

Leading Complexity at Enterprise Scale

The Enterprise Launch of Unlimited Ultimate 2.0

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“Customers don't experience channels. They experience one company.”

At a Glance

4 Channels Aligned — Digital, Retail, ACSS, Care	3 Flagship Experiences Led — PMD, CPC, TYS	2026 May Launch of Unlimited Ultimate 2.0	#1 Cleanest Handoff of My Career to Engineers
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Executive Summary

Unlimited Ultimate 2.0 represented one of the largest enterprise initiatives of my career. As the Customer Experience organization's design lead, I coordinated design execution across digital, retail, ACSS, and customer care while personally leading and designing the Plan Management Dashboard (PMD), Calling Plan Change (CPC), and Transfer Your Service (TYS) pieces.

The project demonstrated that enterprise launches succeed through organizational alignment as much as design execution. It concluded with one of the cleanest handoffs to Global Technology Services (GTS) of my 13+ year tenure.

The Story

Setting the Stage

Enterprise product launches have a way of disguising their complexity.

From the outside, customers see a refreshed plan, a handful of new benefits, and perhaps a few updated screens inside an application. The launch itself appears almost effortless. Behind the scenes, however, the reality is very different. Every enhancement represents months of planning, hundreds of interconnected decisions, and dozens of teams working toward a common objective. Product Management defines the

vision. Engineering determines feasibility. Marketing develops messaging. Retail prepares frontline teams. Customer Care updates support materials. Design connects all of those efforts into a single experience customers can understand.

Unlimited Ultimate 2.0 was exactly that kind of initiative.

The May 2026 refresh expanded the company's flagship wireless offering by integrating premium hotspot data, Identity Secure, and Verizon Family Plus monitoring into a single premium plan. While those additions significantly increased customer value, they also increased operational complexity. Every new capability needed to be represented consistently across digital experiences, retail environments, Assisted Customer Service & Sales (ACSS), customer care, and supporting operational systems. Every organization had different priorities, different timelines, and different implementation challenges, yet customers would ultimately experience only one product.

That became the defining challenge of the initiative.

Customers never experience organizational charts. They don't know which department owns a workflow, which team designed a feature, or which executive sponsored a project. They judge the experience as a whole. If messaging differs between channels or interactions behave inconsistently, customers don't see organizational boundaries. They simply see friction.

From the very beginning, our responsibility extended beyond launching new features.

Our responsibility was to ensure every customer, regardless of where they engaged with the company, experienced one cohesive product.

Leading the Program

As the Customer Experience organization's design lead for Unlimited Ultimate 2.0, I was responsible for helping translate that vision into reality.

The role extended well beyond interface design. It required creating alignment across multiple organizations while maintaining enough flexibility for individual teams to execute effectively within their own workstreams. Success depended on creating shared understanding before implementation ever began.

Every day started with coordination.

Daily touchpoint meetings brought together representatives from Product Management, Engineering, Design, and supporting organizations to review progress, identify dependencies, and resolve issues before they became delivery risks. These weren't status meetings intended to report activity. They were working sessions where decisions were made, priorities were clarified, and teams aligned around a common customer experience.

As the program evolved, these conversations became increasingly valuable.

Because everyone operated from the same experience vision, discussions became more productive. Teams spent less time debating direction and more time solving meaningful problems. Design reviews focused on improving outcomes instead of reconciling conflicting assumptions. The quality of collaboration improved alongside the quality of the product itself.

One of the most rewarding aspects of the initiative was seeing independent teams begin anticipating each other's needs without requiring constant facilitation. That level of trust only develops when people share a common understanding of the customer they're designing for.

Balancing Leadership with Delivery

While coordinating the overall Customer Experience effort, I also remained directly responsible for several of the initiative's most visible customer journeys.

I led the experience design for the Plan Management Dashboard (PMD), Calling Plan Change (CPC), and Transfer Your Service (TYS), each representing an important moment in the customer's relationship with the company.

The Plan Management Dashboard became one of the primary destinations for customers exploring and managing their wireless plans. As Unlimited Ultimate introduced additional premium capabilities, the dashboard needed to communicate increased value without increasing cognitive load. The objective wasn't simply presenting more information. It was helping customers understand what had changed, why it mattered, and how those changes affected their account.

Calling Plan Change represented another critical experience. Customers changing wireless plans are making purchasing decisions, comparing options, evaluating tradeoffs, and often trying to understand unfamiliar terminology. Every unnecessary question introduces uncertainty. Every additional step creates friction. Our goal was to simplify those decisions while preserving the flexibility customers expected from a premium product.

Transfer Your Service presented a different challenge. Although transferring service appears relatively simple from a customer's perspective, it relies upon multiple interconnected backend systems, account rules, eligibility requirements, and activation processes. Designing an experience that felt effortless required close collaboration with Product and Engineering throughout development.

Remaining hands-on while leading the broader initiative became one of the project's greatest strengths. It allowed me to connect strategic conversations directly to customer experience, ensuring enterprise decisions remained grounded in the realities of the product while keeping implementation aligned with the broader vision.

Designing Through Alignment

Unlimited Ultimate 2.0 reinforced something I've come to believe throughout my career.

Enterprise complexity rarely begins in the interface.

It begins inside organizations.

Every team is trying to solve legitimate business problems, but unless those efforts converge around one customer experience, complexity inevitably reaches the customer.

Our guiding principle throughout the initiative remained simple:

“Customers don't experience channels. They experience one company.”

That philosophy became the lens through which every important decision was evaluated.

Rather than optimizing individual channels independently, we focused on creating reusable interaction patterns, shared design principles, and continuous collaboration across Product, Engineering, Retail, Customer Care, and Design. Those systems reduced ambiguity, accelerated implementation, and allowed independent teams to move quickly without sacrificing consistency.

By the time Unlimited Ultimate 2.0 launched, the greatest achievement wasn't simply shipping a refreshed product.

It was creating an organization that was moving together toward the same customer outcome.

Why This Project Matters

Unlimited Ultimate 2.0 wasn't simply another product launch.

It represented the culmination of years spent learning how enterprise organizations actually deliver experiences.

On paper, the project centered around wireless plans. In reality, it centered around people — designers, product managers, engineers, retail teams, Customer Care, Marketing, and Operations. Each organization viewed the project through a different lens.

My responsibility wasn't simply producing interfaces.

It was creating enough shared understanding that independent teams could confidently move in the same direction.

Looking back, that's the work I'm most proud of.

The launch itself was successful. The handoff to Global Technology Services was one of the cleanest of my career.

But what continues to matter is that the project demonstrated how thoughtful leadership can simplify organizational complexity long before customers ever interact with a screen. That has become the foundation of how I approach enterprise product design today.

Closing Thoughts

One lesson has followed me throughout nearly three decades of product design.

Interfaces rarely solve organizational problems. People do.

The best digital experiences begin long before anyone opens Figma. They begin with curiosity, shared understanding, good questions, and thoughtful collaboration. By the time the first interface appears, the most important design decisions have often already been made.

Unlimited Ultimate 2.0 reinforced that belief.

The launch wasn't successful because of individual screens. It was successful because hundreds of people aligned around one customer experience.

That's the kind of work I enjoy most — helping organizations transform complexity into clarity, one shared understanding at a time.

“Great products aren't built by perfect interfaces. They're built by organizations that understand the customer before they design.”