

Beyond User Experience: A Governance Framework for Experience Ecosystem in Multi-Stakeholder Digital Enterprises

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Abstract

The increasing complexity of digital enterprises has challenged traditional notions of User Experience (UX), which have historically focused on interactions between users and digital interfaces. Contemporary organizations operate as interconnected ecosystems involving customers, employees, vendors, partners, automated systems, analytics platforms, and executive decision-makers. Consequently, experience quality emerges not from isolated touch points but from interactions occurring across an entire organizational ecosystem.

This paper proposes the Experience Ecosystem Governance Framework (EEGF), a conceptual framework designed to understand, design, and govern experience across multi-stakeholder digital enterprises. Drawing upon literature from User Experience Design, Service Design, Service Ecosystem Theory, Systems Thinking, and Digital Transformation, the framework identifies eight interconnected layers influencing experience outcomes: Experience, Platform, Service, Operations, Intelligence, Analytics, Governance, and Strategy. The paper argues that experience should be viewed as an enterprise-wide capability rather than a property of individual interfaces. Through the example of Amazon's interconnected ecosystem, the framework demonstrates how experience is co-created through interactions among multiple stakeholders, technologies, processes, and decision-making systems. The proposed framework contributes to the growing discourse on ecosystem-oriented experience design and provides a foundation for future empirical research on experience governance in digital enterprises.

Keywords: User Experience, Experience Ecosystems, Service Design, Digital Transformation, Systems Thinking, Experience Governance, Enterprise Design, Multi-Stakeholder Systems

1.Introduction

The rapid enterprise digitization challenges to the traditional perspectives of User Experience (UX). UX research was traditionally concerned with users interacting with digital interfaces, with a focus on usability, accessibility and user satisfaction. But, today's organizations are interconnected ecosystems of customers, employees, vendors, partners, operational processes, analytics systems, governance mechanisms and strategic decision-making structures.

Examples include retail ecosystems, healthcare ecosystems, universities, fin-tech platforms, smart-city infrastructures, etc. They show that the experience outcomes result from interactions occurring at multiple organizational levels, not at isolated digital touch points. Organizations need to adopt a broader approach so that they will be in a better position to understand and govern their experience across entire ecosystems.

In this article, we present the Experience Ecosystem Governance Framework (EEGF), a conceptual framework that goes beyond the traditional UX views at the interface level to make experience an enterprise-wide organizational capability. The framework is informed by the literature on User Experience, Service Design, Service Ecosystem Theory, Systems Thinking, Customer Experience, Employee Experience and Digital Transformation and provides a holistic perspective to understand experience governance in multi stakeholder digital enterprises.

1. Related Works

User experience research has undergone a significant change from usability-oriented perspectives to wider concepts of human interaction with products, services and technologies (Norman, 2013; Hassenzahl & Tractinsky, 2006). ISO 9241-210:2019 (2019) defines UX as a person's perceptions and responses resulting from the use or anticipated use of a product, system or service. Likewise, Customer Experience (CX) research suggests that experience is created through a combination of cognitive, emotional, social and contextual interactions throughout customer journeys and organizational touch points (Becker & Jaakkola, 2020). Customer journeys are becoming increasingly multi-channel and multi-touch point, requiring organizations to manage experiences holistically, rather than in silos, across individual interactions (Lemon & Verhoef, 2016).

Beyond individual interactions, Service Design literature stresses the strategic alignment of various touch points throughout organizational frameworks and customer journeys (Stickdorn et

al., 2018). This aligns with Service Ecosystem Theory, which frames value creation as a dynamic, collective process driven by multiple network actors (Vargo & Lusch, 2016; Vink et al., 2021). The value co-creation literature further emphasizes the importance of interactions between customers, organizations and other stakeholders in shaping experience outcomes across service systems (Payne A. F. et al., 2008).

Systems Thinking also indicates that the outputs of organizations are the result of interactions between interdependent elements instead of autonomous entities (Senge, 2006). At the same time, Digital Transformation research highlights the increased interconnectedness of technologies, data, platforms, and organizational capabilities in the way organizations do business today (Vial, 2019; Verhoef et al., 2021).

Despite these valuable insights, the current research remains fragmented. Few studies specifically discuss how experiences can be structured across interconnected stakeholders, platforms, services, operations, analytics systems, governance structures and strategic decision making mechanisms in digital enterprises. Digital ecosystems are increasingly composed of inter-connected actors working in complex networks crossing the traditional organizational boundaries (Jacobides MG et al., 2018).

2. Research Approach

The study is conceptual in nature. Insights were synthesized from literature in User Experience, Service Design, Service Ecosystem Theory, Systems Thinking, Customer Experience, Employee Experience, Experience Management, Platform Ecosystems and Digital Transformation.

Recurring concepts identified across these streams of literature were grouped and formed higher-order themes related to stakeholder interactions, platforms, services, operations, intelligence systems, analytics capabilities, governance mechanisms and strategic decision-making processes. These themes later informed the development of the Experience Ecosystem Governance Framework (EEGF).

The framework is meant as a conceptual contribution and has not yet been empirically validated. Illustrative examples from digital enterprises are thus used to show applicability.

3. Experience Ecosystem Governance Framework (EEGF)

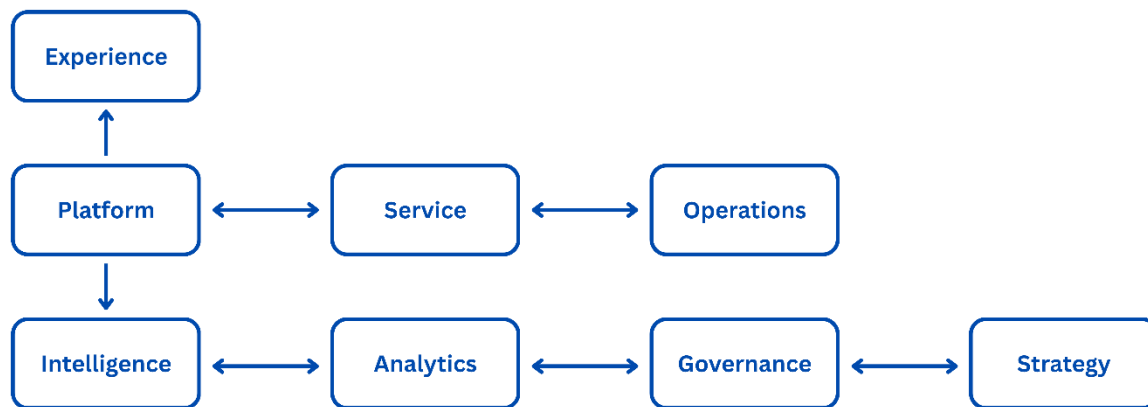


Figure 1: Experience Ecosystem Governance Framework (EEGF): Proposed relationships among the eight governance layers.

Table 1: Eight layers of EEGF.

Layer	Purpose
Experience	Stakeholder interactions and outcomes
Platform	Digital environments enabling interactions
Service	Value creation mechanisms
Operations	Organizational execution processes
Intelligence	Knowledge generation and insights
Analytics	Performance measurement and monitoring
Governance	Policies, controls, and oversight
Strategy	Long-term organizational direction

- Experience Layer represents the different stakeholders in the ecosystem like customers, employees, vendors, partners, and administrators. The interaction of these stakeholders generates experience outcomes.
- Platform Layer is the digital and physical channels of engagement for stakeholders in the ecosystem. Examples include portals, support systems, mobile applications and websites.

- Service Layer: delivers the value across the ecosystem. Services are the primary way organizations create and exchange value with their stakeholders.
- Operations Layer includes of workflows, logistics, coordination activities, and operational execution. Organizational processes that support service delivery.
- Intelligence Layer refers to intelligent technologies that enable automation, prediction, personalization and decision-making. Recent advances in AI-driven systems are influencing the design and delivery of experiences across digital ecosystems (Xu, 2024).
- Analytics Layer refers to the measurement and monitoring capabilities of the ecosystem. Analytics turns operational and experience data into actionable insights which support decision-making and continuous improvement (Holmlund M. et al., 2020).
- Governance Layer involves policies, standards, controls and compliance mechanisms that steer ecosystem behavior and guarantee consistency and accountability.
- Strategy Layer is the long-term direction of the organization. Strategic decisions impact the future evolution of the ecosystem, investments and experience results.

4. Illustrative Application

A good example to understand experience ecosystems is Amazon. The customer's experience is shaped by the interactions between the vendor, logistics system, customer support team, analytics platform, governance mechanism and the strategic decision-maker, not to mention the interface used to place an order. Now, consider a customer who buys a pair of shoes and later returns the product because of sizing issues.

- The customer starts a return on Amazon platform and anticipates a simple, transparent and efficient process.
- The seller can see the return in the vendor dashboard and check return rates to identify potential product issues.
- The returned product is processed by logistics and warehouse, dealing with inventory, refunds, and reverse logistics activities.
- Collect and analyze return data to identify trends like common sizing complaints, product defects, or quality issues.

- Rules and policies are set to determine who can receive a refund, the return period, compliance standards, and how disputes are resolved.
- Return trend insights can affect decisions for future business, supplier evaluations, product recommendations and inventory planning.

This is an example of how experience outcomes are not the result of a single user interface, but of interactions across multiple layers in the organization. EEGF provides a holistic view to understand these interrelated relationships in digital enterprises.

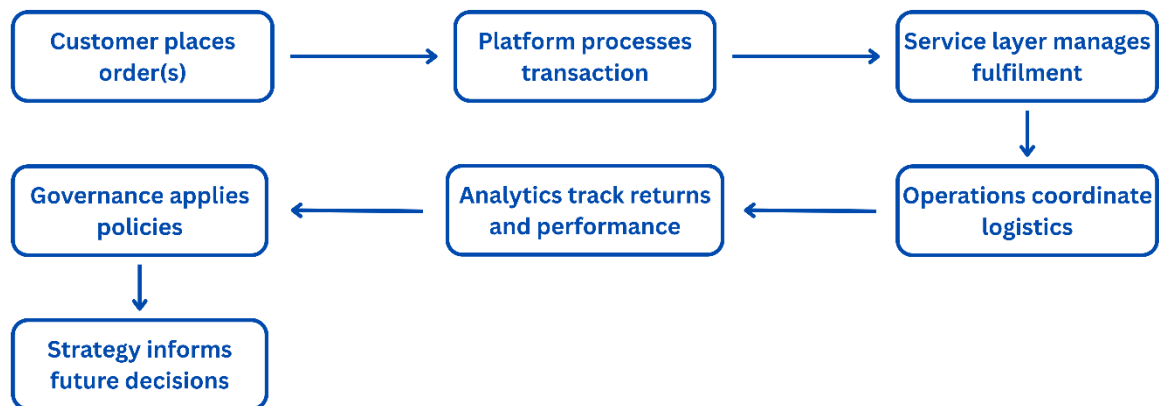


Figure 2: Experience Flow across the Experience Ecosystem Governance Framework (EEGF)

While Amazon illustrates a commercial, multi-stakeholder framework, the scalability of the EEGF is equally evident in localized public-interest networks, such as India's Unified Payments Interface (UPI) or regional smart-city infrastructures. In a UPI-driven fin-tech ecosystem, the Experience Layer spans diverse actors including small merchants, retail banks, third-party applications, and rural consumers. Value creation (Service Layer) and data-driven insights (Analytics Layer) do not rely on a centralized proprietary platform, but are co-created across a decentralized network regulated by strict national interoperability policies (Governance Layer). Comparing these models demonstrates that the EEGF operates independently of a firm's commercial structure, offering a sustainable blueprint for governing digital transformation across both private enterprises and public utilities.

5. Discussions

The proposed framework proposes that experience should not be only considered from the perspective of individual user interactions. Experiences are instead created through interrelated relationships between stakeholders, technologies, services, organizational processes and decision-making systems.

The EEGF enables the integration of traditionally segregated organizational functions by offering an integrative perspective and thus adds to the current debates on Service Ecosystems, Experience Management, and Digital Transformation. The framework also highlights the importance of governance mechanisms in affecting the experience outcomes across the enterprise ecosystems.

For practitioners, the framework prompts organizations to view experience as a shared responsibility that extends across customers, employees, vendors, operational teams, analytics functions and strategic leadership, rather than a stand-alone design activity.

6. Conclusion

The paper proposed the Experience Ecosystem Governance Framework (EEGF), a conceptual model for understanding experience in multi-stakeholder digital enterprises. The framework extends the traditional boundaries of UX, embracing perspectives from User Experience, Service Design, Service Ecosystem Theory, Systems Thinking and Digital Transformation, and considering experience as an organizational capability that spans the entire enterprise.

The framework offers an ecosystem-centric view to explain the coming-to-be of experiences across corresponding stakeholders, platforms, services, operations, analytics systems, governance and strategic decision-making. The framework should be empirically validated in various industry sectors and organizational contexts in future research.

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