

**RECOMMENDATIONS FOR SUSTAINABLE  
DEVELOPMENT IN FIELDS CORNER**

Prepared For:  
Vietnamese American Initiative for Development  
(Viet-AID)

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## **EXECUTIVE SUMMARY**

Sustainable development is a nebulous idea and goal that requires the establishment of a working definition for specific discussions on its implementation. The following report will use well established aspects of sustainable development to formulate a clear definition of sustainable development in the context of future sustainability in Fields Corner and recommend a plan of action for sustainable development to be implemented by Viet-AID.

Striving to be an organization that promotes sustainable development requires a mission and set of skills that poses considerable challenges to neighborhood organizations. Viet-AID can take several steps to enhance its already rich capacity to transform it into a sustainable development organization. The report examines the institutional capacity of other organizations in Fields Corner and Viet-AID's past and current programs to identify strengths and weaknesses in pursuing sustainable development. The report also identifies areas for collaboration with other groups in terms of strengthening capacities. Examples of successful CDC projects are offered as evidence of how a community organization can work in partnership to make the vision of sustainability a reality. These suggestions work backwards from the vision of a sustainable Fields Corner, identifying the actions and skills needed to bring the goal to fruition.

The report also recommends a two part strategy for sustainable development in the context of small businesses. It consists of 1) Business District Revitalization Strategy targeting businesses that represent the Fields Corner business district; and 2) a Greater Boston Vietnamese Business Development Strategy that targets Vietnamese businesses in Fields Corner and the Greater Boston Region. Both sections provide specific recommendations for the role that Viet-AID could play in implementing sustainable development.

Additionally, two tools are outlined that will enable Viet-AID to build their knowledge base of the Fields Corner and Greater Boston Vietnamese business communities. The Linkage Analysis section provides an analytical framework to understand the interrelationships between various sectors of the neighborhood and regional economy. The Survey section introduces two surveys that were created for Viet-AID to gain insight about the Fields Corner and the Greater Boston Vietnamese business communities. Both of these can be implemented to assist Viet-AID in developing a sustainable development plan.

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# **PART I - SUSTAINABLE DEVELOPMENT – WORKING DEFINITION**

## **PURPOSE OF SECTION:**

Sustainable development is a nebulous idea and goal that requires the establishment of a working definition for specific discussions on its implementation. The following section will use well established aspects of sustainable development to formulate a clear definition of sustainable development in the context of future sustainability in Fields Corner, located in the southern portion of Boston, Massachusetts. It will be based in part on the current state of sustainable development from the observed existing conditions in the community, as well as the vision and goals of the organization attempting to bring sustainable development to the area, the Vietnamese-American Initiative for Development (Viet-AID).

**Sustainable development is the intelligent use of natural resources to meet the needs of the current population with out compromising the ability of future generations to meet their own needs.**

## **SUSTAINABLE DEVELOPMENT: IN THE LITERATURE**

The most referenced definition of sustainable development is from the 1987 World Commission on Environment and Development report *Our Common Future* (WCED 1987) The definition essentially establishes that sustainable development is the intelligent use of natural resources to meet the needs of the current population with out compromising the ability of future generations to meet their own needs. Such resource allocation and decision making relies on the concept of a triple bottom line: balance between the economy, social needs (often referred to as equity to maintain the ‘e’ aspect) and the environment (Beatley and Manning 1997). The goals of a triple bottom line are to bring about lasting economic development and stability, an enhanced and healthy environment that can sustain resource use, and social equity and fairness across race, class and gender.

Sustainable development concepts that pursue the balance between economy, society and environment include:

- ④ brownfields redevelopment,
- ④ life cycle analysis (product analysis that looks at impacts from production through to disposal),
- ④ carrying capacity,
- ④ industrial ecology,
- ④ environmental justice,
- ④ technology transfer,
- ④ green design, and
- ④ small business development.

This is not an exhaustive list. These concepts and practices focus on expanding economic development based on socially and environmentally sound principles, collective community action

and capacity building.<sup>1</sup>

The planning and implementation of sustainable development concepts should include considerations regarding temporal, governance, and feedback mechanisms. Most planning and decision making is done with a rather short-term view of the future in mind. Since sustainable development is meant to also preserve capacity for future generations, contemplation of impacts over longer time scales is necessary. Decisions are currently made in the context of political terms of office and along the lines of current institutions. Sustainable development goes beyond term limits and compartmentalized behaviors of institutions. In order for sustainability to be realized, the system of governance requires some alteration to account for the inadequacy of decision based on the politicized frames of office terms and government agencies. Dynamic systems and adaptive decision making are keys to sustainable development, and are not always compatible with the current traditional planning and implementation methodologies. Additionally, successful implementation of sustainable development planning requires consensus and the ability to provide a compelling argument to change traditional development methods for more sustainability focused change (Beatley and Manning 1997; McDonough and Braungart 1998). Stakeholder collaboration working toward improving the system holistically is critical for bringing about lasting change to the traditional methodologies.

## **SUSTAINABLE DEVELOPMENT: GOALS FOR FIELDS CORNER**

### **Key Findings from Phase I regarding sustainable development**

The data in the following section are from the Existing Conditions Report, a prior document prepared in advance of this report.

#### **Social**

##### *Existing Conditions:*

The demographic information for Fields Corner is critical to how sustainable development is pursued in the area. Several significant characteristics of the Vietnamese community are evident from demographic data recorded by the US Census of 1990 and 2000 for the area of Fields Corner (Census tracts 916, 917, 920, 921, and 922). The decade from 1990 to 2000 saw a dramatic increase of 12% in the population of Fields Corner, which was much faster than growth in Boston (2.6%). Further analysis shows a significant growth in the Asian community (190%), a marginal increase in the African American population, and a significant decrease of over 40% in the White population. In fact, Asians were the fastest growing ethnic group in Boston, registering an increase of 47% and now comprising 8% of the city's population. Within the Asian community, the fastest growing ethnic group is Vietnamese, showing a growth of 127%. In 2000, the city's Vietnamese population stood at 11 thousand, of which at least 8000 live in Dorchester. Today, the three major racial categories in Fields Corner in order of numerical strength are African American, White and Asian, of which Vietnamese comprise the largest ethnic group (around 80%).

Analysis of the age distribution for the three major racial groups in Fields Corner shows that the White population is ageing, with most individuals of age between 20 and 60, whereas the African

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<sup>1</sup> According to the EPA, a brownfield is "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant" (EPA 2004a).

American population has most individuals between 5 and 40. In comparison, the age distribution in the Asian community is more symmetric, where the age interval of 20-39 comprises the largest single group. The growth in population in Fields Corner was accompanied by a rise in the median household income (27%) and per capita income (19%), though not as much as in the Boston area (35% and 51% respectively). However, close to a quarter of the Asian population in Fields Corner falls below the poverty level, which is above the general level of poverty in Boston (20%) and South Dorchester (17%). However, looking at another measure of household wealth, house ownership, shows no major differences in the various non-White racial categories. This is comparable for the general Boston area, where 32% of the housing is owner occupied.

A look at the educational levels of people older than 25 years shows stark differences between races. Over 50% of the Asian population does not hold even a high school education and less than 20% with any college education. For comparison, in Boston, the percentage of people holding a high school diploma or higher is 78%. One reason for the low educational achievement of the Asian population in Fields Corner could be their limited proficiency with English, which is the medium for higher education. Around 11% cannot speak the language at all and 31% have a limited ability.

#### *Challenges to Sustainable Development:*

With a general picture of the Fields Corner community, challenges to pursuing sustainable development rise to the surface. Community building, cooperation, and equitable opportunities are important social aspects of sustainable development that may be difficult to implement in a community with highly diverse and low income residents. According to Viet-AID, it has been incredibly challenging to bring the ethnic groups together in a community atmosphere. The main barrier has been language and cultural differences that are difficult to overcome. A relatively successful attempt at collaboration among neighbors was the development of a community garden. This effort took several years to achieve and has proven to be less successful over time. A high rate of residents at or below the poverty level limits participation in community organizing due to lack of leisure time or incentive to become involved (feelings of detachment from community). Sustainable development in such an area requires programs that encourage and instigate communication and networking within the community. Programs should target improving the quality of life for the residents, by increasing financial security through job training and opportunity, and building more solid relationships based on trust and mutual appreciation. Bringing desirable jobs into the area and creating leadership opportunities for young adults would also help bridge employment gaps and create a strong foundation for continued social stability in the community.

## **Economic**

### *Existing Conditions*

From the economic sustainable development framework, it is clear that various aspects of streetscapes as physical conditions are closely related to economic sustainability. For example, an attractive street image and prospective pedestrian activities interact with a diversified business mix, which results in mutual improvement in the whole area. Similarly, safety and friendly parking also potentially increase the opportunity for business expansion and recruitment by bringing more people into the community. However, based on observation, Fields Corner needs improvement in the following aspects:

- Poor street image: The facades of buildings are unattractive and require maintenance; street cleaning and additional open space is needed.

- Pedestrian Activity: Fields Corner lacks facilities such as bicycle racks and bike lanes, as well as lack of crosswalks for safe walking. Also, the poor accessibility of wheelchair appears to be another issues for pedestrian activity diversification.
- Driving/parking Condition: Traffic routes around Fields Corner are poorly designed, especially turning lanes, and dangerous for drivers and pedestrians. Despite being car dependent, the commercial district lacks parking.
- Business diversity: The business mix does not appear to be diversified enough to attract different customers, with numerous businesses being beauty-related, auto-related, and insurance companies.

The Fields Corner District contains approximately 143 businesses and 116,539 square feet of central commercial space (including the Fields Corner Shopping Center). By comparing it with data on typical neighborhood shopping centers, the most striking characteristic of the Fields Corner district is the overrepresented financial company/ insurance and Medical/dental center, as well as its lack of dry cleaner, super market and drugstore/pharmacy.

In order to make the analysis more reliable, the business mix was analyzed in terms of the amount of business establishments and the estimated gross lease area (GLA) from U.S. Reference data.<sup>2</sup> By comparing the number of stores in a typical neighborhood shopping center and the estimated GLA analysis in a typical neighborhood commercial center, the following trends were identified:

Overrepresented types of businesses:

- Building Materials/Hardware
- Financial/Insurance/Real Estate

Underrepresented types of businesses:

- Food supply/supermarket
- Food services
- drugstores/pharmacies
- general merchandise
- entertainment

The gap in supermarket and food service businesses is a little more complex—there are a fair number of supermarkets, food stores and restaurants, but they appear to occupy less space than in shopping centers.

According to analysis of Vietnamese-owned business in Fields Corner (25% of total establishments), they occupied roughly 13% GLA in the Fields Corner commercial area but only contribute 2% of the sales in the whole area<sup>3</sup>. Most of them are family based and small businesses, whose estimated sales are less than \$500,000. In terms of business type, they are mostly beauty/nail salons (4/6) and a large part of restaurants in Fields Corner are Vietnamese-owned.

### *Challenges to Sustainable Development*

The economic climate of Field Corner currently poses several obstacles to the pursuit of sustainable

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<sup>2</sup> U.S. Reference (<http://www.usreference.com>) only provides the range of estimated GLA, the analysis here was using the mid-point of each range.

<sup>3</sup> Again, this comparison is based on the mid-point of estimated sales and GLA in U.S. references dataset.

development. Unemployment is a major impediment to ensuring that all residents of a community are able to provide for themselves and their families. Jobs provide security and peace of mind for people, giving them greater quality of life. High unemployment affects communities as well. High and increasing unemployment leads to less investment in community assets and may even lead to increased social problems (Gup1990). Providing training and improving access to jobs for residents is vital to rejuvenating the local economy and enhancing community involvement. While it is positive that a relatively clean service industry (health care) employs the most people of any sector, Fields Corner also has a high percentage of residents employed in an industry with a bad reputation for health and environmental damage. The widespread presence of auto-related industries challenges the pursuit of sustainability in a community. Improving the business practices to become more socially and environmentally responsible for industries that traditionally base practices on lowest cost and least time consuming can be difficult.

While there are numerous small businesses in the area, many of which are Vietnamese, they are not receiving a proportionate amount of the economic activity. Small, locally owned businesses contribute to the economic diversity of an area and provide important services for the community. Successful owners of small businesses are often more entrenched in the community and support community efforts to improve the area. It makes good business sense for them to work to sustain a safe and pleasant atmosphere in order to maintain and increase their customer base. It creates a connection between the commercial district and residential areas by improving the relationship between local consumers and the local business owners. Improving the market share for small businesses is an important part of achieving sustainable development in the area from both economic and social perspectives.

## **Environmental**

### *Existing Conditions*

A comprehensive environmental assessment is not known to currently exist for Fields Corner. The supplemental existing conditions report relied on observations, data collected for South Boston and Dorchester and extrapolated where possible to Fields Corner, census zip code data, and specific data from the Environmental Protection Agency (EPA) on the area. The phase I report identifies environmental issues dealing with air quality, brownfields, water quality, transportation, waste streams, and open space.

Fields Corner faces air quality problems that have been identified through increasing asthma rates and the presence of several indicators of degraded indoor air quality (heating, ventilation and air conditioning systems (HVAC), indoor microbial growth, and possible sources of respiratory irritants). The street observations noted significant dust and auto emissions, especially in the industrial areas. Several brownfields and potential brownfields were identified through the US EPA and the Massachusetts Department of Environmental Protection. These were primarily from auto related businesses. Home auto repairs are also a potential source of site contamination. Fields Corner does not seem to have a water quality problem based on testing done by the Massachusetts Water Resources Authority (MWRA). Surface water runoff may be a problem given the large number of auto related businesses. Pollution from such sites would impact Dorchester Bay. The Fields Corner transit station is a focal point of the neighborhood and has nearly 4,000 riders boarding per day. Despite the high rates of transit ridership, the area is marked by auto ownership and trips higher than the regional average. As mentioned in the business analysis, the streetscape is not very pedestrian friendly and impedes important linkages

between the commercial district and residential areas. Waste disposal in Fields Corner is another environmental problem. Viet-AID documented two illegal dumping sites and numerous places where trash receptacles are needed (Viet-AID 2003). Weekly trash pickups are provided in the area and there are two days of street cleaning scheduled for the commercial district. There was no Fields Corner specific data on recycling; however, the average for Boston is approximately 11%. Finally, open space in Fields Corner is among the lowest per capita in Boston. The Boston Indicators report identified nine open spaces in the area, which were categorized as parks, community gardens and playgrounds.

### *Challenges to Sustainable Development*

Based on the description of the existing environmental conditions in Fields Corner, there are clearly issues that need to be addressed to improve both public and environmental health. Good air quality is important for healthy citizens. The air quality in Fields Corner seems to be largely determined by the heavy dependence on the automobile in the area. Improving air quality would require changing behavior to decrease the dependence on the automobile or getting cleaner vehicles on the road. Sustainable development and smart growth advocate reducing travel times to work and errands and the use of transit and alternative modes of transportation (bicycling and walking). Since much of this revolves around personal choice, it is difficult to influence. Additionally, changing the behavior of businesses requires persuading the owners and operators to adopt new practices that depart from the traditional way of thinking about inputs and outputs. They need to be educated about how their businesses can impact water and air quality, which affects their employees, customers and the environment. A large part of sustainable development deals with reducing waste and creating open space for society to enjoy. Fields Corner can address these challenges to sustainability by adopting more comprehensive recycling and waste reduction programs, as well as working to improve the quality of the open space available to its residents.

## **Sustainable Development Frameworks and Goals**

The findings from the existing conditions report indicate where Fields Corner currently stands regarding sustainable development and the types of changes that need to occur to make the community more sustainable. Four frameworks were identified for a sustainable plan for Fields Corner. Each focuses on a set of different challenges and goal of sustainable development, but many of the objectives overlap. These frameworks were presented to Viet-AID in March 2004, and the business framework was selected by Viet-AID given their current connections and programs involving small business development in the community.

### **Social**

The end goal for sustainable development under the social framework is to improve the sustainability of Fields Corner by creating and nurturing greater social linkages within the community and between all the stakeholders – residents, employees, businesses, community organizations, and visitors. Accomplishing this goal should improve the relationships between different ethnic and age groups. It should also serve to increase residential and business engagement and investment in the community and the assets it has to offer. The improved relationships will help to generate solidarity within the community as it moves forward to address subsequent issues facing Fields Corner (GISPRI 2000).

There are several objectives under the social framework for sustainability. First of all, it is important to identify and eliminate barriers and any sense of division that prohibit community building. Fields Corner has many underutilized assets that can create economic and social stability. These assets are best leveraged by a community that has cohesion, pride in their location, a sense of place, and joint responsibility for working towards sustainable development together. Part of creating this sense of community will come from increasing pedestrian traffic and promoting business and local social activity. The youth of the community are an important part of the equation and should be involved in increasing communication and collaboration among stakeholders.

Implementing the plans for community revitalization is essential for sustainable development to become a way of life in communities. For the social framework, implementation revolves around bringing stakeholders together and creating discussion and a common cause and vision. The businesses, community organizations, and service providers are as important to the social aspects of a community as the residents. These groups and organizations work to engage the public in various ways and can be an incredible asset to motivating change in the area. According to a case study of sustainable development communities in Vietnam, organizations have several crucial roles, including bridge the gap between the government and community, and increasing social capacity (GISPRI 2000). Additionally, engaging the large youth population of an area to improve the community (via murals, festivals, volunteering, etc) gives them a sense of pride that they will take home to their parents. It connects the youth with community early, so that they may become active adult members of the community. Efforts should be made to bring families together through social festivals and expansion of existing activities, be they social, commercial, or cultural. A commonly cited reason for lack of participation in community events is a lack of awareness about them and what the community has to offer. A social assets directory would be an efficient and useful way to inform all the community stakeholders of local services and groups so they may participate more effectively.

## **Mobility**

The end goal for sustainable development under the mobility framework is to improve the sustainability of Fields Corner by enhancing mobility in and around the community through design improvements, promoting pedestrian-friendly activities, and introducing alternative means and purposes for travel. Mobility is critical to social interactions and economic development, yet can have a negative environmental impact when not properly planned. The mobility framework for sustainable development considers mobility from the points of view of environmental health and carrying capacity, social equity, and economic development and stability.

The objectives for the mobility framework overlap slightly with those of the social framework, especially with regards to bringing the community together. Communities such as Fields Corner should increase the sense of openness, safety, access and comfort by enhancing pedestrian-oriented activities. Promotion of walking, cycling and transit use provide ways to interact more with the community, create a safer street environment (more people around), improve the quality of the environment (better air, less auto congestion), and create economic activity by using businesses within walking distance from home or work. A driving force in the mobility framework for Fields Corner is the extensive renovations being done by the Massachusetts Bay Transit Authority (MBTA) to the red line rail station and bus depot. The community has the opportunity to leverage the new station to increase non-auto modes of transportation, which should help to improve air quality for the area, and encourage transit oriented development, which is currently being supported by the

Office of Commonwealth Development. Community organizations can assist local businesses in targeting an increasing pedestrian customer base. Overall, the major objective of the mobility framework is to increase the physical linkages between local residents and employees, and the commercial district and major employers in the area.

The actions needed to implement a mobility framework can be wide ranging; from changing road infrastructure to new marketing strategies. Making the streetscape in the central business district more accessible and desirable to pedestrians via façade improvements, additional landscaping, and maintaining cleanliness does a lot to improve the perception of shopping along the avenue. Structures and events that encourage pedestrian and bicycle use should be installed or planned. Businesses and landlords along the main commercial drag should be encouraged to improve storefronts and increase hours of operation to create a longer period of pedestrian activity, which generates a sense of safety in the area after dark. Finally, a sustainable development community needs to be marketed by the many community organizations and businesses as an accessible and friendly destination.

### **Business**

The end goal for sustainable development under the business framework is to improve the sustainability of Fields Corner by focusing on the commercial assets of the neighborhood. By making sustainable development a cornerstone of business practices, we hope to enhance economic development as well as environmental quality goals. As mentioned in the social framework section, businesses are as important to the local community as the residents. Businesses generate economic vitality that draws residents and visitors to the central business district as a gathering place, which facilitates social interaction and concern for the welfare of the community.

A primary objective of this framework is to assist small businesses in realizing their market potential and opportunity. Part of this involves introducing best practices for sustainable development for every business type in the area. The attention to sustainable development should increase the business owner's sense of responsibility as a member of the community and create an important link between the business and the community in which it is located. The business framework also includes increasing the networks between related businesses to attain sustainable development and economic development goals. Links should be improved between business owners, employees, residents and other businesses.

The implementation of environmental and employee well-being best practices is vital to the business framework for sustainability. Switching to these practices requires a commitment to sustainable development on the part of the business owner and may not always be the easiest choice. Business owners are hesitant to adopt new practices unless they are shown evidence that the changes are worth making (GISPRI 2000). Such commitment can be reinforced and complimented by providing a series of successful examples and forming a business association with sustainability goals in common for sharing resources and information. If an organization has a strong connection to business owners, it should spread information about sustainable business practices to the local businesses, which will widen the sustainable business network and could work to increase the market share for local businesses.

## **SUSTAINABLE DEVELOPMENT: VIET-AID'S VISION**

With a solid base of understanding of what sustainable development means in general, it is possible

and beneficial to hone in on how sustainable development concepts can be defined within the context of an organization. While Viet-AID currently does not have an official statement regarding its perspective on sustainable development, the organization's mission statement and current programs speak to their dedication to certain aspects of sustainability. Viet-AID's mission statement identifies basic goals of community building, economic development, affordable housing and youth leadership. Additionally, meetings and communication with Viet-AID representatives further defined their priorities to revolve around supporting current businesses through assistance and expansion efforts, and diversifying the economic base for the community. They also specifically listed community building, improving civic engagement, creating links between various groups of people (i.e. Vietnamese and non-Vietnamese), building organization and institutional networks across the community, addressing mobility issues, and improving the quality of the built environment to make the area more inviting to residents and visitors.<sup>4</sup> Given the organization's stated priorities and the above general description of sustainable development, Viet-AID's perception of sustainable development focuses on lasting economic and social improvements and change, especially for the Vietnamese community in Fields Corner and the greater Boston area.

## **PART II - INSTITUTIONAL CHANGE**

### **PURPOSE OF SECTION:**

Striving to be an organization that promotes sustainable development requires a mission and set of skills that poses considerable challenges to neighborhood organizations. Viet-AID can take several steps to enhance its already rich capacity to transform it into a sustainable development organization. The following section will first look at the institutional capacity of other organizations in Fields Corner to assess what improvements may be necessary to encourage sustainable development in the area. The focus will then shift to Viet-AID's past and current programs to identify strengths and weaknesses, as well as where collaboration with other groups makes sense in terms of strengthening capacities. Several examples of successful CDC projects are offered as evidence of how a community organization can work in partnership to make the vision of sustainability a reality. The suggestions in this section work backwards from the vision of a sustainable Fields Corner that was articulated above, identifying the actions and skills needed to bring the goal to fruition.

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<sup>4</sup> Communication referred to here is meetings at Viet-AID on February 27, 2004 and April 22, 2004, and email from Huong dated March 23, 2004

## INSTITUTIONAL CAPACITY OF FIELDS CORNER

**Table 1. Stakeholder Organizations within Fields Corner**

Organization	Functions	Programs
<b>Fields Corner Main Streets</b>	<ul style="list-style-type: none"> <li>• Community organization,</li> <li>• promotion of the Fields Corner business district,</li> <li>• financing façade improvements,</li> <li>• business recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• storefront improvement grants,</li> <li>• public enhancements,</li> <li>• local promotional and fund-raising events (i.e. parades, multi-cultural festivals and holiday shopping events)</li> </ul>
<b>Dorchester House</b>	<ul style="list-style-type: none"> <li>• primary and specialty medical services</li> <li>• public health programs</li> </ul>	<ul style="list-style-type: none"> <li>• Family services,</li> <li>• Youth services (after school for K-12),</li> <li>• Medical services (wide ranging)</li> </ul>
<b>Vietnamese American Civic Association</b>	<ul style="list-style-type: none"> <li>• job placement</li> <li>• promote family self-sufficiency and well-being</li> <li>• facilitate community empowerment among the Vietnamese population of Boston and Greater Boston</li> </ul>	<ul style="list-style-type: none"> <li>• Classes in English, citizenship and civics, health education and outreach, youth programming, employment services</li> <li>• health education, youth services, elderly services, citizenship education, workforce development, and family literacy</li> </ul>
<b>Kit Clark</b>	<ul style="list-style-type: none"> <li>• Supporting elderly population in community live independently,</li> <li>• Supports a diverse ethnic elderly population</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation, fitness and social programs,</li> <li>• Health care services,</li> <li>• Food services,</li> <li>• Community volunteer programs,</li> <li>• Homeless/housing services</li> </ul>
<b>Fields Corner CDC</b>	<ul style="list-style-type: none"> <li>• Housing development</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on housing for middle income families ineligible for assistance</li> </ul>

As indicated in Table 1, numerous community organizations exist within Fields Corner, each with a unique function and set of programs. While there is some overlap in the missions of various groups, there are also gaps that could be filled by collaboration amongst groups. For instance, groups that consistently have close contacts and relationships with individual members of the community can serve as a conduit for expressing the needs of minority populations that are not participating in public meetings, filling an essential role that informs decision-making in other organizations. Some gaps in the capacity for pursuing sustainable development include promotion of green business and building practices, sharing resources across similar groups (business to business, and organization to organization), expansion the health focus to include environmental issues, and collaboration between groups, especially those that voice the needs of minority populations in Fields Corner.

Historically, some of the groups have been territorial and apathetic to forming partnerships with “competing” organizations. However, sustainable development requires collaboration, communication, and sharing of resources. With current financial constraints and the diverse set of

skills and interests offered by the groups, there is a real opportunity for synergistic relationships amongst the organizations in Fields Corner. Skills and capacities regarding housing development, health care, community outreach, neighborhood revitalization, community support (ethnic and age related), and funding opportunities are all represented by organizations in the area, but not all by one group. Collaboration amongst organizations would create a powerful community-based mechanism for change; one that would transform Fields Corner into the sustainable development vision laid out above. Individually, these groups can be effective, but to a lesser degree than in the complimentary relationships with each other.

## **INSTITUTIONAL CAPACITY OF VIET-AID**

### **Past & Current Practices: Already Attaining Some SD Goals**

Viet-AID already has several programs and practices in place that incorporate some aspects of sustainable development. The current portfolio addresses community and economic development, and provision of affordable housing for local residents. These practices highlight the organization's strengths in business development and community building, which are critical in sustainable development. Most importantly, these programs articulate what Viet-AID has to offer as a leader of sustainable development in Fields Corner at the present time. Viet-AID has the opportunity to leverage these practices and collaborate with other organizations that have complimentary skills in pursuing sustainable development and revitalizing the Fields Corner community.

There are two areas of programming offered by Viet-AID that address community development and sustainable development goals of social equity and participation. The new community center is Viet-AID's primary indication of commitment to community interaction and development. It serves as their headquarters and provides conference rooms, a community hall, and a library. Numerous other non-profit organizations are housed in the building, further conveying their commitment to collaboration and sharing resources. Additionally, the building sits on a previous brownfield. Viet-AID chose the site to demonstrate how polluted lands can be turned into an asset in the community. Viet-AID also sponsors programs such as community gardens, murals, and a neighborhood watch to increase residents' support for and belief in the community through active participation.

Economic development and the sustainability goals of economic opportunity and stability are encompassed within programs such as family child care, small business assistance, and the workforce development initiative. Viet-AID has two programs aimed at child care. The Family Child Care Advocacy System provides business skills, marketing assistance, and grants to low income Vietnamese women to open and operate home-based child care businesses. The program provides affordable child care in the Fields Corner community and greater Boston, enables parents to work, and helps the owners become financially self-sufficient. Thus far, the child care program has trained 58 participants, 23 of which have received licenses. There is also a bilingual child care center within Viet-AID's community center that offers subsidies for low income families.

The Small Business Assistance program at Viet-AID provides technical assistance, information on training programs, and access to financial resources for Vietnamese businesses in Fields Corner. So far, the program has provided assistance to just under 50 local businesses, including 11 start-ups. These startups received \$400,000 in loans, and added 21 new jobs to the community. Perhaps the most successful business venture Viet-AID coordinated was Win-Win Cleaning. It is a cooperative cleaning business that allows participants to hone in on necessary skills by providing a supportive

business infrastructure. The coop provides job training and finds ways to overcome issues, such as language barriers.

The third economic development program is the Workforce Development Initiative. In this program, Viet-AID worked within the nail salon and hardwood floor refinishing sectors to address human and environmental health concerns. The program established a mechanism to develop safer and healthier business practices so practitioners could maintain a sustained income longer than 2 years (the average turnover for workers due to health problems). Its objective is also to provide employment opportunities for unemployed Vietnamese residents, as well as access to training for current workers. Viet-AID had several partners in developing the Workforce Development Initiative.

Finally, Viet-AID is working on developing affordable housing, which is important to creating sustainable development in a community. It offers equitable solutions to increasing housing costs that often drive low and middle income families into dangerous and undesirable areas. Affordable housing projects commenced by Viet-AID have already provided 9 affordable housing units in Fields Corner. Additional housing developments are underway at 1393 Dorchester Avenue and at a location on Geneva Avenue. Homebuyer counseling through Viet-AID has helped 175 residents and lead to the successful purchase of 31 homes in Fields Corner.

### **Missing Aspects to Attaining More SD Goals**

While Viet-AID clearly has experience in practicing sustainable development concepts, there are additional capacities, programs, and roles necessary to transform Fields Corner into the sustainable community described in Part I. The most obvious aspect of sustainable development missing from the above description of activities is environmental programming. However, there are also aspects of economic and community development that can make Viet-AID a more robust purveyor of sustainable development ideas and programs.

The existing conditions report identified several environmental issues in Fields Corner that would benefit from sustainable development practices. Several potential brownfield sites were identified, especially in the industrialized areas. Federal and state agencies offer brownfields redevelopment assistance to communities as a way to limit sprawl and revitalize communities (see the Resources section for additional information). The elements of green design can save energy, reduce operational costs, and make the building more “healthy.” Affordable housing projects and technical assistance programs for small businesses can easily incorporate green design concepts into their design elements. Industrial ecology, life cycle analysis, and waste stream analysis concepts and practices can be brought into Fields Corner as old businesses expand and new businesses are recruited. These practices revolve around reducing inputs and outputs that are unnecessary and potentially unsafe. Air quality issues can be addressed by supporting greater incorporation of transit oriented development along Dorchester Avenue, which would reduce automobile exhaust, increase pedestrian movement, and support economic development.

The Office of Commonwealth Development in Massachusetts has a new initiative and funding to support smart growth (higher density development) and transit oriented development in neighborhoods that show willingness for revitalization and the capacity to implement it. The programs being supported include concepts such as brownfields redevelopment, green design,

improved pedestrian mobility, and increasing affordable housing stocks (see the Resources section for additional information). State level funding of programs that support sustainable development offer Viet-AID and Fields Corner a great opportunity to become a sustainable community through funding and technical assistance.

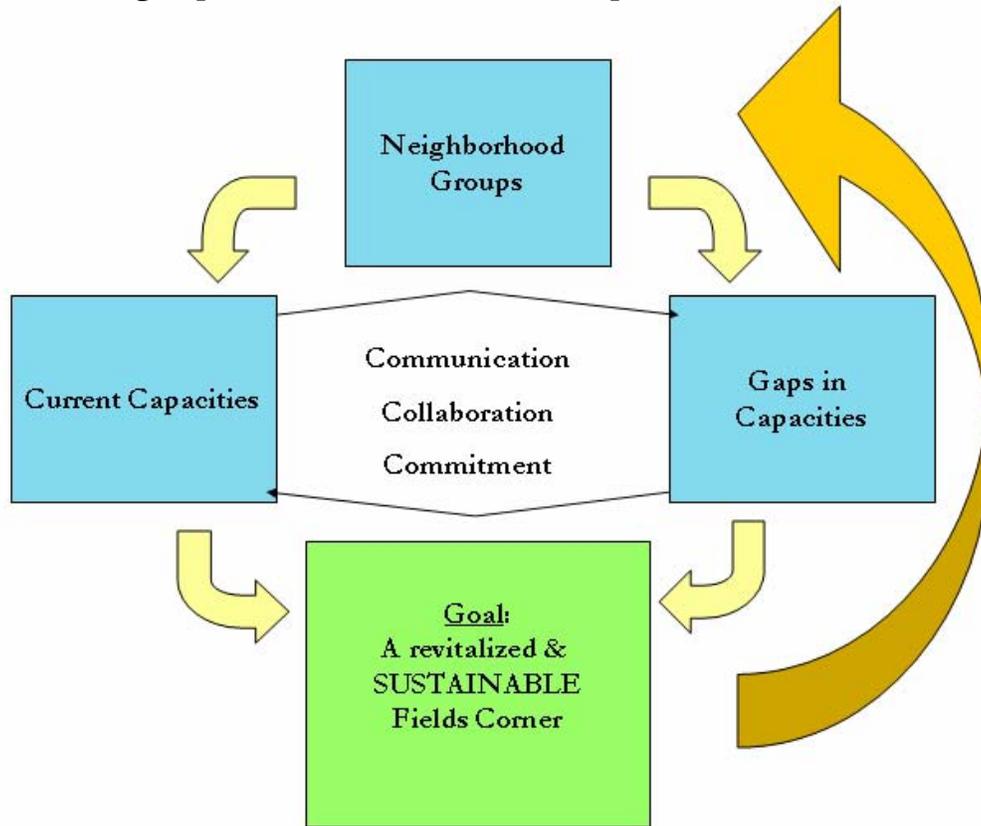
Economic development opportunities are inherently connected to environmental improvements. Increasing pedestrian activity and improving the perceived safety and attractiveness of the area can bring customers into Fields Corner from other areas. It can also serve to link the residential community to the business district by showing residents that business owners are vested contributors to the local area. The economic stability of Fields Corner would also benefit from practices such as more small business development, technology transfer, and acknowledgement of carrying capacity. Small business development and technology transfer bolster economic diversity in the area by attracting and supporting businesses that fill needs in the community. The creation of business associations and networks, which would share information across sectors and identify services local businesses can provide one another, improves communication and technology transfer, and nurtures trust. Carrying capacity refers to the concept that a given economy can only support a certain number of similar businesses. It supports the notion of diversified local economies that are a result of good small business development programs.

Viet-AID can enhance its capacity to bridge gaps between ethnicities and ages in Fields Corner. There is currently a real need to engage the youth of the area in productive activities that connect them to the community. A recent increase in crime among the youth of Dorchester has created an image of danger for some of the communities, and Fields Corner is not exempt. Viet-AID currently engages some youth in leadership programs; however, expanding such programs could improve the image of the community and create a support network for young residents. There may also be environmental justice issues in Fields Corner, stemming from proximity to brownfields, poor air quality from local industry and auto use, and noise pollution from the transit and road systems. The most important step Viet-AID can take with regards to sustainable development is to become a lead organization in coordinating other groups in the area. As articulated earlier, there are several groups in the area that offer a range of strengths that contribute to sustainable development. What is critically needed is an organizing force to bring the separate groups into a collaborative community that combines all the individual capacities to synergistically create a mechanism for sustainable development. Viet-AID can become that catalyst for organization by developing relationships with other organizations, the local business owners, and residents; creating a knowledge base; and initiating meetings to discuss the current situation in Fields Corner and generate a common sustainable development vision for the community.

Figure 1 shows how such a collaborative effort amongst the diverse group of organizations can fill in capacity gaps and move toward sustainable development together. Such institutional changes in a community require strong leadership with a commitment to achieving the vision set out by the member organizations. The neighborhood group box encompasses all the previously mentioned groups and stakeholders, such as business owners and residents. Interaction between the two capacity boxes indicate how capacities and skills from one organization can be used to fill in gaps in capacities from other groups. Additionally it can show the synergistic effect on capacities from working in collaboration. The goal box refers to a revitalized Fields Corner that was described in Part I. The large feedback arrow indicates stronger mission statements for individual organizations based on a revitalized Fields Corner; greater organization recognition within the community and greater Boston for the success of enhancing sustainability in the community; and a self-sustaining set

of programs from additional funding sources and increased participation that are derived from success and a higher profile.

**Figure 1. Combining Capacities for Sustainable Development**



## **EXAMPLES OF SUCCESSFUL SUSTAINABLE DEVELOPMENT ORGANIZATIONS**

Perhaps one of the best ways to convince organizations to adopt sustainable development principles is to provide evidence of how successful projects can be when they involve sustainability concepts. Below are descriptions of two economic development corporations that included sustainable development concepts within their mission statements and have several successful programs. These organizations seek collaboration with other groups, communicate with the stakeholders within their communities and have a commitment to revitalizing the area by incorporating as many sustainable development aspects as possible. While their primary focus as economic development corporations is economic stability and business development, the organizations embrace social equity and organization, and environmentally conscious decision-making.

### **Dorchester Bay Economic Development Corporation (DBEDC) <sup>5</sup>**

The DBEDC, located near Fields Corner in South Boston, is an excellent example of an economic development corporation working in an ethnically diverse community to motivate real change based

<sup>5</sup> Information on DBEDC is from their website: (<http://www.dbedc.com/>)

on sustainable development principles. The DBEDC mission statement is similar to that of Viet-AID in content; it includes affordable housing, economic development, and community organizing. The difference is in how DBEDC incorporates sustainable development concepts into the programs and projects.

In the area of housing development, the difference between DBEDC and Viet-AID is primarily the sheer number of units that have been established. DBEDC has worked to build or rehabilitate 575 rental units and 149 new homes. Additionally, they offer homeowner services, including access to home improvement loans for high risk homeowners, technical assistance and counseling, and loans for lead removal. The program has been very successful with 169 units being rehabbed and/or “de-leaded.” DBEDC also partnered with Home Team, a housing rehabilitation organization that is a partnership between Fannie Mae Foundation and several NBA basketball teams).

DBEDC has three primary economic development programs. The most widely recognized has been the redevelopment of a five-acre brownfield into a business facility that employs more than 100 local Boston residents. Their small business assistance program offers technical assistance loans to small business owners; while their small business loan fund offers business owners the opportunity to receive loans from DBEDC directly (up to \$35,000) or from a local bank. The total of amount of these loans is approximately \$3.9 million.

Community organizing is also a primary focus for the DBEDC, as evident by numerous programs addressing community needs. It has assisted in the organization of six tenant associations that encourage local leadership and confront neighborhood issues, such as development of local properties and crime. The workforce development program focuses on both adult and youth job placement, and includes computer training. Following on this commitment to area youth, DBEDC also has “Keeping Kids on Track,” which is a program for youth participation in extracurricular activities, leadership roles, and community service projects; and a program for parents to engage in decision-making at three area public schools. The DBEDC has also established technology centers where families who participate in any of several programs can access training and free computers. The eligible programs range from “Technology Goes Home” to GED Prep, and Fleet Community Link.

DBEDC addresses environmental issues through its programming as well. Most prominently, it is a member of the Green CDCs Initiative, which provides “training, technical assistance and assistance with identifying and accessing funding for CDCs pursuing environmentally sound and sustainable development projects” (NEI 2003). DBEDC has already participated in brownfields redevelopment and is also an advocate for smart growth principles (i.e. transit oriented development as encouraged by the Office of Commonwealth Development). The success of DBEDC as a promoter of sustainable development is a result of the organization’s commitment to working within the community through stakeholder interactions and collaborating with outside organizations that provide them with added capacity to successfully complete programs. These characteristics are also part of the East Side Neighborhood Development Corporation’s mission to improving their area in St. Paul, Minnesota.

### **East Side Neighborhood Development Corporation (ESNDC)<sup>6</sup>**

The ESNDC is an example from outside of Massachusetts. This organization also works with

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<sup>6</sup> Information on ESNDC is primarily from their website: <http://www.esndc.org/>

ethnically diverse minority populations and has several aspects of its mission statement in common with Viet-AID. The organization focuses on housing, community, and economic development that contribute to sustainable development.

There are two housing development programs run by the ESND. The organization rehabilitates or builds units that are then advertised as rental vacancies for low income families. Many of the units are targeted in school districts that benefit from increased investment and a diverse student body. ESND also runs an "Opportunity Housing Investment Fund" (OHIF) that provides financial assistance to redevelop properties in the John A. Johnson Achievement Plus School so low income families can move into the school district.

By focusing housing development on the location of educational opportunities for families, these programs contribute to community development. They add stability to the community and school district by encouraging development and social equity. ESND has a program, Achieve +, for building multi-racial communities and forming coalitions among residents so they may have a unified voice in decision-making. Regarding the Achieve + program, True Tao, a chamber of commerce member, commented "The East Side has had a strong ethnic as well as business pride... The [area] is becoming more diverse. How do we get the neighborhood to come together, to see the diversity as an asset, not a deficit? It's going to take an organization like ESND as a catalyst." Additionally, ESND established a community center similar to that of Viet-AID.

Commercial and economic development is another key part of ESND's portfolio for promoting sustainable development. The organization offers grants to bridge finance gaps in large construction loans that promote private lending and development in the community. The grant programs also promote business expansion projects and improvements to the business district. These improvements in turn increase the customer base for area businesses and provide additional jobs for community residents. ESND also supports a local farmer's market that sells produce from community gardens and local farmers. The market draws customers in from outside the area, further contributing to the economic base of the community.

ESND has recently accomplished a major milestone in a redevelopment project that provides significant improvements to green space access, brownfields redevelopment, wetlands restoration, and improved transportation access and choices for community residents. The Phalen Corridor project is an example of successful collaboration between all levels of government, numerous businesses, local organizations, and the community residents. In addition to the environmental benefits won, affordable housing is being built and new businesses are locating within the neighborhood.

The examples of community corporations presented above and a case study on sustainable development villages in Vietnam that was previously referenced have one major unifying theme – all the successful groups engaged in collaboration with other relevant stakeholders. There was commitment, and communication from all effected parties that resulted in improvements in economic stability, social interaction and equity, and environmental health. As the chamber of commerce representative from St. Paul articulated, the key to success was a catalyst organization that created the motivation for sustainable change.

## **PART III- SUSTAINABLE DEVELOPMENT PLAN FOR SMALL BUSINESS DEVELOPMENT**

### **PURPOSE OF SECTION**

The purpose of this section is to introduce the Sustainable Development Plan for Small Business Development. The Plan consists of a two part strategy: 1) Business District Revitalization Strategy targeting businesses that represent the Fields Corner business district; and 2) a Greater Boston Vietnamese Business Development Strategy that targets Vietnamese businesses in Fields Corner and the Greater Boston Region. The latter part of this section will be devoted to specific recommendations for implementing the two strategies.

### **INTRODUCING THE STRATEGIES FOR SMALL BUSINESS DEVELOPMENT**

#### **A Place-Based Strategy for Fields Corner**

A small business development strategy will have to take into account the many Vietnamese businesses in Fields Corner and the ethnic niche those businesses represent in the Greater Boston area. The ethnic niche serves three roles:

1. As a provider of services and goods to local residents,
2. As a provider of services and goods to the Vietnamese community in Greater Boston, and
3. As a provider of services and goods to non-Vietnamese customers who go to Fields Corner specifically seeking specialized Vietnamese products.

The activity generated from all three customer bases provides Fields Corner with a distinct identity that distinguishes it from other business districts.

Besides the Vietnamese ethnic niche, however, there are significant numbers of businesses that do not sell Vietnamese products. There are Irish bars, general convenience stores, auto-related businesses, banks, supermarket, etc. that draw customers from within and outside of Fields Corner. Though not as visible as the Vietnamese businesses in Fields Corner, about half of the businesses in Fields Corner fit into the category of being non-Vietnamese, and they represent a more significant portion of the economic activity in the area as well.

A place-based strategy for Fields Corner will have to consider the challenge of bridging the Vietnamese and the non-Vietnamese businesses and their respective customer bases. In addition, the strategy must identify opportunities within the current business environment for the development of individual businesses and the Fields Corner's business district as a whole. There are other interests aside from the businesses that must be considered, including the residents, property owners, and area institutions. These interests should be considered from social and environmental perspectives, in addition to local economics. A successful strategy requires the support of a critical mass of the above stakeholders.

#### **A Population-Based Strategy for the Greater Boston Vietnamese Business Community**

As stated above, the place-based strategy will have to consider a broad range of stakeholders with very different ideas about Fields Corner. Another important consideration is that any place-based development plan will have to encompass regional issues that are external to the neighborhood but

nonetheless impact it significantly. Because Fields Corner (and Dorchester as a whole) represents a focal point for social, economic, religious, and service needs for the regional Vietnamese population, an important consideration is the Greater Boston Vietnamese community. Therefore, the vitality of Fields Corner is tied to the vitality of the Greater Boston Vietnamese community. Or if the link is currently not as intimate as implied here, Fields Corner nonetheless has the great *potential* to enhance the vitality of the Greater Boston Vietnamese community by strengthening its position as the focal point for social, economic, religious, and service needs.

To emphasize the point regarding the importance of Fields Corner for the regional Vietnamese community:

- There are 48 Vietnamese-owned businesses in Fields Corner, representing just under 50% of the total businesses in the business district [According to the Clean-Up survey]
- About 8,000 Vietnamese residents live within .75 miles of Fields Corner, representing just over 70% of the Vietnamese population in Boston (11,000), and about 22% of the Vietnamese population in the Greater Boston MSA (37,000).

In addition, there are important community institutions that serve the Vietnamese community in Fields Corner including Viet-AID, the Community Center, the Vietnamese American Civic Association, and Luc Hoa – the Boston Buddhist Cultural Center.

A primary function of the Vietnamese businesses is to provide services and goods that are essential to the Greater Vietnamese community, not to mention employment opportunities. Combined with the supplier networks that are necessary to produce these services and goods, the Vietnamese businesses combined can be seen as representing a comprehensive Greater Boston Vietnamese economy. Fields Corner, with its concentration of Vietnamese retail and commercial stores, thus relies on the economic vitality of the Greater Vietnamese community, and vice versa.

Therefore, complimentary to the place-based considerations for small business development stated above, another consideration will have to take a regional, population-based approach that focuses on the Greater Boston Vietnamese business community. A small business development plan for Fields Corner will consist of a place-based strategy for Fields Corner, and a broader strategy considering the broader Vietnamese business community.

### **Defining the Role for Viet-AID**

The recommendation that proposed for Viet-AID involves focusing Viet-AID's existing capacity in small business development into 2 strategy frameworks:

Business District Revitalization Strategy: The goals of this strategy are to mobilize key stakeholders in Fields Corner (merchants, residents, institutions, landlords, etc.) to engage in a business district revitalization effort. Viet-AID's primary role will be to mobilize key stakeholders and use its relationship with the Vietnamese residents and merchants to ensure their active participation in the planning process alongside non-Vietnamese stakeholders. Another important role for Viet-AID will be to ensure that the revitalization strategy incorporates sustainable development principles.

Greater Boston Vietnamese Business Development Strategy: This strategy will focus on developing the capacity of the Greater Boston Vietnamese business community as a whole. The goals are to engage businesses in collaborative projects that will enhance their economic

performance, enable merchants to be more responsive and engaged in the communities they serve, and encourage businesses to adopt principles of sustainable development. Viet-AID's role will be to utilize its experience in small business development and community organizing to initiate a forum that brings business owners together. As business collaborations progress, Viet-AID should engage businesses in adopting sustainable development practices.

The goals of each strategy are to build community capacity using conventional economic development strategies. The process of organizing the community for these ends will create an enabling environment where sustainable development principles can be introduced. Sustainable development practices can then be implemented in the context of a shared forum where all parties can collaborate to create common visions, establish desired outcomes, and implement specific actions. Viet-AID's role as a community leader will be to advocate adopting sustainable development principles and ensure they produce tangible results. The specific recommendations for each strategy are elaborated in the following sections.

## **BUSINESS DISTRICT REVITALIZATION STRATEGY: A NEIGHBORHOOD-BASED STRATEGY FOR FIELDS CORNER**

### **Goals for Viet-AID**

- Bring together leaders of Fields Corner institutions, neighborhood residents, and local business owners to develop the necessary capacity to initiate a business district revitalization strategy
- Target Vietnamese business owners and residents and act as an intermediary to ensure that Vietnamese business owners and residents are active participants in the revitalization effort as well as beneficiaries
- Ensure that business revitalization strategies incorporate sustainable development principles, considering impacts to 1) neighborhood quality of life; 2) relationships between diverse social groups; 3) pedestrian orientated activity; 4) business to resident relationships; and 5) the environment

### **Recommendations**

The recommendations for the business district revitalization strategy consist of four components:

- Support the development of the Fields Corner Main Streets program so that it can be utilized as a medium where a broad range of stakeholders come together for the revitalization of the business district
- Organize the Vietnamese businesses and residents to become active participants in business district revitalization efforts
- Expand existing capacity for small business assistance to directly target the needs of the Fields Corner businesses
- Introduce and implement sustainable development practices as a key component of the business district revitalization efforts

### **Support the development of the Fields Corner Main Streets Program**

The challenge of Fields Corner is bringing together the diverse sets of interests that make up the neighborhood. Other Main Streets programs in Boston with similar situations have found success

by bringing together a critical mass of stakeholders to work towards revitalization of their business districts. Fields Corner can also capitalize on such a collaboration of stakeholders, especially given the number and strengths of the various organizations already in the area.

Though Viet-AID is not directly involved in the day-to-day operations of the Fields Corner Main Streets program, as a board member of the program and as an organization invested in community development, Viet-AID should take a very active and committed role to ensure that the Fields Corner Main Streets program does not remain dormant when there is so much to do. The recommendations below speak to specific tasks that are essential to a business district revitalization strategy, and contributions the Fields Corner Main Streets program could make to fulfill those tasks.

Bringing the community together and developing the capacity for neighborhood cooperation:

The Main Streets program offers a forum to bring together a neighborhood's stakeholders. The program formalizes the ties between business owners, neighborhood residents, area institutions, and property owners, and organizes them all towards the goal of revitalizing the local business district. The participating stakeholders engage in a planning process to create a collaborative vision of what the business district could become, and implement necessary actions to attain these desired outcomes. Though the Fields Corner Main Streets program has not been as active recently as it had been in the past, the potential has not been lost for the program to be an effective forum for bringing the community together.

In addition to having the Main Streets program as a forum for coalition building, the program must develop the neighborhood capacity for cooperative action. In this context, the coalition building effort has to consider four themes essential to effective cooperation:

- *Long-term relationships of trust and reciprocity* – The organizing process should leverage the existing relationships between neighborhood associations, area institutions, and other stakeholders to bring people together. If a long-term relationship does not exist, then the cooperation will take place with the expectation that any relationship that develops will be long-term.
- *Shared vision* – Cooperation requires a common ideology and shared belief through which participants can engage others. In this case, the shared vision would be about the revitalization of Fields Corner.
- *Mutual interest* – In business district revitalization, the commitment of a large number of business owners will produce the greatest impacts. But the challenge is in persuading the business owners to understand that success is mutually dependent on their own commitment as well as that of others. There is always an initial tendency towards inaction since one may not feel that she or he is actually mutually dependent on someone else, but once the mutual interest is recognized, it can be a powerful tool for organizing businesses.
- *Financial nexus* – Stakeholders have to realize that there are tangible, financial gains to be had through collaboration and collective action.

Sponsoring economic research and analysis: Another necessary task for business district revitalization is economic research and analysis. Understanding the interrelationships between businesses in the neighborhood will help to identify strengths and weaknesses in the business district. For example, are many businesses complimentary to each other, (i.e. a butcher and a grocery locate next to each other to capture the streams of customers that

each business attracts), or are businesses non-complimentary? Analysis could also reveal connections with the regional economy, identify characteristics of the local labor force, or help to define the customer base for the business district. Economic analysis could also serve to identify business recruitment opportunities that could compliment the needs of both the residents and existing businesses in the area. Some of the methods for conducting economic analysis are included in Part IV–Tools section below. Lastly, the research and analysis could take the form of design recommendations that improve upon the streetscape of the neighborhood, the storefronts, and other aspects of the built environment.

Most businesses do not have the time or resources to conduct the necessary analysis to identify these types of opportunities in their neighborhood. They may not even realize the benefits of conducting such analysis, which can come in the form of improving business practices, identifying marketing opportunities, and creating long-term strategies for revitalizing the business district as a whole. The Main Streets program, with assistance from the city and commitment from business owners, can develop the capacity to conduct these types of analyses. Partnerships with educational institutions such as with MIT’s Department of Urban Studies & Planning, or University of Massachusetts-Boston’s Small Business Development Center could also enable these types of analyses to be done.

Aside from producing information, these types of analyses could serve to engage stakeholders to start thinking about their community, and even to initiate a visioning process (“What type of business would you like to see come to Fields Corner?”) There are two surveys in the appendix of this report that were created for the purposes listed above (see Appendix 1 & 2). The Part IV - Tools section goes further into detail regarding how the surveys could be leveraged to initiate a coalition building process.

Sponsoring programs for business district revitalization: The Main Streets program hosts specific programs that stimulate revitalization efforts. Though not all of the programs need to be mentioned here, some of the most important programs include:

- Marketing of the Fields Corner business district
- Coordinating specialized events (for example, “Taste of Fields Corner”)
- Assisting businesses to finance storefront improvement projects
- Improving public safety

Though each program is simple in principle, the coordination of the above four activities would be extremely difficult without a program like the Main Streets program to provide space, staff, and funding.

### **Organize the Vietnamese businesses and residents to become active participants in the business district revitalization efforts**

In the Main Streets model of business district revitalization, Viet-AID’s key role should be to organize the Vietnamese businesses and residents to become active participants in the planning and implementation in the business district’s revitalization. It is very challenging to engage business owners in general, but many Vietnamese businesses may share the characteristics of the types of immigrant businesses that were identified in Codman Square to be non-cooperative in business organizing contexts:

- Business owners may not have had prior experience operating a business

- Business owners are low-income themselves and operate on ‘survival mode,’ lacking resources or know-how to think about how to expand or improve their business’ performance
- The business owner may see their customer base as fixed, and do not believe that façade improvement, enhanced safety, or other business district revitalization efforts will change their business in any way
- The business operates purely in cash, with disregard for necessary licensing requirements, permits, etc., therefore the business owner is averse to having others involved in the business, particularly the government.
- Language and cultural barriers may exacerbate some of the conditions mentioned above.

A contrary observation is that there is also a very strong entrepreneurial spirit within the Vietnamese community (as it was obvious from the two restaurant interviews that were conducted). Thus, a challenge will be to try to engage all the various types of Vietnamese owned businesses in Fields Corner, each of whom may be at very different phases of the business life cycle. Viet-AID already has significant experience in organizing the Vietnamese business community, therefore below are two strategies that could further the work that Viet-AID has already done.

Use the business and consumer surveys to engage the community: A survey can be both a means of getting information as well as a means to organize the community. See the Part IV – Tools section below.

Organize around the need to develop relationships between businesses and youth: A crisis in a community can be turned into an opportunity to bring the community together to try to resolve the crisis. This was the example in Seattle, with the establishment of the Vietnamese American Economic Development Association (see below). With the recent stabbing of a teenager and subsequent publicity relating to the public safety challenges associated with the youth in Fields Corner, this could be an opportunity to bring the Vietnamese merchants together. Such a movement would also seek out the youth in the community to address the issue jointly with the business community. The cooperation between the two parties could serve as a platform for other initiatives towards making the business district a more desirable place.

### **Expand existing capacity to provide small business assistance**

Viet-AID should ensure that there is a delivery mechanism to provide small business assistance to match the needs of the Fields Corner business district. Viet-AID’s Small Business Assistance Program has primarily focused on serving the Vietnamese community, particularly individuals who are looking to start a new business, but there does not seem to be a Fields Corner-based service provider. As a result, there could be a much bigger role that small business assistance could play in the business district’s revitalization than what is currently available. Two strategies for expanding the current capacity for small business assistance in Fields Corner are detailed below.

Identify current needs of the Fields Corner business community: The needs of the business community could be identified by conducting surveys, focus groups, and interviews (possibly co-sponsored with the Main Streets program). With that knowledge Viet-AID could identify the level and type of demand for small business assistance, and determine the appropriate steps to build capacity to meet the demand.

Partner with other organizations to create an enhanced delivery mechanism for small business assistance: Viet-AID currently provides technical assistance through the Community Business Network. Viet-AID could choose to expand its own outreach to include the Fields Corner business district, or possibly engage Dorchester Bay Economic Development Corporation to expand its outreach in Fields Corner. This would allow Viet-AID to continue to focus on the specific needs of the Vietnamese community. Viet-AID could also engage UMass Boston’s Small Business Development Center to have a more active presence in the Fields Corner business district to provide small business assistance.

**Introduce and implement sustainable development practices in the business district revitalization strategy**

Viet-AID should position itself as a leader within the Fields Corner neighborhood in promoting sustainable development practices. Since the Main Streets program does not directly incorporate principles of sustainable development into its programming, Viet-AID must introduce and implement sustainable development practices. The discussion regarding the institutional capacity for Viet-AID to adopt sustainable development capacities have already been covered in Part II– Institutional Capacity above. Suggestions for resources were also covered in the same section. The recommendation below will discuss the benefits of a project-based initiative for implementing sustainable development principles.

Pilot program to implement sustainable development principles: This strategy will involve targeting a specific project for sustainable development planning and implementation. Two examples of project concepts are listed in the table below, along with possible sustainable development principles that are applicable:

<b>Project</b>	<b>Sustainable Development Principles</b>
The renovation of a building according to sustainable development concepts	<ul style="list-style-type: none"> <li>• Use of green design concepts that will reduce energy costs, extend the life of the building, and be responsive to neighborhood context</li> <li>• Life cycle analysis in order to use construction materials that will minimize the harmful waste that are generated from construction</li> <li>• Transit orientated development that will reduce the auto-dependence of Fields Corner residents</li> </ul>
Engaging a business (or a group of related neighborhood businesses) to adopt sustainable development business practices	<ul style="list-style-type: none"> <li>• Life cycle analysis to identify sources of waste and opportunities for waste reduction, increased efficiency, proper disposal, and opportunities for waste reuse</li> <li>• Technology transfer to adopt necessary innovations that will enhance sustainable development principles (more efficient appliances and machinery, for example)</li> </ul>

By targeting a specific project to be a ‘pilot,’ it allows Viet-AID (and other organizations that may be involved) to gain experience in implementing sustainable development principles into practice. In addition, a pilot program will minimize the risk to the project, the organizations involved, and those who are directly invested in the outcome of the project. A small, focused, pilot program will also find a more receptive audience for implementation

and provide the necessary buy-in by the potential client (particularly in the second project concept above). A broad, overarching program without strategic end goals, (for example, to ‘reduce waste’) will be difficult to implement and may not produce direct tangible results.

Viet-AID’s past accomplishments in establishing the family childcare provider network and Win-Win Cleaning, Inc. provide examples of focused projects that have had very positive results. The same approach should be used in developing the pilot program for sustainable development principles.

## **GREATER BOSTON VIETNAMESE BUSINESS DEVELOPMENT STRATEGY: A POPULATION-BASED STRATEGY**

### **Goals**

- Establish a Greater Boston’s Vietnamese business association and create a forum in which collaborative activities and civic engagement projects could be designed and implemented
- Improve business performance of individual businesses, the economic health of the business community as a whole, the prosperity of Vietnamese community, and contribute to the Greater Boston community
- Ensure that sustainable development principles are introduced and implemented at every step accomplished towards the above stated goals

### **Recommendations**

The recommendations for Greater Boston Vietnamese business development consist of three components:

- Develop knowledge-base of the regional Vietnamese economy to understand the interrelationships between businesses and between households and businesses
- Foster the development of a Greater Boston Vietnamese business association
- Expand existing capacity for small business assistance to directly target the needs of the Greater Boston Vietnamese business community
- Introduce and implement sustainable development practices as a key component of the Greater Boston Vietnamese business development efforts

Same as the recommendations presented above for business district revitalization, the recommendations are presented in a sequence format, but they are only suggestions. The most important idea is to implement those recommendations that will be most effective for the time and moment in accomplishing the goals stated above.

### **Develop Knowledge-Base of the Greater Boston Vietnamese Economy**

An important task is to conduct research and develop knowledge of the Greater Boston Vietnamese economy. The recommendations in this section are resource intensive and will be difficult for Viet-AID to carry out alone, but they represent potential projects that could be done in collaboration with other institutions (such as with MIT, UMass Boston students, youths, etc.). If businesses are self-organized, this research could be conducted by the businesses themselves in partnership with Viet-AID. Since we were able to initiate the strategies of some of these recommendations, examples are included in this section:

Identify a target industry to focus research and analysis: This could be the restaurant industry, nail salon industry, beauty/hair salon industry, gift stores, etc. Viet-AID should select an industry that plays a visible, significant economic role in the Vietnamese community (i.e., for employment opportunities) and with which Viet-AID already has significant contacts to develop further contacts. The determination of which industry to target may also be based on past experience, concurrent projects that are ongoing (like the nail salon and floor refinishing industry), and funding opportunities.

*Example: The Vietnamese restaurant, food service industry:*

- *The industry relies on a complex network of suppliers.*
- *The industry employs significant numbers of Vietnamese individuals.*
- *There are restaurants and cafes that rely on many different customer bases, with some restaurants targeting the student population, the high-end market, or primarily the Vietnamese population.*
- *Many restaurant establishments follow the examples of other restaurants' successes.*
- *There may be significant opportunities to enhance efficiency in the industry in terms of reducing waste generation, increasing recycling, and sharing resources.*

Gather information from businesses: The linkage questionnaire and linkage analysis (see Part IV–Tools section) were developed to acquire relevant information about business operations, performance, relationships with other businesses, workforce needs, and handling of waste products. The general business survey questionnaire (also see Part IV–Tools section) could also be helpful in getting the necessary understanding of business relationships. If possible, focus groups and in-depth interviews may reveal further insights into business relationships and operations, as well as provide more qualitative information about business owners' short-term and long-term goals, sense of engagement with the community, and environmentally sustainable practices.

*Example: The linkage questionnaire can be used to understand the general operations of Vietnamese restaurants (see Appendix 3). The questions are targeted to identify who the suppliers are, what kind of workforce that the businesses depend on, what types of goods/ services they produce, and their customer base. Three businesses were surveyed (see Appendix 4-6), and some interesting findings were:*

- *According to one restaurant, the noodles for soup noodles and beef balls originate from a Californian Vietnamese wholesale distributor.*
- *Restaurants have certain time periods when business activity cannot keep up with the demand (there are lines out the door), but there are many moments when business capacity exceeds the demand (during the very slow periods).*
- *Ba-Le café has integrated the store's display layout and layout of food products to provide the fastest service possible in delivering food products to customers.*

*The questionnaire was a first step in understanding the business relationships in the restaurant industry.*

III. Gather information from Vietnamese households: The consumer survey (see Part IV–Tools section, and Appendix 2) was developed to identify the relationship between businesses and households. Households provide labor and in exchange receive wages from businesses. Households also purchase goods from the businesses, completing the full cycle of economic activity. Understanding consumption patterns and expenditure will be useful for the

businesses in identifying successful products, and it will also identify ‘gaps’ in the Vietnamese business community. For example, are there products that people would like to see, but are not currently provided by the existing businesses? Or are there certain items that businesses should produce more of and in turn produce less of other products?

Understanding the labor force will enable businesses that rely on significant amounts of labor for their business to know what is available. The information also serves to target economic development strategies that will produce the most appropriate job opportunities. If such a strategy is implemented and successful in producing job opportunities, it will mean an increase in the incomes of households, further spurring business development.

Surveys, focus groups, and existing data sources (such as the U.S. census for demographics) could all be used for these ends. When used for a specific industry, it will be more helpful in understanding how the whole industry operates.

*Example: Although a consumer survey was not conducted as part of this research, preliminary data was gathered from the 2000 U.S. census which is a first step. With further analysis, the median household incomes of Vietnamese households in the Boston area could be estimated. Using consumer surveys and data from Consumer Expenditure Surveys (see Resource) conducted by the Bureau of Labor Statistics, estimates of expenditure patterns of Vietnamese households can be made. The consumer survey could also identify where Vietnamese households typically shop for various types of goods.*

*The census could also be used in characterizing the Vietnamese workforce, but does not provide the level of detail that is necessary for analysis and planning strategies. Surveys and focus groups could be useful in getting this information.*

### **Foster the development of a Greater Boston Vietnamese business association**

Interviews with Viet-AID revealed that there is an informal Vietnamese business association. There is an elected president, and the primary function of the association is to coordinate an annual New Year’s festival. The association seems to reflect the traditional ethnic business association that engages in civic activity out of a sense of responsibility as business owners to provide something else besides merchandise to their customer community. These types of associations are not uncommon in ethnic communities, and often represent specific industries. This section will present case studies of business associations and then suggest strategies for Viet-AID in fostering the development of a Greater Boston Vietnamese business association that embraces sustainable development principles.

Case study 1 - business association in Seattle’s Vietnamese community: An interesting model that is very close to Viet-AID’s own development and history is the Vietnamese American Business Development of South Seattle (VABDOSS), formed in 1999 by a group of Vietnamese small business owners in response to a mass transit development that threatened to displace the businesses. The organization eventually transformed itself from a place-based ethnic business association with a singular focus into a non-profit organization in 2002, subsequently changing their name to the Vietnamese American Economic Development Association (VAEDA). The organization currently engages in the following activities:

- Advocacy for entrepreneurs,

- Community building activities,
- Technical business assistance, and
- Real estate development.

The crisis of displacement was transformed into an opportunity to bring together the Vietnamese community. Upon success of averting the crisis, the business community continued to leverage their newly acquired socio-political capacity towards broader ends. VAEDA is currently involved in creating a business assistance center, creating mixed-use development, and (as already mentioned above) developing a Business Improvement Area for the Little Saigon neighborhood in Seattle.

Case study 2 - industry based mobilization in the Korean community: Korean dry cleaner associations exist in many localities around the country. A national umbrella group, the Federation of Korean Dry Cleaners Association, represents a coalition of all the local groups. The local associations engage in a variety of activities including:

- Identifying local vendors for supplies, and
- Marketing strategies.

In New York City, the local association has acted as intermediaries between community residents, government regulators, environmental activists, and others as a voice for business owners. It also enables a forum for civic participation programs that have included establishment of scholarship funds, clothing donation drives, and a commitment by the industry to establish dry cleaning storefronts as ‘safety zones’ for individuals who are in danger. Despite being organized as a professional organization to enhance business opportunity, the forum allows for community-oriented projects to occur.

Potential strategies for Viet-AID [association building]: Unlike VAEDA, Viet-AID does not have direct roots in the small business community, and there is not a very visible and vocal trade association that directly serves an industry niche that is heavily dominated by Vietnamese businesses. But lessons from both case studies show that there are opportunities in the Greater Boston area that could be leveraged for the development of a Greater Boston Vietnamese business association.

1. There already exists a business association. Though it has a singular function, its existence could be enhanced to eventually support the goals listed above for fostering the development of a Greater Boston Vietnamese business community.
2. Fields Corner Main Streets program represents an asset not just for Fields Corner, but for the Greater Boston Vietnamese community since there is a high concentration of Vietnamese businesses in the business district. The mobilization efforts from Main Streets program could be used to mobilize the regional Vietnamese community.
3. Viet-AID already has extensive experience delivering one-on-one technical assistance and building business cooperatives. Many members of the community see Viet-AID as a ‘look-to’ resource for one-on-one small business development assistance. Service delivery could be utilized to bring together like-minded businesses.
4. Vietnamese are heavily represented as owners and employees in two industry areas in the Greater Boston area, the floor refinishing business and the nail salon business. Both represent opportunities for the development of a trade association that is industry specific. Viet-AID’s experience in establishing the cooperatives could directly serve as important experience in implementing this strategy.

5. Though currently there is no ‘crisis’ to the area, there are opportunities that Viet-AID could leverage to get the Vietnamese business community to come together. It could be focused around Fields Corner: the major renovation of the Fields Corner T-stop; the active engagement of the Fields Corner Main Streets program. Or it could be focused around joint collaboration on a major project, such as the development of a Vietnamese-owned wedding banquet.

Other methods to leverage business development include:

- Knowledge-based: Utilizing the business and community surveys to engage the business community (see Part IV–Tools section)
- Social network based: Engage key business and political leaders in the community to initiate a dialogue and utilize popular forms of media (newspaper and radio) to engage the business community

Similar to the challenges of the business district revitalization strategy, no matter what specific strategy or opportunity is leveraged for fostering the development of a Greater Boston Vietnamese Business Association, it will be impossible to engage 100% of the businesses. The goal should be to engage a critical mass of business owners, and with those engaged individual exercise the socio-political strength of the whole for the betterment of the broader community.

In addition, the role for Viet-AID is to foster the development of a Greater Boston Vietnamese association. Viet-AID could serve as providing a neutral meeting space, a staff person, a resource base, a library, and other resources that could ‘house’ the association. But the energy, commitment, and direction must be sustained by members of the actual business community for the business association to sustain itself.

### **Expand existing capacity to provide small business assistance**

The recommendations for existing current capacities are similar to the ones stated for the business district revitalization strategy section above. Viet-AID must first identify the type and level of demand for small business development assistance, and develop the capacities to try to meet those demands. However, because the strategy for targeting the Greater Boston Vietnamese community involves looking at the businesses by industry, Viet-AID should consider developing partnerships with relevant government regulators and other officials to develop a knowledge base by industry. In addition, developing a knowledge sharing forum similar to the cooperative models that Viet-AID had established with the family childcare network and Win-Win Cleaning, Inc. could also serve as an effective peer-to-peer technical assistance delivery mechanism at the industry level.

### **Introduce and implement sustainable development practices in the business district revitalization strategy**

The recommendation for introducing and implementing sustainable development practices is similar to the recommendations that were put forth above in the institutional capacity and business district revitalization sections above. Viet-AID should implement sustainable development concepts through the use of a pilot program that targets a specific project that is industry based (for example, restaurants, nail salons, etc.).

## **PART IV: TOOLS**

### **PURPOSE OF SECTION:**

This section introduces two tools that will enable Viet-AID to build their knowledge base of the Fields Corner and Greater Boston Vietnamese business communities. The Linkage Analysis section provides an analytical framework to understand the interrelationships between various sectors of the neighborhood and regional economy. The Survey section introduces two surveys that were created for Viet-AID to gain insight about the Fields Corner and the Greater Boston Vietnamese business communities. Both of these can be implemented to assist Viet-AID in developing a sustainable development plan.

### **LINKAGE ANALYSIS**

Business linkage analysis is derived from industrial cluster analysis, which answers the question: how firms are related and connected with one another as customers, suppliers, competitors, and even cooperators to build common talent, technology, and infrastructure. It also indicates that strategies, policies, and actions to strengthen that interrelationship and specialized support base will benefit the entire cluster, and, therefore, are much more likely to affect the overall competitiveness of state and regional economies than efforts to aid single firms (Waits 2000).

A linkage analysis is often used at the macro-level, such as the linkage among manufacturing industries of a nation or a region. But the concept of linkage is also applicable in the micro-level, such as a community, in terms of understanding the relationship between businesses. By analyzing the inter-connected relationships across businesses, suppliers, and end consumers, it helps to identify opportunities and areas for efficiency, and enhance capacity for collaboration and innovation.

As an analytical tool, linkage analysis will enable Viet-AID to approach the Vietnamese business community pro-actively. It signals a bigger focus on trying to understand the ‘Big Picture’ for Viet-AID, and in turn organizing the Vietnamese businesses to also be more aware of the ‘Big Picture.’ This will be a departure from looking at business opportunities singularly. It could also be a leveraging tool to help organize businesses together, and to create a vision for a community rather than for themselves. Viet-AID’s role should be facilitating all these facets.

In sum, for Viet-AID, this linkage analysis can be used:

- As an analytical tool: to better understand the Greater Boston/Fields Corner Vietnamese economy and define the economic development customer (assumed that it will be Vietnamese businesses);
- As an organizational tool: to engage business owners in dialogue to foster communication, networking, and improvement among businesses. Enhance the capacity for collaboration, partnerships, and ability to create a joint vision
- As a service delivery tool: to provide high-value specialized services to Vietnamese based businesses

### **Theoretical framework of linkage analysis**

The framework of business linkage comes from the analysis of business operation costs. It is known that most business owners, in order to run business, rent a commercial space, which means there is monetary flow from business owners to landlords. Secondly, they invest in equipment purchasing, and decorating and furnishing the place. Thirdly, they purchase products and services from other firms. Fourthly, they pay the employees. Finally, they pay sales taxes to the government.

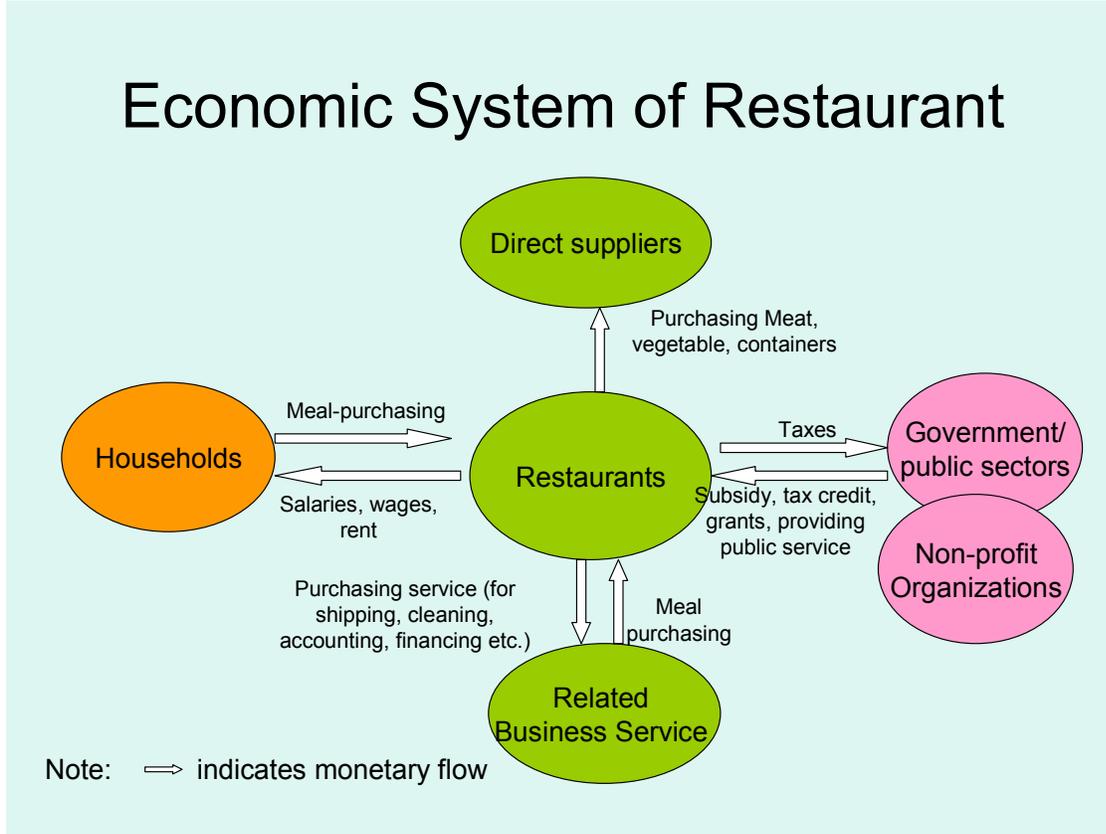
At the same time, the income composition of a business is considered. It is the reverse direction of monetary flow. The first and biggest volume is the money spent by individual consumers and other firms, which are purchasing the businesses' products and services. Secondly, they might get the grants, loans or credit from government and non-profit organizations.

Businesses are also affected by an external economy /diseconomy from the commercial district environment. External economy /diseconomy are intangible economic impacts. For example, pedestrian friendly infrastructure, such as convenient transit, clean streets, safe cross walks, and bike lanes etc. which can provide more potential economic benefit by attracting more customers to the district. A successful business establishment would bring more people that might be clients for other businesses in the area. An amenity shopping environment would encourage people stay longer because they are willing to spend more time in this area, which potentially increases the overall sales in this district. The reverse would be true when uncomfortable and inconvenient circumstances would drive people out of the commercial district faster.

The point here is systematic thinking. As seen in the sustainable development framework emphasized in part 1, we should always be looking at the benefits that not only benefit the businesses themselves, but the neighborhood in general.

Figure 2 is an example linkage analysis, for restaurants, which is also applicable to other types of businesses if slightly modified. The purpose of explaining the theoretical framework of the analysis is to provide a broad picture to understand the systematic nature of economy. From here we can understand that businesses in Fields Corner are highly interactive with the community--other businesses, government and non-profit organizations, and households, which consist of residents, employees and landlords. At the same time, this picture justifies linkage analysis as a way to look at business development that enhances sustainable development goals in Fields Corner.

Figure 2.



### Theoretical/basic concept in this analysis—multiplier and coefficient

#### *Multiplier*

For the sake of simply explaining the linkage system for place-base (community) linkage analysis, an initial situation is presented: The performance of a business establishment, for example, a restaurant in Fields Corner, is improved. In the first round, the improving restaurant attracts one more person to this area, which generates \$25 sales increase for the restaurant. Of this \$25, \$5 is used in raising wages to employees, \$5 increasing the taxes to the government, \$5 to façade improvement, \$5 more purchasing from other businesses in this district, and \$5 as additional profit to the business owner.

In the second round is, this employee and the business owner would likely to spend \$2 more than usual to buy better quality food from a baker, which generates a sales increase in the baker's business; the \$5 tax increase might return in the form of transit service improvement, combining with the \$5 in façade improvement, which might attract one more person to come to the business district, potentially generating more \$25 sales for the restaurant.

From here, we can see that the original \$25 sales increase actually brings  $25+2+2+25=\$54$  into this area. Roughly speaking, the ratio of  $54:25= 2.16$  is titled as “multiplier” of restaurant business in the industrial linkage theory. The greater the multiplier, the greater impact of a business or industry is on this area.

Similarly, the linkage analysis of the population-based system can be done by applying the same steps. The only difference here is that the focus is on the Vietnamese community as the “economy” and the linkage is the relationship between economic entities within and outside the Vietnamese population, which was disaggregated into Vietnamese-owned businesses, Vietnamese consumers, and Vietnamese employees. The similar conclusion could be drawn for the “multiplier”: the greater the multiplier, the greater impact of a business or industry on the Vietnamese community. We can give priority of business expansion and recruitment to the business which has the greatest multiplier.

Unfortunately, the actual numerical multiplier is virtually impossible to generate on such a micro level, because the relationships among different economic entities are much more complicated in reality and the data of business sales and consumer expenditure is inaccessible and unreliable. The purpose of introducing “multiplier” concept is to offer some insight in the interdependent and mutually affecting characteristics during business development. What actually could be possible would be to have the business development strategies implication as a related concept: the production “coefficients” which basically are derived from the business operation cost.

### *Coefficients*

As is commonly believed, the cost of business operation includes variable costs of inputs, consisting of physical material purchasing from other firms; salaries paid to employees, utilities payments to facilities firms etc; and fixed costs associated with loan repayment, taxes and insurance. Given the purpose of business gap finding and opportunity seeking, the analysis presented here can only focus on the interaction of firms.

A restaurant can serve as an example to analyze the relationships among several kinds of firms related to the production activities of meals. In order to cook a meal worth \$25, it costs the business owner \$20. He has to purchase the meat from firm 1, vegetable from firm 2, and noodles from firm 3, as raw materials, which accounts for \$4, \$3, \$1 respectively. All other costs (including the utilities, wages etc.) account for \$12. The profit is \$5. When the costs of raw materials (the \$4, \$3, \$1) is divided by the total cost (\$20), the result is 0.2, 0.15 and 0.05 respectively, which is titled the production technology “coefficients” in the industrial economy theory. The greater the coefficient, the greater impact the supplier firm has on the restaurant.

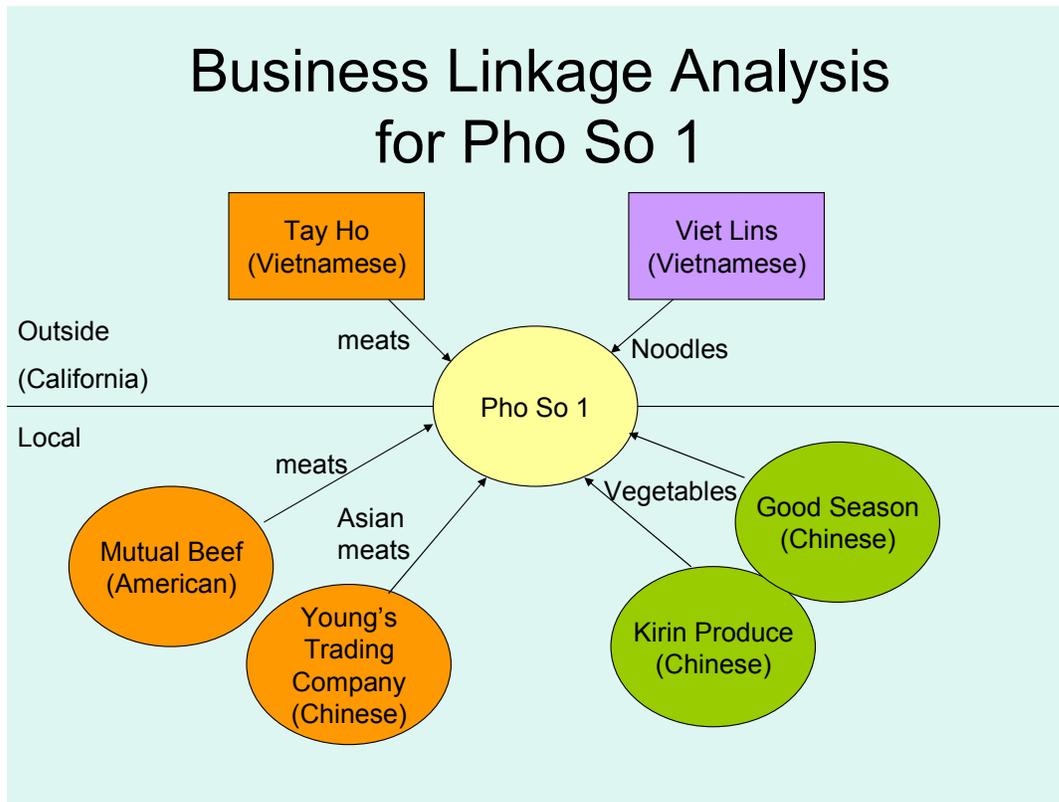
Then, this concept should be applied to roughly identify the business opportunity in the framework of sustainability and based on the population-based strategies for business economic development mentioned above.

### **The application of business linkage analysis—restaurant example**

There are several questions that could be answered step by step in doing the linkage analysis for a particular business or type of business. It will be explained in detail by using a restaurant as an example.

## How to find the linkage?

Figure 3.



The linkage can be found by using the “Vietnamese Restaurant Industry Survey of Inputs/Outputs” survey (see Appendix 3).

A questionnaire was generated to ask restaurant owner to provide information regarding their employees, and their major suppliers for FOOD products and for all NON-FOOD products. The tricky thing here is, whether to ask them to provide the supplier information ordered from the highest cost to the lowest cost. As figure 3 shows, this information is gathered from the survey. In order to measure the impact in the Vietnamese population, information is also needed about the nationality of employees and suppliers. Similar surveys can be conducted for other type of businesses.

### How to use the result of the survey? What kind of analysis we can do from the survey?

Measuring the linkage to Vietnamese community:

Singular firm level: from each type of business, the linkage to Vietnamese population can be identified by looking at their answer regarding to employees, customers and suppliers. For example, Staff in the Pho So 1 restaurant is all Vietnamese; the major suppliers are identified: special, fresh noodles come from a Vietnamese-owned firm “Viet Lins” Special, fresh beef meatballs come from “Tay Ho”, also a Vietnamese-owned firm in California. After the comparison, we could finally get

the sense of which business has the greatest linkage to the whole Vietnamese community both in terms of suppliers and employees.

Business type level: after the information is gathered from all the Vietnamese-owned restaurants, and other types of Vietnamese-owned businesses, such as nail salons, beauty salons, health care businesses and auto services etc. the kind of businesses with the strongest linkage to Vietnamese can be identified by analyzing the similar items in an aggregating way.

### **Where could be the opportunity for expansion?**

Generally speaking, if one business or one type of business is identified having the strongest linkage to Vietnamese population, which means that it has greatest impact on the Vietnamese community, there should be an opportunity to expand it or them in order to gain the greatest economic benefit from its or their expansion. The rationale in here can be referred to the concept of “multiplier”.

## **BUSINESS SURVEY**

### **Selecting a survey**

- **Appropriate Survey technique**

A combination of survey techniques may be appropriate for surveying the Vietnamese merchants in Fields Corner. Viet-AID’s choice of a technique will depend on the complexity of the questions they want to ask and the importance of a high participation rate. A *field survey* – where one would personally visit all business owners and ask questions - would provide the best chance for getting comprehensive information from all Vietnamese businesses . In addition, business visitations would allow interaction with business owners, clarify potentially confusing questions and expand answers. Adding *focus groups* - where Viet-AID would bring together a representative group of business owners for organized discussions to gain information about their views and experiences of owning a business - would provide the opportunity to delve deeper into business owner attitudes.

- **Designing content**

Once a survey technique or techniques has been selected, Viet-AID must determine what questions they want to ask. Because business owners will only be willing to spend a limited amount of time, the survey must be designed to ask only the most important questions. Viet-AID may decide to ask some questions just because it is important for the business owners themselves to have the answer. Unlike typical written surveys where respondents are completely anonymous, business owners must be identified in order for many of their answers to be useful. For this reason, questions in an open survey for business owners must avoid sensitive business areas such as income, expenditures, and compliance with government regulations and taxes. A second anonymous survey for business owner can be designed to collect sensitive information where the business owner does not have to reveal his or her identity.

The attached survey addresses the following list of topics..

## Needs and Opportunities Assessment

- Whether they are experiencing any business challenges
- What information or assistance they or their employees could use
- How useful to their business are Viet-AID's existing products and services for small business development
- How useful would proposed products and services by Viet-AID be to their business
- Which other business incentives or assistance have they used or plan to use
- Their attitudes related to being a business owner in the community
- How satisfied they are with their present location
- If they have plans to expand or reduce operations
- If they, or the building owner, are considering any building improvement projects

## Business and Workforce Data

- How long they have been in operation in Fields Corner
- How long they have been the owner
- Whether their business owns or rents its space
- How many square feet are devoted to sales, production, office and storage, or are unused
- Where their customers typically park
- Where their employees typically park
- What percentage of their employees live in the local community
- How many people they employ in standard occupational categories (SOC)
- Employee benefits they offer that best help them compete for scarce employees

## Market and Marketing Data

- Their hours of operation
- Their busiest day of the week
- Their busiest times of day
- How many customers/clients visit their business per week
- The community events that increased their foot traffic or sales volume
- Their target market
- The top zip codes from which their business draws customers
- The products and/or services that best differentiate their business from the competition
- Their toughest competition
- The traits that make their business more competitive
- The price point they target
- The Fields Corner businesses that complement their business the most
- The businesses they would most like to see come downtown
- The community assets in Fields Corner they would most like to see developed

Along with this, an anonymous section in the survey (see Appendix) can be used to calculate sales per square foot, sales per employee, and rent per square foot. By pooling and summarizing this information Viet-AID can maintain confidentiality and still tell Vietnamese businesses how their sales and rent compare to other businesses like theirs and how their rent compares to the average rent in Fields Corner. Viet-AID will also have gathered valuable statistics that are essential for conducting analysis of the neighborhood economy..

## Work plan for administering the survey

### 1. Assemble a survey team

Conducting a business survey in a community is a major project and requires time, commitment, and the active involvement from all members of the survey team. Consider having a few Vietnamese business leaders on the team as local volunteers. This will be mutually beneficial as many will find that the knowledge gained from their participation will have direct benefit to their business, organization or career as participant on the survey team gains direct and first-hand knowledge of the data and analyses that are part of this effort. This buy-in is especially important after the analysis is done and it is time to develop a plan based on the results.

### 2. Finalize and refine content

The survey provided has guidance questions that Viet-AID should feel free to customize and shorten to fit their needs. When accepting or rejecting standardized questions, keep in mind that some of the questions in the business owner survey are designed to be used together with questions from the consumer survey (See Appendix).

### 3. Pilot testing

It is always good practice to pretest a survey. Have a few business owners who are active volunteers at Viet-AID (but who have not been involved in survey design) complete the business owner survey and give you feedback. Instructions and questions that are unclear and misinterpreted will show up in a pretest and can be corrected. Use the pretest to estimate the time required for the survey.

### 4. Administer the survey

A letter should be mailed to business owners announcing future delivery of the survey. It is recommended that all survey plans also be promoted in local Fields Corner and Vietnamese newspapers prior to delivering the survey. Business owners will be much more likely to participate if they understand the project and that its intentions are to help their business.

It will be important to ensure that surveyors can speak Vietnamese or that the survey is at least translated and transcribed into Vietnamese. This will provide everyone with an equal opportunity to participate thus avoiding *non-response bias*, which is distortion that creeps into the analysis when the non-respondents are significantly different from the respondents.

Even though the cover letter states the survey's intentions and provides instructions and asks permission for participation, volunteers should also voice this same message at the time of delivery. Give business owners an estimate of the amount of time required to finish the survey and when to expect a return visit for collection. If the business owner expresses concerns over why a particular question is being asked, have the surveyor prepared to provide a standardized explanation to ensure consistency in interpretation..

### 5. Tabulate, analyze and summarize results

The simplest way to summarize survey results is to report the frequency of each response to each question. With frequencies in hand, look for patterns in the results that would be useful for Vietnamese business owners to know and make note of "red flags" that might warn of the need

for business assistance. Finally, take care to protect the confidentiality of the information collected and the identity of the respondents.

#### **6. Publicize findings**

Advertise a meeting date for announcing the survey results. In addition, it may be helpful to offer the Vietnamese business community one or more presentations, open-houses or discussion sessions to share the purpose, methods, and preliminary findings of the survey. These meetings will offer Viet-AID a great opportunity to obtain feedback on their work as well as solicit new ideas for improving the Fields Corner business district. Reports in the local media can be one of the most effective ways to keep everyone aware of what is happening.

#### **Strengths of the survey**

Apart from helping to gain an understanding of business and workforce data in Fields Corner, the business survey will help to understand: 1) the perceptions of the business community regarding the strengths and weaknesses of Fields Corner relative to other commercial areas; 2) their suggestions for how to improve the business district; and 3) the extent to which Vietnamese businesses purchase goods and services from other Fields Corner businesses (retail linkages).

Input and participation from the broader community – in the form of local volunteers on the survey team - will not only provide fresh ideas but also community ownership of the survey. This buy-in is especially important after the analysis is done and it is time to devise a plan of action based on the results of the survey.

Viet-AID may consider co-sponsoring the survey with other local organizations like the Fields Corner Main Streets program. This will not only help in strengthening institutional capacity but will aid in initiating broader dialogue on revitalizing Fields Corner.

### **CONSUMER SURVEY**

In addition to the business survey, a consumer survey can be used to provide information on when, why, how, and for what people shop at Vietnamese stores. The survey can reveal attitudes toward Fields Corner and how those attitudes affect shopping habits. This report provides a recommended instrument for conducting a consumer survey (see Appendix).

While customers can be surveyed in a variety of ways, *intercept surveys* - where consumers stopped on the street or at the point of purchase are asked a set of predetermined questions – may be the most effective and the cheapest. The questions in the consumer survey cover a variety of issues including retail, dining, housing, and others like

- Which consumer groups go or use Vietnamese businesses in Fields Corner the most?
- What are their preferences, likes and dislikes?
- Are their consumer needs and wants being met?
- Are there opportunities for Vietnamese merchants to serve these consumers more effectively?
- How can Vietnamese business and building owners improve their capture of the market?

- What promotional methods are most effective?
- What physical aspects of the Fields Corner should be improved?

The same strategies used to implement the business owner survey should also be used for the consumer survey:

1. Assemble and train a dedicated survey team
2. Finalize and refine content
3. Pilot testing of the survey on volunteers
4. Administer the survey carefully to avoid biases (time of day, location, language, etc.)
5. Tabulate, analyze, and summarize results
6. Publicize findings

The survey results should provide Vietnamese businesses and building owners with detailed answers to these and other questions. The information can be put to work immediately to improve business operations and identify marketing efforts. It will also help in examining opportunities and gaps in the current business mix, and compliment the business owner survey in identifying expansion and recruitment possibilities for the Vietnamese business community in Fields Corner.

## RESOURCES

### INSTITUTIONAL CAPACITY BUILDING

#### **Affordable Housing:**

Greater Boston Legal Services (<http://www.gbls.org>)

Free non-criminal legal aid to low-income individuals and community-based organizations.  
Boston Tenant Coalition: (617) 423-8609

Massachusetts Legal Services Programs ([http://www.neighborhoodlaw.org/legal\\_information.htm](http://www.neighborhoodlaw.org/legal_information.htm))  
Information on tenant rights and fair housing.

Green CDCs Initiative (through New Ecology, Inc. <http://www.newecology.org/index.htm>)

Massachusetts Office of Commonwealth Development:  
<http://commpres.env.state.ma.us/content/ocd.htm>

#### **Brownfields:**<sup>7</sup>

Commonwealth of Massachusetts Brownfields Funding and Information:  
<http://www.mass.gov/dep/bwsc/brownfld.htm>

MassDevelopment administers the Brownfields Redevelopment Fund:  
<http://www.Massdevelopment.com>  
617.451.2477 or 800.445.8030 (in-state calls only)

US Department of Housing and Urban Development, Brownfields Economic Development Initiative (BEDI)  
<http://www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/index.cfm>

US Department of Housing and Urban Development, Section 108 loans:  
<http://www.hud.gov/offices/cpd/communitydevelopment/programs/108/index.cfm>

Brownfields Redevelopment Access to Capital  
[http://www.mass-business.com/site/content/brown\\_tools.asp](http://www.mass-business.com/site/content/brown_tools.asp)

Brownfields Tax Credit Program  
[http://www.dor.state.ma.us/help/guides/abate\\_amend/personal/issues/brownfld.htm](http://www.dor.state.ma.us/help/guides/abate_amend/personal/issues/brownfld.htm)

City of Boston FY 2004 CDBG proposal  
<http://www.cityofboston.gov/DND/ActionPlan04/PDFs/DraftFY04summary.pdf>

City of Boston FY 2004 CDBG proposal companion map for like locations of abandoned building testing/cleanup: <http://www.cityofboston.gov/DND/ActionPlan03/images/map2.jpg>

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<sup>7</sup> Most resources in this section were provided by Anne Herbst of the Jamaica Plain project group from the Sustainable Development Practicum, Spring 2004 at MIT.

Brownfields Redevelopment: A Guidebook for Local Governments and Communities, Second Edition

by the International City/County Management Association

<http://www2.icma.org/main/ld.asp?ldid=15931&hsid=1&tpid=19>

## **SMALL BUSINESS DEVELOPMENT**

Korean Dry Cleaners Association: <http://www.fkda.org/advWin.php>

Vietnamese American Economic Development Association:

<http://www.vaeda.org/index.htm>

University of Massachusetts – Small Business Development Center

<http://www.sbdc.umb.edu/>

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## Appendix 1

Dear Fields Corner Business Owner,

Greetings from Viet-AID.

The following pages provide us an opportunity to understand your concerns about your business and your business assistance needs. We appreciate your time in completing this questionnaire.

We will analyze the survey results and use the information to identify opportunities to improve business performance in Fields Corner. We hope to report key findings approximately a month from the time of the survey. If you have additional questions, feel free to contact us at [ give contact information here] The last part of the survey is confidential and anonymous, so please feel free to be direct.

Thank you for your cooperation,  
Viet-AID

**Instructions:**

- Please read each question carefully. Some questions require you to choose only one answer but others allow for two or more answers.
- Please completely fill in marks like this: **X**

<b>1. Business Name</b>			
<b>2. Business Owner(s)</b>			
<b>3. Business Location (Physical Address)</b>			
<b>4. Business Mailing Address</b>			
<b>5. Other Information</b>	<b>Business Phone #1</b>		
	<b>Business Phone #2</b>		
	<b>FAX</b>		
	<b>Email</b>		
	<b>Web Site</b>		
<b>6. What is the nature of business that you operate?</b>			
<b>7. Years in operation</b>	<input type="checkbox"/> less than 1 <input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6 <input type="checkbox"/> 7-10	<input type="checkbox"/> over 10
<b>8. Do you operate another business (apart from this one) If YES, what type of business? _____</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	
<b>9. How many employees do you have?</b>			
<b>10. How many years are you the owner</b>	<input type="checkbox"/> less than 1 <input type="checkbox"/> 1-3	<input type="checkbox"/> 4-6 <input type="checkbox"/> 11-20	<input type="checkbox"/> over 20
<b>11. Have you inherited the business from your family/</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/>

<b>12. Do your children or other family members work in this business?</b>	<input type="checkbox"/> No	<input type="checkbox"/> Yes, in this store	<input type="checkbox"/> Yes, in another store		
<b>13. Do you want your children to continue in this business?</b>	<input type="checkbox"/> No	<input type="checkbox"/> Yes	<input type="checkbox"/> Maybe		
<b>14. Is space owned or rented</b>	<input type="checkbox"/> Own <input type="checkbox"/> Rent	<input type="checkbox"/> Rent, and considering purchase Name of Landlord: _____			
<b>15. What made you choose Fields Corner as the place to have your business?</b>	<input type="checkbox"/> Large Vietnamese client base <input type="checkbox"/> Inherited / took over existing business		Other : _____ <input type="checkbox"/> Favorable rents in Fields Corner		
<b>16. How satisfied are you with the present location of this business? Why?</b>	<input type="checkbox"/> Very Satisfied <input type="checkbox"/> Unsatisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Very Unsatisfied <input type="checkbox"/> Neutral <input type="checkbox"/> Plan to Move _____				
<b>17. What are the hours of operation for this business?</b>					
		From	To		
	Sunday				
	Monday				
	Tuesday				
	Wednesday				
	Thursday				
	Friday				
	Saturday				
<b>18. How many customers /clients visit this business per week?</b>	<input type="checkbox"/> None (all business via phone, internet) <input type="checkbox"/> less than 100 <input type="checkbox"/> 100-500		<input type="checkbox"/> 500-1000 <input type="checkbox"/> Over 1000		
<b>19. What is the busiest day of the week for this business?</b>	<input type="checkbox"/> Sunday <input type="checkbox"/> Monday <input type="checkbox"/> Tuesday <input type="checkbox"/> Wednesday		<input type="checkbox"/> Thursday <input type="checkbox"/> Friday <input type="checkbox"/> Saturday <input type="checkbox"/> No special day		
<b>20. What are the two busiest times of each day for this business?</b>	Before 9:00 a.m.	9:00 a.m.- 12:00 noon	12:00 noon .- 5:00 p.m.	After 5:00 p.m.	Seldom or never
Sunday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>21. What are the three busiest months of the year for this business? (mark up to THREE)</b>	<input type="checkbox"/> January <input type="checkbox"/> February <input type="checkbox"/> March <input type="checkbox"/> April	<input type="checkbox"/> May <input type="checkbox"/> June <input type="checkbox"/> July <input type="checkbox"/> August	<input type="checkbox"/> September <input type="checkbox"/> October <input type="checkbox"/> November <input type="checkbox"/> December
<b>22. When do you typically plan major sales/specials for this business? (mark ALL that apply)</b>	<input type="checkbox"/> January <input type="checkbox"/> February <input type="checkbox"/> March <input type="checkbox"/> April	<input type="checkbox"/> May <input type="checkbox"/> June <input type="checkbox"/> July <input type="checkbox"/> August	<input type="checkbox"/> September <input type="checkbox"/> October <input type="checkbox"/> November <input type="checkbox"/> December
<b>23. Name an event that increased foot traffic or sales volume for this business (like New Years)</b>			
<b>24. Please describe the most typical customer to this business (Rank them by order of majority. Write 1, 2, 3 and so on in the O on the left)</b>			
Gender	<input type="radio"/> Male	<input type="radio"/> Female	
Age	<input type="radio"/> under 18	<input type="radio"/> 18-40	<input type="radio"/> 40-60 <input type="radio"/> above 50
Ethnicity	<input type="radio"/> White	<input type="radio"/> Black	<input type="radio"/> Asian <input type="radio"/> Other
Language spoken	<input type="radio"/> Vietnamese	<input type="radio"/> English	<input type="radio"/> Other
Residence	<input type="radio"/> Local	<input type="radio"/> Non-local	<input type="radio"/> Don't know
Mode of transportation	<input type="radio"/> Public Transport	<input type="radio"/> Auto-mobile	<input type="radio"/> Walk <input type="radio"/> Don't know
<b>25. What is the toughest competition for this business?</b>	(Specify up to 3 competitors by name) 1. 2. 3.		
<b>26. What is the main competitive edge of this business versus the competitors listed above (mark ONE)</b>	<input type="checkbox"/> Location <input type="checkbox"/> Hours <input type="checkbox"/> Service <input type="checkbox"/> Name Brands	<input type="checkbox"/> Quality <input type="checkbox"/> Selection <input type="checkbox"/> Price <input type="checkbox"/> Other	
<b>27. What three businesses in Fields Corner complement this business the most?</b>	(Specify up to THREE businesses by name) 1. 2. 3.		
<b>28. Relative to other businesses in your trade, what price point do you target? ( mark ONE)</b>	<input type="checkbox"/> low-end <input type="checkbox"/> average <input type="checkbox"/> high-end		

<p><b>29. Where do customers to this business typically park?</b> (mark ONE)</p>	<p>On the street right in front of this business                  On the street within 1 block of this business                  On the street more than 1 block from this business                  In a municipal/public parking lot                  In a customer parking lot you own or rent:                  How many spaces available _____?                  Other _____</p>																				
<p><b>30. Where do you and employees of this business typically park?</b> (mark ONE)</p>	<p>On the street right in front of this business                  On the street within 1 block of this business                  On the street more than 1 block from this business                  In a municipal/public parking lot                  In an employee parking lot you own or rent:                  How many spaces available _____?                  Other _____</p>																				
<p><b>31. How many jobs did this business provide last year, including owners who work in the business?</b></p>	<p>Lowest point: Highest point:</p>	<p>___ Full-time ___ Full-time (32 or more hours/week)</p>	<p>___ Part-time ___ Part-time</p>																		
<p><b>32. What is the main reason for any fluctuation in the number of jobs this business provided last year?</b></p>	<p><input type="checkbox"/> Seasonal Business <input type="checkbox"/> Business Growth</p>	<p><input type="checkbox"/> Management Change <input type="checkbox"/> Business Decline</p>																			
<p><b>33. Which employee benefits does this business offer compared to its competitors?</b> (mark ALL that apply)</p>	<table border="0"> <tr> <td><input type="checkbox"/> Better Boss</td> <td><input type="checkbox"/> Better Pension</td> </tr> <tr> <td><input type="checkbox"/> Better Child Care</td> <td><input type="checkbox"/> Flexible Hours</td> </tr> <tr> <td><input type="checkbox"/> Better Co-workers</td> <td><input type="checkbox"/> Higher Pay</td> </tr> <tr> <td><input type="checkbox"/> Better Insurance</td> <td><input type="checkbox"/> Less Hours</td> </tr> <tr> <td><input type="checkbox"/> Merit-based Bonuses</td> <td><input type="checkbox"/> More Hours</td> </tr> <tr> <td><input type="checkbox"/> Paid Training</td> <td><input type="checkbox"/> More Responsibility</td> </tr> <tr> <td><input type="checkbox"/> Part Ownership</td> <td><input type="checkbox"/> More Vacation</td> </tr> <tr> <td><input type="checkbox"/> Potential to Advance</td> <td><input type="checkbox"/> Shorter Commute</td> </tr> <tr> <td><input type="checkbox"/> Profit Sharing</td> <td><input type="checkbox"/> Other _____</td> </tr> </table>			<input type="checkbox"/> Better Boss	<input type="checkbox"/> Better Pension	<input type="checkbox"/> Better Child Care	<input type="checkbox"/> Flexible Hours	<input type="checkbox"/> Better Co-workers	<input type="checkbox"/> Higher Pay	<input type="checkbox"/> Better Insurance	<input type="checkbox"/> Less Hours	<input type="checkbox"/> Merit-based Bonuses	<input type="checkbox"/> More Hours	<input type="checkbox"/> Paid Training	<input type="checkbox"/> More Responsibility	<input type="checkbox"/> Part Ownership	<input type="checkbox"/> More Vacation	<input type="checkbox"/> Potential to Advance	<input type="checkbox"/> Shorter Commute	<input type="checkbox"/> Profit Sharing	<input type="checkbox"/> Other _____
<input type="checkbox"/> Better Boss	<input type="checkbox"/> Better Pension																				
<input type="checkbox"/> Better Child Care	<input type="checkbox"/> Flexible Hours																				
<input type="checkbox"/> Better Co-workers	<input type="checkbox"/> Higher Pay																				
<input type="checkbox"/> Better Insurance	<input type="checkbox"/> Less Hours																				
<input type="checkbox"/> Merit-based Bonuses	<input type="checkbox"/> More Hours																				
<input type="checkbox"/> Paid Training	<input type="checkbox"/> More Responsibility																				
<input type="checkbox"/> Part Ownership	<input type="checkbox"/> More Vacation																				
<input type="checkbox"/> Potential to Advance	<input type="checkbox"/> Shorter Commute																				
<input type="checkbox"/> Profit Sharing	<input type="checkbox"/> Other _____																				
<p><b>34. What percentage of employees of this business commute from each of the following distances?</b> (Total should = 100%)</p>	<table border="0"> <tr> <td><input type="checkbox"/> ..____% under 1 mile</td> <td><input type="checkbox"/> ..____% 11-20 miles</td> </tr> <tr> <td><input type="checkbox"/> ..____% 1-5 miles</td> <td><input type="checkbox"/> ..____% over 20 miles</td> </tr> <tr> <td><input type="checkbox"/> ..____% 6-10 miles</td> <td></td> </tr> </table>			<input type="checkbox"/> ..____% under 1 mile	<input type="checkbox"/> ..____% 11-20 miles	<input type="checkbox"/> ..____% 1-5 miles	<input type="checkbox"/> ..____% over 20 miles	<input type="checkbox"/> ..____% 6-10 miles													
<input type="checkbox"/> ..____% under 1 mile	<input type="checkbox"/> ..____% 11-20 miles																				
<input type="checkbox"/> ..____% 1-5 miles	<input type="checkbox"/> ..____% over 20 miles																				
<input type="checkbox"/> ..____% 6-10 miles																					
<p><b>35. How much do you spend on advertising annually?</b></p>																					
<p><b>36. What percentage of the annual advertising budget for this business is spent with each of the following media?</b> (Total should = 100%)</p>	<table border="0"> <tr> <td><input type="checkbox"/> ..____% Newspapers</td> <td><input type="checkbox"/> ..____% Direct Mail/</td> </tr> <tr> <td><input type="checkbox"/> ..____% Magazines</td> <td><input type="checkbox"/> _____%Catalogs</td> </tr> <tr> <td><input type="checkbox"/> ..____% Radio.</td> <td><input type="checkbox"/> ..____% Window Displays</td> </tr> <tr> <td><input type="checkbox"/> ___% Television</td> <td><input type="checkbox"/> ..____% Billboards</td> </tr> <tr> <td><input type="checkbox"/> ..____% Local Service Organizations</td> <td><input type="checkbox"/> ..____% Internet</td> </tr> <tr> <td></td> <td><input type="checkbox"/> ..____% Other (specify)</td> </tr> </table>			<input type="checkbox"/> ..____% Newspapers	<input type="checkbox"/> ..____% Direct Mail/	<input type="checkbox"/> ..____% Magazines	<input type="checkbox"/> _____%Catalogs	<input type="checkbox"/> ..____% Radio.	<input type="checkbox"/> ..____% Window Displays	<input type="checkbox"/> ___% Television	<input type="checkbox"/> ..____% Billboards	<input type="checkbox"/> ..____% Local Service Organizations	<input type="checkbox"/> ..____% Internet		<input type="checkbox"/> ..____% Other (specify)						
<input type="checkbox"/> ..____% Newspapers	<input type="checkbox"/> ..____% Direct Mail/																				
<input type="checkbox"/> ..____% Magazines	<input type="checkbox"/> _____%Catalogs																				
<input type="checkbox"/> ..____% Radio.	<input type="checkbox"/> ..____% Window Displays																				
<input type="checkbox"/> ___% Television	<input type="checkbox"/> ..____% Billboards																				
<input type="checkbox"/> ..____% Local Service Organizations	<input type="checkbox"/> ..____% Internet																				
	<input type="checkbox"/> ..____% Other (specify)																				

<b>37. Name the radio stations that are included in the annual advertising budget for this business.</b>	1. 2. 3.				
<b>38. Name publications that are included in the annual advertising budget for this business.</b>	1. 2. 3. 4.				
<b>39. Name three businesses you would most like to see come to Fields Corner?</b>	1. 2. 3.				
<b>40. Do you have plans to expand or reduce operations for this business in the next 3-5 years? (mark ONE)</b>	<input type="checkbox"/> plan to expand products /services /store area here. <input type="checkbox"/> plan to expand products /services /store area at another location. <input type="checkbox"/> plan to reduce products/services /store area. <input type="checkbox"/> no plans for changes.				
<b>41. Are you, or the building owner, considering any building improvement projects in the next 3-5 years?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Dont know				
<b>42. If yes, what specific changes are you planning?</b>					
<b>43. If you are planning changes for your business, would you like any help?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Dont know				
<b>44. If yes, what kind? _____</b>					
<b>45. Are you currently dealing with any business challenges? (mark ALL that apply)</b>					
<input type="checkbox"/> Language Barrier	<input type="checkbox"/> Utility Costs/Availability				
<input type="checkbox"/> Vandalism	<input type="checkbox"/> Product Costs/Availability				
<input type="checkbox"/> Financing	<input type="checkbox"/> In-Town Competition				
<input type="checkbox"/> Shop Lifting/Theft	<input type="checkbox"/> Out-Of-Town Competition				
<input type="checkbox"/> Personnel Costs	<input type="checkbox"/> Health Insurance Costs				
<input type="checkbox"/> Shipping/Transportation Costs	<input type="checkbox"/> Other Insurance Costs (Not Health)				
<input type="checkbox"/> Difficulty in Recruiting Employees	<input type="checkbox"/> Other _____				
<input type="checkbox"/> Difficulty in Retaining Employees	<input type="checkbox"/> No problems				
<input type="checkbox"/> Difficulty attracting customers due to poor neighborhood					
<b>46. How relevant are the following business training workshops for your business? 47. Also how likely are you or an employee of this business to attend the following business training workshops if held locally at an affordable cost?</b>					
	<i>Relavent</i>	<i>Not Relavent</i>	Attend	Not Attend	Unsure
Business Planning					
Financial Management					
Inventory Management					

Advertising/Marketing					
Employee Training/Hiring					
Customer Service					
Hospitality Training					
Window Displays/Interior					
Store Design					
Business Market Analysis					
Internet/E-Commerce					
English Proficiency Classes					
Other (please specify) _____					

<b>48. Where do you usually get your business assistance?</b>		(mark ALL that apply)
From friends and family		<input type="checkbox"/>
From other neighborhood businesses		<input type="checkbox"/>
From private attorneys and accountants		<input type="checkbox"/>
Help from Viet AID		<input type="checkbox"/>
Help from local business association		<input type="checkbox"/>
Help from other local Volunteer Groups		<input type="checkbox"/>
Receive NO business aid		<input type="checkbox"/>

<b>49. Which incentives would you use for the business if they existed</b> (mark ONE for each)				
	Yes	No	Unsure	
Low Interest Business Loan				
Low Interest Building Improvement Loan				
Other (specify)				

<b>50. Other than for your business, do you come to Fields Corner for</b>		Always	Sometimes	Never
	Residence			
	Shopping			
	Visit family and friends			
	Religious/ special occasions			
	Town meetings			
	School / Training			
	Medical needs			

<b>51. Would you participate in activities in Fields Corner</b>		Always	Sometimes	Never
	'Taste of Fields Corner'			
	Street clean-up program			
	Storefront façade improvement initiative			
	Energy saving program /workshop			
	Waste reduction /recycling Training			

52. Do you recycle? If no, why? If yes, what ?	<input type="checkbox"/> Paper <input type="checkbox"/> Glass <input type="checkbox"/> Other
53. What is your single largest business expenditure category?	
54. What is the single largest source of waste in your business?	
55. Do you belong (or have been a member in the past) to a Vietnamese business association?	<input type="checkbox"/> Yes <input type="checkbox"/> No
56. How long did it take you to complete this survey?	

**Responses to this section are confidential and anonymous:**

57. How strongly do you agree or disagree with the following (mark ONE for each)	1. Strongly Agree 2. Somewhat Agree 3. Neutral 4. Strongly Disagree 5. Somewhat Disagree				
	1	2	3	4	5
I am happy with local police protection					
I am happy with local fire protection					
I am happy with local municipal services					
I am happy with storefront cleanliness					
I am happy with my landlord responsibilities					
I am happy with local waste management service					
I always direct customers to other Fields Corner businesses					
The existing Fields Corner business mix helps this business					
There is plenty of convenient parking in Fields Corner					
Fields Corner is a good place to have a business					
There are plenty of good workers in Fields Corner					
I would support a new retail promotion event					
The look and feel of Fields Corner helps this business					
This business is open when customers want to shop					
My building front attracts customers					
My store windows and displays attract customers					
My employees provide good customer service					
I feel safe downtown, even at night					

**Additional Comments:**

## Appendix 2

Dear Fields Corner Shopper,

Greetings from Viet-AID.

The following pages provide us an opportunity to understand your shopping preferences. We appreciate your time in completing this questionnaire.

We will analyze the survey results and use the information to help the improve the shopping environment of Fields Corner. If you have additional questions, feel free to write to contact us  
The survey is confidential and anonymous, so please feel free to be direct.

Thank you for your cooperation,  
Viet-AID

**Instructions:**

- Please read each question carefully. Some questions require you to choose only one answer but others allow for two or more answers.
- Please completely fill in marks like this: **X**

<b>1. What is your gender?</b>		<input type="radio"/> Male		<input type="radio"/> Female		
<b>2. What is your home zip code?</b>						
<b>3. What is your age?</b>						
<input type="radio"/> under 18		<input type="radio"/> 18-40		<input type="radio"/> 40-60		
<input type="radio"/> Over 60						
<b>4. What is the highest level of formal education you have completed? (mark ONE)</b>						
<input type="radio"/> Grade 11 or less		<input type="radio"/> High School Diploma		<input type="radio"/> College Diploma		
<input type="radio"/> Graduate School						
<b>5. When do you typically shop on each of the following days? (mark up to TWO times for each day)</b>						
Day	Before 9 am	9 am - noon	Noon – 5 pm	After 5 pm	Rarely or never	
Sunday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Monday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Tuesday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Wednesday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Thursday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Friday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Saturday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>6. What day of the week do you do most of your non-grocery shopping? (mark ONE)</b>						
<input type="radio"/> Sunday		<input type="radio"/> Tuesday		<input type="radio"/> Thursday		
<input type="radio"/> Monday		<input type="radio"/> Wednesday		<input type="radio"/> Saturday		
		<input type="radio"/> Friday		<input type="radio"/> No special day		
<b>7. How often do you eat the following types of restaurant meals? (mark ONE answer for each meal)</b>						
	5 -7 times a week	2-4 times a week	Once a week	Once a month	Once in a few months	Never
Breakfast	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lunch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dinner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fast food chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Casual dining (café, diner, pizzeria, bar & grill, etc.).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fine dining (supper club)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carry-out/drive-through/delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>8. How often does your household do the following? (● mark ONE answer for each)</b>						
	5 -7 times a week	2-4 times a week	Once a week	Once a month	Once in a few months	Never
Watch movies at a theater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rent movies to watch at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>9. What is most important to your decision while making the following purchases? (mark ONE reason for each)</b>						
	Name Brand	Service	Quality	Price	Other (specify)	
Clothing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Furniture/Appliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Gifts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Groceries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
<b>10. How often do you come to Fields Corner for the following? (mark ONE answer for each)</b>						
	5 -7 times a week	2-4 times a week	Once a week	Once a month	Once every few months	Never
Shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Running Errands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entertainment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visit to Vietnamese Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visit to non-Vietnamese Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Care Services (Barber, Beauty Salon, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Services/Banking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Services (Insurance, Lawyer, Doctor, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passing Through on Your Way to Someplace Else	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>11. What two restaurants or types of cuisine would you most like to see come to Fields Corner?</b>						
<b>12. What two chain stores would you most like to see come to Fields Corner?</b>						
<b>13. Which radio stations do you listen to?</b>						
<b>14. Which newspapers do you read?</b>						
<b>15. Where do you typically park when you drive to Fields Corner? (● mark ONE)</b>						
<input type="radio"/> On the street right in front of your destination		<input type="radio"/> In a municipal/public parking lot				
<input type="radio"/> On the street within 1 block of your destination		<input type="radio"/> In a private/customer parking lot				
<input type="radio"/> On the street more than 1 block from your destination		<input type="radio"/> Other				
<b>16. How far do you live from Fields Corner? (● mark ONE)</b>						
<input type="radio"/> Live in Fields Corner		<input type="radio"/> 6-10 miles				
<input type="radio"/> under 1 mile		<input type="radio"/> 11-20 miles				
<input type="radio"/> 1-5 miles		<input type="radio"/> over 20 miles				
<b>17. Where do you do most of your non-grocery shopping? _____</b>						

<b>18. How strongly do you agree or disagree with the following statements? (mark ONE answer for each)</b>					
	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
I like to buy the latest fashions.					
I would rather make something than buy it					
I would rather fix something myself than hire it done					
I am more likely to save money than spend money					
I always try to buy products and services locally					
I like the look and feel of Fields Corner					
Fields Corner salespeople are friendly and helpful					
I feel safe in Fields Corner, even at night					
There are a lot of products and services in Fields Corner					
There is plenty of convenient parking in Fields Corner					
Fields Corner businesses are open when I want to shop					
Fields Corner businesses sell products/services I want					
Fields Corner businesses sell at a fair price					
I like to bring out of town guests to Fields Corner					
Fields Corner is an excellent place to visit					
Fields Corner is unique and memorable					
I am happy with Fields Corner's recreation facilities and programs					
I am happy with Fields Corner's cultural opportunities					
I am happy with Fields Corner's entertainment options					
I will attend an event like 'Taste of Fields Corner' if it is held					
I recommend shopping in Fields Corner					
<b>19. Please complete the following statement:</b> I wish Fields Corner businesses would _____					
<b>20. Please provide any additional comments to help improve the Fields Corner Business District:</b>					

## Vietnamese Restaurant Industry Survey of Inputs/Outputs

**Contact Person(s):**

Brian Cheigh – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

Pankaj Kumar – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

**Purpose of the Interview:**

We, and a couple of other students, are doing a small research project to understand the Vietnamese restaurant industry. The class that this project is for is entitled “Sustainable Development.” By understanding the restaurant industry sector, we hope to eventually identify opportunities for business improvement strategies, better environmentally friendly practices, and enhanced quality of life for businesses, communities, workers, and owners.

The questions we will be asking relate to the functions of the restaurant. Please assume that we know absolutely nothing about how the restaurant industry functions. Any details you provide will be greatly appreciated. Thank you for your cooperation.

### BUSINESS IDENTIFICATION

<b>1. Business Name</b>	
<b>2. Business Contact</b>	
<b>3. Business Location (Physical Address)</b>	
<b>4. Other Information</b>	<b>Business Phone:</b>
	<b>Web Site:</b>
<b>5. NAICS Description</b>	
<b>6. Years in operation</b>	

## EMPLOYEES/CUSTOMERS – Supply & Demand

<b>7. How many employees do you have?</b>	Position _____ Count _____ Position _____ Count _____
<b>8. How customers do you have during the busiest periods? (Demand)</b>	Period _____ Count _____ Period _____ Count _____ Period _____ Count _____ Period _____ Count _____
<b>9. Describe your current 'target' customer (Demand)</b>	Who do you currently target your products towards? (i.e., do you target youth? Adults? Vietnamese? Hispanic? Luxury?)
<b>10. Do you plan on expanding your customer base? If so, how?</b>	Are there people who currently do not shop at your business, but who you want reach out to? Who are they? What's your outreach plan?

## INPUTS TO THE BUSINESS

<p><b>11.</b> Please provide information regarding your major suppliers.</p>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%; text-align: center; padding: 5px;">Supplier Name (Exact Name if possible)</th> <th style="width: 40%; text-align: center; padding: 5px;">Product/Service Provided</th> </tr> </thead> <tbody> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Bread_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Vegetables -1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Vegetables -2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Vegetables -3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Snack Goods-1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Snack Goods-2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Snack Goods-3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Meat Products-1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Meat Products-2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right; padding-right: 5px;">Meat Products-3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; height: 25px;"></td> </tr> </tbody> </table>	Supplier Name (Exact Name if possible)	Product/Service Provided		Bread_____		Vegetables -1_____		Vegetables -2_____		Vegetables -3_____		Snack Goods-1_____		Snack Goods-2_____		Snack Goods-3_____		Meat Products-1_____		Meat Products-2_____		Meat Products-3_____						
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<b>13. Rank your considerations when changing suppliers:</b>		Very Important	Somewhat Important	A little Important	Not Important
	Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Quality of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Quality of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Ease of transaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Networking benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Environmental practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>14. If you could think of a type of business or supplier that would enhance your business, what would that be?</b>		Business	Product/Service		
	1	_____			
	2	_____			
	3	_____			
	4	_____			
	5	_____			

### OUTPUTS FROM THE BUSINESS

<b>15. What are your most popular products?</b>	(specific menu items; sit-down or take out; catering to businesses; etc.)
<b>16. In conducting your business, what are your largest waste items?</b>	(Left-overs; food waste from preparation; unused food products; containers, boxes, storage items; grease...?)
<b>17. What strategies has your business tried to reduce waste, if any?</b>	(Examples could include: purchasing daily for necessary perishable goods rather than weekly.)

<p><b>18. Does your business recycle?</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Never of our recyclable materials (paper, plastic, metals...etc)</li> <li><input type="checkbox"/> Very little of our recyclable materials</li> <li><input type="checkbox"/> Some of our recyclable materials</li> <li><input type="checkbox"/> Most of our recyclable materials</li> <li><input type="checkbox"/> All of our recyclable materials</li> </ul> <p>Reason if not recycling most:</p> <hr/> <hr/> <hr/>
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### CONCLUDING QUESTIONS

<p><b>19. What major plans does the business have for the immediate future?</b></p>	
<p><b>20. What do you envision for your business 5 years from now?</b></p>	
<p><b>21. What do you envision for your business 10 years from now?</b></p>	

## **Vietnamese Restaurant Industry Survey of Inputs/Outputs**

### **Contact Person(s):**

Pankaj Kumar – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

Brian Cheigh – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

### **Purpose of the Interview:**

We, and a couple of other students, are doing a small research project to understand the Vietnamese restaurant industry. The class that this project is for is entitled “Sustainable Development.” By understanding the restaurant industry sector, we hope to eventually identify opportunities for business improvement strategies, better environmentally friendly practices, and enhanced quality of life for businesses, communities, workers, and owners.

The questions we will be asking relate to the functions of the restaurant. Please assume that we know absolutely nothing about how the restaurant industry functions. Any details you provide will be greatly appreciated. Thank you for your cooperation.

## EMPLOYEES/CUSTOMERS – Supply & Demand

<p><b>7. How many employees do you have?</b></p>	<p>Position <u>Kitchen</u> Count <u>6</u></p> <p>Position <u>Wait staff</u> Count <u>4</u></p> <p>Position <u>Owner/Manager</u> Count <u>1</u></p> <p>Position _____ Count _____</p> <p>Position _____ Count _____</p> <p>Position _____ Count _____</p>
<p><b>8. Describe your 'target' employee (Demand)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.  <b>-Skills &amp; Experience are the most important in Kitchen/Wait staff</b>  <b>-Legal status</b></p>
<p><b>9. Describe who your current employees are (Supply)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.  <b>-All are Vietnamese</b></p>
<p><b>10. How customers do you have during the busiest periods? (Demand)</b></p>	<p>Period <u>Saturday/Sunday night</u> Count <u>400</u></p> <p>Period <u>Weekdays (slowest)</u> Count _____</p> <p><b>*He said that there are many slow periods during the week, but on weekend nights, he'll have lines waiting outside of the restaurant.</b></p>
<p><b>11. Describe your current 'target' customer (Demand)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.  <b>-We spoke about how he has changed his menu over time to reflect desires of the customers. He seems to cater his food, however, according to his specific knowledge of cooking rather than absolutely relying on customer needs...</b>  <b>-He also said that 6 previous owners had run the restaurant over 2 years before he got the place. He emphasized that they did not know how to cook. Prior to this restaurant, he also failed in a restaurant venture in Allston (he said the competition to much).</b></p>
<p><b>12. Do you plan on expanding your customer base? If so, how?</b></p>	<p><b>This was not asked directly.</b></p>

## INPUTS TO THE BUSINESS

13.	Supplier Name	Product/Service Provided	Essential?	VN?
<p><b>Please provide information regarding your major suppliers for FOOD products</b></p> <p><b>(Please include high volume and high cost as major)</b></p>	<p><b>Mutual Beef (American), Local – Meat</b>            Verified in Reference USA:            NAICS1 – “Animal, Except Poultry, Slaughtering” [31161103]            NAICS2 – “Meat &amp; Meat Prod Merchant Whols” [42447005]            Single location (126 Newmarket Sq., Roxbury), Est. sales of \$2.5-5 million, 5-9 employees            [Mr. Do said the Mutual Beef supplier regularly calls him to let him know if there are any specific discount sales, or if there is an expectation of increase in prices. Mr. Do said this relationship was established because Mr. Do has almost always paid on time, and has a very good credit rating with the supplier. The supplier only sells beef, but according to Mr. Do, the supplier will get Mr. Do pork or poultry for him]</p> <p><b>Young’s Trading Company (Chinese), Dorchester(?) - Asian Meats</b>            Verified in Reference USA:            NAICS1 – “Meat &amp; Meat Prod Merchant Whols” [42447005]            NAICS2 – “Animal, Except Poultry, Slaughtering” [31161103]            Single location (1 Widett Cir., Boston, MA 02118), Est. sales \$20-50 million, 20 to 49 employees)            [Mr. Do said Mutual Beef doesn’t have certain types of Asian meats. He also said they have extremely good delivery and he has very good credit with them]</p> <p><b>Kirin Produce (Chinese), Dorchester – Vegetables</b>            Verified in Reference USA:            NAICS1 – Fruit &amp; Vegetable Merchant Whols [42448009]            Single location (131 Newmarket Sq, Boston, 02118), Est. sales of \$10-20 million, 20-49 employees</p> <p><b>Good Season (Chinese), Dorchester - Vegetables</b>            Could not verify in Reference USA.            [Mr. Do has two suppliers for vegetables. He will pick and choose which one depending on the cost of the necessary produce. He also said he lets his suppliers know why he is going somewhere else, therefore ensuring there is some competition between the 2 suppliers.]</p> <p><b>Viet Lins (Vietnamese) California – Special, Fresh Noodles</b>            Could not verify in Reference USA.            [Noodles are trucked in fresh from CA to Boston, and a distributor delivers the noodles to area restaurants. Mr. Do said there is only one other distributor for these kinds of noodles, but by far it is the best noodles you can get.]</p> <p><b>Tay Ho (Vietnamese) California – Special, Fresh Beef Meatballs</b>            Could not verify in Reference USA            [Like the fresh noodles, Mr. Do said these are the best beef balls you can get and they are brought in from California.]</p>			

<p>14. Please provide information regarding your major suppliers for all NON-FOOD products</p> <p>(Please include high volume and high cost as major)</p>	<table border="1"> <tr> <th>Supplier Name</th> <th>Product/Service Provided</th> <th>Essential?</th> <th>VN?</th> </tr> </table>	Supplier Name	Product/Service Provided	Essential?	VN?																															
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<p>15. Do you change your supplier often? If so, why (cost, ease of transaction, supplier ceased operations, etc.)?</p>	<p>Product/Service _____</p> <p>Reason for change _____</p> <p>[Mr. Do seems to combine a lot of factors, including cost, relationships, quality]</p>																																			
<p>16. Rank your considerations when changing suppliers:</p>	<table border="1"> <thead> <tr> <th></th> <th>Very Important</th> <th>Somewhat Important</th> <th>A little Important</th> <th>Not Important</th> </tr> </thead> <tbody> <tr> <td>Cost</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Quality of service</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Quality of product</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Ease of transaction</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Networking benefits</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Environmental practices</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		Very Important	Somewhat Important	A little Important	Not Important	Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Quality of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Quality of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ease of transaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Networking benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Environmental practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<p>17. If you could think of a type of business or supplier that would enhance your business, what would that be?</p>	<table border="1"> <tr> <th>Business</th> <th>Product/Service</th> </tr> </table> <p>[Mr. Do seemed implied that his business did not really have any supplier needs or wants that were specific.]</p>	Business	Product/Service																																	
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## OUTPUTS FROM THE BUSINESS

<p><b>18. What are your most popular products?</b></p>	<p>(specific menu items; sit-down or take out; catering to businesses; etc.)</p> <p>-Soup noodles</p> <p>[Mr. Do does not provide delivery (soup noodles don't survive very well in transport, since it will not be hot and fresh). He also did not specify what proportion of business was for take-out or for sit-down]</p>
<p><b>19. Do you have plans to expand your product in the near future? Yes/No?</b></p>	<p><input type="checkbox"/> Expand sales at sit-down restaurant for individuals</p> <p>Strategy_____</p> <p>[Mr. Do had 2 specific ideas that he was considering:</p> <ol style="list-style-type: none"> <li>1. Opening another restaurant for his family members (son/daughter)</li> <li>2. Obtaining a liquor license and serving liquor and possibly having a karaoke aspect to the business]</li> </ol>
<p><b>20. In conducting your business, what are your largest waste items?</b></p>	<p>(Left-overs; food waste from preparation; unused food products; containers, boxes, storage items; grease...?)</p> <p>-Waste occurs when business is unexpectedly slow (possibly from weather or other external events) and the produce that was purchased may not be completely used. There are other times when business is unexpectedly brisk, and ingredients run out.</p> <p>-Most waste item is food from preparation or leftover. Other waste products are containers: Boxes, which is recycled. He said it costs \$400 a month for waste disposal, which he considered as fairly cheap.</p>
<p><b>21. What strategies has your business tried to reduce waste, if any?</b></p>	<p>We talked about ideas he may have, but he was very interested in the idea of sharing dumpsters, or just thinking about improving business practice by reducing waste and being very efficient. However, because waste disposal costs are minimal, he didn't directly grasp it. Due to language difficulty, we didn't get to discuss the environmental benefits of reducing waste production.</p> <p>We discussed ideas for sharing dumpsters with other businesses.</p>
<p><b>22. Does your business recycle?</b></p>	<p><input type="checkbox"/> Never of our recyclable materials (paper, plastic, metals...etc)</p> <p><input type="checkbox"/> Very little of our recyclable materials</p> <p><input type="checkbox"/> Some of our recyclable materials</p> <p><input type="checkbox"/> Most of our recyclable materials</p> <p><input type="checkbox"/> All of our recyclable materials</p> <p>Mr. Do said he recycles boxes, but I did not get to ask him about recycling regarding other materials.</p>

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## CONCLUDING QUESTIONS

<b>23. What major plans does the business have for the immediate future?</b>	[See question #19]
<b>24. What do you envision for your business 5 years from now?</b>	[See question #19]
<b>25. What do you envision for your business 10 years from now?</b>	[See question #19]

Mr. Do spoke to me about cooking outside of his restaurant, either for catering or for outdoor events in Fields Corner. His biggest hesitation was that the types of foods he makes are really orientated towards sit-down style, and on fast delivery of a hot, fresh product: the soup noodles. He also uses to grill often, but he says these are rice dishes, and he doesn't see it being feasible that people will be able to eat a pork chop with a knife and fork at an outdoor event.

## Vietnamese Restaurant Industry Survey of Inputs/Outputs

**Contact Person(s):**

Brian Cheigh – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

Pankaj Kumar – Graduate Student at MIT’s Department of Urban Studies & Planning

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**Purpose of the Interview:**

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The questions we will be asking relate to the functions of the restaurant. Please assume that we know absolutely nothing about how the restaurant industry functions. Any details you provide will be greatly appreciated. Thank you for your cooperation.

### BUSINESS IDENTIFICATION

<b>1. Business Name</b>	
<b>2. Business Contact</b>	
<b>3. Business Location (Physical Address)</b>	
<b>4. Other Information</b>	<b>Business Phone:</b>
	<b>Web Site:</b>
<b>5. NAICS Description</b>	
<b>6. Years in operation</b>	

## EMPLOYEES/CUSTOMERS – Supply & Demand

<b>7. How many employees do you have?</b>	Position _____ Count _____ Position _____ Count _____
<b>8. How customers do you have during the busiest periods? (Demand)</b>	Period _____ Count _____ Period _____ Count _____ Period _____ Count _____ Period _____ Count _____
<b>9. Describe your current 'target' customer (Demand)</b>	Who do you currently target your products towards? (i.e., do you target youth? Adults? Vietnamese? Hispanic? Luxury?)
<b>10. Do you plan on expanding your customer base? If so, how?</b>	Are there people who currently do not shop at your business, but who you want reach out to? Who are they? What's your outreach plan?

## INPUTS TO THE BUSINESS

<p><b>11.</b> Please provide information regarding your major suppliers.</p>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%; text-align: center; padding: 5px;">Supplier Name (Exact Name if possible)</th> <th style="width: 40%; text-align: center; padding: 5px;">Product/Service Provided</th> </tr> </thead> <tbody> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Bread_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Vegetables -1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Vegetables -2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Vegetables -3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Snack Goods-1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Snack Goods-2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Snack Goods-3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Meat Products-1_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Meat Products-2_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black; text-align: right;">Meat Products-3_____</td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> </tr> <tr> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> <td style="border-top: 1px solid black; border-bottom: 1px solid black;"></td> </tr> </tbody> </table>	Supplier Name (Exact Name if possible)	Product/Service Provided		Bread_____		Vegetables -1_____		Vegetables -2_____		Vegetables -3_____		Snack Goods-1_____		Snack Goods-2_____		Snack Goods-3_____		Meat Products-1_____		Meat Products-2_____		Meat Products-3_____						
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<b>13. Rank your considerations when changing suppliers:</b>		Very Important	Somewhat Important	A little Important	Not Important
	Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Quality of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Quality of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Ease of transaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Networking benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Environmental practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>14. If you could think of a type of business or supplier that would enhance your business, what would that be?</b>		Business	Product/Service		
	1	_____			
	2	_____			
	3	_____			
	4	_____			
	5	_____			

### OUTPUTS FROM THE BUSINESS

<b>15. What are your most popular products?</b>	(specific menu items; sit-down or take out; catering to businesses; etc.)
<b>16. In conducting your business, what are your largest waste items?</b>	(Left-overs; food waste from preparation; unused food products; containers, boxes, storage items; grease...?)
<b>17. What strategies has your business tried to reduce waste, if any?</b>	(Examples could include: purchasing daily for necessary perishable goods rather than weekly.)

<p><b>18. Does your business recycle?</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Never of our recyclable materials (paper, plastic, metals...etc)</li> <li><input type="checkbox"/> Very little of our recyclable materials</li> <li><input type="checkbox"/> Some of our recyclable materials</li> <li><input type="checkbox"/> Most of our recyclable materials</li> <li><input type="checkbox"/> All of our recyclable materials</li> </ul> <p>Reason if not recycling most:</p> <hr/> <hr/> <hr/>
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### CONCLUDING QUESTIONS

<p><b>19. What major plans does the business have for the immediate future?</b></p>	
<p><b>20. What do you envision for your business 5 years from now?</b></p>	
<p><b>21. What do you envision for your business 10 years from now?</b></p>	

## Appendix 6

### **Interview with Ba-Le Café's Trang**

Conducted on April 22<sup>nd</sup>, 2004 in the afternoon

#### **General Operations**

Ba-Le Café provides subs and fast food. Everything is provided between \$1-\$2, and all transactions are in cash. The business is open from 5am-9pm. The busiest times are during rush hour which start around 8am and 5pm. There is also an important youth customer base. Trang said that youth love to come to Ba-Le Café and hang out, eat, and watch music videos. Sometimes there's trouble, but she seemed to highlight their importance as customers, and her sense that the business provides something for them.

#### **Layout**

Trang also stated that Vietnamese customers do not like to wait, and they like to be able to sample and see their food before purchasing it. Therefore a lot of goods are pre-packaged and out on counters. The layout of the place is like a cafeteria, or a subway sandwich franchise. There is a long, aluminum buffet-style counter, where customers could theoretically take a plastic tray and slide it down the counter as they request food that is behind a glass enclosure. However, that doesn't happen since there are food products along the counter. The counter is used for a pre-packaged meal service (pick 3 items to put into a styrofoam container, a rice dish, a meat dish, etc.) and there is a dessert section, and finally a sandwich station for making subs. Everything is set up so that operations could happen quickly.

The serving/counter area is lined by a shelf-wall, which contains some food items, (snacks and Vietnamese goods) and small knick-knacks (small statues and inexpensive decorative goods). The shelf-wall divides the square space in half, so that there is a counter-serving area half, and a sit down area half. It seems the sit-down area used to have a karaoke-type activity, but another worker had told me that it was no longer used for that purpose since it created some problems with delinquency. Still, there seems to be a mixer, televisions, and a couple of speakers set up. The whole serving area and sit down area seems to be about 30' by 30'.

There is also a kitchen in towards the back that is about 18' by 18'. Trang said the primary activity happens on the grill. There is also a basement where a lot of packaging goods are kept, as well as a couple of refrigerators.

Regarding landlord relations, Trang said she is friends with the landlord, but this did not necessarily mean she was 100% satisfied with the landlord-tenant relationship (it's best NOT to be friends so that negotiations could be more professional. The rent is \$3,000 a month, which she said was more than 'next door'. She said despite recent façade improvements that were the cause of a collapse that happened recently, the building could be in better shape. The landlord is not directly pro-active, but reactive: only responding when it is necessary to do so.

**Linkages**

Ba-Le gets its Vietnamese-French bread from Vina Bakery in Quincy. Vina Bakery is a supplier, and does not serve to walk-in customers. The new bakery across the street, Chau's Bakery, according to Trang, does not make the bread as well as Vina. Vina's contact number is (617) 479-5051.

**Other**

Ba-Le Café was provided a "Vietnamese Restaurant Industry Survey of Inputs/Output," but we did not receive a response in time for the report.

## **Vietnamese Restaurant Industry Survey of Inputs/Outputs**

### **Contact Person(s):**

Pankaj Kumar – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

Brian Cheigh – Graduate Student at MIT’s Department of Urban Studies & Planning

Email:

Phone:

Fax:

### **Purpose of the Interview:**

We, and a couple of other students, are doing a small research project to understand the Vietnamese restaurant industry. The class that this project is for is entitled “Sustainable Development.” By understanding the restaurant industry sector, we hope to eventually identify opportunities for business improvement strategies, better environmentally friendly practices, and enhanced quality of life for businesses, communities, workers, and owners.

The questions we will be asking relate to the functions of the restaurant. Please assume that we know absolutely nothing about how the restaurant industry functions. Any details you provide will be greatly appreciated. Thank you for your cooperation.

## EMPLOYEES/CUSTOMERS – Supply & Demand

<p><b>7. How many employees do you have?</b> [Van Che said there are 30 total full-time/part-time employees]</p>	<p>Position <u>Cook Staff</u> Count <u>4</u>                  Position <u>Waiters</u> Count <u>10</u>                  Position <u>Managers</u> Count <u>2</u>                  [Totals don't add up to 30. He also said there is staff for advertising, but that is done centrally, not by the branch restaurant]</p>
<p><b>8. Describe your 'target' employee (Demand)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.                  -Experience is the most important                  -Full-time availability                  -English skills</p>
<p><b>9. Describe who your current employees are (Supply)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.                  -Staff is mostly comprised of Vietnamese or Chinese                  -English language is spoken by 80% of the staff</p>
<p><b>10. How many customers do you have during the busiest periods? (Demand)</b></p>	<p>Period <u>Friday night</u> Count <u>4-500</u>                  Period <u>Saturday night</u> Count <u>4-500</u>                  Period <u>Monday night</u> Count <u>200-250</u>                  Period <u>Weekday lunch</u> Count <u>200</u></p>
<p><b>11. Describe your current 'target' customer (Demand)</b></p>	<p>Age, Ethnicity, Language, Education, Time in U.S., etc.                  They target all kinds of customers. [*Contrary to website] Van Che said that all the foods and prices are same amongst all the branches.</p>
<p><b>12. Do you plan on expanding your customer base? If so, how?</b></p>	<p>They are always seeking new students in the 4-year cycle. But otherwise, no plans. It is important to note that the restaurant is always doing profit, even on the slowest time during Monday night. However, Van Che implied that the owner will have more insight into this question.</p>

## INPUTS TO THE BUSINESS

<p><b>13.</b> Please provide information regarding your major suppliers for FOOD products</p> <p>(Please include high volume and high cost as major)</p>	<p>Supplier Name                      Product/Service Provided                      Essential?    VN?</p> <p>-Largest expense is rent, and staff</p> <p>-Vegetables are supplied by 3 or 4 suppliers, all local except for 1 Fun Phat [could not find it in ReferenceUSA] is one local supplier, and for larger supplier, they get supplies from a large Asian grocery wholesaler, Super 88. They did not provide the other supplier.</p> <p>-Meats – they use a single supplier, an American [non-Vietnamese] supplier called “Snyder” [ReferenceUSA: possibly “Bill Snyder &amp; Sons Meat Brokers”].</p> <p>*Van Che stated that the owner of the business would know much more about suppliers and distributors</p>	
<p><b>14.</b> Please provide information regarding your major suppliers for all NON-FOOD products</p> <p>(Please include high volume and high cost as major)</p>	<p>Supplier Name                      Product/Service Provided                      Essential?    VN?</p> <p>Van Che did not provide a specific company. He said that the owner generally orders the supplies, and equips each branch restaurant.</p>	
<p><b>15.</b> Do you change your supplier often? If so, why (cost, ease of transaction, supplier ceased operations, etc.)?</p>	<p>Need to contact owner</p>	

**16. Rank your considerations when changing suppliers:**

	Need to contact owner			
	Very Important	Somewhat Important	A little Important	Not
Important				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of transaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**17. If you could think of a type of business or supplier that would enhance your business, what would that be?**

**Need to contact owner**

Business	Product/Service
1 _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____

### OUTPUTS FROM THE BUSINESS

**18. What are your most popular products?**

(specific menu items; sit-down or take out; catering to businesses; etc.)

Soup noodles are the most popular. The Pho Pasteur name incorporates the soup noodle (pho).

Sit-down business represents about 90% of total business. Take-out represents 10%. There is no catering service provided.

<p><b>19. Do you have plans to expand your product in the near future? Yes/No?</b></p>	<p><b>Need to contact owner</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expand sales at sit-down restaurant for individuals Strategy_____</li> <li><input type="checkbox"/> Expand sales of take-out for individuals Strategy_____</li> <li><input type="checkbox"/> Expand sales catering to large parties Strategy_____</li> <li><input type="checkbox"/> Expand sales catering to businesses Strategy_____</li> <li><input type="checkbox"/> Expand sales other_____</li> </ul>
<p><b>20. In conducting your business, what are your largest waste items?</b></p>	<p>(Left-overs; food waste from preparation; unused food products; containers, boxes, storage items; grease...?)</p> <p><b>According to Van Che, there is very little left-over from customers. Generally, everything is completely eaten. The largest waste involving food may come from the fact that the restaurant uses a significant amount of fresh produce (bean sprouts, basil leaves, lettuce, etc.) in their foods. Since the produce cannot last long, if not used they are tossed.</b></p> <p><b>There is a trash company (BBI?) that hauls away waste. There seems to be no recycling program of any sort for the food waste.</b></p>
<p><b>21. What strategies has your business tried to reduce waste, if any?</b></p>	<p><b>None</b></p>

<p><b>22. Does your business recycle?</b></p>	<p>Van Che said that the business ONLY recycles cardboard. He is aware that they use bottles, cans, metals, and other types of containers that could be recycled, but he says that because the restaurant is so busy that there is not time to sort out trash and recycle.</p> <p>Never of our recyclable materials (paper, plastic, metals...etc)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Very little of our recyclable materials</li> <li><input type="checkbox"/> Some of our recyclable materials</li> <li><input type="checkbox"/> Most of our recyclable materials</li> <li><input type="checkbox"/> All of our recyclable materials</li> </ul> <p>Reason if not recycling most:</p> <hr/> <hr/> <hr/>
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**CONCLUDING QUESTIONS**

<p><b>23. What major plans does the business have for the immediate future?</b></p>	<p>Need to contact owner</p>
<p><b>24. What do you envision for your business 5 years from now?</b></p>	<p>Need to contact owner</p>
<p><b>25. What do you envision for your business 10 years from now?</b></p>	<p>Need to contact owner</p>