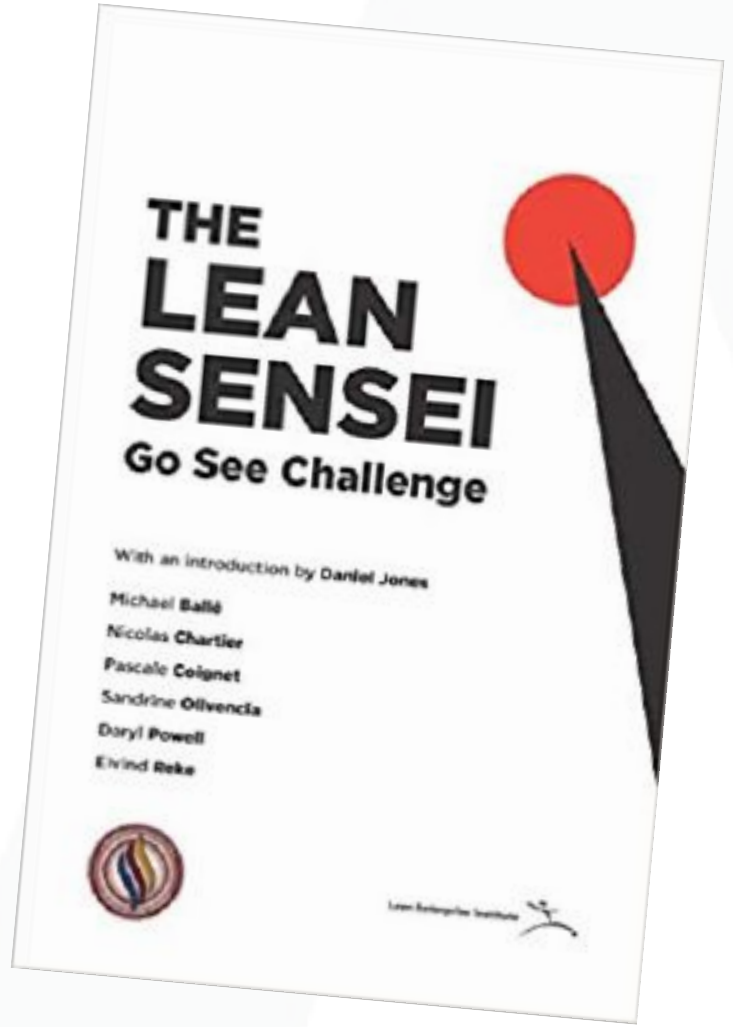
ARAMIS GROUP

RAISE THE BAR: FROM ZERO TO 1 BILLION

UK lean summit 2023

19th April 2023

Our publications



Aramis Group: reinventing how Europeans buy cars

~90K
B2C cars sold[1]

2,4K
Colleagues with E-NPS 47

€1,8bn
Revenues[1]

~65
Customer centres

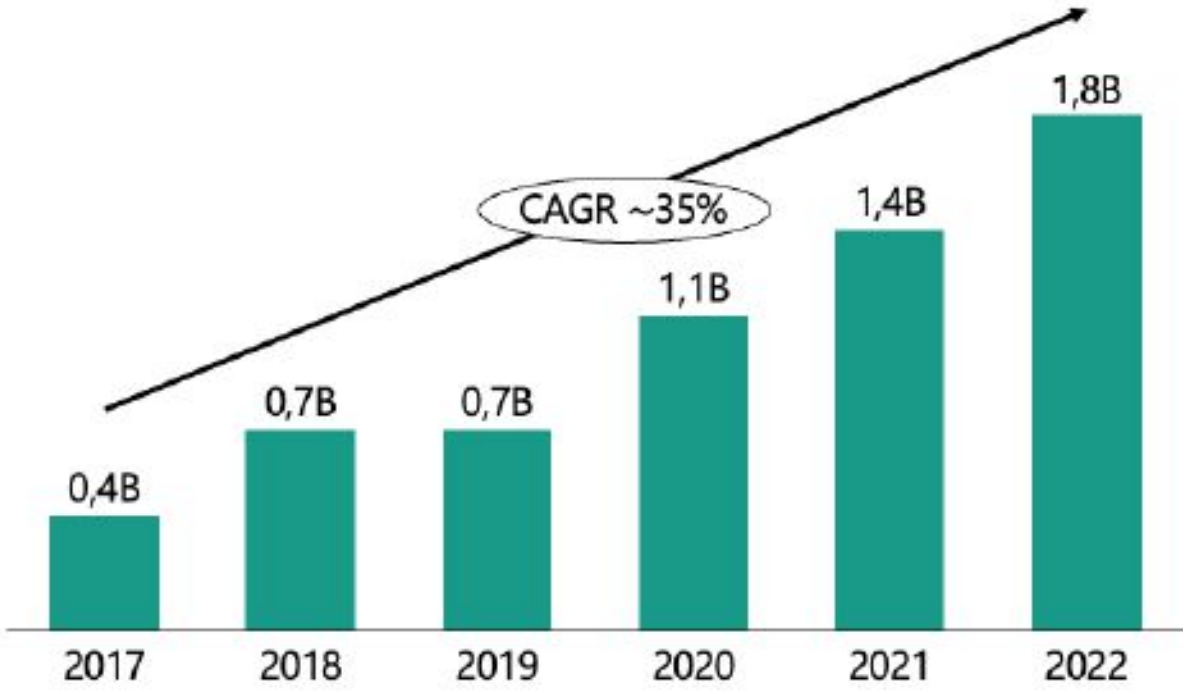
8 refurbishment hubs

6
Countries covered[2]

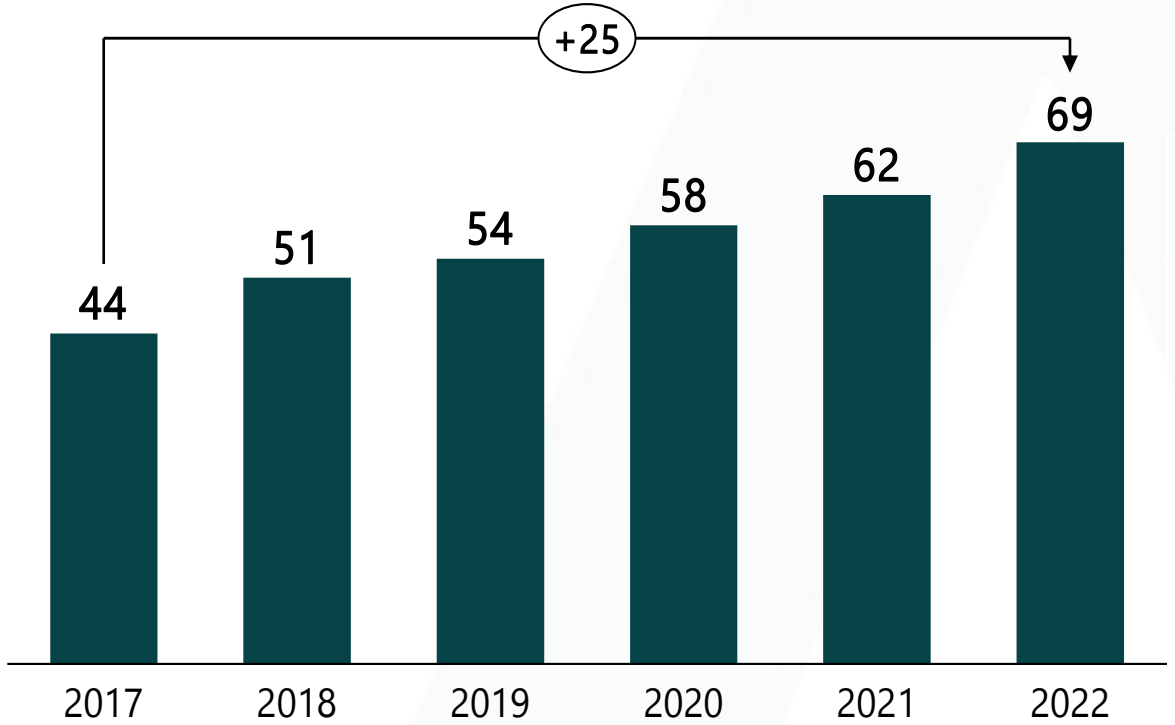
Note: (1) FY22 figures pro forma including Austria and Italy (2) France, Belgium, Spain, UK, Austria, Italy

Aramis Group Lean journey

Revenues growth (B€)



NPS evolution

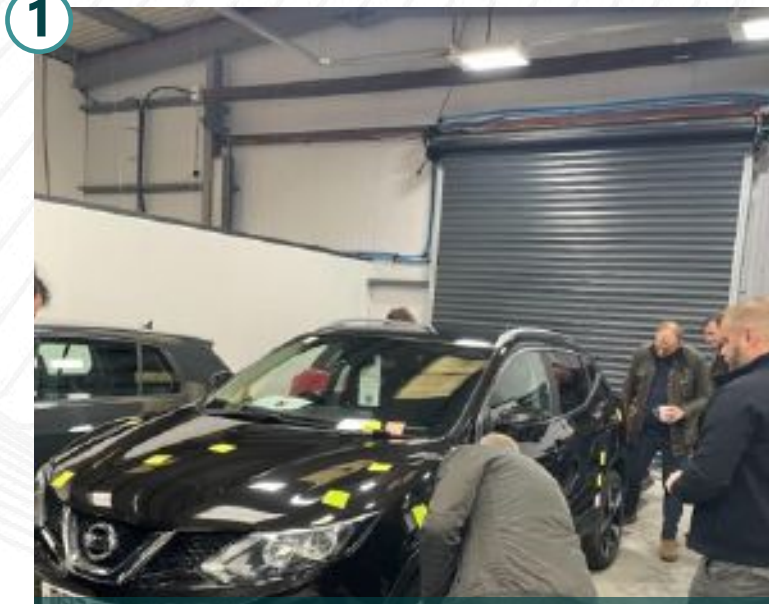


Geographical scope

2001 — 2017 — 2018 — 2021 — 2022

"You have to learn the techniques"

1



HAVE CONVERSATIONS ABOUT PEOPLE WITH C-LEVELS

2

HAVE CONVERSATIONS ON QUALITY WITH TEAM LEADERS

3

HAVE CONVERSATIONS ON INITIATIVES WITH FIELD STAFF

Have conversations about people with C-Levels

C-level executives' systems & procedures

VS

People are the solution

Have conversations about people with C-Levels

- **Discuss** organizational changes with C-Level
- **Show the way**
- **See where people are not in the core** of our solutions

Have conversations on quality with team leaders

"5 per week is good enough"

VS

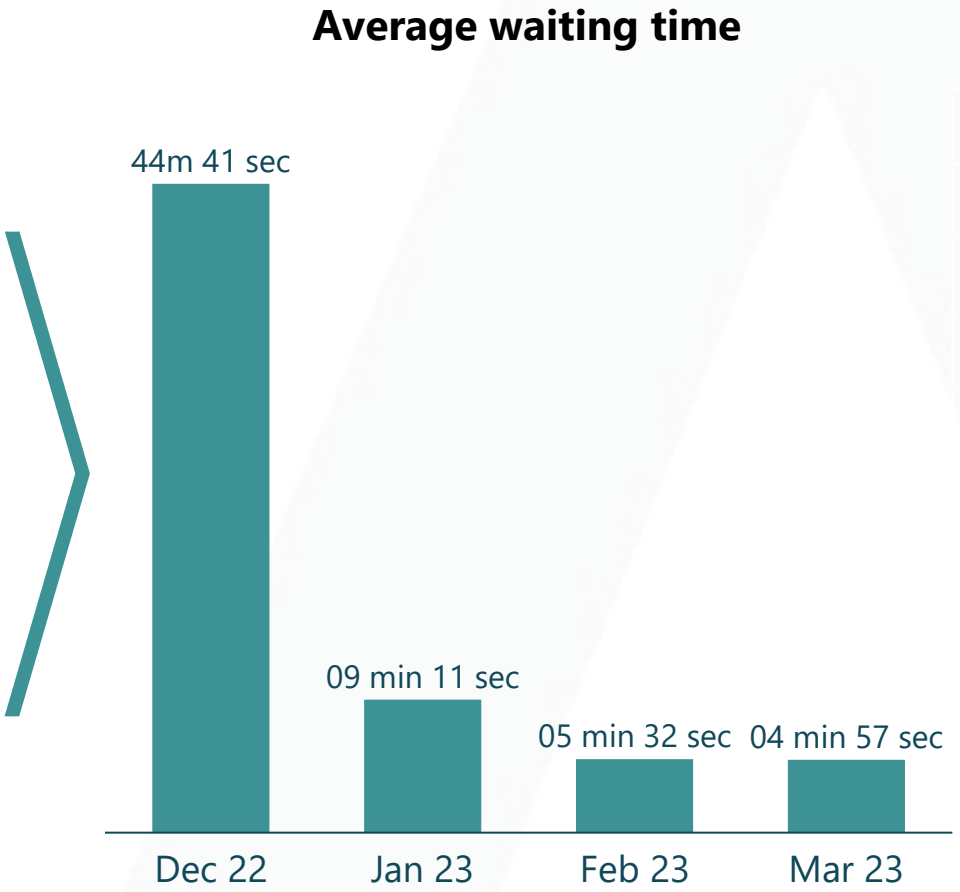
"We want total quality"

Unavailability rate (% of new orders)

Have conversations on quality with team leaders

- **Go & see** and first discuss **quality issues**
- See **where** the **quality is just good enough**
- Reframe and Raise The Bar: *"we want **total quality, not** just **good enough**"*
- **Encourage kaizen** and give support

Have conversations on initiatives with field staff



Have conversations on initiatives with field staff

- **Give an exercise to visualize** & understand the problem better
- Encourage initiatives to develop people through **kaizen**

The techniques we have learnt

- **No Gemba, no conversation**
- Engage conversations
- Specific techniques learnt here:
  - **Put people** at the **forefront** of C-levels discussions
  - **Raise the bar on quality** with team leaders
  - Give **exercises and encourage initiatives** with frontline staff

…. and yet, still a lot to learn!

Thank you for your attention!

ARAMIS GROUP