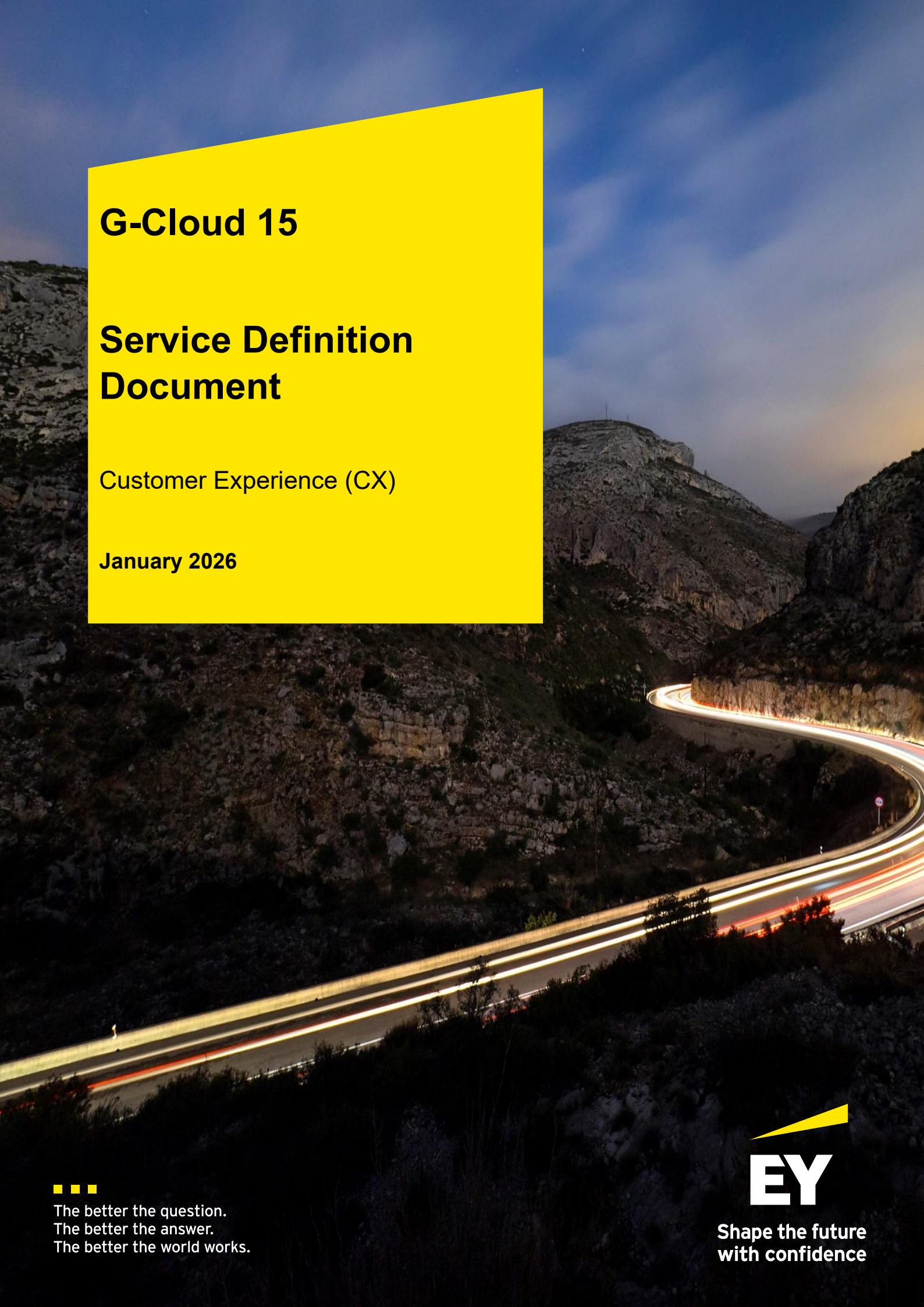




G-Cloud 15

Service Definition Document

Customer Experience (CX)

January 2026



The better the question.
The better the answer.
The better the world works.



**Shape the future
with confidence**

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1. Service detail

EY and EY Studio+ help organisations design, build and improve public services across digital and face-to-face channels. We focus on end-to-end services that are easy to use, inclusive, accessible and operationally deliverable. Through improving customer experience, we deliver services that achieve better policy outcomes, build public trust and reduce cost-to-serve.

Our team brings together human centred design, technology, AI, data and agile delivery with methods that are fully aligned to the GDS Service Standard and tested across the public sector.

1.1. Who this service is for

Our Customer Experience service is designed for organisations delivering services to individuals (whether taxpayers, residents, benefit recipients, patients, students, prisoners or any other cohort) and to organisations (businesses, charities, community groups and other stakeholders.)

We deliver for:

- Central Government Departments, Agencies and Arm's-Length Bodies
- Local Authorities and Combined Authorities
- Regulators and Public Service Providers
- Service Owners, Product leads, Operations leads, Digital and Data leaders, Policy and Communications team

1.2. How we approach customer experience

Our customer experience work is built on three pillars:

1) See humans holistically	2) Design the whole system around the customer experience	3) Run and improve with data and AI
• Start from the needs, behaviours and real-world constraints experienced by people and organisations • Consider multiple stakeholders, including customers and the colleagues who support them • Combine research, data and analytics to understand lived reality, beyond simple segmentation	• Focus on customer journeys as the organising layer: ensuring that policies, processes, contact channels, data and technology work together to make it as easy for the customer to meet their needs • Design services that work for and support customers with access needs • Incorporate ethical principles, compliance and regulatory requirements into the	• Establish the capability to continuously measure, manage, and improve services • Set up tools and technology that leverage human skills and AI capabilities to identify and act on continuous improvement opportunities • Build in-house capability so teams can keep improving long after go-live

	design of customer journeys to achieve policy outcomes	
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1.3. What this service covers

You can contract this as a full programme or as individual modules:

Module	When it helps most	Typical outcomes
1. Customer Experience Maturity Benchmark	When you need a plan to improve your organisation's ability to manage and enhance Customer Experience	Shared view of strengths, gaps and priorities
2. Customer Experience Strategy	When you need a shared, realistic view of what "good" looks like and what to do next	A pragmatic experience strategy and investment roadmap
3. Customer Experience Journey Transformation	When customer journeys, channels, and operations feel fragmented and investments are not improving outcomes	Tested changes that reduce friction and improve outcomes
4. Customer Experience Research and Testing	When you want to validate assumptions early and understand how users engage with services	A clear understanding of customer needs that can guide design decisions and iterations
5. Customer Experience Technology	When you want to enhance your customer journeys using technology and tools	Clear requirements and designs for platforms, data and automation
6. Customer Experience Measurement	When you want to measure, manage, and improve performance of customer journeys and channels	A measurement system that links insight to action
7. Responsible Customer Experience	When you must improve access and efficiency while protecting vulnerable people and meeting duties	Vulnerability and duty of care review of priority journeys, then redesign and testing

1.3.1 Module 1: Customer Experience Maturity Benchmark

What it is

A rapid, structured assessment of your customer experience maturity across different dimensions: leadership, ways of working, insight, service design, operations, data and technology. It gives a clear baseline and a practical set of priorities.

What it includes

- Short surveys and targeted interviews with key leaders and practitioners
- Review of existing strategies, service performance, research, and artefacts
- Assessment across agreed maturity dimensions (tailored to your context)

- A practical set of recommendations to improve capability and delivery

What you get

- Maturity benchmark report with strengths, gaps, and priority actions
- A short leadership read-out and working session
- An initial roadmap of improvements (0–3 months, 3–12 months, 12+ months)

1.3.2 Module 2: Customer Experience Strategy

What it is

A customer experience strategy that sets a clear direction for services, channels and operations. It aligns leadership around a shared ambition, defines what “good” looks like, and turns that into a prioritised plan.

What it includes

- Customer and stakeholder insight review (and targeted research where needed)
- A clear definition of priority service users, needs, and end-to-end service outcomes
- Experience principles to guide design and delivery across channels
- A prioritised portfolio of initiatives, with sequencing and dependencies
- Governance and decision-making clarity so the strategy can be executed

What you get

- Customer experience vision and strategic objectives
- Prioritised roadmap and investment options
- Service and customer journey priorities with clear outcomes and measures
- Experience principles and a practical governance model

Examples of methods we use

- Customer journey portfolio mapping and prioritisation workshops
- Service performance triangulation (data, insight, operational reality)
- Co-design with service teams and frontline colleagues
- “Measures that matter” definition (outcomes, experience, operational)

1.3.3 Module 3: Customer Experience Journey Transformation

What it is

A focused programme to improve one or more priority customer journeys end-to-end. We identify improvements that work across channels, incorporate policy intent, reduce operational handoffs and leverage data and technology, while supporting the implementation and adoption of these improvements across different teams.

What it includes

- Mapping the current customer journey, pain points, and root causes (customer and colleague)
- Designing the future customer journey across digital and assisted channels
- Service blueprinting to align front-stage experience with back-stage delivery
- Prototyping and testing to de-risk decisions before build
- Translating service designs into a delivery backlog with clear acceptance criteria
- Support through Discovery, Alpha, Beta and Live improvement cycles

What you get

- As-is and to-be customer journey maps (including assisted routes)
- Service blueprint(s) with operational impacts and dependencies
- Tested prototypes and evidence from research
- Prioritised backlog and implementation plan
- Delivery support through sprints (as required)

Examples of methods we use

- End-to-end customer journey mapping and service blueprinting
- Rapid prototyping, usability testing, and inclusive research
- Operational design workshops (handoffs, queues, casework, escalation)
- Scenario-based design for complex and vulnerable user needs

1.3.4 Module 4: Customer Experience Research and Testing

What it is

A focused research and testing service that builds a robust evidence base about customer needs and behaviours. It helps teams validate assumptions early, understand how customers engage with services, and make confident design decisions that improve experience and reduce delivery risk.

What it includes

- Discovery research to understand needs, motivations, expectations, behavioural drivers and contextual factors
- Usability testing of concepts, prototypes and journeys to identify friction and accessibility issues
- Inclusive approaches to ensure representation of vulnerable and digitally excluded users
- Insight synthesis with clear, actionable recommendations
- Rapid test-and-learn cycles to validate ideas before investment

What you get

- A clear evidence base from Discovery insight and testing
- Prioritised themes that highlight the biggest opportunities to improve experience
- Usability findings with targeted recommendations
- Evidence packs to support business cases and decision making
- Increased confidence that services will work effectively for all users

Examples of methods we use

- In-depth interviews, contextual inquiry, diary studies and survey-based insight gathering
- Prototype, content and journey usability testing across digital and non-digital touchpoints
- Inclusive research with vulnerable, disabled or low-digital-confidence users
- Behavioural analysis, service performance triangulation and insight-driven problem framing
- Rapid testing and iteration cycles to validate concepts before build

1.3.5 Module 5: Customer Experience Technology

What it is

A plan for technology enablement to deliver better customer outcomes at lower cost. We help you design and implement the platforms, data flows, automation and tooling required.

What it includes

- Translating customer journey needs into technology and data requirements
- Designing omnichannel customer journeys that work across web, telephony and face-to-face support
- Identifying opportunities for automation and smarter triage in a safe, governed way
- Designing workflow and case support for colleagues (including knowledge and guidance)
- Supporting selection, configuration and integration approaches (where relevant)
- Ensuring accessibility and service performance requirements are built in

What you get

- Customer Experience technology blueprint (experience, data, integration, operational impacts)
- Requirements and user stories aligned to customer journeys and service outcomes
- Prototypes for customer and colleague interfaces
- Implementation approach (pilots, rollout, adoption and monitoring)

Examples of methods we use

- Capability mapping from service blueprint to platform needs
- Design-to-build collaboration with delivery teams and architects
- Assisted digital design for contact centre and in-person routes
- Responsible automation design (controls, fallbacks, transparency)

1.3.6 Module 6: Customer Experience Measurement

What it is

A practical measurement system that turns feedback and performance data into action. It helps you understand what is happening across customer journeys and channels, and it creates a repeatable way to improve services over time.

What it includes

- Defining a measurement framework that links outcomes, experience and operations
- Selecting KPIs and practical data sources (digital, operational and feedback)
- Designing dashboards and decision routines (how insight drives change)
- Creating an improvement backlog and test-and-learn cadence
- Supporting capability transfer so teams can run it day-to-day

What you get

- Measurement framework and KPI dictionary
- Experience and service performance scorecard
- Dashboard requirements (and implementation support where needed)
- Insight read-outs and a prioritised improvement backlog
- A sustainable operating rhythm for continuous improvement

Examples of methods we use

- “Insight to action” workshops with service and ops leads
- Experience measurement design across channels
- Experiment design for service improvements (including content and interaction changes)
- Feedback loop design (close the loop with customers and staff)

1.3.7 Module 7: Responsible Customer Experience (Customer services in complex environments)

What it is

Design and testing focused on vulnerability, fairness, safety and duty of care, so services remain accessible and trustworthy while improving efficiency.

What it includes

- Bringing the right functions together early for co-creation (service, policy, operation, risk and governance)
- Creating practical and usable design artefacts that support approvals and delivery
- Identifying priority changes that protect vulnerable people while improving access for everyone
- Supporting vulnerable customers through early intervention and prevention approaches (data led proactive support, information advice and guidance, multi-disciplinary holistic offer) to improve outcomes

What you get

- Vulnerability and duty of care review for priority customer journeys
- Safer customer journey designs, including assisted routes and escalation paths
- Guardrails for automation, triage and decision support
- Evidence from testing that supports confident decision-making

Examples of methods we use

- Vulnerability-aware customer journey mapping and scenario testing
- Fairness and transparency checks for assisted and automated steps
- Monitoring approach to detect unintended harm and drive improvement

1.4. How we work with you

- **Co-design by default:** joint teams, clear decision points, frequent show-and-tells
- **Evidence-led delivery:** we combine research, service data and operational insight
- **Inclusive and accessible:** we design for the realities of people’s lives and access needs
- **Operationally grounded:** we account for handoffs, constraints, policy, and workforce impacts
- **Built for delivery:** outputs are designed to be used in sprints, governance and investment cases
- **Capability transfer:** we upskill your teams as part of delivery (not as a separate exercise)

1.5. What we need from you

- A delivery lead with decision-making responsibilities
- Access to service performance data and operational insight (where available)

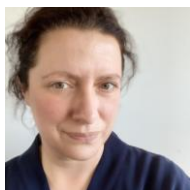
- Time with subject matter experts, frontline colleagues and policy leads
- Support to engage customers/service users for research and testing
- A shared plan for governance, risks, and delivery cadence

1.6. Typical team capabilities (scaled to need)

- Service design, product design and user research
- Interaction design, content design and communication design
- Delivery management and product management
- Data and measurement specialists
- Technology, architecture and engineering support (where in scope)

2. Key contacts

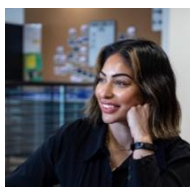
For further information please get in touch via the email address below.



Ellie Lusty

Director

Email: eytenders@uk.ey.com



Natasha Bhambra

Director

Email: eytenders@uk.ey.com



Shagun Seth

Director

Email: eytenders@uk.ey.com

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Ernst & Young LLP, 1 More London Place, London, SE1 2AF.

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