

DRAFT INTERNATIONAL STANDARD

ISO/DIS 23592

ISO/TC 312

Secretariat: DIN

Voting begins on:
2020-08-19

Voting terminates on:
2020-11-11

Service excellence — Principles and model

ICS: 03.080.01

iTeh STANDARD PREVIEW (standards.iteh.ai)

[ISO/DIS 23592](#)

<https://standards.iteh.ai/catalog/standards/sist/198183ae-aabe-4daa-9c84-83887eb09494/iso-dis-23592>

THIS DOCUMENT IS A DRAFT CIRCULATED FOR COMMENT AND APPROVAL. IT IS THEREFORE SUBJECT TO CHANGE AND MAY NOT BE REFERRED TO AS AN INTERNATIONAL STANDARD UNTIL PUBLISHED AS SUCH.

IN ADDITION TO THEIR EVALUATION AS BEING ACCEPTABLE FOR INDUSTRIAL, TECHNOLOGICAL, COMMERCIAL AND USER PURPOSES, DRAFT INTERNATIONAL STANDARDS MAY ON OCCASION HAVE TO BE CONSIDERED IN THE LIGHT OF THEIR POTENTIAL TO BECOME STANDARDS TO WHICH REFERENCE MAY BE MADE IN NATIONAL REGULATIONS.

RECIPIENTS OF THIS DRAFT ARE INVITED TO SUBMIT, WITH THEIR COMMENTS, NOTIFICATION OF ANY RELEVANT PATENT RIGHTS OF WHICH THEY ARE AWARE AND TO PROVIDE SUPPORTING DOCUMENTATION.

This document is circulated as received from the committee secretariat.



Reference number
ISO/DIS 23592:2020(E)

© ISO 2020

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO/DIS 23592

<https://standards.iteh.ai/catalog/standards/sist/198183ae-aabe-4daa-9c84-83887eb09494/iso-dis-23592>



COPYRIGHT PROTECTED DOCUMENT

© ISO 2020

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

	Page
Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Relevance and benefits of service excellence	3
5 Principles of service excellence	4
6 Service excellence model	4
7 Elements of the service excellence model	5
7.1 Service excellence leadership and strategy.....	5
7.1.1 Service excellence vision, mission and strategy.....	5
7.1.2 Leadership and management requirements.....	6
7.2 Service excellence culture and employee engagement.....	9
7.2.1 Service excellence culture.....	9
7.2.2 Employee engagement.....	10
7.3 Creating outstanding customer experiences.....	13
7.3.1 Understanding customer needs, expectations and desires.....	13
7.3.2 Designing and renewing outstanding customer experiences.....	14
7.3.3 Service innovation management.....	16
7.4 Operational service excellence.....	17
7.4.1 Managing customer experience related efficient and effective processes and organizational structure.....	17
7.4.2 Monitoring service excellence activities and results.....	19
Bibliography	22

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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 documents 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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

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.

Introduction

Customer expectations in today's competitive world have changed and are constantly evolving. Today, globalization and digitalization and the increased variety of products and services allow customers more freedom of choice. Every purchase and customer contact is a moment of truth.

Organizations often claim they put the customer at the centre of their business. However, in competitive markets it is essential to manage the whole organization around the customer and the experience offered. Organizations that do this will flourish. The optimal delivery of customer satisfaction can no longer be achieved by the offering of basic products and services expected by the customer. To be successful and to stay ahead of competitors, it is essential to delight customers by providing outstanding and differentiating experiences. This is the objective of service excellence.

This document describes the principles, elements and sub-elements for creating outstanding customer experiences. The basic foundations of implementing service excellence are the two lower levels of the service excellence pyramid (see [Figure 1](#)). Level 1 and 2 are about meeting the expectations of customers and fulfilling the promises. They lead to customer satisfaction. The core service provision (Level 1) is perceived by customers as delivering on promises. The customer feedback management (Level 2) results in dealing well with problems and queries. These are described in standards such as EN ISO 9001, ISO 10002 and ISO/IEC 20000-1. This document deals with the upper levels which are:

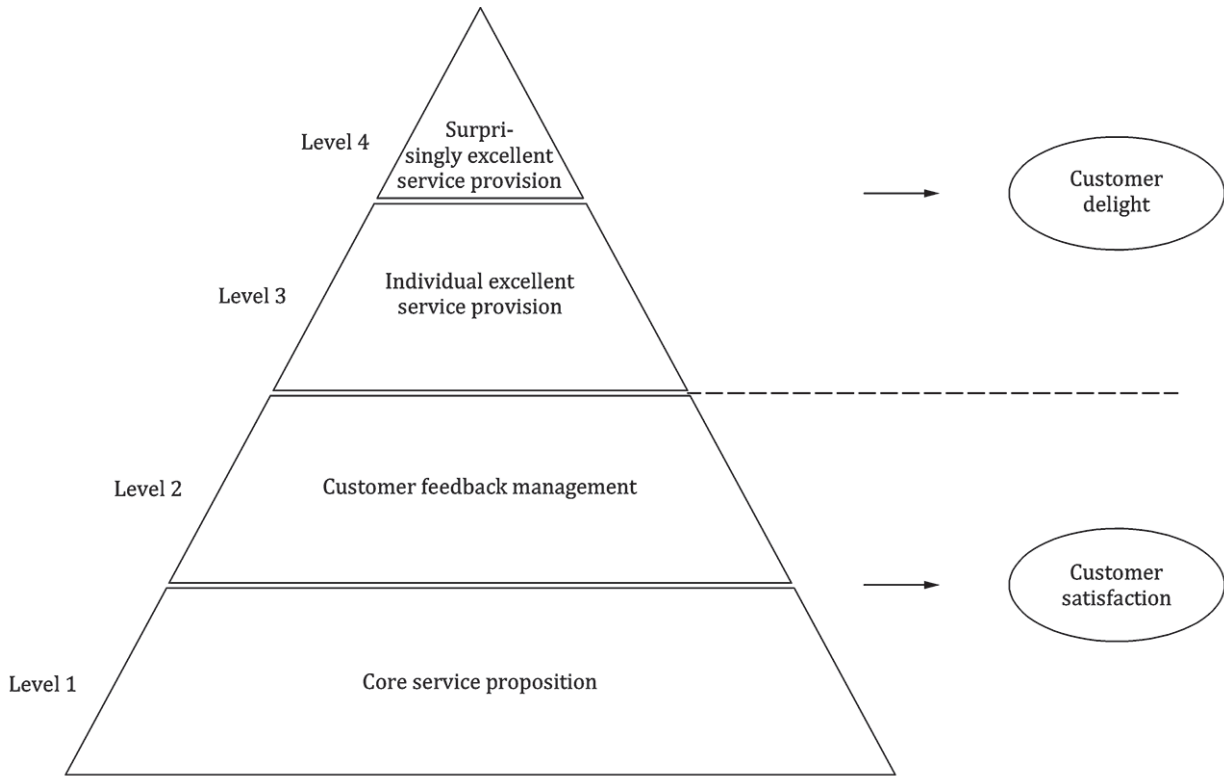
- individual excellent service provision (Level 3);
- surprisingly excellent service provision (Level 4).

These two levels create an emotional connection with the customer and lead to customer delight. The impact for the business is a strong brand image and attractiveness to new and existing customers as well as competitive differentiation.

Individual excellent service provision (Level 3) results in service that is perceived by customers as warm, genuine, personalized, tailor-made and value-creating. The customer experiences an emotional reaction by feeling valued.

Surprisingly excellent service provision (Level 4) results in service that is tailor-made and leads to emotions of surprise and joy. It is delivered by exceeding customer expectations. This can be achieved by delivering unexpected outstanding customer experiences. However, various approaches can be used to achieve customer delight.

The Service excellence pyramid should be used to explain to managers and employees why an organization has to focus on both: Fulfilling the promises (Levels 1 and 2) and exceeding customer expectations by delivering excellent services (Levels 3 and 4).



iTeh STANDARD PREVIEW

Figure 1 — Service excellence pyramid

This document defines the essential terms, describes relevant principles and builds up a model on service excellence. It delivers an all-embracing framework for further documents to deal with essential elements of the service excellence model in more detail: <https://www.iso.org/standard/iso-dis-23592>

- The document “Service excellence — Designing excellent services to achieve outstanding customer experiences” offers principles, strategies, and activities of designing excellent services. It specifies the elements of the dimension “Creating outstanding customer experiences” of the service excellence model. Thus, it is related to [clause 7.3](#) of this core document.
- The document “Service excellence — Measurement and evaluation of service excellence” provides an appropriate set of internal and external metrics that can be used to operationalize and measure service excellence, particularly the influencers and substantial effects of outstanding customer experiences and customer delight. It covers all the dimensions of the service excellence model. Thus, it is related to [clause 7.4](#) of this core document.

Service excellence — Principles and model

1 Scope

This document specifies service excellence terminology, principles and model to achieve outstanding customer experience and sustainable customer delight. It does not focus on the provision of basic customer service but on the provision of excellent service.

This document applies to all organizations delivering services, such as commercial organizations, public services and not-for-profit organizations.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

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

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1 co-creation <https://standards.itech.ai/catalog/standards/sist/198183ae-aabe-4daa-9c84-83887eb09494/iso-dis-23592>
active involvement of stakeholders in service design, delivery and innovation

3.2 customer

person or organization that could or does receive a product or service intended for, or required by, the person or organization

EXAMPLE Consumer, client, end-user, patient, beneficiary and purchaser.

Note 1 to entry: A customer can be internal or external to the organization.

[SOURCE: ISO 9000:2015, 3.2.4]

3.3 customer delight

positive emotions experienced by the customer derived from either an intense feeling of being highly valued and/or by expectations being exceeded

Note 1 to entry: Further emotions like surprise can intensify felt customer delight.

3.4 customer experience

perception by a customer about their interaction with an organization, its products or services

Note 1 to entry: An interaction is related to a customer journey or the whole relationship with an organization, its products, systems, services or related networks. Interaction can be directly related or indirectly related to the organization. If a customer uses a product, system or service it can be referred to as a user experience for each interaction.

**3.5
customer journey**

series or sum of customer experiences when engaging with an organization, its products or services

Note 1 to entry: "Series" is based on processes; "sum" is based on results.

**3.6
employee engagement**

extent to which employees are committed to the organization, feel enthusiastic about their job and put discretionary effort into their work

Note 1 to entry: Engaged employees are motivated to go above and beyond what they are expected to do for customers and the organization.

**3.7
excellent service**

output of an organization with high level of service provision performed between the organization and the customer to achieve outstanding customer experiences that lead to customer delight

Note 1 to entry: Examples of high level of service provision are individual excellent service provision (Level 3) and surprisingly excellent service provision (Level 4) in the service excellence pyramid.

**3.8
outstanding customer experience**

significantly better than usual customer experience

**3.9
service provision**

delivery and management of a service (standards.iteh.ai)

iTeh STANDARD PREVIEW

[SOURCE: ISO 41011:2017, 3.1.2]

[ISO/DIS 23592](https://standards.iteh.ai/catalog/standards/sist/198183ae-aabe-4daa-9c84-83887eb09494/iso-dis-23592)

**3.10
satisfaction**

perception of the degree to which expectations have been fulfilled

<https://standards.iteh.ai/catalog/standards/sist/198183ae-aabe-4daa-9c84-83887eb09494/iso-dis-23592>

**3.11
service**

output of an organization with at least one activity necessarily performed between the organization and the customer

[SOURCE: ISO 9000:2015, 3.7.7]

**3.12
service excellence**

capabilities of an organization to consistently deliver outstanding customer experiences to achieve customer delight

Note 1 to entry: Capabilities reflect the four dimensions and nine elements of the service excellence model and their interplay.

**3.13
service excellence mission**

commitment of an organization on how to achieve the service excellence vision

**3.14
service excellence strategy**

translation of the service excellence vision and mission into solid principles, objectives and actions in order to realize the goals

3.15

service excellence vision

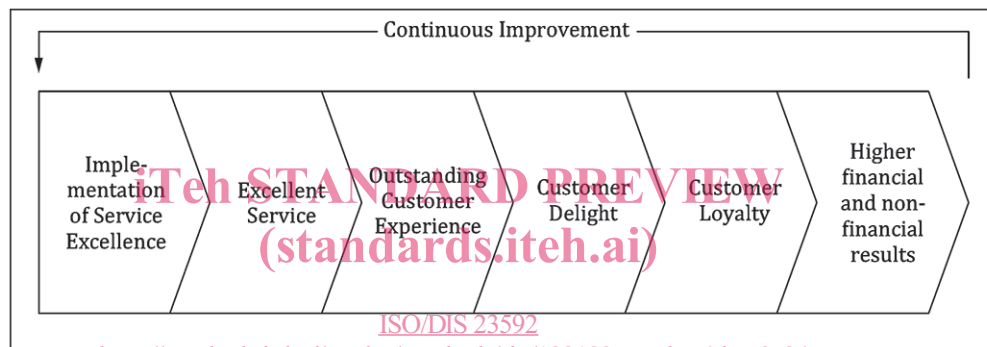
future aspiration of an organization for achieving service excellence

4 Relevance and benefits of service excellence

Some of the greatest challenges for service organizations today are the growing demands, needs and expectations of customers and their declining loyalty. As customer needs and expectations expand, organizations should concentrate on optimizing the experience, using innovation at all touch-points in customer journeys. Services should be continuously and consistently improved, in co-creation with the customer and all other interested parties.

Service excellence describes an approach that enables the creation of outstanding customer experiences by individual and surprising service provision resulting in delighted customers. Consequently, service excellence leads to strengthening customer loyalty and consequently improves business success.

This cause and effect chain is shown in [Figure 2](#). This chain can be seen from the perspective of the customer and the employees.



<https://standards.iteh.ai/catalog/standards/sist/198183ac-aabe-4daa-9c84-83887eb09494/iso-dis-23592>

Figure 2 — Service excellence effect chain

Service excellence is a continuous process and requires investment in people, infrastructure and research. The organization can benefit from this investment in a number of ways, for example:

- competitive differentiation;
- higher customer centricity reputation;
- customer preference;
- establishment and strengthening of long-term customer relationships (leading to a greater propensity to remain, recommend and repurchase, and thereby reducing the churn rate);
- cost-saving potential in the long term (e.g. lower failure costs, easier sale conversions and reduced advertising expenses for acquiring new customers);
- an excellent employer brand (leading to improved recruitment opportunities, higher levels of staff engagement and improved employee retention);
- improved customer co-operation and engagement;
- brand strengths including positive brand awareness;
- helps to manage networks with subcontractors;
- boosting company efficiency;
- implementing agility in organizations.

5 Principles of service excellence

Principles of service excellence include:

a) Managing the organization from outside-in

The organization should design the desired experience from the customer's perspective. Once designed, resources and processes should be aligned in the sense of customer centricity on an ongoing basis.

b) Deepening customer relationships

The organization should strive for a superior level of individual personalization and be focused on the customer needs and expectations throughout the relationship. A strong relationship can be fuelled by continuous communication, which should reflect the customer's desired level of interaction.

c) People make the difference

The engagement of everyone in the organization, including partners, in achieving customer delight is of key importance.

d) Balanced attention to customers, employees, subcontractors and other stakeholders

Customers, employees, subcontractors and other stakeholders are important and the organization should give a balanced focus of attention to them all.

e) Cross-functional management approach

The organization should work through customer journeys with an integrated cross-functional approach.

f) Leveraging of technology

Appropriate technology should be used to create outstanding customer experiences, for staff, customers and partners.

g) Create value for stakeholders

Implementing service excellence leads to additional sustainable value for stakeholders. Co-creation with stakeholders should be used to create enhanced value. Value can be monetary as well as non-monetary.

6 Service excellence model

The service excellence model (see [Figure 3](#)) contains four dimensions with nine elements which lead to outstanding customer experiences and delight.

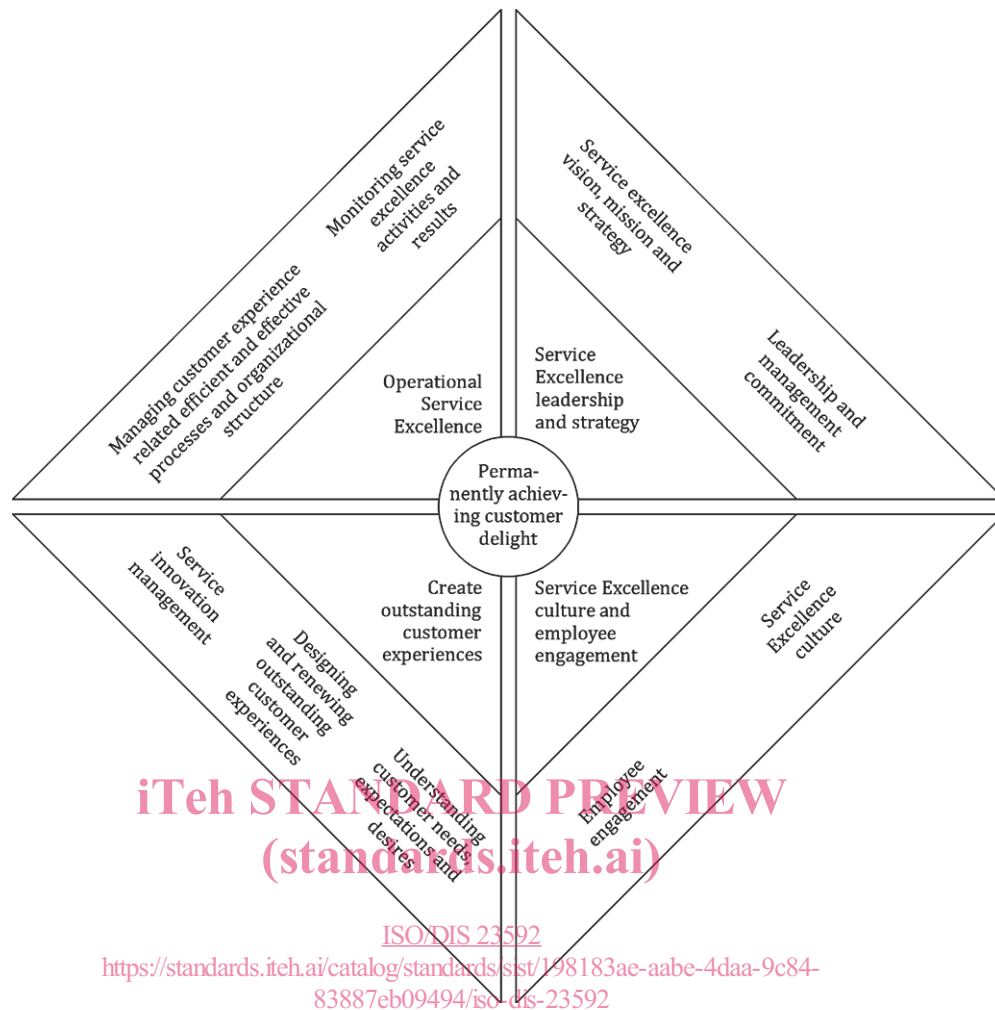


Figure 3 — Service excellence model

The objective of permanently achieving customer delight is at the centre of the model. The dimensions and nine elements are equal with no sequence of implementation, although ideally a service excellence strategy should be in place.

7 Elements of the service excellence model

7.1 Service excellence leadership and strategy

7.1.1 Service excellence vision, mission and strategy

An organization shall define their service excellence vision, mission and strategy in the long-term. The elements of service excellence vision, mission and strategy frame and determine the organization's targeted customer experience. They translate the principles and the design of outstanding customer experiences into all other elements of the service excellence model. Depending on the brand positioning of an organization, e.g. low-budget, premium or luxury brand, customer expectations vary regarding the aspiration level.

The service excellence vision, mission and strategy shall be aligned to each other and should be aligned to the organization's overall strategy. They should be created and reviewed by involving all stakeholders including management, staff and customers. The vision, mission and strategy should be communicated