

Franklin Park Zoo Project

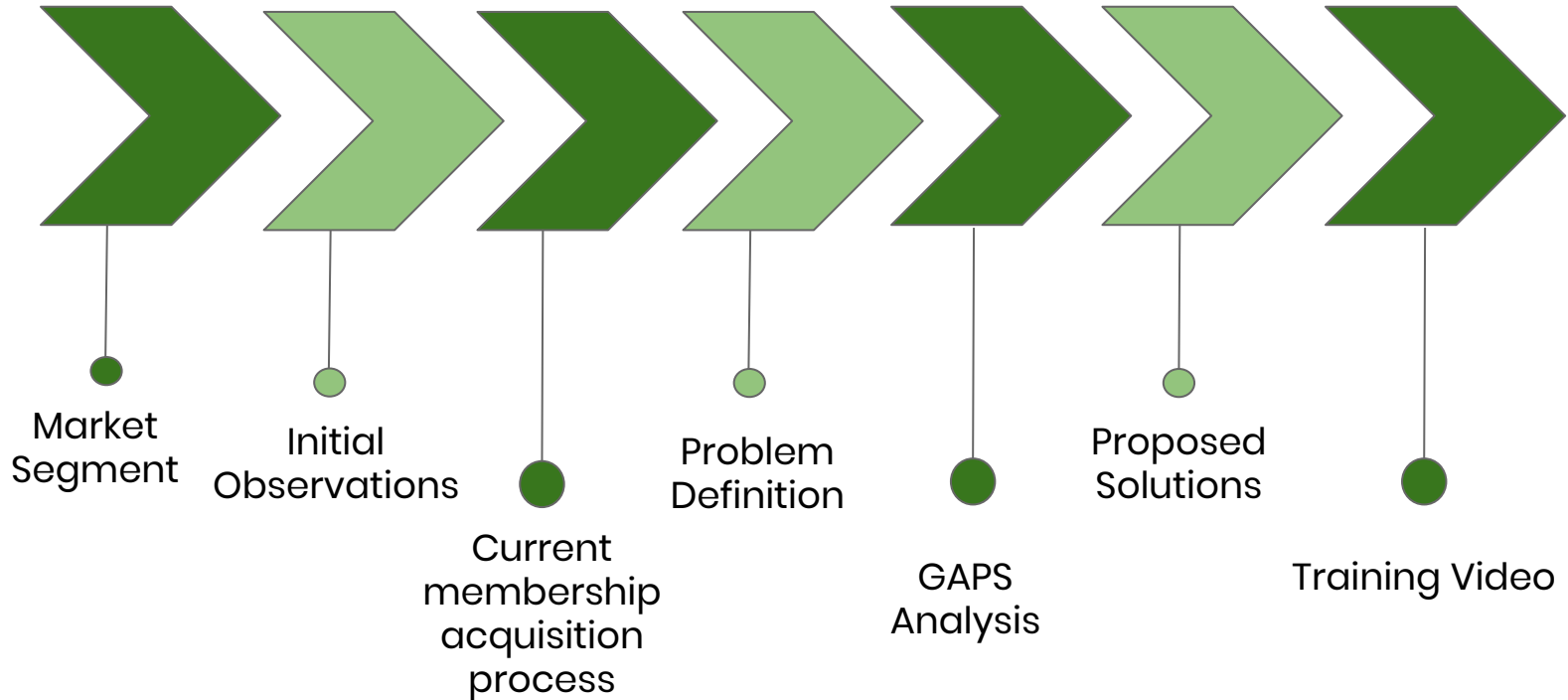
Ewmi Fernando, Cameron Rotsart, Dua Singh,
Alyson Liu, Ashley Teow

November 20th, 2019



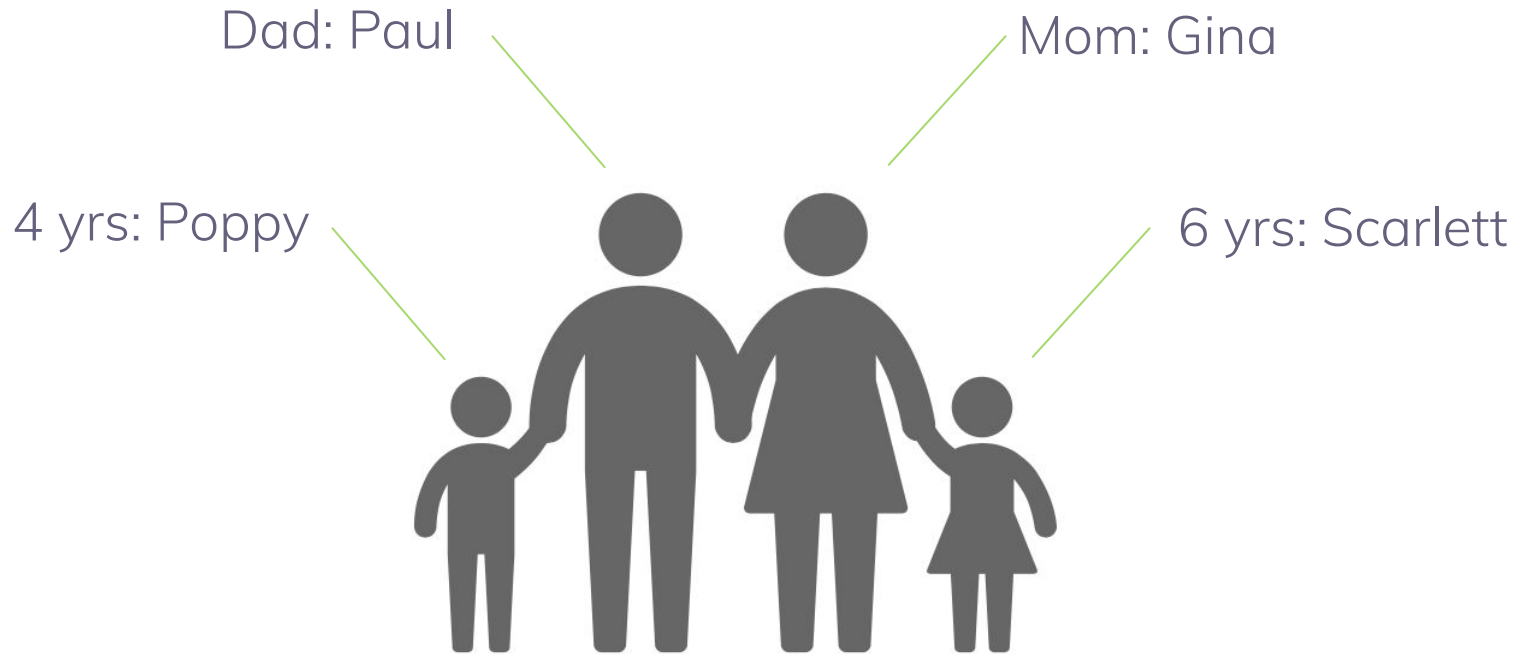
Chad

Agenda



Market Segment

Family of 4 From the Greater Boston Area



Initial Observations



Seasonable check in table



Transactional interaction



Lack in relationship building



Lack of strong physical evidence

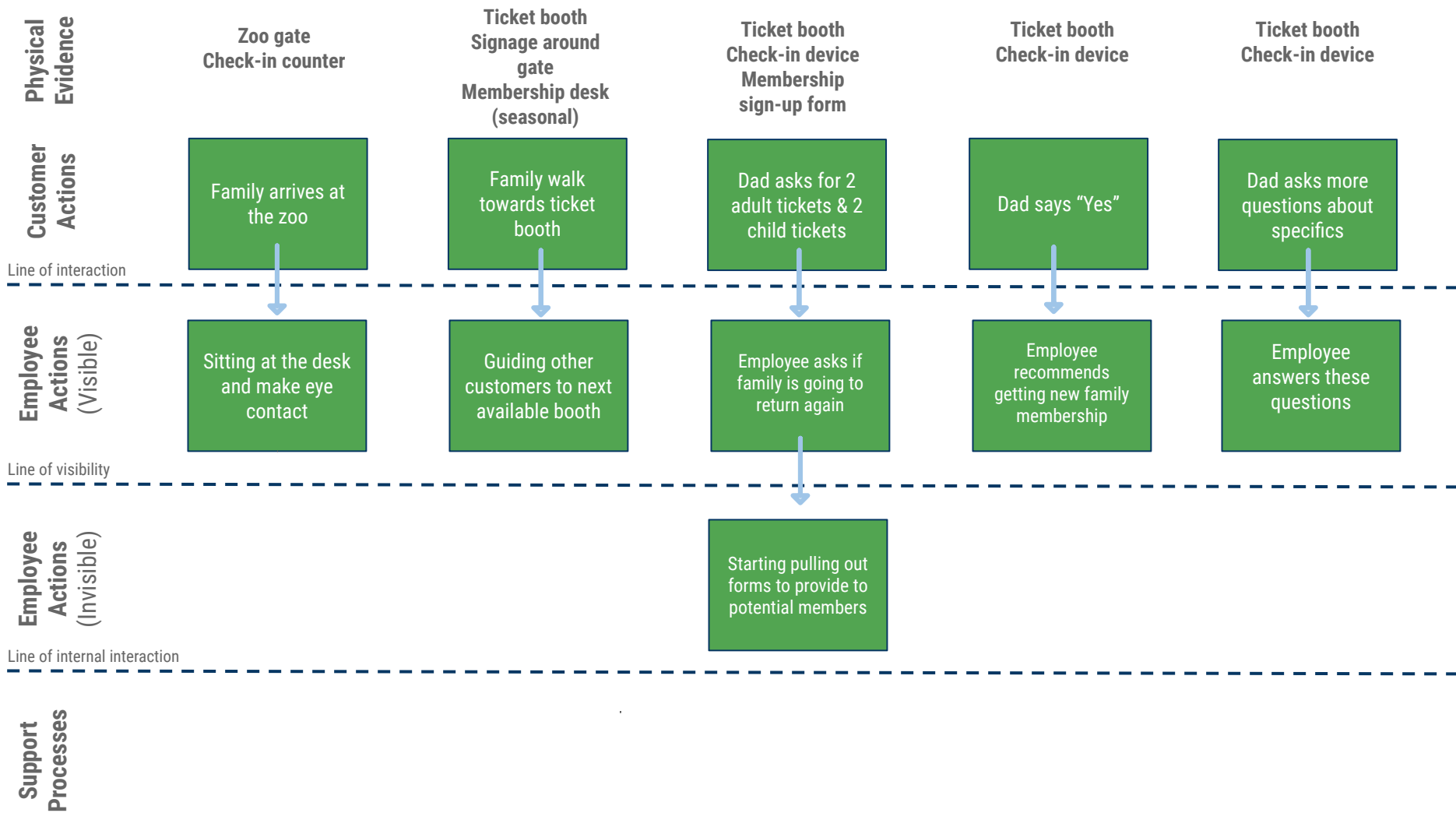


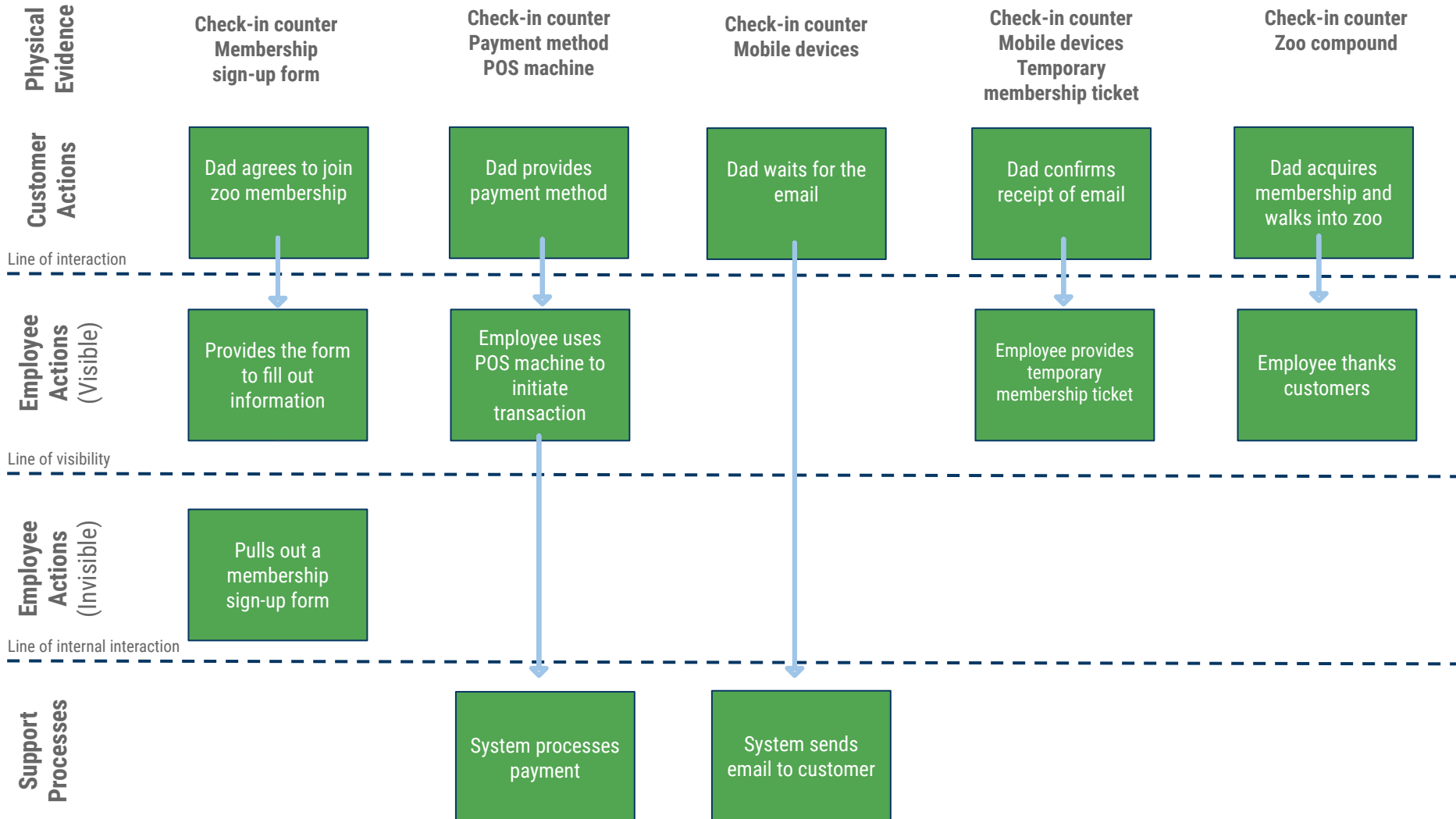
Employee was not aware of
surroundings



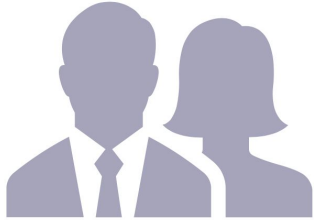
However, crew leader
interview was informative

“ I always ask
customers whether
they are members or
not ” - **Gift store employee**





Problem Definition



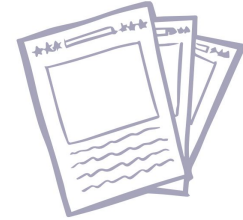
People

- Showed minimal enthusiasm
- Lack of intention and effort in relationship building



Process

- No set script or hard standard for how an employee should be communicating member benefits



Physical Evidence

- Lack of signage related to membership program
- Customers unaware of membership benefits

Gaps Analysis



- **Gap 3: Performance Gap**

- Front-line employees aren't communicating membership benefits
- High variability in the way employees communicate benefits to potential customers



- **Caused by Gap 2: Service Designs and Standards Gap**

- Lack of training
- No specialization in roles - employees are stationed randomly
- No hard standards for member acquisition

Develop people to deliver service quality



Extroverted & Energetic



Positive body language



Facial expression management



Train employees



Eliminate role ambiguity



Aware of their surroundings

How to choose & develop employees?

1. Assign specifically for membership acquisition roles
2. Teach them *why*, before *how*
3. Set clear expectations
 - a. Establish soft and hard-standards
4. Recognition & Empowerment
5. Teach how to give and receive feedback
6. Continuously improve training and developing process depending on the feedback

Soft Standards

Checklist for frontline employees

Greet customer and smile

“Hi! Welcome to the zoo! How can I help you today?”

Be friendly and show empathy

“How is your day going?”

Be proactive

“Are you a member with our zoo?”

“Are you visiting Boston or do you live in Boston?”

“Would you like to sign up for our membership program?”

Ask demographic questions

“How many people are in your party?”

“How often do you plan to visit the zoo during the year?”

“Are you from Boston?”

“How old are your children?” (if applicable)

Be persuasive when highlighting member benefits

“You would be saving X amount if you come X times this year!”

“We have some exciting new exhibitions coming up!” (if applicable)

“You would also receive 10% off at the gift store and restaurant!”

“You would receive express entry on our busiest days!”

Be knowledgeable

Pass the test given by management regarding membership benefits

Provide supports materials as needed

Present flyer with QR code for sign up

Present physical sign-up form

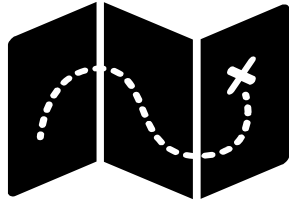
Be adaptable

Advertise benefits relevant to this specific customer. Eg. corporate event discounts for younger customers / birthday party discounts for families

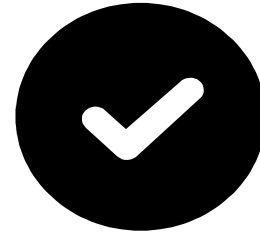
Workshop: Scenario Exercise

- Place employees in a scenario where they are approached by the following types of customers and evaluate whether their performance is adequate:
 - **Individual**
 - *Employee should recommend the \$85 individual membership*
 - **Couple of people**
 - *Employee should recommend the \$100 dual membership*
 - **Family with up to four children**
 - *Employee should recommend the \$125 family membership*
 - **Family with 2 additional adults**
 - *Employee should recommend the \$150 family plus membership*

Provide needed support systems



Membership flyers



Checklist with standards



Training Manual



Provide QR codes for membership sign up



NEW ENGLAND
Franklin Park Zoo • Stone Zoo



CONSIDER APPLYING WHAT YOU ALREADY PAID TO A ZOO NEW ENGLAND MEMBERSHIP!

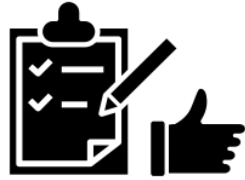
Membership Benefits Include:

- Free admission to Franklin Park Zoo and Stone Zoo for one full year
- Free or reduced admission to 140+ other zoos nationwide
- 10% off all Zoo New England food and gift shop purchases
- Ten percent off birthday parties, corporate outings and event rentals at both Zoos
- Discounts on education programs (offering hands-on activities and close-up animal encounters), overnights, and adult classes at both Zoos
- Discounts to ZooLights, Stone Zoo's annual holiday light festival
- Invitations to members-only events and exhibit previews
- Express entry on our busiest days
- Free subscription to our members' e-newsletter, Wild Words & Adventures, where you'll be the first to hear about animal news, upcoming exhibits, classes and events!

Sign up today by scanning the
QR code on your mobile device!



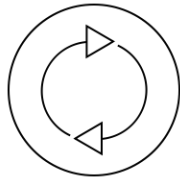
Continuous Improvement



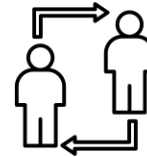
Provide continuous
feedback



Process checkpoint
evaluations



Update training plan and hard
standards over time



Emphasis on upward
communication

Training Video

Ideal membership acquisition process
at the check in booth at the zoo





Thank You!

Any questions?

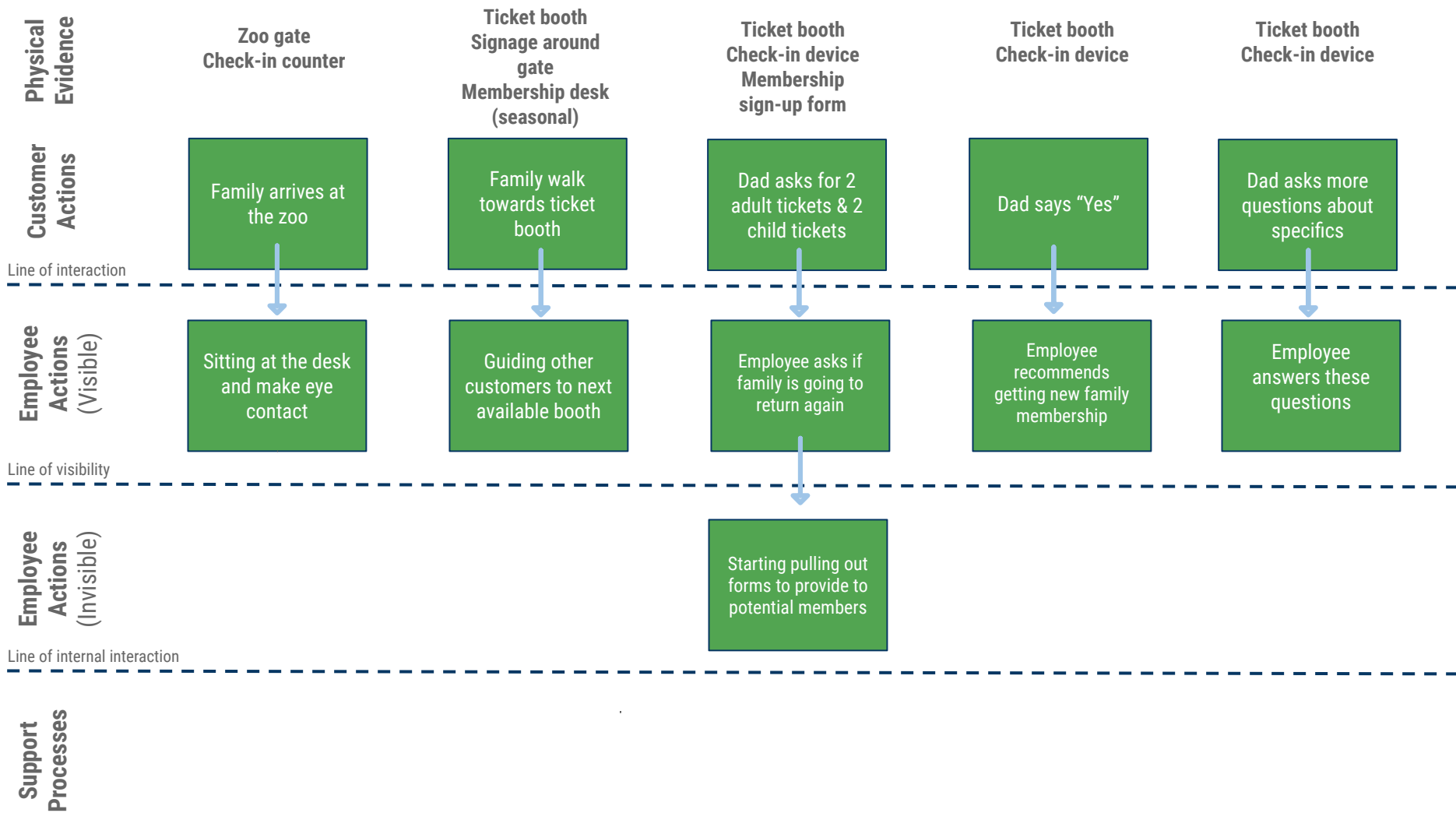


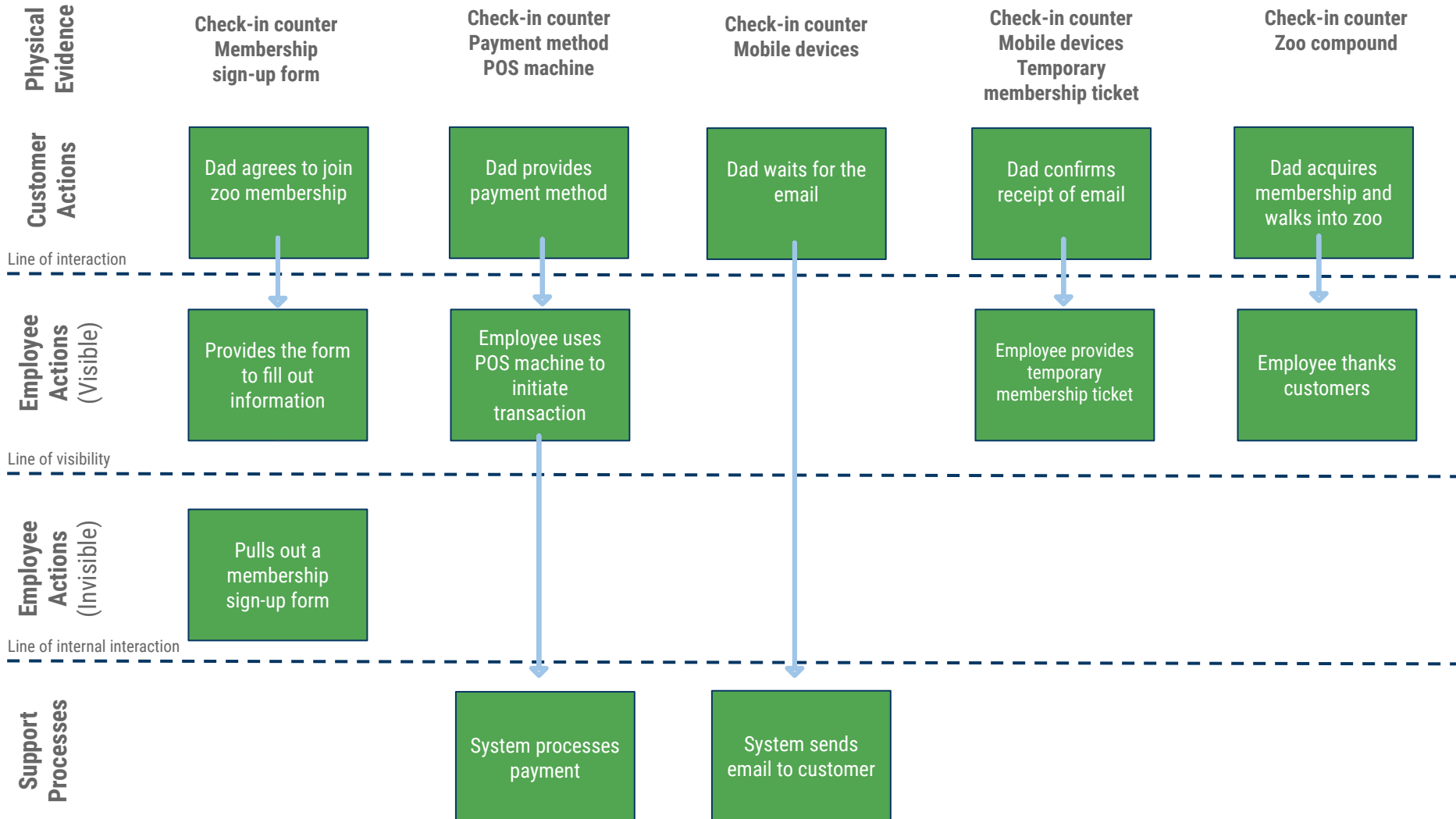
Appendices

- I. Blueprint of current service
- II. Blueprint of proposed service
- III. Training Plan
- IV. Flyer
- V. Interviews
 - A. With employees (Gift store, restaurant, disguised at ticket booth)
 - B. With roisin
 - C. With customers (regular and members)

Appendix 1: Current Membership Acquisition Blueprint

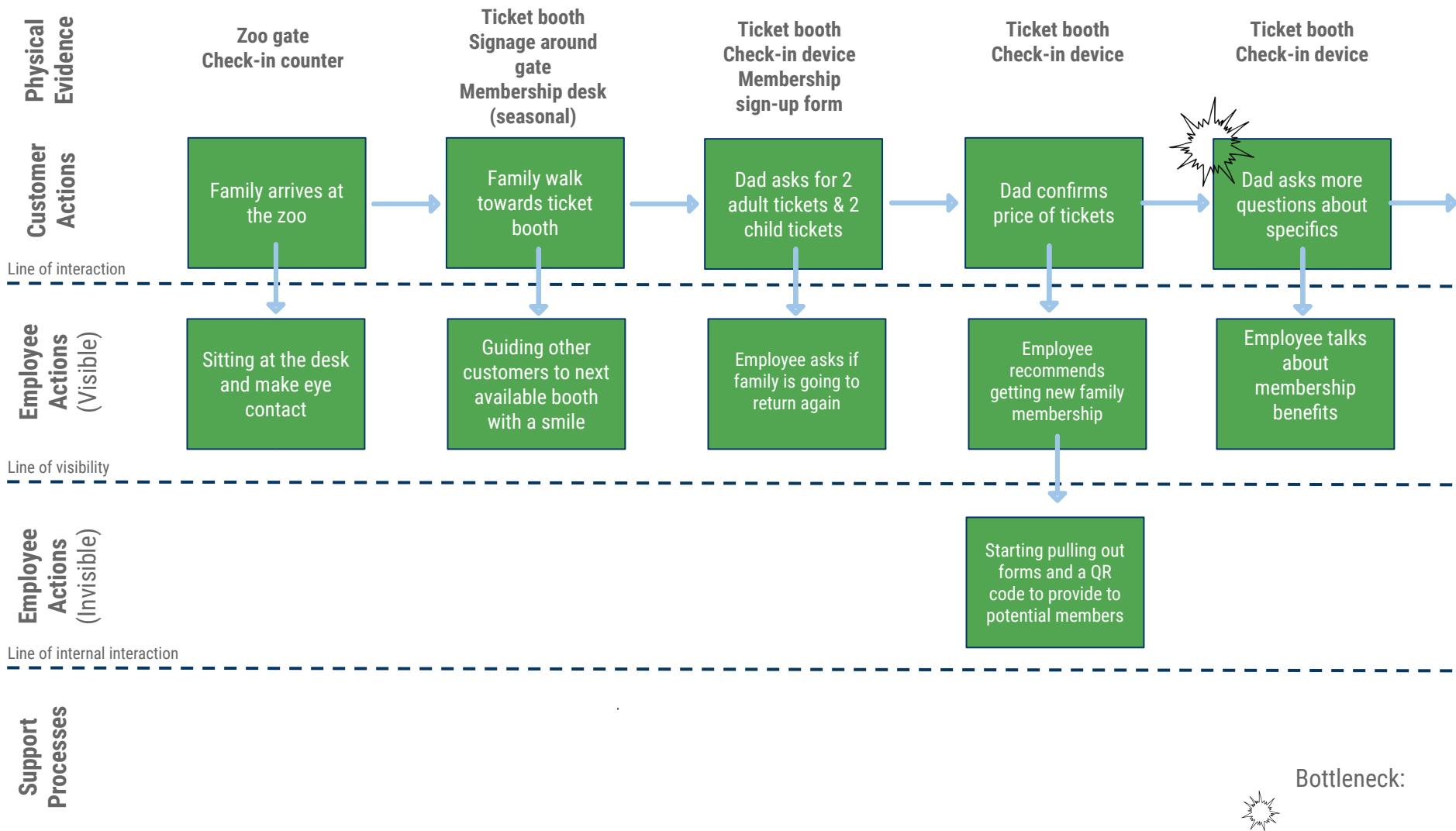


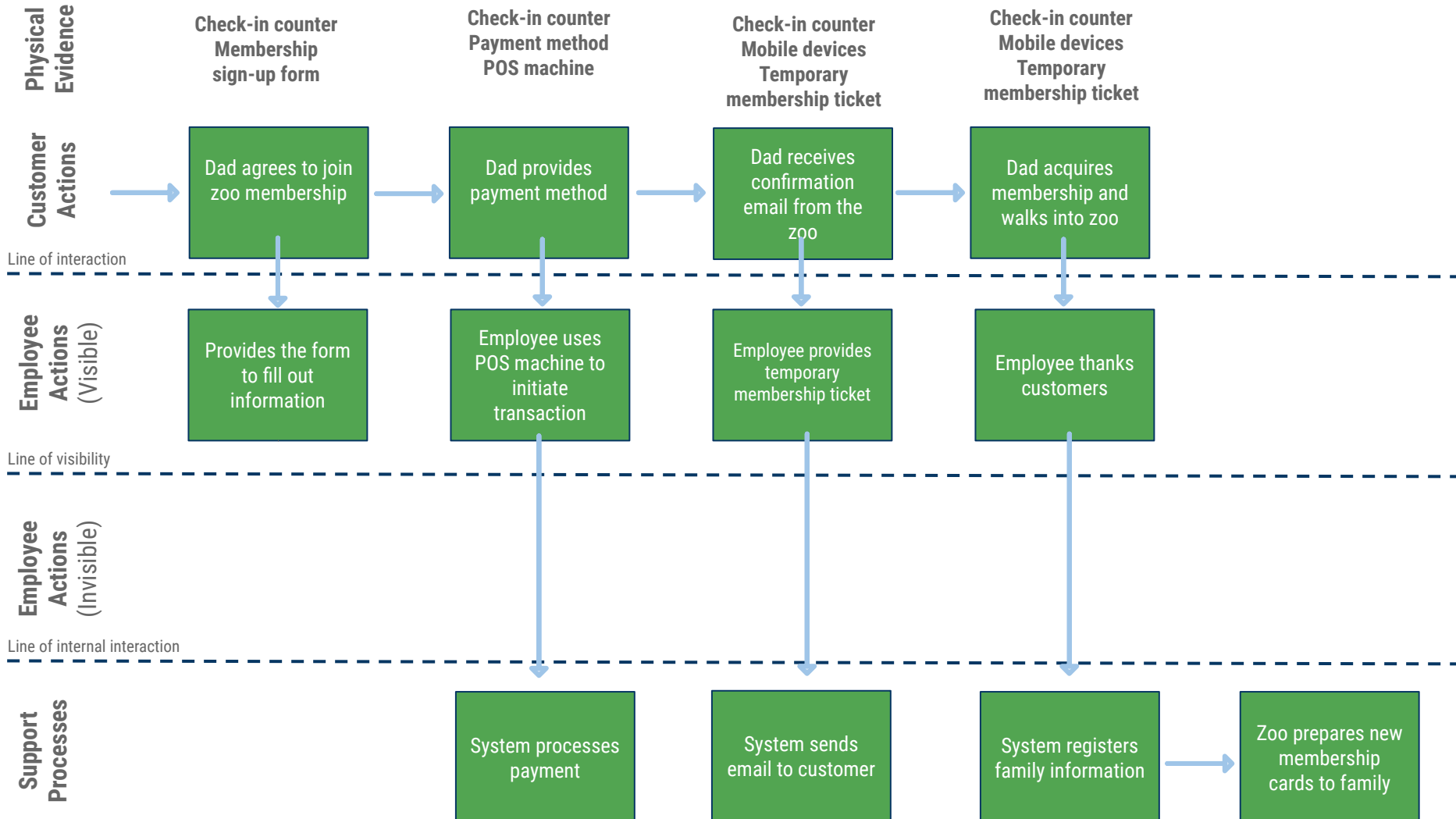




Appendix 2: Ideal Membership Acquisition Blueprint







Appendix 3: Management Training Manual



How to implement training guide

- Follow this slideshow as a guide
- Slide 10 contains an exercise that should be conducted **workshop-style**
 - focused on honing in on soft skills & team-building
 - suitable for small groups (5-7 employees)
- Should be implemented twice a year
 - refreshes existing employee's training
 - effectively onboards new employees with clear expectations and standards

How to choose & develop employees?

1. Assign specifically for membership acquisition roles
2. Teach them *why*, before *how*
3. Set clear expectations
 - a. Establish soft and hard-standards
4. Recognition & Empowerment
5. Teach how to give and receive feedback
6. Continuously improve training and developing process depending on the feedback

Assign roles specifically

For membership acquisition, the front-line employees must have the following strengths to persuade customers that they should be members:

- **Confidence:** Know membership benefits and speak with conviction
- **Innate friendliness:** Demonstrate a warm and welcoming persona
- **Patience:** Adapt to customers' pace and give them time to process information
- **Empathy:** Put in customer's shoes and able to see things from customer's perspective
 - Ex. "I am sorry you have experienced that"
- **Motivation:** Construct a positive attitude; remember the reason **why** you're working for the zoo
- **Flexibility:** Ability to adapt according to the type of customer, their expectations and tone
- **Persuasive:** Always have membership acquisition as a top priority

Teach them why, before *how*

- **WHY:** for employees to be able to understand the importance of customer interaction when it comes to acquiring new members at the zoo
- Clearly, state what your employees will achieve by the end of the program.
 - Talk to any type customer and feel comfortable onboarding a prospective new member
 - Establish team bonding activities and increase interdependence
 - *Ex. Encourage coffee chats between employees*
 - Encourage positive word-of-mouth
- By planting this idea before you begin training, they automatically think about how they can **apply** what they learned to what they do at the workplace.

Set Clear Expectations

- Service expectations meetings and review
 - Establish clear expectations for both employees and the membership acquisition process
 - Ask employees, if any, what expectations and requirements do they have
 - Ensure employees understand and accept expectations
- Establish well-defined metrics for membership acquisition process (see next slide)

Recognition & Empowerment

- Employee of the month
 - Reward employees with public recognition who display excellence in customer service
- Coffee chats with other employees and management
 - Allows employees to get to know each other better on a personal level & increase interdependence
- Team outings
 - Enforces a sense of community
 - Build interaction between employees and zoo animals
- Promotion to crew leader *if employee demonstrates excellent service*
 - Creating intrinsic and extrinsic motivation

Soft Standards	Checklist for frontline employees
Greet customer and smile	<input type="checkbox"/> “Hi! Welcome to the zoo! How can I help you today?”
Be friendly and show empathy	<input type="checkbox"/> “How is your day going?”
Be proactive	<input type="checkbox"/> “Are you a member with our zoo?” <input type="checkbox"/> “Are you visiting Boston or do you live in Boston?” <input type="checkbox"/> “Would you like to sign up for our membership program?”
Ask demographic questions	<input type="checkbox"/> “How many people are in your party?” <input type="checkbox"/> “How often do you plan to visit the zoo during the year?” <input type="checkbox"/> “Are you from Boston?” <input type="checkbox"/> “How old are your children?” (if applicable)
Be persuasive when highlighting member benefits	<input type="checkbox"/> “You would be saving X amount if you come X times this year!” <input type="checkbox"/> “We have some exciting new exhibitions coming up!” (if applicable) <input type="checkbox"/> “You would also receive 10% off at the gift store and restaurant!” <input type="checkbox"/> “You would receive express entry on our busiest days!”
Be knowledgeable	<input type="checkbox"/> Pass the test given by management regarding membership benefits
Provide supports materials as needed	<input type="checkbox"/> Present flyer with QR code for sign up <input type="checkbox"/> Present physical sign-up form
Be adaptable	<input type="checkbox"/> Advertise benefits relevant to this specific customer. Eg. corporate event discounts for younger customers / birthday party discounts for families

Training Video: Sample interaction between frontline employee and customer



Workshop: Scenario Exercise

- Place employees in a scenario where they are approached by the following types of customers and evaluate whether their performance is adequate:
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Feedback & Evaluation

- Give employees a voice through upward communication
 - Management having “open-door” policy to give employees an avenue to create change
 - Management accepting and using employee feedback
 - Evaluate employees regularly
 - Provide weekly constructive feedback and project updates
 - Both positive and negative
- Monthly 1 on 1s for each employee
 - Process checkpoint evaluations
- Employee Satisfaction Surveys
 - Show employees their opinions are valued
 - Surveys are anonymous, if employees aren't comfortable in 1 on 1s

Appendix 4: Flyer





NEW ENGLAND
Franklin Park Zoo • Stone Zoo



CONSIDER APPLYING WHAT YOU ALREADY PAID TO A ZOO NEW ENGLAND MEMBERSHIP!

Membership Benefits Include:

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- Invitations to members-only events and exhibit previews
- Express entry on our busiest days
- Free subscription to our members' e-newsletter, Wild Words & Adventures, where you'll be the first to hear about animal news, upcoming exhibits, classes and events!

Sign up today by scanning the
QR code on your mobile device!



Appendix 5: Interviews



Appendix 5 Interviews

5.1) Interviews with frontline employees

1. Employee at the restaurant

- *Spoke to employee directly:*
 - 3 in 5 customers at restaurant are members
 - Most customers are families with young children, photographers or older people
 - Employee stated she asks whether a customer if a member or not, after taking an order to apply a 10% discount
 - Employee stated that if a customer isn't a membership, she tries to tell them about the benefits: the discount, the free entrance and exclusive events

2. Employee at the gift store

- *Observation:*
 - 2 customers:
 - Did not ask whether they are members
 - Did not enthusiastically greet or thank customers
- *Spoke to employee directly:*
 - Employee stated she always asks whether customers are members or not

3. Employee at ticket booth (Disguised interview)

Spoke to employee directly, disguised as someone who was interested in the membership program.

- *Transcript:*

Me: Hi, I'm interested in the membership program and its me, my parents and my younger brother. Could you tell me a little more about it?

Employee: Hey, yeah, so it's much more cost-effective

pause

Me: Oh okay, are there any other benefits?

Employee: Hm, yeah, it's worth it depending on how many times you decide to come and there's a discount for food and at the gift store as well.

Me: Sounds good, thank you!

Employee: Have a good day

- Notes from observation:
 - Did not tell me about benefits until I asked
 - Seemed unclear of all benefits
 - Did not persuade me to buy the membership
 - Wasn't enthusiastic

5.2) with Roisin

1. Member Acquisition Process
 - a. Usually, the customers line up at the ticket booth and they would ask for normal admission tickets.
 - b. The employee tells them the total and then point to the price list at the corner of the window to show the price. Then, the employee would suggest the benefits of becoming a member.
 - c. If the person wants to become a member, the employee would give a paper to fill out the information.
 - d. In case of a long line, they would ask them to step aside to fill it out or they would send them to the seasonal members-only check-in desk.
 - e. The customers receive a confirmation email and they get a temporary card for the day.
 - f. On the employee's end, they just enter the basic information, such as full name, zip code and the phone number, into the system during the interaction, and the rest of the information is being put into the system at the end of the day altogether.
2. The employees at the ticket booth are all paid staff and part-time workers.
3. Member acquisition success rate depends on the day because some people are naturally better at acquiring members. The personality of the employees determine the success rate.
4. In terms of how they allocate their employees, they move around everyone so that they are experienced with each available position. Hence, the type of person in charge of the seasonal check-in desk always varies due to the availability of the employees/ volunteers that day.
5. They have previously thought about incentivizing the member check-in volunteers/ employees, but they haven't figured out a fair way to do it as there are about 60 people in total. There are way too many people to keep it fair for everyone.
6. The Stone Zoo had tried giving each employee a chance to enter a game for every person that acquires a certain number of member acquisitions, and then the member that wins the game will receive a gift card.
7. In terms of moving the volunteers/ employees around accordingly, it was difficult as there aren't enough people sometimes for that flexibility to be allowed.
8. In terms of promotions they do such as giving out flyers, it is usually random. The flyers are very transactional, and they don't always give enough reminders to sign up for membership after a normal visit.

5.3) with Customers

1. **Customer 1:** Mom, Dad, 2 children (MEMBER)
 - a. Did you come into the zoo through regular admission or are you currently a member?
 - i. I've been a member for a few years.
 - b. Are you aware of all the benefits? Like are you aware your membership also includes entry to the Stone Zoo?
 - i. Ah, I've never been to the Stone Zoo, but we've been to the Roger Williams Rhode Island zoo with the discounted prices and that was pretty fun.
 - c. What are some of the main reasons you consistently renew your membership?
 - i. It's very cost-effective - we come 4-5 times in any year since our kids are so young and enjoy the zoo
 - d. How old are your kids?
 - i. 6 and 4 years old.
2. **Customer 2:** Mom, Dad, 2 children (MEMBER)
 - a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We've been members for 2 years now. We regularly come maybe once a month. We live right near by so it's really convenient for us.
 - b. What are some of the main reasons you consistently renew your membership?
 - i. Our kids are so young, they're 3 and 5 years old. They seem to have a lot of fun every time we come. We have utilized our membership benefits at the Stone Zoo but we tend to only go there more in the summer.
 - c. Are you aware of member-exclusive events?
 - i. We rarely go to those.
3. **Customer 3:** Mom, Dad, 2 children (CUSTOMER)
 - a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
 - b. What brought you into the zoo today?
 - i. We figured it would be a good place for the kids. We are students at Harvard and got these discounted tickets for \$9.
 - c. Are you from Boston?
 - i. Yes we've lived here for 7 years.
 - d. Is there any reason why you didn't sign up for the membership?
 - i. Compared to other zoos, I don't really like this zoo - it's not the best that we've seen. They have good animals but it's too big. I really like the zoo in Rhode Island because they have more of a safari layout.
4. **Customer 4:** Grandmother, Mom and child (CUSTOMER)
 - a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
 - b. Are you from Boston?
 - i. No, we're visiting. It's our first time at this zoo.
5. **Customer 5:** Mom, Dad, and child (CUSTOMER)
 - a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
 - b. Are you from Boston?
 - i. Yes, we currently live here.
 - c. Is there any reason why you didn't sign up for the membership?

- i. We were aware of the membership but don't know too much about it. Today was a trial run today to see how much our son likes it.

6. Customer 6: Mom, Dad, and 1 child (CUSTOMER)

- a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
- b. Are you from Boston?
 - i. No, we're visiting from Vermont.
- c. What are some of your initial thoughts of the zoo?
 - i. It's VERY big.

7. Customer 7: Dad, Mom, and 1 child (CUSTOMER)

- a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
- b. Are you from Boston?
 - i. No, we're not from here.

8. Customer 8: Mom, Dad, and 2 children (CUSTOMER)

- a. Did you come into the zoo through regular admission or are you currently a member?
 - i. We came in through general admission.
- b. Are you from Boston?
 - i. Yes
- c. Is there any reason why you didn't sign up for the membership?
 - i. We were actually members of the zoo when the kids were younger, but now we've transitioned over to the science museum since they seem more interested in that.