



How The Experience Economy Changes Everything

Alan Nance





XLA[®]
institute



Helping you become the Guardians of the Human Experience of Digital Products



©[®] Disney/Marvel Comics 2014-2023

info@xla.institute
www.xla.institute

Agenda

- The Experience Economy
- Why is Experience Management Important to the CEO
- Why is Experience Management Important to the CIO

The Human Experience



“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Carl Buehner

“Memories are the hallmark of experiences.”
- Joe Pine

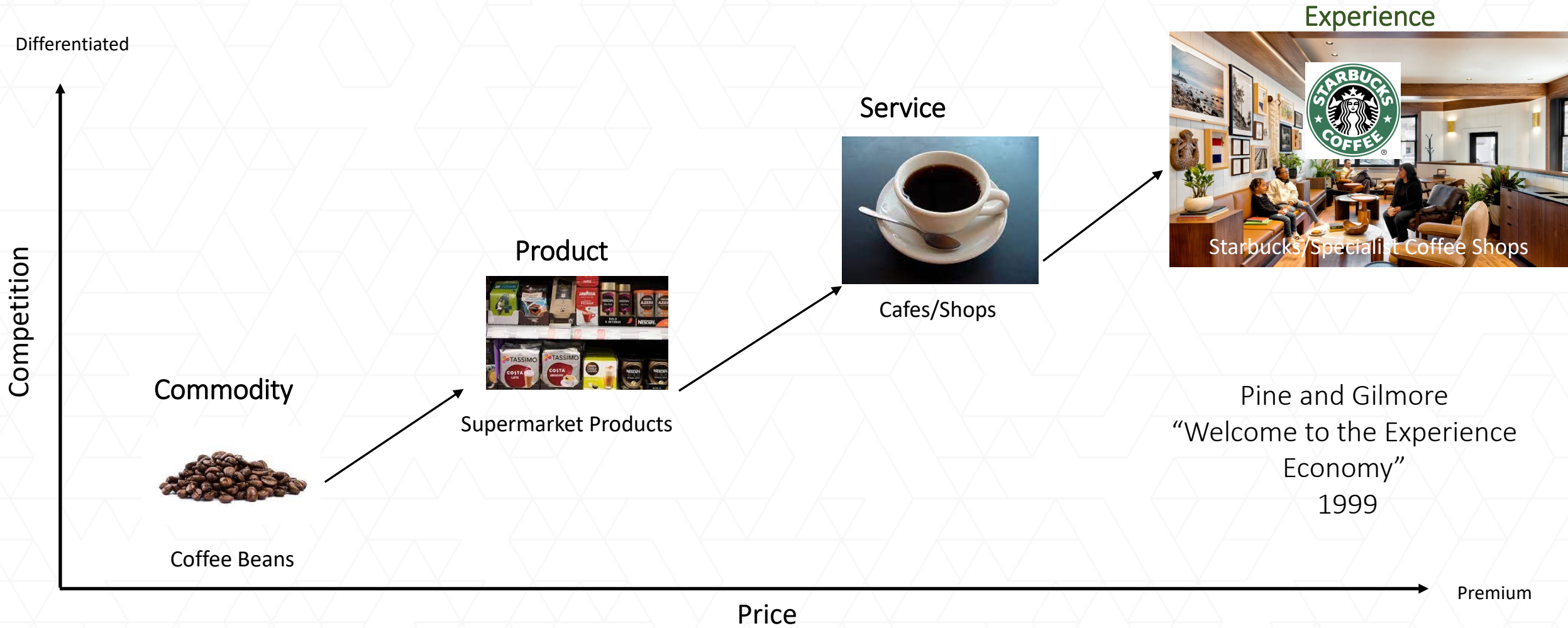


The Principles of the Experience Economy

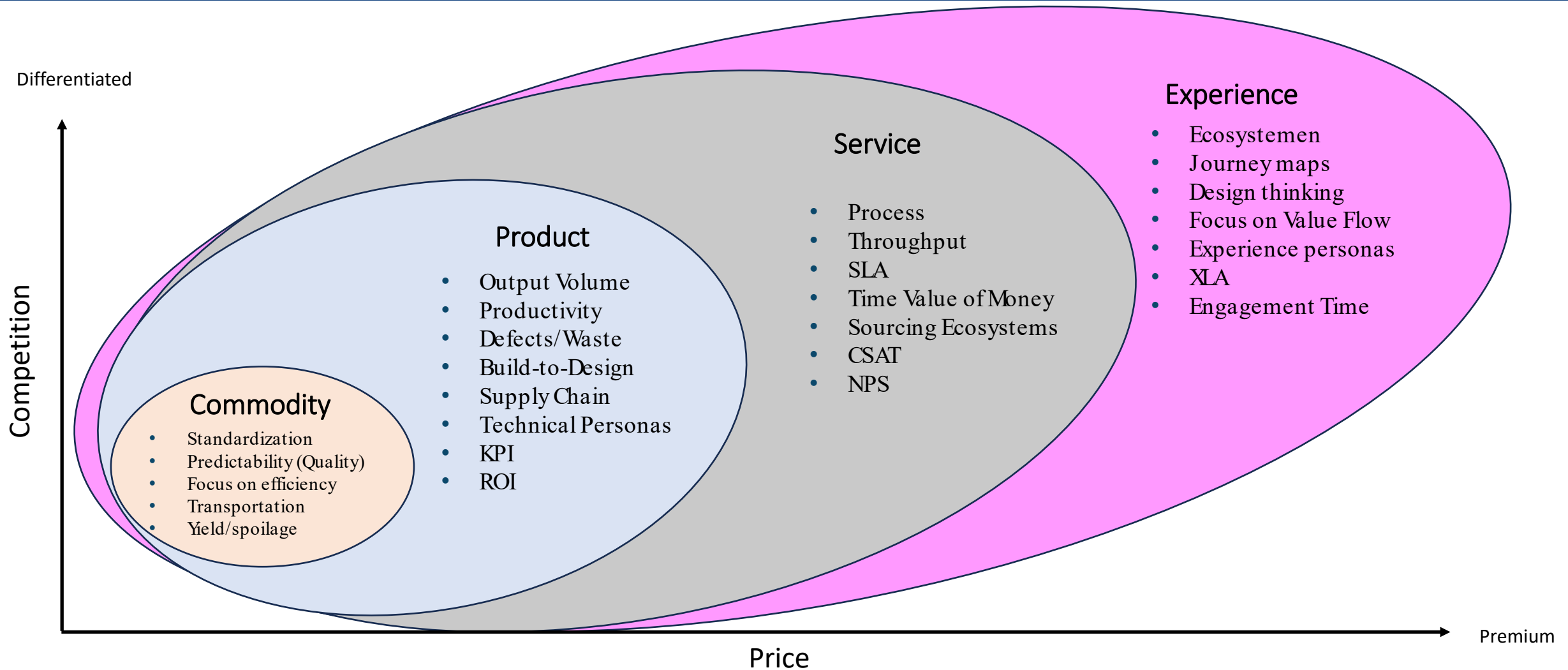
In the Experience Economy, experience is the core offering, not just a byproduct of goods or services.

- Experience is the core offering of the company.
- Design memorable, valuable interactions with your audience.
- Differentiate your brand and prevent price wars.
- Great experiences build strong customer loyalty.
- Experiences create unique, sustainable business value.
- Focused ecosystems drive rapid business growth.

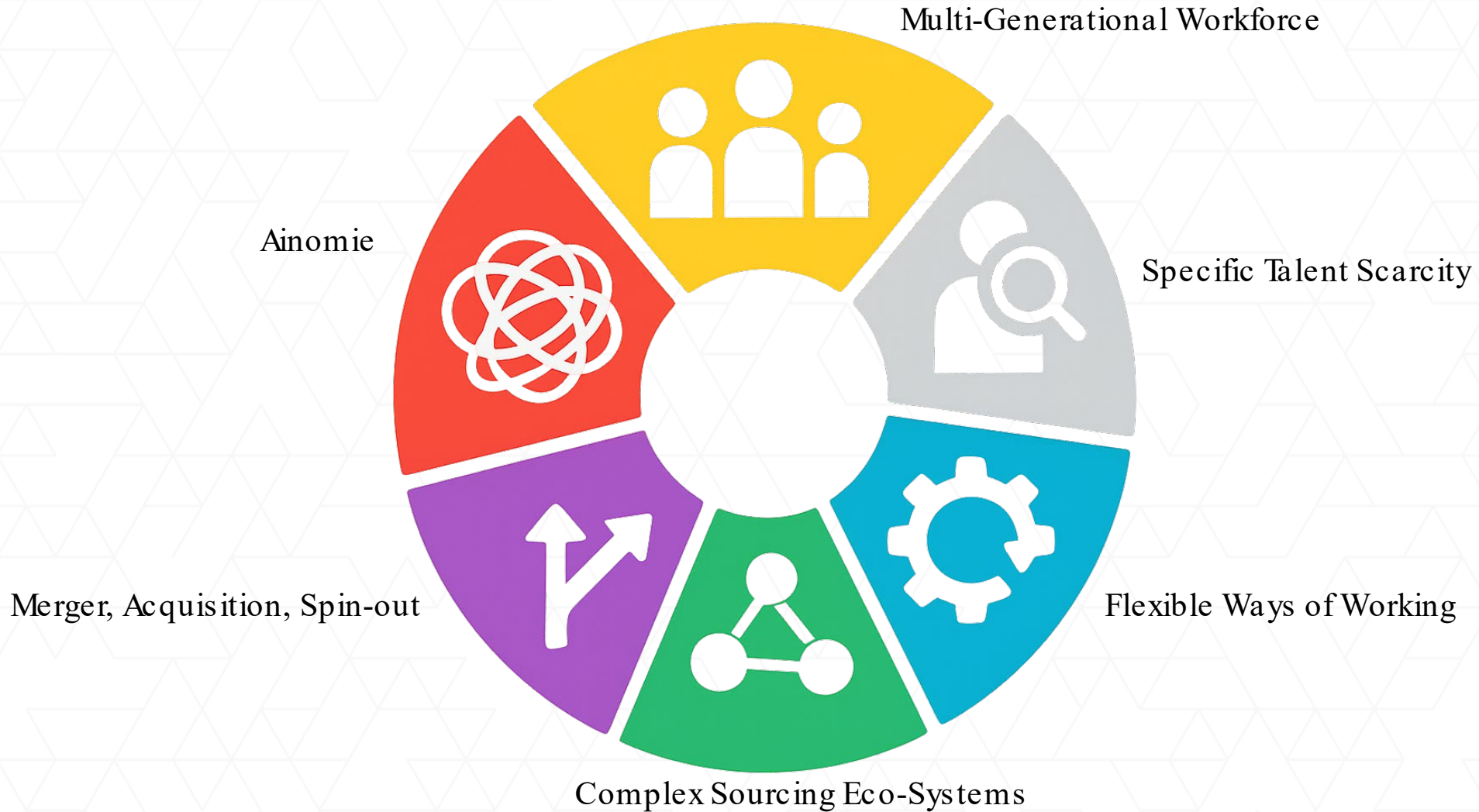
The Coffee Experience Journey



De Experience Economy – The Journey of WOW



Why Experience is Important for the Board





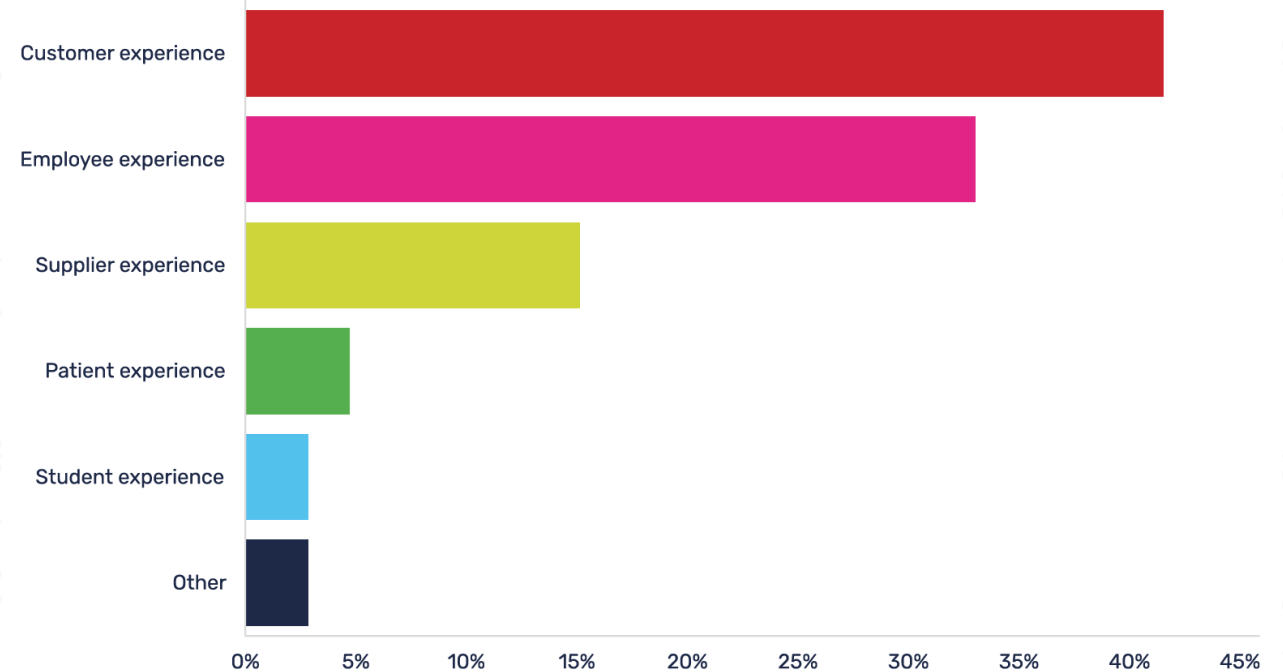
Why Experience Management is Important for the CIO

By 2028, more than 70% of outsourced services will include XLAs® up from 40% in 2025.

40% of digital workplace sourcing contracts will include contractual XLAs®

While organizations most commonly use XLAs® in the outsourced digital workplace, they can be implemented anywhere.

- Gartner, G00831054, 07-2025





The Tidal Wave Approaching

66%

familiar with XLAs

43%

Put XLAs into
practice

57%

Not yet
implemented

Source: State of XLA – XLA Institute 2025

What Makes an Experience

Personalization: Tailoring the experience to individual needs and preferences.

Active engagement: The audience is not a passive recipient, but a participant.

Memorability: The experience leaves a lasting, positive impression.

Coherence: The environment, the process, and the people all contribute to a consistent, reliable experience.

Cumulatieve momenten in de loop van de tijd

"We bouwen onze ervaringsbeleving op zoals vogels nesten bouwen, van restjes en strotjes die we toevallig tegenkomen."
- Jeremy Bullmore WPP



De transactie als moment van de waarheid

V.

De ervaring van cumulatieve interacties?

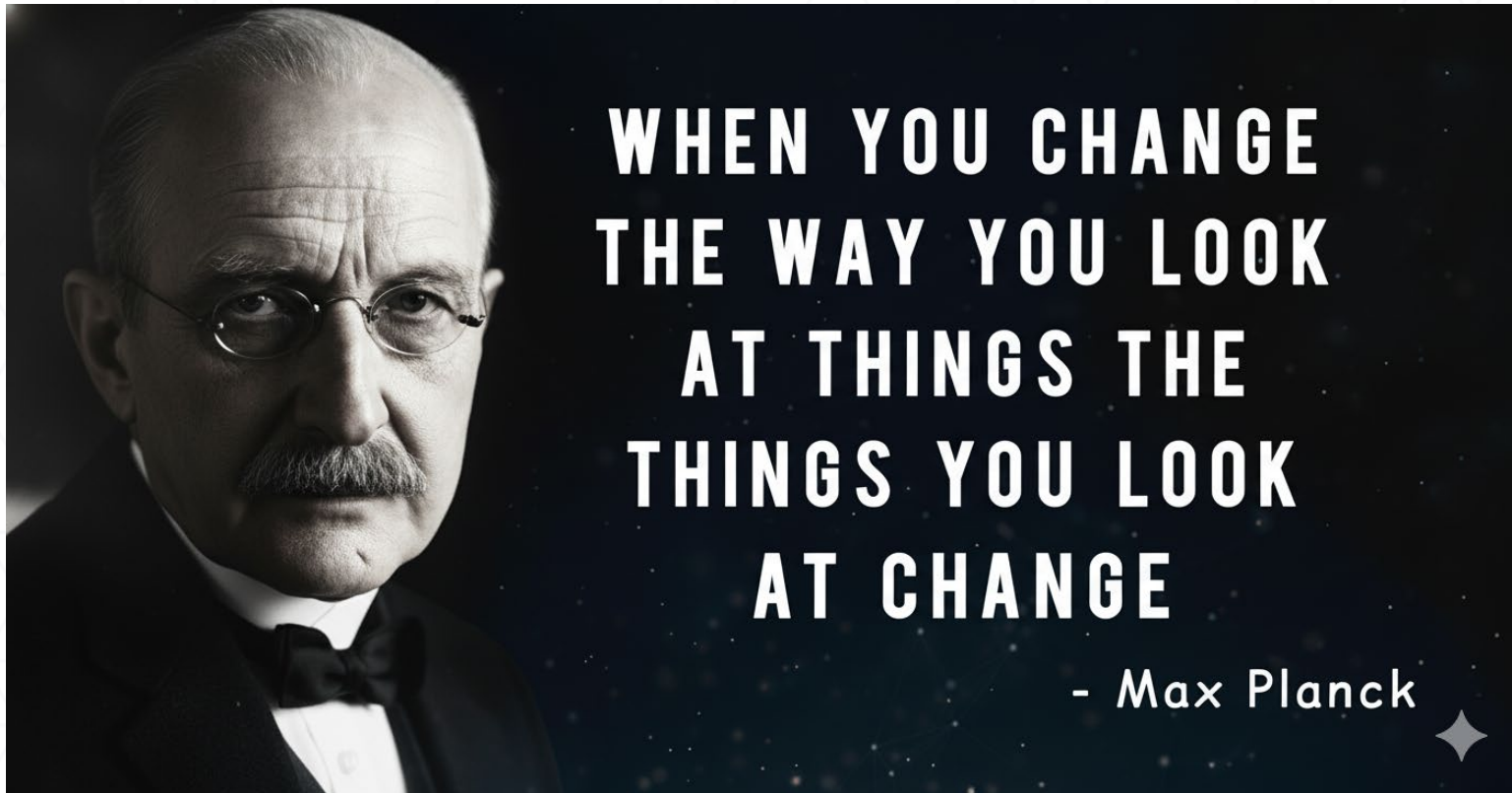
We noemen dit cumulatieve momenten in de tijd.



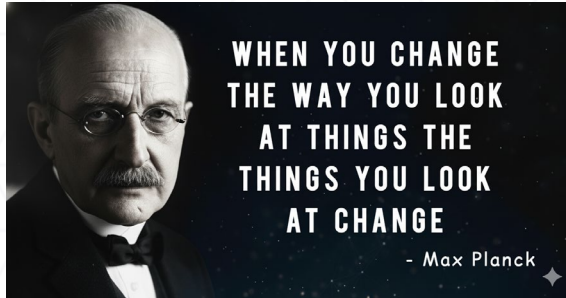
From Transactions to moments over time to experience

- Transactie:
- Bellen met de servicedesk om een storing te melden
- Momenten in de loop van de tijd:
- De storing van begin tot eind
- Een reeks oproepen naar de servicedesk
- Ervaring: cumulatief en meerdere momenten in de loop van de tijd
- Transacties bepalen de ervaring
- Meerdere momenten in de loop van de tijd vormen de ervaring





Are you jugglers or magicians?



Example:
Investigation of incidents, problems, and changes
at a large insurance company (€24 billion)

Service management statistics:

NPS

Average handling time

Speed to resolution

Experience management statistics

95% of the work performed is

“failure demand”

What does experience management mean for the organization?

Dimension	Service Management (Foundational Excellence)	Experience Management (Modern Excellence)
How work is measured		
Core Focus	Transactional: Delivering defined services efficiently and reliably.	Experiential: Shaping how people feel across the entire journey, focusing on memorable, positive outcomes.
Maturity Definition	Capability: Maturity is defined by process capability and adherence to best practices.	Value Creation: Maturity is defined by the value and outcomes generated for the audience and business.
Economic Value	Cost Control: Focus on ROI, efficiency, and standardization.	Value Flow: Map experience to business outcomes (productivity, ability to serve, innovation, risk reduction, etc.).
Role of Data	Operational Data: Reliance on technical and process data.	Multi-Source Data: Combine operational, technical, and sentiment data for a holistic view.
Measurement	Quantitative: SLAs, KPIs, operational metrics (e.g., uptime, response time).	Art & Science: Sentiment (X-data), operational (O-data), technical (T-data), and emotional insights combined.
Time Value	Efficiency: Optimize process flow, reduce costs, and maximize throughput.	Value of Time: Recognize and optimize the money value of time for the audience; prioritize relief and reduce anxiety.
Journey View	Isolated Transactions: Each service interaction is measured separately.	Cumulative Moments: Every interaction, big or small, contributes to the overall experience over time.
Key Agreements	Service Level Agreements (SLAs): Define what a service is, its value chain and criteria for success	Experience Level Agreements (XLAs): Define how it should feel and then measure experience ambitions and outcomes.
How work gets done		
Perspective	Inside-Out: Are we meeting our SLAs/KPIs?	Outside-In: Are we doing what matters to the audience? Will this be memorable?
Anticipation & Relief	Reactive: Address issues as they arise, focus on incident resolution.	Proactive: Design and communicate to reduce anxiety, set expectations, and provide relief throughout the journey.
Collaboration	Services dependent on specialized departments, operating independently, optimizing their own metrics.	Cross-Silo: Horizontal collaboration across departments and partners to deliver seamless, end-to-end experiences.
Improvement Cycle	Periodic: Improvements based on incident trends and SLA breaches.	Continuous: Iterative, data-driven improvement based on real-time experience insights and feedback.
Management Structure	Service Management Office (SMO): Focused on process and SLA compliance.	Experience Management Office (XMO): Oversees XLAs®, interprets experience data, recommends and governs improvements.
Organizational Mindset	Practices: Rely on established, predictable, best practices.	Principles: Flexible, principle-based approach tailored to evolving audience needs and business priorities.
Audience Role	Passive Recipients: Customers and employees as end-users.	Active Participants: Customers and employees as co-creators and shapers of their own experiences.

What does this mean for the organization?

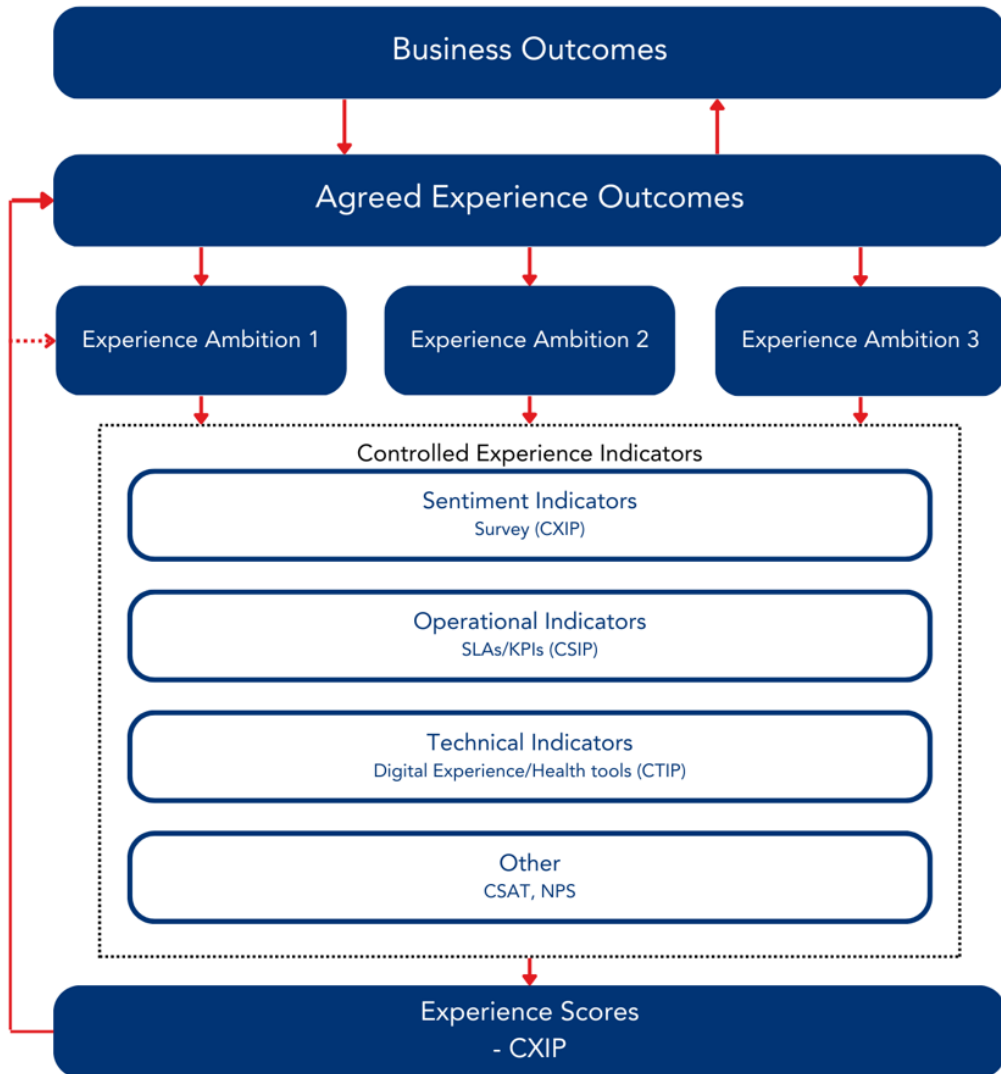
Dimension	Service Management (Fundamental Excellence)	Experience Management (Modern Excellence)
How work is measured		
Value of Time	Efficiency: Optimize process flow, reduce costs, and maximize throughput.	Money Value of Time: Recognize and optimize the monetary value of time for the audience; prioritize enlightenment and reduce anxiety.
Journey View	Isolated transactions: Each service interaction is measured separately	Cumulative Moments: Every interaction, big or small, adds up to the overall experience over time.
How work gets done		
Management structure	Service Management Office (SMO): focused on process and SLA compliance.	Experience Management Office (XMO): oversees XLAs® interprets experience data, recommends and manages improvements.
Organizational mentality	Methods: Rely on established, predictable, best practices.	Principles: Flexible, principles-based approach, aligned with changing audience needs and business priorities.
Audience Participation	Passive recipients: customers and employees as end users.	Active participants: Customers and employees as co-creators and shapers of their own experiences.

Opportunities and Pathways – XLAs As Pathway

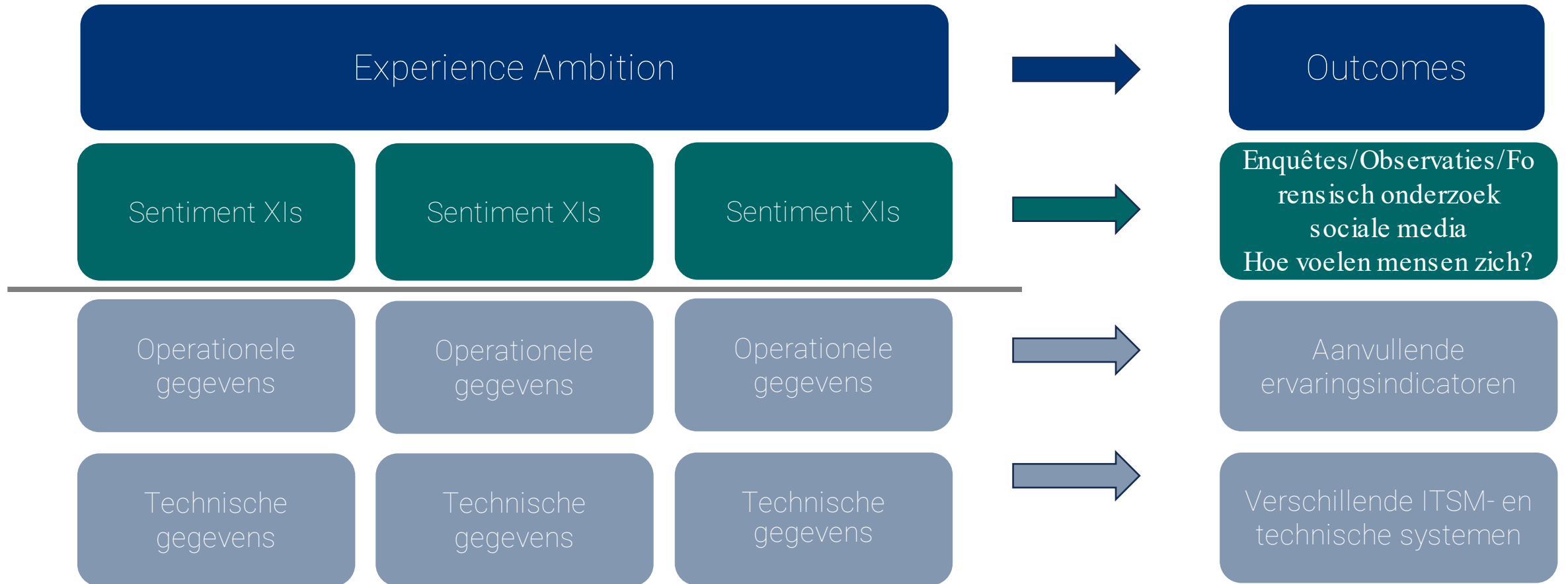
What is an Experience Level Agreement (XLA)?

- An XLA is a commitment to creating a defined experience measured by experience indicators, resulting in positive business outcomes.
- XLAs are assigned to a specific service offering or theme. These could be digital workspaces, onboarding, developer experience, or customer experience.
- XLAs extend the scope of a service level agreement (SLA) to describe the experience, collaboration, and business impact of the service.
- XLAs contain assigned data points that are measured to provide an overall experience score for the service or theme to which it is associated. This allows for a quick overview of how people perceive their experience and why.

Opportunities and Pathways – XLAs As Pathway



The XLA Stack™



XLA Stack™ Example

At the start of each shift, the police officer must have confidence that the technology available to him will keep him safe and enable him to serve and protect the public.n.

At the start of every shift, are you be confident that the available technology will keep them safe and enable them to serve and protect citizens.

Was your last contact with the service desk a good use of your time?

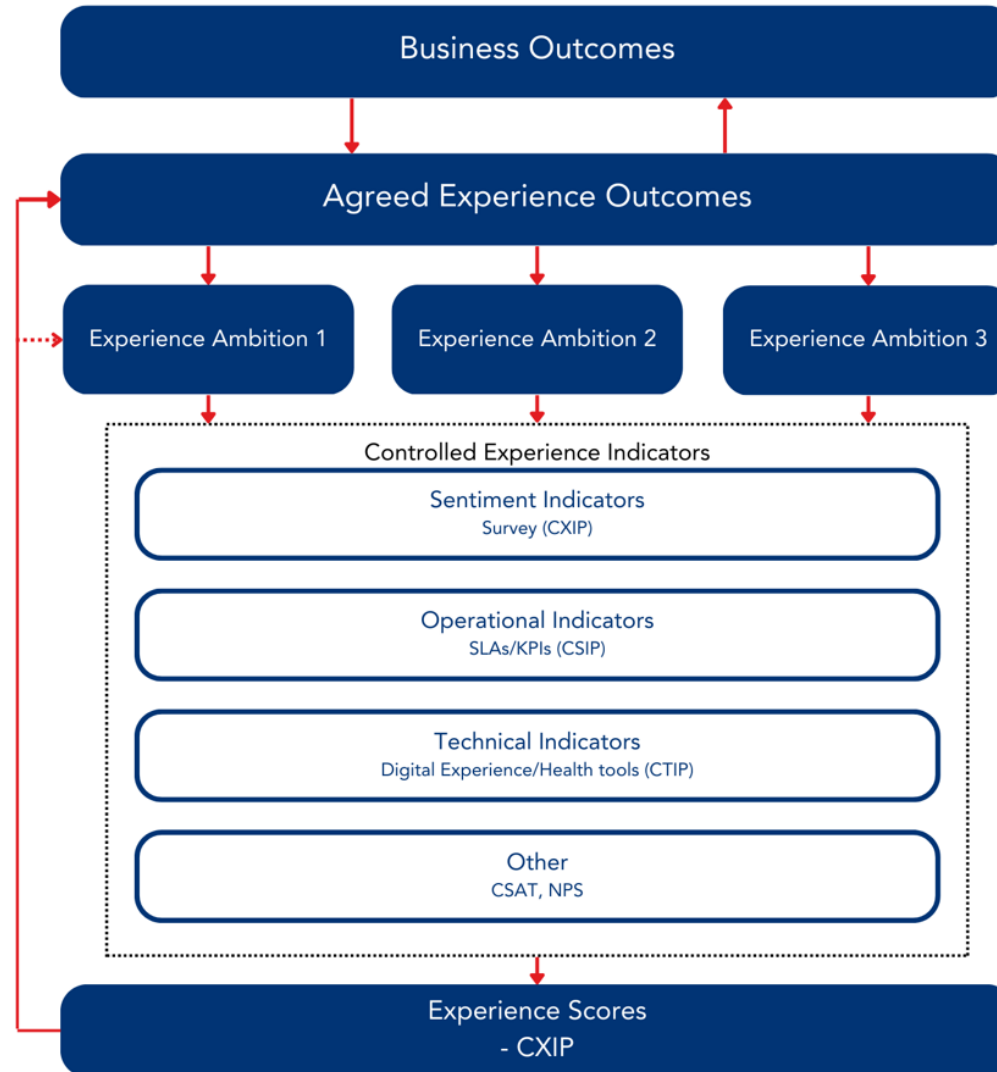
Are you confident that your technology will function properly during your shift?

Login Times
Device Crashes
System Outages
Incident Volumes
Application Speed

Incident Response
Response Request
Incident Resolution
Resolution Request

First time resolved
Percentage of incident
reopenings

XLA[®] Design Method



Gartner Example

Let's Talk About SLAs

Defines the level of service agreed to between the provider and consumer, including performance metrics, responsibilities and remedies for unmet expectations.



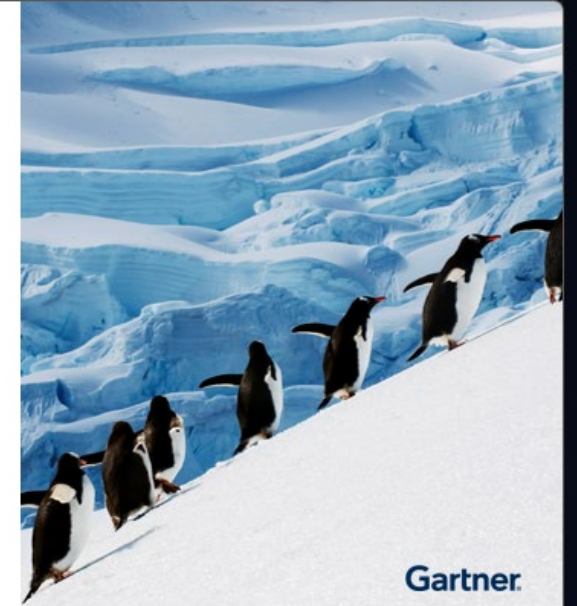
44 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates.

Gartner

45

Penguin's disappointed by SLA

We will distribute fish to 85% of penguins within 15 minutes of joining the queue.



45 © 2025 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates.

Gartner

46

Gartner Example



Let's Talk About XLAs

XLAs aim to capture a comprehensive view of the employee experience by integrating various metrics, including technology performance, service quality, and employee sentiment.

Gartner

47 ★



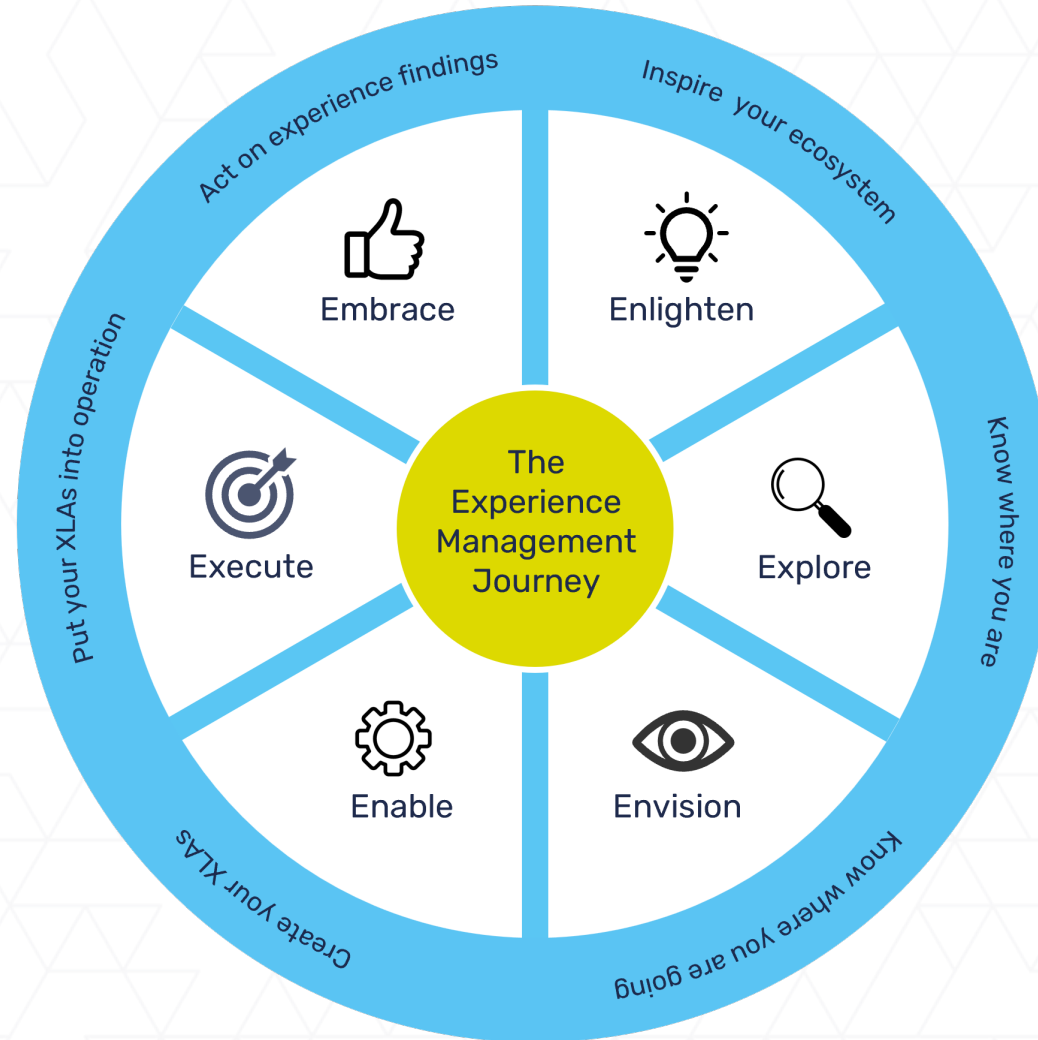
Penguin experiences are good!

95% of penguins report feeling satisfied, well-fed, and not stressed after receiving their fish.

Gartner

48 ★

Experience Optimization Framework



© XLA Institute. Do Not Reproduce.

The Role of XLA Institute In Your Journey

- Knowledge Facilitation

Courseware: Foundations, Practitioners, XLA-in-a-Day
Research: Enlightened Executive

- Community Building

Meet-ups, events, standards review, research topics, white papers

- Strategic support (for Members)

Steering committee, guardrails

- Standards and Certification

AEM (APEX Experience Management Model)
XMC (Experience Management Center)
NEN/ISO Norm

Welcome to the Experience Economy

A brand-new day

- Collaboration
- Exploration
- Innovation
- Growth Opportunities
- Career Opportunities

Thank you, HDI, for supporting this effort





XLA[®]
institute

info@xla.institute
www.xla.institute

Helping you become the Guardians of the Human Experience of Healthcare Products



©[®] Disney/Marvel Comics 2014-2023