



Success stories

Dennison Foods Manufacturing (DFM) Strategy in disrupted times



A quiet achiever behind some big names

DFM is a long-standing family business that has successfully operated in Bairnsdale, Victoria since 1999. Under the stewardship of second-generation Managing Director, Jeremy Dennison and his senior leadership team, DFM supply baked and other value-added food products to big Australian food brands and the global airline catering industry.

A year of disruption

When the devastating Black Summer Fires hit East Gippsland, the manufacturing facility was not directly impacted, but many members of the DFM team were.

Production schedules were significantly disrupted.

Shortly after, COVID-19 struck. 60% of production was supplying airlines, and this abruptly stopped. Several other major clients had significant reductions in their orders.

DFM responded swiftly to the challenges, leveraging opportunities in their innovation pipeline to pivot the business model.

An agile strategy

With support from Dr Nicola Watts, Entrepreneurs' Programme – Strengthening Business Service, DFM have now re-set their strategy.

“Working through a range of strategy tools to build shared understandings of challenges and opportunities to support our vision has been invaluable. Our ‘strategy-on-a-page’ sets our direction and ensures we remain agile and responsive to market demands. With a focus on our

core capabilities, combined with a pipeline of growth opportunities and new ideas to explore, we are excited and optimistic about the future.

“The ongoing support from the Entrepreneur's Programme has enabled the Leadership team to reset our strategy to navigate these disrupted times”, **Jeremy Dennison, MD**

“Whilst we don't have our own branded products, we continue to strengthen our own brand as a preferred food manufacturing and innovation partner, alongside our sustainability credentials and our commitment to be a key employer in our local community. Everything we do is aligned with our values, and our culture underpins our on-going business resilience”, Jeremy Dennison, Managing Director.