

Baking Industry Association of Victoria

Victorian Baking Industry
Water Wise Project

Final Report

TABLE OF CONTENTS

Background.....	3
<i>Description of the Project</i>	3
<i>Inspiration for the Project</i>	3
<i>Significance of the Project</i>	4
<i>Background Research</i>	5
Key Project Outcomes	5
<i>Audit and Development of Water Wise Management Plan</i>	7
<i>Smart Water Practice Guide: Helping the Baking Industry improve water efficiency</i>	9
<i>Incentive Program</i>	11
Key Learnings	13
<i>Maintenance</i>	13
<i>Equipment</i>	13
<i>Cleaning Practices</i>	14
<i>Culture</i>	14
<i>Spreading the Good News</i>	15
<i>Some Good Bakery Stories</i>	15
<i>In the Media</i>	16
The Future	17
<i>Initial Feedback on the Smart Water Practice Guide</i>	17
Relevance to Your Business	18
Investigation of Water Saving Initiatives	18
Benefits Gained	18
Appendix A	20
Appendix B.....	21
Appendix C.....	22
Appendix D	23

Background

Description of the Project

In June 2004, the Smart Water Fund awarded the Baking Industry Association of Victoria (BIAV) a grant to investigate ways of improving water use practices in Victorian Bakeries. The research was undertaken by the BIAV and Monash University's Department of Management. The Victorian Baking Industry Water Wise Project involved two stages – Stage 1 being the **Auditing of Water Usage in a selection of Bakeries**. As a result of the audit, **Water Wise Programs** were developed, implemented and monitored for those participating bakeries. Stage 2 of the Project entailed the promotion of the Water Wise Programs through the design and production of a “**Smart Water Practice Guide – Helping the Baking Industry improve water efficiency**”, to assist bakeries to become conscious of water saving initiatives and become smarter by using water in a sustainable way. The Smart Water Practice Guide was distributed across Victoria in November 2005 to 2209 bakeries.

Inspiration for the Project

The Baking Industry Association of Victoria, conscious of the growing concern and increasing value of Victoria's water resources, embarked upon a water efficiency awareness campaign for the baking industry. In keeping with its goal of providing support and motivation to ensure the success and development of the entire baking industry of Victoria, the BIAV, with the assistance of the Smart Water Fund, researched current water usage in bakeries and based on the findings produced the Smart Water Practice Guide for Bakeries – to help improve water efficiency and save.

The Victorian Baking Industry Water Wise Project was developed upon requests from baking members of the BIAV upon consensus that they wanted the industry to be water wise. Having been involved in similar projects - Energy Efficiency Best Practice Program, OH&S Small Business Self-Assessment Project - they felt that a similar approach could be used to bring about improvements in water efficiency. As a result a report identified the need for a Guide written for bakers by bakers.

As in the case of the Energy Project and OH&S Project, the BIAV has members who can promote its causes. The Victorian Baking Industry Water Wise Project has resulted in the identification of **Water Wise Champions** who are just as enthusiastic as the

project team about getting water saving ideas off the ground. One such water wise champion is Holger Schinz, from Sunbeam Cakes, who has and continues to support water saving initiatives.

Significance of the Project

It has also been the BIAV's experience that bakers are not the only people who become Water Wise Champions for the industry. Allied traders/suppliers, as interested parties, are also keen to support the industry and become enthusiastic about spreading the word as to how the industry can become smarter about the use of water. Allied traders/suppliers are members of the BIAV and are represented on the Association's Committee of Management.

Through the development of specific Wise Water Programs and general guidelines that can be adapted to suit the needs of an individual site, bakers have been provided with examples of how their colleagues have become smarter about the use of water and how they have saved themselves money as a result. Water saving has an impact on the bottom line and can improve their business.

The Smart Water Practice Guide provides **practical advice** on actions bakers can take to save water and money starting *immediately* through simple changes in bakery practices, which involve little or no capital investment. In the *longer term*, the water saving initiatives can become part of the baker's overall plans for improvements and upgrades at the bakery.

In terms of *positive and negative impacts*, the primary research conducted and the specific Wise Water Programs have assisted in dispelling myths whilst providing confidence that the water saving initiatives are worth implementing. An example of one of the myths that have been dispelled was the preconception that most water in a bakery is used in the product itself. The research found that most water was actually used in cleaning the bakery. Prior to undertaking the research it was thought that water quality may be an issue in some regions. However, participants across the metropolitan water authorities did not report any issues with water quality particularly in terms of the effect on the product.

Background Research

The Baking Industry Association of Victoria's research indicates that the Baking Industry is largely unaware of its water consumption and has therefore not unlocked the potential of water savings. The Smart Water Fund allowed the BIAV to conduct primary research and get the water saving ideas off the ground.

The approach that was used for the Victorian Baking Industry Water Wise Project was also successfully utilised by the Energy Efficiency Best Practice Program [Commonwealth Department of Industry, Science and Resources] when it set out in 2001 to cut energy costs in shop bakeries and to take action on greenhouse emissions. The BIAV was actively involved in the Program which saw, for a great number of its members, a cut in their energy costs by 20% or more. Whilst the use of hot water was a component of the Program, its focus was on Energy Management Programs that looked at baking equipment, refrigeration, lighting, air-conditioning, ventilation, space heating and bakery layout.

Key Project Outcomes

Several key outcomes were achieved in relation to both stages of the project. The key outcomes for Stage 1: Audit of Water Usage in the Baking Industry in Victoria includes:

- The primary research identified the usage of water in bakeries and provided the framework for developing water saving initiatives; and
- The development of Water Wise Programs which were used as templates to save water and reduce costs at the bakery.

It was found that the key areas in which water is used within bakeries falls under the following categories: within the product, equipment, cleaning practices and amenities (internal and external). Wastage is dependent on each unique baking business and the particular variables that pertain to their operation. However most water was wasted through inefficient cleaning procedures; which is commonly linked to individual cultural practices.

The key outcomes for Stage 2: Educate, Promote and Market Water Wise Programs for the Baking Industry includes:

- The development of a user friendly Smart Water Practice Guide that bakers can use as a reference and to develop their own Water Wise programs;
- An educated baking industry with the knowledge about how to be smarter with the use of water;
- The adoption of water saving initiatives that result in a reduction in the demand for water in the Baking Industry;
- Achieve savings, both in financial and resource terms, at individual bakeries which may be passed onto customers and the community; and
- Display industry and community leadership in building a better environment.

Audit and Development of Water Wise Management Plan

The first stage of this project involved Auditing Water Usage within 15 participating bakeries that were representative of the industry. Demographics of the participants are outlined in Appendix A. The sites were evenly spread between the following water regions: South East Water, Yarra Valley and City West Water. The sample comprised of wholesalers, retail, bakery café and franchised outlets. Businesses were categorised as wholesale or retail. Retail was further broken down based on whether goods were consumed within the store (i.e. café) or taken away from the store. Other measures include: product category, annual turnover, kilograms of flour used per week and number of employees (see Appendix A).

The water usage audit resulted in the development and implementation of **Water Wise Programs**. Based on the initial phase of the project it was found that opportunities exist to improve water use practices across the Victorian Baking Industry. It was found that the majority of water is used in cleaning and amenities rather than in the product itself. Some cleaning examples and facts are captured below:

- Washing dishes and trays in a commercial sink generally requires more water and use of labour. Given a commercial sink requires about 40 litres to fill and a water efficient dish washer may use as little as 15 litres.
- Hoses used without control devices can be extremely wasteful; simple flow control devices are inexpensive and easy to install and can reduce water flow by up to 50%.
- Pressure cleaners use significantly less water. It was found that high pressure water cleaners can use up to 80% less water than a normal hose for many cleaning tasks.

Other findings:

- Bakers that mainly produce bread used more water in the product itself compared to other product mixes;
- Culture impacts on the way water is used, with traditional practices (particularly hosing down floors) adversely impacting the adoption of water conservation practices;
- There is a lack of awareness of the available water saving devices that exists;

- There are limited opportunities for water re-cycling due to food safety requirements and physical space limitations;
- The use of water (particularly hot water) is essential for food safety purposes;
- A small percentage of businesses have efficient water conservation strategies in place. For example, smart building design, the use of suitable equipment and cleaning schedules that specifies the amount of water to be used for each task.

The main purpose of the Water Wise Management Plan was to help bakeries that participated in the initial research, to identify opportunities to conserve water and to establish an action plan to implement their goals. The information provided for each key area (Maintenance, Equipment, Cleaning and Culture) allowed bakeries to develop an Action Plan. Feedback we received from the Plans was incorporated into the Smart Water Practice Guide.

Smart Water Practice Guide: Helping the Baking Industry improve water efficiency

The Smart Water Practice Guide includes:

- An overview of the benefits of pursuing a Water Wise Management Plan;
- Tips on how to get started;
- An audit tool to help you identify how much water you use;
- Water Wise Checklists in relation to the following key areas: maintenance, equipment, cleaning practices and cultural considerations;
- A Template for implementing and developing a Water Wise Action Plan;
- Information on relevant products that may help the baker achieve water saving goals;
- Two case studies;
- Worksheets that can be modified to suit individual needs. Copies can be downloaded from the CD;
- A list of useful resources and
- Water usage facts, tips for new bakery sites and tips for bakeries.

The main purpose of the Smart Water Practice Guide was to help bakeries identify opportunities to conserve water and to establish an action plan to implement their goals. It contained information for each key area (Maintenance, Equipment, Cleaning and Culture) thus allowing bakeries to develop and implement Water Wise Management Plans.

The objectives of the Smart Water Practice Guide were to:

1. Assist bakeries in understanding their current water usage by conducting a water audit.
2. Help bakeries identify opportunities to conserve water by working through a series of Water Wise Checklists. These Checklists were related to four key areas; Maintenance, Equipment, Cleaning and Culture.
3. Transfer actions into their Water Wise Action Plan (See Table 1).
4. Provide incentives – An incentive plan for bakeries to participate in water conservation was detailed in the Guide.

An example of a Water Wise Action Plan was provided in the Guide (See Table 1). The purpose of it was to provide bakers with an example to help them develop and prepare their own Water Wise Action Plan. This is achieved by identifying a manageable number of goals, accountability and tracking progress.

Table 1: Example Water Wise Action Plan

Item Number	Action	Outcome	Responsibility	Date	Status
Maintenance					
1	Leak check through meter observation	Identify hidden leaks	Manager	First day of the month	Fine, repeat next month
Equipment					
2	Supply tubs to insert into large wash up sink	Limit water use by not having to fill sink every time	Manager	Today	Done
3	Replace toilet system	Less water used	Owner	End of January	
4	Efficient dishwasher use	Achieved through staff training	Manager	Today	Done
Culture					
	Remove hose in wash up area	Reduce temptation to hose everything down	Supervisor	Today	Done

The Smart Water Practice Guide was sent to 2209 bakeries around Victoria, including both metropolitan and regional areas. A total of 298 Guides were dropped off at head offices of Bakers Delight (218) and Brumby's Bakeries (80). Table 2 provides a breakdown of the regions in Victoria that received a copy of the Guide. Guides that were returned or not distributed due to business closure will be sent to the Registered Training Organisation (members of Victorian Baking Industry Training Network) to be used as part of the training program for apprentices.

Table 2: Distribution of Smart Water Guide - *These bakeries were called upon and the Guide hand delivered to them.

Regions/ Return Mail	Member Mailout	NON- MEMBER Mailout	NON- MEMBER Callout*
Barwon/ 9	27	32	7
Central Highlands/ 2	21	20	9
East Gippsland/ 0	17	9	4
Eastern Melbourne/ 9	145	120	172
Gippsland/ 1	15	23	8
Goulburn/ 2	39	9	9
Inner-Central Melbourne/ 23	72	95	56
Loddon/ 0	32	16	11
Mallee/ 0	11	7	5
Mornington Peninsula/ 0	42	40	11
Northern Melbourne/ 9	54	138	73
Ovens-Murray/ 1	24	9	3
Southern Melbourne/ 18	115	84	81
Western District/ 0	19	7	5
Western Melbourne/ 9	57	91	45
Wimmera/ 2	13	7	2
TOTALS/85	703	707	501

Incentive Program

The Smart Water Practice Guide contains an incentive program to encourage participation in Water Wise programs. Achieving the criteria of the program entitles each bakery to a certificate and badges (Please see Appendix B). It is planned that those bakers who have saved water and reduced costs will be recognized for their efforts with the awarding of certificates that they can proudly display at their bakeries. These awards can be most effective in raising the profile of the bakery as they do impress customers who see their baker as showing leadership and concern for the environment. Button badges have been produced so that they can be worn by all staff. It is hoped that the badges will help to reinforce the water saving messages.

The BIAV will conduct a 12 month dedicated program to encourage bakeries to:

- Develop an Action Plan
- Implement the Action Plan
- Complete the recognition sheet (as provided in the Guide) in order to be eligible for certificates, badges and publicity.

Key Learnings

The project set out to achieve savings – saving of Victoria’s water resources and bottom line savings for bakeries through the use of more efficient and effective water usage practices. Benefits, other than financial for the bakeries, that were achieved by bakeries include: social/branding benefits, environmental benefits and the feeling that bakeries and their staff are contributing to the important need to reduce water usage. For example, Mark’s Quality Cakes has received some positive media attention (See Appendix C) by participating in this project. Mark Bartolo, owner, believes that the media attention he has received has been useful from a branding perspective.

One of the key messages of the Smart Water Practice Guide was to demonstrate to bakeries that financial savings may be realised in many forms, for example: direct decrease in water bill or in more indirect ways such as decrease in other utilities’ bills due to decreased requirement in hot water, pumping, heating, cooling and treatment requirements. This section of the report captures the key learning and solutions provided to bakeries under the four main areas of: maintenance, equipment, cleaning and culture.

Maintenance

A key message presented in the Smart Water Practice Guide was the importance of general maintenance. Some of the maintenance tips provided did not involve a financial outlay. For example, regular monitoring of the water meter as a way of identifying leaks does not involve a financial outlay. The Smart Water Practice Guide provided a record sheet for each meter reading in order to identify hidden leaks. Feedback from recipients of the Smart Water Practice Guide has indicated that regular meter monitoring was one of the most frequently implemented actions due to the practicality of what’s required to implement it. It was also found that regular maintenance of equipment, fittings and amenities; contributes to the potential longevity and the costs associated with inefficient or ineffective operations. An effective maintenance program will incorporate preventative and proactive strategies.

Equipment

The Smart Water Practice Guide provided knowledge on determining the water conservation rating of products available on the market, and the range of equipment/devices that uses water efficiently. Energy and water efficient models may

offset a higher purchase price. Examples of water conservation solutions included: dual-flush toilet systems, trigger nozzles, flow control devices, circulating pumps (with timers) and washing machines.

Cleaning Practices

The key learning that come out of cleaning practices was having current and relevant cleaning schedules in place. Cleaning schedules are a way of identifying everything that needs to be cleaned in the business and considers the water usage in each task. Solutions offered to bakeries included: developing their cleaning schedules, outlining the steps to proper cleaning, using brooms or pressure cleaners instead of hoses, operating an efficient dishwasher, alternative cleaning systems and introducing wet and dry areas.

Culture

The key learning when looking at the culture of a bakery is to be aware of how traditional practices have an adverse impact on water usage. Some suggestions to initiate a positive cultural change with water use include: developing a Water Wise Policy, provide training opportunities, communication, and incorporating accountability into each action item. These outcomes can be achieved by having support from management, tracking and reporting achievements and celebrating milestones.

In summary, it was found that the best way to save water is to establish a plan of action. It is important to know what activities use the most water, to measure water usage, and prepare a plan to reduce water consumption for priority activities. The Smart Water Practice Guide sought to help bakeries prioritise and develop plans tailored to their site; and to provide some guidelines and tips to assist bakeries to audit their water usage and implement and monitor their Action Plan. The Action Plan was kept as user friendly as possible to ensure that it has ongoing application and support. The Action Plan allowed bakeries to identify a manageable number of the goals that you want to achieve, to be accountable and to track progress. Putting these goals in writing will help ensure that they can measure the outcomes that they aim to achieve.

Spreading the Good News

The following methods have been adopted and will be used to inform others in the community and/or industry about the Victorian Baking Industry Water Wise Project i.e.

- **Bakers will receive a Smart Water Practice Guide and they, together with their staff, will be encouraged to participate and contribute to the Project.** Case studies will be added to the Smart Water Practice Guide so that all interested parties can be informed about the initiatives that were adopted to reduce water usage and costs. The additional case studies will be downloaded from the BIAV's website or posted to interested parties so that their Smart Water Practice Guide can be maintained.
- Bakers and their staff who do decrease their demand for water and reduce costs will be **formally recognized and promoted through the state media and by presentations at their bakeries** where the public can witness their achievements and contribution to the environment and the community. Local media and the local water authority will be invited to cover these presentations. Because of staff involvement and ownership of the Water Wise Programs, it has been the case that some of the smart water practices that have been adopted in the bakery are considered and implemented in the home environment.
- The BIAV will promote the Project on its **website** and through **industry journals** as well as through the **wider media**. Award winning bakers will be asked to speak at **industry functions**.
- The Victorian Baking Industry Water Wise Project will be the benchmark for water management for the Baking Industry throughout Australia and New Zealand and the knowledge and experiences gained through the Project will **add to the information that has been documented on the Australian Baking Industry**.

Some Good Bakery Stories

The BIAV and the Monash University websites will capture all the good news bakery stories as they come in. It is anticipated that they will be uploaded to the following sites.

<http://www.baking.com.au/> and at

<http://www.buseco.monash.edu.au/research/centres/ascmru.php>

In the Media

The Water Wise Project has received various forms of media attention; industry journals (Baking Business), the wider media (e.g. Herald-Sun) and the web (baking.com.au). Full details and copies of the industry articles can be downloaded from Appendix C.

The Future

It is anticipated that the feedback and recognition system in place encourages every bakery to plan, implement and celebrate water saving practices. This is achieved by completing the feedback sheet in the Smart Water Practice Guide, attaching relevant evidence and forwarding it to the Baking Industry Association of Victoria. Bakers will be recognized by staff, customers and the industry as making water savings, in providing a better environment and displaying leadership. This will make a good news story for the media.

Initial Feedback on the Smart Water Practice Guide

The collated findings from the feedback sheets in Smart Water Practice Guide are captured below. Relevant updates will be made available on the BIAV's websites and in Baking Business.

Table 3: Feedback on the Guide

Headings	Comments
Information The areas of the Guide that were the most useful.	The following areas were regarded as the most useful (in order): Water Wise Checklists Fact/Tip Sheets Downloadable Tables/Forms Water Wise Plans and How to Prepare the Plan
Purpose for Using the Guide	The main purposes indicated were, in order: Train Staff/Increase Awareness Develop New Systems/Procedures Purchase New Equipment It was noted in the other category that bakers would use the Guide to review their current practices.
Presentation of Information Tables/Forms, Checklists, Fact/Tip Sheets	Scores for the usefulness of the 3 presentations were 1 or 2 and this was also the case for the Clarity/Understanding of the 3 forms of presentations. The ranking was 1 is useful to 5 is not useful.
Format Access to the Information	The majority preferred to have the Guide in book format and electronic format, with a CD being the chosen electronic format. Most would purchase the Guide – depending on price.

Relevance to Your Business

Initial feedback on the Smart Water Practice Guide provides positive reinforcement for its practicality and relevance- *“Certainly relevant – specific to baking industry not just the general food industry”*. However it was felt that it was still *“too early for more feedback”*.

“The Fact Sheets, Tip Sheets and the CD were particularly useful – good for existing bakeries and good for those thinking of a new site. The “Water Wise Checklists” were also considered most useful.”

“There are certainly things that we can do in our bakery – it is a matter of priority and certainly water usage is a big thing in our region.”

“It has got me fired up about the amount of water that is wasted – not just in the bakery – but by business”.

Investigation of Water Saving Initiatives

Bakeries noted the following actions that they have undertaken or are considering:

- Spoken to OZ Tank – have not proceeded – in the process of evaluating if we are getting new pans or doing the cleaning of our old ones – went and saw a nearby bakery that has used OZ Tank
- Investigated green plumber site – my plumber is retiring and I have to get a replacement.
- A couple of staff have been named “drip kicks” because they were caught wasting water when cleaning.
- Looking at nozzles/ regularly checking the taps.
- Pricing a dishwasher.
- *“We are now using buckets in the sink”*.
- *“I have discussed the Smart Water Practice Guide with staff”*.

Benefits Gained

The following comments were made about benefits gained from the Smart Water Practice Guide:

- Greatest benefit to date is the raising of awareness of water usage in bakeries.
- Reassured that it is not “too hard” or just another thing to try to squeeze into a day. Very practical advice –easy and not too costly to implement some of the water saving devices to get us going.
- Practical advice.

- *“feel like I am making a contribution – doing my bit”.*

“I would like to thank all involved. It is a great publication and will be of great use to our industry. It makes me so happy to see the BIAV doing something like this”

Joyce Clarke – Associate member 2/12/2005

Appendix A

Demographics of Sample

Bakery Site	Product Category *	Annual Turnover **	Flour used per week (kg)	No. of Employees (F/T equivalent)	Business Type
1	B – 100%	D	15 tonnes of H R flour, 5 tonne of Plain flour	130	Wholesale
2	A - 15%, B – 65%, C – 5%, D – 10%, E – 5%	B	80 kg	3	Retail/Café
3	B – 100%	N/A	300 kg	5.5	Wholesale
4	A – 2%, B – 90%, D – 5%, E – 3%	B	75-80 kg	4	Retail/ Café
5	A – 100%	B	1000 kg	5.5	Retail
6	B – 60%, C – 20%, D – 15%, E – 5%	D	200 kg	15	Retail/Café
7	B – 100%	D	250 kg	20	Wholesale/ small retail
8	A – 85%, B – 10%, D – 3%, E – 2%	B	1000 kg	6.5	Wholesale/ Retail
9	B – 70%, D – 10%, E – 20%	C	150 kg	11	Retail
10	A – 10%, B – 90%	D	5000kg	51	Wholesale
11	A – 70%, B – 30%	C	Winter 630 kg, summer 3150 kg	8 – increasing over summer	Retail
12	A – 95%, B – 5%	D	250kg	5	Production for other outlets /small retail
13	C – 100%	D	2000kg	24	Wholesale
14	A -- 100%	D	3500kg	14	Wholesale
15	B – 100%	D	3000kg	48	Wholesale

Explanatory Notes:

* Product Category was described as follows:

- A. Bread (includes: bread loaves, bread rolls and buns, leavened bread, fruit loaves, muffins, crumpets, breadcrumbs)
- B. Cake & Pastry (includes: cakes, pies, pastries, donuts, puddings, slices, including frozen bakery products)
- C. Biscuits (includes: hot bake biscuits, biscuit crumbs, ice cream cones, wafers, rusks, unleavened bread)
- D. Sandwiches and Salads
- E. Beverages (made on site)

** Annual Turnover was measured according to the following categories:

- A. \$0 to \$100,000
- B. \$100,001 to \$500,000
- C. \$500,000 to \$1,000,000
- D. \$1,000,001 +

Appendix B

The Smart Water Practice Guide contained samples of certificates and badges:



Appendix C

This appendix covers stories from industry journals which are on the BIAV's website.

They can be accessed at:

www.baking.com.au/resource2.html

www.baking.com.au/bb.html

www.baking.com.au/downloads/c_study%201%20marks.pdf

Appendix D

This appendix includes a copy of the feedback questions.

Do you have any suggestions?

It would be greatly appreciated if you could take the time to complete this anonymous questionnaire. Your feedback will be useful in compiling future editions of the Smart Water Practice Guide. If you would like to make additional comments please email us at biav@baking.com.au

Information

Please rank the areas of the *Smart Water Practice Guide* you found most useful (start at 1 – most useful to 5 – not useful)

	What's in it for you?		Case studies
	How to prepare the Plan?		Water Wise Management Plan
	Water Wise Checklists		Fact/Tip Sheets
	Product Lists		Downloadable tables/forms
	Useful Resources		

For what purpose did you use this Guide? (please tick)

	Strategic Planning		Train staff/ increase awareness
	Develop new systems/ procedures		Purchase new equipment
	Other (please specify)		

Presentation of Information

In general, did you find the:	Usefulness (where 1 is useful and 5 is not useful)					Clarity/Understanding (where 1 is easy to understand and 5 is difficult)				
Tables/Forms	1	2	3	4	5	1	2	3	4	5
Checklists	1	2	3	4	5	1	2	3	4	5
Fact/Tip sheet	1	2	3	4	5	1	2	3	4	5

Format

How would you prefer to access the information in – <i>The Smart Water Practice Guide</i> ?					
	Book format only		Electronic format		both
If you access the information electronically, would you prefer to access it as a:					
	PDF format		CD-rom		
If electronic access was available at cost, would you still purchase – <i>The Smart Water Practice Guide</i> ?					
	Yes		No		Maybe – depending on price

Thank you for taking the time to complete this questionnaire. Your feedback will be useful in compiling future editions.

Please mail this form to the Baking Industry Association of Victoria

386 Mount Alexander Road ASCOT VALE VIC 3032 or fax to: 03 9370 7633