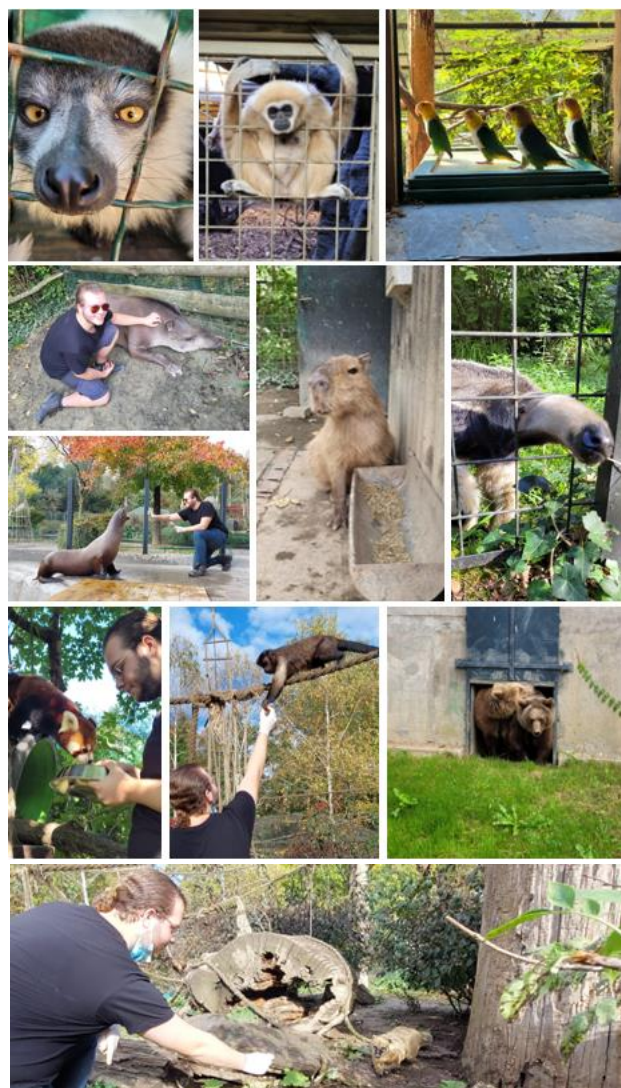


BPV REPORT

ZOO ZAGREB



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Class: WL43A

Education: Wildlife

Subject: BPV

Teacher: Mr. Zonneberg

City: Zwolle

Foreword

This report is about my internship at Zoo Zagreb. During the writing of this report, I got to know this great internship company even better. Occasionally, making the report and obtaining the information was very difficult due to the language barrier.

I have tried to write this report from the eyes of a (head) animal caretaker. In the end, after a lot of time, I am proud of the result.

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Introduction

This report is about Zoo Zagreb and my experience in this company. This report is different from most internship reports. For example, it is more about problems and solutions in this zoo.

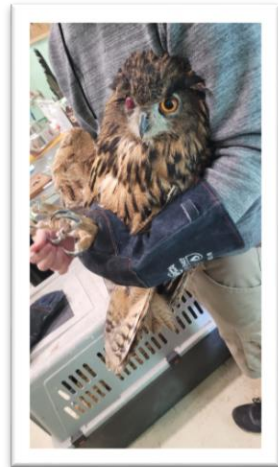
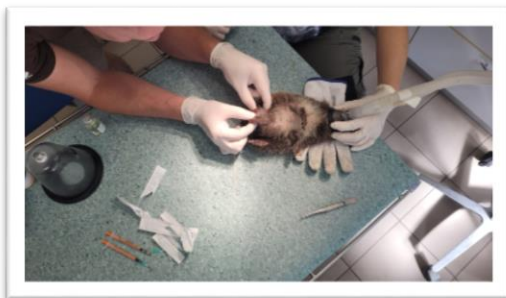
For example, we will first talk about my learning goals and experiences. In chapter 2 we will talk about the corporate culture and activities of the company, among other things. Chapter 3 deals with human resources and staff problems. Finally, we have chapter 4, this chapter is about plans to reduce costs and increase revenue within the company.

1 Learning Objectives & Experiences

1.1 Setting learning objectives

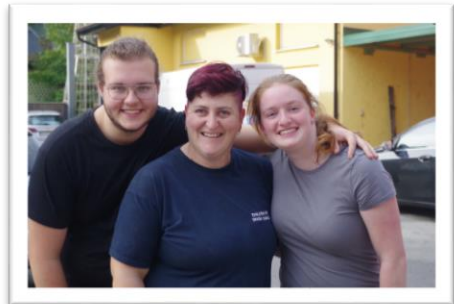
1. During my internship I want to spend a few days with the veterinary team of the zoo.

For this learning goal, I wanted to spend a few days with the vets in the park. I still find the medical side of animal care the most interesting. I would still like to continue my studies as a veterinarian, but the study itself and the length of it contradict me. So I wanted to see what a day of a vet in a zoo looks like. Fortunately, I spoke to my supervisor at the beginning of the internship and she said that this is possible. So in the end I was able to do this.



2. For my interim assessment of my internship, I want to learn how to communicate with colleagues who speak no/hardly any English.

Being able to make yourself clear to all your colleagues is of course very important in any field. Especially if you work with live animals. So I wanted to learn how to communicate with people who didn't speak English. To be able to measure this, I spent a few days with these kinds of people. With the help of google translate and talking with hands and feet, this eventually went quite smoothly, and both parties found it a fun and pleasant time. For example, Innes (the woman in the photo) doesn't speak much English, but she has been kind of our internship mother during this period.



3. I want to find out in my internship which animals I want to work with later.

Before my internship, I was still very doubtful about which zoo animals appeal to me the most. I get the opportunity to work with all species at the park, which simplifies this learning goal. For example, in this internship I found out that these are the small mammals, such as coatis, lemurs, lemurs, red pandas and many more. But I still like the farm animals the most because you can have much more contact with them while working.

4. Before the end of my internship, I want to have spent a working week in the food kitchen.

In consultation with my internship supervisor, I agreed that I would also spend a week in the food kitchen as a learning goal. To learn more about what different animals eat and what they don't. Of course, this is one of the most important things to know when working with an animal.



1.2 Best experience

My best experience is the people I got to know during this internship. The people at this zoo really get along great with the interns. You will be welcomed with open arms and you can ask anyone anything, even outside of work. I also really like the fact that people in a country that is so far away still have the same principles as us. In this way, I have made a number of friends in every sector I have been in. Everyone is very open, warm-hearted and willing to help you with everything



2 Zoo Zagreb

Zagreb Zoo is one of 2 zoos in Croatia covering 7 hectares of land. The zoo opened in 1925 with 6 animals, 3 foxes and 3 owls. It is now a large zoo with 7182 different species of animals, including: mammals, deer, birds and fish.



Earlier

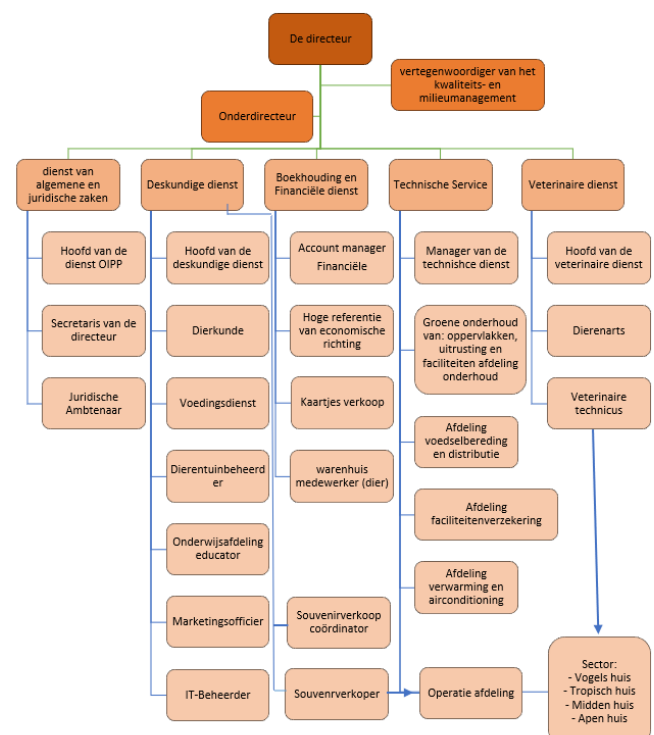


Right

In recent years, the zoo has made great strides towards improving welfare and enrichment.

2.1 Company culture

Soon I noticed that the management of Zoo Zagreb works very badly. Many employees even call it "corrupt". Caregivers and other employees have no say in anything and the board determines everything that needs to be done, even if the decision is strongly discouraged by the caregivers. So I think this is a real culture of power. The caretakers always try to make the best of it, if the animals weren't deep in their hearts they would all have left already. For example, the board wanted to put 2 groups of tamarins together, even though the zookeepers were sure they would kill each other. Fortunately, because mice were able to escape in the intermediate section, this idea was postponed for now. The caretakers also have virtually no way to communicate with the board. Which only complicates things further. Because of the board, I wouldn't want to work here myself.



2.2 Business activities

The zoo has a number of ongoing projects related to nature and species conservation.

Zagreb Wildlife Recovery Centre And Animal Shelter. First, they are building a shelter for injured or sick animals (see photo on the right). This building should be up and running next year.

Safe Flight is a program of the zoo that focuses on the problem that native birds die a lot because of windows and other glass objects. In this way, they try to inform and convince as many people as possible of this problem.

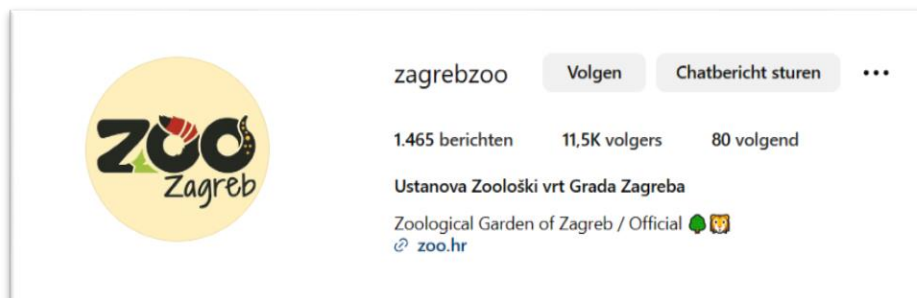
S.O.S stork croatia is another program of the zoo that focuses on the migration of white storks. They place satellites on many wild specimens to monitor it properly and gather information about the migration of these birds.

Species conservation. The zoo helps protect a number of native species. Including the Balkan Brook Turtle (*Mauremys rivulata*), ruin lizard (*Podarcis sicula*), cave elm (*Proteus anguinus*), beaked viper (*Vipera ursinii*) griffon vulture (*fulvus*) and Balkan Snow Mouse (*Dinaromys bogdanovi*). They do this by doing a lot of research on the animals. I took a look and even helped with the Balkan snow mouse project. They also help maintain the red squirrel population in surrounding parks. (Stanic, 2019)

The zoo also receives funding from the EU from time to time to modernise. For example, they have sponsored almost everything for building the stay money from european uni for projects. For example, the EU has sponsored a very large part in the renovation of the zoo. They then changed about half of the zoo. For example, they have created a large natural bear enclosure during this period of renovation.

2.3 Target groups

The zoo is a city zoo, so it doesn't really focus on a target group or advertising. However, the majority of the visitors are tourists. This is because Zagreb is the capital of the country and is quite a well-known city for tourists. The zoo does have a number of billboards with directions on them around the city and is active around social media. They also set up a large snowman in the zoo with cherry to lure children into the park.



2.4 Income and expenses

The zoo doesn't finance everything itself. A large part of the money is paid by the city. The total amount of expenses in 2022 was HRK 39,420,281.30 or €5,227,129.30. The zoo itself has paid about HRK 9,000,000 of this . From this you can conclude that they pay about a quarter themselves. The table here shows the cost items with the corresponding amount and percentages.

Table 1, Expenditure		
Post	Amount in HRK	Percentage
Wages	15.192.000,00	38,54%
Material and energy	6.588.000,00	16,71%
Services	6.281.000,00	15,93%
Recovery Center Project	3.751.000,00	9,52%
Food	2.774.281,30	7,04%
Health insurance for staff	2.507.000,00	6,36%
Compensation for staff	856.000,00	2,17%
Other costs for employees	420.000,00	1,07%
Business Expenses	385.000,00	0,98%
Transport	300.000,00	0,76%
Installations and equipment	226.000,00	0,57%
Financial costs	90.000,00	0,23%
Construction Facilities	50.000,00	0,13%
Total	39.420.281,30	100%

So Zoo Zagreb doesn't pay for everything itself. But how much do they earn? The zoo doesn't have a lot of different income, money only comes in from the tickets and from the souvenir shop. Just like the expenses, I have put them in a table. It looks like this:

Table 2, Revenue		
Post	Amount in HRK	Percentage
Tickets	8.127.785,00	87,34%
Souvenir shop	1.178.173,02	12,66%
Total:	9.305.958,00	100,00%

2.5 Suppliers

Zoo Zagreb has a long list of suppliers, of course this is also necessary when you have so many animals. I made a list of which suppliers go with which food.

Table 3, Suppliers	
Supplier	Product
Ribnjak Sisčani (1961)	Giggles and carp – alive
Pg Darko Tomšić	Bales of hay, straw and alfalfa
Masuko, Kiezebrink	Invertebrates – frozen
Interland, Obrt Za Uzgoj Kućnih Ljubimaca	Invertebrates – live
Pg Darko Tomšić, Kiezebrink	Branches and leaves
Kiezebrink	Rodents – frozen
Kiezebrink, Thron, Masuko, Unconditional	Gum and nectar
Mmk Trgovina	Bedding for breeding mice and rats.
Ddl Zagreb, Unconditional, Kiezebrink	Food for aquarium animals
Kiezebrink, Thron, Masuko, Unconditional	Food for exotic birds
Kiezebrink, Thron, Masuko, Unconditional, Djđ Zagreb	Food for rodents
Thron, Masuko, Unconditional	Feed
Ddl Zagreb, Djđ Zagreb	Dog & Cat Food
Nujić Marko	Eggs
Zečji Raj, Opg Mužar	Rabbits – alive
Pip	Honey and flour powder
Promes Cvanciger	Meat (beef, beef, veal) - fresh
Orada Adriatic, Kiezebrink	Sea fish – frozen
Žitnjak, Agrodalm	Nuts
Bastalec, Kiezebrink	Chicken, duck and quail meat - fresh and frozen
Žitnjak	Miscellaneous foods
X	Silage
Thron, Kiezebrink	Pellets for zoo animals in general
Thron, Kiezebrink	Pellets for herbivores
Thron, Kiezebrink	Pods for primatevn
Sonnenklee, Kiezebrink	Special artificially dried hay and alfalfa
Žitnjak, Agrodalm	Dried fruits
X	Fresh grass and alfalfa
Agrodalm, Diljeksport	Fruit and vegetables
Pg Darko Tomšić	Grain feed (corn, wheat, barley, oats) – cob grain
Mmk Trgovina	Equipment for taking laboratory animals
Šumoopskrba, Project Trade, Unconditional, Zoo Vili	Equipment for the central kitchen department
Tehnoinvest Zagreb	Detergents for washing machine
Mmk Trgovina	Mice and rats for breeding
Vitakraft, Djđ Zagreb, Mmk Trgovina	Substrates for growing live food
Kiezebrink, Thron, Masuko, Unconditional, Djđ Zagreb, Condio	Vitamins and minerals
Thron, Masuko, Unconditional	Grit
X= temporarily no supplier	

The zoo uses a unique system for choosing their suppliers. They make their needed products and quantities public. Subsequently, suppliers can 'bid' on this with their prices. The ones that are the cheapest win. Then they enter into a contract for one year, in this year they are not allowed to buy this food anywhere else.

The zoo also makes good use of the activities of the area. For example, they get the chance to collect grass clippings and branches, when the government has the grass and trees around the Sava mowed/pruned. They also collect certain fish species from (national) parks that are a pest there. The fish are caught and otherwise discarded, so the zoo makes good use of this by collecting them and freezing them.

3 Zagreb Zoo Human Resources

3.1, Current situations

In general, all the zookeepers I've talked to aren't very happy about how things are going for them in the company right now. They love the animals very much, but other than that, according to them, things can be changed everywhere.

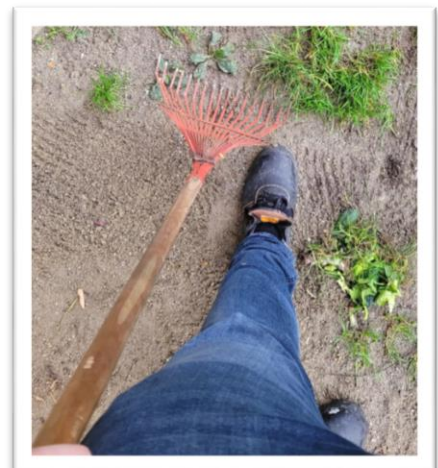
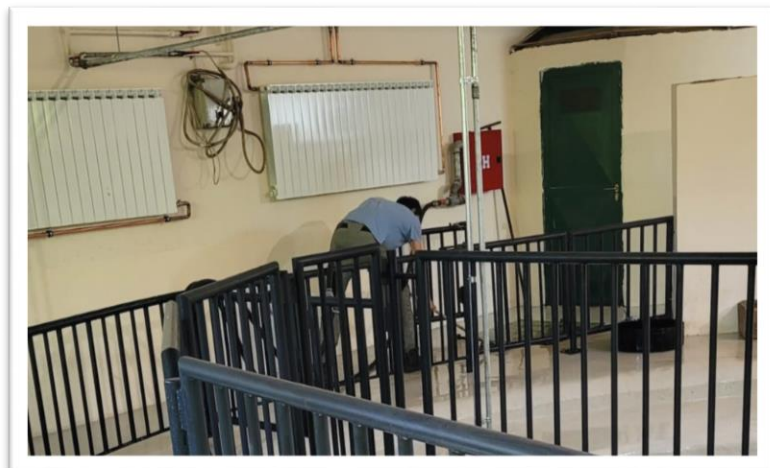
The animal caretakers work from 08:00 until the sun goes down, longest days are until 19:00, the shortest until 17:00, with these working hours they work 4 days a week. They choose this because these are also the closing times of the park. People from the central kitchen always work from 07:00 to 17:00, so they have enough time to bring the food before the caretakers arrive and to prepare the food for tomorrow. There is a fixed lunch break from 12:00 to 13:00.

There are 2 services, weekends and weekdays. The weekend service is from Friday to Monday, on weekdays from Tuesday to Friday. So on Friday, everyone comes together for consultations and big jobs. Every 7 weeks, people change shifts. The zookeepers say that they are getting very tired of this employment, but they are satisfied with it since they have an extra day off.

The park opens at 09:00, so the caretakers and departments have time to prepare the park for visitors. The zookeepers have something to say about this. In this hour they have to do extra things, such as blowing leaves on all the roads of the 7 hectare park. Now they don't mind just blowing the leaves, but it doesn't stop there. After the lunch break, they have to do a big job almost every day, the rest of the day, that has nothing to do with animal care. Think of pruning entire trees, painting, renovating, laying paths and much more. Understandably, the zookeepers think that there should be another department for these jobs. As an example, see a photo of the day that me and the head zookeeper had to demolish the roof of this house. The demolition and continuous walking back and forth to the landfill took half a day.



Another thing I noticed during my internship is that a lot of materials are very small. For example, the broomsticks are way too small, if you are tall then you have to go all the way through your back to complete your task. Of course, this is not a problem for a few weeks, but after years it can cause back problems. In the photo below, for example, you can see someone cleaning the floor with a broom that is too small.



If someone is sick, this is stored in a program that they use at the zoo. This is easy to see because the zookeepers have to clock in at work. Animal caretakers are not paid for overtime or filling in for other people, so this is purely of their own free will when this happens.

The zoo has an occupational health and safety employee who is not often present and does not do the necessary things as the security staff in the Netherlands.

Also, as mentioned in chapter 2, the employees are not listened to by the people higher up in the residence. The zookeepers try to make something of it, even though they don't agree with it and know better. They can't do anything else.

To get a better idea of the problem, I created a survey with my fellow intern and student Daphne. All these points have been confirmed and clarified by this survey. All the answers are almost unanimous, even though the people work in different departments, everyone has the same problems. The following are some of the answers from the last question of this survey to read the problems from multiple angles.

TABLE 4, ANSWERS OF: WHAT WOULD YOU LIKE TO SEE AS A CHANGE?
Work more with animals and less with other tasks.
We should separate the job of caretakers from the job of cleaners, which means that caretakers can then focus more on animals, while others on the environment. This would lead to better communication and better teamwork.
Organization
More time spent working directly and around animals (training, enrichment, contact), and less working on general maintenance of zoo areas that are unrelated to the animals. Higher pay for working with interns, and for training animals.
More time spend with animals, and more money
I would like to quit my job here.
I wish there would be more in situ and ex situ explorations of animal natural habitat in order to make a housing area as naturalistic as possible. A lot more of New technology in air conditioning along outside enclosures for animals that can be kept outside when the weather is fine for them. More training and education of zoo keepers...
Chores specified, detach zookeepers from cleaners, better management ,section bosses who know at least something about the animals
Happy animals and zoo keepers
I would like to see middle and senior management start addressing the real issues of the zoo. I would like to have a proper, complete, and high-quality uniform. I would like some fellow caretakers to start behaving properly towards the animals they work with. I would like the institution to move towards a better future every day, instead of taking steps back into the past.
Complete new organization of work

Better working environment and more people who know what is their job

A lot of thing that are and can be connected to our work with animals and each other, such as having clean, proper and well fitted clothes. I would like to see change in middle and higher management in case of managing people and work that is related to animals and health care of 'em. I would like to see global changes in our system as right now we are slowly backing up and not moving forward into the future of our garden and enclosures for animals as well as the education system that we provide for the citizens.

The biggest irritation among employees lies with the board. After a lot of thought, I can't think of anything to improve the answers of this survey besides forwarding the answers of this survey to the people higher up. That's why I went to the second biggest problem, which is: dishonesty with other employees. Some employees do very little in a day and show a poor attitude to work. Also, they only do the bare minimum of everything. While there are also employees who do an awful lot and make the best of everything. Of course, this is not at all how it should be, especially since they all get paid the same. The good employees find this very unfortunate, also because they do not have the power to do anything about it. It turns out that getting fired at this park almost never happens, even after several warnings. Why? I have not been able to get a clear answer to that. So this creates quite a dilemma for a solution.

3.2, My Improvements

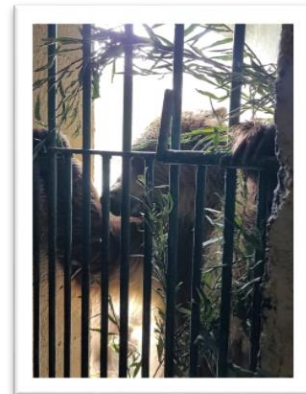
To solve the previously mentioned problems, I have come up with a number of adjustments/improvements.

First of all, I think it would be smart to put an occupational health and safety employee at the company. He or she can look at small problems and solve them, including mutual problems. For example, this occupational health and safety expert can be in a different department every day 5 days a week. For example, he can address employees about safety, mutual problems and, for example, the safety of visitors.

For the extra jobs, extra people could be found for the technical team. Think of people from forestry or gardeners. The current technical team doesn't do this kind of thing. These can take over the large extra jobs of the animal caretakers. So that they have more time for their animals, for example for enrichment and training.



Training



Enrichment

Now you still have the problem of the 'lazy' versus the 'good' employees. Since this is the biggest problem in my opinion and the zookeepers, I will elaborate on it in the rest of this chapter.

3.3 The plan

How can you make everyone happy? A lot of people would say, no. But I think I've found a nice solution that doesn't make anyone go backwards.

The problem is mainly with the 'good' caregivers. They think it's unfair that they get paid the same as the people who do much less and have the same job. Of course, you can solve this by increasing their salary. But of course, this does not make the 'lazy' zookeepers happy. And once people have a higher salary, they may be able to do less work again.

So my solution is not to increase the salary, but to hand out bonuses to the 'good' caregivers. For example, the head animal caretakers can indicate every month which people are doing a good job and which are not. These people can then receive a bonus of €100, for example. This way, it is fairer for them and the 'lazy' caregivers do not lose out.

Of course, in addition to making the 'good' animal caretakers happy, it can also help with the behaviour of the 'lazy' ones. In this way, the bonus can motivate them to do a better job and then also be happy with the final bonus.

The aforementioned survey also showed that people feel that the work pays too little. So I think a sum of money provides more motivation.

3.3.1 Financing

In the next chapter, we will talk about a plan where the zoo can earn more than 1.3 million euros extra per year. There are around 40 caregivers, €100 extra a month will cost you around €48,000 annually. This is of course a lot of money, but with an extra 1.3 million euros, it is a nice investment if it gives you better results from the caretakers. If this plan for money succeeds (which shouldn't be a problem) it will be a nice solution to this problem.

4 Optimization Zoo Zagreb

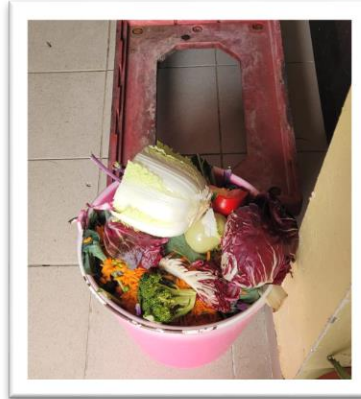
4.1 Changes

In this zoo you can definitely change points to save money or get more money. Unfortunately, not many attempts are made to save money. Especially since most of the money comes from the city anyway and a lot of things have to be done according to the way the city goes. For example, there is a lot of food waste, which is of course a waste of food and bad for the environment, but it also costs a lot of money.

Waste in stays



Waste in the kitchen



The food kitchen department would like a larger freezer or another freezer to store extra food and keep it longer. This would save a lot of money in the long run.

I have also noticed that too much straw is used. Zookeepers remove all the hay from the enclosure every time they clean, including the still clean and dry stuff. Although you would only remove the wet, dirty hay every time and put the good but old hay on top. It will save you half of your hay costs.

But the biggest item to change is the entrance fee. There are large sums of money up for grabs here. How? We're going to talk about that in more detail in this chapter.

4.2 The plan

Zoo Zagreb is very cheap to enter, A ticket for an adult is only 4 euros. Compare this to the national park of Plitvice Lakes. This national park costs 40 euros to enter and is packed with tourists every day. Also a ticket as an adult in Burgers' zoo is already €26.50 or the average of small zoos of € 15. Now, ticket sales don't have to be that high, but just a small amount extra makes a big difference.

The current price is €4 for adults, €3 for children aged 7-14 and €2 for children aged 2-6. My plan is to make the price €7.50 for adults, €5 for children aged 7-14 and €4 for children aged 2-6. Visitors won't have a problem with this small change, as it's still a very low price for a zoo of this size, even for the average income of the country. So you won't lose a lot of people because of it. In 2022, there were 475,751 visitors. In the table below you can see the differences in visitors. With this data from the table below, I can conclude that with this price change you will have about 1.3 million euros extra per year. (€775,000 for adults, €450,000 for children and around €80,000 extra for events).

Table 5				
Year	Adults	Children	Events	Total
2010	151.972	94.714	6.665	253.351
2011	167.238	96.548	7.211	270.997
2012	164.454	96.315	9.478	270.247
2013	162.803	95.139	7.145	265.087
2014	190.991	103.881	8.056	302.928
2015	174.510	98.727	9.733	282.970
2016	185.624	122.797	8.183	316.604
2017	209.103	182.928	11.039	403.070
2018	212.778	192.302	23.041	428.121
2019	226.802	218.058	24.531	469.391
2020	146.225	111.145	36.660	294.030
2021	187.789	165.180	26.374	379.343
2022	221.351	225.192	29.208	475.751

4.3 Costs

As you probably understand, there are actually no costs to this innovation besides willpower. It is likely that the zoo will lose a number of visitors due to the price difference, but this number will be overwhelmed by the extra money that will be pouring in. However, you would have to convince the city since they don't really want it. But I think by making a nice deal with them, this should work, for example that they don't have to finance the zoo as much.

4.4 Possibilities

But what can you do with this remaining money?

In this report, we have talked about the fact that there are many animal caretakers who think the work is unfair. People think it's a shame that everyone gets paid the same amount, while some work much more than others. With a small part of the remaining money, you can stimulate a good work attitude with promotions. In this way, you can encourage the bad employees to do a better job and it is a nice compensation for the 'dishonesty' they call for the good employees. This is not the only thing you could do with the money, this is only a small part of the total amount. The people here only earn €1000 a month, so a small pay rise or promotion doesn't have to cost much.

With the rest of the money, you can also make extra fridges or freezers, for example, to reduce the problem of food waste a lot.

For safety or quarrels in the department, you could also purchase an occupational health and safety employee in the company. There could be quite a few improvements in the field of safety. 1 occupational health and safety employee is enough, for example, he can walk around the park 5 days a week every day and be in a different department every day to check if everything is going well.

Of course, the money can also help modernize the zoo in front of the screens. You can create new stays, advertise more, organize more events, and so on.

In conclusion, a small price change can do a lot of good for the zoo and its employees.

Epilogue

This internship was the biggest adventure of my life so far and I was able to enjoy every second of it. The people at the zoo are the most warm-hearted people I've ever seen. This report would not have been possible without the great help of my internship supervisor and the entire caretaker team of Zoo Zagreb. So I would like to thank them for their help, but especially for this great adventure.



Bibliography

Stanic, E. (2019). *English*. Called on September 2023, 27, from ZOO Zagreb: <https://zoo.hr/english/>

Appendix A Checklist Written Report

The checklist is checked off by the student and added to the report. An incorrectly completed checklist can lead to: 'no assessment'.

Student name: Luuk Delwig Date: 02-11-2023

Title page

- ☐ The cover page has an attractive layout (photo, illustration).
- ☐ The title is catchy and reflects well what the report is about.
- ☐ The title page contains the name author + class + education + course + date + teacher.
- ☐ The title page never has a page number.

Automatic Table of Contents

- ☐ The chapters and paragraphs are listed and numbered.
- ☐ The appendices are given ascending letters according to the alphabet (title begins with a capital letter and becomes not ending with a period).
- ☐ The preface, the introduction, the afterword and the list of sources are mentioned but do not have a chapter grade.
- ☐ The page reference is correct.
- ☐ "automatic content of MS Word" has been used.

Foreword & Introduction

- ☐ The preface contains personal text, but the introduction does not.
- ☐ The introduction should be written in such a way that it invites you to read the report.
- ☐ The introduction describes what the reader can expect in each chapter, but should not boring list.

Core (structure, chapters, paragraphs)

- ☐ The chapters and paragraphs are numbered and formatted via Styles MS Word.
- ☐ The chapters and paragraphs have an appropriate title (no question as a title!).
- ☐ Each chapter takes up at least one page and is structured as follows: introduction, body and conclusion.
- ☐ Each chapter starts on a new page.
- ☐ New paragraphs are clearly displayed with a blank line.
- ☐ All pages contain a page number.
- ☐ All text, including titles, are in the same font (regular text has font size 11).
- ☐ Figures and tables are (numbered) and have an appropriate title.

Epilogue

- ☐ The afterword is short and to the point and does not contain any new information.

Language

- ☐ The punctuation has been correctly applied in the report (capital letters, commas, periods, etc.).
- ☐ The report does not contain colloquial language.
- ☐ The spelling has been checked (by another person).
- ☐ The text is written in the font Arial, Calibri or Tahoma.

Sources

- ☐ The report shall include references to sources in the text and list of sources.
- ☐ All citations in the text can be found in the list of sources.
- ☐ All citations and the list of sources are listed according to APA guidelines.
- ☐ The list of sources is located after the main text and before the annex(es).
- ☐ The list of sources is in alphabetical order.
- ☐ The list of sources does not contain any language or spelling errors.
- ☐ The list of sources is consistent (same font, same spacing between titles, etc.) and consistent.

Reason not checked: