

Appendix B

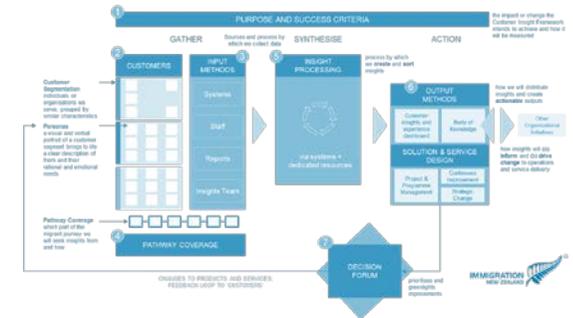
21 AUGUST 2015

INZ CUSTOMER INSIGHT FRAMEWORK – FUTURE STATE

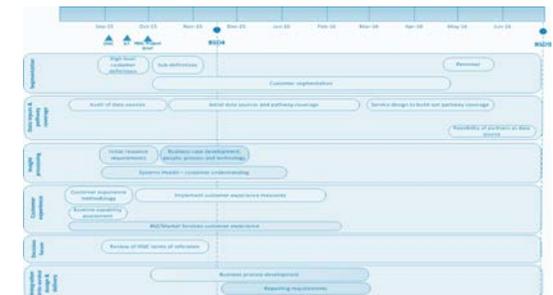
FLOW AND STRUCTURE OF THIS DOCUMENT

This document is structured into three sections:

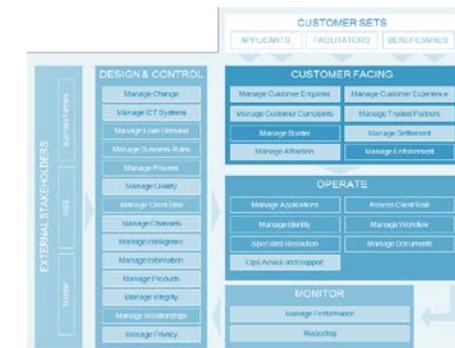
1. Framework Overview – describes the components of the framework and identifies implementation considerations.



2. Implementation Approach – an indicative high-level approach to implementing the Customer Insights Framework.

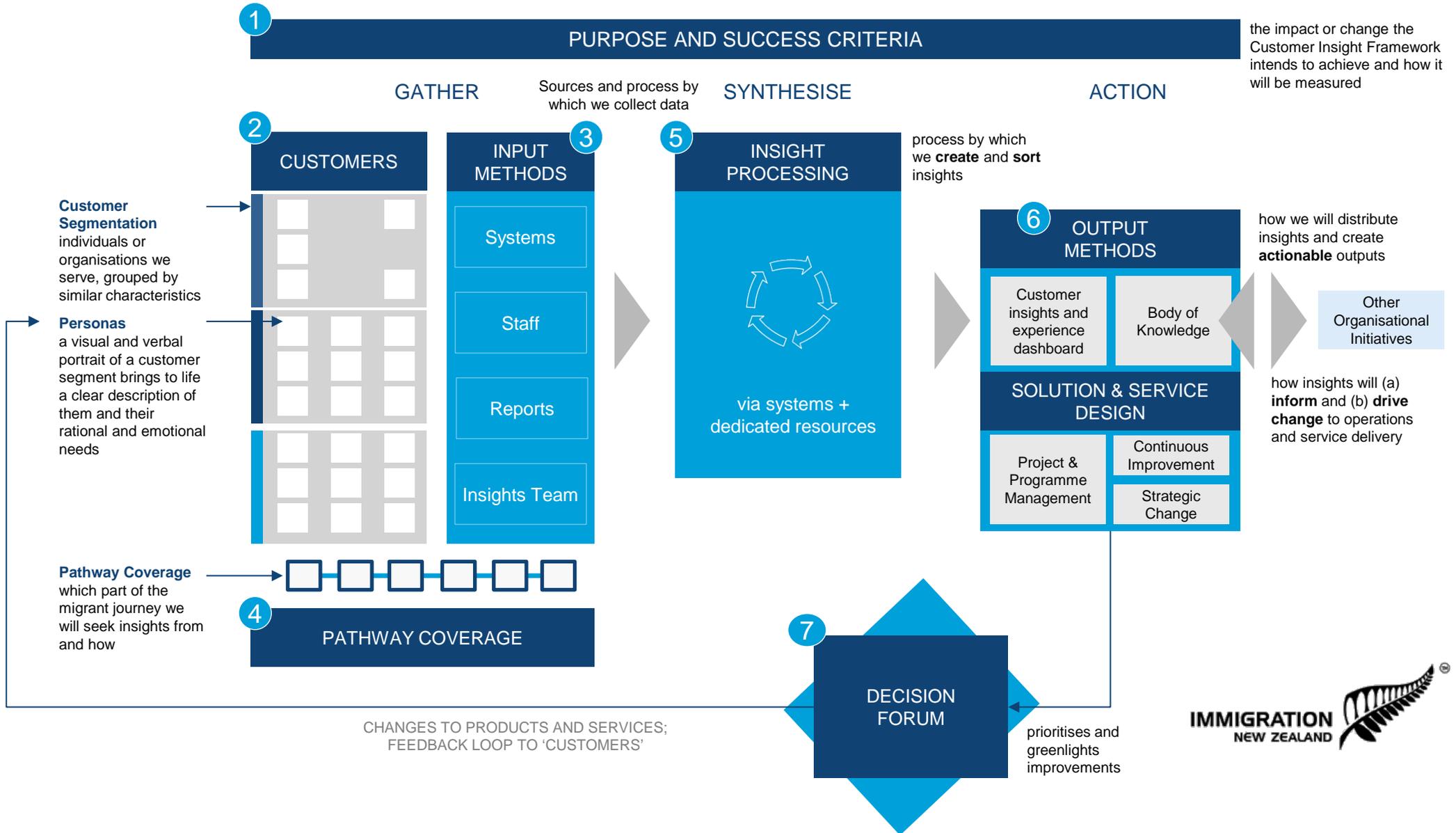


3. Operating Model Context– outlines the effect of the Customer Insights Framework on the INZ operating model, using the 2015 Visa Processing Operating Model and its components as a base from which to build from.



FRAMEWORK OVERVIEW

INZ CUSTOMER INSIGHTS FRAMEWORK



1 PURPOSE AND SUCCESS CRITERIA

Purpose

The Customer Insight Project represents INZ's intention to incorporate customer insights into operations, service design and delivery, i.e. becoming a more customer informed organisation. Anchoring the customer insight framework with a strong sense of purpose, as reflected in the purpose statement below, will ensure that INZ has a clear understanding of this work, and support implementation of the Framework. This will also serve to underpin the cultural shift required across INZ as it becomes more customer informed.

“To create a shared view of what our customers experience that will enable us to understand how effectively we are meeting their needs.

And gather valuable insights to continuously improve our service delivery, organisation wide.

Plus fuel ideas for future service opportunities

to ensure we continue to attract the right people to New Zealand, for the benefit all New Zealanders.”

1 PURPOSE AND SUCCESS CRITERIA

Success Criteria

Purpose & Definition

The Critical Success Factors are the way the Customer Insights Framework will be measured in terms of effectiveness. There are two aspects to this:

- 1) Measuring WHAT we are doing with insights – the methodology by which INZ measures the effectiveness and use of insights gathered, and the outcomes that have been achieved as a result of implementing insights capability (refer below), and
- 2) Measuring HOW INZ measures the shift in organisational capability - how INZ is building capability in becoming more customer informed (refer next page).

1. Measuring INZ's success:

Some examples of potential measures are:

MEASURE	METHODOLOGY	OUTCOMES SOUGHT
1. CUSTOMER EFFORT SCORE	Customers score on a scale of 1-5 "how much effort was it for you to deal with us"? Aggregated data gathered across as many customer segments and touch points as possible, to give single leading indicator of how easy we are to deal with.	Positive shift over time, tracked via Customer Segments. Set targets for each segment at outset – aim for lower scores and acknowledge that achieving the lowest score possible may not be achievable or desirable.
2. CUSTOMER EXPERIENCE	Enhance Customer Satisfaction scorecarding to a bespoke Customer Experience scorecard, measuring (for example) how Effective, Easy and Enjoyable customers interaction with us was. Gathered via research methods across various touchpoints.	An increase in customer experience (they find us more easy, effective and enjoyable to deal with) across the migrant pathway (both direct and indirect) . Gathered at various touch-points through customer surveying.
3. COMPLAINTS	Complaints to be categorised, monitored and managed to track areas for improvement across service proposition.	Reduction in Complaints YOY, across all customer segments. Insight from complaints relating to improvement of service delivery
4. CHANGE PROJECTS	Change projects initiated and completed tracked and measured for impact.	Increase in the number of projects that impact existing proposition (say 70% effort) and create new or incremental service opportunities (say 30%).
5. STRATEGIC OR POLICY SHIFT	Tracking any change in INZ Strategic direction or Policy linked to customer insight.	Policy and procedures of organisation become more responsive to customer needs, thereby increasing good immigration outcomes e.g. right person comes here / advocates for NZ.

Implementation Considerations

The Customer Insight Project will work with MBIE Research and Evaluation to determine how customer experience measures may be incorporated into the existing programme of work. This will be informed by a number of factors, for example, what other countries and New Zealand government departments do.

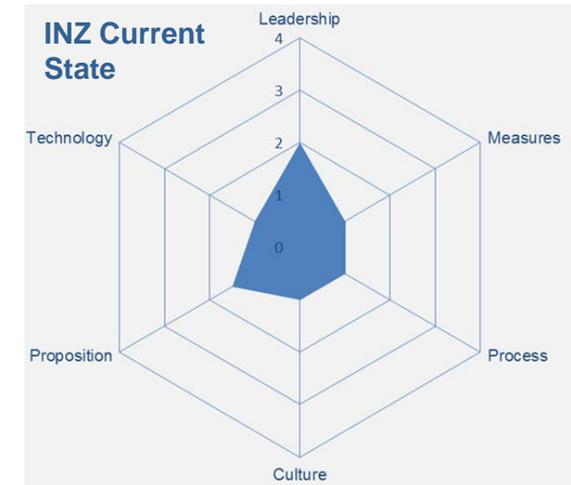
1 PURPOSE AND SUCCESS CRITERIA

Success Criteria

2. Measuring INZ's capability

We will use maturity framework to measure progress in building capability across INZ. This will lead to INZ becoming more customer informed. How INZ builds maturity in these core competencies will determine the chances of success of implementing a Customer Insights Framework. A maturity framework has been applied to measure INZ's capability as part of a current state analysis, summarised below.

LOW		HIGH
Leadership There is no directive within leadership to establish customer insights. If it occurs it is not valued.	→	Senior management actively support the investment in customer insight to inform operations, strategy and policy.
Measures There are some basic measures in place, but no alignment to strategy or organisational wide view.	→	INZ is leading within MBIE in being able to demonstrate how customer insights leads to greater customer experience and commercial value.
Processes There are very few documented processes in place to listen to customers and gather customer insights	→	The organisation has a mature organisation wide method for interacting with, listening to and acting on customer insights
Culture People in the organisation have little understanding of who the customer is, and are not incentivised to orient work to meet customer needs	→	Organisation values customer voice, and insights are linked to departmental incentives to align appropriate behaviour
Product and service proposition There are plans emerging to enable changes to products and services based on customer insight, but current priorities are to minimise risk and cost	→	Product and service proposition is continuously evolved based on customer input. Change requests are measured first as to customer need
Technology There are some platforms in place but they are not fit for purpose for processing and storing large amounts of customer data in a single place	→	The organisation has evolved its technology to be capable of processing insights and identifying opportunities for change



Baseline INZ customer insights capability assessment indicates an early stage of maturity:

Implementation Considerations

- We will extend the view of this maturity framework with Market Services Group, and track our progress against it.
- As INZ establishes customer insight capability we will track progress towards the future state.

2 CUSTOMERS

Purpose & Definition

Clarity on how INZ defines, segments and creates understanding about our customers is an essential component of the Customer Insight Framework and for moving INZ in a more customer-informed direction. This component will develop a shared understanding across INZ of who our customers are, and their relative value to INZ.

A. Define

The following high-level classifications represents an INZ-wide definition on who our customers are:

Customers are:

1. APPLICANTS (Supply)			2. BENEFICIARIES (Demand)			3. FACILITATORS (Intermediaries)		
Need: Obtain a visa to enter New Zealand, to satisfy a purpose in their life. Achieve their objective with the least effort in the shortest time possible.			Need: Require a supply of skills and labour - or consumers of their service - to enter the country. Looking for INZ to respond to their needs, and efficient processing of applicants			Need: Interact with INZ to represent their client, and by doing so (in most cases) earn a fee. Rely heavily on INZ for knowledge, in order to be effective.		
Value to INZ: Enable INZ to achieve policy objectives of enabling economic growth. When performed well, INZ is seen as providing an essential service on behalf of New Zealand.			Value to INZ: When INZ successfully facilitates entry of individuals for this customer set, economic growth is enabled through either the introduction of capital, the deployment of migrant skills within the beneficiaries' workforce, or consumption of the services offered by the beneficiary.			Value to INZ: When positive, decision process is eased by migrant being supported at no cost to INZ. May hold deeper information about an Applicant than is disclosed to INZ. When negative, uses their knowledge of process to attempt to influence outcomes. Volume of voice may outweigh value.		
Skilled Migrant	Investor	Work Visa	Accredited Employers	Recognised Seasonal Employers	Non-Accredited Employers	Lawyer	Immigration Adviser	Adviser exempt from Licencing
Student	Partner	Parent	Industry Bodies e.g. Universities NZ	Commercial Organisations (benefit by flow)	Education Institute	Economic Development Agency	Recruiters	Government Agency
Working Holiday	Tourist	Refugee	Trusted Partners					

Customers are not:

Business Partners	Suppliers
Minister	All New Zealanders

These groups can still represent the customer, i.e. as a 'voice to the customer'

Implementation considerations

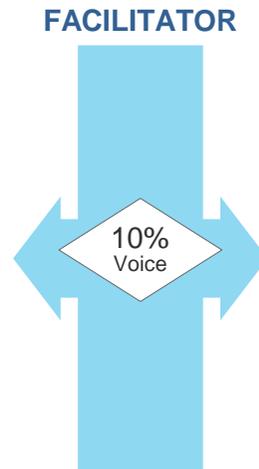
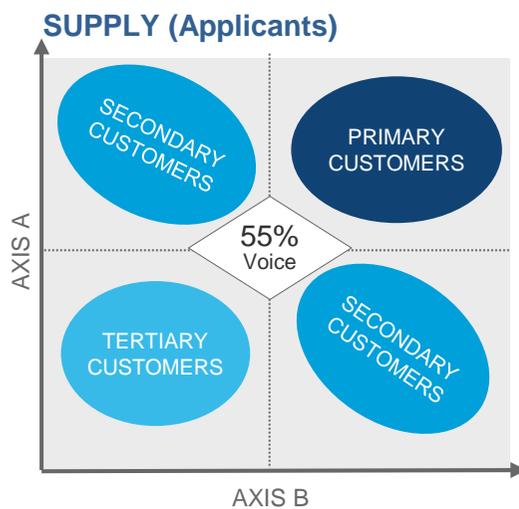
- Communicating this definition across INZ will generate shared understanding.
- Sub-definitions will be developed and confirmed as part of the Customer Insight Project. These will support 'Customer Segmentation', discussed on the following page.

2 CUSTOMERS

B. Segment

Customer segmentation will enable INZ to design initiatives informed by attributes of different customer groups that they service. This is particularly useful given INZ’s broad customer base with complex and competing needs. Developing a customer segmentation methodology will enable INZ to determine core customer segments (e.g. skilled migrants, business investors?), and secondly the weight of importance we wish to place on feedback, information and insights according to a “percentage of voice” for each segment. An example of customer segmentation methodology is provided below. “Customer Voice” is explained on the following page.

EXAMPLE: CUSTOMER SEGMENTATION METHODOLOGY



BENEFICIARIES (Employers and Educators)

CATEGORY	TYPE	ECONOMIC VALUE	VOICE
BUSINESSES	Tourism	\$XXm	45%
	Manufacturing	\$XXm	30%
EDUCATION	National	35% Voice	10%
	Specialist		etc.
INDUSTRY BODIES	Tourism NZ		

AXIS A = SOCIAL VALUE	Determined by calculating the enduring social value the applicant category has to New Zealand. Calculated by (for example) a mix of ability to integrate, longevity of stay, low criminal record
AXIS B = ECONOMIC VALUE	Determined by calculating the economic value of the applicant for the period in which they reside in New Zealand. Calculated by (for example) expenditure on goods and services or contribution via investment.
PRIMARY CUSTOMERS 35% OVERALL VOICE	Have high economic and social value to New Zealand, and are the most valued migrant.
SECONDARY CUSTOMERS 15% OVERALL VOICE	Have secondary value to New Zealand but are an emergent primary customer if they transition the staircase eg working visa to skilled migrant.
TERTIARY CUSTOMERS 5% OVERALL VOICE	Have less immediate value, and unclear long term value, for New Zealand.

Implementation Considerations

- The Customer Insight Project will focus on a segmentation methodology, and will work closely with Settlement, Protection and Attraction (SPA) as they develop a segmentation model for employers, to ensure an integrated and consistent approach.
- A methodology for determining Customer Voice will be investigated.

2 CUSTOMERS

Determining and Using Customer Voice

*The purpose of allocating customer voice is to enable effective prioritisation of insights and **inform and support** decision making (e.g. for change initiatives and investment), by balancing other factors, such as risk management and overarching policy objectives.*

INZ has a lot of data, and the customer insight framework will generate a large amount of customer insight. INZ will not be able to act on every insight generated. Determining the weight of importance INZ wishes to place on feedback, information and insights from customers will ensure that the framework is workable. This is achieved by giving each core customer segment a "percentage of voice" – described simply as a value placed on insight and information gained from that sector, in correlation to other customer segments.

Example: if a customer segment has a voice of 55% vs a customer segment having a voice of 25%, 55% of resources or weighting of priority would be allocated towards resolving the issue or experience in the segment with the highest value.



2 CUSTOMERS

C. Create understanding

Once segments are defined, enhanced understanding of customer segments may be achieved through the service design tool of **personas**.

Personas are used to enable everyone in an organisation to visualise primary customer segments, and easily understand what they need from the organisation, how they behave, and their goals.

They enable decision making about future service or product enhancements to ensure this is aligned to customer needs and motivations.

EXAMPLE: PERSONA DESIGN



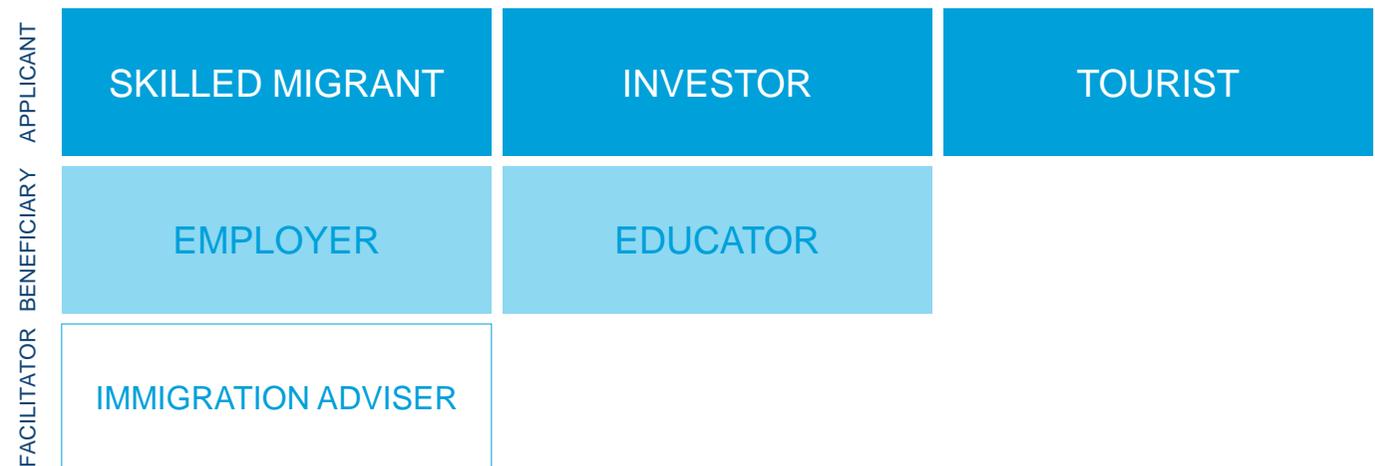
“For me its all about being able to see inside the machine”.

MICHAEL CHEN
SKILLED MIGRANT APPLICANT

Description	Relationship with us
Needs from us	Relationship with others
Main goals	Motivated by
Frustrations or Pain points	Environment

EXAMPLE: RANGE OF PERSONAS

(would be informed by segmentation)



Implementation Considerations

- INZ has developed personas as part of the INZ2 website project. The Customer Insight Project will determine how these personas can be maintained, and the potential to develop further personas will be explored.

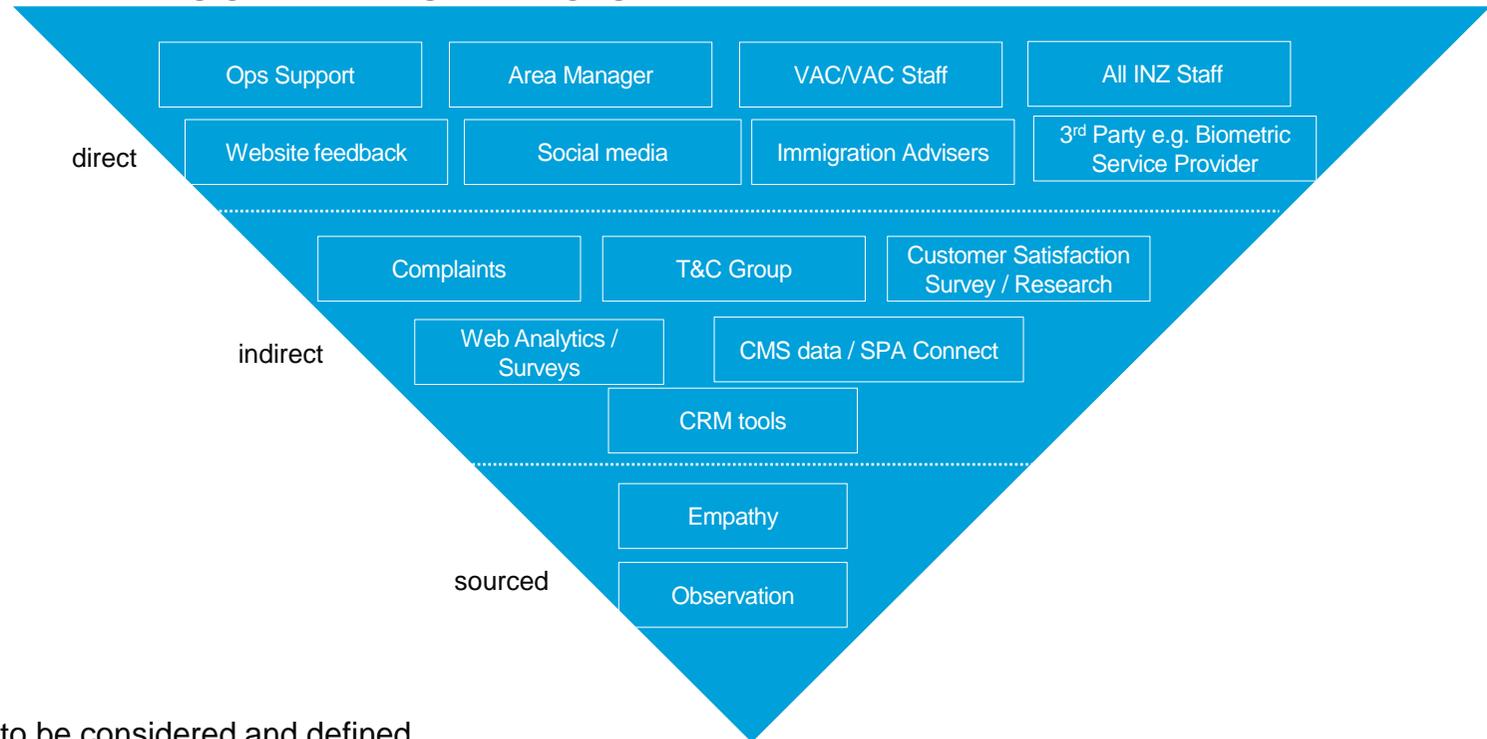
3 DATA INPUT

All information (e.g. comments, feedback, complaints) that relate to customer experience and are gathered for the purpose of harvesting customer insights. INZ currently collects and has access to a large volume of customer data, for example:

- Customer Satisfaction Surveys
- Complaints
- Website analytics
- Immigration Contact Centre

INZ has an opportunity to fully leverage the ways in which it collects and accesses data. For example, by better utilising complaints data. This component of the Customer Insight Framework will play a key role in bringing together INZ's data sources and ensuring these are fully-leveraged to provide customer insight data

EXAMPLES OF DATA INPUT METHODS



Implementation considerations

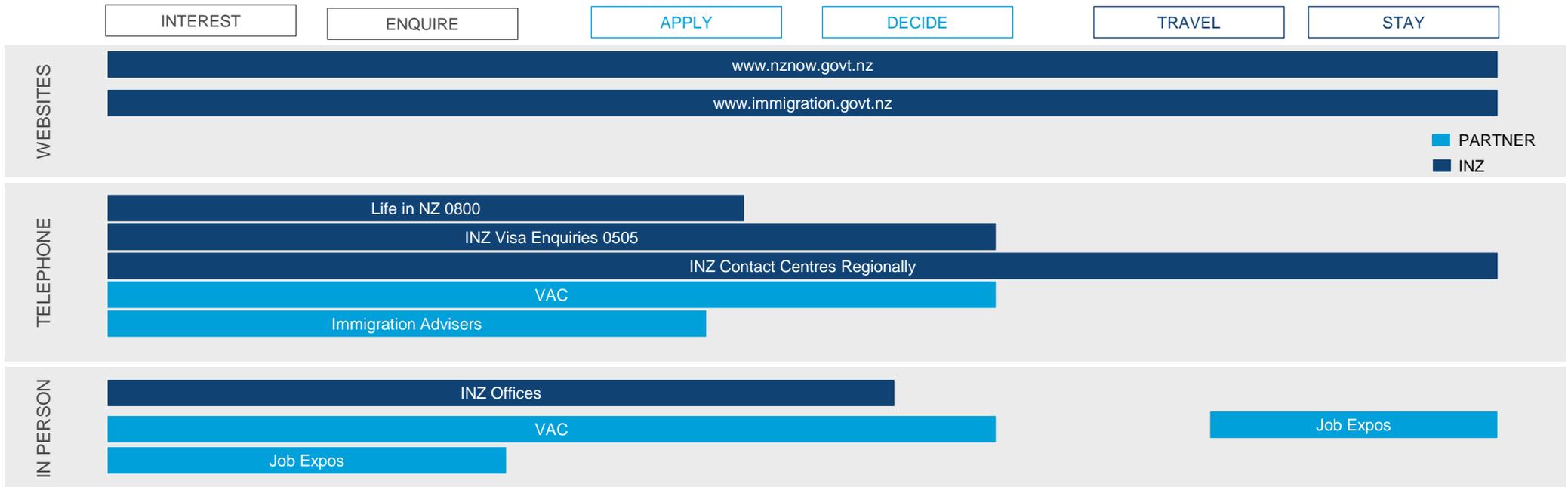
- Minimum standards for data inputs need to be considered and defined.
- The Customer Insights Project will work with MBIE Research and Evaluation to fully map INZ's data sources to confirm how these can be used as a source of customer insight.
- There will be a link with the INZ2 Website project and determining requirements for website analytics.
- A digital approach to sourcing and processing data will be investigated.

4 PATHWAY COVERAGE

Purpose & Definition

The Framework will ensure that INZ gathers data and creates opportunity for insights across all parts of the **Migrant Pathway**. This will enable INZ to monitor the customer experience broadly as well as deeply. The development of tools such as **journey maps** and/or **service blueprints** will help identify priority areas, where there is a shift or lowering of customer sentiment, for gathering data.

EXAMPLES OF DATA SOURCES ACROSS MIGRATION PATHWAY



Implementation considerations

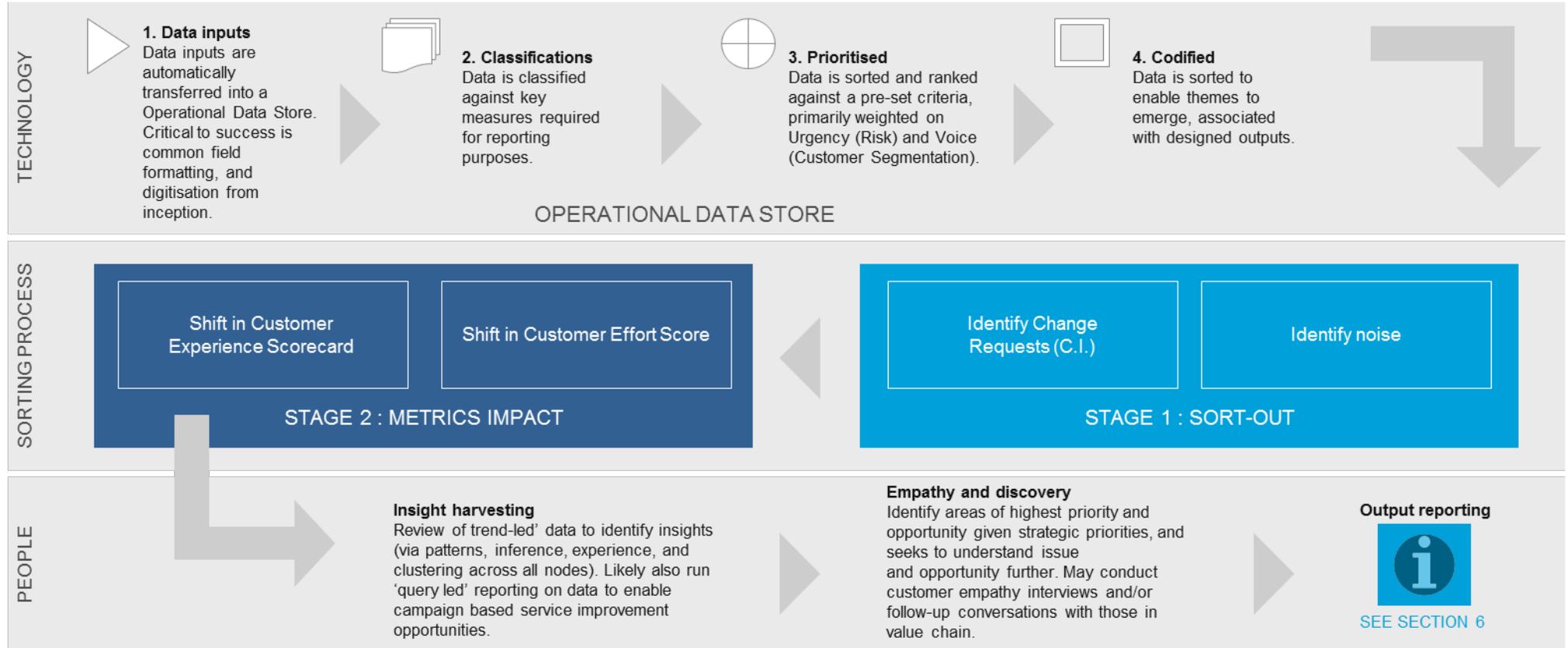
- The Customer Insight Project will build pathway coverage in two stages: (i) Confirm existing interfaces for data inputs and collection, as per the example above, and (ii) Investigate service design tools to enable INZ to effectively identify priority areas of the Migrant Pathway, drawing upon the existing journey maps developed for the INZ2 website project.
- The Customer Insight Project will work with Research and Evaluation to confirm sources of data input.
- A long-term requirement may include the implementation of a single form of data collection across all digital, telephonic and in-person touchpoints. This is not an initial priority, and would require a detailed business case.
- There may be a long-term opportunity to leverage trusted partnerships as a source of data (e.g. third party websites such as Education New Zealand.)

5 INSIGHT PROCESSING

Purpose & Definition

This component is essentially the ‘engine’ of the Customer Insight Framework. Data inputs need to be **classified**, **codified** and **clustered** (prioritised) to be able to form insights.

EXAMPLE : INSIGHT PROCESSING METHODOLOGY



Implementation considerations

- Insight processing is a significant gap for INZ at present, with customer insights not understood or harvested within INZ, and the value of using customer insights not widely shared.
- A mix of technology capability, processing power and skilled people will be required to give effect to this component, as per the example methodology above.
- The Customer Insight Project will identify these requirements and will leverage off an initiative to be undertaken by the **Systems Health** project that aims to develop customer understanding through piloting a methodology for data collection and insight generation, and from this develop customer informed key business metrics.

6 OUTPUT METHOD

Purpose & Definition

There are two aspects to this component:

i. How insights will drive change to operations and service delivery

For example, insight processing will uncover issues that lead to change initiatives. This would involve reporting (e.g. a dashboard, as per the example below) that addresses customer insight and experience.

EXAMPLE: CUSTOMER INSIGHTS AND EXPERIENCE DASHBOARD



ii. How insights can be drawn on to support service design



Customer insights will not be the only driver of change initiatives. External drivers will continue to influence INZ in this regard. For example, Ministerial demand. The Framework will also lead to a customer insight/experience **'body of knowledge'** that INZ will be able to access when developing solutions to problems. This will enable INZ to develop solutions that are responsive to customers needs, as informed by tools such as understanding of or customer and value as identified through segmentation, personas, journey maps and/or service blueprints.

Implementation considerations

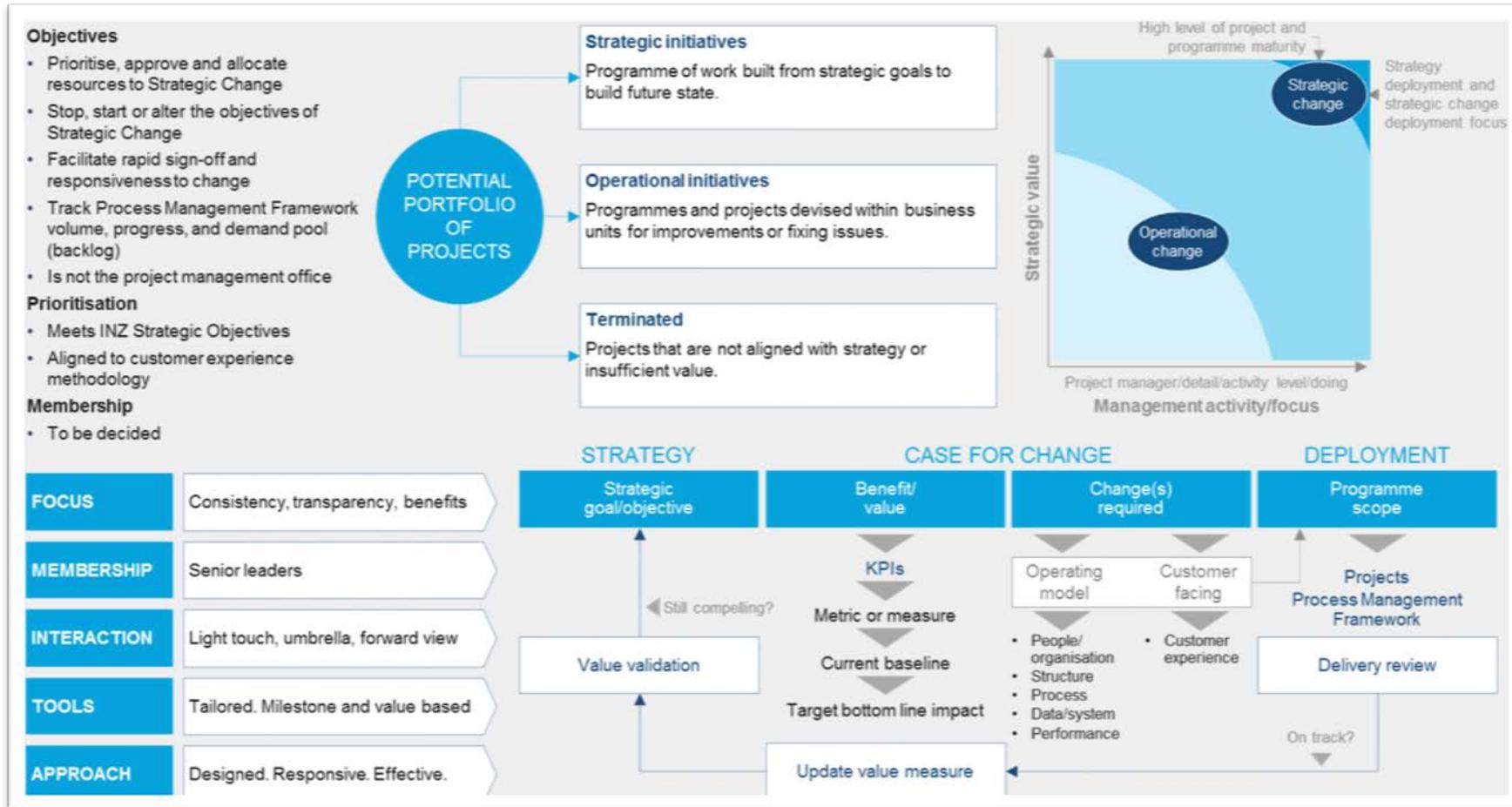
- Reporting needs to be linked to the customer experience methodology applied in the 'Purpose and Success Criteria' component.
- There may be a link to Systems Health reporting (e.g. the proposed customer informed business measures report).

7 DECISION FORUM

Purpose & Definition

If change initiatives are identified from insights, these need to be considered and prioritised by an appropriately mandated decision forum. That is, outputs from the Customer Insight Framework need to be considered within the context of all other change within INZ. The diagram below describes characteristics of a decision forum.

Decision Forum – key characteristics



Implementation considerations

The Operational System Integrity Committee (OSIC) has been identified as the appropriate decision forum. However, the introduction of customer insights-driven change will require a realignment of focus and membership to support the ongoing prioritisation and management of strategic and operational change.

IMPLEMENTATION APPROACH - ACHIEVING THE FUTURE STATE

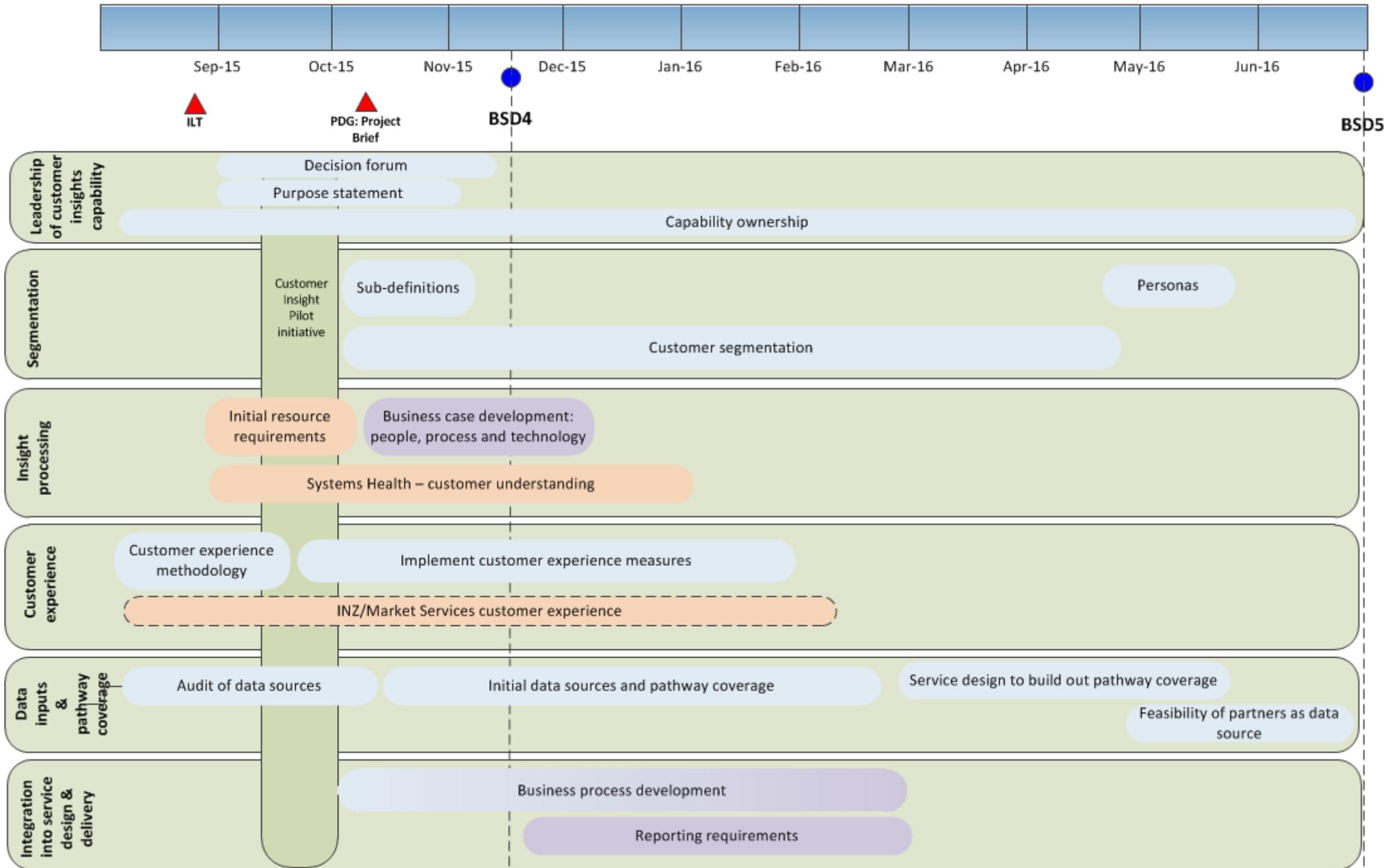
IMPLEMENTATION APPROACH

The following pages outline an **indicative high-level approach** to implementing the Customer Insight Framework, and establishing customer insight capability in INZ.

The approach centres on six work streams, summarised below, with inter-linked objectives that contribute to the overall purpose of the Customer Insight Project – ***establish new customer insights capability to measure and improve the experience delivered by INZ and our partners.***

Work stream	Objective	Associated Framework component
Leadership of customer insights capability	<ul style="list-style-type: none"> Ownership of customer insight capability (SDP) Decision forum in place to incorporate customer insights Lead cultural shift in becoming more customer informed 	Decision forum Output method Purpose & Success Criteria
Segmentation	<ul style="list-style-type: none"> Confirming how INZ defines, segments and creates understanding about its customers 	Customers
Customer experience	<ul style="list-style-type: none"> Establish methodology to effectively measure the success of the Customer Insights Framework (i.e. how insights are used and gathered) and the shift in organisational capability. 	Purpose and success criteria
Data inputs and pathway coverage	<ul style="list-style-type: none"> Ensuring data sources across the Migrant Pathway are fully leveraged through cohesive processes, to provide customer insight data. 	Input methods Pathway Coverage
Insight processing	<ul style="list-style-type: none"> Establishing a methodology to effectively create and sort insights, and associated technology and people requirements 	Insight processing
Integration into service design & delivery	<ul style="list-style-type: none"> Processes required to support the use of customer insights in INZ 	Insight processing Output method

HIGH LEVEL TIMEFRAME – BUILDING CUSTOMER INSIGHT CAPABILITY



Key: Aligned business initiatives (Light Blue) Vision 2015 (Purple) Related projects (Orange) Cross-cutting initiative (Green)

IMPLEMENTATION – HIGH LEVEL OVERVIEW

Work streams and initiatives

Work stream	Initiative	
Leadership of customer insights capability	<p>Purpose statement: confirm purpose statement to lead cultural shift of INZ becoming more customer informed</p> <p>Decision forum: Review OSIC terms of reference, to determine where adjustments need to be made to accommodate customer insights. May also include Systems Health.</p> <p>Capability ownership: ongoing ownership of customer insights capability (SDP).</p>	<p>Customer insight pilot initiative: a cross-cutting initiative to pilot the use of customer insights on a small-scale. This will also draw heavily on service design/thinking/methodology.</p>
Segmentation	<p>Customer definition: high level definitions endorsed and confirmed by senior management, and communicated across INZ. Sub-definitions developed and confirmed in conjunction with customer segmentation methodology.</p> <p>Customer segmentation: Segmentation methodology and process identified and applied.</p> <p>Personas: Develop processes to support existing personas (i.e. as developed for INZ2 project). Investigate need for further persona development.</p>	
Data Inputs & pathway coverage	<p>Audit of data sources: confirm existing data sources and uses.</p> <p>Initial data sources and pathway coverage: develop pathway coverage for data</p>	
Insight processing	<p>Initial resource requirements: to be developed in conjunction with Complaints and Systems Health projects.</p> <p>Systems Health – customer understanding: development of customer understanding and customer-informed key business metrics.</p> <p>Business case development: as part of the Vision Programme, a business case for long-term people and technology requirements. Will have links with Data Inputs/Pathway and Integration work streams.</p>	
Customer experience	<p>Customer experience methodology: confirm methodology, to be integrated into current customer satisfaction programme – led by MBIE Research and Migration, supported by Customer Insight Project.</p> <p>INZ/Market Services: develop a broader view of customer experience with Market Services.</p>	
Integration into service design & delivery	<p>Business process development: Development of business processes to support customer insights; initial focus on how existing tools and data (e.g. personas, CSS) can be used. Evolving to ensure processes accommodate emerging tools e.g. segmentation. Will have link to Insight Processing.</p> <p>Reporting requirements:</p>	

Initiative Groups

- **Aligned business initiative:** Initiatives to be developed outside of the Vision 2015, i.e. they are not dependent on Vision 2015 input or resources.
- **Vision 2015:** Initiatives to be developed as part of the Vision 2015 Programme.
- **Related project:** Initiatives to be developed as part of projects that are related to, and/or where there are interdependencies with the Customer Insight Project.

OPERATING MODEL CONTEXT

BUILDING ON THE VISA PROCESSING OPERATING MODEL

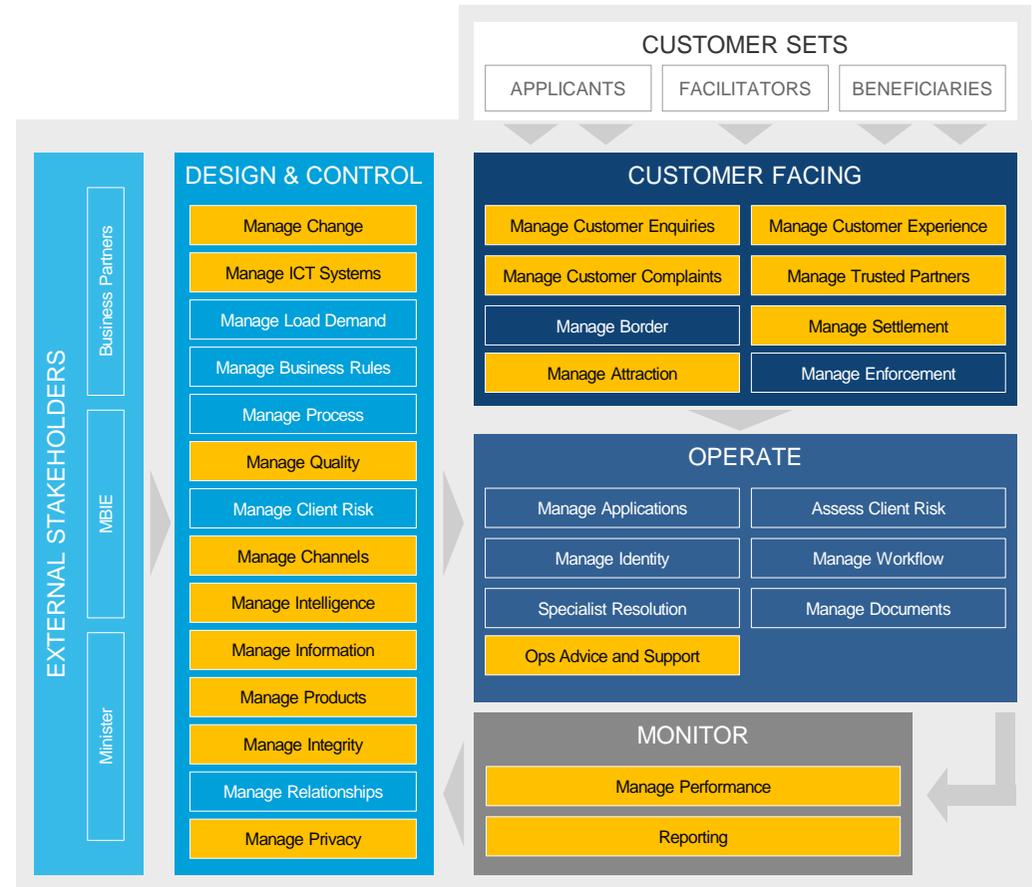
Using the 2015 Visa Processing Operating Model (VPOM) as the foundation, this section provides a summary description of the operation of the Customer Insight Framework, and where it has impact.

This approach reflects two points:

- That the Customer Insight Framework is a tool for the whole organisation to use in order to better understand the customer, and
- That INZ will benefit generally from an Operating Model that addresses the entire organisation.

The following should also be noted:

- Changes described by the 2015 VPOM are of a much greater scale than those proposed for the Customer Insight Framework, and
- The Customer Insight Framework will not impact on all capabilities - capabilities with identified impact are highlighted in the Operating Model diagram. Detailed descriptions of the impact on these capabilities have been developed but are not included in this document. These descriptions will provide a guideline for the detailed design of the Customer Insights Framework and may also be used as a reference point to understand progress towards implementation.



CUSTOMER FACING: SUMMARY IMPACTS AND CHANGES

CUSTOMER INSIGHT FRAMEWORK

CUSTOMER FACING

FROM

Broad exposure to customers, with limited means to communicate how those customers interact with INZ



TO

A methodology for how to collect data from interactions with customers at every opportunity, and harnesses capability across touchpoints without disrupting them or the customer service experience

When the Customer Insight Framework is in place, the following changes will have been applied to the capabilities within the Customer Facing component:

People impacts

- There will be relatively little impact to people on the front line. Changes will be around additional opportunities to seek customer feedback, and awareness of Customer Insight Framework objectives.
- Mechanisms will be established and / or reinforced to allow the opportunity (on an exception basis) to contribute into the system by feeding experiences back to centralised resource.
- Resource will be deployed to analyse complaints as an asset to INZ.
- A greater sense of shared accountability for delivering the defined customer experience will have been introduced.

Process impacts

- New processes implemented for:
 - Capturing, managing and understanding Customer Complaints
 - Gathering customer feedback at Visa Application Centres and other Customer Touch-points
 - Potential for gathering customer insight and feedback from 3rd party providers and partners investigated
 - Customer Insights development.
- The criteria used to assess process change will include customer impact

Technology impacts

- Co-ordinated extraction of customer data from online channels, systems and data stores
- Provision of technology (e.g. a "CIF Portal" to facilitate data capture .

DESIGN & CONTROL: SUMMARY IMPACTS AND CHANGES

CUSTOMER INSIGHT FRAMEWORK

DESIGN & CONTROL

FROM

Taking initial steps to consolidate operating model and deliver efficiency



TO

Maturing to accommodate strategic objectives including efficiency and understanding of customer experience

When the Customer Insight Programme is in place, the following changes will have been applied to the capabilities within the Design & Control component:

People impacts

- Potential resource uplift required to execute Customer Insight Framework
- Training in new processes related to gathering customer data at Channels.
- Discussion to agree responsibilities around enhancements to INZ Engagement Model.
- Recognition of a need to move away from discussions about who 'owns' a customer or relationship, and towards a discussion around the responsibilities to deliver certain outcomes.
- Training – as processes are implemented.

Process impacts

- Inclusion of Customer Insight data within Privacy & Data Management processes, and included within Audit / Risk & Assurance scope.
- Decision Forum – applies cross-business and is leveraged by Customer Insight Framework
- New processes and SOP's to support the Customer Insight Framework
- New processes to gather data from Channels and Operational Support, to support Privacy requirements.
- Utilisation of the Process Management Framework to facilitate continuous improvement.
- Support provided to standardisation of process across INZ.
- Potential enhancement of governance groups to include Change prioritisation and sponsorship.
- Foster closer links between Quality Management and the customer experience.
- New plans and management processes to engage with external parties (Beneficiaries + Facilitators).

Technology impacts

- Potential for new applications to maintain within existing structures.
- Potential for new Operational Data Store (physical or virtual) implemented, with associated ETL routines.
- Data handling standards in place and reviewed against relevant MOU's where necessary.
- Use of specialised tools to extract meaning (i.e. insight processing)

OPERATE + MONITOR: SUMMARY IMPACTS AND CHANGES

CUSTOMER INSIGHT FRAMEWORK

OPERATE

FROM

Moving towards achieving consistency and efficiency



TO

Maintaining efficiency and consistency while enabling the experience of customers to be collected

When the Customer Insights Framework is in place, the following changes will have been applied to the capabilities within the Operate component:

People impacts

- Operations Support Staff will have a new route to channel issues uncovered within the system

Process impacts

- Adjustments to processes used to communicate change requirements

MONITOR

FROM

Metrics primarily utilised for managing the Visa Services vertical



TO

Metrics also contributing to the development of Customer Insights

When the Customer Insights Framework is in place, the following changes will have been applied to the capabilities within the Monitor component:

People impacts

- The Customer Insights Framework will produce reporting that outlines how the organisation is progressing in terms of customer experience. This will be integrated with Systems Health. It is not proposed as a performance measure for individuals at this time.

Process impacts

- Uptake of Visa Services performance data to inform 'Outputs' component of the Customer Insight Framework.

GLOSSARY

WHAT WE MEAN WHEN WE SAY

Customer: Individual or organisation we serve and aim to create value from for New Zealand

Customer Segment: Group of customers who have similar characteristics e.g. Migrants

Customer Voice: The aggregated opinion of our customer sets about our service and how they rate our ability to meet their needs

Empathy: The process of learning about a problem or need, from the customers viewpoint

Framework: An organising scheme of how we make decisions, and organise our efforts, relating to a topic

Input Methods: Sources and process by which we collect data

Insights: Inferred understanding of latent customer need built from data or observation

Journey Map: A visual portrayal of all of the touch points and experiences (either positive or negative) the customer has with us, as they progress through our service offering

Methodology: A process by which we operationalise / implement a framework

Persona: Visual and verbal portrait of a customer segment. Designed to bring to life for the organisation a clear description of who they are, what they do, their goals, plus their rational and emotional needs from our organisation

Service Blueprint: an operational service design tool that describes the nature and characteristics of service interactions. All touchpoints and business processes are documented and aligned to the user experience.

Touch point: A point of interaction between our organisation (or one of our Partners), and our customer, as part of the service experience

Value Drivers: The organisations response to a need or pain-point – how we turn it into a service or product innovation opportunity.