

# CASE STUDY



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For the first time in our five year history we are on track to break even. Tanarra gave us a new financial model and insights that we use daily. They pressure tested our ideas. We subsequently increased our prices and truck efficiency, reprioritised customers and changed our messaging.

Lois Dillon,  
Program Manager,  
Mates on the Move

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## NEW FINANCIAL MODEL & INSIGHTS

Employment prospects for people leaving the prison system are limited. Mates on the Move (MoTM) has initiated an employment stream via niche commercial waste removal; paper towels and coffee cups, polystyrene, and glass and containers.

Tanarra reviewed their existing financial forecast. We assessed key cost and revenue operational factors that would impact on profitability e.g. labour efficiency, tipping fees, pricing and optimising the earning capacity of a single truck. These were then distilled into assumptions to drive a new financial model. Tanarra and MoTM created a simple, dynamic financial model including changeable inputs and scenario analysis. It is now being used to track trajectory and make informed decisions. A board presentation included key financial and operational take-outs as well as a refreshed customer value proposition to help the enterprise differentiate itself.

## About the Charity

Mates on the Move is an enterprise of Prisoners' Aid NSW. The program provides employment for those leaving the prison system, through sustainable waste management services.

## The need identified

Build a profitable waste management company to provide employment pathways for released prisoners. Develop a financial model that is simple, clear and can be used to track the enterprise progress and sustainability.

Probono hours 94

## Charity outcomes

- New financial model, and formulas to track, plan and grow the enterprise;
- Customer base has grown, even with a price increase;
- Revenue increased by 40% within six months;
- Refined value proposition reflecting environmental and social benefits;
- Renewed confidence of the board and leadership in the enterprise.

## Community outcomes\*

- 41 people leaving prison have been employed part-time with over half going on to full time employment elsewhere;
- 81 customers are now utilising the waste collection services of MoTM, diverting waste from landfill, and giving genuine second chances to people who deserve them;
- Initiation of a new collaboration of organisations connected with the justice system who are sharing ideas and knowledge.

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