Technical Specification

ISO/IEC TS 20000-18

First edition
2026-10

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

Reference number
ISO/IEC TS 20000-18:2026(en)

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Published in Switzerland

Contents

Page

Foreword ..... **v**
Introduction ..... **vi**
1 Scope **1**
2 Normative references **1**
3 Terms and definitions **1**
4 Overview of ISO/IEC 20000-1 and ISO/IEC 20000-10 ..... **3**
5 Introduction to experience management (XM) **5**
5.1 General 5
5.2 Experience level agreements 6
5.2.1 General 6
5.2.2 Aspects of an XLA 6
5.3 XM measurement types 7
5.4 XM framework 7
5.5 Values 8
5.5.1 General 8
5.5.2 Collaboration 8
5.5.3 Experience 9
5.5.4 Business impact 9
5.6 Elements 10
5.6.1 General 10
5.6.2 Strategy 10
5.6.3 Roadmap 10
5.6.4 Operational management 11
5.7 Success factors 11
5.8 Managing XM during delivery and operation 12
6 Experience management in an SMS based on ISO/IEC 20000-1 ..... **12**
6.1 General 12
6.2 Challenges 12
6.3 Overcoming challenges 13
6.4 Context of the organization 13
6.5 Leadership 14
6.6 Planning 14
6.6.1 Actions to address risk and opportunities 14
6.6.2 Service management objectives and planning to achieve them 14
6.6.3 Planning 15
6.7 Support of the SMS 15
6.7.1 Resources 15
6.7.2 Competence 16
6.7.3 Awareness 17
6.7.4 Communication 17
6.7.5 Documented information 17
6.7.6 Knowledge 18
6.8 Operation of the SMS 18
6.8.1 Operational planning and control 18
6.8.2 Service portfolio 18
6.8.3 Relationship and agreement 19
6.8.4 Supply and demand 22
6.8.5 Service design, build and transition 23
6.8.6 Resolution and fulfilment 24
6.8.7 Service assurance 24
6.9 Performance evaluation 25
6.9.1 Monitoring, measurement, analysis and evaluation 25
6.9.2 Internal audit 28

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6.9.3 Management review 28
6.10 Improvement 28
6.10.1 Non-conformity and corrective action 28
6.10.2 Continual improvement 28
Annex A (informative) **Comparison of an XLA and an SLA** **29**
Bibliography **31**

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives or www.iec.ch/members_experts/refdocs).

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This document was prepared by Joint Technical ISO/IEC/JTC 1, *Information technology*, Subcommittee SC 40, *Governance of IT and IT service management.*

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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.

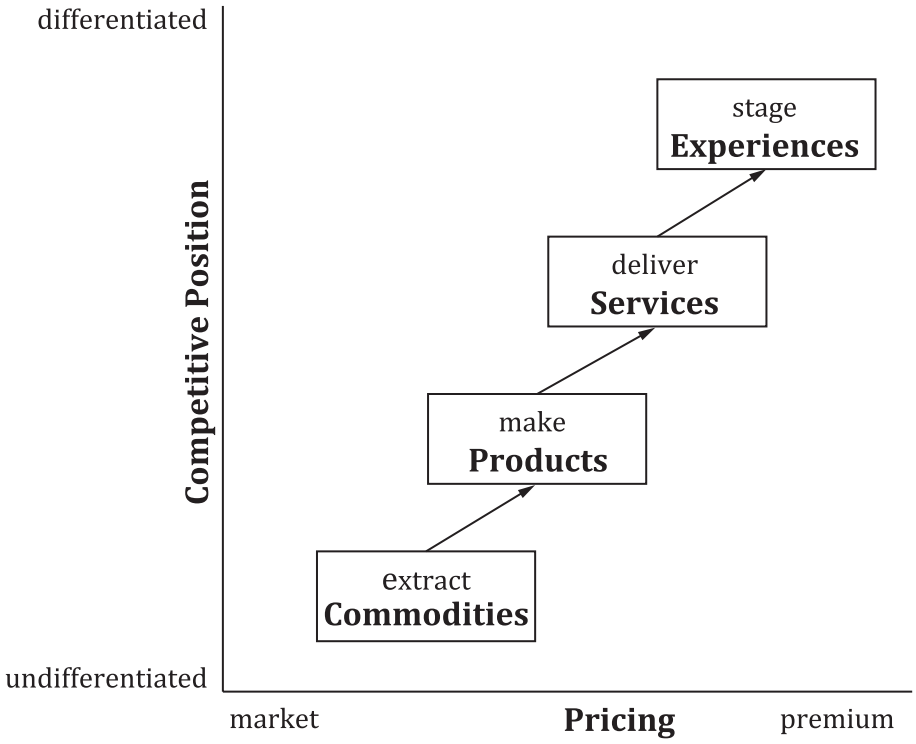
b) Products — These are items made from commodities based on design specifications. They are manufactured to meet consumer needs. At this stage, manufacturers focus on return on investment (ROI) and key performance indicators (KPIs). Examples are packaged ground coffee and tools.

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 (XLA[1)]). Examples are customized services with a personalized customer approach.

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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.

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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*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-1, ISO/IEC 20000-10 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
continual improvement plan
CIP
document with improvement initiatives serving to improve the service delivery

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3.2
customer journey
series or sum of *experiences* (3.3) when engaging with an organization, its products or services

Note 1 to entry: "Series" is based on processes; "sum" is based on results.

[SOURCE: ISO 23592:2021, 3.8]

3.3
experience
perception provided, from the perspective of customers, users and other interested parties

[SOURCE: NEN 8038:2024, modified — In the definition, "of the services" has been removed, and "and other interested parties" has been added.]

3.4
experience indicator
XI
indicator based on subjective measurements that reflect the experience

3.5
experience level agreement
XLA
documented agreement representing the organization's commitment to deliver a desired *experience* (3.3) with the services

Note 1 to entry: This uses *XIs* (3.4) as measurements, connecting technical and operational performance to the *experience* (3.3) of customers and other interested parties.

3.6
experience management
XM
process of measuring and improving the *experiences* (3.3) of an organization, across all touch points and interactions

3.7
experience management office
XMO
function that focuses on the management of XM activities

3.8
experience reference matrix
XRM
matrix used to verify if the agreed *XI* (3.4) targets have been met, containing the results of *X-data* (3.16), *O-data* (3.12) and *T-data* (3.15) measurements and their correlation

Note 1 to entry: XRM can be documented in a form of a report that contains interpretation of the results and identifies trends and patterns.

3.9
inside-out perspective
view of the services from the position of the service provider and its offerings

3.10
key performance indicator
KPI
quantifiable measure that an organization uses to gauge or compare performance in terms of meeting its strategic and operational objectives

[SOURCE: ISO/TS 22386:2024, 3.1.11]

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3.11
moment of truth
interaction with high impact on the *experience* (3.3) or on the customer organization as a whole

3.12
O-data
data generated and used by an organization to manage its day-to-day operations and performance

3.13
outside-in perspective
view of the services from the position of the customer and its needs and expectations

3.14
persona
model of a user with defined characteristics, based on research

[SOURCE: ISO/IEC/IEEE 26515:2018, 3.12]

3.15
T-data
data generated by service components and used by an organization to manage its technical resources

Note 1 to entry: The T-data are often generated from digital experience tools, application management tools and network/system management tools.

Note 2 to entry: Digital experience tools are a range of software and platforms designed to help organizations create, manage and optimize digital interactions for customers, suppliers and personnel.

3.16
X-data
data obtained from sentiment or *experience* (3.3) measurements

Note 1 to entry: The data are often linked to the *XIs* (3.4) agreed in the *XLA* (3.5).

[SOURCE: NEN 8038:2024, modified — Part of the definition has been moved to Note 1 to entry.]

4 Overview of ISO/IEC 20000-1 and ISO/IEC 20000-10

ISO/IEC 20000-1 specifies requirements for establishing, implementing, maintaining and continually improving an SMS. An SMS supports the management of the service life cycle, including the planning, design, transition, delivery and improvement of services, which meet agreed requirements and deliver value for customers, users and the organization delivering the services. The organization in the scope of the SMS can be a whole or part of a larger organization and can also be known as the "service provider".

ISO/IEC 20000-1 is intentionally independent of specific guidance. Therefore, organizations can use a combination of generally accepted frameworks (e.g. Agile, DevOps, ITIL[2)], SIAM[3)]) and its own experience and expertise. Appropriate tools for service management can be used to support the SMS.

All requirements specified in ISO/IEC 20000-1 are generic and are intended to be applicable to all organizations, regardless of the organization's type or size, or the nature of the services delivered. ISO/IEC 20000-1 has its roots in IT and is intended for service management of services using technology and digital information. The examples given in this document illustrate a variety of uses of ISO/IEC 20000-1.

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