



Operational Optimisation & Financial Strategy

2026-2028

Securing the Sanctuary's Mission Through
Fiscal Discipline and Revenue Quality.

Our Roadmap to Sustainability

The Goal



Achieve positive cash flow while strictly protecting the \$150,000 operational floor required for animal care.

The Method (7 Strategic Levers)

- 1. Tiered Pricing
- 2. Retail Conversion
- 3. Supplier Terms
- 4. Private Functions
- 5. Donor Segmentation
- 6. Staffing Freeze
- 7. Fixed Cost Dilution

The Target

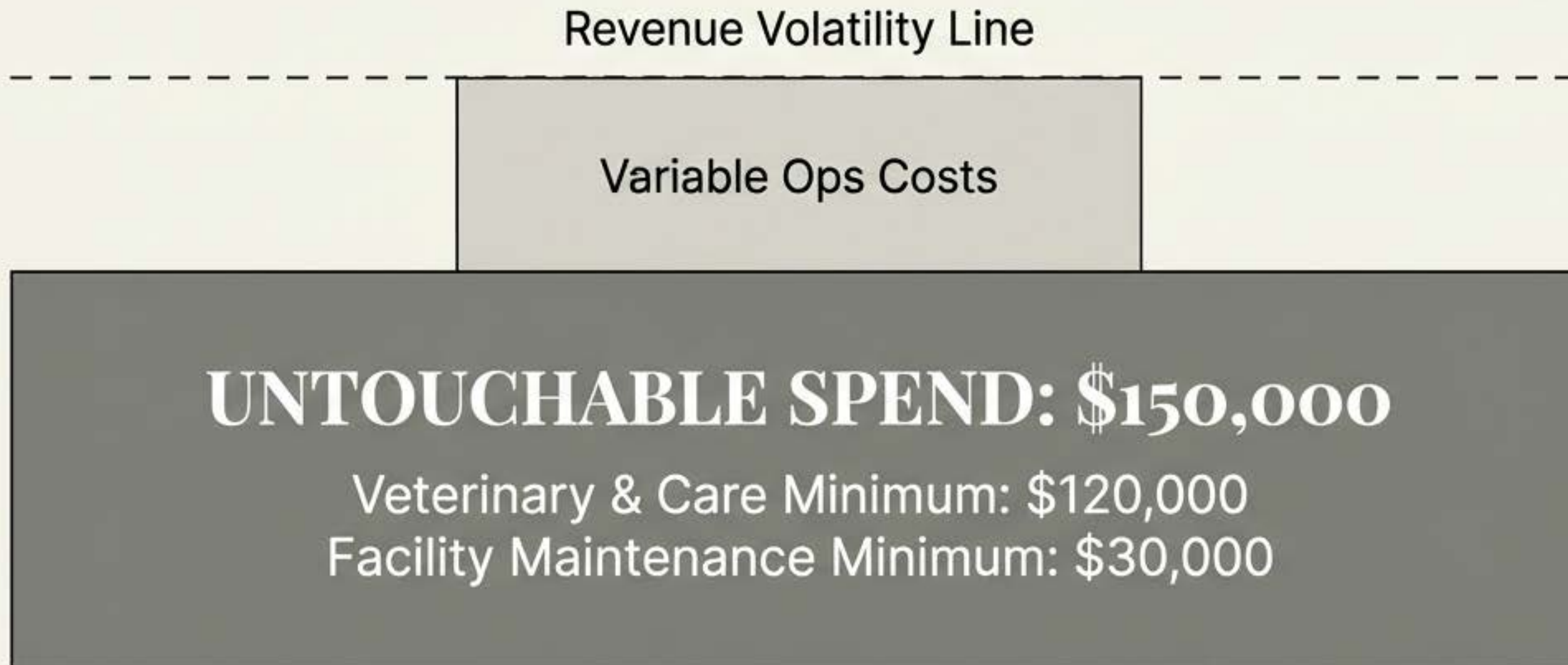


25% annual volume growth (reaching 28,750 visitors).

Containment of \$300k fixed overhead.

To ensure the Sanctuary's long-term survival, we must shift our revenue mix from **volume-dependent** to **value-driven**.

The Non-Negotiables: Protecting the Mission Floor



Welfare KPIs

- Enrichment activity hours per animal (Daily tracking)
- Food quality scores vs. budget variance
- Veterinary supply stock levels

“Any cuts below this \$150,000 threshold immediately compromise mission quality and donor trust. We fund these first.”

The Current Friction: Fixed Costs vs. Margin Leakage

The Fixed Burden

Fixed Cost Burden

\$580,000 Fixed Labour
(40 FTEs: 30 Care / 10
Visitor Services)

\$300,000 Fixed Overhead
(Incl. \$180k Lease)

High fixed costs require
high contribution margin,
not just volume.

The Margin Leak

\$25
General
Admission

Unknown
Variable
Costs

Volume at \$25 might hide
low unit economics.

Strategy 1: Shifting the Mix to High-Value Experiences

Moving from Volume-Dependent to Value-Driven.



The Math

Target Uplift: +\$50,000

Required ARPV Increase: +\$2.17

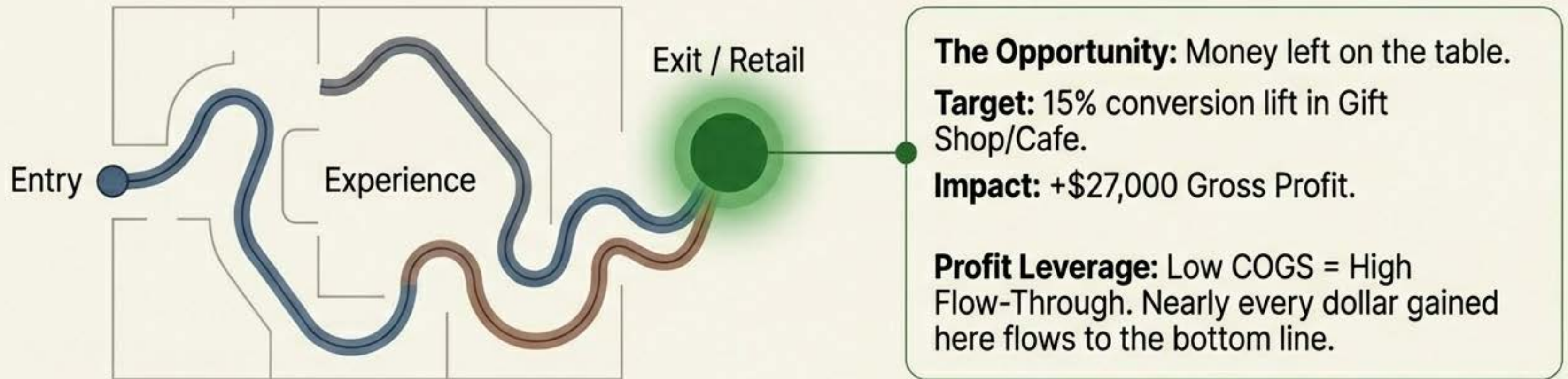
Sensitivity: A 10% price increase impacts 100% of ticket revenue immediately.

Action Plan

1. Limit daily General Admission capacity (create scarcity).
2. Bundle exclusive animal encounters into Premium tiers.
3. Test price elasticity on Premium Tours.

Strategy 2: Maximising Share of Wallet

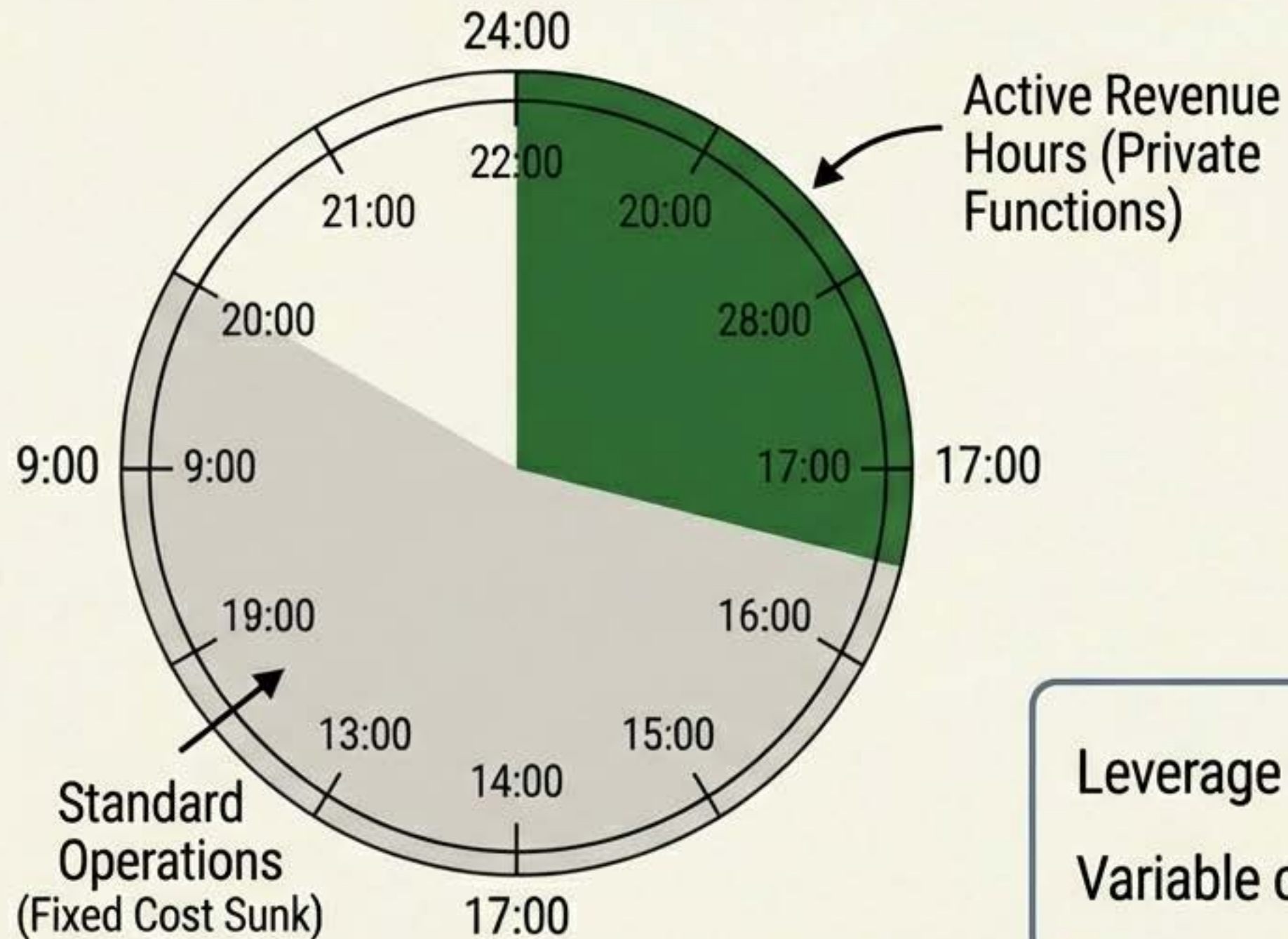
Hearing from Eloual-dumplehart patch to Flows up.



Tactical Plan

1. Optimise point-of-sale placement near exits.
2. Bundle souvenirs with coffee (Increase Average Order Value).
3. Benchmark: 25% attachment rate for visitors spending >\$15.

Strategy 4: Monetising Off-Peak Assets



Growth Target: \$50k (2026) → \$80k (2027)

Volume Requirement: ~53 events/year (approx. 1 per week).

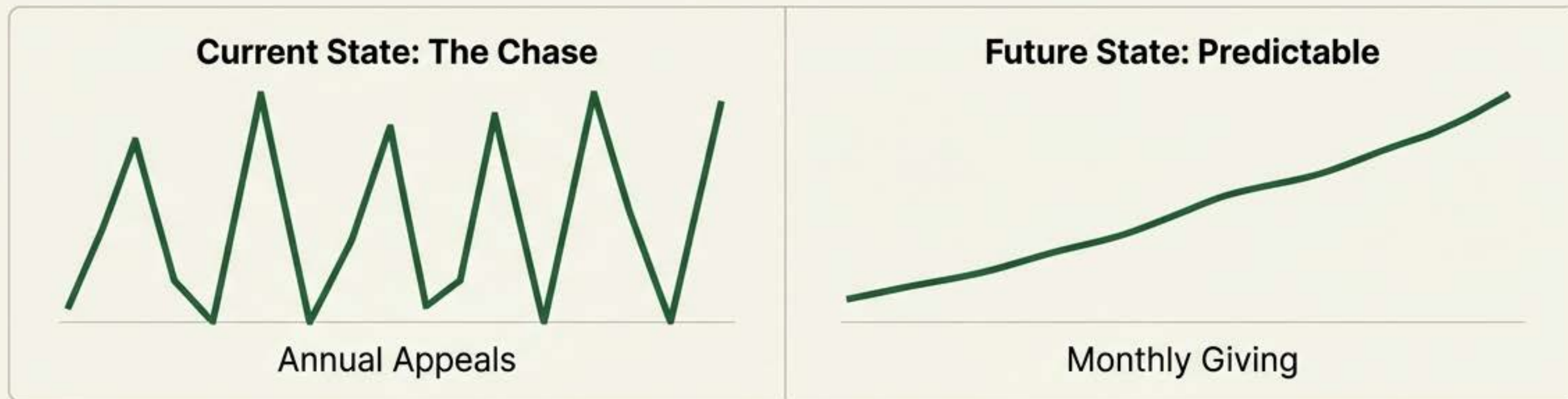
Average Booking: \$1,500.

Leverage existing staff to keep variable costs low.

Variable costs must stay below 26% COGS benchmark.

Strategy 5: From Spikey Appeals to Recurring Revenue

Transformation



Goal: \$150,000 → \$180,000 (+20%)

Mechanism: 167 new monthly donors @ \$15/month

Shift focus to monthly giving to lock in predictable cash flow. Show donors impact: “Your \$15 funds one animal’s feed for a month.”

Strategy 6: Efficiency Before Expansion



Current Staff Cost: \$580,000 (40 FTEs)

The Hard Truth: We cannot hire our way to growth.

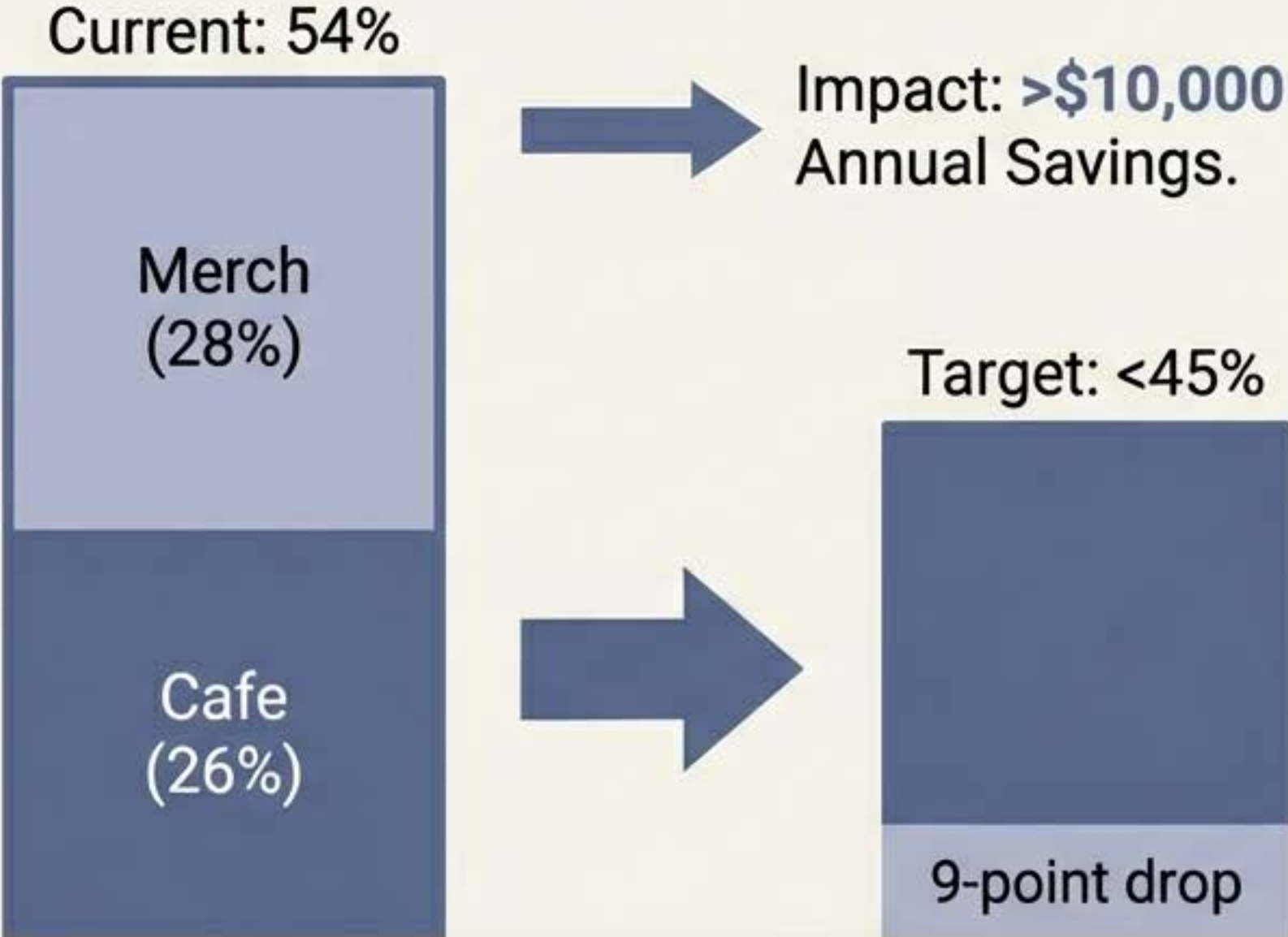
Action: Delay 10 planned Animal Care hires until 2028.

Requirement: Current Admin/Fundraising staff must absorb 15% more activity via process automation.

Risk: Adding staff costs before revenue is secured destroys cash flow.

Strategy 3: Disciplined Procurement

Before and After

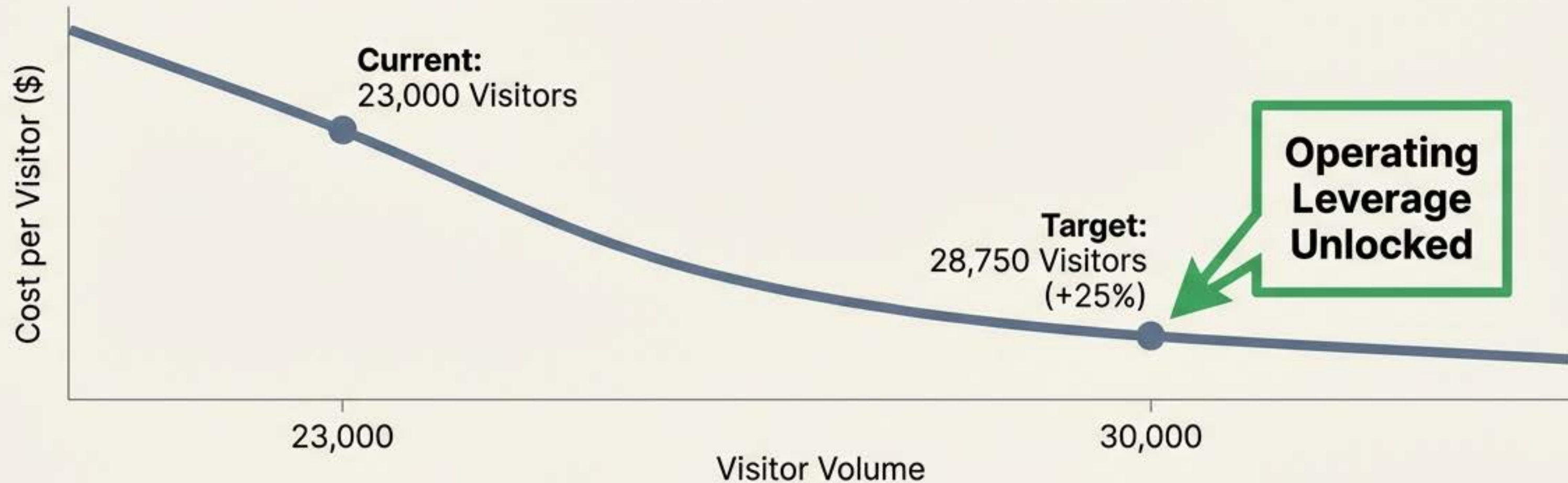


1. **Consolidate** Cafe and Merch orders.

2. **Negotiate** volume tiers (larger, less frequent orders).

3. **Target 15% savings** on key cafe ingredients.

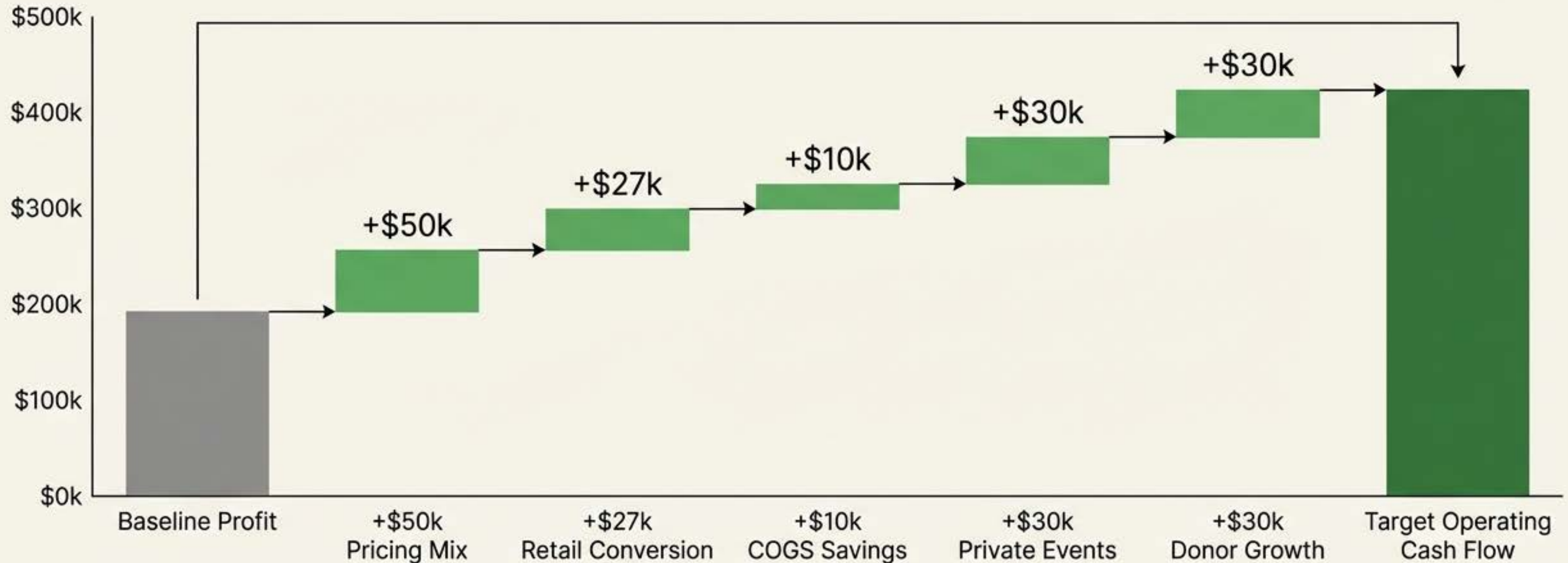
Strategy 7: Diluting the Fixed Cost Base



Constraint: Zero increase in major fixed expenses (Leases/Buildings).

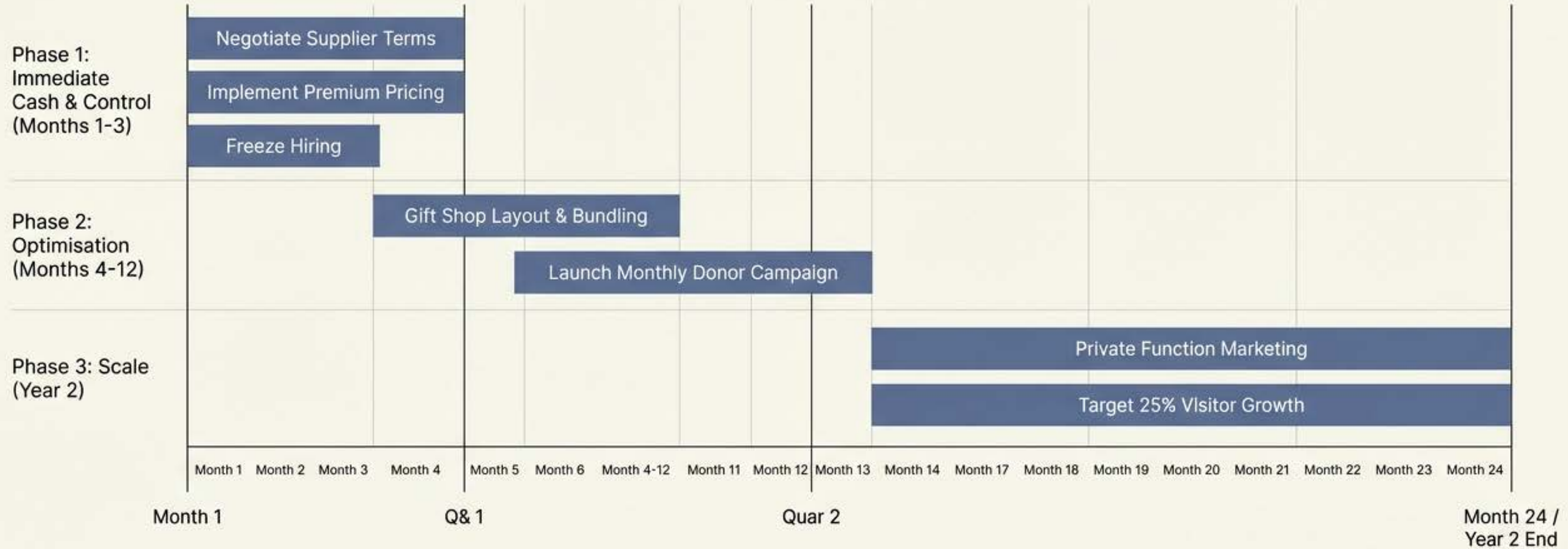
Result: Spreading the \$300k fixed base over a wider payer pool.

The Cumulative Financial Impact



Note: This excludes the cost avoidance of delaying the \$600k staffing expansion.

Implementation Horizon (24 Months)



Margin for Mission

Sustainability is a choice. We choose to optimise to protect those who depend on us.



Protect the Floor
(\$150k)



Shift the Mix
(Premium > General)



Sweat the Assets
(Staff & Buildings)



Control the Costs
(COGS & Labour)

"The maximum acceptable cost reduction in animal care is zero."