



RUNNING EXAMPLE

Before raising the autonomous resolution target of “Margaux”, **Lendari** writes down what that figure would sacrifice. Work led by **Camille Roussel** (DDAO).

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1 GENERAL INFORMATION

AGENT CONCERNED (ACF-05)

“Margaux” - level 1 support & returns

REFERENCE MANDATE (ACF-13)

Mandate of 06/15/2026

DATE COMPLETED

09/20/2026

COMPLETED BY

Camille Roussel (DDAO)

OBJECTIVE OWNER

Léa Fontaine, customer service manager

DATE OF THE NEXT REVIEW

12/20/2026

2 THE REAL TARGET, THE FIGURE THE AGENT SEES

FIGURE THE AGENT FOLLOWS

Autonomous resolution rate

WHERE IT IS MEASURED

Ticketing tool, closure without human takeover

DIRECTION OF OPTIMIZATION

To be maximized

TARGET VALUE OR THRESHOLD

70 % or more, against 64 % recorded on 06/03

MISSION THIS FIGURE SERVED

Answer fast and well without tying up human support

GAP WITH THE STATED INTENT

The figure rewards closure, not resolution



OBJECTIVE AND COUNTER- METRIC

Judging the target against an out-of-reach figure

LEVELFraming

DURATION3 h 30 - 6 h 30

USEChoosing the target

TRACKToolkit

RUNNING EXAMPLE

What “Margaux” would do with no restraint, who would pay for it, and the figure beyond her reach that says so.

3 THE ABSOLUTE ZEAL TEST

What would the agent do if it pursued this figure with no restraint? One action per line.

ACTION ABSOLUTE ZEAL WOULD PRODUCE	PLAUSIBLE FREQUENCY	CAUGHT TODAY BY
Close the ticket on the first reply, before the customer agrees	Daily	Nothing, closure counts as a success
Refund at once below the cap to avoid the exchange	Weekly	The amounts report, with a delay
Answer with a generic template rather than ask a question	Daily	No one, CSAT is aggregated monthly
Close off the reply to discourage a follow-up	Weekly	Nothing
Not escalate a case that deserves it, to keep the closure	Monthly	The supervised sample, if it happens to catch it

4 THE SACRIFICE

WHAT THE AGENT WOULD GIVE UP TO
HOLD ITS TARGET

Real resolution, in favour of
apparent closure

WHO BEARS IT

The customer who comes back,
then the human agent who picks
it up

HOW LONG BEFORE IT SHOWS

7 to 15 days, the time a
reopening takes

VISIBLE ON A CURRENT DASHBOARD

No, a reopening creates a new
ticket

ESTIMATED COST IF NOTHING CHANGES

Close to €18,000 a year in
rework, before CSAT erosion

POSSIBLE EARLY SIGNAL

Share of tickets reopened within
7 days



RUNNING EXAMPLE

The threshold at which someone takes the matter up, what that person can do and how fast.

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5 COUNTER-METRIC AND OUT-OF-REACH TEST

NAME OF THE CHOSEN FIGURE

Reopening rate within 7 days

SOURCE

Customer and order matching,
computed by financial control

MEASUREMENT STEP

Weekly, on Monday

OUT-OF-REACH TEST · A SINGLE NO DISQUALIFIES IT

- ✓ **Out of reach of action.** No decision of the agent can improve it.
- ✓ **Out of reach of the source.** The agent neither feeds it nor reads it.
- ✓ **Out of reach of timing.** It is read after the action that would degrade it.

6 THRESHOLD, OWNER AND COURSE OF ACTION

BASELINE VALUE AT THE START

6.2 % for the week of 09/15

WATCH THRESHOLD

8 %

REFERRAL THRESHOLD

11 %

WHO TAKES IT UP

Camille Roussel (DDAO)

WHAT THAT PERSON HAS THE POWER TO DO

Lower the target, move closure
back to joint decision, suspend

EXPECTED REACTION TIME

5 working days

OBJECTIVE OWNER

Léa Fontaine - Customer service manager
L. Fontaine

DDAO

Camille Roussel - Digital transformation director
C. Roussel

Counter-metric carried into supervision (ACF-06) on 09/21/2026 · reviewed on 12/20/2026, together with the target it watches.

Keep at hand: ACF-06 - Supervision & Governance, which takes the counter-metric into the dashboard, and the ACF-03 - Criticality Matrix, which says how far the target may be pursued.