

Case Study: Back-to-Back-to-Back Excellence at Thrasio

Sustaining Top 1% Customer Experience While Achieving Top 1% Employee Experience Through Predictive Operations

Executive Summary

Since 1970, only eight teams across the NBA, MLB, NHL, and WNBA have managed a three-peat. Recently, Thrasio joined those exclusive ranks with consecutive wins in operational excellence in 2023, 2024, and 2025.

For three consecutive years, Thrasio sustained top 1% Customer Experience (CX) performance, maintaining elite standards through its February 2024 Chapter 11 filing and into its profitability achievement in 2025. This operational stability was mirrored in workforce retention: while firmwide voluntary attrition averaged 13%, the Consumer, Compliance, and Helpdesk Support teams recorded zero voluntary attrition. This retention rate during a period of transformation reflects deep workforce trust and exceptional operational clarity.

These outcomes were produced by a deliberately engineered operating model designed to decouple performance from headcount growth, individual intervention, and environmental stability. By embedding predictive intelligence, standardized governance, transparent performance management, and AI-augmented execution directly into operational workflows, Thrasio transformed excellence into a repeatable system output rather than a fragile achievement.

This case study demonstrates how elite performance becomes durable when it is engineered into systems rather than managed through heroics.

The Challenge

The fundamental challenge facing Thrasio was how to preserve elite performance at scale - year-after-year-after-year.

Having achieved top 1% CX metrics, Thrasio focused on maintaining an operating system resilient enough to sustain those standards under extreme pressure. This resilience was tested through three distinct phases:

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1. the volatility of the February 2024 bankruptcy,
2. the complexity of the June 2024 emergence, and;
3. the 2025 mandate to deliver equal quality with 70% lower operating costs.

Through each transition, Thrasio's systematic approach to operations and people management ensured that results remained elite. This transition was defined by three interdependent constraints:

Systemic Portability Amid Resource Constraints

Thrasio proved that its top 1% performance was the result of deliberate system architecture rather than individual expertise. The operating model scaled across materially different operations—Consumer Support, Compliance Support, and Helpdesk Support—following involuntary 60% headcount reductions.

Augmentation Without Friction

Operating at peak efficiency left no margin for disruption. Introducing AI-driven automation into already elite workflows carries significant risk: poorly integrated technology can slow execution, erode accountability, and alienate top performers. The challenge was to embed predictive intelligence and automated resolution—ultimately having AI and automations handle 89% of ticket volume while achieving satisfaction scores of 94% (Consumer Support), 100% (Compliance Support), and 98% (Helpdesk Support).

Absorption of Emotional Volatility

The February 2024 Chapter 11 filing represented an unprecedented emotional test. While others departed from formal coaching and performance reviews, the team continued to average 13 coaching sessions per month and retained quarterly performance reviews. Employees consumed over 200 hours of artificial intelligence, insights, machine learning, deep learning, consultancy, and professional skills training to ensure their preparation for the new Thrasio. This resulted in the team having the shared highest employee satisfaction score of +71, a 26 point increase versus the previous regime.

The Solution

Thrasio responded by implementing a unified operating model designed to preserve top 1% outcomes regardless of volatility. The model rested on three reinforcing pillars: ownership clarity, predictive signal flow, and AI-augmented execution.

Unifying Governance and Lifecycle Ownership

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Thrasio entered this phase already performing at a high level. The goal was not to fix what was broken, but to remove friction from excellence. By shifting from siloed functional management to End-to-End Lifecycle Ownership across Consumer Support, Compliance Support, and Helpdesk Support, the organization aligned its operating model to the strength of its teams.

A single governance path—standardized escalation logic, clear risk thresholds, and defined decision rights—guided every ticket with confidence. Routine inquiries and high-stakes regulatory issues moved through the same disciplined flow, eliminating hesitation and accelerating momentum.

The results were immediate and measurable. Resolution time improved by 41% across all teams, and backlogs dropped to zero. Work flowed, focus sharpened.

Excellence already existed—the shift unlocked more of it. By removing ambiguity and informal coordination, great teams spent less time navigating complexity and more time delivering outcomes. Already-strong performance became faster, smoother, and even more resilient under lean conditions.

Sustaining Predictive Excellence

Thrasio was already operating with an advanced support model. The first action time of 6 minutes, first reply time of 9 minutes, full resolution time of 12 minutes are elite. The focus shifted to amplifying precision while lessening its operating costs by 70 percent from 2024 to 2025. By strengthening its closed-loop, predictive operating motion, the organization expanded its ability to recognize leading signals and act with even greater speed and confidence.

Marketplace language shifts, workflow patterns, and platform signals were translated into early, coordinated action, keeping teams consistently ahead of customer needs. Uniform service level agreements (SLAs) across all domains reinforced a core truth already in practice: complex, high-impact work can move with the same discipline and tempo as high-volume support.

The results reflected that maturity. Even as demand increased, median first reply times held at 6 minutes for Compliance and 9 minutes for Consumer Support. Speed remained steady, execution scaled smoothly, and excellence reached a higher standard.

Operationalizing AI at Scale

Thrasio already operated with AI embedded across its support ecosystem. AI handles 56 percent of support interactions. The next phase focused on refining how that intelligence was applied—using AI as a shared execution layer that amplified human judgment.

Thrasio orchestrated standardized workflows, while AI-driven forecasting sharpened demand absorption within a leaner resource model. High-volume work flowed smoothly, creating more capacity for specialists to focus on complex, high-impact decisions without increasing cognitive load.

Performance management and coaching remained best-in-class at 13 sessions per month per employee, strengthening continuous, signal-driven feedback loops. Real-time visibility into objective performance reinforced fairness, trust, and psychological safety—supporting 0% voluntary attrition during one of the most demanding periods in the company’s history.

This evolution elevated an already strong model, turning great execution into consistent, scalable excellence.

The Impact

By redesigning Consumer Support, Compliance Support, and Helpdesk Support around predictive operations, Thrasio achieved durable, repeatable outcomes sustained through structural volatility.

These results reflect not peak performance, but steady-state outputs maintained despite restructuring, heightened scrutiny, and resource constraints.

Metrics	Consumer Support	Compliance Support	Helpdesk Support
Customer Satisfaction	94%	100%	98%
Median First Reply Time	9 minutes	6 minutes	24 minutes
Median Full Resolution Time	12 minutes	48 minutes	26 minutes
Voluntary Attrition Rate	0%	0%	0%

Conclusion

Thrasio’s experience demonstrates that sustained excellence is not a function of circumstance, scale, or individual heroics—it is a consequence of system design.

By embedding ownership clarity, predictive controls, and transparent accountability directly into workflows, the organization preserved elite customer and employee outcomes through its most challenging chapter without increasing burnout or operational risk. Excellence scaled from individual teams into an enterprise-wide capability, decoupling results from manual intervention and environmental stability.

When performance is engineered—not managed—excellence becomes repeatable, resilient, and scalable.

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“By institutionalizing predictive operations, Thrasio transformed CX and EX excellence from an aspiration into a system that held through crisis and scaled into profitability.”
~ Gershwin Exeter, Chief Experience Officer