



Euro Attractions Show
January 23-25, 2008

Wednesday, January 23, 2008

15:30 - 16:15

Motivate Me!
How to keep your employees healthy, happy
and guest focused


Euro Attractions Show

January 23 -25, 2008 Nice France

Presentation material is also available at: www.iaapa.org

The Disney APPROACH to Employee Retention

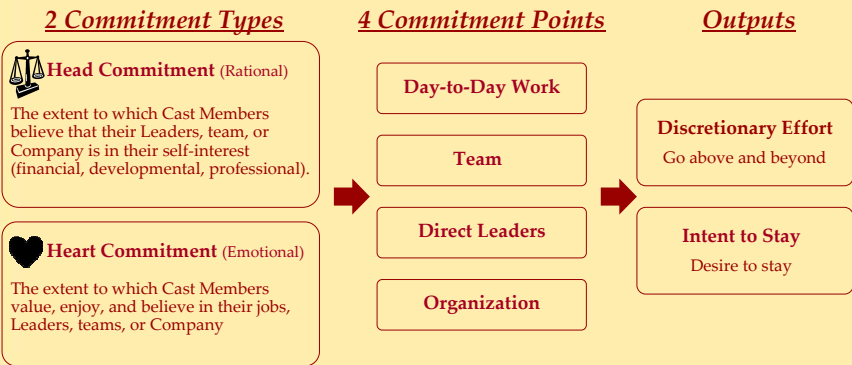
John Holland
General Manager,
Disney's Animal Kingdom.



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What is Engagement & Emotional Commitment

Engagement is the extent to which Cast Members commit to something or someone, how hard they work, and how long they will stay as a result of that commitment.



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Engagement vs. Satisfaction

Satisfied Employees

Satisfied employees feel pleasant, content, gratified, and that their needs have been fulfilled

Engaged Employees

Engaged employees feel energized, passionate, involved, dedicated, and committed

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How Engaged is the General Workforce?

13%

of the overall workforce is highly uncommitted.

'The Disaffected'

76%

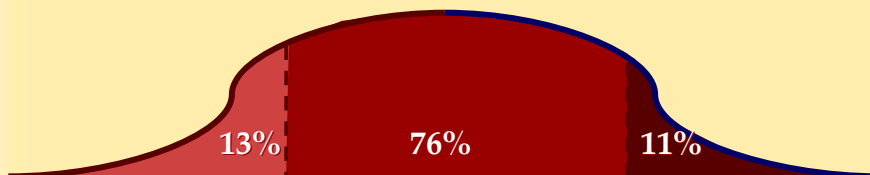
of the workforce is 'up for grabs' - neither fully committed nor uncommitted.

'The Agnostics'

11%

of the workforce is highly committed.

'The True Believers'



Resources: Corporate Leadership Council, 2004 Employee Engagement Survey

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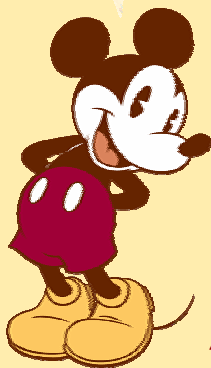
Moving Forward to 'The Basics'

- Focus our managers to be facilitators of Cast engagement and development, and increase ownership of the Guest experience
- Align our internal processes, learning, measures, and tools
- Simplify performance expectations for Cast Members and make greater connections into the higher purpose

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The Disney Service Basics



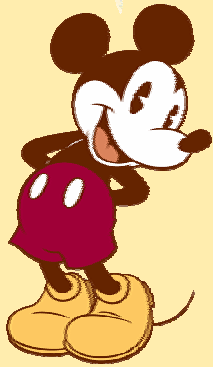
- I project a positive image and energy
- I am courteous and respectful to all Guests, including children
- I stay in character and play the part
- I go above and beyond

"I can make a difference for a Guest"

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The Disney Leader Basics



- I demonstrate commitment to Cast Members
- I know and manage my Operation, and I teach it to Cast Members
- I lead and monitor Cast performance and operational improvements

"I can make a difference for a Guest and a fellow Cast Member"

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I demonstrate commitment to Cast Members

- Take a sincere interest in Cast Members
- Treat them with kindness and respect and value their diversity
- Actively listen to Cast, and follow-up on their issues as quickly as possible
- Always strive to become a more effective Leader by continuously learning and adapting from experiences

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I know and manage my Operation, and I teach it to Cast Members

- Recognize where to be and when to be there
- Be available, visible and able to step in and assist in the operation, as needed
- While on-stage, model and teach the Disney Service Basics and engage in Cast and Guest interaction
- Take steps to transfer knowledge and skills to your Cast
- Effectively administer business activities
- Effectively translate information and clearly explain the whys behind decisions

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I lead and monitor Cast performance and operational improvements

- Recognize and appreciate improvement and good performance
- Describe how Cast Members' actions make a difference for the Guest
- Consistently and fairly communicate expectations and uphold standards
- Examine practices, remove barriers, and identify improvements in the daily operation
- Recognize when to make decisions and when to empower the Cast in decision making
- Efficiently monitor and measure the operation

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Why The Basics Works

- Guest Service strategy – ‘One Playbook’
- Long-term Cast and Leader expectation strategy, that ensures they are equipped to deliver on these expectations
- Alignment of our internal processes, learning, measurements, and tools
- Commitment to our service . . . making our vacation destination experience different from any other

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ASTRID LINDGREN'S VÄRLD

*Theme Park in the south of Sweden based on the stories from
the world famous children books writer*

Astrid Lindgren
1907 - 2002

Location: Vimmerby (a small town with only 7 000 inhabitant, total
population in the municipality 16 000)



Distances:

| | |
|--------------------|--------|
| Vimmerby-Stockholm | 290 km |
| Vimmerby-Göteborg | 265 km |
| Vimmerby-Malmö | 350 km |

3-4 hour drive from Stockholm, Gothenburg and Malmö

| | |
|--------------------|--------|
| Vimmerby-Linköping | 100 km |
| Vimmerby-Växjö | 125 km |
| Vimmerby-Jönköping | 120 km |

Closest larger city and airport approx. 1½ hour drive

| | |
|---------------------|--------|
| Vimmerby-Oslo | 556 km |
| Vimmerby-Copenhagen | 416 km |
| Vimmerby-Travemünde | 682 km |



In the built up storybook settings inside our park we perform extracts from Astrid's best-loved books every day. More than 60 of her most popular children's characters transform Astrid Lindgren's World into a magical land of make-believe and entertainment

Facts and Figures

Park area 13 hectares total

Employees 20 permanent and 330 seasonal employees

Open. Middle of May to end of August

Visitors 445 000 visitors 2007,
(31% of them where foreign citizens)

Program. 6 shows and over 50 different scenes played daily from 8 different stories

10 shops
4 restaurants and 15 food outlets

2,200 parking spots and our own train station right outside the parks main entrance

Our own holiday village and camping site next to the park for approx. 1000 guests

Six partner hotels in the direct area



2003 when we started our work

Food & Beverage

Campsite/
Bookingoffice

Theatre

Astrid Lindgrens World

Park & maintenance

Warehouse

Merchandise

Ticket office



List of measures 2003/2004

- Live up to Astrid Lindgren statement that, " all individuals are equally valuable"
- Believe in that making our employees feel that our company is a great and fun place to work at, we don't have to worry about the commitment or the quality of work delivered
- Make all staff feel that they each and everyone is an important part in keeping the illusion alive for our visitors
- Build a new organisation
- New recruitment process
- Focus on core business and on our H & R work



....2004-2007..what have we done so far?

- Outsourcing several departments and functions
- Built a new organisation and operating under new terms
- New recruitment process, including buying real estate to secure rooms for incoming seasonal employees
- Established an employees corporation with 3 ski resorts
- Flexible park schedules with job rotation following our guests pattern

- But most important of all, we are working and investing in our staff with the purpose of making them feel:

Happy – Motivated - Healthy

Happy – Motivated - Healthy

•HAPPY

• *Employees Leisure Club, one new activity every week*

Examples: Opening night party, bowling, spa-evenings, paintball, visiting oter parks such as Liseberg , Grona Lund and Skara water park, gocart, soccer tournament, visit to Västervik a city by the sea. AL vision songcontest, closing for the season party, celebrating all employees birthdays with presents, visiting the birthplace of Astrid Lindgren.....

•MOTIVATED

• *Developed introduktion for mid- management and all other personnel*

• *Information about Astrid Lindgren by relatives*

• *Senior management working in operation high season*

• *Weekly meetings with feedback on work performance, visitors and sales*

• *Local intranet*

•HEALTHY

• *Employed nurse with focus on our staff*

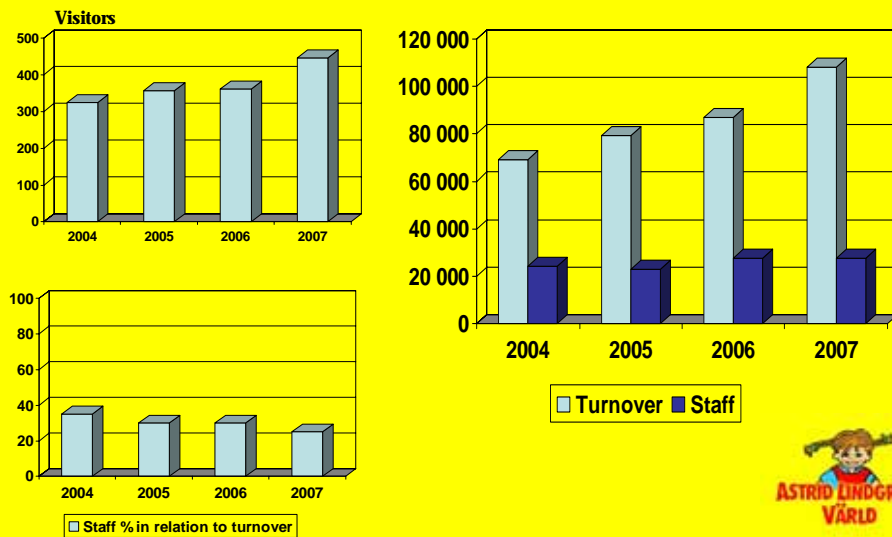
• *Subsidize access to local gym*

• *Health week with seminars, horseback riding, activities*

• *Company health care*

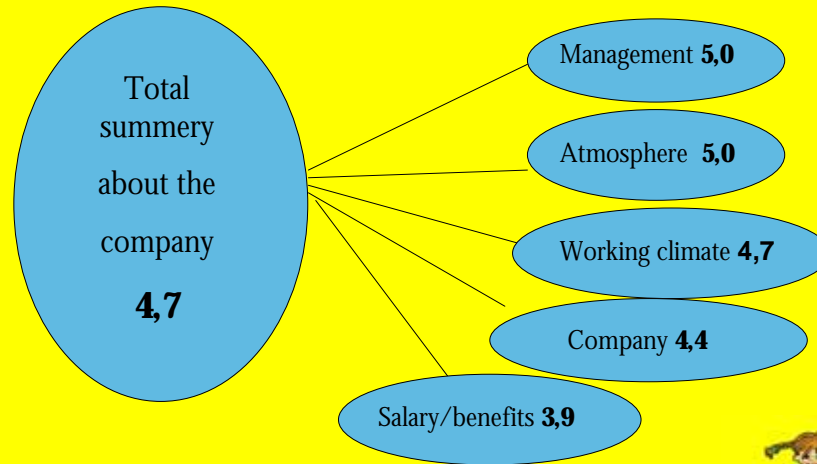
• *Morning spinning class, massage, yoga lessons.....*

Visitors, Turnover and staff 2004 - 2007



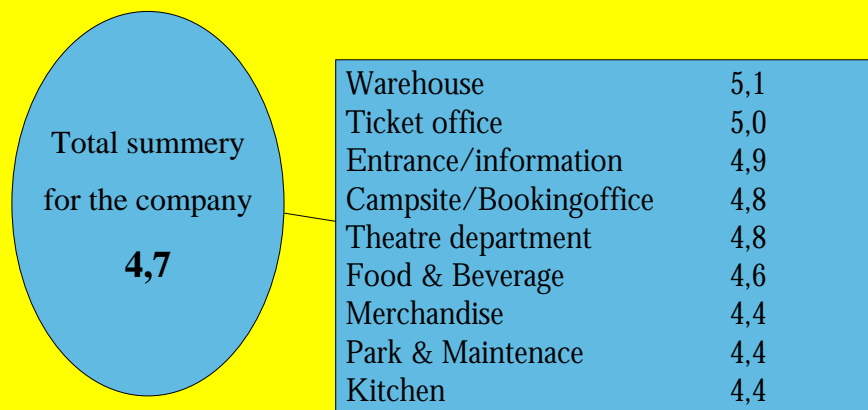
What did all our employees think....

18 statements, scale 1-6



What did the different departments think....

18 statements, scale 1-6



and 96 % said they would love to come back 2008....





Walibi Belgium – Motivate me!

Marcel Schonenberg
General Manager

Walibi Belgium

- Themepark with over 1 million visitors
- Indoor waterpark (Aqualibi) with 500,000 visitors
- Near Brussels in Belgium, easily accessible through highway and railroad
- Member of Compagnie des Alpes

Walibi Belgium

- Fotos park en aqua

Compagnie des Alpes

- Kaart cda

Motivate me

- Theme park industry is a people business
- The interaction of the guest and employee is a vital part of the experience
- Traditionally we employ many seasonal workers and students
- The front line employees are Mr. and Mrs. Walibi!
- We need to recruit, select, train and motivate them to make a difference as a park!

Challenges

- We need many people (800)
- We mainly offer contracts for a limited period
- In times of growing economy, interest in seasonal work declines
- In Belgium, two regions, two languages, two cultures.
- Ideally our staff needs to be bilingual.

Objective

- Objective is to create an environment where employees, no matter their contract, feel as an essential part of the success of the company.
- On a daily basis they have to feel that they personally make the difference.
- We should acknowledge this on a daily basis.

Recruitment

- We try to have 30 % of last year's employees return
- Recruitment campaign
- Website and jobsite
- We work together with Stepstone, Forem etc.
- Mailings
- Press releases
- Walibi character visits to universities
- 'Toiletvertising'

Recruitment

- On line recruitment
 - X reactions
 - Already filters x
- Pre selection by HR
- Selection by department

training

- 3 day training for full time seasonals
 - Generic part on tourism
 - On the park
 - Hospitality
 - Safety
 - Conflict handling
 - (up) selling
- In cooperation with
 - Partly subsidized
 - Skills learned go beyond job at the park.

Smile

- One overall theme for the company culture:
 - Smile
 - Motivation
 - Imagination
 - Loyalty
 - Experience

Retention

- Empower them
 - Give them responsibilities
 - Let them see and enjoy the results of their own work
- End of season retention bonus

Motivation

- Walli's
 - Recognition system
- Employee of the month
- Inform them (strategy, action plans, developments)
- We organize drinks and parties
- We organize kick off meetings for events and other highlights

