



**Report on the**

**EUPAN**

**CUSTOMER INSIGHT QUESTIONNAIRE**

**Prepared on behalf of the Portuguese Presidency  
for the IPSG meeting 15-16 November, Lisbon**

**November 2007**

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## Context of the survey

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### The EUPAN Customer Insight Questionnaire

IPSG has been considering how to best deliver the task agreed by Directors General to work on customer satisfaction management by producing an EU version of the UK paper '*The Primer*' and how to identify best practices cases to illustrate the concepts. *The Primer* explains the relevance of customer focus and the role(s) citizens/customers play in public sector management. It gives an overview of different methods and techniques around customer insight including examining the importance of customer needs, expectations and satisfaction.

During recent meetings of the customer satisfaction sub group of IPSG it was agreed that it would be sensible to get an overview across member states of the role of the customer in public affairs and establish the priorities and needs of member states around the whole subject of 'customer insight'. This allows to better focus the activity of the group on the products and practices which can deliver greatest added value.

This brief survey therefore seeks the views of member states in four keys areas:

- their own experience/view on the role and place of the customer and on the concepts discussed in *The Primer*
- information on some other customer insight techniques (for example, 'Charters')
- the priority they would give to developing guidance/products in these areas
- the degree to which they will be able to supply examples of good practice.

EIPA has been asked to analyse, on behalf of the Portuguese Presidency, the responses to this survey and to present the results to the IPSG meeting (15 & 16 of November). The conclusions of the discussion and recommendations for further work by EUPAN in this field will be presented to Directors General.

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## General Information

During the meeting of the Customer Satisfaction Expert subgroup of IPSPG on 26 September in Brussels the group agreed that a questionnaire should be sent to all member states to gauge the degree of interest and knowledge around this subject in the different member states. This IPSPG subgroup agreed it would be sensible to get an overview across member states of the role of the customer in public affairs and establish the priorities and needs of member states around the whole subject of 'customer insight'. This will allow us to better focus the activity of the group on the products and practices which can deliver greatest added value and serve as an input for the next MTP.

Based upon the UK Primer on Customer Insight a questionnaire was prepared by the UK and commented by different member states.

The questionnaires were sent out on 15 October and the Member states could send back their replies before 5<sup>th</sup> of November. 23 countries answered the questionnaire. Please find the list of countries & correspondents.

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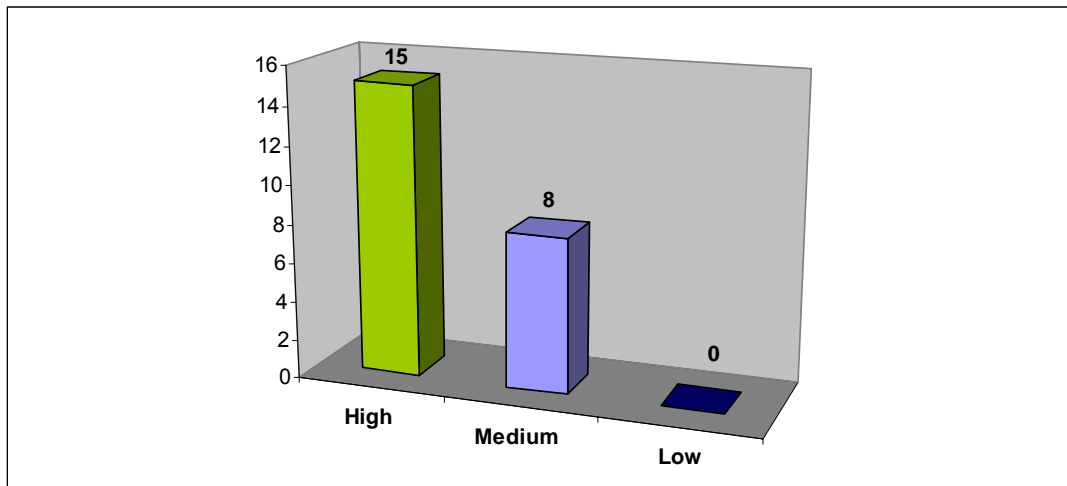
# 1. Overall Concepts and their Importance

## 1.1. *Relevance of the Customer Insight topic*

- **Question 2.1.** How relevant is the topic of Customer Insight to the public administration agenda in your country?

High	Medium	Low	Total
15	8	0	23
AT, BE, BG, ES, FR, HU, LT, LUX, LV, NO, NL, PT, SE, SI, UK,	CY, DE, FI, GR, IE, IT, PL, RO,		

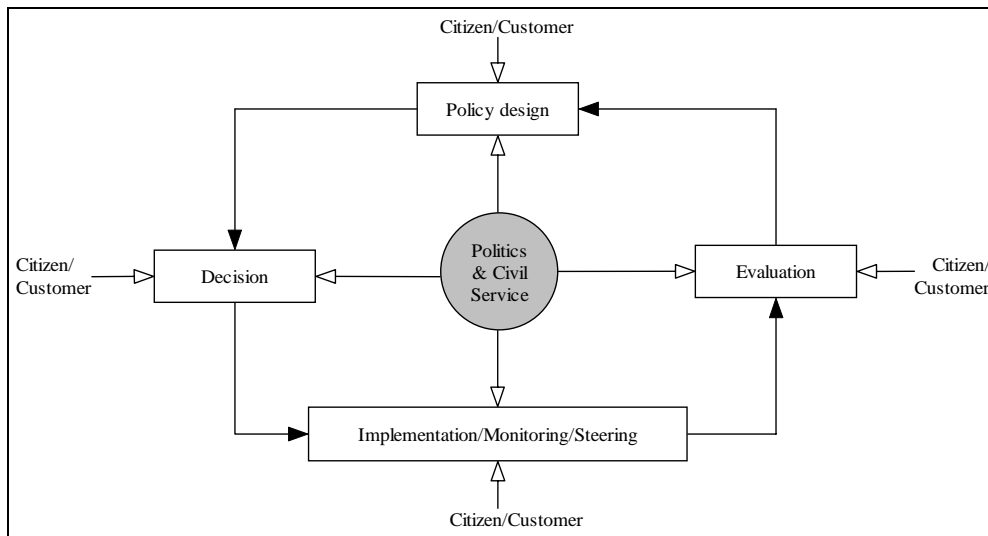
Customer insight is a theme on the public administration agenda's of all the member states. In almost 2/3 of the countries the topic of "customer insight" is high on the public administration agenda.



## 1.2. *The different roles of the citizen/customer*

In this part of the survey, we wanted to know to which extent the citizen/customer plays the role of co-designer, co-decider, co-producer and co-evaluator. Traditionally the political leaders determine what service(s) is to be provided, on what terms and to whom, and bureaucrats and professionals subsequently organize and deliver the service(s). The role of the citizens is largely passive. In the new setting the range of actors involved - institutionally or on an *ad hoc* basis- in the production, delivery and evaluation of public services has increased and the role of the citizen has become more active. This changing role of citizen-customers of public services has an impact on the whole of the policy and management cycle. Traditionally the policy and management cycle is dominated and controlled by politicians and administrators. More and more, citizens-customers are involved in this policy and management cycle at different stages (design, decision, implementation and monitoring, and evaluation) as is shown in the figure. Citizen-

customers become co-designer, co-decider, co-producer and co-evaluator (Bouckaert, Löffler and Pollitt, 2006).



Source: W. van Dooren, N. Thijs and G. Bouckaert (2004)

Member states were asked to what extent citizen/customer are actually playing these different roles (question 2.2.) and to what extent they should be able to play the different roles in the future (question 2.3.).

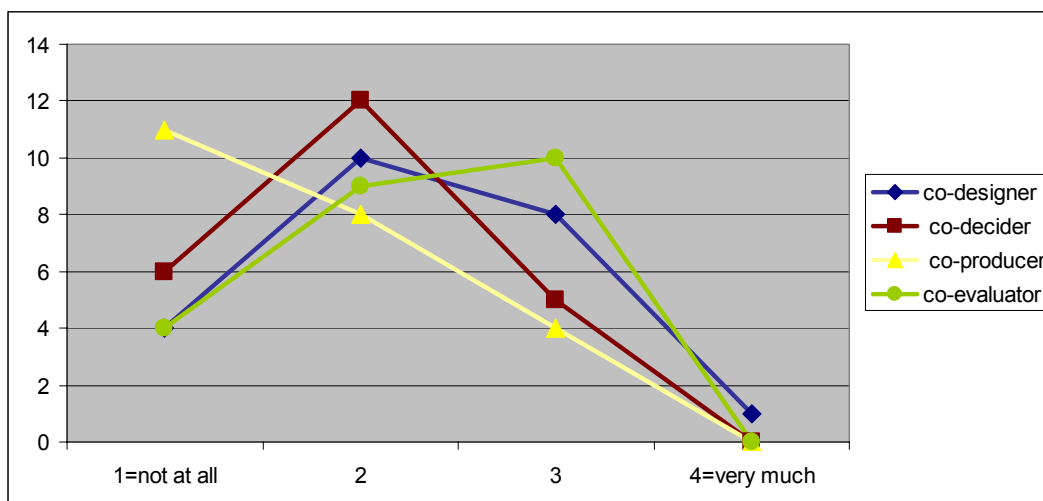
### 1.2.1. Actual status (as is)

➤ **Question 2.2.** To what extent is the citizen/customer actually seen as playing any of the following roles in public sector affairs in your country?

	1 not at all	2	3	4 very much
The citizen/customer is seen as a <b>co-designer</b>	4 ES, GR, IT, PT,	10 BE, CY, FI, FR, IE, LUX, NL, PL, RO, SE,	8 AT, BG, DE, HU, LT, NO, SI, UK,	1 LV,
The citizen/customer is seen as a <b>co-decider</b>	6 ES, FR, GR, LUX, PL, PT,	12 BG, CY, DE, FI, IE, LT, LV, NO, NL, RO, SE, SI,	5 BE, AT, HU, IT, UK,	0
The citizen/customer is seen as a <b>co-producer</b>	11 BE, CY, ES, GR, IE, LUX, NL, PL, PT, RO, SI,	8 BG, DE, FR, IT, LT, LV, NO, SE,	4 AT, FI, HU, UK,	0
The citizen/customer is seen as a <b>co-evaluator</b>	4 CY, ES, IE, RO,	9 AT, DE, GR, LT, LUX, PL, PT, SE, SI,	10 BE, BG, FI, FR, HU, IT, LV, NO, NL, UK,	0

One general conclusion to make is that for all the different roles, in no country (except one) the role actually played by the citizen/customer is described as (very) important.

If we look at the different roles then the Co-designer role and the Co-evaluator role get the highest scores on level 3, respectively 8 (33%) and 10 (41%). Although these scores are not particularly high, the other roles (co-decider and Co-producer) actually played by the citizen/customer are evaluated (much) lower.



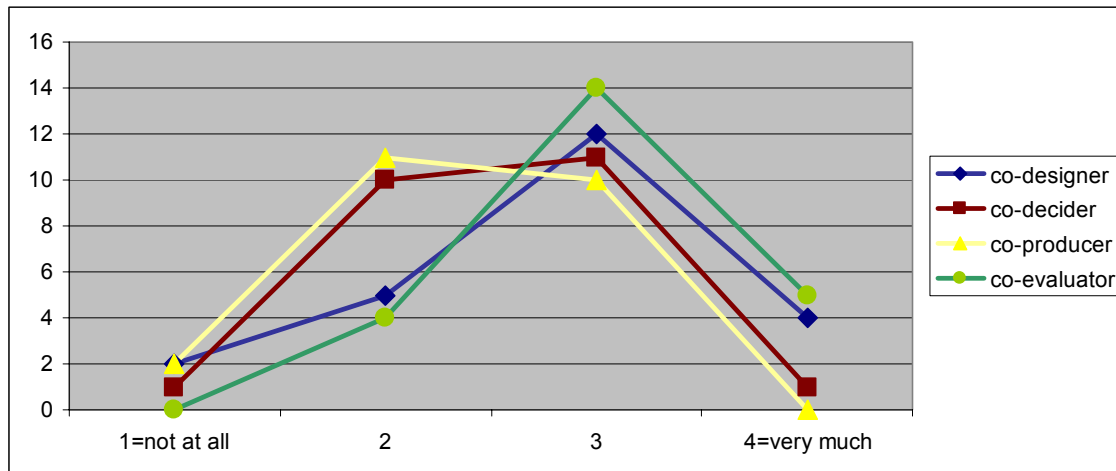
### 1.2.2. Future status (to be)

➤ **Question 2.3.** To what extent are future plans in place to allow the citizen/customer to play the following roles in public sector affairs in your country?

	1 not at all	2	3	4 very much
The citizen/customer should be able to act as a <b>co-designer</b>	2 ES, IT,	5 BE, GR, IE, NO, PT,	12 AT, CY, DE, FI, FR, HU, LUX, NL, PL, RO, SE, UK,	4 BG, LT, LV, SI,
The citizen/customer should be able to act as a <b>co-decider</b>	1 ES,	10 BE, FR, GR, IE, LUX, LV, NO, NL, PL, PT,	11 AT, BG, CY, DE, FI, HU, IT, RO, SE, SI, UK,	1 LT,
The citizen/customer should be able to act as a <b>co-producer</b>	2 NL, SI,	11 BE, CY, ES, GR, IE, IT, LUX, NO, PL, PT, RO,	10 AT, BG, DE, FI, FR, HU, LT, LV, SE, UK,	0
The citizen/customer should be able to act as a <b>co-evaluator</b>	0	4 ES, GR, IE, RO,	14 AT, CY, DE, FR, IT, LT, LUX, NO, NL, PL, PT, SE, SI, UK,	5 BE, BG, FI, HU, LV,

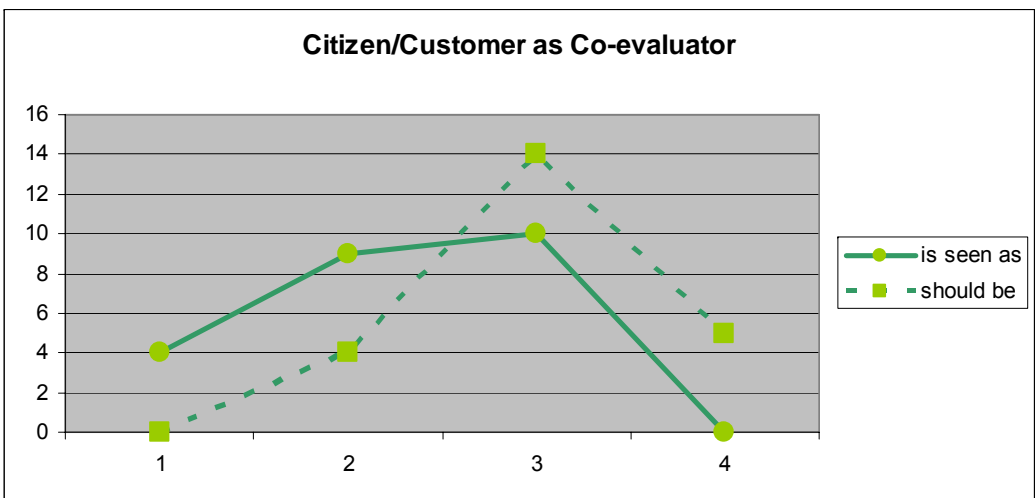
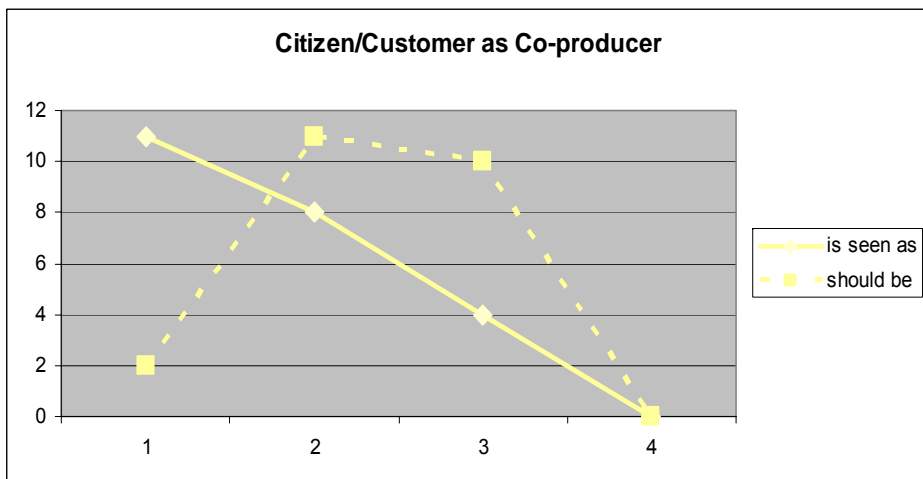
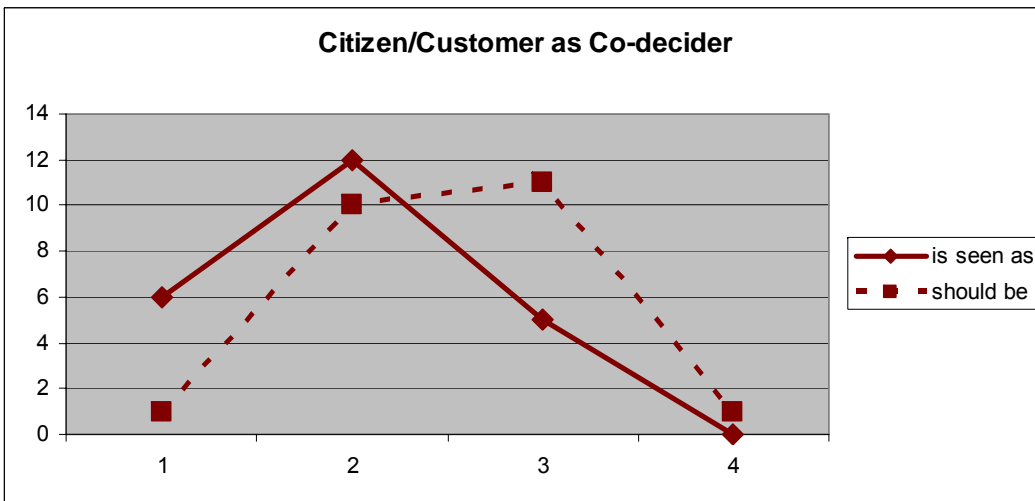
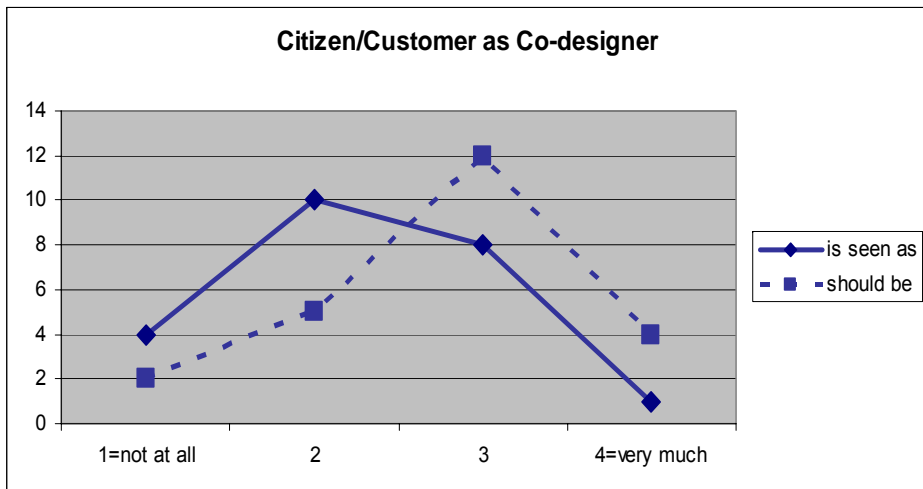


In at least half of the time the roles citizen/customer should play in the future are rated at level 3. For the role of Co-decider and Co-producer also level 2 gets a high score (# 10 is 43% and # 11 is 48%)



### 1.2.3. “As is” versus “to be”

Interesting to see is the difference for all the different role between the actual situation (“as is”) and the future situation (“to be”). For all the different roles level 3 and 4 score higher in the “to be” situation.

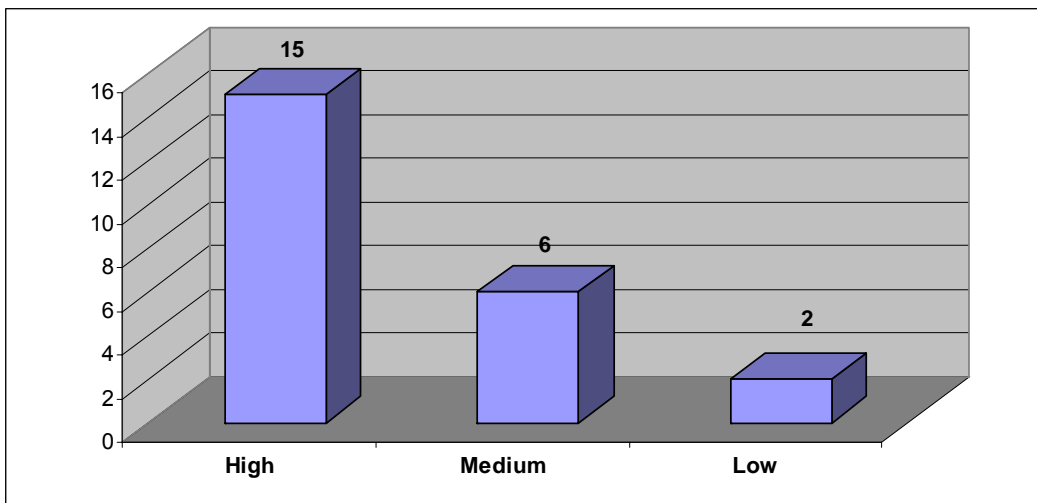


**1.3.**

**Importance of development and active participation**

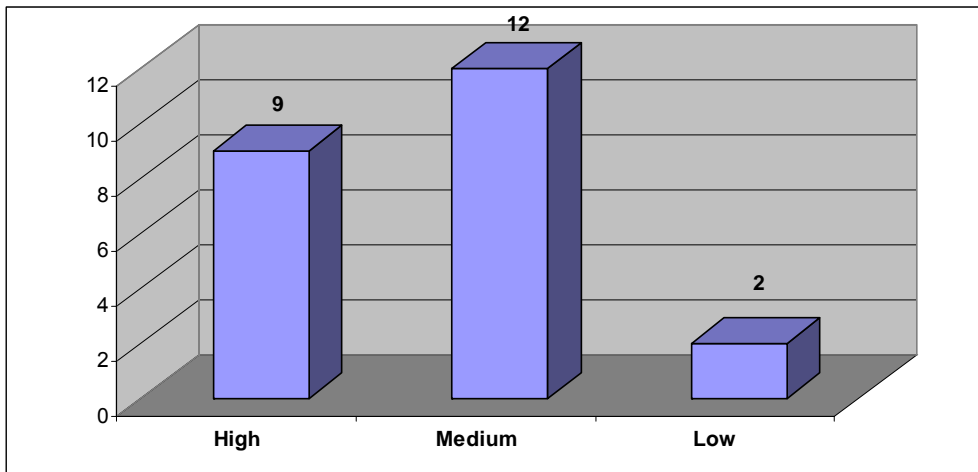
- **Question 2.4.** How important is the development of an EU version of the UK Primer document?

High	Medium	Low	Total
15	6	2	23
AT, BE, BG, CY, DE, FR, GR, HU, IE, LT, LUX, PT, RO, SE, SI,	ES, FI, IT, NO, NL, PL,	LV, UK,	



- **Question 2.5.** Development of good quality material by the EUPAN network in order to support the member states, is likely to need active participation from representatives of member states in devising and quality assuring material. Please indicate what level of commitment your DG is prepared to support from your country.

High	Medium	Low	total
9	12	2	23
AT, BE, BG, CY, DE, GR, IE, LT, SI,	FI, FR, HU (changes), LUX, LV, NO, NL, PL, PT, RO, SE, UK,	ES, IT,	



Although 2/3 of the countries see the development of the EU version as high, only 40% indicate the commitment of active participation in this work is high. Half of the member states indicate a medium level of commitment.

## 2. Customer Insight Concepts & Techniques

*The Primer* describes and discusses a number of concepts and techniques associated with customer insight. The questions were designed to seek the views on how the countries may make use of these and the degree to which they feel they should be a priority for future work. This questionnaire asked for the views on the following techniques:

1. (front line) staff surveys
2. customer satisfaction measurement
3. customer journey mapping
4. usability testing and website analysis
5. ethnography
6. consultation
7. segmentation
8. complaint systems
9. charters

### 2.1. (FRONT LINE) STAFF SURVEYS

The first technique are (front line) staff surveys or consultation moments where (front line) staff members can tell about their experiences with customers, what they experience on their needs and expectations are, on what works, what does not and why. Typically (front line) staff have an excellent idea of what is important to their customers, what customers would like to have more of, what frustrates them and what they would change. Also described in section 1 page 10 of *The Primer*.

#### 2.1.1. Degree of knowledge/understanding and expertise on (front line) staff surveys

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level
3	8	10	3
AT, ES, LUX	BG, FR, IT, LT, NO, PL, PT, RO,	CY, GR, HU, IE, LV, NL, PT, SE, SI, UK,	BE, DE, FI,
<b>If possible, please indicate at what level you have experience/expertise in this area.</b>			
	<b>Yes</b>	<b>No</b>	<b>No answer/don't know</b>
<b>national</b>	16	1	6
<b>regional</b>	9	4	10
<b>local</b>	12	3	8

### 2.1.2. Development / collection of material covering (front line) staff surveys

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

1 Very low level of interest	2	3	4 High priority for development
0	5	11	7
	FI, IE, NL, PT, SE,	BE, CY, ES, HU, IT, LUX, NO, PL, RO, SI, UK,	AT, BG, DE, FR, GR, LT, LV,

### 2.1.3. Provide good practice cases on (front line) staff surveys

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
6	10	3	4
CY, ES, GR, IT, LT, PT,	BG, FR, HU, IE, (LUX), NO, PL, RO, SI, UK,	AT, FI, SE,	BE, DE, LV, NL,

### 2.1.4. Summary on (front line) staff surveys

Few countries indicate to have actually an excellent degree of knowledge/understanding and expertise on front line staff surveys. The biggest group (# 10 countries) gives a score of 3. Most of the countries give high priority (level 4) or level 3 for development of material concerning this topic. It is likely that material would be used extensively in the countries.



### 2.1.5. Proposals on (front line) staff surveys

- **Question:** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### **Belgium**

The concept, the questions, the action plan made thanks to staff survey, the benchmarking at federal, in the Flemish community and on local level.

#### **Cyprus**

Workshops should be carried out at department/organisation level where front line staff and their supervisors will have the opportunity to share their experiences and express their views on customer issues/problems. Based on the findings/ results of the workshops specific questionnaires should be designed and given out to the citizens in order to receive their feedback on different issues.

#### **Germany**

The concept, including questions and thoughts about an action plan is helpful for staff survey, benchmarking at federal level and with the sixteen states in Germany, the local level and the area of great organization and charities.

#### **Latvia**

Data basis of good practices

#### **Poland**

Staff surveys should be and sometimes are a very good source of core information gathered from the first line of contact between a front line staff and a citizen. Those information are vital to the managerial staff due to it's fresh view to citizens problems when coming for example to the city hall. Notes arising from a survey should be take into consideration if we really want to change small things not working properly in our office, that may be very annoying for our co-called customers.

## 2.2.

## CUSTOMER SATISFACTION MEASUREMENT

The second technique to get insight in customers' needs, expectations and satisfaction are the satisfaction measurements by means of questionnaires. Also described in section 2 page 12 of *The Primer*.

### 2.2.1. Degree of knowledge/understanding and expertise on customer satisfaction measurement

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level
1	7	13	2
GR,	AT, FR, LV, NO, NL, PL, PT,	BE, BG, CY, DE, ES, FI, HU, IE, IT, LT,LUX, RO, UK,	SE, SI,
<b>If possible, please indicate at what level you have experience/expertise in this area.</b>			
		<b>Yes</b>	<b>No</b>
			<b>No answer/don't know</b>
<b>national</b>		19	1
<b>regional</b>		10	6
<b>local</b>		12	6
			3
			7
			5

### 2.2.2. Development / collection of material covering customer satisfaction measurement

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

1 Very low level of interest	2	3	4 High priority for development
0	5	8	10
	DE, IT, SE, SI, UK,	BE, CY, FI, HU, IE, PL, PT, RO,	AT, BG, ES, FR, GR, LT,LUX, LV, NO, NL,



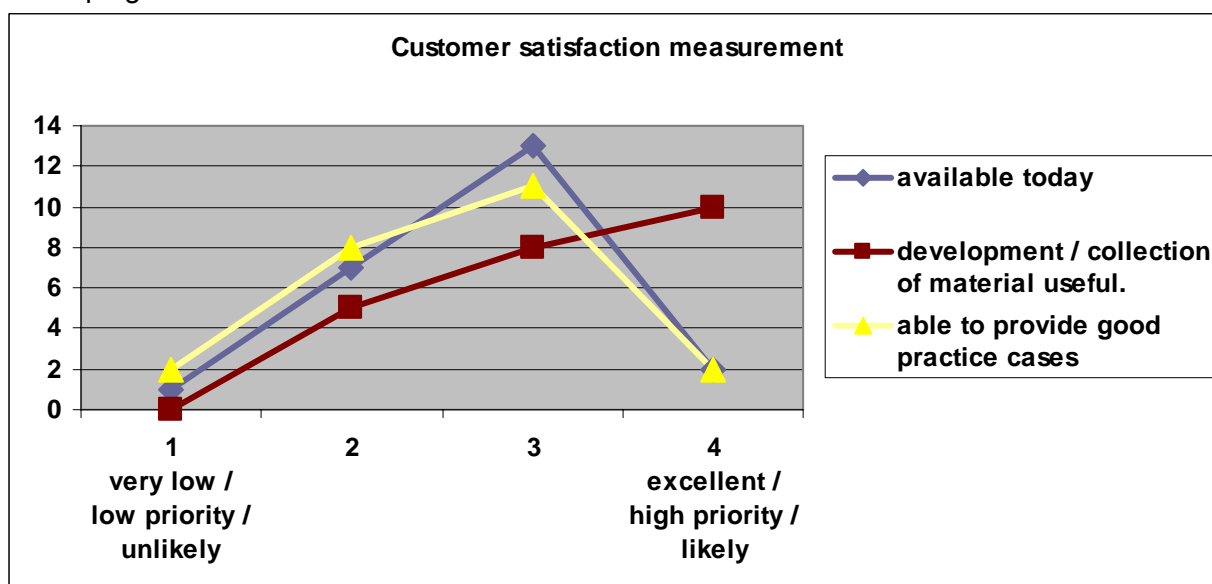
### 2.2.3. Provide good practice cases on customer satisfaction measurement

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
2	8	11	2
GR, PT,	CY, HU, IE, LT, NL, PL, RO, UK,	AT, BE, BG, DE, FI, FR, IT, LUX, LV, NO, SI,	ES, SE,

### 2.2.4. Summary on customer satisfaction measurement

A lot of countries have developed already initiatives in this field (# 13 level 3), but only few (#2) state to have an excellent knowledge and expertise. Still there is a very high priority on developing materials in this field.



## 2.2.5. Proposals on customer satisfaction measurement

- **Question:** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

### **Belgium**

We are now writing a brochure on the subject, we have a common questionnaire, a concept in order to write action plan

### **Cyprus**

A proposal should be made to the Council of Ministers in order to take decision and, consequently, give the go ahead to the various departments/organisations to conduct surveys to establish the level of customer satisfaction and the problems/issues they face.

### **France**

This work could address also "mystery user" inquiries, in addition to customer satisfaction surveys.

### **Germany**

Good practice cases should be searched regarding the various layers of government in order to show to practitioners adequate models to learn from. Also institutions like city associations could be actively involved since they have a good overview on the practice of their clients.

### **Latvia**

Data basis of good practices

### **Lithuania**

Lithuanian Ministry of the Interior every year organizes customer satisfaction surveys, for the purpose to know citizens opinion how they trust in public and municipal authorities and bodies.

### **Luxembourg**

For the moment Luxembourg is developing and implementing a methodology (steps of the project, guidelines) with the aim to support administrations which intend to measure customer satisfaction.

Two pilot projects are launched.

Surveys have been made by the national Police, and the service for assistance for elderly dependants.

Customer satisfaction surveys have also been realised by local administrations.

### **Poland**

In the Operational Programme - Human Capital (2007-2013) our ministry takes part in the 5-th priority called "Good governance" as a Implementation Authority for projects concerning local Government.

Many chosen project will be specially concerned on matters focusing surveys on customers satisfaction level. Implementing such a way of data collecting will for sure help decision makers among local communities to check what do people really need from their office and not what we thing is good for our citizens.

## 2.3. CUSTOMER JOURNEY MAPPING

A customer journey map is a way to describe the experiences of a customer during their interaction with a service or set of services and the emotional responses these provoke - from their first consideration of a related need, to receiving the service outcome. Described in section 3 page 13 of *The Primer*

### 2.3.1. Degree of knowledge/understanding and expertise on customer journey mapping

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level																
8	13	2	0																
BG, ES, FR, GR, NO, PL, RO, SI,	AT, CY, DE, FI, HU, IE, IT, LT,LUX, LV, NL, SE, UK,	BE, PT,																	
<p>If possible, please indicate at what level you have experience/expertise in this area.</p> <table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>No answer/don't know</th> </tr> </thead> <tbody> <tr> <td>national</td> <td>6</td> <td>7</td> <td>10</td> </tr> <tr> <td>regional</td> <td>2</td> <td>10</td> <td>11</td> </tr> <tr> <td>local</td> <td>1</td> <td>11</td> <td>11</td> </tr> </tbody> </table>					Yes	No	No answer/don't know	national	6	7	10	regional	2	10	11	local	1	11	11
	Yes	No	No answer/don't know																
national	6	7	10																
regional	2	10	11																
local	1	11	11																

### 2.3.2. Development / collection of material covering on customer journey mapping

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

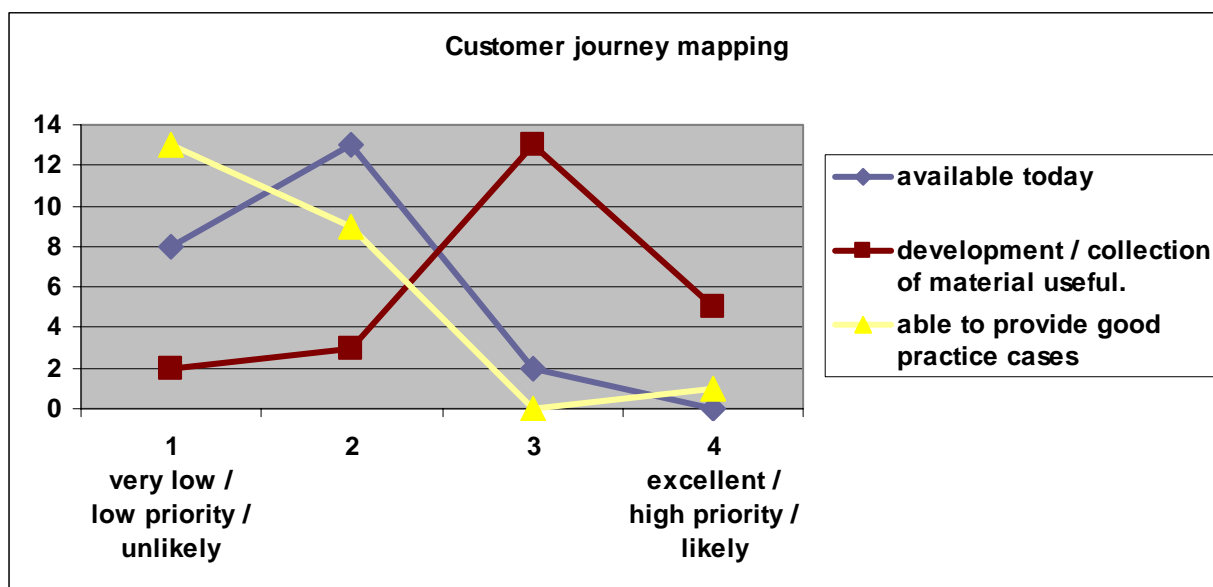
1 Very low level of interest	2	3	4 High priority for development
2	3	13	5
BE, PL,	DE, HU, PT,	BG, CY, FI, IE, IT, LT,LUX, LV, NO, NL, SE, SI, UK,	AT, ES, FR, GR, RO,

### 2.3.3. Provide good practice cases on customer journey mapping

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
13	9	0	1
BG, ES, FR, GR, HU, IT, LT, SI, LV, NO, PL, PT, RO,	BE, CY, DE, FI, IE, LUX, NL, SE, UK,		AT,

### 2.3.4. Summary on customer journey mapping



### 2.3.5. Proposals on customer journey mapping

- **Question:** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

<p><b>Belgium</b> This was made in some project with BPR (business process reengineering) such as in the ministry of finance (Customs and accesses), agency of social security, ...</p> <p><b>Cyprus</b> Specific questionnaire can possibly be designed and used by the various departments/ organisations over a specific period of time in order to map citizens' experiences and relevant emotions. These questionnaires can be given out to or completed with citizens randomly.</p> <p><b>Latvia</b> Data basis of good practices</p> <p><b>Poland</b> This idea is completely new to our public administration and not likely would be implemented as a working toll.</p>
--

## 2.4.

## USABILITY TESTING AND WEBSITE ANALYSIS

Usability testing is mostly used when designing new services, particularly within the online environment. It is a means for measuring how well people can use something (such as a web page, a computer interface, a document, or a device) for its intended purpose. During usability testing, the aim is to observe people using the product in as realistic a situation as possible. Described in section 4 page 13 of *The Primer*

### 2.4.1. Degree of knowledge/understanding and expertise on usability testing and website analysis

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level																
5	6	7	5																
ES, GR, IT, LV, PL,	BG, CY, IE, NO, PT, SI,	AT, DE, FR, HU, LT, RO, UK,	BE, FI, LUX, NL, SE,																
<p><b>If possible, please indicate at what level you have experience/expertise in this area.</b></p> <table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>No answer/don't know</th> </tr> </thead> <tbody> <tr> <td><b>national</b></td> <td>14</td> <td>2</td> <td>7</td> </tr> <tr> <td><b>regional</b></td> <td>6</td> <td>6</td> <td>11</td> </tr> <tr> <td><b>local</b></td> <td>6</td> <td>6</td> <td>11</td> </tr> </tbody> </table>					Yes	No	No answer/don't know	<b>national</b>	14	2	7	<b>regional</b>	6	6	11	<b>local</b>	6	6	11
	Yes	No	No answer/don't know																
<b>national</b>	14	2	7																
<b>regional</b>	6	6	11																
<b>local</b>	6	6	11																

### 2.4.2. Development / collection of material covering usability testing and website analysis

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

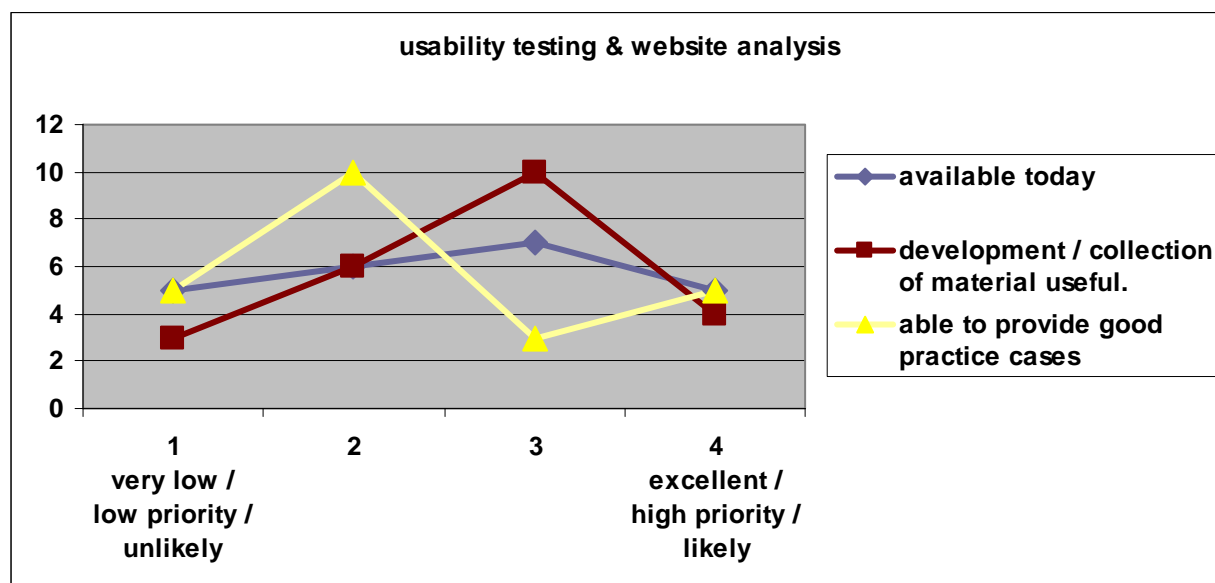
1 Very low level of interest	2	3	4 High priority for development
3	6	10	4
FR, IT, NL,	BE, CY, PL, SE, SI, UK,	DE, ES, FI, IE, LT, LUX, LV, NO, PT, RO,	AT, BG, GR, HU,

### 2.4.3. Provide good practice cases on usability testing and website analysis

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
5	10	3	5
CY, ES, GR, PL, SI,	BG, FR, HU, IE, IT, LT, NO, PT, RO, UK,	AT, FI, LV,	BE, DE, LUX, NL, SE,

### 2.4.4. Summary on usability testing and website analysis



### 2.4.5. Proposals on usability testing and website analysis

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### Belgium

We have organised on line survey for the customer and staff. We have several website which are user friendly for visual disabled people. In the Walloon region we have a project call wali to explain the administration to the children, the students, everything is live. The training are on line. In the French community the sport direction has made everything on line. The subscription, the payment, ...

#### Germany

It is wise to create more websites and check if the actual websites are friendly for the user. It is necessary to question, if these websites are well known by the potential addressee and in the existing form is accepted. Beside it may be wise to build up more communication platforms (chat rooms for example)

**Latvia**

Data basis of good practices

**Luxembourg**

Electronic governance topic: system of reference for the development of websites and applications based on user focused approach (ISO 13407), including usability testing and ergonomic assessment.

**Poland**

The most important part of this idea will be to strengthen the computer net system among the local communities offices which for example is very poor especially when talking about small rural communities. This would probably work for bigger cities and for Poland's conditions is probably the goal for the future efforts.

## 2.5.

## ETHNOGRAPHY

Ethnography describes any scientific method used to understand human behaviour and culture. In the private sector it is widely accepted as a research technique for better understanding customers. Egg, a well-known internet bank, frequently uses ethnographers to observe the interaction of families with their personal finances in their homes. Described in section 5 page 14 of *The Primer*

### 2.5.1. Degree of knowledge/understanding and expertise on ethnography

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level																
15	6	2	0																
AT, BE, BG, CY, FI, FR, GR, IT, LT, LUX, NO, PL, PT, RO, SI,	DE, HU, LV, NL, SE, UK,	ES, IE,																	
<p>If possible, please indicate at what level you have experience/expertise in this area.</p> <table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>No answer/don't know</th> </tr> </thead> <tbody> <tr> <td>national</td> <td>6</td> <td>8</td> <td>9</td> </tr> <tr> <td>regional</td> <td>1</td> <td>10</td> <td>12</td> </tr> <tr> <td>local</td> <td>0</td> <td>11</td> <td>12</td> </tr> </tbody> </table>					Yes	No	No answer/don't know	national	6	8	9	regional	1	10	12	local	0	11	12
	Yes	No	No answer/don't know																
national	6	8	9																
regional	1	10	12																
local	0	11	12																

### 2.5.2. Development / collection of material covering ethnography

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

1 Very low level of interest	2	3	4 High priority for development
3	10	8	3
BE, CY, PL,	BG, DE, FR, IT, LUX, LV, NO, PT, SI, UK,	AT, ES, FI, HU, IE, LT, LUX, SE,	GR, NL, RO,

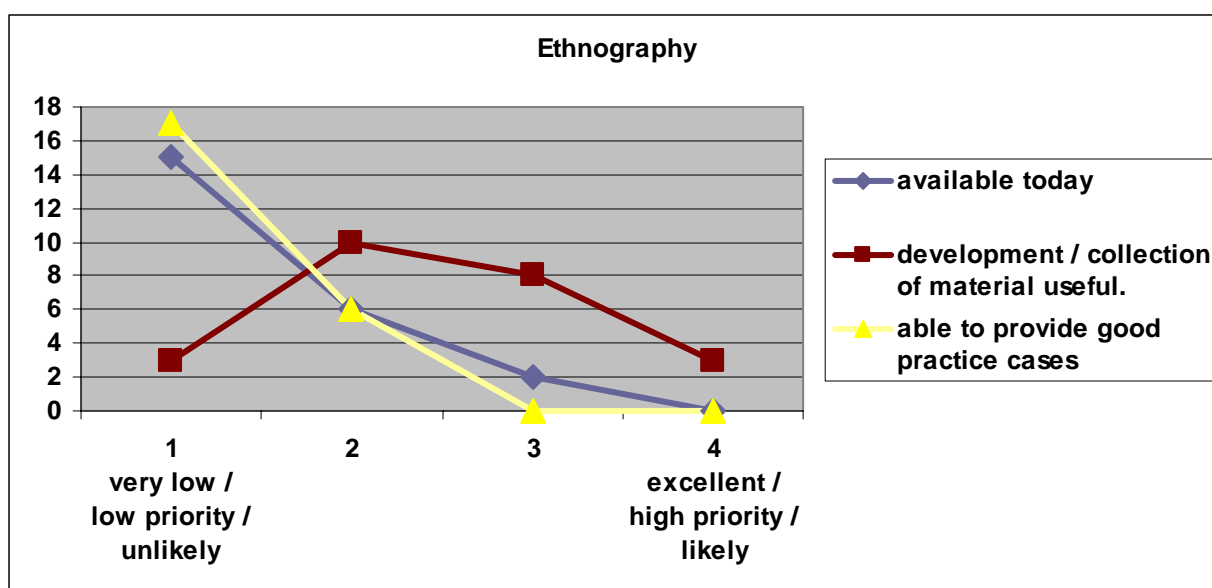


### 2.5.3. Provide good practice cases on ethnography

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
17	6	0	0
AT, BE, BG, CY, DE, FI, FR, GR, IT, LT, LUX, NO, NL, PL, PT, RO, SI,	ES, HU, IE, LV, SE, UK,		

### 2.5.4. Summary on ethnography



### 2.5.5. Proposals on ethnography

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### Germany

It's necessary to develop the communication between institutions, which are engaged in this area, make the results of inquiries more transparent and create a common area to inform customers about knowledge, the results of common discussion and the international consequences

#### Latvia

Data basis of good practices

#### Poland

As a new research technique for our country we should at first undergo a social studies focusing on how useful it could be for our conditions. According to the outcomes some forward steps can be taken.

**2.6.****CONSULTATION**

Consultation covers a variety of techniques from more targeted and direct consultation with key stakeholders and customers to more traditional types of written consultation. Described in section 6 page 15 of *The Primer*

**2.6.1. Degree of knowledge/understanding and expertise on consultation**

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level
0	11	11	1
	AT, DE, ES, GR, HU, IT, LT,LUX, NO, PL, PT,	BE, BG, CY, FI, FR, IE, NL, RO, SE, SI, UK,	LV,
<b>If possible, please indicate at what level you have experience/expertise in this area.</b>			
		<b>Yes</b>	<b>No</b>
			<b>No answer/don't know</b>
	<b>national</b>	9	3
	<b>regional</b>	4	6
	<b>local</b>	7	4
			11
			13
			12

**2.6.2. Development / collection of material covering consultation**

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

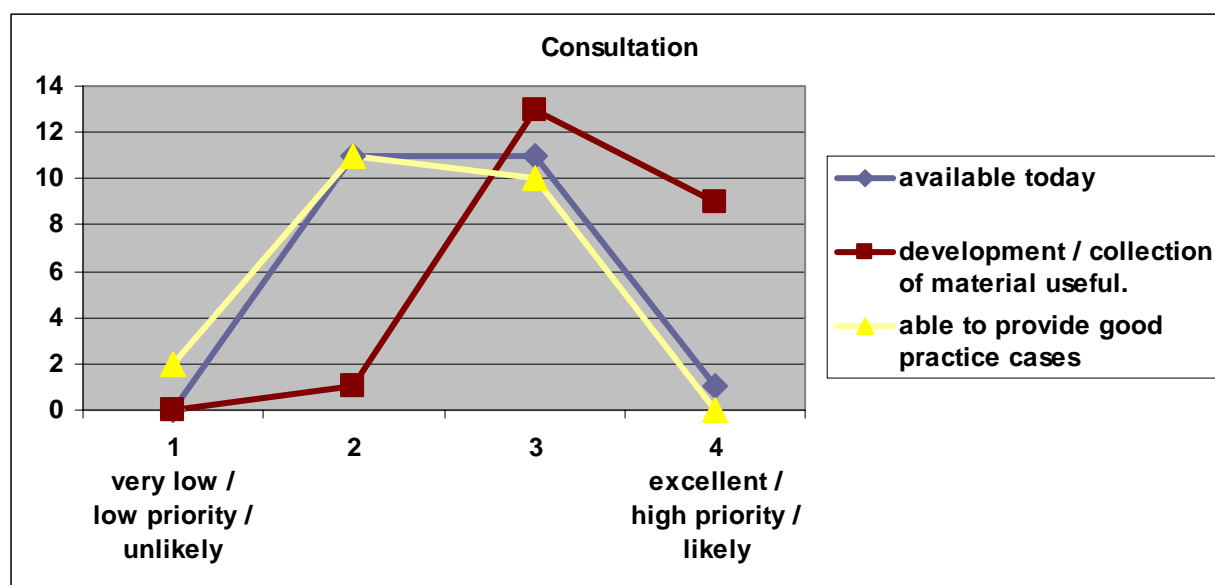
1 Very low level of interest	2	3	4 High priority for development
0	1	13	9
	DE,	CY, FR, HU, IE, IT, LT,LUX, NO, NL, PL, PT, RO, SE,	AT, BE, BG, ES, FI, GR, LV, SI, UK,

### 2.6.3. Provide good practice cases on consultation

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
2	11	10	0
ES, NO,	CY, GR, HU, IT, LT, LUX, PL, PT, RO, SE, SI,	AT, BE, BG, DE, FI, FR, IE, LV, NL, UK,	

### 2.6.4. Summary on consultation



### 2.6.5. Proposals on consultation

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### Belgium

In the ministry of finance we consulted accountants about our web application. We informed them about the future project we are going to develop.

The Federal agency for food safety has made a sample of the population to identify what are the priorities for the food security.

#### Cyprus

An informative circular can be prepared and sent out to the various Ministries by the Ministry of Finance, Department of Public Administration and Personnel, in an effort to further consult and educate them on issues related to citizen satisfaction and care. In addition, it should be made clear that citizen satisfaction is a priority and should be taken into consideration when designing any relevant policy.

**Germany**

In some ministries and Parliaments we organize consultations with charities, NGOs, other lobby organisations and institutions regarding the preparation of new laws and circular meetings to common problems. Beside f.ex. the Ministry of Interior (with the local associations) and the Ministry of Employment (to the labour Union) organize a constant exchange of views and experience.

**Latvia**

- It is important to distinguish the real situation and the situation "on paper". In Latvia, we have a great opportunities for citizens to involve in decision making and participate, but they are not so widely used.

- Data basis of good practices

**Poland**

As always when we think about the public administration services we should have in our minds not what is the most important for us as a civil clerks but what is the most important for our clients. A consultation technique will give us an answer to that question but maybe not on national level but on local one. In small cities and rural districts of Poland such a way of speaking out your mind could give us good results and a handful advice for local mayors where to act.

## 2.7.

## SEGMENTATION

“Subdividing a target audience into homogeneous and reachable groups based on shared needs and characteristics such as: who they are (socio-demographics), what they do (their behaviour), how they think and feel (their attitudes and needs)”. Described in page 16 of *The Primer*

### 2.7.1. Degree of knowledge/understanding and expertise on segmentation

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level																
8	9	6	0																
CY, ES, FR, GR, IT, LUX, PL, PT,	AT, BG, DE, HU, LT, LV, NO, NL, SI,	BE, FI, IE, RO, SE, UK,																	
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	Yes	No	No answer/don't know																
national	8	5	10																
regional	3	6	14																
local	3	7	13																

### 2.7.2. Development / collection of material covering segmentation

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

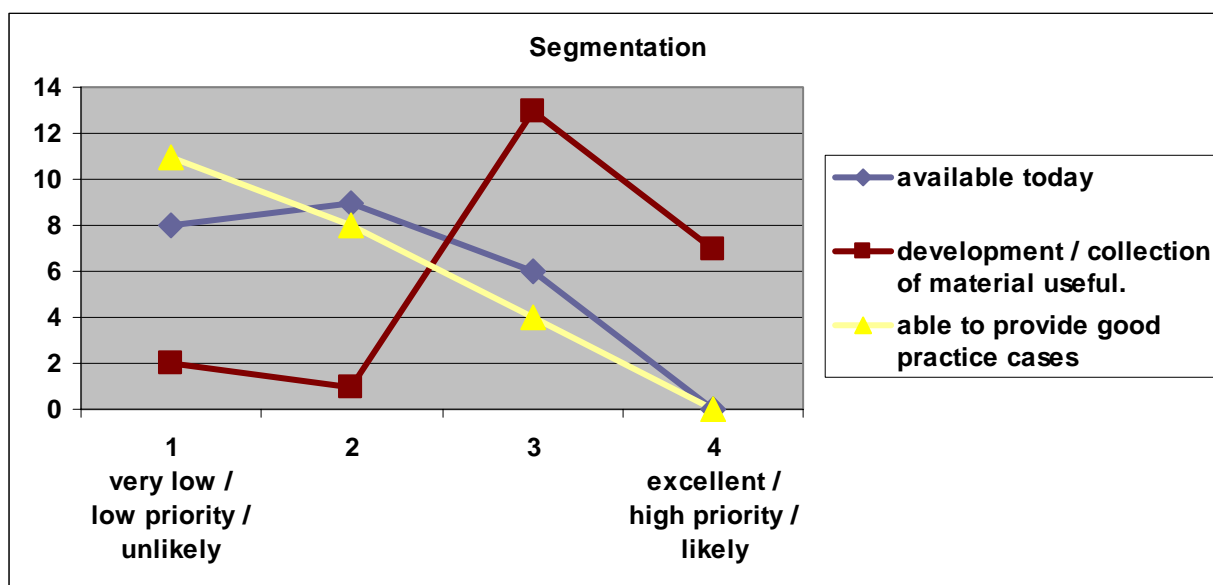
1 Very low level of interest	2	3	4 High priority for development
2	1	13	7
CY, DE,	PL,	AT, FI, FR, HU, IE, IT, LUX, LV, NO, PT, SE, SI, UK,	BE, BG, ES, GR, LT, NL, RO,

### 2.7.3. Provide good practice cases on segmentation

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
11	8	4	0
CY, ES, FR, GR, IT, LUX, LV, NL, PL, PT, SI,	DE, HU, IE, LT, NO, RO, SE, UK,	AT, BE, BG, FI,	

### 2.7.4. Summary on segmentation



### 2.7.5. Proposals on segmentation

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### Germany

In Germany the Local Authorities are the main actors and it's necessary to include them more in the discussion.

#### Latvia

Data basis of good practices

#### Poland

This way of work is too much focused on business entities and as I am concerned could to very hard to transpose into public life services.

## 2.8.

### COMPLAINTS SYSTEMS

Organisations that are customer-centric have formal processes in place to ensure that a complaints procedure (registration, handling, reporting) is installed and the information is fed back into the organisation. These processes support a cycle of continuous improvement and tailoring of the services around customer needs.

#### 2.8.1. Degree of knowledge/understanding and expertise on complaints systems

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level
0	8	10	5
	BE, DE, FR, GR, HU, IT, LUX, NO,	AT, BG, CY, ES, LV, NL, PL, PT, RO, SI,	FI, IE, LT, SE, UK,
<b>If possible, please indicate at what level you have experience/expertise in this area.</b>			
		<b>Yes</b>	<b>No</b>
			<b>No answer/don't know</b>
<b>national</b>		14	2
<b>regional</b>		8	2
<b>local</b>		14	2
			7

#### 2.8.2. Development / collection of material covering complaints systems

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

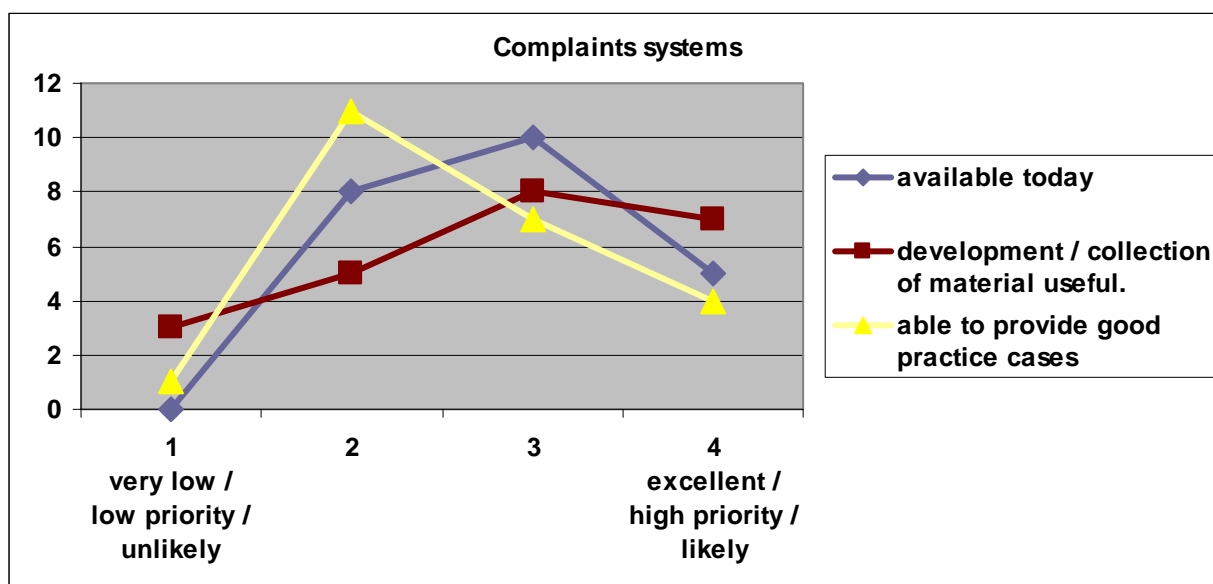
1 Very low level of interest	2	3	4 High priority for development
3	5	8	7
DE, IT, UK,	FI, FR, PT, SE, SI,	AT, CY, LUX, LV, NO, NL, PL, RO,	BE, BG, ES, GR, HU, IE, LT,

### 2.8.3. Provide good practice cases on complaints systems

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
1	11	7	4
GR,	DE, HU, IT, LT,LUX, LV, NO, PL, PT, RO, SI,	AT, BG, CY, FR, IE, NL, UK,	BE, ES, FI, SE,

### 2.8.4. Summary on complaints systems



### 2.8.5. Proposals on complaints systems

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

#### Belgium

The security, health agency has a complaint procedure  
At local and regional level in the Flemish local services they are obliged to have one.  
We have call centre where they can also give complaint at the recruitment centre for example.

#### Germany

Complaint procedures we find in some ministries, administrations and other organizations. For some areas we have agents in the Government and we have a system of petitions in some parliaments and as well we find such a system in some organizations dealing with Health Insurance Funds, Insurances and Local Installations.



**Latvia**

Data basis of good practices

**Poland**

I recon we should develop an internet as a way of complains lodging. As the fastest means of communication this web complains system could start an official case and through web consumers have a possibility to be informed what is the case status.

## 2.9.

## CHARTERS

A citizen charter is a unilateral declaration by a public sector service whereby the service, within the tasks stipulated for it by legislation and regulations, commits to a number of standards for its services and subsequently publishes these standards. This allows members of the public to address the service in question as directly as possible.

### 2.9.1. Degree of knowledge/understanding and expertise on charters

- **Question:** Indicate a score from 1 to 4 according to the degree of knowledge/understanding and expertise you think is generally available today in public administration in your country.

1 Very low level	2	3	4 Excellent level																
2	10	7	4																
GR, LT,	AT, DE, HU, IT, LUX, NL, PL, PT, RO, SI,	BE, BG, CY, ES, LV, NO, SE,	FI, FR, IE, UK,																
<p><b>If possible, please indicate at what level you have experience/expertise in this area.</b></p> <table border="1"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>No answer/don't know</th> </tr> </thead> <tbody> <tr> <td>national</td> <td>12</td> <td>4</td> <td>7</td> </tr> <tr> <td>regional</td> <td>9</td> <td>3</td> <td>11</td> </tr> <tr> <td>local</td> <td>9</td> <td>5</td> <td>9</td> </tr> </tbody> </table>					Yes	No	No answer/don't know	national	12	4	7	regional	9	3	11	local	9	5	9
	Yes	No	No answer/don't know																
national	12	4	7																
regional	9	3	11																
local	9	5	9																

### 2.9.2. Development / collection of material covering charters

- **Question:** Indicate a score from 1 to 4 according to the extent to which you think development / collection of material covering this subject would be useful

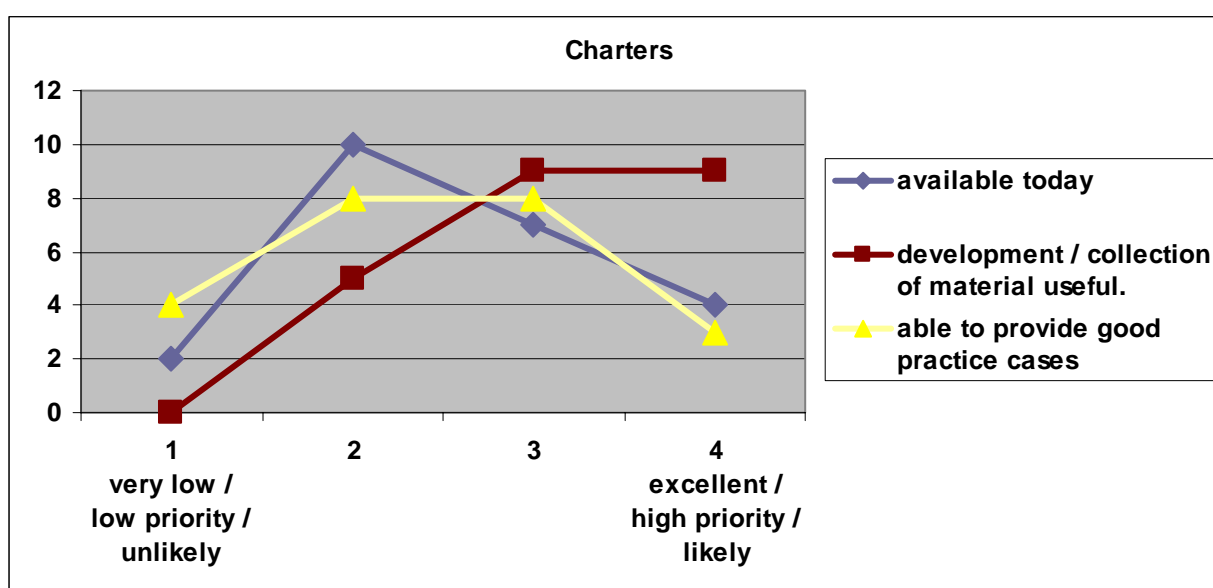
1 Very low level of interest	2	3	4 High priority for development
0	5	9	9
	DE, FI, IT, SE, UK,	BE, CY, FR,LUX, LV, NO, PL, PT, SI,	AT, BG, ES, GR, HU, IE, LT, NL, RO,

### 2.9.3. Provide good practice cases on charters

- **Question:** Indicate a score between 1 and 4 to show how likely it is that you would be able to provide good practice cases to illustrate the use of this technique.

1 Unlikely to provide cases	2	3	4 Likely to provide cases
4	8	8	3
GR, LT, PT, SI,	AT, CY, HU, LUX, LV, NO, PL, RO,	BE, BG, DE, FI, IE, IT, SE, UK,	ES, FR, NL,

### 2.9.4. Summary on charters



### 2.9.5. Proposals on charters

- **Question** Please indicate any ideas or specific proposals you have for the way work in this area should be developed:

**Belgium**  
We have charter for the pension office, civil servant (personnel and organisation), mobility, ministry of finance, ... We have simplified our regulation for the business.

**Cyprus**  
Currently we have a kind of citizen charters which are used extensively in the various departments of the public sector. However, these charters need further development in order to include other elements/provisions for example, the respective punishment when services provided to citizens are not in line with the set standards.

**Germany**  
Some state ministries and a larger number of municipalities have implemented citizen charters in Germany a few years ago within the framework of pilot schemes.

**Latvia**  
Data basis of good practices

**Luxembourg**

Our services are about to launch a model for the LU administration and to test it.

**Poland**

Charters as a way of communication between us, civil clerks and customers give us the opportunity to draw very directly what are our responsibilities towards the society. To propagate this idea in broader way we could launch a public campaign through mass media covering 10 main clients rights when entering the public administration office.

### 3. Other relevant items ?

---

- **Question:** Please indicate any other relevant topic you feel should form part of our work on Customer Insight.

**Belgium**

Inventory of existing document in the member state around this subject

**Germany**

Inventory of existing documents in the member states around this subject ( endorsing the proposal of Belgium); to intensify the communication and exchange of information and experiences in practise.

Bearing in mind the various needs of municipalities, state and federal level this should be taken into consideration in order to give practical advise to public administration at those levels to make the work most relevant to responsible staff.

The result should be a practice oriented handout that helps officials to start the process into customer insight activities. The product should be inviting, motivating and stimulating and particularly addressed to practitioners.

**Latvia**

As this all involves data analysis – useful info on basics in statistical analysis with examples specifically on public administration would be useful.

**Poland**

To evaluate the standards of customers services throughout the EU we should run a programme that would rate customer satisfaction but in multinational environment.

How easy it is to establish a firm in for example: Sweden when you are Hungarian or Polish without the knowledge of Swedish.

## 4. Priority

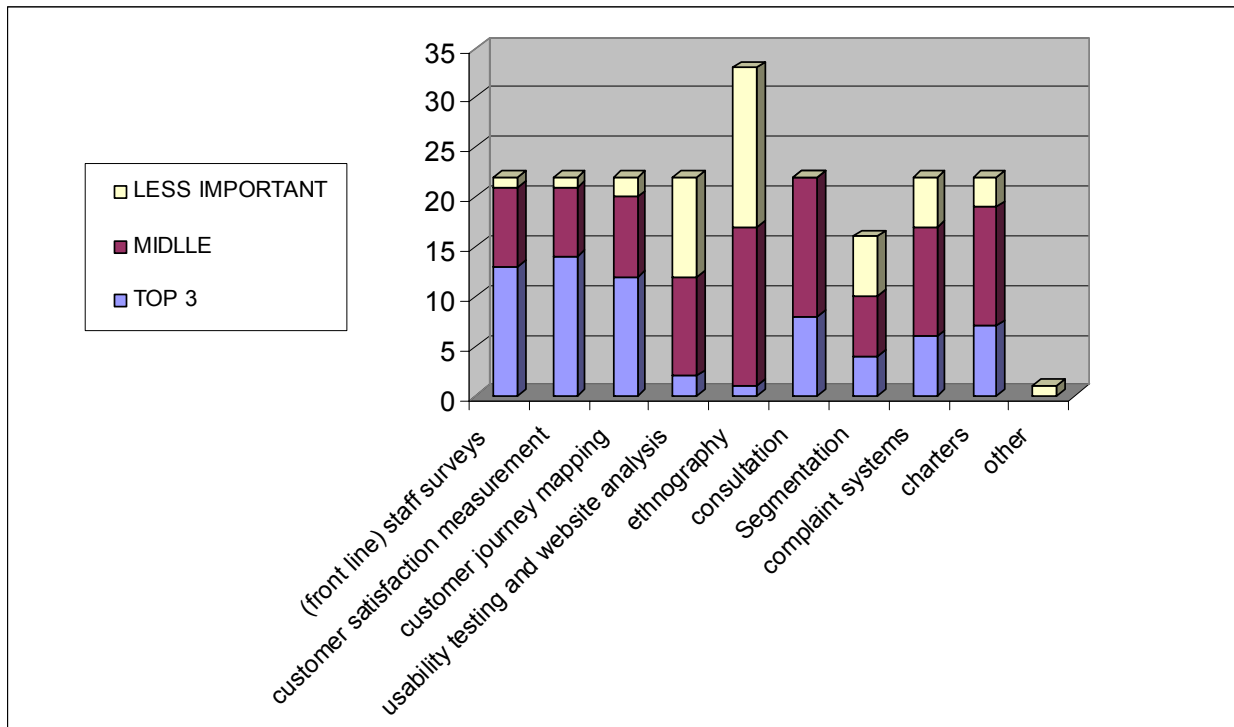
The countries are asked to rank each of the instruments and techniques according to the priority EUPAN should adopt in the future. A score 1 means top priority, 10 is the least important. An X (not important at all) was entered if no work is necessary.

The table below gives an overview of the number of answers / score.

- the scores 1-3 are clustered in the column "top 3"
- the scores 4-7 are clustered in the column "middle"
- the scores 8-10 and the not important are clustered in the column "les important"

	1	2	3	TOP 3	4	5	6	7	MIDDLE	8	9	10	NOT IMPORTANT	LESS IMPORTANT
(front line) staff surveys	3	4	6	13	1	3	3	1	8	1	0	0	0	1
customer satisfaction measurement	8	4	2	14	1	2	4	0	7	0	1	1	1	1
customer journey mapping	2	6	4	12	1	2	1	4	8	1	1	0	0	2
usability testing and website analysis	0	0	2	2	2	2	2	4	10	5	2	0	3	10
ethnography	0	0	1	1	1	0	0	5	16	9	5	1	1	16
consultation	2	4	2	8	4	4	3	3	0	0	0	0	0	0
Segmentation	1	1	2	4	2	4	3	3	6	3	3	0	0	6
complaint systems	1	2	3	6	3	1	5	2	11	3	1	0	1	5
charters	5	1	1	7	5	4	1	2	12	1	2	0	0	3
other	0	0	0	0	0	0	0	0	0	0	1	0	0	1

The columns “top 3” , “middle” and “less important” form the above table, give the following graph.



**Sweden: general comment:** The main issue is that an EU version of the primer is developed. The primer will be an important tool to make the decision makers aware of the need of customer insight in the development of the public sector. In this work the techniques plays a less important role. It is very important that an EU version of the primer is developed. To improve the importance of the primer it should be signed by the member states on a high decision maker level for example ministers of public administration. This to get the primer an official status and to improve the ministers knowledge of the importance of the issue.