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# Customer Feedback Analytics: CSAT, NPS and Voice of the Customer Course

1 – 5 March 2027  
Barcelona





## Customer Feedback Analytics: CSAT, NPS and Voice of the Customer Course

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### Programme Summary

Customer feedback analytics with CSAT, NPS and voice of the customer is a one-week training course for senior customer insight and service leaders, culminating in a voice of the customer programme blueprint for their own organisation. Many organisations collect survey scores and comments yet cannot explain what drives them or show that acting on them changes loyalty. The approach links measurement design, analytics, closed-loop action and governance into one operating model. Mars Training Centre UK delivers this programme in customer feedback analytics and voice of the customer leadership.

### The Business Case

Feedback programmes that measure the wrong moments or never return to the customer erode trust and waste budget. Leaders who match each metric to a decision, explain what drives scores and hold teams to account for follow-up turn customer opinion into an early warning system.

- Customer Retention and Churn: Improve as at-risk customers are identified from detractor signals and contacted before they leave.
- Cost to Serve: Falls as effort hotspots revealed by Customer Effort Score data are redesigned out of journeys.
- Investment Prioritisation: Sharpens as improvement spending is ranked by the satisfaction drivers with the greatest link to revenue.

### Principles and Evidence Base

- ISO 10004:2018 Guidelines for Monitoring and Measuring Customer Satisfaction: Structures the measurement cycle applied in Session 1.
- Net Promoter Score, Customer Satisfaction Score and Customer Effort Score: Provide the three core metrics compared, tested and combined in Session 2.
- The American Customer Satisfaction Index ACSI Model: Frames the chain from expectations and perceived quality to loyalty used in Session 3.
- ISO 10002 Complaints Handling Guidance: Shapes how complaints join the closed loop in Session 4.

### Intended Participants

- Leaders who own customer satisfaction targets and report them to executive committees or boards.
- Heads of insight who select survey platforms, sampling rules and analytics methods.
- Service directors accountable for acting on detractor feedback and complaint trends.
- Transformation leaders who use customer evidence to prioritise journey redesign.



The programme serves banking and insurance, telecommunications, government services, healthcare, retail and hospitality organisations.

## Learning Outcomes

1. Participants will be able to evaluate an existing feedback programme against recognised measurement guidance.
2. Participants will be able to select and justify the right mix of NPS, CSAT and Customer Effort Score for each journey and decision.
3. Participants will be able to construct relational and transactional surveys that limit bias and respondent fatigue.
4. Participants will be able to diagnose the drivers of satisfaction and loyalty using statistical and text analytics.
5. Participants will be able to design inner-loop and outer-loop processes that turn feedback into accountable action.
6. Participants will be able to prioritise improvements by linking customer metrics to retention and revenue.

## Programme Structure

### Day 1: Customer Feedback Analytics Foundations

What should a voice of the customer programme measure, and why?

- ISO 10004:2018 Measurement Planning Cycle
- Solicited, Unsolicited and Operational Data Sources
- Relational Versus Transactional Measurement
- Customer Journey Mapping of Feedback Touchpoints
- Feedback Programme Maturity Assessment

### Day 2: Choosing and Designing CSAT, NPS and CES Measures

Which metric fits which decision, and how is a reliable survey built?

- Net Promoter Score Strengths and Limitations
- CSAT Scales and Question Wording
- Customer Effort Score for Service Journeys
- Sampling, Response Rates and Non-Response Bias
- Survey Fatigue and Contact Frequency Rules

### Day 3: Analysing Satisfaction Drivers and Customer Comments

What explains the scores, and what are customers actually saying?



- ACSI Cause-and-Effect Model
- Key Driver Analysis and Regression Basics
- Text Analytics and Sentiment Classification
- Segment and Benchmark Comparisons
- Statistical Significance in Score Movements

## Day 4: Closing the Loop and Governing Feedback Metrics

How does feedback become action, and how are metrics kept honest?

- Inner-Loop Follow-Up with Individual Customers
- Outer-Loop Root Cause and Process Change
- Complaint Integration Using ISO 10002
- Linking Satisfaction to Retention and Revenue
- Metric Governance, Targets and Gaming Risks

## Day 5: Applying the Voice of the Customer Blueprint

How are measurement, analytics and action combined into one programme?

- Metric Mix Decision for a Participant Organisation
- Driver and Comment Insights Translated into Priorities
- Closed-Loop Roles and Escalation Routes
- Executive Dashboard and Reporting Rhythm
- Voice of the Customer Programme Blueprint Presentation

## Methodology

The programme is built around data workshops. Participants work with anonymised scores, comments and churn records from service, financial and public sector organisations, test metric choices against real decisions and defend findings before peers.

- Suggested activity: Rewriting a flawed satisfaction survey to remove leading and double-barrelled questions.
- Suggested activity: Coding a set of customer comments into themes and comparing the result with automated sentiment output.
- Suggested activity: Building a driver chart that ranks journey attributes by their effect on loyalty.

## Capstone Output

Each participant completes a voice of the customer programme blueprint for their organisation. It sets out the metric mix by journey, survey and sampling design, analytics approach, closed-loop roles and governance rules, ready for executive approval.



## Frequently Asked Questions

### **Is customer feedback analytics with CSAT and NPS suitable for leaders without a statistics background?**

Yes. It suits senior insight, service and CX leaders who commission and act on feedback. It assumes familiarity with customer surveys but no advanced statistical training.

### **Which standards and models underpin this customer feedback analytics programme?**

It draws on ISO 10004:2018 for monitoring and measuring customer satisfaction, the NPS, CSAT and Customer Effort Score metrics, the ACSI model and ISO 10002 guidance on complaints handling.

### **How is the voice of the customer programme blueprint used at work?**

You return with a blueprint the executive team can approve, covering which metrics to use, how surveys run, how results are analysed and who acts on feedback within agreed timescales.

### **How does customer feedback analytics differ from a general customer experience programme?**

It concentrates on measuring satisfaction, analysing feedback and governing metrics, rather than on broad experience strategy, service culture or journey design.