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|   Session 1 | Participative Process Reviews | Ver: 08 Jul 15 |
| **MOMENTS OF TRUTH** |

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| Carlzon, J (1989), Moments of Truth, new strategies for today’s customer driven economy, New York, Harper Collins | The term 'Moments of Truth' was used by Jan Carlzon, who managed the Scandinavian SAS Airlines in the 1980s. He used the term to mean those moments in which important brand impressions are formed and where there is significant opportunity for good or bad impressions to be made.Moments of Truth often happen when they are not thought to occur, in odd interfaces with staff and moments with key deliveries of service.First impressions are often critical moments. When customers (in our context students as co-creators) have certain expectations and they are disappointed, then they can form very negative impressions or feel a sense of betrayal (which they then increasingly communicate to others via social media). |

**How to apply the Moments of Truth**

**1/ Identify the customer interactions**

Customers interface with companies in many different ways and places, both formally and informally. The full customer interactions is made up of all moments where the customer has an experience and associates this with the name of the organisation. This includes using products, phoning the organisation, absorbing publicity materials, visiting the organisation or its representatives and so on.

**Select the critical areas**

Investigating all customer interactions is impossible in a single project or session, so it is necessary to find a way to focus on areas where you can make a difference.

A useful focus is on interactions where customers are in a vulnerable state and the organisation has a critical opportunity to impress or disappoint the customer. These 'moments of truth' are often forgotten events, for example when they walk through the door to a reception desk or when they first unpack the product and try to get it working.

**Slow down time and watch every moment**

Play through the customer experience during this time in 'slow motion', watching for any moments in which impressions may be formed. If possible, study actual experiences, perhaps even recording them for later study. 'mystery shoppers' are a way of gathering supporting data (or in our instance analysing various opinion surveys internal and external).

**Examples of Moments of Truth**

**1/ Moments of truth on enquiry of a vegetarian meal**

A customer has ordered a vegetarian meal via his travel agent and enquires about his meal request with check-in staff. The check-in agent unfamiliar with the food service asks the customer to enquire at the departure gate. A friendly representative at the departure gate advises that the food service is not within their remit and advised the customer to check with the cabin crew. The customer asks a cabin crew member about his vegetarian meal. The plane is about to take off, “You should have contacted us earlier” she reprimands. “There would have been no problem if only we had known in time.”

***The airline had ruined three interactions or ‘moments of truth’.***

The airline subsequently made a number of changes in how they were organised for the customer. This included a member of the cabin crew being present at the pre-flight briefing session to review all passenger data including special requests; they then located themselves with the check staff to be on hand to answer queries. Staff were empowered with permissions to take responsibility for customer issues without having to wait for supervisor’s permission. Once the passengers are checked-in the cabin crew representative moves onto departure gate and is again available to answer queries. Far more problems and issues are now solved on the spot.

**2/ Transferring planes at Copenhagen Airport**

In this example an organisations assets and procedures were organised for the convenience of the operators at the expense of the customer experience.

On transiting Copenhagen airport from New York to Stockholm, Jan Carlzon with other tired and baggage laden business travellers had to transfer between different terminals half a mile apart. On enquiring why the inter connecting flight could not be within the same terminal the reply was that the wide bodied planes used this terminal as it was close to the service hanger and the Stockholm flight was more convenient for domestic operations.

***The moment of truth was that planes at Copenhagen were being positioned for what was most convenient for the planes and the ground handlers.***

Today at Copenhagen SAS Airlines now regularly tow planes between terminals. Fewer customers now have to change terminals. The results are passengers have a much better transit experience, delays caused by waiting for passengers are minimised and this in turn reduces airline expenses.

**Questions to consider within the University environment**

When considering interactions with (a) our students as co-creators or (b) staff colleagues

● what do we consider to be our key “moments of truth”?

● do we know whether we succeed or disappoint in those moments?

● are we organised to best serve our students or staff colleagues?

● if we could change an aspect of our offering what would it be?

● and how would we do it?