



Customer Journey Mapping: What, Why and How

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Customer Journey Mapping: What, Why and How

- What is CJM
- Our Journey
- Successes, pitfalls and problems
- What next



What is Customer Journey Mapping?



What is Customer Journey Mapping

- The process of recording the customer's journey at each step of their interaction with a service.
- This allows us to track and describe the customer's experience at each stage of this 'journey.'

What is Customer Journey Mapping

- **This insight can allow us to:**
 - ▶ Deliver seamless, streamlined services that cut across departments.
 - ▶ Tailor services to meet the needs of both customers and the business
 - ▶ Understand the experiences, thoughts and feelings of customers



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Our journey

stoke.gov.uk



Our Journey

- **Public Sector Forum – July 2008**
- **Toolkit for Stoke – October 2008**
 - ▶ Cabinet Office
 - ▶ Camden Council
- **Presentation at an Institute of Customer Services Forum – January 2009**
- **Training packages**
 - ▶ Internal workshops from October 2009
 - ▶ External workshops from November 2009



Our Journey

● Other organisations:

- ✓ Chelmsford Borough Council
- ✓ East Riding of Yorkshire Council
- ✓ South Yorkshire Police
- ✓ Lincolnshire County Council
- ✓ Manchester City Council
- ✓ Northwards Housing
- ✓ Just Housing
- ✓ Brighton Homes Trust
- ✓ Vast
- ✓ Homes for Haringey
- ✓ Derby City Council
- ✓ Staffordshire Connects
- ✓ Dudley Metropolitan Borough Council
- ✓ Dumfries & Galloway Council
- ✓ Caerphilly County Borough Council
- ✓ City of Edinburgh Council
- ✓ Sheffield City Council
- ✓ Nottingham Homes
- ✓ North Tyneside Homes
- ✓ Glasgow City Council
- ✓ South Staffordshire Council
- ✓ Newcastle-under-Lyme Borough Council



Our Journey

“We found Stoke City Council’s customer journey mapping methodology to be the most clear, concise and user-friendly guide available on the subject...”

Chelmsford Borough Council

Our Journey

- **Cabinet Office Public Sector Contact Centre Conference – January 2010**
- **Articles in Government Computing Magazine and The Guardian – February 2010**
- **East Midlands Improvement and Efficiency Partnership Conference – July 2010**



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Case studies

stoke.gov.uk



Ongoing Projects

- Customer facing services – customer feedback (*Housing Repairs*)
- Understanding internal processes and their impact on staff/customers (*Disability Resources Team*)
- Retrospective mapping with customers (*Corporate Complaints...*)

Sam's complaint

- Complaint appeal re. anti social behaviour:
 - ▶ August 2008 – Complaints appeal stage invoked and investigation commences
 - ▶ Customer Journey Mapping used to re-trace the incidents leading to the appeal

Sam's complaint

- **July 2007:**

- ▶ Incidents of ASB reported
- ▶ Questionnaires sent to all residents

- **July 2007 onwards:**

- ▶ Further incidents of ASB reported

- **October 2007:**

- ▶ Tenant interviewed
- ▶ Informed that proceedings would be taken if no improvement
- ▶ No further communications made



Sam's complaint

- **Feb 2008:**

- ▶ Petition signed by residents
- ▶ Customers complain about communications with council

- **June 2008:**

- ▶ Information passed by complainant to neighbourhood Police
– Police not aware until this stage
- ▶ Further incidents of ASB reported

- **July 2008:**

- ▶ Trouble tenants move out after volunteering their notice

Sam's complaint

- **August 2008:**


- ▶ Complaints appeal process invoked
- ▶ Appeal investigation commenced



Sam's complaint

city of stoke-on-trent		Customer Information: Mr and Mrs R						Case history for appeal stage complaint SR number 7*****		
Ward		*****								
Date		July 2007	July 2007 +	03-Oct-07	Feb-08	Feb-08	01-Jun-08	06-Jun-08	9th July	10/08/2008
Key Journey Steps		Following reports of ASB a particular street questionnaires sent out to all residents to complete.	various incidents of ASB reported	Tnt interviewed. Informed that proceedings would be taken against her if an improvement was not made. Monitored, no further reports were made.	Petition signed by residents	Customers complained re communications with council	Information given by police	further reports of ASB from the Customers.	Troule tenants move out after volunteering their notice	Complaints process invoked which reached the appeal stage. Following appeal investigation compensation awarded for time trouble and distress. Compliment received for the investigating officer at Stage 3.
Actions / thoughts and feelings at each step		Hopeful that something is going to be done.		Angry	Angry, stressed	Let Down	Extremely Angry		happy to see them go, still unhappy about the service received	relieved but still slightly disgruntled Appeal Stage investigation - finally felt listened to.

Sam's complaint

Customer experience chart	(very happy) 10									
	9									
	8									
	7									
	6									
	5									
	4									
	3									
	2									
	(very unhappy) 1									
Moments of Truth										
Touch points / evidence				Copy of petition					Compliment letter	
Could this step have been avoided?	No	No	No	No	Yes	Yes	Yes	No	Yes	
Customer improvements / suggestions	Through out this case, Mr and MRs R have repeatedly suggested that teams and partnerships communicate more effectively.									
Learning / Improvements / Suggestions							New ASB procedure has clearly not been cascaded effectively within NM teams.		Recommendations made to CDB	

Sam's complaint

- **Outcome: Customer and Service**

- ▶ Compensation awarded for time, trouble and stress
- ▶ Compliment received regarding the investigating officer
- ▶ Gave new insight and contributed to improved customer experience through:
 - ✓ Improved handover processes and data sharing
 - ✓ Review and training of processes
 - ✓ Implement a new anti-social behaviour system, linking with the police



The City of Edinburgh Council

- Edinburgh used our methodology with their pensions service
- During a Customer Service Excellence assessment, they were commended for capturing customer insight with CJM

Northwards Housing

- Used our CJM methodology within their housing repairs service through telephone surveys
- Identified several recurring themes that adversely affect the customer experience during repairs
- Improvements were made from this including:
 - ✓ Increased capacity for emergency repairs
 - ✓ Use of hand held technology for operatives
 - ✓ Increased stock levels on vans



Northwards Housing

- Future plans for this organisations include:
 - 'Live logging' of journey maps
 - Filming customer experience



Pitfalls and problems



Pitfalls and problems – Buy in

- Buy in from:
 - ▶ **management**
 - ▶ **staff**
- High take-up externally
- Initially struggling internally

Pitfalls and problems – Buy in

- Teams and individuals must *want* to change and champion CJM.
- Offered free training and awareness sessions with limited results.
- Changed focus to look at project teams and found a big change in attitudes.

Pitfalls and problems - lengthy journeys

- Collecting journey mapping data 'real time' is an accurate way of describing a customers journey.
- Can be time consuming – some journeys can last months or years

Pitfalls and problems - Blank Sheet Syndrome

- A possible issue is 'blank sheet syndrome'
- A blank map can be a daunting prospect for many customers.

Possible solutions

- Clear guidance for customers to take away may help reduce 'blank sheet syndrome.'
- Linking process mapping to customer journey mapping
- Process mapping will allow us to understand the *expected* touch points for the customer
- This can then be pre-populated on a journey map



Possible solutions

- These can then be tested with the customer during interviews.
- Any variation from the pre-populated map can then be logged with the customer

Possible solutions

- This approach can help with lengthy journeys
- Several different journeys at different stages can be linked together to show a typical journey for the customer.

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What next...

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Upcoming Projects – Adult Social Care

- Customer insight informing a more joined up approach across:
 - ▶ Adult Social Care at Stoke-on-Trent
 - ▶ Neighbourhood Services
 - ▶ Contact Centre
 - ▶ NHS
 - ▶ Partner Organisations

Upcoming Projects

- Access to services for deaf customers
- Understanding the experiences of deaf customers when accessing council services.

What next

- Developing new templates to help mitigate against pitfalls and problems
- Creation of an online experience sharing forum through the IDeA Communities of Practice
- Continue to host and provide workshops, training and guidance.



Any Questions?

- Any questions or comments from the group.
- Has anyone experienced similar problems?
- If so, what approach did you take?

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Thank You

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