Reimagining the Financial Aid Experience

WFAA Conference
October 22, 2019 – Yakima, Washington
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Glendale, CA: Disney Enterprises, Inc.
In this volatile business of ours we can ill afford to rest on our laurels, even to pause in retrospect. Time and conditions change so rapidly that we must keep our aim constantly focused on the future.

-Walt Disney
PRACTICAL MAGIC

• All aspects of the service experience, but with an emphasis on what happens behind the scenes
• Operational efforts that create a seamless experience for the customer
• “Quality service means exceeding your guests’ expectations by paying attention to every detail of the delivery of your products and services.”
  • Theodore Kinni, p. 12

Magic of Service

“In my organization there is respect for every individual, and we all have a keen respect for the public.”

Walt Disney (Kinni, p. xxiii)
GETTING TO KNOW OUR GUESTS

Invest time and energy into getting to know those served by your operations

- Demographic information
- Expectations of your organization
- Psychological state

Collect information through many different avenues

- Surveys, questionnaires, exit interviews
- Comment cards
- Anecdotes

GUESTOLOGY COMPASS

<table>
<thead>
<tr>
<th>Needs</th>
<th>Wants</th>
<th>Stereotypes</th>
<th>Emotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Required result of engaging with services, generally obvious</td>
<td>• Express a deeper purpose, underlying desires that connect to values</td>
<td>• Expectations of interacting with an organization, predetermined idea of how interaction will play out</td>
<td>• How a person feels during the experience</td>
</tr>
</tbody>
</table>

Kinni, pp. 37-38
### Understanding Our Guests

<table>
<thead>
<tr>
<th>Service</th>
<th>Needs</th>
<th>Wants</th>
<th>Stereotypes</th>
<th>Emotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Dealer</td>
<td>Car</td>
<td>Status, Reliability, Safety</td>
<td>Long process, Deceptive process, Used-car salesman</td>
<td>Uncertainty, Excitement, Buyers remorse</td>
</tr>
<tr>
<td>Bank</td>
<td>Bank Account, Loan</td>
<td>Financial Security, Status</td>
<td>Marble floor, Formal business attire, Physically secure environment</td>
<td>Impatience with lines, Excitement for purchase, Insecurity over financial situation</td>
</tr>
<tr>
<td>Dentist</td>
<td>Health, Expertise</td>
<td>Pain relief, Confidence in smile</td>
<td>Sterile, Uncomfortable</td>
<td>Anxiety over pain, Satisfying feeling of clean teeth</td>
</tr>
<tr>
<td>Financial Aid Office</td>
<td>Financial aid</td>
<td>Understanding, Fairness, transparency</td>
<td>Confusing process, Long lines, Helpful</td>
<td>Uncertain, Anxious, Responsible</td>
</tr>
</tbody>
</table>

*Kinni, pp. 40-41*

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*Service: Common Purpose*
**DEFINING COMMON PURPOSE**

- “Operational criteria that ensure the consistent delivery of common purpose”
- Prioritized to provide guidance when competing
  - Disney’s prioritized standards
    - Safety
    - Courtesy
    - Show
    - Efficiency

**Quality Standards**

**QUALITY STANDARDS IN FINANCIAL AID**

- Access
- Compliance
- Transparency
- Efficiency
- Equity
- Advocacy
- Courtesy
- Resource Management
**DELIVERING ON THE PROMISE**

Cast: first critical delivery members of the common purpose and quality standards

Setting: physical and virtual space where you meet your guests

Process: policies, tasks, and procedures that are used to deliver service

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**Magic of Cast**

“people cite interactions with our cast as the single biggest factor in their satisfaction and intent to return”

Kinni p.61
CASTING THE FIRST IMPRESSION

• Use of brand and culture to ensure potential cast members understand what will be expected of them as early as possible in the hiring process.
  • Walt Disney World Casting Center was designed to lead prospects through a maze of Disney culture.
  • “Let them get a taste for Disney before they get there.” p. 63
  • What message does this investment in design and materials send?

OUTFITTING THE CAST

• Multi-tiered approach to orientation
  • Global teaches organization-wide concepts and behaviors
  • Line-of-business training required for each job category
  • Location-specific orientation for each unit
  • On-the-job training once in the new role

“We don’t put people in Disney. We put Disney in people.” p.66
Day one orientation has 4 purposes:

- To acclimate new cast members to the foundations of the culture.
- To perpetuate the language and symbols, heritage and traditions, quality standards, values, and traits and behaviors of Disney.
- To create a sense of excitement about working for Disney.
- To introduce new cast members to the core safety regulations.

<table>
<thead>
<tr>
<th>DISNEY SPEAK</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>ATTRACTIONS</strong></td>
<td>Rides, shows</td>
</tr>
<tr>
<td><strong>CAST MEMBER</strong></td>
<td>Employee</td>
</tr>
<tr>
<td><strong>GUEST</strong></td>
<td>Customer</td>
</tr>
<tr>
<td><strong>ONSTAGE</strong></td>
<td>Guest areas</td>
</tr>
<tr>
<td><strong>OFFSTAGE/BACKSTAGE</strong></td>
<td>Behind the scenes</td>
</tr>
<tr>
<td><strong>COSTUME</strong></td>
<td>Uniform</td>
</tr>
<tr>
<td><strong>AUDITION</strong></td>
<td>Interview</td>
</tr>
<tr>
<td><strong>ROLE</strong></td>
<td>Job</td>
</tr>
<tr>
<td><strong>HOST/HOSTESS</strong></td>
<td>Frontline employee</td>
</tr>
</tbody>
</table>
BUILDING A PERFORMANCE CULTURE

Disney’s Approach:

• Keep it simple, allow for individuality and personality
• Involve everyone, all must buy-in
• Make it measurable, connect values to behaviors
• Provide training and coaching
• Solicit feedback and ideas from the team
• Celebrate good performance

Kinni, p. 68

CREATING PERFORMANCE VALUES

Existing values within the organization?

New values required to support the local culture?

How will these meet customers’ service needs?

What behaviors will demonstrate the values and how to measure?
**PERFORMANCE VALUES IN THE FAQ?**

- **Empathy:** Acknowledging students are human begins with emotions, hopes, fears, and deserve to be treated with dignity.
- **Thoroughness:** Anticipate unasked questions, advise on next steps, follow through on all promises.
- **Preparedness:** Have a clear escalation protocol to get students the level of assistance they require.
- **Completeness:** Minimize bouncing students between offices to complete transactions.

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**Magic of Setting**

“setting is the *stage* on which business is conducted” Kinni, p. 94
### Mickey's 10 Commandments

<table>
<thead>
<tr>
<th>Commandment</th>
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</thead>
<tbody>
<tr>
<td>Know your audience</td>
</tr>
<tr>
<td>Wear your guests’ shoes</td>
</tr>
<tr>
<td>Organize the flow of people and ideas</td>
</tr>
<tr>
<td>Create a visual magnet</td>
</tr>
<tr>
<td>Communicate with visual literacy</td>
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<tr>
<td>Avoid overload</td>
</tr>
<tr>
<td>Tell one story at a time</td>
</tr>
<tr>
<td>Avoid contradictions</td>
</tr>
<tr>
<td>Build an interactive setting</td>
</tr>
<tr>
<td>Keep it up</td>
</tr>
</tbody>
</table>

Kinni, pp. 100-101

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### The Financial Aid Office Setting

#### One-on-One Service

- **In person**
  - How are students greeted?
  - How long is the wait?
  - Is the office intimidating? Do guests feel comfortable?

- **Phones**
  - How long does it take to answer calls?
  - Is there a complicated menu?
  - Any info while a customer is on hold?

#### Self-Service

- **Website**
  - Is pertinent information easily obtained?
  - Is the website appealing?
  - Is there too much jargon or is the site easily understood?

- **Self-Service Portal**
  - Is information easily obtained?
  - Is the next step within the portal clear to the audience?
Setting: Self Reflection

FINANCIAL AID

Magic of Process

“the policies, tasks, and procedures that are used to deliver service”
COMBUSTION POINTS

Combustion Points: parts of the process that have the potential to inconvenience customers

• Identifying Combustion Points
  • Listen to feedback
    • Combustion statements: what people complain about
  • Identify where people get stuck in the process
  • Pinpoint problems engaging with your office or services

COMPLAINTS ABOUT THE FINANCIAL AID PROCESS

- It’s confusing
- Takes too long
- Nobody told me
- Lacks transparency
- Always get a different answer
- My situation is different
- Hard to predict how much aid I’m going to get
- Too many forms
- No one answers the phone
COMBUSTION POINTS IN THE FAQ

COMPLAINTS
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CUSTOMER FLOW

Wait time affects nearly every industry

Solutions:
- Optimize operations
  - Anticipate peak times and work to level traffic
- Optimize customer flow
  - Give customers information up front to let them choose
- Optimize waiting experience
  - When waits are unavoidable, make waiting more enjoyable

Kinni, pp. 134-139
**PERCEPTIONS**

Most complaints are not about the length of the wait, rather how the wait was handled

- Key factors:
  - Access
    - Customers want access to services and were frustrated by restrictions and voice mail
  - Respect
    - Customers want to be treated with dignity
  - Information Communication
    - Customers want information so they can have confidence in the process

**STAFF TO CUSTOMER COMMUNICATIONS**

Answering questions is a regular task

- Listen to the question, anticipate what is not being asked
- Avoid a sarcastic answer or one that would make the customer feel dumb
- Give staff information needed to answer questions
- Share best practices
  - Example: “What time does the three o’clock parade start?”
    - Actual information guest is seeking: when will the parade get to a certain location, what the route is, best place to see parade

Kinni, pp. 143-145
Plussing & Debugging

Disney’s Art of Continuous Improvement

DEBUGGING IN THE FAQ

**Flawed Processes**
- Re-think ultimate goals and find alternatives to deliver, provide information

**Outdated Processes**
- Automation, software enhancements, new software on campus

**Customer-owned Processes**
- People make mistakes, but our area can take the brunt even if it’s not our process. (FAFSA, loan applications, etc.)
Service Attention Processes

- Providing service to guests whose needs cannot be met by standard processes
- International Guests
- Small Children
- Guests with Disabilities

Who are your guests that require service attention processes?

Keys to Effective Service Attention Processes:

- Appropriate resources
- Resources must be communicated to both cast and guests

Kinni, pp. 148-149

Putting Quality Service Together

*Get a good idea and stay with it. Dog it, and work at it until its done and done right.*

– Walt Disney  (Kinni, p. 165)
# Quality Service

<table>
<thead>
<tr>
<th>Quality Standard #1</th>
<th>Staff</th>
<th>Setting</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Standard #2</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality Standard #3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quality Standard #4</td>
<td></td>
<td></td>
<td></td>
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</table>

## Quality Service in the FAQ - Example

<table>
<thead>
<tr>
<th>Access to resources</th>
<th>Staff</th>
<th>Setting</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training on resources available to students</td>
<td>Posters, web info on how to apply for aid</td>
<td>Ensure auto-packaging maximize eligibility</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Staff</th>
<th>Setting</th>
<th>Process</th>
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<tbody>
<tr>
<td>Create uninterrupted time for staff to work on processing</td>
<td>Allow for good customer flow, ensure software systems are working properly</td>
<td>QA on automated process to minimize manual work</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courtesy</th>
<th>Staff</th>
<th>Setting</th>
<th>Process</th>
</tr>
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<tbody>
<tr>
<td>Training, frequent breaks to ensure staff not overworked</td>
<td>Friendly, welcoming environment</td>
<td>Enable students to self-serve where they are at in the process</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance</th>
<th>Staff</th>
<th>Setting</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training on compliance issues and where they will appear in the process</td>
<td>ADA compliant office</td>
<td>Reports for quality assurance</td>
<td></td>
</tr>
</tbody>
</table>
Summary

Practical magic of seamless customer experience
- Guestology Compass
  - Needs, Wants, Stereotypes and Emotions
- Common Purpose communicates ultimate goal
- Quality Standards ensure consistent delivery of Common Purpose

Delivering on the Promise
- Cast: first critical point of service delivery
  - Performance Tips, Performance Culture & Performance Values
- Setting: where you meet your guests
  - Mickey’s 10 Commandments: “Everything speaks”
- Processes: policies, tasks and procedures
  - Combustion Points, Plussing & Debugging

Putting Quality Service Together
- Integration Matrix of Quality Standards and Delivery Points

See ya real soon!
The End

Pictures: Courtesy of Thalassa Naylor, WASFAA Training co-chair