Journey Mapping Course for Service Directors: Touchpoint Evidence, Blueprints and Funded Roadmaps

22 – 26 February 2027
Milan

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Programme Summary

Journey mapping is the subject of this one-week training course for customer experience, service design and operations leaders at managerial level, ending in an evidence-based journey map and funded improvement roadmap for one customer journey. Customers meet an organisation as one experience, yet departments own separate steps and see only their own part. The programme moves from journey scope and customer evidence to diagnosis of pain points, then to service blueprints and design of fixes, and finally to a roadmap a sponsor can fund. Mars Training Centre UK delivers this programme on journey mapping to mixed-organisation cohorts.

The Business Case

Customer journey mapping gives leaders a shared picture of what customers do and feel from first contact to resolution. Without it, each department improves its own step while delays, handovers and repeated requests between steps go unseen. A map built on evidence lets leaders rank problems by customer harm and cost, and fund the few changes that matter most.

- Customer Effort: Falls as handovers, repeated requests and unclear steps are found and removed.
- Service Failure Cost: Reduces as pain points are traced to their causes and fixed in order of impact.
- Improvement Spend: Is directed to changes ranked by evidence rather than by the loudest department.

Principles and Evidence Base

- ISO 9241-210 Human-Centred Design: Supplies the cycle of understanding context, specifying needs, designing and evaluating that structures Sessions 1 to 4.
- ISO 23592 Service Excellence: Provides principles for aligning service promise, delivery and measurement, applied when ranking improvements in Sessions 4 and 5.
- Service Blueprinting: Links customer actions to frontline, support and system steps, built in Session 3.

Intended Participants

- Customer experience leaders who own an end-to-end journey across departments.
- Service design leads who run mapping workshops and research.
- Operations managers who run the steps behind the customer view.
- Insight and complaints managers who supply the evidence for the map.

Typical settings include retail banking, telecommunications, health administration, utilities and public service counters.

Learning Outcomes

1. Participants will be able to define the scope, stages and customer segment of a journey.
2. Participants will be able to construct a journey map from interviews, complaint logs and operational data.
3. Participants will be able to diagnose pain points and the internal causes behind them.
4. Participants will be able to design a service blueprint that links customer steps to frontline and support work.
5. Participants will be able to prioritise improvements by customer harm, business cost and effort.
6. Participants will be able to justify a funded improvement roadmap to an executive sponsor.

Programme Structure

Day 1: Journey Mapping Scope and Customer Evidence

Which journey is mapped, and what evidence shows what customers experience?

- Journey Scope Statement
- Customer Segment and Persona Sheet
- Evidence Source Inventory
- ISO 9241-210 Context Review
- Interview Guide

Day 2: Building the Journey Map and Finding Pain Points

What do customers do, feel and need at each stage, and where does it go wrong?

- Stage and Touchpoint Grid
- Emotion Curve Plot
- Complaint Log Coding Frame
- Moments of Truth Selection
- Pain Point Heat Map

Day 3: Service Blueprints and Root Causes

Which internal steps, handovers and systems create each pain point?

- Service Blueprint Layout
- Handover and Wait Time Map
- Front Stage and Back Stage Audit
- Cause and Effect Diagram
- Ownership Matrix by Department

Day 4: Designing Fixes and Ranking Improvements

Which changes remove the most customer harm for the least cost?

- Fix Option Grid
- Impact and Effort Ranking
- ISO 23592 Service Promise Check
- Journey Measure Set
- Business Case Outline

Day 5: Journey Map and Roadmap for One Journey

Do the earlier tools form one map and roadmap that a sponsor can fund?

- Applying the Session 1 Scope Statement
- Testing the Session 2 Pain Point Heat Map
- Checking the Session 3 Service Blueprint
- Rehearsing the Session 4 Impact and Effort Ranking
- Completing the Journey Roadmap and Sponsor Note

Methodology

The programme uses a structured exercise built on a prepared file for two journeys, one in retail banking and one in a utility, with interview notes, complaint logs, call data and process descriptions. Participants work in small groups, build maps and blueprints and defend their roadmap to peers.

- Suggested activity: Plotting an emotion curve from interview extracts and agreeing the moments of truth.
- Suggested activity: Tracing one pain point through a blueprint to its internal cause.
- Suggested activity: Ranking six improvement options for a limited budget.

Capstone Output

Each participant completes a journey map and improvement roadmap for one customer journey. It holds a scope statement, an evidence-based map, a pain point ranking, a service blueprint, a measure set and a costed roadmap. The output is used at work to brief a sponsor, align the departments that own each step and track results.

Frequently Asked Questions

Is a journey mapping course suitable for leaders who have not run mapping workshops before?

Yes. Journey mapping is taught through a prepared case file and templates. The course assumes experience in customer experience, service design or operations, but no earlier mapping or research training.

Which standards does journey mapping rest on?

Journey mapping rests on ISO 9241-210 for human-centred design, ISO 23592 for service excellence and the service blueprinting method for linking customer steps to internal work.

How is the roadmap from journey mapping used at work?

You use the journey map and roadmap to brief your sponsor, agree owners for each step with department heads and set the measures that show whether changes work.

How does journey mapping differ from a customer feedback analytics programme?

Journey mapping concentrates on tracing the whole experience and its internal causes across departments, while a customer feedback analytics programme concentrates on survey scores and the statistical reading of comments.