

7 Questions with Bright Horse

Do you want to learn more about Experience and Experience Management from the experts? In these monthly volumes we will be speaking with exciting people who want to share their journey to XLAs . We will learn about their personal journey to experience management, the real-time business insights and advantages of measuring experience and hints and tips about how to succeed in this revolutionary movement. So, sit back and enjoy !

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February's Guest:
Alan Nance

Alan describes himself as a Digital Anthropologist. After leading the development of ITIL in the 1990s, he pioneered transformational outsourcing at HP, creating a multi-billion-dollar business. At ING Bank, he pioneered customer experience centres, and at Royal Philips, he introduced CIOP, a consumption-based operating model for public cloud, to create dynamic business ecosystems.

Today he leads The Art and Science of eXperience. He is an HDI Top 25 Thought Leader, an Ambassador for DevOps Institute, and an XLA Master.

Let's talk!

Tell us about your journey to implementing improved Experience Management and XLAs. How? When? Why?

So, the first XLA that I did was in 2009 -2010 for ING Bank. We were working to improve our unified communication that included everything between mobile phones given to employees, meeting rooms with big screens, skype etc. Within ING we were outsourcing all of that and found ourselves in a typical Watermelon, meaning that all our metrics were green while responses from businesses were red. People disliked us, our organisation, the suppliers; - we were stuck. Therefore, I decided to find out what was going on. I learned that about 33 people were measuring KPIs full-time, that were reviewed only on the quarterly basis and that didn't seem like a good thing. I took a step back and thought: what if we only measure whether the customer/business was happy or not. That's the only thing we need to know and if they are not happy - its time to work together and dwell into why that is and what can be done to change that. So that is the story of my first XLA that also showed me that it must become mainstream.

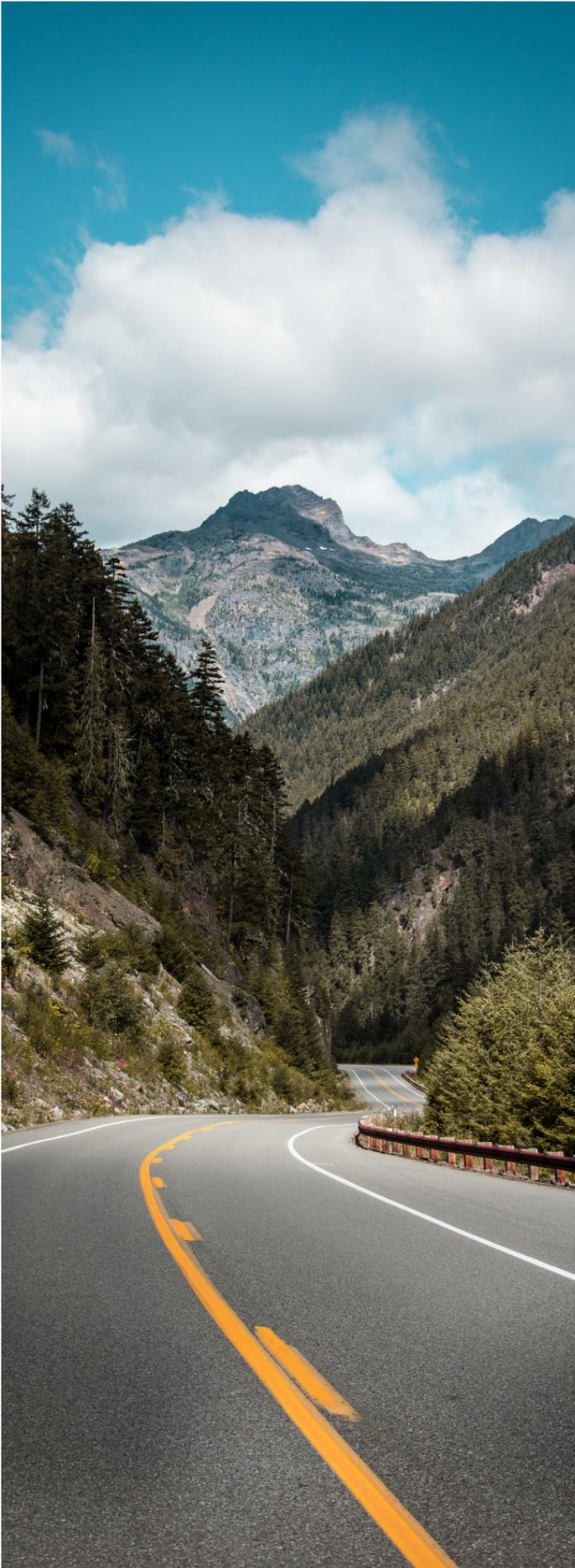
In your opinion what has caused organisations to focus on Experience Management?

If I look at the big picture, this is not cause of a single thing it is the transition, from a services economy to experience economy. And I think people miss that, they are looking for one explanation: is it because of Covid, or because of iPhone, when in reality it is because of them all. If we look into our history, we had several moments of these transitions: when we moved from agricultural to manufacturing economy, then when we moved from manufacturing to service economy. Now we are moving from service to experience. This journey is pretty inevitable, and we can find proof in our stocks. If you look at them in the 60's you will see that the most powerful companies were manufacturers such as Ford, General Motors, and now you are looking at companies like Disney, Amazon, Facebook. They are all Experience focused organizations



How has the implementation of Experience Management improved your business?

Well, that is what we do. We started to define the XLAs, built a community around it , developed APMG certified courseware around it and worked with other great companies, like yours , to really understand what it takes to integrate new measurements, new tools and new approaches to accelerate Experience within organisations.



How would you define Experience/Digital Experience Management?

I would just say its more about HOW you do it rather than WHAT you do. Even in pre-experience economy, having a good hotel or restaurant often depended on experience- it just wasn't as scientific as it is now. It is all about your ambition to create pleasant experience for your customers, employees, suppliers and make them want to stay with you. And of course- accelerate it through time 😊

What advice would you give companies who are starting out on their Experience Management Journey?

Start where you are. Just like when you turn on GPS - the first thing it says is where are you now. The next thing you need to know is where do you want to go. When you choose the destination, it's time to figure out the route to get there. Do you want to take scenic road with beautiful views, or you want to get there as fast as you can ? And for everyone these answers are different as we all have different goals. But the beginning is the same - evaluation of current position and aligning the desired outcome.

Share with us a time in your life where experience affected your decision

Yes, I can tell you how a good salesperson influenced what type of car I chose. So, we just moved to US. We knew that the winters here are harsh, and we also knew that my wife is pregnant. We wanted to get one of those SUVs. My heart was set on Ford Explorer. However, when we went to a car dealer, we started from Toyota Land Cruiser. My wife is the person who needs to see everything before she makes a buying decision. The dealer spend loads of time trying to figure it out what we really needed. He taught us that what people do not realise is the importance of temperature indicator in the dashboards, so you would know what the weather is outside and make sure your kids are dressed up well to leave the car. This conversation made an impact when we went to Ford. The first question that my wife asked: is there a thermometer? Unfortunately, there wasn't and my whole plan just went straight out of the window. Overall, it showed us that the experience that we would receive driving that car was essential drive for decision. Experience won over the car itself and in the end, none of the other attributes mattered.

And finally, what is something that recently made you smile?

Oh, that easy! I was watching a Super Bowl and there was Larry David's advert for Crypto Currency. He was going through all the inventions in our history starting with the wheel, fork, the toilet and going to the moon...The underlying message was that there are always going to be people who cannot see how the changes are actually affecting them. That deeply resonates with me in the experience economy as I hear that a lot in XLA business! That's why it maybe me really smile. If you can deliver a great message while people are laughing - that's amazing 😊