

## CASE STUDY



# CONSERVATION ECOLOGY CENTRE

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*It has been invaluable to work with someone who can not only speak and translate the language of investment, but also read between the lines and help us understand the potential risks and opportunities. Tanarra's brought new credibility to the Wildlife Wonders project and helped us to a much stronger position, with a revised and achievable business plan and financial model for future success.*  
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Lizzie Corke, CEO  
Conservation Ecology Centre



Image courtesy Mark LePla

## ➔ About the Charity



The Conservation Ecology Centre works to develop and deliver solutions to the most urgent conservation challenges in the Otways region of Victoria.

## ➔ The need identified

- Pursuit of a large \$13 million capital project/social enterprise opportunity.
- Review Wildlife Wonders financial model, business case, risks and marketing strategy.
- Negotiate and revise terms /timelines with financial partners.
- Design and deliver investment pitch to potential investors.

## ➔ Advice delivered



NEW VENTURE



STRATEGY



GOVERNANCE



BUSINESS MODEL



FINANCIAL MODEL

## 🕒 Probono hours 126

# WILDLIFE WONDERS ECO TOURISM VENTURE

2017-18

The Great Ocean Road of Victoria is Australia's most popular nature based destination. To capitalise on this and the lack of surrounding tourism attractions, the Conservation Ecology Centre (CEC) designed Wildlife Wonders, a unique ecotourism enterprise. The 50 acre site will incorporate a world class visitor centre, cafe, gift shop, guided bush tours and a research centre. It offers a compelling business case and opportunity to engage millions of visitors while providing a reliable and sustainable income to undertake long term, significant conservation and biodiversity projects across the Otways.

Tanarra reviewed a high level business plan and financial model, and recommended amendments to the approach; budget, capital structure and investment thesis. We helped the Board understand the range of risks, gaps and controls to manage those. We supported the design of a marketing strategy including commercial activities, visitor management and price point and recommended engagement of marketing expertise. We also guided the impact investment approach and pitch to attract new investors. This included identifying appropriate strategic partners (commercial, in-kind, and financial) and leading high level conversations on the capital structure.

## Charity outcomes

- CEC now has a more refined and comprehensive business plan and financial model to better inform project delivery, execution and risk management.
- Board has embraced a more appropriate funding mix with less debt for the organisation.
- New capacity to have the high level financial discussions with potential investors.
- Presented to 50 potential investors with positive early indications.
- Marketing professional employed and Strategy developed.
- Access to high level independent advice for important issues, without going into deficit.

## Community outcomes\*

- Watch this space - the project is still in development phase with 50% funds secured.
- Economic and employment benefits to the region are estimated at \$9 million per year.
- For the first time, visitors will have a new connection to, appreciation of, and respect for the biodiversity of the Otways Region. Future profits will go directly to conservation.

\* Community outcomes are NOT a direct result of Tanarra's input.