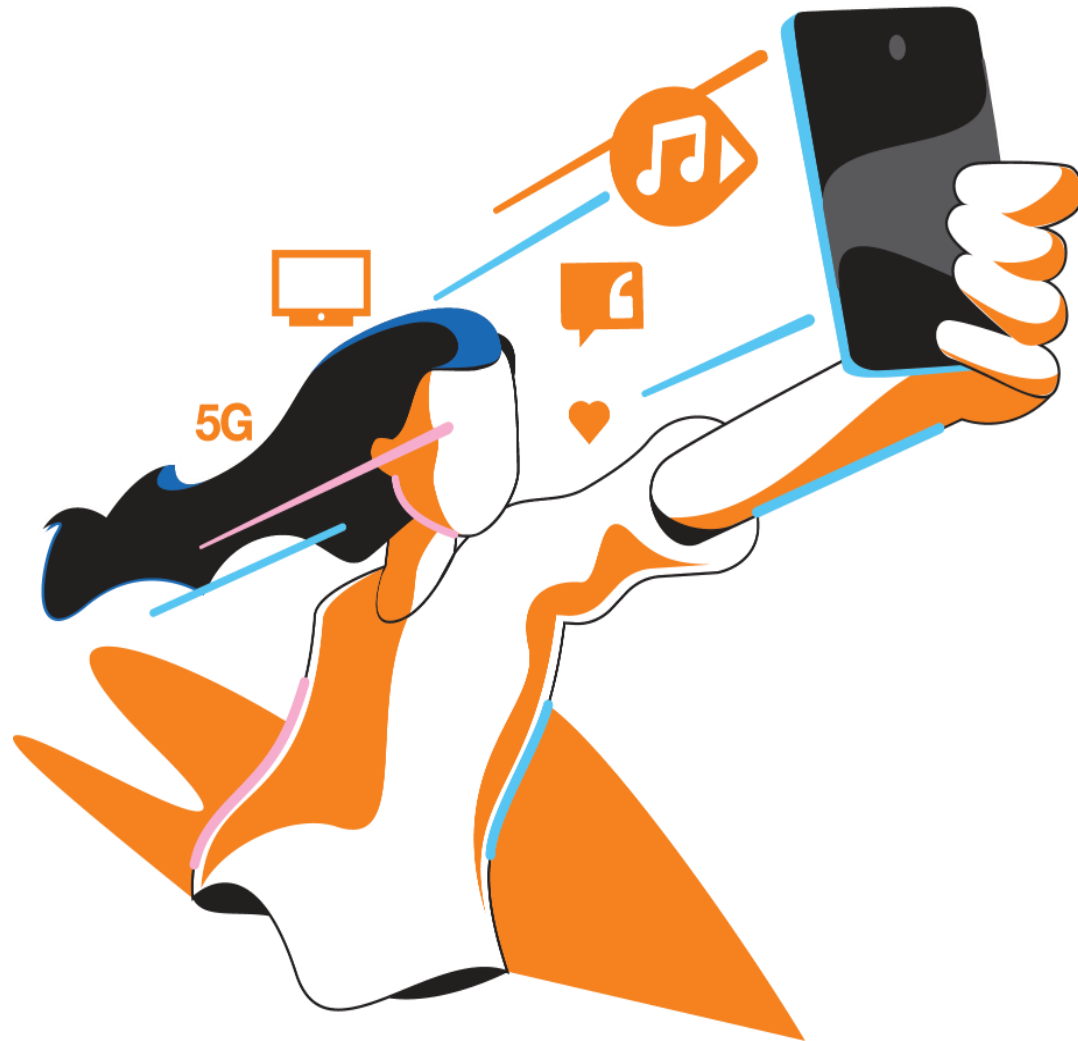


De Pottenkijker

Orange Belgium

13/10/22

Jelle Jacquet, Belinda Sels, Melissa Tre &
Mathieu Murail



AGENDA

1

Introduction

- **Context**
- **Strategy**

Jelle Jacquet &
Melissa Tre

2

L&D @Orange

- **Skills & Expertise**
- **Orange Schools**
- **Online learning platforms**
- **Demo**

Belinda Sels

3

Onboarding program in an agile way

Melissa Tre

4

Teaming Squad

Mathieu Murail

5

Questions & Answers

AGENDA

1

Introduction

- **Context**
- **Strategy**

Jelle Jacquet &

Melissa Tre

Orange Belgium context

Who are we?



**Residential, B2B and
Wholesale solutions**

**Leading 5G
Innovation**

**1470
Employees**

**€ 166,8m
EBITDAaL***

**€677.3m
Revenues***

Orange is a convergent operator proposing mobile, TV and Internet offers as well as innovative services to **residential** customers.

On the **B2B** market, Orange is an integrated communications provider offering a portfolio of mobility, IoT, connectivity and ICT services.

Orange is a **wholesale** operator and provides its partners with access to its infrastructure and service capabilities.

* S1 2022

Orange Belgium market context

Our challenges

What are our challenges today ?

- **VUCA** world
- Arrival of **4th operator** on the market
- Acquisition of **VOO**
- Change our positioning from challenger to **champion**

**Dare. Act differently
but above all, fulfil
the real
expectations
of the customers.**



Orange Ahead

The future is ours to make



3 pillars to become a champion



Orange Belgium: Learning & Development Strategy

Vision & Mission

VISION

We inspire people for learning by using a customer centric approach and propose relevant learning solutions to the business for **upskilling** and **reskilling**, to tackle skills gap and be prepared for the future

MISSION

1

INDIVIDUALS

Promote learning offer & inspire tm's to grow faster and develop their competencies

2

DEPARTMENT/TEAM

Partner with business to support challenges and propose adequate solutions

3

COMPANY LEVEL

Participate in the implementation of a growth mindset culture & anticipate skill gaps

Strategic goals

Partner with the business, develop Agility, Marketing Offer, Digitalization

Orange Belgium: Learning & Development Team



New Organization since October 1

L&D Europe community



- Best practice sharing between L&D Spocs in European countries
- Define common priorities and co-create on these together
 - Defining L&D Europe KPI
- Organize and contribute to Orange Learning Awards

Belgium organization

LEARNING & TEAMING CULTURE

Facilitate people growth to support transformation & performance in a positive work climate



LEARNING &
TEAMING
CULTURE LEAD



DEI &
WELLBEING
LEAD

Talent Development
Partners

Teaming
Coaches

AGENDA

2

L&D @Orange

- **Skills & Expertise**
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Belinda Sels

Orange Campus and Orange Campus Management

Strategic skills development and areas of expertise

1



5G

5



Cloud & network
virtualization

2



Agility and project
management

6



Cybersecurity

3



CSR and green
awareness

7



Management skills

4



Data and Artificial
Intelligence

8



Skills for all



**Learning
culture**

Learning
mindset,
Feedback
practice,
Individual
Development
Plans

Orange Schools per job family

Professional skills development

Business Schools

offering learning paths
for beginners and
advanced levels of
professional skills per job
family

Transverse Training Schools



HR Campus

HR Campus is the training school dedicated to the well-being of human resources and risk prevention professionals.
You will find the most important steps for each job to help you build the way ahead.



Communication school

Communication school helps develop communicators.
Whether you are a novice or an expert, the communication school helps you to help you reach excellence.
You can train yourself through different, diversified and innovative formats.



Finance College

Training school for all Group financial professionals.
Our objectives : anticipate the new financial jobs, develop the competencies during your course and create and create bridges gaps between finance professions.



Real estate school

Real estate school proposes courses allowing you to maintain a high level of competencies for jobs in property and associated services.
The courses are for every employee working in a real estate project.



Supply Chain Business school & Sourcing University

GPS Campus, a unique portal dedicated to the Sourcing University and Supply chain Business School courses aimed at developing skills and guaranteeing employability through tomorrow's challenges.



ACR University

Created to facilitate the ACR (Audit Control and Risk) strategy deployment in the groups, ACR University proposes a large catalog of resources to enrich the competencies and professionalism of the ACR Community.



Wholesale Academy



Orange Marketing Business School

Online learning platforms

edflex
keep learning, keep growing

Content

Articles, videos, podcasts, online courses, tutorials, conference

For Whom

All

>getabstract

Content

Largest e- library of business book summaries

For Whom

All

coursera

Content

Training and development programs developed by top universities and companies certifications

For Whom

Data Experts

datacamp

Content

Video tutorials, Coding challenges, and real-life projects to grow your data skills

For Whom

Data Experts

O'REILLY®

Content

Expert-created and curated information covering all the areas that will shape our future, including AI, operations, data, UX design, finance, leadership, ...

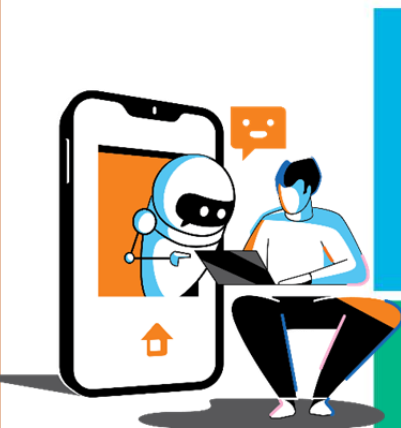
For Whom

Data Experts



Orange Learning

Demo



Orange Learning

Hello **Belinda**, what skills are you going to develop today?



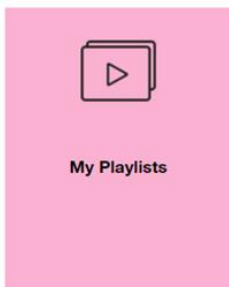
My Actions



My Learner
home



My Transcript



My Playlists

Orange Campus

Skills for All Management Data / AI Cybersecurity

Local OBE offer:
level up your talents

MOOC & Podcasts Book abstracts CEVORA

Search for training Advanced search

Online Help

Orange Learning **Piazza** Community | Learning on your mobile | Orange Learning news | Legal disclaimer

Orange CSR Visa

Become an expert on sustainable development and Orange's commitments in 1 hour e-learning and get your Orange CSR VISA

AGENDA

3

Onboarding
program in an
agile way

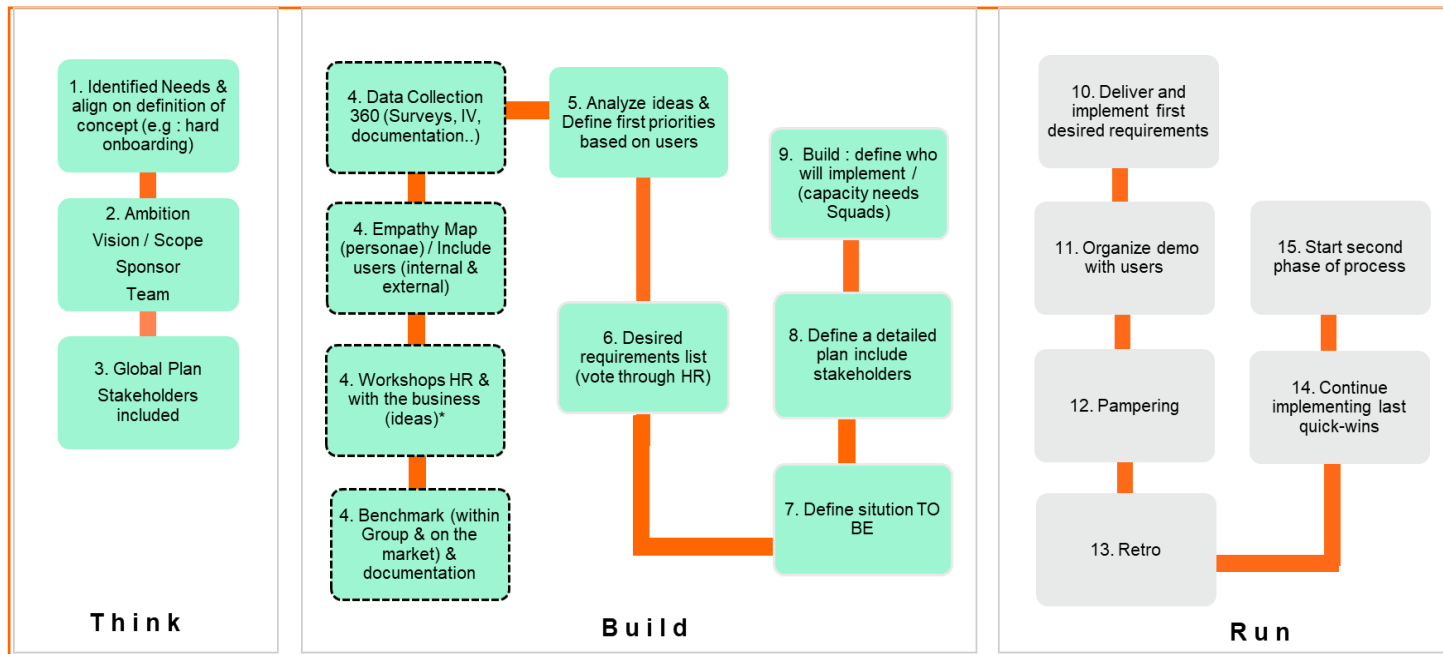
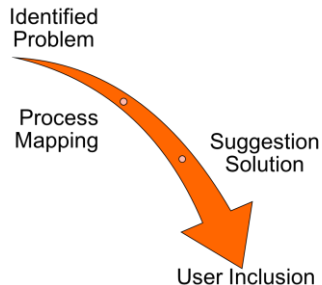
Melissa Tre

Onboarding program in an agile way

Co-construction with
users/business & HR
stakeholders

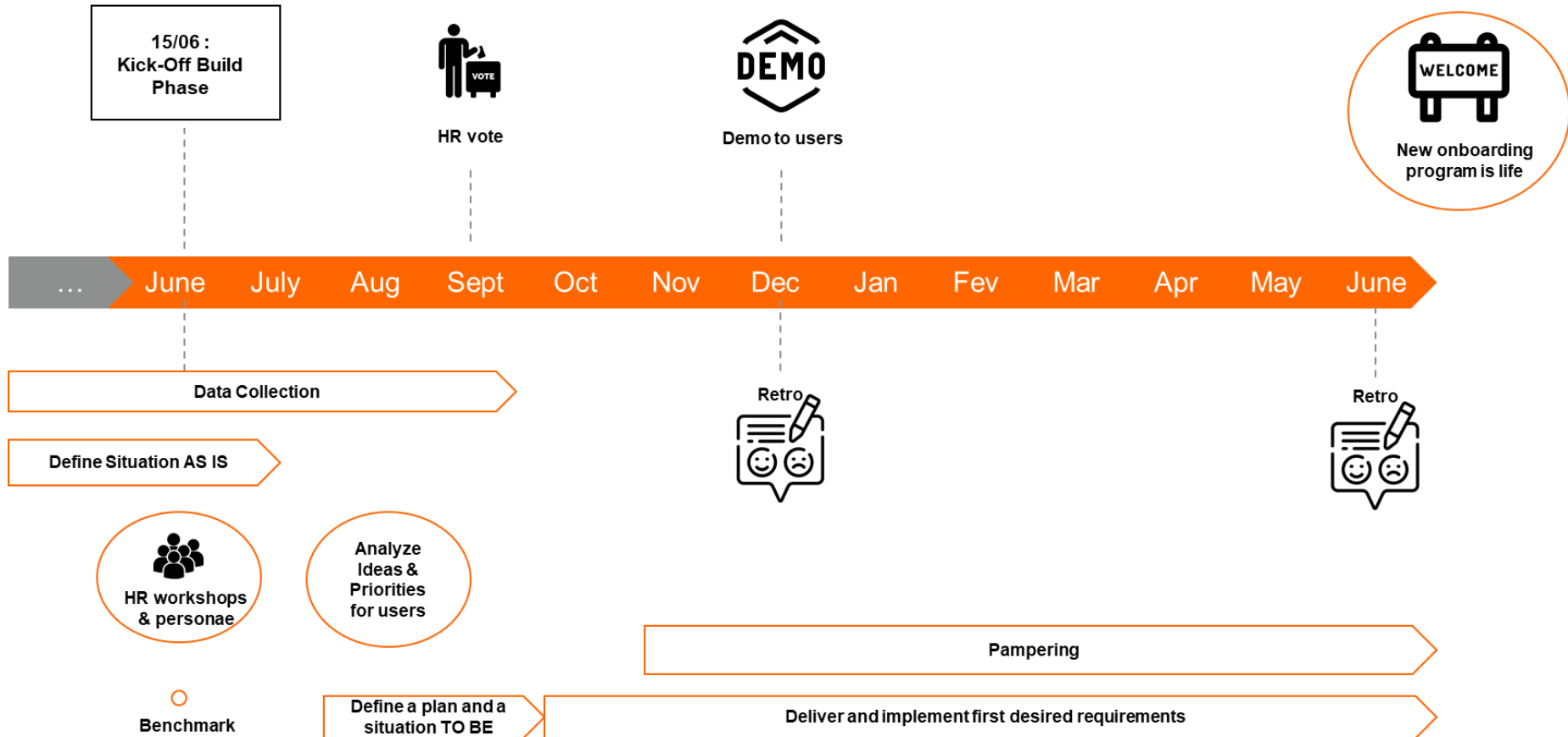


Design Thinking Exercise



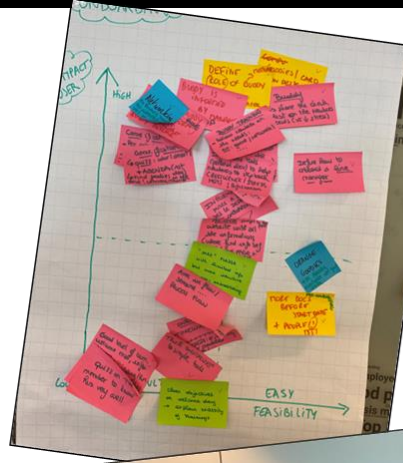
Onboarding program in an agile way

Timeline



Onboarding program in an agile way

Data collection 360°



- Workshops with HR, users & L&D stakeholders
- Benchmark with external companies

Onboarding program in an agile way

Analyze ideas & Define first priorities based on users



		Impact User		
Feasibility	Feasibility (time / cost)	Low	Medium	High
	Easy	Medium	High	High
	Medium	Low	Medium	High
	Difficult	Low	Low	Medium
+ ROI				

Onboarding program in an agile way

Define situation TO BE (customer view)

Signature of contract

- As I new internal hire, I am supported by my manager and my HR contact person
- I have the Hello application on my cellphone and receive specific welcome messages

1st Day at Orange

- As new hire, my badge, computer and company car are ready on day 1 and I have access to specific HR & IT tools
- As I new internal hire, I discover the culture of Orange as day 1
- I take part in 2 welcome days (1 the first week around tools, access, useful HR information and the 2nd around international dimension, Orange products, strategy, culture,...)

After 3 months

Pre-boarding (DIGITAL experience)

Onboarding (FACE-2-FACE experience)

Hello

- I feel expected (D-30)



- I discover Orange and my future departments
- All the onboarding information (documents, policy, useful information,...) are available on a specific platform



- I am welcomed (from D1)

Hello

- As I new internal hire, I am supported by my manager and my Buddy's
- I share my discovery report with my manager (every week the first month and then once a month till 91 event)
- I have personalized skills development journey
- I get to know my colleagues, my organization and other newbies

Hello

- I am feeling part of Orange family (day 91)



AGENDA

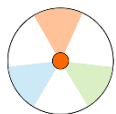
4

Teaming
Squad

Mathieu Murail

Teaming Squad

A specific internal DNA to respond to internal teaming difficulties & opportunities



TEAMING SQUAD
Reveal your team impact

Our purpose (Why)

Teams maximizing their potential

Our Mission (How) :

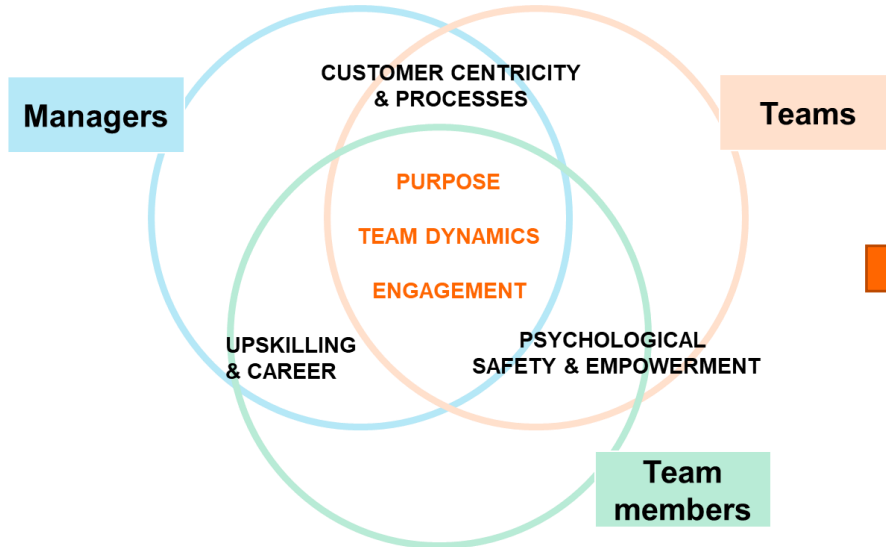
Through engagement, collaboration & efficiency tools, we help teams to increase their customer centricity, continuous innovation & autonomy.

By raising their game, we believe the customer value will be increased.

Teaming Squad

Reponding to internal needs with a simple & tailored offer

From internal needs ...



...to a tailored offer



Teaming Squad

What we want to reach

Increase team, leadership & members engagement, collaboration & efficiency

Support engagement & well being

We want to help employees own their personal & professional development while increasing their well being.

Develop inspiring leadership skills

We want to support managers to develop a leading and inspiring posture.

Sustainable & efficient team dynamics

We want to develop and optimize team efficiency by focusing on value added, talent retention, increase customer centricity and improve collaboration.

Teaming Squad

Our measures & results

Company

Business & Financial impact

Teaming squad NPS (semester survey)

**Your direct reports S1 feedback :
52 NPS**

Internal customers

Satisfaction rate in time

Semester survey average
satisfaction & recommendation rate

Repeat business rate (% ordering a
new service after having received
one)

Your direct reports S1 feedback :

**89% satisfaction for 97%
recommendation**

80% repeat business rate

Teaming squad

Quality of products/services

Direct feedback graded from 1 to 5
at the end of each activity

Your direct reports S1 feedback :

**4.4/5 – 88% satisfaction rate for
>400 employees touched in 8
months**

AGENDA

5

Questions &
Answers

QUESTIONS & ANSWERS



THANK YOU

