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DISNEYLAND AND DISNEY WORLD: Constructing the environment, designing the visitor experience.

William T. Borrie, School of Forestry, University of Montana.

Disneyland and Walt Disney World are two of the best known and most highly visited recreation locations in the world. With this visibility and audience reach, the action of the Disney Company extends well beyond the boundaries of their theme parks. Not only is Disney a multi-dimensional entertainment conglomerate, but its profile gives it prominence that no other recreation manager has. Anything conducted at Disney has the potential to flow on to other locations. That is, the standards that Disney sets in the management of its park environments have the potential to become the standards against which all environments are judged. Similarly, the visitor expectations and experiences that Disney constructs can become models to which visitors would have all recreation managers aspire. Disney is often acknowledged as the premier visitor services organization, and it is partly this excellence that gives them stature and impact.

Everything Disney does is tailored to the visitor's needs. The corporation's success, and the success of their theme parks, is strongly attributed to their ability to continually meet and exceed visitors' expectations. Customer satisfaction is a number one concern, as the goal of repeat business and extended patronage is clearly evident in all operations. A notable attention to details and a constant investment in anything that affects the guests' experience puts Disney apart from their competitors. This then sets higher standards for all providers. As Connellan (1996) suggests, "Your competition is anyone who raises customer expectations — because if someone else satisfies customers better than you, no matter what type of business, you suffer by comparison" (p. 20). Recreation resource managers, then, can find themselves compared to the success of Disney's approach. Disney World and Disneyland may be nearer to what people want than anything given them before. The more that managers publicly aspire to be meeting those expectations, the more the public will apply the standards they know of from Disney.

Disneyland and Disney World are prime examples of a completely constructed environment, and a fundamentally prescribed visitor experience. It is this that could be problematic for land managers. If visitors use Disney as the norm, as the standard of how things should be, then they will expect our natural resources to be similarly constructed. If the natural environment doesn't conform to those standards then there will be expectations to reconstruct nature to fit. It is doubly concerning that Disney may become what people expect things to be. That is, Disney's construction of nature becomes more real, more authentic, than nature itself. As Johnson (1981) explains, "these Disney

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