

Participation in and Implementation of EAZA Conservation Campaigns

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Abstract

Every year more than 140 million visitors visit EAZA member zoos. To promote conservation to this enormous public of zoo visitors, EAZA launches annual conservation campaigns. Since the start of EAZA's first campaign in 2000 they have been running 10 campaigns with a variety of issues that affect certain species and their habitat. Up to now the campaigns have been evaluated by verifying if the objectives were achieved. These objectives were expressed in the number of participating members or institutions and the amount of money raised. The number of zoos that participate is variable per campaign. Also the implementation of the campaign differs per participating member zoo, leading to variable results. It is unknown what motivates EAZA members to join and actively participate in the campaigns. The EEO would like a higher number of actively participating zoos and therefore they need to know what causes the differences.

The aim of this research is to explain the variable participation and implementation of members in the campaigns. Out of the 291 full EAZA members, 247 were asked to participate in a questionnaire designed by the EEO. Two separate questionnaires were sent out: one to participants in the last three campaigns and one to non-participants in the last three campaigns. The quantitative results of the questionnaire plus the analysis of data on certain zoo characteristics gave an indication of which factors to address in further research. To find an explanation for why these factors influence campaign participation, a telephone interview was conducted. To select a sample, stratified random sampling was used to assure that members with different characteristics were selected. Two zoo characteristics that were shown to be most significant were used as strata. Therefore the full EAZA members could be divided over six groups based on attendance of the annual conference and geographical location.

Characteristics for which there was an indication that they influence campaign participation are: The person who decides upon campaign participation, the zoos' animal collection, financial means, attendance of Annual Conference, geographical location, the campaign programme, the trigger, campaign frequency and duration and the easiness to participate in the form of using pre-selected campaign projects. Some characteristics only influenced the decision of zoos in certain geographical locations. For some characteristics it remains unclear after this research if they actually influence campaign participation. These characteristics are: time available, channel of communication, benefits for the zoo and the opinion of zoo visitors. Duration of membership does not have an influence on campaign participation. The results indicate that both the attendance of the Annual Conference and the geographical location have an influence on campaign implementation.

Further research is needed to confirm the influence of certain characteristics and to find the right approach for the campaigns which takes into account differences in characteristics between zoos.

Keywords: Conservation campaigns, EAZA, campaign participation, campaign implementation.

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1. Introduction

1.1 General introduction

The European Association for Zoos and Aquaria (EAZA) represents and links 345 member institutions in 41 countries. EAZA's structure consists of its members, the Executive Committee, EAZA Council and several committees in the categories Standing Committees and Specialist Committees. The EAZA Executive Office (EEO) facilitates the co-operation between these different bodies of the association. EAZA's aim is to facilitate and co-ordinate the co-operation between European zoos and aquaria by stimulating them to have high standards in animal keeping, education of their public, scientific research and conservation. (EAZA, 2012₁)

Regarding to conservation and education, its statement is as follows: *'To create an urgent awareness among the many millions of European zoo visitors of the fact that the long-term survival of a thriving human population on earth is fully dependent on the rapid development of sustainability on a global scale. And, through the creation of this awareness, to evoke individual and collective political action aiming at reaching global sustainable levels of all human activities within the next three to five decades'* (EAZA, 2008).

EAZA's members can be divided into different categories: Institutions that keep animals and are open to the public (Full members, Temporary members, Candidates for membership) and members that do not keep animals on exhibit for the public but that are in another way related to EAZA (Associate members – for example Van Hall Larenstein/Stichting Aap, Corporate members – nutrition/merchandise companies). (EAZA, 2012₂) Members do not only differ in their kind of membership, but among other things also in language, culture, duration of membership, financial means, maintained collection and number of employees. This is reflected in differences in time and energy spent on specific EAZA related tasks (Eenink en Papies, 2007).

1.2 EAZA Conservation Campaigns.

Every year more than 140 million visitors visit EAZA member zoos. To promote conservation to this enormous public of zoo visitors, EAZA launches annual conservation campaigns. Since the start of EAZA's first campaign in 2000 they have been running 10 campaigns with a variety of issues that affect certain species and their habitat. More than 140 conservation projects have received grants from EAZA campaigns. Funds and grants are still being awarded by some campaigns¹, supporting the survival of the most critically endangered species around the world. The campaigns have been leading to important regulatory change. The Bushmeat campaign for example resulted in one of the largest petitions ever submitted to the European Parliament. This led to the adoption of a report that recognised the issue of Bushmeat as important in relation to wildlife conservation, human food security and livelihoods. The campaigns also influenced the European legislation regarding the labelling of products containing palm oil. Through the campaigns, new links have been established between EAZA members and individual conservation projects. (EAZA, 2012₂)

Campaigns are run on an annual basis, some campaigns however are prolonged to two years. The previous 10 campaigns were focussed on both fundraising as well as raising awareness on the subject of the campaign. Campaign resources, like information, pictures, raw data and examples of activities and events, are available on the campaign website. These means are made available to facilitate participating members to promote the campaign in their zoo.

In addition a Facebook page, a Twitter feed and a donations website where members of the public can donate in return for campaign merchandise can also be used to advertise the campaign to

1: EAZA Conservation Campaign are referred to as campaigns in the rest of this report, unless mentioned otherwise.

zoo visitors. Other means of communication that are used to reach the members are: a regular eNewsletter with the latest campaign news, campaign related stories published on the EAZA website and EAZA’s quarterly magazine features campaign articles. The campaign is launched at the EAZA Annual Conference to engage media interest in the campaign and to encourage participation by member zoos. (EEO, 2012)

Members are free to decide if they want to participate in the campaigns. From the first campaign in 2000 until the current campaign, the number of participating institutions per campaign has varied. The Bushmeat campaign (2000-2001) for example was very successful with 170 participating institutions, but the subsequent Rainforest campaign only had 90 participating institutions. (EAZA, 2012₃) Furthermore, members can also decide for themselves how the campaign is being carried out by their zoo. The funds that are raised differ between the various members. For example the funds that were raised for the Southeast Asia Campaign differed €8.000 between two randomly chosen zoos (South East Asia Campaign, 2013).

Not one particular strategy is used to organise the different campaigns. Every new campaign has its own approach depending on the subject, flagship species and the campaign committee which designs the general outlines of the campaign. The EEO did however develop a Campaign Protocol, which will be implemented in the upcoming campaign (the Pole to Pole campaign). This protocol is a guideline for the necessary activities and serves as an overview of the responsibility for particular activities executed by the EEO and the campaign committee. (EEO, 2012) Up to now the campaign has been evaluated by verifying if the objectives were achieved. These objectives were expressed in the number of participating members or institutions and the amount of money raised. Figure 1.1 and 1.2 give an overview on the results of the campaigns. Data on the number of participants in The Amphibian campaign are unknown.

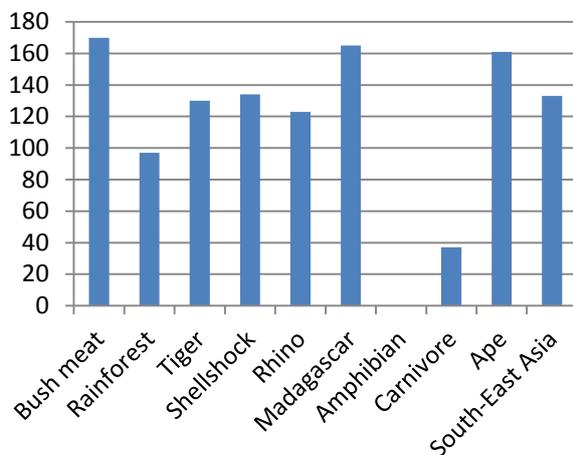


Figure 1.1: Number of participating EAZA members per campaign.

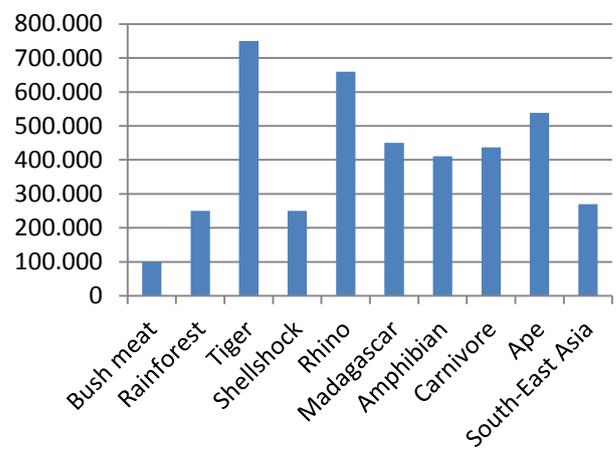


Figure 1.2: Total amount of money in Euro's raised by EAZA members per campaign.

Verifying if the objectives are achieved, does not explain why they are or are not achieved. There is currently an uncertainty about which factors make a campaign successful. The process to realize a good and representative campaign is still under development by the EEO. (Sullivan, M. 2013, pers. Comm., 8 February)

To find out how EAZA campaigns are experienced from a participant point of view, the EEO sent a questionnaire to full members (Sullivan, M. 2013, pers. Comm., 8 February).

1.3 Campaign participation

The EEO indicates that there are specific characteristics of the member zoos that possibly influence campaign participation. These zoo characteristics, included in the questions of the EEO's

questionnaire, are: the animal collection, the financial means, the time available, the person who decides on participation and other campaigns participated in.

Members that do not have the campaign species in their collection might choose not to participate in the campaign (Sullivan, M. 2013, pers. Comm., 8 February). The financial means of a member as well as the number of staff have an influence on current commitment from EAZA members in regional collection planning (Eenink and Papies, 2007; Jong and Plattje, 2008). It is possible that these zoo characteristics also influence the commitment when participating in the campaign.

The Theory of Planned Behaviour (TPB) states that actual behavioural control includes the availability of time, money, skills and cooperation with others (Ajzen, 1991). If an EAZA member has an employee who is specialized in (the subject of the) campaigns and there is money available, the actual behavioural control is bigger. This makes it more likely that a member will participate (actively) in a campaign (Appendix I). (Darnton, 2008) Participation in other campaigns will influence the amount of time available to spend on EAZA campaigns as well.

Other zoo characteristics that influence the commitment in collection planning are the duration of EAZA membership of an institution plus their attendance of the EAZA Annual Conference (Eenink and Papies, 2007; Jong and Plattje, 2008). These characteristics might also influence campaign participation. A last factor that was expected to influence campaign participation is geographical location (Griede, T. 2013, pers. Comm., 28 March). Members from different geographical location have different financial means and political as well as cultural differences which were expected to influence campaign participation.

Aside from the zoo characteristics, the characteristics of the specific campaign might also influence the decision to participate. According to the EEO the following campaign characteristics may affect campaign participation: the Channel they use to communicate to the members (eNewsletter, Zooquaria), the Programme (the campaign topic) and the Action that the members take to support the campaign (fundraising – for pre-selected projects, raising awareness) (Sullivan, M. 2013, pers. Comm., 8 February).

Channel, Programme and Action are three of the seven key components of communication. For communication to have the intended effect, the seven key components need to cooperate and should be carefully researched instead of guessed at. The key components are: Channel (how the message reaches the audience), Action (what the organisation wants to happen), Messenger (who delivers the message), Programme (why the campaign is initiated), Context (where and when the message arrives), Audience (people the organisation is communicating with) and Trigger (what will motivate the audience to act) (Appendix I). (Rose, 2010)

Key components that could play a part in campaign participation but that are not addressed by the EEO are the Context and the Trigger. The campaign is launched at the Annual Conference (context) where different speakers are asked to talk about the campaign topic to encourage members to participate (trigger). If and how these campaign characteristics influence participation is unknown.

Besides zoo- and campaign-characteristics the motivational aspects of members need to be accentuated. It could be expected that if the member zoos do not see the campaign as effective for fundraising or raising awareness, that they will not participate. So this was added to the EEO's questionnaire. (Sullivan, M. 2013, pers. Comm., 8 February)

One of the simplest social- psychological models to explain and predict behaviour, is the Expectancy Value Theory (EVT) (Appendix I) (University of Twente, 2012). The theory has three basic components: attitudes, beliefs and value. Individuals respond to novel information by developing a belief about the new item or action. Individuals assign a value to each attribute a belief is based on. According to this theory, attitudes are the result of a calculation in which a person balances his beliefs/ expectancies against the value. (Darnton, 2008) Not only were these general attitudes shown for individuals, different research has successfully shown that general attitudes do exist on

organizational or institutional level as well (Ajzen, 1991). Within this theory, each EAZA member zoo can be seen as an individual.

According to the Theory of Reasoned Action (TRA) the behavioural intention (and therefore behaviour) is determined by subjective norms which are partly based on the beliefs about what others think about a particular behaviour (Appendix I) (Ajzen, 1991). If the member zoo expects the visitors to appreciate their participation in the campaign, it is more likely that the member zoo will actually participate. The EEO is currently exploring the possibilities of a visitor opinion research (Sullivan, M. 2013, pers. Comm., 8 February).

Besides benefits for conservation, possible benefits for the member zoo itself and the easiness to participate in a campaign (e.g. pre-selected conservation programs) were also likely to influence the motivation and thus decision to participate. (Sullivan, M. 2013, pers. Comm., 8 February). On the other hand if a member zoo does not want to support or raise funds for these particular pre-selected programs, the effect might be counterproductive.

Motivation might also be affected by duration and frequency of the campaigns. Innumerable charities try to appeal to people through campaigns to raise funds for problems that seem to be impossible to resolve (climate change, poaching). This could lead to people losing interest in a given aid target because their priorities shift to other concerns or because the objectives of a campaign were shown to be unrealistic. If new campaigns are started too often or go on for too long in the opinion of the member institutions this could cause them to stop participating in the campaigns.

1.4 Campaign implementation

Implementation of the campaign varies between member zoos, resulting in a large variation in raised funds or collected signatures. Some zoos only place information panels while others organise events and activities, use and advertise all the campaign resources, report to the EEO and so on (Sullivan, M. 2013, pers. Comm., 8 February). To explain the variable results between members one must find out, in what they differ concerning the implementation of the campaign.

The zoo characteristics that were expected to have an influence on campaign implementation included: financial means, time available, person who decides on participation, other campaigns participated in, duration of membership and attendance of the EAZA Annual Conference.

2. Problem description and objective

The EEO wants all its member zoos to participate actively in their conservation campaigns. Campaign results are currently measured in the number of participating members and the amount of funds that are raised per campaign. The number of zoos that participate is variable per campaign. Also the implementation of the campaign differs per participating member zoo, leading to variable results in fundraising. It is unknown what motivates EAZA members to join and actively participate in the campaigns.

The EEO would like a higher number of actively participating zoos and therefore they need to know what causes the differences .

Research objective:

The objective of this research is to gain insight into the factors that influence the choice to participate in EAZA Conservation campaigns and how they are implemented, by EAZA full members.

3. Method

3.1 Research questions

The aim of this research is to explain the variable participation and implementation of members in the campaigns. To achieve this aim, two main research questions and three sub questions were formulated:

1. What are the factors that influence the choice by members, to participate in a campaign?

1. Which zoo characteristics influence the choice to participate?
2. Which campaign characteristics influence the choice to participate?
3. What motivates member zoos to participate in a campaign?

2. What causes variability in the implementation of campaigns?

3.2 Type of research

Results from the EEO's questionnaire were used, from which the overall question is descriptive (What is the opinion of members on the conservation campaigns).

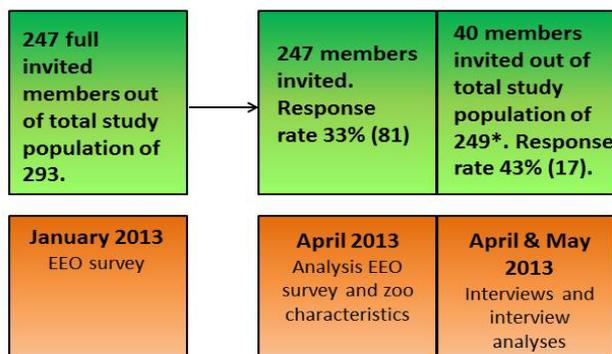
Apart from the use of the results of this questionnaire, the questionnaire was used to construct a more in depth interview, to give insight on the variability in results of the conservation campaigns. Therefore this research can be classified as explanatory research (Kumar, 2011).

The qualitative and quantitative approach were combined. During the first phase, the results from the EEO's questionnaire were analysed and interpreted, this part can be classified as quantitative. Information was gathered using predominantly quantitative variables and the analysis was focussed on ascertaining the extent of the variation. During the second phase members were interviewed to gather data that explains why certain factors influence campaign participation. This part can be classified as qualitative research.

3.3 Research design

This research started with the results of a questionnaire, developed by the EEO. This questionnaire was carried out by e-mail and was sent to 247 out of the 293 current full members of EAZA. The goal was to find out how EAZA campaigns are experienced from a participant point of view.

The quantitative results of the questionnaire plus the analysis of data on certain zoo characteristics gave an indication about which factors to address in the interview. The interview was meant to identify which factors influence campaign participation and implementation and why these factors did influence campaign participation and implementation. An overview of the complete research is shown in figure 3.1.



* 293 full members minus 44 members that indicated in one of the questionnaires, that they did not want to participate in further research.

Figure 3.1: Schematic overview of the research.

The design that was used for this study is the cross-sectional study design. The cross-sectional study is simple in design: decide what to find out, identify a study population, select a sample and contact your respondents to find out the required information. (Kumar, 2011)

3.4 Research Population

The research population consists of all the EAZA full members. For the Ape campaign, the Southeast Asia campaign and the members that did not participate, the EEO sent the questionnaire to 70 members each. For the questionnaire concerning the Carnivore campaign the EEO invited 37 members. These invitations were mutual exclusive so, for example, when a member was invited to participate in the questionnaire about the Ape campaign this member was not invited to fill in any of the other questionnaires.

Members selected for the questionnaire were asked to indicate if they would be willing to participate in any further research regarding this subject. Some of the members that filled out the questionnaire indicated they would not want to participate in any further research. Therefore the research population for the interview consisted of all full EAZA members minus members that indicated that they do not want to participate in further research (figure 3.1). For a complete overview of the sampling methods used, see Appendix II.

Since part of this research is focussed on certain zoo characteristics, a sampling method was used, that assures that members with different characteristics were selected. This method is called stratified random sampling (Hill, Fasham, Tucker, Shewry & Shaw, 2005). The members were first divided into different strata and out of these strata, members were randomly and proportionally drawn.

To determine which strata could be best used, tests on the relation between different zoo characteristics and participation in the last three campaigns were conducted using the programme SPSS 20.0. The EEO provided data concerning the financial means, number of staff, duration of EAZA membership and the attendance of the annual conference. As the geographical location of the county where the member zoo is situated was also expected to have an influence on participation, this zoo characteristic was also taken into account. Financial means, attendance of the annual conference and the geographical location were shown to have a significant relation to participation in the campaigns (respectively Chi-Square; $\chi^2=27,42$; $df=15$; $P=.03$, Chi-Square, $\chi^2=72,29$, $df=15$, $P=.00$ and Chi-Square, $\chi^2=38,96$, $df=6$, $P=.00$).

If all three zoo characteristics were included as strata, it would create 12 groups. On advice of a statistician only two zoo characteristics were used (Kuipers, H. 2013, pers. comm., 26 March). The two characteristics that were ultimately chosen to divide the groups were attendance of the annual conference and geographical location, since these two had the strongest relation with campaign participation. The full members of EAZA were divided over six groups based on the aforementioned characteristics (table 3.1). After this, members were proportionally and randomly selected. This was done so the members that were selected to be invited for the interview, would be representative for all the EAZA members.

Table 3.1: Overview of stratified sampling method.

Geographical location	Attendance of the last 5 annual conferences	No. of full members under this strata	No. selected for interview
Western/ Northern Europe	0-3	82	13
Western/ Northern Europe	4-5	98	16
Mediterranean	0-3	16	3
Mediterranean	4-5	19	3
Eastern	0-3	7	1
Eastern	4-5	26	4
Total		248	40

3.5 Research strategy

This research consists of separate cross-sectional studies (figure 3.1). Research has shown that a combination of different methods, channels and instruments is the most effective (Aarts, 2000). The different research instruments are described below.

EEO's questionnaire

The EEO's questionnaire consists of two separate questionnaires: one about the previous three campaigns and were send to the EAZA members that participated in at least one of the three campaigns. The second questionnaire was aimed at EAZA members that did not participate in one of the last three campaigns. The questionnaires contained scale questions but also some open end questions.

The questions that were included in the questionnaire about the previous three campaigns are all the same. This makes it possible to compare topics between the three campaigns. The second questionnaire that was send out to members that did not participate in any of the last three campaigns, contained mainly different questions.

Analysis of zoo characteristics

In addition to the factors the EEO expected to have an influence on campaign participation, there are other possible factors. Some data that could be related to campaign participation could directly be obtained from EEO databases provided by the EEO like the financial means of members (through the division of members in Membership fee categories), campaign participation in the last three campaigns, duration of EAZA membership and the attendance of the annual conference. Number of staff, and geographical location, could be obtained through respectively The International Zoo Yearbook (Miller, 2007) and by dividing the countries were EAZA zoos are located in a Southern- (Mediterranean), Western + Northern- and Eastern part (Maps of the World, 2012).

Telephone Interview

The results of the EEO questionnaire were used as a basis to develop the interview. Aside from this, selected literature was consulted to be able to include valuable questions.

The members, that were asked to participate in the interviews, are distributed all over Europe, therefore face to face interviews were not possible. Interviews by phone made it easier to elucidate the questions that were more difficult to answer than the questions in the aforementioned EEO questionnaire. The members were expected to take more time in an interview and give more in depth information. The presence of an interviewer generally decreases the number of 'don't knows' and 'no answers' and less questions could be skipped. Overall the response rate for oral interviews is higher than the response rate for questionnaires. (Baarda and de Goede, 1997; Babbie, 2013) Because the members were informed that the results would be made anonymous, socially desired answers were prevented as much as possible.

The structured interview guide is chosen to obtain the data. A structured interview guide prescribes how the questions have to be worded, and in what order they have to be presented to the interviewee (Emans, 2002). Turner (2010) states that the use of fixed questions is the best way to conduct an interview for researches that do not have a lot of interview experience. For the answers elicited from the interviewee, a combination of structured and unstructured is chosen. This is called 'field coding'. If this type of questions are used, no constraints are imposed on the answer given by the interviewee. The way the answer is recorded, however, is similar to the way it is recorded for a closed question form. The interviewer makes use of a list of possible answers and, from this list, ticks off the one that most adequately reflects the interviewee's answer. (Emans, 2002) If an answer is not field coded on beforehand, the answer is coded by 'other' and then followed by the answer that was given. If multiple interviewees have a similar answer with the 'other' option, a new field code is created.

The complete interview guide is included in appendix II. The interview guide was reviewed by the EEO, in particular on the aspects 'information provided on EAZA and EAZA campaigns', to verify this is correct and 'concepts and language used', to verify this is understandable for the interviewees.

Members were invited for the interview by e-mail. This e-mail is included in appendix III. If member zoos agreed to participate in the interview, they received the main interview questions the day before the interview. This document did not contain the probing questions and answer options. This approach was chosen because members in different countries were asked to participate. Not all the zoo employees who will be asked to participate were equally well known with the English language. By sending them the questions on forehand they can prepare themselves and read along with the interviewer during the interview.

4. Results

Out of the 291 full EAZA members, 251 were asked to participate in the EEO questionnaire. A group of 70 members was invited for the so-called non-participants questionnaire; zoos that did not participate in any of the last three campaigns. These members are hereafter referred to as non-participants. The other members were invited for a questionnaire about one of the three last campaigns where they participated in, the so-called participants questionnaires. These members are hereafter referred to as participants. The questionnaires were returned by 81 zoos which makes the total response rate 32%. Some questions were left open and are therefore seen as missing data. The first questions had a very low rate of missing data whereas the questions at the end of the questionnaire had more missing data.

For some characteristics the questionnaire could indicate that they influence campaign participation. For other characteristics addressed in the questionnaire this did not become entirely clear. Therefore these characteristics were included in the questions for a telephone interview. Some characteristics were not included in the questionnaire but retrieved from databases provided by the EEO.

A group of 40 members were invited for a telephone interview. These 40 members were divided over six groups; Western European high conference attendance, Western European low conference attendance, Mediterranean high conference attendance, Mediterranean low conference attendance, Eastern European high conference attendance, Eastern European low conference attendance. 17 members participated in the interview, proportionally more Eastern European and Mediterranean high conference attendance institutions agreed to participate in the interview than for the other three groups. There were no members from the Eastern European low conference attendance group that were willing to participate in the interview. The job positions of the interviewees are as follows: eight of them are educators, three of them work on a research department, two of them are curators and four of them are directors. Three out of the 17 interviewees also participated in the EEO questionnaire.

4.1 The influence of zoo characteristics on campaign participation

According to previous research, there were eight different zoo characteristics that were expected to have an influence on campaign participation. (table 4.1). The table also provides an overview of which characteristics were found to have an influence on campaign participation and which did not.

Table 4.1: An overview of the influence of zoo characteristics on campaign participation. The (+) indicates that the characteristic has an influence, the (+-) indicates that the characteristic partly influences participation, the (-) indicates that the characteristic does not have an influence.

Zoo characteristics:	Influence on campaign participation?
Animal collection	+
Financial means	+
Time available	+-
Participation in other campaigns	+-*
Person who decides upon campaign participation	+
Duration of membership	-
Attendance of Annual Conference	+
Geographical location	+

**Not according to East European countries.*

4.1.1 Animal collection

The results show that the majority (75%) of the non-participants questionnaire answered that the campaigns are not relevant to their animal collection (figure 4.1).

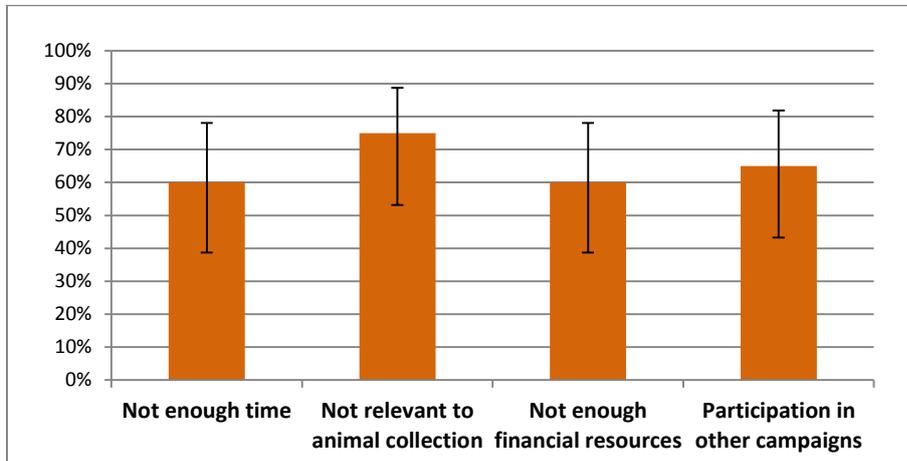


Figure 4.1: Percentage of non-participants (N=20) in the last three campaigns that agree with statements in regards to zoo characteristics and their influence on campaign participation. Error bars represent 95% Confidence Intervals.

Most of the respondents in the participant questionnaire answered that the campaign were relevant to their animal collection. For both the Carnivore- and the Ape campaign the majority said that the campaign was very relevant/relevant to their animal collection (respectively 64% and 77%). The Southeast Asia campaign was said to be relevant to their animal collection by half of the respondents (48%) (figure 4.2). Indicating a relationship between the participants and the non-participants with regards to this characteristic is not possible since the questions are different in both questionnaires. It did not became clear from the questionnaire if the characteristic 'Animal collection' influences campaign participation.

This characteristic was included in the interview and 14 of the participants in the interview said that the topics of the campaigns are related or are sometimes related to their animal collection (N=17). All but two interviewees are more likely to participate when the topic relates to their collection and less likely to participate when it doesn't relate to their collection (N=17). As a reason why they would be less likely to participate when the topic doesn't relate to their collection, about half of the interviewees answered that it is more difficult to explain the campaign to their visitors (eight out of 17). Other reasons that were mentioned were that it takes more time to promote the campaign when it can't be related to their animal collection and when a topic is not related to the animal collection the director decides that the zoo will not participate.

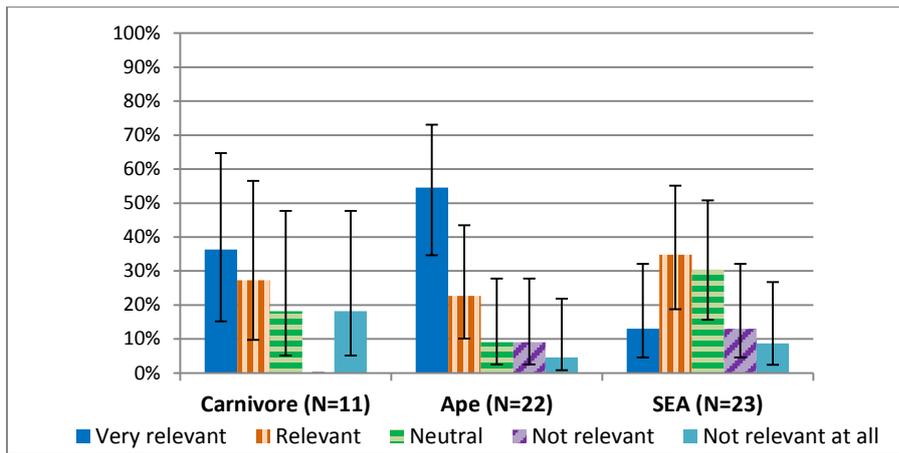


Figure 4.2: The opinion of the participants on relevance of the campaign topic to their animal collection. Error bars represent 95% Confidence Intervals.

4.1.2 Financial means

Non-participants were asked if a lack of financial resources was a reason for them not to participate in EAZA campaigns. The majority (60%) answered that this was indeed a reason for them not to participate (figure 4.1). This question was not included in the participants questionnaire. It did not become clear if the characteristic ‘Financial means’ influences campaign participation for members in general.

Therefore data on membership fee category (representing the financial means of an institution) and participation in the last three campaigns from all EAZA members were compared. Members classified in higher membership fee categories (representing more financial means) have participated significantly more in the last three campaigns than members classified in lower membership fee categories (Chi square; $\chi^2=4,97$; $df=1$, $P=.03$) (Table 4.2). This characteristic was not specifically addressed in the interview, but it was mentioned by four out of six members that participated in other campaigns, as a reason not to participate in EAZA campaigns.

Table 4.2: The relation between membership fee category (representing financial means) and participation in the last three campaigns.

Membership fee category	No participation in the last three campaigns (%)	Participation in at least one of the last three campaigns (%)	Members total (n)
Category 1-4 (lower financial means)	46	54	138
Category 5-6 (higher financial means)	30	70	152

4.1.3 Time available

A lack of time to participate was indicated by a majority (60%) of the non-participants as a reason not to participate (figure 4.1). This question is only included in the non-participants questionnaire, it did not become clear if this characteristic influences campaign participation for members in general.

This relation was tested using data on the number of staff, which is used to indicate the time that is available to work on campaigns, and participation in the last three campaigns. No relation was found between the available time and participation in EAZA campaigns. The characteristic ‘Time available’ is not specifically addressed in the telephone interview in the part about campaign participation. It is addressed in the part about implementation. Seven out of 10 interviewees that participated in the last three campaigns said not to have enough time to properly implement the campaign. The main reason mentioned for this is shortage in staff. The time available was specifically addressed by two interviewees at the end of the interview. They said that because of the short duration of the campaigns, there is a lack of time to prepare all their activities and materials.

4.1.4 Participation in other campaigns

Participation in other conservation campaigns besides EAZA campaigns was expected to have an influence on campaign participation (Sullivan, M. 2013, pers. comm., 8 February). Answers from the non-participants questionnaire show that the majority (65%) participates in other campaigns (figure 4.1). From this, however, cannot be said that participation in other campaigns actually influences participation in EAZA campaigns. Therefore this characteristic is included in the questions for the telephone interview.

Fifteen of the 17 interviewees said that their zoo did participate in other campaigns or campaign related activities. According to eight out of the 15 interviewees, the participation in other campaigns or conservation related activities does have an influence on participation in EAZA campaigns: all of them would be less likely to participate in EAZA campaigns when they already participate in other campaigns/projects. None of the members from the Eastern countries said that this influences campaign participation.

Campaigns or projects that are supported are mostly in situ projects in (implemented in) different parts of the world and local or regional/national campaigns. Four interviewees support large international campaigns from e.g. WAZA or WWF (N=15). The two major reasons to not participate in EAZA campaigns are that because of other campaigns they do not have sufficient financial means or time to participate in EAZA campaigns and that visitors are less inclined to participate when they pay attention to many different campaigns. Two members said they would be more inclined to participate in both their own- and EAZA campaigns if the topics would overlap.

4.1.5 Person who decides upon campaign participation

The question 'Who decides on campaign participation?' was answered differently by participants and non-participants (figure 4.3). For the non-participants in the last three campaigns, the director (Chi-square; $\chi^2=25$; $df=1$; $P=.00$) and the Marketing and Communication department (Chi-square; $\chi^2=27,27$; $df=1$; $P=.00$) have a bigger influence on campaign participation than for participants in at least one of the last three campaigns. For the participants the educator has a bigger influence on campaign participation than for the non-participants (Chi-square; $\chi^2=6,53$; $df=1$; $P=.01$).

A pair wise comparison shows that members in general have answered that the director has influenced the decision to participate more than the educators (Cochran Q-test; $T=.148$; $SD=.07$; $P=.00$), the curators (Cochran Q-test; $T=.370$; $SD=.07$; $P=.00$) and the Marketing and Communication department (Cochran Q-test; $T=.568$; $SD=.07$; $P=.00$). They also answered that the curator has influenced the decision to participate more than the Marketing and Communication department (Cochran Q-test; $T=.198$; $SD=.07$; $P=.04$).

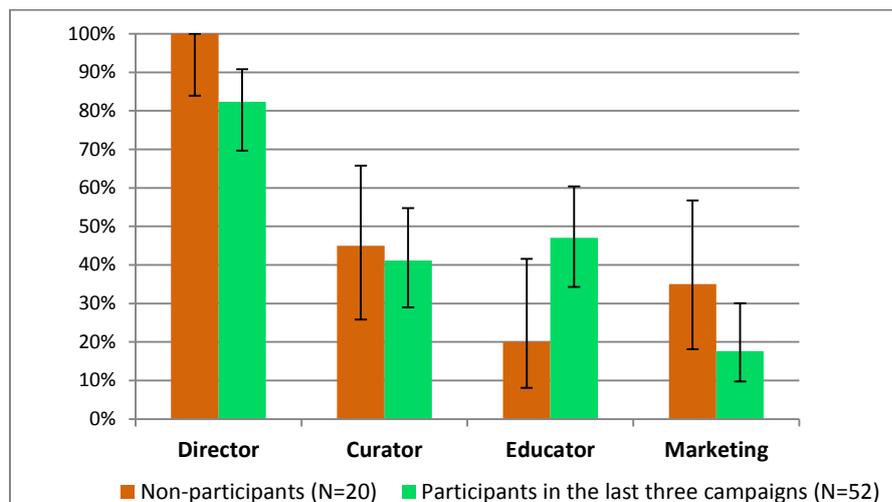


Figure 4.3: Comparison between who decides on campaign participation for participants and non-participants (data of the Carnivore-, Ape- and Southeast Asia campaign combined). Error bars represent 95% Confidence Intervals.

4.1.6 Duration of EAZA membership

Duration of EAZA membership was expected to have an influence on campaign participation. This characteristic was not addressed in the questionnaire, therefore duration of membership of all EAZA members and the participation in campaigns were compared. No significant relation is found between duration of membership (in years) and participation in the last three campaigns.

4.1.7 Attendance of Annual Conference

This characteristic is not included in the questionnaire but data on the attendance of the Annual Conference and participation in the last three campaigns from all EAZA members were compared. Members that attended the annual conference more often, also participated in more of three last three campaigns (Chi-Square, $\chi^2=72,29$, $df=15$, $P=.00$). A relation between the financial means of a member and their attendance of the Annual Conference could not be found.

Table 4.3: The relation between frequency of participation in the last three campaigns and Annual Conference attendance.

Attendance Annual Conference in the last 5 years	No participation in the last three campaigns (%)	Participation in at least one of the last three campaigns (%)	Members total (n)
0-3 times	60	40	120
4-5 times	21	79	171

4.1.8 Geographic location

EAZA members were divided into three geographical categories: Western-, Mediterranean- and Eastern Europe. A significant relation was found between these geographical categories and participation in the last three campaigns (Chi-Square, $\chi^2=38,96$, $df=6$, $P=.00$). More East European zoos participate in the campaigns than any of the other two regions (table 4.4).

Table 4.4: The relation between frequency of participation in the last three campaigns and geographical location.

Geographic location	Times participated: 0	Times participated: 1	Times participated: 2	Times participated: 3	Members total (n)
West European	43,5%	22%	31%	3%	211
Mediterranean	37,5%	42,5%	15%	5%	40
East European	7,5%	22,5%	47,5%	22,5%	40

4.2 The influence of campaign characteristics on campaign participation

Four campaign characteristics influenced campaign participation (table 4.5).

Table 4.5: An overview of the influence of campaign characteristics on campaign participation. The (+) indicates that the characteristic has an influence, the (+-) indicates that the characteristic partly influences participation, the (-) indicates that the characteristic does not have an influence.

Zoo characteristics:	Influence on campaign participation?
Required action	+
Channel of communication	+ -
Topic campaign programme	+
Trigger	+

4.2.1 Required Action

Fundraising is one of the actions that campaign members who participate in EAZA campaigns are required to take. Participants were asked which part of their activities focussed on fundraising. In general the majority of the members (57%, $N=52$) answered that less than 50% of their activities

were focussed on fundraising. Participants in the Ape campaign focussed more of their campaign activities on fundraising than participants in the Carnivore- and Southeast Asia campaign (50%, N= 22 against respectively 33%, N= 11 and 39%, N= 23). These results indicate a relation between the required action fundraising and campaign participation.

During the interview, the interviewees were asked a few questions to confirm the relation between fundraising and campaign participation (N=17). Nine of the interviewees confirmed that the aims of the campaigns does influence their decision (N=17). Members from the East European countries said not to be able to raise funds, partly because they are restricted by the government (N=4). For the Mediterranean countries the reason for this is mostly the economic crisis. Some West European zoos said they would be less likely to participate when the main focus is on fundraising. This because they already raised funds for other projects, and they did not want to ask their visitors to donate money for yet another campaign.

To verify if the relation between geographical location and the focus on fundraising would be significant, data from the questionnaire concerning fundraising and the geographical location of the zoos were used. Statistical test show that this relation is not significant.

One West European zoo emphasised the importance of fundraising for in situ conservation. The message sent by the EEO that if each zoo would raise €1.200, they would achieve the fundraising aim was very inspiring for this zoo. They would have no problem with just donating this amount to the campaign instead of raising the funds in the zoo and also proposed to raise the annual contribution of the EAZA members for this purpose.

4.2.2 Channel of communication

It was not possible to verify if there is a relationship between the channel of communication and campaign participation from the questions in the questionnaire. The answers obtained by the questionnaire show which means of communication were used often and which were not used often by participants (figure 4.4 & figure 4.5).

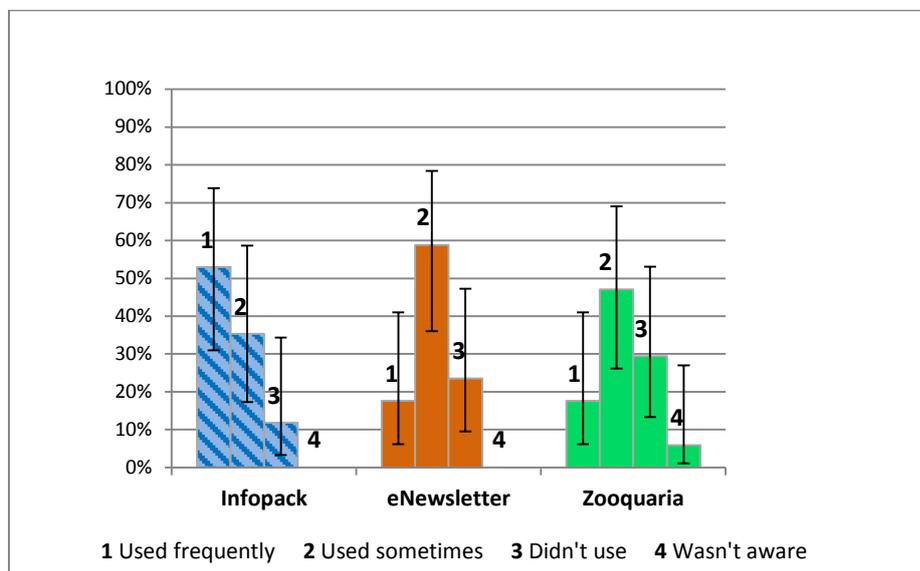


Figure 4.4: Frequency of use regarding communication means for EAZA members by participants in the last three campaigns (N=52). Error bars represent 95% Confidence Intervals.

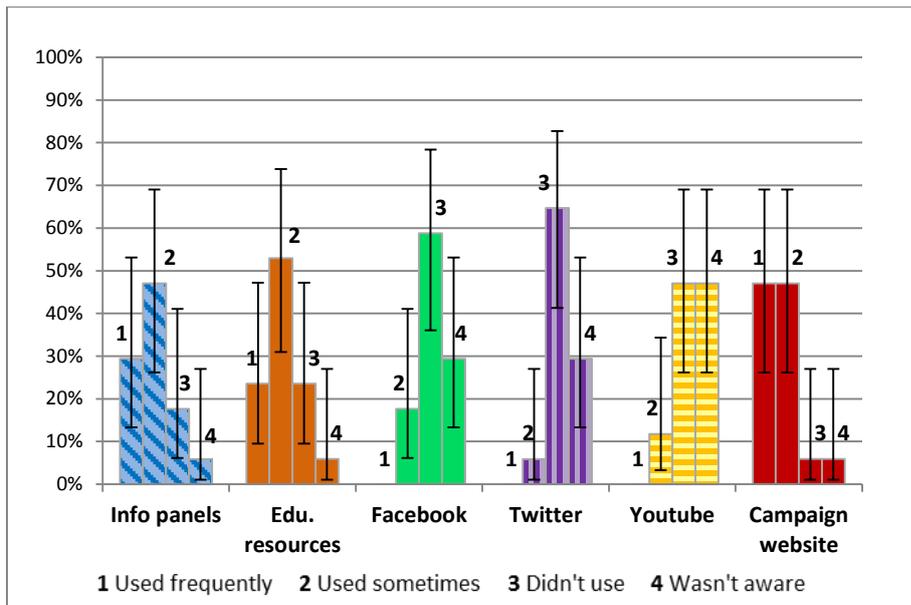


Figure 4.5: Frequency of use regarding communication means for visitors by participants in the last three campaigns (N=52). Error bars represent 95% Confidence Intervals.

Participants in the questionnaires were asked how often they used the communication goals, not what they thought of them nor if this opinion had an influence on their decision to participate. Some questions concerning this subject were included in the interview.

The results from the interview (N=17) showed that, in general, all interviewees are positive about the communication between the EEO and the members. All but two interviewees were also positive about the means of communication towards the zoo visitors (N=17). The two members that were not positive, said to be neutral.

In reference with the means that are used to communicate about the campaigns to zoos, interviewees are most positive about the campaign website and the eNewsletter. The main reasons for this positive assessment are that the means contain useful information and that they are easily available. Most interviewees have no opinion on information about the campaign in Zooquaria. The majority of the interviewees said that the Zooquaria does not reach their department or that they did not know that there are articles about the campaigns in Zooquaria.

Although the majority of the interviewees said to be positive about the information panels and the educational resources, six interviewees said that the use of these resources is made difficult, because they are provided as pdf files (N=17). In these files they cannot easily adapt the text, which is necessary because of language or cultural differences. About the social media e.g. Facebook and Twitter two-third (N= 52) of the interviewees said that they either were not aware that this was available or that using them would not be of value to them. The West European- and Mediterranean groups share this opinion. In contrast to the other groups, the East European group is very positive about the social media.

4.2.3 Campaign programme

Both non-participants and participants were asked which campaign topic would increase their campaign participation (figure 4.6). The answers of the two different groups varied. The majority of the participants (73%, N= 70) answered to be more likely to participate when the topic is focussed on a single species. This answer was given by participants significantly more than by non-participants (Chi-square; $\chi^2=3,85$; $df=1$; $P=.05$). For the non-participants the majority (67%, N= 18) said a thematic topic (e.g. deforestation) would make it more likely that they would participate. Another difference is that half of the non-participants answered that a regional theme (e.g. focussing on a specific geographical region) would increase their campaign participation, this was significantly less for the participants (Chi-square; $\chi^2=7,05$; $df=1$; $P=.01$). No relation could be shown between geographical location and the preferred campaign topic. This means that there is no relation between the country of the member zoo and their preferred campaign topic.

To the open question ‘Do you have any suggestions for campaign topics that you would like to see addressed in upcoming years?’ half of the respondents suggested sustainable consumer behaviour/ ecotourism/human impacts as a campaign topic.

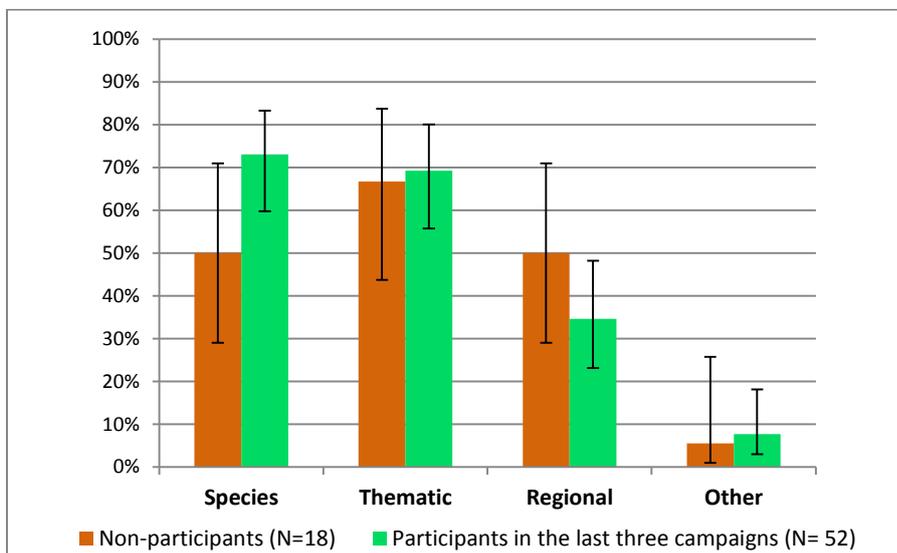


Figure 4.6: Comparison between participants and non-participants with regards to their opinion whether the campaign topic would increase campaign participation (data of the Carnivore-, Ape- and Southeast Asia campaign combined). Error bars represent 95% Confidence Intervals.

4.2.4 Trigger

The campaign is launched at the EAZA Annual Conference where different speakers talk about the campaign topic to encourage members to participate. Participants in the interview were asked if they would be more likely to participate if, there would be more opportunities to exchange information and ideas concerning the campaigns. Twelve of the interviewees said that such a meeting would make it more appealing for them to participate (N= 17). The interviewees that opposed to such a meeting were all from the West European group.

The majority of the zoos that would like to have an extra meeting, would prefer this meeting to be between zoos from different regions.

Three out of four Mediterranean interviewees would prefer a meeting that keeps the costs as low as possible. Four interviewees would like to have more meetings for educators and marketing staff (N=17). One zoo suggested to launch the campaign at the educators conference, instead of the launch at the Annual Conference.

4.3 The influence of motivational factors on campaign participation

Seven motivational characteristics were expected to have an influence on campaign participation (table 4.6).

Table 4.6: An overview of the influence of motivational factors on campaign participation.
 The (+) indicates that the characteristic has an influence, the (+-) indicates that the characteristic partly influences participation, the (-) indicates that the characteristic does not have an influence.

Motivational factors:	Influence on campaign participation?
Campaign participation seen as duty	+ -
Effectiveness of campaigns	+ - *
Ability to make a valuable contribution	+ - **
Benefits for the zoo	+ -
Opinion of zoo visitors	+ -
Easiness to participate	+
Frequency and duration	+

* Influences high conference attendance groups.

** Especially concerning fundraising for Mediterranean and East European zoos.

4.3.1 Campaign participation seen as a duty

The participants in the questionnaire were asked if they see it as their duty to participate in EAZA campaigns. The majority (86%) said to see it as their duty to participate (N=52). The prediction that members who have been member for a longer time, would see it more as their duty to participate was tested using a one way Anova. No relation can be shown.

4.3.2 Perceived effectiveness of the campaigns

The majority of the participants in the questionnaire see the campaigns as an effective way to raise awareness (88%) and funds (72%) (N=52). To find out if this characteristic actually influences the decision to participate in a campaign, the characteristic is included in the interview.

Participants in the interview were asked how attainable they think the campaign aims are. Eleven of the interviewees think the aims are attainable (N=17). The other five interviewees said that they found it difficult to judge the overall attainability of the campaign aims. Five of all the interviewees said that attainability influences their decision whether to participate or not; they would be more likely to participate when the aims are attainable. These interviewees are all from the high conference attendance groups.

Some of the interviewees indicate that certain factors impede achieving the aims. Fundraising is not possible for some, this makes it impossible to achieve this aim. The short duration of the campaigns makes it harder to achieve the aims. And it depends on the topic of the campaign; unknown or unpopular species make it more difficult to achieve the aims. One interviewee has the opinion that the aims (although attainable) do not really benefit in situ conservation unless they are focussed more on fundraising.

4.3.3 The ability of the zoo to make a valuable contribution to achieving the aims

This characteristic is included in the interview. Interviewees were asked if they thought their own institution is capable of making a valuable contribution to achieving the campaign aims. All zoos are confident that they are able to make a valuable contribution to the aims regarding raising awareness. Nine interviewees said that this has an influence on their decision to participate in the campaigns; they would be more likely to participate if they can make a valuable contribution to achieving the campaign aims (N=17). The Western zoos were also confident that they are able to make a valuable contribution to the aims regarding fundraising. The Mediterranean- and the Eastern zoos are all not confident that they would be able to make a valuable contribution to this.

4.3.4 Benefits for the zoo when participating in campaigns

A few benefits of participating in a campaign are listed by respondents in the questionnaire. These include: education of staff, collaboration of zoos enhances chance of success, a change to promote conservation.

Because only a few of the participants in the questionnaire answered the question, interviewees were also asked if there are benefits in participation and which benefits this would be.

All but two of the interviewees (N=17), said that they benefit from participating in the campaigns. Two of the most mentioned benefits are raising awareness on conservation/supporting *in situ* conservation (N=7) and giving direction to education department by helping the staff to develop new activities (N=5). Other benefits that were mentioned were that the reputation of zoos in general would improve when they participate in the EAZA campaigns and that the implementation of the EAZA campaigns was easier than organising own campaigns. This is because of the materials that are made available by the EEO and the campaign committee. An important benefit for the Mediterranean group with the high conference attendance is the connectedness with the European zoos and a chance to collaborate.

4.3.5 The opinion of zoo visitors

The question ‘How relevant is the campaign topic for your visitors?’ is answered as ‘(very) relevant’ by the majority of the participants in the Carnivore (63%, N= 11) and the Ape (62%, N= 22) campaign questionnaires. From the participants in the Southeast Asia campaign questionnaire considerably less answered the question with ‘(very) relevant’ (41%, N= 23) (figure 4.7). This relation was tested and the difference is significant (Chi-Square; $\chi^2= 10,532$; $df=4$; $P=.03$). This means that the members see the Southeast Asia campaign as less relevant to their zoo visitors.

In the interview the interviewees were asked if they saw the campaign topics as relevant to their visitors and if this would actually influence their decision to participate. All but two of the interviewees (N=15) that participated in campaigns, think that the topic of the campaign they participated in is relevant to their visitors. Two interviewees said that the opinion of the zoo visitor does influence the decision whether to participate in the campaign, 13 said not to be influenced by the opinion of visitors.

Interviewees were also asked how the campaigns can be made more appealing to visitors. Three interviewees (N=15) said to emphasize on the conservation aspect. Four interviewees said that the focus should be on fun, interactive activities that appeal to families (mostly) and visitors in general. Three ideas were more specific; design a PowerPoint that can be shown to visitors, develop a short but compelling video which can be shown to visitors and use a figure head which represents the campaign to market the campaign more.

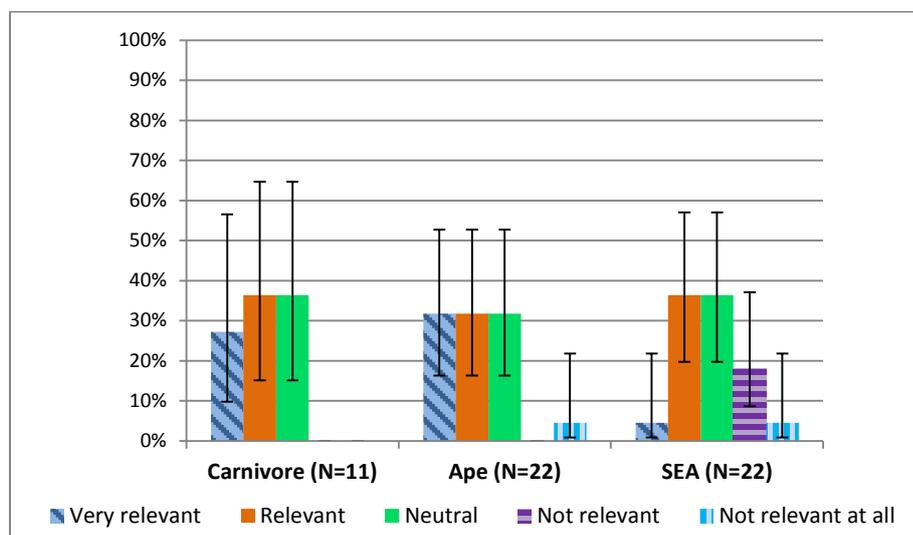


Figure 4.7: Relevance of the campaign topic to the zoo visitors, perceived by participants in the last three campaigns. Error bars represent 95% Confidence Intervals.

4.3.6 Easiness to participate

Participants in the last three campaigns that also participated in the questionnaire, were asked how useful they find the pre-selected campaign projects. The majority of the members that participated in the EEO questionnaire, answered that the pre-selected projects are useful for them (87%, N= 52).

In the interview the interviewees were asked how useful they thought that the pre-inclusion of campaign projects was and also if this actually influenced their decision to participate.

Ten of the interviewees said that the inclusion of pre-selected campaign projects does not influence their decision (N=15), because they trust the EEO and the campaign committee to make the right decision on which projects to support. Five of interviewees said that using pre-selected campaign projects has an influence on their decision whether to participate (N=15): all of them, except for one, were more likely to participate in campaigns because of the pre-selected projects. They are more likely to participate because the projects make it easier to communicate the topic of the campaign to the visitors and because they find it positive that the funds are collected and donated to specific projects. There were no negative reactions on the pre-selected campaign projects.

Half of the interviewees said they are more likely to participate in the campaign if they know what happens to the funds. Eight of the interviewees said not to keep track of the updates about the funds (N=15) . Reasons that were mentioned for this are; a lack of time, it is not clear where the updates are given and difficulties with using electronic resources.

4.3.7 Frequency and duration

Both non-participants and participants were asked which campaign frequency and duration would increase the likelihood of participation in the campaigns (N=72). The answers between the non-participants and participants vary. The majority of the participants (N=52) answered that their participation would increase with a campaign duration of two years and a frequency of every two years. The majority of the non-participants (N=19) said that the frequency and duration does not matter to them at all (Chi-Square; $\chi^2= 10.104$; $df=3$; $P=.02$) (figure 6).

In the interview no questions concerning the duration and frequency of the campaigns are included. Nevertheless two members specifically mentioned that they would like a lower frequency and a longer duration because they put time and effort into the campaign and they want to use this for a longer period of time.

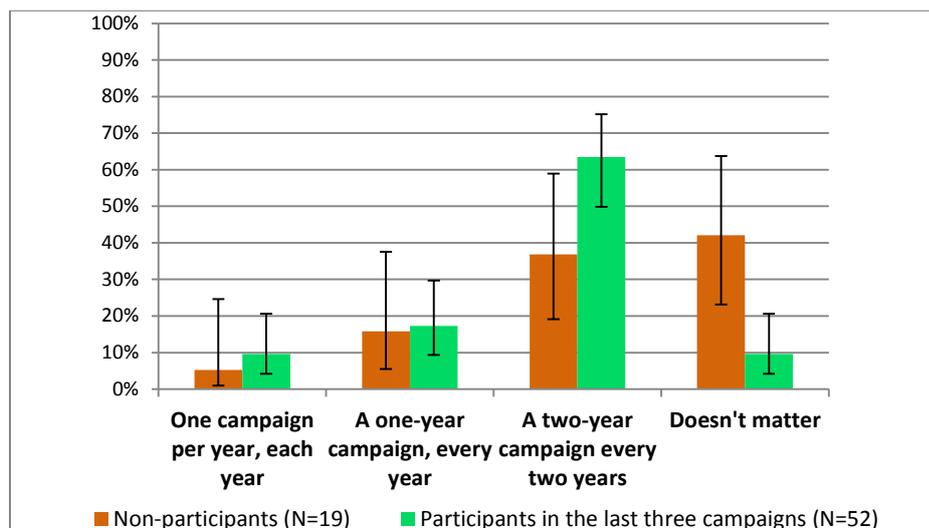


Figure 4.8: Comparison between the opinion of participants and non-participants in regards to the frequency and duration that would increase campaign participation (data of the Carnivore-, Ape- and Southeast Asia campaign combined). Error bars represent 95% Confidence Intervals.

4.4 Campaign implementation

Interviewees were asked about how they implement the campaigns in their zoo. Since three members did not participate in any of the last three campaigns, this section only concerns the 14 that did participate in at least one of the last three campaigns.

Six members participated in one of the last three campaigns, three participated in the two of the last three campaigns and five participated in all of the last three campaigns (N=14). Striking is that all three members from the East European group with the high conference attendance participated in all of the last three campaigns (N=4).

4.4.1 The influence of geographical region and conference attendance on differences in campaign implementation

A number of questions were asked to evaluate how active the participants in the interview implemented the campaign in their institution. These questions relate to the following main topics: which campaign events they participated in, which activities they organised for those events, which resources from the EEO they used, if they have created own resources and if they have raised funds. The activities that were organised for the events are divided in: 'Activities involving the media' (press conferences, advertisements), 'Interactive activities for visitors' (games, trails), 'Oral communication to visitors' (keeper talks, presentations) and 'passive activities for visitors' (leaflets, panels). The self-created resources are divided in: 'Own products' (coffee mugs, pencils with campaign logo), 'Amusement' (facepainting, masks), 'Non-interactive' (panels, posters) and 'Interactive' (competitions, trails) (table 4.7).

When comparing results from the high- and low conference attendance groups it shows that the interviewees from the low conference attendance groups are all less active in implementing the campaign than the interviewees from the high conference attendance groups. High conference attendance groups participate more in events, have more interactive activities for their visitors and most of them create their own resources.

When comparing the results from the three different regions an obvious difference concerns the action fundraising. Western European members are all confident that they can make a valuable contribution to fundraising and all but one Mediterranean and Eastern European countries are not. The Eastern European group is far out the most active group when it comes to campaign implementation. They were also active in advertising the campaigns in the media. No Western European zoo organised activities to advertise the campaign in the media.

The resources that are provided by the EEO and the campaign committee are used by all interviewees, except for one. This one zoo did not use the resources because the EAZA campaign they participated in was combined with an own campaign. Therefore they already created their own resources.

4.4.2 Restrictions on time available to implement the campaign

Interviewees that participated in the last three campaigns were asked if there are factors that restrict the time they can spend on campaign implementation (N=14). A majority of ten answered confirmative to this question. Eight interviewees said that this is because of a limited number of staff on the educators department, therefore they do not have enough time to implement the campaign (N=14). The EAZA campaigns often have to compete with other conservation related activities or other priorities. One member said they did not have enough financial means to implement the campaign as well as they would like, another member stated that only the curators go to the annual conference and afterwards tell the educators what the topic of the campaign will be. According to this interviewee, the educators do not have enough time afterwards to prepare for the launch of the campaign. The same member also proposed to have a meeting about the campaign concerning the goals and message, before the campaign is launched at the Annual Conference.

Table 4.7: Campaign implementation by interviewees that participated in the last three campaigns. The (+) indicates: ‘participated in/used’, the (-) indicates: ‘did not participate in/did not use’.

Interviewees	Events participated in		Activities for events				Resources EEO (Educational and panels)	Self-created resources				Fundraising	
	Campaign events	Self-created events	Activities involving media	Interactive activities for visitors	Oral communication to visitors	Passive activities for visitors		Own products	Amusement	Non-interactive	Interactive		
Western European region, low conference attendance													
1.	-	-	-	-	-	-	-	-	-	-	+	-	+
2.	-	-	-	-	-	-	+	-	+	-	+	+	+
3.	+	+	-	-	-	-	+	-	-	+	-	+	+
Western European region, high conference attendance													
4.	+	-	-	+	+	-	+	-	-	+	-	+	+
5.	+	+	-	-	-	+	+	-	-	+	-	+	+
6.	+	+	-	+	+	+	+	-	+	+	+	+	+
Mediterranean region, low conference attendance													
7.	-	-	-	-	-	-	+	-	-	-	-	-	-
8.	-	-	-	-	-	+	+	-	-	-	-	-	-
Mediterranean region, high conference attendance													
9.	-	+	-	+	+	+	+	-	-	+	+	-	-
10.	+	+	-	+	+	+	+	+	+	+	+	+	+
Eastern European region, high conference attendance													
11.	+	+	-	+	-	+	+	-	+	+	+	+	-
12.	+	+	+	+	+	+	+	+	+	+	+	+	-
13.	+	+	+	+	+	+	+	+	-	+	-	-	-
14.	+	+	+	+	+	+	+	+	+	+	+	+	-

5. Conclusion

5.1 What are the factors that influence the choice by members, to participate in a campaign?

Several characteristics have a clear influence on campaign participation (table 5.1). For characteristics specific to the zoo these are: animal collection, financial means, person who decides upon participation, attendance of the annual conference and geographical location of the member zoo. With regards to characteristics specific to the campaigns these are: the action the campaign participants are required to take, the campaign topic and the way the campaign is promoted to the members (trigger). Motivational factors that influence participation are: the easiness to participate and frequency and duration of the campaigns.

Table 5.1: General overview of conclusions about participation. The (+) indicates that the characteristic has an influence, the (+-) indicates that the characteristic partly influences participation, the (-) indicates that the characteristic does not have an influence.

Characteristics	Influence on campaign participation
<i>Zoo characteristics</i>	
Animal collection	+
Financial means	+
Time available	+-
Participation other campaigns	+-
Person who decides	+
Duration of membership	-
Attendance annual conference	+
Geographical location	+
<i>Campaign characteristics</i>	
Required action	+
Channel of communication	+-
Topic campaign programme	+
Trigger	+
<i>Motivational factors</i>	
Participation as duty	+-
Effectiveness of campaigns	+-
Ability to make contribution	+-
Benefits for the zoo	+-
Opinion of zoo visitors	+-
Easiness to participate	+
Frequency and duration	+

The sub research questions are listed below in italics and are answered each.

- *Which zoo characteristics influence the choice to participate?*

Zoo Characteristics that have an influence on participation are:

1. Animal collection;
Members are more willing to participate when the topic relates to their collection.
2. Financial means;
The higher the financial means, the higher the participation.
3. Annual Conference attendance;
4. Significantly more 'high conference attendance' zoos participate in the last three campaigns than 'low conference attendance' zoos.

5. The person who decides upon participation;
For the non-participants a higher proportion said their director and marketing department decide on campaign participation. For participants educators have a bigger influence on campaign participation than for non-participants.
6. Attendance of the annual conference;
Members that attended the annual conference more often, participate significantly more in campaigns.
7. Geographical location;
Significantly more Eastern European zoos participate in the last three campaigns.

Characteristics that do not or partly influence the choice to participate are:

8. Time available
Time available was mentioned specifically by interviewees as a factor that impedes campaign participation and implementation. However when using data on the number of staff to represent the time available, it does not have an influence on campaign participation.
9. Participation in other conservation campaigns
Western European- and the Mediterranean countries are less likely to participate in EAZA campaigns when they already participate in other conservation campaigns.
10. Duration of membership
The characteristic does not have an influence on campaign participation.

- *Which campaign characteristics influence the choice to participate?*

Campaign Characteristics that have an influence on participation are:

1. The required action;
Eastern European- and Mediterranean zoos are less likely to participate when the required action is fundraising.
2. Topic campaign programme;
Participants are more likely to participate when the campaign has a thematic topic or a specific species as topic. Non-participants are most likely to participate with a thematic topic but they are also more likely to participate compared to the participants when the topic concerns a regional theme.
3. Trigger;
Members would be more likely to participate in campaigns if, in addition to the annual conference, there would be more opportunities to exchange information and ideas concerning the campaigns.

A characteristic that partly influences the choice to participate is:

4. Channel of communication;
From the results one cannot indicate that changing the means of communication would influence the decision to participate. In general all interviewees are positive about the communication concerning the campaigns. There are however quite some comments when asking specifically about the separate means.

- *What motivates member zoos to participate in a campaign?*

Motivational factors that have an influence on campaign participation are:

1. Participation as duty;
The majority of members that participated in the questionnaire see participation in campaigns as their duty.
2. Easiness to participate;

Interviewees are either more likely to participate because of pre-selected campaign projects or they trust the EEO and the Campaign Committee to make the right decision on the supported projects.

3. Frequency and duration;

Participants are more likely to participate when a campaign lasts two years and is held every two years. For non-participants frequency and duration would not have an influence. A lower frequency and longer duration were mentioned often by participants in the telephone interview.

Characteristics that do not or partly influence the choice to participate are:

4. Effectiveness of the campaigns;

Interviewees are more likely to participate when they perceive campaign aims as attainable. This especially goes for the high conference attendance groups.

5. The ability to make a valuable contribution;

Interviewees are more likely to participate when they are confident that they can make a valuable contribution to achieving the campaign aims. All interviewees are confident that they can make a valuable contribution to raising awareness, only the Western European zoos are confident that they can make a valuable contribution to fundraising.

6. Benefits for the zoo;

Although most interviewees see benefits for their zoo when they participate, it cannot be said if this actually influences campaign participation.

7. Opinion of zoo visitors;

Most of the interviewees said that the relevance of the topic to their visitors does not have an influence on their decision to participate. This was however contradicted by their answers on other questions related to this.

5.2 What causes variability in the implementation of campaigns?

Attendance of Annual Conference and Geographical location have an influence on campaign implementation. Zoos that have a high conference attendance over the past five years are more active in implementing the campaign.

Activity: Members from the high conference attendance groups and Eastern European members are more active in implementing the campaigns than members from the low conference attendance groups and other regions; High conference attendance groups participate more in events, have more interactive activities for their visitors and most of them create their own resources. A difference between the regions was that the Eastern European members are the most active group when it comes to all other aspects of campaign implementation except for fundraising.

Fundraising: There is a clear difference in fundraising between the three geographical locations; Western European members are all confident that they can make a valuable contribution to fundraising and all but one Mediterranean and Eastern European countries are not.

6. Discussion

The aim of this research was to explain the variable number of participants and implementation of EAZA members in their Conservation Campaigns. To find an explanation the EEO sent out a questionnaire.

The results from both the questionnaire and the interviews, show that there are several zoo-, campaign- and motivational characteristics that influence campaign participation. Because of the relatively small sample size, the error bars are quite large. Taking the available time into account this was the highest number of respondents possible.

The differences between the characteristics for different zoos can partially explain the variable participation in campaigns and implementation of campaigns.

Zoo characteristics

Table 4.1 shows the zoo characteristics that were expected to have an influence on campaign participation.

A higher proportion of non-participants than participants said that their director and marketing department (partly) decides on campaign participation. For participants in at least one of the last three campaigns, the educators had a higher influence on campaign participation than for non-participants. It is currently unknown what causes these differences. It is possible that the orientation and specialisation of the directors in these zoos are more focussed on marketing, or that the size of the education department influences participation. It would have been possible to include a question concerning the professional background of the director in the interview. However analysing the EEO questionnaire and developing the interview guide overlapped in time which made this impossible.

The animal collection influences participation and to a lesser extent participating in other campaigns does too. However for the latter no influence can be shown for the Eastern European members. It could be that participation in other campaigns does not withhold Eastern European zoos to participate in EAZA campaigns because they need some more guidance in their educational programme. The availability of a lot of freely accessible education material for the EAZA campaigns might contribute to this.

Members with higher financial means have participated more than members with lower financial means. This is in agreement with the Theory of Planned Behaviour (TPB) discussed in paragraph 1.3. The theory states that actual behavioural control includes the availability of time, money, skills and cooperation with others (Ajzen, 1991). According to this theory an EAZA member would be more likely to participate (actively) if they have sufficient financial means and skilled personnel (providing time to work on the campaigns).

'Not enough time' was specifically mentioned by interviewees as well as in the non-participants questionnaire as being a factor that impedes campaign participation and implementation. However, the relation between available time and participation in campaigns could not be shown. The absence of this relation might be explained by the way that the available time was measured. Because it is difficult to directly measure the collective available time of staff members that can be spend on campaigns, the variable number of staff was used. The International Zoo Yearbook was used to provide the number of staff per institution. These data were not entirely complete and does only provide the number of staff for the whole institution. When using more accurate and complete data that also contains information on the number of staff per department, there is a possibility that a relationship between number of staff and campaign participation can be indicated.

Members that attended the annual conference more often also participated in the campaigns more often. Therefore it might be expected that members with higher financial means are

able to participate in campaigns more often as well as attending the annual conference yearly. However, a relation between financial means and attendance of the annual conference could not be shown, which means that higher financial means do not lead to higher annual conference attendance. It is of course possible that zoos with higher financial means are able to send more staff members to the conference, including educators. This could influence campaign participation. Significantly more Eastern European zoos participated in the last three campaigns and significantly more 'high conference attendance' zoos participate in the last three campaigns than 'low conference attendance' zoos. There is a possibility that attending the launch of the campaign motivates members to participate. Zoos that attend the annual conference could also already be more willing to participate in EAZA activities. Previous research shows that the attendance of the annual conference has an influence on regional collection planning (Eenink and Papies, 2007; Jong and Plattje, 2008).

Campaign characteristics

Table 4.5 shows the campaign characteristics that were expected to have an influence on campaign participation.

According to Rose (2010) communication can only have the intended effect if the seven key components are included and carefully researched. These seven key components are: Channel (how the message reaches the audience), Action (what the organisation wants to happen), Messenger (who delivers the message), Programme (why the campaign is initiated), Context (where and when the message arrives), Audience (people the organisation is communicating with) and Trigger (what will motivate the audience to act).

In general all interviewees are positive about the means of communication which are provided by the EEO and the campaign committee. In spite of this positive attitude there were many comments on how to improve the means of communication. This contradiction might be explained by social desirability, which can influence the validity of test results (Furnham, 1986). The interviewees might be less positive but do not want to admit this directly to the interviewer. Interviewing by telephone instead of face to face interviewing can limit this influence of social desirability somewhat (Holbrook, Green & Krosnick, 2003) but social desirability does have a bigger influence in interviews than in questionnaires, since there is direct contact with the researcher (Kumar, 2005). From the results it can not be indicated that adjusting the means of communication would influence participation, but it will probably be beneficial to use the feedback of the members to improve the means.

In accordance to the theory of Rose (2010), the required action was said to have an influence. Mediterranean and Eastern European zoos would be less likely to participate when the main focus is on fundraising. The financial crisis as well as legislation against fundraising were mentioned as factors that make it difficult for them to participate in fundraising. For the majority of the Western European interviewees the required action does not have an influence on campaign participation. The competitive aspect of fundraising could even convince Western European members to participate (Griffith, M. 2013, pers. comm., 3 June).

Consistent with the theory of Rose (2010) the topic of the campaign influences campaign participation. A thematic topic increases the probability of participation. Non-participants would also appreciate a regional theme while participants would not. The preference for a topic might depend on the size of a zoo. This was not addressed in this research.

Participation is likely to increase if, in addition to the annual conference, there would be more opportunities to exchange information and ideas concerning the campaigns. In addition to that, members would like to contribute to the organisation of the campaign before everything is already decided. Some zoos have already indicated that they did consult other regional zoos. The Mediterranean members preferred 'low cost' meetings like an on-line meeting. Other EAZA meetings like the European Zoo Educators meeting or the Conservation Forum meeting could be used as well to exchange campaign information between zoos and between the EEO and the zoos.

Motivational factors

Table 4.6 shows the motivational factors that were expected to have an influence on campaign participation.

Frequency and duration of campaigns have an influence on participation. The majority of the members that did participate in at least one of the last three campaigns said they would be more likely to participate if a campaign lasts two years. A lower frequency and longer duration were mentioned often by participants in the telephone interview as beneficial. However, the majority of the non-participants said a different frequency or duration would not have an influence on participation. A reason for this could be that this group has never implemented a campaign, and does therefore find it difficult to estimate how much time that would take.

Most of the interviewees said that the relevance of the campaign to their visitors did not have an influence on their decision to participate. The absence of a relation between the opinion of zoo visitors and the motivation of member zoos to participate, would contradict the Expectancy Value Theory (paragraph 1.5). This result is also contradicted by the fact that the Ape campaign (which was seen as very relevant to the visitors) had a higher amount of participating members and raised more funds than the Southeast Asia campaign (which was seen as not that relevant to the visitors). It could be that the interviewees are correct in saying that (in their view) visitor opinion does not influence campaign choice, but at the same time they can say that they think some campaigns will be easier to promote (be relevant to) visitors. Visitor opinion and relevance to visitors seem to be two separate things in the interviewees mind. It was mentioned in the interview that unknown or unpopular species make it more difficult to achieve the campaign aims. And if the aims are not attainable, especially the higher conference attendance groups were less likely to participate. This indicates that members are influenced by the opinion of their visitors.

One third of all interviewees said they are more likely to participate when pre-selected campaign projects are provided on forehand. The reason why the other interviewees don't think that this influences campaign participation is because they trust the EEO and the campaign committee to make the right decision on the supported projects. This would suggest that using pre-selected campaign projects would not influence campaign participation negatively.

Campaign implementation

Members from the high conference attendance groups were more active in implementing the campaigns than members from the low conference attendance groups. High conference attendance groups participate more in events, have more interactive activities for their visitors and most of them create their own resources. There is a possibility that attending the launch of the campaign causes the more active implementation. Zoos that attend the annual conference could also already be more willing to actively participate in EAZA activities.

A difference between the geographical regions was that the Eastern European members are the most active group when it comes to all other aspects of campaign implementation aside from fundraising. It could be that Eastern European zoos are willing to participate in the campaigns because they need some more guidance in their educational programme than the other two geographical locations. Using materials from EAZA campaigns can help them with this. This does however not explain their self-created activities and materials. However some members have indicated to be inspired and motivated by campaign materials to develop own educational activities.

7. Recommendations

- In upcoming campaigns, a thematic topic should be chosen.
- Promote less known means of communication (social media) in the eNewsletter and on the website.
- The duration of the campaigns should be extended to two years instead of one year.
- Address the campaign at other meeting in addition to the annual conference.
- Evaluation, together with campaign participants, should take place after every campaign. This can be combined with the aforementioned meetings.
- Members should remain to have the choice to participate in fundraising and/or raising awareness.

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Appendix I: Underlying motivational theories.

To be able to motivate people or organizations like zoos, it is very beneficial to look into theories that were designed to do research on motivation. Knowing what drives people to do things and discovering constructs that lead in human behaviour can be used to persuade people to perform certain behaviour. Although the list of theories on (psychological) theories to explain behaviour and motivation is too extensive to discuss in this research, some important and useful theories will be introduced. The general introduction of these theories will be followed by an explanation how the particular theory could be implemented in this research.

One of the simplest social- psychological models to explain and predict behaviour, is the Expectancy Value Theory (EVT). This theory was developed by Martin Fishbein in the early 1970s (University of Twente, 2012). The theory has three basic components: attitudes, beliefs and value. Individuals respond to novel information by developing a belief about the new item or action. A belief that already exists can also be modified by new information. Individuals assign a value to each attribute a belief is based on. According to this theory, attitudes are the result of a calculation in which a person balances his beliefs/ expectancies against the value. (Darnton, 2008)

The conclusion of this model is as follows. People have to have faith and the expectancy to be able to perform the wished action and they have to be convinced that performing the act will be beneficial.

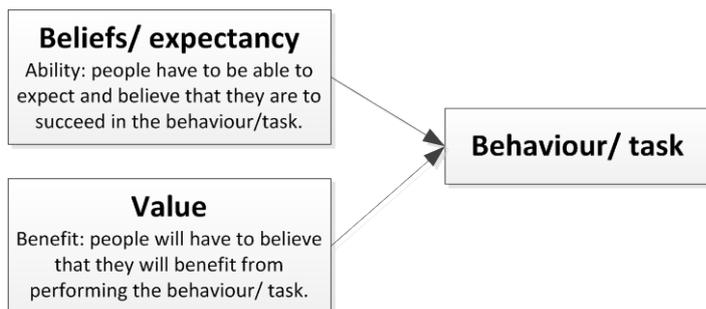


Figure 1: Theoretic model of the Expectancy Value Theory

To be able to implement the EAZA campaigns, the campaigns should be more adjusted to their members. Concerning the EVT, the campaigns should reform the beliefs and expectancies of the members. The members need to gain the feeling that they can contribute in the campaign and that the campaign in general is capable to promote conservation, raise awareness and funds. Secondly the members will have to see the value in them participating, both to strive for the campaign goals but also to discover the value for them as an EAZA member. One of the possibilities to measure this value, could be to measure if the income and/ or number of visitors is increased.

1.2 What motivates people to undertake actions: underlying theories.

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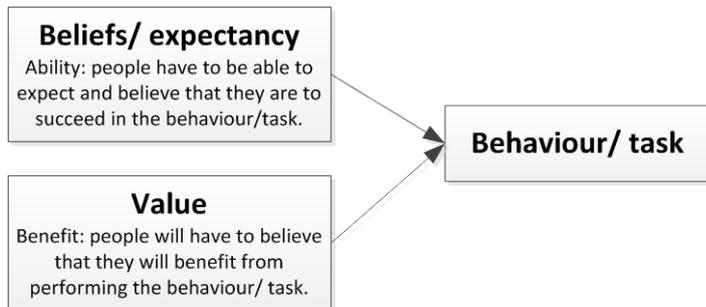
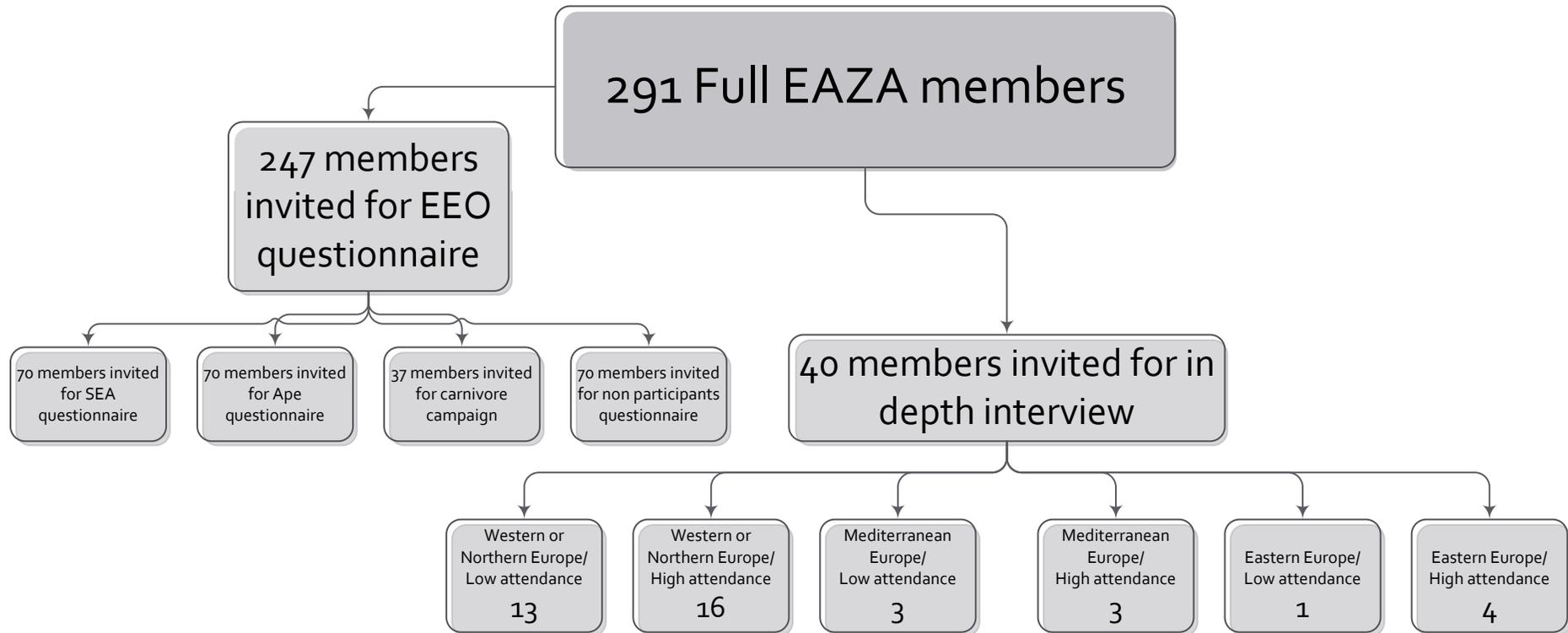


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Appendix II research population



Appendix III: Interview Guide

Introduction:

The aim of this research is to obtain more clarity on what factors influence campaign participation and implementation and how EAZA campaigns are experienced from a participant point of view. In January the EAZA Executive Office sent out a questionnaire and this interview is a continuation of the questionnaire.

I'm going to ask you a number of questions relating to specific characteristics of the EAZA campaigns, characteristics of your zoo and your motivation to participate in EAZA campaigns. If your zoo has participated in the last three campaigns I will also ask some questions relating to the implementation of EAZA campaigns.

The findings of this research will be used to improve campaign efficiency so that they better fit the needs of the EAZA member zoos and for the overall improvement of EAZA campaigns in terms of organisation and communication. If you are interested in the results there is a possibility to receive a copy.

All participants to the interview will be made anonymous in the final report, so a 100% confidentiality can be guaranteed.

For the interview I have a list of questions to be asked. This list was also sent to you by email. I expect the interview to take 30 minutes at the most.

That is all I wanted to tell you before starting. Is everything clear?

...Let's start then.

Personal data:

Name institution:.....

Name interviewee:.....

Job position interviewee:.....

Participated in EEO questionnaire: yes/no

A: Campaign characteristics: The next questions ask about if, how and why certain characteristics of the campaigns influence campaign participation. Here is the first question:

1. The campaign committee and the EAZA Executive Office use several methods to inform zoos about the campaigns, for example the campaign website, the eNewsletter, Zooquaria (EAZA’s magazine). Are you positive or negative about:

- Information about the campaign in the eNewsletter [positive/no opinion/negative]
- Information about the campaign in Zooquaria [positive/no opinion/negative]
- Information about the campaign on the campaign website. [positive/no opinion/negative]

1.1 What are the reasons for being positive/negative about the methods used to inform zoos about the campaign?

Reason:	Method of informing (circle the method the answer is referring to):					
<input type="checkbox"/> The information given is relevant/not relevant to us.	<input type="checkbox"/>	eNewsletter	<input type="checkbox"/>	Zooquaria	<input type="checkbox"/>	Campaign website
<input type="checkbox"/> The means used are easily/not easily available to us.	<input type="checkbox"/>	eNewsletter	<input type="checkbox"/>	Zooquaria	<input type="checkbox"/>	Campaign website
<input type="checkbox"/> The language used is easy/difficult for us to understand.	<input type="checkbox"/>	eNewsletter	<input type="checkbox"/>	Zooquaria	<input type="checkbox"/>	Campaign website
<input type="checkbox"/> The translation from English is no problem/ a problem for us.	<input type="checkbox"/>	eNewsletter	<input type="checkbox"/>	Zooquaria	<input type="checkbox"/>	Campaign website
<input type="checkbox"/> There is too much written information and too little visual information/there is a balance between visual and written information.	<input type="checkbox"/>	eNewsletter	<input type="checkbox"/>	Zooquaria	<input type="checkbox"/>	Campaign website

Other:.....

1.2 In conclusion, is your overall opinion positive or negative about the methods that are used to inform zoos about the campaigns? [positive/no opinion/negative]

1.3 [if answered negative to question 1.2] Would changing/improving the means of informing zoos have an influence on the decision to participate in the campaign? [yes/no] [more likely to participate/ less likely to participate]

2. The campaign committee and the EEO make several means available to advertise the campaign to visitors like; information panels, educational resources, social media. Are you positive or negative about:

- The information panels [positive/no opinion/negative]
- The educational resources [positive/no opinion/negative]
- Social Media (Twitter feed, Facebook, Youtube) [positive/no opinion/negative]

2.1 What are the reasons for being positive/negative about the means used to advertise the campaign to visitors?

Reason:	Means for advertising (circle the mean the answer is referring to):					
<input type="checkbox"/> The information given is relevant/not relevant for our visitors.	<input type="checkbox"/>	Information panels	<input type="checkbox"/>	Social Media	<input type="checkbox"/>	Educational resources
<input type="checkbox"/> The means used are easily/not easily available to our visitors.	<input type="checkbox"/>	Information panels	<input type="checkbox"/>	Social Media	<input type="checkbox"/>	Educational resources
<input type="checkbox"/> The language used is easy/difficult for our visitors to understand.	<input type="checkbox"/>	Information panels	<input type="checkbox"/>	Social Media	<input type="checkbox"/>	Educational resources
<input type="checkbox"/> There is too much written information and too little visual information/there is a balance between visual and written information.	<input type="checkbox"/>	Information panels	<input type="checkbox"/>	Social Media	<input type="checkbox"/>	Educational resources

Other:.....

2.2 In conclusion, is your overall opinion positive or negative on the means that are used to advertise the campaign to visitors? [positive/no opinion/negative]

2.3 [if answered negative to question 2.2] Would changing these means have an influence on the decision to participate in the campaign? [yes/no] [more likely to participate/ less likely to participate]

2.4 [if answered negative to question 2.2] Which means would work for you to advertise the campaign to the visitors?

.....

The next question is about your opinion concerning the way the campaign is advertised by the EAZA Executive Office, other than what we have spoken about in the questions before.

3. For the launch of a campaign, different speakers are invited to talk about campaign related topics at the EAZA Annual Conference. When there would be more opportunities to for zoos to exchange information and ideas for campaign activities aside from the EAZA Annual Conference, e.g. workshops or focus group meetings, would this make it more appealing to participate in EAZA campaigns? [yes/no]

3.1 [if answered yes to question 3] Are there any criteria you would have for such a meeting?
 [yes/no]

3.2 [if answered yes to question 3.1] What are they?

- We would prefer a meeting between member zoos from the same region.
- We would prefer a meeting between member zoos from different regions.
- The meeting should be held at a gathering like the Annual conference or the European Zoo Educators conference.
- The meeting should be held online.
- Other:.....

]

4. The past campaigns were focussed on fundraising, signing petitions and raising awareness. Does the focus on these three actions have an influence on the decision whether to participate or not?
 [yes/no] [more likely to participate/ less likely to participate]

4.1 Are there actions that make it more likely that your zoo will participate in EAZA campaigns?
 [yes/no]

4.2 [if answered yes to question 4.1] What are they?

- Fundraising
- Realising regulatory change by having visitors sign petitions
- Promoting awareness
- Other:.....

]

B. Zoo characteristics: Introduction: the next questions concern if, how and why certain characteristics of your zoo influence campaign participation.

1. Does your zoo participate in other conservation related campaigns? [yes/no]

1.1 [if answered yes to question 1] Which campaigns? And when?

Campaigns:	When:
<input type="checkbox"/> Local/ own campaign	
<input type="checkbox"/> Regional/ National campaign	
<input type="checkbox"/> International campaign	
<input type="checkbox"/> Own campaign implemented internationally	
<input type="checkbox"/> Other	

1.2 [if answered yes to question 1] Does this have an influence on participation in EAZA conservation campaigns? [yes/no] [more likely to participate/ less likely to participate]

1.3 [if answered yes to question 1.2] For what reason does this influence participation in EAZA conservation campaigns?

Because of participation in other campaigns, we don't have time to participate in EAZA conservation campaigns.

We do have time/sufficient financial means to participate in more than one campaign, but the aim and the topic of the EAZA conservation campaigns do not match the aim and the topic of the other campaign and therefore we don't want to participate in both.

If we would participate in both EAZA campaigns and other campaigns, our visitors would not be willing to participate anymore.

The topics of the EAZA campaigns can be easily combined with other campaigns we are participating in.

The EAZA campaigns are an easy way to contribute to conservation. It doesn't cost us a lot of extra time or money so they can be combined with participation in other campaigns.

Other:.....
.....
.....

2. Do the topics of EAZA campaigns relate to your animal collection? [yes/sometimes/no]

Does this have an influence on the decision to participate in the EAZA campaigns?

[yes/no] [more likely to participate/ less likely to participate]

2.1 [if answered yes to question 2] For what reasons does this have an influence?

It is difficult to explain the aim of the campaign to our visitors when the topic cannot be related to our animal collection.

It takes more time to organise activities when the topic cannot be related to our animal collection.

Other:.....
.....
.....]

C. Motivation to participate: Introduction: the next questions concern if, how and why certain motivational factors influence campaign participation.

1. Are you familiar with the main aims that are set for the EAZA campaigns? [yes/no]

[If answered no: Every EAZA campaign has a few main aims. For example for the Southeast Asia Campaign:

- *Raise awareness in the European public, European institutions and European business community of the amazing, yet threatened, animal species of Southeast Asia;*
- *Create a fund of €750,000 for Southeast Asian species conservation projects;*
- *Assist in reducing trade and hunting of Southeast Asian species at risk;*
- *Influence European consumer behaviour, demonstrating how this can positively impact on conservation issues].*

What do you think about the attainability of the aims of EAZA campaigns?

[by attainability we mean to achieve an aim].

[I think the aims are attainable/not attainable because:

- The campaign aims will engage enough support/not enough support from zoo visitors
- The aims are ambitious and make visitors feel needed to contribute to achieve the aims/The aims are not ambitious and cannot make visitors feel needed to contribute to achieve the aims.
- The aims are realistic so that visitors feel their involvement will make a change/ The aims are unrealistic so that visitors feel their involvement will not make a change anyway.
- Other:.....
.....
.....

1.1 Does this have an influence on participation in the campaign?

[yes/no] [more likely to participate/ less likely to participate].

2. Do you think your zoo is able to make a valuable contribution to achieving the following campaign goals?

- Fundraising [Yes/no]

- Raising awareness [Yes/no]

2.1 Does this influence the decision to participate in the EAZA campaigns?

[yes/no] [more likely to participate/ less likely to participate].

2.2 [if answered no to question 2] For what reason do you think your zoo is not able to make a contribution to achieving the campaign aims?

- We are a small zoo, we don't have enough visitors to contribute to achieving the aims.
- We don't have time/money to properly implement the campaign so then it is better not to participate at all.
- Other:.....
.....
.....]

3. Did you participate in any of the last three campaigns, which are the Carnivore campaign, the Ape campaign and the South East Asia campaign? [yes /no]

If answered yes, go to question 3.1 If answered no, go to question 3.3.

3.1 Do you think the topic was relevant to your visitors? [yes/no]

If answered yes, go to question 3.3.

3.2 How, in your opinion, can the campaigns be made more relevant for the visitors?

Relate the topic of the campaign to things that are important for visitors like gadgets, actions they can undertake to support the campaign but that will also benefit them money wise or in their social life.

Provide ideas for activities and resources that appeal to families: have a fun day out, games and activities the whole family can participate in.

Emphasize the conservation aspect, activities that will lead to visitors changing their behaviour because they see the need for nature conservation.

Other:.....
.....
.....]

3.3 Does the opinion of the visitors have an influence on the decision whether or not to participate in the EAZA campaigns? [yes/no] [more likely to participate/ less likely to participate].

4. Are there benefits for your zoo when you participate in EAZA campaigns? [yes/no]
[for non-participants, imagine that you would participate in EAZA campaigns, would there be benefits for your zoo?]

4.1 [if answered yes to question 4] Which benefit do you find most important?

Raising awareness on conservation with our visitors.

Supporting *in situ* conservation.

Higher visitor numbers

Positive attention in the media for our zoo

Other:.....
.....
.....

5. For every campaign, EAZA selects a few campaign projects where the funds are donated to.

If these pre-selected projects need to be clarified, the interviewer can use the following information: The funds raised by the Southeast Asia campaign for example went to six projects, one of them being the Rufous-headed hornbill conservation research and management project in the Philippines.

Ape: The funds that were raised for the Ape campaign were transferred to the EAZA Ape Conservation Fund. This fund transferred funds to preselected projects like for example the Kinabatangan Orangutan Conservation Programme.

Does this influence your decision whether to participate in EAZA campaigns or not?
[yes/ no] [more likely/ less likely]

5.1 For what reasons are you more/less likely to participate?

The pre-selected projects make it easy/difficult to promote the campaign to our visitors

It is a good thing that the collected funds are going to be used to support these pre-selected projects instead of small amounts of money going to all different kind of projects/We don't agree with the funds going to these pre-selected projects, we want to make our own choice in which projects to support.

Other:.....
.....
.....]

6. The EEO gives regular updates on the campaign website on what happens to the funds that were donated by zoos. Do you keep track of these updates? [yes/no]

6.1 [if answered no to question 6] For what reason do you not keep track of these updates?

I didn't know there were updates on the campaign website.

I'm not that interested in updates.

Other:.....
.....
.....]

6.2 Does knowing what happens to the funds influence your decision whether to participate in the EAZA campaign or not? [yes/no] [more likely to participate/less likely to participate]

If the interviewee has not participated in any of the last three campaigns, then the interview ends here. As a final question the interviewee is asked if they want to add information that has not been addressed in the interview (room for notes at the end of part D).

D. Campaign implementation: Introduction: The next questions concern how the campaign is implemented in your zoo.

1. In which of the last three campaigns did your institution participate?
[Carnivore/ Ape/Southeast Asia]

1.1 Did your zoo participate in:

Southeast Asia Campaign:

Saola awareness month? [yes/no]

An own event organised by your zoo to promote the campaign [yes/no]

Ape Campaign:

Ape week [yes/no]

Gathering of mobile phones [yes/no]

An own event organised by your zoo to promote the campaign [yes/no]

Carnivore Campaign:

The Teddy bear picnic? [yes/no]

The Carnivore Carnival [yes/no]

An own event organised by your zoo to promote the campaign [yes/no]

1.2 [if answered yes to any of the options of question 1.1] What kind of activities did your zoo organise for this event?

SEA

- Activities that brought the topic of the campaign under the attention of the media.
- Activities that actively involve visitors like competitions, games, trails, workshops etc.
- Providing visitors with information through activities like theatre, keeper talks.
- Providing visitors with information through panels or posters
- Other:.....
.....
.....]

Ape

- Activities that brought the topic of the campaign under the attention of the media.
- Activities that actively involve visitors like competitions, games, trails, workshops etc.
- Providing visitors with information through activities like theatre, keeper talks.
- Providing visitors with information through panels or posters
- Other:.....
.....
.....]

Carnivore

- Activities that brought the topic of the campaign under the attention of the media.
- Activities that actively involve visitors like competitions, games, trails, workshops etc.
- Providing visitors with information through activities like theatre, keeper talks.
- Providing visitors with information through panels or posters
- Other:.....
.....
.....]

2. For an EAZA campaign educational resources are made available on the campaign website. Did you use any of the educational resources for the campaign(s) you participated in? [yes/no]

2.1 Why did you (not) use the educational resources?

- Translating the materials was not possible.
- The information was/ was not related to the animal collection.
- The material was/ was not relevant to our visitors.
- The quality of the material was excellent/ poor.
- The materials make it easier for us to bring the campaign under the attention of visitors.
- Other:.....
.....
.....]

3. For an EAZA campaign, information panels with information about that particular campaign are made available on the campaign website. Did your zoo use these information panels for the campaign(s) you participated in? [yes/no]

3.1 Why did you (not) use the information panels?

- The costs for printing/ producing the panels was too high.
- The information on the panels was/ was not relevant for our visitors.
- The information on the panels was/ was not relevant for our animal collection.
- The quality of the panels was excellent/ poor.
- The information panels make it easier for us to bring the campaign under the attention of visitors.
- Other:.....
.....
.....]

4. Did you create your own educational materials to promote the campaign in your zoo?
[yes/no]

[if answered yes] Which materials did you create?

.....
.....
.....
.....

5. Are there factors that restrict the time you are able to spend on implementing the campaign in your zoo? [yes/no]

5.1 [if answered yes to question 5] What are they?

- Financial means
- Limited time because of low number of staff
- Other priorities, which are:...
- We have other priorities because we have not been a member for that long.
- Other:.....
.....
.....]

As a final question the interviewee is asked if they want to add information that has not been addressed in the interview.

.....
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.....

Appendix IV: Invitation by email:

Dear...

We are Renee Hoogland and Renee Wesselman. We are conducting a study on participation in EAZA conservation campaigns endorsed by the EAZA Executive Office for our Bachelor Thesis at the University of Applied Sciences Van Hall Larenstein (the Netherlands).

In January of this year the Executive Office sent out a questionnaire to EAZA members with the aim to obtain more clarity on what factors influence campaign participation and how EAZA campaigns are experienced from a participant point of view. In continuation of this questionnaire we are planning to conduct telephone interviews.

The findings of this study will be used to improve campaign efficiency so that they better fit the needs of the EAZA member zoos and for the overall improvement of EAZA campaigns in terms of organisation and communication.

Your zoo is one of the EAZA members that is selected for the interview. We therefore want to ask you, assuming that you are (one of) the person(s) that decides on participation in EAZA campaigns, if you are able to participate in our telephone interview? This would preferably take place in the month of April and May on any day of the week that would suit you, except for the Wednesdays; this day we are not available.

All participants to the interview will be made anonymous in the final report, so a 100% confidentiality can be guaranteed.

We expect the interview to take 30 minutes at the most.

Please let us know if you are able to participate in our telephone interviews, and if so what date and time would suit you. If you are not one of the employees that has an influence on the choice to participate in EAZA campaigns, would you be so kind to forward this mail to an employee who does?

Best regards,

Renee Hoogland

Renee Wesselman