



# Business

2024/10/15

9 Rue du Chêne Germain  
35700 Cesson Sévigné France

Object: Recommendation letter

Evolution Platform is the Orange Business answer to the market to be the preferred Digital Network Integrator of our B2B customers. The Platform Business model we are building, cornerstone of the Enterprise segment “Lead the Future” strategy of the Orange Group, is critical for our B2B division to get back to growth and profitability.

As Global Delivery Operations Transformation leader of the program developing the platform, one of my roles is to bring with us the most talented people of our Operational entity. Such contributors work within our new Agility at Scale SAFe Large Portfolio Management framework; and deliver the best-in-class products and services for our end customers.

Thibault shew a great motivation by spontaneously raising the hand to join our program. There was a very interesting connection between his role as Project Manager of Collaboration services delivery and the Scrum Master role we were looking for one of our critical SAFe train delivery team, named IaaS (Infrastructure as a service): this team aims at transforming the consumption of our Enterprise global networks in a fully programmatic way.

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I must confess that I have been impressed day 1 of his on boarding. He has been able to strengthen the teaming of multi entities stakeholders (belonging to 3 Orange group divisions, Orange Innovation, Orange Wholesales and indeed Orange Business). He took over from his predecessor very effectively the role, enriching the quality of the biweekly ceremonies by animating them with a sharp agenda, staying in his facilitator role, but able to grasp the complex topics he was discussing by proposing executive summaries, quick and easy to read at different levels (from team mates to managers). He did not hesitate to interlock with different experts to understand the context and being even more value added. All the team members he has been working with I had the opportunity to talk to, told me that Thibault was excellent in his role.

As I explained previously, by combining his double hats responsibility, and connecting the dots between Collaboration products and Evolution Platform, we have been able to successfully deliver to production 30+ customers and 100 virtual network functions with real time traffic all over world, on time as per first schedule (which was a challenge because there were hard premises closure imposing us to have the new capabilities ready before September this year).

Eventually, I had the opportunity to meet him in person in September, as he is based in India for 18 months, during one of the key ceremonies of our program, the Program Increment Planning. The guy in front of me was the one I was imagining, open, straight to the point, clear. When he told me that he was working in parallel on a memo to help understanding the professional culture of our Indian Colleagues, I realized even more the high potential such a collaborator has, and how precious he is for our company.

Sincerely,

Lionel KEROQUES,  
Evolution Platform Operations Director





# Business

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2<sup>nd</sup> of Decembre 2024

To whom it may concern,

**Subject:** Recommendation letter, in favor of Thibault Narayana.

I would like to recommend Thibault Narayana for his ability to manage customer projects, work with challenging clients, and demonstrate commitment to customer satisfaction.

In February 2023, I have recruited Thibault, without hesitation, to be part of a French "Volontariat International en Entreprise"-(V.I.E) program, allowing young French graduates to work as an expatriate. Under my responsibility as Head of Unified Project Management (UCPM) department, Thibault travelled and integrated one of my teams based in India.

For more than 18 months, I had the opportunity to interact with Thibault in his role as (UCPM); I was able to observe and reconfirm how curious and an excellent communicator he is. He proved through a dynamic approach, clear communication, and team spirit, that it is possible to adapt to a new environment and take in charge the responsibilities of his assignments and onboard the project team.

Thibault proved maturity and leadership in his project management of a challenging multisite migration from a legacy solution to a new "Software Defined Network" in the Asia Pacific region. The key success factors of this project were Thibault's perseverance and communication skills to tackle a very challenging customer.

Thibault's soft skills, where always key in solving tense situations, being calm with strong listening capacities gave him the right tools to put on track few escalations.

On another "Voice" related project in Australia and New Zealand, Thibault was capable to show flexibility and adaptation, as the project required availability during business hours and non-business hours, impacting business critical solution. Customer satisfaction and feedback highlighted Thibault's attention to customer service continuity and risk management.

I am confident that Thibault has an important potential and will be of great value to Orange. He can quickly and efficiently create interpersonal and professional interlocks along of taking initiatives and responsibilities with courage and full autonomy.

I remain available if needed to share my opinion over a conversation.

Yours sincerely,

Caroline Saydé

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