



Proven Business Impact

This case study was selected in July 2026 by an independent panel of CXPA judges for recognition of its demonstration of the positive business impact created through a customer experience focus.

CXPA Proven Business Impact: Fnac Darty in partnership with Glanceable - Turning Customer Feedback into Proactive Marketplace Governance

Company Overview

Fnac Darty is a European retail group with approximately 30,000 employees and annual revenue exceeding €10 billion. Its online marketplace connects customers with thousands of independent sellers that manage their own fulfillment, after-sales support, and customer communication.

Although those sellers deliver much of the marketplace experience, customers hold Fnac Darty accountable when something goes wrong. Beginning in 2022, the company developed a more systematic way to understand customer feedback, identify seller risk, and intervene before problems escalated.

Business Challenge

A surge in marketplace volume during the COVID-19 pandemic exposed a structural weakness. Complaints increased as carriers and sellers struggled, while the central customer experience team lacked the visibility and capacity to respond proactively.

- Marketplace Net Promoter ScoreSM (NPS[®]) varied by seller, category, and market, but the reasons behind those changes were difficult to explain.
- Two analysts manually classified only a few hundred customer comments each week, creating delays and the potential for sampling bias.
- Approximately 600,000 monthly conversations among customers, sellers, and the contact center were not being analyzed systematically.
- Potential fraud, legal noncompliance, counterfeit products, and unresponsive sellers could remain hidden when customers did not file a complaint or call.
- Customer experience, account, and commercial teams lacked a shared view of qualitative feedback and clear ownership for acting on it.

The company needed to move from reacting to individual complaints toward identifying patterns early enough to protect customers, improve seller performance, and uphold the brand promise at scale.

Customer Experience Initiative: From Feedback Analysis to Proactive Action

Fnac Darty began with a proof of concept using marketplace NPS comments. After demonstrating that structured qualitative analysis could produce actionable insight, the company expanded the work over approximately three years.

The initiative brought together multiple sources of customer and operational information:

- NPS scores and comments.
- Customer reviews of marketplace sellers.
- Customer, seller, and contact-center conversations.
- Order details such as carrier, delivery timing, and seller history.

By 2024, the company was analyzing these sources at full marketplace scale. In 2025, it added a daily workflow that categorized seller risk, traced issues to individual orders, and recommended specific corrective actions. A weekly operating cadence paired Monday analysis with a Wednesday seller review, allowing teams to move from insight to action consistently.

The customer experience team defined the seller-risk framework, while account and commercial teams used the same information to manage seller relationships. Legal and security teams reviewed data sovereignty, security, and procurement requirements before the approach went live.

Human accountability remained central. The system proposed risk levels and actions, but people reviewed consequential decisions and approved legal terms, seller warnings, pauses, suspensions, or terminations. Clear thresholds made the process more transparent, while a shared interface helped teams work from one view of the customer and seller experience.

Proven Business Impact

Reduced customer complaints

- Customer complaints fell fourfold following implementation.
- The decline accompanied a shift from addressing problems after customers complained to identifying risk in the previous day's marketplace interactions.

Doubled marketplace customer advocacy

- Marketplace NPS doubled from its pre-initiative level, an increase of 100%.
- The improvement began from a level the company described as already among the strongest in e-commerce.
- Teams gained the ability to explain weekly variation by seller and category and focus action on the themes with the greatest customer impact.

Accelerated corrective action

- Potential seller risks could be detected the day after relevant interactions rather than only after a customer filed a complaint or called.
- Investigations that previously took days could be initiated in one click, with corrective action launched within 48 hours.
- Seller-level analysis translated general feedback into specific coaching, such as adjusting delivery estimates when recurring carrier delays affected customers.

Redirected analyst capacity to higher-value work

- Manual analysis time fell from approximately five days per analyst each month to less than one day.
- The recovered capacity was redirected toward coaching sellers, coordinating action, and improving marketplace performance.

Key Lessons

Fnac Darty demonstrated that customer listening creates greater value when it becomes part of how the organization governs marketplace performance, not simply a source of reports for the CX team.

- Combine qualitative feedback with operational context to understand why customer measures are changing.
- Analyze the full body of customer interactions where possible; samples and headline metrics can conceal important risks.
- Give customer experience, account, and commercial teams a shared view of the evidence and clear ownership for action.
- Translate detected patterns into specific, practical guidance that sellers can use.
- Keep people accountable for decisions that could materially affect customers, sellers, or the brand.
- Use automation to expand coverage and speed, then redirect employee time toward coaching, judgment, and change.

Core Business KPIs Impacted

Marketplace NPS; customer complaint rate; time to risk detection; time to corrective action; analyst productivity; seller risk and compliance; and marketplace service quality.

Net Promoter®, NPS®, NPS Prism®, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld. Net Promoter ScoreSM and Net Promoter SystemSM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.