



Mapping of Skills and Training Needs to Improve Accessibility in Tourism Services in Europe

Case Study 17. Disney Corporation, France

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**Case study
Disneyland Paris**

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Executive Summary

Disneyland Paris opened in 1992 and is Europe's leading tourist destination. They have been working on accessibility since 1993 and the first dedicated department "*Accessibilité Visiteurs*" was established in 1997. Over the past 10 years, Disneyland Paris has been increasingly active in the area of accessibility, investing in making the park and the attractions available to everyone. Diversity and integration are key points in the company's policy, employing people from all over the world, disabled people included. Accessibility seems to have become part of these key points. The park has been made increasingly accessible, and different training modules is more and more provided to the staff through different channels. This investment seems to have a positive result, the number of disabled visitors and guests with special needs has increased from about 40 000 in 2007 to over 65 000 in 2012.

Different initiatives originating from the national government seem to have been key in this development. A legislation from 2005 states that establishments receiving public must be accessible in January 2015 and the ministry of tourism introduced the Tourism and Handicap Label in 2001 awarding different tourist destinations for their accessibility. Furthermore, training of staff in any area of preference is encouraged through the DIF (the right to individual training) which finances and provides training in a variety of areas. The popular sign language course offered to Disneyland Paris employees is organised through the DIF which gives the right to 20 hours of training per year to each employee.

These measures, together with an increasing demand for training both from staff and visitors, and the importance of image and reputation of the company, have pushed Disneyland Paris to make an effort in this area. Every new employee must go through a mandatory awareness module relating to accessibility, in addition the DIF provides a variety of specialised trainings on a voluntary basis. Specific working teams have specific trainings developed and adapted to the needs of their working area, e.g. the call centre for bookings for people with special needs, or the technical services team.

A continuous activity aiming to improve and develop the existing training modules comes from the two departments working with accessibility: Mission Handicap and *Accessibilité Visiteurs*. There is a clear awareness in this team that they have made progress but that there is still need for improvements.

The training modules currently available have reached important results. Both staff and visitors have been satisfied. In particular, staff working in direct contact with visitors have said to feel more comfortable when dealing with disabled

visitors, compared to before. Furthermore, disabled visitors have shown great satisfaction when someone from the staff shows particular concern and skills in regards to the specific disability, e.g. making an effort to use sign language to communicate with the visitor.

Disneyland Paris is a successful example of a company investing in skills development in accessibility. By doing this, the company has achieved a staff feeling prepared in the encounter with disabled visitors, satisfied clients, and an increased number of disabled visitors. Through the interviews conducted, a need for further development is however expressed and the importance of accessibility, requiring time and resources to be achieved, has been underlined at various points.

The case study concludes by providing recommendations regarding the particular training modules carried out and potential improvements, as well as recommendations regarding harmonising measures on the European level which would facilitate the recognition of training throughout the EU Member States, and improve the trainings currently available.

1.0 INTRODUCTION

This case study will present Disneyland Paris as an example of a company, very much present in different areas of the tourism sector, providing extensive training in accessibility to its staff. Disneyland is situated outside of Paris and opened in 1992. Since then, 275 million people have visited the park, which makes it Europe's leading tourist destination, and over 15 000 cast members work on the site¹. In 2002, the park expanded with the establishment of a new theme park. The resort was established imitating the structure and organisation of Disneyland in Florida, the US, and consists of the two attraction parks, shops, restaurants, various hotels and two conference centres. This case study is particular since it demonstrates a large company which is providing training to its own staff, both through external organisations as well as through training developed and provided internally by the company itself.

In terms of accessibility, Disneyland Paris has over the past 16 years developed and made a significant effort in making the park and its attractions accessible to everyone. Diversity and integration are key factors in the policy of the company, and this factor has been one of the drivers for these changes. Furthermore, reforms to national regulations have also had an impact, encouraging increased accessibility. Another important driver was a strong demand originating from both visitors and staff. However, the complexity of this kind of tourist destination needs to be taken into consideration. Disneyland Paris is built up as different worlds, where decoration, lights and sound are part of the experience. Therefore, it is a challenge to render the totality of the resort accessible, and in some cases it is not possible.

With the increasing general accessibility of the park, training and provision of training to the staff has become crucial. Disneyland Paris has developed a variety of training which is provided to different kinds of staff. Depending on where the employees work in the park it is central to have been trained in a suitable and adapted way in order to guarantee security and an appropriate reception of the visitors. All the operational positions encounter visitors with disabilities, thus training is crucial. In addition to the front office employees and other employees having direct contact with visitors, accessibility training is being provided to back office staff and to managers as well.

This case study will outline the structure and organisation of Disneyland Paris in terms of accessibility and examine the existing training alternatives and

¹ Disneyland Paris press release, 9 June, 2011

procedures. Potential barriers and drivers of success will be discussed, as well as evidence of impact. The case study will be concluded by the provision of recommendations based on the experience of Disneyland Paris in these past years, and the information gathered and presented throughout the case study.

2.0 OVERVIEW AND BACKGROUND INFORMATION

Over the past few years accessibility in general has gained increased attention. A few different initiatives have been particularly central in the development of accessibility for Disneyland Paris and were discussed with various interviewees during the data collection phase of this case study:

- National legislation from 2005 on equal opportunities for everyone, on participation and citizenship of people with disabilities and the ambition to change the perception that the society has on disability;
- Agreement with internal trade unions, favouring the employment of handicapped people, signed in 2011;
- The tourism and handicap label (created in 2001, awarded to Disneyland Paris for the first time in 2004);
- DIF (*droit individuel à la formation* or the right to individual training) – initiative by the French government encouraging and financing training for development of competences for employees.

The different initiatives and their impact for Disneyland Paris will be outlined below in further detail:

The national legislation on equal opportunities

The national legislation from the 11th of February 2005 promotes equal opportunities for everyone and aims to increase the participation of people with disabilities in France, as well as to change the perception of disabilities in the society. The legislation takes into account all different types of handicap, i.e. motor, sensorial, cognitive and emotional, and includes people with handicap and with reduced mobility, as well as those with temporary disabilities. It is the first national legislation considering the built environment and aims to make all

establishments receiving public completely accessible. The 1st of January 2015 is the target for these conditions to be met².

7th Agreement favouring employment of handicapped people

The agreement was signed in 2011 in cooperation with the associations ADAPT and Tremplin Enterprises, working to promote handicapped people in the work force³, and has been central to Disneyland's accessibility activities. This agreement encourages the employment of handicapped people within the company. As mentioned above, diversity and integration are key to Disneyland's policy which is why they have made progress in employing people with different disabilities in the tourist resort. Today, 602 disabled people are employed by Disneyland Paris, in a variety of roles⁴. This has brought a certain general awareness to the company which in turn has resulted in the development in terms of training in accessibility for the staff. This is the 7th agreement that Disneyland Paris is participating in, and a new one is in progress.

Tourism and handicap label

The tourism and handicap label was introduced in 2001 by the Ministry of Tourism and stands for quality in the reception of clients with disabilities. The label has as its objective to identify the accessibility of an establishment, a tourist resort or a cultural sight for people with special needs. The label is the result of a cooperation between the Ministry of Tourism, professionals from the tourism industry, and associations representing people with disabilities. The Tourism and Handicap Association is responsible for the national coordination of the label⁵. The national legislation of 2005 obliges any actor in the tourism industry to take accessibility into account, and this label has the role of promoting and rewarding the measures taken. Disneyland Paris was the first theme park to receive the label for the four types of disabilities in 2004, including the whole resort (attractions, hotels, restaurants and shops). The park was then audited in 2008 resulting in suggestions for improvement, and in 2013

² <http://www.developpement-durable.gouv.fr/-L-essentiel-de-la-loi,2180-.html>

³ Disney, press release, 9 June, 2011

⁴ <http://careers.disneylandparis.com/candidates/diversity.php>

⁵ Association Tourisme et Handicap, Label tourisme et handicap

Disneyland Paris was again awarded the label for the four types of disabilities for the two parks only. Due to reinforced criteria, Disneyland Paris hotels were not considered completely accessible regarding the arrival and departure of the guests.

The three initiatives described above, have jointly contributed to an increased awareness in terms of accessibility in the tourism sector in France, including within Disneyland Paris and among its employees. The first training initiatives regarding accessibility were developed within the company in the early 2000s. The last measure that will be underlined in this section is an incentive for training emanating from the French government, the DIF – *droit individuel à la formation*, or the right to training for every individual.

Droit Individuel à la Formation (DIF)

The DIF provides the opportunity to every employee to participate in some kind of training throughout the year. Everyone has the right to 20 hours/year of training in any domain. A catalogue of trainings is issued every year presenting a wide variety of training. The focus of this measure is personal development of competences and therefore applies to both long-term and permanent staff, as well as to short-term employees and seasonal workers. The cost of this training is supported by the employer. A wide range of trainings is available, however, in Disneyland Paris the DIF has been used by a high number of employees in order to start trainings in sign language as a new means of communicating with visitors with hearing impairments. This initiative is crucial, enabling and encouraging training and competence development for employees.

This section has outlined different measures, generally originating from the national authorities, which have been central to the development of accessibility in Disneyland Paris. The need for training has become increasingly important and the DIF is only one of the training possibilities available for the employees.

In addition to these measures, other factors have been crucial in this development. The demand and need for training in accessibility from both employees and visitors has increased due to the increased accessibility of the park. This has also resulted in a growing number of visitors and thus the requirement to have a trained staff able to receive people with disabilities, to inform them and to provide them with a good experience of the park, is essential. Furthermore, the new role of social media enables visitors to express

their experiences, and negative or positive feedback which have become an important impact on the reputation and image of the tourist resort.

The importance given to accessibility, integration and diversity by Disneyland explains why training is provided not only to staff having close contact with the visitors, but to all different kinds of roles. Also, the high number of employees with disabilities is another fact indicating this policy. The presence of employees with disabilities also helps other staff to improve their behaviour regarding accessibility and disabled people.

In addition to the above initiatives, Disneyland is also cooperating with external organisations to develop their work on accessibility. *The Federation des Aveugles et Handicapés de France* (French Federation for People with Sight Impairments) works with providing assistance and support to people with sight impairments. The Federation focuses its work on all phases of life and on different sectors, including tourism. The cooperation with Disneyland was initiated in 2009 at the occasion of an international conference organised by the Federation in the premises of Disneyland. Training has been one of the central points in this cooperation and the Federation is assisting Disneyland in improving the existing training, with the aim of achieving a more specific training relating to different types of disabilities, a more operational and practical training, as well as a more in depth training. The Federation has also been supporting the involvement of e.g. blind people in the training to render it more operational.

This section has aimed at providing an overview and background of Disneyland Paris and their policy in terms of accessibility and training in accessibility. It has also highlighted central measures on the national level that have been crucial in this development. The next section will examine the training content provided by Disneyland Paris to its staff both externally and internally, and the context in which it is available.

3.0 CONTENT, TRAINING MATERIAL AND AVAILABILITY

Disneyland Paris offers a wide range of accessibility trainings adapted to specific tasks and working areas. The company has two departments in charge of disability which are both providing training.

- ***Mission Handicap*** deals with disability issues for employees;

- **Accessibilité visiteurs** is responsible for visitors with disabilities and special needs.

This section will describe in further detail the variety of trainings provided to the employees of Disneyland Paris.

Mission Handicap

Training for trainers

This training consists in developing specific skills in terms of accessibility to be used by trainers who are responsible for the integration training of disabled employees, as well as for their recruitment. It is crucial that these trainers know how to behave with, and adapt the training to employees with disabilities. This training was developed and is offered by the external service Ariane Conseil. 30 employees have received the training.

Another training for trainers is directed to trainers providing the integration seminars of three days for new employees, with the aim of developing specific skills and accessibility awareness. This training has also been developed and is provided by Ariane Conseil.⁶ 25 employees have been trained.

Discovering handicap

This training developed and provided by Ariane Conseil targets cast members, in particular those who work in direct contact with visitors. It consists of one day (7 hours) of training and focuses on the understanding of key notions, knowledge of the rights of disabled people and the how to adapt your behaviour. This training was introduced in 2011 and was taken by 36 employees in that year, and 55 employees in 2012. Until now this training has been voluntary, however, according to the interviews conducted, Disneyland Paris aims to make it mandatory from next year onwards, for all cast members.

Sign language

Mission Handicap is responsible for the organisation of external **sign language training through DIF**, but also a **monthly seminar** which is organised internally for employees who have participated in the DIF training, as a means

⁶ Ariane Conseil : <http://www.arianeconseil.fr/>

of practising and refreshing their knowledge and competence. Different versions of this training are adapted to hotel staff, visitor welcome and information, as well as one general version destined to any staff.

Mission Handicap is also responsible for changes made to the park and the attraction aiming for further accessibility. The team has developed specific accessibility guides and access card for visitors with disabilities.

Accessibilité Visiteurs

Introductory training

Accessibilité Visiteurs is responsible for the module on accessibility within the **introductory training** of three days that each new employee goes through when starting at Disneyland Paris. The module on accessibility was introduced 4 years ago following an increasing need for this kind of training. The module was developed by Disneyland Paris but built on a training which was already accessible to the staff in Disneyland in the US. This training was adapted and tailored to the European and French context, regulations and language and is now provided in both classroom form for new employees, and e-learning form for staff that started previous to the launch of the introductory training. The training is about 30 minutes long, although it becomes longer in classroom longer due to various questions on the topics and following discussions. The training is supported by a PowerPoint presentation and is mostly theoretical. However, the working reality of Disneyland Paris provides real life examples on a regular basis. The training is provided internally by Disneyland Paris trainers, 9 902 cast members had been trained by the end of 2012. The same training is being adapted and directed to needs of different kinds of hotel staff (reception, concierge, play area for children etc.). They would like to introduce a follow-up course after 3 months of work since the accessibility team has noticed that there is a need to refresh the competences after a few months of work, having experienced various situations regarding people with disabilities and special needs.

Training for guest relations

A specific training has been developed for the team working with guest relation and information to visitors with disabilities. This training involves practical information e.g. on the Disneyland Paris accessibility guide and access card. The training was developed and is provided internally. So far 118 employees have received the training. Other course material comprises visual projections and powerpoint presentations. Furthermore, the close connection with the work “on the ground” and the constant encounter with disabled visitors provide a variety of examples of different situations.

Training for booking centre

A specific training has been developed for the five persons that are responsible for visitors with special needs in the Disneyland Paris booking call centre. The training is one day long and aims at developing skills in understanding what kind of measures are required and how to communicate and lead the call.

Training for technical services

This training was developed by Disneyland in cooperation with the external organisation Handigo, specialised in design and architecture for people with disabilities. The trainers are all architects specialised in accessibility. 16 employees from the technical services have received this training of 2.5 days. The objective is to increase the comprehension of handicap, to know the regulations (national legislation of 2005), the various steps to follow in order to comply with these (reception, hotels, shops, restaurants, attractions, transports etc.) as well as practical examples of concrete cases.

This section has presented the different trainings available to the staff of Disneyland Paris, offered by the two departments in charge of accessibility. Training is provided both internally by trainers employed by Disneyland Paris, as well as externally from expert organisations and other training consultancies (sign language). There has also been some cooperation with external organisations with the aim of improving and professionalising the training that has been developed by Disneyland Paris (e.g. Handigo, French Federation for People with Sight Impairments).

Next section will discuss the target audience of these trainings, communication and potential barriers to the training.

4.0 TARGET AUDIENCE, COMMUNICATIONS AND BARRIERS

Target audience

The accessibility is given high priority in the operational culture of Disneyland Paris. Over the past few years this has increased following the new regulations, resulting in accessibility in the park, restaurants, hotels and attractions, as well as the training alternatives available.

Many of the trainings are voluntary through the DIF, but some of them which have been developed for specific posts are compulsory.

The accessibility awareness module in the introductory course is mandatory for all the new staff. 9902 (end of 2012) employees have taken this module when entering the company. In addition, the e-learning version of the training is mandatory for staff who started before this training was introduced. 1386 employees from the parks (attractions, guest relations, baby care etc.) and 489 employees from the hotels (reception, concierge, luggage, leisure activities) have received this e-learning training. The awareness training has been the basis to develop training support for hotels and related services, as well as for the design of accessible hotel rooms.

The sign language course is not mandatory but is very popular. In addition to the course which is available through the DIF, there is also an additional conversation module organised by Mission Handicap once a month, for employees who have received the training and would like to further practice their skills.

Other trainings have been developed both externally and internally, as well as internally in cooperation with external organisations. These trainings are adapted to specific roles and tasks. The following list gives an example:

- Sign language course, adapted to hotel staff – 30 employees trained.
- Sign language course, adapted to visitors' service – 19 employees trained.

- Training for visitors' service for people with disabilities – 118 employees trained.
- Reservation centre – the 5 employees working in the specific reservation centre for people with disabilities have been trained.
- Training for technical services – 16 employees from the technical service received this training.

According to the interviews conducted, the staff is generally motivated to participate in these trainings. Receiving tourists with disabilities is part of the daily work, Disneyland Paris receives approximately 165 disabled visitors daily, and various employees have expressed that it is difficult to know how to act with, and how to inform these visitors. The training is therefore responding to a crucial need originating from the employees. The training has proved to facilitate the work in general and making the staff more comfortable when working with disabled visitors. The only concern that has been expressed in the interviews is the lack of time and organisation. It is sometimes difficult to find time during the work day to fit in training. Managers are encouraging employees to take part in these trainings, and try to work around the different needs in terms of work, but it remains difficult.

As has been outlined in this section, the variety of trainings available have a great importance. The staff working in direct contact sees this as an asset and something that helps them in the work. However, also the staff which is not in direct contact with visitors receive accessibility training, at least the awareness module should be received by the totality of Disneyland Paris employees. Finally, there is no distinguishing between long-term or short-term worker, as well as for seasonal employees. The training should be part of everyone's employment.

Communication

Internal communication about accessibility in Disneyland Paris, and about available training courses, is provided in the Disneyland Paris newsletters and on the internal website and magazine for Disneyland Paris staff. These media have the aim of spreading awareness and informing the staff about the current initiatives.

Another communication tool is the intranet, CROcodile, which contains all information relevant to disabled visitors in regards to the various services

offered by Disneyland Paris. The website can be accessed by any member of staff, and as a result, even a person who has not been specialised in accessibility questions is able to inform a disabled visitor through this information database.

According to one interviewee working in the visitors' service, any employee has access to information about new trainings offered and the information is available to anyone who is interested through the intranet website.

Barriers

Since accessibility and integration are part of Disneyland Paris's core policy and business model, no difficulties have been encountered regarding the introduction of accessibility trainings. Initiatives from managers seem to have encountered the need of employees. Managers and team leaders have made an effort in order to enable the staff to participate in trainings. The continuous training effort is also an important focus for Disneyland Paris, in terms of the continuous personal development of each employee. The internal trainings carried out in the premise of Disneyland Paris has been provided during work hours, whereas some of the external training has been provided in the evenings. The staff has generally been motivated to participate in these trainings, and has often pushed for receiving more training as a way of developing and following up the basic competences obtained.

The barriers encountered relate for example to the development of some types of accessibility trainings relating to disabilities which are more complex than others, such as mental disability and non-visible disabilities. The trainings available aim to address the four different kinds of disabilities (motor, vision, hearing impairments, learning difficulties), however, some of these are more difficult than others to address. This needs to be taken further into consideration in the trainings and according to one interviewee, Disneyland Paris does not have the expertise to do this. External experts would be required to develop the training, improving this factor, which Disneyland Paris aims to do for the coming years.

The introductory course on accessibility included in the Disneyland Paris introduction days has been useful and received positive feedback. It is crucial for the staff to have the notions of accessibility which are provided through this training. However, it is clear that there is a requirement for further training, both at the first stage within the introduction day, as well as through a follow up

training course after a few months of work in order to develop the competences obtained by the staff in the first course. This training would be based on the situations regarding accessibility, encountered during their first months of work. In the interviews, developments along these lines were expressed as a priority for the coming year.

The awareness training in accessibility which is offered within the introduction days for new staff members is also available as an e-learning course for the staff who started at Disneyland Paris before this module was introduced. The trainings has shown to be useful, nonetheless, the three introduction days have a tendency to overload the new staff with information, therefore a separate accessibility module would perhaps be favourable due to the importance of the topic to the everyday work. The e-learning version has been popular and it is easier to integrate this into the work planning. It is a more flexible way of providing training and the staff can fit it into their schedules when they find time. However, it is an important training and some of the interviewees underlined the importance of providing more attention and time to this topic through classroom training and place and time for discussions and questions and answers.

5.0 EVIDENCE OF IMPACT

Disneyland Paris is an important example of an accessible tourist destination. The total number of disabled visitors has increased over the past few years. In 2007, Disneyland Paris received about 40 000 disabled visitors per year, in 2012 the number had increased to over 65 000. The staff has noticed an increase and the image of Disneyland Paris as an accessible destination has been spread through shared experience, media, and the British award that Disneyland Paris received in 2002 for being the Best Disabled Facility⁷.

Training has gained growing importance over the past years as a consequence of the development of the general accessibility at Disneyland Paris.

The total number of disabled visitors is increasing each year. Disneyland Paris is collecting statistics to see how this develops. The data collection is made through the access card that is given to each visitor and which indicated whether the visitor has a disability, as well as the kind of disability. It is

⁷ Best Disabled Facility Award, Group Leisure Award Dinner, London

important to note that some people may not indicate their accessibility through the access cards, therefore the number below may be slightly under estimated.

Table 1: Number of disabled visitors

Year	Number of disabled visitors
2009	55 462
2010	46 544
2011	58 799
2012	65 179
2013 (last estimates, excluding September-December)	57 071

Source: Disneyland Paris, Accessibilité Visiteurs Department

Disneyland Paris has been in the fore in the early developments towards increased accessibility, however, according to themselves and the interviewees consulted, they are now to some extent late in the development. Accessibility has increased generally in France which can be noted by the increasingly restrictive criteria of the Tourism and Handicap label. However, both in regards to the accessibility of the park and to the training of the employees, they look forward and aim to improve the currently available training.

Furthermore, Disneyland Paris also forwards complaint coming from visitors to a special accessibility committee which is meeting once a month. This is a way of improving what is not sufficiently good, and what is lacking completely. The perspective of a visitor is different from the one of an employee, a consultant or an association, and is crucial to take into consideration. Very often modifications made start with one of these complaints. Some examples include the integration of autism as disability on the access card, revision of allowed number and profile of the carer and revision of procedures.

Statistics are collected of the employees receiving training and the numbers of visitors are also registered. However, there is no concrete monitoring system measuring the effects of training. According to the interviews conducted, there has been a great improvement and the feedback in regards to the training is very positive. The staff finds the trainings useful and helpful in the daily work, and feels that they are able to use the skills and competences obtained. Both in

regards to sign language training and to the awareness training, interviewees have mentioned that despite the training being short, sometimes only a few notions might prove very helpful in how to behave and act with disabled visitors, what to say and what not to say. In terms of sign language, knowing some notions is helpful but also results in a very positive response from the visitors. Thus, the training could be further developed and improved, however, the current training seems to have had an impact on both the staff and on the visitors' experience. It seems important to underline that sign language is not commonly taught and few people are capable of using it.

The development of the training in sign languages, introduced in 2011, is outlined below:

Table 2: Developments Sign language training

Year	Sessions/Level/Participants	Total number of participants
2011	5 sessions, level 1, 51 participants	51
2012	2 sessions, level 1, 143 participants 6 sessions, level 2, 69 participants 2 sessions, level 3, 20 participants	232
2013	6 sessions, level 1, 68 participants 3 sessions, level 2, 32 participants 1 session, level 3, 11 participants 1 session, level 4, 10 participants	121

Source : Mission Handicap, Paris

As mentioned previously, accessibility is part of Disneyland Paris's business model, in the same way as training and personal development also are part of the business model. These two factors have surely facilitated the advancement of the accessibility training developed.

6.0 CONCLUSIONS

This case study has looked at the example of Disneyland Paris, highlighting the special features of this company in terms of accessibility awareness and accessibility training provided to the staff.

By reviewing and discussing different measures generally originating from the national government, we have seen the impact resulting from this on accessibility in general in France, as well as on the accessibility developments in Disneyland Paris. As a consequence of this, and other factors such as image and reputations of the company, and requirements from both visitors and staff, different training possibilities have been developed by Disneyland Paris internally and externally, as well as through cooperation with external expert organisations. Disneyland Paris is today providing a number of accessibility trainings available to the staff, both general ones as well as trainings adapted to specific needs in specific work areas or tasks.

According to the information gathered through the interviews conducted with different staff from Disneyland Paris, it has been underlined that accessibility is part of the company's core policy, and has the same importance as diversity and integration. Therefore, the main objective seems to be to provide the Disneyland Paris experience to visitors with disabilities, to the same extent as to people without disabilities.

Disneyland Paris has been active in this area for a long time and, as a company, has made various efforts in order to improve accessibility of the tourist resort and staff skills. The number of disabled visitors has grown thanks to these efforts. Disneyland Paris has become known for providing an accessible tourist destination, and this fame has spread thanks to visitors, labels and awards. In 2009 the number of disabled visitors was 55 462 whereas in 2012 it had increased to 65 179. These results evidently impact on the business and imply positive growth for the company.

According to the interviewees, Disneyland Paris seems well aware of the fact that accessibility is a slow process and that there are still many factors to improve. In order to reach an ideal situation, there is a stage of trial and error to see what works and what does not. The staff seems to think forward and plans to improve and develop the currently existing training, as well as to continue to render the park increasingly accessible. They are now at a stage where improvements are being required and there are developments that they want to work on the coming years.

To conclude, it seems reasonable to highlight the importance of this case study. The example of a company willing to improve its accessibility, investing in training of staff of different categories and adapting its infrastructure to new requirements, has proven successful. Both staff and visitors are content with the efforts made and the increasing number of disabled visitors is underlining this further.

As a final conclusion of this case study, we have suggested some recommendations based on the information collected and the analysis performed in these pages, which will follow in the next section.

7.0 RECOMMENDATIONS

Building on the information collected through interviews, desk research and the resulting analysis throughout this case study, we would suggest the following recommendations:

- The awareness raising module as part of the introductory course for new employees seem to be an important point in Disneyland Paris's policy and has had good impact on the staff and their work carried out. The module is very brief and only introducing the topic, however, this provides a basis to start from and prepares the employee for what will be a regular part of the working day.
- The sign language courses have shown both popular and important in terms of the results. And would reach even stronger results, if a mandatory course was introduced for all the employees in direct contact with visitors.
- E-learning modules can result in a good impact and are easily organised in a more flexible way. However, accessibility is a topic which requires discussion and often leads to further questions, therefore some of the interviews underlined a need for longer modules, and stated that classroom courses are a preferred way of providing accessibility training.
- Accessibility needs to be part of the company's policy in order to reach the best results. Merely providing an introducing module to the topic is not sufficient. The training needs to be followed up and the competences obtained need to be applied to the work context on a regular basis.
- Time needs to be allocated to the staff in order to be able to participate in training. This investment needs to come from managers and team

leaders, and should be prioritised if the aim is to provide an accessible tourist destination with a staff able to receive visitors with disabilities. In general, the access to training must be facilitated.

- The development of a training which would be common to all EU Member States would be very beneficial. This would enable experts to cooperate in developing a successful training guaranteeing important impact. The training would be the same in the different countries and would thus be recognised throughout the EU. In order for this to be realised, the existing regulations and notions need to be reviewed. In some countries the concepts and definitions vary, and create confusion and difficulties. In some cases, it is only a matter of words, but the impact may nevertheless be significant. For example, autism is seen in different ways in France and in the UK. A harmonised training module needs to be based on harmonised regulations in the domain.
- It would be beneficial to develop a common European diploma resulting from accessibility trainings (including different levels). This would be recognised in the EU Member States, which as a result would enable workers to travel, and work abroad, and also have their competences recognised. However, this area suffers a problem of European harmonisation and recognition: not even the disability card is the same throughout the EU. Only the parking card for disabled people is recognised throughout the Union. A harmonisation of the notions and concepts of different disabilities, training modules, diploma and disability cards would be very beneficial to the tourism industry in Europe,
- Training should be made compulsory in the tourism industry, at least for staff in direct contact with visitors and clients. Furthermore, subventions and means to develop, conduct, and invest in these trainings are required to improve the accessibility throughout Europe. Conditions established for infrastructure are crucial, however, conditions for training and skills development is equally important.

ANNEX I: CRITERIA AND JUSTIFICATION FOR BEST PRACTICE

Table 3: Criteria and justification for best practice

Criteria	Justification	On track/off track
Innovative	The trainings provided by Disneyland Paris are in some ways innovating. E-learning tools have been developed and the trainings are currently updated to adapt to current requirements. However, no completely innovative factor has been identified.	
Relevant	The trainings developed clearly address the need and requirement coming from both an increased number of disabled visitors and from the staff working with these visitors. The target audience, i.e. the Disneyland Paris staff has completed these trainings both on mandatory and voluntary basis.	
Transferable	The training development that has been examined in Disneyland Paris could be applied in other contexts, situations and companies. However, investment (time and resources) are required to enable this, which seems to imply that the decisions need to come from the top, and also building on accessibility as part of the company policy. Finally, it should be noted that many of the Disneyland Paris trainings are adapted to the specific needs relevant to the Disneyland Paris tourist resort and would therefore require to be re-adapted to another context.	
Efficient & Effectiveness	There seems to be a good return on the investment made by Disneyland Paris. The number of disabled visitors is increasing, implying a contribution to positive growth. An added value has been reported both by staff (cast members) and employees working in the	

	department for communication and accessibility. The French measure DIF, encouraging training for employees, has been an important factor.	
Impact	The impact has been good. Despite any concrete monitoring system, satisfaction from both visitors and staff has been reports. Disneyland Paris has also won accessibility awards and has obtained the Handicap and Tourism Label for a second time. The trainings available are continuously developed and the staff is forecasting to continue this job aiming for further improvement.	
Sustainable	The trainings available seem sustainable. It has become a stable factor in Disneyland Paris trainings and staff development. Funding is guaranteed by the company, as well as from the national government through the DIF measure for some of the trainings. However, in this case study, the funding is mainly provided by the company itself.	