

# Telecommunication Development Sector



**7th ITU World Telecommunication/ICT Indicators (WTI)  
Meeting  
Cairo, 3-5 March 2009**

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**Document WTI09-07/021-E  
2 March 2009**

**Original: French**

**SOURCE:** France Telecom-Orange, France

**TITLE:** NTICs: Tools for the creation, destruction or transformation of jobs with telecom operators

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# NTICs: Tools for the creation, destruction or transformation of jobs with telecom operators ?

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## Changes in technologies for telecom operators

- From 2000 to 2007, the number of mobile telephone users more than tripled, with twice as many mobile subscribers than fixed in 2006 (1.3 billion vs. 2.7 billion). The gap has widened.
- In Europe, high bit rate subscribers represented less than 10% of fixed subscribers in 2003; that proportion had quadrupled by 2007, to 40%
- The number of employees with direct links with outside customers is increasing sharply. For France Telecom-Orange Group's overall activities worldwide, the percentage of employees working in contact with customers has risen by 20% over the past three years.
- Technological change is not necessarily experienced as a change of occupation.
- Strong impact of change of status of employees.
- The complexity must be tackled by calling upon diverse competencies and having them work together.
- Major changes in the interfaces, cross-cutting professions and project implementation.

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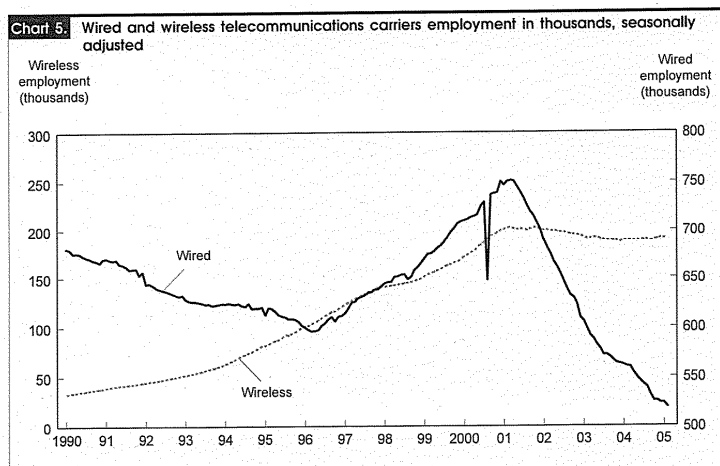
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## From fixed to mobile

Christopher C. Carbone

"Cutting the cord : telecommunications employment shifts toward wireless" Monthly Labor Review July 2006 27

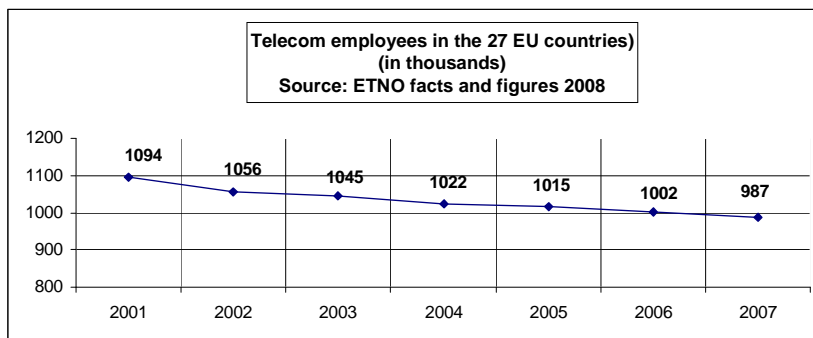


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## Trend towards smaller workforce as profile changes



"Although women make up 45% of the UK workforce, only **18% of IT professionals are female**. This is reduced still further when Telecoms professionals are included; only 17% of IT and Telecoms professionals are female" Warwick Institute for Employment Research <http://www.guidance-research.org/future-trends/it/equal-op>

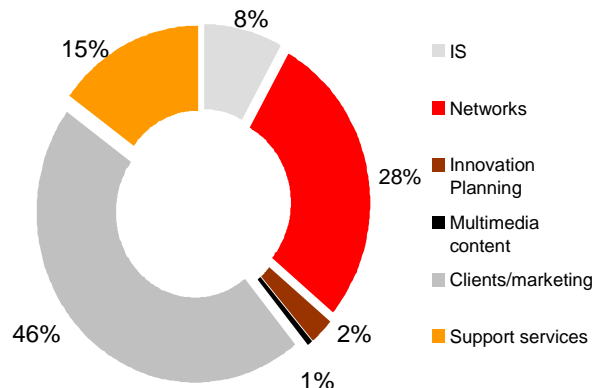
In the Orange Group, there are considerable variations, with an average age of over 45 in France, and less than 30 in the Dominican Republic and Romania

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## Main occupational domains in telecoms within Orange France

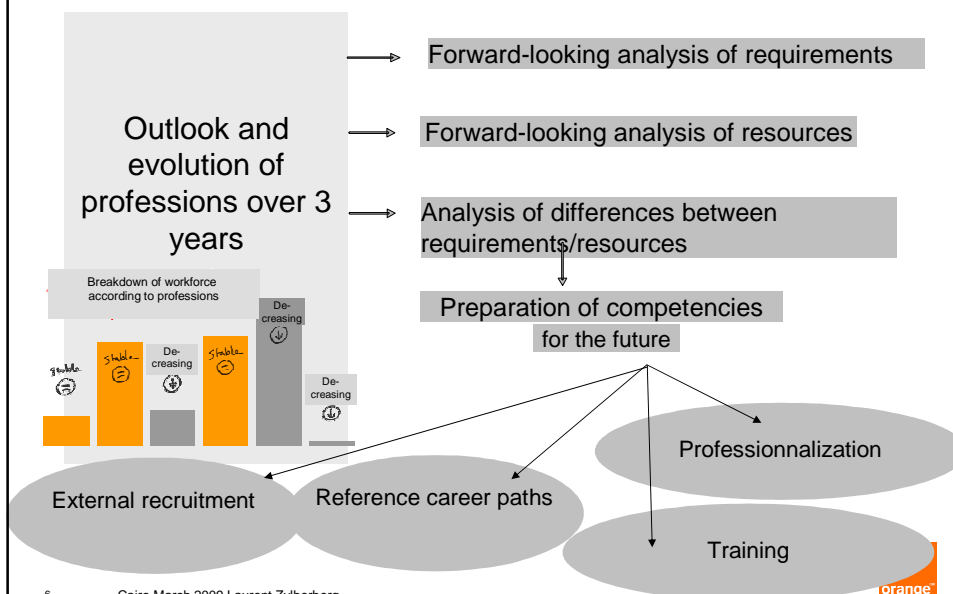


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## A forward-looking approach



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### Occupational domains – Trends and outlook for evolution

Computer systems	Networks	Innovation and planning	Production of multimedia content	Customers	Support management
IS advice and assistance to project owner	Studies and design of networks	Applied research	Multimedia design and realization	Marketing	Human resources
Studies, development, integration	Construction and production of networks	Advice and development	Publication and animation	Commercial support	Communication
Internal technical advice and assistance	Supervision and operation of networks and IS	Intellectual property and valorization	Partnership and content definition	Sales	Finance
Production and operation of IS	Network intervention	Planning and strategy		Customer account management	Legal and regulatory
User technical support and assistance	Customer intervention			Customer services	Risk management
Cross-cutting management of IS	Cross-cutting management of networks			Cross-cutting management of customers	Property & facilities management
Construction and design of value-added services				Professional services	Purchases
					Supply chain
					Secretariat Assistance

Potential evolution of professions

- Increasing (Green arrow pointing up-right)
- Stable (Blue arrow pointing right)
- Decreasing (Yellow arrow pointing down-right)

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### Recruitment requirements

Customer relations	+ + +
Network and IS	+ +
Business services	+
Innovation	+

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## In-house professional changes

### Changes specific to each profession

#### Customer relations

- Consultancy requirements
- Complexity management

→ good knowledge of services and technology  
→ specific expertise for each category of services

#### Network and IS

- Development of all-IP

→ Change of culture in network professions

#### Business services

- Deployment of complex projects

→ Major competencies in project management

#### Innovation

- Time to market

→ Major capacities in the management of major cross-cutting projects

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## New stakes

### Industrial strategy

- Innovation
- Service/services
- Customer relations
- A group fully engaged in strategy of convergence



### New stakes

- **Culture:** a culture based on service, innovation and global solution
- **Competencies:** generalists and experts, new professions, career evolution
- **Management** of cross-cutting features, complexity and diversity

**The key to success: joint commitment to evolution on the part of the company and employee**

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## Why joint commitment?

From a stable and planned environment



To constant adaptation in an unstable environment

- The employee must be the driver of his/her career evolution
- The company has the duty to provide the employee with the means for such evolution

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## An example from Orange

act: anticipation of competences for transformation 2006-2008

- Provide visibility regarding the outlook for jobs, required competencies and geographical distribution of the Group's activities (opportunities)
- Provide everyone with the means required to develop a career objective in line with the Group's strategy (development)
- Ensure that each manager is responsible for the Group's transformation (management)
- Provide the means required for realization of the career objective and recognition of the qualification through appropriate measures (solutions)

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## act :

Employee as driver of evolution

The company commits itself

## act : OPPORTUNITIES

- By making the opportunities more visible

## act : MANAGEMENT

- By involving all management

## act : DEVELOPMENT

- By allowing employees to develop their own career evolution

## act : SOLUTIONS

- By adapting the solutions in terms of human resources

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## act : OPPORTUNITIES

### Objective

Everyone is aware of the outlook for jobs, competencies and geographical requirements for activities

- Highlight the professional opportunities
  - Professions on the increase and those on the decrease
  - Internal and external recruitment requirements
  - Changes within the professions

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**act :**

DEVELOPMENT

Objective

Provide each employee with the means required to develop his/her own career objective in line with the company's requirements and strategy

- **Personal development contract :**
  - Formalizes the joint commitment between company and employee regarding the employee's career development
- **« development spaces »**
  - Provides employees with advice, information and services to develop their career evolution and personal development

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**act :**

MANAGEMENT

Objective

Strengthen the involvement of management in the professional evolution of all staff

- 50% of bonus based on capacity to manage teams
- Strengthening of management schools
- Development of in-house schools at Orange
- Internationalization of management

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## Objective

### Adapt Human Resources to the diversity of individual situations

- Increase of 25% in amounts devoted to training in 3 years
- In France, training represents over 6% of wage bill
- Strengthening of professional development mechanisms
  - 16 business schools, with and without diplomas upon completion
  - Development of internal or external partnerships for training, rewarded with Orange or other certificates

