

CASE STUDY: Orange



Orange were introduced to the **Spony Profiling Model** two years ago during a series of management consultancy programmes, lead by Ray Jones a **FutureToBe** partner. SPM was used as the foundation to address a number of existing team issues and to improve performance in the long term. Boosted by SPM clarity they were able to accelerate dawdling projects, beat competition from concept to market, delight their parent company and save £40million.

The teams helped by SPM:

New Product Introductions Team:

The NPI felt that a greater competitive edge was required from concept to market as in-depth studies showed them as being several months behind competitors on all new products. SPM was a key tool in the implementation of the *Get Fit, Get Fast, Get First!* programme, which Ray delivered. Thanks to this programme NPI are now in line with the competition and are first to market in 40% of all cases. They are now a team with a reputation for dynamism that has not gone unnoticed by parent co.

France Telecom:

The Orange parent company now plan to implement NPI's technology and people methodology on a global scale.

Orange Care Team:

Under the programme Challenge 25, the team were seeking a fresh approach to projects that had become unnecessarily protracted. SPM was used to evaluate and redeploy the senior team; emphasising the talents of each individual for the benefit of the team. This new approach saw immediate impact for the Manager of the Care Division; his team were suddenly making successes out of stagnating proposals, saving millions of pounds. They took a plan for their new building, which had been 'in discussion' for 2 years and within 5 weeks had the go ahead. The building was finished within 5 months. SPM's role at the heart of this transformation was crucial; the clarity gained from accurate profiling underpins their success.

Customer Delivery Development Team:

The CDD Team is based on a merger of two separate teams with one manager whose unique approach to project management is bolstered by SPM. Incorporating the profiling tool within his already sophisticated strategy, the manager has been able to build one team to handle a multitude of projects, which has lead to his team gaining a higher profile over the last 2 years. Now considered by Orange to be the best project team, they handle project responsibility valued internally at 1.2billion Euros. The success of the CDD Team and its project manager is a testimony to SPM as an indispensable management tool.

On the whole, Orange found the results of the profiling lead to a greater focus on relationships and improving communications. Ultimately all of these teams sought a new solution to common challenges, the self-awareness given to them by SPM has been a vital asset in achieving this end.

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