



Case Study - Thales

What gets measured gets done

Thales is a global electronics company with 65,000 people serving aerospace, defence, and information technology markets in more than 30 countries. The training and simulation business (TT&S) has training systems in service with 40 airlines and with armed forces around the world.

When Nicola Dean joined as Director of Communications in 2001, one of her first priorities was to review how well internal communication was working. Already familiar with research techniques and keen to take advantage of her position as a 'new face', she approached us with the idea of working hand-in-hand to run a company-wide audit.

Nicola's idea was to conduct most of the interviews and focus groups herself so she could meet a range of managers and employees and hear about the emerging issues first hand. She asked us to work with her to help interpret the issues, design a questionnaire, and analyse the data collected. Her main concern was timing; the work would need to be turned around quickly to meet her own deadlines for strategy development.

The work was successfully completed within eight weeks. The findings raised important questions about cross-cultural working and communication management, enabling Nicola and her team to launch a strategy accommodating different audience needs and linking clearly to external marketing.

"Only through a programme of structured research can you really understand where your business is in terms of communication. Measurement is essential to successful communication, especially in a fast-expanding multi-domestic business like Thales.

Through the research, TT&S was well-placed to improve performance and employee engagement through enhanced communication, because we were able to identify our key drivers and decide our improvement priorities. We also established baseline measures to facilitate future target setting and monitoring".

Client Verdict