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UNIVERSITY OF KWAZULU-NATAL

**UNDERSTANDING THE EDUCATIONAL AND ENTERTAINMENT
OPPORTUNITIES OF THE 'MODERN' ZOO – A CASE STUDY BASED
ON THE JOHANNESBURG ZOO**

By

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DECLARATION

This research has not been previously accepted for any degree and is not being currently considered for any other degree at any other university.

I declare that this Dissertation contains my own work except where specifically acknowledged

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ABSTRACT

The management of the Johannesburg Zoo is currently attempting to 'turnaround' the entity. Being a part of the team that assisted the Johannesburg Zoo to formulate its business plan in 2004, the researcher developed an affiliation to the zoo and was motivated to assist management with their efforts by conducting this study. The major problem identified for the Johannesburg Zoo was that of how to secure the support of current patrons and increase patronage particularly in respect of the increasing support of alternate entertainment offerings.

The study employed structured open-ended questionnaires to collect data from selected patrons and employees of the zoo. The findings of the study, following the literature review and analysis of findings from the field, resulted in a number of conclusions. First, the researcher realized that the Johannesburg Zoo has experienced a 'decline and crisis' phase in previous years. Happily, the researcher also discovered that there were triggers for changes that encouraged the formulation of a recovery strategy. The researcher has used these very triggers to offer robust recommendations to revitalize the zoo in terms of the product offering, marketing, financial and operational initiatives.

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TERMS AND ABBREVIATIONS

B. Comm.	Bachelor of Commerce
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoJ	City of Johannesburg
eDatabase	Electronic Database
HR	Human Resources
ISIS	International Species Information System
Joburg Zoo	Johannesburg Zoo (Pty) Ltd
MFMA	Municipal Finance Management Act no. 56 of 2003
MOE	Municipal-owned Entity
OBE	Outcomes-Based Education
PAAZAB	African Association of Zoos and Aquariums
PESTL	Political/Legal, Economic, Social and Technological
SDA	Service Delivery Agreement
SWOT	Strength, Weaknesses, Opportunities and Threats
UAC	Utility, Agency or Corporation
UK	United Kingdom
WAZA	World Association of Zoos and Aquariums

Chapter 1

STATEMENT OF PROBLEMS AND RESEARCH DESIGN

1.1 INTRODUCTION

Zoos have been defined as establishments that keep wild animals for study, observation, conservation and/or display to the public. It is an establishment that houses many different types of flora and fauna. Zoos have a few different roles in modern society. Zoos have educational, entertainment, conservation and research functionalities. It is a place visited by all demographics of society, young and old, all races, all age groups, single people and families.

The key focus of this paper will be on the role of the 'modern' zoo and its potential opportunities. The case study will be based on the Johannesburg Zoo ("Joburg Zoo"). As stated above, the zoo has four main roles. In order to identify the potential opportunities of the Joburg Zoo, it is necessary to understand the role and need for zoos in modern day society. By understanding the function of the 'modern-day' zoo, one can identify ways in which the Joburg Zoo can better contribute to society as a whole.

The patronage of the Joburg Zoo, although improving, is not yet at the desired level. The researcher has defined, but not limited, the study to the educational and entertainment opportunities that exist. It is felt that by improving the educational and entertainment offerings of the Joburg Zoo, the patronage would increase thus facilitating its revenue-generating capability and therefore its self-sustainability. These identified opportunities could form the basis of turn-around strategies for the Joburg Zoo.

It is hoped that the findings of this study will lead to the identification of ways in which the Joburg Zoo could be positioned in the eyes of more of the citizens of Johannesburg, as one of the premier educational and entertainment venues within the City of Johannesburg.

1.2 STATEMENT OF PROBLEMS

Given the limited funding opportunities and income of the Johannesburg Zoo, the Joburg Zoo may not have sufficient funding to offer innovative educational and entertainment initiatives in order to maintain and attract the attention of current and new patrons, thereby not keeping in line with developments in other entertainment offerings and improving its revenue-generating capability. Furthermore, the Joburg Zoo, by means of its gate-takings and additional revenue streams, is not a self-sustaining entity. There is a dependence on the City of Johannesburg for a subsidy to ensure that it is a going-concern. The turn around strategy proffered here will deal with the following sub-problems which will be treated as the research questions:

- I. The Joburg Zoo may not have the funding required to maintain, upgrade and develop the infrastructure to continuously attract patrons, in line with developments in other educational and entertainment industries.
- II. The Joburg Zoo in its current state may not have sufficient attractions to attract and retain the current patrons to ensure regular patronage.
- III. People may have limited funds (discretionary income) available for entertainment, given the increased cost of living.

1.3 OBJECTIVES OF THIS STUDY

The main objective of this study is to identify the potential educational and entertainment opportunities of the Joburg Zoo, thereby decreasing the dependence of the Joburg Zoo on the City of Johannesburg municipality. This study aims to develop a strategy to improve the positioning of the Joburg Zoo as a place of educational and entertainment offerings. This study will use the findings identified during the literature review and interview process to identify ways in which to secure the current patrons and increase patronage.

This main objective can be further broken down into the following objectives:

To identify what attracts the current patrons/visitors to the Joburg Zoo This part of the research will identify what strengths the Zoo has that attract visitors and what motivates the visitors to take out annual memberships at the Zoo. The needs and wants of

the patrons would form the basis of this research process. This research could also highlight what the Zoo could do to attract more patrons. This would lead to research on the next objective.

To determine whether the negative perceptions of zoos by people can be dispelled. People's negative perceptions of zoos would lead to them not visiting the zoo. By addressing their concerns, one might be able to ascertain whether their concerns are misconceptions and whether by addressing these, their perceptions could be changed leading to them visiting the zoo.

To evaluate whether increased expenditure on attractions at the Zoo would result in increased patronage. The infrastructure at the Joburg Zoo is ageing. Deteriorating structures lead to a poorer image of the zoo and thus a decrease in visitor numbers. Children also tire of seeing the same attractions all the time. Fresh ideas play a pivotal role in attracting visitors. This part of the research will lead to an evaluation of whether increased expenditure is required to attract more visitors.

To assess whether the increase in the cost of living has resulted in less disposable income for consumers and, thus, in decreased expenditure on entertainment. The cost of living is increasing and people have less disposable income available to spend on 'luxury goods'. Entertainment is regarded as a 'luxury item' by most people. The research will provide insight as to whether people view the Zoo as being an expensive outing and the manner in which they prioritise visits to the Zoo.

To assess whether people would rather spend their money on 'high-tech' entertainment than visiting the Zoo. Entertainment offerings are evolving at a rapid pace. There are many different activities that people can engage in to entertain themselves. Companies are rapidly developing more 'stay at home' entertainment offerings such as the Play Station, Microsoft X-Box 360 and the I-Toy. The focus these days is especially on 'high-tech' offerings, particularly with regard to children. Peer pressure and daily living time constraints coupled with increased responsibilities are factors to be considered in this respect.

Taking the before-mentioned objectives as point of departure the following research questions have formulated. These questions will be revisited following the literature review process.

- What about the Joburg Zoo attracts patrons?
- What are the potential educational and entertainment initiatives that the Zoo can embark upon?
- Will an increase in expenditure on maintenance and new attractions increase and retain current patronage?
- How can the Joburg Zoo increase its revenue base and profits?
- Are alternate entertainment offerings affecting the current patronage at the Joburg Zoo?
- Has the increased cost of living resulted in less disposable income on average and therefore less funds being available for entertainment?
- Would people rather spend their money on 'high-tech' entertainment offerings rather than visiting the Joburg Zoo?

1.4 JOHANNESBURG ZOO IN THE CONTEXT OF GLOBAL STRATEGIES

The activities of the Joburg Zoo are best understood against the background of a global strategy for conservation, education and research formulated as follows by the World Association of Zoos and Aquariums. The following extract from the World Zoo and Aquarium Conservation Strategy, 2005 depict the role and need for zoos globally.

Only zoos, aquariums and botanic gardens can operate across the whole spectrum of conservation activities, from ex situ breeding of threatened species, research, public education, training and influencing and advocacy, through to in situ support of species, populations and their habitats; they uniquely have a massive

‘captive audience’ of visitors whose knowledge, understanding, attitude, behaviour and involvement can all be positively influenced and harnessed. They have a huge resource of technical skills and dedicated people (World Zoo and Aquarium Conservation Strategy, 2005).

The salient aspects of the World Zoo and Aquarium Conservation Strategy, 2005).for a study of the activities of the Joburg Zoo are two fold. First, zoos need to understand their role in modern-day society by adapting to the dynamic environment of the world. The role of zoos is many-fold nowadays, namely conservation, education and research amongst other functions. And second, zoos are well-equipped to promote conservation cooperation on a global level. Given the nature of the ‘zoo’ business, most zoos are willing to share their knowledge and learn from other zoos. They need to promote their conservation efforts while educating the public that conservation is one of their key functions while still applying the highest welfare standards in the course of its operations.

1.5 THE NEED FOR ZOOS

The Joburg Zoo, located in Saxonwold, has been in existence for more than a century. This means that the Joburg Zoo has offered the citizens of Johannesburg a place of education and a place of entertainment for more than 100 years. The land was donated by Herman Eckstein in 1904 whilst the animals were donated by Sir Percy Fitzpatrick. The environment in which the Joburg Zoo operates is a dynamic one and thus the operations of the zoo have had to be adapted.

The Joburg Zoo is not just about the animals, it is about the environment as well. This includes the plants. There are 2070 animals of 365 species in the 54 hectares that make up the zoo. The husbandry of the animals is one of the main responsibilities of the zoo officials. The husbandry of the animals includes the taking care of their nutrition, accommodation, hygiene and medical care needs. The animals need a safe and relevant environment to survive in. Thus the management of the zoo has tried to ensure that the environment of each of the species is as close to its natural habitat as possible. The patrons of the Zoo want to see the animals in their ‘natural’ environment and not cages. They want to see animals as they would if they were in the ‘wild’. The patrons of the zoo want the ‘full’ zoo experience and thus the environment, including the landscaping and aesthetic appeal, are important factors to be con-

sidered. Over time the nature and operation of the Joburg Zoo has changed dramatically.

Most zoos globally follow the World Zoo and Aquarium strategy. The Joburg Zoo is affiliated to the World Association of Zoos and Aquariums and follows the prescribed strategy. The Joburg Zoo recently received accreditation by PAAZAB. The conservation of wild animals in their natural habitats is a key focus of the zoo. The animals are housed in areas that have been created to resemble their natural habitats as closely as possible. This is regarded as an aspect of the conservation of wild animals in their natural habitats.

Research projects are continuously undertaken by the staff both at the Zoo and in the field. Research is a continuous process with funding as a major determinant of the quantum of research conducted.

1.6 THE JOHANNESBURG ZOO IN THE CONTEXT OF THIS STUDY

The Joburg Zoo is an entity whose main functions are to provide the citizens of Johannesburg with services in respect of animals, with particular regard to the conservation, education and research thereof. In addition to the functions relating to the flora and fauna, the zoo has a task to perform in respect of people, which is one of providing a place of recreation.

1.6.1 The Vision of the Johannesburg Zoo

To be recognized as Gauteng's environmental and wildlife destination of choice through conservation, recreation, education and research.

(Johannesburg Zoo 2006/07 – 2008/09 Business Plan)

1.6.2 The Mission of the Johannesburg Zoo

To successfully develop and manage the Johannesburg Zoo as a World-Class African Zoo by:

- *Providing the highest standards of animal care.*
- *Inspiring people to appreciate wildlife.*
- *Developing competent, motivated and customer-focused staff.*
- *Integrating all aspects of operation with conservation efforts and environmental management.*
- *Creating a safe, accessible, family-orientated environment in which to explore nature in the heart of Johannesburg.*

(Johannesburg Zoo 2006/07 – 2008/09 Business Plan)

The Joburg Zoo is wholly-owned by the City of Johannesburg (“CoJ”). The Joburg Zoo is an entity termed by the City of Johannesburg as a “MOE” which is a “municipal-owned entity”. The Joburg Zoo receives a subsidy from the CoJ. This means that there are certain obligations to the CoJ, as well certain legislation to comply with. There is a Service Delivery Agreement (“SDA”) between the Zoo and the City. Therefore any major initiatives to be conducted by the Zoo have to be approved by the City, not just the Board of Directors. The City is also the predominant sponsor of initiatives at the Zoo, this includes capital expenditure. The zoo operates as a commercial operation with activities into recreational, entertainment, hospitality and tourism activities. This is to ensure its sustainability and the development of wanted future growth.

The Joburg Zoo has not been a profitable organisation for the past few years. The appointment of a Chief Executive Officer (“CEO”) approximately two years ago has brought a new dynamic vision to the entity. The introduction of the Municipal Finance Management Act brings into play stringent controls which must be adhered to. As a result, the entity must improve its profitability. One of the key ways identified to achieve this, is to increase the patronage of the Joburg Zoo. Presently, according to an interview conducted with the CEO detailed in Chapter 4 of this study, only approximately ten percent of the citizens of Johannesburg visit the Joburg Zoo. Increasing

these numbers could definitely make a positive impact of the revenue stream of the Joburg Zoo and thus its profitability.

According to the World Zoo and Aquarium strategy, zoos play a pivotal role in the educating of the public. This educational aspect is two-fold, namely that of the protection of the environment and sustainable utilisation. Apart from its key operations, the Zoo also recycles all its water, uses its biological waste and promotes campaigns against litter. There are recycling mini-centres around the zoo; bins each marked separately for glass, paper, plastic ecetera.

Initiatives with the Gauteng Department of Education have been embarked upon. This is an 'educating the younger generation' initiative. The educational projects are aimed at the learners who are the citizens of Johannesburg. This initiative between the Zoo and the Department of Education has ensured that the educational initiatives by the Joburg Zoo are aligned to the current school curriculum. Consistent interaction between these parties, as well as the JMT Environmental Centre allow for the programmes offered at the zoo to be relevant in terms of the education programmes at schools.

1.7 OPERATING ENVIRONMENT

The South African economy is performing well and an increase in discretionary spending is occurring currently. This is evident by the increases in the interest rates during the 2006 fiscal year and the anticipated future interest rate increases. With discretionary spend increasing as it currently is, it is anticipated that both the number of patrons visiting and sponsors sponsoring the zoo would increase. Zoos provide a relaxing and educational environment for all types of people. There is, however, a challenge posed by the rising interest rates. The increase in interest rates is being implemented due to government wanting to curb inflation. This will decrease the amount of discretionary spend in the future.

1.7.1 Membership of Regional and International Associations

The Joburg Zoo is a member of the following Associations:

- World Association of Zoos and Aquariums

- International Species Information System
- African Association of Zoos and Aquariums
- Gauteng Association of Zoos
- Rosebank Tourism Authority
- Proudly South African
- Marketing Federation of South Africa
- Endorsed by the Gauteng Department of Education

1.7.2 The Entertainment Function

Entertainment offerings are evolving at a rapid pace. There are more and more offerings being made available, such as the movies, games arcades, the Sony Playstation and Microsoft X-Box 360 amongst many other 'stay-at-home' and outdoor activities. The activities are being designed for both the single and family groups of people. Families now tend to visit venues like shopping malls where the whole family can be entertained. The parents can go to a restaurant, while the children can go to watch a movie or play at the games arcade. People no longer visit places like the Zoo as often as they used to. This sort of lifestyle has led to a decrease of patronage of the Joburg Zoo. It appears that an outing to the Zoo has become regarded as a 'once in a while' activity.

The main focus of this research will be to identify potential educational and entertainment opportunities for the Joburg Zoo.

The study should provide a greater understanding of the potential educational and entertainment initiatives the Joburg Zoo could embark upon in order to improve its revenue-generating capability. The reasons why the current patrons visit the zoo, namely what draws them to the zoo and what they would like to see more of at the zoo will also be investigated. Reasons as to why the current patrons do not visit the zoo more often will be highlighted, thereby allowing more detailed insight for the for-

mulation of better marketing strategies. The findings of the study will be presented to the management of the Joburg Zoo as well as the relevant officials of the City. These findings will hopefully provide insight as to possibly increase the patronage, thereby increasing its revenue-generating capability.

Given the dynamic environment in which we live today, it is necessary for companies offering entertainment to identify ways of 'staying ahead' of their competition. This is done through marketing research and focus groups.

1.8 RESEARCH DESIGN

The study to be conducted will be qualitative in nature. The exploratory research process of a descriptive case study will form the basis of this study. The case study format was selected as it is the most suitable for this type of research to be conducted on an entity like the Joburg Zoo. The focus of this paper will be on the educational and entertainment opportunities of the zoo.

1.8.1 How the Literature Survey will be Conducted

Preliminary research has indicated that this area of study is one where little formal research has been previously conducted. The topic under discussion is relevant in today's society. It is relevant from the educational perspective in respect of educating both adults and children about animals. From the perspective of the 'owners' and stakeholders of the Joburg Zoo, they need to ensure that the zoo becomes a sustainable entity. The research conducted will be limited to the Joburg Zoo but it is thought that the findings shall be relevant to both national and international zoos.

This type of research will involve the study of available literature, the application of the literature to the selected theoretical models and interviews with authorities in the field.

The main focus of this research will be the qualitative analysis of the documentation and interview source material. The source material will include but not be limited to industry articles and websites, municipality papers, relevant publications, documentation from the Joburg Zoo. Research will be conducted into the models of what have been classed as "successful" Zoos. The Chief Executive Officer and the

Marketing Department of the Joburg Zoo have been interviewed and their responses analysed in this paper due to the lack of formal academic research in this field. Interviews with the experts in this field will form a considerable part of this research process.

Industry papers and articles will be obtained from sources such as the Internet and the zoos. Books on marketing, customer attraction and retention and customer service will be utilized. The websites of nationally and internationally recognized zoos will be used to identify the ways in which they attempt to attract and retain patrons.

1.8.2 How the Research Instrument will be Designed and Standardised

Following the literature review, the key critical questions for the interview process will be identified and drawn up. These questions will be based on the problem statement, the objectives, the models used and the literature reviewed. The questions will form the basis of the interview process. The questions can only be identified post the literature review due to the following reasons:

- The focus of the study will only be identified post the review, and
- in an attempt to ensure through the review process that the current research process will not be including information already researched by another researcher

The ethical clearance for the interview instruments can only be submitted post the literature review.

1.8.3 How the Collection of Valid Research Data will be Ensured

The process will be a non-biased one. The collection of valid research data will be ensured by obtaining valid and relevant industry articles and papers. The questions posed to each of the interviewees will be constant. The interviews will be recorded via a dictaphone and the responses transcribed.

1.8.4 How the Data will be Collected

The interview process will comprise two interfaces, namely an employee-facing interface and a patron-facing interface. The employee-facing interface comprised em-

employees from the Joburg Zoo selected to participate in the interview process. These interviewees will include the Chief Executive Officer and individuals from the education, marketing, finance department and human resources and animal collections departments. The customer-facing interface will involve educators, a psychologist and patrons. An interview schedule will be put to each individual independently. The responses obtained through this interview process will form the foundation for rigorous analysis of the way forward.

1.8.5 How the Data will be Analysed

The transcribed responses obtained through the interview process will then be collated and analysed. The responses to the questions by the interviewees will be categorized as appropriate. A thorough analysis of the findings will then be conducted based on the literature surveyed and the researcher's own experiences. Salient ideas from this process will then be used in the formulation of the educational and entertainment opportunities.

1.9 OVERVIEW OF DISSERTATION CHAPTERS

In this section the researcher provides a prospective overview of what the reader will encounter in the rest of the dissertation. The study is structured as follows:

CHAPTER 2

This chapter comprises a literature review. This literature review consists of research conducted into the relevant and available literature. Theories, theoretical models, articles and information obtained from the Joburg Zoo forms the basis of the literature review. The abovementioned literature is looked at in terms of the theoretical framework and the research methodology employed. Published articles have also been reviewed and the relevant extracts discussed. This process also allows for the identification of problems already solved by research already conducted. The operating environment of Joburg Zoo, Joburg Zoo itself and the patrons and potential patrons are the key foci of this study. Following the literature review, the models identified were synthesized into a model that was utilized in this research process. This was applied to the Joburg Zoo in Chapter 3.

CHAPTER 3

This chapter presents details of the data collection process employed. The methodology that was employed for the interview process is detailed. The development of the survey instrument and the actual interview process, including any deviations from the envisaged process, is discussed. The data analysis process followed is also outlined. This process forms the foundation for the data gathering process, the results of which are presented in Chapter 4.

CHAPTER 4

This chapter comprises a data analysis of the information collected during the process detailed in Chapter 3. The demographic profile of the interviewees is outlined. The interviewees' perceptions are recorded and the relevant analyses conducted to produce the results required. The basis of this analysis is qualitative in nature. These results form the basis for the identification of the recommendations in Chapter 5.

CHAPTER 5

Chapter 5 provides an overview of the research study conducted. The limitations of the study are discussed. The critical questions and problem statement are then resolved and the resulting recommended strategies detailed.

1.10 CONCLUSION

In this chapter, the following aspects of the research process were conducted to better understand the role of the 'modern' zoo and identify the educational and entertainment opportunities of the Joburg Zoo. This, in simpler terms, is to secure the loyalty of its current patrons and increase patronage. This objective was detailed in this chapter as well as the overall problem statement and sub-problem statements. This chapter has briefly outlined the structure for this study. The process to be followed in each chapter has been detailed. This includes the literature review process, the data collection and analysis processes. It is envisaged that the outcome of the study will provide details of potential opportunities that the Joburg Zoo may be able to imple-

ment in an effort to improve its revenue-generating capability. This could be incorporated into the Joburg Zoo's business strategy.

Chapter 2

LITERATURE SURVEY

2.1 INTRODUCTION

Chapter 1 outlined the need for the identification of the educational and entertainment opportunities of the Joburg Zoo. Chapter 2 will detail both the relevant theories, theoretical models and other research findings required for the identification of such opportunities.

According to Thompson & Strickland (2003), “a company’s strategy is the game plan management is using to stake out a market position, conduct its operations, attract and please customers, compete successfully, and achieve organizational objectives.” This over-arching strategy determines in which direction the business is heading. The supporting strategies to the company’s overall strategy are those of the functional strategies. Simply stated, it must be borne in mind that the company’s overall strategy cascades down into the functional strategies. Therefore the functional strategies must incorporate the business objectives. It assists with the business achieving its objectives. In this respect any opportunities that are embarked upon must be in line with the business objectives.

In this chapter, a synthesized model for the basis of this study will be designed and explained. This model will form the basis for the research to be conducted.

2.2 DETERMINING THE APPROPRIATE LITERATURE

The electronic concept matrix, attached as Addendum 4, was employed to determine the appropriateness of the literature identified to assist with the study at hand. The electronic concept matrix is divided into the following sections, Theoretical Research Findings, Research Methodology Findings and Other Research Findings. The Theoretical Research Findings section comprises information in respect of the following, namely marketing, research methods, strategy, behaviour and service quality. The

section on research methodology comprises articles and dissertations containing the identified research methods that could assist with the study at hand. The section on Other Research Findings comprises articles focusing on turnaround strategies, brands, customer service and zoos. During the course of the literature review, the researcher read the abstracts and conclusions provided on the articles and dissertations to determine the appropriateness of the literature to the research problem and study at hand.

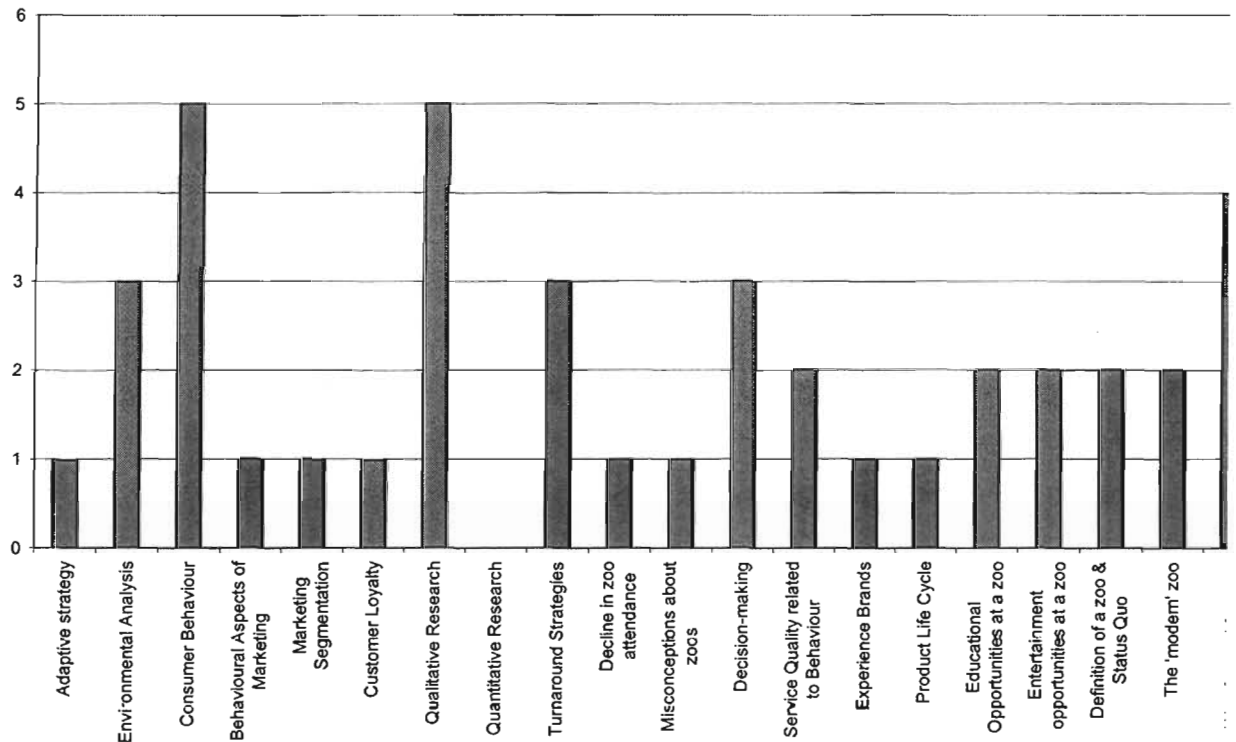


Figure 1: Graph of the Electronic Concept Matrix of the Literature Review Conducted

The above graph details the concepts identified in the literature reviewed. The concepts most identified during the literature review were that of consumer behaviour, environmental analysis, turnaround strategies, the 'modern' zoo and decision-making. The concepts identified above are discussed in more detail during the course of this chapter. The articles have been submitted on the attached compact disc as Addendum 5.

2.3 HOW THE LITERATURE SURVEY WAS CONDUCTED

The literature survey provides the theoretical framework required for the formulation of the strategies required, the research methodology to be used and refines the problem statement identified in Chapter 1. This allows for a greater focus in respect of the research.

The study was conducted in three parts. The first stage discussed is related to the theory, theoretical models and books on the key concepts relating to the problem statement. The second stage discusses the process of the selection of the research methodology. Here, articles and dissertations form the basis of this part of the study. The third stage of the literature review conducted looks at the elimination of part of the problem statement research already conducted by other researchers. This part of the research process was conducted mainly via eDatabases.

The business plan of the Joburg Zoo for the 2006/07-2008/09 financial year was reviewed. The relevant content will be discussed in Chapter 3 of this study.

2.3.1 Literature Related to the Theoretical Framework

There are many factors to be taken into consideration when formulating a turnaround strategy. To merely consider the factors that the company is currently in would not lead to a logical evaluation and conclusion. Therefore a few models, considered relevant, have been selected to provide guidance for the formulation of the strategies.

A company's strategy has to be dynamic. It must be partially planned and partially reactive. This is as the company does not operate within a silo. It is influenced by many different factors and the factors within the operating environment are constantly changing. The following model extracted from Thompson & Strickland (2003) depicts this.

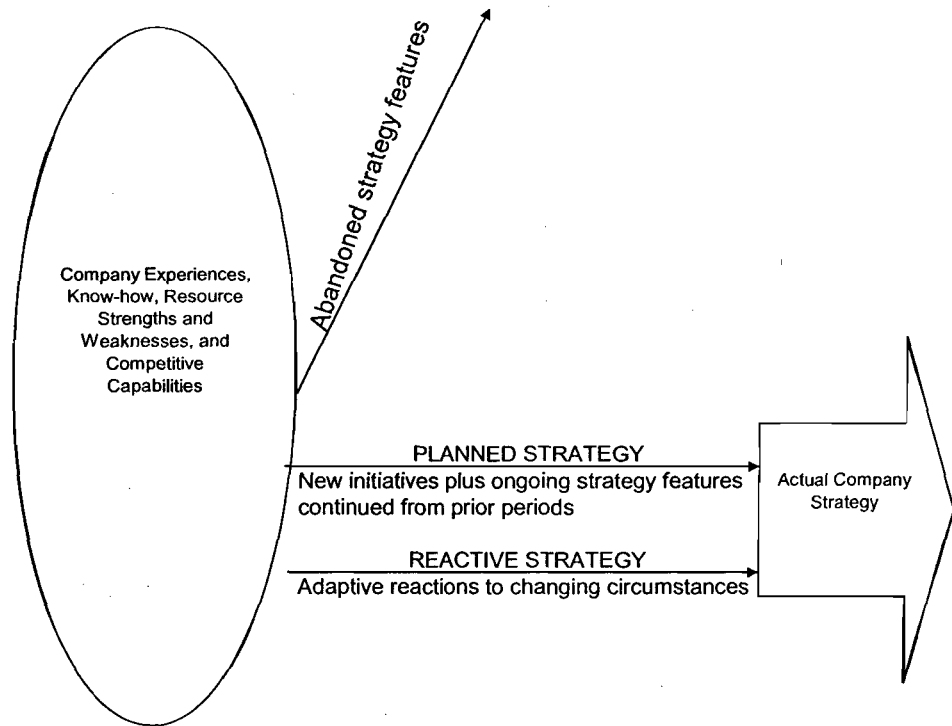


Figure 2: A Company's Strategy is Partly Planned and Partly Reactive adapted from Strickland & Thompson (2003)

The company develops a strategy and operates according to the adopted strategy. However, the business world does not stagnate. There are always new entrants, companies leaving the industry and new legislation coming into play. This is to name but a few factors within the industry. Thus given the dynamic operating environment of the business world, the company will be required to adapt the initiatives they have planned due to changes in circumstances. For many companies, they begin to adapt their current strategy when the company is operating in dire straits and requires a turnaround strategy.

In order for a strategy to be formulated or revised, there are numerous factors in respect of the operating environment that need to be considered. The following models will assist with the analysis of the environment:

- A SWOT analysis
- A PESTL analysis, and

- Porter's 5 Forces

2.3.1.1 The SWOT Analysis

Strengths

- The Zoo is located in a safe and busy area of Johannesburg
- It is easily accessible by both public and private transport. It is located on the taxi and bus routes.
- It is located on a big piece of land
- Variety of animals to see
- Within this variety of animals, there a considerable number of 'desirable-to-see' species
- Has the support of the City of Johannesburg ("CoJ")
- Receives guidance from the CoJ to become a break-even and then profitable entity
- The cost to visit the Zoo – some patrons regard it as not expensive
- Can have picnics inside the Zoo
- There are restaurants and food stalls inside the Zoo premises
- Safe, access-controlled parking area
- 'Buggies' or 'Carts' for parents to push their children around in at the Zoo.
- The 'Zoo-on-a-bus', a mobile mini-Zoo, that goes to schools and underprivileged areas
- The offer of memberships to the Zoo – this allows access to the Zoo as many times as you like annually for R 120. This would be equivalent to approx. 4 trips a year and the Zoo would be guaranteed of upfront payment by its patrons who takes up a membership

Weaknesses

- Attractions deteriorating physically – The Zoo does not always have the money to fix and maintain them
- The cost to visit the Zoo – some regarded it as too expensive

- The zoo is on a big piece of land and one, as an adult, has to walk around the Zoo. Those that are old or ill may not be able to manage walking around the Zoo. There are golf carts available but a limited number and the hiring thereof would add to the cost of the visit. The cost is R 120 per hour.

Opportunities

- To further develop relationship with the Gauteng Department of Education
- To become strategic partners with corporate sponsors
- To make the employees of the CoJ special subsidised members of the Zoo to obtain these patrons
- To have more functions at the Zoo, such as conferences and weddings
- Opportunities with old age homes, retirement villages, children's homes etc should be investigated

Threats

- Citizens of Johannesburg not being aware of the Zoo
- Funding for projects are not easy to obtain – The reliance on the CoJ and corporate sponsors for monetary support
- Have a marketing plan developed in their business plan. Large amounts of funding are required to complete many of these ideas. If the funding is not obtained, they cannot act upon these ideas.
- Alternate entertainment offerings
- 'Stay-at-home' entertainment initiatives, for example the Sony Playstation and the Microsoft XBox360
- People not having enough disposable income to spend some of the money on visiting the Zoo
- Children may prefer more 'high-tech' products and entertainment
- Articles in newspapers on Joburg Zoo employees killing rats by hitting them on the head.
- The Pretoria Zoo
- The Lory Park Zoo

From the above SWOT analysis, one can deduce that the operating environment of the zoo is one that has potential but that the management of the Zoo must have strategies in place to mitigate or eliminate the challenges faced or potential challenges.

2.3.1.2 The Pestl Analysis

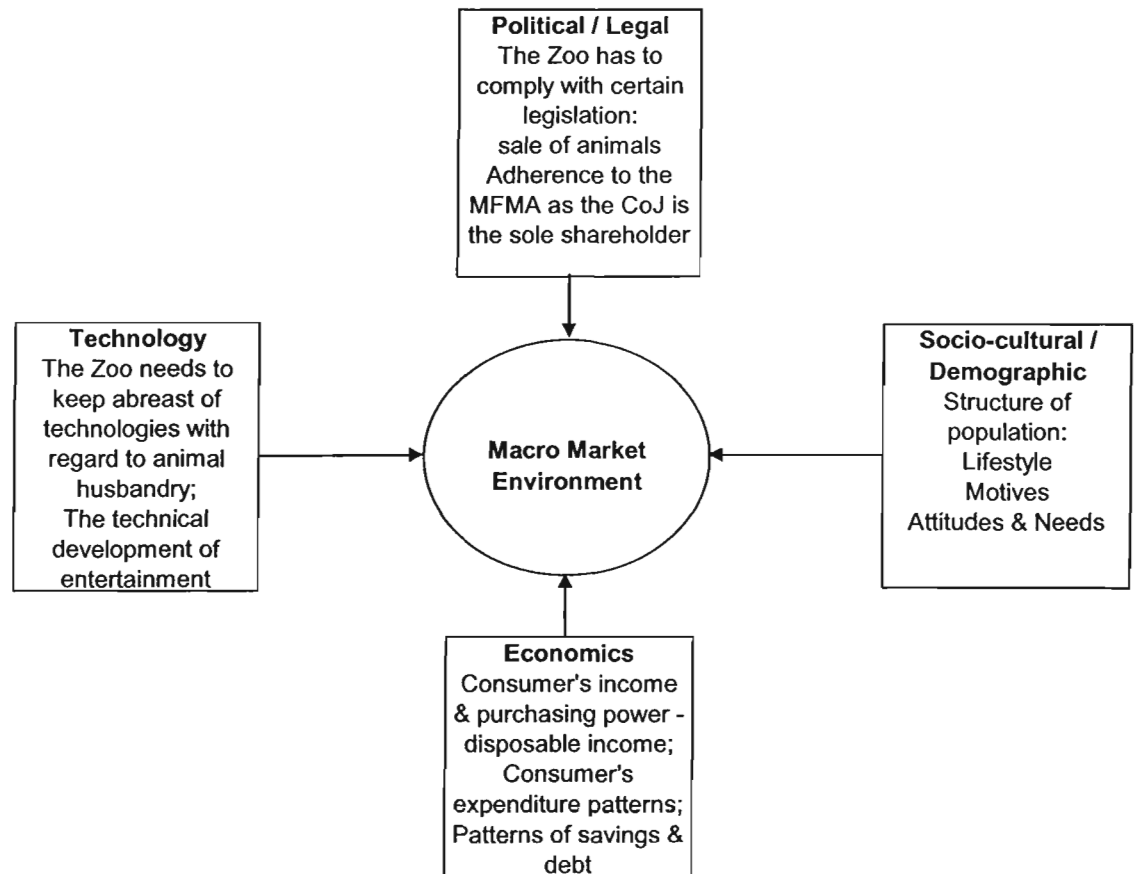


Figure 3: Key Components of the Macro Market Environment adapted from Arbee & Naidu (2001)

The macro market environment comprises four key components namely:

- Political / Legal

The CoJ is the sole shareholder of the Zoo. Legislation has been passed by government that the municipality has to adhere to. One such example is that of the Municipal Finance Management Act No. 56 of 2003. This states that the entity must operate in a break-even situation financially or be a profit-making entity. The entity there-

fore cannot make a loss. As can be deduced, the Zoo operates in an environment that is regulated by many different types of legislation. There is also legislation that is specific to the field the Zoo operates in. Examples of this are the South African Biodiversity Act, Occupational Health and Safety Act, African Association of Zoos and Aquariums, the World Association of Zoos and Aquaria.

- Economic

The sustainability of the Zoo depends on the number of patrons it has. A person has to make the decision of whether to spend money on visiting the Zoo or spending the money on purchasing or doing something else. A factor in this consideration is the amount of disposable income that one has. The person's attitude to spending, debt and saving will play a pivotal role in making this decision.

- Socio-cultural / Demographic

The demographics of the population will determine whether they will visit the Zoo or not. Their physical location will be a factor taken into consideration, namely the time or distance to be undertaken to get to the Zoo. Their lifestyle may or may not cater for visiting the Zoo. This could include peer pressure. Their attitude and needs will play a key role in determining whether or not they want to visit the Zoo.

- Technology

The Zoo needs to keep abreast of technological development in respect of the husbandry of animals. This will assist with the operating efficiencies of the Zoo. Technology is constantly advancing. The alternate entertainment offerings are increasing in number as well becoming technologically more advanced, particularly the 'high-tech' ones. This could lead to a decrease in participation in 'non-high-tech' entertainment offerings.

These are some of the external factors over which the organization has no control. This gives one an overall picture of the operating environment.

2.3.1.3 The Porter's Five Forces Model

Another analytical tool that can be used to look at the operating environment in more detail is the Porter's 5 Forces Model.

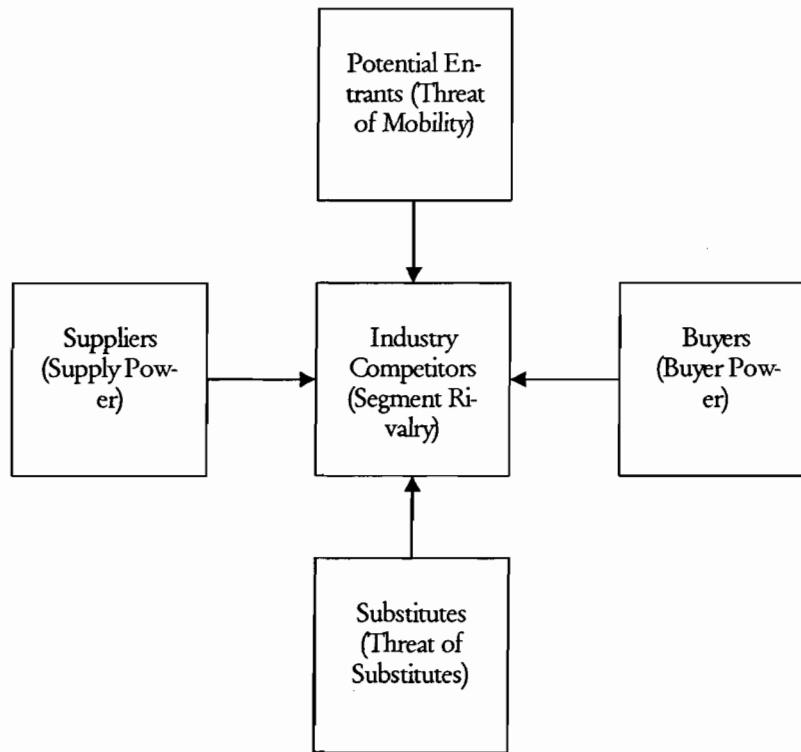


Figure 4: The Five Forces Model of Competition adapted from Arbee & Naidu (2001)

This model outlines the factors that impact an operating environment in terms of competition. This allows one to assess the attractiveness, profitability and sustainability of the industry under review.

The threat of new entrants to the market place is easier if the barriers to entry are low. Barriers to entry provide 'protection' to the already established firms in the industry. Examples of barriers to entry are:

- Start-up costs

- Capital
- Technology required
- Size of land or property required
- Necessary skills, knowledge and experience
- Economies of scale
- Legislation [e.g. restriction on number of firms allowed in an industry]

In order to enter the market the Zoo operates in, the barriers to entry are high. The start-up costs would prove extremely expensive particularly in respect of the cost of the land, the animals and the husbandry of the animals. There is strict legislation that would have to be complied with. The husbandry of animals is an area where specialized knowledge is required.

The availability of substitutes measures how easily a customer could obtain a substitute product or service. Substitutes can be considered as competing products or services. There are many entertainment offerings in the Johannesburg area. The availability of substitutes of entertaining offerings is high.

Buyers are influential in the market place. The bargaining power of buyers examines the degree of their influence. Buyers are becoming more and more aware of their rights. Buyers want better service, quality, value for money, features and specifications amongst numerous other factors. The Zoo has to ensure that the tariffs it charges allow for the costs incurred to be covered, as well as a marginal profit to be made. The bargaining power of the buyers can be seen as not very significant currently. Having said this, it must be borne in mind that gate takings are a huge source of revenue for the Zoo.

Suppliers, especially if there are a few suppliers in the industry, have a degree of control over the industry. The degree of control is determined by how dependent the players in the industry are on the suppliers. There are not many legal suppliers in this

field. The number of suppliers the Zoo can purchase animals from is therefore limited. In addition, most of the animals are donated or loaned to the Zoo. There are regulations that the Zoo needs to comply with in order to have animals donated or loaned to them. The degree of control of suppliers can be deemed to be reasonably high.

These components all lead to the degree of competition between the existing firms in the industry. This shows potential new entrants how attractive the industry is. There are cost, price and profitability factors that must be considered. The field the Zoo operates in is a reasonably difficult market place to enter.

The analysis of the operating environment has been detailed. The next step in this process of analysis is to look at the consumer. Two models will be utilised in this process, namely:

- Maslow's Hierarchy of Needs, and
- Majaro's Likelihood to Buy Matrix.

One of the key aspects of the buyer's decision-making process is that of motivation. An individual has needs. When they feel sufficient discomfort or need for the item, they are then motivated to satisfy the need. According to Weller (1974), motivation is the driving force within individuals that compels them to action. People experience different needs at different times. There are primary and secondary needs. Maslow has outlined the order of importance for people in terms of their needs. This is called the Hierarchy of Needs.

The basic needs of all humans are physiological needs, namely that of food, drink, shelter and sex. The next most basic need is that of safety. People want to feel secure and protected and that there is some order in their lives. A person's need to feel loved and accepted is classed as their social needs. People crave a 'sense of belonging'. This has been classed as the third most important need of people. People are creatures of pride. Feelings of self-esteem, status, ego and prestige are intrinsic in human nature. These esteem needs are the fourth most important of the needs identified. The self-actualisation needs comprise the need for self-development and self-

respect. This is the fifth most important set of needs for people. People have a strong need for feeling a sense of achievement.

This hierarchy of needs is depicted in the figure below.

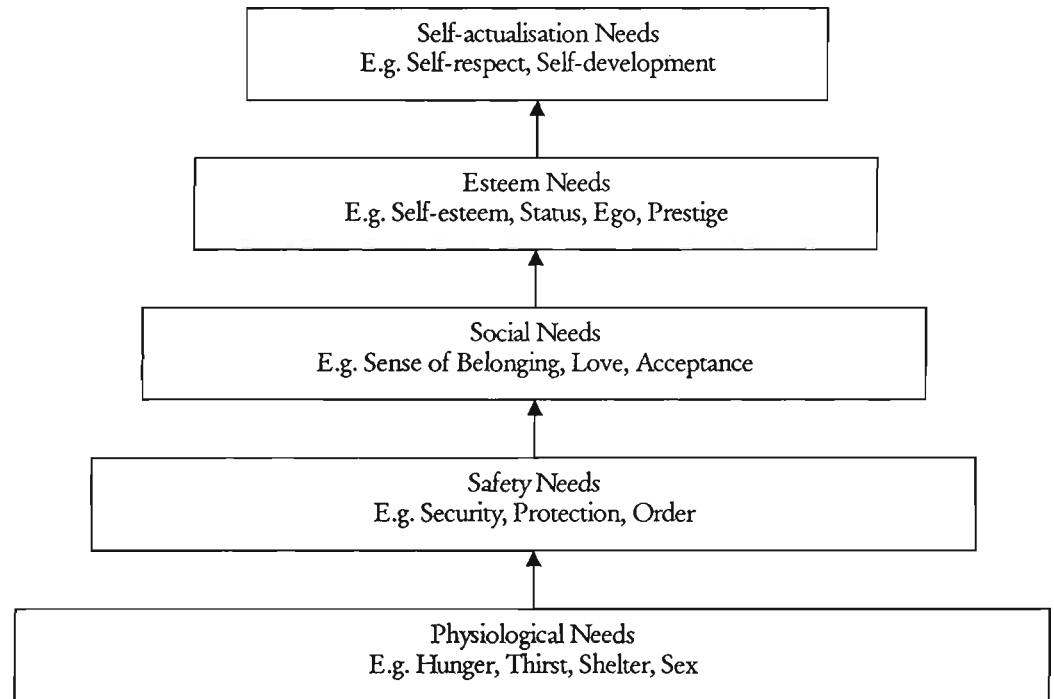


Figure 5: Maslow's Hierarchy of Needs adapted from Kolb *et al.* (2001)

Now that the needs of the consumer / buyer have been detailed according to the level of importance, one can now look at the likelihood of consumers to buy. The brand equity of the product or service plays a pivotal role in the consumer's decision to buy. According to Bhowan, Hosking, Msweli-Mbanga and Naidu (2001), if a consumer knows or identifies with a certain brand, they will be more inclined to use the product or buy the service. In simpler terms, a person would buy a product that they know of rather than an anonymous and generic product. This is depicted in the model on the next page.

		PRODUCT	
SUPPLYING COMPANY	Well-known	Unique 80% buy decision	'Me-too' Depends on sales effort
	Unknown	Depends on sales effort	80% not buy decision

Figure 6: Majaro's Likelihood to buy matrix adapted from Bhowan *et al.* (2001)

If the product or service is unique or differentiated and the brand is well-known, the action to convince the person to purchase requires less effort. Consumers also feel that if the brand is familiar to them, there is a certain sense of trust that they are getting value and quality.

The models required for research into the type of operating environment and the factors that affect the consumer have been detailed above.

The theory of an experience brand is discussed below.

According to Kobayashi (2005) in a paper prepared on the 2005 Youkon Brand Overview, one of the key factors to remember is that brand equity is built through two components, namely time and money. He defines a brand as:

- Someone you know and trust
- Someone you invite home for dinner or plan to spend time with, and
- Something more than just a product or a service and it based on a relationship of trust and loyalty

He describes an experience brand as something which provides a consumer with an experience as opposed to a product brand like a television or car. It is more difficult to successfully market an experience as opposed to a product as it is intangible. This results in a subjective interaction between the consumer and the brand.

An entity that delivers on its promise of a specific experience is defined as a successful experience brand. In order to create an experience brand, two of the main activities that one must do are:

- Define the experience your customers will value, and
- Consistently deliver on everything you do

Research was conducted at the University of the Witwatersrand Business School library. The books deemed to contain information relevant to this study were read and utilized in this study. Some of the books are dated from the 1970's. These resources have been used in the literature review process as they contain classic theory that still applies in the business world today.

According to Weller (1974), marketing can be regarded as a business philosophy that contains the central assumption that a company's most important resources are its customers and potential customers. He further states that the motivational process to buy something can be described as a "Need - Behaviour - Goal - Relief:" process. This means that the same need or stimulus does not provoke the same response from different people. This is because the composition of one person will not be exactly the same as another. A person's composition is made up of intervening variables. These variables are their beliefs, assumptions, prejudices, aspirations, attitudes, emotions, social values and expectations. A person's behaviour will be in response to these variables and the situation they are in and the situation they want to be in.

Everyone is different; therefore their buying patterns are different too. Society can be regarded as a mass consumption society which can be broken down into groups. Mass markets mean that the same advertising message to buy a particular product can be used to influence a large group of people. There is a formula that can be applied to obtain the commitment of a consumer. This formula begins with attract-

ing the attention of the potential customer, then gaining their interest in your product or service. If the interest is strong enough, it leads to a conviction of mind for the potential customer and this then changes into motivation and then commitment to purchase the product or service. He names sales promotions as a way of getting potential customers' attention and interest. Examples of sales promotional items that can be used by the Zoo could be competitions for the patrons, coupon offers (e.g. buy one, get one free), personality or celebrity promotions and special quantity discounts.

Williams (1981) states that behavioural concepts, such as attitudes, motives and lifestyle, play a great role in market segmentation. The quality of the product offered is not the 'be-all and end-all' of the customer's perception of the product. The customer's perception is also affected by the qualities attributed to the product by the advertising campaigns. This concept can be applied to services and experiences as well.

Williams (1981) further states that certain conformities within social groupings facilitate the process of market segmentation. This allows for promotions to be tailored for each segment. When a marketer understands the differences in values and lifestyles between the various cultures, the marketing process of introducing a product into different cultural environments can be made easier. In the South African "Rainbow Nation" environment, this is a valid concept that should be applied.

Luce, Bettman, Payne (2001) states that tradeoffs play an important role in the decision-making process. Here one's values and goals have an influence in what one places importance on and therefore what one would rather do or sacrifice.

The marketing process is augmented by good customer service. According to Gerson (1992), customer service is regarded as both a marketing tool and a management tool. He details seven steps to successful customer service. The seven steps are given in the following page:

- Total management commitment

Top management must be committed to the concept. Their commitment will provide the team with a sense of direction and buy-in.

- Get to know your customers

One needs to satisfy their customers' needs. In order to identify their needs, one must know their customers.

- Develop standards of quality service performance

When one understands his/her business, one should implement the specific business practices that lead to high standards of quality performance.

- Recruit, train and reward good staff

Good customer service and the resulting customer retention occur as a result of competent, trained and qualified staff doing their duties properly. The staff is the company in the eyes of customers. They are the frontline

- Reward service accomplishments

- Stay close to your customers

- Work towards continuous improvement

Anderson, Zemke (1991) discuss a concept of high quality service that is termed "Knock Your Socks off Service". For one to deliver this level of service, it is imperative that the company understands the customers' needs. Once one understands these needs and creates a memorable experience for the customer, the customer will have a lasting positive impression of the organization. It is fundamental that each employee buys into this way of thinking as this will show in their commitment to service quality. Customers have more and more options these days. A major part of their decision-making process is based on their perception of service quality. They evaluate service based on five factors; namely reliability, responsiveness, assurance, empathy

and tangibles. One needs to ensure that the customer feels positive about all of the above-mentioned factors in order to attract and maintain their patronage.

When one delivers high levels of service quality, word-of-mouth marketing would most probably be one of the best ways to market an organization. This marketing process would require little effort on the part of the company in respect of marketing efforts. Wilson (1991) states that it is what your organization does and how well it does it that creates 'word-of-mouth' marketing for your organization. This type of marketing depends on the quality of the service you are delivering and results in positive, neutral or negative advertising.

The above theories, models and research findings have lead to the focusing of the study in respect of methods to attract and maintain the patronage of customers while taking into account the operating environment in which the Zoo operates.

2.3.2 Literature Related to the Research Methodology

The selected area of study is not one where much formal research has been previously conducted. Research has been conducted into the components of the problem statement, namely that of the level of patronage and the key factors in decision-making.

The problem statement was considered when the Joburg Zoo drafted its business plan. This is evident in the sections on new attractions planned in the business plan for the upcoming financial year. However, most of the time, there are tight deadlines when writing and submitting the business plans and that leads to insufficient time to properly analyse these challenges.

The study is limited to the Gauteng region as the factors that affect the Joburg Zoo could be regarded as unique to the Gauteng region. The type of factors could apply in other areas but the impact might not be similar.

Given the specific nature of the zoology field and the fact that not much research has been previously conducted specifically in respect of zoos in this context, it was decided that interviews with a few experts in the field and relevant documentation sourced would facilitate a concise case study which could assist with the identification

and formulation of the recommended educational and entertainment opportunities. Subsequently, the research will be qualitative, exploratory and descriptive in nature. The methodology followed will be qualitative in nature. The selection of this methodology follows much research into the various types of methodologies that could be employed.

Blumberg, Cooper, Schindler (2005) define that a personal interview is a form of face-to-face communication. It is a conversation between the interviewer and the participant whereby the interviewer attempts to obtain information from the participant. The interviewer initiates the process. Personal interviews provide a means of obtaining a higher level of information and detail than telephonic, mail and computer studies. In the interview process, the interviewer can note the conditions of the interview and ask the participant additional questions to gather further information. This can also be conducted via observation. There are three conditions necessary for a successful personal interview namely:

- The participant must possess the knowledge and/or information in respect of the interview questions to be posed
- The participant must understand that he/she is required to provide accurate information during the course of the interview, and
- The participant must be motivated enough to cooperate with the interviewer.

The interviewer must motivate the participant to contribute actively, accurately and honestly. There are three ways to assist with achieving this, namely:

- The participant must perceive that the interview will be pleasant and interesting
- The participant must perceive that the process is worthwhile in respect of the purpose of the interview and of his/her time, and
- The participant must not have any mental reservations about partaking in the process.

To attain this level of contribution the interviewer must be confident and able to interact and relate to people. Good interpersonal skills are pivotal to this.

At the start of the interview, the interviewer must show interpersonal skills to stimulate the interest of the participant. During the interview process, the interviewer must ask the questions in the exact words and in the order as per the interview schedule. The interviewer must be able to probe for the required level of input required. The personal interview process is one that can elicit the required level of information, so long as the interviewer can conduct him-/herself appropriately as required by the interview process.

Myers (1997) defines qualitative research involves the use of qualitative data to understand and explain social phenomena. There are a variety of approaches, methods and techniques available to facilitate this process. Examples of qualitative data instruments are interviews, documents and participant observation data. Quantitative methods can involve numerical or mathematical calculations to provide more insight into research problems.

There are a number of research methods available. A research method is defined as a strategy of inquiry which moves from underlying philosophical assumptions to research design and data collection. The chosen research method influences the method of data collection. There are a number of data collection methods available, namely interviews and fieldwork. There are written source of information available including published and unpublished documents as well as company documents. The researcher employing the case study method uses interview processes and the available documentary information. Recording the interview process is a tool that can be employed to ensure proper analysis of the data obtained during the course of the interview.

Garrison, Anderson, Archer (2004) defines the step following categorisation as the development of a procedure for allocating data to the various categories. The procedures must facilitate the objective assigning thereof. The review of Luppicini (2002) assisted the researcher with understanding the process of categorization / coding. Krauss (2006) states that the value of qualitative research lies not in the representative

sampling technique but rather in the depth of the analysis. Krauss (2006) further states that the format and nature of this research instrument allow the interviewee to discuss some themes more than others. The frequencies should be regarded as a point of departure of the discussion and not a means of ranking the order of importance of the various themes identified. Due to the qualitative nature of the study, the themes should be seen as inter-related and not isolated items.

2.3.3 Elimination of Problems Already Solved by Other Researchers

On Tuesday 24 October 2006, a literature review was conducted via the University of KwaZulu-Natal resources. Searches were conducted on several eDatabases, namely the

- iLink
- Nexus
- SabiNet Consortium Search
- Science Direct
- Wildlife and Ecology Studies Worldwide on BiblioLine Pro, and
- Google Scholar via The Google Literacy Project

2.3.3.1 iLink

The first search was conducted via iLink. Two references were found in respect of turnaround strategies. The first resource was a B. Comm. essay In Accounting and was therefore deemed irrelevant. The second reference found was on Corporate Strategies. In principal turnaround strategies for corporates could apply to Municipal-Owned Entities (“MOEs”). The reference was written and published in 1984 and was therefore considered redundant.

The second search conducted on iLink was in respect of the word ‘zoo’. Five pages of references were identified. Many references were identified but none were relevant.

The third search conducted on iLink was based on the combination of the above two terms, namely 'zoo' and turnaround strategies'. There were no relevant references identified. Most of them were outdated.

The last search conducted on iLink was based on 'animal parks'. Three resources were identified but they were irrelevant.

There were no other relevant terms searched for on iLink.

2.3.3.2 Nexus

The first search conducted on the Nexus eDatabase was in respect of the word 'zoo'. This produced seven references. One was identified as possibly relevant. This paper dated back to 1987 and was considered out-dated and therefore redundant.

The next search conducted was "turnaround strategy". Ten resources were identified and one was considered potentially relevant. This reference was dated 1986. The business environment in South Africa has changed significantly since 1986 and therefore this reference was considered redundant.

2.3.3.3 Sabinet Consortium's SACat Database

The first search on the SabiNet Consortium SACat Database was based on 'turnaround strategy'. Thirteen references were identified but none were considered relevant to this study.

The second search conducted was 'zoo management'. Eighteen resources were identified without any positive results.

The third search conducted was on 'zoo attendance'. There were no positive references identified.

2.3.3.4 Science Direct

The first search conducted was the combined terms of 'turnaround strategy' and 'zoo'. There were no references identified.

The second search conducted was a slight variance on the terms, namely 'turnaround strategies' and 'zoo'. This also produced zero results.

A search for 'turnaround strategies' was then conducted. Eight articles were identified. Four of these eight articles were considered potentially relevant. Upon review of these articles, it was found that three were considered relevant to this study. These main concepts contained in these articles are detailed below.

According to Balgobin and Pandit (2001), a corporate turnaround can be described as the economic recovery of a firm following a decline that threatened the survival of the business itself. This process comprises five over-lapping stages. These stages are depicted in the model below.

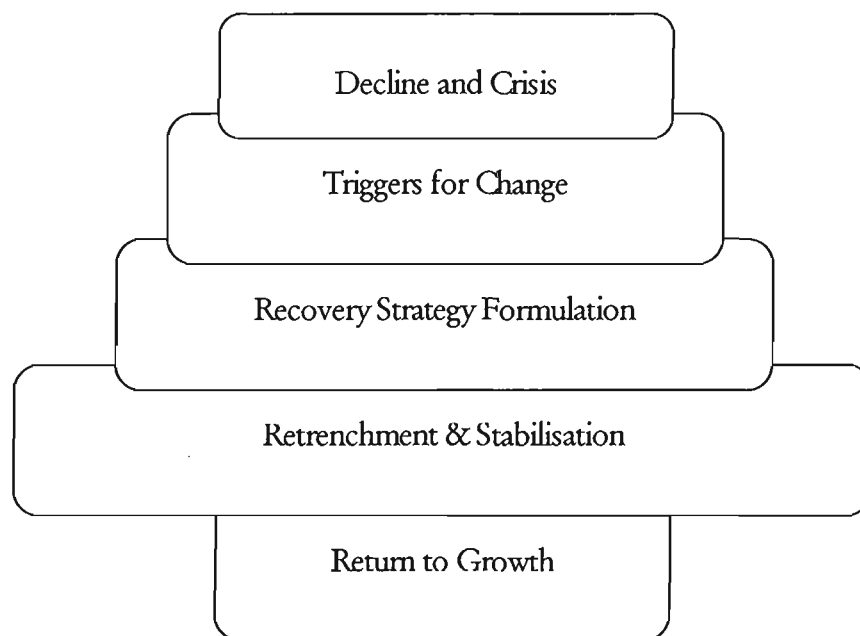


Figure 7: Turnaround Strategies adapted from Balgobin & Pandit (2001)

The primary cause of the 'decline and crisis' phase has been found to be poor management. There are both external and internal causes. The external causes are a decrease in demand, an increase in competition and an increase in input costs. The internal causes are poor management, inadequate financial controls and a high cost structure. All these causes can be inter-related. This 'decline and crisis' phase leads to 'triggers for change'. Major changes to the way business is operated occur mostly when the following changes, depicted in the table below, take place.

Triggers for Change	% of firms stating this factor
Intervention from external bodies	30%
Change of ownership or the threat of such a change	25%
New Chief Executive	55%
Recognition by management of problems	35%
Perception by management of new opportunities	10%

Figure 8: Table of Triggers for Change adapted from Balgobin & Pandit (2001)

Following this stage of 'trigger change', a recovery strategy formulation occurs. It has been found that when a new management team commences work at this stage, the formulation of the recovery strategy occurs in a very short time. There are four key components of developing a successful recovery strategy, namely a situational analysis; gaining control of the business, managing the stakeholders and improving the motivation and morale of the team. The introduction of strong financial controls is seen as pivotal to the start of the turnaround process.

The recovery strategy often includes retrenchments. These retrenchments are in an effort to lead to stabilization. The retrenchments assist by reducing the number of problems management has to deal with during the turnaround process. The ultimate goal is to facilitate the generation of positive revenue growth and ultimately the company's survival. Following the stage where stabilisation occurs, the management team can begin thinking of the long-term survival of the company. This signals the 'return to growth' phase. Profitability and growth are seen here as the key foci of the company to ensure its long-term survival.

These various stages in the turnaround process are inter-related and overlap to a certain degree. In some instances, not all these stages are required but most often it has been found that companies tend to follow all the above-mentioned stages to ensure a complete, efficient and effective turnaround strategy.

Chathoth, Ching-Yick-Tse, Olsen (2006) state, in a study on turnaround strategies in the hospitality industry, that the industry environment must be considered when developing a turnaround strategy. The company must take into account the trends in the industry, for example the growth in the industry and whether the relevant company's growth and profitability are in line with it. They further state that there are 4 strategies that a company can employ in the turnaround process, namely top management replacement, financial, personnel and marketing strategies. In both cases of the restaurants under review in this paper, it was found that they did not wait for the retrenchment process to lead to the stabilization of the entities but merely entered the recovery period whilst the company was still unstable. This shows that the timing of the various stages, even though they are inter-related and overlap, is an important component of the turnaround process.

In a paper on "Going to Market: A Commentary", Toma (1996) lists the ten generic strategies employed in a turnaround process as:

- Change of management
- Strong central financial control
- Organisational change and decentralisation
- Product market orientation
- Improved marketing
- Growth via acquisitions
- Asset reduction
- Cost reduction
- Investment, and
- Debt restructuring and other financial strategies

These strategies will be required to be implemented according to the particular circumstances that the company faces. For example, the company may be facing extreme financial difficulty; this would require that the cost- and debt-reducing strategies be employed. This is at the discretion of the management team.

A search was conducted was conducted for the term 'decline in zoo attendance'. This search did not reveal any positive results.

2.3.3.5 Wildlife and Ecology Studies Worldwide via BiblioLine Pro

The first search conducted on this eDatabase was based on the combination of terms 'turnaround strategies' and 'zoos'. This produced no results.

A search was then conducted for 'turnaround strategies'. This produced zero results.

The third search conducted was for references in respect of the word 'zoo'. 13 488 results were found. This search was further refined to the term 'zoo management'. This produced 77 198 results. The search was further refined by publication year. The search was refined from the most recent articles to less recent, specifically for the years 2006 to 2000. This produced 16 547 results. Given the high number of references identified with the above term. The search was again further refined to 'zoo management 2006'. This produced 1 040 results.

An advanced search was then conducted on this databasc. The search for the terms 'zoo', 'management', '2006' was conducted and the search was limited to English references only. This search produced 14 results, none of which were relevant.

A search for the terms 'zoo', 'operations management' and '2006' was conducted. This search was limited to English references only. This search did not produce any results. A similar search was done for references for the period 2000 to 2005. This produced zero results.

A further search for the information relating to the terms "decline in zoo attendance" and "zoo attendance" was conducted. This search did not result in any positive results.

2.3.3.6 *Google Scholar via the Google Literacy Project*

A search was conducted for references for 'zoo operations management' which did not produce any results. A search was then conducted for 'zoo operational management'. This search also did not produce any results. A search for 'zoo operations management' was conducted across the entire web. This revealed five results, none of which were relevant as they were about energy systems.

An advanced Google Scholar search was then conducted. This type of search was conducted for the following terms, namely 'zoo' and operations management; 'zoo' and 'customer relations' and 'zoo' and 'patronage', all of which did not produce any results. A search for references for 'petting zoo' resulted in the identification of 411 references. A review of these references showed that these references were irrelevant.

A similar search was conducted for the term 'decline in zoo attendance'. This showed one positive result. Turley (1998) states that a zoo can be defined as a general collection of predominantly wild (not domesticated nor indigenous) animals, contained in a total area of 110 acres or less, made accessible for public viewing. According to Turley, zoos have found it difficult to establish themselves as credible cultural organizations. One of the reasons for this is as a result of the previous operational conditions of zoos. Zoos have been thought of by some as areas where animals live in cramped conditions for humans to be entertained with little emphasis placed on the natural habitats of such animals.

Another reason was that it was felt that the animals were being viewed by humans for entertainment purposes, not as a mechanism of understanding them but rather merely to see them and enjoy their actions. The phenomenon in respect of the United Kingdom zoos has shown that the zoos have struggled to adapt and therefore attract patrons in an increasingly competitive entertainment attractions market. This phenomenon can also be applied to the Joburg Zoo. She further states that gate takings are the largest portion of income for zoos. Consumers have become more demanding in terms of what they expect for their money. Competition from other 'day-visit' activities and other new and innovative entertainment activities are drawing visitors away from zoos.

Turley (1998) asserts that the traditional UK zoos are in a state of maturity. It is at the part of maturity where visitor numbers begin to decrease while zoos are finding themselves in more of a scientifically important role. Many of the respondents in her focus group sessions stated that they only visited the zoo to see animals from around the world, that they otherwise might not have seen, and not in such close proximity. Many of those who stated that they disagreed with zoos in principle said that this was because of the dislike of seeing animals in captivity. In attempt to dispel the 'image of captivity', zoos tried to make more and more of the enclosures 'barless'. Many people still have the misconception that zoos have animals in enclosures made of bars and concrete.

Turley's study (1998) revealed that a visit to a zoo is regarded as a social visit, with a major part of the decision-making process depending on children. Very few people go to visit the zoo on their own. The most positive images of the visiting the zoo according to respondents, in the focus groups conducted, appears to be the 'family visiting the zoo together' concept. It is felt by many that children have the most to learn from visits to the zoo. It was observed through profiling that from the visitors to the zoo, the most prevalent age group were those of 25-34 and 35-44 years of age. This leads to a dilemma for zoo management. They need to decide whether they would like to look at pursuing the 'family' image of the zoo or direct the marketing campaigns more towards the older person who has more of a commitment to conservation.

Zoos are expensive to operate. The revenue patterns show that there is a seasonal affect on the gate takings, namely there are 'high' seasonal periods.

The zoo, according to Turley (1998), has three objectives, namely conservation, education and recreation. Recreation is revenue-generating function while conservation and education are generally financially inefficient. This is not a problem only affecting UK zoos but also zoos in the United States of America. This is depicted by the growing trend towards privatization.

Turley identifies three ways forward for the modern zoo:

- Rejuvenation
- Petrification, and
- Decline

The decline of zoos would be seen as the worst-case scenario. This type of situation would lead to the demise of zoos. The key in avoiding this situation would be to amend the product offering to that more suitable to customer / potential customers' needs. Animal welfare rights and the quality of the habitats provided must be taken into consideration here.

Turley (1998) further states that the visitor attraction market is heavily inundated with entities having the family unit as its core target market. Another medium through which the hunger for knowledge of nature is being satisfied is that of wildlife programmes on television. These programmes offer a more comprehensive viewing of the animals than the zoo experience would, but they do not offer the close proximity to the animals that a zoo would offer.

Petrification is the next stage she envisages the zoos could move towards. This stage would mean that there would be consistent visits to the zoo but these visits would not be high levels. Through this process the zoos with the most favourable images and reputations would remain operational and these zoos would be the most suited to 'surviving' their dynamic environment. Funding would be an obvious problem that would still be experienced.

Turley (1998) states that rejuvenation of the traditional zoo would be "the result of product development and effective marketing culminating in its recognition as a cultural attraction, safeguarding the national treasures of the world and displaying them in an order that they may be enjoyed by the masses." She further reasons that in this state the zoo would be recognized as an entity with its primary objectives being recreation, conservation and education; the latter two having a more prominent role

than currently. She envisages that zoos in this state would contain the following improvements:

- Carefully designed enclosures with minimal 'captivity-depicting' barriers, and
- Innovative and interactive educational facilities on the animals and the fauna

In conclusion she states that there are key themes evident in her article. These themes are "meeting and managing the demands of the animals, society and visitors." A key challenge in this could be the availability of funds. Zoo management needs to decide upon their strategic target markets that they would like to concentrate on. Visitors (patrons) are of pivotal importance to day-visit attractions such as the zoo. Their importance must be recognized as such and a market-oriented approach must be adopted. Animal welfare must be foremost in the minds of zoo management. Efforts must be made to continuously develop the husbandry of the animals. Where these efforts result in better husbandry of the animals, these developments must be communicated to the public (visitors and potential visitors). Turley states that on the basis of her research conducted she believes that petrification might be the most likely scenario for the traditional zoos of the United Kingdom.

Similar articles linked to this positive result were researched and it was found that there was one potentially relevant article on community attitudes to tourism. Upon review of this article, it was found that it was not suitable for this literature review.

The related articles to the positive result were then reviewed for relevance. This search revealed 101 results. Of these, there were 3 potentially relevant and accessible articles. These articles were in relation to decision-making in the family unit and the behavioural consequences of service quality. Upon review of this literature, it was found that only two of these papers were considered relevant.

According to Foxman *et al.* (1989), children are playing more of a role in the family decision-making process in everyday decisions and not just children-related products. Children do learn from their parents' consumer behaviour patterns. The research provides evidence that children play a substantial role in making decisions that

are more related to them and that are not relatively expensive. It has been found that children play a role in decision-making in respect to the selection of leisure time activities.

According to Zeithaml *et al.* (1996), improving service quality will have a positive impact on behavioural intentions. Service quality means trying to meet customer-desired service needs and wants, not merely delivering the minimum level of service required. Favourable behavioural intentions lead to behaviour where the customer will decide to continue obtaining the service or product from the company. This will lead to increased spending by customers and referrals by the satisfied customers to other potential customers. This will lead to an increase in revenue and the possibility of premium pricing. Service quality does influence the behaviour of customers. Biodiversity strategies and action plans have been developed to address these issues. Governments are now realizing the importance of protecting the environment and have been developing and implementing policies in this regard. Technological advances are supporting these developments and these developments are occurring quite rapidly.

A search for the terms “zoo” and “education” resulted in the identification of approximately 27 500 articles. Three articles were found to be relevant to this study.

Hardy (1989) discusses the evolution of zoos from that of ‘caging’ animals to zoological gardens. When zoos were first introduced to society, the animals were housed behind bars. This was in line with the preconception that wild animals were dangerous. The animals also behaved like ‘caged’ animals. The zoological gardens allow for animals to be housed in surroundings similar to their natural surroundings whilst being separated from the human visitors by moats and fences. This allows the animals to feel more relaxed in their ‘natural’ surroundings, behaving more as if they were in their natural surroundings, while facilitating the change in public attitudes about zoos. He also states that television programmes on nature have led the zoo-going public to have increased expectations about zoos. He further states that zoos assist in creating the perceptions that people have about wild animals. While modern zoos have more idyllic settings, they still create a ‘distorted’ picture of wild animals. They may give the public the view that the animals previously thought of as dangerous may now be regarded as less dangerous. This is as a result of the “invisible barriers”,

e.g. the moats and fences, that the modern zoos have to separate the animals from the zoo visitors.

Coe (1997) states that by giving animals choices in their environment, one reduces the stress the animals are under and also creates conditions conducive to good immune systems. He further cites Markowitz (1982) who recommended that behavioural enrichment and training be incorporated into the basic designs of animal displays. Coe (1997) states, that from his experience, this incorporation is happening slowly. He further cites Hutchins (1984) and Hancock (1980) who advocate the passive naturalistic habitats. These two approaches, if combined, can result in unprecedented levels of behavioural opportunities, animal activity and public enjoyment. He discusses activity-based designs of the animal enclosures. Animal that are healthy and active attracts visitors. Animals that are provided with stimulating behavioural choices are active. These sorts of environments create opportunities for the animals, zoo keepers and visitors. The goal is to incorporate significant, informative and pleasurable experiences with the long-term well-being and conservation of the animals. With limited budgets, designers can design enclosures that are based on training and enrichment. With enclosures such as these, the animals can be active and the visitors can enjoy watching the animals behaving as they would in their natural habitat. Activity based designs includes activities such as encouraging the animals to search and catch their food, thereby increasing their activity levels and visitors' entertainment.

Activity-based designs use exhibit theme and design around the main focus of zoos, being that of the psychological well-being of the animals. The concepts of behavioural management and environmental, which were previously thought of as peripheral to zoo functions, are now regarded as pivotal in zoo design, marketing and operations. Coe further states that creative staff that are committed to activity-based designs are a crucial element of its success.

Mason (n.d.) discusses the aims and roles of zoos, the nature of zoos as a tourist attraction and the profile of zoo visitors. Alexander cited by Mason relates zoos to museums, both being educational in purpose, mostly non-profit organizations, having professional staff and own and conserve tangible objects that are on view to the public. Bostock cited by Mason states that the most important contribution of a zoo is that it

provides both adults and children with real animals to observe. He describes the scientific role of zoos as that of:

- To add into biological knowledge;
- To assist in the care and breeding animals;
- To assist management and conservation; and
- To assist in the solution of human medical problems.

Broad cited by Mason states that zoos have a wider aim, more than the scientific objectives identified above. She states that zoos can educate all spheres of the public on the value of ecosystems and the importance of biodiversity.

One of the criticisms of zoos that Mason cites, is by Jamieson. Jamieson states that zoos give humans a false sense of the natural order. The method of confinement of the animals shows humans that animals are there for our pleasure and to be used for our purposes.

Mason further cites Gerald Durrell, who established the Jersey Zoo, stated that a high percentage of zoos were bad. He was, however, not arguing for the destruction of zoos but rather for the improvement of zoos. Mason states that although zoos are quite important as tourist attractions, little is written in tourism articles and books. Mason discusses the results of the detailed studies conducted by Broad, Andereck & Cladwell and Hill. Their results show that zoo visitors comprise marginally more women than men. They also state that zoo visitors have education levels that are above average. Broad's studies also revealed that approximately one third of zoo visitors belonged to wildlife societies.

He further states that despite the importance of zoos as visitor attractions, their popularity has been decreasing over the past 20 years. One of the reasons for this is that of the increasing number of competing attractions. Robinson cited by Mason

discusses the concept of animals being out of context in zoos. Per Robinson, this means that the animals lose much of their meaning and information content. This could lead to visitors thinking that the zoo is an unacceptable visitor attraction, failing to convey the correct educational message, especially in respect of conservation. The conditions in which the animals are housed could possibly deter visitors from visiting zoos.

Mason states that more research into market research themes in respect of zoos is required. He further states that there is a great need to investigate the relationship between zoos and tourism. He suggested guideline questions for this research, some of which are quoted below:

- *Should animals be kept in captivity to entertain visitors?*
- *Are zoos appropriate attractions given concern for animal welfare?*
- *Is not better to view animals in their natural settings than in captivity?*
- *What is the education roles of zoos and how do they promote this?*
- *Do zoos promote environmental awareness (e.g. of environmental species, depletion/endangered species)?*
- *Do zoos inspire a genuine interest in and concern for wildlife?*
- *Do zoos encourage visitors to anthropomorphise and trivialize natural heritage and wildlife (E.g. cuddly pandas, friendly chimps, cunning snakes)?*
- *Are zoos a substitute for the real wildlife experience?*

An excerpt from the World Zoo and Aquarium Conservation Strategy of 2004, contained in the Joburg Zoo Business Plan for the 2006/07 – 08/09 financial years, outlined the need for zoos in modern society. The strategy takes into account the modern environmental conditions such as the increasing number of ways the environment is being polluted and deteriorated. This is particularly evident in the changes

one can see in the world today, such as the changes in climate. Public and media focus has been on the effects of these changes, for example drought and famine. The causes of these effects have not received as much focus as the effects themselves. One of the problems impacting on the eco-systems is that of the human population growing exponentially. This accelerated growth of the human population places a strain on the other species in the eco-systems.

A search for the World Zoo and Aquarium Strategy resulted in the identification of 12 items. A further search from one of the identified items resulted in the World Zoo and Aquarium website, namely www.waza.org, being identified as the most suitable to summarise the strategy from. The World Zoo and Aquarium Strategy focuses on conservation education as one of the key functions of zoos. By educating people, both formally and informally, it is believed that they will begin acting positively towards conservation efforts. Informal education occurs during patrons visits to zoos. Formal education comprises the organized school and tertiary education tours of zoos. One of the aims of this strategy is the facilitation of a more sustainable way of life for all species.

The strategy provides a common philosophy of standards and policies for zoos across the world. The strategy covers the following areas:

- Integrating Conservation
- Conservation of Wild Populations
- Science & Research
- Population Management
- Education & Training
- Communication: Marketing & Public Relations
- Partnerships & Politics

- Sustainability
- Ethics & Animal Welfare

The strategy describes the roles and functions that would characterize an ideal zoo of the future. These are defined below:

- Increasingly commit to conservation in the wild as the primary goal and focus.
- Utilize the unique resource available to advance research aims both *in* and *ex situ*.
- Develop outstanding education programmes that teach proactive environmental concerns locally and globally.
- Develop innovative exhibits to excite and inspire the visiting public whilst continually reviewing and improving the welfare of captive animals.
- Use the collective power of global or regional associations to inform and influence political change relating to the environment.
- Operate zoos to the highest ethical business standards to allow the generation of funds for conservation action.
- At all times advocate the role of zoos to the general public, directly confronting issues and being steadfast in the pursuit of a conservation mission.
- Increase inter-institutional cooperation to enhance the use of limited resources and act globally.
- Adopt and utilize new technological advances for enhanced communication, research and education.
- Promote organizational structures that draw upon strengths at all levels and adopt team approaches.
- Value, recruit, further train, and retain staff at all levels.

2.3.4 The Synthesized Model

As one can see from the above research conducted, not much formal research has been conducted in this area of study. An exhaustive research review on the available literature on this research problem has been conducted. This review has resulted in the identification of a few relevant and accessible articles. These relevant references will be utilized in the course of this study.

The literature review detailed above comprised theoretical and other research finding processes. The review highlighted key concepts which must be borne in mind during the research process. These key concepts will be evident throughout the research model used and will be particularly evident during the research-gathering phase (the interview process) and the analysis thereof. The approach to conducting this research will be based on the following model. This model has been synthesized from Balgobin and Pandit's model for turnaround strategies and incorporates some of the key concepts identified during the literature review process. These key concepts have been identified through research conducted via books, articles and the internet. The concepts are putting customers' needs and wants first, ensuring excellent service quality and understanding the business you are in.

The synthesized model is outlined below.

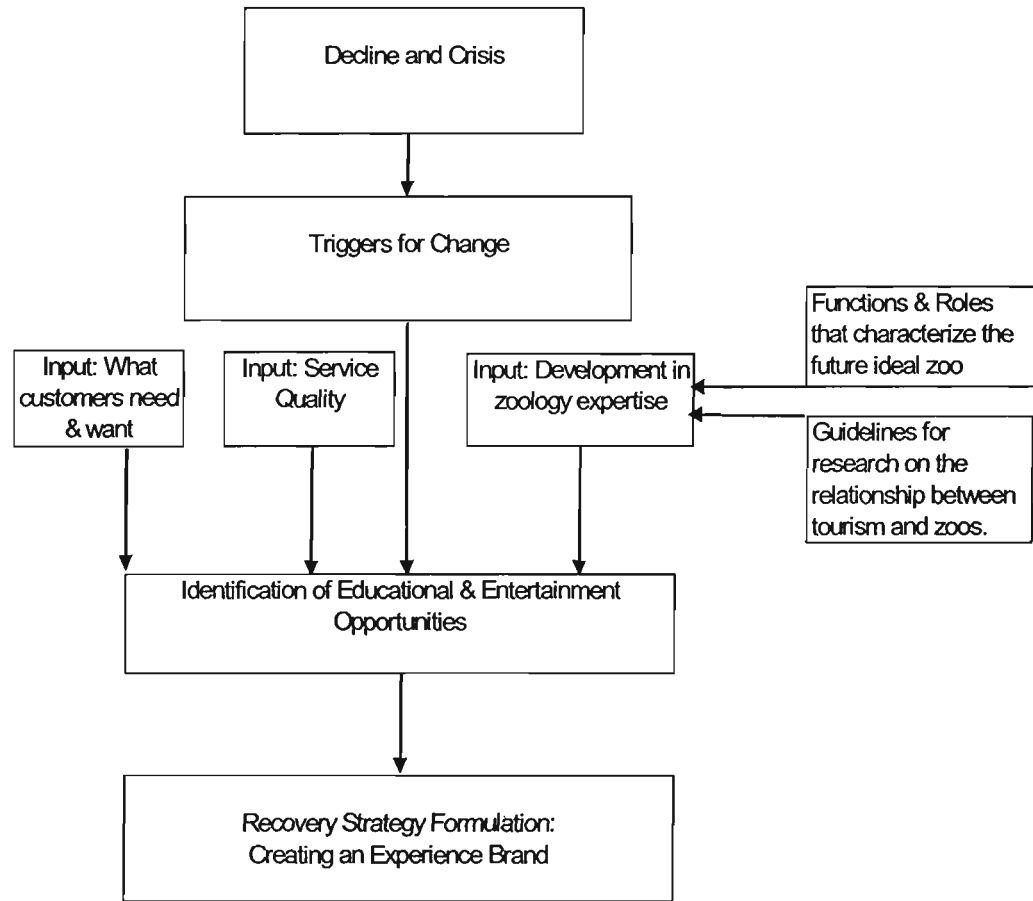


Figure 9: The Synthesized Model for the Identification of Educational & Entertainment Opportunities of the Joburg Zoo adapted from Balgobin & Pandit (2001)

For the purposes of this study, the above synthesized model will form the foundation. It will be used as a background for the researcher's data collection. According to the abovementioned Balgobin and Pandit's model of turnaround strategies, there are five phases to the turnaround process. This model has been synthesized using the first three phases, namely the 'decline and crisis', 'triggers for change' and 'recovery strategy formulation' phase. The 'decline and crisis' phase will look at the factors and occurrences during the period where zoo attendance has been declining. The 'triggers for change' phase will detail the occurrences that have led to the need for changes that have been identified, as well as urgency for action in this respect. These

resulting recommendations from these findings, as well as from the literature review and interview process will be incorporated into the recommended educational and entertainment opportunities. The opportunities recommended will take into account the key concepts of customers' wants and needs, developments in the zoology field and levels of service quality required. These concepts together with the first three stages of the model will assist the Joburg Zoo in placing itself as an experience brand.

2.4 CONCLUSION

In this chapter, a literature review was conducted threefold, namely to obtain the available literature in respect of the theory and theoretical models, the most suitable form of research methodology and the elimination of any research previously conducted in respect of this research problem. The findings of the abovementioned three sections of the literature review conducted led to the synthesization of a model to assist with addressing the research problem at hand. The research questions identified in Chapter 1 remain constant. The following step in this process is the collection of the data required to conduct this study. This data collection process is detailed in Chapter 3.

Chapter 3

DATA COLLECTION

3.1 INTRODUCTION

Chapter 1 outlined the background, need and structure for this study while Chapter 2 detailed the literature available in respect of the key concepts contained in the problem statement, which forms the basis for this study. Chapter 2 detailed the model synthesized to assist with addressing the research problem at hand. This model forms the basis of the study at hand and will be used as the foundation for this and the ensuing chapters.

The synthesized model detailed in Chapter 2 will be implemented during the course of this chapter. The envisaged interview process will be recapped and the actual interview process detailed. This will include the details of any deviations from the plan for the interview process. The preparation of the data for analysis will also be detailed.

3.2 IMPLEMENTATION OF THE ENVISAGED METHODOLOGY

As previously stated, little formal research has been conducted in this area of study. Following the literature review, including a review of the research methodologies that could be employed, it was decided that the study to be conducted would be qualitative in nature. The research process decided upon was that of personal interviews.

The key critical questions for the interview schedule were to be identified and the schedule drawn up. The key concepts contained in the problem statement, the sub-problem statements, objectives, theoretical models and the literature reviewed were to be used as the basis for the drawing up of the questions for the interview schedule. The interview process was then to be conducted using the interview schedule as the basis, to be put to each individual independently. The interview process

was to comprise two interfaces, namely an employee-facing interface and a patron-facing interface. An interview schedule would be put to each individual independently. The responses obtained through this interview process would form the foundation for the analysis of findings. The salient ideas from this process will be used in the identification of the educational and entertainment opportunities.

3.3 A HISTORICAL ACCOUNT OF THE FIELDWORK

The questions for the interview schedules were drawn up post the literature review. Two interview schedules were drawn up, namely one for the employee interface and one for the customer interface. These schedules are attached as Addendum 3. These schedules were sent for Ethical Clearance and the request forms have been attached as Addendum 1. The addenda have been attached as a compact disc. Ethical clearance was obtained from the Department of Human and Social Sciences. The interviewees were also requested to complete letters of consent prior to the commencement of each individual interview. The letter of consent has been attached as Addendum 3. The hard copies of each individual signed letter of consent have been attached to this document.

The interviewees were selected based on their respective professions. Six employees of the Joburg Zoo were selected for the employee interface professionals. These six interviewees comprised the CEO, the Chief Financial Officer ("CFO"), the Finance Officer, the Senior Marketing Coordinator, the Education Officer and the Personal Assistant of Human Resources and the Animal Collections department. A cross-section of employees was selected to obtain the views from all the different levels of staff of the zoo. It was felt that each of the individuals chosen to provide a different view or angle to the research being conducted.

The CEO could provide the strategic direction of the Joburg Zoo, as well as provide an all-encompassing view of the zoo. The CFO would provide information in respect of the strategic initiatives from a financial perspective. The Senior Marketing Coordinator would provide insight into the different marketing initiatives conducted and the surveys and studies conducted. The Education Officer would provide details of the various programmes embarked upon. The personal assistant would provide in-

sight from an operational level of working at the zoo. Being in the Human Resources and Animal Collections department would provide her with much insight into the operations of the Joburg Zoo. All of these employees were interviewed for the above-mentioned reasons with the overall intention being to gain a better understanding of the environment of the Joburg Zoo with a sight to developing ways to increase the patronage at the Joburg Zoo.

The second customer-interfacing professionals comprised four customers/ potential customers of the Zoo. The customer-interfacing interview schedule was the basis of these interviews. These professionals comprised a psychologist, a teacher, the Customer Services Manager of the Infrastructure department of the CoJ and the Executive Officer of the JMT Environmental Centre. The psychologist was interviewed to provide the insight into the psychological benefit of visiting the Zoo. The psychologist had also taken her child to the Joburg Zoo; she was also a patron of the zoo. The teacher interviewed was a primary school teacher. She provided insight into the role the zoo could play in terms of educating children.

The Customer Services Manager of the CoJ monitored the service delivery of the Joburg Zoo for a period of three years and she was expected to provide insight into what she had observed in this period and the initiatives that could be embarked upon at the zoo. The Executive Officer of the JMT Environmental Centre works with the Joburg Zoo on various educational initiatives and was expected to provide insight into the educational aspects of visiting the zoo. All these interviewees except the primary school teacher have visited the Joburg Zoo whether for social or business reasons. The primary school teacher has visited a zoo previously but had recently relocated to Johannesburg, therefore not having had the time to visit the Joburg Zoo yet.

It was hoped that the researcher could interview a representative from the Pretoria National Zoo to obtain information in respect of another zoo operating within the Gauteng area. Unfortunately due to the time constraints of the representatives, who could have made a valuable contribution to this study, the interviews with these individuals could not be held.

The interview process was conducted with each interviewee individually. The settings required were a quiet and private space whereby the interview process could be properly recorded via a Dictaphone. Depending on which interface the interviewee was from, the applicable interview schedule was posed to the respective interviewee. The applicable interview schedule was posed to the relevant interviewees in a consistent manner. The interview times ranged from approximately nine minutes to approximately thirty-three minutes, depending on the level of discussion by the interviewee. The interview process was described to the interviewee before the researcher commenced the interview. They were advised that if at any time they felt uncomfortable, they could end the interview without negative impact. All the interviewees were comfortable during the interview process and none of the interviewees stopped the interview process. The questions per the applicable interview schedule were posed to the relevant interviewees; sometimes the questions had to be repeated or rephrased for the interviewee to properly understand the question at hand. Following the interviews, the verbatim recordings were transcribed (attached as Addendum 6 on the compact disc provided in the flap of the inside sleeve). The employ of a transcription expert was used in this process. All ten interviews were transcribed.

The transcribed interviews formed the foundation for the analysis process. Due to the confidentiality of personal details committed to each of the interviewees, the personal details of each interviewee are only mentioned in the personal information section of the interview. The formal part of the interview has the parties transcribed as “I” for interviewer and “R” for respondent.

3.5 CONCLUSION

The collection of data via the interview process proved to be a productive one. Two interfaces of interviewees were selected; one employee-facing and the other customer-facing. The applicable interview schedule was put to each respective interviewee. Challenges were experienced but on the whole, it was felt that the interviews conducted provided insight into the operations of the Joburg Zoo, the needs of the customers and the role of the zoo in the Johannesburg environment. Some interviewees provided more insight than others. Each interviewee was selected due to the insight it was thought they could provide. This has been detailed above. It is thought

that some of the interviewees might not have provided their full insight due to being nervous about the interview proceedings. It is, however, felt that the insight obtained from some of the interviewees more than compensates for this lacking in some of the interviews. The data obtained from the interviews combined with the findings of the literature survey will facilitate a meaningful data analysis process. Chapter 4 will provide details of the analysis process used on the data obtained during the interview process.

Chapter 4

PRESENTATION OF RESULTS

4.1 INTRODUCTION

The data obtained, through the interview process outlined in the previous chapter, will be analysed during the course of this chapter. There were two interfaces for the interview schedules, namely that of a customer-interfacing and an employee-interfacing one. Each interface will be analysed separately. The interview schedule was divided into two sections, namely that of demographical information and a part relating to the research topic. The questions in the patron and employee interview schedules were similar in nature. The main themes in the questions were constant between the patron and employee interview schedules. This is evident in the analysis of the responses by both the employees and patrons. The questions had to be posed in different ways to the different audiences. The result of the separate analysis processes will allow the reader to further understand the relationship between the perceptions of the employees of the Joburg Zoo and the patrons.

4.2 ANALYSIS OF CUSTOMER-INTERFACING DATA

Four customer-interfacing professionals were interviewed with the patron interview schedule. The details of these four interviewees were discussed in Chapter 3. This aforementioned discussion highlighted the reasons for their selection in the interview process and their envisaged contribution. Their responses were transcribed. The main themes in the questions in the interview schedule were identified as categories for the analysis process. The transcriptions were then read and the additional main themes identified. These themes were added to the categories previously identified. The transcriptions were then analysed in terms of the categories. The results are summarized below. The analysis has been divided into an analysis of the demographic information and the research-related data.

The demographics of the professionals are detailed in the table below.

Profession	Clinical Psychologist	Educator in a Primary School	Customer Services Manager in the CoJ	Executive Officer at the JMT Environmental Centre
Age	37 years old	45+ years old	40 years old	57 years old
Gender	Female	Female	Female	Female
Ethnic Group	White	Indian	Indian	White
Family / Single	Family	Family	Single	Family
Visit the Zoo in a group / on your own/ work with the Zoo	Group	Group	Professional reasons	Professional reasons
Have you ever visited the Zoo?	Yes	No	Yes	Yes

Figure 10: Table of Demographic Information of the Customer-interfacing Professionals

The demographical information of these professionals has been summarized in the seven categories detailed above. The interviewees were all female and in the age group of 35+ - 60 years old. The majority of the interviewees were part of a family. Only one respondent lives by herself. Half of the interviewees visited the Joburg Zoo due to professional reasons, while the other half visit or would visit the Joburg Zoo for social reasons and in a group with their family. Only one of the four interviewees had not visited the Joburg Zoo but had visited a zoo before.

The analysis of the research-related question follows:

Interview question 1: Would you / do you visit the Joburg Zoo regularly, or is it worth visiting only once?

Visit regularly	Visit once in a while	Should be visited regularly	Visit Joburg Zoo for professional reasons	Total
1	0	1	2	4
25%	0%	25%	50%	100%

Figure 11: Table of Response to Interview Question 1 by Customer-interfacing Professionals

Visiting the Joburg Zoo can be an activity that can be done once or regularly. Of the four interviewees, it was identified that half visit the Joburg Zoo for professional reasons only. They do, however, feel that the zoo should be visited regularly by patrons. One of the patrons who had visited the zoo stated that although she did visit the zoo regularly, namely annually, she would like to visit the zoo bi-annually. One of the interviewees had not visited the Joburg Zoo but expressed interest in visiting the zoo. She did, however, state that she had visited a zoo previously and does believe that zoos should be visited regularly by patrons. In order to secure the loyalty of the current patrons and increase patronage, it must be identified whether patrons feel that the Joburg Zoo should be visited once or regularly. This will assist with the focus for the marketing plans that zoo management need to formulate.

Interview question 2: What attracts you to the Joburg Zoo?

The animals and the experience / environment of the zoo: being a part of nature within the boundaries of the City	Different enclosures and a variety of animals	Improvements and developments to the attractions	Good customer service	Accessibility and visibility of the Joburg Zoo	Total
2	1	1	0	0	4
50%	25%	25%	0%	0%	100%

Figure 12: Table of Response to Interview Question 2 by Customer-interfacing Professionals

There are different reasons why people are attracted to zoos. People have differing needs and wants, as highlighted in Chapter 2. The main reasons identified are detailed in the table above. These reasons have been categorized to facilitate the analysis process. Half of the interviewees stated that they were attracted to the zoo for the unique experience it offers. This they stated was the feeling of being a part of nature in the middle of the busy city. Being a part of nature meant to the interviewees being in peaceful surroundings while being able to view the animals in enclosures closely resembling their natural habitats. One of the interviewees stated that the variety of animals and enclosures were a 'draw-card' for her to visit the zoo. The constant improvements and developments to the attractions offered at the zoo would be an attraction for patrons and potential patrons to visit the zoo. As can be deduced from the above discussion, the reasons that people are attracted to the zoo vary. By highlighting these varying reasons, the zoo can keep abreast of its patrons and potential patrons' wants and needs. This can be incorporated in both the development of their product offering and marketing plans.

Interview question 3: Is the Joburg Zoo a 'full-day' occasion or does it only offer enough to keep one's attention for a few hours?

'Full-day occasion'	Keep one's attention for a few hours	Should keep one's attention for a few hours	Total
3	1	0	4
75%	25%	0%	100%

Figure 13: Table of Response to Interview Question 3 by Customer-interfacing Professionals

The Joburg Zoo is based on 54 hectares of land with 2 070 animals. The majority of the interviewees felt that a visit to the Joburg Zoo was a 'full-day' experience because of the number of things to see. One of the interviewees expressed an interest in being able to study the animals, not merely seeing the animals. This would involve more time being dedicated to a visit at the zoo. Only one of the interviewees had a differing opinion to the others interviewed, that of the Joburg Zoo only offering enough to keep one's attention for a few hours. The management of the zoo could utilize this information in defining its product offering, namely what it would like the experience to be. This could differ for the different target markets, for example families versus single people.

Interview question 4: Have you ever returned to the Joburg Zoo to revisit features that attracted your interest during a previous visit, and if so, what were those features?

Revisited the Joburg Zoo for certain features	Would revisit the Joburg Zoo for certain features	Have not revisited the Joburg Zoo	Total
1	2	1	4
25%	50%	25%	100%

Figure 14: Table of Response to Interview Question 4 by Customer-interfacing Professionals

It is hoped that if patrons find certain animals or enclosures particularly interesting, there would be a greater chance of them returning to the zoo to visit these attractions again. Following the interviews conducted, half of the interviewees stated

that they would revisit the Joburg Zoo for certain features that had particularly interested them. One of the interviewees had revisited the Zoo for certain features that had interested her and her young son. The interviewee that had not visited the Joburg Zoo stated that if there were enclosures and animals that interested her, she would revisit the zoo for these attractions. One of the interviewees stated that she had not revisited the Joburg Zoo for any of the animals or enclosures. She was one of the interviewees that visited the zoo for professional reasons only. Many businesses find it easier to keep the customers that they have than they do to attract new customers. By providing the patrons with interesting and exciting attractions, this could facilitate repeat visits from patrons, securing the loyalty of current patrons.

Interview question 5: Do you or any of your family members prefer doing other things (such as going to the movies, or to a games arcade or quad-biking etcetera) rather than visiting the Joburg Zoo?

Prefer visiting the Joburg Zoo	Prefer visiting other entertainment offerings	Visiting the Joburg Zoo should be regarded as a treat	No difference between going to the zoo or other entertainment offerings	Irrelevant	Total
1	2	0	0	1	4
25%	50%	0%	0%	25%	100%

Figure 15: Table of Response to Interview Question 5 by Customer-interfacing Professionals

Some of the biggest competitors the Joburg Zoo faces are that of other entertainment offerings, namely shopping centres, movies and other outdoor activities. This is evident by two of the interviewees stating that they prefer other entertainment offerings to visiting the Joburg Zoo. One of these interviewees stated that this was due to the children in her family having varying interests. All their needs have to be accommodated. Only one of the interviewees stated that she preferred visiting the zoo and parks as opposed to shopping centres and other entertainment activities. One of the interviewees considered the question irrelevant as she did not have children and she only visits the Joburg Zoo for professional reasons. By identifying the preferences of the patrons and potential patrons, zoo management can develop the correct positioning of the Joburg Zoo as an entertainment offering. This would be whether the

zoo would need to be positioned as a direct competitor to entertainment offerings such as the shopping centres and movies or if it needs to be positioned differently.

Interview question 6: The cost of living is increasing so one has less disposable income available, do you regard visiting the Joburg Zoo to be a good-value-for-money experience, or too expensive?

Good 'value-for-money' and easily affordable	Too Expensive	Not cheap and not expensive	Can be expensive because of additional outlays	Value for money if a full day visit, if for a few hours considered expensive	Total
2	0	0	1	1	4
50%	0%	0%	25%	25%	100%

Figure 16: Table of Response to Interview Question 6 by Customer-interfacing Professionals

The cost of living is increasing and most people are finding it harder to save. This results in less disposable income being made available for luxuries such as entertainment. Visiting the Joburg Zoo is considered by most to be a luxury item, namely not a necessity for daily living. Half of the interviewees found that the cost of visiting the Joburg Zoo is easily affordable and can be regarded as good value-for-money. One of the interviewees stated that although the entrance fee for the Joburg Zoo was not expensive, the visit could become expensive due to the additional outlays required for parking, refreshments and ferry or buggy rides around the zoo. It was felt by one of the interviewees that a visit to the Joburg Zoo is only value for money if one spends a full day there. The population of Johannesburg is very diverse and as such, the population has varying status in respect of financial matters. The marketing strategy of the zoo will need to take these varying circumstances of the various segments of the target market into account.

Interview question 7: Do you think that the Joburg Zoo has an educational role to play because of our present-day urban lifestyle?

Educational role to play	No educational role to play	Total
4	0	4
100%	0%	100%

Figure 17: Table of Response to Interview Question 7 by Customer-interfacing Professionals

The Joburg Zoo has four core functions, namely conservation, recreation, education and research. All of the interviewees concurred that the Joburg Zoo had an educational role to play in Johannesburg. For children, it helps to bring to life things they have learnt from text books. The zoo is involved in initiatives with the Gauteng Education department. One of the interviewees discussed the potential role of the Joburg Zoo in respect of Outcomes-based Education (“OBE”). She stated that the experiences at the zoo could lend itself to a number of learning areas. In addition, the Joburg Zoo also houses animals that are not found in South Africa. This provides a means of education that most people might not ordinarily get to see.

Interview question 8: What do you think is the psychological effect on children in visiting the Joburg Zoo?

Bonding with animals and understanding the environment	Positive adult/child interaction - Sense of family	Carefree Experience	Better understanding of the world and a care-free experience	Total
2	0	1	1	4
50%	0%	25%	25%	100%

Figure 18: Table of Response to Interview Question 8 by Customer-interfacing Professionals

Children form a major part of the patrons and potential patrons of the Joburg Zoo. Children require stimulation and activities that facilitate their development into adulthood. The issue of whether visiting the zoo would and/or could have a psychological effect on children was investigated. All the interviewees agreed that visiting the zoo would have a psychological effect on children. Half of the interviewees stated that the

effect of children visiting the zoo would be an experience of bonding with animals and a better understanding the world they live in. One of the interviewees highlighted that a visit to the zoo is often a fun and carefree experience for children. One of the interviewees stated that the psychological effect would be the understanding of the environment in which we live and a fun, carefree experience. It was felt by all the interviewees that there would be a positive psychological effect on the children that visit the zoo. This positive aspect of visiting the zoo could be incorporated into the marketing strategy.

Interview question 9: Who decides about visiting the zoo in your family, or among your circle of friends?

Children	Family and friends	Friends	Parents	Professional reasons	None	Total
0	1	0	1	1	1	4
0%	25%	0%	25%	25%	25%	100%

Figure 19: Table of Response to Interview Question 9 by Customer-interfacing Professionals

Nowadays decisions about entertainment offerings such as visiting places like the zoo and parks are often made in groups. One of the interviewees stated that she only visits the Joburg Zoo for professional reasons. Another interviewee stated that amongst her family and group of friends, none of them decide to visit the zoo. This was the same interviewee who stated that she and her family and friends preferred visiting shopping centres as opposed to the Joburg Zoo. From the other interviewees, it was deduced that parents, family and friends play a role in the decision-making in respect of visiting the zoo. This information would prove useful as the focus of who to direct marketing campaigns at can be identified.

Interview question 10: If you visit the zoo as a family, do your children play a role in decisions about family entertainment?

Children play a role in the decision-making process	Children do not play a role in the decision-making process	Not applicable	Total
3	0	1	4
75%	0%	25%	100%

Figure 20: Table of Response to Interview Question 10 by Customer-interfacing Professionals

In today's world most people feel that children are more aware of their rights and that they play a bigger role in making family decisions than previously. The interviewees were asked to comment on the role children play in decision-making about entertainment activities. The majority of the interviewees stated that the children did play a role in this particular decision-making process. One of the interviewees felt that this particular question was not relevant to her as she did not have any children of her own. The identification of the role children play in decision-making about entertainment can assist with the formulation of the marketing strategies. This would include the development of the product offering to ensure that the attraction of children to the zoo does not wane.

Interview question 11: Do you think that the Joburg Zoo has an image of being a family-oriented outing?

Family-oriented Outing	Not a family-oriented outing	Total
4	0	4
100%	0%	100%

Figure 21: Table of Response to Interview Question 11 by Customer-interfacing Professionals

The question of whether the Joburg Zoo has a family-oriented image was put to the interviewees. All the interviewees agreed that the Joburg Zoo has a family-oriented image to the public. This identifies how the zoo is currently positioned and

allows for zoo management to decide if they would like to maintain their current positioning in this respect or alter it.

Interview question 12: Do you feel that the Joburg Zoo takes good care of the animals and plants?

Animals and plants well-maintained	Animals and plants not well-maintained	Unknown	Total
3	0	1	4
75%	0%	25%	100%

Figure 22: Table of Response to Interview Question 12 by Customer-interfacing Professionals

The key attraction, of a place such as the Joburg Zoo, is the animals and the plants that create the setting. The majority of the interviewees stated that they believed that the animals were well taken care of and the grounds well-kept. It was stated by one of the respondents that the Joburg Zoo not only cares for the animals physically but also in respect of their emotional needs. These activities are called enrichment activities for the animals. One of the interviewees that had not visited the Joburg Zoo could not answer in this regard.

Interview question 13: When is the best time to visit the Joburg Zoo: weekdays, weekends, public holidays or some day during the school holidays?

Weekdays	Weekends	Public Holidays	School Holidays	Weekends, public and School Holidays	Total
1	1	0	0	2	4
25%	25%	0%	0%	50%	100%

Figure 23: Table of Response to Interview Question 13 by Customer-interfacing Professionals

The Joburg Zoo is open seven days a week. The interviewees were requested to provide input as to which days they would prefer visiting the Zoo. The majority stated that weekends, public holidays and school holidays were the best time for them to visit the zoo. This was for two main reasons, one is to have more time to spend at

the zoo and the other was that the atmosphere during these times would be more exciting and vibrant. One of the interviewees who visits the zoo for professional reasons prefers to visit the zoo on weekdays as it is less busy which is helpful for her to conduct her work. This sort of research allows for the proper planning of events.

Interview question 14: What do you think of the food and snacks on offer at the Joburg Zoo?

Good quality food and good restaurants	Not enough cheap food available - Room for improvement	Food is expensive	Unknown	Total
0	1	0	3	4
0%	25%	0%	75%	100%

Figure 24: Table of Response to Interview Question 14 by Customer-interfacing Professionals

The Joburg Zoo provides a place of recreation for the citizens of Johannesburg as one of its core functions. In addition to the attractions offered, refreshments are an integral part of any recreational activity such as visiting the zoo. It was therefore deemed necessary by the researcher to assess the perceptions of the refreshments provided. The majority of the interviewees had not bought refreshments from the restaurant or kiosk on the zoo premises. Half of the interviewees visited the zoo for business reasons and their visits were catered by various caterers. One of the interviewees had bought food from the restaurant and refreshment kiosks. She stated that there was a lack of a variety of eating places. A variety of eating places could enhance the experience at the zoo and profitability.

Interview question 15: What do you think of the souvenirs on offer at the Joburg Zoo?

Disap- pointing	Unknown	Customers are proud of souve- nirs with the Joburg Zoo logo	Little in way of souvenirs on offer	Customers do not plan to buy sou- venirs when they are visiting the Joburg Zoo	Customers want more in the way of souve- nirs	Total
1	3	0	0	0	0	4
25%	75%	0%	0%	0%	0%	100%

Figure 25: Table of Response to Interview Question 15 by Customer-interfacing Professionals

When people visit certain areas of recreation, they usually like buying souvenirs to remind them of their visit. Souvenirs / mementos / curios are a means of increasing brand awareness and creating customer loyalty. The interviewees were requested to comment on their perceptions of the souvenirs on offer at the Joburg Zoo. The majority stated that they were unaware of the souvenirs available while one of the interviewees regarded the souvenirs for a particular occasion at the zoo as disappointing. She stated that the t-shirts available were imported goods and not “Proudly South African”. This shows that the Joburg Zoo has an opportunity to increase its brand awareness and improve customer loyalty by improving the variety and quality of its souvenirs on offer. This opportunity should be looked into by management.

Interview question 16: What would you like to see more of at the Joburg Zoo?

Satisfied with the current offerings	More eat- ing places and enter- tainment areas	More per- sonal edu- cational pro- grammes	Customers want a more fun and interac- tive expe- rience	Want to see more animals	Unknown	Total
1	1	1	0	0	1	4
25%	25%	25%	0%	0%	25%	100%

Figure 26: Table of Response to Interview Question 16 by Customer-interfacing Professionals

The zoo offers a place of recreation and education for the citizens of Johannesburg. The interviewees were requested to provide input as to what they would like

to see more of at the Joburg Zoo when they visit it. The interviewee that had not visited the Joburg Zoo could not participate in answering this question. The responses to this question varied. One of the interviewees stated that she was satisfied with the current offerings of the zoo, while another interviewee stated that more eating places and entertainment facilities would enhance the experience. A request for more personalized educational programmes was suggested by one of the interviewees. She stated that many of the educational programmes are directed at school groups. The school groups often comprise many school children. This sometimes takes away from the educational aspect of the programmes with many of the children 'running around'. This problem can be mitigated by a more personalised educational programme for smaller groups of school children. The suggestions by the interviewees could be taken into account by management in the development of the product offering.

Interview question 17: What about the Joburg Zoo turns you off?

No reason	Strong animal smells in some areas	Lack of parking facilities and refreshment kiosks	Litter and when there is bad weather	Old and unfriendly enclosures	Bad Weather	Unknown	Total
1	1	1	0	0	0	1	4
25%	25%	25%	0%	0%	0%	25%	100%

Figure 27: Table of Response to Interview Question 17 by Customer-interfacing Professionals

The Joburg Zoo comprises many attractions. There are many things that attract people to the Zoo. There are also things that turn people away from the Zoo. The interviewees were requested to provide details of what things about the Zoo would turn them away. The reasons were quite varied. One of the interviewees stated that there was nothing about the zoo would turn her away. The lack of parking and refreshment kiosk facilities were identified as reasons that the interviewees would not visit the zoo. One of the interviewees stated the strong stench in some areas of the zoo can be particularly overwhelming. The interviewee that had not visited the zoo could not comment in this regard. Mitigating actions can be developed for items that were identified with the potential to turn patrons away from visiting the zoo.

Interview question 18: Have you in the past, or would you in the future bring visiting relatives to the Joburg Zoo?

Would bring visiting relatives	Would not bring visiting relatives	Total
4	0	4
100%	0%	100%

Figure 28: Table of Response to Interview Question 18 by Customer-interfacing Professionals

Word-of-mouth marketing forms a huge component of the marketing for the Joburg Zoo. In this respect, interviewees were asked to provide insight as to whether they would bring their visiting relatives to visit the Joburg Zoo. All of the interviewees stated that they would bring their visiting relatives to the Joburg Zoo. This could be interpreted that their experience at the Joburg Zoo proved to be a good one and therefore they would refer others to visit the zoo.

Interview question 19: What would persuade you to visit the Joburg Zoo regularly?

More marketing	The unique environment including the animals and sense of security	Constantly updating the attractions	Good customer service	Total
1	2	1	0	4
25%	50%	25%	0%	100%

Figure 29: Table of Response to Interview Question 19 by Customer-interfacing Professionals

The interviewees were requested to provide insight as to what would encourage them to visit the Joburg Zoo more regularly. The majority of the interviewees stated that they would visit the zoo regularly for the experience of the zoo, namely the environment of the animals and sense of security. This would mean that these aspects of the zoo would have to be emphasized in marketing initiatives. By constantly updating the attractions at the zoo, regular visits by patrons would be encouraged. This was suggested by one of the interviewees. This feedback can be incorporated into the development and/or refinement of the product offering and marketing initiatives.

Post the formal interview questions as per the interview schedule, interviewees were invited to contribute more information should they feel it necessary or significant. All of the interviewees participated in this process. It was suggested that the management of the Joburg Zoo look at catering more for the entertainment/recreation function. One of the interviewees who had not visited the Joburg Zoo stated that she had visited a zoo previously and some of her responses were based on this experience. The changes to the Joburg Zoo were noted. It was felt by one of the interviewees that there have been a considerable number of improvements to the enclosures. An interviewee discussed the “Zoo to You” outreach programme that the Joburg Zoo conducts whereby they take a small number of selected animals out into the community so that those that cannot get to the zoo have the opportunity to see the animals.

4.3 ANALYSIS OF EMPLOYEE-INTERFACING DATA

Six employees of the Joburg Zoo were interviewed with the employee interview schedule. This interview schedule contains the main themes as the patron interview schedule. The details of these six professionals were discussed in Chapter 3. This aforementioned discussion highlighted the reasons for their selection in the interview process and their envisaged contribution. The analysis has been divided into an analysis of the demographic information and the research-related data.

The demographical information of these employees has been summarized in the table below. These employees comprised male and female and of the age group of 28 - 45 years old. The majority of the interviewees comprised the female gender. In terms of ethnic origin, the majority were of African descent. All of the interviewees had been employed by the Joburg Zoo for less than four years. One third of the interviewees stated that they had come into the employ of the Joburg Zoo with previously obtained skills. One third stated that they had on-the-job training whilst working at the zoo. One third stated that they had come into the employ of the Joburg Zoo with existing skills but had also received on-the-job training in respect of zoo management.

Profession	Chief Executive Office	Events Officer	Senior Marketing Coordinator	Chief Financial Officer	Secretary to the Human Resources & Animal Collections Manager	Finance Administrator
Age	42 years old	44 years old	34 years old	35 years old	33 years old	28 years old
Gender	Female	Female	Male	Male	Female	Female
Ethnic Origin	White	Shangaan (African)	African	African	African	African
Length of time of working at the Joburg Zoo	Three years	One year	Three years	Two years and four months	Two years	One year
How did you learn to do your job at the Joburg Zoo?	Existing skills but had on-the-job training at the Joburg Zoo as well	Existing skills	Existing skills and on-the-job training at the Joburg Zoo	On-the-job training at the Joburg Zoo	Existing skills	On-the-job training at the Joburg Zoo

Figure 30: Table of Demographic Information of the Employee Interface

The analysis of the research-related question follows:

Interview question 1: In your opinion do customers visit the Joburg Zoo regularly, or do they visit it once only?

Customers visit regularly	Customers visit once in a while	Customers should visit the Zoo regularly	Customers visit the Zoo for professional reasons	Total
6	0	0	0	6
100%	0%	0%	0%	100%

Figure 31: Table of Response to Interview Question 1 by the Employee Interface

Visiting the Joburg Zoo can be an activity that can be done once or regularly. Of the six employees interviewed, all of them believed that customers visited the zoo regularly. This is facilitated by the annual pass that the Joburg Zoo offers. There are also visitors that visit the zoo just once. Two of the interviewees stated that the patrons tend to visit the zoo on an annual basis. They have identified the zoo as a non-repetitive visit destination. 'Regularly' in terms of visiting the zoo often means visiting the zoo once a year. This should be taken into account when positioning the zoo as an entertainment offering.

Interview question 2: What do you think attracts visitors to the Joburg Zoo?

The animals and the experience / environment of the zoo: being a part of nature within the boundaries of the City	Good customer service	Different enclosures and a variety of animals	The animals and the Accessibility and visibility of the Joburg Zoo	Improvements and developments to the attractions	Total
4	1	0	0	0	6
83.33%	16.67%	0%	0%	0%	100%

Figure 32: Table of Response to Interview Question 2 by the Employee Interface

There are different reasons why people are attracted to zoos. People have differing needs and wants, as highlighted in Chapter 2. The main reasons identified are detailed in the table above. These reasons have been categorized to facilitate the analysis process. The majority of the interviewees stated that the experience of the zoo is what attracts the visitors to the zoo. The experience includes seeing the animals as well as being a part of nature while still being within the boundaries of the City – an eco-tourism environment. One of the interviewees regarded the animals and accessibility and visibility of the Zoo as key factors in attracting visitors to the zoo. One of the interviewees regarded the good customer service provided by the zoo staff as one of the key draw-cards. As can be deduced from the above discussion, it is evident that the majority believe the experience offered is the biggest reason for visiting the zoo. By highlighting these varying reasons, the zoo can keep abreast of its patrons and potential patrons' wants and needs. This can be incorporated in both the development of their product offering and marketing plans.

Interview question 3: Do you think visitors consider Joburg Zoo a 'full-day' occasion or does it only offer enough to keep their attention for a few hours?

'Full-day occasion'	Keep one's attention for a few hours	Should keep one's attention for a few hours	Total
5	0	1	6
83.33%	0%	16.67%	100%

Figure 33: Table of Response to Interview Question 3 by the Employee Interface

The Joburg Zoo is based on 54 hectares of land with 2 070 animals. The majority of the interviewees felt that a visit to the Joburg Zoo was a 'full-day' experience because of the number of things to see. One of the interviewees expressed the view that the attractions at the Joburg Zoo should only keep one's attention for a few hours. To stay at the zoo for a full day and see all the animals can be tiring excursion. It might be less tiring and more pleasant for patrons if they have more regular, shorter visits. To get patrons into this mindset is a challenge for zoo management.

Interview question 4: Do you think visitors tend to return to the Joburg Zoo to revisit features that attracted their interest during a previous visit, and if so, what were those features?

Revisited the Joburg Zoo for certain features / unique experience	Would revisit the Joburg Zoo for certain features	Have not revisited the Joburg Zoo	Total
6	0	0	6
100%	0%	0%	100%

Figure 34: Table of Response to Interview Question 4 by the Employee Interface

The employees stated that it is hoped that if patrons find certain animals or enclosures particularly interesting, there would be a greater chance of them returning to the zoo to visit these attractions again. Following the interviews conducted, all of the interviewees stated that they believe that patrons do and would revisit the Joburg Zoo for certain features that had particularly interested them. The features of interest mentioned by the interviewees are the educational experience, the animals, the good infrastructure and the safe environment. Many businesses find it easier to keep the customers that they have than they do to attract new customers. By providing the patrons with interesting and exciting attractions, this could facilitate repeat visits from patrons, securing the loyalty of current patrons.

Interview question 5: Do you think that single visitors or visiting families prefer doing other things (such as going to the movies, or to a games arcade or quad-biking etcetera) rather than visiting the Joburg Zoo?

People prefer visiting the Joburg Zoo	People prefer visiting other entertainment offerings	Visiting the Joburg Zoo should be regarded as a treat	No difference between going to the zoo or other entertainment offerings	Irrelevant	Total
3	1	1	1	0	6
50%	16.67%	16.67%	16.67%	0%	100%

Figure 35: Table of Response to Interview Question 5 by the Employee Interface

Some of the biggest competitors the Joburg Zoo faces are that of other entertainment offerings, namely shopping centres, movies and other outdoor activities. Half of the interviewees were of the opinion that the patrons prefer visiting the Joburg Zoo as compared to other entertainment offerings available in the Johannesburg area. The rest of the interviewees had differing views. One of the interviewees stated that people do prefer other entertainment offerings while another believed that there was no difference between visiting the zoo or other entertainment offerings in peoples' minds. The positioning of the zoo as treat was suggested by one of the interviewees. These various perceptions should form part of the basis of the formulation of the product positioning and marketing strategies.

Interview question 6: The cost of living is increasing so people have less disposable income available, do you think they regard visiting the Joburg Zoo to be a good-value-for-money experience, or too expensive?

Good 'value-for-money' and easily affordable	Not cheap and not expensive	Too Expensive	Can be expensive because of additional outlays	Value for money if a full day visit, if for a few hours considered expensive	Total
3	2	1	0	0	6
50%	33.34%	16.67%	0%	0%	100%

Figure 36: Table of Response to Interview Question 6 by the Employee Interface

The cost of living is increasing and most people are finding it harder to save. This results in less disposable income being made available for luxuries such as entertainment. Visiting the Joburg Zoo is considered by most to be a luxury item, namely not a necessity for daily living. Half of the interviewees on the employee interface found that the cost of visiting the Joburg Zoo could be regarded as good value-for-money and easily affordable. One of the interviewees stated that she had heard comments from patrons that the visiting the zoo was expensive for them. The Joburg Zoo does have a public image for some citizens as being for the affluent. It is a challenge for the management of the zoo to create an image that Joburg Zoo is for all the citizens to visit. One third of the interviewees regard a visit to the zoo as not cheap and

not expensive. They stated that customers are not particularly price sensitive about visiting the Joburg Zoo as it is not a frequently repetitive visit environment. The population of Johannesburg has extremely diverse financial segments. The marketing strategy of the zoo will need to take these varying circumstances of the various segments of the target market into account.

Interview question 7: Do you think that the Joburg Zoo has an educational role to play because of our present-day urban lifestyle?

Educational role to play	No educational role to play	Total
6	0	6
100%	0%	100%

Figure 37: Table of Response to Interview Question 7 by the Employee Interface

The Joburg Zoo has four core functions, namely conservation, recreation, education and research. All of the interviewees concurred that the Joburg Zoo had an educational role to play in Johannesburg. The interviewees highlighted the following as some of the main educational experiences that the Joburg Zoo has to offer:

- Teaching children about endangered species and the environment;
- Exposing children that have no access to animals such as those housed in the zoo; and
- The educational department works with schools and the Gauteng Education department.

For children, it helps to bring to life things they have learnt from text books. The education function of the zoo is one that requires great emphasis in modern society.

Interview question 8: What do you think is the psychological effect on children in visiting the Joburg Zoo?

Bonding with / better understanding of animals and the environment	Positive adult/child interaction – sense of family	Carefree experience	Total
4	1	1	6
66.68%	16.67%	16.67%	100%

Figure 38: Table of Response to Interview Question 8 by the Employee Interface

Children form a major part of the patrons and potential patrons of the Joburg Zoo. Children require stimulation and activities that facilitate their development into adulthood. The issue of whether visiting the zoo would and/or could have a psychological effect on children was investigated. All the interviewees agreed that visiting the zoo would a psychological effect on children. The majority of the interviewees stated that by visiting the zoo, children learn to bond with animals and understand their role in society. One stated that children have fun at the zoo. One of the interviewees stated that the Joburg Zoo allows for positive parent/child interaction. When people visit the Zoo as a family unit, the main focus is on the children. The focus is on them learning, experiencing and having fun. The children feel really special and there is a strong sense of family. This positive aspect of visiting the zoo could be incorporated into the marketing strategy. These benefits of visiting the zoo should be highlighted.

Interview question 9: Who do you think decides about visiting the zoo in visiting families, or among groups of friends that visit the Zoo?

Children	Families / Friends	Parents	Professional reasons	Unsure	Total
1	1	3	0	1	6
16.67%	16.67%	50%	0%	16.67%	100%

Figure 39: Table of Response to Interview Question 9 by the Employee Interface

Nowadays decisions about entertainment offerings such as visiting places like the zoo and parks are often made in groups. Half of the interviewees were of the opinion that the decisions are made by the parents. While children play a role in deciding to come to the zoo, the parents make the decision of when to visit the zoo. Communication with parents is vital. One of the interviewees was unsure as to whether the parents or the children make the decision. One of the interviewees believed that children make the decision to visit the zoo. Another interviewee was of the opinion that families and groups of friends visit the zoo and this often following the referral of others who had visited the zoo previously. This information would prove useful as the focus of who to direct marketing campaigns at can be identified.

Interview question 10: For people that visit the zoo as families, do you think the children play a role in decisions about family entertainment?

Children play a role in the decision-making process	Parents make the decisions with the children in mind	Not applicable	Total
5	1	0	6
83.33%	16.67%	0%	100%

Figure 40: Table of Response to Interview Question 10 by the Employee Interface

In today's world most people feel that children are more aware of their rights and that they play a bigger role in making family decisions than previously. The interviewees were asked to comment on the role children play in decision-making about entertainment activities. The majority of the interviewees stated that the children did play a role in this particular decision-making process while one individual felt that parents make the decisions with the children in mind. A challenge identified by one of the interviewees was that of talking to the children while influencing the parents. The identification of the role children play in decision-making about entertainment can assist with the formulation of the marketing strategies. This would include the development of the product offering to ensure that the attraction of children to the zoo does not wane.

Interview question 11: Do you think that the Joburg Zoo has a public image of being a family-oriented outing?

Family-oriented Outing	Not a family-oriented outing	Total
6	0	6
100%	0%	100%

Figure 41: Table of Response to Interview Question 11 by the Employee Interface

The question of whether the Joburg Zoo has a family-oriented image was put to the interviewees. All the interviewees agreed that the Joburg Zoo has a family-oriented image to the public. This identifies how the zoo is currently positioned and allows for zoo management to decide if they would like to maintain their current positioning in this respect or alter it.

Interview question 12: Do you feel that visitors to the Joburg Zoo think that staff take good care of the animals and plants?

Animals and plants well-maintained	Animals and plants not well-maintained	Unknown	Total
6	0	0	6
100%	0%	0%	100%

Figure 42: Table of Response to Interview Question 12 by the Employee Interface

The key attraction, of a place such as the Joburg Zoo, is the animals and the plants that create the setting. All of the interviewees stated that they believed that the animals were well taken care of and the grounds well-kept. There are departments with different functions, namely to take care of the animals and to take care of the plants and lawns. There are also technical specialists who take care of the enclosures/habitats. Appearance is a key factor in attracting and retaining patrons. Well-maintained animals and settings of the zoo will encourage this.

Interview question 13: In your view, when do visitors consider to be the best time to visit the Joburg Zoo: weekdays, weekends, public holidays or some day during the school holidays?

Weekdays	Weekends	Public Holidays	School Holidays	Weekends, public and School Holidays	Total
0	1	0	0	5	6
0%	16.67%	0%	0%	83.33%	100%

Figure 43: Table of Response to Interview Question 13 by the Employee Interface

The Joburg Zoo is open seven days a week. The interviewees were requested to provide input as to which days they believe patrons prefer visiting the Zoo on. The majority stated that weekends, public holidays and school holidays were the best time for them to visit the zoo. None of the interviewees stated that they believed that the majority of patrons would like to visit the Zoo during the week. They identified that the patrons that would visit during the week would be pensioners and those people on leave from work. One of the interviewees stated that the peak times for the zoo are weekends. One of the interviewees provided insight into the attendance at the Joburg Zoo by days. Mondays and Tuesdays are quiet days the Joburg Zoo. Wednesdays, Thursdays and Fridays are the days where most school visits occur. Saturdays and Sundays are the peak periods, with Sundays being busier than Saturdays. Public holidays are busier than Sundays. During the school holidays, the zoo is frequented by more of the affluent segment of society. This sort of research allows for the proper planning of events and the marketing thereof.

Interview question 14: How do you think the visitors rate the food and snacks on offer at the Joburg Zoo?

Good quality food and good restaurants	Not enough 'cheap' food available – room for improvement	Food is expensive	Total
4	1	1	6
66.68%	16.67%	16.67%	100%

Figure 44: Table of Response to Interview Question 14 by the Employee Interface

The Joburg Zoo provides a place of recreation for the citizens of Johannesburg as one of its core functions. In addition to the attractions offered, refreshments are an integral part of any recreational activity such as visiting the zoo. It was therefore deemed necessary by the researcher to assess the perceptions of the refreshments provided. The majority of the interviewees stated that the zoo offered good quality food and restaurants. One of the interviewees stated that the zoo offers food of good quality but there is not enough 'cheap' food available. One of the interviewees stated that food available at the zoo is expensive but there is a variety of food available. A variety of eating places could enhance the experience at the zoo and profitability.

Interview question 15: How do you think the visitors rate the souvenirs on offer at the Joburg Zoo?

Disappointing	Unknown	Customers are proud of souvenirs with the Joburg Zoo logo	Little in way of souvenirs on offer	Customers do not plan to buy souvenirs when they are visiting the Joburg Zoo	Customers want more in the way of souvenirs	Total
0	0	3	1	1	1	6
0%	0%	50%	16.67%	16.67%	16.67%	100%

Figure 45: Table of Response to Interview Question 15 by the Employee Interface

When people visit certain areas of recreation, they usually like buying souvenirs to remind them of their visit. Souvenirs / mementos / curios are a means of increasing brand awareness and creating customer loyalty. The interviewees were requested to comment on their perceptions of the souvenirs on offer at the Joburg Zoo. Half of the employees interviewed stated that they believed that patrons were proud of items with the Joburg Zoo logo on them. The other half of the interviewees stated that there were not a lot of souvenirs on sale at the Joburg Zoo. Customers want more in the way of souvenirs. One of the interviewees mentioned that patrons to the Joburg Zoo do not plan to buy souvenirs when they visit the Zoo. The management of the Joburg Zoo needs to decide whether they would like to emphasize the selling of souvenirs at the zoo, if there is sufficient demand for offerings such as these.

Interview question 16: What do you think visitors would like to see more of at the Joburg Zoo?

Satisfied with the current offerings	More eating places and entertainment areas	More personal educational programmes	Customers want a more fun and interactive experience	Want to see more animals	Unknown	Total
1	0	0	2	3	0	6
16.67%	0%	0%	33.34%	50%	0%	100%

Figure 46: Table of Response to Interview Question 16 by the Employee Interface

The zoo offers a place of recreation and education for the citizens of Johannesburg. The interviewees were requested to provide input as to what they think the patrons would like to see more of at the Joburg Zoo when they visit it. The responses to this question varied. Half of the interviewees stated that they believed that the patrons would like to see more animals and more of the animals. Two thirds of the interviewees stated that patrons wanted a more fun and interactive experience when they visited the zoo. One of the interviewees stated that the zoo gives the patrons what they need. The identification of what patrons need should be taken into account by management in the development of the product offering.

Interview question 17: What do you think turns visitors off about the Joburg Zoo?

No reason	Strong animal smells in some areas	Litter and lack of parking facilities and refreshment kiosks	Litter and when there is bad weather	Old and unfriendly enclosures	Bad Weather	Unknown	Total
1	0	1	1	1	1	1	6
16.67%	0%	16.67%	16.67%	16.67%	16.67%	16.67%	100%

Figure 47: Table of Response to Interview Question 17 by the Employee Interface

The Joburg Zoo comprises many attractions. There are many things that attract people to the Zoo. There are also things that turn people away from the Zoo. The interviewees were requested to provide details of what things about the Zoo they

think would turn patrons away. The reasons were varied between the interviewees. One of the interviewees stated that there was nothing about the zoo that she thinks would turn patrons away. Litter and the lack of parking and refreshment kiosk facilities were identified as key reasons that the interviewees would not visit the zoo. Bad weather is an uncontrollable factor for the Zoo. The zoo experience is an outdoor one and if it rains, one cannot fully experience the zoo. There have been efforts to revamp many of the enclosures. However, there are still a few of the enclosures which look old and unfriendly. Patrons are turned off by things such as this. Mitigating actions can be developed for items that were identified with the potential to turn patrons away from visiting the zoo.

Interview question 18: How inclined do you think Joburg Zoo patrons are to bring their visiting relatives to the Joburg Zoo?

Would bring visiting relatives	Would not bring visiting relatives	Unsure	Total
5	0	1	6
83.33%	0%	16.67%	100%

Figure 48: Table of Response to Interview Question 18 by the Employee Interface

Word-of-mouth marketing forms a huge component of the marketing for the Joburg Zoo. In this respect, interviewees were asked to provide insight as to whether they were of the opinion that the patrons would bring their visiting relatives to the Joburg Zoo. The majority of the interviewees stated that they would bring their visiting relatives to the Joburg Zoo. One of the interviewees stated that they were unsure as to whether the patrons would bring their visiting relatives to the zoo. On the whole, it was felt that the patrons would bring their visiting relatives to the zoo. This would show that patrons do enjoy what the zoo has to offer and shows the support of the current patrons can be secured.

Interview question 19: What do you think would best persuade patrons to visit the Joburg Zoo regularly?

More market- ing	The unique environment including the animals and sense of secu- rity	Would have to be an ani- mal lover	Constantly updating the attractions	Good cus- tomer service	Total
0	1	0	4	1	6
0%	16.67%	0%	66.68%	16.67%	100%

Figure 49: Table of Response to Interview Question 19 by the Employee Interface

The interviewees were requested to provide insight as to what in their opinion would encourage patrons to visit the Joburg Zoo more regularly. The majority of the interviewees stated that the constant updating and development of the attractions would assist with keeping patrons' interest and thereby encourage repeat visits. It is easier to try to get the current patrons to come more regularly than it is to try and win new customers. One of the interviewees stated that the way to best persuade patrons to visit the zoo regularly would be that of good customer service. The unique product offering of the zoo, namely the zoo experience, would encourage repeat visits. This feedback can be incorporated into the development and/or refinement of the product offering and marketing initiatives.

Post the formal interview questions as per the interview schedule, interviewees were invited to contribute more information should they feel it necessary or significant. All of the interviewees participated in this process. One of the interviewees commented on the 'Zoo Trot' fun walk that is held on the second Sunday of every month. This event is well-supported and many of the entrants are regulars. Three barriers to improving the patronage levels of the Joburg Zoo are:

- Transport
- The idea of "What the hell is at the Zoo?" and
- What would make people desire to return to the Joburg Zoo?

These are key questions that should be borne in mind when formulating strategies to secure the support of current patrons and increase patronage.

4.4 SUMMARY RESULTS

The summary of the results of the interviews conducted with both the employee- and customer-facing panels and the relevant articles from Google Scholar will be discussed. The list of themes and the frequencies thereof will be depicted here. The themes were identified during the literature review and the data collection process. Glasier & Strauss, Krippendorff and Leedy & Ormrod, all cited by Krauss (2006) state that participants do not explicitly mention the themes but it was based on the inferences by the researcher and interpretations of the theory and data. Given the nature of this study, it cannot be expected that the themes be treated as separate concepts but rather as inter-related.

4.5 CONCLUSION

In this chapter the data collected during the interview process was analysed and presented. The interview process was detailed in Chapter 3. The data collected during the interview process was analysed separately with regard to the customer-interfacing professionals and the employees of the Joburg Zoo. This process required analysis of each question posed to the interviewees. These results were analysed both qualitatively and quantitatively. These results from each interface were then analysed to ascertain the relationships and differences between the interfaces and their responses. The results of both these forms of analysis will be utilised as the base for the formulation of the strategies recommended to address the research problem at hand. This will be detailed in Chapter 5.

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The Joburg Zoo is well-placed to provide a unique experience to both the citizens of and tourists to Johannesburg. There are many factors that should be taken into consideration when trying to identify educational and entertainment opportunities. These factors were detailed in Chapter 2. As identified earlier in the study there are a number of challenges and/or barriers to the Joburg Zoo achieving this desired increase in patronage. These challenges were identified during the course of the literature review and the interview process.

The study at hand comprised a number of progressive steps. These steps were followed in a logical order. Chapter 1 outlined the need for and the aim of the study. The objective of the study was to identify ways in which the Joburg Zoo could secure the support of its current patrons and increase patronage. Chapter 2 detailed the literature available in respect of the key concepts of the problem statement identified in Chapter 1. Chapter 3 provided insight to the data gathering process that was followed, namely that of an interview process utilizing an interview schedule as the basis. Chapter 4 presented the results of the analysis of the data gathered. The analysis process comprised content analysis. The results were presented and interpreted in a qualitative manner.

This Chapter outlines the salient points of this study. The limitations of the study are detailed and the critical questions revisited. The critical questions are discussed in relation to the findings of the study conducted. Following the analysis conducted during the study and the presentation of the results in 4 recommendations, on ways to secure the support of current patrons and increase patronage, are made. These recommendations are divided into two sections, namely that of the recommendations

resulting from the analysis of the study and recommendations from informal discussions held with key stakeholders as well as from professional expertise.

It is envisaged that the outcome of the study will provide guidelines for the educational and entertainment opportunities in the dynamic entertainment environment and thus assistance to the management of the Joburg Zoo to improve its management strategy.

5.2 ANSWERS TO CRITICAL QUESTIONS

The literature review and the interview process provided much insight and assisted with the answering of the critical questions of this study identified in Chapter 1. The critical questions are recapped below:

- What about the Joburg Zoo attracts patrons?
- What are the potential educational and entertainment initiatives that the Zoo can embark upon?
- Will an increase in expenditure on maintenance and new attractions increase and retain current patronage?
- How can the Joburg Zoo increase its revenue base and profits?
- Are alternate entertainment offerings affecting the current patronage at the Joburg Zoo?
- Has the increased cost of living resulted in less disposable income on average and therefore less funds being available for entertainment?
- Would people rather spend their money on 'high-tech' entertainment offerings rather than visiting the Joburg Zoo?

Each question is now discussed individually.

What about the Joburg Zoo attracts patrons?

People have varying interests and reasons for doing certain things. Therefore, people's reasons for visiting the Zoo are diverse. This is depicted in the results of the interview process. These reasons can be grouped as from the data analysis process conducted. One can deduce that certain individuals have similar reasons for doing similar things. There were two main reasons that most people stated attracted them to the Zoo. The first reason was that of seeing the animals in real life. The second reason was the safe ecotourism environment in the middle of Johannesburg, something different to the hustle and bustle. From the interviews conducted, both from an employee- and a customer-perspective, it was deduced that good customer service plays an important role in attracting customers.

What are the potential educational and entertainment initiatives that the Joburg Zoo can embark upon?

The educational and entertainment opportunities are discussed below in Section 5.3.

Will an increase in expenditure on maintenance and new attractions increase and retain current patronage?

The Joburg Zoo has much to offer but management must ensure that there are constant efforts to upgrade, improve and develop the attractions. The research conducted indicated that patrons do not want to experience the same thing every time they visit the Zoo. Patrons do not want to see dilapidated enclosures and settings. These must be maintained on a regular basis. There will be financial considerations applicable here, particularly in respect of experts in the field and the necessary equipment. The old adage 'you have to spend money to make money' applies here.

How can the Joburg Zoo increase its revenue base and profit?

The responses received from the interviewees did not herald sufficient information to address this question.

Has the increased cost of living resulted in less disposable income on average and therefore less funds being available for entertainment?

From all those interviewed from both the patron and employee interfaces, it is evident that all agreed that the cost of living is increasing. When the cost of living increases, people tend to have spend more on the necessities of day-to-day living and thus have less money available to spend on luxury items. Entertainment is regarded as a luxury item and is usually sacrificed to ensure that the daily living requirements are taken care of.

Are alternate entertainment offerings affecting the current patronage at the Joburg Zoo?

Based on the research conducted during the course of this study, it was ascertained that the alternate entertainment offerings available do affect patronage at the Joburg Zoo. The zoo is visited mainly by family units. The individuals in each family unit have differing interests and each individual wants their needs and wants satisfied. As identified during the interview process, zoo management stated that up to the age of twelve children are quite eager to come to the Zoo. The parents play more of a role in this decision-making process while the children do have a say. After this age, it has been determined by zoo management that interest declines until the children grow up and have their own children. During this time, entertainment offerings such as movies, trips to the malls etc seem to hold the attention of the children more that visits to the zoo. The same can be said for the young adults and single adults of the age group 22-35. Therefore alternate entertainment offerings do have an effect on the patronage of the Joburg Zoo. The children who are currently patrons will grow up and most probably not visit the Zoo until they have children of their own.

Would people rather spend their money on 'high-tech' entertainment offerings rather than visiting the Joburg Zoo?

It was identified during the course of this study that people have different needs. This plays a significant role in the decision-making process of families. This study looked at decision-making in respect of entertainment offerings, particularly in respect of the Joburg Zoo. It was identified during this study that different individuals have varying needs and wants in respect of recreation. There is a tendency moving towards 'high-

tech' entertainment offerings, especially by individuals in the age groups that do not generally frequent offerings such as zoos and parks. More research is required into this concept. The type of research that would be best-suited to achieving these objectives would be that of a questionnaire.

5.3 JOHANNESBURG ZOO IN THE CONTEXT OF THE SYNTHESIZED MODEL

The model to address the research problem at hand was synthesized from the Balgobin & Pandit model detailed in Chapter 2. The synthesized model was discussed in Chapter 2. The findings of the study conducted will be used to depict how this model can be applied to the Joburg Zoo. The model is recapped in the figure below.

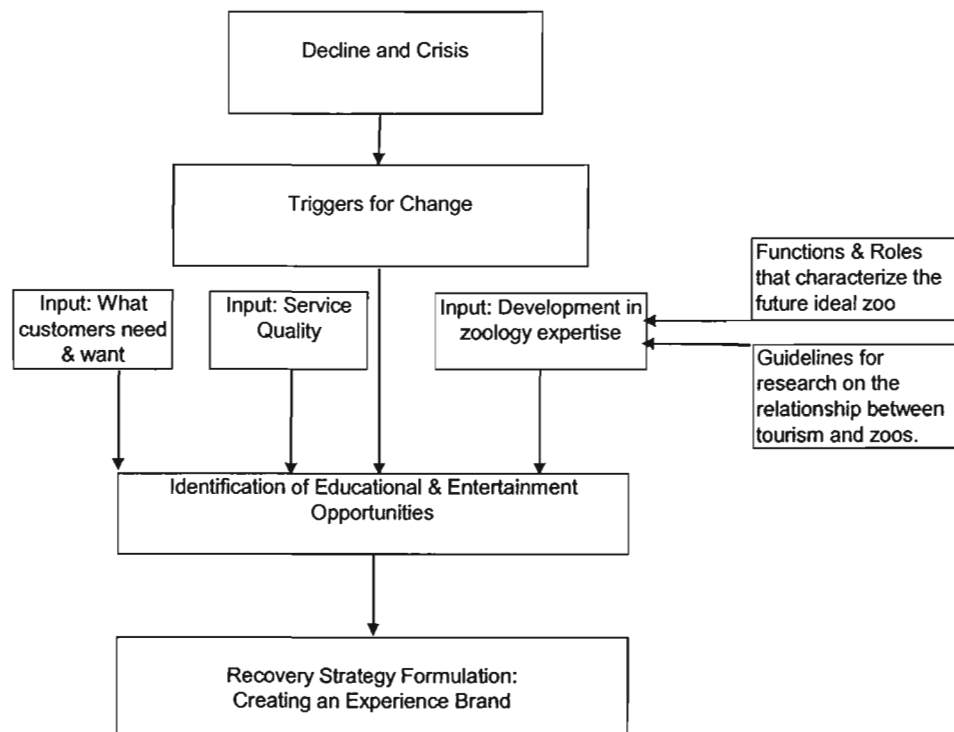


Figure 50: The Synthesized Model for the Turnaround Strategy for the Joburg Zoo adapted from Balgobin & Pandit (2001)

The Joburg Zoo was experiencing a 'decline and crisis' phase for a period of time prior to 2004. This was evident by the declining patronage and the loss situation the Joburg Zoo was in financially. The CoJ, its sole shareholder, was facing more and

more financial constraints in terms of awarding the zoo the subsidy it was requesting. The CoJ had and has been reducing the values of the subsidies that it gives the MOEs due to its own budgetary constraints. This, coupled with the declining gate-takings revenue, led to the Joburg Zoo having insufficient funds to properly maintain the zoo infrastructure. This included the animal enclosures which were often reported as old, unfriendly and showing signs of the zoo being a place of captivity for animals. There was no clear plan in place on how to develop the Joburg Zoo into a place that the citizens of Johannesburg would want to visit regularly. Therefore there were no new developments that would attract and retain the support of patrons. The visitor numbers to Joburg Zoo continued to decline.

Following the 'decline and crisis' phase of the Joburg Zoo, it was necessary for the Joburg Zoo to experience triggers for change to facilitate the process of its development or turnaround. The triggers for change in Joburg commenced with the appointment of a new Chief Executive Officer, Jennifer Gray. She entered the zoo environment with no experience in zoo management but with work experience in the public sector and a keen interest in developing the Joburg Zoo. Under her direction, a new management team of the zoo was appointed. This team now works actively with all levels of staff. Plans were developed to upgrade the Joburg Zoo experience. These plans are long-term but are being implemented piecemeal. Funding was not only sought from the CoJ but from other companies. This has proved a successful initiative for the Joburg Zoo.

As the CoJ is the sole shareholder of the Joburg Zoo, the zoo has to ensure that its strategies are aligned to the key strategic agenda items of the City. These could be regarded as triggers for change as the CoJ revises these strategic agenda items annually. Being an MOE of the CoJ, the Joburg Zoo has to comply with the requirements of the MFMA. This states that the entity cannot be a loss-making entity financially. This led to Joburg Zoo being required to break-even or make a profit, financially-speaking.

Another trigger for change was that of South Africa being awarded the hosting of the 2010 Soccer World Cup. It is envisaged that there will be thousands of foreign tourists during that period. Johannesburg is one of the biggest and wealthiest cities in

South Africa and as such is envisaged to be one of the most-visited cities in the country during this time. All the major tourist attractions within the CoJ are in the process of being upgraded to ensure that tourism to South Africa grows as a result of this event.

The revised World Zoo and Aquarium Strategy of 2005 can also be regarded as a trigger for change for the Joburg Zoo. This strategy document takes into account the current circumstances of zoos worldwide and provides them with direction. This direction is particular respect of the core functions of zoos and aquariums while still adapting to the dynamic environments in which they operate. The Joburg Zoo is a member of this association, amongst many others, and thus has to align its strategies and operations to the abovementioned strategy.

With the abovementioned triggers for change, amongst others, opportunities are required to be identified. The proposed opportunities will comprise many areas, for example strategy, marketing, financial and operational initiatives to mention but a few. However, the focus will be on educational and entertainment opportunities. These opportunities could be adopted. These recommendations take into account the inputs identified in the synthesized model depicted in Figure 9. These inputs are:

- Identifying what the customers need and want
- Levels of service quality required, and
- The need to keep abreast of developments in the field of zoology.

The recommendations, as previously mentioned, will be separated into two sections. The first section will detail the recommendations derived from the analysis of the information gathered during the literature review and interview processes. The second section of recommendations will contain recommendations derived from informal discussions with stakeholders. These discussions combined with the professional expertise of the researcher will result in recommendations that could increase the patronage of the Joburg Zoo.

The results from the analysis of the data gathered during the course of this study have resulted in the following recommendations.

- One of the key methods of securing the support of current patrons is to constantly work on ways to update and improve the attractions at the zoo. One of the issues that turned people away from the zoo was that of the old, unfriendly- and 'cagey'-looking enclosures. Constant maintenance and improvement, particularly in respect of technological advances in terms of the enclosures and animal husbandry, must be conducted. The CoJ is a dynamic environment. Constant effort will be required to ensure that the attention and support of patrons and potential patrons are obtained and maintained. These will be in the way of 'value-adds' that attract them to the zoo. This is other than the core functions of the zoo. The Joburg Zoo must keep abreast of developments in the 'zoo business.'
- Good customer service is pivotal to securing the support of patrons. It is difficult to always be helpful and friendly for long periods of time especially in an environment like the zoo, where it does get particularly hot during summer. The odd incidence of poor customer service should be expected/anticipated. It must be ensured that recourse of the customer is well taken care of by the appropriate zoo official. Regular customer satisfaction surveys and focus groups must be conducted.
- A variety of eating places are required. Less expensive food stalls/kiosks should be introduced. These should be located at various places around the zoo. The patrons would get hot and tired walking around the zoo as it is situated on a vast piece of land, especially in summer. Being able to obtain refreshments at various points around the zoo would be appreciated by the patrons of the zoo. It is recommended that further research be conducted to properly ascertain the requirements of the customers in this respect.
- The cost of the zoo can become pricey. The entrance fee is reasonable. There are additional costs that would/could be incurred such as parking, refreshments and possibly the buggy or ferry ride. The possibility of a package deal for

the entrance fee, refreshments and a ferry ride should be investigated. There are offerings of group discounts for groups of certain sizes. The package deal should be available to any number of people. Therefore the development of the package deals should be further investigated in terms of costings and customer focus groups.

- There are many initiatives that can be embarked upon with the Gauteng Education Department. One such initiative is the use of the zoo and its facilities in the Outcomes-Based Education programme. The zoo could be used as a tool to teach subject such as Natural Science, Maths and Life Orientation. In respect of the school group visits, the groups should comprise fewer learners in order to give them a more personalized experience with teachings that stay in their minds. Discussions should be held with the education departments to design an OBE-based educational programme into which the Joburg Zoo is incorporated.
- As identified earlier in the study, visiting the zoo can prove psychologically beneficial for children. The educational and psychological benefits can be discussed on television programmes aimed at parents. An example of a television programme of this nature would be Great Expectations.
- Litter has been identified as an issue of concern at the zoo premises. Staff walking around the zoo should be encouraged to pick up the bins when they see that they have fallen on their sides. The recycling centre comprising bins for items of dirt to be separately thrown into should be emphasized by the zoo management.

The following recommendations are further subdivided into two sections, namely in respect of those in the target market already visiting the zoo and those who do not visit the zoo. The majority of patrons to the Joburg Zoo are split as follows:

0 – 12 years old	Visit the Joburg Zoo with their parents
13 – 25 years old	Do not really visit the Joburg Zoo

25 – 40 years old	Only really visit the Joburg Zoo if they have children
40 – 50 years old	Do not really visit the Joburg Zoo unless they have children or grandchildren
50 – 60 years old	Visit the Joburg Zoo with grandchildren

Figure 51: Table of Analysis of Patronage in terms of Age Groups

As one can see people generally visit the zoo as children or if they have children who play a major part in their lives. It is a challenge for the Zoo to secure the support of those who already visit the Zoo (namely the ones who have children as a major part of their lives) and to gain the patronage of those who do not frequent the Zoo.

To secure the support of the current patrons and perhaps even increase the number of visits per year of the current patrons, the following initiatives are recommended:

- An initiative called “Bring your Aunt or Uncle to the Joburg Zoo” could be conducted at schools. It could pitched from the point of view that usually parents or grandparents bring the children to the Zoo, this time the children get to bring an adult to the zoo to show them what they have learnt. This could be promoted after the school has done a field trip to the Joburg Zoo. The class that has the most individuals that visited the zoo with their aunties or uncles wins a picnic at the Zoo. This might provide a means for getting adults that do not usually visit the Zoo to the Zoo.
- The last day of the school term is a day that not much work is done. Children want to explore, relax and play on these types of days. The Joburg Zoo is a perfect place to spend a day like this. The Johannesburg Metropolitan Bus Services (Pty) Ltd (“Metrobus”) could be a strategic partner to the Joburg Zoo in this respect. Given that both entities are MOEs, it could be beneficial for both to create packages such as these.

- This recommended strategic partnership could prove beneficial to both entities from a commercial perspective. Both entities could draw up packages that could be presented to schools as an all-inclusive field trip package. There could also be social responsibility initiatives that could be derived here. Many of the schools in the less affluent areas could not really afford the cost of their school children attending the zoo as a field trip visit, let alone the cost of transport to get to the Zoo. The Joburg Zoo and Metrobus could conduct social responsibility initiatives whereby once or twice a month, a Metrobus bus is provided to a school at no or minimal cost to take the school children to the Joburg Zoo where they visit at a minimal cost, perhaps subsidized by the CoJ or the Gauteng Education Department. Strategic partnerships could prove beneficial for all the entities involved from commercial and community involvement perspectives. A sponsorship programme called Vukuzenzele does exist whereby disadvantaged learners obtain sponsored Zoo visits. This programme could be further enhanced with the incorporation of the abovementioned initiatives, as well as corporate sponsorships. These sponsorships could apply to initiatives with children's homes as well.
- One of the core pillars of the Joburg Zoo has been identified as recreation. This includes entertainment. There are many forms of entertainment available. The Joburg Zoo needs to identify via its business plan what type of entertainment they wish to offer. The zoo has identified that in order to ensure sustainable growth and development, they need to incorporate various entertainment, tourism and hospitality initiatives into their plans. This may deviate slightly from their core business but will assist the Joburg Zoo with surviving. Initiatives such as paddling pools should be investigated. More advertising in respect of the children's funfair area should be undertaken.
- The educational and recreational benefit of the zoo should be emphasized. The Joburg Zoo already offers venues for children's birthday parties. A value-add could be done in association with the South African Broadcasting Corporation. This value-add would involve staff of the zoo dressing up as characters from the cartoon "Jozi Zoo." These 'characters' could play with the children

at the parties. This would enhance the experience, both in terms of fun and creating awareness of the brand. Initiatives with celebrities that children identify with and look up to should be looked into. To properly develop the product offering and marketing initiatives, a larger number of customers should be interviewed in the form of focus groups.

- The creation of a loyalty programme for children should be looked into. This is in addition to the annual pass. The annual pass is a membership to the Zoo where a patron pays an amount of R 120 and is allowed to visit the Zoo as many times as he/she would like in a year. This programme could comprise a loyalty card, points for each time you visit the zoo and when you have a certain number of points within the period of a year, the child will win a prize. This programme can be encouraged within the school environment.
- Camping trips with proper supervision for children at the Joburg Zoo is an initiative that could be promoted during the summer months. It will not be camping in the full sense but a 'sleep-over' at the zoo.
- The management of the zoo has formulated plans to change the image of the Joburg Zoo from a 'zoo' to a 'place of adventure'. In line with this, perhaps management of the zoo should consider the development of an 'Adventure Golf' course for children. This mini-golf course could be decorated in an animal / jungle theme.
- Mementos for patrons to remember their visits should be emphasized. These should be personalized if possible. Perhaps the introduction of photographs for patrons at the zoo could be introduced. Have outlines of the one of the Big Five animals with a space for the patron to place their face in. On the body of the animal it could say "I visited the Joburg Zoo." The patrons could choose their favourite animal of the Big Five and take a photograph as described above.

To increase the patronage of the Joburg Zoo, the following recommendations are suggested:

- The 'Zoo Trot', a fun walk, is held on the second Sunday of every month. This is in association with Run/Walk for Life. Run/Walk for Life is a part of the Discovery Health Vitality Programme. Members of Discovery Health earn points for their activities that they undertake. More marketing can be done in respect of the points that could be obtained in respect of the 'Zoo Trot' fun walk.
- Initiatives can be undertaken with associations of bird and animal lovers. This could take the form of the groups having a day at the zoo and studying certain animals and birds.
- There is a restaurant and several refreshment kiosks around the Zoo. The opportunity exists for a tea garden. The settings of the Zoo are suitable for an initiative such as this. People that visit nurseries often visit the nurseries not just to buy plants but to have tea as well. Initiatives with nurseries should be investigated, possibly the Joburg Zoo advertising at nurseries.
- The Zoo management has taken the initiative to make its premises friendly and suitable for people with disabilities in some respects. The Zoo is wheelchair-friendly. There are other disabilities such as people suffering with visual disabilities. Perhaps management could look at introducing a room of life-size stuffed animals that visually-impaired people can feel, with the noises they make playing in the background.
- Initiatives between the management of the zoo and the management of old age homes and/or retirement villages could be embarked upon. This could possibly involve the residents visiting the Zoo on a regular basis. The zoo is too big a place for the aged to walk around; they should be taken around on the ferry to see a few of the animals at a time. This would ensure that they do not get too tired. The visit could end off with tea in the tea garden.
- A 'Make a Difference in the World' campaign could be embarked upon with many of the companies operating in Johannesburg. Companies could bring some of the departments to the zoo on different days during the year. On

these days the companies could announce their sponsorship initiatives with the zoo. The sponsorship could take the form of the educational programme sponsorships and/or the “Adopt-an-Animal” programme by the zoo. The day could end off with a picnic on the grounds of the zoo.

- As previously discussed, the management of the zoo has formulated plans to change the image of the zoo to an adventure land. A possible method of getting single people to visit the zoo would be to market the zoo as follows. Many of the citizens of Johannesburg lead hectic lives. Often getting away for a weekend to a game reserve proves difficult and requires much planning in advance, both in terms of time and cost. The zoo could be marketed as providing the experience for a day of being in nature while still within the CoJ and at a minimal cost. The viability of this initiative should be researched via focus groups by the management of the zoo. If it does prove to be a viable venture, the possibility of constructing log-cabin style decks with canopies that people can reserve should be looked into. The patrons should be able to enjoy lunch and drinks on the deck whilst having a view of some of the animals. This could be done in conjunction with the planned viewing platform. The Joburg Zoo can be marketed as a place where it is acceptable to let go. For example, when you visit a circus you can ‘clown around’; at the Joburg Zoo you can ‘monkey around’.
- The zoo and its current and potential programmes could be discussed on television programmes such as Spirit Sundae, 3 Talk, Carte Blanche and Top Billing. The educational, conservational and psychological benefits of visiting the zoo, amongst others, could also be discussed. Radio talk shows could be a medium to promote the zoo. In addition to promoting the zoo, the discussion can be educational by selecting an animal of the particular period (if done monthly, it can be called the ‘animal of the month’) and discussing it.
- Initiatives with the universities could be embarked upon. These initiatives could include the universities having some of their postgraduate, distance learning or part-time lectures at one of the venues at the zoo premises. In addition, the students could be requested to work on assignments in respect of

the zoo. This could be for subjects such as marketing. These potential projects would have to be decided upon between the management of the zoo and the various university faculties. The limitation in respect of such projects from the perspective of the zoo would be that projects could not involve the zoo divulging any confidential information.

- Events such a Valentine's Ball could be held at the Anglo Gold Lion enclosure. There would be restrictions as the attendees would have to conduct themselves in an appropriate manner and the music would have to be low in volume in consideration of the animals. An event such as this would have to be targeted at an older, mature crowd. This event could include a night tour of the zoo.
- Musical concerts should continue to form a part of the events staged at Joburg Zoo. These should continue being sponsored and /or promoted by radio stations. In addition to musical concerts, promotional activities with celebrities should be held.
- The Joburg Zoo is a MOE. An effort should be made to get staff of the City and other MOEs to visit the zoo. The staff could get subsidized rates. People like getting more for outlaying less money. The City has new access cards for security purposes. These cards are smart cards and a loyalty programme with the zoo could be entered into whereby points are recorded on the card. Prizes could be awarded to the person or department that has the most visits within a certain period.
- The management of the zoo could incorporate behavioural enrichment and training into the animals every day lives. The Animal Collections Unit at the zoo could investigate and implement programmes that encourage the behaviour of the animals as if in their natural surroundings. The animals could be trained to search and catch their food. This could make the animals more active and healthier while providing a source of further education and entertainment for zoo visitors.

- When a significant event occurs at the zoo, for example a discovery in scientific research or a rare animal being brought to live at the zoo, it should be publicized adequately. This will improve the status of the Joburg Zoo as an exciting place to visit.
- Research has shown that visitors to zoos tend to have education levels that are above average. Currently, schools from all areas and economic levels are encouraged to visit the Joburg Zoo. The possibility of including parents of children from schools in areas where the education levels of the adults are below average in school tours to the zoo should be investigated. A package deal could be investigated. This could allow those that would not normally be able to afford a trip to the zoo to do so. This would also allow for parents to spend time with their children while both are being educated and entertained.
- The projects which the Joburg Zoo undertakes to ensure animal welfare should be emphasized and publicized more. This could improve the image and awareness of the zoo in the eyes of the public.
- Initiatives with other tourism and marketing entities for Johannesburg should be investigated and embarked upon if deemed feasible. One such entity that initiatives could be embarked upon with is that of the Johannesburg Tourism Company.

The above recommendations have been suggested in respect of both securing the support of current patrons and increasing the patronage of the zoo. As this is the first study of its kind, the researcher recommends that this study be regarded as a pilot study and that more detailed research be conducted via more in-depth interviews with a larger number of customers and employees.

Many of these initiatives require funding and discussions with external parties. This places some of these recommendations out of the control of the Joburg Zoo. It is, however, envisaged that the abovementioned recommendations could greatly assist with the increasing of patronage at the zoo if properly implemented.

5.4 LIMITATIONS

There were limitations experienced during the course of the study. Some of the limitations were defined at the outset. The limitation defined at the outset of the study was that the study would be limited to the area of Johannesburg. This was in order to obtain information that was considered most relevant and pertinent to the Joburg Zoo.

There has been little formal research conducted in respect of the research problem at hand. Limitations were experienced in terms of the literature available. This was detailed in the literature review in Chapter 2.

Despite the limitations of the study, it is envisaged that the findings of this study will be applicable to other zoos nationally and internationally in various respects. The findings of the study address the critical questions that the Joburg Zoo faces. Many zoos nationally and internationally may face the same critical questions and it is hoped that this study may assist them with the direction of their research.

5.5 CONCLUSION

In this final chapter, the process of the study, to address the research problem at hand, was recapped. The limitations faced by the researcher during this study also were discussed. The critical questions identified, at the outset of the study and post the literature review, were addressed separately. The synthesized model detailed post the literature review was discussed, taking into account the findings of the study. The factors of the 'decline and crisis' and 'triggers for change' phases were detailed. Recommendations were then made in respect of the recovery strategy required to be formulated.

Awareness of the state of our planet and the need for conservation and the understanding of animals and the ecosystems on Earth are becoming more and more crucial with time. The Joburg Zoo can assist with the facilitation of this. Its core functions are that of education, research, conservation and recreation.

Research was conducted into the literature available on concepts related to securing the support of current patrons and increasing patronage. Employees and cus-

tomers of the Joburg Zoo were interviewed to understand their perceptions in this regard. Their responses were analysed via qualitative and quantitative methods. Following this analysis, recommendations were made on how to secure the support of current patrons and how to increase patronage on a larger scale.

It is envisaged that this paper will be used by Joburg Zoo to assist management in their endeavours to develop the zoo into a sustainable, growing and developing entity. Although the study was specifically conducted for the Joburg Zoo, it is envisaged that the findings could be applicable to any other national or international zoo that face similar challenges.

ADDENDA

ADDENDUM 1: PERMISSION TO CONDUCT RESEARCH



14 November 2006

University of KwaZulu Natal

TO WHOM IT MAY CONCERN

The Johannesburg Zoo authorizes Jo-Anne Pillay to conduct her Research Study for her MBA dissertation: - Strategies to address the impact of alternate entertainment offering on the current patronage of the Johannesburg Zoo.

Please feel free to contact the undersigned should you require more information in this regard.

Yours faithfully

Jenny Gray
Chief Executive Officer
Johannesburg Zoo
Tel: 011 646 2000 ext 218
Fax: 011 646 4782

PAGE 1 OF 1

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Reg. No. Q36-663-NPO
(Registered as a Nonprofit Organisation)

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Mr Ike Ngweni (Chairman), Ms Jennifer Gray (CEO), Ms Lillian Letele, Ms Rebene Morojele, Dr John Ledger, Mr Innocent Sekwala, Mr Ramakhathele Mokhebo, Mr Muto Vukea, Ms H Feuerbach (Company Secretary)

ADDENDUM 2: RESEARCH INSTRUMENTS

Patron Interview Schedule

What do the patrons of the Johannesburg Zoo (Pty) Ltd want?

Researcher: Miss Jo-Anne Pillay

Supervisor: Prof. Rembrandt Klopper (031-260 7704)

Graduate School of Business

University of KwaZulu-Natal

Research Project Objective: This research project is being conducted as part of the MBA requirements of the University of KwaZulu-Natal, with the objective of identifying ways in which the Johannesburg Zoo (Pty) Ltd ("Joburg Zoo") can secure the support of its current patrons and increase patronage.

I. Opening

- A. My name is Jo-Anne Pillay and I will be conducting this interview. You have been selected as a participant in this project because you can help us to improve customer service at Joburg Zoo.
- B. I hope to use the information uncovered during this interview to assist the Joburg Zoo to better serve its customers.
- C. The interview should take no longer than 30 minutes. Is it convenient for you to participate in this interview process at the time at hand?

II. Body

A. Personal information

1. Please tell me about yourself briefly, namely who you are and what your profession is.
2. Please provide details of your age, gender and ethnic origin.
3. Please state whether you are part of a family or live on your own.
4. Are you visiting the zoo with a group or on your own, or do you work at the zoo?
5. If you are a visitor, is this your first visit, or have you been here before?

B. The interview

You can at any time ask me to repeat a question or to rephrase it.

1. Would you / Do you visit the Joburg Zoo regularly, or is it worth visiting it once only?
2. What attracts you to the Zoo?

3. Is the Joburg Zoo a 'full-day-' occasion or does it only offer enough to keep one's attention for a few hours?
4. Have you ever returned to the Joburg Zoo to revisit features that attracted your interest during a previous visit, and if so, what were those features?
5. Do you or any of your family members prefer doing other things (such as going to the movies, or to a games arcade or quad-biking etcetera) rather than visiting the Joburg Zoo?
6. The cost of living is increasing so one has less disposable income available, do you regard visiting the Joburg Zoo to be a good-value-for-money experience, or too expensive?
7. Do you think that the Joburg Zoo has an educational role to play because of our present-day urban lifestyle?
8. What do you think is the psychological effect on children in visiting the Joburg Zoo?
9. Who decides about visiting the zoo in your family, or among your circle of friends?
10. If you visit the zoo as a family, do your children play a role in decisions about family entertainment?
11. Do you think that the Joburg Zoo has an image of being a family-oriented outing?
12. Do you feel that the Joburg Zoo takes good care of the animals and plants?
13. When is the best time to visit the Joburg Zoo: weekdays, weekends, public holidays or some day during the school holidays?
14. What do you think of the food and snacks on offer at the Joburg Zoo?
15. What do you think of the souvenirs on offer at the Joburg Zoo?
16. What would you like to see more of at the Joburg Zoo?
17. What about the Joburg Zoo turns you off?
18. Have you in the past, or would you in the future bring visiting relatives to the Joburg Zoo?
19. What would persuade you visit the Joburg Zoo regularly?

III. Closing

1. Thank you for participating in this interview. Your input will help us to improve our management strategy for the Joburg Zoo.
2. Before we end the interview, would you like to say more about any of the questions that I asked, or is there perhaps anything else that I did not ask you about? Please feel free to add anything else at this time.

Employee Interview Schedule

What do the patrons of the Johannesburg Zoo (Pty) Ltd want?

Researcher: Miss Jo-Anne Pillay

Supervisor: Prof. Rembrandt Klopper (031-260 7704)

Graduate School of Business

University of KwaZulu-Natal

Research Project Objective: This research project is being conducted as part of the MBA requirements of the University of KwaZulu-Natal, with the objective of identifying ways in which the Johannesburg Zoo (Pty) Ltd ("Joburg Zoo") can secure the support of its current patrons and increase patronage.

I. Opening

- A. My name is Jo-Anne Pillay and I will be conducting this interview. Given your profession, you have been selected as a participant because you can make a valuable contribution to the research project.
- B. I hope to use the information obtained during this interview to assist the Joburg Zoo to better serve its customers.
- C. The interview should take no longer than 30 minutes. Is it convenient for you to participate in this interview process at the time at hand?

II. Body

A. *Personal information*

- 1. Please tell me about yourself briefly, namely who you are and what your occupation is at the Joburg Zoo.
- 2. Please provide details of your age, gender and ethnic origin.
- 3. How long have you been working at the Joburg Zoo.
- 4. How did you learn to your job at the zoo: Did you do get formal training in zoo management, general business management, or did you learn while working at the zoo?

B. *The interview*

You at can any time ask me to repeat a question or to rephrase it.

- 1. In your opinion do customers visit the Joburg Zoo regularly, or do they visit it once only?
- 2. What do you think attracts visitors to the Zoo?

3. Do you think visitors consider Joburg Zoo a 'full-day-' occasion or does it only offer enough to their attention for a few hours?
4. Do you think visitors tend to return to the Joburg Zoo to revisit features that attracted their interest during a previous visit, and if so, what do you think those features were?
5. Do you think that single visitors or visiting families prefer doing other things (such as going to the movies, or to a games arcade or quad-biking etcetera) rather than visiting the Joburg Zoo?
6. The cost of living is increasing so people have less disposable income available; do you think they regard visiting the Joburg Zoo to be a good-value-for-money experience, or too expensive?
7. Do you think that the Joburg Zoo has an educational role to play for visitors because of our present-day urban lifestyle?
8. What do you think is the psychological effect on children in visiting the Joburg Zoo?
9. Who do you think decides about visiting the zoo in visiting families, or among groups of friends that visit the zoo?
10. For people that visit the zoo as families, do you think the children play a role in decisions about family entertainment?
11. Do you think that the Joburg Zoo has a public image of being a family-oriented outing?
12. Do you feel that visitors to the Joburg Zoo think that staff take good care of the animals and plants?
13. In your view when do visitors consider to be the best time to visit the Joburg Zoo: weekdays, weekends, public holidays or some day during the school holidays?
14. How do you think the visitors rate the food and snacks on offer at the Joburg Zoo?
15. How do you think the visitors rate the souvenirs on offer at the Joburg Zoo?
16. What do you think visitors would like to see more of at the Joburg Zoo?
17. What do you think turns visitors off about the Joburg Zoo?
18. How inclined do you think Joburg Zoo patrons are to bring their visiting relatives to the Joburg Zoo?
19. What do you think would best persuade patrons visit the Joburg Zoo regularly?

III. Closing

1. Thank you for participating in this interview. Your input will help us to improve our management strategy for the Joburg Zoo.
2. Before we end the interview, would you like to say more about any of the questions that I asked, or is there perhaps anything else that I did not ask you about? Please feel free to add anything else at this time.

Letter of Informed Consent

Research Project Objective: To better understand what Johannesburg Zoo should continue doing and what they should improve upon to continue attracting patrons.

Researcher: Jo-Anne Pillay
Neo Solutions (Pty) Ltd
Cellular Phone No.: 082 491 2739
Telephone No.: 011-484 2833
Email: jpillay@neosolutions.co.za

Supervisor: Professor Rembrandt Klopper
The Graduate School of Business
University of KwaZulu-Natal
Telephone No.: 031-260 7704
Email: rklopper@ukzn.ac.za

This research study is being conducted with the sole purpose of identifying the ways and means that the Johannesburg Zoo (Pty) Ltd ("Joburg Zoo") can continue to keep attracting its current patrons and possibly attract the potential customers that exist.

How you can help with the research project

This research project, as stated above, is to seek a better understanding of what the Johannesburg Zoo (Pty) Ltd ("Joburg Zoo") should continue doing and what it should improve upon to continue attracting patrons. This interview will be verbal in nature. The interview should take no longer than 30 minutes and will be treated as strictly confidential. The interview responses will be recorded and then transcribed. These transcriptions will then be analysed in a qualitative manner.

The interviewee should understand that participation in this process is voluntary and should he/she want to withdraw from the interview process at any stage, this will not be opposed. There are, however, no foreseen potential levels of discomfort that could occur during this process.

The details of the interviewees will be kept strictly confidential and will not be disclosed during the analysis procedure or the final published research documentation. Your written permission for the use of your responses will be required prior to the commencement of this interview.

To be completed by the Client

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project. I consent to participating in this research project. I understand that I can withdraw from the interview process at any time, should I so desire.

Signature _____ **Date** _____

ADDENDUM 3: CONCEPT MATRIX

Electronic Concept Matrix Jo-Anne Pillay 963090182																							
Main Themes	References																						
	Total Number of Hits																						
Theoretical Research Findings	Marketing	Wilson (1991)																				Word-of-Mouth Marketing	
		A. Arbee & K. Naidu (2001)		1																		Marketing Management Book 1	
		K. Bhowan et al (2001)			1									1								Marketing Management Book 2	
		Kolb et al (2001)			1																	Marketing Management Book 3	
		Williams (1981)				1	1															Behavioural Aspects of Marketing	
	Research	Blumberg, Cooper & Schindler (2005)													1							Business Research Methods	
	Strategy	Strickland & Thompson (2003)		1	1																	Strategic Management	
	Behaviour																						
			Luce et al (2001)																				Tradeoff Difficulty and Coping in Consumer Choice
			Weller (1974)				1																Who Buys: A Study of the Consumer
	Service Quality																						
			Richard F. Gerson (1992)																				Keeping Customers for Life
			Anderson & Zemke (1991)																				Delivering Knock Your Socks Off Service

Electronic Concept Matrix Jo-Anne Pillay 963090182																				
Main Themes	Authors	Way forward for zoos	The 'modern' zoo	Definition of a zoo & Entertainment	Educational Opportunities	Product Life Cycle	Experience Brands	Service Quality related to Decision-making	Misconceptions about zoos	Decline in zoo attendance	Turnaround Strategies	Qualitative Research	Customer Loyalty	Marketing Segmentation	Behavioural Aspects of Consumer Behaviour	Environmental Analysis	Adaptive strategy	References	Research Methodology	References
	Garrison et al (2004)											1								Critical Thinking, Cognitive Presence, and Computer Conferencing in Distance Education
	Luppigini (2002)											1								Toward a Conversation System Modeling Research Methodology for Studying Computer-Mediated Learning Communities
	Myers (1997)											1								Qualitative Research in Information Systems
	Krauss (2006)											1								Visual Aesthetics and its impact on Online Communication Intent
	Kobayashi (2005)						1													2005 Yukon Brand Overview
	Balgobin & Pandit (2001)									1										Stages in the Turnaround Process: The Case of IBM UK
	Chatoth et al (2006)									1										Turnaround Strategy: A study of restaurant firms
	Toma (1996)									1										Going to Market - A commentary
	Foxman et al (1989)							1												Family Members' Perceptions of Adolescents' Influence in Family Decision-making
	Zeithaml et al (1996)							1							1					The Behavioural Consequences of Service Quality
	Turley (1998)									1					1	1		1		Exploring the future of the Traditional UK Zoo
	Hardy (1989)																	1		The Use of Domestic Animals in Zoo Education
	Coe (1997)																	1		Entertaining Zoo Visitors and Zoo Animals: An Integrated Approach
	Mason (no date)								1									1		Zoo Tourism: The Need for More Research
	World Association of Zoos and Aquariums (2005)																	1	1	Building a Future for Wildlife: The World Zoo and Aquarium Conservation Strategy
	Johannesburg Zoo (Pty) Ltd (2006)																			Johannesburg Zoo Business Plan 2006/7 - 2008/9

ADDENDUM 4: LITERATURE REVIEW ARTICLES
(See attached compact disc)

ADDENDUM 5: TRANSCRIPTIONS OF INTERVIEWS
(See attached compact disc)

ADDENDUM 6: ETHICAL CLEARANCE



RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 - 2603587
EMAIL : ximbap@ukzn.ac.za

27 NOVEMBER 2006

MS. JO-ANNE PILLAY (963090182)
GRADUATE SCHOOL OF BUSINESS

Dear Ms. Pillay

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06774A

I wish to confirm that ethical clearance has been granted for the following project:

"Strategies to address the impact to alternate entertainment Offerings on the current patronage of the Johannesburg Zoo (Pty) Ltd"

Yours faithfully


MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christell Haddon)
cc. Supervisor (Prof. J Kloppe)

unding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

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