


Section 2

When to Journey Map




WHEN TO JOURNEY MAP: INTRODUCTION

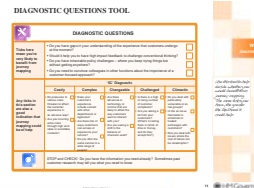
The four critical questions to help you get started:



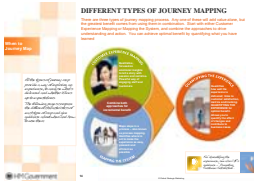
When is journey mapping of greatest value?
See page 12



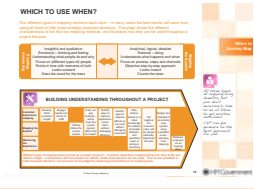
Should you be journey mapping to address your issue?
See page 13



What type of journey maps exist?
See page 14



Which should you use and when?
See page 15



When to Journey Map

Journey mapping is a tool, not an end in itself.

There will be times when it's an appropriate tool and other times when it's not. There are also different types of journey mapping, each with its own strengths and appropriate uses.

In this section, we address the four critical questions shown on the left to identify whether, how and when to use journey mapping.

These questions will help you identify which part of the guide to go on to.

SHOULD YOU BE JOURNEY MAPPING?

The '5Cs' diagnostic to help you decide 'go' or 'no go'.

CASE STUDY 

HMRC used journey mapping to help reduce the high customer error rates that had been a major component of cost in certain areas.

CASE STUDY 

DWP mapped the journeys of carers to understand the critical points at which it was most vital to offer help and support.

CASE STUDY 

The BIA used journey mapping to understand and simplify customer journeys that cut across other government areas, such as FCO.

CLIMACTIC:

- Life or death issue
- Emotions run high
- People vulnerable or at risk
- Key moments of truth

COSTLY:

- High cost of servicing
- High risk of things going wrong
- Lots of wastage

COMPLEX:

- Multiple customer groups
- Multiple contacts
- Multiple channels
- Cross-departmental


NEED FOR AND VALUE OF JOURNEY MAPPING INCREASE IN LINE WITH THE FIVE Cs

CHALLENGED:

- High dissatisfaction with current service
- Where expectations are high (e.g. where people pay for a service)

CHANGEABLE:

- Relationship is changing over time
- The customer experience is changing

CASE STUDY 

RBKC introduced online parking permit applications, to meet the needs of customers who were highly dissatisfied with having to come to a parking shop in person.


CASE STUDY 

DEFRA used journey mapping to understand the impact of growing customer awareness of climate change.


When to Journey Map

Some problems or issues are more likely than others to benefit from journey mapping. The diagram here gives guidance, with examples, of where journey mapping can deliver the greatest value.

DIAGNOSTIC QUESTIONS TOOL



DIAGNOSTIC QUESTIONS

<p>Ticks here mean you're very likely to benefit from journey mapping</p>	<ul style="list-style-type: none"> • Do you have gaps in your understanding of the experience that customers undergo at the moment? <input type="checkbox"/> • Would it help you to have high impact feedback to challenge conventional thinking? <input type="checkbox"/> • Do you have intractable policy challenges – where you keep trying things but without getting anywhere? <input type="checkbox"/> • Do you need to convince colleagues in other functions about the importance of a customer-focused approach? <input type="checkbox"/> 															
<p>Any ticks in this section are also a good indication that journey mapping could be of help</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="5" style="text-align: center; padding: 5px;">'5C' Diagnostic</th> </tr> <tr> <th style="width: 18%; padding: 5px;">Costly</th> <th style="width: 18%; padding: 5px;">Complex</th> <th style="width: 18%; padding: 5px;">Changeable</th> <th style="width: 18%; padding: 5px;">Challenged</th> <th style="width: 18%; padding: 5px;">Climactic</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> • Do pressures to reduce costs threaten to affect the customer experience in an adverse way? <input type="checkbox"/> • Are you incurring extra costs through high error rates or avoidable contacts? <input type="checkbox"/> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> • Does your customer's experience include contact with other departments or agencies? <input type="checkbox"/> • Are there lots of ways customers can access or experience your service? <input type="checkbox"/> • Is the service offered to a wide range of people? <input type="checkbox"/> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> • Are there advances in technology or comms that are likely to affect the way customers want to interact with you? <input type="checkbox"/> • Are you seeing a shift in the balance of channels used? <input type="checkbox"/> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> • Is there is a high or rising number of customer complaints? <input type="checkbox"/> • Are you asking a lot from your customers? (What's it costing them in terms of time or money, and do they accept this?) <input type="checkbox"/> </td> <td style="padding: 5px; vertical-align: top;"> <ul style="list-style-type: none"> • Do you deal with particularly vulnerable or at-risk groups? <input type="checkbox"/> • Is this an issue that leads to emotional or heated exchanges with customers? <input type="checkbox"/> • Doe you deal with issues where the cost of failure can be catastrophic? <input type="checkbox"/> </td> </tr> </tbody> </table>	'5C' Diagnostic					Costly	Complex	Changeable	Challenged	Climactic	<ul style="list-style-type: none"> • Do pressures to reduce costs threaten to affect the customer experience in an adverse way? <input type="checkbox"/> • Are you incurring extra costs through high error rates or avoidable contacts? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Does your customer's experience include contact with other departments or agencies? <input type="checkbox"/> • Are there lots of ways customers can access or experience your service? <input type="checkbox"/> • Is the service offered to a wide range of people? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Are there advances in technology or comms that are likely to affect the way customers want to interact with you? <input type="checkbox"/> • Are you seeing a shift in the balance of channels used? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Is there is a high or rising number of customer complaints? <input type="checkbox"/> • Are you asking a lot from your customers? (What's it costing them in terms of time or money, and do they accept this?) <input type="checkbox"/> 	<ul style="list-style-type: none"> • Do you deal with particularly vulnerable or at-risk groups? <input type="checkbox"/> • Is this an issue that leads to emotional or heated exchanges with customers? <input type="checkbox"/> • Doe you deal with issues where the cost of failure can be catastrophic? <input type="checkbox"/>
'5C' Diagnostic																
Costly	Complex	Changeable	Challenged	Climactic												
<ul style="list-style-type: none"> • Do pressures to reduce costs threaten to affect the customer experience in an adverse way? <input type="checkbox"/> • Are you incurring extra costs through high error rates or avoidable contacts? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Does your customer's experience include contact with other departments or agencies? <input type="checkbox"/> • Are there lots of ways customers can access or experience your service? <input type="checkbox"/> • Is the service offered to a wide range of people? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Are there advances in technology or comms that are likely to affect the way customers want to interact with you? <input type="checkbox"/> • Are you seeing a shift in the balance of channels used? <input type="checkbox"/> 	<ul style="list-style-type: none"> • Is there is a high or rising number of customer complaints? <input type="checkbox"/> • Are you asking a lot from your customers? (What's it costing them in terms of time or money, and do they accept this?) <input type="checkbox"/> 	<ul style="list-style-type: none"> • Do you deal with particularly vulnerable or at-risk groups? <input type="checkbox"/> • Is this an issue that leads to emotional or heated exchanges with customers? <input type="checkbox"/> • Doe you deal with issues where the cost of failure can be catastrophic? <input type="checkbox"/> 												
	<p>STOP and CHECK! Do you have the information you need already? Sometimes past customer research may tell you what you need to know.</p>															

When to Journey Map

Use this tool to help decide whether you would benefit from journey mapping. The more ticks you have, the greater the likelihood it could help.

DIFFERENT TYPES OF JOURNEY MAPPING

There are three types of journey mapping process. Any one of these will add value alone, but the greatest benefit comes from using them in combination. Start with either Customer Experience Mapping or Mapping the System, and combine the approaches to drive understanding and action. You can achieve optimal benefit by measuring and quantifying what you have learned

When to Journey Map

All the types of journey map provide a way of exploring an experience, to analyse what's delivered and whether it lives up to expectations.

The following pages compare the different characteristics of each type of map and give guidance about when and how to use them

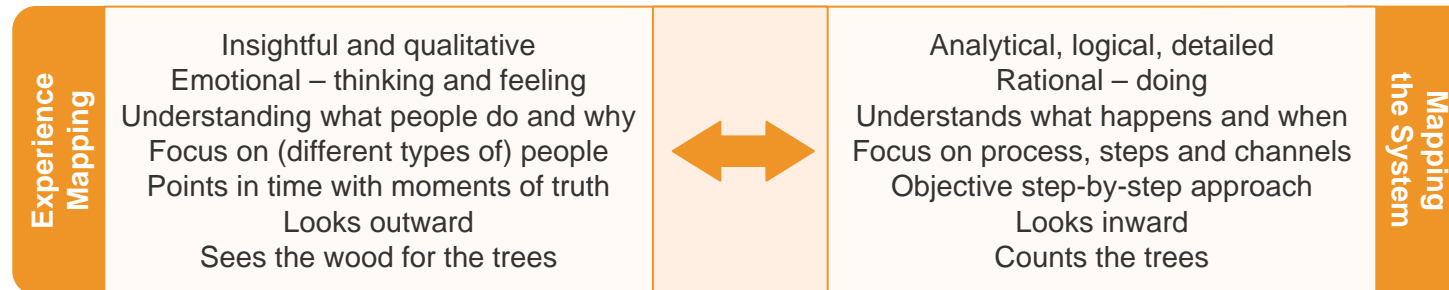


For 'Measuring the Experience, see also CIP's guidance - "Promoting Customer Satisfaction".



WHICH TO USE WHEN?

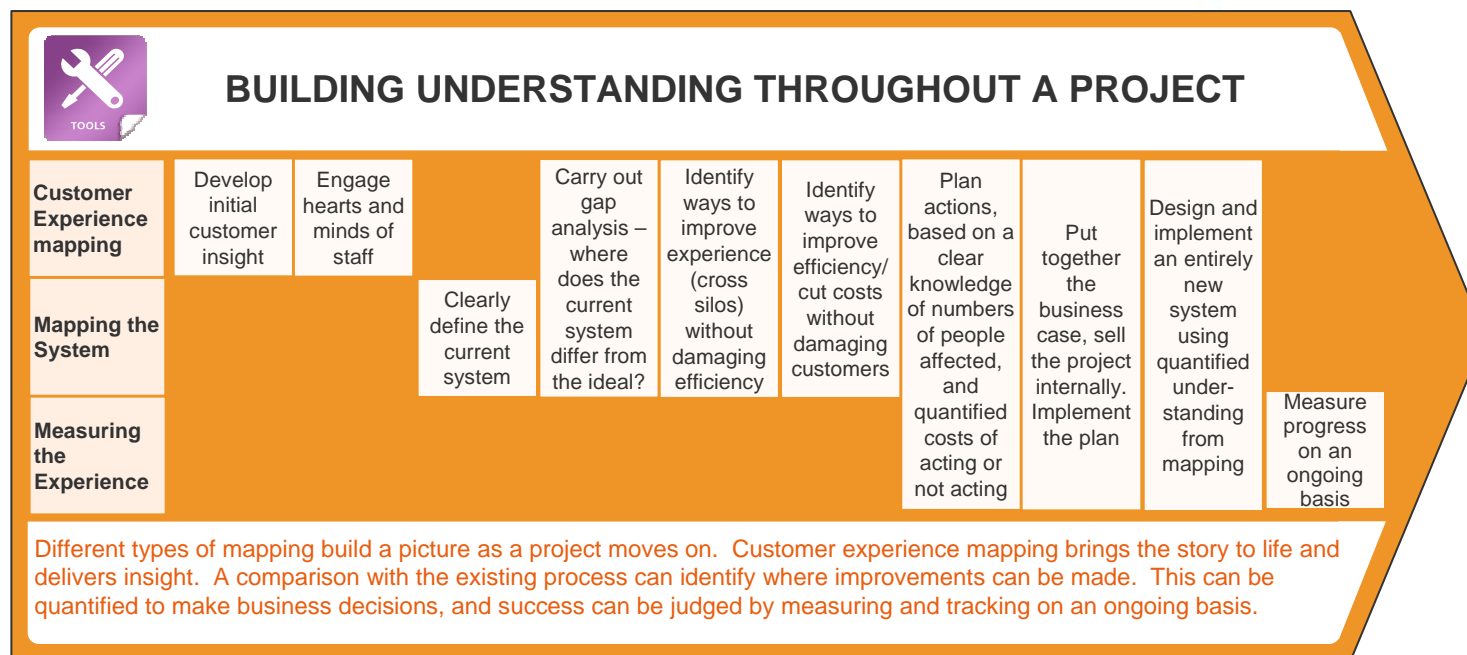
The different types of mapping reinforce each other – in many cases the best results will come from using all three to help make strategic business decisions. This page shows the different characteristics of the first two mapping methods, and illustrates how all three can be used throughout a project lifecycle.



When to Journey Map



All three types of mapping bring benefits, but you don't necessarily have to do all three to get positive outcomes. CIF can give guidance on the best approach for you.



DIFFERENT TYPES OF JOURNEY

Some examples of different 'journeys' are given below. In some cases we've given examples relating to one department, but journeys of each type can cut across more than one department and cross organisational boundaries

ACTUAL:

A literal, physical journey, e.g. prisoners being taken from court to prison.



TRANSACTIONAL:

Going through a process with fixed steps, e.g. applying for free school meals or setting up a business.



EXPERIENCIAL:

An ongoing experience of a service or linked services; e.g. using the Health Service or going through the benefit system.



EMOTIONAL:

A mental journey that is experienced over time; e.g. going through a separation and making arrangements for children.



RELATIONSHIP BUILDING:

The development of a relationship over time; e.g. a business customer working with government to grow a business.



RITE OF PASSAGE:

A major life change or lifestage event (very often cuts across many parts of government) e.g. bereavement or birth of first child.



When to Journey Map

Depending on the nature of your issue, you can map different types of journey, from a literal, physical journey to the way people's thoughts and actions change over time.

SOME POTENTIAL APPLICATIONS FOR JOURNEY MAPPING

Once you get familiar with the types of map and the different journeys, you will see many more possible applications using the insights you get from journey mapping.

Types of Journey	Customer Experience	Mapping the System	Satisfaction Mapping
ACTUAL e.g. Moving from court to prison	How to engage people to begin the process of rehabilitation	How to use finite manpower effectively at the point of arrival	Setting and measuring appropriate metrics – not just outcomes but highs and lows across time
TRANSACTIONAL e.g. Applying for free school meals	How to ensure all applicants are offered an appropriate timescale and number of contact points	How to ensure smooth fit with other services, such as clothing grants, with the same eligibility criteria	
EXPERIENTIAL e.g. Using the Health Service	Understand the steps leading to diagnosis and treatment, and opportunities to engage patient in their healthcare	Identify 'baton-change' points – DH, charities, social services, local authorities	
EMOTIONAL e.g. Going through a separation	Identify how to get unwilling absent parents to take responsibility for their children	How to plan call centres – nature, size, skills required	
RELATIONSHIP BUILDING e.g. Business and government	See cumulative effect of cross-government legislation from a small customer viewpoint across the year	Identify and reduce red tape and migrate business to most cost-effective channels	
RITE OF PASSAGE e.g. Birth of first child	Understand differing need for support and opportunity for positive lifestyle change by customer segment	De-duplicate the system so people don't have to give the same details to multiple agencies	

When to Journey Map

You can use journey mapping:

- *At the start of a project, to understand the experience better and help with a business case*
- *During the course of a project to help identify issues, opportunities and actions*
- *At the end, to validate your conclusions and to assess the effectiveness of the actions you are taking.*



AN EXAMPLE FROM OUTSIDE GOVERNMENT: HIGH STREET RETAILER

BACKGROUND

The retailer runs warehouse type stores and had traditionally been successful in keeping costs low through an operationally-driven approach.

However, what was efficient for the retailer was not necessarily delivering a good experience for the customer. People who didn't know the stores were being put off by what appeared to be a complex and time-consuming operation, especially for relatively inconsequential purchases. Journey mapping was used to understand the ups and downs of the customer experience.

OUTCOME

Journey mapping helped identify and understand a range of different shopping occasions, and the experience was reshaped to reflect customer needs rather than what was convenient operationally. Online business has been fully integrated with conventional stores so that, for example, people can check availability and reserve goods online for in-store pick-up. The operation today prospers as an award-winning multi-channel retailer.

When to Journey Map

Everyday Purchase Occasion – Buying an Iron

