From Open Innovation to Open Enterprise
Transformation of Digital Pioneering Enterprises

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Context

• "Open enterprise and new modes of organisation in the digital era": a programme of the Telecom Fondation and Institut Mines Telecom (2011-2012)
• Workshops orientated towards building visions of the future (horizon of 10 years from now)
• Mix of digital pioneering companies (Accenture, Alcatel-Lucent, BNP Paribas, Google, Orange, SFR), researchers of the Institut Mines Telecom and experts
Social vs. societal innovation

• 1980s: apogee of economic performance perceived as financially driven only
• 1990s: recognition that social performance is key
• 2000s: extension to corporate social responsibility
• 2010s: sustainability contribute to global performance

Digital players are not the most advanced in taking part in this global transformation but….
From open innovation to open enterprise

- Open source, collective intelligence, wikis etc.
- NGOs and actions in the field of Health, Education, Environment etc. (CARE, WWF, etc.)
- Public-private partnerships, social business (Ashoka, Danone Communities, etc.)
- Open innovation (P&G Connect & Develop, Google, A-L etc.)
- “Be there and see” to catch diversity

Digital players are actively contributing to this global transformation
The case of 3 corporate open innovation models

- P&G
- Google
- SFR
From traditional to hybrid organisations

• Hierarchy and matrix organizations are still alive
• Network organisation: highly effective for developing innovation, collective intelligence and networking
• End of organisation? End of power?

Network organisation does not mean end of power but a new expression of values and attitudes
The case of 4 corporate digital social networks

- Accenture
- Alcatel-Lucent
- BNP-Paribas
- Orange
The end of power?

- Collective intelligence requires rules of conduct
- Emerging new rules of conduct based on values (freedom, trust, emancipation, solidarity)
- Successful modes of organisation are based on self-elected rules by the community with a capacity to evolve in time

Network organisation does not mean end of power but a new expression of values and attitudes
Balancing two driving forces

• Definition of what we mean by values
• Looking to compensate the lack of entrepreneurship, individual emancipation (ex A-L)
• Looking to develop solidarity, more collective teamwork, respect for others (ex Orange)

Emancipation and solidarity have been assessed as two key major drivers of cultural transformation
Trends in management

- Opening up of companies always comes from a top corporate decision
- Propensity of strong resistance from the middle-management
- Evolving framework with lessons from failure and success
- Managing with inspiration and joy

This implies a new attitude towards Time