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UNRAVELLING TELECOMS & THE DIGITAL FUTURE

Orange Business: Trust the Future in Action

Trust AI - Trust the ecosystem - Trust Orange

Introduction

This summary of Orange Business is based on recent interactions with the Orange Business management team at their Insights Analyst event in Brussels in July 2026. Access to the senior people shaping and delivering the strategy is always appreciated and this was no exception with frank and open discussion of the market trends and how Orange Business is transforming and responding to those changes.

Orange is now into a new chapter. Last February the Group introduced Trust the Future, described by Christel Heydemann as more than a strategic plan. It is a conviction that in a world shaped by AI, geopolitical tension and accelerating technological change, trust will become the most valuable asset there is: Trust in networks, trust in data, trust in partners and trust in Orange itself.

This strategy builds on the former Lead the Future strategy, the plan that gave the Group a clearer portfolio, stronger execution, and a more integrated Group model.

What stands out when looking at Orange Business is that everyone buys into the new strategy. There is a unity in messaging, but also in the energy and enthusiasm brought to the table. This is a major rebuild. The fundamentals of the business services market for a company with a telecoms background are being redrawn. Gone are the expensive private circuits and their fat margins, gone too are the expensive business specific networks like MPLS, and the market has moved on to require cloud, AI intelligence, and a platform from which services can be delivered to MNCs all the way down to the SMB market.

The threads of trust, cloud and AI run through from Orange Group, creating consistency but also scale from the Group, providing leverage for the Operating Countries to use in their local markets. The Live Intelligence centralised AI strategy and Orange Cyberdefense as group function gain the benefits of scale as well as the notion of ‘drinking our own Orange juice’ since these services are also in use throughout the organisation.

As Aliette Mousnier-Lompré outlined, trust in partners and the resultant ecosystem delivering a fresh channel emphasis is a major aspect of the transformation - and one I totally applaud. Telcos cannot go it alone on this broader digital journey into the business market, they have to embrace the channels their customers prefer to use, creating an additional route to market alongside their own.

The Orange Business CEO also made it clear that rather than talking emotively about ‘sovereignty’, it is more important to think about the ‘resilience’ of infrastructure and services being deployed by Orange Business for its customers in the light of commercial, economic and geopolitical pressures. The commercial reality of the deal with Tech Mahindra also shows a pragmatism when it comes to enhancing the underlying support model whilst also extending customer reach especially into the North American market.

No doubt the global telecoms landscape is changing. It can be argued that Sovereignty plays more into the hands of the telecoms providers since they are fundamentally local. Aliette also commented that further market activity may well happen given the potential for consolidation on the telecoms side along with closer interest in the digital building blocks required to keep customers happy in the future.

Laurent Godicheau's emphasised the three Cs of Connectivity, Cloud and Cyber security as being essential to support future customer needs. This essentially represents the move away from a connectivity centric strategy to one of a more balanced infrastructure play. It is also the shift from individual components into a true platform play on the journey to addressing customer requirements and, of course, outcomes rather than the emphasis being on the inner workings of networks.

The building blocks

- **Live Intelligence**, the trusted AI platform, in addition to being used internally by over 100,000 employees, is now deployed across more than 100 enterprises with over 100,000 combined users, multi-LLM and built on sovereign European infrastructure, with end-to-end support from Orange's 7,000+ Data and AI experts.

- **Live Intelligence Studio**, built with LangChain, is Orange's answer to the agentic transition, moving enterprises from proof of concept to production grade agentic AI at scale in a trusted environment. Trusted and Frugal AI runs through all of it, since cost and energy consumption are now board level concerns.

- **Evolution Platform**, the trusted connectivity platform, addressing multiple consumption models, now has more than 500 customers, with 25 solutions and 16 partners on the platform. *"This is not a platform in build mode, it's a platform in growth mode"*. The major new extension will be Quantum Defender in partnership with Cisco, making Orange the first European operator to offer quantum safe WAN services commercially, with quantum safe SD-WAN arriving in 2027

- **Cloud Avenue** is Orange's answer to cloud solutions, a pan-European sovereign and private cloud platform already serving more than 1,000 customers, covering the full stack from infrastructure to cloud native applications including AI services, supported by 2,600 cloud experts across the full transformation journey. This year Cloud Avenue extends to the edge with Trusted Customer Edge Computing, an open source edge platform deployable on any hardware at the customer site, with the management plane hosted in Cloud Avenue. Smart Data Bridge addresses the data fragmentation problem sitting upstream of all of this, for industrial customers whose operational data is otherwise locked in. All of this helps Orange Business better understand workflows, AI's impact on traffic as well as the ability to support business processes directly, getting closer to that outcome goal.

- **Customer experience:** the New CRM approach and the rebirth of voice also show how Orange Business is re-prioritising the emphasis on customers. AI is playing a role in developing the customer experience, new voice applications and adapting the model around customer requirements rather than vice versa. This flexibility, along with the observability is helping Orange Business develop deeper solutions in sectors such as Defence and Healthcare which add to the already significant roster of loyal customers at the higher end of the market and which will help take the offerings further down towards SMB. In addition, if customers want to have more local suppliers, Orange Business has a slew of them lined up through the Orange Business Service Partner (BSP) Network.

Usman Javaid frames the shift well: customer expectations have moved from GenAI to agentic, and from proof of concept to implementation. Observability is key to Orange Business supporting a customer centric view of the world, although I still think the emphasis is too much on the inner workings and not enough on the actual customer demands. Time will tell how close the combined offerings of Live Intelligence, Cloud Avenue and Evolution Platform get to customers' true requirements, and how well they support business outcomes rather than the traditional KPIs of connectivity.

Execution

Eka Kamushadze has led a major portfolio simplification and platformisation effort, halving the portfolio to bring clarity to Orange's offerings. Service Model 2.0 is rolling out, including ServiceNow for the Service Desk, with over 1,600 users on the platform already and a target of more than 3,000 by the end of 2026. All of this sits inside a EURO 300 million IT modernisation programme, building a new, greenfield IT stack and replacing legacy systems with best-in-class tools and advanced observability and monitoring, laying the foundations for an AI-first platform model.

Eka stresses that none of this would be possible without Orange's people. The business has achieved more than 22,000 certifications and reskilled more than 6,000 employees over the last three years, and that effort continues through the Trust the Future plan. Eka's ambition is to put AI at the starting point of everything Orange Business does, from products and services to operations and OSS/BSS tooling, so that customers get a simpler, smarter and more unified way to engage across the full lifecycle of their services.

Hriday Ravindranath, the CTO, describes tech you trust as building a digital operating model that is supportable, monitorable and governable from day one. Orange launched the new orange-business.com last year and is steadily moving customers to one digital experience, with My Service Space becoming the unique e-care portal by the end of 2026.

Service Model 2.0 is taking fragmentation out of the service experience: Orange Service Management on ServiceNow has moved roughly 1,600 users already, targeting 3,000 by the end of 2026, with 800+ standard customers and large customers and a target of 25 more large customers by year end. Monitoring and observability went live in Q1 on Blue Planet UAA and Splunk, with six customers live by the end of Q2 and 150,000 to 200,000 devices monitored by year end, on a path to roughly half a million by the end of 2027, which is what ultimately allows legacy systems to be shut down. Service Bridge, connecting Orange's ServiceNow environment with the customer's own, already has six customers, with more than 20 expected by the end of 2026. Orange is proud to be first in the industry to launch Service Bridge End to End Change Management Integration for major customers like the above developed in close collaboration with the ServiceNow Telco Product team.

Live intelligence Studio has 28 use cases in production today, rising to 50 by year end, with 1,500+ developers onboarded by the end of the quarter, covering sales intelligence, service operations and proactive ops such as capacity management for routers. As Hriday puts it, the goal is no longer "more POCs", it is repeatable agents that can be monitored, improved and governed, so Orange can run them itself and offer the same capabilities to customers. The architectural north star ties Evolution Platform, Newco, Service Model 2.0 and agentic AI together into one shared, AI-first platform through which products, solutions and services are exposed, governed and operated.

Key milestones

- February 2026: launch of the Trust the Future strategic plan, building on Lead the Future
- Quantum Defender with PQC SD-WAN launched with Cisco, quantum safe SD-WAN arriving 2027
- Cloud Avenue achieving SecNumCloud status in 2026
- TechMahindra strategic partnership, EUR 420 million joint GTM revenue expected over five years
- My Service Space becoming the unique e-care portal by the end of 2026
- Live Intelligence Studio launch July 2020 (?), built with LangChain, for production grade agentic AI

Key data points

- Evolution Platform: 500+ customers, 25 solutions, 16 partners
- Cloud Avenue: 1,000+ customers, 2,600 cloud experts
- Live Intelligence: 100+ enterprises, 100,000+ combined users, 7,000+ Data and AI experts
- SMB in France: 28% of revenues, 44% of margins
- ServiceNow/Service Model 2.0: 1,600 users today, targeting 3,000 by end 2026; 800+ standard customers, target of 25 large customers by year end
- Monitoring: 150,000 to 200,000 devices by year end 2026, heading to roughly 500,000 by end 2027
- Digital acts: 28 million in 2025, +4% in early 2026
- Live Intelligence Studio: 28 use cases live, 50 targeted by year end; 1,500+ developers onboarded
- Workforce: 22,000+ certifications, 6,000+ employees reskilled over three years
- IT modernisation: EUR 300 million committed to a greenfield IT stack
- KPIs: 85% of standard changes deployed using automation, 90% of dashboards and reports automated, 10% YoY reduction in incidents

Summary

- Getting the building blocks of a simplified portfolio, cloud, AI, and a refreshed go to market strategy in place helps Orange Business take its offering to market consistently
- The switch to an outcome based approach is the right one. Orange Business is in a good position to build solutions around what its customers, whether MNC, mid-market or SMB, are actually trying to achieve, provided the mechanisms are in place to listen to those requirements, shape solutions and monitor the resultant service. This is a significant step forward given how technology and inward process focused the whole telecoms industry has been to date.
- Working with Tech Mahindra to underpin service delivery but also to expand and develop market reach in North America is a sign of the cross industry relationships that will inevitably grow under the blending of connectivity, cloud and AI going forward
- Moving to a more decentralised model of delivery to satisfy data, workflow and business process requirements is more likely to succeed than trying to trap a business inside a centralised structure. Outcomes are what count, as long as the ducks are lined up inside the delivering business
- Targeting SMBs is a natural extension of Orange Business' success and especially as Evolution Platform, Live Intelligence and Cloud Avenue mature. After all, the platform effect is to open up

services formerly the realm of the MNC and make them available to smaller and smaller businesses.

- AI helps, of course, in reducing the cost of delivery and coping with the enormous amounts of data flying around in support of business outcomes, but the essential element is understanding and explaining the products and services on offer and how they help customers drive towards their outcomes. Acquisitions and further deals look to be on the cards as the business stabilises and clarity emerges around blending the different digital building blocks and finding the right channel to serve different customer groups.

Which brings me to the big question sitting underneath all of this: what do your customers actually trust you to do on their behalf? Trust is easy to claim as the currency of this new chapter, but harder to earn, and it has to be earned. Orange Business has some very loyal, long-standing customers who are willing to stand up and discuss their working relationships. In addition, specific thrust into the Healthcare and Defence sectors demonstrate a deeper understanding of the workings of verticals and leverage cloud, AI, security and training to develop specific solutions from drones to patient outcomes. How far the balance has really shifted from technology to outcomes, and whether Orange Business is creating the market rather than simply following it, is what I will be watching closely as Trust the Future moves from plan to practice. In the meantime, I think a little champagne can be added to the Orange Juice to celebrate this major transformation of the organisation.