TECHNICAL REPORT

ISO/TR 7179

Service excellence — Practices for achieving service excellence

Excellence de service — Actions permettant d'atteindre l'excellence de service

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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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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

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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Table 1 — Relationship between each element and each organization

Elements and sub-elements of service excellence model			Org A	Org B	Org C	Org D	Org E	Org F	Org G	Org H	Org I	Org J
1	-	Service excellence leadership and strategy										
	1.1	Service excellence vision, mission and strategy										
		a) Service excellence vision	A-1	B-1								
		b) Service excellence mission	A-1	B-1								
		c) Service excellence strategy	A-1	B-1								
	1.2	Leadership and management requirements										
		a) Leadership	A-2								I-1	
		b) Sharing efforts, defined responsibilities and objectives	A-2									
		c) Employee empowerment and engagement									I-1	
2	-	Service excellence culture and employee engagement										
	2.1	Service excellence culture										
		a) Defining the service excellence culture	A-3		C-1							
		b) Communicating the service excellence culture	A-3									J-1
		c) Implementing the service excellence culture	A-3		C-1	D-1						J-1
	2.2	Employee engagement										
		a) Recruitment and induction of new employees					E-1					
		b) Continuous learning and development of employees					E-1					
		c) Feedback of customers at an employee or team level				D-2						
		d) Evaluation and assessment of employees				D-2						
		e) Recognition or acknowledgement system				D-2					I-2	
		f) Employee feedback mechanism									I-2	
3	-	Creating outstanding customer experiences										
	3.1	Understanding customer needs, expectations and desires										
		a) Scope and depth of listening to customers									I-3	J-2
		b) Organization of data acquisition and use						F-1				J-2
		c) Adapting to customer needs, expectations and desires			C-2			F-1				J-2

Note: The notation such as A-1 refers to index of the subset of corresponding organizations' practices. Each subset is described in Clause 5 to Clause 8.

Table 1 *(continued)*

Elements and sub-elements of service excellence model			Org A	Org B	Org C	Org D	Org E	Org F	Org G	Org H	Org I	Org J
	3.2	Designing and renewing outstanding customer experiences										
		a) Designing and documenting the customer experience						F-2				
		b) Setting organizational service standards and delivering the service promise			C-3			F-2				
		c) Deployment of the customer experience concept throughout the organization										
		d) Service recovery excellence			C-3						I-4	
	3.3	Service innovation management										
		a) Innovation culture			C-4				G-1	H-1		J-3
		b) Structured innovation process			C-4					H-1		J-3
4	-	Operational service excellence										
	4.1	Managing customer-experience-related efficient and effective processes and organizational structure										
		a) Managing customer-experience-related processes							G-2			
		b) Deploying customer-experience-related technologies and techniques		B-2								
		c) Management of organizational structures and partnerships		B-2					G-2			
	4.2	Monitoring service excellence activities and results										
		a) Causal relationships	A-4							H-2		
		b) Use of performance indicators	A-4									
		c) Use of measurement tools		B-3						H-2		
		d) Use of metrics on operational, tactical and strategic levels								H-2		
Note: The notation such as A-1 refers to index of the subset of corresponding organizations' practices. Each subset is described in Clause 5 to Clause 8.												

4.2 Overview of selected organizations

Overview of selected organizations and their services are shown in Table 2. Table 2 includes both business to business (BtoB) and business to customer (BtoC) services.

Table 2 — Overview of organizations and services

Org No.	Business	National	Overview
A	Credit services (BtoB and BtoC)	Germany	Org A has been part of the cooperative financial network since 2003 and is the expert for consumer finance within the group of cooperative banks in Germany. Org A's instalment loan service is fast, convenient, and simple. Org A wants to make the loan process as easy and relaxed as possible, without unnecessary hurdles. The second product is the simplest instalment purchase in Germany and is uniformly designed for e-commerce, point of sale (PoS), and direct sales.
B	Airport service (BtoC)	China	Org B's airport was officially opened in 2019. Adhering to the "People's Aviation Serving for the People" culture, the airport actively creates a safe, smooth, convenient, efficient, intimate, and pleasant service experience, intending to achieve "departure and arrival with happiness". Regarding its services, Org B wants to become the most popular international aviation hub in the world, and provides safe, collaborative, and efficient services. Meanwhile, Org B integrates the requirement of service excellence into its corporate strategy and culture and continues to implement it. It builds a humanistic airport construction model covering concept, product, and management systems. Org B also completes the 2025 service strategy with a "foundation", "improvement", and "excellence". Align with annual service targets transformed from the service strategy, the targets of departmental services and performance evaluation have been established year by year. These actions guaranteed the airport's excellent services, corporate development direction, and brand formation. Org B focuses on passenger experience and launches a series of excellent service products regarding four aspects. 1) The excellent travel experience: Org B improves its travel service quality by integrating multimodal transportation, simplified transfer procedures, full-process paperless travel, improved baggage tracking services, one-stop contactless passenger service platform, and simplified passenger security inspection services. 2) The excellent shopping experience: Org B improves the passengers' shopping experience with the collaboration of plenty partners signed. Together with its partners, cultural and creative products are developed. 3) The excellent culture: The airport strengthens its cultural and emotional connection with passengers. 4) The excellent passenger care services: The airport provides customized services and improves airport barrier-free construction and humanistic care.

Table 2 *(continued)*

Org No.	Business	National	Overview
C	E-com-merce service (BtoC)	China	Org C deploys a mobile application for e-commerce. This application is designed for young people who are fashion conscious, like to buy fashion shoes, clothes, accessories, and other items online, and are keen to share with the Internet community. Relying on the strict product selection and quality standards, excellent service design, professional identification of product authenticity, and prompt standardized delivery, Org C has grown into the world's leading trendy e-commerce company.
			The mission of this organization is to meet young people's aspirations for a better life. Its vision is to become the most trusted trendy online shopping community in the world. Its core strategy consists of four parts. The first is the selection of trendy products. According to the mission, company selects trendy products that meet the needs of young people. The second is customer experience. Provide users with an outstanding service experience and set the benchmark for the excellent service. The third is innovation promotion. Continue to strengthen the construction of the company's digitalization and standardization system to create leading technical specifications for China and even the world. The fourth is cultural guidance. Help customers to build cultural confidence and cultivate international trendy brands.
			With years of accumulation and precipitation in the field of sports shoes, clothing and fashion equipment, the company embeds "quality inspection" and "authenticity identification" when selling goods to ensure good customer experience. Org C has created the SQC (Supplier Quality Customer) quality management system and realize the shopping process of "authenticated before shipped". The company has also created a 24-hour online authentication service for all customers (including non-platform buyers) in a variety of categories. Org C launched an online communication community, welcoming users to introduce the latest fashion goods, the guides on fashion goods, and the stories behind them.
			With the unique SQC quality management system, Org C is committed to operation of excellent service.
D	ICT-based care support solution service (BtoB)	Japan	To address the recent social problem in Japan of a shortage of care workers, Org D developed and operates care support solutions that improve workflows of nursing care facilities. This solution uses an NIR camera and sensors that detect minute movements to recognize residents' behaviour. Those detection instruments send notifications and footage to the smartphones of care staff. This improves work efficiency significantly, such as allowing care staff to assess the situation before making decisions on how to respond. They can also share information with other staff in real time. Org D's employees with specialized skills in ICT care continue to support each customer until the operation using the ICT system is fully established at the nursing care facility.
			As an electronic manufacturing company, Org D is working to transform itself into a "digital company with insight into implicit challenges" that actively incorporates cutting-edge technologies and digital input/output technologies that the organization specialized in for social value creation.
			Org D's executive management has demonstrated strong leadership in building an organizational culture by regularly and actively communicating top management's views to the organization. Through the penetration of the organization's philosophy and exhaustive efforts to incorporate it into systems, they have established customer-oriented structures in which customer information, including value consensus, can be shared in real time, and individual departments can take actions that focus on customers.
			With the aim of solving social issues, the company is making efforts to implement those solutions in the community, with executive management playing a central role in various initiatives, such as engaging the government for reforms of the insurance system through communication with various organizations (care facilities for elderly people, community leaders, etc.).

Table 2 *(continued)*

Org No.	Business	National	Overview
E	Technical service (BtoB)	Germany and Switzerland	Org E was founded in 2017. Org E is a global and vendor-independent service company offering complete managed service solutions and consulting services for life science, diagnostics, and medical devices. It addresses the emerging trend and needs of outsourcing technical services. Org E's leadership team is comprised of industry experts who have served global corporations, regional and local companies, and government agencies with consulting, learning, business process, and outsourcing services for long years.
			Important to Org E's business model is to think outside the box for individual customers, to tailor service solutions, and to meet the fundamental needs of any business - whether the customer wants to expand its reach and coverage, add to its service offerings, provide dedicated or shared technical support, or serve customers anywhere and on any device. Org E enables customers to deliver cost-effective service with the highest quality standards. From there, Org E focuses on implementing a cost-efficient service excellence strategy. As a strategic and long-term partner, Org E supports the fundamental employee, customer, and partner relationships that drive customers' business. This requires the deployment of service specialists who see themselves as problem-solvers rather than mere fitters. With the perfect blend of technical and social-communication skills, Org E specialists handle the most difficult situations, complicated issues, and hectic days with a smile to ensure their company's reputation for delivering superior quality.
			Org E currently employs more than 70 people worldwide. From the very beginning, one of the central focuses of Org E has been the implementation of service excellence. This is explicitly expressed within the corporate strategy in both the vision and the mission. Accordingly, the company's mission is to redefine service excellence with best-in-class services. It is essential to instill this self-image in the employees and to enthuse them for service excellence, which can be done exceptionally well during the onboarding phase.
F	Gas station with specialized services regarding mobility (BtoC)	Japan	With the gas station business at its core, Org F has adopted a divisional structure for other specialized car care services, in which individual outlets operate as service stations consisting of fuel sales plus only one other business (e.g., vehicle maintenance division (mandatory inspections and regular servicing); coatings and car wash division, and car rentals division).
			While customers' image of gas stations is that they can handle anything to do with cars, many customers think that it would be better to rely on specialists for certain services such as vehicle maintenance and coatings. With this analysis as its starting point, Org F takes the approach of "Open and Aboveboard" found in its corporate philosophy and provides division-based specialized services that go beyond customers' expectations, to eliminate mediocre services that would result in a disappointing customer experience.
			Org F's strong point is its thorough customer-centred approach, in which it strives to break away completely from the self-centred approach that is peculiar to this industry by eliminating touchpoints and environments that are designed for high-pressure selling (e.g., displaying leaflets in the customer waiting room). Based on a "three-point thinking" approach, in which customers and employees talk about cars, Org F has established a collaborative structure in which service providers and customers team up to discuss and resolve customers' problems, challenges, and wishes. Services designed by the team are delivered to customers at the promised time. As a result, repeat customer rates continue to increase. Org F's employees are highly qualified and engaged, which makes working together with customers possible. Employee turnover rate is 9,5 %, and in the past five years or more, only one or two employees of more than ten years' service have left the company each year.