Customer journey management essentials

Course syllabus

Introduction

PROGRAM DESCRIPTION

In recent years, organisations have become increasingly aware that serving their customers well requires more than optimising service interactions and individual touchpoints. Journey maps help represent customer reality, by visually describing the journeys of customers and their interrelationships with the organisation. However, relying on traditional journey mapping efforts often results in static representations that do little to inform day-to-day decision-making, and this isn't sufficient to drive coordinated, long-term improvement.

The growing complexity of the variety of services and interconnected service ecosystems that organisations offer, increasing customer expectations, and a fragmented operational landscape call for a more structured, integrated approach: Customer Journey Management (CJM). For professionals working across customer experience, marketing, digital strategy, business, operations, and service design, CJM provides a framework to systematically understand, orchestrate and enhance customer interactions, service delivery, and cross-functional alignment across departments, technologies, and service processes.

Our Customer Journey Management Mastery Program addresses this shift by providing professionals with the knowledge and tools to move beyond mapping and into active journey governance and optimisation. You'll explore how CJM fits into the broader customer management and service strategy discipline, functioning as a practice that spans internal structures, cultural mindsets, governance models, service orchestration, and operational capabilities. Journey management operations require much more than visualising a path. It is about embedding decision-making structures that enable teams to respond with coherence, agility, and purpose across the customer lifecycle.

Introduction

PROGRAM OBJECTIVES

Does your organisation find itself in a position where investments in service delivery and experience have delivered inconsistent results? Do you see a lack of cross-silo coordination and responsibility over the entire customer lifecycle? Are customer journeys fragmented and is a comprehensive overview of your organisation's service ecosystem missing? Or have you discovered logistical/delivery issues or pre/post-purchase service gaps?

A disconnect between functions and channels can create friction for customers and lead to missed opportunities for offering value, staying relevant and ultimately, customer loyalty. CJM helps bridge these divides by promoting alignment, shared metrics, clear journey coordination, and collaborative planning that reflect how customers actually experience your organisation, through their whole lifecycle.

CJM enables organisations to manage their service/channel ecosystem in a way that reflects real customer behaviour, rather than internal departmental boundaries. CJM aligns strategy with operations, vision with action, and customer insight with delivery. For professionals responsible for guiding their organisations through increasingly complex service landscapes, this program provides the structure, clarity, and depth required to lead meaningful, customer-centred change.

Through this program, you will learn how to establish and maintain scalable journey frameworks, build governance structures to ensure alignment, and integrate data and technology to continuously monitor and enhance service performance. The curriculum focuses on equipping practitioners with the tools and methods to evaluate customer journeys not only from an operational or technical standpoint, but through the emotional and behavioural lenses of the customer. It allows organisations to identify which parts of the journey have the greatest influence on value, impact, loyalty and satisfaction, and act decisively to improve them.

Program set-up

AUDIENCE

This program is for decision-makers, leaders and practitioners in organisations that are focused on structuring their customer journeys, services and supporting services, products and other enablers of service provision for more effective and informed decision-making. For professionals who are involved in service innovation, organisational change and how change happens in their organisation.

The program is particularly relevant for organisations aiming to respond more effectively to strategic challenges such as declining retention, inconsistent service delivery, department misalignment, or the need for better insight into customer behaviour. It is equally applicable to those undergoing digital transformation or seeking to differentiate through service. Professionals completing the program will be positioned to support their organisations with journey-led transformation, shaping initiatives that are grounded in real-world needs and delivering measurable impact across channels, processes, and teams.

THREE LEVELS

The program consists of three levels:

1. **Customer journey management esssentials** – 6-week course, introductory level, semi self-paced, 40 - 60 hours investment
2. **Customer journey management advanced** – 12-week course, master's level, semi self-paced, 80 - 120 hours investment
3. **Customer journey management deep-dive** – 8-hour module, executive level, fully self-paced, max 8 hours to complete

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6-WEEk COURSE

This fundamentals course is a 6-week practical program designed to provide professionals with a clear understanding of the principles, methods, and tools needed to start managing customer journeys within their organisation. It is aimed at those who are supporting or building the foundations of customer journey practices and want to apply structured thinking to improve service delivery and coordination across touchpoints.

The course introduces essential concepts beyond traditional journey mapping, emphasising how to organise journey information, align efforts with business goals, and use data to inform improvements. Participants will learn how customer journeys align with service orchestration, products and service ecosystems, and internal processes, and how to begin building a modular and scalable approach that supports better collaboration and more effective decision-making.

KEY TAKEAWAYS

Upon completion of the course, you will be able to:

- Develop and implement a scalable customer journey framework
- Align internal operations with customer-centric strategies
- Leverage data-driven decision making for journey optimisation
- Establish performance metrics and KPIs for continuous improvement
- Master technology integration for CJM
- Kickstart journey management across your organisation

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CONTENT

Introduction to CJM – Introducing the concept of Customer Journey Management: what it is, why it matters, and when it becomes valuable to introduce such a program in your organisation. This sets the foundation for the weeks ahead by positioning CJM in the broader context of customer-centric transformation.

Creating a journey information system – Focusing on compiling services, mapping service ecosystems, and creating a modular, structured information system to support journey management. Participants will learn what types of journey-related information are relevant, how to organise and maintain it, and how this system underpins all further CJM efforts.

Journey data, metrics, and KPIs – Exploring how to make journey maps meaningful and actionable for business stakeholders. Topics include the role of data in CJM, defining relevant metrics and KPIs, and aligning journey efforts with an omnichannel strategy.

Selecting the right platform – Guiding participants through the considerations involved in choosing and implementing a CJM platform. They'll examine tools, integration strategies, testing approaches, and opportunities for automation to ensure the platform supports scalable and sustainable journey management.

CJM in practice: embedding in operations – Exploring how to operationalise CJM by embedding it in day-to-day practice. Topics include stakeholder engagement, aligning departments, journey coordinator role & tasks, and applying CJM insights in real business scenarios.

From mapping to maturity – Focusing on progressing from journey mapping and isolated initiatives towards a more mature, organisation-wide CJM capability. Participants will assess CJM maturity levels, identify internal enablers and blockers, and plan for the next steps in scaling and sustaining CJM as an integrated management practice.

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STRUCTURE

You will follow a series of lessons bundled in 6 chapters. Each Monday, the online lessons for that week are unlocked. Each week, you will join a live or recorded class of 2 hours, to dive deeper into CJM. You can study the content, watch the videos, and complete the exercises at your own pace. Because you start at the same time as your fellow participants, you will be able to discuss, exchange feedback, and work on exercises together. Learning with and from your peers is one of the guiding principles of our courses.

FOR WHOM?

The essentials course is designed for early-career professionals, cross-functional teams and team members at the onset of a CJM program, project contributors and other professionals who are directly involved in aspects of customer experience, service design, delivery, or operations, and need a solid foundational understanding of CJM to apply in their day-to-day work:

- **Customer Experience (CX) coordinators or specialists** – Those supporting journey initiatives and seeking to understand how their role fits within CJM frameworks.
- **Marketing & digital transformation team members** – Practitioners involved in marketing execution or (digital) service initiatives needing to align journey-based efforts.
- **UX, product & service designers** – Professionals and in-house teams designing for and working on seamless and customer-centric product and service delivery.
- **Operations analysts or team leads** – Individuals responsible for process-level optimisation, interested in the customer impact of internal processes.
- **Data analysts & insight professionals** – Analysts exploring how journey data can support CX metrics and reporting, leveraging customer journey analytics for optimisation and personalisation.
- **Innovation or service improvement consultants** – Professionals contributing to improvement projects who need an understanding of journey-based innovation.

Peer-to-peer learning

LEARNING PLATFORM

The program is offered via our online Campus, a community-based peer-to-peer learning platform that offers professionals the opportunity to learn and (re)think, charge, and reset in a supportive environment. You will be supported by fellow participants making the experience an investment not only in yourself and your career, but also in contributing to the growth of others. You will share your reflections and answers to questions and exercises with fellow participants and comment and discuss the outcomes.

MENTORING

All lessons are online, and live sessions will take place via Zoom. The Course Team and Course Mentor will provide support and guidance on the course content. As you complete the exercises, they will review them, comment and encourage debate among participants. It is essential to share, look at others' exercises, comment and promote discussion in order to make the most of the learning experience. The interaction is led by you, the participants.

DAILY SUPPORT AND OFFICE HOURS

During the course weeks, you will receive support from the Course Team regarding access to content, logistics, general questions, technical issues, etc. There are live office hours every week throughout the course to answer practical questions or discuss any issues you have encountered. You can chat (and, if needed, virtually meet) with our Program Manager who will help you resolve any problems or convey content-related questions to the tutors

CREDITS AND CERTIFICATES

The course is worth 40 SDC study points. Service Design College offers study points for participants who have satisfactorily demonstrated mastery of the course material. The decision to award any such points to a given participant will be solely within the discretion of Service Design College. You will receive a certificate of completion.

Meet the tutors

Itziar Pobes (Spain) is a seasoned design leader, experienced in establishing service design practices in government and global, corporate environments, anchoring consumer lifecycles as organisation-wide guiding principles for cross-functional alignment, to positively impact organisation's long-term success.

Currently, she is developing key CX design capabilities, including customer journey management, at Zurich Insurance, by continuously optimising and innovating customers' engagement in order to increase their lifetime value and remain competitive and relevant in today's market.

Itziar is the main tutor for this course.

Marzia Aricò (Italy) is an executive coach and consultant, former (Managing) Design Director at Livework, supporting organisations to reorient around their customers, work on their mindset, culture, practices, and leadership to embed the customer perspective and thrive through change.

Marzia's innovative AVOC framework (Anchor, Variations, Outcome, and Change) addresses challenges with outdated organisational hierarchies, inefficient workflows, and inconsistent service delivery by structuring customer journeys, services, and products for more effective and informed decision-making.

Meet the tutors

Regina Beyhl (Germany) is an experienced design leader. As Director of CX Design at Philips and Co-Creation Director at social business consultancy Favela Fabric, she has supported design-led change and CJM/innovation programs across industries for many years.

She is a firm believer in taking a macro to micro customer experience approach, identifying specific moments that matter in the customer journey, analysing the ‘as is’ and exploring the ‘to be’ to develop experiment-driven interventions. Her aim is to elevate customer experience by leveraging design sprints and agile rituals to co-create value and impact.

Felipe Camara (Brazil) is a service design leader and strategist, currently Design Director at IKEA. He is a multi-faceted experience designer specialising in journey management and leading organisations through systemic change, embedding service design into business strategy, innovation, and sustainable growth.

With two decades of experience across cultures, he is passionate about the theory of change, believing that meaningful progress comes not from resisting disruption, but from designing for it. He has worked on both the agency and client sides, including over five years at Philips, bringing a unique perspective that bridges creative vision with corporate execution.

Meet the tutors

Priyanka Singh (India) is an international senior CX strategy and service designer who has worked for corporations such as Toyota, Zurich Insurance, and BOSCH, collaborating with cross-functional teams across EMEA, the US, the UK, and APAC to enhance innovation opportunities and drive business growth.

By challenging the status quo, she spearheads projects to design future-ready service propositions, leveraging design thinking, insight-rich context, and service design and CJM frameworks, and facilitates streamlined business objectives through customer-first storytelling to create effective service strategies.

Marc Stickdorn (Germany) is a passionate advocate for service design, journey management, and human-centred design in general. As the founder and CEO of Smaply, he helped shape the market for journey mapping and management software.

Pioneering customer journey management since 2012 and setting the standard for how organisations visualise and manage experiences at scale, Marc is a leading voice in the field, equipping teams and organisations with the mindsets, methods, and tools to embed customer and employee experience (CX/EX) into daily operations.

Meet the tutors

Inge Keizer (The Netherlands) is a service design leader specialised in strategic design, creative leadership, innovation, and entrepreneurship. She is a conceptual thinker, and an experienced design researcher.

In 2015 she co-founded the Service Design Days and later the Service Design College; growing a global service design network and supporting organisations, teams and individuals in becoming human- and planet-centric, with a primary focus on designing valuable and relevant services based on qualitative insights and successful business models.

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Any questions? Reach out to us!

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