

SVENSK STANDARD

SS-ISO 23592:2021

Service excellence – Principer och modell (ISO 23592:2021, IDT)

Service excellence – Principles and model (ISO 23592:2021, IDT)



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Den internationella standarden ISO 23592:2021 gäller som svensk standard. Detta dokument innehåller den officiella engelska versionen av ISO 23592:2021.

The International Standard ISO 23592:2021 has the status of a Swedish Standard. This document contains the official English version of ISO 23592:2021.

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I dessa anvisningar behandlas huvudprinciperna för hur regler och yttre begränsningar anges i standardiseringsprodukter.

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Ett krav är ett uttryck i ett dokumentets innehåll som anger objektivet verifierbara kriterier som ska uppfyllas och från vilka ingen avvikelse tillåts om efterlevnad av dokumentet ska kunna åberopas. Krav uttrycks med hjälpverbet ska (eller ska inte för förbud).

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En rekommendation är ett uttryck i ett dokumentets innehåll som anger en valmöjlighet eller ett tillvägagångssätt som bedöms vara särskilt lämpligt utan att nödvändigtvis nämna eller utesluta andra. Rekommendationer uttrycks med hjälpverbet bör (eller bör inte för avrådanden).

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Förklaring

En förklaring är ett uttryck i ett dokumentets innehåll som förmedlar information. En förklaring kan uttrycka tillåtelse, möjlighet eller förmåga. Tillåtelse uttrycks med hjälpverbet får (eller motsatsen behöver inte). Möjlighet och förmåga uttrycks med hjälpverbet kan (eller motsatsen kan inte).

READING INSTRUCTIONS FOR STANDARDS

These instructions cover the main principles for the use of provisions and external constraints in standardization deliverables.

Requirement

A requirement is an expression, in the content of a document, that conveys objectively verifiable criteria to be fulfilled, and from which no deviation is permitted if conformance with the document is to be claimed. Requirements are expressed by the auxiliary shall (or shall not for prohibition).

Recommendation

A recommendation is an expression, in the content of a document, that conveys a suggested possible choice or course of action deemed to be particularly suitable, without necessarily mentioning or excluding others. Recommendations are expressed by the auxiliary should (or should not for dissuasion).

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An instruction is expressed in the imperative mood and is used in order to convey an action to be performed. It can be subordinated to another provision, such as a requirement or a recommendation. It can also be used independently and is then to be regarded as a requirement.

Statement

A statement is an expression, in the content of a document, that conveys information. A statement can express permission, possibility or capability. Permission is expressed by the auxiliary may (its opposite being need not). Possibility and capability are expressed by the auxiliary can (its opposite being cannot).

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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).

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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.

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](#)). Levels 1 and 2 are about meeting the expectations of customers and fulfilling the promises. They lead to customer satisfaction. The core service proposition (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 International Standards such as ISO 9001, ISO 10002 and ISO/IEC 20000-1. This document deals with the upper levels:

- 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).

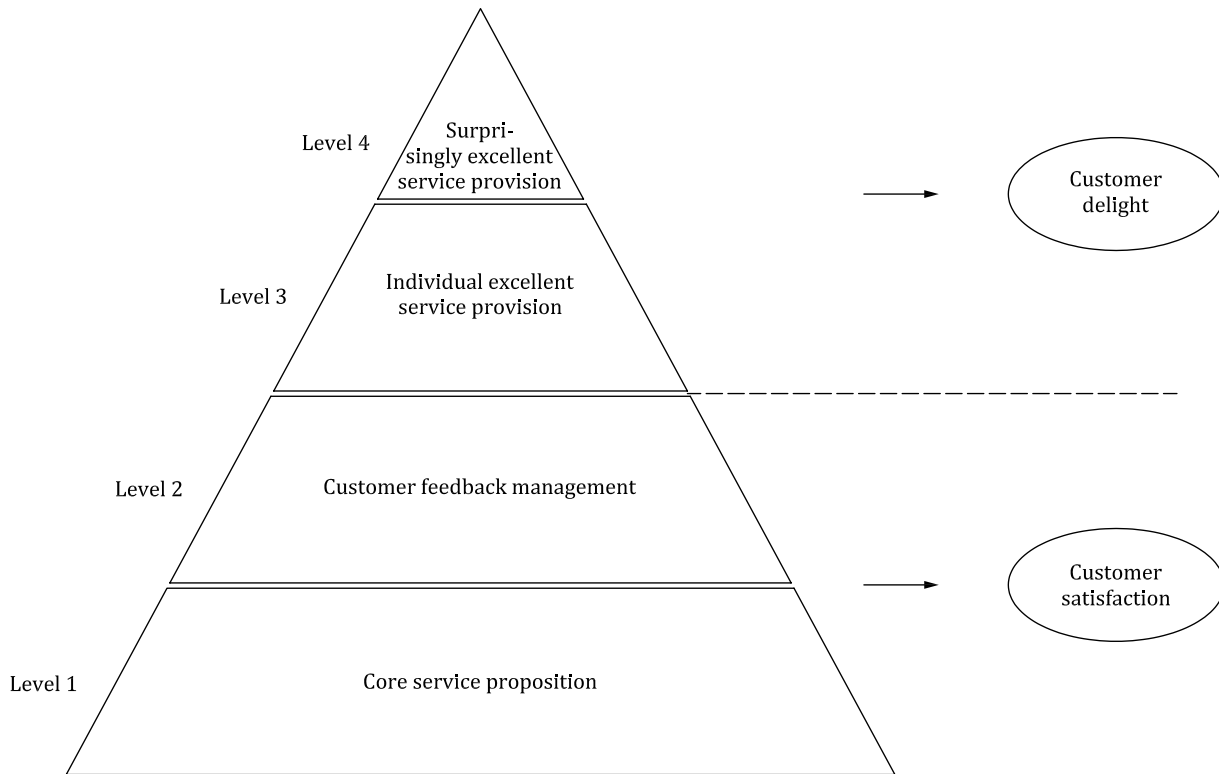


Figure 1 — Service excellence pyramid

This document defines the essential terms, describes relevant principles and builds up a model of service excellence. It delivers an all-embracing framework for further documents to deal with essential elements of the service excellence model in more detail:

- ISO/TS 24082¹⁾ offers principles, 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 [7.3](#) of this document.
- ISO/TS 23686²⁾ provides an appropriate set of internal and external metrics and methods that can be used to measure service excellence performance, 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 [7.4](#) of this document.

1) Under preparation. Stage at the time of publication: ISO/PRF TS 24082:2021.

2) Under preparation. Stage at the time of publication: ISO/WD TS 23686:2021.

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

service excellence

capabilities of an organization to consistently deliver excellent services

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

3.2

excellent service

output of an organization with a 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 a high level of service provision are individual excellent service provision (Level 3) and surprisingly excellent service provision (Level 4) in the service excellence pyramid.

3.3

co-creation

active involvement of stakeholders in service design, delivery and innovation

3.4

customer

person or organization that can or does receive a product or a service that is 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, modified]

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3.5 customer delight

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

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

3.6 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.

3.7 outstanding customer experience

significantly better than usual customer experience

3.8 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.

3.9 satisfaction

perception of the degree to which expectations have been fulfilled

[SOURCE: ISO 9000:2015, 3.9.2, modified]

3.10 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, modified]

3.11 service provision

delivery and management of a service

[SOURCE: ISO 41011:2017, 3.1.2, modified]

3.12 service excellence vision

future aspiration of an organization for achieving service excellence

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

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.

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 touchpoints in customer journeys. Services should be continuously and consistently improved, in co-creation with the customer and all other stakeholders.

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

This cause-effect chain is shown in [Figure 2](#).

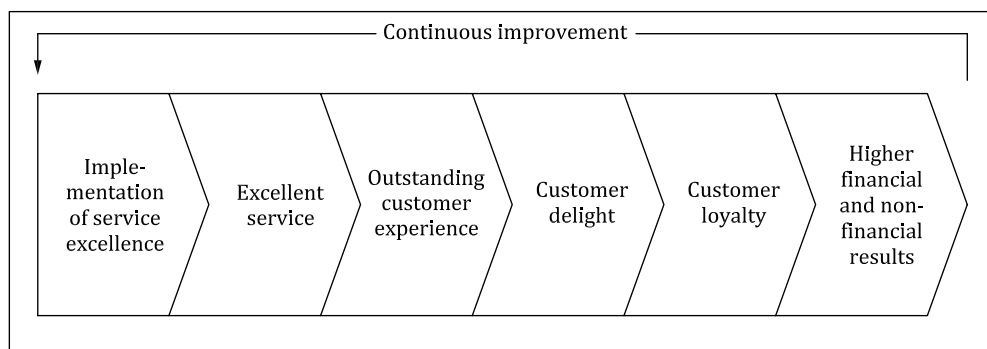


Figure 2 — Service excellence effect chain

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, through 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;
- help with managing networks with subcontractors;
- a boost to company efficiency;