



Orange Business: Global Enterprise

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COMPANY ASSESSMENT

REPORT SUMMARY:

Orange Business is executing its transformation, leveraging strategy, innovation, and financial strength to sustain its leadership. With a focus on scaling up its platform-based services, it remains a key player among enterprise service providers.

What's New

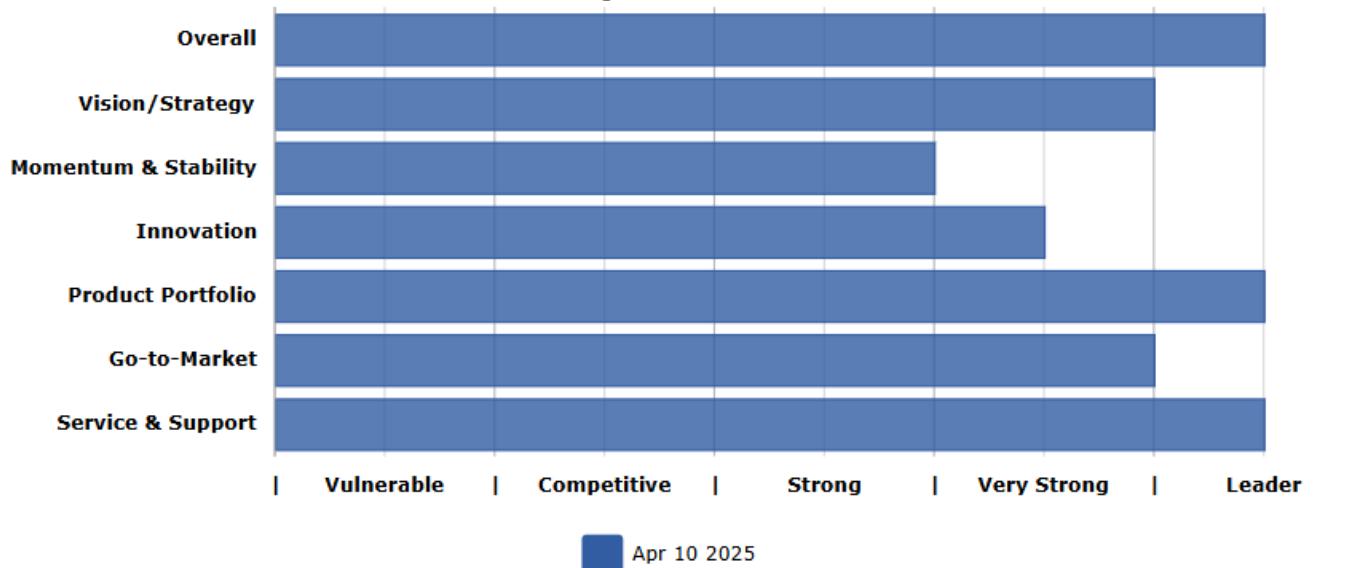
- **March 2025:** Orange Business extended its long-term partnership with SITA for another five years. In addition to network services, there will also be a focus on advanced cybersecurity, smart airports/smart cities solutions, and digital transformation tools.
- **February 2025:** Orange Business reported a decrease in revenues of -2.1% in 2024, with IT & integration services, which make up 49% of revenues, increasing by 2.7%.
- **November 2024:** Orange Business extended its Live Intelligence portfolio to include a suite of generative AI (GenAI)-driven capabilities for popular use cases, such as summarization of content, extraction of information from emails, creation of meeting minutes, preparation of meeting agendas, and editing of material. The solution targets businesses of all sizes with initial availability in France.
- **October 2024:** Orange Business partnered with cybersecurity platform provider watchTowr to add the watchTowr Continuous Automated Red Teaming platform to its cyberdefense portfolio. The platform provides attack surface visibility across known and unknown assets and helps defenders quickly validate weaknesses and exposures before attacks occur.

Global Competitive Index

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GlobalData Competitive Index

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Rating Update Summary

Leader

Orange Business is executing its transformation, leveraging strategy, innovation, and financial strength to sustain its leadership. With a focus on scaling up its platform-based services, it remains a key player among enterprise service providers.

Perspective – Essential Analysis

Strengths

- Relentless Transformation Execution:** Orange Business fully embraced its transformation program, which acknowledged the need for telcos to change quickly or risk being marginalized. Orange Business is not only maintaining momentum but has accelerated efforts with a significant investment in IT systems, emphasizing fast decision-making, a platform-driven approach, and a focus on digital integration and automation. With 2025 set as the year of scaling its Evolution Platform, its “NewCo” has been launched, with the first commercial products available at the end of Q4 2025. This demonstrates tangible progress,

Limitations

- Scaling “NewCo” While Managing Legacy Operations:** Disruption during a strategic transformation is unavoidable. While the culture shift at Orange Business toward a faster, more dynamic decision-making environment can mitigate some of the internal disruption, the transformation still involves balancing significant changes with maintaining stable operations. The company has made progress, but with the full scaling of “NewCo” services expected to take 2 to 3 years, execution risks remain.

- Cost Pressures in a Transforming Business:**

even as hybrid delivery will remain necessary during the transition.

- **Platform-Driven and AI-Enabled Innovation:** The recent shift to reduce the number of products by 50% and emphasize next-generation digital and platform-based solutions, including leveraging ServiceNow for project automation, reflects a more streamlined and customer-centric approach. This focus enhances Orange Business' value proposition as a provider of agile and modular digital services. Additionally, the expansion of its Live Intelligence offering aligns with its broader strategy to embed AI-driven automation into enterprise solutions.

- **Digital Trust and Sovereignty:** The focus on data sovereignty and digital trust is a key strategic advantage for Orange Business, especially in regulatory environments like the EU. The emphasis on providing secure, sovereign solutions positions it well with customers in regulated industries and supports initiatives like the Bleu project.

Orange Business must cope with customers' own strong focus on cost-cutting, which remains a challenge as it transitions to more comprehensive IT and cloud services. This challenge is further complicated by the investment in new IT systems and the modular platform approach, which needs to be balanced with customer expectations for cost efficiency. While the company has achieved EUR300 million in efficiencies since 2022, EBITDAaL remains under pressure, with further decline expected in 2025 before stabilizing in 2026, reinforcing the need for continued financial discipline.

- **Navigating a More Complex Competitive Landscape:** As Orange Business transitions toward a platform-driven model, expanding its capabilities beyond traditional telecom services, it faces increasing competition from a broader range of industry players, including those focused on IT services, cloud integration, and digital solutions. While Orange can differentiate with its networks and global presence, adapting to this more complex competitive environment requires continually enhancing its integration capabilities and demonstrating the value of its platform approach.

Category Ratings and Justification

Vision/Strategy

Rating: Very Strong

- As part of Orange Group's "Lead the Future" strategic plan, the B2B activities of the company were renamed Orange Business as a reflection of the simplification of its transformation plan and in order to encourage close relationships with customers. A re-focusing of the range of services it offers, and an evolution of its business model to achieve needed cost optimization, are now underway to bring Orange Business back to growth in profitability. While the company has achieved EUR300 million in efficiencies since 2022, its forecast for EBITDAaL stabilization has been pushed from 2025 to 2026, reinforcing the need for financial discipline during the transformation.
- Orange Business is refining its strategic positioning as a "network and digital integrator" targeting a platform-based approach starting with

Momentum & Stability

Rating: Strong

- Orange Business benefits from the financial muscle of French incumbent operator Orange, one of the largest telecom providers in the world. In 2024, it generated enterprise revenues of EUR7.8 billion, a decrease of 2.1% YoY, though order intake increased 7.2% for the year, with particularly strong momentum in H2 2024. The continued decline in legacy fixed line business was partially offset by growth of 2.7% in IT & integration services (including cloud, cybersecurity, and digital & data), which accounted for around 49% of revenues.
- Orange Business has established strong momentum in other elements of its recovery plan, reducing the number of products and services in its portfolio by half, and upskilling and reskilling thousands of staff resources to better align with its

NaaS. With 2025 expected to be the year of scaling Orange Business Evolution Platform, the strategy aims to integrate the core competencies of network operators, integrators, and hyperscalers to offer end-to-end converged solutions. Key strategic value propositions include digital infrastructure (including connectivity, cloud, and security); employee experience (including a digital workplace); customer experience; and operational experience (including IT/OT integration and smart connected products).

- The Orange Business vision has a strong focus on digital trust. To secure enterprise trust in managing both OT and IT data, Orange has made significant investments in cybersecurity and sovereign cloud, pursuing a holistic security approach to achieve the critical mass of assets and capabilities needed for success. The strategy is very much focused on European enterprise requirements and is helping it win deals.

new digital strategy, reinforcing internal capabilities.

- Additionally, its investment of EUR200 million in new IT systems, along with the scaling of Orange Business Evolution Platform, is helping to modernize infrastructure, further enhancing operational efficiency and supporting its vision of becoming a platform-driven company.

Innovation

Rating: Very Strong

- Orange as a group has 8,000 people dedicated to research and innovation, working in its Orange Labs; approximately 10% of those resources are dedicated to Orange Business. Group-wide, Orange researchers have over 7,000 patents in the Orange portfolio.

- Orange Business is advancing its innovation capabilities through a focus on next-generation digital products, automation, and GenAI, with the Live Intelligence suite positioned as a key enabler for enterprise productivity. Its integration of ServiceNow and development of an end-to-end IT stack are enabling streamlined project management and scalable digital solutions. Orange is also investing in cutting-edge technologies like GenAI, launching GPU-as-a-service, SaaS platforms, and plug-and-play solutions to support enterprises of all sizes. By building an ecosystem of over 20 AI use cases and training 1,500 experts, Orange is positioning itself as a leader in the responsible deployment of AI and digital transformation, with a strong emphasis on data governance and digital sovereignty.

Product Portfolio

Rating: Leader

- Orange Business has a deep portfolio of connectivity and communications offerings, including networks, telephony, mobility, collaboration, and remote working. It also offers mobile private network solutions, IoT connectivity and services, global mobility management, and MSI (i.e., operator-neutral managed services integration).

- The company provides a full suite of cloud services-spanning private, public, hybrid, and managed multi-cloud solutions. Additionally, it delivers data analytics, digital application consulting, and a comprehensive security portfolio through Orange Cyberdefense.

- As part of its strategic transformation, Orange Business is simplifying its product lineup by reducing the number of offerings by at least 50%. In 2025, the company is focused on scaling Orange Business Evolution Platform, ensuring the right service wrap and IT backend to support its next-generation solutions.

Go-to-Market

Rating: Very Strong

- Orange Business maintains a significant presence across all global regions, with a particular focus on Europe. France is its key market, home to 170 of its largest accounts and 35,000 target customers in the mid-sized to large enterprise segment. The company leverages its local telecom operations in countries like Spain, Belgium, Poland, and Romania to strengthen its position among multinationals starting with its global network capabilities.
- Outside of Europe, Orange Business employs a tailored go-to-market strategy, leveraging partnerships and its channel ecosystem to align with local customer preferences. It has a notable presence in the Middle East, addressing demand for large-scale smart city and digital sovereignty requirements, positioning itself as an alternative to technology providers based in China and the US.
- The evolution of Orange Business' operating model is reshaping its go-to-market strategy. The company is adopting digital channels through APIs and portals while also emphasizing a more consultative sales approach in areas like IT/OT integration, particularly as it expands its operational experience value proposition by pursuing AI for OT and IoT for connected industrial products. This dual approach should enable it to address complex customer needs, balancing agile consultation with structured, outcome-driven sales engagements.

Service & Support

Rating: Leader

- Out of the 7,700 employees in its global customer services and operations organization, Orange Business has five major service centers staffed by 5,000 dedicated experts (including 800+ ITIL-certified employees), managing 3,000 incidents daily and offering 24x7 support. Its well-established support framework includes global coordination of central processes along with local autonomy in regional support centers. Orange also offers CIC2.0, a 'single pane of glass' covering customers' entire multi-supplier ICT infrastructure, based on ITIL V3 methodology.
- 'Service Manage' provides digital support through a dedicated service desk 24x7, with different service levels available to suit customers' needs. The MySM portal enables customers to manage incidents, configure notification rules, see real-time device status, get information on planned maintenance, and utilize web chat support. Additional premium-level support is available, which includes technical specialists with an additional 11 languages (beyond the standard English) as well as CMDB and incident APIs.
- 'My Service Space' is an online service portal for MNC customers that covers many Orange Business products and services. It offers secure access to tools to help customers manage and optimize the configuration of their contracted solutions. The portal supports self-service ordering, budget controls, reporting and tracking of incidents, and managing portal user access.

Threats and Barriers

- **Balancing Transformation with Customer Expectations:** As Orange Business navigates its recovery plan and transformation, it must carefully balance the shift toward more predictable pricing models like NaaS and platform-based solutions with the need for extensive upfront consultation. Many customers, especially in complex environments, demand tailored solutions, requiring Orange Business to maintain significant internal agility and flexibility, even as order intake growth suggests increasing confidence in its evolving model.
- **Managing Hybrid Service Delivery:** That same balancing act will be necessary as Orange Business scales its "NewCo" platform-based services, as many customers still rely on legacy solutions. While the company aims to manage these in a leaner way, maintaining service quality across both old and new operating models presents an execution risk. Ensuring a smooth transition while meeting customer

expectations will be key to sustaining momentum.

- **Bridging Gaps in Industrial & IoT Capabilities:** While Orange Business has identified early opportunities in digital services, particularly within industrial environments, it faces challenges in this space. SAP and OT have not traditionally been areas of strength, and its strategic partnership with Siemens did not achieve what it set out to do. Orange Business does have a strong value proposition for operational experience (including IT for OT and smart connected products) and is expanding its IoT strategy to target industrial and medical OEMs. However, it is still working to close the gap with other providers that have more mature smart industry capabilities and messaging.

Sustainability

- **Environmental:** At the group level, Orange aims to reduce carbon emissions by 45% across connectivity, cloud, cybersecurity, and mobile platforms. As a digital enterprise, Orange Business is committed to ensuring effective and sustainable digital transformation, and to reducing the environmental impact of its activities, investing in digital sovereignty, and promoting the ethical use of data. More practically, Orange Business offers a number of eco-friendly solutions designed to help customers reduce carbon emissions. Orange Business Flux Vision anonymized mobile data observation solution, which recently added new indicators measuring the carbon footprint of the movement of people and goods, enables users to measure, evaluate, and identify effective actions for reducing the footprint of tourism and the logistics flows.
- **Social:** Orange considers total social impact pivotal for organizations as it defines the overall impact an organization has on the society. In working toward digital equality, it provides relevant training opportunities available to professionals and students. Orange was ranked 63rd out of 4,000 companies worldwide in the Equileap Gender Equality 2024 report, and seventh in France. Currently, 27% of managers at Orange Business are women. By 2025, the company objective is to reach 25% women in technical and digital fields, 35% women in position of responsibility, and equal pay between men and women in comparable situations.
- **Governance:** Orange has committed to an ethical approach to AI. It also has a robust set of ethics and compliance policies.

Recommended Actions

Vendor

- **Ensure Financial and Operational Flexibility for NaaS Adoption:** Orange Business needs to maintain internal flexibility to make the NaaS model successful - not just in support but also financially. This means dedicating upfront resources for solution design while also ensuring modularity in both consumption and feature scalability. Evolving NaaS into a more modular service that customers can incrementally adopt will be key to driving broader adoption.
- **Expand Co-Innovation with AI and Digital Workplace Solutions:** Orange Business should continue investing in co-innovation initiatives with clients, especially in AI-driven automation and digital workplace experiences. Expanding pilot programs and labs that focus on business outcomes will reinforce its value proposition while accelerating industry-specific AI and IT/OT integration use cases.

Competitors

- **Prioritize Data Value, Trust and Sovereignty:** Competitors can learn from Orange Business's focus on not just data, but also its propositions and messaging around trust, security, and sovereignty. With 3,900 AI and data experts and a growing GenAI portfolio, Orange Business is helping

enterprises create, protect, and share data while ensuring compliance with regulatory requirements. Competitors must enhance their own messaging around trust and secure data governance to stay competitive.

- **Enhance Flexibility in Service Delivery:** Competitors should prioritize developing flexible service delivery models that can quickly adapt to changing customer needs and market dynamics. This includes adopting a more agile approach to solution design, ensuring that teams can rapidly prototype and deploy NaaS or tailored cloud solutions. By fostering internal flexibility and encouraging cross-functional collaboration, companies can respond more effectively to customer demands and capitalize on new opportunities.
- **Invest in Customer Education and Support:** As the market evolves and technologies become more complex, Orange Business competitors must invest in comprehensive customer education and support programs. This includes providing resources, training, and advisory services that empower customers to understand and maximize the value of digital transformation initiatives. By positioning themselves as trusted partners in their customers' journeys, competitors can build stronger relationships, foster loyalty, and ultimately drive long-term business growth.

Buyers

- **Evolution Platform:** Enterprises considering Orange for its 'Evolution Platform' approach to NaaS should test its capabilities in scalability and integration as well as its commitment to designing and delivering specific business-critical requirements rather than a generic service offering.
- **Engage Orange Business for Platform-Based Transformation:** Enterprise buyers should capitalize on Orange Business' deep expertise in platform-driven transformation. Orange Business Evolution Platform, AI/automation, and IT/OT integration services provide tailored solutions for specific operational needs. Buyers should work with Orange to co-create solutions that drive both immediate efficiency and long-term innovation.

Company Details

Company Snapshot

Revenue	In 2024, it generated enterprise revenues of EUR7.8 billion, a decrease of 2.1% YoY. A decline in legacy fixed line business was partially offset by growth in IT & integration services (2.7%).
Employees	29,000 The first departures under a voluntary departure scheme (a key part of the Orange Business transformation program) have begun, and the plan to transition employees from legacy activities to IT activities is continuing at pace. The number of certifications reached 14,154 in June 2024, with a target of 20,000 in 2025.
HQ	Paris (France)
Market Strengths/Solutions	Business connectivity, communications, collaboration, mobility, computing security, systems integration, and digital business consulting.

Network Description

Fixed/Wireline Network	Global MPLS-based IP network with direct reach to 1,500+ MPLS PoPs in 900+ cities and 220 countries. Partnerships (NNI, Ethernet, xDSL) extend coverage. Orange Business also has over 200 managed ISPs for its SD-WAN offering. Core includes Cisco 12000, 7600, and 10000 series. Investments ongoing to upgrade with Cisco 7600 routers and 10000 edge service routers. Orange has 240,000km of sub-sea cables. It has built 420 SD-WAN gateways and has over 120 data centers on-net globally.
Mobile/Wireless Network	Orange offers mobile connectivity in over 100 countries via its own network and partners of FreeMove & Bridge Alliance. It offers mobile network access in 26 countries in Europe, Africa, and the Middle East. In Europe, Orange as a group has a presence in Belgium, France, Luxembourg, Moldova, Poland, Romania, Slovakia, and Spain. Orange launched 5G in six European countries and in France in 2020. 5G standalone has now been launched in three markets with plans to introduce it to more across Europe. In February 2025, Orange launched 5G standalone for professionals, SMBs, and large corporations. Orange's 4G networks cover 98% of the population in its eight operating countries across Europe. Orange Business resells Ivanti for mobile device management for global enterprises.
Data Centers	Orange Business has three major strategic data centers in France (in Reuil and Chevilly near Paris and in Normandy). Outside of France, cloud-ready data centers are established in the Netherlands, Germany, Russia, Hong Kong (China), Singapore, Sydney, and the US, with partner locations and planned Orange locations in Poland, Brazil, Romania, and the UK. All of these data centers are Tier III-equivalent, Tier III+, or Tier IV. In 2018, Orange gained 11 additional data centers in Europe through its acquisition of Basefarm. In total, Orange Business offers services from over 70 data centers globally, including 40 that offer colocation. It has also announced plans to consolidate its 17 data centers in France to just three by 2030.

Key Recent Announcements and Disclosed Strategic Plans

Date	Data
November 2024	Orange Business extended its Live Intelligence portfolio to include a suite of GenAI driven capabilities for popular use cases, designed for businesses of all sizes.
October 2024	Orange Business partnered with cybersecurity platform provider watchTowr to provide attack surface visibility for enterprises.
March 2024	Orange Business unveiled two GenAI offerings for enterprise users, a GPU-as-a-service platform, and a SaaS platform to deliver GenAI services.
January 2024	Orange Business announced that Bleu, a joint venture company with Capgemini in partnership with Microsoft, is now engaging with select French public and private organizations to prepare for migration to their new sovereign cloud platform when the first services start to go live end-2024.