

# Improving business processes

Delivering what your business demands, rapidly and efficiently

## Orange Business Services

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# Agenda

Introduction

Challenge

What we achieved with IBM Blueworks Live & T-Impact

Formula for success

Learning ...

# Introduction

## Orange Business Services

Large, complex federated organisation with governance and structural requirements unique to organisations of this size

- €7.8 billion revenue, 30,000 employees in 166 countries
- France Télécom subsidiary built through merger & acquisitions of Global One & Equant
- Offer managed services in over 220 countries including: WAN, LAN, security, mobility, voice, video and consulting

## Mark Pope

Experienced executive with track record of success in large organisations

- Vice president Consulting and Solutions Integration products who recently doubled services revenue and improved client satisfaction by 23%
- Previous roles : AT&T Director Client Management, Service Delivery & Operations, British Steel Director IT & Business Process Re-Engineering and EDS European Business Services Manager

# Our journey

Global transformation had started with Network products

Could CS&I products use the same approach?

Different language, assumptions, understandings

Platform for future development

Process transformation specialists (T-Impact) gave us approach & tools

Agreement achieved across team and we got programme back on track

Pilot project exceeding KPI's now being rolled out globally

**New York**  
Project mng

**London**  
Sales & Operations



**India**  
Outsourcing team

**New Zealand**  
Programme mng

# Challenge

Order to Bill transformation programme had stalled

- Team geographically dispersed
- Different perspectives, objectives & skills
- Using Visio to capture current operations model



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## Blueworks Live Flexible yet firm

Produced a better solution

- Fit for purpose
- Ensured buy-in
- Foundation for automation / continuous improvement

Overcame roadblocks

- Transparency
- Clarity

Quickly delivered value in excess of investment

- Reduced costs
- Accelerated delivery
- Control



## What we achieved with IBM Blueworks Live & T-Impact

- Target model approved by all geographies and functional departments
- Quantified €5.2 million ROI over 3 years
- Eliminated single points of failure and reduced Non-Value Activity
- Increased sales volume capacity without increasing unit costs
- Reduced Order To Bill process cycle time from 14 to 11 weeks, reducing costs & increasing customer satisfaction

## Formula for success

$$\int f(v, d, n) > R$$



# Learning

1 People discuss processes at different levels and in different ways – top down and bottom up

2 Structured approach revealed:

- ‘unwritten policies’
- Local / misaligned perspectives
- Unique requirements of strategic services

3 Need experienced guides to navigate:

- Complex human processes
- The tools dilemma - hand grenades for children

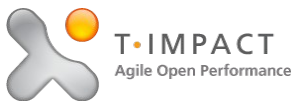
4 Transformation is challenging

- Need to have a big prize
- Where there is strong orthodoxy, need to focus on inclusion
- Need to provide clarity & transparency for multiple vertical

5 Continuous Improvement

- Plan for stewardship
- Global and local process owner accountability

thank you



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