



## **Team 6**

Renzo De Jesus

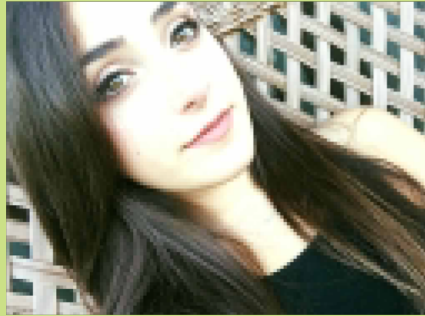
Jerry Hamedi

Clemence Lourdin

Isaac Rothenberg

Chiara Travisano

Meet The Team!



Chiara



Clemence



Isaac



Jerry



Renzo

# Establishing the Problem

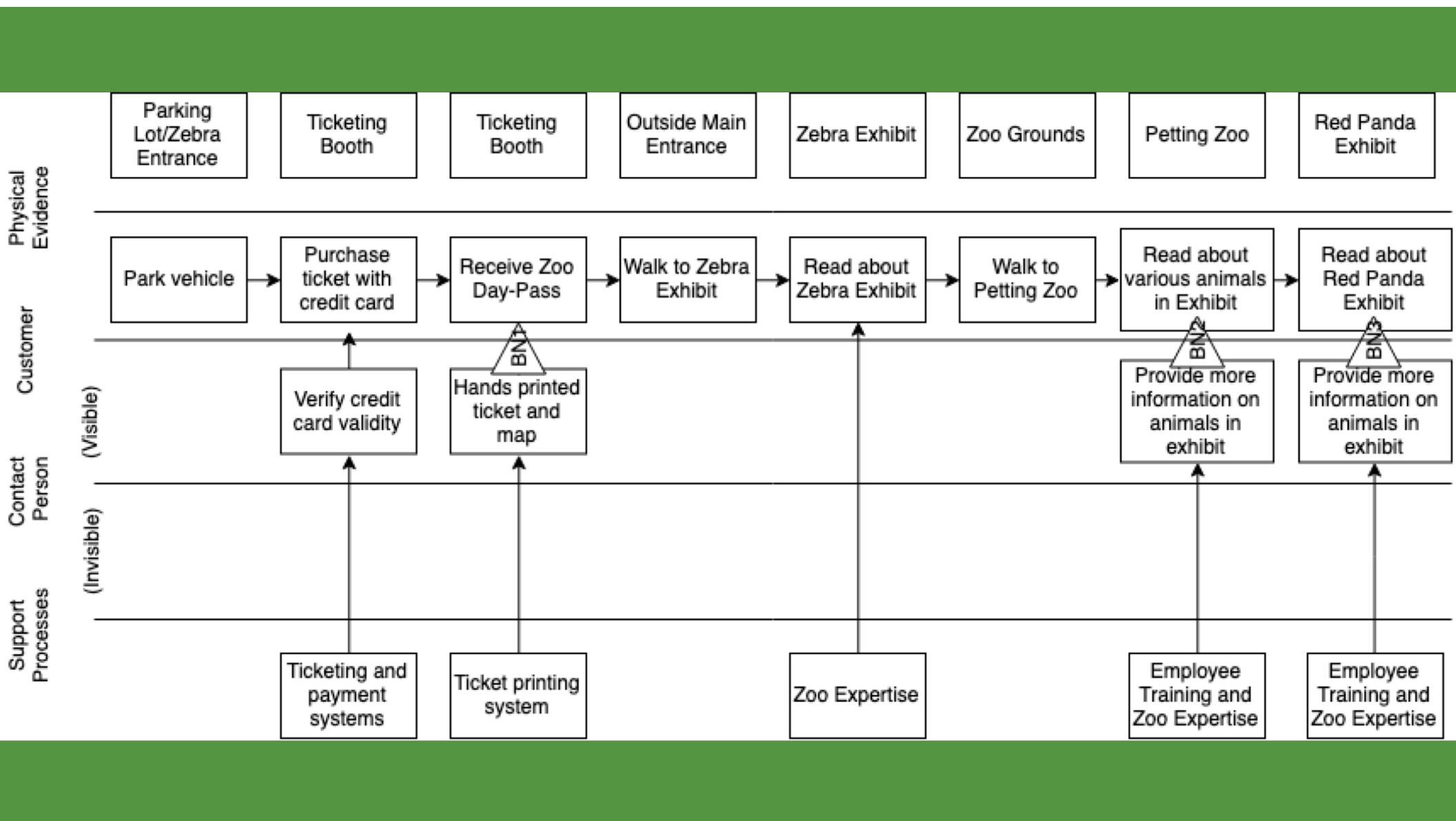
# Initial Research & Observations



“People often ask employees about what the best route to walk around the zoo is.” - Zoo Employee

- Customers want more guidance & insight than what the current directional & informational signage at the zoo provides
- Customers perceive that there are few employees to turn to for assistance at exhibits during the off-season and off-peak times
- Undefined interaction points/stimuli for employee for customer interaction

# Blueprint of Current Service



# Bottlenecks of Existing Service

## **Bottleneck #1:**

- Employee at ticketing booth fails to direct customers to maps
- Customer misses map kiosk

## **Bottleneck #2:**

- Customers cannot find employee at exhibit to answer their questions

## **Bottleneck #3:**

- Customers miss an exhibit
- Customers may spend extra time backtracking through exhibits and areas of the zoo that they have already seen



Data Collected

# Qualitative

## In-Depth Interview Highlights:





- Many customers said they were not given or did not see any maps upon entry
- Customers desire for more information about the exhibits
- Younger generations, especially millennials, do not like to wander, but rather have a defined path
- Many customers were unaware of current tour offerings

# Quantitative

## Online Survey Results:

- **50% would not be willing to book a tour**
  - 88% believe the pricing of existing tours are too expensive
- **86% of respondents** said that they would look for a **recommended path or map** upon entering a new environment for the first time.
  - **Only 6% of respondents** said that they would look for upon entry into a new environment

# Quotes

-  “We entered the zoo and followed the trail, until we got lost. We went back to the entrance and took out a map.” - Guest
-  “There is already some information about the animals on the boards, but it would be great to know a little more.” - Guest
-  “I would want to know about the animals’ habitat, and how they survive in the Boston weather.” - Guest
-  “If I were to do a tour, I would be financially reluctant.” - Guest

# Current Service Offerings & Customer Expectations

## **Current Service Offerings:**

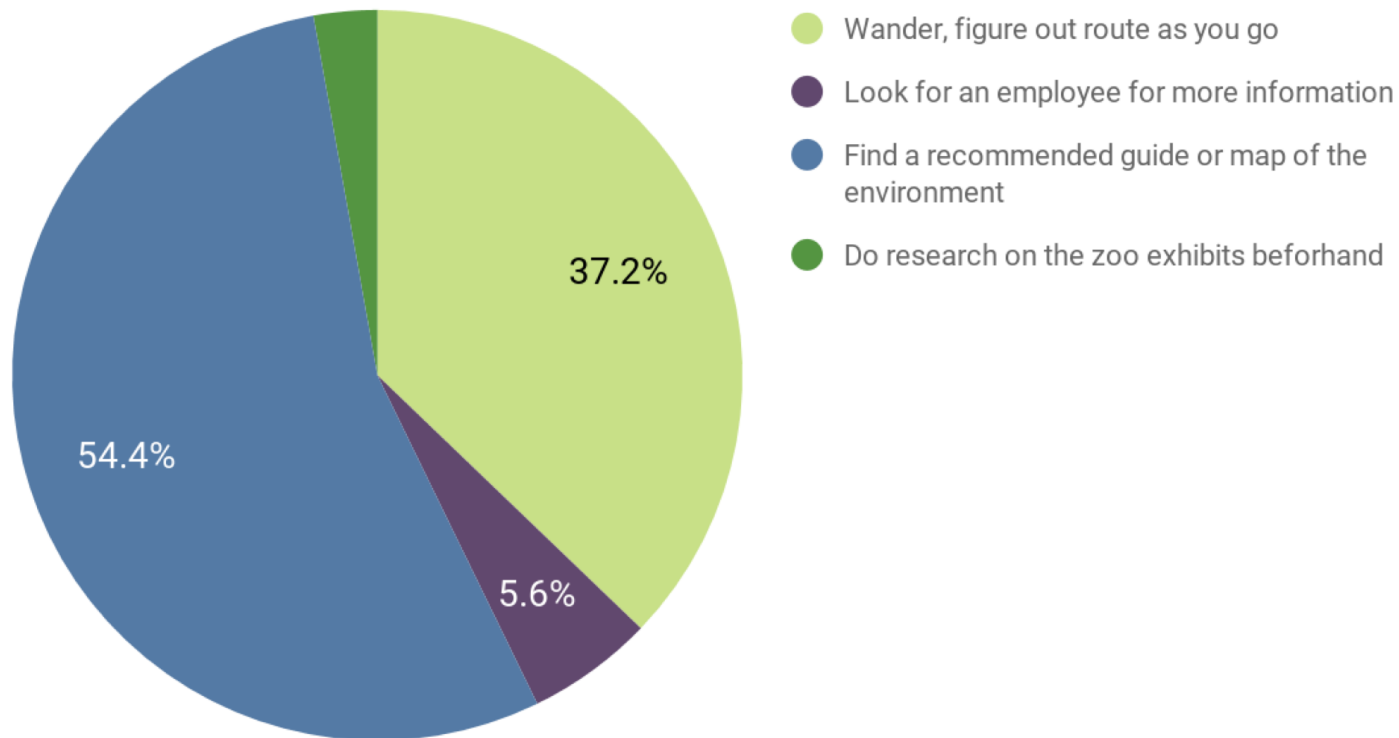
- Employees & volunteers at exhibits to answer questions
- Behind the Scenes tours
  - Tour needs to be booked 2+ weeks in advance
  - High price point - \$150 for 30 min
- Only one type tour offering advertised - no tiered options

## **Customer Expectations:**

- \$10 - \$20 per person for a 30 min tour
- Free tour options
- Access to map upon entry

# Survey Results

When you are in a new service environment for the first time, which of the following are you most likely to do?



# Service Marketing Concepts & The Gaps Model

## Gap 2: Service Design & Standards Gap

- Customers need more insight than what the current directional & informational signage provides
- Customers perceive that there are few employees to turn to for assistance with exhibits during the off-season and off-peak times
- Undefined interaction points or stimuli for employee - customer interaction

# Gap 4: The Communication Gap

- Many visitors are unaware of zoo tour offerings
- Lack of description of tours offerings on website
  - Customers require detailed information about tour experience to justify the value
    - Developed messaging, photos of past tour experiences, customer views of tour experience
  - Need to provide a unique value-proposition of current tour offerings





# Recommendations

# Self Guided Path of the Zoo Grounds

- Efficient path around the zoo grounds
- Exhibit information
- Encourage customers to interact & engage with employees
- FAQs
- AZA accreditation information
- Franklin Park Zoo mission & conservation efforts

# Guide Layout

## The Zookeeper's Guide to the Franklin Park Zoo

- Included in this Guide:
- Recommended path of the zoo grounds
  - Information on animals at each exhibit
  - Our conservation missions
  - Frequently asked questions
  - AZA accreditation standards



### 1 Serengeti Crossing



Black and white stripes make the zebra one of the most recognizable animals in the world. The plains zebra, also known as the common zebra, is the most abundant of three species of zebra inhabiting the grasslands of eastern and southern Africa. The other two species are Grevy's zebras and mountain zebras.

Plains Zebra

Additional Animals at Exhibit





Ostrich      Warthog      Wildebeest

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### 2 Whooping Crane Exhibit



Whooping cranes are noted for their stark white feathers and black primary (flight) feathers, which are only visible during flight or courtship dancing. These birds take their name from their distinctive whooping call, which can carry over several kilometers as a way to advertise their breeding territory to other whooping cranes.

Whooping cranes are a critically endangered species. The current whooping crane population represents less than 4% of its historic size, and one of only two crane species are found in North America. After declining to only about 22 wild birds in the 1940s, efforts to bolster crane populations have resulted in an increase to about 612 individuals for both wild and captive whooping cranes.

Whooping Crane

Have a question about an animal or exhibit? Ask our employees!

### 3 Kalahari Kingdom



Though most big cats are solitary, African lions live in social groups called prides. Prides of lion can be found in the savannah grasslands. Lions hunt in groups, usually females, for wildebeest, zebra, antelope and other small animals. Male lions can even take down a giraffe! They're carnivores, eating only meat. Males have the responsibility of leading the pride by protecting cubs and females from other males and invaders. All lions can roar, including females.

African Lion

Additional Animals at Exhibit





Bongo      Red River Hog      Tiger

**DON'T BE AFRAID TO ASK EMPLOYEES QUESTIONS!**

### 4 Bactrian Camel Exhibit



The Bactrian Camel has two humps that contain fat reserves for use when food is scarce. It has many characteristics that help it survive in a desert habitat, including wide padded feet to prevent it from sinking in the sand and long eyelashes to keep out sand. Its milk is more nutritious than a cow's and its feces are so dry they can be used to fuel fires immediately after being expelled from the body.

In the wild, the camels will eat leaves, grasses and shrubs, including very tough, prickly or thorny plants that other herbivores cannot eat. Camels will eat plants that are dry, salty and/or bitter. The first time food is swallowed, it's not fully chewed. The partly masticated food (called cud) goes into the camel's stomach and is later brought back up for further chewing.

Bactrian Camel

# Primary Target Customer Segment

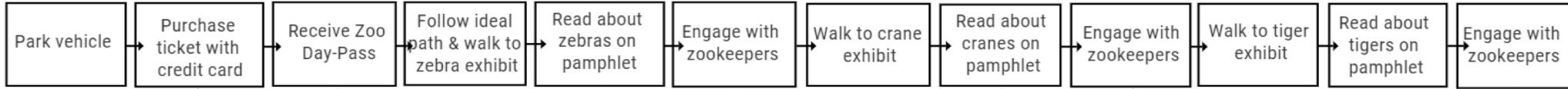
- First-time guests to the zoo during the off-season & off-peak times
- Customers that do not like to wander
- Customers who are in a time crunch and need a clear path to navigate the grounds

# Blueprint of Recommended Service

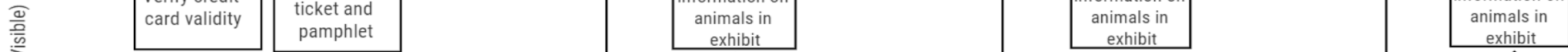
Physical evidence



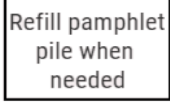
Customer



Contact Person



(Invisible)



Support Processes



# Presentation Recap

## Alignment of Customer & Zoo's Service Goals & Expectations

Customer-defined goals:

- Defined path around zoo
- Learn more exhibits than what is provided on signage
- Less expensive tour options

Zoo's goals:

- Provide an engaging & interactive experience
- Educate guests about exhibits & conservation efforts
- Facilitate employee & customer interaction

## Service Redesign for Aligning Goals & Expectations

*The Zookeeper's Guide to the Zoo* - Self guided tour handout

- Optimal path around zoo grounds
- Facts on the exhibits
- Customer FAQs
- Zoo mission & conservation efforts

Thank you!



Questions?

## **Abstract - Team 6**

**Clemence Lourdin, Chiara Travisano, Isaac Rothenburg, Jerry Hamedi, and Renzo De Jesus**

### **Problem Statements:**

- Staff are rarely seen/widely disbursed on weekends and winter
- No specific/clearly defined areas or services directed at millennial customers
- Non-modernized environment - the lack of signage, employees leaves guests uncertain how to navigate the campus

### **Solution(s):**

- Revamping of current guided tour offerings, implementation of self-guided tours.

### **Current Tour Offering:**

*Strengths:* Personalized experience

*Weaknesses:* Pricing: \$150-200 for one of four 30 min tours, No detailed description of tour offering (no justification for tour pricing)

### **Revision of Tour Offerings & Introducing Incentivized Self Guided Tours:**

- Content (pictures, videos, etc.) to better market and explain tour offering
- Design tours specifically suited for older age groups
- Tour experience should vary according to audience demographic (families vs millennials)
- Implementation of self-guided tours:
  - A pre-planned path around the park with touch points to interact with zoo employees

## **Tour Project Appendix – Team 6:**

### **Executive Summary**

The Franklin Park Zoo houses over 100 different species of animals within its 72 acres of land. To a first-time customer entering the zoo, figuring out how to cover the zoo grounds to see all of the zoo's offerings can be a daunting task. Through in-depth interviews with zoo employees, we discovered that customers frequently ask for a recommended path of the grounds.

To work towards its mission of sustaining the natural world by creating fun and engaging experiences, we believe it's essential for Zoo New England to maximize the role customers play in co-production of the zoo experience. If customers are viewed as partial employees and co-produce their experiences, the zoo will be able to more effectively utilize its most important educational resource: its staff. Although visitors are eager to learn, their experiences are too reliant on the guidance and availability of staff. We believe that our solution, *The Zookeeper's Guide to the Franklin Park Zoo*, a handout that serves as a self guided tour, will address these concerns in an affordable and easily implementable manner.

Our proposed guide offers an optimal path around the zoo grounds, facts on the exhibits, answers customer FAQs, and details on the zoo missions and conservation efforts. Most importantly, the guide encourages customer interaction with the zoo employees.

### **Gaps Analysis**

#### **Gap 2: Service Design & Standards Gap**

- *Absence of customer-driven standards*
  - Lack of customer-driven service standards
    - Customers expect to see employees & volunteer at the majority of exhibits even during offseason & off peak times
    - Customers want a defined path of the grounds
    - Customers are interested in zoo tours
      - Customers expect zoo tour offerings to be at a low price point - \$10 - \$20 dollars per person
    - Customers want access to more information on exhibits than what is provided with current signage
- *Inappropriate physical evidence and servicescape*
  - Servicescape design that does not meet customer and employee needs
    - Servicescape is extremely large- 72 acres - hard to navigate as a first time customer
    - Placement & distribution of zoo maps is not clear to customers upon entry to the zoo
  - Failure to develop tangibles in line with customer expectations

- Signs and guidance through the park isn't
- Customers expect to be given or directed to a map upon entry
- Customers perceive that there are few employees stationed at each exhibit to ask questions to
- Employees are mostly seen feeding the animals or cleaning the exhibits, but very few in the visitor's area during off-peak times

#### **Gap 4: The Communication Gap**

- *Inappropriate pricing*
  - Unique service offering of current tour system is not being adequately communicated to customers through marketing channels, as well as, in the zoo's servicescape.
- *Ineffective management of customer expectation*
  - When customers cannot find an employee or volunteer at an exhibit - customers are unsure on how to find out more information about the exhibits aside from the current signage.
  - Customers are mainly unaware of the zoo's paid tour offering. The only available information found on the tours is found on the zoo's website. If the zoo has other touchpoints regarding offerings on the zoo grounds, it is not evident nor prominent.

#### ***Current Service Offering***

Any customer that visits the Franklin Park Zoo website will stumble upon the 'Schedule a Tour' located in the left-hand side navigation bar. These paid tours offer customers only 1-2 sentences worth of information for each experience. The zoo charges the customer between \$150-200 for a 30-minute tour for a group of 4-5 people max. While these *Behind The Scenes* tours provide a up close and engaging experience for customers, the lack of a detail in the description is not communicating the unique value of this experience properly. Because of this, we have found that the zoo has a significant gap in Gap 4, also known as 'The Communication Gap'.

Based on multiple on-site customer interviews, these customers would expect to pay, at most, between the range of \$10-20 on top of the price of a single-day admission ticket. Most of our interviewees were also not aware that the zoo even offered these paid tour experiences.

Based on a custom-made survey sent out to current Boston residents, about 60% of these respondents would not pay for a paid tour experience mainly because of the high price and lack of description after being shown the zoo's current offering (based off a screenshot that we took from the Franklin Park Zoo's website). Potential customers simply need more information about the zoo's tours before they pay a significant amount of money.

To summarize, the zoo also needs to provide a significant and unique value-proposition of these tour offerings before asking its customers to pay more money on top of the current price of a single-day admission ticket.

### ***Redesign of Tour System***

Current zoo employees identified the question, “what is the best route around the zoo”, as the commonly asked question by customers at the Franklin Park Zoo. The zoo currently does not provide a specific tangible to address this need.

### ***Self Guided Tour of Zoo Grounds***

In addition, the Behind the Scenes tours are the only guided educational services available for zoo customers. Although, based on our customer research endeavors, we have identified a customer-driven needs that are not being met by the current servicescape design or with current services available. This led us to believe that the Franklin Park Zoo must diversify its tour offerings. Taking into consideration the resources available for the zoo, as well as, research gathered on customer perceptions and expectations, we recommend that Franklin Park should roll out a self-guided tour initiative.

When a new customer walks into the zoo during the summer season, the customer may feel less pressure to figure out a path which direction to go because there are many people scattered around. In other words, customers feel like they have a sense of where they are going because they can follow the direction of the crowd.

Due to weather and other factors, the zoo sees lower attendance rates in the colder months than during the warmer seasons. Due to the large size of the Franklin Park Zoo, on days where attendance is low, the grounds of the zoo can feel empty. New customers feel overwhelmed and unsure of what path they should follow to see all the exhibits the zoo has to offer. A change in the zoo’s service design and performance standards is necessary in order to fulfill customer expectations of navigating zoo across all seasons. Through personal customer interviews and observation at the zoo, we found that customers expect to have access to a directed path around the zoo’s servicescape.

### **Interview Support for Solution**

Based on in-depth interviews conducted with employees and customers about the zoo’s current service offerings & design we concluded the following:

- Current directional signage is not providing enough insight for new customers to find their way around the zoo’s servicescape
- Customers want to learn more information about the animals at exhibits than what is provided on current signage
- Zoo employees are frequently asked by customers for a path around the grounds

- The VP of Development, Strategic Development explained:
  - The current tour offering, *Behind the Scenes Tours*, involve a lot of logistics for the zoo and are hard to plan.
    - The zoo needs at least two weeks notice to schedule & plan a tour
  - The younger generations, especially Millennials, do not like to wander, they would rather have a defined path of the zoo to follow

**Past Iterations**

The zoo implemented an audio tour, similar to that that you’d find in an art museum, in partnership with Jeff Corwin, a famous tv personality that works with animals. The zoo provided patrons with iPods and headphones for a fee of \$5 that included maps and information regarding the zoo. However, the capture rate for this project was substantially low and it ended in less than a year.

Some insights that the zoo gained through this project was that guests go to the zoo to go away from their screens and technology. By providing more technology to the customers during their zoo experience was less favorable and subsequently failed.

**Market Segments Targeted**

Our target market segment are new customers to the Franklin Park Zoo. As described David Caron, VP of Strategy, Strategic Development at the Franklin Park Zoo, some people do not like to wander aimlessly around, especially younger generations. Many millennials want to get straight to the point. There is a change in generations with respect to accessing information. Today’s younger generations like to get answers quickly, which is why a guide to recommended path of the zoo is optimal for these customers. The path would enable them not to skip any animals and they would make sure they get to see every animal.

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>● No parking fees</li> <li>● Membership program - lower annual membership fees compared to other Boston touristy sites</li> <li>● 100+ different animal species</li> <li>● AZA Accreditation</li> </ul>	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> <li>● Difficult to access by public transports</li> <li>● Values of service offerings not clearly communicated</li> <li>● Lack of adequate signage</li> <li>● Having to deal with the off-season (compared to zoos like San Diego Zoo)</li> <li>● Lack of resources (financial)</li> </ul>
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> <li>● Only zoo in the Greater Boston area</li> <li>● Appeals to local communities, “your local neighborhood zoo”</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>● People and organization that do not approve with zoos in general</li> <li>● Competition &amp; Other Zoos that have similar tour options</li> </ul>

	<ul style="list-style-type: none"> <li>○ Boston Competition <ul style="list-style-type: none"> <li>■ New England Aquarium</li> <li>■ Museums</li> <li>■ Boston Whale Watching Cruises</li> <li>■ Freedom Trail</li> </ul> </li> </ul>
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## 7 P's of Services

### *Product*

- Physical paper self-guided tour of the zoo grounds

### *Price*

- Free with admission

### *Promotion*

- Employee
  - Front desk/ ticket booth employee
- Advertising
  - Banner ads on Franklin Park Zoo webpage
  - Franklin Park Zoo Instagram ads
    - Instagram posts linking to the zoo guide
    - Instagram stories- swipe up to download PDF version of Zoo Guide
  - Franklin Park Zoo Facebook page

### *Place*

- Both entrance desks/ ticket booth employees
- Both entrances - next to maps
- Red panda exhibit
- Online guide download, located on the homepage under the “Visit the Zoo” header as one of the three options to click on, now four options (Buy Tickets, Hours & Directions, Today’s Schedule, and now, the ***Zookeeper’s Guide to the Franklin Park Zoo***)

### *People*

- Employee’s & Volunteers

### *Physical Evidence*

- Pamphlet
- Web pages hosting pdf download

### *Process*

#### Step 1: Customers acquire guide

- First-time guest prints pamphlet at home before coming to the zoo
- Front desk employees hand pamphlet out to the first-time guest
- First-time guests take a pamphlet from the information stand

#### Step 2: Customers follow numbered path in guide

- Depending on which entrance the customer enters from will determine the starting point of the guide

Step 3: Customers reference guide for information about each stop on path

- Reference the exhibit information page on the guide

Step 4: Messaging in guide encourages customers to engage with zoo employees

- At the bottom of each page of the guide there is a reminder for customers to ask questions with employees during their visit

Step 5: FAQ

- This is a section of the Guide that covers questions that customers frequently ask employees.

Step 6: Franklin Park Zoo Values & AZA Standards

- Communicate conservation efforts through the zoo's mission, principles, values, and beliefs to customers. Education of what AZA accreditation means for a zoo, and why their standards are the best for the industry. AZA represents institutions which meet the highest standards in animal care, provide a fun and educational family experience, and dedicate millions of dollars to scientific research, conservation, and education programs.

### **Description of Redesign Process**

#### ***Zookeeper's Guide to the Franklin Park Zoo***

As stated in the initial zoo presentation, one of the goals of the zoo is to educate and engage customers. In the offseason and during off-peak times, the large grounds of the zoo and low attendance rates can make it seem like employees are spread thin from the customer's point of view. In these instances, customers feel unsure about who to turn for question or more information on the exhibits they're interested in.

This is a designed path around the zoo which includes information about:

- Best/most optimal path around the grounds
- Animals on exhibit
- Frequently asked questions by customers
- Conservation information & missions valued by the Franklin Park Zoo and AZA accreditation standards
- Encourage customer-employee interaction in the guide

### **Competition and Other Zoos that have similar tour options**

- Boston Tourist Sites:
  - Fenway Park
  - Aquarium
  - Faneuil Hall
  - Blue Hills
- Zoos that have a similar offering:



- San Diego Zoo - School focused
  - Have different offerings for grades Pre-K through 12th grade
  - Accessible print-out online
- Virginia Zoo - School focused
  - Reservations need to be made online
  - Cost - \$10 - \$12 dollars per tour

### **Service Marketing Concepts Applied to Proposal**

- Chp 8 - Service blueprinting
- Chp 8- Innovation around service solutions. Result of understanding customer's problems and the job they are trying to get done, then developing solutions to help them reach those goals. Figure out what customers are trying to do and develop services and solutions around that understanding. Here, the solution of using a guide into the park with the optimal path and information on animals would enable Franklin Park Zoo to innovate and to help its customers navigate around the park.
- Chp 9 - Knowing customer requirements, priorities and expectation levels can be both effective and efficient. Soft customer-defined standards "understanding and knowing the customer". Soft standards provide direction, guidance and feedback to customers and employees. In the case of Franklin Park Zoo, guidance around the park is crucial in order for customers to find their way around.
- Chp 10 - Environment and emotion. Elements of the atmosphere (weather, colors, decor, music, other customers) can have an unexplainable effect on moods of people in the place. In the zoo, the decor and general ambiance both play an important role in the customer's experience.
- Chp 12 - Educate and train customers to perform effectively. Recommended path would allow them to visit the zoo effectively and see as much animals of interest as possible. Encouraging customers to engage with employees through the guide will fulfil the zoo's montra of, "It is not the animal's job to entertain the guest, it's the employee's job to engage and educate the guest about the animals."
- Chp 13 - Excess capacity in colder months & off-peak times - Demand (low customer attendance rates) is below optimal capacity. During these times, zoo resources in the form of labor, equipment, and facilities are underutilized resulting in lower profits and customer engagement. While customers who attend the zoo during these times have access to the full use of facility, the quality of service may suffer due to the limited listed above resources.

### **Optimal Route Around the Franklin Park Zoo from the Zebra Entrance:**

1. Start at Zebra Entrance and follow the path on the right until you get to Serengeti Crossing
2. Follow the path until taking a right at the Cranes
3. Continue down the path towards the Kalahari Kingdom
4. Continue down the path to the Camels

5. Follow the curve to the Tropical Forest
6. Exit straight out of the Tropical Forest and then take a right to enter the Flight Cage
7. Exit and follow the main path towards Outback Trail and the Giraffe
8. Follow the main path towards Butterfly Hollow
9. Continue to the Meeting Barn
10. Finish at the Children's Zoo

## **Appendix**

### ***Qualitative data - Guest interviews***

#### **1. Male Interviewee**

##### **How did you come to the zoo?**

We drove.

##### **What do you think of this zoo compared to other zoos?**

It's a neighborhood zoo, I think it's wonderful. I like the scale of this zoo, that there is no parking fee and that you can become a member.

##### **Do you know anything about the tours?**

I'm sure I noticed it. But no, not really.

##### **Have you considered taking a tour?**

I'm not really interested in taking a tour, I prefer to walk in the zoo and go wherever I want.

##### **How much would you expect to pay for a tour?**

I can't give you any price because it is not something I would be interested in, but if I were to do a tour I would be financially reluctant.

##### **How do you map your tour inside the zoo?**

We followed the path, stopped and saw what we saw. I really wanted to see the mandrill. I've heard there was one before but it was moved to Miami. This is what I would have wished to see in this zoo.

#### **2. Male Interviewee**

##### **How did you come to the zoo?**

We drove. There was no trouble really, easy parking.

##### **How did you map your tour inside the zoo?**

We had the map and we came to see what we wanted to see.

##### **What do you think of this zoo compared to other zoos?**

It has a small layout and a lot of different animals.

**Do you know anything about the tour?**

No I was not aware.

**Would you consider taking a tour?**

Yes it would be interesting.

**How much would you expect to pay for a tour?**

Hmm... In addition of the entry ticket? I would say 10 dollars.

**What would you expect to do in a tour?**

I would want to know about the animals' habitat, and how they survive in the Boston weather. I mean, there is already some information about the animals on the boards, but it would be great to know more.

### **3. Male Interviewee**

**How did you come to the zoo?**

I drove here. I parked outside the zoo.

**Do you know anything about the tours?**

Yes, I've seen it's an option but I don't know much about it.

**Would you consider taking a tour?**

I think I'm comfortable walking around, especially with my daughter.

**What do you think about this zoo compared to other zoos?**

It's great, I like that it is a small zoo. We came for the first time three weeks ago and my daughter loved it, so we got a membership.

Now it's the second time we come and we haven't explored everything yet.

**How do you map your tour inside the zoo?**

We mostly go where my daughter wants to go. She loved the gorillas last time we came so we came back to see them. But like I said, we haven't explored everything yet.

### **4. Female Interviewee**

**How did you come to the zoo?**

I had a meeting today in a place I had never gone and my map took me past Franklin Park Zoo and I decided to come in for the afternoon. I drove here.

**How did you map your way into the zoo?**

Into, I followed signs

**Have you heard about the tours?**

Tours? No

**Would you consider taking one?**

Sure! Yes I would.

**How much would you expect a tour to be?**

20 dollars.

**5. Male Interviewee**

**How did you come to the zoo?**

We drove. We saw a sign for the zoo one day and decided to come back. This is our first time at the zoo.

**What do you think of this zoo compared to other zoos?**

Nice but we have been to better zoos.

**Do you know anything about the tours?**

We saw people who they thought would give tours near the entrance, but it was the train “tours”

**Have you considered taking a tour?**

Interested in taking a tour but have not found information about them.

**How much would you expect to pay for a tour?**

10 or 12 dollars for 30 minutes.

**How do you map your tour inside the zoo?**

When entering the zoo we followed the trail until we got lost and then decided to look at the map.

**6. Female Interviewee**

**How did you come to the zoo?**

We drove here and got here early so parking wasn't an issue

**Is it your first time in this zoo?**

No it's not, it's my third time actually. We're here for the events, visiting from out of town.

**Do you know anything about the tours?**

No I don't and I didn't look into it.

**What would you expect from the tour?**

Q&A sessions and information about the animals, like what is done with them in the off season.

**How much would you expect to pay for a tour?**

Additional 5 to 10 dollars.

**How do you map your tour inside the zoo?**

We wandered in the park.

**7. Female Interviewee**

**How did you come to the zoo?**

Drove.

**Is it your first time in this zoo?**

Yes. Good impression so far, big fan of the main playground. Surprised by the amount of people at the zoo slightly but also knew it was going to be a nice day.

**Do you know anything about the tours?**

I am not aware of the tours that are offered.

**What would you expect from the tour?**

Information about what is done with the animals during the off season as well as how they are able to live longer in captivity. Did not know you could go behind the scenes.

**How much would you expect to pay for a tour?**

20 dollars per person.

**How do you map your tour inside the zoo?**

Wandered around to the barn first and then went across to the zebras. Had not seen anything else yet. Plan is to continue to wander.

**8. Female Interviewee**

**How did you come to the zoo?**

I drove.

**Is it your first time in this zoo?**

Yes it is.

**What do you think of this zoo compared to other zoos?**

I'm from San Diego, so no nothing lives up to the San Diego zoo. I did not see any maps when I entered. Actually, parking was more of an issue and I find bathrooms hard to find.

**Do you know anything about the tours?**

Yeah, I saw your offerings online, animal talks seemed interesting.

**How much would you expect to pay for a tour?**

I would expect it to be free. If you are a member, the tour should be free.

**How do you map your tour inside the zoo?**

I didn't follow any directions, just wandering.

## **9. Female Interviewee**

**How did you come to the zoo?**

I drove.

**Is this your first time at the zoo?**

No this is my second time at the zoo.

**How do you map your tour inside the zoo?**

I found a map when I walked in and just wandered using the map. I did not have anything in particular I wanted to see.

**Do you know anything about the tours?**

I am not aware of the tours that are offered.

**How much would you expect to pay for a tour?**

I would expect the tour to be free with the price of admission.

***Qualitative interviews - Employees***

## **1. Melissa - Zookeeper**

### **What route would you suggest first time guests to take?**

Lions and tigers first, then goes back around past the camels, loops around the tropical forest through the back entrance. Then hits the birds world, walks straight back down the greeting road again, follow the kangaroos and then nature's neighborhood which would put them right near the parking lot.

### **What are some feedback you commonly receive from guests taking tours?**

They're really happy about the tours. Animal Staff Request (ASR) must be made in order to start the tour making process. They can feed red pandas. For that, guests come in the back, feed them and get within touching distance. They can also do poney grooming.

We do not have a lot of behind the scenes to show in the barn because most of it is already out for customers to see.

People getting tours are usually very excited. Most people don't even know red pandas existed prior to their visit. Customers believe zookeepers are very knowledgeable and take good care of the animals.

We had two red pandas surprise booking. Guests usually book tours for a celebration.

So, visitors spend 20 minutes with the animals and during 10 minutes, someone is explaining the behind the scenes. There is also a premium version in which they get to spend 30 minutes in the cage and 10 minutes of explanation, so it lasts 40 minutes in total. Customers get to watch training sessions and feed the animals (red pandas hand feed with tongs)

## **2. Brittany - Events Manager**

### **What route would you suggest first time guests to take?**

It depends on one of the two entrances. Through the Zebra Entrance, they should start on main path leading to nature's path with the prairie dogs, the red pandas and turtles. Then, follow the path headed towards lions and tigers, next follow big path to the tropical forest. Circle around to see birds world, then outback trail, finally giraffes and butterfly hollow.

People ask employees a lot about what the best route to take is.

During the winter, they should make a beeline towards tropical forest, or birds world.

Also, animals pay more attention during the winter because there are less people looking at them.

## **3. Dave Caron - VP of Development, Strategic Development - on tours with donors**

We do behind the scene tours with gorillas, giraffes and other animals for donors. We try to find what donors are interested in. Our board members work with different people and groups, and we adapt depending on the interests of the group. With Boston College we focus on history of



exhibitory, but some other groups might be focused on care or education. We customize our tours depending on who we are showing the zoo to.

We meet the group in front of the entrance. The beauty of the tour is due to the length of space between here (entrance) and the gorillas because it gives us a lot of time to chat with them and to get to know them better. We try to build relationships with donors.

**How long in advance do they have to book a tour?**

It depends on who does a tour but usually two weeks. It can be more than two weeks if a lot of logistic is involved. We have limited resources, so it impacts the number of tours we can give in a day.

In winter time, we give less tours. But in summer time, at least two or three encounters. People need capacity and interest in the zoo to do a tour. Thanks to our tours, we have had some new donors.

**How many of you give a tour?**

We have three main people, I do a lot of bigger ones. Other staff don't have much knowledge and rely more heavily on zookeepers when doing the tours. Then they need to find out what the donors want by talking to them.

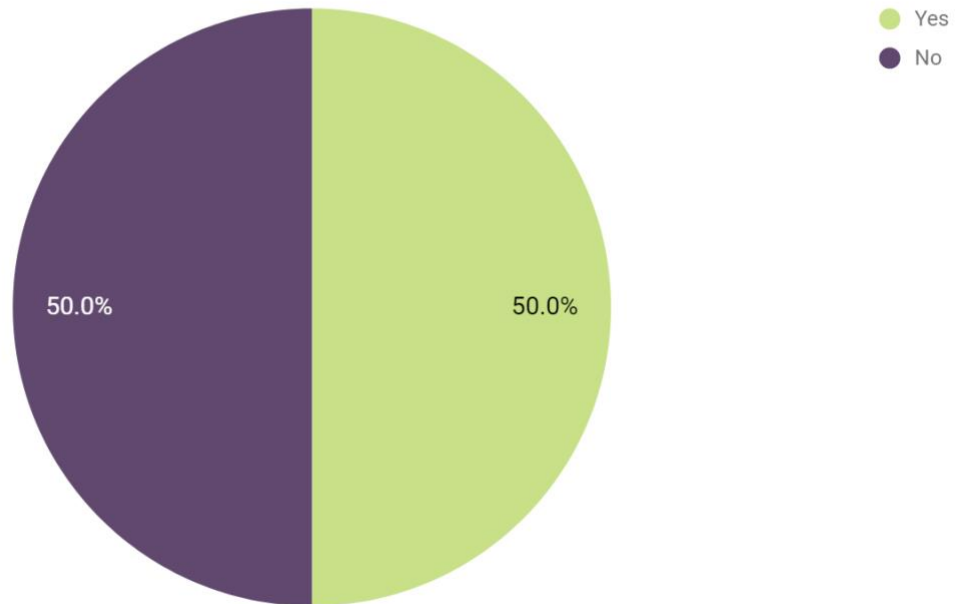
We currently have up to 160 leadership givers, so we need to keep them happy and tours are a big part of that. It is very effective and donors are giving.

For most donors, the relationship is less transactional, a lot of them give because they care about the zoo and because they have an interest in the zoo. It takes months to get to the point where they give money.

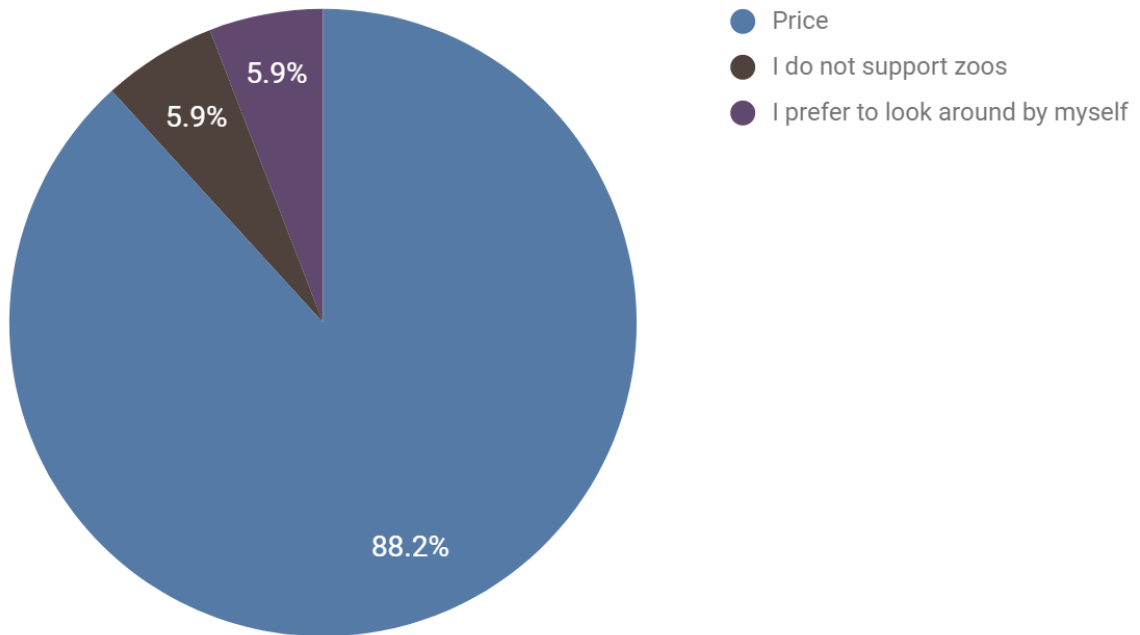
The tours we give depend on the species and the number of people in the group. Some animals just do not like being around too many people while some, like gorillas, do not mind being around 15-20 people.

*Quantitative data - from survey created and conducted by team*

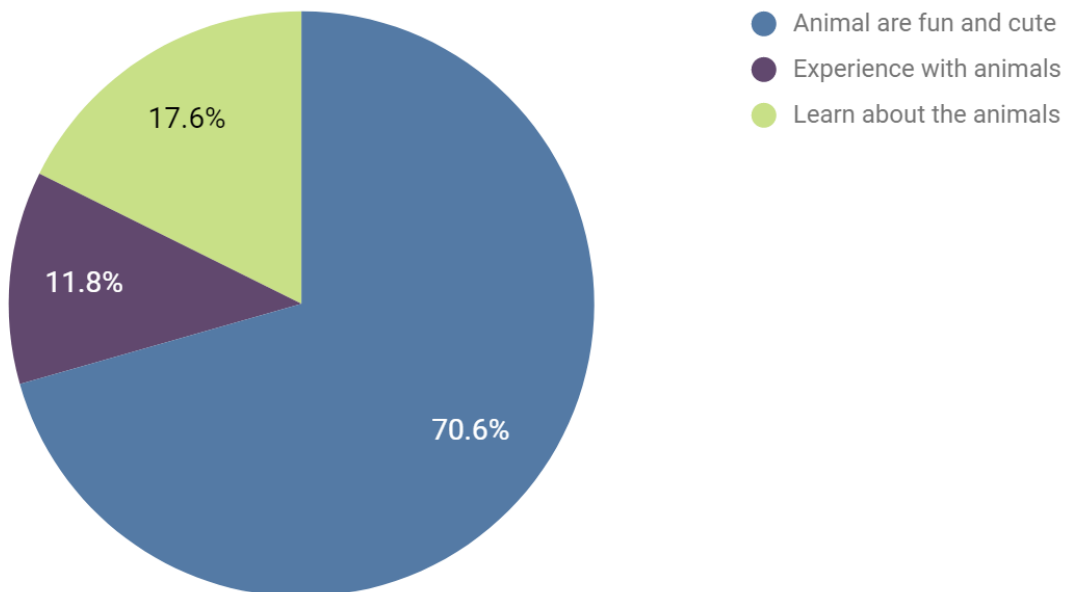
Based on the description of the Franklin Park Zoo Behind the Scenes Tour offerings described above, would you inquire to book a tour?



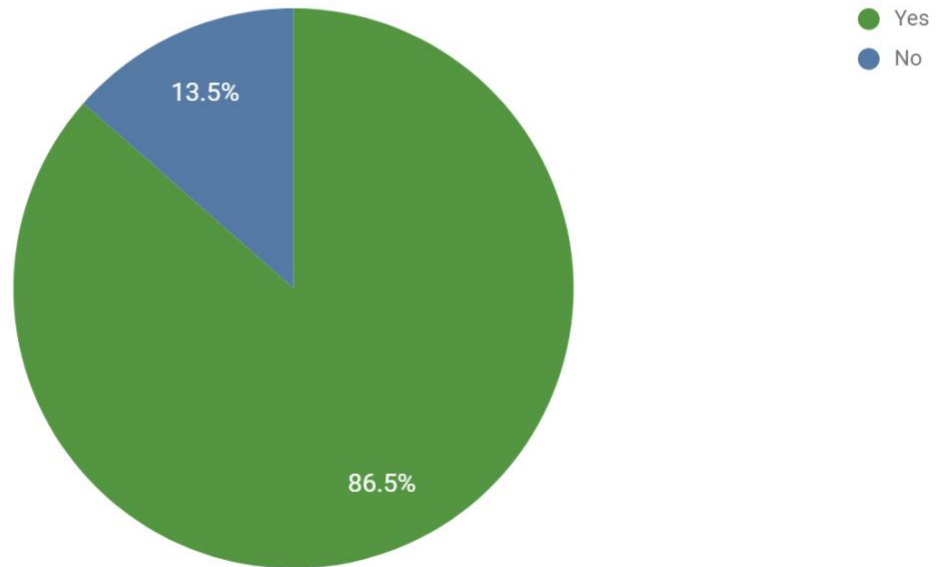
Please describe the reasoning behind your decision above ("No")



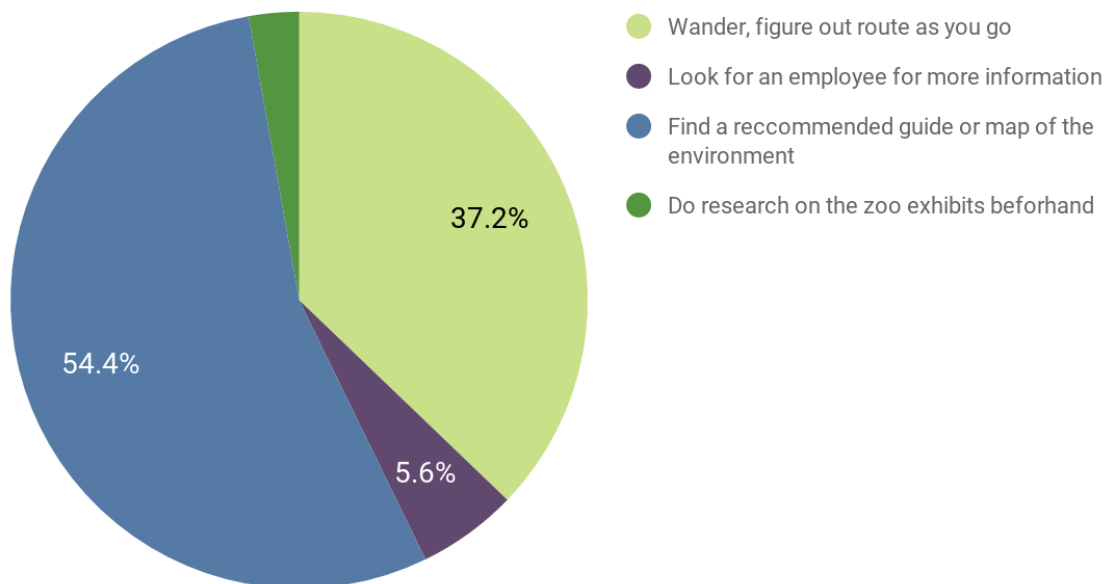
Please describe the reasoning behind your decision above ("Yes")

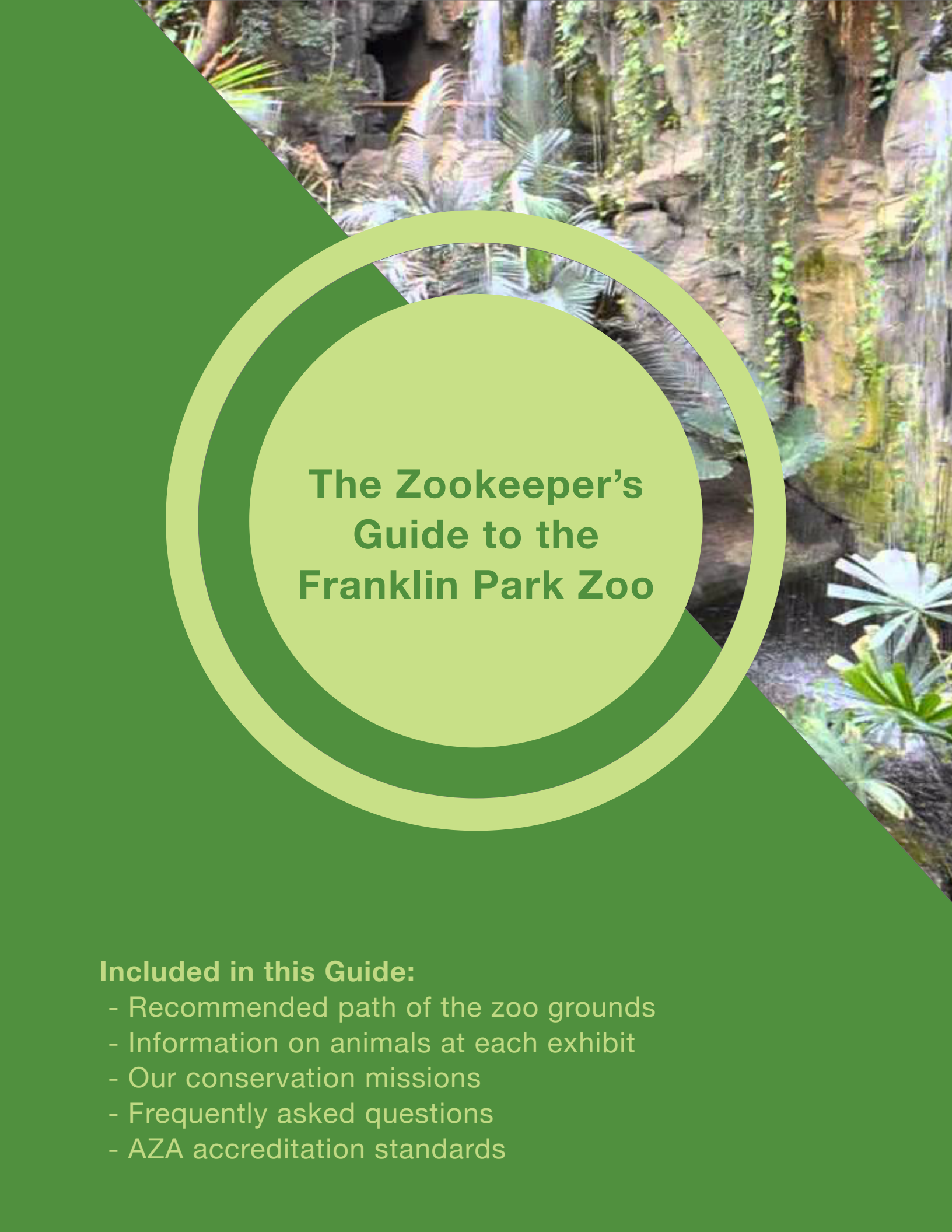


Count of Imagine you are a first time visitor to the Franklin Park Zoo (Boston Zoo), would you be interested in a recommended path (route) of the grounds?



When you are in a new service environment for the first time, which of the following are you most likely to do?





## The Zookeeper's Guide to the Franklin Park Zoo

### **Included in this Guide:**

- Recommended path of the zoo grounds
- Information on animals at each exhibit
- Our conservation missions
- Frequently asked questions
- AZA accreditation standards

# Path of Franklin Park



1

## Serengeti Crossing

Start at Zebra entrance and follow the path on the right until you get to Serengeti Crossing

2

## Whooping Crane

Follow the path until taking a right at the Cranes

3

## Kalahari Kingdom

Continue down the path towards the Kalahari Kingdom

4

## Camels

Continue down the path to the Camels

5

## Tropical Forrest

Follow the curve to the Tropical Forest

6

## Flight Cage

Exit straight out of the Tropical Forest and then take a right to enter the Flight Cage

7

## Outback Trail & Giraffes

Exit straight out of the Tropical Forest and then take a right to enter the Flight Cage

8

## Butterfly Hollow

Follow the main path towards Butterfly Hollow

9

## Meeting Barn

Continue to the Meeting Barn

10

## Childrens Zoo

Continue to the Meeting Barn

# Zoo New England's Mission

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.

## Frequently Asked Questions

1

Which exhibits are closed in the winter?

The Aussie Aviary and Butterfly Hollow are closed in the winter. Although, when the weather gets very cold some of our animals, such as the Lions, Tigers, & Giraffes, retreat to indoor warmer enclosures temporarily

2

Does the Franklin Park Zoo offer tours?

Yes! We provide 30-minute paid in-depth tour experiences for certain exhibits. These *Behind the Scenes* tours provide visitors with an up close interactive experience with our animals. You need to reserve at least two weeks in advance. Please check out our site for more details!

1

# Serengeti Crossing



Plains Zebra

Black and white stripes make the zebra one of the most recognizable animals in the world. The plains zebra, also known as the common zebra, is the most abundant of three species of zebra, inhabiting the grasslands of eastern and southern Africa. The other two species are Grevy's zebras and mountain zebras.

## Additional Animals at Exhibit



Ostrich



Warthog



Wildebeest

# Whooping Crane Exhibit

2

Whooping cranes are noted for their stark white feathers and black primary (flight) feathers, which are only visible during flight or courtship dancing. These birds take their name from their distinctive whooping call, which can carry over several kilometers as a way to advertise their breeding territory to other whooping cranes.

Whooping cranes are a critically endangered species. The current whooping crane population represents less than 4% of its historic size, and one of only two crane species are found in North America. After declining to only about 22 wild birds in the 1940s, efforts to bolster crane populations have resulted in an increase to about 612 individuals for both wild and captive whooping cranes.



Whooping Crane

**Have a question about an animal or exhibit? Ask our employees!**



# Kalahari Kingdom



African Lion

Though most big cats are solitary, African lions live in social groups called prides. Prides of lion can be found in the savannah grasslands. Lions hunt in groups, usually females, for wildebeest, zebra, antelope and other small animals. Male lions can even take down a giraffe! They're carnivores, eating only meat. Males have the responsibility of leading the pride by protecting cubs and females from other males and invaders. All lions can roar, including females.

## Additional Animals at Exhibit



Bongo



Red River Hog



Tiger

DON'T BE  
AFRAID TO  
ASK  
EMPLOYEES  
QUESTIONS!

# Bactrian Camel Exhibit

The Bactrian Camel has two humps that contain fat reserves for use when food is scarce. It has many characteristics that help it survive in a desert habitat, including wide padded feet to prevent it from sinking in the sand and long eyelashes to keep out sand. Its milk is more nutritious than a cow's and its feces are so dry they can be used to fuel fires immediately after being expelled from the body.

In the wild, the camels will eat leaves, grasses and shrubs, including very tough, prickly or thorny plants that other herbivores cannot eat. Camels will eat plants that are dry, salty and/or bitter. The first time food is swallowed, it's not fully chewed. The partly masticated food (called cud) goes into the camel's stomach and is later brought back up for further chewing.



Bactrian Camel

5

## Tropical Forest



Western  
Lowland  
Gorilla

Gorilla numbers in the wild are declining at a rapid rate. Ebola virus and the commercial bush meat trade, along with extreme habitat loss and poaching are the main causes behind gorilla deaths. As a result, the western lowland gorilla's numbers have declined by more than 60% over the last 20 to 25 years. According to the World Wildlife Federation, even if all of the threats to this species were removed, scientists calculate that the population would require some 75 years to recover.

### Additional Animals at Exhibit



Baird's Tapir



Giant Anteater



Ring-Tailed Lemur

6

## Flight Cage Exhibit

The Andean condor has a bald head that will flush (become red) as an emotional response, especially during courting and mating rituals. The male has a comb on the head and a wattled neck. The condor has a hollow bone structure that helps in flight; it can soar as high as 18,000 feet in the air.



Andean Condor

### Additional Animals at Exhibit



Flamingo



Kea

**Have a question about an animal or exhibit? Ask our employees!**

## Outback Trail & Giraffes



Red  
Kangaroo

The red kangaroo is the largest of all marsupials, with powerful legs that can propel it up to speeds of 40 miles per hour. The male is typically a reddish color while the female is bluish-gray and further distinguished by her forward facing pouch. Kangaroos congregate in groups known as mobs. They're most active at dawn and dusk, resting in the shade during the heat of the day. If it gets too hot, kangaroos will drool and lick saliva on themselves to cool down.

### Additional Animals at Exhibit



Aussie Aviary



Emu



Kiwi

DON'T BE  
AFRAID TO  
ASK  
EMPLOYEES  
QUESTIONS!

## Butterfly Hollow

A seasonal oasis of tranquility in the heart of bustling Boston, Butterfly Hollow is a tented space filled with bright, beautiful butterflies. Watch in amazement as these delicate creatures peacefully flutter around you. As you stroll, be sure to look for enchanting fairy houses nestled among the flowers along your path!

From 2011-2015, Association of Zoos and Aquariums (AZA)-accredited facilities, including Zoo New England, spent nearly \$4 million on butterfly conservation and research. Activities include tagging, population monitoring, habitat restoration and reintroduction.



Monarch  
Butterfly

## Meeting Barn



Poitou  
Donkey

Poitou donkeys are a large French breed of donkey with a shaggy corded coat and long ears. They nearly became extinct after World War II when motorized vehicles began to take over and the mule demand collapsed. In 1980, fewer than 80 Poitous were still living. In France, the Poitou donkey has been under conservation watch since the late 20th century.

### Additional Animals at Exhibit



Barn Owl



Chicken



Sheep

## Children's Zoo

The red panda resembles a raccoon because of its ringed tail and mask-like face. It's named for the soft, dense red fur that covers even the soles of its feet, keeping it warm in the forests of its Himalayan habitat. The red panda's daily grooming ritual includes licking the soles of its furry feet. The red panda has a bushy tail that provides balance while climbing trees, where its red-and-white markings camouflage it among the mosses and lichens that grow on the trees of its habitat.



Red Panda

### Additional Animals at Exhibit



Baikal Teal



Prairie Dog



Reeve's Muntjac

**Have a question about an animal or exhibit? Ask our employees!**

# Franklin Park Zoo is AZA Accredited!

## What is AZA?

Founded in 1924, the American Association of Zoological Parks and Aquariums, now known as the Association of Zoos & Aquariums (AZA), is a nonprofit organization dedicated to the advancement of zoos and aquariums in the areas of conservation, education, science, and recreation.

AZA-accredited zoos and aquariums undergo a rigorous six-month long review as well as an on-site inspection by a team of experts who examine the animal collection; veterinary care; exhibits and physical facilities; safety; security; finances; staffing and involvement in education, conservation and research. Once awarded, accreditation must be renewed every five years.

## Quarters for Conservation

We not only support the conservation and sustainability of wildlife within our Zoo — we're passionate about putting our resources towards goals that matter. To that end, 25 cents from every admission ticket and \$2.50 from every membership is used to support wildlife conservation across the globe. Here's a look at some of the current projects that your visit helps support.



**Saving Animals  
From Extinction  
(SAFE): Giraffes**



**Spotted Turtles  
Project**



**Nicaragua Tapir  
Project**



**Panama  
Amphibian  
Rescue and  
Conservation  
Project (PARC)**

