



# Orange's transformation from a traditional Telco to a digital Retailer

By collaborating with Capgemini to examine its existing systems and processes as well as solutions available on the market, Orange built a new digital marketplace powered by AI and competitive analysis.

When Orange set its sights on growing beyond its traditional portfolio and becoming an omnichannel retailer, Capgemini offered end-to-end support to develop and then execute a plan that would realize this ambition. The partners built a new digital marketplace with prices more in line with the market and a new selection of available products, which played a key role in boosting device sales.

## Orange's transformation from a traditional Telco to a digital Retailer

Orange is an international leader in telecommunications that is driven by a vision of disruptive leadership and bold strategic execution. While the company had historically limited its catalog to mobile phones, smartwatches, computers, and tablets, Orange wanted to extend its influence beyond connectivity through a business model transformation.

**Client:** Orange

**Region:** Spain

**Industry:** Telecommunications

### Client challenge:

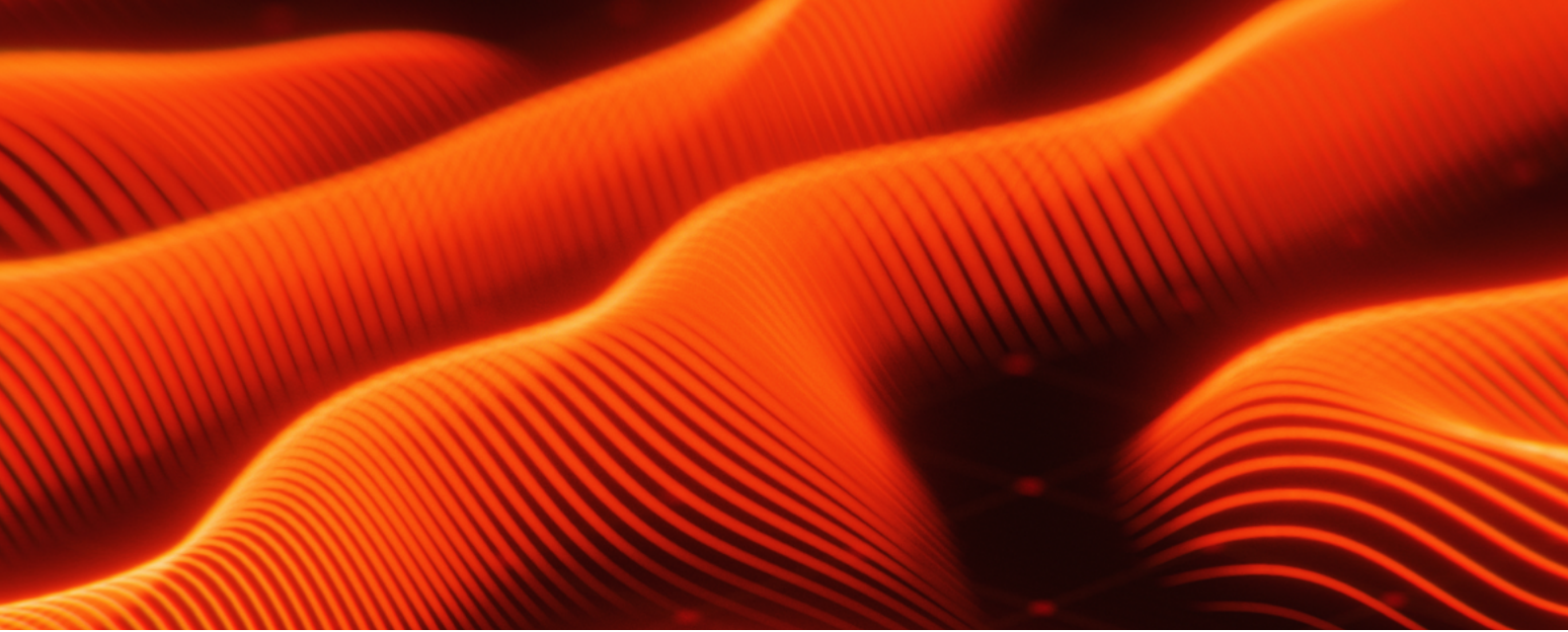
In order to become an omnichannel retailer that could offer a broader catalog to its customers, Orange set out to transform its business model and launch a new marketplace platform.

### Solution:

Capgemini supported the telecom company's ambition to expand its catalog and adapt its pricing to become more competitive within the market while establishing itself as a digital leader.

### Benefits:

- Launching a new driver of digital growth
- More than 1,200 new products have been added to the catalog
- Tripling the number of product categories available online



This would enable its evolution into a powerful omnichannel retailer and extend its influence beyond connectivity through an eCommerce platform, all with the goal of **offering a broad, competitive catalog aligned with eCommerce trends and customer needs**. This project has significantly boosted sales through the digital channel, a more cost-efficient and highly scalable channel, which is particularly relevant in a context where traditional channels—brick-and-mortar stores and telemarketing—are showing signs of saturation.

To achieve this, it was necessary to develop a **competitive, robust, and scalable marketplace**, supported by a profound transformation of processes that enabled the company to evolve from a telco model to one typical of the retail sector. The incorporation of retail-specific tools has provided greater control and responsiveness over key elements of the value proposition, such as product assortment and pricing strategy, thereby reinforcing a differentiated offering. In this context, Orange partnered with Capgemini in a collaboration aimed at consolidating its position as a digital leader.

## Learning from the market

This began with **an exhaustive market study** that analyzed purchasing statistics, trends, top-selling categories and products in Spain, product analysis and average ticket sizes, consumer behaviors, and the positioning of major retailers.

Simultaneously, the project team evaluated user experience as well as key business models, categories, and subcategories in order to define key categories, prioritization criteria, and the new value proposition, including a strategy for opening to the general market. This enabled Orange and Capgemini to establish a benchmark for competencies and industry best practices.

Next, Orange performed an extensive analysis of its supplier ecosystem. This began with an evaluation of its existing strategic suppliers that identified what types of products could provide customer value and the

opportunity to expand the catalog in categories where Orange had no presence.

In parallel, Orange and Capgemini launched **an active search for new suppliers and key retail brands**, during which they selected partners that enabled the incorporation of new categories and higher-value products.

## Developing a new pricing model

In order to ensure it could compete in pricing, the telecom provider understood that it needed a pricing tool capable of monitoring competitors while applying dynamic pricing according to business strategy.

Following the analysis of around 10 market tools based on specific criteria, Orange and Capgemini selected Minderest and Reactev as the best fit solutions.

Once selected, the tools were integrated into Orange's ecosystem, where they unified the business rules established earlier in the project. In particular, **the AI integrated in Reactev pricing tool** provided a recommended sale price that met business objectives while benefiting the consumer.

And when it became clear that the company also needed to efficiently control and manage product costs and margins individually and specifically, Orange and Capgemini developed **a custom tool to monitor products in detail**.

These fully integrated tools, **powered by artificial intelligence and advanced demand models**, automate price management, analyze the market, and update values in real time. With this capability, they ensure the business can optimize **prices at any moment to be aligned with strategic business objectives** and ensure **maximum competitiveness and profitability**.

Finally, the partners built a robust ecosystem that connected the eCommerce platform, marketplace, pricing tool, and cost management tool. This enabled the creation of automated data flows, centralized information, and ensured scalability.

## Expanding Orange's reach

Through this project and its collaboration with Capgemini, Orange has consolidated various tools and technology into a new digital model capable of delivering immediate business impact.

The launch of the marketplace, which is driven by intelligent pricing processes optimized with AI and competitive analysis, improved the competitiveness of the company's offers and immediately accelerated growth. Moreover, this complete systems integration made Orange more agile and efficient while ensuring greater future scalability.

This new platform represents a key evolution in how the company connects with its customers and manages its value proposition in the digital environment. As a result, **more than 700 new products** were added to Orange's eCommerce catalog, expanding the value proposition and multiplying customer options.

This new platform represents a major step forward in how Orange interacts with its customers and manages its value proposition in the digital environment. As a result:

- Launching a new driver of digital growth.
- Over 1,200 new products added to the catalog.

- Tripling the number of product categories available online.

The partnership with Capgemini enabled Orange to diversify its product lineup, establish itself as a leader in omnichannel retail, and cement its position as a major player in e-commerce.

With its greater market presence, expanded catalog, and more precise pricing, Orange has firmly established itself as a digital leader in the telecoms industry.

## Next steps

Looking ahead, the team will continue to expand and strengthen the business model, extending the brand's presence to other channels—including physical retail locations and customer service—to ensure a consistent experience that aligns with its value proposition.



## About Capgemini

Capgemini is the business transformation partner for enterprises in the age of AI. We help organizations imagine and build an intelligent, sustainable future, combining AI, technology and human ingenuity to transform how they operate, innovate and grow. With unique end-to-end capabilities spanning strategy, technology, engineering and intelligent operations, we bring together deep industry expertise and market-leading capabilities in AI, cloud and data to turn ambition into measurable business outcomes at scale. Supported by a robust ecosystem of partners and nearly 60 years of expertise, Capgemini is a responsible and diverse global organization of over 410,000 team members in more than 50 countries. The Group reported 2025 revenues of €22.5 billion.

**Make it real.**  
[www.capgemini.com](https://www.capgemini.com)

