F3 IMPACT REPORT NOV 2025 TO JUL 2026

Nine months of client work

F3 Global Australia | Consulting | November 2025 to July 2026

CLIENTS **6**

COUNTRIES **5**

VOLUNTEER HOURS **1,760**

SAVINGS A YEAR **A$ 136k**

Between November 2025 and July 2026, 33 F3 volunteers worked with six businesses in five countries. The work found about A$136,000 a year in savings, launched four websites and set up three customer systems, all delivered at no cost to the clients.

THE NINE MONTHS IN NUMBERS	
Client engagements completed	**6**
Based in Melbourne / overseas	**2 / 4**
Countries	**Australia, UK, South Korea, South Africa, Spain**
Volunteers involved	**33**
Volunteer hours	**1,760**
Annual savings identified and in place	**About A$136,000**
Websites or online stores launched	**4**
CRM and customer data systems set up	**3**
Supplier contracts reviewed	**73**
Staff trained at client businesses	**54**
Fees charged to clients	**A$0**

Source: F3 engagement records and client data at handover. Savings are annualised and counted only where the client has signed the new contract or made the change. Converted at A$1 = €0.57, £0.50, ₩910 and R11.50.

Who we are. F3 Global Australia is a student-led club. Every role, including the executive, is an unpaid volunteer position. Our members study at universities in Melbourne, Sydney and Brisbane, and we work alongside F3 branches in 12 other countries.

What we do. We help small businesses and social enterprises grow, give practical help to communities that need it, and teach financial literacy. Clients pay nothing. Volunteers get real work under the guidance of experienced reviewers.

How we work. Every engagement follows the same seven stages: scope, diagnose, structure, analyse, test, recommend and hand over. Most run for six weeks. We only count a result once the client has put it in place, and we check it again at handover.

How to read this report. Pages 3 to 8 give one page to each client: what they asked for, what we did and what changed. Page 9 explains how we measured it. Client names are withheld; each client is described by sector and city.

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1. Where we worked

SIX CLIENTS, FIVE COUNTRIES, NOVEMBER 2025 TO JULY 2026

Figure 1: The six engagements

	Client	Location	Size	Dates	Team	Headline result
A	Specialty café	Melbourne	1 site, 14 staff	Nov to Dec 2025	5	A$28,600 a year saved through procurement and fees
B	Café group	London, UK	2 sites, 23 staff	Dec 2025 to Feb 2026	6	Catering orders up from 4 to 19 a month
C	Bakery café	Seoul, South Korea	1 site, 9 staff	Jan to Feb 2026	5	Waste at close down from 12% to 7%
D	Diagnostics biotech	Melbourne	9 staff, pre-revenue	Mar to Apr 2026	7	Investor meetings up from 6 to 21 in a quarter
E	Apparel social enterprise	Cape Town, South Africa	16 staff	Mar to May 2026	5	Export gross margin up from 28% to 36%
F	Boutique hotel	Barcelona, Spain	24 rooms	May to Jul 2026	5	Direct bookings up from 14% to 23% of room nights

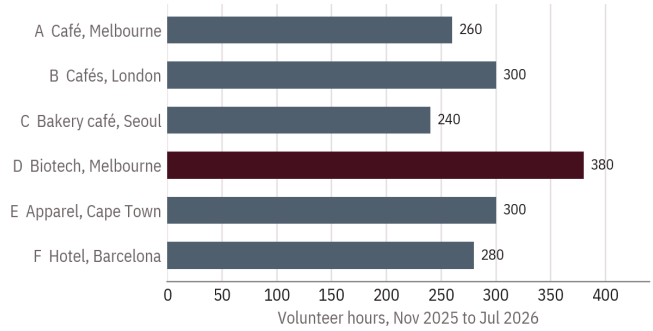
Source: F3 engagement records. Team = F3 volunteers on the engagement. Overseas engagements were run jointly with the local F3 branch.

Figure 2: Procurement and cost review was the most common piece of work, done for five of the six clients



Source: F3 engagement records. Most clients had work in three or four areas.

Figure 3: The biotech took the most hours because we built its investor materials from scratch



Source: F3 volunteer timesheets.

Why these six. Each client came to us with a problem the owner could name but had no time or budget to fix: a margin that kept slipping, no plan for investors, a website that took no bookings. Four are hospitality businesses, where small changes to costs and pricing show up in the bank balance within weeks. The other two needed bigger systems built from scratch.

What the clients had in common. None had a finance or marketing person on staff. Four were owner-run, and in every case the owner was the one answering emails at night. So a large part of our job was building things the owner could run without us: templates, dashboards, automated emails and short training sessions for staff.

What we handed over. Every client received a written handover pack, a 30 minute training session for the people who will use each new system, and a check-in call four weeks after we left. All six took the check-in call.

A. Specialty café, Melbourne

PROCUREMENT, COST REVIEW AND MENU PRICING

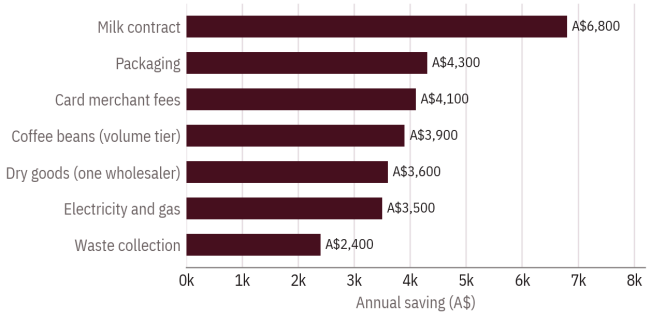
LOCATION	SIZE	REVENUE	ENGAGEMENT	F3 TEAM
Melbourne, inner north	1 site, 14 staff	About A$1.2m a year	Nov to Dec 2025	5 volunteers, 260 hours

The problem. Sales were steady, but the owner was keeping less of each dollar every quarter. Supplier prices had crept up, nobody had compared quotes in three years, and the menu had grown to 41 items. She asked us to find where the money was going.

What we did.

- Read 12 months of invoices and listed every supplier line, 46 in total, with its unit price and volume.
- Asked three suppliers each to quote on milk, packaging and dry goods, and used the quotes to renegotiate with two existing suppliers.
- Moved dry goods from four suppliers to one wholesaler, cutting delivery fees and minimum orders.
- Moved coffee beans to a higher volume tier by committing to a 12 month order.
- Switched card payments to a provider charging 1.1% instead of 1.6%.
- Moved electricity and gas to a new contract after comparing five retail offers.
- Cut general waste pickups from five a week to three after measuring bin levels for two weeks.
- Costed all 41 menu items. The café dropped 7 slow, low margin items and repriced 9.
- Rebuilt the weekly roster around hourly sales data from the point of sale system.

Figure A1: A$28,600 a year saved across seven cost lines



Source: supplier contracts and invoices before and after; annualised on 12 months of volumes. Card fee saving is 0.5% on about A$820,000 of card sales.

Figure A2: Before and after, as a share of sales

Measure	Before	After
Food and drink cost	31.8%	29.6%
Wages	34.1%	32.4%
Menu items	41	34
Active suppliers	17	11

Source: café accounts, October 2025 against May 2026.

WHAT THE OWNER KEPT

A supplier price tracker she updates each quarter, the menu costing sheet, and a one page guide for getting quotes. All 14 staff were walked through the new menu and roster.

B. Two-site café group, London

WEBSITE, CRM, LOYALTY AND CATERING SALES

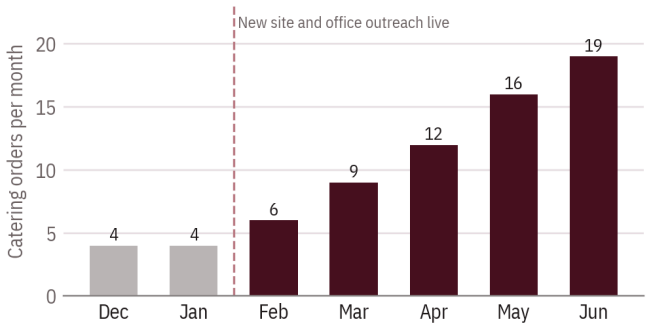
LOCATION	SIZE	REVENUE	ENGAGEMENT	F3 TEAM
London, United Kingdom	2 sites, 23 staff	About £1.6m a year	Dec 2025 to Feb 2026	6 volunteers, 300 hours

The problem. Both cafés were full from 7am to 10am and quiet by 2pm. The owners knew nearby offices ordered catering but had never pitched to them, had no customer email list, and their website was a single page with an old menu.

What we did.

- Rebuilt the website with the current menu, opening hours for both sites and an online catering order form with same day pickup.
- Set up a customer database fed by the loyalty program and in-store Wi-Fi sign up, with consent built in.
- Launched a digital loyalty card through the existing point of sale system: tenth coffee free, plus a birthday offer.
- Wrote a monthly email and an automated welcome series of three emails.
- Mapped 60 offices within a ten minute walk and ran a three week outreach campaign with a free tasting box.
- Retendered milk and bakery supply across both sites, switched the card terminals to a cheaper plan, and moved both sites onto one energy contract through a broker.
- Fixed both Google Business Profiles (wrong hours, no photos, no menu) and set up a routine for replying to reviews.
- Trained 11 front of house staff on the loyalty sign up and the lunch meal deal.

Figure B1: Catering orders rose from 4 to 19 a month after the new site and office outreach went live



Source: café order records, December 2025 to June 2026.

Figure B2: Customer numbers at handover

Measure	Before	After
Email subscribers	0	2,860
Loyalty members	0	1,940
Weekday lunch transactions	Base	+11%
Google rating (both sites, average)	3.9	4.5
Sales, Mar to May vs same months 2025		+8.4%
Supply, card and energy savings a year		£15,300

Source: point of sale and email platform data; Google Business Profile.

WHAT THE OWNERS KEPT

The website and catering form, the customer database and email templates, the new supplier and energy contracts, a list of the 60 offices with contact notes, and a monthly email calendar for the rest of 2026.

C. Bakery café, Seoul

DELIVERY PRICING, WASTE REDUCTION AND LOCAL SEARCH

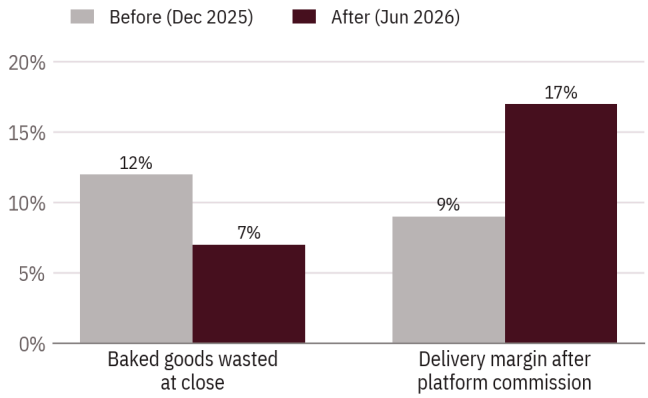
LOCATION	SIZE	REVENUE	ENGAGEMENT	F3 TEAM
Seoul, South Korea	1 site, 9 staff	About ₩780m a year	Jan to Feb 2026	5 volunteers, 240 hours

The problem. Delivery orders made up a third of sales but, after platform commission and packaging, left almost nothing. The bakery also threw out about one in eight baked goods at closing time.

What we did.

- Worked out the true margin on every delivery item after commission, packaging and discounts, using two months of platform statements.
- Built a separate delivery menu with bundles and prices set to cover commission, and removed the six items that lost money.
- Reviewed terms with both delivery platforms and moved the bakery to a lower commission plan on one of them.
- Asked packaging suppliers for quotes and switched to a sturdier box at the same unit cost.
- Built a daily baking plan based on sales by weekday and weather, with a 6pm markdown rule for what was left.
- Launched a Korean and English website and cleaned up the Naver Place listing with photos, hours and the full menu.
- Set up self-order kiosk menus to match the new prices, and trained 6 staff on the baking plan.

Figure C1: Waste fell by five points and the delivery margin almost doubled



Source: bakery production logs and delivery platform statements.

Figure C2: Other changes by June

Measure	Change
Delivery orders per week	+14%
Items on the delivery menu	38 to 26
Naver Place reviews	+96
Supplier and platform contracts reviewed	4
Commission saved on the lower plan, a year	₩15.0m (about A$16,500)

Source: delivery platform dashboards; Naver Place. Run with F3 Korea.

WHAT THE OWNER KEPT

A delivery margin calculator that updates when commission or ingredient costs change, and the daily baking plan as a one page sheet on the kitchen wall.

D. Diagnostics biotech, Melbourne

FINANCIAL MODEL, MARKET SIZING, INVESTOR READINESS AND GRANTS

LOCATION	SIZE	PRODUCT	ENGAGEMENT	F3 TEAM
Melbourne, Parkville	9 staff, pre-revenue	Rapid diagnostic test	Mar to Apr 2026	7 volunteers, 380 hours

The problem. The founders were scientists preparing to raise a seed round. They had strong lab results but no financial model, a market size figure copied from a press release, and investor contacts spread across personal inboxes.

What we did.

- Built a five year financial model with three scenarios, linking hiring, trials and regulatory steps to cash needs.
- Sized the market from the ground up, starting with the number of tests run each year in the target clinics, and checked it against two published estimates.
- Mapped 14 competing products by price, speed and approval status.
- Rebuilt the pitch deck around the model and the market sizing.
- Organised an investor data room of 84 documents in the order investors usually ask for them.
- Set up an investor CRM tracking 112 funds and angels, with stages and follow-up dates.
- Set up time tracking so staff hours on research are recorded the way an R&D Tax Incentive claim needs.
- Helped write and submit one government grant application.

Figure D1: Investor readiness, before and after

Measure	Before	After
Financial model	None	5 years, 3 scenarios
Investors tracked	About 30, in inboxes	112, in one CRM
Investor meetings in the quarter	6	21
Data room documents	Scattered	84, indexed
Grant applications submitted	0	1 (decision due Aug 2026)
R&D hours tracked by project	No	Yes, from 1 Mar 2026

Source: client records at handover and four week check-in. The seed round was still open at the time of writing.

Why it matters. Early-stage companies often lose months answering investor questions one at a time. With the model, data room and CRM in place, the founders could run the raise as a process and spend more of their week in the lab.

WHAT THE FOUNDERS KEPT

The financial model with a guide to updating it, the market sizing workbook, the data room index, the investor CRM, and the time tracking set-up for the R&D claim.

E. Apparel social enterprise, Cape Town

ONLINE STORE, EXPORT PRICING, STOCK AND CASH FLOW

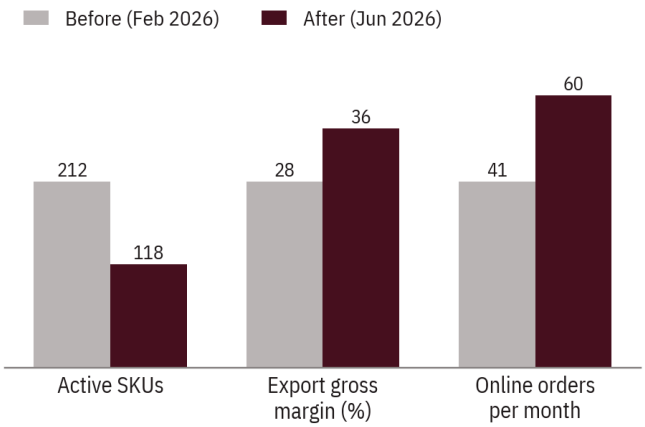
LOCATION	SIZE	WORK	ENGAGEMENT	F3 TEAM
Cape Town, South Africa	16 staff	Screen-printed textiles	Mar to May 2026	5 volunteers, 300 hours

The problem. This enterprise trains and employs women from its local community to make printed homewares and clothing. Overseas buyers liked the products, but export orders were priced by feel, stock ran out of best sellers while slow lines filled the shelves, and the online store was hard to use on a phone.

What we did.

- Rebuilt the online store for mobile, with new product photos, size guides and international shipping rates.
- Built an export pricing model covering materials, labour, freight, duties and payment fees for each market.
- Cut the range from 212 active products to 118, keeping the lines that sold and dropping those that tied up cash.
- Set up stock reorder points for the top 30 products.
- Asked three fabric mills for quotes and moved to monthly consolidated freight instead of small weekly shipments.
- Built a 13 week cash flow forecast the manager updates every Monday.
- Wrote a wholesale pack for shops and a simple way to measure social impact, such as jobs and training hours, for funders and buyers.
- Trained 11 staff on the stock system and the online store.

Figure E1: Fewer products, better margins and more online orders



Source: store and accounting data, February against June 2026. Bars show the June value relative to February; labels are the actual figures.

Figure E2: Other changes

Measure	Change
New wholesale stockists	2
Best seller stock-outs per month	9 to 2
Weeks of cash forecast ahead	0 to 13
Fabric and freight savings a year	R96,000 (about A$8,350)
Supplier contracts reviewed	6

Source: client records. Run with F3 South Africa.

WHAT THE TEAM KEPT

The online store, the export pricing model, reorder points in the stock system, the cash flow forecast and the wholesale and impact packs.

F. Boutique hotel, Barcelona

DIRECT BOOKINGS, GUEST CRM, RATES AND SUPPLIER CONTRACTS

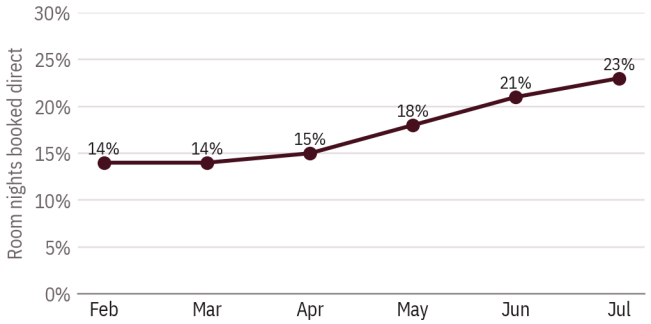
LOCATION	SIZE	REVENUE	ENGAGEMENT	F3 TEAM
Barcelona, Spain	24 rooms, family run	About €1.9m a year	May to Jul 2026	5 volunteers, 280 hours

The problem. Most guests booked through online travel agencies, which charged 15% to 18% commission per stay. The hotel's own website had no booking engine, returning guests were never contacted, and the laundry and energy contracts had not been reviewed since 2021.

What we did.

- Redesigned the website with a booking engine, a best rate promise and a small perk for booking direct.
- Built a guest database from past stays with consent, and set up pre-arrival and post-stay emails.
- Set up a rate calendar that moves prices with local events and demand, while keeping rates consistent across channels.
- Reviewed 8 supplier contracts, retendered laundry and linen hire, and moved electricity to a new fixed rate plan.
- Set up a routine for replying to every online review within 48 hours.
- Trained 8 reception staff on the booking engine and the guest emails.

Figure F1: Direct bookings rose from 14% to 23% of room nights



Source: property management system, February to July 2026.

Figure F2: Savings in place

Item	Per year
Commission avoided on bookings moved direct	€19,000
Laundry and linen contract	€6,200
Electricity contract	€4,300
Total	**€29,500 (about A$51,600)**

Source: booking and supplier data; commission saving annualised on May to July room nights.

Figure F3: Other changes

Measure	Before	After
Average review score (out of 10)	8.6	8.9
Guests in the database	0	4,120
Supplier contracts reviewed	0	8

Source: booking platform scores; client records. Run with F3 Spain.

WHAT THE FAMILY KEPT

The website and booking engine, the guest email program, the rate calendar and a contract register with renewal dates.

2. How we measured it

WHAT COUNTS AS A RESULT, AND WHAT DOESN'T

We count what the client has put in place. A saving counts once the new contract is signed or the change is made. A saving we recommended but the client has not acted on is left out, even if it looks certain. Of the savings we identified this period, about A$14,000 a year is still waiting on client decisions and is not in the A$136,000.

We use the client's own numbers. Before and after figures come from the client's accounts, point of sale, CRM, booking system or supplier invoices. Where a figure is a staff estimate, such as admin time saved, we say so.

We annualise carefully. Savings are scaled to a year using the client's last 12 months of volumes. Seasonal businesses, like the hotel, are annualised on the months we observed and we note that in the source line.

We don't claim everything that changed. Sales can rise for reasons that have nothing to do with us, such as good weather or a competitor closing. Where we report a sales change, we name the work we think drove it and leave the reader to judge.

Currencies. Savings are shown in the client's currency and converted to Australian dollars for the totals, at A$1 = €0.57, £0.50, ₩910 and R11.50.

Privacy. Every client agreed to be included on the condition that they are not named. Details that could identify a business, such as street names or product names, have been left out.

Figure 4: Where the A$136,000 comes from

Client	Source of saving	Local currency, per year	A$ per year
A. Specialty café, Melbourne	Milk, packaging, coffee, dry goods, energy, card fees, waste	A$28,600	28,600
B. Café group, London	Milk and bakery supply, card terminals, energy	£15,300	30,600
C. Bakery café, Seoul	Lower delivery platform commission plan	₩15.0m	16,500
E. Apparel social enterprise, Cape Town	Fabric supply and consolidated freight	R96,000	8,350
F. Boutique hotel, Barcelona	Commission avoided on direct bookings	€19,000	33,250
F. Boutique hotel, Barcelona	Laundry, linen and electricity contracts	€10,500	18,375
Total			**135,675**

Source: F3 engagement records. Converted at A$1 = €0.57, £0.50, ₩910 and R11.50. Margin gains, such as lower waste in Seoul, are reported on client pages but not counted here. The biotech (D) has no savings line; its results are investor readiness measures.

About F3 Global Australia

Developing talent. Creating impact. F3 Global Australia is the Australian branch of the F3 network, with teams in Melbourne, Sydney and Brisbane. It is a student-led club: every position, including the executive, is an unpaid volunteer role. Clients are not charged.

Work with us. Small businesses, social enterprises and community organisations can apply for an engagement through our website or LinkedIn page. Students can join through our recruitment rounds each semester.

This edition. This is an exemplar edition, showing the format and level of detail of an F3 impact report. The clients, figures and results in it are illustrative and do not describe real engagements.

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