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The disruptive strategy of Orange in the payment and banking industry in Africa and its knowledge links with its strategy in the European market.

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Abstract

This study examines the trajectory of Orange's payment and banking services in Africa and the role of experiential knowledge, resources, and capabilities accumulated in Africa and Europe. The study is carried out through a chronological analysis of annual reports from 2008 to 2021, identifying events in financial innovations. Results show that, from the categorization of Orange's mobile financial and banking services within this study scope, it started from simple and secured mobile payments and expanded to advanced financial services, such as credits and savings to meet the growing demand of its markets. Also, there was a strong synergy between accumulated experiences in Africa and Europe, enabling rapid innovation development at minimal costs. Finally, while the Orange money innovation was disruptive in Africa, as it responded to the needs of the huge low-end market in Africa, which has been deprived of banking service, this was not the case with its transfer to Europe, which is an advanced market with numerous established players.

Keywords: Orange, Africa, disruption, mobile payment, mobile telecommunications, banking.

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1. Introduction

Traditional banking is still not widely adopted by the African population due to strict account opening conditions, high recurring fees, and limited availability of bank branches, which makes the continent to be the second-largest banking market in the world in terms of growth and second-most profitable, at twice the global average (McKinsey&Co, 2018). However, the entry of new players (Telecommunications Companies and Fintech) into this industry has significantly disrupted this market, as 40% of Africans now prefer to use digital channels for banking transactions (McKinsey&Co, 2018).

Around the time of the entry of Orange into this market, the low average banking rate (20%) in African countries (AfDB, 2010) was a huge potential market for digital new entrants to address. The digital revolution began with the introduction of mobile banking by telecom operators such as Orange. These operators have been able to leverage their proximity to customers and capitalize on the growing number of mobile terminals to offer a wide range of mobile banking services. Indeed, the number of mobile money accounts surpassed the number of bank accounts in 2019 (IMF blog, 2019).

Orange was among the first telecom operators in Africa to diversify in the payment and banking industry as well as the leading operator in French-speaking Africa. Over time, the range of applications of Orange money has evolved, moving from transactional operations (cash in and cash out, bill payments, salary payments, bank to mobile transfers, etc.) to advanced financial services involving an entire ecosystem (insurance, microfinance, etc.). Africa accounted for 70% of the world's \$1 trillion mobile money value in 2022. (GSMA, 2022)

This research aims to answer several questions. What has been the payment and banking services trajectory for Orange in Africa? How has it been disruptive? What is the linkage

between experiential knowledge, resources, and competencies accumulated in Africa and Europe?

A case study approach is adopted. We draw on information from annual reports from 2008 to 2021, press releases, and other industry reports.

Table 1 – Main document sources

Type of Documents	Number of documents
Annual Reports	14
Press releases/ Magazines/Presentations	15
Industry reports	17

2. Chronological Case study

2.1. Key events in Africa

Even today, access to a bank account remains impossible for most of the population in African countries. Multiple factors contribute to this situation, including strict account opening conditions, high recurring fees, and limited availability of bank branches, which limit the rate of bank account ownership in the region. Therefore, cash remains the dominant mode of payment in most emerging countries (Orange factsheet, 2018).

However, with the advancement in digital technologies, digital operators like Orange have developed a technical platform that allows for cash conversion into traceable, secure, and controlled electronic money. Mobile money promotes financial and societal inclusion of the most vulnerable and underprivileged individuals, such as rural populations and women. Studies estimate that 70% of Africans live outside urban areas, where the lack of banking infrastructure makes mobile money the best alternative to cash and informal financial management (Orange factsheet, 2018).

In this precarious banking situation in the African and Middle East, Orange Group has continued to develop innovative products and services tailored to its local markets, such as Orange Money at the start, and subsequently advanced banking services through the Orange

Bank Africa. Orange Money subscribers do not require a bank account to access this service. Any Orange subscriber can activate an Orange Money account for free, without any minimum deposit. This service was designed to ensure transaction security and compliance with the regulations of the Central Banks. (Orange factsheet, September 2018). The Orange Money service uses USSD technology, which is very similar to the systems used for sending SMS and is compatible with 99% of mobile phones. Transactions are secure and operate 24/7 via the GSM network. To make a transfer, all that is required is to dial a short code like #144# and follow the instructions provided by the text-based service. Customers with smartphones can also use the Orange Money application, which further simplifies the use of the service.

This secured system enables subscribers to open a payment account linked to their mobile number, providing access to various services such as:

- Cash in: Deposit money into an Orange Money account
- Cash out: Withdraw money from an Orange Money account
- P2P Money Transfer: Domestic and International remittance
- Voice (Airtime) and data top-up
- Merchant payment
- Bill Payment: Pay for goods and services from utility companies and service providers
- Balance inquiry: for balance and account history

It also offers a convenient way for companies and small stores to pay for transaction services or wages.

Over the years, Orange has extended its range of low-cost access to financial and banking services (micro-credit and savings solutions with a financial partner) through the Orange Bank Africa.

Key Events in 2008

Launch of Orange money in Ivory Coast

In December 2008, Orange, in partnership with BNP Paribas, through its subsidiary BICICI, launched Orange Money in the Ivory Coast, “the first mobile phone-based payment and money transfer service in Western Africa”, making Ivory Coast the first country to benefit from this service within the Group. With Orange Money, customers can access services to carry out day-to-day banking operations in total security (BNP Paribas Group, 2008). These include depositing and withdrawing money from the Orange Money account; transferring money between orange money users, buying call credit; and paying bills

With this launch, “Orange and BNP Paribas helped to accelerate access to banking services in the Ivory Coast, an essential factor for the country's economic and social development”. This service ensured transaction security and compliance with the West African Economic and Monetary Union. Orange Money is marketed and distributed using existing rural and urban distribution networks through Orange, BICICI, and Belkofinance. (BNP Paribas Group, 2009)

Key Events in 2010

Orange Money, launched at the end of 2008 in Ivory Coast, saw strong growth in the number of subscribers, despite a lower-than-anticipated user fee. In the Ivory Coast, where this service was already available, Orange focused on expanding the service in the country through its commercial partners (France Telecom, 2011).

Orange Money is launched in Senegal

In April 2010, upon approval by the monetary authorities of the West African Economic and Monetary Union (UEMOA) and a successful pilot phase, the CEO of Sonatel Group and the Managing Director of BICIS announced the launch of Orange Money in Dakar. This was the

first domestic money transfer service, bill payment, and consumer goods payment in Senegal, accessible through mobile phones (BNP Paribas Group, 2010).

To make Orange Money available everywhere across the entire territory, a vast distribution network, consisting of authorized operators from the Sonatel agency network, BICIS, La Poste Senegal, Orange shops, microfinance institutions, wholesalers such as On the Run, Selecte, and foreign exchange offices, was established in Dakar and in the regions to give customers easier access to Orange Money services. (BNP Paribas Group, 2010)

Orange and BICIM launched Orange Money in Mali

In May 2010, the director general of Orange Mali and CEO of the International Bank for Commerce and Industry (BICIM) announced the commercial launch of Orange Money in Bamako. This product was designed in collaboration with actors in the banking sector, BICIM, and distributors such as Kafo Jiginew, Miselini, Camide, Orium, Konaris, AGM, Open Tours, IPC, and SDC (Malijet, 2010).

Orange Money service targeted the non-banked population, which represented 95% of the total population of Mali at that time. It aimed to allow the 3.8 million Orange Mali customers to deposit, withdraw, transfer money, pay bills, and purchase phone credit from their Orange account 24/7 across the entire territory (Malijet, 2010).

Orange and Bank of Africa Launched Orange Money in Niger

In June 2010, the Orange Money services were officially launched in Niger by Orange and the Bank of Africa. The marketing of Orange Money was done through a direct distribution network of six agencies, supplemented by 30 distributors and 17,000 sales outlets nationwide (France Telecom, 2011).

Orange Madagascar launched Orange Money

In August 2010, Orange Madagascar launched Orange Money, which offered clients the possibility to deposit, transfer and withdraw money all over the country whether Orange clients

or not. They also developed a payment mechanism for clients to pay for goods and services with Orange Money among a network of over 3000 merchants (GSMA, 2012).

Orange and Equity Bank Group launched Orange Money Kenya

In October 2010, Orange Money was launched in Kenya in partnership with Equity Bank Group. This partnership aims to provide inclusive financial services to unbanked populations in East African markets (Services Mobiles, 2010). Commenting on this launch, the Executive Director of Orange in charge of the Africa and Middle East (EMEA) region stated: "Orange Money is a very important component of our strategy in Africa and emerging markets. Mobile payment services provide economical and secure banking services to low-income populations, often located in rural or hard-to-reach areas. By offering our customers the possibility of saving, paying bills, or managing their businesses, we play a constructive role in the economic development of countries while building customer loyalty" (Services Mobiles, 2010).

Key Events in 2011

In 2011, the Group focused on developing mobile banking services across its African footprint through Orange Money. To make this service more accessible, Orange and its partners ensured the marketing of Orange money in countries where it was available. At the end of the year, Orange Money was marketed in eight African countries and covered 3.2 million subscribers. (France Telecom, 2012)

Orange money is Launched in Botswana

In June 2011, Orange Botswana in partnership with Standard Chartered Bank and Bank of Botswana officially launched Orange Money. This product allows Orange customers to carry out payments for electricity, water, DStv, etc., domestic person-to-person money transfers, cash in and out, and airtime top-ups (Sunday standard, 2011).

Orange Botswana's CEO stated: "Orange Money is a very important part of our strategy. Mobile payment services have the potential to bring cost-effective and secure access to banking services to people with low incomes who often live in rural or remote areas. By providing our customers with the means to save money, pay bills and run their businesses, we are not only reinforcing customer loyalty, but we are also able to play an active role in the economic development of the country" (Sunday standard, 2011).

Orange and BICEC Launch Orange Money Service in Cameroon

In September 2011, after receiving authorization from the Bank of Central African States (BEAC), Orange Cameroon and the International Bank of Cameroon for Savings and Credit (BICEC) officially launched Orange Money. This product allows Orange customers to carry out bill payments, domestic person-to-person money transfers, cash in and out, and airtime top-up (Cameroon Postline, September 2011).

Key Events in 2012

In 2012, Orange Money service was available in 13 African countries and had 5.6 million customers, an increase of 2.4 million from 2011. The success of this service became a new growth driver for Orange in Africa and the Middle East. The Orange Money service continued to attract new customers, and the focus of the Group was on expanding the service as wide as possible by working with its entire distribution network to promote the Orange Money service (France Telecom, 2013).

Orange Mauritius launches Orange Money

In April 2012, Orange, through its partner Mauritius Telecom (MT), officially launched in partnership with the State Bank of Mauritius (SBM) the Orange Money service. This product permits mobile and fixed-line customers to pay their mobile and utility bills (like water, electricity, and television) using their cell phones (Teletimes International, 2012).

Commenting on the development of Orange Money, Orange's Executive Director for AMEA operations, stated that: "Orange Money plays an important role in driving growth in our activities in emerging markets, allowing us to contribute to the economic and social development of these countries, while improving our customers' loyalty" (Teletimes International, 2012).

International money transfer service is launched in Madagascar

In July 2012, Orange Madagascar and MFS Africa collaborated to launch Orange Money International Transfers. MFS is an online money transfer service that allows customers in Madagascar to receive international remittances directly to their Orange Money accounts and directly targeted the Malagasy diaspora community in France. International customers needed to register on the MFS Africa-operated web portal to remit funds to beneficiaries with Orange Money accounts in Madagascar (Real Wire, 2012).

Launch of Orange Money in Guinea-Conakry

In September 2012, Orange and Bicgui, a BNP Paribas affiliate, officially launched Orange Money in Guinea. This product allowed customers to transfer money between Orange subscribers and top-up phone credit. The service was particularly relevant for Guinea, where less than 5% of the population had bank accounts, yet over 40% had mobile phones (Telecomparer, 2012).

Key Events in 2013

The Orange money continued to record satisfying sales performances, servicing 8.9 million customers, from 5.6 million in 2012 (up 59%), across 13 countries in Africa and the Middle East. With the ample experience already acquired by the group using mobile as a means of payment, it looked forward to leveraging this experience to develop services tailored for Europe (Orange, 2014).

Orange Money is launched in Egypt

In September 2013, Orange and BNP Paribas Bank launched Orange Money through its Egyptian subsidiary Mobinil under the name Mobicash. This product enabled subscribers to carry out financial transactions such as cash deposits/withdrawals and P2P transfers (Jeune Afrique, 2016).

Orange Money services available in Total service stations

In July 2013, Orange and Total signed a partnership to offer their customers access to Orange Money services in 1,300 Total service stations across the African and Middle-Eastern countries where Orange Money is available. The partnership is already operational in Mali, Côte d'Ivoire, Cameroon, and Senegal, where customers can also pay for purchases in Total petrol stations using their mobile accounts. This agreement added a whole new dimension to the Orange Money distribution network (Orange Money Fact Sheet, 2014).

Orange Money International Transfer from mobile to mobile

Orange Money International Transfer was launched in July 2013 and enables mobile-to-mobile money transfers between four (04) African countries: Côte d'Ivoire, Mali, Senegal, and Burkina Faso. This service is a first in Africa and is facilitating the flow of basic financial services in a region that sees around 200 million euros transacted each year. Customers can send and receive money from their mobiles at competitive rates in total security, avoiding the need to travel long distances carrying money or sending cash via a third party (Orange Money Fact Sheet, 2014).

Botswana: A physical Visa Card for Orange Money customers

In August 2013, Orange Money customers in Botswana benefited from easy access to their funds 24 hours a day through a network of cash machines and to new payment options at approved points of sale and websites thanks to a partnership with Visa. This launch made Botswana the first country to benefit from this service. In October 2013, Orange Botswana was also named Best Operator in Southern and East Africa at the 9th Africa Telecom People Awards, for this new service (Orange Money Fact Sheet, 2014).

New bill payment partnerships signed in several countries to give Orange Money customers the ability to use their mobile phones to pay bills

This allows customers to benefit from the flexibility and security of mobile payment while avoiding long, arduous journeys to make cash payments (Orange Money Fact sheet, 2014).

Some pertinent benefits are:

- Orange Botswana: life insurance (premiums/compensation pay-outs), school and university fees (paying exam fees), electricity bills (prepaid accounts), and DSTV payment.
- Mali: water and electricity bill payment.
- Orange Ivory Coast and Orange Cameroon: university enrolment fees.
- Orange Niger: bus ticket bookings and payment.

Key Events in 2014

Orange Money continued to record substantial growth in Africa. It passed the milestone of 10 million customers in April 2014 and had 12.6 million customers at the end of 2014 in 13 countries in Africa and the Middle East. At the same time, the transaction volumes using Orange Money passed 4.5 billion euros, and in some countries, such as Ivory Coast, more than 40% of Orange customers had an Orange Money account (Orange, 2015).

Orange launches Orange money services in Tunisia

In June 2014, Orange and the Tunisian Postal Services launched the Mobimoney service, which allows Orange customers with an e-DINAR SMART card to perform recharges and financial transactions securely from their mobile phones (Leader, 2014).

Orange launches Orange Money services Botswana

In 2014, Orange launched new innovative services such as International Airtime Transfer (a service to purchase credit for friends and family abroad). Furthermore, Orange continued to

develop the Orange Money solution and was ranked number one with 63% of the market share in Botswana (Orange, 2015).

Orange Money Services for customers with bank accounts

In 2014, Orange partnered with BNP Paribas and Bank of Africa groups to allow subscribers with bank accounts to create a link with their Orange Money accounts. This new service, which started in Ivory Coast (BICICI) and Madagascar (BoA), was extended to Senegal, Mali, Niger, and the DRC in the coming months. These partnerships facilitated money exchanges between the “banked” and the rest of the population (Orange Money Fact Sheet, 2014).

New Orange Money payment services to facilitate customer’s daily life

In Senegal, Orange and Eiffage have partnered to allow their customers to re-load their motorway toll card, Rapido, using Orange Money. To do this, the customer connects to the service, and enters their card number, and the amount they want to top up (Orange Money Fact Sheet, 2014). Orange Senegal and Allianz have signed a partnership allowing students to take out a loan to help fund their tuition fees via their Orange Money account, repayment is equally done through the same account (Orange Money Fact Sheet, 2014).

Orange develops a new Orange Money application for smartphones

In Madagascar and Mali, Orange launched the Orange Money mobile app for users equipped with smartphones, making the service even easier to use. For instance, customers no longer need to type in the phone number of the money receiver, they can select them from their contacts list. The application enables money transfer from mobile to mobile, money transfer between bank accounts and mobile accounts, payment of bills (water, electricity, phone, television, education, etc.), purchases of airtime credit, exchange of gift vouchers, balance checking, and other functions (Orange Money Factsheet, 2014).

Orange and BNP Paribas open retail mobile banking services in Africa

In 2014, Orange and BNP Paribas launched a new service in Africa that allowed retail banking customers to access their BNP Paribas (BICICI) account via their Orange Money account on a mobile phone. This service started available in Ivory Coast and was expanded to other countries where BNP Paribas and Orange Money were present. The service enabled BNP Paribas customers to conduct real-time banking transactions through their Orange Money account without visiting their bank, such as transferring funds between BNP Paribas and Orange Money accounts quickly and securely (BNP Paribas Group, 2014).

Key Events in 2015

Orange continued recording success with its mobile money service and expanded to 14 countries. With 16.4 million customers, Orange Money recorded 360 million transactions in 2015. The Orange brand's strength and its widely recognized profile of Orange Money were assets for expanding its presence. Orange Money continued to expand its offerings to meet the growing customer expectations. (Orange, 2016)

Orange and Engie group launched an electrification project billed via Orange Money

In November 2015, Orange and the Engie group signed an agreement to improve the power supply for telecoms infrastructures and accelerate rural electrification in Africa. Some solutions, like individual solar kits and local mini grids, were tested, with billable services accessible through the Orange Money app on mobile phones (Orange, 2016).

m-Women put women at the heart of the Orange Money innovation

In 2015, Orange launched the Mobile for Women (m-Women) initiative, which aimed at adapting mobile services to the specific needs of women to empower them. In Mali, the first m-Women products, "Sini Tonon" and "Tin Nogoya" were introduced in January. These products were designed for expectant mothers, enabling them to save money through their Orange

Money account and access life insurance coverage in case of childbirth complications (Orange, 2016).

Mobile Money services interoperability in Madagascar

In December 2015, Orange, Telma, and Airtel launched interoperability of their respective Mobile Money services. Subscribers could thus send and receive money to and from all mobile money accounts in the Madagascan market (Orange Press backgrounder, January 2020).

Orange Money adds a “cash-to-goods” money transfer

In January 2015, Orange invested in e-commerce with e-site Jumia, AIG brand (Africa Internet Group), and Afrimarket, the leading start-up in cash-to-goods money transfer. With Afrimarket, Orange Money added a “cash-to-goods” function to its range of mobile financial services. Available from France, Afrimarket allows direct payment from Europe for the daily needs of family members on the African continent. Orange subscribers could access the site and pay with their Orange Money account (Orange Press backgrounder, January 2020).

Orange and HelloAsso launch first mobile crowdfunding platform in Africa:

In September 2015, Orange and HelloAsso launched Africa's first mobile crowdfunding platform called “Orange Collecte” in Ivory Coast. This platform allows private individuals and charities to fundraise for personal or charitable projects through its network. Orange Money subscribers in Ivory Coast and donors used their Orange Money wallet to make contributions (BizcommunityAfrica, 2015).

Orange and Ecobank launch money transfer service in Africa

In March 2015, Orange and Ecobank launched a money transfer service between Orange Money accounts and bank accounts in Africa. The partnership was part of a joint strategy to enhance access to financial services across Africa. This partnership enables customers to top up their Orange Money e-wallet from their bank accounts and vice versa without the need to go to a

distribution point or carry physical cash. Ecobank customers could also view their bank account balance and obtain mini statements by SMS via the service (Itweb Africa, 2015).

Key Events in 2016

Orange Money service in Africa and the Middle East amounted to 28.9 million customers in 17 countries, with a transaction volume of more than one billion euros per month (Orange, 2017).

Orange Money services are launched in the Central African Republic - Orange became the first operator, amongst four, to provide mobile payment services as of the launch of its Orange Money offer in 2016 (Orange, 2017).

Orange Money services are launched in Tunisia

Orange Tunisia and La Société Monétique Tunisie (SMT) officially launched Orange Money. Orange Tunisia became the 15th African market of the Orange Group to offer a mobile payment method to its subscribers. With this service, subscribers can send and withdraw money, recharge their own or another Orange line, renew internet packages, and pay different bills from their mobile phones (Agence Ecofin, 2016).

Orange Money services are launched in Liberia and the Democratic Republic of Congo

Following the acquisition of the Liberian operator Cellcom by Orange in April 2016, Orange Money was operating under the brand Cellcom's Smile Mobile Money. This product permitted P2P transfer and B2G to pay the salaries of government workers (Marketlinks, 2017). Meanwhile, in the Democratic Republic of Congo, Orange also acquired the operator Tigo. Tigo customers retained their phone numbers and its Tigo Cash service (Media Congo, 2017).

Acquisition of Airtel in Burkina Faso and Sierra Leone

In April 2016, Orange acquired the operator Airtel in Burkina Faso and Sierra Leone, which permitted Orange to launch its mobile money services under Airtel's Mobile Money brand. On the mobile financial services market in Burkina Faso and Sierra Leone, Airtel was already

interoperable with Orange Money in neighboring countries, allowing international transfers (EduBourse, 2021).

Orange Launches Orange Money in France (international remittance corridor)

In June 2016, Orange launches Orange Money in France to allow money transfers to three countries in Africa and within mainland France. This Orange Money solution is offered to Orange customers living in Metropolitan France and particularly to those with a link to Africa a simple, secure, and instant money transfer service between family and friends via mobile (Orange Press Release, 2016a). In addition, Orange obtained e-money licenses in Senegal, Mali, Côte d'Ivoire, and Guinea, and set up a money compliance center in Ivory Coast.

Orange gets Electronic Money Establishment licenses (EME)

With the significant growth of mobile money services within the Economic Community of West African States (ECOWAS), in 2015, the Central Bank of West African States (BCEAO) published an update of the regulatory framework related to such services. The framework facilitated the receipt of Electronic Money Establishment licenses (EME) by Orange in four countries (Senegal, Mali, Ivory Coast, and Guinea) from the local central banks of its operating territories in early 2016. EME is wide-ranging in its scope, covering:

- the issuance, management, and distribution of electronic money for Orange Money;
- managing the compliance policy (with the EME effectively taking over this role from Orange's partner banks who previously carried this responsibility);
- coordinates requests to the Central Bank for the launch of new functionalities and monitors overall activity.

Together, these provide Orange more autonomy and agility, enabling it to increasingly offer innovative services to its subscribers in a shorter time frame.

Orange sets up a money compliance center in Ivory Coast

In September 2016, consequent to obtaining the Electronic Money Establishment licenses (EME), Orange created a new organization, the Orange Money Compliance Expertise Centre (CECOM) in Ivory Coast. This center provides mutualized risk and compliance management for its mobile money activities. CECOM reports to the Orange Group and provides second-level control for the Orange Money business. To ensure the success of the center, CECOM is staffed with a multidisciplinary team of experts with advanced skills in banking, telecommunications, and information technology (Orange Press Release, 2016b). Commenting on the launch, the group's deputy CEO in charge of customer experience and mobile financial services, said: "With this new milestone, mobile financial services become an integral part of Orange's DNA" (Orange Press Release, 2016a).

Key Events in 2017

At the end of 2017, Orange Money had 37 million customers across 17 countries with a transaction volume of more than one billion euros per month. This success could be attributed to the densification of the Orange Money distribution network (Annual Report, 2018).

Orange money is launched in Liberia

After Orange launched its brand in Liberia in February 2017, the Chairman and CEO of Orange Middle East and Africa announced to the group's many customers in May 2017 that the company is expected to roll out a new Orange Money platform. This platform offers a range of new services and features, such as bill payments, merchant payments, international money transfers, and banks to wallet transactions (All Africa, 2017).

International Transfer between five West African countries

In April 2017, Orange opened a new International Money Transfer area via mobile by Orange Money between Ivory Coast, Mali, Senegal, Burkina Faso, and Niger (Orange Press backgrounder, January 2020).

Oranges also partnered with Union Bank for Africa to make transfers between Bank accounts and Orange money wallet. In March 2017, Orange partnered with Union Bank for Africa (UBA) to enable Orange Money customers to transfer money between their bank accounts and Orange Money accounts (Orange Press backgrounder, January 2020).

Key Events in 2018

Orange Money contributed significantly to the Group's performance in 2018. It was available in 17 countries in Africa and benefited from a distribution network consisting of 160,000 points of sale. This network served about 39.2 million Orange Money customers, including 15.1 million monthly users, and generated almost 2 billion transactions. With all these, Orange Money became one of the world's most popular mobile payment solutions, with more than 15 million active customers, partly driven by Mowali, the platform set up with MTN to enable pan-African mobile payment interoperability (Orange, 2019).

Orange celebrates a decade of innovation in financial services

In September 2018, Orange Money celebrated ten years with a pan-African communication campaign. Commenting on this event, the group's Deputy Chief Executive Officer for mobile financial services said "The Group's strength as a telecoms operator is its marketing strategy that is adapted to each of its operating countries, putting Orange in an unrivalled position compared to traditional banks and neo-banks" (Orange Press backgrounder, January 2020).

Orange and MTN launch Mowali, an interoperable payment network in Africa

In November 2018, Orange and MTN launched Mowali, a company that provides operators and mobile money providers with an interoperable payment platform in Africa. The objective is to make mobile money a universal payment solution and to increase the usage of mobile money by consumers and merchants (Orange Press backgrounder, January 2020).

Orange also offered international money transfers from France to four African countries. In 2018, Orange opened an International Money Transfer corridor from France to Mali, Ivory Coast, Guinea, and Madagascar (Orange Press backgrounder, January 2020).

Orange Money Visa Card is Launched in Ivory Coast

In July 2018, after Botswana and Cameroon, Ivory Coast launched the Orange Money Visa card linked to the Orange Money account. The Orange Money Visa card aims to meet the needs of all segments of the population looking for a basic means of payment. Orange Money users were hence able to carry out their Orange Money transactions at all ATMs and payment terminals connected to the Visa network (Orange Press backgrounder, January 2020).

Orange and PAMF2 partnered to offer savings and credit services via mobile money. In April and June 2018, Orange and PAMF2 (Première Agence de Microfinance, a subsidiary of the MFI Agha Kahn) partnered to offer savings and credits directly from the mobile phone via Orange Money in Madagascar and Mali (Orange Press backgrounder, January 2020).

Orange offers international money transfers between Botswana and Zimbabwe

In February 2018, Orange and TransferTo, a hub for cross-border mobile payments for emerging markets, launched an International Money Transfer from Botswana to Zimbabwe (a non-Orange country). This service enables Botswana's Orange Money customers to transfer money instantly and securely to Ecocash customers, a mobile money player in Zimbabwe (Orange Press backgrounder, January 2020).

Orange invests in Yoco, a leader in payment terminals and added-value payment services in South Africa

In September 2018, Orange Digital Ventures invested in Yoco, a leader in payment terminals and added-value payment services provider in South Africa. Yoco is a leading company in South Africa that specializes in mobile point-of-sale (mPOS) technology. They enable merchants to accept card payments using smartphones or tablets and manage their business operations using POS software (Orange Digital Venture, 2018).

Key Events in 2019

In 2019, Orange financial services stood as the driving force behind the group's multi-service operator strategy in Africa. Orange continued to look at its financial services as the third growth area. With the authorization by the Central Bank of West African States (BCEAO) to operate a banking license, Orange, and its partner NSIA, looked forward to extending its payment and money transfer services to advanced banking services, such as mobile savings and micro-credit deals (Orange, 2020).

At the end of the year, Orange Money was present in 17 countries and served 45 million customers, including 18.2 million active users (up 20.1%) who took advantage of the service each month with 220,000 points of sale across Africa (Orange, 2020).

Orange Money payment made possible in the Apps of its Merchant partners

In May 2019, Orange Money payment was made available in the applications of its merchant partners. Customers could henceforth validate payments securely from their mobile phones (Orange Press backgrounder, January 2020).

In July 2019, Orange and NSIA groups obtained the authorization to operate a banking license from the Central Bank of West African States (BCEAO). This license would enable

Orange to launch a digital bank and thus extend its catalogue of financial services to credit and savings for the public in West Africa (Orange Press backgrounder, January 2020).

Key Events in 2020

Orange continued with its multi-service operator strategy and its determination to drive digital transformation in Africa. By the end of 2020, Orange Money was available in 19 countries with two new launches in Jordan and Morocco, with over 49 million customers, of which 22 million used it each month (up over 20% in 2019) (Orange, 2021).

Building on the success of Orange Money and the partnership with Orange Bank in Europe, the Group launched its mobile banking services to give people better access to financial services and enhance financial inclusion in Africa. In July 2020, the Group partnered with NSIA, a banking and insurance group, to launch the Orange Bank Africa in Ivory Coast. This was a new area of business for Orange in West Africa, which with other services would enable it to provide a range of banking and financial services to suit the different needs of people in the region. Using Orange Money, Orange Bank Africa offers fully digital savings and micro-credit products using the Orange Money mobile app or a menu-driven (USSD) interface. Orange Bank Africa proved popular, with over 350,000 customers registering in its first six months, more than half of whom applied for a loan at the end of the year (Orange, 2021).

Digital technology, the backbone of customer relations

In the Middle East and Africa, My Orange App and the Orange Money app expanded their services and features, growing e-commerce with the launch of new online stores and the ability to sign up for mobile offers online. Chatbots and virtual assistants became popular, with significant usage in Europe and Africa, helping to uphold the quality of the omnichannel customer experience during the pandemic. Moreover, the group rolled out many new digital services and points of contact across different channels (Orange, 2021).

By reinventing the customer experience, chatbots were available 24/7 on our various customer relations channels, leveraging artificial intelligence and customer data to provide a simple, personalized, and intuitive customer experience (Orange, 2021).

Orange and NSIA launch Orange Bank Africa

In July 2020, Orange and NSIA announced the launch of Orange Bank Africa in Ivory Coast to offer financial services to those excluded from conventional banking, allowing them to save and borrow small amounts essential for their everyday lives. The bank grants loan by using data from Orange Money and artificial intelligence algorithms to lower the inherent lending risks. The goal of Orange is to provide accessible financial solutions to the broadest population, regardless of income or location, and become a leader in promoting financial inclusion in West Africa (Orange Press Release, 2020a).

Orange launches Orange Money in Morocco

In March 2020, after securing approval from the "Bank Al-Maghrib", Orange Morocco announced the launch of Orange Money. This service provides a mobile wallet solution accessible to all mobile users, regardless of their telecom operator. Users can conduct financial transactions, pay for phone recharges, and withdraw money from their wallets at authorized points of sale. The service can be accessed through USSD driven menu and a mobile application (Orange Press Release, 2020b).

Orange Opens two new remittance corridors from France to Burkina Faso and Morocco

In May 2020, after Ivory Coast, Guinea, Madagascar, and Mali, Orange opened two new Orange Money remittance routes from France to Burkina Faso and Morocco. People from these countries living in France could use their Orange Money account to securely sending money real-time to their family and friends directly to the recipient's Orange Money account (Orange Press Release, 2020c).

Key Events in 2021

In 2021, through Orange Money, the group continued to play its role as a key player in ensuring financial inclusion in Africa. By leveraging the success of Orange Money across its African footprint and the increasing demand in the region for payment and banking solutions, Orange continued to strengthen its banking offer via Orange Bank Africa. Through this bank, the services provided include micro-credit and savings. This mobile process has become the most efficient way of accessing credit and saving solutions 24/7 via Orange Money and prepaid cards.

At the end of 2021, the bank had 0.7 million customers and had granted over one million loans totalling FCFA 52 billion. Meanwhile, Orange Money had 62 million customers with 25 million active customers using the service each month. Moreover, more than 1 million loans were granted in a total amount of 50.7 billion CFA francs, thereby contributing to economic and social development in Africa. Orange Bank Africa plans to expand into Senegal, Mali, and Burkina Faso (Orange, 2022).

2.2. Key events in Europe

With Orange Money demonstrating progress in Africa, Orange saw growth prospects in mobile financial services and chose financial services as one of the axes where the group should concentrate its efforts. Orange leveraged its experience acquired in Africa to launch its financial service in Europe in 2014. According to the varying maturity of the European market, Orange adapted its financial service strategy and the range of existing solutions to each operating country. In countries with sophisticated banking services (France, Spain, Belgium, Poland, and Slovakia), the group offers a comprehensive range of digital services through Orange Bank, while in countries where banking is underdeveloped (Romania), the group provides payment and credit services using solutions based on Orange Money.

Key Events in 2014

Orange Launches Orange Cash in several French towns

In February 2014, Orange and Visa Europe launched its NFC-based mobile payment service called Orange Cash in Strasbourg and Caen, cities with the highest users of contactless payments in France (Orange, 2014). The Orange Cash app acts as a Visa prepaid card on the phone, permitting Orange customers in possession of an NFC-enabled smartphone compatible with Orange Cash to access this service. At the end of 2014, Orange Cash was available in Caen, Strasbourg, Nice, Lille, and Rennes (Orange, 2015).

Orange launches Orange Cash in Spain

In February 2014, Orange launched Orange Cash in Spain, a rechargeable prepaid card from MasterCard that can be used with smartphones or as a traditional payment card. With this service, consumers can make online payments securely, carry out free money transfers between Orange Cash users, use the prepaid card to pay any merchant, and withdraw cash at MasterCard ATMs worldwide. This service is accessible through a mobile App (android and iOS) or physical card and is compatible with any telephone number from every Spanish carrier (Mastercard, 2014).

Launch of Orange Finanse in Poland

In October 2014, Orange and mBank, a unit of Germany's Commerzbank, launched Orange Finanse, a banking solution open to any mobile phone user in Poland. This solution is a simple downloadable application that gives the user access to a full range of banking services directly from their mobile (Orange, 2015).

Key Events in 2016

Acquisition of 65% of Groupama Banque by Orange (renamed Orange Bank)

In April 2016, Orange acquired 65% of Groupama Bank. Thanks to the resources of the two partners, Orange Bank would later launch a 100% mobile banking service specifically designed for mobile usage in France (Orange, 2017).

Launch of Orange Money in Romania

In November 2016, Orange launched Orange Money in Romania. This service enables users to pay for services, recharge prepaid cards, and receive or send money using their mobile phones (Orange, 2017).

Launch of Orange Money and an Android App in France

In June 2016, Orange launched its Orange Money service in France, which permitted users to carry money transfers within France and international remittances from France to Ivory Coast, Mali, and Senegal (Orange, 2017). In November 2016, Orange launched the Orange Money Android App. The goal was to increase the number of points of sale and facilitate money transfers from France to other countries (Orange, 2017).

Incorporation of the mobile payment platform, Apple Pay, into the Orange Cash app

In 2016, Orange confirmed its commitment to mobile payments by incorporating Apple Pay into its Orange Cash app (prepaid rechargeable electronic cash account) to enable its Apple customers to securely pay for their daily purchases via their iPhones (Orange, 2017).

Key Events in 2017

Launch of Orange Bank in France

In November 2017, following the successful acquisition of Groupama Bank in 2016, Orange officially launched Orange Bank in France, offering a 100% mobile banking solution and focused on its customer's usage. This successful launch leveraged the expertise already

acquired by the Group in financial services with Orange Money in Africa & Middle East and Orange Cash in Europe (Orange, 2018). Orange Bank offers all the traditional banking features, such as bank accounts, bank cards, overdraft authorization (subject to approval), insurance, and an interest-bearing savings account. Moreover, the bank offers feeless services that enable real-time balances, mobile payments, and a virtual adviser (Chatbots) available 24/7. Gradually, more services will be added, including personal and real estate loans. For maximum distribution, the bank marketed its services through the double brand of Orange and Groupama and as a digital application (Orange, 2018).

Key Events in 2018

Orange Bank launches personal loans

In March 2018, Orange Bank extended its services by launching a personal lending solution, enabling customers to apply for a loan using the mobile app and release the funds whenever they wish, up to six months after their request is approved (Orange, 2019)

Orange launches virtual advisors

In 2018, Orange convinced that customer service was one of the keys to a successful strategy, launched its customer relationship virtual assistant, which is based on artificial intelligence and chatbot technologies. Initially used by Orange Bank in France and customer experience teams in Spain, it was later extended to Romania, Jordan, and Poland. At Orange Bank, each customer's request, sent via the mobile app, is initially processed by the virtual assistant (Djingo). It is only sent to the advisor if the need arises (Orange, 2019).

Key Events in 2019

Orange Bank is launched in Spain

In March 2019, Orange launched the Orange Bank in Spain. This bank offers products, such as bank accounts, cheque accounts, Mastercard debit cards, mobile payments, savings accounts, group management, and discounts on Orange phone bills (Orange, 2020).

Orange bank Launched its Visa Premium card

In March 2019, Orange Bank launched its first Premium card, a bank card with advanced services, such as feeless payment or withdrawal outside the eurozone, and an LCD screen, which displays a new card-verification value (CVV) every hour for secure online buying (Orange, 2020).

Orange invests in Aire and offers credit risk management to Financial Institutions

In February 2019, Orange Digital Ventures invested in Aire, a fintech company providing consumer credit risk knowledge to financial institutions. Aire's credit risk solution uses consumer-supplied data and machine learning algorithms to grant fairer loans to its consumers (Orange Digital Ventures, 2019a).

Orange invests in Raisin and offers a deposit-as-a-service platform to partner banks

In May 2019, Orange Digital Ventures invested in Raisin, a pan-European savings marketplace. Raisin provides a 'deposit-as-a-service' platform to its partner banks, enabling them to access markets and liquidity across Europe that is competitive savings and investment opportunities to its customers.

The issue Raisin addresses lies in the savings market, where deposits and credit are matched through retail banks. Raisin's solution targets Orange Bank in Europe and Orange Money in Africa, who want to serve customers with the best products and customer experience and to improve customer's financial affair management (Orange Digital Ventures, 2019b).

Key Events in 2020

Orange Bank takes the lead and becomes an insurance broker

In July 2020, Orange Bank acquired Orange Courtage to become an insurance broker. With this acquisition, Orange Bank extended its competencies and was hence able to offer, via mobile 24/7, insurance premiums for smartphones, tablets, and connected devices. At the time of this acquisition, Orange Courtage had 450,000 individual and 150,000 professional insurance premiums (Orange, 2021).

Orange Bank launched a new-generation bank card with a family Premium Pack

In November 2020, Orange Bank and Mastercard launched a new-generation bank card with a family-dedicated Premium Pack, which enables parents to create accounts for their children and provide them with a Premium card in a protective environment. It allows children from the age of 10 to take advantage of the card and a specially designed App to teach them how to manage their money independently. With the mental control functions of the application, parents can calmly accompany their children on the path to financial independence (Orange, 2021).

Orange launched a new MasterCard with a new design

In November 2020, Orange Bank partnered with Mastercard to develop new standard and premium cards. These cards provide Orange Bank customers with greater security, simplicity, and autonomy, including the ability to change the card's PIN code at any time and strengthen the authentication of online payments. Premium cardholders enjoy additional services such as purchase insurance, extended warranties and reduced prices on phones purchased in-store, and cashback on Orange bills (Orange, 2021).

Key Events in 2021

In January 2021, Orange Bank acquires Anytime, a fintech dedicated to the needs of professionals, companies, and associations. Anytime provides a range of banking services,

which for example enable customers to edit quotes and invoices or accept payments from a mobile phone or debit card, via a single platform, making it easier for SMEs to manage their finances. With the support of experts from Orange, these solutions will be further developed in the future to build a comprehensive solutions platform that will help business customers manage their finances more efficiently (Orange, 2021).

Orange Bank chooses Younited Crédit for the personal loan

In June 2021, Orange Bank joined forces with a leading player in the French technology market, Younited Credit, to accelerate its development in the field of consumer credit. For the bank, this partnership is synonymous with optimizing the business chain, increasing operational efficiency, and better risk management. The offering of loans by the bank relied on the scoring system developed by Younited Credit, which estimates the inherent risk of lending money to a customer. This state-of-the-art technology consisted of accessing and scrutinizing the applicant's banking information via Younited's algorithms to produce a risk score according to his/her consumption habits. This process allows the customer to shorten the loan process, have an instant response, have less risk of refusal, and obtain a higher amount. In addition, Orange Bank continues to offer car loans sold alongside vehicle insurance, and mortgage loans, which are distributed by Groupama and Meilleurtaux (Orange, 2021).

3. Analysis and discussion

3.1 Trajectories in Africa and Europe

Trajectory in Africa from 2008 to 2021

Since the launch of Orange Money in the Africa and Middle East region in 2008, the group has over the years developed and extended the application of the service to offer more payment and banking offers to unbanked customers. This product, from its inception, provided basic mobile deposit and withdrawal, P2P transfers, and bill payments, and gradually expanded to the

offering of full mobile banking solutions such as savings, micro-credit, and insurance premiums in 2020. The evolution of Orange financial services in Africa can be grouped into four phases – see Table 2.

Table 2: Orange financial products trajectory in Africa

PHASE/ YEAR	ACCOUNTS	LOANS	PAYMENTS
Phase 1 2008-2012 Foundations	Orange Money Account (mWallet)		<ul style="list-style-type: none"> • ATM/cash machines • electronic payments (mobile, online) • P2P Mobile transfer
Phase 2 2013-2015 Extension			<ul style="list-style-type: none"> • Orange Visa card • International transfer (Regional remittance corridor)
Phase 3 2016-2018 Institutionalisation			<ul style="list-style-type: none"> • Crowdfunding • International transfer (Europe to Africa) • International money transfer between different operators
Phase 4 2019-2021 Banking	<ul style="list-style-type: none"> • current account • savings account • deposit account 	<ul style="list-style-type: none"> • Micro-credit 	

2008-2012: Laying the foundations of mobile payment

In 2008, the launch of Orange Money in Ivory Coast was the first initiative of the Group in mobile financial services. The objective was to lay the foundations for what was to become a flagship offering of Orange's diversification activities into the banking and finance vertical. The focus of this phase was to offer essential services that responded to the urgent needs of the unbanked clients, which included: Person-to-Person money transfer; purchase of mobile communication credit; deposit and withdraw money; and payment of bills (water bill, electricity bills, Tv cable, etc). Quickly, the activity revealed its potential and was replicated in Mali, Madagascar, Senegal, and later in other countries, in close collaboration between the Orange

Group and its subsidiaries. By the end of 2012, Orange Money was present in 9 countries with nearly 6 million customers and 9,000 points of sale: the model had proven itself.

2013-2015: Extension of markets and services

During this phase, Orange Money expanded its distribution network closer to the population and experienced significant growth in the number of customers. In this regard, Orange, in line with its continuous mission for financial inclusion in Africa, expanded Orange Money to become much more than a transfer service. Within countries, the priority was to support the distribution network and to multiply partnerships with utility providers, governments, etc. Parallel to this, transfers between different countries were developed, through the creation of regional remittance corridors. The Orange Money extension during this phase enabled the following services:

- Money withdrawal from ATMs using my mobile phone.
- Payment of purchases in stores, supermarkets, or on e-commerce sites (partner merchants).
- Physical Orange Money Visa card.
- International transfer (Regional remittance corridor) between Orange customers.
- Crowdfunding for projects or charity

For the banked customers:

- Transfer between bank account and Orange Money account.

For businesses and government agencies:

- Payment of salaries for employees.
- Payment for suppliers.
- Tax payment (income tax, vehicle registration fees).
- Payment of school fees.

By the end of 2015, Orange Money had nearly 16 million customers in 14 countries and 42,000 points of sale.

2016-2018: Institutionalisation

In 2016, Orange Money took a new turn as Orange obtained licenses for Electronic Money Institutions (EMI) in four countries, which was then followed by three other countries in 2017. This was followed by the creation of the Orange Money Compliance Expertise Centre (CECOM) in Abidjan, Ivory Coast. This center has a role in risk and compliance management for its mobile money activities in these countries. The Group is now in direct contact with central banks, the regulating authority. In parallel, Orange continues to forge partnerships with banks to expand its range of services and become a major player in mobile financial services. Another turn is that of digitalization, with the opening of Orange Money APIs and the launch of a new version of the Orange Money application in Ivory Coast, which will be gradually extended to other countries. Some of the new services included during this phase were:

- Crowdfunding,
- International transfer (Europe to Africa),
- International money transfer between different operators.

At the end of 2018, Orange Money reached 40 million customers (including 15.1 million monthly users), generating about 2 billion transactions through its 160,000 points of sale in 15 countries. Orange Money has reached a point of maturity and launched ambitious development axes: it is time to conquer new territories of services.

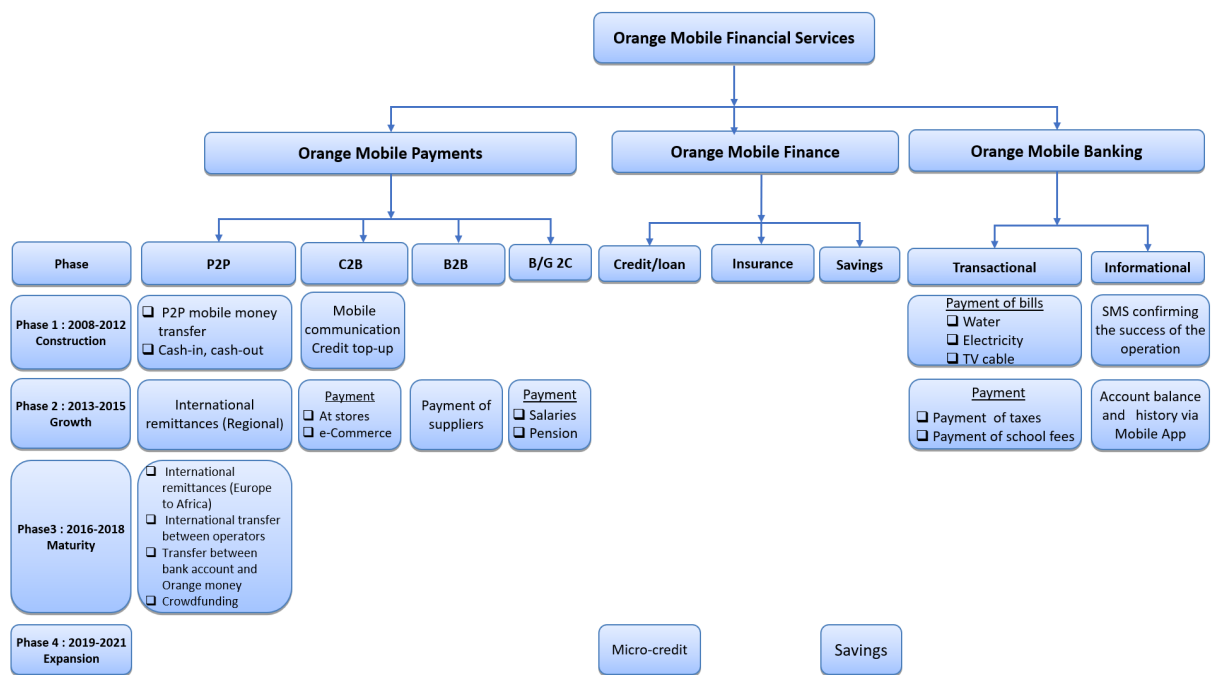
2019-2021: Extension to banking services

Orange expanded its catalogue of financial services to include credit and savings for its customers in Africa. In 2019, Orange and NSIA obtained from the Central Bank of West African States (BCEAO) authorization to operate a banking license. In 2020, following the delivery of this license, Orange launched Orange Bank Africa in Ivory Coast. Orange Bank

Africa takes the success of mobile money further by offering loans and savings services geared towards users having little or no access to banking facilities.

Orange Bank Africa had gained 713,000 customers by the end of December 2021, offering pico-credit and fee-generating savings via Orange Money and prepaid cards. More than 1 million loans were granted amounting to 50.7 billion CFA francs in all. The group, however, stays dedicated to developing the product portfolio (loans, insurance, specific digital banking offers) while optimizing its IT infrastructure and expanding these services across its Orange Money footprint in Africa. At the end of the trajectory we have described, Orange is able to offer a full range of services (Figure 1).

Figure 1: Portfolio of Orange financial services in Africa in 2021



Trajectory in Europe from 2014 to 2021

From 2014, Orange has been able to launch a full range of financial services, starting with mobile payment, then extending its offer to banking services (Table 3).

Table 3: Orange financial products trajectory in Europe

YEAR	ACCOUNTS	LOANS	PAYMENTS	OTHER FINANCIAL SERVICES
Phase 1 2014-2016 Mobile payment	<ul style="list-style-type: none"> • Orange Money Account (mWallet) • Orange cash account 		<ul style="list-style-type: none"> • ATM/cash machines • electronic payments • Orange Visa card • P2P Mobile transfer • Domestic and international remittance 	
Phase 2 2017-2021 Banking	<ul style="list-style-type: none"> • current account • savings account • deposit account • teen account • professional account 	<ul style="list-style-type: none"> • Personal loans • Mortgage loan • Vehicle loan 	<ul style="list-style-type: none"> • Orange Premium card 	<ul style="list-style-type: none"> • Insurance Broker • Vehicle Insurance • Mobile payment • Stock exchange

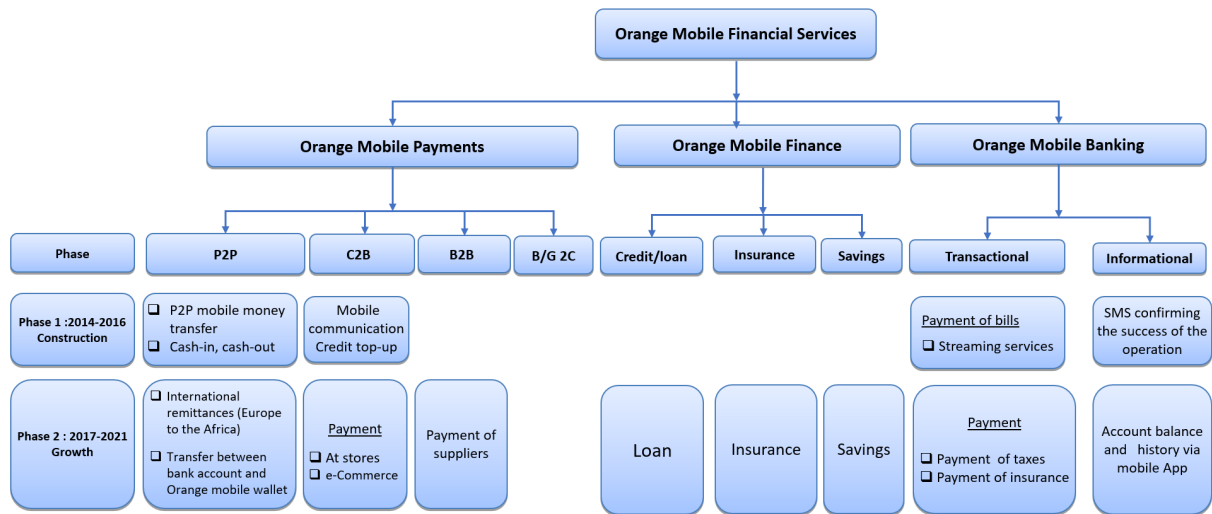
2014-2016: Launch of mobile payment services

With the enormous success recorded by Orange Money service in Africa, Orange in 2014 expanded its mobile financial services to Europe. The launch of its services in Europe leveraged the experience already acquired through Orange money in Africa to propose tailored services, matching the maturity levels of its European markets. This saw the launch of Orange Cash in France and Spain, Orange finance in Poland, and Orange Money in Romania.

2017-2021: Extension to digital retail banking services

Orange leveraged the experience and expertise gained from its mobile financial services to launch Orange Bank in France and Spain, offering a range of advanced financial services beyond just payments. The launch of Orange Bank represented a strategic move by Orange to diversify its revenue streams and establish itself as a full-fledged financial services provider in Europe. These services included savings, credits/loans, insurance, and stock trading. By the end of 2021, Orange Bank had 1.7 million customers in France and Spain, and was able to offer a large range of services – see Figure 2.

Figure 1: Portfolio of Orange financial services in Europe in 2021



3.2. The role of Resources and Capabilities

To be able to diversify into mobile financial services, Orange used several approaches related to resources and competences (R&C), as displayed in figure 4:

- Leverage its previous R&C as a telecom operator, such as his customer base, his network, and his experience in mobile services,
- Acquire specific R&C, such as licences and bank,
- Access R&C of other firms through partnerships, for example to expand its distribution network

Table 4 Links between Orange’s mobile financial activities and R&C

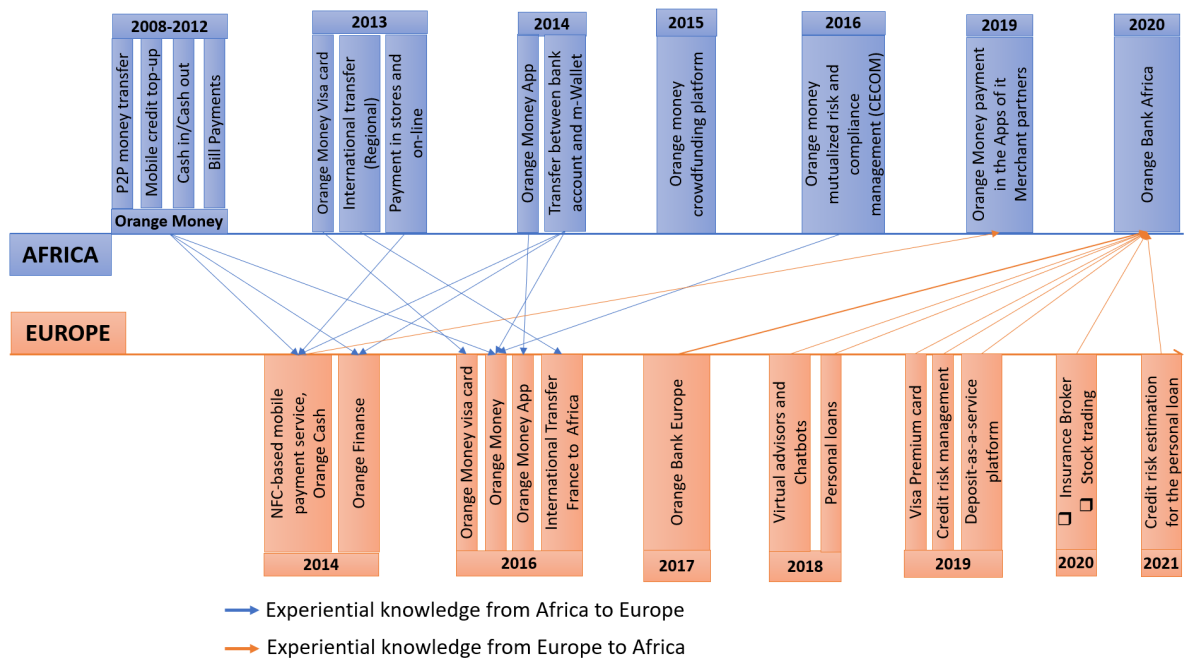
ACTIVITIES	FUNCTIONS	ACTORS	RESOURCES/ COMPETENCES	ACQUIRED RESOURCES FROM ORANGE
Mobile payment	<ul style="list-style-type: none"> • Manage transactions, i.e., Bill customer • Pay merchant 	<ul style="list-style-type: none"> • Smartphone producers • Telecom operators • Banks • Instant messaging 	<ul style="list-style-type: none"> • Billing system • Merchant base • Customer base 	<ul style="list-style-type: none"> • Partnership with merchants • Partnership with Banks
Mobile Transfer (Domestic and international transfers)	<ul style="list-style-type: none"> • Manage transactions, i.e., Bill customer 	<ul style="list-style-type: none"> • Smartphone producers • Telecom operators • Banks • Instant messaging • Remittance Service Provider (RSP) 	<ul style="list-style-type: none"> • Electronic Money Establishment license • Billing system • Customer base • Mobile money platform • Distribution network (Cash-in/Cash-out) 	<ul style="list-style-type: none"> • Acquisition of an Electronic Money Establishment license (EME) • Created the Money Compliance Expertise Centre (CECOM) • Partnership with local banks • Developed an interoperable payment platform
Mobile lending and repayment	<ul style="list-style-type: none"> • Manage transactions, i.e., loan interest, loan Application, approval, disbursement, repayment • data management • Credit risk management • Compliance management • Customer relationship management (CRM) 	<ul style="list-style-type: none"> • Smartphone producers • Telecom operators • Banks • Insurance company • Instant messaging 	<ul style="list-style-type: none"> • Banking operation license • Billing system (loan interest rate) • Customer base • Mobile money platform (Loan application, Disbursement, and repayment) • Distribution network (Cash-in/Cash-out) • Customer data • Intelligent system (credit risk scoring) • Compliance management system • Customer support/care 	<ul style="list-style-type: none"> • Acquisition of banking license • Acquisition of a bank insurance/ neo-bank • Developed a virtual advisor and chatbot (customer services) • Developed a credit risk scoring system
Mobile Saving/deposit and withdrawal	<ul style="list-style-type: none"> • Manage transactions, i.e., customer interest, 	<ul style="list-style-type: none"> • Smartphone producers • Telecom operators • Banks 	<ul style="list-style-type: none"> • Banking operation license • Billing system (customer interest rate) • Customer base 	<ul style="list-style-type: none"> • Acquisition of a deposit-as-a-service platform

	<ul style="list-style-type: none"> Application, approval, deposit, and withdrawal data management Customer relationship management (CRM) 	<ul style="list-style-type: none"> Instant messaging 	<ul style="list-style-type: none"> Mobile money platform (Application, approval, deposit, and withdrawal) Distribution network (Cash-in/Cash-out) Customer data Compliance management system Customer support/care 	
Mobile insurance (Premium collection and claim disbursement)	<ul style="list-style-type: none"> Manage transactions, i.e. (Application, approval, Premium collection, and claim disbursement) data management Customer relationship management (CRM) 	<ul style="list-style-type: none"> Smartphone producers Telecom operators Banks Insurance company Instant messaging 	<ul style="list-style-type: none"> Insurance operation license Billing system (customer interest rate) Customer base Mobile money platform (Application, approval, premium collection, and claim disbursement) Distribution network (Cash-in/Cash-out) Customer data Compliance management system Customer support/care 	<ul style="list-style-type: none"> Acquisition of a broker in insurance license

3.3 Experiential knowledge links between the African and European markets

Another interesting aspect of the diversification of Orange in financial services is the transfer of R&C between the African and European markets. As it was not possible to transfer resources such as licences and firms between countries, this is more of a transfer of knowledge and, in particular, experiential knowledge. The broad pattern is that Orange initially developed R&C about mobile payment in Africa before launching mobile payment services in Europe and established its first banking experience in Europe before extending its offer to banking services in Africa (figure 3).

Figure 3: Transfer of R&C and knowledge between Africa and Europe



3.4 Disruption pattern

A disruption pattern à la Christensen is discernable in Africa. A huge unexploited (fringe) market allowed Orange to launch a cheap, simple and easy to use innovation providing a basic service. Over time, the quality and breadth of the service offer has been expanded, culminating with the launch of a full range of banking services. By doing so, Orange has succeeded, to a certain extent, in disrupting this market in Africa. But in Europe, the same pattern has not occurred. There was no disruption by mobile payment services, as most countries were already using traditional payment solutions, such as credit cards. In order to become a more significant player in the banking and payment market, Orange had to acquire a neo-bank. However, this

experience has contributed to accumulate knowledge which has been useful in Africa, in order to reach the last phase of disruption.

4. Conclusion

Traditional banking is still not widely adopted by the African population due to strict account opening conditions, high recurring fees, and the limited availability of bank branches. But, as a result, these barriers have made the African market attractive – it is the second-largest banking market in the world in terms of growth and second-most profitable, at twice the global average. And this potential has encouraged the entry of new players such as Orange.

Initially, Orange developed tailored services to respond to the urgent needs of the unbanked population while relying on its core resources and capabilities as the foundation for the strategy development. As with any successful diversification, acquiring adequate complementary resources and capabilities and merging with the operator's core assets facilitated the offer of innovative financial services within a brief time frame. With the foundation already planted, Orange evolved from transactional operations to advanced financial services involving an entire banking ecosystem.

By tracking the trajectory followed by the group, we observed a logical chain of actions in the diversification strategy development by acquiring or accessing appropriate resources and capabilities. Furthermore, our analysis identifies a pattern of disruptive innovations, which usually originate from fringe markets before upgrading to the mainstream market. On the African continent, this service was rather disruptive, while in Europe it was not. Another important contribution was to highlight the prime role of experience exchange between the respective operations in Africa and Europe.

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