

CASE STUDY ANALYSIS GRID

| Situation | Needs, Objectives, Considerations | Alternatives | Selection & Explanation |
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| <p><i>In clear, concise but complete bullet points, describe what the situation of the business is as discussed in the case. In other words, what is the state of the business at the time of the case and how did it get to this point?</i></p> <ul style="list-style-type: none"> ● Their mission was to create high-quality environments and learning experience <ul style="list-style-type: none"> ○ 5th oldest zoo in US, struggled through Great Depression ● Given a short turn around time to fix (2-3 seasons, 1-1.5 years) <ul style="list-style-type: none"> ○ Find a new director ● Flat budget, government financial assistance inadequate <ul style="list-style-type: none"> ○ Lost accreditation with AZA → no longer eligible for certain grants ○ Debts ● 120k visitors, weather dependant <ul style="list-style-type: none"> ○ Population decreased ○ Geographically isolated ○ Possible demand ○ Declining ticket sales, memberships (300k → 35k) ● Open seasonally ● Economic decline <ul style="list-style-type: none"> ○ Lower disposable income | <p><i>As a result of the situation described in the case, what are the needs, objectives and key considerations the business is encountering? What are its needs? What must it overcome? What considerations does it need to take into account?</i></p> <ul style="list-style-type: none"> ● Maintain infrastructure <ul style="list-style-type: none"> ○ City support ○ Unused space being put to use - park? ○ Increase number of animals, update the habitats - risk of animals getting out ○ Increase food services ○ Target: \$300k ● Education programs <ul style="list-style-type: none"> ○ Make the programs more interesting - changing public view ● Organization structure <ul style="list-style-type: none"> ○ Keep up admission records ○ Organize office ○ Updating the zoo's website ○ Morale is low ○ Risk of accelerating turnover ● Raise funding <ul style="list-style-type: none"> ○ Special events ○ Effort to obtain new grants ○ Increase donor money ○ Fix accreditation ○ Diversifying revenue sources | <p><i>In order to address its needs, fulfill its objectives or pursue its opportunities, what strategic alternatives are worth considering. Generate a few options to consider. You will pick one of these in the column to follow.</i></p> <ul style="list-style-type: none"> ● Combine forces with the surrounding attractions and programs ● Take an educational focus and market it as such so as to market and fund in different ways <ul style="list-style-type: none"> ○ Take advantage of the local universities ● Change public opinion about the zoo - confused about the situation ● Creating non-weather dependent parts of the zoo (indoor) ● Some of the issues are easy fixes - such as the website, food, records, organization, fire alarm system | <p><i>From the list of strategic alternatives you listed in the preceding column, select the one you believe is best and explain why.</i></p> <ul style="list-style-type: none"> ● Surrounding attractions and programs will differentiate the zoo ● Build on an existing market ● Still have an educational aspect ● Provide sponsorship options |

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| <ul style="list-style-type: none"> ● Management issues <ul style="list-style-type: none"> ○ Not paid enough ○ High turnover ● Legal hurdles ● Operational issues <ul style="list-style-type: none"> ○ Deteriorate and decline over time ○ Habitats were outdated, decrepit, inadequate ○ No fire alarm system | <ul style="list-style-type: none"> ● Increase cash flow <ul style="list-style-type: none"> ○ Ticket sales, memberships ○ Utilize capacity, stop revenue loss ○ Maximize revenue opportunities | | |
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NOTES

Categories to analyze

- Situation
- Priorities, Objectives, Targets
- Risks and Obstacles
- Assets and Advantages
- Blindspots

Financials

- Discrepancies between Budget to Actual
- Revenue vs. Expenses
 - Visitor services
 - What costs are dependant on visitor attendance?
 - What costs have large gaps (budget to actual)?
- Assets - How much cash you have in an account (balance sheet) is not a mirror of what was computed within the year
- Liabilities and Net assets - Not a direct reflection on the net income from one year to the next

Ratios

- Program efficiency (actual cost of operations/costs pertaining to their program = $415600/738000 = 56\%$)
- Current ratio (comparison of current assets to current liabilities used to measure a company's liquidity or ability to pay off short-term debts)

Group Plan

1. Use offseason to...
 - a. Reinvest in employees for educational/managerial programs (increase morale)
 - i. They have a future at the zoo
 - b. Reconstruction
 - i. Safety
 - c. Funding

- i. Combine forces with the surrounding attractions and programs
 - ii. Universities
 - iii. Sponsorships
2. Cost structure
 - a. Upcharging for specific animals and food
 - b. Raise ticket prices
3. Increases financial stability → accreditation → funding/grants