

Improving Customer
Satisfaction for
the Leading Group
Specializing in
Real Estate Portals
in France

PRACTICE

Operations

SECTOR

Services

DURATION OF THE MISSION

8 Months



Our client, an emblematic player and leading real estate portal in France, wants to improve the satisfaction of its customers and give substance to its promise to offer "a simple and effective experience."

KEPLER offers to implement an analytical approach based on VSM diagnosis and performance management.

Context

- The recent merger of two group entities has complicated the flow of «customer requests» with different dedicated sites, depending on the type of product
- Incompletely formalized processes, resulting of a history, which can be optimized
- A multi-site activity, subsequent of the merger, which has complicated the flow of information
- Significant compartmentalization of the various services holding or restraining the improvement process

Objective(s)

Gaining in Sustainable Productivity

- Improving customer satisfaction by reducing request processing times
- Improving the experience by reducing the constraints endured by customers
- Improving productivity and well-being of operational teams by making processes robust and eliminating irritants

Our Approach

Services
Mission: 8 months

Methodology

1 **Interviews with key operational staff** of customer service

2 **NVAT Analysis of Customer Service Advisors** and «load / capacity» analysis

3 **VSM analysis of customer requests**, identification of irritants and main levers to reduce delays

4 **Debriefing with field diagnostic teams** to give meaning to the deployment of new working methods

5 **Framing and launching of 10 initiatives identified during the diagnosis.** Each initiative is led by a customer service manager who reports on progress and any difficulties every week

6 **Lean training with "Yellow Belt" certification** for the 10 initiative managers

7 **Co-construction with operational field staff of new working methods** until audit of their effectiveness: workshop, creation of standards, installation and feedback

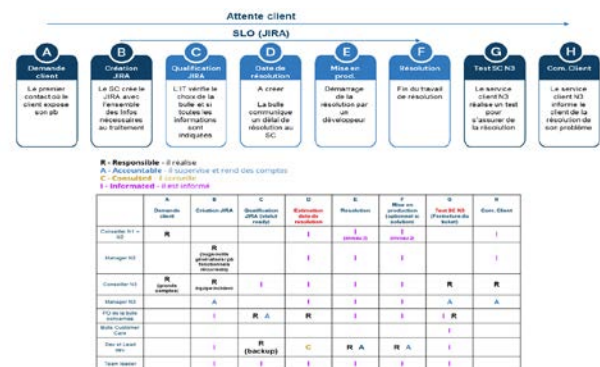
Levers and tools

- **VSM diagnosis**
- **Performance management**
- **Load / capacity analysis**

Daily performance report



Workflow analysis and RACI definition



30% **Reduction in the processing time for customer requests** within the scope of the project



Every level of customer service was measured, analyzed and communicated on a daily basis with an associated action plan (on the project scope)



10 Managers trained and certified
«Yellow Belt»

The main challenge of this mission was to apply, after adaptation, industrial methods with teams that had no knowledge of industrial concepts (lean, etc.) and whose processes were 100% digitized.

Online training about the main principles of lean and their application, resulting from the diagnosis, in the action plan, were key to the success of the project.

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Our Offices



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