

ISO/TR 7179:2023-10 (E)

Service excellence - Practices for achieving service excellence

| 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
- 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 excellence37**