

## MSS Service Recovery

MSS defines a *Service Recovery* as the need to investigate and respond to a mechanical or operational problem reported post-service by the transferee, mover, and/or corporate client. Each Service Recovery is immediately identified and logged for prompt follow-up.

### Opportunity

Service Recovery cases occur in less than 1.8% of MSS orders and their resolution was handled by MSS Dispatchers in addition to carrying out daily operations duties. Ongoing review of Client Survey comments indicated Service Recovery was a contributing factor to overall non top block scores. It was clear that our current process cycle times failed to meet customer expectations and improvement was required.

Trouble-shooting expertise, knowledge and responsiveness are especially critical during these infrequent, but highly visible and sensitive customer service “Moments of Truth<sup>1</sup>”. Prompt, effective Service Recovery reduces potential claims and offers a unique opportunity for MSS and our moving partners to resolve a challenging customer experience.

MSS determined the primary objectives of our new Service Recovery initiative would be to:

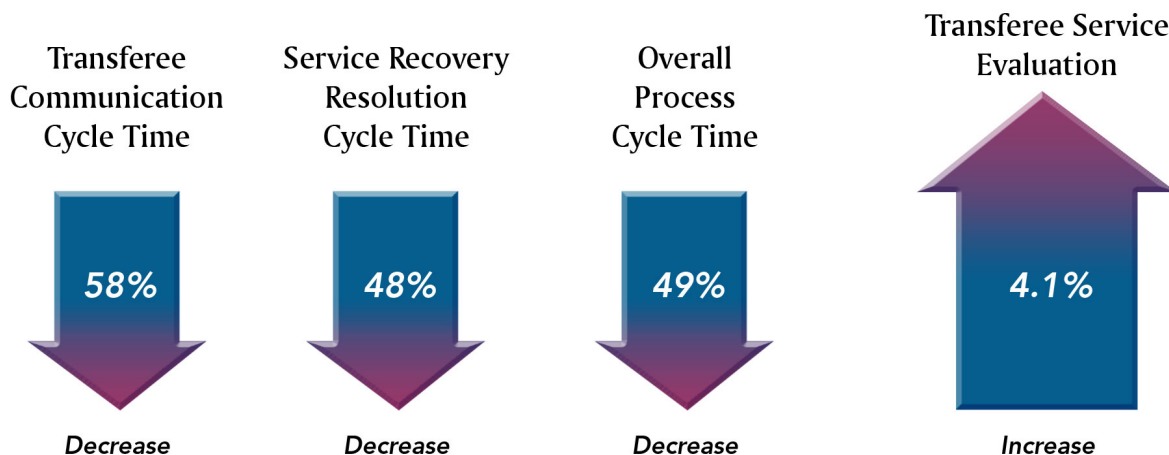
1. Reduce Service Recovery Cycle Time
2. Continuously Improve Transferee Satisfaction

*\*There is a limited window of opportunity prior to the transferee responding to the Client Survey. It is, therefore essential that we flip any potential negative to a positive during this critical time period.*

### Innovation

A project team was formed to critically evaluate this internal process. The resulting recommendation was to reallocate our most experienced talent and top troubleshooting expertise where and when the customer needs it most. The result was a new, dedicated Service Recovery Team whose sole mission is to resolve each Service Recovery and continuously reduce cycle time.

### Results



<sup>1</sup> Responding effectively to service failures is famously referred to as the "Moment of Truth" by Richard Norman in his acclaimed book Service Management, a term that implies the critical role Service Recovery can play in ultimate client satisfaction and long term customer retention.