

ZPOT Digital Marketing Scenario 2021

Vorasun Buranakarn^a

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Abstract

The Zoological Park Organization of Thailand (ZPOT) has government budget about 60 percent of total (600-900 million baht per year). Earning income was about 25 percent (about 400-500 million baht). The covid-19 crisis has forced to find another income since earning income reduced more than 80 percent. With digital transformation policy, ZPOT has to adapt to virtual zoo alternative. In-house digital marketing research (lead by digital marketing committee) has been conducted with TQM, SWOT, and digital marketing expert reviews. Online virtual zoo will be delivered directly to each mobile phone customer. ZPOT Virtual Zoo consists of various products and services as 1) ZPOT Zoo Channel, 2) ZPOT Virtual Tours and Edutainment, 3) ZPOT Social Media Online Marketing, 4) Online Shopping, 5) Online Ticketing, 6) Membership fee, 7) ZPOT Academy, 8) ZPOT Animal Expert, 9) Online Donation, 10) Co-working space, 11) Carbon credit trading, 12) Identity, business, and brand values. Data showed that 42,000,000 people (70 percent of Thai population) using the Internet 8 hours 44 minutes per day, 5 hours a day via mobile phone, and 2.5 hours a day in social media. If 400,000 people (1 percent of internet used population) spend 10 baht a month for zoo online, it would be 4 million baht (48 million a year). If 1 percent of 4,660 million world population using internet spend 10 baht, it worth 466 million baht a month. By promoting ZPOT virtual zoo, it would change income rate to 1 million baht per staff head a month, which is 12 times increased.

Keywords: zpot, zoo, virtual zoo, digital marketing, scenario

Introduction

The Zoological Park Organization had first founded in February 15th, 1954. Then, the ordinance announced on June 20th, 2020 renamed as The Zoological Park Organization of Thailand (ZPOT) and allowed to expand public services, animal welfare, and related business. Normally, ZPOT has government budget support about 60 percent of total revenue, range 600-900 million baht. Earning income from ticket pass was about 25 percent (about 400-500 million baht), donation about 2 percent, others (advertising, souvenir, rent, interest, etc.) about 13 percent annually. Total revenue is about 1,300 million baht with about 1,300 staffs of 6 animal parks as Khaoheow, Nakhon Ratchasima, Khon-kaen, Chiangmai, Ubon Ratchathani, and Songkhla. The expenditure was the similar amount of those revenues. Salary is about 40 percent (500-600 million baht), main-

tenance about 10 percent (150 million baht), infrastructure about 5 percent, depreciation about 30 percent (400 million baht), the rest are interest, event activities, debt, merchandise cost, and miscellaneous. According to budget structure, ZPOT proposed animal food only 70 percent of actual expense. Therefore, the rest will be provided from part of annual revenue. There are 10,771 animals in those zoo parks consist of 4,392 mammals, 4,480 of birds, 1,531 reptiles, 362 of fish, and others (data on March, 2021). Since the global widespread of covid-19 has started in Thailand on March 2020, the revenue from pass ticket was reduced more than half affecting the operation cost. There are 4.2 million visitors in 2019, 3 million in 2020, and 1.5 million in first 7 month in 2021. This illustrates that less people visit physical zoo. Therefore, it will affect revenue plan as people would adapt themselves to new normal life style. The

^a Board of Director, The Zoological Park Organization of Thailand (ZPOT) (Temporary Office), 267,267/1, and 267/8 Pracha Rat 1 Road, Bang Sue, Bangkok, 10800. Tel. (668) 6777-0720

*Corresponding author email: vorasun1@gmail.com

question is how zoological park transform to new normal after covid-19 crisis? This question was introduced to Board of Director and got approved to proceed as the ZPOT Virtual Zoo. It named as the 8th zoological park in ZPOT organization (ZPOT, 2021). The localization management platform, localization ecosystem, and 360-degree localization should be developed to zoo social media marketing services for global customers in all languages (Emirates Zoo Park, 2021; Franklin Park Zoo, 2021; San Diego Zoo Wildlife Alliance, 2021; Zoo Digital Group, 2021).

Methodology

This research has brainstormed all ZPOT directors as group discussion, focus group, and in-dept interview along with marketing strategic methodology as Total Quality Management (TQM), SWOT analysis, Marketing Analysis, and success case reviewed. All ZPOT statistical data from 2018-2021 were collected and reviewed. Those data have significant value from normal and Covid-19 crisis situations. TQM analysis consists of product, price, place, promotion, people, physical evident and presentation, and process. SWOT analysis will analyze strength, weakness, opportunities, and threats of all expected and previous situation as well as director experiences. Experts were contributed their vision and action plan to the team during workshops. Then, those success case of similar business or organization during 2020-2021 were reviewed. Finally, the ZPOT virtual zoo would be concluded and get started.

Results

Statistical data illustrate that 69.5 percent of Thai people have accessed internet while developed countries have about 95 percent in average. Thai uses internet 8:44 hours a day as the 9th rank of the world. During that time, about 5 hours using via mobile device. They use 2:48 hours a day for social media, 17 click on Facebook per month in average, seeking product and service brand name about 55 percent, and buying from ecommerce 83.6 percent which rank 3rd of the world data (Datareportal, 2021).

The TQM report (RMUTI, 2021) guides us to

differentiate product and service as unseen content, distribute through digital platform, live online activity, product delivery, and set up membership program. Visit price should be affordable that can buy anytime as well as promote customer to visit via online platform including friendly digital payment gateway. Promotion part introduces different access time as late midnight rate discount, join with business partnership, animal food sharing or donation, promote new animal superstar, set up online edutainment with school or set up academy program as alternative job. Staffs as valuable asset are needed to develop digital skills, marketing skills, and friendly skill. People as target customer would be grouped as each generation Builder, Baby Boomer, Gen X, Gen Y, Gen Z, Millennial, and Alpha. Each group has different life style and unique buying power. Therefore, animal superstar should fit to them and match to their life styles. Platform process has to be simple and user friendly, easy to maintain, especially easy to pay. To construct ZPOT virtual zoo would require about couple year to set operation team and support. They will learn by doing along with development, market promotion, and platform technology. Back of the house is another process that needed to be reengineering since ZPOT is state enterprise, then many regulation may require to reform. At the beginning, it would be benefit to start with business partnership as platform and online marketing support since ZPOT has content while business partnership has technology and online experience.

SWOT analysis summarized as strength, weakness, opportunities, and threats. The first strength is a one stop service only a zoo place with fun edutainment and activities. Animal activity variation can be shown from birth, eat, sick, reproduction, etc. Ordinance regulation on 2020 has allowed ZPOT to transform to new business sector, partnership, and donation activities. Weaknesses were started with organization culture obstruction, conservative attitude, no digital skill staff, square head behavior, put the wrong man on the job. The opportunities are digital new normal behavior after covid-19, business partnership, ecotourism, high speed internet available, expanding outbound customer. Threats are huge amount of digital media available,

lack of digital marketing experience, animal well fair, no systematic customer record.

Marketing Analysis was summarized in this section. Many projects were from zoo expert with digital marketing experts. ZPOT Virtual Zoo consists of various products and services as 1) ZPOT Zoo Channel, 2) ZPOT Virtual Tours and Edutainment, 3) ZPOT Social Media Online Marketing, 4) Online Shopping, 5) Online Ticketing, 6) Membership fee, 7) ZPOT Academy, 8) ZPOT Animal Expert, 9) Online Donation, 10) Co-working space, 11) Carbon credit trading, 12) Identity, business, and brand values.

Success cases were reviewed. From 2005 till 2020, business transformation of Disney Land and Disney World has adjusted revenue combination to increase income from media network marketing as 35 percent of total revenue. The products and revenue from theme park have reduced to about 37 percent and the rest as studio entertainment 16 percent and DTC 13 percent (Traject, 2021). In the year 2020, comparing revenue volume between Netflix and Disney in the same streaming subscribers, Netflix has 204 million US dollar while Disney has 94.9 million US dollar and Hulu has 39.4 million

US dollar (Seeking Alpha, 2021). Therefore, ZPOT Virtual Zoo has great opportunity as revenue alternative.

Online experience from invited experts explained that it has owned and earned media. Owned media means corporate talk, education, and information while earned media means customer talk and edutainment. Key transformations are content, activation, and media. In the old day, content means educate and transformed to edutainment. The activation means corporate which changed to consumer centric. Media is informer and changed to influencer. Then, it was decoding to ZPOT Virtual Zoo as value (identity), income (business), and image (brand) (Figure 1). Value would become word of mouth which create followers (as sponsor/partner and visitors). Then, it generates income. Continued income in some period of time, it set up loyalty and developed as organization image, finally. The idea of ZPOT Virtual Zoo is the first time to introduce "Zoo Edutainment Platform". That will be the communication mission as value management which generates asset form identity value, revenue from business value and reputation from brand value.



Figure 1. Communication Mission (Settapan, 2020).

Mission 1 creates new identity value started with fan club and visitors to purchase ticket and merchandise. Selected animals are set as idol and staff is the idol to make unique character, story selling with wow effect. Those clips would be lunch via Tik Tok, Boomerang, IG, Twitter, Facebook page, Youtube channel, with free line sticker, line group, and online game. The support facilities would be hotel, party, clinic, dining, wedding, walk rally, ice skating, and thank you party, for instance. Mission 2 creates business revenue as partnership and sponsorship. It focuses on listed public companies which required to spend budget for corporate social responsibility. The sponsorship would be the 50 top media spending companies to engage their sale volume. Mission 3 creates brand reputation of ZPOT started from the past, present, and the future. The honorable archive was documented for the past. Exclusive interview and special guest speaker as value management was reviewed as present. Then, the new era in various episodes would develop futuristic animation clips. The next step is expanding target group to the world population (Figure 2).

Projects and activities in all missions are variety. It starts with character type setting consists of bag boy and gentleman, hero and loser, OPPA and fighter, lovers and mother, boss and comedian, dumber and rebel, hi-so and lo-so (Settapan, 2020). Zoo channel or TV program consists of zoo drama, zoo MV, zoo karaoke, zoo cover dance, zoo gossip, zoo challenge. Online and on-site project activities are hand cleaning set, photo taking Shoot & Share, signage decoration, signage decoration, unique dining, special show, kids handicraft, merchandise, pre-wedding, wedding, co-working space with air condition area and open air, pet hotel and kindergarten, pet party, and donation host as animal party, renovate, cleaning, dining, birthday celebration.

Business model pilot would start from Zoo channel. It would start with "Fun & Learn with the Keeper" introducing zoo travelling to explore zoo keeper as animal friend and family. The keeper brings children and their family members via online fun zoo park with some amazing secret of each animal. The 52 keeper clips with their 52 brief promotion clip that will show

online throughout the year. The 12 special episodes will lunch monthly bring famous influencer and family on zoo tour. The content would include conservation edutainment, animal health and dietary, fun activities, and cute animal fun story.

The framework schedule has been developed for annual plan. Mission 1 is started at the beginning throughout the year. Mission 2 starts in the 5th month and goes on. Then, mission 3 starts in the 8th month while those mission 1 and 2 already built up customer awareness (Figure 3).

Zoo digital marketing has an advantage opportunity during and after covid-19. The expected target groups can be classified from internet data analysis as Thai people use the Internet about 70 percent of the population (using the base 60,000,000 people will have a population of 42,000,000 people using the Internet). The usage period is 8 hours 44 minutes per day, using Internet media via mobile phone about 5 hours per day. Use social media for about two and a half hours a day. Find an average of 17 Facebook adverts per month. (Datareportal, 2021)

Marketing strategy developed on online statistical data. Setting hypothesis that only 1 percent of Thai internet access population 42 million ($60 \text{ million} * 70 \text{ percent}$) as 400,000 people spend 10 baht per month for zoo online services. That would be 4 million baht a month which is 48 million a year. If they spend 100 baht a month, it would be 480 million baht a year also. This closes to previous pass ticket couple years ago before current crisis. According to world statistic, today we have 7,810 million people with 4,660 million world population using internet and 5,200 million people using smart phone. If those edutainment were made in English or main languages, it would increase revenue. In the same token, only 1 percent of internet access of world population as 46.6 million spends 10 baht a month. It would be 466 million baht a month or 5,592 million baht a year. In the worst scenario, only 0.01 percent of those internet access population it would be 466,000 people per month. That is similar to the amount of target group in Thailand.

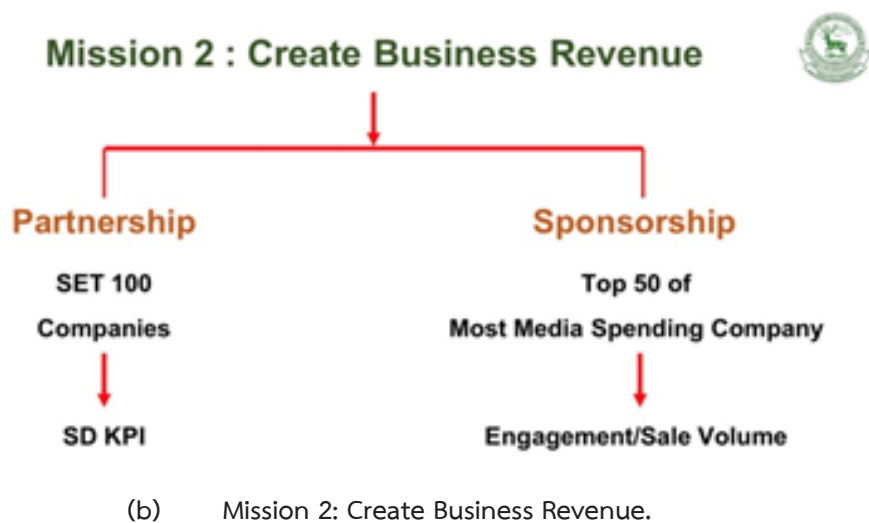
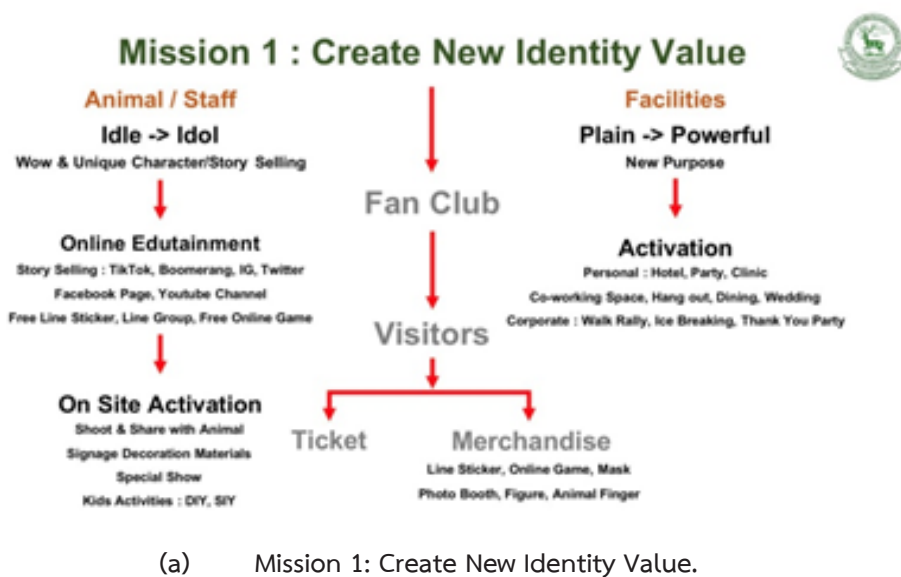


Figure 2. Communication Mission Process (Settapan, 2020). (a) Mission 1: Create New Identity Value, (b) Mission 2: Create Business Revenue, (c) Mission 3: Create Brand Reputation.



Figure 3. Working Plan 2021 for digital transformation marketing of Zoological Park of Thailand (Settapan, 2020).

Conclusion and discussion

Now is the best opportunity for ZPOT Virtual Zoo especially for covid-19 infection. They have to stay isolated monitoring body temperature, so they will spend time online such as shopping, game, movies, music, online meeting or working. To make virtual zoo tour would make them relax since people like to spend time with nature and experience unique animals. It would take about similar time to construct virtual zoo and physical zoo, five year approximately, since it has to reskill in-house staffs and settle the new digital organization structure. Starting with business partnership as the first step, zoo staffs would learn by doing. Currently, ZPOT generates income about a million baht per staff head per annum. By promoting ZPOT virtual zoo, it would change income rate to 1 million baht per staff head per month, which is 12 times increased. Digital marketing and revenue annual research should

be conducted for future research. Customer behavior, frequency visit, payment option, and so on should be statistical evaluated.

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