

It's all about the

e x p e r i e n c e



Creating special experiences one guest at a time.SM





Dear Associates,

All of us at Delaware North Companies have a common vision... a belief about what we want our company to be and how we want it to grow. That vision is rooted in a service philosophy that each day is carried out by 30,000 of you who work to ensure that every guest you encounter has a memorable experience.

Our commitment to the satisfaction of our customers has sustained Delaware North and indeed, fueled its growth for nearly 100 years. So integral is it to our operating philosophy, that we have formalized it, named it, and now are ready to share it with you, our associates across the globe.

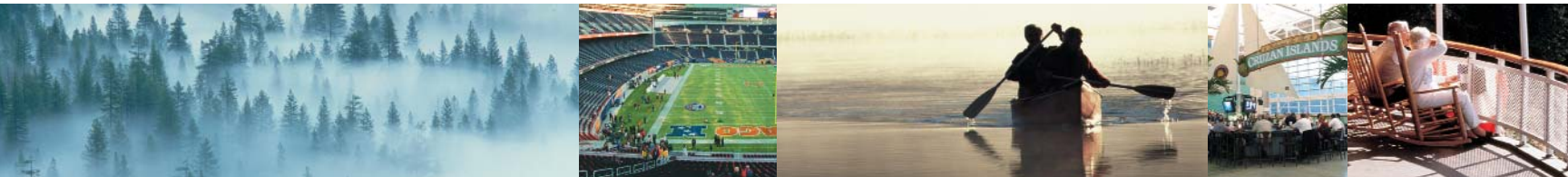
You may find nothing surprising in GuestPath.SM No new way of doing things. Perhaps that's because you have inadvertently authored it... one game, one hike, one meal, one guest at a time.

We are proud of the locations in which we operate, and prouder still of the part that we play in creating lifelong memories for our guests.

Jeremy M. Jacobs
Chairman and Chief Executive Officer

"OUR PRODUCT
DOESN'T ROLL OFF
OF AN ASSEMBLY LINE;
IT COMES FROM THE
HEARTS OF THOUSANDS
OF ASSOCIATES WHO
WORK TIRELESSLY TO
CREATE MEMORABLE
EXPERIENCES ONE
GUEST AT A TIME."

– Jeremy M. Jacobs



THE DELAWARE NORTH VISION

Our vision is to become the preferred provider of products and services that foresee and satisfy the needs of customers, balancing the highest level of satisfaction consistent with maximizing returns to stakeholders.

THE DELAWARE NORTH MISSION

Through our valued associates, we will accomplish our vision by foreseeing and exceeding customer and client expectations, leveraging our unique perspective and experience gained over nearly a century, and using our core competencies revolving around customer service and prudent management.

We will foster our culture of integrity, efficiency and adaptability.

We will look for opportunities that meet our parameters for returns and stability, and will use the synergy among our business units to explore and capitalize on new possibilities.





I can show you where giants live.

Sequoia National Park



GUESTPATHSM: OUR SERVICE PHILOSOPHY

At Delaware North, we know it's all about the experience.

The experience of visiting one of the most beautiful places on Earth.

The experience of watching the hometown sports team capture a win in the final minutes of play.

The experience of traveling the Mississippi like Mark Twain of days gone by.

The experience of taking off bound for home after a week-long business trip.

The experience of being truly entertained.

The experience of finding a special treasure in an unexpected place.

And the experience of watching space heroes launch into space.

We know the care and service we offer our guests leads to special experiences for them. To ensure an experience of a lifetime, we will foresee our customers' expectations and deliver outstanding products and services.

We will also focus on surprising our guests with special touches and finding ways to help make their experiences even more memorable.

Even though we serve hundreds of millions of guests each year, we will focus on individuals and what we can do to make them feel like they are at home.

We will build relationships one guest at a time, working to create experiences of a lifetime.

GUESTPATHSM: OUR SERVICE PROMISE

Creating special experiences one guest at a time.SM





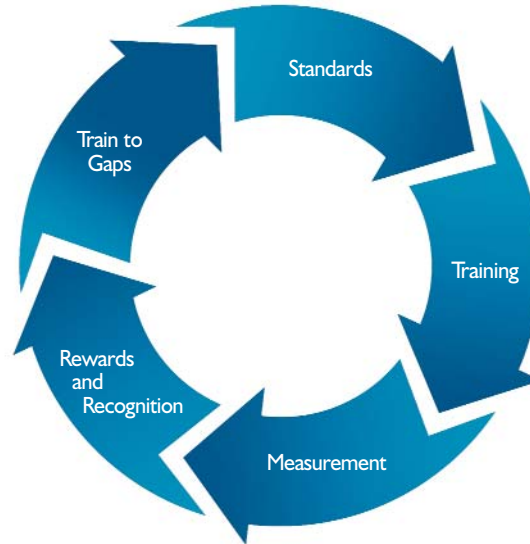
Our commitment to service means that we are constantly looking for ways to improve the guest experience. To do this, we use a five-step continuous improvement cycle.

Standards

Standards are guidelines that state the correct way to perform tasks and describe the outcomes or desired end results. They are always specific and measurable. There are two types of standards used in this process: Universal Service Standards and Operational Standards.

Training

The next step of the process is to provide all of our valued associates with the training needed to meet our standards. We want everyone to be successful in achieving the standards. We know that it is adherence to our standards that creates a great guest experience.



Measurement

In a business environment, you can't manage what you can't measure; measurement is a critical part of the improvement process. By using guest satisfaction surveys and standards assessments, Delaware North Companies has a gauge on how well its standards are being met.

Rewards and Recognition

Continuous improvement isn't just about striving to be better. It's also about celebrating our success together. That's why the GuestPathSM process includes rewards and recognition programs for associates and leaders. We want to positively reinforce what we're doing right.

Train to Gaps

Once we have the results of our measurement efforts, we will provide comprehensive training and tools to address the service gaps.





Delaware North Companies Service Standards



Universal standards are practical steps that provide a road map on which we build and deliver GuestPathSM-level service. Following these minimum standards during every guest and associate interaction helps us deliver Service From All Directions.

The experience begins with each one of us, and the standards apply across all of our business lines. Whether you work behind a concession stand, in a pari-mutuel window, in a retail shop, in a restaurant or at a front desk, these standards describe the service level we want to maintain. Your location's business needs may require an even higher standard than those described here.

The Universal Service Standards are:

1. Professional Appearance and Grooming
2. Attentive Posture
3. Gracious and Friendly Service
4. Guest Name
5. Greeting Guests
6. Thanking the Guest
7. Teamwork
8. Pride in Facility Maintenance and Appearance
9. Product Knowledge and Associate Skills
10. Telephone Courtesy

1. Professional Appearance and Grooming

We start by looking the best we can. We present a professional appearance because a poor appearance immediately detracts from all aspects of our service.

- We are professionally attired (for uniformed positions, only company-issued garments are worn on the job and uniforms are complete.)
- Our clothing (uniforms and business attire) is clean, well maintained, pressed and fits properly.
- Our shoes are clean, polished and in good repair.
- We wear the correct name badge (meeting Delaware North Companies specifications) to enable a personal connection with our guests.
- Our jewelry (if worn) is conservative in style and number.
- We wear no more than two earrings per ear.
- We display no visible body piercing (other than earrings).
- Our hair is neatly groomed and conservatively styled. Hair color/highlights are natural in color.

- Beards or mustaches are neat and trimmed no more than one-inch long. We are clean-shaven, if a beard is not worn.
- We report to work bathed or showered and use an antiperspirant/deodorant. Our fingernails are well groomed. Our perfume and cologne, if worn, are not overbearing.

2. Attentive Posture

Welcoming, positive energy is essential when creating experiences of a lifetime.

- Our posture is friendly, enthusiastic, patient and attentive.
- Our facial expressions are alert and confident.
- Our posture is upright, indicating an eagerness to assist our guests.
- We acknowledge our guests within 10 feet as they approach us or we approach them.
- We smile and maintain friendly eye contact while we are conversing with guests and fellow associates. We respond to each guest as an individual.
- We are prepared to assist guests by carrying the appropriate items for our job positions such as pens, wine openers, etc.



UNIVERSAL SERVICE STANDARDS

3. Gracious and Friendly Service

Gracious and friendly service depends on courteous and professional language.

- We demonstrate cordial, sincere and welcoming behaviors in interactions with guests and co-workers.
- We use pleasant, refined, well-modulated voice tones when speaking with guests and associates. We use polite professional language and phrases such as “I would be happy to,” “It is my pleasure,” etc., rather than “Sure,” or “OK.” When a guest says “Thank you,” we respond with a sincere, “You are welcome.”
- We do not use profanity, slang or industry jargon while we are talking with guests.

4. Guest Name

We “Notice” whenever possible by determining and using our guests’ names. This helps us recognize and respond to our guests as individuals.

- We greet our guests by name whenever possible. If we know the guest’s name, we use the name at least three times – at the beginning, middle and end of the interaction. If we are unsure of a name pronunciation, we ask the guest.

- We greet guests by name as a signal of recognition in a clear and personable manner. When greeting a guest by name, we use a professional personable style, such as: “How are you today? It is a pleasure to see you again, Mr. and Mrs. Smith. Welcome back to (facility name).”

5. Greeting Guests

Extending a gracious greeting is one of the many ways that we surprise our guests with special touches.

- We actively greet guests with a smile and eye contact that communicate warmth and genuine hospitality. When meeting someone for the first time, we provide a courteous and professional greeting such as: “Hello, how may I help you?” “How do you do, Mr. and Mrs. Smith?” “It is a pleasure to meet you.” “Welcome.” or “Welcome back!”
- We greet our guests within five feet as they approach us or we approach them.
- When with another guest or on the phone, we immediately acknowledge waiting guests with eye contact, a smile and a verbal acknowledgement, if possible.

6. Thanking the Guest

Thanking a guest is the final way that we communicate our appreciation and pleasure for the opportunity to provide service.

- We always thank departing guests. We provide a warm and sincere farewell wish, communicating our appreciation for the opportunity to be of service.

7. Teamwork

We understand that experiences are built around the efforts of many people. Some of us are behind the scenes and others are in the guest contact areas. Our efforts all combine to create experiences of a lifetime. It is a team effort.

- We display a positive, cooperative attitude at all times. We work together in a cooperative manner and demonstrate respect for each other. We are familiar with each other’s roles and can help each other and work as a team to provide exceptional service.
- Our personal problems never interfere with providing exceptional guest service.
- Personal and business information or conversations not related to the guest interaction are kept “behind the scenes.”





8. Pride in Facility Maintenance and Appearance

The cleanliness and condition of our facilities truly affect the guests' overall perception of the quality of our services, products and associates. A facility's poor appearance immediately detracts from all aspects of our service.

- We demonstrate a pride in the appearance and maintenance of our facility by picking up paper and debris. We immediately notify the appropriate departments to address spills, cleanliness and maintenance issues.
- We understand that a clean and well-maintained facility is everyone's concern and responsibility. We work as a team to ensure our facility is the best it can be.

9. Product Knowledge and Associate Skills

Knowledgeable, well-trained associates are confident and prepared to understand and foresee our guests' needs. Whether in a lodging, stadium, airport or other facility, associates are able to provide quick and accurate responses when guests seek information about the facility or the local area.

- We communicate clear and accurate information to guests and fellow associates. We are able to describe our local facilities,

products and service offerings, including hours of operation. We notify guests in advance of unavailable services, products, closed facilities and delays and assist the guests to arrange alternative services.

- We are able to direct guests correctly to related areas of the facility. We provide escorts, as well as directions, to guests whenever possible. If we are unable to leave our work area, we point with an open hand in the proper direction or ask a fellow associate to escort the guest.
- We are trained in technology systems and equipment used in the performance of our job responsibilities.
- In all of our facilities, we provide guests with information about the location of rest rooms, seats, elevators, ATMs or the location of any other pertinent products and services within or outside our facility. We are knowledgeable regarding the use of facility resource materials to provide information to guests.

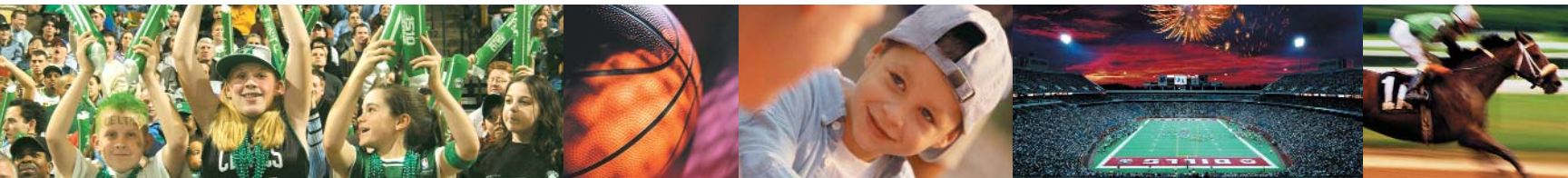
10. Telephone Courtesies

Whether in a lodge, stadium, airport or other facility, we offer gracious and friendly service over the telephone.

- Telephone calls are answered within three rings. Guests are placed on hold no longer

than 30 seconds without the associate's updating them regarding the status of the call.

- We offer a pleasant greeting, the establishment name, our name, and offer assistance. For example, "Good morning/afternoon/evening, thank you for calling (the establishment name). This is (associate name) speaking, how may I assist you?"
- We properly close the conversation. For example, "Thank you, Mr. Smith, for calling the (establishment). We look forward to seeing you this weekend."
- We project a positive, professional and hospitable service when answering telephone calls. We project a smile in our voice when using the telephone. We use proper etiquette and vocabulary at all times over the telephone. We are polite and natural, not casual.
- We practice active listening skills, responding by acknowledging, "Yes," "I see," and "I understand," rather than "Uh-huh," and "Yeah."
- In all facilities, we use the guest or caller's surname at least once during internal calls where the guest's surname is displayed on the console or when the caller identifies him/herself.





GuestPathSM Skills in Action

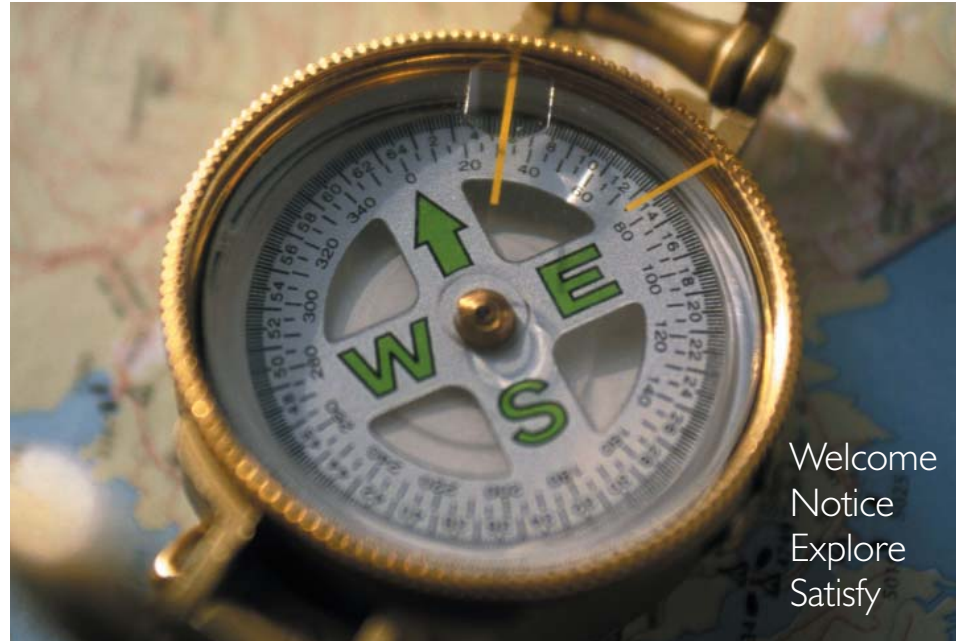
GUESTPATHSM: SERVICE FROM ALL DIRECTIONS



Service from all directions means we take pride in ensuring the service needs of our guests, associates and clients are met from every direction, often in ways they never could have imagined.

We understand that attentive, personal service that is focused on the needs of each guest is the path toward consistently exceeding expectations. We understand that special moments happen just as often during ordinary encounters as they do on “game day,” in the presence of a natural or man-made wonder, or during an extraordinary culinary event. Simply put, experiences of a lifetime happen one Delaware North interaction at a time.

There are four steps that lead to service from all directions:



DELAWARE NORTH.

IT'S ALL ABOUT

THE EXPERIENCE.



GUESTPATHSM: SERVICE FROM ALL DIRECTIONS

Welcome by:

- Smiling and making eye contact
- Being friendly, enthusiastic, patient and attentive at all times
- Using polite professional language in welcoming voice tones
- Offering immediate and gracious greetings and using the guest's name whenever possible
- Being professionally groomed and dressed in the appropriate clean and pressed attire
- Wearing the correct name badge to enable a personal connection

Welcome phrases:

"How do you do, Mr. and Mrs. Smith?"
"It is a pleasure to meet you."
"Welcome." or "Welcome back!"
"Hello, how may I help you today?"

Notice by:

- Listening closely and observing body language
- Acknowledging guests as they approach within 10 feet
- Being attentive to guest needs and responding before being asked
- Using guest name discovery techniques
- Preparing for action and working as a team
- Being attentive to teammates' workloads and assisting whenever possible

Notice phrases:

"How are you today? It is a pleasure to see you again, Mr. and Mrs. Smith. Welcome back to (facility name)."
"Ms. Smith, I understand you are interested in information about our dining room."
"I appreciate how troubling this must be. I agree, it shouldn't have happened."
"How may I help you today?"

Explore by:

- Seeking out interactions and offering assistance
- Asking for more information
- Displaying empathy, care and comfort

Explore phrases:

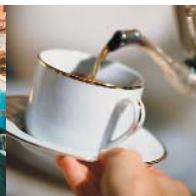
"Is this a convenient time?"
"Yes," "I see," and "I understand."
"I'm uncertain of the answer. If you have a moment, I'll find out for you."
"Will there be anything else?" or,
"May I be of further assistance at this time?"

Satisfy by:

- Promptly resolving guest complaints and concerns as close to the source as possible
- Suggesting alternatives and selling products and services to meet individual needs
- Checking for satisfaction throughout service
- Providing quick and accurate responses to requests for information
- Thanking each guest

Satisfy phrases:

"I would be happy to."
"It's my pleasure."
"Thank you."
"You're welcome."





I can bring you back in time.

Delta Queen Steamboat Company



MAKE SPECIAL EXPERIENCES . . .

Our Service Recovery Philosophy

Delaware North Companies understands how important it is to respond to guest requests, complaints and service issues immediately. As a result, all of us have the ability – or are “enabled” – to resolve guest complaints and address concerns as close to the source as possible. Our guests feel comfort and care when we successfully address concerns at the source. They need to communicate their needs only once.

Associates are empowered 100% to resolve a guest problem. Whether a guest is in a retail store, buying food at a concession stand or restaurant, or staying in our hotel, we know that each guest deserves a unique, immediate solution to his or her service problems.

Listen:

Listening is one of the most important- and most underrated- skills we possess. Effective listening is reading between the lines, empathizing, determining the speaker’s intent and the actual meaning of what they’re saying. Don’t Interrupt! You can’t listen when you’re talking. Even if you think you know where your guest is going, hear them out. They want to vent their feelings and make sure you understand what’s going on. The longer you listen, the more you’ll learn and the more rapport you’ll establish, allowing your

upset guest to cool down and feel better. Also, the longer you wait to respond, the more time you’ll have to check your personal baggage and consider how you’re going to start solving their problem.

Apologize:

It’s hard to apologize, especially if something isn’t your fault. But as a representative of your organization, sometimes you have to apologize on their behalf. In fact, you even have to apologize if the situation you’re dealing with is mostly the guests fault! An apology is the price you pay to win back the allegiance and good will of your guest. To let them know you care and to show them you are on their side. An apology isn’t about who’s right and who’s wrong. It doesn’t mean humbling yourself. Be direct, address the problem, and move on to solving.

- “I’m so sorry for the inconvenience . . . let’s see what we can do . . .”
- “I can understand you’re upset. We’re sorry. Here’s what I can do . . .”

Solve:

The important thing to demonstrate when offering solutions is that you, personally, are going to take responsibility to work with your guest to try and resolve what you can. It’s time to focus on the what, not the why. Who cares



why this happened, let’s just fix it! If you convince your guest that you’re willing to work together with them to solve the problem, you’re probably going to end up on a positive note, whether you achieve a perfect solution or not.

Thank:

Never underestimate the power of common courtesy. Good manners. An acknowledgement in the form of a “thank you,” is a powerful gesture that meets a whole host of your guest’s needs. What do you thank your difficult guest for?

- Bringing the problem to your attentions
- Their patience in working with you to solve things
- Their patronage, which you hope you’ll continue to enjoy
- Their humor or positive attitude while you’ve worked together.

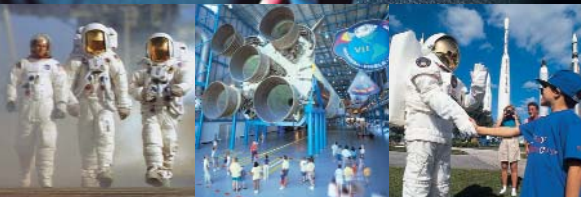
Leave your guest with the feeling that their problem (and your shared experience of solving it) has been worth it. That your product or service will be better thanks to what they’ve gone through with you.





I can take you to the stars.

Kennedy Space Center Visitor Complex



A WORD ABOUT OUR LEADERS

Delaware North leaders act in ways that ensure our guests, associates and clients know that service is a top priority for the management team. They build relationships, focus on individual needs and ensure satisfaction from our internal and external guests. They care about our business and are committed to the integrity of the Delaware North brand.

Our leaders believe the way they lead has a direct effect on associate satisfaction, and they are committed to creating a work environment that promotes it. This environment is the foundation for service that exceeds our guests' expectations. Guest loyalty is the result of leadership practices that nurture and enhance the professional success and job satisfaction of our associates.

As Delaware North leaders...

You SET the course for professional success and job satisfaction using these techniques:



Support means:

Establishing and providing access to the tools needed to SET the course of guest service. These tools include: Delaware North service standards, job aids, training and support materials, guest feedback, and recognition for superior service. These tools are used to ensure guests' expectations are met, service recovery techniques are practiced, and operating guidelines are clearly established and communicated to all associates. As leaders, our role is to provide associates with the right tools to do their jobs. As a member of the leadership team you also provide daily support through communication, listening and feedback to improve individual and team performance.

Enable means:

Armed with the ability and support to use good judgment, your associates are empowered to deliver "GuestPathSM-level service." As a manager in a Delaware North facility, you are responsible for creating and implementing a Guest Service Recovery Policy property-wide. You encourage your associates to take ownership of decisions and actions aligned with our service philosophy. You instill in them the ability to foresee expectations and surprise guests with special touches, finding ways to help make the guest experience even more memorable.

Train means:

You take every opportunity, whether it is a shift change meeting, associate orientation or on-the-job coaching to make sure your associates receive ongoing training to consistently deliver GuestPathSM-level service. The knowledge they gain through training and leadership increases their confidence and Delaware North's ability to ensure an experience of a lifetime. Above all, you and your associates remember that for our guests, *it's all about the experience.*





A final word about Delaware North

While Delaware North Companies may not be a household name, chances are our guests have met us before. From hot dogs to exquisite cuisine. From Wolfgang Puck® to hockey pucks. From Half Dome to halfway around the world. If there's anything we want our guests to expect from us, it's the unexpected.

It may be the experience of a lifetime touching a tree that is thousands of years old. The awe of being in the presence of greatness while shaking hands with one of America's space heroes. The thrill of experiencing an NHL playoff game just a few rows from the ice. Or simply a friendly smile at the end of a long trip.

In fact, our expertise reaches to the ends of the Earth. From sports venues to national parks to the Kennedy Space Center to Boston's TD Banknorth Garden to the world's leading airports and gaming destinations. Delaware North Companies is there, thanks to you.

Together Into The Future

Because of you, Delaware North Companies has the creativity and resources to succeed in any market, anywhere in the world. The company's ability to continually reshape itself by drawing expertise from within its operating companies in conjunction with its strategic partners, will allow us to strengthen the company and move forward in bold, new directions.





From the Earth to the stars,
and everything in between.

United States

Canada

Australia

New Zealand

Europe

Global Sports Stadia & Arenas

Destination Resorts

National & State Parks

Airports Worldwide

Gaming & Entertainment

Delta Queen Steamboat Company

Boston's TD Banknorth Garden


Serving Half a Billion Customers Each Year

A Global Leader in Hospitality ■ Food Service

Entertainment ■ Retail ■ Sports ■ Travel

Delivering experiences of a lifetime.

www.DelawareNorth.com

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