PD CEN/TS 16880:2015

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Service excellence — Creating outstanding customer experiences through service excellence

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National foreword

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The UK participation in its preparation was entrusted to Technical Committee SVS/0, Customer service - Fundamental principles.

A list of organizations represented on this committee can be obtained on request to its secretary.

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English Version

Service excellence - Creating outstanding customer experiences through service excellence

Excellence de service - Exigences et lignes directrices pour l'excellence de service en vue de créer l'enchantement du client

Service Excellence - Schaffung von herausragenden Kundenerlebnissen durch Service Excellence

This Technical Specification (CEN/TS) was approved by CEN on 7 October 2015 for provisional application.

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European foreword

This document (CEN/TS 16880:2015) has been prepared by Technical Committee CEN/TC 420 “Project Committee - Service Excellence Systems”, the secretariat of which is held by DIN.

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Introduction

The competitive world in which customer expectations and behaviour evolve has changed. Today, globalization, new technologies, education, information, transparency and the increased choice of products and services allow customers more freedom of choice. Every purchase and customer contact is a moment of truth. Existing and prospective customers are influenced by the opinions of other customers, for example by their reviews on the internet. These reviews can have a disproportionate impact on an organization's reputation and its success or failure.

Organizations often say 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 who know and do this will flourish. It is no longer enough for organizations to deliver the basic services and products expected by customers. To be successful and to stay ahead of competitors, it is essential to delight customers by providing outstanding experiences. This is the objective of service excellence.

This Technical Specification 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). These are described in standards such as EN ISO 9001 and ISO 10002. This document deals with the upper levels which are:

— individual service (Level 3);

— surprising service (Level 4).

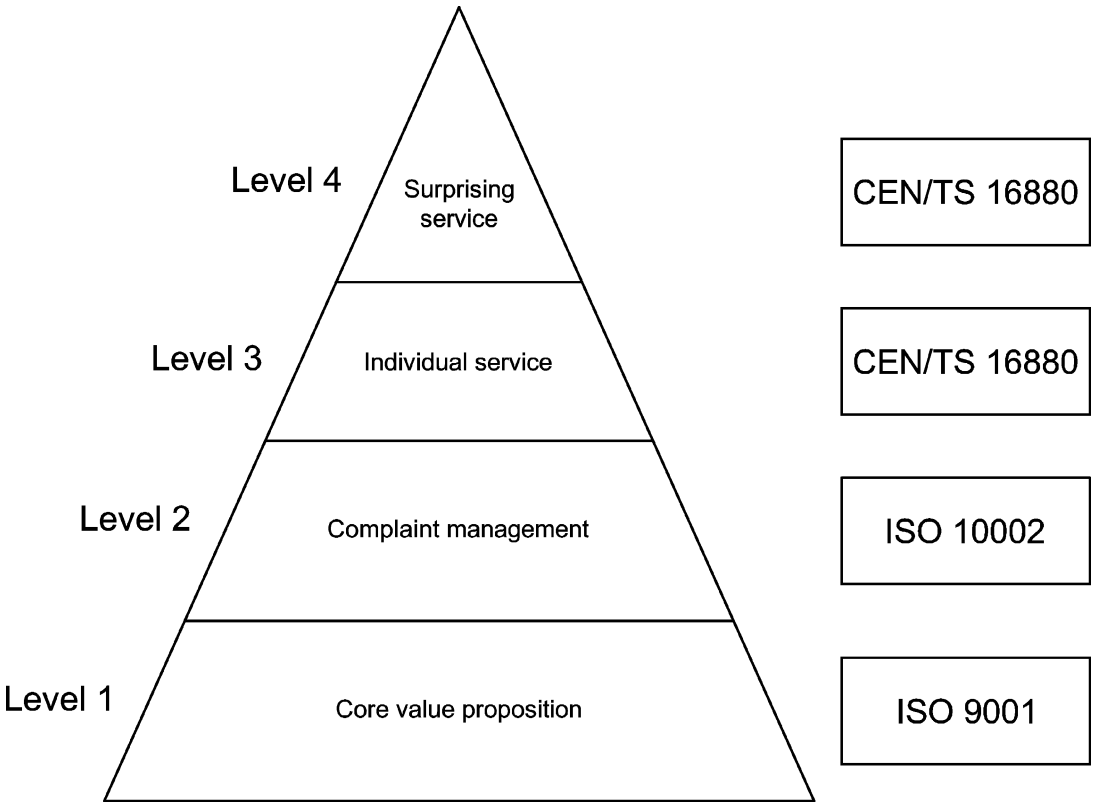

Figure 1 — Service excellence pyramid[1)]

1) Adapted from DIN SPEC 77224.

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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 service (Level 3) is perceived by customers as warm, genuine, personalized and tailor-made. The customer experiences an emotional reaction by feeling valued.

Surprising service (Level 4) 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.

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1 Scope

This Technical Specification sets out guidance for the implementation of service excellence in order to create outstanding customer experiences, exceed customer expectations and achieve customer delight. It does not focus on the provision of basic customer service which organizations should already have in place.

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

2 Normative references

None.

3 Terms and definitions

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

3.1
co-creation
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. The output of each internal process is the input for the next process. The next process is the internal customer of the preceding process.

3.3
customer delight
emotions of pleasure and surprise experienced by the customer derived from either an intense feeling of being valued or by expectations being exceeded

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 or services.

3.5
customer journey
complete sum of experiences of a customer when engaging with an organization, its products or services

3.6
employee engagement
extent to which employees feel enthusiastic about their job, are committed to the organization and put discretionary effort into their work

Note 1 to entry: Engaged employees are motivated to go the extra mile for customers and the organization.

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3.7
satisfaction
perception of the degree to which expectations have been fulfilled

3.8
service
action of an organization to meet a demand or need

3.9
service excellence
capabilities of an organization to consistently deliver outstanding customer experiences

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

3.10
service excellence mission
general expression of what an organization is committed to do to achieve the service excellence vision

3.11
service excellence strategy
translation of the service excellence vision and mission into solid principles, objectives and actions in order to realize the envisaged goals

3.12
service excellence vision
future aspiration of an organization that explains its existence and how it focuses on achieving service excellence

4 Relevance and benefits of service excellence

Some of the greatest challenges today are the growing demands, needs and expectations of customers and their reducing 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 a structured approach that enables the providing of outstanding customer experiences by individual and surprising service resulting in delighted customers. Consequently, service excellence leads to customer loyalty and improves business success. This cause and effect chain is shown in Figure 2.

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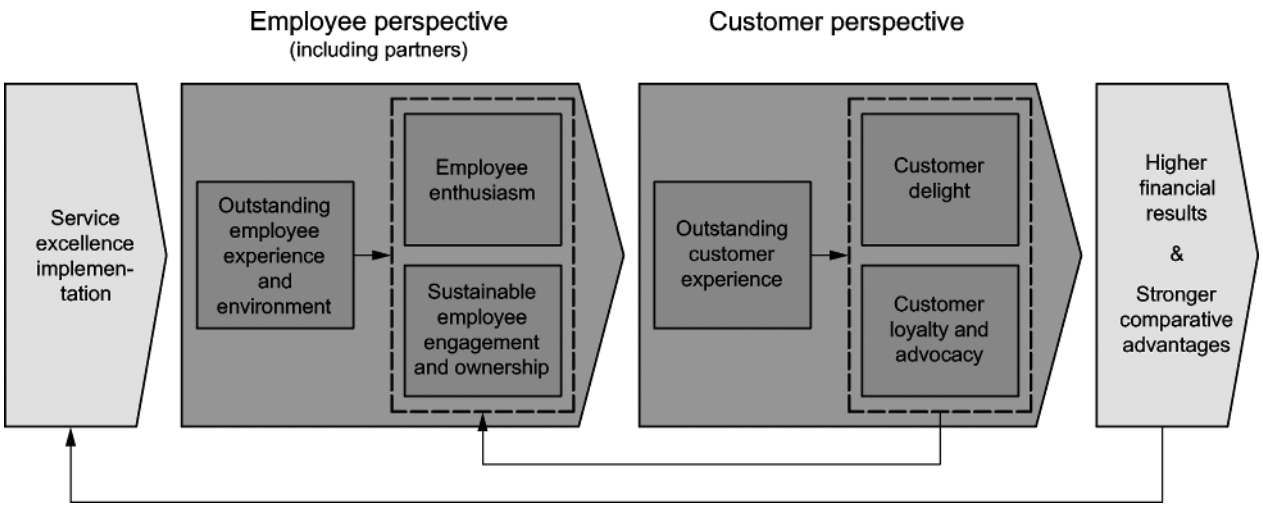

Figure 2 — Service excellence effect chain

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 growth of service excellence reputation;

— establishment and strengthening of long-term customer relationships (leading to a greater propensity to remain, repurchase and recommend);

— 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 image (leading to improved recruitment opportunities, higher levels of staff engagement and improved employee retention);

— improved customer co-operation and engagement.

5 Principles of service excellence

The seven principles of service excellence are:

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.

b) Customer intimacy

The organization should strive for a superior level of individual personalization and be focused on the customer needs throughout. 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.

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d) Balanced attention to customers, employees and partners

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

e) Integrated approach in order to deliver outstanding customer experiences

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 both staff and customers.

g) Create value for stakeholders

Delivering 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 nine elements which lead to outstanding customer experiences and delight.

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