

# Critical User Journey as a KPI

How CUJ United **Tech** and **Business** driving  
products strategies

# SUMMARY

- XXXXXXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX



# DEV SUMMIT <MOVE\_ FORWARD/>



Brazil



**Renan G. de Torres**

IT Operations Manager, Leroy Merlin BR

Questionable diver and cook



Brazil



**Luiz Paulo Schischting**

SRE and DevOps Specialist, Leroy Merlin BR

Serial old school games collector

<A LITTLE BIT OF **CONTEXT**/>

HOW BIG IS LMBR...

## General Numbers

- 53 stores
- 1 big Distribution Center
- 11000+ employees
- +400 in Positive Tech Brazil

## Managed Products

- More than 300 apps
- \*Including tech and business products
- \*Considering SaaS

## Cloud Numbers

- 206 cloud servers
- 187 Databases
- +2400 active PODs (last month)
- +690 APM/Traces (last month)

Brazil



# In 2022 we realized we had nothing

- Decentralized technology visibility delivered to the business
- Simplified incident management (SLA-driven)
- Early-stage crisis management process
- Occasional and decentralized satisfaction surveys
- Decentralized financial controls
- DevOps practices still being disseminated
- FinOps and Observability teams had just been created



We felt it was much more about managing urgency



But how do we manage our products quality and lifecycle?

The mirage of vanity  
metrics and  
technical apathy.

# The beginning Move2Cloud

## The project

- Migration of all production systems previously hosted on IBM as IaaS and managed services to Google Cloud Platform (GCP).

## Pains to solve

- Adeo's onboarding (to increase environment control and governance);
- Restructuring of our job scheduling chain;
- Environment optimization (SAP and other platforms);
- Resilience and reliability.

## +Gains

- Financial optimization;
- Technology enablement for the business;
- Creation of enablement teams (FinOps, Observability, etc.);
- Mapping the visibility of many pain points we previously could not clearly identify.

Our next step was building technology KPIs that **translate technical performance into business understanding.**

# DORA METRICS

Speed

1



## Deployment Frequency

How often does your organization deploy code to production?

2



## Lead Time for Changes

How long does it take for a change to go from commit to production?

3



## Change Failure Rate

What percentage of changes result in degraded service, requiring remediation?

4



## Mean Time to Restore (MTTR)

How long does it take to restore service after an incident or failure?

Stability

One framework to rule them all!

# <JEITINHO BRASILEIRO\*/>



The Brazilian way  
of creatively  
solving problems

DORA + **APDEX**

# <2023 Tech KPIs - our first result/>



## CFR

Change failure rate

Target  $\leq 10\%$



## MTTR

Mean time to recover

Target  $< 1h$



## APDEX

App performance index

Target  $> 0,85$



## Deploy Frequency

No target



## TTM

Lead time for changes

Target  $\leq 17$  business days



## PESI

Strategic plan Information Security

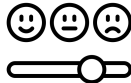
Target 88+



## NPS systems

Net Promoter Score

Target  $> 50$



## NPS services

Net Promoter Score

Target  $> 85$



## NPS operational excellence

Target  $> 55$



# 13 KPIs - SIMULAÇÃO

PESSOAS



**76** -> **78**

EXI | OBJ 78



**9,2**

PULSES | OBJ 9



**18,5%**

TURNOVER  
CLT TALENTOS | OBJ 11%



**30%**

RACIAL | OBJ 30%



**5,7%**

PCD | OBJ 6%



**26%**

GÊNERO | OBJ 32%

TECNOLOGIA



**1,7%**

CFR | OBJ 5%



**0,2 h**

MTTR | OBJ 0,5 hora



**0,96**

APDEX | OBJ 0,90



**94,8** -> **95**

CSAT Atend. | OBJ 95



**58,8**

NPS sist. | OBJ 65



**61** -> **69**

NPS oper. | OBJ 69



**760**

QUALI DATA | OBJ 1.500



**94,5** -> **95%**

PESI 2.0 | OBJ 95%



**9.286**

INC | OBJ 9.000

M&P



**14,7**

TTM | OBJ 20 dias



**13,1**

CYCLE TIME | OBJ 15 dias

**75%**

atingimento  
YTD (dez) | obj 80

POSITIVE  
TECH </>

ADEO GROUP

# FROM ZERO TO HERO

## 2022 Early

Product definition based on architecture mapping, including metric extraction strategy and prioritization by journey criticality

Momentum and speed to onboard all products during 2022/23

## 2022 late

## 2023

Industrialization: Onboarding of 28 critical products.

Tracking and governance: monthly follow-ups and annual targets.

## 2023

## 2024

Year-over-year target evolution  
**(APDEX Y-0: 0.90 → Y-1: 0.95).**

## Devs watching QA test the product



**We started noticing a trend of adaptations aimed at meeting targets.**

**Incident investigations revealed products with underlying performance and availability issues.**



0,5 S

For everyone!

<The APDex dictatorship/>

THE STANDARD "T"

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Without proper context, **checkout** and **institutional pages** were measured by the same standards.

## <WATERMELON DASHES/>

they're green, but...



We started to see a problem:

- Green KPIs doesn't mean good performance or availability
- What we defined as a standard metric isn't fair to all the systems

How do we manage to avoid this:

**Maybe managing to map the critical journeys on our ecosystem using that CUJ we've heard about?**

Meanwhile... in January, 2024  
with Bruno Reboul training  
on Observability HQ



TECH &  
DATA



IMPLEMENT  
SRE CORE PRACTICES  
USING ADEO GLOBAL  
PLATFORM

Module 1



## < WHAT THE HACK? />

**Critical User Journey** is the combination of a critical **goal** and the journey of **tasks** a **user** undertakes to achieve that goal.

**Service Level Objective**, is a measurement of user happiness usually related to a CUJ task.

# <The Squad Workshop/>

## How we do it

### Who

```
platform: CCDP
domain: Loyalty
team: loyalty
teamName: loyalty
criticalUserJourneys
- user: As an architect
```

<YAML/>

### Wants

```
platform: CCDP
...
criticalUserJourneys
- user: As an architect
  - goal: I want to register myself in
the cashback program
  - goal: I want to simulate a cashback
  - goal: I want to request a cashback
```

### How

```
platform: CCDP
...
criticalUserJourneys
- user: As an architect
  goals:
  - goal: I want to register myself in
the cashback program
  tasks:
  - task: I input my data
```

<OAC/>

99.5 %

was 99.9%

< **Realism Over Perfection** />

Availability

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An **Error Budget of ~3.6h/month** .

This allows real incidents (with our **0.5h MTTR** ) to be **absorbed** and **discussed** , instead of being ignored for being **'impossible'** to manage.

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**And what's your threshold?**

The magic number.

## The goal is not to punish teams.

Customized **Thresholds** per persona and business goal:

- Loyalty (Architect): < **1.0s**
- Payment (PIX): < **1.7s** (accounting for banking webhook behavior)

The screenshot shows a monitoring dashboard for the service `brlm-loyalty-engine-cashback-architect` in the `env:prod` environment. The top navigation bar includes the service name and environment details. Below this, there are two summary cards: **LOGS ERROR OUTLIER** showing 100% of total errors and 0.30% of total logs, and **SPIKE IN WARNING LOGS** for the service, which is marked as **RESOLVED** and occurred 1 month ago. A **Resource Summary** section shows a bar chart for 'Requests and Errors' (38 total) and a line chart for 'Latency' (Milliseconds) with a significant spike in May. The left sidebar lists endpoints such as `GET /healthcheck`, `PUT /loyalty/v3/inhabitants/company`, and `POST /loyalty/v3/cashback/inv`. The bottom of the dashboard shows deployment information and a 'Top 5' requests list.

95%

was APDEX > 0.85

< The Honest Reality />

Latency

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Thresholds are agreed with Product Managers based on real user metrics, not just technical limits.

**KPI** tell us the **Objective** but the team owns the **Indicator.**



# Critical User Journeys

Under the Error Budget Policy

Goals  
 3

Tasks OK / ALL  
 8/8  
 SLO based on the last 28 days

SLO collected today  
 100.00%

platform_name	team: loyalty-brlm (1)
domain_name	ErrorBudgetConsumed
product_name	user
Component / Module	

Last update: 2026-05-14 08:02:02

user	goal	#Task	OK/ALL
as an architect	i want to register myself in the cashback program	0 . i input my data	2/2
	i want to request a cashback	0 . i upload my invoice	2/2
		1 . i check the status of my cashback request	2/2
	i want to simulate a cashback	0 . i check if cashback request is available	2/2

SLO Name	timestamp_human	ErrorBudg...	sli	bad	Total_Event
	May 14, 2026, 8:02:02 AM	100.00%	100.00%	0	1,744



Be notified  
and act  
before the  
incidents

## Burn rate slack notification

Datadog APP

Triggered: Violação de SLO: I scan the QRCode latency 1700ms on version:brlm\_3.5.0

For the 30-day target, burn rates of 11.05 and 17.33 were measured for the past 1h (long window) and 5m (short window), respectively.

Serviço de negócio: Monitoramento

Categoria: Critical User Journey

Subcategoria: Violação de SLO

Produto: Datadog

[Mostrar mais](#)

Tags

version:brlm\_3.5.0

Notified

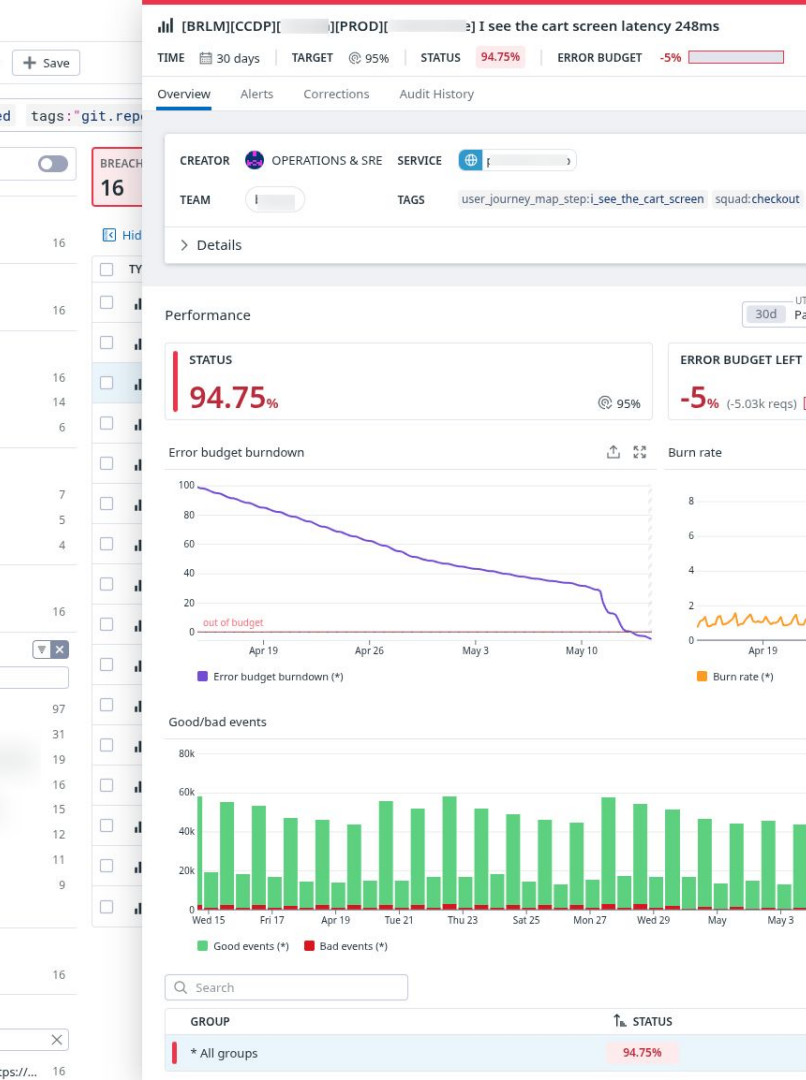
@slack-Leroy\_Merlin\_Brasil-observability-alertas

Mute Monitor

Declare Incident

Create Case

Run Workflow



<SOMETIMES IS JUST TOO LATE/>

Did you saw that warning?

Systems are exposed to many variables and one day the SLO will be breached.

# <Consequences/>

## Automatic Trigger

Datadog detects the Error Budget burn. If the 30-day limit is threatened, the trigger is fired.

## ServiceNow RCA

A Root Cause Analysis CA ticket is automatically opened. **This is not a punishment**, it is a governance ritual for visibility.

## <Triggers/>

This can happen due to **shifts in user behavior** , new features that increase latency, or **unexpected bugs** .

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"Nothin' lasts forever /  
And we both know  
**thresholds** can change"

(Rose, Axl - A long, long time ago in a lucid moment)

## Impact over Vanity

The event is linked to the user journey. Business stakeholders now understand how much the incident 'cost' in terms of user experience.

## Decision Point

The product team decides: Fix technical debt or accept the new reality based on ROI? **The PM now has the data to make the decision.**

# Our timeline

**...2022**

No visibility.  
(0 Tech KPIs to the business)  
  
IBM extinction



**2023**

DORA era.  
With some adaptations.



**2024**

The APDEX discussion.  
  
CUJ 1st meet  
  
POC with 1 team

**2025**

Game Change.  
The CUJ Formalization.  
  
Expanding to more teams.



**2026**

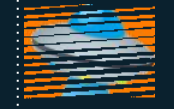
GO LIVE KPI adoption.  
  
Increase teams and journeys

**2027**

Every team using and improving their CUJs

**And so on**

The sky is now our limit...



<**2023** Tech KPIs - **our first result**>

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Thanks.







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**02. key word**

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**03. key word**

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**NAME & SURNAME**

Role & company

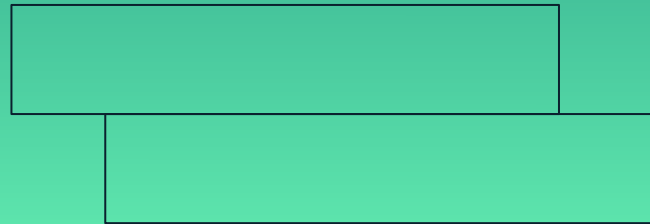
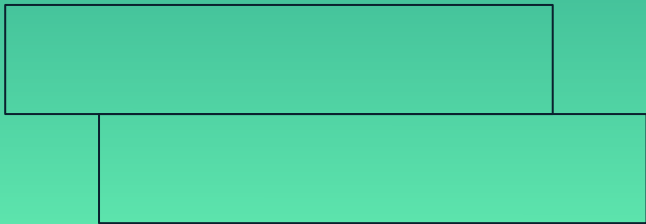
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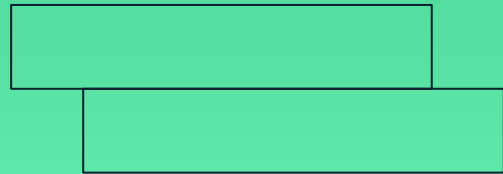
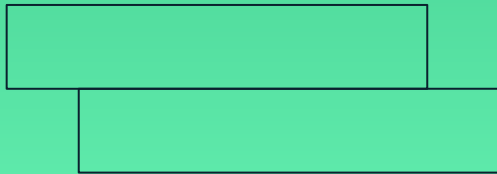
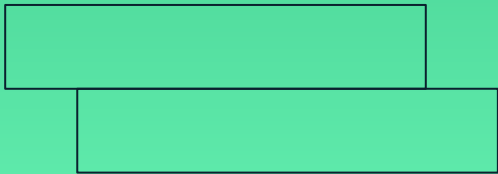
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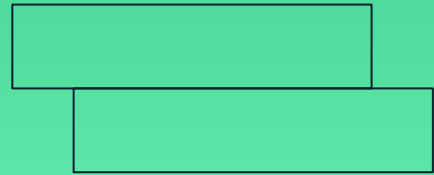
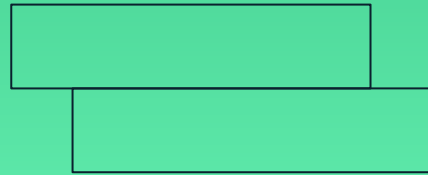
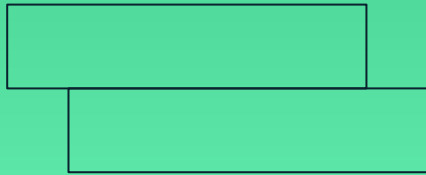
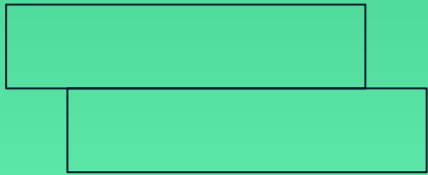
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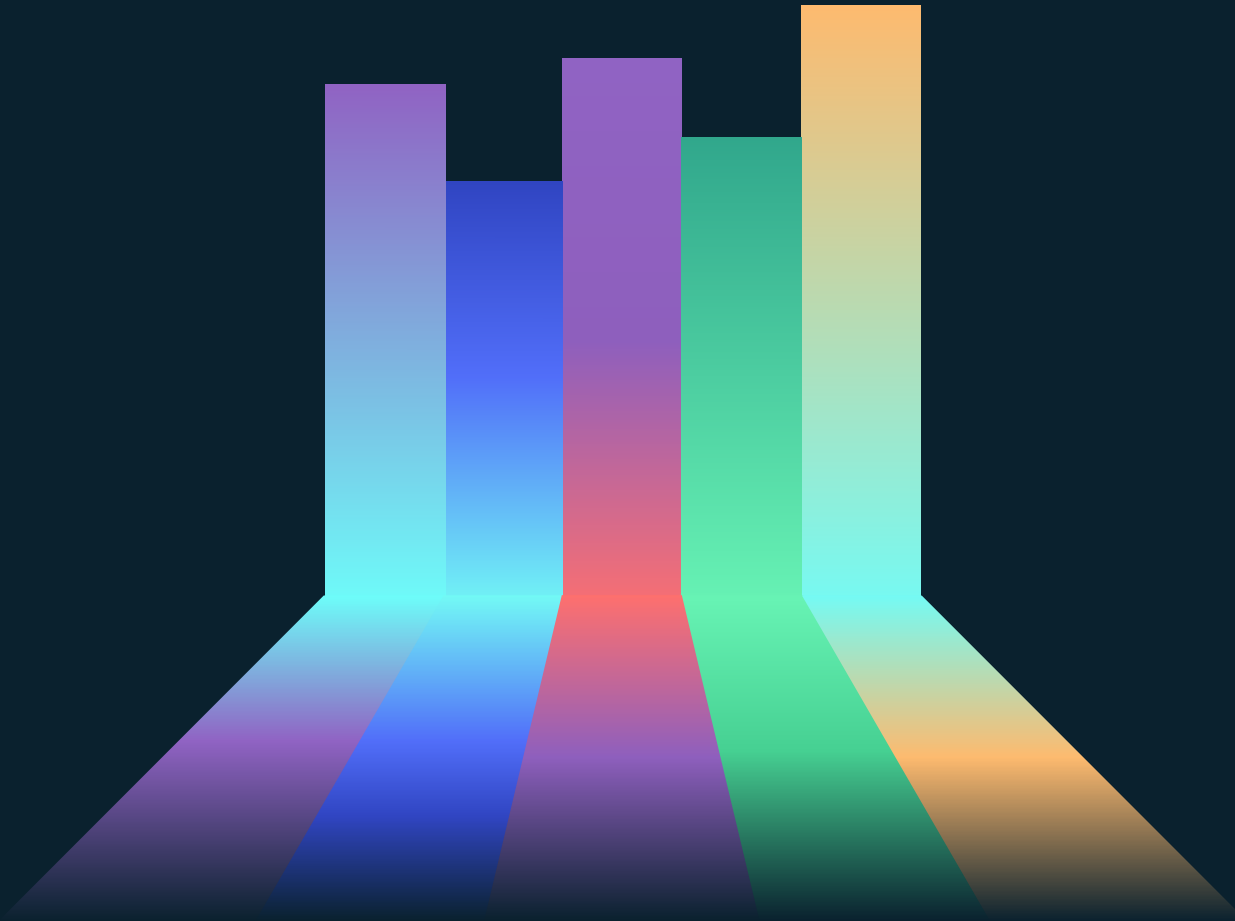
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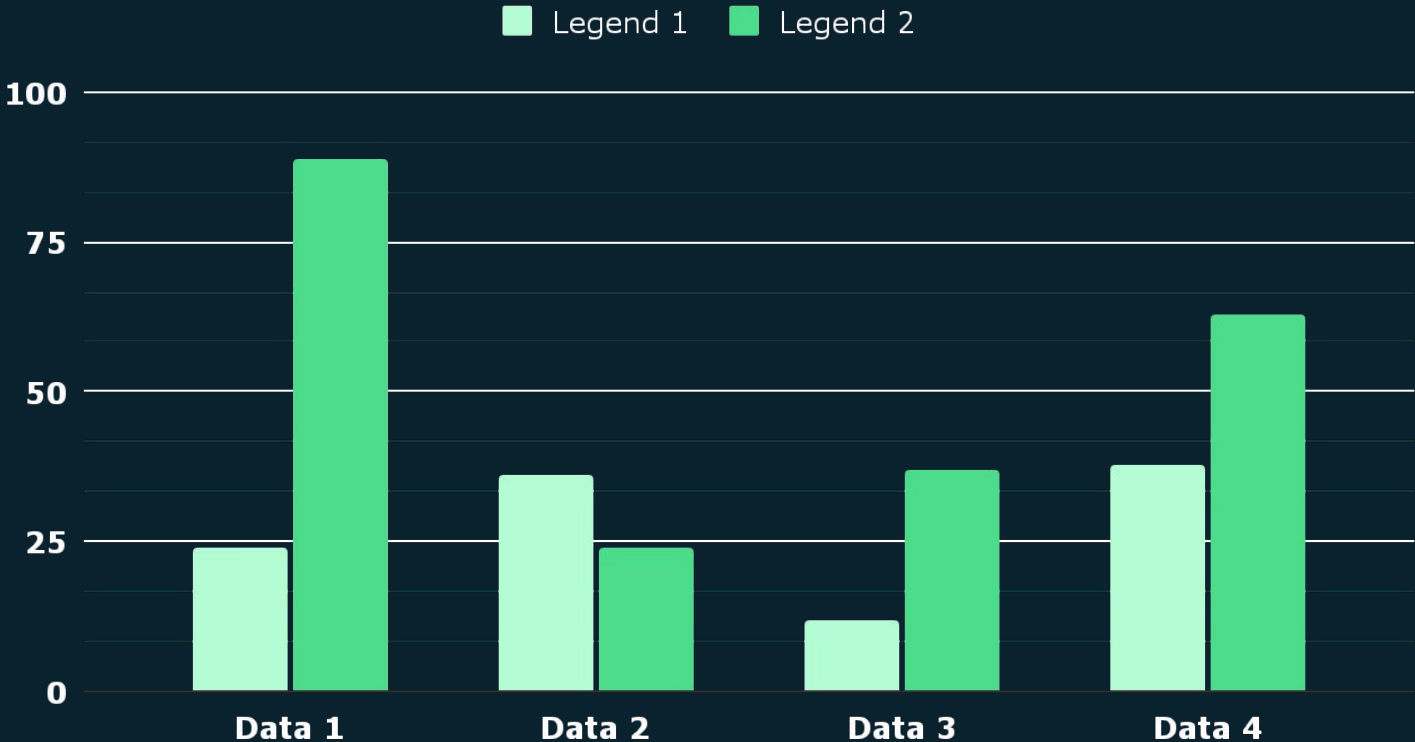
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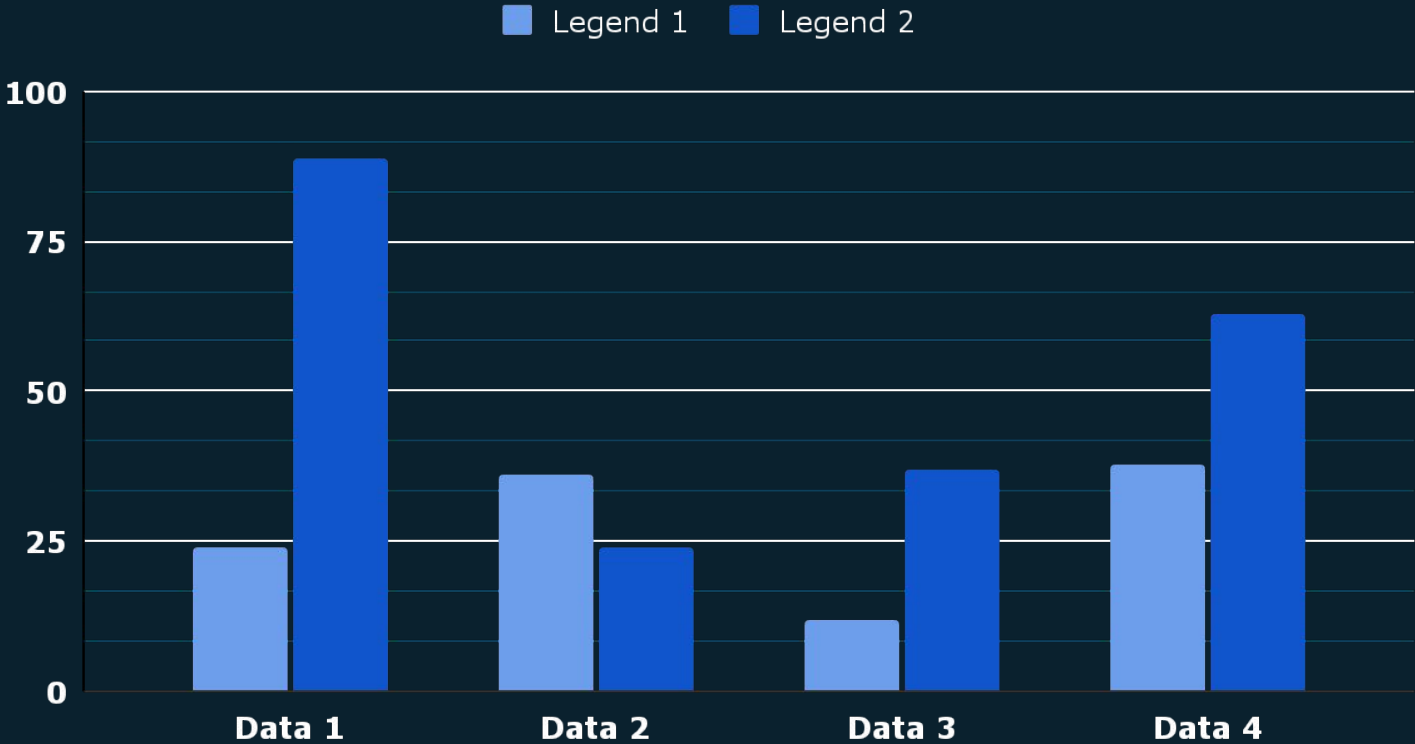
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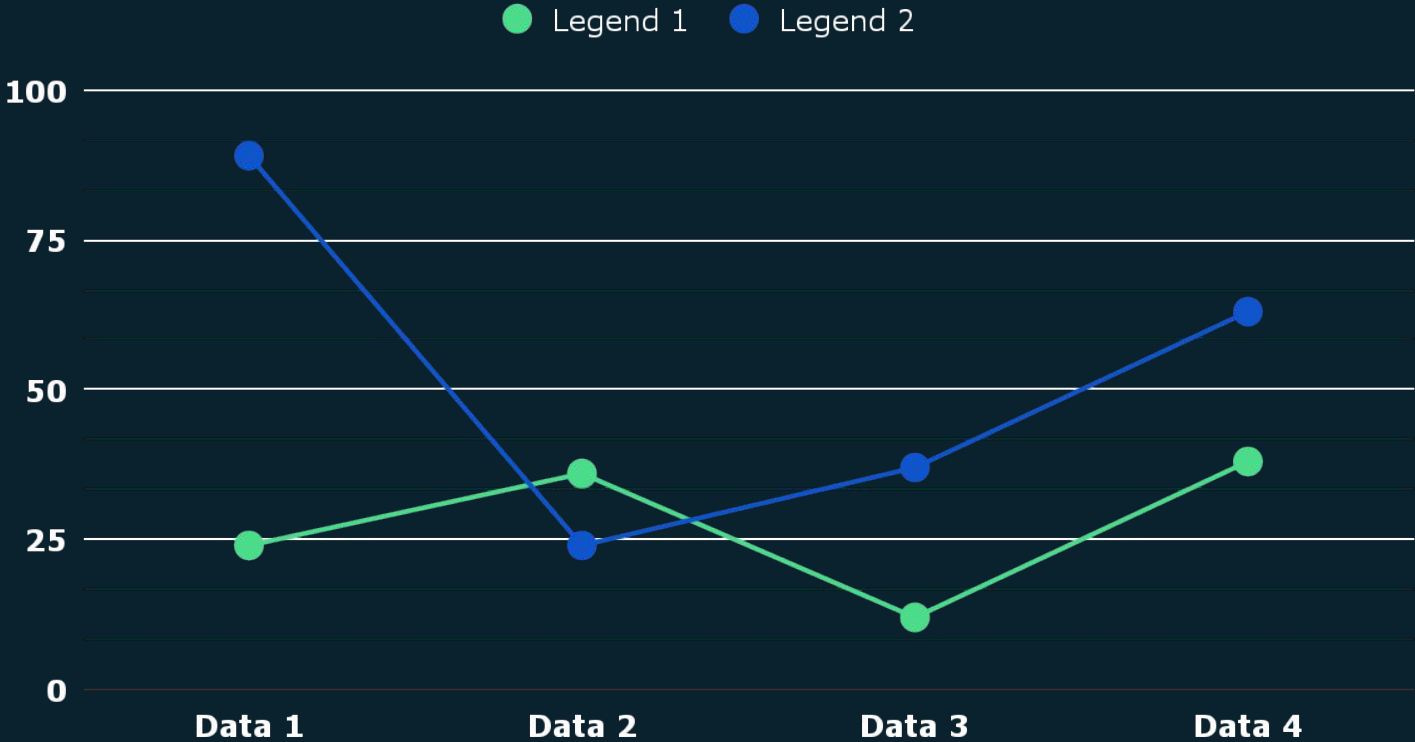
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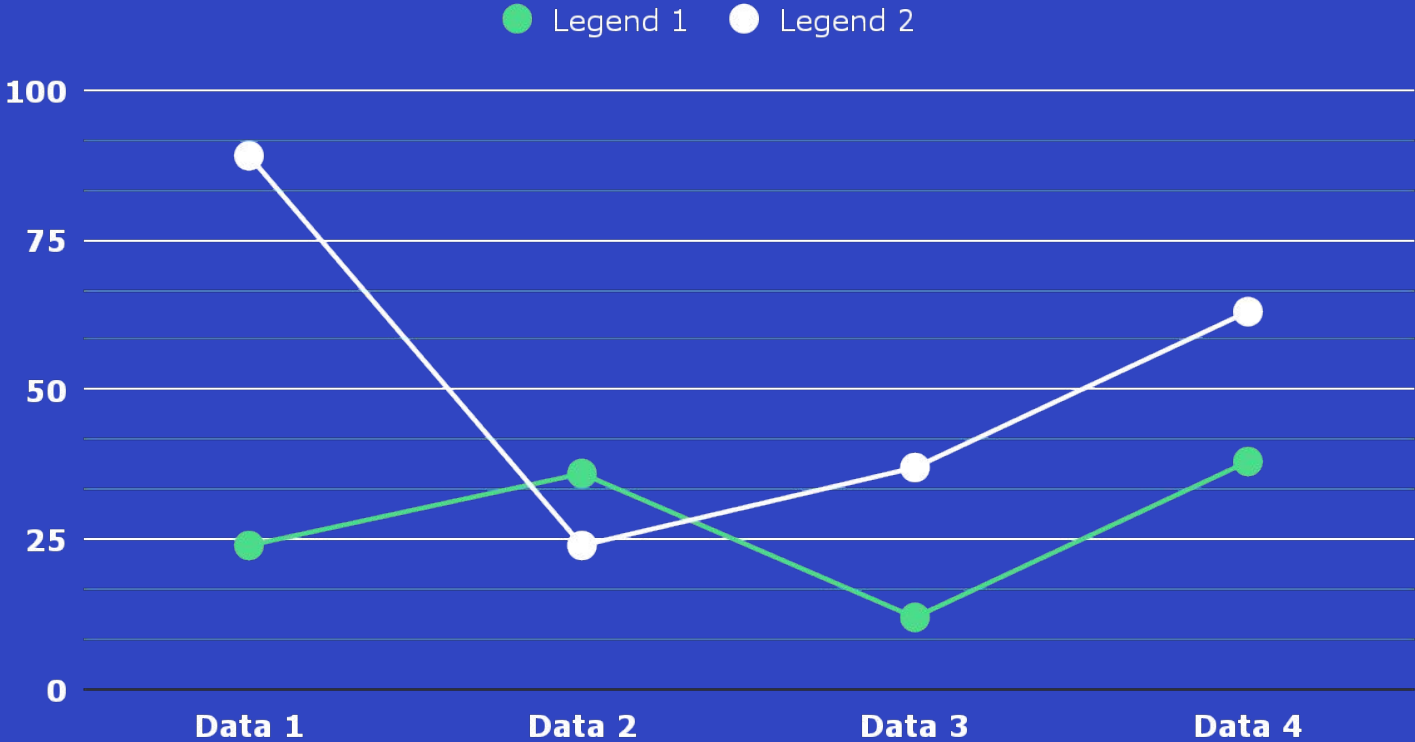
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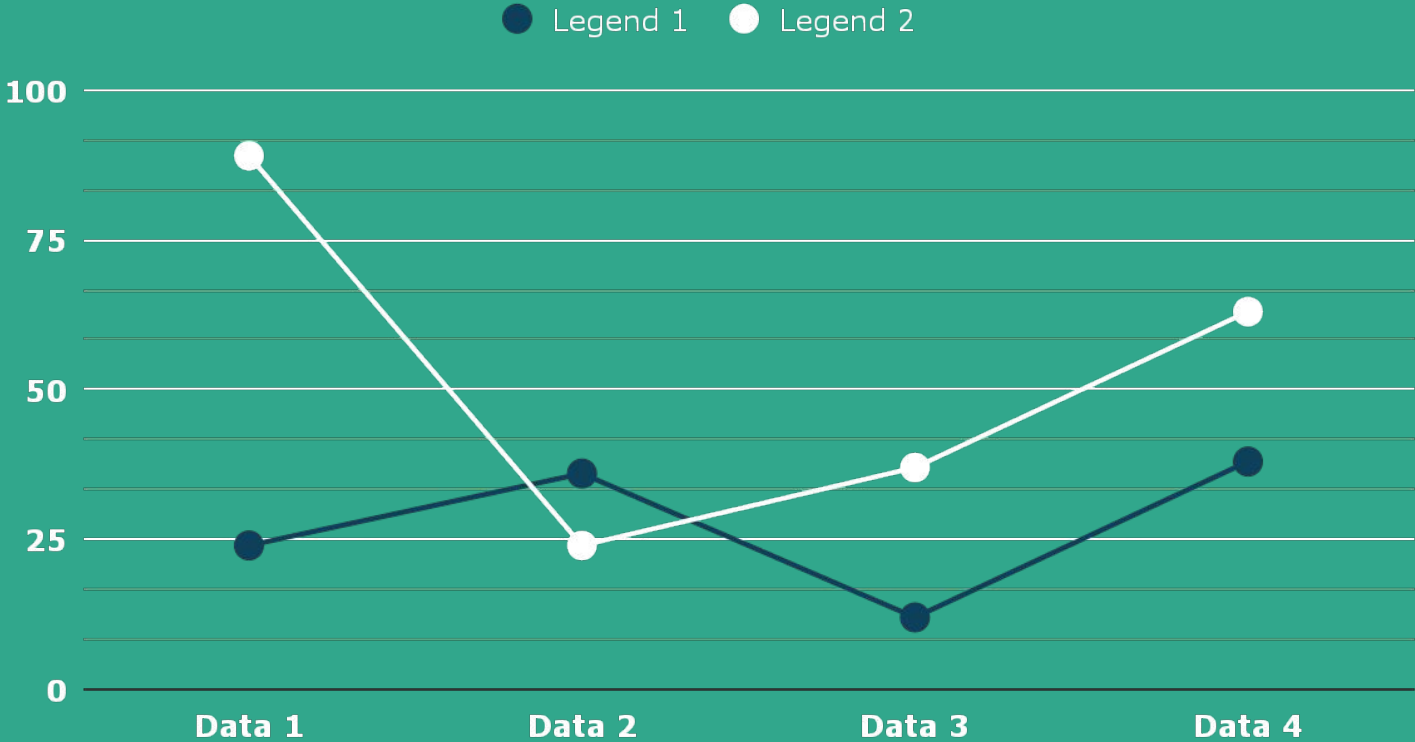
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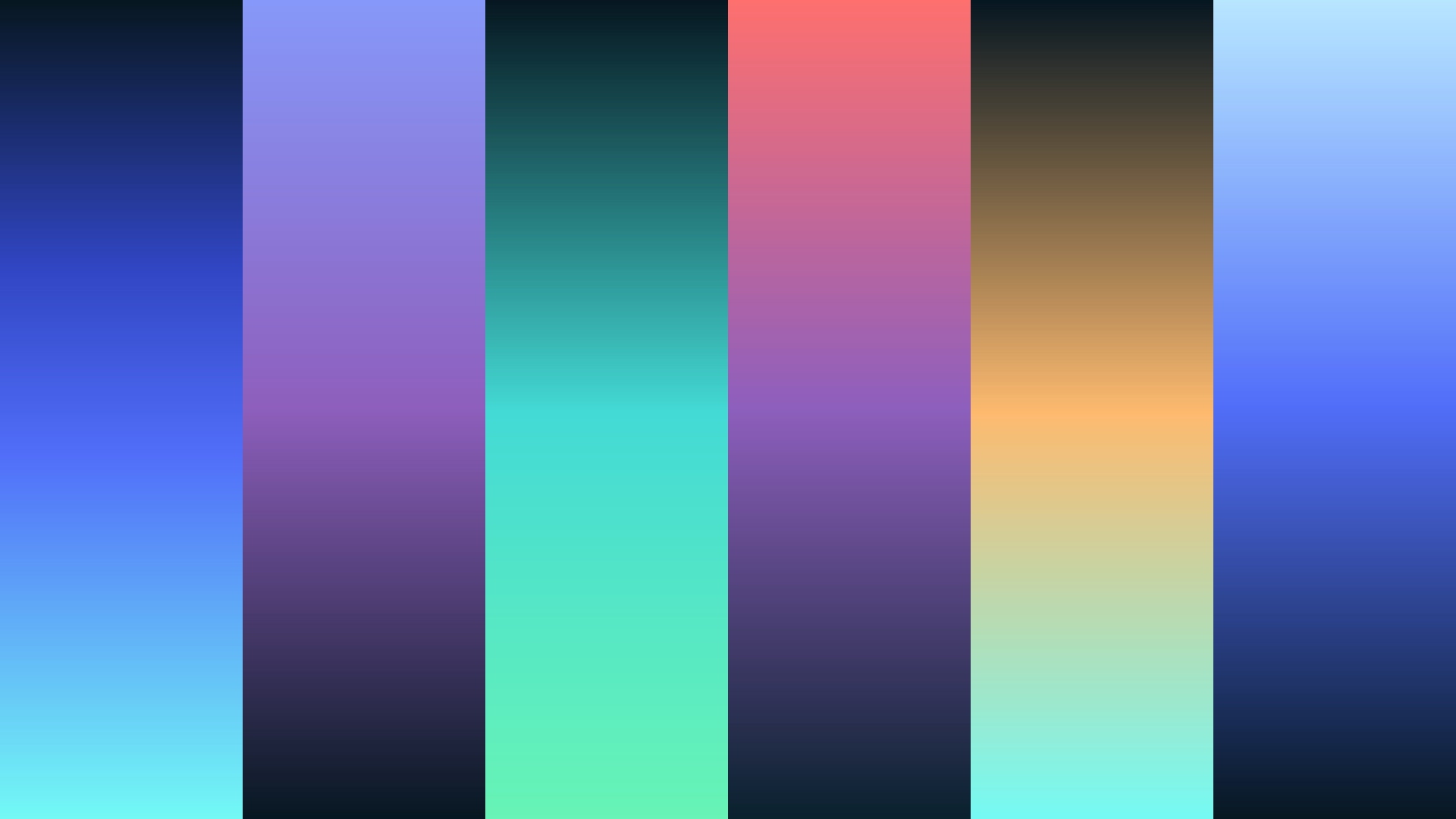
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Romania



Kazakhstan



France



Brazil



Vietnam



United Kingdom



Russia



Italy



Spain



Belgium



Israel



Switzerland



Portugal



Greece



Cyprus



Europe



Uruguay



South Africa



Poland



Germany



China



USA



Ivory Coast



The Netherlands



Morocco



Peru



Australia











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