close in July, so Pizza Pony found it difficult missing that date. They purchased a delivery truck and turned it into a food truck, which took approximately 3 months to renovate it. Their advice for us was to be careful about council regulations. Pizza Pony is extremely interested in the social enterprise food truck and training kitchen. They expressed their desire to do more community projects to help others. If possible, they want to someday teach at-risk youth about healthy eating and how to make food healthy through pizza. More in-depth information from Connie's interview can be seen in Figure 18 on the left.



Summary of Findings

After compiling all of the information from our interviews, we found some key themes and useful pieces of advice that were consistent across most food trucks. After interviewing the two dessert trucks (Sweet Forbidden Journey and GFree Donuts), we learned that this might not be our best option because of the fact that we wanted the kids to learn a range of cooking skills and just making desserts severely limits that. They also both discussed the fact that they heavily minimized their market space with their focus on desserts because everyone needs a meal for dinner but not everyone needs dessert. The main takeaway from these interviews was that food trucks are a difficult business, to begin with, but being successful with a dessert specific food truck is even more challenging.

We also learned that most food trucks are successful at dinnertime and with a price range of around \$10-\$15 for a full meal, which is something that we wanted to follow with the High Street Centre food truck. A key point of knowledge learned from Pizza Pony is that applications for the festival season of September to March are due in July. Festivals are where food trucks get a majority of their revenue, so making this deadline is important for success. In order to register for these festivals, the council requires pictures of the truck, the menu, a floorplan of the truck with dimensions, insurance paperwork, and council paperwork. This means that the food truck has to be ready to go out and sell before registrations even occur (months before festival season starts) so in order to have a better chance of success in the first few months, we recommend that the High Street Centre truck be ready before July. In addition, we learned that a food truck cannot simply just park and begin trading; they must be fully registered with the council and have to rent the trading space before they can begin selling food to the public. Although the festivals and food truck parks are where many food trucks get most of their revenue, catering provides an alternative method of income during the festival offseason. Another key concept that we learned from a number of food trucks is that the market is becoming oversaturated with food trucks and one needs a unique idea to be successful. Thus, it was necessary to find a gap in the market for the food truck. Being a social enterprise is already a unique idea that will attract customers, but it was important to investigate what type of food the market is lacking so that the food truck can be further successful there and this analysis can be found in section 4.3.

In order to better understand the skills youth needed to learn, we talked with food truck owners about their experience level when they started their businesses. A lot of the food truck staff has significant experience working in the hospitality and food services industry. Getting experience in this industry is important to success for the youth and the food truck. We also learned that the role of hospitality is just as important as the chef's role. In order for a food truck to be successful, the employees need to have hospitality experience and training, since the employees at the front of the truck will be attracting the customers and be the main person interacting with them. In addition, connections and networking within the industry with festival owners and other food trucks would be useful for the youth and the truck. Because the market is becoming oversaturated, it is getting harder to book events and locations, so having that connection helps to get in over other competitors. Finally, building a strong social media presence, on applications like Facebook, Instagram, and food truck locators, helps to build a strong customer base. All of the successful food trucks that our team has seen have large social media presences with multiple posts per event and a significant number of followers. Many of them discussed their social media as a portion of their success. Due to the low cost of social media, all of the food trucks highly recommended utilizing it to build a customer base. Businesses are able to post all of their hours, locations, and images of their food for free so it eliminates the need and cost of launching a website. All of these findings were analyzed and implemented into our recommendations for the startup of a food truck at the Brotherhood of St Laurence.



Skewer Me

ASIAN SKEW

ASIAN STREET FOOD

Catering available, email us at
info@skewerme.com.au

WE'RE GONNA
NEED A
BIGGER COAT

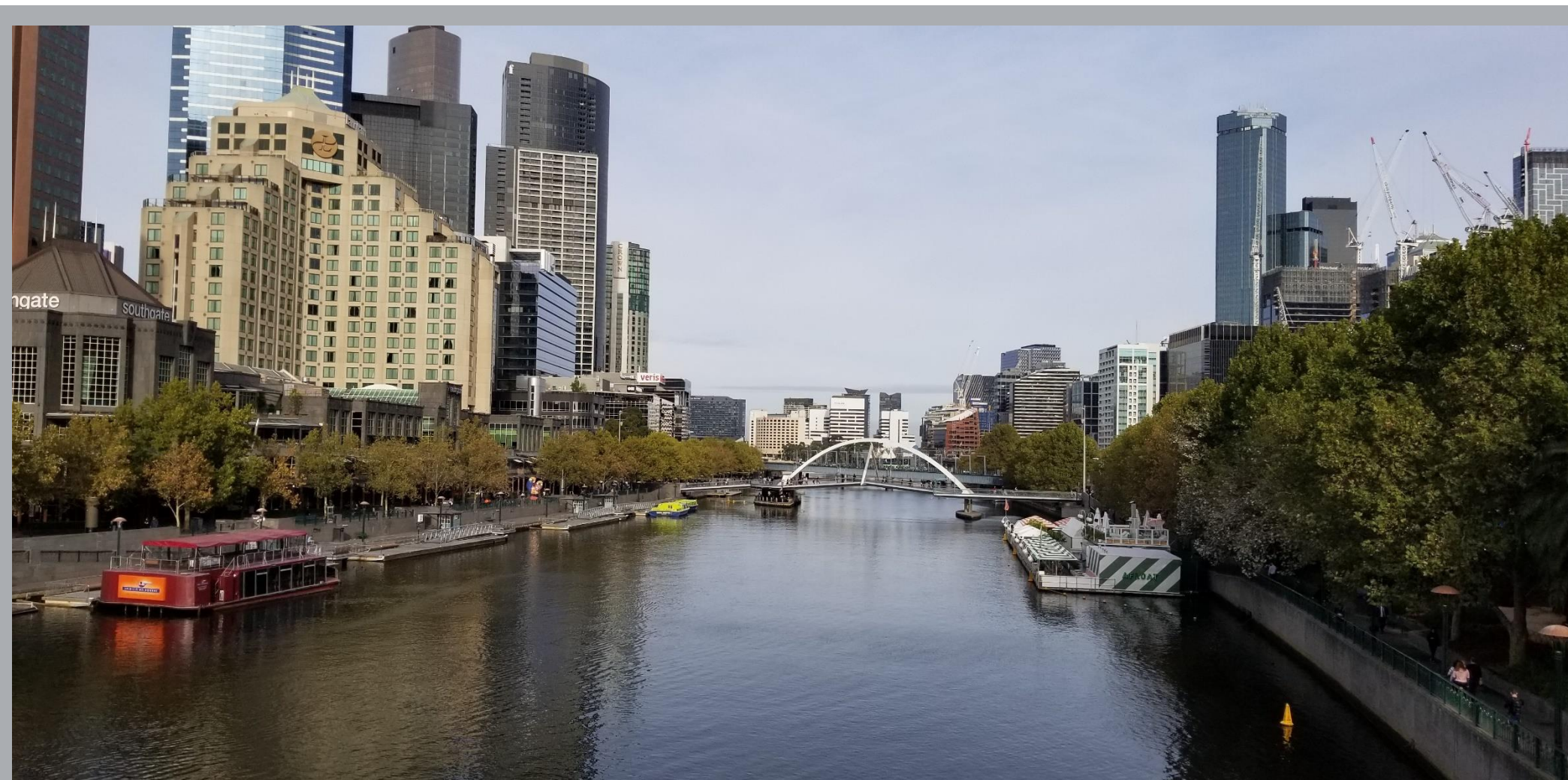
Spicy Chicken	12
Spicy Beef	12
Spicy Pork	12
Spicy Lamb	15
Spicy Chicken	15
Spicy Beef	15
Spicy Pork	15
Spicy Lamb	15

Spicy Chicken	12
Spicy Beef	12
Spicy Pork	12
Spicy Lamb	15
Spicy Chicken	15
Spicy Beef	15
Spicy Pork	15
Spicy Lamb	15

NO SMOKING

4.1.2 Food Cart Case Studies

Food cart case studies were performed in Melbourne's Central Business District (CBD). We used the convenience interviewing method, meaning that we walked around the CBD looking for food carts and interviewed any that were willing to talk with us. Due to the nature of convenience interviews, preliminary research was unable to be performed. We spent a day looking for any food carts on the streets of Melbourne, and we were able to find three carts that were willing to be interviewed. The interview questions asked were similar to that of the food trucks (refer to section 4.1.1 for those interview questions) but were focused on carts rather than trucks. For food cart specific questions, we asked how they transport the cart, where they store it, where they often set up the cart. Each interview lasted approximately 10-15 minutes. After the interviews were completed, our team listened to the recordings and compiled the information into an infographic to best show the data learned. The infographics can be viewed in the following case studies in addition to an analysis of each interview. The interview summaries can be viewed in Appendix L.



Chooh La La

Chooh La La is a food cart that can be seen all over the Melbourne CBD, as there are multiple carts that are part of their franchise. Talking with Carmel, we learned that their cart is a push cart that is easily transportable and they push it back at the end of the day. Their nuts do not require much preparation, they just get the product ready and start cooking. They go out almost every day and have found their most successful hours to be in the afternoon around 3 pm when people want a midday snack. Some carts do festivals, which are very popular, but most go out on a weekly schedule in the CBD. Although each cart has two employees, the business as a whole is a family business with about 30 total employees, which are a mix of full and part-time employees. Carmel's experience is 30 years in the marketing, publicity, and music industry. She attributed her experience to be helpful for hospitality and engaging with customers. She uses the skills that she learned in marketing to get customers. Rarely anyone coming into the business is a culinary expert; the boss teaches them everything they need to know to work there. When asked about the success, Carmel said, "The business is really successful. I guess that is indicative of its growth. You know, but up-down up-down it's all unpredictable at the moment." She goes on to explain the difficulty of running a food business and says that it is "always fluctuating". More in-depth information from Carmel's interview can be seen in Figure 19 on the right.



Obstacles & Advice

"I guess you could apply what I was doing to this because you know we invite people over to sample it and hospitality and publicity and engaging with people. So I used those skills to apply those skills to what I am doing here."

"I don't think it really matters whether you are a good cook or not to do this you know even after years of doing this I can still make mistakes. If you take your focus off what you are doing you can burn the nuts really quickly, so the last stage of cooking we rely on our colleague to talk to customers so that we don't burn them up."

"Being cognisant of the health and safety and personal hygiene. Probably the most important."



Key Aspects:

- Avg Price: \$5 - \$10
- Main Location: Burke Street Mall
- Food Sold: Traditional French Chooh
- Food Prep: 30 minutes to cook nuts, all done on cart
- Employees: 2 at all times, one cooks, one serves people
- Weekly Schedule
- Hours: 8 am - 4 pm, most days

INTERVIEWEE: CARMEL

PAGE 01

Figure 19: Chooh La La Infographic



Obstacles & Advice

The cart is smaller than a food truck and there are less regulations as to where it can be parked. If it were bigger I wouldn't be able to sell here. But larger ones have more cooking space and can fit more people, so they both have their pros.

"Not everyone makes money, you have to love it"



Key Aspects:

- Avg price: \$6 - \$10
- French Crêpes
- 10 hrs/week spent preparing
- Batter and toppings made at home
- Pulled by trailer
- 1 person runs it all
- Operates 9am-8pm almost daily
- Best times after 2pm
- Chooses location based on foot traffic and weather

Street Crepes

Street Crepes is a food cart on wheels that is pulled by a larger trailer and is usually parked outside of the Victoria State Library. Cem, the owner of the cart, makes all the batter and prepares the toppings at his home kitchen, which takes approximately 10 hours per week. He usually trades daily and has found the most successful business hours to be after 2 pm as a snack and around dinnertime. There is only one staff member for the cart who does all of the preparation, however, Cem has a friend that sometimes helps him operate the register. The location is chosen based on foot traffic and weather. He does not have any training; he just took courses on health and safety and loves to cook. He stressed the importance of health and safety because a cart can easily be shut down if they are not kept up to standards. When asked about why he chose a food cart over a food truck, he said that “[the cart] is smaller and I can park it here, but if it were bigger I wouldn't be able to sell here.” He also shared with us his passion for his business and said that to get involved, you truly have to love it. More in-depth information from Cem's interview can be seen in Figure 20 on the left.



Figure 20: Street Crepes Infographic

La Petite Creperie

La Petite Creperie is a food cart on wheels that is pulled by a larger vehicle. Although the cart is mobile, it is always kept in the QV Mall as a semi-permanent storefront. All of the batter preparation is done in an industrial kitchen beforehand. The cart is operated daily due to it being located inside of a mall, so the weather has no direct effect on transportation and set up, but can affect the number of customers. The most successful trading hours are dinner for this cart. Due to the employee that we talked to not being the owner of the cart, she was unable to provide a lot of information for us. More in-depth information from this interview can be seen in Figure 21 on the right.



Summary of Findings

We learned that there are many differences between a food cart and a food truck. Food carts do not necessarily need a vehicle to operate them and can be pushed from location to location. This means that although it is easier to transport them, they have a smaller range of mobility. Food carts are more focused on desserts and snacks rather than full meals, which are typically served out of a food truck. The weather also has a significant impact on the success of food carts as they are not as protected as food trucks and people will most likely not stop for food during bad weather. Similar to food trucks, the business of running a food cart is fairly difficult and the market is always fluctuating. People do not go to a food cart expecting a full meal, so the level of culinary experience required to cook these foods is much lower.



Figure 21: La Petite Creperie Infographic

4.1.3 Social Enterprise Case Studies

The third and final focus for our case studies was social enterprises. Due to the Brotherhood of St Laurence considering starting a social enterprise, we believed it would be crucial to learn more about social enterprises in Australia first-hand. We reached out to nine social enterprises in the Greater Melbourne area and heard back from two: Common Bean Cafe and ACspresSO. We were able to interview the head staff of both; Common Bean talked with us on the phone and ACspresSO brought us on site for the interview. From both interviews, we gained helpful insights into the more nuanced details of running a social enterprise.



COMMON BEAN CAFE

Social Enterprise of Banksia Gardens
 FB: <https://www.facebook.com/The-Common-Bean-Cafe-933993430050100/>
 Website: <https://banksiagardens.org.au/community-support-broadmeadows/the-common-bean-cafe/>

Obstacles & Advice

For the business of hospitality, training is not an essential component. You do not necessarily need certifications, you just need the experience. That's what employers are looking for

We decided to pay the youth because it provides a strong incentive for students to continue with their work and their training and breaks the cycle of poverty by providing the students with a steady source of income

Every person faces a different set of difficulties which makes it so one solution will not work for everyone. Young people may not know to show up for work every day or may not want to. Take a hands on and personalized approach to helping students get the help that they need to be successful



Key Aspects:

- Cafe & catering service
- Paid employees (youth)
- Supervisor provides hospitality training
- Food safety qualifications: 2 day training paid for by social enterprise
- Used grant to start business, now runs off of income from cafe for expenses
- Slight loss after 2.5 years
- Students run social media
- Supervisor always on site
- 12 trainees in cafe currently

Common Bean Café

The first social enterprise we interviewed was Common Bean Cafe which is a side program developed, funded, and run by Banksia Gardens. The program was started in April 2016 and it targets disadvantaged youth within the Broadmeadows region (a suburb of Melbourne) who are experiencing barriers for employment. We talked with Jaime who is currently the head of the Common Bean Cafe social enterprise. One thing that we learned from this interview is that they pay their youth during their training and work time, which is different from most social enterprises we have talked to. Jaime said that they “decided to pay the youth because it provides a strong incentive for them to continue with their work and their training and breaks the cycle of poverty by providing the youth with a steady source of income.” We investigated this as an option for the High Street Centre food truck but after discussing the motivation for students at the Brotherhood and the costs of starting the business, we determined paying the youth would be prohibitively expensive. Another important fact that we learned from Jaime is that Common Bean pays for all of the youth to get their food safety and handling certifications. After looking at the income of the youth in the Brotherhood, we decided that the Brotherhood should pay for these certifications. Another idea that we gained from Jaime was to let the youth working at the cafe run social media. He said that this has been a positive experience because it allows the youth to exercise creativity and gives them a sense of responsibility. Something that shocked us during this interview was that after two and a half years of the cafe running, it is still at a slight loss even with 100% of the profits going back into the business. This really put the difficulties of food businesses into perspective for us and made us try to ensure that the business could break even within 6 months. The infographic to the left in Figure 22 provides more information about what we learned from the Common Bean Café.

Figure 22: Common Bean Cafe Infographic

ACspresSO

ACspresSO was the second social enterprise that we interviewed which is a branch of the non-profit organization ACSO. We went onsite to the cafe for this interview, which was beneficial for us to see a fully functioning social enterprise, and interviewed John and Sarah (the two onsite managers). ACspresSO's mission is to assist people who have recently been released from prison with their transition back into the community. They hope to prevent ex-prisoners from re-offending by providing them with employable skills and a support system. One thing that we learned from ACspresSO is that it was not feasible to suggest hiring only one person to take care of all aspects of a social enterprise. At ACspresSO there are 3 managers, two full time and one part-time, that are always in the cafe and handle training the clients (the ex-prisoners working in the cafe). There is also a financial branch in the main ACSO office that handles all financials for the cafe so that the trainers do not have to worry about it. Finally, there is someone who oversees the onsite managers, sets up all of the clients in the program, and makes sure everything is running well. After seeing how many staff are involved to make this successful, we decided that a minimum of two people would be required to run our social enterprise. Something else that we learned from ACSO which was beneficial to our financial analysis was that they offer catering and a lot of their business comes from catering internally for ACSO meetings and events.

The final takeaway that we got from our interview at ACspresSO was to make sure that we start each of the trainees off with simpler recipes and tasks to build their confidence and then slowly introduce them to more and more complex recipes. Sarah told us that if you start them off with something too difficult, they will mentally check out and not want to come back again. ACspresSO gave us a lot of important information necessary to look at how to start our social enterprise and the Figure 23 on the right shows more.



Figure 23: ACspresSO Infographic



Summary of Findings

After interviewing ACspresSO and Common Bean Cafe, we found that there was a lot of overlap in their responses. Both of the enterprises stressed individualized programs. When people come into social enterprise programs they have varying skill, communication, and experience levels, so it is important to keep the program flexible and to keep the best interests of the youth in mind. With this in mind, we decided that it was not necessary to put a strict timeline on the Brotherhood's program. Each of the youth can come into the program and meet with the trainers who can determine their skill level, and then begin training them based on their skill level and interest. From there, the youth are able to move at their own pace through the program. As long as all of the youth come out with the necessary skill set and are ready for the workforce, it is completely up to them how long they stay. Another key aspect that both social enterprises talked about is valuing experience over certifications. Both of them do not currently have hospitality certification programs because they feel that in the market, employers are looking for experience since it shows their ability to successfully work in a fast-paced kitchen. Certifications do not equate to work readiness since without the work experience the certification has little value. The experience that is gained from working at a social enterprise prepares youth for the workforce, allows them to put volunteer hours on their resume, and provides a solid reference for future employers.

The final takeaway from our interviews with social enterprises was that catering is a good source of funding to maintain a steady income when the main business is not very busy. It also provides the youth with the opportunity to practice working on waitstaff, which is a more professional environment than the food truck. Catering would be a huge asset to our social enterprise especially because we are using a food truck and it will not be as busy during the colder months in the festival offseason.

4.2 Stakeholder Analysis

Our project consists of many different stakeholders with varying levels of involvement. Interviewing these stakeholders was an important part of the decision-making process for the mobile food business. The stakeholders we interviewed included Brotherhood faculty, youth coaches, the young people within the program, as well as the Frankston community. From interviewing these stakeholders, we learned a lot about current Brotherhood of St Laurence programs, types of food to consider for the food business, the process of starting up a social enterprise, and the levels of funds that we were working with. Each type of stakeholder provided us with a unique perspective on the type of program we should design. All of the information from our internal and external stakeholders was analyzed and taken into great consideration when making final decisions for the program.

4.2.1 Internal Stakeholders

Interviewing internal stakeholders was very important to the progress of our project because they are going to be directly involved in the social enterprise, so we needed to take their feedback and advice into consideration. The first person that we interviewed was Adrian, who works as a Transition to Work Team Leader, overseeing the coaches. From Adrian we learned that the current statistics for the transition to work program are the following:

“Those that get placed in a job is 30% of the caseload, of that 30%, 64.7% will hit their conversion to a 12 week outcome which means they stayed in employment for 12 weeks which is 1.6% higher than the national average currently, and of that, 37% will make it to the 6 month mark.”

From this, we knew that the goal of this social enterprise would be to improve those statistics and get more youth into the workforce. Another piece that Adrian talked to us about is what skills he feels are most important for the youth:

“Transferable skills I’d say, so anything that can apply across industries being able to provide that customer service and about speaking and listening, being adaptable as well. So, these aren’t tangible skills such as oh I’ll go get a certificate 3 security and learn how to be safe but a lot of employers look for the same things you’ll find out there. Customer service what’s that it’s speaking and listening being able to take information, take direction, being able to work safely as well is a big one because there is a lot of risks out there when you’re working or employing young people. Being able to be flexible.”

The High Street Centre’s social enterprise program is going to teach those skills, so we believe that with this program, we can significantly improve the youth’s ability to get jobs. In talking to Adrian, we learned that there is space for this social enterprise and if we are able to implement this program with a strong focus on training, then the youth will greatly benefit from it.



*Student Created Mural at
The High Street Centre*

The next interview we conducted was with Sarah, who is a Transition to Work coach and runs a pilot program called Affordable Cars for Employment (ACE), that works to help young people get their driver's license. One thing that Sarah talked about was the importance of allowing students to do hands-on work. She mentioned how there is not currently a program that allows the students to do real-world work unless they go elsewhere. Sarah said:

“Once they've [youth] spent a day in the life of whatever task they're doing, well there will always be people who respond better to reading or writing rather than a kinesthetic learner, but through my years, and I've employed many staff over the years, those who have done hands-on learning seem to have grasped it or seem to have a better understanding of what the task requires.”

With the food truck, we will be giving the young people hands-on experience so that they are more likely to succeed when they get a job. Another topic that Sarah discussed was the length of the program. She talked about how she felt that there should not be a set length, but rather an individualized program because each student comes in at a different level and we should not hold back the advanced students. This aligned with the interview results from the social enterprises which justified our proposal to implement this idea. Sarah's interview solidified the need for the social enterprise to improve youth employment and skills.

Zoe, one of the Employment Coaches, was the next Brotherhood employee that we interviewed. One of the most important things that we learned from Zoe was why she sees the need for this social enterprise program. She explains that

“because they [18-19 year olds] 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 enterprise would give those 18 and 19 year olds a place to go and get the experience needed to then move onto a higher level job. Something else that Zoe discussed is the opportunity for the success of the program. She runs a lot of Transition to Work seminars and help sessions for employment for the youth. These are in addition to their weekly group meetings and one-on-one sessions with the coaches. Her programs are not mandatory, but she said she still gets a lot of youth that come looking for help and ways to find employment. This shows that there are youth who are willing to put in the extra effort needed in order to improve their opportunities, which is exactly who should be working on the food truck. Zoe spoke a lot about the opportunity for helping the youth which helped us to make decisions on how to best structure the program.



*The High Street
Centre in
Frankston, VIC*





All of the staff that we interviewed were very helpful in our decision making process for the social enterprise. Aside from the information stated above from each interview, there was a lot of information that all three of the interviewees consistently said. When asked about whether experience or certifications were more important in the hospitality industry, all three interviewees answered experience. The reasoning for their beliefs are stated below:

Adrian: “[Experience is more valuable than certificates] because a certificate is good for certain industries but generally, if you haven’t got the experience, the certificate doesn’t really mean too much to the employers”

Zoe: “Hospitality can be one of those things where they want you to have experience, but young people can’t even get their foot in the door to get that experience...Not sure how important an accreditation course is. We need to get young people comfortable in a hospitality environment.”

Sarah: “But if you can give them an environment that allows them the capacity to be able to have that broad set of skill sets, then all of a sudden that junior does become somebody with experience...Certificates are second hand to the skills themselves.”

Zoe and Sarah are in direct contact with employers everyday so they know what the employers value and are searching for. Confirming that experience will significantly help the youth was a key factor in lowering start-up expenses. It allowed us to allocate more budgeting towards things other than certifications and to have a more flexible program where the youth can choose if they want certifications.

Another idea that Adrian, Sarah, and Zoe all agreed upon was to develop multiple career paths for the social enterprise. This allows for the program to have other options than just hospitality and culinary training, which will appeal to larger groups of youth while teaching the same transferable skills to them all. Limiting the youth to one focus may cause some of them to get frustrated, which would result in them leaving the program. A focus on transferable skills will provide the youth with the necessary experience for any field they want to go into, regardless of the pathway they take within the training kitchen program.

The final thought that all three interviewees discussed was how a set routine can positively impact the youth retention rate within the program. Although some of the youth may not be ready for full time jobs, once they commit to the social enterprise program, they need to have a weekly schedule to follow. A three to four-day work week will provide the youth with structure and teach them time management and scheduling. Sarah discussed this idea and she said that:

“My perception is that with young people, routine is really important, so if they are coming on a regular basis and they know there are parameters around program rulings, which means they have to frequently be engaged, I think you’d probably get more out of it and the retention would probably be higher as well.”

From this idea, we realized that it was important to find a balance that will not overwhelm the youth with hours, but still keep them consistently engaged. Our interviews with Adrian, Sarah, and Zoe were crucial for identifying the needs of the youth. Through them we gained insight on what needs to be implemented into the program to give the youth the best chance at success and all of their responses were considered when making decisions. Our notes from these interviews can be found in Appendix H.

The other group of internal stakeholders that we interviewed were the youth currently in the Transition to Work program. They were probably some of the most important interviews for us because they would potentially be the youth that would be in the training kitchen program. After our first sponsor meeting, we started to attend and participate in the weekly Transition to Work group session with approximately 10 youth. This group met for two hours once a week for approximately eight weeks for the first phase of the program. Meeting the youth had a profound impact on our team and made us truly passionate about the project and making a difference for them. After hearing their stories and their goals, we realized the importance of this project in making a big impact in their lives. Over the course of the eight weeks, we have seen the youth grow from a group of individuals who were extremely shy and were not close with each other, to a group of youth who were talkative, honest, and comfortable with the each other and with the Brotherhood staff.

In the interview, the main points that we touched on were learning settings, food interests, and work interests. When asked whether they worked better in group settings or alone, they all talked about how it depended on the situation. In their responses, they indicated that they did not like to be alone, but they sometimes preferred one-on-one over big groups. These responses matched our program suggestions well. We want the program to be a good balance of the youth learning recipes and skills in groups, but having the supervisor onsite to work one-on-one with those who have questions or need further explanations. The other topic we discussed with the youth was food interests. The Brotherhood really wanted to youth to be involved in decisions making for specific details of the truck, like the type of food sold. Of the six students that were asked what type of food they thought the area was lacking and what they would like to learn to cook, all six of them expressed interest in Mexican food. We felt that this type of food was feasible for the social enterprise and used their responses to guide our final recommendation on the type of food sold.



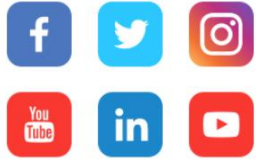
We performed an activity with the youth to determine which career pathways were most interesting to them. In this activity they each had cards with a job on it that was associated with the social enterprise and were asked to lay out their cards in order of their favorite to least favorite. From this activity we obtained the following results in Table 3.

Table 3: Results of Activity Ranking Interest in Careers in the Social Enterprise

Student	Hospitality	Culinary	Art/Design	Marketing	Administration	Accounting/Finances
A	1	2	3	4	5	6
B	3	2	1	4	5	6
C	2	3	4	1	5	6
D	5	2	1	4	3	6
E	3	4	2	1	5	6
F	6	1	3	5	2	4
AVG	3.33	2.33	2.33	3.17	4.17	5.67

The numbers above are in order of how interested they would be in each career field, with 1 being most interested and 6 being least interested. These results showed us that most of the students would not be interested in the accounting, financial, and administrative aspects of the business. We recognize that the youth veered away from those roles because they did not feel confident in them, so we recommend that giving them the opportunity to practice these skills would need to remain an option for those who wanted it. From these results we also learned that most of the students ranked hospitality and culinary in their top three choices. This was exciting because it would be in those areas that the most training and work would occur. Without hospitality and culinary interest, the truck could not sell food to customers and it would not be successful. Also, there is currently a large job gap for youth in the Mornington Peninsula in the hospitality and culinary fields (refer to our interview with Zoe). Equipping them with these skills will vastly improve their chances for employment. Overall, from these results we discovered that most of the students were interested in hospitality, culinary, art/design, and marketing. We used these results to assist in our recommendation of who the Brotherhood could hire for the truck. Because of the lack of interest in accounting and finances from the youth, we feel that it would be helpful if someone was hired to focus on that field. With the interest in design and marketing, a designer will not be needed to paint the truck and run the social media. By identifying the areas where the youth needed more training, the Brotherhood may want to hire staff who will be able to specialize in those areas. We do acknowledge that we only surveyed a group of six students and in order to solidify our recommendations, more students should be interviewed to represent a wider demographic. Figure 24 on the next page shows examples of the cards given to the youth along with some example ordering.

Marketing



Culinary



Hospitality



Administration



Art/Design



Accounting/Financing

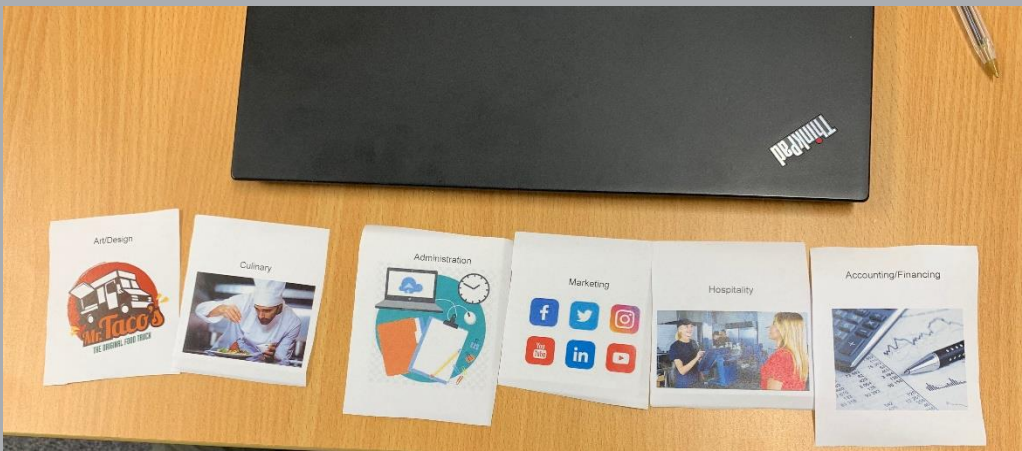


Figure 24: Cards Used in Activity with Youth and Sample Orderings

In another group session for the Transition to Work program, Rachel led an activity in which five of the youth evaluated their skills and abilities with the work readiness skills map. A picture of the skills map can be seen in Figure 25.

The youth each did the activity individually, which allowed them to reflect without being influenced by the opinions of the group. The 10 skills evaluated were reading, writing, numeracy, digital literacy, speaking & listening, flexibility, initiative, problem-solving, planning & organizing, and self-awareness. They ranked each skill on the following scale: 1-not had opportunity to develop, 2-with assistance, 3-developing, 4-independent, 5-seeks opportunities. Thus, 1 is the lowest on confidence in abilities on the scale, and 5 is the highest meaning they are highly comfortable. The results can be viewed in Table 4 below:

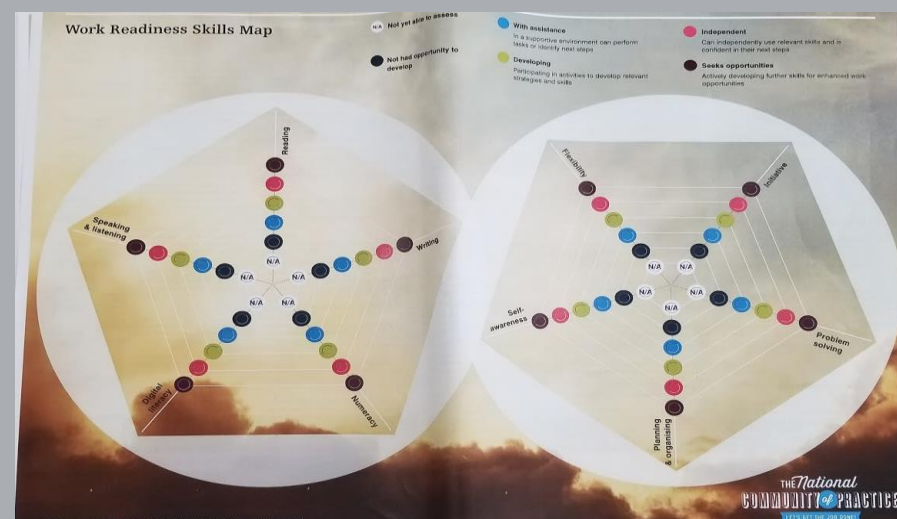


Figure 25: Work Readiness Skills Map

Table 4: Results of Self-Evaluating Work Readiness Skills Activity

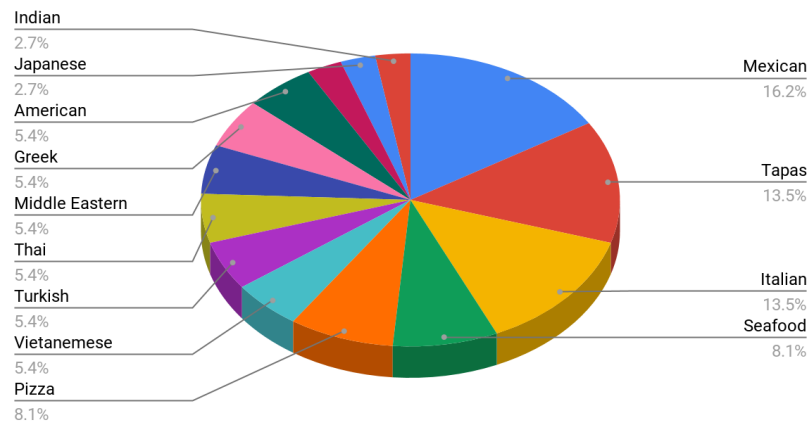
	Reading	Writing	Numeracy	Digital Literacy	Speaking & Listening	Flexibility	Initiative	Problem Solving	Planning & Organising	Self-Awareness
Youth A	1	3	3	5	3	4	3	4	3	2
Youth B	5	4	4	3	3	4	2	4	3	4
Youth C	4	4	4	4	4	4	4	4	4	4
Youth D	3	3	4	3	4	4	4	4	3	4
Youth E	4	2	3	2	2	2	3	3	2	1
AVG	3.4	3.2	3.6	3.4	3.2	3.6	3.2	3.8	3	3
Acc. and Food Serv.	3	2	2	2	5	3	3	3	3	2

The green row in the table is the average of all the youths' rankings of themselves. The yellow row is the recommended level of ability in each skill for the accommodation and food services industry from Employment Projections by the Australian Government - Department of Jobs and Small Business (Australian Government, Department of Jobs and Small Business, 2019). Comparing the averages with government data and recommendations, the youth are either around the average or above it. However, the "speaking & listening" skill is ranked at a 5 by the government, while the youth average is only 3.2. Speaking and listening is a large part of hospitality, which from our case studies on food trucks and social enterprises, is one of the most important parts of a food business. The High Street Centre training kitchen would give youth a place to practice and develop their hospitality skills.

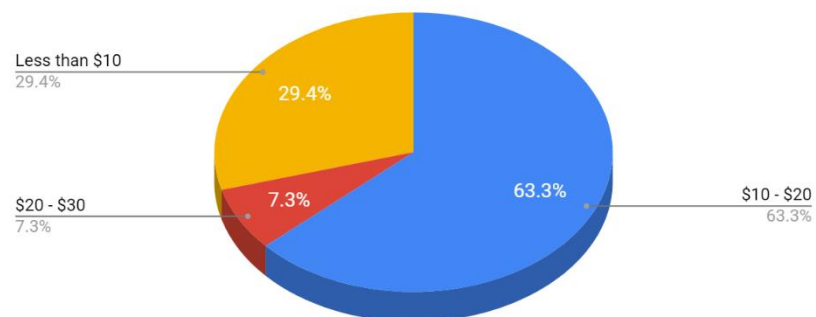
4.2.2 External Stakeholders

We developed a survey that was sent to both the Facebook page “Frankston Noticeboard” and the “Mornington Peninsula Noticeboard” to determine the interest and wants 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. Also, 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 available or not knowing where to find them. This means that the High Street Centre 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 the food truck. When specifically asked about what type of food they would like to see, the highest percentage answer was 16.2% for 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 when the menu is developed, the truck should pay consideration to the types of ingredients used and ensure that there are plenty of healthy options that can easily be customized to meet any dietary needs. The graphs of the responses can be viewed on the right in Figure 26.

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



How much would you be willing to spend on a meal from a food truck?



What else do you look for in a food business?

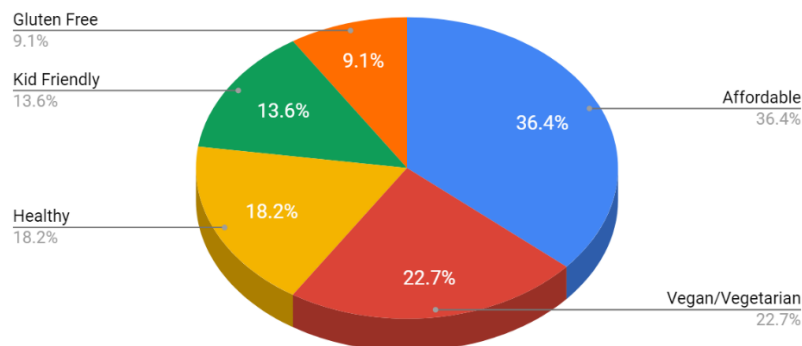


Figure 26:
Graphs of
Community
Survey
Responses

4.3 Feasibility Study

4.3.1 Determining Business Models

As stated earlier in section 4.1, our team presented to Brotherhood staff various business models identified during our preparatory term research, that can be used in a social enterprise and training kitchen initiative. After presenting all options, the staff wanted our team to focus our research specifically on mobile food businesses.

After performing case studies on mobile food businesses in the area, we determined that the types of food businesses we would research were food carts and food trailers with food storage only, food trailers with a full kitchen onboard, and food trucks. By interviewing these varying food businesses, our team was able to identify many pros and cons associated with each model. We conducted further research was done to identify the costs associated with each of these models. The estimated costs were based on mobile food vans currently for sale and accessible to the High Street Centre Kitchen (DHGate, 2019). We presented the pros and cons to our sponsor and Brotherhood staff to determine a feasible model moving forward based on their thoughts and constraints. The different “packages” are presented on the following page.

From our case studies, there were a number of findings that contributed to the feasibility of one model over another. We learned that all mobile food businesses need to rent any trading space directly from the city or organization. Whether they are trading in the Melbourne CBD or Welcome to Thornbury the Brotherhood would need to rent that trading space. Also, all of the business models for a mobile food service require food safety certifications, need to be registered in the council in which they would be trading, and need insurance to cover the business. We also learned about the use of a food cart versus a truck. In general, food carts are better suited for snacks and small desserts on a weekly schedule, while food trucks are better for meals, main courses, and catering and large events and festivals.

After presenting all of the options to the Brotherhood staff, they decided that, given their constraints, we needed to look into the feasibility of a food truck specifically. Although the food truck is the largest cost of all the options presented, they believed that the training kitchen program would be the most successful with a food truck. They did not believe that the food cart would be feasible due to the portability limitations. The Brotherhood wants the food vehicle to be able to travel to other Brotherhood of St Laurence locations on the Peninsula, which a food cart would not allow. Addressing the food trailer, they did not want to purchase a separate truck to pull the trailer, because it would be another added expense. They did not believe that the truck would be used for any purpose outside of the social enterprise, so it made more sense to do further research into food trucks specifically.



Food Cart
Estimated Cost: ~\$5,000 AUD

Pros	Cons
<ul style="list-style-type: none"> • Can fit in places without the need for a vehicle • Do not need a lot of industry experience to operate • Easy to transport • Good for a quick, simple snack • Can have small stoves on-board 	<ul style="list-style-type: none"> • Little space available • Relies on outside utilities • Cannot transport long distances • Usually they sell only one type of food • Difficult to use for catering

Food Trailer (Food Storage Only)
Estimated Cost: Small (1-2 people): ~\$8,000 AUD,
Large (3-4 people): ~\$12,000 AUD

Pros	Cons
<ul style="list-style-type: none"> • Can park in all locations as a food cart • Pulled with a truck, no special license required • Less maintenance required compared to a food truck • Good for foods that don't require significant cooking 	<ul style="list-style-type: none"> • Only fits 1-2 employees • Not a lot of food storage space • Some big events only allow food trucks, not trailers • No full kitchen; need off site location for preparation

Food Trailer (Full Kitchen Onboard)
Estimated Cost: ~\$20,000 AUD

Pros	Cons
<ul style="list-style-type: none"> • As large as a food truck • Less maintenance required than a food truck • Less expensive than a food truck • Large food storage and food preparation space 	<ul style="list-style-type: none"> • Cannot park in all locations (such as, cannot park in city streets) • Requires large storage space • Relies on a truck to move

Food Truck
Estimated Cost: New: ~\$110,000 AUD, Used: ~\$80,000 AUD,
DIY: ~\$40,000 AUD

Pros	Cons
<ul style="list-style-type: none"> • Does not require a truck to pull it • Very spacious • Can prepare food on-truck • Large food storage area • Fits 4-5 employees • Easiest to provide catering 	<ul style="list-style-type: none"> • Requires special regulations • Not all venues allow for trucks (such as city streets) • More maintenance required

4.3.2 Cost Analysis

We created a spreadsheet with all of the business costs associated with starting up a food truck, as well as the annual costs for re-registration and continued operation. We also conducted an interview with Izzy Schnitzler, an account manager at AB Phillips Insurance Company who specializes in mobile food van insurance. We did research before the interview in which we determined all of the insurance coverage that we thought we needed. During the call, we walked Izzy through our preliminary research on insurance needed, and he confirmed what insurances we would need for a food truck social enterprise. Izzy gave our team a rough estimate of all the insurance costs and considerations with a food truck without actually having a food truck purchased. He confirmed that the insurances needed are public liability, commercial automobile, and business pack insurance. Public liability insurance is necessary at a coverage of at least \$10 million liability for trading with customers. It covers any negligence in relation to the food truck including, someone tripping over wires or someone eating slightly undercooked food, for example. Commercial automobile insurance covers damage and theft in most plans, including any accidents that occur in transit to a trading location. The main insurance needed is business pack insurance, which is basically an umbrella that covers a lot of different areas for protection. Business pack insurance covers general liability, general property insurance and machinery breakdown insurance. Liability protects the youth that would be operating the food truck in case they get injured. General property covers anything not permanently fixed to the food truck, such as generators, water heaters, or toasters. Finally, business pack insurance protects machinery breakdown and provides compensation for any machinery that are damaged under normal operation.

Another call was held with Claire Benzie from the Frankston City Council on business regulations associated with food trucks. She outlined the costs associated with registering a food truck under the Brotherhood, which has non-profit status, in addition to the process and timing of registering a food truck in Frankston. She confirmed the

classification of a business run by the Brotherhood within Frankston business regulations and any additional certifications that staff members would need to have. She explained that in order to trade within a city, a food truck must be registered within that city's council. Claire also confirmed that the Brotherhood's food truck would fall under a Class 2C business. Per the Food Act of 1984, there are four classifications of food premise. 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 register with the Frankston City Council before they begin trading, and then would have to pay the appropriate registration fee annually.

One of the largest costs that our team found when compiling a list of the start-up expenses is the food truck itself. As stated earlier, the cost of a food truck can range from approximately \$110,000 new to \$80,000 used. Purchasing a food truck is a large investment for the Brotherhood. Our team reached out to Welcome to Thornbury to find out if they had any food trucks for sale. We spoke with Daniel Goss from the 100 Burgers Group, the owners of Welcome to Thornbury, who gave us a tour of two previously operated food trucks that they had for sale. He told us that they invested over \$100,000 for the physical truck, and then another several thousand dollars to put appliances and other necessities in the truck. Daniel said that Welcome to Thornbury is looking to be get more involved in the community and loves the Brotherhood's community initiative, so he would be willing to sell the Brotherhood the truck for \$55,000, which is a significantly discounted price from purchasing a new or used truck. The trucks are about four years old with minimal usage. They 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. One of the trucks has also been stripped of the exterior vinyl used by the previous truck, so it is completely white and ready to be re-decorated by the youth. We recommend, based on our research of costs of used food trucks in the Melbourne region, that this truck should be considered as an option when the Brotherhood purchases a food truck for the High Street Centre. Daniel Goss's contact information is daniel.goss@100burgers.com.au or 0432101373. Pictures of the food truck for sale that we looked at in person for \$55,000 can be viewed on the following page.

Another cost that can be quite significant is the event registration costs. As discussed, the food trucks that we interviewed tend to target events on a more regular schedule, such as Sunday markets. We talked with Bella Leber Smeaton, the Local Area Marketing and Events Manager from Welcome to Thornbury who, when asked about the possibility of arranging a partnership between the Brotherhood's social enterprise food truck and Welcome to Thornbury, said, "What a great concept. If you were operating as a NFP Food Truck I would arrange site fees to be significantly reduced or possibly free at Welcome to Thornbury." The registration fees can range from \$50 to \$400 per event depending on the day of the week and the season. We are recommending approximately 2-3 events per week in order to break even (see section 4.3.5 and chapter 5), which brings this cost upward of \$30,000 assuming an average registration fee of \$300 per event. Having a reduced or free registration fee would be a valuable way for the Brotherhood to save on its already high costs while also receiving profits from trading. The contact information for Bella is trucks@welcometothornbury.com, 0390207940, 0498006218.

One crucial expense to consider when starting up a new business, especially a kitchen, is additional employees that need to be hired. Based on our interviews with other social enterprises and food trucks, we feel that the Brotherhood should employ a chef to teach the youth how to prepare food, and a hospitality expert to teach the youth soft skills. Learning these concepts and skills will hopefully allow the youth to go into a job in the accommodation and food services industry in one of many different roles that we are proposing for the program.

From our case studies on food trucks, we learned that most food trucks had at least one main chef and one person who is experienced in hospitality. Thus, we added the cost of the high and low estimated salaries for hiring a head chef and a hospitality manager full-time as an annual expense. These salaries range from approximately \$40,000 to \$80,000 (see section 4.3.5 for exact breakdown).

Aside from the obvious costs, there are miscellaneous costs. We developed a budget for the costs of equipment that isn't directly associated with getting the truck up and running. This budget would include money for utensils for the customers such as forks, knives, plates, bowls, and napkins. This money also covers the costs for smaller kitchen equipment such as spatulas, stirring spoons, large bowls, food storage containers to transport the food from the kitchen to the truck, and disposable dishware and cutlery for distribution of food to customers. The budget allocated for extra expenses to cover anything that we might have left out when considering the running of the food truck on a daily basis.

After talking with Mark, the head of the Brotherhood's social enterprise, we learned that the costs of the social enterprise business can be lowered significantly by considering depreciation. Depreciation is a method of representing the value of an asset over its lifetime so that the expense (its cost) can gradually be written off over time instead of all at once. For example, a \$10,000 machine that a company predicts will last 20 years can be written off as a \$500 yearly expense, even though the amount is paid in full when the truck is bought. This helps to show the expenses (from an asset) of the net income over time. Depreciation also allows the company to estimate the value of the asset, as assets lose value over time by general deterioration and decay. In addition, depreciation can be written off as tax deductible. In our case, the cost of the food truck can be depreciated over its lifetime so that it can be properly compared to the income that it will generate. In our business expenses, seen in section 4.3.5, we assumed the food truck will last approximately 10 years (based on averages found through research), which would lower the annual continuing expenses by incorporating depreciation of 10 years.



The food truck for sale with wrapping taken off



Mr. Burger truck for sale



The team talking with Daniel from Welcome to Thornbury

Appliances in the food truck



Inside of the food truck

4.3.3 Market Analysis

Based on the top 100 restaurants on Tripadvisor, we developed a categorized list 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 and looking on Tripadvisor, it was determined that 3 Mexican restaurants exist along the Mornington Peninsula. Two of these are in Frankston, but this is still not a substantial amount in comparison to the rest of the market. This means that if people within the Mornington Peninsula wanted Mexican food, they would, in some areas, need to drive up to a half hour to find it. We recommend that the Brotherhood chooses a base menu of Mexican food because of the researched gap in the market for that type of food. The graph of categorized list of restaurant types can be viewed in Figure 27 to the right.

While food trucks are generally popular within Australia, according to our interviews with food trucks, 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 is a large market for profit within this time frame. When food trucks are parked along streets or at smaller events, the market can be more diverse, but generally locals who are looking for a quick meal for an affordable price are the target market. Due to the fact that the truck will be stored at the High Street Centre and all of the food is prepared there, all events that the truck attends should be within an hour or so of Frankston.

According to our food truck interviews and festival research, 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. For this season, the market lends itself more easily to businesses looking for catering, larger events such as weddings or birthdays, and catering for internal company events. We recommend that both catering and food truck events should be within an hour of Frankston to limit travel time and fuel costs. From our interviews with ACspresSO and Common Bean Café, we learned that there is a market for catering within the parent company (i.e. the Brotherhood of St Laurence). We recommend that if the Brotherhood is hosting larger events or meetings that need food, the food truck should be used to provide for that event, meaning that more money can stay within the Brotherhood which we feel could then be used for the youth programs.

From talking with successful food trucks within the Melbourne area, we have learned that 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. Outside of large events, some mobile food businesses make their money by parking on the side of the road and selling to people who pass by. From talking with the Frankston City Council, we learned that this practice is not allowed on Frankston streets, but laws against 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 with our travel constraint taken into consideration, there are still plenty of locations for the High Street Centre food truck to visit. Local markets in Melbourne tend to be popular locations for mobile 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.

Restaurants in Frankston

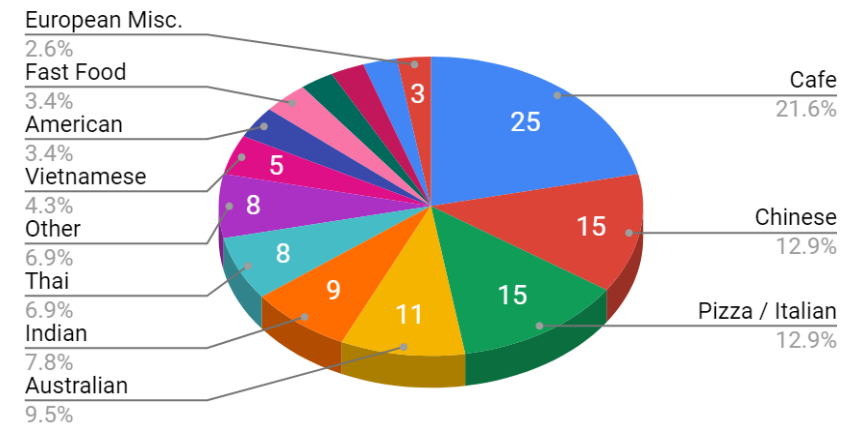


Figure 27: Graphs of the Categorized Restaurants in Frankston

4.3.4 Organizational and Technical Analysis

Before diving into the financial side of the social enterprise, it was important to gather information associated with the organizational and technical aspects of getting the High Street Centre truck off the ground and running. This section analyzes everything from the kitchen equipment needed for the food truck to the staff that we recommend they hire and an analysis of the certifications those staff will need. The first bit of analysis that we explored was the certifications needed to run a food truck. From research and interviews we found that they would need the following certifications:

- Class 2C Medium Risk Foods Sold by Community Groups Certification
- Mobile Food Vehicle Registration Fee
- Insurances:
 - Public Liability Insurance
 - Commercial Automobile Insurance
 - Business Pack Insurance:
 - General Liability
 - General Property
 - Machinery Breakdown
- Youth Employees:
 - Food Handler's Certificate

In order for the truck to be allowed out on the streets with employees selling food, the Brotherhood would need these certifications and insurances. Aside from the regulations, we also researched the physical spaces needed to start this social enterprise. Fortunately, the Brotherhood has a commercial grade certified kitchen, so we were able to save a lot of money not having to certify the kitchen space or rent one out. The other obvious physical space needed was the food truck. As mentioned earlier, in our research we found opportunities to buy used food trucks and people, like those at Welcome to Thornbury, in the industry who appear very supportive of BSL's food truck venture. Once we learned about the physical spaces needed, we looked into the extra equipment needed. The kitchens at the Brotherhood and in the food truck already have all of the big equipment needed (i.e. stoves, refrigerators, sinks) and they are only lacking in utensils and smaller kitchen equipment. The final organizational aspect of the social enterprise that we analyzed was the staff necessary to run the program. From interviewing other social enterprises and researching the components of running a food business, we recommend that the Brotherhood hires two new full-time staff: a chef and a hospitality manager with some business experience.



The High Street Centre Kitchen sign. The Brotherhood currently has a commercial grade kitchen that is registered with the council, but is only used for serving the students of the David Scott School breakfast and lunch.

4.3.5 Overview of Business Expenses

In order to calculate the High Street Centre Food Truck profits, we first needed to identify the known costs for operating a food truck. For startup costs, there is the purchase of the food truck and all of its equipment, then registration with the Frankston City Council. Below is a breakdown of these capital expenses in Table 5:

Table 5: 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

Also, the Brotherhood should consider the continuing costs such as insuring the food truck, hiring staff and ensuring they have the necessary certifications, and purchasing the food and other items needed for cooking. In Table 5 above, the high and low cost for a food truck were both assumed to be \$55,000, as that was the most affordable option that we could find. However, we recognized that there are other options and prices out there, but \$55,000 should be used as the price point. The Brotherhood also will need to pay for event site fees and the fuel to get to those events. Based on our interviews with other social enterprises, once the youth are trained, we recommend that the Brotherhood purchases their Food Handlers Certification and buy a uniform for those working on the truck to wear because most will not be able to afford these costs on their own and they cannot legally work on the truck without them. For insurance costs, we were able to find estimates on everything except for general property, as actual vehicle details are needed to obtain a quote. Below, in Table 6, is the breakdown of the estimated operating expenses based on these factors:

Table 6: 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

Aside from the easily identifiable costs, there are miscellaneous costs. We developed a budget for the costs of equipment that isn't directly associated with getting the truck up and running. This budget would include money for utensils for the customers such as forks, knives, plates, bowls, and napkins. This money also covers, money for smaller kitchen equipment such as spatulas, stirring spoons, large bowls, and tupperware to transport the food from the kitchen to the truck. The budget allocated for extra expenses to cover anything that we might have left out when considering the running of the food truck on a daily basis.

We met with the owners of Welcome to Thornbury and they told us they are willing to sell the Brotherhood one of their slightly used food trucks for \$55,000 (contact information: Daniel Goss, 0432101373, daniel.goss@100burgers.com.au). They 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. The truck has been stripped of its exterior vinyl and is completely white and ready to be re-decorated by the youth.

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 costs. This means that the startup costs would come to \$52,551 on the low end to \$125,340 on the high end with a 10-year depreciation on the food truck for six months. The annual continuing costs for the truck are more of 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 the Brotherhood's known expenses are covered. The totals are shown in Table 7 on the following page:

Table 7: Total Expenses for the Proposed Business

Totals and Findings				
Category	Name	Estimated Cost		Notes
		Low	High	
One Time Costs	Capital Expenses	\$56,190	\$57,690	initial costs
	<i>with depreciation</i>	\$6,740	\$8,390	
Yearly Expenses	Operational Expenses	\$147,812	\$291,589	yearly cost to keep truck running
Required Start-Up Funds	First 12 months of expenses	\$204,002	\$349,279	total of capital + operating for 12 months
	First 6 months of expenses	\$102,001	\$174,640	total of capital + operating for 6 months
	<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 number of events, the amount of sales, the sourcing of food, and the cost of making each meal. The Brotherhood's food costs are difficult to estimate, as they depend on where the food is sourced and this information cannot fully be determined until the food truck business starts. Below are our recommendations for how many times the truck will need to go out based on a smaller to mid-sized event. Our survey within the Frankston community indicated that people surveyed are willing to pay approximately \$12 for a full meal. 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. 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 the Brotherhood needs to sell 2,920 meals per month to cover our known expenses. The Brotherhood should aim to sell 3,500 meals per month to cover for any food spoilage, lost profits due to weather, and other miscellaneous expenses that could arise. Using approximately 250 meals as our average sale per mid-sized event, the Brotherhood should try to go to eight events per month, about two to three events per week to break even. Any events above this number or any sales from catering should serve to raise the Brotherhoods chances of making a profit during the summer months. Below is Table 8 containing these calculations:

Table 8: 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

In terms of the colder months, there are still some food truck festivals, but we recommend that the Brotherhood focus on catering so that the larger portion of sales comes from there. Since there are larger profits and more event opportunities during the summer months, we recommend that the High Street Centre food truck goes to more than 2 events during those months to cover for the slower season. According to our interviews with food trucks, catering may be extremely slow during the first year as the food truck does not yet have a reputation within the community. In order to increase exposure to the public, we recommend that the Brotherhood partner with local businesses and cater their events, and continue to aim for roughly two events per week.



4.4 Compelling Vision

As discussed, our team's main deliverable to the Brotherhood of St Laurence at the end of the project is a recommended business plan that discusses the business, market, financial, and future considerations for a food truck based social enterprise. By taking into account our research on the various options for the social enterprise and training kitchen initiative throughout the duration of the project, we compiled all of our findings and recommendations into the business plan. The business plan incorporates the case studies, stakeholder analysis, and feasibility studies performed to present a compelling vision for our project.

In order to make the business plan as complete as possible and to encompass all of the considerations involved with starting a new food-based business, our team found a business plan template and guide provided by the Australian Government in an Australian Government Initiative. We based our business plan off of this template and included all of the sections that we believed were important to expand upon for the Brotherhood, and removed sections that we thought did not apply to our business. In addition, we found various food truck business plans for Victoria on the internet that we used as the basis of our business plan. Utilizing both of these official resources provided our team with a firm understanding on how to make a business plan in Victoria.

The business plan was delivered to Mark Lane, the head of social enterprises for the national Brotherhood of St Laurence. Mark is directly responsible for the budget outcome of all of the Brotherhood's social enterprises. After the project is complete, anyone in the Brotherhood organization should be able to take the business plan and understand how to start the social enterprise business and implement it in the market. Using the business plan, anyone should be able to present the vision to someone who will approve and grant an internal discretionary fund for the social enterprise. The business plan outlines all of the financials associated with starting a business focused around the training kitchen. After interviewing Mark, we learned what information was needed in the training kitchen business plan in order to get approval for a new social enterprise program. Talking with Brotherhood staff and Mark, we learned that the Brotherhood already has a number of social enterprises in place including Brotherhood Books and Opportunity 'Op' Shops. In one of the Brotherhood Books stores, located in Malvern, the Brotherhood ran a small cafe that is now closed due to it being unsuccessful. It was tied to the bookshop aspect, but was run by volunteers and people doing barista courses; it was not specific to youth like the High Street Centre training kitchen will be. The Brotherhood tried to jump on the trend of doing cafes and bookshops together, but it ultimately failed due to the cafe not being well known, having no social presence within the community, and it was not priced to be realistic. Due to the failure of other food-based social enterprises, Mark made it clear that the compelling vision for our project would have to show that this is a viable social enterprise model that is both possible to establish the social presence and feasible at a given price point. He told us that the High Street Centre truck needs to be making money within six months, or else it would be deemed a failure. According to Mark, it is also very important to prove the feasibility of the social part of the business, not just the financials. Although there is a commercial kitchen currently onsite, he said that we needed to establish if we are just trying to start a training kitchen program due to the kitchen being an asset, or would it be to truly help the social cause. Mark also talked to us about the potential that he felt the project had by saying that there is low youth involvement in the current Brotherhood social enterprises, so there is certainly a gap that the training kitchen and food truck could help fill to help the community.

The business plan was submitted alongside this final report and can be viewed on the WPI Project Database. In the report, we highlighted how this project could be defined as "successful" for the Brotherhood of St Laurence. A successful project means that the Brotherhood can break even after six months, keep the social enterprise sustainable, as well as have opportunities for scalability. The business plan outlines all of the considerations with starting a business including the business, market, and financial analysis, and plans for the future.



The current commercial kitchen at the High Street Centre

Chapter 5. Recommendations

In This Section:

Chapter 5: Recommendations

5.1 Business Outline

5.2 Opportunities for Youth

5.3 Example Food Truck Schedule

5.4 Next Steps

5.5 Summary of Recommendations

5.1 Business Outline

DAVID SCOTT SCHOOL
SENIOR CLASS 2018



The High Street Centre proposed the idea of a training kitchen and social enterprise program, and from our research and interviews with the Brotherhood staff, our recommendation for the program is a mobile food truck. If all of the startup costs are paid for by the Brotherhood's discretionary funds, then within the first six months, we believe that the Brotherhood should be able to break even on their continuing expenses. This prediction was made based on the truck following our recommendation of going out at least two to three times per week year-round, with major events scheduled throughout the warmer months, and a catering aspect to help offset costs during the colder months. We recommend that the Brotherhood strongly considers the food truck for sale at Welcome to Thornbury for \$55,000, or at least uses this budget for whatever food truck they feel is right for the program. Throughout our research this was the best deal that we found; however, we do understand that it could take the High Street Centre anywhere from one to three years to get funding and prepare themselves 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 the High Street Centre is ready to purchase. However, because we found a truck priced at this point relatively easily, we are setting this as their 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. We also think it is important to note that these trucks have been sitting at Welcome to Thornbury for about three years now and they are not being advertised for sale, so we do feel that even if it does take years before the purchase is made, the trucks will still be available. Based on market research, Frankston community survey responses, and interviews with the youth, we believe that if the Brotherhood starts a Mexican food truck with simple, healthy menu items, including vegan and vegetarian options, they will effectively fill a gap within the regional food market. We recommend the truck's food menu is priced competitively with prices between \$5 and \$15, snack sized portions being sold closer to \$5 and full meals being no more than \$15. With considerations to the youth's time, ability to make profits, and fuel costs, we recommend that the truck targets medium to large sized events within an hour of Frankston and form partnerships with local businesses that will help with marketing the business.

From our interviews with other social enterprises, we suggest hiring two new full-time staff members to run the program: a culinary expert and a hospitality expert. They will be responsible for training the youth in all of the necessary skills as well as being there when the food truck is taken out to make sure everything runs smoothly. They would also be responsible for the business and financial aspects of the business including keeping the books and making the sure the truck is on track to breakeven each month. Based on social enterprises and youth interviews, we recommend that there should be between six and ten youth in the program at any given time so that the two staff can spread their attention and train each one somewhat individualistically. Most full-sized food trucks can fit a maximum of five people, which could allow the youth to take on different roles onboard the truck. We recommend that the youth meet with the trainers three to four times per week on a regular schedule based on our results from the Brotherhood staff interviews. Those days would include the skills training at the High Street Centre kitchen, as well as going



out on the truck to events. A regular schedule creates consistency which will help to keep them engaged in the program throughout its duration. Based on other social enterprises and the time it takes the youth to develop skills in the Transition to Work program, we recommend that the program run for about six months. This will give the youth enough experience to be able to put it on their resume and use the trainers as references. However, we recommend that this timeline be flexible to allow the youth to gain these skills and experience at their own pace. Six months in the program will also give them the experience of operating during both the festival and cold seasons, so that they can practice working at busy events and in full-service catering.

For the catering aspect of the High Street Centre food truck, we recommend that the business targets internal and external events. The Brotherhood currently hires external caterers for all of their events and meetings and because they are large and have many locations, they are regularly in need of caterers. The food truck would be able to access most Brotherhood site locations in the greater Melbourne area, which would bring in a reliable source of funding for the social enterprise. If the Brotherhood chooses to use the food truck for internal event catering, they would be channeling funding that would otherwise leave the organization into the social enterprise which can help it to expand and assist more young people. This would also allow more people within the Brotherhood to meet the young people impacted by their programs.

5.2 Opportunities for Youth

We recommend that the youth welcomed into the food truck training program come from the Transition to Work program at the recommendation of their coach. Since the coaches know the youth best, they may be able to suggest youth who show that they are capable of the responsibility and are open to learning about the business. In our research, we have found six possible pathways within the food truck business:

- Accounting/Financing: pricing the menu, keeping track of overall expenses and profits, buying necessary food and equipment
- Administration: planning events, booking spaces, talking to companies, arranging trading, organizing source of food, managing the business in general
- Art/Design: designing the food truck logo, painting the food truck, designing potential t-shirts
- Culinary: designing the menu, preparing and cooking the food, working on different recipes
- Hospitality: working the front of the business and talking with customers, taking orders, cash handling
- Marketing: helping run social media accounts, taking photos of the food/staff/customers, and updating the public on where the truck is going to be trading each day



Based on the responses of the youth surveyed, the two most popular pathways are likely to be hospitality and culinary. This means that these programs could be run in a small group setting with a focus on providing each young person with the individual attention they need. The other four pathways may be combined into a general “business and administration” pathway that can then be broken down to the individual pathways based on individual interest. By hosting them in a group, a single trainer may be able to oversee them all more easily and teach them how to work effectively in groups before they have to on the food truck. From this group, some young people can take the lead on social media and marketing while others can shadow the trainer in event planning, accounting, and general business work.

We recommend that the two full-time trainers oversee these pathways: one focusing specifically on the culinary training and acting as a Food Safety Supervisor and another that could focus mainly on the hospitality and “business and administration” pathways. The latter could guide the youth in their social media and marketing efforts so that the young people are given creative freedom but all posts are monitored to ensure they are appropriate. We recommend that the youth interested in the hospitality pathway also work with the Food Safety Supervisor since in our research we found that the youth within that pathway would benefit from the customer service and food service sides of hospitality. Those interested in the culinary route will need to get their Food Handlers Certificate before being legally allowed to serve food to the public. We recommend that profits from the business go towards paying for the youth to get these certificates so that there are as few barriers as possible for youth to get the skills they need. Although the youth should be able to focus on the pathways that they are most interested in, it is also important that they become well-rounded and gain at least a fundamental level of knowledge in each of the suggested career paths. From our research we have seen that an elementary understanding of the different jobs can become the basis of transferable skills that are of interest to employers. We believe that developing skills and gaining experience should be the primary focus of the program, since our research has shown that both of these areas tend to be more appealing to potential employers than a certificate without experience. This is also an important financial consideration as the costs associated with the youth getting their hospitality certifications is significant. We still feel it is important to allow the youth who want to get their hospitality certifications to do so, but it may not need to be a required aspect of the program. In the future, it may be beneficial for the Brotherhood to have funding from food profits go towards paying for the youth’s certificates. However, such funding is unlikely to be available at the start of the program.



The High Street Centre

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 Events							
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						
Targeted Events							
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						
Targeted Events							
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 Events				The Food Truck Festival at Birrarung Marr Park			
							Tootgarook Market, Rye



One example of a targeted festival for a food truck that our team attended: The Food Truck Festival at Birrarung Marr Park along the Yarra River



5.4 Next Steps

We believe that the first step to get this business up and running is to demonstrate to the Brotherhood that this social enterprise is financially feasible and has a valid social cause, since our research has shown these are the areas they focus on when granting funding to new programs. Once funding is secured, we recommend that a used food truck is purchased at approximately \$55,000 (the food truck offered by Welcome to Thornbury could apply here). Alongside this, we recommend that the necessary staff be hired. From there, two processes could occur in tandem: the truck can be prepared and registered with the local council while the head chef begins training any youth who are interested in culinary training, with the goal of getting them their Food Handlers Certifications, a legal requirement before they can serve food to the public. Once there is a group of youth who are trained and ready to work on the truck and the truck is certified and ready to go, the truck can register for events. Within the following six months, the truck could have the opportunity to register for more events and those working on it will hopefully be able to identify the more nuanced parts of running a food business, such as determining the right amount of food for events and how to better predict sales based on the event. Based on our interviews, these skills are common among food truck owners, but cannot be taught as each food truck's markets and revenue are very different.

In terms of selecting events for the business, it may be beneficial to try a variety of events to see what works best for sales and job experience for the young people. Within Frankston, there are local markets such as Little Beauty Market and Frankston Sunday Market that run at consistent times throughout the month and are close to the High Street Centre. Because of these factors, these events could be easy for the truck to start with. If these events prove successful, the truck could become a regular vendor at these events. Depending on the distance the truck is willing to drive, there are also semi-regular spots available at Welcome to Thornbury for food trucks. The managers at Welcome to Thornbury, who we have been in contact with, have already offered to significantly reduce or even waive the registration fee. Larger events will happen during the warmer months and may be extremely profitable for the Brotherhood food truck. Some events that we feel may be successful for the food truck, once it is established and well run, are the Grand Prix, the Moomba Festival, and the Flower and Garden Show. After it has been discovered which events are best for the truck, the truck can target those events and apply early on so that they secure a spot.

As the truck grows in popularity, it may be beneficial to hire additional staff to help with the program. Hiring a dedicated person to handle the event coordination and finances may help the other two staff focus on training the youth and ensuring that they are getting the skills necessary to succeed. As more connections are made with other businesses, there is potential for partnerships to be created. From our research we have found that there is a possibility for apprenticeship programs to be created through these partnerships. This means that once a young person has completed the program, they may be given an opportunity to work with a local food truck or restaurant. This would allow them the opportunity to apply the experience from the food truck to the apprenticeship and then use that as a stepping-stone for job advancement, possibly by earning higher-level certifications.

There is also potential for the program to scale-up and include other Brotherhood centers. If all of the groundwork is set and the program has proven successful, then other Brotherhood centers across Australia could adopt a similar model to that of the High Street Centre's training kitchen. The start-up cost for these additional branches will potentially be lessened as well, since there will be a better understanding of the true start-up costs and initial partnerships with other businesses will have already been made. The development work done at the High Street Centre has the potential to become the beginning of a new type of Brotherhood program.

5.5 Summary of Recommendations

Based on our research and data collection, we believe that the training kitchen and social enterprise initiative will be feasible and will break even within six months if the Brotherhood meets the recommendations provided in this section. To summarize, our recommendations are:

- The Brotherhood's food truck is run as a Mexican style food truck as identified by the gap in the market
- The training kitchen program, in tandem with the social enterprise, runs at a program length of approximately six months with individualized program times depending on the youth
- Hiring two full-time staff, one hospitality expert and one culinary expert to run the training program and go with the youth on the truck
- A youth group size between six and ten youth so that the program can be run in a group, but the youth can also get one-on-one training
- Different career pathways are provided within the training program
- The youth meet three to four times per week to learn the hospitality and food service skills in the training kitchen program, and the truck goes out for trading two to three times per week
- The youth take a lead role in designing the truck, including the menu, physical design of the truck, and logos
- Purchasing a used food truck at a discounted price for around \$55,000
- The Brotherhood pays for the Food Safety Handling Certificates for all of the youth, which is required to operate the food truck
- The youth run the social media through smart marketing (i.e. running an active social media page and partnering with local business to promote the truck and offer discounts)
- The truck attends festivals and weekly events during the festival season and warmer months and focuses on internal company catering and local catering as well as weekly markets in the colder months



*The Melbourne
Food Truck Festival*





Chapter 6. Conclusion

In This Section:

Chapter 6: Conclusion

The ultimate goal of our project was to propose the most feasible business model for a training kitchen, based on a market, cost, and feasibility analysis. The motivation of our project came from the needs of the Brotherhood for a food based social enterprise in which the youth at the High Street Centre can be trained and gain experience. Currently, the youth in the Frankston-Mornington Peninsula are at a high risk of becoming socially excluded within their community, more so than in other areas in the Greater Melbourne Region. One cause for the high amount of at-risk youth in the Frankston-Mornington Peninsula is the gap that exists between the skills required by employers, and the skills that the youth possess when searching for employment. The Brotherhood currently has many programs to assist these young people in their pursuit of becoming integrated into society. However, no current Brotherhood programs are able to give the youth real-world experience and help them develop hands on job skills which is extremely important for employers. A social enterprise in which the youth can develop their skills and obtain experience that is so sought after by employers would be of great help to the community as well as the Brotherhood as a whole.

As part of our final deliverable to the Brotherhood, we proposed a detailed business model for a food truck, which we hope will be useful in their future planning for such an enterprise. Throughout this 16-week project, we have discovered that this social enterprise is feasible and have created a business plan detailing the known aspects of starting a food truck business, including market analysis, financial analysis, and future recommendations. Our findings were based on the research that we have conducted both from American and in Australia. We have studied over 30 training kitchens globally, interviewed 10 food trucks and carts in the Greater Melbourne region, analyzed the food industry in Frankston, and spoken with staff and youth from the Brotherhood in the greater Melbourne area. The overall feedback on our mission was incredibly positive wherever we went. Many people and businesses seemed interested and willing to support a social enterprise initiative, with some even offering to directly take part in it. Others even offered significant reductions in prices of expenses such as trucks or rent prices because the Brotherhood is a nonprofit social enterprise. From conducting local interviews, we found that there was an overwhelming amount of support behind the project and other social enterprises that we talked to mentioned how supportive their customers are of their endeavor.





After our interview, GFree Donuts put us on their Instagram and let us try the donuts!

Our studies were informed through various interviews and surveys with mobile food vendors, staff from the High Street Centre, youth from Transition to Work, and the general Frankston community. Although these methods were able to provide us with adequate data to generate conclusions, the data may not be representative of the whole community, particularly with the survey posted on the Frankston community Facebook groups. That information, although informative on some general thoughts in the area, does not meet the necessary requirements to be representative of the area. For example, the main demographic of the survey was people ages 30-45, which leaves out the opinions of the younger population that may be more likely to go to the big festivals and other events. Furthermore, the food trucks that we interviewed were all from Welcome to Thornbury. Our data might have been different had we attended venues that were only opening during lunchtime, as opposed to Thornbury which only opened up after 5pm. Even though we tried to get surveys to other groups of youth throughout the High Street Centre, we ended up only being able to talk to the one Transition to Work group, which consisted of only six young people. Although unlikely, based on our conversations with some of the staff and coaches, we might have found different opinions about the potential enterprise had other groups been surveyed, but this was not feasible due to the fact that only one group runs for an 8-week period which was the entirety of our time here.

Our hope is that this project will be used to set up the first ever youth-led social enterprise in the Brotherhood and improve the transition from social exclusion to the workforce for the youth in the program. Being able to participate in the youth group and working with the young people that our project would potentially affect was one of the most influential aspects of our project. We were always aware of what our project was for but being able to interact with and put names to the youth and employees that our work was going to directly affect gave us a sense of purpose for our work. We hope that our work will be of great use to the Brotherhood and have a positive impact on the youth. In the future, we all want more opportunities to create or further social change wherever we can.

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