



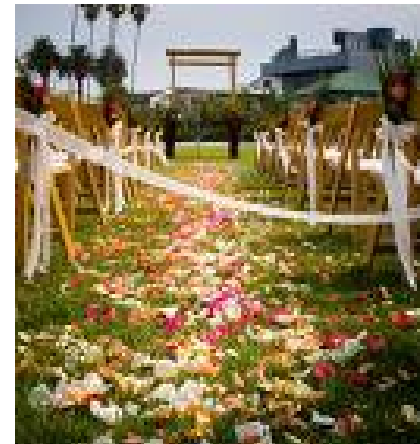
Mr & Mrs: The Marriage of Social Research & Customer Insight.

Áinne Dolan
Individuals Customer Directorate, HMRC

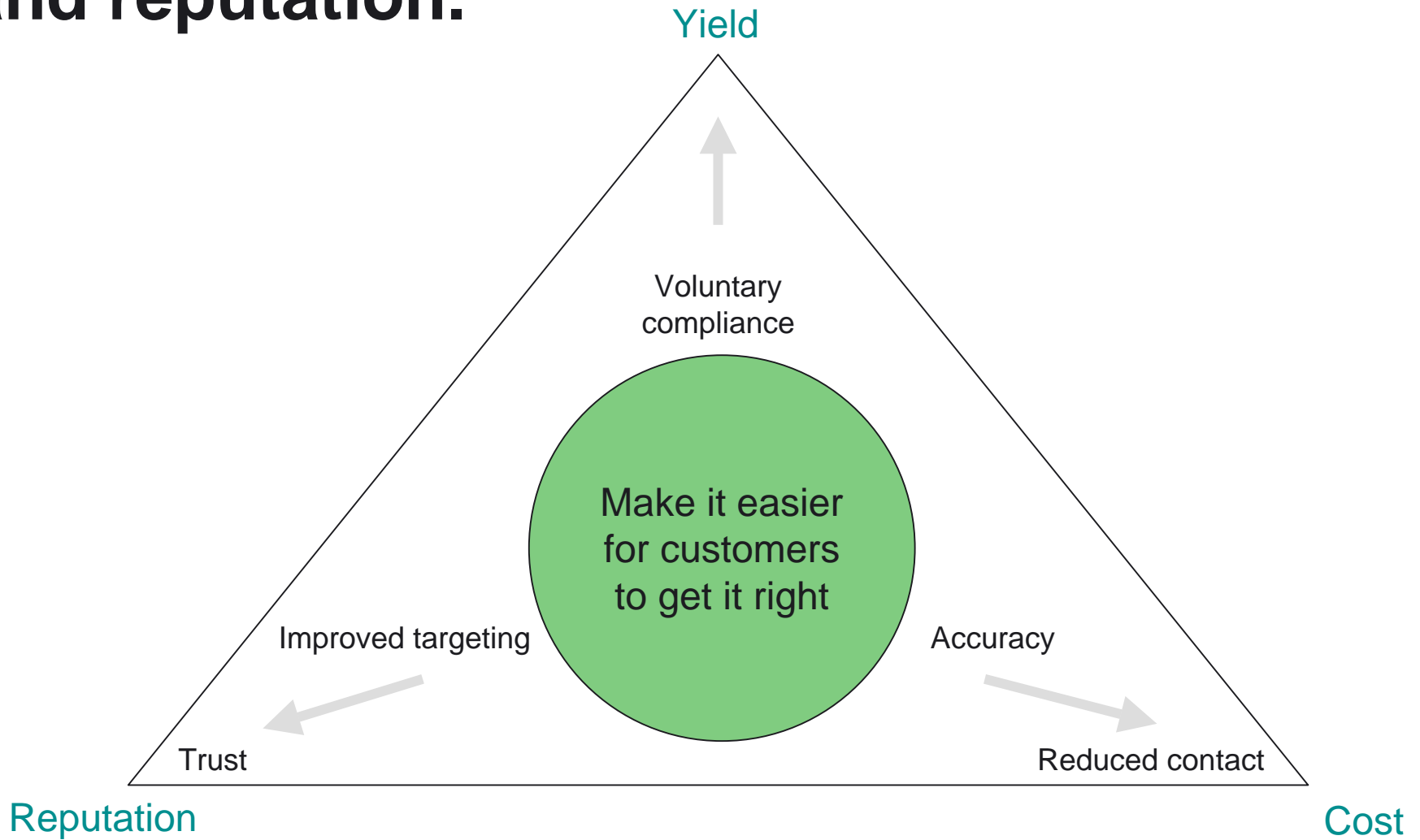


Who are we and why do we exist?

- **The Varney Service Transformation review**
- **Knowledge Analysis & Intelligence (KAI)**
- **Individual Customer Directorate (ICD)**
- **Business Customer Unit (BCU)**
- **Customer Understanding Team**



Customer outcomes drive HMRC yield, cost and reputation.



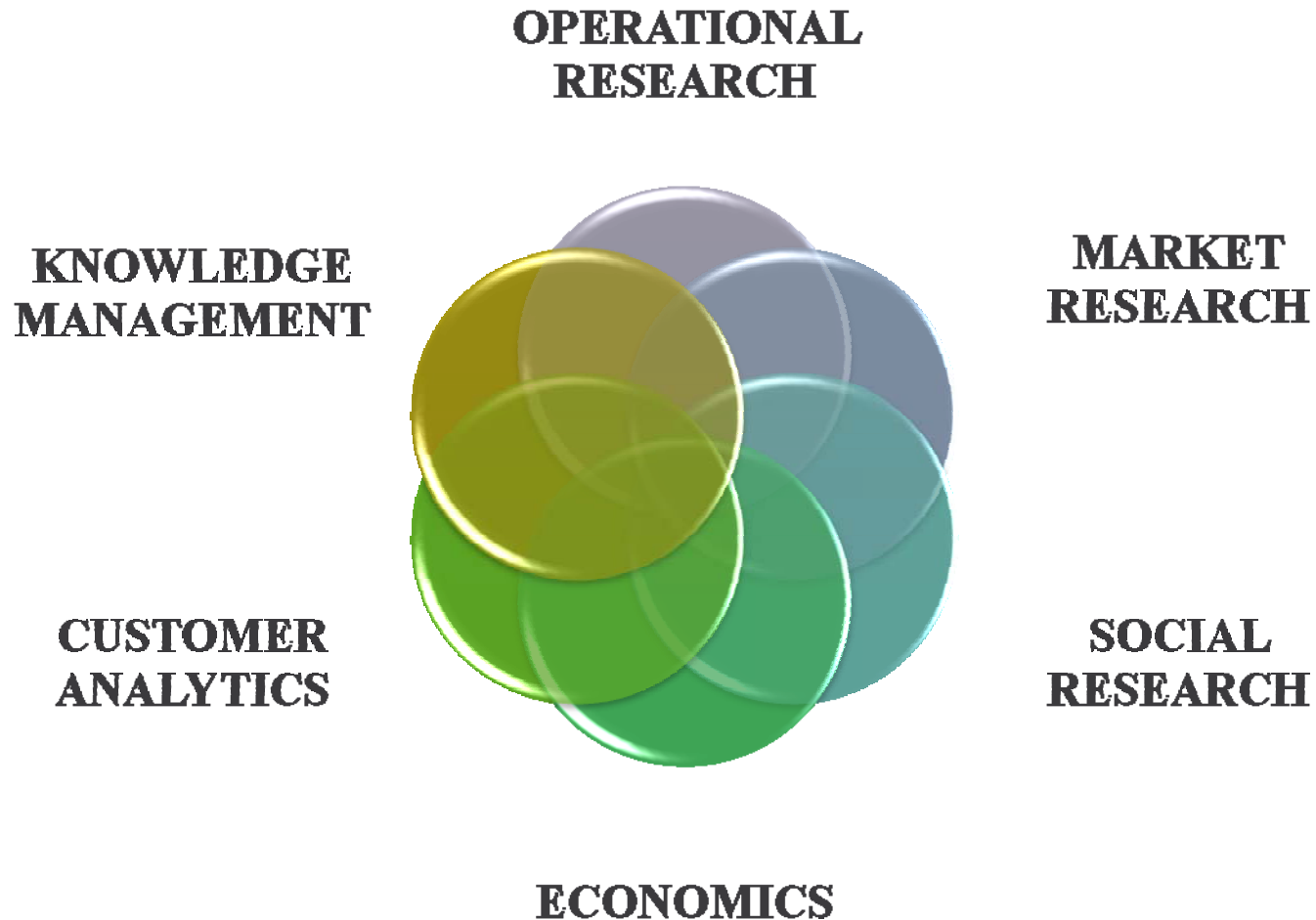
How can we make it easier?

- Educating, informing and supporting customers
- Simplifying interactions with customers
- Simplifying our processes for customers

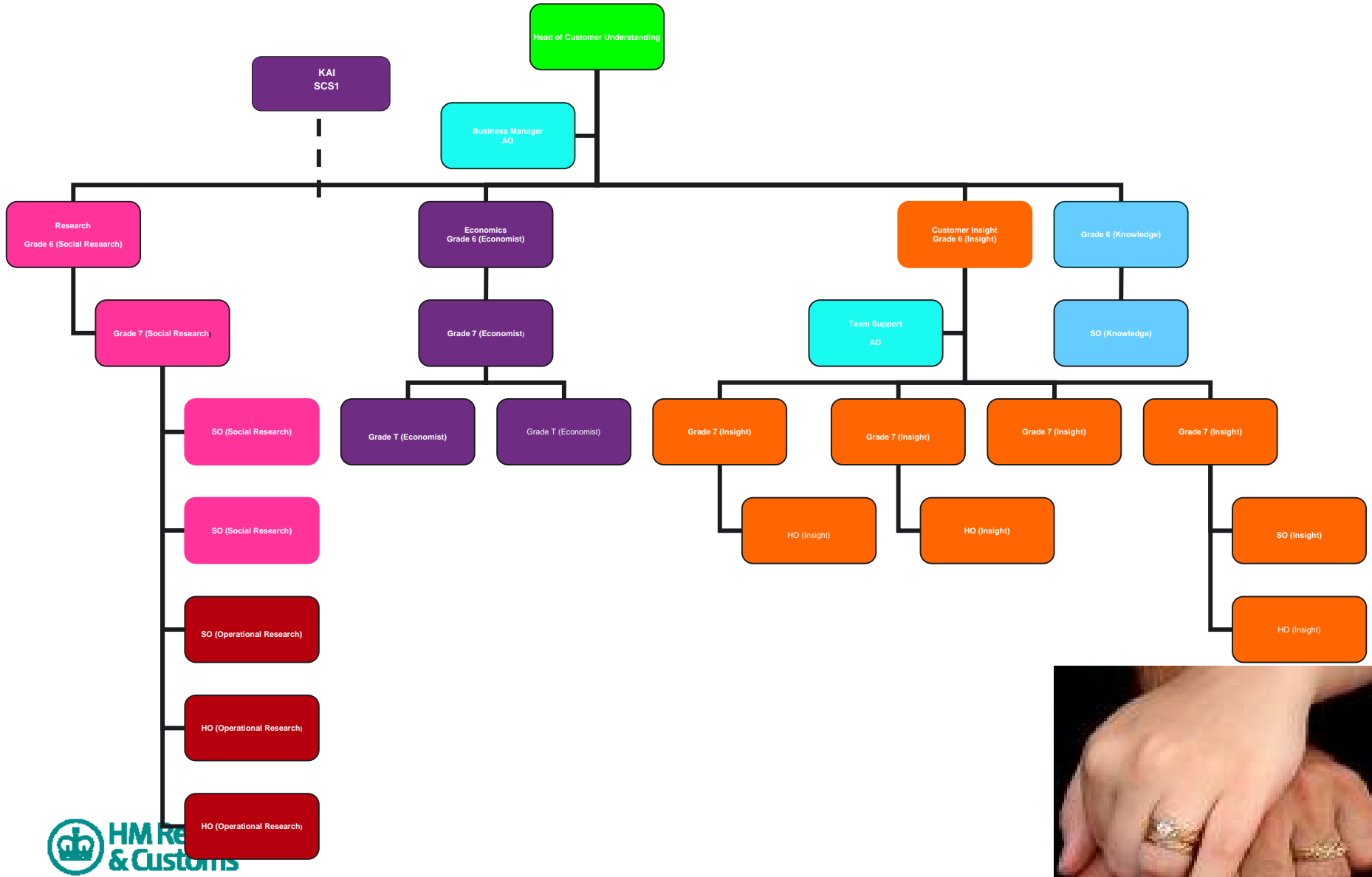


The Customer Understanding Team

We create the essential customer understanding that underpins real business change centred around customers



Customer Understanding Team



Pre-Nup (Mis-conceptions) Social Research

- Social Science ‘academic approach’
- Focus on development & evaluation
- Know government but little commercial experience
- Strive for a ‘Gold Standard’ methodology
 - risk averse
- Bureaucratic Governance
 - Slow moving
- ‘Traditional’ approach to dissemination

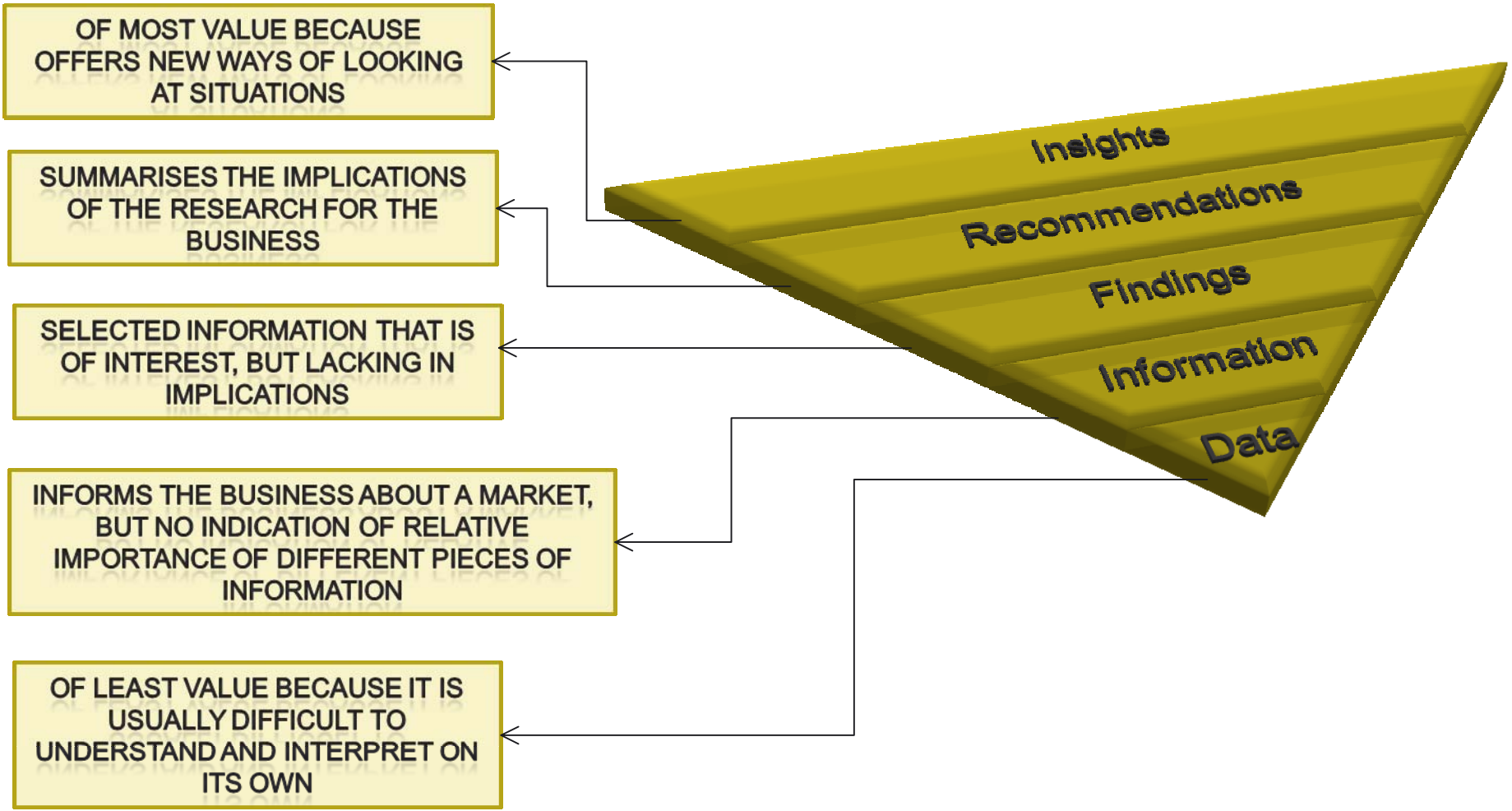


Pre-Nup (Mis-conceptions) Customer Insight

- ‘Commercial sector’ approach to research
- Focus on comms issues
- Know the commercial sector but not government
- ‘Fit for business’ methodology
 - Quick &.....
- Fast Turn Around
- As much effort disseminating findings as on generating the research



What we deliver - The Business Value Pyramid



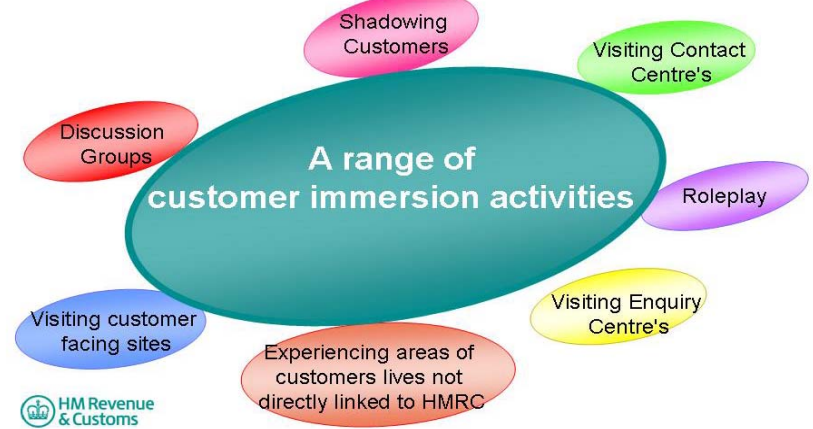
Tools That Help Us Understand

Segmentation

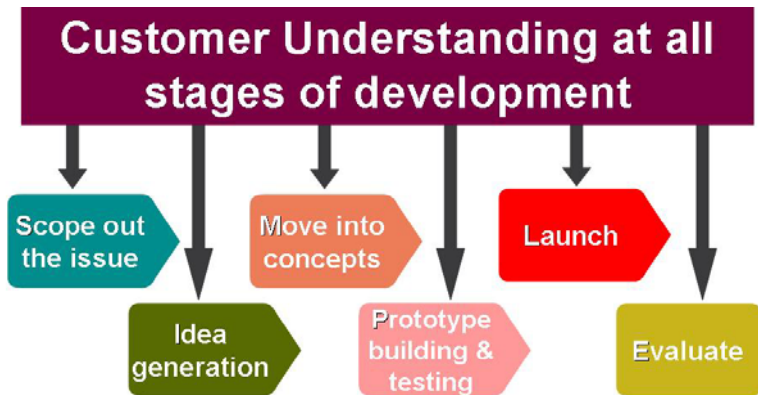
Breaking people into groups so you can treat them differently (one size rarely fits all)



Customer Immersion



SIMPLE



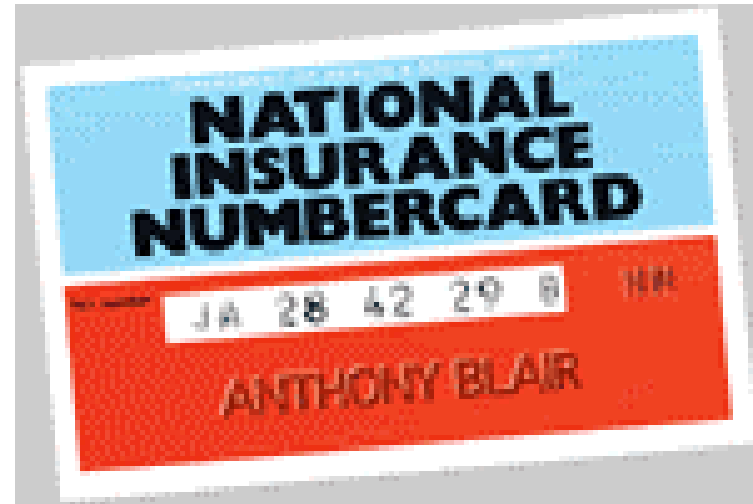
Customer Journeys



Working together: Customer Understanding in action

Step No.	Step Name	Who does it?	By Whom?	Action?	Time taken	Time cost	Emka cost	Total \$	Comments
1	Employee	HMRC	Admin Officer	Receive Telephone call	10:00	0.12	-	4.08	Charlie calls about repayment
2	Telephone	Customer	Admin Officer	Receive Telephone call	10:00	0.23	-	2.38	Who ask for a writing
3	Post	Customer	Employee	Send Letter to HMRC	10:00	0.08	0.24	2.44	Who puts in writing and send to HMRC
4	Telephone	Customer	Employee	Call Contact Centre	20:00	0.13	-	2.08	1st progress chase
5	Telephone	HMRC	Admin Officer	Receive Telephone call	20:00	0.23	-	2.08	do not to wait or see any other with HMRC
6	Telephone	Customer	Employee	Call Contact Centre	20:00	0.13	-	2.08	2nd progress chase
7	Telephone	HMRC	Admin Officer	Receive Telephone call	20:00	0.23	-	2.08	unable to advise
8	Telephone	Customer	Employee	Call Contact Centre	20:00	0.13	-	2.08	3rd progress chase
9	Telephone	HMRC	Admin Officer	Receive Telephone call	20:00	0.23	-	2.08	unable to advise
10	Telephone	Customer	Employee	Call Contact Centre	20:00	0.13	-	2.08	4th progress chase
11	Telephone	HMRC	Admin Officer	Receive Telephone call	20:00	0.23	-	2.08	unable to advise
12	Telephone	Customer	Employee	Call Contact Centre	20:00	0.13	-	2.58	Charlie isn't taking me for a walk
13	Telephone	HMRC	Admin Officer	Receive Telephone call	20:00	0.23	-	2.75	let's try to find out if I can help with my progress
14	Post	HMRC	Admin Officer	Send Letter	5:00	0.23	0.26	1.41	send letter to employer
15	Telephone	Customer	Employee	Make Telephone call	5:00	0.13	-	2.36	Call employee
16	Telephone	HMRC	Admin Officer	Call Contact Centre	15:00	0.13	-	13.58	Send telephone progress report back to HMRC
17	Telephone	HMRC	Admin Officer	Receive Telephone call	15:00	0.23	-	3.45	Call centre staff still unable to advise
18	Face2Face	Customer	Employee	Visit Enquiry Centre	30:00	0.08	-	2.48	Charlie comes into an enquiry centre and talked to a manager
19	Face2Face	HMRC	Admin Officer	Face to face Contact	30:00	0.03	-	20.88	Manager tracks progress, progress finally still progress to the point
20	Post	HMRC	Admin Officer	Send Approval	5:00	0.23	0.26	1.41	Who paid repayment
21	Post	Customer	Employee	Send Approval	1:00	0.08	-	20.88	Charlie received payment for repayments

Customer Journeys & Total Cost to Serve



National Insurance Card Project



Where are we on our journey now?

- Initial uncertainty and scepticism of people from different backgrounds
- Discuss perspectives and thinking behind different approaches
- Respect is vital
- Co-location made huge difference
- Genuine belief within team that the combination of perspectives and disciplines is really powerful
- Appropriate quality standards need to be pinned down
- Need to also think about accessible and powerful presentation of evidence



Questions?

