

To whom it may concern,

Orca is a subsidiary of Viaccess, a wholly-owned unit of **France Telecom SA**. Viaccess S.A. delivers solutions for digital pay television and secured content distribution. Viaccess and Orca are working closely together to offer converged TV operators with advanced solutions that will enable them to stay competitive in today's dynamic market.

**At Orca**, through over a decade of providing solutions for IPTV, we have believed that Innovation, for a service provider, is the engine to growth and, just like a train engine, once you stop feeding the fires, forward momentum is lost and is difficult to regain. That is why we have been driven to inOrcate constantly and consistently, building Innovations into our products and striving to give our customers the edge they need in a market which is so dynamic, that tomorrow's biggest threats were mere rumors yesterday..

In 2011 we hired Mr. Nir Ben Lavi, Lead Researcher at Inovent Applications, to assist us in our strive for innovation by employing the tools of Systematic Innovation as an answer to some of Orca's needs. The process we went through included, as follows:

- Learning the methodology of Systematic Innovation integrated with selected knowledge from the Adizes methodology, via a series of lectures.
- Running multi-disciplinary teams that focused on some of Orca's challenges. Each team generated selected solutions to those challenges and the most promising solutions were assimilated in Orca's departments .
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- The whole process lasted for several months, involved more than 25 participants from the company's R&D, engineering, production and other functions, including the company's CEO.

Mr. Ben Lavi was a driving force to our innovation efforts and I strongly recommend him as an innovation expert who could lead you to your next breakthrough.

Best Regards,



**Dafna Golan**

VP Human Resources