PLAYBOOK: PART ONE
NEW WAYS OF THINKING AND ADAPTING
WELCOME TO PART ONE OF YOUR SUMMIT PLAYBOOK

THE AIM OF THIS PLAYBOOK IS TO GIVE YOU SOME FOOD FOR THOUGHT TO GET THOSE BRAIN CELLS TICKING AND THINKING ABOUT INNOVATING TO BUILD STRONGER BUSINESSES AND POSITIVE COMMUNITIES IN WHICH YOU OPERATE. SO EXPAND YOUR MIND BEYOND NEXT WEEK’S ROSTER, POUR YOURSELF A STRONG LATTE AND DIP INTO SOME OF THE FOLLOWING THEORIES AND EXERCISES:

- BUSINESS ETHICS & VALUES
- HUMAN CENTRED DESIGN
- YOUR VALUE PROPOSITION
- ZERO WASTE AND CIRCULAR ECONOMY
- RESILIENCE AND ADAPTION
NEW WAYS OF THINKING AND ADAPTING

- Large businesses are already responding to their customers and shareholders through their corporate social responsibility programs.
- Now, small businesses across the world are dramatically adapting to changing cultures and environmental factors.
- Some cafes are responding by innovating and adapting to these changes.
- But some are only managing to hold on or even getting disrupted into oblivion.
- The first step in dealing with a changing business environment is to develop new ways of seeing the world in which YOU operate so your business can thrive - not just survive...
- This playbook will introduce new ways of thinking to ensure your business grows and prospers and at the same time reduce your environmental impact.
1. BUSINESS ETHICS & VALUES

The first step in defining your purpose as a local business is developing a framework for how you want to be seen by your staff, customers and community.

YOUR

Ethics involve learning what is right or wrong, and then doing the right thing. Sounds simple enough, but this can be tricky sometimes when faced with different situations. We like to think of ethics as doing the right thing even when you know no-one is watching.

YOUR

Your values form the foundation of your life. Your values dictate the choices you make and determine the direction that your life takes. When the things you do and the way you behave match your values then life is usually pretty good, and you are satisfied and content. But when these don’t align with your personal values, then you start to sense things are wrong and feel unhappy within. When business gets tough, it’s important to have values that help guide your decision making and action.

BUSINESS

In an ideal world your personal values should align with your business values. Your customers will respond to you if they know you believe in the values you stand by. The best way to create a set of shared business values is to get all managers and staff together to discuss what values are important and then prioritise them in order of significance. Try the exercise on the next page.
ACTIVITY: MAP YOUR BUSINESS VALUES

STEP 1: Identify the times when you felt most proud to work in your business? What was it and were other people involved?

STEP 2: Identify the times when your business did the right thing even though it was difficult to do? What was it and how did it make you and your team feel? Did you get the warm and fuzzies and share with friends or was it something you were happy to keep to yourself?

STEP 3: Write a list of your top values based on your experiences of pride, creating value and doing the right thing? Then as a team or alone choose the top five values.

STEP 4: Share your values with your team at your next staff meeting or over a coffee and develop a sentence that defines it.

STEP 5: Practice your decision making and action... based on your set of values and make a note of it.

TEST YOUR OUTCOME: Learn from the impacts of your decision making and action based on your values.

- Reflect on these decisions and actions.
- If all went well – keep doing it.
- If not – learn from the experience and start the steps again.

As you start to cycle through the steps they will start to become a natural part of your decision making and daily action.
Josie's Deli is a caring community space that is family-orientated and a fun, positive and inclusive place to work.
2. HUMAN CENTRED DESIGN

- Human centred design is a way of thinking that focuses on improving a customers’ experience with a given product or service.

- As a café owner or manager, this involves developing a deep understanding of your customers desires, needs, and priorities in order to develop the best food and beverage offerings and service that you can.

- As a responsible café, we also encourage you to consider the broader impacts of your offerings on the planet and the community in which you operate.

- For example, does your cafe’s layout encourage a smooth flow of customers? Does your open kitchen add value to the experience, or does it just detract from what customers came for? Do you make it easy for a customer to use their own cup?
**YOUR CAFE VALUE PROPOSITION**

Now consider your own Responsible Café Value Proposition. Think about your regular customers, their lifestyles, motivations and challenges. Try to “flip your thinking” so that instead of first considering what you want to offer, take a few moments to consider what your ideal customer might need and want. Take yourself from behind the counter and into a cafe chair - this is human centred design thinking and should help you come up with some new and fresh ideas.

<table>
<thead>
<tr>
<th>Understanding your ideal customer</th>
<th>Your Value Offering</th>
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<tbody>
<tr>
<td><strong>What are their goals and aspirations to improve their life?</strong>&lt;br&gt;E.g To get good service locally</td>
<td><strong>What are the features of your responsible cafe</strong>&lt;br&gt;E.g Great tasting fair trade coffee – where we know and have connected to our supply chain</td>
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<td><strong>What motivates your customers?</strong>&lt;br&gt;E.g To get a consistently great daily brew</td>
<td><strong>What are the benefits of frequenting your Responsible Cafe</strong>&lt;br&gt;E.g Clear ingredient descriptions on your menu</td>
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<td><strong>What are some of the challenges your customers face?</strong>&lt;br&gt;E.g Not knowing if their coffee and food is responsibly sourced and inline with their values</td>
<td><strong>Describe your perfect customer experience?</strong>&lt;br&gt;E.g Great service with a smile and locally sourced sustainable menu options</td>
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**Who are some of the local café alternatives**

Task: Visit the cafes in the area – and note any of their points of difference
EXERCISE: TRY USING THESE TEMPLATES TO BRAINSTORM YOUR CAFE VALUE PROPOSITION

- GOALS
- MOTIVATIONS
- CHALLENGES
- BENEFITS
- EXPERIENCE
- FEATURES
- ALTERNATIVES
3. ZERO WASTE AND CIRCULAR ECONOMY

What is Zero Waste Thinking?

To live by zero waste principles is to stop or drastically reduce the amount of materials that you send to landfill. This can be achieved by knowing and applying the Waste Hierarchy.

1. Avoid being a part of the problem by refusing over-packaged products and single use plastics.
2. Reuse bags, jars, bottles, containers, and cups to give everything a new lease of life and send food to rescue charities.
3. Recycle what can’t be refused, reduced or reused – this includes composting and worm farms.
4. Reprocess food waste through closed loop and circular innovation.
5. Energy recovery on a large scale through incineration and anaerobic digestion
6. Dispose of anything else to landfill or food waste to sewer.
WHAT IS CIRCULAR ECONOMY AND HOW IS IT RELEVANT TO MY CAFE?

Zero waste thinking is a good way to conserve resources and protect the planet, but it is still based on a linear approach to waste i.e. we take from the planet, make something, use it once or a few times, then try to do something with it again – then if all else fails dispose of it. But when we look at the state of the planet and the piles of waste we send to landfill each day – it is clear that this approach is not working.

Let’s just consider how our coffee culture contributes to this problem. According to the World Economic Forum, every day more than 2 billion cups of coffee are consumed across the globe, with most of the coffee grounds used to make those cups thrown away.

This equates to six million tonnes of coffee grounds sent to landfill every year. So yes the problem is BIG! And big problems can be scary and overwhelming but with a little careful thinking and tweaking to your cafe operations you can make a huge difference to your bottom line and negative impact on our environment.
Circular economy thinking is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems. Let’s consider how these three core principles could affect your café business.

1. DESIGN OUT WASTE AND POLLUTION

With some clever thinking and planning you could avoid making the waste in the first place by encouraging customers to use a cup swap service. The cup company owns the cups and cafes lend the cup to the customers who use it once and return it to be washed.

**Waste saving benefits** – This reduces the waste of paper and trees, the CO2 emissions it takes to create the paper and the plastic, and the delivery and disposal of the cup.

**Cost saving benefits** – The cost of purchasing a single-use cup and the cost of delivery, storage and disposal of it.

2. KEEP PRODUCTS AND MATERIALS IN USE

The goal is to use products that have a longer life cycle and can be reused or have already been used. How could your interiors, crockery, glassware, and even napkins be made from reused or recycled materials?

**Waste saving benefits** – The raw materials and energy it takes to make furniture, containers and utensils. The energy it takes to continuously dispose of the utensils and containers.

**Cost saving benefits** – The cost of disposing containers and purchasing brand new equipment as opposed to using second-hand items.

3. REGENERATE NATURAL SYSTEMS

What if the waste you DO create goes back into making something else and regenerating our natural world? Think COMPOSTING! Oh we love compost here at Responsible Cafes. It requires a little organisation in the kitchen but when you nail it you will notice your general waste go down dramatically!

**Waste saving benefits** – Composting your coffee grounds and food scraps is an amazing way to reduce your carbon footprint. Roughly every tonne of coffee waste that decomposes, 340m3 of methane is released into the environment.

**Cost saving benefits** – Now you can avoid the cost of sending organic waste to landfill.
**Exercise:** List out the main areas of waste in your kitchen or cafe. Choose one of the three circular economy principles that could reduce or eliminate that waste.

<table>
<thead>
<tr>
<th>Area of Waste</th>
<th>Waste Can Be Regenerated Naturally</th>
<th>Keep Products in Our Cafes in Use by Avoiding Single-Use</th>
<th>Use Systems or Services That Design Waste Out</th>
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<tbody>
<tr>
<td>E.g. Food Scraps</td>
<td>Compost Scraps into the Ground + Give Away Coffee Grounds</td>
<td>COMMERICAL COMPOSTING SERVICE</td>
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4. RESILIENCE AND ADAPTATION

Resilience is defined as the ability to recover from setbacks, adapt well to change and keep going in the face of adversity. As working people living through times of global uncertainty, we all now clearly understand that businesses operate in a dynamically changing environment and that business resilience is essentially if we want to not only survive but flourish into the future.

While café owners and managers have a great deal of control over the internal workings of the business (ie day-to-day decisions about the supplies to purchase, the staff to hire, the food and beverage to sell, and where to locate the café) they have no control over the external business environment in which they operate.

To compete successfully in today's changing world, cafe owners and managers must continuously study the external business environment and adapt their operations accordingly. To help understand and deal with the impact of these external forces, we have grouped them under seven different categories. Each of these forces creates a unique set of challenges and opportunities for cafes, staff, suppliers, customers and the community in which we operate.
E.g. The Australian coffee market is a highly dynamic market as it is subject to rapid changes in consumer preference. Keeping your eye on local competitors helps you maintain or exceed local customer expectations.

E.g. The biggest threat to the security of your supply chain is climate change, water shortages, bushfires, drought, loss of biodiversity, soil erosion – the list goes on and on. Develop a strong relationship with your suppliers so that they alert you to shortages ahead of time and be ready to adapt as needed.

E.g. Pandemic lockdown laws have some cafes pivot quickly to develop new offerings such as take away food and beverage and retail products.

E.g. Payment technologies using fast cashless payment methods, Point of Sale (POS) systems that help with café productivity information and customer profiling, cloud connectivity to access and manage your business data anytime and anywhere.

E.g. Economic hardship due to C-19 requires you to keep on top of available grants and tax breaks.

E.g. C-19 raised new rules and guidelines that café owners and managers had to adhere to. In these times it’s always best to seek source information from local councils and or state governments to make sure your café is fully compliant with its legal obligations.

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**EXERCISE: MAP OUT YOUR CURRENT BUSINESS ENVIRONMENT**

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<thead>
<tr>
<th></th>
<th>Factors relevant to your cafe</th>
<th>Threats to your business</th>
<th>Opportunities for your business</th>
<th>Actions you can take</th>
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<tbody>
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WE WOULD LIKE TO THANK OUR BRAND PARTNERS FOR THEIR SUPPORT

HAVE ANY QUESTION OR WANT TO CONTINUE YOUR TRAINING? CONTACT US
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