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Service excellence — Practices for achieving service excellence

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National foreword

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Contents

Page

Foreword ..... **v**
Introduction ..... **vi**
1 Scope **1**
2 Normative references **1**
3 Terms and definitions **1**
4 Methodology and overview of selected organizations **1**
4.1 Methodology 1
4.2 Overview of selected organizations 4
5 Practices of service excellence leadership and strategy **8**
5.1 General 8
5.2 Service excellence vision, mission and strategy 8
5.2.1 Customer centricity aspect in vision and mission 8
5.2.2 Humanistic care and strategy for service ecosystem 9
5.3 Service excellence leadership and management requirement 10
5.3.1 Management responsibility 10
5.3.2 Manager's processes and roles 11
6 Practices of service excellence culture and employee engagement **12**
6.1 General 12
6.2 Service excellence culture 12
6.2.1 Cultural values and learning journey 12
6.2.2 Cultural values by co-creation and sharing best practices among employees 13
6.2.3 Framework of deeply understanding BtoB service 14
6.2.4 Leadership in implementing service excellence culture 15
6.3 Employee engagement 16
6.3.1 Blended learning and service excellence academy 16
6.3.2 Recognition and enhancement of customer centricity 17
6.3.3 Mechanisms of increasing employee engagement 18
7 Practices of creating outstanding customer experiences **18**
7.1 General 18
7.2 Understanding customer needs, expectations and desires 19
7.2.1 Use of customer experience management platform 19
7.2.2 Revealing latent customer needs 19
7.2.3 Touchpoint management and understanding customers 20
7.2.4 Capturing and monitoring customer feedback to understand customers 21
7.3 Designing and renewing outstanding customer experiences 22
7.3.1 Service promise, standard, and recovery excellence 22
7.3.2 Co-design of the customer experience starting with clarifying service promise 23
7.3.3 Customer care training and integrated management system 24
7.4 Service innovation management 25
7.4.1 Dedicated time slots for new employees and online user community 25
7.4.2 Horizontal deployment of service excellence culture through successful case 26
7.4.3 Appreciating ideas from front-line employees and professional employees 27
7.4.4 Pursuing personalizing services through the service innovation management 28
8 Practices of operational service excellence **29**
8.1 General 29
8.2 Managing customer-experience-related efficient and effective processes and organizational structure 29
8.2.1 Partnership and customer-experience-related technologies 29
8.2.2 Compatibility of operational excellence and excellent service 30

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8.3 Monitoring service excellence activities and results 31
8.3.1 Use of key performance indicators 31
8.3.2 Use of various measurement tools 32
8.3.3 Causal relationship relevant to service excellence effect chain 33

Annex A (informative) **Template of practices for the best possible implementation of service excellence** **37**

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 312, *Excellence in service*.

Any feedback or questions on this document should be directed to the user’s national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

Today's organizations, regardless of industries, often aim to build customer loyalty by fulfilling customer expectations, which is customer satisfaction. However, just achieving customer satisfaction may not be enough to strengthen customer loyalty continuously. ISO 23592 says that outstanding customer experiences by individual and surprising excellent service provision resulting in delighted customers lead to strong customer loyalty. ISO 23592 provides principles and a model of service excellence to achieve it. Capabilities of organizations to consistently deliver excellent services are specified in the model. ISO/TS 24082 specifies how to design excellent service.

The purpose of this document is to support all stakeholders to understand how to apply ISO 23592 and ISO/TS 24082 through case studies of highly acclaimed organizations. 10 organizations from five countries contributed to providing practices that led to high general recognition. ISO/TC 312 studied how these practices are related to ISO 23592 and ISO/TS 24082.

In addition, this document indicates potential standardization areas including revisions as a result of a gap analysis between practices covered and not covered by the existing documents.

The survey framework developed in this document can be helpful for organizations who wish to analyse and improve their service excellence.

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Service excellence — Practices for achieving service excellence

1 Scope

This document provides practices for achieving service excellence. This document can be used when applying ISO 23592 and ISO/TS 24082.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 23592, *Service excellence — Principles and model*

ISO/TS 24082, *Service excellence — Designing excellent service to achieve outstanding customer experiences*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 23592 and ISO/TS 24082 apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

4 Methodology and overview of selected organizations

4.1 Methodology

This document contains suggested practices for the best possible realization of service excellence gleaned from ten organizations in five different countries. The practices of these highly acclaimed organizations, which span diverse industries, were collected using the template in Annex A to determine their relevance to each element of the ISO 23592 standard. The selected practices were identified based on various combinations of the following criteria:

— Best-in-class rating or high reputation in the industry.

— Implementing practices related to all or one of the elements of the ISO 23592 service excellence model and having a high rating on service excellence-related metrics, e.g. service excellence reputation.

As a result of this survey, the linkages between the practices and each element of ISO 23592 are identified in Table 1.

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