

UNIVERSITE DE NANTES

ANNEE : 2002-2003

UNITES D'ENSEIGNEMENT ET DE RECHERCHE
DE LETTRES ET SCIENCES HUMAINES

SESSION 1 - 1er s.

DIPLOME *Maîtrise* ANNEE *2* CYCLE *2*
DEPARTEMENT des Langues Etrangères Appliquées
INTITULE DE L'EPREUVE :

DATE : *27/01/2003*

HEURE : *8h30*

SALLE : *405AL*

DUREE : *3* heures

Cours en Langue Etrangère Anglaise
Option Commerce International D.A. et Assises

NOM DU PROFESSEUR RESPONSABLE : *Wilma Bonnard*

OBSERVATIONS DU PROFESSEUR :

Write a report in English on Chester Zoo. By comparing the 1991 review with the review of 2000, analyse the zoo's performance and strategy, in particular as regards overcoming the recession of the mid-nineties. Use your own words.

CHESTER ZOO

Introduction

Chester Zoo was founded by George Mottershead. As a child, he visited a zoo in Manchester (now closed), and is reported to have been so upset seeing large animals in small cages, that he said to his father 'when I have a zoo, it won't have any bars'.

His dream was eventually realised in 1930, when he brought his family to live in the Oakfield house and formed the original collection of animals from an earlier zoo at Shavington near Crewe that he had initially set up as a small market garden with a business partner. The splitting up of this partnership led to his having to find a new and larger site for the zoo. Oakfield was a Victorian mansion in 7 acres of ground, two and a half miles from Chester city centre. The purchase price of £3 500 necessitated taking out a large mortgage. However the well-kept grounds and collection of large outbuildings meant the property was ideal. The zoo opened to the public in June 1931.

His venture became the North of England Zoological Society (NEZS) in 1934. In the very early days, however, it was Mottershead's family who undertook the day-to-day running. In the zoo magazine, *Chester Zoo Life*, dated Summer 1991, the founder's daughter recalled the division of labour within the family :

- her mother, a farmer's daughter kept a sharp eye on the well-being of the animals, while, at the same time, to supplement the family's income, she ran a café in the reception rooms of Oakfield that served morning coffee, cold lunches and afternoon teas.
- her 75-year-old grandfather looked after the garden. He grew vegetables and fruit for use in the café and as food for the animals. He also looked after the flower gardens, lawns and Victorian shrubberies on the grounds.
- her father built pens and enclosures for the animals and put up a wooden pay-box.
- her grandmother collected the entrance fees.

Throughout the 1930s Mottershead continued to buy land around the Zoo site. The Zoo's success was cemented during the Second World War when, with considerable skill and enthusiasm, he kept the zoo going. It remained open throughout and was popular with locally-based servicemen and Merseyside families. Rapid expansion followed after the war. 'Always Building' was a slogan of the time and the Zoo grew to its present size, and became a charitable trust. In 2000, covering over 110 acres, with the Zoological Society owning an additional 350 acres of land, Chester Zoo was the largest wildlife leisure attraction in the UK.

George Mottershead's proudest achievement was probably the successful rearing of Jubilee, the first elephant to be born and raised in the country (1977). He served a term as President of the International Union of Zoo Directors. He died in 1978 at the age of 84 having realised his dream of a 'zoo without bars'.

He was succeeded by Dr Michael Brambell, who came from London Zoo. Under his directorship, major improvements included the new Penguin pool, the new Chimpanzee islands complex, the Zoofari Monorail, the huge 'Europe on the Edge' aviary and the impressive zoo entrance development. In 1994, the Zoo celebrated its Diamond Jubilee and its present director, Dr Gordon McGregor Reid, took over in the autumn of 1995.

Education

In the 1950s the scope of the NEZS was broadened to become an educational and scientific trust.

Chester Zoo 1991 Review

Overview

In 1991, the North of England Zoological Society looked after more than 4,800 animals from 512 species. The costs of maintaining the animal collection, which ate its way through 795 tons of food reached £1.2 million, approximately 25 per cent of the total running costs – an increase of more than 13% on the previous year.

The gardens, always a feature of the Zoo, for many visitors have become the focus of their visits rather than an additional benefit. A staff over 20 gardeners are in charge of raising and planting 80,000 spring flowers and another 80,000 summer flowers. They tend from 15,000 roses to banana plants, palms and rubber trees in the tropical house and a wide variety of flowering shrubs in the butterfly garden.

As in any service organisation the staff has become an important feature of Zoo life. Training is seen as essential for all the staff: over 50 animal keepers, 15 maintenance staff, 13 groundstaff, 8 education specialists, 12 marketing personnel, 17 in finance and administration, not to mention catering and retailing staff etc. During the summer months numbers of retail, catering, gate cashier and groundstaff more than double.

Leisure trends

Surveys of leisure trends generally indicate a rise in attendance at both free and paid-for popular attractions. This is not particularly surprising given that overall time for leisure is on the increase taking up between 31 and 90 per cent of total hours per week for the average adult.

This upward trend in leisure activity is reflected in Chester Zoo attendance figures for the last 10 years. Despite the slight fall in 1991 to just under 900,000, Chester Zoo is not far from hitting the top ten UK leisure attractions. The economic recession and inclement weather have further reduced 1992 attendance.

Management at the Zoo makes every effort to understand the customer base as fully as possible. There have been series of focus groups conducted both at the Zoo and in major target conurbations, such as Greater Manchester. These aimed to properly understand visitors' views of the Zoo, but also rival attractions and consumer choice criteria.

In addition the Zoo's marketing personnel regularly interview visitors regarding demographic information, plus the scope and impressions of their visit. Of particular interest to the marketing department is the information on visitors' home locations (see figure 17.2). This information gives crucial information about driving times and likely competitors.

The market surveys also provide an important indicator for television and press advertising spending. An understanding of where visitors travel from and how long they are prepared to spend in transit highlights where advertising, publicity and promotional spending should be focused. With 3.3% of expenditure, a relatively small £167,000, allocated to advertising and promotions, it is essential to minimise waste in this field. Membership of the North West Tourist Board, the Yorkshire and Humber Tourist Board, the North Wales Tourism Association, the Cheshire Tourist Attractions Consortium all helps to spread awareness at minimum cost. Through these links, members actively promote the visiting of neighbouring sites.

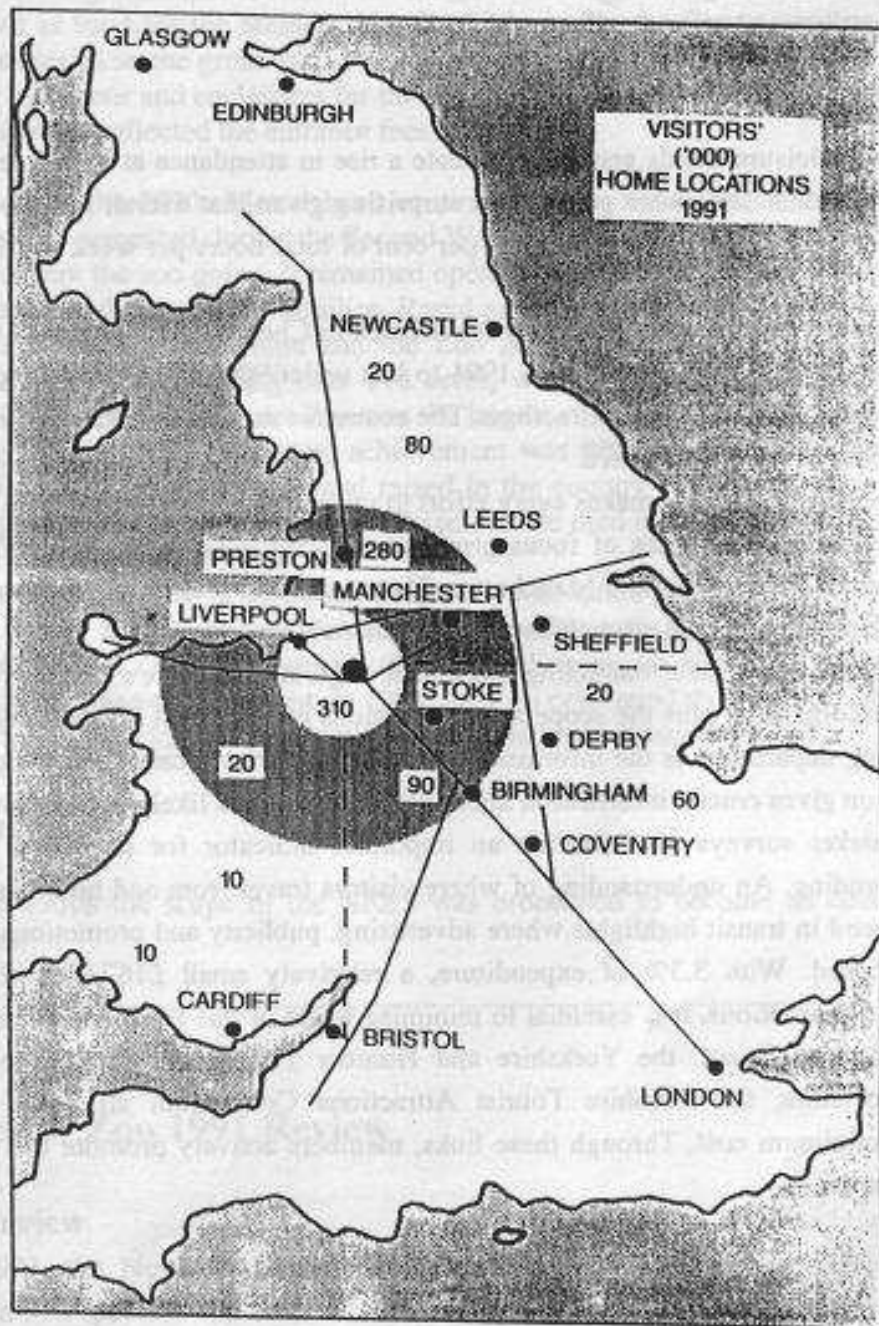


Figure 17.2 Where the visitors to Chester Zoo originate from
 Source: Chester Zoo, annual report, 1991

The garden, always a feature of the Zoo, by many visitors have been...
 their visits rather than an additional... A staff over 20 gardeners are in charge of making...
 and planting 30/30 spring and summer... and making 80/80...
 15/00 rocks to bring plants...
 of flowering shrubs in the butterfly garden.

Education

The activities of the NEZS as a scientific and educational trust have been broadened and emphasis is put today on conservation. Membership now exceeds 4,200 with over 1,300 in the junior category. On the scientific side, the Society aims to continue to expand its programme of breeding endangered and vulnerable species – in co-operation with other zoos in the UK, in Europe and further afield – and has already participated in several reintroduction programmes. The establishing of Zoo breeding programmes is seen as an important route to ensure the conservation of threatened species. Even the Zoo's advertising strap line 'Conservation Cannot Wait' follows the theme. The success of the breeding programmes is obvious with nearly all the Zoo's mammals and over 90% of the birds and reptiles being Zoo bred. In addition, the Society seeks involvement in joint ventures with other wildlife establishments through its membership of the Federation of the Federation of Zoological Gardens of Great Britain and Ireland and IUCN, the World Conservation Union.

Education activities are diverse. The education division staffed by qualified teachers, works in conjunction with teachers at all levels. Booklets aimed at Pre-School, Primary, Middle and Secondary levels cover a wide range of practical and written activities, fully tied into National Curriculum requirements (UK Department for Education guidelines for school exam syllabuses). The success of the Education department is marked by the 1991 increase in the number of teachers seeking information about the Zoo. The rise in contact with teachers was coupled with an increase in the number of pupils attending the Zoo for educational visits to 68,000, up 7.4% on the previous year. All at a time when other leisure attractions report falling numbers of school visits.

Making the Most of Publicity

Emma the first second-generation black rhinoceros to be born and reared in a British zoo was born on 28 February 1991. In addition to its contribution to the conservation aims of the Zoo, Emma's birth provided the publicity department with an important PR opportunity. During the first year of her life, Emma was the subject of numerous press releases, helped pull in sponsorship from the Dunlop Footwear Company and starred in 3 10-second TV commercials. Granada TV organised a birthday party complete with cake for her and 25 other Emmas from all over the North West who shared rhino Emma's birthday date.

Prospects

As the recession sets in, with rising unemployment and less spare money available, the difficulties of maintaining visitor levels are likely to increase. These problems look set to continue well into the mid-1990s with increasingly gloomy economic forecasts. Even the competitive stakes have changed, with basic necessities such as food and rent competing with money spent on leisure activities. Now, more than ever, Zoo management will need to pursue initiatives that persuade the hard-pressed consumer of the benefits of a visit to the Zoo.

REVIEW OF 2000 BY THE CHAIRMAN AND DIRECTOR

It has been a truly outstanding year, surpassing last year's record, and we were the most visited wildlife attraction in the UK. There was a handsome 6% increase in paying visitors, taking us over the million for the first time since 1973. This gave us an increase in turnover to £11.3 million (up 11%), which is the highest to date. Most important, our capital investment at £3.2 million and direct charitable spend of £3.9 million are the highest in our history. These outstanding achievements by the Zoo team were in the Millennium Year, when we had to combat considerable competition from new tourist sites everywhere. We had to cope with a well above average local rainfall in the second half year, and in the last quarter it was more than double the three year average! Thankfully we avoided the floods, so common elsewhere.



The improvement and updating of our facilities continued. There was the completion of the new *Entrance Concourse, Reed Bed, Ark Restaurant, Chimpanzee Forest, the Wildlife Discovery Centre, Roman Garden, Islands in Danger*, and the complete transformation of the old moated area into the *National Elephant Centre* - with the inspired walk-through waterfall and swimming pool. All of these have significantly altered the entire appearance and feel of the Zoo and benefited us greatly in 2000. Celebrities Elizabeth Hurley, Dr Lee Durrell and Brian Blessed all honoured us with their presence.

CONSERVATION is our prime purpose, and we have won very many awards for the good work that we do - more than 100 at the last count! We support conservation through animal breeding programmes, education and benign scientific study. As a charitable trust, we run our operation as a well managed business, with the only shareholders being the animals. All cash surpluses and sponsorships go to supporting the collection. Spirit of the Jaguar We were delighted that Jaguar Cars have promised \$3,000,000 - almost £2,000,000 for the Spirit of the Jaguar exhibit timed to open in 2001 when their new 'baby Jaguar' car is launched.

Work began on *Spirit of the Jaguar*, the first phase of the new Administrative Block on the old car park, the first part of the *Forest Zone* next to *Spirit of the Jaguar*, and the planning of the first phase of the *Sealion Beach*. The speed of change can best be compared with the 1960's when 'always building' was the zoo's motto.

There are continuing discussions with Cheshire County Council and Chester City Council regarding the Zoo's position in the *Cheshire Structure Plan* and the *Chester District Local Plan*. The Zoo has been represented at steering meetings on environmental matters organised by the Cheshire County Council Environmental Forum. Staff have attended meetings of the EU financed Rural Tourism initiative that links Cheshire County Council, Chester City Council, Wirral Metropolitan Borough Council, and Ellesmere Port and Neston District Council. The Millennium cycleway passes close to the Zoo, and reference to it is included in our literature.

We owe an immense debt to Council, staff and contractors for the magnificent way that difficulties have been discussed and overcome, and opening dates achieved. The staff of the Animal and Plant Conservation Division, in particular, have accomplished wonders in settling their charges into the new facilities and achieving a soft and naturalistic feel with planting and landscaping.

The overall *Physical Masterplan* for the Zoo was completed in first draft this year, with a view to publication in 2001. We also implemented significant organisational restructuring. This included the creation of a new Visitor Services Division, tasked to ensure that the visitor has a truly 'great day out'.

Notable breeding successes included: two Asian elephant calves, two Giraffes, two Camels, a litter of Maned Wolves and a Chimpanzee. Half our elephant herd is now zoo bred - an undreamed of figure ten or even five years ago.

We welcomed our friends from Chengdu Giant Panda Breeding Base and Chengdu Zoo for an extended visit in October, and signed the document of twinning. Bird keepers, Karen Davies and Anne Morris travelled abroad for the first time: Karen to assist in saving over 20,000 African Penguins caught in a huge oil slick, and Anne to hand rear Echo Parakeets in Mauritius. Both achieved very positive results. Increasingly, work on conservation in the field will become an integral part of our keepers' experience and skills.

The Zoo has played its full part in international zoological matters. The Zoo Director participated in a seminal meeting of the World Zoo Organisation to transform it into the World Association of Zoos and Aquariums (WAZA). On behalf of WAZA and The European Association of Zoos and Aquariums (EAZA), the Zoo has also been organising the *Third International Marketing Conference* to be held in the Canary Islands in June 2001.

Our development Department, led by John Regan has been fortunate to have the enormous help and enthusiasm of Neville Chamberlain CBE as Chairman of the Fundraising Advisory Board - with *Asian Elephants in Crisis* being a focus of attention. Interest continues in the idea of gradually developing a *Regional Wildlife Park* on our land to the north of the present Zoo. We are also looking at ways to enhance our contribution to the region's cultural and educational role in the 2002 Commonwealth Games to be held in Manchester.

As we develop our vital conservation work, both on-site and around the world, it becomes even more important to broaden the range of financial support. One very valued form of funds came in the form of bequests willed to us by lifelong friends. Our *Legacy Pledge Club* allows us to properly thank those who have already made provision in their wills for our work.

To end on a high note, we achieved fifteen national and regional awards across four divisions, with the gold and silver medals at Southport Flower Show and the Royal Horticultural Society Show at Tatton. This shows that our Horticultural and Botanical team coupled with Amenities and Gardens are second to none, both in creativity and in practical ingenuity. This brings our tally of international, national and regional awards to more than 65 in the last five years, which must be considered an outstanding record.

Keith Maybury,
Chairman

Professor Gordon
McGregor Reid,
Director

Photo Sara Ranks



Islands Week - in the summer holidays - was a great success

The Education Division continued to expand and diversify its activities in 2000. For the first time we established an education outreach programme, with the objective of assisting conservation education overseas. To this end, Alan Woodward (Team Leader, Carnivores) and I visited Lusaka in Zambia where we advised on the setting-up of an education and interpretation programme for *Munda Wanga Zoo*. We also conducted an in-service course for Zambian teachers, helped train the keepers and gave general advice on upgrading the Zoo to modern standards. In addition, we donated funds to enable the re-roofing of the Education Centre and sent over a variety of teaching materials. Our other significant outreach activity of 2000 was in sponsoring the visit to the UK of an educator from *Novosibirsk Zoo* in Russia. One of the great benefits of this training visit was that the information and ideas gained will be disseminated to other zoos in Russia by a native Russian. Hence the net effect of our outreach investment will be far greater than originally anticipated.



Schools and colleges flocked to us in ever greater numbers. Our end of year figures showed a 32% increase on 1999 - itself a record year. We continued to market ourselves vigorously to the education world and responded swiftly to feedback received from schools, thus ensuring that our programmes remained relevant and attractive. Manchester Metropolitan University once again brought students from their Conservation Biology and Behavioural Ecology MSc courses to complete a special elective, devised and delivered by Zoo staff.

The *Wildlife Discovery Centre* has proved extremely popular



The *Wildlife Discovery Centre* completed its first full year of operation. Our 2000 *Gold Medallist*, Dr Lee Durrell, declared it officially open in May. This popular facility attracted national press attention, with

enthusiastic reviews in both the *Daily Telegraph* and *Times Educational Supplement*. An interesting new feature installed in 2000 is an electronic weather station which records the year's meteorological data via a computer. As well as being important in teaching ecology, these data are very relevant when looking at the effects of the weather on our visitor figures.

We maintained our links with the wider zoo community by attending and contributing to a number of educators' conferences and meetings both in the UK and abroad. We also started a world-wide zoo educators' electronic discussion group/bulletin board. This now has well over a 100 members and continues to grow daily under our stewardship.

In 2001 we aim to build upon our achievements and look forward to making even greater contributions towards realising our mission.

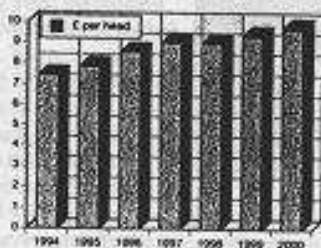
Stephen McKeown, Head of Education



KEY PERFORMANCE INDICATORS

1. Visitor related income

Visitor numbers - at record levels - are reported elsewhere. Our ability to maintain income levels is crucial. This new indicator relates *visitor related income* (ie, admission, and trading, but not membership, adoption or development income) to *visitor numbers*, and shows our considerable success.

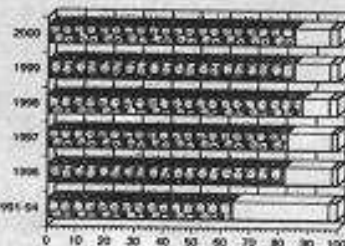


2. Peer Group visitor benchmarking

We now have three complete years of visitor related performance benchmarking from research by the Association of Leading Visitor Attractions (ALVA) - the 'million and over' group of UK tourist attractions. The details remain confidential. There are three surveys each year: Spring, High Summer and Autumn, and these are consolidated for an annual rating. We retained our excellent *dwelt time* position, having the second longest in the survey. In the annual overall value for money rating, we were in the middle of the rankings, but performed much better in the summer survey, being 7th overall.

6. Ratings for value for money

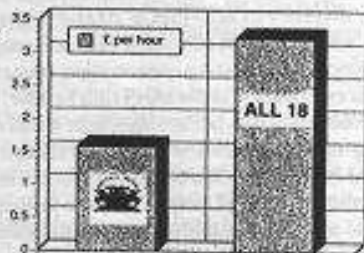
Once again, we continue to receive excellent value for money ratings, with five out of every six visitors (85%) giving ratings in the two highest categories - (Quintiles 1 and 2) *excellent and very good*. This was the same as 1999. The summer ratings were 4 percentage points higher at 89%.



Source: ALVA Overall 2000 and July - August data.

7. Value for Money Comparison with other top UK tourist sites

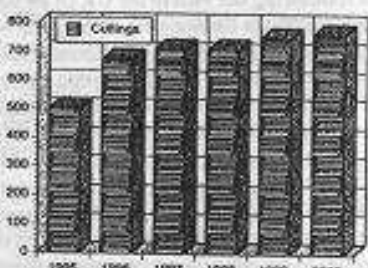
Once again, independent research of the top eighteen paid for tourist sites in the English Tourism Council list confirms our strength. We had the lowest adult cost per hour for family attractions, and were third overall behind the Victoria and Albert Museum and Canterbury Cathedral.



Source: John Acland Associates 2000 data

8. Recorded publicity - Press Cuttings

There were 764 identified cuttings, excluding duplicate publications and passing references, equivalent to two per day across the entire year. This is very similar to 1999, and shows the continuing press interest in the Zoo. The baby animals, especially the elephants, the annual *Air Mauritius* Zoo Photographic Competition and Elizabeth Hurley's visit contributed to the excellent result. We are grateful to help from The Press Association (PA) for their syndication, and to our local papers for their coverage.



Source: Zoo log of press cuttings

9. Editorial Television and Radio Air Time

With 18 hours of editorial TV coverage, we were usefully above 1999 (17 hours 5 minutes), with the BBC *Vets to the Rescue* series being repeated.

But even discounting this repeat, our regular achievement of news coverage contributes meaningfully to our success. Editorial time on Radio rose to 6 hours, 49 minutes from 4



hours 10 minutes. We are grateful to our regional BBC stations, *Radio Merseyside*, *GMR* (Manchester) and *Radio Lancashire* for their interest and for their excellent outside broadcasts. Our local independent (ILR) station, *Marcher Sound* was a great supporter too, and we were pleased to help two local '28 day licence' start up stations, *Chester FM* and *Chester Radio*. It is high time that we had a permanent ILR station in the City of Chester.

Source: Zoo Airtime log

Notes: Percentages are rounded throughout. Press cuttings are unduplicated and exclude technical and specialist media and passing references. There is no attempt to weight by readership or to assess *space value*. TV and Radio is a simple time count across all stations. Advertisements are not included in any count.

2. Threatened species breeding

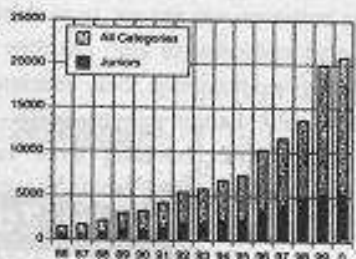
Of threatened 189 (20%) have bred successfully

282 'ambassador' species - 'safe' (52%)
222 'threatened' species (48%)

Source: Animal and Plant Conservation Division

3. Membership Growth

Year over year total membership has grown by 3.5% to 15,444, which is the highest in our history. It is most encouraging that about one third of adult members now pay by direct debit.



Source: Development Department

4. Adoptions Growth

Adoptions grew by almost one quarter *versus* 1999, taking us to a record of 4334 individual adopters. This represents £129,000, which is 61% of the cost of the annual animal food bill. We are very grateful to all of our generous adopters for this very practical support.



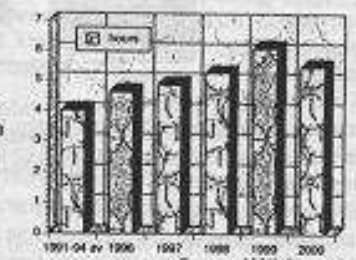
Source: Development Department

5. 'Five hour plus' high season 'dwelt time'

Over four fifths (83%) of visitors in the Summer spent more than five hours in the Zoo. The average summer visit length is 5 1/2 hours. This is a little lower than 1999 but it is still longer than 1998.

This may be due to less settled weather in July and August.

The new weather station data from the Education Division will enable us to make weather comparisons alongside *dwelt time*. Data collection begins in Spring 2001.



Source: ALVA Research