



# Case Study



## At a glance


Orange had launched a **strategic workforce planning initiative, with the goal of making it a key HR process** across the entire group. The challenge: **to secure and professionalize** a strategic exercise that was previously conducted in Excel—a process that was complex to consolidate and prone to errors. With Albert, Orange now has a comprehensive framework that combines local granularity, streamlined team input, forward-looking scenarios, and automated calculations. A four-month MVP pilot across four major divisions of the group **validated the key features before the first exercise entered the Run phase.**

## Key figures

- 124,000 employees**  
integrated into the database
- 4 divisions**  
deployed in MVP
- 15 people**  
have joined the project
- 4 months**  
to complete the MVP phase

## Testimonials

“What I find most powerful is that it allows you to shift between the big picture and the details. It’s like an elevator that lets you instantly move from a COMEX-level exercise to a divisional view, and then to an operational view, with the right information for each.”



**Annick Geysse Beeker**  
Head of Strategic Workforce Planning Group

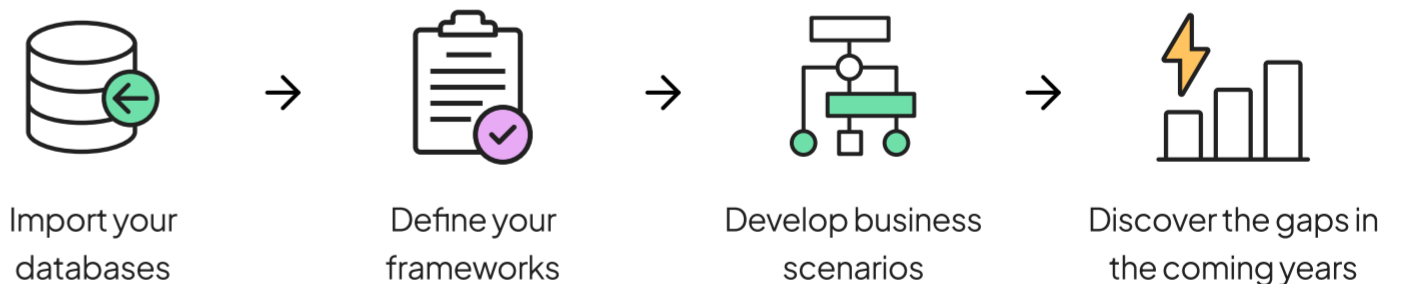
## Challenges

Orange had identified Strategic Workforce Planning as a key HR process across the group. **The challenge was to secure and professionalize a strategic exercise** that had previously been conducted largely in Excel, using large files that were **difficult to maintain and consolidate and prone to errors.** For a group with highly diverse operations—including divisions, countries, business lines, information systems, and varying levels of data—a **tool was needed capable of combining a global framework, local granularity, and team input.** The goal was to secure and streamline the quantitative aspect of the SWP, strengthen granular analyses—particularly by business line—and better align the exercise with workforce management and HR action plans.

## Solution

SWP’s approach draws on **extensive data**, such as the group’s HR history, its segmentations (by business unit, geography, or organization), and **business initiatives**, to develop **scenarios aligned with the company’s strategy.** These scenarios, developed jointly by HR teams, business units, and senior management, enable the translation of business initiatives into **concrete HR needs.**

Orange **launched an MVP with Albert across four major divisions:** Europe, Orange France, Orange Business, and Innovation. **A project team of approximately 15 people**, representing the global, division, sub-division, business unit, and IT levels, was onboarded and then engaged in workshops. The project was built in stages through workshops and feedback sessions that helped **validate the use of key features** in light of Orange’s use cases, in order to prepare for the Run phase.



## Benefits

### Built-in Domain Expertise

As a specialized solution, Albert structures the methods, frameworks, and functionalities specific to Strategic Workforce Planning, creating a true intangible asset that enables the professionalization of the process.

### Analytical Power

Albert allows you to drill down from the global to the local level—across the group, division, country, and business unit—to analyze headcount, needs, resources, and gaps. Automated calculations enhance the reliability of the process, minimize errors, and allow for repeated analyses without increasing processing time, while providing data that is far more actionable for HR action plans.

### User-friendly

Albert offers a user-friendly experience, which is essential for a non-routine exercise conducted during key phases of the SWP cycle and enables the inclusion of various process contributors.