In Focus: Customer Experience | Thales Customer Listening Strategy

Customer listening encompasses all the practices and processes through which a company collects, analyzes, and acts on its customers' needs and expectations, in order to improve its products and services and overall customer experience. It aims to understand the customer (what they experience, feel and expect) and encourage innovation.

Thales Customer Listening Strategy

1. Objectives

The Customer Listening Strategy aims to reduce churn, increase loyalty, fix recurring causes of dissatisfaction, and identify opportunities for new products and services. It also helps Thales anticipate customer expectations across key drivers such as quality, delivery times, pricing, and support. Customer experience is measured through KPIs, including Net Promoter Score (NPS), Customer Satisfaction Score (CSAT), and Customer Effort Score (CES).

2. Voice of the Customer channels

Thales collects insights through a structured Voice of the Customer (VOC) approach that combines channels and perspectives. It relies on customer executive interviews, operational surveys, including touchpoint surveys across key moments in the customer journey. To complete the picture, Thales performs peer benchmarking. In parallel, Thales analyzes behavioral data including usage patterns, return/failure rates, and other feedback signals, to establish quality indicators and apply sentiment analysis tools leveraging AI.

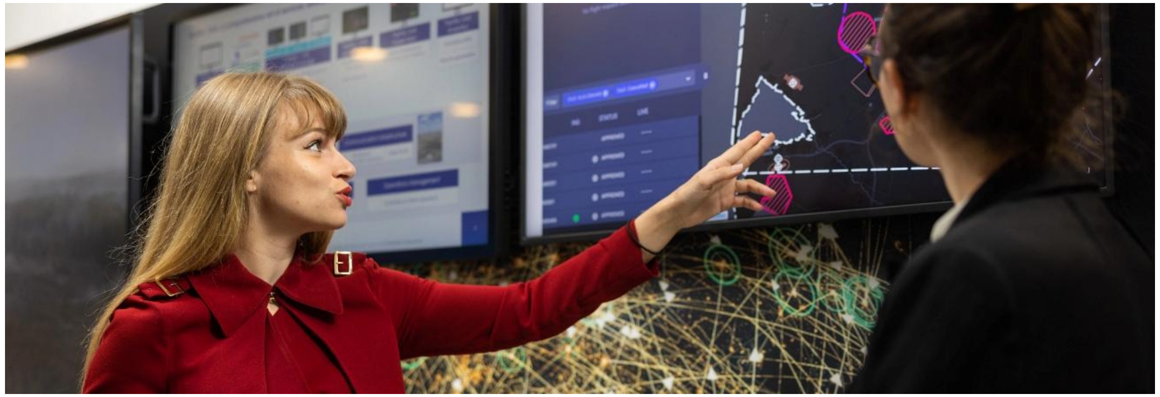
Across the entire journey, Thales collects and consolidates customer feedback such as compliments, complaints, ratings, and comments supported by Quality Management tools and Thales-specific processes.

3. Data Collection

Customers feedback is centralized in relevant tools and categorized (topic, priority level…). Wherever possible, verbatim comments are collected, since the customer's exact wording helps clarify perceptions and identify practical improvement levers.

4. Insights Analysis

Thales turns data into decisions through layered analysis. Qualitative analysis identifies themes, pain points, and implicit customer expectations, while quantitative analysis measures frequency, impact, and trends. The approach also includes a detailed segmentation of the data, for example by customer type (new vs. loyal), stakeholder (third parties, cooperation organizations), business line, and geography. Finally, prioritization focuses on the factors that most affect the customer experience, and on recurring issues that persist over time.



5. Action Plans and continuous improvement

Insights are converted into results through ownership and action plans including process adjustments. The strategy combines short-term actions, known as quick wins, with longer-term projects, including transformation initiatives to address root causes.

Based on what customers indicate, Thales continuously adjusts survey questions and the channels used to collect feedback.

6. Customer Information

Thales ensures customers understand that their feedback is acknowledged and taken into account. Where feasible, Thales explains the changes made.

7. Governance

Listening is embedded into ongoing governance through recurring rituals such as monthly reviews and Voice of Customer committees. Teams are trained to respond appropriately to feedback, combining the right response style with empathy, rigor, and follow-through.