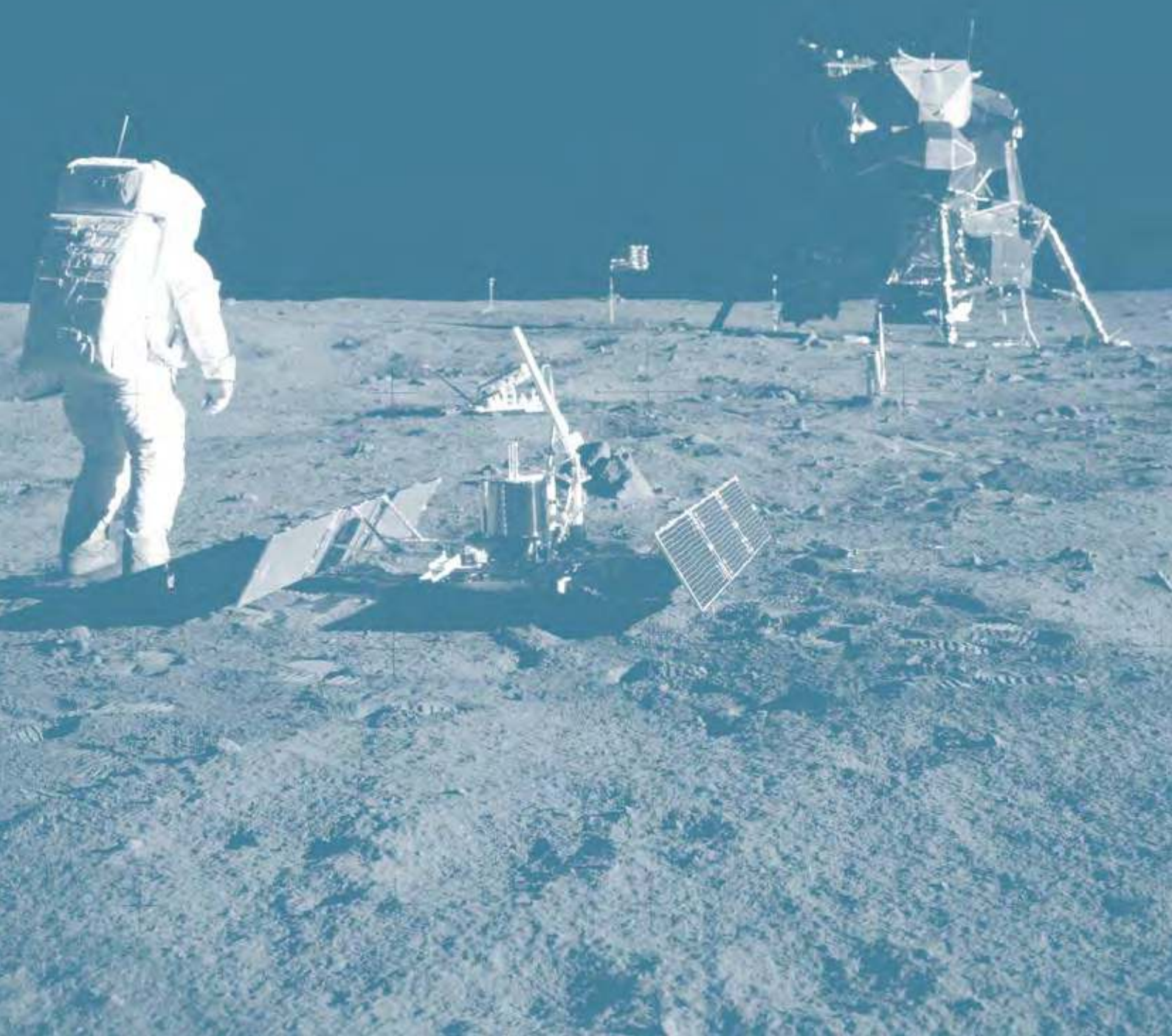TI people

3... 2... 1...
ON THE LAUNCHPAD

FROM STRATEGY
TO EXECUTION

—

The State of Employee Experience 2019

Research Report

Contents

I.
FOREWORD

Volker Jacobs

Founder and CEO of TI People

Customer Experience has become the new face of marketing, sales, and customer service. Now Employee Experience (EX) promises to redefine HR as a people-success function. There are many reasons to explore the power of employee experience in greater depth. **And we have.** Over the last two years, we have worked in co-creation with Global 2000 companies to define EX, prove its business value and understand the cross-silo nature of it (as well as the resulting ownership complexity). We've identified how to measure EX as well as how to best manage it within large organizations. **Now it's time to look back:** Which of the massive promises and concepts of EX have been adopted in large companies? **And we also must look forward.** To succeed, companies must take the path towards providing a better experience to their employees. Knowing what's next on this journey is non-negotiable, and that's what The State of Employee Experience research was designed to do. Enjoy reading!

> **To succeed, companies must take the path towards providing a better experience to their employees.**

Mark Levy

'Inventor' of EX at AirBnB

When I was asked by Brian Chesky (a co-founder at Airbnb) to reinvent HR with a focus on the employees and to scale the culture, I felt liberated and inspired. When I left the company four years later, I was so proud of what the team and I had designed in making the shift from HR to Employee Experience. To grow from 500 to 3,000 employees while maintaining low turnover and extremely high engagement was impressive. But most important was the impact this shift made; creating a world where anyone can belong anywhere, connecting our employees to the customer (both hosts and guests) and the communities in which we operated. Taking the CX playbook and applying it to our employees created an entirely new way for HR to evolve. Here we are six years later, and I could not have foreseen the impact EX would have on Airbnb, let alone how much the global business community would adopt the idea. The functions and activities are changing significantly (though the concept is still fairly undefined), and certainly, a definitive way to measure its return is needed in order to codify, justify and create a roadmap for this successful transition. **As such, the research we are sharing here is critically important to the future of work!**

> **Taking the CX playbook and applying to the employees created a whole new way for HR to evolve.**

KEY FINDINGS

The title of our 'State of Employee Experience 2019' research initiative is **3... 2... 1... On the Launchpad from Strategy to Execution**. It links nicely with this year's 50th anniversary of the original 'moonshot' - the Apollo 11 mission: With extremely high adoption rates, large companies have massively embraced the idea of employee experience as a key driver of engagement and productivity. They have started various activities to explore EX, and are preparing to build a new sub-function to manage it. Yet, the various EX activities across large companies are still somewhat blurry: Only some have defined a consistent EX strategy, and even fewer are implementing it. It is in that sense that EX resembles a moonshot.

The rocket is planned and built, pointed towards a very ambitious target, and ready to launch.

It's on the CEO agenda

Three out of four CEOs believe in the business value of EX. They are convinced that this quote from entrepreneur Richard Branson is true for their organizations: "Customers do not come first. Employees come first. If you take care of your employees, they will take care of your customers." This is more than a catchy quote: As stated in the 2019 'Statement of the Purpose of a Corporation', signed by 180 of the 193 members of 'The Business Roundtable' representing CEOs of F500 companies, CEOs are shifting their priorities 'total shareholder return' to 'customers, employees, suppliers, communities, shareholders', without hierarchy.

100 hours direct productivity per employee

EX creates a more effortless experience for managers and employees. It is giving significant time back to the business – 100 hours per employee and manager per year, on average. The total bottom-line P&L impact is 71 Million USD in a company of 20,000 employees. This direct impact accounts for only 45% of the total business value of EX.

Additional 85 Million USD indirect impact via engagement

EX creates a better experience at 'moments of truth,' those moments where the experience matters and directly improves engagement. Engagement is defined as 'discretionary effort' and 'higher intent to stay with (or join) a company'. It accounts for 55% of the total business value of EX – or 85 Million USD in bottom-line P&L impact for a company of 20,000 employees.

Central EX team of 3 FTE's

EX is a different way of working: Journey owners, managers, and local HR teams are looking at what they do through the lens of the employee. It is not adding incremental workload to either of these teams. What is needed is a central team to facilitate EX, with a capacity of three full time employees for the average 20,000-employee company and an annual workload increase of 12%.

III.
THE SURVEY

TI People has designed the research layout in partnership with The HR Congress (the leading HR innovation event) and myHRfuture (the leading HR capability-building platform), supported by Mark Levy (the inventor of EX as Chief Human Resources Officer of Airbnb), Jonathan Ferrar and David Green (both directors of Insight222). The research layout is consistent with Professors John Boudreau and others who have called for more systematic research on the important concept of employee experience. It was created in collaboration with the following companies:

Abbott, Affinity, Allianz, Arla, BASF, Bayer, Beiersdorf, Bertelsmann, BMW, Boehringer Ingelheim, Bosch, Capgemini, Cisco, Citrix, Deutsche Bank, Deutsche Bahn, Dolby, E.ON, Evonik, Grundfos, ING, KBC, Leoni, Roche, Schlumberger, Solvay, SwissRe, Tetrapak, and Zalando.

As part of the research, an HR practitioner survey was open from May 1st to June 30th, 2019. Of the collected data, data sets from HR practitioners of large, international companies with more than 1,000 employees from all parts of the world were used. The total number of companies involved was 507. The average company size is 20,000. To analyze the impact of company size on EX, we defined three size clusters: L (1k-10k employees), XL (10-30k) and XXL (> 30k). Results are shown per size cluster wherever size had an impact. The HR practitioner survey results were complemented by interview findings and quotes from senior executives, and by solutions co-created over the past two years by the companies named above. Specifically, the business value model of EX, the role model for EX, the definitions of 'moments of truth' and 'effortless moments' and the scope of EX for HR functions were used to inform this research report.

Companies by size
(n = 507)

XXL

28%
(> 30k employees)

L

26%
(10k – 30k employees)

XL

47%
(1k – 10k employees)
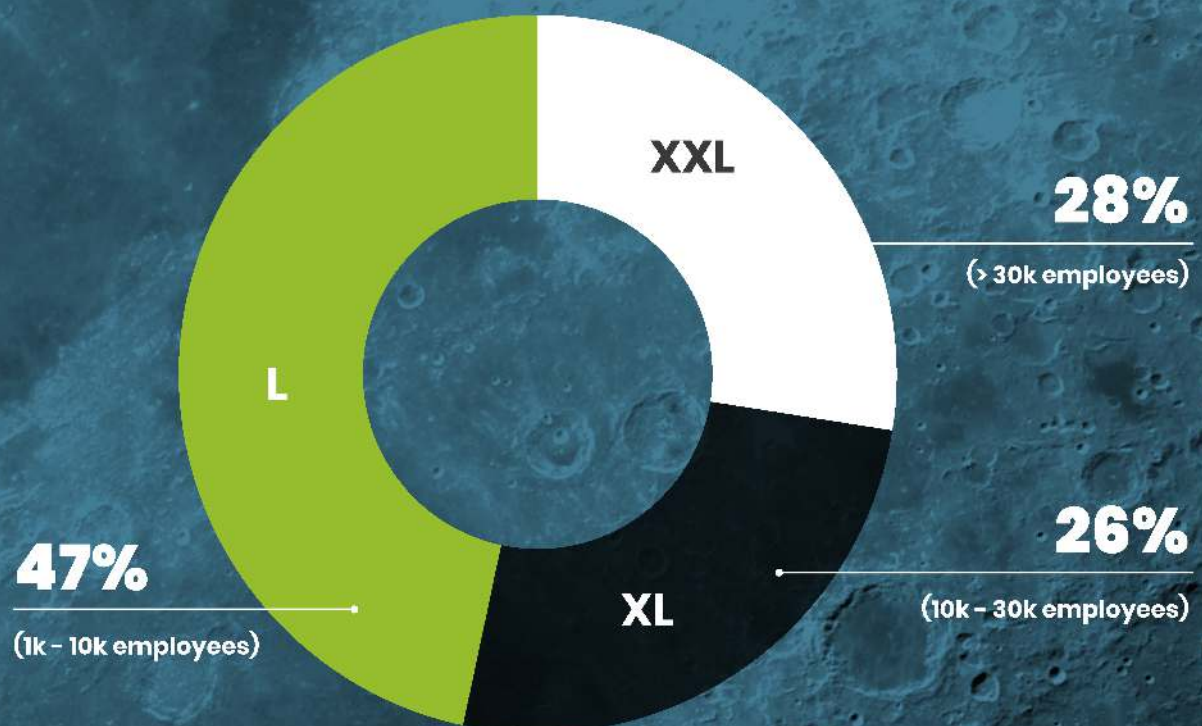
IV.
THE CEO JOURNEY TOWARDS TALENT

Nobel economist Milton Friedman's quote "There is one and only one social responsibility of business, and that is to … increase its profits" coined top managers' priorities for many years. TSR – 'total shareholder return' – was their No. 1 key performance indicator. With industry icons like Jack Welch promoting the concept and global key CEO influencers like McKinsey on board, an entire manager generation was trained to center their efforts around TSR. That 'TSR-only' perspective changed dramatically: With new technology and the rise of platform companies like Amazon, Google, Netflix, Spotify and others, 'customer experience' (CX) became the key differentiator for companies, seemingly overnight.

The concept of always-on, effortless and instant gratification created by these new platform companies was powerful enough to disrupt entire industries. With CX and the move to agile platform businesses came the fourth industrial revolution, requiring digital, agile skills and an entire new world of work. Consequently, talent and its engagement, attraction, and retention are the key differentiators for the company and EX is a new focus for CEOs. Richard Branson has been quoted as saying: *"Customers do not come first. Employees come first. If you take care of your employees, they will take care of your customers."* Three out of four CEOs agree, and nine out of ten would give facilitation and management of EX to the CHRO.

In search of a new purpose for corporations

In 1997, the influential *'Business Roundtable'* (BRT), an association representing the CEOs of America's biggest companies, enshrined Total Shareholder Return in a formal statement of corporate purpose: 'The paramount duty of management and of boards of directors is to the corporation's stockholders.'

This year, they declared the end of shareholder primacy in their landmark 'Statement on the Purpose of a Corporation'. It was signed by 181 of the 193 members. In 300 words, the BRT commits to creating value for customers, investing in employees, fostering diversity and inclusion, dealing fairly and ethically with suppliers, supporting the communities in which they work, and protecting the environment, besides generating long-term value for shareholders.

Customers do not come first. Employees come first. If you take care of your employees, they will take care of your customers.

/ Richard Branson

75%
Agree

13%
Neutral

12%
Disagree
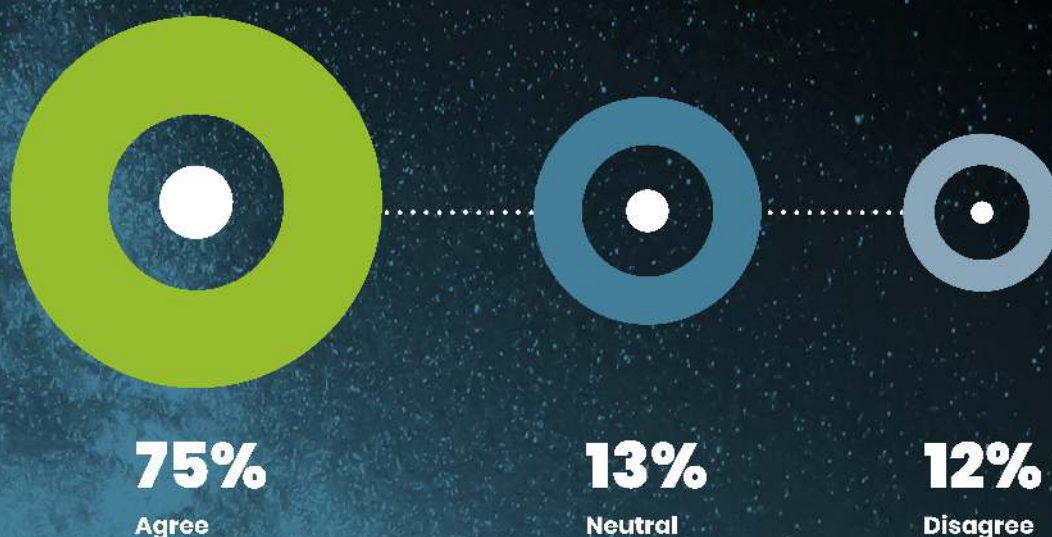
Who should own EX in your organization?

90%

HR

Others

IV.
CEOs care about EX

The talent-driven CEO wants the board to focus on two forms of 'TSR': not just total shareholder return, but also talent, strategy, and risk.

Dominic Barton, Dennis Carey, Ram Charan
in 'Talent Wins'

The way your employees feel is the way your customers will feel. And if your employees don't feel valued, neither will your customers.

Harold Schultz, founder and former
CEO of Starbucks

People allocation is as powerful as financial allocation.

Greg Case, Aon CEO

Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."

Anne XL. Mulcahy - former CEO of Xerox

To win in the marketplace you must first win in the workplace.

Doug Conant,
CEO of Campbell's Soup

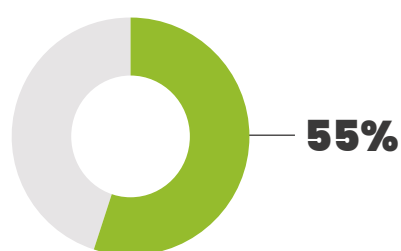**Employee experience is the connecting force behind our employment value proposition and our customer value proposition.**
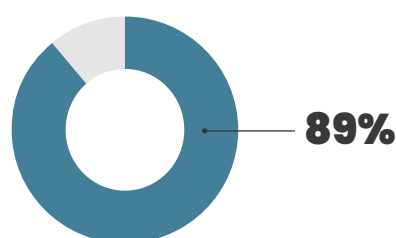
CEO of a F500 bank
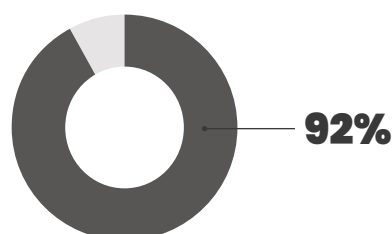
V.
GROWING CHRO RESPONSIBILITY

EX is a declared 2019 priority for the CHRO

55%

EX in 2019 is more important than it was in 2017

89%

EX in 2021 will be more important than it is in 2019

92%

With three out of four CEOs being a 'fan' of employee experience and nine out of ten seeing the facilitation and management role for EX in HR, EX is clearly becoming a priority for the CHRO: Of our surveyed CHROs, 55% have made EX a 'declared priority' for 2019, and 89% agree that EX is more important now than it was in 2017. Even more (92%) agree that the importance of EX will grow between now and 2021. These EX adoption rates are largely the same across company sizes and regions, with a small caveat: XXL companies (> 30,000 employees) seem to have adopted the concept of EX a little bit earlier. Compared to L and XL companies, slightly more XXL companies (95% vs. 89%) agree that EX in 2019 is more important than it was in 2017 and slightly fewer (89% vs. 92%) agree that it will be more important in 2021.
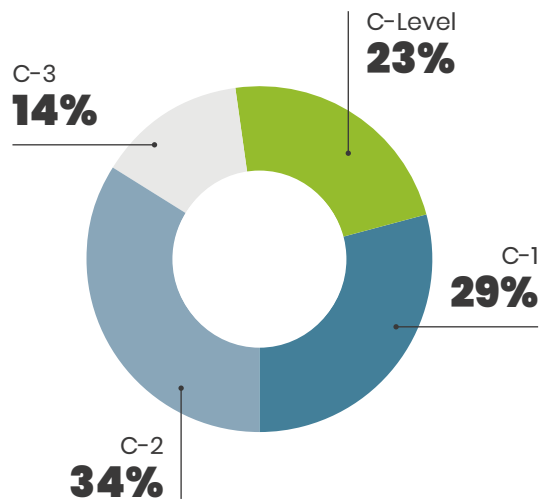
Agreement rates per company size

XXL	**95%**
Average	**89%**

More important than in 2017

XXL	**89%**
Average	**92%**

More important in 2021

Level of Head of EX
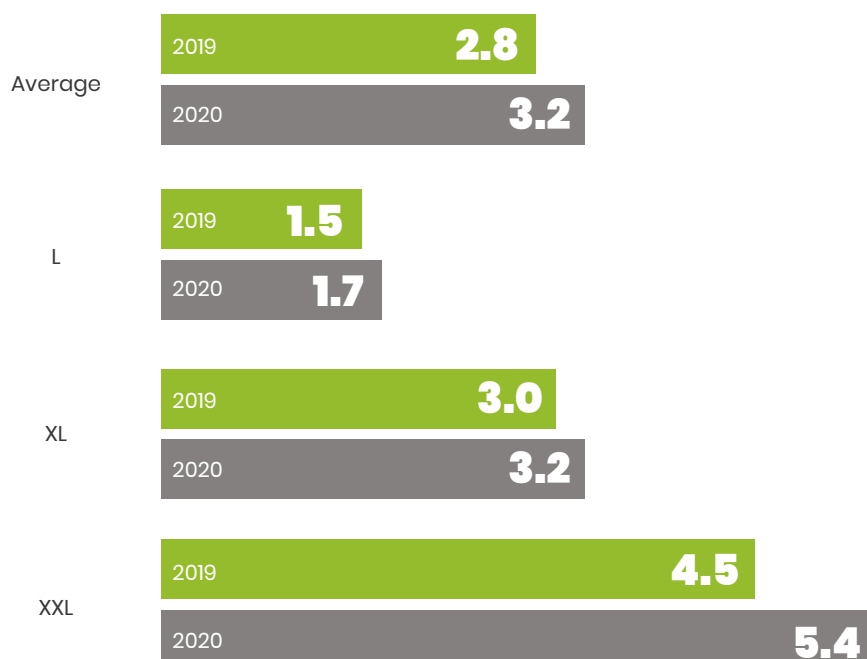
C-3
14%

C-Level
23%

C-1
29%

C-2
34%

With these growing responsibilities, EX might become the next sub-function of HR, just like Analytics did five years ago. Companies are installing a central EX team, the size of which depends on the company size. The average team size across all company size clusters is 2.8 FTE, and in XXL companies (> 30k employees) the average team size goes up to 4.5 FTE. EX team size will grow by 13% on average, in XXL companies by 21%, so that in 2020 team sizes will be 3.1 FTE (average) and 5.4 FTE (XXL). Most often, the Head of EX reports to a direct report of the CHRO (34% of surveyed companies) or is a direct report of the CHRO (29%).

Size of central EX teams
(FTE, per company size, 2019 vs 2020)

Average
2019 **2.8**
2020 **3.2**

L
2019 **1.5**
2020 **1.7**

XL
2019 **3.0**
2020 **3.2**

XXL
2019 **4.5**
2020 **5.4**

V.
EXCURSUS:
CHRO RESPONSIBILITY SPECIFIED

With the growing responsibility of the CHRO for EX comes the need to define the EX space for the HR function. This creates a dilemma: If the CHRO's focus is on the HR function's own part of EX - the 'customer experience of HR' if you will - he or she might fail to deliver the business impact the CEO is expecting. On the other hand, if the CHRO tries to own all aspects of EX – the sum of all experiences an employee (or manager, candidate, freelancer, alumnus) is having with the organization – this might be too big a challenge, as EX often sits with other support functions and the business. In co-creation with 30 companies, we have defined the ideal space for the CHRO to manage: It is a set of 12 employee journeys and five manager journeys, with a total of 285 touchpoints. Of these, 171 are owned by HR. Yet of the 36 most critical touchpoints, only one is owned by HR.

The CHRO Scope of EX

Employee journeys

- I join the company
- I onboard
- I grow my skills
- I define my objectives
- I review my performance
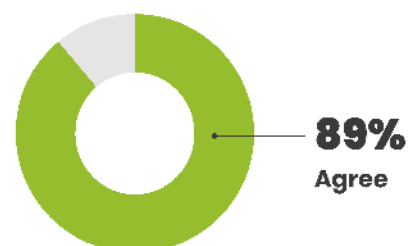- I change roles

- I change location
- I leave
- I face a life event
- I seek information
- I request approval
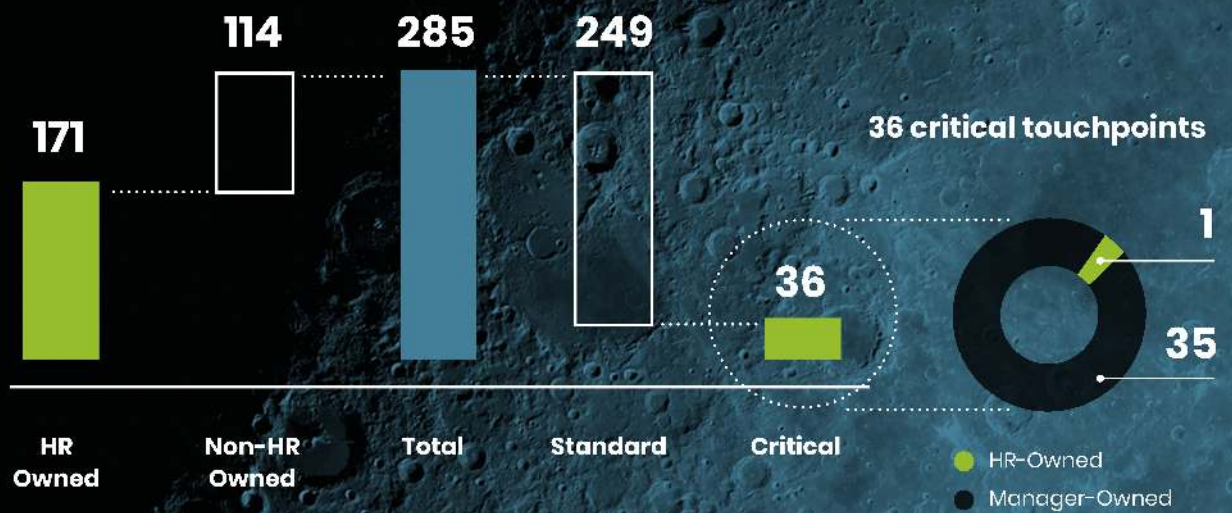- I change my data

Manager journeys

- I plan my team
- I hire for my team
- I set objectives
- I manage performance
- I resolve team issues
- I restructure my team

Summing up, for CHROs to effectively facilitate and manage EX, the scope is the employee and manager journeys for which HR is accountable. Within these, the most EX-critical pieces are owned by line managers. What does this mean? For HR to fulfill its role of an EX facilitator and manager, it has to find ways to involve and engage the line managers from the business as owners of the most critical pieces of EX. HR practitioners share this view: 89% agree that EX cuts across internal 'silos' of HR and other support functions.

EX cuts across internal 'silos' of HR and other support functions

89%
Agree

Ownership of EX touchpoints

171	114	285	249	36	

36 critical touchpoints

1

35

| HR Owned	Non-HR Owned	Total	Standard	Critical

● HR-Owned
● Manager-Owned

VI.
TOO GOOD TO BE IGNORED

Now that CHROs have assumed the responsibility to manage and facilitate the employee experience, they need to set their expectation level for EX. The theoretical model for the business value of EX was co-created with HR leadership teams of large companies over the last two years. In short, EX has two primary levers to impact business value: engagement and effortlessness.

Engagement

Improve the experience at 'moments of truth' – defined as 'highly emotionally loaded moments with disproportionate impact on engagement' – and engagement will improve. An increase in engagement – defined as 'discretionary effort and a higher intent to stay with a company' – will improve work productivity (discretionary effort), retention (intent to stay) and attraction. Engagement accounts for 55% of the total business value of EX.

ACT

DESIGN

Measure

SHARE
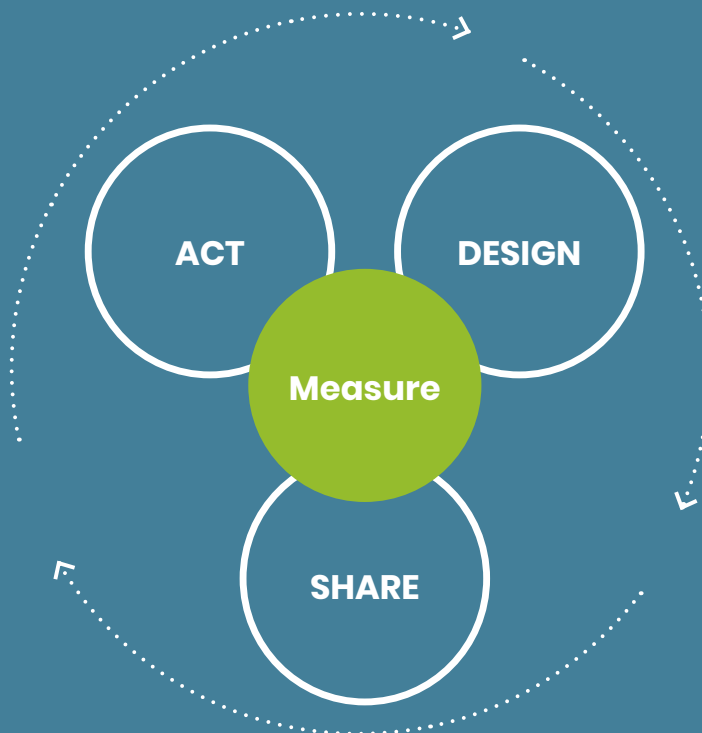
Effortlessness

EX creates a more effortless experience for managers and employees, thereby reducing their and support functions' time spent on company-internal services (for example, HR), but also facilities, IT, etc. By giving time back to managers and employees, work productivity increases. By saving support functions' staff time, the cost of these functions goes down. And with new IT systems being built for an effortless end-to-end experience, end-user adoption by managers and employees will go up – which mitigates the risk of introducing new, cloud-based IT systems and brings technology cost down. Effortlessness accounts for 45% of the total business value of EX.

Business value of EX
(by lever)

45%
Engagement

55%
Effortlessness
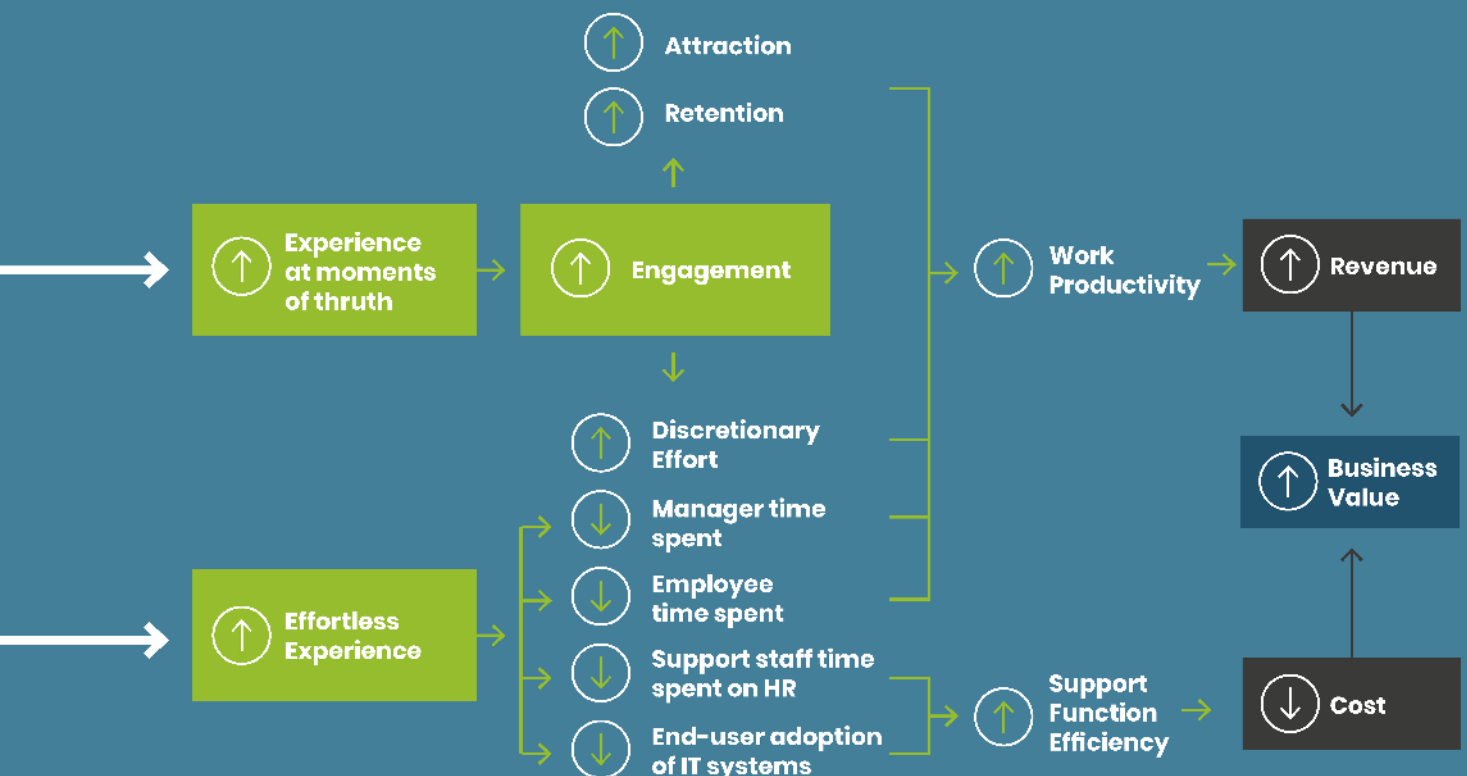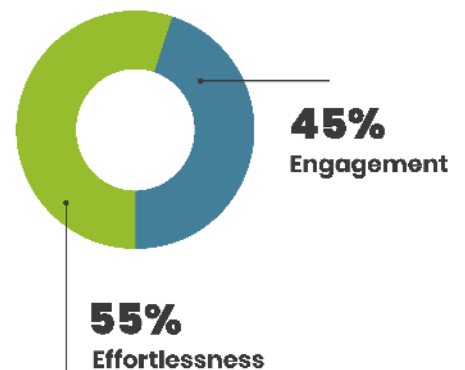
VI.
Making employee experiences more effortless pays off

The direct impact of EX on business value is through a more effortless experience for managers and employees. It accounts for 45% of the total business value. Effortlessness is created by simplifying the performance management process for managers and by reducing the complexity of internal services (e.g., the number of approvals for requests, the key-cards you need to get from building A to B, the process for submitting feedback on your peers).

The potential is high: Managers can save 8.7 hours on average, and employees an average of 7.7 hours – per month! That is a total of 100 hours per individual per year! Using Eurostat data for the EU, and United States Bureau of Labor Statistics data for the U.S., the average loaded cost per employee across all industries is 32.44 USD per hour, for managers 71.25 USD. Assuming the average span of control of all Organization for Economic Cooperation and Development (OECD) countries of 1:10, the average company of 20,000 employees has the potential to save 71 Million USD per year through EX delivering a more effortless experience.
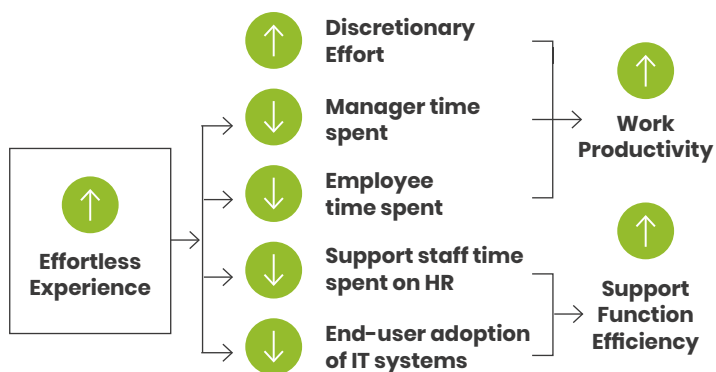
EX for Effortlessness: 71 Million USD savings per year
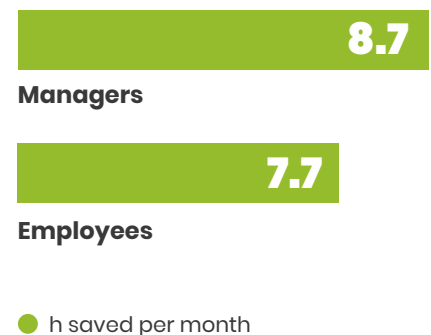### (20,000-employee company)

7.7 hours per month x 32.44 USD per hour x 12 months = 2,997 USD per employee per year

8.7 hours per month x 71.25 USD per hour x 12 months = 7,438 USD per manager per year

Effortlessness within EX business value tree

A more effortless experience through EX will give time back to managers and employees

VI.
Boosting employee engagement through EX pays off

The incremental indirect impact of EX on business value is through engagement, accounting for 55% of the total business value of EX. By providing a thoughtful experience at 'moments of truth', you will increase employee engagement – defined in this survey as 'discretionary effort' and 'higher intent to stay with the company'. Increased discretionary effort leads to work productivity. The higher intent to stay with the company leads to higher retention. And applied in recruitment and the candidate experience, the same mechanism works for 'attraction'. With that, EX at moments of truth leads to higher work productivity, retention and attraction. With agreement rates of 75%, HR practitioners buy in to this business value logic. And in more general terms, they agree to the fact that where engagement is the result, EX is the cause. In other words, **EX is a way to make engagement manageable.**

If this indirect engagement accounts for 55% of the total EX, this is a total value of 85 Million USD per year for our 20,000-employee sample company.

Sample set of 6 of the 23 defined 'moments of truth'

1. I interview with the company

5. I first experience my physical workspace

9. I receive feedback from my manager after 1 month

10. My vacation request is disapproved

16. I identify future skills needed

17. I contact a potential mentor

EX for Engagement:85 Million USD savings per year
(20,000-employee company)

Engagement within EX business value tree
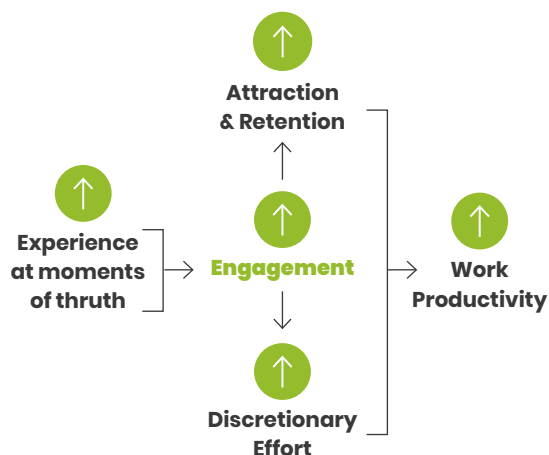
EX delivers higher engagement, and by it business value via work productivity, retention, and attraction.
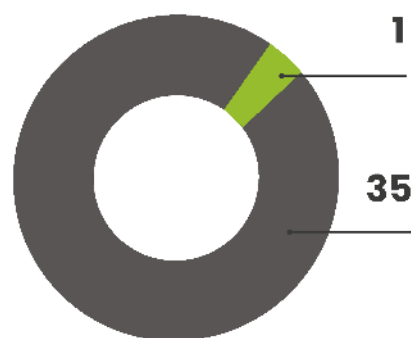
75%

Engagement is the result, EX is the cause

87%

VI.

Excursus: Changing manager behavior, with impact on mindset and culture

## 36 critical touchpoints

1 HR-Owned
35 Manager-Owned

● HR-Owned
● Manager-Owned

A common challenge expressed by many HR teams is this: Managers are responsible for a major portion of the employee experience. Therefore, we need a change in managers' mindsets before we can manage EX successfully. And as that mindset change is far beyond reach for HR (at least in the short term), employee experience management may fail.

The initial statement is confirmed by our research: Of the 'moments of truth' – the most critical touchpoints of employees with a company – 95% are owned by managers. However the conclusion – 'we can't change the mindset of managers' – is wrong.

In fact, it is the opposite. We are following one of the lines of thought of Herminia Ibarra's work on leadership: Her 'outsight principle' proves the traditional model wrong, by which one would need to think differently ('mindset change') to act differently. The way it really works is that acting differently ('change what you do') really changes our thinking ('change the way you think'). In our EX playbook, we are focusing on experiences that happen at touchpoints. The most important ones are owned by managers. Instead of waiting for them to change their mindset, we are measuring good or bad experiences at touchpoint levels. And that visibility will incur the *change of behaviors of managers at touchpoints.*

The simplified message is this: Yes, it's indeed hard to change culture or mindset. So instead, let's start to change behaviors. Over time, this will change mindset and culture.

ACT

ACT
Change what
you do

The way it really works

→

THINK
Change the way
you think

←

Traditional model
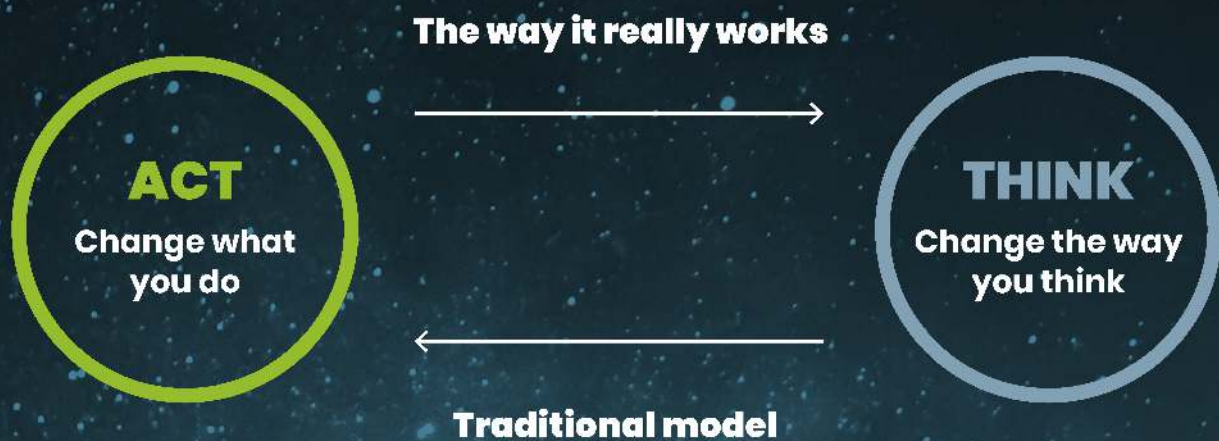
Source: The Outsight Principle, Herminia Ibarra

VII.
THE EX STRATEGY-TO-EXECUTION GAP

As we have seen, EX is a fast-growing strategic priority for CHROs and will continue to be: It's already a declared priority for the majority of large companies, with undisputed growth between 2017 and 2021 and agreement rates of around 90%.

Yet to bring this strategic priority to life, two mandatory ingredients are missing for most companies: A roadmap to implement EX as a concept within the organization, and fluency of HR leadership teams to adopt, explain and promote EX in their departments. Only 14% of all large organizations have a roadmap in place, and only 17% feel that their HR leaders can explain EX and its business value. This is the 'strategy-to-execution gap' that gave The State of Employee Experience 2019 its name: **3... 2... 1... On the Launchpad from Strategy to Execution.**

This strategy-to-execution gap comes with an interesting aspect regarding company sizes. While XXL companies are ahead of the L and XL companies in defining a roadmap (20% compared to 9% or 15%), they are lagging behind in the HR team's ability to grasp EX (13% compared to 21% or 15%). The conclusion: As XXL companies have adopted EX earlier than the L and XL companies *(see Chapter V. Growing CHRO Responsibility)*, often their roadmaps are already in place in 2019, while L and XL companies are just building EX in to their 2020 budgets. At the same time, the change management aspect to align the HR teams behind EX seems to be much more challenging and time consuming for XXL companies.

**3... 2... 1...
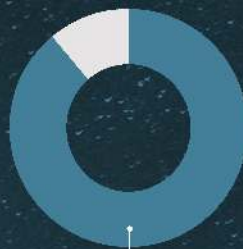On the Launchpad
from Strategy
to Execution.**

High strategic priority
for HR teams ...

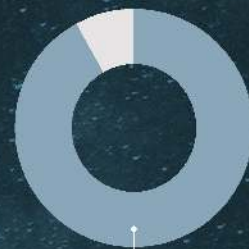**EX is a declared 2019 priority for the CHRO**

55%

EX in 2019 is more important than it was in 2017

89%

EX in 2021 will be more important than it is in 2019

92%

... with lagging readiness
to implement

EX roadmap is in place
(by size cluster)

Average	14%
L	9%
XL	15%
XXL	20%

HR leaders can explain business value of EX
(by size cluster)

Average	17%
L	21%
XL	15%
XXL	13%

VIII.
CLOSING THE EX EXECUTION GAP

Most companies are approaching EX from three independent angles: employee listening, design thinking & journey mapping, and transforming the HR operating model. They all come with compelling promises: Hearing more feedback will give better experiences. With design thinking we will create great experiences. And with a new operating model that is based on end-user owned technology and apps we will deliver better EX for less money. In reality though, these promises often remain unfulfilled: EX is still manager-dependent, journey maps stall and do not lead to action, and new tools are not adopted by managers and employees.

While there is nothing wrong with the three standard approaches to EX, to close the EX execution gap we need to integrate them with a continuous improvement effort. Successful EX is a simple, self-sustaining, locally driven system: Iterative EX design is fueled by experience KPIs, frontline HR teams drive their day-to-day through experience KPIs, and EX manages both 'high touch' (human) and 'high-tech' interactions. The model used to set EX up that way is 'design / share / measure / act' – continuous improvement centered around measurement.

**Successful EX is a simple, self-sustaining, locally driven system.**

Design

To be able to improve the experience with HR 'products', a company needs to be able to (re-) design these products in a customer-centric, experimental and iterative way.

Share

In large organizations it is crucial to share good design solutions at touchpoint and journey levels across the various business units, regions, and divisions. And because the ownership of employee experience is distributed across the various 'silos' within HR, other support functions and line managers, the responsibility for EX design is shared across these silos.

DESIGN

ACT

MEASURE

SHARE
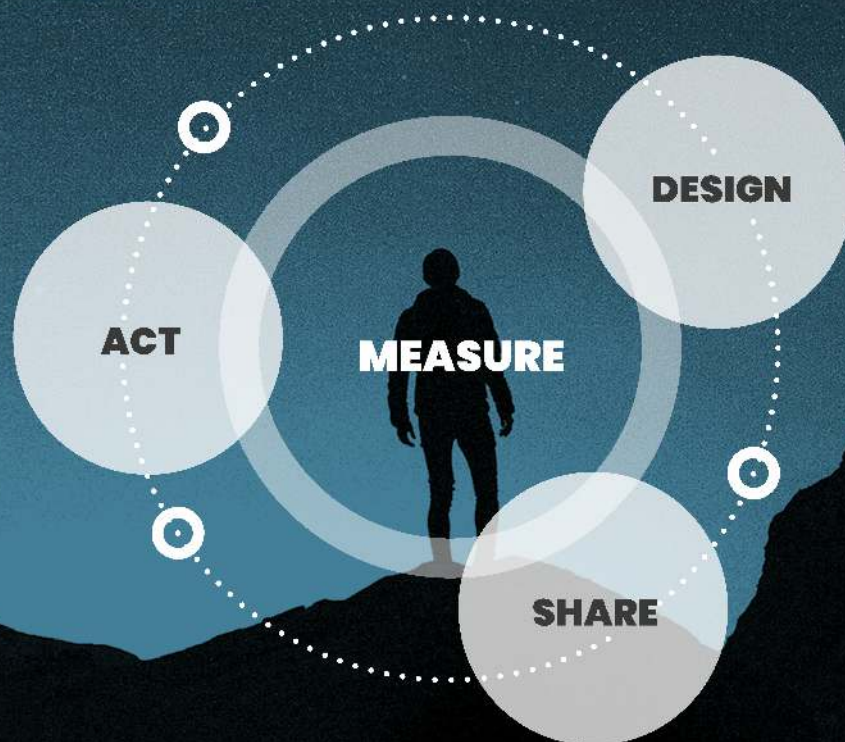
Measure

What you can't measure, you can't manage. Thus, 'measure' is a central part of EX management. It helps to prioritize activities and budgets. And it is a strong change driver, as it creates a burning platform to act and to change behaviors at touchpoint levels. It also makes EX efforts credible, as measurement proves improvement. To measure effectively, it is crucial to measure EX at both the journey and touchpoint level.

Act

Ideally, with *design*, *share*, and *measure* in place, *acting* becomes a resulting reality, one that is performed at local levels, with minor central intervention – a self-sustaining continuous improvement system.

A proven standard approach to closing the EX execution gap is to implement the design / share / measure / act model in three stages.

In foundations, alignment of the HR leadership comes first. HRLTs align on the principles of EX, an EX roadmap, a framework of HR journeys and personas representing employee types. Within that alignment process, a Head of EX – often starting with a project responsibility – and a team are put in place.

The first action item on the EX roadmap is a 'Proof of Concept' to test the EX principles and their business value for a scope of one to three journeys in one or two regions or business units. Within this scope, EX is measured at touchpoint and journey levels, bad experiences are redesigned and an EX measurement concept and operating model are defined.

After HRLT approval of the PoC, EX is run at scale: Journey and touchpoint owners, facilitated by a central EX team, are managing EX. No incremental effort beyond the central EX team is required, as journey and touchpoint owners just do their day job, which would include continuous improvement already. With EX, this continuous improvement is now directed towards a better employee experience, based on (benchmarked) EX KPIs.

A proven standard approach to closing the EX execution gap is to implement the design / share / measure / act model in three stages.

3 stages of implementing EX

EX Foundations	EX Proof of Concept	EX at Scale
6 – 12 weeks	3 – 4 months	ongoing

What to deliver?

• Alignment of leadership team	• EX measurement (PoC)	• Board-level KPI (EXI©)
• EX roadmap	• EX re-design (PoC)	• Role-specific EX dashboards
• Journey & persona frame	• EX measurement concept	• Journey & touchpoint owners
• Central EX team	• EX operating model	• EX platform

IX.
THE EMPLOYEE EXPERIENCE INDEX EXI©

The 2019 State of Employee Experience was entitled '3... 2... 1... On the Launchpad from Strategy to Execution'. We have shown that large organizations are embracing the concept and business value, while some clarity on an EX roadmap and change management are still missing. To provide that clarity, a common goal, and roadmap, we have built the 'Employee Experience Index' (EXI©). The EXI score is a board-level KPI and a leading indicator of your organization's ability to provide sustained business value through actively managing the employee experience (EX). It measures EX impact based on TI People's proprietary EX data model, its defined 'moments of truth' and 'effortless moments'. As such, the EXI complements operational performance KPIs like McKinsey's Organizational Health Index (OHI).

With the EXI, companies can measure and manage EX at scale in large organizations while focusing on the few aspects of EX that yield the highest ROI. This enables them to provide a more effortless experience and to improve employee engagement by changing the behavior of managers at touchpoints.

Basically, the EXI is three things:

What?

EXI is a validated, benchmarked KPI to measure EX
It is a composite index of EX measured at a limited set of 36 critical touchpoints of an employee ('moments of truth' and 'effortless moments'). Measurement is done via one-click online surveys sent to one population of approximately 1,000 to 2,000 employees (depending on company size). Continuous measurement is the ambition, but requires system integration; therefore annual (or quarterly) measurement is possible as well.

Why?

EXI is a systematic explanation of good and bad EX in an organization
EX is explained by **'solution blueprints' to manage EX** and by the **company's maturity in managing EX**. It is contextualized by annual senior stakeholder interviews and can optionally be correlated with the company's business results.

How?

EXI is a network of journey owners co-creating solution blueprints for a better EX
EX co-creation takes place in separate networks for operations, talent and learning, and recruiting and onboarding.

THE EMPLOYEE
EXPERIENCE INDEX

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Launch your moon shot

Share this report with your Head of EX
and the entire HR leadership team
to start closing the EX execution gap.

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For more, please visit

www.ti-people.com/State-of-EX

TIpeople

Employee experience **data and solutions to change the design** of employee journeys and touchpoints, the **behavior** of people owning these touchpoints, and the way **technology** supports them.