

The Case Study Lab presents
“ataraxyBSC”
Business Management Unit 1 AOS 1
The Business Idea



<https://www.ataraxybsc.com/pages/about-us>

Acknowledgement

This Case Study on “ataraxyBSC” is designed to be used in conjunction with the VCAA Business Management Study Design from 2023 – 2027.

Permission has been sought and received from VCAA to use the Units 1 & 2 Key Knowledge Study Design points from the above Study Design.

This is a contemporary Case Study, and its examples are designed to be a resource for Business Management Unit 1 students & teachers in 2025 only.

This Case Study has been written in collaboration with ataraxyBSC.

The Case Study Lab appreciates and is grateful for the time given by the Director Mr Robin Macan, who was willing to share the insights into his entrepreneurial startup business with us so that students around Victoria could get insight into what local entrepreneurs who have fantastic and innovative ideas to make an outstanding product, need to do to succeed.

Thank you, Robin, for taking time out of your busy schedule to enable us to write this resource.

Table of Contents

The Case Study Lab presents	1
Acknowledgement.....	2
Introduction	4
The concept of entrepreneurship.....	5
The personal motivation behind starting a business such as the desire for financial and personal independence, to make a profit and to fulfil a market and/or social need	5
The characteristics of successful business managers and business entrepreneurs and how these characteristics contribute to business success	6
Sources of business opportunity such as innovation, recognising and taking advantage of market opportunities, changing customer needs, research and development, technological development and global markets	8
The importance of goal setting and decision-making in business	9
The importance of business concept development	11
The relationship between business opportunities and business concept development	12
The relationship between business opportunities and business concept development	13
Market research and initial feasibility studies	13
The contribution that businesses make to the economic and social wellbeing of a nation	14
The methods by which a culture of business innovation and entrepreneurship may be fostered in a nation, such as government investment in research and development, council grants for new businesses, school-based educational programs in entrepreneurship, and the creation of regional business start-up hubs	15

Introduction

Ataraxy means a “state of serene calmness” and BSC stands for Bicycle Seat Company. Therefore, the business name, “ataraxyBSC” means “a serene state of calmness Bicycle Seat Company”. It is an Australian startup, founded by Robin Macan, who designed, built and tested the vabsRider bicycle seat alongside D2 Design and Development and Whistle Design Group. ¹

Robin’s story

As a casual bike rider who enjoys riding but not the pain of it, Robin questioned:

“Why hasn’t someone invented a comfortable bicycle seat?”

There has to be a better way!”

And the conviction to make it a reality was born. The concept was brought to life with his first prototype and soon after he quickly realised that he needed help!²

Timeline of development



Robin is a professional civil engineer and after conceptualising the “vabsRider” bicycle seat he attended a meeting of the Inventors Association of Australia in 2019. After strong endorsement Robin felt confident enough to further pursue the project.

At that time, he also met Phillipe Guichard from “D2 Design and Development”. Phillipe led a team of Industrial Designers with a sustainable design philosophy.

The sustainability approach and success of D2 & later “Whistle Design Group” have aligned with Robin’s approach and they have joined forces to create the vabsRider bicycle seat.

¹ <https://www.ataraxybsc.com/pages/about-us>

² <https://www.ataraxybsc.com/pages/about-us>



Watch this video- Introducing the vabsRider bike seat

Link: [vabsRider bike seat](#)

The concept of entrepreneurship

Entrepreneurship comprises the following:

A new way, philosophy or approach to doing something such as providing a product or a service. Essentially it is inventing something new and different.

Robin is an entrepreneur because as a casual bike rider he has encountered the pain of riding a bike when the seat has been uncomfortable. As an enquiring engineer he thought deeply about the problem and invented a solution by incorporating movement into the design of the seat.

This is a new approach to bike seats and will likely be particularly beneficial to casual bike riders like Robin who enjoy riding but don't want to be inconvenienced by the discomfort that accompanies it.

The personal motivation behind starting a business such as the desire for financial and personal independence, to make a profit and to fulfil a market and/or social need

Primarily Robin wanted to solve a problem that he and many other bicycle riders experienced which was discomfort whilst riding a bike. This falls into the category of fulfilling a social need, because it is a solution to a problem that the broader cycling community faces.

There are many barriers to starting a business and this is amplified as an entrepreneur. This is because there is no template or existing process to work from and so as an entrepreneur Robin needs to create everything, not only the product but also:

- the research into whether there is an existing product,
- establishing ataraxyBSC (creating a company, registering with ASIC, creating a website etc)
- processes,
- systems,
- marketing,
- financing, and
- manufacturing of the product.

Whilst it is very exciting it is also very demanding and requires an exceptionally high level of commitment to the product and the process of manufacturing it.

This is all before the product becomes available to the market. Robin does this without any guarantee of success, because he believes so deeply and passionately in the product.

In the meantime, if Robin commits his days to developing ataraxyBSC it means that he is not working in other jobs for an income, so he must finance this too!

Ultimately, Robin has exceptional levels of personal motivation to fulfil a social need. If successful, Robin will also make a profit as well as fulfilling a market need.

The characteristics of successful business managers and business entrepreneurs and how these characteristics contribute to business success

As the Director of ataraxyBSC Robin has the following characteristics:

Vision, Communication & Networking

As an entrepreneur, Robin has vision, communication and networking skills. Robin is inventing a solution to a problem that millions of cyclists throughout the world encounter and has had the **vision to create his own company** to address the issue by prototyping and developing a new type of bicycle seat.

Robin needs to have good **communication** to articulate the current problem to others such as the “Inventors Association of Australia”. Once he has articulated the problem, he needs to develop a solution and gain support for it such as financial support and engineering support. To get support for his idea Robin needs to be able to present it to a range of audiences so that they understand the problem, Robin’s solution and will help to facilitate that solution and bring it to the market so that people can buy it.

Robin needs to develop strong networking skills so that his solution to painful bike riding can gather support. This means that Robin can **amplify the message** to a broader audience such as his potential market which includes bicycle manufacturers and bicycle retailers, but also to others including those which may have influence in financial support, marketing support, design support, and manufacturing support. Robin must consider every contact that he makes may have a particular area of expertise or may know someone who does who can help him, so talking to people of diverse experience and backgrounds may ultimately be very beneficial to ataraxyBSC.

Independence

Creating a new product in an existing market is a difficult thing to do. Robin needs to have a large degree of independence to do things the way he thinks they should be done.

Confidence

When creating ataraxyBSC Robin needs to have confidence in himself, the idea, the product and the process that he is following to bring the product to market. He must believe that it can be done successfully, and he needs to instil that confidence and belief in others so that they also believe it can be done successfully.

In addition, he has a keen interest in human behaviour through decades of interactions and observations.

Initiative (motivation)

Initiative is where a person is self-motivated to get things done. In the case of ataraxyBSC Robin has shown initiative to build the company from nothing to where it is today, on the verge of beginning its first manufacturing run of 1000 units.

No one is going to punish or penalise Robin if the “vabsRider” seat does not get to market.

Robin is clearly a self-motivated person who can see what needs to be done and goes ahead to do it because he believes so completely in the need for the product and his vision.

It can be difficult on a day-to-day basis, especially when there are disappointments such as not reaching funding goals or experiencing a setback in design, but regardless Robin must continue to problem solve and find a solution to continue to move forward.

Problem solving

As an entrepreneur there are many problems to solve, but believing in your vision and having close family support can assist with finding resolutions. Possible problems that Robin could experience are:

- Difficulty obtaining finance,
- Lack of marketing expertise,
- Design problems,
- Sourcing an appropriately skilled manufacturer,
- Applying for patents to protect the design of the vabsRider,
- Having overseas competitors copy Robin’s design (knock offs)
- Difficulty sourcing appropriate legal advice.

No single person can solve all these problems which is why Robin may engage experts at times to assist with a particular area or call upon his network of contacts to assist him.

Technical skills

As a civil engineer Robin clearly has an ability to think about things technically and has been involved in a number of civil construction projects. He also has experience in sales and production in concrete plants. He has managed landfill sites whilst having to comply with stringent EPA license requirements. In

addition, he has successfully run his own mobile coffee business. This experience shows that Robin has a range of technical, sales, compliance and people skills that enable him to be an entrepreneur.

Sources of business opportunity such as innovation, recognising and taking advantage of market opportunities, changing customer needs, research and development, technological development and global markets

Innovation

The genesis of ataraxyBSC comes from an innovative idea that bike seats could be much more comfortable and contoured to a person's body so that the weight of the person is transferred from their sitting bones in their pelvis to their femurs, which are the largest load bearing bones in the body.

This provides a business opportunity for Robin; however, it is not without risk.

Recognising and taking advantage of market opportunities

Robin has recognised that there is nowhere else in the world where this problem has been solved and being the first person to solve it provides a huge opportunity for him to be the sole supplier to the market (for a time). Taking this risk as an entrepreneur could potentially be very profitable for him.

Changing customer needs

In today's world, comfort is generally considered to be important. Generally cycling enthusiasts have higher disposable incomes leading them to spend significant amounts of money on their bikes. Also, many cycling enthusiasts have more than one type of bike. Further with the invention of e-bikes people are riding further, using the bike for longer and so are demanding higher levels of comfort.

Bikes in general have been technologically evolving for some years including the use of lighter and tougher materials such as gearing systems, electric motors, and hydraulic disc brakes. Whilst the materials for bike seats have also changed the actual design has not changed much and this provides an opportunity for the vabsRider.

Whilst ataraxyBSC is currently focussing on designing the most comfortable and ergonomic anatomical bike seat, this product could potentially be adapted to other uses in personal mobility scenarios, allowing disabled people to be able to more directly interact with their environment. As customer needs change the product may be able to adapt to new and varied scenarios.

Research and development

Robin has already done a significant amount of research and development around this product and found that his idea and implementation is unique in the world. As a result, he has patents pending.

In September 2024, the Research and Development resulted in two “Good Design Awards”.



Read the blog- vabsRider wins Gold and Green Design awards

Link: [vabsRider wins Good Design awards](#)

Technological development & global markets

For the vabsRider seat to get to market it must be manufactured with the most appropriate materials that will result in a durable and consistent product which works as intended for a reasonable period of time, such as the life of a bicycle.

Globally, in 2024, the bicycle seat market was worth USD\$2.27billion and this is expected to rise at approximately 8% per year to 2030³. There are a number of trends that fuel this growth including;

The range of bikes available including:

- Road Bikes
- Mountain Bikes
- Electric bikes (e-bikes)
- Hybrid bikes
- Exercise bikes

Global markets are no doubt the objective of the vabsRider product.

The importance of goal setting and decision-making in business

There are so many competing priorities as an entrepreneur that it can be difficult to set goals and make the best decisions. Entrepreneurs they need to work in the business as well as on the business. These are two different things.

A business plan is essential when starting out. It covers a range of objectives (goals) for the business such as:

Vision Statement

A vision statement is what the business “sees” itself achieving.

Robin’s vision statement is:

“(to provide) the world's first virtual axis bicycle seat.”⁴

Mission Statement

Is how the company intends to achieve its objectives.

In ataraxyBSC’s case they state that their mission is:

“To revolutionise the cycling experience by providing comfort for all riders by cultivating a state of “ataraxy” (serene calmness) when riding.”⁵

³ <https://www.grandviewresearch.com/industry-analysis/bicycle-saddles-market-report>

⁴ <https://www.ataraxybsc.com/pages/product-information-vabsrider>

⁵ <https://www.ataraxybsc.com/pages/about-us>

Other elements to a Business Plan

There are many different elements to a Business Plan for ataraxyBSC. Below are a few considerations:

Market research – Competitors, possible customers and demographics, what is the unique selling proposition of ataraxyBSC.

SWOT Analysis – Strengths and Weaknesses (internal environment) & Opportunities and Threats (external environment)

Marketing plan – Product, promotion, place, price, processes, physical evidence, people.

Design plan – How to design & engineer the product, where, who, when?

Manufacturing plan – Who, what, when, where, how & why?

Financial plan – Where are the finances for the research, development, design, manufacturing and marketing going to come from?

Legal plan - Where will ataraxyBSC obtain legal advice about intellectual property, patents, trademarks and copyright?

Administration plan - How to register the business, appropriate business structure (partnership or private company) obtaining, administering & managing website, location virtual or physical, number of staff, hours of work etc.

Each of these elements needs careful thought as well as integrating with the other elements of the business plan.

Goals

An example of a 2025 goal at ataraxyBSC is to run a successful “Kickstarter” campaign.

A “Kickstarter” campaign is a crowdfunding campaign where potential investors provide money to a business to allow them to achieve an objective.

The objective of the ataraxyBSC “Kickstarter” campaign is to raise sufficient funds to engage a manufacturer in Taiwan to produce 1000 units of the vabsRider.

Because of the complexity of the vabsRider, it needs to be made in parts and then assembled.

Initially it will be quite expensive to manufacture in such small quantities, but if the manufacturing run is successful and crowdfunding supporters are satisfied with the product then ataraxyBSC can provide samples of the product to bicycle manufacturers which may result in contracts for vabsRider.

This could lead to large orders, and when manufactured this would provide “economies of scale” making the price per seat manufactured cheaper per unit produced.

The “Kickstarter” campaign is due to launch in March 2025.

Is this a SMART goal?

Specific

The goal is to manufacture 1000 vabsRider seats.

Measurable

It will be easy to measure if the goal is met.

Achievable

Time will tell; with sufficient publicity the goal should be achievable. Would you invest?

Realistic

It is a realistic goal.

Timely

The timeline for the Kickstarter campaign is March 2025.

The importance of business concept development

ataraxyBSC was born from the idea that traditional bike seats were uncomfortable, that there was a gap in the market for a comfortable bike seat and that Robin had the technical understanding to design and prototype the best seat. He then worked with design groups and patented and trademarked his inventions and designs.



Painful bike seat



A gap in the bike seat market



Engineering expertise



Present to a group of investors



Work with industrial designers



Be recognised with 2 x Good Design Awards!

The relationship between business opportunities and business concept development

It is critical to ataraxyBSC that the ideas that are developed and designed, known as “Intellectual Property” are protected. Robin has done this by going through the patents process. International patents have to be applied for in each jurisdiction. A patent granted in Australia only applies in Australia, if Robin wanted his patent to be recognised in another country he would have to apply for a patent in that country.

A patent is a form of legal protection from competitors copying an idea or invention. Patents can take as short as 6 months to be granted or several years. “IP Australia” is the Australian Government agency that administers intellectual Property rights and legislation for patents, trademarks, design rights and plant breeders’ rights body⁶. It stipulates that to apply for a patent an invention must be;

- *“New — it must be novel*
- *Useful — it can be made or used in an industry*

⁶ <https://www.ipaustralia.gov.au/about-us>

- *Inventive — it's different enough to what already exists*⁷



Watch this video about Patents

Link: [IP Australia - Patents](#)

Using the criteria above the vabsRider bicycle seat is:

- New – there is no other dynamic virtual axis bike seat been invented anywhere else
- Useful – All bikes need a seat and the vabsRider will provide a new level of comfort for cyclists.
- Inventive – its significantly different to every other bicycle seat design.

The vabsRider name has also been trademarked. The name “ataraxy” has been registered as well.



Watch this video about Trademarks

Link: [Trademarks in Australia](#)

The relationship between business opportunities and business concept development

There is a relationship between the business opportunity that Robin has seen, being a gap in the comfortable bike seat market, and developing that idea into an actual business. Robin needs to access expertise or become an expert himself in the new idea by developing it so that it can be brought to market and also access expertise or become familiar with running a business that can manufacture and supply the vabsRider bike seat.

Without the idea, there is no business. But once the business is created it deals with challenges involved in creating, designing, manufacturing and marketing the vabsRider bike seat.

Market research and initial feasibility studies

Back in 2016 when Robin had the idea to investigate a new bike seat, he had to do significant market research to understand the bike seat market.

To determine if there was a need and a business opportunity, Robin would have to consider the size of the market and the opportunities within it.

⁷ <https://www.ipaustralia.gov.au/patents/what-are-patents>

How big is the bicycle seat market globally?

Globally, in 2024, the bicycle seat market was worth USD\$2.27billion and this is expected to rise at approximately 8% per year to 2030⁸. There are a number of trends that fuel this growth including;

The range of bikes available including:

- Road Bikes
- Mountain Bikes
- Electric bikes (e-bikes)
- Hybrid bikes

Generally cycling enthusiasts have higher disposable incomes leading them to spend significant amounts of money on their bikes. Also, many cycling enthusiasts have more than one type of bike. Further, with the invention of e-bikes people are riding further, using the bike for longer and so are demanding higher levels of comfort.

Bikes in general have been technologically evolving for some years including the use of lighter and tougher materials such as gearing systems, electric motors, and hydraulic disc brakes. Whilst the materials for bike seats have also changed the actual design has not changed much and this provides an opportunity for the vabsRider seat.

Consider if ataraxyBSC was able to capture 1% of the global market this would result in revenue of \$USD 22,700,000 at current exchange rates this equates to \$AUD 36.2 million.

Robin certainly has the right idea to enter the market to capture some of this revenue!

The contribution that businesses make to the economic and social wellbeing of a nation

Whilst ataraxyBSC is not a large company, consider the contribution that it has already made to the economic and social fabric of Australia.

Contributes to employment

ataraxyBSC consults several experts in their field. Some of these experts are:

- Lawyers for trademarks and patents,
- Industrial Designers & Engineers with D2 and Whistle Design Group.

In part due to ataraxyBSC & other companies this means that people remain employed in these fields because there is a demand for their work.

⁸ <https://www.grandviewresearch.com/industry-analysis/bicycle-saddles-market-report>

Contributes to innovation

Coming up with new & better ways to do things improves people's lives. Additionally, it may inspire others to come up with new ideas that enhance social connection, wellbeing and/or make lives better or more comfortable.

Contribution to Health

The vabsRider may contribute to greater personal mobility for those people who have difficulty riding a bike due to static seats. Introducing a dynamic seat may make bike riding more accessible to those recovering from injuries or simply unable to use a regular, traditional bike seat.

Contributes to investment

Any revenue that ataraxyBSC makes is invested back into the community through the payment of taxes, direct employment of staff, as well as the use of products and services to run the business.

The methods by which a culture of business innovation and entrepreneurship may be fostered in a nation, such as government investment in research and development, council grants for new businesses, school-based educational programs in entrepreneurship, and the creation of regional business start-up hubs

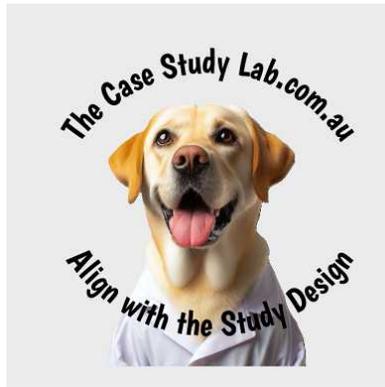
Both State and Commonwealth governments provide grants to businesses as incentives to invent and bring to market ideas and inventions created within the Australian community.

ataraxyBSC was the recipient of Research and Development tax incentives for the years of development for the vabsRider.



Watch this video about how the R & D tax incentive benefits companies

Link: [R & D tax incentives help business](#)



**The Case Study Lab presents
Timboon Fine Ice Cream
Unit 1 AOS 2**

**Internal business environment and
planning**



Acknowledgement

This Case Study on Timboon Fine Ice Cream is designed to be used in conjunction with the VCAA Business Management Study Design from 2023 – 2027.

Permission has been sought and received from VCAA to use the Units 1 & 2 Key Knowledge Study Design points from the above Study Design.

This is a contemporary Case Study, and its examples are designed to be a resource for Business Management Units 1 students & teachers in 2025 only.

This Case Study has been written in collaboration with Timboon Fine Ice Cream.

The Case Study Lab appreciates and is grateful for the time given by the owner, Tim Marwood, who was willing to share the operations of his business with us so that students around Victoria could get insight into what a local manufacturing business, who makes an outstanding product, needs to do to succeed.

Thank you, Tim, for taking time out of your busy schedule to enable us to write this resource.

This Unit 1 AOS 2 Case Study follows on from Unit 1 AOS 1 – Business Foundations.

Timboon Fine Ice Cream.

Founder and Owner – Tim Marwood.

Company profile

Timboon Fine Ice Cream (TFIC) was established in 1999 by Tim Marwood and his wife Caroline Simmons. Tim is a dairy farmer's son and comes from a line of dairy farmers in the Timboon area in Southwest Victoria. Instead of simply selling the milk produced in the farm, Tim wanted to “add value” to the milk itself rather than selling it to a milk company. As a result, he decided to make Ice Cream from the milk. Tim and Caroline had no experience in making Ice Cream and so in pre-internet days bought an American book on the science of making Ice Cream. So, as they decoded the highly scientific book, they learned to make Ice Cream and experimented with flavours that they tested on their friends and family around the dinner table.

Twenty-five years later Timboon Fine Ice Cream is an artisan Ice Cream maker. It has a staff of between 7 and 25 (depending on the season) is run as a private company with 3 shareholders and has an annual turnover of \$1.65million.



Introduction to Timboon Fine Ice Cream
Link [Introduction to Timboon](#)



Unit 1 AOS 2 Timboon Fine Ice Cream

There are very few artisan local (Victorian) Ice Creams in the market. When TFIC was established, there were only 2 artisan Ice Cream products. Now there are many global products competing in the “Fine Ice Cream” market. This includes international brands such as “Ben & Jerry’s”, and “Hagan Daas”. A long-time competitor “Gundowering” has now left the market as they supplied the direct grocery market only and found it became too hard to remain profitable. Gundowering was from Northeast Victoria and was in the market for 22 years.

Further in the grocery sector TFIC sees its competitors as:

- *Sugar free brands like Denada,*
- *Dairy free brands like Co-yo,*
- *Oat milk ice creams like Halo.*

Why isn't TFIC seen in more supermarkets?

The grocery part of the TFIC business is costly due to extra packaging and logistics (transporting the product from the manufacturer to the sales outlets). Also, there are eroding margins which means that the amount of profit that can be made from a product is decreasing. For example, previously TFIC was sold in Coles stores in NSW & Queensland. However, to replace the product when it was sold instead of being able to link into the Coles Distribution Centre system, Coles notified TFIC that it needed to restock product and to do that TFIC had to organise the transportation of the ice cream to the specific Coles stores in NSW and QLD. This was a costly exercise and was not profitable, even though it meant great visibility to a much larger number of customers. Because it was not an efficient use of resources the relationship was terminated.

Currently, TFIC only supplies independent grocery stores such as specific IGA's and in Victoria only, therefore market share is not significant at a national level.



You can find a store through TFIC website “Stockists”:
Link [TFIC Stockists](#)

Whilst TFIC sells its products into the direct grocery sector in some IGA supermarkets, it also sells direct to the public from its Flagship Timboon shop and in November 2024 it opened another direct to public shop, “Scooperie” in Ballarat. It also sells into the Fast-Moving Consumer Goods (FMCG) markets by selling its 100ml “Tiny Timboon” cups in Milk Bars, Service Stations and at the “12 Apostles Tourist Visitor information Centre” which is located nearby.

TFIC have 5 mobile vans that attend festivals and markets, and two mobile operators based in Moriac and Warrnambool. They also have a shop that sells direct to the public in the summer and autumn months located in Port Campbell. Currently TFIC is focusing on supplying the Victorian market including regional Victoria.

Unit 1 AOS 2
Timboon Fine Ice Cream

TFIC has built a large Flagship Ice Cream Shop in Timboon (this means that it is 100% owned by the business and showcases the business) and in late 2024 built a factory in the town. Further TFIC diversified during COVID into “Tiny Houses” on the Ice Cream Shop Property to draw people to the area and have them stay there.

Owners, Tim and Caroline also ran a Whisky Distillery and Restaurant from 2005-2015 again to help draw people into the area.

Unit 1 Area of Study 2:

Internal business environment and planning

The relationship between the internal environment and the external environment of a business



Image created in Microsoft copilot

The three elements of the business environment can be compared to a house with a fenced yard and the weather:

- **The house** represents the core of the business, where all the main activities and operations take place.

This is the internal environment.

- **The fenced yard** symbolizes the immediate surroundings of the business, including close interactions with customers, suppliers, and competitors.

This is the operating environment.

- **The weather** signifies external factors and conditions that impact the business, such as economic trends, regulations, and market changes.

This is the macro environment

Just like a house, yard, and weather interact to create a living environment, these three elements interact to shape the business environment.

Unit 1 AOS 2 Timboon Fine Ice Cream

The internal environment

The internal environment is like the inside of a house. This is where a business can exert the most control. The factors in the internal environment are:

- Managers
- Employees
- Systems and processes
- Shareholders
- Directors

The operating environment

The operating environment is like the fenced yard of a house. There is some control over this domain, but not as much as there would be in the house.

- Customers – The people who access a business' goods and services.
- Competitors – The other providers of similar goods and services in the same industry.
- Suppliers – The businesses who supply goods and services to the business so that it can operate.

The external environment

The external environment will be covered in the next area of study. Suffice to say that the external environment is like the weather. It is something that can impact the business, but the business has no control over it. Instead, businesses adapt to the external environmental conditions.

Types of businesses such as sole trader, partnership, private limited company, public listed company, social enterprises and government business enterprises, and the factors affecting the choice of business structure

TFIC is a private company with 3 shareholders. Tim Marwood, Caroline Simmons and Rob Leadbetter. TFIC chose a private company structure primarily due to limited liability.

Types of business models such as online business, direct-to-consumer business, bricks-and-mortar business, franchise, importer and exporter

TFIC is a bricks and mortar business. This means that it has a physical presence.



Timboon Fine Ice Cream

Check out the Flagship Store at 1a Barrett Street, Timboon
Link [Introducing Timboon Fine Ice Cream](#)

Its factory is situated in Timboon in Southwest Victoria, and it also has another site in the town which is its “Flagship” store which showcases its full flavour menu.

Unit 1 AOS 2
Timboon Fine Ice Cream

In addition, it has just opened a “Scooperie” store in Ballarat and it has a seasonal store in Port Campbell.



TFIC opens their Ballarat Scooperie!

In November 2024 TFIC opened their newest “Scooperie” in Ballarat.
Read more - [Ballarat Scooperie!](#)

It also has two licensed mobile van operators who work music festivals and markets.

All locations are a direct-to-consumer model, selling to those who will immediately enjoy TFIC.

It also has a distributor which supplies “Tiny Timboon” ice cream cups to service stations in the areas as well as and the 12 Apostles Visitor Centre which has a significant amount of customer traffic.

Unit 1 AOS 2
Timboon Fine Ice Cream

Timboon Fine Ice Cream comes in 3 forms



Tiny Timboons in 100ml cups (20 stockists)



Scooperies (7 permanent & seasonal) and Mobile Vans (5)



500 ml tubs (100 stockists)

Unit 1 AOS 2
Timboon Fine Ice Cream



Image created in Microsoft Co-pilot

Timboon Fine Ice Cream is also featured on 27 menus at restaurants in Victoria.

Costs and benefits of purchasing an existing business compared with establishing a new business

Tim, Caroline and Rob could have bought an existing business but that would have:

- Cost a significant amount of money
- Already had an established brand and reputation

Instead, they chose to create Timboon Fine Ice Cream.

Reasons:

- Coming from a 3rd generation farming family Tim had grown up in the area, knew it intimately and subsequently had strong links to the area and wanted it to continue to prosper.
- Wanted to add value to the existing dairy product in the region
- Wanted to create a business from the beginning, establishing the brand, exercising creativity and reputation for high quality
- Learn new skills such as Ice Cream manufacturing
- Support the local Timboon community
- Provide a focus on the fresh and high-quality products in the region
- Allows for independence in terms of products, timelines, distribution channels.

Unit 1 AOS 2 Timboon Fine Ice Cream

Starting a business from scratch allows the business owners to imprint their values and philosophy on it from the beginning. In this case it was honouring the high-quality milk produced in the region and turning it into Ice Cream.

This allowed a large degree of creativity in terms of learning to make the product, understanding what customers wanted, marketing the product, designing packaging, creating new products, such as Scoopy's which is awesome Ice Cream for dogs.

Establishing a new business allows for all of this to become a possibility.

Business resource needs (natural, labour and capital) and the factors affecting the use of business resources

Natural resources

TFIC has an essential link with agriculture in the Timboon region within the Corangamite region of southwest Victoria. High quality, fresh milk is essential to TFIC so that they can make a quality product. Here is what Tim and Caroline say about their links to dairy farming within the local community:

"While Tim & Caroline have long left farming behind to perfect the art of ice cream making - the connection to the land remains important for them

Using the highest quality local fresh milk and cream and sourcing locally grown/made ingredients is critical to producing the deliciously creamy ice cream you know and love.

Fresh milk is now sourced from the nearby Doolan family farm & and cream comes from other local farms.

Sam Doolan (a third-gen dairy farmer) with wife Belinda focus on sustainable farming for future generations. The family's dedication to herd management, cow health and sustainability is evident in the high-quality milk they produce - we pick it up 2-3 times a week!

Tim and Caroline feel fortunate to have access to such high-quality ingredients right on their doorstep & believe it's the fresh milk that makes their ice cream truly special.¹

The TFIC factory opened in November 2024, was designed in such a way as to ensure that milk deliveries are transferred to the manufacturing process in a smooth, one-way process to ensure that no impurities or contaminants are passed into the factory.

Labour

Timboon is a relatively small township with a population of 1250 according to the latest 2021 Census. TFIC employs between 7-25 people. There is enough people in the township for TFIC to source their employees.

¹ <https://www.timboonfineicecream.com.au/about-1>



What are the demographics for Timboon?

Check out the ABS statistics for the township of Timboon
Click on this link [ABS statistics for Timboon](#)

Capital

Capital is essential to any business. Tim & Caroline have a relationship with NAB to provide capital for the large steps they have taken in the business including building their flagship store in Timboon in 2016 and building a new factory in November 2024.



TFIC links with NAB for Capital

TFIC sourced their capital for the Flagship store and in November 2024 their new factory from NAB.
Click on this link [Capital for TFIC from NAB](#)

Business locations and the factors affecting choice of location

The general location of TFIC was obvious due to family connection to the land as a result of 3 generations of dairy farmers, so TFIC was always going to be located in Timboon. The area is a well-known dairy farming region.

However, in order to showcase the product, Tim and Caroline realised that there was no “Centrepiece” in the town which could attract people to the area and in particular to taste their ice cream.

As previously mentioned, Tim and Caroline also established a Whisky Distillery in Timboon whilst they were also manufacturing Timboon Fine Ice Cream to attract tourists to the area. However, they realised that there was nowhere in Timboon for them to showcase their ice cream, because ice cream and whisky are not complementary products!

Not far from the distillery was a rough and overgrown piece of land which Tim and Caroline felt would be perfect as a site to showcase their ice cream. After some negotiations it was purchased, and they felt that it was a large enough site to house both a flagship store and a new factory.

Unit 1 AOS 2
Timboon Fine Ice Cream

To help visualise the land here is a map:



Image from Google Earth²

You can see from the size of the land that it has great potential and originally Tim and Caroline were intending to build the new factory here as well (this was before they built the Tiny Homes business).

However, once the Flagship Store was built it became clear that the Flagship store required the extra parking spaces that were onsite in times of peak demand for ice cream and there is a parking overflow area for these vehicles.

Also, it became clear that it would become difficult to have the two at one site because of heavy vehicle traffic such as trucks making deliveries was not conducive to a pedestrian friendly precinct where people could relax and enjoy ice cream.

In 2020 as a result of COVID and because regional Victoria was open to tourists even though Melbourne was not due to lockdowns, Tim and Caroline created their “Tiny

² <https://earth.google.com/web/search/1A+BARRATT+ST+TIMBOON/@-38.48122894,142.97682585,85.57677395a,3381.12965252d,35y,0h,0t,0r/data=CiwiJgokCWmh5mCXPUPAEB5MtYoGPkPAGfkb52Jq32FAIaMgzX8132FAQgIIAToDCgEwOgIIAEoNCP> wEQAQ Version 10.73.0.1 released 2023

Unit 1 AOS 2
Timboon Fine Ice Cream

Homes” business as an accommodation option to stay in the town and therefore attract and retain more tourists to the area.



Check out “Timboon Tiny Homes”
Click on this link [Timboon Tiny Homes](#)

Sources of finance available to establish a business and the factors affecting the type and source of finance chosen

Initially personal finances and savings were the source of finance to test the concept of TFIC and whether this was a product that was needed in the market. Clearly it was a product that the market wanted.

Over time and as mentioned previously they decided that it was important to have a place in Timboon where the high-quality ice cream could be showcased which is when they approached NAB for a loan to build the flagship store.

To build the flagship store Tim and Caroline needed another partner. Rob Leadbetter had decades of experience in manufacturing ice cream in particular and was already a good friend of theirs. So, in 2016 Rob came on board as the 3rd shareholder in the business.

Bringing Rob on board meant that there was more capital in the company and enabled the Flagship store to be built with not too much debt.

A new era, building a new factory

When the decision was made to build a new factory, the business did not have any debt.

After deciding to build the factory TFIC contributed \$500,000 worth of capital from their cash flow and secured a bank loan for the rest of the money.

In November 2024, TFIC moved their factory to their custom-built premises within the Timboon township. The site is leased on a long-term basis. This provided enough security and confidence for the bank to approve finance for this customised factory specific to TFIC needs.

When a loan is taken out it means that the business is carrying more debt and so the business is keen to eliminate that debt as soon as possible. This is because the longer a loan is outstanding the more interest is paid on it over time. Whilst business loans are tax deductible it can be desirable to have as little debt as possible.

This can be done by increasing revenues through more sales to pay off the loan sooner. TFIC has had a good summer of business at the end of 2024 and the beginning of 2025 which means that its revenues have been strong. The business now needs to consider the extra manufacturing capacity it has and decide how to make it work most effectively

Unit 1 AOS 2 Timboon Fine Ice Cream

for the business, initially to increase revenues and help pay down debt and then increase profitability for the business.

And a new Scooperie!



Timboon Scooperie Ballarat!

In November 2024 TFIC opened a new “Scooperie” at 615 Sturt Street, Ballarat. This is a leased premises.

This creates another outlet where TFIC has full control over its operations and can provide an outlet for the additional ice cream it can now manufacture. This raises the possibility of increasing revenue.

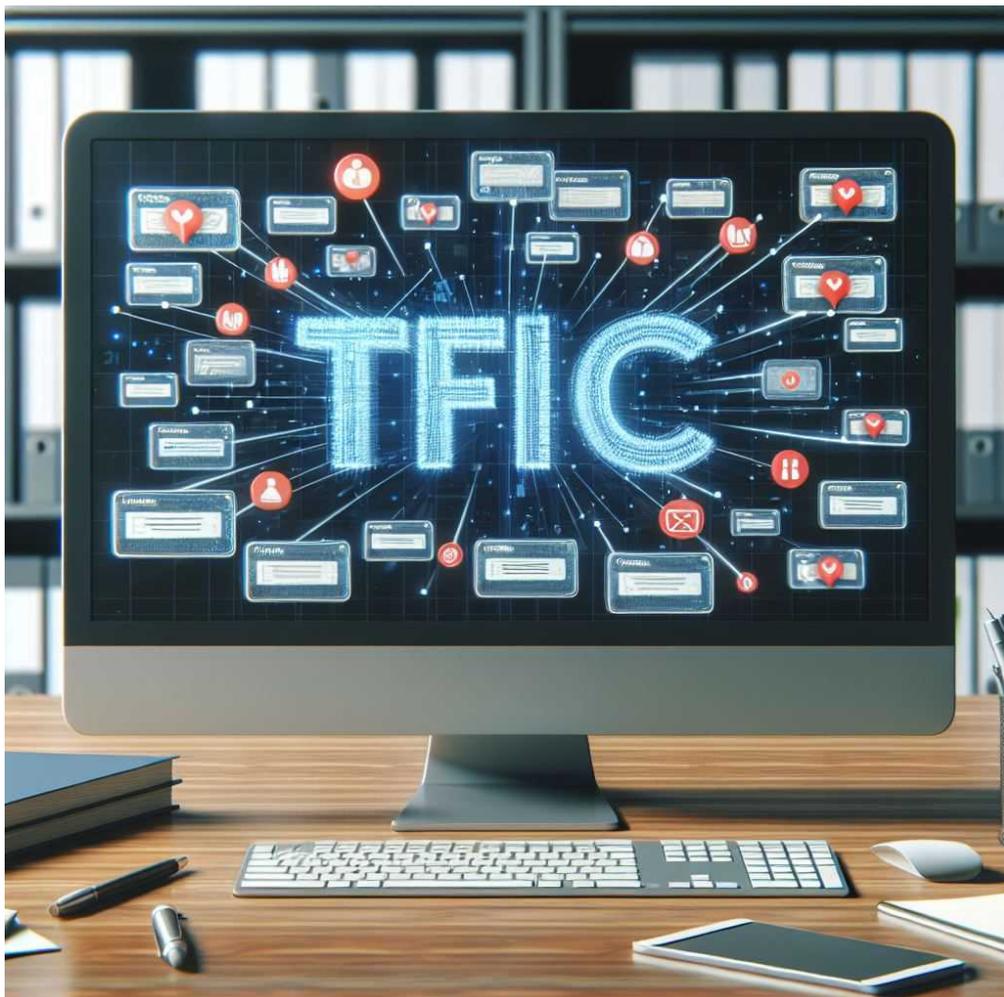
The site is a north facing (essential for an ice cream store), sunny location, on the periphery of the central hospitality precinct of Ballarat and is not far from the hospital.

When you consider that Ice Cream is a luxury food these factors all combine to make it a treat and comfort for people who desire ice cream or are returning from local restaurants and feel like dessert or those from the hospital who may need a sweet treat to face challenging times in a vibrant and sunny location.

Business support services such as legal, financial, technological, community-based, formal and informal networks, and business mentors

For TFIC, acquiring appropriate legal and accounting advice came from family contacts and these firms are local to the area.

- For advice and information about the appropriate technologies to implement and how to use them, essentially Tim is self-taught. He is interested in technology and the TFIC website is updated regularly to provide new content and update information.
- Apart from promotional purposes, the TFIC website is extremely important to the business because its primary purpose is to allow customers to buy the 500ml tubs at a local grocery store or other stockists as well as directions to scoop site shops in Timboon, Port Campbell, Ballarat and local markets through their food trucks.
- At times, social media such as Instagram is also important to serve this purpose.
- The secondary function of the website is to allow wholesalers and supermarkets to get in touch to enquire how they can stock the product.



Unit 1 AOS 2 Timboon Fine Ice Cream

TFIC regularly features on all of the social media channels such as Facebook, Instagram, Threads, Tiktok and Youtube. AI tools such as copilot and chatGPT are also used to help write effective website copy and increase community engagement.

Tim also observes international competitors to determine trends in the industry.

Whilst there were no standout business mentors there is a Southwest Business reference group which is a formal network that meets in the region monthly and includes other businesses as well as the City of Warrnambool. This provides the opportunity to build connections and networks within businesses in the area.

Planning analysis tools to assist in determining the strengths and weaknesses of decisions regarding changing internal factors, such as SWOT analysis

Planning that went into considering the viability of the initial Flagship store in Timboon considered data from Tourism Victoria & Local tourism data. This data was collected from customers visiting the distillery that Tim and Caroline ran (prior to the opening of the Flagship store) which showed that between 30,000 and 40,000 people per year were travelling through Timboon.

TFIC also engage a business consultant from time to time to “freshen up” their thinking around the business. TFIC is emerging from a period of change such as completing the new factory and opening the Scooperie in Ballarat and creating the new brand of dog ice cream, “Scoopy’s” and so the time is ripe for a consultant to be engaged again to work out the way forward for the business over the next 5 years.

The owners will meet in mid 2025 to consider and assess the following:

- Current position of the business,
- Business growth and evolution,
- Which goals require resetting,
- Paying down the debt currently owing on the new factory,
- Reconsider production targets,
- The possibility of employing a general manager to run the factory,
- Determine how the business can be more efficient,
- Growth opportunities with increased production targets and
- How better profit margins can be achieved.

Once the new strategic direction is set, they will meet with the accountants to work out financially how to put these plans into place and then how the business will go about achieving them.

Overview of business plans, including the benefits of using them and an outline of their key features

The owners of TFIC work in the business during its peak production period from about September to April. Once production slows due to a decrease in demand the owners can work on the business as stated above.

The Business Plan for TFIC is revisited every 4 years and it is especially important now since the new factory is capable of much higher production volumes of Ice Cream and the Scooperie in Ballarat has opened.

TFIC accountants are consulted as the Business Plan is being updated but there are more nuances in the premium ice cream business that may not be reflected in the accounts. These nuances are understood by the owners.

Corporate social responsibility considerations and business planning

Fulfils a social need

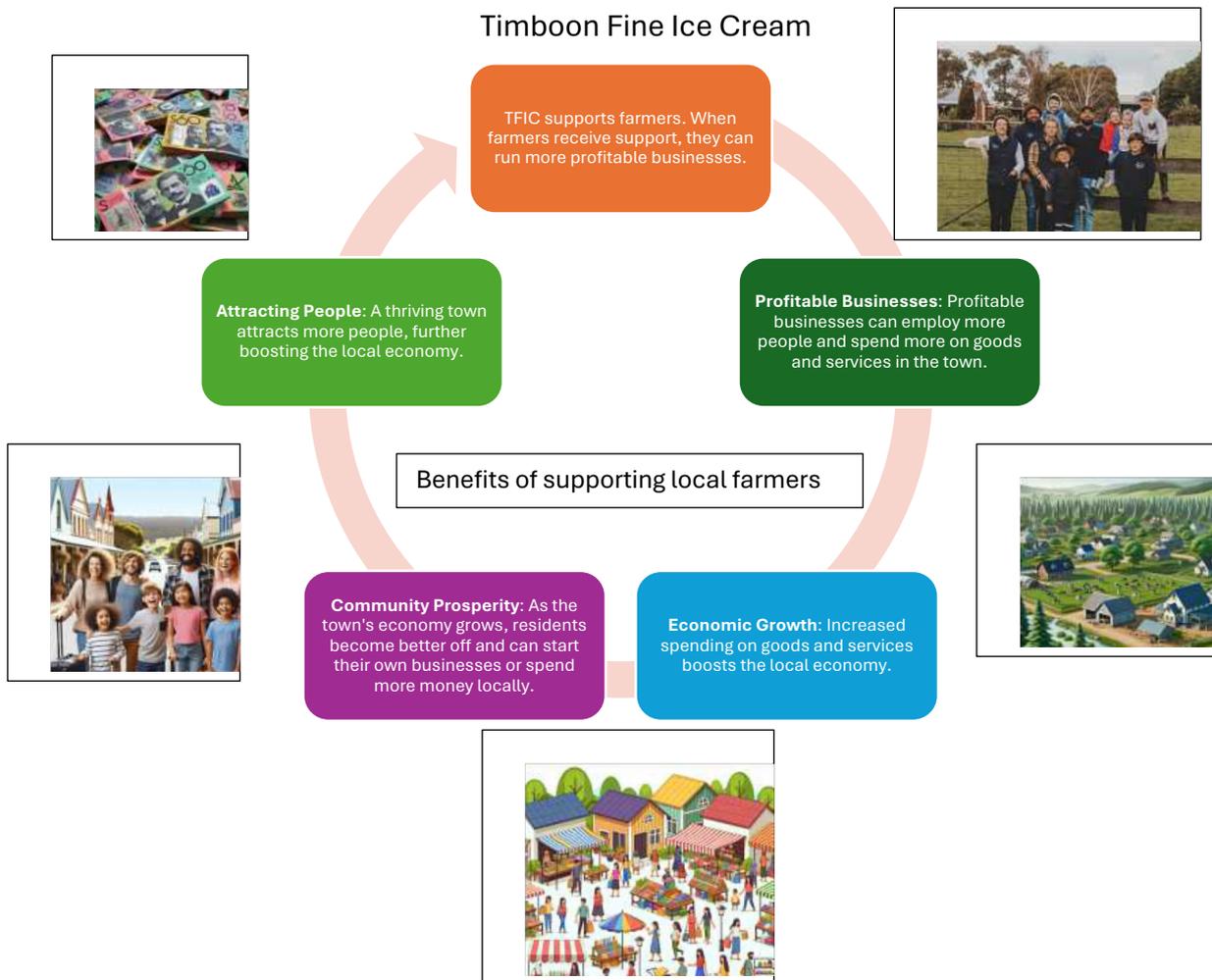
The southwest district of Victoria is a renowned farming region, and dairy has a significant role to play. However, the dairy industry in the region and more broadly has been impacted by the global milk price. Originally growing up on a dairy farm, Tim wanted to have more control over the price he would receive from his milk and as a result created TFIC. In doing so he buys his milk from locals, Belinda and Sam Doolan's farm which supports local farmers.

Here are some of the benefits for supporting local farmers:

1. **Support for Farmers:** When farmers receive support, they can run more profitable businesses.
2. **Profitable Businesses:** Profitable businesses can employ more people and spend more on goods and services in the town.
3. **Economic Growth:** Increased spending on goods and services boosts the local economy.
4. **Community Prosperity:** As the town's economy grows, residents become better off and can start their own businesses or spend more money locally.
5. **Attracting People:** A thriving town attracts more people, further boosting the local economy.

This is a socially responsible way to do business & ultimately TFIC conducts business with people that they like and enjoy interacting with.

Unit 1 AOS 2 Timboon Fine Ice Cream



Other CSR considerations

TFIC recycle which means to convert what would otherwise be waste into another reuseable material such as the cardboard packaging that the ingredients arrive in is recycled and returned to the supplier so that they can be recycled into other products.

TFIC has a philosophy of giving back to the community. Here are some of the ways that they do this:

- They have a very efficient production process and from a production perspective there is little waste from the production process at TFIC. Mainly waste is the cleaning water.
- To support the community TFIC and another business the Timboon Railway Shed Distillery are joining forces together with the regional council to build a “Power Creek footbridge” linking the two businesses and rejuvenate parkland and install public BBQs as well as eradicating weeds, planting native plants and shoring up the banks of the Power Creek which runs through parkland in the town.
- As mentioned previously, TFIC use local and regional suppliers for their Ice Cream ingredients.

Unit 1 AOS 2
Timboon Fine Ice Cream

- In 2021 they partnered with local first nations group “Worn Gundidj” near Warrnambool to produce a special line of “bushfood” flavoured Ice Cream, to sell to tourists at Tower Hill, an inactive volcano tourist destination.
- Since the factory uses approximately 160kw of power during its peak manufacturing times, TFIC are considering installing solar panels onto the factory roof (the Flagship Store is already covered with solar panels).





**The Case Study Lab presents
Timboon Fine Ice Cream
Unit 1 AOS 3**

**External business environment and
planning**



Acknowledgement

This Case Study on Timboon Fine Ice Cream is designed to be used in conjunction with the VCAA Business Management Study Design from 2023 – 2027.

Permission has been sought and received from VCAA to use the Units 1 & 2 Key Knowledge Study Design points from the above Study Design.

This is a contemporary Case Study, and its examples are designed to be a resource for Business Management Unit 1 students & teachers in 2025 only.

This Case Study has been written in collaboration with Timboon Fine Ice Cream.

The Case Study Lab appreciates and is grateful for the time given by the owner, Tim Marwood, who was willing to share the operations of his business with us so that students around Victoria could get insight into what a local manufacturing business, who makes an outstanding product, needs to do to succeed.

Thank you, Tim, for taking time out of your busy schedule to enable us to write this resource.

This Unit 1 AOS 3 Case Study follows on from Unit 1 AOS 2 – Internal business environment & planning.

Timboon Fine Ice Cream.

Founder and Owner – Tim Marwood.

Company profile

Timboon Fine Ice Cream (TFIC) was established in 1999 by Tim Marwood and his wife Caroline Simmons. Tim is a dairy farmer's son and comes from a line of dairy farmers in the Timboon area in Southwest Victoria. Instead of simply selling the milk produced in the farm, Tim wanted to “add value” to the milk itself rather than selling it to a milk company. As a result, he decided to make Ice Cream from the milk. Tim and Caroline had no experience in making Ice Cream and so in pre-internet days bought an American book on the science of making Ice Cream. So, as they decoded the highly scientific book, they learned to make Ice Cream and experimented with flavours that they tested on their friends and family around the dinner table.

Twenty-five years later Timboon Fine Ice Cream is an artisan Ice Cream maker. It has a staff of between 7 and 25 (depending on the season) is run as a private company with 3 shareholders and has an annual turnover of \$1.65million.



Introduction to Timboon Fine Ice Cream
Link [Introduction to Timboon](#)



Unit 1 AOS 3 Timboon Fine Ice Cream

There are very few artisan local (Victorian) Ice Creams in the market. When TFIC was established, there were only 2 artisan Ice Cream products. Now there are many global products competing in the “Fine Ice Cream” market. This includes international brands such as “Ben & Jerry’s”, and “Hagan Daas”. A long-time competitor “Gundowering” has now left the market as they supplied the direct grocery market only and found it became too hard to remain profitable. Gundowering was from Northeast Victoria and was in the market for 22 years.

Further in the grocery sector TFIC sees its competitors as:

- *Sugar free brands like Denada,*
- *Dairy free brands like Co-yo,*
- *Oat milk ice creams like Halo.*

Why isn't TFIC seen in more supermarkets?

The grocery part of the TFIC business is costly due to extra packaging and logistics (transporting the product from the manufacturer to the sales outlets). Also, there are eroding margins which means that the amount of profit that can be made from a product is decreasing. For example, previously TFIC was sold in Coles stores in NSW & Queensland. However, to replace the product when it was sold instead of being able to link into the Coles Distribution Centre system, Coles notified TFIC that it needed to restock product and to do that TFIC had to organise the transportation of the ice cream to the specific Coles stores in NSW and QLD. This was a costly exercise and was not profitable, even though it meant great visibility to a much larger number of customers. Because it was not an efficient use of resources the relationship was terminated.

Currently, TFIC only supplies independent grocery stores such as specific IGA's and in Victoria only, therefore market share is not significant at a national level.



You can find a store through TFIC website “Stockists”:
Link [TFIC Stockists](#)

Whilst TFIC sells its products into the direct grocery sector in some IGA supermarkets, it also sells direct to the public from its Flagship Timboon shop and in November 2024 it opened another direct to public shop, “Scooperie” in Ballarat. It also sells into the Fast-Moving Consumer Goods (FMCG) markets by selling its 100ml “Tiny Timboon” cups in Milk Bars, Service Stations and at the “12 Apostles Tourist Visitor information Centre” which is located nearby.

TFIC have 5 mobile vans that attend festivals and markets, and two mobile operators based in Moriac and Warrnambool. They also have a shop that sells direct to the public in the summer and autumn months located in Port Campbell. Currently TFIC is focusing on supplying the Victorian market including regional Victoria.

Unit 1 AOS 3
Timboon Fine Ice Cream

TFIC has built a large Flagship Ice Cream Shop in Timboon (this means that it is 100% owned by the business and showcases the business) and in late 2024 built a factory in the town. Further TFIC diversified during COVID into “Tiny Houses” on the Ice Cream Shop Property to draw people to the area and have them stay there.

Owners, Tim and Caroline also ran a Whisky Distillery and Restaurant from 2005-2015 again to help draw people into the area.

Unit 1 AOS 3
Timboon Fine Ice Cream

Table of Contents

External business environment and planning.....	1
Acknowledgement.....	2
Timboon Fine Ice Cream.	3
Founder and Owner – Tim Marwood.	3
Unit 1 Area of Study 3:	7
External business environment and planning.....	7
An overview of the factors within the external (macro & operating) environment that affect business planning.....	7
Macro factors affecting business planning.....	8
An overview of key legal and government regulations affecting businesses in the planning stage	9
Societal attitudes and behaviour such as values, beliefs and trends	10
Economic conditions such as interest rates, employment levels, tax rates and levels of consumer confidence	11
Technological considerations such as how the market may change in the future and how businesses adapt to developments in technology	11
Global considerations such as overseas competitors, overseas markets, offshoring of labour, exchange rates, patenting, copyrights, trademarks and online sales	12
Corporate social responsibility considerations related to business planning, such as environmental considerations and planning for socially responsible production of goods and services	12
Operating factors that affect business planning.....	13
Customer needs and expectations	13
Competitors’ behaviour	14
Suppliers of business resources and considerations regarding the supply chain, such as from where resources are sourced and how they reach the business	14
Special interest groups such as environmental lobby groups, business associations and unions.....	15

Unit 1 Area of Study 3:

External business environment and planning

An overview of the factors within the external (macro & operating) environment that affect business planning



Image created in Microsoft copilot

The three elements of the business environment can be compared to a house with a fenced yard and the weather:

- **The house** represents the core of the business, where all the main activities and operations take place.

This is the internal environment.

- **The fenced yard** symbolizes the immediate surroundings of the business, including close interactions with customers, suppliers, and competitors.

This is the operating environment.

- **The weather** signifies external factors and conditions that impact the business, such as economic trends, regulations, and market changes.

This is the macro environment

Just like a house, yard, and weather interact to create a living environment, these three elements interact to shape the business environment.

The internal environment

The internal environment is like the inside of a house.

This is where a business can exert the most control. The factors in the internal environment are:

- Managers
- Employees
- Systems and processes
- Shareholders
- Directors

The operating environment

The operating environment is like the fenced yard of a house.

There is some control over this domain, but not as much as there would be in the house. The factors in the operating environment are:

- Customers – The people who access a business' goods and services.
- Competitors – The other providers of similar goods and services in the same industry.
- Suppliers – The businesses who supply goods and services to the business so that it can operate.

Macro factors affecting business planning

The external (macro) environment

The external environment is like the weather.

It is something that can impact the business, but the business has no control over it. Instead, businesses adapt to the external environmental conditions.

The external environment comprises of the following STEEPLE factors which are;

- Social and Demographic – current social trends and demographics of the community.
- Technological – The state of technology available for use by business such as access to reliable high-speed internet at a low cost with reasonable levels of security.
- Environmental – The attitudes to protection of the natural environment as well as appropriate climate change policies, conservation and reduction of exploitation of natural resources.
- Economic – The levels of inflation, unemployment, and the current position of the economic cycle.

Unit 1 AOS 3
Timboon Fine Ice Cream

- Political – Stable government, predictable election cycles, investment via grants and tax incentives.
- Legal – Appropriate consumer laws, access to copyright protections, trademarks and patent systems.
- Ethical – Support the objectives of the community whilst overriding the objective of profit.

An overview of key legal and government regulations affecting businesses in the planning stage

Timboon Fine Ice Cream is subject to several laws in its business these include:

Food safety regulations

TFIC is certified by two organisations: Dairy Food Safety Victoria and HACCP Australia.

TFIC receives certification from Dairy Food Safety Victoria (DFSV) because they are responsible for regulating the Victorian dairy industry to safeguard public health.



What does Dairy Food Safety Victoria do and what does its logo look like?

Click this link [DFSV Logo](#)

DFSV derives its regulatory powers from the *Dairy Act 2000 (Vic)* and the *Food Act 1984 (Vic)*.¹ DFSV requires TFIC to have its *Food Safety Plan subjected to monthly tests*.

These tests are:

On product samples for:

- *Listeria Monocytogenes,*
- *Coliforms and*
- *E. coli*

TFIC's potable water is tested for:

- *E. coli.*

Occupational Health and Safety Laws

Workplace Health and Safety are examples of other laws that TFIC must follow:



Workplace Health and Safety

All businesses in Victoria must comply with Occupational Health & Safety laws.

Link - [Worksafe](#)

¹ <https://www.dairysafe.vic.gov.au/about-dfsv/our-role>

Employment laws

Employment laws are crucial to find and retain the best employees. At any one time TFIC employs between 7-25 people in their business.

Play this quiz to see how employment law can be applied to the workplace



Play this quiz

All businesses in Victoria must comply with employment law including Workplace Basics. Play the quiz!

Link - [Workplace Basics](#)

Societal attitudes and behaviour such as values, beliefs and trends

Research conducted in 2023 & 2024 indicates that Australian consumers are willing to pay more for locally made products. In part this is due to trusting the manufacturing processes and standards that apply to Australian products but also because it creates jobs in the local Australian economy².

A recent trend is to establish “Artisan Food Trails”. Victoria offers several popular artisan food trails that highlight a region's rich culinary heritage. Here are a few you might enjoy:

1. **12 Apostles Food Artisans Trail:** This trail along the Great Ocean Road is a gourmet adventure featuring local producers of ice cream, cheese, chocolates, whisky, and more. You can visit places like the Timboon Fine Ice Cream, Schultz Organic Dairy, Berry World, and Apostle Whey Cheese.
2. **Yarra Valley Food and Wine Trail:** Known for its wineries, the Yarra Valley also offers a variety of artisan food experiences. You can visit local cheese makers, chocolatiers, and organic farms.
3. **Mornington Peninsula Food Trail:** This trail is famous for its fresh produce, wineries, and specialty food shops. Highlights include Red Hill Cheese, Main Ridge Dairy, and the Peninsula Hot Springs.
4. **Bellarine Taste Trail:** Located near Geelong, this trail features over 40 food and wine destinations. You can enjoy fresh seafood, local wines, and gourmet produce from places like Jack Rabbit Vineyard and the Flying Brick Cider Co.

These trails provide a wonderful way to explore Victoria's diverse food culture and provides a “meet the maker” experience to tourists exploring these regions.

² <https://australianmade.com.au/latest-news/2024/more-than-4-in-5-aussie-businesses-buy-australian-made-wherever-possible/>



12 Apostles Food Artisan Trail

Explore 12 Apostles food artisan trail

Link - [12 Apostles Food Artisan Trail](#)

Economic conditions such as interest rates, employment levels, tax rates and levels of consumer confidence

During the pandemic, TFIC faced challenging economic conditions due to reduced tourism due to lockdowns and in particular Melbourne's "Ring of Steel" which divided regional Victoria from the Melbourne metropolitan area.

To respond to this, Tim and Caroline created a new business called "Timboon Tiny Homes". There was enough land at the rear of the flagship store to create their accommodation hub and the tiny homes themselves were built locally in Ballarat.



Click this link

Check out "Timboon Tiny Homes" website!

Link - [Timboon Tiny Homes](#)

The creation of this business allowed Tim and Caroline to attract and retain visitors to the area where they could stay for a few days. The Timboon Tiny Homes are a high-quality accommodation in the area.

Another way that economic conditions have affected TFIC is interest rates. TFIC needed a bank loan to build their new factory in 2024. The business had to consider whether the interest rate was appropriate to take the loan.

Technological considerations such as how the market may change in the future and how businesses adapt to developments in technology

Website hits and Online services.

- Online services such as website hits are extremely important to TFIC because its primary purpose is to allow customers to buy the 500ml tubs at a local grocery store or other stockists as well as directions to scoop site shops in Timboon, Port Campbell, Ballarat and local markets through their food trucks.
- At times, social media such as Instagram is also important to serve this purpose.
- The secondary function of the website is to allow wholesalers and supermarkets to get in touch to enquire how they can stock the product.

Unit 1 AOS 3
Timboon Fine Ice Cream



Website hits are extremely important to TFIC!
(Image - Created in Microsoft copilot)

Global considerations such as overseas competitors, overseas markets, offshoring of labour, exchange rates, patenting, copyrights, trademarks and online sales

TFIC has a range of overseas competitors competing in the “Fine Ice Cream” market. The local artisan Ice Cream market is very small, but the international artisan ice cream market is large with brands such as “Ben & Jerry’s” and “Hagen Daas” dominating. Other competitors include Denada, Co-yo and Halo.

TFIC has decided for the moment to confine itself to its region (Southwest Victoria) and the State of Victoria. This will leverage local brand recognition and encourage consumers to buy local.

The only global considerations for TFIC is that they have considered sourcing “Tiny Timboon” 100ml cups from China.

Corporate social responsibility considerations related to business planning, such as environmental considerations and planning for socially responsible production of goods and services

TFIC has a philosophy of giving back to the community. Here are some of the ways that they do this:

- They have a very efficient production process and from a production perspective there is little waste from the production process at TFIC. Mainly waste is the cleaning water.

Unit 1 AOS 3 Timboon Fine Ice Cream

- To support the community TFIC and another business the Timboon Railway Shed Distillery are joining forces together with the regional council to build a “Power Creek footbridge” linking the two businesses and rejuvenate parkland and install public BBQs as well as eradicating weeds, planting native plants and shoring up the banks of the Power Creek which runs through parkland in the town.



Click this link

Check out “Power Creek Footbridge” Insta reel!

Link - [The footbridge is open!](#)

- TFIC use local and regional suppliers for their Ice Cream ingredients. The Doolan Family supplies milk to the business, United Dairy Company and Symons Organic Dairy in Mortlake supply the cream and Saputo supply the skim milk powder.
- TFIC have supported local indigenous business groups. As an example, in 2021 they partnered with local first nations group “Worn Gundidj” near Warrnambool to produce a special line of “bushfood” flavoured Ice Cream, to sell to tourists at Tower Hill, an inactive volcano tourist destination.
- Since the factory uses approximately 160kw of power during its peak manufacturing times, TFIC are considering installing solar panels onto the factory roof (the Flagship Store is already covered with solar panels).

Operating factors that affect business planning

Customer needs and expectations

Because TFIC is a premium product it is sold at a premium price.



Unit 1 AOS 3 Timboon Fine Ice Cream

Customers of TFIC expect that the ingredients used are ethically sourced and that local products are used in the manufacturing process. Customers also expect that the product is manufactured locally, and that staff are appropriately remunerated.

Where possible because customers see TFIC as an icon of Victoria's SW region they expect that the business will invest back into the community, which TFIC does as shown by its many CSR initiatives.

Competitors' behaviour

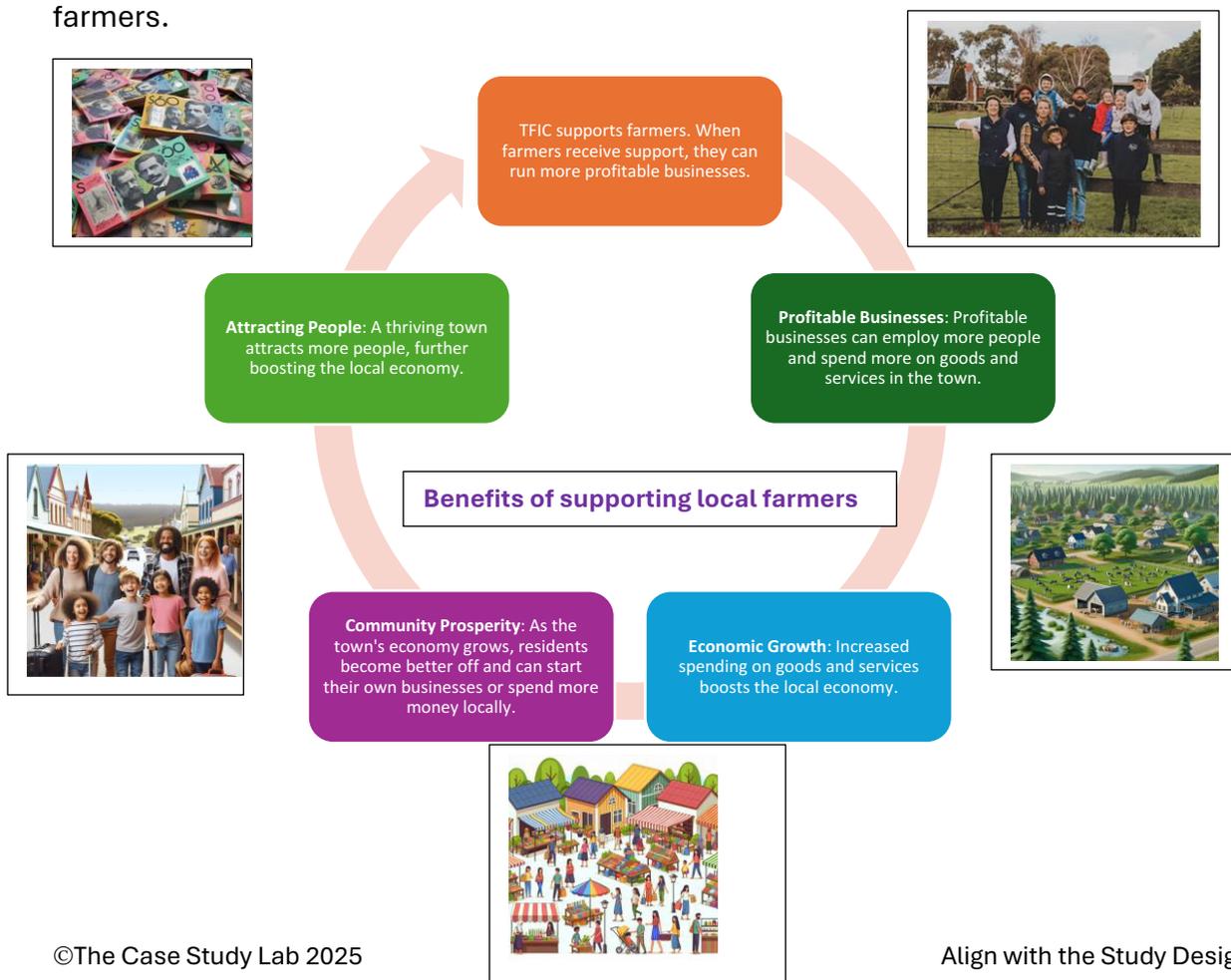
TFIC has a range of overseas competitors competing in the "Fine Ice Cream" market. The local artisan Ice Cream market is very small, but the international artisan ice cream market is large with brands such as "Ben & Jerry's" and "Hagen Daas" dominating. Other competitors include Denada, Co-yo and Halo.

TFIC has decided for the moment to confine itself to its region (Southwest Victoria) and the State of Victoria. This will leverage local brand recognition and encourage consumers to buy local.

Suppliers of business resources and considerations regarding the supply chain, such as from where resources are sourced and how they reach the business

Milk - 500 litres collected 1-2 times per week

TFIC buy their milk from locals, Belinda and Sam Doolan's farm which supports local farmers.



Unit 1 AOS 3 Timboon Fine Ice Cream

As the graphic above explains, when the farmers are supported, they run a more profitable business, when their business is profitable, they can employ more people and spend more on goods and services in the town. When more goods and services are bought in the town, the people in the town are better off and can create their own businesses or spend more money in the town and the district, this attracts more people to the town etc.

Cream – Delivered weekly

Cream is supplied from regional dairies including United Dairy Company and Symons Organic Dairy in Mortlake. Because TFIC make ice cream to order to ensure freshness they have a limited capacity to store milk & cream. When it arrives at the factory it is used immediately.

Skim milk powder – Delivered monthly

The skim milk powder used in the production of TFIC is currently sourced from a business called “Saputo” in the town of Allansford which is approximately 40kms from Timboon. The skim milk powder is delivered monthly and TFIC uses approximately 3 tons per year.

Ultimately TFIC conducts business with people that they like and enjoy interacting with.

Special interest groups such as environmental lobby groups, business associations and unions

This is not relevant to TFIC.

