# Visitor Journey Management Course for Museums, Heritage Sites and Destinations

10 – 14 May 2027
Paris

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## Programme Summary

Visitor journey management for museums, heritage sites and destinations is the subject of this one-week training course for directors and heads of visitor operations at strategic level, ending in a visitor journey management plan for one site. Many sites count tickets, yet visitors still meet queues, unclear signs and uneven host behaviour. The programme moves from journey mapping to diagnosis of weak moments, then to design of crowd flow, host standards and feedback, and finally to a plan that a board can adopt. Mars Training Centre UK delivers this programme on visitor journey management to mixed-organisation cohorts.

## The Business Case

Museums, heritage sites, theme parks and event venues compete for visits, repeat visits and recommendations. A visitor who waits without information rarely says so; the cost appears later as lower dwell time, weaker spend and fewer recommendations.

- Repeat Visit Rate: Improves as friction points on the journey are found and removed.
- Visitor Recommendation Score: Rises as host behaviour and information become consistent.
- Capacity Use: Improves as arrivals, queues and dwell times are planned against what a site can hold.

## Principles and Evidence Base

- Customer Journey Mapping: Lays out the stages a visitor passes through before, during and after a visit, applied in Sessions 1 and 2 to a chosen site.
- Moments of Truth: Identifies the short contacts that shape a visitor's judgement of the whole visit, applied in Sessions 2 and 3 to hosts and signs.
- Service Blueprint: Links what the visitor sees to the staff actions and support processes behind it, applied in Session 3 to crowd flow and host duties.
- Net Promoter Score: Measures willingness to recommend, applied in Session 4 to the feedback loop and its limits.

## Intended Participants

- Directors who answer to a board for visitor numbers, satisfaction and income.
- Heads of visitor operations who manage entry, queues, hosts and safety on the day.
- Heads of marketing who promise an experience the site must deliver.
- Exhibition leads who shape where visitors move.

Typical settings include museums, heritage sites, theme parks, exhibition centres and city destination bodies.

## Learning Outcomes

1. Participants will be able to construct a visitor journey map for a chosen site, from first enquiry to follow-up.
2. Participants will be able to diagnose the moments where visitors lose confidence, using observation and feedback.
3. Participants will be able to design crowd flow and queue arrangements against stated capacity limits.
4. Participants will be able to evaluate frontline host standards and the briefing that supports them.
5. Participants will be able to prioritise improvements by effect on visitors and cost of delivery.
6. Participants will be able to justify a visitor journey management plan to a board.

## Programme Structure

### Day 1: Visitor Journey Management and the Site Today

Where does the visit begin and end, and who owns each stage?

- Customer Journey Map Template
- Visitor Segment Profile Sheet
- Stage Ownership Matrix
- Touchpoint Inventory
- Visit Purpose Interview Guide

### Day 2: Finding Weak Moments on the Journey

Which moments do visitors remember, and where do they lose confidence?

- Moments of Truth Ranking
- Observation Walk-Through Sheet
- Complaint and Comment Coding
- Wait Time Log
- Signage and Wayfinding Audit

### Day 3: Crowd Flow, Capacity and Host Standards

How are arrivals, queues and hosts arranged so the site works at peak?

- Service Blueprint for Entry and Galleries
- Capacity and Dwell Time Model
- Queue Layout Options
- Host Behaviour Standard
- Daily Host Briefing Card

## Day 4: Feedback Loops and Measures

How does the site learn from visitors and report progress?

- Net Promoter Score Question Design
- Exit Survey Sampling Plan
- Review and Social Comment Digest
- Journey Scorecard
- Improvement Log Rules

## Day 5: Visitor Journey Management Plan for One Site

Do the earlier tools combine into one plan that a board can adopt?

- Applying the Session 1 Customer Journey Map Template
- Testing the Session 2 Moments of Truth Ranking
- Checking the Session 3 Capacity and Dwell Time Model
- Rehearsing the Session 4 Journey Scorecard
- Completing the Visitor Journey Management Plan

## Methodology

The programme uses case analysis built on prepared files for two sites, one a museum and one a heritage and leisure destination, each with comments, timed observations and floor plans. Participants work in groups and defend their choices to peers acting as a board.

- Suggested activity: Walking a prepared site plan and marking where a first-time visitor would hesitate.
- Suggested activity: Changing a queue layout and judging the effect on waiting time and safety.
- Suggested activity: Reading comments and agreeing three changes to make first.

## Capstone Output

Each participant completes a visitor journey management plan for one site. It holds a journey map, ranked weak moments, a crowd flow note, host standards and a feedback scorecard. The plan is used at work to brief a board and to agree duties with operations and marketing leads.

## Frequently Asked Questions

### Is a programme on visitor journey management suitable for managers new to the topic?

Yes. It is taught through prepared files and templates, and assumes responsibility for a site or destination but no earlier study of journey mapping.

## Which models does visitor journey management rest on?

Visitor journey management rests on customer journey mapping, moments of truth, the service blueprint and Net Promoter Score.

## How is the plan from visitor journey management used at work?

You use the visitor journey management plan to brief your board, agree duties with operations and marketing leads, and set the order in which changes are made.

## How does visitor journey management differ from a general customer service programme?

Visitor journey management concentrates on physical sites, queues, crowd flow and host behaviour across a whole visit, while a general customer service programme concentrates on contact skills and complaint handling.