

Creating a Culture of Service to Ensure Buy-In, Sustainability, and Results



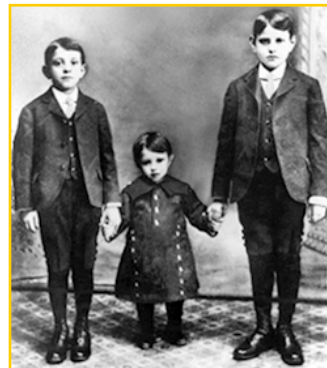
Stewart Collins
Director, GuestPath
Delaware North Companies

October 20, 2008



Delaware North Companies

- Founded in 1915 by three complementary personalities - Charles, Marvin and Louis Jacobs
- Entrepreneurial spirit
- Beginning of Sportservice and first airport contract
- Emphasis on building strong client relationships



Delaware North Companies



- Global leader in hospitality and food service.
- One of the largest privately held companies in the U.S.
- 50,000 associates worldwide
- Outstanding reputation as a world-class leader in our industries
- Strong industry presence in gaming, entertainment, arenas, and hotel management and ownership



Delaware North Companies



Focused on **culinary excellence** and **impeccable guest service**.

Our family of businesses:

- Delaware North Companies Parks & Resorts
- Delaware North Companies Travel Hospitality Services
- Delaware North Companies Gaming & Entertainment
- Delaware North Companies International
- Facility Owner –TD Banknorth Garden
- Delaware North Companies Sportservice



Delaware North Companies...

Experienced in complex, world-class operations



Soldier Field - premium foodservices, concessions, catering, and retail - **\$23 million** in sales - \$5.0 million in catering



Kennedy Space Center – provider of all food, retail and attractions with **\$85 million** in revenue



Why a guest service program?

- After 95 years, we found we had many programs with an array of components, spectrum of consistency and no cohesiveness.



History

- Tried different 'off the shelf' products with no traction
 - Legionary Service, FISH and Guest First
- Why?
 - No one owned the program
 - We went to the class



How GuestPath Came to Be

- As we begin to develop a program that more closely met our needs, we recognized that we had created more than a 'program.'



Program vs. Process

- Development with LRA
 - Capitalized on embedded experts
 - Developed the standards through brainstorming
 - Improved by running pilot programs
 - Focused training workshops on adult learning needs



A Quality Approach to Service

GuestPath®

Creating special experiences one guest at a time.®

- Delaware North Companies proprietary brand.
- A comprehensive and repeatable quality assurance platform.
- Business strategy designed to drive guest loyalty, satisfaction and enhance the way we do business.

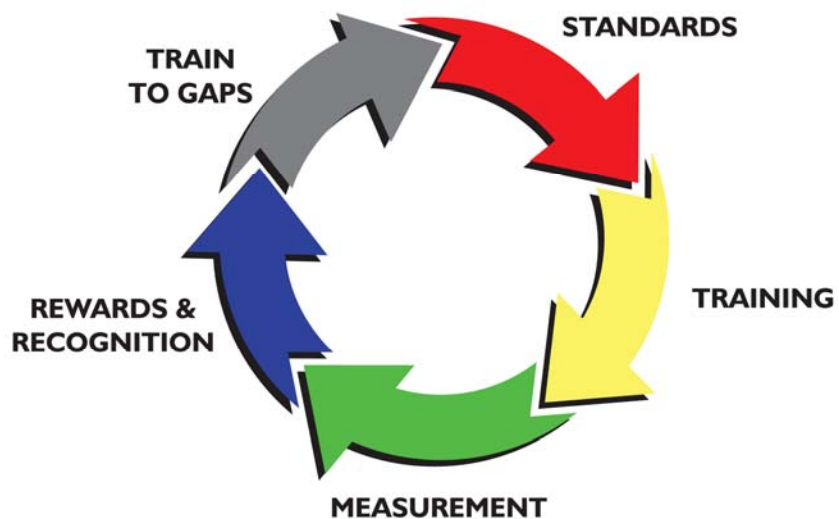


Benefits

- Sponsorship
- Built organically, so there was buy-in
- Built off what we already were doing well
- Simple and applicable



GuestPath® Continuous Improvement Process



Universal Service Standards



APPEARANCE

- Professional Appearance and Grooming
- Attentive Posture

SERVICE/LANGUAGE

- Gracious and Friendly service
- Guest Name
- Greeting Guests

WORKING TOGETHER

- Teamwork
- Pride in Facility Maintenance and Appearance

KNOWLEDGE/SKILLS

- Product Knowledge and Associate Skills
- Telephone Courtesy Standards



Operational Service Standards



- 4-Star Lodging
 - Including: Front Desk, Housekeeping, Valet, Bell, Concierge, Room Service, Bar, etc.
- 3-Star Lodging
- Rustic Accommodations
- Reservations
- Fine Dining
- Casual Dining
- Concessions
- Retail
- Activities
- Transportation



Training



- Certified on-site managers perform the training
- Over 40 hours of course content
- **People** – Style of service, hospitality, appearance
- **Place** – Facility maintenance and cleanliness
- **Product** – Shared specifications representing high standards
- **Proprietary process** – Organizational best practices required to enhance the guest experience



GuestPath Measurement



- Two primary measurement tools
 - **Quality Assurance Assessments** – (i.e.. Secret Shops), conducted by independent third-party (LRA)
 - **Guest Opinion Survey** – eSurvey, completed by guests who receive an email invitation to participate



Rewards and Recognition



We lead by example when we “Walk the GuestPath”

- Critical to the success of the process:
- Instant rewards – gift cards
- Award ceremonies
- Team merchandise
- Big Spin
- Wall of Fame



Training to the Gaps



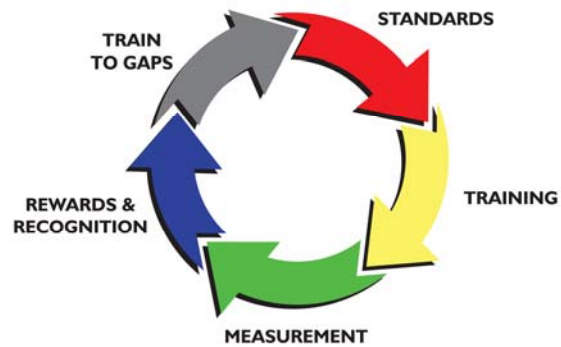
- Combine results from self audits, quality assurance audits
- Focus training on key issues
- Pre-shift meetings, staff meetings
- Create management action plan to narrow the gaps



And the Process Continues



GuestPath® Continuous Improvement Process



Case Study



Quality Assurance Assessment

- Airports – Newark International Airport

“This shows remarkable results since GuestPath was initiated. Congratulations on great results from all your efforts!”

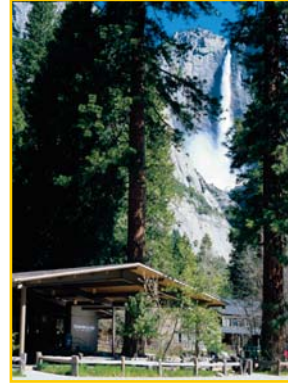
Ellen Pannell, Assistant Director of Corporate Real Estate for Continental Airlines



Case Study

Guest Opinion Survey

- Lodging
 - Yosemite Lodge Food Court – spaghetti



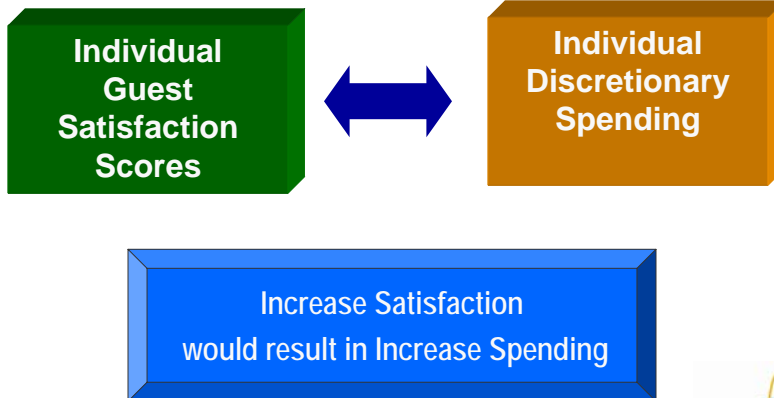
Case Study

Return on Investment

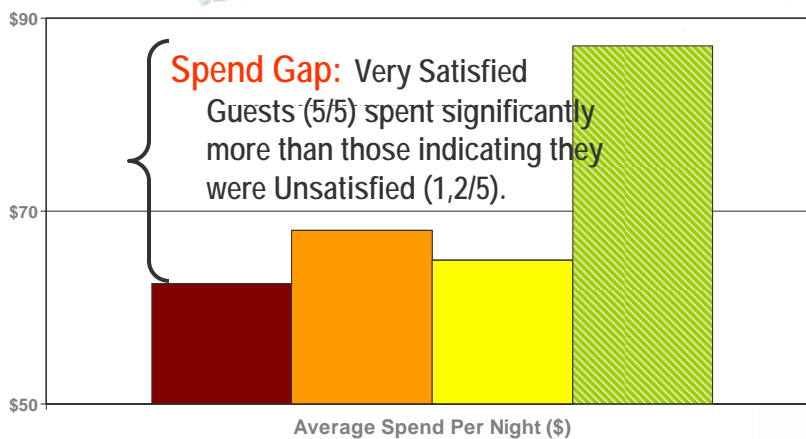
- Tenaya Lodge at Yosemite



Case Study - Phase II



Impact of Guest's Satisfaction on Discretionary Spend



■ Unsatisfied (1,2/5) ■ Neutral (3/5) ■ Somewhat Satisfied (4/5) ■ Very Satisfied (5/5)



Phase III Analysis Parameters



Objective

- Build on learning's from Phase II
- Using HMA data, zero in on guest spend vs.. guest satisfaction in select revenue and satisfaction categories

Assumptions and Parameters

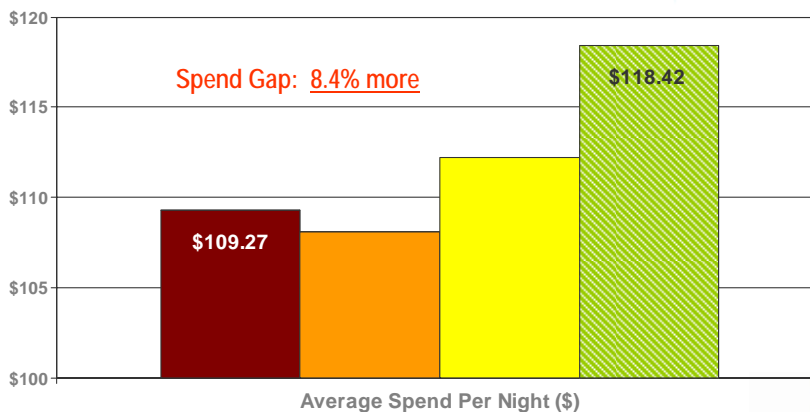
- The data period will be 150 days covering the months of June, July, August and September, 2006 & 2007.

Deliverable

- Report on any and all metric relationships that can be derived from the guest specific data.
- Develop repeatable process for other lodging properties.



The Relationship of Discretionary Spend with Guest Loyalty



- Very Unlikely to Recommend (1,2/5)
- Unlikely to Recommend (3/5)
- Somewhat Likely to Recommend (4/5)
- Very Likely to Recommend (5/5)



Our GuestPath Today

- Results-driven
- Focused on business improvement
- Stage One—Inception
- Stage Two—Readiness
- Stage Three—Reinforcement
- 2009—Year of the Guest



Take Away - Conclusions

- Right people in the right jobs
- Mine your data
- Satisfaction drives revenue
- You can only manage what you measure



Thank You and Questions



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