Question

How can your company deliver excellent customer service?

Customer Service Culture

Poka-yoke ポカヨケ

Ritz Carlton Case Study

Customer Wait Time

Service Capacity

Psychology of Waiting

Students in a classroom, waiting for the lesson to end… 😔

What can be done to make waiting more pleasant?

Reference: [The Psychology of Waiting: 8 Factors that Make the Wait Seem Longer By Gretchen Rubin](#)

The psychology of waiting

1. Occupied wait time feels shorter than unoccupied time

1. An in-process wait feels shorter than a pre-process wait

1. Uncertain waits feel longer than known, finite waits

1. Unexplained waits feel longer than explained waits

The psychology of waiting

5. The more valuable the service, the longer the customer will wait

5. Unfair waits feel longer than equitable waits

5. A solo wait feels longer than a group wait

5. Breaking a long wait into shorter waits feels shorter

Case study – Disneyland

How Disneyland makes waiting time more pleasant

1. A waiting line is split across smaller waiting areas

2. Placing interesting things to see in the waiting areas

3. Dynamic scheduling of meet and greet characters

4. Informing customers about the estimated waiting time

5. **Using FastPass – a virtual queueing system**

How does FastPass work?

How does FastPass work?

When you may ride this attraction

When you can pull another FASTPASS

The time you pulled this FASTPASS

How does FastPass work?

- Guest took a FastPass ticket at 8:30 AM

- Guest can return between 12:40–1:40 PM to join a shorter Fastpass-only waiting line for the *Radiator Spring Racers* attraction

- Guest is eligible to take another FastPass ticket at 10:30 AM

How does FastPass work?

- Each attraction has a service capacity

  - Hyperspace Mountain can serve 600 guests per operating hour

- Disneyland sets aside some service capacity for FastPass guests

  - 40% = 240

- FastPasses are issued according to 5-minute intervals

  - 20 tickets for 9:00–10:00

  - 20 tickets for 9:05–10:05

  - Etc

- If the number of guests is the same… How does FastPass help?

Why does FastPass work?

- Why is FastPass called a "virtual" waiting system?

- Why do customers like FastPass?

- Your ideas?

Key takeaways

1. We discussed 8 factors that affect how customers perceive a wait

2. The Disneyland case study shows how you can use the psychology of waiting to "trick" customers into enjoying a more pleasant waiting experience