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Walt Disney World Co.

Memorandum

To: All Management
From: Lee Cockerell
Subject: A Perfect Trip to Walt Disney World

Date: January 4, 1994
Extension: 407-934-7287

On a plane ride back from Los Angeles a few months ago I wrote the following story. I wrote the story to help me understand what I want us to accomplish and what the perfect stay would look like at Walt Disney World.

I hope you enjoy the story and hope it will help you visualize and understand what world-class service would look like at Walt Disney World.

Since I left out many departments you are welcome to write a chapter for your own department and I would love to get a copy.

I think you can clearly see that world-class service is just basic courtesy and individualized attention to each guest. "Be so nice to the guests they won't believe it." This, coupled with consistent, efficient service enables us to continue to be the leader in this business.

Best wishes and Happy New Year.

FANTASY RESORT
(A Perfect Trip to WALT DISNEY WORLD)
By Lee Cockerell (c)

As the Roberts family arrives at the Fantasy Resort they are greeted in the driveway by several valet parkers, bellmen and the greeter who are simultaneously opening the doors of their car as soon as it stops. They are overwhelmed at the wonderful greetings and friendliness of all of the staff.

Mrs. Roberts is particularly impressed with how much attention is paid to the children. One bellman mentions to Daniel, the Roberts twelve-year-old son, what a great baseball hat he has, and another bellman compliments Valerie, their ten-year-old daughter, on her beautiful dress. The bellmen tell both of the kids what a great swimming pool awaits them and how great the slides are, but what's even better is Typhoon Lagoon or Blizzard Beach water parks, so don't miss that.

GOOFY is seen coming toward the Roberts party and promptly greets them. The fantasy has begun and the family is still in the driveway. The kids are all smiles and Mom and Dad are sure that they made the right decision to stay in the Park instead of International Drive. Mr. Roberts thinks, "Wow, what an arrival!"

The bellmen quickly tag the bags and the valet parkers whisk the family car off to valet parking while the Roberts clan go into the lobby to register. Mr. Roberts is really struck by the way every cast member is focused on him and his family. Not one cast member missed the opportunity to speak to them as they found their way to the front desk. Even cast members talking among themselves would immediately look up and smile as they passed by.

As they approached the front desk the lines were long for check-in but out of nowhere came a manager named John who greeted them and welcomed them to the Fantasy Resort. "Sorry for the long lines today but we do have a big check-in. May I have your name so I can check your room availability?" John reviews his list and tells Mr. Roberts that it will be about an hour before their room is ready and promptly gives Mr. Roberts a pager and tells him that "We will page you as soon as your room is ready. You can feel free to go have some lunch or go out by the pool or browse through our shops or go to the reading area and children's theater over there. Also, Mr. Roberts, here is one of our Resort newspapers that tells all about WALT DISNEY WORLD and a Resort Guide for dining, recreation and shopping.

If you would like to look it over and want help purchasing your tickets for your stay, you can go over to the Ticket and Dining Reservation Desk for assistance. I suggest you review the newspaper first. The best value ticket is our length-of-stay pass which entitles you to all major attractions, including the three Parks, our two water parks, Pleasure Island and more.

See you later, and have a wonderful stay. If you ever need anything one of us is always in the lobby to direct you to the right place or to solve any problem."

As they walk through the Resort the magic continues with each and every cast member catching their eye and delivering a cordial "Good Morning" and a big, friendly smile.

Mrs. Roberts is already thinking about next year's return trip and they haven't even checked in yet. She thinks this sure isn't like Las Vegas or Branson. Everything here is nice and clean and sparkling. "Have we died and gone to heaven," she thought as she approached the food court. As they enter the food court they are amazed at the attention to detail. "Wow," says Valerie. "This place is neat. It's a thousand times nicer than the one at the mall at home. This themeing is so real I feel that I really am in a fantasy resort."

"This is really cool," chimes in Daniel. "Let's get some ice cream and, of course, coffee or cappucino for Mom and Dad and then head over to the arcade."

One of the food court managers directed them to the coffee and ice cream stations and wished them a good day and told them don't miss a trip to Pleasure Island and the Marketplace one night; it's not to be missed.

"The coffee lady was so nice she even asked us where we were from and was quite excited to hear that we were from Oklahoma. She had a grandfather from there and he was coming to WALT DISNEY WORLD later this month. She told us how nice the Character Breakfast in the restaurant is and we should book early so as not to miss it. What great personal care and attention we were getting from everyone. It seems like everyone is sharing their favorite thing with us. What's better than a personal recommendation," thought Mr. Roberts. "Let's book that Character Breakfast on the way to the arcade."

Stopping at the restaurant podium Mr. Roberts found Susie a delightful cast member who cheerfully asked, "How can I help you today?"

"We would like to make reservations for the Character Breakfast tomorrow morning."

"No problem," she answered and quickly punched in all of the information. "Can I help you with any other reservations anywhere at WALT DISNEY WORLD?"

"You mean you can book us anywhere on property for a meal?"

"Yes, sir, no problem, and I suggest you book a dinner at Chef Mickey's one night and spend a relaxing evening in the Village Marketplace. It's really beautiful and has great shops and beautiful twinkling lights. In fact, it has the world's largest Character Merchandise shop. It's really something to see."

"Great," said Mrs. Roberts. "Book us for 6:30 p.m. tomorrow night."

"How do we get to the Marketplace," asked Mr. Roberts.

"Everything you need to know is in that Resort newspaper you have and the Resort Guide. If you need further help, just ask any cast member and, as I am sure you have already seen, our managers are always out in the guest areas helping guests with every little detail. Your TV is a great place for additional information also."

"Thanks a lot, Susie. We are off to the arcade now!"

"My pager is going off--the room must be ready."

"Why don't you all go to the arcade," advised Susie, "while Mr. Roberts checks in as it will take him a few minutes and then he can come and get you when he has the key. No use in everyone standing in line at the front desk. We also have the movie Aladdin showing in the children's theater if anyone is interested. It's at the south end of the lobby. There are also newspapers and magazines there to read for every age. We have so much to do while you are waiting to check-in that some people are sorry when they finally get their room but, of course, you are in a Fantasy Resort, so what do you expect. All experiences here are special, so just have fun and be happy."

Daniel headed off to the arcade while Mrs. Roberts and Valerie went to the theater. Valerie watched the movie and had complimentary popcorn while Mrs. Roberts read the latest People Magazine which she had never seen before. "In fact, this one had no date on it--but I'm dreaming," she thought again. "This is just too much. The kids are happy, I am happy and Mr. Roberts is happy because he is getting a million ideas on guest service for his business back home, and he loves organization and friendly, cordial, efficient people. Even if the check-in is long, it will be great," she thought.

As Mr. Roberts waited in line to check in he reviewed the Resort newspaper and noticed the ticket section which described the special length-of-stay pass. This sounded like the right ticket to buy because it included the seven major things to do at WALT DISNEY WORLD which he had read about when he received his confirmation a few weeks ago and it was marked "Best Value."

Even though it took a while to get up to the counter, the time flew by quickly as he was consumed in digesting all of the information in the newspaper and the Resort Guide for dining, recreation and shopping.

Before he knew it a smiling, cheerful desk hostess was welcoming him to the Fantasy Resort. She quickly checked him in and efficiently made some last-minute requests for a water view room. She even cashed a \$300 check without question and without sending me off to another counter. She didn't even have to get a manager for approval. "This place really has it together," thought Mr. Roberts. "I wonder if they ever say no, and I bet even if they did you wouldn't realize it."

The front desk hostess called the bell desk and told them to take Mr. Roberts and his family to room number 555. She did this by reading the baggage numbers to the bellman over the phone. "Now that was smart," thought Mr. Roberts.

"One more thing, Mr. Roberts. May I have your pager back so we can pass it on to our next arriving guest, and thank you for staying in the Park on your visit to WALT DISNEY WORLD. You won't be sorry."

Mr. Roberts took a few minutes to recover his family, and he was a little amazed at how happy and content they were at the TV station and reading area and in the arcade. In fact, they looked refreshed and fully recovered from the trip.

"I wonder what they put in that popcorn," remarked Mrs. Roberts.

Valerie said, "Dad, can we just stay in the lobby--it's so much fun. I wish it had taken you longer to check in." Daniel and Mrs. Roberts agreed, but decided that it might be best to go ahead and go to the room and get settled and go for a swim.

It took about five minutes to find the room with the map the front desk hostess gave them.

As Mr. Roberts put in the key the red light came on. "Oh no," he thought, "technology strikes again." He turned around and saw a housekeeper and told her his story. She asked to see his registration packet with the room number on it and promptly opened the door for him and called the front office with the key problem. Within five minutes new keys were delivered by a panting bellman who had run at lightning speed to keep the magic intact. The bellman wouldn't even accept a tip. He said, "Sir, we only take tips when we do something for you and not when we do something to you."

"Okay," agreed Mr. Roberts. "Then please get me some ice so I can reward your great attitude."

The bellman smiled for two reasons. One, he knew that he was going to get a tip, and two, because he had far exceeded Mr. Roberts' expectations. The bellman promptly delivered the ice and deposited a nice crisp \$5 bill into his pocket.

"My name's Dave," responded the bellman. "I would like to give you a tip also--don't miss a night at the Marketplace and Pleasure Island. It's great."

At that moment our bags arrived. The second bellman, Andrew, gave us a wonderful set of instructions on everything in the room from air conditioning to the special TV stations. He advised us to try the hotel restaurants as well as Pleasure Island and the Marketplace during our visit. He placed our bags on the luggage stands and hung our hang-up bag in the closet. Most hotels just put the bags on the floor, but not here at Disney.

"Have fun at the pool. The slides are fabulous. And make sure you use plenty of sunblock--the Florida sun is really hot and you don't want a bad burn to ruin your vacation."

Mrs. Roberts smiled at Valerie and Daniel and nodded as to say, "See, I told you and now you have heard it from an expert--a Fantasy Resort bellman who is nearer your age than your father and I, so now you will believe it."

They got the message and within seconds were in their suits and off to the pool. "See you later, Mom and Dad."

"Okay," replied Mrs. Roberts. "We will be out later after a little nap." Mrs. Roberts thought, "I don't believe I am letting them run off to the pool without us, but I know how conscious Disney is about safety and those security hosts at the entry to the Resort really made us feel good."

Mrs. Roberts was really delighted with the cleanliness and orderliness of the room. She slipped the Do Not Disturb sign out and she and Mr. Roberts fell into one of those wonderful afternoon naps with not a care in mind, and dreamed of living at WALT DISNEY WORLD for the rest of their lives. An hour later they awoke fully refreshed. Mr. Roberts noticed a note under the door which read, "We just

stopped by to see if everything was okay but noticed your Do Not Disturb sign was on and we didn't want to bother you. If you need anything call 6563. Have a wonderful magical night. Sincerely, Mary and the Gang, Your Housekeeping Team."

"Oh, man, do you believe this," exclaimed Mr. Roberts. "Every hotel I have ever stayed in ignored the Do Not Disturb sign and always woke me up. I just realized this is the first nap I ever completed in twenty years of traveling."

"The magic strikes in subtle ways," thought Mrs. Roberts.

Mr. and Mrs. Roberts quickly got into their bathing suits and walked along the well-marked pathways to the pool admiring the perfect landscaping along the way. "Why doesn't our yard look like this," thought Mr. Roberts. "Look at this, Mildred, not one weed, not one cigarette butt, not one piece of trash, not one piece of gum. Are we on another planet? This Disney World really is another world. These people do a better job than Franklin Roosevelt did and he was good. Maybe Disney should run the world, or at least the United States. This could be a growth business for them and help them with that 20% growth that Michael Eisner is striving for—plus, this could be the answer to Clinton's health plan. People in the U.S. wouldn't be stressed out anymore and then they wouldn't get sick. Can you imagine going to the Post Office or for your driver's license and have a children's theater and arcade to amuse you?"

As they turned the corner they were overwhelmed with the sight of the most wonderful pool they had ever seen, and there were Daniel and Valerie with wide-eyed gleams of delight on their faces as they came speeding down the slide into the perfect 85-degree water.

The afternoon at the pool was pleasant with prompt service by the waitress and the best piña coladas ever, even better than Hawaii.

The lifeguards were all so attentive and gentle but firm in a nice way with the children who sometimes did not follow the running and other rules. It was great to see that the guards did not behave like Gestapo, like they do at most pools. Even the kids appreciated this part of the magic. Quietly getting into trouble was better than loud whistle blowing and screaming. It was nice the way the guards walked around instead of just sitting up in those guard chairs like prison guards. They were, in fact, more like the friendly cop on the beat of yesteryear.

The afternoon passed by quickly, like everything does that is so much fun, and everyone decided it was time to head back to the room for showers, then dinner, and then over to Epcot for the Illuminations show.

"Okay, kids first," said Mrs. Roberts, "and then you can go to the arcade and wait for Dad and me so we can shower and dress in peace and quiet. And please hang your towels up on those hooks in the bathroom. I like this focus on ecology and using your towel more than once, and this sheet changing policy is brilliant. I am hanging my towel on the MINNIE hook and Dad is using MICKEY. So you two can choose between the TINKERBELL and GOOFY hooks."

The kids quickly showered and did hang their towels up after flipping a coin to see who was GOOFY. Mrs. Roberts, seeing the towels hung up, now knew for sure that magic existed at WALT DISNEY WORLD. The Mouse somehow was training her children better than she had, at least in neatness. "It must have been the soap and shampoo that did it. 'All neat and pretty' must have soaked in."

Looking through the Resort Dining guide Mr. Roberts read all about the Resort restaurant that was right in the hotel. He loved the explanation of the family style dining that was casual and carefree and even included chefs that brought your food out, and the price was good, too.

After finding the kids in the arcade they headed down to the restaurant where there were lots of people waiting but, once again, there was a manager out front working the crowd by getting them on the waiting list and giving each one another one of those pagers so they could stroll around the Resort and shop or get a drink, or even wait in their room or by the pool. "What a nice way to wait," thought Mr. Roberts. "It's sure better than stuffing everyone into a bar for drinks like they do back home."

"Let's go into the merchandise shop," Valerie cried out.

"Okay, let's go." And before they knew it they had a large bag of purchases which the store host offered to have delivered to their room so they wouldn't have to take it to dinner. "Or you can pick it up here after dinner or take it with you. It's up to you, sir."

"We will pick it up after dinner," Mrs. Roberts said.

The beeper started to vibrate indicating that the table was ready for dinner. As the Roberts approached the podium they overheard many guests saying how great the food and service was. "That doesn't surprise me," thought Mr. Roberts. "What else would you expect from Disney."

Mary, the young lady on the door, quickly seated them and made some nice comments to the kids about their nice shirts. "Have you all been to the Tower of Terror at MGM Studios yet?"

"No, not yet but we plan to go on Wednesday."

"It's great," Mary said, "and also Innoventions at Epcot will be something you won't forget. Go there first when you visit Epcot."

The server, Willy, soon arrived and took our drink order and proceeded to serve us dinner. He even did a magic trick for Daniel and Valerie that we loved, too. "How did he do that?" exclaimed Daniel.

"The same way they do everything here," Mrs. Roberts responded. "It's MAGIC."

"The waiters and waitresses here were different than other restaurants back home, and even Las Vegas and Branson. The servers here really went out of their way to make sure you are happy," thought Mr. Roberts. "They are having fun and all of the guests are having fun. No stuffiness around here."

"My expectations are being raised tonight," thought Mrs. Roberts. "We will never be happy with those restaurants in Vegas again, but it won't matter because we will just come back here every year."

"Let's hurry. We need to get to Epcot for Illuminations."

As they stepped outside there was a bus pulling up marked "Epcot." They promptly boarded and were welcomed by Ed. On the way to Epcot Ed told them the whole story about Illuminations and the twelve countries it honored. "Ed told us things we had never read in the Birnbaum Guide. It's really special to get the inside story, and when you stay in the Park that's what happens. Ed even told us where to stand to get the best view. These special tips are really wonderful and remove the confusion of it all," thought Mrs. Roberts.

The Illuminations show was perfect and now sleepy eyes were forming in pairs. It had been a long day and the Roberts family was ready to test out those magical beds that had worked so well that afternoon.

The bus was there waiting at the entrance to Epcot and before they knew it, they were whisked back to their Resort. The film about the Marketplace and Pleasure Island was intriguing that was showing on the bus's video system and convinced Mr. Roberts that this would for sure be added to the Roberts' agenda for Friday night.

The arrival at the Resort was even more dramatic at night--the attention to detail with the lighting was really special, and there was PLUTO waiting for us to say goodnight. "The characters being around at strategic times and locations is really extra special," thought Mrs. Roberts. "A little magic here, a little magic there." Even the flowers had started to go to sleep.

Before bed everyone made a quick trip to the food court for one final ice cream cone, which everyone knows makes you sleep better, plus it tastes good, too.

"The magical beds lived up to Mom and Dad's story," thought Daniel just before he fell asleep. Soon the whole family was dreaming of dancing towels that were doing a new dance, "The Dry," which is a dance all wet towels do in dreams so they are dry when you wake up in the morning. "The part of the dream where the Roberts family is being thanked by Mother Nature for reusing their towels was really strange," thought Valerie the next morning, but it was convincing and educational.

"Reusing your towels is like the Adopt-A-Highway program back home," thought Daniel.

Morning arrives on schedule at 5:05 a.m. for Mr. Roberts. Just like at home, his first thought is of a cup of coffee. He thinks, "Do I make my coffee here in the room with that in-room coffee maker and wake everyone up, or do I go up to the food court?" He decides to go to the food court which he finds closed with a sign saying, "*See you at 6:30 a.m. Please enjoy a complimentary cup of coffee, tea or decaf on us. We leave at midnight but the coffee is here all night.*" "Why am I not surprised," thought Mr. Roberts. "You know they think through every possible guest need. They know some people wake up early even on vacation. I wonder if they learned that through those focus groups they conducted back in Boston last year or whether that idea came from one of their all-night cast members who found guests wandering the grounds?"

Watching one final touch-up of the property by the all-night crew was moving. They prepared the whole place for another day of magic as the sun started to rise over the lake. Their attention to detail was impressive as they removed one piece of gum from the sidewalk and polished the windows and door handles of every door.

Returning to the room the flowers and trees even looked rested and ready for another day of exceeding the guests' expectations. "I could almost hear them telling the smaller buds to 'open up and look good. They will all be coming out of their rooms soon and we need to look good and smell good.'"

The rest of the clan was awake and showering and quite surprised that their towels were dry and ready for another day's work.

We quickly went off to be on time for our 8:00 a.m. Character Breakfast and what fun it was meeting the characters and getting their autographs. It was nice to see the restaurant manager out in the room making sure every child was happy and solving little problems quietly and efficiently. The characters were all so kind and patient and never seemed to rush like they do in some parks up north. They truly understand that they are a big part of the magical experience that people expect when they come to WALT DISNEY WORLD.

"It's just exactly like the ads on TV," thought Mr. Roberts. "Those ads create a big expectation and then they meet or exceed it when you get here. This is a good business strategy, too. Promise them a lot and then give them more than they expect. I wonder if Tom Peters is one of those Characters," thought Mr. Roberts. "No, I guess Tom is not one of the Characters but I bet they have all studied his books, maybe they even helped him write his books."

The bus ride to the MAGIC KINGDOM was just as good as last night's to Epcot and Emma, the driver, was just as great as Ed was last night. She told us about the new Lion King show that just opened and how we should go there first to miss the crowd. I just continue to be amazed that every cast member has their own favorite thing to tell you. Disney must have some special selection process and training that makes this all possible. "I think I will sign up for that Disney seminar I heard about and bring my company here soon," Mr. Roberts said out loud.

"Good idea," smiled Mrs. Roberts, "and I will go to that new health spa at the Grand Floridian all day while you are working. "Well, at least you can go for a nice morning bicycle ride with me on those new bike and jogging paths they are building before your seminars. In fact, you can ride your bike to the seminar. Get healthy and smart at the same time."

"Why don't we come in September after the kids are back in school--I never had any idea that this was a destination resort for adults without the kids. I'm sure glad they don't market that too much--we will have the whole place to ourselves."

"If the world ever finds out what they have here the airport will be busy twenty-four hours a day."

The day at the MAGIC KINGDOM turned out to be just as great as Emma the bus driver said it would be. The lines were pretty long but with the greeters talking to everyone and the special effects in line the time passed quickly.

The food in the Park was great and the service was cordial and all smiles, as usual. The managers were right in the middle of the action helping it all happen.

On the way back to our Resort we learned from the on-board video monitors about the Disney Vacation Club and decided to give them a call to learn more. "Buying a piece of the magic sounds like a good idea," said Daniel. "I can come alone when I am sixteen."

"Yea, right," said Mr. Roberts. "You must be dreaming," they all laughed.

"Have you noticed that we are all laughing a lot?" said Valerie.

"Yes, we are and that's why we came here. That's what Disney sells... happiness. They just happen to have some great places to sleep, eat and visit as well, but their real product and service is happiness and, as you can see, every single cast member plays a big role in that happiness."

"Don't ever forget that lesson, Daniel and Valerie. Figure out what your job is and then focus everyone and yourselves on that and you will have a raging success on your hands."

"Gee, Dad, was that a lesson in life?"

"Yes, son, it was, and now you and Valerie understand why Mom and I focus on you and Valerie. It's all connected. It's called the circle of life."

"Good one, Dad. At least your quotes are up-to-date," and they all laughed again.

The hotel came into view and there was GOOFY focusing on making new arriving guests feel happy. "Does he ever take a day off?" asked Daniel.

"Why would he want to?" said Valerie. "If I worked here I would work seven days a week. What could be more fulfilling than making people happy all day."

Everyone showered and caught the first bus to the Marketplace for their dinner at Chef Mickey's. "These direct buses to the Marketplace are excellent," thought Mr. Roberts. "None of that hub stuff like Atlanta and Dallas. Direct flights and direct buses are really first class."

Dinner at Chef Mickey's was really excellent. No complaints here. I loved the way they didn't say "Do you want anything else?" after the main course. Bringing desserts for us to pick from was good, even though we did eat too much and spend a little extra money. After all, we are on vacation.

The twinkling lights outlining all of the Village Marketplace buildings really made it a special place. We shopped for an hour and again that special service showed up. "Let us deliver your packages to your Resort so you don't have to carry them." "Go to Pleasure Island--it's a blast!" The way the store hosts and hostesses came around and helped you was very good. If you wanted them they were there and if you didn't they were nearby when you needed them. They really paid attention to the guests.

As we approached Pleasure Island you could feel the energy. The cast members at the gate quickly and cheerfully gave us I.D. bands and told us the guidelines for the kids: Our Length-of-Stay Pass got us right in at no additional charge. Marge even enjoyed being carded. It's true that there was something to do for the whole family. The kids loved the Adventurers Club and the Beach Club. The pizza and sausage in the streets was a good idea, as the kids were hungry again before we knew it. Every door host was friendly and helpful and spoke to every guest.

It was no problem getting a drink as the servers were right there as soon as they noticed you were without a beverage. There was a wide selection of non-alcoholic drinks available, as well as your favorite alcoholic beverage.

The New Year's Eve show was a big hit with everyone and the fireworks and confetti completely caught us by surprise. This was like ten times better than the Fourth of July and New Year's Eve back home and it's every night of the year.

We all made our New Year's resolution, which was to go to WALT DISNEY WORLD at least one time a year. Dinah Shore was right when she sang "There's no business like show business," or was that Ed McMahon?

The buses were right there when we exited Pleasure Island and we floated into the one marked Fantasy Resort Express, and the next thing we knew we were waking up and it was morning again.

This is sure not like the movie Ground Hog Day. The only thing that's the same at Disney World everyday is the courtesy and friendliness and helpfulness. The rest of the day is filled with different adventures all day and all night long.

Our trip to Typhoon Lagoon was special too--the place was packed but all running very smoothly.

When we complained about the charge for the tubes the attendant promptly waived the charge and said, "I don't want you unhappy, sir." I felt so guilty I spent twice as much in the merchandise shop.

What I really liked at WALT DISNEY WORLD was that when you have a problem the person you are dealing with solves your problem. They never pass the buck, they never make excuses, they just make you happy.

It is not unusual to find a Voice Mail message or not in your room from a cast member just checking up on the problem you had earlier in the day. Sometimes it's just an added second apology and have-a-good-day message. They always write your name down and room number when you have a problem so they can follow-up--impressive.

The rest of the week went pretty much like the first few days--just perfect, not that we didn't have a problem sometimes but it was always handled to our satisfaction.

What was really impressive was the General Manager of the Resort sitting at his special lobby desk in the morning and evening learning about guests' satisfiers and dissatisfiers. No wonder the place is so great. The man in charge listens, learns and then adjusts his processes and training to turn dissatisfiers into satisfiers. It's a simple concept but so effective.

The sad day finally arrived even though we extended our stay one extra day without a problem. The day of check-out was here.

We called the bellman and he was there before we knew it. Our bags were in the car. The car had been vacuumed and the windows washed and special MICKEY paper placemats laid on the floorboards that read, "So long, my friends. We are going to miss your smiling faces and laughter. Come back soon. Your friends, MICKEY and the Gang."

GOOFY waved goodbye and I noticed a tear in Valerie's eyes as she blew him a kiss.

On the way out of WALT DISNEY WORLD Valerie and Daniel swore they saw the MICKEY up on the road signs wink at them. "I wouldn't be surprised," thought Mr. Roberts.