



THE INTERNATIONAL  
CUSTOMER SERVICE  
INSTITUTE



THE INTERNATIONAL  
STANDARD FOR SERVICE  
EXCELLENCE

---

# THE INTERNATIONAL STANDARD FOR SERVICE EXCELLENCE (TISSE2018)

---

PREVIOUSLY TISSE2012

[www.ticsi.org](http://www.ticsi.org)

---

## CONTENTS

Foreword .....	05
Introduction .....	07
TISSE2018 Framework .....	08
The 5Ps Service Excellence Model .....	09
The Structure of TISSE2018 .....	11
Criteria Assessment .....	12
TISSE2018 Review Cycle .....	13
TISSE2018 Mandatory Criteria .....	14
TISSE2018 Scoring System .....	15
TISSE2018 Audit Types .....	16
Formal Recognition of Excellence .....	17
TICSI Online Software .....	17
TISSE2018 Requirements .....	18
1. POLICIES .....	18
2. PREMISES / CHANNELS .....	20
3. PRODUCTS / SERVICES .....	21
4. PROCESSES / CUSTOMER JOURNEYS .....	23
5. PEOPLE .....	24
6. MEASUREMENT OF PERFORMANCE .....	26
7. MEASUREMENT RESULTS .....	28
TISSE2018 Copyright .....	29



## FOREWORD

### ***Wording conventions***

Mandatory criteria of this standard are identified by the terminology "Shall", all recommended criteria use "Should".

Notes and explanatory information are presented in small italic typeface.

### ***Contractual and legal information***

Users of this document are responsible for its correct application and it should be noted that some of the criteria and requirements may be subject to legal requirements.

### ***Publishing information***

The International Standard for Service Excellence Standard (TISSE2018) was published by The International Customer Service Institute (TICSI) in Feb 2018. TISSE2018 is the completed revision and replacement of TISSE 2012. Further information regarding this publication can be found on the website, [www.ticsi.org](http://www.ticsi.org)

### ***Revision history included in the standard to establish continuity between TISSE2012 and TISSE2018***

The latest version of the standard is a revised version of The International Standard of Service Excellence (TISSE2012). The new version has some changes in wording to address the issues now extant in the management of the customer experience, the addition of some criteria to correspond to the evolution of customer experience through time and updated graphics of the various models used throughout the standard to aid comprehension and avoid any misinterpretation of TISSE2018.

### ***Added Considerations***

Additional non-mandatory key recommendations have been introduced on a number of preconditions that are considered important in creating an organisational climate conducive to the aim of delivering the highest standards of service excellence.



## INTRODUCTION

The International Customer Service Institute (TICSI) is an international partnership organisation dedicated to the recognition and sharing of global best practice in customer service. The Institute was founded in 2005 in the United Kingdom with the ultimate goal of setting the global standards for customer service in a diverse and constantly changing environment.

The International Standard for Service Excellence (TISSE2018) has evolved from the previous TISSE2012 by the Institute with the objective of maintaining it as the global standard for quality customer service. The aim of TISSE2018 is to motivate organisations to focus their attention on the delivery of excellence, provide the drive for a continuous improvement in service excellence and recognise success through a formal third-party certification scheme.

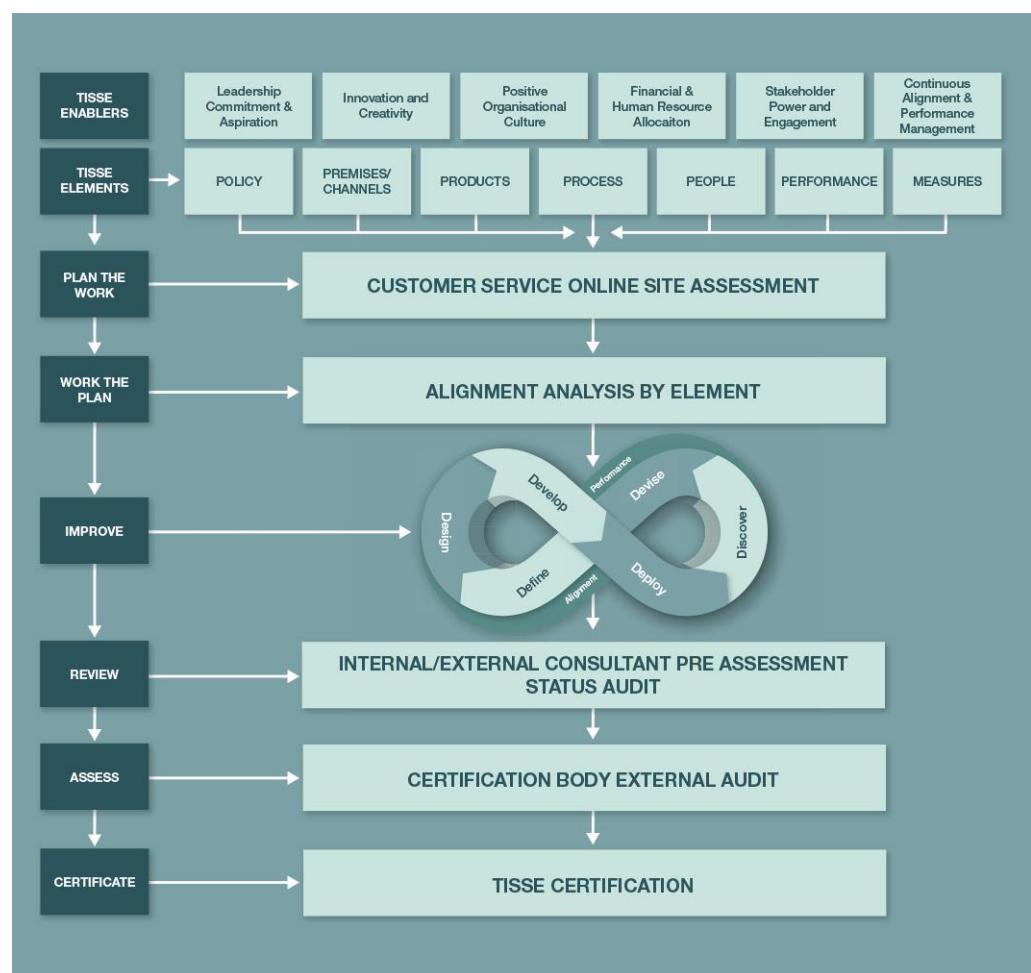
The original version of the Standard, the first global standard for service quality was developed in 2005 by the Institute and approved by the Institute's Strategic Advisory Panel and its Certification Partner, the British Standards Institution (BSI). There have been enhancements in the Standard over the years, which enable it to remain current and relevant in an environment, where changes in perception of service excellence are dynamic and customer driven.

The latest review of the Standard (TISSE2018) has taken into consideration feedback from all concerned global parties: stakeholders, partners, members of the strategic advisory panel, clients and customers. The developments have further been supported by the Institute's international research in determining the main drivers and new challenges in the delivery of service quality excellence. This revision contains the core principles from the previous versions and combines this with new key measurables which together create a flexible yet quantifiable framework for implementing all the elements to facilitate delivery of customer service excellence and a consistently positive customer experience.

## TISSE2018 FRAMEWORK

The TISSE2018 Implementation Model is based on global best practice market research and studies conducted by The Institute. The Model can be used as a guidance tool to support organisations to achieve their Customer Happiness objectives and address all aspects of service design and delivery.

The Model provides a clear framework for continuous improvement and change by creating a practical understanding of the key dimensions and elements required to achieve Customer Happiness.



## THE 5Ps SERVICE EXCELLENCE MODEL

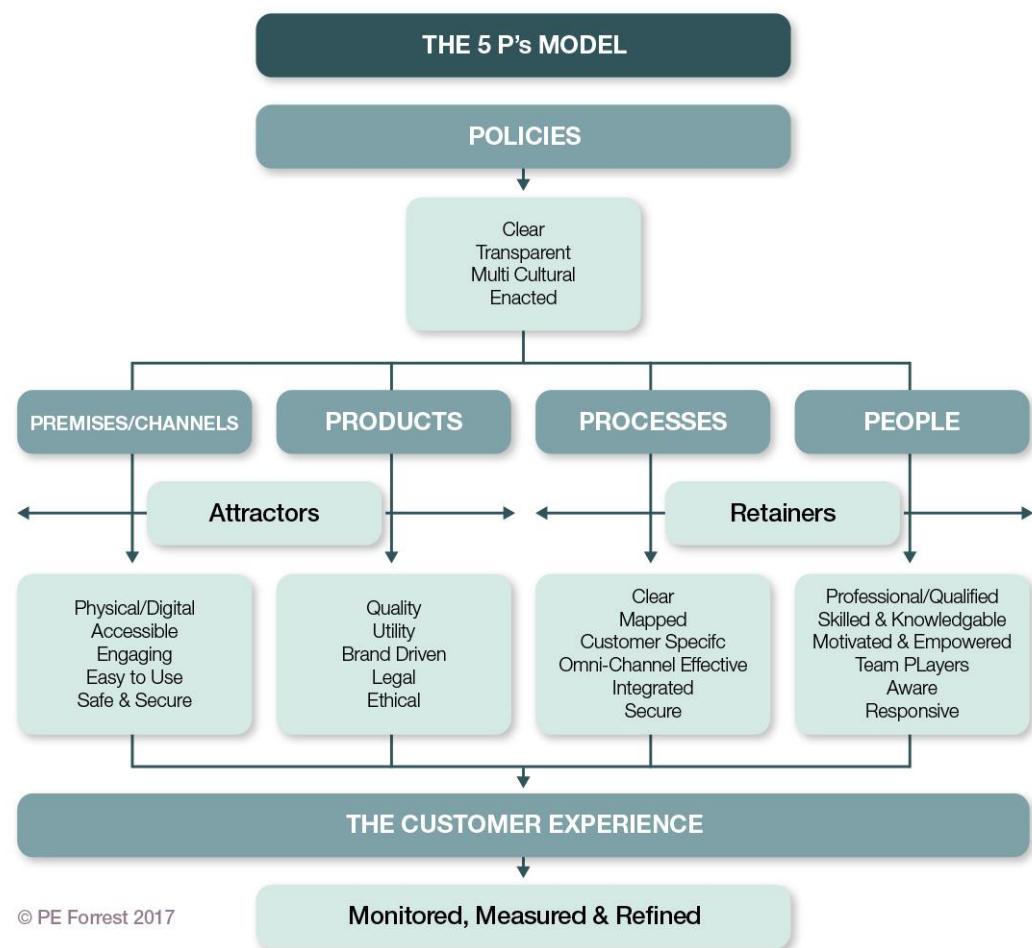
The factors directly influencing the customer's experience are the pillars of the 5Ps Service Excellence Model. The 5Ps Service Excellence Model places emphasis on the importance of the five key elements of service quality which need to be managed and delivered separately or concurrently across all channels. Measurement of performance forms the essential performance monitoring dimension.

### The elements

- 1 Policies
- 2 Products / Services
- 3 Premises / Channels
- 4 Processes / Customer Journeys
- 5 People

Additionally, Measurement of Performance as a monitor and driver of improvement

The International Standard for Service Excellence (TISSE2018) is based on 5Ps Service Excellence Model which focuses the organisation's attention on delivery of customer service excellence by assisting the organisation to gain a better understanding of their customers needs and expectations through a structured journey of excellence.





## THE 5Ps SERVICE EXCELLENCE MODEL

The 5Ps Service Excellence Model was created by Philip Forrest (the co-founder of the Institute) and developed as part of a study at Brunel University led by Professor Alan Dale which attempted to identify all the elements impacting service quality.

The model has been internationally successfully applied for over 30 years to rationalise all the key factors that impact service excellence into a number of component elements (The 5Ps) to make performance analysis more manageable for organisations in the private and public sectors. The model provides an easy to understand yet powerful tool for analysing the high level key drivers that mould the customer experience while enabling organisations to drill down to almost forensic levels of detail to better understand where improvement can be achieved. It has been updated to ensure it remains current and relevant.

### Policies

How do the organisation's objectives and strategies facilitate the best customer experience?

### Product/Services

Are the products/ services designed according to the quality, needs and expectations of the customers?

### Premises/ Channels

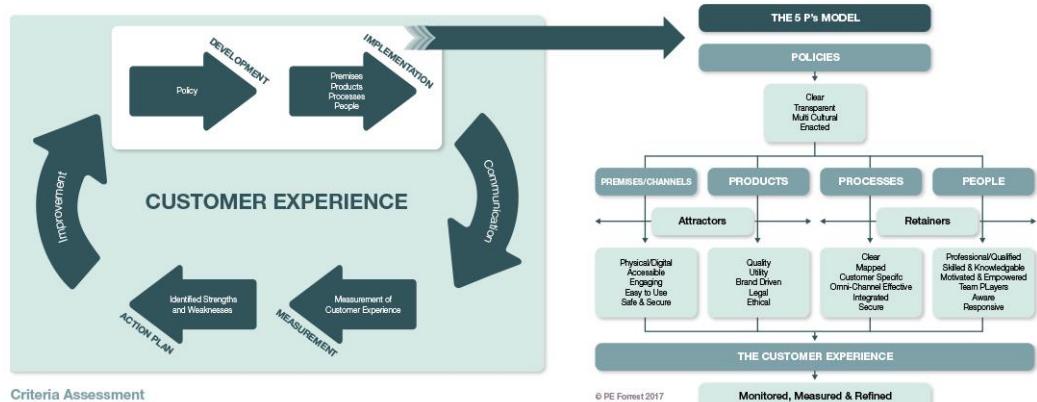
Do all delivery channels facilitate delivery of customer service excellence?

### Processes

How effective are the organisation's processes in delivering the desired output to customers across all channels?

### People

Are the employee sufficiently skilled and motivated to satisfy customers' needs? Does the organization take customer needs and happiness into consideration when analysing and developing the customers' journeys?





## THE STRUCTURE OF TISSE2018

The International Standard for Service Excellence (TISSE2018) uses the concept of the 5Ps Service Excellence Model which is based on the 5 elements necessary to manage the customer experience (Policies, Premises / Environment, Products / Services, Processes / Customer Journeys, People), Measurement of Performance and Measurement Results.

Tisse2018 is built from 7 Criteria:

- 1 Policies
- 2 Premises / Channels
- 3 Products / Services
- 4 Processes / Customer Journeys
- 5 People
- 6 Measurement of Performance
- 7 Measurement Results

Each Criteria of TISSE2018 has multiple criterion. Each criterion has a brief descriptive title which assists in identifying the criterion throughout the assessment, implementation and reporting process. Furthermore, under each criterion, there is a statement, which the organisation needs to demonstrate has been implemented and adopted.

While the Standard statement provides the direction on WHAT customer focused organisations should do to achieve Customer Service Excellence, the list of expected deliverables (requirements) detailed in the Application and Explanation Guide of TISSE2018 provides clear and detailed guidance on HOW the stated goal should be achieved. By closely following these detailed requirements, organisations are able to implement TISSE2018 alone with minimal or no external assistance.

The criteria Policy, Premises / Channels, Products / Services, Processes, and People detail how customer experience can be improved and customer loyalty enhanced. Criteria 6, Measurement of Performance details the main measurements needed to conduct a full cycle of service quality measurement, whilst Criteria 7, Measurement Results documents the results of the required measurement.



## CRITERIA ASSESSMENT

The assessment of the criterion is based in TISSE2018 on two layers to provide more accuracy while scoring. The two levels are percentage of fulfillment and quality of the evidence provided. See image below



## TISSE2018 IMPLEMENTATION MODEL

Most organisations see the real value of implementing a customer focused approach, however many ask:

“How to start?”

### “Plan-Do-Check-Act” Concept:

In every organisation, the core components of service excellence will only deliver their full potential and value if they are embedded within the organisational infrastructure and maintained through a continuous cycle of measurement, communication, education and skill development.

The International Standard for Service Excellence (TISSE2018) recognises the world accepted norm of PDCA throughout its adoption and implementation. The quality methodology known as “Plan-Do-Check-Act” (PDCA) is applied to all components of the Model. PDCA can be briefly described as follows:

Plan: Establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organisation's policies

Do: Implement the processes.

Check: Monitor & measure processes & products against policies, objectives and requirements, then report the results.

Act: Take actions to continually improve process performance

Percentage of Fulfillment is calculated based on the fulfillment of the sub criterion of the requirements



## TISSE2018 REVIEW CYCLE

Customers' behaviours, needs and expectations change over time, therefore it is necessary for standards, models, frameworks and management tools to change, evolve and mature particularly as technological advances have introduced the omnichannel age.

For this reason, organisations implementing TISSE2018 require continuous measurement, benchmarking, trend analysis and feedback to understand how customers and their preferences change and how the organisations themselves should develop and cope with the continuously changing market environment.

TISSE2018 is reviewed every 5 years by collecting feedback, re-analysing the global market environment and revising the requirements to ensure TISSE2018 encompasses all elements of 'current' customer expectations. TICSI welcomes and encourages feedback and input from all the partners, clients, the strategic advisory panel of the Institute and certification body to assist in developing TISSE2018. TICSI also welcomes suggestions & feedback from interested members of the public. All people are customers somewhere and hence experts at understanding needs and how these needs can best be met.

The latest review of The Standard is TISSE2018, which includes a collaboration of valuable input collected from all concerned parties (clients, stakeholders, partners and employees) and research conducted by the Institute over the last 5 years.



---

**TISSE2018  
MANDATORY  
CRITERIA**

There are certain criteria in The International Standard for Service Excellence (TISSE2018) that are instrumentally important in the pursuit of customer service excellence. For this reason, the Institute has marked selected elements of TISSE2018 as “Mandatory Criteria”. If the organisation has not addressed all of these criteria (minimum 25% score), the formal third-party certification against TISSE2018 cannot take place.

The mandatory criteria of TISSE2018 are as listed below:

1. Policies
  - 1.1 Strategic Intent
  - 1.2 Customer Service/Happiness Charter
  - 1.3 Customer Service Delivery Standards
  - 1.6 Continuous Customer Experience Improvement & Innovation Policies
2. Premises / Channels
  - 2.4 Websites and Social Media Portals
3. Products / Services
  - 3.1 Products/Services are Genuine
  - 3.4 Product/Service Pricing
  - 3.7 Customer Education Programme
4. Processes / Customer Journeys
  - 4.1 Process Development and Assessment
  - 4.2 Customer Journey Maps
  - 4.4 Business Continuity Planning
5. People
  - 5.1 Internal Communication
  - 5.3 Employee Skill Development
  - 5.4 Customer Experience Skill Development
  - 5.5 Employee's Customer Experience Knowledge Assessment
  - 5.6 Employee Appraisals
  - 5.7 Employee Feedback and Suggestion Systems
6. Measurement of Performance
  - 6.2 Customer Experience / Happiness Measurement
  - 6.3 Customer Complaint/Feedback System
  - 6.6 Delivery Channel Performance Assessment
  - 6.7 Employee Happiness Measurement
  - 6.8 Online Site Assessment
  - 6.10 Sustainable Customer Experience Improvement
7. Measurement Results
  - 7.1 Customer Experience / Happiness Measurement Results
  - 7.2 Employee Happiness Measurement Results
  - 7.3 Delivery Channel Performance Assessment Results

In order to establish a successful service delivery system, partial fulfilment of these criteria is essential as a minimum. The more requirements that are met for each of the criterion, the more comprehensive the framework will be to support the delivery of service excellence.



## TISSE2018 SCORING SYSTEM

The scoring system of The International Standard for Service Excellence (TISSE2018) reflects the relative importance of its components in delivering a high standard customer experience.

There are 1,000 Points distributed among the P's including Measurement of Performance and Measurement Result sections according to their importance in service delivery.

Each of the criteria within any given P has its own score according to its component within the P. By reviewing the individual scores, the organisation is able to develop an accurate priority list to address areas where performance in any of the service quality requirements of TISSE2018 is below standard.

Policies	100
Premises / Channels	100
Products / Services	100
Processes / Customer Journeys	200
People	200
Measurement of Performance	200
Performance Results	100
<b>Total Points</b>	<b>1000</b>

### Criterion Scoring

The Institute has developed a scoring concept applicable for TISSE2018. The scoring concept allows an accurate assessment of the organisation's performance against TISSE2018 and is designed to ensure consistency of results.



## TISSE2018 AUDIT TYPES

The Institute provides its customers with the opportunity of conducting various types of audits using the Online Assessment and Reporting Software found on the official website of The International Customer Service Institute (TICSI) which is accessible for all registered users ([www.ticsi.org](http://www.ticsi.org)).

### 1. Internal Audit

This type of audit is best performed by a trained TISSE2018 auditor within the organisation who is fully aware of TISSE2018 requirements and their correct interpretation. (If there is no trained TISSE2018 auditor available, either the Regional TICSI Partner or the Institute should be contacted for assistance. It is essential that at least one member of the organisation committed to service excellence is trained on the requirements of The International Standard for Service Excellence (TISSE2018).

### 2. Third Party External Audit

This type of audit is best performed by a trained and certified TISSE2018 auditor(s) or a Partner of the Institute who is independent from the organisation being audited. The auditors evaluate the organisation's actual performance through a formal audit of documentation and through interviewing the organisation's employees. This audit can also be used to establish whether the organisation has adhered to all the mandatory requirements of TISSE2018 and that the organisation is ready for formal certification recognition through a Certification Audit.

### 3. Certification Audit

The British Standards Institution (BSI) is the TICSI global certification partner. Only BSI can carry out Certification Audit for The International Standard for Service Excellence (TISSE2018) globally. Should an organisation wish to be audited and certified by BSI they do so by applying directly through the Institute's website, [www.ticsi.org](http://www.ticsi.org). Certification is valid for a maximum of 3 years, organisations can, if they desire, request further re-audit no earlier than 6 months after a previous certification audit.

All audits are completed online, with comments for each criterion input by the auditors. Reports are also generated online as a PDF with the overall customer service performance score and scores for each of the 5 P's.

There are three levels of excellence which can be achieved dependent upon the organisation's performance against the criteria of The International Standard for Service Excellence (TISSE2018):

Excellence Levels		Performance
1	<b>International Excellence</b>	Achieved more than 90% of TISSE 2018 requirements
2	<b>International Benchmark</b>	Achieved more than 75% of TISSE 2018 requirements
3	<b>International Standard</b>	Achieved more than 55% of TISSE 2018 requirements



## FORMAL RECOGNITION OF EXCELLENCE

The International Standard for Service Excellence (TISSE2018) provides the main principles required to maintain service delivery excellence as well as a formal recognition scheme for exceptional customer service.

The formal certification scheme is delivered exclusively by the world's largest and leading certification body, BSI.

If an organisation has successfully fulfilled at least 55% of TISSE2018 requirements including the mandatory criteria (for reference see the "TISSE2018 Mandatory Criteria" chapter), BSI will provide the recognition of customer excellence performance by awarding a certificate accredited by the Institute which also states the performance level achieved.

Upon completing a Certification Audit, the BSI assessor(s) will produce an online report detailing the customer service performance of the organisation. The report details the organisation's performance for each TISSE2018 criteria and highlights the areas for further improvement.

Each Audit results in an overall customer service performance score. This overall result is the true picture of the service performance the organisation provides to its customers.

## TICSI ONLINE SOFTWARE

The Institute has developed a number of online tools to assist organisations in implementing The International Standard for Service Excellence (TISSE2018) and facilitating customer service improvement.

### Online TISSE2018 Site Assessment Tool

This online audit software details the FULL requirements for each criterion, enabling auditors to complete a comprehensive assessment of the organisation against TISSE2018. This assessment software is typically used by an organisation, and / or its Consultants or in fact BSI to assess the status of the organisation implementing the standard. It can also be used as a continuous improvement tool.



## TISSE2018 REQUIREMENTS

### 1. POLICIES

Policies create the framework for actions within the organisation and derive from the expected outcomes of the core values relating to service excellence.

These should be developed to support best practice and the strategic intent of the organisation.

Policies are the mechanism which enable and condition the other 4Ps (Premises, Products, Processes and People). They set the parameter for the allocation of resources (time, money, effort, people etc.) to assist the achievement of the organisation's service excellence goals.

Total score available: 100 points

#### 1.1 Strategic Intent (mandatory criterion)

The customer focused organisation shall develop, document, implement and adopt its Strategic Intent which outlines the organisation's aims in terms of customer happiness aspiration.

The Strategic Intent shall include reference to:

Vision Mission Values  
Aims (customer service related)

#### 1.2 Customer Service / Happiness Charter (mandatory criterion)

The customer focused organisation shall develop document, implement and adopt a Customer Service / Happiness Charter which shall be activated, measured, and communicated to all stakeholders; the charter defines the organisation's commitment to service excellence and will be designed to support the vision of the organisation.

#### 1.3 Customer Service Delivery Standards (mandatory criterion)

The organisation shall develop and document defined customer service delivery standards for all customer delivery channels which shall be communicated to all stakeholders. Review of the customer service (delivery) standards shall take place at regular intervals (minimum once per annum).

#### 1.4 HR Development and Skill Development Policies

The organisation should develop and document Human Resources, career path and skill development Policies which should specify clear courses of action for recruitment, selection, appraisal and employee grievance, together with career development plans and a reward and recognition programme.

#### 1.5 Health and Safety Policies

The organisation should have developed and documented its Health and Safety Policies in conformance with all national safety codes to ensure protection of its employees and customers from any risk.



---

**TISSE2018  
REQUIREMENTS**

---

**1.6 Continuous Customer Experience Improvement & Innovation Policies (mandatory criterion)**

---

The organisation shall develop and document continuous improvement policies which detail its commitment to continuous customer happiness improvement through leadership, customer research and measurement of performance and Innovation policies which reflects its innovative direction and inputs.

**1.7 Technology Policy**

---

The organisation should develop technology policies that fully facilitate the omnichannel choices of customers while maintaining appropriate levels of corporate and security management and conforming to both legislative requirements and the highest ethical standards in respect to customer data protection.

The Technology policies should have clear statement of the organization's policy regarding:

- a) Customer data collection
- b) Customer Relationship Management systems
- c) Disaster Recovery Plan for risk management
- d) Information Security



---

TISSE2018  
REQUIREMENTS

## 2. PREMISES / CHANNELS

The Premises are interpreted to be inclusive of all environments in all the delivery channels of the organisation, whether physical or digital. Premises are a major contributory factor to the customer's overall impression of the organisation and can act as important attractors to new customers. They should be easy and safe for customers to access at all times. It is important that this factor is considered beyond the physical building to include the general ambience, environment and ease of use of all delivery channels.

Please note that as a minimum at least one of the following criteria must be scored (2.2, 2.3 or 2.5) in order to achieve Certification.

---

Total score available: 100 points

### 2.1 Assessment of Work and Customer Environment

The organisation should conduct a general risk assessment as well as work place and customer environment assessment at the premises at regular intervals to ensure a suitable working environment for its employees and to ensure that risks regarding both customers and employees are identified, and the necessary precautionary actions implemented.

### 2.2 Physical Location - NA option available

The organisation should ensure physical premises suitable for the delivery of services are available. The organisation should ensure the premises are clearly signposted and designed for ease of access by the customer. The premises should also be designed to support access for disabled people, contain suitable bathroom facilities and a trained employee should be available for customers who require assistance/further information.

### 2.3 Telephone IVR - NA option available

The organisation should ensure that products / services offered by telephone meet with the highest standards of customer service delivery by ensuring, as a minimum, accessible phone numbers are available and sufficient employee(s) are assigned for answering incoming calls and/or suitable call answering system is in place.

### 2.4 Websites and Social Media Portals (mandatory criterion)

The organisation shall make available on the website up to date information regarding products / services at all times and suitable contact information regarding the organization.

### 2.5 Contact Centers

The organisation should ensure that products / services offered through contact centers meet with the highest standards of customer service delivery by ensuring, as a minimum, the availability of the multi-channels at all times and sufficient skilled employee(s) are assigned for answering inquiries and handling needs.



---

TISSE2018  
REQUIREMENTS

### 3. PRODUCTS / SERVICES

This section of TISSE2018 refers to all Products and / or Services that are provided by the organisation and delivered to the final consumers by any physical or digital channel or any combination of these. (e.g. Booking a hotel on a mobile app and then staying at the hotel is seen as part of the same experience journey).

Products and Services are the principle reason customers initially engage with organisations. The quality of the delivered Products and Services, the value they represent to the customers and their suitability for the customer's intended purpose are the crucial factors on which customers base importance and performance.

For this section of TISSE2018, demonstration of implementation and adoption of the criteria is required.

---

Total score available: 100 points

#### 3.1 Products / Services are Genuine (mandatory criterion)

---

The organisation shall ensure that the product/services delivered are genuine.

#### 3.2 Supply Chain Engagement

---

The organisation should have an appropriate system for selection of strategic partners in their supply chain. The organisation should communicate to the selected partners the organisation's core values and should measure service delivery performance against such standards at regular intervals.

#### 3.3 Product / Service Information

---

The organisation should ensure all relevant product/service related information is available and clearly communicated to all stakeholders.

#### 3.4 Product / Service Pricing (mandatory criterion) NA option available for certain types of organisation

---

The organisation shall ensure that product/service pricing including all promotions is genuine, not misleading, and conform to the legal requirements of the country. The organisation shall also ensure that pricing information is clearly communicated to all stakeholders.

#### 3.5 Payment Methods NA option available for certain types of organisation

---

The organisation shall ensure that suitable and safe payment methods are made available for customers and that this is clearly communicated to all stakeholders.

#### 3.6 After Sales Services NA option available for certain types of organisation

---

The organisation should ensure that reliable and accessible after sales service policies and processes are in place which are clearly communicated to the customers at the point of purchase. The organisation should ensure support of any after sales service or refund and return policies which may be defined by suppliers involved in the supply chain.



---

**TISSE2018  
REQUIREMENTS**

---

**3.7 Customer Education programme (mandatory criterion)**

---

The organisation shall ensure that the marketing strategy in place includes a suitable customer education programme, providing accurate and honest information on the types of products and services offered by the organisation and how they are delivered

---

**3.8 Product/ Service Development and Improvement**

---

The organisation should ensure that service development and improvement are derived to include input from stakeholders' needs analyses, operational process reviews, internal audits outcomes, market demand and customer journey feedback.



---

TISSE2018  
REQUIREMENTS

## 4. PROCESSES / CUSTOMER JOURNEYS

Customers are entitled to expect a satisfactory outcome when completing a transaction with an organisation and it is the efficiency and effectiveness of processes that is a major contributor to the quality of the outcome. Processes AND Customer Journey Maps should be structured with the aim of building a coherent system of delivery that considers the purpose and effectiveness of all steps in the chain required to deliver a quality output. Processes have always been one of the most crucial elements in the delivery of service excellence and consequent customer satisfaction, in the digital age where human involvement in service delivery can be minimal or non-existent the role of processes assumes even greater significance.

For this section of TISSE2018, demonstration of implementation and adoption of the criteria is required.

---

Total score available: 200 points

### 4.1 Process Development (mandatory criterion)

The organisation shall develop processes in order to enable and support the deployment of the designed / desired customer experience. Overall satisfaction and perception by the customer of their experience is dependent on the operational efficiency, effectiveness and performance of the organisation and is monitored through performance metrics

### 4.2 Customer Journey Maps (mandatory criterion)

The organisation shall map their customer journeys through all the communication and delivery channels. The customer journey maps should link the organisation's systems and infrastructure in the form of customer journey blueprints against which all delivery processes should be conformance tested

Visual customer journey maps are vitally important tools for designing and developing customer experiences and achieving customer happiness.

### 4.3 Weighting of Customer Experiences (Happiness Value Moments)

The organization should apply weighting levels of customer experience (Happiness Value Moments) which will provide input and insight to prioritise touch points. It is valuable to conduct an analysis to determine the touch points and interactions that have the most impact on the customer experience and happiness.

### 4.4 Business Continuity Planning (mandatory criterion)

The organisation shall have Business Continuity plans to manage disaster recovery and business continuity which can be rapidly implemented to maintain vital service to customers.

### 4.5 Data Security

The organisation should ensure that all steps are taken to prevent and minimize any breach of its security arrangements concerning all facets of customer data.



---

TISSE2018  
REQUIREMENTS

## 5. PEOPLE

People are the key dynamic resource in every organisation.

Their knowledge, competence and skills can positively influence the service quality performance and success of the organisation. Well trained and highly motivated employees are able to engage with customers easily and apply themselves appropriately in addressing customer needs. Equally they are uniquely capable of influencing and improving the performance of the other 4Ps.

For this section of TISSE2018, demonstration of implementation and adoption of the criteria is required.

---

Total score available: 200 points

### 5.1 Internal Communication (mandatory criterion)

The leaders of the organisation shall ensure that all stakeholders receive regular communication regarding policies, products/services, processes and related changes which are relevant to the aspects of their function which impact customer experience.

### 5.2 Employee Records Maintained

The leaders of the organisation should ensure that employee records (particularly skill development and performance records) are regularly maintained, retained and conform to all legal requirements of the country in which they operate.

### 5.3 Employee Skill Development (mandatory criterion)

The leaders of the organisation shall ensure that all employees receive skill development relevant to their job, based on an individual skill development plan that has been developed for each employee.

### 5.4 Customer Experience skill development (mandatory criterion)

The leaders of the organisation shall ensure that employees receive Customer Service skill development which includes information on customer service (delivery) standards and customer handling skills.

### 5.5 Employee's Customer Experience Knowledge Assessment (mandatory criterion)

The leaders of the organisation shall ensure that employee customer experience knowledge assessments take place at regular intervals, which includes an assessment of customer service performance and product/service knowledge. The gaps identified should be addressed and taken into consideration when creating the individual employee skill development plans.

### 5.6 Employee Appraisals (mandatory criterion)

The leaders of the organisation should ensure that at regular intervals all relevant employees receive an appraisal of their performance in relation to delivering service excellence



---

**TISSE2018  
REQUIREMENTS**

---

**5.7 Reward and Recognition Programme**

---

The leaders of the organisation should ensure that a suitable Reward and/or Recognition programme, with clearly communicated guidelines, rules and timelines, and focused on service quality improvement is implemented for all customer contact employees.

---

**5.8 Employee Feedback and Suggestion Systems (mandatory criterion)**

---

The leaders of the organisation shall ensure that there are suitable mechanisms to collect employee feedback and suggestions for service quality performance improvement.



---

TISSE2018  
REQUIREMENTS

## 6. MEASUREMENT OF PERFORMANCE

Customer Service Measurement of Performance is the key management tool for directing improvement in an organisation across all performance levels in all physical and digital delivery channels. All aspects of service delivery can be measured. When organisations correctly identify where they stand in relation to best practice organisations, the journey towards achieving customer service excellence starts.

For this section of TISSE2018, demonstration of implementation and adoption of the criteria is required.

---

Total score available: 200 points

### 6.1 Public Perception Analysis / Brand Awareness Analysis

The organisation should conduct Public Perception Analysis (public / citizen survey) at regular intervals to establish the key value moments (key satisfaction drivers of delivery excellence) which constitute the customer experience.

### 6.2 Customer Experience / Happiness Measurement (mandatory criterion)

The organisation shall ensure that on a regular pre-defined basis it uses research to measure customer experience and Customer Happiness management performance and communicates the results to employees and relevant partners in the supply chain.

### 6.3 Customer Complaint / Feedback System (mandatory criterion)

The organisation shall ensure that Customer Complaints / Comments/ Suggestions and Feedback are collected and responded to in a timely pre-defined manner, with results communicated to all employees. The organisation shall ensure that the information collected is used to improve delivery of all relevant Ps across all delivery channels.

### 6.4 Customer Value Analysis NA option available

The organisation should calculate the value of the customer to the organisation. Customer value analysis identifies the actual and potential cost, revenue and profit value of various customer segments. Customer value analysis insights are used to increase business outcomes through efficient management of defined customer segments.

### 6.5 Competitor Analysis NA option available

The organisation should regularly conduct competitor analysis clearly identifying the service quality/performance of competitors using the 5Ps model as the comparison platform.

### 6.6 Delivery Channel Performance Assessment (mandatory criterion)

The organisation shall evaluate the performance of its employees and subcontractors (when in direct contact with the organisations' customers) at regular intervals against defined value moments (key satisfaction drivers) to ensure that customers are delivered a consistently high level of service.



## TISSE2018 REQUIREMENTS

### 6.7 Employee Happiness Measurement (mandatory criterion)

The organisation shall ensure that employee happiness is assessed at regular intervals and results are communicated to all employees.

### 6.8 Online Site Assessment (mandatory criterion)

The organisation shall conduct an Online Site Assessments using the TISSE2018 online tool against the requirements of The International Standard for Service Excellence (TISSE2018) at regular intervals (once per annum).

### 6.9 Service Excellence Benchmarking NA option available

The organisation should conduct a service excellence benchmarking study which will assist the organisation to identify local and global best practice for the delivery of service excellence

### 6.10 Sustainable Customer Experience Continuous Improvement (mandatory criterion)

The organisation shall use the results of its regular measurement of performance and customer experience / happiness assessments to improve its overall strategy, policies, processes and procedures, products / services and their delivery to develop the skills of its employees to ensure sustainable customer experience improvement for the satisfaction of its customers.

### 6.11 Customer Segmentation

The organisation shall have an in depth understanding of their current and potential customers which is used to identify their needs and expectations.

### 6.12 Voice of Customer (VOC) Measurement

The organization should have in place an in-depth process of capturing all Voice of Customer feedback and acting upon the results.

### 6.13 Customers Data Analysis

The organization should benefit of its customers' Data through utilizing this data to analyse and understand her customers' behaviour and preferences, this analysis should be reflected in the process of decision making and improvement planning.

### 6.14 Customer Loyalty Analysis NA option available

The organization should have in place customer loyalty metrics which can be segmented through three metrics of Retention, Advocacy and Purchasing Behaviour. The metrics can include Length of Relationship, Spending Patterns. Propensity to Purchase Combinations of Products / Services, Seasonal Purchase Behaviour, Attitude to Innovation, and these vary widely from sector to sector so measurement design has to be carefully undertaken.



## 7. MEASUREMENT RESULTS

The achieved performance scores identify the degree of happiness and satisfaction of customers and employees, and together these are the key drivers for maintaining an improvement - measurement cycle to inform and stimulate continuous service quality performance improvement.

The measurement findings should continuously inform on the customer's engagement with the organisation's values, the development of the organisation's Policies, improve premises, faster processes, more suitable products and the skill development of staff.

Total score available: 100 points

### 7.1 Customer Experience / Happiness Measurement Results (mandatory criterion)

The organisation shall ensure that it measures its performance through measurement of customer experience and happiness at regular intervals (minimum once per annum). The scores from the actual survey conducted (Measurement of Performance 6.2 Customer Experience Measurement) are used for this section.

### 7.2 Employee Happiness Measurement Results (mandatory criterion)

The organisation shall ensure that it measures employee happiness at regular intervals (minimum once per annum). The scores from the actual survey conducted (Measurement of Performance 6.7 Employee Happiness Measurement) are used for this section.

### 7.3 Delivery Channel Performance Assessment Results (mandatory criterion)

The organisation shall evaluate the performance of its employees and subcontractors (if they are in direct contact with the organisations' customers) as well as the performance of the supply chains at key delivery channels against defined value moments (key satisfaction drivers) at regular intervals (minimum once per annum). The scores from the actual survey conducted (Measurement of Performance 6.6 Delivery Channel Assessment) are used for this section.



---

TISSE2018  
COPYRIGHT

The Institute holds the copyright of all publications. Except as permitted under the Copyright, Designs and Patents Act 1988 no extract may be reproduced, stored in a retrieval system or transmitted in any form or by any means - electronic, photocopying, recording or otherwise without specific written permission from The Institute.



THE INTERNATIONAL  
CUSTOMER SERVICE  
INSTITUTE

London  
Dubai  
Singapore

The International Customer Service Institute (TICSI)  
P.O.Box 75754, Dubai, UAE Tel: +971 4 432 9370 Fax: +971 4 432 9371 [www.ticsi.org](http://www.ticsi.org)

---

THE CUSTOMER  
EXPERIENCE  
MANAGEMENT  
IMPROVEMENT  
MODEL

Defining:  
What do customers expect?

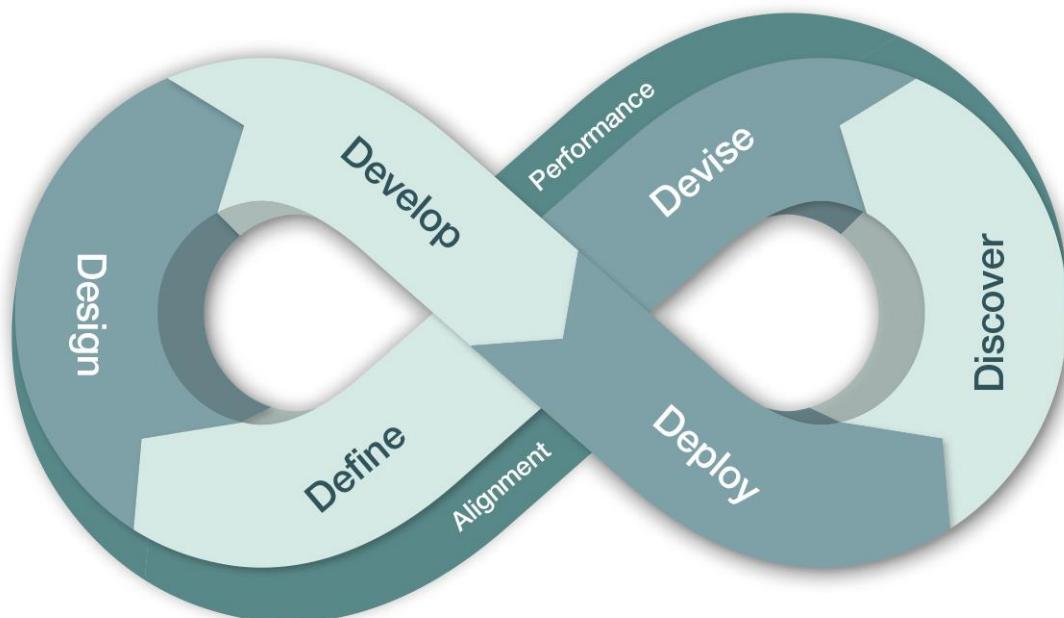
Designing:  
What experiences can be delivered?

Developing:  
How will it be achieved?

Deploying:  
How will it be implemented?

Discovering:  
Has it worked?

Devising:  
What innovations are required?



© Ethos Integrated Solutions 2017

(For details see [ticsi.org](http://ticsi.org) and/or TISSE2018 Application and Explanation Guide)



