

## Understanding people and their needs to transform service delivery

“...successful companies use customer needs as the starting point. Focusing on the customer, they develop goods and services based around the customer’s needs, which also meets other corporate requirements. Understanding the customer in this way is a challenge that the public sector must fully embrace. While the private sector can just focus on meeting its customers’ needs, government must focus on the desired public service outcomes as well as the needs of individuals. Deep insights into customer needs, behaviours and motivations, plus the ability for citizens and businesses to have better information on the services on offer are all important for the design of public services that support the Government’s desired policy outcomes.

Citizen or business insight is a starting point to answering this challenge. It can work to reduce time and money spent on contact that has no value and ensures services are relevant and easy to use. It can help to address the complex social problems of exclusion through better targeted, earlier intervention.”

**Sir David Varney Review, December 2006**

Customer intelligence exists within organisations, often in large volumes. However, the co-ordinating capability that links information together to provide genuine insight to meet specific strategic and business objectives is often absent.

Experian’s objective is to better understand citizens using customer insight, to allow effective planning of service delivery to meet the needs of distinct customer groups. Integral to this is to help the public sector to join up related services through a consistent understanding of customer groups and their needs, thereby reducing inefficiency and duplication whilst improving the customer experience. The most vulnerable customer groups have the most number of services to join up and are perhaps least equipped to achieve this, so much of our work focuses on deprivation and inequality.

Mosaic Public Sector is fast becoming a common language across all areas of the public sector to form the basis of this understanding. Allocating every household and postcode into one of 61 distinct customer groups (such as Older People Living in Crowded Apartments in High Density Social Housing), Mosaic Public Sector allows any piece of data with an address to be better understood and common strategies for improving service delivery and tackling social problems to be developed.

Mosaic Public Sector brings together over 400 person, household and neighbourhood variables to create a classification that describes the lifestyles, demographic characteristics and social conditions of all citizens. It is used by over 200 public sector bodies for a wide range of applications that focus on the characteristics and needs of distinct customer groups.

Examples of our recent work include:

- **DEFRA – Tackling Fuel Poverty**  
For the past 5 years Experian has provided the tools to identify those households most in need of Government aid to alleviate fuel poverty through its Warmfront heating and energy grant scheme.
- **HM Revenues and Customs – Channel Strategy Segmentation**  
Experian has been commissioned to operationalise a classification to help meet HMRC's customer service PSA Target, understanding the service needs of each customer group in relation to the channels that they use.
- **Home Office - Citizenship and Policing Segmentation**  
Experian developed a solution to drive Home Office understanding of customer perceptions of authority, crime experience and likelihood to take an active role in policing and citizenship.
- **Department for Work and Pensions – Pension Credit Segmentation**  
Experian's demographic and lifestyle data has been chosen to underpin a solution to understand the different customer groups for pension credit take-up strategies.
- **Department for Education and Skills – Value Added Performance**  
Mosaic Public Sector is being used to understand the relation between school performance and social intake, as well as proposals to provide lower level indicators of deprivation to give a more accurate reflection of the social make-up and needs of an individual school.
- **LB Hammersmith & Fulham - Customer First Programme**  
Experian has built a Customer Service model to understand the groups of residents that share similar behaviours, characteristics, needs and aspirations. This work was highlighted in the Cabinet Office Transformational Government Working Paper released in November 2006.
- **Department of Health – Diabetes Toolkit and Health Needs Mapping**  
Experian has modelled the likelihood of specific health conditions down to postcode level, to assist with health interventions and commissioning of services. The diabetes solution has been published as best practice within the DoH Diabetes Commissioning Toolkit.
- **Audit Commission – National Neighbourhood Crime Report 2006**  
This report used Mosaic Public Sector to understand local areas and develop policing strategies to tackle anti-social behaviour. This also involved the creation of new Mosaic Public Sector labels for application across the public sector.
- **Energy Saving Trust (DEFRA) – Whole Life Segmentation**  
Experian has developed a solution to understand the attitudes and behaviours of all people in relation to the environment. This underpins EST's work on targeting different customer groups to tackle climate change.
- **Sport England – Sports Participation Segmentation**  
Experian has just been awarded the contract to develop a solution to drive the target to get 2m more people into active sports participation by 2012.