



## Form 1: Proposal for a new field of technical activity

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Proposer: DIN	<b>ISO/TS/P</b> 266

A proposal for a new field of technical activity shall be submitted to the Central Secretariat, which will assign it a reference number and process the proposal in accordance with the ISO/IEC Directives (part 1, subclause 1.5). The proposer may be a member body of ISO, a technical committee, subcommittee or project committee, the Technical Management Board or a General Assembly committee, the Secretary-General, a body responsible for managing a certification system operating under the auspices of ISO, or another international organization with national body membership. Guidelines for proposing and justifying a new field of technical activity are given in the ISO/IEC Directives (part 1, Annex C).

### The proposal (to be completed by the proposer)

<p><b>Title of the proposed new committee (The title shall indicate clearly yet concisely the new field of technical activity which the proposal is intended to cover.)</b></p> <p>Excellence in service</p>
<p><b>Scope statement of the proposed new committee (The scope shall precisely define the limits of the field of activity. Scopes shall not repeat general aims and principles governing the work of the organization but shall indicate the specific area concerned.)</b></p> <p>This standardization project wants to develop documents on the guidance for the creation of outstanding customer experiences through the provision of excellent services to achieve customer delight. It does not focus on providing basic customer service which organizations should already have in place. These documents apply to all organizations delivering services, such as commercial organizations, public services and not-for-profit organizations.</p>

**Proposed initial programme of work (The proposed programme of work shall correspond to and clearly reflect the aims of the standardization activities and shall, therefore, show the relationship between the subject proposed. Each item on the programme of work shall be defined by both the subject aspect(s) to be standardized (for products, for example, the items would be the types of products, characteristics, other requirements, data to be supplied, test methods, etc.). Supplementary justification may be combined with particular items in the programme of work. The proposed programme of work shall also suggest priorities and target dates.**

Initial work shall include the following projects:

1. Basic standard

Set clear definitions for terms which are hard to comprehend like customer centricity, customer delight, customer experiences, service leadership and management, excellent services due to the subjective perception of such “soft” constructs.

Creating principles to stimulate the mind-set of service managers and service employees going into the direction of customer centricity.

Developing a model on service excellence containing different elements leading to outstanding customer experiences and delight.

2. Standard for the Design of services and customer experiences

Guidance on the creation of outstanding customer experiences and excellent services: a standard which defines the scope of outstanding customer experiences and specifies guidelines to promote the creation of outstanding customer experiences and the design of new services.

3. Standard for Measurement and Evaluation

Identifying an appropriate set of objective and subjective (especially emotional indicators) internal and external metrics which can be used to operationalize the influencers and substantial effects (positive impact on stock evolution) of outstanding customer experiences and customer delight.

Defining potential thresholds that can be used to differentiate maturity levels.

4. Standard for Implementation and Transformation

Guidance on the implementation of service orientation and transformation of the organization: a standard which defines the construct (service culture, service leadership and management) of service orientation and specifies guidelines to support a better understanding of customers and the design and provision of excellent services.

The work should start with the basic standard to build up a similar understanding of the innovative and complex matter. The next step will focus on the Standard on Measurement and Evaluation and the Standard on Implementation and Transformation. Therefore, the new TC plans to propose four international technical specifications in three to four years.

**Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal (This may be combined with the "Proposed initial programme of work" if more convenient.)**

1. Terminology, principles and a model to achieve outstanding customer experiences and customer delight (Technical Specification)
2. Design of services and customer experiences (Technical Specification)
3. Identification of internal and external metrics (Technical Specification)
4. Guidance on implementation and transformation of the creation of service orientation (Technical Specification)

**A listing of relevant existing documents at the international, regional and national levels. (Any known relevant document (such as standards and regulations) shall be listed, regardless of their source and should be accompanied by an indication of their significance.)**

Basic standards:

CEN/TS 16880 Service Excellence – Creating outstanding customer experiences through service excellence

DIN SPEC 77224:2011-07 Achieving Customer Delight Through Service Excellence

BS 8477 Code of practice for customer service

**A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. (The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized. If seemingly similar or related work is already in the scope of other committees of the organization or in other organizations, the proposed scope shall distinguish between the proposed work and the other work. The proposer shall indicate whether his or her proposal could be dealt with by widening the scope of an existing committee or by establishing a new committee.)**

Currently, there exists no technical committee of standardization (TC or PC) working on related topics like customer experiences, excellent services in ISO. The proposed technical committee would be responsible for standardization of mindsets and procedures how to achieve outstanding customer experiences through the provision of excellent services including terminology, principles, elements, metrics, implementation, amongst others. Therefore it will support the ISO Strategy 2016 – 2020 where developing standards for services is one of the priorities since they make a positive contribution to the globalization of the services sector.

**A listing of relevant countries where the subject of the proposal is important to their national commercial interests.**

As these technical specifications focus on services and their specifics, all countries with a strong service sector or a high percentage of service exports have a strong interest in improving the service businesses from an average service level to an excellent service level. According to World Bank data, services account for some 75 % of GDP and employment in the most developed countries. But even in many developing countries, the services share is still close to 50 %. And services trade has been growing consistently. Some two-thirds of the global FDI (foreign direct investment) stock is in the services sector. Therefore most of the regions and countries worldwide are affected by these standards.

The establishment of such a set of technical specifications will help service industries all over the world to improve the service businesses and to satisfy and delight their customers. Therefore, the delivered services will be improved, financial effects for the service-providing companies can be reached and the experiences of customers can be improved.

**A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s). (In order to avoid conflict with, or duplication of efforts of, other bodies, it is important to indicate all points of possible conflict or overlap. The result of any communication with other interested bodies shall also be included.)**

ISO/IEC JTC 1/SC 40 IT Service Management and IT Governance

ISO/TC 224 Service activities relating to drinking water supply systems and wastewater systems  
- Quality criteria of the service and performance indicators

ISO/TC 225 Market, opinion and social research

ISO/TC 228 Tourism and related services

ISO/TC 232 Learning services outside formal education

ISO/TC 279 Innovation management

ISO/TC 290 Online reputation

**A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s).**

Potential stakeholders are all organizations delivering services, such as commercial organizations, public services and not-for-profit organizations. The mentioned technical specifications will help service organizations world-wide to design, manage and deliver better services evoking positive to outstanding experiences for their customers and resulting in delighted customers. This will also lead to more loyal customer relationships, improved customer engagement, cost-savings, higher reputation, excellent employer image, better financial results and at least a higher attractiveness of trading services world-wide. In consequence, the technical specifications lead to more attractive service offers enhancing the value for service-providing organizations and for customers.

The work of the proposed TC results in a broad range of benefits for the following stakeholders:

1. Terminology, principles and a model to achieve outstanding customer experiences and customer delight:

All kind of service organizations as relevant stakeholders can gain a better understanding of the most important aspects and principles to improve the customer experiences by providing excellent services.

Suppliers and clients can better communicate about a consistent way how to satisfy and delight the customers.

Consumer organizations and government will get a better impression of customer needs, perception and experiences.

2. Design of services and customer experiences:

Service organizations will be enabled to develop and deliver better experiences and services for customers.

Customers benefit from better experiences and excellent services.

3. Identification of internal and external metrics:

Service organizations can improve their capabilities to re-orientate the service business into the direction of the customer.

Analysts, service associations and government authorities will get deeper insights into the performance (potentials) of the service sector.

4. Guidance on implementation of the creation of service orientation:

Service organizations are able to become more customer centred.

Customers will profit of getting better services and a higher value provision.

**An expression of commitment from the proposer to provide the committee secretariat if the proposal succeeds.**

If the proposal will be accepted, DIN is willing to undertake the work of secretariat of the new TC, and is committed to providing all required resources to successfully run the secretariat.

**Purpose and justification for the proposal. (The purpose and justification for the creation of a new technical committee shall be made clear and the need for standardization in this field shall be justified. Clause C.4.13.3 of Annex C of the ISO/IEC Directives, Part 1 contains a menu of suggestions or ideas for possible documentation to support and purpose and justification of proposals. Proposers should consider these suggestions, but they are not limited to them, nor are they required to comply strictly with them. What is most important is that proposers develop and provide purpose and justification information that is most relevant to their proposals and that makes a substantial business case for the market relevance and the need for their proposals. Thorough, well-developed and robust purpose and justification documentation will lead to more informed consideration of proposals and ultimately their possible success in the ISO IEC system.)**

Due to the unceasing globalisation process of services, service industries and corporations world-wide have an increased need to secure or rather to improve their competitive position and establish long-term customer relationships. Moreover, as customer needs and expectations continue to expand and as customer loyalty wanes increasingly, organisations must concentrate their efforts on optimizing their customer touchpoints and finding innovative, excellent service solutions which create outstanding customer experiences resulting in customer delight.

Therefore, providing not only a higher level of quality for core services or value-added services, but establishing a system which systematically produces outstanding customer experiences has emerged as a critical success factor for leading service-providing companies. Thereby the impact of excellent services on a company's competitiveness can be significant, due to creation of delighting moments for customers which have a direct impact on customer loyalty and especially on repurchase and recommendation behaviour. Consequently, service companies have shifted their focus towards finding ways how to design, produce, and deliver excellent services.

As a result of this shift in focus, the objectives of customer experiences and customer delight have emerged as viable and promising opportunities. A necessity for this is the provision of excellent services which exceed the expectations of the customers. Delight as an emotional response to excellent services, is in turn capable of strengthening a customer's commitment to a service provider.

Since these topics are primarily mentioned as "soft factors", a standardized understanding and handling of relevant topics are required. Service organizations can profit from doing so when they dedicate their business strategies to offering customers excellent services. In consequence, customers and society can also benefit from an increased service level which is outstanding.

Whereas the relevance of providing excellent services is already well-known and well-established by leading service companies, in a lot of service markets there exist no fundamental knowledge how to define and design these "soft" factors. Therefore, first attempts were made on a national (German) and regional (EU) level to think about first guidance for service organizations which result in DIN SPEC 77224:2011-07 "Achieving Customer Delight Through Service Excellence" and CEN/TS 16880 "Service Excellence – Creating outstanding customer experiences through service excellence". Since this topic is of high relevance for all service organizations world-wide and the provision of excellent service is a global challenge which can lead to tremendous benefits for all stakeholders, an ISO project bundles the service competencies of leading service organizations world-wide to improve customer experiences and create additional value for all stakeholders.

Signature of the proposer

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*Further information to assist with understanding the requirements for the items above can be found in [the Directives, Part 1, Annex C](#).*