

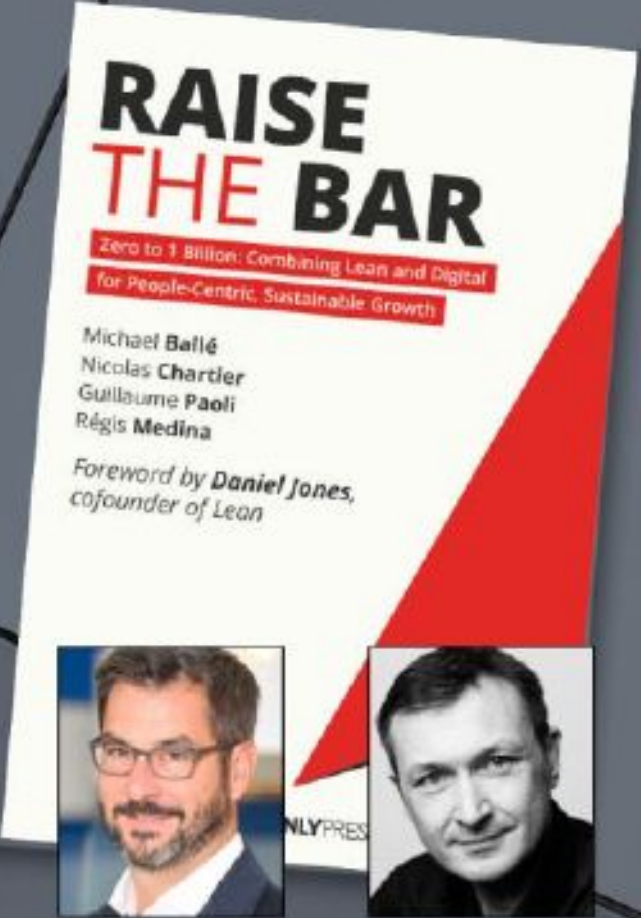
RAISE THE BAR: FROM ZERO TO 1 BILLION

UK lean summit 2023

19th April 2023

Our publications




**SHINGO
PUBLICATION
AWARD**
Recipient



**RAISE
THE BAR**
Zero to 1 Billion: Combining Lean and Digital
for People-Centric, Sustainable Growth

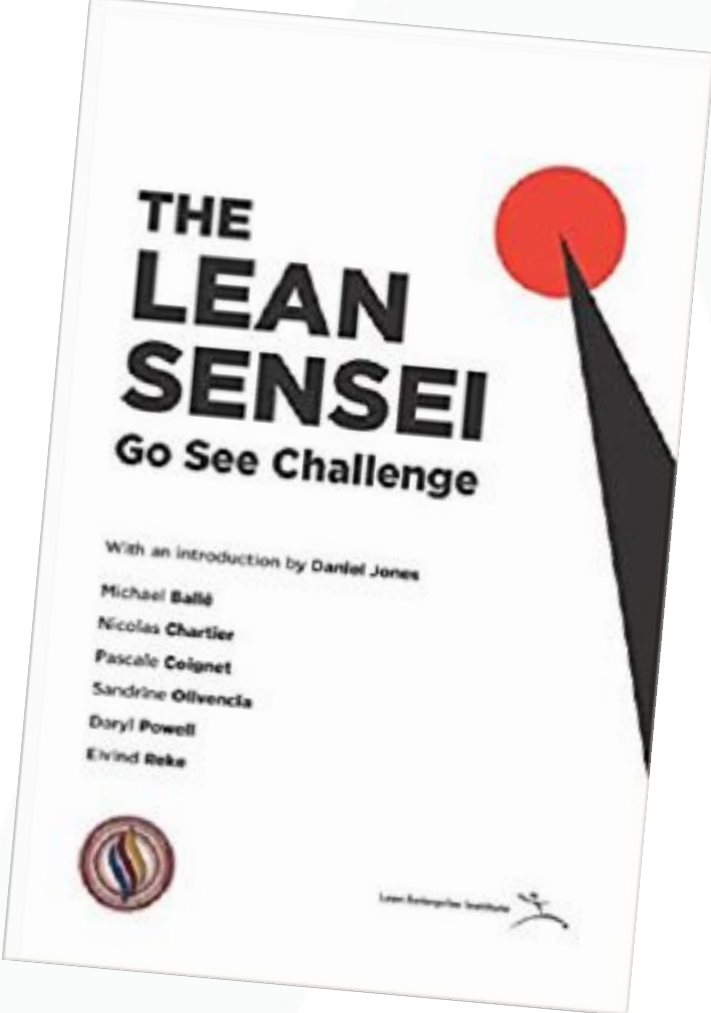
Michael Ballé
Nicolas Chartier
Guillaume Paoli
Régis Medina

Foreword by *Daniel Jones*,
cofounder of Lean





MICHAEL BALLE NICOLAS CHARTIER GUILLAUME PAOLI RÉGIS MEDINA

**THE
LEAN
SENSEI**
Go See Challenge



With an introduction by *Daniel Jones*

Michael Ballé
Nicolas Chartier
Pascale Coignet
Sandrine Olivencia
Daryl Powell
Ervind Reke



Aramis Group: reinventing how Europeans buy cars



~90K
B2C cars sold¹



2,4K
Colleagues
with E-NPS 47



€1,8bn
Revenues¹



~65
Customer
centres



8 refurbishment
hubs

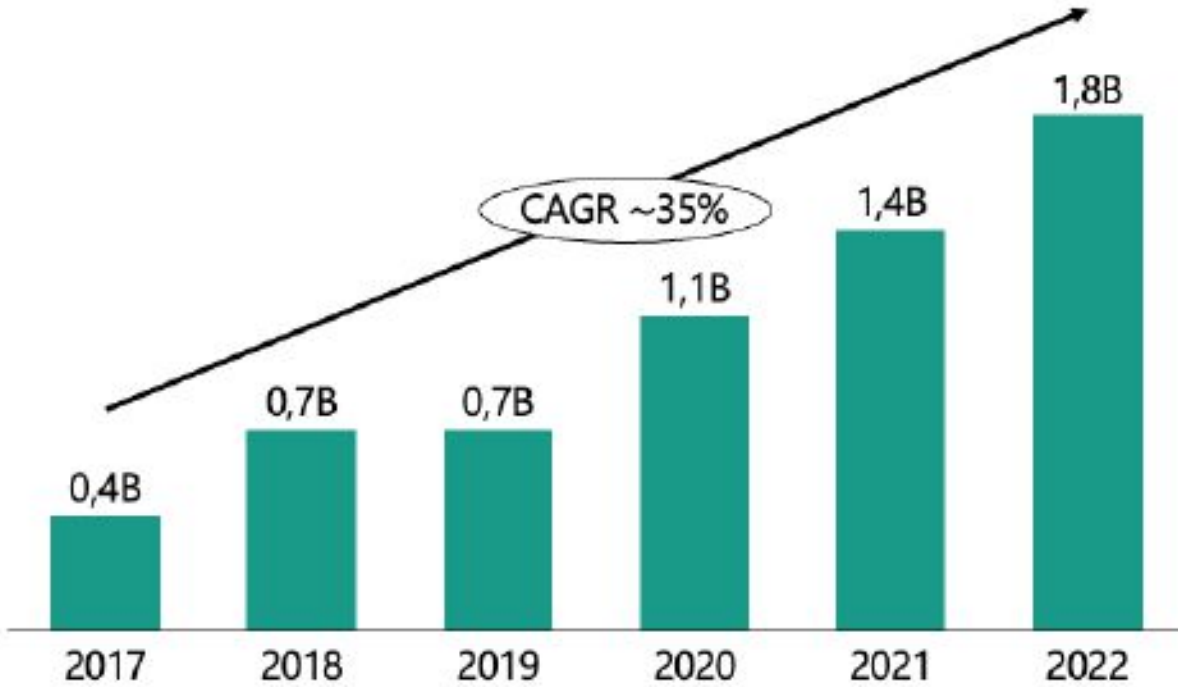


6
Countries
covered²

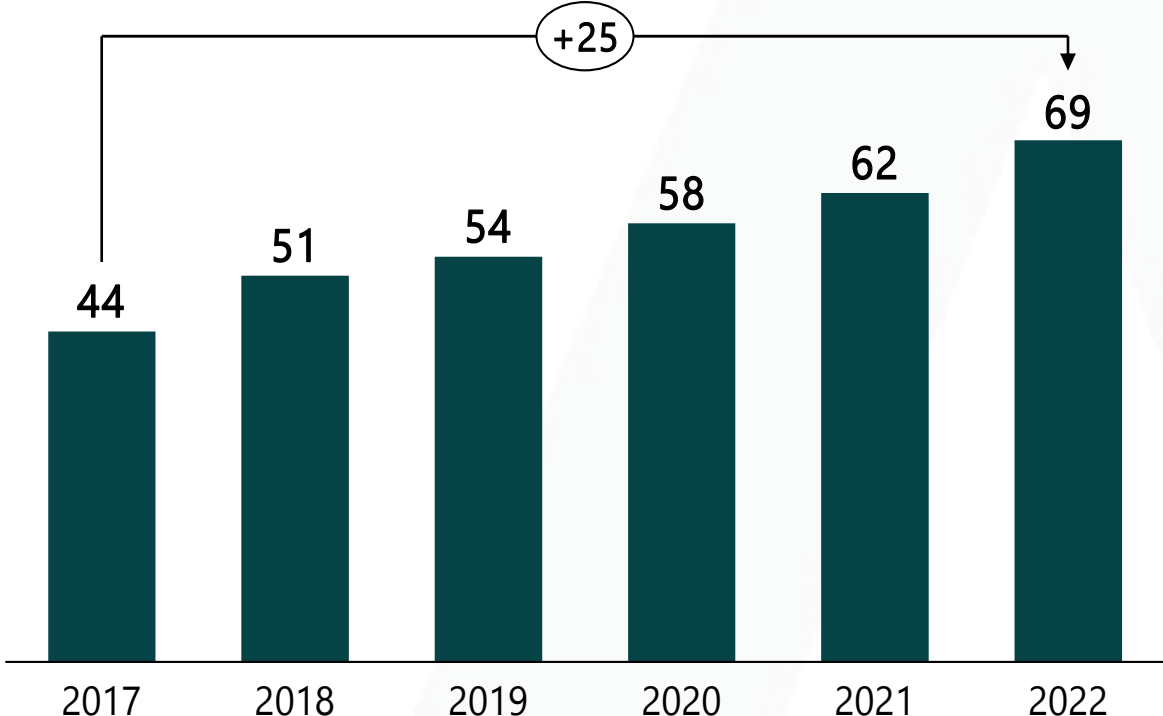


Aramis Group Lean journey

Revenues growth (B€)



NPS evolution

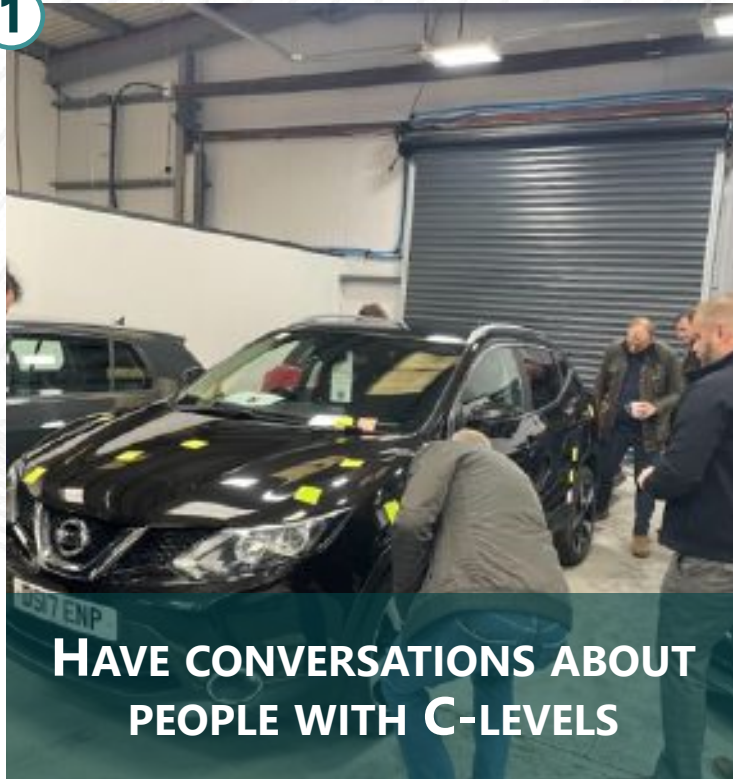


Geographical scope



“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



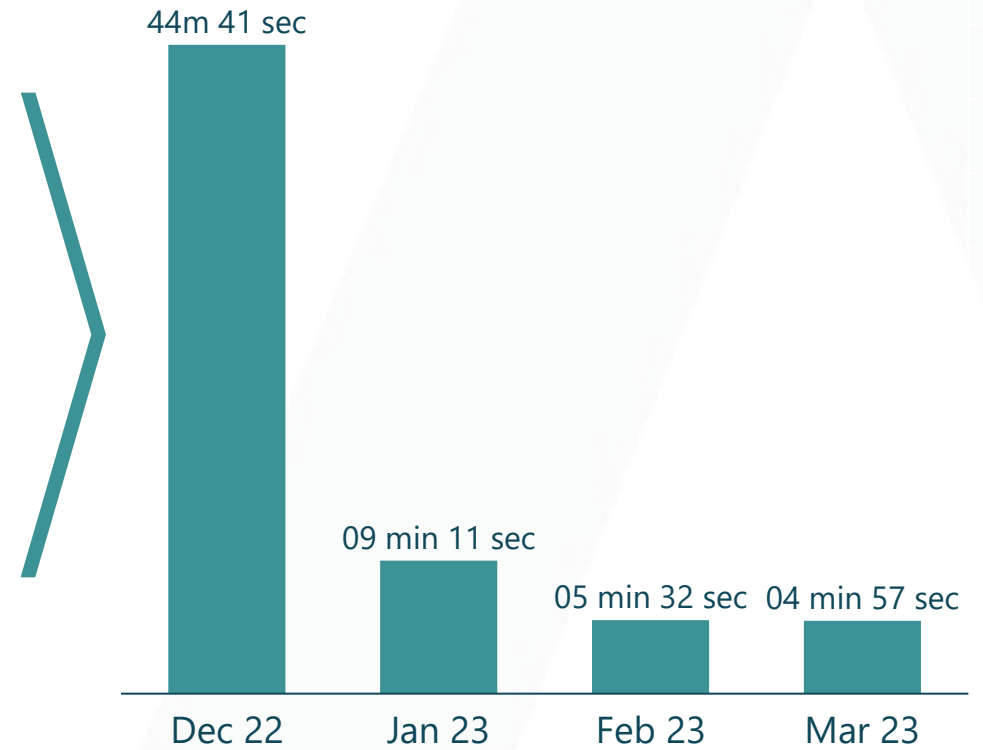
- **Go & see** and first discuss **quality issues**
- See **where** the **quality is just good enough**
- Reframe and Raise The Bar: “we want ***total quality, not just good enough***”
- **Encourage kaizen** and give support



Have conversations on initiatives with field staff



Average waiting time



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!

Votre projet
auto
COMMENCE ICI !

 ARAMIS GROUP

AU BAR DIGITAL

Protégez
votre auto.

La voiture
de vos rêves
devient enfin
réalisable.

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