



**MKTG 4502**

**Marketing in the Service Sector**  
Improvement Suggestions  
for the Zoo New England's  
Membership Program

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# Our Findings




# Interviews with Customers

## Key Themes from the interview

 “Membership benefits are **not effectively advertised**”

 “Don’t **actually feel like a member**”

 “Wish there was more **member-exclusive events or activities**”

 “Urge employees in the ticket booth to take **more proactive approach in communicating membership benefits**”

# Interviews with Employees

## Key Themes from the interview



### Staffs at the Ticket Office

“I would say 9 out of 10 times students ask for **student discount**”

“There’s some people who **actively asks about the membership program, others wait based on their visits**”

“There’s a minimum of **3 to maximum of 30 sign-up per day** for membership”



### Staffs at the Gift Shop

“Majority of the membership holders are **Parents with kids**”

# Survey

## Key Findings from the survey

Participants are aware of the membership program mostly through

Word of Mouth

30%

Of participants (visitors) indicated that they know nothing about the membership program.

Membership benefits are **not effectively delivered**

93%

Of participants (members) are not feeling the **sense of belonging** as a member

53%

Of participants (members) indicated that they are not willing to renew their membership

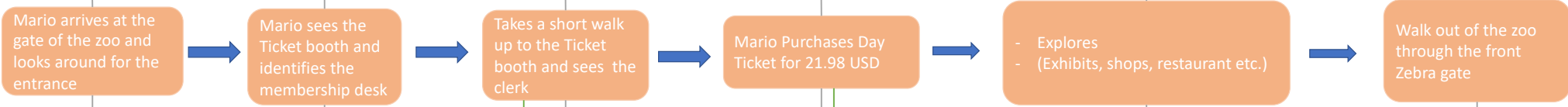
# Zoo New England Service Blueprint

Bottlenecks and Pain Points

**Physical Evidence**

- Signage of the Zoo/Direction to the ticket booth
  - Entrances from both side
  - Zoo gate
- Signage of the:
    - Membership Desk
    - Ticket Booth
- Information/operating hours on TV (General Admission and Membership Info)
- Ticket Booth
  - Printed-out Ticket
- Signs leading to different paths within the zoo
  - Zoo map
- Zoo gate

**Customer Actions**



- No clear signage presented besides the TV regarding membership
- Can barely see the - employee inside the booth
- Minimal amount of information presented to customers
- Very minimal greeting (if any)
- No effort from the employee to communicate the benefits of owning a membership
- Lack of advertisement for zoo membership leads to uninformed customers – limits the possibility of new members acquisition
- Barely any employees to guide or answer questions
- No information or employee interaction to attract guests to the membership program

**Line of Interaction**

**Employee actions (Onstage/visible)**

- Staff greets customers, processes payment, and gives directions
- General conversation
- Zoo keepers and volunteers offering basic information about the animals and point out where they are located

**Line of internal interaction**

**Support Processes**

- IT system allowing and tracking ticket sales
- Membership office
- Marketing office
- Management level
- Staff members who keep the exhibits clean
- Veterinarians checking on the animals
- Safety Inspectors
- Maintenance/Repair

# Gaps Analysis & Identified Problem





# Gaps Analysis

## Gap 1: Listening Gap

Customer Expectation

### *Lack of Upward Communication*

- Lack of interaction between management and customers
  - Management could be more interactive with zoo visitors either by the membership booths or via email effectively conveying the benefits of joining the zoo
- Insufficient communication between contact employees and managers
  - More encouragement coming from managers for contact employees to effectively communicate membership sign-up options to visitors
    - If employees come across non-members they should be trained/prompted to ask about awareness of membership/joining options

Company Perceptions of Customer Expectations

# Gaps Analysis

## Gap 2: Service Design & Standards Gap

Customer-driven Service Design & Standards

*Poor Service Design (in relevance to membership)*

- Inadequate connection of service design to service positioning
  - Currently the zoo is not appropriately displaying tangibles (Signage) that aligns with membership efforts
- Inappropriate physical evidence & servicescape
  - Needs to develop attractive tangibles that fits customer expectations

Management Perceptions of Customer Expectations

## Gap 4: Communication Gap

Service Delivery

### *Lack of Integrated Service Marketing Communication*

- Absence of strong internal marketing plan relative to membership acquisitions
- Ineffective management of customer expectations
  - Not all forms of communications (advertising) is sufficiently utilized to convey membership value
    - Not adequately educating customers on significance/derived benefits

External Communication  
to Customers

# Problem Definition

The  
membership  
program isn't  
effectively  
advertised

Members  
don't feel a  
sense of  
belonging

Poor Service  
Design and  
Uninformed  
Staff

# Our Solution



## Solution 1

# Staff Training

New Steps in  
their hiring  
process

Effective  
training to  
frontline  
employees

Make sure  
that staff are  
knowledgeable  
about the  
membership  
program

## Solution 2

### New Advertisement Program “It’s your zoo”

“It’s your zoo”

It’s my neighbourhood zoo.

It’s my zoo where my animal friends live.

It’s my zoo where my visit helps our animals.

It’s my zoo where I’m happy.

It’s my **Zoo New England**.

Giving them a  
more  
personalised  
approach

Increase  
interaction with  
customers

Emphasizing  
the fact that the  
zoo is near to  
people

## Solution 2

# New Advertisement Program “It’s your zoo”

- Taking more personalised approach by asking them a question about their visit and catchphrase of “It’s your zoo”
- QR Code that leads to the information page is added to give more information



A redesigned sign with a green header containing the text "DID YOU MADE NEW ANIMAL FRIENDS TODAY?". Below the header is a photograph of two brown mountain goats. The sign has a dark green footer with the text: "Visit them more often by signing up for MEMBERSHIP today! Your DAY TICKET that you've paid today could be applied towards your membership fee. \*Your receipt can't be applied online." A QR code is located in the bottom left corner of the sign. In the bottom right corner, there is the text "It's your zoo." and the "ZOO NEW ENGLAND" logo with the subtext "Franklin Park Zoo • Stone Zoo".



# ENJOYING YOUR VISIT TODAY?

GET A MEMBERSHIP TODAY  
AND MAKE YOUR ZOO EVEN CLOSER TO YOU.



Your **DAY TICKET** that  
**you've paid today**  
could be applied  
towards your  
membership fee  
within 7 days!  
(Can't be applied online)



**Membership**  
is the best deal  
for families!

Apply your admissions receipt  
within seven days!\*

\*Receipts cannot be applied online.

## HAVE YOU CONSIDERED PURCHASING A MEMBERSHIP PASS?

The **DAY TICKET** that you've paid today could be applied towards your membership fee NOW at the ticket office

OR

You still have **7 days** to consider to apply your **DAY PASS** from the visit today.  
\*Can't be applied online



It's your zoo.



## STUDENT or TEACHER?

# \$30

Discount on Membership

For all  
Members of The Massachusetts Teacher Association  
Or  
College and University Students

Feel free to ask one of our staffs for more details



It's your zoo.



## NOT SURE ABOUT THE MEMBERSHIP YET?

Try out first,  
and sign-up later!

Your **DAY TICKET** that you've paid today could be applied towards your membership fee within 7 days!  
\*Can't be applied online



It's your zoo.



# Solution 2

# New Advertisement Program "It's your zoo"

## Solution 2

# New Advertisement Program “It’s your zoo”

#thisismyzoo  
#itsyourzoo  
#Isupportouranimals



### **Caption**

I support the animals in my zoo by having a membership.

#thisismyzoo #itsyourzoo  
#Isupportouranimals

## Solution 3

Increasing the sense of belonging for membership holders

- Operate a full-time priority lane with the visible signage for members to increase their sense of belonging as a member and attract new members

### Priority Lane for Membership Holders

Non-members with disability are also welcomed through this lane.



- Zoo Passport Program with Stamps
- Stickers system

## Solution 3

Increasing the sense of belonging for membership holders

HAVE YOU CONSIDERED PURCHASING A MEMBERSHIP PASS?

The **DAY TICKET** that you've paid today could be applied towards your membership fee NOW at the ticket office

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You still have **7 days** to consider to apply your **DAY PASS** from the visit today.  
\*Can't be applied online

**Find The Perfect Zoo Membership For You!**

<b>Individual</b>	Free admission to Franklin Park Zoo & Stone Zoo for one named adult cardholder	\$85
<b>Dual</b>	Free admission for two adult named cardholders OR one named adult cardholder plus an accompanying guest	\$100
<b>Family</b>	Free admission for two named adult cardholders, plus up to four children under 18	\$125
<b>Family Plus</b>	Same as Family, plus up to two accompanying guests (adult or child, who may enter with named member adults)	\$150
<b>Friend</b>	<b>Best Value!</b> All of the Family Plus benefits, plus a third named adult cardholder	\$175
<b>Curator</b>	All of the Friend-level benefits, plus eight transferable one-time passes, valid for general admission to either Zoo	\$250
<b>Director</b>	All of the Curator-level benefits, plus a VIP reception with the Director of Zoo New England	\$500
<b>Founder</b>	All of the Director-level benefits, plus a private behind-the-scenes tour	\$1,000

Who do you want to see featured on the next season's stamp collection? Any additional comments? Sound off below!

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



Hi there! Can you find me and my friends?

Look at the map and come to our home to visit us! Next to our home there will a stamp station for you to stamp your passport.

Red Panda

Budgerigar

Giraffe

Hippo

Zebra

Prairie Dog

Lion

Stamps are also sold in gift shops!  
Zoo Member get 10% discount on all items purchased in gift shops and dining

**EXPLORE YOUR ZOO!**

Spring 2020



**ZOO**  
NEW ENGLAND  
Franklin Park Zoo • Stone Zoo

**Start Your Franklin Part Zoo Stamp Collection TODAY!**

New set of stamps collection every season

All of your favorite animals friends featured

**Collect them all!!**

Who do you want to see featured on the next season's stamp collection?

Show your support and your zoo pride by signing up for membership, come back every season!

Don't forget to collect your Zoo Pride Stickers at the entrance if you are already a member.



# HAVE YOU CONSIDERED PURCHASING A MEMBERSHIP PASS?

The **DAY TICKET** that you've paid today could be applied towards your membership fee NOW at the ticket office

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You still have **7 days** to consider to apply your **DAY PASS** from the visit today.  
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Who do you want to see featured on the next season's stamp collection? Any additional comments?

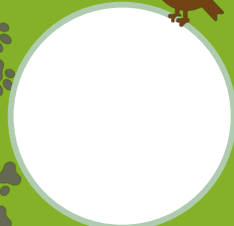


Hi there! Can you find me and my friends?

Look at the map and come to our home to visit us! Next to our home there will a stamp station for you to stamp your passport.



Red Panda



Budgerigar



Giraffe



Hippo



Zebra



Prairie Dog



Lion

Stamps are also sold in gifts shops!

Zoo Member get 10% discount on all items purchased in gift shops and dining

## EXPLORE YOUR ZOO!

Spring 2020



## Start Your Franklin Park Zoo Stamp Collection TODAY!

New set of stamps collection every season

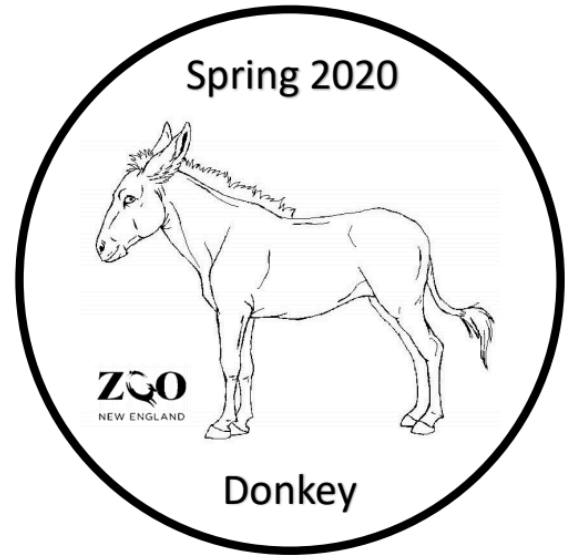
All of your favorite animals friends featured

Collect them all!!

Who do you want to see featured on the next season's stamp collection?

Show your support and your zoo pride by signing up for membership, come back every season!

Don't forget to collect your Zoo Pride Stickers at the entrance if you are already a member.



Donkey



Red Panda

**ANIMAL DIRECTORY**

**1 Serengeti Crossing**

- African crested porcupine
- Plains zebra
- Ostrich
- Warthog
- Wildbeest

**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
- Politou donkey

**4 Kalahari Kingdom/ Tiger Tales**

- Bactrian camel
- 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

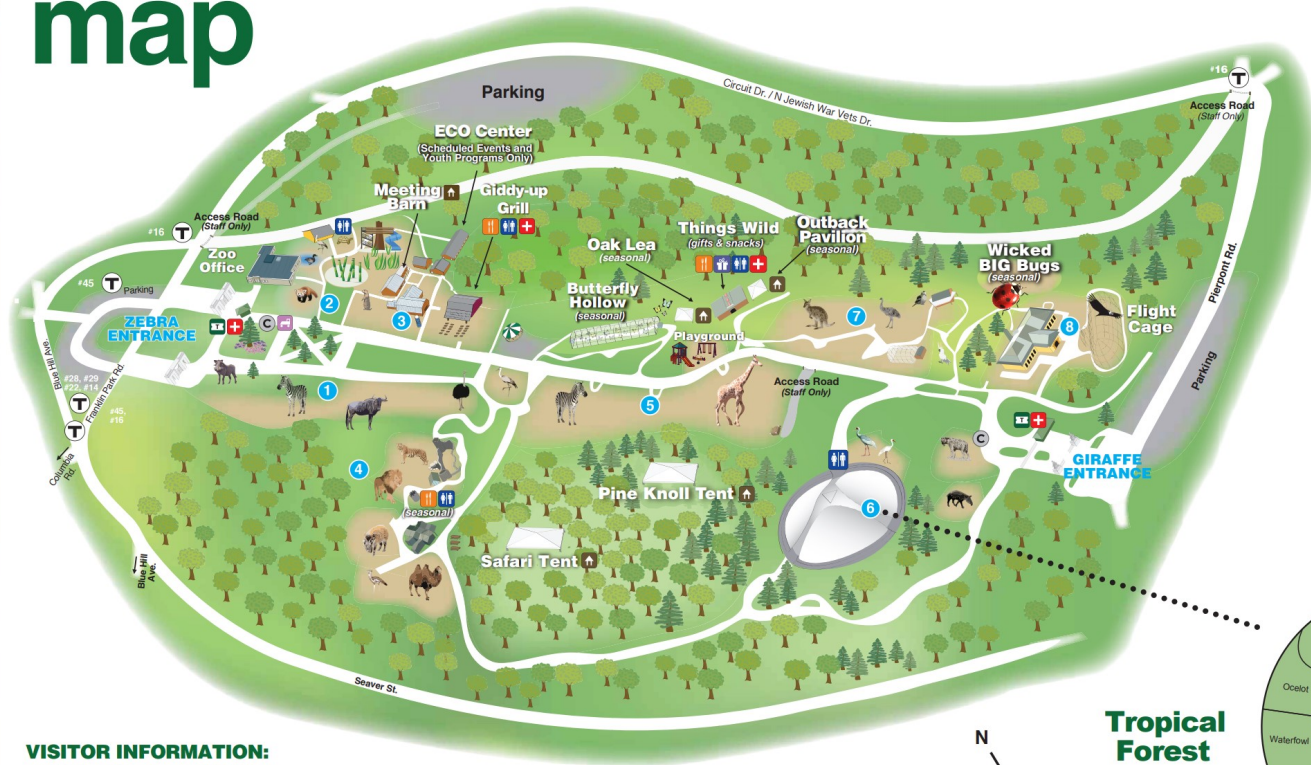
**8 Bird's World**

- Andean condor (Flight Cage)
- Kea

**Exhibits Inside Building:**

- Swamp
- Rainforest
- Scrubland
- Riverbank

# map



**Legend**

- Tickets & Information
- Restrooms
- Rental Area
- Concessions
- Train Ride (seasonal S)
- Gift Shop
- Conservation Kiosk

**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.

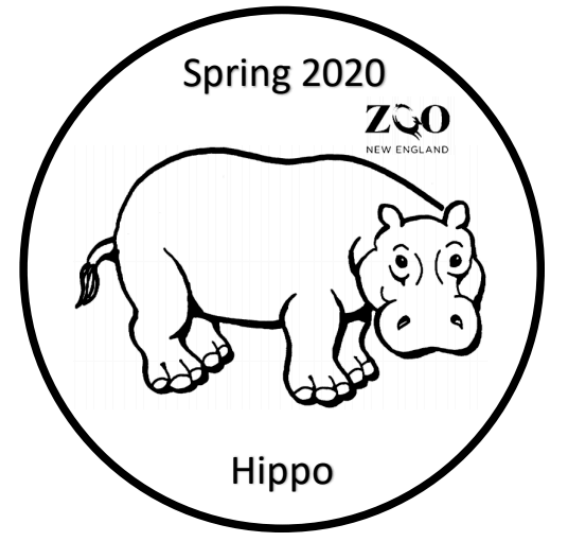
**FIRST AID KITS**  
**FIRST AID KITS** are available at both admissions booths, in Things Wild gift shop, in the Giddy-up Grill and the Community Resource Center (Zoo office).

**Tropical Forest**

- To learn more about Franklin Park Zoo, visit [www.franklinparkzoo.org](http://www.franklinparkzoo.org), 617-541-LION
- GO GREEN!** Look for the recycling bins throughout the Zoo.

*Thank you for visiting me and all my friends. Please come back and visit again soon. We will miss you.*

*New stamps design every season!*



ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
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ZOO  
NEW ENGLAND



I am a member,  
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ZOO  
NEW ENGLAND



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ZOO  
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ZOO  
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ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_

ZOO  
NEW ENGLAND



I am a member,  
and I love \_\_\_\_\_



# Zoo New England Service Blueprint

**Physical Evidence**

- Signage of the Zoo/Direction to the ticket booth
- Entrances from both side
- Zoo gate
- Signage of the:
  - Membership Desk
  - Ticket Booth
- Information/operating hours on TV (General Admission and Membership Info)
- Ticket Booth
- Printed-out Ticket
- Signs leading to different paths within the zoo
- Zoo Passport
- Stamp stations
- Stamps
- Zoo Passport
- Signs
- Zoo gate
- Complete stamps collection on Zoo Passport
- Membership form
- Receipts
- Membership card

**Customer Actions**

Mario arrives at the gate of the zoo and looks around for the entrance → Mario sees the Ticket booth and identifies the membership desk → Takes a short walk up to the Ticket booth and sees the clerk → Mario Purchases Day Ticket for 21.98 USD → Explores (Exhibits, shops, restaurant etc.) → Mario goes around collecting stamps on his membership Zoo Pass. → Walk out of the zoo through the front Zebra gate → Mario buys a dual Zoo membership so that he can come back with Peach.

Resolved bottlenecks and Pain Points

Bottlenecks and Pain Points

Clear signage regarding membership information and general Zoo information. Clear member lines.

Can barely see the employee inside the booth  
Membership fliers and posters at front desk.

- Warm Greeting  
- Employee asks about day or if customers have any questions. Communicate Zoo benefits to customers.

- Clearly advertised membership benefits through posters and Zoo Passport

Zoo passport, posters and more information available at Zoo entrance.



**Line of Interaction**

**Employee actions (Onstage/visible)**

- Staff greets customers, processes payment, and gives directions  
- General conversation

Zookeepers and volunteers offering basic information about the animals and point out where they and the stamp stations are located.

- Employee processes payment  
- Issues membership card.  
- Go over terms and services



**Line of internal interaction**

**Support Processes**

IT system allowing and tracking ticket sales

- Staff members who keep the exhibits clean  
- Veterinarians checking on the animals  
- Safety Inspectors  
- Maintenance/Repair

- Staff member who keep the stamp stations clean and organized  
- Maintaining the stamps, making sure they are functional

IT system allowing and tracking of membership sales and members information storage

- Membership office  
- Marketing office  
- Management level





THANK YOU

**Any Questions or Suggestions?**

# APPENDIX



# *Appendix*

- Appendix A** Exploratory Interview Questions
- Appendix B** Exploratory Interview Responses
- Appendix C** In-depth Interview Key Insights
- Appendix D** Survey Questions
- Appendix E** Survey Responses Report
- Appendix F** Suggested Solution - Advertisements
- Appendix G** Suggested Solution - Priority Lane Signage
- Appendix H** Suggested Solution - Stickers
- Appendix I** Suggested Solution - Stamps
- Appendix J** Suggested Solution - Zoo Passport
- Appendix K** Service Blueprint - Before Improvement
- Appendix L** Service Blueprint - After Improvement

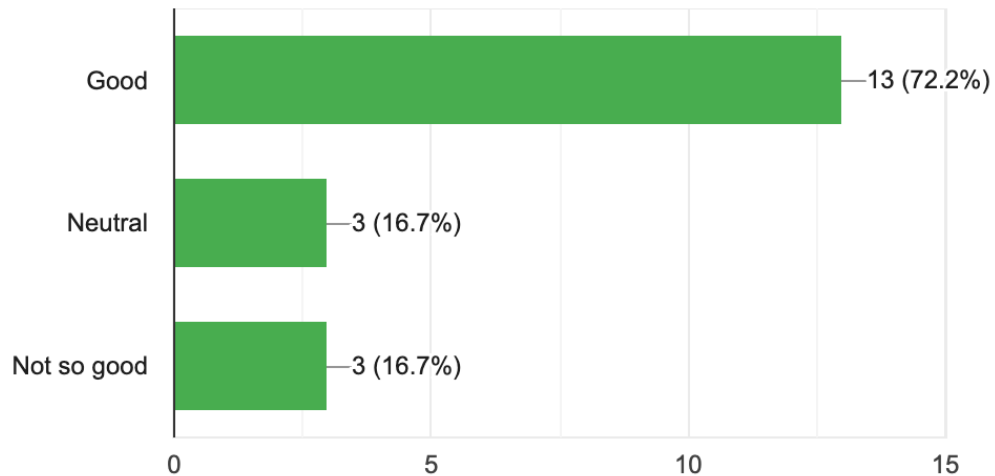
## Appendix A Exploratory Interview Questions

1. How Well do you think the zoo is doing? (Give them options)
  1. Good
  2. Neutral
  3. Not so good
2. What can the zoo do to attract more members?
  1. Open answer
3. Why do you enjoy coming to this zoo? What brought you to this zoo today? (Non-members)
  1. Open answer
4. How often do you come to the zoo in a year? (Offer range)
  1. 0-1 time
  2. 2-3 times
  3. >3 times
5. Are you currently a zoo membership holder? Why or why not?
  1. Open answer
6. What is your age?
  1. < 20
  2. 20-29
  3. 30-39
  4. > 39
7. What is your geographic location? (Provide options)
  1. City
  2. Rural
  3. Suburb
8. Are you aware of the zoo's membership benefits?
  1. Yes
  2. No

## Appendix B Exploratory Interview Responses

### How well do you think the Zoo is doing?

18 responses



### What can the zoo do to attract more members?

More advertising
Statues of more animals
Have exhibits opened more often, more animal variety.
More promotion and advertisement
More animals
More interactive activities for the kids.
None of the animals were out - have all the animals
Social media marketing
Not sure
Keep the zoo exhibits open, and more information about what exhibits are open
Better food option

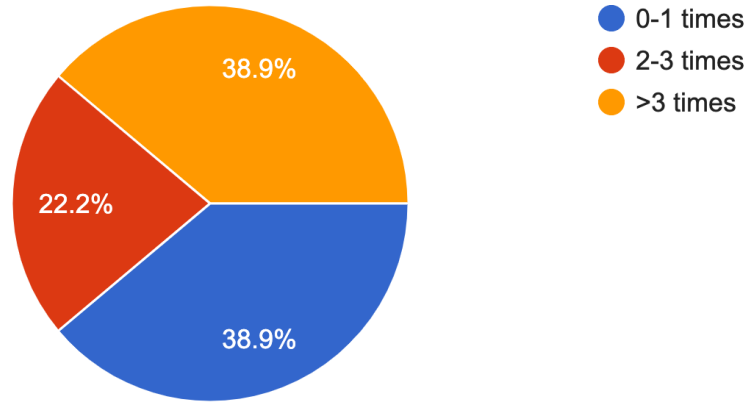
More activities and more interactive stuff in general.
Advertisements
More animals and more employees out here
Show more animals and more activities.
Activities
More animals like bears.

**Why do you enjoy coming to this zoo?  
 What brought you to this zoo today (for non members)**

Small, walkable
Kids love the playgrounds and the exhibits
Grandkids
The playgrounds and exhibits
Playground and exhibited
Kids. Relaxing to walk around and watch animals.
Big open space and humane way to interact with the animals.
Show our son - and we like animals
Connected to the park - big space
Good place to bring kids.
Seeing the animals that are not offered
Kids
Closer and bigger. Location.
See the animals; young kids
Friends with people that are from around here
Bored.
Baby
Wanted to see some different animals

## How often do you come to the zoo in a year?

18 responses



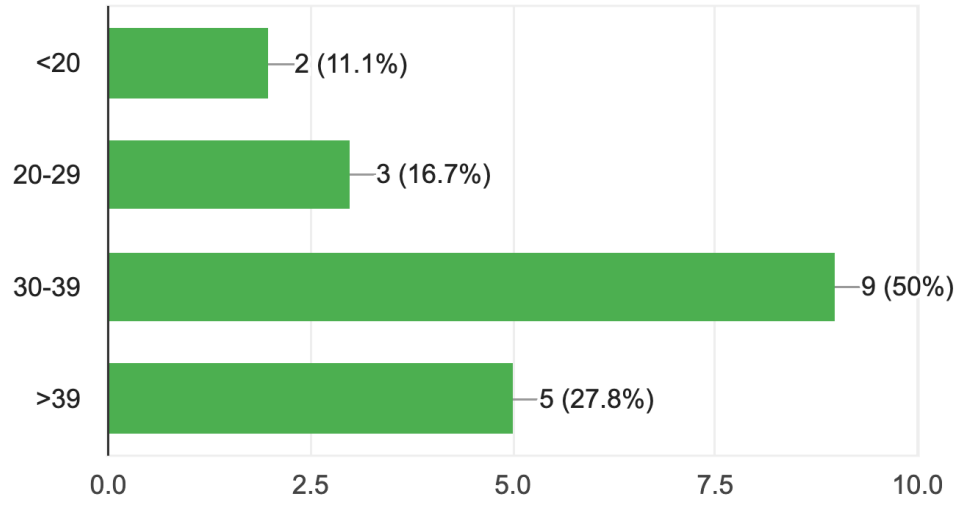
**Are you currently a zoo membership holder?  
Why or why not? Please explain below.**

Yes, good way to spend time with the grandkids
Yes, we come a lot it's better to get the membership
Yes. Lots of grand kids. Visit a lot much cheaper.
Easier because they come often and cheaper
No, not going to come often
Yes. Cheaper for membership.
Membership: Joint Reason: Kids
Will get in the future -
Yes, it saves me money.
Don't go often, not enough interaction
No - Membership: cost gifted
Location. Kids.
No details
Yes
No. Not from here.

No.

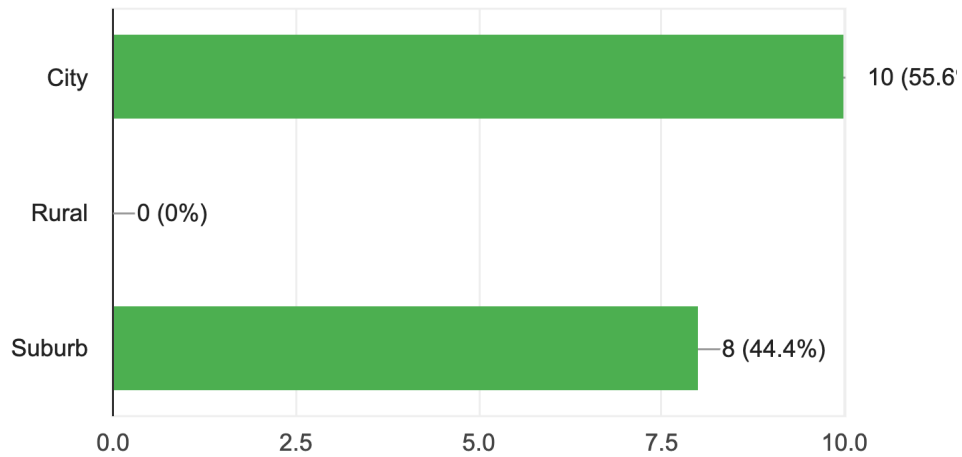
## What is your age?

18 responses



## What is your geographic location?

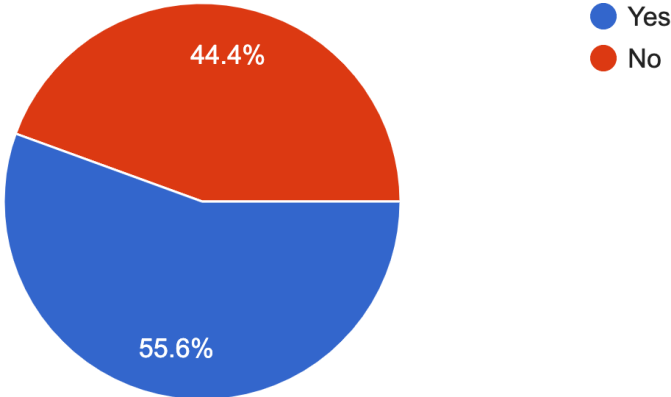
18 responses





# Are you aware of the Zoo's membership benefits?

18 responses



## **Appendix C In-depth Interview - Key Response**

### **In-depth Interview with customers**

#### **Why did you decide to sign up for Zoo membership?**

A1: I mainly decided to sign up for the Zoo membership because of my grandkids. They love coming to the Zoo and we find ourselves coming relatively often, so the membership is very worth it for us

A2: We decided to get a Zoo membership because we live pretty close by, about a 10 minute drive, and because we also have kids who like going to the Zoo. We quite enjoy it here as the kids get to run around while my wife and I can watch them from the back.

A3: We have Zoo memberships. I found about their membership online and thought that it would be a good way to have my kids go outside instead of sitting inside on their gadgets.

A4: We have memberships because of our grandkids. We come quite often, I would say about 5-6 times a year so we find the membership to be very useful.

#### **Are you satisfied with your current membership?**

A1: Yes I am quite satisfied with my membership because our grandkids are always asking us to come to the Zoo. It sure does save us a lot of money so I think the Zoo membership is useful to us.

A2: We are satisfied with our membership because it saves us money. We also get some discounts on the food places and souvenir shop which is a nice bonus.

A3: We are satisfied with the membership but sometimes I think that the Zoo could involve members more, or have something interactive for the kids. The kids have already seen all the animals so something to change it up would be really cool.

A4: Yes, we are quite satisfied with our membership. We visit this Zoo a lot with our grandkids and it allows us to get closer with them as well.

## **What member related events have you been a part of at the Zoo?**

A1: I have not heard about any member related events. We mainly have this membership so that we can save money and don't really lookout for particular Zoo events to come out too.

A2: We were at the annual Zoo halloween event last year briefly which was quite fun, however, I'm not sure if that was a member exclusive event, Aside from that I cannot think of any other events we have been to that have been for members.\

A3: I have not heard about any member exclusive events, but I think that this would be a great thing for the Zoo to do. My kids have already seen all the animals, multiple times. I think that having some sort of interactive member events could be a great way to keep people coming back to the Zoo.

A4: I don't think we have been to a membership exclusive Zoo event. We are aware that the Zoo does host some events but we haven't been.

## **In-depth Interview with Staffs**

### **Staffs at the Ticket Office (back gate)**

Q: Hi, we are students at Northeastern University and we are working with the zoo for a marketing project. We are wondering if you have some time to answer a few question?

A: emmmm, how long would this take?

Q: Just a couple minutes, wont take a long time.

A: sure, what are the questions?

Q: How many people come through from the back gate?

A: I would say some where around 100 - 200 people at this season. In the summer there is definitely a lot more. Also this is at the back of the zoo, a lot of people do not even know about this door.

Q: We see that the big gate is just wide open with no people looking after it. Why is that? And we also see people trying to snick in, what do you normally do about this?

A: so... the gate is open so that people with strollers and wheelchair can pass through, the ticket gate is too small for that. As of people that are trying to go in without buying tickets... Yea, a lot of people try to pull that off. If it is earlier in the day, we defiantly will stop them, but like right now is 4:36 and the zoo closes soon, so I just them in.

Q: Oh, thank you for letting us know. What are the demographic of visitor you see everyday?

A: I... would say that they are mostly family with young kids, most of the time is one or both parents with kids. I also do see a lot of young adults.

Q: Really, like students? We did not think that there are a lot them here.

A: No, there are a lot of them here. Just today I had a group of Harvard students trying to ask for student discount.

Q: Do student often ask for student discount?

A: Yea... I would say that 9 out of 10 student that come asks for student discounts. But the things is we do not have student discount on the day passes.

Q: But there is one for membership right?

A: Yes

Q: do you let them know that they can get discount on membership?

A: most of the time not really, because I think they would only visit once and is not interned in something like this.

Q: sooo, do a lot of people sign up for membership dally?

A: Yep! I would say there's a minimum of 3 to about maximum of 30 people signing up for membership per day.

Q: so, out of these many people, most of them sign up for the membership proactively?

A: I mean.... There's some people who actively ask about the membership program. Others get know about the program through the times they have visited.

Q: understand, thank you so much for your time. These are all the question we have.

A: no problem

Q: thank you and have a good day!

A: you too

### **Staff at the Gift Shop**

Q: Hi, sorry to border you. We are student from northeastern university, and we are working with the zoo on a marketing school project. Wondering if you have a few minutes to answer some questions?

A: emm sure!

Q: great! Thank you so much!

A: Yea, no problem, what's the question?

Q: so, our first question is what do you think is the main demographic of membership holders?

A: I would say... the majority of the membership holders are parents with kids.

Q: do you often see them using their membership discount in the gift store?

A: Oh yes, a lot of the shoppers are members

Q: What are some of the complains to often hear from visitors.

A: I mean, most of the time I hear about things about the animals not being out. And we just to apologize because that is something I can not control. I mean I would be pretty sad if I went to a zoo and some of the animals are not out.

Q: which animal do you think people come to the zoo for?

A: I mean the gorilla and the red penda are really popular. Also the giraffe and the lion, people are always sad when they are not out. Also a lot of kids come here for the playground.

Q: Ok, understand. Thank you so much of answering our questions

A: yea, no problems, you all have a good day

Q: Thank you

# Appendix D: Survey Question

## MKTG4502 – Zoo New England

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Start of Block: Have you ever been to the zoo?

Q35 D'Amore-McKim School of Business, Northeastern University Name of Investigators: Azzam Asim, Jiyong Byun, Flavia Freitas, Ka Ching Lam, Nikhil Ramakrishnan Title of Project: Service Learning Project - Zoo New England

**Request to Participate in Research** We would like to invite you to participate in a web-based online survey. The survey is part of a research study whose purpose is to gather data regarding a membership program of the Zoo New England. This survey should take about 6 minutes to complete. You must be at least 18 years old to take this survey. The decision to participate in this research project is voluntary. You do not have to participate and you can refuse to answer any question. Even if you begin the web-based online survey, you can stop at any time. There are no foreseeable risks or discomforts to you for taking part in this study. There are no direct benefits to you from participating in this study. However, your responses may help us improve the membership program of the Zoo New England. You will not be paid for your participation in this study. Your part in this study is anonymous to the researchers. However, because of the nature of web based surveys, it is possible that respondents could be identified by the IP address or other electronic record associated with the response. Neither the researcher nor anyone involved with this survey will be capturing those data. Any reports or publications based on this research will use only group data and will not identify you or any individual as being affiliated with this project. If you have any questions about this study, please feel free to contact Jiyong Byun [byun.ji@husky.neu.edu], the team liaison for this student research project. By clicking on the “accept” button below you are indicating that you consent to participate in this study. Please print out a copy of this consent form for your records. Thank you for your time,  
Azzam Asim, Jiyong Byun, Flavia Freitas, Ka Ching Lam, Nikhil Ramakrishnan

ACCEPT (1)

---

Page Break

Q1 Have you ever been to Zoo New England (Franklin Park or Stone)?

Yes (1)

No (2)

---

Q2 Are you currently holding any membership from any of these following attractions?

- Museum of Science (1)
- New England Aquarium (2)
- Boston Children's Museum (3)
- None of the above (4)

---

*Display This Question:*

*If Have you ever been to Zoo New England (Franklin Park or Stone)? = Yes*

Q3 Are you **currently** holding membership at the Zoo New England (Franklin Park or Stone)?

- Yes (1)
- No, but I'm aware of the membership program. (2)
- No, I know nothing about the membership program. (3)

**End of Block: Have you ever been to the zoo?**

---

**Start of Block: Current Membership Holders at Zoo**

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes*

*Or Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = No, but I'm aware of the membership program.*

**Q4 You have selected 'Yes' or 'No, but I'm aware of the membership program' for the question asking whether you are currently holding the membership at the Zoo New England.**

How did you know about the membership program?

- On-site Advertisements (1)
- Online Advertisements (2)
- Word of Mouth (3)
- Others (4) \_\_\_\_\_

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Page Break

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes*

Q5

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

What kind of membership are you currently holding?

- Individual (\$85 per year) (1)
- Dual (\$100 per year) (2)
- Family (\$125 per year) (3)
- Family Plus (\$150 per year) (4)
- Friend (\$175 per year) (5)
- Curator (\$270 per year) (6)
- Director (\$500 per year) (7)
- Founder (\$1,000 per year) (8)



Page Break

Display This Question:

If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes

Q6

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

How long have you been holding this membership?



Page Break

Display This Question:

If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes

Q7

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

Where did you initially sign up for your membership?

- Membership Booth (1)
- Online (2)
- Other (3) \_\_\_\_\_

Page Break

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes*

Q8

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

Do you feel prioritized as a member whenever you visit the zoo?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

---

Page Break

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes*

Q9

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

Do you think your membership is worth it?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

Page Break

---

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = Yes*

Q10

**You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England.**

Are you willing to renew your membership next coming year?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

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Page Break

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**End of Block: Current Membership Holders at Zoo**

**Start of Block: Non-members who are aware of the membership programme**

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? = No, but I'm aware of the membership program.*



Q12 You have selected 'No, but I'm aware of the membership program' for the question asking whether you are currently holding the membership at the Zoo New England.

What's the reason why you didn't sign up for the membership?

- Insufficient Information given by a staff (1)
- Insufficient Advertisements (2)
- Not worth it (3)
- Don't visit the zoo often (4)
- I used to have membership but I didn't renewed it (5)
- Others (6) \_\_\_\_\_

-----  
Page Break \_\_\_\_\_

**End of Block: Non-members who are aware of the membership programme**

**Start of Block: Current Members/ Non-members aware of the zoo members. holding other memberships**

*Display This Question:*

*If Are you currently holding any membership from any of these following attractions? = Museum of Science*

*Or Are you currently holding any membership from any of these following attractions? = New England Aquarium*

*Or Are you currently holding any membership from any of these following attractions? = Boston Children's Museum*

*And Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != No, I know nothing about the membership program.*

**Q13 You have indicated that you are currently holding membership in other attractions, as well as the Zoo New England's membership.**

Please evaluate the following statements.

	Strongly agree (1)	Agree (2)	Somewhat agree (3)	Neither agree nor disagree (4)	Somewhat disagree (5)	Disagree (6)	Strongly disagree (7)
Zoo New England's membership program gives you more perks than the others. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zoo New England's membership program is more affordable and valuable than the others. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zoo New England recognizes me as a member and I feel special about it than the others. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

End of Block: Current Members/ Non-members aware of the zoo members. holding other memberships

Start of Block: Non-members with no interest on membership

Display This Question:

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes*

Q14

Below is the membership advertisement in the zoo.

**Let's say you are interested in animals or you have two kids who love animals.** You just walked into the zoo for a visit, and you have seen this advertisement in front of the ticket office.



*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes*

Q15 Will you consider to sign up for the zoo's membership after looking at this advertisement?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

-----  
Page Break

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Display This Question:

If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes

Q16

Below is the membership advertisement in the zoo.

Let's say you have purchased your day ticket for your visit today as you wanted more time to make purchase decisions for the membership.

While you are enjoying your visit at the zoo, you have found this advertisement below.



Display This Question:

If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes



Q17 Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

---

Page Break

Display This Question:

If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes

Q18 Below is the membership advertisement in the zoo.

Let's say you have enjoyed your zoo visit, and you have seen this advertisement on the way out.



*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes*

Q19

Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

-----  
Page Break

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes*

Q20 The below text and the image describes the details about the membership program.

Let's say you have postponed your decision and you have decided to search more about the membership program of the zoo, and you have found the below information in the zoo's website:

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!

***Have you visited the Zoo recently?***

You can apply your admission receipt toward the purchase of a membership within seven days!  
For more information, [contact us](#). A copy of your receipt is required.

Membership Levels

<b>Individual</b>	Free admission to Franklin Park Zoo & Stone Zoo for one named adult cardholder	\$85
<b>Dual</b>	Free admission for two adult named cardholders OR one named adult cardholder plus an accompanying guest	\$100
<b>Family</b>	Free admission for two named adult cardholders, plus up to four children under 18	\$125
<b>Family Plus</b>	Same as Family, plus up to two accompanying guests (adult or child), who may enter with named member adults	\$150
<b>Friend</b>	<b>Best Value!</b> All of the Family Plus benefits, plus a third named adult cardholder	\$175
<b>Curator</b>	All of the Friend-level benefits, plus eight transferable one-time passes, valid for general admission to either Zoo	\$250
<b>Director</b>	All of the Curator-level benefits, plus a VIP reception with the Director of Zoo New England	\$500
<b>Founder</b>	All of the Director-level benefits, plus a private behind-the-scenes tour	\$1,000

*Display This Question:*

*If Are you currently holding membership at the Zoo New England (Franklin Park or Stone)? != Yes*

Q21 Will you consider to purchase this membership after looking at these information?

- Definitely yes (1)
- Probably yes (2)
- Might or might not (3)
- Probably not (4)
- Definitely not (5)

Display This Question:

If Will you consider to purchase this membership after looking at these information? = Might or might not

And Will you consider to purchase this membership after looking at these information? = Probably not

And Will you consider to purchase this membership after looking at these information? = Definitely not



**Q22 You have selected 'Might or might not,' 'Probably Not,' or 'Definitely Not' for the previous question asking whether you would purchase the membership after looking at the presented information.**

What leads you to that particular decision?

Price (1)

Benefits (2)

Zoo's Reputation (3)

Others (4) \_\_\_\_\_

-----  
Page Break

End of Block: Non-members with no interest on membership

Start of Block: Demographics



D1

Thank you. We would now like to ask you a few final demographic questions.

What is your age, in years?

\_\_\_\_\_

D2 With which gender do you identify?

Male (1)

Female (2)

Others (3) \_\_\_\_\_

---

D3 Are you a college student?

Yes (1)

No (2)

---



D4 What is your zip code (US only)?

\_\_\_\_\_

---

D5 Thank you for taking our survey.

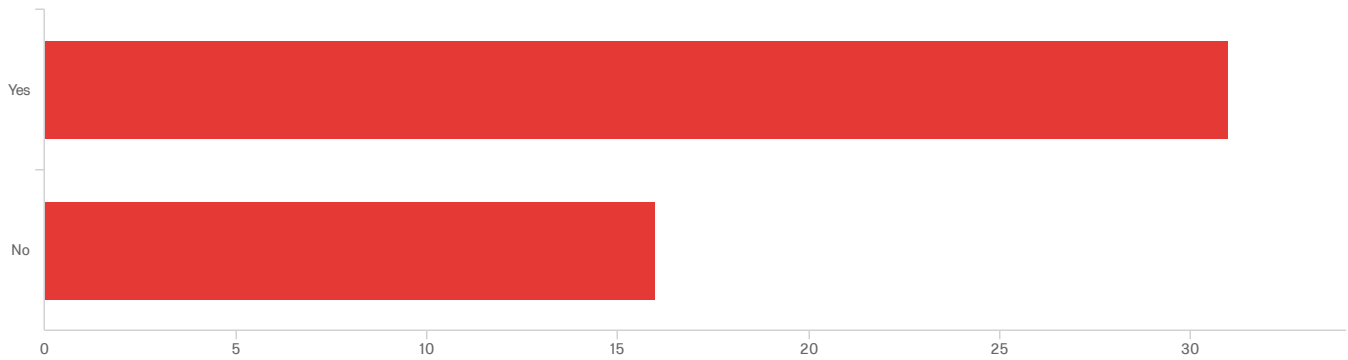
Please click the next arrow to submit your responses.

**End of Block: Demographics**

---

# Appendix E: Survey Response Report

Q1 - Have you ever been to Zoo New England (Franklin Park or Stone)?



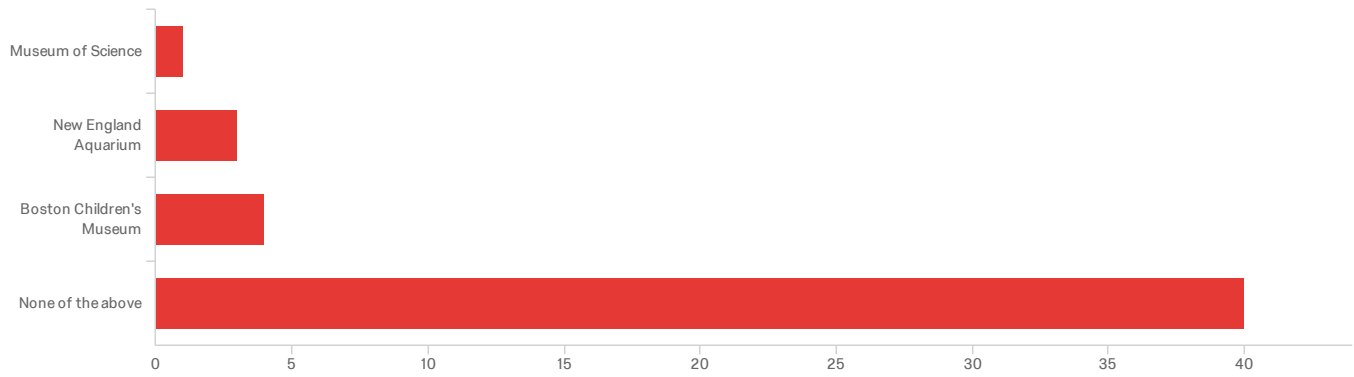
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Have you ever been to Zoo New England (Franklin Park or Stone)?	1.00	2.00	1.34	0.47	0.22	47

#	Field	Choice Count
1	Yes	65.96% 31
2	No	34.04% 16

47

Showing rows 1 - 3 of 3

## Q2 - Are you currently holding any membership from any of these following attractions?



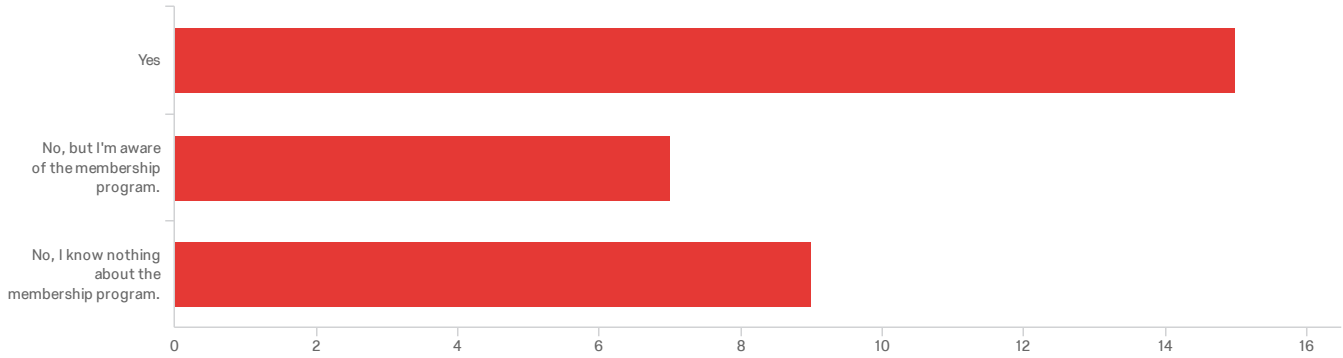
#	Field	Choice Count
1	Museum of Science	2.08% 1
2	New England Aquarium	6.25% 3
3	Boston Children's Museum	8.33% 4
4	None of the above	83.33% 40

48

Showing rows 1 - 5 of 5



### Q3 - Are you currently holding membership at the Zoo New England (Franklin Park or Stone)?

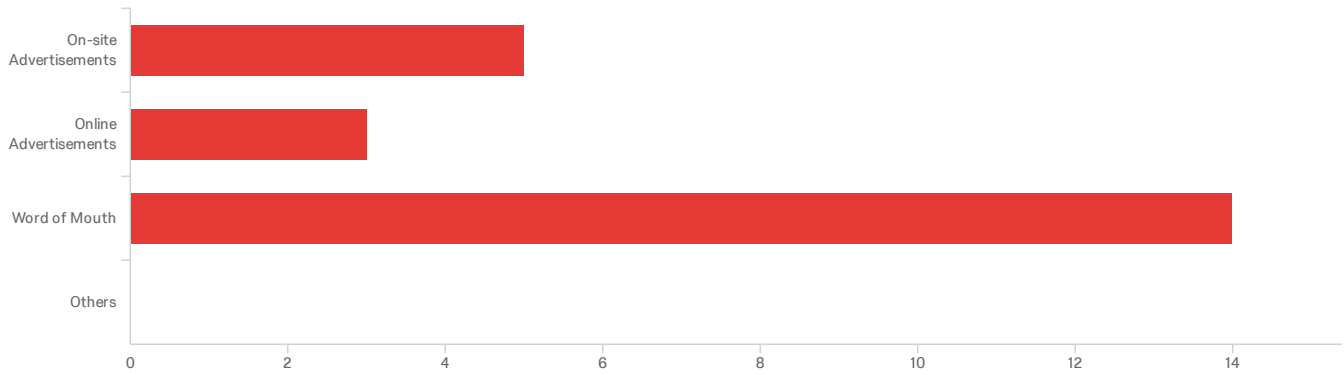


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you currently holding membership at the Zoo New England (Franklin Park or Stone)?	1.00	3.00	1.81	0.86	0.74	31

#	Field	Choice Count
1	Yes	48.39% 15
2	No, but I'm aware of the membership program.	22.58% 7
3	No, I know nothing about the membership program.	29.03% 9
		31

Showing rows 1 - 4 of 4

Q4 - You have selected 'Yes' or 'No, but I'm aware of the membership program' for the question asking whether you are currently holding the membership at the Zoo New England. How did you know about the membership program?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' or 'No, but I'm aware of the membership program' for the question asking whether you are currently holding the membership at the Zoo New England. How did you know about the membership program? - Selected Choice	1.00	3.00	2.41	0.83	0.70	22

#	Field	Choice Count
1	On-site Advertisements	22.73% 5
2	Online Advertisements	13.64% 3
3	Word of Mouth	63.64% 14
4	Others	0.00% 0

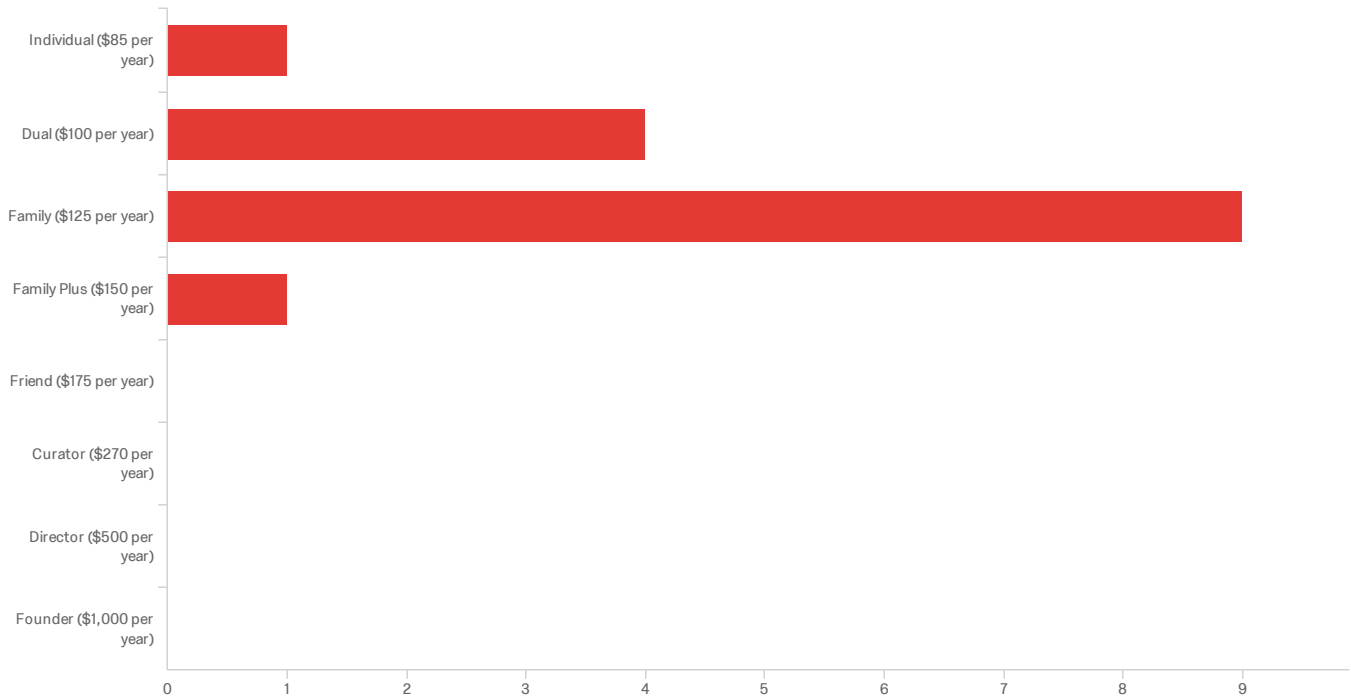
22

Showing rows 1 - 5 of 5

Q4\_4\_TEXT - Others

Others

Q5 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. What kind of membership are you currently holding?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. What kind of membership are you currently holding?	1.00	4.00	2.67	0.70	0.49	15

#	Field	Choice Count
1	Individual (\$85 per year)	6.67% 1
2	Dual (\$100 per year)	26.67% 4
3	Family (\$125 per year)	60.00% 9
4	Family Plus (\$150 per year)	6.67% 1
5	Friend (\$175 per year)	0.00% 0
6	Curator (\$270 per year)	0.00% 0

#	Field	Choice Count
7	Director (\$500 per year)	0.00% 0
8	Founder (\$1,000 per year)	0.00% 0

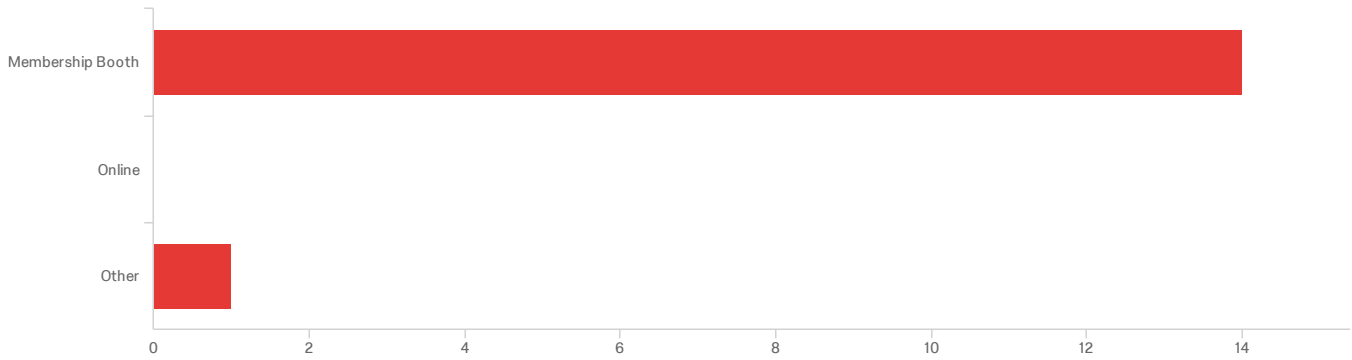
15

Showing rows 1 - 9 of 9

Q6 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. How long have you been holding this membership?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Number of years	0.00	2.00	0.80	0.54	0.29	15

Q7 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Where did you initially sign up for your membership?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Where did you initially sign up for your membership? - Selected Choice	1.00	3.00	1.13	0.50	0.25	15

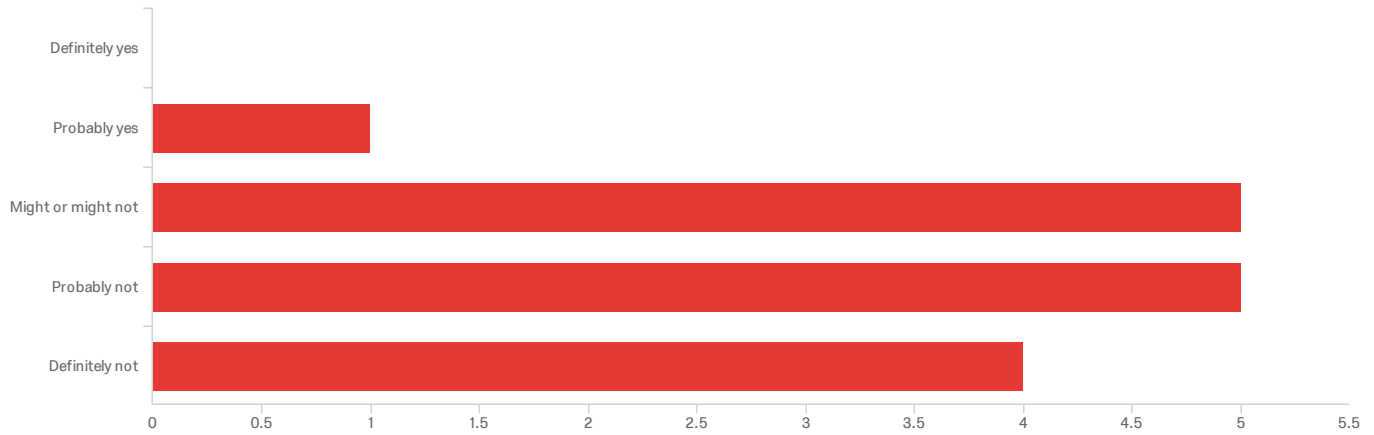
#	Field	Choice Count
1	Membership Booth	93.33% 14
2	Online	0.00% 0
3	Other	6.67% 1
		15

Showing rows 1 - 4 of 4

Q7\_3\_TEXT - Other

Other

Q8 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Do you feel prioritized as a member whenever you visit the zoo?

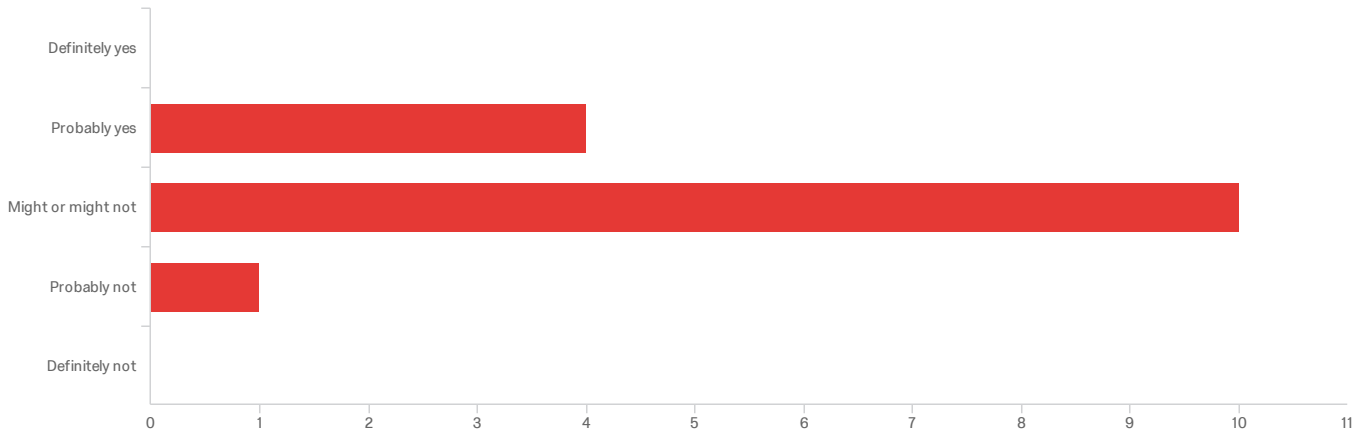


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Do you feel prioritized as a member whenever you visit the zoo?	2.00	5.00	3.80	0.91	0.83	15

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	6.67% 1
3	Might or might not	33.33% 5
4	Probably not	33.33% 5
5	Definitely not	26.67% 4
		15

Showing rows 1 - 6 of 6

Q9 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Do you think your membership is worth it?



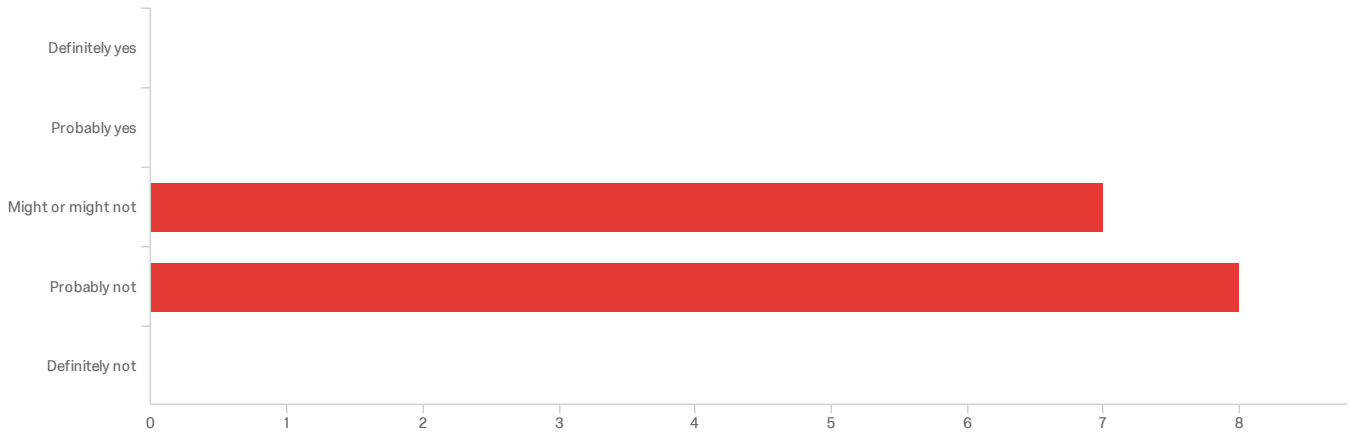
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Do you think your membership is worth it?	2.00	4.00	2.80	0.54	0.29	15

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	26.67% 4
3	Might or might not	66.67% 10
4	Probably not	6.67% 1
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6



Q10 - You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Are you willing to renew your membership next coming year?

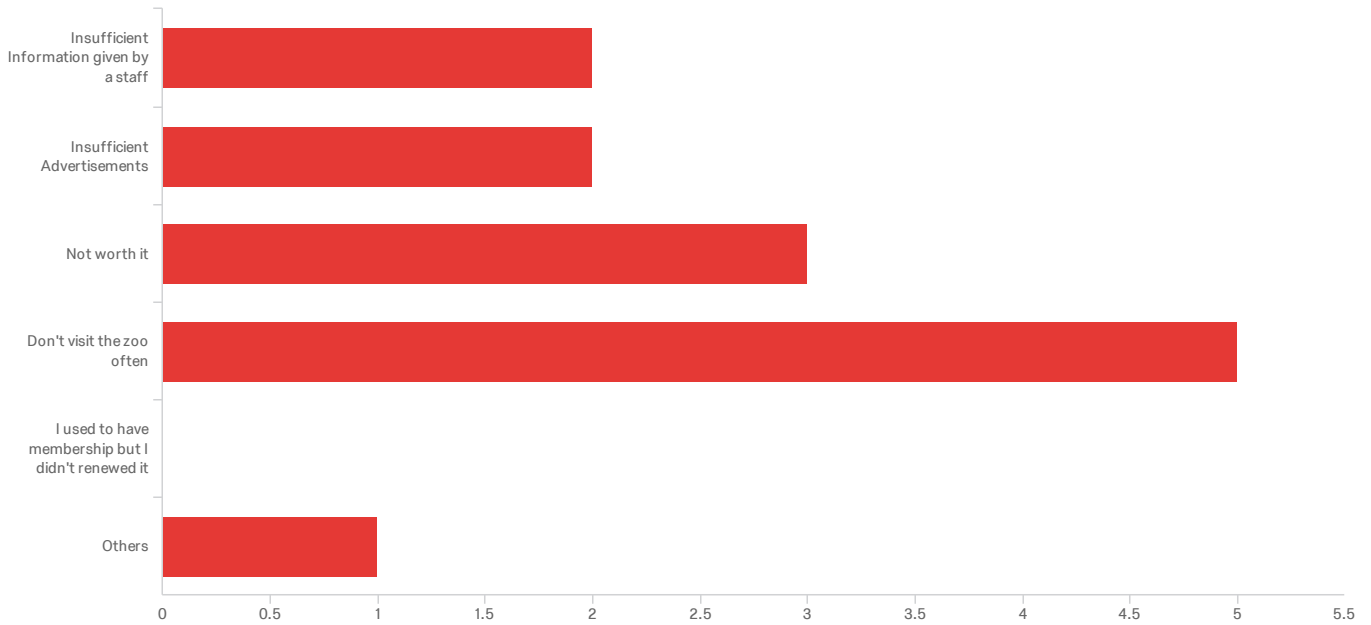


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	You have selected 'Yes' for the question asking whether you are currently holding the membership at the Zoo New England. Are you willing to renew your membership next coming year?	3.00	4.00	3.53	0.50	0.25	15

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	0.00% 0
3	Might or might not	46.67% 7
4	Probably not	53.33% 8
5	Definitely not	0.00% 0
		15

Showing rows 1 - 6 of 6

Q12 - You have selected 'No, but I'm aware of the membership program' for the question asking whether you are currently holding the membership at the Zoo New England. What's the reason why you didn't sign up for the membership?



#	Field	Choice Count
1	Insufficient Information given by a staff	15.38% 2
2	Insufficient Advertisements	15.38% 2
3	Not worth it	23.08% 3
4	Don't visit the zoo often	38.46% 5
5	I used to have membership but I didn't renewed it	0.00% 0
6	Others	7.69% 1

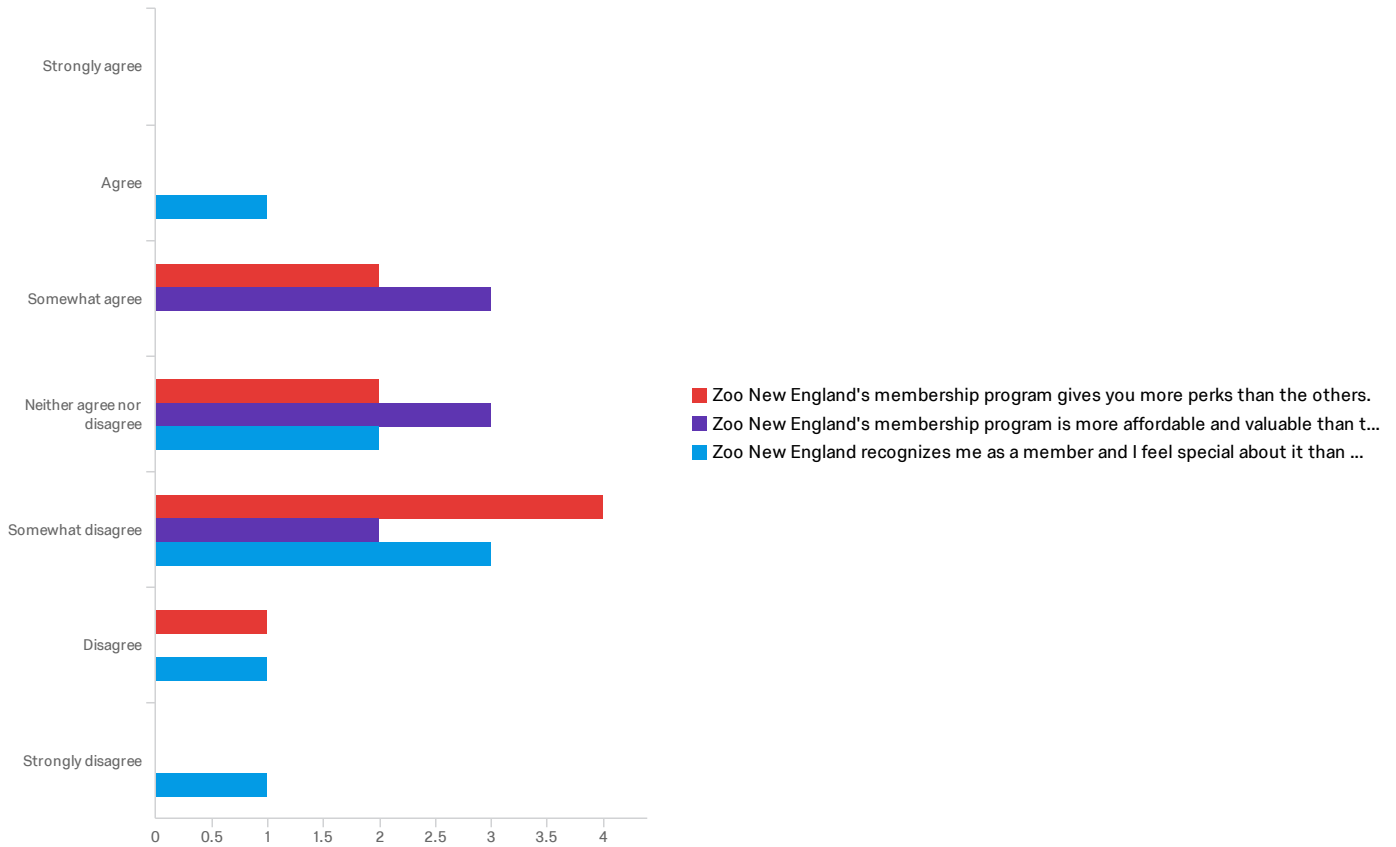
13

Showing rows 1 - 7 of 7

Q12\_6\_TEXT - Others

Others

Q13 - You have indicated that you are currently holding membership in other attractions, as well as the Zoo New England's membership. Please evaluate the following statements.



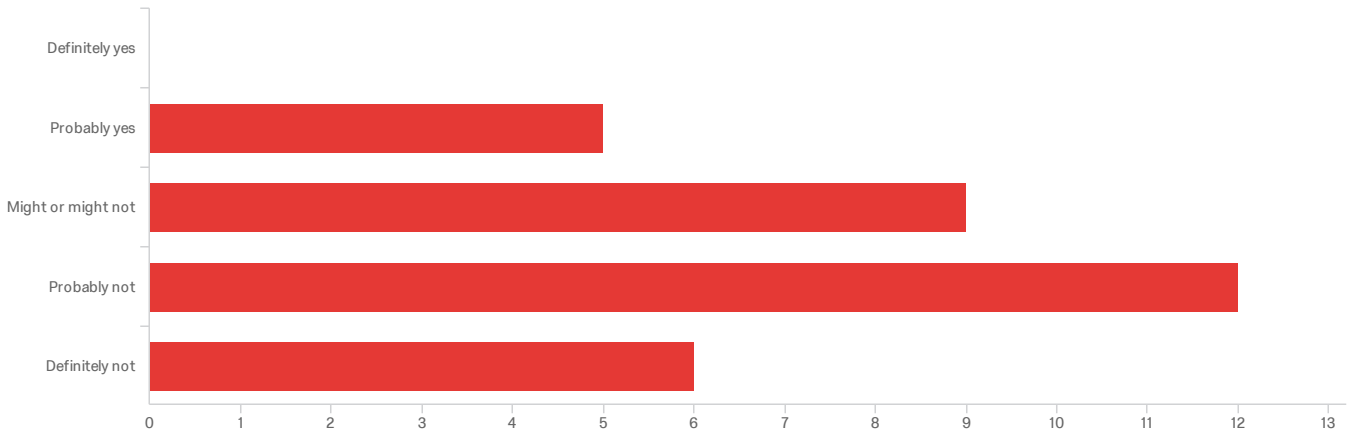
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
3	Zoo New England recognizes me as a member and I feel special about it than the others.	2.00	7.00	4.75	1.39	1.94	8
1	Zoo New England's membership program gives you more perks than the others.	3.00	6.00	4.44	0.96	0.91	9
2	Zoo New England's membership program is more affordable and valuable than the others.	3.00	5.00	3.88	0.78	0.61	8

#	Field	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
---	-------	----------------	-------	----------------	----------------------------	-------------------	----------	-------------------

#	Field	Strongly agree ▼	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1	Zoo New England's membership program gives you more perks than the others.	0.00% 0	0.00% 0	22.22% 2	22.22% 2	44.44% 4	11.11% 1	0.00% 0
2	Zoo New England's membership program is more affordable and valuable than the others.	0.00% 0	0.00% 0	37.50% 3	37.50% 3	25.00% 2	0.00% 0	0.00% 0
3	Zoo New England recognizes me as a member and I feel special about it than the others.	0.00% 0	12.50% 1	0.00% 0	25.00% 2	37.50% 3	12.50% 1	12.50% 1

Showing rows 1 - 3 of 3

# Q15 - Will you consider to sign up for the zoo's membership after looking at this advertisement?

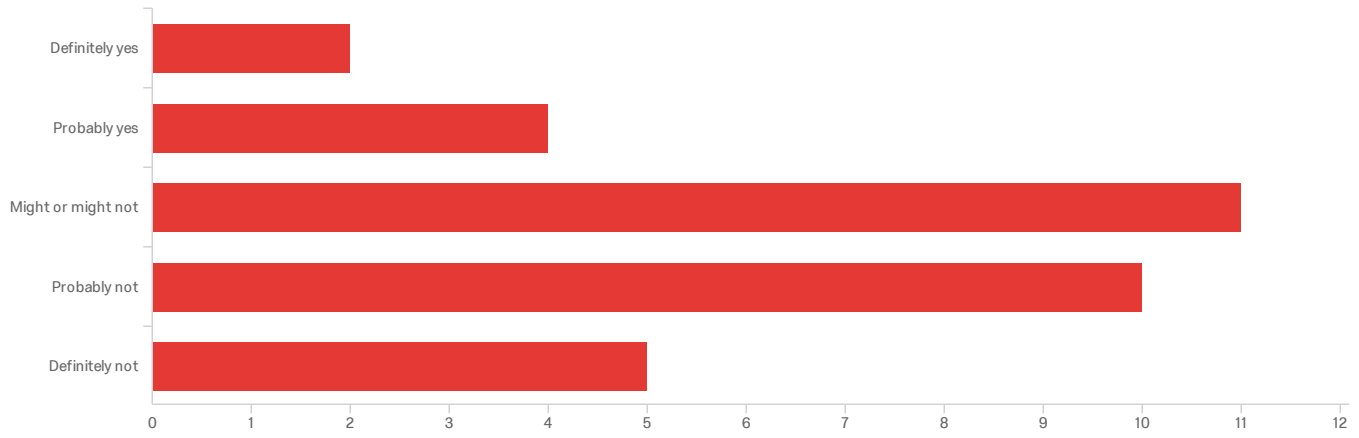


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Will you consider to sign up for the zoo's membership after looking at this advertisement?	2.00	5.00	3.59	0.96	0.93	32

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	15.63% 5
3	Might or might not	28.13% 9
4	Probably not	37.50% 12
5	Definitely not	18.75% 6
		32

Showing rows 1 - 6 of 6

Q17 - Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?

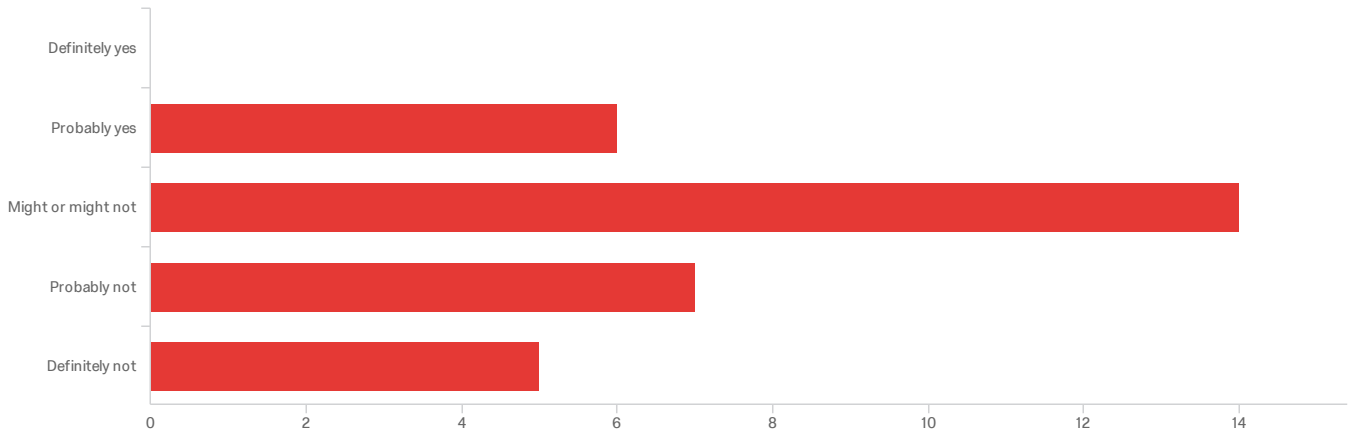


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?	1.00	5.00	3.38	1.08	1.17	32

#	Field	Choice Count
1	Definitely yes	6.25% 2
2	Probably yes	12.50% 4
3	Might or might not	34.38% 11
4	Probably not	31.25% 10
5	Definitely not	15.63% 5
		32

Showing rows 1 - 6 of 6

Q19 - Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?

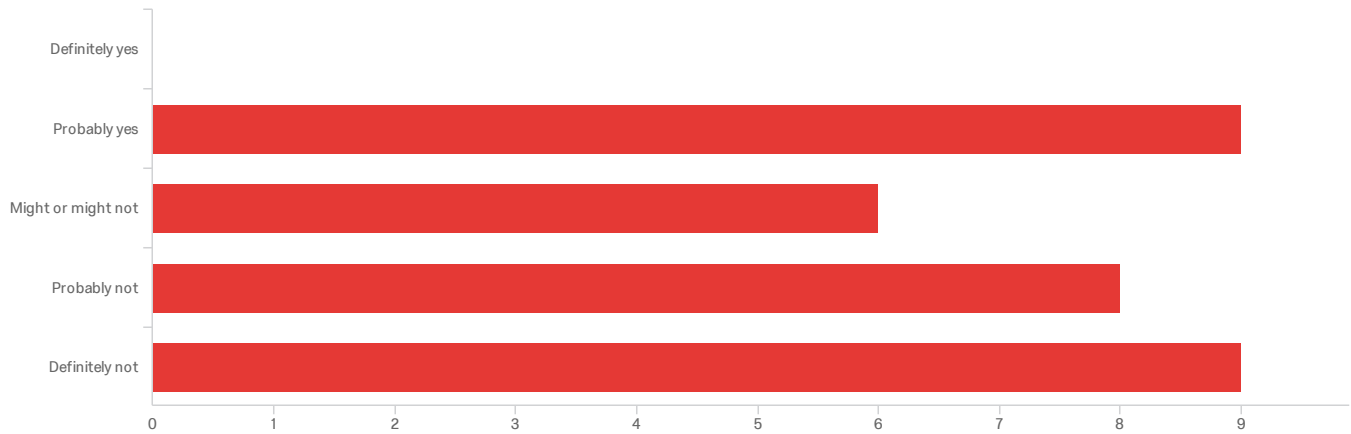


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you think this advertisement in the zoo will positively influence you to make decisions to purchase the membership?	2.00	5.00	3.34	0.96	0.91	32

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	18.75% 6
3	Might or might not	43.75% 14
4	Probably not	21.88% 7
5	Definitely not	15.63% 5
		32

Showing rows 1 - 6 of 6

## Q21 - Will you consider to purchase this membership after looking at these information?



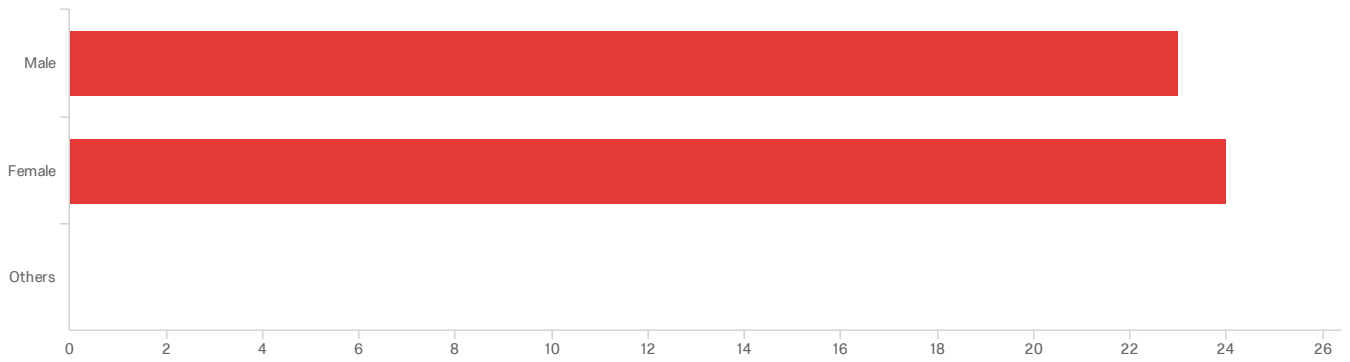
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Will you consider to purchase this membership after looking at these information?	2.00	5.00	3.53	1.17	1.37	32

#	Field	Choice Count
1	Definitely yes	0.00% 0
2	Probably yes	28.13% 9
3	Might or might not	18.75% 6
4	Probably not	25.00% 8
5	Definitely not	28.13% 9
		32

Showing rows 1 - 6 of 6



## D2 - With which gender do you identify?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	With which gender do you identify? - Selected Choice	1.00	2.00	1.51	0.50	0.25	47

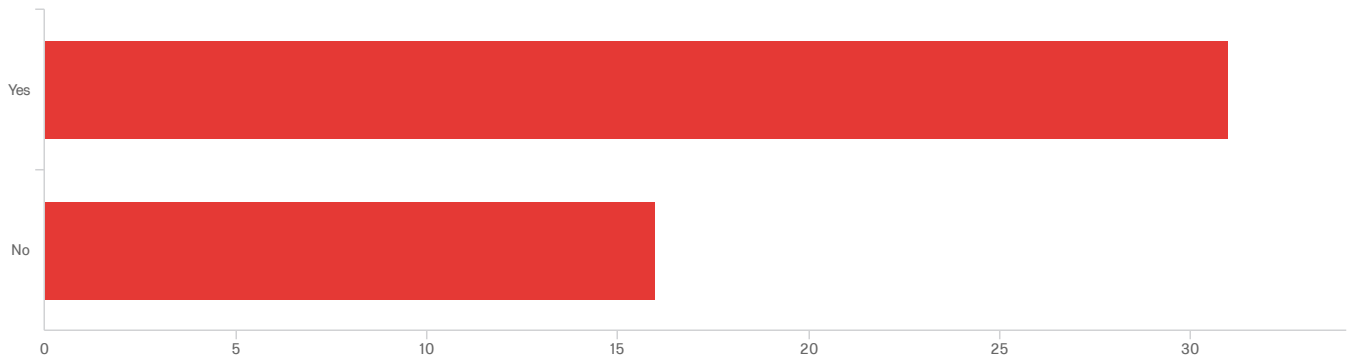
#	Field	Choice Count
1	Male	48.94% 23
2	Female	51.06% 24
3	Others	0.00% 0
		47

Showing rows 1 - 4 of 4

### D2\_3\_TEXT - Others

Others

### D3 - Are you a college student?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you a college student?	1.00	2.00	1.34	0.47	0.22	47

#	Field	Choice Count
1	Yes	65.96% 31
2	No	34.04% 16

47

Showing rows 1 - 3 of 3

## Appendix F Suggested Solutions - Advertisements

DID YOU MADE NEW  
ANIMAL FRIENDS TODAY?



Visit them more often  
by signing up for **MEMBERSHIP** today!

Your **DAY TICKET** that you've paid today  
could be applied towards your membership fee.

\*Your receipt can't be applied online



It's your zoo.



# NOT SURE ABOUT THE MEMBERSHIP YET?

**Try out first,  
and sign-up later!**

Your **DAY TICKET that  
you've paid today**  
could be applied towards  
your membership fee  
within 7 days!

\*Can't be applied online



It's your zoo.



# HAVE YOU CONSIDERED PURCHASING A MEMBERSHIP PASS?

The **DAY TICKET**  
**that you've paid today**  
could be applied towards your  
membership fee NOW at the ticket office

*OR*

You still have **7 days** to consider  
to apply your **DAY PASS** from the visit today.

\*Can't be applied online



It's your zoo.



## ENJOYING YOUR VISIT TODAY?

GET A MEMBERSHIP TODAY  
AND VISIT ME MORE OFTEN!



Your **DAY TICKET** that  
**you've paid today**  
could be applied  
towards your  
membership fee  
within 7 days!  
(Can't be applied online)



## STUDENT or TEACHER?

# \$30

### Discount on Membership

For all  
Members of The Massachusetts Teacher  
Association

*Or*

College and University Students

**Feel free to ask one of our staffs for more details**



It's your zoo.



## Appendix G Suggested Solutions - Priority Lane Signage

# Priority Lane for Membership Holders

Non-members with disability are also welcomed through this lane.



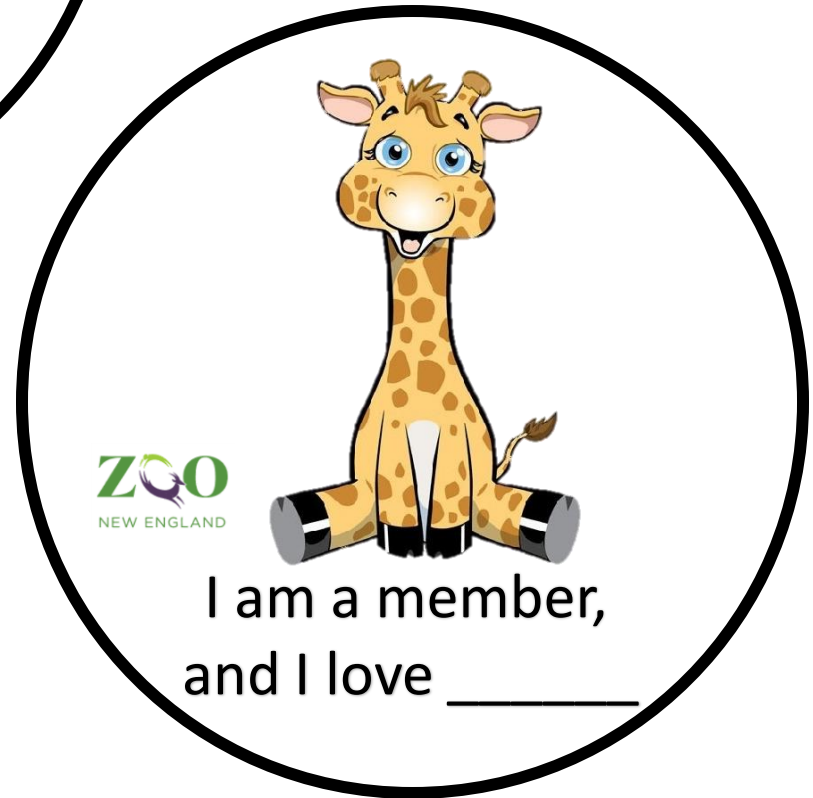


I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_

**Appendix H: Suggested Solutions - Stickers**



I am a member,  
and I love \_\_\_\_\_





I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_



I am a member,  
and I love \_\_\_\_\_



ZOO  
NEW ENGLAND

I am a member,  
and I love \_\_\_\_\_



ZOO  
NEW ENGLAND

I am a member,  
and I love \_\_\_\_\_



ZOO  
NEW ENGLAND

I am a member,  
and I love \_\_\_\_\_

Spring 2020



**ZOO**  
NEW ENGLAND

Red Panda

Spring 2020



**ZOO**  
NEW ENGLAND

Budgerigar

Spring 2020



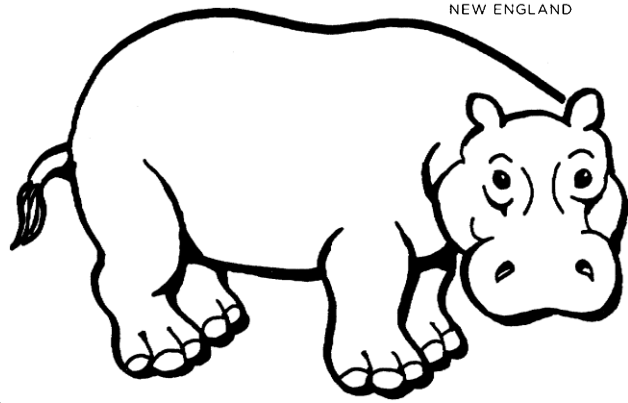
**ZOO**  
NEW ENGLAND

Giraffe

**Appendix I: Suggested Solutions - Stamps**

Spring 2020

**ZOO**  
NEW ENGLAND



Hippo

Spring 2020

**ZOO**  
NEW ENGLAND



Zebra

Spring 2020

**ZOO**  
NEW ENGLAND



Prairie Dog

Spring 2020



ZOO  
NEW ENGLAND

Lion

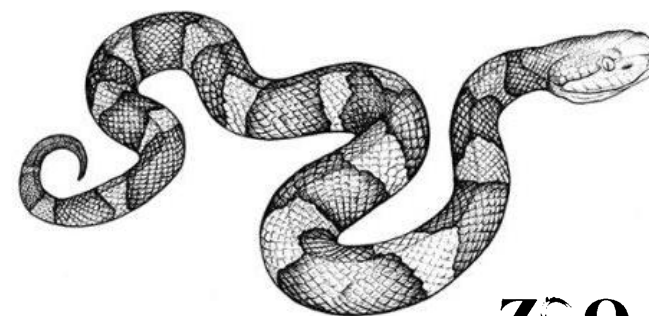
Spring 2020



ZOO  
NEW ENGLAND

Anteater

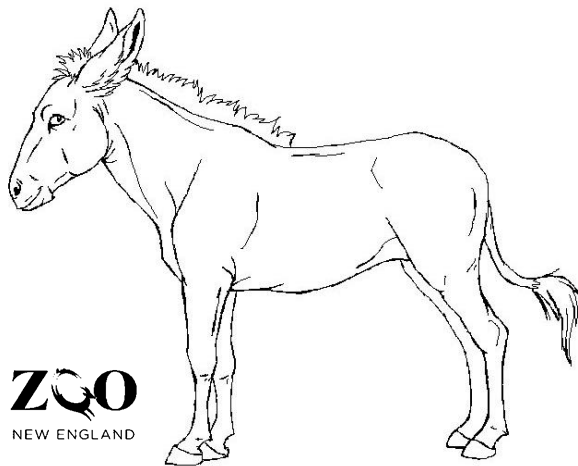
Spring 2020



ZOO  
NEW ENGLAND

Snakes

Spring 2020



**ZOO**  
NEW ENGLAND

Donkey

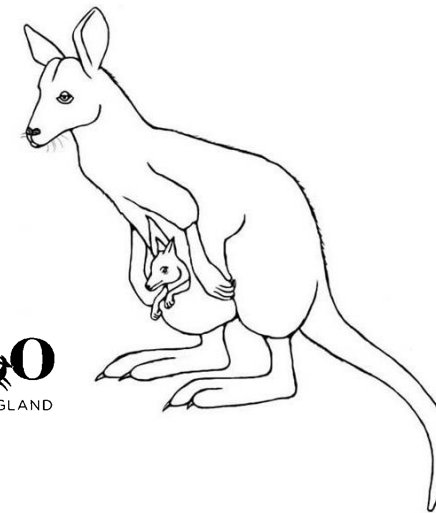
Spring 2020



**ZOO**  
NEW ENGLAND

Gorilla

Spring 2020



**ZOO**  
NEW ENGLAND

Kangaroo

# HAVE YOU CONSIDERED PURCHASING A MEMBERSHIP PASS?

The **DAY TICKET** that you've paid today could be applied towards your membership fee NOW at the ticket office

OR

You still have **7 days** to consider to apply your **DAY PASS** from the visit today.  
\*Can't be applied online

## Find The Perfect Zoo Membership For You!

<b>Individual</b>	Free admission to Franklin Park Zoo & Stone Zoo for one named adult cardholder	\$85
<b>Dual</b>	Free admission for two adult named cardholders OR one named adult cardholder plus an accompanying guest	\$100
<b>Family</b>	Free admission for two named adult cardholders, plus up to four children under 18	\$125
<b>Family Plus</b>	Same as Family, plus up to two accompanying guests (adult or child), who may enter with named member adults	\$150
<b>Friend</b>	<b>Best Value!</b> All of the Family Plus benefits, plus a third named adult cardholder	\$175
<b>Curator</b>	All of the Friend-level benefits, plus eight transferable one-time passes, valid for general admission to either Zoo	\$250
<b>Director</b>	All of the Curator-level benefits, plus a VIP reception with the Director of Zoo New England	\$500
<b>Founder</b>	All of the Director-level benefits, plus a private behind-the-scenes tour	\$1,000

Who do you want to see featured on the next season's stamp collection? Any additional comments?



# Appendix J: Suggested Solutions - Zoo Passport

## EXPLORE YOUR ZOO!

Spring 2020



**ZOO**  
NEW ENGLAND  
Franklin Park Zoo • Stone Zoo



Red Panda



Budgerigar



Giraffe



Hippo



Zebra



Prairie Dog



Lion

Stamps are also sold in gifts shops!  
Zoo Member get 10% discount on all items purchased in gift shops and dining

## Start Your Franklin Park Zoo Stamp Collection TODAY!

New set of stamps collection every season

All of your favorite animals friends featured

**Collect them all!!**

Who do you want to see featured on the next season's stamp collection?

Show your support and your zoo pride by signing up for membership, come back every season!

Don't forget to collect your Zoo Pride Stickers at the entrance if you are already a member.





**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
- Poitou donkey

**4 Kalahari Kingdom/  
Tiger Tales**

- Bactrian camel
- 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

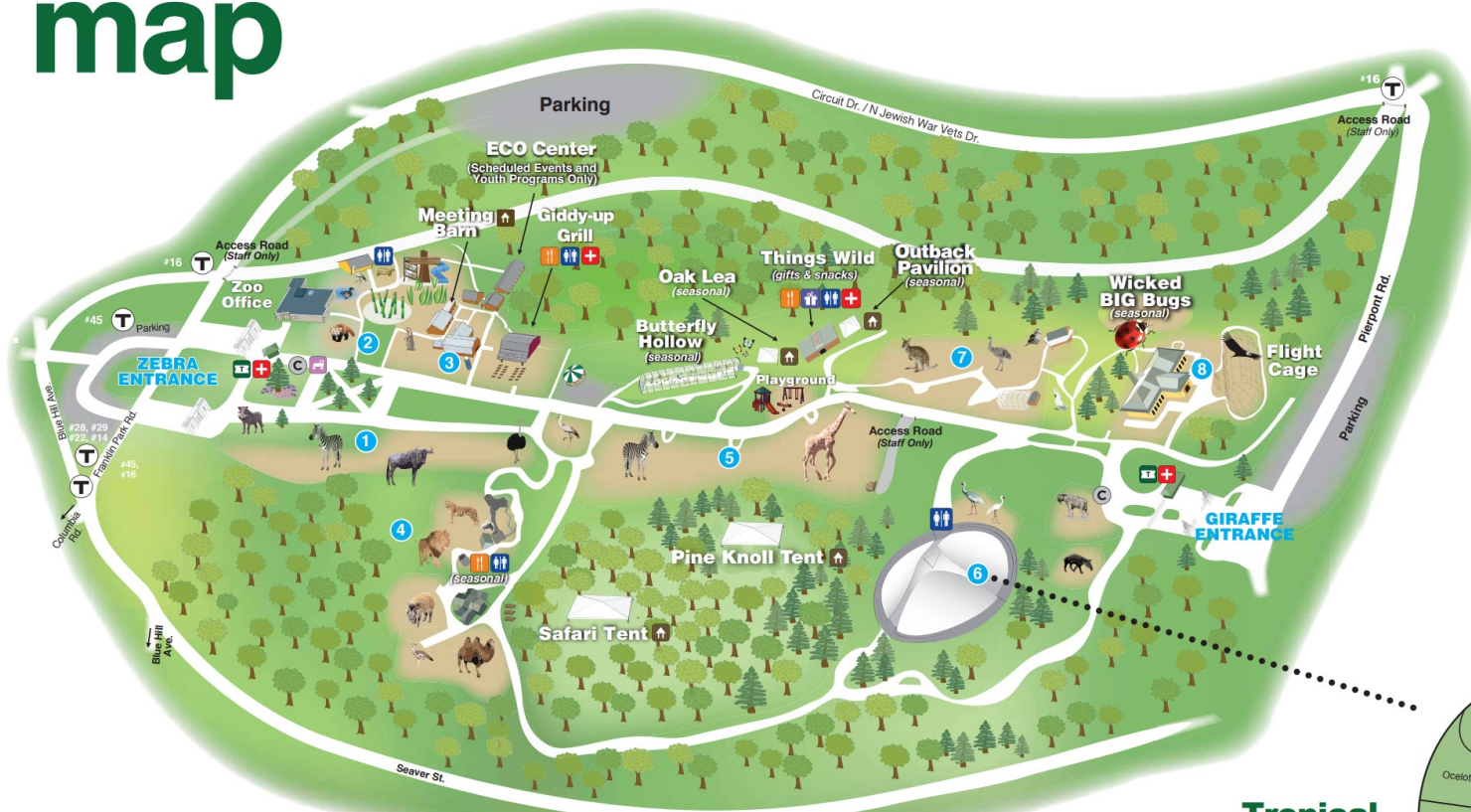
**8 Bird's World**

- Andean condor (Flight Cage)
- Kea

**Exhibits Inside Building:**

- Swamp
- Rainforest
- Scrubland
- Riverbank

# map



**Legend**

- Tickets & Information
- Restrooms
- Rental Area
- Concessions
- Train Ride (seasonal S)
- Gift Shop
- Conservation Kiosk

**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**

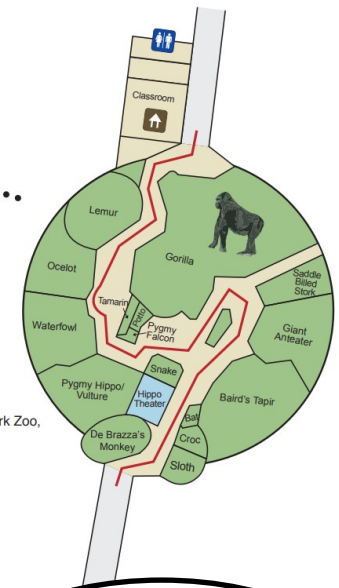
**FIRST AID KITS** are available at both admissions booths, in Things Wild gift shop, in the Giddy-up Grill and the Community Resource Center (Zoo office).



To learn more about Franklin Park Zoo, visit [www.franklinparkzoo.org](http://www.franklinparkzoo.org). 617-541-LION



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



**Tropical Forest**



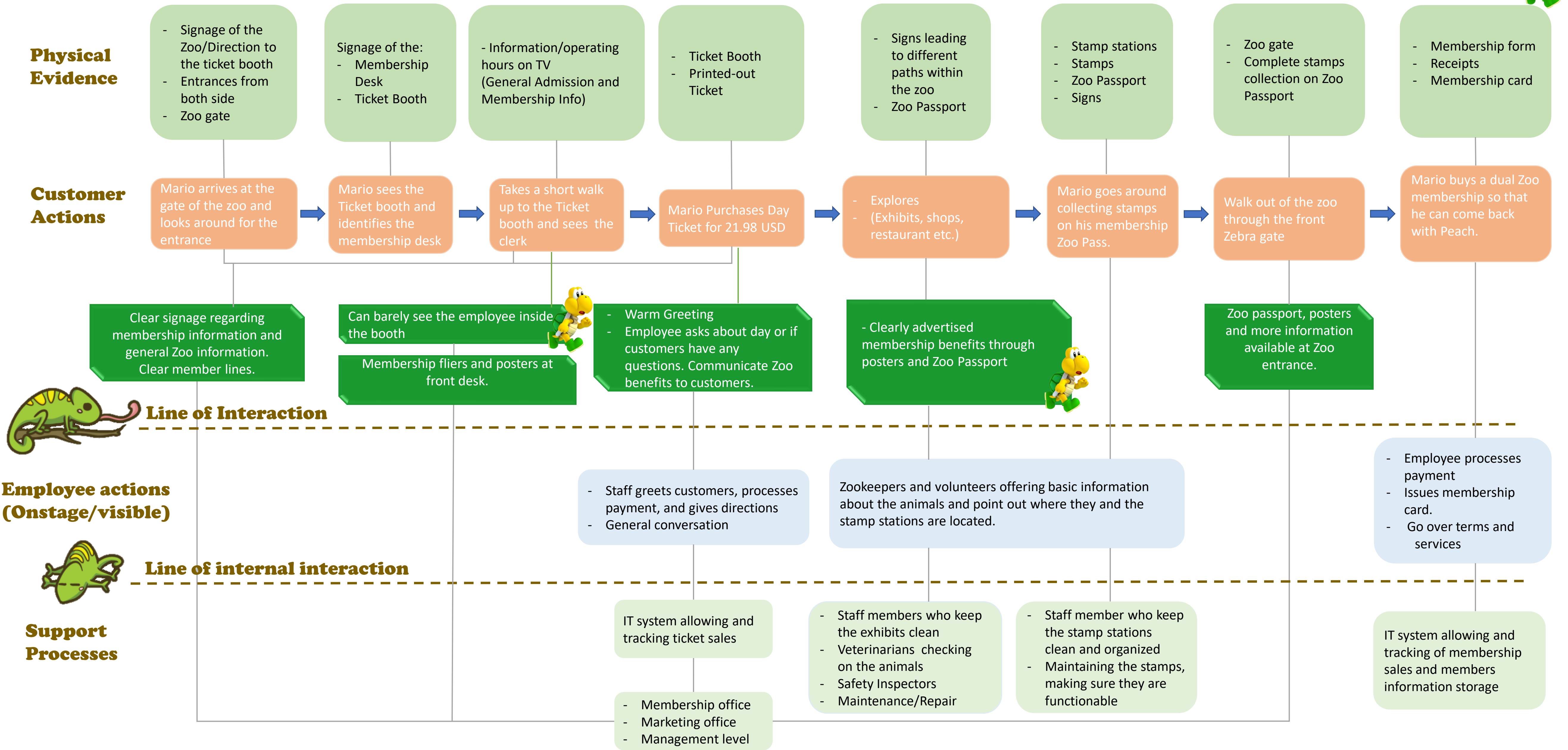
*Thank you for visiting me and all my friends. Please come back and visit again soon. We will miss you.*

*New stamps design every season!*





# Zoo New England Service Blueprint





# Zoo New England Service Blueprint

Resolved bottlenecks and Pain Points

Bottlenecks and Pain Points

**Physical Evidence**

- Signage of the Zoo/Direction to the ticket booth
- Entrances from both side
- Zoo gate

- Signage of the:
- Membership Desk
  - Ticket Booth

- Information/operating hours on TV (General Admission and Membership Info)

- Ticket Booth
- Printed-out Ticket

- Signs leading to different paths within the zoo
- Zoo Passport

- Stamp stations
- Stamps
- Zoo Passport
- Signs

- Zoo gate
- Complete stamps collection on Zoo Passport

- Membership form
- Receipts
- Membership card

**Customer Actions**

Mario arrives at the gate of the zoo and looks around for the entrance

Mario sees the Ticket booth and identifies the membership desk

Takes a short walk up to the Ticket booth and sees the clerk

Mario Purchases Day Ticket for 21.98 USD

- Explores (Exhibits, shops, restaurant etc.)

Mario goes around collecting stamps on his membership Zoo Pass.

Walk out of the zoo through the front Zebra gate

Mario buys a dual Zoo membership so that he can come back with Peach.

Clear signage regarding membership information and general Zoo information. Clear member lines.

Can barely see the employee inside the booth  
Membership fliers and posters at front desk.

- Warm Greeting
- Employee asks about day or if customers have any questions. Communicate Zoo benefits to customers.

- Clearly advertised membership benefits through posters and Zoo Passport

Zoo passport, posters and more information available at Zoo entrance.

**Line of Interaction**

**Employee actions (Onstage/visible)**

- Staff greets customers, processes payment, and gives directions
- General conversation

Zookeepers and volunteers offering basic information about the animals and point out where they and the stamp stations are located.

- Employee processes payment
- Issues membership card.
- Go over terms and services

**Line of internal interaction**

**Support Processes**

IT system allowing and tracking ticket sales

- Membership office
- Marketing office
- Management level

- Staff members who keep the exhibits clean
- Veterinarians checking on the animals
- Safety Inspectors
- Maintenance/Repair

- Staff member who keep the stamp stations clean and organized
- Maintaining the stamps, making sure they are functional

IT system allowing and tracking of membership sales and members information storage