

Care Like a Mouse

An Excerpt

Disney's success would have been impossible without a firm customer service formula. For the purposes of this work, we will codify that formula as The MIC Key™. The MIC Key™ model explains that Disney customer service succeeds because it ...

1. Has a clearly defined service Message,
2. Connects with its customers through personalized Interactions and ...
3. Presents its service in an emotionally engaging Context.

This work will examine each of those components at length and offer strategies and tactics for applying them to your business situation.

Part One – Message

Figure 0-2

Part One explains how Walt Disney World's Message is actualized at every level within the organization. We will explore tools for identifying and implementing your own Message.

Chapter One, Defining Purpose

In Chapter One, we examine Purpose, the goal everyone in an organization should aim to achieve. We will explain how Walt Disney World applies Purpose in its daily operations and take you through the steps necessary to create your own organizational Purpose Statement.

Chapter Two, Operating Priorities

Operating Priorities constitute the filter through which Purpose is delivered. We will examine Disney's four-word filter and discover how it helps employees meet customer need at the precise moment of that need. Then, we will share the steps necessary to create an Operating Priorities filter for your organization.

Chapter Three, Behavior Priorities

Behavior Priorities describes the values leaders and employees are expected to demonstrate. Called the Disney Basics, these expectations form Walt Disney World's basis for annual reviews, promotions and mentoring, coaching and discipline. The chapter will help you identify, codify and align your organizations behavioral expectations with your Purpose.

Part Two – Interactions

Figure 0-3

People have a deep, emotional bond with all things Disney. It's no accident. Disney uses an interaction-based methodology to connect with its customers. Part Two of Care Like a Mouse examines the tools Disney has created and provide readers with suggestions for applying Disney's emotive methodology to their own world.

Chapter Four, Serving CustomersSM

Much of Walt Disney World's success comes from a simple relationship-based leadership formula that puts its CustomersSM first. This chapter offers specific steps for achieving customer satisfaction and higher spending through effective employee care.

Chapter Five, Engaging Customers

Chapter Five will share Disney's strategy for making emotional connections with its customers. We will examine the Touch Point Tools used to make those interactions and offer suggestions offered for applying touch point tool methodology to the reader's organization.

Chapter Six, PREsponding to Problems

Much of Disney's success comes from its ability to anticipate and meet customer need before the customer realizes that the need exists. We will explore the PREsponding philosophy and offer a matrix system for solving service issues at the moment of need.

Part Three – Context

Figure 0-4

Where Message defines Purpose and Interactions make connections, Context aligns the environment. That context is a Show staged on a Platform with employees performing an assigned Role in the Show. Part Three pulls back the curtain on Disney's staging and performance techniques and shares a path for delivering an amazing show experience to your guests.

Chapter Seven, Staging the Platform

For Disney, everything in the environment either enhances or undercuts Purpose. This chapter shares the tools and techniques Disney uses to stage a unified, emotionally fulfilling environment and provides tools so that you can align all the elements in your environment.

Chapter Eight, Themeing the Performance

The importance Disney places on Performance Themeing is discussed. You will discover techniques for developing, training and coaching your employees to deliver their Role in the Show.

Chapter Nine, Fixing Process

Process is the major culprit in most service issues. Walt Disney World aggressively looks for the pain points customers experience and fixes them. This chapter will share several broken Disney processes that were corrected and explain how Disney did it. Strategies and techniques for finding and correcting broken processes will then be shared.

An overview of the advantages the MIC Key™ delivers is provided in Table 0-2.

Table 0-2

Finale, Imagining Possibilities

Care Like a Mouse concludes with a hopeful look to the future. Walt Disney's many struggles and philosophy of eager anticipation of the future, will be shared. We will close by asking you to boldly reach for the keys to success as you make your own organizational magic.

Why Service Initiatives Fail

Most service initiatives fail because they are only half-solutions. What Care Like a Mouse offers is a real solution. That solution stems from knowing your purpose and aligning everyone in the organization to it. Purpose is, in this author's opinion, the most important starting point. Purpose cannot, however, succeed without priorities, people friendly practices and a well delivered context. All three components of The MIC Key™ are therefore important.

They are interconnected. If you want to achieve true customer service success, read and then do them all.

So, let us now turn our attention to the wisdom of Walt Disney. He once exclaimed, “The way to get started is to quit talking and begin doing.” Turn the page and let’s begin doing.