

EXECUTIVE ROADMAP

Customer-Centric Enterprise Roadmap

A practical sequence for improving customer journeys, accountability and the way teams work.

The operating gaps behind customer friction

Customer experience depends on what happens across teams, systems and decisions.

Siloed operations

Handoffs interrupt the journey and leave ownership unclear.

Misaligned measures

Teams optimize internal targets without checking customer outcomes.

Disconnected technology

Systems and data fail to support a consistent customer experience.

Limited executive support

Customer priorities compete for resources without a clear sponsor.

Resistance to change

Habits and incentives make better processes hard to sustain.

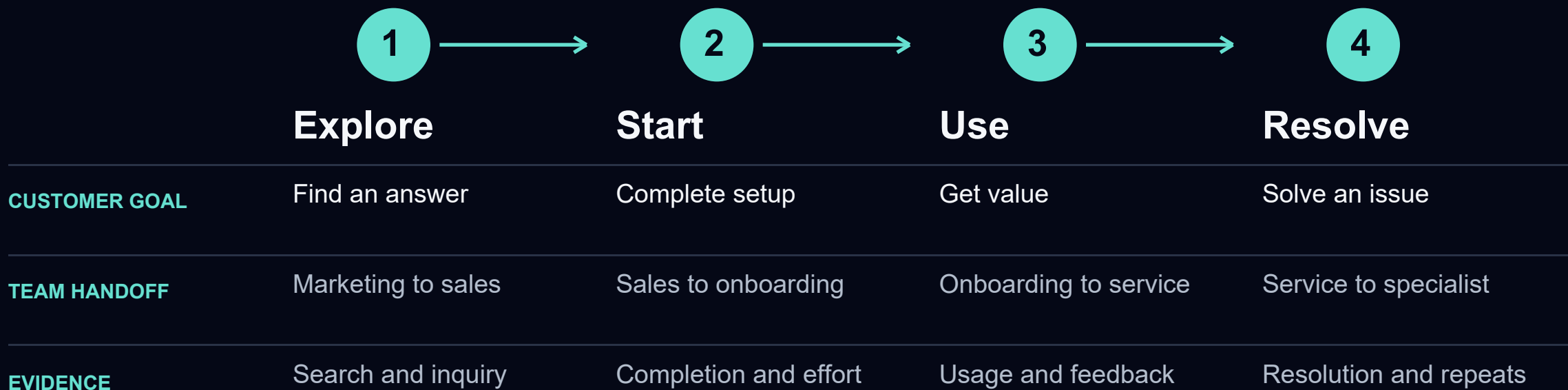
The roadmap at a glance

Start with one priority journey. Expand only when the operating model works in practice.

01	02	03	04	05
Diagnose	Align	Integrate	Pilot	Scale
Journey evidence and priority gaps	Shared outcomes and ownership	Connected workflows and information	Customer evidence and operating results	Repeatable practices and ongoing review

A priority journey, end to end

Illustrative service journey. Map the customer's goal, the handoff and the evidence at each step.



Diagnose the customer journey

Choose a specific journey and identify where customer effort or failure accumulates.

Customer evidence

Use interviews, service cases and observed behavior to understand the customer's goal and the obstacles encountered.

Operational map

Trace each step, handoff and decision. Connect visible customer problems to the teams, systems and rules behind them.

Starting point

Establish a baseline using consistent definitions. Prioritize a problem by customer impact and the ability to test a change.

OUTPUT

A journey map, evidence register and prioritized problem statement.

DECISION

Proceed when the journey owner accepts the problem and the baseline is usable.

Align ownership and outcomes

Make the chosen journey a shared operating responsibility.

Accountability

Name an executive sponsor and a journey owner. Assign owners for handoffs, decisions and unresolved customer issues.

Shared measures

Choose customer outcomes and business measures together. Define the calculation, data source and review responsibility.

Resources

Estimate effort, dependencies and operating cost. Agree on scope and obtain sponsor approval for the required capacity.

OUTPUT

A journey charter with owners, measures and approved resource commitments.

DECISION

Proceed when teams accept shared outcomes, decision rights and the pilot scope.

Accountability across the roadmap

Example responsibility matrix. Confirm decision rights with the people assigned to each role.

	Diagnose	Align	Integrate	Pilot	Scale
Executive sponsor	C	A	C	C	C
Journey owner	A	R	R	A	A
Functional leaders	R	R	R	R	R
Data and technology	R	C	A	R	R
Frontline and insight	R	C	C	R	R

A Accountable decision owner

R Responsible for the work

C Consulted before decisions

Integrate the experience

Connect the information and workflow needed to deliver the priority journey.

Customer context

Identify the information each team needs. Resolve conflicting definitions and apply the required access controls.

Workflow design

Remove unnecessary handoffs and repeated requests. Define how work and customer context move between teams.

Technology fit

Assess integration options against the journey. Test reliability and usability before committing to broader platform changes.

OUTPUT

A tested workflow with information requirements, integration gaps and support owners.

DECISION

Proceed when teams can complete the journey and handle agreed exception cases.

The customer information flow

Conceptual integration model. Information follows a defined purpose, access rules and accountable owners.

Sales context

Goals and commitments

Service history

Requests and resolution

Product feedback

Usage and friction

Shared customer context

Identity, definitions
and permitted use

Coordinated journey

Teams receive the context
needed for the next action.

CONTROL POINTS

Access permissions | Data quality | Reliable handoffs | Exception handling

Pilot and evaluate

Test a bounded change with customers and the teams who will operate it.

Test design

State the expected improvement, comparison method and acceptance criteria. Identify conditions that could distort the result.

Team readiness

Train the people involved and give them a clear escalation route.
Observe the work and record friction in the new process.

Evidence review

Review customer outcomes, operating effort and business effects together. Compare results with the baseline and investigate tradeoffs.

OUTPUT

A pilot evidence pack with results, limitations and a recommendation.

DECISION

Expand only when the accountable owners accept the evidence and operating impact.

Scale and sustain

Turn a successful change into a repeatable way of working.

Operating routines

Document the workflow, responsibilities and exception handling. Include the practice in onboarding and team reviews.

Continuous learning

Use customer feedback and operational signals to identify new problems. Give teams a way to propose and test improvements.

Controlled expansion

Review readiness before adding journeys or teams. Keep owners, measures and support capacity aligned as the scope grows.

OUTPUT A rollout plan, operating playbook and regular journey review.

DECISION Continue, adjust or pause expansion based on current customer and operating evidence.

Who owns the decisions?

Assign named people to these responsibilities. One person may hold more than one role.

Executive sponsor

Approves priorities, resources and cross-team decisions.

Journey owner

Owens the end-to-end outcome and resolves gaps between functions.

Functional leaders

Assign capacity and make the agreed workflow work within their teams.

Data and technology owners

Maintain definitions, integrations, access and reliable information.

Frontline and customer insight teams

Surface customer friction, test changes and report unintended effects.

A balanced set of journey measures

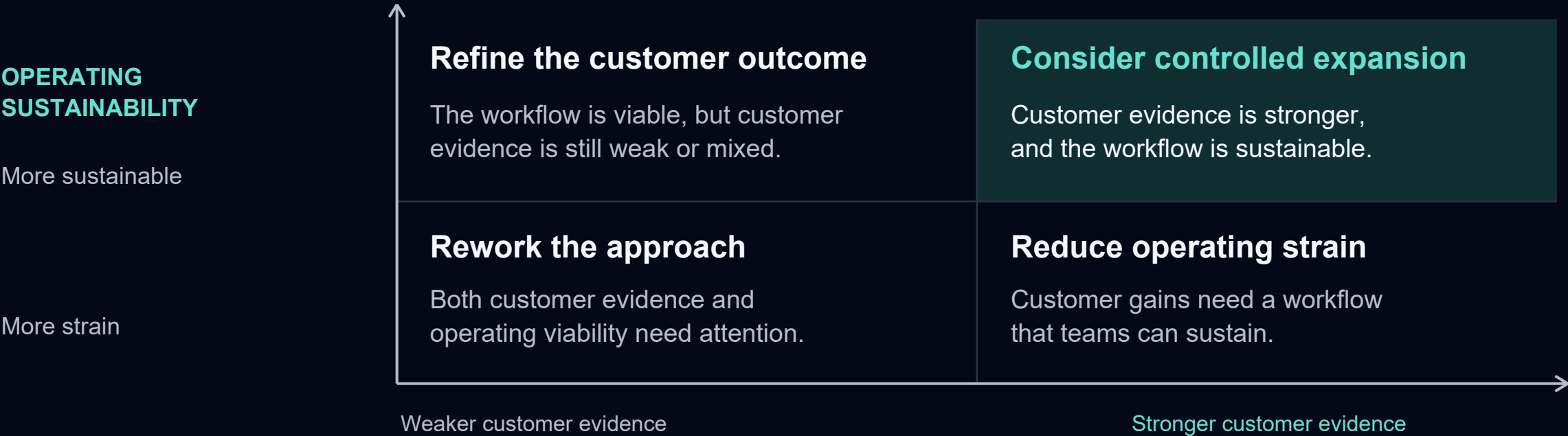
Select measures that match the journey. Define the population and measurement window before comparing results.

Task completion	Successful customer attempts / all eligible attempts.
Resolution time	Median elapsed time from case opening to confirmed resolution.
Repeat contact	Customers who contact again about the same issue / eligible customers.
Customer effort	A consistent effort question asked after the same journey milestone.
Business outcome	A relevant retention, conversion or cost measure, with a defined cohort.

Illustrative measures. Set targets from your baseline and operating context.

Customer gains and operating sustainability

A qualitative decision map for a pilot. Place the initiative only after reviewing its evidence.



The pilot evidence pack

Make the result understandable to the sponsor, journey owner and teams expected to operate the change.

What changed

Describe the customer problem, the proposed change and the teams involved. Record scope, dates and who was included.

What happened

Show the baseline and observed results using consistent definitions. Include customer feedback, exceptions and operating effort.

What comes next

Explain the limitations and remaining risks. State the next decision, the responsible owner and the resources it requires.

The decision to expand

Use explicit acceptance criteria to avoid scaling a process that still fails customers or overloads teams.

Customer outcome

Does evidence show that the priority problem improved?

Operating reliability

Can teams complete the journey and manage the important exceptions?

Economics and capacity

Are ongoing effort and cost understood, with resources approved?

Ownership and controls

Are decision rights, access rules and escalation routes in place?

Next scope

Is the next rollout bounded, with owners and a review point?

Decision: expand, refine or pause. Record the rationale and accountable approver.



Your next customer experience decision

A conversation about the journey that needs to improve and the operating changes required to support it.

contact@andremagrini.com