BLACKBIRD FOR TRAINING

Customer Experience Management and Journey Mapping

31 May – 4 June 2027
Rome (Italy)

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PARTNER

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Customer experience management is the practice of designing, measuring and improving every interaction a customer has with an organisation across a whole journey, and journey mapping is its main diagnostic tool. This 1-week course is for supervisors and managers who shape service, and each delegate builds a CX improvement plan for one customer journey. The subject is taught by Blackbird Training Centre.

Introduction

The course rests on three references. ISO 23592 sets out principles and a model for service excellence, describing how an organisation moves beyond meeting expectations. ISO 10004 gives guidance on monitoring and measuring customer satisfaction. ISO 10002 gives guidance on complaints handling, from receipt of a complaint to learning from it. The level is practitioner. Teaching combines journey-mapping exercises with role-play of difficult service conversations, using cases from retail banking, telecommunications and hospital outpatient services.

Course Objectives

- Distinguish customer experience from customer service, and define where each sits in a customer journey.
- Compare current-state and future-state journey maps to locate the pain points that affect loyalty most.
- Select between NPS, CSAT and CES for each touchpoint, and interpret what each score reveals.
- Apply ISO 10002 complaint handling steps and service recovery to restore trust after a failure.
- Justify service standards and empowerment rules from evidence in the journey map and customer feedback.

Target Audience

- Customer service supervisors and team leaders who must decide which service behaviours to standardise across their teams.
- Customer experience and quality coordinators who must judge which feedback measure suits each touchpoint.
- Branch, store and contact centre managers who must choose where frontline staff may act without escalation.
- Marketing and product staff who must decide which journey pain points to fix first.
- Complaints and customer relations officers who must judge when a complaint signals a process failure.

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Course Outline

Day 1: Customer Experience Concepts and Service Excellence

- Customer Experience vs Customer Service: Whole Journey Compared With a Single Interaction
- ISO 23592 Service Excellence Model: Principles, Dimensions and Elements Explained
- Customer Expectations: Kano Model Basic, Performance and Delight Attributes
- Customer-Centric Mindset: Empathy and Emotional Intelligence in Experience Design
- Value of Experience: Links Between Retention, Referral and Cost to Serve

Day 2: Journey Mapping and Touchpoint Analysis

- Current-State vs Future-State Journey Map: Diagnosing Against Designing the Experience
- Customer Personas: Grouping Customers by Needs, Goals and Channel Preference
- Touchpoint Inventory: Listing In-Person, Phone, Web and App Interactions
- Moments of Truth and Pain Points: Ranking Friction by Impact on Loyalty
- Omnichannel Consistency: Aligning Messages and Hand-Offs Across Digital and Branch Channels

Day 3: Voice of the Customer and Experience Measurement

- NPS vs CSAT vs CES: Loyalty, Satisfaction and Effort Measured Differently
- ISO 10004: Guidance for Monitoring and Measuring Customer Satisfaction
- Voice of the Customer Channels: Surveys, Interviews, Complaints and Social Listening
- Closed-Loop Feedback: Inner Loop Follow-Up and Outer Loop Process Change
- Experience Scorecards: Linking Journey Measures to Operational Indicators

Day 4: Frontline Communication, Complaints and Recovery

- Active Listening and Questioning: Clarifying Needs in Face-to-Face and Digital Contacts
- Communication Style Adaptation: Responding to Different Customer Personalities and Channels
- De-escalation vs Problem Solving: Calming Emotion Before Fixing the Issue
- ISO 10002 Complaints Handling: Receiving, Tracking, Responding and Learning From Complaints
- Service Recovery Paradox: Recovery Steps That Restore Trust After a Failure

Day 5: Service Culture and CX Improvement Planning in Practice

- Service Standards: Turning Journey Map Findings Into Observable Behaviours
- Employee Empowerment vs Scripted Service: Decision Rights for Frontline Staff
- Recognition and Reward Systems: Reinforcing Customer-Focused Behaviour in Teams
- Technology in the Journey: CRM, Chatbots and Self-Service at Mapped Touchpoints
- CX Improvement Plan: Journey Map, Measure Set, Standards and Recovery Protocol

Skills You Will Gain

- Customer journey mapping
- Persona development
- Touchpoint analysis
- NPS, CSAT and CES interpretation
- Closed-loop feedback management
- Complaint handling and service recovery
- De-escalation techniques
- Service standard design

Why Attend This Course

- From handling each customer contact in isolation to seeing where it sits in the whole journey.
- From tracking one satisfaction score to choosing loyalty, satisfaction and effort measures by touchpoint.
- From treating complaints as incidents to logging and analysing them as evidence for process change.
- From general intentions about service to a CX improvement plan with a journey map, measures, standards and a recovery protocol.

Conclusion

At heart, customer experience management treats service as a designed journey rather than a series of separate conversations. The course draws three distinctions: experience against service, current-state against future-state maps, and loyalty against satisfaction and effort measures. It suits supervisors, coordinators and managers who already deal with customers daily and now need to shape how a whole journey is designed, measured and improved.

Course FAQs

What is customer experience management and journey mapping?

Customer experience management is the design, measurement and improvement of every interaction across a customer's journey. Journey mapping is its diagnostic tool: a visual record of the stages, touchpoints, emotions and pain points a customer meets.

What is the difference between NPS and CSAT in customer experience management?

NPS asks how likely a customer is to recommend the organisation and signals long-term loyalty. CSAT asks how satisfied the customer was with a specific interaction. CSAT suits individual touchpoints, while NPS reflects the relationship as a whole.

Which standards does the customer experience management and journey mapping course follow?

It follows ISO 23592 for the service excellence model, ISO 10004 for monitoring and measuring customer satisfaction, and ISO 10002 for complaints handling.

Is the customer experience management and journey mapping course right for a contact centre manager?

Yes. A contact centre manager maps the phone and digital stages of a journey, selects effort and satisfaction measures for them, and sets empowerment rules so that agents can resolve issues without unnecessary escalation.

What does a delegate produce in the customer experience management and journey mapping course?

Each delegate produces a CX improvement plan for one customer journey, containing current and future journey maps, a set of touchpoint measures, service standards and a recovery protocol.