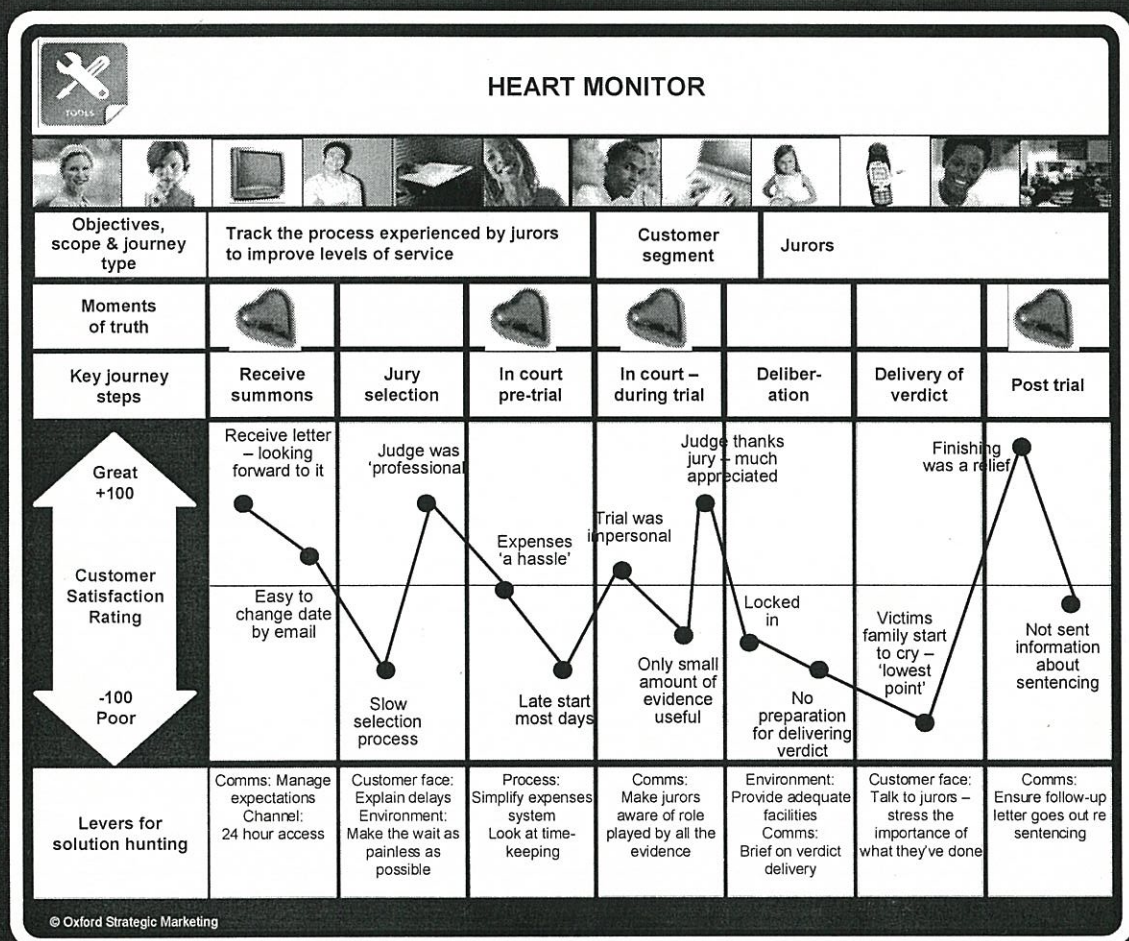


customer journey mapping:

an introduction



Customer journey mapping is the process of tracking and describing all the experiences that customers have as they encounter a service or set of services, taking into account not only what happens to them, but also their responses to their experiences. Used well, it can reveal opportunities for improvement and innovation in that experience, acting as a strategic tool to ensure every interaction with the customer is as positive as it can be.

Why this is important:

- Across government there's a growing emphasis on getting closer to customers, in order to design and deliver services that meet the needs of people and businesses rather than the needs of government
- Although government organisations have huge amounts of expertise in traditional forms of research, it's less usual to find the more innovative forms of user engagement which seek to get closer to customers, understanding what really drives behaviour and attitudes
- Journey mapping, focusing as it does on tracking and describing customer experience, is one of the tools that can help do this
- Journey mapping helps bring customers' stories to life. It can challenge preconceptions and help change perceptions, acting as a call to action and contributing to culture change
- The insights that it generates can help shape strategy and policy, leading to better customer experiences and more efficient government. At its best, journey mapping can be truly transformational.

The government context

A key aim of the Transformational Government Strategy is better customer focus in the design and delivery of public services. As David Varney put it:

*"Deep insight into customer needs, behaviours and motivations, plus the ability for citizens and businesses to have better information on the services on offer, are all important for the design of public services that support the Government's desired policy outcomes."**

* *Service Transformation: A better service for citizens and businesses, a better deal for the taxpayer by Sir David Varney, Dec 2006*

Understanding the customer in this way is a relatively new challenge for the public sector. Customer Journey Mapping is a key strategic tool that can help to meet this challenge. With the introduction in CSR 07 of a cross-government Service Transformation Agreement, departments, agencies and local government need to show how they are improving customers' experiences of services. Customer journey mapping helps organisations to develop a deep understanding of their customers and is part of a wider set of tools, including customer satisfaction measurement, which provide insight into customer needs, behaviours and motivations.

It is in this context that a range of journey mapping guidance materials have now been produced.

Stakeholder consultation

In putting the guidance together, we have reviewed and drawn upon best practice, and consulted widely in government amongst those who are already using journey mapping. This consultation process revealed that:

- There's great support for journey mapping as part of the drive to build better customer understanding
- The benefits come not just from the outputs but also from the process of doing it
- Journey mapping can improve customer experience and bring efficiencies – it's not an either/or
- There's wide awareness of journey mapping, and pockets of real expertise and good practice....
- ...but depth of knowledge varies and understanding – what's it really about? - is inconsistent

- High level support is vital to maximise the value of journey mapping across government.

Learning has also come from leading-edge companies in the private sector, and we have included in the guidance many good examples of how journey mapping is being used in both sectors.

Journey mapping approaches

In putting the guidance together, we have identified three types of journey mapping.

Customer experience mapping is a qualitative approach, focused on emotional insights about a customer, in order to tell his or her story with passion and narrative. It's a powerful way of engaging both staff and customers.

Mapping the system, or process mapping, maps the steps in a process and identifies where to act to make the experience as easy, pleasant and efficient as possible.

Measuring the experience is a form of mapping that allows you to determine how well an experience is delivered. It can quantify the effect of changes and contribute to business cases.

The approaches work best of all in combination. Mapping the experience brings the story to life and engages your audience. Comparing this with current processes helps identify priority actions. Adding quantification to this tells you how many people are affected, at what cost. Building these layers of understanding maximises the value of the approach.

The value of journey mapping

Journey mapping can deliver a better customer experience and bring about greater efficiencies. More satisfied customers are cheaper to serve and easier to deal with. Good customer understanding is also good business.

In terms of customer understanding, journey mapping helps:

- See things from the customer's point of view

- Deliver information, messages and services at the most appropriate time
- Deliver a seamless, streamlined experience that cuts across silos by recognising where and when it makes sense to join things up for the customer
- Get it right when it really matters e.g. when emotions are highest or need greatest
- Look at the current situation and the 'ideal' side-by-side, giving a chance to genuinely redraw the customer journey.

In terms of building efficiency, journey mapping helps:

- Bring about change across government in a way that cuts across silos
- Target limited resource for maximum impact
- Plan the most efficient and effective experience by reducing duplication and shortening the length of processes
- Identify 'baton-change' points where service or communication breakdown is most likely
- Identify problems and issues without attributing blame
- Identify cheapest 'cost to serve'
- Set performance indicators and standards so that progress can be tracked and measured over time.

Moving forward

CSR 07 clearly sets out the need to understand how citizens and businesses experience government services, not only in terms of immediate service delivery but in the context of their wider journey to access a particular service and others which may be closely related. Customer journey mapping is a key tool that will enable you to take a truly customer-focused approach to improving your services, and a wide range of materials and resources have been produced to help you to make best use of it.

See overleaf for details of what's available and who to contact for more information.

The Customer Insight Forum is the best starting point for more information, and can help you access other resources.

You can contact the Customer Insight Forum by emailing customerinsight@cabinet-office.x.gsi.gov.uk or by telephoning 020 7276 3182.

There are also a number of publications that can tell you more about journey mapping:

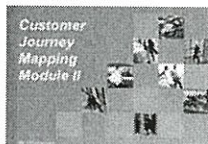
Customer Journey Mapping - Guide for Practitioners is a practical reference document for people who will be carrying out the process of journey mapping.



Customer Journey Mapping - Guide for Managers is relevant to those involved in leading and supporting cross-government service transformation.



A set of four online training modules serves as a quick introduction to journey mapping, and can be found on the CIF website.



An expanded 'toolkit', also on the CIF website, gives more tools to use in journey mapping. There is also a short PowerPoint presentation that acts as an introduction to the subject.



This guide was commissioned from Oxford Strategic Marketing by the Cabinet Office and HMRC jointly on behalf of the Customer Insight Forum (CIF).

CIF enables service transformation by being an advocate across government for the role and value of customer insight, promoting best practice and knowledge.