

FOOD TRUCK BUSINESS IN CURITIBA – BRAZIL: DREAM OR NIGHTMARE?

FOOD TRUCKS EM CURITIBA - BRASIL: SONHO OU PESADELO?

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ABSTRACT: It is not uncommon people who love cooking have been dreaming about owning a restaurant or, at least, working as a *chef de cuisine*. The food truck business emerged as an alternative for many people. But cooking talent is not enough to be successful in this type of business. Many other aspects might impact the performance, and the regulation might be one of the barriers to these ventures. The purpose of this paper is to identify the current food truck scenario in Curitiba, in southern Brazil. In-depth analysis of the city regulations regarding food trucks operation, as well as interviews with both city and ventures representatives aims to uncover the current panorama of this business. Taken together, the analysis results illustrate how regulations in different instances still diverge, impairing homogeneous understanding by all involved stakeholders.

Keywords: Food trucks, Regulation, Entrepreneurship, Public.

RESUMO: Não é incomum as pessoas que amam cozinhar sonharem em ter um restaurante ou, pelo menos, trabalhar como *chef de cozinha*. Os Food Trucks surgiram como uma alternativa para muitas pessoas. Mas o talento em culinária não é suficiente para ser bem-sucedido nesse tipo de negócio. Muitos outros aspectos podem impactar o desempenho, e a regulamentação pode ser uma das barreiras para esses empreendimentos. O objetivo deste artigo é identificar o cenário atual do caminhão de alimentos em Curitiba, no sul do Brasil. A análise aprofundada dos regulamentos da cidade em relação à operação de caminhões de alimentos, bem como entrevistas com os representantes da cidade e dos empreendimentos, visa descobrir o panorama atual desse negócio. Tomados

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em conjunto, os resultados da análise ilustram como as regulamentações em diferentes instâncias ainda divergem, prejudicando o entendimento homogêneo de todos os envolvidos.

Palavras-chave: *Food Trucks, Regulação, Empreendedorismo, Público*

1. INTRODUCTION

Food truck business has its origins in the United States and it is still very popular in the American cities. In Brazil, it is a recent practice and is still a growing market. Initially established in São Paulo, this model has been replicated by ventures in different cities. According to Simões (2017), in 2014, food truck business had a turnover of R\$140 billion in the country, which represents an increase of 20% compared to 2013.

Due to this novelty aspect, there are just few studies about food truck business in Brazil. One important aspect of this practice refers to the regulation differences from one city to the other. In certain locations, there is no regulation at all. Because of this, the “boom” effect in São Paulo is not equally identified in other cities.

This investigation aims to examine the food truck scenario in Curitiba, South Brazil, a region where food truck vending activity has increased sharply from 2014 to 2017, and is currently suffering from market downturn (EUROMONITOR, 2018). To reach this purpose, the city regulation and related administrative support are addressed. Initially, we intend to identify all relevant legislation applicable during the last years. Then, an in-depth analysis of the legislation content is carried out in order to evaluate specific resolution changes that impacted food truck business development in Curitiba. Lastly, direct interviews are conducted with food truck representatives as well as Curitiba government nominee.

Regulation regarding operating conditions and concession requirements must be carefully articulated in order to assure the balance between community demands and economic development in the city.

2. THEORETICAL BACKGROUND

Food entrepreneurship has always been seen as an interesting option since growing population increasingly need to be fed. Along the years, in particular due to globalization, lifestyles and social organization have changed. Regarding eating habits, the mass arrival of fast food chains was applauded by some and strongly despised by others (ARNETT, 2002; PERTILE; GASTAL, 2016) . Pertile and Gastal also point out the fast food brought a novelty, particularly for the lunch crowd: **the speed**. These researchers point other valued aspects as accessibility, several payment options and good food (even gourmet) at quite affordable prices.

In parallel, economic crisis also caused changes in meal offers. As an alternative to the traditional restaurant model, talented *chefs* took their culinary skills to the streets. In his study, Wessel (2012, p.515) reports that *chefs* who are currently running a food truck find this model to be “more rewarding, flexible and financially feasible than maintaining a brick-and-mortar restaurant”.

Regarding Brazilian habits, according to the PNAD 2014 (National Services Research), conducted by the Brazilian Institute of Geography and Statistics (IBGE, 2014), food services employ 14% of people working for the service industry. IBGE report also states the growth of food services was greater than 40%, since 2007. Figure 1 shows an approximation where Brazilian people eat, when they are not at home:

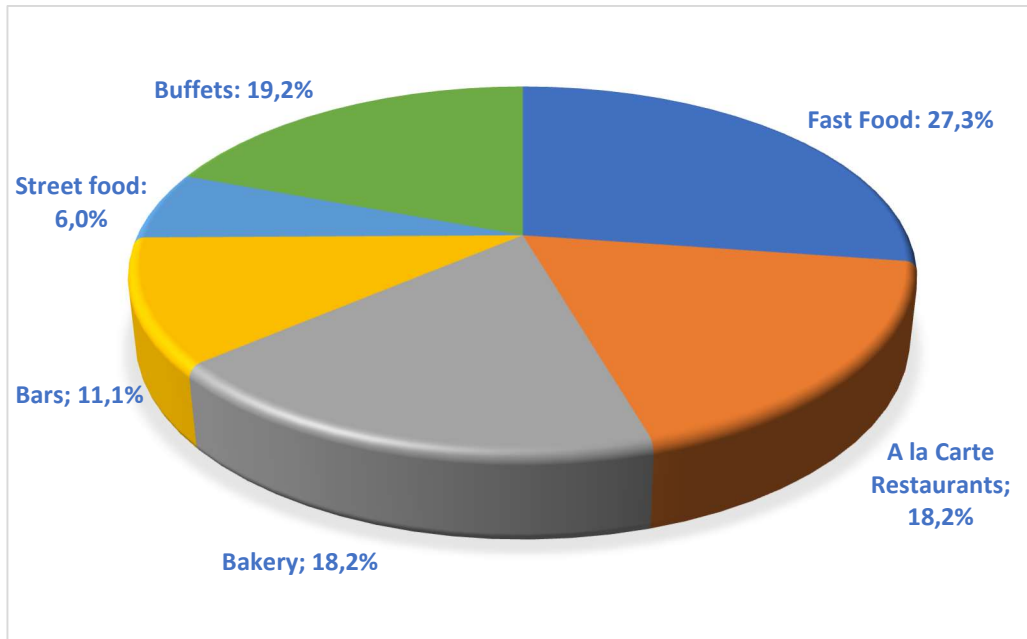


Figure 1: Where Brazilian population eat.

Source: IBGE, 2014.

In 2016, the Brazilian Association of Bars and Restaurants published a note from the association presidency, stating that customers continue to consume street food, however, due to Brazilian economic crisis, they are spending significantly less (ABRASEL, 2017).

2.1. FOOD TRUCK BUSINESS

The food truck business is defined as a little and moving “kitchen on wheels”, characterized as a small, attractive and accessible place to eat. Currently, as stated Hoffmann, Leonelo, Dias and Matias (2016), food trucks are more focused on selling high gastronomy (gourmet), eventually natural, organic food.

The ambulant activity date back from 1690, in New York City. Later, in 1860 circa, Charles Goodnight created the “Chuck Wagons” to feed the cowboys in Texas, launching the first “mobile kitchen”. Goodnight adapted a wood wagon providing adequate containers to stock food and kitchen aids (SOUZA; LOPES, 2017; WEBER, 2012). Weber (2012) also mentions that the first traditional food truck, similar to what we see now, was created by Walter Scott in 1872, which turned in the “Lunch Wagons”. In the 1950’s, there was

greater concentration of street vendors in New York City, mainly in the immigrant areas where the city regulations were not enforced. Because of this, food trucks were inappropriately recognized as cheap and low quality food commercialization (SOUZA; LOPES, 2017; Weber, 2012). Fortunately, this stigma is no longer supported and currently food trucks are part of American culture, regardless goes' social conditions. According to the Intuit Food Report, in partnership with Emergent Research (2017), the U.S. market has doubled over these past few years and it is expanding. The market was expected to hit US\$2,7 billion in sales by 2017 (INTUIT, 2012). This forecast has been confirmed by IBISWorld, a market research firm. From 2011 to 2016, this industry grew at an annual rate of 7,9% (THE ECONOMIST, 2017). In a broader view, food truck revenues started growing very rapidly in 2007, achieving almost a 50% growth in revenue over 5 years, and reaching \$1.5 billion in 2012, as it is shown in the Figure 2, adapted from Anenberg and Kung (2015):

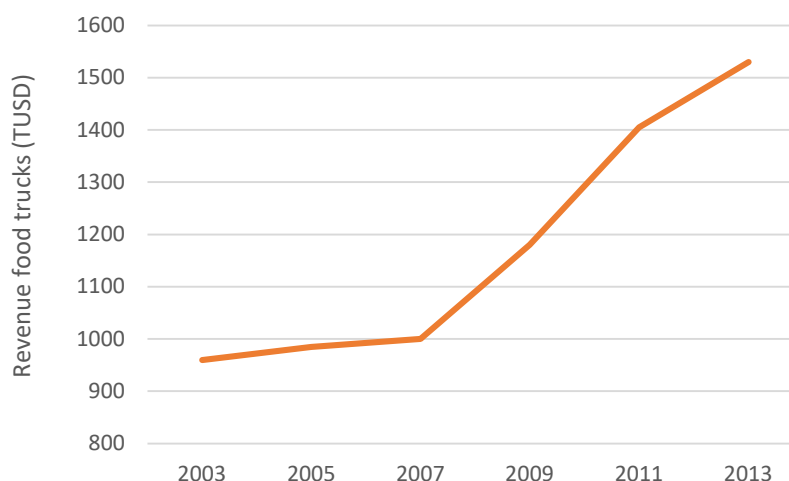


Figure 2: Annual U.S. food truck revenue.

Source: Adapted from Anenberg and Kung (2015).

One of the main drivers for food truck market growth in the last 7-8 years, was the emergence of “gourmet food trucks”. It is also possible to see in the Figure 1 the effect of the 2008 crisis. Due to the recession, many *chefs de cuisine* were fired and found their paths in the food trucks as a profitable alternative (ANERBERG; KUNG, 2015; INTUIT, 2012; MARTIN, 2014). With this new profile, food truck menus has become more sophisticated.

Specialized offers emerged as gourmet hamburgers, Asiatic and healthy food. More than providing different options to downtown lunch crowd, it is also highly attractive regarding the opportunity to taste really good food, prepared by a *chef de cuisine*, and offered under reasonable prices. Martin (2014, p.1880) also points that “consumption of gourmet food as an essential part of creating an exciting urban experience”.

In parallel, other relevant cause for growth, endorsed by Anenberg and Kung (2015), is the emergence of mobile communication technology (smartphones). Twitter, Facebook and websites are also helpful tools to alert customers regarding the truck locations and menu offerings as experienced by Martin (2014), in Chicago.

2.2. FOOD TRUCKS EXPANSION IN BRAZIL AND IN CURITIBA-PR

The first food trucks emerged in São Paulo city, in 2013. This business model has spread rapidly, since it is the opportunity to venture with low initial investment. Shortly after, it was possible to find food trucks in other Brazilian capitals and the practice was gaining popularity within cities inhabitants year by year (SEBRAE, 2015). In 2013, the monthly revenue could reach up to R\$ 20 thousand, and many entrepreneurs intended to acquire a second vehicle in the next years (Simões, 2017). However, the context significantly changed since then and it should be noted that the food truck trend has decreased in Brazil. Recently, Euromonitor (2018) published a report on *Street Stalls and Kiosks in Brazil*, and it prospects many entrepreneurs who entered this area in large cities are now selling their trucks, “mostly due to a lack of experience within the foodservice industry as well as the overall downturn in consumer spending”.

In Curitiba, food truck (FT) business started in 2014. At that time, the *Gazeta do Povo* – a local newspaper – reported 8 food trucks were participating in Brasil Motorcycle Show. In 2015, the city promoted the first food truck event called “Parada Truck” which reunited near to 30 participants, including food trucks, food bikes and a few stands (BOMGOURMET, 2015; BUENO, 2014).

Regarding vending locations, trucks should be preferable itinerants, parking and offering the products in different public places in town. Even food parks availability is

restricted. However, regulation about this issue is still missing. Currently, only São Paulo, Rio de Janeiro and Paraná have rules to food truck parking in some fixed locations in public areas. In São Paulo, there are “sub-municipalities” (an administrative subdivision of 32 portions within the city). These agencies are also responsible for designating areas for commerce. Some food truck owners complain the sub-municipalities designate uncrowded streets for this activity. Due to these barriers, most of the truck entrepreneurs prefer to work in private areas, like food parks, shopping centers or other leased locations. However, besides involving higher costs, these fixed locations reduce substantially sales capacity (SEBRAE, 2015; SOARES, 2016). As food trucks are no longer allowed to park anywhere they want, the owners are lately focusing on events in order to survive. They have realized events are more profitable than parking on the street, since attendants usually save money to spend in the event and food consuming (EUROMONITOR, 2018).

Until first legislation regarding food truck commerce in public areas passed in 2015, approved by Curitiba City Council, the Paraná Food Truck Association (APFT) promoted events in private areas. In 2016, the APFT estimated there are about 160 food trucks in Curitiba, however only 11 were in regular situation (COVACCI; TORRENTE, 2016). FT (food trucks) owners claim the amount of documentation and bureaucracy, in a time consuming and tiresome process. Consequently, as already pointed by ABRASEL (2017) and Euromonitor (2018), many entrepreneurs gave up the business prematurely, by choosing to sell the truck and/or endeavoring in a fixed location (brick-and-mortar). Soares (2016) also remarks superficial (even amateurish) management as well as intense competition are also problems faced by FT owners.

In January 2018, eleven locations in Curitiba central area were defined for exclusive food truck activity. According to these rules, the trucks can not park in the same spot everyday and must rotate locations strictly following an established itinerary. Currently, in June 2018, only one truck is operating in the streets. According to the city urbanism department, the other entrepreneurs are still in regularization process. On the other hand, the FT local association claims the rotation rule did not please the owners because it hinders customer loyalty (PREFEITURADE CURITIBA, 2018; VOITCH, 2018). The implications of these new regulations as well as viewpoints from different perspectives will be discussed later in this paper.

Additionally, FT entrepreneurship in Curitiba faces a significant challenge: environmental conditions. Anenberg and Kung (2015) mention how environment conditions can harm the business, like weather, pollution, water and energy supply, toilets and other. Known as the coldest capital in Brazil, Curitiba is located about 900 meters above the sea. The average temperature in the winter is 13°C, but eventually temperatures can drop to near 0°C. It is certainly an aspect that influences street food consumer habits, however it shall not be addressed in this paper.

Still, there are some optimistic perspectives about the business. Soares (2016) also interviewed some FT owners in São Paulo and many entrepreneurs still considered the business commercially viable, although they all agree differentiation strategy is a must. As afore mentioned, the Euromonitor Country report (EUROMONITOR, 2018) suggests the entrepreneurs are likely to keep focusing their operations on events and should work with more practical packaging options. This should be a major concern in this new context, so consumers can eat whilst standing up or walking through the event. Additionally, players should optimize their operations to reduce the time spent waiting for meals, as consumers want to get their meal and go back to enjoy the event.

2.3. FOOD TRUCK REGULATION

Regarding US food trucks industry, in the beginning, parking regulations were loosely defined by municipalities. However, with the remarkable expansion of this business, food trucks in US are now challenged with regulations related to spatial and economic concerns of municipalities (WESSEL, 2012). Also, food trucks are viewed as competition by restaurant owners, and these tensions force municipalities to reexamine their food vending ordinances continually.

Aside from legislation intended to protect restaurants, other concerns are that the trucks eventually obstruct streets, limit parking and annoy neighbors with their crowds and gas emissions. In 2011, Severson wrote an article in The New York Times about the negative aspects of this business trend. Severson (2011) also emphasized the city leaders must provide sufficient regulations to deal with these issues.

Therefore, even in the US, the birthplace of food trucks, regulations must be continuously reviewed and all the changes must be well publicized and understood.

In Brazil, the first regulation to the commercialization and distribution of street food in São Paulo was the law 15.947, enacted in 2013. The following decree 55.085, issued in 2014, regulates main obligations of licensors and inspectors in São Paulo city. The decree also defines rules and for equipment and vehicles, e.g. maximum length and schedule. In Rio de Janeiro, current valid decree is the 40.251, issued in July 2015. In January 2017, the decree 42.815 determined the Rio de Janeiro Secretary for Development, Employment and Innovation (SMDEI) as well as the Mayor's Office Strategic Projects would be responsible to define parking areas and shifts in the city.

In Curitiba, the local law 14.634, enacted in April 2015, provides about food commercialization in public and private areas – food trucks. The decree that first regulated this law is the 622/2015. This decree was recently revoked by Decree 1124, enacted in June 2017 (PREFEITURA DE CURITIBA, 2017).

The Figure 3 presents a summary of the existent legislation for food trucks in São Paulo, Rio de Janeiro and Curitiba:

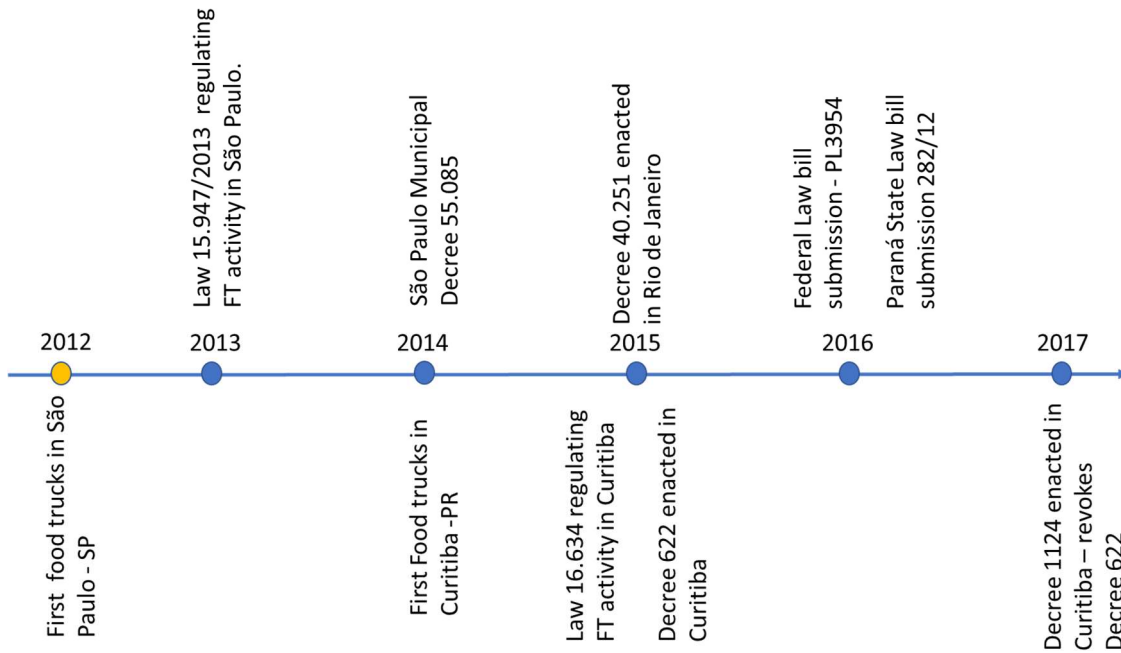


Figure 3: Timeline - Food Trucks Legislation in Brazil.

Source: Elaborated by the authors.

In January 2018, the parking spaces for food trucks exclusive activity in Curitiba were defined following the afore mentioned Decree 1124. According to the city hall’s site, these spaces were suggested by FT representatives together with the municipal government representatives (PREFEITURA DE CURITIBA, 2018). By the new rules, the trucks are not allowed to park in the same space every day and should move according to the itinerary established with the City Hall. The schedule should be also followed, in the morning from 10 AM to 3 PM, and in the afternoon from 5 to 10 PM. If more than one requires the same space, then a raffle is taken place.

The following Figure 4 depicts the designated parking spaces in January 2018:

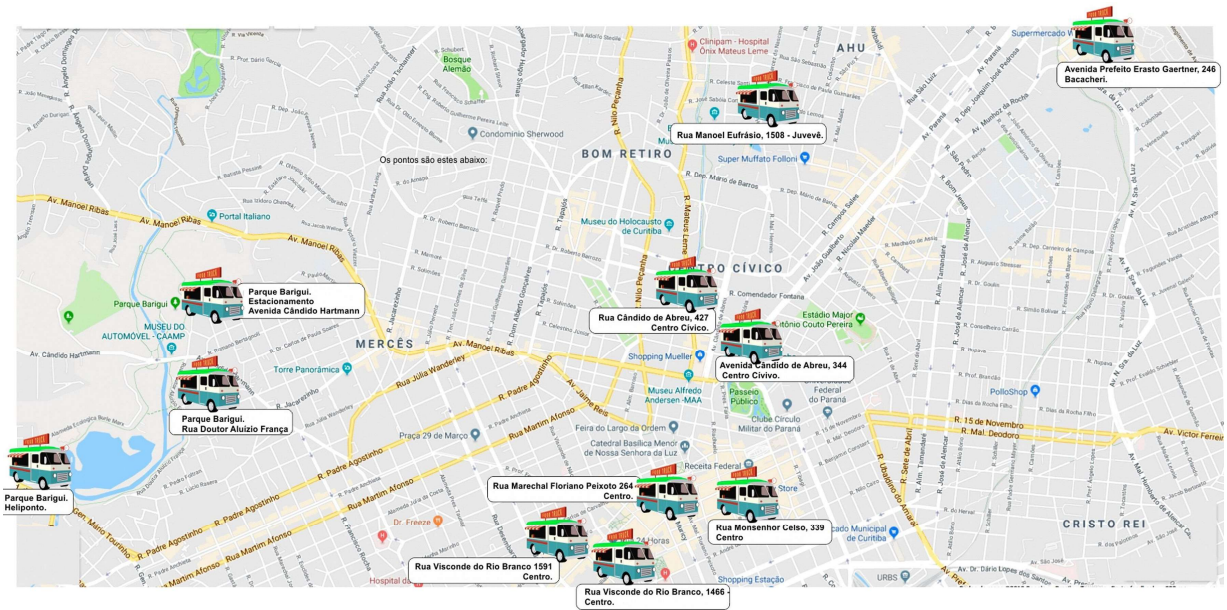


Figure 4: Food Truck spots in Curitiba.
 Source: Prefeitura de Curitiba (2018).

However, only one food truck is in regular situation. According to the APFT president, circa 200 spots were suggested by the food trucks owners, but just some of them were considered by the City Hall. Additionally, the mandatory rotation between spots hinders customer relationship and harms business sustainability (Voitch, 2018).

Besides all the limitations regarding location, there is also a minimal infrastructure needed for food truck operation. It should meet the requirements for food handling accordingly to ANVISA (National Health Surveillance Agency) regulations. Also, vehicle traffic regulations (from National Traffic Department – Denatran as well and State Traffic Department – Detran) and Inmetro (National Institute of Metrology, Quality and Technology) (SEBRAE, 2017).

3. RESEARCH DESIGN

This research can be considered descriptive and empirical, using a qualitative approach. The study begins collecting all legislation and requirements that address food truck operation in the city. We then proceed to document analysis in order to detect contradictions and sources of misinterpretation. In sequence, we conduct in-depth

interviews with food truck owners, as well as representatives from department of Urbanism, SEBRAE (Brazilian Service to Support Micro-Small Companies) and Food Trucks Association (APFT).

Regulations, applicable laws and specific requirements were accessed by means of document analysis, that is a research technique, where data were systematically accessed, in order to gain understanding and develop empirical knowledge (BOWEN, 2009).

To evaluate transcribed interviews, a content analysis was conducted. According to Bardin (2010), the categorial analysis provides adequate discourse deployment and further grouping in pre-defined categories. Categories (codes) were defined observing research objectives, both theoretically as well as empirically.

Based on theory, empirical data should be collected to verify the following propositions:

P1: The food trucks association is important to provide unicity and alignment between members.

P2: Public monitoring and law enforcement are important to assure activity continuity as well as fair competition.

The collection of data initiated in July 2017. Initially, we gathered information about applicable regulations and laws in Curitiba-PR. Based on document analysis, we elaborate an interview protocol. Then, interviews were conducted with selected representatives. Follow-up questions were asked during additional interviews. The collected data (documents + transcribed interviews) were then organized, coded and analyzed (BARDIN, 2010).

As in most empirically based research, there are intrinsic limitations that should be acknowledged. Regarding the applicable documentation, the complexity of regulation and legislation system in Brazil constitutes a challenge for lay population. The sample population was also limited to those representatives from each ambit (entrepreneurs and city government) who was directly involved with the food truck licensing process. Consequently, the content analysis was restricted to qualitative analysis of interviews and documents.

4. RESULTS ANALYSIS AND DISCUSSION

4.1. FOOD TRUCKS IN CURITIBA – REGULATION AND LICENSING GENERAL SCENARIO

For the purposes of this discussion, accessed documents include municipal laws and requirements as well as Sebrae and industry specific brochures. Results of document analysis are given in Figure 5.

***The public calling:** aims to get as many interested entrepreneurs as possible that will be promoted and judged according to legality impersonality, morality, equality, publicity and administrative probity, principles. Also, isonomy and objective judgement should be in place (PREFEITURA DE CURITIBA, 2017).

	National and local standards (Followed by City Hall)	SEBRAE-PR/ Entrepreneurs (APFT)
Food trucks definition	Small Kitchen on wheels, transporting food and beverages in public and private areas. Meals and beverages can be completely or partially prepared on site to be consumed.	Small kitchen on wheels, transporting and selling food traveling.
Vehicle documentation	Vehicle should be licensed by competent traffic correct (DETRAN) in the correct classification (vehicle type). Adaptations and installed equipment must be followed by qualified technician (technical responsibility). Generally, vehicle conditions should be carefully inspected and regularly monitored.	
Vehicle type	Adapted motor vehicles using equipment mounted on or similar to trailers. It should be in accordance with legal requirements found in the Brazilian Traffic Code (CONTRAN).	Three-wheeled vehicle, bikes; Kombi; Vans. Also, is possible to use trailers, pickup trucks or adapted trucks. Vehicles can be also classified in small, medium or big sizes.
Sanitary documentation	Kitchen layout should provide conditions to hygienic food manipulation, assure adequate food conservation, in accordance with health and hygiene standards.	
Licensing	It's the city government that provides the license to qualified entrepreneurs granting the use of public for "food truck" parking and food commercialization.	

Location (parking spaces)	City government competent office provides authorization to use/park in designated places, under previous public calling* that establishes schedules and turnover rules.	The first public call was the 003/2017 was published in Sept/2017. Up to March 2018, five trucks were fully licensed by local authority to park in public areas (Torrente, 2018).
Additional requirements	According to the last decision all food truck owner must attend at least 8hours training regarding adequate and proper food handling.	Since 2016, Sebrae offers trainings to new entrepreneurs. Also, the Food Truck Association in Paraná (APFT) offers the training regularly. However, it is not clear in both sites if the duration corresponds the minimum required.

Figura 5: Food truck regulation in Curitiba - FT requirements.

Source: elaborated by the authors from applicable documents and regulation

In short, in order to start working in Curitiba streets, the FT owner needs to accomplish some prerequisites that can be grouped in three main ambits: business, vehicle and local, as briefly outlined in Figure 6:

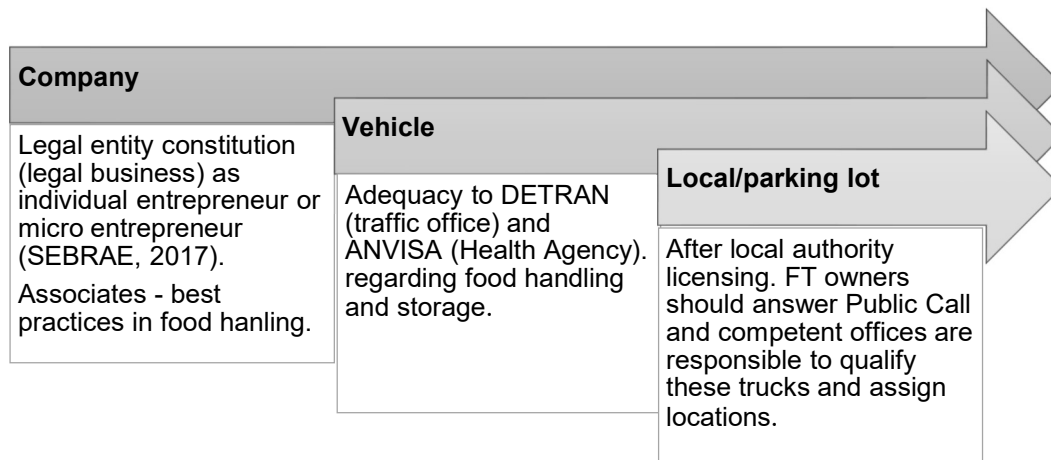


Figure 6: Food trucks licensing process in Curitiba-PR

Source: Applicable regulation summarized by the authors (2018)

4.2. CONTENT ANALYSIS

The Content Analysis was used to assess interviews transcriptions and referred documents (regulations; brochures for instance). After content coding, the researchers

proceed to analytical treatment. In order to provide clear visualization as well as adequate interpretation of data and relationships, networks were built. According to Friese (2012), these networks are equivalent to conceptual maps that provide better understanding of the hermeneutic unit components. Some extracts from the interviews were also depicted to illustrate particular findings. After in-depth analysis, two (2) codes stood out and were considered for further discussion: 1) Regulation Complexity (including bureaucracy), 2) Association and lobby capabilities and 3) Regulation Compliance Monitoring.

1) Regulation Complexity and Bureaucracy

The complexity of regulation system in Brazil jeopardizes the establishment of small businesses as a whole. As aforementioned, the regulation applied to food trucks changes from one city to the other and it certainly implies reduced agility of the process. Besides divergences within same spheres, national laws regarding taxation, food safety and mobility are not always widely known by new entrepreneurs. In Curitiba, besides national and local laws, there are some specific municipalities, as the so-called Attitude Code. This requirement is highlighted by the city representative:

Many of them (regulations) are regulated by Federal and State spheres and the local authority is not concerned directly. But there is a specific requirement of the city, that is called Attitude Code that regulates several organizational issues (including food truck concerns).

During the interviews with both FT association and municipality representatives, it was possible to point the differences within government policies from one mayor term to another. This fact certainly increases the complexity and difficulties reaching homogeneous understanding regarding licensing requirements.

But that does not mean that regulation is not welcomed. According to the APFT president, “we need a regulation, how can we work without regulation? Then the entrepreneurs started to discuss about...” These conversations together with the city government started in 2013/2014. Since then, food truck owners started to search for more information and people concerned that could promote and regulate the activity.

The law bill 14.634, enacted in 2015, aims to regulate the food trucks in the city. However, the following Decree number 622, was a great disappointment according to food trucks representatives:

[...] during the last mayor term (it was) created a list of rules and many of these were not constitutional. Then, the food truck association filed an appeal against the decree. After this, the project was shelved up to the end of mayor's term. The associates called the city authorities and also the Judicial system but they were not succeeded. They keep postponing again and again.

The Decree 622 did not please the owners also because it established a bidding process to food trucks occupy public spaces. The city government also criticizes the decision of last term:

Using bidding process for places to park the trucks. What happened? The city announced: we are going to offer 74 or 75 spots, let's round to 75, and these lots constitute bids, any bid corresponds to two spots to park. [...] Every spot had a minim bid of a R\$1.000,00/month. Who offered the highest bid, took the spots. But why it didn't work? Because the micro entrepreneurs – that is a characteristic of food truck activity – is a beginner, in general highly artisanal, a family business. This guy (the venture), who has already invested in the truck, in the raw material, he needed more money to win the bidding process? And more, he and his colleagues have to dispute between themselves.

The decree 1124 revoked the decree 622 and the bidding process for this situation is no longer applicable. Currently, the decree 1124 establishes the public call, as aforementioned, and it seems to be fairer. However, it still did not fully meet the entrepreneurs demand because, according to the FT association, more than 200 public places were suggested by the food truck owners, but only a few of them were accepted by the local authorities. Then, in January 2018, eleven parking spots were finally published in the form of a public call. Moreover, venturers do not appreciate the mandatory of itinerant service may harm the development of a stable clientele. The city representative claims this system is inspired on New York City food truck regulations (Voitch, 2018).

Other important concern refers to the vehicle regulation that leads to misinterpretations and confusion. The authorized vehicles specifications can change from one state to another and many venturers invest in a truck that can not be licensed later. This is the case the FT representative mention as follows:

[...] then many people that call themselves a food truck is not really this, because (they) can not show correct documentation. (He/She) was misled when buying

the truck, and this truck costs a lot, about 100 to 150 thousand. Thinking about a trailer, there is a distinction. People think the tow can be used as a food truck [...] and then, when buying it, the salesman says “it’s a trailer” but in fact is a tow truck and when the venturer requests the license in the local traffic department (DETRAN), he/she realizes a tow truck is forbidden to use as food truck. [...] even some trailers/tows manufacturers do not have this information.

Thus, it is clear enough that further discussion and refinements are still missing.

The last update regarding food truck activity in Curitiba is that five are licensed by the city government, but, up to March 2018, only three were regularly working. Following the trend brought up by the Euromonitor report (EUROMONITOR, 2018), the venturers are preferring to work in events. During an interview to a local newspaper, the APFT representative vents:

Thereby, the trucks that wanted to work accordingly to the regulation, end up not doing this to not lose time and money. Currently, the great majority of FT owners prefer (to work in) private events or out of Curitiba.

2) *Association and lobby capabilities*

Other important aspect that influences directly the food truck activity in Curitiba is the lack of cohesion between venturers. Even the president of the Paraná Food Trucks Association alleges:

[...] there is no unicity, there is unicity (only) within groups with specific interests. If that is favorable to me, I am part of this group. When the specific need is finally regulated, this group eventually dissolves to constitute other one. [...] there is no consensus about what a (good) food truck is, what is a maintenance, what is better [...] Then there are different interests from trucks, Kombi’s, trailers and tow trucks...

This diversity of opinions and interests also affects lobby activity. Dealing with political affairs involves objectivity and persistence. If the objectives are not well aligned within all interested people, the consequence is a greater delay summed with plastered bureaucracy. This is probably what distorted the initial action together with local authorities. Actually, according to FT representative, this process started in a good way, but divergences within the truck owners themselves led to loss of focus.

During political campaign, we proposed a letter of intent and we forwarded it to all mayor candidates, all the ones with chances of an election victory. Hopefully, the current mayor welcomed us very well, he had already some ideas regarding food trucks activities. He won the election and we’ve started immediately the conversations with designated authorities.

The current mayor, Rafael Greca, was sworn on January 1st, 2017. The first public call was in one year later, in January 2018. There is undoubtedly a delay in the process, but many voices with different demands certainly makes it even more time-consuming.

3) *Regulation Compliance Monitoring*

General law enforcement is established in the Decree 1124, and should be exercised by public authorities, all within their respective fields of competence. However, this activity still lacks clarity and, mainly, resources. The city government representative points:

[...] there is no monitoring since there is no many trucks in the streets. What we have are the planned inspections that eventually detect food trucks in illegal situation. This truck is notified for using public space without authorization [...] (but) for a long time, Curitiba city hall has been facing a financial crisis and the controlling activities are affected because we do not have resources [...] the law enforcement is mainly applied when we receive complaints from the citizens. Our enforcement department is very complex and many people work there, but it will never be enough to meet all the city/citizen's needs.

The lack of law enforcement is seen as a problem for licensed truck owners, since it allows that the unfair competition to take place. The food truck representatives claim the local authorities turns blind eyes to these situations. Besides the risk to population, when selling food without authorization, there are many other irregularities that should be punished. The APFT president emphasizes this need:

That's what I tell you, the public authorities [...] they don't have any authority to proceed law enforcement, there is no controlling, they know about the problems and turn blind view. [...] I could sum up and say 60% of the trucks could not operate, in this market there is a lot of fraud, particularly regarding fake documentation, like selling chassis number documentation through internet. The law enforcement acts are done during the day. 90% of trucks work at night. Then, after 18:00 is "when the cat's away, the mice will play". There is no law enforcement, only if there is a complain.

Other problem is about 90% of the food trucks do not issue invoices, that could be easily checked during public inspection. Currently, invoice issuing is mandatory for all local businesses since January 2017. But the great majority don't do it. They give the customer a simple ticket that is not valid for taxation and it's a form of tax evasion.

The food handling formation is now an 8 hours course and this is positive, it's necessary education [...] but there are already people selling only the course certificate.

It's important to emphasize that all these statements were made by food truck representatives and no in-depth investigation was carried out for this study. The decision made by the researchers to bring these claims up was just to present some indications that the activity is not yet fully under control.

The excessive amount of laws and regulations associated with the fragile surveillance and law enforcement is a well-known problem in Brazil. According to Faria (2002), the Nation State fails when conducting public policies. The jurist points that the greater is the production of laws and regulations, the lower is the legal order. This phenomenon is known as governability crisis or legal inflation.

The Figure 7 presents the reciprocity of involved actors (city government and food truck entrepreneurs) as well as their constituent resources and duties as they were abstracted from interviewees by means of content analysis:

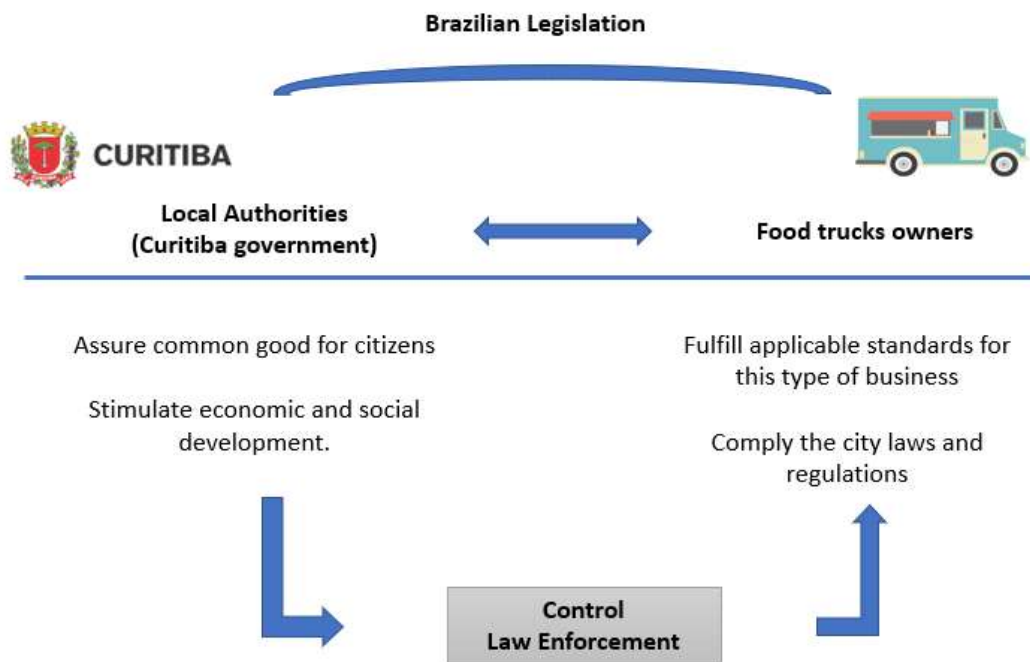


Figure 7: Food truck licensing and reciprocal duties.
 Source: Elaborated by the authors from content analysis

In order to provide agility and effectiveness to the system presented by Figure 7, there are mainly two obstacles to overcome: 1) from entrepreneurs, a solid proposal of business with clear demands to the local authorities built by a focused and aligned group

of venturers 2) the local authorities should assure effective law enforcement by close monitoring of the activity.

5. CONCLUSION

This paper aimed to identify the current food truck scenario in Curitiba, in southern Brazil. First, we performed a document analysis on local regulations applicable in Curitiba and other cities, in order to have a clear view of food truck licensing and characterization. Then, interviews were conducted with city government and food truck representatives, in order to learn about both perceptions. Finally, newspapers and media news were also accessed in order to check context evolution and popular knowledge about the theme.

It was possible to notice that there is already a regulation in Curitiba to food truck activity. However, it is still missing an effective enforcement by local authorities. Licensed and accordingly settled entrepreneurs get frustrated as “to be legal” means to work under strictly local restrictions. In addition, the owners of food trucks complaint the local they had a conversation with local authorities and their demands were only partially accepted. A stronger food truck association could have an impact both for authorities and members. On one hand, conquering a more prominent place in public agencies. On the other hand, assuring updated and helpful information for venturers and consumers by means of extensive use of information technology, for example. As Anenberg and Kung (2015) study, the use of information technology (e.g. mobile phones apps) could turn a problem (the obligatory mobility) to a solution for better consumer experience (taste-for-variety).

Additionally, the local authorities also need to rethink the law enforcement resources. The correct application of local regulation is also a demand from venturers who comply with all applicable requirements. Dubious and ineffective laws can lead to inconveniences such as disorganized proliferation of food trucks and consequent dissatisfaction of early venturers who once had a dream and suddenly find themselves in a situation similar to a nightmare.

This study provided reflections on the theme and contributes both for venturers and public authorities. Also contributes to academicians, while pointing the complexity implied

to new venturers and, in particular, to new business models in Curitiba. Also, it must not be forgotten the local authority responsibilities and the focus on common good.

As there is a constant evolution in the sector, there are many opportunities for studies in the area. The perspectives of consumers and city inhabitants who live nearby food truck parking spots can provide interesting contributions. In addition, as the consumer profile changes, also do the work systems. Home office and part-time jobs can lead to a different scenario for street and brick-and-mortar businesses within few years.

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