COURSEWARE

Experience Management and XLA® Foundation

Revised edition

XLA Institute



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XLA institute

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.

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Topics are (per domain):

IT Management	IT Service Management	FitSM, ISM®, ISO/IEC20000, IT4IT®, ITIL®, VerISM®, SAF, TRIM, XLA®
	Data Management	Data literacy, Data visualization, DMBOK
	IT Asset Management	HAM, ITAM, SAM
	IT Security Management	BIO, ISO/IEC27001, NIS2
	Test Management	CTAP
	Application Management	ASL
	Other	eCF, IT-CMF, Scrum
Project Management	Project Management	Half Double, ICB, ISO/IEC21500, P3.express, PM2, PMBOK Guide, Praxis, PRINCE2
	Agile	Agile, Agile PM
	Other	PMO
Business Management	Operations Management	Lean, Lean Six Sigma, OBM, OMC, RASCI
	Contract Management	CATS CM, CATS RVM, IACCM World
	Business Information Management	BiSL, DID
	Artificial Intelligence	AI, Generative AI
	Outsourcing	OPBOK
Enterprise Architecture	Enterprise Architecture	BIAN, TOGAF
	Modeling	ArchiMate, BPMN
	Software Architecture	ISAQB
	Other	Open Agile Architecture

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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.

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

(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

- Enlighten
- Explore
- Envision

Day 2

- Enable
- Execute
- Embrace

Syllabus
XM and XLA® Foundation

Version 1.2.

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Introduction

The syllabus

The syllabus outlines the knowledge that the candidate will be tested on during the Experience Management (XM) and XLA® Foundation exam. It also provides suggestions for preparation and highlights the benefits of taking this exam. The XM and XLA® Foundation Certification is the basic certification level of the XM and XLA® program. This program is a collaboration between the XLA Institute and Van Haren Certify.

About the XM and XLA® Foundation Certification by the XLA Institute

The XLA Institute is a community for its members. It's a strong community because its members share a passion and conviction about the importance of working in the XM and XLA® manner. It is driven by organizations that care about the impact of their digital services on their customers and users. The membership is open to user organizations, their partners and providers, and other parties in the XM ecosystem. Together, they develop and promote the effective adoption of principles and practices related to XM and XLA®.

About the best practice

IP owner: XLABS B.V.
Accreditation institute: Van Haren Certify

With the omnipresence of digital technology in our modern society and the increasing dependence on it, contractual relationships and Service Level Agreements (SLAs) have become a necessity in IT. However, relying solely on SLAs can lead to a situation where everyone works in their own silo, often neglecting the impact on the customer's business and the people they serve. SLAs are task-based on minimum accepted quality and risk avoidance. In today's business and IT landscape, we need more than technical output to ensure user and employee satisfaction. We need a standardized approach to measure how services are perceived; this is where Experience Level Agreement (XLA®) comes into play.

XLA® is a commitment between service providers and clients to optimize the outcome of digital and technology on humans and business. XM is a set of activities that achieves a better experience and greater business impact by driving and improving collaboration. Prioritizing XM and XLA® is the key to satisfaction for users and employees. (More info on NEN 8038:2023)

Certification definition

The XM and XLA® Foundation Certification is an essential component of the XM and XLA® Certification program. This certification validates that a candidate understands how to improve user experience and drive business impact through better collaboration using XM and XLA® practices. The certification also verifies the candidate's knowledge about how to achieve an experience that is aligned with user needs and expectations and that sits in the "Zone of Good Enough". It covers best practices for implementing experience through the Experience Management Journey, including exercises.

Candidates can become certified by passing the XM and XLA® Foundation exam.

Vouchers for the certification exam are available through accredited trainers and Van Haren Group.

Certification levels

The program has two different levels: Foundation and Practitioner. The XLA Institute works closely with Van Haren Certify to ensure further development of professionals within the industry.

XM and XLA® Foundation exam

You first need to have successfully completed the XM and XLA® Foundation exam to obtain the XM and XLA® Foundation Certificate. The exam procedure is explained in this section.

Practical information

Exam candidates take a multiple-choice exam in which their knowledge of XM and XLA® will be tested to obtain an XM and XLA® Foundation Certificate.

All exam candidates get access to the online exam environment and must answer 40 multiple-choice questions within 60 minutes.

To pass, 70% of the questions must be answered correctly (or at least 28 of the 40 questions). Each question has multiple answers, where only one is the best answer.

Exam candidates receive the result immediately after the exam. (Digital) Access to their certificate will be given once they have passed.

Registration for the exam can be done by purchasing a participation certificate at www.vanharen.net

Number of questions:	40
Time (minutes) for the exam:	60 minutes
% minimal passing grade:	70%
Open/closed book:	Closed book
Language:	English
Exam format:	Online
Type of questions:	Multiple choice
Are there also negative questions included in the exam? (e.g. “which is NOT a principle of **”)	Yes. Candidates are advised to read the questions carefully.

Levels

The XM and XLA® Foundation Certification tests candidates at levels 1 and 2, according to the Bloom Revised Taxonomy.

- Bloom Level 1: Recall & Retention
  We test candidates’ ability to memorize factual information and retain information by collecting, remembering, and recognizing specific knowledge. Knowledge includes facts, terms, answers, or terminology.
- Bloom Level 2: Understanding
  We test candidates’ ability to construct meaning from oral, written, or graphical pieces of information. This is done by interpreting, summarizing, distracting, comparing, classifying, predicting, or explaining the message.

Learning objectives

In this section, you can read about how the XM and XLA® Foundation exam is structured and which subjects you will be tested on as a candidate. It is also a tool that you can use to prepare yourself for the exam.

After successfully certifying in XM and XLA® Foundation, a professional has demonstrated that:

- He or she recalls and understands what XM and XLA® are.
- He or she recalls and understands why XM and XLA® are important.
- He or she recalls and understands what the XM and XLA® value drivers are.
- He or she recalls and understands the 6 Es within the XM Journey and how to use them.

Exam structure

The exam specifications describe the topics in the subject matter of the XM and XLA® Foundation exam, and their relative importance. Questions can be asked during the exam about the following subjects.

Module	Exam Requirements	Exam Specification	Bloom Level	Weight %
1	The Experience Management Journey			5
1.1		What method is used to design a meaningful set of XLAs?	1 + 2	
1.2		The 6 E's of the Experience Management Journey should always be followed in the same order.	1 + 2	
2	Enlighten			30
2.1		Which statement about XLA is true?	1 + 2	
2.2		What is an XLA?	1 + 2	
2.3		The desired state or ambition for Experience is recorded in a(n) ...?	1 + 2	
2.4		A set of Experience Indicators (XIs) provide an indication of the desired Experience.	1 + 2	
2.5		What is experience?	1 + 2	
2.6		Experience Management is about delivering experiences that are 'as perfect as possible'.	1 + 2	
2.7		SLAs are and will remain important. Which statement is NOT correct?	1 + 2	
2.8		When does an XLA replace an SLA?	1 + 2	
2.9		Why is experience important?	1 + 2	
2.10		Which statement about the Experience Economy is correct?	1 + 2	
2.11		Which statement about measuring experience is NOT correct?	1 + 2	
2.12		Why is it important to have happy employees?	1 + 2	
2.13		What is the 'Watermelon Effect'?	1 + 2	
2.14		Personas are logical groups of people based on e.g., preferences, lifestyle, or role in the organization.	1 + 2	
3	Explore			15
3.1		What is key to ensuring the company mindset is ready to introduce XLAs?	1 + 2	
3.2		What are two examples of soft skills required to support actions that put XLA into practice?	1 + 2	
3.3		Building a clear picture of the current state of collaboration should involve examining both the internal and external stakeholders within the experience ecosystem.	1 + 2	
3.4		Which statement about a Customer Journey Map is true?	1 + 2	
3.5		Business impact is not just about achieving a positive impact. At least as important is to prevent a negative impact.	1 + 2	

3.6		What must be evaluated to understand your Landscape Ecosystem?	1 + 2	
4	Envision			15
4.1		Experience is context dependent. Which statement is NOT correct?	1 + 2	
4.2		Psychologic is using psychology to manipulate experience anticipation, changing perception to resolve an otherwise too difficult or impossible problem.	1 + 2	
4.3		You map ambitions to outcomes by reflecting on the situation, the motivation, and the expected outcome.	1 + 2	
4.4		What does the Zone of Good Enough refer to?	1 + 2	
4.5		What type of experience ambition aims to achieve the business value assigned to an experience?	1 + 2	
4.6		What type of value can be achieved through delivering a better experience?	1 + 2	
5	Enable			10
5.1		Why should you collect X, O, and T-Data?	1 + 2	
5.2		Leading XIs indicate what you want to achieve. Lagging XIs provide insight into how you do that.	1 + 2	
5.3		What is one way of addressing "pre-response fatigue" in surveys?	1 + 2	
5.4		What level of XLA Maturity should you be starting at?	1 + 2	
6	Execute			15
6.1		Who manages the XLAs?	1 + 2	
6.2		What is an experience 'over time'?	1 + 2	
6.3		The goal of an XMO is to continuously improve Experience and Collaboration to increase Business impact for all parties involved, both within and outside the organization.	1 + 2	
6.4		What three components make up the XMO Structure	1 + 2	
6.5		Why must an XMO be placed independently from product or service delivery functions?	1 + 2	
6.6		In the XMO Strategic, Tactical, and Operational model, which organizational level is responsible for reflecting on the real experience scores against ambition targets?	1 + 2	
6.7		We should measure In-time OR Over-time, not both.	1 + 2	
7	Embrace			10
7.1		Why must RoX (Return on Experience) calculations be revisited to embrace Experience Management fully?	1 + 2	
7.2		Within the value stream there are several circles. Which ones?	1 + 2	
7.3		Which circle do we particularly want to focus on with Experience Management?	1 + 2	
7.4		What is recommended to combat the gravity of average performance?	1 + 2	

Detailed learning objectives

Here you can find the detailed learning objectives per module.

Section 1: The Experience Management Journey

1. The Experience Management Journey. This module covers the Experience Management Journey.

Describes the 6 Es:
- Enlighten: Inspire your ecosystem.
- Explore: Know where you are.
- Envision: Know where you are going.
- Enable: Create your XLAs.
- Execute: Put your XLAs into operation.
- Embrace: Act on experience findings

Section 2: Enlighten

2. XM and XLA This module covers the basic introduction to XM and XLA.

Describes the definition of XM and XLA and the components it consists of.

3. XM and XLA are important. This module covers why experience is important.

Describes why experience is important and why to move away from bad experiences.

4. XLA value drivers. This module covers the three XLA value drivers.

Describes the three XLA value drivers: collaboration, experience, and business impact. It also describes why win-win is important in XM and XLA.

5. Experience Economy. This module covers the Experience Economy.

Describes how the economy grew from commodities to goods, to services, and now to experiences.

6. The Experience Management Framework. This module covers the Experience Management Framework.

Describes the Experience Management Framework, its components, and how they are all connected.

7. The ecosystem. This module covers the ecosystem.

Understand where you sit in the ecosystem.

Section 3: Explore

8. Readiness and Capability assessment. This module covers the Readiness and Capability assessment.

Understand organizational readiness and how well-equipped the organization is to deliver an XM program.

9. Collaboration. This module covers collaboration.

Understand the current state of collaboration.

10. Experience Now. This module covers Experience Now.

Understand the current experience users have while consuming a product or service.

11. Business impact. This module covers business impact.

Understand the current business impact.

12. Empathy. This module covers empathy.

Understand what empathy is and why it is important.

13. Return on Experience (RoX). This module covers RoX.

Understand what gives the biggest RoX.

Section 4: Envision

14. Ambition. This module covers ambitions.

Understand that an organization could set the ambition, internal and external, for collaboration, experience, and business impact.

15. Zone of Good Enough. This module covers the zone of good enough.

Understand that ambition strives for “good enough” and when an experience is good enough.

16. Mapping Ambitions to Business Impact. This module covers mapping ambitions to business Impact.

Understand the five types of value and how they map to ambitions.

Section 5: Enable

17. The XLA Stack. This module covers the XLA Stack.

Describes the XLA Stack and how it can be used to achieve the experience ambition.

18. The Experience Design Methodology. This module covers the Experience Design Methodology.

Understand that the Experience Design Methodology is needed to measure and improve experience. Understand how to collect relevant X-data, O-data, and T-data.

19. Experience Reference Matrix (XRM). This module covers the XRM.

Understand how to bring all the measures together in an XRM dashboard

Section 6: Execute

20. The Experience Management Office (XMO). This module covers the XMO.

Understand the goal of an XMO and why a well-performing XMO is needed to achieve XM and XLA success.

21. XMO Scope, Roles, and Skills. This module covers the XMO Scope, Roles, and Skills.

Describes what XMO Scope, Roles, and Skills are. Explain the differences between an XMO and an SMO.

22. Measure experience in-time and over-time. This module covers measuring experience in-time and over-time.

Understand why measuring experience must be done in-time and over-time.

23. Individual experience vs. collective experience. This module covers Individual experience vs. collective experience.

Understand that experiences can be measured for individuals and the collective, and which works best.

Section 7: Embrace

24. Experience value stream. This module covers the experience value stream.

Describes what the experience value stream is. Understand the importance of the experience value stream.

25. Contractual Considerations. This module covers contractual considerations.

Understand the contractual considerations that parties could discuss when making agreements about XM and XLA.

26. The Gravity of Average Performance. This module covers the Gravity of Average Performance.

Understand why and how the Gravity of Average Performance must be addressed.

Key terms and concepts

The XM and XLA® Foundation Certification uses several key terms, concepts, and definitions shown in the list below. You can use these definitions to support and clarify topics related to the exam. However, please note! If you only learn these terms, you may not be sufficiently prepared to pass the exam.

Key term	Explanation
Ambition	A stated desire that the XLA value drivers can fulfill. In the context of Experience Management, there is an overarching ambition for the organization that is based on its core values, purpose, and strategy. There are also ambitions for individual services. In both cases, ambition is specific enough to be translated into XLA goals.
Bridging XIs	The process of bringing together Experience indicators to create a better foundation for a staged Experience.
Bridging XLAs	Averaging the overall score of multiple XLAs to create an overall, single experience score.
Business Impact	The tangible effect of IT on the business, such as a noticeable and defined result from work or a project, e.g.increased profitability or employee productivity. Traditional IT metrics (availability and network latency) are meaningless when you don't know the actual impact. Business impact can be both financial and non-financial. Business impact is one of the three value drivers of XLA.
Capability	The state to which an organization is equipped to deliver an experience management project.
Carrot and Stick	A metaphor for rewards and punishments that can be used to encourage desired behavior. The metaphor is derived from the idea that a donkey can either be motivated to walk by dangling a carrot in front of it or by hitting it with a stick.
Circle of Concern	Things that the organization cares about but can't change. Too much focus on these things causes anxiety, stress, and passivity. The circle of concern is the largest of three concentric circles: concern, influence, and control.
Circle of Control	Things that the organization cares about and can change on its own. The organization can be held accountable for the results in this area. The circle of control is the smallest of the three concentric circles of concern, influence, and control.
Circle of Influence	Things that the organization can do something about, even when it can't change them alone. By connecting and collaborating with others, the organization's circle of influence expands. The circle of influence is in the middle of the three concentric circles of concern, influence, and control.
Collaboration	The act of working with someone else to achieve something. In successful collaborations, there are constructive win-win situations and agreement about a common goal. Collaboration is one of the three value drivers of XLA.
Commitments	Obligations regarding the characteristics and quality of services and the co-creation with customers.
Customer	The consumer of an internal or external provider's IT products or services that are responsible for the outcome. A customer is not necessarily a user.
Customer Experience (CX)	A customer's perception of the relationship and interactions with an IT organization. CX of the relationship happens on a cumulative basis. Also see User Experience.
Customer Journey Map	A visualization of the chronological steps and associated emotions a customer goes through before, during, and after using a product or service. It also visualizes pain points and areas for improvement.
Empathy	The ability to relate to the feelings of others, but also to understand their thoughts, experiences, or challenges. Being empathic does not mean agreeing with someone. It just means understanding the situation.
Employee Experience (EX)	Employees' perceptions about their interactions and touchpoints with an employer, from onboarding to exit. The digital workspace and other technology services are essential components of the Employee Experience.
Experience	Something that happens and the way it makes you feel. The set of emotions, feelings, and judgments from sensory perception while living through an event. Experience is one of the three value drivers of XLA.
Experience Ambitions	A statement of intent for the experience that an organization wants to deliver for stakeholders interacting with a particular service/product. Each statement devised forms an XLA.
Experience Anticipation	The kind of experience people expect from a product or service, based upon factors including brand reputation, individual expectation, promises/commitments to experience, and personal memories.
Experience Anxiety	The worry individuals feel when they do not know what is going to happen in regards to an experience they're having. This is usually caused by humans' biological tendency to remember a bad experience more prominently than a good one, as remembering and sharing news of the negative can protect us and others from experiencing it.
Experience Design Methodology	A six-stage methodology that applies to all XLA types, focused exclusively on the design of XLAs
Experience Findings	The overall conclusion of experience for an XLA is generated by correlating X-data and possibly O-data, and T-data.
Experience Governance	The activities undertaken to evaluate findings on experience management, such as experience findings and ambition successes, and decide upon next actions if necessary.
Experience Improvements	The decisions taken after the evaluation stage of experience governance that aim to improve experience and increase the success of experience management, based on data retrieval and analysis taken place before.
Experience Indicator (XI)	A subjective metric that captures personal thoughts and feelings. The data on XIs is called X-data and should be curated and correlated with objective data for proactively managing customer, employee, or other human experiences.

Experience Level Agreement (XLA)	A commitment to creating a defined Experience, measured with Experience indicators. An XLA is outcome-oriented, measurable, and verifiable between the provider and the customer concerning collaboration, experience, and business impact (the three value drivers of XLA).
Experience Management (XM)	Designing and improving the sentiment of your target group through a set of activities that achieve a better experience and greater business impact by driving better collaboration. It is a data-driven approach that correlates operational measurements (O-data) and experience measurements (X-data), so it correlates output (technology-focused) with outcome (human-focused).
Experience Management Framework	An overview of how experience is formed and managed within a business context, capturing all indicators to ensure that experience can be accurately measured.
Experience Management Journey	An approach and framework for embedding Experience Management into the current operating model and continuously improving it.
Experience Management Journey - Phase 1: Enlighten	Raise awareness of experience and experience management, promoting its use and benefits throughout the organization or to those with the authority to authorize/oversee an XM project.
Experience Management Journey - Phase 2: Explore	The stage where the current experience landscape is determined. This involves establishing the current sentiment towards the organization, products, and services, and determining the readiness and capability to undertake an experience management journey.
Experience Management Journey - Phase 3: Envision	The process of determining the experience problem area/s to be addressed. This may be apparent from Explore, or it may require analysis of current X-data, O-data, and T-data.
Experience Management Journey - Phase 4: Enable	The stage of creating XLAs, complete with experience ambition and mapped XIs. It is at this stage that an XRM will be designed to manage the data points, the relation to their XLA, and to manage experience overall.
Experience Management Journey - Phase 5: Execute	The phase where XLAs are put into operation and the XMO is established.
Experience Management Journey - Phase 6: Embrace	The process undertaken by the XMO in interpreting and reporting on any experience concerns/providing recommendations to the relevant individuals or teams to make experience improvements.
Experience Management Office (XMO)	A permanent function of an organization that embraces and practices Experience Management. In large organizations, there may be several decentralized XMOs that are coordinated by a central XMO.
Experience Now	The current picture of experience being had by customers and/or employees, generated by the aggregation of one or more sources of sentiment data.
Experience Outcomes	A defined result in the experience of those we are targeting with XLAs.
Experience Reference Matrix (XRM)	The relationships between X-data, O-data, and T-data for each XLA. XRMs can be combined into an overarching XRM for complete Experience Management.
Experience Relief	A state of calm that comes with the knowledge that an experience is being resolved.
Experience Technology	Technology that assists in the management of experience. This can range from tools to measure t-data to tools that make the management of o-data, or the gathering of x-data, more streamlined.
Governance	Governance is the framework by which organizations are directed and controlled to enable decisions to be made. In experience management, governance covers both the XMO and XLAs.
Gravity of Average Performance	A theory that states that experiences naturally decline over time. Delivering the same good experience, without improvements or innovations, will not be good enough in the long run, as expectations continuously rise.
In-Time Experience	The experience that occurs during an in-time interaction.
Jobs to be Done (JTBD)	A description of what someone wants to achieve by using a product or service. It is a reframing of customer discovery based on why people choose to buy a product or service rather than on shared characteristics of a group of potential customers (aka personas). A JTBD can be formulated with the following structure: When I … [situation], I want … [motivation], so that … [expected outcome].
Key Performance Indicator (KPI)	A quantifiable measure of how effectively an organization, team, or individual is achieving its goals or objectives.
Moments that matter	Transactions that are of particular importance to the experience being had.
Money value of time	A key part of the experience economy, this refers to the value placed on time, affecting the organizations and entities that customers and employees choose to interact with. If the experience with an organization isn't deemed as a valuable expenditure of time, the person may choose another.
O-data	An objective and factual operational performance measure, such as SLAs and KPIs, which can provide context to sentiment.
OTOBOX	An "On Experience" extension of the traditional "On Time, On Budget" goal. OTOBOX is an abbreviation of "On Time, On Budget, and On Experience". Delivering a new application release or another user-impacting change "On Time, On Budget" doesn't mean the users will be happy and more productive with the change.
Outcome	The result for a stakeholder such as the value of a product or service for the customer. Outcomes are often enabled by outputs. Sound output is always required, but doesn't indicate if the business, employees, or customers experience the value. Outcome always outclasses output.
Output	The result of an activity, such as the quality and efficiency of the delivered product and service. Outputs often enable outcomes. IT performance is traditionally measured with output metrics like reliability, latency, and availability. Output metrics too often mismatch with the actual impact of IT on the business and the Customer Experience.
Overall XLA Score	The weighted average of all branch scores for an XLA, making is the final experience score for the XLA.
Over-Time Experience	A cumulative set of remembered in-time experiences of multiple interactions.
Persona	A set of demographic and psychographic characteristics that represents a group of people who fulfill a role (e.g., customer, user, service agent) within a certain organizational context, and is used to serve that group effectively. Also, see jobs to be done as another customer discovery approach.
Psychologic	A technique for finding a solution to a problem for which no logical solution can be thought of or for which a logical solution is too expensive.

Service Level Agreement (SLA)	A documented agreement between a service provider and a customer that identifies both the services required and the expected level of those services.
Service Management Office (SMO)	The service edition of the XMO, the SMO, is the model of reporting SLA and KPI performance.
So What?	The first of two fundamental questions that the XMO aims to answer, so what asks, what is the data associated with the XLA and present in the XRM, telling us? What patterns and pathways might the data be showing?
Stakeholder Map	A visualization of internal and external stakeholders based on their interest in improving experience compared to their influence.
Step 1 of Experience Design Methodology - Experience Now	Determining the wants and needs of the people being targeted by XLAs feel about the service/product, before reviewing and categorizing them, as well as prioritizing them if needed.
Step 2 of Experience Design Methodology - ROX	A metric used to measure the value derived from investments in experience management. To calculate ROX, the monetized benefits are divided by the cost of the investment in XM. Within XLA, the ROX evaluates the business case, and it often has indirect monetizable benefits. ROX is the equivalent of Return on Investment (ROI), a popular profitability metric used to evaluate how well an investment has performed.
Step 3 of Experience Design Methodology - Experience Ambitions	Using the results from step one and defining the experience outcome, this stage is where experience ambitions are created. Each ambition created becomes one XLA.
Step 4 of Experience Design Methodology - Experience Feedback	The process that leads us to understand what sentiment we need to gather and how it will be done, most likely in the form of a survey.
Step 5 of Experience Design Methodology - Indicators	The process of understanding and gathering relevant O and T data that relates to an XLA. Key to this is picking the right metrics that impact experience.
Step 6 of Experience Design Methodology - Experience Scoring	The process of scoring experience within an XLA. This enables the tracking of changes and improvements over time to take place.
Step 7 of Experience Design Methodology - XRM	The process of developing an XRM, the visual view of an XLA. The XRM enables a line of sight between experience and the indicators associated with an XLA.
Survey Fatigue	A respondent's lack of motivation to participate in or complete surveys. This can be caused by various factors, including the respondent receiving too many surveys over a short period, too many questions, or irrelevant questions being asked.
T-data	Metrics from technical tools, e.g. those measuring DeX or device health, that can be used to provide context to sentiment. T-data is a controllable experience indicator.
User	The individual consumer of an internal or external provider's IT products or services that are responsible for the outcome. Also, see Customer.
User Experience (UX)	The user's thoughts, feelings, and impressions. The term UX is primarily used in IT and is related to the interactions of people with a digital product or service. Also, see Customer Experience.
User Requirements	The narrative of what users need from the system is to establish whether the right customer problem is being solved. Even when users provide incomplete, inaccurate, and self-conflicting information.
Value Chain	The full lifecycle of a service or product, including material sourcing, production, consumption, and disposal/recycling processes.
Watermelon Effect	A situation where service providers show "green" (positive) O and/or T-data, but the user's experience is "red" (negative). The watermelon effect kicks in because meeting traditional performance indicators, such as availability, network latency, and resolution times, does not always mean people have a good experience.
What Now?	The second fundamental question that the XMO aims to answer. What can be done with the data we're seeing? Can action plans be made to improve areas where experience is negative?
Win-Win	A situation where the outcome benefits all parties involved. Each party is content with the outcome because everyone wins; there are no losers.
X-data	Measurements of human perception and sentiment about their experience of services and products. X data is the most important experience indicator.
XLA Framework (NEN)	A set of interrelated value drivers, elements, and success factors to base an XLA organization on which the XLAs can be implemented and executed. Source: NEN 8038:2023
XLA Goal	The desired conditions of each of the XLA value drivers. XLA Goals are derived from the organization's ambitions.
XLA Maturity	A level of complexity applied to an XLA that, as the level escalates, measured under the XLA Institute Maturity Model (XMM) levels 1-5, enables a fuller and more sophisticated picture of experience and experience management to be formed.
XLA Mindset	The conviction that it is possible to let go of old belief systems and traditional managerial reflexes to adopt the new way of working with XLA.
XLA Skillset	A set of skills that is needed to implement and execute new thinking from the XLA Mindset.
XLA Stack	A visual representation of XLA indicators (X-data, O-data, and T-data) and how they correlate and combine to measure the achievement of the experience ambition.
XLA Success Factors	The combination of mindset, skillset, and toolset is needed for taking action in the organization. Also see XLA Framework (NEN).
XLA Toolset	A set of tools that is needed to get a sufficient understanding of, and to focus management efforts on, collaboration, experience, and business impact. It often includes software applications.
XLA Value Drivers	Experience, collaboration, and business impact. Also see XLA Framework (NEN).

XLA Washing	A form of marketing and PR that aims to persuade the buyer that an organization's products and services enable XLAs. This translates to situations where some ITSM tools claim to be experience tools, where, in actuality, experience makes up a relatively small part of their product/service.
XMO Missions	Defines what problem the XMO solves. The XMO has three missions to fulfil: 1. Manage Experience Measures, 2. Interpret & Action Experience Findings, and 3. Manage Experience
XMO Processes	The sequence by which the missions of the XMO are carried out.
XMO Roles	The XMO team positions for which scope is assigned. There is one role per area of scope, making seven in total: 1. Survey design expert, 2. Statistical validation expert, 3. Measurement collection expert, 4. Findings interpretation lead, 5. Investigation analyst, 6. Experience interpretation lead, and 7. XMO lead.
XMO Scope	The specific tasks or duties that the XMO is expected to complete according to assigned roles. There are three areas of scope for missions 1 and 2 and one for mission 3. For mission 1, the scope covers: 1. Surveys managed, 2. Findings validated, and 3. Collection and measures managed. For mission 2, the scope covers: 1.Findings presented, 2. Findings investigated, and 3. Experience interpreted. For mission 3, the scope covers: 1. Experience managed.
Zone of Good Enough	The range of acceptable quality levels to avoid poor experiences, and the abandoning of the pursuit of only excellent experiences. The quality levels are Angry, Frustrated, Tolerated, Acceptable, Satisfied, and Delighted. The Zone of Good Enough ranges from Tolerated to Satisfied.

Exam regulations

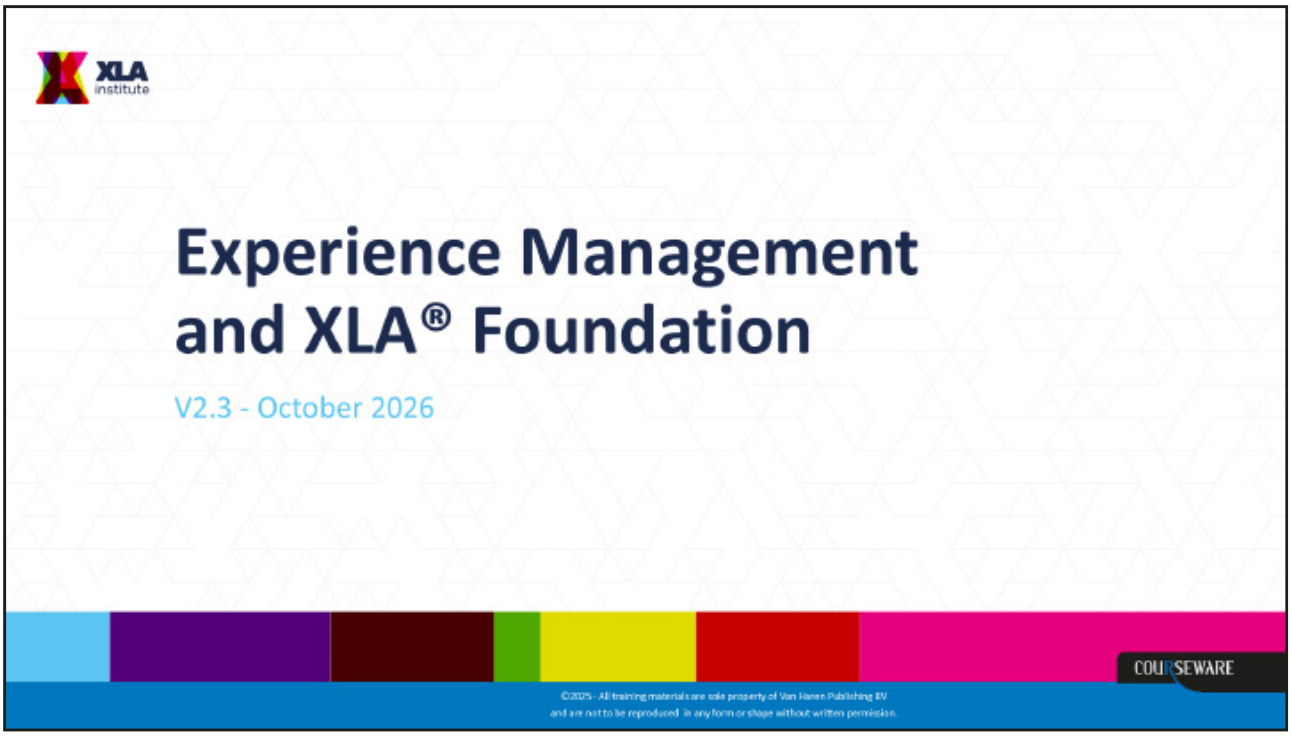
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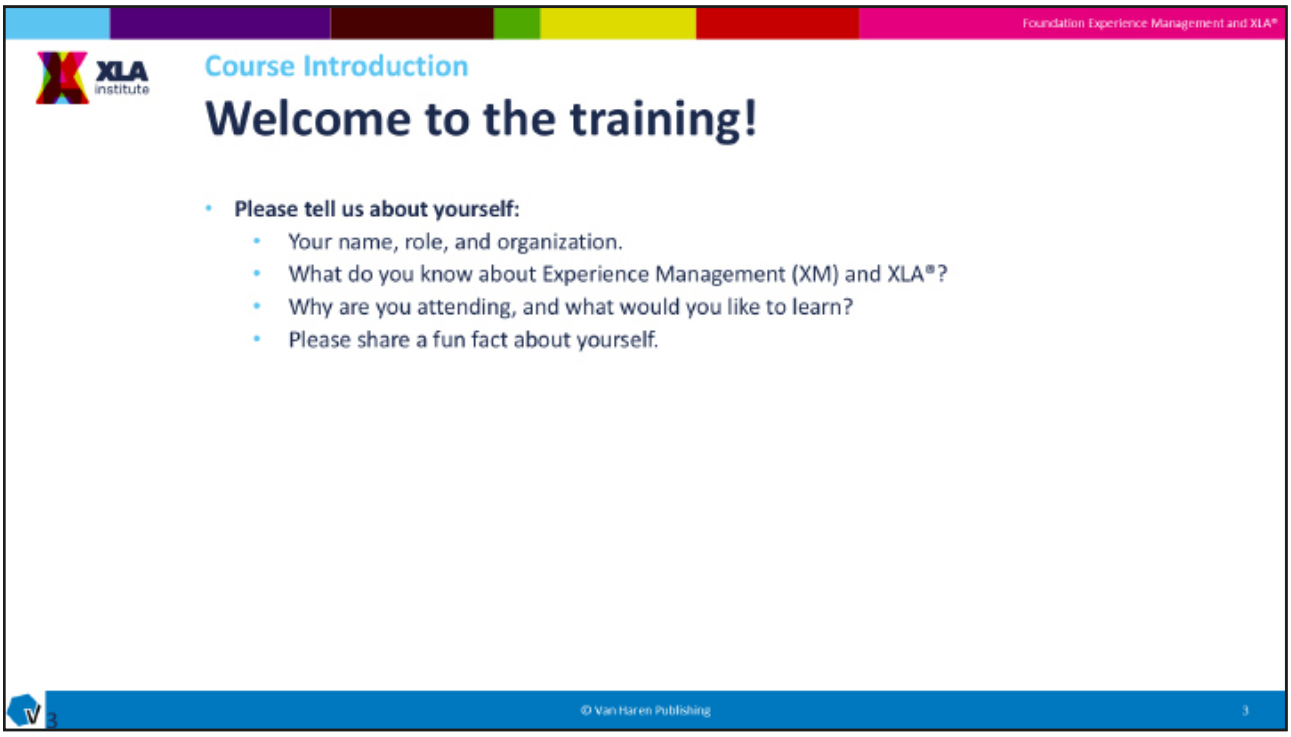
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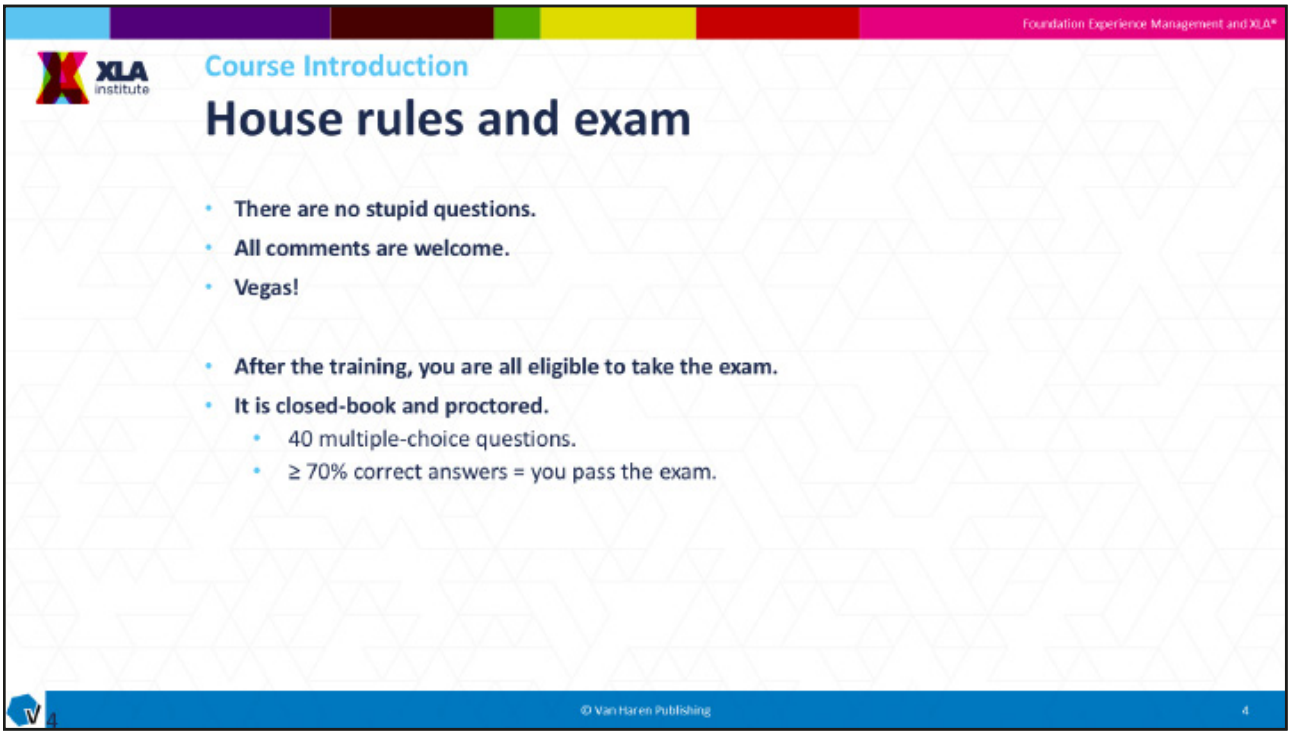
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Course Introduction
Welcome to the training!
Please tell us about yourself:
Your name, role, and organization.
What do you know about Experience Management (XM) and XLA®?
Why are you attending, and what would you like to learn?
Please share a fun fact about yourself.
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House rules and exam
There are no stupid questions.
All comments are welcome.
Vegas!
After the training, you are all eligible to take the exam.
It is closed-book and proctored.
40 multiple-choice questions.
≥ 70% correct answers = you pass the exam.
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Course Introduction

Learning objectives

- First, you will learn about the Experience Management Journey. It consists of six phases that will be discussed in detail. It is the journey all organizations undertake when applying Experience Management (XM) and Experience Level Agreement (XLA®).
- Then you learn about experience, XM, and XLA®, and why they are important.
- Most phases of the Experience Management Journey include exercises to turn theory into practice. By the end of the training, you will have completed the entire journey and obtained sufficient knowledge to start with XM and XLA®.
- This Foundations class gives you a complete overview of all important aspects of XM and XLA®, so that you can apply these learnings and successfully implement them to realize the defined experience.

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Course Introduction

How are you measuring experience today?



Let's discuss

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Course Introduction

Contents

- Course Introduction
- The Experience Management Journey
- Phase 1 - Enlighten
- Phase 2 - Explore
- Phase 3 - Envision
- Phase 4 - Enable
- Phase 5 - Execute
- Phase 6 - Embrace
- Wrap up

Introducing

The Experience Management Journey



- **You will learn:**
  - The details behind each phase of the journey.
  - How and when to progress to the next phase.
  - How to be ready for XLAs.
  - How to design XLAs.
  - How to run and embrace experience through an XMO.
- **Let's go on the XM journey!**

The Experience Management Journey

6 Phases

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Introducing

The Experience Management Journey



1. **Enlighten**
   - Inspire your ecosystem.
2. **Explore**
   - Know where you are.
3. **Envision**
   - Know where you are going.
4. **Enable**
   - Create your XLAs.
5. **Execute**
   - Put your XLAs into operation.
6. **Embrace**
   - Act on experience findings.

Journey Phase One - Enlighten

Phase 1

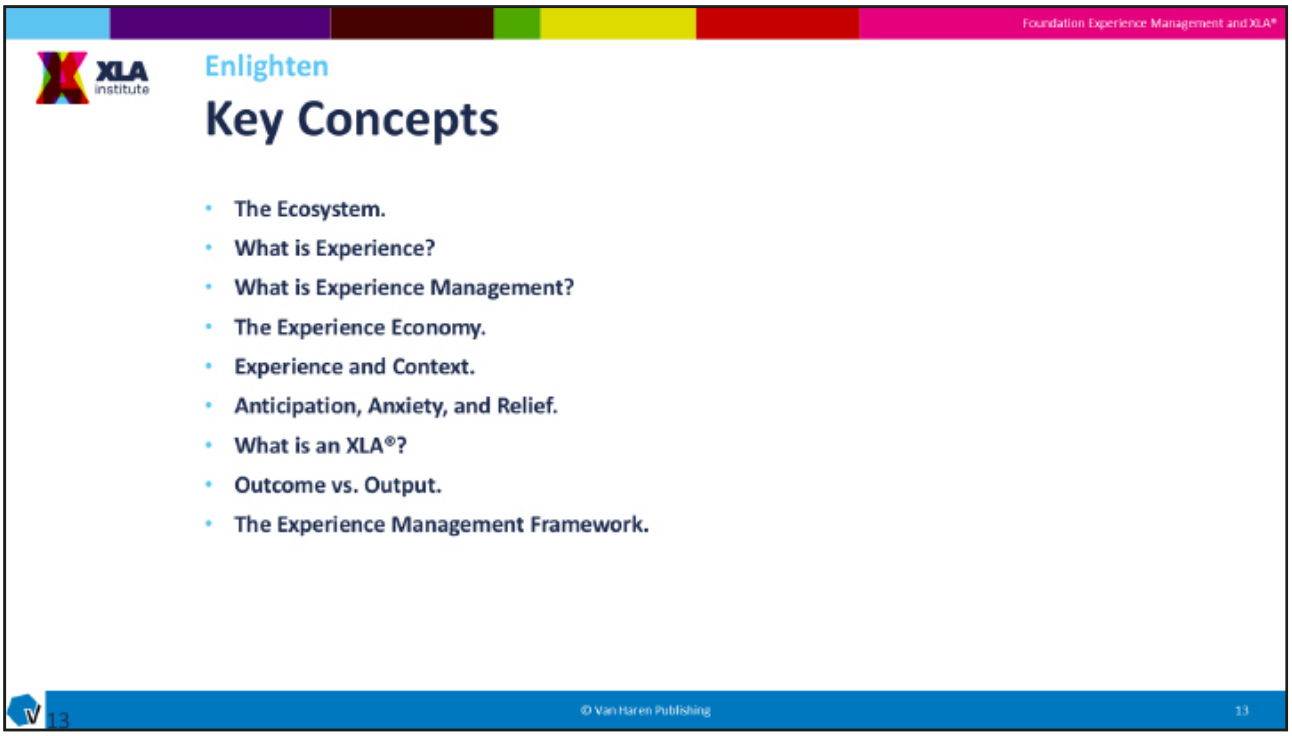
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Enlighten

The Experience Management Journey




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Enlighten
Key Concepts
The Ecosystem.
What is Experience?
What is Experience Management?
The Experience Economy.
Experience and Context.
Anticipation, Anxiety, and Relief.
What is an XLA®?
Outcome vs. Output.
The Experience Management Framework.
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Enlighten
Enlighten
Before embarking on XM and building XLAs with an XMO, ensure everyone understands what experience is.
Do you understand your ecosystem?
Does everyone understand what experience and the experience economy is?
Is everyone aware of the standards? How important are they to your organization?
Are the best practice frameworks widely known and accepted?
Is it clear to everyone what an XLA is and is the difference between an XLA and an SLA understood?
Do you have leadership support?
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Enlighten
Why is Enlighten important?
We must apply the defined standards to the organization correctly.
Experience cannot be implemented by a single person or a single team - the whole organization must have the right mindset and culture to make this successful.
The journey starts by making everyone aware of what experience is and why it is important.
We recommend:
Delivering webinars, hosting lunch and learn sessions.
Presenting at town hall, all-hands meetings.
Putting more people through education programs.
Running executive sessions.
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Enlighten
Understand your Human Ecosystem
To succeed in the Enlighten phase, it is essential to understand the human ecosystem.
There is a direct correlation between the success of an experience program and the breadth of the ecosystem supporting it.
Who is in your ecosystem?
Experience Team
Experience Champions
Stakeholders
Detractors
Internal
External
Use the Enlighten phase to know who agrees with you and who may not want this to happen.
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Enlighten

Inspire your ecosystem

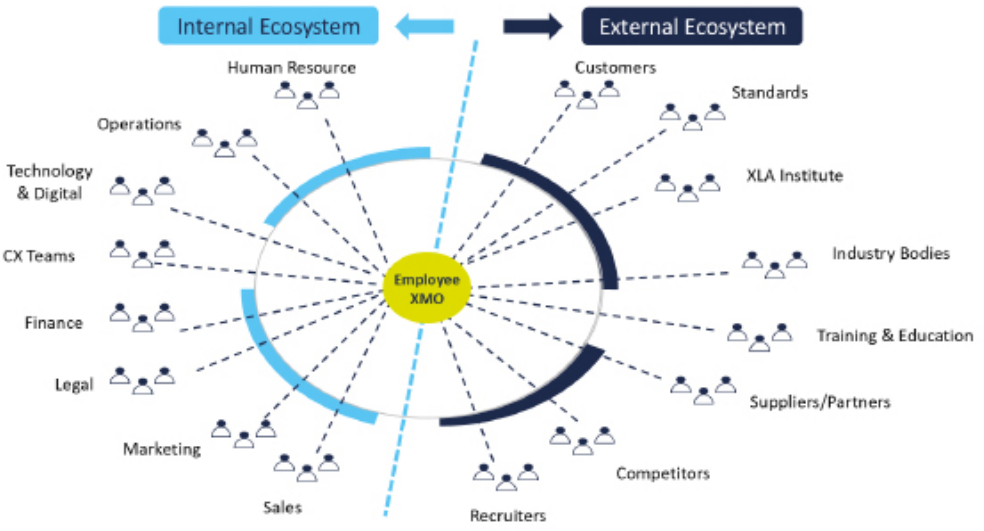
- **Start your movement:**
  - How can you get your program started?
- **Understand why this matters to your organization:**
  - What will you achieve if you do this well?
  - What would happen if you don't?
- **Build your ecosystem:**
  - Sponsors, stakeholders, and detractors.
  - Senior management buy-in.
- **Inspire your ecosystem:**
  - Who needs to know what?
  - Does everyone believe the same?

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Enlighten

Who is in your Ecosystem?



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Enlighten

Experience is how we remember things and how it makes us feel.



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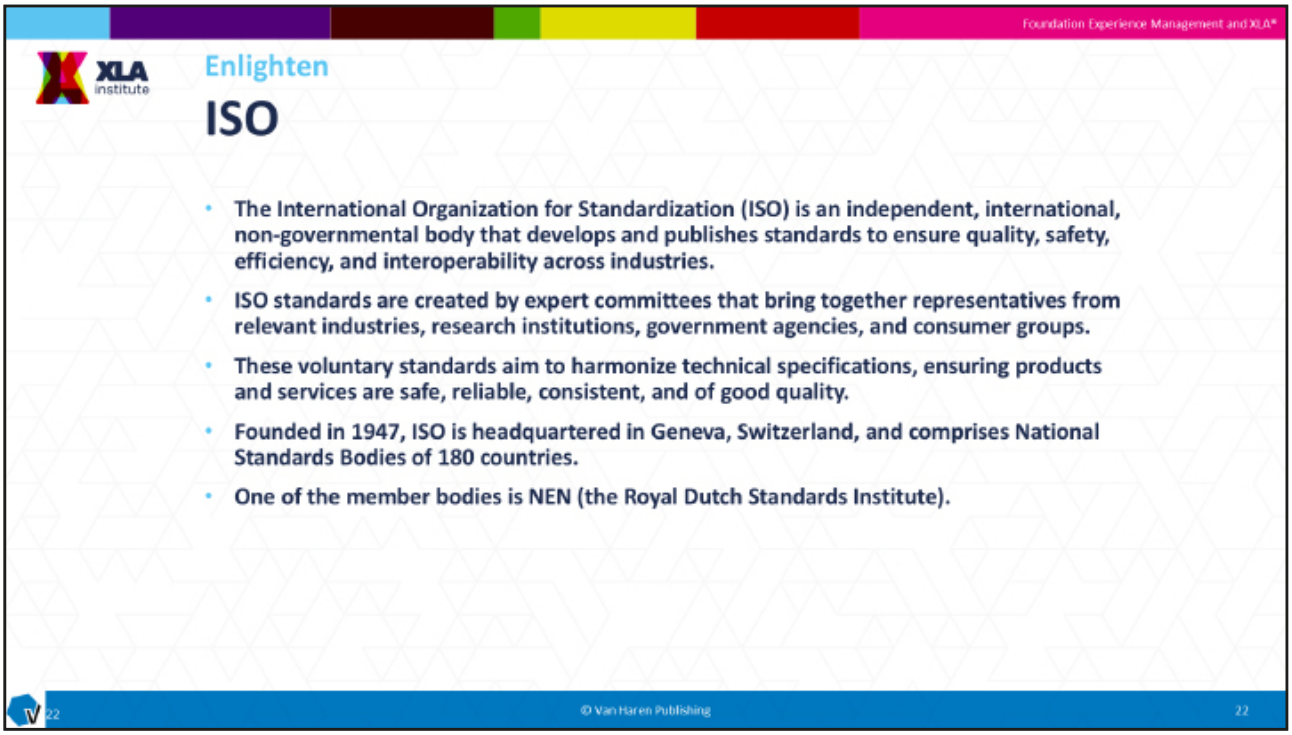
Enlighten

What is experience?

- **Cambridge Dictionary describes Experience as:**
  - Something that happens to you that affects how you feel.
    - 'I had a poor experience when my company onboarded me'.
  - The way something happens and how it makes you feel.
    - 'As a company, we are committed to improving the onboarding experience'.
- **Experience is someone's (dis)content with you, your brand, product, or service.**
  - When you ask someone how they feel, consciously or unconsciously, they weigh up all positive and negative interactions with you and come to a balanced conclusion. Recent and intense events may have more value or weight, but what matters is how people feel over time, so experience is cumulative.
- **Price is important, but customers return because of the experience. Would you go back to a cheap but dirty restaurant?**

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Enlighten
Experience Management
With Experience Management (XM) you can realize greater business impact by driving and improving collaboration and experience.
XM has three value drivers:
Collaboration
Experience
Business impact
XM has three success factors:
Mindset
Skillset
Toolset
XM is data-driven, correlating sentiment with operational and technical measurements:
X-data (sentiment)
O-data (operational)
T-data (technical)
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Enlighten
ISO
The International Organization for Standardization (ISO) is an independent, international, non-governmental body that develops and publishes standards to ensure quality, safety, efficiency, and interoperability across industries.
ISO standards are created by expert committees that bring together representatives from relevant industries, research institutions, government agencies, and consumer groups.
These voluntary standards aim to harmonize technical specifications, ensuring products and services are safe, reliable, consistent, and of good quality.
Founded in 1947, ISO is headquartered in Geneva, Switzerland, and comprises National Standards Bodies of 180 countries.
One of the member bodies is NEN (the Royal Dutch Standards Institute).
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