

THE BUSINESS GROWTH SYSTEM VAULT

How To Transform Your Business
Into A Money-Making Machine

Moments Of Truth



MOMENTS OF TRUTH

INTRODUCTION

In 1987 Jan Carlzon, the CEO of Scandinavian Airlines, wrote the book, 'Moments Of Truth'. It explained how he took the airline from deficit to profit by 'moving' the airline to a customer-focused organisation.

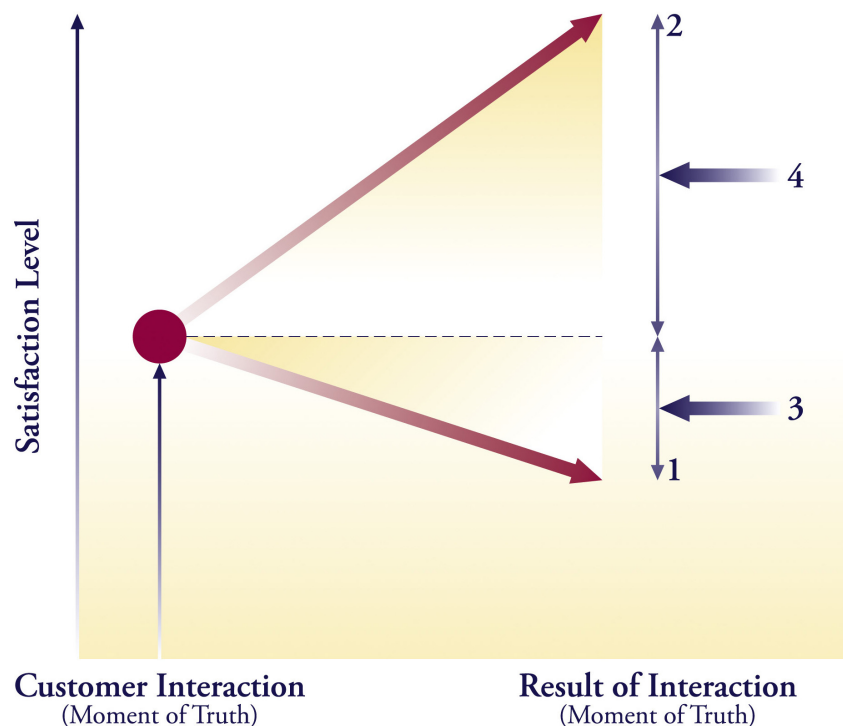
Now as you know, there have been many books written on customer service, but where this book and Carlzon's strategies really differ, is his focus on each interaction the customer has with the business.

He calls these 'Moments of Truth' and, of course, each interaction can be a positive or a negative experience.

Scandinavian Airlines prospered because they worked very hard to make sure each Moment Of Truth with their customers was a very positive experience and the results they achieved were a testament to this.

Take a look at the diagram below. It shows how at each contact (Moment Of Truth) you need to ensure each interaction is a favourable one for the customer...

Moments Of Truth Explained...



Legend:

1. The effect on the customer using traditional marketing strategies. Notice the Moment Of Truth was a negative experience reducing the customer's satisfaction down – and therefore creating discontent with an existing customer.
2. Moments Of Truth Approach. By breaking down each step **even further** the interest level and satisfaction level is raised even higher.
3. Shows the drop in interest level and satisfaction using traditional techniques (or none at all).
4. Shows the increase gained by using Moments Of Truth techniques.

Therefore what you need to do is increase the satisfaction level of each customer any contact occurs (Moment Of Truth).

A contact can be a meeting, a letter, a fax, an e-mail – or any way in which your business comes into contact with a customer.

So how can you use this to your advantage? There are just three simple steps. Let's take a look at each one...

STEP 1: WRITE DOWN ALL POSSIBLE INTERACTIONS (MOMENTS) YOU HAVE WITH YOUR CUSTOMERS

This is simple. Here's what you do...

1. Identify every single interaction you have with your customers
2. Next, break each interaction down so you can identify each specific area

STEP 2: CREATE AND SYSTEMATISE THE POSITIVE EXPERIENCE AT EACH MOMENT

1. Now simply prepare how to maximise the interaction so the customers have a positive experience with you at each interaction.

For example...

Let's say you have periodic meetings with the customers. Each meeting is, of course, a Moment Of Truth.

What you need to do is break down each phase of the meeting right from the moment the customer walks through your door to the moment they leave...

What happens as they enter your offices? Who greets them? What do they say? What drinks will be provided? Etc. All these things are very important and will make a significant difference to the 'experience' the customer has.

In effect, you're systematising the whole Moment Of Truth to ensure the best possible outcome.

STEP 3: NOW ADD 'SPECIAL' MOMENTS OF TRUTH

What Moments Of Truth focuses on is the 'normal' interactions you have with your customers. The final piece of the jigsaw is to introduce NEW Moments Of Truth that heighten the experience for the prospect or customer.

Here's a good example...

The Radisson chain of hotels is excellent at including ‘Special’ Moments Of Truth in the customer experience. Let’s compare their approach to receiving new customers with the ‘standard’ service of other good hotels...

Moment Of Truth	Good Hotels	The Radisson
Check-In	Prompt, courteous welcome and efficient checking in	Prompt, courteous welcome and efficient checking in, plus an acknowledgement that this is your first visit and a complimentary upgrade
Entry Into Room	Maybe a complimentary bowl of fruit, bottle of water and a welcome message on the TV screen	<p>Welcome message on TV screen. A chocolate dessert with your name written in the chocolate sauce saying ‘Welcome Mr Jones’. A book entitled ‘This Is My Favourite...’ with the favourite recipes from 100 of the UK’s best chefs – and a complimentary note sticking out of the top saying:</p> <p>‘Dear Mr Jones,</p> <p>We believe this is your first visit to the Hotel. Please accept this book with our compliments’</p> <p>And finally a ‘Welcome Card’ from the Hotel Manager, personally addressed.</p>

This is just two Moments Of Truth – but as you can see, by adding ‘Special’ Moments Of Truth to the experience, you really do set yourself apart!

So the question is – what ‘Special Moments Of Truth’ can you build into the business when serving prospects and customers?

A GREAT EXAMPLE OF MOMENTS OF TRUTH

Just in case you have any doubts about the power of Moments Of Truth and the effect it can have on your business, here’s a great example of how any industry can capitalise on this fabulous tactic...

Harvey Mackay (author of *How To Swim With The Sharks Without Being Eaten Alive*), tells a wonderful story about a cab driver that demonstrates Moments Of Truth perfectly...

He was waiting in line for a ride at the airport.

When a cab pulled up, the first thing Harvey noticed was that the taxi was polished to a bright shine.

Smartly dressed in a white shirt, black tie, and freshly pressed black slacks, the cab driver jumped out and rounded the car to open the back passenger door for Harvey.

He handed Harvey a laminated card and said:

“I’m Wally, your driver. While I’m loading your bags in the trunk I’d like you to read my mission statement.”

Taken aback, Harvey read the card. It said: Wally’s Mission Statement:

To get my customers to their destination in the quickest, safest and cheapest way possible in a friendly environment.

This blew Harvey away. Especially when he noticed that the inside of the cab matched the outside. Spotlessly clean!

As he slid behind the wheel, Wally said, “Would you like a cup of coffee? I have a thermos of regular and one of decaf.”

Harvey said jokingly, “No, I’d prefer a soft drink.”

Wally smiled and said, “No problem. I have a cooler up front with regular and Diet Coke, water and orange juice.”

Almost stuttering, Harvey said, “I’ll take a Diet Coke.”

Handing him his drink, Wally said, “If you’d like something to read, I have *The Wall Street Journal*, *Time*, *Sports Illustrated* and *USA Today*.”

As they were pulling away, Wally handed Harvey another laminated card.

“These are the stations I get and the music they play, if you’d like to listen to the radio.”

And as if that weren’t enough, Wally told Harvey that he had the air conditioning on and asked if the temperature was comfortable for him.

Then he advised Harvey of the best route to his destination for that time of day. He also let him know that he’d be happy to chat and tell him about some of the sights or, if Harvey preferred, to leave him with his own thoughts.

Then Harvey said “Tell me, Wally, have you always served customers like this?” Wally smiled into the rear-view mirror. “No, not always. In fact, it's only been in the last two years. My first five years driving, I spent most of my time complaining like all the rest of the cabbies do.

“Then I decided to do things differently. I looked around at the other cabs and their drivers. The cabs were dirty, the drivers were unfriendly, and the customers were unhappy. So I decided to make some changes. I put in a few at a time. When my customers responded well, I did more.”

“I take it that has paid off for you,” Harvey said.

“It sure has,” Wally replied. “In my first year I doubled my income from the previous year. This year I'll probably quadruple it. You were lucky to get me today. I don't sit at cabstands anymore.

“My customers call me for appointments on my cell phone or leave a message on my answering machine. If I can't pick them up myself, I get a reliable cabbie friend to do it and I take a piece of the action.”

Wally was implementing Moments Of Truth, even though he didn't realise it!

**This true story shows if Moments Of Truth can be so successful for a cab driver
– it can work for any type of business!**