

**EXPERIENCE
COLLAB** Empowering the
Experience
Economy



Are SLAs Dead?

Understanding how XLAs
can help your business



Introduction

- Neil Keating
- 25 years of managing IT Services companies and SLAs
- Co-Founder, Chief Experience Officer at Experience Collab

- We empower the Experience Economy by revolutionizing the way IT departments report and manage the success of their products/services by enabling them to focus on the success of their customers

- We support our customers with employee experience through education, assessments and consultancy.
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Agenda

- What is Experience Level Management and the Experience Economy?
- Why is measuring experience important to your organisation?
- What is an XLA and what does it look like?
- What does this mean for traditional metrics like SLAs and KPIs?
- What are the practical steps to begin the journey in Experience Level Management?



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

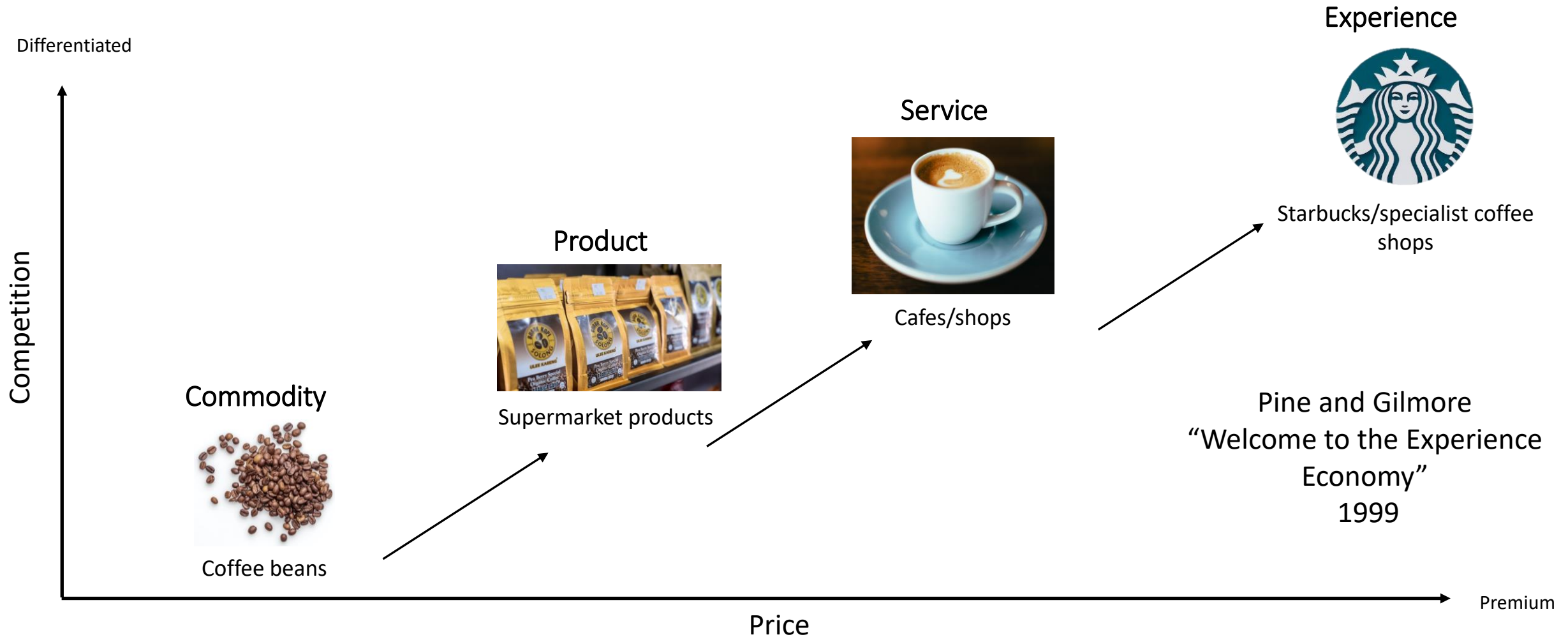
- Carl William Buehner, 1971

How do you define Experience?

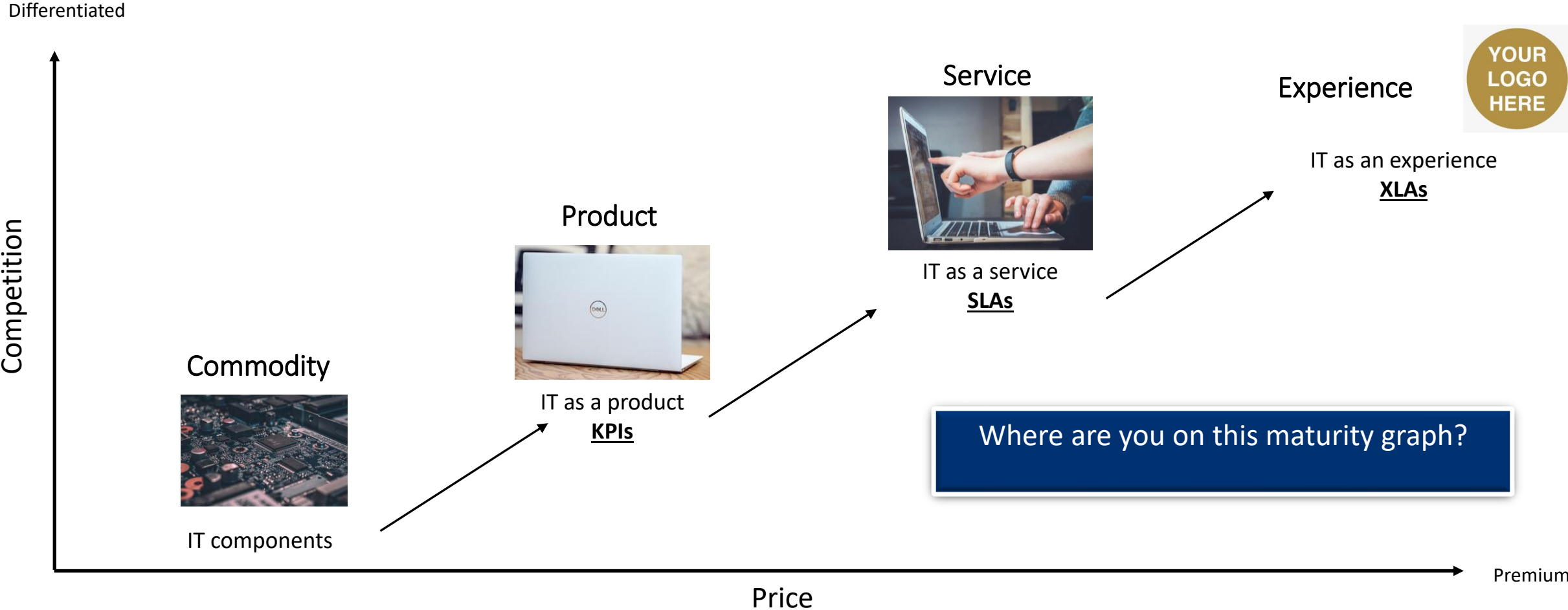
- Defining experience is the balance of those positive/negative customer interactions that your customers have with you over time
- Experience is the sum of how people feel about you and what you are doing (emotions, feelings and cognitive thoughts) during all stages of their engagement with you
- Experience is cumulative
- IT is now entering “the experience economy” (Pine and Gilmore)
 - We need to understand what our customers need to do their jobs
 - Customers want more than just SLAs – they want outcomes not outputs



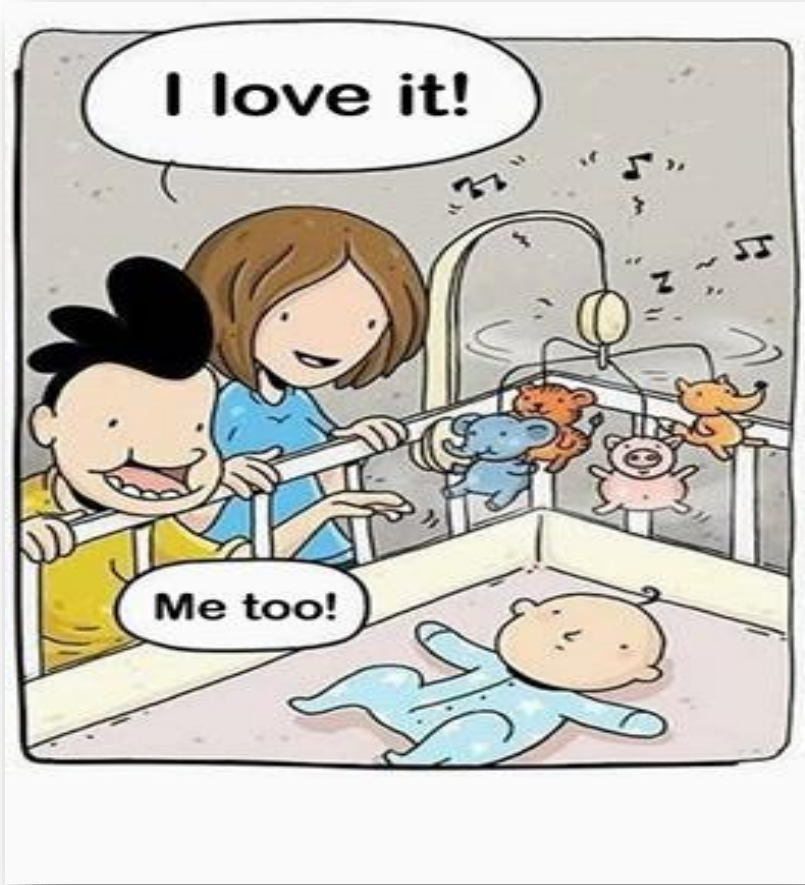
The experience economy: coffee



The experience economy: IT



Perspective Drives Experience



What has Changed?



Vatican 2005 – Pope Benedict
Passive Consumption



Vatican 2013 – Pope Francis
Active Participation

Why does experience matter?

- Experience shapes people's opinions, decisions and actions
- We can and do vote with our feet or our wallets
- Experience has consequences:
 - Companies with engaged employees outperform those with disengaged employees by 20% (Gallup)
 - Highly engaged business units achieve a 10% difference in customer ratings and an 18% difference in sales.
 - "Employee disengagement costs the UK economy £340BN PA" (Investors in People)
 - Highly engaged workforces are 21% *more profitable* (Gallup)
 - Highly engaged teams experience 41% fewer absentees (Gallup)
 - Customers are no longer loyal due to products, employer branding or pricing – this only attracts them. Loyalty is earned by amazing experience (Bain)
 - Over 25% of employees would consider leaving a job because of poor experience (Nextthink)



How can we Measure Experience?

- The problems with NPS & CES
- The problem with Csat and annual surveys
- Experience Management surveys needs to be done continuously
- But that causes a problem.....



Experience Management is a Science

- To accurately measure experience we need to use science:
 1. Psychology help us understand what happiness is - “contentment” not necessarily “delight” and that experience has a “Gravitational Pull”
 2. Neuroscience teaches us about “Brain Habituation” in surveys
 3. Affective Science helps us differentiate emotion and feeling so we can understand how we can gather sentiment correctly - engagement
 4. Statistical Science provides us the confidence levels in how we can get facts from feelings

Are SLAs Dead Then?

- No
- SLAs are great quantitative measure of operational data (O data)
- They tell us what to do and check did we do it
- The problem is that SLAs do not equal happiness
- We can achieve all the SLAs we have but experience could still be poor
- SLAs are not disappearing though – they can be an Experience Indicator (XI)
- We need more – we need XLAs as well



← From this.....To this →

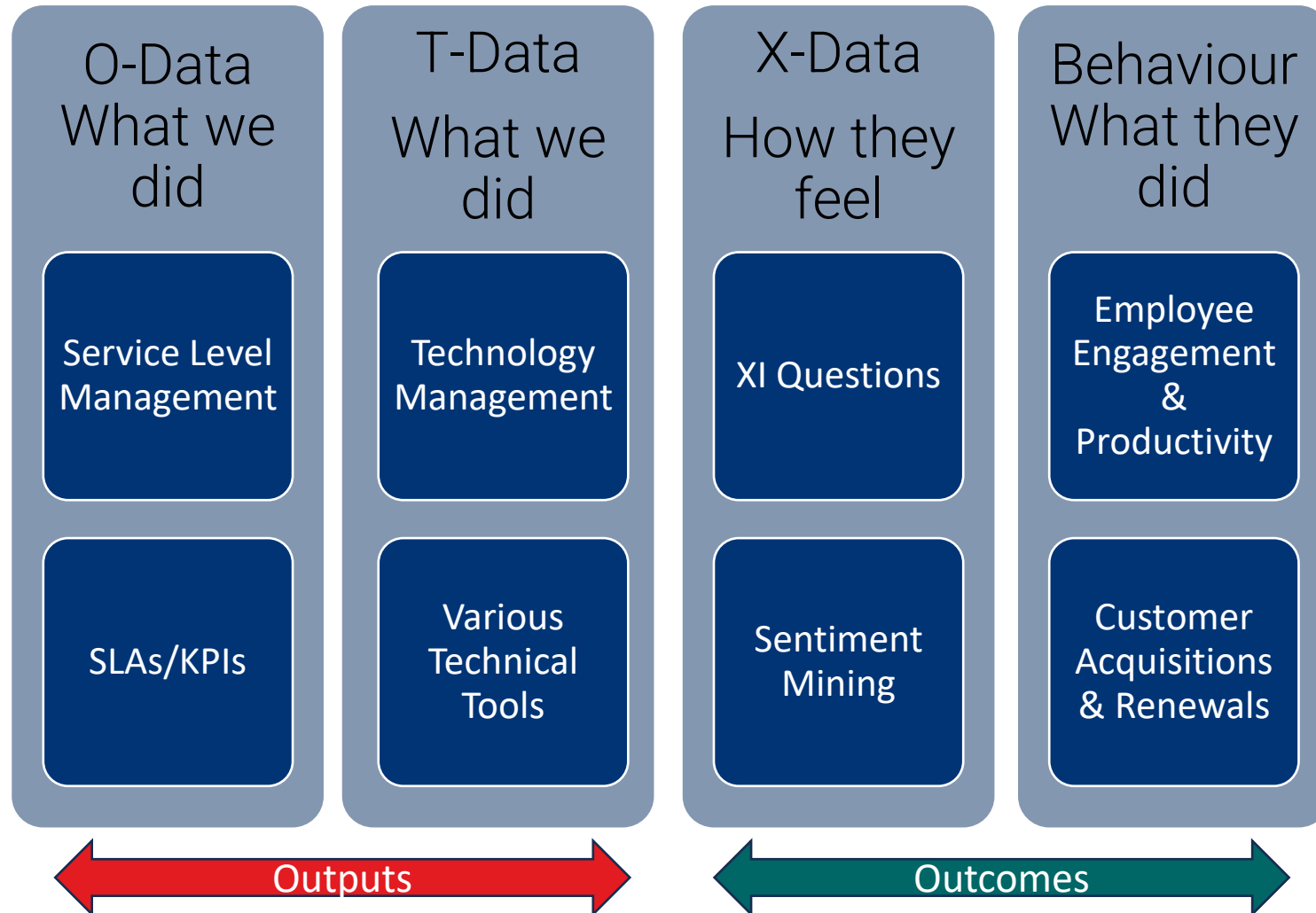


What is an XLA?

- If SLAs are a measure of outputs (what you need to do)
- An XLA is a measure of outcomes – your experience ambitions
- An XLA is a **scientific** measure of how your customers feel about what you are doing
- To measure experience, we need to ask people how they feel (X-data)
- This tells us **what** people feel but we also want to understand **why** they feel that way
- Therefore, we need to combine X-data with SLAs/KPIs (O-data) and technical measures (T-data) to give us a more rounded indication of feelings

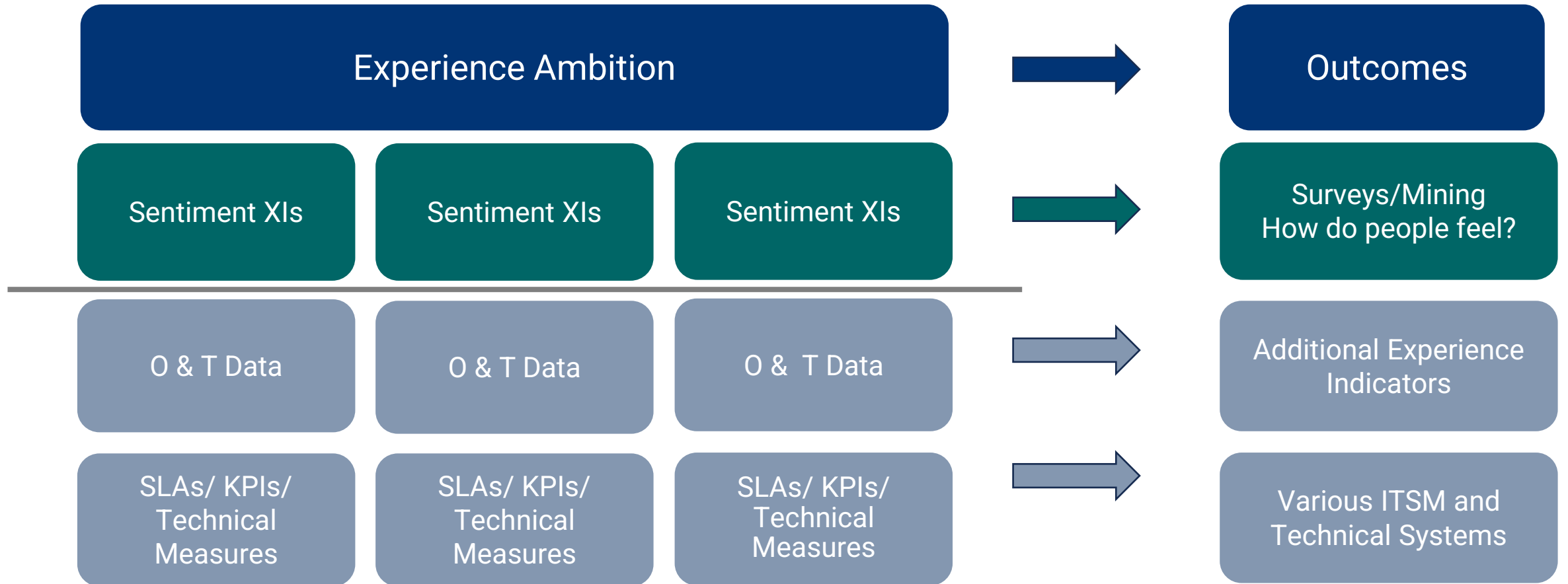


The Common Experience Data Streams



1. Unfelt emotions are created in a response to an external stimulus (an action or words).
2. Responsive hormones then drive feelings and thoughts.
3. Feelings and thoughts have a direct causal effect on human behaviour.

Bridging the Data Together - The XLA Stack™



XLA Stack™ Example

Maximizing employee productivity with the provision of technology that is easy to use, alongside valued service desk interactions

To what extent does IT disrupt your working day?

How happy are you with the time it takes to resolve your issues?

How confident are you that you IT issues will be fixed completely when you call

Login times
Device crashes
System outages
Incident volumes
Application speed

Incident Response
Request Response
Incident Resolve
Request Resolve

First time fix
Incident re-open rate

How do I Start my XLA Journey? The Experience Optimization Framework

1. Evangelize:

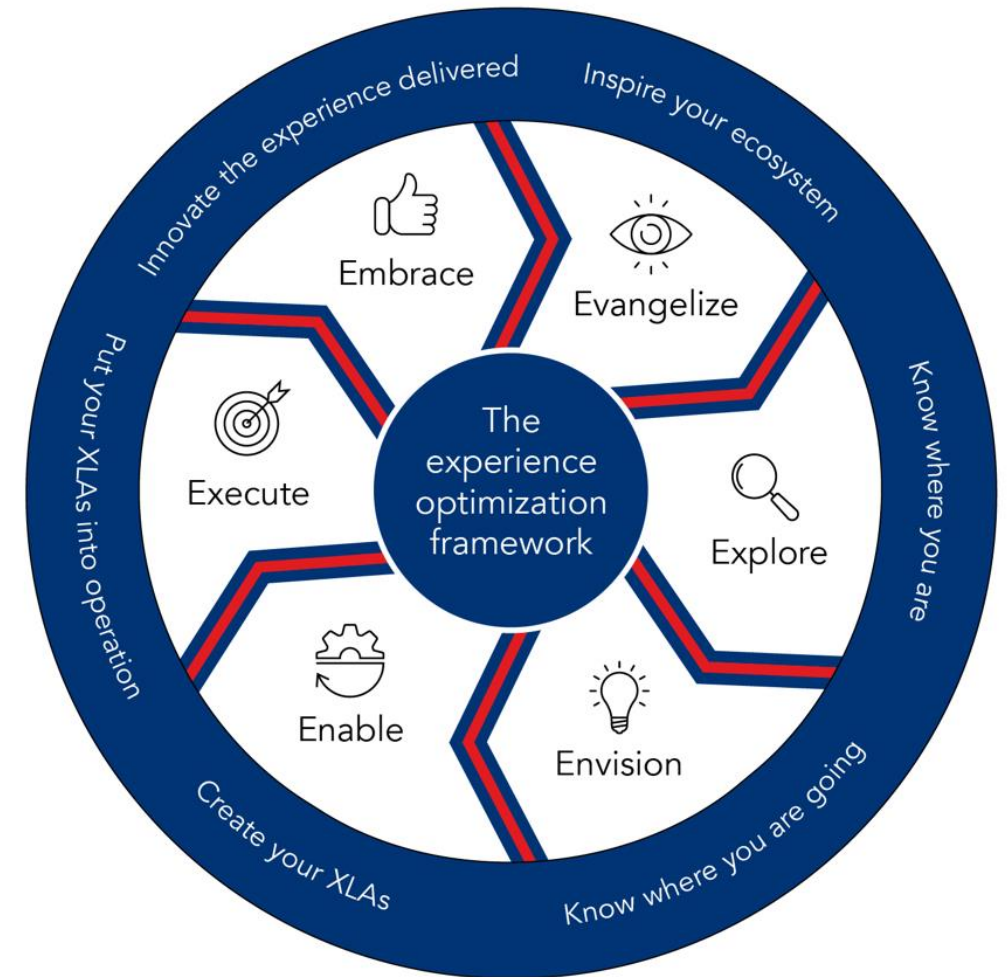
- Does everyone believe the same?
- Combine what you know well with what others know differently
- Understand why this is important to your organization
 - What will you achieve if you do this well?
 - What will happen if you don't do this?

2. Explore:

- Who is in your ecosystem?
- What capabilities/resources do you have?
- Are you ready?

3. Envision:

- Know where you are going
- Know what experiences you want to deliver



The Experience Optimization Framework

4. Enable:

- How will you ask people how they feel?
- What other measures can you take?
 - O-Data & T-Data
- How will you score your XLAs?

5. Execute:

- Build your XMO
- Who is going to do What?
- When are they going to do it?
- How are they going to do it? How Often?

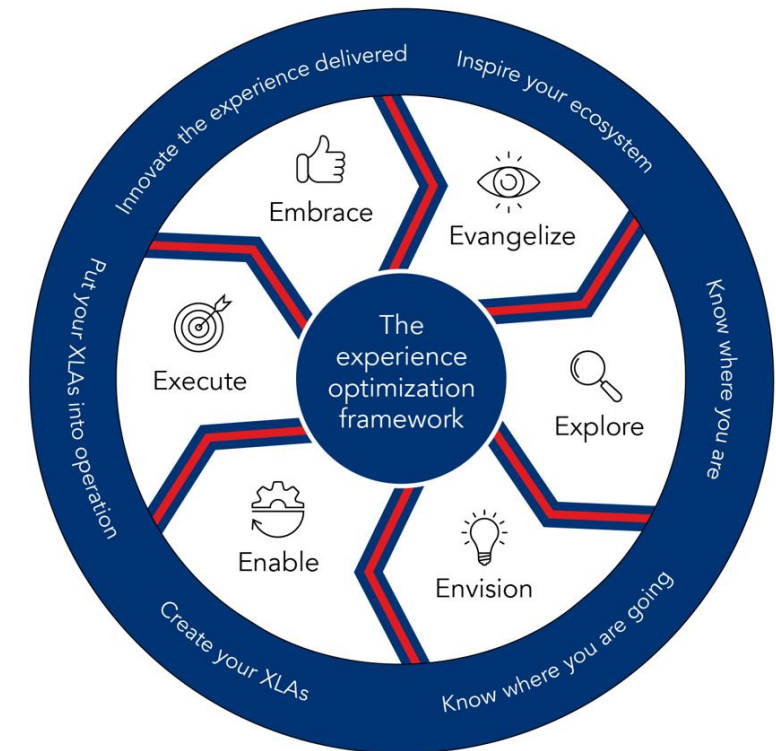
6. Embrace:

- Governance
- Improvements
- Innovations



Call to Action - Just Ask One Question

- Everybody at work has an experience
- Everybody you interact with and everyone your role may affect has an experience with you/IT
 - Do you want to design that experience and make it the best it can be?
 - Or, do you want to let it happen by accident?
- We must embed experience in our daily roles
- We must always think experience first
- Ask:
 - How can I move from Service to Experience?
 - How do I move from SLA to also XLA?
 - How do I move from a watermelon to a lime?



Want to Know More?

- Speak to your contacts at ITSM Academy
- Enquire about the certified education programme
 1. Experience Essentials
 2. Experience Foundation
 3. Experience Practitioner
- Think about Experience Assessments:
 - Where are you now?
 - Where do you want to go?
 - How are you getting there?
- Ask about Experience Consultancy – delivering a “do it with you” project to speed up ROI





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Questions? Comments?



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