



## Learning & Leadership Development

2020 CONFERENCE

**It's Time to Adapt to the “Experience Driven Economy”... Now More Critical than Ever!**

Lou Carbone, Founder & Chief Experience Officer (CEO)  
Experience Engineering, Inc.

Experience Management Theorist/Practitioner, Thought Leader,  
Futurist, Keynote Speaker, Lecturer

*Author: Clued In: How to Keep Customers Coming Back  
Again and Again and Again (Prentice Hall)*



22.09.20

# A Cloud Comes Over Life...Covid-19

Pandemic accelerates  
the nature and  
management of human  
experience.

# Will The “Sun Ever Shine” The Same Again?



© Victoria Andreozzi Photography




“The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.”  
— William Arthur Ward

# Myopia





# Experience Management

A close-up photograph of a hand holding a pair of black compasses, poised to draw on a light-colored surface. In the background, other drawing tools like pens and pencils are visible but out of focus. The lighting is warm and soft, creating a professional yet creative atmosphere.

**“You cannot NOT have an experience...the question is, how managed or haphazard is that experience?”**

**Lou Carbone, Founder & CEO  
Experience Engineering, Inc.**

# Definition of Experience

## What is an Experience Experience?

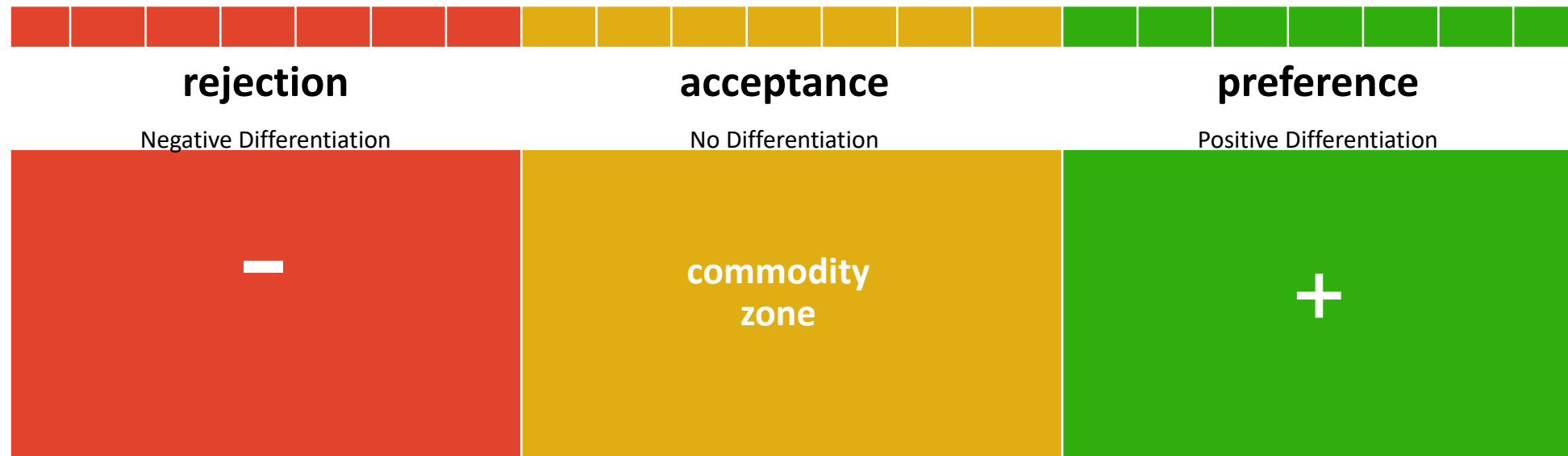
An event or occurrence that leaves an impression on someone  
oxford dictionaries.com

## What is a Managed Experience?

The experience is the net intentional "takeaway" impression (emotional/rational effect) formed when humans consolidate sensory information through their exposure to “clues” or “signals” produced by a brand or company.

Lou Carbone, EE Founder

# experience preference model™





# Getting Clued In

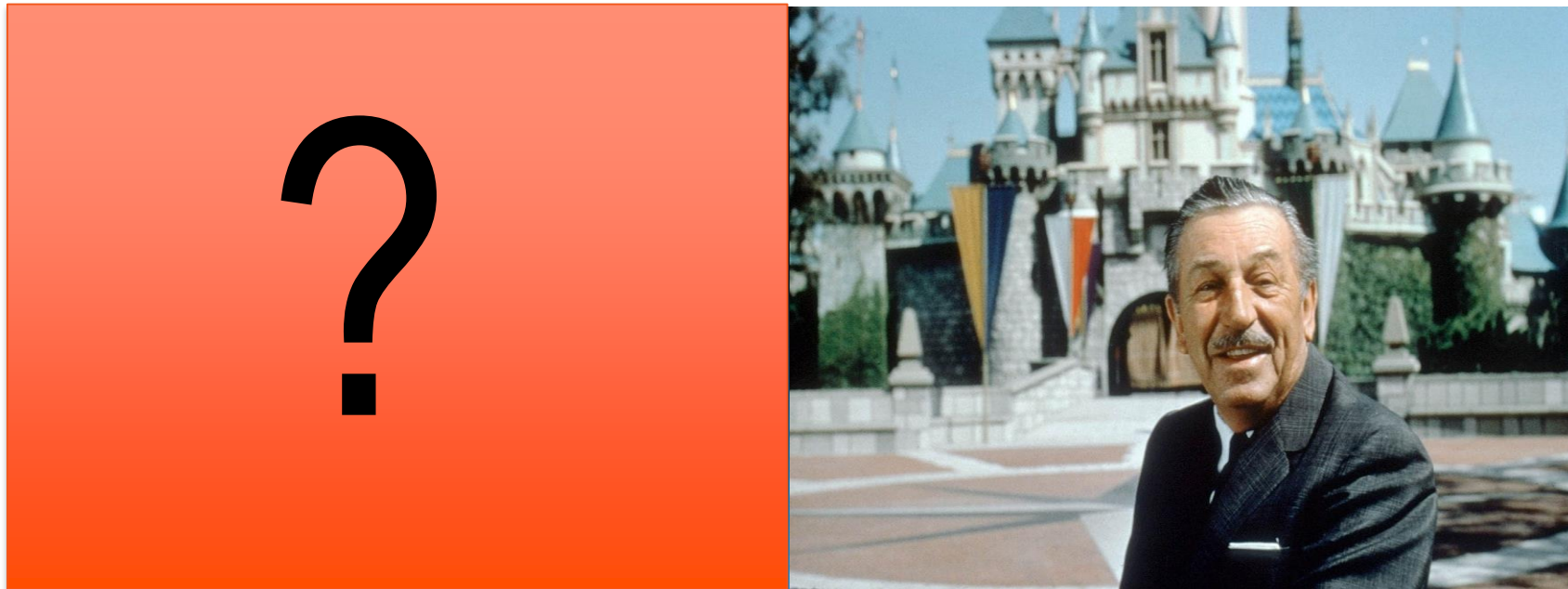


1979

## Next Practice, Not Best Practice..... Clue Management (Imagineering)



Who? No Coincidence.....

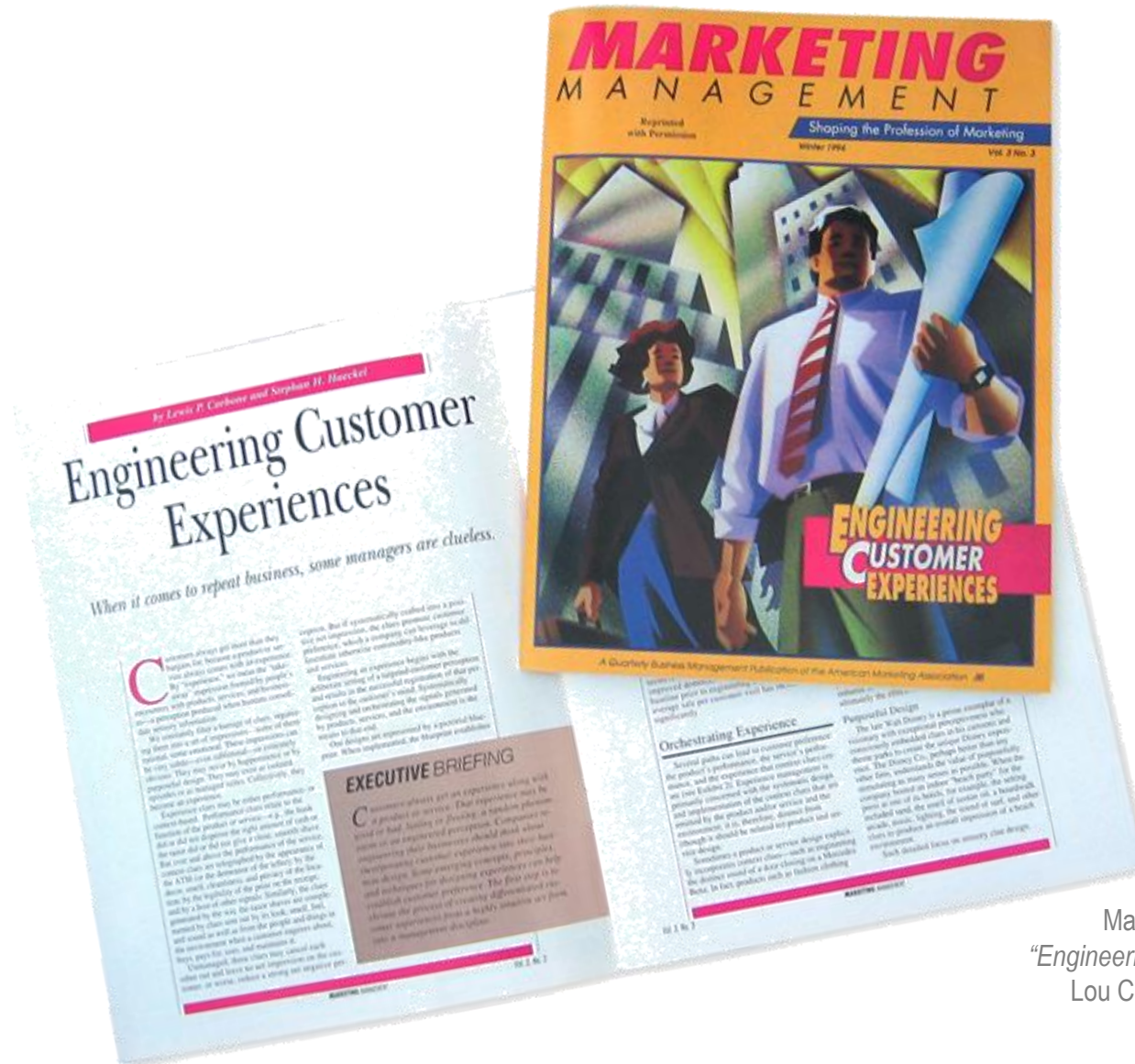




EXPERIENCE



# Very First Publication: Seminal Article on Experience Management



Marketing Management, 1994  
"Engineering Customer Experiences"  
Lou Carbone & Stephan Haeckel

# Five Absolutes of Experience Management Heading toward 2030!

## Experience Management Principles

### The Five Absolutes of Experience Management

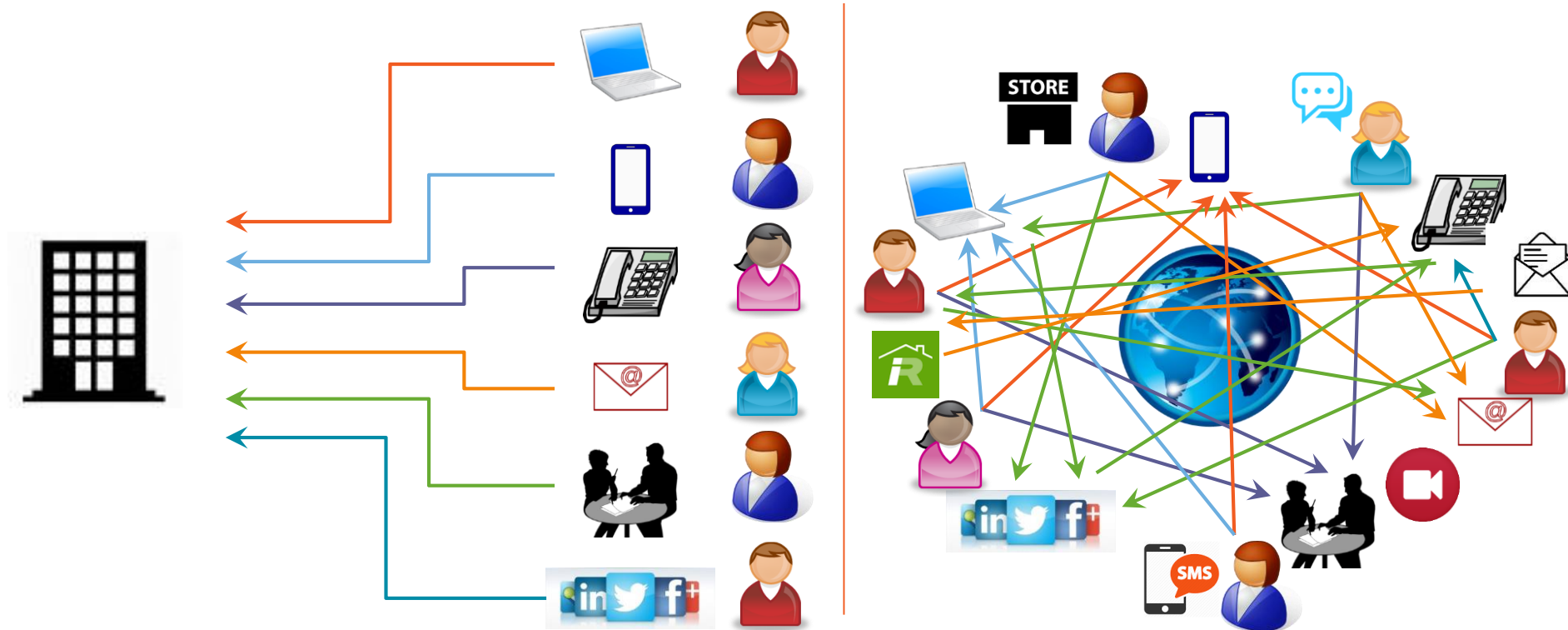
1. Move from “make and sell” to “sense and respond”
2. Think customer back unconscious/emotional/rational impressions
3. Understand and leverage role of the unconscious mind
4. Become clue conscious
5. Develop rigorous systems to develop and manage and sustain the new paradigm



# Five Absolutes of Experience Management

1. **Move** from “make and sell” to “sense and respond”
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# The “Legacy Perception” vs “The Reality of Today”



# Randomized, Imperceptible & Unpredictable Points of Contact

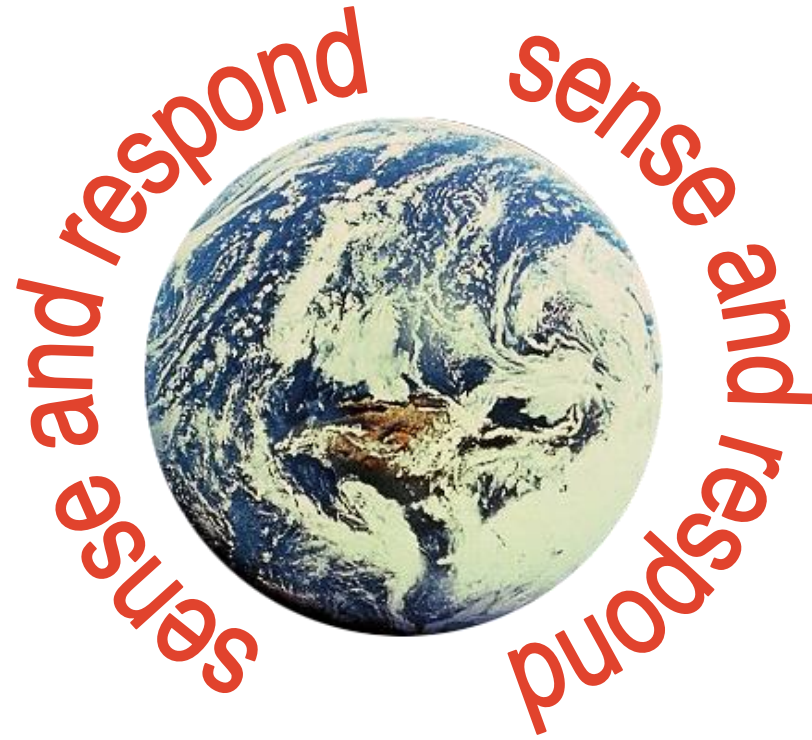




# Agricultural Economy ..... Industrial Age Economy ..... Experience Economy

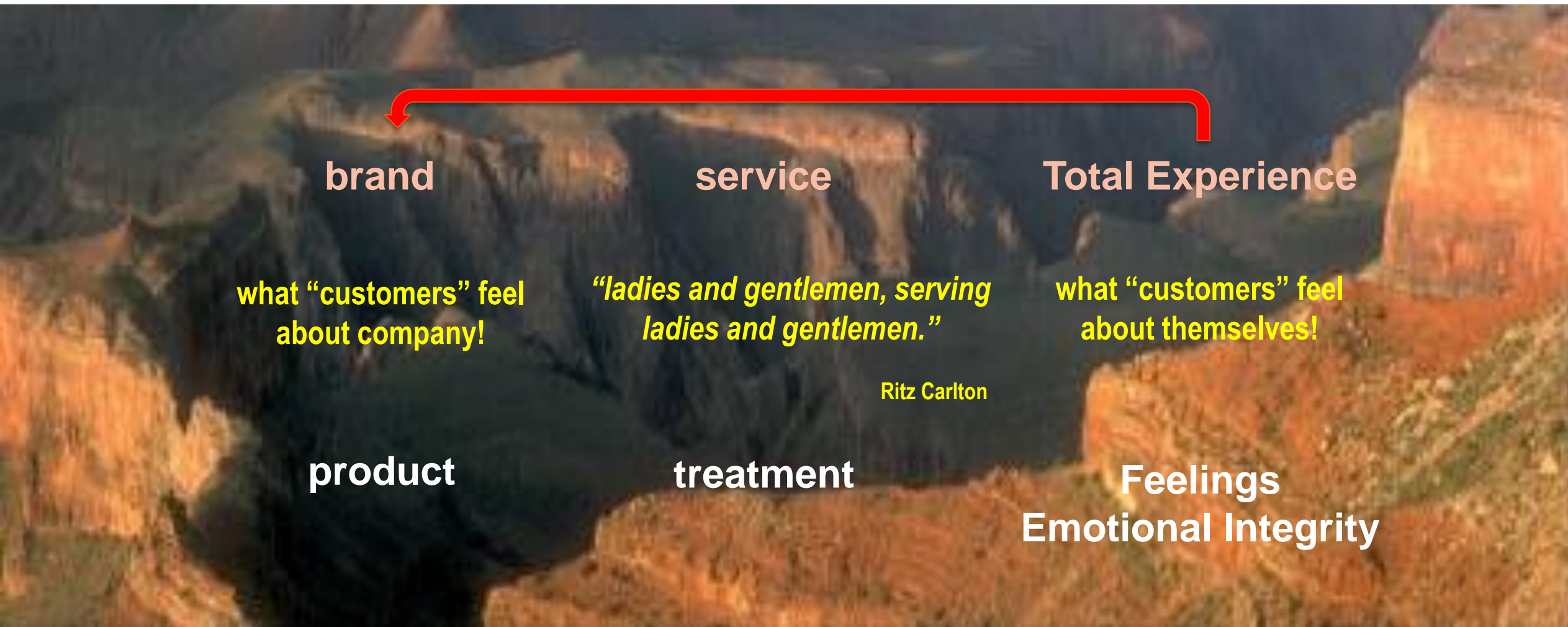


# The Future..... More Adaptive, More Customer Driven (Customer Centricity?)





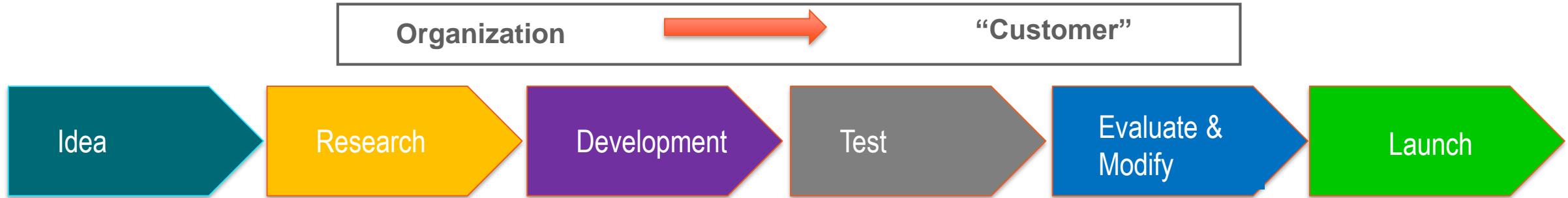
# The Brand Canyon™



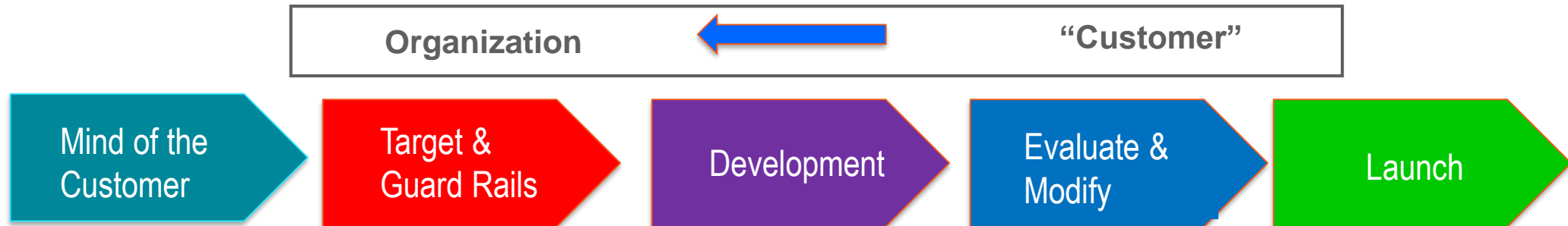


# “Sense and Respond” Compared to “Make and Sell”

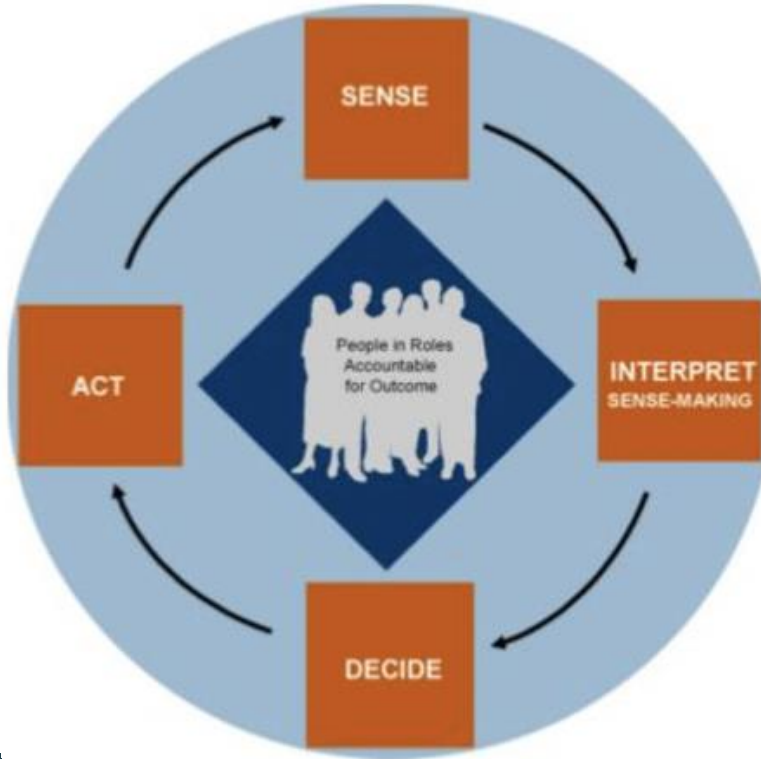
## Traditional “Make and Sell” perspective



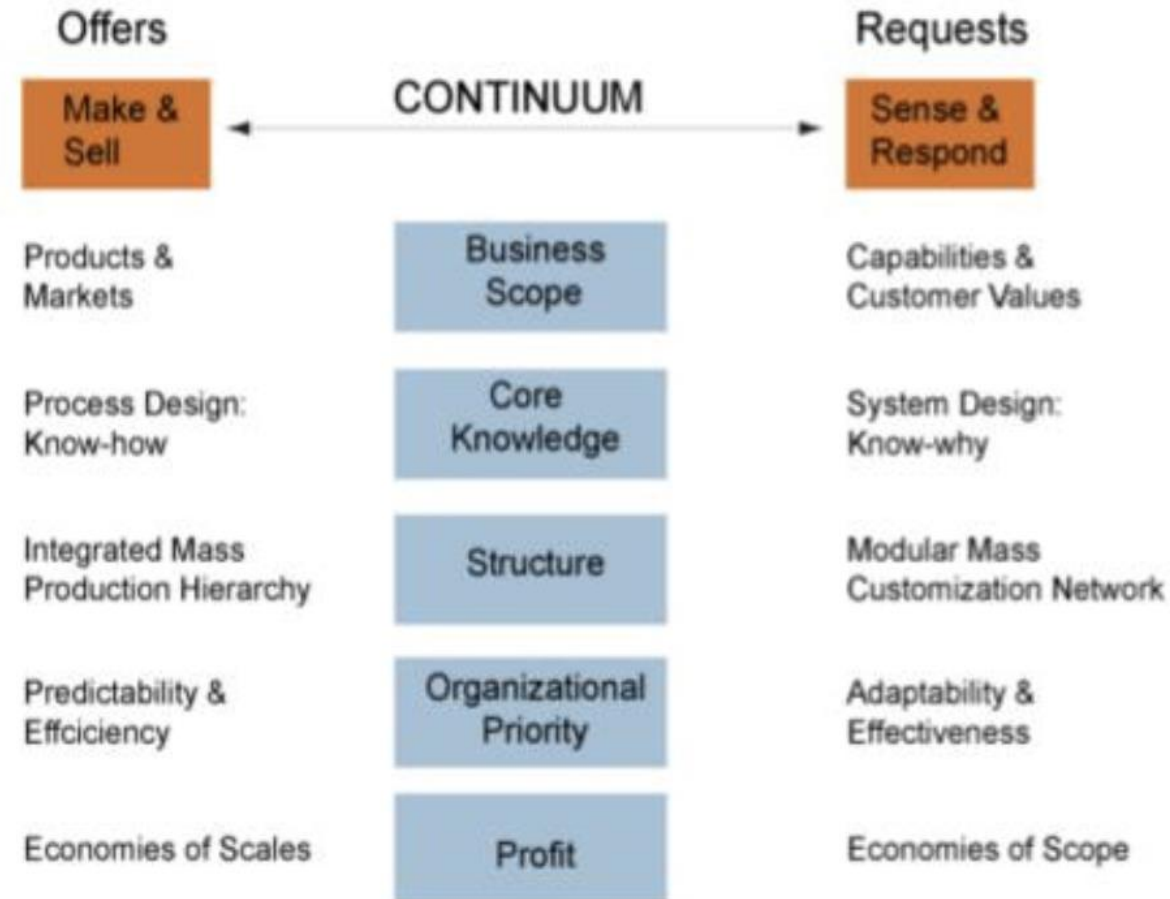
## Experience-Driven “Sense and Respond” perspective



# Managing By Wire: The Adaptive Enterprise



# Sense And Respond Model



# Adaptive Organizations Built on “Sense And Respond”

## The Function of Leadership: Provide an Unambiguous Context...

Purpose (Reason for Being)

Boundaries (Governing Principles)

Relationships (Role and Accountability Design)

How Progress is Measured

# Adaptive Organizations Built on “Sense And Respond”

## Unnatural Acts in Sense and Respond Organization

- Strategic Planning
- Hierarchies of Authority
- Rewarding Utilization
- Commands
- Supervising
- Demand Forecasting
- Annual Budgets
- Vertical Integration
- “Line of Sight” Measurements
- Value and Supply *Chains*
- Matrix Management

# Adaptive Organizations Built on “Sense And Respond”

## Unnatural Acts in a Make and Sell Organization

- Simple Rules
- Empowerment
- Real Options
- Improvisation
- Fast Prototype
- Teams
- Outsourcing
- Negotiation / Renegotiation
- Scenario Planning
- Markets of One
- Matrix Management



# Five Absolutes of Experience Management

1. Move from “make and sell” to “sense and respond”
2. **Think** customer back emotional/rational
3. Understand and leverage role of the unconscious mind
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# Attempting to Pay A Cable Bill Online..... The “Chatter” Syndrome

**XFINITY Chat**

**Live Chat | Session Closed**

**Lou**  
7:34PM

Yes my user name says  
loucarbne@comcast.ne1 and  
it should be net. I can't change  
it and when I di it defaults to the  
wrong user name

**Eleazar**  
7:34PM

I see

**Mary**  
9:57PM

I totally respect your decision if you will not want to do some follow up troubleshooting with me.

Please end the chat

**Lou**  
9:56PM

I need to go!

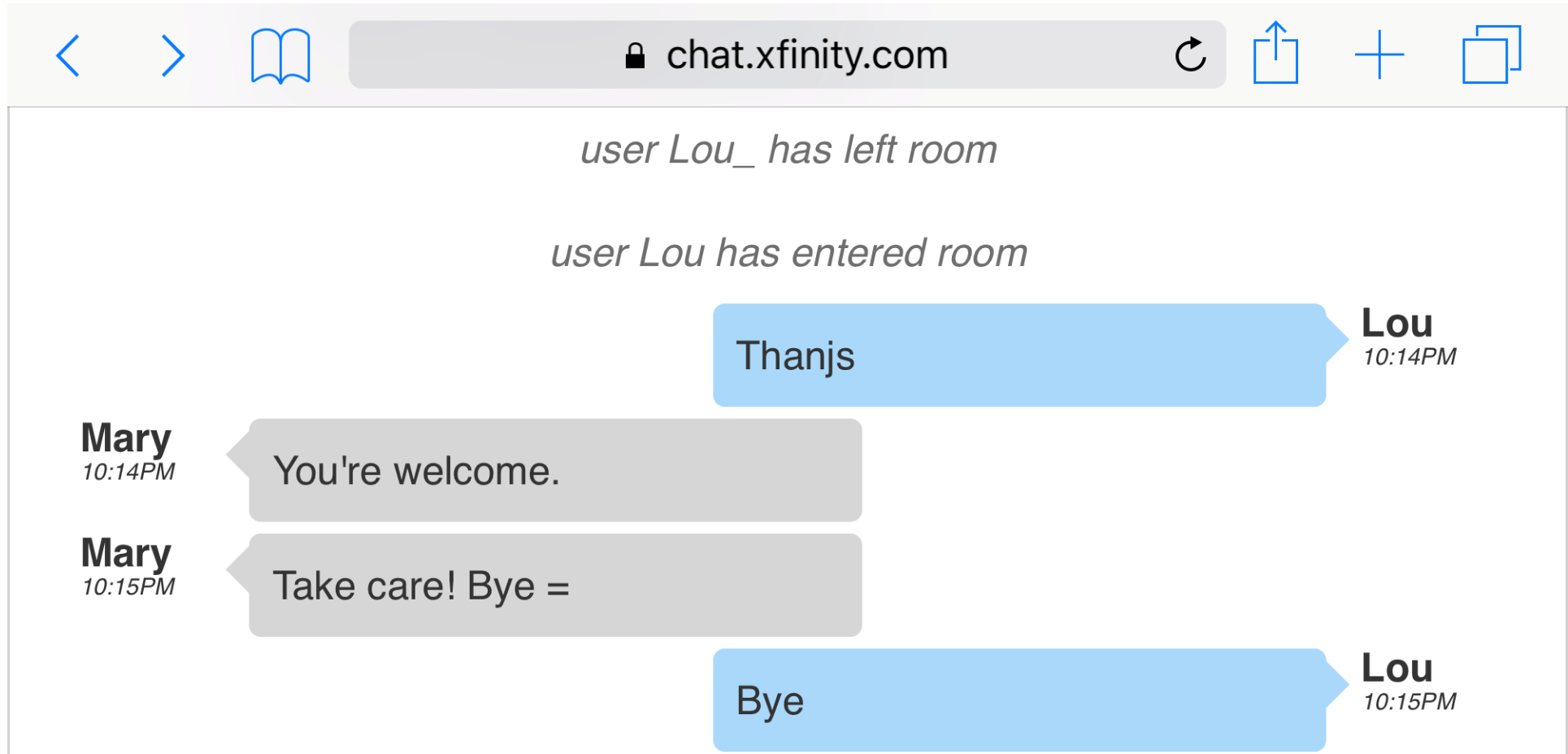
**Lou**  
9:57PM

I need a copy

**Lou**  
9:57PM

I can't I'm going on three hours.  
I have work to do and it's just

**Lou**  
9:58PM





# A Haircut.....









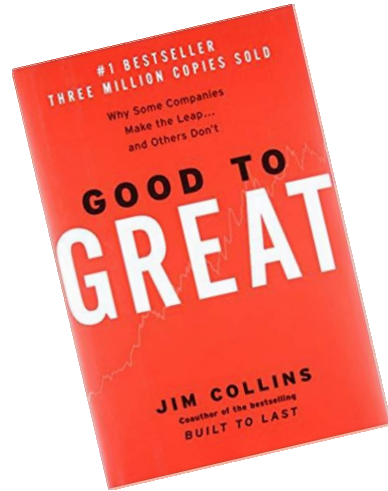






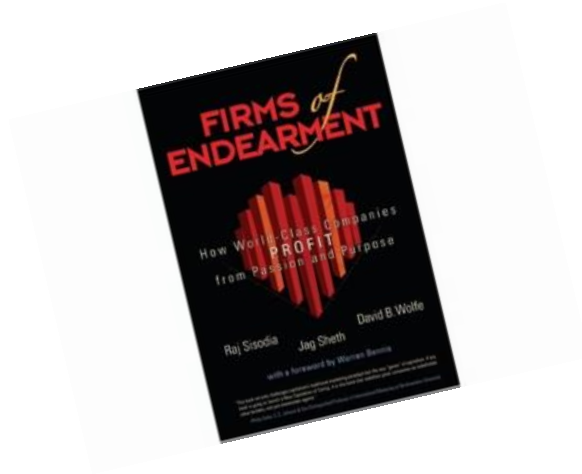


# “Good to Great Firms”





# “Firms of Endearment”



amazon.com.



COSTCO  
WHOLESALE



Google



Wegmans

jetBlue  
AIRWAYS



Timberland



patagonia

Johnson & Johnson

The Container Store

CATERPILLAR

# “Firms of Endearment”

Firms of Endearment cumulative return of 1681%  
*Outperformed G2G companies by 6 times over a period of 15 years*



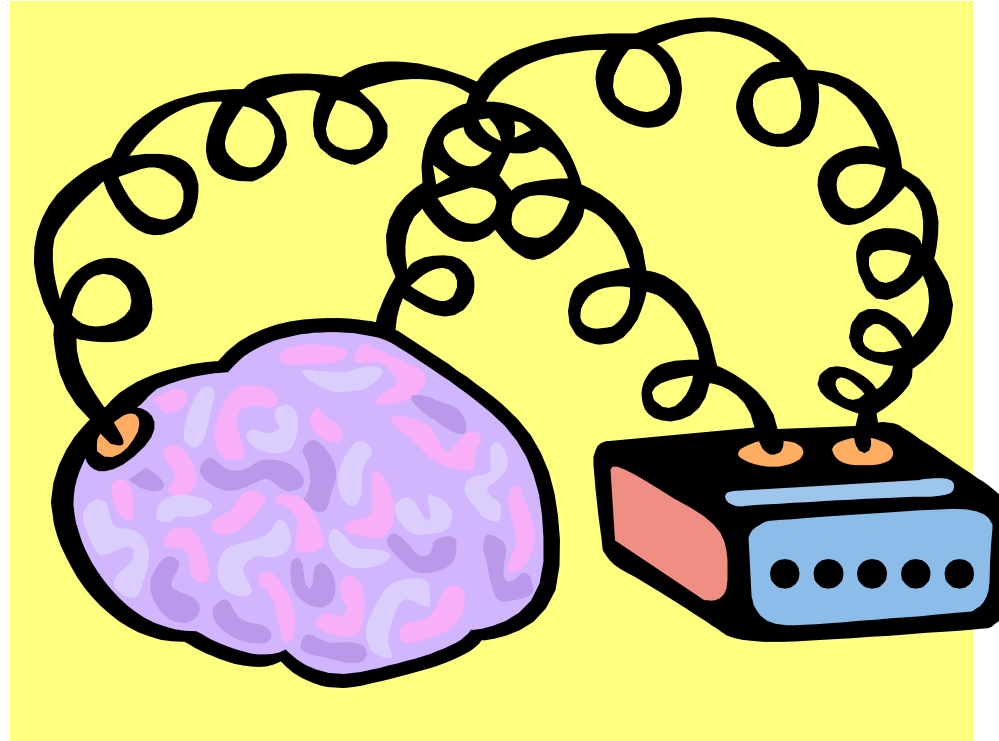
Question?



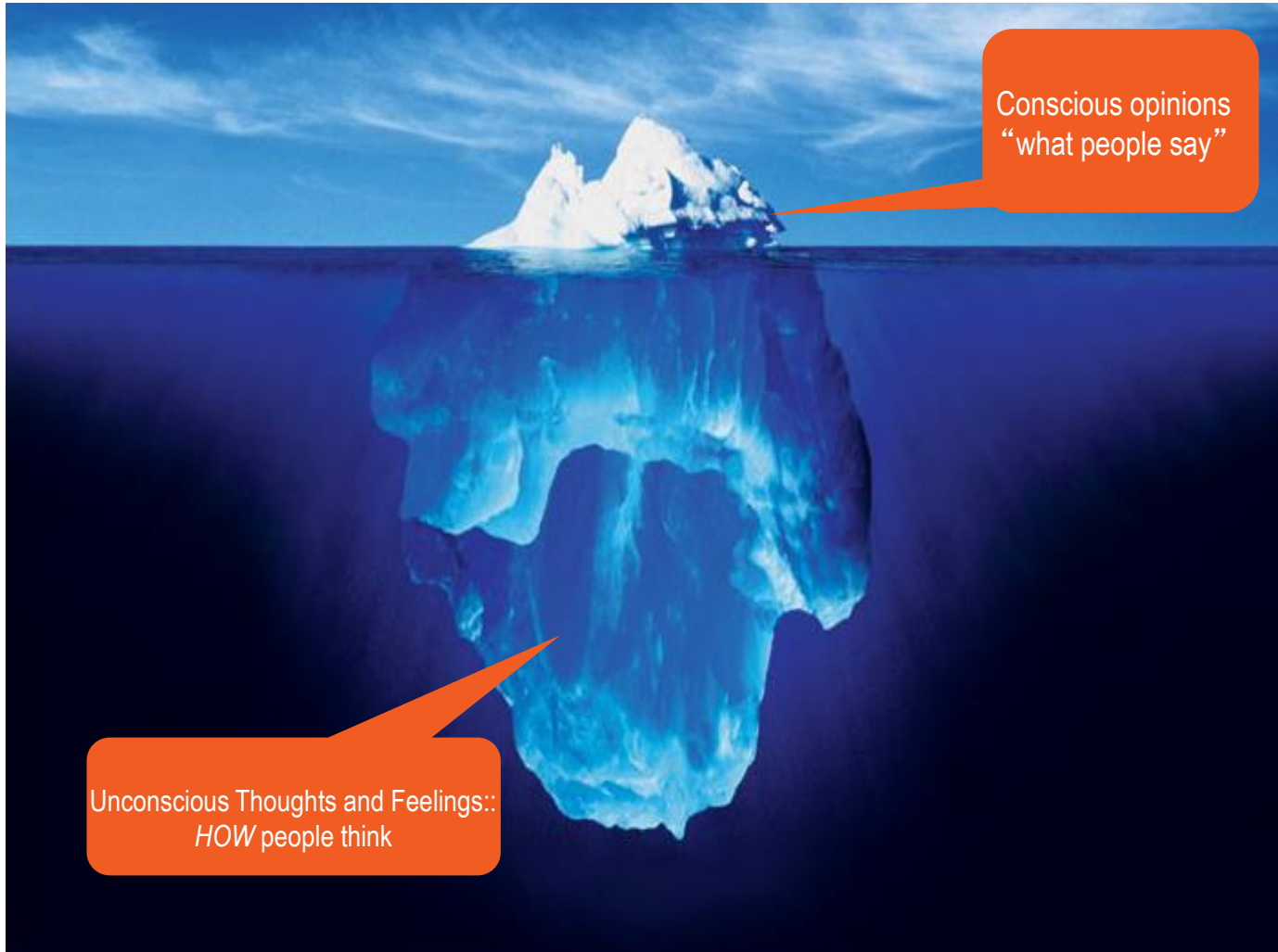
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# Advancement of Knowledge



# Cracking the Code



Conscious opinions  
“what people say”

Unconscious Thoughts and Feelings::  
*HOW* people think

Experience Management focus needs to be not *what* people think, but *how* they think.



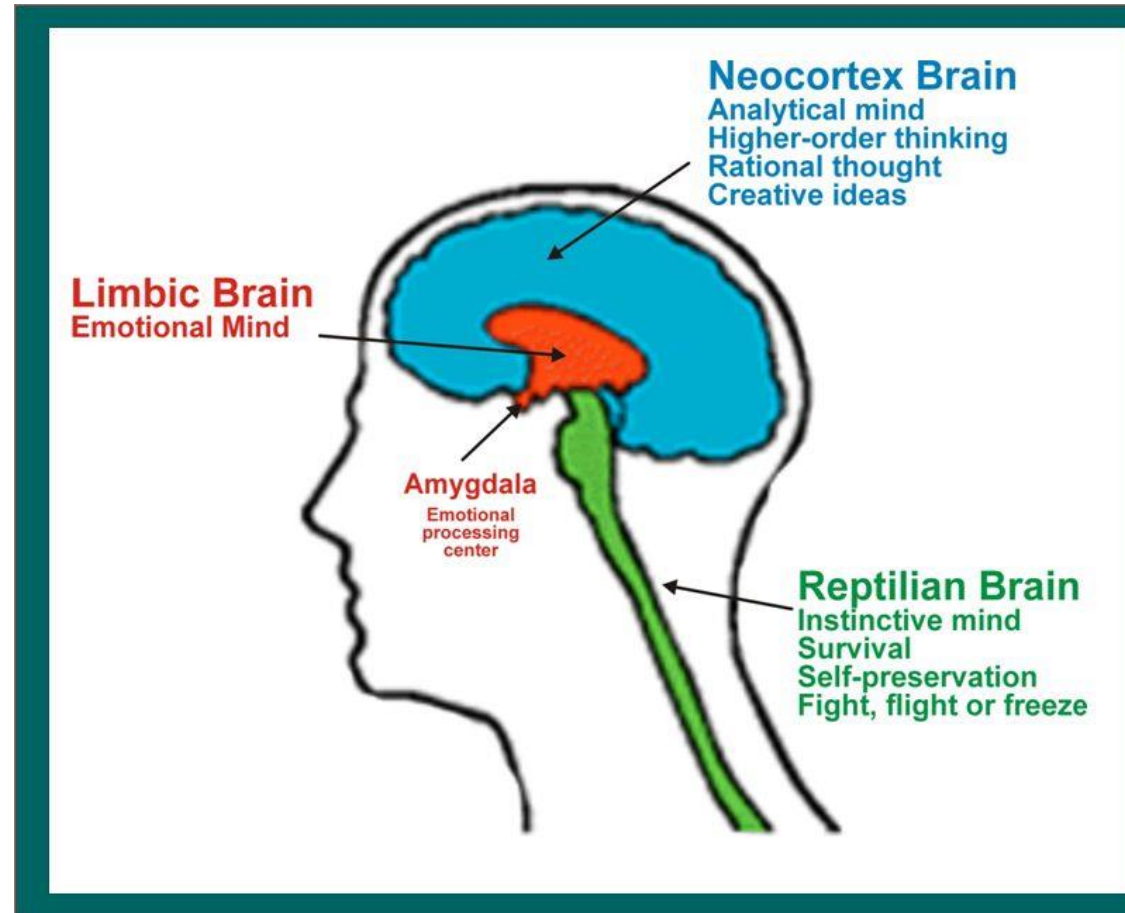
# How “Customers” Think

*“The tangible attributes of a product or service have far less influence on consumer preference than the sub-conscious sensory and emotional elements derived from the total experience.”*

Dr. Gerald Zaltman  
Professor Emeritus  
Harvard Business School  
Mind of Market Lab

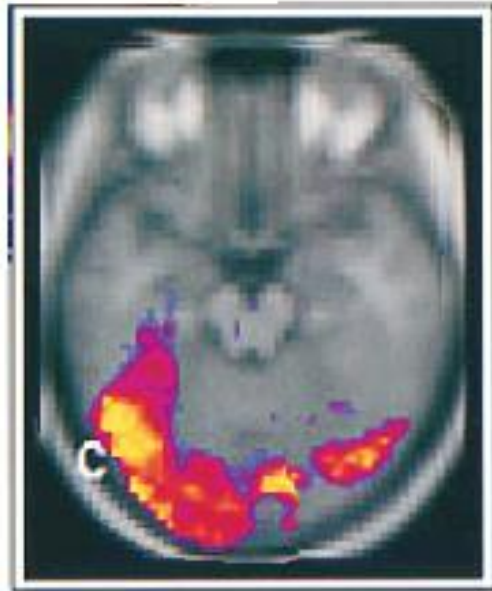


# Human “Operating System” ..... Basic Neuroscience



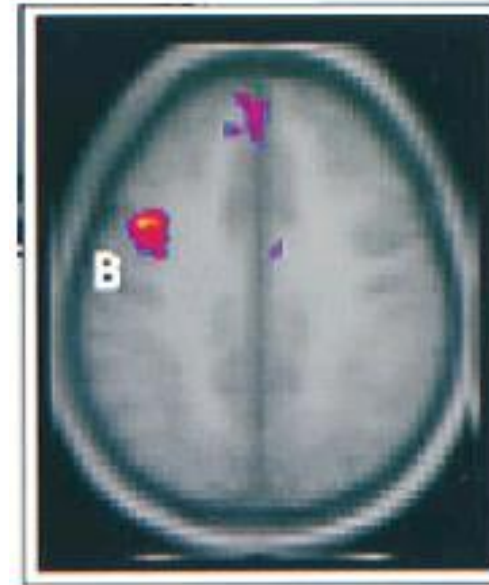
*...thought, emotion, and learning occurs without awareness*

95%



Unconscious  
Processing

5%



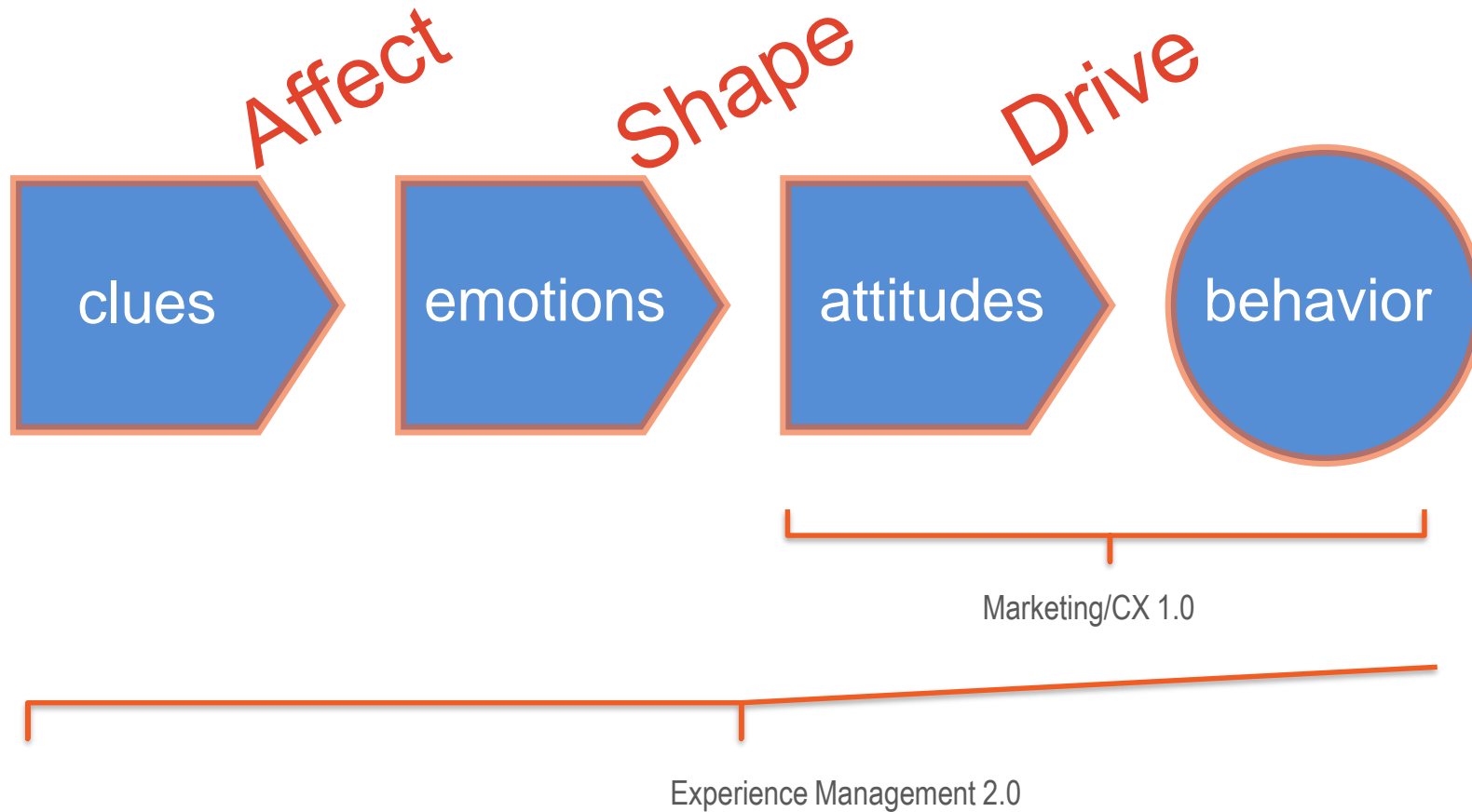
Conscious  
Processing







# Key to Behavioral Economics



# Random Clues

## The Power of Unleashing



# Five Absolutes of Experience Management

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# How Clues Communicate



# Clue Categories

functional clues



rational

mechanic clues



emotional

humanic clues



emotional













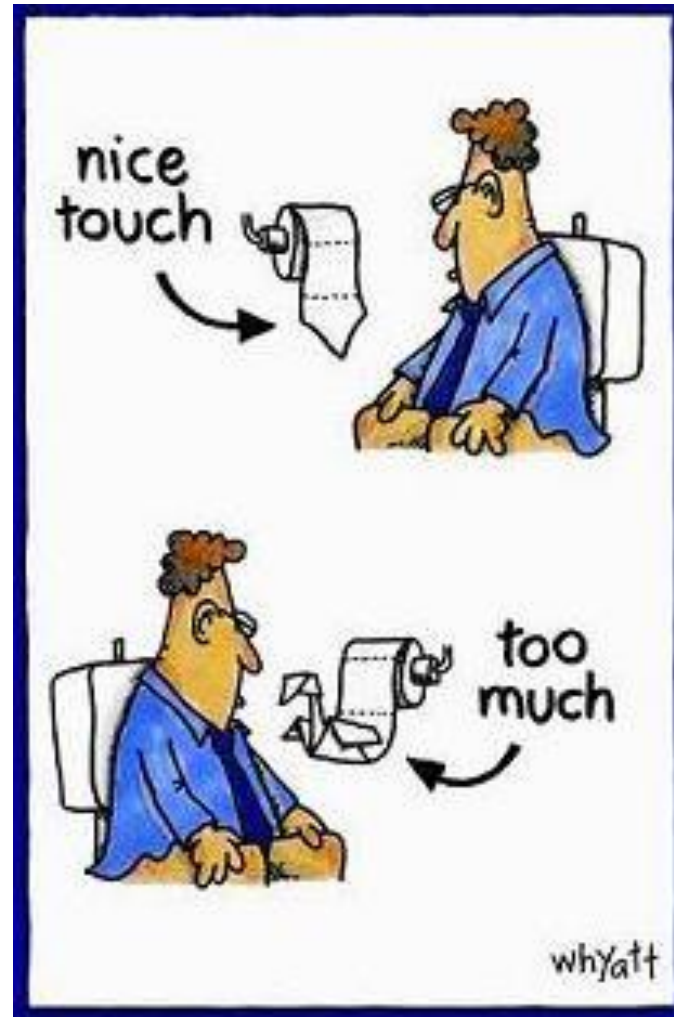


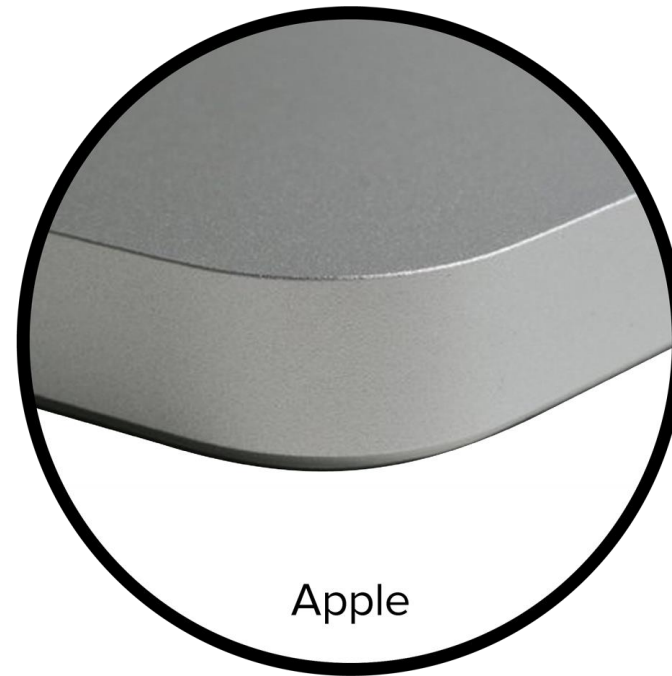
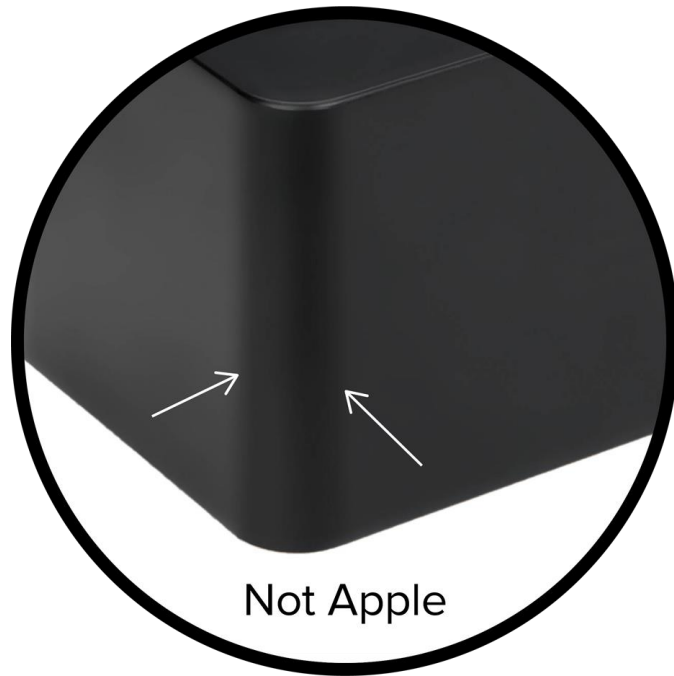








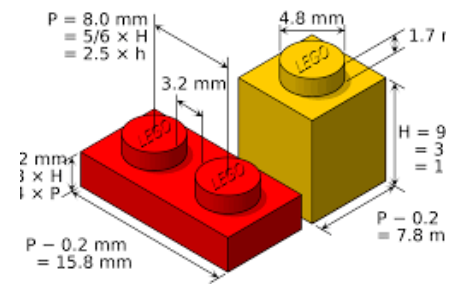






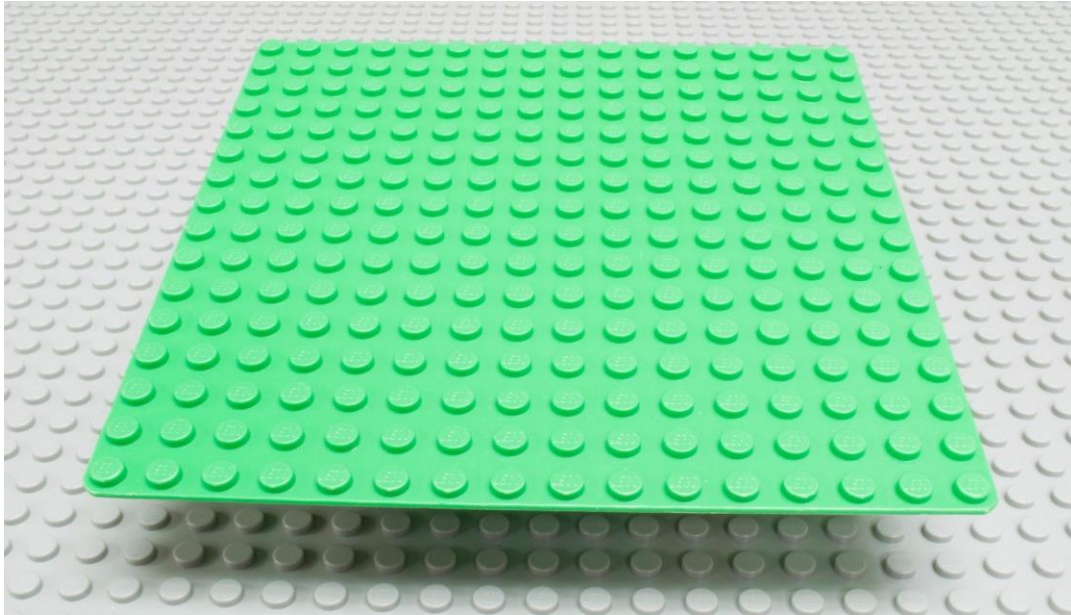
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# Building on Emotional Platform

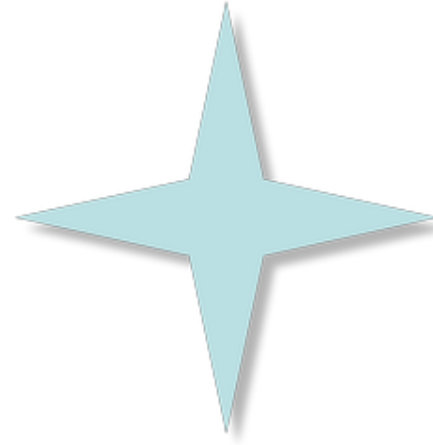
## Emotional Platform: Experience Motif



## Experience Clues



# Alignment and Focus Absolutely Essential



## experience motif :

unifying element for every clue in an experience design

provides alignment for emotional & rational elements in the experience

# An Experience Motif™

*We will cause patients and families to feel :*

\_\_\_\_\_ , \_\_\_\_\_ ***and*** \_\_\_\_\_

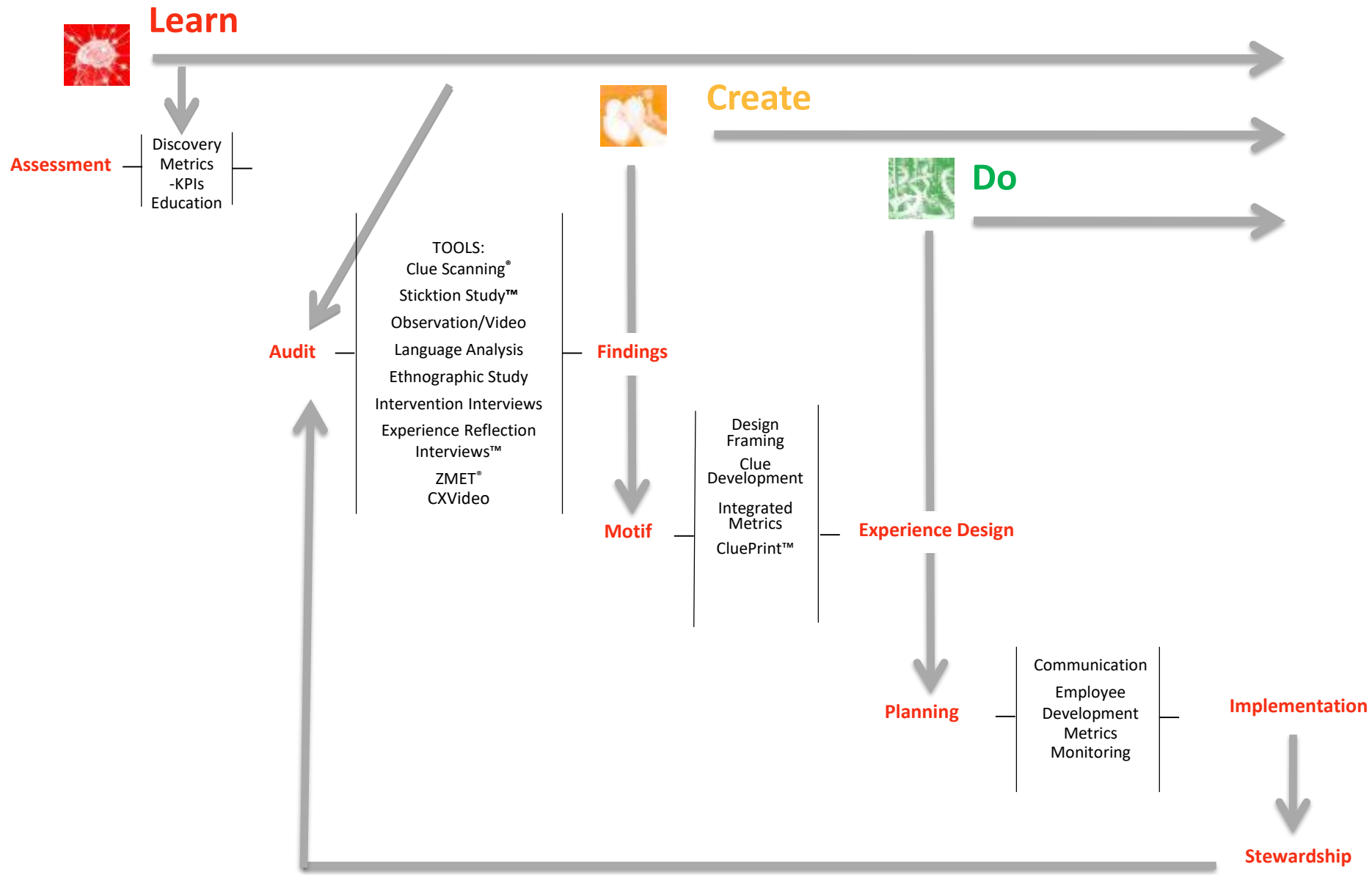
## Example of an Experience Motif:

### Doylestown Hospital Health & Wellness Center



strengthened • understood • renewed





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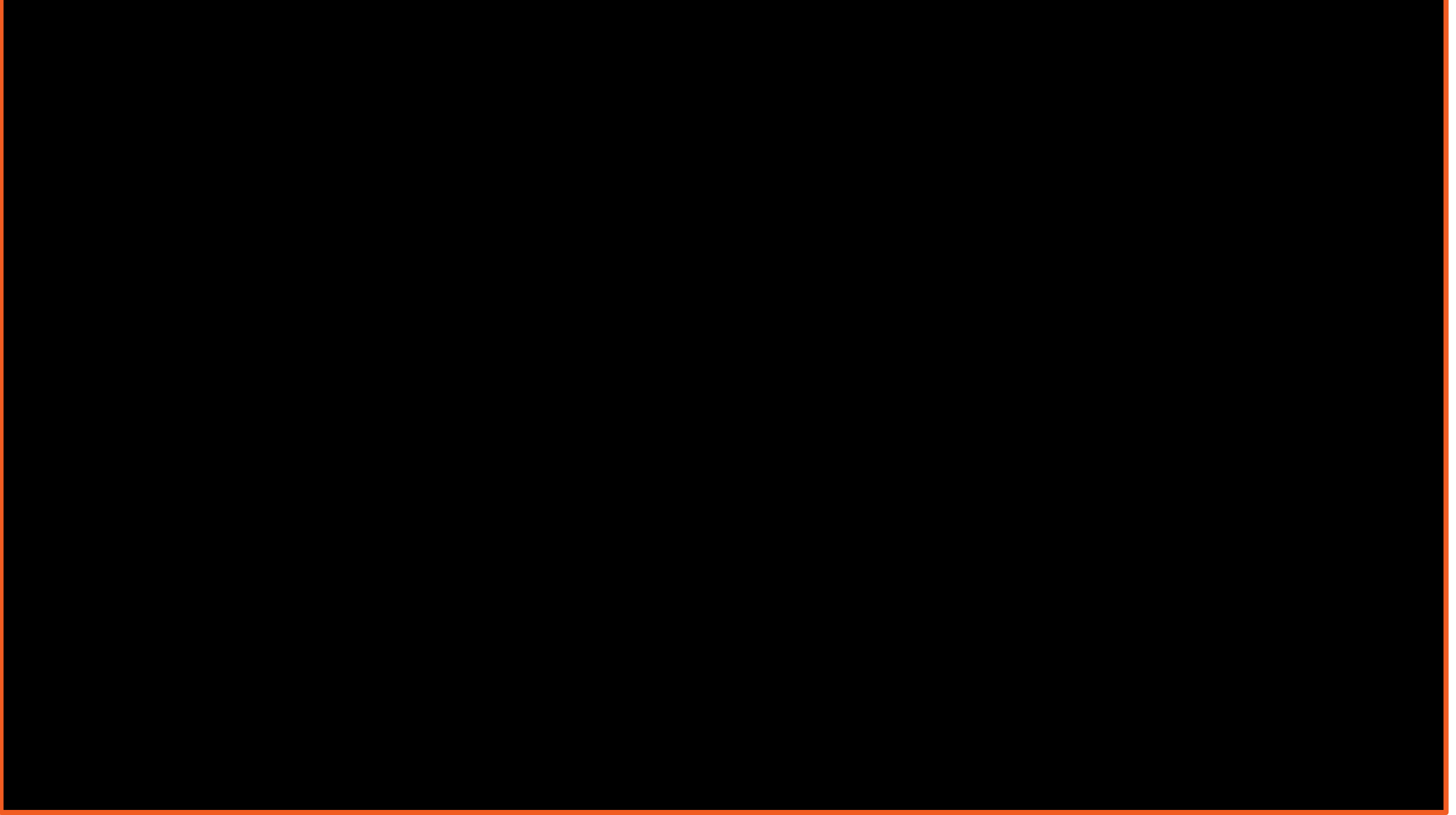
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*“The purpose of a business is to create value and  
the reward is Profit”*

Peter Drucker



*"People will forget what you said. They will forget  
what you did, but they will never forget how you  
made them feel."*

Maya Angelou



**Lou (Lewis) Carbone**

Globally recognized Pioneer, Expert, Innovator,  
Influencer and Thought Leader in Experience...



thank you!

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