

# Customer Experience, User Experience - and the Business Analyst

*Professional roles around the Business Analyst and their relationship to the business analyst*

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## 1. Introduction

More and more often during design and development of interactive systems and services, the term “customer experience” is being referred to. Customer experience becomes an important quality characteristic that emphasizes on the customer-perceived quality. Business analysts more and more need to collaborate with other professional roles who specifically deal with “XYZ”-experience. Therefore, it is important to understand who these roles are and how all roles interplay.

Often, customer experience is equalized with another term: “user experience”. User experience in turn is defined as the experienced quality of an interactive system from the perspective of those directly using the system. User experience results from the personal experience with a system, e.g. “wow, that was simple”, but also from the experience of others communicating their experience “Have you tried this new travel expenses UI? Works really like the iPhone.”

Communicated user experience, in turn, drives the expectations of those users who have not yet used the system. This is also referred to as “anticipated use”. If communicated experience has a negative touch, then expectations about a system to come are negative, e.g. “Probably I won’t be able to use that new system either”.

Expectations and experiences of users are therefore important.

Already in a B2C context, the equalization of customer experience and user experience does not really work. Often it is unclear, in which role a person has made experiences with an interactive system or service. The self-perception of a person in a specific situation however defines their individual goals leading to expectations on an interactive system or service. Figure 1 illustrates roles that people are typically in.

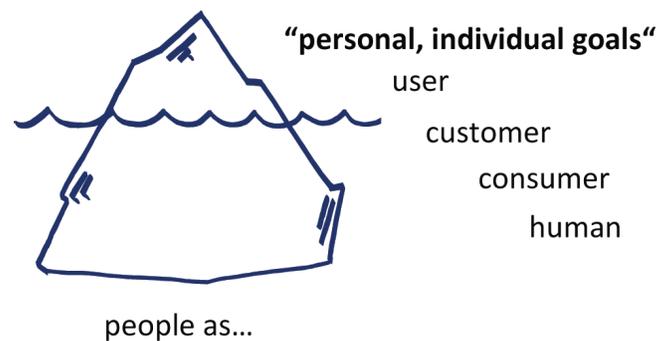


Figure 1: Situational perspectives of people

## 2. Types of experience depending on the situational perspective of a person

Depending on the situation that a person “feels to be in”, the perspective of the experience differs. The following “types” of experience can be differentiated.

- **Human Experience:**  
From the perspective of a “human being”, people expect that the interactive system considers the capabilities and limits of human perception and cognition (e.g. characters on the screen are large enough, so they are readable.)
- **Consumer Experience:**  
From the perspective of a consumer of an interactive system or service, one would expect that the system makes sure that the environment is not harmed by the system (e.g. the tumble dryer has minimum energy consumption).
- **Customer Experience:**  
From the perspective of a customer in terms of “the one who pays”, one expects that the cost/benefit ratio leads to an advantage in making use of a system or service.
- **User Experience:**  
From the perspective of a direct user of an interactive system or service, one would expect that the system or service truly makes the job more effective and efficient, leading to a positive user experience.

In a B2B context, the perspective on experience becomes even more complex, since in a customer organization, various roles exist that people take over:

- **users of interactive systems**, who e.g. produce a report with the system for others (direct user → user experience),
- **users of “business objects”** (e.g. the produced report) (indirect user → professional experience);
- **purchasers / purchase decision makers** for the interactive system itself (the reporting system) who decide on the interactive system to support business processes; (buyer → buyer experience) or
- **managers of the organization**, who originally demanded the reporting system to support business processes better (business makers → business experience)



### 3. Responsibilities: Who ensures experience-centred quality?

The “engineering” of experience-centred quality requires different roles in an organization to ensure meeting the stakeholder requirements across all stakeholders.

Figure 2 illustrates the:

- stakeholders from the perspective of the business and from the perspective of working in the organization who experience the quality of a system or service and;
- the professional roles (colored in blue and green) ensuring that all stakeholder requirements relating to the experienced quality will be met.

While the (process) business analyst mainly works on the interface between those running the business and those working in the business, the (systems) business analyst mainly works on the interface between those running the business and the (IT) technology supporting the business.

More and more “user experience” centred roles (colored in green in figure 2) are entering organizations ensuring that the interface between those who work in the business and the (IT technology) supporting their jobs is leading to effectiveness and efficiency in work together with a high level of user experience.

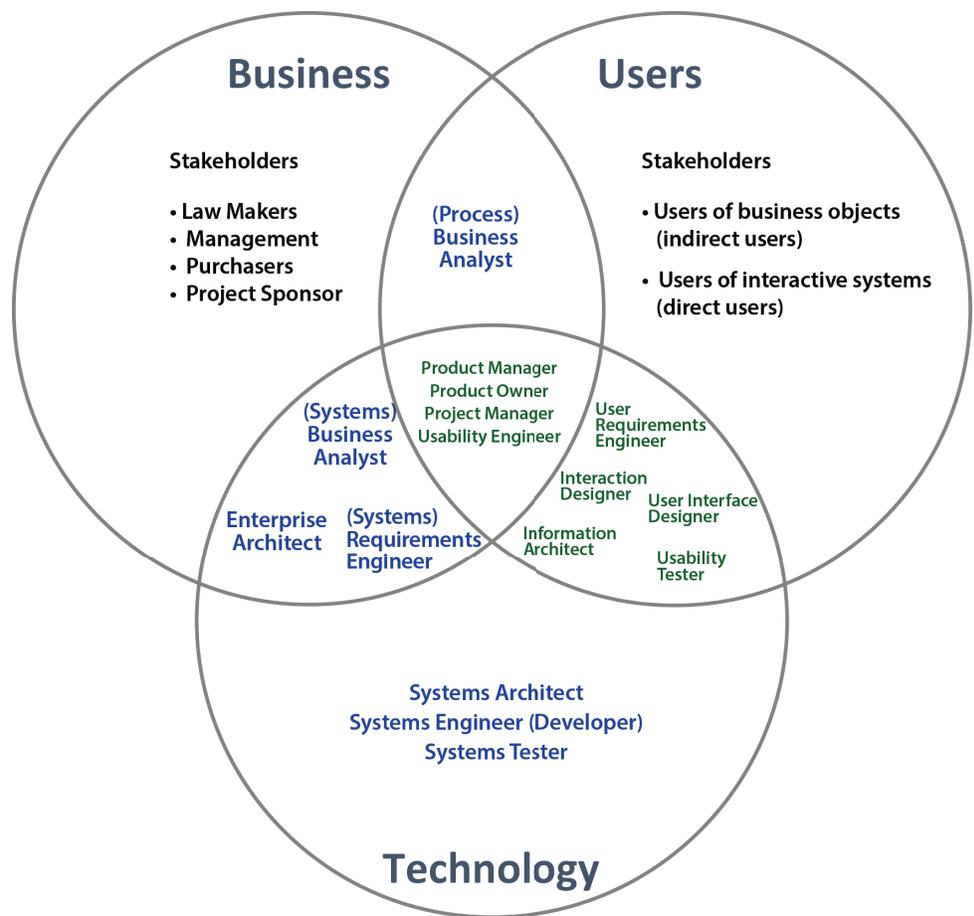


Figure 2: Stakeholders and professional roles serving the stakeholders

Table 1 below lists the roles and responsibilities of the roles included in figure 1.

<b>Professional role</b>	<b>interfaces between</b>	<b>Responsibility</b>
<b>(Process) Business Analyst</b>	Business <> Users	Ensuring that required business processes are identified and organized such that the requirements of those using the outputs of the system (business objects) are met
<b>(Systems) Business Analyst</b>	Business <> Technology	Ensuring that requirements of the business stakeholders in relation to IT-Systems are identified and available to Systems Engineering
<b>Enterprise Architect</b>	Business <> Technology	Ensuring that business strategy and IT strategy are aligned
<b>Project Manager</b>	Business <> Users <> Technology	Ensuring that the release of an IT project is completed at the target date fulfilling the set of requirements for the release
<b>Product Manager</b>	Business <> Users <> Technology	Ensuring that the road map for a specific IT system is established, maintained and implemented over time to incorporate requirements of all stakeholders over time
<b>Product Owner</b>	Business <> Users <> Technology	Ensuring that for a release of an IT project all set requirements of all stakeholders are implemented
<b>Usability / User Experience Engineer</b>	Business <> Users <> Technology	Ensuring that all activities required to establish positive user experience are applied across IT systems and IT projects
<b>User Requirements Engineer</b>	Users <> Technology	Ensuring that the requirements of the direct users of the system (user requirements) are set for the interactive system to be designed or purchased
<b>Information Architect</b>	Users <> Technology	Ensuring that information in an IT system is organized for the direct users of the system, so users find information efficiently where they expect it to be
<b>Interaction Designer</b>	Users <> Technology	Ensuring that user interaction with the IT system truly corresponds to the flow of each task supported by the system
<b>User Interface Designer</b>	Users <> Technology	Ensuring that the visual design of the user interface is professional, consistent and pleasing by applying state of the art user interface guidelines for self-descriptiveness and conformity with user expectations

<b>Professional role</b>	<b>interfaces between</b>	<b>Responsibility</b>
<b>Usability Tester</b>	Users <> Technology	Ensuring that all likely flaws and obstacles in using each IT system are identified and resolved before rollout of the system (quality assurance from the user's perspective)
<b>(Systems) Requirements Engineer</b>	Business <> Technology	Ensuring that requirements of the business stakeholders are translated into (technical) system requirements that can be implemented by systems engineering
<b>Systems Architect</b>	Technology	Ensuring that the IT architecture is suitable for the IT strategy
<b>Systems Engineer (Developer)</b>	Technology	Ensuring that the technical implementation within each IT project meets all (technical) system requirements
<b>Systems Tester</b>	Technology	Ensuring that each IT system is implemented as specified and errors in implementation are identified for elimination

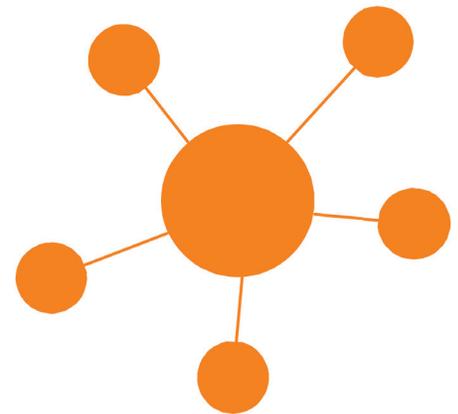
Table 1: Professional roles in organizations

## 4. What top management needs to know about “customer experience”

There is not a single “customer experience”. Much more customer experience is specific to the types of stakeholders affected by an interactive system or service.

It is important to understand that those working in the organization require a high user experience with the IT systems in the organization to get their jobs done effectively and efficiently.

Business analysts are not only the interface between the professional departments and IT (“to inform the IT”). One core role of the business analyst is to ensure the processes of those working in the business are designed suitably (professional experience) as a prerequisite to high user experience with the IT systems in the organization.



## 5. About the IIBA & UXQB Strategic Alliance

IIBA has signed a Memorandum of Understanding (MOU) with the International Usability and User Experience Qualification Board (UXQB), a consortium of international experts in usability and user experience. Through this alliance, IIBA Members will have access to UXQB content and resources related to UX customer experience.

This collaboration supports the relationship and alignment between UX Customer Experience principles and models and business analysis practices, delivering a richer context to IIBA Members seeking to create ongoing value.