



Technical Specification

**ISO/IEC TS
20000-18**

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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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

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

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

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).

ISO and IEC draw attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO and IEC take no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO and IEC had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents and <https://patents.iec.ch>. ISO and IEC shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html. In the IEC, see www.iec.ch/understanding-standards.

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

A list of all parts in the ISO/IEC 20000 series can be found on the ISO and IEC websites.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

Introduction

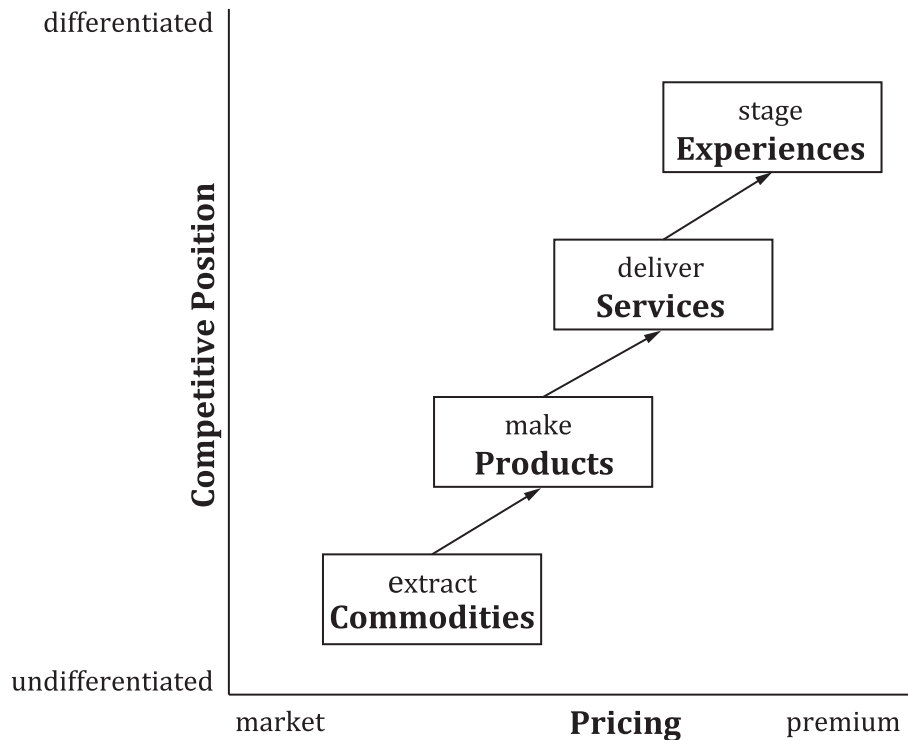
The relationship between service providers and customers has changed over time. In the past, service providers delivered services to customers who played a mostly passive role. This relationship has become much more collaborative. Value is now co-created, meaning both the provider and the customer collaborate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

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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

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]

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, ITIL²⁾, SIAM³⁾) 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.

2) ITIL® is a registered trademark and product owned by Axelos Limited. This information is given for the convenience of users of this document and does not constitute an endorsement by ISO or IEC of the product named. Equivalent products may be used if they can be shown to lead to the same results.

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Exclusion of any of the requirements in ISO/IEC 20000-1:2018, Clauses 4 to 10, is not acceptable when the organization claims conformity to ISO/IEC 20000-1, irrespective of the nature of the organization.

The organization cannot demonstrate conformity to the requirements specified in ISO/IEC 20000-1 if other parties are used to provide or operate all services, service components or processes within the scope of the SMS.

ISO/IEC 20000-10 includes the concepts for an SMS, the vocabulary used for the ISO/IEC 20000 series, a description of each part of the series and related standards.

Guidance is available in other parts of the ISO/IEC 20000 series in the form of:

- ISO/IEC 20000-2, *Guidance on the application of service management systems*;
- ISO/IEC 20000-3, *Guidance on scope definition and applicability of ISO/IEC 20000-1*;
- ISO/IEC TS 20000-5, *Implementation guidance for ISO/IEC 20000-1*;
- ISO/IEC 20000-6, *Requirements for bodies providing audit and certification of service management systems*;
- ISO/IEC TS 20000-11, *Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL®*;
- ISO/IEC TS 20000-14, *Guidance on the application of Service Integration and Management to ISO/IEC 20000-1*;
- ISO/IEC TS 20000-15, *Guidance on the application of Agile and DevOps principles in a service management system*;
- ISO/IEC TS 20000-16, *Guidance on sustainability within a service management system based on ISO/IEC 20000-1*;
- ISO/IEC TR 20000-17, *Scenarios for the practical application of service management systems based on ISO/IEC 20000-1:2018*.

[Figure 2](#) illustrates an SMS showing the clause content of ISO/IEC 20000-1.