

Translating “moments of truth” into “cycles of service”

The following “cycles of service” diagrams illustrate in part the approach that Integrated Broadband Services (IBBS) took to plot out the end-customer experience for those calling into the IBBS contact center about problems connecting to the Internet.

The goal is to arrange all of the individual “moments of truth” that make up a service cycle into a circle.

The idea of “moments of truth,” as Suzanne Dunham, senior vice president of customer service for IBBS, explains in the July issue of *Customer Service Newsletter*, “comes from Jan Carlzon’s book *Moments of Truth*, and “it refers to

any interaction that a customer has with your organization in which they can form an impression of your quality of service.”

The notion of “cycles of service,” on the other hand, comes from Karl Albrecht, author of *Service America!*, “who took the idea of a ‘moment of truth’ and said that customers perceive an interaction with a company in terms of an entire cycle of these ‘moments of truth,’” Dunham says.

“For instance, if they call an 800 number to get back on the Internet, their cycle of service would be made up of all of the moments of truth that the customer may go through as they are interact-

ing with us to get the problem solved,” she says.

“The trick, however, is not looking so much at what we are doing as what is happening to the customer,” Dunham says. “So we put a road map together to understand all of the things that were happening with customers who were calling for an issue where call handle time was running about 8 minutes and 47 seconds.”

By upgrading the reps’ diagnostic tools and eliminating an early power-cycling step, among other things, Dunham says, the company was able to take a full two minutes out of the reps’ average handle time for this type of customer issue.

