
Service excellence — Practices for achieving service excellence

Excellence de service — Actions permettant d'atteindre 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 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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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

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](#).

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	-											
	4.1	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			
<p>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.</p>												

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	<p>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".</p> <p>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.</p> <p>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.</p>

Table 2 (continued)

Org No.	Business	National	Overview
C	E-commerce service (BtoC)	China	<p>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.</p> <p>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.</p> <p>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.</p> <p>With the unique SQC quality management system, Org C is committed to operation of excellent service.</p>
D	ICT-based care support solution service (BtoB)	Japan	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.).</p>

Table 2 (continued)

Org No.	Business	National	Overview
E	Technical service (BtoB)	Germany and Switzerland	<p>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.</p> <p>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.</p> <p>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.</p>
F	Gas station with specialized services regarding mobility (BtoC)	Japan	<p>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).</p> <p>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.</p> <p>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.</p>

Table 2 (continued)

Org No.	Business	National	Overview
G	Parcel delivery (BtoC)	Japan	<p>Org G is one of leading logistics companies in Japan and transports over a billion domestic parcels per year. With the help of Org G's service, customers can send parcels, merchandise (even cold-chain items) as well as bulky goods and luggage to nearly any address in Japan, including hotels and airports.</p> <p>Org G started offering a specialized parcel delivery service for e-commerce market. Its basic transportation function is the same as that of conventional parcel service, but more real-time oriented. By using inter-communication via digital data, the recipient can change the time period, the place, and the way they receive deliveries until just before the delivery personnel (i.e. driver) arrives (e.g. via mobile app).</p> <p>Establishing an e-commerce ecosystem is one of the pillars of Org G's mid-term strategy. The new service contributes to this as the "last one mile" of EC ecosystem. Providing customer experience in the last one mile will lead to increased value not only for the organization but also for the customers of e-commerce players (parcel senders).</p>
H	Facility services (BtoB)	Germany	<p>With around 30 000 employees, the company is one of the largest employers in the German facility services market. The facility management industry has an enormous economic significance in Germany that is still underestimated. With around 135 billion euros in gross value added (GVA), facility management is one of Germany's top six economic sectors, ranking just behind the automotive industry and even ahead of mechanical engineering.</p> <p>The core business of Org H is technical and infrastructural services for commercial, infrastructure and residential properties and health and social care facilities. The portfolio is divided into the areas: Facility Management, Building Services, Cleaning, Security and Service, Catering, Gardening and Landscape Maintenance, and Consulting and Management.</p> <p>Since their foundation in the mid-1960s, the various group companies offered all infrastructural and technical services for buildings, albeit separately. Increasingly, there was a desire on the part of customers for more integrated and bundled services. In 1993, all individual companies in the group were brought together under the umbrella of Org H; in 1996, the facility management division was launched. Over the years, Org H has developed into one of the leading multi-service providers in Germany, divided into three independent business units: Aviation Service, Facility Service and Industrial Service.</p>
I	Document management services (BtoB)	SEE (Southern and Eastern Europe)	<p>Organisation I is the global leader for storage and information management services. Trusted by more than 225,000 organisations around the world, and with a real estate network of more than 85 million square feet across more than 1,400 facilities in over 50 countries, Org I stores and protects billions of valued assets, including critical business information, highly sensitive data, and cultural and historical artefacts. Providing solutions that include digital transformation, secure storage, secure destruction, Org I helps customers lower cost and risk, comply with regulations, recover from disaster, and enable a more digital way of working.</p>

Table 2 (continued)

Org No.	Business	National	Overview
J	Hotel service (BtoC)	Barbados	<p>Organization J is a family run hotel offering rooms, suites, villas and restaurant services to its wide range of international customers. The customer demographics are varied consisting of families, couples, corporate travelers and individuals.</p> <p>Org J's vision is to be the best hotel in the industry. The organization has shared its mission for delivering personalized service with its staff and its customers through its online advertising portals. Org J boasts one of the highest ratings among the local hotels. It has achieved a "2022 Traveller's Choice" award and a 5-star rating on the popular travel community site used by millions of travellers for gaining over 1 700 excellent reviews. It has also been highly rated on various other booking sites. Org J is also a favourite with customers due to the competence and friendly service of its staff. In order to maintain and improve its ratings and achieve its vision of offering the best hotel services in the industry, Org J offers its customers exceptional personalized services, a wide variety of property amenities, breath taking ocean views, and well-maintained facilities and gardens.</p> <p>Visitors can take advantage of pre-arrival services, airport pick-ups, round-trip transfers, concierge services, enjoy poolside dining experiences, choose from a selection of four pools, access spa and salon services, on-site gym access, a wide range of holiday activities, and delicious meals available at its restaurant and café. Org J offers its customers the opportunity to select their desired hotel services and amenities and works towards delivering a highly personalized and exceptional customer experience.</p>

5 Practices of service excellence leadership and strategy

5.1 General

ISO 23592:2021, 7.1 specifies requirements and recommendations for vision, mission and strategy for service excellence. This clause presents practices from three organizations (A, B, I) on communication methods for vision and mission of service excellence and the process of strategy development.

5.2 Service excellence vision, mission and strategy

5.2.1 Customer centricity aspect in vision and mission

Org A has a practice that relates to ISO 23592:2021, 7.1.1 (see [Table 3](#)).

This practice describes their vision, mission, and its concept of service excellence. It shows how their vision and mission align with their strategy at various levels by applying their customer-oriented and customer-centric approach.

Table 3 — Org A's practice regarding service excellence vision, mission and strategy (A-1)

Customer centricity aspect in vision and mission	
Customer centricity aspect in vision and mission	<p>Service excellence is seen and lived as an integral part of the overall strategy.</p> <p>However, a customer-centric attitude that manifests in the culture does not emerge overnight. Nor is it sufficient to campaign with customer orientation and merely aim for it in the short and medium-term. Org A's sustainable customer-centric performance mainly depends on whether this attitude is reflected throughout the entire company - from the vision and mission to the business strategy to the management logic.</p> <p>Together with its values (see 6.2.1), which represent the basic paradigm of their daily actions, their vision and mission form the guardrail of their strategic orientation.</p> <p>— The vision: "Our extensive liquidity management contributes to a carefree life for our customers."</p> <p>— The mission: "With cutting-edge technology and an outstanding team we delight our customers and contribute to the profitable growth of the Cooperative Financial Network."</p> <p>The quality policy of Org A is derived from the vision and mission, which describes the framework of its quality aspirations (e.g., understanding customer needs, compliance with service standards, and the highest possible processing quality contribute to a carefree life for their customers).</p> <p>At Org A, the customer is the core of the vision. It describes the common image of the desired future. Ambitious but also realistic, it provides internal orientation as a clearly formulated goal and acts as a guideline for action - "to contribute to the carefree lives of our customers." Complementing the vision, the mission shows what Org A stands for and answers the question, "What would the world be missing if our company did not exist?". It says, "With future-proof technology and an outstanding team, we delight our customers ...".</p> <p>By simultaneously anchoring it in the strategy through to operationalization, the service concept is also considered in functions that do not have direct customer contact. This process has been ongoing for many years, consistently integrating a relentless focus on customers - from product development, consulting and sales activities to after-sales services. Moreover, it is a process that need to be taken seriously and practiced at all company levels. Consequently, it is an essential part of the management philosophy - only in this way does it transfer into the culture of a company and become part of its DNA.</p>

5.2.2 Humanistic care and strategy for service ecosystem

Org B has practices that relate to ISO 23592:2021, 7.1.1 a), b) and c) (see Table 4).

This practice focuses on human centric vision and mission such as "departure and arrivals with happiness" for passengers. In addition, the practice describes examples of methods and policies to achieve their vision and mission as strategies for forming a service ecosystem. Therefore, humanistic care and strategy for service ecosystem of Org B are actual and concrete expressions of a service excellence vision and mission.

Table 4 — Org B's practices regarding service excellence vision, mission and strategy (B-1)

Humanistic care and strategy for service ecosystem	
Service excellence vision - humanistic care	<p>With the development of China's modern society, the idea of "serving the people" has become the central guiding ideology of the country's service industries. Therefore, Org B wants to become a humanistic airport serving the people, and its vision is an interpretation of the humanistic spirit in Chinese traditional culture. Org B formulates a "six-point scheme" towards customer service experience based on the service excellence vision. The scheme highlighted the six points of "cherishing human lives, protecting human rights, pursuing human happiness, taking care of human emotions, supporting human development, and cherishing human creations." Their service excellence vision with humanistic care takes care of customers with differentiated needs for pursuing a qualified life, emotional belonging, and self-realization.</p>

Table 4 (continued)

Humanistic care and strategy for service ecosystem	
Service excellence mission - departure and arrival with happiness	Establishing a healthy service ecosystem is an effective way and a powerful guarantee to support the continuous improvement and sustainable development of the construction of humanistic airports. Org B draws on the construction experience of the safety management system (SMS), adheres to the service management concept of “customer-centric” and “doing things right at the first time”, builds a customer service management system (CSMS), and strives to achieve a benign service ecosystem cycle. Org B aims to continuously enhance passengers’ satisfaction and sense of gain in airport services, to achieve the service excellence mission of “love others as yourself, love yourself and others” regarding employees and “departure and arrival with happiness” regarding passengers.
Service excellence strategy	In the operation of the entire service ecosystem, Org B designs and implements an excellent quality management system and a service product system that accurately matches customers’ needs through a multi-channel, multi-dimensional, and multi-perspective collection and a scientific, refined, and intelligent analysis and management. Through the refinement, cultivation, and guidance of service culture, an active workforce, and a service platform across organizational boundaries, Org B achieves strategically the service excellence mission. Through the continuous cyclical upgrading of this closed-loop service system, a virtuous cycle and dynamic improvement service ecosystem will be gradually formed. The corporation strategy, mission and vision from meeting the needs of passengers to exceeding the expectations of passengers will be gradually realized (see Figure 1).

Service Strategic Goal

— Development Orientation

Continual Innovation

— Way of Thinking

People-oriented

— Idea Pillar

Symbiotic Organization Platform

— Organizational Assurance

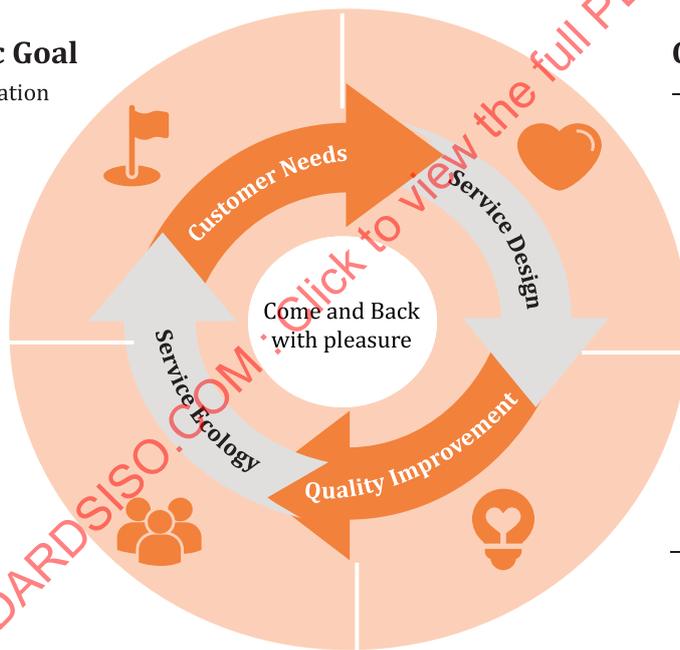


Figure 1 — Continuous cycle of Service Excellence Strategy in Org B

5.3 Service excellence leadership and management requirement

5.3.1 Management responsibility

Org A has a practice that relates to ISO 23592:2021, 7.1.2 b) (see [Table 5](#)).

This practice describes the use of performance indicators and external audits related to service excellence as a management responsibility. They are reflected in the daily actions of the manager and align to the organization’s vision, mission and strategy (see [5.2.1](#)).

These practices show how the organization performs the following:

- establishes and communicates targets;
- communicates with stakeholders;
- develops service excellence governance.

Table 5 — Org A's practice regarding service excellence leadership and management requirement (A-2)

Management responsibility	
Management responsibility	<p>Top management is actively responsible for service excellence. This is demonstrated by actions, e.g., by participating in the standards committee and developing the idea of excellence in the form of a new customer-centric form of collaboration.</p> <p>The will to achieve service excellence must be reflected not only in a company's way of thinking but above all in its daily actions. Thus, it becomes a management process that requires targets, measurement, and continuous feedback and improvement process. In addition to key figures such as the Net Promoter Score, external audits such as service excellence certification following DIN SPEC 77224 or, in the future, ISO 23592 are helpful instruments. The neutral evaluation and assessment of the current situation provides the company with impetus and enables it to repeatedly challenge its thinking and actions, put processes to the test and change them in the interests of its customers.</p> <p>In addition, the importance of service excellence is highlighted by the "1st choice" indicator as part of the bank's overall key performance indicators, thus expressing the highest possible level of customer satisfaction.</p>

5.3.2 Manager's processes and roles

Org I has practices that relate to ISO 23592:2021, 7.1.2 a) and c) (see [Table 6](#)).

This practice describes the use of specific processes, which enable the relevant managers to realize service excellence. The quarterly reward system in the second topic of [Table 6](#) provides an opportunity where employees are motivated to do their best towards achieving customer delight.

Table 6 — Org I’s practices regarding service excellence leadership and management requirement (I-1)

Manager’s processes and roles	
Manager’s processes and roles to accomplish leadership	<p>Service excellence leadership is mainly accomplished through a 360 degree view and transparency using the following processes:</p> <ul style="list-style-type: none"> — Wiring between commercial (account managers), customer service and operations departments — Weekly huddle meetings for operations and commercial departments focusing on deliverables, customer feedback and scope fulfilment — Monthly Sales and Operations Planning (SOP) meetings (e.g., evaluating performance, analysing customer complaints and positive or negative feedback, operational planning and capacity for pipeline management) <p>Essentially the end result is that relevant managers:</p> <ul style="list-style-type: none"> — Be enablers for a culture of quality — Build proper communication with clients — Set realistic expectations for deliverables — Add value through the services provided — Share updates and keep employees informed — Perform recurring measurements on satisfaction — Manage own mistakes, fix complaints and manage incidents — Show appreciation and gratitude toward customers — Empower customers on their experience through sharing interconnections
Reward system to satisfy the service excellence mentality and the culture of customer delight	<p>Org I maintains a Quarterly Rewards Systems for outstanding performance on frontline employees (up to supervisor level) with recognition on excelling actions related to customer requirements or management of unforeseen situations. Monetary reward, circulation across regional functions, placement in talent pool etc.</p> <p>The rewards systems focus on both operational performance but also on customer support and go out of their way to satisfy the service excellence mentality and the culture of customer delight. This is not a strict ruled based reward plan but a system of promotion between peers and reporting lines.</p>

6 Practices of service excellence culture and employee engagement

6.1 General

ISO 23592:2021, 7.2 specifies requirements and recommendations for service excellence culture and employee engagement. This clause presents practices in six organizations; A, C, D, E, I, J on specific processes for formulating and communicating corporate culture.

6.2 Service excellence culture

6.2.1 Cultural values and learning journey

Org A has practices that relate to ISO 23592:2021, 7.2.1 a), b) and c) (see [Table 7](#)).

Their corporate culture captures service excellence and meets ISO 23592:2021, 7.2.1 a) because they document the values, attitudes and behaviours of the organization. Managers and employees also have the opportunity to think of how to reflect these through the learning journey, which meets ISO 23592:2021, 7.2.1 b).

The “one contact - the solution” and “100+1” examples in the third topic are examples of how the “carefree” of the vision is linked to activities to create outstanding customer experience through a defined and communicated service excellence culture, which meets ISO 23592:2021, 7.2.1 c).

Table 7 — Org A’s practices regarding service excellence culture (A-3)

Cultural values and learning journey	
Cultural values	<p>“Thinking from the customer’s perspective” is the guiding principle by which Org A aligns itself - across all levels from trainees to the Board of Management.</p> <p>For example, it is also expressed in their values as:</p> <ul style="list-style-type: none"> — “We are compassionate and appreciative. We treat everyone the way we want to be treated.” — “We are a team. Together we achieve more.”
Learning from the best - learning culture and learning journeys	<p>Annual learning journeys for both management and employees have been installed for several years to learn from the best in terms of “how” and to translate or adapt this knowledge for one’s own actions. Companies chosen as examples of best practice are known for outstanding achievements, such as maintaining a culture of service excellence or customer delight. One example is the learning journey at an American online retailer specializing in fashion with a unique corporate culture and, above all, one of the highest Net Promoter Scores in the world. Customers are even helped to purchase goods that the company itself does not carry from other companies. This process leads to WOW moments for their customers, who did not expect this support. Org A, for example, has translated the experience into so-called “WOW cards.” Customer service employees use these to send personalized, handwritten cards as a follow-up to a phone call. Generally, every customer contact has an occasion, such as a name change for wedding or financial challenges due to illness. Seeing the processing incident and - even more important - the person behind it, and showing this through a handwritten personal card in the follow-up to the conversation, surprises many customers and triggers consistently positive reactions.</p>
Translating the philosophy “carefree” into the thinking and actions of customer and partner dialogue services	<p>One concrete example of bringing the customer-centric mindset to life was the customer and partner service center “one contact - the solution” and “100+1”. About four years ago, the employees started to make the vision “carefree” an authentic experience for customers. Several learning journeys preceded this project. These, coupled with the employees’ own customer experiences, formed the starting point. The core questions were, “What do customers really want when they contact Org A? And how can the problem be solved directly at the first contact?”</p> <p>What problem is actually behind the need? Through this customer dialogue, colleagues evaluate with the customer whether this is the best way to solve the problem or whether other options could solve the customer’s problem even better. It is essential to find the most promising solution in the initial contact - following the spirit of “one contact - the solution.”</p> <p>The basis for such a method is that employees have extensive and holistic knowledge about the products and service offerings as well as an overall customer journey. They also have the skills to exploit it, in other words, they are given a greater degree of freedom and are able to act on this. As a result, specifications for the average length of telephone calls and standardized call guidelines, for example, have been abolished.</p>

6.2.2 Cultural values by co-creation and sharing best practices among employees

Org C has practices that relate to ISO 23592:2021, 7.2.1 a) and c) (see [Table 8](#)).

This practice summarizes the process of developing cultural values created through co-creation within the organization that meets ISO 23592:2021, 7.2.1 a). This practice also describes the ways to continuously monitor the status of implementation of those service excellence cultures through a framework that brings together examples of good practices. It also meets ISO 23592:2021, 7.2.1 c) since these practices can be a criteria of benchmarks between different departments.

Table 8 — Org C’s practices regarding service excellence culture (C-1)

Cultural values by co-creation and sharing best practices among employees	
Defining service excellence culture by co-creation	In 2019, after five months of extensive and enthusiastic discussion with 12 versions of summaries and co-creation, Org C formed three unique cultural values, “seek truth”, “step forward” and “change=chance”, which are based on more than 100 keywords and through summary, generalization, and refinement. “Seek truth” requires employees to stay curious, think well, explore and practice constantly, and seek the objective law of the development of things; “step forward” requires employees to be proactive, take responsibility, think more and do more; “change=chance” requires employees to understand and accept change, create change actively, and bring breakthrough results.
Communicating and implementing the service excellence culture through daily work	Org C documents the service excellence culture in a code of conduct and deploying it. Managers regularly share their expectations with employees and demonstrate the behaviours themselves. They continuously monitor the implementation of the service excellence culture by collecting regular feedback from customers and employees. Every quarter Org C uses the SCAN (Situation, Conflict, Action and Note) model, a framework for evaluating and summarizing best practices, to evaluate their cultural values to know if the organization’s practices meet Org C’s standards for excellence. Excellent practices are confirmed by the department leader and then shared to the entire company during quarterly summary meetings. At the end of the year, the company also performs evaluations to identify the yearly excellent practices and publishes this information to stakeholders using roll up banners positioned at the company gate. Employees that demonstrated excellent practical values are rewarded and their behaviours are used as benchmarks for other members of staff to follow. These organizational practices allow all employees to feel the company’s determination to communicate and implement a service excellence culture. They also allow employees demonstrating outstanding practice and behaviours to feel a sense of achievement.

6.2.3 Framework of deeply understanding BtoB service

Org D has practices that relate to ISO 23592:2021, 7.2.1 c) (see [Table 9](#)).

Ingraining and implementation specified in ISO 23592:2021, 7.2.1 c) indicates that “incorporation of service excellence culture among other elements”. In this practice, B to B to P (Professional) for P (Person), BBPP for short, is introduced as a corporate culture, which itself meets the process of defining service excellence culture. The point is that BBPP is not only defined and communicated, but it is also firmly established in the activities such as defined in ISO 23592:2021, 7.3.1 and 7.3.2 in BtoB services, where awareness on individual users tends to be weak. For this reason, this practice meets ISO 23592:2021, 7.2.1 c) and is a good example for readers of ISO 23592.

Table 9 — Org D's practices regarding service excellence culture (D-1)

Framework of deeply understanding BtoB service	
Corporate culture and its implementation to identify outstanding customer experiences in BtoB services	<p>The corporate culture of BBPP, which positions even staff (professionals) working on the frontline as the customers of BtoB services and supports the transformation of their work to make consumers and end users (Person) beyond them happy, has taken root and is penetrating various activities related to the creation of outstanding customer experiences. This is the company's response to the transition of its goal from being the "product category leader" to "value category leader."</p> <p>Org D's ICT-based Care Support Solution services are an initiative that aims to enhance the work efficiency and productivity of care facilities (B), who are the customers of the company. At the same time, they also focus on care facility residents (Person), who are the end users, working to enhance residents' quality of life and the quality of care. This is a distinctive feature of these services. Focusing on the expectations and requests of care facilities (B) and their staff (Professional) who value the facilities' residents (Person), the company identifies the customers' issues, considers possible solutions together with the facilities and staff, and proposes solutions. The company also provides customer-oriented support for the transformation of the customers' own operations when introducing systems to care facilities. As described above, the company is incorporating the organization's common philosophy related to service excellence, such as BBPP and customer-oriented approaches, into the process of designing and delivering services as a natural course of action.</p>
BBPP and chain of service excellence pyramid	<p>The above-mentioned company's approach to service provision based on empathy for customers allows it to enhance and promote Level 3 (Individual excellent service provision) of the service excellence pyramid for direct customers (care facilities and care staff) and end users (care facilities residents). It has also achieved successes at Level 4 (Surprisingly excellent service provision), such as providing customers with new discoveries in operational reforms.</p>

6.2.4 Leadership in implementing service excellence culture

Org J has practices that relate to ISO 23592:2021, 7.2.1 b) and c) (see [Table 10](#)).

This practice introduces leadership and management roles of the director in communicating and implementing the service excellence culture.

Table 10 — Org J's practices regarding service excellence culture (J-1)

Leadership in implementing service excellence culture	
Continuously sharing the director's expectations with employees and demonstrating the behaviours that will be expected from employees	<p>Org J promotes a service excellence culture through its personalized interactions with customers and employees. This facilitates the maintenance of a welcoming and friendly hotel atmosphere and culture. Org J is a family-run organization but also has staff that engage in various functions in the hotel. Subsequently, the director engages members of the leadership team and employees most frequently using personalized individual meetings and discussions and group staff meetings. Employees have daily direct access to the director and key managerial staff. Employees are required to prioritize the customers, ensure that all of their needs are fully satisfied and do everything possible to ensure that requirements and requested services are delivered to customers at the highest standards in a timely manner.</p> <p>The director regularly engages in direct discussions with customers to obtain empirical evidence and first-hand knowledge of the performance of the hotel and its employees. Customers are invited to offer feedback on the available amenities and services, offer suggestions and share any concerns with the director.</p>
Monitoring continuously the implementation of the service excellence culture	<p>The management and employees take special care to ensure that the environs are well kept and maintained. The director regularly walks around the compound and observes what is happening and participates in ensuring that customers' requests are being met if necessary. The director also monitors and evaluates progress on the vision and mission through reviews of customer experience feedback and employee feedback.</p>

6.3 Employee engagement

6.3.1 Blended learning and service excellence academy

Org E has a practice that relates to ISO 23592:2021, 7.2.2, a) and b) (see [Table 11](#)).

This practice introduces practical approaches to address the three barriers in implementing service excellence (lack of knowledge, fear of cost, and lack of time), especially in terms of employee’s mission and engagement. The specific internal educational program (training) offered by the internal “Service Excellence Academy” introduced here is useful for users of ISO 23592, as it meets the provision of a continuous learning program as described in ISO 23592:2021, 7.2.2 b). This approach meets the recommendations of the new employee training program in ISO 23592:2021, 7.2.2 a) for effectively ensuring that managers and staff (particularly new employees) have attitudes and behaviours that will promote the delivery of excellent service.

Table 11 — Org E’s practice regarding employee engagement (E-1)

Blended learning and service excellence academy	
<p>Service business as people business: The use of blended learning to implement service excellence</p>	<p>The sustainable implementation of service excellence often fails due to the following three factors:</p> <ol style="list-style-type: none"> 1. Lack of knowledge: both management and employees need profound knowledge of service excellence and how this concept can be implemented. 2. Fear of too high costs: service excellence is a long-term investment and requires the commitment of resources. 3. Lack of time: establishing service excellence in a company requires time. <p>Accordingly, it was essential to raise the employees, who typically did not know the concept of service excellence when they were hired, to a qualified level of knowledge as quickly as possible. Especially at the beginning of the employment relationship, employees are generally more open to learn and experience new aspects. To live up to employee’s missions of the company and ensure employee engagement the founders created the Service Excellence Academy - initially as an in-house unit.</p> <p>Especially cost and time issues represent serious obstacles for start-up companies. Respectively, the Org E founders found a possible solution in offering an e-learning concept to sensitize employees to the topic of service excellence and to expand their knowledge, independent of time and location. In general, e-learning sessions, especially when integrated into a blended learning concept, fit ideally into today’s digitalization strategy. The proportion of self-organization and the informal learning components are steadily increasing from e-learning to workplace learning. While e-learning is primarily about acquiring knowledge, workplace learning focuses on implementing fundamental tasks (see Figure 2).</p> <p>A typical blended learning approach on service excellence consists of four phases:</p> <ol style="list-style-type: none"> 1. A uniform basic understanding of service excellence is created by the use of e-learning offers. These e-learning offers must be not only informative but also entertaining. 2. An interactive learning test is used as a follow-up to the e-learning sessions to retain what has been learned. 3. The knowledge acquired so far is deepened once again in a workshop in which best-practice case studies are used to understand the content better. This workshop can take place as a purely virtual, hybrid event, or a face-to-face event. 4. The blended learning concept is rounds off by focusing on applying what has been learned in a kind of project training. Here, it is particularly crucial to train the social and interaction skills of the employees to create moments of customer delight and thus also of employee delight. <p>These initial investments by the company have already paid off, as the satisfaction of the service technicians, all other employees, and external customers were very high up to delighted.</p> <p>The positive effects on the customer orientation of the employees and the customer centricity of the entire company are proven by the customer surveys of Org E.</p>

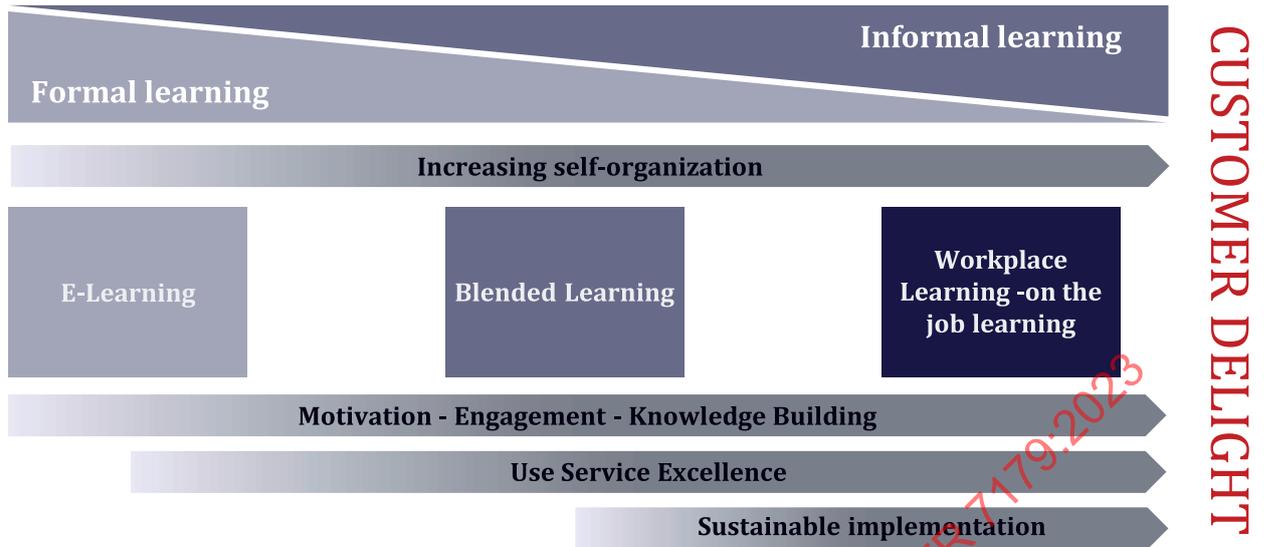


Figure 2 — Blended learning concept on service excellence

6.3.2 Recognition and enhancement of customer centricty

Org D has practices that relate to ISO 23592:2021, 7.2.2 c), d) and e) (see Table 12).

The request and encouragement of external certifications related to customer business is a formal recognition system that enhances customer centricty and strongly encourages outstanding service behaviour, meets ISO 23592:2021, 7.2.2 e). This is also in line with BBPP service excellence culture described in 6.2.3, and is an example of expanding it to employee engagement.

Based on this deep understanding of customer operations, efforts to use customer feedback to share and analyse best practices and factors in field service meet ISO 23592:2021, 7.2.2 c). This not only encourages learning and motivation in different teams, but also leads to evaluation and praise of the attitude of the team toward service, which meets ISO 23592:2021, 7.2.2 d).

Table 12 — Org D’s practices regarding employee engagement (D-2)

Recognition and enhancement of customer centricty	
Evaluation and recognition of the deep understanding of customers and their operations	<p>With the aim of gaining a deeper understanding of customers, Org D encourages its employees to obtain various qualifications, such as private qualifications related to ICT-based nursing home care and completion of training program for beginner care workers (for employees who provide direct support on the front lines) and certified care worker qualifications (national exam, voluntary). In addition, individual divisions are working with a high degree of awareness so they can improve customer services by all relevant employees cooperating and sharing the situation on the front lines and success stories.</p> <p>In particular, by obtaining SMART Care Worker qualifications, all employees in the relevant departments can acquire business knowledge (domain knowledge) and learn what care facilities are thinking when they use ICT. This will make it possible to think from the customer’s perspective and exchange information with customers and within the company, using shared knowledge, with a greater degree of certainty.</p> <p>In short, Org D facilitates employees’ continuous learning, focuses on functions that are directly related customers (e.g., Nursing care services) and makes active use of third-party training and certifications that are also used and recognized by its customers.</p>

Table 12 (continued)

Recognition and enhancement of customer centricity	
System to turn PDCA cycle to enhance employees' engagement based on customer feedback	<p>Org D shares and rolls out across the organization stories of both failure and success and discoveries in field services by multiple teams, and holds events to encourage further ideas. The employees think about what they can do for their customers and work with a consciousness of actively taking on board the best practices of other teams.</p> <p>Since employees have the same qualifications, they can share the finer techniques involved in the success stories of other teams. They can replicate other teams' success stories based on customer feedback, which serves as a mechanism for enhancing employees' engagement.</p>

6.3.3 Mechanisms of increasing employee engagement

Org I has practices that relate to ISO 23592:2021, 7.2.2 e) and f) (see [Table 13](#)).

Org I utilizes a variety of recognition as well as employee feedback mechanisms which are considered key prerequisites in the implementation of service excellence strategy.

Table 13 — Org I's practices regarding employee engagement (I-2)

Mechanisms of increasing employee engagement	
Mechanisms of employee recognition and acknowledgement	<p>Org I engages a multiple of mechanisms to have people recognised for their efforts, including customer focus, engagement and response on specific situations. The following are examples of mechanisms of employee recognition:</p> <ul style="list-style-type: none"> — Talent mapping (annual global activity) — Bonus and merit global cycle which is aligned and practically directly related to the personal performance review rating — Opportunities for internal promotion (many examples internally) — Public recognition of people and achievements on all hand calls, internal media platform, etc. — Chairman's club yearly gathering recognising successful salespeople
Employee feedback mechanism	<p>Org I engages a number of employee feedback mechanisms the most important of which are the following:</p> <ul style="list-style-type: none"> — "I'm listening" global survey to collect all employee anonymous feedback — Ethics line — Local setup feedback/communication mechanisms <p>Through the "I'm Listening Survey" the employee can provide feedback to the management regarding all aspects of the relationship and also identify areas of improvement and specifically at a supervisor line level and departmental/functional management. This is done either through the overall performance review and direct comments which are used as feedback and an action plan and goals and objectives are built based on this.</p>

7 Practices of creating outstanding customer experiences

7.1 General

ISO 23592:2021, 7.3 specifies requirements and recommendations for creating outstanding customer experience. This clause presents practices in six organizations; C, F, G, H, I, J of how to reveal latent customer needs and foster a culture of innovation and service excellence, and encourage challenge.

7.2 Understanding customer needs, expectations and desires

7.2.1 Use of customer experience management platform

Org I has a practice that relates to ISO 23592:2021, 7.3.1 a) (see [Table 14](#)).

This practice highlights how Org I maintains a permanent system which listens to and tracks the expectations and desires, as well as the existing and changing customer needs.

Table 14 — Org I's practice regarding understanding customer needs, expectations and desires (I-3)

Use of customer experience management platform	
Use of a customer experience management platform	<p>Org I uses a “customer experience management platform” as a mechanism of constantly tracking customer satisfaction and NPS (Net Promoter Score). This “customer experience management platform” is initially utilized to understand customer needs and expectations, the success in fulfilling these and what are the realistic gaps in the provided service. On the other hand, the system also initiates the necessary workflow for continuous improvement through performance measurement and Key Performance Indicators (KPI) attainment.</p> <p>Basically, the process incorporates the automated customer response cycle depended fully on actual interaction between the customer and the company i.e. a satisfaction questionnaire only goes to the customer if there has been interaction. The customer answers specific questions on the service provided, the interaction with the service provider and the customer service representative as well as the overall satisfaction with the company. Customers can actually provide written feedback, request action, request call-back, etc., so it is very interactive as a process.</p> <p>It also allows leaders to be informed on a real-time basis about results, NPS, any complaints, trends and positive or negative customer feedback. This is where implicit feedback offers real insights into how customers really feel, think, and what they will do. The actions generated take the form of workflow assignments and only close when the customer receives answers or feedback on his or her comments.</p>

7.2.2 Revealing latent customer needs

Org C has a practice that relates to ISO 23592:2021, 7.3.1 c) (see [Table 15](#)).

In order to detect and adapt to the social demand for fakes, an online community of experts was established to accumulate experience in authentication. The key point is that the community helped to identify the latent needs of customers regarding authentication, which led to the development of services for authenticity judgment and the issuance of certificates of authentication, as described in this practice.

Table 15 — Org C’s practice regarding understanding customer needs, expectations and desires (C-2)

Revealing latent customer needs	
Revealing latent customer needs	<p>Exploring customers’ expectations and desires, understanding their needs. As the fakes could bring a huge benefit to the illegal seller by infringing the right of the target brand, it is difficult for the customers to judge the authenticity of the product they bought. Mean-time, the application created an online community to gather high-end experts who like trendy goods, and are willing to share the experience of authenticity identification. With the gradually increasing requests for authentication in the community from customers, the application took the chance to set up a team of masters who are able to distinguish the fake ones from the genuine ones, and developed a function module of authentication, which provided users a suggestion on the authenticity of the products. In order to make an easy way for customers to buy genuine products without any hesitation, the application developed the e-commerce business to deliver the genuine products to the users with authentication service in 2017.</p> <p>Org C’s customers who use the application can safely buy genuine and trendy products of various categories. After the user purchases the product, the seller sends it to the organization for authentication. For the product authenticated as genuine, Org C will issue a unique authentication certificate and express it to the user. For products that are identified as fake the application will re-match another order to the customer or cancel the order with a financial compensation instead. In addition, the platform has created a 24-hour online authentication service for all customers (including non-platform buyers), covering multiple categories such as sneakers, clothing, accessories, watches, luxury goods. The service processes right the first time is for free. The online authenticator will give an authentication advice based on the product photos provided by the user. The online authenticator will also set up regular lessons to popularize the basic knowledge of genuine product authentication.</p>

7.2.3 Touchpoint management and understanding customers

Org F has practices that relate to ISO 23592:2021, 7.3.1 b) and c) (see [Table 16](#)).

This practice focuses on what happens before starting to interact with the customer in detail. It is unique in that it narrows down the desired touchpoint at the beginning stage, while the service by Org F focuses on working with the customer to come up with a solution in a dialogue with the customer.

In the first point, a variety of data is collected on an individual customer basis, and a technological mechanism makes the data directly available to all employees as contact with the customer is resumed, which meets recommendations of ISO 23592:2021, 7.3.1 b).

The second point is about the customer expectations for specialized services explained in [Table 2](#) and changes of customer behaviours. This practice describes how the organization adapted to these, which meets the recommendations of ISO 23592:2021, 7.3.1 c).

These points are related to touchpoint management and meet ISO/TS 24082:2021, 5.5.

Table 16 — Org F's practices regarding understanding customer needs, expectations and desires (F-1)

Touchpoint management and understanding customers	
Data acquisition and use by linking CRM system common to all stations with customer check-in	A vehicle authentication system based on image recognition and a CRM database are linked to identify the customer's status in real time. This is achieved by identifying the customer's car and using data from previous visits to instantaneously calculate the timing of the car's mandatory inspection, the condition of the battery, and other aspects. The CRM database contains customer information (purchase history, needs, expectations, complaints, compliments, suggestions made at their last visit, etc.), including matters of concern obtained from past customer contacts. Because the data is shared with other stations, they can take the customer's service history and wishes into consideration when serving customers, as well as ensure that the employee fulfil the promises made to customers (for example, "derivative themes" described in Table 19). This customer relationship management system helps the employee make proposals to suit the way that customers use their cars and to continue to keep in contact with customers to enhance the relationship and credibility.
Focus on the kind of touchpoint that the customer wants	<p>Self-service gas stations have less customer contact than those that provide conventional in-person services, which allows companies to focus only on the important touchpoints that customers want. Switching to self-service fuel pumps gave Org F the opportunity to consider how they can increase customers' awareness and interest in ways other than in-person touchpoints. As long as customers' awareness and interest increase and needs exist, in-person touchpoints will eventuate naturally.</p> <p>For this reason, they have adopted a customer journey that does not force contact on customers. If a customer visits a gas station to fill the gas tank, the customer will not make use of other services. On the contrary, customers who want to use services are much more likely to come into the waiting room to ask questions or seek advice. Many customers who are interested in services also tend to search the internet, even if an employee is right there in front of them.</p> <p>Based on these trends, Org F is making various efforts, including creating waiting rooms that are easy for customers to enter, providing a comfortable space that no longer has leaflets pushing sales of services on display, by enhancing and updating their websites to make them more attractive (Web first), and avoiding gaps between what is presented on the website and what is actually available. Employees are trained thoroughly on customer touchpoints to avoid conventional high-pressure selling, and efforts are being made to enhance the effectiveness of those touchpoints.</p>

7.2.4 Capturing and monitoring customer feedback to understand customers

Org J has practices that relate to ISO 23592:2021, 7.3.1 a), b) and c) (see [Table 17](#)).

This practice describes a variety of approaches on customer feedback to adequately understand customers' current and future needs, expectations and desires.

Table 17 — Org J's practices regarding understanding customer needs, expectations and desires (J-2)

Capturing and monitoring customer feedback to understand customers	
Capturing and monitoring customer feedback via various channels	To ensure that the hotel continues to meet its vision, mission and objectives, the hotel management captures feedback from customers and employees. Employees are engaged through the use of meetings and customer feedback is captured via email, online reviews and social media posts. In addition to this, the management and key hotel staff continuously monitor customer feedback on external review sites. They also generate internal customer reports, resolve any arising issues and continue to have regular face to face interaction with guests.

Table 17 (continued)

Capturing and monitoring customer feedback to understand customers	
Documenting customer feedback by employees	Employees are required to document feedback and issues that occur using established procedures so that matters can be accurately assessed and quickly followed up. This will usually involve preparing brief or detailed reports as required. The information gathered in the reports are then passed on to the director. To more readily facilitate the documentation process, all staff are encouraged to maintain a welcoming and helpful attitude to the hotel customers, persons involved in the documentation process and the organizational leaders.
Adapting to customer needs, expectations and desires	Changes and adaptations to hotel products and services are made based on customer and employee ideas and suggestions. In addition to this, industry and global trends are considered so that compelling, delightful, memorable experiences will be achieved. Org J implemented a process innovation to modernize its booking procedure by allowing customers to select and customize desired services at the time of booking their hotel room. This allows for a highly personalized customer service experience. In addition to this, measures to upgrade health & safety protocols and introduce a Flexible Covid-19 Policy were employed by Org J. The policy allowed customers who cancelled within the hotel's allotted cancellation period, persons affected by government imposed lockdowns and persons who had a member of their party test positive for Covid-19 an opportunity to rebook travel within one year. These measures show Org J's effort to ensure and preserve customer delight and its responsiveness to emerging local and international standards in a highly dynamic situation directly resulting from the recent COVID 19 pandemic. Details of changes and requirements were communicated to staff and customers to ensure that their safety needs could be met and exceeded as the hotel delivered and improved its exemplary services. These efforts demonstrate Org J's commitment to meeting and exceeding customer's needs, expectations and desires to all of its customers, staff and stakeholders.

7.3 Designing and renewing outstanding customer experiences

7.3.1 Service promise, standard, and recovery excellence

Org C has practices that relate to ISO 23592:2021, 7.3.2 b) and d) (see [Table 18](#)).

The organization's internal service standard is prepared in a way that it is integrated with the quality management system, which meets ISO 23592:2021, 7.3.2 b). As mentioned in this practice (see [Table 2](#)), the promise of this service to customers is "Genuine", which is the basis of excellent service. The creation of standards with external partners has led to the creation of a healthy market, improved competitiveness, and a clear statement of service standards for customers.

Customer satisfaction is mentioned, but it is also the basis for service recovery in Service Excellence, and its thoroughness is an example of how it leads to an outstanding customer experience, which meets ISO 23592:2021, 7.3.2 d). Shanghai's one-stop service contracting pilot project example illustrates this. Standard making, together with ISO 23592:2021, 7.3.2 b), also meets the design of service standards for service recovery.

Table 18 — Org C's practices regarding designing and renewing outstanding customer experiences (C-3)

Service promise, standard, and recovery excellence	
Service promise and standard	Set service standards and deliver service commitments. This Org C's service promises that all the products sold to users are all genuine. In order to deliver this service commitment, the Org C has established a series of internal management standards. The service standards were integrated into the quality management system, covering the entire life cycle of the product including selection, inspection, and authentication, recheck packaging, and product transportation. The Org C also worked with the China Association for Quality Inspection to formulate, publish, and implement an association standard of "General requirements and judgment methods of identification for sneakers". The issuance of this standard not only fills the standard blank in the field of footwear authentication, but also provides a basis for Org C's excellent service. At the same time, in order to optimize the supply of standards in the domestic market, this Org C has reached a cooperative consensus with the National Footwear Standardization Technical Committee SAC/TC 305 to jointly develop the national standard "Technical specification for identification service of footwear".
Service recovery excellence	Org C attaches great importance to service recovery excellence and commit to provide outstanding experience for complaints handling service. This organization sets up the overall goal of "improving customer satisfaction" with a series of monitoring indicators such as the rate of order fulfilment, authentication timeliness, authentication accuracy and customer complaint response time, etc., to provide the customers with an outstanding service experience. In June 2021, this organization was chosen by Shanghai Administration Bureau for Market Regulation as the first and only one company in Shanghai to carry out the pilot of "one window service" for complaints handling service. Through the pilot, customer complaints could be directly transferred from the government hotline to the organization customer service hotline, so that complaints could be solved faster. Since June 2021, more than 80 pieces of customer consultation have been accessed monthly through the "one window service", the average consultation and disposal time has been shortened from 120 hours to five hours, and the customer satisfaction rate has reached more than 95 %. The service recovery excellence has greatly improved the customers' experience on the application. In 2021, this organization together with China's Leading technology company and China National Institute of standardization and other internet companies launched an association standard of "Specification of excellent complaints handling service for internet enterprises". By formulating, publishing, and implementing this association standard, the service recovery excellence will be built much stronger.

7.3.2 Co-design of the customer experience starting with clarifying service promise

Org F has practices that relate to ISO 23592:2021, 7.3.2 a) and b) (see [Table 19](#)).

The dialogue begins when the customer discusses the services he or she wants (e.g., car wash). The maintenance policy read out by Org F at this point is a service standard and promise expressed from the customer's perspective. This practice meets ISO 23592:2021, 7.3.2 b) in that it is clearly communicated to the customer. At the same time, this is an effort to identify the customer's basic needs and desires at the beginning of each dialogue to ensure that there are no discrepancies.

These processes of co-designing the customer experience through dialogue with the customer, including the reading of maintenance policies, etc., are documented in the company's standard customer journey. These practices meet ISO 23592:2021, 7.3.2 a). The three-point thinking is also a basic guide in the co-design of the customer experience, as it represents a service attitude that is aligned with the brand values also found in ISO 23592:2021, 7.3.2 a).

Table 19 — Org F’s practices regarding designing and renewing outstanding customer experiences (F-2)

Co-design of the customer experience starting with clarifying service promise	
Identify customers’ preferences and offer promises by explaining Org F’s clearly stated value to customers	<p>For example, for maintenance services, Org F conveys its value with a clearly written “Maintenance Policy”^a, which it also explains orally to customers who visit the service station.</p> <p>This explanation also gives customers an opportunity to decide whether or not they like Org F’s basic stance of asking the customer’s thoughts about their car and, while offering proposals as professionals, working as a team with the customer to decide on the services to be provided.</p> <p>If services are provided without this policy being explained, the customer may become suspicious, which would decrease the quality of the dialogue at that juncture. Analysis of past cases showed that the rate at which customers to whom the Maintenance Policy was not read out returned to the same station for their next service was lower than those to whom it was. If the policy is conveyed properly to customers and a mutual agreement on value is reached, the quality of dialogue will improve, and more people will endorse that value.</p>
Dialogue based on the three-point thinking approach and collaborative design of desired customer experience	<p>In addition to obtaining customer feedback through questionnaires, Org F also emphasizes asking customer’s thoughts about their car when they visit the service station. Based on a “three-point thinking” approach in which A (the customer) and B (the employee) talk about C (the car) and how the customer intends to use the car going forward (future intentions), Org F has established a collaborative structure in which service provider and customer team up to resolve the customer’s problems, challenges, and wishes thus clarified together.</p> <p>For dialogue, Org F is conscious of staying close to the customer and distinguishing between functional value (safety and peace of mind) and emotional value (delight, anger, sorrow, and pleasure). Org F considers the latter while exploring higher-dimension goals in a kind of laddering technique. For example, Org F does not perform excessive maintenance services, because the extent of the service depends on how much longer the customer intends to drive the vehicle. The meaning of beauty and temporal distance (near future or far future) differs from customer to customer, with some customers wanting to keep the car looking brand new, while others want the car to look beautiful because they will be driving someone special that day.</p> <p>Org F’s standard customer journey clearly denotes a process in which the customer co-creates the desired experience with the organization. For example, the standard customer journey for maintenance services includes informing customers of the maintenance policy and working towards customer delight and customer success through dialogue. During or following a standard service Org F could offer the customer information on parts that should be replaced on the vehicle. If parts do not need immediate replacement at that time, a promise to address the issue at a future service could be offered by the organization to promote customer safety and peace of mind. Org F puts emphasis on setting such derivative themes and recommendations through dialogue.</p>
<p>^a “To continue helping you to enjoy your car safely and with peace of mind, when we perform maintenance, we will ask you how much longer you intend to drive your car. We will provide you with maintenance services that are seamless, safe and secure, taking deterioration over time and from use into account.”</p>	

7.3.3 Customer care training and integrated management system

Org I has a practice that relates to ISO 23592:2021, 7.3.2 d) (see [Table 20](#)).

Org I utilises a number of service recovery mechanisms that ultimately enhance service excellence.

Table 20 — Org I's practice regarding service recovery excellence (I-4)

Customer care training and integrated management system	
Customer care training and integrated management system	<p>The main mechanisms used are part of the integrated management system and concern the following:</p> <ul style="list-style-type: none"> — Complaint management process — Corrective/preventive actions — Route cause analysis — Incident escalation <p>The key to the success in service recovery excellence is Customer Care training, arising mainly from past experience in managing complaints, incidents and near misses.</p> <p>The team invests time and resources to cross-train employees, either as an on-the-job task, in classroom, or as a one-to-one exercise in order to be able to create customer service standards and through onboarding to help new employees understand service expectations.</p> <p>The complaint, incident management and corrective actions process leads into a consistent improvement cycle including the management of cascading, proper communication and finding the best communicators to handle events, including management.</p> <p>All complaint data is tracked and a trend analysis is reviewed on an annual basis during the annual management review at the company highest level, with a review of the specific KPIs on completing complaint events and a focus on an integrated (and automated) continuous improvement plan, allowing for changes to policies and procedures to accommodate these changes.</p>

7.4 Service innovation management

7.4.1 Dedicated time slots for new employees and online user community

Org C has practices that relate to ISO 23592:2021, 7.3.3 a) and b) (see [Table 21](#)).

Fostering service excellence culture innovation for new employees and encouraging them to challenge themselves, which meets ISO 23592:2021, 7.3.3 a) regarding the allocation of dedicated time slots to work on innovation and appropriate recognition (rewards) for ideas.

The firm has built a dedicated online community based on the needs of its users. This practice meets ISO 23592:2021, 7.3.3 b) in terms of the relationship of building a substantial network of contacts that will help foster innovation, resulting in outside-in innovation. It is also an example of a co-creation initiative with customers.

Table 21 — Org C's practices regarding service innovation management (C-4)

Dedicated time slots for new employees and online user community	
Inspire and cultivate an innovative culture of excellent service	<p>Within 90 days after joining Org C, all new employees are required to put forward an innovative proposal to Org C through the induction tasks. The proposals can be the establishment of a new project or process improvement. Org C encourages each employee to contribute to "service innovation", which could be quickly integrated into the business, and to become a "Org C Man". For example, one of the current AI project leaders was an engineer of an online product development at the time of entry. He proposed the idea of introducing AI technology to improve authentication efficiency and provide users with more accurate authentication results during the induction task process of being a new employee. As a consequence, he successfully established the project of AI authentication and applied the new technology into the business model.</p>

Table 21 (continued)

Dedicated time slots for new employees and online user community	
Build online communities and bring outside-in innovation	Org C built a dedicated online community based on customers’ needs. The users can put forward new trend topics in the online community, show their preferences for fashion wear, and exchange trends in consuming experience, which makes the application a centre of Chinese fashion culture and a voice of young people. By studying the consumption preferences of young people, Org C found some common laws: youngers put a high value on the brand story and additional attributes of culture more than the practical function of the product, as well as the psychological pleasure brought by buying a product. Therefore, the company actively developed and designed innovative services and products. For example, the company launched the first “Application C National Fashion Products Design Competition” in 2020. Contestants uploaded their designed works to the community, and the users of the application voted online. Org C ranked the contestants based on the number of votes and rewarded the top ones. A design competition of fashion products established an incubation platform for a mutual choice between national fashion brands and outstanding designers, which created a huge surprise for customers and promoted service innovation through multiple institutions. Through the design competition, Org C launched more products and services that met the preferences of young people.
Apply new technologies to enable service innovations	APP C established a research department with a particular focus on the new technology developments, brought patented technologies such as augmented reality (AR) fitting, three-dimensional (3D) simulation and artificial intelligence (AI) image recognition. All these technologies created an outstanding shopping experience and lots of surprises for users.

7.4.2 Horizontal deployment of service excellence culture through successful case

Org G has a practice that relates to ISO 23592:2021, 7.3.3 a) as it describes the implementation of a collaborative, agile, and open innovation culture driven by one department, where successes and findings have encouraged and developed a service excellence culture within the organization (see [Table 22](#)). The role of leadership is also described in this context.

It is also instructive to note that while the organization is moving away from traditional service development methods, its basic approach of “listening directly to the market and customers” is reaffirmed and integrating with new methods.

Table 22 — Org G’s practice regarding service innovation management (G-1)

Horizontal deployment of service excellence culture through successful case	
Stimulating and fostering an innovation culture from the perspective of customers and employees	<p>To continuously respond to the changing needs and expectations of customers, the organization has established a system to listen to the voices of customers while taking the user’s perspective (e.g., personal interviews, depth interviews, voices of delivery personnel, voices from e-mail and call centers). Among these, the emphasis is on listening through voices of the delivery personnel who is closest to the customers.</p> <p>However, until then, this organization had produced all its services in-house from scratch. Although they were conscious that such a way of doing things would not allow them to keep up with the recent high pace of technological change, their huge organization and structure impeded system change.</p> <p>Under such circumstances, the service by Org G described in Table 2 originated in a department that was established to consider innovative services with a focus on a specific field (e-commerce). Based on the mindset of the department’s manager, the department’s deliberations were prompted by various key concepts, such as agile development, actively speaking up in a flat organization, and not being confined to in-house development by making use of outsourcing and proactively collaborating with external partners. Awareness of these concepts spread throughout the department and could be put into action. This can be considered as a success factor. On the other hand, the organization’s fundamental approach toward service design remains unchanged, namely “to develop the structure of services and make them more sophisticated by observing market trends and listening to customers’ voices directly.” The new service for e-commerce was born out of a deep understanding of this, focusing on and analysing the customer experience of receiving.</p> <p>This initiative, which started small within a single department, has been well received within the company and is currently being expanded throughout the organization. The messages contained in the company president’s top commitment of “not insisting on self-sufficiency” and “taking reference from overseas examples” are gradually becoming stronger.</p>

7.4.3 Appreciating ideas from front-line employees and professional employees

Org H has a practice that relates to ISO 23592:2021, 7.3.3 a) and b) (see [Table 23](#)).

This practice describes the encouragement of a service excellence innovation culture that emphasizes ideas by employees who have contact with customers in their daily work, which meets ISO 23592:2021, 7.3.3 a).

In addition, the company’s suggestion system for ideas of various subjects, as well as the commendation system for ideas by employees with high expertise, are innovation processes established to introduce service excellence innovation on a regular basis, which meets ISO 23592:2021, 7.3.3 b).

Org H’s chatbot system (Chatbot H) falls under the innovative process design for customer relations in ISO 23592:2021, 7.3.3 b).

Table 23 — Org H’s practice regarding service innovation management (H-1)

Appreciating ideas from front-line employees and professional employees	
<p>Winning hearts: Surprises leave a lasting impression</p>	<p>Humans are creatures of habit therefore breaking up entrenched processes, work steps, or thought patterns is not easy. However, anyone who wants to generate new ideas to develop good collaboration with customers and employees, and, in particular, to design aha moments, needs a creative process.</p> <p>Service design and design thinking are established concepts that produce exciting and practical results through structured re-thinking. Toy figures are sometimes used to illustrate the range of creative processes. Org H uses these concepts to develop ideas with surprise potential and measures with high added value for its customers.</p> <p>Generally, the active involvement of employees in the development of ideas leads to positive effects. After all, employees experience customer contact points first-hand in their daily work and are thus best able to anticipate customer needs. The ideas developed can be small and still have a significant impact.</p> <p>Examples:</p> <ul style="list-style-type: none"> — The sledgehammer <p>“The sledgehammer” concept was jointly developed for the company’s initiative to promote a staff suggestion scheme in Org H’s Facility Management division. Such a creative name is necessary for launching a new initiative. Org H awards the golden sledgehammer to the region where the best ideas were received in one year. In addition, the top three ideas - i.e., “the hammer ideas” - are awarded a prize in a year. The ideas submitted come from various areas such as occupational health and safety, customer satisfaction, processes, employee satisfaction, etc. A jury made up of employees and management evaluates the suggestions, for example, based on potential, implementation, quantitative and qualitative benefits. Non-cash prizes complete this concept.</p> <ul style="list-style-type: none"> — The Energy Award <p>The Energy Award enables Org H to use the high level of expertise of its specialist employees in energy management even more to the benefit of customers. The Energy Award regularly honours ideas for saving energy and publishes them internally, multiplied as part of “best practice.” In this way, Org H can work together to offer their customers permanent, top-quality services that provide them with demonstrable added value.</p> <ul style="list-style-type: none"> — Chatbot H - accelerated response time via chatbot <p>Transparent and solution-oriented communication is a crucial factor, especially at the direct interfaces to the customer. The goal is to have a direct line to the right contact person. This intention ensures that customers feel they are in good hands with their questions, ideas, or criticisms.</p> <p>The digital transformation is changing communication. All-encompassing connectivity, increased communication and interaction possibilities lead to rising expectations. Whereas two years ago, a response time of around three hours was considered fast and service-oriented, today, an initial response is sometimes expected in real-time. This development means that the bar for achieving service excellence is also very high in facility management. Customers increasingly expect to communicate with service providers much as they do in their usual environment: very directly, mobile, and interactive.</p> <p>Chatbot H can respond directly to customer inquiries via chat. The system is mobile accessible, takes messages or requests for additional services, categorizes concerns and provides feedback directly to the customer.</p>

7.4.4 Pursuing personalizing services through the service innovation management

Org J has practices that relates to ISO 23592:2021, 7.3.3 a) and b) (see [Table 24](#)).

Org J realized a variety of improvements and innovations on its personalized services based on the innovation culture of continuously exploring opportunities and new technologies. This practice includes designing innovative processes for customer handling, which meet ISO 23592:2021, 7.3.3 b).

Table 24 — Org J's practices regarding service innovation management (J-3)

Pursuing personalizing services through the service innovation management	
Continuously exploring opportunities and new technologies for innovation implementation	<p>Org J's director, staff and customers all contribute ideas, suggestions and feedback during the process of creating and innovating on the outstanding customer experiences being delivered. Customer and employee feedback are regularly reviewed to identify opportunities for Org J to innovate on or improve its personalized services.</p> <p>From its inception, the management of Org J implemented the use of sustainable green technologies to reduce environmental impacts and increase its efficiency. It also engages in the use of solar technologies and recycling to further reduce its carbon footprint and energy consumption. In keeping with its up-to-date technology, the hotel management team also provides guests with WIFI and internet access throughout the property and employs the use of web-cams to allow guests to view the property on its website. The property is part of the Travel Sustainable program which seeks to provide the type of amenities that are appreciated by travellers that wish to practice or promote sustainable development.</p>
Designing innovative processes for customer handling	<p>A recent innovation to improve the service is sharing hotel information electronically with the customer at the time of the booking. This allows customers the opportunity to select their desired hotel services and amenities in advance and the hotel management and employees then create a highly personalized and exceptional customer experience.</p> <p>In addition to this, measures to upgrade health and safety protocols and practices were implemented as a result of the recent COVID-19 pandemic. The changes and requirements were also communicated to employees and customers to ensure that they can be kept safe as the hotel continues delivery and improve its exemplary services.</p>

8 Practices of operational service excellence

8.1 General

ISO 23592:2021, 7.4 specifies requirements and recommendations for operational service excellence. This clause presents specific practices in five organizations; A, B, E, G, H to achieve management of organizational structure and monitoring of service excellence activities and results.

8.2 Managing customer-experience-related efficient and effective processes and organizational structure

8.2.1 Partnership and customer-experience-related technologies

Org B has practices that relate to ISO 23592:2021, 7.4.1 b) and c) (see [Table 25](#)).

The first paragraph of this practice in [Table 25](#) meets the recommendation in ISO 23592:2021, 7.4.1 c), to invest in close collaboration with partners and other relevant stakeholders that impact the customer experience. The joint committee with partners and the partner management mechanism also meet the encouragement of a customer-centric approach and deployment in line with processes related to customer experience, and agreements or service level agreements (SLAs).

The 2nd paragraph of [Table 25](#) describes how customer-experience-related technologies are used to provide an outstanding customer experience at airport services, which meets ISO 23592:2021, 7.4.1 b). The one-stop contactless passenger service platform meets the provision of personalized information and choices based on individual perceptions listed in the examples of appropriate initiatives.