



Open unveils its Digital Offering with a turnover target of €500 million in 2020

- **The 3 Dimensions of the Offering**

- Extend the scope of activities to combine IT and Digital services in an end-to-end offering
- Create an e-commerce platform for direct access to the services on offer
- Create a shared technological innovation platform

- A **€90 million** investment plan over 5 years to drive:

An acquisitions programme commencing in 2016

A large-scale training and recruitment plan focusing on SMACS (social, mobility, analytics, cloud, security) technologies and more specifically on Big Data

- An Ambition: **€500 million** turnover in 2020

For **Frédéric Sebag** and **Guy Mamou-Mani**, Open Co-Presidents: *“On the strength of our industrial and technological skills, already widely recognised by our clients, we aim to provide an even broader response to the digital challenge. Our ambition is to be a digital services company capable of reconciling IT perspectives with those of business uses, while also making constant innovation an integral part of the way we operate.”*

Paris, 12 November 2015 Open is announcing its corporate strategy today, aiming to position the group as a leader in digital services.

In just a few years, Open has carved out a place for itself among French digital services companies, becoming a key player in the Industrial and Digital Transformation of businesses in France.

Faced with the need for companies to achieve a metamorphosis of their business models and their impacts, Open has transformed itself to offer its clients a response to their transformation challenges.

Companies in the digital world use a different IT driver constructed mainly to serve their uses. We must therefore help companies to build an IT driver of a new type using SMAC technologies in particular to provide not only functional relevance, but also value in use.

This transformation requires the support of partners who also meet these new requirements in their offering, their organisation and their relationship with their ecosystem.

This is precisely what Open is proposing via its digital offering and its 3 dimensions:

1 - Extend the scope of activities to combine IT and Digital services in an end-to-end offering not only in the area of SMACS, but also in that of the new activities revolving around digital marketing.

This is the reality of Digital Services Companies today.

To boost its business relevance and its application and technology integration capacities, Open is reviewing its operational organisation and opening e-commerce and m-commerce, CRM and Analytics agencies, while also extending its industrial transformation capacities.

2 - Create an e-commerce platform for direct access to the services on offer

This e-commerce platform will offer Open's clients a "digitally augmented" service and relationship, making their uses the focus of the company's objectives.

Thanks to this platform, an expression of needs can be transformed into an Open service proposal comprising subscription services or on-demand Apps, and also services provided by our delivery centres or in the form of skills placed at the disposal of our clients.

3 - Create a shared technological innovation platform

In early 2015, with the support of the INRIA, Open built a technological platform which offers the possibility of conducting experiments and developing new ideas quickly through an Agile & DevOps approach.

Its purpose is to:

- transform part of Open's know-how into Apps
- foster staff initiatives
- work in partnership with the ecosystem and, most importantly, our clients, on the co-production of innovative, shared applications.

Open will be backing up this strategic positioning with a €90 million investment plan over 5 years, including:

- An acquisitions programme commencing in 2016,
- A large-scale training and recruitment plan

To cover all the necessary skills sets, Open is constructing dynamic, carefully-structured training and recruitment programmes in the areas of Mobility, DevOps, IoT and, more specifically, in Big Data, with significant training and recruitment efforts already underway to work towards the ambition of recruiting 500 new staff in these various areas. In 2016, Open will be launching a plan to train 100 data scientists.

The roll-out of this approach as a whole is supported by the creation of new Divisions:

- a **Digital Transformation Division**,
- an **Alliances and Partnerships Division**,
- a **Strategic Committee** bringing together **Nathalie Andrieux** (*former CDO of La Poste, Member of the National Council for Digital Technologies*), **Gilles Babinet** (*Digital Champion for France at the European Commission, a specialist in Big Data*), **Michel Cosnard** (*President of the High Council for the Evaluation of Research and Higher Education (HCERES), former President of the National Institute for Research in Information Technology and Applied Mathematics (INRIA)*) and **Lara Rouyres** (*Co-founder and CEO of Selectionnist, Member of the National Council for Digital Technologies*).

An Ambition: €500 million turnover in 2020

In an environment of growth driven in particular by digital transformation, the turnover target for 2020 has been set at €500 million. This figure takes account of industrial activity, the roll-out of our digital offering (growth in SMACS stands at 20% a year according to *Syntec Numérique*) and acquisitions, as well as the operation of the e-commerce and technical innovation platforms.

This new value proposition will naturally drive an increase in operating margin with a target of reaching 10%.

Based on the company's track record, with turnover soaring from €30 million to €280 million (estimated) in just 8 years and margin on the rise since 2012, Open can look forward with confidence to the roll-out of its plan.

Annual turnover for 2015 will be announced in a new release on Thursday 21 January 2016 after the close of the stock exchange.

CONTACTS:**Nathalie MREJEN – Communications Director**

Tel: 01 71 06 31 28

nathalie.mrejen@open-groupe.com**Roxane Planas - Agence Image7**

Tel: 01 53 70 74 18

rplanas@image7.fr***About Open***

With its 3,300 staff and 2014 turnover of €264 million, Open is a leader in digital services. Open is a player in Industrial and Digital Transformation for businesses, and is present mainly in France, as well as having international operations in Belgium, the Netherlands, Luxembourg, Spain and China.

Open ranks among the leading French digital services companies and proposes a digital offering in three dimensions: extending the scope of activities to combine IT and Digital services in an end-to-end offering, offering an e-commerce platform giving direct access to the services proposed by Open and providing a technological innovation platform shared with its clients and staff.

Open is working for the future in line with its corporate values: Relevance, Audacity, Ethics & Responsibility, Passion and Commitment

For further information: www.open-groupe.com