

CASE STUDY

Free to Feed



The Tanarra team were insightful, technically skilled, astute, commercial and pragmatic - exactly what one seeks in an advisor. There was no need to decode their work, plus they were delightful to deal with.



Michaela Healey,
Chair,
Free to Feed



LONG-TERM SUSTAINABILITY

The Tanarra team worked closely with Free To Feed to understand its mission, financial drivers and long-term objectives. They undertook a sustainability analysis - reviewing each customer-facing service against contribution to mission as well as commercial outcomes. Tanarra provided insights and recommendations on maximising profitability on its existing cost base using a hierarchy of initiatives. Specifically, the Tanarra team recommended increasing corporate and community classes, and counteracting seasonal and intra-week variability in demand through mid-week catering and special community events. They also developed a simple financial dashboard enabling more efficient decision making, allowing Free to Feed to test scenarios on the number of classes, experiences and catering jobs that would result in cost recovery and breaking even. Finally, Tanarra advised on Free to Feed's long-term strategy, including on linking its social objectives to its premium market position and pricing, the importance of incremental growth rather than step changes, and prioritising services with recurring revenue streams.

About the Charity

Free to Feed is a social enterprise creating empowering employment opportunities for people seeking asylum and refugees through the creation of shared food experiences.

The need identified

How can Free to Feed improve its long-term business model sustainability, not simply to withstand future shocks and funding changes, but to chart a sustainable course through market generated revenue and other income sources?

Probono hours 82

Charity outcomes

- Greater focus on and confidence in strategic decision making to build operational success;
- Simple and practical financial dashboard to test and price different scenarios;
- Objective review of strategy confirming Board direction;
- Enhanced financial acumen of the team.

Community outcomes*

- Over \$1.2 million in paid participant wages for people seeking asylum and refugees since 2015;
- 38 unique cultural groups are represented amongst Free to Feed's participant cohort;
- 110 beneficiaries are directly supported by the Free to Feed programs per year.

*Community outcomes are not directly attributable to the work of Tanarra Philanthropic Advisors.