

Strategic business model for a non-profit organization

Achivieng financial sustainability for nature conservation



Bárbara Pais

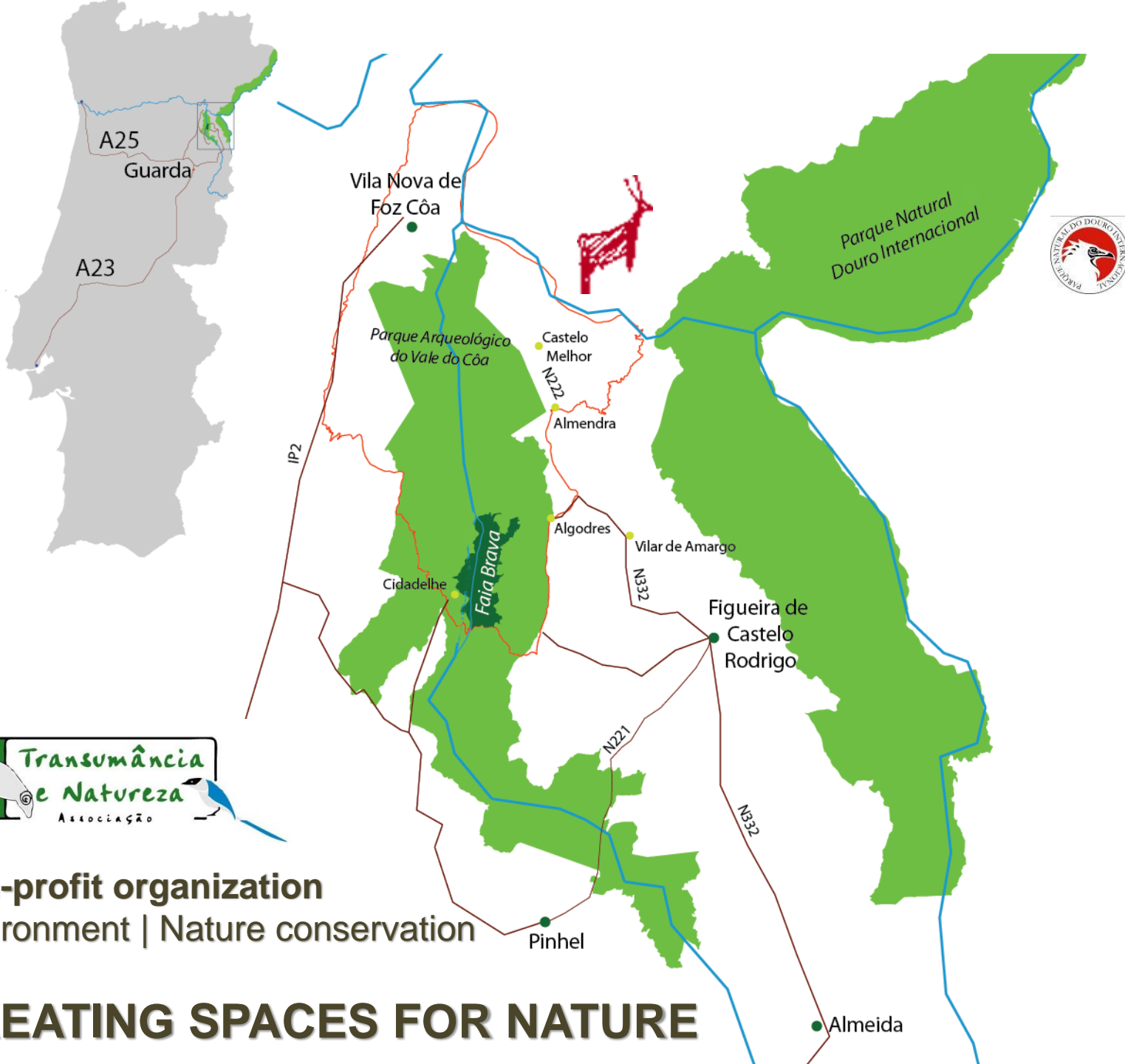
Communication, Environmental Education and Tourism

Associação Transumância e Natureza



AGENDA

- 1. ATN and Rewilding Europe**
- 2. Business model for land acquisition**
- 3. Financial analysis**
- 4. Strategic Management framework**



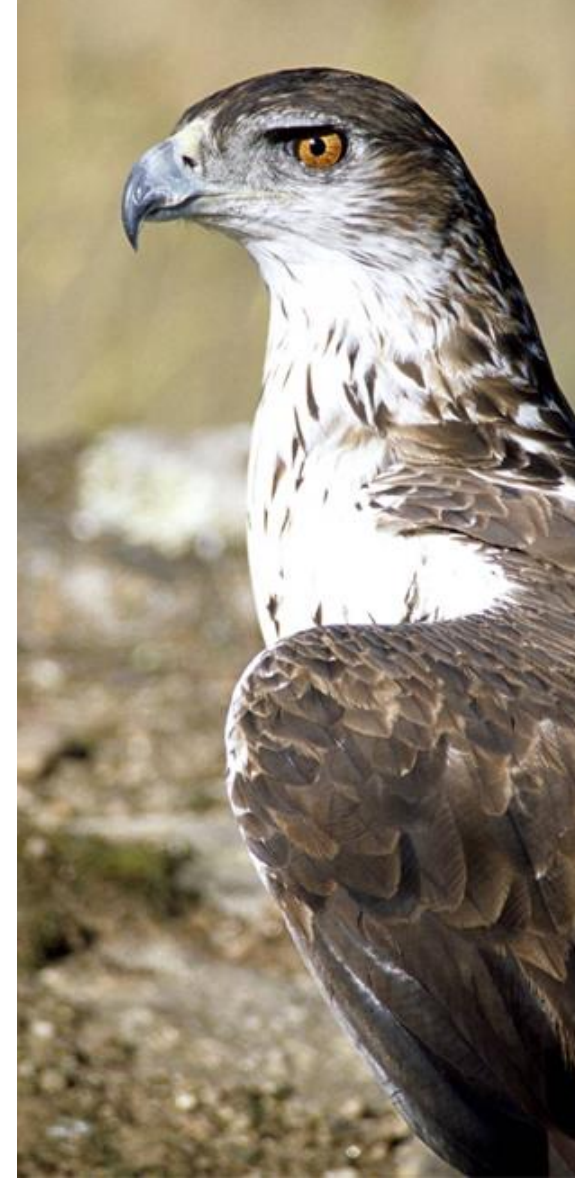
Non-profit organization
Environment | Nature conservation

CREATING SPACES FOR NATURE



RESERVA FAIA BRAVA

1st PRIVATE PROTECTED AREA – BUYING LAND FOR NATURE



Cliff breeders nesting at the Reserve

2000

2003

2006

2010

2011

2013

2015

Effort on birds
grains
Pidgeon houses
Land acquisition

Forestry
management

Olive oil
Horses

APP

Rewilding
Europe

Cattle

Strategic
turnover





Reintroduction of species that once roamed there
Archaeological Park of the Côa Valley *UNESCO world heritage site*

Rewilding Europe

Making Europe a wilder place





Land Abandonment as an opportunity for
Wildlife to come back



Regenerating natural processes
Less intervention

CONSERVATION

Bring back wild species
Create a complete ecosystem

COMMUNICATION

Promote european wildlife
Promote tourism

BUSINESS

Adding value to natural areas;
Funding & developing new business
nature-related

2. Business Model for LAND ACQUISITION

DONATIONS private|enterprises|funds

PRODUCTS olive oil|regional products

VISITS guided tours, wildlife hides



PROPERTY ACQUISITION FUND

Bank account specific for land acquisition



Exploration of 10% -> increase for 20%



Low cost management

TOTAL AREA

40 hectares

Property size

0,5 hectare / 1 hectare

Productive area

4 hectares - 10%

Bottles produced

800-1200 0,5l/year

ECONOMIC IMPACT

1 bottle 500 ml = 2,5€ for land acquisition = 30m2 of land

Since 2006: **40 hectares were funded** (not counting with 2014)

75% of sales: Netherlands



ENVIRONMENTAL AND SOCIAL IMPACT

FOR ENVIRONMENT

Non mobilization of soil

Less erosion

Water conservation and retention

Food for fauna

Open áreas for biodiversity

SOCIAL

2 rural workers

Attracts members and visitors

Engage potential visitors





Promoting Faia Brava Olive oil
The Netherlands



Promoting Olive oil in Lisbon, organic shop



Showcooking in Lisbon



prima gesorteerde boekhandel, ook in kookboeken.'

VERSE GOUDVIS

'Op een steenworp fietsafstand van Eric's De kateessen zit een ander fenomeen: bakkerij Hartog (21), die alleen maar volkorenbrood verkoopt, in alle varianten. Vlak daarachter, in de Eerste Oosterparkstraat opnieuw veel exotische winkeltjes én de geweldige aquariumwinkel *Mollienisia* (22). Ga er vooral naar binnen, het zijn leuke mensen! Wij halen er goudvis voor in ons aquarium op kantoor.'

EERLIJKE TELERS

'In voor een langere fietstocht? Verlaat dan de stad en volg de Beemster Lusthofroute, of neem de auto... (Bekijk de route

op www.beemsterswelvaart.nl.) Ten noorden van de stad word je verrast door een aantal kleine telers. Stuk voor stuk telen zij allerlei superlekkers op hun landjes, van kruiden tot heerlijk hardfruit, noten, groenten – en vaak verkopen zij aan huis. *Jan Kuijk* (23) bijvoorbeeld, prachtfruit heeft hij, of de familie *Tromp* (24), die Frankentaler druiven verbouwt: uniek en supersmaakvol. Geniet van de landelijke trip, maak er een ouderwetse voedseljacht van en laat je inspireren door dit gebied vol werelderfgoed!

REGIONAAL VLEES

'Inmiddels ben je ook bijna in Oosthuizen, waar je bij slager *Splinter* (25) Waterlands vlees kunt kopen, zoals Waterlands Moerkalf (kalveren die een jaar bij hun



De Posthoorn (20) aan het Noor Monnickendam brengt je terug

moeder hebben gelopen) en ook varkens. De kwaliteit is alle beesten hebben in rust volledig verantwoord.'

GARNALEN ETEN IN DE WIND
'Oké, het wordt ondertussen fietsen, maar een adres dat u breken is *Eurofish* (26), de vis de haven van Den Oever. Bei geweldige vis kunt kopen, in voudige, maar superverse W versgekookte Hollandse garn eten. Een must!'

KOFFIE AAN DE OUDE HAVEN

'Op de terugweg kom je lang dam, dat je letterlijk niet link liggen. Haal zeldzame, geroo meersprot en paling bij roka (27) in de Havenstraat. Een H reel, met het ouderwetse with een achterafstraatje, waar ze nog op de pennen rijgen: was nog? Gluur even bij jachtweert naar binnen waar jachten voor rijken worden gebouwd, en d bij *De Waegh* (28) aan de oude

SMAAKVOL HOTEL

'Goed eten kun je in *De Posthoorn* op het Noordeinde. Je kunt hi nachten. Het is een klein hote smaakvol en een goede uitvaltrips in Noord-Holland. En al toeh over overnachten hebben www.bedandbreakfast.nl: de s overnachtingen in Amsterdam daarbuiten.'

Olijfolie en wijn voor het Natuurreservaat Riba Coa

Wageningen/Castelo Rodrigo 26 augustus 2007

Beste vrienden,

Hierbij ontvang je de nieuwsbrief 2007 over de actie "olijfolie en wijn voor natuur", die we samen met Associação Transhumância e Natureza (ATN) uitvoeren voor het opbouwen van het Natuurreservaat Riba Coa.



Een terugblik op de actie van vorig jaar, een woord van de voorzitter Ana Berluter, en natuurlijk de aanbiedingen van dit jaar. Verder zijn de mogelijkheden om ATN te steunen en te genieten van de Portugese natuur aanzienlijk uitgebreid. Lees verder...

Van de voorzitter

Dear Friends,

We are very happy that you have been supporting us by buying our olive oil and CARM wine last year. It has created new possibilities for our organisation, such as a better maintenance of the nature reserve and the acquisition of a new property. ATN is working hard to implement its natural conservation project in The Riba Coa Nature Reserve, a very beautiful, wild and remote area in NE Portugal. The olive yards are as rich and wild as the rest of this area, and help to maintain the patchy landscape. I hope that the taste of the olive oil will reflect the beauty and wilderness of Ribacoa Area. Thank you very much for your support!

Ana Berluter, President of ATN

Aankoop 2006

Eind vorig jaar kocht ATN een stuk natuur van 5,4 ha, waarvan ook 1,5 ha olijfgaard. De olijfgaard gaat dit jaar bijdragen aan de olijfolie productie. Aankoop was mogelijk dankzij u, consument en promotor van olijfolie en wijn. In totaal consumerden distributeerden we zo'n 650 flessen olijfolie en bijna 1000 flessen wijn! Heel hartelijk dank!



De aankoop in 2007

Dit jaar gaan we voor de aankoop van een gebied van zo'n 10 ha, waarbij door het hele gebied verspreid olijfbomen voorkomen. U kunt het



gebied bekijken op de website van ATN

www.ribacoa.no.serra.nl

De olijfolie in 2007

Vorig jaar was een nat jaar, waardoor de olijven goed groeiden. Uiteindelijk kon in December 2006 een mooie oogst worden binnengehaald, goed voor de productie van



1920 flessen olijfolie! Het grootste deel daarvan heeft ATN weer naar Nederland getransporteerd, waardoor we toevelop kunnen genieten van dit prachtige product.

Home > Especiais > Weekend

MAIS NOTÍCIAS

Este misterioso romântico

Escrevam-me a dizer quem foi ao meu funeral

Gadgets: LG G3

Kremlin, o centro da Rússia

Levantar a memória

Os vinhos são portugueses, a inspiração é estrangeira

Os "santos populares" em marcha

Gonçalo Marques: É importante perceber que se é uma gota de água no oceano

Ford Tourneo Courier: Astucioso

Como vai o meu caro amigo

VER MAIS NOTÍCIAS

ÚLTIMAS

08:55

CEO da Sony pede desculpas aos accionistas pelo sexto ano de prejuízos

08:40

Juros portugueses descem em todos prazos com decisão da Fed norte-americana

08:21

Petróleo em Londres atinge máximo de nove meses

08:13

Jorge Lação considera agora ainda mais urgente congresso para mudar estatutos

Uma maneira original de fazer azeite

12 Abril 2014, 10:01 por Edgardo Paçoço

6        295  5   5



Um azeite desconhecido por cá deu que falar no "The New York Times". Parte do produto da venda deste Faia Brava destina-se a um fundo que compra terrenos para pequenos olivais na região abandonada do rio Côa.

Fique a conhecer os projectos em curso e toda a história da Associação Transumância e Natureza em www.atnatureza.org



OTHER PRODUCTS FAIA BRAVA

Reselling *Food and merchadising*

- Economic benefit for local community
- Increasing sales for small enterprises
- Commitment with nature conservation

*For 2015: dried wild mushrooms, organic jam,
Partnership with na organic tea company*

Innovation

Challenging small producers for new products
Promoting organic certification





Increase sales: Christmas box

TOURISM



Visit = Expansion of the Faia Brava Reserve

% goes for the PAF

Photographic hide

Vulture feeder





Birdwatching



4WD Safari

Guided walks

Long duration Educational programs



Scientific trainings



Camping at the Reserve

24 hours program for a group up to 8

Partnership with CP



COMBOIOS DE PORTUGAL

Faia Brava The New York Times destaca reserva natural portuguesa

A reserva natural da Faia Brava, em Figueira de Castelo Rodrigo, foi tema de um artigo publicado no The New York Times com um exemplo onde 'jovens entusiastas ajudam a promover o renascimento económico de Portugal', explica logo o título, referindo-se ao projeto de um casal que existe há 15 anos para proteger as aves de rapina da região.



sombra das árvores ou de elefantes em manada como na selva africana, a Reserva da Faia Brava tem aves de rapina, vacas maronesas e cavalos garranos. Fomos conhecê-los de jipe, a pé e de binóculos em punho. *Marisa Soares (texto) e Nuno Alexandre Mendes (fotos)*



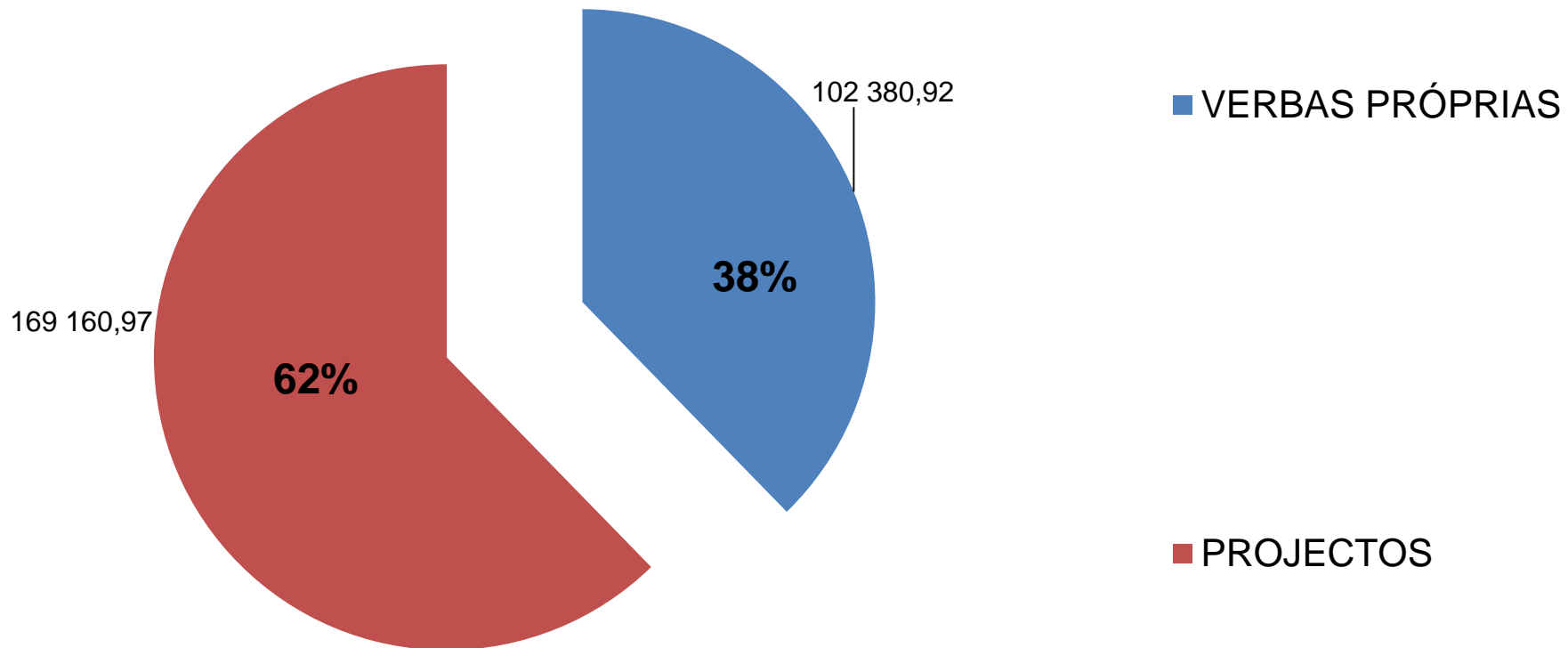
3. Financial analysis

INCOME
EXPENSES



INCOME

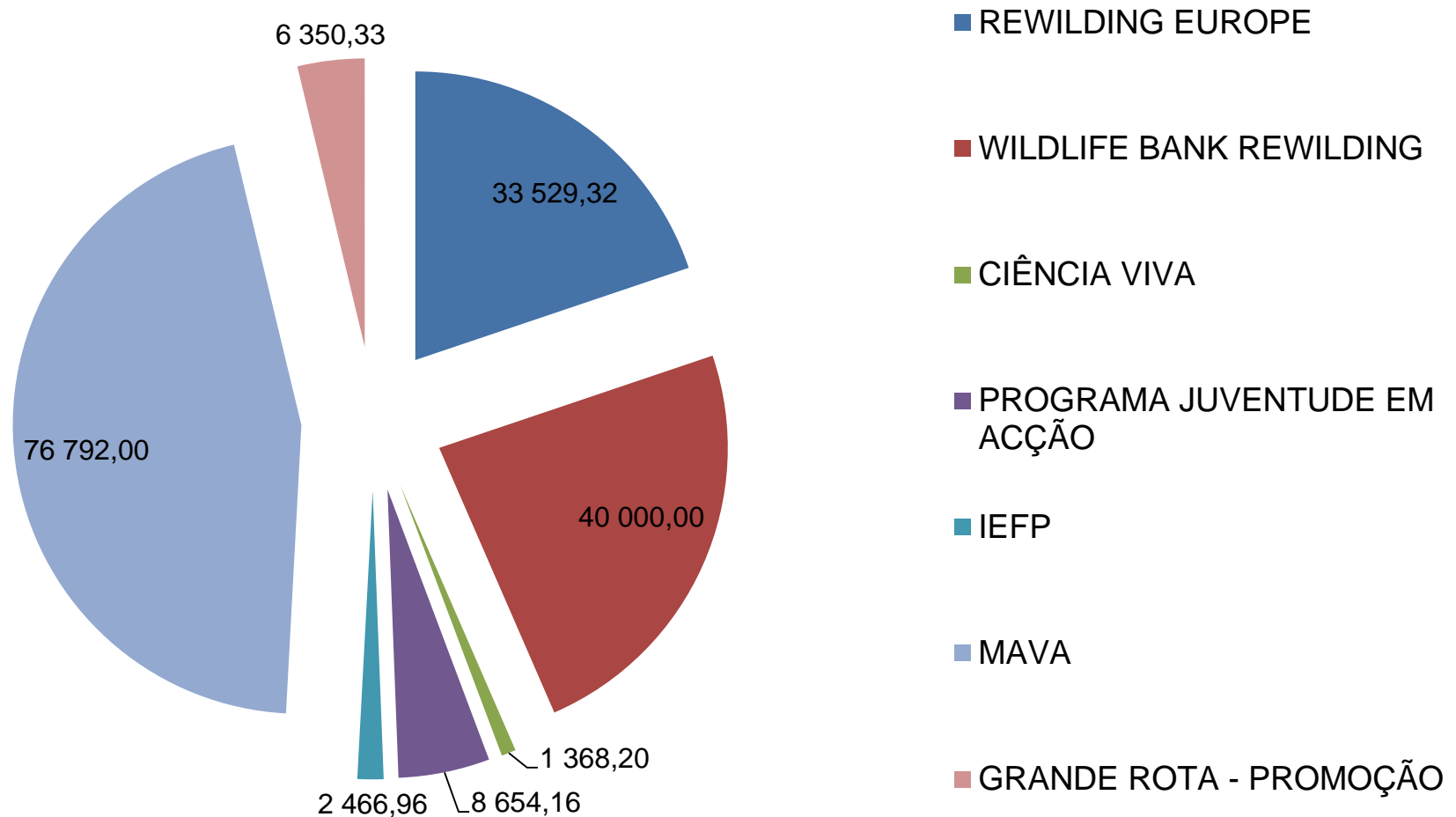
271.541,89 EUROS



INCOME



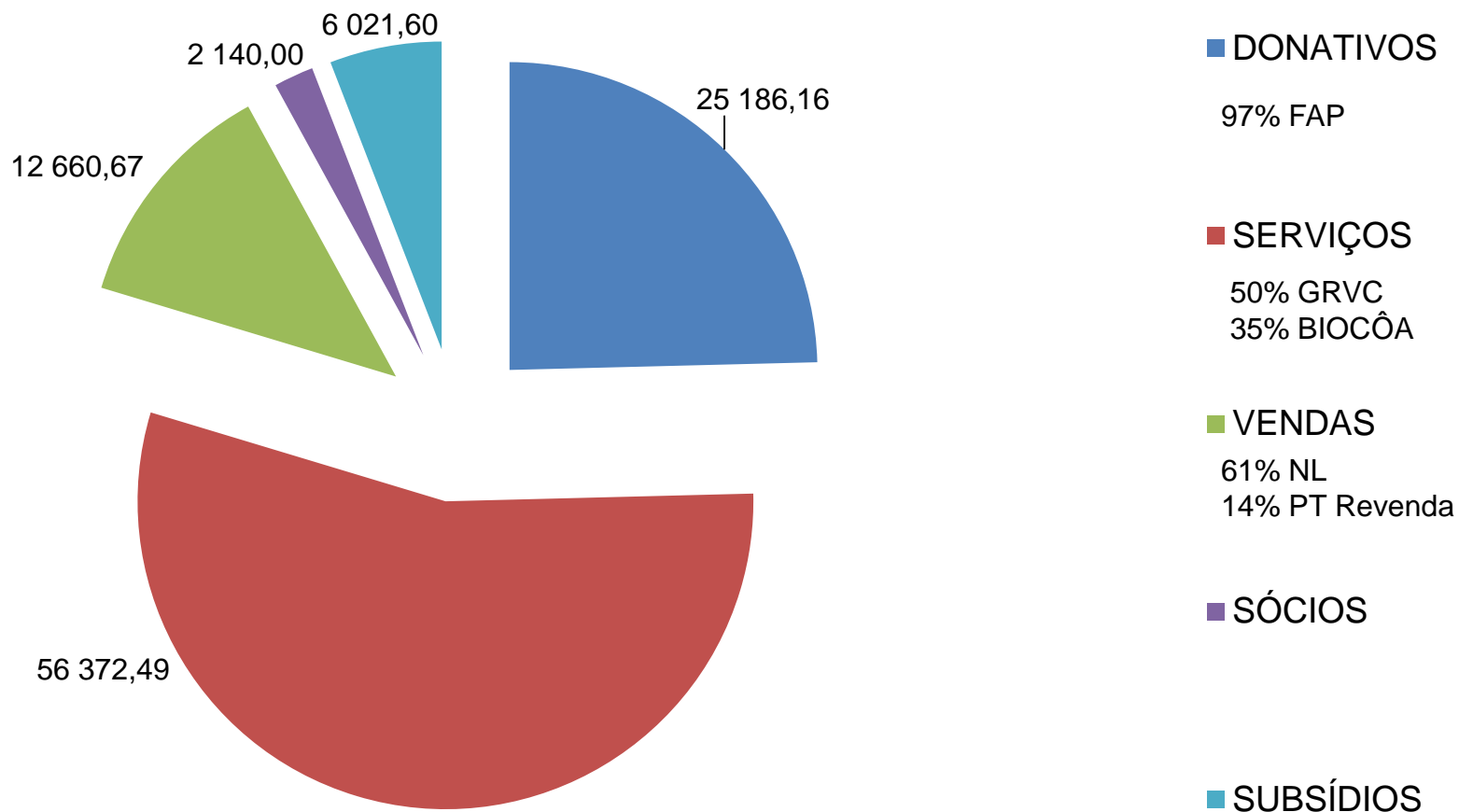
DETAIL projects



INCOME



RECEITAS DE VERBAS PRÓPRIAS

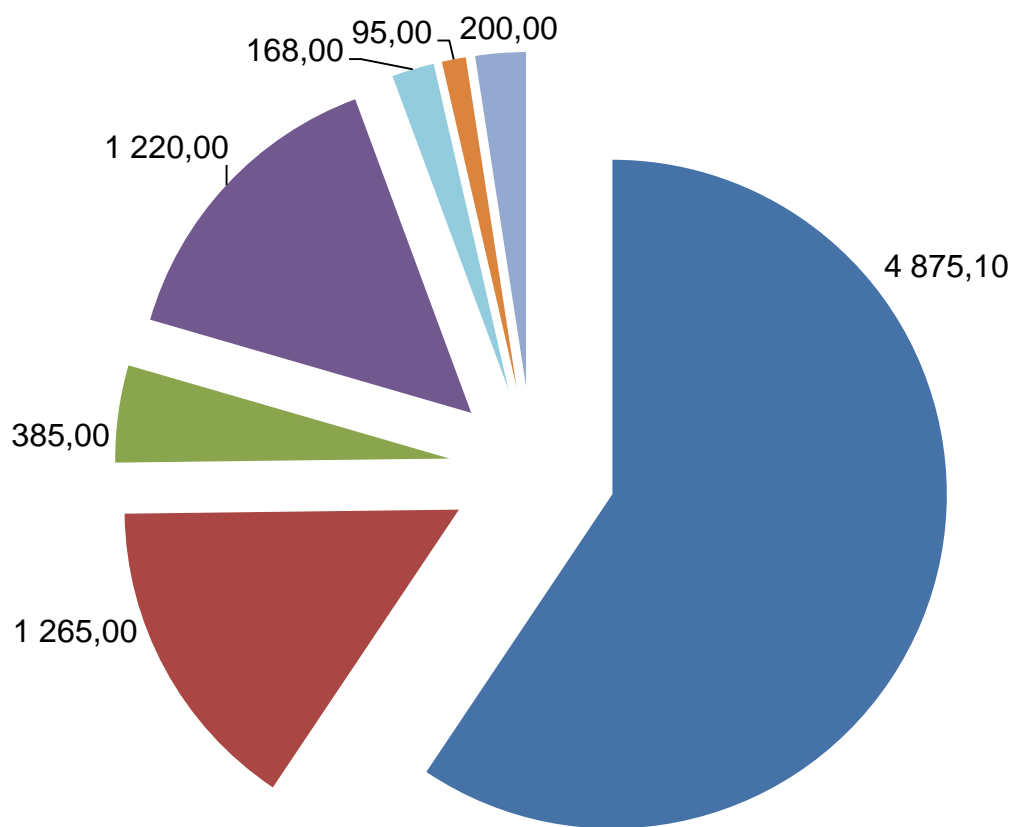


INCOME



26.762,26 EUROS

SERVICES (visits and events)

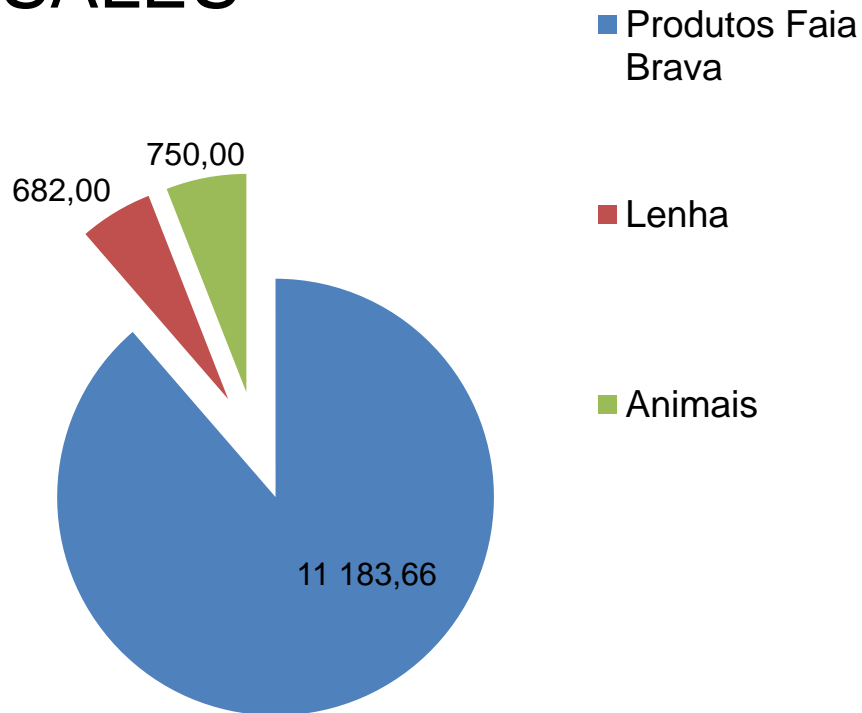


- **FORMAÇÃO E ED. AMBIENTAL**
Curso Rapinas, SIG, Guias, Erasmus, TF
- **VISITAS GUIADAS FB**
- **Bravos na Faia**
- **Acampamentos**
FB Camp e acampamentos avulso
- **Operadores turísticos**
- **Eventos**
- **Arrendamento pastagens**

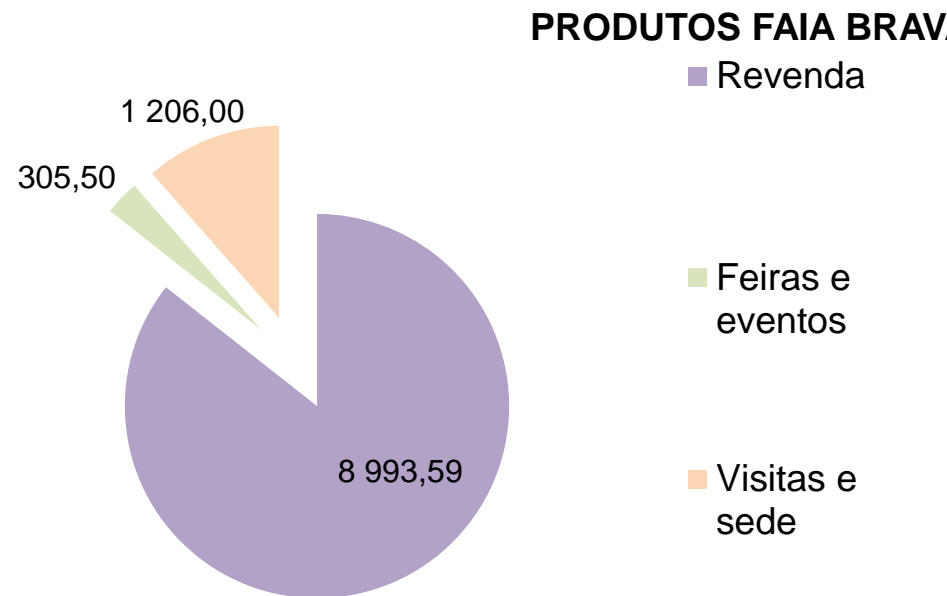
INCOME



SALES



12.660,67 EUROS

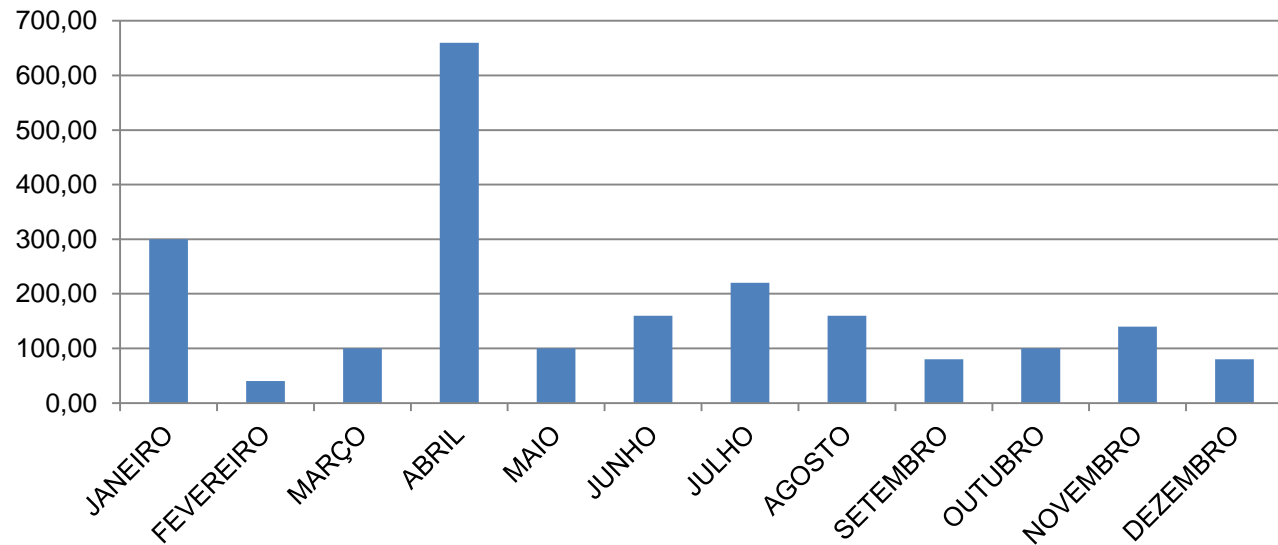
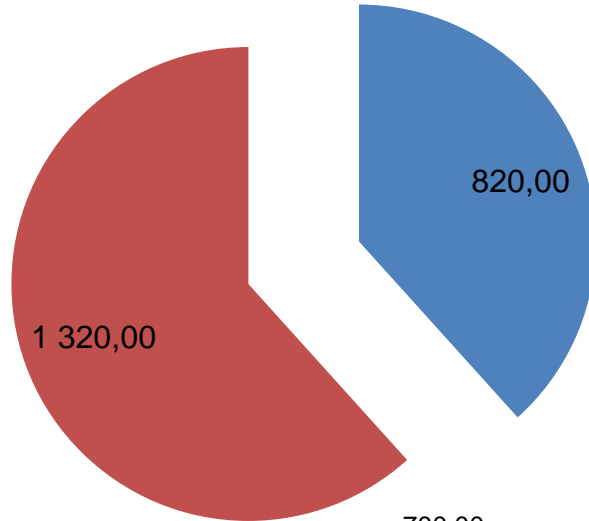


INCOME



MEMBERS

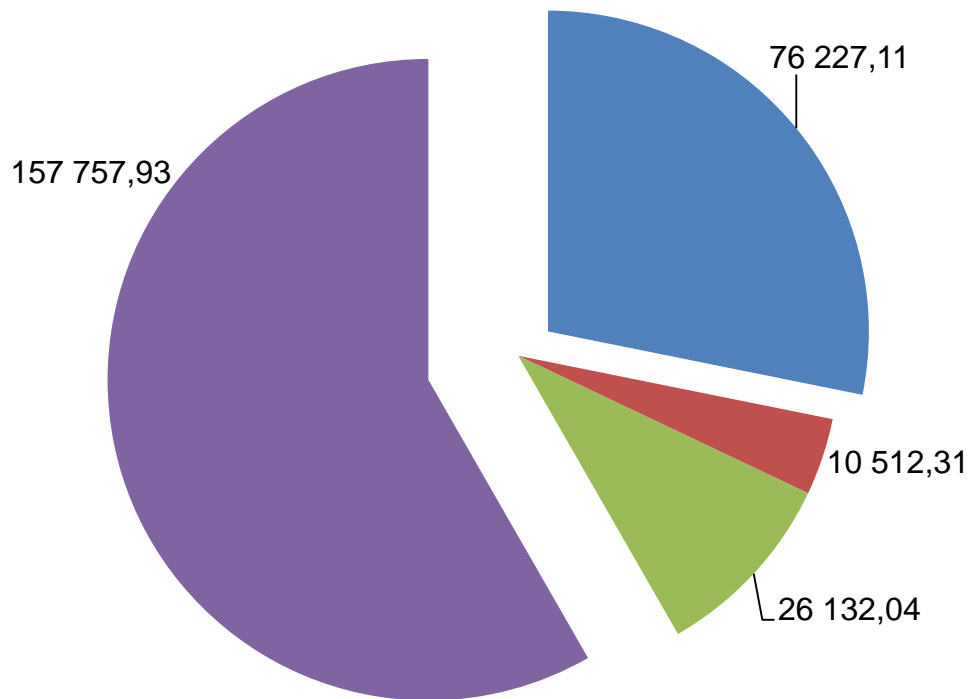
■ Novos sócios



EXPENSES

By typology

270.629,39 EUROS

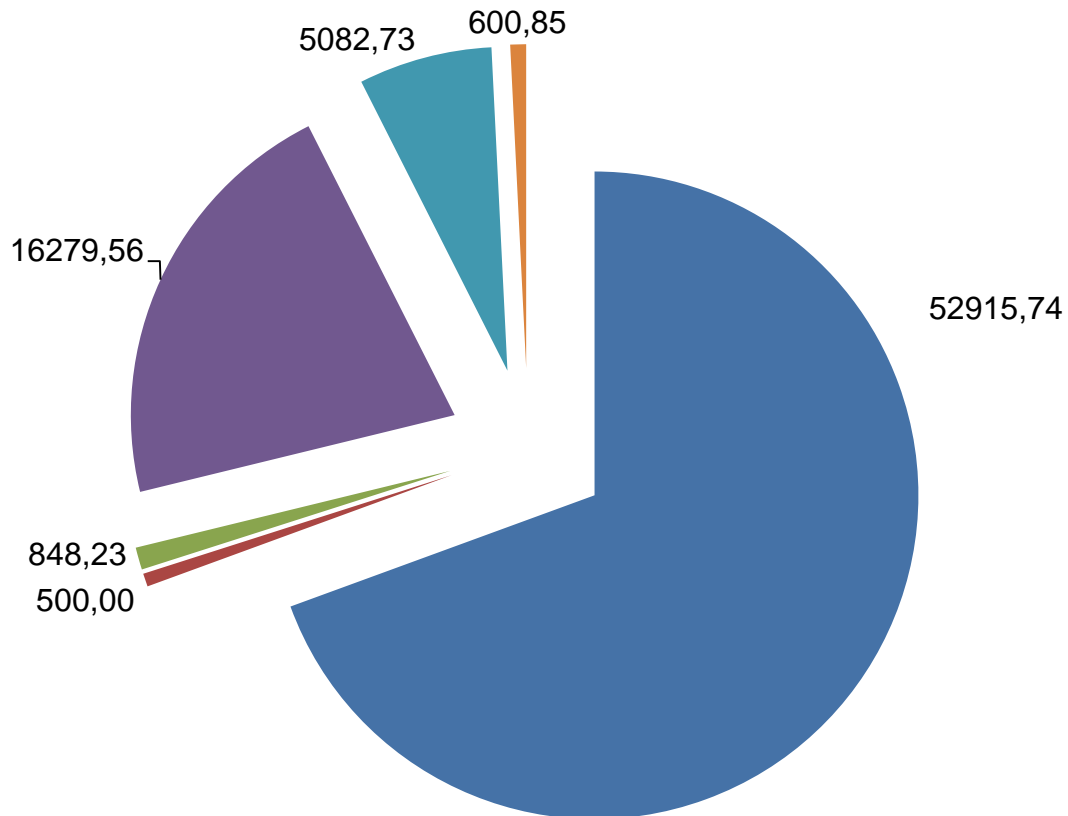


- A. CONSERVAÇÃO
- B. ACTIVIDADES DE SUPORTE (VISITAÇÃO E VENDAS)
- C. RELAÇÃO COM A COMUNIDADE (COMUNICAÇÃO)
- D. FUNCIONAMENTO E PLANEAMENTO

EXPENSES

76.277,11 EUROS

A. CONSERVATION



■ A.1. TERRENOS

16% legalizações (MAVA)

■ A.1.2. OUTRAS ÁREAS

arrendamento Prado dos Vales

■ A.2.1. COBERTO ARBÓREO

serviços externos vigilância

■ A.2.2. HERBÍVOROS

87% material para vedações (Rewilding)

■ A.2.4. RUPÍCOLAS

LIFE Club de Fincas: sementeiras e UAAs

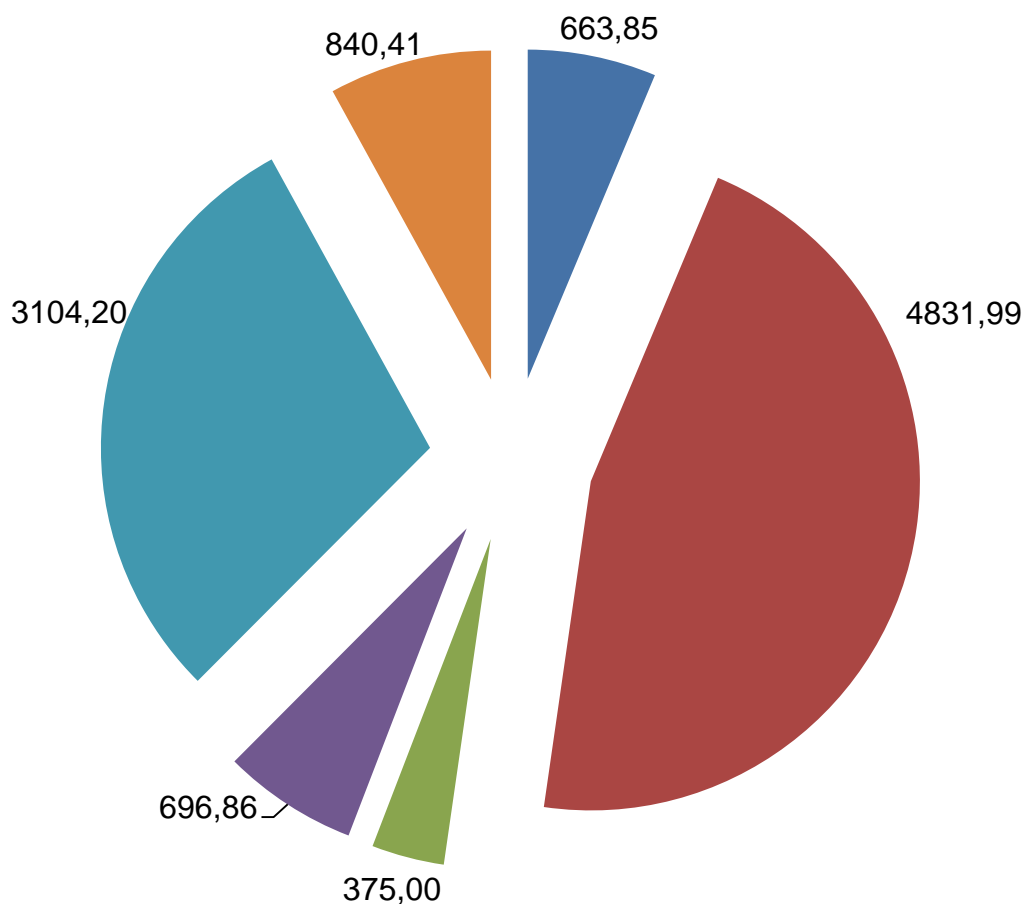
■ A.3.3. OLIVAIS

análises solos e foliares

EXPENSES

10.512,31 EUROS

B. SUPPORT ACTIVITIES



■ B.1.1. AZEITE FAIA BRAVA

embalagens e rótulos

■ B.1.2. OUTROS PRODUTOS

■ B.1.3. LIVROS

■ B.2.1 PRODUTOS TURÍSTICOS

75% alimentação e manutenção material

■ B.2.2. EVENTOS

cursos de formação

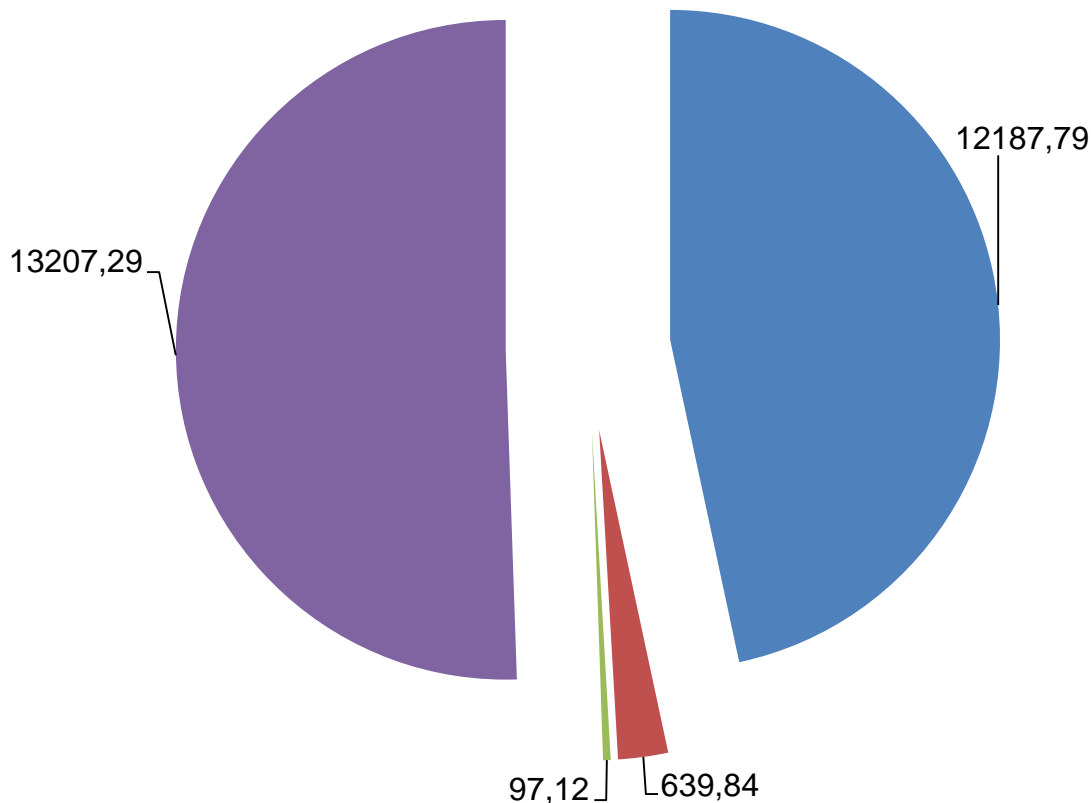
■ B.2.3. INFRASTRUTURAS
VISITAÇÃO

Grande Roça do Vale do Côa - material

EXPENSES

26.132,04 EUROS

C. RELATIONS WITH THE COMMUNITY



■ **C.1.1. FERRAMENTAS COMUNICAÇÃO**

88% Grande Rota do Vale do Côa
12% MAVA 12_18

■ **C.1.2. PARTICIPAÇÃO EM EVENTOS**

75% alimentação e manutenção material

■ **C.2.1. VOLUNTARIADO**

■ **C.5.1. COOPERAÇÃO**

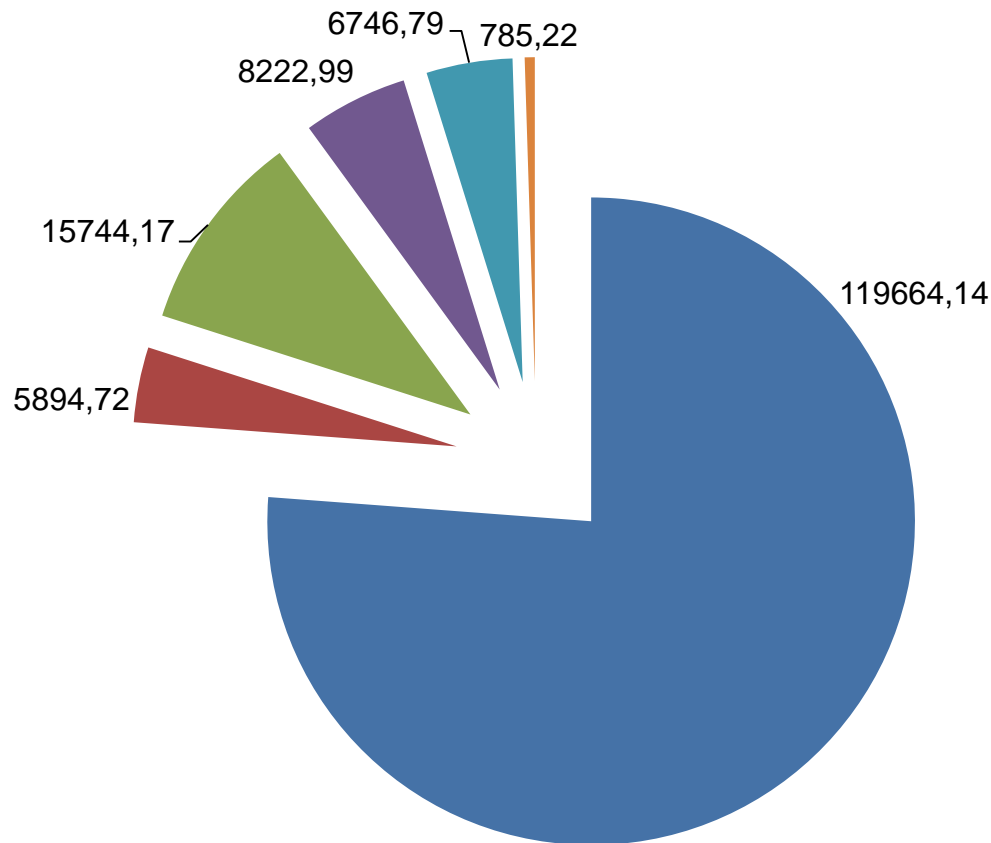
40% Funding nature conservation
- linking economy to nature in Portugal and Norway – visita técnica (EEA Grants/MAVA)

60% Green Corners - intercâmbio (Youth in Action Programme)

EXPENSES

157.058,03 EUROS

D. OPERATION



■ D.1.1. EQUIPA TÉCNICA

Honorários, impostos e formação interna (MAVA, LIFE Club de Fincas, Rewilding)

■ D.1.2. SEDE

■ D.1.3. DESLOCAÇÕES

40% combustível
30% manutenção
25% viaturas próprias equipa

■ D.1.4. EQUIPAMENTO DE GESTÃO

66% aquisição equipamento (40% LIFE Club de Fincas)
13% manutenção

■ D.1.5. OBRIGAÇÕES LEGAIS

40% seguros
30% Impostos IUC, IVA

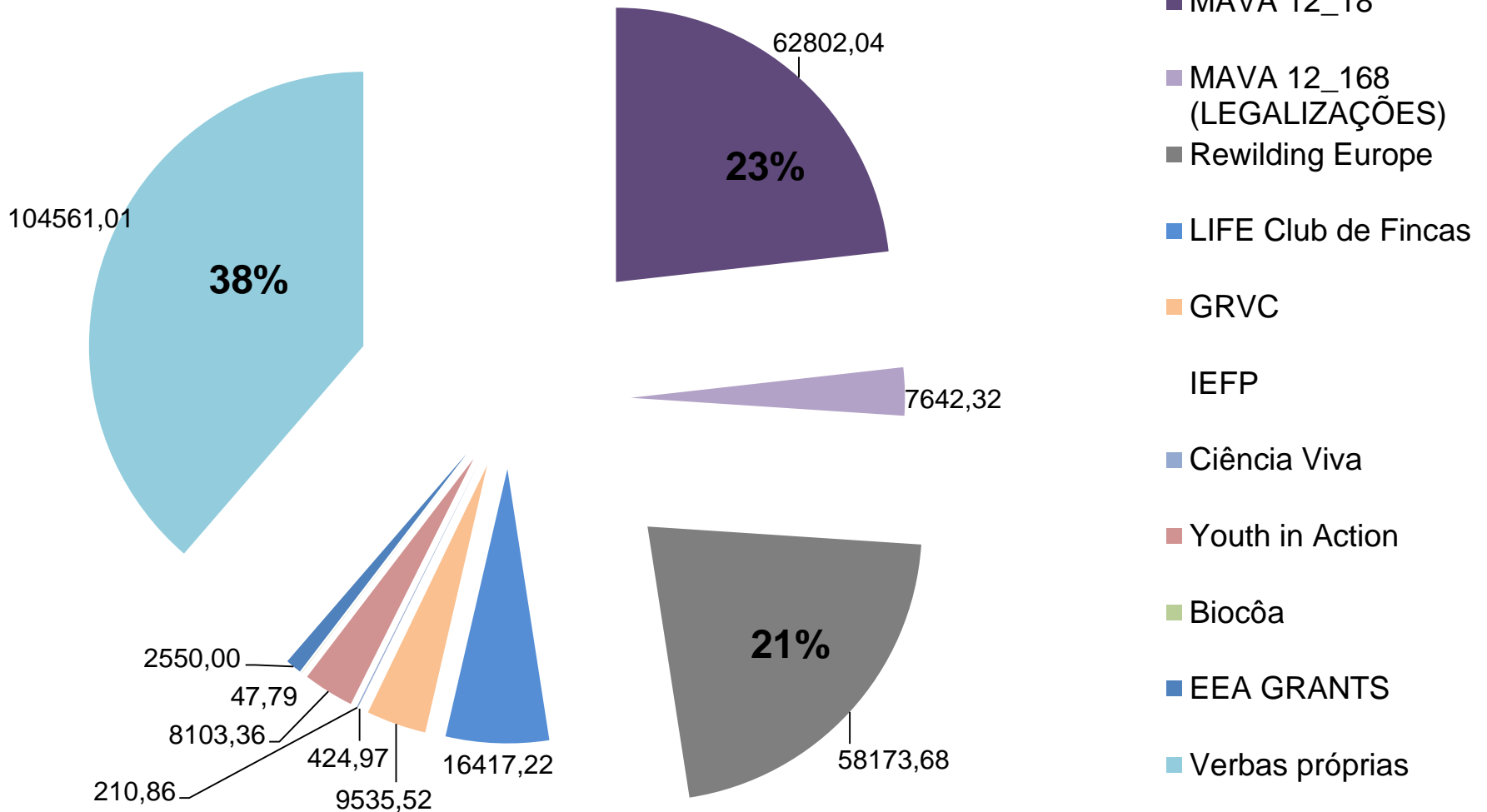
■ D.2.2. CANDIDATURAS / CONTACTOS

Despesas de deslocação

EXPENSES

270.629,39 EUROS

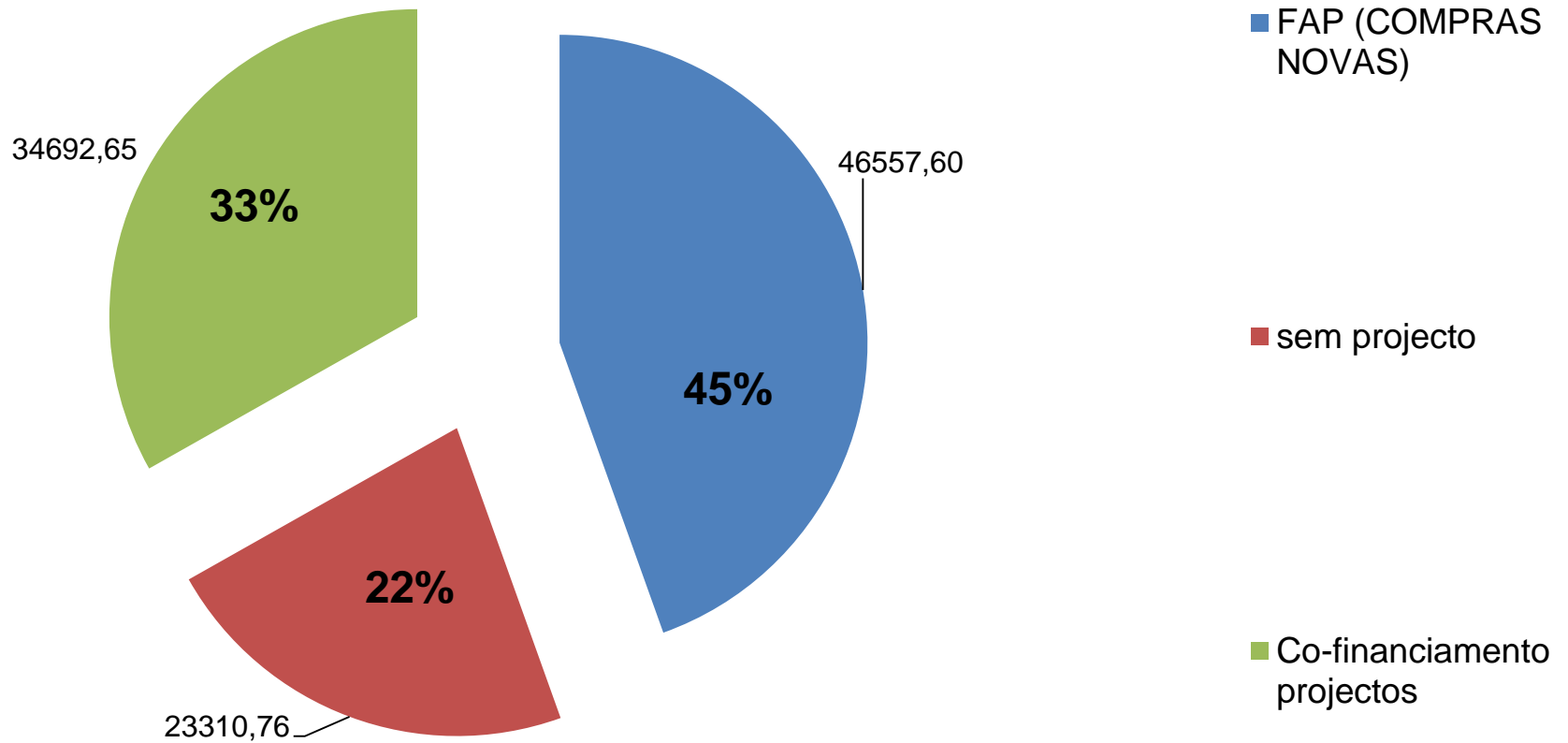
FUNDING



EXPENSES

104.561,01 EUROS

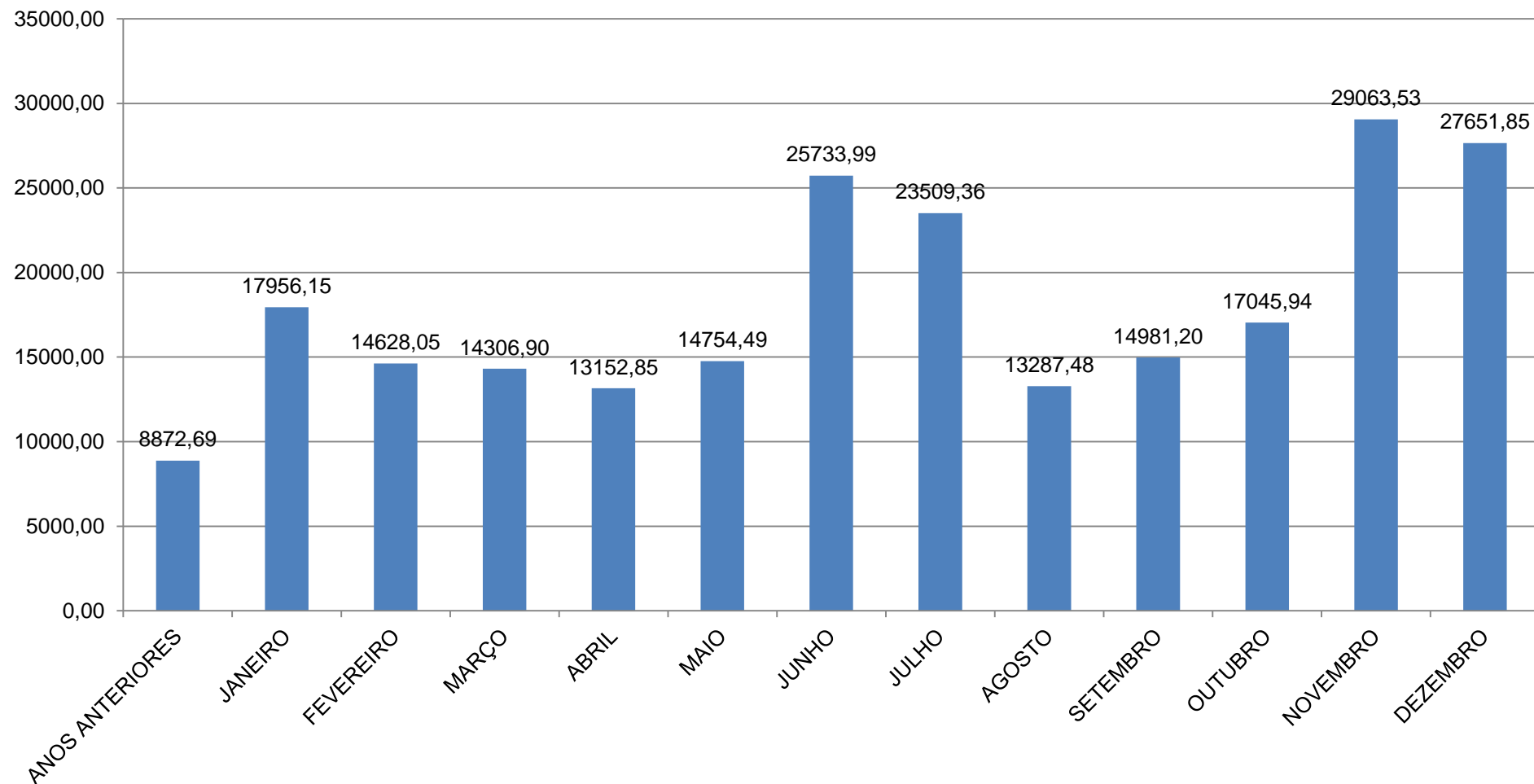
OWN RESOURCES



MONTHLY EXPENSES



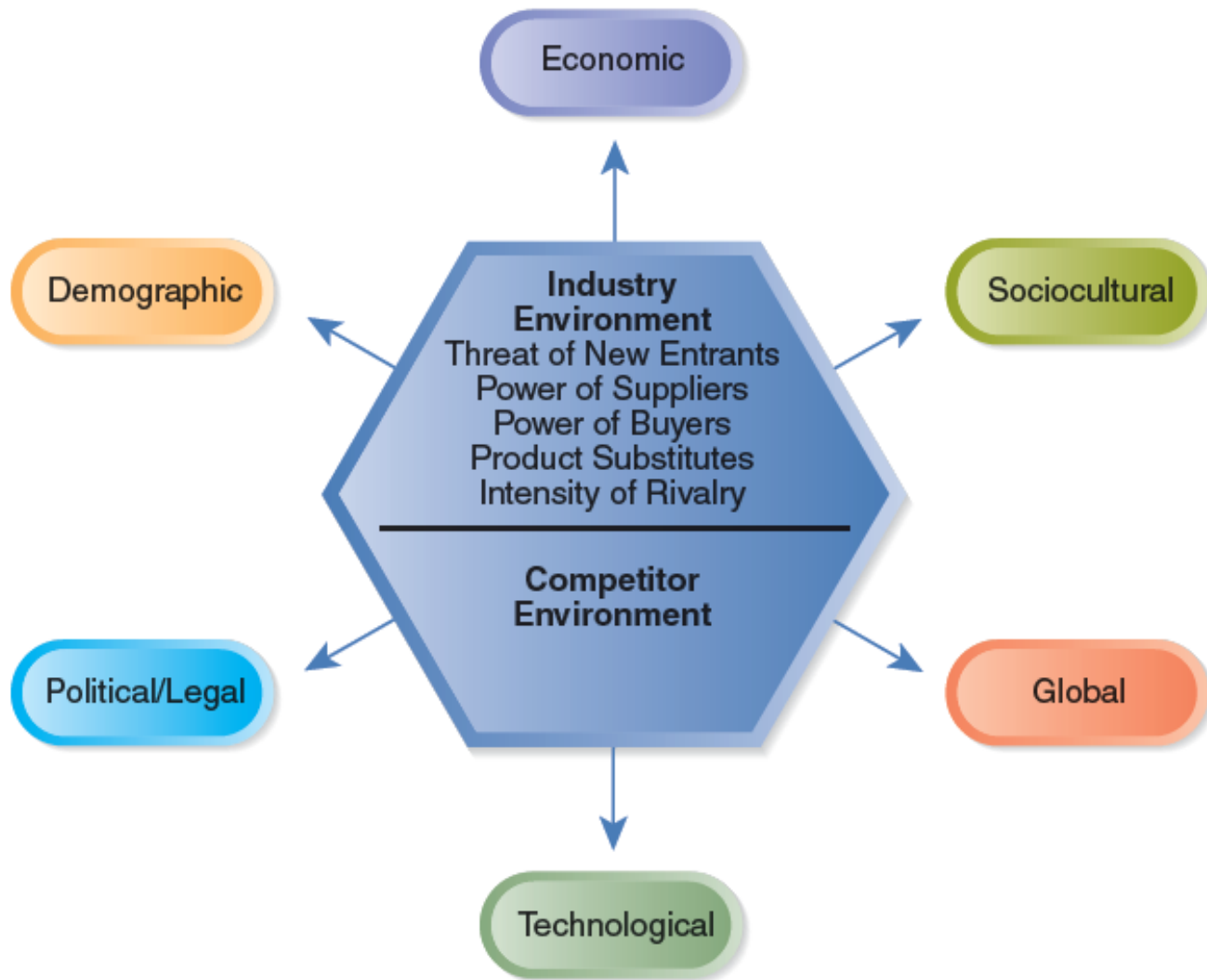
Without the Property Acquisition Fund



4. Strategic management framework

- A. The External Environment
 - B. Industry environment
 - C. Competitor analysis
 - D. SWOT analysis





A. EXTERNAL ENVIRONMENT

in a local perspective

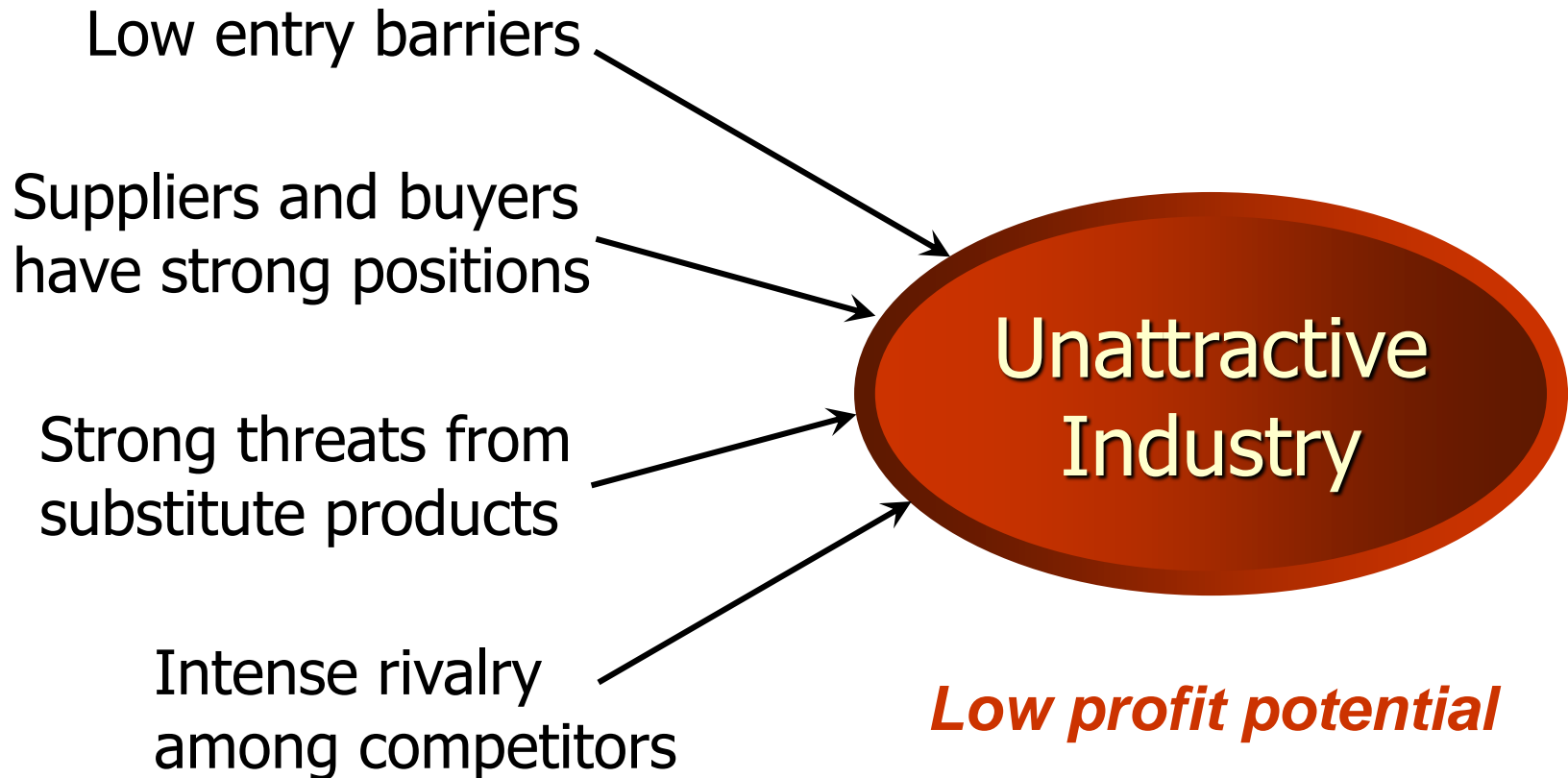
DEMOGRAPHIC	Low density area; depopulation; ageing; low birth rate, active migration
ECONOMIC	Depressed area – few job opportunities, low commerce activity, based on agriculture-for-survival, main employer: municipality; food-industry missing
POLITICAL/LLEGAL	Incentives for new businesses; European funds and support for rural areas
SOCIOCULTURAL	(local) Low female workforce, low levels of education, (national) no interest on conservation, social causes vs nature
TECHNOLOGICAL INNOVATIONS	Opportunity for non-profit organizations as a chance to communicate with a specific target concerned with nature conservation; green products; sustainability on enterprises
GLOBAL	Open-markets, Portugal known as a tourist-friendly country, expansion of Rewilding concept

B. INDUSTRY ENVIRONMENT

the five forces of competition model

THREAT OF NEW ENTRANTS	LOW – niche market for products and tourism vs economies of scale; ATN has a leading position on buying land and rewilding (high differentiation amongst ngo)
POWER OF SUPPLIERS	HIGH - Few funds/organizations for nature conservation; co-funding needed. On products, low margin for bargaining
POWER OF BUYERS	HIGH - Low interest on nature conservation projects vs social causes; Portuguese - not willing to donate/support
THREAT OF PRODUCT SUBSTITUTES	HIGH - Organic producers with lower prices, tourist operators increase competitiveness, local municipalities and the “free” mindset
INTENSITY OF RIVALRY	HIGH - intense competition for fundraising between non-profits; less organizations willing to donate/support; on products there is a competition between non and for profit orgs

Interpreting Industry Analyses



Competitor Analysis (cont'd)

Future Objectives

- How do our goals compare with our competitors' goals?
- Where will the emphasis be placed in the future?
- What is the attitude toward risk?

Competitor Analysis (cont'd)

Future Objectives

Current Strategy

- How are we currently competing?
- Does this strategy support changes in the competitive structure?

Competitor Analysis (cont'd)

Future Objectives

Current Strategy

Assumptions

- Do we assume the future will be volatile?
- Are we operating under a status quo?
- What assumptions do our competitors hold about the industry and themselves?

Competitor Analysis (cont'd)

Future Objectives

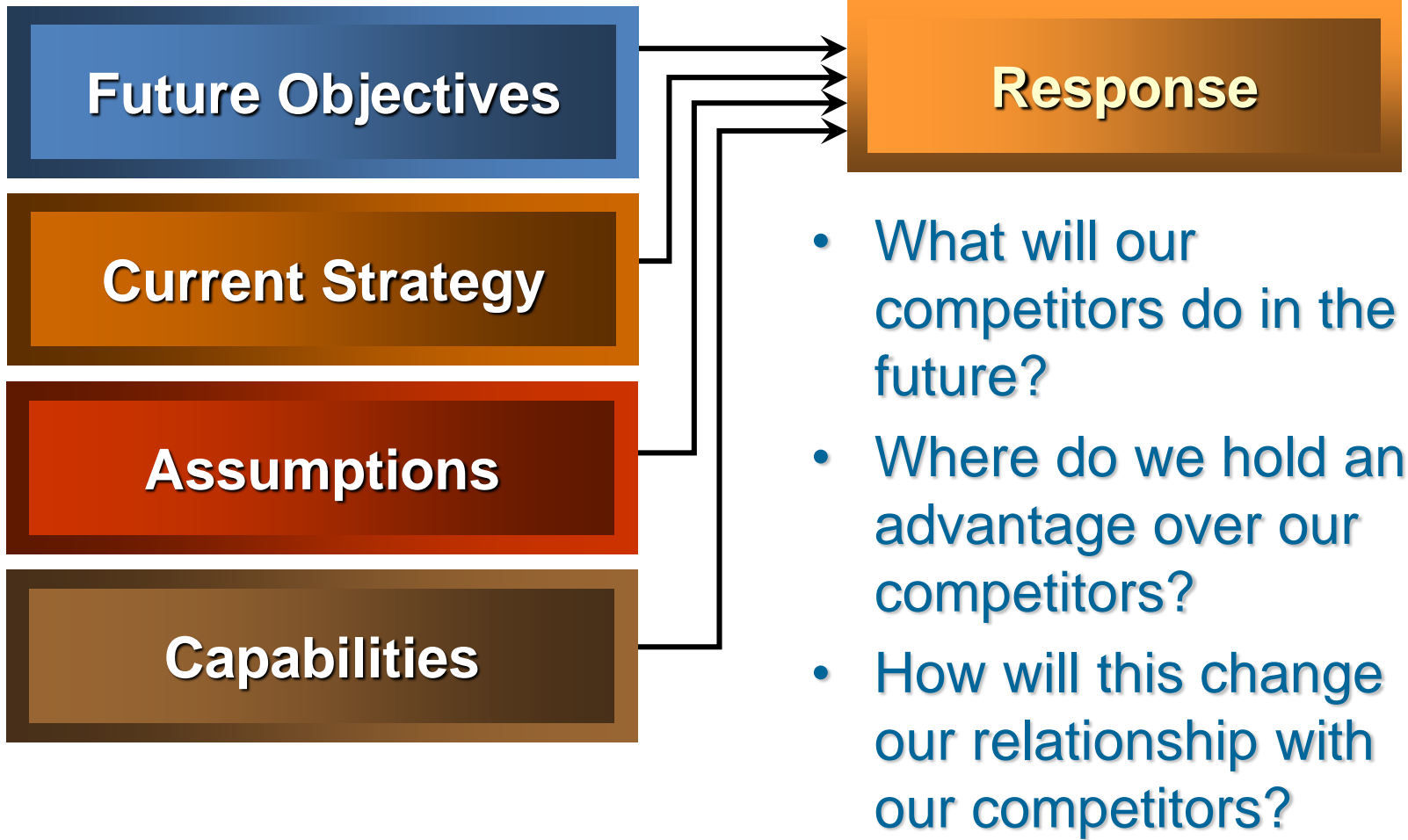
Current Strategy

Assumptions

Capabilities

- What are our strengths and weaknesses?
- How do we rate compared to our competitors?

Competitor Analysis (cont'd)



CHALLENGES

- Maintaining land acquisition, conservation and a technical team
- Depending less on projects
- Increase own funding (services provided in 2014 will not be maintained)





Think wild.

Bárbara Pais

barbara.pais@atnatureza.org

www.atnatureza.org