

# The OHF Academy

Transforming unskilled workers into qualified professionals

*OHF Student Battle*



Aizhan



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# Executive Summary

Situation	The hospitality industry in Oslo is vibrant and growing, offering diverse roles from high-skill culinary positions to customer-facing service jobs. The sector's demand for qualified labor has been serviced through vocational training programs and trade schools.		
Complication	Post-pandemic qualified labor shortages and declining vocational training interest threaten the industry's ability to sustain growth and service quality.		
Question	How can the industry attain a sustainable workforce of qualified personnel?		
Solution	OHF Academy – The Future Talent Solution for the Service Industry		
Key impacts	 <b>55 000 NOK profit per graduate</b>	 <b>280 new certified waiters and chefs annually</b>	 <b>Sustainable funnel of qualified personally for OHF members</b>

# 2

Introduction

**Market Analysis**

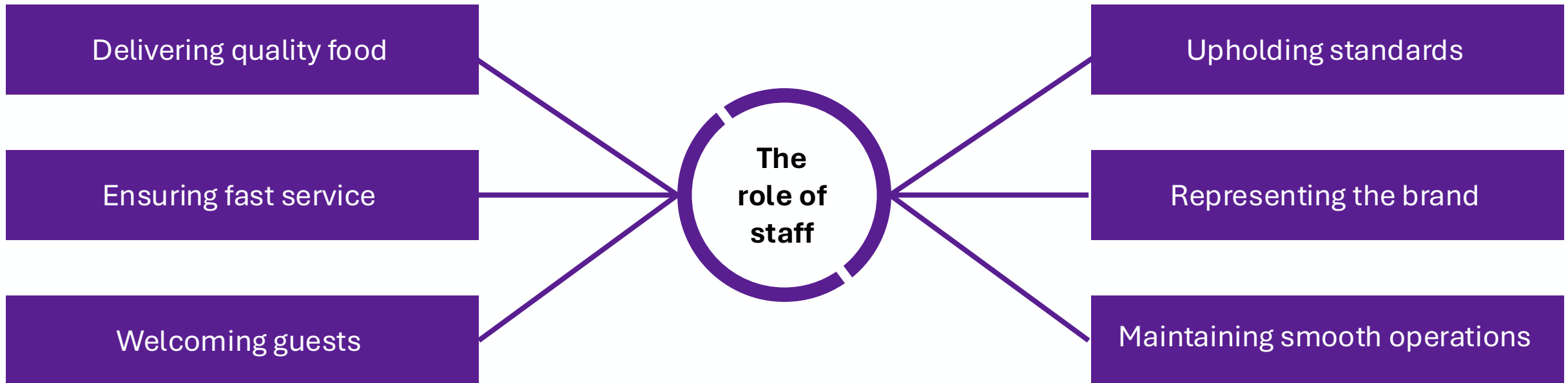
Strategy

Implementation

Conclusion

# Restaurant industry success relies on customer experience which is driven by qualified labour

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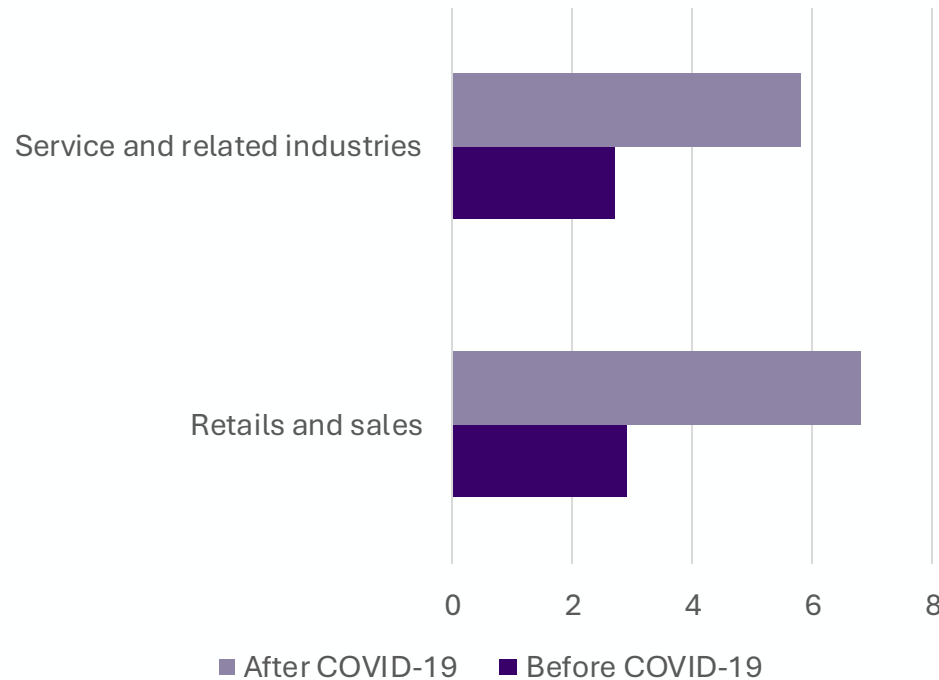
***Having qualified labour is extremely important to ensure the restaurant's success and growth.***

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# The lack of labour is a threat to the industry's success

## After cutting the employees during COVID-19,

Unemployment rate after the coronavirus outbreak in Norway in 2021, by industry



Details: Norway; February 2, 2021

## the industry is failing to fulfil the vacancies in Norway

Comparison of Filled vs. Empty Vacancies in the Hospitality Sector (2023–2024)



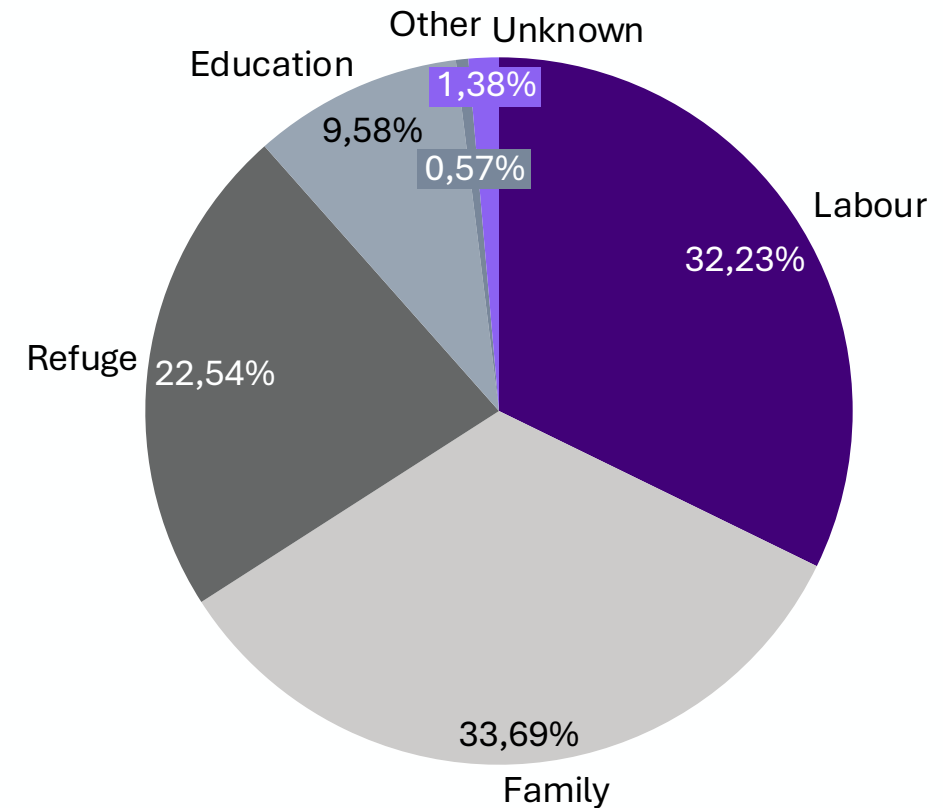
# Immigrants are a big target group for the industry

# 188 600

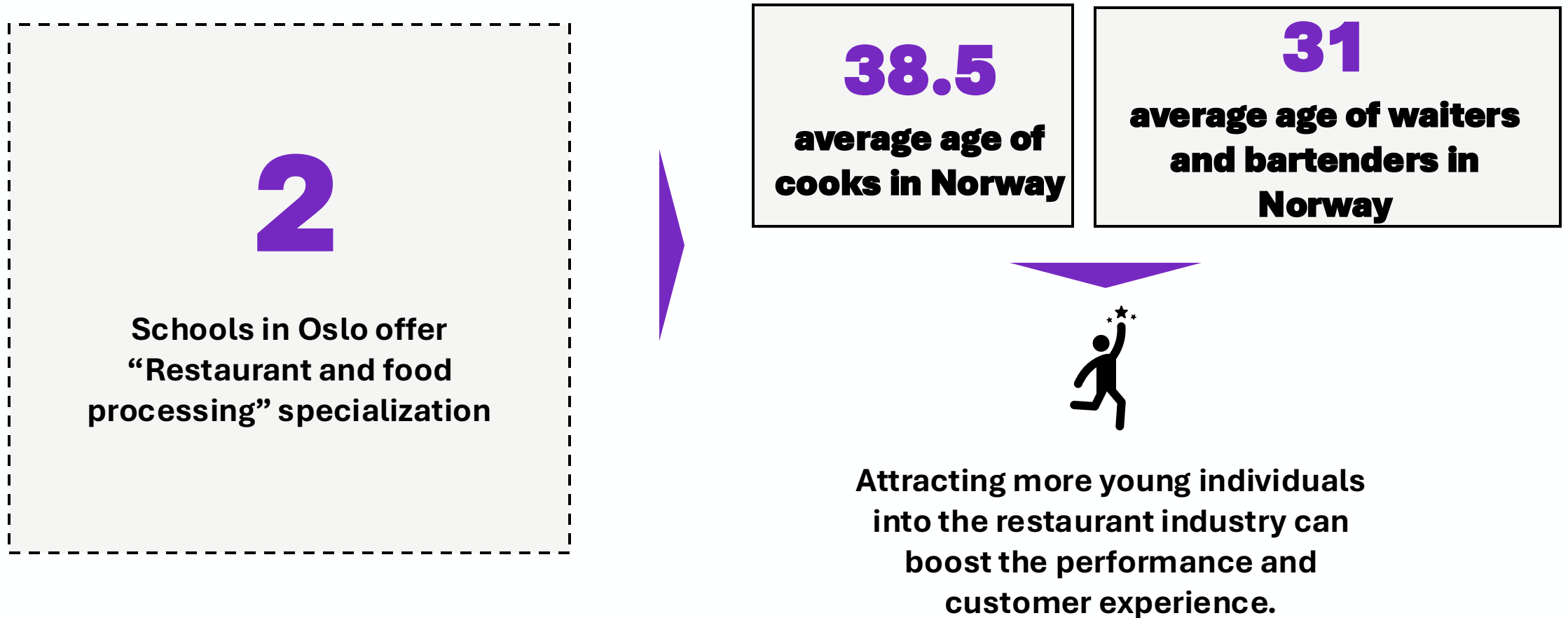
Immigrants in Oslo as of 2024

# 26%

of Oslo's population



















# The industry struggles to attract young people



# Restaurant industry is not as attractive around the young population

Comparing with other fields, in young people's perspectives the job in the restaurant industry is not as desirable due to several factors

	Restaurant	Retail	Education	Healthcare
Certainty				
Working conditions				
Salary				
Career growth				



# Retail industry was able to gain good reputation through their own schools

## Success story from REMA1000



Multiple grocery stores have developed their own "Merchant Schools", allowing potential talents to delve into the business of retail and showcasing the future career growth possibilities.

**As a result, there is a qualified pool of labour that is educated to perform well in any situations, is motivated to work hard and move forward.**

# 3

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Market Analysis

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# The OHF Academy Is Solving Hospitality's Labor Shortage

Transforming unskilled workers into qualified professionals

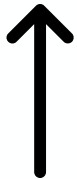
## The OHF Academy



An academy that transforms unskilled workers into qualified chefs, waiters, and hospitality professionals.

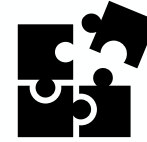


Provides a sustainable pipeline of certified talent to OHF member restaurants.



Designed to elevate the hospitality industry with clear career paths, practical training, and theoretical expertise.

## Why It Matters



Sustainably solves Oslo's hospitality labor shortage.



Provides unskilled workers with career opportunities and hope for the future.

Strengthens restaurant operations by reducing turnover and recruitment costs.



Positions OHF as the leader in professionalizing Norway's hospitality sector.

***The OHF Academy: Bridging the gap between qualified labor shortages and career opportunities, setting a new standard for the industry.***

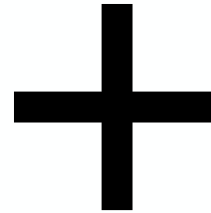
# The OHF Academy Is Transforming Unskilled Workers into Qualified Professionals

## The Academy's Structure



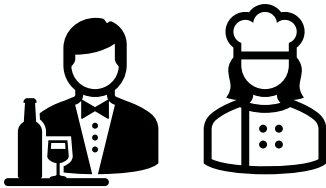
### 3-Month Theoretical Training:

- Courses held at OHF's offices or dedicated training spaces.
- Covers foundational knowledge: food safety, hospitality standards, customer service, and basic culinary techniques.
- Led by experienced instructors using digital and physical resources.



### 3-Month Practical Training:

- Hands-on experience in OHF member restaurants.
- Participants rotate through key roles: kitchen prep, service, and operational management.
- Mentored by senior staff at partner establishments.

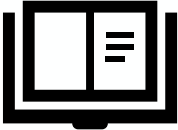

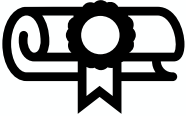




### Certification:

- OHF-accredited certification in roles such as waiter, chef, or restaurant manager.
- Graduates Are Fully Certified and Guaranteed Job Placement in an OHF Partner Restaurants

*A Proven Pathway to Career Success in Hospitality.*

# Operational Responsibilities: Ensuring Seamless Collaboration

OHF's Role	Member Restaurants' Role
 <p>Oversees all aspects of the academy, including curriculum design, marketing, instructor hiring, and funding.</p>	 <p>Provide facilities such as kitchens and service areas for the practical phase of the Academy training, coordinated during off-peak hours to maximize utility of existing facilities.</p>
 <p>Supplies experienced instructors for theoretical and practical training.</p>	
 <p>Coordinates with member restaurants to facilitate training and ensure feedback loops.</p>	 <p>Hire academy graduates, creating a consistent pipeline of qualified personnel.</p>

***From classroom to kitchen, the OHF Academy ensures a seamless journey into qualified hospitality roles.***

# Additional Stakeholders That Strengthen the OHF Academy Ecosystem

## Government

- Provides subsidies for workforce training and unemployment reduction initiatives.
- Supports the Academy as a public-private partnership solving a societal challenge.



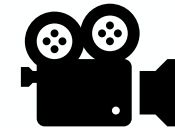
## Industry Suppliers

- Sponsorship of training materials like kitchen equipment, ingredients, and uniforms.
- Helps ensure high-quality resources for participants while reinforcing their brand within the industry.



## Media Partners

- Amplify the Academy's branding as the premier training ground for hospitality professionals.
- Generate public awareness, making the Academy an aspirational choice for job seekers.



***Collaboration Across Sectors Ensures a Holistic Solution to Hospitality's Labor Shortage.***

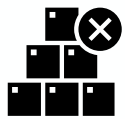
# The OHF Academy takes you from Level 0 to Level 3, while putting you on a lifelong career-path in the hospitality sector

Level 0	Chef Pathway	Waitress Pathway
Level 1	Dishwasher	Waiter/Waitress
Level 2	Preperation Cook	Senior Server
Level 3	Line Cook	Shift Supervisor
Level 4	Sous Chef	Front-of-House Manager
Level 5	Head Chef	Assistant Restaurant Manager
Level 6	Restaurant Manager	Restaurant Manager
Level 7	General Manager	Operations Manager
Level 8	Culinary Director	Regional Manager
Level 9	Franchise Owner	Hospitality Consultant
Level 10	CEO/Industry Leader	Entrepreneur/CEO

The OHF Academy serves as the foundation for a lifelong career in hospitality, **guiding participants from Level 0 to Level 3**, with future aspirations for the Academy to expand into advanced certifications and even bachelor's degrees, paving the way for industry leadership roles in the long-term vision of the Academy

# How This Works in Practice: Døgnvill Burger

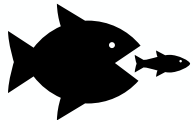
## Current Challenges for Døgnvill:



**Struggles to find qualified chefs and waitstaff amidst a shrinking labor pool.**



**High turnover rates increase recruitment costs and disrupt operations.**



**Maintaining a strong employer brand in a competitive market.**

## How the OHF Academy Addresses These Challenges:



### **Access to Qualified Talent:**

Provides Døgnvill with a steady pipeline of trained chefs and waitstaff, reducing the time and cost of recruitment.



### **Reduced Turnover:**

Better training and career paths encourage retention, creating a stable and motivated workforce.



### **Enhanced Employer Branding:**

Positions Døgnvill as a forward-thinking employer that invests in employee development.



### **Shaping the Future of the Industry:**

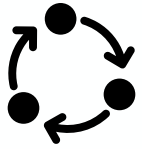
Døgnvill actively contributes to the curriculum and training methods, ensuring that graduates are perfectly suited for the demands of their restaurants.

***From recruitment to retention, the OHF Academy transforms challenges into opportunities for restaurants like Døgnvill.***

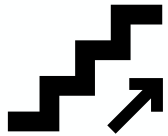


# A Sustainable Workforce for the Hospitality Industry

## Impacts Of The OHF Academy



**Self-Replenishing Workforce:** A continuous stream of **trained professionals** ready to meet industry demands.



**Elevated Industry Standards:** **Improved working conditions** and a stronger reputation for the hospitality sector.



**Empowerment Through Opportunity:** Providing individuals with **hope, skills**, and a pathway to fulfilling careers.

The OHF Academy solves the labor shortage by creating a structured, sustainable, and scalable training program that transforms unskilled individuals into industry professionals, ensuring a pipeline of talent for the future.

# 4

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# Targeting disengaged youth is advantageous

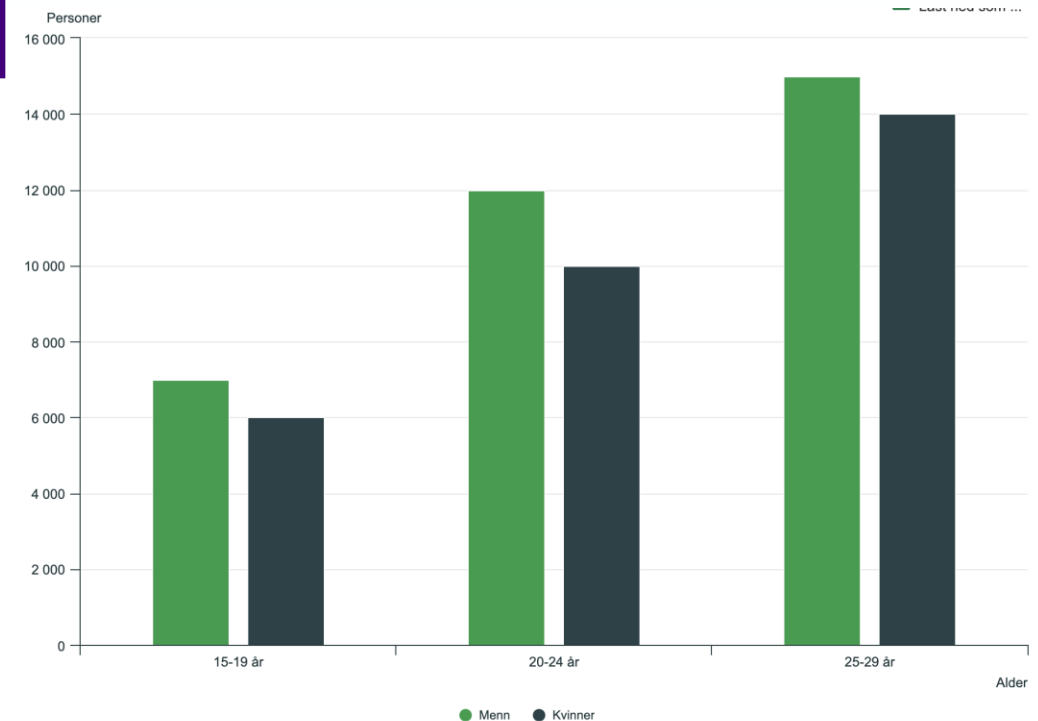
## Key target demographic

## Reasoning for this demographic

## Amount of people outside work and education

- ☐ Young adults in their twenties
- ☐ Neither working nor in education
- ☐ Uneducated employees

- ☐ Opportunities to enhance their skills
- ☐ Pathways to meaningful career opportunities
- ☐ Represents a pool of motivated potential talents



# Four pillared marketing strategy designed to engage your target audience



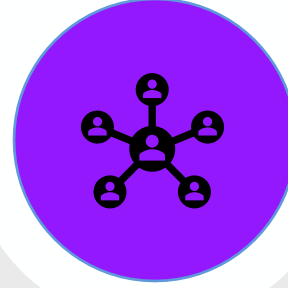
## Webpage

By creating your own webpage, you allow applicants to easily learn about your offer and apply themselves



## Social Media

The target group is strongly present on social media, effective marketing on these platforms is vital



## Partnership with NAV

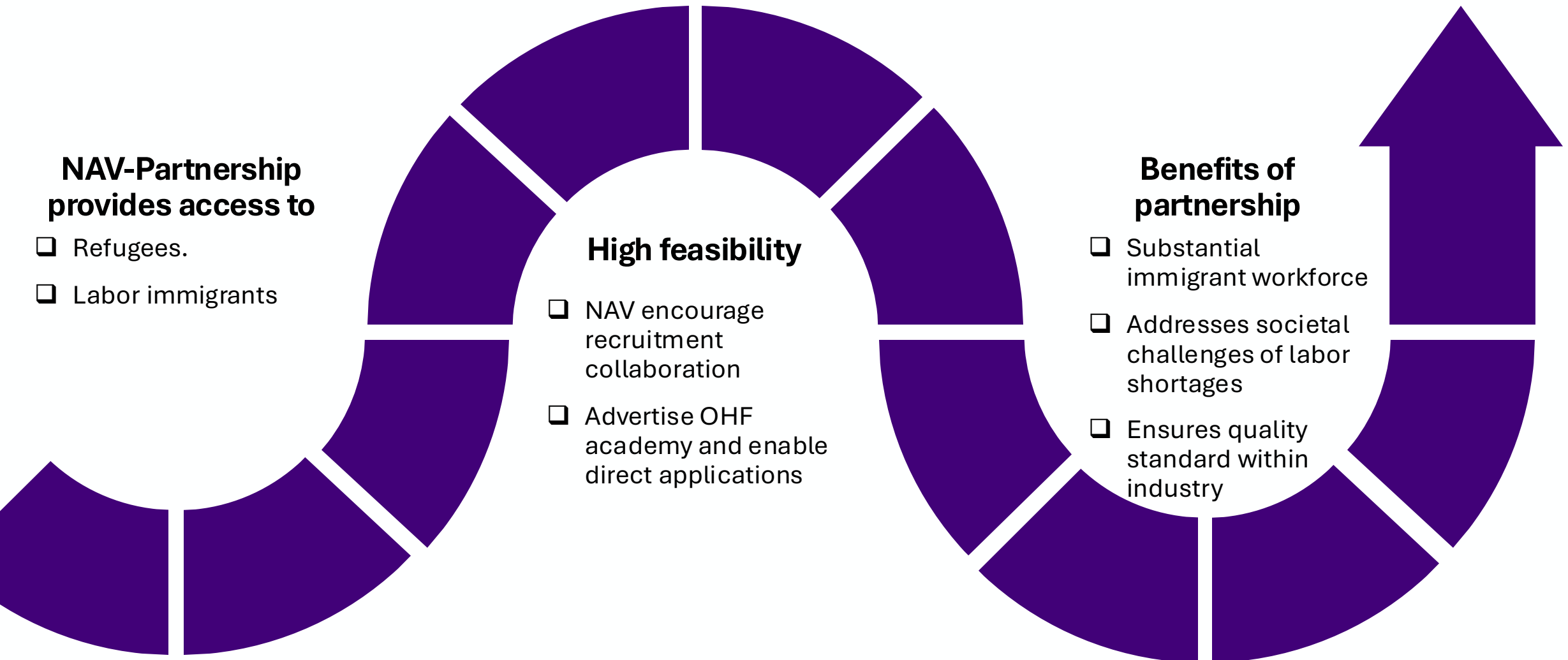
By establishing a partnership with NAV, you will gain access to a large workforce of potential applicants



## Alumni case-videos

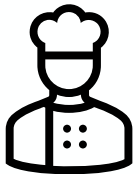
Once alumni are established, produce case videos highlighting their success stories through OHF Academy

# NAV-Partnership – Utilizing labor immigration to solve shortage of qualified labor

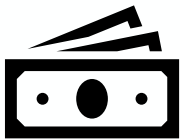


# The potential cost of inaction

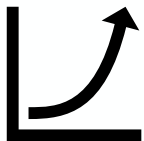
## Outcome of not launching OHF Academy



Continued staff shortages

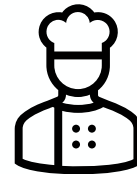


Higher recruitment costs and turnover

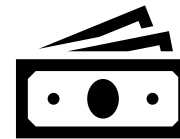


Missed opportunities for growth

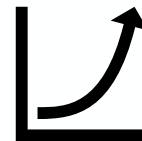
## Outcome of launching OHF Academy



Reliable access to skilled staff



Reduced costs and improved team morale



A thriving, reputable restaurant industry

# OHF Academy – Pioneering the Future of Free Culinary Education

## How it works

### Free Education

- Students receive **6 months of training** in culinary or waiter programs **with the possibility of no upfront payment.**

### Paid Work Post-Training

- After 6 months, students are employed by OHF-partnered restaurants.

### Wages

- Students earn **NOK 150/hour** for their work.
- Restaurants pay OHF Academy:
  - NOK **220**/hour for chefs.
  - NOK **200**/hour for waiters.
- One-time Payment: Students may also can make a one-time payment of **56,000 NOK** for chefs and for waiters **40,000 NOK**

# How is the school financed

## What is Required



Creation of website for the Academy



Marketing for the Academy to reach potential students



OHF facilities for teaching



Partnerships between OHF and restaurants for practical working

### Option 1



Cash Reserves from OHF



Feasibility



Risk

### Option 2



Using a Loan



Feasibility



Risk

### Option 3



Using government subsidies and a potential joint venture between OHF and NAV



Feasibility



Risk



# Break Down of Costs

## Cost of Goods Sold



Cost for **industry professionals**



Cost for **high quality ingredients**



Accounts for **~20% of revenue**

## Capital Expenditures



**Marketing** investment of **NOK 3,000,000** in FY2025, followed by **NOK 1,000,000 annually**



**Website design** costs of **NOK 1,000,000** in FY2025, potential update 2027



Cost of using **OHF conference facilities**, **NOK 2,000,000**

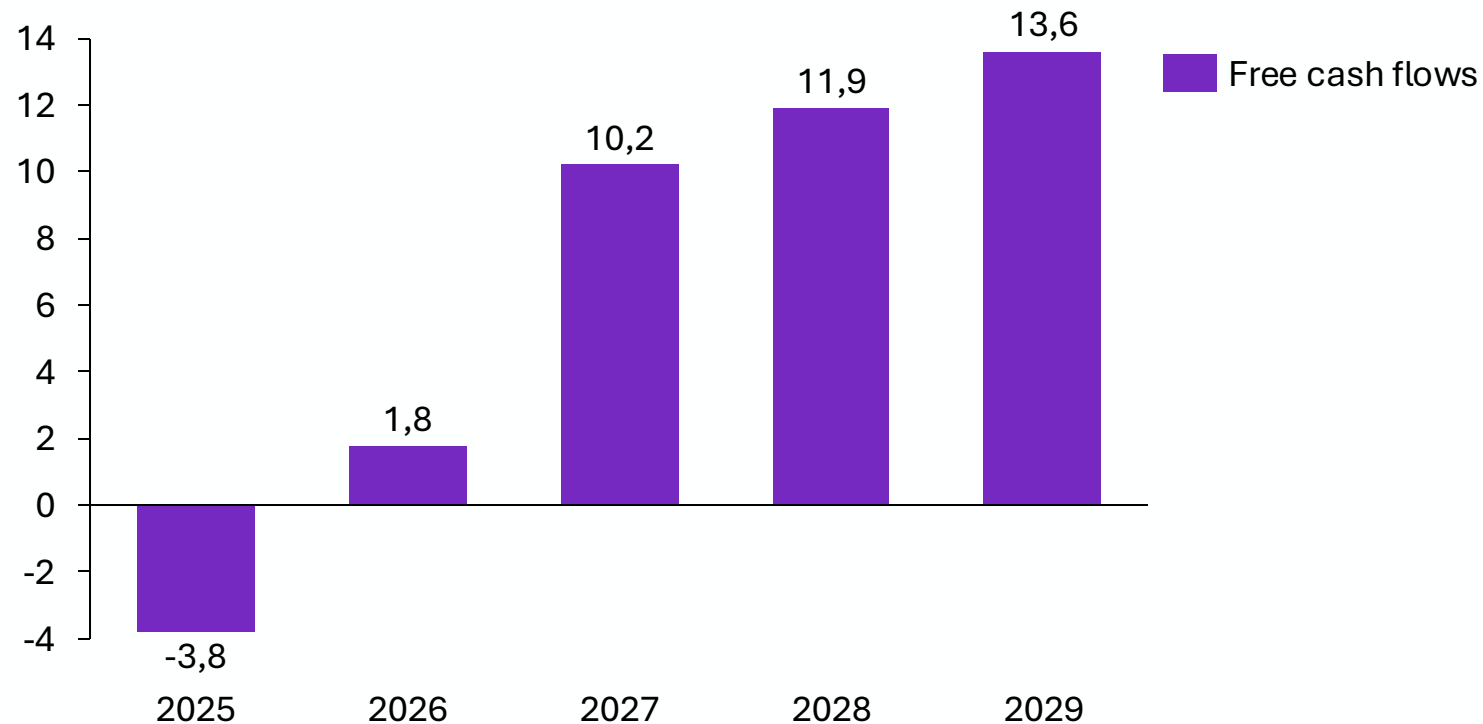
## Sales, General, Admin expense






Additional admin work amounts to **3% of sales**

# Free Cash Flow Chart

Free cash Flow for 2025-2029 in Million Nok for OHF Academy



Free cash Flow

-  Breakeven during second year (2027)
-  Breakeven at 270 students
-  The project shows strong cash flow between 2026 and 2029.



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# Conclusion

Situation	The hospitality industry in Oslo is vibrant and growing, offering diverse roles from high-skill culinary positions to customer-facing service jobs. The sector's demand for qualified labor has been serviced through vocational training programs and trade schools.		
Complication	Post-pandemic qualified labor shortages and declining vocational training interest threaten the industry's ability to sustain growth and service quality.		
Question	How can the industry attain a sustainable workforce of qualified personnel?		
Solution	OHF Academy – The Future Talent Solution for the Service Industry		
Key impacts	 <b>55 000 NOK profit per graduate</b>	 <b>280 new certified waiters and chefs annually</b>	 <b>Sustainable funnel of qualified personally for OHF members</b>

# Pluto Consulting

## Presentation

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## Appendix

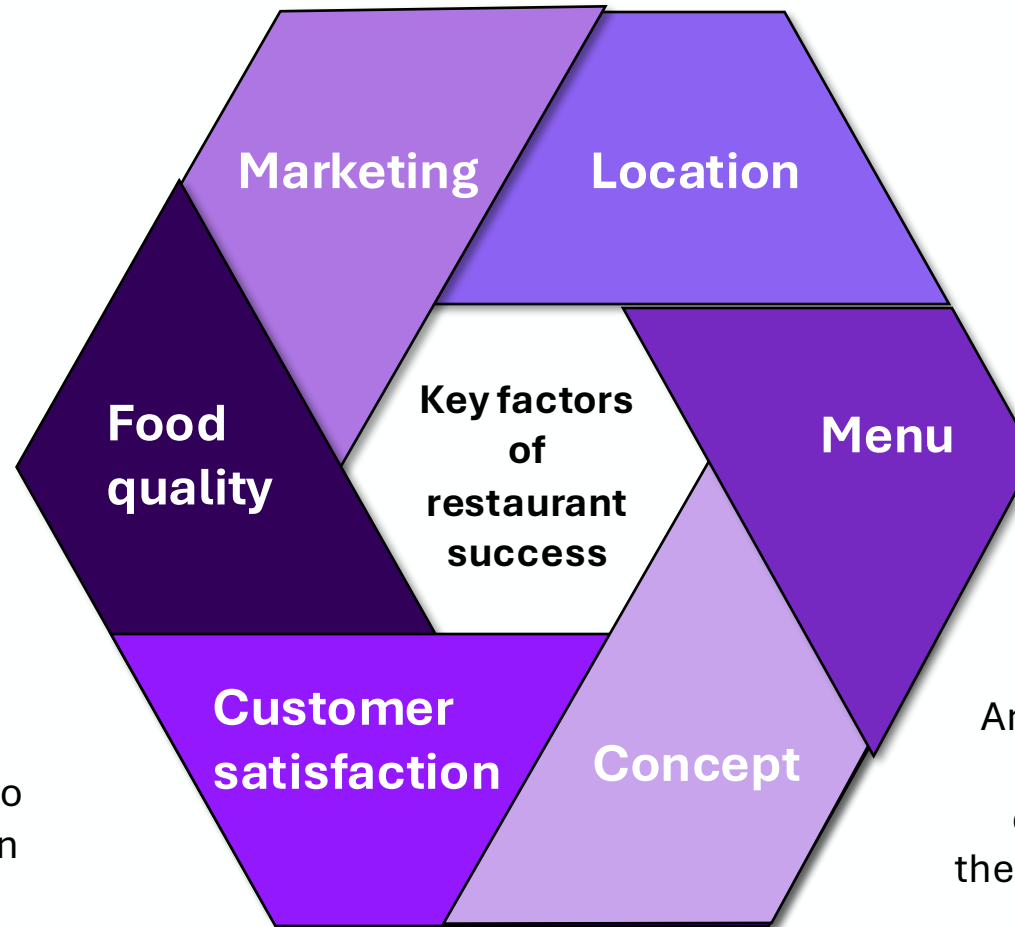
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# Restaurant industry success relies on customer experience...

Effective marketing builds brand awareness, attracts new customers, and fosters loyalty, driving engagement and repeat business.

High food quality ensures customer satisfaction, builds trust, and encourages repeat visits, creating a lasting positive impression

Happy customers are more likely to come back, recommend your place to others, and build a lasting connection with your brand

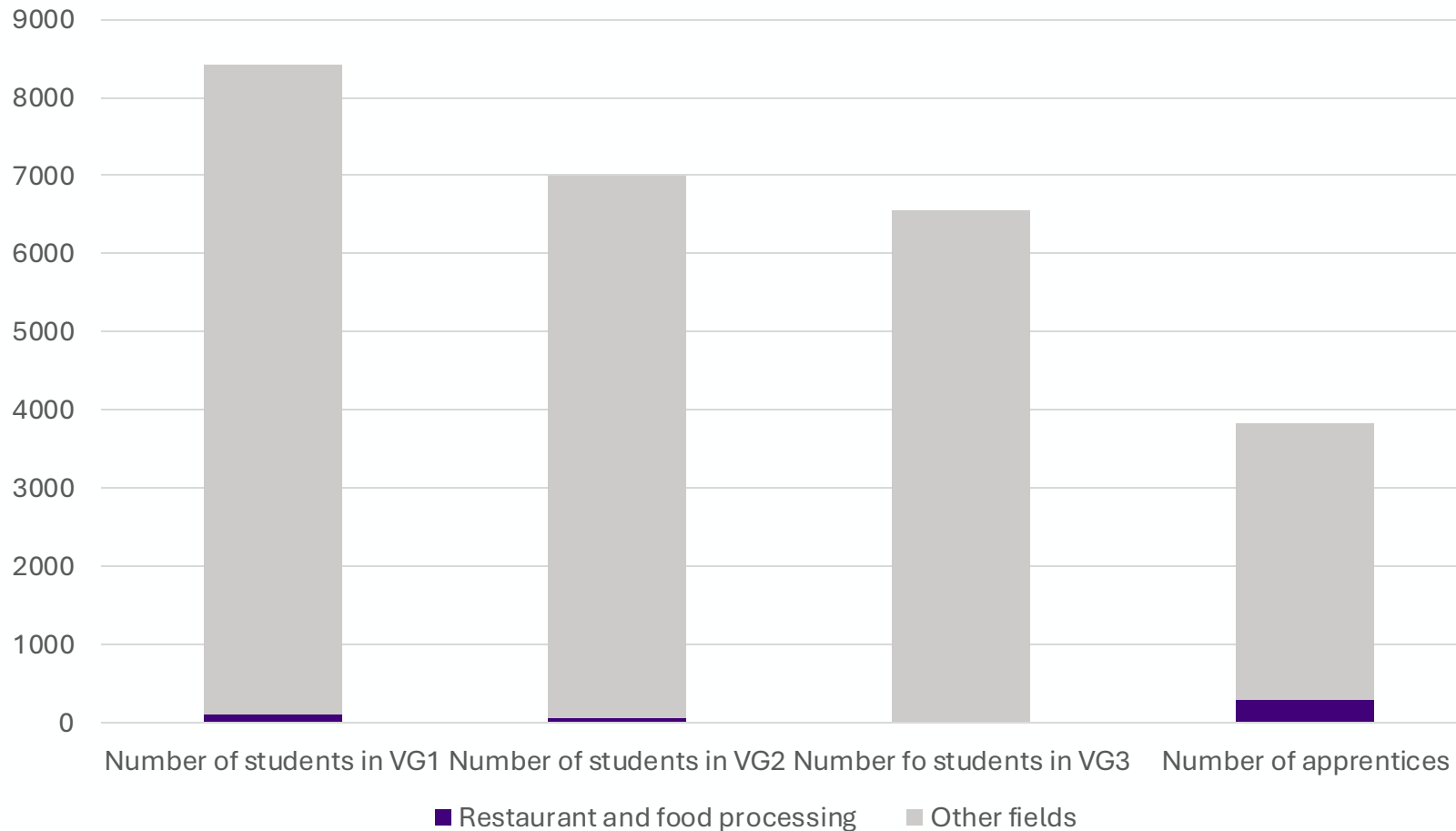


A strategic and accessible location ensures visibility, convenience, and consistent customer flow.

An innovative and thoughtfully designed menu excites customers with unique offerings while encouraging them to return for more.

An innovative and well-crafted restaurant concept is crucial for success, as it not only draws in customers but also keeps them engaged, fostering loyalty and repeat visits.

# Young people prefer other studies over the restaurant and food processing field



**Less than 1% of students chose “Restaurant and Food Processing” as their specialisation in Oslo in 2023-24**

# Appendix 1- Full Budget

	Projection Period				
	FY2025	FY2026	FY2027	FY2028	FY2029
Income from Participants		NOK 8,064,000.00	NOK 17,357,760.00	NOK 19,136,930.40	NOK 21,098,465.77
New sign ups (Spillover effect)		NOK 215,000.00	NOK 301,000.00	NOK 430,000.00	NOK 430,000.00
Government Subsidy	NOK 500,000.00	NOK 500,000.00	NOK 500,000.00		
<b>Total Revenue</b>	NOK 500,000.00	NOK 8,779,000.00	NOK 18,158,760.00	NOK 19,566,930.40	NOK 21,528,465.77
Cost of Goods Sold	NOK -	-NOK 3,739,200.00	-NOK 3,739,200.00	-NOK 3,739,200.00	-NOK 3,739,200.00
% sales					
<b>Gross Profit</b>	NOK 500,000.00	NOK 5,039,800.00	NOK 14,419,560.00	NOK 15,827,730.40	NOK 17,789,265.77
% margin	100.00%	57.41%	79.41%	80.89%	82.63%
SGA	-NOK 275,000.00	-NOK 263,370.00	-NOK 544,762.80	-NOK 587,007.91	-NOK 645,853.97
% sales	55%	3%	3%	3%	3%
<b>Operating Expenses</b>	-NOK 275,000.00	-NOK 263,370.00	-NOK 544,762.80	-NOK 587,007.91	-NOK 645,853.97
<b>EBITDA</b>	NOK 225,000.00	NOK 4,776,430.00	NOK 13,874,797.20	NOK 15,240,722.49	NOK 17,143,411.79
% margin	45.00%	54.41%	76.41%	77.89%	79.63%
<b>CAPEX</b>					
Marketing	-NOK 3,000,000.00	-NOK 1,000,000.00	-NOK 1,000,000.00	-NOK 1,000,000.00	-NOK 1,000,000.00
Website design	-NOK 1,000,000.00		-NOK 500,000.00		
Cost of using OHF conference rooms		-NOK 2,016,000.00	-NOK 2,116,000.00	-NOK 2,266,000.00	-NOK 2,516,000.00
<b>Capex</b>	-NOK 4,000,000.00	-NOK 3,016,000.00	-NOK 3,616,000.00	-NOK 3,266,000.00	-NOK 3,516,000.00
FCF	-NOK 3,775,000.00	NOK 1,760,430.00	NOK 10,258,797.20	NOK 11,974,722.49	NOK 13,627,411.79
Discount Period	0.0	1.0	2.0	3.0	4.0
Discount Factor	1.0000	0.9091	0.8264	0.7513	0.6830
<b>Discounted FCF</b>	-NOK 3,775,000.00	1,600,391	8,478,345	8,996,786	9,307,706
<b>NPV</b>	NOK 24,608,227.56				



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## Appendix 3- Cost of Instructors and Food

Instructor cost			
		Chefs	Waiters
	Amount	7	5
	Pay per day	2000	1500
	Teaching days	20	20
	Cost	NOK 280,000.00	NOK 150,000.00
	Yearly	NOK 1,680,000.00	NOK 900,000.00
	Total	NOK 2,580,000.00	
Food			
		Chefs	Waiters
	Students	84	84
	Cost per	150	50
	Teaching days	12	10
	Cost	151200	42000
	Yearly	NOK 907,200.00	NOK 252,000.00
	Total	NOK 1,159,200.00	
Total Expense		-NOK 3,739,200.00	

# Appendix 4- New hirings, terminated hirings, and vacancies

12821: Jobs, new hirings and terminated hirings, (17 groups, SIC2007), by contents, industry (SIC2007) and quarter								
			2023K2	2023K3	2023K4	2024K1	2024K2	2024K3
New hirings, all employees	55-56 Accommodati on and food service activities		61856	69015	58241	54499	58703	66665
Terminated hirings, all employees	55-56 Accommodati on and food service activities		59866	67908	57860	53384	57274	65171
net hirings			1990	1107	381	1115	1429	1494
		Job vacancies, seasonally adjusted						
			2023K2	2023K3	2023K4	2024K1	2024K2	2024K3
	55-56 Accomommo dation and food service activities		7000	7300	6400	6900	4300	5500
Unfulfilled demand for employees			5010	6193	6019	5785	2871	4006

# Appendix 5- Employees, jobs, and earnings, by occupation, contents and quarter

11658: Employees, jobs, and earnings, by occupation, contents and quarter

	Average age (years)						
	2023K2	2023K3	2023K4	2024K1	2024K2	2024K3	
512 Cooks	38,3	38,1	38,4	38,5	38,5	38,5	
513 Waiters and bartenders	30,9	29,8	31,2	31,5	31,4	30,3	

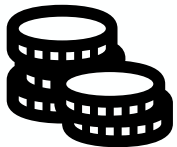
# Why Partner with the OHF Academy?

## Immediate Benefits



### Access to Qualified Personnel:

Gain immediate and sustainable access to a steady pipeline of OHF-certified, well-trained chefs, waiters, and other hospitality professionals.



### Cost Efficiency:

Lower recruitment costs and reduce turnover due to a workforce that is better prepared and motivated.

## Long-Term Advantages



### Shape Future Talent:

Actively contribute to training and mentoring the next generation of hospitality professionals, aligning with your establishment's standards.



### Enhance Brand Reputation:

Position your restaurant as a supportive and forward-thinking employer that invests in the industry's future.

***Partner with the OHF Academy—because a stronger workforce builds a stronger hospitality industry***

# Why Enroll In The OHF Academy?

## Career Security

### **Guaranteed Job Placement:**

Receive job offers upon successful certification.

### **Respected Career Path:**

Enter a structured, recognized path in hospitality with clear progression opportunities.



## Personal Development

### **Skill Acquisition:**

Gain practical skills, industry-recognized certifications, and real-world experience.

### **Opportunities for Growth:**

Build a future with options to advance from roles like dishwasher to head chef, sommelier or manager.



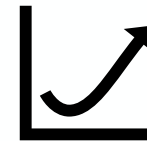
## Life Transformation

### **Clear Direction:**

Provides hope and purpose for individuals who seek defined career paths.

### **•Practical Alternative:**

Accessible to those who don't want to pursue traditional academic degrees.



***Transform your future with the OHF Academy—where unskilled workers become trained and certified hospitality professionals***

# The Long-Term Vision Of Scaling the OHF Academy to Transform the Industry at All Levels

From certifications to international expansion, the OHF Academy positions itself as the cornerstone for hospitality industry transformation.



## Expand Advanced Certifications:

- Fine Dining Chef Training for Level 4+ chefs.
- Sommelier Courses for advanced front-of-house staff.
- Restaurant Management Certifications for Level 6 and above.



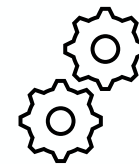
## Export the Model:

- Scale the Academy to other cities across Norway.
- Export the model internationally to position OHF as a global leader.



## Partnerships with Universities:

- Offer accredited degrees in Culinary Arts and Hospitality Management.
- Dual academic and practical programs to redefine industry standards, already proven in Switzerland



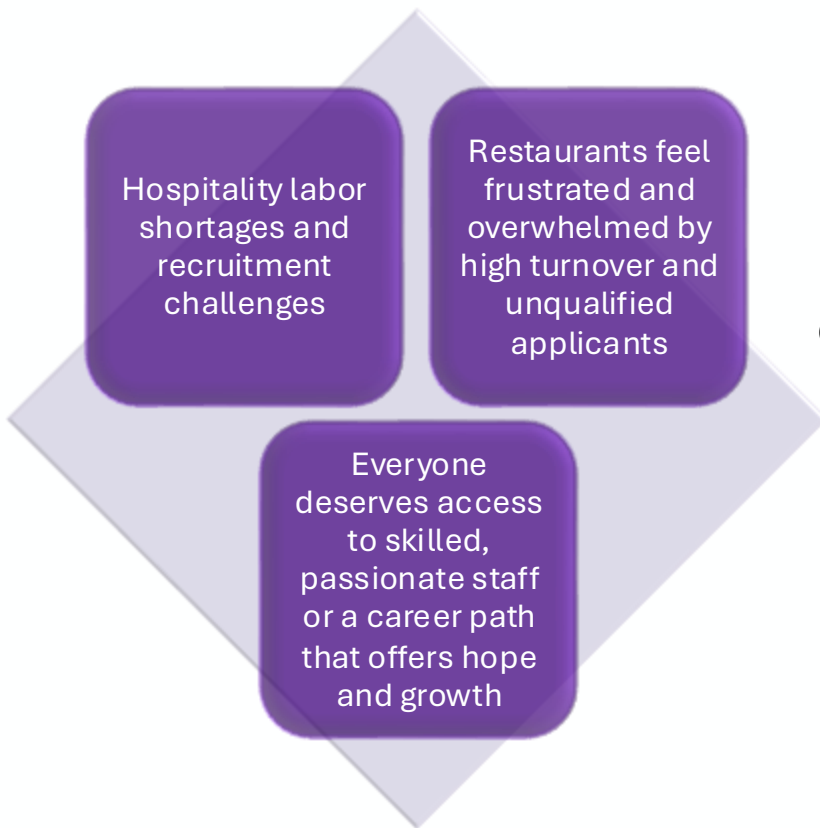
## Industry Modernization:

- Establish OHF Academy as the standard-bearer for professionalizing the hospitality sector.
- Redefine hospitality as a dynamic and respected career path.

# OHF Academy: Your partner in transforming hospitality careers

A brand story built on transforming lives, empowering careers, and redefining hospitality excellence

## Current challenges



OHF Academy: Your guide to success



## OHF Academy counteracts these challenges in three steps





# Effective marketing strategies to attract talented applicants to OHF-Academy is crucial

In essence, marketing is a proactive approach to building your school brand you're laying the foundation, brick by brick, of who you are and what you stand for. This provides brand value to OHF Academy

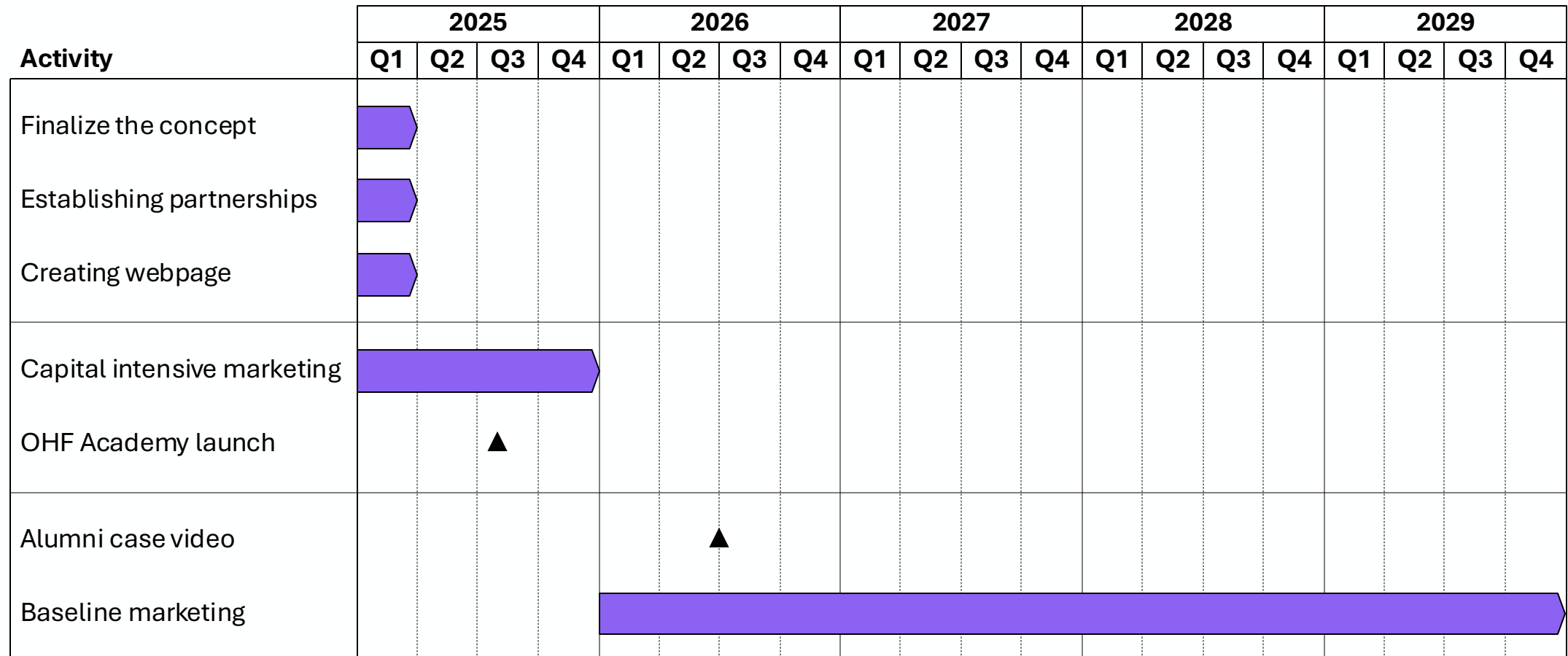
The must-win-battle for you is successfully communicating the joy of choosing the hospitality industry and the exciting career opportunities within the industry

Today there is a common misconception in the society, where working in the hospitality sector tends to be looked down on. Therefore, it is crucial that through the right marketing, you contribute to changing the perception of the industry

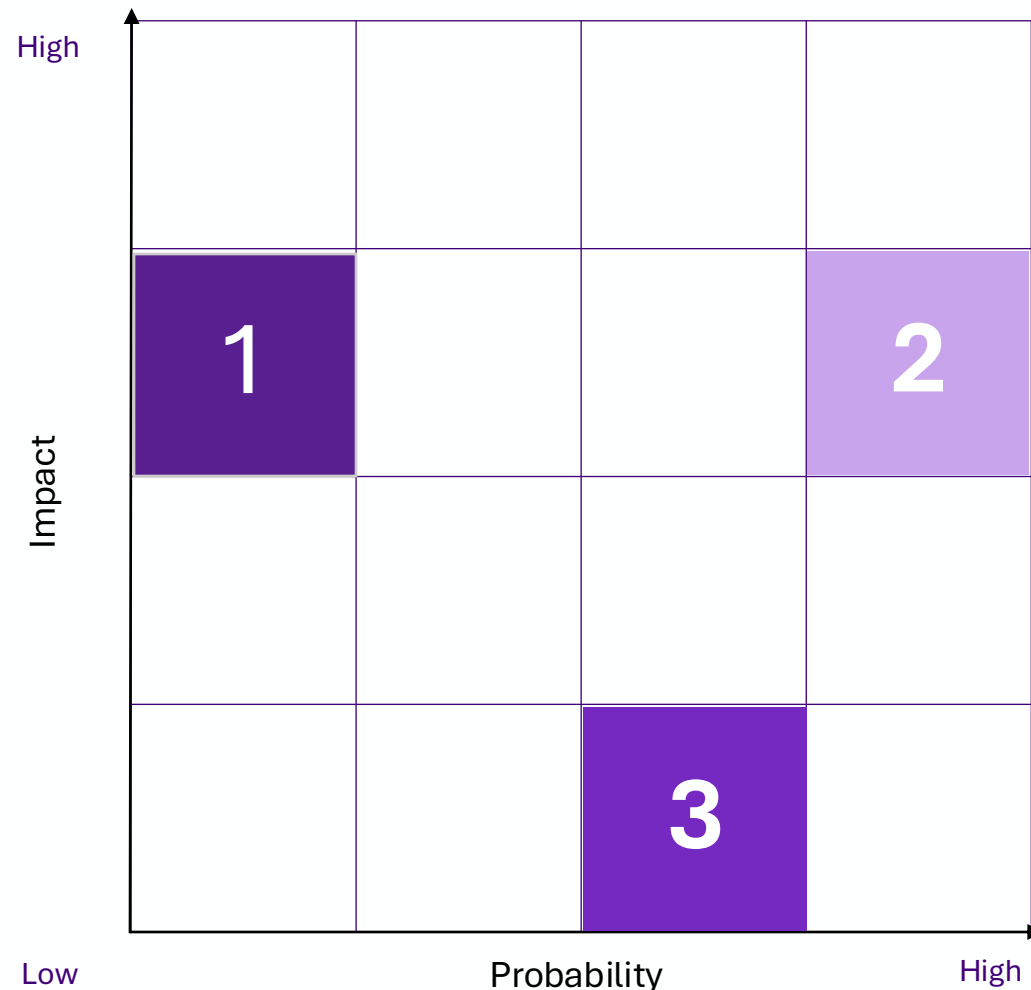


# What do you do next Monday

## 5-year plan



# Three key risks have been identified that require mitigation



1

## Existing OHF members uninterested in partnership with OHF Academy

It is unlikely, as the OHF Academy directly addresses the issue of labour shortages, and the concept is closely aligned with the members interests

2

## High turnover rates post graduation

Each year, 280 new graduates become available to begin their careers in the hospitality industry

3

## Participants may expect rapid career growth or higher pay than the industry typically offers.

Set clear expectations during recruitment and training, emphasizing realistic growth timelines. Deliver strong value proposition of free education and guaranteed job after finishing the program.

# Sensitivity Analysis of Commission on Wages

## Showing effect of change in wage on NPV

- **Chefs:** Restaurants pay **220 NOK/hour**, while students earn **150 NOK/hour**, resulting in a **net commission of 70 NOK/hour**.
- **Waiters:** Restaurants pay **200 NOK/hour**, while students earn **150 NOK/hour**, resulting in a **net commission of 50 NOK/hour**.

This highlights how changes in variables can lead to potential increases or decreases in the **Net Present Value (NPV)** over a five-year period.

Sensitivity Analysis												
Waiter Commission	Chef Commision											
	NOK	24,608,227.56	NOK	15.00	NOK	35.00	NOK	70.00	NOK	90.00	NOK	110.00
	NOK	10.00	-NOK	14,144,349.41	-NOK	5,985,912.15	NOK	8,291,353.05	NOK	16,449,790.30	NOK	24,608,227.56
	NOK	25.00	-NOK	8,025,521.46	NOK	132,915.79	NOK	14,410,180.99	NOK	22,568,618.25	NOK	30,727,055.50
	NOK	50.00	NOK	2,172,525.11	NOK	10,330,962.36	NOK	24,608,227.56	NOK	32,766,664.82	NOK	40,925,102.07
	NOK	65.00	NOK	8,291,353.05	NOK	16,449,790.30	NOK	30,727,055.50	NOK	38,885,492.76	NOK	47,043,930.02
	NOK	70.00	NOK	10,330,962.36	NOK	18,489,399.62	NOK	32,766,664.82	NOK	40,925,102.07	NOK	49,083,539.33

# Condensed Budget and costs

	FY2025		FY2026		FY2027		FY2028		FY2029	
<b>Revenue (NOK)</b>	NOK	500,000.00	NOK	8,779,000.00	NOK	18,158,760.00	NOK	19,566,930.40	NOK	21,528,465.77
<b>COGS(NOK)</b>	-NOK	275,000.00	-NOK	4,002,570.00	-NOK	4,283,962.80	-NOK	4,326,207.91	-NOK	4,385,053.97
<b>CAPEX (NOK)</b>	-NOK	4,000,000.00	-NOK	3,016,000.00	-NOK	3,616,000.00	-NOK	3,266,000.00	-NOK	3,516,000.00
<b>FCF (NOK)</b>	-NOK	3,775,000.00	NOK	1,760,430.00	NOK	10,258,797.20	NOK	11,974,722.49	NOK	13,627,411.80

	FY2025		FY2026		FY2027		FY2028		FY2029	
<b>COGS (NOK)</b>	NOK	-	NOK	3,739,200.00	NOK	3,739,200.00	NOK	3,739,200.00	NOK	3,739,200.00
<b>SG&amp;A (NOK)</b>	NOK	275,000.00	NOK	263,370.00	NOK	544,762.80	NOK	587,007.91	NOK	645,853.97
<b>Marketing (NOK)</b>	NOK	3,000,000.00	NOK	1,000,000.00	NOK	1,000,000.00	NOK	1,000,000.00	NOK	1,000,000.00
<b>Website Design (NOK)</b>	NOK	1,000,000.00			NOK	500,000.00				
<b>OHF rooms (NOK)</b>	NOK	-	NOK	2,016,000.00	NOK	2,116,000.00	NOK	2,266,000.00	NOK	2,516,000.00