



CHRISTOPHE GORMAND

Consultant customer service strategy
Sales & service Lean 6 Sigma Service

+20 years experience
International mobility

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Freelance consultant in **customer care strategy**, i help start-up, SMB and association (society) who are willing to think, build and execute their customer service strategy to reach **excellence**. I support teams to deliver **quality during all customer cycle life, for acquisition & retention purposes**.

I take action at strategic or tactical level to improve customer care, and to control performance building KPIs dashboard. I step in through different and simultaneous angles :

- **Teams : organisational system, management, outsourcing strategy, service cultural integration, recruitment and coaching**
- **Tools : CRM, Salesforce, Zendesk, JIRA, task management, predictive tool, customer voice collection system (Burke, TrustPilot)**
- **Process : Lean Six Sigma Service, continuous improvement strategy via internal or external customer feedback**

EXECUTIVE SUMMARY

I have been involved in designing and operating customer service strategy in B2B, B2B2C and B2B, international and multicultural environment, as a leader manager or project manager, in services and digital sales and service markets.

CGO CONSULTANT - CUSTOMER STRATEGY - SALES & SERVICE - L6SS *since May 2020*

Assignments :

- DPDgroup - international long haul transportation - Ongoing since Sept. 2021
- JOTT - international ready-to-wear - August 2021
- STUDI - Digital training MOOC - Dec. 2020 to June 2021
- La Belle Assiette - B2B food marketplace - ongoing
- Delicorner - B2B healthy food - June to Sept. 2020
- Velo Station Toulouse - biking shop - May 2020

CUSTOMER SERVICE AND OPERATION DIRECTOR *prior May 2020*

- GoCater an EzCater brand - 18 months
- Expedia - Paris - London - 9 years
- QCNS Planigo - Bucarest - mission 1 year
- The Phone House - Paris - 4 years
- Bouygues Telecom - Paris - 8 years

EDUCATION

1988 - 1989 EM Lyon business school [Programme d'appui commerce & management]

1986 - 1989 ESCOM Lyon [Ecole Supérieure de Communication et Marketing]

- **Certifications**
2020 EDHEC BUSINESS SCHOOL | Online Executive Certificate Advanced Strategic Management
2017 Lean six sigma service black belt
- **Languages**
Français : native
Anglais : full Professional
- **What i am proud of**
7 Marathons ;)
50 Directeurs de la relation en France en 2016

CGO - Customer Service Care strategy - Consultant freelance - Lean management service

- Design customer excellence strategy, CRM and service, SAAS, tools
- Team mentoring, building & leadership, coaching
- Black belt LEAN management Six Sigma Service

CURRENT MISSION : DPDgroup transportation long-haul - audit and recommendation for the international Customer Service - 25 business units - 1500 positions - coaching customer central team

JOTT - ready to wear- Consultant customer service strategy

August 2021

- **Context**
Investment fund buying the company - restructuration
- **Assignment**
Audit of the customer services & operations
- **Deliverable**
Mapping of organisation, customer, shops and products flows, processes and tools
Recommendations for recruitment, skills and profile

STUDI - MOOC - Consultant customer service strategy

December 2020 to June 2021

- **Context**
COVID and confinement situation for a B2B company
> 300% growth - sales volumes - students in class to support
Changes in French administrative regulation (Caisse des dépôts et consignation)
- **Assignment**
Audit, design and support the built of the customer delivery service
- **Deliverable**
Strategy recommendation to improve customer (student and partners) satisfaction and increase operation excellency : creation of 2 entities to manage customer and financing partners
Creation of a transversal project management team to support and lead strategic moves
Strategy implementation, managers recruitment and coaching
Customer cycle life management : KPIs, voice of customer collection
Tools implementation and improvements : salesforce + internal Learning Management System

DELICORNER - Consultant - customer experience - continuous improvements

June to Sept. 2020

- **Context**
COVID and confinement situation for a B2B company
Expansion-sales : no clear sales/customer success team perimeter
Churn-retention : absence of customer feedbacks
- **Assignment**
Build a team and processes in line with retention and sales stakes
- **Deliverable**
Organisation recommendations for the customer success team : perimeter, management
Definition of processes and best practices for client cycle life - from onboarding to departure
Building customer service action plan for retention and expansion
Construction of a KPIs dashboard : operational excellence indicators
Recommendations on CRM internal tool and customer omnicanal contact tool

VELO STATION TOULOUSE - Consultant freelance en strategie SEO digitale

May 2020

- **Context** (*short term operational intervention*)
Bicycle shop launch in Toulouse center post 1st confinement
- **Assignment**
Recommend and support the digital SEO strategy
Develop contents in social media network
- **Deliverable**
Creation of linkedin, facebook and google profile - customer reviews collection process
Building the communication strategy : routines to increase brand value
Recommendations on overall 5 years business plan

GoCater (acq. EzCater) Operation and customer service director

CATERER B2B MARKETPLACE - France / Germany

2019 - 2020

Mission : Building the customer operations team from start-up to scale-up in a super dynamic growth +200%

- Design customer service strategy in line with P&L : service tool and improvements processes
- Managing operation team on a performance KPIs client dashboard : quality strategy
- Implementation of an innovative and native CRM tool : predictive task management

- Recruiting an insanely helpful team, engaged and motivated : 0% voluntary turn-over
- Getting more new clients using our services : 10% sales conversion rate on SEM inbound calls
- Increasing customer orders (again and again) : 4,6 TP satisfaction score & 90% retention score

Expedia Group - Customer Care Director B2C B2B and B2B2C

Online Travel Agency MARKETPLACE - EMEA London, Paris - APAC Philippines Iloilo

2009 - 2018

Head of B2B2C Global Customer Operations for Expedia Partner Service (white brands)

Thomas Cook, global TAAP agency program, Barclay's, Docomo, Barcelo, OUI SNCF, Eurostar

- Managing client relationship : SAAS solution allowing partners to access to Expedia travel inventory. Technical deployments, customer services
- Handling client and new client demands : Thomas Cook, Docomo Japan
- Increasing white brand network of travel agencies via our TAAP sas and marketplace

Director Customer Service - Social Media & escalation channels | EMEA London

- Managing and driving EMEA Expedia customer service performance for outsourced call center via a delivery manager team - including social media & sensitive escalations channels
- Improving customer satisfaction mastering expenses ratio via developing self care digital tools
- Implementation of an innovative global process for payment issues
- Modifying car rental customer experience - 15% sales growth

Customer contact center delivery manager | EMEA Paris, Cairo

- Service delivery manager for south EMEA, managing offshore customer contact centers performance : 2 outsourced centers - 400 employees.
- Driving customer KPIs -NPS- and SLAs in crisis mode during Island volcano eruption - managing refund backlog from 40 000 to 20000 (standard norme)
- Moving France from an onshore insource to offshore outsourced : NPS from -20% to 70%

QCNS Planigo - EMEA customer service director | Bucarest

2008 - 2009 Audit and recommendation mission

Company executive committee member for all customer related aspects

- **Context**
Managing a call center up to 200 employees, 5 languages spoken, responsible for the budget and all customer efficiency and quality KPI's
- **Assignment**
Audit and diagnose current call center organisation to propose new organisation
Increase call center ROI on sales (marketing expenses / customer orders) - sales conversion rate
Improve call center operational quality to favor reordering : decrease bad reviews
- **Deliverable**
Changing call center organization and processes increased sales ratio from 20% to 40%
Implementing escalation process improve the rebooking ratio to 50%
Revamping quality processes and training team assignments : 100% complaints handled within 24h

Phone House - Customer contact center site director

2004 - 2008

Managing a customer contact center up to 500 employees

- In charge of a steering committee of 6 managers : HR, operations, analytics & capacity planning, training & quality, IT, management accountant
- Worker council president, managing all negotiations relative to work environment and unions.
- Monitoring 18m€ P&L
 - ◆ 25% net profit on a yearly basis
 - ◆ 40% average turnover growth by increasing customer volume handled (phone, email, mail) but huge 80% drop in 2004 due to The Phone House rebuy

Bouygues Telecom - Call center director | Customer Experience Manager - CRM & Marketing

Participation in launch of the third mobile phone brand in France building and managing first call centers of the company.

1996 - 2004

Head of MARKETING LOYALTY PROGRAM

- In charge of the loyalty anti churn program, including budget. Liaison between marketing and customer operations
 - ◆ 20% churn reduction managing the sales offer to customer

CUSTOMER SERVICE DIRECTOR

- Management of managers for 300 agents call center
- Launching France call centers paris - Nantes - Bordeaux
- Creation and management of France B2B customer service

Cetelem - agency manager - Paris and suburbs

1991 - 1995

- Managing teams sales via objectives - conversion rate for loan and home purchase savings scheme
- Managing recovery loan credit team from the first to the 6th non payments
- Creating a Paris central platform to handle calls outside opening hours from all 10 Paris agencies

Intencité - CEO co founder - Lyon

1989 - 1991

Start-up in B2B tourism industry : creation and support of personalised seminar for Rhone Alpes companies

- Building the strategy and business plan - seeking for investors
- Events for EDF GDF (energy company) - Eurexpo - Greyf accounting company
- Creation of a database gathering all tourism partner in Lyon and suburbs