
ZILLOW · SERVICE OPERATIONS

Lean Operations Applied to a Technology Environment

Zillow brought Incito's operating discipline into a technology environment where work moves through people, teams and systems rather than a factory floor. The initial engagement became an ongoing relationship.

Technology

MAJOR CONSUMER PLATFORM, NOT A PLANT

Service operations

KNOWLEDGE WORK ACROSS TEAMS AND SYSTEMS

Continuing

APRIL 2025 ENGAGEMENT, ACTIVE INTO 2026

CLIENT

ZILLOW · ONLINE REAL ESTATE

SERVICE

OPERATING DISCIPLINE FOR SERVICE OPERATIONS

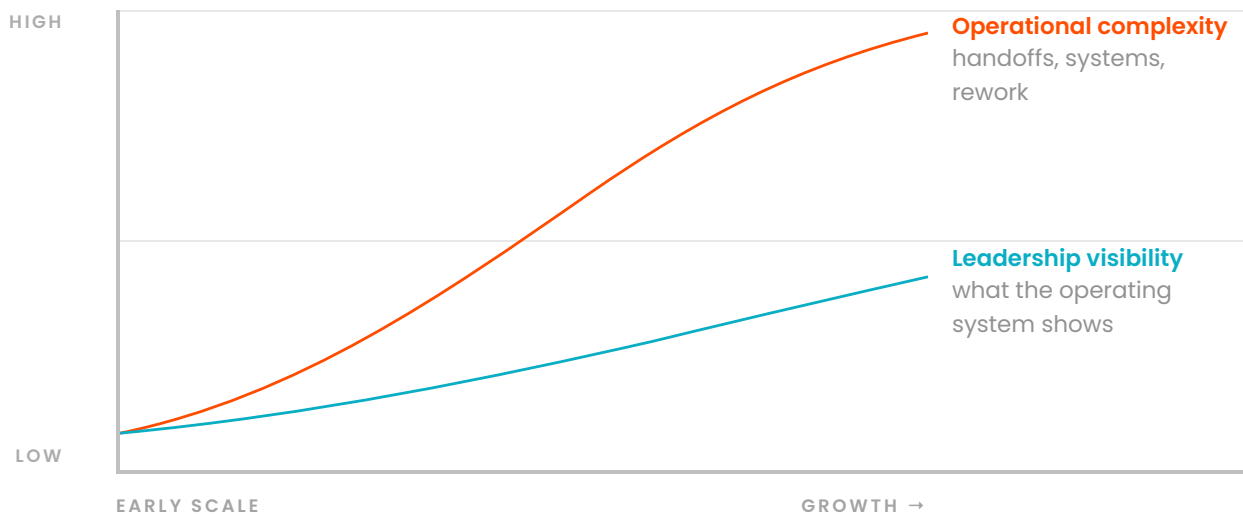
STATUS

INTERNAL DRAFT ·
CONSENT REQUIRED

Can the Way We Operate Scale With the Business?

As companies scale, operational complexity often grows faster than leadership can see it. Work crosses more teams, more systems become involved, handoffs multiply and rework hides inside workflows. The question stops being whether people are working hard.

EXHIBIT 1 COMPLEXITY SCALES FASTER THAN VISIBILITY



Schematic. Illustrates the management problem the engagement addressed; no measured data from the client is represented.

COMPANY

Major consumer
technology platform

ENVIRONMENT

Service and
knowledge-work
operations

INITIAL ENGAGEMENT

April 2025

RELATIONSHIP

Continued into 2026

Digital Work Can Hide Operational Problems That Would Be Obvious on a Factory Floor.

In manufacturing, leadership can see inventory accumulating, material waiting and bottlenecks forming. In a technology or service business the same operating problems disappear inside systems — the failure mode is identical, the visibility is not.

EXHIBIT 2 THE SAME PROBLEM, WEARING DIFFERENT CLOTHES

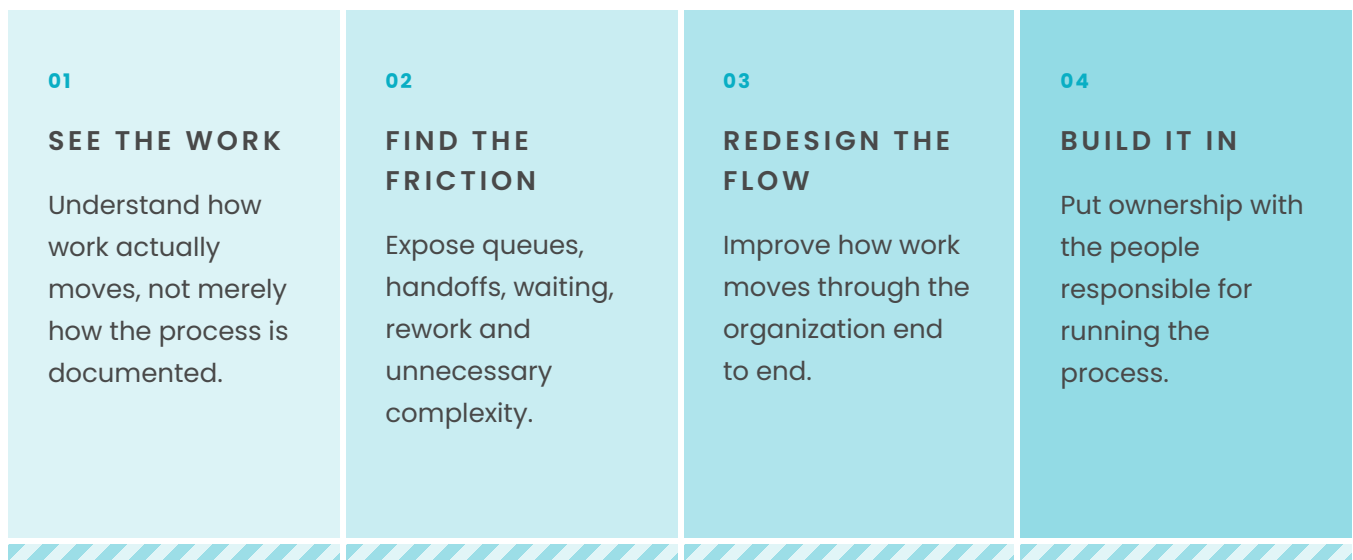
VISIBLE ON A FLOOR		HIDDEN IN A SYSTEM	
Queues	→	Backlogs	
Inventory	→	Work in progress	
Defects	→	Rework	
Movement	→	Handoffs	
Waiting	→	Approval time	

The work may be digital. The management problem is not.

Make Invisible Work Visible. Then Improve the System Around It.

The engagement applied operating discipline to work moving across people, teams and systems. The sequence below is Incito's method for service operations; the scope actually delivered at Zillow is stated only as the engagement record supports.

EXHIBIT 3 THE METHOD, APPLIED TO WORK YOU CANNOT WALK



METHOD AS OFFERED · DELIVERED SCOPE AT ZILLOW PENDING EVIDENCE REVIEW

Nothing improves in an operation leadership cannot see. Visibility is not the deliverable, but it is the precondition.

The Objective Isn't to Make People Work Harder. It's to Make the Operating System Work Better.

When work becomes hard to see, leaders compensate — more meetings, more management layers, more tools, more people. If the underlying flow is the problem, each of those adds complexity to the thing that was already the constraint.

EXHIBIT 4 TWO RESPONSES TO THE SAME SYMPTOM

ADD RESOURCES

Work is slow and hard to see

Add meetings, tools, headcount

More coordination to manage

Complexity compounds

FIX THE FLOW

Work is slow and hard to see

Make the flow visible

Remove the constraint at its source

Capacity without added overhead

THE QUESTION LEADERSHIP SHOULD BE ASKING

Where does work slow down, why does it slow down, and what in the operating system is causing it?

Applicability and Continued Engagement — Stated as Exactly That.

The record establishes that Incito's operating approach transferred into a major technology environment and that the client chose to continue. It does not yet establish a quantified business outcome, and this study does not imply one.

EXHIBIT 5 FROM INBOUND APPROACH TO CONTINUING RELATIONSHIP

APR 2025



Inbound approach from the client



Engagement delivered against service operations

2026



Relationship active and continuing

DELIVERED ENGAGEMENT

Technology client

Verified · April 2025

RELATIONSHIP

Active into 2026

Verified · continuing work and correspondence

BUSINESS OUTCOME

Not yet quantified

Pending final engagement record

The current record establishes applicability and continued client engagement. Quantified operating or financial outcomes are added only if supported by the final engagement record and approved by the client. Continued engagement is evidence of client confidence, not a business result, and is never presented as one.

You Don't Need a Factory to Have an Operating System.

If your company is growing and any of the following is true, the constraint may not be your people. It may be the way work flows through the business.

Work crosses more teams	Each addition is reasonable; the cumulative path is not.
Decisions take longer	Approval time is waiting, priced as management overhead.
Headcount rises faster than output	Capacity is being added to a constrained flow.
Processes depend on tribal knowledge	The system runs on individuals rather than design.
Leadership can't see where work sticks	The bottleneck is real, and it is invisible from the top.

Incito helps leadership teams make that work visible, redesign the flow, and build an operating system capable of supporting the next stage of growth.

Is complexity scaling faster than your business?

Talk with Incito about flow in the operations you can't walk.

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EVIDENCE AND PERMISSION STATUS

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