

FRANKLIN PARK ZOO

Hanyoung “Jenny” Hwang, Constance Larvor, Yuvika R Jain,
Manisha Sinha, Alec MacLean, Lianxizi “Cici” Wang



AGENDA



- 1 Overview
- 2 Research Findings
- 3 Problem Diagnosis
- 4 Personas
- 5 Proposed Solutions

IMPORTANCE OF SERVICESCAPE

- ❑ Critical in forming initial impressions or setting up customer expectations – it is a visual metaphor for the intangible service.
- ❑ People have more pleasant experience at zoos that incorporate the characteristics of a restorative environment
- ❑ Environment in which people feel relaxed and where they can recharge, free from the stress of outside influences
- ❑ Education is the the primary motivation for visiting a zoo
 - ❑ Once information is obtained repeat visitors would return either to relax, take photos, or enjoy time with their friends & family.
 - ❑ Repeated visits to the zoo, the need for information is red



IMPORTANCE OF WORD OF MOUTH

- ❑ Journal of Service Research
- ❑ Processes of word of mouth (WOM) within a services purchase decision context
- ❑ WOM - attempt to explicitly focus on tie strength perceptions between the sender and the receiver in their target audience.
- ❑ Services - Intangibility - higher associated risk
- ❑ Source of Reliability - WOM
- ❑ Emphasis should be on providing the source that would likely provide the desired (most favorable) information.



SERVICE BLUE PRINT FOR MEMBERS

Physical evidence

Franklin Zoo homepage

FZ Events & Announcements Page

Front Gate & Ticket Booth

Animal exhibits, playground, restaurant, and etc

Animal exhibits, playground, restaurant, and etc

Social media pages, Yelp Reviews, TripAdvisor, etc

Signages and exit gate

Customer actions

Creates plan to visit the zoo

Goes directly to Franklin Zoo website

Checks for new events or announcements

Arrives at FZ and shows membership pass

Goes see specific exhibits or new shows

Talk to zoo keepers or staff

Shares with friends on social media, engage in WOM, etc

Find exit signs and leave zoo



Excited



Expectations met



Expectations Met/Satisfied

Thoughts

What is new at the zoo?

What new/current exhibits are open?

I wonder how many times I've visited already

When is X show? What is the fastest way to X?

How are the X today?

I love this exhibit/animal

When should I/we go back?

How's the weather? Do I have time to visit?

Are there any new events?

Does the staff member recognize me by this point?

Which exhibit should I check out first?

Any new things to check out?

I want to share this cool event/exhibit

What are the next new exhibits/shows?

Does it seem fun? Am I interested?

How do we get to the new event on our schedule?

Any news/updates on X animal?

I want to share my kids/partner enjoying the zoo

I'm going to share my trip w/ my friends/family/coworkers

SERVICE BLUE PRINT FOR NEW MILLENNIAL CUSTOMERS

Physical evidence

Google website

Franklin Zoo homepage

FZ Hours & Operations page, Exhibits page, etc.

Purchase page or exists FZ website

Front Zebra Gate Ticket Booth

Animal exhibits, playground, restaurant, and etc

Animal exhibits, playground, restaurant, and etc

Signages and exit gate

Social media pages, Yelp Reviews, TripAdvisor, etc

Customer actions

Creates plan to visit the zoo

Goes online and google "boston zoo"

Clicks on Franklin Zoo website

Analyzes website features and looks up zoo information

Purchases online ticket or decides to purchase at the zoo

Visits zoo and shows online ticket or purchase ticket

Stroll through the zoo and visit exhibits

Shares experience @ FZ via snapchat, IG, twitter or FB

Find exit signs and leave zoo

Shares with friends on social media, engage in WOM, etc



Excited



Expectations met



Confused/Frustrated



Expectations Met or dissatisfied

Thoughts

What should I do this weekend?

Where is it?
How do I go there?
How long will it take

Where do I purchase tickets?
How much is it?

Are there discounts during the winter season?

Is it cheaper to purchase tickets online?

Where do I get the zoo map?

How should I navigate the zoo?
Can a staff help me?

Where can I take a good photo?

Where is the exit?
How do I leave?

I don't/want to go back again.

Is there something fun to do in Boston?

Are the reviews good? Does it seem fun?

What kind of exhibits and animals are there?

Are they open this weekend?

Where do I start?

How do I get to X exhibit?

Does the zoo have a snapchat filter I can use?

Should I get a souvenir? Where is the gift shop?

The zoo was better/worse or just what I expected

Where are the bathrooms? Where can I find water?

Does the zoo have an IG/FB/Snapchat account?

I want to share my experience with my friends and family

Overview

How does servicescape influence millennials willingness to share their experience through Word-Of-Mouth ?

In what ways does improving the servicescape raise visibility among millennials?



RESEARCH

RESEARCH

01

SURVEY

Qualtrics Survey

02

INTERVIEWS

1. In-person interviews of zoo attendees
2. Interview with the Marketing team & Ms. Roisin (email)

03

ACADEMIC JOURNALS

Quantifying results using proven Marketing theories and concepts (Journal of Marketing, Elsevier Journal etc.)

In order to better understand attendee weekend preferences and the way in which attendees initially interacted with the zoo, we conducted surveys and in-person interviews with customer as well as employees. This helped us get a first person perspective on the different processes involved prior to the customer being involved with the zoo.

SURVEY - TAKER PROFILE

...



AGE: 18-26



SEX: 26 FEMALE ; 16 MALE



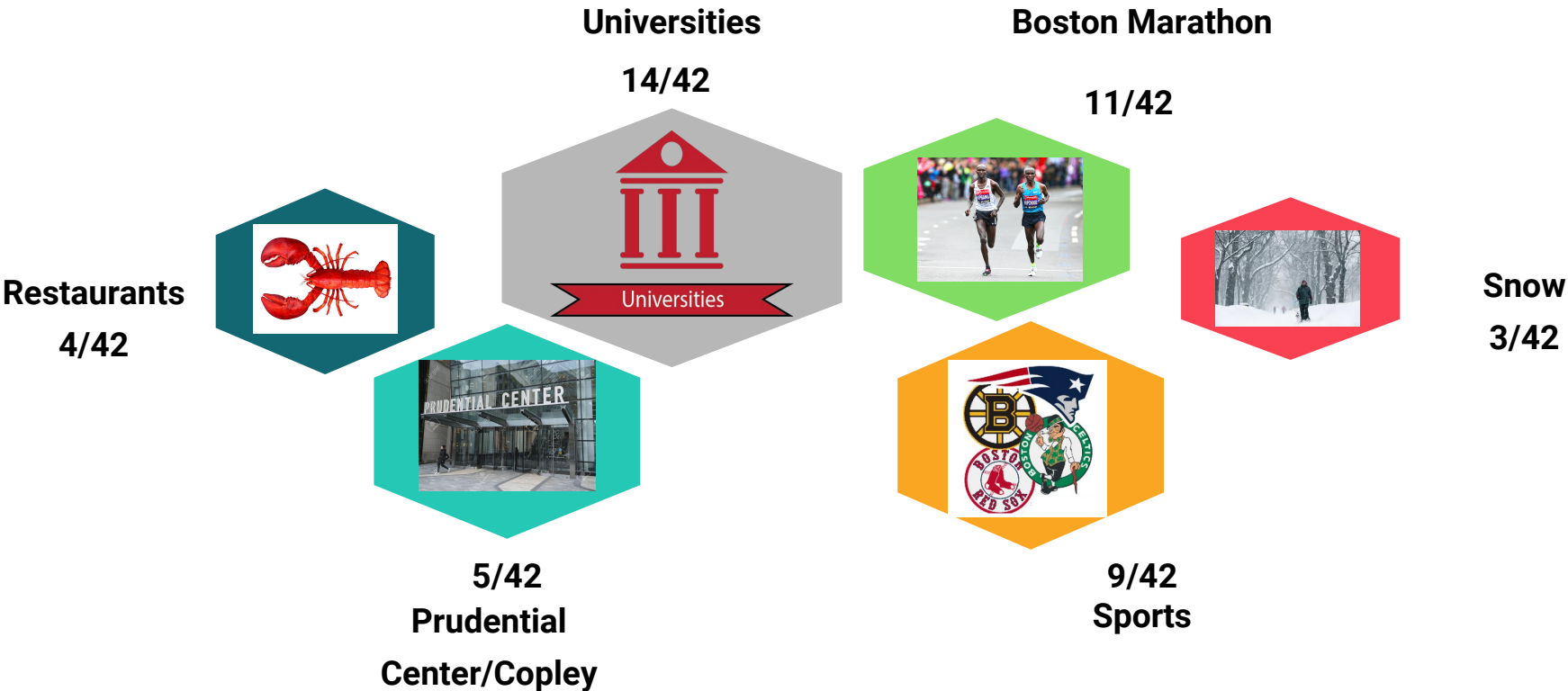
Average Occupation: Student



Locals

Top Attractions/Activities To Do in Boston

...



Channels Used to Plan Weekend Activities

25%



Google

23%



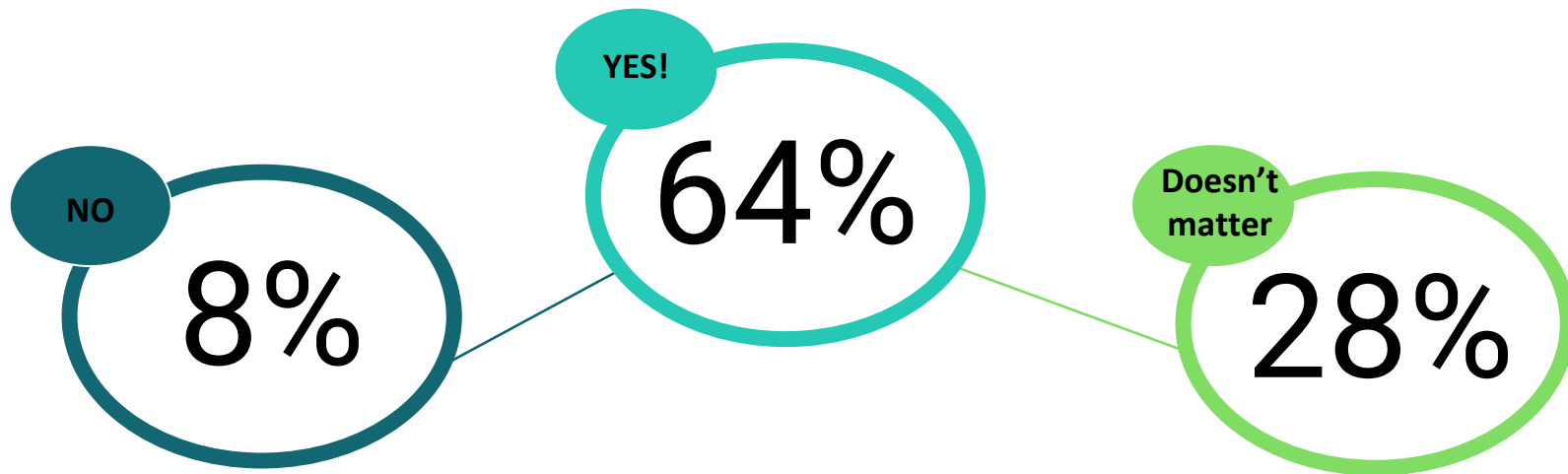
21%



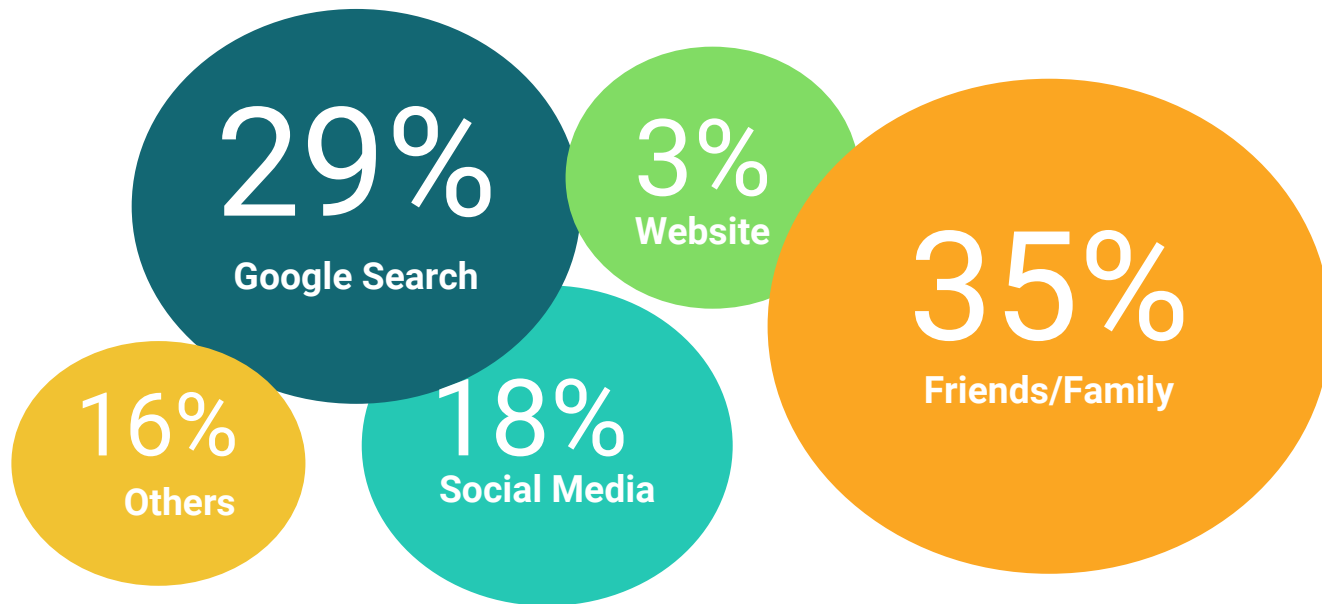
Motivation Hierarchy for Visiting a Zoo



Would you be more willing to visit a zoo that is accredited by the Association of Zoos and Aquariums?



Through what channels did you hear about the zoo?

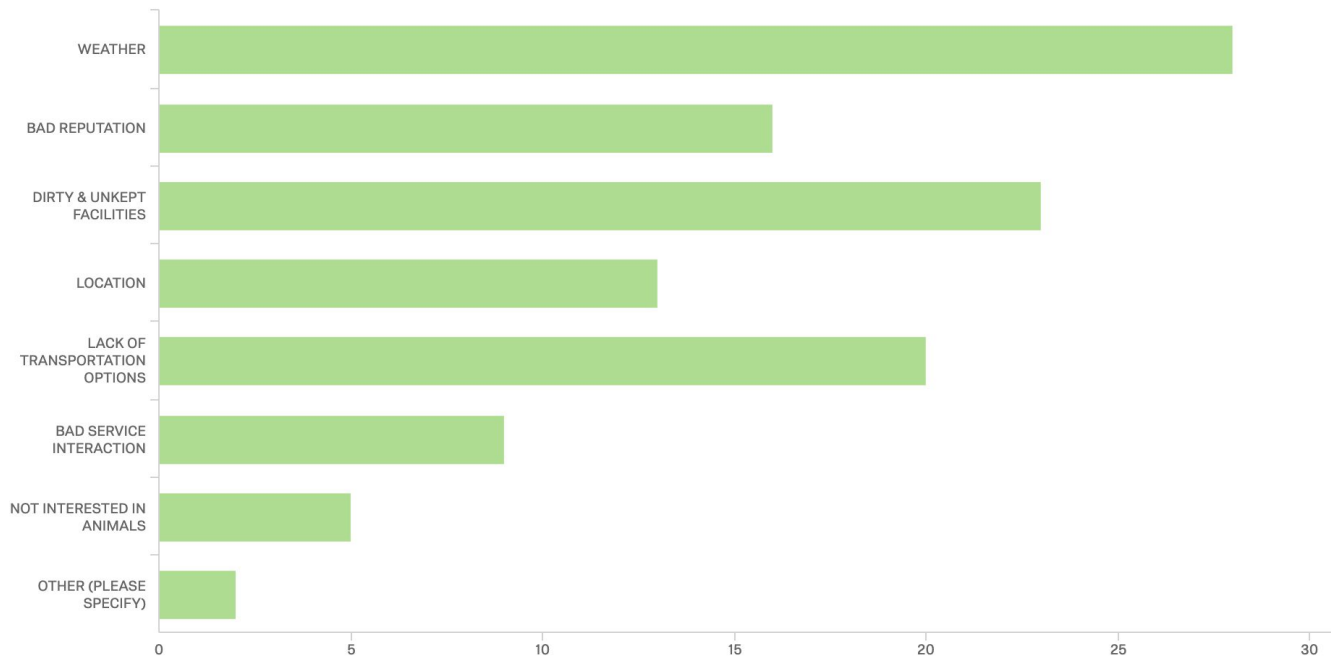


Average Satisfaction level of Franklin Park Zoo



5.7/10

Top Factors that Would Stop You from Visiting the Zoo?



PROBLEM DIAGNOSIS

PERSONAL INTERVIEWS

“I’ve been to other zoos that feel more contemporary”

“I like going here but I wouldn’t recommend my out of town friends to come all the way here and spend \$20”

“The posters are outdated and don't tell you much about the animal.”

“This year we got membership cards as plastic instead of the flimsy laminated ones they used to give.”

PROBLEM

Servicescape can be an obstacle to customer's satisfaction and good word of mouth

Key findings & quotes

Good Word-of-Mouth is a major incentive for customers to come visit the zoo. To improve satisfaction and increase good WOM, servicescape need to evolve so it can be colorful and attractive all year long.

Came because
of WOM

35%



"I came here because a friend told be about it" Mark, 21, first visit

44%



Were satisfied
with
servicescape



"The park was not Instagram worthy" Jenny, 23, 3rd visit



"During winter, everything is grey, but the kids playground is awesome, alive and colorful" Rachael, 36, 5 year member, regular visitor for 15 years

PERSONAS

Rachael, Stay at Home Mom



Rachael is a **36 year old** stay at home mom with two children, age 8 and 12 years old. She lives a hectic lifestyle as she juggles between caring for her kids while doing all of the household chores.

She **lives right around the block from the Franklin Park Zoo**. Because of the convenient location, Rachael **signed up for a membership** at FZ as she believes her family can visit on a regular basis.

As a regular member, Rachael is well aware of the park's routes and bathroom locations and actively helps **new visitors that she notices who to look lost or confused and talks to visitors about her favorite animals and exhibits**.



Dave, Young Professional



Dave is **31 years old** and works in HR in Downtown Boston. He is originally from New York but has lived in Boston for 6 years due to his job.

Upon seeing an instagram post his co-worker took at the Franklin Park Zoo, Dave was amazed that a zoo in Boston existed. After googling “boston zoo” Dave was able to inquire and purchase online tickets for him and his girlfriend to go during the weekend.

Although Dave did not have a car, as he commutes around using the T or Uber, he **did not mind the location** as he was excited to see the animals with his girlfriend and get out of the city.



Target Customer Profile - MILLENNIALS (23-38)



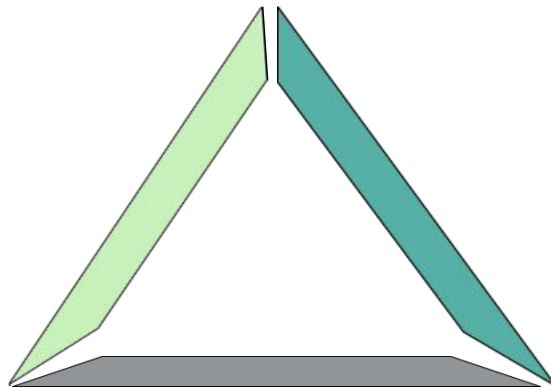
Internal Marketing

"Enabling the promise"

"Zoo New England's mission is to inspire people to protect and sustain the natural world for future generations by creating fun and engaging experiences that integrate wildlife and conservation programs, research, and education."

Contact employee
& Servicescape

Marketing department



Interactive Marketing

"Delivering the promise"

"Zoo New England's mission is to inspire people to protect and sustain the natural world for future generations by creating fun and engaging experiences that integrate wildlife and conservation programs, research, and education."

External Marketing

"Making the promise"

"Zoo New England's mission is to inspire people to protect and sustain the natural world for future generations by creating fun and engaging experiences that integrate wildlife and conservation programs, research, and education."

Customers

MOTIVATIONS FOR VISITING A ZOO

01 64% of survey respondents aged 18-26 are more willing to visit a zoo that is accredited by the Association of Zoo & Aquariums

02 2014 Report for the National Zoological Gardens of South Africa reveal that the main motivation for visiting the zoo was “altruistic recreation”

03 Visitors motivations for being at the zoo were, in order of importance family togetherness, enjoyment, novelty seeking, education and relaxation (Holzer, Scott and Bixler 1998)



ALTRUISTIC RECREATION

Visitors would prefer to learn in a more recreational and informal way

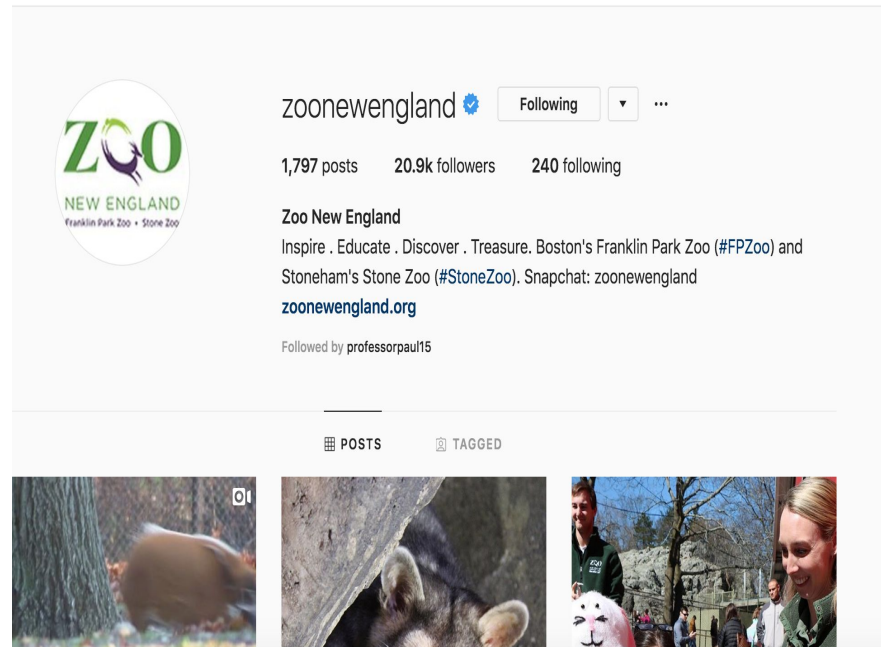
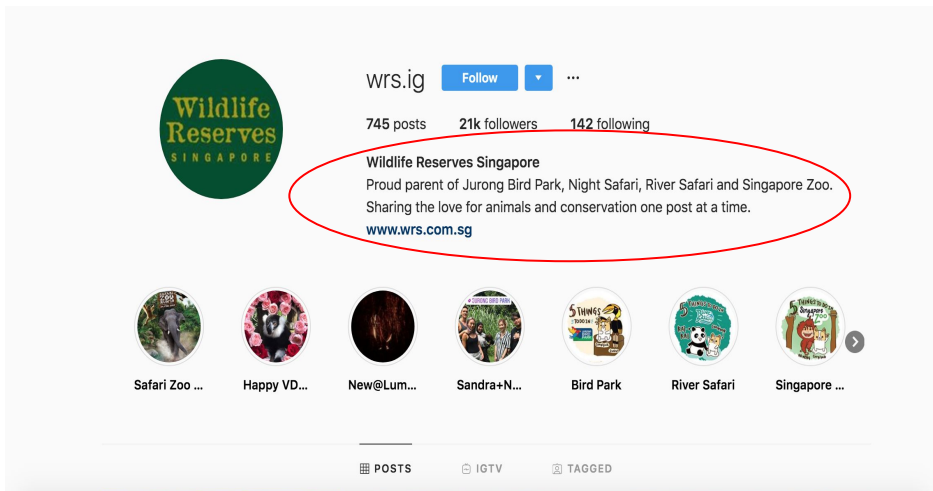
Visiting to serve the needs and happiness of other people

Research shows more support for recreation as a motivational factor when visiting a zoo (Jordaan & Plessis (2014))

EMPATHETIC IDENTIFICATION ATTRACT MILLENNIALS

- ❑ Journal of Service Management
- ❑ 'Motivating millennials to engage in charitable causes through social media'
- ❑ The study suggested - suggested that the future success of non-profit organizations lies in ensuring the sustainable involvement of the Millennial generation through social network sites.
- ❑ Findings - to gain Millennial's support for social causes through SM, it is better to appeal mainly to the benefits others derive than to benefits to the self.
- ❑ Influence of **empathetic identification** with a cause.

Example



Zoo New England's mission is to inspire people to protect and sustain the natural world for future generations by creating fun and engaging experiences that integrate wildlife and conservation programs, research, and education.

RECOMMENDATIONS

RECOMMENDATIONS



SERVICESCAPE



Become more visual
to become more
visible.

SOCIAL MEDIA



Change the approach
of communication
through social media
to engage a
prospective customer
from the first
interaction

VOLUNTEERISM



Increase intrinsic and
extrinsic motivators to
make customers
voluntarily obliged to
spread word-of mouth

PR AND EARNED MEDIA



Focus on earned
media through
combination of
previous strategies.

MURAL CONTEST



1

Utilize Valuable Members

Daniel Benayun - Current Active Member

"I visit the zoo 30-40x in the summer"

2

Artist

Recently featured in the Boston Globe

"I have other artist friends who would be interested. As long as we get recognition I'm okay with doing it for free"

3

2 Birds 1 Stone

Enhance the servicescape + Generate WOM

Email: danielbenayun@yahoo.com

Instagram: [daniel_benayun_](https://www.instagram.com/daniel_benayun_)



COMIC FOREGROUND

SNAPCHAT FILTER

- ❑ Raise visibility among millennials
- ❑ Inexpensive (\$50-\$100)
 - ❑ Feature during weekends during peak hours
- ❑ Price Options
 - ❑ Saturday & Sunday 12:00-4:00pm (\$230)
 - ❑ Saturday & Sunday 12:00-3:00pm (\$180)
 - ❑ Saturday 12:00-4:00pm (\$140)
 - ❑ Saturday 12:00-3:00pm (\$107)



SOCIAL MEDIA INFLUENCERS

1

Connect with influencers

- ❑ Invite local influencers for paid or organic promotions to increase visibility and WOM reputation
- ❑ Develop a content creation program through ambassadorship program

2

Have influencers host events and media takeovers

- ❑ Connect with influencers to boost event attendance
- ❑ VIP/ Preticket party for local influencers
- ❑ Social Media takeovers by influencers or zoo affiliates

3

Adapt current social media status

- ❑ Refocus “Zoofies” and create more engaging hashtags
 - ❑ Pull zoofies to social pages or web front page
- ❑ Have influencers cross post or push organic content to influencer’s pages
- ❑ Work with local brands to use enhanced servicescape as experiential backdrop

Minnesota Zoo Influencers Program



Love the Minnesota Zoo? We want you to shout it from the roof-tops...or at least tweet about it. We are excited to introduce the NEW Minnesota Zoo Influencers Program – created for those who love to blog, post, tweet, Instagram, etc., and of course think the Minnesota Zoo is awesome.

As an official Influencer for the Minnesota Zoo, you'll have access to a host of Zoo exclusives, including special access to Backstage Pass animal encounters, first-priority invites to some of the coolest Zoo events and programs, and lots of other WILD things we haven't even thought of yet.

If you're as excited about blogging and social media as you are about animals, conservation and awesome events in the Twin Cities, we hope you'll join us. You can sign up for the program below.



Membership

Donate to the Minnesota Zoo Foundation

Planned Giving

Animal Sponsorship

Corporate Sponsorship

Volunteer

Take Action

Contact Us

Internships

Travel with the Zoo



LOCAL SCHOOLS & GROUPS

1

Boy and Girl Scout Troop Projects

- ❑ Work with local volunteer based groups on improving servicescapes

2

Local Schools

- ❑ 4 local schools with groups that can focus on different areas of the park
 - ❑ Greater Egleston Community High School
 - ❑ Jeremiah E. Burke High School
 - ❑ Mission Hill School
 - ❑ UP Academy Holland

3

Adult Volunteer Groups

- ❑ Develop relationships with local groups for short term projects to generate more lifelong relationships:
 - ❑ Boys and Girls Club of Boston
 - ❑ Corporate volunteer days
 - ❑ Gay4Good
 - ❑ Groundwork Somerville
 - ❑ MSPCA
 - ❑ Animal Rescue League of Boston
- ❑ Annual Volunteer Events
- ❑ Create virtuous cycles of engagement and offer discounts for groups to bring their families and friends back



PR AND EARNED MEDIA



1

Leverage existing systems and track PR

- ☐ Word of mouth generates 2 times the sales of paid advertising
- ☐ Develop metrics to track press releases and social buzz
- ☐ Content can be deployed using HootSuite, Sprout Social

2

Create Earned Media team

- ☐ Use PR and content generation strategies to collaborate with publishers and industry experts
- ☐ Use existing testimonials, reviews, and social media mentions to generate more media attention or to create more targeted ads across Google and Facebook

3

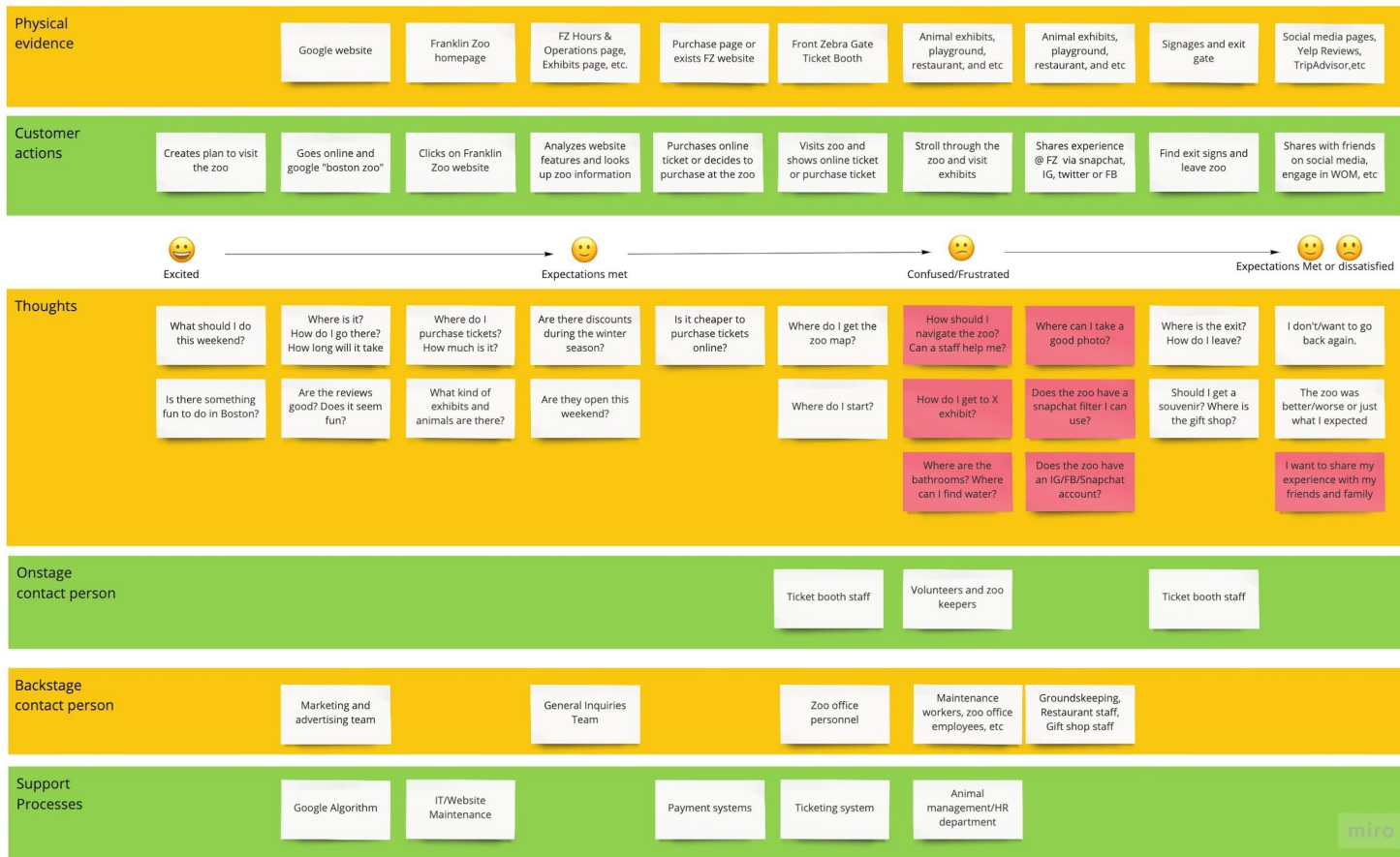
Engage with Expertise

- ☐ Reiterate zoo's accreditation and contribute to local media
 - ☐ Broadcast or record Zookeeper Talks
 - ☐ Help A Reporter Out
 - ☐ Boston.gov
 - ☐ Boston Globe

APPENDIX

Appendix 1 Full Service Blueprint for New Millennial Customers

SERVICE BLUE PRINT FOR NEW MILLENNIAL CUSTOMERS



Appendix 2 Full Service Blueprint for Local Members

SERVICE BLUE PRINT FOR MEMBERS



Franklin Park Zoo- Personal Interview

Interview Question

1. Is this your first time at the zoo?
2. Are you a member of the zoo?
3. How did you hear about the zoo?
4. How did you travel to the zoo today?
5. How would you rate your level of satisfaction at the zoo? 1-19 extremely satisfied
6. What made you feel this way
7. What could the zoo have done to increase your level of satisfaction
8. How likely will you go back to this service firm?
9. How likely would you recommend the zoo to your friends?
10. What 'a your profession?
11. Age group?

Respondent Age Group	Profession	Questions				how would you	what made you feel this way
		is this your first time	are you a member	how did you	how did you hear about the zoo?		
25-35	Young Professionals	No	Yes	Car	Travel guide - The Lonely Planet	9	Always stuff to see and relatively maintained. Good weekend things.
30-35	Young professional	First Time	No	Car	Googled "local zoo"	8	Large variety of animals
30-35	Young professional	Second	No	Car	Googled "local zoo"	8	Large variety of animals
30-35	Human Resources	Yes	No	Car	Googled "zoo"	4	Mainly because of the off-season, animals are not active
30-35	Administration	Yes	No	Car	Googled "zoo"	4	Mainly because of the off-season, animals are not active
20	college students	Yes	No	Car	Word of Mouth	7	Not many animals
65-70	Retired	No	No	Car	Live in Boston, came for classes held in FZ.	5	I've been to other better zoos that have more animals.
65-70	Retired	No	No	Car	Live in Boston, came for classes held in FZ.	9	I like the way they care for animals.
16	High school students	No	No	Car	Parents	9	Nothing wrong, no complaints
16	High school students	No	No	Car	Parents	9	Nothing wrong, no complaints
40-45	Hair stylist	Yes	No	Car	Googled "boston zoo"	5	They did not tell us that some of the animals won't be exhibited
25-30	Nurse	Yes	No	Car	Live nearby	7	I would have given a better score but if wasn't during the off-season
50-55	Teacher	Yes	No	Car	Google search	6	Seasonality - not all of the animals are on
30-35	Freelance Journalist	Second	No	Car	Googled boston zoo	7	Good number of animals
30-35	Sales	No - at least once a month	Yes	Car	Word of Mouth	10	Animal lover
30-35	Freelance Artist	No - visit 30-40 times during the summer	Yes	Car	Googled things to do in Boston, but scrolled all the way down	10	Good conversation with zoo keepers.
40-45	Freelance Artist	No	Yes	Car	Lives nearby, word of mouth	6	Very convenient location wise - "its our backyard"
Total Respondent		40					

what could the zoo have done to increase your level of satisfaction	how likely will you go back to this service fir	how likely would you recommend the zoo to your friends?			
Bathroom facilities are limited in the winter. Red panda exhibits feel outdated.	Extremely Likely	Extremely likely			
No comments	Highly Likely	Highly likely			
No comments	Highly Likely	Highly likely			
It would be better if we came during the warmer season.	Highly unlikely - from the west coast	Likely - but only in the . summer			
It would be better if we came during the warmer season.	Highly unlikely - from the west coast	Likely - but only in the . summer			
No comments	Unlikely	Unlikely			
More animals, and exhibits.	Very likely	Very Likely			
No comments	Very likely	Very Likely			
No comments	Very likely	Highly likely			
No comments	Very likely	Highly likely			
Tell us if certain animals are not going to be shown.	Likely	Very Likely			
Let us know whats out and whats not	Very likely	Likely			
Communicate what animals are on.	Very likely	Very Likely			
Indoor facilities could be improved and updated.	Very likely	Likely			
Add more exhibits	Extremely Likely	Very Likely			
Facilities are outdated and doesn't feel fresh or contemporary.	Extremely Likely	Very Likely			
"It's just visually sad". The posters are outdated and don't tell you much about the animal. This year we got membership cards as plastic instead of the flimsy laminated ones they used to give.	Extremely Likely	Not Likely			
"I would go here but I wouldn't recommend my friends who are out of town to go all the way here and spend \$30. The person working the camel was sadder than the actual camel.					

Bibliography

Kozinets, Robert V, et al. *Scholar OneSearch - NU Libraries*, 1 Mar. 2010, onesearch.library.northeastern.edu/primo-explore/fulldisplay?docid=TN_jstor_archive_1820619091&context=PC&vid=NU&lang=en_US&search_scope=default_scope&adaptor=primo_central_multiple_fe&tab=default_tab&query=any,contains,word of mouth marketing &sortby=rank.

Michelle. “Zoo Exhibit Design :the Influence of Animal Visibility on Visitor Experience.” *VTechWorks Home*, Virginia Tech, 9 Sept. 2008, vtechworks.lib.vt.edu/handle/10919/34987?fbclid=IwAR1KjQ_5Tng1VY_yWXVsKjA4z-aU2Y61KYgo_0tVW2VucStKtcyF75G5uxM.

Li, Yung-Ming, et al. *Scholar OneSearch - NU Libraries*, 2010, onesearch.library.northeastern.edu/primo-explore/fulldisplay?docid=TN_sciversesciencedirect_elsevierS1567-4223(10)00013-X&context=PC&vid=NU&lang=en_US&search_scope=default_scope&adaptor=primo_central_multiple_fe&tab=default_tab&query=any,contains,word of mouth marketing &sortby=rank.

“Millennials Rely on W-O-M More Than Other Adults When Researching Consumer Goods.” *Marketing Charts*, 23 June 2016, www.marketingcharts.com/industries/retail-and-e-commerce-68531.