



UPDATE '86

Employee Newsletter

Monday, October 13, 1986



This is a Special Edition Update from our President/General Manager Ralph G. Rodgers, Jr.

As we begin our 24th year at the Polynesian Cultural Center I feel a great spirit of appreciation. I appreciate those who were here before us who laid a foundation of success for this wonderful place where we work each day. I appreciate the vision and foresight of those who "dreamed dreams" and put those dreams into action so that the Polynesian Cultural Center could become Hawaii's number one tourist attraction. I appreciate the ongoing dedication of the Chairman of the Board and the members of the Board of Directors who spend untold hours without pay of any kind to assist us and assure our ongoing success. And I also thank you - each and everyone of you - our P.C.C. family for your work, your devotion, your understanding and your caring.

The Polynesian Cultural Center started with humble beginnings - labor missionaries, cultural experts from the islands, dedicated families struggling here in Laie to make this place "work." In the early years students stood by the Kam Highway roadside trying to get tourists to "come in and see what we have to offer." Now times have changed. Villages have changed. Foliage has matured. And the Polynesian Cultural Center has matured...all thanks to the dedicated efforts of thousands of people.

Disneyworld in Florida is celebrating its fifteenth anniversary. It is one of the most popular tourist attractions in the world. The President of Disneyworld was recently asked what the secret of

STRIVING FOR HIGHER ACHIEVEMENTS IN 1987

the success of that operation is. The President replied, "We are always changing...always growing. We are different today than last year and will be even different tomorrow. We are always adding something new for our guests." It sounds like he is describing the Polynesian Cultural Center. We also realize that without growth and change and future planning the Cultural Center will die. Nothing stands still.

It is important for all of our employees to understand some of our hopes and goals for the future. Therefore, for the first time ever I would like to share with all of you some of our goals and plans for 1987 and for future years as we plan to retain our position as the number one tourist attraction in Hawaii. In order for you to be as good an employee as possible it is important for you to understand the company goals, long range plans and management decisions decided upon so that together we may all work for the common good of the Center, the BYU-HC, Laie, Hawaii and the Church.

Here are some important facts regarding the Polynesian Cultural Center which all of you should understand.

PCC OBJECTIVES

Preserve Polynesian culture and art by serving as a repository for folklore, customs, mores, and artifacts.

Support BYU-HC goals and objectives by providing students with opportunities to further their education.

Participate in the continuing development of Hawaii's tourism destiny through the support of sound industry policies and quality experiences, and maintain the Center as a premier tourist attraction.

Support the Laie community (and the extended community) by providing employment opportunities and assisting in local economic development.

Support the goals, ideals, standards and purposes of The Church of Jesus Christ of Latter-day Saints by offering increased awareness and information.

1987 PCC MANAGEMENT GOALS

1. Provide an operating gain of no less than \$1,000,000.
2. Provide a cash surplus of at least \$2,000,000.
3. Implement a policy which assures that there are no more than five to six levels from the General Manager down to entry level employee.
4. Employ a workforce comprised of an average of 60% BYU-HC students and 40% full-time employees.
5. Maintain an average workforce of 1,200 positions (1,100 total employees).

Departmental and Area Goals

FINANCE

1. Maintain a system by which departments will explain budget variances greater or less than 3%.
2. Maintain a system of internal controls to check on compliance with documented policies in the following areas:
Cashier Transactions
Inventory Control
Payroll/Personnel Procedures
3. Establish criteria for the effective use of financial resources as to return on equity, return on investment, and financial ratio analysis.

MARKETING

1. Attract a minimum of 1,155,000 total visitors to the Center.
2. Increase direct sales to 35% of total sales.
3. Increase winter market share to 20% of "overnight and longer" visitors during November/December/January/February.



GUIDES

1. Achieve an average level of guest satisfaction for guide services of 4.0 point scale on guest surveys.
2. Increase the numbers of people taking the Laie Tour to the Visitor's Center to 10% of paid admissions.

MARKETPLACE

1. Generate at least \$400,000 in gross sales.
2. Manage the Marketplace at 15% net gain.

CUSTOMER SATISFACTION

1. Respond to 80% of customer letters and other communications within 48 hours; 100% within 72 hours. (Time stamp all communications).

THEATRE

1. Maintain a performing cast of at least 100 for 100% of the 1987 performances of "This is Polynesia".
2. For quality: establish and implement a regular replacement schedule for all technical facets of shows, to include props, sound, lights, and costumes.
3. Achieve an average level of guest satisfaction in the theatre of 4.0 on guest surveys.

SUPPORT SERVICES

1. Complete 100% of work orders within the established time which are generated by the preventative maintenance program.
2. Maintain 24-hour turnaround for notifying departments of the status of all properly completed work and purchase orders.
3. Establish and implement a method to measure department satisfaction of completed projects.
4. Establish and implement the survey that measures quality of guest areas to obtain a 3.0 average point rating.

FOOD AND BEVERAGE

1. Maintain restaurant food costs at 25% or less of allocated revenues.
2. Improve facility appearance and food ratings by .3 over 1986 guest survey ratings.
3. Manage the concessions at a 32% net gain.
4. Generate a minimum of \$1.8 million gross sales in concessions.

VILLAGES

1. Achieve an average level of guest satisfaction in villages on rainy days of 3.5 point scale on guest surveys.
2. Achieve an average level of guest satisfaction in villages on non-rainy days of 4.5 point scale on guest surveys.
3. Add up to seven new approved cultural activities or innovations through the village area with up to five completed by June 1, 1987.

CULTURAL

1. Retain at least 90% of our scholarship students.
2. Begin program documenting all cultural presentations, artifacts, building ground, costumes, etc., presently PCC property.
3. Document all artifacts owned by PCC currently held in BYU and PCC archives, etc. (to include the McGuire Collection, etc.).
4. Augment the visual documentation (video/film) of all cultural presentation and achievements.



TRAINING

1. Orient 100% of PCC supervisory personnel on PCC policies and procedures.
2. Establish and conduct a training needs-analysis study of the various departments for the purpose of designing and implementing appropriate training programs.

SPECIAL PROJECTS

1. Establish a special equipment inventory control system.
2. Establish a consolidated travel and pickup schedule.

HUMAN RESOURCES

1. Print and distribute the 1986 revised policy manual.



FACT SHEET

The Polynesian Cultural Center has been Hawaii's top paid visitor attraction since 1977, according to state government statistics.

About a million people a year now tour the grounds, and total attendance has exceeded the 15-million-visitor mark.

The Polynesian Cultural Center is a non-profit activity of The Church of Jesus Christ of Latter-day Saints dedicated to helping preserve the cultural heritage of Polynesia while providing jobs and scholarships for hundreds of students at the adjoining Brigham Young University-Hawaii Campus.

MIS

1. Reduce program errors by 50% over 1986.
2. Identify those user requests which will increase productivity by 15% then submit these requests to Executive Council for approval.
3. Evaluate and prioritize remaining user requests and submit to Executive Council for approval.
4. Implement the Management Information System as established in 1986.

It is important for all of you to understand more about the Polynesian Cultural Center and also our exciting marketing and sales plan for 1987.





Its authentic and accurately recreated presentations are highlighted by the spectacular "This is Polynesia" show, featuring more than 150 performers and is considered the biggest and best Polynesian production in the world.

About 15,000 Brigham Young University Hawaii students have literally "worked" their way through college as part-time employees of the Polynesian Cultural Center since opening on October 12, 1963.

PHYSICAL FACILITIES

The Polynesian Cultural Center is a 42-acre "living museum" consisting of:

Seven recreated villages representing the ancient cultures of Samoa, Tonga, Tahiti, the Marquesas, Maori New Zealand, Fiji and Hawaii.

Hale Aloha, a 2,000-seat amphitheater where the new "Pageant of the Long Canoes" is staged daily at 1:00, 2:00, 3:00 and 4:00 p.m.

Pacific Pavillion, a 2,773-seat amphitheatre where "This is Polynesia" evening extravaganza is performed in a setting of fiery volcanoes and brilliant fountains.

The Gateway Restaurant which comfortably seats over 900 persons for the din-

ner buffet. The restaurant is considered the largest in the Pacific and recently reopened after it was completely renovated to highlight four forty-foot replicas of famous Easter Island Moa'i headstones.

A 1850's mission home and chapel complex demonstrating the coming of Christianity to the islands.

EMPLOYEES

The Polynesian Cultural Center employs about 1,100 persons, over 60% of whom are BYU-Hawaii students working their way through school as performers, guides, and in many other positions that may complement their formal studies.

The remainder of the employees are full-time management, maintenance and cultural resource personnel.



The "Voyager Passport" includes all daytime activities and shows, all-you-can-eat buffet and reserved seating for "This is Polynesia", considered the best and biggest Polynesian show in the world.

Based on a record number of summer sellouts of its evening "This is Polynesia" spectacular this year, the Cultural Center will incorporate higher peak-summer-season (June-August) "Voyager Passport" rates of \$35 adults, \$18 juniors and \$11 child.

To accommodate visitors only to spend an afternoon at the popular North Shore attraction, the Center has added a new "Explorer Passport" which includes all daytime shows, Center tours, village admission and demonstrations.



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1987: A Year of Unprecedented Change

1986 has been the most successful year in the history of the Polynesian Cultural Center, but 1987 will be even better. Thousands more will enjoy the "Ultimate Experience" in Hawaii. That is our commitment.

To achieve this goal, the center has introduced new and LESS EXPENSIVE pricing structures for 1987.

Replacing the current all-inclusive Complete Package (\$36 adult and \$27 child rates) will be the new "Voyager Passport", offering the same components for substantially less--\$30 adults, \$15 juniors (ages 12-15), \$10 child (ages 5-11) and children under 5 free.



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The prices are: \$20 adults, \$10 juniors and \$6 child.

IN A TOTALLY UNPRECEDENTED MOVE CATERING TO A GROWING UPSCALE MARKET, THE CENTER IS INTRODUCING ITS NEW "AMBASSADOR PACKAGE", which includes all the "Voyager" components, plus flower lei greeting, private tour guide (group of 10 maximum), VIP treatment, preferred evening show seating and pineapple deelite-sherbet with assorted fruits in a carved-out pineapple boat-served during intermission. The price tag: An additional \$25 per person above designated "Voyager" prices, regardless of age.

The Cultural Center will also offer kamaaina discounts for the "Voyager" package ONLY: \$20 adults, \$10 juniors, and \$6 child. Children under 5 free.



SINGLE SHOW

Gates Open
Monday through Saturday

"Pageant of the Lo"
1:00, 2:00, 3:00 and

Villages Open
1:30 p.m. thru 6

Polynesian Bra
6:00 p.m.

Dinner Bu
4:30 p.m. thru 7

"This is Poly
7:30 p.m.



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SINGLE SHOW DAYS

Gates Open:

Monday through Saturday, 12:30 p.m.

"Pageant of the Long Canoes":

1:00, 2:00, 3:00 and 4:00 p.m.

Villages Open:

1:30 p.m. thru 6:00 p.m.

Polynesian Brass Band:

6:00 p.m.

Dinner Buffet:

4:30 p.m. thru 7:00 p.m.

"This is Polynesia":

7:30 p.m.

DOUBLE SHOW DAYS

Gates Open:

12:30 p.m. (except Sunday)

"Pageant of the Long Canoes":

1:00, 2:00, 3:00 and 4:00 p.m.

Villages Open:

1:30 p.m. thru 6:00 p.m.

Polynesian Brass Band:

6:30 p.m.

Dinner Buffet:

4:30-5:30 p.m. or 7:30-8:30 p.m.

"This is Polynesia":

6:15 p.m. or 8:00 p.m.





your attitudes, your caring is what will assure repeat visits from our guests.

In addition we are working with some professional agencies to help find what we should add in the future which will assure a larger market share of visitors to Hawaii. We don't have all of the answers today, but working with our Board of Directors and other experts we will find new attractions and offerings for the Polynesian Cultural Center tomorrow.

All of these plans take money. We do not receive money from the Church and in fact must pay our own way. This means that we have to build cash reserves which will assure the kind of financing needed to stretch into the future and "grow". We are not only going to grow at the P.C.C., but hopefully will be able to assure more assistance to our

We also want you to know that we are doing some exciting marketing studies and long range planning to assure the future growth of the Polynesian Cultural Center.

Each year we have more and more repeat visitors to Hawaii. It is important that we do everything we can to attract people back to the Center. Each employee has a responsibility to assure that your guests "love us so much" that they will come back to see us when they return to Hawaii. This is why our managers, supervisors, leads and all the management at the Center try so hard to get every employee to treat every guest like a **very special person**. You, "each of you", our P.C.C. family are the best advertisement we can offer to the guests on our grounds. Your smiles,



sister institution the BYU-HC and the Laie and Hawaii community also.

I believe that when David O. McKay had his great revelation regarding Laie, the school and the future of the Church in this area he saw a much larger vision than we have even thought of. Now it is our turn to "dream dreams" and put them into action. It is our turn to build a strong foundation upon which even greater success can stand. We re all in this together. And I want you to know I can't think of any greater people that I would rather be in this with than you, our P.C.C. family.

God bless us all that we may continue to achieve His divine purpose in the opportunities we have here at the Polynesian Cultural Center.

Ralph G. Rodgers, Jr.
President/General Manager



CPR Certification

During the month of October the First Aid Department will be teaching CPR classes for those who have never been certified. These classes are also for those whose CPR certificates have been expired longer than 3 months. You can certify on a State or National Level. The classes will be held in the training room and the schedule will be as follows:

State Class: **Tues (Oct 21) 8-12 noon**
(4 hr. class) **Wed (Oct 22) 6-10 pm**

National Class: **Wed (Oct 22) 8-12 noon**
and **Thur (Oct 23) 8-12 noon**
(8 hr. class) **Thur (Oct 23) 5-9 pm** and
Fri (Oct 24) 8-12 noon

We encourage all managers and supervisors to become certified and any other employees who have an interest. To sign up for a class or for any questions please contact the First Aid Office at ext. 3016.

T-Shirts For Sale

The new Center T-shirts which employees received at our 23rd Anniversary are now available for employees to purchase.

The Special Projects department has these sizes currently in stock: S, M, L, XL. They are selling for \$7.00 each and can be purchased at Special Projects.

This years winning design was the creation of Virginia Sorensen of the Graphics department. Second place was won by Chuck Rivers and third place by Dale Wells.

Marriages

In the event an employee of the Polynesian Cultural Center is married, it is necessary for him/her to report to the Personnel Department as soon as possible to fill out new tax forms updating his/her name and other pertinent information for the personnel records.

Your courtesy and cooperation in regard to this matter are greatly appreciated.



On October 4th at 6:00 am, while most other Polynesian Cultural Center employees were still asleep, the Security and First Aid Departments were very busy. They were participating in a special First Aid Certification Program for Security Officers. The class was sponsored by the First Aid Department in an effort to have more qualified personnel on hand in the event of an accident or emergency. The class lasted 4 hours and the students learned such things as: wound care and treatment, bone and joint injuries, emergency treatment for heat stroke, heart attack, seizures, stroke, and many other areas. They also were instructed on the use of oxygen, the ambulance stretcher and blood pressure taking. A workshop on general security responsibilities during emer-

gencies was also given. Instructors for the workshops were Toni Skanchy, Douglas Elms and Christine Jensen, from the First Aid Department, and Albert Peters, Security Manager. The class was not only informational but was also very fun. Those in the graduating class were: Tigi Tapusoa, Moana 'Ofahengaue, Susan Sorenson, Warren Waka, Liufau Tuifua, Jim Kochenower, Veamoni Lautaha, Siliva Brown, Kawika Kelekolio, and Leslie Moeai. Upon graduation they received a certification card and a First Aid pin that can be worn on their uniforms. The First Aid Department plans to certify all of the officers in the Security Department and then the classes will be offered to other interested departments within the Center.

submitted by **Christine Jensen**

Employee Menu

Oct. 17-24

Friday, October 17th
Salisbury Steak, Chili Frank, potato salad, dinner roll, mixed vegetables, drink

Saturday 18th
Pork Chop Suey, Breaded Pork w/brown gravy, rice, tossed salad, drink

Monday 20th
Baked Lasagna, Sweet & Sour Spareribs, rice, garlic bread, mixed vegetables, drink

Tuesday 21st
Kalua Pig, BBQ Chicken, rice, peas and carrots, drink

Wednesday 22nd
Baked Meat Loaf, Chicken Stew, rice, corn, drink

Thursday 23rd
Roast Beef w/gravy, Deep Fried Mahi w/tartar sauce, scalloped potatoes, seasoned corn, drink

Friday 24th
Beef Curry stew, Teri-Chicken w/sauce, rice, tossed salad, drink

Saturday 25th
Deep Fried Chicken w/giblet gravy, Beef Stew, rice, tossed salad, drink

Monday 27th
Italian Spaghetti, Roast Pork w/gravy, rice, garlic bread, mixed vegetables, drink

Tuesday, 28th
Braised Beef Tips, Pizza, oven brown potatoes, coleslaw salad, drink

Wednesday 29th
Hamburger Steak w/brown gravy, Beef Broccoli, rice, three bean salad, drink

Thursday 30th
Roast Chicken w/gravy, Teriyaki Pork, rice, coleslaw salad, drink

Friday 31st
Salisbury Steak, Chili Frank, potato salad, dinner roll, mixed vegetables, drink

Saturday, Nov. 1st
Pork Chop Suey, Breaded Pork w/gravy, rice, tossed salad w/1,000 dressing, drink