



BSI Standards Publication

Service excellence — Creating outstanding customer experiences through service excellence

National foreword

This Draft for Development is the UK implementation of CEN/TS 16880:2015.

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

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

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Published by BSI Standards Limited 2015

ISBN 978 0 580 90150 8

ICS 03.080.01; 03.100.99; 03.120.99

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This Published Document was published under the authority of the Standards Policy and Strategy Committee on 31 December 2015.

Amendments/corrigenda issued since publication

Date	Text affected
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TECHNICAL SPECIFICATION
SPÉCIFICATION TECHNIQUE
TECHNISCHE SPEZIFIKATION

CEN/TS 16880

December 2015

ICS 03.080.01; 03.100.99; 03.120.99

English Version

**Service excellence - Creating outstanding customer
experiences through service excellence**

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

Service Excellence - Schaffung von herausragenden
Kundenerlebnissen durch Service Excellence

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European foreword

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

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Introduction

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

Organizations often say they put the customer at the centre of their business. However, in competitive markets it is essential to manage the whole organization around the customer and the experience offered. Organizations who know and do this will flourish. It is no longer enough for organizations to deliver the basic services and products expected by customers. To be successful and to stay ahead of competitors, it is essential to delight customers by providing outstanding experiences. This is the objective of service excellence.

This Technical Specification describes the principles, elements and sub-elements for creating outstanding customer experiences. The basic foundations of implementing service excellence are the two lower levels of the service excellence pyramid (see Figure 1). These are described in standards such as EN ISO 9001 and ISO 10002. This document deals with the upper levels which are:

- individual service (Level 3);
- surprising service (Level 4).

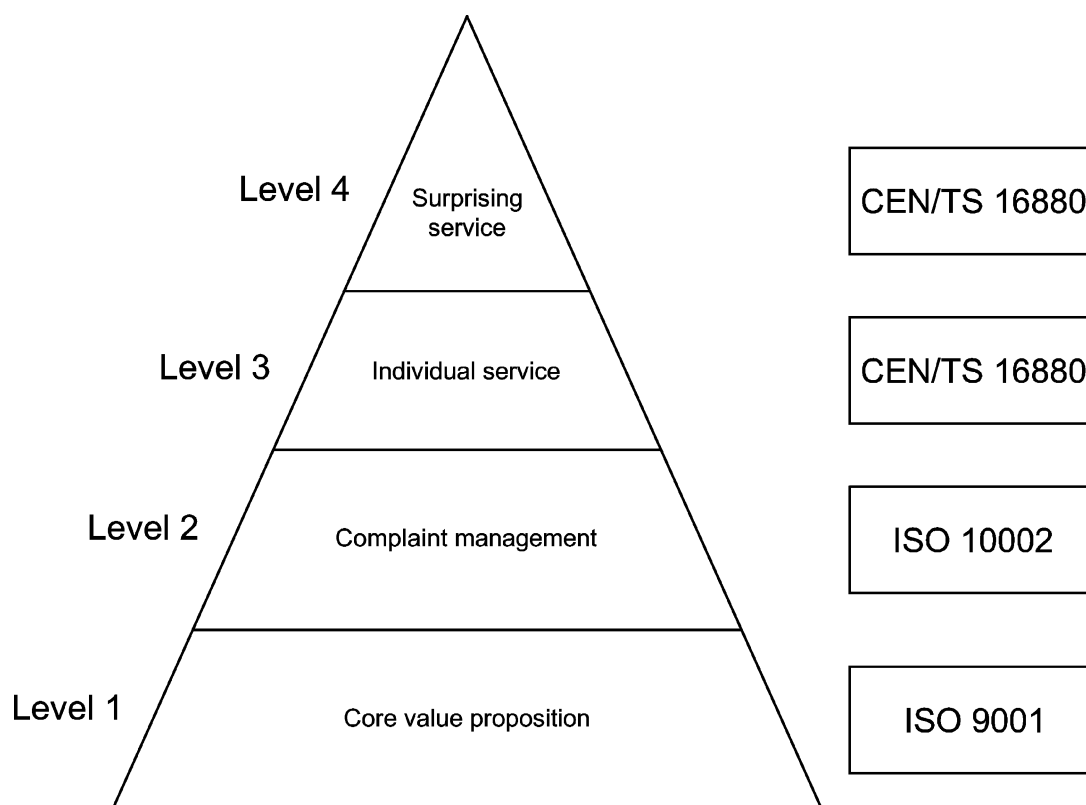


Figure 1 — Service excellence pyramid¹⁾

1) Adapted from DIN SPEC 77224.

These two levels create an emotional connection with the customer and lead to customer delight. The impact for the business is a strong brand image and attractiveness to new and existing customers as well as competitive differentiation.

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

Surprising service (Level 4) is tailor-made and leads to emotions of surprise and joy. It is delivered by exceeding customer expectations. This can be achieved by delivering unexpected outstanding customer experiences.

1 Scope

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

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

2 Normative references

None.

3 Terms and definitions

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

- 3.1**
co-creation
active involvement of stakeholders in service design, delivery and innovation
- 3.2**
customer
person or organization that could or does receive a product or service intended for, or required by, the person or organization
- EXAMPLE Consumer, client, end-user, patient, beneficiary and purchaser.
- Note 1 to entry: A customer can be internal or external to the organization. The output of each internal process is the input for the next process. The next process is the internal customer of the preceding process.
- 3.3**
customer delight
emotions of pleasure and surprise experienced by the customer derived from either an intense feeling of being valued or by expectations being exceeded
- 3.4**
customer experience
perception by a customer about their interaction with an organization, its products or services
- Note 1 to entry: An interaction is related to a customer journey or the whole relationship with an organization, its products or services.
- 3.5**
customer journey
complete sum of experiences of a customer when engaging with an organization, its products or services
- 3.6**
employee engagement
extent to which employees feel enthusiastic about their job, are committed to the organization and put discretionary effort into their work

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