

# Business Case Study

## Jonai Farm



### Jonai Farm

Jonai Farm, established in 2011 by Tammi and Stuart Jonas is a family of 'ethicurean' farmers raising pastured rare-breed Large Black pigs and a small herd of cattle on 69 acres of volcanic paddocks just outside Daylesford, Victoria. They butcher pork and beef on-farm and sell at the farm gate and through local delivery systems.

### Summary

Initially Tammi and Stuart were investing large amounts of time and resources into the logistics of livestock haulage as well as butchering and transporting meat and carcasses. They identified their highest operational expenditure and systematically implemented innovative approaches to reducing them.

### What they wanted to do

The core business need that Jonai set out to deal with was to create a balance between financial efficiency, environmental efficiency and ethical production of livestock and meat products. Specifically they wanted to:

- Lead the charge for small scale, ethical livestock farming and slaughtering and still make a profit
- Reduce costs of transport, deliveries, fuel and livestock feed
- Less intensive levels of personal commitment, particularly their own time

### Outcomes and Measurable Impacts

- Significantly reduced operational costs
- Farm became profitable in less than 3 years
- Reduced inputs for feed by over 80%

They have been able to take control for a significant part of the supply chain that otherwise would have incurred costs both in transport and external labour costs.

By bringing as many of their supply and distribution chains on, or as close, to the property as possible, Jonai Farm has significantly reduced the personal time spent on the road and increased the time spent on farm. In doing this they have made their own work-life balance considerably more sustainable.

By taking food waste from other food manufacturers, Tammi and Stuart also contribute to the sustainability of the overall food chain – removing waste that might otherwise go to landfill. In these situations, both Jonai, as receivers, and the producers of waste, are able to reduce costs and decrease the impact their operation has on the environment.

### Lessons learnt and advice

Focus on business areas of high cost first and identify initiatives offering the greatest return on investment. It was this focus that led Jonai Farm to even consider onsite butchering, which has now become a central component of their success and a point of difference in terms of the farm's marketing.

By taking this focus on cost and return on investment, they became profitable quicker than they might have otherwise.

This has allowed them to focus on other objectives, in their case, ecological and regenerative agricultural practices.

Their final words of wisdom: "Bite off more than you can chew, and chew like hell!"

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