

## **Final Report**

# **Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions)**

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**Project code:**

VG16026

**Project:**

Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions) VG16026

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## Summary

VG16026 'Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions)', is a scoping study research project initiated by Hort Innovation, with the following objectives:

- Scope and develop a suggested program outline, encompassing a variety of options for successive stages.
- Create interest among cooks, chefs, and food service/hospitality industry students in vegetables, expanding their awareness and knowledge of vegetable health benefits, cooking techniques and other attributes.
- Educate cooks, chefs and food service/hospitality industry students about how to incorporate more vegetables into their menus, and understand how this can be financially beneficial to their business.
- Consider ways to incorporate vegetables into additional meal occasions.

In order to answer the RFP, it was imperative to undertake research amongst the broad target audience to determine:

- The current state of play within the vegetable education space.
- The needs of this audience for further education on vegetables.
- The effective and motivating format(s) to deliver that, and
- How to attract the target audience, i.e. the best distribution channel.

The research methodology incorporated desk research and primary research, including:

- 20 in-depth interviews were undertaken via telephone and face-to-face with a wide range of representatives from varying stages of career, levels of responsibility and volume of meal delivery.
- 3 group discussions, with 8 attendees in each, were undertaken: TAFE student cooks/chefs, TAFE hospitality students, cooking school cooks/chefs.

The main conclusions identified from the study were:

- A lack of formal education options focused on vegetable theory and practice.
- An unfulfilled need for reliable availability and a lack of contact with providers.
- A complete lack of attention paid to seasonality, origin, native plants and specialty diets.
- Key information currently lacking in today's food service industry with regards to vegetables: seasonality, origin, technique, plating, pairing, variety, cuisine theory and sourcing.
- Senior chefs carried most responsibility for menu decisions and ordering.
- All kitchen types favour vegetable-based dishes for profitability and shelf life but cited lack of consumer demand as the reason for low prominence on menus.
- Across the board a greater focus on seasonality and origin was cited by cooks/chefs as an opportunity for differentiation and increased satisfaction from consumers.
- An ideal education program for students would consist of both a curriculum module and a competition.
- The preferred reference tools for education, inspiration and trends amongst the total audience: Instagram (local and international), internships, 'Stages' (senior chefs), podcasts and sponsored competitions (students and young chefs).
- Digital media (social and podcasts) were preferable due to the convenience and lifestyle factors, and
- The impact of high profile chefs on the industry and students (as well as consumers) is the single most motivating driver of change.

It is proposed that the focus of any resultant program should primarily be on two key groups:

1. students who could eventually be in the position of authority,
2. high profile influential chefs.

Based on this research, and in consultation with Kylie Kwong (the chef engaged as a project champion for this scoping study) the following 3-pronged approach has been recommended:

### **1. Educate “how to” (deliver content).**

A website hub created for the hospitality industry presenting information in a highly visual engaging manner. To provide 4 key areas of information validated by the research findings:

- I. **The Facts** – vegetable fact sheets, cultural influences, seasonality guide, serving ideas/pairing, financial benefits (higher margins, additional income as sides etc.), and the overall “why?” – trend towards vegetarian dishes, low societal vegetable intake and resultant health concerns, etc.
- II. **How To** – videos of 4 x practical cooking sessions on technique with accompanying recipes, delivered by a high-profile chef to be filmed on TAFE premises for easy dissemination to TAFE students and the wider industry.
- III. **Connection** – videos of 4 x inspirational examples to be filmed at various locations, for example: a farm, large catering organisation, high profile restaurant and produce market.
- IV. **The Source** – A guide to building connections with growers/providores, addressing recurring questions such as: ‘how to find your produce’, ‘how to build the connections’ and ‘how to understand the potential of vegetables as ingredients’. Includes a seasonality database (combining and refining existing resources).

This would include a “re-package” of existing information and link to prior Hort Innovation funded research where relevant, for example using information from Veggycation, alongside sourcing of new content.

### **2. Inspire enquiry (distribution strategy).**

Use the social media account(s) of a high-profile chef to take advantage of both their connections with key players (for podcasts and industry-wide amplification) and to reach a wide audience of decision-makers within the industry, across age-range and skill level, driving them to an education resource site for more details.

Engage an industry expert to also ensure the website offering is communicated to the industry at large and for general amplification.

Other potential activities highlighted within the study included: masterclasses via the Australian Culinary Foundation (ACF) or at an individual establishment, talks/seminars at industry events, industry advertising (print and digital via industry publishers and/or affiliated partners e.g. super, insurance, kitchen equipment etc.), individually targeted industry direct marketing piece, nutrition/trend influencer bespoke event.

### **3. Motivate engagement (build momentum and ongoing content creation).**

Three core ideas of how to get more involvement and engagement from the student cooks/chefs, as well as visibility from the top chefs, and initiate content creation for enhancing the program beyond year 1:

- I. **Competition** – e.g. win a trip to document another culture and their innovative use of vegetables as a base.
- II. **Veg Innovators** – e.g. a winning panel of emerging chefs, mentored by our high-profile chef to produce new recipes/innovations to then share.
- III. **Field Trips** – documented (filmed) and part-subsidised trips to growers with our high-profile chef as a ‘one-off’

experience to boost connections and understand the growers further.

The full suggested list of activities for the program, and associated estimated costs and risk assessment is provided in this report. A framework for a staged launch and timing is also presented for consideration with the view to provide some guideline as to the structure for project development and rollout, should investment be allocated.

## Keywords

<food service; food service industry research; industry influencers; vegetables; vegetables in food service; TAFE>

## Introduction

Recent research from Hort Innovation and Deloitte Access Economics<sup>1</sup>, identified:

- More than 90% of Australians fail to eat the recommended intake of vegetables per day, representing a large opportunity to increase vegetable consumption. Currently the average Australian eats 2.3 serves of vegetables a day, short of the recommended 5 serves (or 375g);
- If Australians ate 10% more vegetables per day, all levels of government could reap \$100 million per year combined in health savings;
- If Australians ate 10% more vegetables per day, vegetable growers would be supported with an estimated \$23 million per year in additional profit.

As part of Hort Innovation's drive to increase domestic sales and consumption of Australian vegetables, a significant opportunity was highlighted in the potential to affect a wide spread of the population via the food service industry.

With just over 24 million Australians, eating out an average of 2 to 3 times a week<sup>2</sup>, that equates to more than 50 million meals out each week, or 2.5 billion in a year and a large proportion of food consumption and thus demand for primary produce.

Not only does this industry have access to a broad range of the population, but they also have a strong influence in developing food trends and eating behaviour amongst the early adopters within society, as indicated from previous Hort Innovation funded research into evaluating and creating trends<sup>3</sup>. This has a huge impact on the majority of households, as these trends filter down into everyday behaviours. Therefore influencing the consumers themselves via the food service industry use and celebration of vegetables is employing a different type of educational style. Education in an invited way as opposed to a dictatorial manner i.e. finger pointing nutritionist or healthcare provider, or government announcements etc., is more likely to be accepted within the industry. Inspiring and engaging this diverse group of providers to understand, experience and trial incorporating more vegetables into their repertoire, more often, could have a wide-reaching effect, which could impact positively on society and ultimately on growers' domestic sales.

In order to deliver a compelling answer to the brief, Workshop Australia considered the specific knowledge gaps and issues to address as follows:

- To understand the food service industry (starting with cooks, chefs, hospitality students) – who are they, what are their motivations and how to recruit them into such a program?
- To understand their understanding of Australian vegetables: nutritional profile and associated health benefits, cooking techniques etc., cost benefits of incorporating more vegetables as a business initiative, etc.
- To understand food trends, cultures, alternative meal occasions using vegetables.
- To develop a program outline that can be rolled out in stages to successfully recruit, educate and impact this target audience, continually building momentum and relevance.
- To consider the implications of engaging a "champion" for the project and potentially build a representative advisory panel that can ensure the program is continually on track, appealing, inspirational and garner additional media attention within the industry and beyond.

In order to engage the food service audience in such a drive, it became obvious how crucial it was that we reach the industry at all stages of their career – student, apprentice, head chef.

As TAFE itself states:

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<sup>1</sup> 'VG15031 - Economic Modeling of the Impact of Increased Vegetable Intake on Health & Expenditure'. Deloitte Access Economics (2016).

<sup>2</sup> 'Eating Out in Australia 2017. Fast Food to Fine Dining. State of the Industry'. The Intermedia Group (August 2017).

<sup>3</sup> 'VG16027 - Vegetable Trend Forecasting and Analysis.' Workshop Australia (June 2017).



“While there’s no one way to achieve success as a chef, to grow it’s recommended that you:

- Find a chef you trust and admire to be your mentor
- Keep up to date with the latest food trends
- Experiment with different cooking techniques, ingredients and styles of cooking
- Learn new flavour profiles from around the world
- Train with different types of chefs in different kitchens
- Travel and draw inspiration from everything around you.”

In order for this project to be a success, it is essential to address each of these points and be seen to be providing a direct aide to their own personal success. This was borne into the methodology and greatly reiterated the requirement for a chef as a project champion in an advisory role throughout the process.

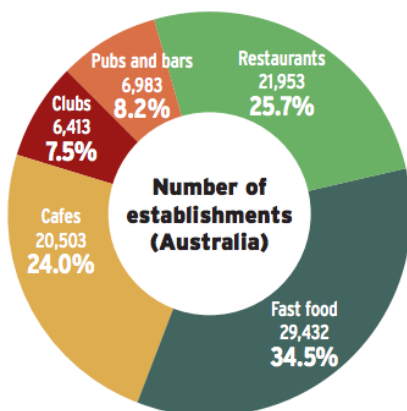
Using an inspirational iconic Australian chef who reiterates the importance of this project to those within the industry, would automatically endow the project with a sense of authority. The type of advocate for this project requires a heartfelt personal alignment to the cause - a desire to bring more wholesome, nutritious and tasty meals to the table, celebrating the richness of Australians and their produce. The champion should exemplify and be able to reiterate the importance of understanding and connecting with suppliers/local community to provide the best of the season/area/value, lending gravitas to the messaging of the program.

Kylie Kwong meets the brief and was therefore brought on board within the scoping stage in an advisory capacity. In 2014 Kwong was named one of Fortune magazine’s Influential Women in Food. Last year (2016) Kylie spoke alongside René Redzepi, David Chang, Massimo Bottura, Chido Govera and Rebecca Huntley at the first ever MADSYD symposium at the Sydney Opera House, which explored the theme ‘Tomorrow’s Meal.’ Kylie also participated in MAD5 in Copenhagen and MADYale 2016; a partnership between Yale University, the Yale Sustainable Food Program and MAD. This program was the first of its kind, aimed at inspiring a new era of leadership in food with consideration of the socio-economic, environmental, and health challenges facing food systems around the globe.

### The Industry Overview

The food service industry is comprised of both the commercial and institutional sectors. For this scoping study the focus was purely on the commercial sector due to the guidelines, specific nutritional/menu requirements and constraints from an institutional perspective.

In general it is split into the following groups<sup>4</sup>:



<sup>4</sup> ‘Eating Out in Australia 2017. Fast Food to Fine Dining. State of the Industry’. The Intermedia Group (August 2017).

<p><b>Restaurants (full service)</b></p>	<p>The full service restaurant sector provides sit down meals for immediate consumption on premise with a broad menu, dominated by owner/operators, with meal-style depending on their specialty/origin.</p> <p>The owner/operators are typically the key decision makers in terms of menu selection, or the head chef in independents if the owner/operator does not run the kitchen.</p> <p>Those in chain operations function within corporate menu development with meal specification/ingredients being tightly controlled and potentially sourced from nominated suppliers.</p> <p>The pinnacle of this group is the celebrity chef, who influences this and all other food service communities.</p>
<p><b>Fast food - Includes Fast Casual Dining (FCD) and Quick Service Retail (QSR)</b></p>	<p>Large chains of FCD, QSR or takeaway food outlets serve convenience meals. These are typically franchised, with meal ingredients centrally purchased and supplied according to tight specifications through sophisticated logistics management practices. These generally encompass either outsourced, or in-house component processing and preparation, which will include pre-cooking, shredding and cutting, and pre-packaging of certain fast-moving meal items.</p> <p>Consumer trends influence the menu planning and setting centrally, so whilst it's difficult to change ingredients within these set menus over the short term, it is easy to influence their make up by looking at current trends or short-range future trends. They also follow the celebrity chef in terms of reflecting what they are talking about, serving and uncovering, as these in general ignite the consumer interest and spark a trend (as demonstrated in VG16027<sup>5</sup>).</p> <p>The large players in this field tend to run annual new product development sessions which take into account local flavour trends, competitor offers and international experience. These sessions offer an opportunity to think about new menu items, influenced by trends as well as health/nutrition information (e.g. as researched with Subway and their ingredients supplier McCormick Foods in MU12006<sup>6</sup>).</p> <p>Therefore it is deemed important to keep pushing developments/health angles/upcoming trends in this way into the wider domain (which is currently communicated mainly via social</p>

<sup>5</sup> 'VG16027 - Vegetable Trend Forecasting and Analysis.' Workshop Australia (June 2017)

<sup>6</sup> 'MU12006 - Opportunities for Mushrooms in Food Service.' Australian Mushroom Growers Association. (September 2015).

	media) to influence these companies individually and within the FCD/QSR food space.
<b>Cafés (and coffee shops)</b>	<p>The café sector provides hot beverages and light meals (typically breakfast and lunch). It is a diverse sector dominated by independent owner/operators.</p> <p>Again menus are designed by the owner and/or chef and reflect the trends of the immediate population, which inherently are driven by the fine dining sector and its celebrity chefs or the health/nutrition movement. In addition, bloggers, nutritionists/dieticians are leading the charge on the influential urban café culture, providing healthier and “exotic” meal combinations.</p>
<b>Pubs &amp; bars (includes hotels/motels/clubs)</b>	<p>Depending on the star rating and customer profile, the menus in this group are built for in-room and restaurant dining.</p> <p>From an influence perspective, this is similar to all food service outlets in that they are catering to basic desires, trends and celebrity chef inspiration.</p>

The target audience for this particular delivery does not include the commercial managers nor production/operational managers; these larger establishments/FCDs/QSRs have consistency as paramount, with a strong emphasis on specifications and pre-prepared items, needing food to be supplied par-cooked, to an agreed standard with some value-add.

As they scale, they outsource food prep and service function to contract caterers. For these larger food service operators, recipe creation is often inspired by their network of consultant chefs. In Australia for example, they have previously partnered with Sean Connolly, for seasonal signature menus and one off menus for VIP events, alongside ‘hands-on’ kitchen time with chefs in training, developing and coaching. The operational teams then have dozens of executive chefs supported by kitchen teams. The consultant chefs are therefore deemed to have much more influence on this mass-produced marketplace.

Once the industry had been understood from a size and purchasing behaviour perspective, Workshop focused on primary research that aimed to uncover the knowledge gaps, motivations and current key influences on their behaviour in order to determine what would affect change.

## Methodology

To produce an effective scoping document that delivers against the objectives in the most motivating and efficient manner, Workshop created a 3-phase structure to the process:

1. **Phase 1: VERIFICATION:** verify the current thinking, understanding and learnings about the audience and the knowledge they need to attain.
2. **Phase 2: EVALUATION:** using the knowledge gained in the first phase, discuss and evaluate the best potential program contents that would meet the objectives and consider a recruitment program to ensure that the right people are reached. This phase also included compiling an advisory panel from some of the research respondents to act as a sounding board throughout the development of the program contents, recruitment plan, and ideally, continue once launched to provide constant evaluation and refinement from an insider perspective, i.e. individuals to whom the program is actually targeted, or those that have a huge influence on this sector of the community.
3. **Phase 3: GAME PLAN:** once the program is determined to meet the objectives, this phase focuses on adding the detail in terms of structure, costs and timings in order to have a clear proposal to take forward for review.

### Phase 1: Verification In Detail

With 8 stages to this phase, the majority of activity occurred in stages 2-4, with in depth research guide defined - what questions to raise, to whom, and for what purpose - a recruitment brief agreed (exactly who do we need to understand in more detail) and the research study undertaken to not only gain extensive knowledge about the target audience and their needs, but to also establish relationships with representatives who could potentially be re-engaged by Hort Innovation to ensure moderation and evaluation against the objectives throughout the resultant delivery.

1. Kick off meeting  
**Deliverable:** Agreement on key inclusions within the research phase.
2. Research proposal  
**Deliverable:** Written proposal of research plan including recruitment brief, discussion/interview outline, timings and cost allocations for approval.

The objectives of the initial primary research phase were as follows:

- Identify any existing formal education programs that focus on, or include, information regarding the use of vegetables in a commercial kitchen.
  - Identify the current knowledge gaps regarding technique and theory in the use of vegetables in commercial kitchens.
  - Identify the most popular platforms for ad-hoc or informal education within the food service industry.
  - Identify similarities and differences in decision-making and needs between different kinds of commercial kitchens, from catering, to casual and fine dining, as well as levels of seniority of staff.
  - Define a draft concept of an educational program for development and workshop a list of potential program concepts with industry stakeholders.
3. Recruitment  
**Deliverable:** Secured 3 group discussions based in central Sydney and 20 telephone interviews.

#### 4. Qualitative research

A: Qualitative groups of no more than 5-8 people for the student target audience, with the idea that the groups would be extremely diverse in their background, level of understanding and motivations. In order to understand the variance within that target audience we recommended 3 groups:

- **TAFE student cooks/chefs:** to understand the TAFE syllabus, what attracts students to this format, what their level of knowledge is and what they feel would be beneficial, plus where they are hoping to take their skills;
- **TAFE hospitality students:** to gain a different perspective for those that may manage restaurants/hotel F&B etc. and perhaps have a stronger reliance on the financial impact of menu planning, wastage, trends etc.
- **Cooking school cooks/chefs:** as above, from another source of education and training.

B: One-on-one telephone interviews with 20 people from various backgrounds and with varying focus and pressures around menu delivery, including learnings from leading small-scale niche restaurants as well as large-scale food delivery, to ensure the program scope impacts this audience to get greater benefit to the bottom line from the outset, and maximise the flow-on effect to the general population:

- **5 x head chefs (restaurants):** understanding what it takes to set a leading menu, where innovation and trendsetting is key, plus requirements from suppliers and grower relationships.
- **5 x head cooks/procurement (large catering organisations/corporate):** understanding more of the financial impact of menu planning, large-scale delivery and requirements from an ingredient and supplier perspective etc.
- **5 x apprentice chefs (restaurants/4-5\* hotels);** understanding what would help set them apart, to become the 'next big thing'/influencer in the food world, who they look to for inspiration, how to inspire them etc.
- **5 x tertiary education lecturers/heads of TAFE departments;** understanding the curriculum, what they feel is missing, their understanding of why vegetable consumption is so low and the multitude of factors that affect food service in this regard etc.

By incorporating this in-depth knowledge from such a wide perspective, we were aiming for assurance to set a program that was both inclusive and expansive.

During this phase of the research, we were also mindful of highlighting key individuals that we felt would be a strong contender for the proposed advisory panel going forward. This would also give key influencers within the industry, on all levels, more ownership and word of mouth to help with engagement levels and industry media pick up.

**Deliverable:** Research debrief report that provided a deeper understanding of our target audience, their knowledge, needs and the best way to reach and connect with them.

The final respondents were as follows:

##### **Group discussions:**

- 1) TAFE student cooks/chefs x 8 pax
- 2) TAFE hospitality students x 8 pax
- 3) Cooking school cooks/chefs x 8 pax

**In-depth interviews** (individual names are not provided for privacy reasons):

- 1) Current apprentice
- 2) Instructor

- 3) Junior chef, casual dining
- 4) New graduate
- 5) Senior chef, casual dining
- 6) TAFE representative
- 7) New graduate
- 8) Weekday café operator
- 9) Junior student, TAFE
- 10) Large catering company head chef
- 11) Recent graduate
- 12) Second generation family restaurant owner
- 13) Senior chef, fine dining
- 14) Senior student, private college
- 15) Senior student, TAFE
- 16) Senior teacher, TAFE
- 17) Small catering business owner
- 18) Head teacher, TAFE
- 19) Teacher, private college
- 20) Weekend café owner

5. Desk research

**Deliverable:** Final desk report on the information required for the potential program content, including a recommendation for further analysis, case studies or primary research if required.

6. Interview & discussions with project champion

Once all the external research was complete, it was important to interview Kylie Kwong our project champion, to understand her personal motivations, aspirations, areas of influence, knowledge, industry insights etc. It was also important at this stage to share our learnings to date to get her perspective. This period allowed us various opportunities to sense check the discovery phase and validate the findings.

**Deliverable:** There was no specific deliverable for this rather an assurance that the project champion was on board and the research to date had been digested, reviewed and verified by the project team.

7. Compile research findings

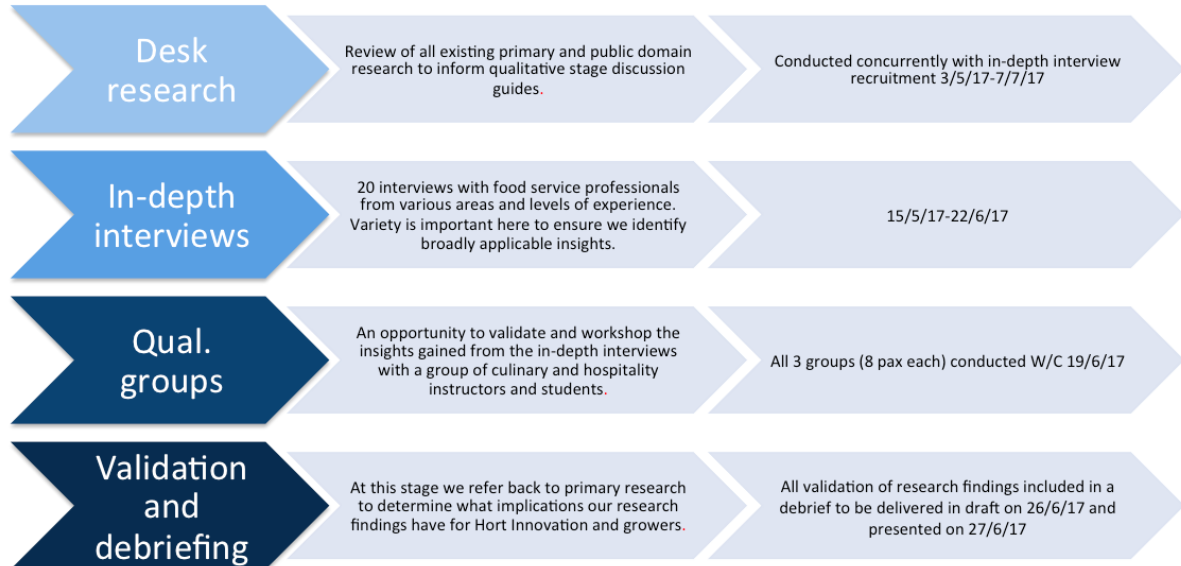
**Deliverable:** Final research presentation and executive summary with recommendations and costing completed.

8. Present findings and propose advisory panel

**Deliverable:** Presentation delivered by Strategic Planner, in attendance of Hort Innovation, Kylie Kwong and Executive Assistant, plus Workshop project team: CEO and Senior Business Director (to minute the meeting).

Below is an overview of this component

## Research Overview



### **Phase 2: Evaluation**

This phase focused on determining program content and a distribution and engagement plan, via internal working meetings of the Workshop team with the project champion, Kylie Kwong and her executive assistant reviewing and overseeing the proposal.

Once the project team was in agreement of the proposed plan, it was formally presented for feedback. At this stage Hort Innovation felt that a broader audit should be provided of all potentially motivating options available to target our audience in order to have a larger choice of activities.

**Deliverable:** Written proposal of program content and delivery format.

### **Phase 3: Game plan**

Once the proposed program and wider list of options were approved in principle, it was then costed and resourced to provide clear details of the components of a potential project plan and budget.

**Deliverable:** Final scoping presentation ready for investment review.

Below is a summary of the 3-phased plan as described above.



### Verification

Critical process of understanding who we are talking to, what we need to say and how best to say it.

- A high profile chef as project champion
- Our audience: cooks, chefs students
- Key influencers: lecturers, industry leaders, nutritionists
- Financial implications and benefits
- Health benefits
- Cooking techniques
- Seasonality, trends, cultures
- sourcing, choosing, storing.

**Resulting in:**

- A detailed scope of information requirements.
- A hand-picked expert panel to work with during the actual content development.



### Evaluation

From understanding and information gathering, we move into critical review and consolidation, in order to determine:

- How to recruit our audience
- Breakdown of topics for the educational program
- Proposal of the most influential and welcome formats to deliver the program
- Monitoring and evaluation criteria for ongoing review and development.

**Resulting in:**

- A program outline from initiation to review.



### Game Plan

Now that we have a clear direction of the components of the program, this final stage provides the necessary detail against the proposed structure:

- Cost proposal
- Timeline for delivery and roll out.

**Resulting in:**

- A plan of action with timeframe and costs for consideration.



## Outputs

### Research findings

The main findings of the primary research<sup>7</sup> were as follows:

- 16 in-depth interviews with culinary students, apprentices and senior chefs from casual, fine dining and catering kitchens, revealed a **lack of formal education options** focused on vegetable theory and practice beyond commercial cookery Certification III courses.
- 2 in-depth interviews with café owners revealed a desire for differentiated menu items tempered by the currently **unfulfilled need for reliable availability** and a **lack of contact with providers**; in discussion with our head chef consultant, the ability for growers to come into restaurants and chefs to head out to farms, was crucial in terms of mutual understanding and forging strong mutually beneficial relationships. Whilst this was perhaps more challenging from a time perspective and unfeasible for large-scale growers, the option of running field trips was presented as a possible solution.
- 2 in-depth interviews with private college and TAFE instructors revealed a **complete lack of attention paid to seasonality, origin, native plants and specialty diets** in current curricula.
- 3 group discussions with current students, kitchen workers and instructors defined an ideal education program comprised of 2 major features:
  - A TAFE curriculum module presented by a high profile chef, featuring instruction in vegetable preparation techniques and theory for various national cuisines, delivered in-person and via web video.
  - A prize for young chefs, awarding the best use of vegetables in a dish with a workplace masterclass in vegetable preparation techniques from a high-profile chef (Kylie Kwong was suggested).
- Key information identified as currently lacking in today's food service industry was:
  - **Seasonality, origin, technique, plating, pairing, variety, cuisine theory and sourcing.**
- Currently the following sources are the preferred reference tools for further education, inspiration and trends, accessed by all levels of seniority including students and apprentices:
  - Instagram (local and international),
  - Internships,
  - 'Stages' (senior chefs),
  - Podcasts,
  - Sponsored competitions and prizes (students and young chefs mainly).
- It was determined that **senior chefs carried most responsibility** for menu decisions and ingredient ordering, with juniors or apprentices never involved.
- All kitchen types favour vegetable-based dishes for profitability and shelf life but cited lack of consumer demand as a reason for not making them more prominent on menus (previous research projects and desk research<sup>8</sup> has uncovered that consumers are heavily influenced and therefore make demands on dining-out-of-home establishments from also following **fine dining trends**). Influencing fine dining chefs to incorporate more vegetables should eventually influence the consumers to demand it in more everyday dining venues, reaffirming the fine dining level of chef as a prime target upon which to focus any effort in order to secure the

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<sup>7</sup> **VG16026 - Addressing Vegetable Consumption Through Food Service Organisations. Qualitative Research Stage Debrief'** Milestone 102. Workshop Australia. (26 June 2017).

<sup>8</sup> **'VG16027 - Vegetable Trend Forecasting and Analysis.'** Workshop Australia (June 2017)

- largest gain (widest reach of influence).
- Workers from all kinds of kitchens viewed a greater focus on seasonality and origin as an opportunity for differentiation and increased customer satisfaction (as also concluded from a previous Hort Innovation funded project<sup>9</sup>).
  - In terms of the individual distribution channels highlighted, the following feedback was provided:
    - Instagram – fits in with a chef’s schedule/lifestyle, visual learning and inspiration was highlighted as being key for this audience, alongside the ease of linking to other content – where to buy, how to do it etc.
    - Podcasts – convenient and engaging format; whilst it lacks visual aspect, it provides longer term content and fits with available time and constraints.
    - Competitions were seen to engage the younger generations and aspiring restaurant owners. A workplace masterclass as a prize was highlighted as a potential driver of awareness and interest from not only the young chefs but also the senior staff and particularly amongst the large businesses and catering kitchens; this also provides an opportunity to perhaps involve the growers and providers.
    - For students, a live seminar to be filmed and disseminated to the TAFE student network via the TAFE student intranet, which could then also be used and distributed on a general hub to the broader industry, was considered to be the best format and most efficient way to deliver enticing content.
  - A need was identified to bring on board an inspirational champion chef to engage the industry, allowing a more effective distribution of the resultant education tool and adding gravitas to the message; information and education from a highly reputable and aspirational source.

#### Supplementary desk research findings

- In a mushroom industry project<sup>10</sup> a strong desire by food service professionals for digital forms of communication was identified. The top priorities were: websites (including downloadable fact sheets) tools (recipe converters), and digital newsletters. The summary of general requirements was to develop a site specifically for food service that addressed: health benefits, usage, recipes – up-scaling to commercial levels, understanding how they are grown, safety, country of origin, varieties, cost per serve, storage, news and ideas.
- In support of the influential nature of podcasts, a recent article ‘Chefs Tell Us Their Favorite Podcasts to Listen to While Cooking (Or Whenever!)’ February 23, 2017, Bon Appetit states: “Books and magazines? Who has *the time*? (Hopefully all of us, but that’s not the point.) Definitely not chefs, who, with their long hours and high-stress jobs, don’t exactly have the bandwidth to just chill out. So, they do what the rest of us do and listen to podcasts to learn and entertain themselves on the fly, sometimes even while prepping what will be your dinner in a few hours.”

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<sup>9</sup> ‘DMDS Program 7.6 –Investigating Consumer Desire for Vegetables When Eating Out.’ (April 2010)

<sup>10</sup> ‘MU12006 - Opportunities for Mushrooms in Food Service.’ Australian Mushroom Growers Association. (September 2015).

- A further review of current competition mechanics was undertaken to see where the opportunities lay, as Food Service Australia advises “competitions are about getting out of your environment, learning new skills, then bringing them back to the workplace.” Below is a summary of the main competition mechanics and entrant levels:

**1. Proud to be a chef:**

- Sponsored by Fonterra and must include their ingredients.
- Participants must be a current apprentice or student of an approved certificate course.
- Applicants submit a recipe and cook through heats over a week during February.
- This is the only competition with a ‘stage’ as a prize.
- Entrants are paired with senior chef mentors, using their kitchens as the locations.
- This competition had only 32 participants last year (2017), with no quoted numbers on what percentage of entrants were selected to participate.
- The entry mechanic is a submission of an application to participate and is fairly onerous. Participants must fill out a detailed application form which includes an original recipe, detailing where they see themselves in 5 years time, listing any of their culinary achievements, explaining what they hope to get out of the mentoring program and explaining why they chose an apprenticeship in cookery.

**2. Electrolux Appetite for Excellence prize:**

- Applicants must already hold a Cert III qualification or be employed in a licensed venue.
- Entrants submit a menu with 3 photographed dishes and their recipes as stage 1 during March/April, then actually prepare the dishes in the final.
- This is the most onerous application process of the 3 main competitions.
- Successful applicants are placed into state groups and then compete within those.
- In 2017 this competition had 44 finalists from 3000 entrants.
- National prize is a holiday and \$5,000 of Electrolux products.

**3. Australian Culinary Federation National Apprentice Competition:**

- Week long on-site competition sponsored by Nestle and Fonterra.
- Teams purchase produce from markets and go through heats over that week.
- This has the least onerous entry mechanic with an entry form and a recipe submitted, but the actual schedule of the competition is the most intensive.
- It is the largest Australian young chef prize competition based on number of entrants, with over 4000 last year.
- Participants are scored across various disciplines with the winner determined by a high aggregate score at the end of the competition. This completion takes a long time, is a huge commitment on behalf of the entrant, but is the most prestigious award in the industry.

#### 4. **Greenchef Instagram competition:**

- Greenchef is a company that provides ingredients to home cooks to make recipes themselves. Similar to other providers such as Hello Fresh in Australia.
- This competition is run entirely through Instagram, whereby participants tagged an image of a dish with the competition hashtag.
- The competition gained 25,000 entrants thanks to an easy entry mechanic, despite a minimal prize of just 2 free weeks of Greenchef products.
- Even though young chef competitions may be a crowded space, they are well received and enjoy strong interest. They are often sponsored by a corporate and include mandatory ingredients, providing the opportunity to mandate the primary produce used. Participation can be onerous and costly, but is often highly valued by participants. Establishing a prize, with entrants submitted through social media does represent a differentiated offering in a crowded space. An Instagram hashtag entry mechanic also provides a tool for tracking, which is extremely beneficial in this program for evaluation and reporting.
- In brainstorming with Kylie Kwong, our project champion, the following ideas were raised as potential competition/audience involvement mechanics and prizes for review:
  - A. **Entry mechanic:** via Instagram with competition hashtag.
  - B. **Entry criteria:** develop dish split by meal occasion that incorporates vegetables from a master list (compiled from leivable vegetables) in an innovative way.
  - C. **Prize:** all expenses paid trip to visit another culture and document (film) their use of vegetables (this was discussed within research as top chefs suggested that the best way to see examples of how meals are built around vegetables would be to look at developing cultures where they rely on plants as opposed to animal protein for their main source of fuel), masterclass at workplace with chosen top calibre champion chef, innovation panel with mentoring from the champion chef to help build content and gain connection/experience with “the best”. All of the above would provide additional benefit in the form of engaging and innovative stories to again raise the profile of this initiative.
- In terms of managing such an endeavour, there is potential for this component to be outsourced. Once the most compelling outline is agreed, this could be pitched out to potential third-party partners who are actively looking for a promotional opportunity amongst this highly sought after audience. They could then pay for the concept, then use their own funds to host and manage the idea ongoing, to ensure that visibility can be maximised for mutual benefit without Hort Innovation taking the day-to-day responsibility of fulfilment. This could be investigated as part of the next step to completion of this scope.

As a sense-check, the opportunities for interaction with each potential audience (aside from TAFE for the students) were found to be as follows:

Business Type	Key Decision Maker	Menu Influenced By	Potential Resources
<b>Restaurants (full service)</b>	Head chef	Celebrity chefs, other celebrated restaurants/hotels within domestic and overseas markets, leading providores and global food trends and new employees.	<p>Chef/restaurant Instagram accounts.</p> <p>Podcasts e.g. 'The Pass'<sup>11</sup>, 'Gourmet Traveller Set Menu', 'The Mitchen', 'The Unbearable Lightness of Being Hungry', 'Chefs Challenge – ABC'.</p> <p>Australian Culinary Federation (Facebook, You Tube 'Hello Food Service', Database, Masterclasses).</p> <p>Competitions e.g. 'Proud to be a chef', 'Electrolux appetite for excellence', 'Australian culinary federation national apprentice competition', 'Greenchef' (apprentices and young chefs with big aspirations).</p> <p>Websites: foodservicenews.com.au</p> <p>Industry magazines/eDMs: Restaurant &amp; Catering Hospitality Magazine Open House</p>
<b>Pubs &amp; bars (includes hotels/motels/clubs)</b>	Head chef or consultant chefs	Food trends, chef specialisation and prep/cost efficiencies.	<p>Industry magazine/e-zine: Hospitality Magazine</p> <p>Instagram – chefs and food bloggers/nutritionists and dieticians</p> <p>Industry magazines/eDMs: Restaurant &amp; Catering</p>

<sup>11</sup> 'The Pass' is also published on Instagram and featured in The Sun Herald's "Top 10 Great Australian Produced Podcasts" (2017)

			Hospitality Magazine Open House
<b>Fast food - Includes Fast Casual Dining (FCD) and Quick Service Retail (QSR)</b>	Commercial Manager or Production/Operational Manager.  Led by head marketing team based on trends.	Consistency is paramount, so they have a strong emphasis on specifications and prep of ingredients, often needing food to be supplied par-cooked to an agreed standard.	Industry magazine/e-zine: Hospitality Magazine, QSR Media  Instagram – as above  Podcasts – as above  Direct marketing to key individuals in ‘hard-to-reach’ and influence markets such as QSR.  Nutritionists/trend future-forecasters events or social media to influence menu boards.
<b>Café’s (and coffee shops)</b>	Owner/Operator	Consumer trends/cooking show trends, nutritionists/food bloggers/celebrity chefs	Provider newsletters  Instagram – as above  Industry magazines/eDMs: Restaurant & Catering Hospitality Magazine Open House
<b>Commercial cooking (exhibition centres, corporates, sporting events etc.)</b>	Operational Team	Network of consultant chefs/executive chefs	Restaurant & Catering Industry Association - Events  Australian Culinary Federation  Instagram – as above  Competition for apprentice chefs to ultimately influence operational team  Industry magazines/eDMs: Restaurant & Catering Hospitality Magazine Open House

A range of other industry connections could also provide potential distribution channels:

- Industry super funds (Hostplus newsletter/email/yearly statement/website)
- Professional indemnity insurance providers (e.g. Arthur J. Gallaghers)
- Chef/cook suppliers (e.g. Chefs Warehouse)
- Events: e.g. Fine Food Australia (Sept), Food Service Australia Show (27-29 May 2018), Food & Hospitality (Brisbane) 5-6 August 2018, 'Chefs Weekend' (Australian Culinary Foundation)
- Food Service Suppliers Association Australia (fssa.org.au)

### Final research conclusions

From the above findings, Workshop Australia, along with input and guidance from Kylie Kwong (project champion), recommend the below plan of activity for the program:

1. The project deliverable should ideally be primarily aimed at predominantly students and senior chefs. The research highlighted that menu-planning decisions are almost always made by the most senior of staff. Therefore it would appear efficient to target the program to only these, in order to make any difference to including more vegetables within their offering. In a recent training program delivered to the industry, Hospitality Magazine (July 2017) reiterated: "In an industry where high staff turnover is common and many workers are employed on a casual basis, providing time-intensive and costly training for all staff is often not an option." However, it is also prudent to ensure that this project captures the upcoming senior chefs and hospitality decision-makers, therefore it is deemed important to maintain direct communications to students.
2. The project content should be delivered in a highly visual manner to appeal to their sense of artistry and lack of available time/attention.
3. The project content should aim to fill in the gaps from both formal education training and outsourced "education" resources as highlighted by our target audience.
4. The project content must be easily accessible at all hours from any device due to the employment nature of its intended users.
5. The project content must reflect the variety of food service outlet requirements.
6. The distribution of the project deliverable should be via the most effective and motivating mediums as highlighted within the research.
7. The project deliverable, having long-term value within the industry, should look to incorporate ways to continue to extend reach of distribution and deliver new and inspiring content; the required resource for which would form part of the next phase in scope and be cost estimated.
8. With any new initiative within the industry it is important to communicate the resource out to industry associations and publications to ensure recognition of investment and widen the reach as much as possible, therefore the engagement of an industry specific public relations specialist is therefore deemed to be critical.

In light of the above, below is a summary of the individual activities that have been assessed for issues/risks, and costed. **Please note, all costs are indicative at this point, and each activity has been costed as a standalone deliverable.** Once the final program requirements have been determined, individual costs would ideally be negotiated as a 'package', and dependent on the service provider and potential co-funding partners. There may be potential cost savings. The full issues/risks assessment can be found in Appendix 3 and the breakdown of initial costings in Appendix 4.

Activity	Description	Issue/Risk Summary	Estimated Cost (excl. GST)
<b>Champion chef engagement</b>	To guarantee the advocacy of a high profile chef to 'front' the program in both the delivery of content and industry media coverage/representation. Envisage a 12-month contract with the view to extend for years 2 & 3.	Limited appeal and/or availability and high cost would be offset by a thorough investigation into industry long-term sentiment, current agreements/contracts and personal values alignment. Upfront negotiation of activity to manage cost.	\$75.5k
<b>Program name, design and identity guidelines</b>	The name given to the program itself and the website hub to house all content. As well as a specific engaging name, logo design and ethos, a guideline would be produced that contains details for any additional provider, partner or media on how to use the elements when referring to the program.	None	\$20.7k
<b>Champion chef social media: Instagram posts</b>	The champion chef would post on their own social media to their large volume of subscribers, to announce, update and engage the audience on the program using video edits, photography and copy taken during and from the project development.	Visibility and content control from both a personality and repost perspective would be offset by thorough analytical review of assets, clear rules and guidelines agreed upfront, with monitoring and issue management procedures set.	\$54k
<b>Champion chef 'how to' serving suggestion videos</b>	4 x videos to be shot to a high quality specification with an experienced food crew, in a studio format (potentially at the TAFE premises) with numerous edits for use throughout the program. Detailing preparation notes and tips, serving suggestions and general information about vegetables of the season.	Ensuring the appeal across a wide range of abilities/experience, favour of vegetables, high profile chef requiring a high quality production and the high cost of royalties associated with that, would be offset by clear prior briefing and industry communication, security measures for sharing content and upfront negotiation of production crew with an emerging but talented team.	\$350.6k  (Includes champion chef talent costs)



<b>Champion chef 'Inspiration' videos</b>	4 x videos to be shot to a high quality specification with an experienced food crew, on location with numerous edits for use throughout the program. Detailing connections with growers/suppliers/community/different types of kitchens, including recipes and general information about the importance of relationships and innovation in use and growth of Australian vegetables.	Use of locations increases risk of weather and environmental factors etc. and focusing on a few results in favour of certain growers/vegetables, which would be offset by clear prior briefing as detailed above and back-up locations/undercover contingencies to avoid delays and resultant impact on costs.	\$401k  (Includes champion chef talent costs)
<b>Champion chef masterclass – Australian Culinary Foundation (ACF)</b>	ACF to run, film and promote a masterclass within their venue to their audience using the champion chef and their seasonal recipes and information created. This would be shared out via their resources and on the main website.	Limited appeal and broadcast with potentially a tighter potential constriction on champion chef. This would be offset by an upfront negotiation and management by Hort Innovation representative, along with the champion chef themselves.	\$21k  champion chef talent costs (assumes serving suggestion already accounted for)
<b>Champion chef masterclass – individual establishment</b>	Individual masterclass in venue of the food service target audience (e.g. Sydney Convention Centre kitchen, large catering company, hotel), using the champion chef and their seasonal recipes and information created. This would be filmed and photographed for use ongoing.	Very limited reach and a specifically tailored content would be offset by a leverage strategy to record and disseminate information plus select recipients and dictate the content relevant to the project needs.	\$78.5k  (Includes champion chef talent costs and 1 serving suggestion)
<b>Champion chef talk/seminar – industry event</b>	Set presentation using the champion chef and their relevant seasonal recipes and information created. This would be filmed and photographed for use ongoing.	Same as above.	\$15k
<b>Champion chef (part-subsidised) field trips</b>	In each state, a field trip to prominent/interesting/innovative growers would be organised, hosted by the champion chef (or a prominent chef of that region), to get in the field and share learnings,	Potential duplication exists with existing program of farm visits therefore a cost benefit analysis of both programs is suggested with potential trial of one of these field trips to test feasibility and uptake as compared to the existing	\$276k

	recipes and build relationships. Part subsidised by Hort Innovation and by the attendee. This would be filmed and photographed for use ongoing.	program.	
<b>Website hub – housing all content and endpoint for communications</b>	A creative and highly engaging website hub to house all the information and resources, built and optimized for multiple platforms with a simple CMS (content management system) for easy updates and reporting. The URL for which would be used in all communications and touchpoints.	Cost of ongoing management and resource, plus feasibility to easily update and ensure sufficient investment behind driving traffic to the resource once built would be offset by a widely used CMS system to build a site created with search engine optimisation (SEO) as critical and cost allocation for monthly management, tracking and updates incorporated.	\$142.5k
<b>Vegetable factsheets</b>	Individual, visual factsheets on all leviabile vegetables for review and download. Housed on the website.	Variety of devices and their capabilities could disrupt the display of content and thus its use, would be offset by designing in a more visual manner to the lowest common denominator.	\$96.5k
<b>Seasonality database</b>	A simple database search finder for each leviabile vegetable/month/region to detail what is in season, from where, when. This sits on the website but could be easily built into an app for mobile use.	Confusion as some vegetables have year round availability in varying regions would be offset by clear simple design and pop-up notes.	\$40.5k
<b>Competition 1: major individual prize</b>	Industry competition for students/apprentices to enter via social media with a specific hashtag for tracking purposes. The result would be chosen/agreed by the champion chef and one prize winner would receive e.g. an all-expenses paid trip to a country to discover a culture in which vegetables are celebrated. They would document their findings and the resultant video/imagery can be used for program content in years 2-3.	Over-crowded marketplace leading to overpower of new entrants, risk of personal injury and insurance costs for overseas travel prize and high cost of investment for such a desirable prize would be offset by ensuring clear space away from other competitors, sufficient risk/assessment and insurances sought with personal indemnity waiver in place and potential to source co-partner to relieve weight of investment.	\$155k (one per season)
<b>Competition 2: multiple winner prize for</b>	Industry competition for students/apprentices to enter via social media with a specific hashtag	Similar to above (however reduced risk due to being Australia based) along with dependency on mentoring and	\$180.7k

<b>panel/mentorship</b>	for tracking purposes. The result would be chosen/agreed by the champion chef and c.4-5 prize winners would receive e.g. an opportunity to sit on a 'veg innovators panel' with the champion chef as mentor for a day each season where they work on innovative recipes, discuss the seasonal vegetables and discover ways to incorporate them into more meal occasions/recipes etc. The resultant video/imagery/information and ideas can be used for program content in years 2-3.	interpersonal skills of champion chef would be offset by extensive prior research and negotiation with proposed champion chef. Trialing for 1 competition with potential to rollout if a success.	
<b>Industry advertising (food service publishers and/or affiliated partners e.g. super, insurance, equipment etc.) – print &amp; digital</b>	Launch advertisements within the key industry media/websites, including large format space, homepage banners and bespoke email direct marketing to announce the new resource to industry professionals. Highlighting updates each season to ensure there is a constant reminder to use and re-visit the resource.	Limited reach of audience and message lost in context of the delivery partner (particularly relevant to affiliated partners) would be offset by prioritizing budget on industry-specific media and including a wide mix of all potential partners to broaden reach.	\$152k
<b>Individual direct communication piece (QSR/FCD – Top 10 list)</b>	Determine the top 10 QSR/FCD targets and after a review of the upcoming trends and liaison with a home economist, rework their menu board/devise a specific product, (that could feasibly come from their brand), using the vegetables that meet the latest trends. This could be packaged up into an individual direct communication piece delivered to the NPD personnel to inspire a change.	The potential for this piece to be mis-timed, mis-targeted and mis-judged is high with individual companies operating very differently and connection with this sector often has negative impact for a high profile chef such as the caliber proposed for the project's champion chef. This would be offset by investing in preliminary research against each individual target, then engaging a nutritionist/future forecaster, as opposed to a champion chef, to front this activity.	\$153.5k
<b>Nutrition/trend influencer bespoke event (QSR/FCD)</b>	Individual event in a sought-after venue with catering using the Australian vegetables in each course, delivering an insightful talk by a nutritionist/future forecaster on the impact of the 3-5yr+ trends	Low attendance and low reach depending on the appeal of the speaker would be offset by sourcing a couple of those trending in the industry media both in Australia and internationally, plus videography of event to then provide	\$43k

	<p>on food service appealing to their future-focused outlook and inspiring with the food they are being served. This would be filmed and photographed for ongoing use. Potential to be held at the champion chef's venue or similar.</p>	<p>wider distribution.</p>	
<b>Amplification</b>	<p>Engagement of an industry expert within the food service/food space to gain as much free coverage within the key publications, websites, industry speakers, industry events to highlight both Hort Innovation and the champion chef's engagement to entice the target audience into the website resource and to actively engage in the competitions etc. to amplify the results of this investment. They could also be tasked with sourcing co-funding partners for the more costly/resource-heavy activities such as competitions and looking more long term on who may be able to take this initiative on and fulfill the next 3-5 years to maintain momentum.</p>	<p>Cross-contamination from industry into consumer media due to the avid interest of consumers in this sector and the requirement for specific representation from the champion chef limiting potential amplification partner would be offset by clear upfront communication with industry about media target choices and initial negotiations with the champion chef.</p>	<p>\$242k</p>

## Outcomes

### Short term outcomes

- By end 2017 Hort Innovation will be in a position to consider commissioning development of a comprehensive program, with the view to implement within the first quarter of 2018.
- By the end of 2018, the initial activities could be launched, participation impact measured and feedback attained to review and refine for Year 2/3 to maximise efficiencies and potential results.

### Long term outcomes

- By end 2019, it is envisaged that this program may be reviewed and tracked to have initiated a significant impact on the food service menus and industry discussion/trending topics.
- It is anticipated that, as a free resource, this would be widely adopted amongst tertiary educators. And by using a high profile champion chef, the interest and adoption of key learnings would equally be high amongst the practicing chefs and cooks within Australia.
- Ultimately increased knowledge amongst the food service industry will lead to an increase in local vegetable consumption and demand for more local vegetables on the plate for out-of-home dining.
- It is the intention to create a movement, as opposed to simply a pure educational resource, to get those responsible for serving vegetables to continually innovate and trial new opportunities to incorporate vegetables into their offering and connect more closely with local growers, for personal fulfillment, societal, health and financial benefit.

## Evaluation and discussion

The detailed evaluation of the project outputs is attached in the form of a Risk/Issue Assessment (Appendix 3) of all the potential options that could work against the objectives and target audience. This should be reviewed simultaneously with the proposed cost estimate breakdowns (Appendix 4) in order to arrive at conclusions.

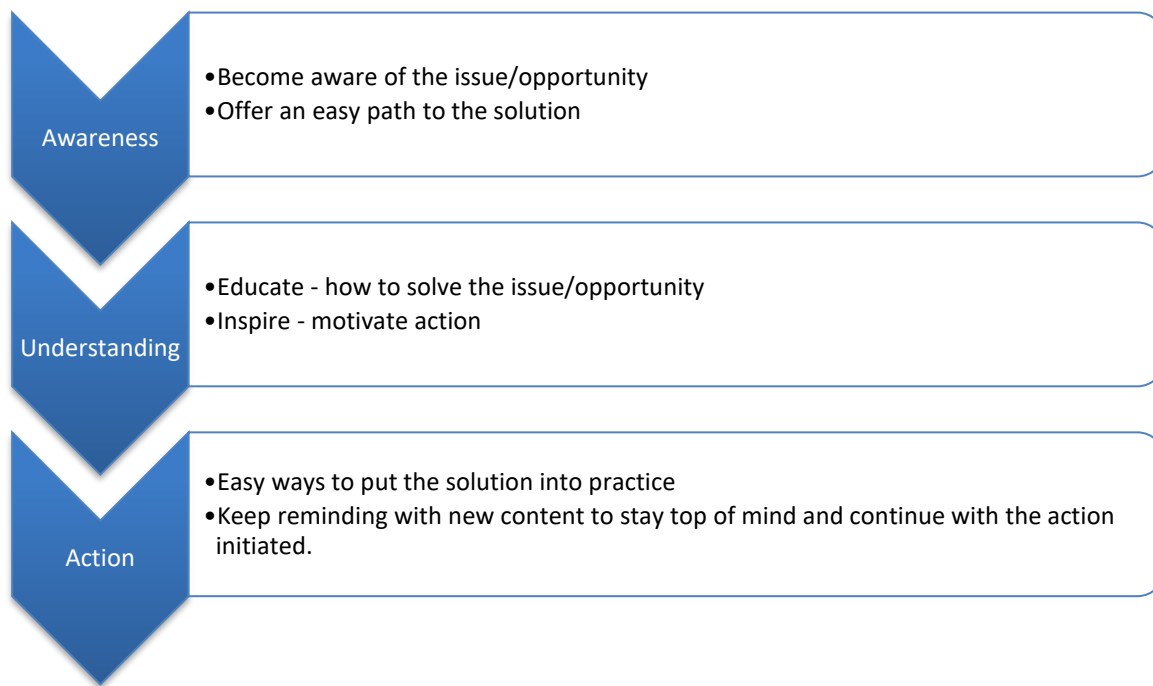
The methodology employed in this project proved extremely effective in providing an in-depth understanding of the vastly diverse target audience and more importantly, determined a pinpoint for Hort Innovation to focus activity and investment against in order to provide the largest potential return: high-profile influential chefs and students.

It is clear that an investment in food service would require a long-term commitment to eventuate a large shift in sales and ultimately profitability for Australian vegetables. This project has aimed to outline a step-by-step guide to commence and support a continuing program that builds momentum with the view to this being a potential co-investment opportunity in the long-term for an interested party.

## Recommendations

### 3 steps to influencing the food service industry

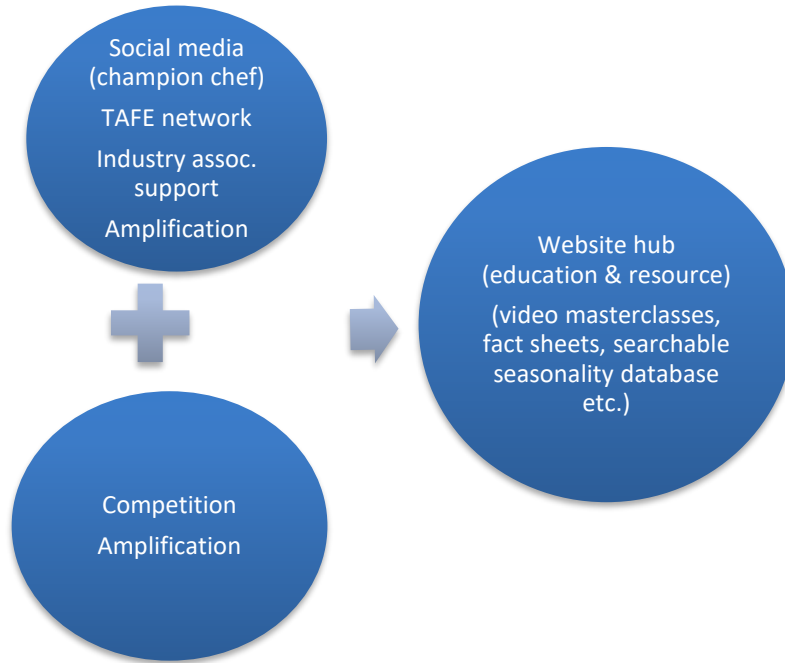
From the research undertaken and our expert knowledge of changing behaviours, it is important to outline the way behavioural change in general follows a 3-step path:



A proposed plan of activity therefore follows this 3-step path as outlined below:

**AWARENESS - INSPIRE ENQUIRY**

**EDUCATION – GIVE ME THE KNOW-HOW**



**ACTION - MOTIVATE ENGAGEMENT**



A cost estimate for the above is as below:

<b>Deliverable:</b> To devise a stand-alone product for Hort Innovation, with an identity kit. Enlist the services and advocacy of a champion chef, produce serving suggestions per season to reflect the leviabile vegetables, record 'how to' videos to demonstrate the use, prep and serving suggestion creation, record inspirational videos about connecting with vegetable growers and the community to mutual benefit, upload fact sheets and searchable seasonal information, alongside all video content onto a website hub that is named and IP owned by Hort Innovation. Launch a competition within the marketplace to encourage participation and content creation. Engage industry specialist to manage the communication, outreach and negotiations with key industry media and influencers and potential co-funding partners to amplify the impact of this project and maximise results amongst the industry across all levels of seniority and complexity.	12 months	1 season pilot
Creative concept and overall IP including all assets and guidelines	20,700	20,700
Champion chef engagement for activities listed (including initial negotiation fee)	327,800	81,950
Website hub	142,660	90,000
Vegetable fact sheets	96,530	96,530
Seasonality database	40,420	40,420
Amplification	200,000	75,000
Video production (excl talent fees):		
'How to' videos x 4	252,900	63,225
'Connection/inspiration' videos x 4	303,300	75,825
Competition: either 1 (one-off prize for each season) or 2 (mentoring panel for 12 month period – 4 sessions)	167,810	75,000
<b>TOTAL (ex GST)</b>	<b>1,552,120</b>	<b>618,650</b>

A potential staged approach to the project is outlined as per the table below:

## STAGED PROGRAM

STAGE	ACTIVITY
1	<ul style="list-style-type: none"> <li>Design &amp; build website= hub framework with database and downloadable app.</li> <li>Brief, approve and film/produce season 1 content: TAFE &amp; on-site 'lecture', serving suggestions, fact sheets.</li> <li>Engage growers to enter into database.</li> <li>Agree posting strategy for Instagram/podcast</li> </ul>
2	<ul style="list-style-type: none"> <li>Load season 1 onto website hub</li> <li>Launch content Instagram/podcast season 1</li> <li>Brief, approve and film/produce season 2 content: TAFE &amp; on-site</li> </ul>
3	<ul style="list-style-type: none"> <li>Load season 2 onto website hub</li> <li>Launch content Instagram/podcast season 2</li> <li>Brief, approve and film/produce season 3 content: TAFE &amp; on-site</li> <li><i>Announce "competition" ('panel' or 'trip' to create Year 2 recipes &amp; information)</i></li> </ul>
4	<ul style="list-style-type: none"> <li>Load season 3 onto website hub</li> <li>Launch content Instagram/podcast season 3</li> <li>Brief, approve and film/produce season 4 content: TAFE &amp; on-site</li> <li><i>"competition" entries</i></li> <li><i>Announce winner/(s)</i></li> </ul>
5	<ul style="list-style-type: none"> <li>Load season 4 onto website hub</li> <li>Launch content Instagram/podcast season 4</li> <li><i>Competition winners commence production of Yr 2 content.</i></li> </ul>

With a potential timeline to development as below:

## STAGED PROGRAM - TIMELINE

STAGE	TIMING
1	<ul style="list-style-type: none"> <li>DECEMBER 2017 – FEBRUARY 2018: Plan, build back-end and approve content (c. 4 months), including competition and/or field trip details.</li> <li>MARCH 2018: Film season 1 – Autumn</li> </ul>
2	<ul style="list-style-type: none"> <li>END APRIL 2018: Launch season 1 (term 2 TAFE)</li> <li>APRIL – MAY 2018: Approve content season 2.</li> <li>JUNE 2018: Film season 2 – Winter</li> </ul>
3	<ul style="list-style-type: none"> <li>END JULY 2018: Launch season 2 (term 3 TAFE)</li> <li>JULY – AUGUST 2018: Approve content season 3</li> <li>SEPTEMBER 2018: Film season 3 – Spring</li> </ul>
4	<ul style="list-style-type: none"> <li>END OCTOBER 2018: Launch season 3 (term 4 TAFE)</li> <li>OCTOBER – NOVEMBER 2018: Approve content season 4</li> <li>DECEMBER 2018: Film season 4 – Summer</li> </ul>
5	<ul style="list-style-type: none"> <li>END JANUARY 2019: Launch season 4 (term 1 TAFE)</li> <li>JANUARY 2019: Commence year 2 of content build via competition (potential field trips launch) into the mix Autumn 2019 (APRIL).</li> </ul>

## Scientific refereed publications

None to report.

## Intellectual property/commercialisation

No commercial IP generated

## Acknowledgements

Workshop Australia would like to offer special thanks for the ongoing input from the following project participants:

- Sarah Robins (Hort Innovation – Vegetable Consumer Alignment Specialist)
- Kylie Kwong (Consultant Chef)
- Patrick Southon (TAFE NSW - Senior Instructor)
- Scott Wilson (TAFE NSW – Head Teacher Hospitality & Commercial Cookery)