

From Gut to Objective Decision-Making: Techniques to Optimize Operations



Diana Vega
Chief of Operations
Zoo Miami

Tuesday Breakout Session

Gold Sponsor

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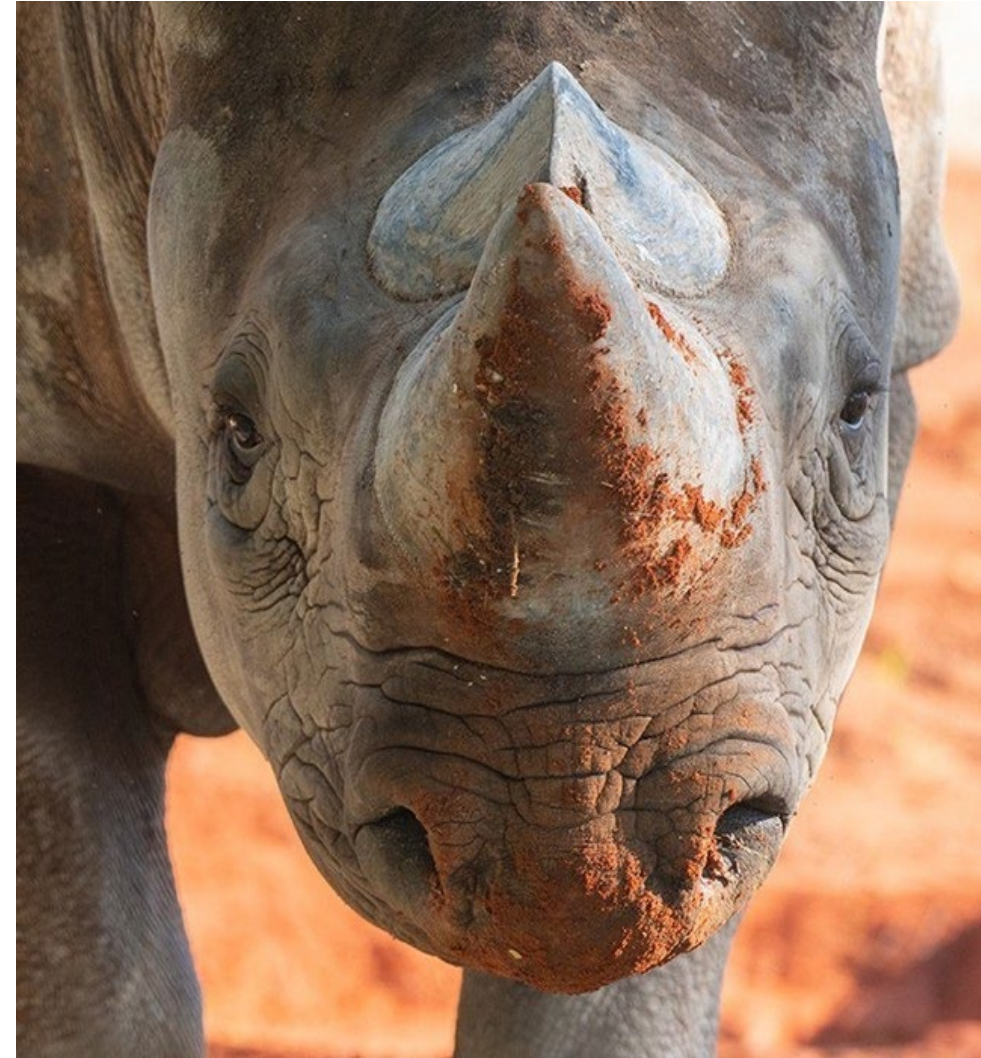
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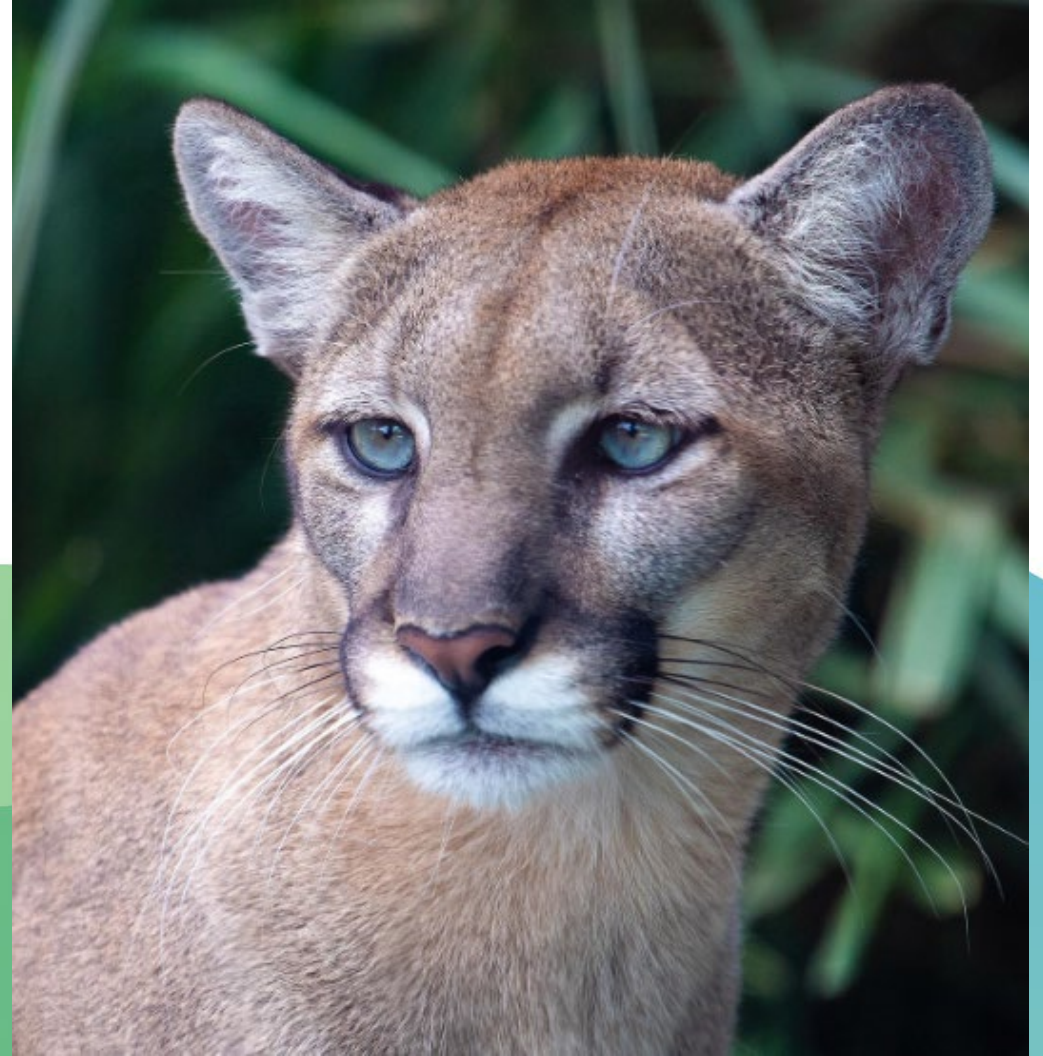
Learning Objectives

- Tools to make more objective decisions
- Increase communication, accountability, and transparency
- Create buy-in faster
- Provide professional development
- Improve internal & external customer service



First Steps

- Want to make change
- Be humble
- Commit
- Be Consistent
- Get **your** house in order **first**
- Share results and get feedback



Step 1 – Create Daily Lineups/Huddles

What to do

- Choose a team(s)
- Choose a time that works everyday and designate no more than 15-minutes
- Choose a location
- Create a format for the meeting

Why do it

- Increases communication flow
- Creates accountability
- Increases transparency



7 Rules for a Great Daily Huddle



Keep it short.



Start on time, and end on time.



No phones or distractions.



Stand up.



Get in a routine.



Stay on track.



Involve the entire team.

Step 1 – Create Daily Lineups/Huddles



Step 2 – Create Measures

What to do

- Create measures that can assess the success of a process or objective

What is a key performance indicator (KPI)

- A key performance indicator is a quantifiable measure of performance over time for a specific objective

Why use them

- Measures and evaluates the progress or effectiveness of functions, processes, or solutions
- Focus is on analyzing results rather than creating reports

Step 2 – Create Measures

What we are doing

- KISS - Keep It Short and Simple
- 3 or less relevant KPIs per department
- Create baseline
- Each department accountable for their KPIs
- Visualize results
- Results accessible to **everyone**

What's next

- Creating Objective Key Results (OKRs)



Step 2 – Create Measures

Tram Tours

- Tram tours sold
- Tram tours offered
- **% of trams sold: (sold/offered)**
- **Total revenue**
- Paid participants
- Total participants (paid and free)
- **% of attendance**
- Maximum seats available for sale (capacity)
- **% seats used vs. capacity**
- Amount of days operational
- Days operation was closed and why



Step 2 – Create Measures



Transportation

Daily at 10:30 a.m. & 1:30 p.m.
Duration: 2 hrs



VIP TOURS

- Tours sold: 16 of 28
(**57.14%** capacity)
- Revenue: **\$4,375**
- Participants: **50**

BACKSTAGE STOP ADD-ON

- Stops sold: 2 of 14
(**14.29%** capacity)
- Revenue: **\$267.50**
- Participants: **9**

Daily on the hour 11 a.m. – 4 p.m.
Duration: 45 min



TRAMS

- Tram tours sold: 25 out of 42
(**59.52%** trams sold)
- Revenue: **\$2,529**
- Participants: **380**
- **18.10%** seats used vs. capacity
- % of attendance: **2.06%**

Step 2 – Create Measures



Transportation



TRAMS

- Date: 05/22 – 05/28
- Tram tours sold: 6 out of 6 (**100%** trams sold)
- Revenue: **\$1,222**
- Participants: **179**
- **60%** seats used vs. capacity
- % of attendance: **1%**

*Weekends from 12 p.m. – 2 p.m.
Duration: 45 min*

Step 2 – Create Measures



ZOO
MIAMI
Live it!

Transportation

Date: 05/22 – 05/28

VIP TOURS

- Tours sold: 7 of 28
(**25%** capacity)
- Revenue: **\$2,577**
- Participants: **19**

ANIMAL ENCOUNTERS

- Encounter session sold: 8 of 21
(**38%** capacity)
- Revenue: **\$1,140**
- Participants: **30**
- **39%** of participants attended vs.
participant capacity

Daily at 10:30 a.m. & 1:30 p.m.
Duration: 2 hrs



Courtesy Rides: 10

Step 2 – Create Measures

What if the department is not easily quantifiable?

- There's something to measure, keep trying until you find it
- When in doubt, measure time

Information Technology



- Live stream TV installed at Bald Eagle showing eagle nest with 2 hatchlings.
- 2 out of 5 Amphitheater speakers repaired. Not yet installed.
- Meerkat camera temporarily offline due to condensation forming on internal camera lens.

Step 2 – Create Measures

ZOO MIAMI

Work Order for Operations

Requested By *

What Department Do You Work For? *

Select or enter value

Email Address *

Emails will be sent to this address with status updates of work order.

Section to assign Work Order *

Select

Location of Work

If necessary, add more location details to the Description of Work box below.

Select

Description of Work *

Upload Photos (if applicable)

Drag and drop files here or [browse files](#)

Date Needed *

Priority Level *

High - within 24 hours
Med - within 7 days
Low - past 7 days

Select

Senior Manager approval needed? (choose appropriate supervisor if applicable)

Work orders that are enhancements require approval by the Senior Manager of the section. An enhancement is something new that did not exist before.

Select

Submit

Information Technology



- Added network connections to the new A&B office.
- Assisted with three office moves this week.
- Installed the truss for the Canine show.
- WO Completed: 15

Date: 05/22 – 05/28

Step 2 – Create Measures

Measure impact on guests

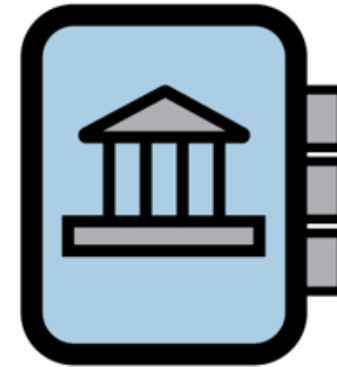
- How many times do your team members engage with guests?



Exhibits

05/22 – 05/28

- Attendance and Engagement:
 - ✓ Conservation Action Center weekly attendance: 4,633
 - ✓ Weekly guest engagement: 2,043
- Exhibit Updates:
 - ✓ Turf project completed at the Amphitheater
 - ✓ Dogs will arrive 06/02 and begin practicing for the opening of Canine Champions for Conservation on Thursday, 06/08.
 - ✓ 06/09 - Media day for the show.
 - ✓ Exhibits Team took over opening/closing procedures from IT for Amazon and Beyond.
 - ✓ Exhibits Team continues with interpretation, programming, and wayfinding throughout the park.



Step 3 – Effective Meetings

What to do

- Establish the purpose of the meeting
- Frequency and length
- Agenda
- Stakeholders that should participate
- Evaluate and adjust meeting content based on feedback

Why do them

- Increase communication
- Gather feedback
- Make decisions or create buy-in for upcoming decisions



Step 3 – Effective Meetings

What we are doing

- Weekly 30-minute Operations Meetings open to all departments
- Provides updates, projected attendance, KPIs, upcoming events for the next year, shout-outs
- Purpose is to increase communication
- Simple and visually appealing slides that communicate information
- Presentation is easily accessible

What's next

- Add OKRs to weekly meetings
- Replace one meeting with a monthly Business Review Meeting
- Rotate front line staff in meetings to expose them to the business side



Step 4 – Feedback

What to do

- What do you want to know
- Who needs to provide feedback
- Who needs to know the feedback
- How will the feedback be provided
- What are you willing to change once you receive it
- Are there resources and authorization to make the change(s)

Why do it

- Provides a different perspective to finding solutions
- Assists in making impactful decisions
- Helps make the right types of changes



Step 4 – Feedback

What we are doing

- Ask team members for feedback
- Guest Feedback Survey for guests that purchased tickets online
- Provide an email for guests to contact us at end of survey
- Visualize data and include targets and benchmarks
- Conduct individual customer focus interviews after signature events



What's next

- Post dynamic QR codes to receive feedback from guests onsite
- Consolidate guest feedback (in-person and over the phone) into one dashboard
- Review results with supervisors
- Identify objectives to improve processes for guests and employees

Step 4 – Feedback

Zoo Miami Guest Feedback Survey:

- <https://online2.snapsurveys.com/interview/963d3dc3-944e-4562-b36e-c19c0d8f5cca>



How satisfied are you with the level of professionalism, courteousness, and helpfulness of the staff?

- ☐ 5-Extremely satisfied
☐ 4-Satisfied
☒ 3-Neutral
☐ 2-Dissatisfied
☐ 1-Extremely dissatisfied

Back Reset Next



Logic included for answers scoring below 3

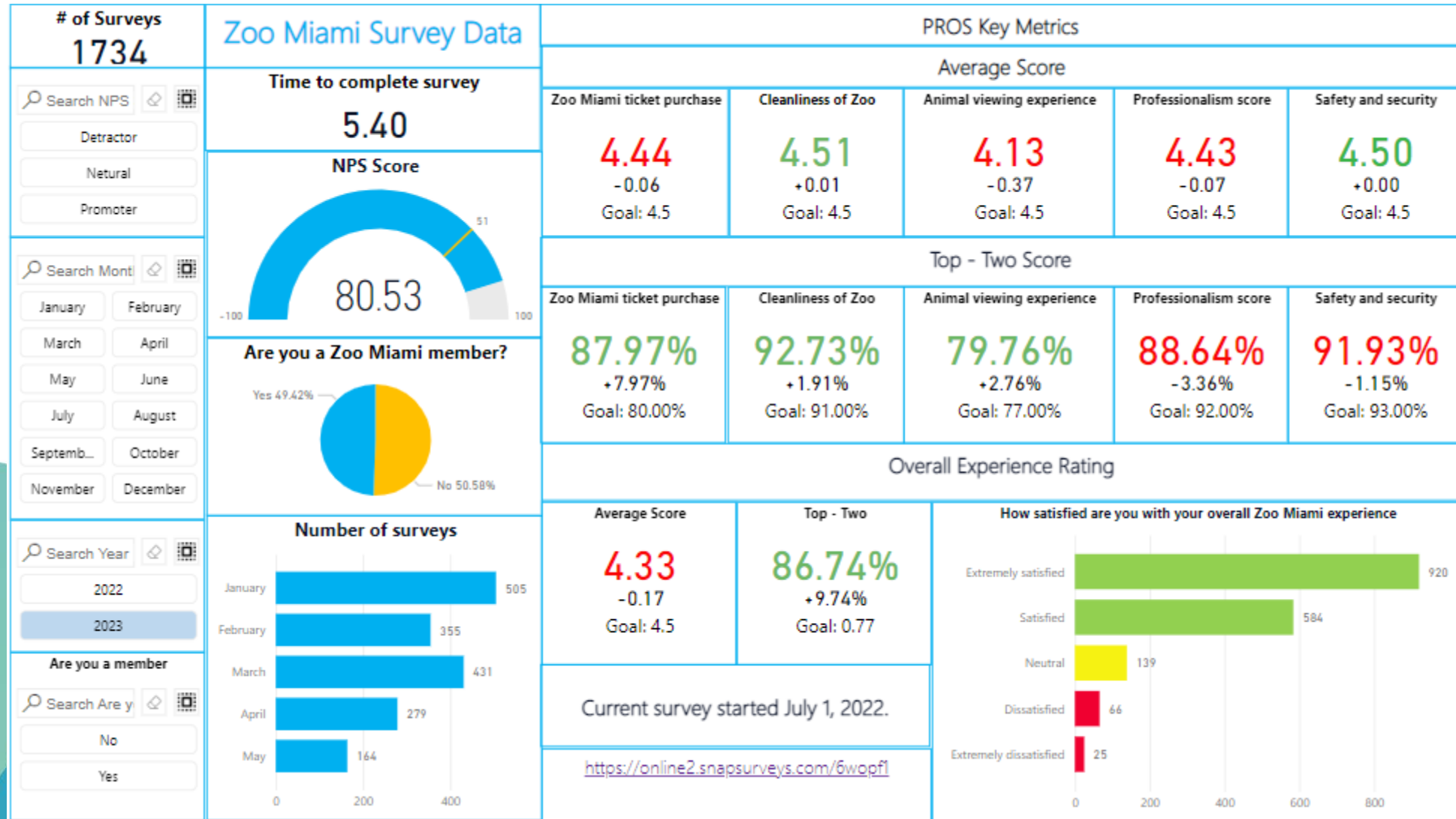


Please provide the reason that most affected your rating

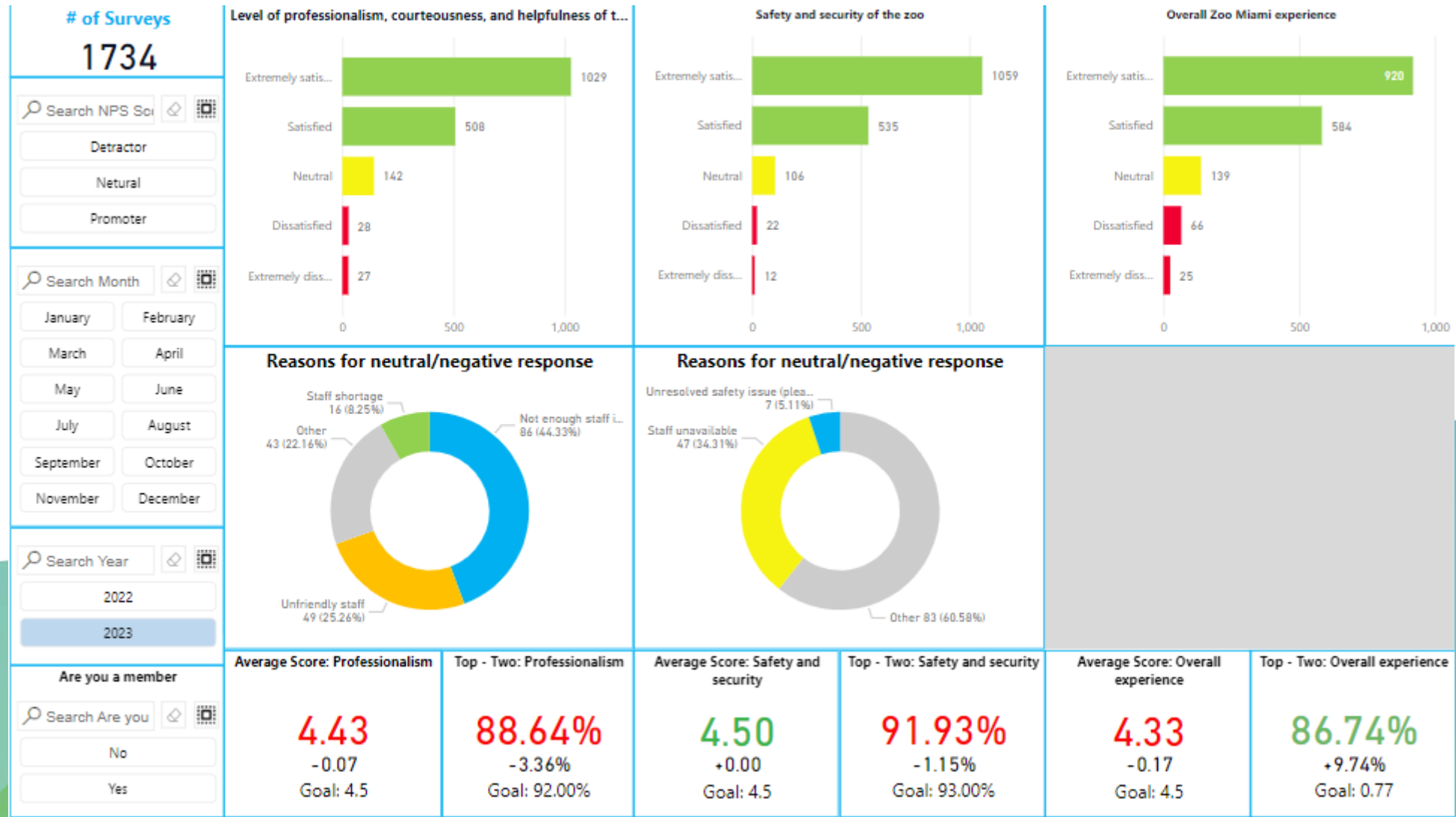
- ☐ Staff shortage
☐ Not enough staff interaction
☐ Unfriendly staff
☐ Other

Back Reset Next

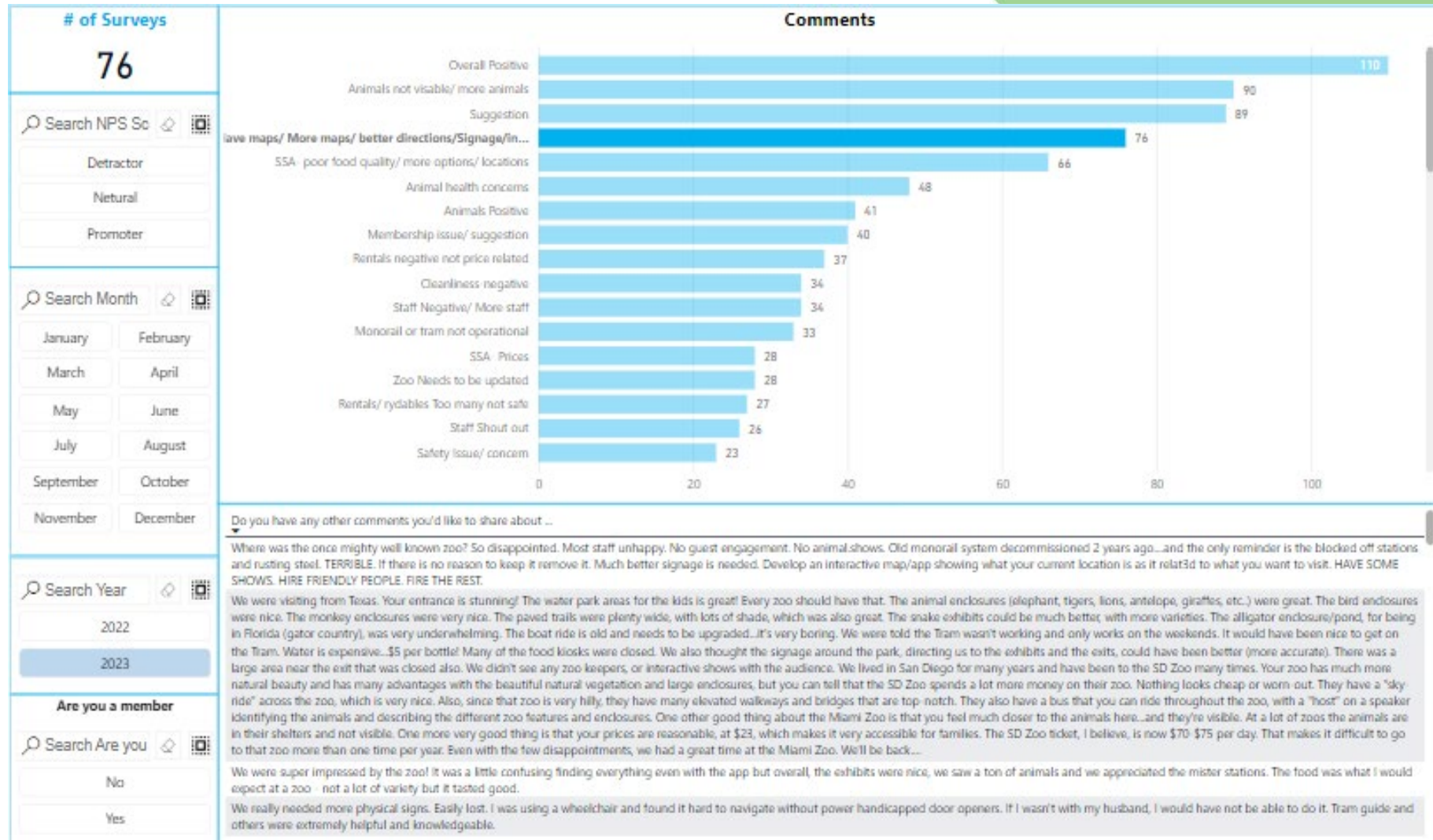
Step 4 – Feedback



Step 4 – Feedback



Step 4 – Feedback



Step 5 – Results Based Decision-Making

What we are doing

- Analyze under performing measures
- Identify desired outcome(s)
- Review process and speak to stakeholders
- Propose changes and collect feedback
- Implement changes
- Evaluate results

Why we do it

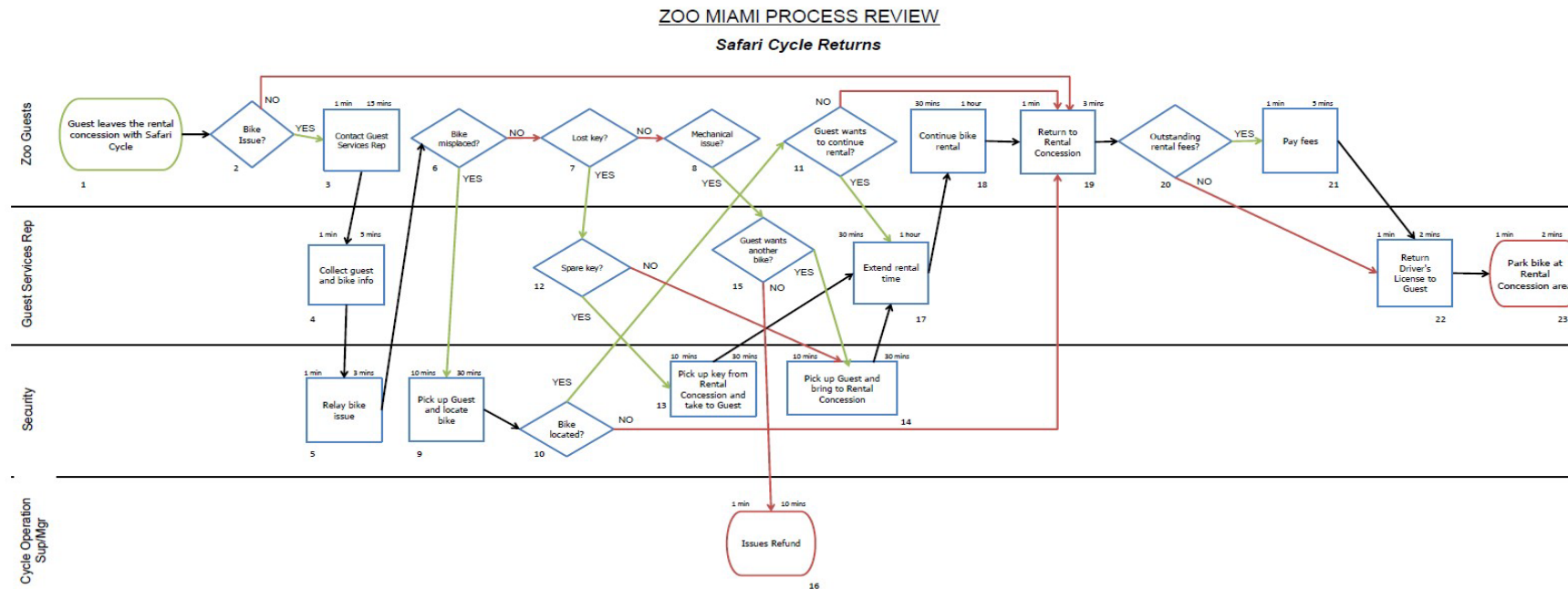
- Keeps focus on results
- Takes different perspectives into account
- Helps make impactful change



Step 5 – Results Based Decision-Making

What's next

- Visualize process for stakeholders to better understand changes
- Visualize data to review at future Monthly Business Review Meeting



Step 5 – Results Based Decision-Making



Step 5 – Results Based Decision-Making

Animal Encounters

Date: 05/29 – 06/04



Pygmy Hippo

- ✓ Sessions sold: 4 of 7 (57% capacity)
- ✓ Participants: 15
- ✓ Revenue: \$375



Tortoise

- ✓ Sessions sold: 3 of 5 (60% capacity)
- ✓ Participants: 11
- ✓ Revenue: \$275

GOH Rhino

- ✓ Sessions sold: 3 of 4 (75% capacity)
- ✓ Participants: 11
- ✓ Revenue: \$385



Black Bear

- ✓ Sessions sold: 2 of 5 (40% capacity)
- ✓ Participants: 11
- ✓ Revenue: \$275



Step 5 – Results Based Decision-Making

Old vs. new map based on guest feedback



Step 6 – Professional Development

What we do

- Onboard new hires
- Trainings
- Cross-training, FAQs, job shadow program
- Working supervisors that coach and mentor
- Progressive discipline process focused on changing behavior
- Team building
- Recognition

Why do it

- Retention
- Knowledgeable staff
- Continuous improvement culture



Step 6 – Professional Development

ZOO **MIAMI** GUEST EXPERIENCE SEMINAR: GUEST SERVICE

FUNDAMENTALS OF GUEST SERVICE



Step 6 – Professional Development



Working supervisors with their teams

Step 6 – Professional Development



Working supervisors with their teams



The logo for Zoo Miami features the word "ZOO" in a large, bold, white sans-serif font. Below it are two horizontal white lines. Underneath the lines is the word "MIAMI" in a bold, white sans-serif font. At the bottom is the phrase "Live it!" in a white, handwritten-style script font. The entire logo is centered on a background of overlapping green and teal shapes.

ZOO

MIAMI

Live it!

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