

COURSEWARE



Experience Management and XLA[®] Foundation Courseware

Experience Management and XLA®
Foundation Courseware

Colophon

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Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

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- Architecture (Enterprise and IT)
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Topics are (per domain):

IT and IT Management

ABC of ICT
ASL®
CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
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Business Management

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BTF
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eSCM
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ISA-95
ISO 9000/9001
OPBOK
SixSigma
SOX
SqEME®

Project Management

A4-Projectmanagement
DSDM/Atern
ICB / NCB
ISO 21500
MINCE®
M_o_R®
MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

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Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					<i>Ready for the exam!</i>
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don’t quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:

Topic:

Part 1

Part 2

You have gone
through the book
and studied.

You have answered
the questions and
done the practice
exam.

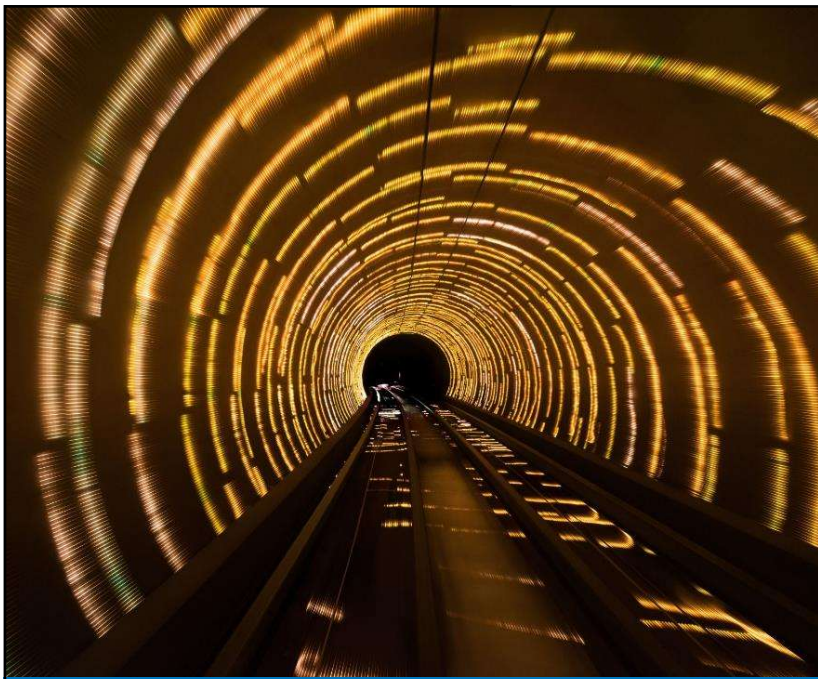
Timetable

Day 1

- Introduction to XM and XLA
 - What are Experience Management and XLA?
 - Why are XM and XLA important?
 - XLA value drivers
- The XM Journey
 - The 5 Ds
- Define
 - Scope
 - Commitments
 - Purpose
 - Positioning
 - BHAG
- Discover
 - Experience
 - Collaboration
 - Business impact

Day 2

- Dream
 - Ambition organization
 - Ambition per service
 - Gap analysis
 - Roadmap
- Design
 - Experience
 - Method
 - Collaboration
 - XLA
 - Experience Management Office
- Deliver
 - Taskforce
 - Governance
 - Processes
 - Tooling
 - Reporting



Foundation of Experience Management and XLA®

XLABS

Xperience Level Agreement (XLA®)
To use and implement Experience Management and XLA

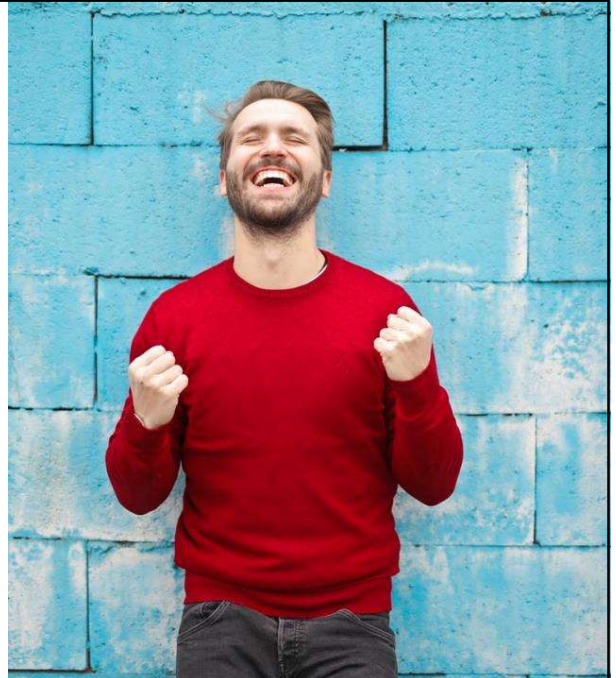
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The complex block features a photograph of a tunnel with tracks and lights on the left. The tunnel walls are lined with numerous small, warm-toned lights that create a strong sense of perspective and depth. The tracks run down the center of the tunnel, leading towards a dark opening at the end. To the right of the photograph is a white text area containing the title 'Foundation of Experience Management and XLA®', the XLABS logo, and a subtitle 'Xperience Level Agreement (XLA®) To use and implement Experience Management and XLA'. At the bottom right of this text area is a dark blue box with the word 'COU' in white, followed by 'SEWARE' in a smaller font. A blue footer bar at the bottom of the entire block contains a small copyright notice.

Introduction

- ✓ Please share a fun fact about yourself
- ✓ Your job role
- ✓ Expectations from this training



House rules and exam

- ✓ There are no stupid questions
- ✓ All comments are welcome
- ✓ Vegas!

- ✓ An open-book exam is available after the training
 - ✓ 40 multiple choice questions
 - ✓ $\geq 70\%$ correct answers = you pass the exam



What does XLA mean (to you)?



Statements

- 1 If you apply XLAs properly, they can replace SLAs.
- 2 My organization measures customer experience and acts on it sufficiently.



Learning objectives

First, we explain what Experience Management (XM) and Xperience Level Agreement (XLA®) are and why they are important, and we talk about the three XLA® value drivers.

Then we cover the concept of the XM Journey. It consists of five phases that we discuss in detail.

Each phase has assignments so that you can put theory into practical examples. By the end of the training, you will have gone through the entire Journey, and have sufficient tools to get started with XM and XLA® and implement it successfully so that you can realize the defined experience.

We try to give a complete overview of all important aspects of XM and XLA®, but based on your organization's specific situation, you may choose to approach certain aspects differently during implementation.

Use the content of this training as a guideline.



Course overview

Introduction to XM and XLA

- ✓ What are XM and XLA?
- ✓ Why are XM and XLA important?
- ✓ XLA value drivers

The XM Journey

- ✓ The 5 Ds

Define

- ✓ Scope
- ✓ Commitments
- ✓ Purpose
- ✓ Positioning
- ✓ BHAG

Discover

- ✓ Experience
- ✓ Collaboration
- ✓ Business impact

Dream

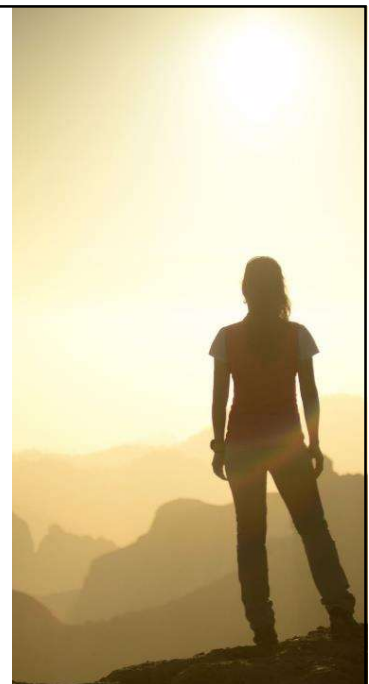
- ✓ Ambition organization
- ✓ Ambition per service
- ✓ Gap analysis
- ✓ Roadmap

Design

- ✓ Experience
- ✓ Method
- ✓ Collaboration
- ✓ XLA
- ✓ Experience Management Office

Deliver

- ✓ Taskforce
- ✓ Governance
- ✓ Processes
- ✓ Tooling
- ✓ Reporting



What are Experience Management and XLA?



What is Experience Management?

The ability to realize greater business impact by driving and improving collaboration and experience.

Experience Management is a data-driven approach that combines sentiment measurements (X-Data) and operational measurements (O-Data).

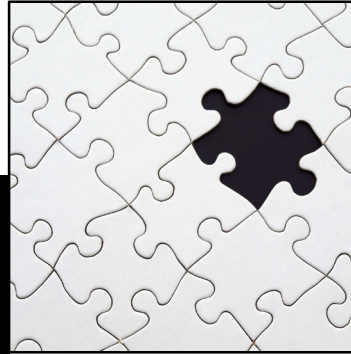
Experience Management is like a form of art. The more you do it, the better you get at it.



What is XLA?

A commitment to deliver a defined experience, using Experience Indicators (XIs) as measurements.

An Xperience Level Agreement (XLA) connects technical performance with customer perception around all IT interactions.



SLAs are contracts, XLAs are commitments

SLA

A contract around technical services, with Key Performance Indicators (KPIs) as measurements and punishment as a driver.

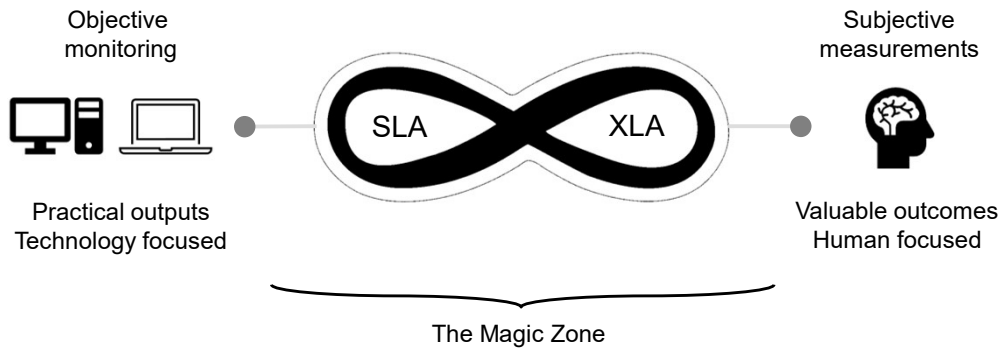
&

XLA[®]

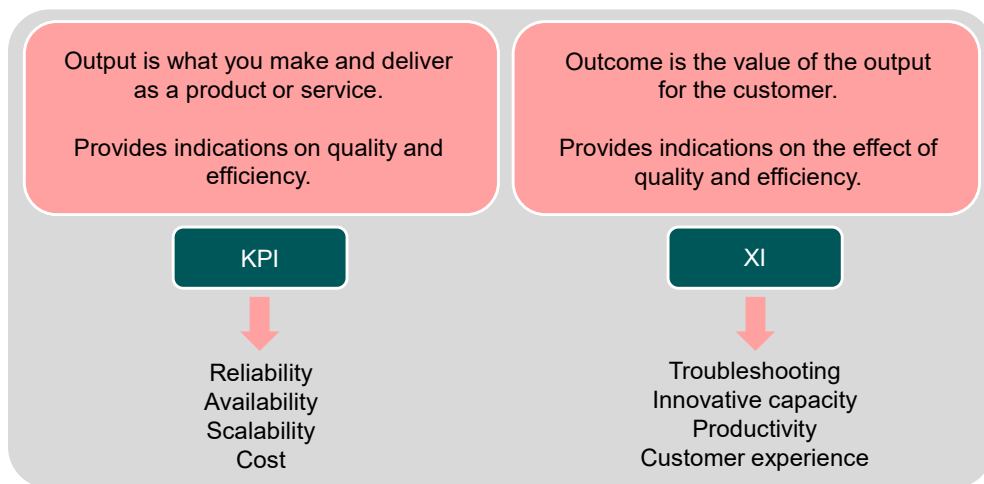
A commitment to realize a defined experience, with Experience Indicators (XIs) as measurements and reward as a driver.



The Magic Zone: connect SLA with XLA



XLA value



XLA question has multiple XI sub-questions

This is the structure we use for measuring experience

- ✓ XLA = The experience ambition
- ✓ XI = A customer need that contributes to the experience ambition

Example:

XLA = How happy are you with your new cell phone?

XI = What do you think of battery life?

XI = How happy are you with the charging time?

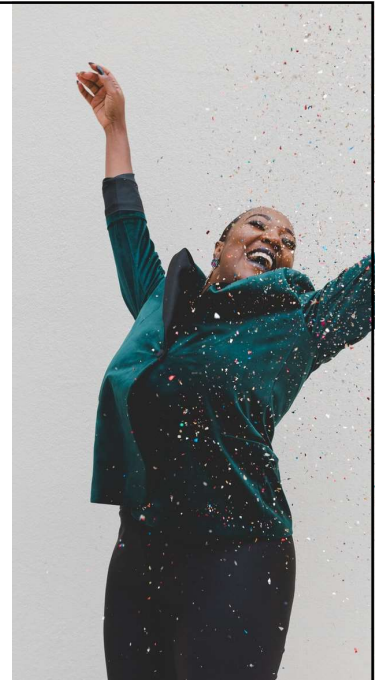
XI = How well is the screen readable when you are outside?

XIs are the sub-questions that together provide an indication of the desired experience.



Experience can differ per person and per customer

- ✓ Everyone has their own beliefs, norms, and values, so everyone experiences the world in their own way.
- ✓ IT products, services, and interactions can therefore be experienced in different ways, regardless of whether they perform well.
- ✓ Experience Management is about understanding people and the drivers of a good experience. Using personas, logical groups of people based on e.g., preferences, lifestyles, or roles in the organization, is highly suitable for this.
- ✓ Start defining the customer whose experience you want to influence. A paying customer? A co-worker? A colleague? A business partner?



Experience is context dependent



Good or good enough?

- ✓ Experience is determined by context.
- ✓ A product, service, or interaction can be just good enough in some cases and can be experienced as excellent in other cases.
- ✓ Experience Management is about delivering experiences that are “good enough” within the given context.



Experience is context dependent

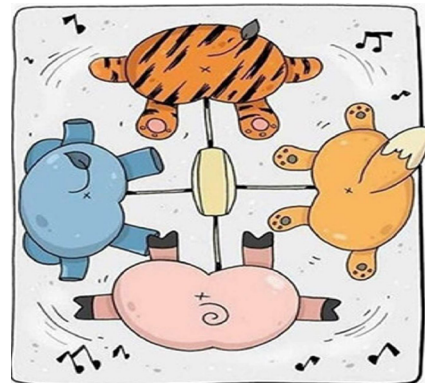


Good or excellent?

- ✓ Make sure your ambition is appropriate for your product, service, or interaction.
- ✓ An experience ambition is the minimum acceptable level of experience.



Perspective determines experience

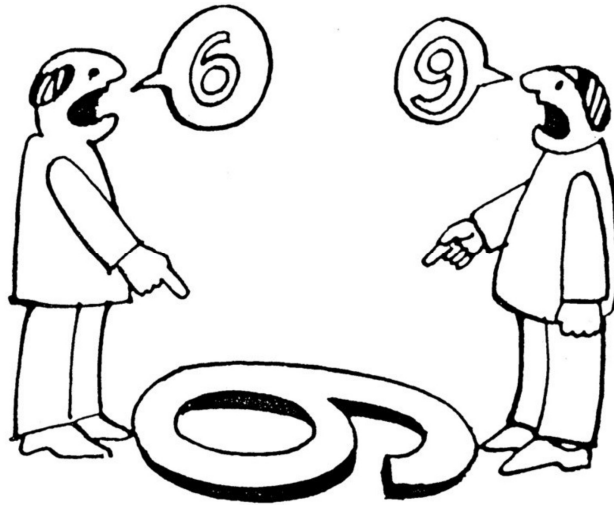


Source: https://vk.com/piterskii_punk_wall



Perception is reality

Who's right?



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Experience is a feeling that arises over-time, it is cumulative

Interaction in-time: A contact moment between a product/service and the customer.

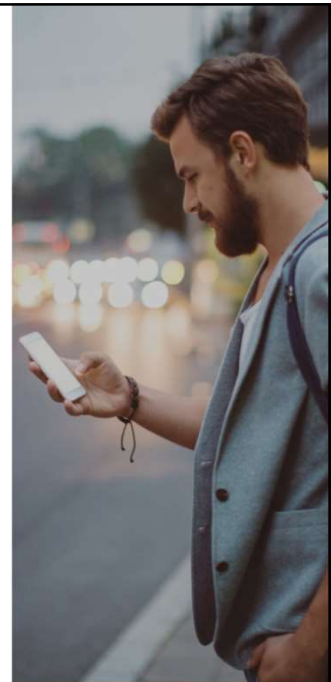
- ✓ Example: calling the service desk to report a malfunction.

Experience over-time: A collection of interactions of which parts are remembered, together these memories form an experience.

- ✓ Example: the overall experience with the service desk.

Peak-End Rule: People remember the most positive or negative moments ("peak") and the last moments of an experience ("end") better than other moments. If you want to improve the experience over-time, you have to make both "peak" and "end" positive in-time.

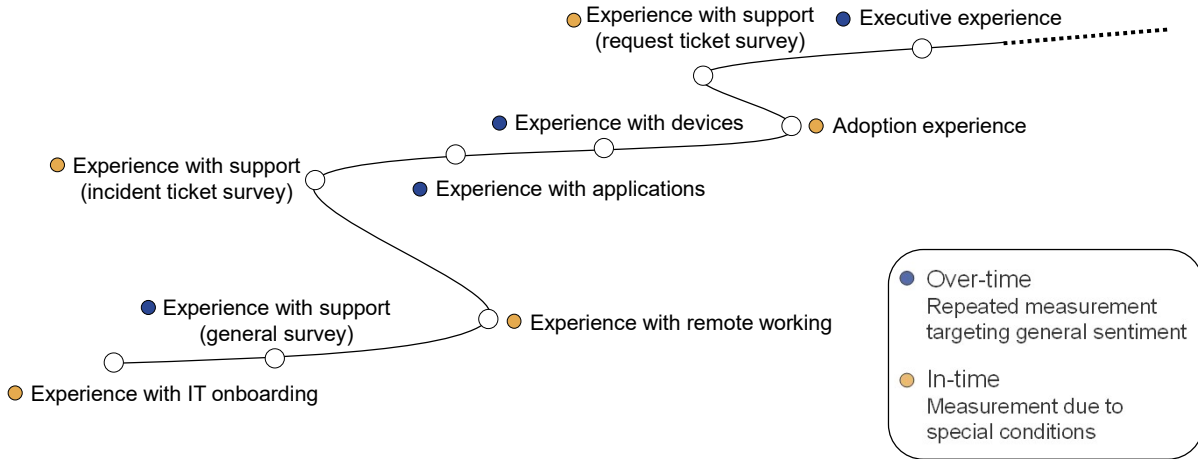
- ✓ Example: ice cream or hot dog after checkout at a furniture store.



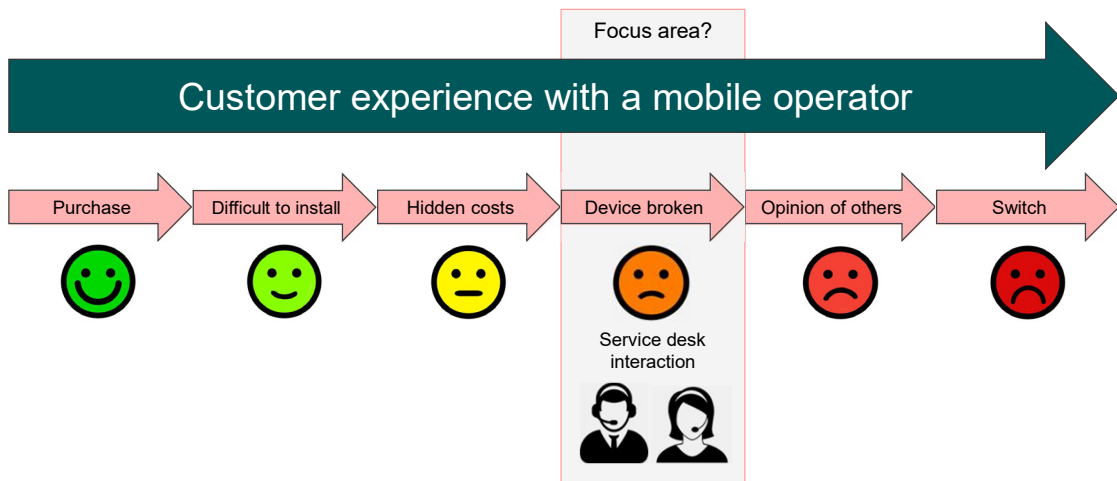
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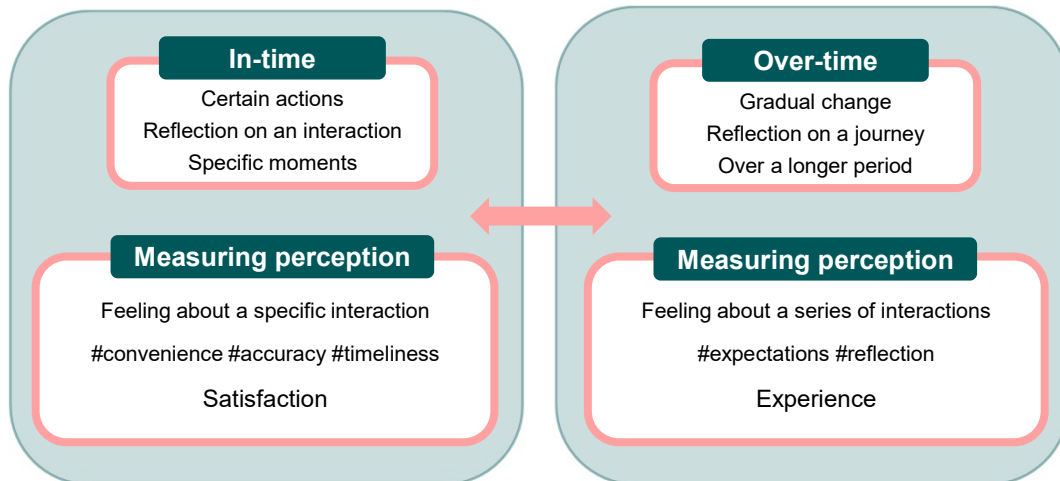
The IT Experience Journey



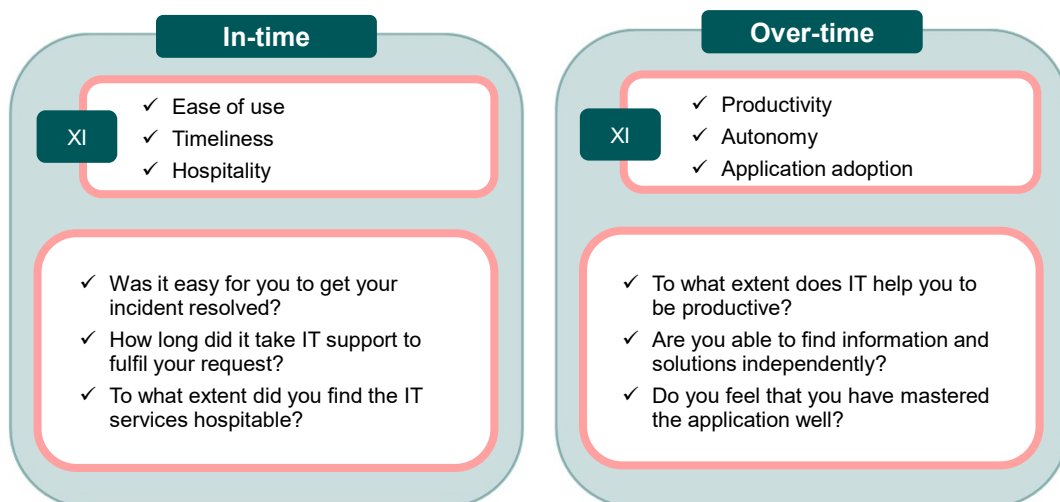
Experience is the sum of a series of interactions over-time



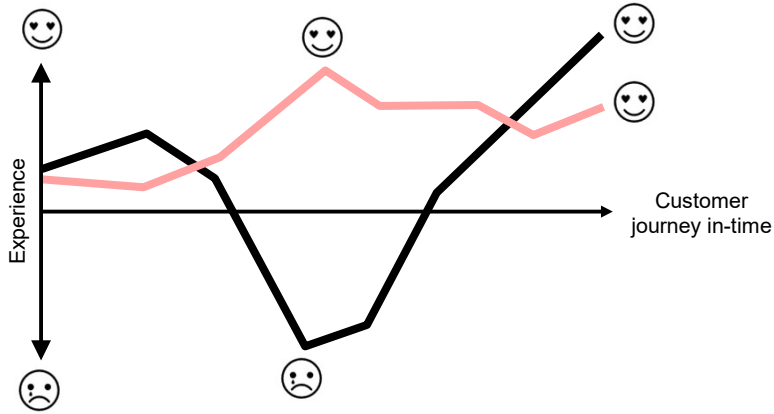
Interactions in-time create experience over-time



Measure both in-time and over-time



Peak-End Rule



Who is the most satisfied customer?

First described by psychologist and Nobel laureate Daniel Kahneman and co.



Peak-End Rule examples



Traditional SLAs and KPIs

Examples of SLA KPIs:

- ✓ Telephone waiting time.
- ✓ Number of major incidents.
- ✓ Resolution time.
- ✓ Network bandwidth.

'Value in Healthcare' from the World Economic Forum, 2017

- ✓ Only 2% of 1,958 globally known KPIs in healthcare are about what is important to the patient.

Source: WEF Insight Report Value Healthcare Laying Foundation



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SLAs are and will remain important

- ✓ They measure performance and operational data (O-Data).
- ✓ They describe what to do.
- ✓ They give an indication of how well something should be done.
- ✓ They are easy to measure.
- ✓ They are a guideline for contractual arrangements and performances.

But they don't drive experience (X-Data)



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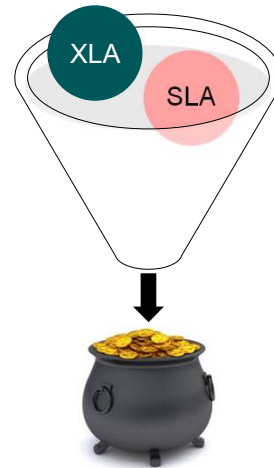
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Welcome XLA... goodbye SLA?

Absolutely not!

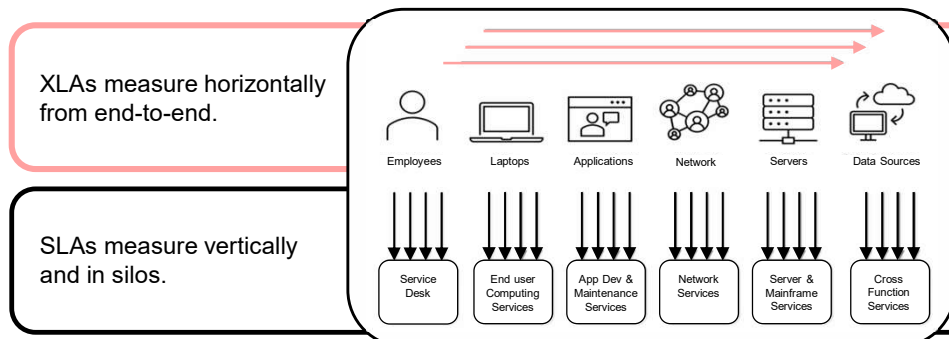
- ✓ An XLA never replaces an SLA.
- ✓ Both have a key function.

The revolutionary approach: combine strengths.



XLA adds a new dimension to IT services

- ✓ How do employees experience our services?
- ✓ Are we doing what really matters to the company?
- ✓ What impact do we have?





The Experience Management game

Is Experience Management an infinite or a finite game?

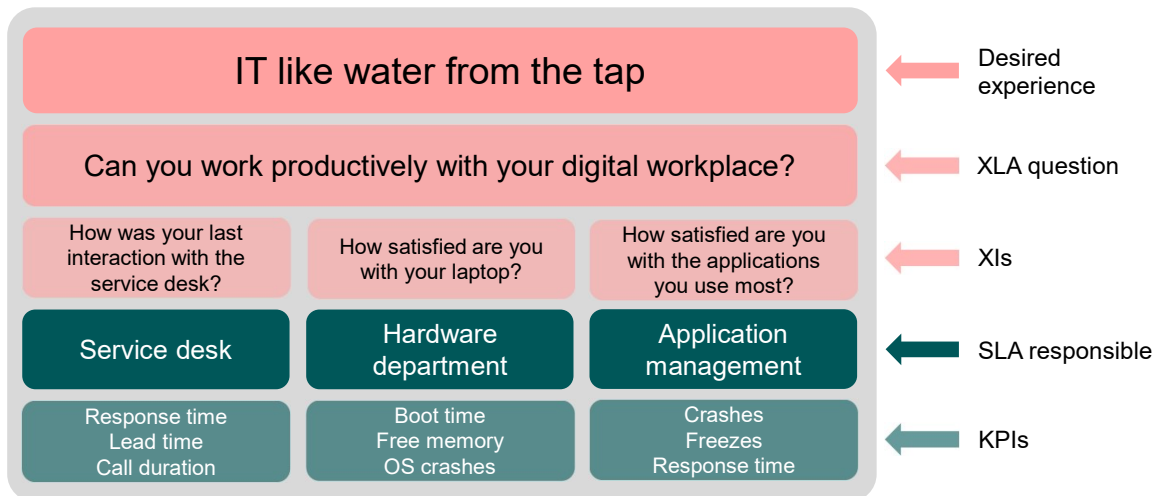


X-Data and O-Data



X-Data and O-Data

A simplified version of an XLA stack for a digital workplace experience.



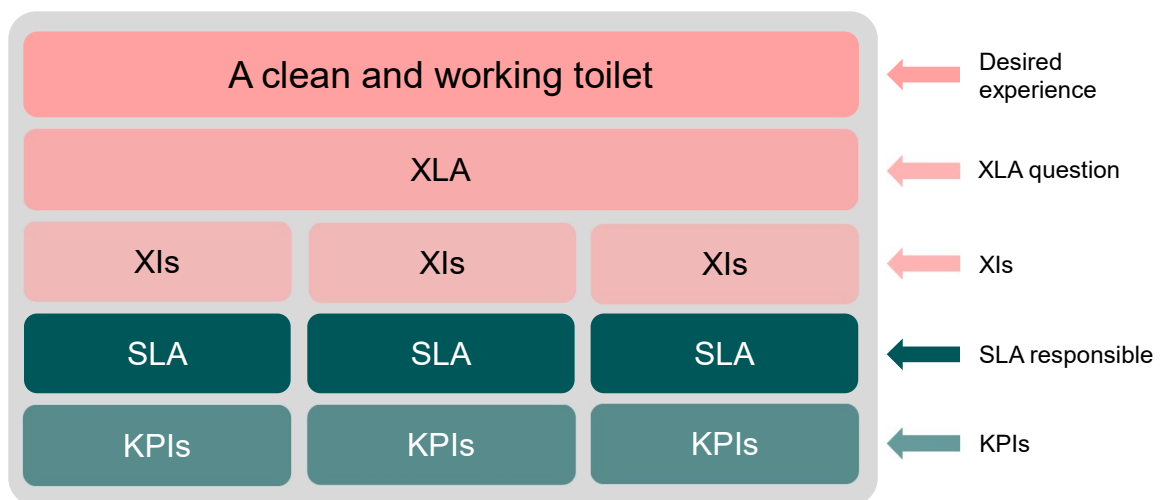
Airport toilet case

Schiphol airport receives complaints about their toilets, and they would like to improve the passenger experience. Which XLA would you recommend to Schiphol to measure and improve the experience?

- ✓ What is important to achieve a positive toilet experience?
- ✓ Which XLA do you need for this?
- ✓ Which XIs are associated with them?
- ✓ Who is involved in delivering a positive toilet experience?
- ✓ Which KPIs do you use?

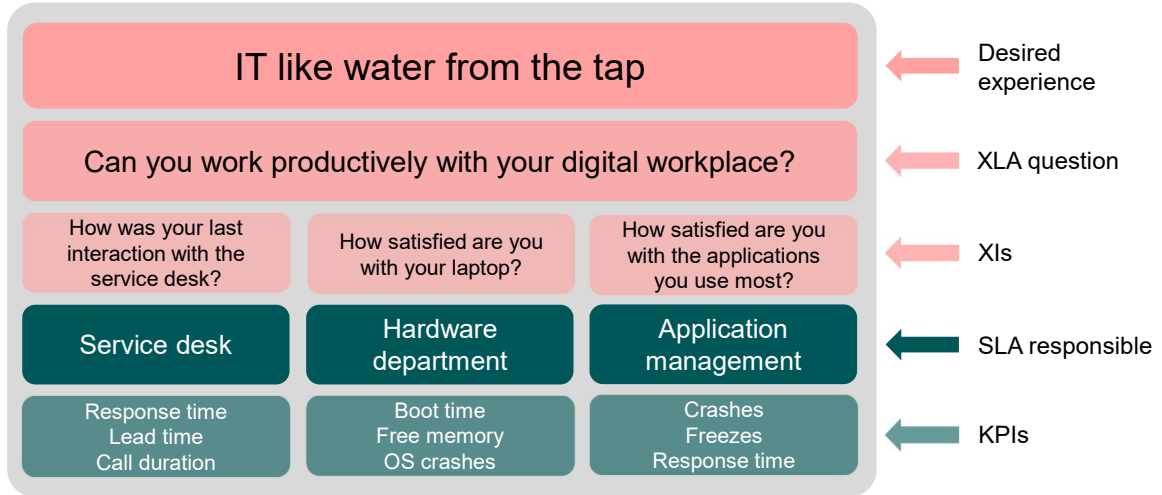


Toilet experience



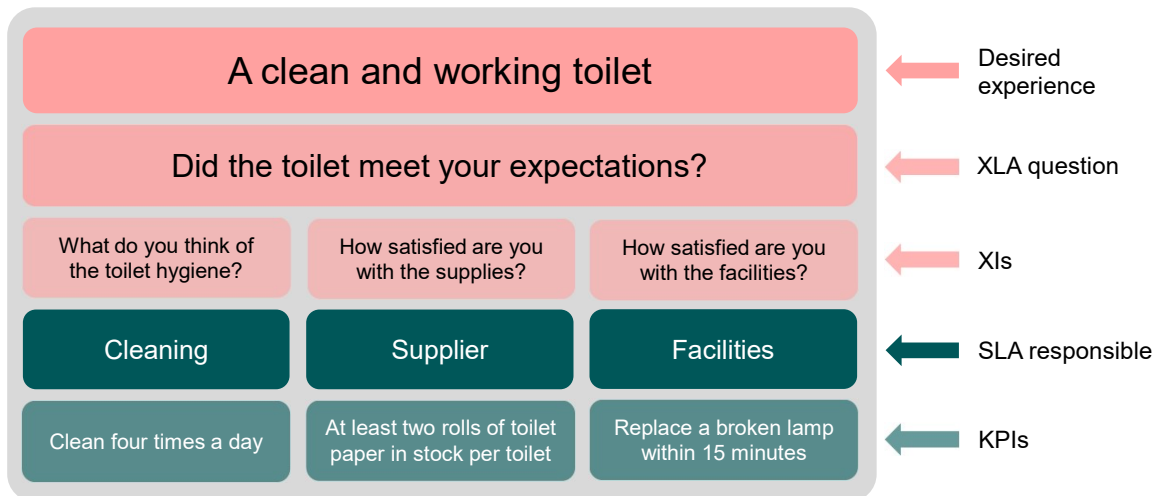
X-Data and O-Data

A simplified version of an XLA stack for a digital workplace experience.



Toilet experience

A simplified version of an XLA stack for a toilet experience.



GIARTE

Why are Experience Management and XLA important?



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Why is experience important?

- ✓ Experience shapes opinions, beliefs, and decisions.
- ✓ Experience drives behavior.
- ✓ Positive experiences make people happy.
- ✓ Happy employees and customers are beneficial to a company.

Note: Experience is the feeling someone has about a product, service, or interaction.



How does your organization measure experience?

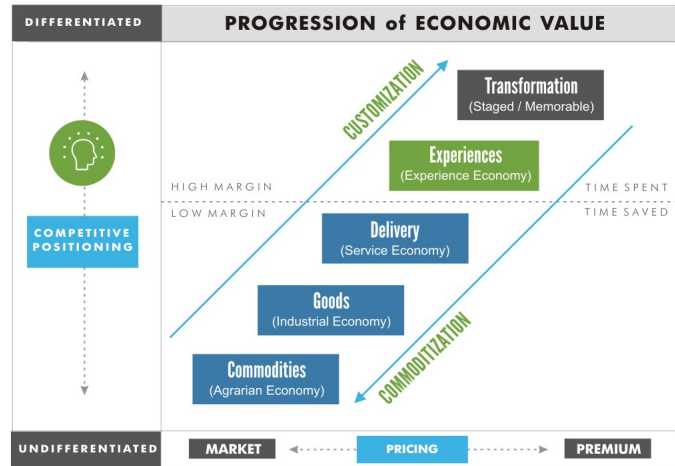


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Experience economy

- ✓ In almost every sector, consumers prefer active participation over passive consumption.
- ✓ Consumers are more willing than ever to pay extra for a better customer experience.



Source: <https://hbr.org/2008/07/putting-the-service-profit-chain-to-work>
 Source: <https://www.business2community.com/customer-experience/service-profit-chain-works-care-01639838>



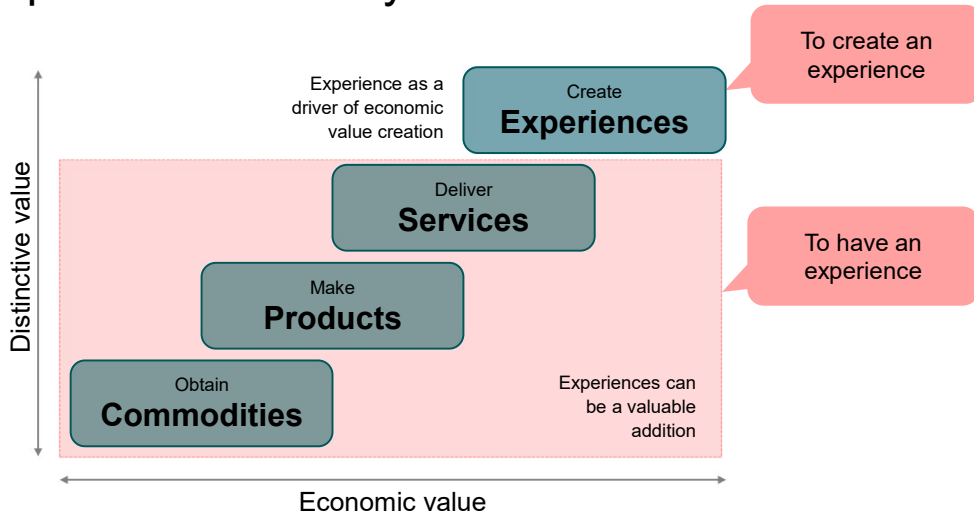
Experience economy



Source: Pine, J. II – Gilmore, 1998, pp. 98



Experience economy

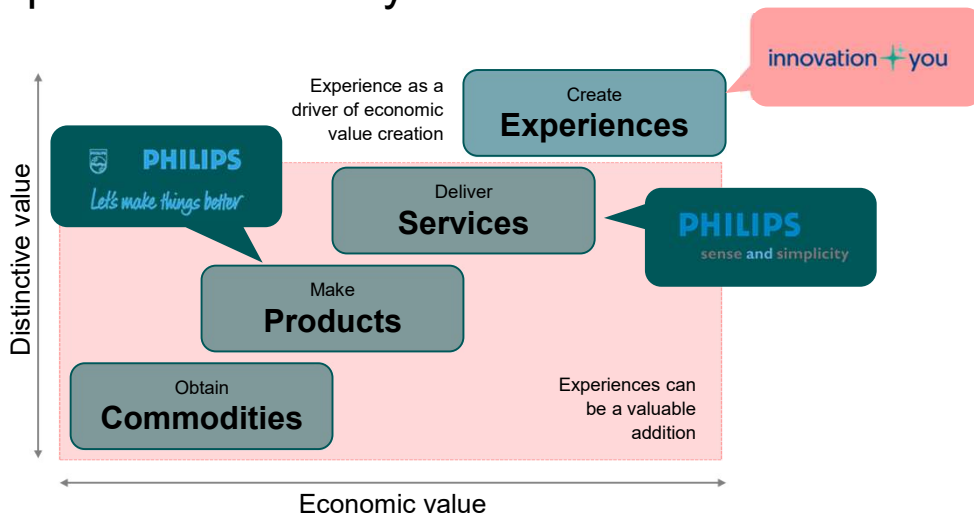


Source: Pine, J. II – Gilmore, 1998, pp. 98

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Experience economy



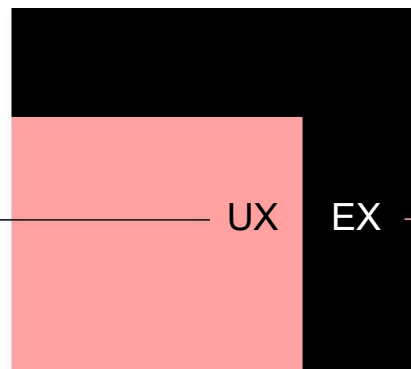
Source: Pine, J. II – Gilmore, 1998, pp. 98

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IT experience

User experience (UX)
Interaction with IT services and tools.

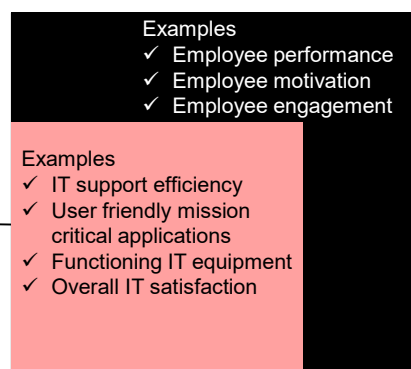


Employee experience (EX)
The way IT provides an optimal working environment in which employees can be happy, engaged, and productive.



IT experience

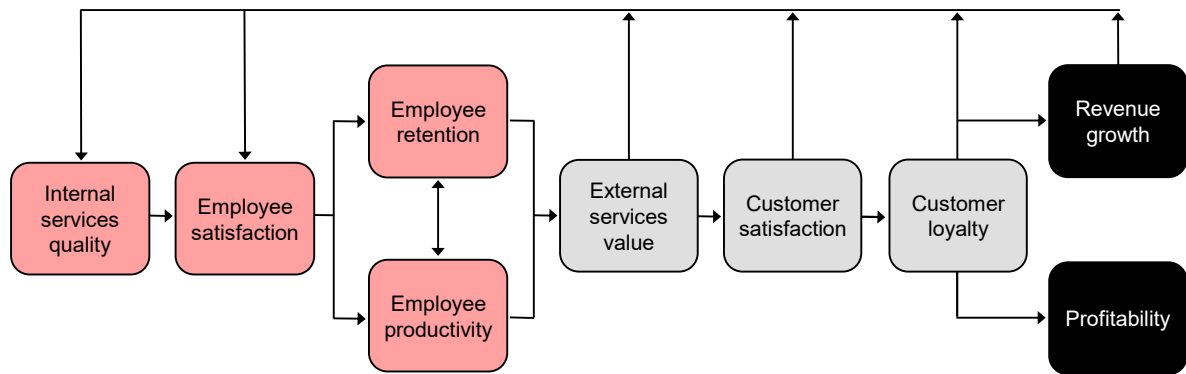
User experience (UX)
Users find IT services of high quality, useful and helpful.



Employee experience (EX)
Employees feel motivated and valued and are productive and enthusiastic.



The service profit chain



Source: <https://hbr.org/2008/07/putting-the-service-profit-chain-to-work>
 Source: <https://www.business2community.com/customer-experience/service-profit-chain-works-care-01639838>



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Happy employee = happy customer

Globally, only 20% of employees feel truly committed to the cause of their organization.¹

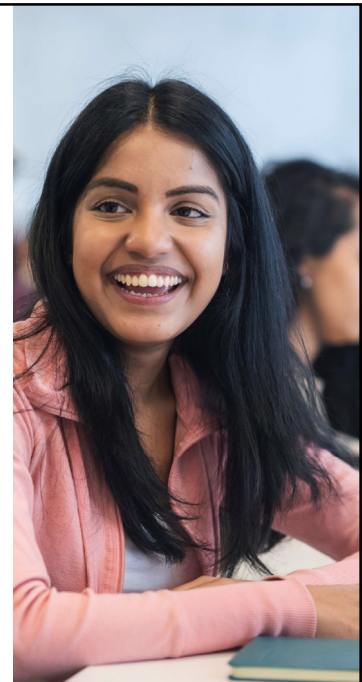
Happy, committed employees²

- ✓ Are more innovative: 59% of committed employees say their job brings forward creative ideas, versus 3% of uncommitted employees.

Happy, committed employees³

- ✓ Make real fans among customers (12% higher customer advocacy).
- ✓ Are 18% more productive.
- ✓ Ensure, on average, a 12% higher profit.

Source 1: Gallup; State of the global workplace, 2021
 Source 2: Stewart; Do happy staff make for happy customers and profitable companies, 2010
 Source 3: Gallup; Take Note, Engagement boosts earnings



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