

QUALITY SERVICE

The Disney approach to quality service is the result of half a century's experience in exceeding customer expectations in the face of competition, growth and the public's ever-changing tastes and attitudes. While Disney is not perfect, it has never lost sight of Walt's goal to "give the public everything you can give them." As a result, Disney has been successfully able to keep pace with progress while remaining firmly grounded in the traditions and values of the Disney organization.

PROGRAM PURPOSE

- Explore the components of the Disney cycle for quality service.
- Benchmark with Disney's operations through field experiences and case studies that demonstrate the Quality Service Model in action.
- Discover tools and skills for adapting these strategies to any organization.

PROGRAM PROCESS

TOPIC

OBJECTIVES

Customer Measurement

Measuring customers both demographically and psychographically to determine customer service approaches is critical to any organization's success. With over 30 years of change and evolution in its products and services, Disney's one guiding compass has always been the experience of its customers. Understanding their needs, perceptions and expectations determines the direction of Disney's growth. Identifying customer satisfiers, and dissatisfiers, helps meet and exceed customer expectations consistently over time.

- Learn Disney's demographic measurement methodology.
- Learn Disney's approach to psychographic measurement.
 - Identify examples of customer needs, wants, stereotypes and emotions.
- Observe how these metrics drive customer service delivery.
- Apply examples of these measurement outcomes to any customer service environment.

Common Purpose

Once customers are measured, a statement of global service "focus" is created that helps an organization determine what service it intends to deliver to its customers. This is not a mission or vision statement, but rather a combination of the two. The "Common Purpose" defines the organization's service focus, aligns that focus with its customers' expectations, and communicates that alignment consistently to its employees. The company must be able to consistently deliver upon the Purpose. Therefore, it is imperative that the "Common Purpose" accurately reflects the image of the company. It evolves and can be adjusted to reflect changes in the product, and any other changes that occur within the company that may affect its corporate image.

- Define the need for a "Common Purpose".
- Understand 'purpose' versus 'task' enculturation.
- Explore the application of a "Common Purpose" in any organization.

PROGRAM PROCESS (continued)

TOPIC	OBJECTIVES
<p>Quality Standards</p> <p>While a “Common Purpose” provides an organization with direction, “Quality Standards” are the operational priorities, or criteria, that are utilized by every employee, at every level, to ensure consistent delivery upon the “Common Purpose”. “Quality Standards” translate the “Common Purpose” into actionable items, set organizational and employee parameters for decision-making, prioritize the details of service delivery, and allow the consistent measurement of that service delivery.</p>	<ul style="list-style-type: none"> • Define “Quality Standards” and their purpose. • Understand the need for consistency in service delivery by 100% of an organization’s employees. • Explore the application of “Quality Standards” in any organization.
<p>Service Delivery Systems</p> <p>Once “Quality Standards” have been created, the next step is to focus on the methods for delivering customer service. A “Common Purpose”, “Quality Standards”, and “Delivery Systems” must be aligned in order to deliver quality customer service.</p> <p>There are three primary “Delivery Systems” present during any service situation: <u>Cast</u> (employees, human resources), <u>Setting</u> (physical and virtual resources), and <u>Process</u> (policies, procedures, tasks and events).</p> <p>Cast</p> <p>Disney believes that “the front line is the bottom line.” The ‘Cast’ (employees) are a valuable system for delivering quality service in a safe, courteous, entertaining and efficient way. They create “magic” for customers every day through proactive, responsive and reactive service. In turn, the organization provides them with the training, support and recognition that they need and deserve in order to daily model the “Disney Difference”.</p> <p>Setting</p> <p>The ‘Setting’ conveys messages about the organization’s values and standards, always suggests a specific themed experience and influences the moods and perceptions of the employees and customers. Understanding the effects of ‘Setting’ enables Disney to design its environments with quality service in mind, as well as to enhance existing facilities.</p>	<ul style="list-style-type: none"> • Examine ways that Disney World “Quality Standards” are applied to employee roles in order to ensure consistent quality customer experiences. • Observe the benefits of Disney training guidelines. • Discover and adapt performance standards for roles in any organization. <ul style="list-style-type: none"> • Identify examples in which ‘Setting’ communicates strong messages that affect the delivery of quality service. • Explore sensory details that affect the quality of the ‘Setting’. • Identify elements of ‘Setting’ that support the “Quality Standards at Disney. • Recognize how ‘Setting’ affects quality service in any organization.

PROGRAM PROCESS (continued)

TOPIC	OBJECTIVES
<p>Process</p> <p>'Process' affects the delivery of service in every department at the organizational, technological, and procedural levels. Disney works to align global and local processes in order to fully support the employee and customer experiences. Processes should remove barriers to providing service, not be barriers themselves.</p>	<ul style="list-style-type: none"> • Examine ways that processes align with "Quality Standards" to deliver quality service for both internal and external customers. • Discover how processes support both the employee and enhance the customer experience. • Recognize ways for evaluating and improving processes in any organization.
<p>Quality Service Integration Matrix</p> <p>The 'Quality Service Integration Matrix' combines the use of the "Quality Standards" and the "Delivery Systems". Its purpose is to create a strategic plan for creating seamless customer service experiences, to act as a diagnostic tool to see how a business is currently performing its customer service, and becomes a benchmarking tool to determine what any outside competitive element is doing.</p>	<ul style="list-style-type: none"> • Discover a Disney tool for universally evaluating customer service opportunity. • Explore the application of that tool to any organization.