
Service excellence — Measuring service excellence performance

*Excellence de service — Conception d'un système de mesure et
d'évaluation de l'excellence de service*

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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

In a world of change and high competition, organizations are confronted with permanently growing and evolving customer expectations. To be successful in a sustainable way, organizations must deliver excellent service and promote outstanding customer experiences to delight their customers. This is the main objective of service excellence. Service excellence is one of the main prerequisites to organizational success and becoming a market leader. Organizations should possess strategies, processes, technologies, tools, systems, staff and organizational structures enabling the management of current and changing customer needs and expectations.

Organizations should develop, implement and manage service excellence initiatives. This will lead to outstanding customer experiences, cost effectiveness and improved organizational efficiency.

Along the entire service value chain, organizations, including suppliers, outsourcers and other partners, should measure service excellence performance.

This document provides a set of approaches that can be used to measure service excellence performance, particularly those factors with the greatest impact on improving outstanding customer experiences and customer delight.

To determine that service excellence is effective it is imperative that the performance measurement system is aligned with the organization's service excellence model. This ensures that measuring processes are fit for their intended use and allows service excellence activities to be monitored and measured against the service excellence objectives.

ISO 23592 specifies the service excellence terminology, principles and model to achieve outstanding customer experience and sustainable customer delight. Consequently, the corresponding measurement system should relate to all the four dimensions and nine elements of the service excellence model (see [Figure 1](#)).

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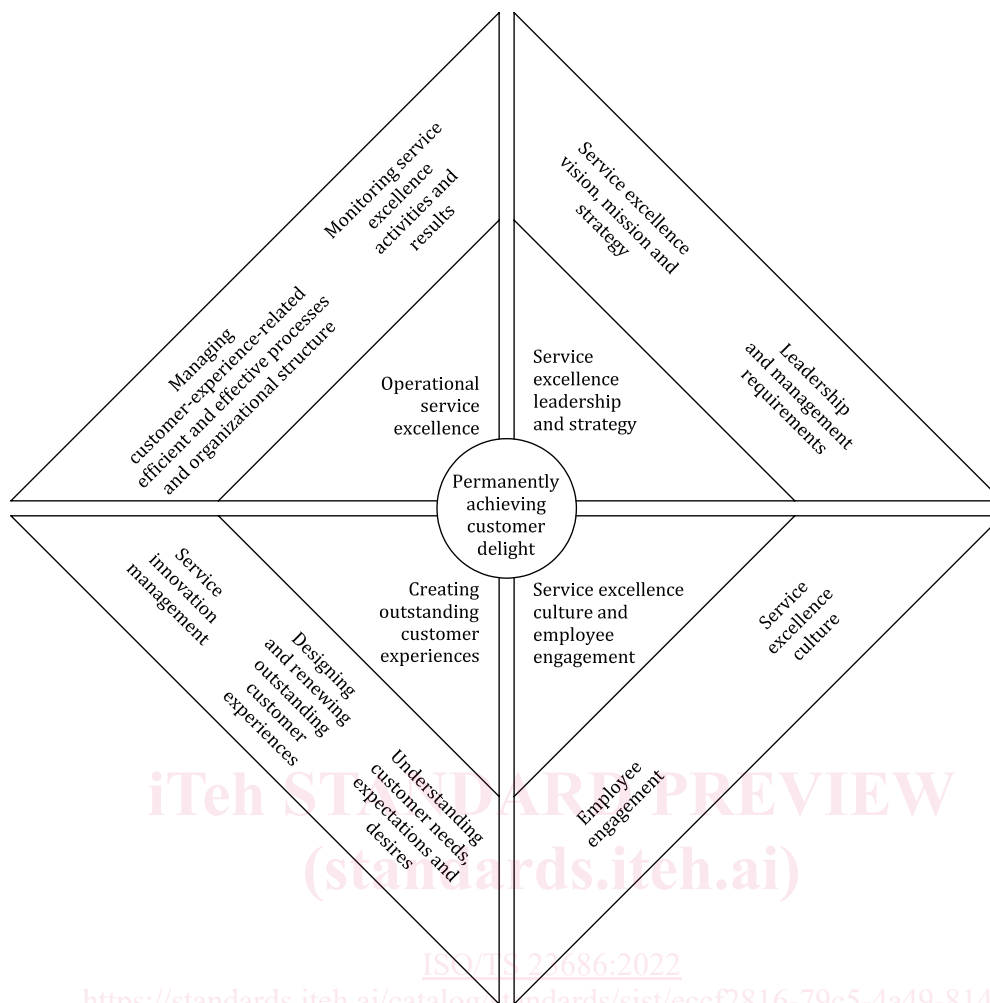


Figure 1 — Service excellence model

The clauses in this document elaborate on the requirements of the element “Monitoring service excellence activities and results” within the dimension “Operational service excellence” of the service excellence model located in ISO 23592.

While all four dimensions of the service excellence model should be measured, measurement is focused on the upper two levels of the service excellence pyramid (see [Figure 2](#)), specifically, the “individual excellent service provision” (Level 3) and the “surprisingly excellent service provision” (Level 4) that contribute to customer delight and, subsequently, improved financial or non-financial results.

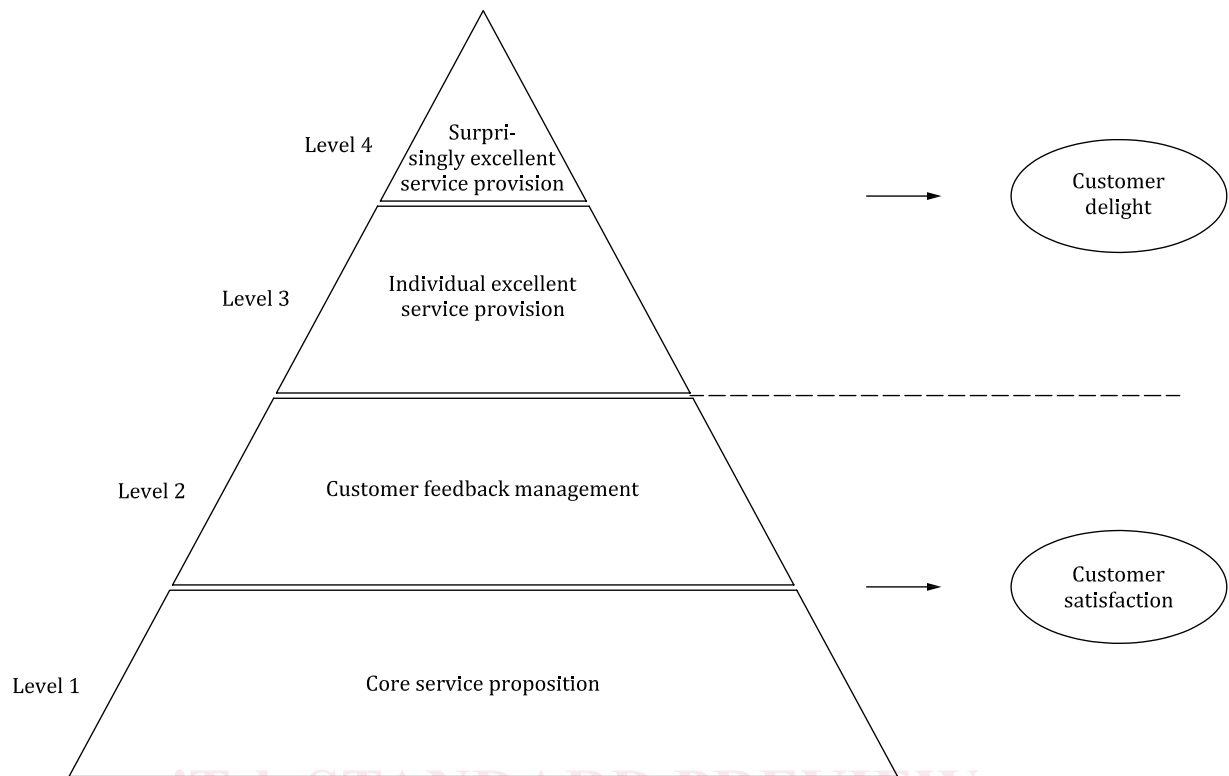


Figure 2 — Service excellence pyramid

ISO 23592 requires that the organization develops and systematically uses a set of internal and external metrics focused on all elements of the service excellence model and measures the successful achievement of levels three and four of the pyramid.

It is important to note the differences in measures required for customer satisfaction (levels 1 and 2) and those required for customer delight (levels 3 and 4). Customer delight cannot be achieved without the foundations of customer satisfaction. Due to these interdependencies, it is incumbent upon an organization to ensure the selection of the appropriate measures that distinguish between customer satisfaction and delight.

Service excellence — Measuring service excellence performance

1 Scope

This document specifies metrics and methods of measuring service excellence performance.

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*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 23592 and the following 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/>

3.1

benchmark

single value representing an accepted reference value derived either from comparisons among participants or from literature, used for orientation

[SOURCE: ISO 24523:2017, 3.2, modified — Notes to entry removed.]

3.2

measurement

process to determine a value

[SOURCE: ISO 9000:2015, 3.11.4]

3.3

performance measurement system

process of designing, monitoring and controlling the performance of an activity/enterprise using agreed indicators that encourage a business to meet its strategic objectives

[SOURCE: EN 14943:2005, modified — Term revised.]

3.4

service excellence measurement system

performance measurement system for service excellence

3.5

customer loyalty

customer's intention and behaviour to recommend, repeat purchase and cross-product purchase an organization's products or services

3.6

qualitative research

analysis of motivations, patterns of thought, opinion, attitude, assessment or behaviour, via research techniques such as focus groups, depth interviews, discourse content analysis and qualitative [observational research](#)

[SOURCE: ISO 20252:2019, 3.72]

3.7

quantitative research

numerical measurement of observations via research techniques such as questionnaires, opinion polls, surveys and experimental research

[SOURCE: ISO 20252:2019, 3.73]

3.8

performance

measurable result

[SOURCE: ISO 9000:2015, 3.7.8, modified — Notes to entry removed.]

3.9

key performance indicator

parameter, or a value derived from parameters, which provides information about performance

[SOURCE: ISO 24523:2017, 3.13, modified — Term revised and Notes to entry removed.]

3.10

performance indicator system

controlled compilation of key performance indicators which are related to each other either logically or mathematically and which, overall, are aimed at a common, superior objective or benchmarking object

[SOURCE: ISO 24523:2017, 3.15, modified — Definition revised.]

4 Guiding principles

4.1 General

Guiding principles are the ethical, legal and moral obligations related to service excellence measurements involving both customers and staff. They are independent of an organization's goals, strategies and activities, and form a special part of service excellence culture.

4.2 Organizational commitment

Management should use the relevant service excellence metrics to monitor, improve and innovate in all parts of the organization.

4.3 Research and organizational ethics

Customer experience and service excellence research should comply with guidelines provided by national or professional research ethics organizations.

NOTE 1 Examples include the European Union's *Ethics in Social Sciences and Humanities*,^[3] the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*,^[10] the *ICC/ESOMAR International Code on Market, Opinion and Social Research and Data Analytics*^[4] and standards such as ISO 20252.

4.4 Data management and analysis integrity

All service excellence measurements should comply with internal and external audit requirements. There should be systematic, independent and documented processes for obtaining evidence to allow it to be evaluated objectively to determine the extent to which audit criteria are fulfilled.

4.5 Transparency

The organization should ensure that adequate service excellence performance information, e.g. customer delight score, is communicated to customers, personnel and other relevant interested parties, as appropriate.

4.6 Alignment

The service excellence measurement system should be aligned with the service excellence vision, objectives, strategies and operational processes of partners and mutual interests of the stakeholders, see ISO 44001.

4.7 Self-organizing teams

Self-organizing teams can set their own metrics on how they achieve their key results to impact service excellence performance.

4.8 Continuous reflection, evaluation and improvement

The measurement of service excellence should be evaluated continually and improved where possible. The internal evaluation process should ensure that the service excellence measurement system collects the right data and helps achieve the desired outcomes or results.

5 Measurement system for service excellence performance

5.1 General

Service excellence performance can only be measured when the service excellence model has been adapted and implemented within an organization. The requirements for designing, producing and delivering excellent service are continuously changing. Therefore, service excellence activities should be measured on a regular basis to monitor service excellence performance against service excellence objectives. An increasingly used method of establishing and tracking objectives and results is the use of objectives and key results (OKR).^[1] This general approach can be applied as a framework to measuring service excellence performance and provides a flexible method of ensuring required documentation and measurement models are established and implemented.

Upon establishing the service excellence mission statement, objectives and associated performance measurement criteria, team OKR may be derived.

5.2 Framework for measuring service excellence performance

To support the service excellence model, the service excellence measurement system should include:

- the service excellence mission statement;
- performance measurement indicators establishing the extent to which a service excellence mission and core objectives have been achieved, which can be measured in the short, medium and long term;
- a data collection system enabling the establishment of baseline and performance metrics in operational service excellence;