

A global telecom achieves continuity and transformation at the same time

Steering Foundation

Integrated Planning & Reporting

AI-Enhanced Forecasting

Continuous Optimization

Orange Business Services, the B2B arm of the Orange Group, provides IT and communications services to multinational enterprises across 220 countries and territories. Its cost and profitability reporting runs on a large, complex system drawing on dozens of data sources. When the company decided to build a next-generation replacement, it needed its specialists on that future build, but the existing system was business-critical and too complex to leave without dedicated ownership.

The challenge

Orange Business Services could only free its specialists for the next-generation build if the existing system kept running dependably, as the whole company relies on those monthly figures. The system spanned dozens of data sources and databases with very limited documentation, and much of the knowledge of how it worked sat with a small number of people. Turning a business need into the right system change required hard-won understanding that took time to build. The company needed a partner who could absorb that complexity and take full ownership.

The approach

Centida embedded alongside Orange Business Services' finance and controlling teams, starting from how their decisions and requests actually work rather than from the technology. The priority was building a deep understanding of the existing system from the inside: how each data source flows in, how it is brought to a consistent form, and how cost is carried through to customer, product, and country. The guiding principle was to be a dependable partner the team could trust, translating business-language problems into clear, well-documented system changes. The platform runs on SQL databases, Power BI, and a Python-based cost allocation engine, which Centida now operates and maintains end to end.

The outcome

Orange Business Services moved its specialists onto the next-generation build while cost and profitability reporting kept running without interruption. For over two years, Centida has owned the full monthly cycle working alongside other Orange Business teams like the Business and Reporting Experts. Centida has implemented 679 changes to the system. Knowledge that once sat with a few individuals is now held by a dependable partner, with a clear point of contact for understanding how costs flow to any region or customer.

At a glance

BEFORE

- Critical costing know-how held in a few experts' heads
- Limited documentation across dozens of databases and sources
- Internal specialists tied up keeping the legacy system alive
- Monthly numbers dependent on scarce in-house knowledge
- System changes bottlenecked on one stretched team

AFTER

- System owned and run end to end by a dedicated partner
- System logic learned, mapped, and reliably maintained
- Internal team freed to build the next-generation replacement
- Monthly reporting delivered reliably and on time
- 679 changes delivered, documented, and owned by Centida

"Handing over a system this central to the business is a real act of trust. Centida took full ownership of our financial reporting and kept it running dependably and on time, which freed my team to focus on building its successor."

What I valued most was how reliable and available they were: whenever I needed to understand how something worked beneath the surface, the answer came back quickly and in plain language I could act on. They became a part of the team I could count on."

Alexandrine Hébert-Mainardi, Director of Finance Transformation, Orange Business Services

What improved

1. Monthly reporting owned and delivered end to end

Centida runs the full monthly reporting cycle end to end: bringing in data from 25 sources across 61 databases, running the processing that turns it into consistent figures, and producing each month's validated numbers. After a structured review with the client's team, results are signed off and made available to the whole company on time, every month.

2. Business needs translated into system changes

Controllers and business experts describe what they need in business terms; Centida translates each request into the right change to the system, advises on the best solution, and implements it. Over the engagement, that has added up to 679 changes delivered. The business now has a reliable, well-documented route from a problem identified to a corrected, explainable result.

3. A clear, dependable source of answers

Starting from limited documentation, Centida built a deep working understanding of how the whole system fits together, and turned that into clear, plain-language answers whenever the client needs them. This gave Orange Business Services full confidence that continuity and institutional knowledge were safe throughout a major transition.

Centida Consulting helps companies build reliable planning and decision systems - spanning steering foundation, integrated planning & reporting, AI-enhanced forecasting, and continuous optimization - translating strategy into a steering architecture that leadership teams use every day.

Facing a similar challenge?

Let's discuss how a structured steering approach could work for your organization.