



Disney Magic in Optometric Practice

Module 1



Disney Approach to Service Excellence



What makes most service providers mediocre?



Disney Approach to Service Excellence

What makes most service providers mediocre?

- More concerned with the convenience, efficiency and profit of the business than with customer satisfaction
- Take customers for granted
- Untrained, unmotivated frontline service workers
- Impersonal engagement with customers
- Slow, disorganized, inefficient, inconsistent, unreliable

What makes some optometric practices mediocre?

- Staff and doctor don't see exceptional service as necessary
- Office processes and policies serve the practice, not the patient
- Processes are not defined - - service is inconsistent
- Outdated equipment and décor
- Service is mechanical, robotic




What makes Disney service magical?

What makes Disney service magical?

- Attention to detail
- Everything works - - the process flows smoothly
- Every impression is positive, uplifting, fun
- Staff is aggressively friendly
- Staff anticipates guest needs
- Everything is spotless, in perfect working order
- Experience is entertaining, imaginative, novel, unexpected
- Stress is banished

Disney creates an illusion of a perfect world



Disney Magic does not occur by accident or by only hiring nice people

Every detail is meticulously planned to deliver the best possible guest experience



Our Practice Goal

Consistently deliver the best possible patient experience

Our Strategy

Develop detailed service standards for each point of interaction with our patients



Disney Approach to Service Excellence

Disney terminology

Customer/Patient	=	Guest
Company	=	Host
Job	=	Performance
Employee	=	Cast member
Job interview	=	Audition
Uniform	=	Costume
Facility/Office	=	Setting
Anything a customer sees	=	On-stage

How should we think about our patients?

- People needing to have their eyes examined to buy a pair of glasses or contact lenses?

OR

- Welcome, honored guests to our home who want a lasting relationship with us to improve their lives?

How should we view our jobs?

- Workers with functional tasks of testing vision and dispensing products?

OR

- Performers with roles to play to demonstrate our competence, caring and a desire to help improve vision and quality of life?

Great service is a memorable performance - - like theater

- Each cast member has an assigned role
- All spoken words, gestures, actions support roles
- “Costumes” compatible with roles
- Staging and props support message
- Cast members never be seen out-of-character while “on-stage”



How are customer impressions of
service quality formed?

How are customer impressions of service quality formed?

- **What service providers say and do**
 - Are they friendly?
 - Do they treat us with respect?
 - Do they seem to care?
 - Do they want to help?
- **How the physical environment looks**
 - Is it well maintained and up-to-date? Hospital clean?
 - Is it appropriately decorated?
 - Is it interesting, appealing?
- **How efficiently service is provided**
 - Is the functional result consistently delivered?
 - Is the process free of interruption, delays, mistakes, rework, poor hand-offs?

Elements of service

CAST:

- Staff responsible for delivering the service - - words, gestures, actions, appearance

SETTING:

- Physical environment or “stage” on which guests experience the service - - sights, sounds, smells, tactile sensations

PROCESS:

- Systems and methods that support service delivery - - technology, sequence of activity, procedures

Disney cast member behavioral guidelines

1. Make eye contact and smile
2. Greet and welcome every guest
3. Seek out guest contact
 - Assertive effort to offer assistance
4. Provide immediate service recovery
 - Take charge of problems
5. Display appropriate body language at all times
 - Attentiveness, good posture
6. Preserve the magical guest experience
 - Focus on positives, not rules; remain in character while on-stage
7. Thank each and every guest

Service excellence is achieved by
orchestrating each detail of...

CAST
SETTING
PROCESS

Everything speaks

Service theme

Defines the main emotional benefit to be delivered to guests - - the main purpose of the office visit

Disney's theme: We create happiness by providing the finest in entertainment for people of all ages, everywhere

Service standards

- Operational priorities that assure consistent service delivery

Disney service standards

- 1. SAFETY:**
 - Non-negotiable to guarantee physical well being of guests and staff
- 2. COURTESY:**
 - Each guest to be treated like a VIP
 - Assertive friendliness
 - Personal touches
- 3. SHOW:**
 - Seamless, unexpected, entertaining, engaging action
 - Setting and role performances aligned to create desired impression
- 4. EFFICIENCY:**
 - Smooth operation, effective use of time and space

Courtesy is always more important than efficiency

Preparation for next meeting

- What are the most important things we do for patients?
- Which actions of ours are really appreciated by patients?
- Which actions are taken for granted by patients?
- What emotions would we like patients to feel after their office visit?