

14 MAY 2019



# INTERNAL STARTUP CALL

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An unprecedented programme to spur  
intrapreneurship and innovation within Societe  
Generale Group

**C'EST VOUS  
L'AVENIR**  **SOCIETE  
GENERALE**

# 1

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## **INNOVATION: THE CORNERSTONE OF OUR DIGITAL TRANSFORMATION**

# ACCELERATING OUR DIGITAL TRANSFORMATION

## CULTURE - DNA

**PIONEERS**

**ENTREPRENEURS**

**INNOVATORS**

## TECHNOLOGICAL CAPACITIES

- EUR 4Bn: IT budget /year
- CLOUD: 60% of eligible servers on hybrid cloud
- SECURIY: EUR 650m over 3 years
- APISATION: 1,500+ API in production
- 23,500 IT experts

## OPEN INNOVATION STRATEGY

- Open to the international ecosystem since 2010
- Convinced that fintechs are partners
- Acculturation of teams at all levels
- Internal Startup Call: spur innovation and entrepreneurship on a large scale with an unprecedented international programme

# THE LARGEST INTRAPRENEURSHIP PROGRAMME OF ALL THE S&P 500 COMPANIES

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## 3 GOALS:

1

**Seek out innovative, if not disruptive, projects:** better understanding of markets, exploring new businesses, finding different uses for our assets and concrete applications for new technologies (DATA/AI, Blockchain, etc.)

2

**Speed up our transformation:** knowledge of the ecosystem, increase collaborative ventures with incubators and accelerators, knowledge of practical working methods and dissemination across the Group

3

- **Managerial transformation** and training of Management Committee
- **Engaging teams** in meaningful projects, uncovering talents and teams

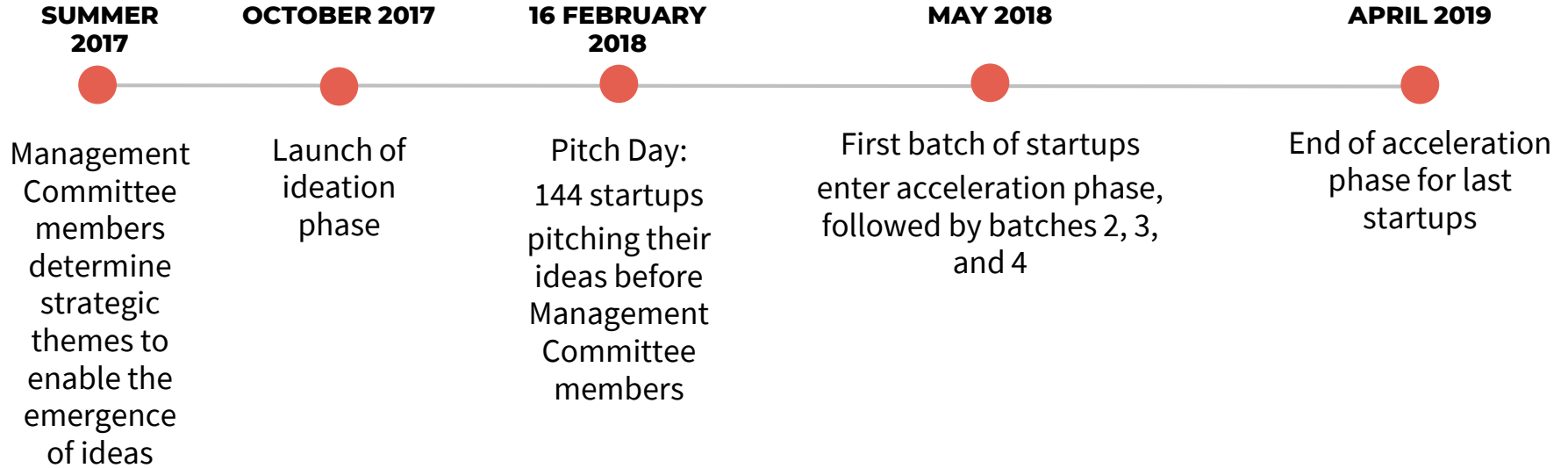
# 2

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## **INTRAPRENEURSHIP: AN UNPRECEDENTED EXPERIENCE FOR EMPLOYEES AND THE GROUP**

# INTERNAL STARTUP CALL AN UNPRECEDENTED PROGRAMME

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# KEY FIGURES



**145,000**  
EMPLOYEES  
INVOLVED

**15,000** CONNECTIONS TO  
THE IDEATION PLATFORM

**600** IDEAS SUBMITTED

**144** PITCHES

**70** STARTUPS  
SPONSORED

**60** STARTUPS  
ACCELERATED  
ACROSS 9  
COUNTRIES

**20**  
ACCELERATORS  
PARTNERS

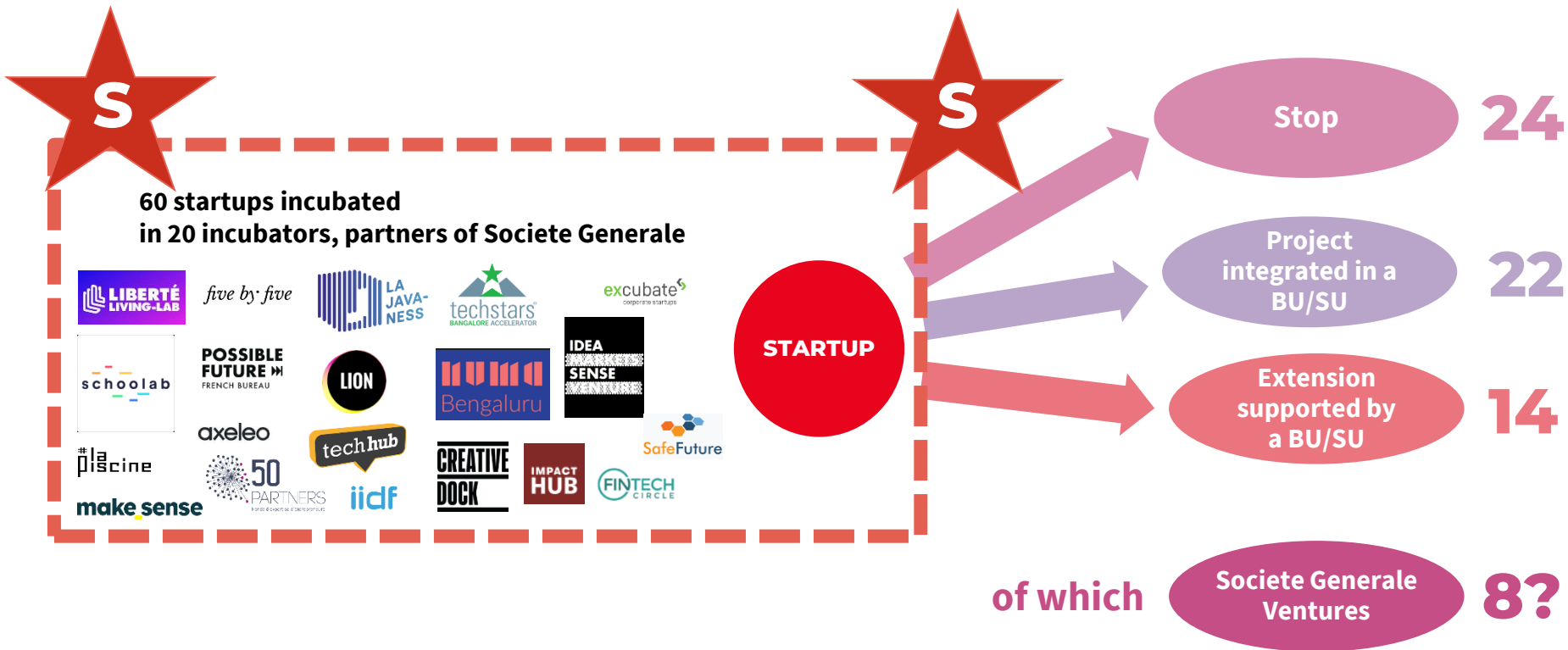
**55** MEMBERS OF THE MANAGEMENT  
COMMITTEE TRAINED  
IN CORPORATE INVESTING

**240** INTRAPRENEURS

35% are women  
25% have international profiles  
16 startups out of 60 are located abroad



# 6 MONTHS IN INCUBATION, WITH SPONSOR'S SUPPORT





# INVESTING IN NEW BUSINESSES SOCIETE GENERALE VENTURES

## Internal and external startups

### TARGETED INVESTMENTS BY BUSINESS LINES



Peers

ELYXIR



### INVESTMENT AREAS

#### Business

- Payments and e-commerce
- Open banking
- SME services
- Loans/Mortgages
- Insurtech
- Cybersecurity/RegTech
- Capital Markets
- Blockchain/Crypto-Assets
- Wealth Management

#### Prospective

- Mobility
- Identity/Immersive experience
- Data Valorisation
- Future of Work
- e-health

# LESSONS LEARNED FROM THE PROGRAMME

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Short lead time  
project steering  
mode

Time To Market

New stance: entrepreneurial  
working styles and  
methodologies

High-uncertainty innovative  
projects management

Training staff  
Profile diversity

Difficulty arbitrating between  
very long-term projects with an  
uncertain ROI and the short-  
term budget optimisation  
requirements of day-to-day  
activities

Limited cross-cutting impact:  
need for organisational agility

# NEXT STEP: FERTILISATION - GAIN NEW INNOVATION CAPABILITIES TO SERVE BUSINESS LINES

## UPSCALING METHODS



Service design  
System thinking  
Customer Research  
Behavioural economics  
Canvas Business model

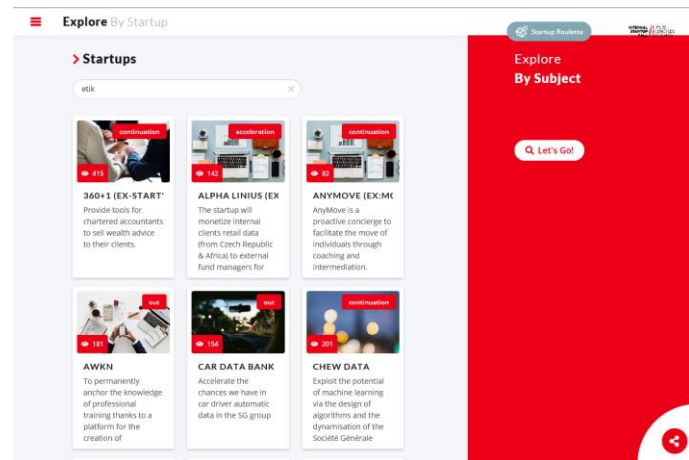


Investment allocation  
Identify blocking points  
Get closer to customers  
Pinpoint new value chains

## UPGRADE INTERNAL PROCESSES FOR GREATER ORGANISATIONAL AGILITY

## LEVERAGE THE SKILLS DEVELOPED BY INTRAPRENEURS AND THE LESSONS LEARNED IN EACH SECTOR/TECHNOLOGY

ISC EXPLORER



## DEVELOP INTRAPRENEURSHIP AT ALL MANAGERIAL LEVELS TO BOOST STAFF COMMITMENT AND CONTINUE THESE EFFORTS

# 4

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## FEEDBACK FROM INTRAPRENEURS

# SOCIETE GENERALE FORGE

## DIGITAL ASSET PLATFORM (BLOCKCHAIN TOKENS)

### THE PROJECT

Create a range of services consistent with bank industry standards:

“Token Factory”: primary market solutions and advice on structuring new digital assets,

“Token Exchange”: access to secondary market,

“Token Custody”: conservation of digital assets, reporting and compliance,

“Banking services”: KYC, AML-CTF, bank accounts and cash management.

### THE TEAM

A hybrid team of six Group experts in financial markets and six external experts in cryptography driven by a shared passion for Blockchain.

**Sponsor:** Séverin Cabannes, Deputy Chief Executive Officer

**Incubator:** Liberté Living Lab

### EVOLUTION

Determine scope of target activity and ensuing accreditation procedure.

## LESSONS LEARNED

1. Decide more often instead of decide right
2. Explaining over and over again
3. Listen to your intuition and regularly take a step back
4. Think big

# ETIK BY SOCIETE GENERALE

## THE 1ST COOPERATIVE, CHARITY NEOBANK IN FRANCE

### THE PROJECT

ETIK meets the needs of people in search of **meaningful** consumption practices. Its unique **access to property** solution is just one of its differentiating features. To this end, we offer a **neobank with:**

- day-to-day banking services encouraging **charity** (donations, solidarity jackpots)
- a **responsible saving** investment solution
- an innovative property financing solution enabling **renters to gradually climb the property ladder**

### THE TEAM

**Youness El Bya and Rhizlane El Bouazzaoui**

**Sponsor:** Véronique de la Bachelerie, head of SG Consulting

**Incubator:** Liberté Living Lab

### EVOLUTION

Study finalised and project on hold pending prioritisation by a Group BU

## LESSONS LEARNED

1. Step out of your comfort zones, do not be afraid of failure
2. Prioritise employee autonomy to spur creativity! Realise we have unexpected resources!
3. Constantly bearing in mind that “I never win. I either win or I learn.” (Nelson Mandela)

## PROMOTING SUSTAINABLE EMPLOYEE TRAINING

### THE PROJECT

AWKN is a tool used by trainers/coaches seeking to prolong on-site learning experiences by providing distance learning support and individual trainee monitoring.

AWKN provides steering and efficiency indicators, for continuous improvement of training.

### THE TEAM

**Didier, Cécile & Laurent**, 30, 17 and 10 years of experience working in Investment Banking and Management Consulting. Worked together for three years before embarking on this adventure.

Driven by a desire to help employees grow/transform organisations

**Sponsor:** Caroline Guillaumin

**Incubator:** Schoolab

### EVOLUTION

Cécile & Laurent left the Group in mid-April to set up their own company, of which Societe Generale is a client. Didier joined the Innovation Department to set up Societe Generale Ventures.

## LESSONS LEARNED

1. Share ideas (“the idea alone is worthless”)
2. “Fail better” (learn, fail again, learn, etc.)
3. Do it yourself before delegating (to move from “zero to 1”)
4. “The market never lies”

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# BIOS



# FRÉDÉRIC OUDÉA

## Chief Executive Officer of the Societe Generale Group

Frédéric Oudéa is a graduate of the École Polytechnique and the École Nationale d'Administration. From 1987 to 1995, he held a number of posts in the French senior civil service, Audit Department of the Ministry of Finance, Ministry of the Economy and Finance, Budget Ministry and Cabinet of the Ministry of the Treasury and Communication. He joined Societe Generale in 1995 and went from being Deputy Head to Head of the Corporate Banking arm in London. In 1998, he became Head of Global Supervision and Development of Equities. Appointed Deputy Chief Financial Officer of the Societe Generale Group in May 2002. Appointed Chief Financial Officer in January 2003. Appointed Chief Executive Officer of the Group in 2008 and Chairman and Chief Executive Officer of Societe Generale from May 2009 to May 2015. In May 2015, the Board of Directors separated the offices of Chairman of the Board of Directors and of Chief Executive Officer, and appointed Frédéric Oudéa Chief Executive Officer.

Year of first appointment and year in which current mandate will expire: 2009-2019

Other mandates held in French listed companies:  
Director : Cap Gemini (since 23 May 2018)

Follow Frédéric Oudéa on [Linkedin](#) and [Twitter](#)



# CLAIRE CALMEJANE

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## Chief Innovation Officer at Societe Generale Group

Claire Calmejane began her career in 2006 in the Technology Transformation department of Capgemini Consulting, where she supported companies and especially financial institutions in their technological and digital transformation. Contributing to a study on the digital transformation of large companies led by the Massachusetts Institute of Technology in 2011, she joined the London office of Capgemini to lead the digital centre of the Financial Services sector. Recruited in 2012 by Lloyds Banking Group as Head of Digital Delivery in the Online Services Department, she was appointed Innovation Director and set up the Innovation Labs and the Digital Academy before being appointed Risk Transformation Director at Lloyds Banking Group. In September 2018, Claire Calmejane joined Societe Generale as Group Chief Innovation Officer.

Claire Calmejane studied IT Engineering with a degree from the *École pour l'informatique et les techniques avancées* (EPITA) and a Masters degree from the HEC French school of management.

Follow Claire Calmejane on [Linkedin](#) and [Twitter](#)



# DIDIER LALLEMAND

## Head of Societe Generale Ventures

Didier Lallemand began his career in 1989 at Crédit Commercial de France, trading in interest rate derivatives in the Financial Markets departments. He went on to join EY Consulting in 1996, followed by Cap Gemini Consulting, where he supported Banks and Insurance companies in transforming their Finance Departments. At the end of 2003, Didier Lallemand joined the Finance Division of Societe Generale Group to steer the change in its architecture and processes. In 2008, he went on to work at the Finance Department of the Investment Banking arm, where he successively held the positions of head of Accounts, Projects and the Product Control Department. In 2013, he was made Chief Financial Officer (CFO) for the Americas region, based in New York, then in 2015 was appointed CFO for all Global Banking & Investment Services businesses.

In early 2018, Didier Lallemand and two co-founders together launched the AWKN startup project as part of Societe Generale Group's intrapreneurship programme, "Internal StartUp Call". He joined the Group's Innovation Department at the end of 2018 to structure and lead Societe Generale Ventures.

Didier Lallemand is a graduate of the Ecole Centrale in Paris.

Follow Didier Lallemand on [Linkedin](#) and [Twitter](#)



# RHIZLANE EL BOUAZZAOU

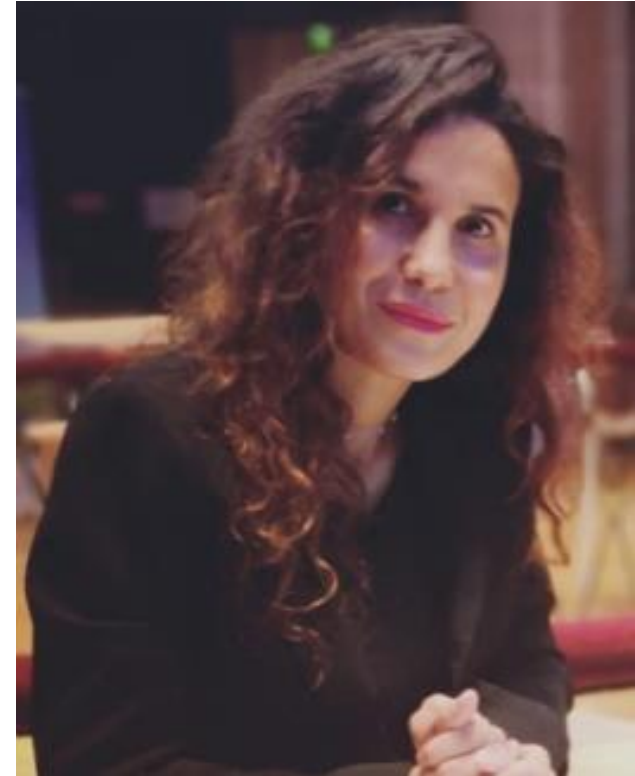
## Project Manager- IS Sourcing Strategy – Societe Generale Corporate and Investment Banking

Rhizlane El Bouazzaoui started his career in 1997 at consulting firm Sertec Informatique, where she notably helped Societe Generale set up an IT hotline for its Front Office trading desk. In 2004, she joined the Information Systems Division of the Corporate and Investment Banking arm, playing a role in various missions to provide “IT Support and Consulting” services to users. She subsequently contributed to work on securing the Group's sensitive applications and ensuring their compliance. In 2013, she joined the Strategic IS Sourcing team and helped devise and execute their Sourcing strategies. In 2015, she lead a transformation programme at a Nearshore Europe IS centre for the IT Department of the Group’s Corporate and Investment Banking division.

This experience has enabled her to build skills in Client Consulting, Change Management and “Agility at Scale”.

In 2018, she joined the Group's intrapreneurship programme and worked with an intrapreneur on mounting a digital bank project ([www.etikbank.com](http://www.etikbank.com)) based on meaning-focused services (funding for projects with a positive impact and for alternative housing).

Follow Rhizlane El Bouazzaoui on [LinkedIn](#)



# JEAN-MARC STENGER

## CEO, Société Générale - FORGE

Jean-Marc Stenger started his career at Societe Generale in 2000 as an analyst in Frankfurt.

In 2003 he joined together with 35 other employees Lyxor Asset Management, a newly created asset management subsidiary of the Equity Derivative Capital Markets division of the bank, as a alternative investments fund manager. In 2005 he became head of portfolio management and in 2013 Chief Investment Officer and Member of the Executive Committee. Jean-Marc notably contributed to the development of Lyxor's footprint in Europe, the US, Japan and Middle East managing assets for some of the world largest sovereign and pension funds. He left Lyxor early 2019 to create FORGE, the company managing 137 billions euros at that time with 600 employees in 11 countries.

Jean-Marc is regular invited as a speaker in industry conferences in France and abroad.

Jean-Marc Stenger graduated in mechanical engineering from the Arts et Métiers (ENSAM). He has been for many years an active member of the French blockchain Community.

Follow Jean-Marc Stenger on [LinkedIn](#)



# PRESS CONTACT

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