



Customer Insight in Action

Embracing customer insight in the East Midlands



East Midlands
Improvement and
Efficiency Partnership

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What is EM IEP?

The East Midlands Improvement & Efficiency Partnership (EM IEP) is one of 9 Regional Improvement and Efficiency Partnerships (RIEPs) which were set up following the government’s release of the National Improvement & Efficiency Strategy (NIES). RIEPs work closely with Local Government Improvement and have been put in place to encourage local authorities and fire and rescue services to improve whilst making efficiency savings.

RIEPs are allocated funding from the Communities and Local Government (CLG) department in central government, this funding is devolved at a regional and sub-regional level and allocated to authorities who have successfully bid for the funding to progress projects that involve making long-term savings, collaborative working and improvement.

Introduction

The East Midlands Improvement and Efficiency Partnership (EM IEP) has been supporting the development of customer insight capacity in the region in a number of ways. Several sub regional projects have been funded to purchase tools for use across partnerships and to develop the capacity to make best use of these resources. At a regional level EM IEP has provided free training and networking opportunities on topics such as customer journey mapping, circles of need and survey methods. EM IEP also continues to promote the use of customer insight through publications such as this. You can find out more about EM IEP's work to support customer insight and research here:

<http://www.eastmidlandsiep.gov.uk/business-transformation-customer-insight/>

Effective customer insight involves developing a deep understanding of your customers' needs, wants, motivations, behaviours and experiences; and then, most importantly, using that insight to improve the way services are developed and delivered. Customer insight can be used to inform strategy and planning, redesign services, target marketing and promotion, change behaviours and to allocate resources.

The aim of this document is to:

- inspire readers to investigate further how customer insight could benefit their organisation or service area
- illustrate different aspects of customer insight through examples of projects underway across the East Midlands
- signpost readers to sources of further information, resources and support.

There are already lots of case studies available online and more are continually being added. Instead of duplicating that work, we've brought together a selection of short examples from across the East Midlands to give you a taster of what is going on and to signpost you to more detailed case studies and further resources where these exist.

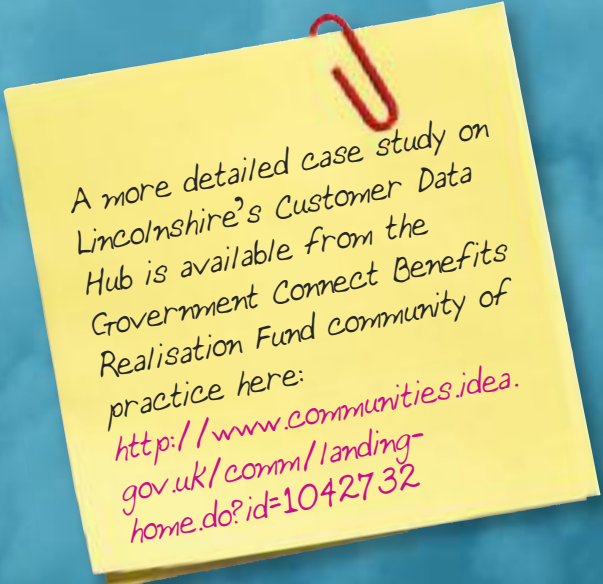
While local authorities have long collected data on and feedback from citizens, for many in the region the concept of 'customer insight' is a relatively new one. The examples presented here do not encompass all aspects of customer insight. Instead each one has been selected to showcase a different technique or approach to making best use of customer insight. Some are still work in progress. Some will reap longer term benefits as time goes on. But others, such as Newark and Sherwood's benefits take-up campaign, demonstrate more immediate benefits that can be achieved.

Organising the data

Local authorities have a wealth of data about their customers, collected for different purposes. Some are beginning to capitalise on the value of this by bringing different data sources together to provide a single view of the customer. Even more data is held by partner organisations and the continuing emphasis on 'open data' means there is an increasing amount of central government data available for reuse.

Lincolnshire's Customer Data Hub

Lincolnshire County Council has developed a central Customer Data Hub (CDH) providing a single view of the customer. Bringing data together from various service areas the CDH currently has unique records for just under 50% of Lincolnshire's population. This provides partners with insights on who their customers are, where they are and what services they use. As well as being a valuable source of customer insight, the Hub allows updates to customer data to be sent immediately to service areas. This should reduce the need for customers to contact multiple departments when their circumstances change. The first phase of the project has identified cashable benefits of £2.3 million over five years, including a reduction in overpayments and more effective management of benefits.



A more detailed case study on Lincolnshire's Customer Data Hub is available from the Government Connect Benefits Realisation Fund community of practice here:

<http://www.communities.idea.gov.uk/comm/landing-home.do?id=1042732>

Shared intelligence in Nottingham

Local information systems, like Nottingham Insight, can save time and money by bringing together in one place, data and information on a locality from a variety of local and national sources. Nottingham Insight provides data, strategies, maps and local area profiles on topics including population, crime, health and the economy to give insights into community needs. Nottingham Insight is used by partners, such as Nottingham University Hospitals NHS Trust, to inform their strategic planning. The City Council's Youth Service worked with the Insight team to analyse current service use and identify future needs.



Funding from EM IEP has enabled Nottingham Insight to be extended to cover the whole of Nottinghamshire. Nottingham Insight also supported the Newark and Sherwood Benefits project on page 9.

Watch a short video about Nottingham shared intelligence here:

<http://www.eastmidlandsiep.gov.uk/emiep-tv/1/38/nottinghamshire-shared-intelligence>

Visit the Insight website: <http://www.nottinghaminsight.org.uk/> **and read more detail of how it has been used** <http://www.nottinghaminsight.org.uk/insight/customer/case-studies.aspx>

More about the benefits of establishing a local information system:

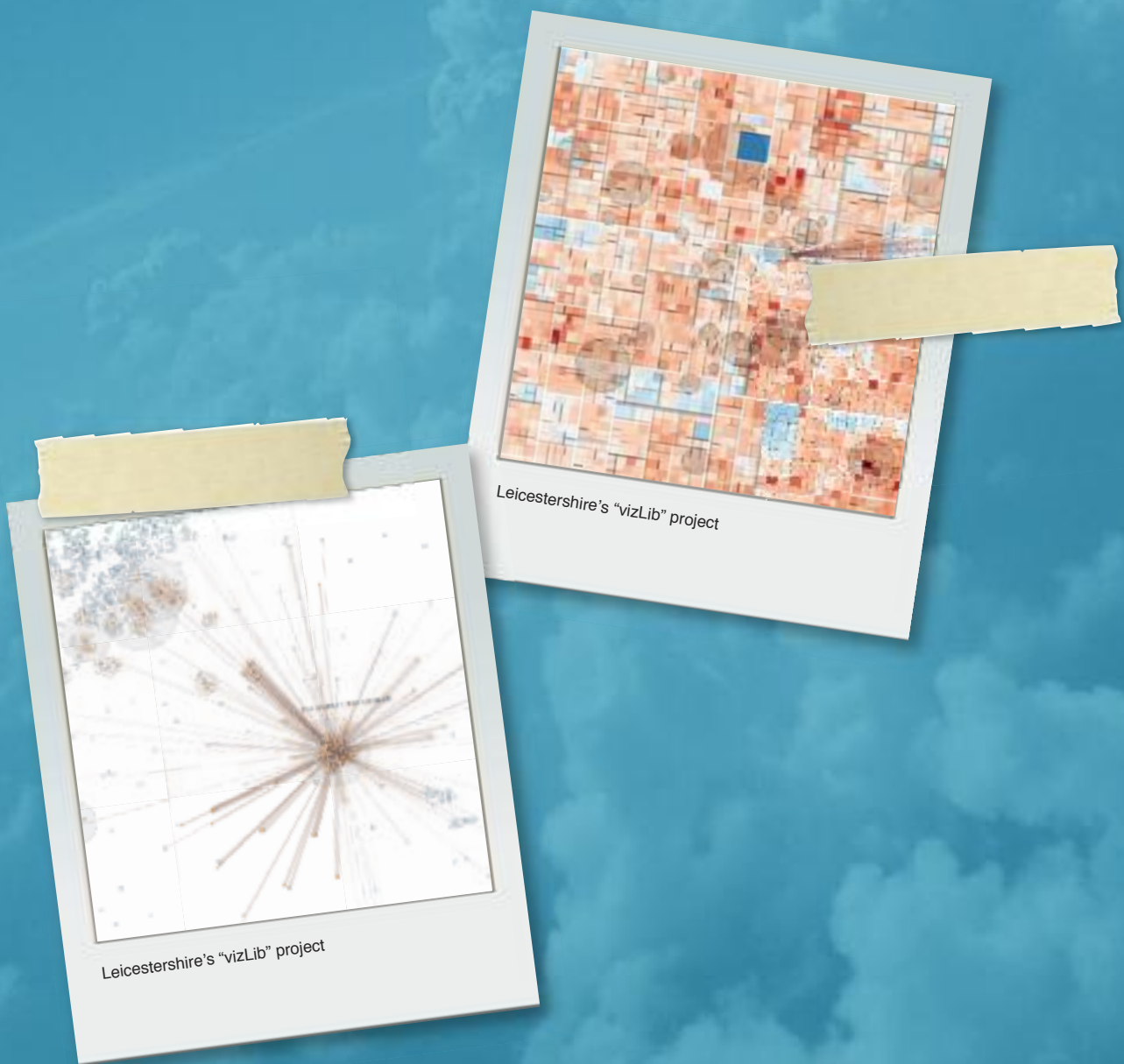
<http://www.communities.gov.uk/publications/communities/establishlocalinfo>

“ It has given us an extremely useful tool with which to challenge our current allocation of resources for service delivery and perceptions on value for money and performance. ”

The Acting Director of Targeted Services for Children and Young People

Making sense of the data

Data alone won't offer any insight. But analysis, interpretation, context and effective presentation can turn data into intelligence. Where they exist, research and intelligence teams, local information systems or data observatories can be a great source of expertise and help in making sense of data sets.



Leicestershire's "vizLib" project

Large customer data sets, such as library lending records, can be difficult to get to grips with. Leicestershire County Council's Research and Information team has worked with the giCentre at City University London, using dynamic data visualisation techniques to help make sense of 45,000 library lending records. Visualising data can make it is easier to spot patterns and the results can often be useful in engaging policy-makers and councillors and generating questions.

The Vizlib project has enabled a better understanding of library users, where the 'best customers' live, and a comparison of library performance across the county. The insights generated have been used to target scarce resources at high volume library users. The collaboration between local authority and academic institute has also generated benefits for both parties by developing skills and transferring knowledge.

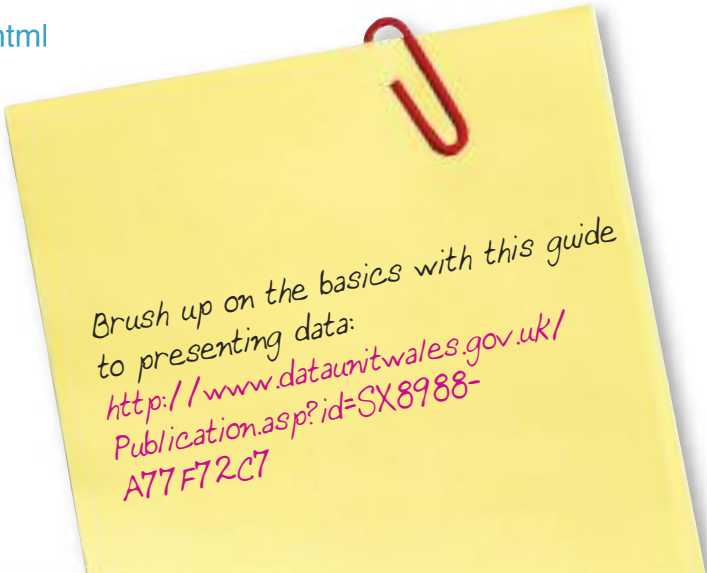
There is a lot more information about the project here:

<http://www.lsr-online.org/vizlib.html>

More ideas and guidance on visualising your data can be found here:

<http://www.lsr-online.org/data-visualization.html>

<http://www.improving-visualisation.org/>



Brush up on the basics with this guide to presenting data:
<http://www.dataunitwales.gov.uk/Publication.asp?id=5X8988-A77F72C7>

“ vizLib has given us an unprecedented understanding of the way in which the people of Leicestershire use our library services. ”

Robert Radburn, Research and Intelligence Team Leader,
Leicestershire County Council

Targeting customers

Geodemographic segmentation (categorising the characteristics and behaviours of people on the basis of where they live) is widely used as part of customer insight projects and can help with understanding communities and targeting resources, interventions and marketing.

The projects featured here made use of the Mosaic customer segmentation tool to target marketing and promotional work. For example, following a workshop organised by Lincolnshire Research Observatory, the fostering and adoption team looked at the profile of current foster parents and used this to target their promotional efforts. This resulted in their most successful campaign to date. Funding provided by EM IEP has enabled a variety of projects across Northamptonshire to take place, including raising awareness of electoral registration, maximising benefits take-up and encouraging customers to interact with the council using more efficient methods of communication (channel shift).

The projects above made use of Experian's Mosaic product. This is just one of a number of geodemographic segmentation tools. The Association of Public Health Observatories (APHO) has produced a useful guide to the main tools available: <http://www.apho.org.uk/resource/item.aspx?RID=67914> The guide also offers advice on what to consider when purchasing a segmentation tool.

The Office for National Statistics (ONS) provides a free segmentation tool called Output Area Classification (OAC). Examples of OAC in use can be found here: <http://areaclassification.org.uk/case-studies/> There is also an online community of practice dedicated to OAC: <http://www.communities.idea.gov.uk/comm/landing-home.do?id=7504875>

Esd-toolkit's customer profiling project provides tools, guidance and training to local authorities on profiling their customers. There are also a number of case studies detailing the experiences of those who have participated in the project to date. <http://www.esd.org.uk/esdtoolkit/Communities/Profiling/ContentView.aspx?ContentType=Content-334>

Increasing benefits take-up in Newark and Sherwood

Newark and Sherwood District Council has successfully increased the take-up of benefits with an extra £77,000 per year going to those who need it most. The Council worked with Nottingham Insight to identify potential benefit claimants and how best to communicate with them. They did this by combining local data with Mosaic lifestyle data.

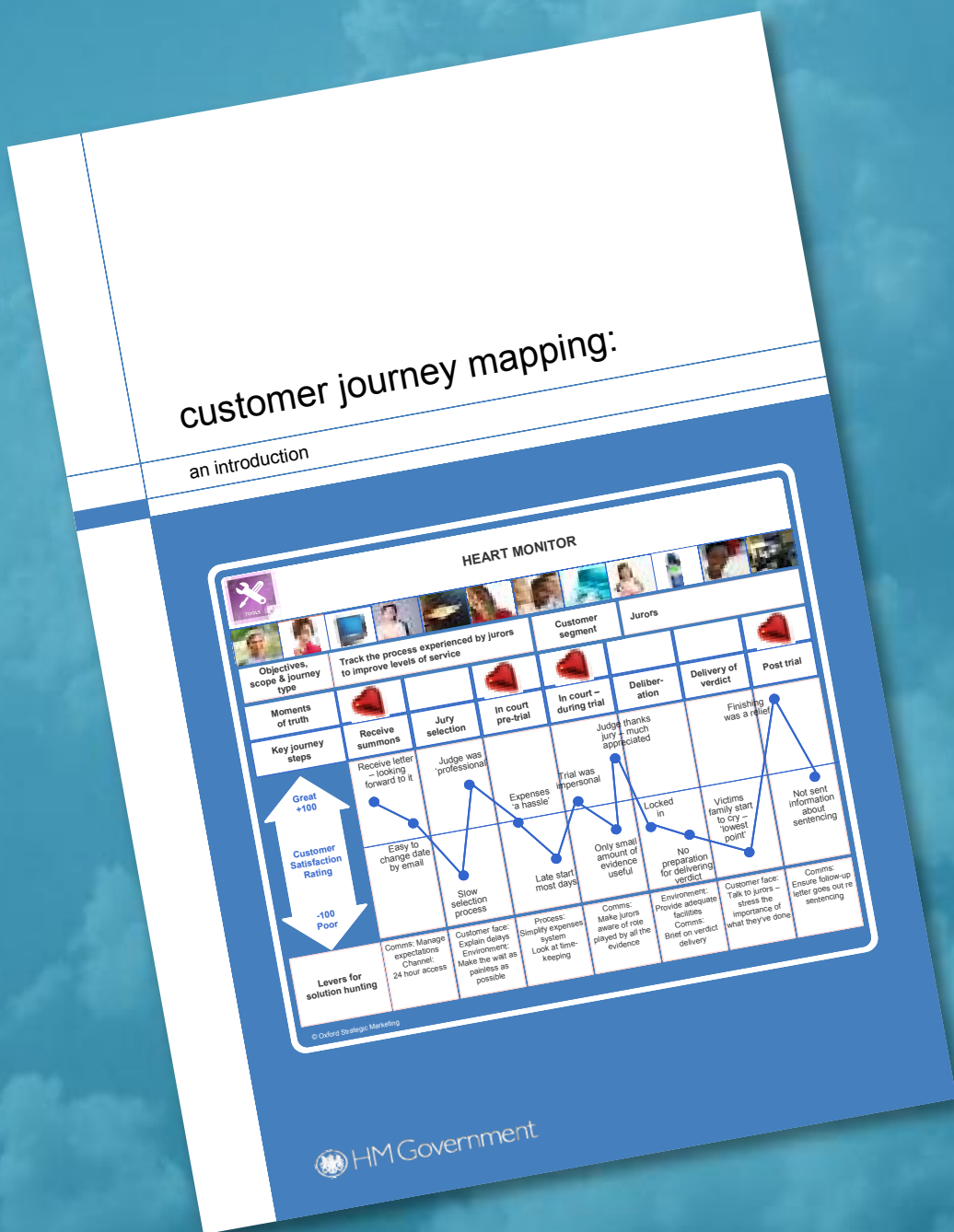
The resulting targeted direct mail campaign cost just £2,700 compared to £6,000 for a blanket campaign to all Council Tax payers. To date the campaign has resulted in 48 new claims for various benefits.



You can find out more about this project and others using Nottingham Insight here:
<http://www.nottinghaminsight.org.uk/insight/customer/case-studies.aspx#>

Customer journey mapping

Speaking to customers about their experiences of services can provide valuable insights too. Customer journey mapping is a way of uncovering the path your customers take when engaging with a service; when and how they interact with your organisation; and their experiences and feelings throughout. It is an accessible and effective way of seeing your service from the customers' point of view.



Improving the way anti-social behaviour is dealt with in Leicestershire

The tragic deaths of Fiona Pilkington and her daughter Francessca led to this project to better meet the needs of victims of anti-social behaviour. Funded by EM IEP, the project involved partners from across Leicestershire including the police, county council, Melton and Hinckley & Bosworth Borough councils.

Customer journey maps were completed to gain a detailed insight into the experiences and needs of victims. The project worked with Aperia, using their Circles of Need methodology to map the range of services that touch on this issue. The project revealed valuable new insights and helped to highlight practical actions to improve the way anti-social behaviour is dealt with.

Partners are acting on the findings by implementing pilot projects. For example, in Melton they are working to provide a holistic, joined up service at the first point of contact. The partners have gone on to use customer journey mapping to explore the experiences of young perpetrators of anti-social behaviour.



You can find out more about customer journey mapping in this introduction from the Cabinet Office:

http://www.cabinetoffice.gov.uk/media/cabinetoffice/corp/assets/publications/delivery_council/customer_journey_mapping/cjm_final.pdf

In July 2010 EM IEP held a seminar on customer journey mapping which presented some powerful real-life examples of how the technique has been used to improve services and outcomes for customers. You can find most of the presentations from the seminar here:

<http://www.eastmidlandsiep.gov.uk/events/1/292/improving-services-using-customer-journey-mapping/>

Other methods

Customer insight can be gathered through a variety of other methods such as focus groups, surveys, mystery shopping and ethnographic studies (which often involve observation of behaviours or interactions). The example here used focus groups to gain initial insights. It also illustrates the use of social marketing, a complementary technique to change behaviours based on customer insight.



For more information
on social marketing go
to the National Social
Marketing Centre
<http://thensmc.com>

Derbyshire safer drinking campaign

Derbyshire County has more alcohol related hospital cases than the UK average. In 2009 Derbyshire County Health Promotion Service developed an innovative alcohol awareness campaign aimed at 18 to 24 year olds. Focus groups were held with the target group to explore their interest in health messages and the themes that would resonate with them. The resulting 'Cocktales' campaign features realistic video clips of young drinkers on a night out that ends in a scenario they would rather forget. The campaign also included a dedicated website, online advertising on social networking websites, promotional beer mats and posters in bars and clubs, and peer to peer engagement activities delivered by peer educators in towns across Derbyshire. The project evaluation shows the campaign has helped to open up the lines of communication between the NHS and young people and made them think about their behaviour and attitudes to drinking. It has also generated a total PR (un-paid for media) value of over £163,000 in a two month period. The campaign is an important first step of a longer-term programme to encourage young 'binge drinkers' to drink more responsibly.

Take a look at the campaign website at: <http://www.cocktalesmix.co.uk/>

For further information about the project contact:

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RAW Design Agency, Manchester (rawdesignstudio.co.uk)

Engaging with the community

Community engagement and customer insight are closely linked. Consultation and survey results are important sources of customer insight data. Community researchers can provide new insights on community concerns. The examples here shows how engaging communities, particularly hard to reach groups, in the design and delivery of consultations can enhance their quality and increase levels of participation.



Community researchers in Derbyshire

The central Research and Information Unit at Derbyshire County Council has been working with representatives from the black and minority ethnic (BME) community to better engage with and consult the BME population in the county.

Community representatives have received help with interviewing skills and planning focus groups, enabling them to play a key role in community consultations. The representatives have also provided valuable insights into the design of questionnaires and formation of research recommendations. As a result, responses to consultations from BME communities have increased and BME organisations and associations are more engaged.

The community peer researchers have been involved in a number of customer insight projects, for example, improving the take-up of sheltered accommodation amongst BME elders and increasing the participation in Youth Service provision by BME young people. The community representatives have also benefited by gaining new skills, increased confidence and greater ability to articulate the views of their communities.



“ Derbyshire County Council’s BME Infrastructure, Consultation and Engagement project, of which the community consultation is a part, is giving BME communities a real voice, and empowering them to play a role in shaping the council’s policies and services. ”

The Chesterfield and North-East Derbyshire Council for Voluntary Service and Action Limited.



Further inspiration and information

A range of central Government resources, including customer insight case studies, and guidance and toolkits on segmentation and journey mapping are available here:
<http://www.cabinetoffice.gov.uk/contact-council/contact-council-resources.aspx>

Local Government Improvement and Development has gathered together lots of information and resources on all aspects of customer insight here:
<http://www.idea.gov.uk/idk/core/page.do?pagelId=8998865>

Customer Insight through a Total Place lens sets out how customer insight can help local authorities to understand their customers better and design more effective and efficient services. Produced by Local Government Improvement and Development in collaboration with CLG, it includes examples of how authorities have used different customer insight approaches.
<http://www.idea.gov.uk/idk/core/page.do?pagelId=18029936>

A snapshot of customer insight and research in the East Midlands provides more information on how customer insight is organised and used in the region.
<http://www.eastmidlandsiep.gov.uk/business-transformation-customer-insight-publications/>

The Customer Insight Community of Practice (CoP)
<http://www.communities.idea.gov.uk/comm/landing-home.do?id=643937> is a great place to share ideas and experiences with others. With over 2,000 members there is a good chance that someone will be able answer your question or offer advice.

For more local networking join the **East Midlands Customer Insight and Research community** here: <http://www.communities.idea.gov.uk/comm/landing-home.do?id=3436701>

Useful Contacts

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