

THE STRATEGY OF THE ORANGE MOBILE TELECOMMUNICATIONS PROVIDER TOWARDS ITS EMPLOYEES

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Abstract : The research regarding the strategies of the Orange Romania operator towards its employees was made between July – August 2010 at a national level, targeting the salesmen and store managers of this mobile telecommunications operator. The data gathering method was the questionnaire sent by post office to all the Orange Romania branches (a total of 225 branches). The data was analyzed using the informatics SPSS program.

JEL classification: M21, M31

Key words: strategy; Orange mobile telecommunications company; salesmen marketing; store management

1. INTRODUCTION

Based on the works of C. Barnard, Williamson (1991) underlines the importance of five characteristics for understanding the economic organizations: a) adaptation as the central question; b) internal adjustments of an organization are made based a cooperative way, following the administrative conscient, deliberated and addicted process; c) an authority with the accent on the bidirectional gain and consensus; d) such an operation needs a flexibility which is negotiated with the employees; e) an informal dimension of the organization sustains the formal organization. Taking into consideration these elements we will make an analysis of the strategy used by a mobile telecommunications organization towards its employees.

2. OBJECTIVES

The main focus of this paper consists in revealing the Orange mobile telecommunications company towards its employees. The data gathering method was the questionnaire sent by post office to all the Orange Romania branches (a total of 225 branches). The main reasons in chosing the mail survey were:

- A lower price than the face to face survey, with no necessity to go into every city where theOrange stores are;
- The geographic distribution of these mobile telecommunications stores did not affect the cost of the survey;

- The sample is representative
- The salesmen and managers could fill in the questionnaire when the time allowed them.

3. METHODOLOGY

The first stage in our analysis consists in describing the gathered data throughout a report upon the observations to assure that there are no errors in responses transcription, aberrant values or just to represent the variables into a synthetic table at the beginning of the analysis.

The next stage allows the description of the cantitative and qualitative variables. The present study is based on the secondary data. Thus from the data gathered in the table no 1, we can observe that the number of the respondents is 64, with 49 sales representatives and 15 store managers:

Table no 1 The position within the mobile telecommunications store

Question : Position within the mobile telecommunications store				
Answering choices	Frequency	Procentage	Valid procentage	Procentage cumulative
Salesman	49	76.6	76.6	76.6
Store manager	15	23.4	23.4	100.0
Total	64	100.0	100.0	

From the total of 64 persons that filled in the questionnaire, there are 26 men (40,6%) and 38 women (59,4%). (Table no 2)

Table no 2 Repartition by sex

Question: Sex				
Answers	Frequency	Procentage	Valid procentage	Procentage cumulative
M	26	40.6	40.6	40.6
F	38	59.4	59.4	100.0
Total	64	100.0	100.0	

4. ANALYSIS

The data was analyzed using the informatics SPSS program. Thus, the strategy of the Orange company regarding its employees is revealed in the table no 3. To become a store manager at least 4 years time is needed. A majority of the sales representatives have been working into the company for 2 years on average. The company recently hired new staff, because of the employees with an experience within the store of less than one year. On the other hand, Orange kept the employees with experience continuing to invest in them.

Table no 3 Connection between the position within the store and experience

Connection between the question: Position within the mobile telecommunications store With the question: Experience within this store, in years													
Question: Position within the mobile telecommunications store		The question: Experience within this store, in years											
		Answers											Total
		0	1	2	3	4	5	6	7	9	10		
Answers	salesman	12	12	10	5	5	4	1	0	0	0	49	
	store manager	0	2	0	0	5	2	2	2	1	1	15	
Total		12	14	10	5	10	6	3	2	1	1	64	

The table no 4 shows that the majority of the sales representatives are aged between 24 and 26 years old, while the store managers have over 30 years old. The age interval is composed of a minimum of 20 years old and a maximum of 40 years old.

Table no 4 The Connection between the position within the store and age

Connection of the question: Position within the mobile telecommunications store With the question: Age																		
The question: Position within the mobile telecommunications store		The question: Age																
		Answers:															Total	
		20	21	22	23	24	25	26	27	28	29	30	32	34	35	36		40
Sales representative	Store manager	2	1	5	5	9	8	6	3	4	3	1	0	1	1	0	0	49
	Sales representative	0	0	0	1	0	2	0	1	1	1	0	1	2	2	3	1	15
Total		2	1	5	6	9	10	6	4	5	4	1	1	3	3	3	1	64

Analysing the connection between the respondents' sex and the position within the Orange mobile telecommunications store, the table no 5 offers the following information: the women are more numerous as store managers and sales representatives.

Table no 5 Connection between sex and position within the store

Connection of the question : Position within the mobile telecommunications store With the question : Sex					
			Question: Sex		
			Answers		Total
			M	F	
Question : Position within the mobile telecommunications store	Answers	Sales representative	20	29	49
		Store manager	6	9	15
	Total			26	38

5. CONCLUSIONS

We could see that the strategy of the Orange Company regarding its employees can be summarised as follows: to reach the position of a store manager, the employees need at least four years time. The majority of the commercial agents had been working for Orange for a period between 0 and 2 years. The company recently hired new staff, because most of the people that filled in the questionnaire had less than a year experience into the branch. But, on the other hand, Orange kept the experienced employees and constantly sent them to training courses. The maximal experience in the company is 10 years. The average age of the respondents is 26 years old, but the age interval varies between 20 years old to 40 years old.

Regarding the following developments and critical discussions, the following questions can be put:

- What happens with the employees after the age of 40 (the maximum age)?
- Is the average age (24-26 years old) a way for the sales force economy of costs?
- Are the employees a way of company-market communication?

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