

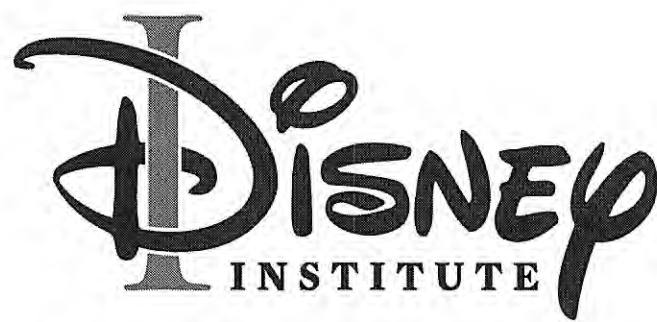


DISNEY'S APPROACH TO

QUALITY SERVICE

LEADERSHIP EXCELLENCE | PEOPLE MANAGEMENT | QUALITY SERVICE | BRAND LOYALTY | CREATIVITY & INNOVATION





DISNEY'S APPROACH TO

QUALITY SERVICE

Congratulations!

You will soon be an alumnus of
Disney Institute Programs.

Disney Institute
Post Office Box 10000
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disneyinstitute.com

321-939-4600

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DAQS-OD-041612

"I knew if this business was ever to get anywhere, if this business was ever to grow, it could never do it by having to answer to someone unsympathetic to its possibilities, by having to answer to someone with only one thought or interest, namely profits. For my idea of how to make profits has differed greatly from those who generally control businesses such as ours. I have a blind faith in the policy that quality, tempered with good judgment and showmanship, will win out against all odds."

Walt Disney

**Speaking to Studio Staff,
February 10, 1941**

SIMILARITIES

Use the space below to write down some of the similarities between Disney and your organization.

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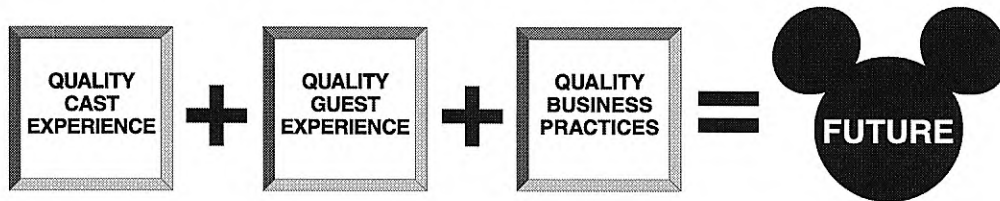
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DEFINING SUCCESS

Many organizations think in terms of their “value chain” to understand their competitive advantage and to define what success looks like. At Disney, we often use what we refer to as the “success formula”, simply stated below:



Quality Cast Experience (Who Will Make It Happen)

Our Cast Members are charged with the responsibility of creating that quality Guest experience and carrying out the business practices. As our Disney Cast continues to grow, it is more critical than ever to recognize the importance of maintaining a quality Cast experience. After all, they are the people who will bring our “success formula” to life.

Quality Guest Experience (Why We’re In Business)

It is imperative that we emphasize the fact that we are Guest-driven. The Guests are the central focus of everything we do. We must continually concentrate on exceeding our Guests’ expectations. This is why we’re in business.

Quality Business Practices (How We’ll Be Successful)

We strive to continually find new ways to streamline, simplify, and add value. This is how we will be successful for the long-term.

A Balanced Approach To Quality

Throughout the life of this company, our business practices have evolved and changed, from a small creative partnership at the beginning, to one of the most successful companies in the world. As we focus on the “success formula”, we are constantly reminded how critical it is to maintain the appropriate balance between these facets of our operation. Our goal is for you to experience evidence of this balanced approach during your time with us.

DISNEY'S APPROACH TO QUALITY SERVICE

Much attention has been focused on the delivery of service as a competitive advantage to any organization. Consumers' expectations of quality service have increased dramatically in the last few years. In fact, price, quality, and special features of a product, while important for initial interactions, are not enough to ensure repeat business. Why? People don't just buy things – they buy expectations about performance and service.

Walt Disney's philosophy about how he wanted to serve his Guests was simple: "Keep it clean. . . . Keep it friendly. . . . Make it a real fun place to be."

How was he able to translate these beliefs into a viable business strategy? And, more importantly, how has that philosophy been maintained "after Disney"?

The Disney Definition of Quality Service

Exceed Guests' expectations.

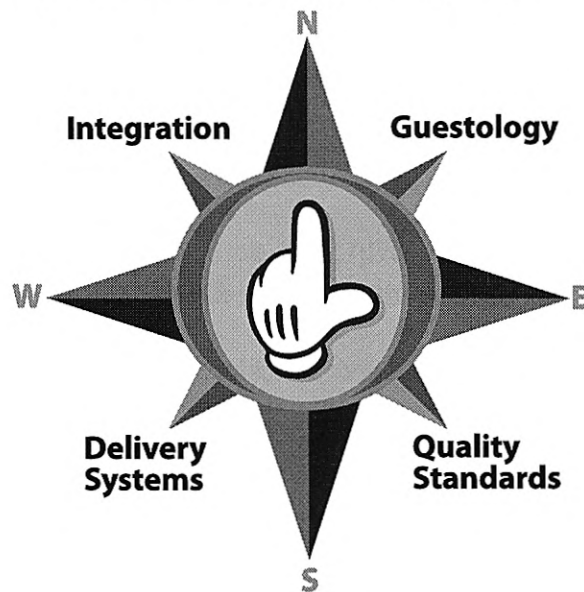
Pay attention to Every detail of delivery.

QUALITY SERVICE MODEL

The following are the components that comprise the Quality Service Model. Note that our model is a compass, which continually points us in the right direction when providing Guest service. At Disney, the “right direction” strategically is to exceed expectations by providing a personalized service experience to each and every Guest who visits one of our parks or resorts, or attends your events. This model helps us stay focused on the details that will help us deliver these experiences consistently and with a high degree of quality.

“We are in the business of exceeding expectations.”

Michael Eisner
Former CEO
The Walt Disney Company



- Guestology – The study of the people for whom we provide service.
- Quality Standards – The operating priorities that ensure a consistent and high-quality Guest service experience.
 - Cast – The employees responsible for delivering the service.
 - Setting – The elements in the physical or virtual environment that help to orchestrate and enhance the service experience.
 - Process – The systems and mechanisms that help deliver an outstanding service experience.
- Integration – The alignment of all components, ensuring a seamless Guest experience.

KNOWING AND UNDERSTANDING THE GUEST

Guest research in our parks and resorts begins with four primary listening posts:

Guest and Consumer Research

Guest Communications

The Internet

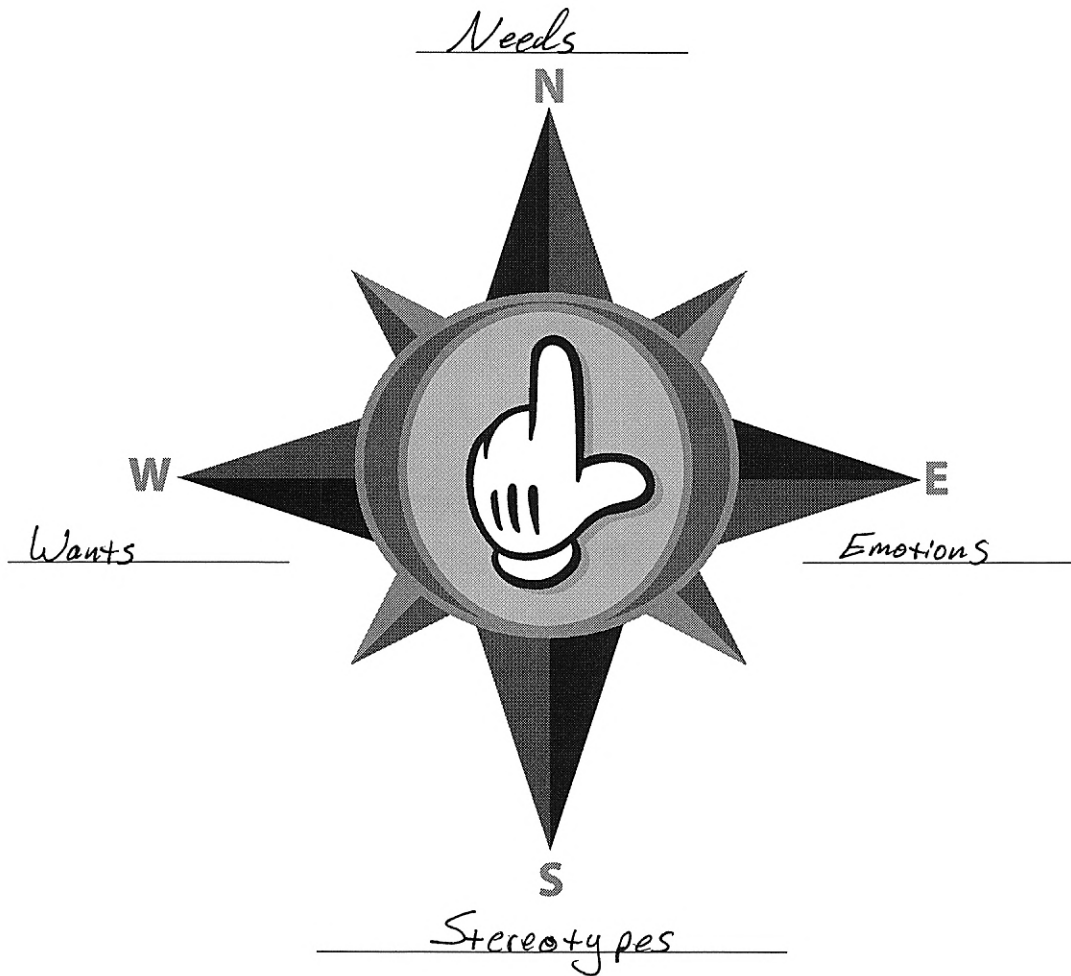
Cast Members

These listening posts provide us with both demographic and psychographic insights, all of which are used to improve the overall Guest experience.

Some of the things we know about our Guests:

- Where our Guests come from
- Average party size
- Length of stay at the resort
- Frequency of visits
- Attraction utilization
- Per capita spending patterns

COMPASS: UNDERSTANDING YOUR GUESTS



What seemingly obvious questions can you identify in your business?

How can you help your employees to exceed expectations when answering these questions?

POINTS OF THE COMPASS

Needs

There are two kinds of needs:

- Basic (water, food, shelter)
- Situational (requiring a product or service)

The focus of our program is primarily on situational needs.

Wants

Given that needs are met by an existing service or product, we can define wants in terms of exceeding customer expectations.

Note that even basic needs have their counterparts. Water is a basic need, but bottled water may be a want. Shelter is a need, but an expensive vacation home is a want.

Stereotypes

By “stereotype”, we are referring to the image many people have of our industry and its employees. Such stereotypes were the motivating force behind Walt Disney’s creating a new type of theme park employee, the Disney Cast Member, through the use of costumes, name tags, appearance guidelines, and service training.

Emotions

Much less tangible than needs or stereotypes, emotions are the key to gauging successful customer service. We not only consider the Guest at every emotional state, but we also must carefully channel emotions in the right direction.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

COMPASS EXAMPLE

Disney Institute works with many different organizations and industries that deliver a variety of products and services. The following chart highlights the compass of some of these organizations as presented to us. Compare the needs and wants. Note which of the stereotypes and emotions are positive and which are negative. Outline your organization in the space provided.

	NEEDS <i>product/service</i>	WANTS <i>values</i>	STEREOTYPES <i>perceptions</i>	EMOTIONS <i>feelings</i>
Walt Disney Parks and Resorts	• Vacation	• Happiness • Memories to last a lifetime	• Disney is for children • Disney is a carnival • Long lines • Clean • Friendly • Expensive • Fun	• Excitement entering the park • Tired feet at the end of the day • Thrill of <i>Space Mountain®</i> Attraction
Insurance Agency	• Life insurance policy	• Peace of mind	• You never get your money back • Like a neighbor who is there when you're in need • Takes forever to get paid on a claim	• Uncertainty of whether you're covered when an emergency occurs • Relief when discovering that a claim will be covered
Automobile Dealership	• Transportation	• Status • Freedom • Reliability	• Used-car salesman • New car dependability	• The excitement of buying a car • Buyer's remorse several days later
Financial Institution	• Bank account	• Financial security • Return on investments	• Marble floors • Wool suits and oxford shirts • Banker's hours • Long waits in line at the tellers	• Impatience over long lines at drive-up teller • Excitement as you close a loan on your first home
Your Organization				

ACTION STEPS: GUESTOLOGY

In the left column, identify your customers' needs, wants, stereotypes, and emotions. In the center column note the listening post(s) you will use to understand each customer expectation. In the right column, record your ideas for meeting and exceeding your customers' expectations.

	Your Customers	Listening Post(s)	How can you exceed their expectations?
NEEDS			
WANTS			
STEREOTYPES			
EMOTIONS			

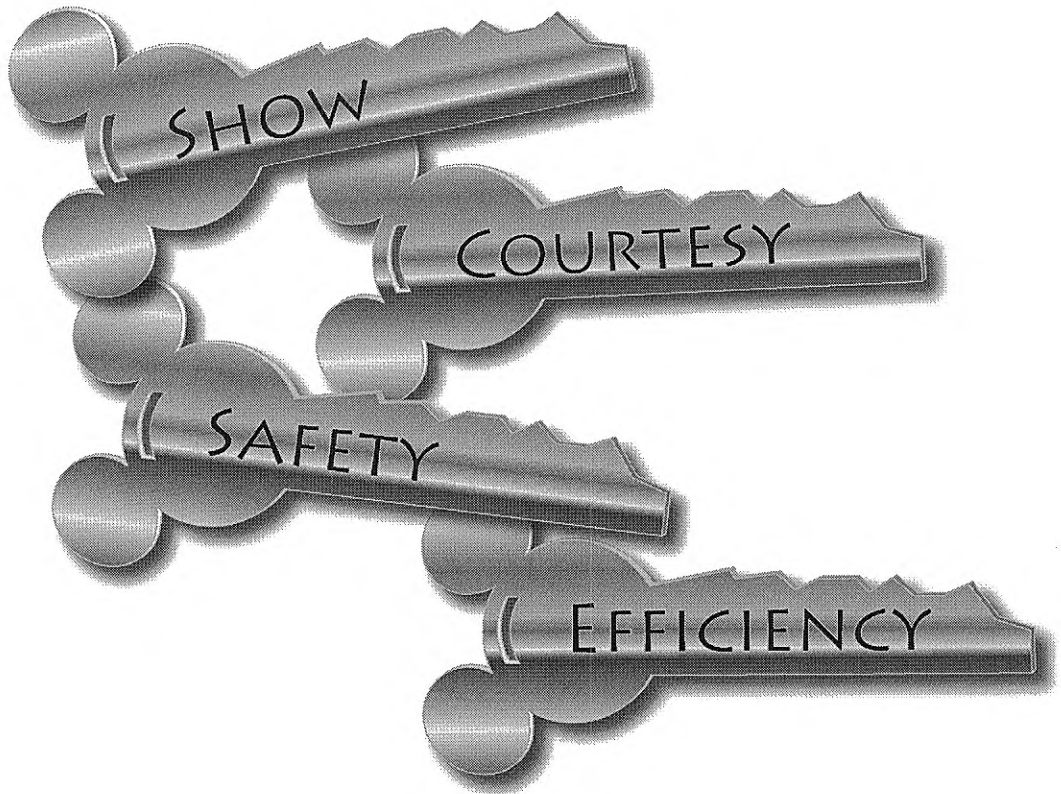
DISNEY QUALITY STANDARDS

"What's our success formula? It's attention to infinite detail, the little things, the minor, picky points that others just don't want to take the time, money, or effort to do."

John Hench
Walt Disney
Imagineering

Quality standards are the operational priorities, or criteria, that ensure consistent delivery of Guest service. Quality standards serve three fundamental purposes:

- Set organizational and Cast parameters for decision-making.
- Prioritize the details of service delivery.
- Allow consistent measurement of service delivery.



QUALITY STANDARDS ACTIVITY

To serve as criteria for decision-making and as a measurement tool, quality standards must be prioritized. How does the Walt Disney Parks and Resorts business prioritize its quality standards? Rank the standards from 1 through 4, with 1 being the most important.

Courtesy ____

Courtesy involves knowing the needs, wants, stereotypes and emotions of each person. Courteous Cast Members:

- Treat every Guest as a VIP
- Know the answers to questions (or find the answers)
- Give the personal touch
- Smile
- Use friendly phrases
- Treat other Cast Members with courtesy
- Are assertively friendly

Safety ____

Safety provides for the welfare of the Guests and Cast Members through the use of the following:

- Design considerations
- Environmental protection
- Emergency services
- Prevention
- Policy and procedures
- Security
- Training

Efficiency ____

Efficiency involves providing for the smooth operation of the Theme Parks and Resorts through the combination of facilities, systems, and Cast Members in regard to the following:

- Capacity of facility
- Guest flow patterns
- Operational readiness
- Sales
- Speed of service
- Space utilization

Show ____

Show creates a seamless Guest experience through the use of the following:

- Cast Member appearance
- Cast Members as performers as well as providers of service
- Costumes
- Documentation
- Good show/bad show approach
- Show quality review
- Standards manuals
- Theming

ACTION STEPS: DEVELOPING QUALITY STANDARDS

Developing quality standards doesn't have to be difficult. Looking at your organization through the eyes of your customers is a challenging, yet effective, way to form standards for your organization, division, or department.

1. List the words or phrases **your customers** would use to describe the ideal level of service you deliver:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Some possible words or phrases might include:

Respect	Productivity
Dignity	Efficiency
Sympathy	Organization's reputation
Concern	Attitude of staff
Privacy	Comfort
Technology	Skilled staff
Safe environment	Cleanliness of environment
Clean environment	Visiting hours
Knowledge of staff	Privacy for patient/family/friends
Information accessibility	Information accessibility
Good food	Previous experiences
Latest equipment	Knowledgeable staff
Caring staff	

-
2. Based on the compass you created, list the words **you** would use when describing the ideal level of service you deliver.

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

3. From your two lists of words, select and group similar words in the boxes below.

4. Using the groupings you have created, identify a word or phrase that describes each of the groupings and write that word or phrase on the corresponding lines below each box above.

-
5. To determine your quality standards, write the words or phrases you chose in prioritized order below.
 6. Next to each standard, write a clear behavioral definition that everyone in your organization will be able to understand and demonstrate.

Your Quality Standards:

Definition (Behaviors):

1. _____

2. _____

3. _____

4. _____

5. _____

INTRODUCTION TO DELIVERY SYSTEMS

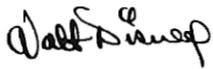
Once you have clearly-defined quality standards, the next step is to focus on the methods for delivering Guest service. Quality standards and delivery systems must be aligned in order to deliver quality Guest service.

There are three primary delivery systems that impact any service situation:

- **CAST:** employees, human resources
- **SETTING:** physical and virtual resources
- **PROCESS:** policies, procedures, tasks, and events

CAST DELIVERY SYSTEMS

"Get a good idea and stay with it. Dog it, and work at it until it's done, and done right."



At Walt Disney Parks and Resorts, we put specific tactics in place that allow our Cast Members to focus on the delivery of service. These tactics support Cast Member efforts to personalize their service and to exceed the expectations of our Guests. The tactics are:

- Tactic 1:** Establish a common purpose to provide each unique role with a reason for providing an extraordinary Guest experience.
- Tactic 2:** Provide clearly defined and measurable behavioral guidelines that align with the ideal Guest experience.
- Tactic 3:** Think globally, act locally.
- Tactic 4:** Model ideal service behaviors internally by treating the Cast as Guests.

TACTIC 1: ESTABLISH A COMMON PURPOSE

Creating a Statement of Common Purpose

Once you have a better understanding of who your customers are, what they want, and how they want products and services delivered, you should develop a statement of common purpose that supports the level of service your customers expect.

A statement of common purpose serves three goals:

- **Defines** the organization's purpose
- **Aligns** that purpose with its customers' expectations
- **Communicates** that alignment to its employees

The company must be able to deliver upon the common purpose. Therefore, it is imperative that your organization's common purpose accurately reflects the image of the company. Remember that the statement may have to be adjusted to reflect changes in the product or in the underlying philosophy of the organization.

Common Purpose:

An inspirational and motivational tool companies use to set their short-term and long-term service goals.

The Common Purpose for Walt Disney Parks and Resorts

The want our Guests desire:

We create _____

The need or product we deliver:

by providing _____

To whom we deliver our product:

for _____.

TACTIC 2: PROVIDE CLEARLY DEFINED AND MEASURABLE BEHAVIORAL GUIDELINES

These guidelines for Guest service are sets of behaviors used to ensure that our Cast support our Company's global purpose and quality standards by acting courteously and respecting the individuality of each Guest.

		
Smile Eye contact/Body Language Respect and Welcome Value the MAGIC Initiate Guest contact Create service solutions End with a "thank you"	Make eye contact and smile Greet and welcome each and every Guest Seek out Guest contact Provide immediate service recovery Display appropriate body language at all times Preserve the "magical" Guest experience Thank each and every Guest	I project a positive image and energy. • SMILE • Look approachable • Look happy and interested • Model the Disney Look • Keep conversations positive I am courteous and respectful to all Guests, including children. • Make eye contact and smile • Engage in Guest interactions • Treat Guests as individuals • Greet and welcome each Guest • Thank all Guests and invite them back I stay in character and play the part. • Preserve and protect the magic • Provide excellent show quality and safety • Perform role efficiently by reducing hassles and inconveniences I go above and beyond. • Anticipate needs and offer assistance • Create surprises and Magical Moments • Provide immediate service recovery

TACTIC 3: THINK GLOBALLY, ACT LOCALLY

Please use the following questions to frame up your observations during this experience:

- What behaviors would you say are unique to this location?

- What behaviors support our common purpose for our Guests?

- What do these Cast Members do to enhance the “show” for our Guests?

- What tools or mechanisms are in place to support the Cast Members’ delivery of Guest service?

TACTIC 4: TREAT THE CAST AS GUESTS

"At Disney, we soft-pedal job titles, and we feel that one activity is just as important as another."

Walt Disney

What's most important to our Guests ...

- Make me feel special.
- Treat me as an individual.
- Respect my children.
- Have knowledgeable Cast Members.

... is also important to the Cast:

- Make me feel special.
- Treat me as an individual.
- Respect me.
- Make me knowledgeable (develop me).

Use Guestology:

- Know and understand our Cast Members.
- Respond to their individual needs, wants, stereotypes, and emotions.
- Measure Cast satisfaction, ask "why", and take appropriate action.

ACTION STEPS: CAST

Tactic 1: Establish a Common Purpose

Using the Disney model below, define your product, delivery method and industry, and recipients of your product:

Disney	Your Organization
The <i>want</i> our Guests desire. <i>We create happiness . . .</i>	The <i>want</i> our customers desire.
The need or product we deliver. <i>by providing the finest in entertainment . . .</i>	The need or product we deliver.
To whom we deliver our product. <i>for people of all ages, everywhere.</i>	To whom we deliver our product.

Tactic 2: Provide Clearly Defined and Measurable Behavioral Guidelines

List some of the service behaviors that are important in your organization. Put a check mark next to those behaviors for which you currently train. What behaviors support your global purpose? How is the training delivered, and who attends the training?

	Your Guidelines	Behaviors	Training
	Make eye contact and smile		
	Greet and welcome each and every Guest		
	Seek out Guest contact		
	Provide immediate service recovery		
	Display appropriate body language at all times		
	Preserve the "magical" Guest experience		
	Thank each and every Guest		

Tactic 3: Think Globally, Act Locally

1. What behaviors are unique to your location or department?

2. What behaviors would support your common purpose
(the story you want to tell)?

3. What tools or mechanisms are or should be in place to orchestrate a superior
customer experience?

4. How will you give ownership to your employees for bringing those ideas to
life?

Tactic 4: Treat the Cast as Guests

1. How will you demonstrate that you know and understand your employees?

2. How will you demonstrate responsiveness to your employees' individual needs, wants, stereotypes, and emotions?

3. How will you measure and take action based on employee input?

SETTING DELIVERY SYSTEMS

While the Walt Disney Parks and Resorts setting is unique, the steps taken to create and maintain that setting have elements applicable to any industry. The following tactics combine to deliver a successful service setting.

- Tactic 1:** Send the right message.
- Tactic 2:** Guide the Guest experience.
- Tactic 3:** Employ sensory details.
- Tactic 4:** Separate on stage from backstage.

"Interestingly enough, for all its success, the Disney theme show is quite a fragile thing. It just takes one contradiction, one out-of-place stimulus to negate a particular moment's experience ... Tack up a felt tip brown paper sign that says 'Keep Out'...take a host's costume away and put him in blue jeans and a tank top ... replace that Gay Nineties melody with rock numbers ... place a touch of artificial turf here ... add a surly employee there ... it really doesn't take much to upset it all."

John Hench
Walt Disney
Imagineering

BRINGING SETTING TO LIFE

Use this page to capture notes during the discussion following the video presentation. Note how some of these principles might apply to your organization.

- “People can feel perfection”
- The “99 or one percent rule”
- The “long shot” and the “close-up”
- Timelessness and timeliness

ACTION STEPS: SETTING

1. Consider the messages your organization's setting currently sends. What messages would you like to send that are not currently being delivered in your setting?

2. What elements of your organization's setting currently guide the customer experience? What elements can you add or change within your setting to better guide your customers' experience?

-
3. What sensory elements do you currently employ in your setting? What sensory elements will you add or change within your setting to enhance the customer experience?

4. If you were giving a backstage tour of your operation, what would you see? Be proud of? Want to change? If you don't have a physical backstage, what considerations do you need to take into account to ensure "on-stage" becomes a mindset with your team?

PROCESS DELIVERY SYSTEMS

Many organizations get lost in the details of the process while forgetting why the process was put into place at the beginning. Walt Disney refused to be ruled by process. Walt's focus was to emphasize the importance of establishing processes that support guestology. We have put four process tactics into place to provide a "seamless" and "hassle-free" Guest experience. The tactics are:

- Tactic 1:** Align the process with guestology.
- Tactic 2:** Ensure the process supports and enables Cast, Guest, and financial results.
- Tactic 3:** Encourage appropriate employee flexibility.
- Tactic 4:** Continuously improve the process.

*"When I see things
I don't like, I start
thinking, 'Why do they
have to be like this
and how can I improve
them?'"*

Walt Disney

ACTION STEPS: PROCESS

1. Identify a process that you could improve in your organization:

2. Align the process with guestology.

Current state:

A. Needs: _____

B. Wants: _____

C. Stereotypes: _____

D. Emotions: _____

Ideal future state:

A. Needs: _____

B. Wants: _____

C. Stereotypes: _____

D. Emotions: _____

3. Describe the desired outcomes in terms of balancing:

The team: _____

The customer: _____

The business: _____

CHARTING A MATRIX

We defined quality service as paying attention to details and exceeding Guest expectations. The challenge is in identifying which details and which expectations. How does a service provider know which details to pay attention to or when to exceed Guest expectations?

An integration matrix charts out a strategy for meeting those expectations and paying attention to details. It serves three purposes:

- A strategic plan for creating a seamless service experience
- A diagnostic tool to see what you're doing in your own business
- A benchmarking tool to see what your competition is doing

The matrix lists the quality standards along the side. These are the quality standards you will probably want to develop with your team back home. Along the top, we list the universal delivery systems of Cast, Setting, and Process. Then we identify some ways to extend service in each "intersecting" square, applying ideas you've learned through your program observations and experiences.

CASE STUDY

		Delivery Systems		
Quality Standards		Cast	Setting	Process
	Safety			
	Courtesy			
	Show			
	Efficiency			

INTEGRATION MATRIX QUESTIONS

Use this matrix tool to effectively bring quality service to life in your organization. Following are some initial questions you can use to ensure your customers, patients, clients, or members are treated as “VIPs” at every point of contact.

		Delivery Systems		
		Cast	Setting	Process
Quality Standards	Safety	Are your employees made to feel as secure as your customers?	Are your physical resources fail-safe?	Are your processes both proactive and reactive?
	Courtesy	Do your employees treat your customers as VIPs (Very Individual People)?	Does your environment make customers comfortable?	Do your processes communicate that you care?
	Show	Do your employees understand the concept of on stage/backstage as well as good show/bad show?	Does your environment enhance your image?	Do your processes enhance show readiness?
	Efficiency	Do your employees have access to important information?	Does the environment anticipate customer flow?	Are your processes designed for your convenience or for the convenience of your customers?

ANALYZING A SERVICE MATRIX

Once a matrix is completed, you have a tool for prioritizing and creating strategies. This will encompass the following activities:

1. Look at the items along the top row of the chart on the previous page. We usually refer to these as non-negotiables because they are the minimum level of activity. Are you already meeting these needs? If not, what is your plan for doing so?
2. Next, identify what we refer to as “headliners” — those service solutions for which you or your industry should be known. At Walt Disney Parks and Resort, those service solutions consist of three points: Cast and courtesy; setting and show; process and efficiency. Given the service standards you have created, these headline points may be different from ours. Make a note that these are the solutions that allow you to stay competitive in your industry. They should be attended to after focusing on non-negotiables.
3. All the other intersecting squares identify those areas where we can truly exceed Guest expectations. At the *Walt Disney World*® Resort, these service “surprises” keep us ahead of the game. In the case of Cast and courtesy, we know that our competitors will tell their employees to be courteous to their customers. But will they extend that courtesy into the setting or toward the process? That’s what we mean by exceeding Guest expectations by paying attention to the details.

Other points to keep in mind:

- Have you considered the compass of your customers as you create the matrix?
- Have you considered how you can measure the success of service constructed in this manner?
- Some items require little, if any, money. These service solutions or surprises can be done immediately without any cost. The matrix allows you to define solutions that you can implement today, while still targeting others for the long term.

USING THE INTEGRATION MATRIX

Delivery Systems

Quality Standards		Cast	Setting	Process
	Safety			
	Courtesy			
	Show			
	Efficiency			

"People often ask me if I know the secret of success and if I could tell others how to make their dreams come true. My answer is, you do it by working."

Walt Disney

BRINGING QUALITY SERVICE TO LIFE

Use the Guestology Compass.

Think of your teammates as your Guests. Your task is to sell them on your new ideas. Determine the best ways to appeal to their needs, wants, stereotypes, and emotions.

Build the business case.

Determine the relative cost and impact of implementing these new service principles versus cost and impact of not implementing them and use your measurements to prove your business case.

Communicate the business case.

Clear and continual communication and positive reinforcement will be needed to shift your organization's mindset. It may be best to start locally while thinking globally.

Focus on your "five percent".

Start with the five percent or so of the program that resonated with you the most. The piece you feel passionate about is the piece with which you can make a difference.

Focus on your organization's "twenty percent".

When you get back home and begin to share what you've learned, different team members will have different reactions. Focus on the twenty percent or so who are excited about the message.

Execute, execute, execute.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

"Well, I think by this time my staff, my young group of executives . . . are convinced that Walt is right. That quality will out. And so I think they're going to stay with that policy because it's proved that it's a good business policy. Give the people everything you can give them. Keep the place as clean as you can keep it. Keep it friendly. . . . Make it a real fun place to be. I think they're convinced and I think they'll hang on after . . . as you say . . . after Disney."

Walt Disney

ACTION STEPS: GUESTOLOGY

In the left column, identify your customers’ needs, wants, stereotypes, and emotions. In the center column note the listening post(s) you will use to understand each customer expectation. In the right column, record your ideas for meeting and exceeding your customers’ expectations.

	Your Customers	Listening Post(s)	How can you exceed their expectations?
NEEDS			
WANTS			
STEREOTYPES			
EMOTIONS			

ACTION STEPS: DEVELOPING QUALITY STANDARDS

Developing quality standards doesn't have to be difficult. Looking at your organization through the eyes of your customers is a challenging, yet effective, way to form standards for your organization, division, or department.

1. List the words or phrases **your customers** would use to describe the ideal level of service you deliver:

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Some possible words or phrases might include:

Respect	Productivity
Dignity	Efficiency
Sympathy	Organization's reputation
Concern	Attitude of staff
Privacy	Comfort
Technology	Skilled staff
Safe environment	Cleanliness of environment
Clean environment	Visiting hours
Knowledge of staff	Privacy for patient/family/friends
Information accessibility	Information accessibility
Good food	Previous experiences
Latest equipment	Knowledgeable staff
Caring staff	

-
2. Based on the compass you created, list the words **you** would use when describing the ideal level of service you deliver.

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

3. From your two lists of words, select and group similar words in the boxes below.

4. Using the groupings you have created, identify a word or phrase that describes each of the groupings and write that word or phrase on the corresponding lines below each box above.

-
5. To determine your quality standards, write the words or phrases you chose in prioritized order below.
 6. Next to each standard, write a clear behavioral definition that everyone in your organization will be able to understand and demonstrate.

Your Quality Standards:

Definition (Behaviors):

1. _____

2. _____

3. _____

4. _____

5. _____

ACTION STEPS: CAST

Tactic 1: Establish a Common Purpose

Using the Disney model below, define your product, delivery method and industry, and recipients of your product:

Disney	Your Organization
The <i>want</i> our Guests desire. <i>We create happiness . . .</i>	The <i>want</i> our customers desire.
The need or product we deliver. <i>by providing the finest in entertainment . . .</i>	The need or product we deliver.
To whom we deliver our product. <i>for people of all ages, everywhere.</i>	To whom we deliver our product.

ACTION STEPS: SETTING

1. Consider the messages your organization's setting currently sends. What messages would you like to send that are not currently being delivered in your setting?

2. What elements of your organization's setting currently guide the customer experience? What elements can you add or change within your setting to better guide your customers' experience?

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3. What sensory elements do you currently employ in your setting? What sensory elements will you add or change within your setting to enhance the customer experience?

4. If you were giving a backstage tour of your operation, what would you see? Be proud of? Want to change? If you don't have a physical backstage, what considerations do you need to take into account to ensure "on-stage" becomes a mindset with your team?

ACTION STEPS: PROCESS

1. Identify a process that you could improve in your organization:

2. Align the process with guestology.

Current state:

A. Needs: _____

B. Wants: _____

C. Stereotypes: _____

D. Emotions: _____

Ideal future state:

A. Needs: _____

B. Wants: _____

C. Stereotypes: _____

D. Emotions: _____

3. Describe the desired outcomes in terms of balancing:

The team: _____

The customer: _____

The business: _____

USING THE INTEGRATION MATRIX

Delivery Systems

Quality Standards		Cast	Setting	Process
	Safety			
	Courtesy			
	Show			
	Efficiency			

NOTES