

# Focusing on simplicity and rationalisation

**Simplify. Easy to say, but hard to do? Not for Orange Belgium, which pursued this essential objective throughout the year on both the external and internal levels. For greater effectiveness but also better adequacy, Orange Belgium dared to make audacious new offers while working in a more fluid and optimised manner.**



The goal is clear: permit everyone, whether an individual or a company, to choose a solution that meets their real needs and consumption habits.

Orange Belgium's promise to the B2B market: the possibility of becoming a connected employer.

Jean-Claude Van Damme flying on two cucumbers, a guinea pig in his arms, pursued by three dwarfs bent on revenge... A typically Belgian surrealist scenario developed for Orange Belgium's innovative commercial. Its particularity, apart from the script? It's the company's customers who came up with it! A fun and daring result, just like the offers that Orange Belgium proposes to its customers. Because the goal is clear: permit everyone, whether an individual or a company, to choose a solution that meets their real needs and consumption habits.

### Breaking the shackles of the packs

Without a doubt, the flagship launch of 2019 is that of the Love Duo offer, a novel pack combining a mobile subscription à la carte and ultrafast and unlimited fixed internet access. A niche that Orange Belgium is exploring by addressing primarily cord-cutters, those ever more numerous consumers who have left classical television behind to consult audio-visual content available online, notably via streaming platforms. The break with the traditional offers of the telecom market is clear, and Orange Belgium is continuing in line with its credo: breaking telco conventions. To make the life of its customers easier, the range of commercial offers for both residential and B2B customers were substantially

simplified. Moreover, the company broke two other firmly implanted conventions by offering unlimited calls and data in Europe as well as free MMS in Belgium, but also within the European Union for postpaid customers. Two firsts that took effect automatically, in the greatest simplicity, without customers having to lift a finger. The same applied for the revision of the Cheetah subscription: from one day to the next, and without the slightest action on the customer's part, the subscription offered a monthly data volume of 15 GB instead of 8, still coupled with calls, texts and MMS messages for 30 euros per month. Increasing data without making rates explode is part of Orange Belgium's DNA.

### Services for professionals

The shelf of offers is filling up and simplifying for the residential but also for the business market. Orange Belgium thus proposed the first fully secure and unlimited Shape rate plans: from now on, unlimited mobile data, voice calls and text messages to be used in Belgium but also in thirty-nine other European countries and territories. Orange Belgium's promise: permit its B2B customers to become connected employers by offering them traditional communication services, but also simple and effective tools for the day-to-day management of their communications and devices. And, to put the minds of the B2B customers even more at ease, Orange Belgium also added to its Shape subscriptions, free of charge, an additional security service that protects every 'smartphone client' against potential cyber threats. This integration of services offers ease of use and increasingly responds to the needs of B2B customers. The days of multiple and complex subscriptions are over: Orange Belgium is offering simple, complete services.



Objective:  
offer the teams  
as much  
end-to-end  
responsibility as  
possible.

**Simplifying in order to work better**

It takes a healthy dose of agility to simplify the functioning of work teams. An objective that didn't slow down Orange Belgium in its transformation. Concretely, the objective was to make the teams as responsible as possible by offering them end-to-end responsibility. For example, certain teams, like those which handle customer service, have been integrated into the different divisions for greater effectiveness and above all to minimise losses of information. All of which notably improves the ability of these teams to solve customer problems on the very first call. Thanks to a clear simplification of the procedures and structures, project follow-up improved substantially. This evolution of operational

processes was accompanied by the digitalisation of numerous internal administrative steps in order to simplify the life of the company's employees. Gone the expense notes on paper, or the medical certificates sent in by post. From now on everything goes through digital channels that facilitate the processing of numerous aspects related to human resources. Each employee can also control a part of his or her remuneration via the introduction of a Flex Income Plan.

Determined to constantly improve its distribution network, Orange Belgium also internalised the staff of over twenty franchised stores.



**Hello, Orange?**

Although every effort is made to assure the satisfaction of its 3 million residential customers, no one is immune to a bad experience. Even at this stage, Orange Belgium deploys its services to ensure a high-quality, standardised and effective complaint follow-up. This state-of-the-art team training was initiated in 2018 in order to culminate in 2019 in an improvement and simplification of the procedures for responding to customers, a revision of the internal processes for security and protection of personal data. A process that has notably required identification of all of the internal databases and the persons having access to them, definition of the standards for responding to requests from customers relating to protection of personal data, a global mapping of all security questions around the activities of Orange Belgium, etc.

**Going for simplicity of installation**

Exit the cable operator's intervention during a change of contract for a customer wishing to benefit from Orange Belgium's services. From now on the latter's installer can handle all of the steps in a single go. A savings of time and energy for the customers and the company. In 2019, the operational implementation of this Single Installer system could take place thanks to an evolution in the Belgian regulations that was broadly supported by Orange Belgium. Result: faster and more effective installation procedures for customers, and increased control and visibility for Orange Belgium.

**The 2020 objectives**

- Continuing to simplify the IT tools
- Continuing to simplify the commercial offers
- Revising the contracts with external partners
- Continuing to simplify the internal processes

**A novel partnership with Proximus on the mobile access network**



Deploying a mobile network naturally forms part of a telecom operator's core business, and Orange Belgium certainly needn't blush about the investments made and the technologies deployed in Belgium ever since it began. Nevertheless, it remains true that the process of deployment can be further improved and optimised, notably in order to prevent reduplication of investments that do little to differentiate between operators, which has the effect of increasing overall energy consumption without generating real added value for the customers. This is one of the reasons that prompted Orange Belgium to announce, at the beginning of the summer of 2019, its intention to conclude a mobile access network sharing agreement with Proximus. Objective: set up a joint venture, held equally by the two companies, and entrusted with the maintenance and deployment of the mobile access network on the 2G, 3G, 4G and, in the future, 5G technologies. This section of the network, constituted primarily by antenna sites, offers few possibilities for differentiation on the service provided to the customer, since the veritable strategic and technological choices, which guarantee differentiation and competition, are introduced on the level of the network core.

**Rationalising, reducing the environmental footprint and preparing for 5G**

By putting their mobile access networks together, Orange Belgium and Proximus can improve the overall mobile experience of Belgian consumers, reduce the energy consumption of their networks by nearly 20% and, above all, facilitate a faster and more extensive deployment of the 5G technology in the future once the regulations allow it. However, this is a partnership that by no means prevents healthy competition between the two operators, which moreover retain the right to unilaterally deploy networks or technologies. In the final months of 2019, the preparatory works for the installation of the joint venture were progressing well. However, the Belgian Competition Authority, at the behest of the Telenet Group, suspended the actual implementation of the joint venture until 16 March 2020, in order to permit the national telecommunications regulator, the BIPT, to analyse in greater detail the guarantees offered by the two groups for the maintenance of sound competition between the two entities. Orange Belgium has full confidence that the partnership will become a reality, to the benefit of the customers and society as a whole.