Agenda

1. Overview
2. Discussions from Users
3. Customer Surveys
4. The Issue we Have Found
5. Why the Issue Exists
6. How to Solve the Issue
7. Issue Blueprint
8. Solution Implementation

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Franklin Park Zoo • Stone Zoo

Overview

Our Goal:
- To improve onsite customer experience, increasing return visits and memberships
- Better communication to customers of their roles and responsibilities

Target Segment:
- First-time visitors
  - Encourage return visits
- Season unfamiliar visitors
  - Membership holders or repeat visitors

Main Takeaways:
- Overall perceived zoo experience is heavily dependent on the customer's path through the zoo
- Significantly improved experience when customers are aware of their roles, and familiar with environment
- During times of less on-stage employees (i.e. Winter), customers given tools for a successful visit

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What Have We Found?

Talking to Customers

Individual Adults
14.3%
- Decent price
- Not much to do
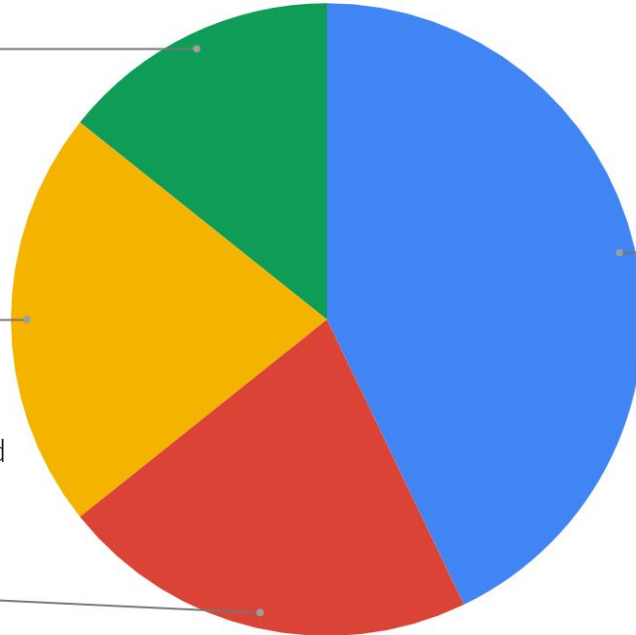- Aesthetically unappealing

College Students
21.4%
- Expensive
- For killing time
- Come for specific exhibits (red panda)
- Assume exhibits will be open

High Schoolers
21.4%
- Expensive
- Very little time between school ending and zoo closing
- Rarely see all exhibits

Parents / Families with small children
42.9%
- Expensive but worth it
- Not too crowded
- (So many) play areas
- Have enough time to get lost
- Been multiple times and still have not seen exhibits
- Social aspect with fellow parents

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Talking to Employees

Front Entrance

- Passive offering of maps
- Inconsistent member greetings
- Limited interaction
- Zoo promotes recycling

Facilities Custodian

- Regular feeding times, often out-of-view
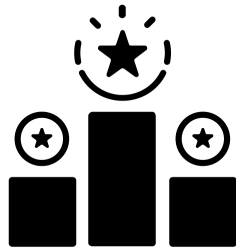- There is a sign for closed exhibits

Zookeeper

- Few show up for chats
- Ask great questions when they do

Visitor Survey

40 responses

82.5% visited in the last year

Key Insights (scale from 1-7):
*"I found Franklin Park Zoo easy to navigate"* - mean **3.4**
"I feel like I got to see most of the zoo's exhibits" - mean **4.1**
"I felt that there was a logical path through the zoo " - mean **3.0**
"I feel that I was given the information necessary to make the most of my visit " - mean **3.3**

Given your customer experience, how likely are you to return to the Franklin Park Zoo?

40 responses

Rating	Count
1	4 (10%)
2	4 (10%)
3	8 (20%)
4	11 (27.5%)
5	8 (20%)
6	2 (5%)
7	3 (7.5%)
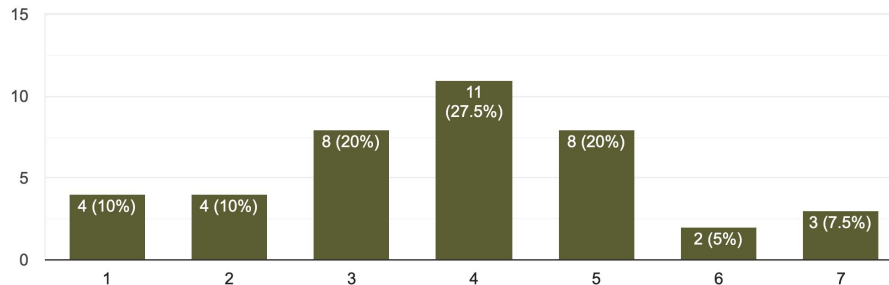
After coming through the front gate, there was no real direction. I found myself sort of zig-zagging back and forth throughout the day to see all the exhibits.

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To Sum It Up

- *Main Issue:*
  - Customers are unaware of their role (especially new customers)
  - Customers will wander around with little thought, often missing out on large parts of the zoo
  - While signage and maps are adequate, there is a lack of directional flow
- *Leads to the Following Implications:*
  - Visitors don't follow an optimized path and end up retracing steps
  - Missing key exhibits during their first several trips to the zoo (Bird's World, Tropical Forest, etc.)
  - Visitors don't see everything the zoo has to offer, leading to lower levels of satisfaction and lower likelihood of return
  - Seasonal visitors waste time navigating to closed exhibits, causing frustration
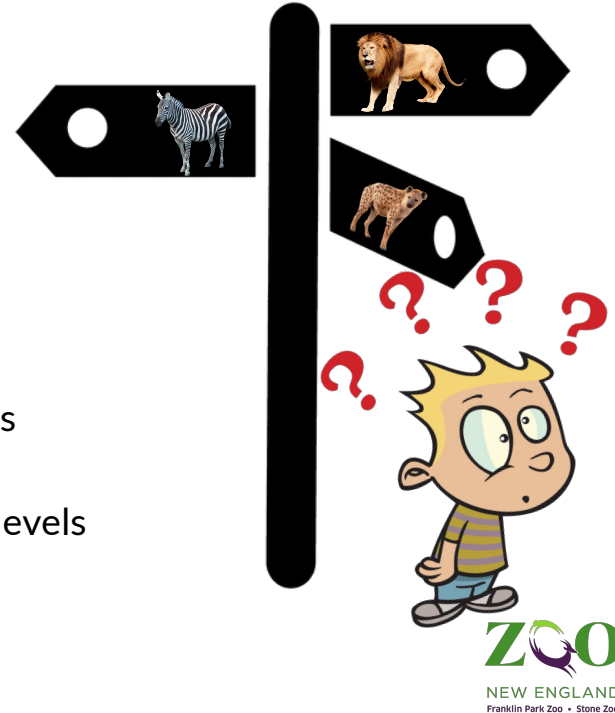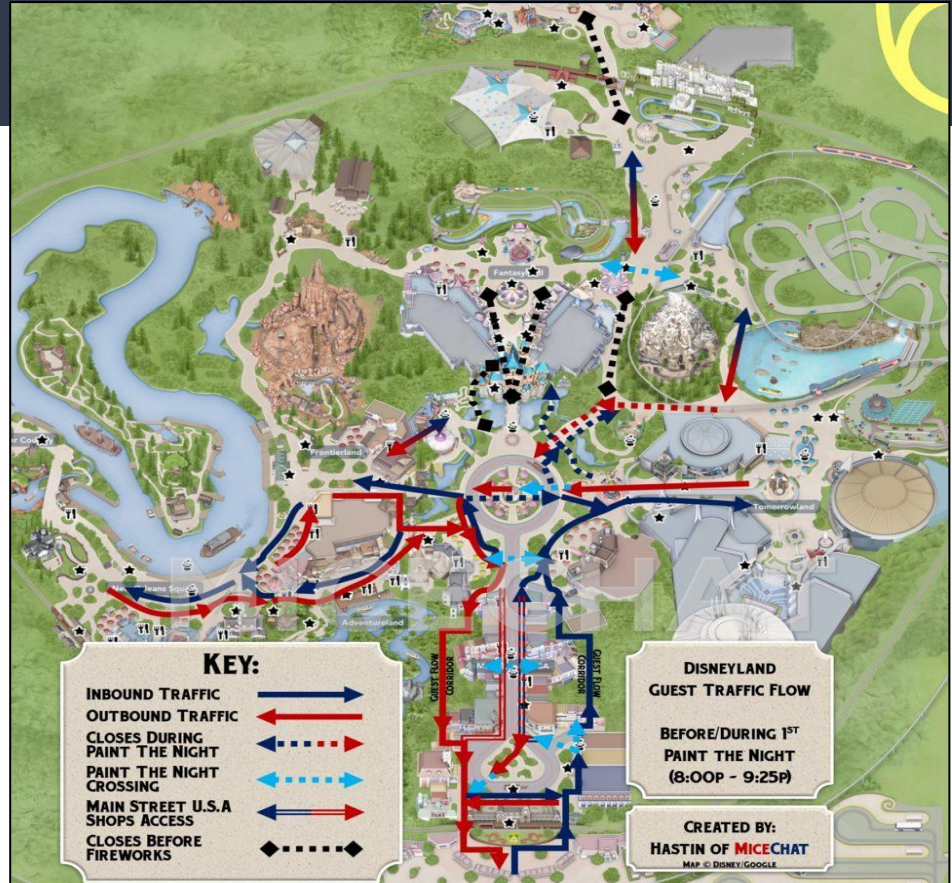
What is the Theory Behind it?

Customer Journey

The **experience** a **customer** has as he or she **moves** through all **aspects** of an **organization's** physical **facility**

- Customer journey is largely dependent on a customer knowing what to do and how
    - Direction of foot traffic
    - Knowledge of offerings
    - Exhibit popularity
    - Holistic experience
    - Personal narrative
    - Desire to return

Flow of foot traffic at DisneyLand

The Servicescape's Role as a Facilitator

- **Facilitator**
  - Aides the performance of people in the environment
  - Well-designed, functional facility leads to a satisfactory experience from the *customer's* point of view
  - Strives to add convenience and direction to the customer's experience
- **Zoo New England: Franklin Park**
  - Currently, servicescape "flow" is not designed to enhance customers' experience
  - 72.5% of respondents felt that there was no instinctual logical path through the zoo
    - Lack of direction is inhibiting customer's ability to accomplish their goals

Solution

Flow Optimization
- Create paths that are logical, efficient, and functional to maximize customers experience
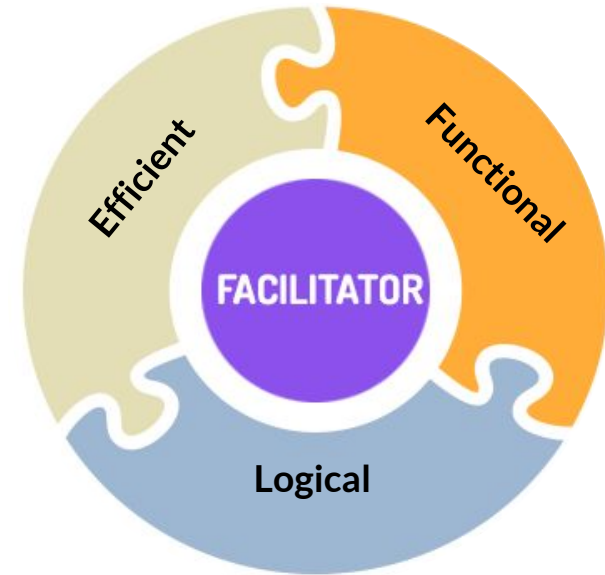
The Service Performance Gap

- *Customers who do not fulfill roles*
  - Customers who lack knowledge of their roles and responsibilities
    - Employee failure to provide information
  - Customers who negatively impact each other
    - Overcrowding due to lack of directional flow
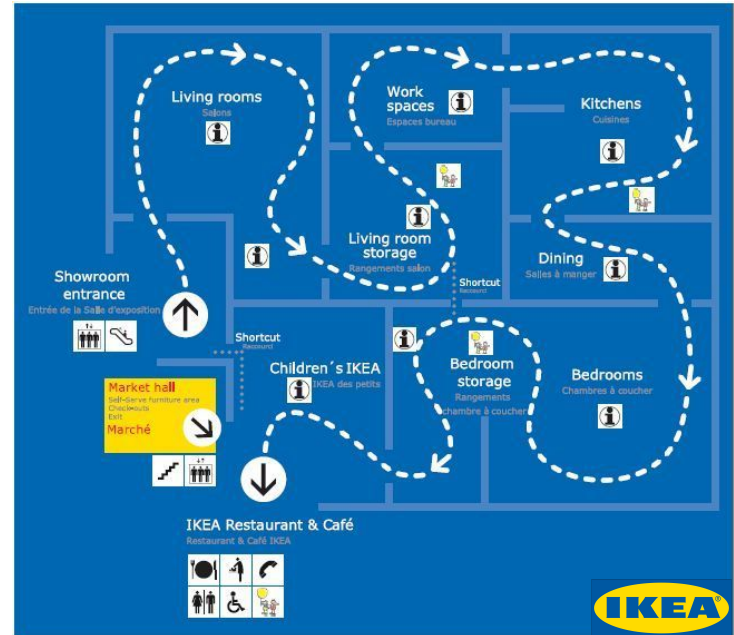
Solutions:

Help Define Customer Roles
  - IKEA's "Do-it-yourself" concept

Educate and Reward Customers
  - Place & function orientation
  - How do I get from here to there? What am I supposed to do?

The Service Design & Standards Gap

Occurs when there is a disconnect between **customer-driven service designs and standards** & **company perceptions of consumer expectations.**

Factors Leading to Gap 2:

- *Poor service design*
  - Vague, undefined service designs
    - Feeling of confusion when entering the zoo and not knowing which route to follow

- *Inappropriate physical evidence and servicescape*
  - Failure to develop/use tangibles in line with customer expectations
    - Maps are not used frequently enough
    - Public displays/billboards with maps could be helpful
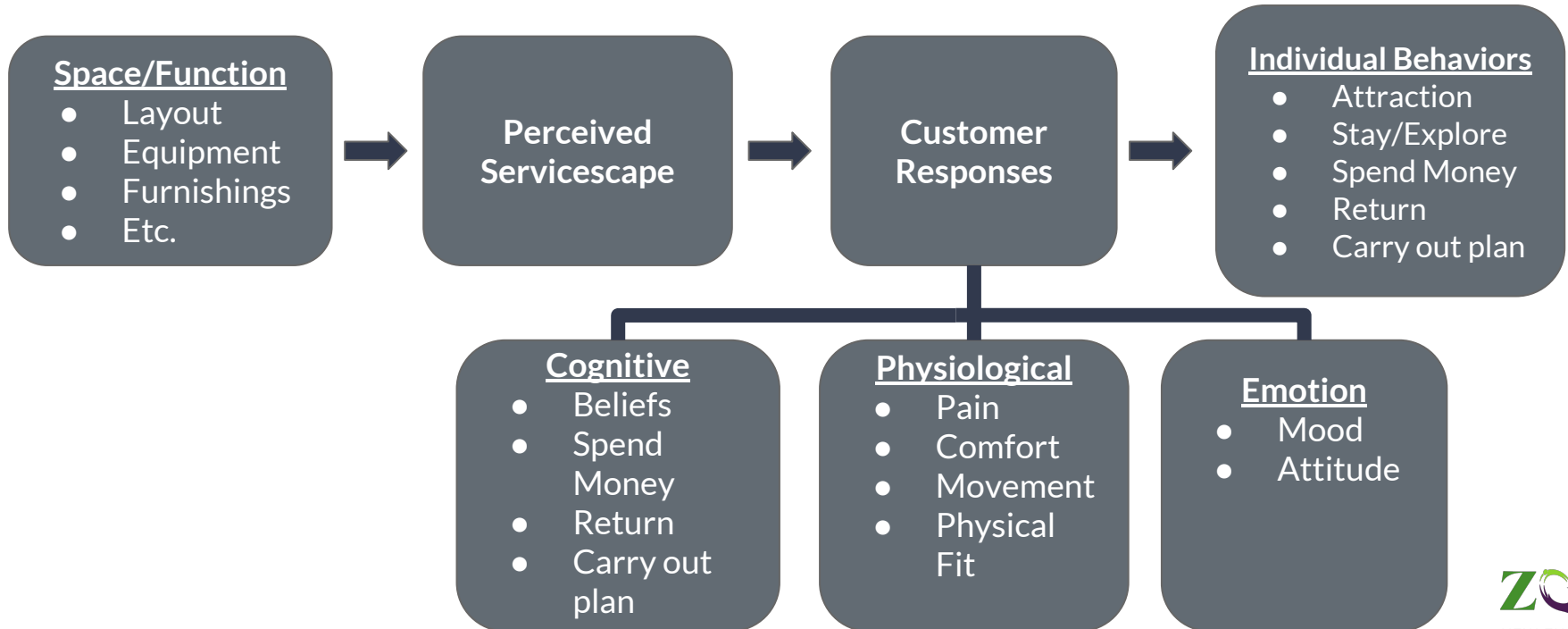
Solutions:

Integrate initiatives together
- Exhibit closings
- Feeding times
- Food, gift shop
- Special activities (scavenger hunts, special events, etc.)

Set a preferred/suggested customer journey

Routine maintenance updates to servicescape to complement intended customer journey

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Understanding Physical Environment - User Relationships: A Framework for Zoo New England

Space/Function
- Layout
- Equipment
- Furnishings
- Etc.

→

Perceived Servicescape

→

Customer Responses

→

Individual Behaviors
- Attraction
- Stay/Explore
- Spend Money
- Return
- Carry out plan

Cognitive
- Beliefs
- Spend Money
- Return
- Carry out plan

Physiological
- Pain
- Comfort
- Movement
- Physical Fit

Emotion
- Mood
- Attitude

What are we proposing?

Establishing a Customer Journey & Flow Optimization
- Create and implement two distinct, seasonal routes that maximize value and form a sense of direction
  - Post updated maps in highly visible areas
  - Incorporate routes to handout maps that are offered upon entrance
- Integrate current offerings into routes to create a holistic experience
  - Scavenger Hunt, Feedings, Demonstrations, Zoo Keeper Chats, Food & Souvenirs

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Blueprinting the Journey Creation Process
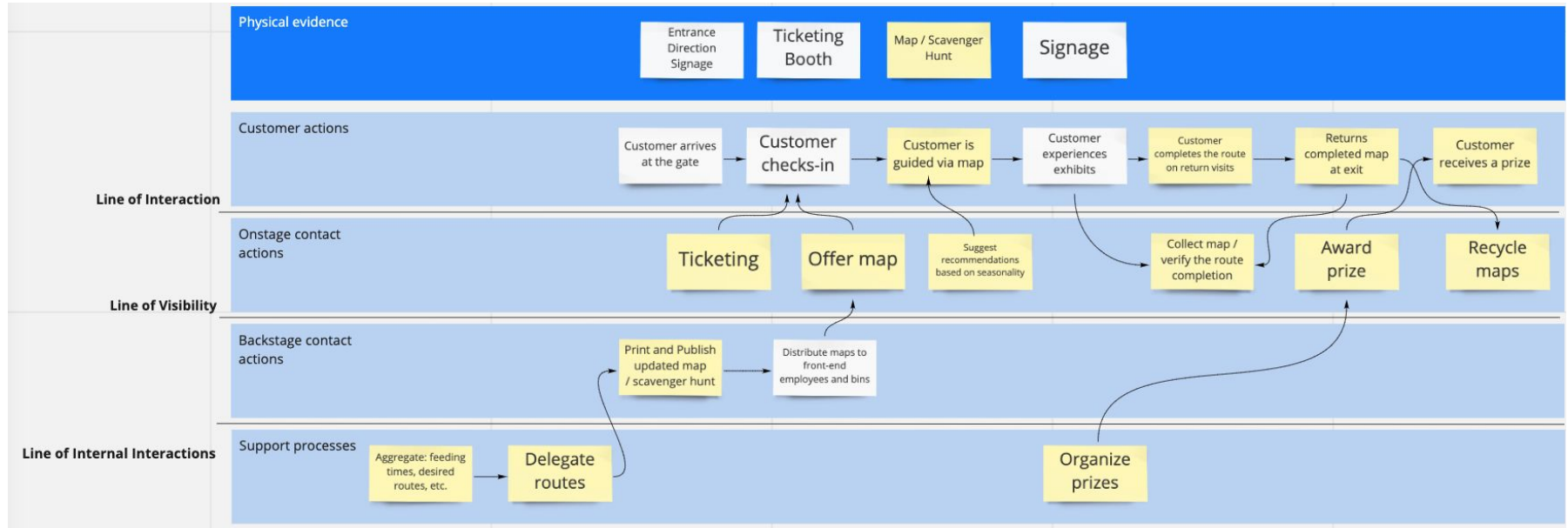
Perspective: Franklin Park Zoo
Routes reviewed every 3 months

What does implementation look like?

- Creation and distribution of integrated tangibles
  - Additions to current map:
    - Suggested routes
    - Feeding times at featured enclosures
    - Seasonal scavenger hunts on back of map
      - Prizes may include:
        - Stickers
        - Credit for gift shop/restaurant
  - Any guest 12 or under will be offered a map upon entry
  - Installation of public signs / billboards displaying maps and current happenings
- All-round effort to promote this as a useful tool for customers

DON'T MISS A THING!

We want to make sure you have a great experience. To help you navigate the zoo in the best way possible, we suggest you take the routes listed here based on which zoo entrance you used. Please consult the Seasonal Trail Map to view the trails. If you have any questions, let one of our friendly Zookeepers know!

Zebra Entrance

1. Serengeti Crossing

4. Kalahari Kingdom / Tiger Tales

6. Tropical Forest

8. Bird's World

7. Outback Trail

5. Outback Trail

3. Franklin Farm

2. Children's Zoo

Giraffe Entrance

8. Bird's World

7. Outback Trail

5. Outback Trail

3. Franklin Farm

2. Children's Zoo

1. Serengeti Crossing

4. Kalahari Kingdom / Tiger Tales

6. Tropical Forest

OFF-SEASON TRAIL

During the winter, some of our exhibits are closed. We want to make sure you still have a great experience. To help you navigate the zoo in the best way possible, we suggest you take the routes listed here based on which zoo entrance you used. Please consult the Seasonal Trail Map to view the off-season trail. If you have any questions, let one of our friendly Zookeepers know!

Zebra Entrance

1. Serengeti Crossing

4. Kalahari Kingdom / Tiger Tales

6. Tropical Forest **(Indoors)**
A winter <u>must see</u>!

8. Bird's World **(Indoors)**

3. Franklin Farm

2. Children's Zoo

Giraffe Entrance

8. Bird's World **(Indoors)**

3. Franklin Farm

2. Children's Zoo

1. Serengeti Crossing

4. Kalahari Kingdom / Tiger Tales

6. Tropical Forest **(Indoors)**
A winter <u>must see</u>!

map

ANIMAL DIRECTORY

1 Serengeti Crossing
African crested porcupine
Plains zebra
Ostrich
Warthog
Wildebeest

2 Children's Zoo
Blanding's turtle
Cabot's tragopan
Hooded crane
Muntjac
Prairie dog
Red breasted goose
Red panda
Scaly-sided merganser
Spotted turtle

3 Franklin Farm
Barn owl
Chicken
Contact corral (weather permitting)
Goat
Llama
Poitou donkey

4 Kalahari Kingdom/ Tiger Tales
Bongo
Lion
Red river hog
Tiger

5 Giraffe Savannah
Grevy's zebra
Masai giraffe

6 Tropical Forest
Baird's tapir
Giant anteater
Gorilla
Green anaconda
Pygmy hippopotamus
Ring-tailed lemur
Ruwenzori fruit bat
Siberian crane
Spotted hyena
Two-toed sloth

7 Outback Trail
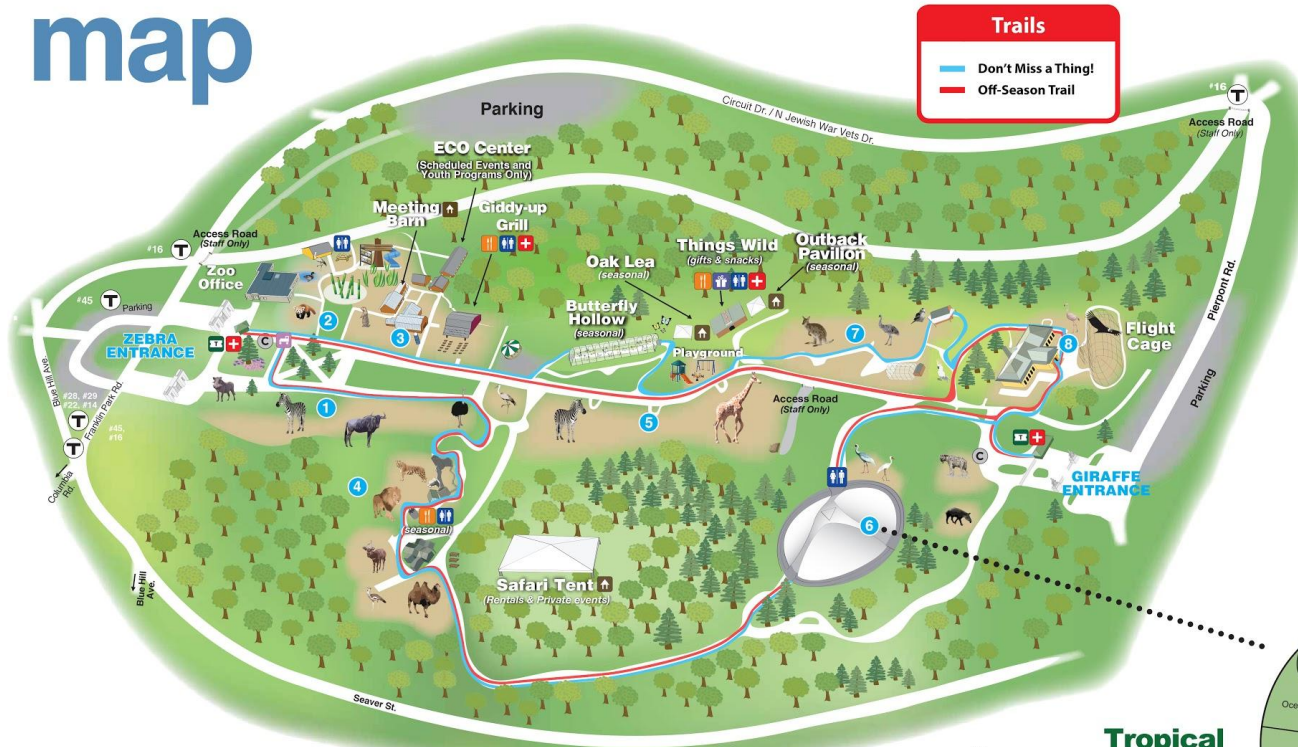Aussie Aviary (seasonal)
Emu
Kiwi
Red kangaroo

8 Bird's World
Andean condor (Flight Cage)
Flamingo
Kea

Exhibits Inside Building:
• Swamp   • Rainforest
• Scrubland   • Riverbank

Legend

🎫 **Tickets & Information**

🚻 **Restrooms**

🏠 **Rental Area**

🍴 **Concessions**

🚂 **Train Ride** (seasonal $)

🎁 **Gift Shop**

Ⓒ **Conservation Kiosk**

Map labels

Parking

Circuit Dr. / N Jewish War Vets Dr.

Access Road (Staff Only)

ECO Center
(Scheduled Events and Youth Programs Only)

Meeting Barn

Giddy-up Grill

Access Road (Staff Only)

Zoo Office

ZEBRA ENTRANCE

Oak Lea (seasonal)

Things Wild (gifts & snacks)

Outback Pavilion (seasonal)

Flight Cage

Pierpont Rd.

Butterfly Hollow (seasonal)

Playground

Access Road (Staff Only)

Parking

Blue Hill Ave.

Franklin Park Rd.

Columbia Rd.

Seaver St.

Safari Tent
(Rentals & Private events)

GIRAFFE ENTRANCE

(seasonal)

Access Road (Staff Only)

Tropical Forest

N

Tropical Forest inset
Classroom
Lemur
Gorilla
Ocelot
Saddle Billed Stork
Tamarin
Capybara
Pygmy Falcon
Giant Anteater
Snake
Pygmy Hippo/ Vulture
Hippo Theater
Baird's Tapir
De Brazza's Monkey
Bat
Croc
Sloth

VISITOR INFORMATION:

• Children must always be in the company of adults.
• Shirts and shoes must be worn at all times.
• The Zoo is not responsible for items left unattended and will dispose of abandoned items when necessary.
• Visitors are permitted to bring their own lunches and food into the Zoo. If you do choose to bring your own food, please do not bring in glass containers or alcohol.
• Please help to keep the Zoo neat by depositing refuse in the proper containers. To help with our conservation efforts, please deposit plastic and aluminum cans in the Zoo's recycling receptacles.
• These items are not permitted on Zoo grounds: bicycles, scooters, balls, kites, balloons, alcohol, Frisbees, squirt guns, rollerblades/skates, skateboards, radios and heelys.
• Smoking is prohibited within the Zoo.
• Don't throw objects, including coins, in the water.
• To help us maintain a healthy, positive environment, please do not feed or tease the animals.
• Please Note: During inclement weather take shelter in one of the Zoo's indoor areas.
• The Zoo is for all to enjoy so please be considerate of others and have a great time!

🚂 **RIDES**
THE TRAIN and **THE CAROUSEL** are seasonal rides, open April through October.

✚ **FIRST AID KITS**
FIRST AID KITS are available at both admissions booths, in Things Wild gift shop, in the Giddy-up Grill and the Community Resource Center (Zoo office).
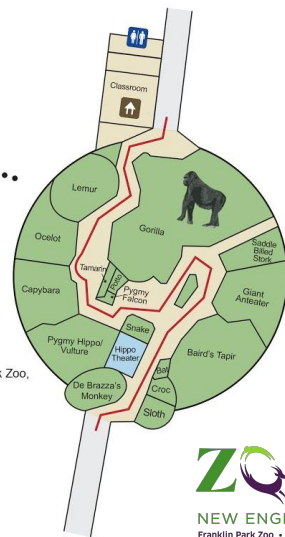
To learn more about Franklin Park Zoo, visit www.franklinparkzoo.org. 617-541-LION.

GO GREEN!
Look for the recycling bins throughout the Zoo.

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How will it create a better customer experience?

- Customer's increased knowledge of their roles and responsibilities, leading to greater value in a largely customer-dependent experience

- During off-season when numbers of front-line employees are low, customers can solve problems and queries without seeking out an employee

- Improved flow of foot traffic during busy season

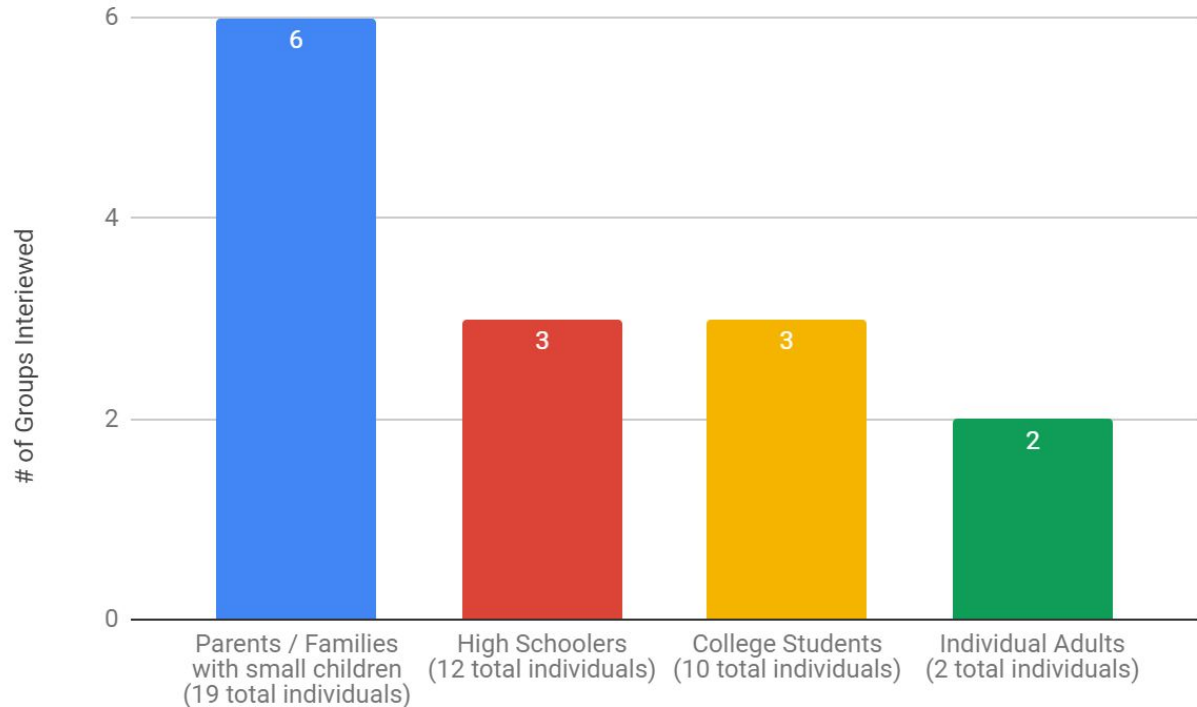- Ensure closed exhibits are avoided during winter
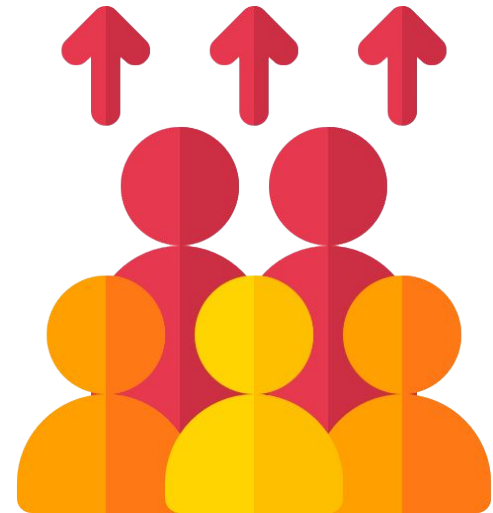
Q&A

Appendix

1. **Qualitative** Data
2. **Quantitative** Data
3. **Maps**
4. Gap 3: **Service Performance**
5. Gap 2: **Service Design**
6. **People, Processes, Physical** Evidence

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Customer Interview Demographics

* Collected over three visits:
    - Afternoon mid-February
    - Late-afternoon late-February
    - Early morning late-March

Experience Survey Results: Question 1

## When was the first time you visited the Franklin Park Zoo?

40 responses
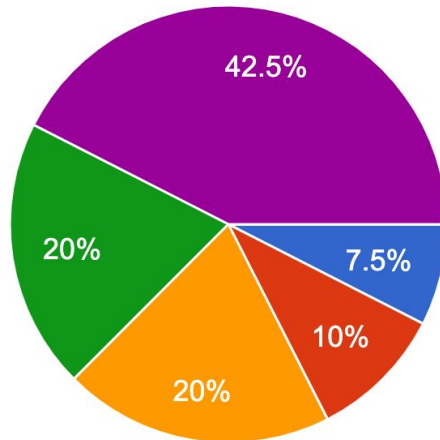
Legend:
- More than 2 years ago
- Between 1 and 2 years ago
- In the last 1 year
- In the last 6 months
- In the last 2 months
- I have never been to the zoo

Pie chart values: 42.5%, 7.5%, 10%, 20%, 20%

Experience Survey Results: Question 2

Last time you visited the Franklin Park Zoo, were you offered a map from an employee upon entrance?

40 responses
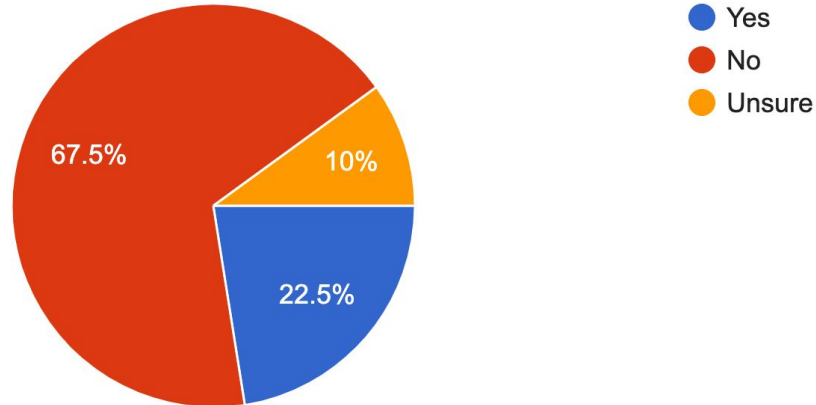
Experience Survey Results: Question 3

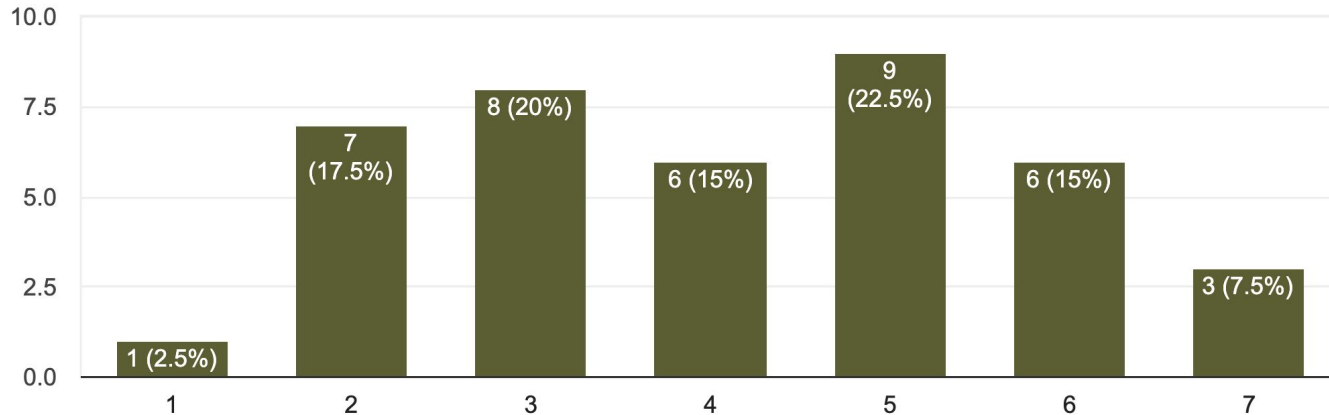To what extent do you agree with the following statement: I found the Franklin Park Zoo easy to navigate

40 responses
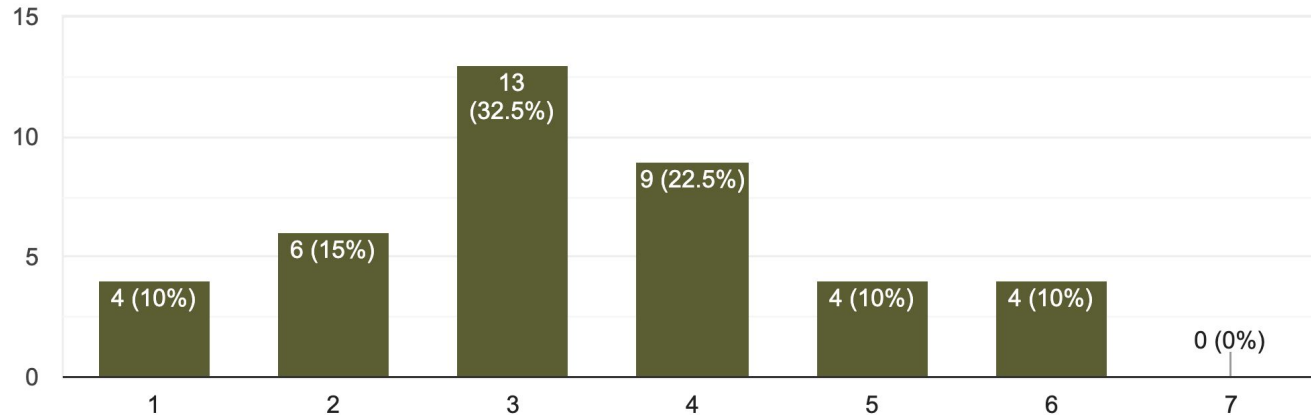
Experience Survey Results: Question 4

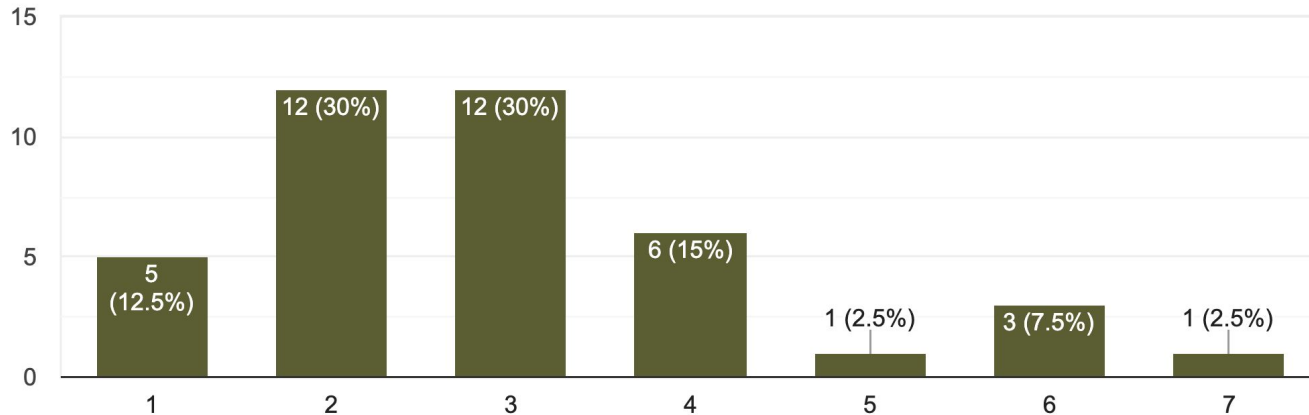To what extent do you agree with this statement: I feel like I got to see most of the zoo's exhibits

40 responses

Experience Survey Results: Question 5

To what extent do you agree with this statement: Throughout my visit, I felt that there was a logical path through the zoo
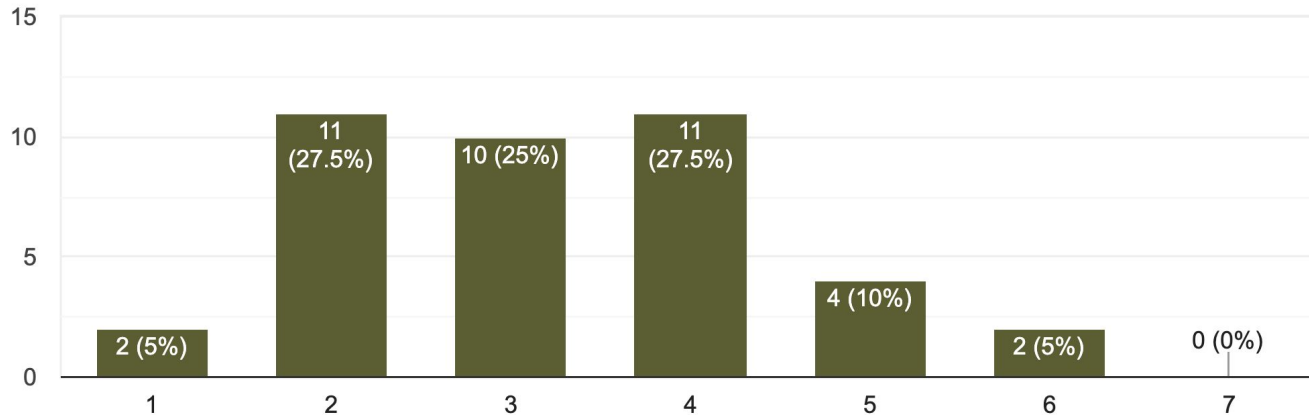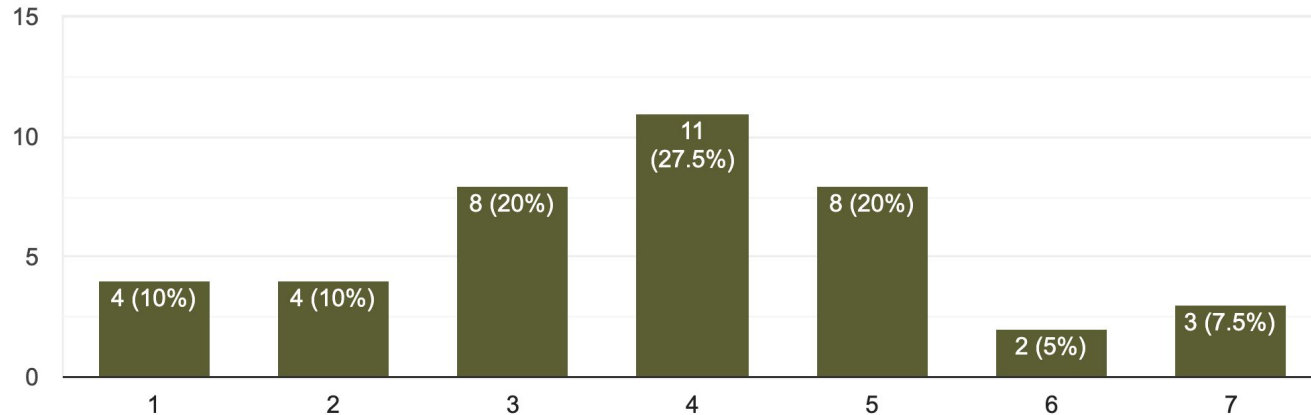
40 responses

Experience Survey Results: Question 7

Given your customer experience, how likely are you to return to the Franklin Park Zoo?
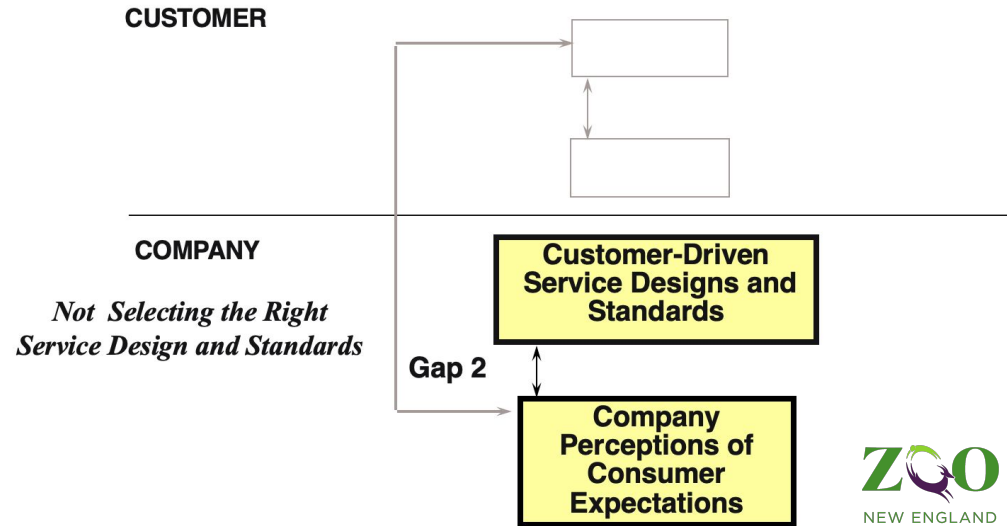
40 responses

Gap Two: The Service Design & Standards Gap

- *Poor service design*
  - Unsystematic new service development process
  - Vague, undefined service designs
  - Failure to connect service design to service positioning
- *Absence of customer-driven standards*
  - Lack of customer-driven service standards
  - Absence of process management to focus on customer requirements
  - Absence of formal process for setting service quality goals
- *Inappropriate physical evidence and servicescape*
  - Failure to develop tangibles in line with customer expectations
  - Servicescape design that does not meet customer and employee needs
  - Inadequate maintenance and updating of the servicescape

Provider Gap 2:
The Service Design & Standards Gap

CUSTOMER

COMPANY

Not Selecting the Right Service Design and Standards

Gap 2

Customer-Driven Service Designs and Standards

Company Perceptions of Consumer Expectations

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Gap Three: The Service Performance Gap

- *Deficiencies in human resource policies*
  - Ineffective recruitment
  - Role ambiguity and role conflict
  - Poor employee-technology job fit
  - Inappropriate evaluation and compensation systems
  - Lack of empowerment, perceived control, and teamwork
- *Customers who do not fulfill roles*
  - Customers who lack knowledge of their roles and responsibilities
  - Customers who negatively impact each other
- *Problems with service intermediaries*
  - Channel conflict over objectives and performance
  - Difficulty controlling quality and consistency
  - Tension between empowerment and control
- *Failure to match supply and demand*
  - Failure to smooth peaks and valleys of demand
  - Inappropriate customer mix
  - Over-reliance on price to smooth demand

Provider Gap 3:
The Service Performance Gap

CUSTOMER

COMPANY

Not Delivering to Service Standards

Gap 3

Service Delivery

Customer-Driven Service Designs and Standards
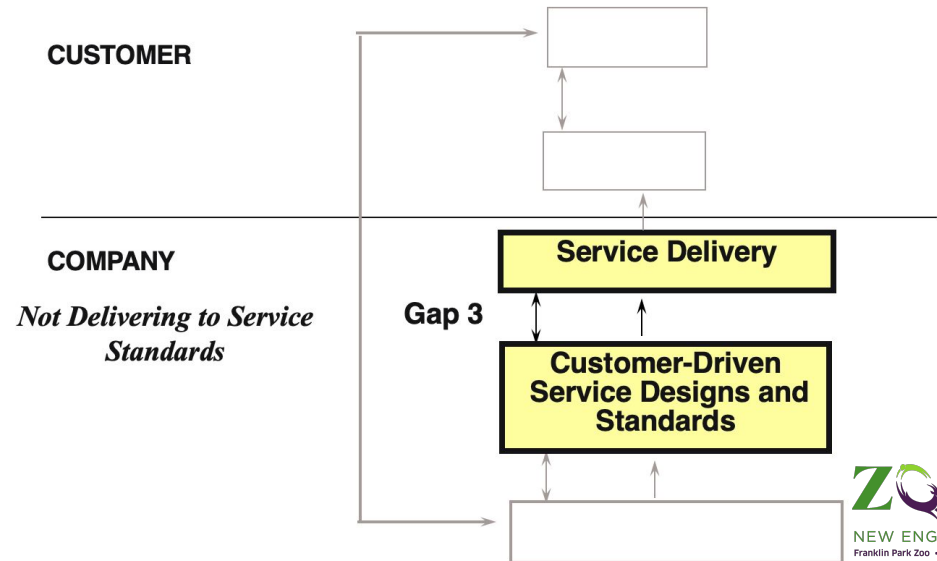
Changes: People, Processes, Physical Evidence

People

- Front entrance employee may appear to play small role, however these providers can be focal point of service encounters
- Employee stationed at exit is one last touchpoint and can gauge or inquire about guest experiences
- Creation of hard & soft standards for employees

Processes

- Inform customers about new experience offered
- Offer map and scavenger hunt during customer check in
- Greater accessibility during visit
- Validate and collect maps after visit

Physical Evidence

- Map
- Scavenger Hunt
- Signage