



Disney

and the
Eyecare Experience

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- Private practice in Wausau WI, 1991-present
- Wisconsin Optometric Association Board of Directors, 2005-2019
 - President in 2018
- Wisconsin Paraoptometric Association Liaison 2010-2014
- Just an ordinary, average guy
- No experience or affiliation with The Walt Disney Company

What makes Disney service so magical?

Attention to detail

Everything works - the process flows smoothly

Every impression is positive, uplifting, fun

Staff is aggressively friendly

Staff anticipates guests' needs

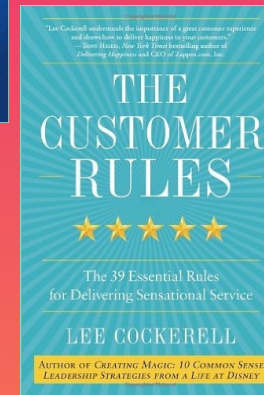
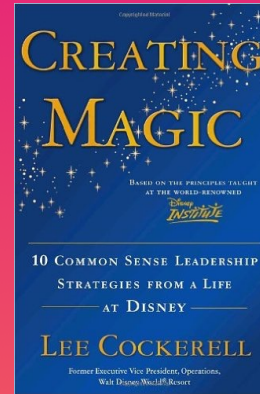
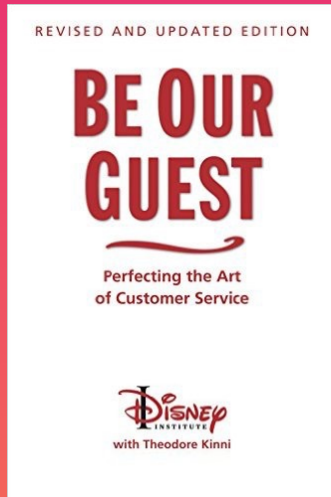
Everything is spotless, in perfect working order

Experience is entertaining, imaginative, novel, unexpected

Stress is banished

Disney creates an illusion of a perfect world

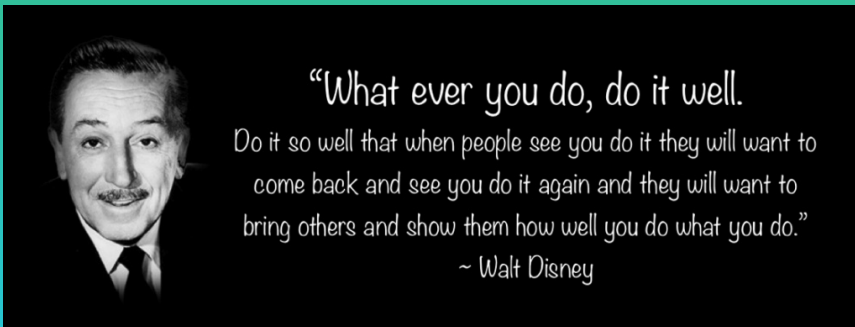
Resources



Lee Cockerell

Former Executive VP of
Operations
Walt Disney World
Resort

according to walt...



what patients expect

**Rational,
Functional
Benefits**

Expert diagnosis and Rx
Efficient office process
Functional, durable vision
correction devices

**Positive Emotional
Feelings**

Peace of mind
In good hands
Cared for
Understood, listened to
Self-image enhanced
Life improved
Appreciated

what patients expect

Rational, Functional Benefits

Expected, taken for granted

Unable to judge

Impersonal, mechanical

Emotionally neutral

Patients rarely remember or talk about the rational, functional benefits received during an office visit

what patients expect

Positive Emotional Feelings

How was I treated?

Do they value a relationship with me?

Do I trust them to care for my vision?

Do they pay attention to me?

Am I better off after the experience?

Memorable service results from positive or negative emotional feelings about the office experience

what patients expect

Positive(?) Emotional Feelings

How was I treated?

Do they value a relationship with me?

Do I trust them to care for my vision?

Do they pay attention to me?

Am I better off after the experience?

Memorable service results from positive or negative emotional feelings about the office experience

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 front-line 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 policies and procedures serve the practice, not the patient
- Processes are not defined - service is inconsistent
- Outdated equipment and decor
- Service is mechanical, robotic

So how does Disney create magic in the real world?

the customer service compass

the customer service compass



Guestology Needs

What does your customer need when they visit you?

- | | |
|-----------------------|------------------------|
| WDW Resort | Vacation |
| Insurance Agency | Life Insurance Policy |
| Car Dealer | Car |
| Financial Institution | Bank Account |
| Optometrist? | (fill in the blank...) |

Guestology

Wants

What does your customer want when they visit you?
What is their deeper purpose?

WDW Resort	Happiness, Memories
Insurance Agency	Peace of mind
Car Dealer	Status, Freedom, Reliability
Financial Institution	Financial Security, Return on investment
Optometrist?	(fill in the blank...)

Guestology

Stereotypes

What are your customer's preconceived notions?

WDW Resort	For kids, long lines, clean, friendly, expensive, fun
Insurance Agency	A helping neighbor, never get money back
Car Dealer	Car Salesmen...
Financial Institution	Marble floor, suits, lines, bankers' hours
Optometrist?	(fill in the blank...)

Guestology

Emotions

What are your customer's feelings during their dealings with your business?

WDW Resort	Excitement, tired feet, thrilling rides
Insurance Agency	Uncertainty of coverage, relief when covered
Car Dealer	New car excitement, buyer's remorse
Financial Institution	Impatience at drive-up, excitement on buying your first home
Optometrist?	(fill in the blank...)

using Guestology

Actively use guest information to figure out what your patients and potential patients are looking for from you.

using Guestology

Once you have decided what your patients are looking for, use the information to create a...

Service Theme

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

Disney's Service Theme-1955

We'll create happiness.

Identified happiness as the "Want" that guests were looking for. "We" meant cast members, as a team.

Disney's Service Theme-1971

We create happiness by providing the finest in family entertainment.

Adding "finest" acknowledged that there was marketplace competition in turbulent times.

Disney's Service Theme-1999

We create happiness by providing the finest in entertainment for people of all ages, everywhere.

Recognized huge diversity of the potential guest population in what was becoming a global market.

Disney's Service Theme-2011

We create happiness...

Simpler, yet evolving...

Eyecare Service Theme

To create a feeling that we are genuinely

CARING

with each patient

Eyecare Service Theme

How do "cared-for" patients feel?

- "They put my welfare first"
- "I am welcomed and appreciated. They make me feel special"
- "They listen to and understand me"
- "They value a long-term relationship with me"
- "They enjoy serving me"
- "They will be there in an emergency"
- "They go the extra mile"

the customer service compass



The service theme is a promise to your customers and a mission for your employees

How will you fulfill that promise and mission?

Quality Standards

The operational criteria that ensure the consistent delivery of a common purpose

Quality Standards

Disney standards

1. Safety

- Non-negotiable to guarantee physical well-being of guests and staff

Quality Standards

Disney standards

2. Courtesy

- Each guest to be treated like a VIP
- Assertive friendliness
- Personal touches

Quality Standards

Disney standards

3. Show

- Seamless, unexpected, entertaining, engaging action
- Setting and role performances aligned to create desired impression

Quality Standards

Disney standards

4. Efficiency

- Smooth operation, effective use of time and space

Quality Standards

Disney standards

1. Safety

2. Courtesy

3. Show

4. Efficiency

Courtesy is always more important than efficiency

Quality Standards

What are YOUR
quality standards?

the customer service compass



delivery systems

Our Practice Goal

Constantly deliver the best possible patient experience

Our Strategy

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

delivery systems

How patients perceive an office "experience"

- Thousands of impressions or "clues" about the practice are received during every instant of interaction (sights, sounds, smells, tactile sensations, etc.)
- A patient's overall impression is based on an emotional, mostly subconscious, calculation of the positive, neutral, and negative "clues" perceived during a visit
- Strong negative clues will overwhelm any positive clues received

a word about words

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

delivery systems

Great service is a memorable performance - like theater

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

elements of service

Cast

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

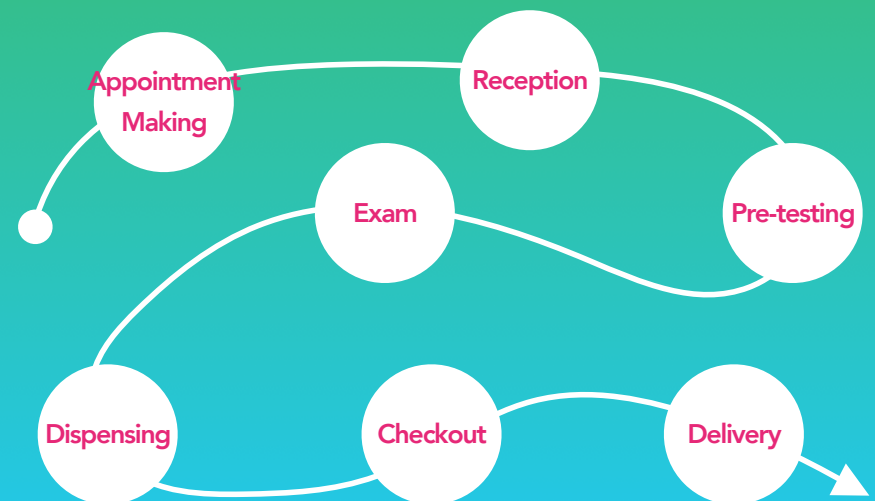
Setting

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

Process

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

stages of the patient experience



patient experience engineering

Examine the **current** clues creating patient impressions

- **Cast: human interactions**
- **Setting: impressions of the physical office environment**
- **Process: functional steps**
- **Identify negative clues that sometimes occur: ELIMINATE**
- **Identify neutral clues that could be made positive**

combustion points

Where do we go wrong? What makes a neutral impression? What are our deficiencies, inconsistencies, omissions, emotionally neutral events, or combustion points?

	Cast	Setting	Process

combustion points

Where do we go wrong? What makes a neutral impression? What are our deficiencies, inconsistencies, omissions, emotionally neutral events, or combustion points?

RECEPTION	Cast	Setting	Process
PARKING			
ARRIVAL			
GREETING			
CHECK-IN			
INSTRUCTION/ ORIENTATION			
HAND-OFF			

combustion points

Where do we go wrong? What makes a neutral impression? What are our deficiencies, inconsistencies, omissions, emotionally neutral events, or combustion points?

RECEPTION	Cast	Setting	Process
PARKING		No accessible parking	
ARRIVAL		Furniture dated, soiled	
GREETING	No acknowledgement of patients' arrival		
CHECK-IN	No eye contact		Lengthy, repetitive paperwork
INSTRUCTION/ ORIENTATION			Directions emphasize policies, limitations, regimentation
HAND-OFF	No indication of next step in visit		No indication of next step in visit

combustion points

Reception
 Parking
 Arrival
 Greeting
 Check-In
 Instruction/Orientation
 Hand-Off

Pre-Testing
 Greeting/Introduction
 Instructions/Explanation of
 Tests
 Testing Process
 Education
 Needs Assessment
 Hand-Off

Doctor Exam
 Greeting/Introduction
 Needs Assessment
 Testing Process
 Education/Exam Summary
 Product Recommendation
 Recall Recommendation
 Hand-Off

Dispensing - Optical
 Greeting/Introduction
 Spectacle Lens Presentation
 Frame Choices
 Identification
 Cost Presentation
 Measurements
 Hand-Off

Dispensing - CLs
 Greeting/Introduction
 Education
 Insertion/Removal Training
 Cost Presentation/Ordering
 Hand-Off

Visit Close/Departure
 Greeting
 Invoice Preparation/
 Explanation
 Pre-Appointment
 Collection
 Farewell

**Telephone - Prospective
 Patient**
 Pricing Inquiry
 Appointment Inquiry
 Credentials Inquiry

Telephone - Current Patient
 Appointment Scheduling
 Product Arrival
 Emergency
 Non-Emergency Medical
 Question



Negative Cues

Positive Cues

Cast

- No acknowledgement of patient's arrival
- No welcome
- Impersonal, neutral tone of voice
- No eye contact
- Gossiping employees

- Immediate warm welcome
- Greeted by name
- Probes about vision needs
- Verbal reinforcement of doctor's expertise
- Escorted to pre-test area

Setting

- No accessible parking
- Furniture dated, soiled
- Employees in casual clothing
- Bathrooms not spotless
- Half-filled coffee cups on tables
- Displays dated, chaotic

- Comfortable, well-lighted, neat reception area
- Framed pictures demonstrating community involvement
- Muted décor, natural materials
- Employees in professional uniforms
- Spotless restrooms

Process

- Lengthy, repetitive paperwork
- Directions emphasize policies, limitations, regimentation
- Insurance eligibility unclear

- File ready on arrival
- Insurance coverage pre-confirmed
- Electronic medical records
- Immediate indication when exam will begin

patient experience engineering

Redefine the process to communicate positive clues and exceed expectations

- **Cast:** human interactions
- **Setting:** impressions of the physical office environment
- **Process:** functional steps
- Which negative clues that we observed can be changed immediately?
- What steps can we take to revise those that can't?

redefine the process

What do we do right? What would make this the best possible patient experience? What would exceed patient expectations?

RECEPTION	Cast	Setting	Process
QUALITY STANDARD 1			
QUALITY STANDARD 2			
QUALITY STANDARD 3			
QUALITY STANDARD 4			

redefine the process

What do we do right? What would make this the best possible patient experience? What would exceed patient expectations?

RECEPTION	Cast	Setting	Process
COMPETENCE		Displays of doctor recognitions	Knowledge of how to pull insurance benefits
PERSONAL ENGAGEMENT	Smile and greeting as soon as patient arrives		
PRESENTATION		Get new reception chairs Eliminate clutter	
EFFICIENCY	Keep up to date on software changes		Keep up to date on software changes

the customer service compass



summary

Become an expert Guestologist

Use surveys, patient feedback, online reviews, and elements of the customer service compass to manage guest information



summary

Articulate a unique common purpose

The Service Theme defines an organization's mission internally and creates an image of the organization



summary

Define your Quality Standards

Your Quality Standards are the criteria by which your service is judged, prioritized and measured



summary

Recognize the primary Service Delivery Systems

Cast, Setting and Process are the methods by which quality service is implemented



Thank you!

Slideshow, notes, and worksheets
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put "Disney" in the subject line