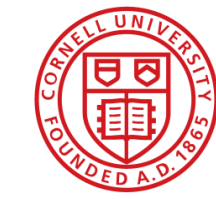# Merlin Entertainments

Business Project

50575, 48342, 43346, 43519, 46935, 46423

How to use digital in the end-to-end guest journey to ensure loyalty and repeat visitation for Merlin?

Link to video presentation
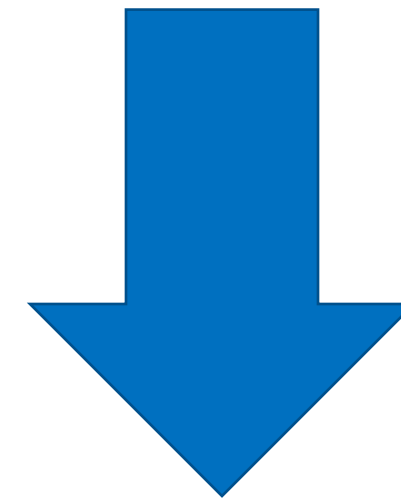
https://youtu.be/c7VUbPmE3iI

Our Agenda

01 ——— Our Team

02 ——— Problem Statement & Scope

03 ——— Literature Review

04 ——— Benchmarking Analysis

05 ——— Methodology

06 ——— Survey Results & Analysis

07 ——— Recommendations

08 ——— References & Appendix

MERLIN
ENTERTAINMENTS

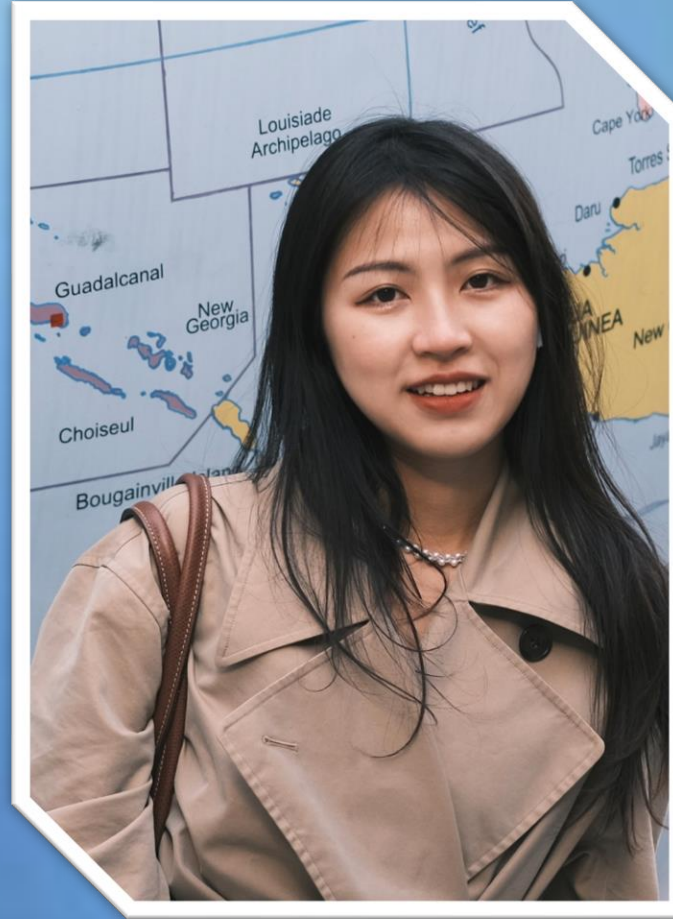# Our Team
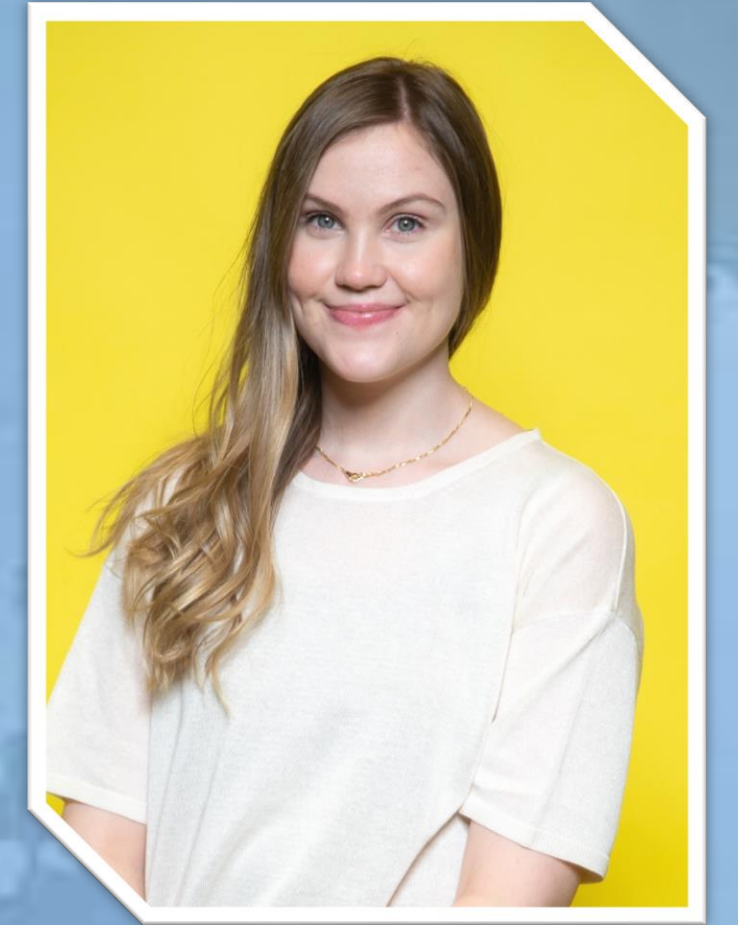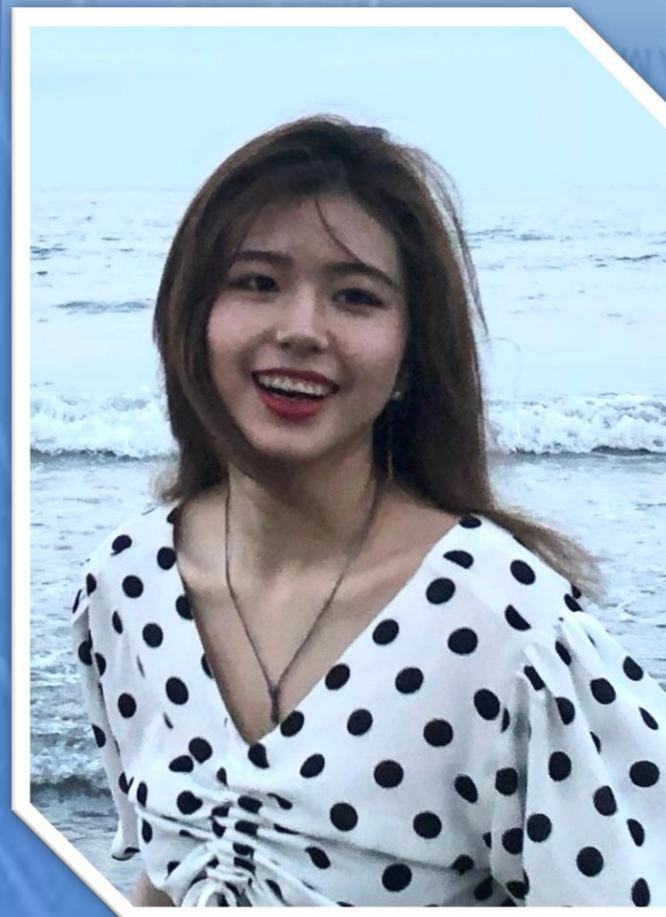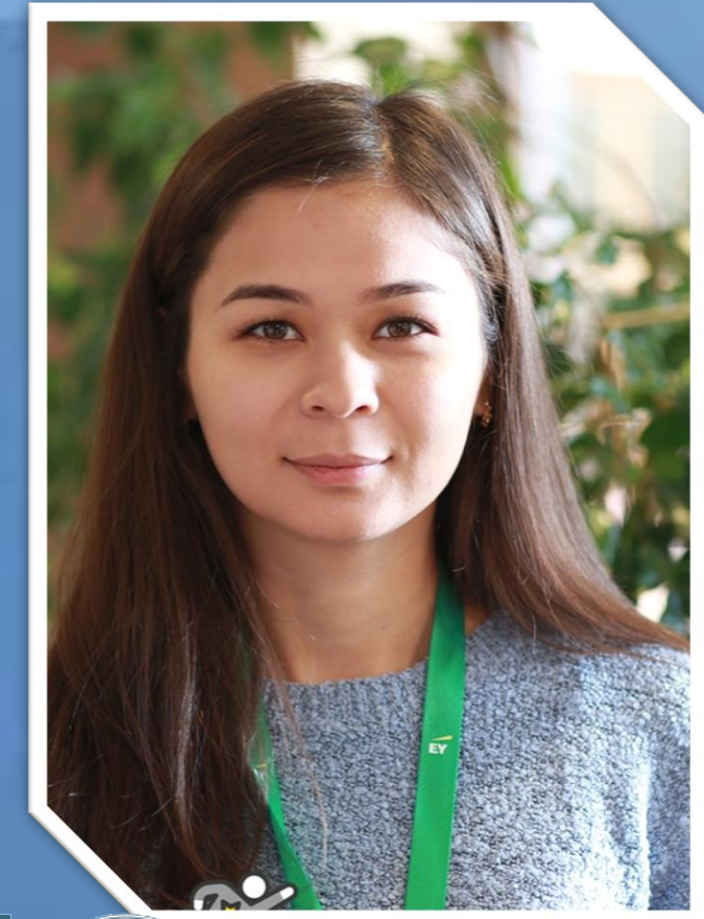
Problem Statement & Scope

Multiple challenges and objectives identified related to digital customer journey, loyalty & brand stickiness

Merlin Entertainments is a **global leader** in location-based, **family entertainment** and the owner of multiple **brand experiences** all over the world, such as **LEGOLAND Discovery Centre (LDC)**, SEA LIFE, Madam Tussauds and many others

PROBLEM STATEMENT

How to use digital in the end-to-end guest journey to ensure loyalty and repeat visitation for Merlin?

01

PROJECT FOCUS

Midway attractions:

- Visitation time of 60-120 minutes

- Located in city centres, urban malls/resorts

- Attractions targeting local customers and tourists

- LEGOLAND Discovery Centre (LDC)

02

IDENTIFIED CHALLENGES

- CRM practices in the beginning stage

- Underutilization of current CRM system Salesforce

- Lack of data collection & scattered data platforms

- Lack of personalisation and digital touchpoints

03

OBJECTIVES

Identifying...

1. Current customer journey pain points & delights
2. Best CRM and loyalty practices through benchmarking and customer insights
3. Opportunities for digital engagement throughout customer journey

Out of scope: Business model analysis, metrics suggestions, focus group discussions

04

Project timeline and deliverables throughout the 13-week completion period

Problem Statement & Scope

Project Kick-off
- First client-meeting and scope definition
- Allocation of roles in team

Method design
- Development of methodological approach
- Survey design

Recommendations
- Providing recommendations based on literature, benchmarking & customer survey
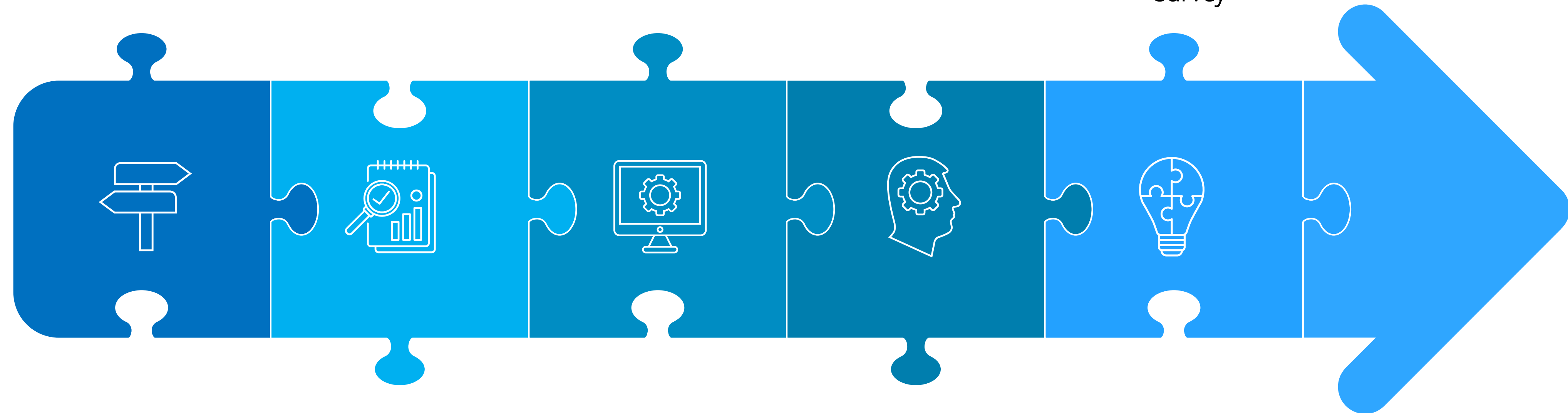
Literature Review & Benchmarking
- Academic literature review
- Non-direct competition benchmarking

Data Collection & Analysis
- Online customer survey launch for LEGOLAND Discovery Centre
- Qualitative & quantitative insights
- Analysis of results

Literature Review

In order to get a **better understanding** of the problem statement and identified challenges, we dove deeper into **3 key areas of research**

CRM

Merlin is at a beginning stage with its CRM system and practices.
A holistic view of the best practices and their impact is needed.

Brand Loyalty

Encouraging revisitation for midway attractions has proven to be challenging.
A view of the drivers of brand loyalty can help identify best strategies for Merlin.

Customer Journey Mapping

Mapping the current customer journey pain points and delights is at the focus of our research.
Literature insights are needed to construct our customer survey.

A realistic customer journey map can help the company better **understand its pain points and foster innovation**

Customer journey mapping (CJM) visually **depicts the sequence of events** through which customers may **interact with a service organization** during an entire purchase process

Developing the horizontal axis with customer research

Developing the vertical axis for service innovation

- Begin the CJM process by meeting with **management team** to **identify the touchpoints** customers might experience during a trip

- **Categorize the touchpoints** into periods: those that transpire before, during, and after service

- Select the vital touchpoints based on **marketing research** and **customer surveys**

- The vertical axis should also depict **managerial cross-functional actions** within a service system that are inextricably **linked to the touchpoints**, as doing so connects the CJM process with **service blueprinting and service innovation**

- Developing the vertical axis of the customer journey map by focusing on **managerial practices** that help ensure **customers experience** of each **touchpoint** in a satisfactory manner

Customer journey mapping helps companies identify pain points and delights in customer experience and fosters innovation

Investing in digital & social CRM can help build **stronger customer relationships** and **enhance company performance**

Demirel & Demokaan (2022) present empirical evidence from an online survey examining how customer-centered management systems contribute to CRM through the use of digital services
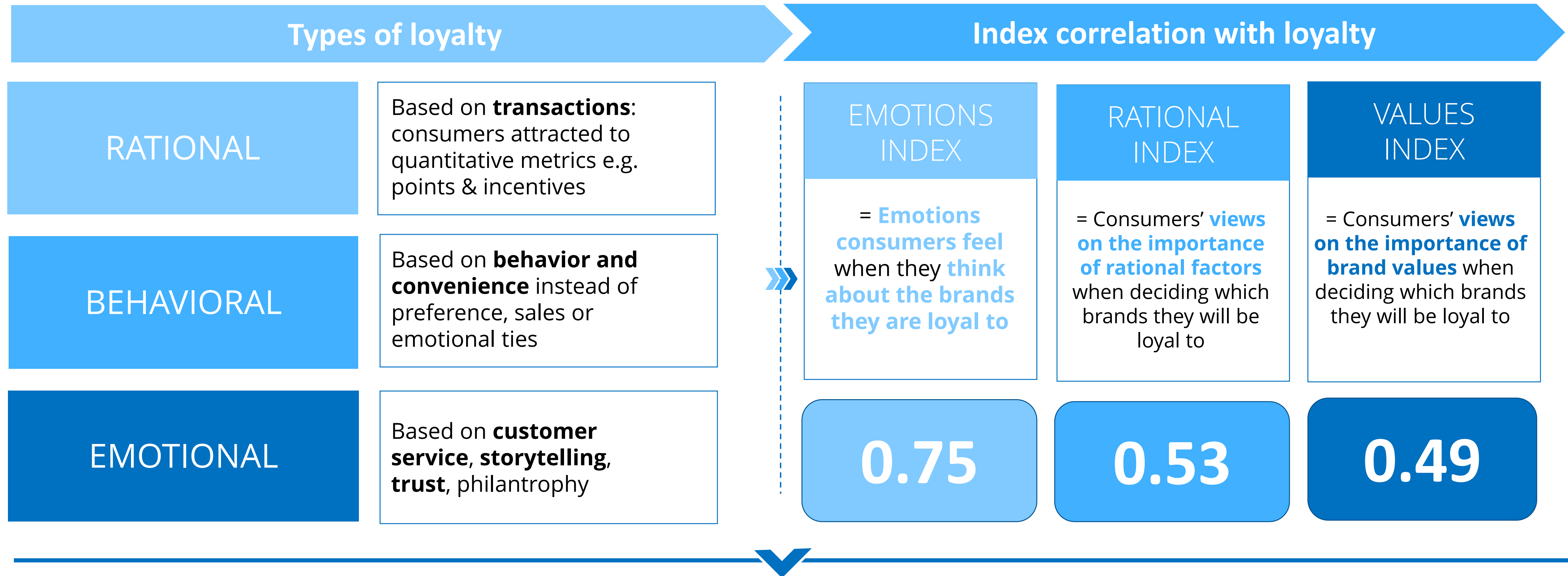
Findings

- Empirical evidence finds most of the dimensions of **digital service quality in CRM** favor the development of **customer satisfaction**

- However, companies should gain **credibility for customers** by designing services according to **customer preferences**

- **Social CRM** fosters dialogue facilitation & customer engagement in co-creating customer experience through five approaches

  1. Collecting, analysing & interpreting **customer insight**
  2. **Monitoring** an improving CRM performance
  3. Developing holistic and seamless **personalized customer experiences**
  4. **Gamifying** CRM and loyalty programmes
  5. Nurturing **community relationship management**

Results

- Higher customer satisfaction with digital services can lead to **superior firm performance**

- By focusing on **building trust, enthusiasm & sensitivity** with customers, companies can build **stronger customer relationships**

- **Social CRM** technologies moves customer relationship toward a process of **engaging rather than managing** people and builds **trust** and **brand loyalty**

Digital and social CRM can help companies build consumer trust, loyalty and improve firm performance

Source: Demirel & Demokaan (2022), Sigala (2018)

Many brands **limit themselves** to **rational loyalty** as opposed to **emotional loyalty**

Emotional loyalty entails a **deeper level of commitment** to the brand because the emotional tie goes **beyond economic incentives**
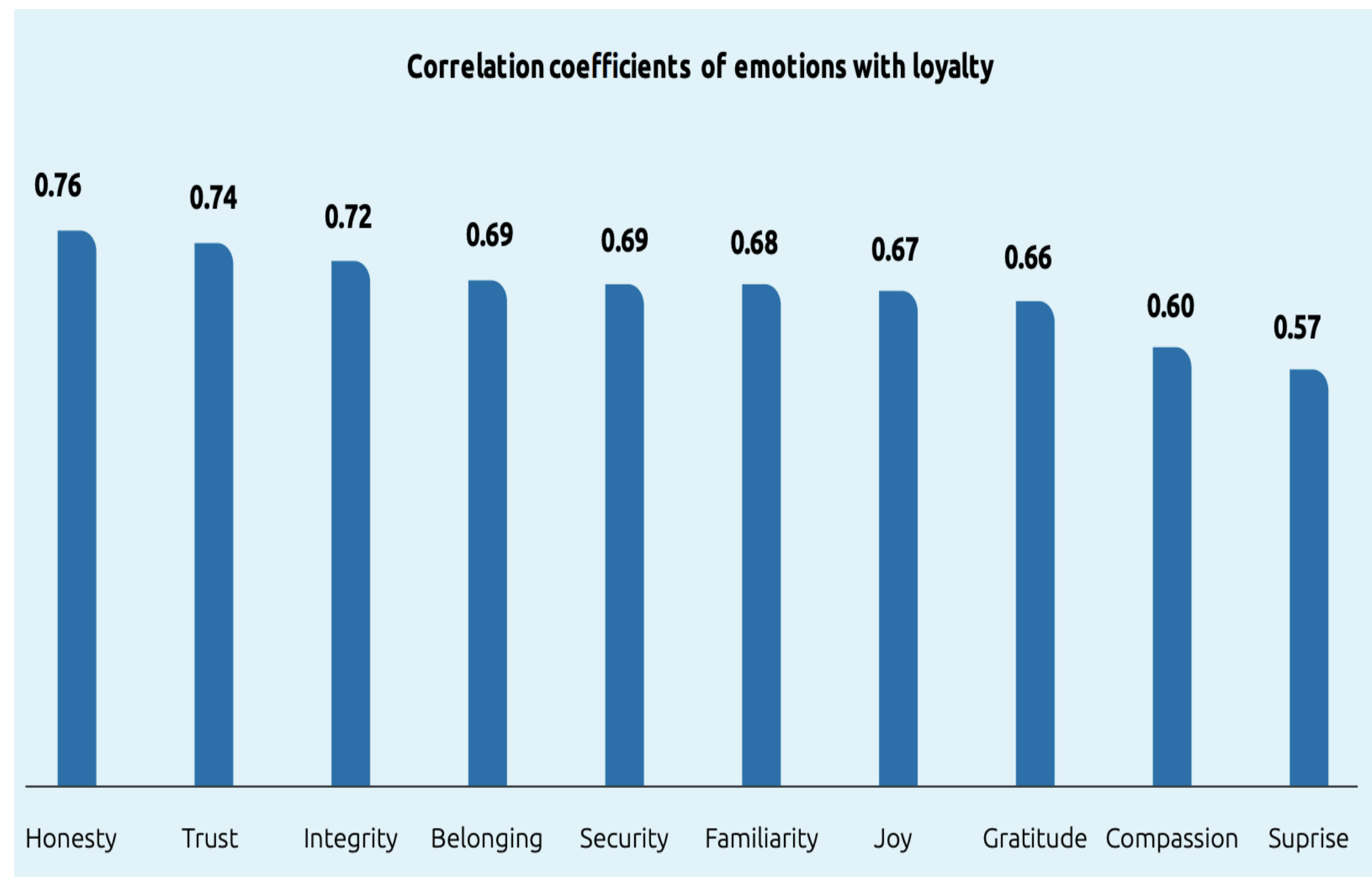
Types of loyalty		Index correlation with loyalty		

RATIONAL

Based on **transactions**: consumers attracted to quantitative metrics e.g. points & incentives

BEHAVIORAL

Based on **behavior and convenience** instead of preference, sales or emotional ties

EMOTIONAL

Based on **customer service**, **storytelling**, **trust**, philantrophy

EMOTIONS INDEX	RATIONAL INDEX	VALUES INDEX
= **Emotions consumers feel** when they **think about the brands they are loyal to**	= Consumers' **views on the importance of rational factors** when deciding which brands they will be loyal to	= Consumers' **views on the importance of brand values** when deciding which brands they will be loyal to
0.75	**0.53**	**0.49**

Emotions have the strongest impact on loyalty

Capgemini: Loyalty Deciphered (2017)

Emotionally engaged consumers **spend more** and **promote brands** they are loyal to

Emotional loyalty entails a **deeper level of commitment** to the brand because the emotional tie goes **beyond economic incentives**

Emotion correlation with loyalty

Consumer behaviour

Correlation coefficients of emotions with loyalty

Honesty	Trust	Integrity	Belonging	Security	Familiarity	Joy	Gratitude	Compassion	Suprise
0.76	0.74	0.72	0.69	0.69	0.68	0.67	0.66	0.60	0.57

70% of consumers with **high emotional engagement** spend up to **two times** or more on brands they are loyal to

81% of consumers with **high emotional engagement** **promote a brand** they are loyal to among family and friends

Honesty and **trust** have the **greatest influence** on loyalty

Emotionally engaged consumers **spend more and promote brands** they are loyal to

Capgemini: Loyalty Deciphered (2017)

A balanced approach of emotional and rational loyalty tactics needed

Emotional loyalty entails a **deeper level of commitment** to the brand because the emotional tie goes **beyond economic incentives**

Combined approach

80%
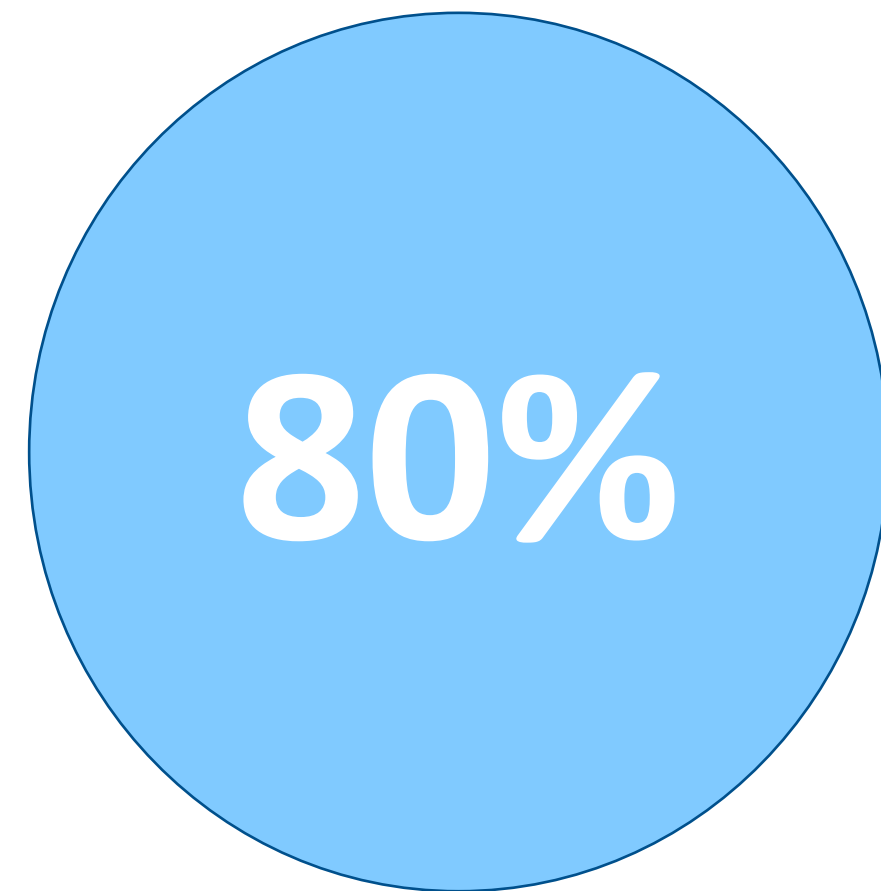
of emotionally engaged consumers say that **price** competitiveness**, promotions** and instant **customer service** are **important factors** when deciding which brand to be loyal to

RATIONAL DRIVERS	EMOTIONAL DRIVERS	ENGAGING EXPERIENCES
Price **Offer** **Service** **Time**	**Respect** **Reciprocity** **Recognition** **Reward**	**Rewarding** experiences that increase **loyalty** & **brand stickiness**

Respect = Promote **honesty, trust & integrity**
Reciprocity = Build a **two-way** relationship
Recognition = Make the **effort** to know your customers
Reward = Provide **timely** & **meaningful** rewards

A **balanced** approach of **emotional** and **rational** loyalty tactics needed

Engage emotionally by focusing on the **4 R's**

Capgemini: Loyalty Deciphered (2017)

Company Benchmarking Analysis

Why and how did we choose the benchmarking companies?

✓ Best practices of companies with top CRM and loyalty programs

✓ Non-direct competitors

✓ Companies that have been less studied

✓ Companies with less frequent visits/usage such as flights/hotels/cinemas

DELTA	Point-based loyalty program
HSBC	AI and personalized rewards
keep	Consumer Loyalty & Rewards
TGV Cinemas	Customer Data Platform
TACO BELL	Customer Digital Platform

Identify best practices of companies with top CRM and loyalty programs

Loyalty program - **Delta airlines**

Delta Air Lines, a leader in domestic and international travel, offers airline tickets & flights to over 300 destinations in 60 countries with successful **SkyMiles loyalty program**.

Taking actions
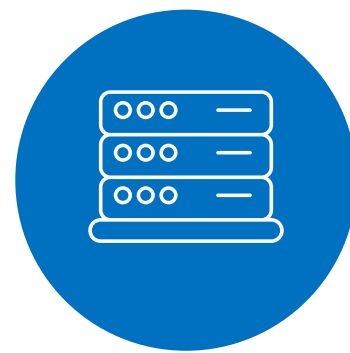
SkyMiles are earned through flying with Delta or its partner airlines, using Delta-branded credit cards by shopping online, by dining out and via various other travel partnerships

SkyMiles can be redeemed for the flight, premium beverages, baggage, preferred seats, etc.

SkyMiles can be also redeemed with airline partners or changed to Delta Gift Card.

Better results

The program today has over 100 million members. In 2022 Delta added a record 8.5 million new SkyMiles Members.
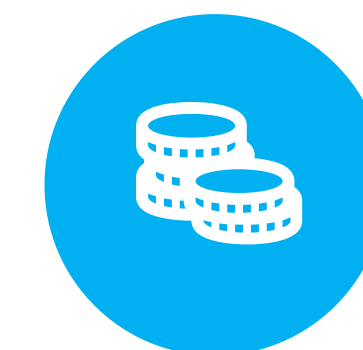
In 2022, 10% of revenue miles flown on Delta were from award travel, as program members redeemed miles in the loyalty program for approximately 25 million award tickets.

Loyalty program - **Delta airlines**

Similar problems faced by Merlin

Guests do not tend to revisit

01 Both LDC and Delta Airlines need to focus on guest retention to keep their customers coming back. This requires offering a loyalty program that provides valuable rewards and benefits that are attractive to guests.

Short visit times (around 60-90 minutes)

02 Customers of both LDC and Delta airlines do not spend long times in the service during their customer journey.

Suggestions and solutions for Merlin

Usage of the points at every step of the customer journey

- *Pre-service*: Points are earned through **purchasing** the ticket and can be used for buying an **additional activity**

- *Service period*: Points are earned through **participating** in different activities at the center and used on food, merchandise, and other activities

- *Post-service*: Points can be used on the **gift card**

### Points can be used at other Merlin mid-way attractions

- Similarly to Delta airlines, Merlin may offer their customers to spend points not only in LDC, but at **other locations**

AI and personalized rewards - **HSBC**

HSBC uses AI to deliver relevant rewards and loyalty offers to customers and has seen higher rewards redemption rates based on the **AI-generated recommendations**.

Taking actions
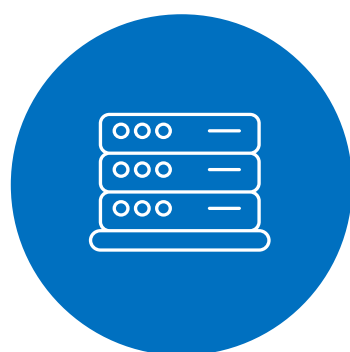
Machine learning predicts the rewards a loyalty program member is likely to redeem over the next year

AI suggests a category to promote to each member & calculates the percentage of clients likely to redeem in different categories

75,000 credit card rewards members were sent emails in 4 categories: travel, merchandise, gift cards, cash. Control group received a randomized category

Better results

40% increase in opened emails in the AI group

70% off those who redeemed, redeemed in the suggested AI category

AI promotion was three times more efficient than the control group

AI and personalized rewards - **HSBC**

Similar Problems faced by Merlin

01 **Lack of data collection**

Focus only on age and gender rather than behavior and interests

02 **Salesforce system not utilized to its full potential**

Currently the timing of data collection from purchase to retrieval is too slow to drive any potential upsell impact.

03 **Current CRM model unable to provide individualised offers**

Having a personalised approach advances customer relationships, which drives both repeat engagement and loyalty overtime.

Suggestions and solutions for Merlin

1. Starting with simple & low cost preference data collection upon LDC customer purchases

- Which of the following attractions would you be interested in visiting?
- Which of the following loyalty benefits would you like to receive?

2. Re-engagement trigger via email

- Suggesting a visit to an attraction of their preference
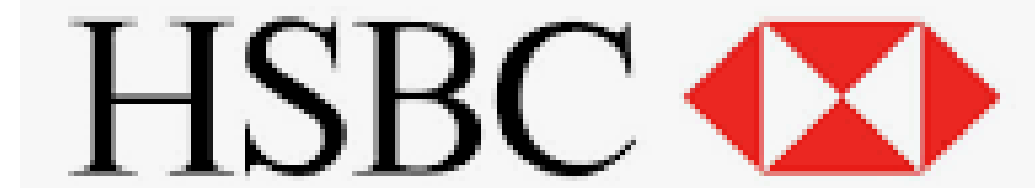- Suggesting a discount of their preference

3. Analysis of campaign performance

- How did LDC consumers respond to personalized offers?

If successful, followed up by implementation of the Salesforce Einstein AI, which offers the exact same tools as HSBC is using

AI and personalized rewards - **HSBC**

Einstein AI

- Discover hidden insights such as main drivers behind customer satisfaction or why certain products sell more in certain regions
- Predict future outcomes: which offers are most likely to be redeemed?
- Detect customer sentiment, e. g. through online reviews or social media posts

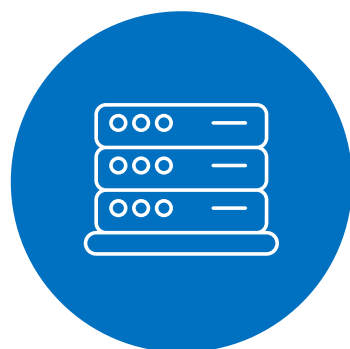https://www.salesforce.com/eu/products/einstein/features/

Consumer Loyalty & Rewards - **Keep APP**

Keep is a highly popular fitness app in China that enables users to **track and share** their running and exercise milestones. The app has achieved **tremendous success** by meeting people's needs for socialising, collecting, and sharing their fitness journeys.

Taking actions

Personalization

Keep personalises the user experience by showing content and features based on the user's preferences and behaviors. It increases user loyalty by providing a more personalised experience and enable users to create and share content

Data collection

It collects valuable customer data, such as email addresses, demographic information and purchase history, and layers personalised interfaces and products to users based on this data

Boost sales through stimulation

It develops online running series activities and designs personalised physical medals and badges, which fully mobilise customers to participate

Better results

Rapid growth of users

Keep filed for an IPO in HK to become the first public company of its kind. Launched in 2015, Keep has stormed the market ever since with over 300 million users
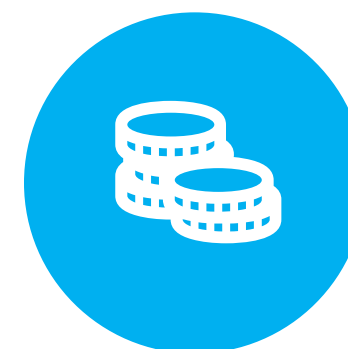
Faster checkout process

Keep speeds up the checkout process by allowing customers to save their billing and shipping information

Consumer Loyalty & Rewards - **Keep APP**

Similar Problems faced by Merlin

01 Difficulty in achieving virality among target customers

The challenge of achieving virality in the digital realm is particularly important for these industries, where the success of a particular offering often depends on its ability to capture the attention of a broad audience.

02 Low revisit rate without sufficient customer stimulation

Both Keep and LDC face the challenge of attracting customers to their digital platforms, and are struggled to keep them engaged over time.

03 Lack of personalized marketing strategies based on customer profiles

Both Keep and LDC are struggled to collect and use customer data effectively to create personalised marketing strategies that resonate with individual customers.

Suggestions and solutions for Merlin

Design a point-based loyalty program on the idea of gamification and competition

- The points can be collected by **attending, participating and winning events** hosted by LDC Birmingham and other Merlin attractions

- Make events as **competitive** and **memorable** as possible to encourage customers to share it on social media

Choose and design rewards wisely

- Decide the types of rewards for point collection based on consumer preferences. These could be discounts, free products, access to exclusive events, or other incentives.

Establish a login system on website or mobile app

- Login system allows for valuable data collection that allows personalisation of the customer experience
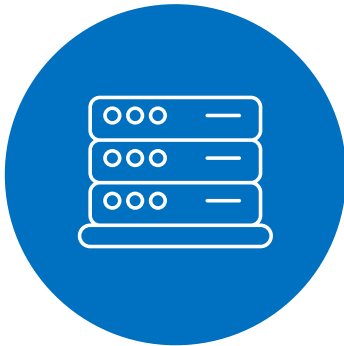
Customer Data Platform - **TGV Cinema**

TGV Cinemas, the cinema destination of choice in Malaysia, with 39 cinema locations, 310 screens, and over 50,000 seats has conducted the **CDP program** to increase customer loyalty and experience

Taking actions

Customer data
Data is enriched with relevant attributes about customers, including days between cinema visits, preferred cinema location, and the language of the last film seen

Customer motivations
Transparency regarding customer motivations to join member programs and sequential experiences that drive visitation for various segments

Personalised marketing
Personalised and automated marketing campaigns executed within 30 minutes, down from 2-4 days

Better results

Open rates
TGV has seen its email open rates double through the utilisation of segmentation and personalization

NPS scores
With real-time access to customer NPS data, TGV has lifted its customer NPS score by 34%
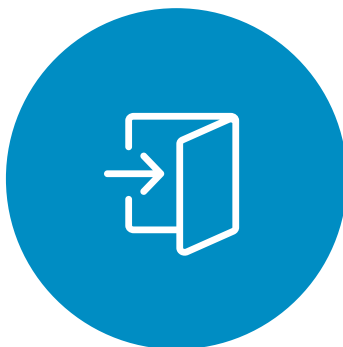
Repeat visits
With a better understanding of customer value and visitation patterns, TGV has grown its visitation-frequency loyalty program members to almost twice the number

Customer Data Platform - **TGV Cinema**

Similar Problems faced by Merlin

No clear profile of the customer

01

Similar to that in cinema, most tickets are purchased two hours before, a key focus is to convert potential LDC visitors relatively quickly when they show interest. Merlin should act quickly enough to effectively employ LDC customer data, which impacts visitation at present

Poor personalised customer experiences

02

The process of gaining customer insights linked to personalised customer experiences is at a low level to serve their needs

Low retention and repurchase rate

03

Despite seeing many high-value customers back onsite and blockbuster events returning to blockbuster turnovers, a sizeable percentage of database has only returned once or not at all

Suggestions and solutions for Merlin

Digital transformation for collecting data

- Building platforms and make more digital touch points to **track the customer behaviours** and thus know more about your customer

Customer segmentation driven by data

- Through CDP and other analytic methods to **segment the customer group** - define and segment the customer type by their behaviours

Personalised marketing by customer segmentation

- Make the marketing and service more **personalised** - touch the customer through more accurate ways to retain them
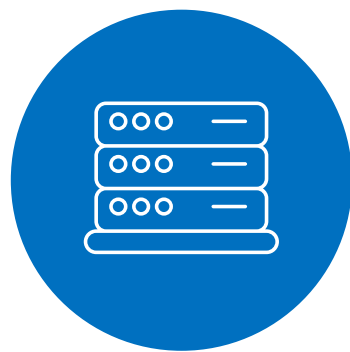
Social media & loyalty – **Taco Bell**

Using social media to increase brand stickiness, customer loyalty & gather customer insights

Taking actions

Being present on all platforms

Taco Bell is able to reach an audience of diverse demographic backgrounds by existing on all major platforms: Facebook, Twitter, YouTube, Instagram, Google Plus, Tumblr, Pinterest, Reddit, Snapchat...

Engaging in fun and unique interactions

Taco Bell's strategy is to personally engage with consumers, using humor to jump on random conversations about tacos, emojis and trending topics

Connecting with the consumers emotionally

Taco Bell does not use copy paste in their content creation: every response is unique, real-time and personal, creating a more intimate relationship with consumers

Better results

Large social media following and engagement

Taco Bell has an incredible social media following of 10M+ and an unseen level of engagement from consumers

Personal consumer relationships

As each reply is personal and unique, Taco Bell is able to connect with consumers and appeal to the feeling of being a friend rather than a mindless corporation
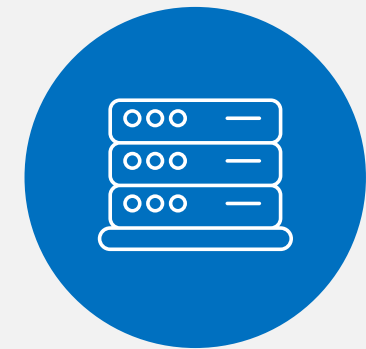
Brand loyalty & stickiness

Taco Bell is enhancing brand loyalty & stickiness by connecting with consumers in a friendly, personal, and creative way and appealing to their emotional loyalty

Social media & loyalty – **Taco Bell**

Social media listening tools help companies like Taco Bell to create audience-driven content

Social media listening tools allow companies to build an **understanding of how customers and potential customers think about the brand**, and analyze what they say on social channels

What does this mean in practice?

Automatically tracking every mention of your brand on social media
- Insights into….
- How customers **feel** about your products or services
- What their **pain points** are
- What they'd like **to see from you** in the future

Tracking competing brands
- What are they posting and are their posts gaining engagement?
- Possibility to **jump in on the conversation**

Tracking trending content
- **Identifying opportunities** for the brand to **jump in** and start engaging with the consumers

Creating sentiment analysis
- Analysing the **sentiment** behind consumer comments, reviews and social media posts
- Better understanding of **customer satisfaction**
- Early warning system that alerts you to positive and negative changes in **brand perception**

By tracking relevant keywords and hashtags that are related to the industry, it is possible to follow the latest trends and make sure the brand is always ahead of the curve

Social media & loyalty – **Taco Bell**

Similar problems faced by Merlin

01 Improving brand loyalty & stickiness

Competition in the entertainment market is fierce, and options are endless – as is in the fast food sector. It is a necessity for companies to find ways to stand out to their clients and enhance brand loyalty, and the first step is to build awareness.

02 Understanding consumers pain points and delights

In order to deliver excellent customer experience, a thorough understanding of customer's current perception of LDC is needed, for which social media offers free customer insights in real-time.

03 Leveraging short visit times through emotional engagement

Average visit times at Merlin LDC attraction is short, making it challenging to maximise consumer purchases. Emotionally engaged consumers spend up to two times more* on brands they are loyal to.

Suggestions and solutions for Merlin

All brands under Merlin are fun – much more than Mexican fast food – why not harness this energy in social media in a similar way?

- **Identifying the target audience**, understanding their habits and **creating audience-driven content**
- **Investing** in an **engaging, timely, fun and creative interactions** with consumers on every major platform
- **Implementing social listening tools** to track and analyse customer posts, tags, mentions and overall trends and sentiment
- **Salesforce Einstein AI** can help with these strategies

- ✓ **Increased brand recognition**
- ✓ **Increased visits and spending**
- ✓ **Increased customer loyalty**

* Capgemini: Loyalty Deciphered, 2017.

Methodology

Our Research Methodology: A six-layered analysis based on the Research Onion Framework

Research Philosophy

Pragmatism

Approach to theory development

Archival Observations (TripAdvisor, YouTube videos, Google Map reviews)

Inductive

Data Collection & Data Analysis

Cross-sectional

Mixed Method Complex

Positivism

Methodological choice

(Quantitative & Qualitative)

Survey

Interpretivism

Strategies

Time Horizon

Techniques & Procedures

Source: Saunders, et. al (2007)

Research Strategies – Using different sources of customer insights

Existing knowledge base
- Benchmarking companies
- LDC information (qualitative) shared by our client
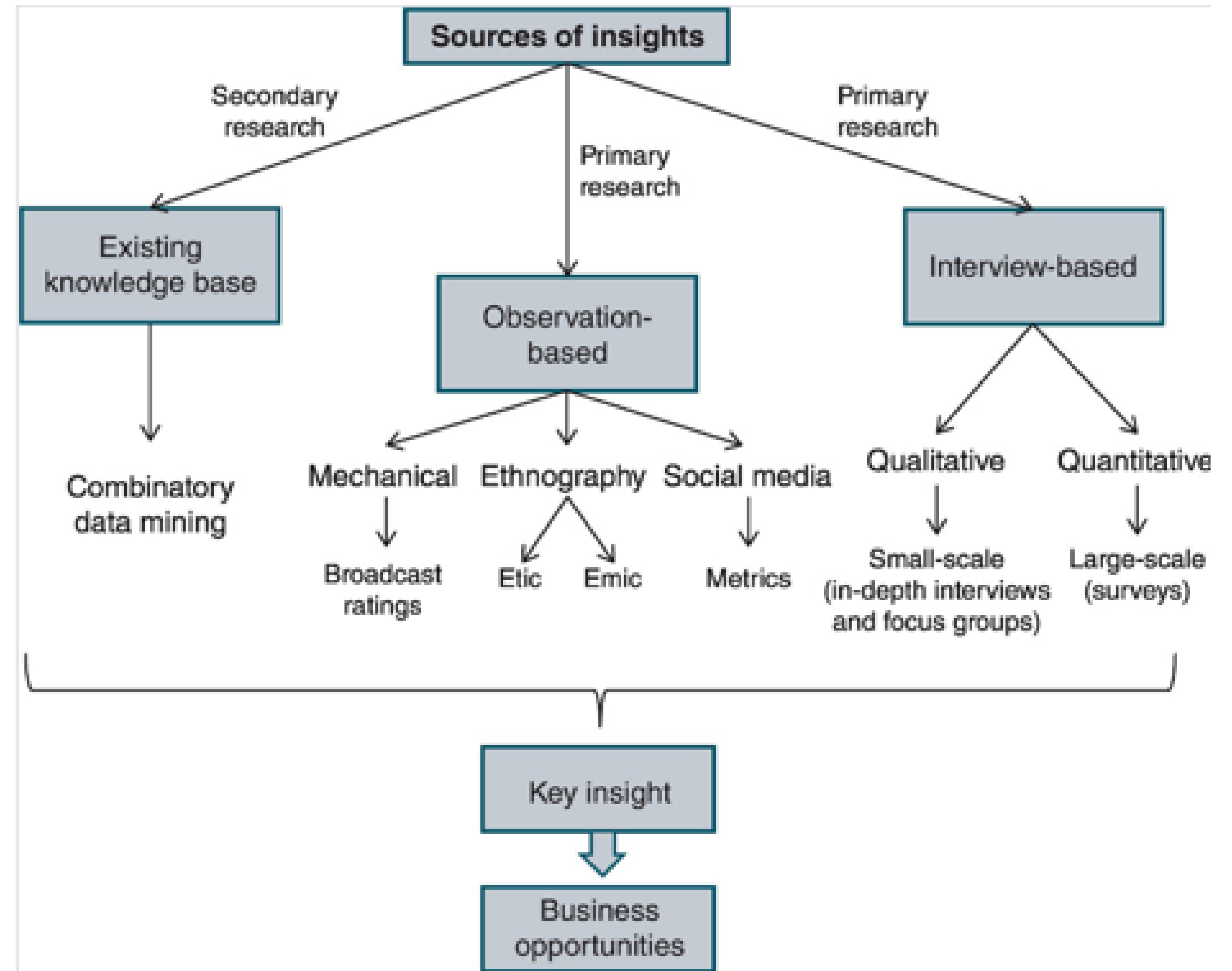
Observation-based
- Archival Observations
  - TripAdvisor online customer reviews
  - Google Map reviews
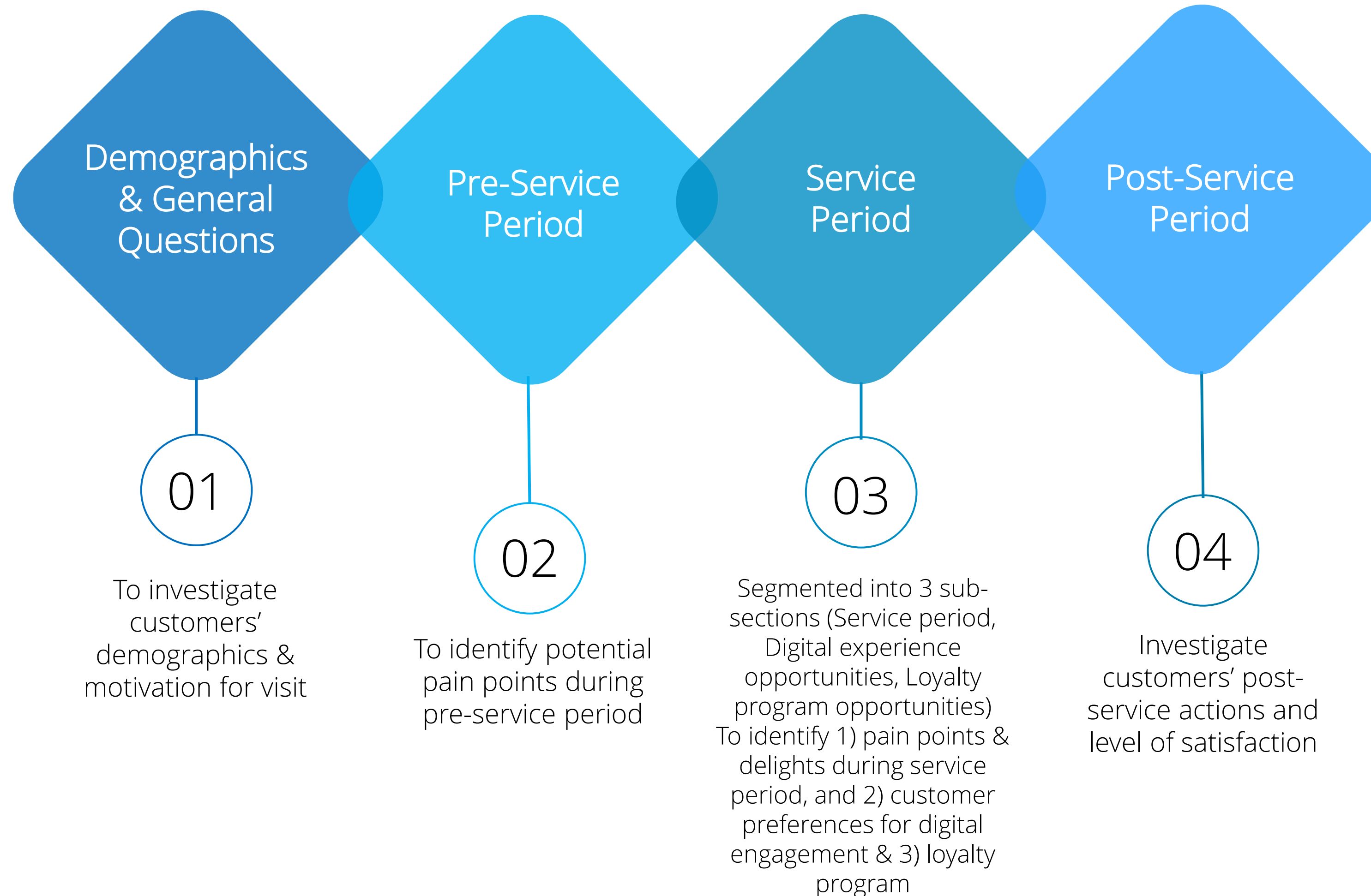 - YouTube videos (i.e., vlog)

Interview-based
- Survey with 195 responses

Source: Ang, Lawrence (2014)

Survey Design

Demographics & General Questions

Pre-Service Period

Service Period

Post-Service Period

01

To investigate customers' demographics & motivation for visit

02

To identify potential pain points during pre-service period

03

Segmented into 3 sub-sections (Service period, Digital experience opportunities, Loyalty program opportunities)
To identify 1) pain points & delights during service period, and 2) customer preferences for digital engagement & 3) loyalty program

04

Investigate customers' post-service actions and level of satisfaction

Survey Objectives:

- To identify LDC customers' pain points & moments of delight throughout the entire customer journey

- To identify current non-digital/digital touch points throughout customer journey at LDC

- To identify opportunities for digital engagement and loyalty program at LDC based on customers' preferences

Survey Design:

✓ Following Ethical Guidelines for surveys

✓ Survey designed based on Mark S., Mauricio & German (2017) approach to comprehensively analyse customer journey through 3 different periods: Pre-service, Service & Post-service period.

✓ Survey questions for loyalty program are formulated leveraging company benchmarking insights

✓ Use a combination of dichotomous, multiple-choice, likert scale and open-ended questions to generate both quantitative and qualitative responses

✓ Survey distributed through LEGOLAND Discovery Centre (LDC) online platform, generating valuable responses from existing LDC customers

Source: Mark S. , Mauricio & German (2017); Jonathan (2018); Babak, Girish & Muskat (2021)

Different methods used for **data analysis**

Area of Focus	Data Analysis Methods	Recommendation
Identify customers' pain points & delights, and current touchpoints	• Conduct descriptive analysis based on survey results to observe and summarise customers' key pain points & delights throughout customer journey, as well as current touchpoints that customers are interacted with • Customer Journey map built upon 1) survey results and 2) archival observations to visualise the entire customer journey	Based on our findings, we will provide recommendations for Merlin to tackle customers' pain points and improve customer revisitations at LEGOLAND Discovery Centre (LDC) through focusing on 1) CRM & loyalty program and 2) digital engagement throughout customer journey
Digital Engagement Opportunities	• Qualitative research: Word cloud generated by R studio to identify opportunities for digital engagement throughout customer journey (see next slide) • Descriptive analysis based on survey results to investigate customers' preferences for digital features	
Loyalty Program Opportunities	• Inferential statistics: Conduct ANOVA F-test by SPSS to identify customer satisfaction towards current loyalty program (see next slide) • Descriptive analysis based on survey results to identify customers' preferences toward different types of loyalty program and features	

Exploring Survey Data: Explanation of **Qualitative Research** and **Inferential Statistics**

F-tests in Analysis of Variance (ANOVA)

- We conducted a **between-group F-test** using SPSS and presented the results in an Analysis of Variance (ANOVA) table.

- **ANOVA** utilizes F-tests to statistically evaluate the equality of means between different groups. In our case, we compared the responses of annual pass holders and non-loyal customers to assess if there was any difference in customer satisfaction.

Word Cloud generated by R studio

- We utilized R Studio to generate a **word cloud**, a visual representation of our text data. Specifically, we used it to analyze the responses to the question, "How to improve your experience in LEGOLAND Discovery Centre Birmingham."

- A word cloud is a cluster of words depicted in various sizes, with the larger and bolder words indicating their frequency and importance within the given text.

Source: Hinton, P. R., Brownlow, C., & McMurray, I. (2004). SPSS explained. Psychology Press.

# **Potential Methodology Limitations** in our research and analysis

Limitation of Cross-sectional Research Methodology

Lack of temporal depth: Cross-sectional studies only provide a snapshot at a single point in time, meaning that we are not able to capture the pattern of changes in customer preferences and behaviours over time

Limitation of Survey & Observations Methodology

Limited depth: Since were not able to conduct focus group, all of our research and analysis are purely based on survey results as well as insights generated from archival observations. Thus, our findings may lack the depth and nuance of other qualitative data collection methods
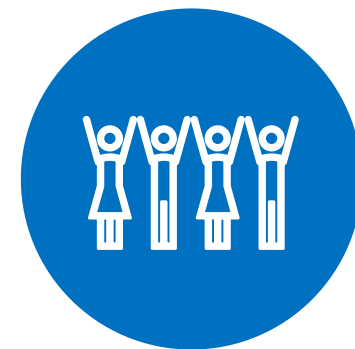
Sample Biases

Non-response bias: With only 17% male participation in our survey, the results may not fully capture the male customers' journey, potentially limit the applicability of our findings to the broader male demographic
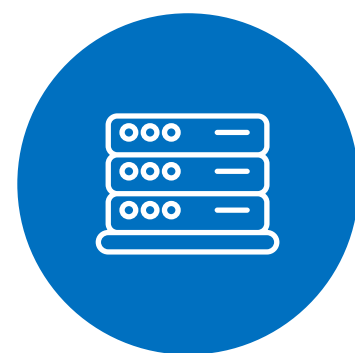
Limitation of the ANOVA F-test
Limitations of the F-statistic test itself: The limitation of the ANOVA F-test is that if we reject the null hypothesis, we do not know which treatments can be said to be significantly different from the other, nor, if the F-test is performed at level 95%, can we state that the treatment pair with the greatest mean difference is significantly different at level 95%

Source: Andrade, 2020

Survey Results & Analysis

Demographics & General information

Age of child

- Under 3 — 20%
- 3 - 5 — 34%
- 6 - 8 — 26%
- 9 - 11 — 15%
- 12 – 14 — 3%
- 15 - 17 — 1%

Age of child

Motivation for visit

- Quality family time — 76.4%
- LEGO® - lover — 52.8%
- Special occasion (i.e., Birthday) — 20.5%
- Pass holder
- Tourism
- Holiday
- Others
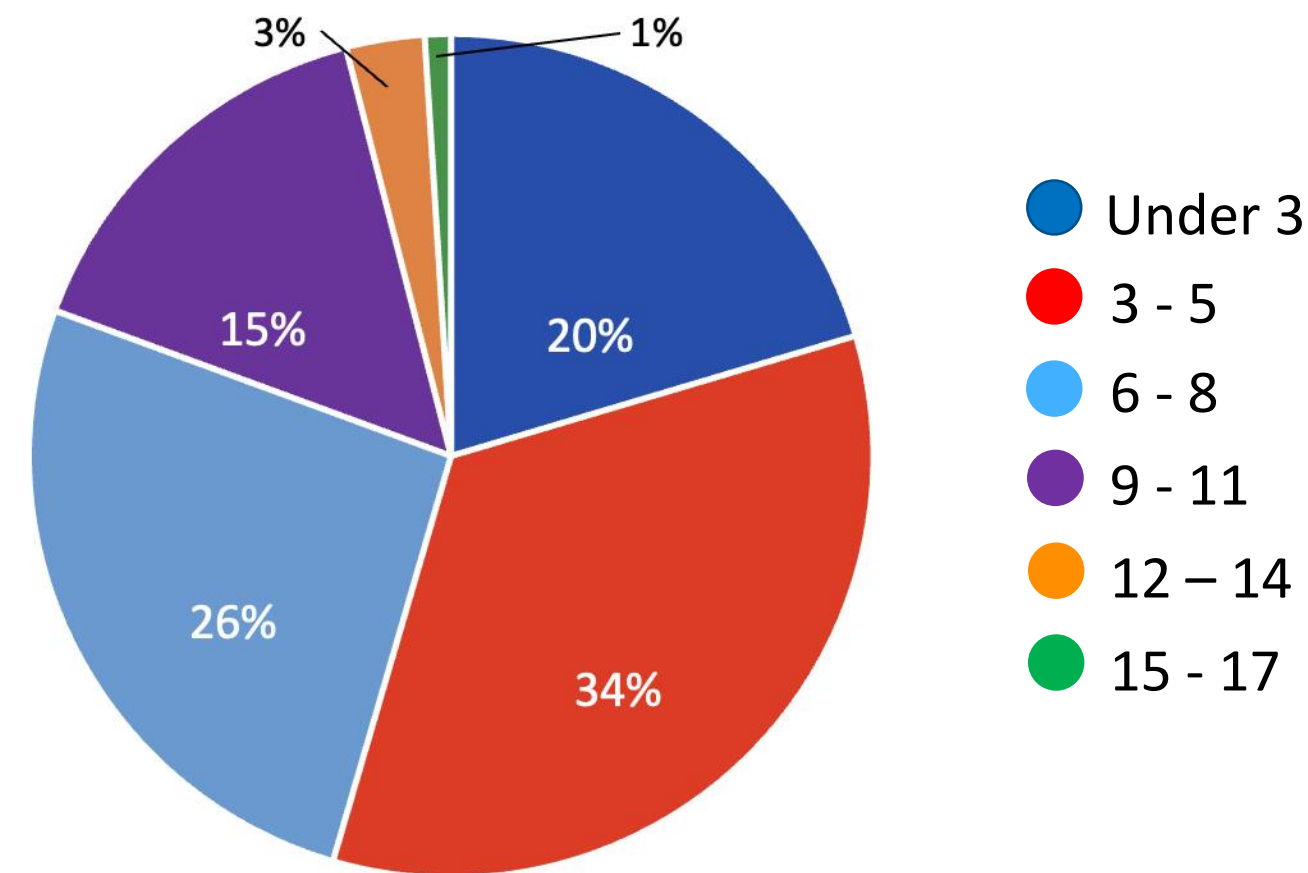
Motivation for visit

Underserved market

Children aged between 9 and 17 years old only represent **19%** of total customers (excl. adults)
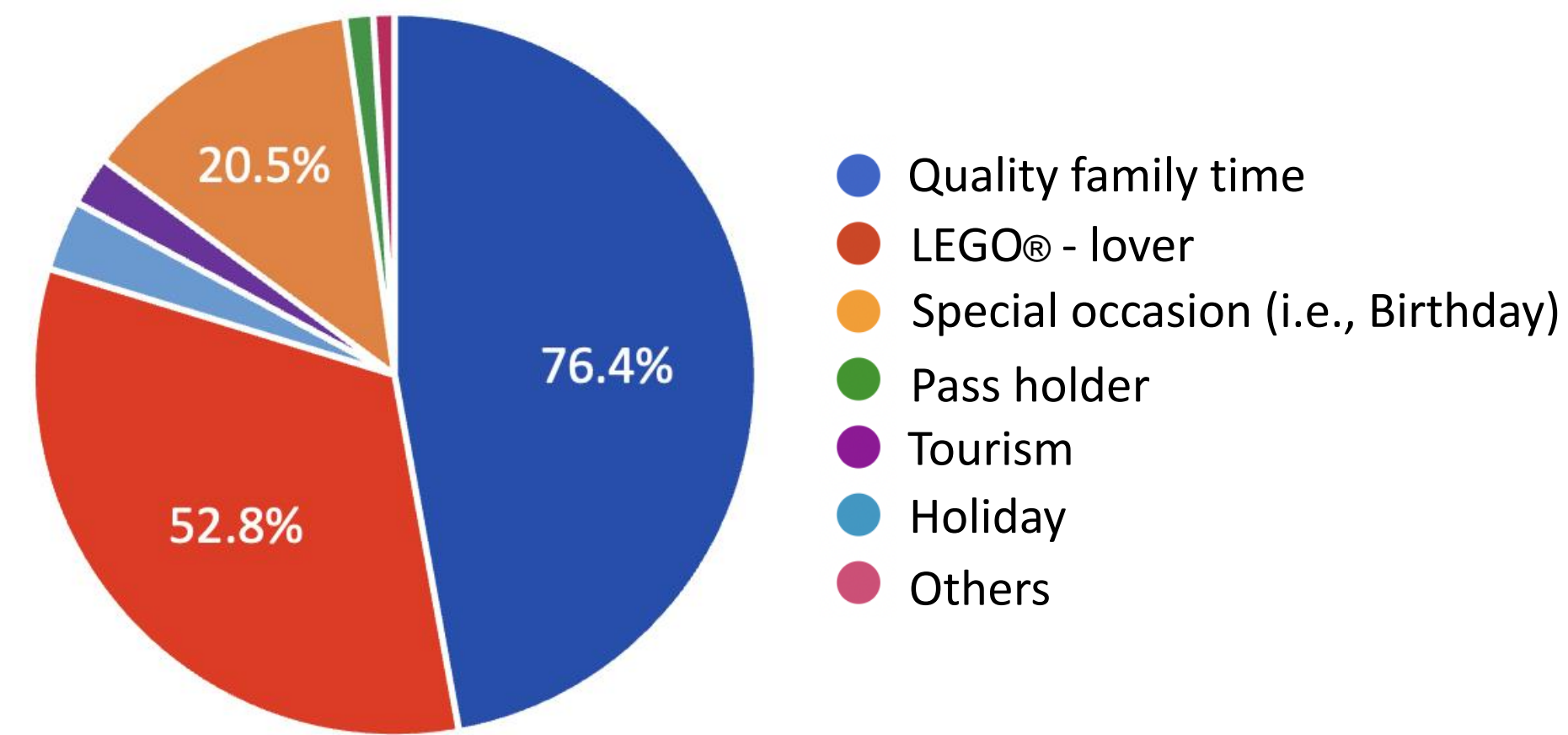
Customers' motivation for visit unveils potential for loyalty program

20.5% of survey respondents visit LDC due to special occasion such as celebrating their children's birthday, which can be an opportunity for LDC to improve customer loyalty

We generated a total of

195

Responses

from LDC existing customers

Customer Journey Map

Identifying moments of delight & pain points

Merlin ENTERTAINMENTS

Stage

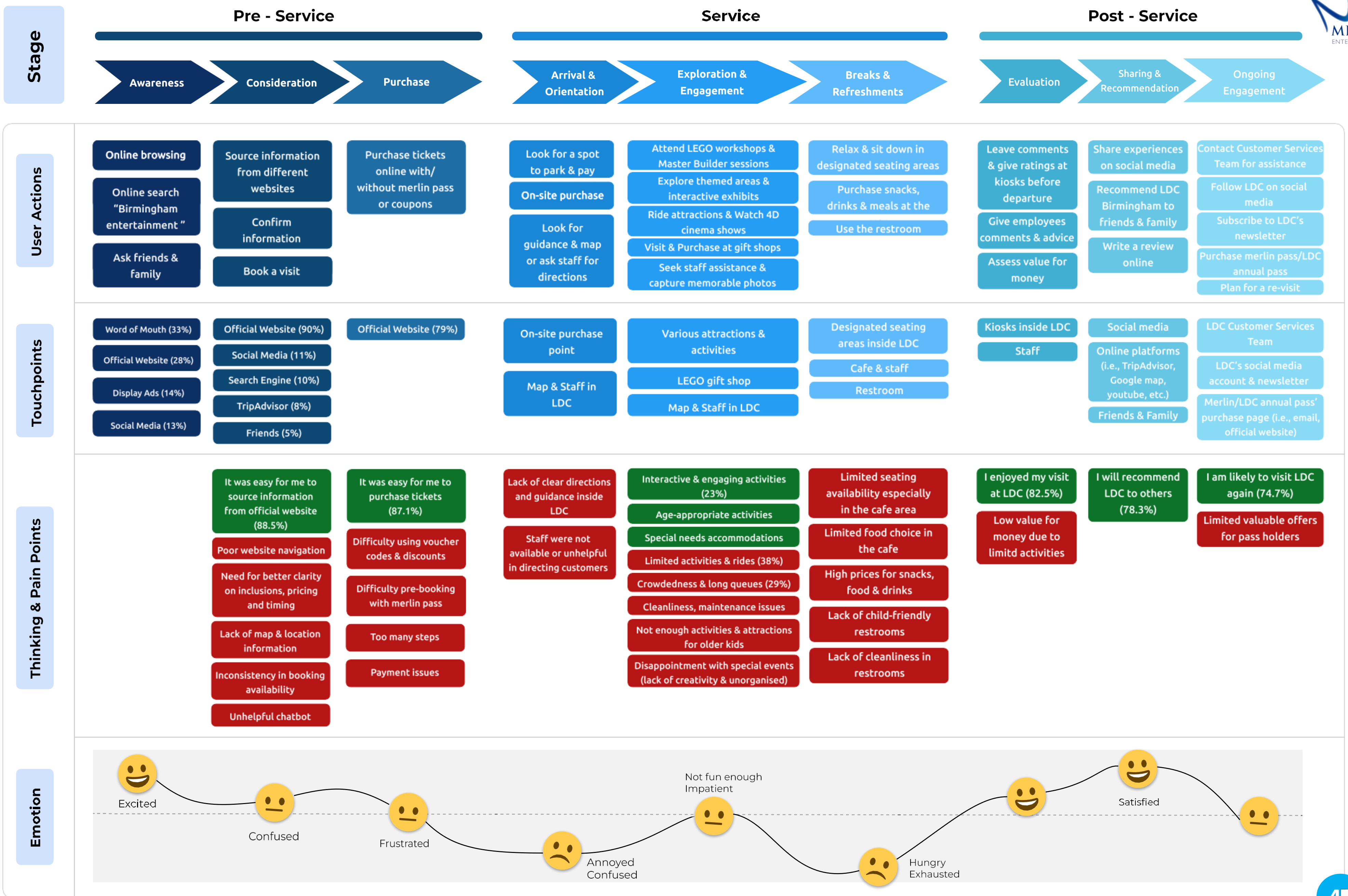| Pre - Service			Service			Post - Service		
Awareness	Consideration	Purchase	Arrival & Orientation	Exploration & Engagement	Breaks & Refreshments	Evaluation	Sharing & Recommendation	Ongoing Engagement

User Actions

Online browsing	Source information from different websites	Purchase tickets online with/ without merlin pass or coupons	Look for a spot to park & pay	Attend LEGO workshops & Master Builder sessions	Relax & sit down in designated seating areas	Leave comments & give ratings at kiosks before departure	Share experiences on social media	Contact Customer Services Team for assistance
Online search "Birmingham entertainment "	Confirm information		On-site purchase	Explore themed areas & interactive exhibits	Purchase snacks, drinks & meals at the	Give employees comments & advice	Recommend LDC Birmingham to friends & family	Follow LDC on social media
Ask friends & family	Book a visit		Look for guidance & map or ask staff for directions	Ride attractions & Watch 4D cinema shows	Use the restroom	Assess value for money	Write a review online	Subscribe to LDC's newsletter
				Visit & Purchase at gift shops				Purchase merlin pass/LDC annual pass
				Seek staff assistance & capture memorable photos				Plan for a re-visit

Touchpoints

Word of Mouth (33%)	Official Website (90%)	Official Website (79%)	On-site purchase point	Various attractions & activities	Designated seating areas inside LDC	Kiosks inside LDC	Social media	LDC Customer Services Team
Official Website (28%)	Social Media (11%)		Map & Staff in LDC	LEGO gift shop	Cafe & staff	Staff	Online platforms (i.e., TripAdvisor, Google map, youtube, etc.)	LDC's social media account & newsletter
Display Ads (14%)	Search Engine (10%)			Map & Staff in LDC	Restroom		Friends & Family	Merlin/LDC annual pass' purchase page (i.e., email, official website)
Social Media (13%)	TripAdvisor (8%)							
	Friends (5%)							

Thinking & Pain Points

	It was easy for me to source information from official website (88.5%)	It was easy for me to purchase tickets (87.1%)	Lack of clear directions and guidance inside LDC	Interactive & engaging activities (23%)	Limited seating availability especially in the cafe area	I enjoyed my visit at LDC (82.5%)	I will recommend LDC to others (78.3%)	I am likely to visit LDC again (74.7%)
	Poor website navigation	Difficulty using voucher codes & discounts	Staff were not available or unhelpful in directing customers	Age-appropriate activities	Limited food choice in the cafe	Low value for money due to limitd activities		Limited valuable offers for pass holders
	Need for better clarity on inclusions, pricing and timing	Difficulty pre-booking with merlin pass		Special needs accommodations	High prices for snacks, food & drinks			
	Lack of map & location information	Too many steps		Limited activities & rides (38%)	Lack of child-friendly restrooms			
	Inconsistency in booking availability	Payment issues		Crowdedness & long queues (29%)	Lack of cleanliness in restrooms			
	Unhelpful chatbot			Cleanliness, maintenance issues				
				Not enough activities & attractions for older kids				
				Disappointment with special events (lack of creativity & unorganised)				

Emotion

Excited — Confused — Frustrated — Annoyed Confused — Not fun enough Impatient — Hungry Exhausted — Satisfied

Source: Mark S. , Mauricio & German (2017); Jonathan (2018); Babak, Girish & Muskat (2021)

Key Approaches to Increasing Customer Satisfaction

"How can LDC improve your experience for the future?" A text cloud of answers.
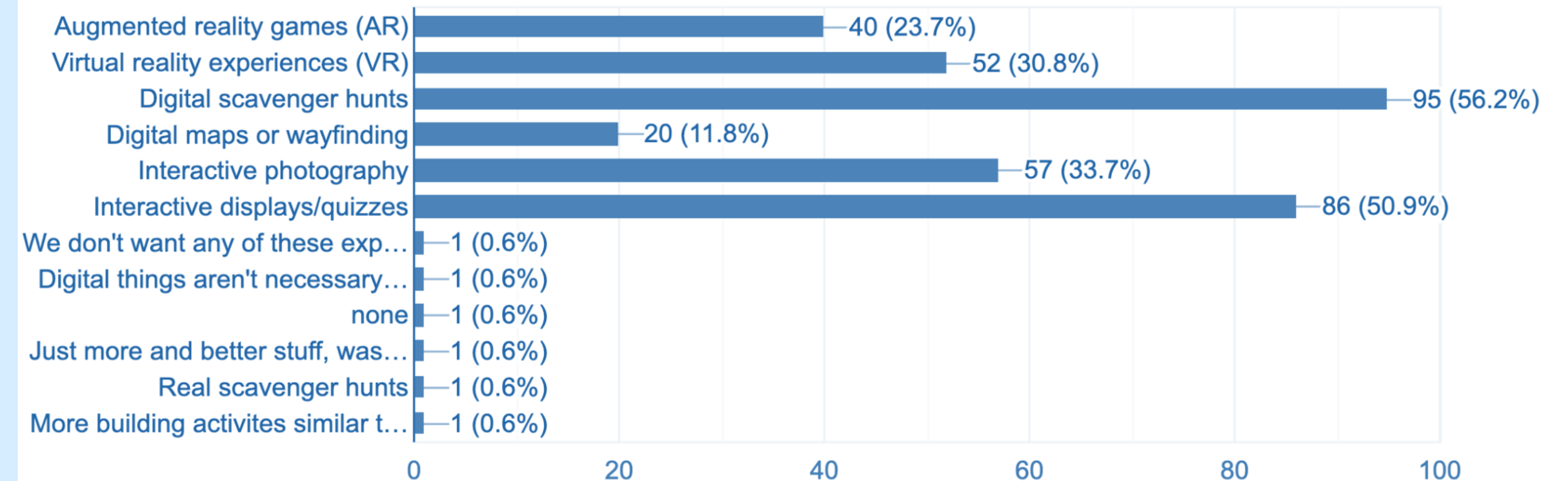
Key Aspects of Improving Customer Satisfaction

- ➤ More activities
- ➤ New attractions
- ➤ Consider older children and babies

- ➤ More space and seats
- ➤ Better facilities, café and food
- ➤ Cleanliness
- ➤ Lower price

Digital Innovations

Which digital features would you be interested in to enhance your experience inside LDC?

169 responses

Feature	Count (%)
Augmented reality games (AR)	40 (23.7%)
Virtual reality experiences (VR)	52 (30.8%)
Digital scavenger hunts	95 (56.2%)
Digital maps or wayfinding	20 (11.8%)
Interactive photography	57 (33.7%)
Interactive displays/quizzes	86 (50.9%)
We don't want any of these exp…	1 (0.6%)
Digital things aren't necessary…	1 (0.6%)
none	1 (0.6%)
Just more and better stuff, was…	1 (0.6%)
Real scavenger hunts	1 (0.6%)
More building activites similar t…	1 (0.6%)

Identify **potential** for Merlin to **improve participation** in **loyalty program**

Are you aware of the Annual Pass LDC offers?
193 responses

- Yes
- No

33.2%
66.8%
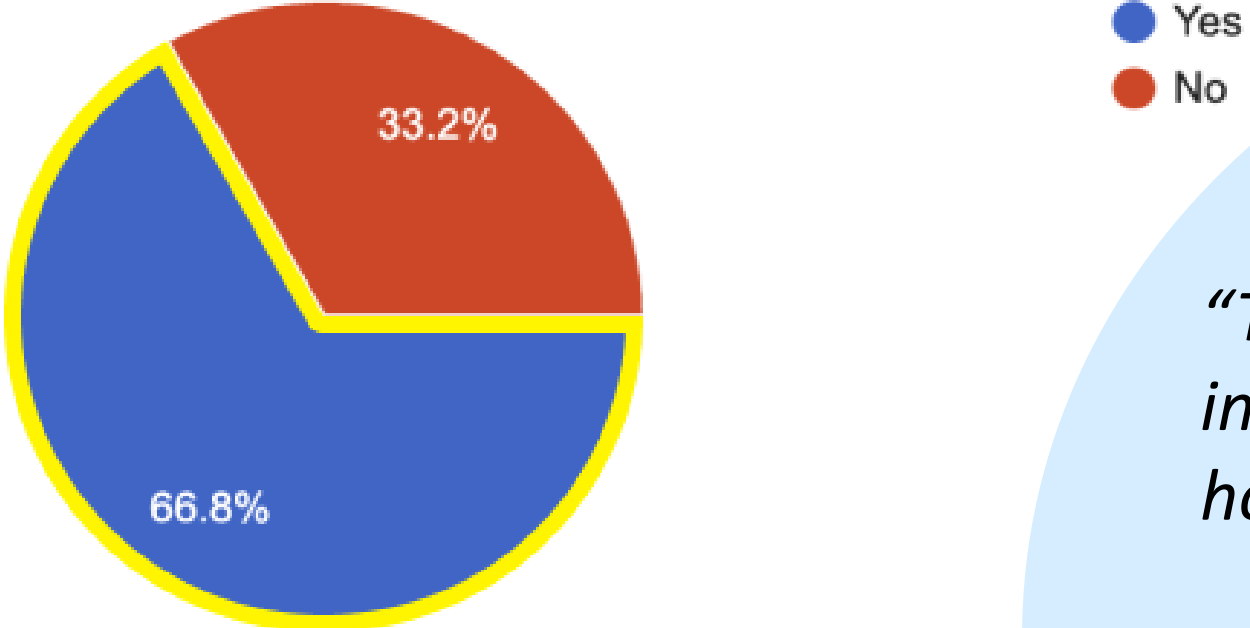
Only **67%** of customers are aware of LDC loyalty program

Key Findings

*"There is clearly a **huge potential** for increasing the number of annual pass holders"*

*"The current **inconsistency** between (potential) strong demand and weak sales may be due to a **lack of promotion** & **unattractive benefits** offered by the current loyalty programs"*

Would you be interested in participating in a LDC loyalty program?
191 responses

- Yes
- No
- Maybe

36.1%
29.8%
34%
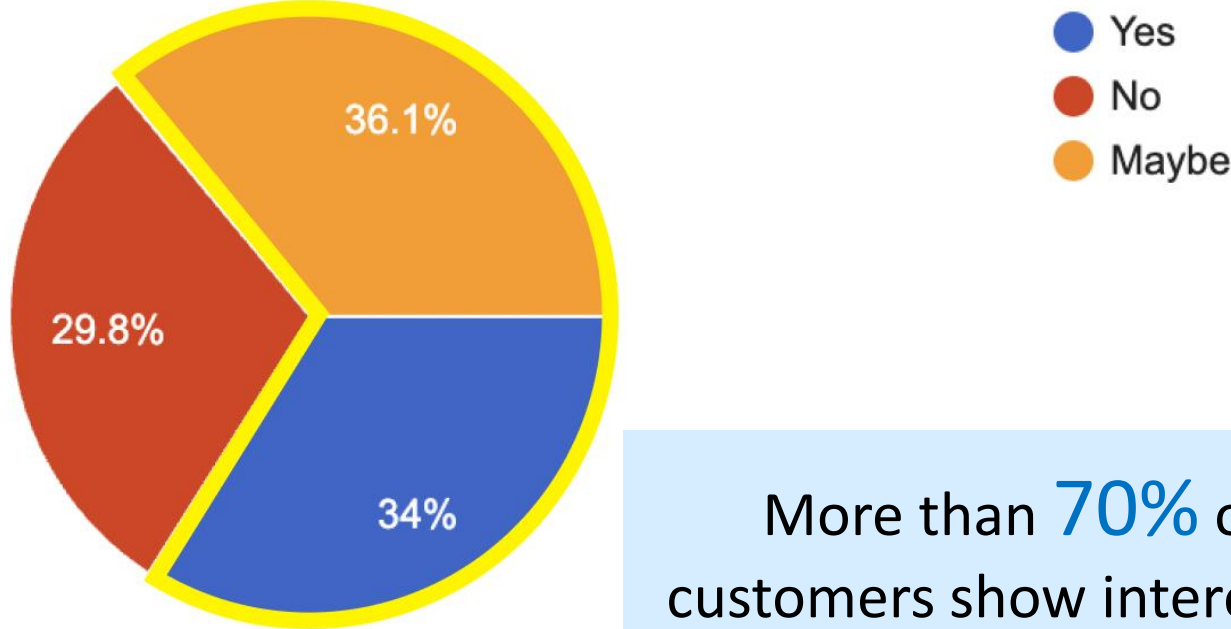
More than **70%** of customers show interest in joining LDC loyalty program

How often do you visit the LDC?
195 responses

- Only visited once
- 1 - 2 visits per year
- 3 - 5 visits per year
- 6 - 10 visits per year
- More than 10 visits per year

21%
29.7%
39%
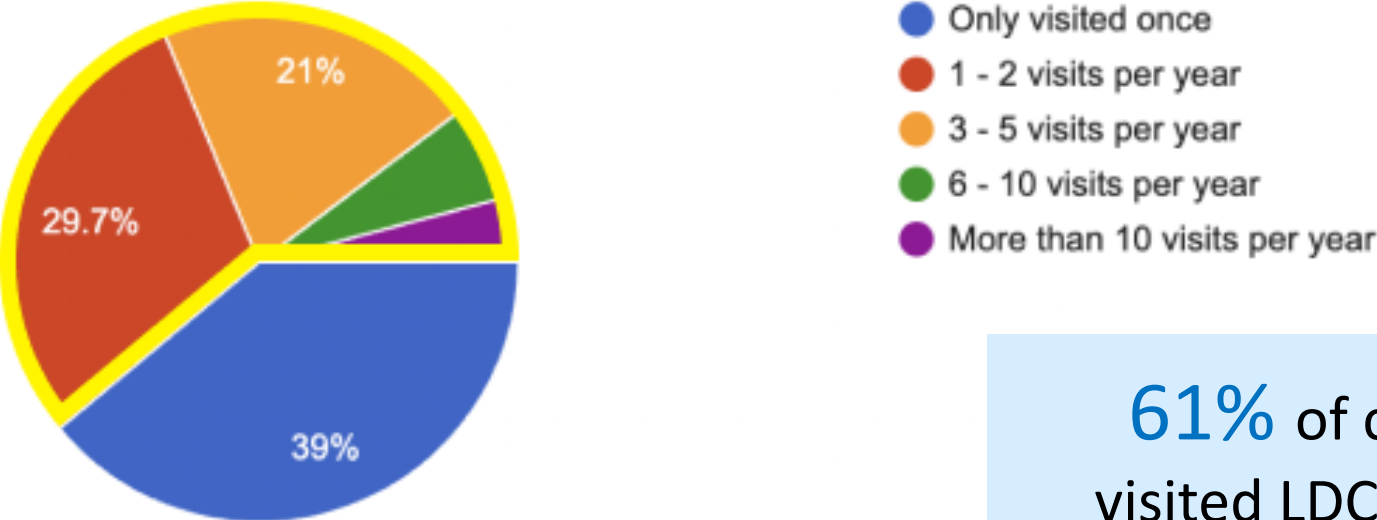
61% of customers visited LDC more than once per year

only **34.7%** of customers are annual pass holders

Which annual pass or loyalty program have you purchased or subscribed to?
193 responses

LDC Annual Pass	2 (1%)
Merlin Annual Pass	65 (33.7%)
LEGO VIP (Loyalty program not under LDC)	18 (9.3%)
None of the above	112 (58%)

0   25   50   75   100   125

Key Approaches to Improving Loyalty Programs

Customer Preferences for loyalty program

Importance of a mobile app in loyalty program to track rewards and benefits
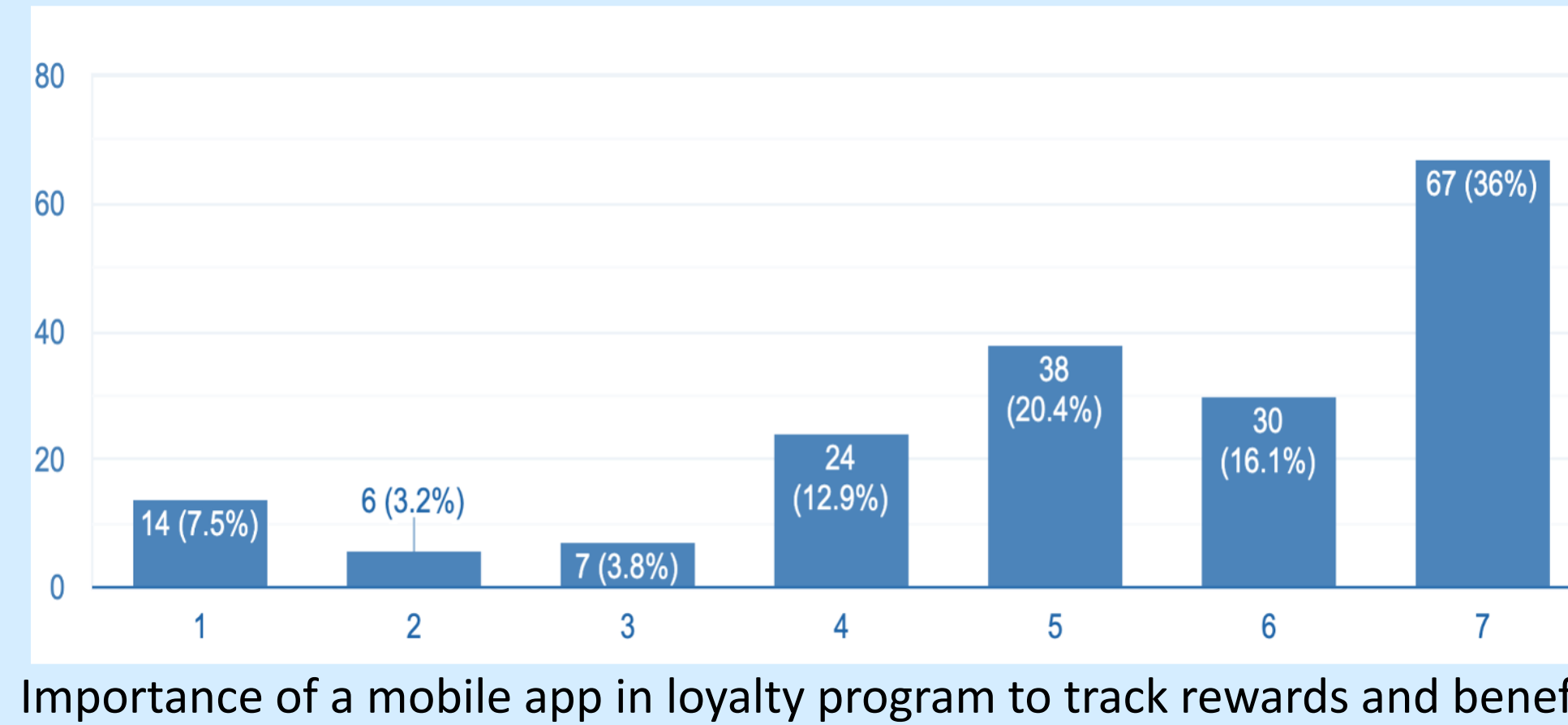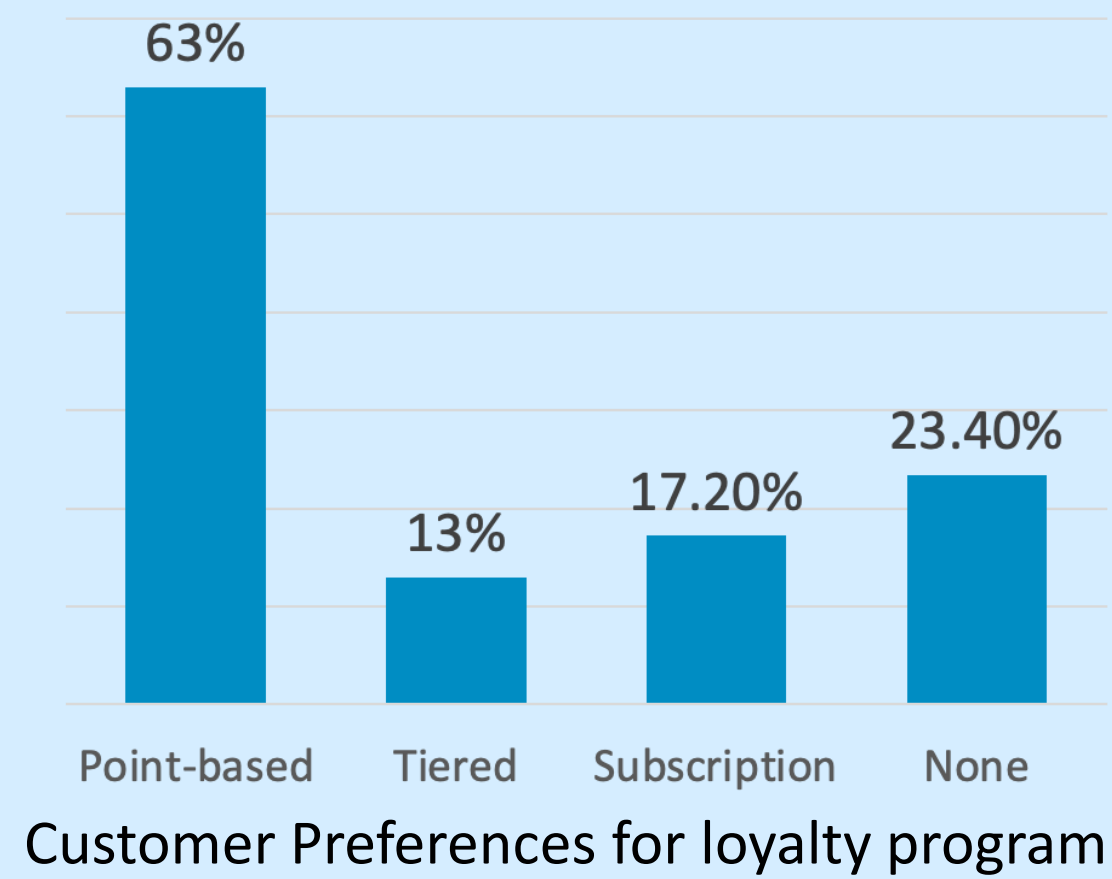
- ➤ Most of participants find the point-based loyalty program most attractive

- ➤ In general, people feel that a mobile app is important to them in loyalty programs
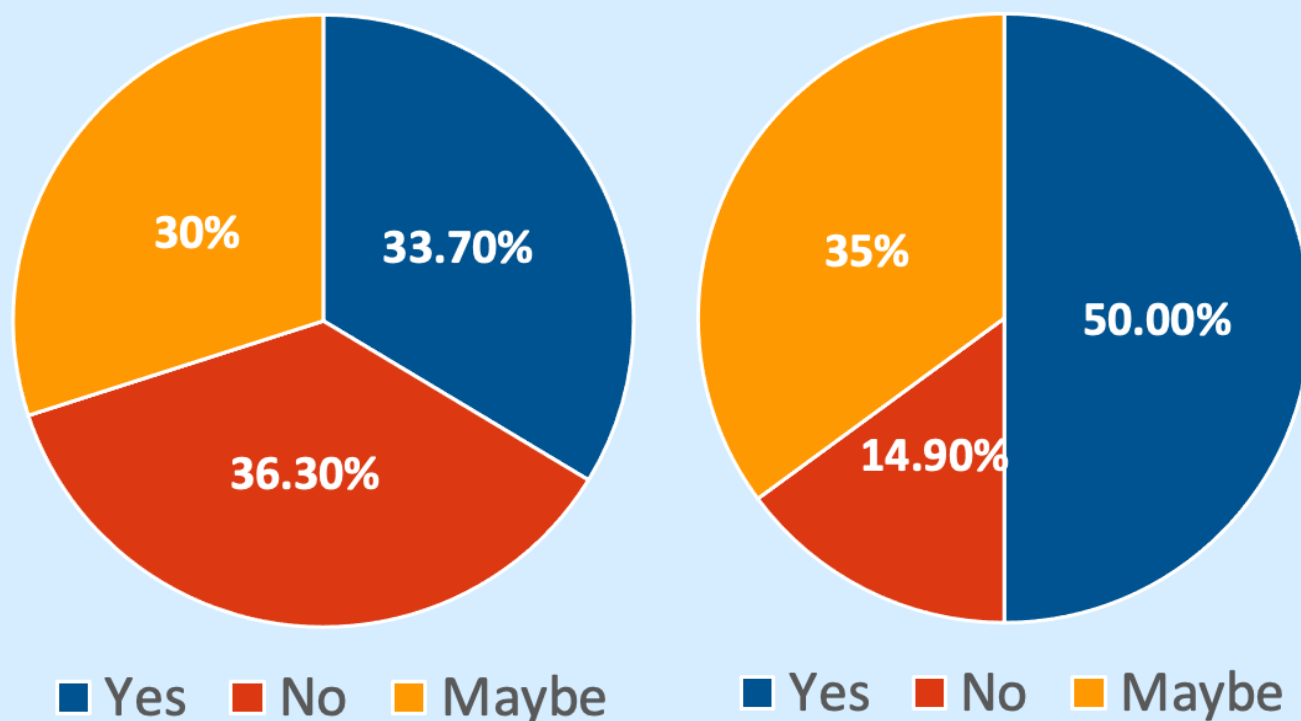
Interest in loyalty programs

Interest in loyalty programs with exclusive benefits and rewards
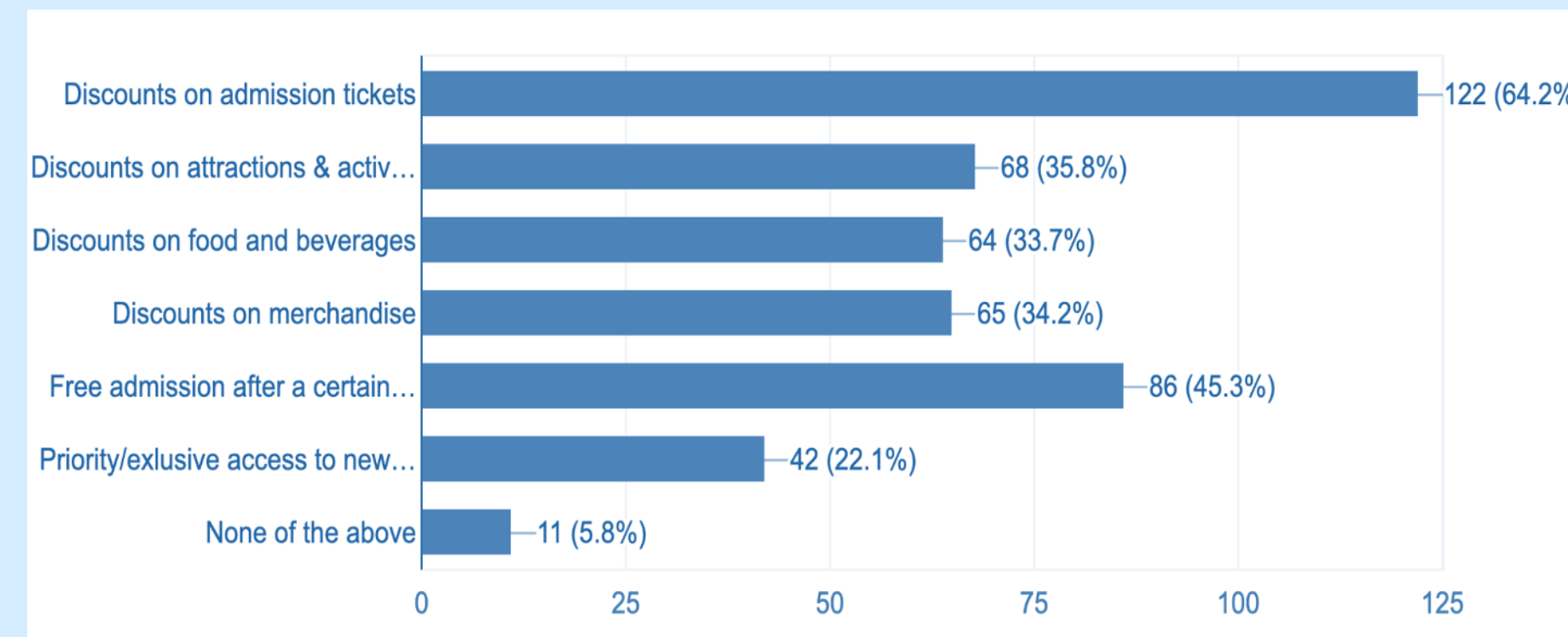
Respondents' Responses to the Most appealing benefits and rewards

- ➤ With exclusive benefits and rewards, consumers become more interested in joining loyalty programs

- ➤ Discounts on admission tickets are the most appealing rewards

Link Survey Analysis to Key Recommendations

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
In a loyalty program, how important is it for you to have a mobile app to track your rewards and benefits?	Between Groups	4.755	1	4.755	1.469	.227
	Within Groups	582.811	180	3.238		
	Total	587.566	181			
I enjoyed my visit at LDC.	Between Groups	.015	1	.015	.006	.938
	Within Groups	455.393	187	2.435		
	Total	455.407	188			
I am likely to visit LDC again.	Between Groups	39.929	1	39.929	10.707	.001
	Within Groups	693.624	186	3.729		
	Total	733.553	187			
I would recommend LDC to others.	Between Groups	6.528	1	6.528	2.015	.157
	Within Groups	602.451	186	3.239		
	Total	608.979	187			

The ANOVA table compares the results between the annual passholders and other customers

Those with annual passes are significantly associated with a greater willingness to revisit,

➢ **Improve loyalty programs** to increase attraction and make more consumers join to increase revisits

but they are no more satisfied than those who did not participate in the current loyalty program.

➢ **Increase consumer satisfaction** to make more people want to buy and repeat loyalty programs

1 *Improve loyalty programs*

➢ Point-based loyalty program
➢ Provide exclusive benefits and rewards
➢ A mobile app to track rewards and benefits

2 *Increase consumer satisfaction*

➢ More activities
➢ New attractions
➢ Consider older children and babies
➢ More space and seats
➢ Better facilities, café and food

➢ Cleanliness
➢ Lower price

Recommendations

Points-based loyalty program based on personalised offers appeals to rational loyalty

WHY?	WHAT?	HOW?
• **70%** of survey respondents **likely to participate** in a LDC loyalty program • **63%** of survey respondents find points-based program **most appealing** • **84% likely to participate** in a loyalty program with **personalised offers** • **Majority** (52%) **not willing to pay** for a **subscription-based program** • **Successful examples** from non-direct competitors • Merlin-wide points-based loyalty program would contribute to **cluster sales** and **repeat visitation**	• Offering **most desired discounts** to consumers: 1. **Discounts on Merlin admissions** with points 2. **Free admission** after achieving a certain level of points/number of visits 3. **Other discounts** on food/beverage/merchandise • Leveraging **referral discounts:** majority of survey respondents enjoyed their visit and would recommend a visit to friends & family • **Exclusive access** to special events, e.g. birthdays	• Short-term trial: **Personalized offers** through **simple data collection** upon purchase • Mid-term solution: **Salesforce Einstein AI** for advanced personalised offers & CRM • Long-term investment: **Customer Data Platform** & **Loyalty Mobile App** • **Majority** of survey respondents deem a mobile app **necessary** for loyalty tracking • Investing in marketing and communication efforts, as the current **Merlin Pass** program was **unknown to 33%** of respondents • Using **gamification** methods in CRM to engage consumers

POINTS-BASED PROGRAM APPEALS TO CUSTOMERS' RATIONAL LOYALTY

Engaging social media strategy to increase emotional loyalty

WHY?

- Due to short visit times, there is a **need to build strong brand loyalty outside visitation**, and this can be achieved through social media
- Building more intimate customer relationships online **adds to emotional loyalty** by increasing feelings **of trust, honesty & belonging**
- Emotionally engaged consumers **spend up to two times more** on brands they are loyal to

WHAT?

- High level of **engagement** with consumers, reply to comments and complaints in **real-time** on all relevant platforms
- Prioritize **personal responses** to consumers to build deeper consumer relationships that are based on **trust** and appeal to the feeling of being a **friend**
- Jump on existing **hashtags and trends** and use this information to your advantage in marketing campaigns
- Analyse customers' **brand perception** through online sentiment analysis and make more **accurate strategic decisions**

HOW?

- Reshaping the marketing strategy to cater to **real-time, fun** and **personal** responses to customers
- **Establishing presence** on all major social media platforms
- **Hiring millennial/gen-z marketing talent** and collaborating with influencers to be up to date on latest communication trends
- **Investing in social media listening tools**, e.g. Salesforce Einstein AI to track consumer trends

ENGAGING SOCIAL MEDIA STRATEGY APPEALS TO CUSTOMERS' EMOTIONAL LOYALTY

Investments in digital innovations throughout the customer journey

WHY?

- **23%** of survey respondents like the **interactive** and **engaging element of attractions & activities**
- However, **38.3%** of survey respondents feel there are **not enough attractions & activities** and thus **not worth the money**
- Having limited and less interactive attractions & activities can significantly **reduce customer retention rate** and the **number of pass holders**
- **Underserved market:** Children aged between 9-17 yrs old only represent **19%** of total customers (excl. adults) and felt LDC was less suitable for older kids
- Having more **digitally innovative applications** further create a sense of interaction and will engage older kids to a larger extent

WHAT?

- Pre-service period
  - **Interactive quizzes & games**
- Service period
  - **Interactive quizzes & games**
  - **Creative QR codes made of LEGO**: encourage customers use LDC mobile app and drive up-sell
  - Four popular **gamifications** selected by customers:
    - **Digital scavenger hunts**
    - **Interactive photography**
    - **Virtual Reality Experiences**
    - **Augmented Reality games**
- Post-service period
  - **Interactive quizzes & games**

HOW?

- Interactive quizzes & games: offer through **websites, app, social media and emails** (pre- & post-service period)
- Creative QR codes made of LEGO: Function as **display ads**, which can be placed at every corner of LDC
- Connect with **mobile app** to create seamless digital experience for customers
- Connect with the **point-based loyalty program** to encourage customers participate in different games, aiming to improve brand stickiness and customer retention rate

DIGITAL INNNOVATIONS APPEAL TO CUSTOMERS' EMOTIONAL LOYALTY

Thank you!

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Appendix

Additional Survey Results

Survey Analysis – **Customer Demographics**

What is your age?

194 responses
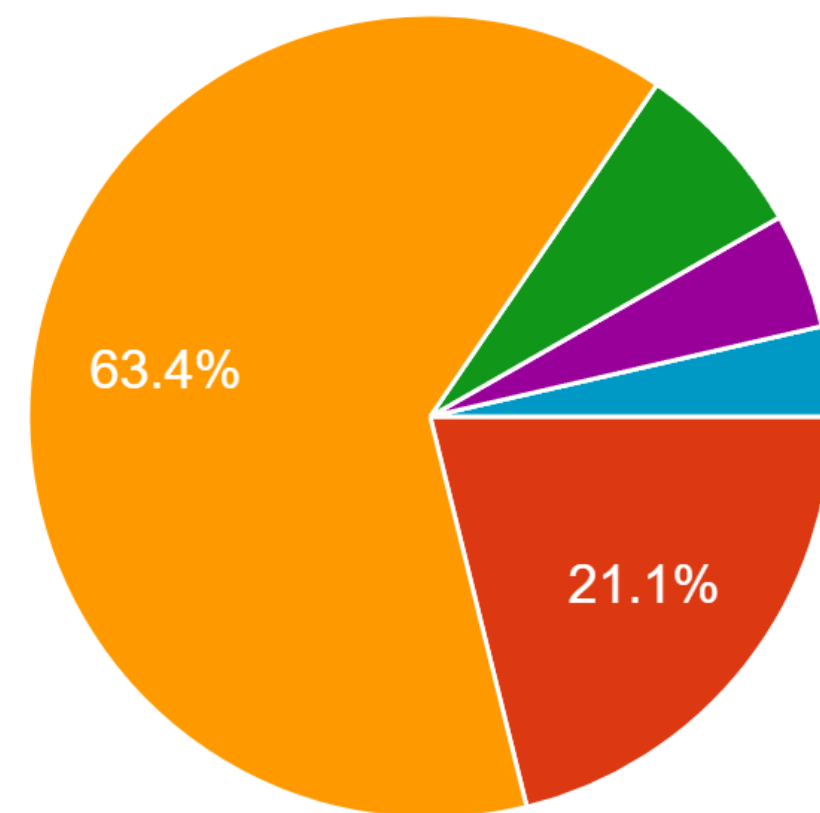
- 18 - 24
- 25 - 34
- 35 - 44
- 45- 54
- 55- 64
- 65+
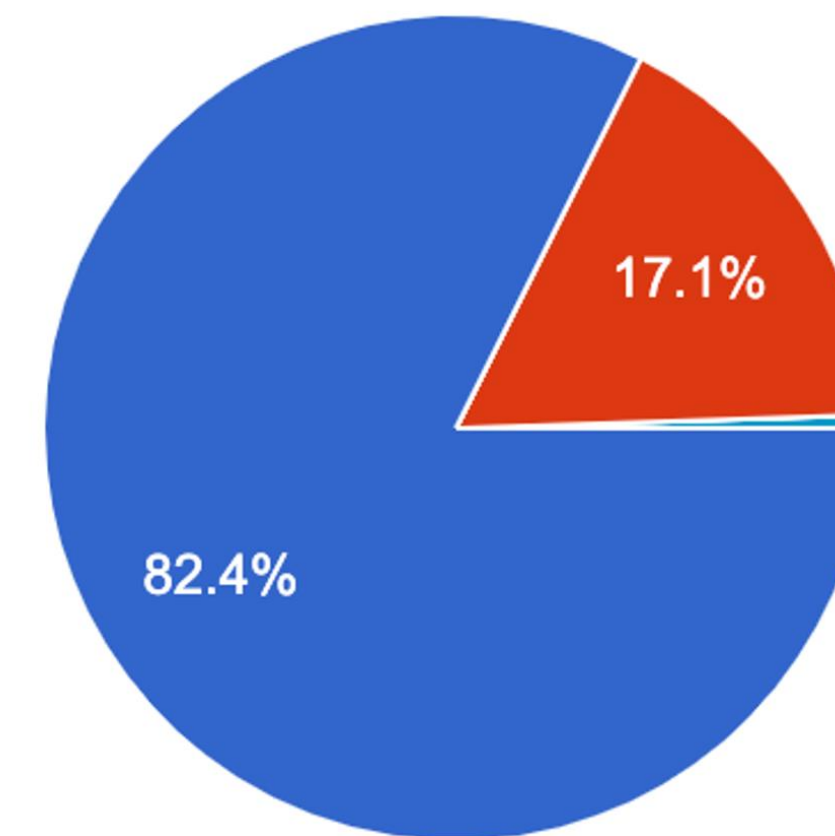
63.4%

21.1%

- Female
- Male
- Transgender Female
- Transgender Male
- Gender Variant/Non-conforming
- Prefer not to say

82.4%

17.1%

Survey Analysis – Most popular **Mobile App Features** selected by customers

Mobile payment options

11.6%

Digital map with real-time wait time for attractions

31.5%

Access to exclusive content or games

23.1%

MOBILE APP

LDC

Order food, snacks & beverage

Purchase merchandise or souvenirs

7.9%

25.9%
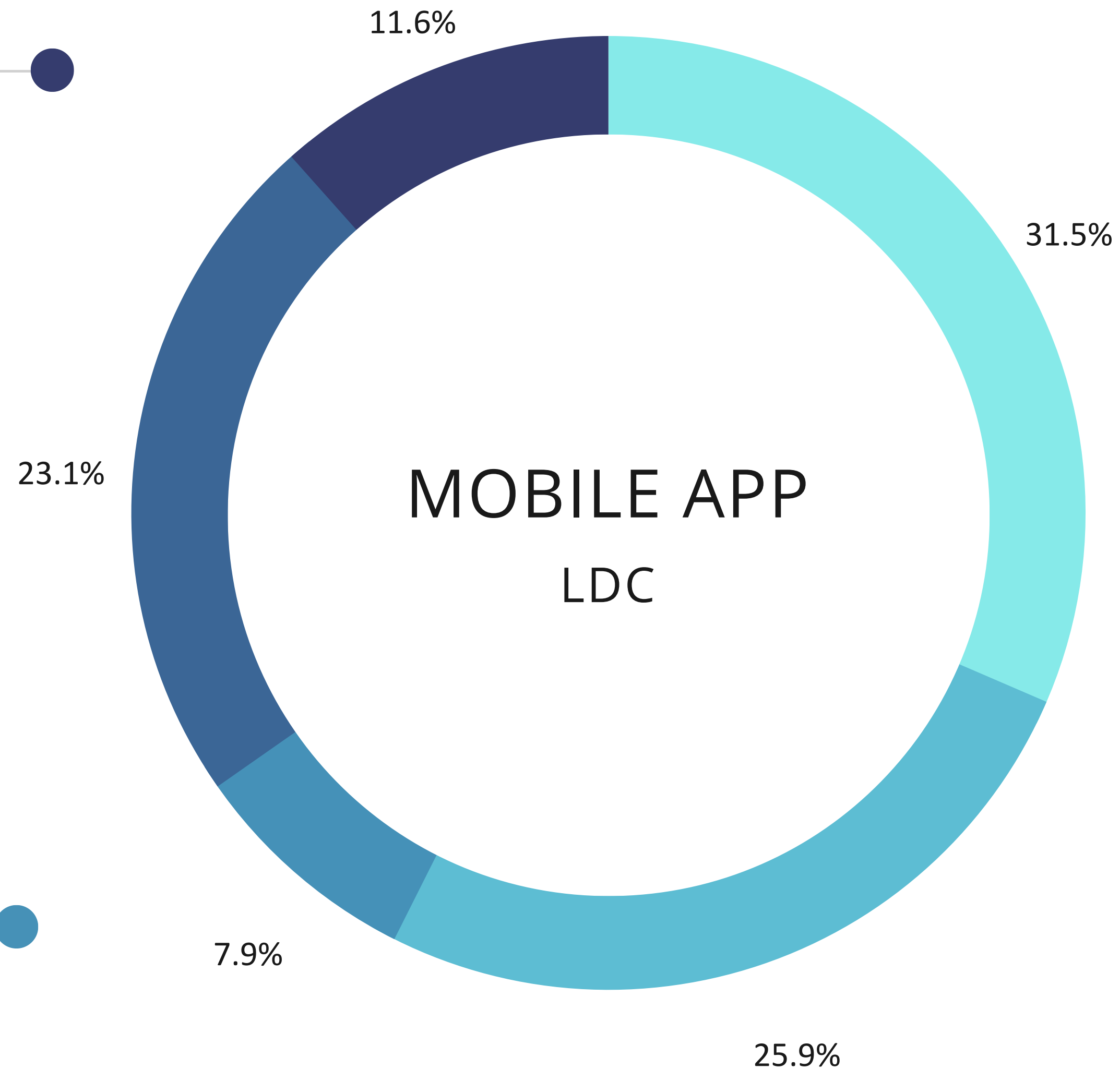
Digital Innovations Detailed

Digital Innovation: Gamification

The Concept: To use Gamification as a means to enhance digital touchpoints and improve data collection.

Engaging Customers

Enhance customer's digital experience through a fun and rewarding interaction with the company, resulting in an increased engagement, loyalty, and positive perception with the brand.

Customer Insights

Through gamified touchpoints, the collected data will allow businesses to gain valuable insights into their customers' behaviours and references. Such information could be used to improve products and services, develop more targeted marketed strategies, thus creating an overall more superior customer experience.

Motivating Behaviour

Encouraging customers to perform certain behaviours beneficial for business like filling out surveys.

Data Collection

Customers are more likely to give out information through gamification methods. More accurate and comprehensive data are likely to be collected when customers are engaged and willing to engage with the company through gamification methods.

Gamification: LDC's Application [CAPTCHA]

News & Events

GeeTest Partners with LEGO Discovery Center to Create Fun for CAPTCHA

👁 6668   23 Oct 2020 • 10 min read
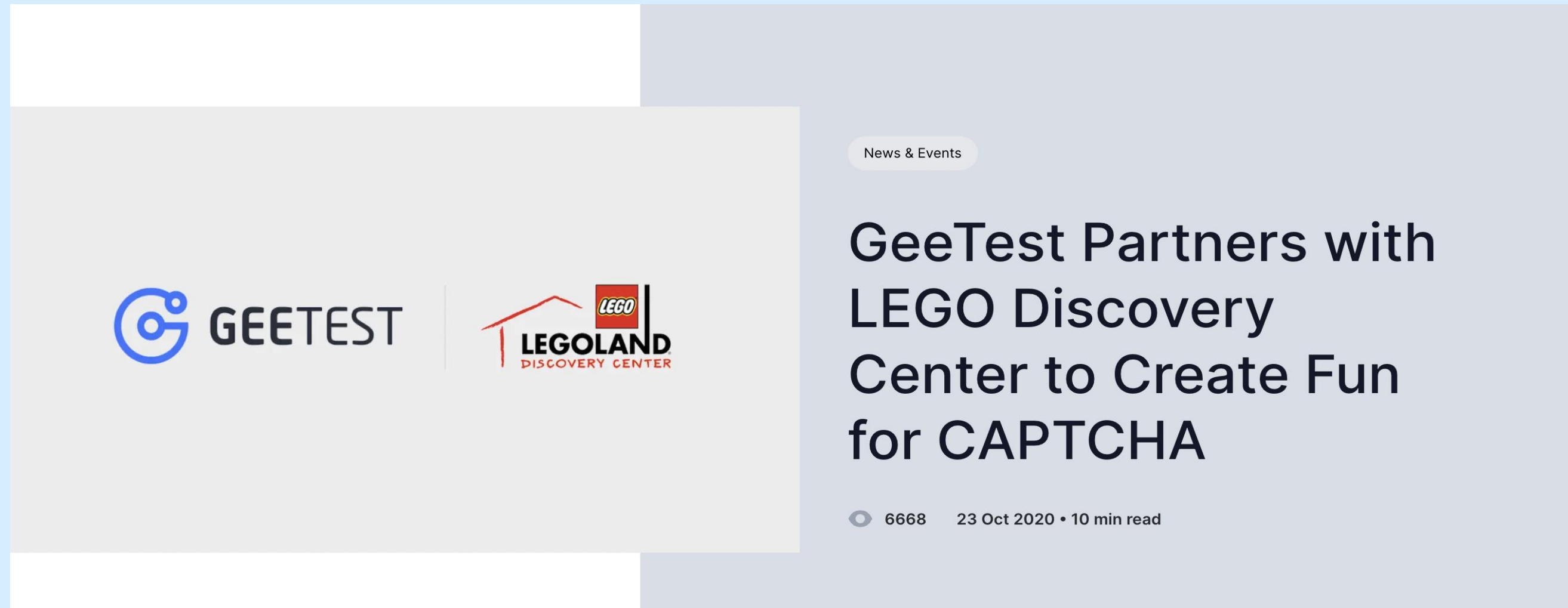
GeeTest introduced jigsaw puzzles **CAPTCHA** to the world, replacing the old 'Text CAPTCHA' 8 years ago, transforming this mundane and somewhat irritating process into a fun and effortless experience.

The use of GeeTest's smart internal commercial recommender system can dynamically display images stored in their ads resource pool to the targeted audience, making gamification even better with a personalized touch.

Type the code shown

Slide to complete the puzzle

Powered by Geetest
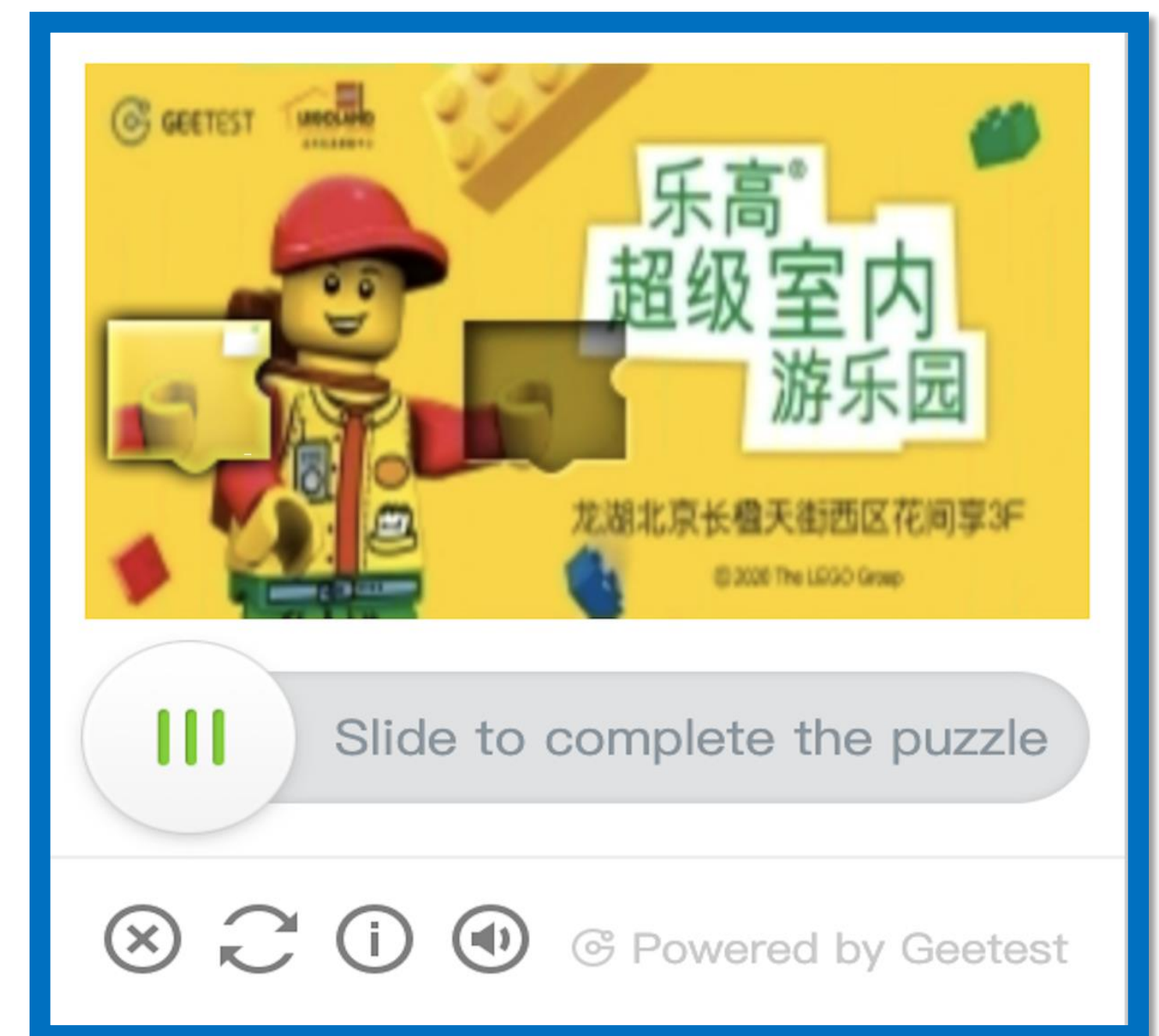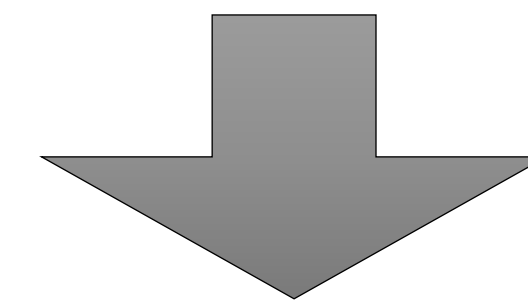
Gamification: Interactive Quizzes & Games [Examples]

Websites
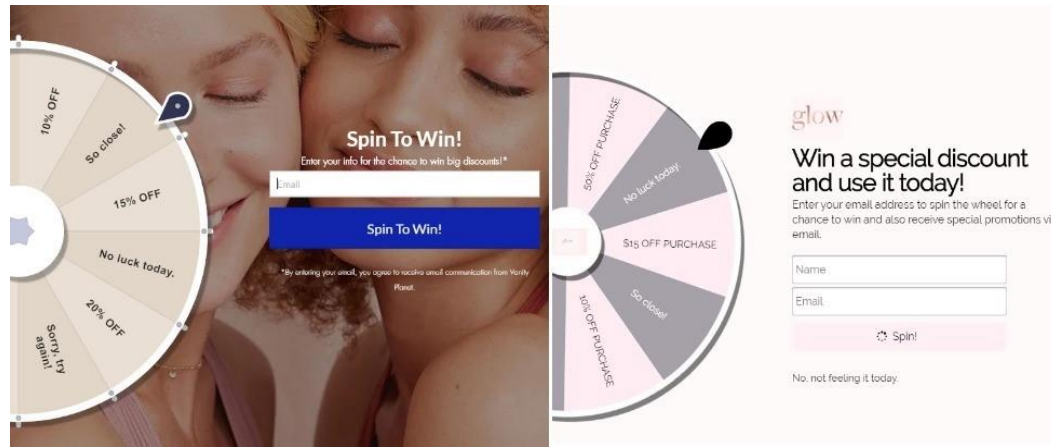
Company: glow
Wheel of Fortune: Easy and effortless.
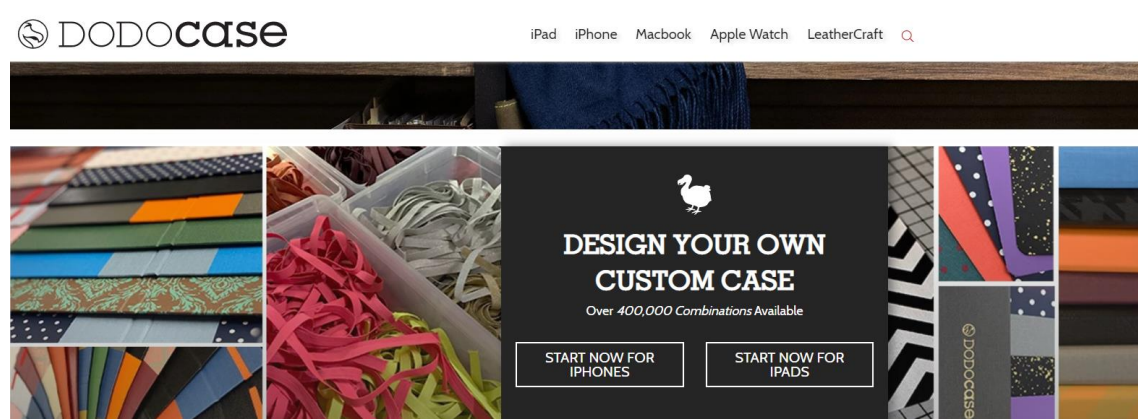
Company: DODOCASE
Custom DIY: Unconventional, interactive, encourages customer input and originality, merging/bridging the gap between customers and the company.
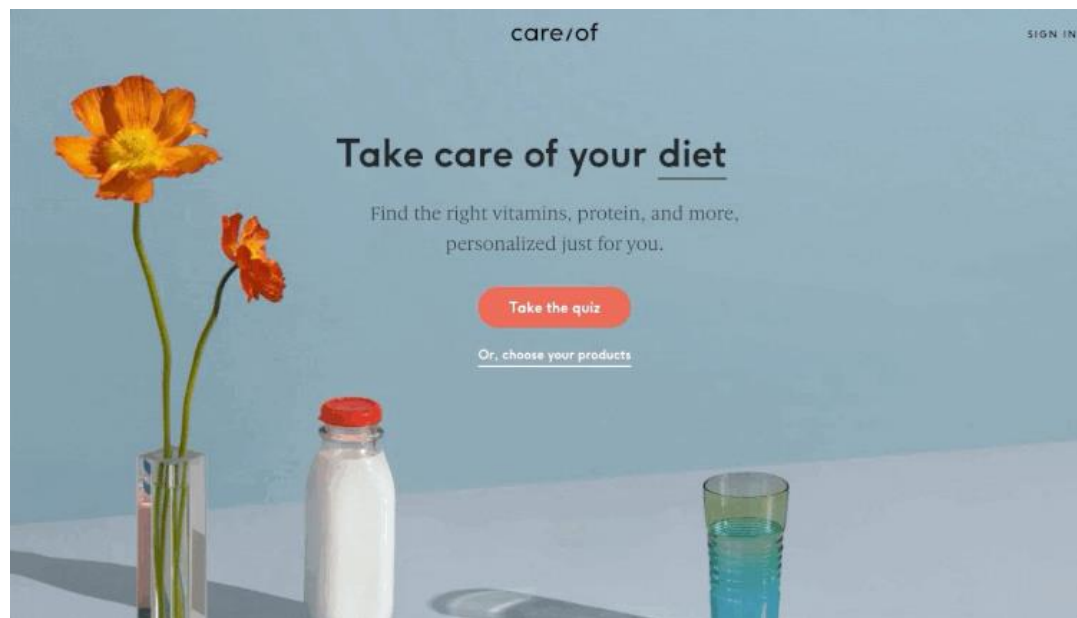
Company: Care/of
Quiz: Engaging customers in a more dynamic way.

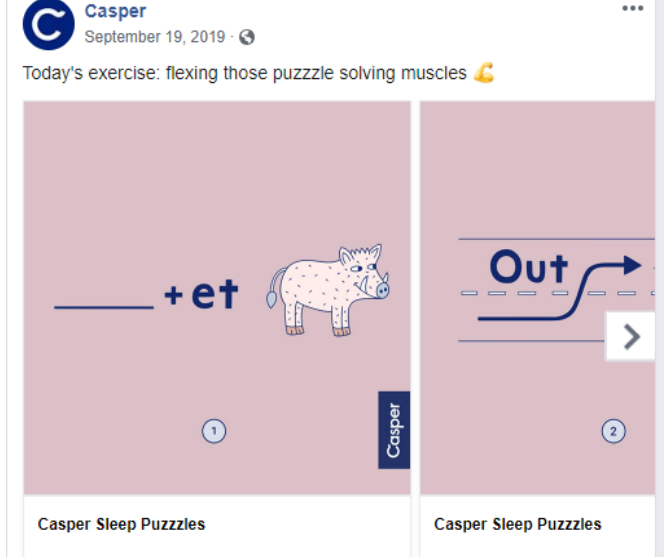## Social Media

Company: M&M
I Spy //
Maze

Company: The Maine Tourism Office
Trivia

Company: The Honey Baked Ham Company
Spot the Difference
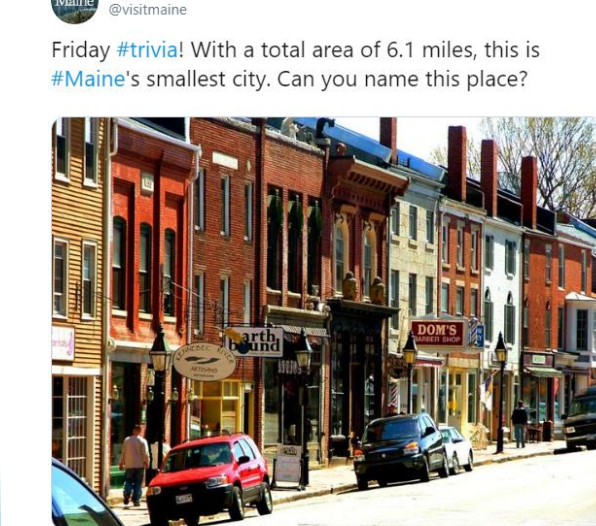
Company: Casper
Puzzle

Emails

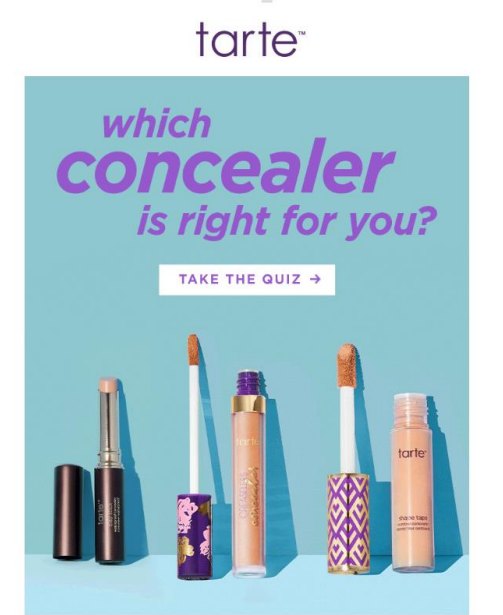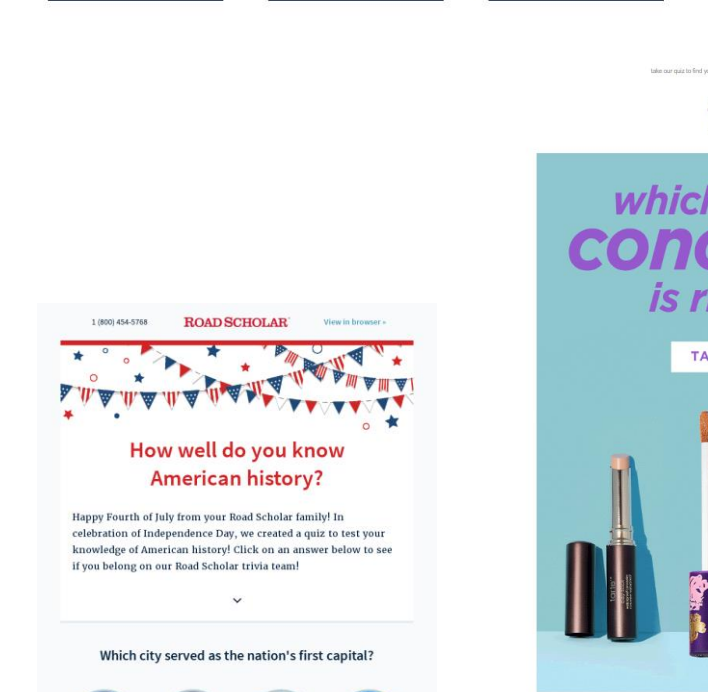**Company: Casper**
Choosing Between Options

Company: Taco Bell
Virtual Board Game

Company: Snowe
True or False
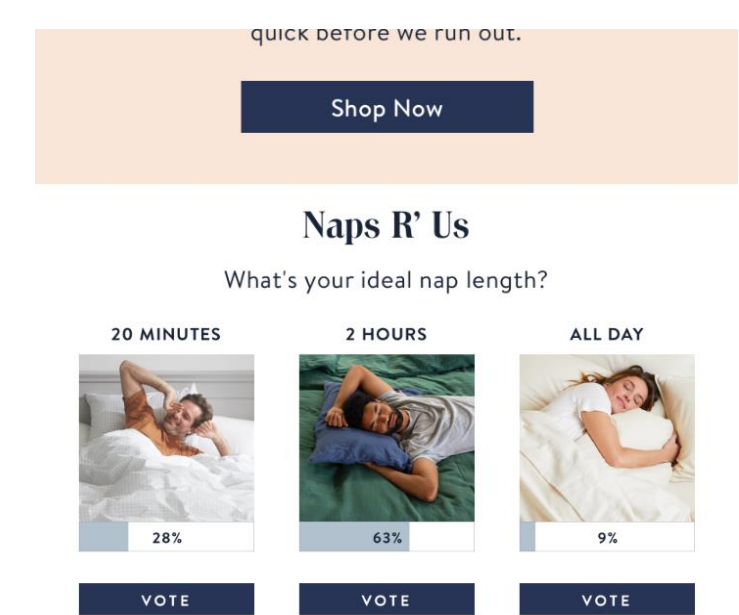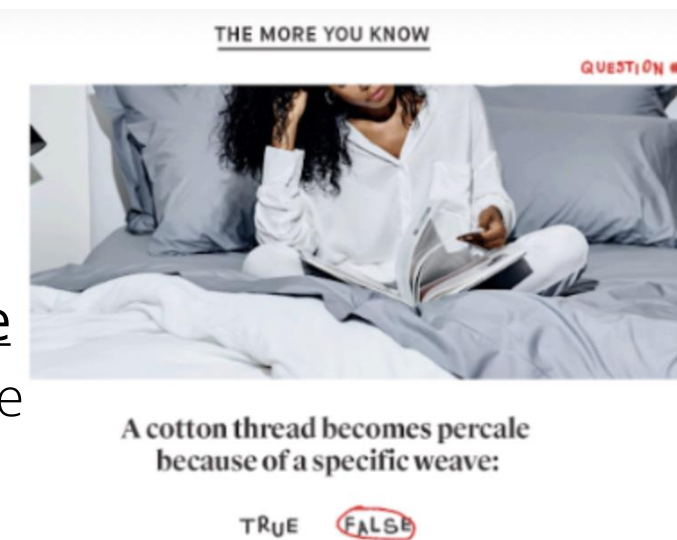
Company: Naps R' Us
Voting Game

Company: Tarte
Quizzes

Company: Road Scholar
Trivia

Service Period: LEGO QR Codes

Enhancing digital touchpoints: Use creative QR codes made of LEGO as display ads to motivate customers to scan them

Brand Recognition

It can help increase brand recognition for LDC as the iconic toy brand is instantly recognisable and associated with fun and creativity.

Target Audience

It can help capture the attention of families and kids who are likely to be interested in visiting a Legoland theme park.

Emotional Engagement

Lego is a nostalgic and sentimental brand for many people and using it in the display ads can tap into this emotional connection, making the ads more impactful.

Creative potential

It gives LDC's marketing team the opportunity to showcase their creativity and create eye-catching digital ads.

Brand Alignment

LEGO and LDC are both family-friendly brands with a focus on fun and creativity. Using LEGO in the display ads. can help reinforce LDC's brand values and create a stronger alignment with the Lego brand.

Direct customers to purchase page or activity page during the visit

Service Period: Digital Scavenger Hunts
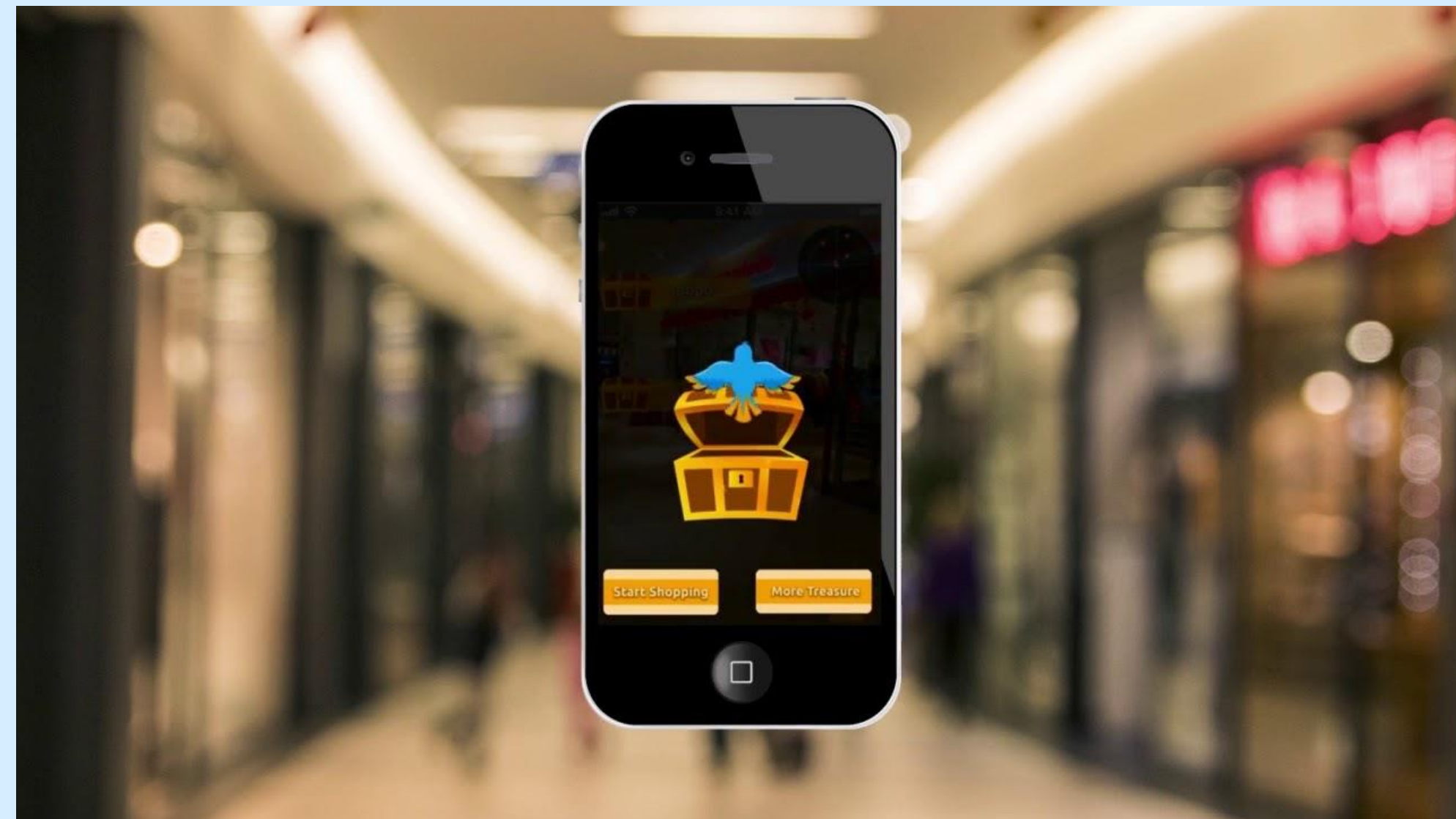
Digital scavenger hunts game allows customers to **search for designated items** via AR-enabled mobile app inside LDC.

Theme of the game should be **updated regularly** (i.e., on a monthly basis) to improve incentives for re-visit.

Connected with **mobile app** which shows the remaining number of treasures and winners in real-time.

Customers who successfully find those items can be **rewarded** (earn points).

Service Period:
Interactive Photography

Set up various LEGO-themed **photo backdrops** combining physical LEGO pieces & characters placed in front

Interactive

Create an opportunity to **engage parents with their child**, as well as capture memorable photos

Drive up-sell

Charge for **professional photography** which can be booked through website or app, and offer an upsell for a **physical/digital photo package** with fun filters and stickers

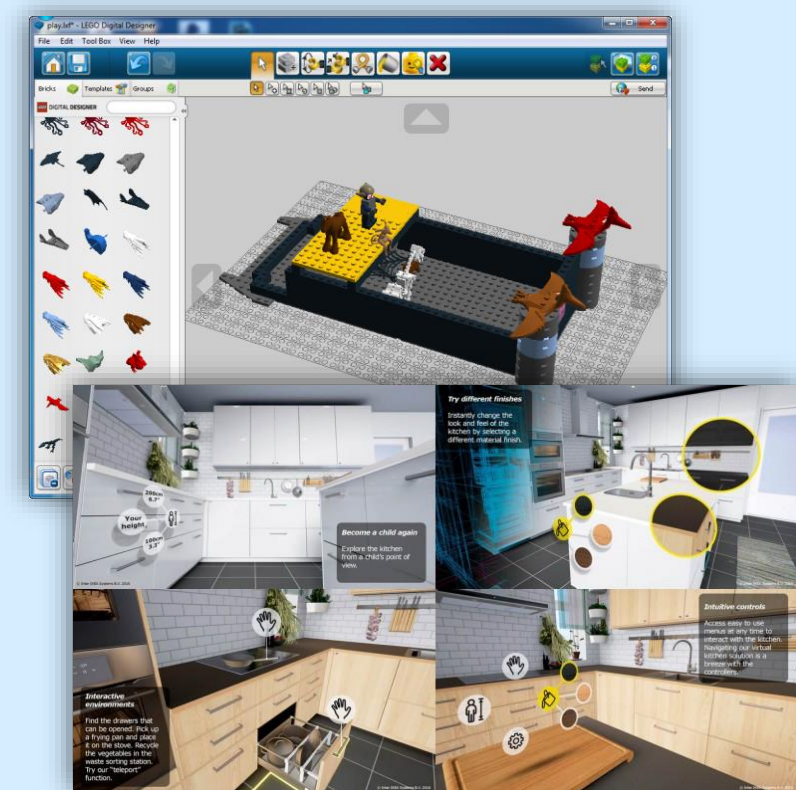# Service Period: Virtual Reality Experiences

VR Rides [Implemented]

Interactive VR Games

Developing themed interactive VR games (e.g., Lego Ninjago or Batman) that visitors could play individually or in groups – more appeal to big families.

1   **2**

Virtual Building Challenges

3   **4**

Promoting total immersion using VR to create building challenges where visitors can create and design their own virtual Lego models.

Virtual Tours

Using VR for virtual tours of LDC's exhibits and attractions for customers to explore at their own pace. The virtual tours can act as a digital map.

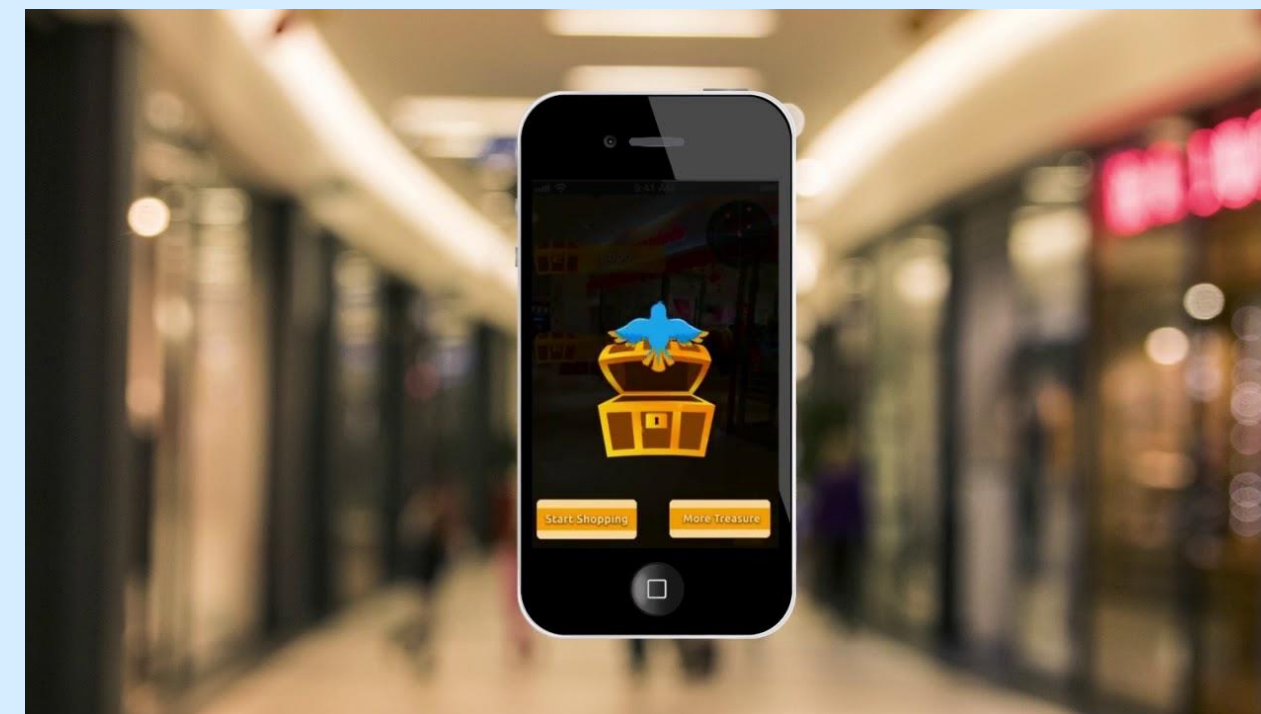**Many customers complained the difficulty to navigate inside LDC.**

Service Period: Augmented Reality Games
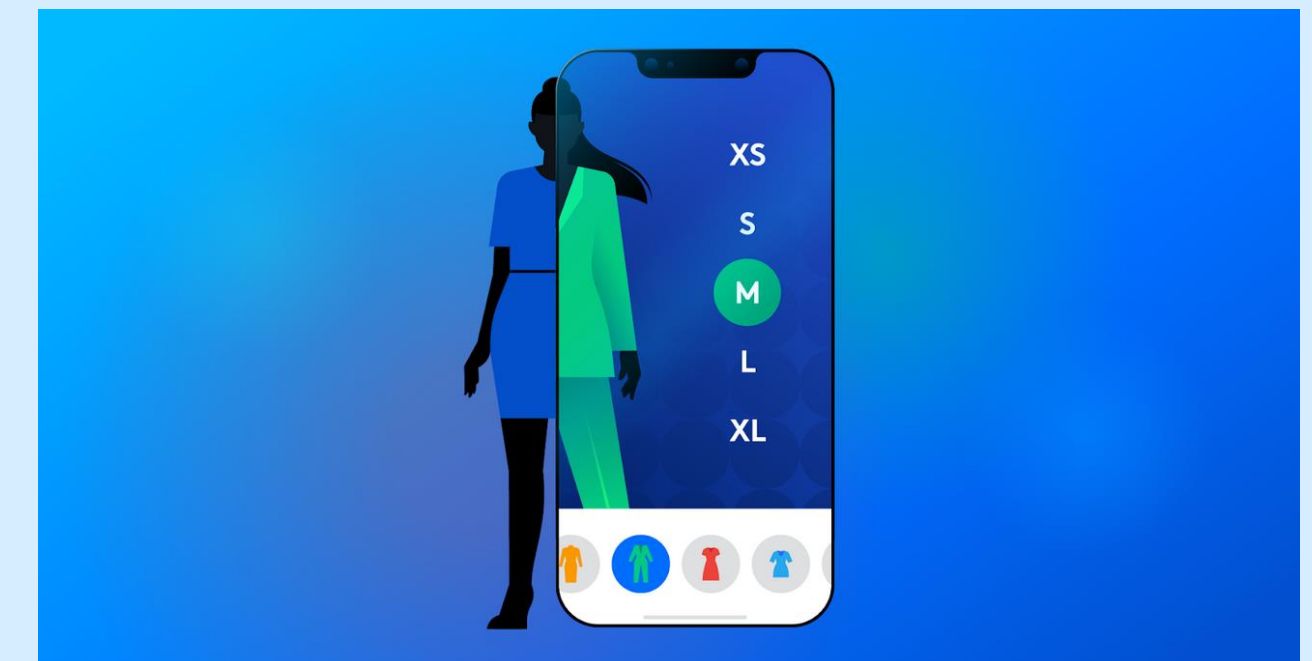
Meet with the Virtual World

Create an AR-enabled mobile app that allows guests to **interact** with **LEGO models and displays** (i.e., Miniland), **animating characters** (i.e., LEGO Friends).

AR-enabled Scavenger Hunts

Integrate **AR-enabled scavenger hunts**, encouraging guests to explore LDC while collecting virtual treasures

Virtual Try-on

Customers can **virtually try-on** exclusive LEGO-themed clothing or accessories. **Driving upsells** by allowing customers to purchase them through the mobile app/LEGO store.

Mobile App Features

"An integrated mobile app to create seamless digital customer experiences"

Payment Options

Allow customers to choose from mobile payment options and make purchase through the app

Purchase Merchandise

Allow customers to purchase merchandise & souvenirs on the app

Track Loyalty Status

Connect to point-based loyalty program to track points and loyalty status in real time

Mobile App Features

Digital Map

- Provide digital guidance & directions inside LDC Birmingham
- Display real-time wait time for attractions

Book Slots

- Allow customers to pre-book available slots for attractions & activities

Food Ordering

Allow customers to browse, order and purchase food, snacks & beverage

Games

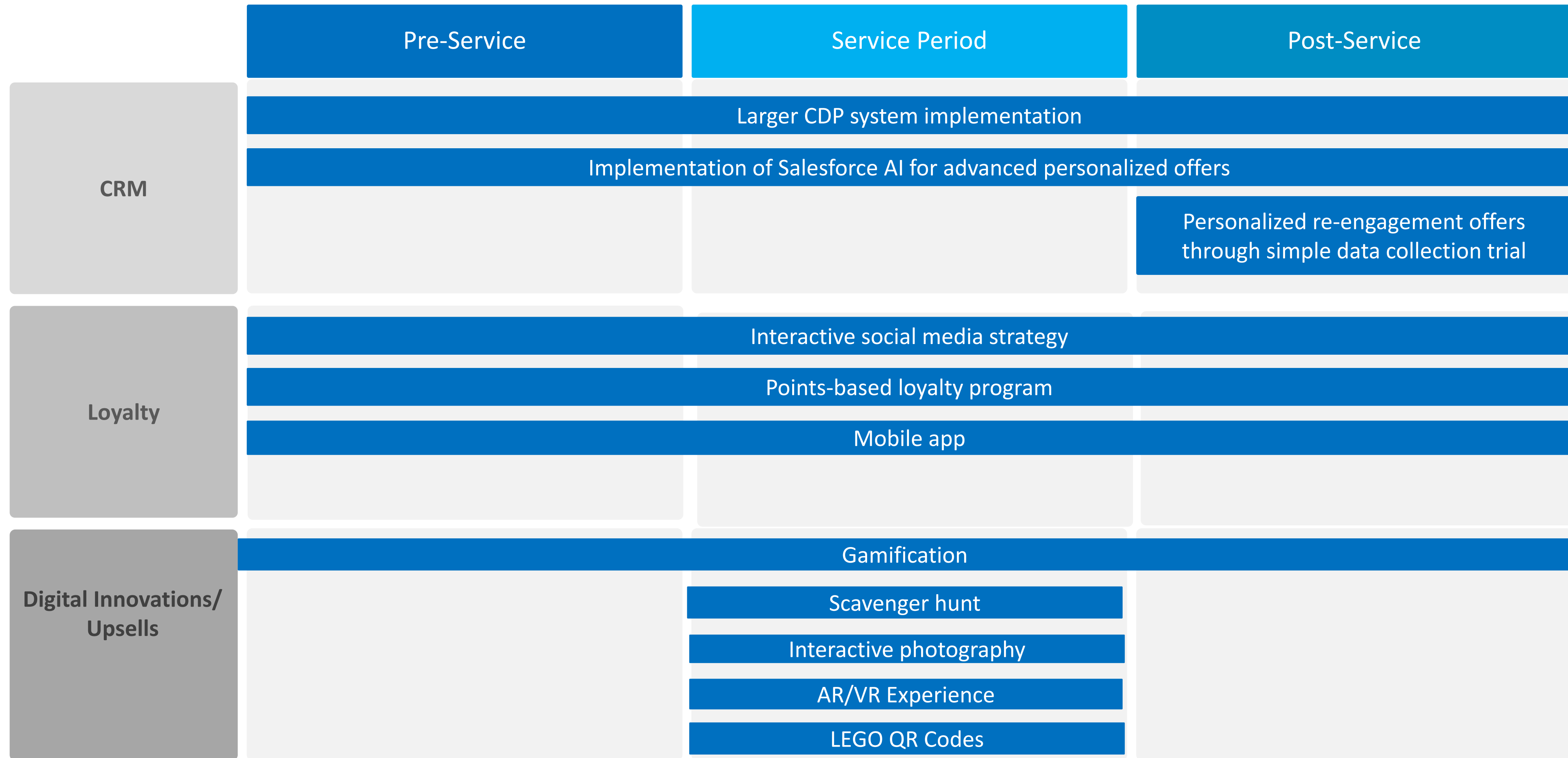Connect to digital scavenger hunt, interactive quizzes & AR games

Further Recommendations

Further actions need to be taken to address key pain points shown on customer journey map

Pain Points 🎯	Solutions 💡
Pre-service • Poor website navigation • Difficulty using voucher codes & discounts	• Re-construct the web page design through multiple A/B testing, implement the best solution based on customer purchasing rate
Service • Lack of clear directions and guidance inside LDC Birmingham	• Provide clear directions and guidance through 1) digital map on the mobile app and 2) virtual tours based on VR technology
• Limited activities & rides • Not enough activities & attractions for older kids	• Implement more digitally innovative applications, which further create a sense of interaction, while engaging older kids to a larger extent
• Crowdedness & long queues	• Adding mobile app features which not only allow customers to pre-book slots, but also show available slots and wait times for attractions & activities in real-time, giving a chance for customers to organise their own times
• Cleanliness & maintenance issues	• Increase size of cleaning team and pay extra attention to the cleanliness of restrooms. More frequent maintenance check & make sure all interactive components are functional
• Disappointment with special events	• Set up more attractive special events (i.e., birthday) through personalised offers
• Limited seating & limited food options and high prices in the cafe	• 1) Increase food availability during lunch time. 2) Provide creative LEGO-themed snacks, food & drinks and charge premium. 3) Offer a "food pass" when purchasing tickets for unlimited access to certain items throughout the visit. 4) Snack packages can also be incorporated with cinema, offer options to upgrade cinema ticket package and charge premiums.
Post-service • Limited valuable offers for pass holders	• Implement points-based loyalty program, which contains the most desirable offers (discounts, exclusive access to special events, etc.) for customers. The personalised feature of the loyalty program can tailor to customers' needs and further improve customer satisfaction

CRM, loyalty & digital innovation recommendations visualized in the service timeline

|	Pre-Service	Service Period	Post-Service
CRM	Larger CDP system implementation		
	Implementation of Salesforce AI for advanced personalized offers		
			Personalized re-engagement offers through simple data collection trial
Loyalty	Interactive social media strategy		
	Points-based loyalty program		
	Mobile app		
Digital Innovations/ Upsells	Gamification		
		Scavenger hunt	
		Interactive photography	
		AR/VR Experience	
		LEGO QR Codes	

Additional Company Benchmarking Material

CRM - Indigo airline

InterGlobe Aviation Limited, doing business as IndiGo, is an Indian low-cost airline headquartered in Gurgaon, Haryana, India. It is the **largest airline** in India by passengers carried and fleet size, with a **~57%** domestic **market share** as of October 2022.

Taking actions
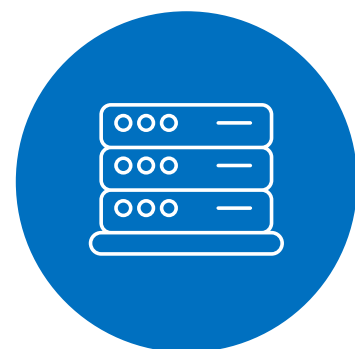
Customer data
Usage of customer data to make personalised offers, recommendations,
and services that are tailored to each customer's preferences and needs.

Seamless booking experience

User-friendly website and
mobile app that allow customers to easily book and manage their flights. The mobile app offers features such as mobile check-in, flight alerts and a virtual assistant to help customers with their queries.
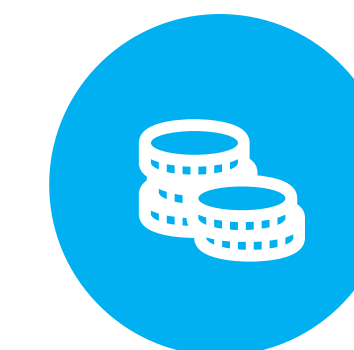
Social media

Social media presence on platforms such as Facebook, Twitter, and Instagram.

Better results

'Best Low-Cost Airline in Central Asia and India' award by Skytrax in 2019 and 2020

Highly profitable and fastest growing airline in India

CRM - Indigo airline

Similar Problems faced by Merlin

Suggestions and solutions for Merlin

01

Lack of customer data on Merlin LDC's customers

Current data collection focuses only on age and gender rather than behavior and interests.

02

Keeping consumers engaged with a mobile app

Mobile app might be used only

before and during the visit and then deleted.

Data collection for personalized offers

- Implement **account set up** on the website and a possible mobile app
- Wi-fi and **location tracking** & **social media** and marketing
- **Surveys** and feedback forms during or after visit

Implementation of a mobile app for a seamless customer experience

- Offer **exclusive** in-app discounts
- Create **gamification** Features: quizzes, scavenger hunts, or challenges, bedtime stories for kids
- **Personalise** offers: ask about kid's preference about the thematic weeks and provide early access; collect data about kid's birthday and interests and provide special offers
- Offer **mobile ordering**: options for food, beverages, and merchandise
- **Integrate** with the **loyalty program**: point tracking, information and notifications on how and where points can be used (e.g., Sea Life, Warwick Castle, Alton Towers in Birmingham)
- **Augmented Reality** features: guests can use the app to scan codes and unlock AR experiences throughout the attraction
- **Push notifications**: Sending relevant and timely push notifications to guests could encourage them to use the app for purchases and promote offers and promotions.

Social media & loyalty – Examples of Taco Bell's success

Using humor and creativity, Taco Bell connects with the consumers on a personal level, increasing consumers' emotional engagement with the brand

Master in increasing brand awareness, Taco Bell received more than half a million tweets in a day by creating a "Taco Emoji Engine"

Survey Design

Informed Consent *

Dear Participants,

You are invited to participate in a research project about the customer experience at **LEGOLAND® Discovery Centres (LDC)**. The study is conducted by students from London School of Economics and Political Science (LSE) on behalf of Merlin Entertainments, the owner of LDC.

What is the study about?

The purpose of the research project is to better understand your experience before, during, and after your visit to LEGOLAND Discovery Centre. Our goal is to identify areas where we can improve your experience.

What will my involvement be?

You will be asked to take part in a survey about your most recent experience with LEGOLAND Discovery Centre. **The survey should take no longer than 5 minutes.**

Do I have to take part?

Your participation in this survey is voluntary. You may refuse to take part in the research or exit the survey at any time. You may skip any question you do not wish to answer.

What will my information be used for?

We will use the collected information for a research project with Merlin Entertainment (the owner of LDC) aiming to enhance the overall customer journey at the LEGOLAND Discovery Centres.

Will my information be kept confidential?

Your survey answers will be stored initially with Google Forms. Data will later be downloaded and stored for analysis purposes. Please rest assured that all responses will be kept strictly confidential and used for research purposes only. Your participation will be anonymous - your name will not be used in any reports or publications resulting from the study.

Contact

If you have questions concerning the study, contact the researcher, by email at j.ye16@lse.ac.uk.

Please select your choice below. You may print a copy of this consent form for your records. Clicking on the "Agree" button indicates that

· You have read the above information

· You voluntarily agree to participate

· You are 18 years of age or older

○ Yes, I agree

○ No, I disagree

Demographic/General Questions

Description (optional)

What is your gender?

○ Female

○ Male

○ Transgender Female

○ Transgender Male

○ Gender Variant/Non-conforming

○ Prefer not to say

○ Other...

What is your age?

○ 18 - 24

○ 25 - 34

○ 35 - 44

○ 45- 54

○ 55- 64

○ 65+

What was the age of the child/children you visited LEGOLAND® Discovery Centre (LDC) with?

☐ Under 3

☐ 3 - 5

☐ 6 - 8

☐ 9 - 11

☐ 12 - 14

☐ 15 - 17

How did you hear about LEGOLAND Discovery Centre (LDC)?

☐ Display Ads

☐ Official website

☐ Word of mouth

☐ Social Media

☐ Other...

What was your motivation for visiting?

☐ Quality family time

☐ LEGO®-lover

☐ Holiday

☐ Tourism

☐ Special occasion (i.e., Birthday)

☐ Other...

When was your most recent visit?

○ Within last 6 months

○ Within last year

○ Within last 1 - 3 years

○ More than 3 years ago

○ Other...

Survey Design 3/7

Pre-Service Period

Description (optional)

Where did you seek information for the visit to LDC?

- ☐ Official website
- ☐ TripAdvisor
- ☐ Social media
- ☐ Search engine (e.g. Google)
- ☐ Friends
- ☐ Other…

It was easy for me to find what I was looking for on the official website.

*Skip if not applicable

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

If you disagreed, please state a reason.

Long answer text

Where did you purchase tickets for your visit?
Including admission tickets and attraction tickets (e.g. LEGO Race VR Experience, Miniland, LEGO 4D Cinema)

- ○ Official website
- ○ On-site purchase
- ○ Other…

It was easy for me to purchase tickets.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

If you disagreed, please state a reason.

Long answer text

I found the chatbot helpful in answering my inquiries.
* You may skip this question if not applicable

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

If you disagreed, please state a reason.

Long answer text

Service Period

Description (optional)

Which parts of the visit did you and your group like the most?

☐ Miniland

☐ LEGO 4D Cinema

☐ LEGO Race VR Experience

☐ Kingdom Quest

☐ LEGO CITY

☐ LEGO FRIENDS

☐ Merlin's Apprentice Ride

☐ LEGO Racers

☐ LEGO Duplo Farm

☐ Play Sessions

☐ Little Play Squad

☐ LEGO playground

☐ Creative workshops

☐ VIP Master Model Builder Sessions

☐ None of the above

What made you and your group enjoy the attractions/activities chosen above?

Long answer text

Was there anything that made your visit less enjoyable?

Long answer text

Digital Experience Opportunities   ⌄ ⋮

Description (optional)

If LDC offered a mobile app to enhance your guest experience, which of the following features would you be interested in?

Select at most 3.

☐ Digital map with real-time wait times for attractions

☐ Mobile ordering for food and beverage

☐ Mobile purchase for merchandise or souvenirs

☐ Access to exclusive content or games

☐ Mobile payment options

☐ Not interested in a mobile app

☐ Other...

Which digital features would you be interested in to enhance your experience inside LDC?

Select at most 3.

☐ Augmented reality games (AR)

☐ Virtual reality experiences (VR)

☐ Digital scavenger hunts

☐ Digital maps or wayfinding

☐ Interactive photography

☐ Interactive displays/quizzes

☐ Other...

How interested would you be in a LEGOLAND Discovery Centre metaverse experience that allows you to interact with LEGO characters, play games, and explore virtual versions of the attraction?

	1	2	3	4	5	6	7	
Not interested at all	○	○	○	○	○	○	○	Extremely interested

Loyalty Program Opportunities

Description (optional)

Are you aware of the Annual Pass LDC offers?

○ Yes

○ No

Which annual pass or loyalty program have you purchased or subscribed to?

☐ LDC Annual Pass

☐ Merlin Annual Pass

☐ LEGO VIP (Loyalty program not under LDC)

☐ None of the above

How often do you visit the LDC?

○ Only visited once

○ 1 - 2 visits per year

○ 3 - 5 visits per year

○ 6 - 10 visits per year

○ More than 10 visits per year

Would you be interested in participating in a LDC loyalty program?

○ Yes

○ No

○ Maybe

Which of the following types of loyalty programs do you find most appealing?

☐ Points-based programs (earn points from purchases/participating activities that can be redeemed for re…

☐ Tiered programs (earn rewards based on level of spending or membership status)

☐ Subscription programs (pay a monthly/annual fee for exclusive benefits)

☐ None of the above

How much would you be willing to spend per year on a **subscription-based** loyalty program that offers exclusive benefits and rewards?

* You may skip this question if not applicable

○ £0-£50

○ £50-£100

○ £100-£200

○ More than 200£

○ Not willing to pay

Would you be more likely to participate in a loyalty program if it offered personalised rewards based on your preferences and spending habits?

E.g. Based on your interest, discounts for other attractions such as Madam Tussauds, Sea Life or Peppa Pig World of Play

○ Yes

○ No

○ Maybe

Which of the following loyalty program benefits would be most appealing to you?

Select at most 3.

☐ Discounts on admission tickets

☐ Discounts on attractions & activities (e.g. LEGO Race VR Experience)

☐ Discounts on food and beverages

☐ Discounts on merchandise

☐ Free admission after a certain number of visits

☐ Priority/exlusive access to new attractions or experiences

☐ None of the above

In a loyalty program, how important is it for you to have a mobile app to track your rewards and benefits?

	1	2	3	4	5	6	7	
Not at all important	○	○	○	○	○	○	○	Very important

Survey Design 7/7

Post-service Period

Description (optional)

I enjoyed my visit at LDC.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

If you disagreed, please state a reason.

Long answer text

I am likely to visit LDC again.

	1	2	3	4	5	6	7	
Extremely unlikely	○	○	○	○	○	○	○	Extremely likely

I would recommend LDC to others.

	1	2	3	4	5	6	7	
Strongly disagree	○	○	○	○	○	○	○	Strongly agree

How can LDC improve your experience for the future? (e.g. new activities, customer service, new attractions, etc.)

Long answer text

Can we contact you for a more detailed follow-up interview?

○ Yes

○ No

If yes, please leave the following contact details below: 1. Email 2. Phone number.

Long answer text

Distribution of workload

Distribution of workload Excel

MG488 - GMIM Project- Distribution of Workload Form

Client	Merlin Entertainments	Project	How to use digital in the end-to-end guest journey?	Faculty coach	Christine Cote	NDA (Indicate Yes/No)	Yes (they informed us of an NDA but never sent papers to be signed)

A:Members	B:Project defintion/ Scoping	C:Literature Review	D:Methodology	E:Analysis	F: Solutions/ Recommendations	G: Other	If this project is not governed by an NDA do you consent for this project to be shared with future students (Every member of the team must indicate yes or no)
Anna Rekola	Team leader, taking care of project management and leading meetings	Loyalty & CRM literature and slides	Participation in survey design	Benchmarking analysis HSBC & TacoBell	Definition of points-based & social media strategy recommendations		No
Nargiz Ussenova	Participated and presented in client meetings		Participated in developing survey	Analysed benchmarking companies in airline industry		Prepared PowerPoint slides for benchmarking companies	No
Leanna Lam	Point of contact with clients, and brainstormed initial ideas to provide insight and guide the potential direction of the project, helped to take care of team meetings when necessary, keeping team's communication lubracative		Participation in survey design	Provided assistance to benchmarking analysis	Digital innovation, gamification concept - why and how that could be utilised into the different areas of recommendations	Prepared slides for digital innovation section: gamification and further detailed slides	No
Xiaorui		Customer journey literature and slides	Participation in survey design	Benchmarking analysis TGV		Prepared slides for benchmarking companies	No
Lan Yang	Patricipation and presenting in meetings		Participation in survey design & conducting data analysis	Data analysis & limitations & KEEP App benchmarking		Prepared slides for methodology and benchmarking	No
Jingyi Yip			Lead methodology and survey design, methodology slides	Conduct survey results analysis including building customer journey map	Digital innovation recommendation slide	Appendix:1)Additional survey results slides; 2)Digital innovations detailed slides; 3)Further recommendation slide	Yes (they informed us of an NDA but never sent papers to be signed)