

Scaling-up innovation, blending organization with culture

2023 – nicolas.bry@orange.com @nicobry



Agenda

- **Learning from innovation initiatives**
 - Open Innovation
 - Empowering employees
 - Local / Global innovation
- **Designing the right innovation organization**
 - Innovation organisation and culture
 - Innovation team



Innovation is like a parachute, it works better when it's open!



Helping startups to get corporates' buy-in

■ Initiating contact

- Find-out the problem you solve
- Check market target fit
- Build awareness (contact through professional events and LinkedIn)
- Focus on convinced leaders (not reluctant)

■ Co-innovating

- Exec sponsorship & Business buy-in
- SPOC
- Common interest agreement (deal-memo)
- POC with shared outcomes and aligned KPIs
- API & sandbox



Co-innovation with startups

Building the relationship

Fruitful relationship requires trust, openness, and aligned timing between parties

01

Discover

Regular focused scouting (scaleup vs startup)
Building awareness

02

Match

Call for startups - Innovation dating - Startup id form
Thematic pitch - Adopt a BU
Radio Innovation Trophies

03

3 weeks

Integrate

Experiment form: user target, business case, value expected for all, contribution, budget, IT impact (low), BU buy-in, (co-innovation builder)
Startup kit: deal memo (3p), NDA, simplified experiment contract (2 p+ annex), marketing & data guidelines

04

4 weeks

Collaborate (POC)

Focus on the problem the startup is solving
Project form: sponsor, project manager, timeline, tasks, roles
Test, learn, and iterate
API & SDK
Dashboard: KPIs
Paid POC with deductible amount in case of contract

05

6-12 months

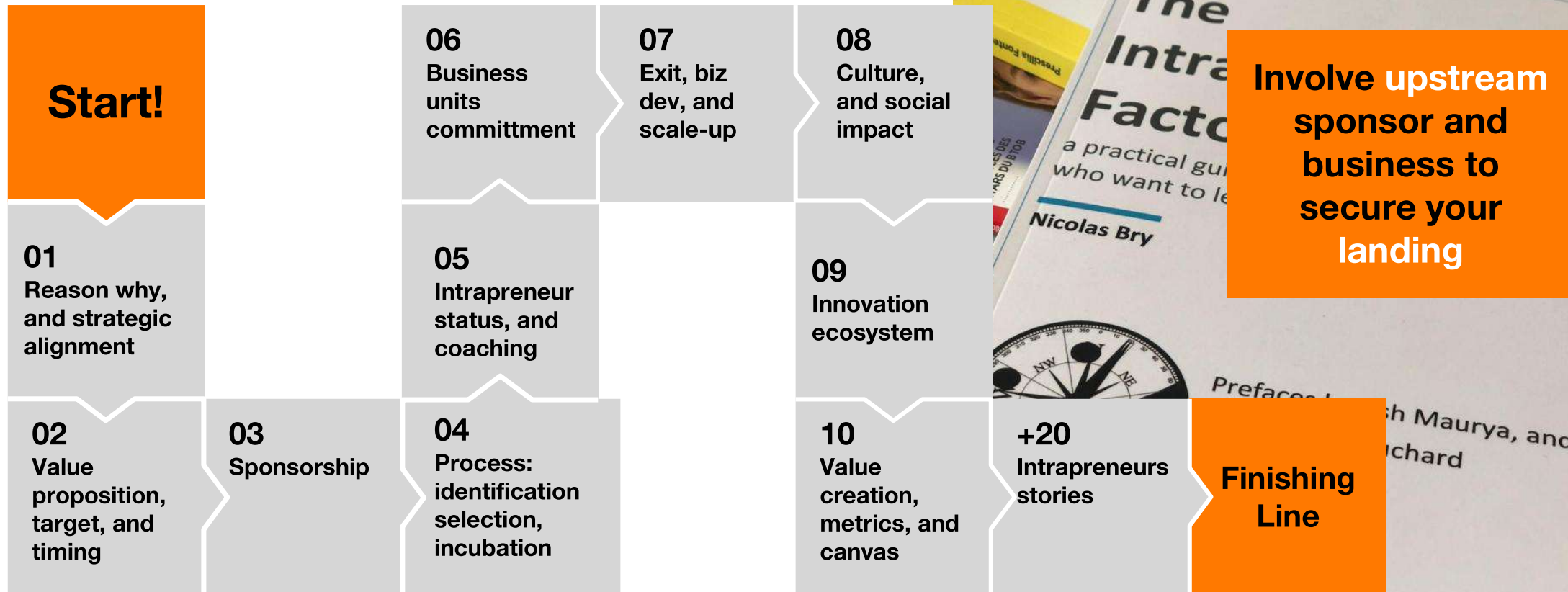
Extend

Business agreement: exploitation contract, commercial partnership
Orange Ventures Africa : startup financial, and strategic value potentials



Empowering employees on innovation

10 steps to shape innovation program



6

Amazon book <https://buff.ly/2O6U5II> - ebook <https://amzn.to/34TAxhq>
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Intrapreneurship culture

<https://www.youtube.com/watch?v=QwWyHDonfk8&t=6s>

Clic to watch video

“L’engouement pour l’intraprenariat, c’est le signe d’un changement de culture, c’est une super bonne nouvelle”

Mari-Noëlle Jégo-Laveissière

President of the jury - Deputy Chief Executive Officer TGI

Why is there such an excitement for intrapreneurship at Orange?



“Vous m’avez scotché”
(T Souche)

Clic to watch video

<https://www.youtube.com/watch?v=d40sYxRhqiE>

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Local innovation is agility and relevance

Sticking to local specificities, and executing quickly

- **Innovation ecosystem**
 - Local companies, soaring startups
 - Universities, state organizations
- **Orange business units, and employees**
 - Ideation with all stakeholders, and Intrapreneurship
- **Lean innovation process + Culture**
 - User-centric design (design-thinking)
 - Test, learn, and iterate in short cycles (lean startup and agile)
 - Innovation Talks
- **Local / Global savvy articulation**

**Design
platform (API)
that facilitate
local / global
tie-in**

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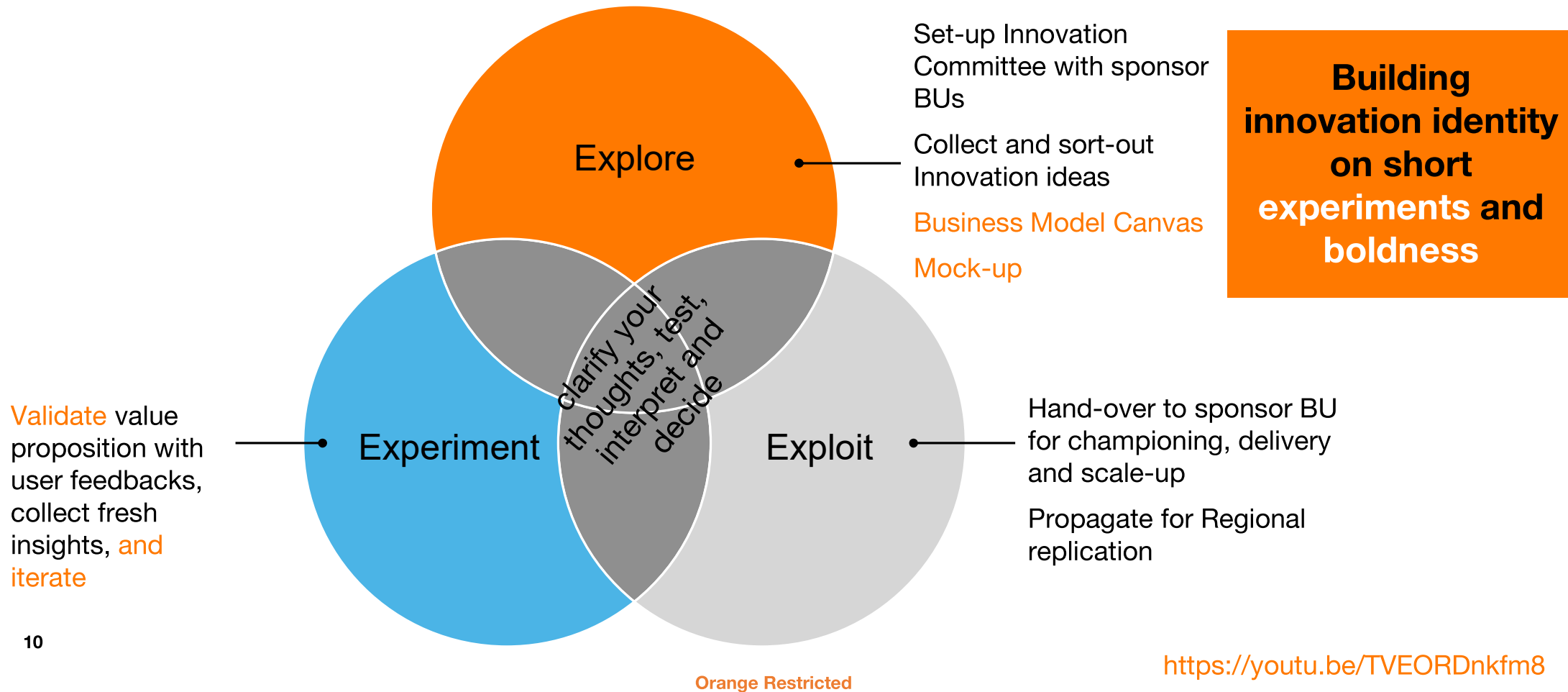


Innovation to transform the way people live

Sanza



Better experiment 200 solutions per year than develop one single project



Radio Innovation



Local innovation achievements

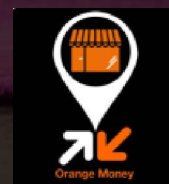


<https://youtu.be/TVEORDnkfm8>



Local Innovation

Orange Côte d'Ivoire



GéoShop

En partenariat avec



Local innovation CENOU Resto

Powered by Orange



Gagner en temps au R.U

 Orange
Money
Païement ticket

Composez *144*4*6*montant# pour recevoir votre code OTP à conserver pour confirmer l'achat des tickets. Composez ensuite *545# et suivez les instructions pour l'achat de votre repas.

    Orange Burkina  00226 07 00 01 21



Vous rapprocher
de l'essentiel



DG/TDI

Orange Burkina Faso

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Téléchargez gratuitement l'application Orange Money sur Playstore

4G+**#1**

Voix
HD

Août 2020

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Innovation organization thrives along culture

Empower with creative tension

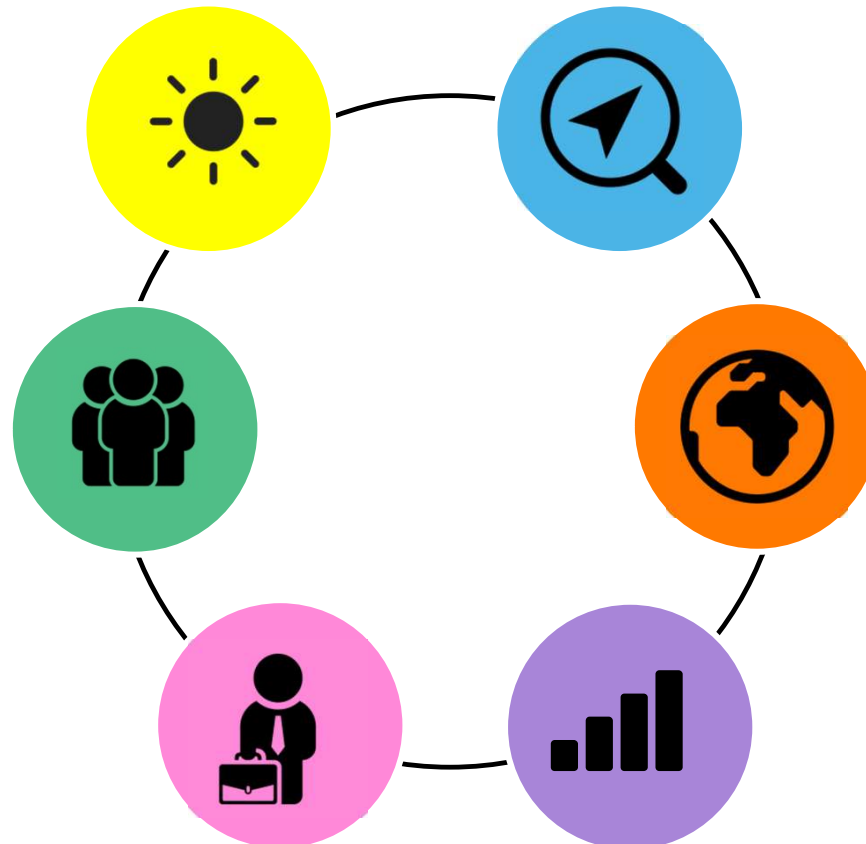
Autonomy with constraints: the faster the better, lean startup milestones, frugal execution

Upstream aspiration

Top-down crossing bottom-up initiatives, strategic alignment, BUs commitments, business impact (innovation KPIs across the organization)

Boldness

Company's failures differ from employee's ones, train leaders (dogfooding), process setback in opportunities, be a learning organization, disrupt meetings



Test& Learn, validated learnings with customer

Problem to solve, customer target, short cycles (build, test, learn, iterate), quick experiments to validate concept

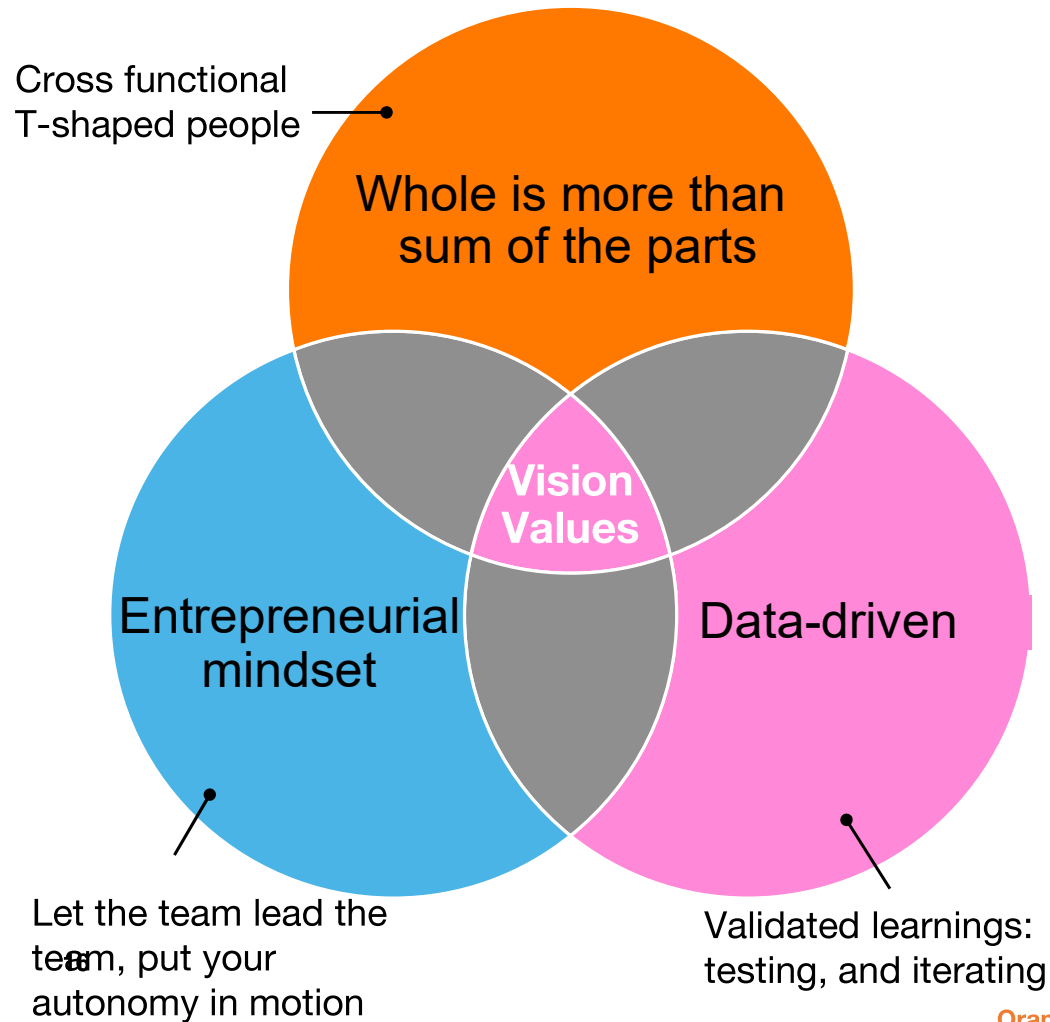
Collaborative Platforms for shared goals and explicit knowledge

Global platforms let local innovation thrive on top of them, modular design (API), ecosystem, innovation portfolio

Scaling-up

Crossing the chasm, industrialization product & process (HR, sales, marketing), hand-over and integration in BU budget

Innovation team is culture cornerstone



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Scaling-up your innovation organization



Your innovation in review

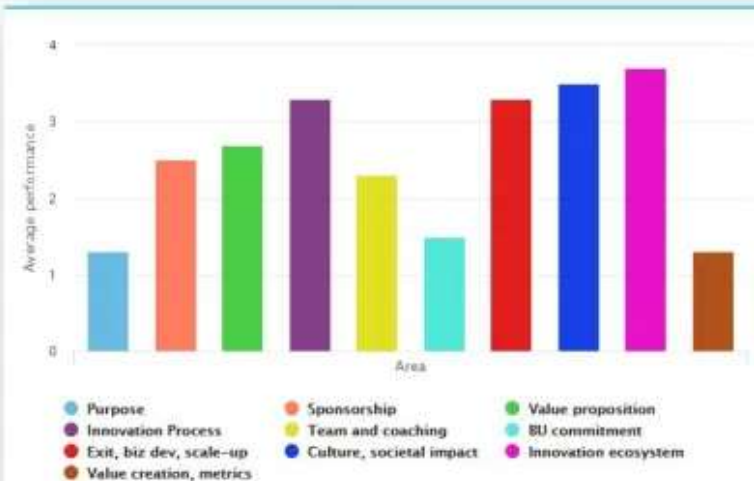
Complete this short assessment to know how your organization for innovation fares across 10 key areas, and cements its resilience.

Start

17 <https://nbry.wordpress.com/2020/03/30/innovation-after-crisis-is-your-innovation-organization-resilient/>

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Your results



Purpose

Clear purpose is critical to drive successful innovation program, what will you do to circumvent the problem, work-out the purpose, and align with the corporate strategy?

Sponsorship

Sometimes you don't manage all the parts of the game, and your sponsor looks like the invisible man. What about finding a deputy sponsor for the program?

Value proposition

You've devised on the value proposition, but likely not enough to identify the compelling benefits for the participants. Why not meet with your target, and dig in their expectations?

Innovation Process

Your successful innovation process has all key ingredients: awareness, high participants rate, relevant jury selection, and importantly, an incubation sequenced in sprints dedicated to test

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Thanks!

Takeaways for innovators

- Find out **the problem**, capture customer value and value for the company
- Test, learn, and **iterate** in short cycles = learning organization
- **Stubborn** and **flexible** mindset
- Look for **integration** before success = unleash energies and allies

Rapid Innovation in Digital Time

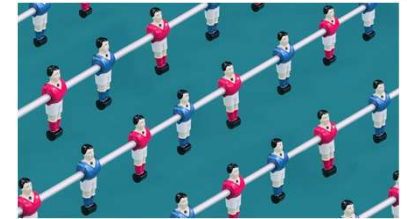
Accelerating Innovation in Harmony

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Rapid Innovation platform ▾

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Scaling-up, the next frontier for innovation labs

If all innovation projects become familiar with the whole process from exploration to exploitation and scale-up, then the program can host more projects, and scale in turn: as all projects cross-fertilize, the insights of some projects benefiting to others, the whole will definitely be greater than the sum of all parts!

Impactful products, services and business models. As a workshop, it's open to all, from debates and meetings to playground for companies.

#Atelier Louis Zéro, #Creativity, #Design, #Innovation, #Innovation Workshop, #Julien Nicolas, #Mélicha Eisenberg / Edit



Experimenting 100 innovative solutions over 20 countries in Africa

How internal innovators win the game, with Kaihan Krippendorff

22 out of the 30 most transformative innovations were conceived by employees. Kaihan explains why internal innovators are so essential for corporate growth, and how they can win out on the innovation path.

#Corporate Entrepreneurship, #Entrepreneur, #Innovator, #intrapreneurship, #Kaihan Krippendorff, #Outthinker, #The Intrapreneurs' Factory / Edit



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