



N E W E N G L A N D

Franklin Park Zoo ♦ Stone Zoo

# SERVICE DESIGN PROJECT

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# AGENDA OVERVIEW



**1. Executive Summary**



**5. Our Solution**



**2. Target Customer**



**6. Competitor Analysis**



**3. Research Method and Findings**



**7. Implementation & Further  
Research**



**4. Management Decision Problem**

# EXECUTIVE SUMMARY

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 conservation programs, research, and education.

Our goal is to provide families with **wholesome unforgettable experiences**, and, through these and other initiatives, **foster a community of advocates** that support the zoo and share their passion for it with others. Through engaging with both zoo members as well as one-time visitors, we learned that **membership awareness** is usually spread via **word-of-mouth** and through current members bringing their friends & family.

# EXECUTIVE SUMMARY

(CONTINUED)

Through this project, we propose to implement a **referral program** wherein current members are rewarded for bringing in new members through **exclusive merchandise, access to special events, and discounts on membership renewal**. This strategy not only incentivises member acquisition, but also works to encourage member retention. To **build further awareness** among and **foster a closer relationship** with current zoo membership holders, we will **send out member-exclusive web content** as well as utilize **direct mail advertising**. We are committed to aggressively building our client base and enhancing every visitor's experience.

# WHO IS OUR TARGET CUSTOMER?



21-34  
years old

Has children  
between the ages  
1-13

Middle-class  
income

- Thinks that zoos and aquariums primarily **educate children on how humans can better protect and care for animals** and their habitats
- Cares to experience vacation-like experience with economic feasibility
- Reads email and engages with social media

# RESEARCH METHOD: IN-PERSON INTERVIEWS

- Held qualitative interviews in person at the Franklin Park Zoo with **12** families
- We tailored each interview to the customer profile
  - Questions for members
  - Questions for non-members
- **67%** of them had memberships

## Initial question:

- Name
- Age
- Are you a member of the zoo?

### 1. For members:

- a. Why did you come to the zoo?
- b. What do you like about the zoo?
- c. What value did you see in getting the membership?
- d. What keeps making you come back to the zoo?
- e. What do you enjoy most about your membership?
- f. After how many visits did you purchase your membership?
- g. How did you learn about the membership program? How did you make the decision?
- h. Would you recommend the membership to other people?

### 2. For non-members:

- a. Why did you come to the zoo?
- b. What do you like about the zoo?
- c. How many times have you come to the zoo?
- d. Why are you not part of the membership program?
- e. What would make you come back to the zoo?
- f. Would you buy it online?
  - i. Skip the line and buy your ticket online



**COMMON THEME IN MEMBERSHIP ACQUISITION CHANNEL:  
WORD-OF-MOUTH ENCOURAGEMENT**

# RESULTS FROM CUSTOMER RESEARCH

*Anna, mom and Zoo member for 6 months.*



"I found out about the zoo membership program **through my friend** who loves bringing her kids here all the time."

"I've told my friends about the zoo and they have also gotten memberships. And I think it would be **great to receive something when I bring people in.**"

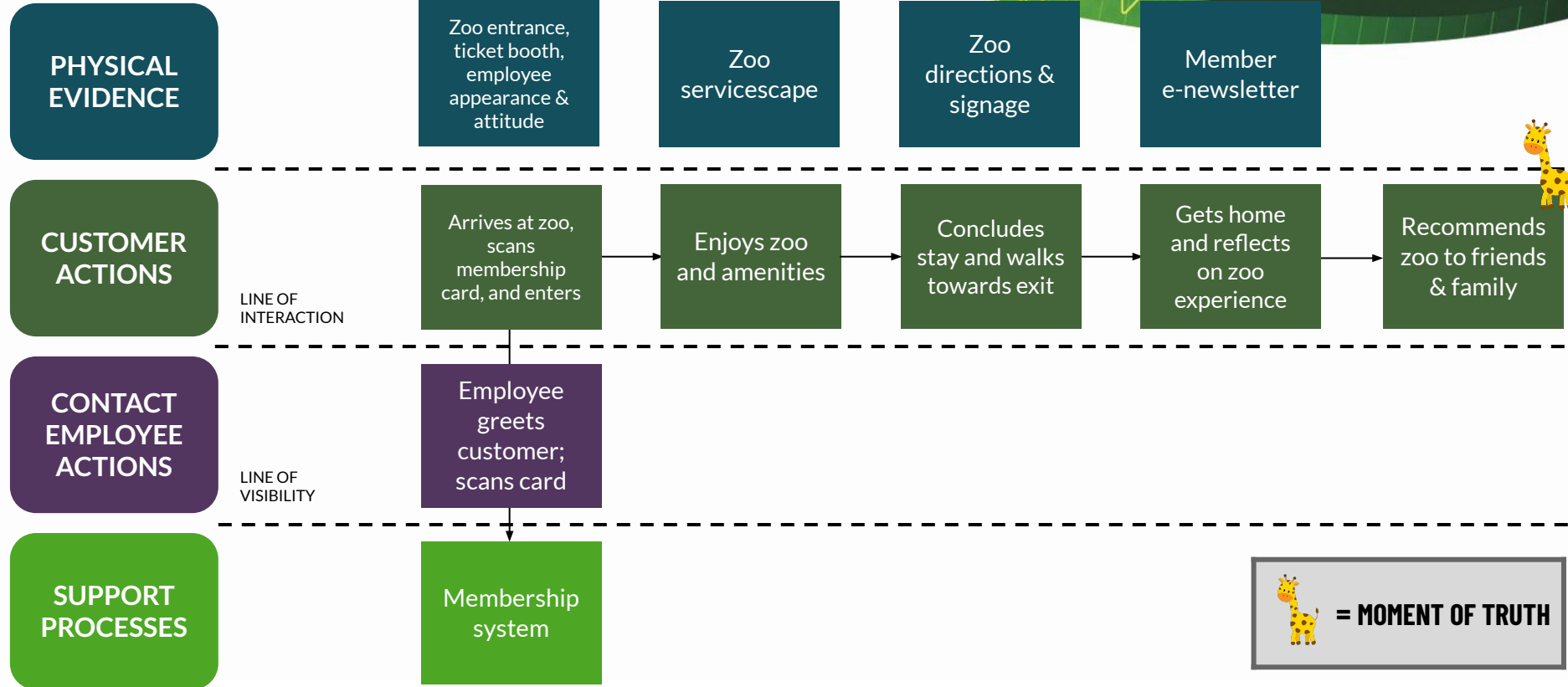
**Todd**, dad and zoo member for 2 years.





# MAPPING THE CUSTOMER JOURNEY

## CURRENT MEMBER VISITING THE ZOO

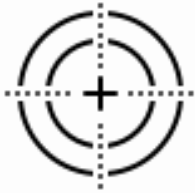


# MANAGEMENT DECISION PROBLEM

Current members are **not incentivized enough** or rewarded **for communicating the value** of their zoo membership to their friends and family.

# OUR PROPOSED SOLUTION

Implement a member referral program



## 1. Identify target customer

*Current members*



## 2. Determine program incentives

*Discounts and special events*



## 3. Create referral section in sign-up form

*Print and online materials*



## 4. Promote, promote, promote!

*Multi-channel strategy and Content Marketing*

# SECONDARY RESEARCH REFERRAL PROGRAM

**92%**  
OF CUSTOMERS

Will trust a referral if it is given from someone they know.

([Nielsen](#), 2013)

**4x**  
MORE LIKELY

To make a purchase if referred to it by a friend.

**NEW  
SEGMENT**

*"Referrals have the power to bring in a brand new audience for your association."*

([Web Scribble](#), 2018)

**SAVE \$  
AND TIME**

Once you set up a member referral program, you can sit back and wait for the results.

# INCENTIVES FOR MEMBER REFERRALS

**EXCLUSIVE  
APPAREL  
AT GIFT STORE**

*Offer member-only gifts/tangibles such as a free t-shirt or souvenir*

**SPECIAL EVENTS  
FOR FIVE  
REFERRALS**

*Storytime & Mystery Animal Encounter: offer existing event to member + 5 referees*

**EXCLUSIVE (**AND  
FREE!**) WEB  
CONTENT**

*Members-only magazine/newsletter and exclusive animal updates*


**DISCOUNT FOR  
CURRENT  
MEMBERS**

*Offer discount in membership renewal to increase renewal rates & boost overall member retention*

# EXECUTING A TESTING PHASE

You are purchasing the following items

Qty	Item	Guest	Price
1	Individual Membership Free admission to Franklin Park Zoo & Stone Zoo for one named adult cardholder.	ADD/CHANGE MEMBER GUEST REQUIRED!	\$ 85.00
1	Web service fee		\$ 0.50
			Sale Total: \$ 85.50
			Discount(s): \$ 0.00
			Subtotal: \$ 85.50
			Tax: \$ 0.00

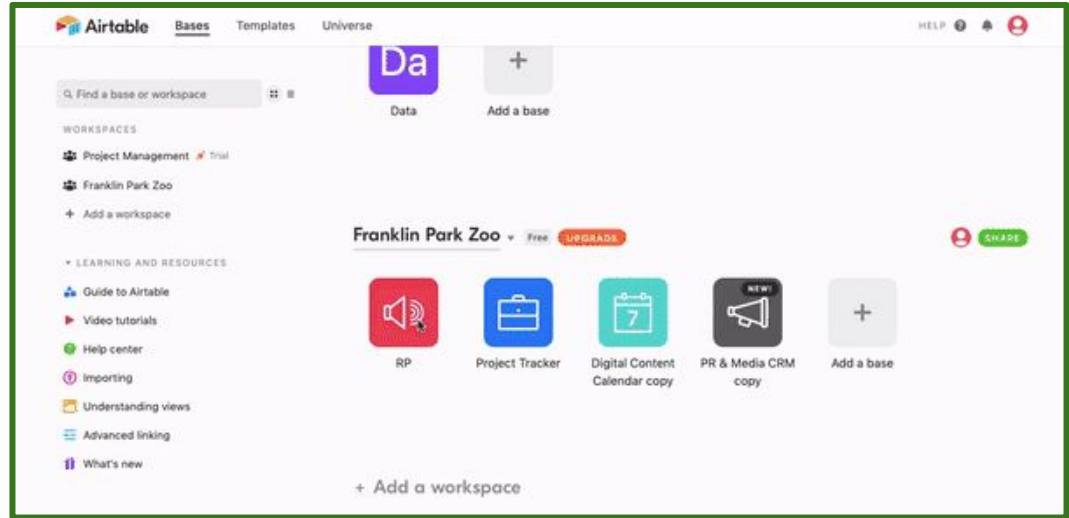
 **Add Donation**  
I want to support Zoo New England.

Did someone refer you? If so, who?

Have a Promo Code?

Total \$ 85.50

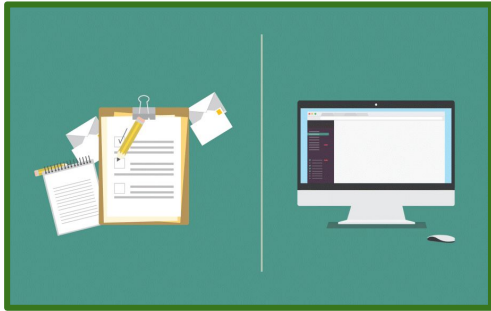
**STEP 1:** Add referral section in sign-up



The screenshot shows the Airtable interface. At the top, there are navigation tabs for 'Bases', 'Templates', and 'Universe'. A search bar is present with the text 'Find a base or workspace'. Below this, there are sections for 'WORKSPACES' and 'LEARNING AND RESOURCES'. The 'WORKSPACES' section shows a workspace named 'Franklin Park Zoo' with a 'Free' status and an 'UPGRADE' button. Below the workspace name, there are several icons representing different project management tools: 'RP' (a red speaker icon), 'Project Tracker' (a blue briefcase icon), 'Digital Content Calendar copy' (a teal calendar icon), 'PR & Media CRM copy' (a dark grey megaphone icon), and 'Add a base' (a grey plus icon). The 'LEARNING AND RESOURCES' section includes links for 'Guide to Airtable', 'Video tutorials', 'Help center', 'Importing', 'Understanding views', 'Advanced linking', and 'What's new'. At the bottom, there is a '+ Add a workspace' button.

**STEP 2:** Use collaborative and easy-to-use software like *AirTable* to keep track of all referrals

# EXECUTING A TESTING PHASE



**STEP 3:** Assign specific referral codes to each individual after being entered in the database  
*(to keep track and run reports!)*



**STEP 4:** Send a custom “*Thank you!*” to current members who referred someone new

# EXECUTING A TESTING PHASE



## PROMOTION STRATEGY:

- Send one-time email to current members
  - Discuss program, how it works, and incentives/benefits members can receive
- Include it in newsletter
- Social media channels
- Contact 'mommy' blogs



# VALUE PROPOSITION

Our service solution will have an impact in boosting both overall membership **acquisition** and member **retention**, as it will get new members through the door and retain our current members by **offering discounts and special programs** better than our competitors.



# AN OVERVIEW OF OUR COMPETITION

	BENEFITS	PRICE	REFERRAL?
 <b>New England Aquarium</b>	Express admission, member-only magazine, SeaMail, discount for guests, exclusive events, discount on apparel and dining purchases, and discounted parking	\$109 for individual + 1 guest	Reward Volunteers
 <b>BOSTON CHILDREN'S MUSEUM</b>	Free express admission, member-only hours, free admission to other museums, discount to more museums, discounts on memberships you give as gifts	\$170 for individual + 3 guests	Discount for new members
 <b>Museum of Science</b>	Free entry + 2 bonus passes (1 member + 2 guests), discounts to certain exclusive areas, members-only events, and museum overnights	\$95 for individual + 1 guest	None

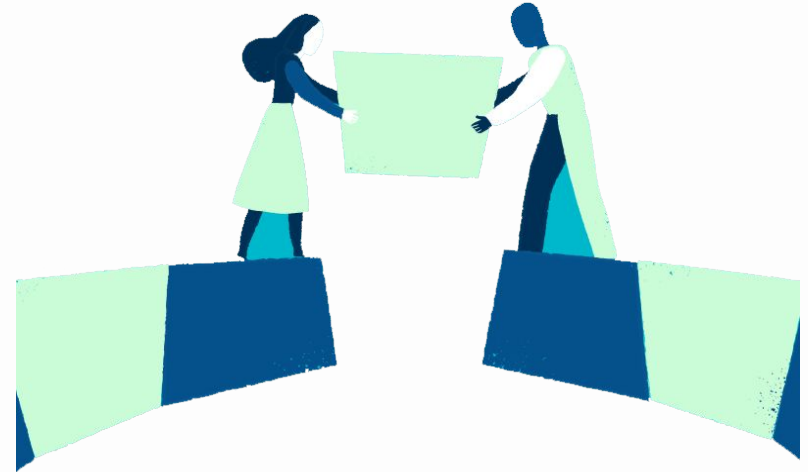
# CLOSING THE SERVICE DESIGN GAP

(OF MEMBERSHIP PROGRAM)

- **Effective** service design
- **Ability** to connect service design to service positioning (*retention & acquisition*)
- Presence of **process management** to focus on members' requirements over time
- Presence of a **more streamlined, formalized process** for setting service quality goals (*related to satisfaction metrics*)

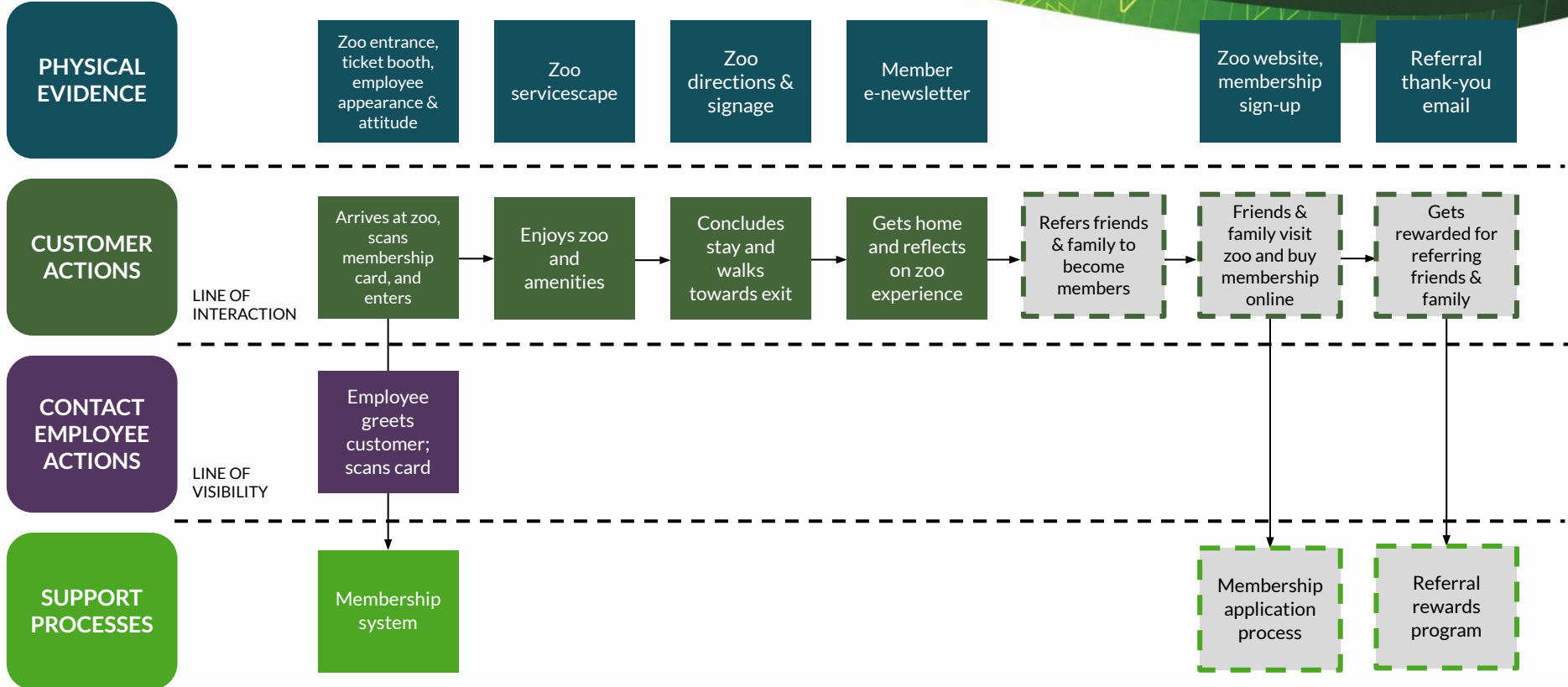
Customer-driven  
service design &  
standards

Perceptions of  
customer  
expectations



# SERVICE BLUEPRINT WITH SOLUTION

## CURRENT MEMBER VISITING THE ZOO



# THE 7 P'S OF OUR SOLUTION

## PHYSICAL EVIDENCE

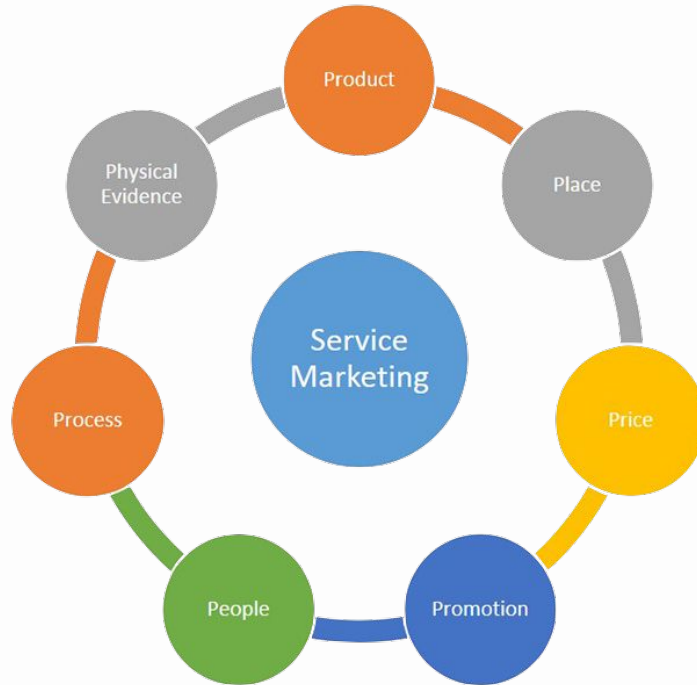
New referral field in membership sign-up, external communications.

## PROCESS

New support process to track membership referrals and to give rewards upon successful referrals.

## PEOPLE

Member acquisition through successful referrals and member retention through referral rewards.



## PRODUCT

Incentives include exclusive apparel, access to web content, and special events.

## PLACE

Online through promotional campaigns, project management, and program tracking.

## PRICE

Membership discount included for both referring as well as referred members.

## PROMOTION

Incentivizes members to promote zoo membership via word-of-mouth.

# FURTHER RESEARCH



## Additional Customer Research

1. Interviews/surveys with only current members to validate the potential for success of the referral program.

*How many first-time visitors heard about the zoo via WOM from family/friend?*



## Cost Information

1. What would be the cost of offering discounts on most sold items in gift shop?
2. Is it possible to offer a discount to new members if someone referred them? *(Along with technology capabilities)*




## Tech Capabilities

1. Are we able to implement a referral program platform within current technology?
2. Do we have the number of employees to take the lead on this?



**THANK YOU.**



# APPENDIX



# IDEA PROPOSAL TO STAKEHOLDERS

“So I’ve been in this department for about three years now, and I don’t think it’s been brought up in that time. If you have any ideas on what incentives would make people refer then we’d definitely appreciate that.”

- **Roisin Morgan**, *Manager of Membership & Guest Experience*

# ANALYZING A TESTING PHASE

- Determine which incentives are **most successful**
  - Test several discounts, exclusive events, etc.
- Defining most effective marketing channels of communication
- Change into a referral program marketing platform if capital is available
  - [Capterra's #1 rated option: Buyapowa and Referral SaaSquatch](#)

# STATISTICS ON IMPORTANCE OF INCENTIVES

5

referrals

Promotional gifts will generate 5 referrals from satisfied customers, on average.

44%

increase

In campaign effectiveness when promotional gifts and incentives are added to referral program.

# FURTHER RESEARCH ON WORD-OF-MOUTH EFFECTIVENESS

“92% of people trust recommendations from friends and family over any other type of advertising” ([Nielsen](#), 2012)

**Organic WoM** = current Zoo strategy

**Amplified WoM** = referral program strategy

- Grow sales without ad spend
- Build a community - brand loyalty
- 90% brand trust