

IAAPA Attractions **EXPO**

*Delivering Service Excellence, A
Small Attraction Success Story*

Friday, November 17, 2006
8:30 AM to 9:45 AM
Room # B408

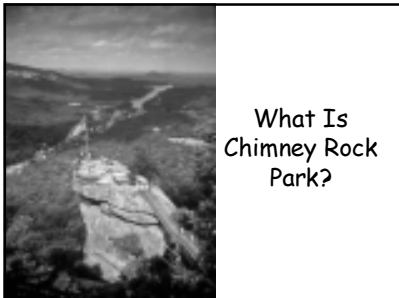


Delivering Service Excellence
A Small Attraction
Success Story

IAAPA
 Presented by
 Todd B. Morse
 Chimney Rock Company
 November 17, 2006

- What I Hope You'll Leave With Today...**
- ☛ Sense of our history
 - ☛ Importance of customer service
 - ☛ How we built & keep alive our service culture
 - ☛ Ideas you can use!
 - ☛ Burning desire to visit Chimney Rock Park!
 - ☛ Special souvenir...
 - ☛ A smile!

Some Scary Rock Imagery...



**You Might Even Say We Were
Between A Rock...**



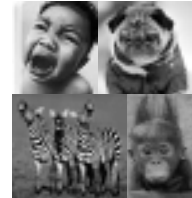
...And A Hard Place!

**What Could We Do To Increase
Our Business With No Money?**

- ☛ To dominate your market:
 - ☛ Technological edge
 - ☛ Low cost producer / service provider
 - ☛ Customer intimacy
- ☛ We chose customer intimacy!
 - ☛ Treating your customers and associates well
 - ☛ Time, training, and energy

Who are Your Customers?

- ☛ People who visit your business
- ☛ People who call your business
- ☛ Your fellow associates at work
- ☛ Anybody else?



What Do They Want?

- ☛ A product or service
- ☛ A problem solved
- ☛ Feel Welcomed
- ☛ Friendliness
- ☛ Helpfulness
- ☛ Care and attention
- ☛ Appreciation



**How Do You Define Great
Service and Poor Service?**



**Why Focus On Customer
Service?**

- ☛ The average unhappy customer will tell 8 - 10 people
- ☛ 1 in 5 of those unhappy customers will tell 20 people!
- ☛ A typical business only hears from about 4% of dissatisfied customers
- ☛ 7 out of 10 complaining customers will do business with you again if you resolve problem
- ☛ 95% will do business with you again if you resolve their problem on the spot!

More Fun Facts...

- ☛ Reasons Why Customers Choose To Leave
 - ☛ 1% die
 - ☛ 3% move away
 - ☛ 5% due to a friend's influence
 - ☛ 9% lured away by competitors
 - ☛ 14% due to product problems
 - ☛ 68% cite indifference as a reason to leave
- ☛ It costs 5-6 times more to attract a new customer than to retain one
- ☛ It's a competitive edge

The Best Reason Of All...

It just feels right...
...to your customers
...to your associates
...and to you!



Early Stepping Stones

- ☛ Reading and networking
- ☛ Going to IAAPA to find out about service programs!
 - ☛ Networked with Six Flags VP
 - ☛ Received their facilitator's manual and program!
- ☛ Created our own program
 - ☛ Training
 - ☛ Mystery shops
 - ☛ Rewards

The Cornerstones


- Culture is the foundation
- Cultural cornerstones
 - We work hard
 - We care about people - feeling of family
 - We love what we do
 - And, yes... we love to have *FUN!*
- Service attitude around Park is at our core
- We're not perfect - we keep working on it! We're a "work in progress!"

How To Create a Fun Service Culture

- It starts with you!
- Vision / mission / values
- Right people with right attitude
- Communication
- Measurement / feedback
- Total company support
- Support for everyone in the company
- Rewards
- FUN!

It Starts With You!

- What do you want to create?
 - For your customer
 - For your business
 - For yourself!
- You need to do an integrity / gut check!
 - Look deep inside!
 - Passion for service?
 - Leadership challenge?



If you don't start from a place of depth, you'll create a pretty shallow program that lacks sincerity and heart and won't last!

Vision / Mission / Values

- CRP's Vision
 - Creating elevated experiences®
- CRP's Mission

Chimney Rock Company is a fourth generation, family-owned enterprise of dedicated associates who operate businesses that provide exceptional customer service, natural experiences, and quality products and services for families, groups, individuals and businesses.

Through our integrity, authenticity and stewardship, we utilize our resources to meet the needs of our present guests, customers, and associates without compromising our ability to meet the needs of future generations.
- CRP's Values
 - Integrity, Service, Stewardship, Teamwork, Growth, and Fun

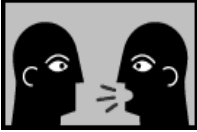
Hiring The Right People

- "Hire for attitude, train for everything else"
- Proper fit for your culture
- Train them for what you expect or you can expect very little
- What are the most important qualities for your people to have?



Work On Communication

- Internal surveys
- Our #1 issue - surprise, surprise!
- Meeting Notes
- Company-wide meetings
- Newsletter
- Open-book management




Mystery Shop Development

- History of our program
- Importance of program
 - Measurement
 - Reinforcement
- Design of first form
 - Key elements of standard
 - Creation of 10 points
- Evolution of program
 - 10 to 46 shops
 - Addition of FISH points
 - Different rewards over the years

Mystery Shop Assignment

- Shop a local service business!
- Rate that business!
- If you're daring, have someone rate your business!
- What insights can you gain about your business from "shopping" someone else's?



Service Musts - We're Not Asking Much...

- Be Present
- Build rapport
- Have fun!
- Attitude is everything
- Seize "special moment" opportunities
- Practice patience



The Comment Card

- Feedback
 - Really good!
 - Really bad!
- Identify problems and opportunities
- Collect names & addresses



Support

- Everyone needs to "walk the walk" - especially top management
- Learning Budget
- Messages
- Handwritten notes
- Paid birthday off & free cake!
- Lunch with me on anniversary - what a treat!



Rewards/Recognition

- The greatest rewards costs you nothing but time and energy
- Award competitions!
- \$2.00 Bill Program
- Gas vouchers
- Bartered items
- Bonuses tied to overall financial results for the company



...And My Personal Favorite

The Order of The Guide

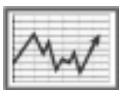


FUN!!!



The Results - Milestones

- Mystery Shop scores have risen steadily
 - Record year even with new shop format!
 - We're #1!
- Since 1986
 - Park attendance has tripled since 1986
 - Revenues have increased 6-fold!



And The *Most Fun* Part...

- Awards / Recognition
 - IAAPA Service Excellence Award
 - First Citizens Bank Amazing Customer Service Award
 - Great Places to Work study inclusion
 - Getting to be here today with you!



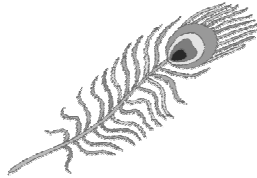
Summary

- It must start with you and your vision!
- It's a focus on your customers and your associates
- Cultural support is the key
- Measurement and reinforcement are critical
- It has to be right for you!
- Make it fun!

The Question - Are You Up To
The Challenge?



Let's Put It To The Test!



The Only Way To Fully Appreciate
The Value Of Today's Program Is To..

**...come
and
visit
the
Park!**



Thank you...

You Rock!

Delivering Service Excellence A Small Attraction Success Story



CHIMNEY ROCK PARK
Live it up.

IAAPA

November 17, 2006

Presented by
Todd Morse
Chimney Rock Company

How Do You Define Great and Poor Service?

Example of Great Service:



Example of Poor Service:



Why Focus On Customer Service?

- ✓ The average unhappy customer will tell ___ - ___ people
- ✓ ___ in 5 of those unhappy customers will tell ___ people!
- ✓ A typical business only hears from about ___% of dissatisfied customers
- ✓ ___ out of 10 complaining customers will do business with you again if you resolve problem
- ✓ ___% will do business with you again if you resolve their problem on the spot!
- ✓ Reasons Why Customers Choose To Leave
 - ___% die
 - ___% move away
 - ___% due to a friend's influence
 - ___% lured away by competitors
 - ___% due to product problems
 - ___% cite indifference as a reason to leave
- ✓ It costs _____ times more to attract a new customer than to retain one
- ✓ It's a competitive edge!
- ✓ It's the right thing to do!



The Cornerstones



Culture is the foundation



Cultural cornerstones

1. We work hard!
2. We care about people - feeling of family
3. We love what we do!
4. And, yes... we love to have *FUN!*



Service attitude around Park is at our core



We're not perfect - we keep working on it! We're a "work in progress!"

How To Create A Fun Service Culture

- 👤 It starts with you!
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- 👤 Right people with right attitude
- 👤 Communication
- 👤 Measurement / feedback
- 👤 Support for everyone in the company
- 👤 Rewards
- 👤 FUN!



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🏰 What do you want to create?

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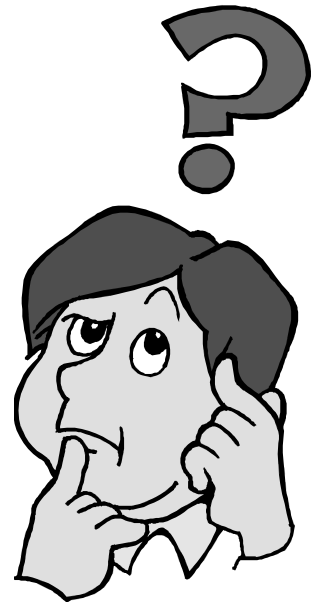
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Hiring The Right People

- 👤 "Hire for attitude, train for everything else"
- 👤 Proper fit for your culture
- 👤 Train them for what you expect or you can expect very little
- 👤 What are the most important qualities for your people to have?



Key Qualities:

Support

- 🏰 Everyone needs to _____
- especially top management
- 🏰 Learning Budget
- 🏰 Massages
- 🏰 Handwritten notes
 - 🏰 Anniversaries
 - 🏰 Birthdays
- 🏰 Paid birthday off & free cake to celebrate their most important day!
- 🏰 Lunch with the _____ on their anniversary - what a treat!

Other Ideas:



Rewards and Recognition

- 🏰 The greatest rewards costs you nothing but time and energy
- 🏰 Award competitions!
- 🏰 \$2.00 Bill Program
- 🏰 Gas vouchers
- 🏰 Bartered items
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Ideas:
