

SERVICE DESIGN PROJECT:

FRANKLIN PARK ZOO

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AGENDA

- I. Introduction to our Research Problem and Objectives
- II. GAPS Analysis
- III. Market Segment/SWOT Analysis
- IV. Service Blueprint
- V. Marketing Plan
- VI. Proposed Service Blueprint and Suggestions
- VII. Executive Summary

INTRODUCTION

RP: How can the Franklin Park Zoo incentivize employees to engage customers in order to benefit consumer experience as well as reduce turnover

- When/where should customer-employee interaction occur within the zoo
- Can we do this at little to no cost
- What will encourage employees to go above and beyond



GAPS ANALYSIS:

GAP 1 - LISTENING GAP

- Greeted
- Locate & view animals
- Get money's worth



GAP 4 - COMMUNICATION GAP



Market Segment:

LEAD

Educational programs (schools, after-school programs)

IRON

People in the neighborhood

GOLD

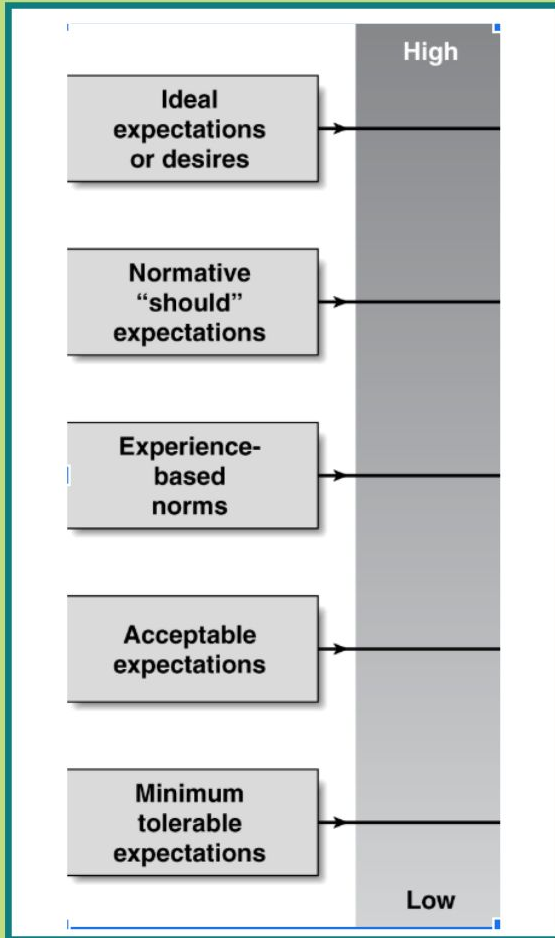
Families (one time purchasers of the service)



PLATNIUM

Existing members of the zoo

Service Expectations:



Navigate and see the animals

Have a great time at the zoo

Get money's worth because tickets are expensive

SWOT ANALYSIS



STRENGTHS

- Empowers employees to engage with customers
- Encourages interaction between zookeepers and customers
- Makes use of existing resources and reallocates them to better meet needs

WEAKNESSES

- Over-extension of front end employees makes job more demanding
- Zookeepers move to a Zoo that requires no customer engagement
- Difficult to manage and can distract from core competencies

OPPORTUNITIES

- Front end employees are more motivated to reach out to customers
- Exceptional service quality recognition and awards
- Performance evaluations with pay/benefits incentives

THREATS

- Potential for employee abuse of company incentives
- Costs the zoo time to implement and manage programs
- The program does not have a transformative effect

INTERNAL MARKETING PLAN

Product: An incentives program designed to prioritize workflows for front end employees.

Place: Franklin Park Zoo

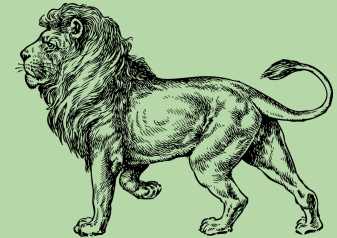
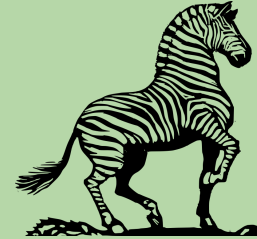
Promotion: Word-of-mouth

Price: Time lost to manage and implement program & cost to provide incentives

People: All front end employees

Process: Customer engagement is repeatedly recognized and rewarded by upper management through customer feedback

Physical Evidence: Customer feedback box at exit to collect data about customer experiences



COMPETITIVE POSITION

The New England Aquarium and Bronx Zoo are potential competitors despite no competing zoos in the area.

Bronx Zoo:

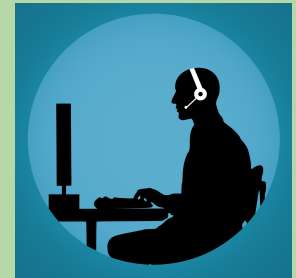
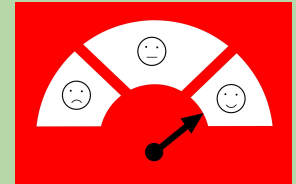
- Has updated signage, wide walkways, and an immersive environment because of quality physical evidence
- High budget and cable car makes the Bronx Zoo a regional attraction

San Diego Zoo:

- Not a competitor, example of service quality reinforcing the experience
- Exceptional service quality reinforces physical evidence
- Customers are engaged by employees through the entire experience

New England Aquarium

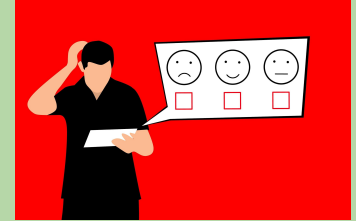
- No on premise playground
- Ample online customer support systems and a dedicated development team



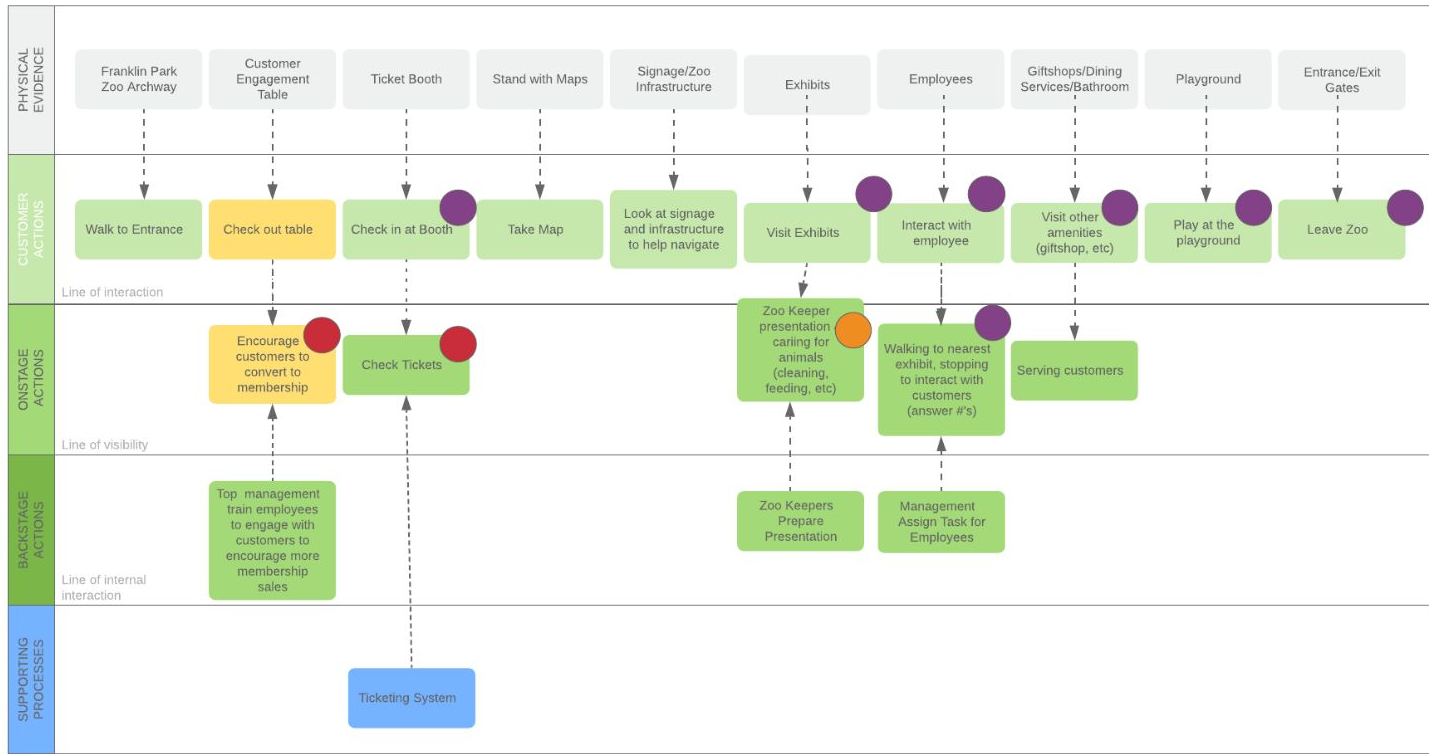
TARGET MARKET

Our strategy would enhance the existing customer base's service experience and provide the opportunity to acquire more millennials

- Existing customer base was observed to mainly be families with young children
- The internal service marketing strategy we propose would reallocate existing company resources to deliver a more standardized service experience for the existing customer base
- Increased service deliver and a positive work environment will reflect well on the zoo for millennials in online reviews
- An very engaging work environment will differentiate the zoo from the local competition
- The zoo is very well structured to serve the existing customer base, therefore dedicated expansion into the millennial market compromises the opportunity for organic growth with families, leading to a faster ROI on the playground



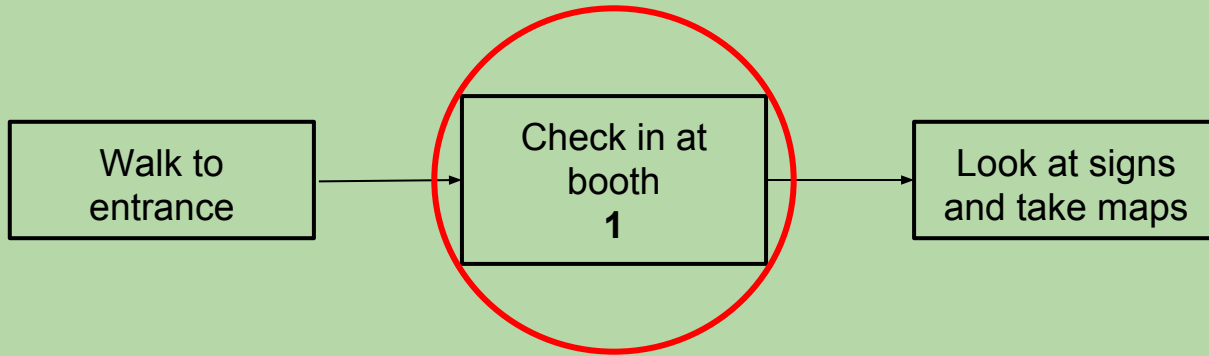
CURRENT FRANKLIN PARK ZOO BLUEPRINT



Legend:

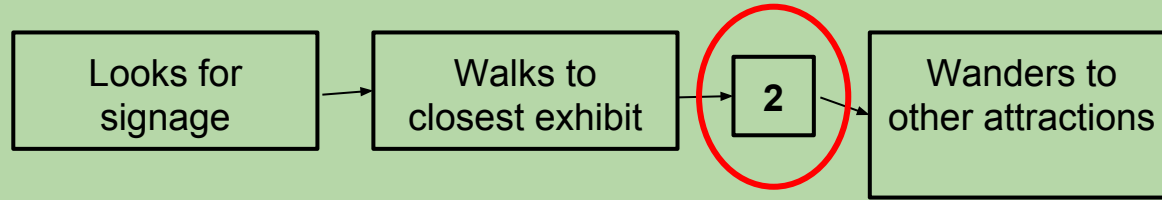
- Sales Incentive
- Employee Activism
- Zookeeper Customer Support

SALES INCENTIVES



Service Failure 1: Friendly greeting and small conversation (offer to give out map, ask what animals they want to see, direct them on the map to the exhibit, offer membership program, and highlight gift shop on map while providing direction).

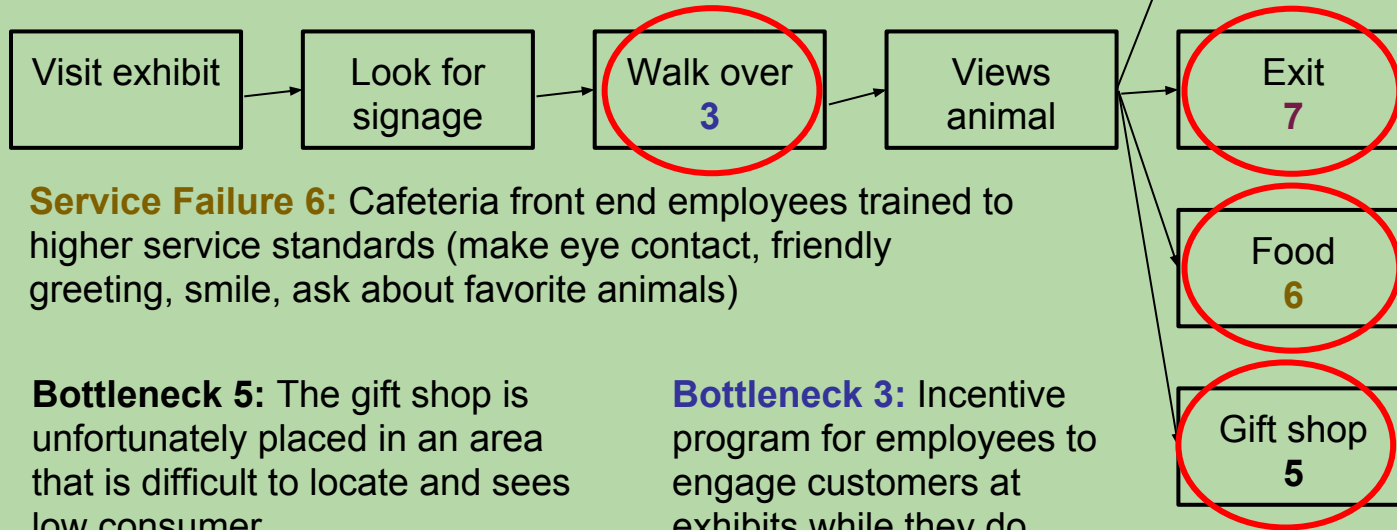
EMPLOYEE ACTIVISM



Bottleneck 2: Employee Activism (if you see something, say something); Zookeepers can actively guide customers who seem lost or that they have just arrived.

ZOOKEEPER CS

Service Failure 4: Playground and snack stand incentives to make friendly conversation with families about animals and facilitate flow to all exhibits.



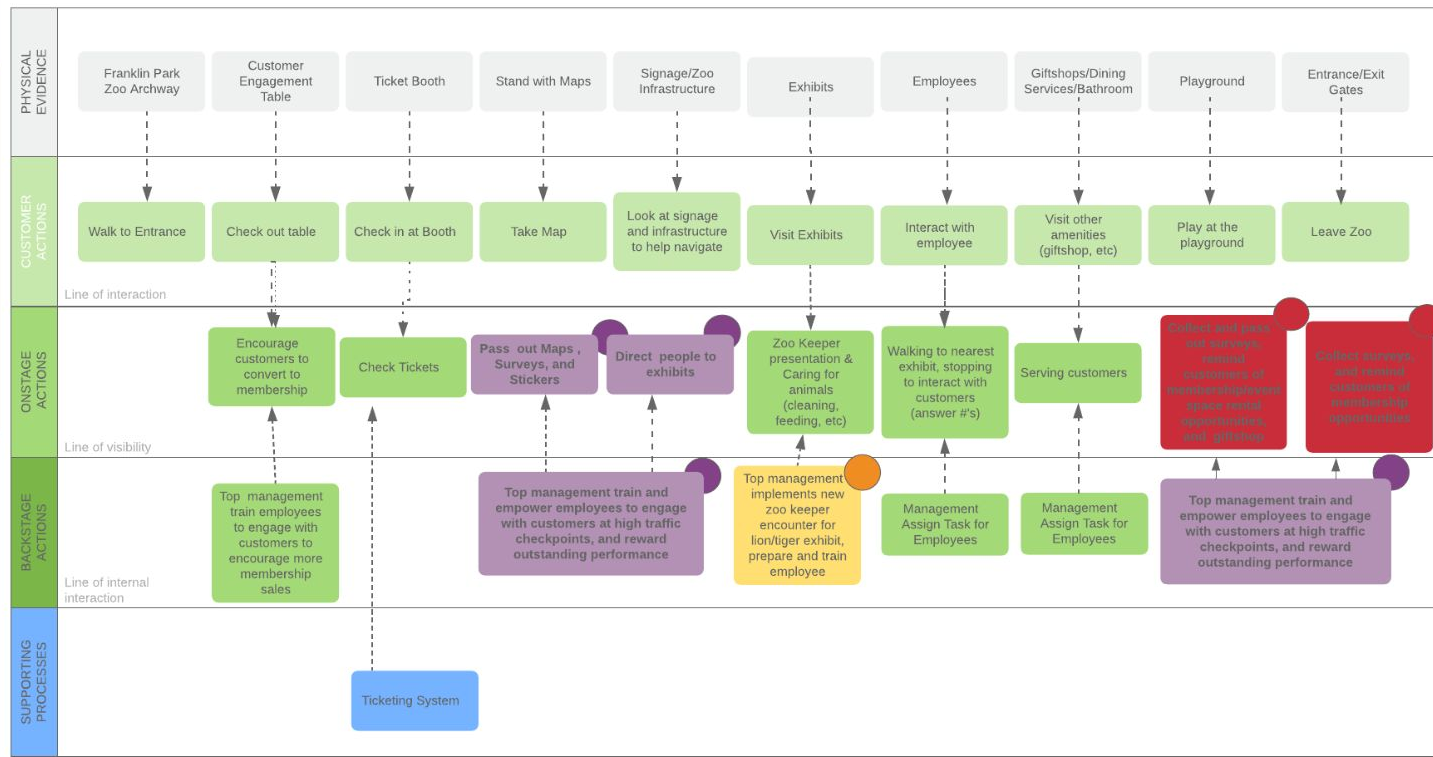
Service Failure 6: Cafeteria front end employees trained to higher service standards (make eye contact, friendly greeting, smile, ask about favorite animals)

Bottleneck 5: The gift shop is unfortunately placed in an area that is difficult to locate and sees low consumer traffic.

Bottleneck 3: Incentive program for employees to engage customers at exhibits while they do routine work.

Bottleneck 7: Employees are evaluated by customers for facilitating outstanding service experiences, and feedback is collected in a box at exit.

NEW FRANKLIN PARK ZOO BLUEPRINT



Legend:

- Sales Incentive
- Employee Activism
- Zookeeper Customer Support

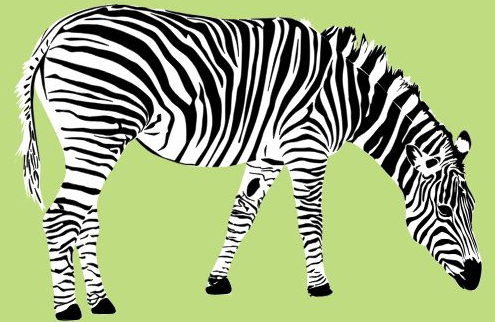
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EMPLOYEE ENCOUNTERS

“...We can't find enough staff...”

“...Volunteers consist of a few interns but mainly older folks...”

“...The amount of work depends on the number of animals per keeper...”



CURRENT SERVICE INTERACTION WITH ZOO EMPLOYEES:



ZOO KEEPER ENCOUNTERS:

11:00 AM at Bird's World

2:00 PM at Tropical Forest

3:00 PM at Franklin Barn

EMPLOYEE ENCOUNTERS:

Giftshop

Ticket Counter

Giddy Up Grill/ Things Wild

Membership & Guest Experience

ZOO:

Different exhibits

Ride Operations/Ride Ticket Sale*

Special Events/Tours*

New Service Strategy Matrix for Identifying Growth Opportunities:

Service Adjustments:

User-centered: customer's perspective

Co-creative: all stakeholder participation

Sequencing: flow of customer's footprint

Evidencing: signage

Holistic: existing infrastructure

Offerings	Markets	
	Current Customers	New Customers
Existing Services	SHARE BUILDING 	MARKET DEVELOPMENT
New Services	SERVICE DEVELOPMENT	DIVERSIFICATION

Signage:



**MEMBERSHIP,
BIRTHDAY PARTIES,
VOLUNTEER
OPPORTUNITIES**

**DIRECTIONS,
NAVIGATION**

ANIMAL FACTS

Boost Customer Engagement:

TROPICAL FOREST

- Increase interaction between customers and zoo keepers
- Feeding times posted on social media

ZEBRA ENTRANCE/ CHILDREN'S ZOO

- Greet customers, and pass out maps and stickers
- Distribute and collect surveys
- Discuss volunteer and membership opportunities
- Answer questions about exhibits or directions, etc.

KALAHARI KINGDOM/TIGER TALES

- Add zookeeper encounters presentations
- Answer questions and direct people

PLAYGROUND/ GIFTSHOP

- Collect and give out surveys
- Inform customers about the giftshop/Zoo opportunities
- Pass out stickers

EXECUTIVE SUMMARY

- Engage customers without increasing costs
 - Greet and hand out surveys/maps at certain locations
- Alter employee job responsibilities
 - Train and encourage employees for customer interaction
- Incentivize current employees to interact with visitors more
 - Small monetary incentives
 - Employee recognition
- Inform customers of daily events both at desk, pathways, and on social media





SAMPLE SURVEY:

Employee Name: Jane Doe

Date:

Are you a current New England Zoo Member: ____ Yes ____ No

How satisfied are you with your visit to the zoo today on a scale of 1-10? (1-worst, 10-best) _____

How satisfied are you with employee engagement at the Franklin Park Zoo? (1-worst, 10-best) _____

Please provide any additional feedback on your experience at the zoo today:

If you are interested in receiving our newsletters, please enter your information below:

Name:

Email:

Online Newsletter: Monthly ____ Quarterly ____

SUGGESTIONS

Check-in booth employees should handout maps while accepting tickets.

- Front end employees are encouraged to offer help to employees and direct them to the most relevant exhibit.
- No additional costs or employees required.
- Great opportunity to interact with the consumer and inform them about events taking place (zookeeper encounters, feedings, etc.)
- The employees should mark the intended flow of the zoo for the customer or make suggestions where to go
- Check-in employees can be partially evaluated based on sales for zoo membership passes, and will thereby be incentivized to be friendly

SUGGESTIONS

Zookeepers have a high amount of exposure to customers, and could actively ask customers if they need directions or if they have any questions on pathways or near exhibits

- Instead of Zookeepers only having scheduled encounters, have them branch out to high traffic areas and interact with customers as well
- Empower the Zookeepers to socialize with the customer to mutually increase role engagement
 - Customers and Zookeepers are content
- Encourage this behavior through incentives provided by management
 - Zookeepers have an opportunity to become employee of the month, receive a plaque on the billboard next to the entrance, and a small tangible gift
 - Recognition of commitment (working for a year, 3 years, 5 years, etc.)
 - Small incentives like Starbucks giftcards, movie tickets, and more

INCENTIVE PROGRAM:

- *customer reviews*
- *employee of the month*
- *annual exceptional customer service award*

Zookeepers will have their jobs reprioritized to engage with customers at various touch points, whether it be at the exhibits or attractions (giftshop, food stand, etc).

- By engaging customers in down time or even during routine work, Zookeepers will have an increased sense of value and they will feel the impact of their jobs on customers.
- The feedback given by customers can be reviewed by management and exceptional employees will be rewarded with recognition for their work, thereby increasing job satisfaction.
 - Offer to take pictures of families with the animals
 - Ask families about their experience
 - Offer recommendations

To implement the changes requires time, not money.

1. **Update the job descriptions accordingly for each position.**
 - a. Performance evaluation weighs customer service interactions x%.
 - b. Zookeepers must be outgoing and sociable to engage with customers.
 - c. The Zoo is a facilitator of customer interaction with animals, it is your role to help when possible.
 - d. Formalize the culture in a brief statement in the job description to convey company values and how they must be upheld
2. **Train front-end employees to engage with customers**
 - a. Include an additional day of orientation dedicated to customer service
 - b. Train employees on how to speak with customers and help them navigate the zoo
 - c. Train employees to socialize with customers to bring them to more exhibits
 - d. Empower employees to spend some time helping a customer in need
 - e. Make employee rewards and incentives clear and easy to manage
3. **Monitor and update service strategy**
 - a. Implement incentives - employee of the month, sales commissions, promotions, company prizes, reading an exceptional encounter every month aloud
 - b. Encourage customers to recall individual encounters with employees and reward accordingly
 - c. Measure performance of front end employees based on a mix of customer service elements and core service delivery
 - d. Reevaluate and update performance measures for customer service delivery and zookeeping over time



SOURCES

- https://www.huffpost.com/entry/3-ways-that-recognition-r_b_7965532
- http://go.globoforce.com/rs/862-JIQ-698/images/Globoforce_SHRM_2015.pdf