
**Service excellence — Designing
excellent service to achieve
outstanding customer experiences**

*Excellence de service — Concevoir un service d'excellence pour des
expériences clients exceptionnelles*

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 312, *Excellence in service*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Customer expectations in today's competitive world have changed and are constantly evolving and growing. In order to maintain and increase their customer base, organizations must create better and more differentiated customer experiences. For this reason, it is essential for organizations to understand customer expectations, needs, wishes, problems and experiences. These are used as inputs for service design.

Excellent service is key to achieving outstanding customer experience, which leads to customer delight. Building a better and continuous relationship with customers through excellent service differentiates the organization from its competitors.

ISO 23592 defines service excellence as an organization's capability that enables "individual excellent service provision" (Level 3) and "surprisingly excellent service provision" (Level 4) in the service excellence pyramid shown in Figure 1. Compared to "service excellence" as an organization's capability, this document describes "excellent service" as an offering with individual and surprisingly excellent service performed between the organization and the customer. This facilitates the creation of outstanding customer experiences by the organization to achieve customer delight. The delivery of excellent service requires a foundation comprising a "core service proposition" (Level 1) and "customer feedback management" (Level 2) to ensure customer satisfaction, as shown in Figure 1. These are described in International Standards such as ISO 9001, ISO 10002 and ISO/IEC 20000-1.

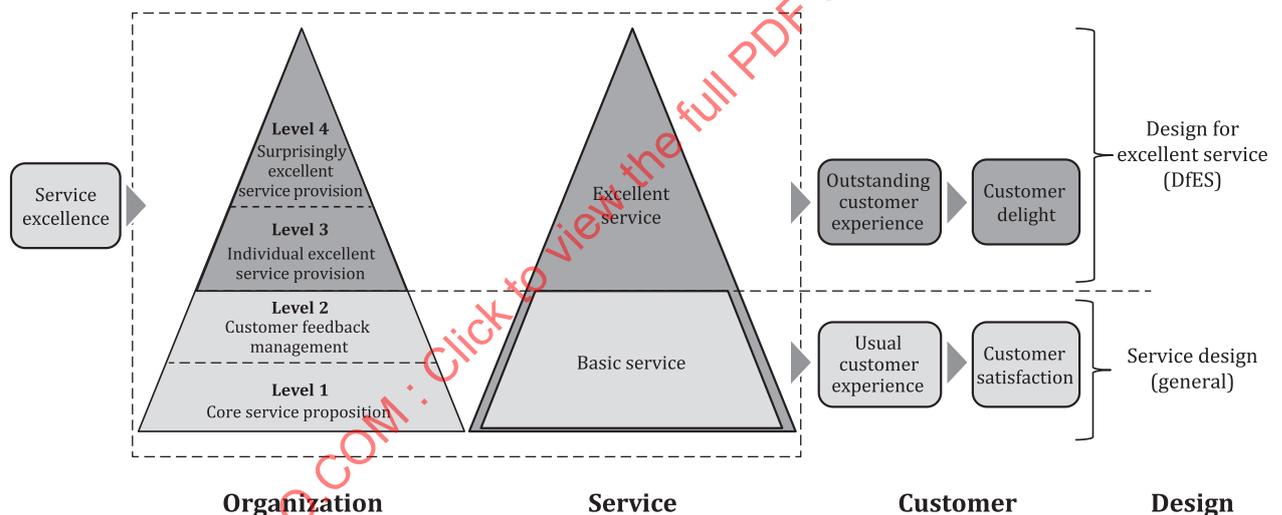


Figure 1 — Interlinkage within the service excellence pyramid and design of excellent service

The organization should understand its role, importance and difference between customer delight and customer satisfaction, in order to enhance its ability to provide that delight. It should also explore ways of developing and maintaining customer delight.

A specific design standard to achieve excellent service is necessary for better business success. The following design standards and methods have been adopted in many organizations but these do not adequately cover how to create excellent service that leads to customer delight:

- human-centred design (HCD) described in ISO 9241-210 and ISO 9241-220;
- *Design Thinking*, promoted by IDEO and the Stanford d.school^[15];
- *This is Service Design Thinking*^[16], which builds on the work of the above two design approaches.

The service provider makes value propositions intended to create valuable outcomes for the customer. Value can be also co-created through customer experience and feedback, and the benefits are realized by both the service provider and the customer. The increased use of the internet, sensory and digital technologies encourages co-creation.

This document highlights designing excellent service with a co-creation mechanism for continuous customer delight. As shown in [Table 1](#), the clauses in this document specify the elements belonging to the dimension “Creating outstanding customer experiences” of the service excellence model in ISO 23592.

Table 1 — The relationship between the service excellence model (columns) and this document (rows)

		Creating outstanding customer experiences		
		Understanding customer needs, expectations and desires	Designing and renewing outstanding customer experiences	Service innovation management
Clause 4 Principles of design for excellent service				
4.2	Emotional	✓	✓	
4.3	Adaptive	✓	✓	
4.4	Co-creative with customer	✓	✓	✓
4.5	Consistent with organization and customer perspectives	✓	✓	✓
Clause 5 Design activities of excellent service				
5.2	Planning a design project on excellent service	✓	✓	✓
5.3	Understanding and empathizing with the customer	✓		
5.4	Defining a design challenge and a unique value proposition	✓	✓	
5.5	Designing an outstanding customer experience with touchpoints and data points		✓	✓
5.6	Designing a co-creation environment		✓	✓
5.7	Evaluating the design for excellent service	✓	✓	✓

Service excellence — Designing excellent service to achieve outstanding customer experiences

1 Scope

This document specifies principles and activities for designing excellent service that achieve outstanding customer experience. It applies to all organizations delivering services, such as commercial organizations, public services and not-for-profit organizations.

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 23592:2021, *Service excellence — Principles and model*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 23592 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

excellent service

output of an organization with high level of service provision performed between the organization and the customer to achieve outstanding customer experiences that lead to *customer delight* (3.2)

Note 1 to entry: Examples of high level of service provision are individual excellent service provision (Level 3) and surprisingly excellent service provision (Level 4) in the service excellence pyramid.

[SOURCE: ISO 23592:2021, 3.2]

3.2

customer delight

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

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

[SOURCE: ISO 23592:2021, 3.5]

3.3

design for excellent service

DfES

systematic design and development approach to creating outstanding customer experiences via individual and surprisingly *excellent service* (3.1) provision

Note 1 to entry: The underlying methodology behind such a design approach is known as “design for X” or “DfX” methodology, see for example ISO Guide 64 for “design for environment” (DfE).

3.4

co-creation

active involvement of stakeholders in service design, delivery and innovation

Note 1 to entry: Stakeholders include organizations, personnel and customers.

[SOURCE: ISO 23592:2021, 3.3, modified — Note 1 to entry has been added.]

3.5

co-creation environment

surroundings that facilitate *co-creation* (3.4)

3.6

unique value proposition

clear statement of the benefits the organization offers, how it solves customer problems (relevance), how it elicits a better emotional experience and what distinguishes it from its competitors

3.7

customer journey

series or sum of customer experiences when engaging with an organization, its products or services

Note 1 to entry: “Series” is based on processes; “sum” is based on results.

[SOURCE: ISO 23592:2021, 3.8]

3.8

touchpoint

point of customer contact or a medium through which a customer interacts with an organization, its products or services

3.9

data point

occasion when and where the *service provider* (3.10) observes and collects information about the customer or receives customer experience feedback

Note 1 to entry: Examples of the content of data points include information captured about behaviours and responses of customers and information about delivery processes.

3.10

service provider

organization that manages and delivers a service or services to customers

Note 1 to entry: Organizations include sub-contractors and personnel, such as employees.

[SOURCE: ISO/IEC 20000-1:2018, 3.2.24, modified — Note 1 to entry has been added.]

3.11

customer-centricity

customer orientation with a special focus on value creation and value acquisition

4 Principles of design for excellent service

4.1 Overview

The service excellence effect chain in the upper part of [Figure 2](#) shows how service excellence leads to higher benefits for the organization by achieving customer delight. The following elements in the service excellence effect chain play an important role in designing excellent service:

- implementation of service excellence, which supports design process and feasibility of excellent services;

- excellent service, which is designed by organizations;
- outstanding customer experience and customer delight, which are targeted and incorporated into design goals.

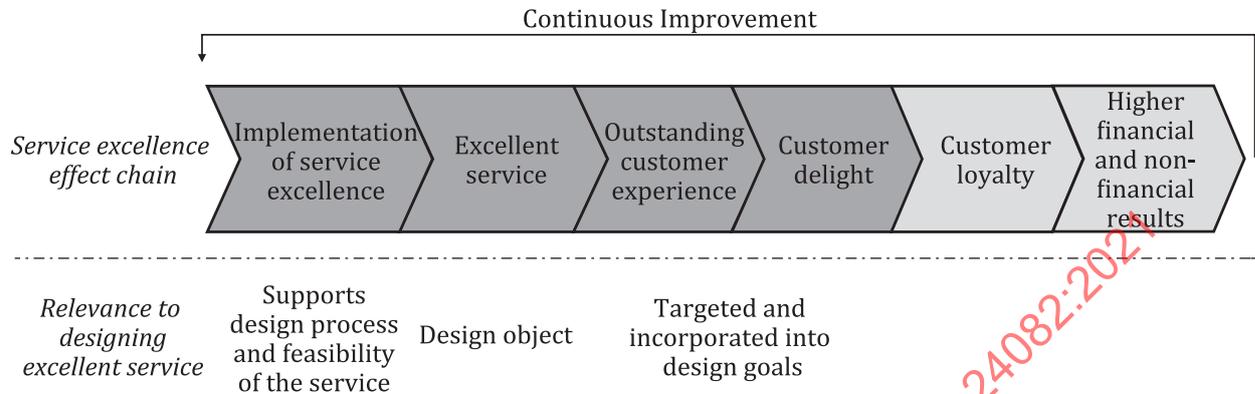


Figure 2 — Service excellence effect chain and designing excellent service

This document uses the term “design for excellent service (DfES)”. As shown in [Figure 1](#), DfES addresses the upper half of the service excellence pyramid. General service design for basic service is not specified in this approach or in this document.

The principles of DfES described in this clause are:

- emotional;
- adaptive;
- co-creative with the customer;
- consistent with organization and customer perspectives.

NOTE See [Annex A](#) on the general principles of service design thinking^[17], which differ from those of DfES in this clause. Designing excellent service as a whole can adapt these general principles and their relevant tools to ensure basic service.

4.2 Emotional

Excellent services should be designed to bring positive emotions to customers. Customer delight can be achieved with such positive emotions so that customers feel that the service is being customized to suit their individual situations, that they are highly valued or both. Surprise can be an emotion that intensifies the delight felt by the customer. The organization should understand the importance and role of customer delight in contrast to customer satisfaction in the delivery of excellent services and seek ways to enhance further customer delight.

4.3 Adaptive

Excellent services should be designed to enable organizations to adapt and respond promptly to various changes in customers, their circumstances and environment. This should be done both in the service delivery process and through continual improvement.

NOTE Environment includes external factors such as regulatory, economic, political, social and globally impacting changes affecting the organization.

4.4 Co-creative with customer

Excellent services should involve customers in the service design process, delivery process or both, thus co-creating value. The organization should understand, facilitate and be prepared for the co-creation process. The organization makes value propositions intended to create valuable outcomes for the customer. Value can also be co-created through customer experience and feedback, and the benefits are realized by both the organization and the customer. Co-created value can increase the likelihood of creating customer delight and customer loyalty.

4.5 Consistent with organization and customer perspectives

Excellent services should be designed by utilizing the organization's capability and by meeting the customer's perspective. To ensure excellent service, the organization should use the service excellence pyramid (Figure 1) to define its current level. Then the organization should enhance its capabilities so as to enhance the service so the customer can achieve a feeling of customer delight.

5 Design activities of excellent service

5.1 Overall process

5.1.1 General

This clause describes the key activities for DfES where organizations develop a new service, review an existing service or both, with the aim of improving the services. Once the decision has been made to create excellent service for customer delight, organizations should plan the service design project.

After the planning activity, organizations should execute the following DfES activities:

- understanding and empathizing with the customer;
- defining a design challenge and a unique value proposition;
- designing outstanding customer experience with touchpoints and data points;
- designing a co-creation environment to enhance outstanding customer experience;
- evaluate the design for excellent service.

Organizations should incorporate these DfES activities in the organization's design approach(es) to ensure and reinforce basic service. The activities can be repeated in cyclical fashion as needed, until the desired outcomes are achieved.

NOTE Examples of design approaches are design thinking^[15] and human-centred design (e.g. ISO 9241-210 and ISO 9241-220). They represent collaborative and iterative processes. Among these, the five activities (empathize, define, ideate, prototype, test) are well known.

5.1.2 Interdependencies among design activities of excellent service

Figure 3 illustrates the process of designing excellent service when all DfES activities are undertaken, starting with the analysis of customer. The inner diagram illustrates interdependencies among DfES activities, which show where necessary information is output and input. For example, 5.4 requires information about targeted customer profile and customer insights, which is output by 5.3. A project plan according to 5.2 is shared and refers to any activity in 5.3 to 5.7. These activities are also iterated where appropriate, especially following on from the results of evaluation activity. Excellent services are prepared as a result of these design activities. Delivering and managing the excellent service produces field data that triggers a new evaluation activity. Field data includes operational data of the services and how much the services achieve outstanding customer experience and customer delight, which are depicted in the service excellence effect chain.

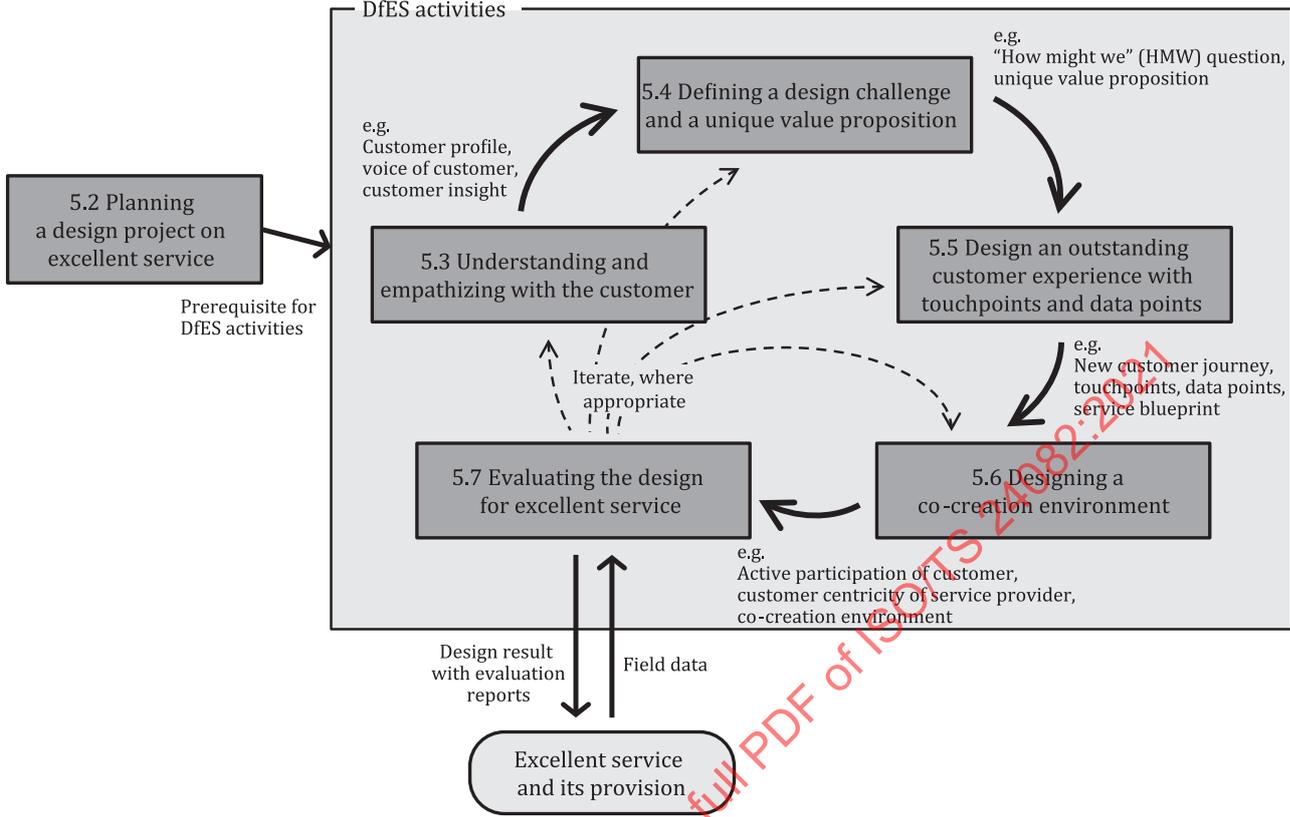


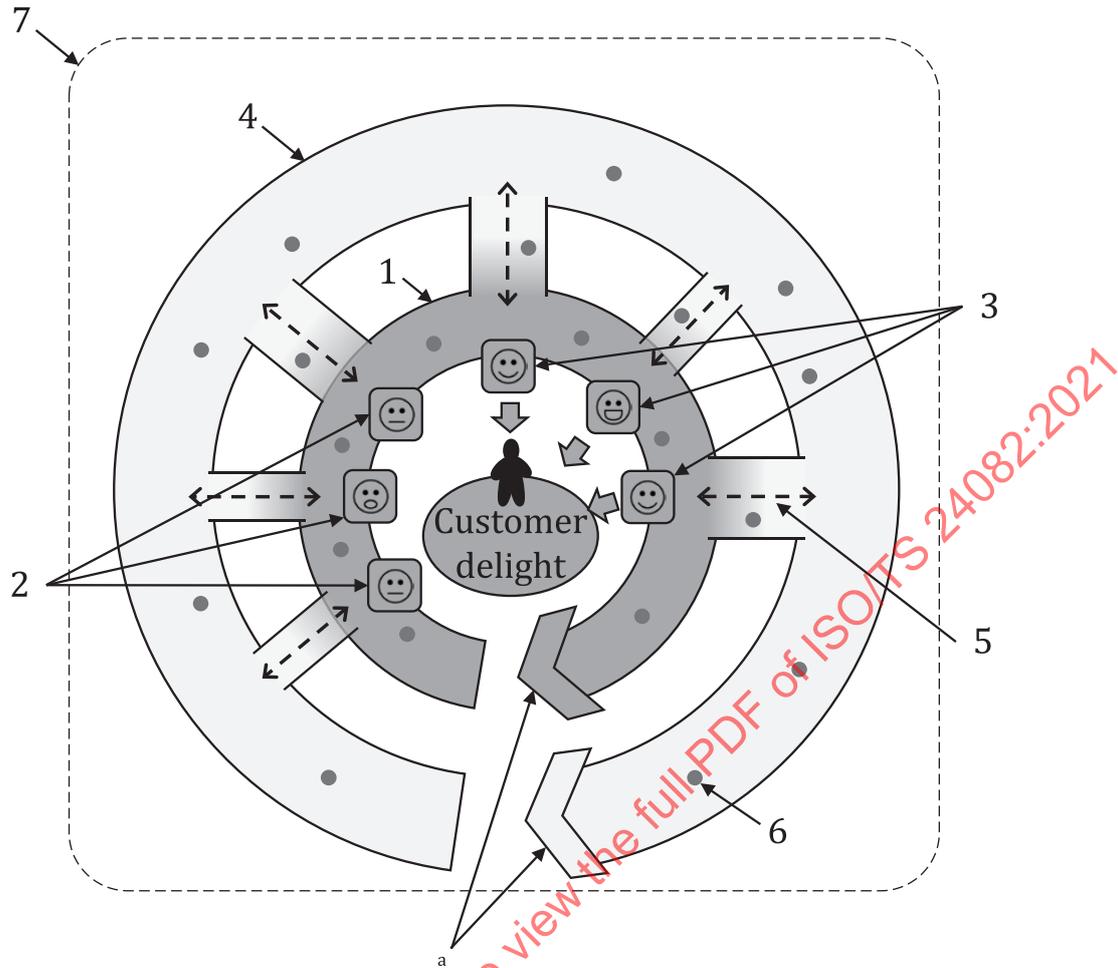
Figure 3 — The process of designing excellent service and interdependencies among design activities

There is no required order in which to perform the DfES activities. The design focus and process undertaken for the project should be determined by the results of the analysis conducted to learn why the customer is not delighted. The starting point is not limited to 5.3. In such cases, necessary input for a starting DfES activity can be prepared based on the existing service system and design information.

5.1.3 Design elements in the delivery of excellent service

Figure 4 represents elements of excellent service depicted from a customer’s standpoint, which are detailed in 5.3 to 5.7. The inner circular arrow in the figure shows a customer journey and the outer circular arrow depicts the service delivery process and the organizational activities of the service provider that support it. Services are prepared and delivered through cooperation among service providers, including subcontractors, within a customer-centred network. The customer and service provider interact at touchpoints, which are shared by the two circular arrows. Customer delight can be achieved when an outstanding customer experience is created through individual and surprisingly excellent service provision in the customer journey. A customer journey continues as the customer returns for repeat business, while the service provider continues with the next design and management activities. Data points described in 5.5.4 are collected in the customer journey, the service delivery process and during touchpoints interactions. The co-creation environment, as described in 5.6, surrounds the excellent service to facilitate co-creation.

NOTE See Annex E for a method of customer journey mapping.



Key

- 1 customer journey
- 2 usual customer experience
- 3 outstanding customer experience
- 4 service provider's organizational activities and service delivery process
- 5 touchpoint
- 6 data point
- 7 co-creation environment
- ^a A customer journey continues as the customer returns for repeat business, while the service provider continues with the next design and management activities.

Figure 4 — Design elements in the delivery of excellent service

5.2 Planning a design project on excellent service

The design project plan on excellent service should include the following steps that give prerequisites for DfES activities:

- Determine the scope of designing for excellent service that includes target customers and relevant stakeholders as well as risks and opportunities.
- Ensure participation of the service provider and customers in the service.
- Identify appropriate methods for the activities described in 5.3 to 5.7.

- Allocate an appropriate amount of time, resources and responsibilities to the activities described in [5.3](#) to [5.7](#).

NOTE The allocated project time includes time for iteration(s), time for incorporation of customer feedback and adequate time required to evaluate whether the designed service achieves the outstanding customer experience.

5.3 Understanding and empathizing with the customer

5.3.1 General

The organization should understand and empathize with the customer to develop a customer-centric perspective.

NOTE [5.3.2](#) contains requirements and recommendations from ISO 23592.

5.3.2 Understanding customer needs, expectations, and desires

Organizations should undertake appropriate research and analysis to understand customers' current and future needs, expectations and desires adequately. Activities to be undertaken include the following:

- a) Scope and depth of listening to customers.

The organization should listen to customers to identify what is valued by the customer, including expressed and unexpressed expectations, external factors, rational and emotional dimensions of customer experiences, as well as existing and changing customer needs.

Appropriate practices for implementation can include:

- using methods like “voice of the customer” (VoC), the laddering technique or other forms of observation and interviewing techniques (see ISO 16355-2);
- organizing the co-creation of services with customers (e.g. co-creation workshop).

- b) Organization of data acquisition and use.

The organization should collect and use varied data (preferences, comments, expectations, complaints, suggestions and compliments) on an individual customer basis. This should be from a relationship perspective as well as through all customer journeys.

Appropriate practices for implementation can include:

- using information from a customer relationship management (CRM) tool and social media;
- using information from field research (e.g. customer shadowing and service safari).

- c) Adapting to customer needs, expectations and desires.

The organization should anticipate changes that can occur within the marketplace and in customer demands. The organization should use the results of the customer listening (see [5.3.2 a](#)) and translate expressed and unexpressed customer requirements into service requirements.

Appropriate practices for implementation can include:

- conducting trend studies; follow and anticipate on trends;
- using methods like gap analysis and customer voice table in order to translate VoC into critical service requirements and prioritize them (see ISO 16355-1 and ISO 16355-3);
- understanding the relationship between fulfilment (or not) of customer requirement and customer perceptions (see ISO 16355-5 and the Kano model^[18] in [Annex B](#)).

5.3.3 Building a deep empathy for customer

The organization should develop a sense of empathy towards customers to gain insights. Uncovering differences between what customers actually do and what the organization assumed can increase the possibility of outstanding customer experience.

Appropriate practices for implementation can include:

- conducting ethnographic research to obtain empathy for the customer and further understanding of the emotional aspects and individual situation of customers;
- describing a typical day of the customer; obtaining customer insights to create a perfect day for the customer (e.g. “perfect day of a customer”);
- articulating and sharing within the design team what they know about a particular type of customer (e.g. empathy map and persona);
- obtaining rich, qualitative information about significant events or behaviours (either positive or negative) from customers who have first-hand experience (e.g. critical incident technique).

5.4 Defining a design challenge and a unique value proposition

5.4.1 General

Organizations should define a design challenge and a unique value proposition towards outstanding customer experience.

5.4.2 Defining a design challenge

A design challenge articulates the problem the organization tries to solve. This also helps the organization set an adequate scope (i.e. neither too narrow nor too broad).

Appropriate practice for implementation can include, for example:

- setting up an adequate question to frame insights on customer experience [e.g. “How might we” (HMW) statement];
- creating “customer problem statements” so that the design team agrees on problems to solve; these are customers' problems, not the organization's^[19].

5.4.3 Creating a unique value proposition

Organizations should create a unique value proposition while having a clear understanding of the positive emotions brought to customers.

Appropriate practice for implementation can include, for example:

- identifying the quality, features or characteristics that appeal to or delight the customer (see ISO 16355-5 and the Kano model^[18]); idea generation techniques can be combined to create attractive quality (e.g. applying SCAMPER and TRIZ to redefine quality elements^[20]);
- describing what relieves a customer's pain and what creates a customer's positive emotions, which have not been imagined or realized; this is based on customer profile analysis (e.g. value proposition canvas);
- creating “ideal state statements”, where an important customer problem or opportunity has been solved to an extremely high degree^[19]; brainstorm ideas based on one created ideal state.

5.5 Designing an outstanding customer experience with touchpoints and data points

5.5.1 General

Organizations should plan an outstanding customer experience with touchpoints and data points.

NOTE [5.5.2](#) contains requirements and recommendations from ISO 23592.

5.5.2 Documenting an outstanding customer experience to be delivered

Corresponding to the unique value proposition, an organization should document outstanding customer experiences to be delivered through service delivery methods, touchpoints and contents of the services. The targeted experiences should be planned from the customer perspective, including customer needs, journeys and the emotional results for both customers and staff. The organization should document efficiently and effectively the customer experiences. The document should be updated on a regular basis to meet changing customer expectations, competitor activities, innovation trends and significant changes to the external environment.

Appropriate practices for implementation can include:

- including customers in workshops to develop customer journeys leading to the targeted customer experience;
- developing and using customer journey maps while researching emotions during customer journeys (e.g. methods of customer journey mapping explained in [Annex E](#));
- defining service attitudes aligned with brand values and translating them into service providers' behaviour and requirements for customer journeys;
- developing and using service blueprints.

5.5.3 Deploying effective and emotional touchpoints

Organizations should design how services are delivered across multiple touchpoints between the service provider and the customer. Interactions occur between the two and various customer experiences take place during these touchpoints. To achieve excellent service, organizations should plan an effective set of critical touchpoints that evoke positive emotions before, during and after the service delivery and be prepared to manage interactions to ensure their excellent performance as a whole. Organizations should perform a consistent design of touchpoints for their brand and the value proposition, so they will elicit emotional experiences from customers. Organizations should consider virtual touchpoints as well as physical touchpoints.

To deploy touchpoints that elicit an emotional response from the customer, the following four approaches can be used:

- optimizing existing customer touchpoints; this is especially relevant for the critical customer touchpoints (the so called “moments of truth”) that leave a lasting impression with customers;
- creating outstanding new customer touchpoints that provoke positive emotions;
- optimizing the flow between the customer touchpoints;
- eliminating unnecessary customer touchpoints.

Appropriate practices for implementation can include:

- creating a touchpoint map showing the relationships between the touchpoints (e.g. emotional aspects) within the customer journey;
- exploring a variety of options to provide virtual interactions that create opportunities to engage customers with the service provider using the internet, sensory and digital technologies;

- recognizing touchpoints other than those where the service provider and customers directly interact by understanding various touchpoint classifications.

NOTE Types of touchpoints in the customer journey are brand-owned touchpoints, partner-owned touchpoints, customer-owned touchpoints, and social or external touchpoints^[21].

5.5.4 Developing effective data points

Organizations should identify data points to enable data utilization, including feedback provision, service personalization, adoption, improvement and learning in service delivery process and organizational management. Effective data points are essential for capturing customers' emotional experiences during the service delivery process. The analysis and proper use of this content is crucial for the organization to achieve excellent service. To collect and provide sufficient data efficiently, organizations should plan to process data points for the entire customer journey and in the service delivery process.

Appropriate practice for implementation can include:

- clarifying data points based on the results of customer journey mapping, service blueprinting or both, that include touchpoints;
- building data points and their observation methods properly so that the customer experience does not deteriorate, especially at touchpoints;
- aligning data points that service providers frequently observe, the customer perceives or both, in the customer journey;
- collecting data as digitally as possible by default for quick sharing and processing with lower cost;
- incorporating automated data collection to support customer needs (e.g. in reporting) and ongoing monitoring or maintenance needs of the service provider;
- adopting a privacy-by-design approach as a default approach when handling personal identifiable information^[22].

NOTE The effect of data collection enabled by data points is integrated in the leverage mechanism of co-creation environment for customer delight in [Annex D](#).

5.6 Designing a co-creation environment

5.6.1 General

In order to make excellent service effective and sustainable, organizations should design and manage a co-creation environment that is based on cooperation between customers and service providers^[23]. A good co-creation environment consists of a high level of intense cooperation at touchpoints and utilization of data points. Encouraging participation between the service provider and customers can supplement the detail of delivery and management process of excellent service with flexibility.

5.6.2 Encouraging customer-centricity of service providers in service delivery process

Organizations should encourage the customer-centricity of service providers so that flexible and individual services to customers are realized in the service delivery process. To achieve this, an organization needs to promote empowerment and engagement among employees so they are motivated to go above and beyond what they are normally expected to do for customers.

Appropriate practices for implementation can include:

- identifying the current level of customer-centricity demonstrated by service providers in customer service settings and launching initiatives to improve it;
- supporting and enabling service providers by adequately delegating authority and duties;

- engaging service providers by requesting their input in decisions that affect the customer.

NOTE 1 See [Annex C](#) for examples of different levels of customer-centricity of service providers.

NOTE 2 See ISO 23592:2021, 7.1.2 c) for recommendations and appropriate practices on empowerment and engagement among employees.

5.6.3 Encouraging active participation of customers in the customer journey

In order to reach the highest level of participation in the customer journey, organizations should encourage the active participation of customers. This participation can be demonstrated in a variety of customer behaviours toward the organization. Customer experiences depend on the degree to which customers are ready to fulfil their role, e.g. customer role readiness^[24].

Appropriate practices for implementation can include:

- identifying the current level of active participation demonstrated by customers at touchpoints across service delivery and launch initiatives to improve it;
- giving customers adequate freedom of choice and action.

NOTE See [Annex C](#) for examples of different levels of active customer participation.

5.6.4 Intense cooperation at touchpoints

Organizations should identify and design crucial touchpoints within the customer journey where co-creation takes place. Organizations should design a co-creation environment as a leverage mechanism to enhance the delivery of better and sustained customer delight. Organizations should implement measures to develop an intense cooperation with both customers and service providers, and consolidate efforts as appropriate. The level of intense cooperation is determined by the customer-centricity of the service provider and the active participation of the customer. Organizations should design and manage touchpoints described in [5.5.3](#) so that the appropriateness of cooperation between the customer and service provider is enhanced and kept. The higher a level of intense cooperation, the more likely it will be that the service providers can produce outstanding customer experiences through co-creation.

Appropriate practices for implementation can include:

- creating a co-creation environment where service providers and customers can rapidly share information with each other around touchpoints;
- investing in communication and guidance for customers so they feel ready to act as co-creators and do not experience failure;
- creating a co-creation environment with high availability of tools and devices that aid in achieving a co-creation task^[24].

NOTE The leverage mechanism of the co-creation environment for customer delight^[25] is detailed in [Annex D](#), which includes the effect of data collection and organizational agility.

5.7 Evaluating the design for excellent service

5.7.1 General

This activity consists of evaluating the design for excellent service from several viewpoints: customer, capability and sustainability perspectives.

5.7.2 Design evaluation based on the customer perspective

Organizations should conduct evaluations of the design based on the customer perspective. Since customer delight is always unique and phenomenological to a customer, customers evaluating the

design is essential. However, evaluation by customers is not always practical or cost-effective in the design process. In such circumstances, design solutions should also be prototyped and tested by simulating a real interaction with one or more touchpoints, an entire customer journey, and/or how the customer is participating in the service. These methods play an important role in exploring how customers will experience the service.

Organizations should also monitor the usage of the service to evaluate how the design works in the customer's emotional experience; co-creation in interactions between the service provider and the customer; and actual customer processes. This involves collecting customer data and service field data in different ways, real and digital, over a period of time.

Appropriate practices for implementation can include:

- making the experiential process nature of a service tangible with prototyping methods (e.g. using a customer journey map, storyboard and desktop walkthrough);
- conducting customer experience testing to explore how the design elicits customer emotions (e.g. using A/B testing);
- conducting business ethnographic studies and retrospective interviews;
- conducting a privacy impact assessment and security risk assessment for the designed service (see ISO/IEC 29134 and ISO/IEC 27001);
- analysing the result of follow-up questionnaires, including advocacy scores as a delight indicator;
- analysing both qualitative and quantitative data of customer behaviours on CRM tools and social media.

5.7.3 Design evaluation based on the capability perspective

Organizations should evaluate the capability of the system to deliver the designed excellent service. Organizations should also check the effect, applicability or both of utilizing digital technology.

Examples of appropriate items to be evaluated include:

- 1) touchpoints
 - resources to realize crucial touchpoints are sufficiently allocated and used;
 - communication at touchpoints can be personalized for each customer;
 - positive emotions can be provided to each customer.
- 2) data points
 - data quality is ensured appropriately (e.g. with integrity, accuracy, consistency and validity. See ISO/TS 8000-1 and ISO/IEC 25012);
 - data to evaluate how the designed service affects outstanding customer experience and customer delight is acquired;
 - useful data to manage individual excellent service provision offered to the customer is acquired;
 - useful data to conduct continuous improvement on the customer journey is acquired;
 - various types of information gathered from data points is collected, shared and utilized appropriately for multipurpose data analytics.
- 3) co-creation environment
 - customer-centricity of the service provider to provide the designed service;

- active participation of the customer to participate in the designed service;
- a system that enables service providers and customers to cooperate around touchpoints has been suitably prepared;
- customer information to facilitate co-creation is provided;
- the organization's capability to support co-creation has been developed.

5.7.4 Design evaluation based on the sustainability perspective

Organizations should strive to sustain excellent services based on the results of [5.7.2](#) and [5.7.3](#). Organizations should follow up repeated customer experiences to create delight by considering the accumulation of knowledge and changes in customer participation.

NOTE 1 Among experiences of customer delight, it is possible there will be a one-shot experience (like a once-in-a-lifetime service) with a very high level of emotion.

Sustainable and socially responsible design of excellent services should be taken into account during standardization. This involves integrating and balancing out the economic, social and environmental considerations in accordance with the pillars of sustainability. Organizations should evaluate whether the designed excellent service realizes the first two pillars of sustainability:

- economic: a design that promotes the service excellence effect chain shown in [Figure 2](#);
- social: a design that contributes to enhancing quality of life, well-being, pro-social and social welfare.

NOTE 2 ISO has made a commitment to develop “standards for a sustainable world”. The 1987 United Nations' Brundtland Commission report, 'Our Common Future', defined sustainable development (e.g. UN Standard Development Goals #3, #8 and #9) as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”.^[26]

Annex A (informative)

The six principles of service design thinking

This annex provides the six principles of service design thinking [\[17\]](#).

1) Human-centred

Experiences of every person affected by the service should be considered. Therefore, service design should consider not only the customer experience but also the interests of all relevant people, including staff.

2) Collaborative

All stakeholders of various backgrounds and responsibilities should be actively engaged in the service design process.

3) Iterative

An exploratory, adaptive and experimental approach should be used in designing services in order to achieve continual improvement through an iterative process.

4) Sequential

Services should be viewed as a sequence of interrelated actions and developed as such.

5) Real

Needs should be researched in reality, ideas prototyped in reality and intangible values evidenced as physical or digital reality.

6) Holistic

Services should sustainably address the needs of all stakeholders throughout the entire service chain or across business areas if necessary.

Annex B (informative)

The Kano model — Understanding what delights the customer

Kano's model [18] is useful to understand customer requirements and their impact on customer perceptions. Kano's model refers to customer delight as well as customer satisfaction, which are both integral components of service excellence. Figure B.1 is a revised diagram of the Kano model replacing the degree of satisfaction (vertical axis) with the degree of customer experience. A unique value proposition addresses an attractive quality that delights customer or a one-dimensional quality with high performance that exceeds customer expectation.

In ISO 16355-5, three types of quality in the Kano model (attractive quality, one-dimensional quality and must-be quality) are revised as exciting quality, desired quality and expected quality, respectively.

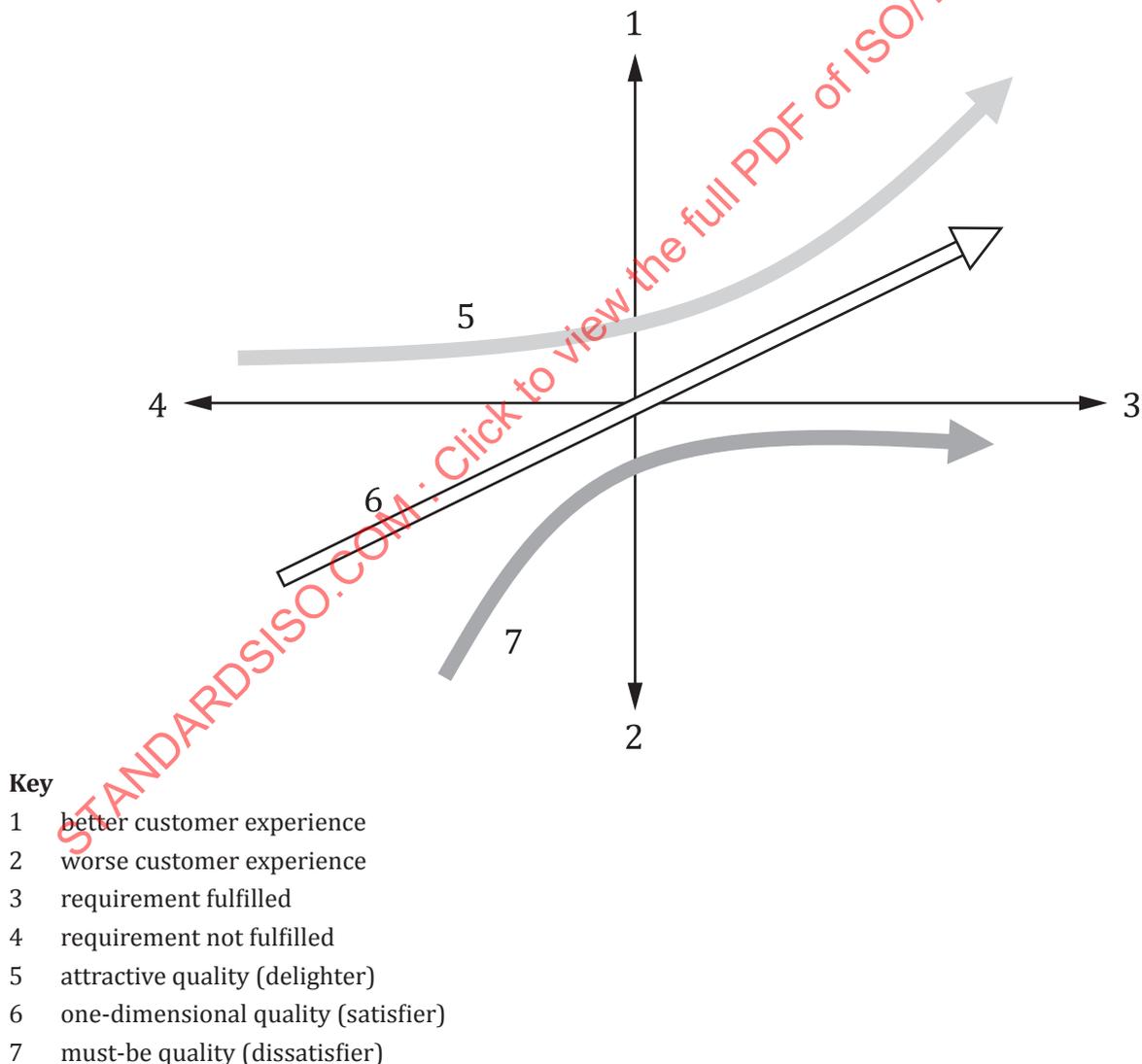


Figure B.1 — A revised Kano model

To uncover customer perceptions towards the fulfilment of requirements (i.e. feature), a Kano questionnaire and evaluation table are used. The Kano questionnaire consists of a pair of questions for

each requirement the organization wants to evaluate; one asks customers how they feel if they have the feature; the other asks how they feel if they do not have the feature. The first question is called the functional form and the second one is the dysfunctional form. After asking customers these two questions, each feature can be categorized according to an evaluation table that combines functional and dysfunctional answers. [Table B.1](#) is an example of an evaluation table.

Table B.1 — Example of a Kano questionnaire and evaluation table

		Dysfunctional form (<i>How do you feel if you don't have the feature?</i>)				
		"I like it"	"I expect it"	"I am neutral"	"I live with it"	"I dislike it"
Functional form <i>(How do you feel if you have the feature?)</i>	"I like it"	Q	A	A	A	O
	"I expect it"	R	Q	I	I	M
	"I am neutral"	R	I	I	I	M
	"I live with it"	R	I	I	Q	M
	"I dislike it"	R	R	R	R	Q
Key						
A: attractive quality (or delighter)						
O: one-dimensional quality (or satisfier)						
M: must-be quality (or dissatisfier)						
I: indifferent ("don't care" feature)						
Q: questionable (illogical response)						
R: reverse (undesired feature)						

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Annex C (informative)

Examples of levels of active participation of the customer and customer-centricity of the service provider

The organization should understand different levels of active participation of the customer and customer-centricity of the service provider in order to encourage them to reach their potential in the customer journey and service delivery process, respectively. Examples^[23] are given in [Table C.1](#) and [C.2](#).

Table C.1 — Example of levels of active participation of the customer

Level	Active participation
1	Accept
2	Express needs clearly
3	Use efficiently and effectively
4	Give feedback
5	Recommend to others
6	Feel psychological ownership

Table C.2 — Examples of levels of customer-centricity of the service provider and rationale for behaviour

Level	Rationale for behaviour
1	Rewards
2	Regulations
3	Requests from customers
4	Observation from the customer's point of view
5	Empathy for customers
6	Social interest (or community feeling)

Annex D (informative)

Using the leverage mechanism to achieve customer delight

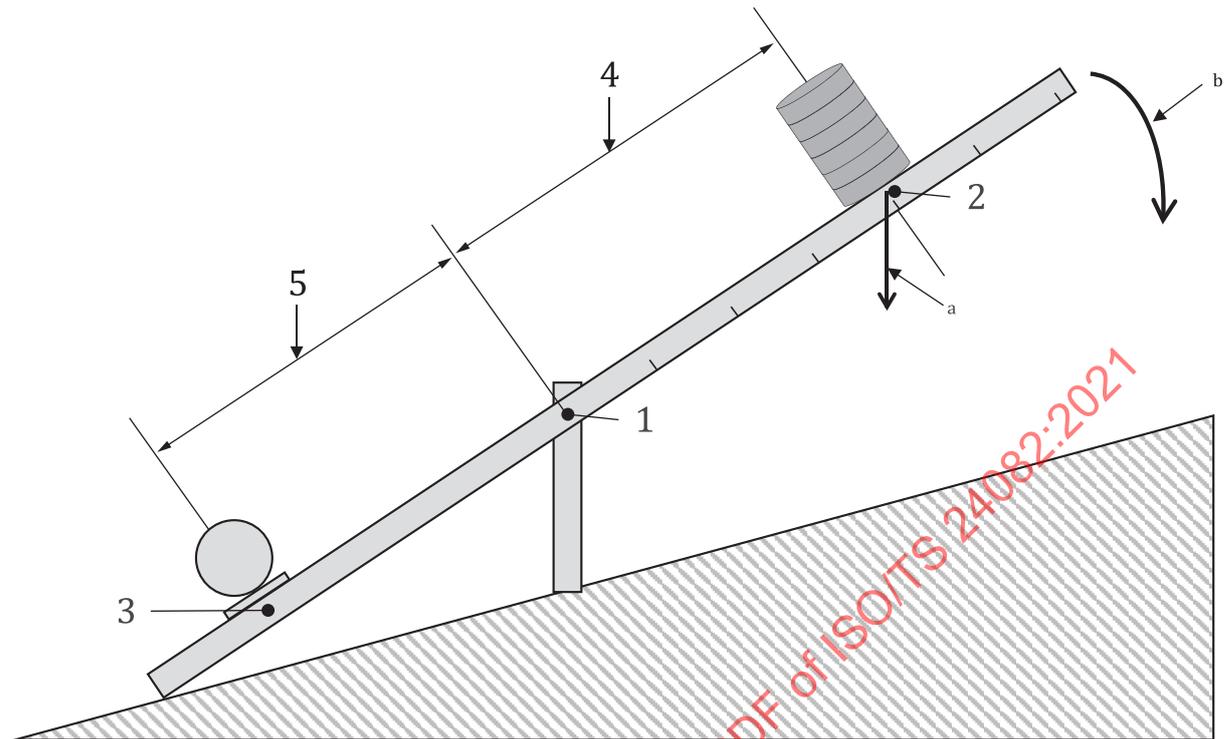
D.1 General

This annex explains how a designed excellent service is differentiated from a basic service, using a model of the leverage mechanism of a co-creation environment for customer delight [25]. It includes intense cooperation between the customer and service provider, the effect of data utilization and organizational agility.

D.2 Structure of the leverage mechanism

[Figure D.1](#) illustrates the structure of mechanism as a lever system to catapult a ball on the bar up into the air. In [Figure D.1](#), a lever system is placed on the slope, consisting of a pole brace, a rotatable bar attached with the pole, a ball to be catapulted in the left part, and weights to be put and released in the right part. Vertical coordinates of the ball represent how well a service delivers good customer experience, which can result in either customer satisfaction or customer delight. Customer satisfaction switches to customer delight when the ball is catapulted to a height above the horizontal state of the bar.

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**Key**

- 1 fulcrum
- 2 effort
- 3 load
- 4 effort arm (active participation of customer)
- 5 resistance arm (scale of data collection)
- a Effort force (customer-centricity of service provider).
- b Rotational force (level of intense cooperation).

Figure D.1 — Structure of leverage mechanism in a co-creation environment

Intense cooperation between the customer and service provider is modelled as the effort moment that rotates the bar down (i.e. clockwise rotational force). This is determined by customer-centricity of the service provider and active participation of the customer. The effort force by weights that press the bar down represents customer-centricity of the service provider, the current level of which corresponds to the weight. The effort arm, the distance between the fulcrum and the effort force represents the active participation of the customer. The current level of active participation of the customer determines the position where weights should be placed.

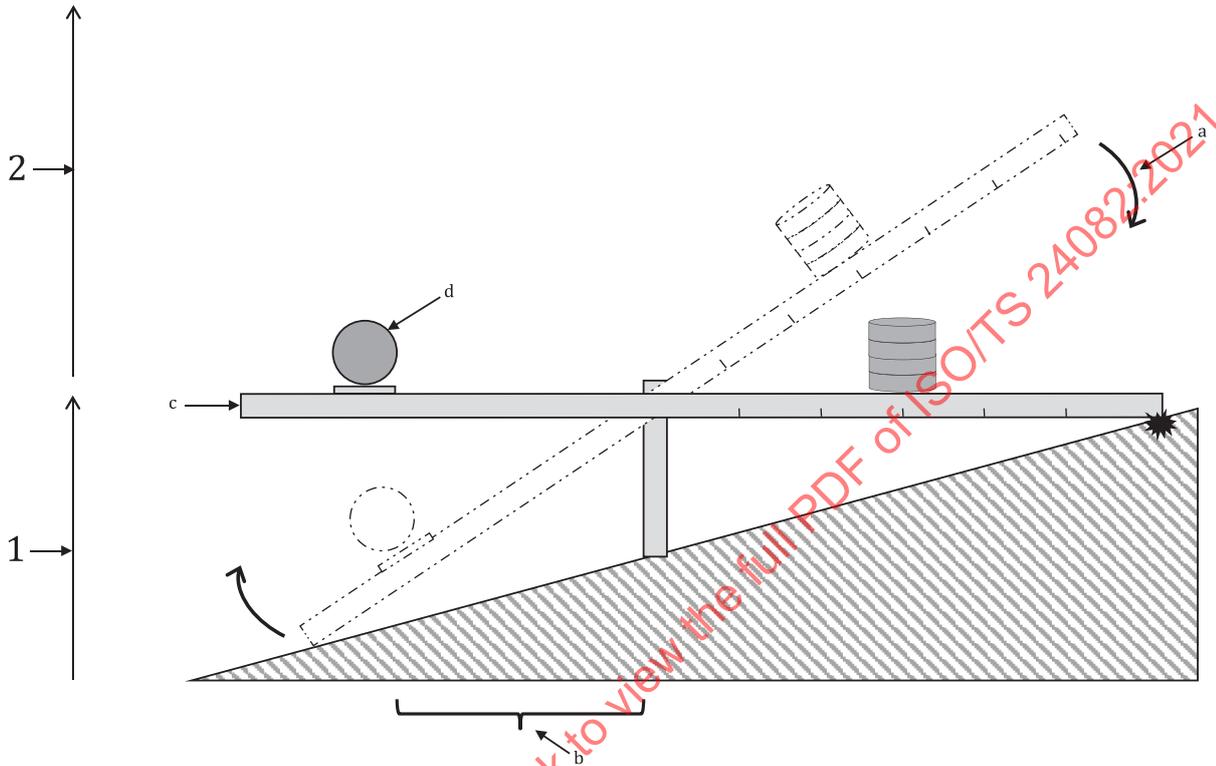
The greater the effort force and the effort arm are, the greater the clockwise rotational force.

The ball mass (lightness) represents the organization's agility in terms of co-creation, which generates the counter-clockwise rotational force and rotational inertia. The resistance arm, the distance between the fulcrum and the ball represents the scale of data collection through data points. This determines the ball speed by considering the trade-off between the ball speed's amplification and difficulty in rotation by the ball's mass and position. The amplification can be the effect of data utilization, and the difficulty can be the cost of data collection and utilization. The higher the ball speed when it is released from the bar, the more likely it will be that the service providers can produce outstanding customer experiences through co-creation.

NOTE The most appropriate scale of data collection to give the highest speed of the ball is determined according to the rest of the lever system; neither too small nor too large.

D.3 Basic service for customer satisfaction

Using this structure, [Figure D.2](#) represents a case of basic service aimed at customer satisfaction. With less intense cooperation, less appropriate scale of data collection or both, the bar rotates slowly and stops at the horizontal state due to the slope. At this time, the ball stays on the bar and does not go upwards, because the ball's momentum is too small to jump. This means that high customer satisfaction can be obtained but no customer delight would be expected.



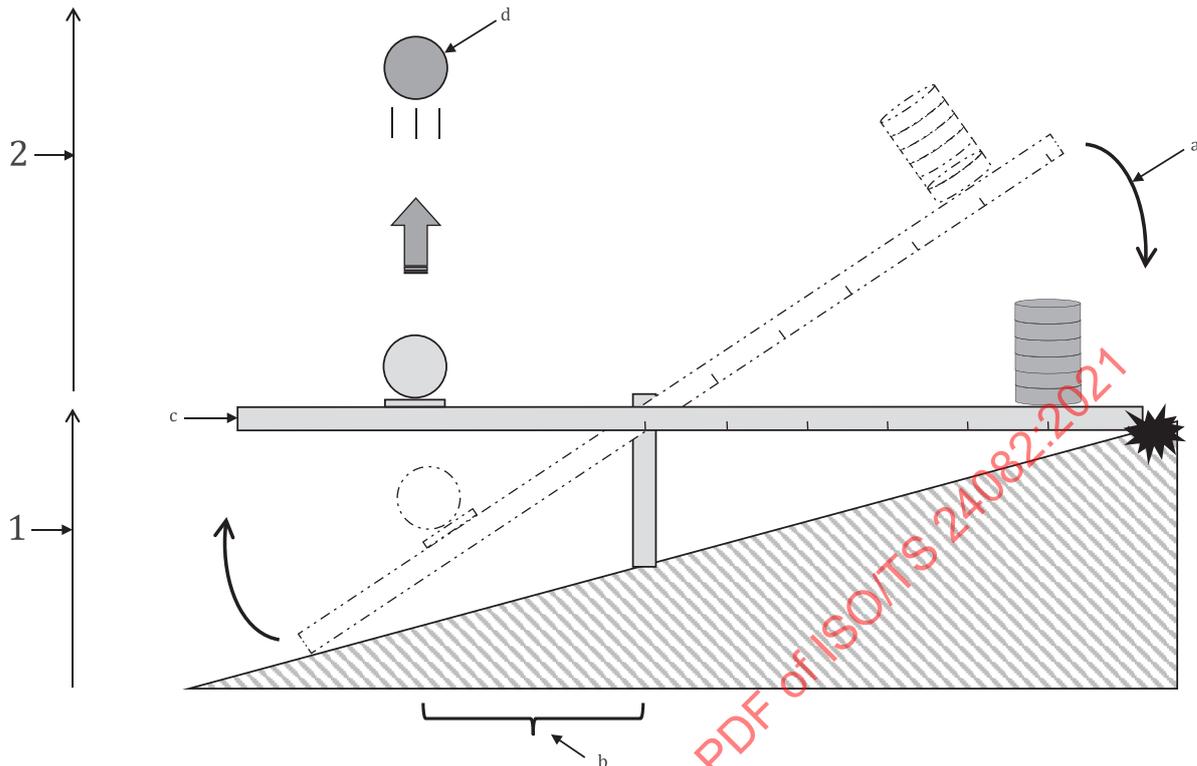
Key

- 1 customer satisfaction
- 2 customer delight
- a Less intense cooperation is given.
- b Less appropriate scale of data collection is given.
- c The bar stops at the horizontal state.
- d The ball stays on the bar and does not go upwards because the ball's momentum is too small to jump. High customer satisfaction but no customer delight.

Figure D.2 — Customer satisfaction in basic service

D.4 Excellent service for customer delight

[Figure D.3](#) represents a case of excellent service through co-creation aiming at customer delight. With more intense cooperation and more appropriate scale of data collection, once the bar comes into a horizontal position, the bar launches the ball upwards. The ball's maximum vertical distance from the bar in the horizontal position represents the result of outstanding customer experience through positive emotional experiences in the journey. The greater the distance, the greater the customer delight.



Key

- 1 customer satisfaction
- 2 customer delight
- a More intense cooperation is given.
- b More appropriate scale of data collection is given.
- c Once the bar comes into a horizontal position, the bar launches the ball upwards.
- d The ball's maximum vertical distance from the bar in the horizontal position represents the result of outstanding customer experience through positive emotional experiences.

Figure D.3 — Customer delight in excellent service