



Technical Specification

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Information technology — Service management —

Part 18: Guidance on the use of experience management in a service management system

Technologies de l'information — Gestion des services —

*Partie 18: Recommandations pour l'utilisation de la gestion de
l'expérience dans un système de gestion des services*

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Foreword

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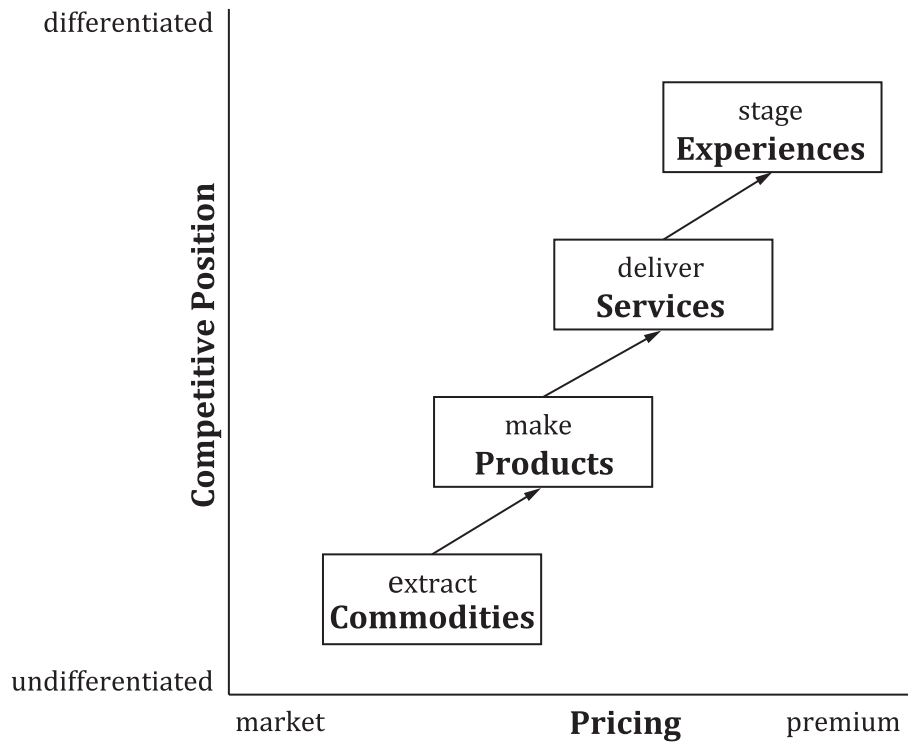
Introduction

The relationship between service providers and customers has changed over time. In the past, service providers delivered services to customers who played a mostly passive role. This relationship has become much more collaborative. Value is now co-created, meaning both the provider and the customer collaborate to achieve the desired experience.

[Figure 1](#) illustrates the development of this relationship, called the evolution of economic value. As offerings become more differentiated, customized, and personalized, their value increases, and so does the price customers are willing to pay. There are four main stages in this evolution:

- a) **Commodities** — These are raw materials extracted from nature, such as agricultural or mining products. They are standardized and low-priced. Examples are coffee beans and iron ore.
- b) **Products** — These are items made from commodities based on design specifications. They are manufactured to meet consumer needs. At this stage, manufacturers focus on return on investment (ROI) and key performance indicators (KPIs). Examples are packaged ground coffee and tools.
- c) **Services** — These are usually intangible and focus on performing business processes. Delivering throughput and performance becomes important. A service supply chain can be used, and the overall focus is on meeting service level targets and achieving ROI and KPIs. Examples are IT services and service desk support.
- d) **Experiences** — At this stage, businesses are staging memorable, personalized experiences rather than just making products or providing services. The focus is on delivering value through the customer's overall experience. Tools such as customer journey mapping and design thinking are used to understand and improve that experience. The main method to measure success from an experience perspective is the experience level agreement (XLA¹⁾). Examples are customized services with a personalized customer approach.

1) XLA® is a registered trademark of XLABS Global. This information is given for the convenience of users of this document and does not constitute an endorsement by ISO of the product named. Equivalent products may be used if they can be shown to lead to the same results.



NOTE This figure is based on “The Experience Economy: past present and future”.[\[14\]](#)

Figure 1 — The evolution of economic value

In many service relationships, Service Level Agreements (SLAs) define performance targets. While some SLAs include customer satisfaction measures, many focus mainly on operational and technical targets, such as storage capacity, network errors, or processor performance. However, meeting operational and technical targets alone does not guarantee that a customer’s business goals are achieved. Customer success depends not only on operational and technical performance of the service provider but also on the customer’s business outcomes and their experience with the services.

An XLA addresses this gap. It focuses on how customers experience the services. By measuring experience, XLAs provide additional insight into whether services truly support and improve business outcomes. Achieving XLA targets emphasizes collaboration, experience, and business impact, reflecting what customers and service users genuinely need and expect.

Information technology — Service management —

Part 18:

Guidance on the use of experience management in a service management system

1 Scope

This document provides guidance on the use of experience management (XM) in a service management system (SMS) based on ISO/IEC 20000-1. The target group for this document includes professionals and organizations interested in using XM.

XM can focus on various aspects of experience with the services by customers, users, personnel, suppliers and other interested parties.

XM practices are intended to optimize the value to interested parties and to improve the quality of the services provided. XM is not a stand-alone methodology but should be integrated into the existing or new SMS which is used to operate the services.

NOTE This document does not distinguish between organizations providing services to internal or external customers (known as internal or external service providers). XM applies to internal and external service providers and their respective suppliers.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC 20000-1, *Information technology — Service management — Part 1: Service management system requirements*

ISO/IEC 20000-10, *Information technology — Service management — Part 10: Concepts and vocabulary*

Bibliography

- [1] ISO/IEC 20000-2, *Information technology — Service management — Part 2: Guidance on the application of service management systems*
- [2] ISO/IEC 20000-3, *Information technology — Service management — Part 3: Guidance on scope definition and applicability of ISO/IEC 20000-1*
- [3] ISO/IEC TS 20000-5, *Information technology — Service management — Part 5: Implementation guidance for ISO/IEC 20000-1*
- [4] ISO/IEC 20000-6, *Information technology — Service management — Part 6: Requirements for bodies providing audit and certification of service management systems*
- [5] ISO/IEC TS 20000-11, *Information technology — Service management — Part 11: Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL®*
- [6] ISO/IEC TS 20000-14, *Information technology — Service management — Part 14: Guidance on the application of Service Integration and Management to ISO/IEC 20000-1*
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- [10] ISO 23592:2021, *Service excellence — Principles and model*
- [11] ISO 44001, *Collaborative business relationship management systems — Requirements and framework*
- [12] ISO/TS 22386:2024, *Security and resilience — Authenticity, integrity and trust for products and documents — Guidelines for brand protection and enforcement procedures*
- [13] ISO/IEC/IEEE 26515:2018, *Systems and software engineering — Developing information for users in an agile environment*
- [14] Handbook on the Experience Economy. Edward Elgar, 2013
- [15] NEN 8038:2024, *(en) Xperience Level Agreement (XLA) - Minimum requirements for implementation and use of the XLA method*