Experience Lifecycle Mapping

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December 14, 2005
ELM

- New Knowledge Management and Customer Relationship Management tool
- Captures, organizes, and discovers knowledge about how IT capabilities and organizational design aid or detract from the customer’s experience
- Identifies new Product/Services
ELM helps us understand how our Capabilities:

Create value for the customer?

Deliver value to customer?

Capture value from the customer?

Across Multiple Scenarios or Across Multiple Channels
Thought experiment:
Coordinated Business Processes, but with each part of the business pulling hard in a different direction.
Conflicting Coordination Goals
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Coordinated Business Processes, but with each part of the business pulling hard in a different direction.
Conflicting Coordination Goals
ELM:
Helps align the organization around the customer’s experience; a unifying coordination strategy.
Demonstration of Experience Lifecycle Mapping ELM
An ELM Map with three Phases, each with five Steps
Selecting a weighted view of the same map

An ELM Map with three Phases, each with five Steps
Graphing Assessment and Goal Measures from one of the Map's Datasets

An ELM Map with three Phases, each with five Steps
“Produce as Business” ELM Map
Experience Lifecycle Map

- MOTIVATING
- DESIGNING
- DECIDING
- ENACTING

DESIGNING
- Grasp Concepts
- Understanding Usage
- CoDesigning Solution
- Configuring Options
- Internalize Design

The customer's Design experience.

Default New Step Attributes
- The Hallmarks of Success
- What can go Wrong?
- What Critical Dependencies?
- What is Most Typical
- TBD

These are the hallmarks of a successful customer experience?

Importance to the Customer Experience
- General Observations of New Step
- Current Assessed Performance
- Target Performance for New Step
- Importance of the Current/Target Gap
Experience Lifecycle Map

DECIDING
- Initial Configuration
- Contract Commitment
- Brand Selection
- Short Listing

Value Assessment
The customer evaluates a product solution as a function of cost either prior to or after contract commitment.

Step Attributes
- The Hallmarks of Success
  - What can go Wrong?
  - What Critical Dependencies?
  - What is Most Typical

Importance to the Customer Experience
- General Observations of New Step
- Current Assessed Performance
- Target Performance for New Step
- Importance of the Current/Target Gap

TBD

These are the hallmarks of a successful customer experience?
Experience Lifecycle Map
These are a part of the evolution of the customer's experience.
ELM

- How Phases of Customer Experience are supported by IT Capabilities:
  - Core Processes, Technology, and People
- Collaborative Maps:
  - Qualitative and Quantitative Capture/Display
- Organizational dimensions of customer experience:
  - Corporate culture
  - Key processes
  - Organizational roles
- Maps areas of strength
- Identifies/Assesses opportunities for improvement
- Identifies new product and service opportunities.
ELM Core Features

1. ELM XML file import and export
   - Business knowledge templates
   - Adaptive re-use across product lines and channels

2. Structured/semi-structured knowledge capture

3. Open ended methodology support
   - Phase, Step, and Capability editing
   - Qualitative and Quantitative attribute editing
   - Comments and Alternative Dimension mapping

4. Multiple Datasets with pair-wise assessments
   - Structured and Ad-hoc narratives
   - Data connected views/collaborative presentations
ELM Visual Features

1. Incremental disclosure of views and dialogues
2. Multiple Step selection queries
3. Selective Map suppression
4. Alternative Dataset data graphing
5. Phase and Step importance weighting
6. Comments, Relations, and Hyperlinks
7. User preferences and color palettes
8. Capability decomposition in cyclic context
ELM Software Integration:

1. Excel capability table import/export
   - Capability mapping summary table
2. Hyperlinks to Outside Knowledge
   - URLs, Object Repositories, Activity Repositories
   - Link in Common Document Assets:
     - PowerPoint, Word, Excel, and Visio
3. Capability Set import and export
   - Supports knowledge integration and double loop learning from multiple knowledge workers
4. Generated Word reports
5. Complete ELM XML file import and export
Customer Experience through Narrative in ELM

1. Supports Narrative creation and playback
2. Provides Ad-hoc Manipulation during Narratives: Nonlinear presentations
3. Rich set of View Controls
4. Narratives can move between datasets and provide pair-wise comparisons
5. Narratives are Data Driven and evolve as understanding grows
6. “What if” dataset scenarios supported
Team Engagement Support in ELM

- Encourage Ad-hoc Team Defined Narratives
- ‘Always On’ Knowledge Capture
- Visual Cues to Actions within Narratives
  - Hyperlinks to Outside Knowledge
    - URLs, Object Repositories, Activity Repositories
    - Link in Common Document Assets:
      - PowerPoint, Word, Excel, and Visio
  - Relationship Connections with On/OFF and Drag/Drop
  - Simple Dialogues – Inquiry by example
  - Post-its
Context Awareness in ELM

1. Context Persistence as a constraint and an underlying metaphor
2. Decomposition of Capabilities in Context
3. Control over an rich information space
4. Visual weighting of customer perceived importance as a central display option
5. Semi-structured and data driven display of Phases of the customer experience
6. Context Awareness is key to understanding any single part of the Customer Experience
Encapsulate Traditional Organizational Views in Context

1. Capture and Playback of Traditional Organizational Views against Lifecycle Views
   - Organizational Roles
   - Core Activities
   - Cultural Norms
   - Competitive Pressures

2. Capture and Display of relationships of these Cross Cutting Dimensions to Lifecycle Views

3. Use these Familiar Views to Capture and Highlight weak or absent experience steps
Open Methodology Support in ELM

1. Supports structured and semi structured engagement methodologies
2. Save and Restore using XML encoded .ELM files
3. Multiple data set support with default values
4. Data Driven Displays responsive to Ad-Hoc changes during presentations: Adaptive Reuse
5. Leverage existing Standalone or Web based Methodology Assets through Hyperlinks
How will my Customer:

- think of my Brand?
- understand this Product?
- decide to buy?
- actually use this?
- return again and again?
Phases in the Customer Experience Lifecycle

Motivating  Designing  Deciding  Enacting  Evolving

Core Issues
Different Customer Questions
Different Dependencies
Different Opportunities for Innovation, Assessment, and Learning
Phases in the Customer Experience Lifecycle

Motivating  Designing  Deciding  Enacting  Evolving

Different Coordination Issues understood in part through the customer’s questions throughout the lifecycle
Coordination:
The management of dependencies between Activities
Phases in the Customer Experience Lifecycle

Motivating
- Unfreezing
- Survival Anxiety
- Beginning Explicit Reflection
- Brand Awareness

Designing
- What do I want / need?

Deciding
- What do other people have?

Enacting
- Who do I trust?

Evolving
Phases in the Customer Experience Lifecycle

Motivating | Designing | Deciding | Enacting | Evolving

- Navigation of FIT dependency design Space
- Solution Formation: what, when, where, who
- How will I look having bought this?
- Whose Information do I trust?
- Whose Brand do I trust?
- Will it work / What can go wrong?
- What would I really want if it was available?
Phases in the Customer Experience Lifecycle

Motivating

Designing

Deciding

Enacting

Evolving

- Value Proposition Assessment
- Risk Assessment
- Channel Opportunity
- Can I / Shall I?
- Will I be embarrassed?
- Is it worth it with what Options?
- Do I trust this Brand?
Phases in the Customer Experience Lifecycle

- Motivating
- Designing
- Deciding
- Enacting
- Evolving

- Channel Transactions
- Initial Configuration
- Experience Integration
- Usage Discovery
- Do you like my new...?
- How does this work?
- ...Did I make a mistake?
Phases in the Customer Experience Lifecycle

- Motivating
- Designing
- Deciding
- Enacting
- Evolving

- Aging
- Co-evolution
- Reconfiguring
- Adaptive reuse
- Is it working?
- Do I look good?
- Still afford this?
Phases in the Customer Experience Lifecycle

- Motivating
- Designing
- Deciding
- Enacting
- Evolving

Use ELM is to reflect and understand how you relate to the customer’s reality.
Phases in the Customer Experience Lifecycle

Motivating  Designing  Deciding  Enacting  Evolving

How can we better understand and organize the knowledge of the customer lifecycle experience?
Phases in the Customer Experience Lifecycle

- Motivating
- Designing
- Deciding
- Enacting
- Evolving

Use ELM is to reflect and understand how the organization relates to the customer’s reality.
ELM helps reflect and understand the customer’s reality.

“Effective Shared Visions are grounded in reality”

Ref: The Fifth Discipline Peter M. Senge