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# Adapting Disneyland's service strategy to Korea's Everland theme park

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Adapting Disneyland's Service Strategy to Korea's Everland Theme Park

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2010

**ABSTRACT**

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## **Part One**

### **Introduction**

Disneyland is an American amusement park located in Anaheim, California, owned and operated by the Walt Disney Company. On July 18, 1955 the park was first opened to the public (Absolute Astronomy, 2009). Tourists come from all over the world to experience Disneyland not only for theme park, but also for its well-known quality of service, proven time and again by returning visitors. Behind the Disney World being the first, Disneyland is the second most visited park in the world having more than 14,800,000 visitors (TEA and ERA, 2008).

Korea is one of the fastest growing countries in Asia and tourists come to Korea with high expectations. However, Korea lacks to have a well-known attraction famous for its customer service that attracts foreign guests. Similar to Disneyland, Korea has its own theme park Everland. Everland was opened in 1976 in Kyonggi-Do, Korea, and is ranked as the 10th theme park in the world having 7,200,000 visitors in 2007 and is known for using their own characters and service strategies (TEA and ERA, 2008). Even though Everland attracts many visitors, it fails to deliver essential customer service and brand recognition. In order to become a well known amusement park, Everland will need to look through Disneyland's service strategy and understand how it attracts more guests, and develop a new service strategy.

### **Purpose**

The purpose of this paper is to discover Disneyland's service strategies for the purpose of adapting them to Korea's Everland theme park.

### **Statement of Objective**

This paper will allow Everland to understand the important consequences of lacking quality customer service by comparing the differences between Disneyland and Everland. Then this paper will provide information about Disneyland's processes behind employee training, and investigate why service quality is important to Everland by reviewing SCSE strategy and MOT model. The paper will also discuss how improvement can be made by adopting Disneyland's service strategy and will provide and a successful service strategy to help Everland grow to a larger, more reputable theme park.

### **Justification**

A theme park can be a profitable attraction, providing visitors a sole reason to travel to a specific location. However, Korea lacks to have a well-known attraction that delivers high quality service to customers and lacks knowledge about the service industry and tends to consider the service industry as a luxury business (Kim, 2001). However, quality service is what attracts guests and is the main factor that leads the theme park industry.

There are many studies on Disneyland's service culture but little information is available that compares different service strategies between Everland and Disneyland. This paper will provide Everland with information and research that will enhance their knowledge on the quality of service. It is important for Everland to learn and practice service quality by understanding and adopting Disneyland's service strategy which will help Everland grow into a larger theme park known for its' service. By understanding why Disneyland's service strategies are exceptional and finding the weak points of Everland's service strategies, recommendations can be made regarding the needed improvements that will attract more customers and help Korea have a well-known theme park, ultimately resulting in an expansion of their tourism industry. Identifying the different service strategies will also be beneficial to other theme parks that would want to develop their service quality.

## **Part Two**

### **Introduction**

The Walt Disney Company is an internationally recognized company, known for its commitment to customer service. Tourists from all over the world come to Disneyland to experience not only its theme park but also their well-known quality service.

With many theme parks and resorts in the US and foreign countries, Disneyland is most famous for its service strategy. The company's founder, Walt Disney, has made Disneyland the market leader of customer service with his outstanding leadership skills. Walt Disney was always willing to take risks and innovation. He tried to put himself in customer's shoe, and understand what his customers wanted, which resulted to have the best service practices that made Disneyland destinations famous (Disney Institute, 2007).

On the other hand, Everland, known as Korea's Disneyland, fails to deliver essential customer service and does not have a standard service strategy. Through this paper Everland will have the tools to understand the importance of service by taking a closer look inside Disneyland's service strategy and discover how it affects both customers and employees.

This paper will uncover why service in theme parks is important and the relationship it has with employee training and customer satisfaction. Then the paper will further examine Disneyland's customer service model and compare the different service strategies and employee training processes between the two theme parks. By understanding why Disneyland's service strategies are exceptional and finding the weak points of Everland, recommendations in terms of improvement will be presented, to help increase customer satisfaction and also help expand Korea's tourism with their brand recognition.

### **Service in Theme Parks**

Service in theme parks is defined as an act of help or assistance to satisfy customers.

Service standards differ in every theme park. Theme parks try to make their own service standards and focus on how to develop service quality. This is because service is the most important factor that brings back customers to revisit a theme park and every customer wants to be treated well with the service they receive.

There are many examples of good and bad service experiences; poor customer service can give a customer the reason to never return. Conversely, good experience will be memorized forever, and will be told to other friends and family members. Good service will increase customer satisfaction and give the customer a reason to re-visit. Guests whom visit theme parks deserve to have a pleasant stay and enjoy friendly service.

To achieve better customer service, combining guests' expectations and having higher service goals for the employees can make a difference. Although it is difficult to measure service quality, it is essential to have a standard measurement of service because service gives a significant impact on how your guests remember their experience. One moment of superior service delivered by an employee will change the perception of the company, and will make the customer's decision to want to return to Disneyland than to choose to go to a different amusement park. A reputation for quality service can also become an important part that will differentiate the company from other properties having an exceptional image and identity that will also increase brand recognition (Nobles, 2001).

Also, attracting new customer costs more time and effort than retaining existing customers. The cost to maintain and satisfying existing customers is less than spending money to bring in new customers and satisfying them. Once customers are satisfied, the retention rate goes high, and they become loyal customers whom spend more money than new customers and tell their friends and family about the great experience they had during their visit which automatically becomes a marketing tool to attract new customers (Smith,



2009).

### **Relationship between Service and Employee Training**

Service and employee training have a direct relationship in the theme park industry. This is because a theme park's success depends on customer retention rate which is mostly depended by quality service through employee training. Unsatisfying service problems are the reasons why a customer decides to go to a different theme park; this is a major motivation factor for the theme parks to have efficient customer service programs.

Good customer service programs train employees on having exceptional etiquette, such as by learning effective telephone techniques, dealing with challenging customers who have difficult requests, and determining customers' "Moments of Truth." Moments of truth are the opportunity to create an unforgettable experience, and provide extraordinary quality service to a customer, in hopes of building customer loyalty. This will increase customer satisfaction, employee satisfaction, and productivity in the company. Because customer service is today's most important business factor, employee training is essential at the theme park industry. Also, it is important to have good employee training to have a good reputation and safety record.

Employees that communicate and interact with customers are the ones who make the image of the company. Their service skills, courtesy, attitude, and professionalism let the customer create an opinion of the company's service quality. Employee training is important because employees are in the position that satisfies the customers (SQT, 2010).

### **Disneyland Resort**

**Company overview.** Opened in July 17, 1955, Disneyland being the most famous

theme park in United States is located at Anaheim, California, owned by the Walt Disney Company. Disneyland holds the distinction of being the only theme park to be designed and built under the direct supervision of Walt Disney himself (Gale Group, 2005). Still until now Walt Disney Company builds, operates, and manages the family oriented theme parks and the other leisure attractions all around the world. Disneyland is one of the four major business segments of the company, after consumer products, entertainment, and media network (Business Week, 2010).

Disneyland occupies 500 acres and is divided into theme parks, shopping centers, and hotels. The theme park consist of five areas: Main Street, which is a theme of the early 20th century Midwest town based on Walt Disney's childhood; Adventureland, which features a jungle-theme; Frontierland, which illustrates the American western frontier; Fantasyland which has a theme of bringing fantasy into a reality; and Tomorrowland which is set in the future. Known for its' excellence in service, Disneyland expanded its business to Japan, Europe, and China.

***Mission statement.*** Disney's mission statement is “We will deliver magical and memorable entertainment experiences which create a sense of joy and wonderment for our Guests and consistently exceed their expectations. We will continue to be recognized globally as the premier entertainment and hospitality organization by mobilizing our team spirit to perfect our talents and abilities, and to perpetuate our rich Disney legacy. This will be evident to our Guests, fellow Employees, shareholders, and community and business partners through our words and deeds” (Disney, 2010). When the mission statement is energized and felt by employees, it fosters creativity and growth.

***Organizational culture.*** Disneyland's organizational culture is to achieve quality,

innovation, and courtesy to deliver outstanding customer service towards guests (Research, 2008). Walt Disney created an organizational culture that puts customers first, in order to do so employees must go through a training course to make sure they live and breathe this culture. "Each employee is provided the magic behind every unique experience that Disneyland shows its customers. That magic begins with the vast amount of training each employee receives to make every visitors experience a memorable one" (Sparks, 2007).

In 1986, Disneyland opened an Institute to provide employees a chance and opportunity to enhance their knowledge and customer service skills that improves work condition and environment. The education motivated employees to increase productivity and service quality of the company. The courses that the Disney institute offered was ways to manage people, improve quality service, develop leadership skills, increase customer loyalty, and many other courses that helped keep the customers satisfied (Sparks, 2007).

Therefore, every employee position within the company is required to complete training, ensuring that everyone is familiar with Disneyland's culture. Disneyland also believes employees can "create magic" so that every visiting family can have a memorable vacation, making them urgent to revisit. By doing so, Disneyland has become one of the largest theme parks with great employees and service and continues to have growth every day.

### **Service strategy.**

**Seven service standards.** Disneyland has a service motto to create happiness. In order to do so, Disneyland developed seven service guidelines by conducting a survey to be aware of what kind of service customers were expecting to receive when they visit the park. The service guideline helped casts members understand their customer and keep in mind to deliver exceptional service at all times (Kober, 2007).

- Make eye contact and smile.
- Greet and welcome each and every guest.
- Seek out guest contact.
- Provide immediate service recovery.
- Display appropriate body language at all times.
- Preserve the magical guest experience.
- Thank each and every guest.

“This service guideline succeeded and evolved over the years, even utilizing the seven dwarfs to describe each guideline. The guidelines were posted in many places backstage, particularly in the areas right before you stepped on-stage” (Kober, 2007).

***Disneyland's SCSE strategy.*** Disneyland has its own way of increasing repeat guests. In order to ensure that customers return, Disneyland is training employees with the four service standards called “SCSE strategy”. SCSE stands for Safety, Courtesy, Show, and Efficiency.

*Safety.* Safety in theme parks is the most basic factor that determines if a customer will return. Disneyland has always taken extraordinary measures to ensure the safety of both employees and customers. Safety includes managing issues from facilities to finding a missing child. Disneyland tries to minimize risks by training employees on health and environmental safety (The Walt Disney Company, 2009). Also, Disneyland has launched an internet website to encourage employees and customers with safe practices for children (Research, 2008). Every attraction ride and event should consider safety as its main focus at all times. Keeping Disneyland attractions safe ensures that guests will continue to patronize the business because people are likely to play where they feel comfortable. The behavior of

Disneyland has helped to remain safe and productive enough to see substantial profits for many years.

*Courtesy.* As well as Safety, another factor that determines re-visiting is courtesy. It is known in any Disneyland that the courtesy of the employee is the reason the customer will visit again. This shows that not only are guests coming for the attractions, but shows that there is a communication and relationship between the customer and employee that will drive repeat business.

*Show.* The thought of show is evident in details such as calling customers "guest" and employees as "cast members". Every attraction and event has to have "show". Each cast member is trained to make every movement into a show. Every show that is shown contributes in giving each guest a special experience during their visit.

*Efficiency.* Efficiency is needed to break the unstable factor of an amusement park which is the huge discrepancy in demand between the high and low seasons. During the low demand season, it is difficult to manage the labor cost compared to the huge theme park with such a few amount of guests. That is why it is important to increase the numbers of re-visitors and draw upon their retention to maximize the sales. Being efficient about how much time the guest has in the park also helps maximize sales; parades and events are hosted to make the guest experience feel more memorable.

***Disneyland's M.O.T. model.*** "Moment of Truth" is defined as "Anytime a customer comes into contact with any aspect of a business, however remote, is an opportunity to form an impression" (Carlzon, 1986).

Disneyland has a M.O.T. model that encourages employees to consider each moment to make the best impression to guests which can bring customer service to a higher level. The model makes the employees understand the importance of each small moment of truth.

During training cast members are trained to greet customers with a smile when they meet a customer. When the cast member is closer with the customer, they are trained to greet them in words. These actions seem like nothing, however it affects the customer's perception of the service they have received. Every moment of truth is one factor that affects the brand image and contributes with how the organization is selling service. It will eventually increase customer's satisfaction and the revisit rate (Carlzon, 1986).

Disneyland's moment of truth begins when a guest enters Disneyland to park their car at the parking lot and continues every moment from that point on. On average, a customer can experience more than 74 moments of truth during their stay at Disneyland (Carlzon, 1986). Let's look further by dividing this moment of truth into personal and impersonal contact.

*Personal contact.* This moment of truth can be in any situation with personal contact such as, when a guest waits in line to buy a ticket, meets a cast member during the parade, buys a souvenir at the gift shop, and asks questions at the help desk.

The cast members will try to solve problems and complaints which will make a customer want to revisit. For example, if a meal is over cooked at a restaurant, the customer will not be satisfied when the food is simply taken off the bill. There is more possibility that the customer will be satisfied and would consider a next thought of visiting when the guest receives an apology and a coupon that offers a free appetizer or drink at their next visit (Carlzon, 1986).

*Impersonal contact.* Customers also make judgments on service based on visual scenes. When there is not an effective way to judge service standards, customers usually depend on making the image of service on the facilities and the atmosphere. Disneyland tries to make impersonal contact with the guest with attractive equipments and devices, communication through employee's uniform, and advertisement.

According to Schneider and Bowen, impersonal contact in the service industry is

more important than the manufacturing industry because the customer can see and feel the process of the service. For example, it is hard for a customer to see how the car is made; however, having a hair cut at the barbershop make you see and feel the process. This is why the service industry should consider controlling impersonal contact.

“Either personal or impersonal, it is important to manage the moments of truth. Seize every one of them, even if they are moments of misery, as opportunities to show how good you and your organization are. This will go a long way in building long term customer loyalty and total customer satisfaction” (Carlzon, 1986).

**Employment.** Disneyland calls their company workforce as “Cast Members” which includes all the employees who work in the theme parks, hotels, shops and restaurants inside the property. Disneyland's cast member's dedication for customer service starts from employee training at Disney University, where introductory classes are held to achieve knowledge and understand Disneyland's goals, traditions and operational philosophies (Miller, 1992).

**Recruitment.** Disneyland has a recruitment system to cast the right employee at the first time. Recruitment is done at the casting center. The first step is to apply online, and before the interview, the applicant receives information on the job descriptions, and watches a video clip on what Disneyland is expecting for the applicant to deliver: the Disneyland way of working. The reason why the video is shown to every applicant is to make sure they understand the company's purpose before they are hired. After this process, an interviewer that is working at the field will hold an interview in order to cast the right employee for the job. After being cast as a Disneyland member, there is an education course called “tradition”.

This is held at the Disney College owned by Disney, and here, the recruit will learn about Disneyland's history, mission, and how to deliver quality service for each position. Cast members will discuss how "happiness" can be delivered to each guest. This discussion will be lead by a cast member working in the field. This system brings two advantages: it encourages the employee to become an excellent cast member, and by real case studies that happen on the job, newly hired employees quickly understand their tasks clearly. While the park is closed, new cast members are train for their job duties, with former and existing cast members. This traditional process makes the new cast member efficiently learn how to do the job right, while simultaneously gaining confidence in a low risk setting.

Additionally, Disneyland has an internship program in which interns can have an opportunity to be promoted to a real cast member. Disneyland also publishes a magazine every week for their cast members called "Ears & Eyes" to see updated news about the company and cast members (Miler, 1992).

***Employee training.*** Disneyland offers a wide variety of training for their employees at the Disney Institute which was developed in 1986, benefiting employees by understanding the organizational culture of the company. The Disney Company has created a training education manual that helps employees understand how to do their jobs while providing quality service. Training at Disney Institute offers organizational behavior programs such as decision making, motivation, group behavior, communication, organizational culture, human resource practices, and organizational structure that helps develop employee's knowledge (Waltz, 2007).

Partly due to this training, the Walt Disney Company does an amazing job empowering each and every one of their approximately 50,000 employees, and encourages them to share their ideas and have involvement in company decisions. Employees are taught



in early training sessions to understand who they and their core competencies are, what they do and how to deliver the service, and how to get to where they want to go via goals and strategies. Disneyland employees are encouraged to "get out of the box, toss it aside, and start with pure, fresh, undiluted ideas" (Caudron, 2001).

*Communication Practices.* Disneyland is known as one of the most successful companies using communication throughout the company with their beliefs, values, company culture to their employees and customers. Disneyland noticed that communication is a very important tool between management and employees when reaching their ideas and goals. Disneyland's communication styles and practices have helped workers to express their opinions openly and get direct feedback from their coworkers and managers (Kaleidoscope, 2005).

Communication practices circulate from the managers to the employees. Disneyland's communications practices and philosophies have become world widely known because managers try to communicate efficiently with their employees and customers in order to be successful in satisfied quality of service.

Due to the training at Disney Institute, employees of Disneyland trained to be less scared with changes and think that changes are positive to themselves and to the company. They are encouraged to be innovative. In order to do so, staff meetings are held daily to have better communication between the managers and employees for any upcoming changes (Disney, 2010).

Disneyland thrives on their employees' happiness and satisfaction, and perspective on management. The key to a successful business is communication in a company. It circulates the movement and trust between management and employees to do a better job. One way to determine employee satisfaction with their jobs is by doing a 120 question survey

about managements' overall performance (Capodagli, 2007). After any meeting, surveys are held to understand any concern that was unaddressed so that all spoken and unspoken problems can be resolved. Disneyland tries to focus on keeping their employees satisfied, which will in return keep their visitors satisfied (Waltz, 2007).

**Recognition.** The recognition program is highlighted by the Walt Disney Company by rewarding individual contributions with the length of service through luncheons, gifts, and banquets. Also, employees can also nominate their peers for the quarterly spirit of Disneyland award, based on the number of times they have received the award. Winners get either a silver or gold castle pin for their name tags and an invitation to a dinner party. They also get their pictures and recognition in the employee newsletter (Miller, 1992).

## **Everland Resort**

**Company overview.** Everland started as "Yongin Farmland" and first opened in 1976 as the only family oriented amusement park in Korea. However, in March 1996, a branch of Samsung, Joongang Development Company bought Yongin Farmland and transformed it in to a larger scale of a resort that involves half as an amusement park and the other as a water park named Caribbean Bay (Ranhong & ChangEn, 2002).

Known as Korea's Disneyland, Everland is about 1,200,000 yards and is operated by Samsung. Everland is developing into an internationally known amusement park, having 10 million visitors a year, and providing variety of activities and special events. However, fails to have brand recognition and quality of service. There are five theme areas along with more than 30 kinds of attractions full of high thrilling and various funs. Among these are the 'Safari World' in the 70s, 'Snow Sled' in the '80s, and 'Caribbean Bay' in the 90s along with 'Aesop's Village' (Everland, 2010).

**Service strategy.**

*Service academy.* Everland Service Academy, known as ESA, has grown from five employees involved in training in 1994 to over twenty five in 1997 (Samsung Everland Service Academy, 2001). Also new programs were being developed to address specific training needs as they emerge, and training services were also being extended to other companies including some public agencies (Dhanaraj, 1997).

Everland has built a service academy in order to train and educate their employees. The service academy has many programs such as acting school and service angel, which provide the employees opportunities to develop their service skills.

*Everland's service system.* Everland service motto stands for "employee satisfaction is equal to guest satisfaction". In order to do so, each employee is given one bedroom housing to have comfortable rest because Everland is located in the suburbs. They believe employees whom are working in a better environment will deliver better service to the customers (Samsung Everland, 2010).

To satisfy and maintain the old customer, and create new customers, Everland created Six Service System stated below to offer better service (Ranhong & ChangEn, 2002).

- Catch up VOG (voice of guest): Listen to the guest's words to catch guest's impression.
- Guest card: Discussion over the guest's suggestion card.
- Happy card: Give out happy card to the customer in unfortunate situation.
- Guest praise card: Credit on customer recommendation of the kindness staff member
- Thank Q service (kindness+ impression): Analyze customer types and send thank

you cards.

- Before service: Identify customer information before their visit

### **Employment.**

*Employee training.* Everland's employee training focuses on developing service ability and education practice in the field. Through this program, participants are able to enhance autonomy and creativity for themselves and the company. The program is supported by variety of basic education, professional education, professional ability education, international education, information education and self development education.

*Rewards.* The Plus Career Reward System is used in Everland to increase employee's satisfaction. This is done by transferring them to departments in which they want to work, and rewarding the employee with recognition of one point incentive. Getting recognition helps employees work with more energy and deliver quality service. The plus career reward system does not take into consideration education or experience. The transferring system considers where the employee wants to work and through this experience the employee can learn variety of skills and improve their leadership and management skills.

**Conclusion to literature review.** This paper has reviewed the differences between Disneyland and Everland service strategy to adopt better quality service. Quality service is a main factor that leads the theme park industry. There is still much to be learned and practiced about service quality but by understanding and adopting Disneyland's service strategy, Everland will be able to increase their brand value and recognition. This comparison can also be beneficial to other theme parks that would want to develop their quality of service.

## Part Three

### Introduction

Disneyland created a magical experience for their guests with their essential service strategy. Their service is driven by cast members whom are experts in offering quality service. To improve Everland's quality of service and make their guest have a special experience, it is essential to understand and adopt Disneyland's way of doing business, by having specific service standards and developing service as a product. The recommended new service standards and approach will assist Everland to maintain and reinforce excellent service by being approachable, engaging, and making customers wanting to re-visit. However, motivating employees to maintain the quality service will always be challenging for Everland when it is hard to measure guest's expectations and service quality. Developing service standards will help understand how to handle issues and ensure the guest to have a great experience at Everland.

Adopting Disneyland's service strategy will benefit the company, employees, and customers. Managing the "Moments of Truth" and having employee training programs will be the steps to bring change to the management to achieve a goal and vision of improvement in service quality. Everland will need to consider the big picture of service strategy that will lead to excellent employee performance and encouraging the guest to have a great moment during their stay.

### Results

**Applying new standards to Everland.** The paramount factor that influences a guest of whether or not had a "magical" experience and wishes to re-visit depends on how the employee delivers service. Through adopting Disney's service standards of "reorganization, recruiting, vision and mission, training, teambuilding, and re-evaluation", the new approach

of service to Everland will be accomplished. The new standard and recommendations should be based on the fact that Everland should respect and treat employees the same way they want them to pleasure guests.

**Calling Everland employees as cast members.** The new service management of Everland should change the focus from the guests to the employees. Management should show efforts to increase employee satisfaction which will eventually lead to improvement of the overall guest experience. Instead of using the term "employee", changing the image of work into a stage and calling them "cast members" like Disneyland would make Everland employees have more confidence and fun as playing their roles.

The employees that are called cast member should also get guest feedback in order to present a positive image and energy of Everland, treat guests with respect, play as a character, and go above and beyond to offer guest a unforgettable visit. In Addition, when these tasks are performed consistently by Everland cast members, it will be possible for Everland to achieve the expectations of the new service standard. This standard will help Everland to reach a high level of quality service similar to the service of Disneyland.

**Satisfied employees make satisfied guests.** Everland should adopt a motto similar to Disneyland, such as "Treat Cast Members how you would want them to Treat Guests". Through this motto Everland will benefit and satisfy their employee by having good human resource management and employee education system at the Service Academy. Accepting the motto will lead to more valuable relationships between the management and employee, and will also creative innovative approaches to improve quality of service.

All employee and managers should follow the new motto. Employees are the ones who interact with the guests and will directly influence them. When employees feel valued by

the company they will perform up to their potential to make guests happy and wanting to re-visit because of the satisfied service they had received. This will also help Everland to improve its brand value and service experience for guests.

### Recommendations

This paper has shown the different service strategy between Disneyland and Everland and considered in depth research to complete the steps needed to achieve a new service standard. Recommendations are made for motivation and recognition, M.O.T service model, and service strategy map.

**Motivation and recognition.** Everland should create an award system such as shown in Table 1 to motivate employees and give recognition for contribution to the company. This award system will be held every month by having surveys and recommendations to measure their qualification. Employees will be rewarded with cash value resort credit will be helpful to enhance service quality.

Table 1

*Everland's Award System*

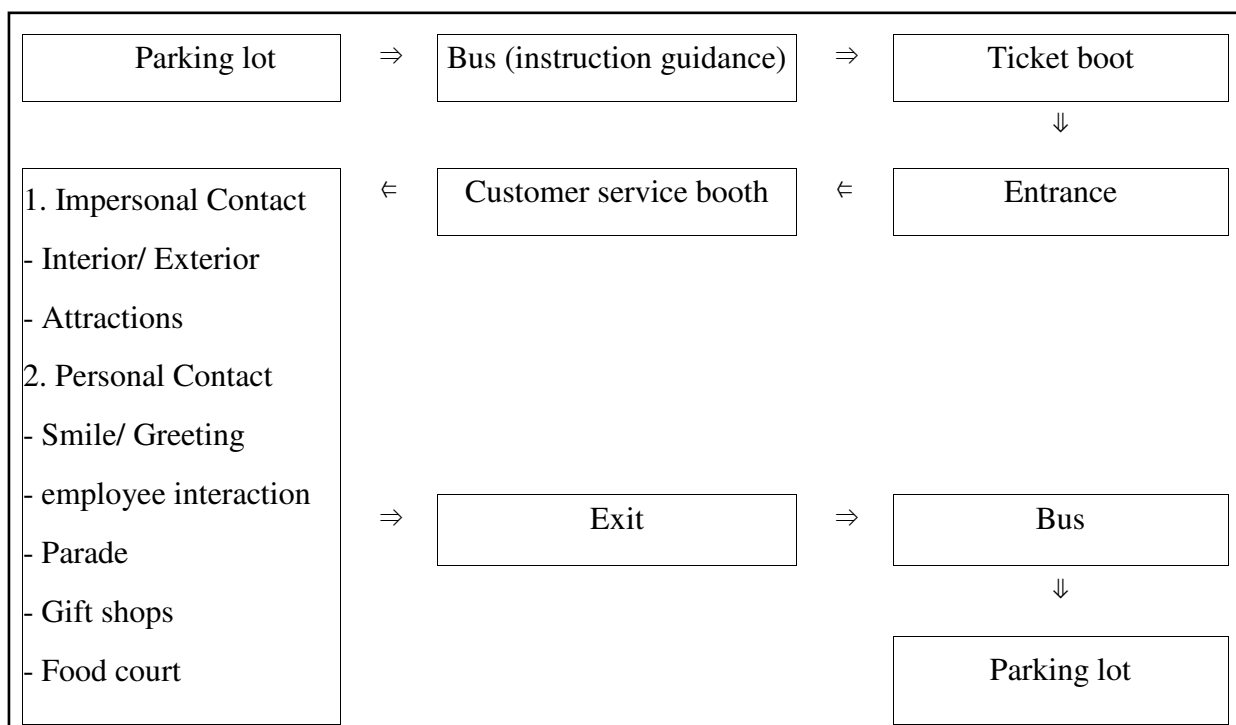
<b>Award</b>	<b>Qualification</b>
Best Service Man	Award to employee that gave excellent service
Best Idea Man(Team)	Award to employee that had shared ideas to groups
Best Change, Innovation	Award to employee that found and fixed problems
Best Practice man	Award to employee that had good evaluation
Mystery Shopper	Award to employee that got good score by the mystery shopper
Language Certification	Award to employee that earned a language certification

\*This award system will be held every month by having surveys and recommendations to measure employee's qualification.

**Everland’s M.O.T model.** Everland should adopt and train employees to understand Disneyland’s “Moments of Truth” model. It is essential for Everland to be aware of this concept shown in Figure 1 because every moment a customer creates an image of service on their perceptive, which is created from the entrance of the park until they exit the theme park.

Figure 1

*Everland’s M.O.T model*



\* Moments of truth is created every moment starting from the entrance to the exit the theme park.

**Everland’s service strategy map.** The service strategy map shown in Figure 2 will help circulate a positive work environment by having improvement in each cast member, guest, and financial perspective. In the cast perspective, making them feel valued, giving support, improving employee and management relationship, improving morale, and

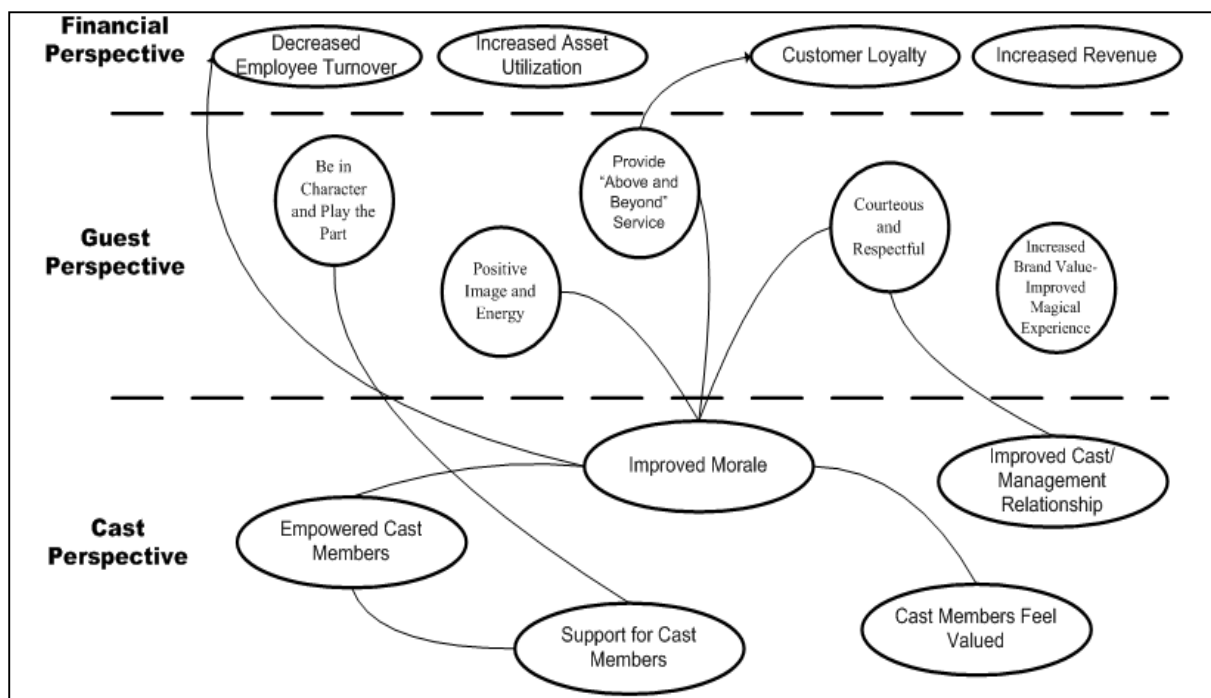


empowering them will give intrinsic motivation and provide positive incentives. In the Guest perceptive service they receive should be done in a courteous and respectful manner, have positive image and energy of Everland, be in the character of the play, and provided with above a beyond service which will increase their perception of a positive brand image. By the Financial perspective, by treating employees as guests, Everland should decrease employee turnover, customer loyalty which will benefit with increase asset and revenue.

In order to provide excellent guest service and achieve the objective stated, the cause and effect relationships of the each component should be understood with the service strategy map outlines.

Figure2

*Everland’s Service Strategy Map*



\*The service strategy map will help circulate a positive work environment and improve service quality in each financial, guest, cast perspective.

## **Conclusion**

The difference between Disneyland and Everland is that Disneyland has specific service standards that benefits and focuses on employees. This will result in employee satisfaction and will eventually lead to customer satisfaction. More likely, customers will build long lasting relationship and will want to re-visit Everland in the future. The aim of adopting Disneyland's service strategy is to develop a strategy that has a mixture of Everland's service culture by looking into the organization's service expectations. The new service strategies will need to measure employees and manager's service ability, and behavior in order to deliver quality service throughout the process.

As a result, the successful goal for Everland to adopt Disney's service strategy is to evaluate and analyze the outcome. Although it will be hard to measure the benefits of the new service strategy, once adopted, in the long run, there will be an improvement shown by having revisiting customers whom are satisfied with the quality of service. The goal of service quality should be clarified so that every employee in the company takes personal responsibility to insure to provide quality of service learned by training and other programs to enhance service skills. Service should be monitored and have a structured guide that shows how service should be delivered.

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