

# Coote Harvard helps Orange create its bright future

Orange is the number 1 cellular telephone operator in the UK. Since its formation in 1994 it has grown enormously and there have been huge management challenges in just building and running the network to meet such growth. However, with 15,000 employees and a recent takeover by France Telecom (FT), Orange is finding that the way it does things has to change if it is to continue to be as successful.

The Orange UK Technical directorate recently appointed Coote Harvard to help implement a major change project. Named Project Delta, the aim was to create new ways of doing things which supported the greatly increased size and scale of activities in Orange.

One of the great strengths of Orange was its ability to see opportunities and move swiftly to exploit them. However, as the business increased this became more and more difficult to achieve - the fast moving, entrepreneurial model was not scalable in its present form. The challenge for Delta was to retain the best aspects of the start-up culture but within a scalable framework of robust end to end processes and innovative team structures. Peter Hall, Technology & Programmes, Orange UK said, "We knew we had to change but were reluctant to move from the ways that had served us so well in the past. Coote Harvard brought a number of key techniques which showed us how we could progress"

In fact Delta itself was a key stepping stone to this new way of working. The project team first had to make the transition if the project was to succeed. Coote Harvard was engaged to bring complementary disciplines into the team and to fuse these with the entrepreneurial culture. Disciplines key to success were-



- Program management techniques to clarify objectives, define and meet deliverables
- Building project ownership by the senior team
- Team working techniques to identify and resolve barriers and conflicts
- A cross-functional teamworking mechanism to ensure rapid resolution and management of issues
- Wide communication programs to keep everyone informed

Coote Harvard worked closely with the Orange UK project team through the various phases of Project Delta. As Peter Hall concluded, "Coote Harvard has made a significant contribution to our evolution into a large, coherent company"

## Coote Harvard

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### BACKGROUND

Orange is the no. 1 UK cellular operator employing 15,000 people and with over 12m customers. Acquired by France Telecom last year Orange now has interests in 19 different operating companies.

The big challenges are to find ways to continue to grow dramatically whilst retaining customers through innovative services and excellent customer care.

The UK organisation is based in Bristol, London, Peterlee, Manchester and Darlington.



"significant contribution to development of our change capabilities"



Coote Harvard provides an end-to-end service to help companies change the way they work. Their full range of services includes-

- Strategic planning
- Process re-engineering
- Learning systems
- Measurement
- Satisfaction surveys
- Team analysis & renewal
- Project management
  - Training
- Management coaching
  - MIS definition & development
- Contact management systems