RANDERS REGNSKOV
TROPICAL ZOO

Planet Randers – An international flagship project
Application for stage four financing as Region Midtjylland's international flagship projects in the experience economy.

The Randers Regnskov fund hereby applies for stage four funding of DKK 15 million.

The overall aim of the stage four financing will be a ready to build project.

Planet Randers is by all definitions a flagship project at a Danish and northern European level. It is no less than the world's largest indoor and outdoor zoo attraction. Our dream of realising this project stems from our current success in Randers Regnskov and from a vision of a better planet. We believe that one important way to support nature is to communicate the importance of biodiversity, sustainability and the importance of preserving the natural habitats of the wildlife, by creating great animal and nature experiences. This will happen if we are capable of creating a commercial success in Planet Randers – both as a visitor attraction, and with them, many initiatives to commercialise a sustainable nature together with strong partners in different business; foundations, public institutions, the food industry, the energy sector etc.

Besides, analysis performed in the last stage revealed that Planet Randers will become a sustainable project with a realistic and sound economy. The analysis further revealed that Planet Randers will have a great impact on the Regions tourism and will support a large number of employees (*see the Planet Randers feasibility study for in depth information*).

The money from the stage 2 financing has been well spent and the networking strategy has been conducted at full tilt. The development of the content of the Planet Randers World Dome is now specified into a concept. This concept has been proven sustainable in the feasibility study. Our 'backyard' in Gudenå river valley and the networks of food production is rapidly underway and is now widened to incorporate more partners.

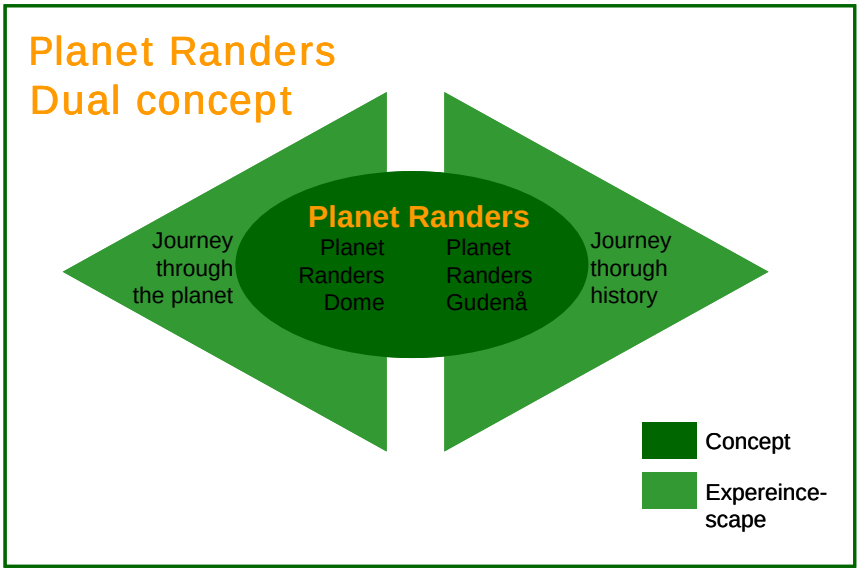
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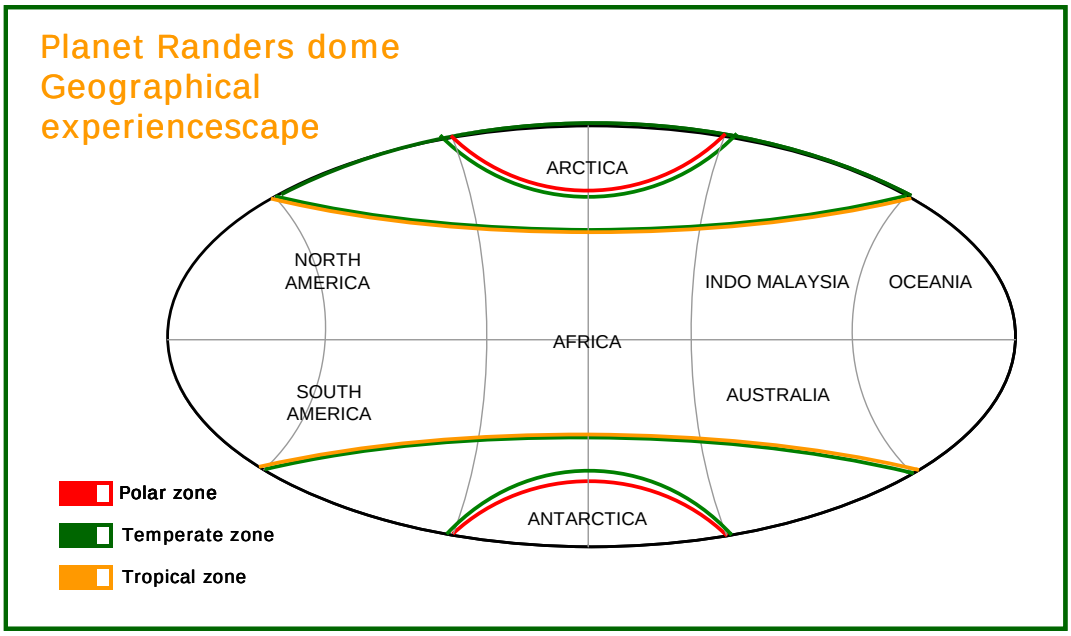
Curator

Planet Randers concept
Planet Randers holds two major zoo concepts – each with a number of sub-concepts:

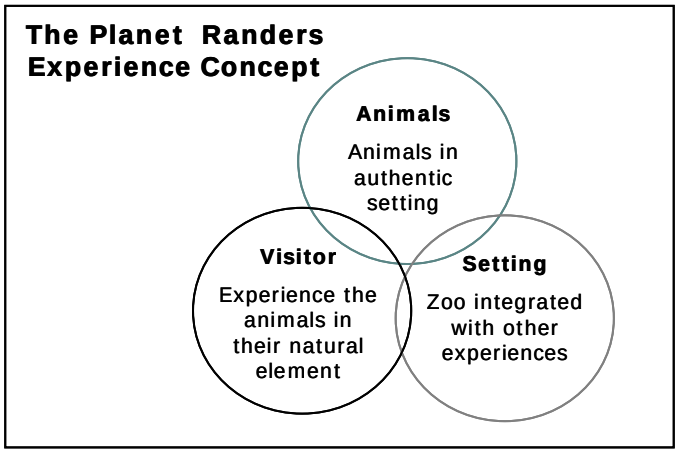


The Planet Randers World Dome First, a massive expansion of our current visitor attraction to an indoor attraction that literally is a model of the planets biospheres from the North Pole to Antarctica in south. Each of the biospheres incorporates a number of experiences that supports the experience of actually being there. Not only can the visitor travel from continent to continent and enjoy the animals of the world. The attraction incorporates new and never before seen experiences. Here our aim is to have the visitor experience the animals in settings that are as close to the natural world as possible. This means that animals in trees are experienced from trees and that maritime animals are experienced in water or from by paddling in a fleet. The Planet Randers World Dome holds the first water zoo experience where the visitor can swim next to the piranhas or the dolphins. The strict concepts of ‘being there yourself’ and the ‘close animal encounters in very near to natural habitats’ also have strong consequences for the outlining and design of the inside of Planet Randers. The Galapagos experience is like being on the islands and visiting the Himalaya is an experience of climbing to the top of the world.

The Planet Randers dome is literally the Planet Earth drawn together in Randers within a gigantic dome that encompasses all of the planet’s continents in a 63.000 square meter area. Shaped like an unfolded atlas, the experience zones offer the visitors a multitude of high value experiences.



We believe that the simplicity and the completeness of the strength of the concept. These are the principals that we work from in Randers Regnskov and if you are in doubt you are welcome for a visit.



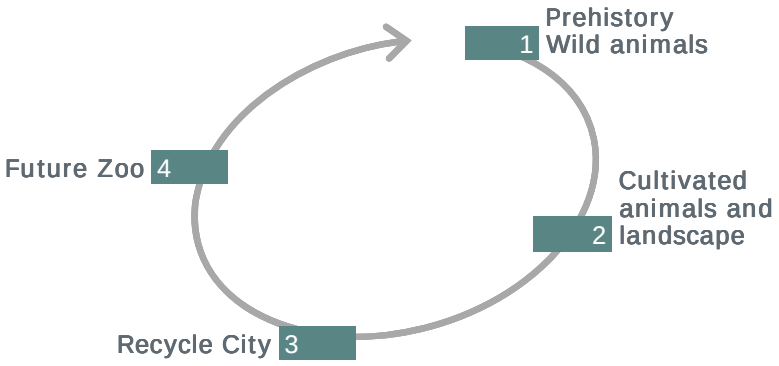
From a business perspective the Planet Randers World Dome incorporate a hotel with approximately 200 rooms. Some of these support the zoo theme. Other rooms don't as the hotels facilities are also used for conferences, meetings and events during the attractions quiet season.

Within the Planet Randers World Dome a number outlets sell thematic foods such as burgers in North America and Asian cuisine in Asia. At Antarctica the restaurant serve thematic food with penguins enjoying their life in the background.

For a more visitor oriented perspective of the concept of the Planet Randers World Dome, please see the visitor guide to Planet Randers (Attachment).

Planet Randers Gudenå area The area outside the Planet Randers World Dome will be transformed into a zoological journey in time. A 15 kilometre belt of the riverbanks of the Gudenå – Denmark's only river - will be maintained by use of megafauna (larger animals). The journey through time takes the visitors along the riverside either by boat, tractor, bike or walk trough the history. Exploring animals from the past and the native wildlife, the visitor can stay at the camp sites near the riverbank or stay at small camps. Simplicity is the keyword here and the accommodation will differentiate from the experience in the Planet Randers World Dome.

An area is kept as a natural wildlife reserve, encouraging preservation of nature as something more than a modern farmland in focus. More original forms of wildlife and native breeds are framed under more traditional forms. All this is done with a strong focus of, how commercialisation, story telling and preservation can play together. Our potential strong business partners such as, a Danish breweries, dairies and very likely one of Scandinavia's major food chains (COOP) are partners in the project that bring the old breeds and their farming products to life. This will take place via a new Planet Randers brand that contains only value added foods from sustainable farming and 'animals with a genetic value.



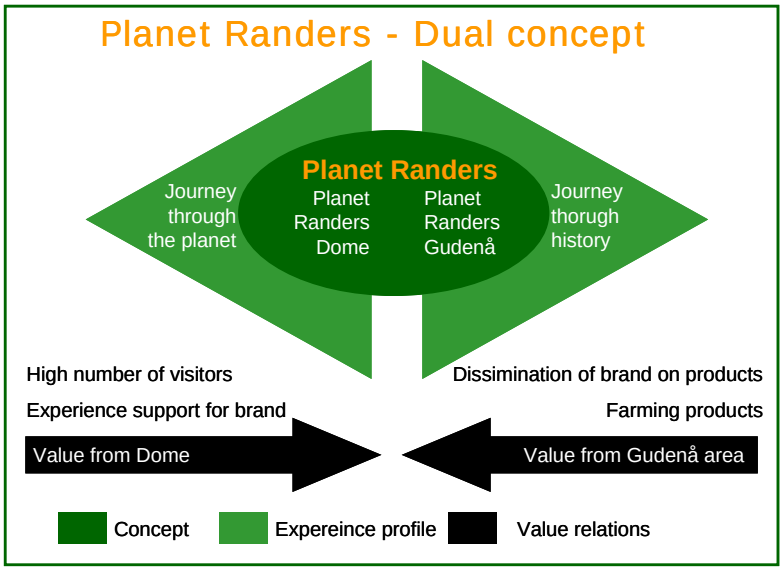
One part of a visitor to the Planet Randers Gudenå area could incorporate a visit to 'Recycle City'. Recycle City is a vision of a future that is a sustainable society. Here the visitors can stay in cabins that have a higher comfort level than at the camp sites. The city is completely supplied by sustainable energy. The construction design of Recycle city is centred on a vision of a possible future whit a balanced society and nature. Modernity's waste bin is made into small but high tech cabins that can be rented from a few days to weeks at a time. Hereby Recycle city can be your alternative and sustainable access point to the whole destination. The visitors can stay in the hull of an airplane or the old fright train.

The last ‘stop’ on the track along the riverbanks of the Gudenå is the Future Zoo. This area could will be maintained by exotic species, in vicariate for the lost biodiversity of Europe. In former geological periods much more mammal species were present in Europe. Elephants, rhinos and hippos would possibly have been naturally - and enriching - element in our landscape today, if not hunted down by our forefathers in the past! The different management on the areas will be interesting for both the public and scientists. Several partners from the research sector have shown interest in this part of the project.

We are already in the progress of opening a new part of Randers Regnskov that incorporate the storyline from prehistory to the future animals. Our plan is to open this part of the attraction as early as 2010 – a task that seems feasible concerning concept and financing.

The business aspects of the Gudenå riverbank are quite unlike those of the Planet Randers World Dome. Whereas the World Dome is a pay-per-day visitor attraction, only the future zoo is an actual attraction. The majority of the area is open to the public. Only the means of transportation such as renting out of bikes and a small outlet of pick nick baskets are income generating activities. However the business aspects are much more far reaching than this. Several of our different business partners have strong interests in the area. For example the historic farmland that will display old breeds and sorts of farming products. A major Danish diary has already shown their interests in the project working on a project where one of their very few micro diaries will be localized adjacent to the area in order to draw on historic milk products. Other business partners are interested in historic grains or the meat from the farm animals.

One of the strong elements in the Planet Randers concept as a whole is that the two major sub concepts support each other very well. The Planet Randers dome will be a flagship project that will draw a large number of Danish and foreign visitors. Some of these will also want to stay for another day to explore the Gudenå riverbank area. At the same time the Planet Randers dome will provide a window to the storytelling of the products under the Planet Randers brand. The dome will be the experience-branding of the products. On the other hand, the related products will support the Planet, strengthening the relation to business partners that are primarily interested in the branding of food products. Furthermore, the dissemination of the products will be a platform for the marketing of Planet Randers as a visitor attraction.



Planet Randers offers a diverse selection of animals from all areas of Planet Earth.

For further information on the relations to our business partners please refer to the documentation of the external resources. For more details of the concept see also the concept chapter in the feasibility study.

Timing Due to the massive character of the Planet Randers Project as a whole we are aware that we must progress forward with a constant focus on each stage and the constant involvement of business partners.

As the reader might have noted, the concept description presented here is very much in line with the ideas presented in the former application round. However, we believe that the initial concept was very strong and that it only needs specification and clarification.

Key numbers:	
Indoors zoo area	63.000 m2
Outdoors zoo area	750 hectares
Expected visitor numbers, indoor zoo	909.000
Worst case estimates, visitor numbers	800.000
Total construction cost	DKK 1.575.000.000
Expected turnover, indoor zoo and integrated businesses	290.000.000
External funding needed for a sustainable project (worst case)	56 % (With cost reductions = 50 %)
External funding needed for a sustainable project (base case)	50 %
Jobs generated during construction (direct impacts only)	1.640
Jobs generated during operation (direct impacts only)	140

Planet Randers in relation to international trends
We would like to present the following international trends that support the reasoning behind the development of Planet Randers:

- **Value added foods** In Denmark and all of Northern Europe organic and other value added food brands (such as Max Havelaar) has entered the kitchen tables. From Planet Randers and the Gudenå River we will develop a brand that is twofold in its sustainability: 1. it is organic and 2. it preserves the natural historic species.

- **Quality attractions** In the market for visitor attractions the winners are the companies that understand how to produce settings where the visitors themselves can engage in quality experience. Close encounters with animals is a strong tool because animals invoke feelings. The completeness of the setting of Randers Regnskov and Planet Randers ensures visitor value - and return visits.

- **The race to become largest** Across the world visitor attractions are racing to have the longest or steepest rollercoaster. Our aim by becoming the largest zoo attraction in the world is not a race for prestige in the international zoo association. Our aim is of a more far reaching kind. We want to “save The Planet” – not as a copy – but by presenting the value of its natural biodiversity and the many species.

- **Life as a balance** An increasingly stressed labour marked and an increasing number of socioeconomically advantaged elderly an increasing demand for luxury offers, where the tourist can relax and find balance, will emerge. This trend has already broken through within the wellness and spa sector, and is predicted to have a further development. In addition a rise in more spiritual products, where the tourist is using the holiday on finding inner balance, is detected. The focus in these products is spirituality in itself, but the tools if offers to the individual.

- **Focus on the environment** In general there will be an increase in the tourist number, but a change in the known tourist flow will also be seen. Changes in the climate might for instance promote new destinations on the expense of others. In addition there will be more eco-tourism and a general focus on sustainability/climate in planning and activities.

Aim of stage four financing from Region Midtjylland

The aim of the stage four financing is to reach a ready to build project.

A 1.5+ billion kroner project will realistically not be ready for opening during the region's next financing period until 2011. A more realistic opening is through a number of stages from 2013 – 2020. The project has now proven the initial test in the feasibility study as an attractive concept with an international scope and scale.

However our focus is still the concept refinement, further business development with our partners, analysis of the relation between the sub-concepts and from now on also a major task of financing the project. The following tasks must be completed in order to reach the goal of a ready to build project:

Concept refinement The overarching concept of Planet Randers is very clear. However, much work still needs to be done in order to design each of the individual sub concepts both in the indoors and outdoors zoo. Each of the concepts needs to be designed at a level where the experiences of the visitors are completely evident. Our way of designing the attraction in this way has so far been conducted by us selves with miniature models in clay and paper Mache without the involvement of architects. In the development of the concept of the attraction at this level, we need to define which animals that will fit the setting, which we will have access to and what the cost of handling them with a high ethical standard is. This takes some research work and communication with other zoos across the world.
A part of the concept refinement will be done by going on study trips to actually find the settings that we want to construct in Planet Randers.

Technical solutions In order to reach a ready to build project we must further investigate the technical and climate solutions. We will draw in engineering experts to clarify the space usage and climate needs for the actual construction on the basis of the exhibition and other usage.

Business refinement The concept holds a number of business elements from hotel and accommodation, congress centre, restaurant and visitor attraction. These elements can only be fully developed together with partners. In order to do so we will invite hotel owners and experts in the field in order to define how should the mix of forms of accommodation in and outside the dome function, how should the restaurant's and the daytime eating facilities' concept be developed? Once again we must reach a level of detail where we

know the localization of the kitchens, the access ways, the reception and so forth. As we are not currently experts in this field, we will a) locate the right partners and b) develop the design along with them.

Further development of the partner strategy Our current partners are strong but no not cover all fields. For example our plan is to engage with one or more media partners such as Animal Planet, Discovery Channel or National Geographic. We can help them tell the great story of the construction of the world's largest zoo and they can help us generate an international platform for communication. From the last stage our strategy has focused very much on creating networks both in relation to food production and branding and in relation to renewable energy.

Brand development The Planet Randers brand with its double sustainability aspects must become more refined than it is today. Together with our current partners and maybe newcomers we must specify the content as well as the visual identity of the brand. We and our partners must also develop a plan for the production in relation to species, storytelling elements, distribution and sales etc.

Further business analysis of the concept elements The feasibility study covers the initial estimates for the visitor numbers. As the expected number of visitors is the key to a sound business we will try to get a second opinion as a quality assurance. Furthermore we must analyse more carefully the market, the willingness to pay and the entrance fee structure through further market analysis. Therefore we expect a number of surveys to be conducted in our most important markets; Denmark, Germany, Norway and Sweden.

After the stages above we will need to update the feasibility study.

Unfolding the financing strategy As the feasibility study show, we will need some 50 % external financing in order for Planet Randers to become a good business. Although we consider our relations with some of the most important funds as very good, we know that we can and must do much more in order to generate the necessary funding. Our plan is to use some of the financing to establish a business club of small and large companies in the region, Denmark and at an international level. We know that being part of a business club is not itself enough to make it attractive to companies. We would like to bring in the best experts in Europe to talk about sustainable branding and CSR, experts who will tell about relations between Zoo's and business and other relevant areas. After the first stage of establishment we would like to invite our business partners on a study trip to a destination that is relevant to the Planet Randers project and the relationship between business and zoos.

The not so hidden agenda is of course to involve the members of the business club in an economic commitment as sponsors. The value to the business club is, that they can have a say in the future sponsorship structure.
Apart from the commercial partners we also need to develop the relationship to our philanthropic partners, especially the major Danish funds. Randers Regnskov is a very strong show case of what Planet Randers will become and we must nurse all the funds for them to come here for a visit and dialogue.

Information and press handling The press and others have been very eager to hear about the project. We will need resources for extra strategic press handling and communication during the coming years. We will need to produce a marketing strategy at the end of the stage.

Plan for construction in stages We are aware that a project of this size is with a feasible business model for the operation throughout the project. The specific development of the project in stages will depend on the success of our financing strategy. Therefore the plan must be revised a number of times.

3D modelling Randers Regnskov is the best possible window for the Planet Randers Project. The development of the Gudenå area is already underway. The presentation of the magnitude of the project must be strengthened by more physical and digital modelling work.

Legal and financial advice The legal and financial aspects such as contracts on the Planet Randers brand must be covered by layers, financing experts and our accountant.

Pre-construction building consultancy and architectural competition A project of this magnitude needs advice from construction consultants and architects. At the moment a Danish architect and engineers from Denmark and German have supported the project, participating in the “building group”. When we proceed to an architecture competition we will need to design a program for these matters. Much of this programming work can be conducted as part of stage four.

Organisation of the project during stage four (market plan)

During the next stage of the project we plan anchor the project even further in our organisation. This will be done by establishing a secretariat. This will be a more permanent workplace with a dedicated project employee. This person will perform approximately 3 of the total estimated 6.7 work years the project will need over the next couple of years. The employee will need an office as a permanent work place.

The permanent worker must be supported by management, communication employee, administration and the rest of Randers Regnskovs staff.

Furthermore, approximately one man year will be spent on the financing of the project.

The complete overview of the estimated number of hours is listed below in the budget.

Budget stage 4

The following cost budget is based on costs to external resources with the exception of the costs to the secretariat.

The external costs are mainly aimed to pay for consultants and advisors and other specialist needed in the process of establishing Planet Randers.

The budget for the DKK 15 million stage 4 application in the next stage is as follows:

In DKK excl. VAT	Cost applied for		
Year	**2009**	**2010**	**2011**
Concept refinement	500.000	500.000	500.000
Study trips, project group	150.000	100.000	50.000
Business refinement			
Brand			
Hotel			
Shop			
Daytime eating			
Entrance fee structure			
Organization			
Zoo specifications	200.000	200.000	
Indoor exhibition/animals			
Outdoor exhibitions/animals			
Defining spatial/climate constructional demands	50.000	400.000	200.000
Modeling/3D/showroom	500.000	500.000	500.000
Financing/fundraising	50.000	50.000	100.000
In depth Marked analysis			150.000
Surveys			
Denmark			100.000
Scandinavia			150.000
Northern Germany			150.000
Second opinion on marked estimates			100.000
Marketing strategy			250.000
Dialogue with external partners			
Study trips	200.000	200.000	100.000
Establishing agreements			
Up dating the feasibility study			300.000
Secretariat			
Workplace and materials/presentations	150.000	100.000	100.000
Employing project worker	300.000	350.000	350.000
Employing fundraiser			350.000
Information/press			
Internet/webpage			100.000
Legal/tax advisory		200.000	400.000
Arcitetual competition			4.000.000

Total pr. year	2.100.000	2.600.000	7.950.000
Total amount Total			**12.650.000**
Total amount Incl 25% VAT			**15.812.500**

The budget for the co-funding of stage 4.

In DKK excl. VAT	Own costs			Own hours		
Year	**2009**	**2010**	**2011**	**2009**	**2010**	**2011**
Preconditions						
Hourly cost in average	*300*	*300*	*300*			
Workhours pr year	*1.650*	*1.650*	*1.650*			
Concept refinement						
Study trips internal	45.000	30.000	0	150	100	
Business refinement	0	0	0			
Brand	15.000	30.000	45.000	50	100	150
Hotel	30.000	30.000	60.000	100	100	200
Shop	30.000	30.000	60.000	100	100	200
Daytime eating	60.000	60.000	60.000	200	200	200
Entrance fee structure	0	15.000	30.000		50	100
Organization	0	15.000	30.000		50	100
Zoo specifications						
Indoor exhibition/animals	150.000	300.000	150.000	500	1.000	500
Outdoor exhibitions/animals	120.000	150.000	120.000	400	500	400
Defining spatial/climate constructional demands	30.000	30.000	60.000	100	100	200
Modeling/3D/showroom	30.000	30.000	30.000	100	100	100
Financing/fundraising	60.000	60.000	600.000	200	200	2.000
In depth Marked analysis	0	0	30.000			100
Surveys	0	0	0			
Denmark	0	0	0			
Scandinavia	0	0	0			
Northern Germany	0	0	0			
Second opinion on marked estimates	0	0	0			
Marketing strategy	0	0	30.000			100
Dialogue with external partners	90.000	90.000	90.000	300	300	300
Study trips	30.000	30.000	15.000	100	100	50
Establishing agreements	30.000	30.000	30.000	100	100	100
Up dating the feasibility study	0	0	30.000			100
Secretariat						
Workplace and materials/presentations	0	0	0			
Employing project worker	30.000	0	0	100		
Employing fundraiser	0	0	30.000			100
Information/press	30.000	30.000	30.000	100	100	100
Internet/webpage	7.500	7.500	15.000	25	25	50
Legal/tax advisory	0	0	0			
	750.000	930.000	1.500.000	2.625	3.225	5.150
Own hours/cost			**3.180.000**			**11.000**
Private funding needed			**570.000**			
The applied for amount is the maximum of DKK 15 millions inkl. VAT		**% of applied amount**	**25,0**		**Work Years**	**6,67**

The above budget shows the basis for the co-funding based primarily on the hours estimated to be used on the project by Randers Regnskov employees and the Planet Randers secretariat. The cost is derived from hours used multiplied with the expected average hourly pay up held by the resources used on the project. Where no hours are entered the activity either is expected to be handled by external resources or the activity is not “active” for the given year.

Local, national and regional anchoring of the project

Planet Randers will be a major project in Northern Europe, both in terms of visitors, branding and business development. The municipality of Randers is aware of this and Planet Randers has been written into the development plans for the future.

Planet Randers is engaged in a dialogue with several major Danish companies. These companies’ commercial interests are the basis of the strong business- and holistic partnerships we want to develop.

At an international level we have long been part of the international zoo association. We are cooperating not only with international Danish companies but also with other international actors such as architects.

Documentation of external resources
In the following we list only our major external resources. For statements from these partners please refer to the attachments.

Region Midtjylland
Randers Kommune
Udvalget til Bevarelse af Genressourcer hos Danske Husdyr
Aage V. Jensens Naturfond
Skov og Naturstyrelsen
Dansk Landbrugsmuseum Gl. Estrup
Det Jordbrugsvidenskabelige Fakultet, Aarhus Universitet
Biologisk Institut, Aarhus Universitet
Syddansk Universitet
Visit Randers
Veterinarian Knud Steensborg
43D
FDB/Coop
Arla
Carlsberg

Project plan – Preliminary

Year	2009				2010				2011			
Quartile	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Concept refinement												
Study trips internal												
Business refinement												
Brand												
Hotel												
Shop												
Daytime eating												
Entrance fee structure												
Organization												
Zoo specifications												
Indoor exhibition/animals												
Outdoor exhibitions/animals												
Defining spatial/climate constructional demands												
Modeling/3D/showroom												
Financing/fundraising												
In depth Marked analysis												
Surveys												
Denmark												
Scandinavia												
Northern Germany												
Second opinion on marked estimates												
Marketing strategy												
Dialogue with external partners												
Study trips												
Establishing agreements & contracts												
Updating the feasibility study												
Secretariat												
Workplace and materials/presentations												
Employing project worker												
Employing fundraiser												
Information/press												
Internet/webpage												
Legal/tax advisory												
Architecture competition												

Risk analysis
The Planet Randers project faces the following two sorts of risks:

1. External non-tangible risks. These are risks that are of importance to the project economy and sustainability such as:

- The price of materials such as steel
- The interest rate
- The development of the world economy

These risks are risks that all projects are faced with and can have little control over.

2. Tangible project risks. These are risks that are of importance to the project. They are somewhat reliant on our own professionalism and the strength of the concept. These are:

- **Copying** If the Planet Randers concept and plans are made public to early there is a risk that Planet Randers could be copied by other attractions. To avoid a public announcement in the early stages of Planet Randers the project group has to be careful with which information and specific content.

- **Keeping the interest of network partners** A large part of Planet Randers' success relies on multiple network partners. These are both commercial, public and research partners. To minimize the risk of loosing strong partners and to maximizing the potential for new, we are focusing very much on a regular dialogue and their needs as well as ours.

- **Fundraising** will become a challenge due to the scope of Planet Randers. We are familiar with the tasks that lie ahead and we already have much goodwill among many Danish founds. We are aware that we must become even better.

The secretariat and our dedication will ensure that the risks are met and that the challenges are overcome.

Legal aspects

The following legal aspects are relevant to Planet Randers:

- Contracting with hotels, restaurants etc.
- Local- and urban plans
- Brand ownership and management, merchandise etc.
- VAT and TAX

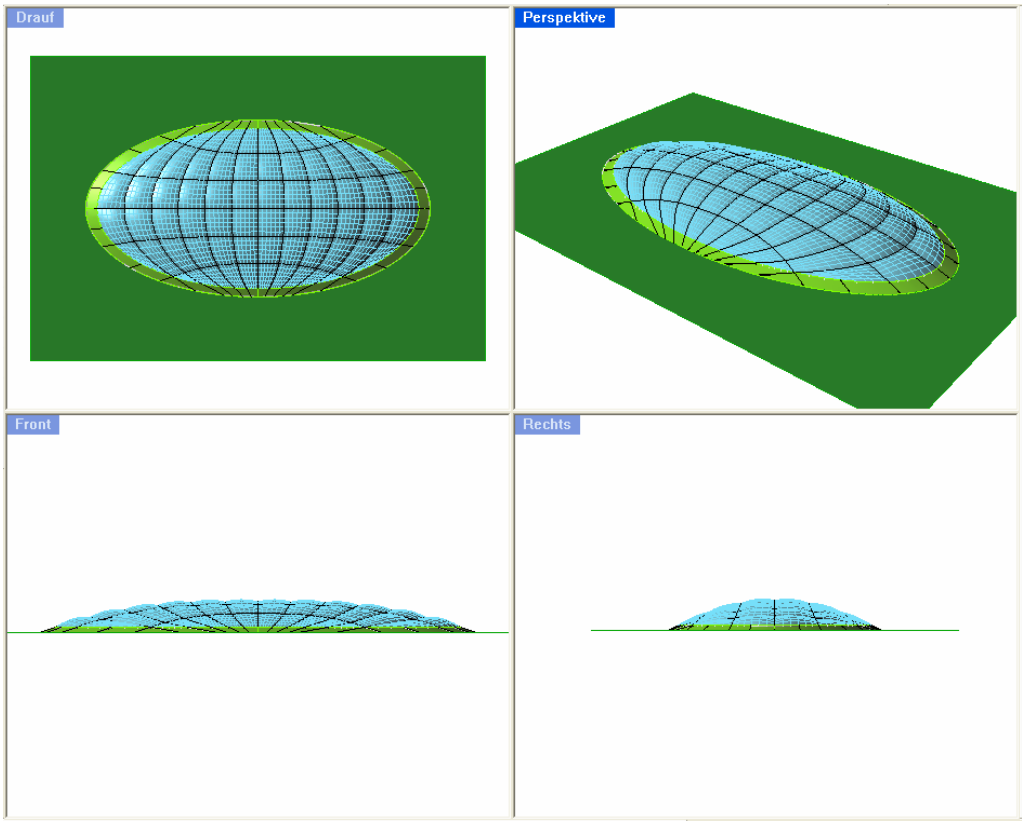
The issues will be handled in corporation with professionals.

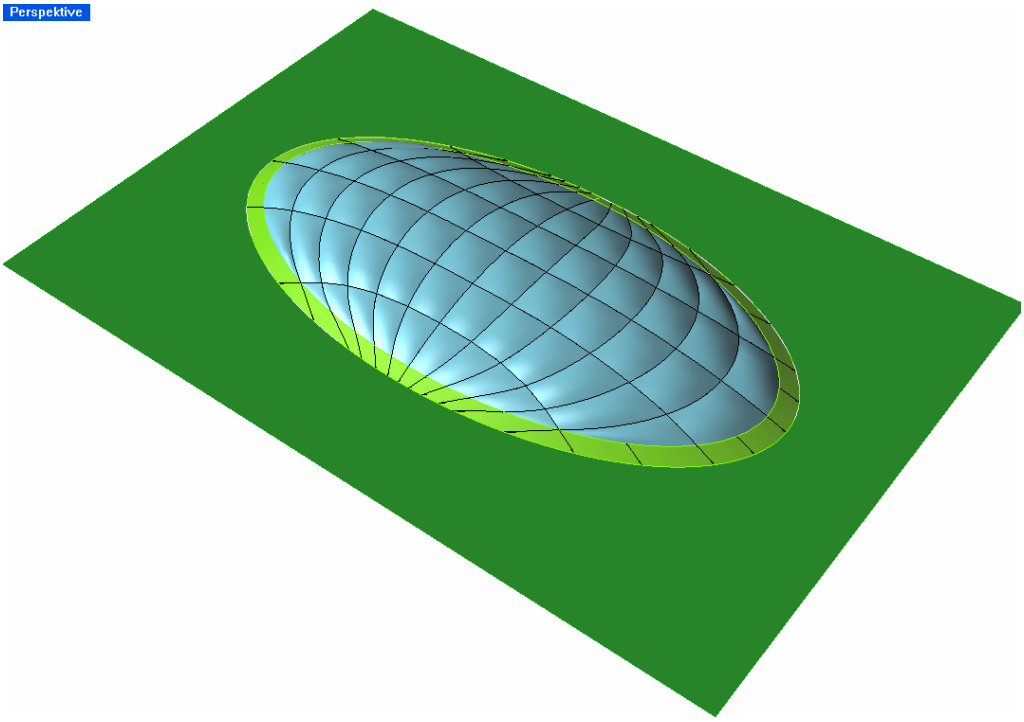
Appendix 15: Visualization of Planet Randers

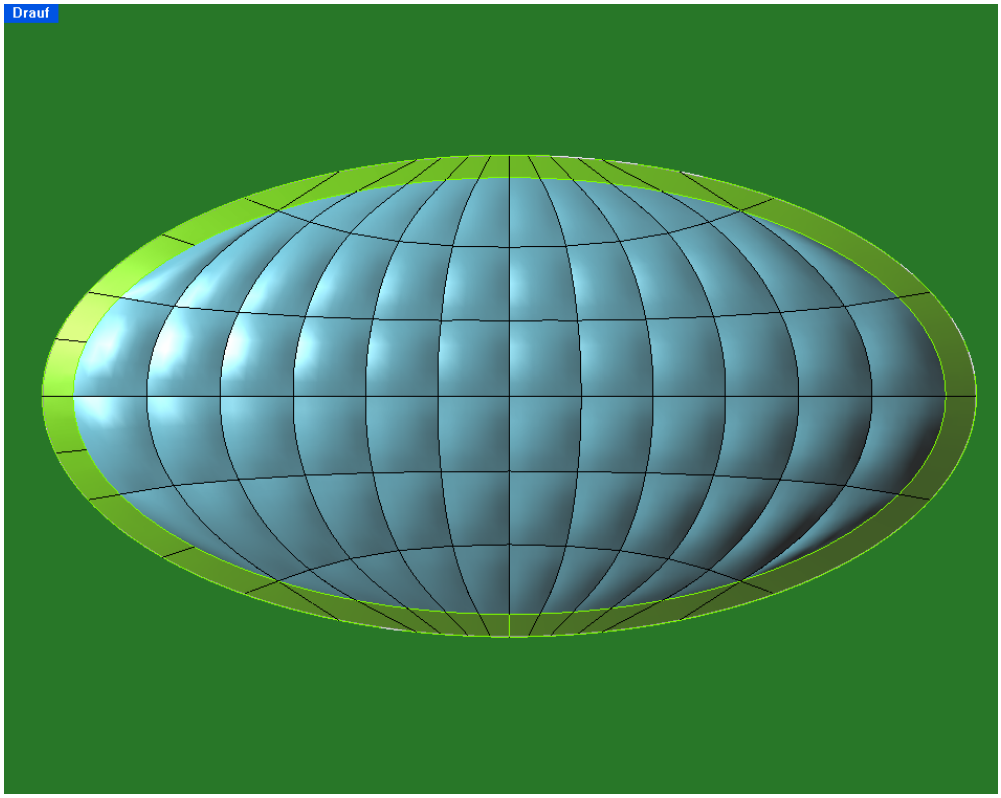
www.regnskoven.dk/planetranders

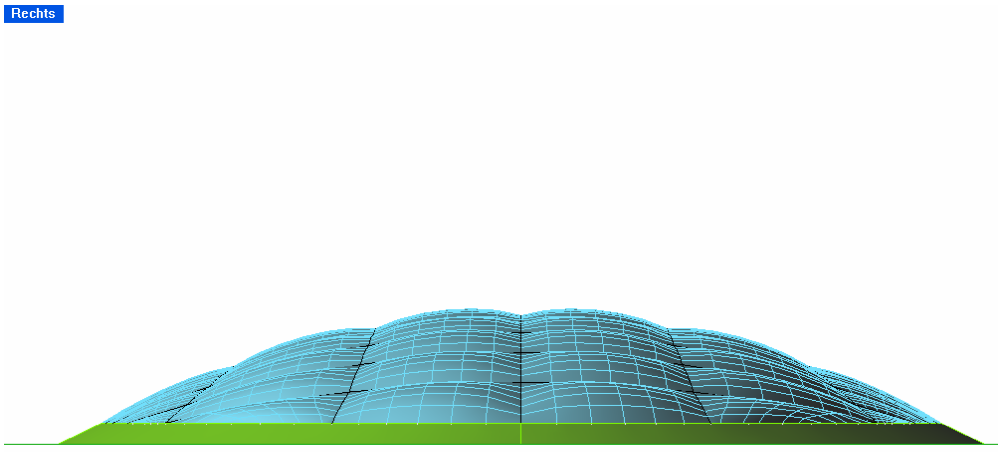
Appendix 16: Drawings

Appendix 17: The Planet Randers Dome – Graphics by Switbert Greiner

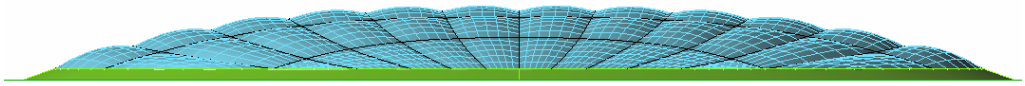




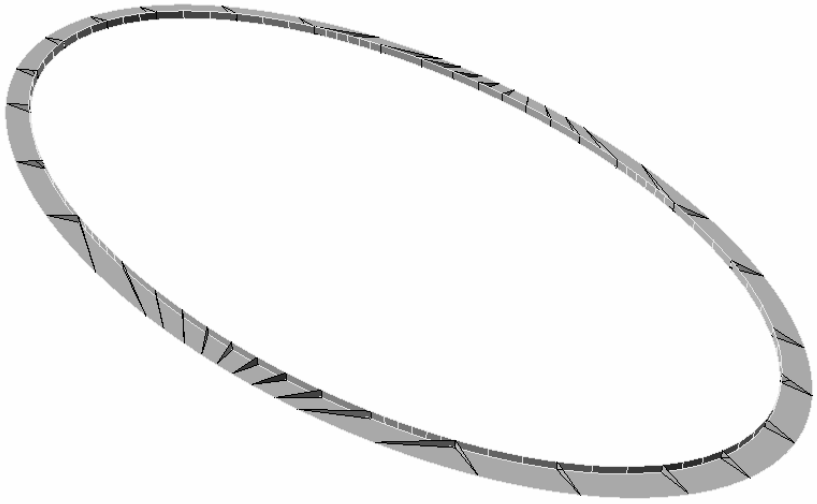

Drauf


Rechts

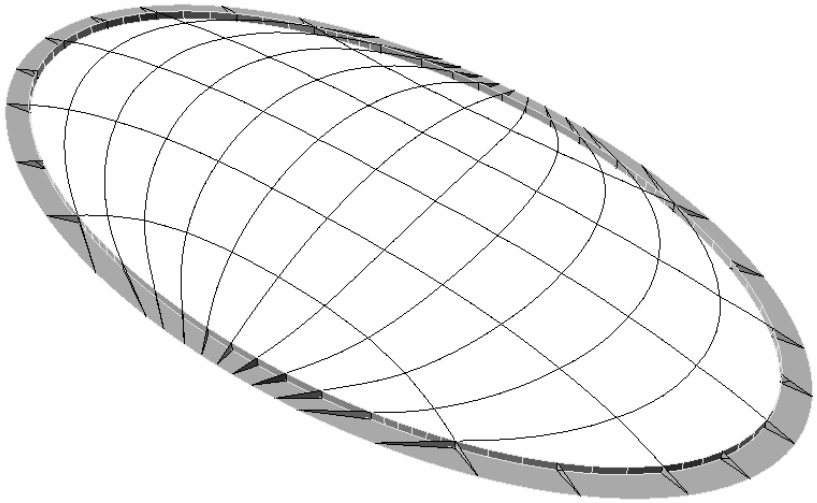
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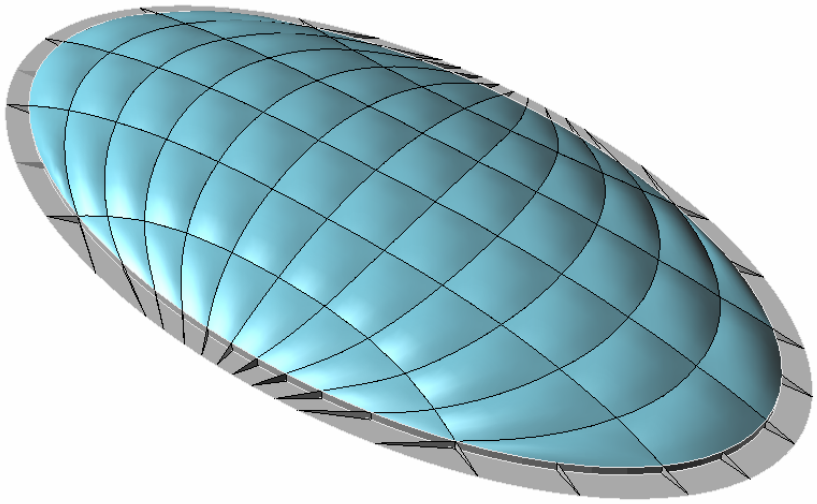
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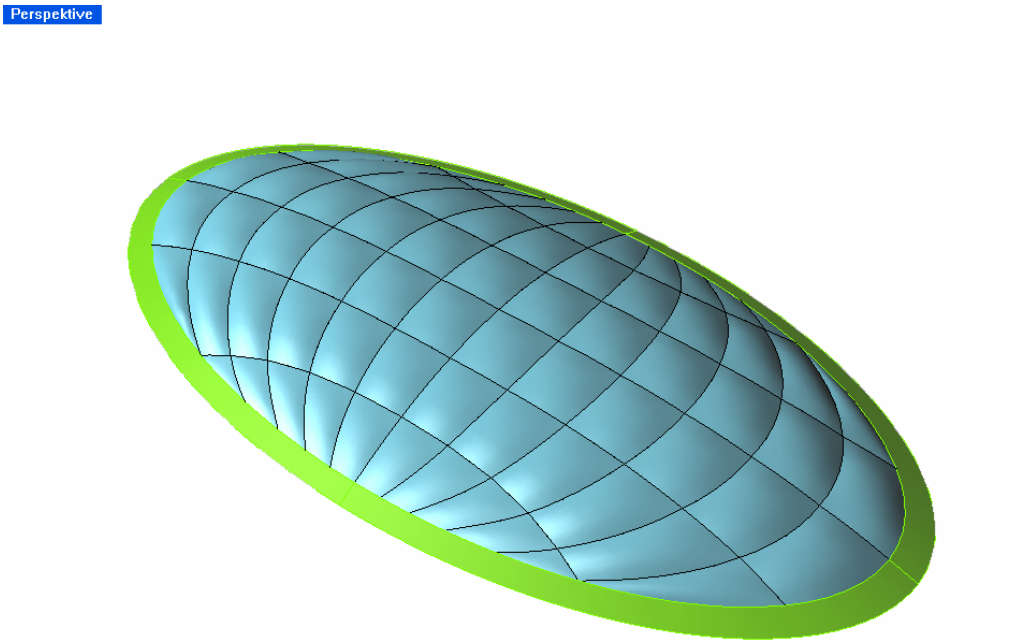
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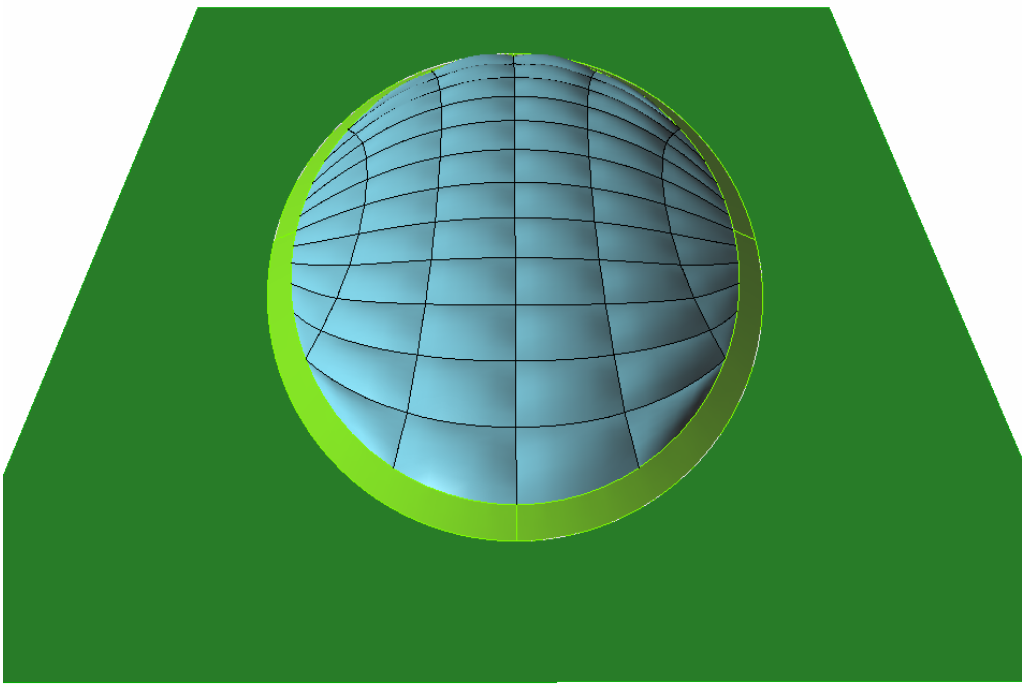
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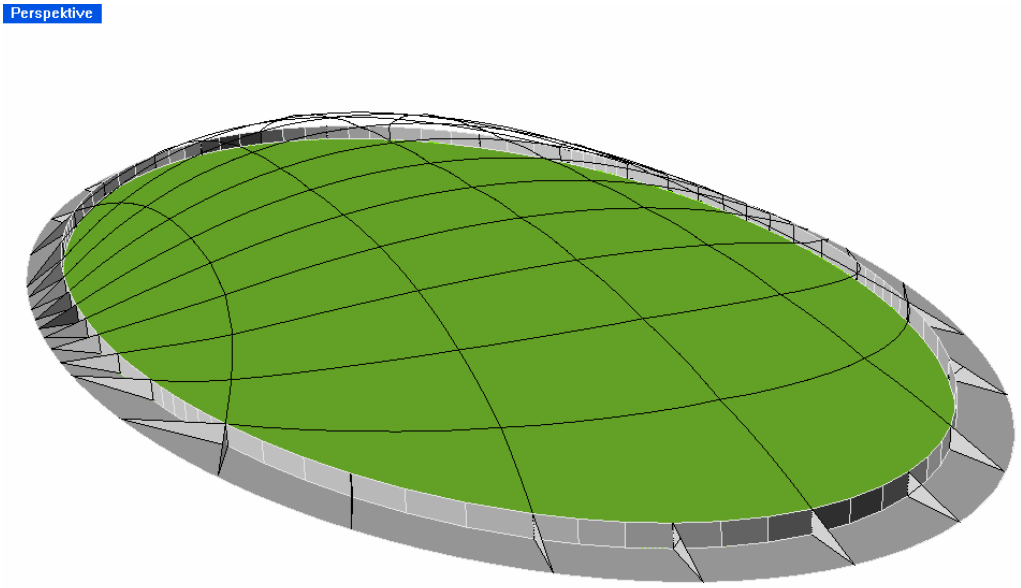
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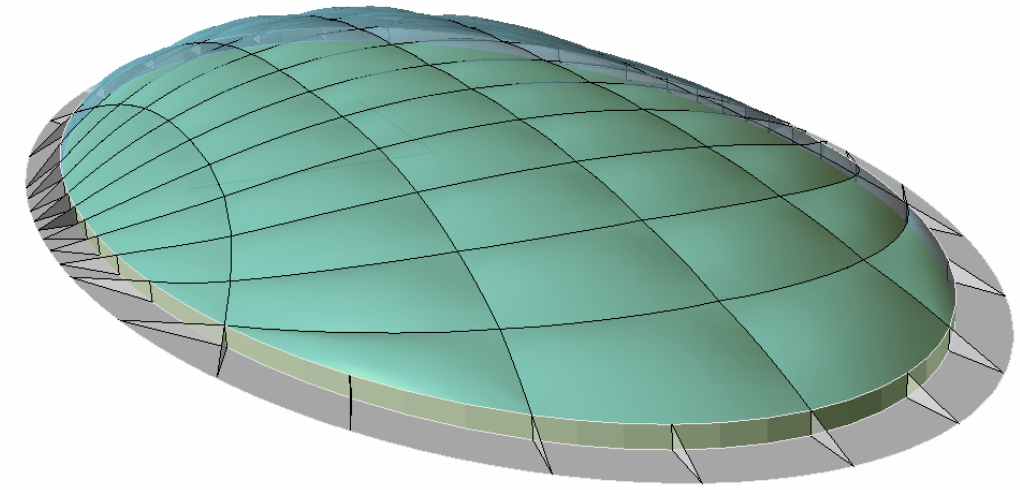
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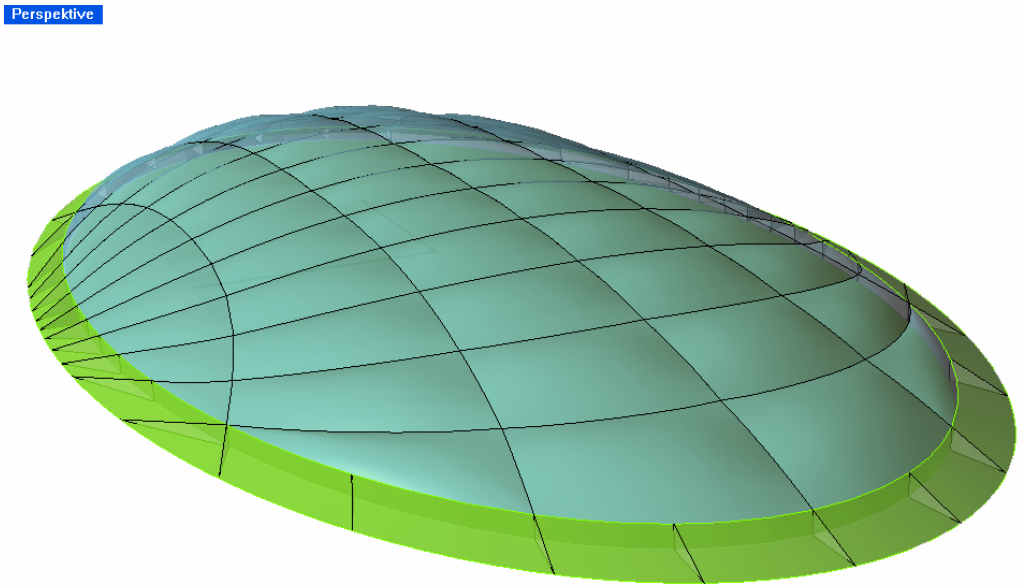


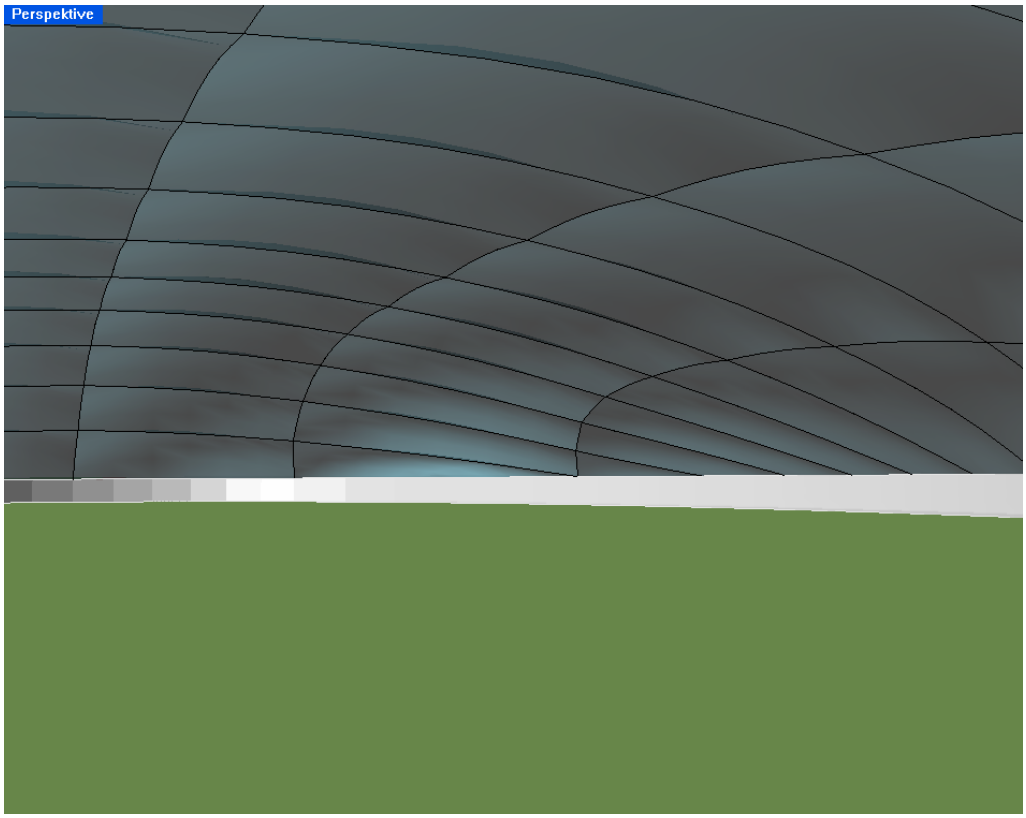
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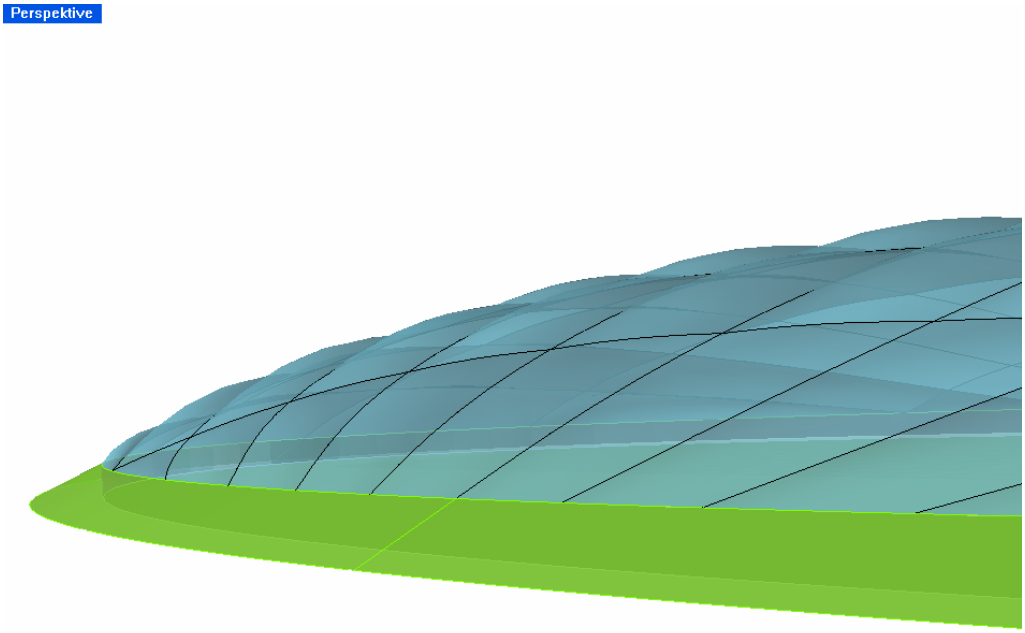
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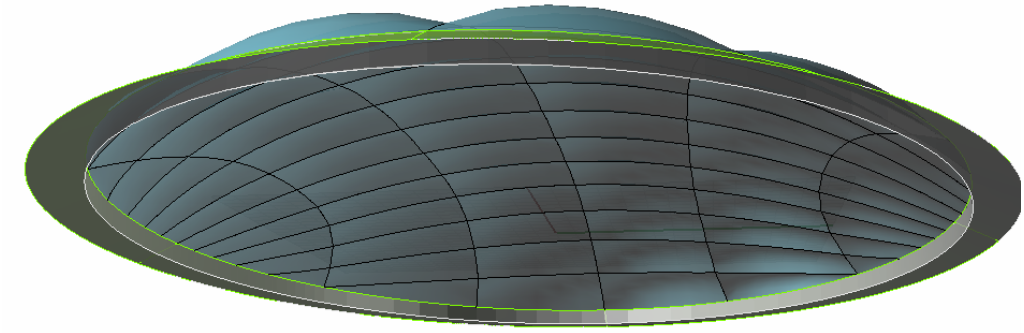

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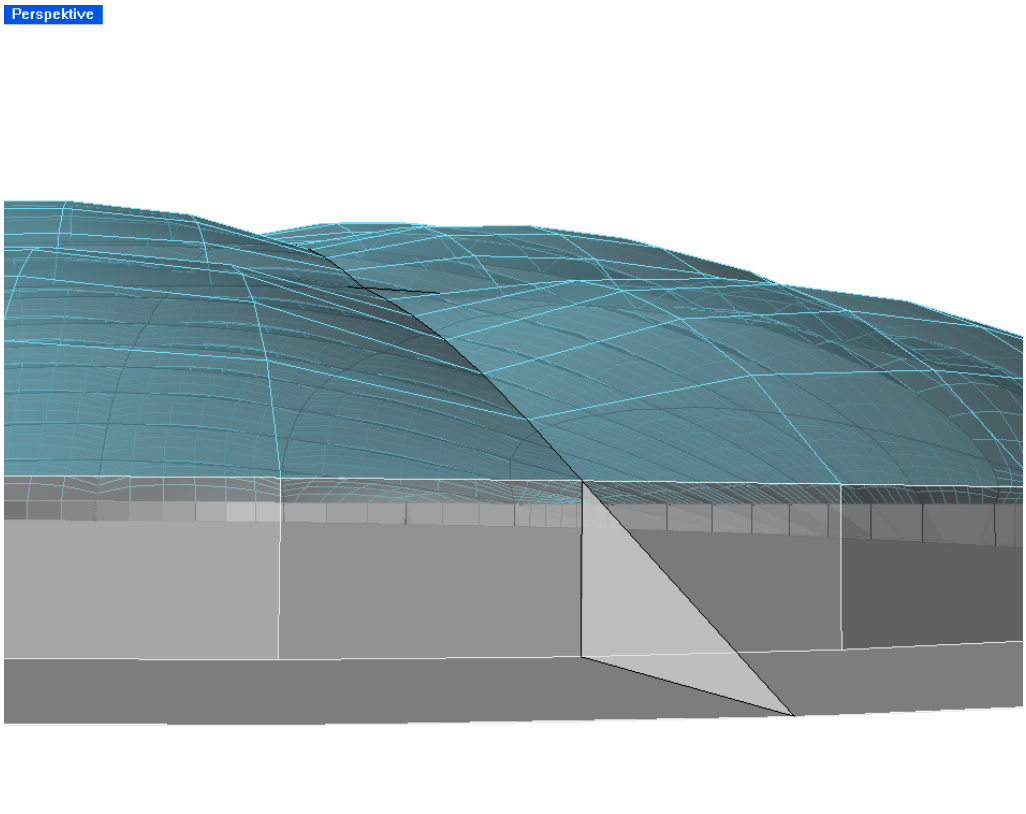

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