



Summary Analysis for:

Your Fun Park

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This Summary Analysis has been prepared based on the Amusement Advantage shopper's reports dated June 2, 10, 15, 27 and July 2, 7, 11 and 15th.

The analysis and recommendations provided here are based on "snapshots" of your facilities performance, and should be viewed as a starting point for determining the best actions to take based on the needs of your company and employees. Ultimately, you know your operation best, and this process will simply provide another perspective to help you improve.

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Summary Analysis

Overall - Strengths

The items that were consistently rated high or received positive mention over the course of all eight reports were:

- Value for the price
- Beauty of grounds
- Friendliness of staff
- Safety consciousness of staff

Based on overall ratings, the highest rated day was June 10.

It was impressive to see the team members consistently described as friendly, polite and knowledgeable. Most team members seem to have a very good grasp of their responsibilities and the policies of the park. For instance, numerous times team members were asked about what happens during inclement weather, and their answers were generally consistent. Some were reported to be a little more detailed than others, but it was good to see that there is a general understanding across the board.

Also a great quality of the team members is how seriously they take their roles in terms of safety. Many guests commented that as they asked a question of a lifeguard on duty, the lifeguard would continue scanning the water while listening to the guest and answering their question. This is a time when not making eye contact is okay.

Also consistently mentioned was the value that people receive in terms of the entertainment the facility provides for the price paid. In fact, over all eight reports, the two highest ranked items were the Value/Price and the Water Attractions. There was also 100% intent to return from all of the shoppers, which is a great indicator that they were happy with their experience.

Lastly, it is rare for a member of the management team to be listed as the outstanding team member. This is mostly because they are not typically seen by the guests, and if they are, it's because something has gone wrong. Your Fun Park supervisors were mentioned on multiple occasions for being nice, friendly and helpful (Kevin 6/27, Jason 7/7, Taylor 7/11, Heather 7/15). If they are the ones guiding and influencing the front line staff, it's no surprise that they would be described in a similar way.

Overall - Areas of Opportunity

The items that were consistently rated low or received negative mention over the course of all eight reports were:

- Ease of use of the phone system
- Organization of lines when busy or before opening
- Team Members not adhering to or enforcing certain policies
- Restroom cleanliness

Based on overall ratings, the lowest rated day was July 2. The phone issue has already been identified and there are plans being put in place to address this.

For the most part, line management seems to be under control. The notable exception was on busy days when guests arrived well before the park opened and were allowed to congregate at the front gates with no direction from the Your Fun Park staff. On at least two occasions, once the ticket booths opened, this resulted in a mad rush to be the first to get their tickets and get into the park to get a good spot for the day. It was mentioned that this is a frustrating process for people and that at times people got into the park first even if they had not arrived first. On these particular occasions, it sounds like some people had a negative experience to start their day. To remedy this, it might be good to look at some sort of queue system or other crowd control/organization measure to make this a smoother process.

There were a few processes that were not being followed by team members that were consistently mentioned. They were:

- Not wearing name tags
- Not enforcing the appropriate swimwear guidelines
- Checking bags and coolers at the front gate
- Not asking about additional items or making suggestions with food purchase

The first thing we would need to look at regarding these behaviors is 'why' they are happening. Based on the feedback, there could be different reasons for item. Here are some possibilities:

- **Not wearing name tags** – Nametags are cumbersome or easy to leave off, leadership doesn't enforce their use
- **Not enforcing the appropriate swimwear guidelines** – Don't believe that it is as important as the other aspects of their job, leadership doesn't reinforce the importance
- **Checking bags and coolers at the front gate** – No one to do it, not a clear expectation
- **Not asking about additional items or making suggestions with food purchase** –

Not enforced, they don't see the need

Ultimately, there is a reason why people don't do it, and a reason that they *continue* to not do it. Let's say a team member forgets their nametag at home. When they get to work, they are allowed to work without it, with no consequences for that action. They will then start to believe it's okay to not wear their nametag. This could be the pattern with any of these behaviors.

On 7/2, a guest indicated that she saw a manager, Paul, walk around and interact with multiple lifeguards at the wave pool. An hour earlier, the guest had noted that at least one of the wave pool lifeguards was not wearing a nametag. When Paul made his rounds, it was around 1:15 pm, so the park had been open for sometime. This was likely not Paul's first interaction with the guards, but if he didn't say anything to this guard about not having a nametag, they will think it is okay to not wear one at all because her manager saw her and didn't say anything.

We mentioned in the strengths section that it is great that the Supervisors are friendly and guest focused, which it is. However, if they are too nice and cannot provide the type of corrective action needed to address these behaviors, nametags and upselling will only be the tip of the iceberg in terms of undesirable behavior.

This could be a possible reason for not checking bags, enforcing swimwear requirements, or asking if additional items are needed during a food purchase. Additional information and insight would be needed in those areas to sure of exactly what is going on.

Regarding the suggestive selling in the food area, it seems as though the person taking the order and the person ringing the sale are pretty close to each other. Over the season, the cashier only asked if additional items were needed 50% of time. Being in such close proximity, it's possible that the cashier heard the other team member ask and the guest decline, so they figured there was no use asking them the same question again. It would take a little more study of the ordering and paying process, but by the way some of the comments read, this could be something to look into.

Lastly, the guests did mention restroom cleanliness and upkeep as an area of concern. An interesting corollary is the rating about whether or not a team member was seen cleaning the restroom while the guest was there. It was rare (only 37.5%) that a guest actually saw a team member working in a restroom, which could explain the condition of the facilities.

If the expectation is that there should be a team member in the restroom at all times, then the scheduling or monitoring of the team member's actions needs to be addressed. If that is not the expectation, perhaps the question on the survey needs to be reviewed. As it seems to read right now, a guest should see at least 1 team member cleaning a restroom during their stay, which may or may not be realistic.

Team Member Ratings

Team Member Positives

While the overall ratings for Your Fun Park team members was generally high, there were a few people that stood out as going above the standards. In order to eliminate guesswork at this point, we will focus only on those who could be identified by name.

- **Alexis (Ticket Booth)**– Alexis was mentioned on three separate reports as being polite and courteous. Here is one example.

Guest verbatim – “When I approached the ticket counter, I noted that the team member was wearing a name tag that said "Alexis." She smiled at me and asked "How many?" I handed her three passes and told her I would need one additional ticket for my 4-year-old. She looked over the counter at the size of my child and then said "Well, the wave is not working today so the tickets are discounted. Hers would only be \$3.00." I provided my credit card and she asked to see my ID, which I provided. She then processed my credit card and had me sign a receipt. She handed me the passes I had shown her and the ticket I purchased and directed me to the turnstile. Her closing words were "Thank you."

Side note: In the closing comments of this shopper’s report, the guest noted that the wave pool was actually working that day, and what a wonderful surprise that was considering the lower price they paid.

- **Courtney (Turnstiles)** – Courtney showed a friendly and playful attitude toward her guests.

Guest verbatim – “Courtney was really friendly. She is also the one who stamped my hand, so I could exit and go to the ticket booth. I could not see the stamp, and I asked her how they could tell it was stamped. She explained that they used a light to view it. I came right back in after she stamped my hand, so she did not view it with the light. I rented a locker, and then decided I was not sure I locked the car; so I exited again. After a few steps, I remembered that I had put the keys in my locker, so when I re entered, Courtney gave me a thumbs up. I came through and laughed that I had forgotten the keys when I was going to check if I had locked the car. I retrieved the keys and exited again. However, I only had to go about 10 feet to automatically lock my car, as I was parked in the front row. As I started back through for the third time, Courtney laughed and said, "Hmmm, I think I remember you."

- **Chelsea (Retail Shop)** – Chelsea made the day special for a few guests, even beyond the attractions.

Guest verbatim – “I actually evaluated her all day. The shop was not very busy, but Chelsea always had a smile on her face. She was my "go to" person when I had a question. She was very nice to my grandson when he tried to decide on a toy or a snack, and she helped him pick out his toy and showed him how to use it.”

Each of these employees displayed extra effort to accommodate a need or to provide service to the guests at Your Fun Park. For some, this motivation to provide such effort may come from inside themselves - from a genuine desire to help people, and they believe in their product enough to bring that out at work. They likely feel a sense of ownership over their jobs which means they see how their actions and interactions impact not only themselves, but the company and their fellow employees as well.

While likely internally motivated, these behaviors will only last if these individuals continue to see on a daily basis how they, specifically, are impacting others and the company. A common trend is to focus most of our management energy on those who are NOT meeting the standards, which does not leave time to develop, encourage and guide those who are already stars. The good news is that most stars probably don't need a ton of feedback, but they do need some. They need to know that their extra effort is worth it, and that they will be recognized for performing at a higher level.

The behaviors that were displayed by Alexis, Courtney and Chelsea are great examples of the things the leadership team should watch out for to be able to recognize in a timely manner.

Team Member Negatives

These are team members whose behaviors fell below the average, and did not uphold the standards set forth by other Your Fun Park team members. Again, we will focus on only those who could be identified by name.

Jenna – Food Service Cashier (6/27)

Guest verbatim – “She stood there until I told her what I wanted. She did not greet me. She did not ask if I needed anything else. She did not thank me. She did not check my signature. She spent some time in the back before coming forward to greet me. I asked her if my children could get more than one flavor in their snow cone. I was told no. She processed my transaction efficiently, but did not thank me.

Analysis: It seems that Jenna can process a transaction, but for some reason is not

providing courteous service to the guests. In order to properly diagnose why this might be happening, it will be necessary to gather some more information. Such as:

1. How long has Jenna been with Your Fun Park?
2. Is she aware of the company standards regarding guest service?
3. Is this behavior new (or an isolated incident) for Jenna? Has she been observed interacting to your standards in the past?
4. Has she received feedback for this type of behavior before?
5. What training or guidance has she received?
6. What are the working conditions in Food Service?
7. Are you noticing similar behavior in other team members?
8. Is the behavior dependent on who else might be working or how busy it is?
9. When team members don't meet the standards, what are the consequences? Is Jenna aware of these consequences?
10. Is there something going on outside of work that would be impacting her actions at work?

These questions will help us start to identify where Jenna's behaviors are coming from so they can be addressed properly.

Toni – Food Service (7/07)

Guest Verbatim: "There was a team member Toni, whose hair was quite messy and in need of attention. Her hair was up in a bun that was loosely tied. There were strands coming out of the sides of her hat that looked as though one could easily fall into the food. It looked as though she had been rubbing her head or scratching as it was disarrayed. It made my guest feel the need to look at their food to make sure there was no hairs in it."

Analysis: Toni seems to be following the proper procedure of wearing a hat and styling her hair in a way that would keep it out of her face and away from the food. However, either over time or due to "rubbing or scratching" her head, enough hair has fallen out of place to make the guest leery of just how safe it is to have Toni handling the food. Whether perception or reality, to the guest it posed a real concern.

It's completely understandable for a team member's appearance to suffer when they get busy, it's hot, or they are working quickly to complete a task. However, if allowed to stay that way, such an appearance can produce the results above. The verbatim and surrounding ratings did not clearly indicate how busy the park or the food services area was, so it's impossible to tell how long Toni had looked like this or exactly what happened prior to this guests' interaction with her.

To fix this situation, one of two things needed to happen. First, if Toni herself had

noticed this, she could have fixed her appearance immediately. Second, if someone else noticed it (fellow team member or Supervisor), they could have pointed out the possible negative impression her appearance might make and ask her to fix it. Since we don't know what happened after this guest left, we don't know if this happened or not.

Before we jump to too many conclusions, let's ask ourselves some additional questions about the situation:

1. Was Toni aware of her appearance?
2. Was Toni aware of the impact of her appearance?
3. Were the people working with Toni aware of her appearance and the possible impact?
4. Is this how Toni started her shift?
5. If not, how long had Toni been looking like this?
6. What might have transpired to create this appearance?
7. Had any Supervisors seen Toni looking like this?
8. If so, what was done?

Sloppy appearance has a much further reaching effect than just a sloppy appearance. We can certainly see how it impacts the guest, but allowing it to continue can also send a message to your team members that appearance standards really are not as important as you say they are.

It's been said that a person who is dressed sloppily is more likely to work sloppily. Aside from the impression of the guest, this is one of the major reasons that companies have a dress code. Usually when you are dressed and appear professional, you are more likely to feel like you want to act as a professional.

The above behaviors of Jenna and Toni are the types of things Your Fun Park leadership should be noticing and addressing as soon as possible. Left unchecked, this can lead the team members to feel the behaviors are acceptable, which will make them much harder to correct down the road.

Summary

The majority of the team members at Your Fun Park seem to leave a favorable impression with the guests. The lifeguards are attentive to safety, and on a few occasions an emergency or out of the ordinary situation was mentioned and the staff appeared to handle it well in the eyes of the guest.

The major area of improvement that I see is in the continual reinforcement of foundational behaviors, such as wearing nametags. It may seem like a small item, but left unchecked it can lead to much larger behavioral issues in the future. There seem to be enough Supervisors around to keep an eye on such things, so the question is whether or not they are addressing it when they interact with their teams.

Similarly, while it seemed that people in various positions were not wearing nametags, it appeared to be especially prevalent with the lifeguards. It was unclear if there was any issue present that prevented them from wearing it (i.e. needing to be ready to jump into the water at a moments notice), but if wearing a nametag is an expectation, then perhaps we need to look a little deeper into why the guards are not wearing them.

I would also recommend taking a look at how the queuing process is handled before the park opens on busy days. That seemed to be a cause of undue frustration early in the day that could probably be avoided.

Lastly, I would recommend looking at the upkeep and maintenance schedule of the restrooms. This seemed to be a hot button with guests, and again the condition of the facilities seemed to coincide with the attention (or lack of) the restrooms were getting from the team members.

About Matt Heller

Matt Heller is a 24-year veteran of the amusement/entertainment industry. Starting as a ride operator at age 18, Mr. Heller worked his way through numerous companies and leadership positions throughout the industry, including 8 years as a dedicated leadership trainer and performance coach with Universal Orlando Resort, and 3 years as the Chair of the IAAPA Human Resources Committee. In 2011, Matt launched his own leadership training and consulting service, Performance Optimist Consulting, where he helps leaders around the attractions industry get the most out of themselves and their teams. Whether it is through large group sessions, individual coaching or leadership effectiveness audits, Matt dedicates himself to find the right solutions for each client.

Matt is also proud to be an exclusive partner to Amusement Advantage: Guest Experience Solutions, providing additional insight and analysis of their mystery shopping reports.