

Business and Tourism Information Pack

This pack is aimed for people who require in depth information for course work and also for teachers to aid in their visit to Colchester Zoo.



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History of Colchester Zoo

Colchester Zoo was established in 1963 by Zoologists Frank and Helena Farrah in the grounds of Stanway Hall Park. The site was around 25 acres in size and contained a small collection of animals ranging from lions to kangaroos.

The purchase of the Stanway Hall Estate was the realisation of a lifetime's ambition for the owners. Helena Farrah acted as the Zoo curator during this period; becoming the first female curator in Europe.

In 1983, Colchester Zoo changed hands and was taken over by the present owners, the Tropeano family.

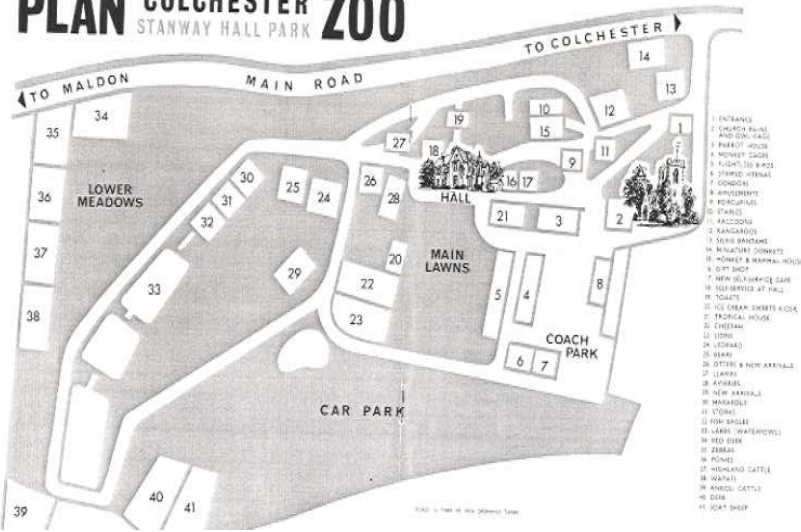


Colchester Zoo is a family business; Colchester Zoo Ltd, and since this time, has been continually redeveloping to improve the facilities for both the animals and the visitors. It has been developed as a conservation centre and has expanded in size from the original site of 25 acres to 60 acres, following the purchase of neighbouring land.



PLAN COLCHESTER ZOO

STANWAY HALL PARK



The Zoo map in 1963

ZOO MAP & DISPLAY TIMES

These displays are timed to take place throughout the day, so you can pick out a few if you are here for a few hours or you can choose a whole days entertainment if you wish.

OTTER FEED 12.00
See how the otters are fed.
Duration 5 minutes

SEALION DISPLAY 12.15, 14.15, 15.15, 17.15
The chance to see the relationship between the keeper and sealions in a brand new display.
Duration 30 minutes

BIG CAT FEED 16.00
Starting from Tiger Valley. See how the cats are fed and talk to the keeper.
Duration 30 minutes

FALCONRY DISPLAY 11.45, 13.30, 15.15 (16.30), 17.30
Free flying bird of prey display.
Duration 30 minutes

KEEPER ENCOUNTER 12.45 & 14.45
The chance to talk to some of the keepers and meet some of their animals.

FAMILIAR FRIENDS Between 12.00 & 16.00
The chance to get closer to a range of farm animals and to talk to the keeper.

FEED THE SEALS 13.00 & 16.00
Find out all about seals.
Duration 15 minutes

MEET THE ELEPHANTS 11.30, 14.30, 16.30
See some of the activities the elephants do during the day and have the chance to feed them.
Duration 30 minutes

BEAR FEEDS 15.30
See how the bears are fed and cared for plus the chance to talk to the keepers.
Duration 15 minutes

ELEPHANT BATH TIME 15.00
See the elephants having their bath. May to Sep only. (Maybe cancelled in adverse weather)
Duration 30 mins

PENGUIN PARADE 12.00 & 16.30
Find out all about the penguins.
Duration 15 minutes

SMALL MAMMAL FEED 12.30
Hear how the small mammals are fed and talk to the keepers.
Duration 10 minutes

REPTILE ENCOUNTER 14.00 & 16.15
Find out about reptiles and talk to the keeper.
Duration 15 minutes
Bad weather, reptile house

CHIMP FEED 17.00
See how the chimps are fed and cared for.
Duration 15 minutes

PARROT DISPLAY 12.45, 14.45, 15.45, 17.00
Find out about parrots.
Duration 20 minutes

KEY TO THE ANIMALS
All the enclosures are numbered in order of the Easy Route.

1 Chimp World	31 Zebra
2 Ringed Lemur	32 Feline Friends
3 Coati	33 Fairy Tern
4 Mammals & 5 Pangolin Mares	34 River otter enclosure
6 Lemurs	35 Lions
7 Parrots	36 Pangolin Mares
8 Ground Squirrel	37 Seals
9 Reptile House	38 Brown and Ringtail Lemurs
10 Birds of Prey	39 Loris
11 Andean Condor	40 Skunk
12 Small Mammal House	41 Wallabies
13 Aquatic House	42 Wallabies
14 Penguins	43 Guinea Pig
15 Reptile House	44 Zebu Cows
16 Sealion Display	45 Otters
17 Elephants	46 Tiger Walkway
18 Great Foreman	47 Bush Dogs
19 Birds of Prey	48 Cape Hunting Dogs
20 Brown Bear	49 Brazilian Tapir
21 Sealions	50 Asian Flying Cats
22 Single Cows	51 Leopards
23 Lesser Spot Nosed Civet	52 Cheekies
24 Black & White Bull Lemur	53 Diana Monkeys
25 Lions, Serengeti Plains	54 Inverloch Macquarie
26 African Reptiles	55 Dumbo Monkeys
27 Spotted Hyenas	56 Catter Top Lemurs
28 Black & White Deer	57 Mammal Plains
29 Out of Africa	58 Tiger Valley
30 White Rhinoceros	59 Crocus
	60 Allen's Swamp Monkeys
	61 Snow Leopards
	62 Snow Leopard
	63 Snow Leopard
	64 Rusty Spotted Cats

INFORMATION
COLCHESTER ZOO IS OPEN TODAY UNTIL:
18.00 JULY AND AUGUST
18.00 EASTER, JUNE AND SEPTEMBER
17.00 OCTOBER AND MARCH
* EASTER, OCTOBER, JULY & AUGUST ONLY
** EXCEPT FEBRUARY, MARCH, OCTOBER ONLY

PLEASE DO NOT FEED THE ANIMALS UNLESS DIRECTED AS MOST NEED A CAREFULLY BALANCED DIET.
Please remember you are looking into an animal's home and do not bang on the glass or shout. So take time to look carefully or go back later.

PLEASE DO NOT FEED THE ANIMALS UNLESS DIRECTED AS MOST NEED A CAREFULLY BALANCED DIET.
Please remember you are looking into an animal's home and do not bang on the glass or shout. So take time to look carefully or go back later.

The Zoo map in 1994

Colchester Zoo Today

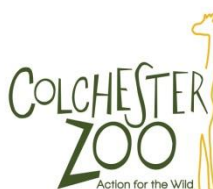
Today Colchester Zoo fulfils the four main roles of zoos:

- . Conservation
- . Education
- . Research
- . Recreation

All of these roles are intrinsically linked with research leading to better care and, along with education, helping to improve and advance conservation. In order to fund the work and care for the animals, the zoo needs to be a good day out for people to come to the zoo and return, hence the recreation part.

What is a zoo?

A "Zoo" is defined under the Zoo Licensing Act 1981 as an establishment where wild animals are kept for exhibition to which members of the public have access, with or without charge for admission, seven or more days in any period of twelve consecutive months.



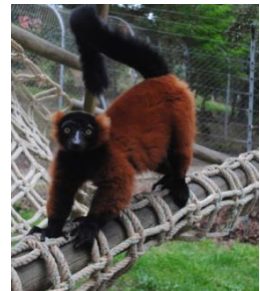
Mission Statement and Values

As with any business, it is important to have a mission statement. A mission statement provides the business with a sense of direction and should clearly define the business' aims and objectives.

Colchester Zoo's mission is to provide a first class experience for all visitors and, at the same time, further understanding and respect for animals. Through visitors' funds, Colchester Zoo undertakes breeding programmes for endangered species and funds work in the wild.

Colchester Zoo pursues this mission by:

- Enabling visitors to experience a stimulating and enjoyable day out that is value for money To do this Colchester Zoo must:
 - Identify who the customers are
 - Identify when the customers visit
 - Identify their expectations and needs
 - Ensure there are activities to do
 - Ensure the zoo is safe
 - Ensure products are priced accordingly
 - Entice people to the zoo through promotion
- Keeping animals in modern, naturalistic enclosures in accordance with best practice. To do this Colchester Zoo must:
 - Be able to design good enclosures
 - Consider animal welfare when designing enclosures
 - Conduct best practice for the health and well-being of all the animals.
- Participating in co-ordinated breeding programmes, giving priority to species that are threatened in the wild. To do this Colchester Zoo must:
 - Work alongside EAZA to manage animal populations (European Association for Zoos and Aquaria)
 - Have knowledge of breeding programmes
 - Be able to identify threatened species
- Promoting care for the environment through education and leading by example. To do, this Colchester Zoo must:
 - Have a green policy
 - Actively recycle
 - Provide environmental education



- Supporting field conservation programmes in the wild, through Colchester Zoo's Action for the Wild charity. To do this Colchester Zoo must:
 - Manage the charity Action for the Wild
 - Receive donations
 - Work alongside other charities worldwide
- Developing its role as a centre for research. To do this Colchester Zoo must:
 - Encourage research that supports the mission of Colchester Zoo
 - Develop links with universities and other institutions to promote zoological research
- Increasing public understanding of species and their welfare, issues involved in conservation and the breeding of endangered species. To do this Colchester Zoo must:
 - Provide educational material for the public
 - Promote and take part in awareness days
 - Provide educational displays and talks
 - Take part in visitor engagement
- Maintaining and developing an education programme from pre-school to degree level. To do this Colchester Zoo must:
 - Have a successful education programme
 - Have knowledgeable staff
 - Keep up to date with curriculum changes
 - Have sessions that are cross-curricula
 - Offer school sessions that they cannot, or would find difficult to conduct, in a school situation

Values

Colchester Zoo's mission statement is further supported by our values:

Improve

To encourage creativity, strive to think differently and turn our ideas into actions.

Deliver

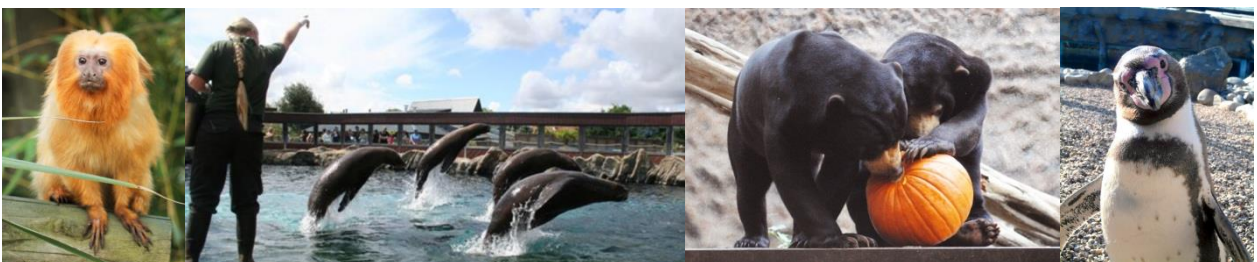
To ensure the highest standard of care for wildlife, provide excellent guest service and create fun and transformational experiences that connect people to nature.

Collaborate

To conduct ourselves in a manner that fosters respect and teamwork among staff, volunteers and our partners to achieve the zoo's mutual goals.

Care

The zoo is proud, energetic and passionate about saving wildlife and will inspire others to value the critical role of the zoo.



Business Structure

Colchester Zoo is a private limited company, is not a registered charity and does not receive governmental grants or support such as lottery funding.

The zoo's income comes from admissions, items and food purchased, as well as the purchase of experiences. The money is reinvested into the zoo to aid in the maintenance of the zoo and future developments.

Colchester Zoo Limited

The business is owned and managed by the Managing Director, Dr D.A. Tropeano. All policy decisions are ultimately made in collaboration with the management team.

The day to day operations are the responsibility of the zoo manager who reports directly to the director. The animals within the zoo are the direct responsibility of the curators, who also report to the directors. The management structure chart can be found on page 14.

Stakeholders

Colchester Zoo has stakeholders which are groups of people interested in the finances of the Zoo. These groups include: customers, employees, potential employees, suppliers and distributors, local community, media and the local government.

Shareholders

As a private company, Colchester Zoo does not have any share holders, we do not receive any grants from the council or other charitable bodies. As a private business, Colchester Zoo also has to pay Corporation Tax, Business Rates and VAT. Colchester Zoo also has a charitable arm, Action for the Wild, which funds conservation work in the wild and can receive gift aid donations.

Competition

Colchester Zoo's competition are any other leisure and tourism places which visitors may go to instead of coming to the Zoo. These can include the beach, theme parks, other zoos, family events etc. Colchester Zoo stays ahead of its competitors by:

- Valuing customer feedback.** Surveys help to gain understanding of positives and negatives seen by customers and adapt products/services accordingly to be more suited to the customers' wants and needs. Feedback gained through customer service surveys and general comments on products help to work at adjusting products to be more suitable for customers.
- Pricing strategies;** as the business depends upon visitors for income, we do offer discounted rates to groups.
- Research what other products and events zoos are hosting. This helps us keep track as to what is going on in the zoo community.
- Keeping animals in modern enclosures.** By addressing animal needs and requirements, we can improve their welfare to ensure their wellbeing and further our conservation work.

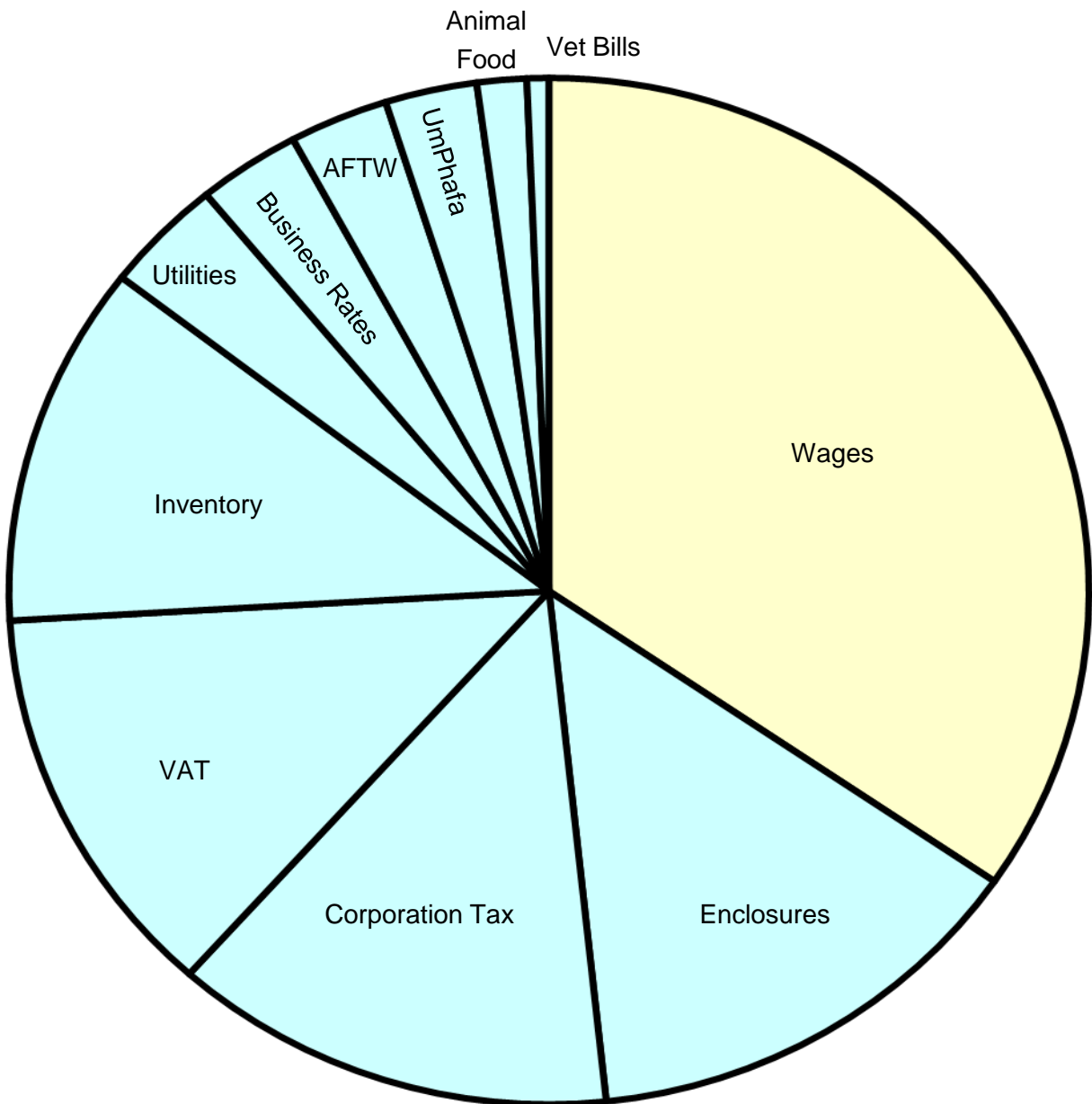
Zoo Finance

Financial Operations

The Zoo is open all year round except for Christmas Day. It receives its main income during Easter and the summer months. The winter months are the quietest and income is at its lowest during this period.

It costs around £287,000 a week (approx. £41,000 per day) to run Colchester Zoo. Below is a pie chart showing where the money goes.

Note: Action for the Wild is Colchester Zoo's charity, Action for the Wild, and UmPhafa is Colchester Zoo's private nature reserve in South Africa.



Financial Objectives

Unlike other business, it is not the aim of Colchester Zoo to make as much money as possible. As the care of the animals is paramount, profit is reinvested to improve the care of the animals and to support conservation work.

Profits are also reinvested into the Zoo's visitor facilities to ensure the visitors have an enjoyable experience during their day. These facilities range from improving the toilets and upgrading disabled facilities, to redeveloping food outlets to increase capacity and improving food options.

The financial objectives of Colchester Zoo are:

- **Gain operational efficiencies**
- **Improve the Zoo's infrastructure**, for both animals and visitors
- **Develop new sources of revenue**, which must be aligned with the mission statement and values
- **Grow the Zoo's supporter base**, to gain more visitors from a wider area
- **Invest in our site**



Orangutan Forest

Built in 2008 to replace the old orangutan enclosure, which was built in 1972. Improved the care provided as well as management of the orangutans. Also enhanced the visitor experience and allows better education.

Southern Kitchen Redevelopment

Redeveloped in 2017 to modernise the kitchen facilities and improve efficiency. As well as creating a more pleasant eating environment for visitors.



Cost Classification

Costs can be fixed or variable and direct or indirect

- **Fixed costs** - a cost of total monetary amount, which remains constant as the activity level changes.

Includes taxes, buildings, equipment. Fixed cost items must be paid for whether the park is open or closed, whether there are guests or not.

- **Variable costs** – a cost of total monetary amount that varies in direct proportion to changes in the activity level. Include all non-capital costs, such as electricity, supplies, etc.

Fixed	Variable
Wages	Vet Bills
Business Rates	AFTW/UmPhafa
Corporation Tax	Enclosures
VAT	Inventory
Animal Food	
Utilities	

Utilities are in both, because if the Zoo wasn't open, the utilities would be a lot lower (e.g. not using all the visitor toilets, not heating restaurants, none of the restaurant utilities, etc.). However the animals still need heat, light etc. even when there are no visitors in the Zoo.

We can further break down costs into direct and indirect.

Direct Costs: Any expense (fixed and variable) directly attributable to providing a good facility or service. **These expenses only exist because the Zoo is open and/or operational.**

Indirect Costs: Remaining costs (fixed and variable) even if the Zoo is not open they would still need to be paid out.

Direct	Indirect
Inventory	Vet Bills
Wages	Business Rates
	Corporation Tax
	VAT
	AFTW/UmPhafa
	Animal Food
	Enclosures
	Utilities

Most of our wages are direct costs (e.g. staff at entrance, grounds staff cleaning up after visitors, play area staff running the play area, etc.). However, there is a portion of wages which is indirect because the animals will still need care regardless if there are visitors in the Zoo.

Break-Even Chart

Below is Colchester Zoo's break-even chart. As the chart shows, the zoo is very dependant on visitor numbers. The break-even point is the point when the zoo starts to makes a profit. Before the break-even point, the zoo is making a loss.

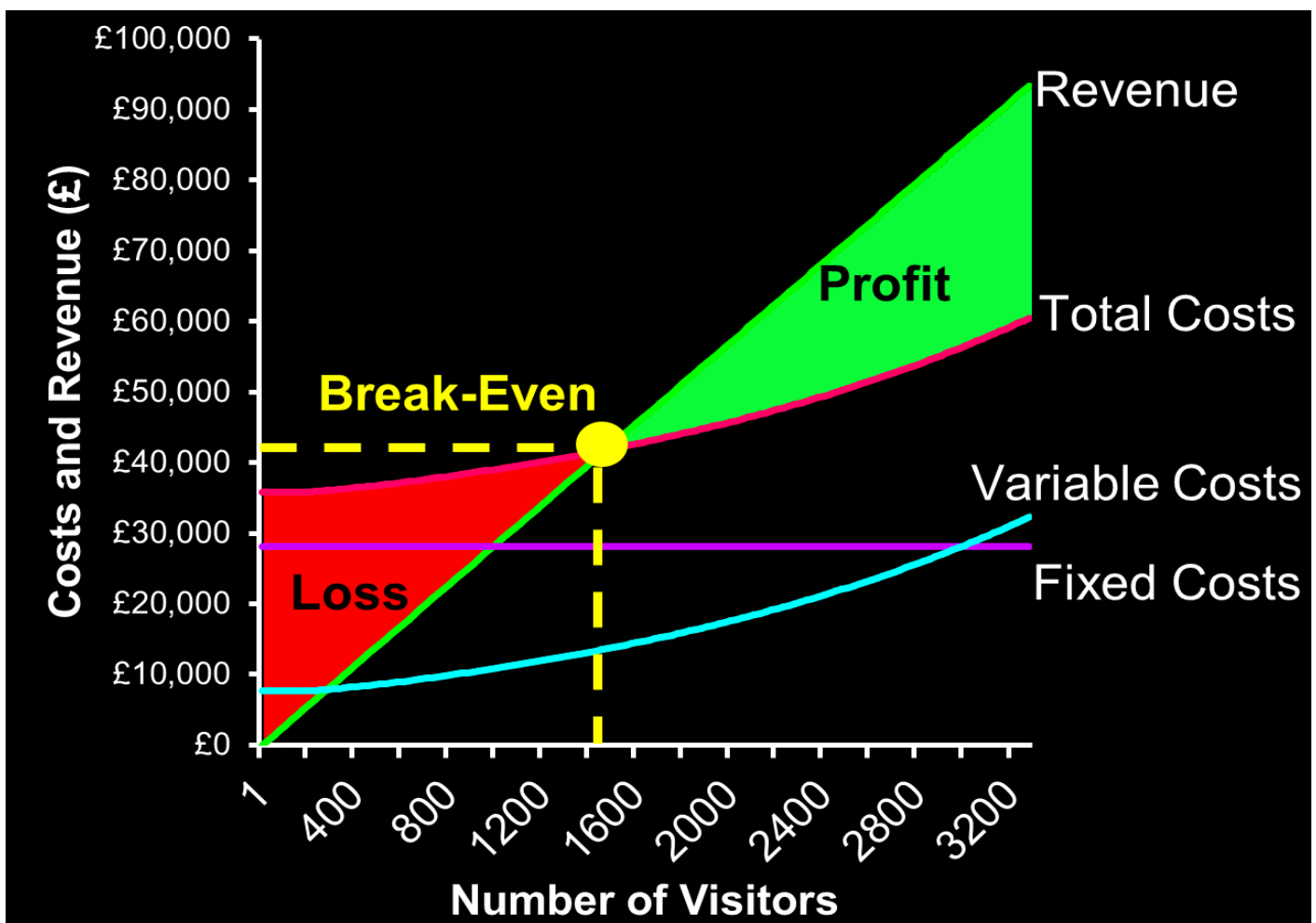
The green line is revenue. This is usually directly tied to visitor numbers, as more people visit the zoo, more money is made, not just admissions, but the secondary spend as well.

The purple line is shows the fixed costs. These are costs that remain constant regardless of visitor numbers (e.g. taxes, most wages, etc.).

The blue line represents the variable costs. There is not a direct correlation between the variable costs and visitor numbers (which is why this line is not straight), however variable costs are affected by our visitor numbers (e.g. with more visitors we use more inventory, have higher utility usage, etc.)

Fixed costs and variable cost are added together to get the total costs, represented by the pink line.

Where the total costs line intersects the revenue line is the 'break-even point'. This is when the zoo is making enough money to cover all of the costs. After that point, any revenue earned (above the amount to cover the total costs) is profit.



Staff at Colchester Zoo

Colchester Zoo employs around 250 permanent members of staff on a full or part time basis. During the summer season, seasonal staff are employed to manage the higher visitor numbers.

Colchester Zoo is made up of 12 departments:

Maintenance and Development

A complete building team, consisting of carpenters, labourers, digger drivers, plumbers and electricians – all responsible for the construction of new animal enclosures and buildings around the park, together with the maintenance of all of our existing buildings.



Catering

From washer uppers and cooks, to catering assistants and cashiers, our catering team are responsible for running our many catering outlets around the Zoo, and providing our customers with an excellent level of service.

Retail

This is our visitors' first point of call when entering the Zoo, as our retail team run admissions, as well as the Ark and Acacia Gift Shops and several smaller outlets within the zoo grounds, selling everything from bouncy balls and cuddly toys, to ornaments and furniture.

Play Area

The play area team look after our smaller visitors! Supervising the soft play area, the Crazy Sand Shop and face painting, as well as dressing up for themed events and manning the grotto at Christmas!



Grounds

This is an extremely busy team who ensure the 60 acres of zoo grounds are kept to the highest standards of cleanliness, making sure the bins are emptied regularly, the paths are kept clean and clear, and the toilet blocks are all kept to a high standard.

Gardening

The gardening team maintain the plants around the zoo, as well as in the animal enclosures.



Guest Services & Administration

In this department, they process group bookings and the various "Keeper for the Day" experiences on offer, and sell our Gold.

They are also an information point and coordinate lost visitors and lost property.

Communications and Development Team

This team deals with all of the PR and promotions. As well as maintaining and developing the zoo's online presence on the website and social media, they also design posters, arrange filming for programmes like Zoo Days or publish our Zoo Matters Newsletter.



Accounts & Human Resources

This team helps with job applications, ensuring that all of our staff get paid on time; making sure invoices are sent, and suppliers are paid!

Animal Team

The animal keepers are one of the largest teams at Colchester Zoo, ranging from our Curators to our Trainee Keepers, they look after all of the daily needs of the 240 animal species to the highest standards possible. They also do the keeper talks and presentations. They also do training with the animals to help improve their welfare and the health care they receive.



Discovery and Learning Department

This department are responsible for the formal and informal learning within the zoo. The information signs and the student and homework helper packs are created and updated by this department. They also run the school and home education sessions, as well as sessions for groups. All research is coordinated from this department, as well as monitoring the talks that take place around the zoo.



UmPhafa Department

These staff are employed by the zoo, but most do not work there. Instead, these are staff who live in South Africa and manage the zoo's private nature reserve UmPhafa.



Volunteers

As well as 12 departments of staff, Colchester Zoo also has a dedicated team of volunteers. Managed by the Volunteer Coordinator, these people use their free time to help around the zoo. They help with the public elephant and giraffe feeds, man walkthrough enclosures, as well as engage with the visitors and help raise awareness of conservation work and the animals.



Staff Recruitment

Recruitment may be due to: growth of the business, internal promotions or staff leaving. Vacancies at Colchester Zoo can be filled internally – i.e. by someone who already works at the zoo; or, externally – i.e. by someone outside of the zoo.

Colchester Zoo is an equal opportunities employer and has an equal opportunities policy. The policy's aim is to ensure no job applicant, employee or worker is discriminated against either directly or indirectly on the grounds of: race, colour, ethnicity, nationality, beliefs, gender, marital status, sexual orientation, gender reassignment, age or disability.

Recruitment Process

There are several steps to the recruitment process:

- **Job description:** Describes the main tasks and responsibilities that comprise the job.
- **Personnel specification:** Describes the type of person you are seeking.
- **Advertisement:** Job advertisements need to raise interest and be eye catching. Colchester Zoo advertises jobs on the website and through the BIAZA website.
- **Short listing:** Short-listing should be done by those who will be doing the interviewing. The personnel specification, job description and application form should be used as the most accurate and objective tools in short listing. Short-listing is simply deciding which candidate you wish to invite for an interview.
- **Interviews:** An interview is a controlled conversation with a purpose, it is to gain information to determine suitability and involves continuous assessment. Interviewers want to find out if the candidate can do the job, will they do the job and will they fit in?
- **Second Interviews:** In some cases a second interview may be part of the process. This would normally be a working interview to help see how that person works and for the staff members they may be working with to get to meet them and to then help with the selection.
- **Selecting:** . The best person is then selected and a job offer made. It is also a good idea to have a second person as a 'back up' in case the first candidate declines the offer.



Induction

Once employed, a staff induction is given. The induction is carried out by a member of the human resources team. The purpose of an induction is to:

- Reduce anxiety as starting a new job can be scary. You are introduced to staff and their roles.
- Help to develop relationships between staff.
- Ensure all paperwork such as collecting bank account details, next of kin etc. are collected.
- Give main terms of employment and guidance documents for safe working practice.

Staff training and development

Colchester Zoo values its staff members and so offers training and development throughout employment. Colchester Zoo offers both in house training, and off site training.

Courses on-site include:

Customer relations
Dealing with difficult customers
Successful merchandising
Environmental enrichment
Animal training
Presentation skills
How to carry out a research project
Observations and reporting data

Courses off-site include:

Food and Hygiene Certificate
First Aid
Driving courses (fork lift)
NVQ Team Leader
NVQ Customer Services
Diploma in the Management of Zoo & Aquarium
Animals (DMZAA)

Staff Appraisals

Colchester Zoo monitors work performance on a continuous basis so that strengths can be maximised and any weaknesses overcome—this is achieved through appraisals. New staff members have an appraisal after 3 months, appraisals are then annually. Appraisals record an assessment of an employee's performance, potential and development needs. Appraisal objectives include:

- What are the most important parts of your job?
- Which parts of the job you have done well and why?
- What can be done to build on your strengths?
- What you have not done so well and why?
- What action can be taken to overcome these shortcomings?
- Achievement or non-achievement of your current targets.
- Agreement on your future targets.
- Define an action plan for the future setting further targets



Staff Motivation

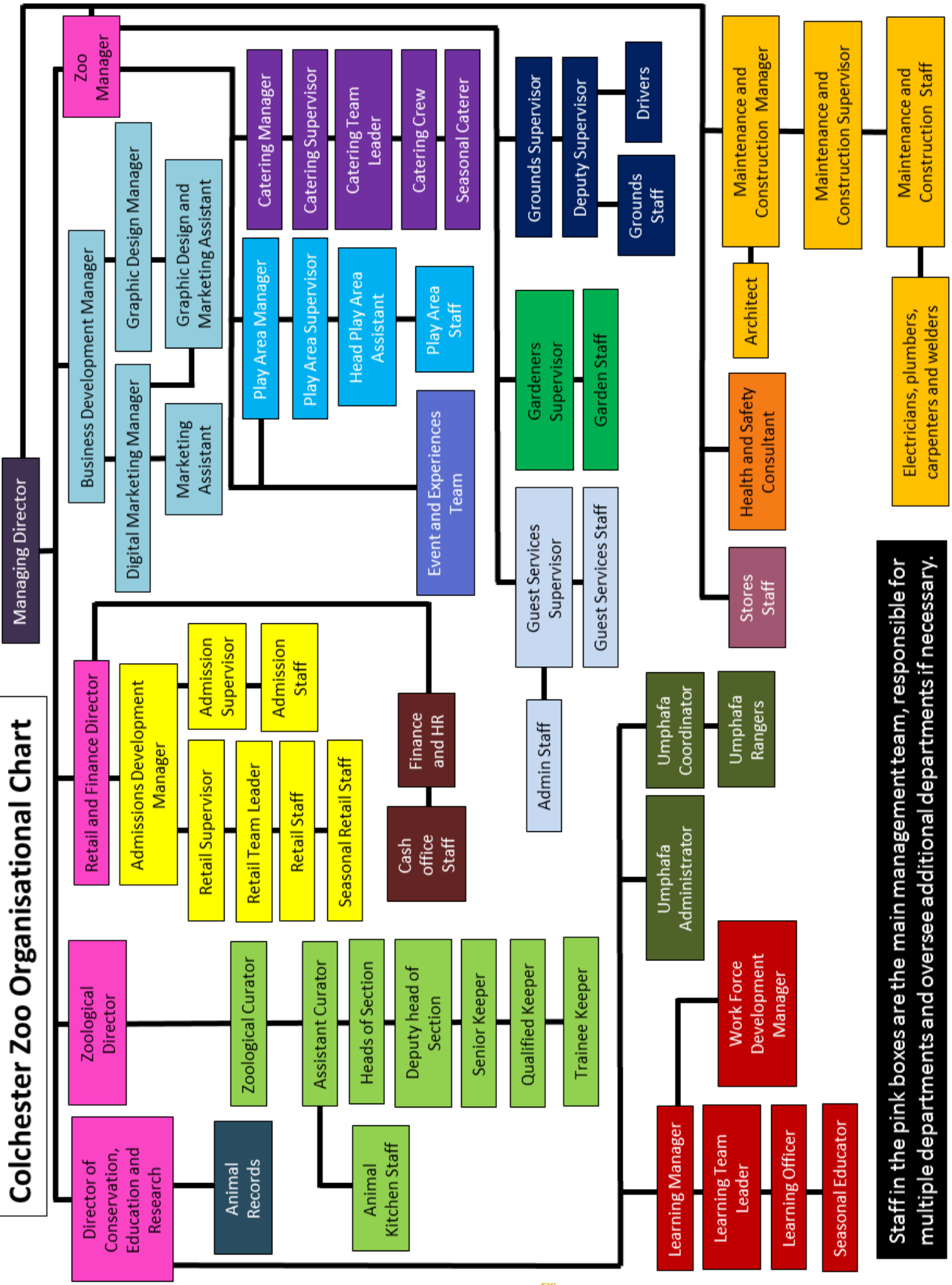
There are many benefits working at Colchester Zoo. Such incentives include: free entry into other U.K. zoos, discount rate for families, discount off food at work, end of season party and Christmas party. As well as discounts at other Colchester businesses, such as selected garden centres and restaurants.

Staff Communication

All staff members are kept up to date with any changes within the zoo so that they can answer questions appropriately. Communication can be achieved through:

- To all departments: staff internet and Facebook, memos, emails, newsletters.
- Within departments: meetings, memos, emails, appraisals, daily reports.

Colchester Zoo Organisational Chart



Staff in the pink boxes are the main management team, responsible for multiple departments and oversee additional departments if necessary.

Customers

On average, Colchester Zoo sees almost 1 million visitors coming to the zoo every year.

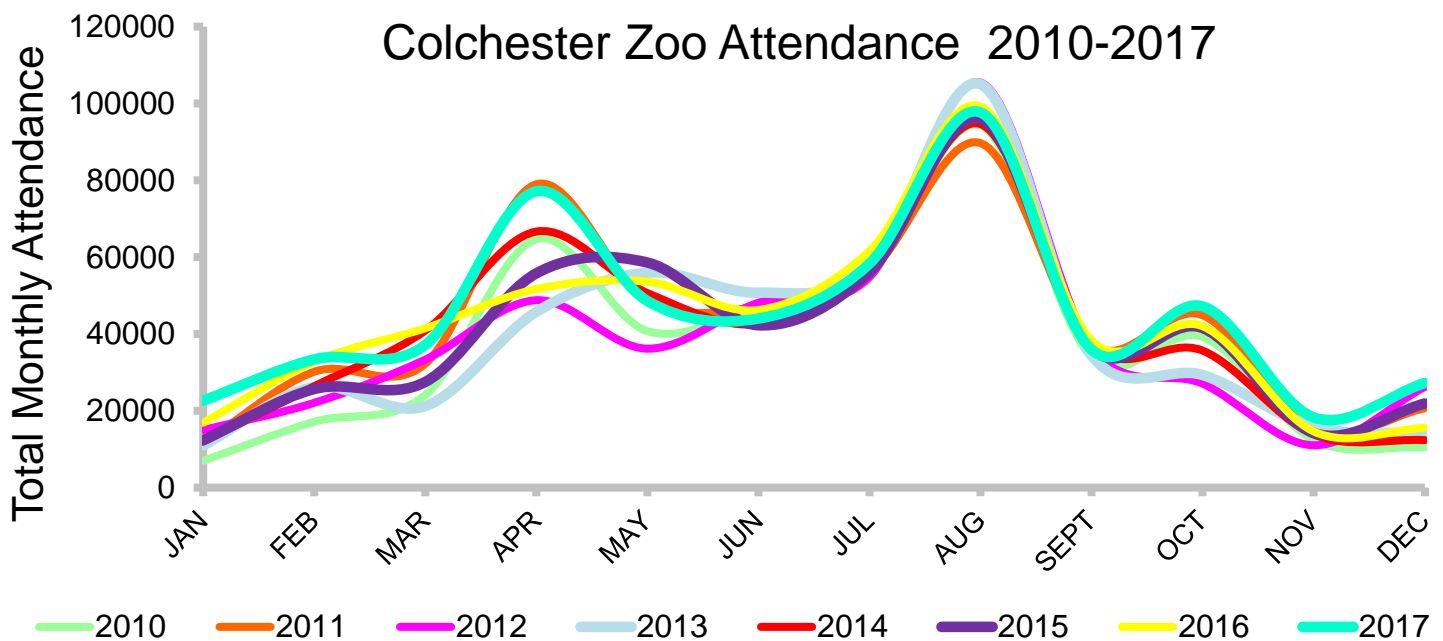
Our customer base is diverse and includes:

- Families
- Organised groups
- Adults without children
- International visitors
- Schools



It is important to know who the customers are in order for products and services to be created appropriately. Upon entry to Colchester Zoo, you will inform the person at pay box how many people are in your group and also what type of ticket is required. As this information is processed on a till system, data such as the number and type of tickets sold is captured—this data can be easily analysed.

The graph below shows the number of visitors over the year. Notice the two main peaks are the Easter holidays and then again in the summer holidays. The smaller peaks coincide with half terms



Visitor Expectations

From the moment you walk into the zoo, in fact, from the moment you decide to visit Colchester Zoo, there may be a number of things you will be looking for and expecting. If visitor expectations are met, this can have significant benefits for Colchester Zoo. Benefits can include:

- Customer loyalty
- Satisfied customers
- Good public image
- Increased attendance
- Increased sales
- Happy work force

Colchester Zoo meets visitor expectations by knowing their customers, providing value for money products and through staff and customer services.

Disabled Access

Colchester Zoo is naturally hilly so the terrain can be hard going for disabled visitors. For this reason, any disabled visitor pays a discounted rate. To help all the visitors, the zoo has additional features that disabled visitors can use, as well as any visitor who requires them.



These include:

- Disabled parking areas are available for blue badge holders at the top end of the Zoo's Car Parks.
- An Easier Route to ensure the easiest route possible around Colchester Zoo for any wheelchair user or anyone with reduced mobility. This is a yellow line to follow around the zoo's pathways.
- All displays / keeper talks are accessible by wheelchair with space available at the front of tiered seating if required.
- Induction loop hearing systems are installed in parts of the zoo.
- Manual wheelchair hire is available.
- Registered Assistance Dogs are allowed.
- An adult changing area for the disabled is provided at the play area and toilet facilities near to the Meerkat enclosure and all toilet blocks have disabled facilities.

Managing Customers

Colchester Zoo needs to manage its visitors and how they use the zoo grounds in order for visitor expectations to be met and for all to have an enjoyable day. By collecting such data, we can alter how the visitors use the park and so gain a better experience.

We can do this in a number of ways:

Visitor flow analysis: This captures information on the flow of visitors, e.g. how many people are there at specific enclosures in the morning, or lunchtime etc. The results of this indicated that most people go around the zoo in one direction, this was because we had arrows painted on the floor. This also meant there was congestion at the top of the park in the morning, at the bottom of the park later. As a result of this survey, the arrows have now been removed to allow visitors to choose their own way around the Zoo.

Dwell time analysis: We can analyse how long visitors spend in certain areas or at certain enclosures. In areas where there is bad dwell time, we can change the enclosure approach or the presentation within.

Customer Services

Customer Service is a top priority for all staff employed at Colchester Zoo and aims to provide good quality services for all of its customers.

Steps to Successful Customer Service

- **Step 1:** Be aware. DO NOT get so absorbed in your task that you fail to notice customers that need assistance. Keep an eye on what is going on around you. Look for signs that customers require help, they may not wish to interrupt you.
- **Step 2:** Acknowledge the customer. Make eye contact, and smile, and greet the customer. Be friendly it will reassure the customer that you are genuinely happy to help.
- **Step 3:** Identify the customer's needs and provide help. Find out what the customer wants and provide the necessary information. Suggest options or alternatives or ways of making an additional sale that the customer may be unaware of. If you do not have sufficient knowledge to deal with the question, then find someone who does. Stay with the customer until you are satisfied that they no longer require your assistance and have found everything they require.
- **Step 4:** Thank the customer and say "goodbye". It is important to leave the customer with a good impression of the company, and pleased with the service that they received.

Standards of Customer Service the customer can expect:

At all times, we will:

- Treat customers fairly and with respect.
- Offer a friendly and polite service and be sensitive to customer needs.
- Deal with customer letters, phone calls and visits to our Customer Services office promptly.
- Do our best to help our customers.
- Let customers know how quickly we can take action.
- Provide easy to understand, useful information and keep customers up to date about the services we provide.
- Deal with customer complaints positively and quickly.
- Keep customer details confidential.
- Behave professionally and politely.
- Present an excellent image of Colchester Zoo.
- Be available at all times during office hours.
- Dress smartly in accordance with the company uniform policy.
- Wear a name badge and tell the customer who you are.

Dealing with Feedback

Although as a business we try our best to meet and exceed visitor expectations, we do understand that situations may arise when a visitor wishes to give feedback about a negative aspect of their visit. If a customer is not satisfied with their visit, they can complain. They can do this either on the day or after their visit in several ways:

- In person to a manager
- In writing by letter
- Completing a complaints form
- By e-mail

We have a customer feedback form that is offered at the time of the complaint so that we have a written copy. Our customer services representatives have been trained in dealing with complaints, as this is part of their induction programme. When making a specific complaint about an incident or event, the following information needs to be taken:

- Nature of complaint
- Location of incident
- Date and time
- Members of staff present if any

All written complaints should be responded to within 48 hours of receipt. If it is not possible for the reply to be sent in 48 hours then we will acknowledge the complaint and formulate a response within 7 working days.

The appropriate handling of complaints can turn negative feelings into positive feelings

1. If a customer makes a complaint it is important that you empathise with them. This will ensure the customer feels valued and that steps will be taken to deal with the problem.
2. It is essential that complaints are dealt with quickly to reduce ill feeling and any negative attitude they may develop towards your business.
3. When dealing with a complaint it is important to stay calm.
4. If however the customer is getting agitated, then it would be advisable to get assistance from a supervisor to resolve the situation.

Incentive Vouchers

Colchester Zoo has an incentive voucher that can be given to visitors. If a complaint has been made and it is the zoo that is at fault, visitors receive an incentive voucher to return to the Zoo for free. In out of season periods where visitor numbers are low (e.g. winter); we may offer incentive catering vouchers where customers receive 10% off hot drinks.

Customer Feedback

Here at Colchester Zoo, we really value the opinions of all our visitors. It is great to receive positive comments yet we can only improve the Zoo when visitors tell us what they feel needs attention.

Feedback can be gained in a number of ways:

Customer Surveys

We ask visitors at random to fill out a survey. These surveys ask questions such as: what made you come to Colchester Zoo, did you take part in any daily displays, would you visit Colchester Zoo again. The questions asked should benefit the business and be used to attract more people to the Zoo.

General Observations

Many areas of the Zoo are staffed. It is up to these members of staff to observe how busy their area or daily display is. If a particular daily display e.g. elephant feed is extremely busy, we can respond by ensuring there are enough staff to assist the public if required.

Comment forms / books

Placed all around the Zoo are comments books for visitors to leave a message. Some visitors leave positive comments about their Zoo experience; others leave negative comments if they have not having a good day.

Mystery shoppers

Our mystery shopper is employed by an external agent so the Zoo does not know who they are or when they are going to visit the Zoo. Throughout their visit, the mystery shopper fills out a booklet of surveys from ticking animals they can see to describing the standards of food and toilet facilities.

Recording Transactions

Everything we sell at Colchester Zoo is recorded. Admissions are recorded so we can monitor when the busiest periods of entry are; we can also evaluate how well we are doing as a business as we can display admissions for the whole year. Food and retail products are recorded through the tills; this not only helps with re-ordering goods, but also highlights the best selling products and those that do not sell as well.



Communication

Communication between staff at all levels needs to be quick and efficient. Colchester Zoo is a large organisation, with many employees spread over the grounds, so good communication is essential to ensure efficient operation of the business. There are many ways in which staff at Colchester Zoo communicate information. Some examples are given below:

Internal Communications at Colchester Zoo

Meetings - A form of direct communication. These are necessary in all departments to ensure that information is passed on. But these are also an opportunity to develop new ideas and improvements at all levels. Meetings between management and department heads are held to discuss and organise special events, as well as significant issues such as pricing policies.

E-mail - All office/ administration staff have their own computer and therefore access to e-mail. Colchester Zoo uses Microsoft outlook as its e-mail software. E-mail is used to pass on messages, which would have previously been passed on as a memorandum. Animal keepers also have their own emails, which they can access at the zoo via the computers or tablets.

Memorandums - Used to pass on information to staff who do not have e-mail access. These can be used for a number of different purposes, e.g. to announce a marketing event to staff, to make staff aware of press presence on a particular day.

Notice boards - Found in all staff areas such as staff rooms, administration office etc. These are an essential way of communicating to members of staff in general. Any important information being communicated on the notice boards is also supported by a direct form of communication.

Radios - A method of direct and immediate communication between staff across the whole of Colchester Zoo. Long wave radios are used by all members of staff. There are three channels used, to ensure relevant information is passed quickly and that the channels aren't in constant use which would make it hard to call quickly.

Internal telephone - The administration office and retail outlets can also communicate using the internal telephone system.

External Communications at Colchester Zoo

There are many ways in which Colchester Zoo communicates with its external customers.

Non Electronic Communication

PR & Marketing - Public relations with media e.g. print, radio & TV are external methods of communication. These communicate a positive message to the reader/viewer and reach different people.

Postage - Writing and sending a letter still remains an important form of communication, for example sending out gold card renewal letters, promotional mail shots and so on.

Signage - Can be seen as a form of external communication. It can tell the visitor how to find the zoo (brown tourist signs), where to find the car park, what we have on offer as well as forthcoming events.

Electronic Communication

Fax - Fax machines are an alternative method of communication with customers and other businesses. Mainly used to send documents and booking information. They are also used to receive bookings and orders and provide a faster means of receiving this information.

E-mail - External e-mail is accessible in the main administration office and customer services. With an increase in the number of computers used in the workplace and the household, this is fast becoming the preferred means of communication by many people. Information leaflets, photographs, order and booking forms etc. can be sent by e-mail to many people within seconds making the communication process much faster and more efficient. E-mail also has a marketing role at Colchester Zoo as we send out regular E-letters to our visitors.

Website - The Colchester Zoo website: www.colchesterzoo.org provides a means of international communication. It provides information on all aspects of Colchester Zoo, giving details of all the services and products that we provide and up to date information such as if an animal is off show.

Telephone communication - We operate an automated telephone service offering options to direct the visitor to the department that is required. This also gives an option of a recorded information message giving details of process, opening times and facilities offered.



Marketing and the Marketing Mix

In order to create products designed for visitors, not only do we need to know who they are, but we need to implement market research.

There are two types of market research: primary and secondary.

Primary research is new data - we have no information and so we have the task of investigation.

Secondary research is not new - we already have data i.e. till sales, admission ticket numbers; it is just a case of analysing this data to see trends.

Primary Research at Colchester Zoo:

Surveys: Surveys are used to ask any question where the business will benefit from the answer; questions need to be clear and short.

Observations: Using general observations to see how visitors use the zoo grounds and interact with the displays.

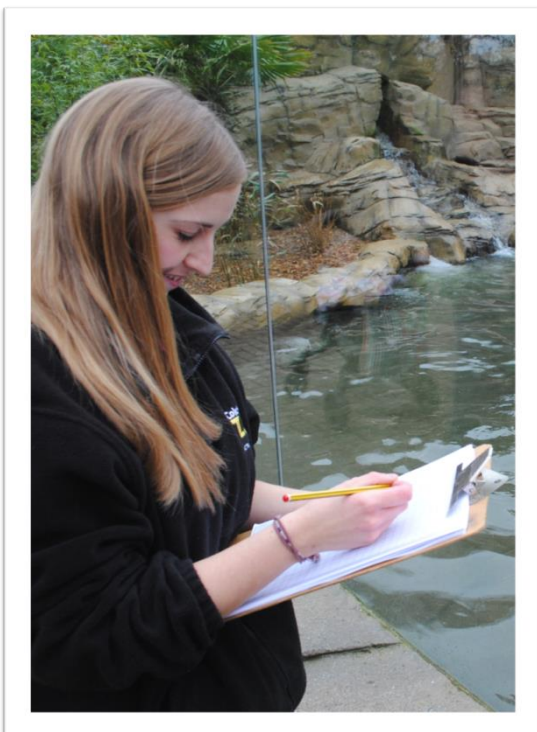
Social media: Can be used to gain opinions and feedback as well as people's reactions.

Secondary Research at Colchester Zoo:

Ticket Sales: Analysing ticket sales to generate a breakdown of the type of visitor that enters the Zoo i.e. adult, child, OAP, disabled. Can also be used to identify the busy seasons and also when the zoo entrance is the busiest.

Till Sales: Till sales are used to identify the best selling and also the least selling product. Can aid in knowing which products to use in promotions.

Competitors: The marketing team regularly investigate what other zoos and family entertainment business are doing in terms of activities and prices.



Products

Colchester Zoo offers a range of different products and services. Some of the products are included in the admission price and require no additional payment.

Products Included :

- **Daily displays:** There are over 50 daily displays in the summer holidays. These displays give the visitors a chance to get closer to the animals, as well as find out more about them from their keepers.
- **Discovery Centre:** Handle a range of live invertebrates.
- **Train Rides:** Takes you to places that are hard to see on foot.
- **Play Areas:** There are many play areas dotted around the Zoo.
- **Special Events:** Many events for all the family throughout the year, including late night and early morning opening hours.
- **Phone App:** To aid your navigation around the zoo and to learn more about the animals even when you're not at the Zoo.

Products to Purchase:

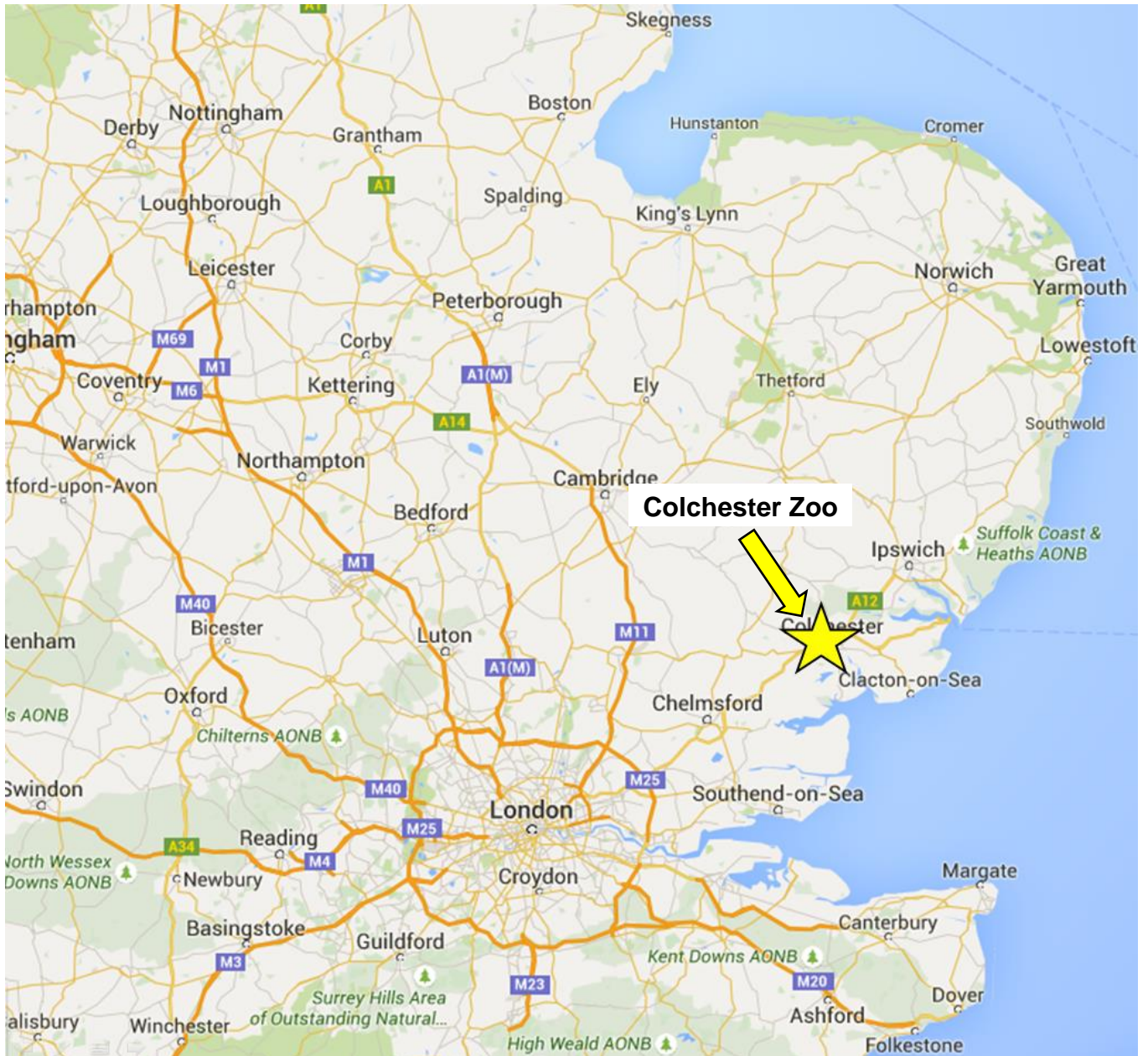
- **Face Painting:** A small additional cost to cover staff and paint.
- **Feeding Lorikeets:** For £1, visitors can purchase a pot of Nectar to feed these colourful birds.
- **Sand Shop:** Children create their own colourful sand animal.
- **Card Membership:** A set price for 1 year or 2 years entry (Gold and Platinum cards).
- **Animal Experiences:** Includes Keeper for the day, Keeper Shadowing and Zoo Academy. Meet animals up close and explore what it takes to be a keeper.
- **Education Service:** Visiting groups can select an education talk or workshop to coincide with their visit and meet badge requirements. Schools are offered free education sessions.
- **Adoption Scheme:** You can adopt any of the animals at Colchester Zoo. Adopters receive a certificate, photograph and most schemes also give complimentary tickets for you to come visit your adopted animals.
- **Corporate Sponsorship:** Large business can sponsor areas of the Zoo
- e.g. Tiptree Jam factory sponsors our Sun bears
- **Birthday Parties:** Parties includes a meal, cake and a birthday animal themed activity.
- **Team Building:** Businesses can develop team skills and break down barriers in our interactive team building events.
- **VIP Experience:** A behind the scenes tour with your own personal guide.
- **The Gift Shops:** Sells soft toys and books, ornaments and candles.
- Ensures there is something for every age and taste.
- **The Food Outlets:** Ranging from a hot drink and a snack to full plated meals.



Place

Colchester Zoo is situated on the A1124, 2 miles off the A12 south of Colchester. It is a good location as it is near the major road links of the A12, M25, M11 and A14. The zoo is well signposted along the A12 and A1124 with the brown tourist signs indicating an elephant.

The zoo is on a regular bus route. The Eastern National 75 bus stops right outside the zoo grounds and during the summer season, the Colchester City Sightseers bus tour includes the zoo as one of its stop off points.



Price

Colchester Zoo's admission price changes throughout the year to reflect the increase in staff numbers during the busy summer period.

The price of admissions will also be set depending on the cost of what other zoos offer and the price they set. It is also important to be aware of the amount of money people have or are willing to spend on a day out.

If the charge is too much, no one will come and if the charge is too little, the zoo won't have enough money to continue.

A lot of the Zoo's pricing is based on what other zoos charge. Like most businesses, many of the price points are based on psychological pricing. This is setting a price that has a psychological impact, usually a little less than a round number. Consumers tend to perceive these prices as lower since they mentally round down to the lowest number. This means when a customer see £17.99 it is perceived as being £17 rather than £18.

Below is a table of what Colchester Zoo cost to visit compared to London Zoo, which has a large visitor base with higher income. Also the price for Banham Zoo is listed, they are a smaller zoo and do not have all the large star animals.

*Prices correct as of September 2017 for all three zoo's mid-season prices, also know as the shoulder season, which is the period between January and March.

	Adult	Child
Colchester Zoo	£17.99	£13.99
London Zoo	£20.45	£16.40
Banham Zoo	£19.95	£13.95

Discounts

Prices can be discounted for a number of reasons. The main reasons are:

- Acquire new customers
 - Increase sales
 - Gain repeat customers
 - Sell a specific item (or get rid of specific stock)
 - Encourage out of season visits
-
- Discounts can be offered on items in the gift shop, food and animal experiences, as well as memberships.
 - Other discounts and deals are:
 - Reduced entrance rates for groups and schools.
 - Facilities to purchase tickets online. By purchasing online, there is a discount off of the ticket price and also a queue jump ticket.
 - Reduced rate for the disabled, since the zoo is hilly and difficult to navigate, a , i.e. wheelchair users and their carers, is offered to compensate.

Promotion

Promotion can be used to inform current visitors about events and products. Promotion is also used to attract and encourage new visits. Colchester Zoo uses the following promotional methods:

Posters on and offsite

Colchester Zoo uses posters at strategic places e.g. Colchester North train station, this promotes the zoo not only to local people but to the wider community through commuters.

Leaflets

Contains relevant information such as: how to find the zoo, what is offered and any special events.

Internet

Colchester Zoo has a website with information about the zoo and the animals. Tickets for entry and products such as member cards, birthday parties and so on can be purchased online. Social media, such as Facebook, Twitter, Instagram, and YouTube, can be used to provide up to date information, as well as competitions, and can be used as well for feed back.

Television

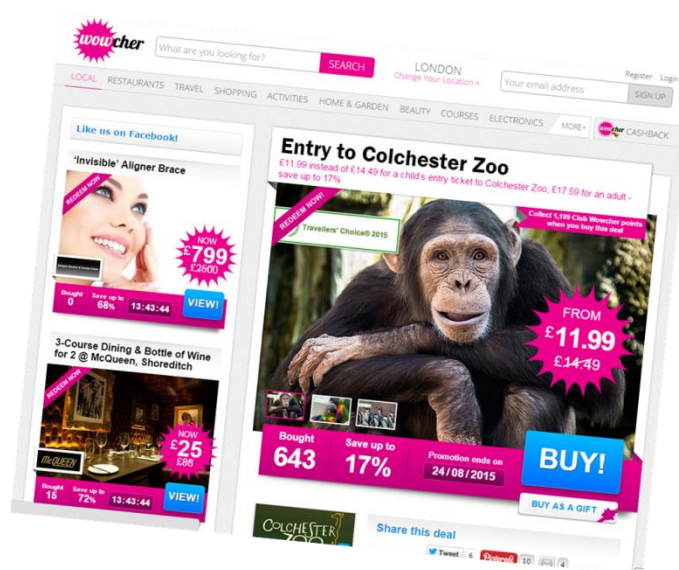
Colchester Zoo was part of a television programme on Channel Five called Zoo Days; this was first filmed in 2005 and 2006. Colchester Zoo also makes many appearance on the local news when there is a new birth or a new story such as the mandrill groups using their own form of sign language (2011) or scientists visiting to study how rhinos move (2012).

Radio

Radio campaigns have been used in the past; it is easier to run promotions with local radio stations such as Heart and BBC Essex.

Vouchers

There are many different vouchers throughout the year which can be purchased as gifts and can be purchased from websites such as wowcher.



Product Evaluation

All services and products are evaluated on a regular basis to ensure the zoo is providing what the customer wants and needs – market audits are done to do this. It is also important to keep track of any changes to the business environment, internally and externally. This can be achieved by implementing a PEST and SWOT analysis.

Colchester Zoo's PEST analysis

Political influences: includes governmental regulation and law changes.

Economic influences: need to assess short and long term influences. Many families have less disposable income which means the zoo needs to be good value for money for people to still visit.

Social influences: may be down to changing attitudes – some people agree with zoos, others not - this may affect attendance. Also families have less spare time which they spend together as a family so not only does the zoo need to be value for money, it also needs to be value for time.

Technology: aids competition therefore it is important the zoo keeps up to date. Need to be aware of new platforms and technology to keep up to date with current trends and not fall behind.

Colchester Zoo's SWOT analysis

Strengths include: Increased dwell time – people are spending longer at the zoo. More visitors are making return visits and our membership card and e-tickets are extremely good value.

Weaknesses include: high outgoings for wages, fuel and catering. As well as cost for materials to build and maintain enclosures.

Opportunities: though the zoo is not in control of national exposure and social networking sites, the zoo can take advantage of them as they target a huge, worldwide audience.

Threats include: economic uncertainties, such as recessions. Extreme weather, such as flooding and high snow fall, either at the zoo or making access to the zoo harder. There are also health threats, such as blue tongue, foot and mouth disease and bird flu.



Health and Safety

Colchester Zoo must comply with all the requirements of the Health and Safety at Work Act and subsequent law. At Colchester Zoo there is an established Health and Safety Policy, as well as a formal risk assessment procedure which is carried out in all areas. Each department has a risk assessment file which highlights any potential hazards.

Under the Health and Safety at Work Act (1974) both employers and employees have certain legal responsibilities:

- Employers have the responsibility to provide a safe place of work, safe systems of working and the training, supervision and information as required.
- Employees must not put at risk the health, safety and welfare of themselves, their colleagues or the general public. They must co-operate with their employer regarding Health and Safety and not interfere or misuse anything provided in the interests of health, safety and welfare.

Procedures

There are several established procedures in place at Colchester Zoo which minimise the risk of accident and injury. These include animal escape, bomb threats and unauthorised entrance into an enclosure. All staff are trained on these procedures during their induction period.

First aid

There are qualified and appointed First Aiders at Colchester Zoo who are on call to deal with any accidents that occur. If there is an accident which involves either a member of staff or a visitor, they are at the scene immediately. All accidents that do occur have to be reported, they are written down on an accident report form, employees also have to fill in the accident book.

Animals and Animal Handling

Animals do pose a health and safety hazard if they are not kept in suitable enclosures. All of the enclosures have been built to withstand the weight of the animal it is housing. Zoo animals are categorised on a system of 1 to 5 with animals in category 1 being the most dangerous species i.e. lion, tiger. These animals can cause fatal injuries and keepers must not enter their enclosure at any time if the animal is present. Animals in category 5 pose no fatal hazards to their human keeper and so these species can be handled both by the keeper and public i.e. snails.

There are also several opportunities for the visitor to get close and possibly feed some of the animals. Possible hazards are bites and scratches and the transmission of infections. To overcome these potential hazards, there are signs informing the visitors of the risks, as well as rules to try and prevent bites etc. There are also hand washing stations with running water and soap to reduce the risk of infections.

More information regarding Health and Safety in Zoos can be found at:

<http://www.hse.gov.uk/pubns/books/hsg219.htm>

Zoo Legislation and the Zoo Licence

There are several pieces of legislation relating to the management and running of zoos. Here is a summary:

In 1999, the European Council Zoo Directive came into force. This Directive required all zoos to:

- Participate in conservation measures
- Promote public education and awareness
- Accommodate animals in conditions that satisfy the biological and conservation requirements of individual species
- Prevent animal escapes
- Keep up to date records of the zoo collection

The Zoo Licensing Act was created in 1981 yet it did not cover all aspects required by the EU Directive so it was amended in 2002. The Zoo Licensing Act requires the inspection of all Zoos; this is done on a 3 year basis.

A zoo licence lasts for 4 years, however, upon successful inspection, a licence renewal can last for 6 years. To help implement the requirements for the Zoo Licence, the Secretary of States Standards of Modern Zoo Practice was formed in 2004. These guidelines are intended to set the standards that UK zoos are expected to achieve in all their work.

These standards are based on the 'Five Freedoms' drawn up for livestock by the Farm Animal Welfare Council:

- Freedom from thirst, hunger and malnutrition
- Freedom from discomfort
- Freedom from pain, injury and disease
- Freedom to express to most natural behaviours
- Freedom from fear and distress

More information and a full description of the Zoo Licensing Act can be found at: www.gov.uk/guidance/keeping-zoo-animals



A Green Zoo

Colchester Zoo has developed a green policy. The aim of the policy is to consider the environmental impact of our activities and endeavour to minimise any negative effects and, at the same time, save wastage and the associated costs of this. Colchester Zoo also recognises its role in providing a positive example to the wider community and to encourage others to participate in more environmentally sensitive activities.

Colchester Zoo is working to reduce, reuse and recycle.

With over 1,000,000 visitors a year, the level of waste produced on the zoo site is high. For many years, we have worked to reduce the waste produced via our visitors and recycle the contents of the bins.

Previously the bin bags were emptied and sorted at the local Colchester Skip Hire site, with the remaining waste going to landfill. However work is being done to reduce waste going to landfill.

The main route for waste disposal in the UK has traditionally been landfill. However, to comply with the requirements of the European Landfill Directive, England and Wales must landfill no more than about 8 million tonnes by 2012/13 and 5.5 million tonnes by 2019/20. The intention of the landfill tax increase is to discourage landfill. Waste producers must seek alternative mechanisms for managing their waste that should include; reduction, recycling and recovery.

After segregation and sorting for recycling, the zoo waste is now going to go to produce energy-from-waste (EfW). Energy-from-waste is a form of energy recovery, where the waste is burnt at high temperatures to reduce its volume and to create heat energy from the incineration of the waste source. This heat energy is then converted into electrical power

In waste to energy technologies, nearly all of the carbon content in the waste is emitted as carbon dioxide to the atmosphere. If the waste went to landfill, the amount of methane generated via decomposition of the biodegradable part of the waste would have a higher global warming potential than the carbon dioxide produced by this combustion.

Colchester Zoo is installing solar panels to reduce the main electricity that is used and also rain water collectors to reduce the amount of mains water being used. Biomass boilers are used to produce heat for the enclosures and buildings around the zoo; this removes the need to use oil or gas.



Colchester Zoo Student Survey Guidelines

Students may complete customer service /visitor opinion or staff surveys while at Colchester Zoo providing they comply with our survey guidelines as stated below. Please inform Colchester Zoo (via email at education@colchesterzoo.org) if you plan to undertake this research as part of your school trip.

SUPERVISION

Students in year groups 7, 8 and 9 must be supervised at all times.

Students in year group 10 and older may be unsupervised.

All students conducting visitor surveys **must be clearly identified** either in school uniform or with lanyards, etc. so that zoo staff can identify students in the event of any problems.

STUDENT BEHAVIOUR

Teachers are responsible for all student behaviour at Colchester Zoo.

Before your visit, ensure your students are aware of the following points:

- Be polite at all times
- Explain to all participants that the survey is part of your coursework
- Visitors do not need to take part, please respect them if they do not want to answer your questions
- Do not approach or disturb visitors whilst they are eating, watching encounters or otherwise engaged
- Do not wait at the Entrance to 'pounce' on newly arrived visitors
- Spread out around Colchester Zoo (do not stay in one large group)
- Do not approach/ask the same people questions repeatedly
- If the survey is designed for Zoo Staff, please only approach staff who have time to answer (e.g. not someone working in the café with a long queue). Please understand that staff may be busy and therefore unable to answer your questions.

SURVEY DESIGN

Your school's name and course should be at the top of the page

- Ensure anyone answering your survey is aware it is part of a school project and not something undertaken by Colchester Zoo
- Do not use Colchester Zoo's logo on your survey

Keep it short

- Visitors are here to enjoy their day out – if they choose to answer your questions, please ensure you don't take too much of their time

Don't repeat questions

- Asking 'How did you enjoy your day' and 'Rank your enjoyment' is repetitive

Use a variety of questions

- Ranking/scale questions are easiest and quickest to answer
- Open-ended questions provide excellent data, but take more time
- Closed-ended questions are yes/no or other limited option answers

Make your survey graphically pleasing and easy to read

- All participants need to be able to read your survey in order to fill it out

Limit the use of technical or specialised language

- Visitors may not be familiar with terms such as 'unique selling point', 'marketing mix', etc. Avoid these type of terms in your survey

Ensure your survey is GDPR compliant and does not collect personal information