



How Groupe PSA drives up customer satisfaction with after sales service

Maryse Gros, updated April 9, 2019



“Since the platform was introduced, customer satisfaction has improved significantly,” said Thierry Haussaire, Head of PSA customer service project deployment and management.
(Credit: PSA)

Automobile manufacturer PSA improved the quality of its after-sales customer journey with the help of a change management platform developed by InsideBoard. Three years after it was introduced, it is now used by all Peugeot Citroën network sales outlets to achieve

certification, and the gamified paths mean they can see how well they are doing in comparison with each other.

In 2015, PSA decided to standardize the tools it was using to digitize the Peugeot Citroën network after sales customer journey. The automobile manufacturer succeeded in streamlining this customer journey at its sales outlets and improving the quality of customer care on arrival by using a change management software solution. “There used to be significant disparity in how our IT tools were used,” explained Thierry Haussaire, Head of PSA customer service project deployment and management.

The selected platform, available from InsideBoard, was designed to manage all corporate transformation projects. It makes it possible to monitor how employees engage with the transformation, by measuring and sharing individual and collective usage and promoting friendly competition between teams by gamifying the learning process. “We first discovered the platform around three years ago when talking on various forums and following a market study conducted for us by Deloitte, who completes annual certification visits at the sales outlets,” Thierry Haussaire told us.

The software was co-created by its vendor and several of their clients in 2014. By the time it got to PSA, it had already been tested and approved by a number of different pilot customers. Michaël Bentolila, co-founder of the company, told us that the platform has many users in manufacturing, as well as in the banking, insurance and service sectors, citing Crédit Agricole, Addeco, Natixis and Banque Populaire as examples. “In PSA’s case, we are running a number of transformation projects simultaneously: their customer quality improvement and certification programs as well as one to dematerialize invoices using an in-house solution.” Thus, with respect to after sales service, the network is no longer using a range of different engagement tools: instead, it is managed by InsideBoard through standardized access, both for the consumer journey and collaboration between dealerships. According to InsideBoard, groups like PSA run around a dozen transformation programs across their networks every year.

A continuous improvement initiative

As they log on every morning, all the after sales teams are automatically connected to the InsideBoard platform. This makes it possible to monitor how customers are taken care of on arrival and when appointments are made, the latter being subject to rigorous planning, to ensure that service advisors see clients in the best possible conditions and, where appropriate, make additional sales. There is quite a lot of competition between the different customer reception networks in the dealerships, which helps to further strengthen the quality of customer care.

Customers can also express their level of satisfaction and recommend a given dealership, just as they might with a restaurant on Tripadvisor. “Quality surveys are conducted regularly, either face to face or over the phone using mystery surveys, since InsideBoard and its internal questionnaires were introduced,” Thierry Haussaire told us.

“Sales outlets can compete with each other and with the French average, or regional averages,” the head of After Sales projects went on. This customer relations improvement initiative is ongoing. PSA adds new items to the platform every year to support sales outlets

and employees and help them to stay motivated, so that they themselves can be responsible for making the transformation a success. InsideBoard offers gamification functions to make managing change easier.

Rolled out in just a few weeks

Installation of the platform throughout the Peugeot Citroën network was achieved with the assistance of Deloitte. “In just a few weeks, we rolled it out one region at a time, informing each of the zone managers, i.e. the people in charge of groups of dealerships. They use the tool themselves in their respective sales outlets,” Thierry Haussaire explained. “The software is fairly intuitive and doesn’t require specific training. It was more a question of telling them where they could find the information.” Michaël Bentolila, InsideBoard’s CEO, added that the aim of the selected solution was for sales outlets to go through the same engagement experience as the consumer.

The software includes a Training functionality that employees can refer to if they feel the need. Also, a series of key performance indicators tells them how far they have gotten in their transformation. They can check, for example, if their customer satisfaction score is high or low and how they are doing compared with the others. Within the user community, ambassadors can sometimes rise to the surface. PSA calls them “contacts.” Intra-network motivational challenges can also be organized. In 2016, for example, there was a challenge to identify the best sales outlets.

Used by dealerships to achieve certification

InsideBoard helps to promote continuous improvement by making personal recommendations to zone managers or sales outlets about documents that might interest them. “There’s significant synergy within, for example, the sales outlets of a single group of investors, who want to see how they compare with each other,” said Thierry Haussaire.

“Our goal is for them to improve the customer journey so that customers then recommend the sales outlet to others.” To this end, sales outlets can be assessed using a set of indicators and feedback items, so that any that are improving or falling behind can be identified. “Based on this, we carry out targeted operations,” added the Head of PSA customer service project deployment and management. To create these indicators, InsideBoard can be integrated into all the leading applications on the market (SAP, Salesforce, ServiceNow, etc.), as well as any solutions offered by software developers or that companies have developed in-house. PSA has integrated the system into its online appointments software.

In three years, the platform has helped to make numerous improvements. Thierry Haussaire gave us an example: “By calculating the number of client entries compared with the number of staff, we can see which sales outlets have just the right number of employees working in reception.” In 2019, PSA created a Platinum level to encourage sales outlets to achieve even better results. “The manufacturer promises to refund the cost of the site verification visit to any sales outlet that reaches this level,” PSA revealed.

Over the course of the past year, there has been a clear increase in the number of people logging on to InsideBoard. All dealerships now use it to obtain certification (a PSA quality

label that has to be renewed every year), and objective achievement levels have risen to 100% as compared with 80% in 2015, when the platform was first introduced. Which is why PSA created the Platinum level to push network quality up another notch. “Every year the level is more demanding and it’s harder to achieve the required score,” explains Thierry Haussaire.

AI-generated personalized recommendations

Another important point is training costs. “They fell by 30 to 35% and new dealerships or new front-line employees—by which I mean reception/service advisors in the main—are integrated with increased responsiveness,” Thierry Haussaire told us. Turnover is around 15 to 20% per year. This means that after three years, 60% of the network is renewed with savings in training costs. “Not only is it no longer necessary to retrain people, but the existing network doesn’t fall back, as new activities are always being introduced,” Michaël Bentolila pointed out.

When a new recruit logs on to InsideBoard, they get a welcome email explaining what they have to do to get started on the certification program. The software includes artificial intelligence functionalities that are used to personalize recommendations made to users about things they need to do or documents they might read to help them learn. All training materials, which used to be on paper, have now been digitized.

Thanks to AI, sales outlets receive the right materials at the right time. It is also used to detect ambassadors—the natural contacts who are more active and make better progress with the certification program. “We ask them to share their best practices, which are then analyzed by the AI engine and made available to people who need them to improve their progress,” Michaël Bentolila explained. The tool can even measure the impact made by a document or an example of best practices a contact has shared. “We can see if it affects an indicator or satisfaction level.”

Everyone is given the same information

“There is also another aspect that is very much appreciated by the network,” PSA emphasized. “Increasingly, we have groups of investors who own four or five sales outlets. And thanks to InsideBoard, the person in charge of after sales can see how the investor’s various sales outlets are performing and see their “success dashboards.” This saves them an appreciable amount of time,” PSA. Today, 95% of the sales outlets say they are satisfied with how the tool is used. The remaining 5% would like the platform to be used for more than just after sales programs. They would like to see all the manufacturer’s programs on it, particularly the new vehicle ones.

Lastly, one of the platform’s greatest strengths is that the various PSA entities involved all receive the same information. Be they sales outlets, zone managers or regional managers, everyone shares exactly the same information and the same indicators. Thus the tool helps the whole network to work together in the same way. Currently deployed at Peugeot Citroën, it is to be rolled out in DS dealerships later this year. “Then our whole network will be doing things in the same way,” Thierry Haussaire said, in conclusion.