

2016

# *Liseberg*

BUSINESS PRESENTATION

# Lots of joy ...



**LISEBERG AB OPERATES** Liseberg amusement park, in the centre of Gothenburg. The amusement park opened during Gothenburg's 300th anniversary exhibition in 1923, and has been owned by the City of Gothenburg ever since. Today, the amusement park has 40 rides and attractions, as well as games, games of fortune, music stages, a dance floor, indoor arenas and a large number of restaurants and cafés – all set in green parkland.

There is accommodation close to the amusement park, comprising a hotel, cabins, camping and bed & breakfast. The accommodation facilities are open all year round, as is the Rondo show venue.

**THE AMUSEMENT PARK HAS** three seasons: the summer season, which runs from April to mid-October; the Halloween season, when the park is open for a week during the autumn break; and Christmas at Liseberg, which starts in mid-November and continues until New Year. Liseberg is also open for conferences and corporate events all year round.

Liseberg takes great pride in ensur-

ing that the park offers something for all its guests. For the youngest of all there is Rabbit Land, full of wonderful rides that make you a little dizzy, and for older kids and brave adults there are Liseberg's challenging world-class rides, such as Helix, Balder, AtmosFear and Mechanica.

**LISEBERG ALSO ORGANISES** many concerts, and during summer there is a wide selection of daily performances, from popular Gothenburg bands on the Taubescenen stage, to international stars on the Stora Scenen stage – all included in the admission price. Polketten dance floor also offers the opportunity to dance or take dancing lessons almost every day of the week.

The traditional Scandinavian pleasure garden from which Liseberg grew is lovingly preserved in the gardens and planted areas, with exuberant flower beds surrounding green spaces that are perfect for a picnic. The wide range of entertainment, cosy cafés and high-quality restaurants combine to create a setting that also appeals to guests who are not fans of fast rides.



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# ... horror mixed with excitement



## HALLOWEEN – A GREAT SUCCESS

In the storm-swept park, with three houses of horror and grim characters who prowl the darkest areas, Halloween offered an experience unlike any other.

**IT WAS 15 YEARS** since Liseberg last launched a new season. That was Christmas at Liseberg, which was a hit right from the start.

So it was time again in autumn 2015. Halloween at Liseberg was intended to bring a little more excitement to Gothenburg in autumn break week – and it certainly did that!

**WHEN LISEBERG OPENED** for Halloween an autumn storm had just swept through the park, leaving Liseberg wind-torn and strewn with debris. During the day, the park was filled with kind witches and lots of sweets, but as darkness fell, phantoms and shadowy characters spread fear among the visitors.



# WELCOME TO LISEBERG

A figure sometimes says more than a thousand words.  
Not least about Liseberg.

## Guest satisfaction



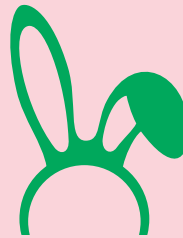
93 per cent of Liseberg guests are satisfied or very satisfied with their visit. This is shown by our surveys of Liseberg guests, who gave the experience a rating of 4 or 5.

## Visitors



Liseberg amusement park is visited by around three million guests each year. In 2014 and 2015 we were a little more popular, and 3.1 million guests let us entertain them.

## Rabbit ears



# 33,000

The number of rabbit ears sold in 2015.

## Liseberg aims high



# 146

METRES ABOVE SEA LEVEL

The highest point at Liseberg is the free-fall attraction, AtmosFear. The view is a real treat, if you dare to keep your eyes open.

## Guest nights



230,000 guest nights were spent in accommodation at Liseberg in 2015.

## Number of employees at Liseberg



Liseberg employs:

# 380

FULL-TIME STAFF

And almost:

# 2,400

SEASONAL EMPLOYEES

## Liseberg values

- SAFETY
- thoughtfulness
- QUALITY
- joy
- CREATIVITY

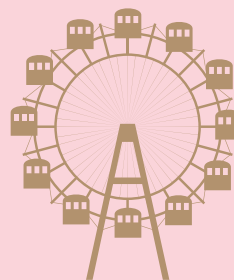
## Candy floss



An amusement park without candy floss is no real amusement park. In 2015, Liseberg guests ate 131,480 pieces of candy floss.

## Rides & Attractions

# 40



The total number of attractions that Liseberg offers its visitors.







# THE MOMENT OF TRUTH

»You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality.«

**T**he statement above is a classic quote from Walt Disney. Liseberg is not Disney World and I'm definitely not Walt Disney, but his statement is nevertheless both true and relevant to us.

We can build the best attractions at Liseberg. We can create the most beautiful flower beds. We can book superstars for the Stora Scenen stage and buy all the advertising space in the world. But unless our guests feel we are giving them one hundred per cent, everything else is meaningless. Every encounter with a guest is the moment of truth.

This is not something that is unique to Liseberg – it is true for any company in the service sector. And just like all service businesses, it is our employees who are the key to the long-term success of our business. It is their knowledge, motivation, loyalty and desire to exceed our guests' expectations, every day and in every encounter, that decides Liseberg's fate, not our expansions plans, the performers we book or new attractions.

**WE KNOW TODAY** that the key to capable, committed and loyal employees who want to exceed our guests' expectations, lies in how well our co-workers enjoy their work. So it is no surprise that Liseberg has decided to become the best workplace in the world.

There is so much to be proud of in my job. I am proud of the cultural treasure that we have been given the privilege to look after. I am proud of our

visitor figures, our healthy financial position and the market lead we have established. I am proud of our plans for the future. But most of all, I am proud of the changes in the way we work that we, my colleagues and I, have achieved together. We have been on a cultural journey.

We know of course that Liseberg sells rides, ice cream and candy floss, but also that our guests buy something completely different. They buy experiences, time together and memories for life. And it is here, in the meeting between employees and guests, that those unforgettable experiences are created.

**OUR 2016 BUSINESS PRESENTATION** is entirely dedicated to the subject of service. We meet employees, supervisors, service coaches and specialists. We hear about their experiences, look more closely at the theory behind them, and learn about their best service tips. And the wonderful thing about the service sector is that the real expertise is most often found in the people who work the closest with our guests.

So I would like to introduce you to Anahita, Mikael, Tilda, Isabella and David – some of the people who have Liseberg's long-term success in their hands.

Happy reading!

Andreas Andersen, CEO





## LOOKING BACK

# The present meets the past at Liseberg

Halloween, the Children's Paradise playground and beautiful gardens are modern attractions at Liseberg. But the park has of course offered visitors a variety of scary rides, playgrounds and quiet oases to take a stroll in over the years. Here are a few snapshots of various services from Liseberg's past.

**LEFT:** Galoschgungan was one of the big attractions in the first version of the Children's Paradise playground in 1924.

**TOP RIGHT:** The urge to scare ourselves a little is nothing new for Liseberg visitors. Blå tåget, which was renamed Spöktåget for a while, offered just the right dose of fear for many years. The photo was taken in 1949.

**BOTTOM RIGHT:** It has always been important to provide oases of calm at Liseberg. The photo shows Lusthuset, which in 1960 was converted into a post office, where guests could send greetings from Liseberg.





# A MEMORABLE VISIT

Service has always been important at Liseberg. Over the years, we have tried many different ways to make guests even happier.

## Employee of the year



Employee of the year was first introduced in 1985. Ulf "Pelle" Jönsson from Liseberg AB, Britt Kling from Lisebergs Restaurant AB, and Elisabeth Gröndahl-Schröder from Hotell Liseberg Heden AB all received employee of the year awards.

## Children's Paradise playground



The Children's Paradise playground has taken various forms over the years. This photo shows the playground in 1960.

## Special prize



In 1934, children who had travelled a long way were given a discount at Liseberg. Admission cost 10 öre (SEK 0.1).

## Pushchairs



In 1965, Liseberg began renting out pushchairs to visiting young families for the first time.

## Shoe shining

Stig Ekström and Per Olof Eklund were given a permit to run shoe-shine stalls in the park. Throughout the season guests could seek out the two shoe-shine stalls to get their shoes polished.



## More benches in the park



# 192

"Countless white benches have been set out around the park," reported the local newspaper, Göteborgs-Posten. Visitors had no shortage of places to rest their legs when they needed to.

## Book borrowing



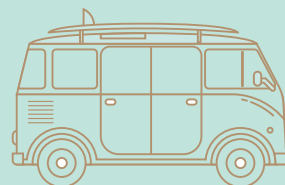
In 1977 a specially built book trolley was introduced in the park. Guests who wanted a quiet moment could borrow a free book and take a break.

## Accommodation

# 37

### motorhome spaces

A new accommodation site, Liseberg's Ställplats Skatås, opened in July 2010. It provided space for 37 motorhomes.



# » SERVICE IS PART OF OUR CULTURE – NOT A DEPARTMENT«

Everyone knows what good service is, but delivering it is more difficult. Service specialist Mike Hohnen explains how companies can tackle this challenge – and how much can be gained from getting it right.

**R**unning an amusement park is not about selling rides or candy floss to your guests. It is about giving them experiences – and to succeed you have to deliver good service. Liseberg aims to become even better at delivering good service, and one of the ways it will do this is by providing its managers with regular training. From summer, these activities will be run by Mike Hohnen, who has long experience in managing service companies and as a coach, consultant and speaker.

## **What are the biggest differences between the service industry and other sectors?**

“When we talk about service it is especially clear that the customer’s needs come first. We can take the hotel sector as an example. What is it that a guest is paying for? A bed? No that’s what the hotel is selling. As a guest I want a good night’s sleep. So if the air conditioning is so noisy that I can’t sleep, then everything falls apart. In that case it doesn’t matter how smartly the room is furnished or how good the food is in the restaurant.”

## **When you talk about satisfying needs is it especially important to listen?**

“Absolutely. Not all guests have the same needs, so the challenge is to recognise those needs and adapt your service. What results does your guest want? If you go to a restaurant before going to see a movie it is important that you are served quickly. On the other hand if you have

booked a table to celebrate your wife’s birthday you may have all the time in the world. If the waiter always delivers the same service it will be inappropriate in one of these situations, so it’s important to talk to the guest and adapt the service you provide. That way the guest has a good experience that is not tied to the quality of the food. In the case of Liseberg, this could mean finding out what the guest is looking for, recommending a certain attraction and maybe advising against another.”

## **How can you ensure that employees deliver good service?**

“By creating an environment where they have the opportunity and desire to offer good service. The difficult thing is not fleshing out what good service is. In one of the exercises I use in coaching, the participants have to define what they consider good service to be – and everyone knows exactly what is important. So why isn’t good service more common? Well, because employees are often not sufficiently motivated to go the extra mile. So the first part of the solution is for management to create a good working environment, which in turn makes employees more motivated.”

## **How do you generate that motivation?**

“By creating ‘the dream team cycle’. Among other things this involves finding the right employees, training them and giving them responsibility, setting clear requirements and rewarding good efforts in different ways. If you







IN  
BRIEF

**MIKE HOHNEN**

**Age:** 61.

**Job:** Specialist in service management. Mike has over 20 years' experience in managing service companies, including restaurants. He now works in leadership development, based on the theory of the Service Profit Chain. He has written a book: "Best! No need to be cheap if you are..." and writes for several magazines.

GUESTS' COMMENTS

WHAT WAS THE BEST PART OF YOUR LISEBERG VISIT?

"The best part was the way the staff treated the children in Rabbit Land. Espe-

cially on the Bumper Cars, where my three-year-old was made to feel very welcome and had great fun, and on the Rabbit River, where my daughter had a nice long chat with the

lady at the barrier."

**Parent of three-year-old who visited Rabbit Land in September 2015.**

"Gathering the children and grandkids together for

a day at the amusement park, with something for everyone."

**Grandmother, after a visit to Liseberg in September 2015.**

# The Service Profit Chain

—  
ACCORDING TO  
MIKE HOHNEN



→ succeed, you become a more attractive employer and then you enter a positive spiral. The expression dream team cycle is part of a management theory known as the Service Profit Chain, launched in the 1990s by some researchers in the US. The theory is based on the idea that satisfied employees produce loyal customers, which in turn leads to more growth and profits. These links have been demonstrated very clearly. If you treat your employees well and allow them to contribute, they will deliver value for customers, and those customers will not only come back, but will also be your ambassadors, so you get even more customers. Creating the right environment for your employees is not as easy as it sounds, but if you succeed you get a snowball effect. And if you don't succeed? Then your skilled employees will either leave the company or lose motivation and lower their standards."

**What is the biggest challenge for companies that want to achieve this positive spiral?**

"Getting managers to put their egos aside. All employees should be able to do their jobs without managers getting in the way. The worst sort of manager is the master sergeant type, who constantly has to prove that he is boss and how good he is. Employees become motivated when they feel they are involved, so the manager must listen and let them state their opinions, get involved and contribute. When that happens they will become motivated, but if the goal is to make the manager more successful and win him a bigger salary than no, they won't be interested.

I should also point out that the manager should not just be 'kind' but must also make demands. And if the manager genuinely cares about his colleagues it becomes possible to raise the bar and demand more."

**How do you lay the foundations for a successful service team?**

"When I work with managers I stress that personal reflection is an important piece of the puzzle. They need to reflect on their management role while they are teaching and coaching. A lot of them actually have 'aha' moments. They usually call me and say something along the lines of 'it wasn't the staff who were the problem – I realise now that I would have got different results if had acted differently'. They realise that it is up to them to set the tone through their actions."

**So employees also have a role in that respect?**

"Absolutely! It is everyone's responsibility to help build the workplace culture. We depend on each other at work, so it is important to have a positive attitude. It makes our work more meaningful. Eventually a service culture develops where everyone in the company shares a sense that 'this is the way we think and do things here'. When that happens, service happens everywhere, not just in the customer service department. As I said, building up a healthy culture is not the easiest task, but it is definitely something to strive for. It's not as easy to copy as a product, and it can give tremendous results."

**Footnote:** The illustration above is Mike Hohnen's version of the original Service Profit Chain, a management theory that was devised by James L Heskett, Thomas Jones, Gary Loveman, W Earl Sasser and Leonard Schlesinger.



“The best part for us was that the park always has such nice, attentive and service-minded staff! As a family with young kids you sometimes feel you

are getting in the way. It takes longer for us to get ourselves together, the kids may be playing up or asking endless questions, making a mess and spilling

things, but at Liseberg you always get a warm greeting and a smile. Your staff are also very focused on their work, despite usually being quite young. They of-

ten turn directly to the kids and talk to them on their own level. Other things we appreciated were your ‘family room’ at Hotell Liseberg Heden and the easy

access to rain ponchos and candy floss!”

**Young family who visited the park and Hotell Liseberg Heden in May 2015.**



**1. INTERNAL QUALITY**

To reach a basic level of satisfaction and, hopefully over time, more than that, we need to add job context and job content. Getting context and content right is driven by the dream team cycle.

**2. EMPLOYEE SATISFACTION**

The first step to great loyalty is basic employee satisfaction. Basic satisfaction is closely connected to job context – the environment in which they get to do the job.

**3. EMPLOYEE LOYALTY**

Retaining great service people in their positions over time has a direct

effect on our ability to deliver value.

**4. EMPLOYEE PRODUCTIVITY**

The ability to understand and decode what customers are really asking for and to convert that desire into delivering the appropriate products and services has, more than ever, become a crucial frontline employee skill.

**5. VALUE**

For a service experience to provide basic satisfaction, it must be valuable to the consumer. The world is full of examples of companies that got lost along the way and forgot that it is not about what the company believes it is delivering, but about what the consumer feels he or she is getting.

**6. CUSTOMER SATISFACTION**

There is no loyalty without first having a high level of satisfaction. Satisfaction is closely linked with expectations. When we get what we expect, we are basically satisfied. If we get less, we are dissatisfied.

**7. CUSTOMER LOYALTY**

A high degree of customer loyalty has been found to be the number one factor driving profits and growth in the service business. A solid fan club that loves your services is a very valuable asset, and if you have a greater number of loyal fans than your competitors do, you will outperform them.

**8. PROFIT AND GROWTH**

The large majority of successful service companies have a purpose other than making profits. Profits and growth are just tangible outcomes of executing toward that higher purpose.



**RECRUITMENT  
TEAM 2016**

Anahita Sohrabpour, Cato Hellenen, Hanna Andersson, Isak Stråvik, Linda Ahlung, Hesho Karim, Caroline Eriksson and Lisa Lysell. Missing from the photo: Louise Davidson, Isabella Wallin and Emma Odmyr.



# PASSING THROUGH THE EYE OF A NEEDLE

In 2016, just over 6,000 people applied for seasonal work at Liseberg. Only 600 of them can count on getting a job.

Anahita Sohrabpour is one of the recruiters whose task is to ensure the right person ends up in the right place, and that Liseberg does not overlook any gems among the stacks of applications.

**T**he applications flood in at the start of the year. The letters can be long or short, articulate or straight to the point, creative or formal. They are all written by hopeful individuals who want to take a new step in their careers and have posted their letters with a single wish in mind: to grab Anahita Sohrabpour's attention with their words.

She is one of nine recruiters in Liseberg's HR department. She knows that the decisions she and her colleagues make could turn dreams into reality. And she personally believes that a seasonal job at Liseberg is the perfect start to a career.

"The fun part of recruiting at Liseberg is that the people who apply don't need any previous experience. You can get a job here without having any previous contacts. We can recruit people based on their personality and motivation, and that makes my work very rewarding," says Anahita.

**RECRUITMENT IS HARD WORK.** The application period usually runs out at the end of January,

and the weeding-out process has to be complete by the start of March. Considering that over 6,000 people generally apply for seasonal work at Liseberg, you might think the recruitment team would not want more applications – but we took a different view prior to the 2016 season, explains Anahita Sohrabpour:

"We advertised in new areas. We marketed Liseberg in the suburbs of Gothenburg and visited high schools in Angered and other areas. If we only get applications from people who know someone who already works at Liseberg, then we will just get the same kind of people. But we want to be a park that serves the whole of Gothenburg, and we want staff with different backgrounds and personalities."

**THAT AMBITION HAS** meant even more applications to wade through, but the end result will be worth it. The trick is not to let first impressions of a clumsily written application stand in the way of the personality behind the words.

"Not everyone can get help from their parents to produce a good application," says Anahita. "My parents are from Iran, and they couldn't



**GUESTS' COMMENTS**

**THANK YOU!**

"Thank you for giving our little grandson Bill, age 17 months, his ticket back when he started to cry.

The very kind member of staff said it was part of Liseberg policy. It was very well done!"

**A happy grandmother on a visit to the park.**

"Thank you for giving me and my family a wonderful day. You have wonderful staff who have been helping us all day. Especially the staff at the carousels

for younger children. I will recommend you warmly to everyone I know. Thanks again!"

**A satisfied guest who visited Liseberg in July 2015.**



**IN BRIEF**

**ANAHITA SOHRABPOUR**

**Age:** 24.  
**Job:** Recruiter in HR department. Studying to be an HR specialist.  
**Joined Liseberg:** 2013  
**Career at Liseberg:** Started in retail department, as a store assistant.  
**Favourite place in the park:** Våffelstället, Systrarna Olsson. You have to agree it's wonderful! I think waffles are fantastic and the smell is mouth-watering.

help me with that side of things. In fact I often had to help them when they needed to communicate with the authorities."

"The important thing is that we find people who really want to work at Liseberg, people who have a positive attitude and approach. We want people who are willing to give a little extra; this is the trait that creates the special atmosphere at Liseberg."

In February the recruitment team weeds out most of the application letters, until they have around 1,500 left. These people are then invited to interviews, which are conducted in groups of ten to twelve applicants at a time, before moving on to individual interviews and various exercises.

**THE NINE MEMBERS OF** the recruitment team then allocate the job applicants to whichever of the 29 job roles at Liseberg they feel would suit the person best. Then there is a final interview.

"Most people want to work on an attraction or a wheel of fortune. But we have so many other jobs that the average visitor may not think about: financial assistants, serving staff, dishwashers, stage hands, warehouse workers ... Personally I'm scared of carousels and I could never work there; I prefer a quieter job."

Liseberg's seasonal employees include a large proportion who have worked here before. Those who have already spent a season here naturally have a good chance of getting another summer's work. After six months, employees have the right to re-employment.

"You obviously have to turn down a lot of people, but the interviews are still great fun for those of us who work in recruitment. It gives you lots of energy, so if you want to work in recruitment, like I do, it feels like I've already found my dream job."



# PANNING FOR GOLD

How we find new Liseberg staff for the summer season.

## Applications



In 2015, Liseberg's HR department handled a total of 42,083 applications. In January and February of 2016 alone, around 6,000 applications were received for seasonal summer jobs.

## Recruiters

9

RECRUITERS PLUS

2

FROM THE HR DEPARTMENT

In the run-up to the 2016 summer season a total of 11 people worked on recruiting seasonal employees.

## Service training



In preparation for each season around 550 people undergo compulsory service training.

## Recruitment process

### READING APPLICATIONS

At the start of January the nine-strong recruitment team read through around 6,000 applications. The stack is reduced to around one-fifth.

**Anahita comments:** "It's about finding those who really want to work at Liseberg, not just any summer job."

### FIRST ROUND OF INTERVIEWS

Between January and the start of March the recruiters interview around 1,500 people. The initial interviews are with groups of ten to twelve applicants simultaneously, followed by individual interviews and some tests.

**Anahita comments:** "It usually takes quite a bit of work to arrange times for everyone. They are young people who have lots going on, such as sports week breaks in late February."

### DEPARTMENT INTERVIEWS

Liseberg has 29 categories of jobs. In February and March roughly half the interviewees are sent to the departments where the recruiters feel they are best suited. The person in charge of recruitment there conducts a final interview.

### EMPLOYMENT IS COMPLETE

By the end of March, Liseberg has gained 500-600 enthusiastic new employees.

**Anahita comments:** "Many of them will come back again. I believe it will leave them all with memories for life."

## Interviews



152

GROUP INTERVIEWS COMPLETED

Before seasonal vacancies were filled in 2016 a total of 152 group interviews were held with 10-12 people in each group. The most difficult job category to fill is chefs.

## Workplace training



A full 40 hours of training are needed on average to become an attraction operator.





—  
IN  
BRIEF  
—

**ISABELLA  
WALLIN**

**Age:** 31.

**Job:** HR administrator and service coach.

**Career at Liseberg:** Started as an actor at the Gasten Ghost Hotel, stayed for six seasons, the last two of which were as a stage manager/operator. Works in HR department since 2013.

**Favourite place in Liseberg:** The FlumeRide! I love the way you ride up and get a view of the entire park, and then finish off with two descents that always give you butterflies in the tummy.

# SERVICE TRAINING SHAPES NEW EMPLOYEES

Liseberg's service training is the key to a successful experience for guests. Isabella Wallin knows this, having given service training to almost 400 employees. New employees with a range of personalities, abilities and experience enter her training premises, and walk out as trained Liseberg staff.



Each year around 500 new Liseberg employees receive service training. Over the course of five intensive hours the new employees learn how important each and every one of them is to the Liseberg experience of guests.

“The most important thing we can teach them is that everyone is part of the service chain, no matter whether they work in the warehouse or sell ice cream,” says Isabella Wallin, HR administrator and one of Liseberg's own service coaches.

The service training is made up of several different subject blocks, and the content covers areas such as service and visitor treatment, guests, brands, body language and safety. The coaches act as discussion leaders and motivators. It is rarely about right and wrong, and no student is judged on his or her efforts. Instead it is often the views of the new employees on the various situations and examples that they discuss which give the coaches new insights.

“We often say that the point of this training is so that we can exceed our guests' expectations, and we believe we need to discuss how to achieve that goal together,” says Isabella Wallin.

**ONE IMPORTANT LESSON** for those attending service training is that it is not always the big things that make a difference.

“We often give the example of the security guard in the park who sees a little boy wearing a police top who cannot take his eyes off the guard's uniform. The guard notices this and greets the boy with a ‘Hello colleague’. Several days later the boy's father came back to Liseberg. He searched out the security guard and told him that this little comment had been the best part of the entire Liseberg visit for his son. It takes so little to make someone's day. In this case just two little words.”

But service training is not just a training course; it is also an opportunity for Liseberg to create a positive atmosphere in preparation for the coming season. The team's exercises and discussions during the training are important elements in building a sense of community among Liseberg employees.

“We always have mixed groups, with participants from several different departments. If they keep in touch after the training is finished, despite not working in the same place, we know we have really succeeded,” says Isabella.

**SHE DISAGREES WITH THE IDEA** that people are either born with a sense of service or not.

“I really believe that everyone can learn to give good service as long as they have the right teacher. But what you must have is a desire to serve and a desire to be here. Without that it just won't work,” says Isabella Wallin.

## GOALS OF SERVICE TRAINING

- Create awareness of what the work involves.
- Communicate the demands that are made of Liseberg employees.
- Provide information about Liseberg and service, and thus promote a sense of confidence at work.
- Promote co-operation and a shared view of ONE LISEBERG.
- Convey how important the individual efforts of every employee are for our guests' Liseberg experience. We are part of their experience. Everything we do is for the sake of our guests!
- Convey the joy of working at Liseberg.
- Encourage pride and a sense of community.
- Provide the energy, inspiration and courage needed to exceed our guests' expectations.



**REGARDS TO YOUR STAFF**

"We would like you to pass on our regards to Mats, the waiter at Järnvägsrestaurangen, who was fan-

tastic. The way he treated us and gave ice cream with sprinkles to our child was a real joy!"

**A satisfied and happy young family after a visit to Liseberg.**

"We would like to give an extra star to our waitress Annika at Stjärnornas krog. We love Liseberg!"

**Friends of Liseberg on a visit in August 2015.**

"I would like to give special praise to the gate attendant, Linda, who gave us very good service and a warm welcome."

**Guest at main entrance.**

# How Liseberg can mirror the city

Liseberg aims to reflect the diversity of Gothenburg. Nevertheless it tends to be young people in the same age group, from the same areas and from similar circumstances who apply for seasonal jobs. To promote greater diversity Liseberg is focusing on three key areas during recruitment.

## Age

Most of the people who apply for seasonal work at Liseberg are between 18 and 21 years old. But it is not necessary to be young to get a job. Liseberg believes that a mix of younger and older employees gives guests a sense of confidence and familiarity. Before Rabbit Land opened in 2013, for example, Liseberg actively sought out older employees in the 60-plus age group.

## Origin

Joy is universal, and Liseberg guests celebrate everything from Midsummer Day to the end of Ramadan in the amusement park. Attracting an equally mixed group of employees is a bigger challenge. We aim to develop new contacts through partnerships with organisations such as the Angeredsutmaningen, ÖPPET HUS, Adonia Omsorg and the Swedish Public Employment Service. The goal is to persuade young people from different backgrounds to apply to Liseberg.

## Disability

Being young and having a disability is no obstacle to getting a job at Liseberg. Thanks to Jobbswinget, a partnership between Liseberg and the Swedish Public Employment Service, around 20 young people with disabilities find employment here each summer. For some of them the special employment contract arranged by Jobbswinget is replaced with standard seasonal employment in the following year.











—  
IN  
BRIEF  
—

**MIKAEL  
HJERTQUIST**

**Age:** 24.

**Job:** Seasonal work as an attraction operator in Rabbit Land and work experience at Fryshuset.

**Joined Liseberg:** 2015

**Career at Liseberg:** Attraction operator in Rabbit Land.

**Favourite place in the park:** Balder! Just before it heads downwards and you get that fantastic view over Gothenburg, and you know that your stomach will do somersaults when you go through the bends.



# “TAKE THE INITIATIVE AND TALK TO GUESTS”

24-year-old Mikael Hjertquist works as an attraction operator in Rabbit Land. Apart from the obvious task of ensuring the carousels run safely, Mikael’s work involves meeting thousands of children and their parents. Liking people is a key requirement for job satisfaction in Mikael’s role.

**“ I’VE ALWAYS** found it easy to get on with different kinds of people. People often tell me I’m open and sociable, and that I laugh easily. These are probably useful traits when you work in the service sector. I always try to look welcoming, and the best way to do that is to have a smile on your face. In my job you learn to read people, their facial expressions, the way they move, whether they are stressed or relaxed. I adapt my approach accordingly. You realise quite quickly what a guest is like and what they need.

I’m the first attraction operator to use a wheelchair, and I ride a minicross bike at work, which attracts a lot of curiosity, especially from children. I have to answer a lot of questions about how fast it goes. Take the initiative and talk to guests, even if you just exchange a few sentences, is my top service tip. Often, all you need to do is ask a child which ride they have enjoyed most today, to make them feel acknowledged. I’m good at listening as well, which is also an important characteristic when you work with people.

**BUT IT’S NOT ALL** sunshine and roses when you work in the service sector. There are naturally

days when you just want to go home. I used to take it very hard when a guest was bad-tempered or said something nasty. But it’s easier now; I don’t take it so personally any more. I don’t know the individuals and they don’t know me. I usually think to myself that they might have been on a downer before they met me; they may have received poor treatment or had some other unhappy experience. Then I come along and explain some boring rule to them, so it’s no surprise they get irritated. Your colleagues are so important when you have bad days. Being able to talk with them and focus on the good things is incredibly important in coping with the job.

**I WANT TO CONTINUE** working with people in the future, hopefully at Liseberg. At some point it would be fun to try out other areas, maybe marketing. That appeals to me as well.

Working at Liseberg has given me a great deal. I’ve been able to help make so many people feel happy, but there is another side as well. I really feel that I’ve been able to give something back and do good here. That is very, very important to me.”



IN  
BRIEF

**TILDA  
KJELLSSON**

**Age:** 28.

**Job:** Acting receptionist at Lisebergsbyn, trained goldsmith.

**Career at Liseberg:** Worked at Liseberg since 2009. Previously worked as a camping host, breakfast and conference host and receptionist.

**Favourite place in Liseberg:** Behind the desk at Lisebergsbyn - where things happen.

# “GUESTS SHOULD LEAVE WITH A GOOD FEELING”

At the reception to Lisebergsbyn, visitors are met by a trained goldsmith. Tilda Kjellson has a foot in each profession and feels that there are a lot of similarities. “My job involves reading people, whether it is a brief encounter when they check in or an hour-long meeting to order a piece of jewellery.”

“**I’VE ALWAYS** found it very easy to make contact with new people. When I was eight we moved from Alingsås to the USA, and there you change class every year. That meant many new faces during the seven years we lived there, but it was never a problem – I like talking to different types of people and I have a good memory for names and places. That ability also helps me in my job as a receptionist.

For me, service is a foundation of society; it’s absolutely vital. It’s about being able to read people – what do they need at this precise moment? And if you are sensitive to that you can be one step ahead. Even if I’m not able to solve a guest’s problem they will hopefully leave with a good feeling if I have treated them right. Saying ‘I don’t know’ to a guest is not an option; what you should say is ‘I’ll find out’. And when you have found out you will be an answer richer when you meet the next guest.

We get a tremendous mix of guests at Lisebergsbyn. There is always something new happening, and I never get bored. We do have some difficult encounters with guests in this job. You sometime get guests who are angry,

who abuse their accommodation or who disturb their neighbours. In difficult situations like this, having clear rules for our accommodation can be very reassuring. The same rules apply to everyone, and we say the same thing no matter which member of staff passes them on. I try to be absolutely clear and still maintain a positive attitude, but some things do shake me up, and when that happens it’s good to let off steam with your colleagues.

**WHAT I LIKE** most about my job is that it is so social. I get to meet so many people, and even if they are just brief encounters you can still fit a lot in. I generally use the quiet moment while we are waiting for the computer to ask guests if they plan to do anything fun in Gothenburg. A simple question like that can give me lots of information that I can use to offer really good service. I don’t see myself as a salesperson, but at the same time I really enjoy selling if it is something I believe in and think the guest would enjoy. It’s important for me to be honest in my recommendations, and we don’t actually sell products – we sell experiences.”





IN  
BRIEF

**DAVID  
JOHANSSON**

**Age:** 35.

**Job:** Acting area manager of Admissions & Tickets, normally supervisor in the same department.

**Joined Liseberg:** 1999

**Career at Liseberg:** Started in park maintenance, has also worked in the laundry, gardens and as a host.

**Favourite place in the park:** There is a place by the Main Entrance a little way up the slope towards Lisebergsteatern, where you can stand and get a great view of colleagues, guests and the streams of people entering and leaving the park. I enjoy it there.

# "MY JOB IS TO MAKE SURE EMPLOYEES ENJOY THEIR WORK"

A temporary summer job was a lucky strike for David Johanson. 17 years later he is still at Liseberg, now as acting area manager of Admissions & Tickets.

**D**avid's task is easy to explain, but much more difficult to achieve: ensuring that 150 cashiers exceed guests' expectations every day. But as a service professional David does not see any real obstacles, just a variety of challenges.

#### **What was it that attracted you to the service sector?**

"I came to Liseberg partly through coincidence. A classmate of mine intended to apply and thought that I should come along too. But I've always enjoyed working with people, so perhaps it was not so strange that I got into the service sector; it probably suits my personality. You give a bit of yourself and you get so much pleasure back."

#### **What do you do at work?**

"As a supervisor in Admissions & Tickets my job is about informing, encouraging, supporting and acknowledging my colleagues. I deal with questions, resolve conflicts and give feedback. What I'm trying to say, in short, is that I'm an accessible and reassuring leader who sees each individual."

#### **What makes a good a manager in the service industry?**

"You need to have an open mind, and you need

to like diversity, among your colleagues and among guests. It's about valuing everyone. A lot of the people who work here now were born in the 1990s, and generally speaking they have a strong need to be seen and acknowledged."

#### **Which characteristic would you say is your biggest asset in your job?**

"My patience and my ability to see differences without assigning any value to them. I'm good at not letting prejudices and preconceptions affect my view of the people I meet."

#### **How do you go about building up a service culture in a team made up of young people in their first jobs?**

"Good service starts at the top of the management team. It's about creating a culture that can percolate through everything. Employees also need to feel confident about their practical tasks. When they feel confident, service becomes quite a natural element. At the admission desks we are the first impression a guest gets of Liseberg, and if we make a good impression it can colour their entire visit to Liseberg."

#### **When do you feel you are a good manager?**

"When I have the whole team with me. If



## GUESTS' COMMENTS

## REGARDS TO YOUR STAFF

"We enjoyed our visit to Wårdshuset and Liseberg. The weather was bitingly cold. So stepping into

Wårdshuset was like a warm embrace. Capable staff who treated us like special guests, good food served at the perfect pace and the attractive sur-

roundings all contributed to a wonderful evening for us. Our host, Lovisa, really made it special. She and the other staff had a friendly and relaxing

manner. And the interaction between them was seamless. Thank you for a memorable evening!"

**Guests who visited Wårdshuset in February 2015.**



I manage to get them to enjoy their work and do a good job, so that they can go home happy at the end of the day, then I'm pleased with my efforts."

#### What is the most demanding part of your job?

"I don't think I see it that way. I see it more as a series of challenges, some big, some small. Cheering up a colleague who has had a bad day or is going through a bad time can be challenging."

#### Are there times when you feel inadequate in your job?

"Yes, I sometimes feel inadequate on days when I've not had the time to go round and talk to everyone or really be present."

#### Where do you find support and inspiration? Where do you get strength?

"In my exchanges with my staff, managers, colleagues and guests. I am so impressionable that the response I get from meeting other people gives me an enormous energy boost. At the same time, a day at Liseberg is emotionally exhausting, as I can't just give a little of myself, I have to give everything. But in recent years I feel I've

found a better balance, so I'm not totally drained when I leave work."

#### Are there similarities between Liseberg and other service jobs you have had?

"Definitely! They all involve giving the guest or customer an experience that exceeds their expectations, whether it is an air flight or a visit to Liseberg."

#### Any special service experiences you remember?

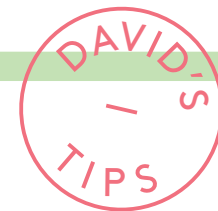
"It's hard to pick one in particular. The idea of service becomes so ingrained when you work in the sector, so I see good and bad service everywhere. If I get poor service I won't go back to that shop or restaurant, but if I meet someone who has the initiative to go the extra mile, I notice it immediately."

#### What are you looking forward to in 2016?

"I'm looking forward to a good summer with lots of laughter and joy, and success in maintaining the good atmosphere we have built up. I'm also looking forward to meeting a fresh team of Liseberg colleagues and living up to their expectations."

## HOW WE ENSURE MOTIVATED EMPLOYEES

- Be an accessible manager.
- See all your colleagues.
- Acknowledge positive behaviour; say "You handled that situation well", instead of pointing out faults.
- Read the individual and understand what motivates them.
- Be self-critical before you get annoyed with someone else when things do not go as planned. "Could I have said this in some other way?"
- Be sociable, outgoing and meet colleagues in their work situation.
- Listen.
- Identify anyone who does not really understand and give them a chance to catch up.
- Let employees learn from each other – highlight their good examples.
- Have fun.



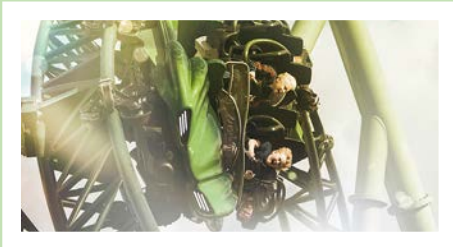




# THE SERVICE PROFESSIONALS

Liseberg employees get a lot of praise, but then they are service professionals through and through.

## “How we make our guests happy”



### TIP 1.

GET DOWN TO THE SAME LEVEL WHEN YOU TALK TO CHILDREN.

### TIP 2.

CONGRATULATE THOSE WHO WIN.

### TIP 3.

OFFER TO TAKE A PHOTO SO THAT THE WHOLE FAMILY CAN BE IN THE PICTURE.

### TIP 4.

KEEP STICKING PLASTERS IN YOUR POCKET FOR CHILDREN WHO FALL OVER.

### TIP 5.

IF GUESTS ASK YOU HOW TO GET SOMEWHERE, OFFER TO LEAD THE WAY.

### TIP 6.

BORROW USEFUL PHRASES FROM SKILLED COLLEAGUES AND REUSE THEM IF YOU ARE SHORT OF INSPIRATION.

## Our staff add the shine to your visit

# 1,281

GUESTS GIVE STAFF THE HIGHEST RATING

Out of 2,158 guests who were asked, 1,281, or 61 per cent, gave our staff a rating of 5 out of 5.

## Feeling acknowledged



76% of guests felt that Liseberg staff noticed them and made them feel valued as guests.

## “Staff”

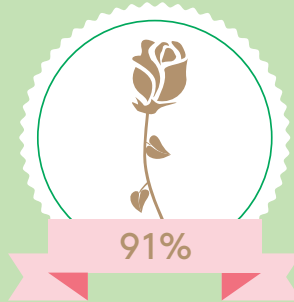


The word “staff” makes up 17% of all the words in positive comments from guests.

## Well-informed

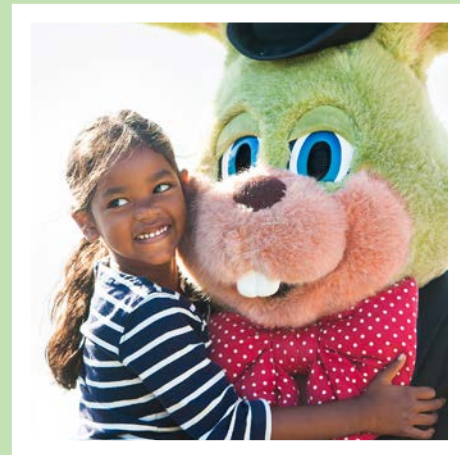


91% of guests felt that the staff at Liseberg can answer guests’ questions.



91% of guests say that they feel the staff at Liseberg gave them a friendly and happy welcome. They give our employees a rating of 4 out of 5.

## Top score for Rabbit Land



# 92%

SATISFIED VISITORS TO RABBIT LAND

The staff at Rabbit Land get the highest scores of all in surveys of guests. 92% per cent of guests felt that the staff in Rabbit Land were friendly and service-minded.

# How Liseberg will become one of the best workplaces in Sweden

One of Liseberg's goals is to be one of the best workplaces in Sweden. When 300 colleagues gathered at the Colleagues Forum in February 2016 their shared task was to decide "how". The result was four keys, which describe how we can work together as colleagues to make our working environment even better.



## Respect each other and show understanding

---

There are almost 100 different job categories at Liseberg. All our duties are equally important and we are all part of the service chain. Despite this, we sometimes find it difficult to show appreciation of each other's circumstances and differences. Try to put yourself in your colleague's work situation before you get irritated about work that is not done in the "right" way.

## Show appreciation and celebrate success

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When opening day approaches, or we are in the middle of the peak season and tasks are piling up, it is easy to forget to pause and take satisfaction in the job we have done. We all need to help by praising each other for the things we do well and taking time celebrate our successes. This is not just the responsibility of managers – everyone can help to give colleagues positive feedback.

## Find information and stay informed

---

Can you ever have too much information? Some colleagues like to know everything that is going on in the company, while others feel that too much information gets in the way and diverts energy and resources from our tasks. But whichever group you fall into, everyone has a responsibility to ensure that the information others need to do their jobs is passed on, and that a colleague who needs certain information should actively seek it out.

## You're either with us – or not

---

No one is forced to work at Liseberg. If you do not want to be part of the company or do not enjoy the culture that exists here then it is better to change job than to go around feeling unhappy. An unhappy colleague can destroy an entire team. If you don't enjoy the job, do something about it!



A vibrant, sunny photograph of a roller coaster car at an amusement park. The car is blue and white, with several children inside waving their hands. In the foreground, the backs of two people's heads and shoulders are visible; they are holding up smartphones to take pictures of the children. The background features lush green trees and a large, modern building with a curved roof. The overall atmosphere is bright and cheerful.

## LISEBERG COMES 11TH IN 2015 LIST

On 16 March 2016 the Great Place to Work gala was held to announce the best workplaces in Sweden in 2015. Liseberg, which had taken part in the survey for the first time, achieved a respectable 11th place in the big companies category. Getting a place in the top 15 in the first year is seen as a big achievement. Now we can continue our climb towards the top.



# Park news means added value for guests

Liseberg is renowned for presenting spectacular new attractions. 2016 is no exception. But the news this year involves more than just high speed and g-forces. The real aim is to give guests added value during their visit to Liseberg.

**HIGH UP** in the southern part of Liseberg a new park area has taken shape during early spring. The site where classic Liseberg attractions such as the Ferris Wheel, Höjdskräcken and Uppskjutet previously stood, was a relatively forgotten corner of the park despite these exciting rides – overlooked and a little inaccessible due to steep steps and dense greenery.

**IN 2016, LISEBERG'S GUESTS** will be greeted by a totally different sight. The new area of the park, which goes under the collective name of Liseberg Gardens, is a Victorian garden oasis where young families especially will find a mix of calm and activities. In addition to the gardens, picnic area, nursery and café, the area is home to a gigantic playground called Children's Paradise. Slides, suspension bridges, climbing towers, lianas and giant bird cages awaken the young adventurers'

urge to explore, and a two-storey carousel that is free to ride has been built alongside.

"The best thing about Liseberg's new attractions for 2016 is that they include something for everyone, from the youngest children to their grandparents," says Andreas Andersen, CEO of Liseberg.

**THE NEW AREA** also features this year's big new attraction, AeroSpin, which offers an interactive aerial adventure high above the park. AeroSpin is actually the only one of the new attractions that guests need to use tickets for.

"Offering guests added value in the shape of experiences that are free of charge is our way of giving back to our guests – treating them to a little extra," says Andreas Andersen.

A massive SEK 100 million has been invested in the new area, and this includes a new serpentine path that makes it easier to get up the hill.



## NEW FOR 2016

- **AEROSPIN**  
An interactive flying experience 70 metres above sea level.
- **CHILDREN'S PARADISE PLAYGROUND**  
A fantasy-filled playground with slides, suspension bridges and climbing towers.
- **THE VENETIAN CAROUSEL**  
A two-storey carousel where little adventurers can ride for as long as they want, without a ticket.
- **EMILY'S GARDEN**  
A garden celebrating Liseberg's best-known resident, Emily Nonnen.
- **THE FORBIDDEN GARDEN**  
Exotic plants from all over the world.







**GUESTS' COMMENTS**

**REGARDS TO YOUR STAFF**

"I just want to thank you all. My daughter was at Liseberg yesterday, on 23 August 2015. She was with

a friend, who has cancer. You gave these girls a fantastic day; what wonderful staff you have! They were absolutely brilliant – so accommodating, friendly and kind. My daughter

said that they were so keen to make sure we had a good time! Thumbs up for Liseberg, you have given pleasure to many people, including those of us who weren't there –

seeing the girls' faces when they came home was magical! Thank you once again."

**Mother of a girl who visited the park in August 2015.**

# Thoughtfulness in every part of the park

Service is something that usually happens in encounters between staff and guests. But there are some situations where facilities are more important to guests than a helping hand. Here are some of the most appreciated service facilities in the amusement park.

**1 NURSERIES**

The park has two nurseries. They are equipped with comfortable armchairs, microwave ovens, small private rooms, changing tables, wet wipes and nappies.

**2 RECYCLING**

There are several locations around the park where guests can recycle their waste. There are recycling bins for each category of waste that can arise during a trip to Liseberg.

**3 MOBILE CHARGING STATION**

Mobile phones can be re-charged in Guest Services. A charged mobile phone gives added security for children and parents who can easily get separated during a visit.

**4 WASHROOMS**

There are many washrooms scattered all around the park, indicated by signs and on the map, so the nearest washroom is never far away or difficult to find.

**5 PICNIC AREAS**

Around the park there are tables and benches intended for guests who bring their own food along – a popular way of keeping down the cost of a visit to Liseberg.

**6 STAGE ENTERTAINMENT**

All entertainment at Liseberg is included in the admission price. Spontaneous concert experiences, theatre visits or dance evenings give added value to a visit to Liseberg.

**7 GUEST SERVICES**

Guest Services is located in the middle of the park. Guests can get help here with everything from sticking plasters to ticket refunds. There is also a height chart so young Liseberg visitors can check which rides they are tall enough to go on.

**8 FREE ATTRACTIONS**

The Venetian Carousel in the new Children's Paradise playground is not only charming to watch with its two tiers of horses and decorative design, it is also completely free to ride.

**9 PLAYGROUNDS**

Kids are full of energy, and after sitting still for a while it can be a relief to run, climb, jump and go wild. Liseberg has three playgrounds, two in the amusement park, and one at Lisebergsbyn Kärralund.

**10 SELF-SCANNING CHECK-INS**

Frequent visitors to Liseberg who hold an Annual Pass should not need to queue at the entrance. Our self-scanning check-ins between the towers at the Main Entrance let guests come straight into the park.



**THANK YOU!**

"You are truly amazing! My daughter has epilepsy and needed an escort when she came to Liseberg Your staff made our visit to

Liseberg the best day ever for our child. Thank you for putting children first! Our daughter is still talking about all the rabbits and carousels. 'The Nappometer' (where children can

hand in their pacifiers) and the staff there are phenomenal!"

**Mother of child with epilepsy, July 2015.**

"I was planning to go to

Liseberg last summer, but unfortunately became very ill. The staff were incredibly helpful. My wife and I were given new admission tickets and Ride Passes. The next time we were in Goth-

enburg we took the opportunity to visit you. What an absolutely brilliant day! Many thanks Liseberg!"

**Patrik, a guest who had to postpone his first visit in July 2015.**



**11 EXPRESS PASS**

Those who book a Liseberg visit online have the opportunity to select a free Express Pass, which allows guests to bypass the queue for three of Liseberg's most popular attractions.

**12 FIRST AID**

At Guest Services in the middle of the park there is a first aid room where guests can get sticking plasters or just lie down and rest for a while if they feel ill.

**13 NAPPOMETER**

Giving up a pacifier is not easy when you are little. But it can be easier if you know that your pacifiers are being safely looked after by the rabbits in Rabbit Land. The Nappometer offers a happy ending to children who are ready to say goodbye to their pacifiers.



#### WHAT WAS THE BEST PART OF YOUR LISEBERG VISIT?

"The patient way that the attraction staff greeted every rider with a smile,

despite it being the last weekend."

#### Guest in Rabbit Land during final weekend in 2015.

"The best part of our Liseberg visit was the recep-

tion we and our four-year-old got when we handed in pacifiers in Rabbit Land. Our child was obviously wary, and the response of the young man who stood next to the 'Nappometer'

was touchingly considerate and very impressive." **Satisfied Rabbit Land guests in July 2015.**

# Strategic framework

## MISSION

### Liseberg is the heart of Gothenburg

Our heritage and roots originate in the traditional Swedish peoples' park and the European garden of paradise. Like other urban parks in Scandinavia, Liseberg is a mirror of its home city. For almost a hundred years Liseberg has been the pride of Gothenburg and a place to meet in the city. People come here to celebrate the all-too-short summer, and find a gleam of light in the all-too-dark winter. We are part of the Gothenburg's history, its culture and its people. Together, they form the soul of Gothenburg, while its heart is Liseberg. People have been meeting here to have fun together for generation after generation.

## VISION

### The best-loved meeting place in Gothenburg

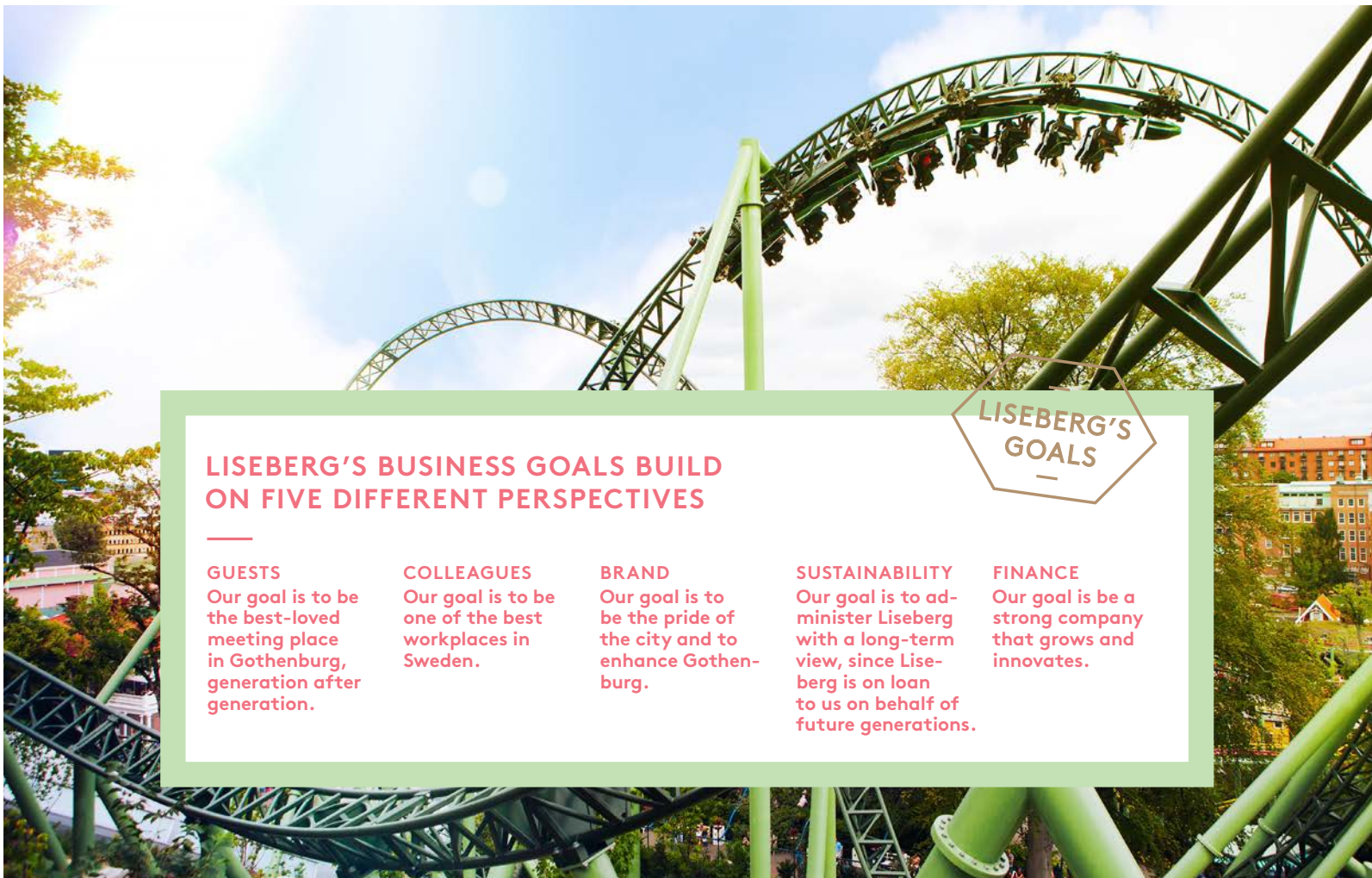
Liseberg will be the best-loved meeting place in Gothenburg and the most longed-for destination in Sweden. Gothenburg will be the most popular city in Sweden in which to live, work and socialise. And Liseberg will be the place in Gothenburg where people have the most fun. Time after time we will give everyone who visits us experiences and lasting memories that are built on an emotional foundation of longing, love and joy. Together, Liseberg and Gothenburg will always be the most appealing destination in Sweden – a place where everyone longs to be.

## BUSINESS CONCEPT

### Liseberg creates experiences that are worth looking forward to

Liseberg creates experiences that are worth longing for. Liseberg is Gothenburg's amusement park and Sweden's most appealing destination, combining entertainment, attractions, restaurants and accommodation. We create experiences here that are constantly updated with a mix of creativity and originality. Liseberg is intended for everyone – inclusive and reassuring. With the help of enthusiastic and motivated colleagues we build lasting relationships with our guests that lead to a solid business. The profitability of Liseberg is always balanced with our heritage, our cultural role and the importance of Gothenburg as a destination. We never act for the short term, as we know that Liseberg is on loan to us on behalf of future generations.





## LISEBERG'S BUSINESS GOALS BUILD ON FIVE DIFFERENT PERSPECTIVES

### LISEBERG'S GOALS

#### GUESTS

Our goal is to be the best-loved meeting place in Gothenburg, generation after generation.

#### COLLEAGUES

Our goal is to be one of the best workplaces in Sweden.

#### BRAND

Our goal is to be the pride of the city and to enhance Gothenburg.

#### SUSTAINABILITY

Our goal is to administer Liseberg with a long-term view, since Liseberg is on loan to us on behalf of future generations.



#### FINANCE

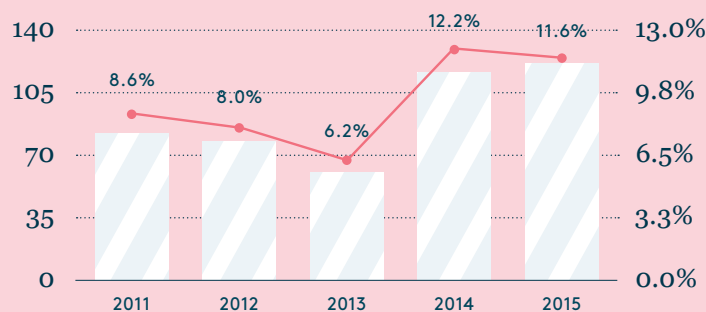
Our goal is to be a strong company that grows and innovates.





# Liseberg in figures

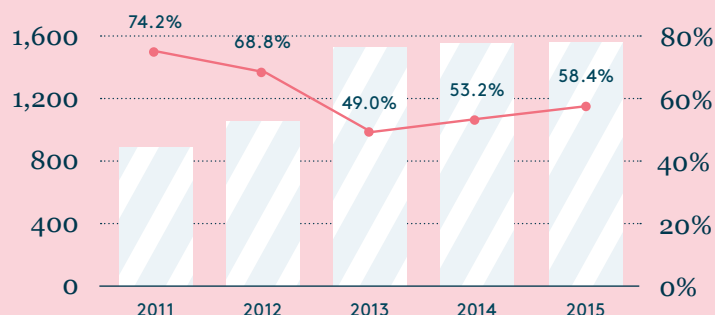
## OPERATING INCOME

-  Operating income (after financial items), SEK million
-  Operating margin





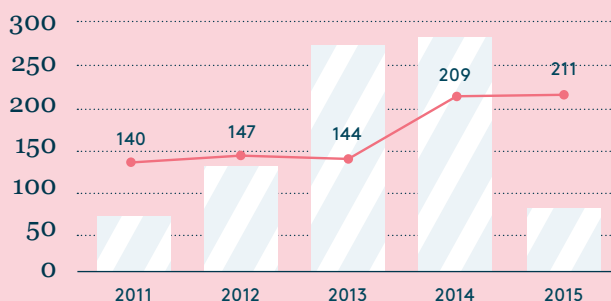
## EQUITY

-  Total assets, SEK million
-  Equity ratio, %



## INVESTMENTS AND CASH FLOW

-  Investments (excl. Skår 40:17), SEK million
-  Cash flow, SEK million



## LISEBERG 2015

- **GUESTS OF LISEBERG GROUP:**  
3,471,000  
(3,462,000)
- **TURNOVER:**  
SEK 1,139m  
(SEK 1,085m)
- **PROFIT:** SEK 122m – all-time high!  
(SEK 119m)
- **CASH FLOW:**  
SEK 211m  
(SEK 209m)



**LISEBERG AB**  
**Box 5053**

**SE-402 22 Gothenburg**

**Phone: +46(0)31-400 100**

**Corporate ID: 556023-6811**

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