

Trust

Benchmark employer / **Customer experience** / Personal data / Support for families /
Radio waves / Responsible purchasing

Providing an unrivalled customer experience

Challenges / vision / beliefs

To provide its customers with an unrivalled experience, Orange is deploying an internal transformation programme organised around three main areas for action:

- enhancing the network and services;
- digitisation, which helps facilitate and personalise the customer relationship;
- simplification, a source of peace of mind for the customer and improved internal efficiency.

Three drivers complete the approach:

- individual knowledge of the customer through digital customer recognition tools (360° vision or data), which enable us to personalise our customer relations, our product and service offerings, and monitor the quality of the network provided,
- the invitation to experiment, to discover and the proximity with the Orange teams in over 150 smart stores worldwide
- a human and cultural driver thanks to the Voix Essentielles programme which aims to deploy a culture of continuous improvement based on listening to the opinions of employees and customers.
 - This programme involves all business lines, markets and Orange countries, our 155,000 employees and more than 80,000 subcontractors and service providers worldwide.

Roadmap

- An approach that has been renewed and formalised in the "**Orange commits**" approach (24 countries).
 - Six priority expectations have been identified: connection, simplicity, recognition, availability, adaptation, anticipation.
- Increase in number of resources and services:
 - Mobile: "Orange et moi" (Orange and me);
 - Internet: "bien vivre le digital" (France), Tranquilidad Orange (Spain)
 - Launch of smart stores since 2015
- Simplification of the offers (since 2010) and independence customers have called for
- Better understanding of the customer:

- Started in 2015, the "360 degree view" project involves reconstructing the history of a customer's relationship with Orange, whatever the points of contact used. Target: to recognise 100% of customers at each and every one of their points of contact in 2018.
- Digital Assisted involves reinforcing support for customers using digital tools to contact Orange (social networks, support communities, chat).

Target: become the number 1 by Net Promoter Score for 3 out of 4 customers by 2018

The Net Promoter Score (NPS) is the satisfaction measurement tool that best reflects the perception of a brand and loyalty of its customers. It is based on asking the customer whether they would recommend the service or company to their friends and family. In 2016, 55% of customers ranked Orange No. 1 for recommendations.

Indicators / Key figures

39% of digital interactions (up 6 points in a year), with a target of 50% by 2018	13.5 million active users of the Orange et moi application (+23 % in 2016)	157 smart stores deployed at end 2016 worldwide	-10% The annual decrease in calls to customer services thanks to the simplified offers and customer journey
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News / achievements

- A better understanding of customers:
 - Individual measurement of network quality for each customer in 5 countries; being deployed in 7 additional countries
 - Transformation plan created for Orange Poland and Orange Romania, based on the customer journey in France.
- Digitalisation:
 - Continuing to reduce the number of customer calls to call centres by improving the quality of the service and developing ever more effective digital interfaces (chat, support forum, social networks and messaging)
- Listening to customers and employees:
 - After conducting workshops, a Group continuous improvement action plan and an implementation method was defined and approved by the Executive committee in November 2016.
 - The three main themes:
 - Putting executive directors and managers into the field: commitment to spend at least one day a year with front-line staff;
 - Launching the improvement programmes and their follow-up in all Group entities
 - Carrying out specific and detailed analysis of detractors (customers who would not recommend Orange) identified by the Net Promoter Score: general adoption of call-back plans for detractor customers, quality cycles to resolve front-line problems
- Continuing the programme to simplify offers and the customer journey.
 - Publication of Orange's new code for responsible communication
 - Distribution in November 2016, to all Group communicators, of the new Code for Responsible Communication, structured around the challenges of communication that shows solidarity and is respectful, transparent, and committed.



Thematic data sheets

Corporate Social Responsibility

Going further

- [Essential and "customer-proven" services](#)