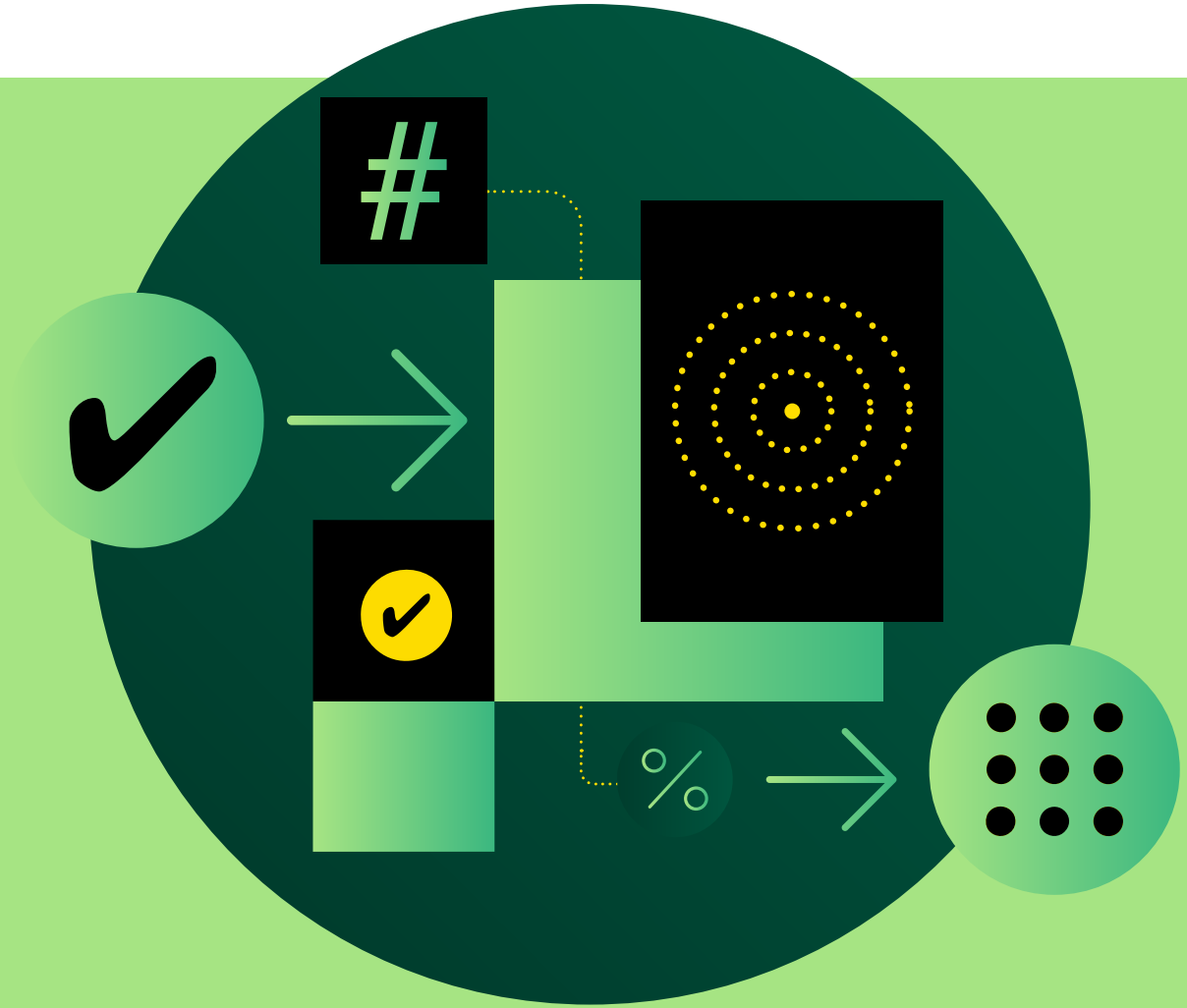
FORRESTER®

JOURNEY QUICK-START GUIDE 2

Turn Journey Insights Into Action

Operationalize journey management through measurement, accountability, and continuous improvement



Introduction

By now, you've started building a journey practice. You understand how journeys connect, which journeys matter most, and how targeted improvements build momentum and support. The task now is to turn these gains into a sustainable business discipline.

Organizations that successfully make the shift from journey mapping to journey management build rigor around journey measurement, establish accountability for journey outcomes, and create a repeatable process for reviewing performance and driving improvements over time.

Read on to learn the basics of operationalizing journey management and building a foundation for ongoing improvement. Each action is accompanied by an additional resource to help you deepen your knowledge.

© 2026 Forrester Research, Inc. All Rights Reserved.

Action 1: Measure Journey Outcomes

To manage journeys effectively, organizations need to measure whether customers and the business are achieving the outcomes they expect.

Many organizations already collect customer feedback about journeys but do so in a way that tells them whether customers were satisfied *after* the fact. They use indicators that provide little insight into whether the journey is actually helping customers achieve their goals or whether performance is improving over time.

Sound journey measurement starts with understanding what success will look like. Follow the steps below to get started.

1. **Define customer and business goals.** Before discussing metrics, determine what the journey should accomplish for customers and the company. For customers, focus on what they're trying to achieve and what outcome would make them feel successful. Also consider the emotional needs the journey should support.

   For the business, focus on the outcomes the organization wants to achieve and how the journey contributes to growth, efficiency, loyalty, adoption, or retention.

   For example, in an onboarding journey, customers may want to feel confident in their purchase decision and quickly learn how to use a new product. The business may want to increase adoption, reduce support requests, and improve retention. Effective measurement starts with these goals rather than with metrics themselves.

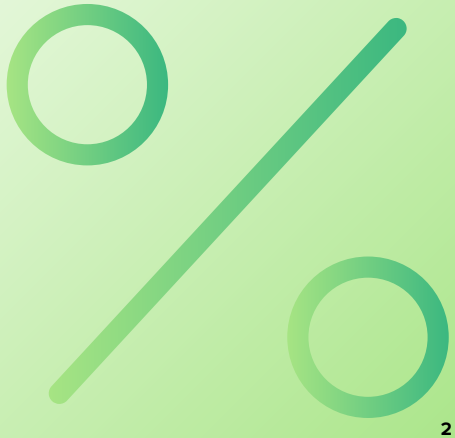
2. **Identify success metrics.** Once you've defined the goals, identify a small set of indicators to track them. Forrester recommends thinking about two types of measures:

   - **Success metrics**, which tell you whether the journey ultimately achieved its goals. For an onboarding journey, an example could be the percentage of customers who successfully completed onboarding.
   - **Signal metrics**, which indicate whether the journey is on track before success or failure becomes apparent. These might include completion of key onboarding activities, time to first successful use, and requests for onboarding support.

3. **Keep measurement focused.** Resist the temptation to measure too many things and instead home in on a small set of measures that are clearly tied to customer and business outcomes. This keeps efforts manageable while helping ensure that your journey work provides genuine value.

Go Deeper:

Learn more on how to measure customer journeys effectively.



© 2026 Forrester Research, Inc. All Rights Reserved.

Action 2: Assign Roles And Create Accountability

For journey work to lead to action and improvements, you must establish clear accountability and ownership of the steps involved. This is critical, as most journeys span multiple functions. Without accountability and ownership, journey improvements may be perpetually put off or considered someone else's job.

When accountability is well defined, organizations can make decisions more quickly, coordinate improvements more effectively, and sustain progress over time. Use the steps below to prioritize journeys.

1. **Identify an executive sponsor.** Executive sponsors provide the organizational support and authority needed to help journey improvements succeed across functions. As C-suite leaders, they're able to secure resources, align stakeholders, and remove barriers more easily than journey teams might be able to do otherwise.

   To gain executive sponsorship, target leaders who ultimately set the priorities and control the funding for the specific customer pain your journey initiative addresses. Frame the discussion around problems these leaders already care about — for example, friction or duplication that's driving up costs or risk.

2. **Assign a journey owner.** Journey owners are accountable for the overall performance of a journey. They monitor journey outcomes, coordinate stakeholders, and help ensure that customer needs remain visible. They are often senior-level leaders with broad oversight and the resources and budget to act. More importantly, they're able to *make things happen*.

   For complex journeys spanning many distinct stages or functions, owners might also be assigned to key stages (e.g., onboarding, service, adoption, renewal). While the journey owner remains accountable for the end-to-end experience, journey-stage owners help drive improvements within specific areas and feed input up to the journey owner.

3. **Clarify who contributes to performance.** Identify the teams and stakeholders that influence journey outcomes and define their role in improving them. For example, marketing, sales, product, and customer service may all contribute to the success of a single journey. Making these connections visible helps create stronger collaboration while reducing role confusion.

   Clear accountability also reinforces the measurement practices discussed on the previous page. When customer and business goals are defined, journey owners and contributing teams can align around a shared understanding of what success looks like and work together to improve outcomes.

Go Deeper:

Hear how E.ON assigned journey roles and accountability.



© 2026 Forrester Research, Inc. All Rights Reserved.

Action 3: Build A Journey Management Rhythm

Many organizations revisit customer journeys only during workshops, annual planning exercises, or major transformation initiatives. That makes it difficult to sustain progress, since journey insights remain disconnected from day-to-day operations.

Organizations that successfully operationalize journey management establish a regular cadence for reviewing performance, discussing improvement opportunities, and coordinating action. They treat journey management as an ongoing business process rather than a one-time project.

Follow these steps to start building journey management into your company's rhythms.

1. **Review journey performance regularly.** Bring stakeholders together on an established cadence to review journey outcomes and signal metrics. Ask whether customers are achieving their goals, if business objectives are being met, and whether there are indicators that performance is beginning to decline. There isn't one correct cadence for these reviews — consistency matters more than frequency. Choose a cadence that reflects the importance and pace of change of the journey being managed.
2. **Prioritize opportunities for improvement.** Journey reviews may uncover more opportunities than your organization can reasonably address. Rather than attempting to tackle everything at once, focus on the issues with the greatest customer and business impact. Effective prioritization helps teams direct resources toward the opportunities most likely to improve journey value and understand which problems should be monitored.
3. **Assign and coordinate action.** Translate journey insights into concrete improvement efforts. Clarify ownership, align participating teams, and ensure that stakeholders understand their responsibilities.

   After implementing changes, evaluate whether they delivered the intended results. Use what you've learned to refine future improvement efforts and inform future priorities.

   Over time, this *review*, *prioritize*, *act*, and *measure* cycle creates a continuous improvement loop. It helps organizations move beyond reacting to isolated customer issues and toward proactively managing journey performance.

Go Deeper:

Learn more about how CX teams must adapt to steer a journey-centric transformation.

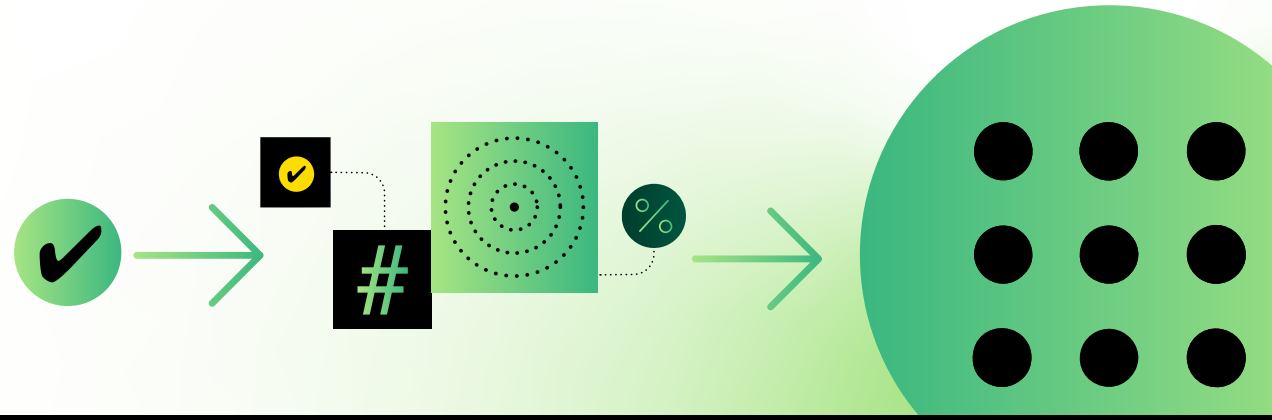


© 2026 Forrester Research, Inc. All Rights Reserved.

FORRESTER®

Take The Next Step

Organizations move beyond journey mapping when they establish the capabilities needed to manage journeys over time. The next stage of maturity is using journeys not only to improve experiences but also to align teams, priorities, and decisions across the organization. Learn how in our next quick-start guide, Build A Journey-Centric Organization.



CONTACT US

Americas: +1 615.395.3401
Australia: +61 2 9159 4925
EMEA: +44 (0)207 323 7741
Singapore: +65 6426 7071
India: +91 1142840027

WANT TO START A CONVERSATION?

REACH OUT TO US

© 2026 Forrester Research, Inc. All Rights Reserved.