

ARR24

4 avril 2023

ALCYON

RENAISSANCE

2024

4 avril 2023

AR24

ALCYON

RENEW

2024

4 avril 2023

AR24

ALCYON

RÉINVENTÉ

2024

4 avril 2023

AR24

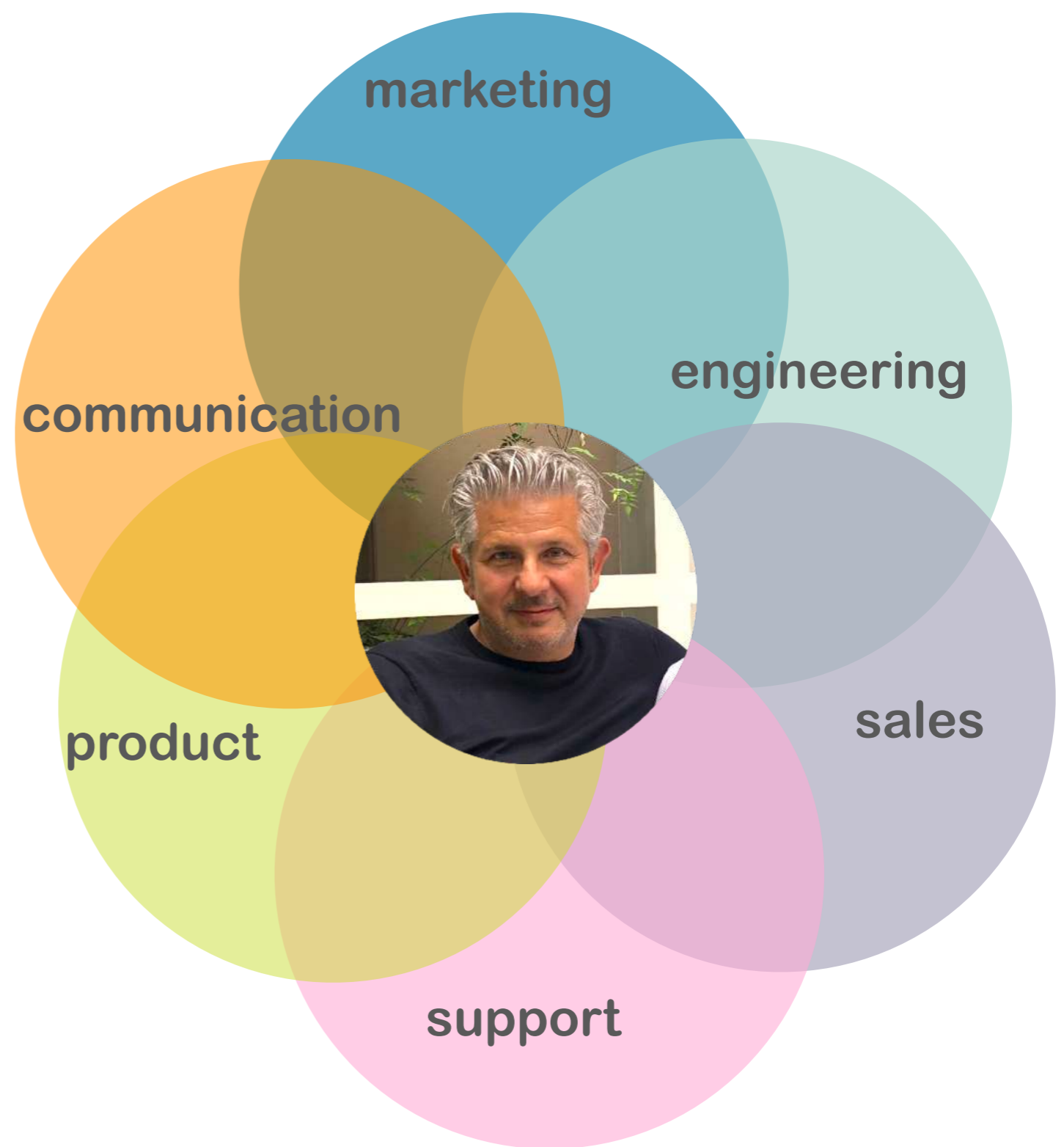
4 avril 2023





# technology evangelist

hubert@kratiroff.com



# technology evangelist

**full stack** marketer

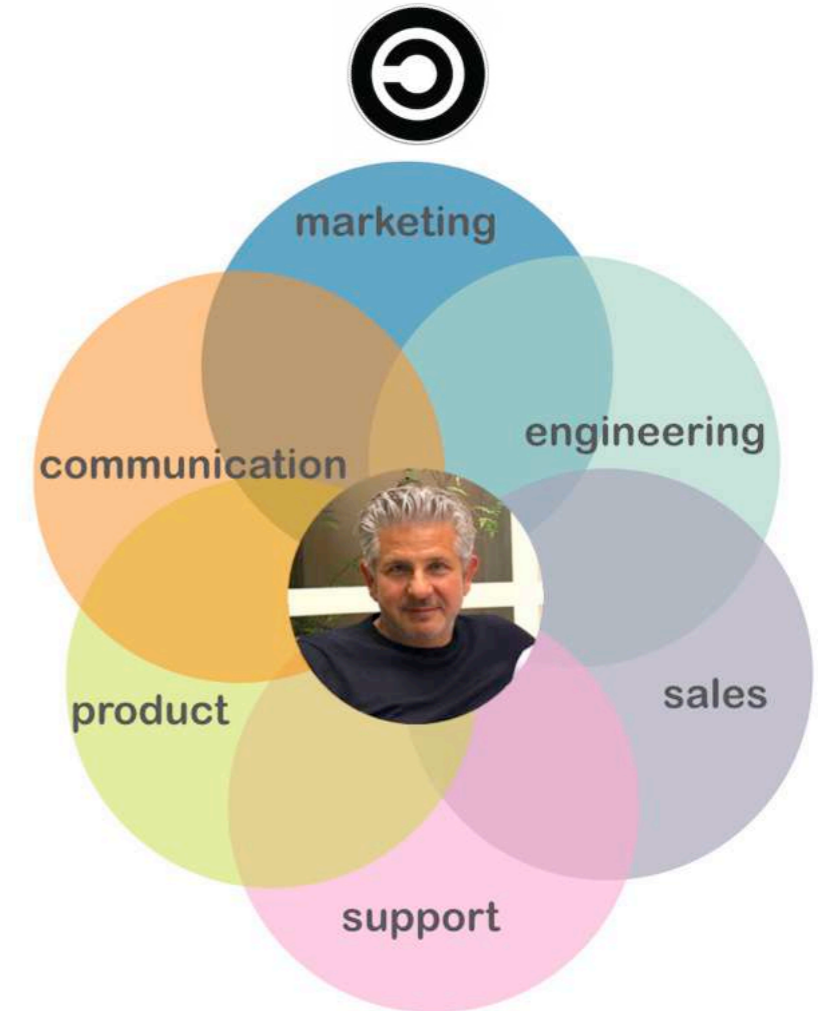
**CDDO**: chief digital/data officer

**DPO**: Data Protection Officer

expert **learn marketing, CMI, marcom**

everyday writing, coding & programming

entrepreneur / consultant



hubert@kratiroff.com



@kratiroff



linkedin.com/in/kratiroff

06 80 43 29 05

Yasmina  
Laetitia  
Caroline  
Michèle

Hello

François  
Mickaël  
Sébastien  
Xavier









**@kratiroff**

**your  
happiness  
is my  
business**

*Aphorisme de Hubert Kratiroff*

CX

EX

U

X

# *Blind Test*

Menu  **HERMÈS** PARIS Compte Panier



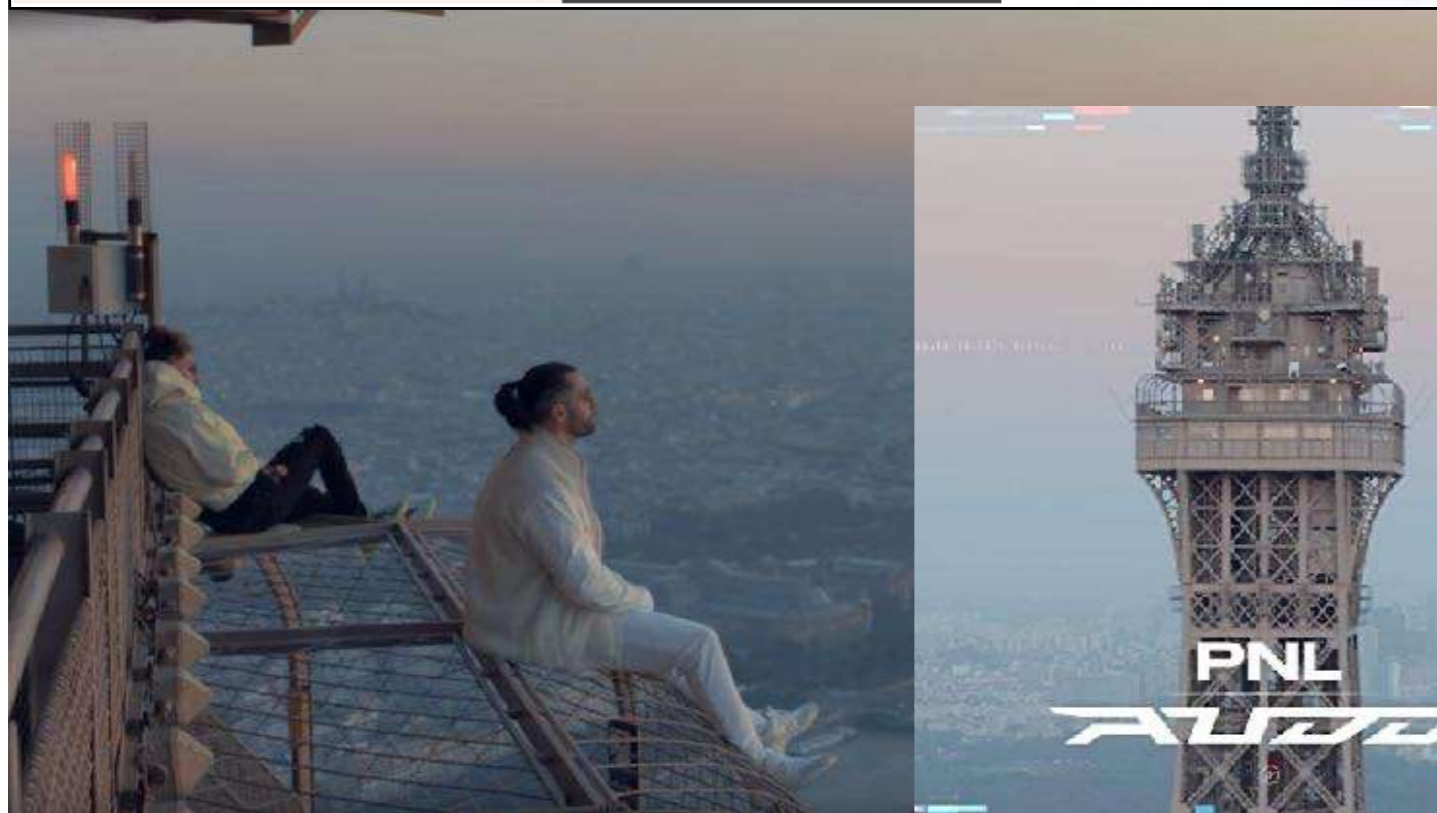
## PAPRIKA BRASIL EAU DE TOILETTE

230 € (taxe e.t. inclus)

Paprika Brasil, c'est le pouvoir ravageur du paprika et du bois de brésil, adouci par l'iris.

Contenance: 100 ml

[Ajouter au panier](#)



Google

pnl au dd

[AI](#) [Images](#) [Videos](#) [News](#) [Maps](#) [More](#)

About 3,030,000 results (0.45 seconds)

Tip: Search for **English** results only. You can specify your search language in Pr

## Au DD

Litre de PNL

### Paroles

AU DD

J'la passe, la détaille, la pé-cou, la vi-sser, des regrets devant ton bébé  
 J'sors de chez toi, j'reprends ta voiture mal garée puis j' retire ton PV  
 J'recherche un billet, des affaires, des plans dans la planque, un peu trop peiné..

Source : Musixmatch



Menu  **HERMÈS** PARIS Compte Panier



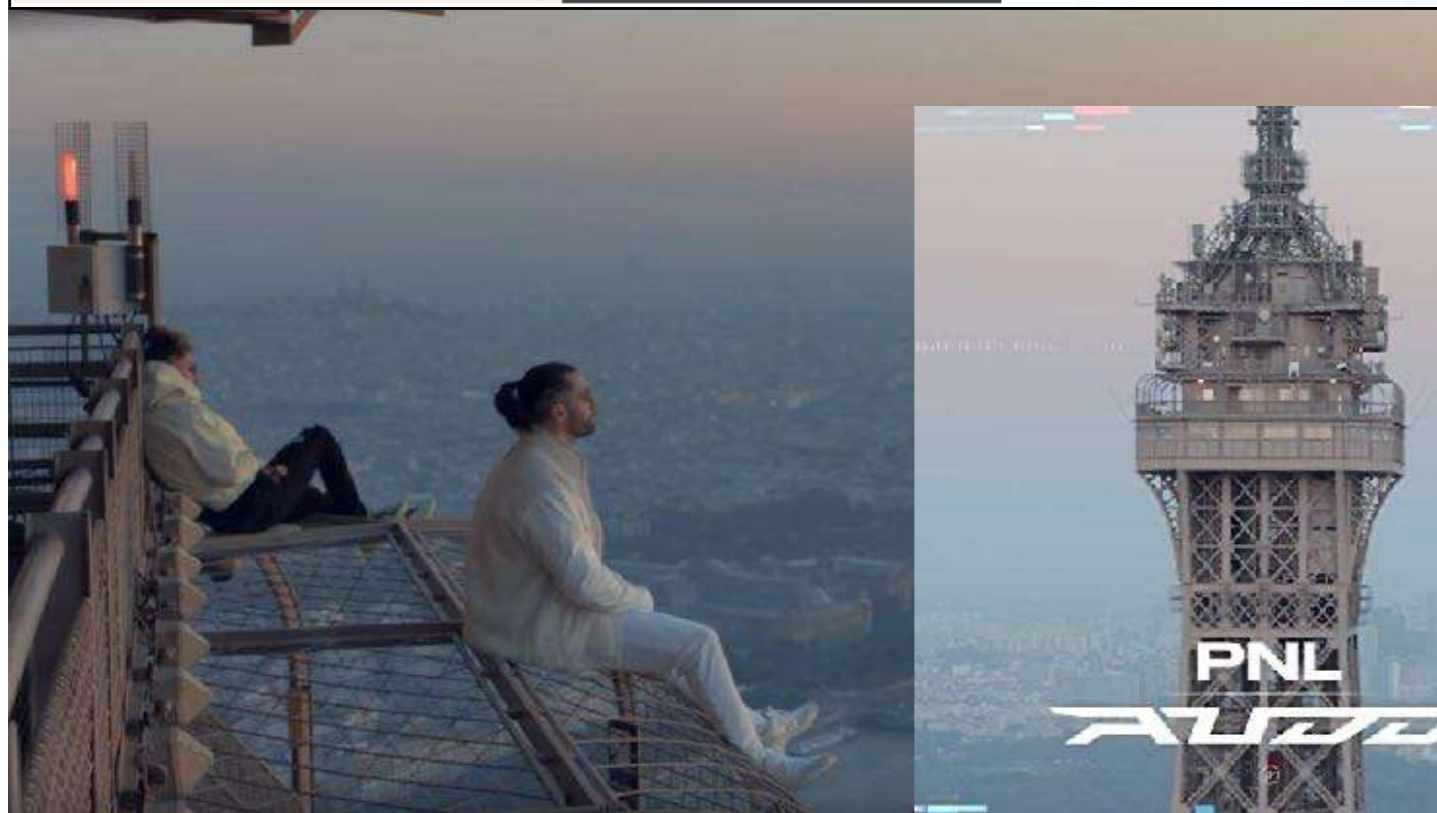
## PAPRIKA BRASIL EAU DE TOILETTE

230 € (taxe et livraison)

Paprika Brasil, c'est le pouvoir ravageur du paprika et du bois de brésil, adouci par l'iris.

Contenance: 100 ml

[Ajouter au panier](#)



Google

pnl au dd

[AI](#) [Images](#) [Videos](#) [News](#) [Maps](#) [More](#)

About 3,030,000 results (0.45 seconds)

Tip: Search for **English** results only. You can specify your search language in Pr

### Au DD

Titre de PNL

#### Paroles

AU DD  
 J'la passe, la détaille, la pé-cou, la vi-sser, des regrets devant ton bébé  
 J'sors de chez toi, j'reprends ta voiture mal garée puis j' retire ton PV  
 J'recherche un billet, des affaires, des plans dans la planque, un peu trop peiné..

Source : Muskmach





**experience  
phygitale  
N°1**

lesnouveauxmarketing  
.com/ar24

UX





**Act**

**Think**

**Impact**

## La définition du mot "Crise" en chinois

Crise

危 机

DANGER

OPPORTUNITE

Le mot CRISE est composé de deux caractères. Le premier caractère « danger » représente un homme au bord d'un précipice. Le second, souvent associé au vocabulaire des machines, signifie opportunité / chance lorsqu'il est associé à 会

La sémantique chinoise est dans ce cas plus positive en évoquant le *caractère* favorable que peut représenter une crise pour une organisation.

**#newWorld**

*Michel Houellebecq*  
La carte  
et le territoire

roman

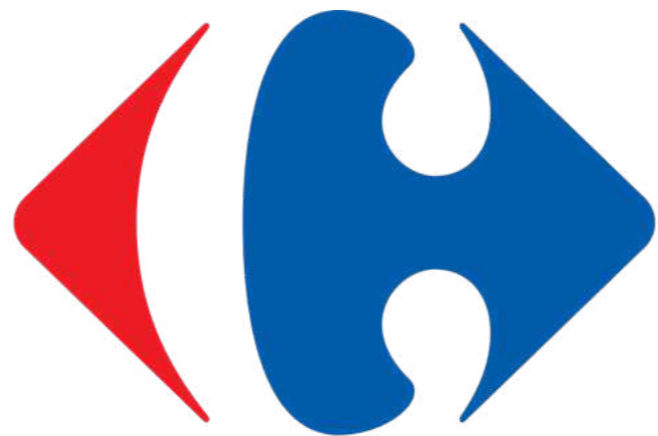
**PRIX  
GONCOURT  
2010**

Flammarion

# Un nouveau continent ...







**Carrefour**

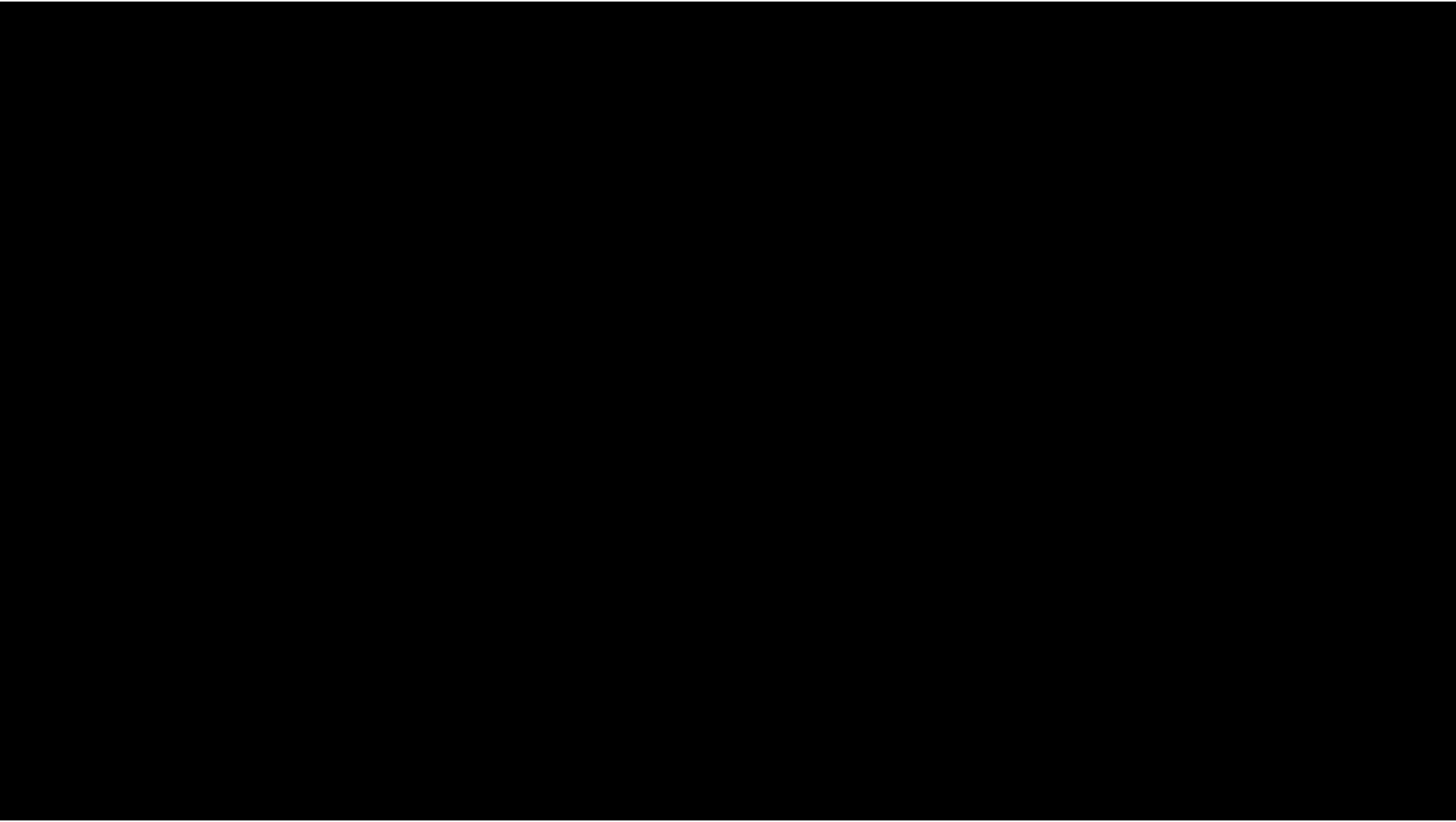








**mise à jour logiciel**



# La question

4 avril 2023

**A**RR24

ALCYON

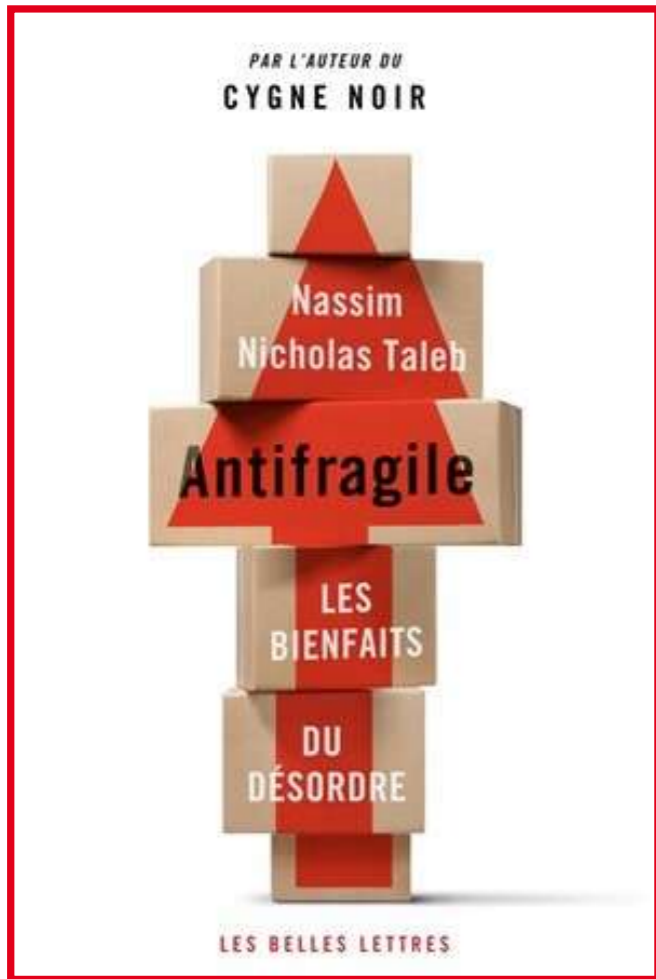
RÉINVENTÉ

RENEW

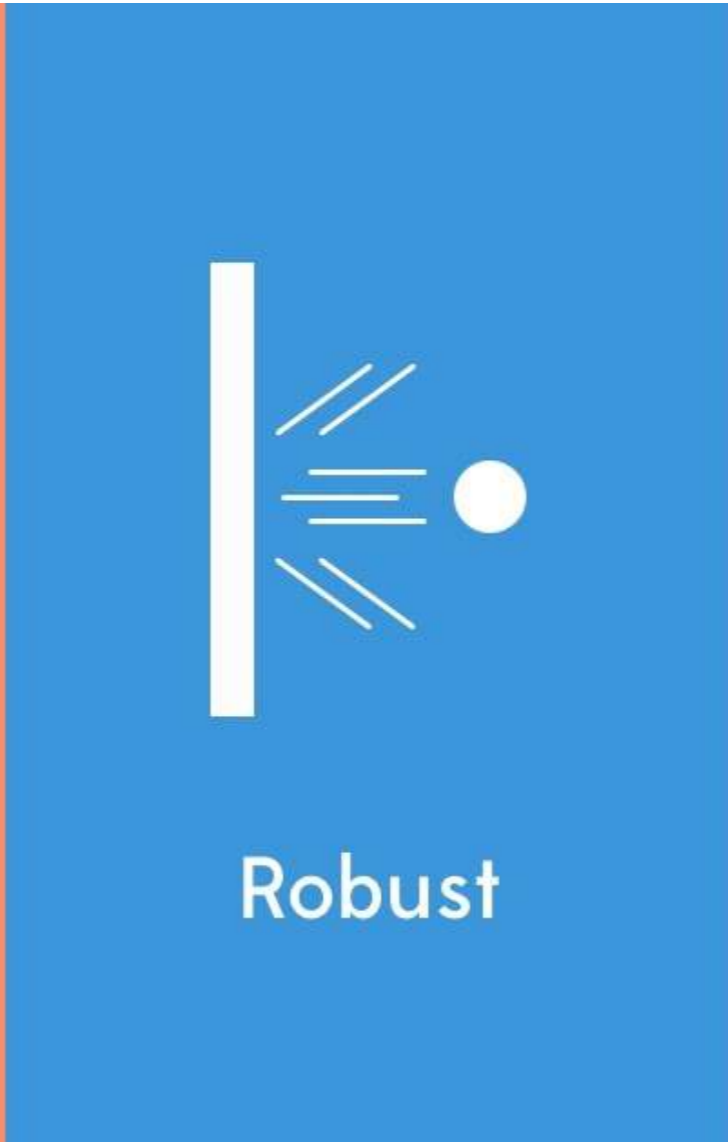
RENAISSANCE

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AR24



Fragile



Robust



Antifragile



# fragile

sensible, peur du stress



# résilient

robuste, puissant, résiste au stress

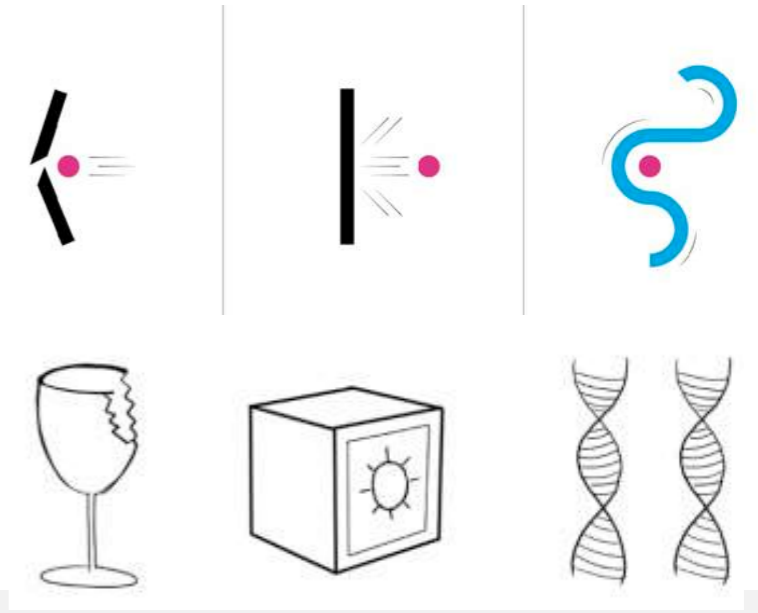
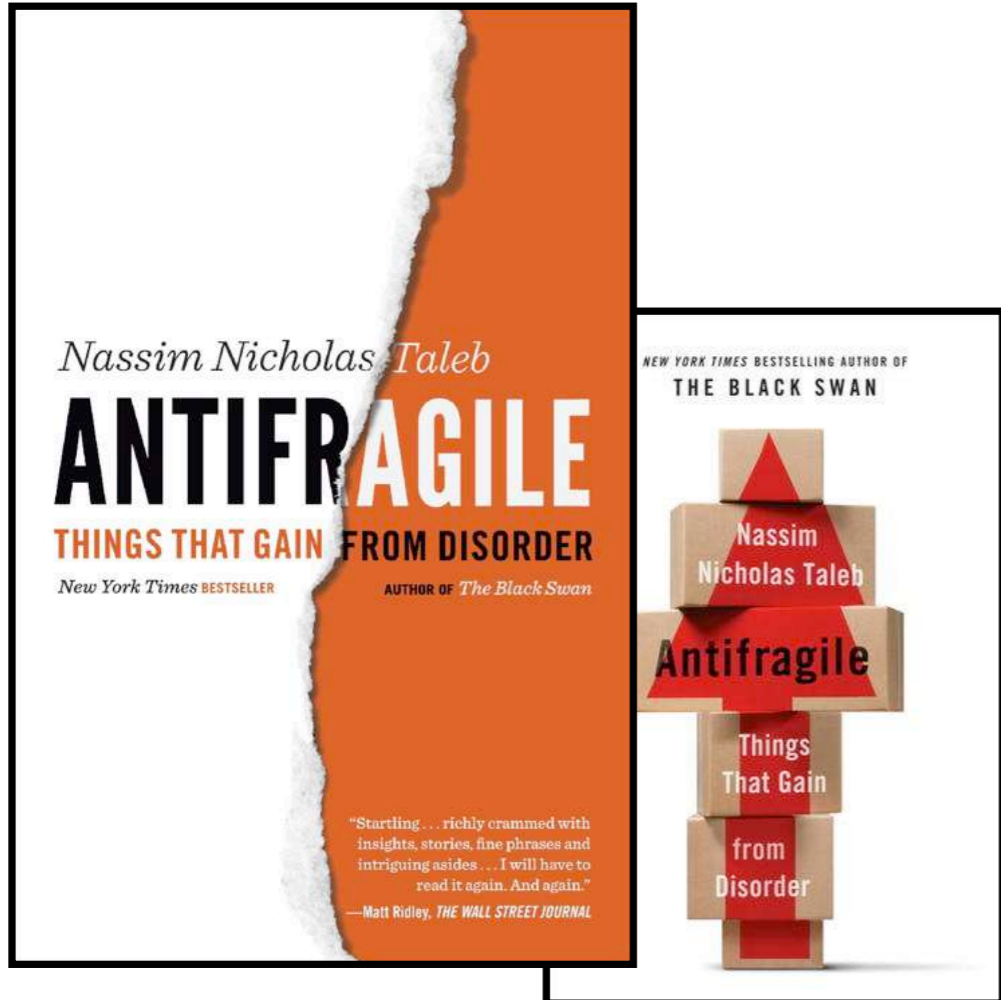


# antifragile

renforcé par l'adaptation au stress

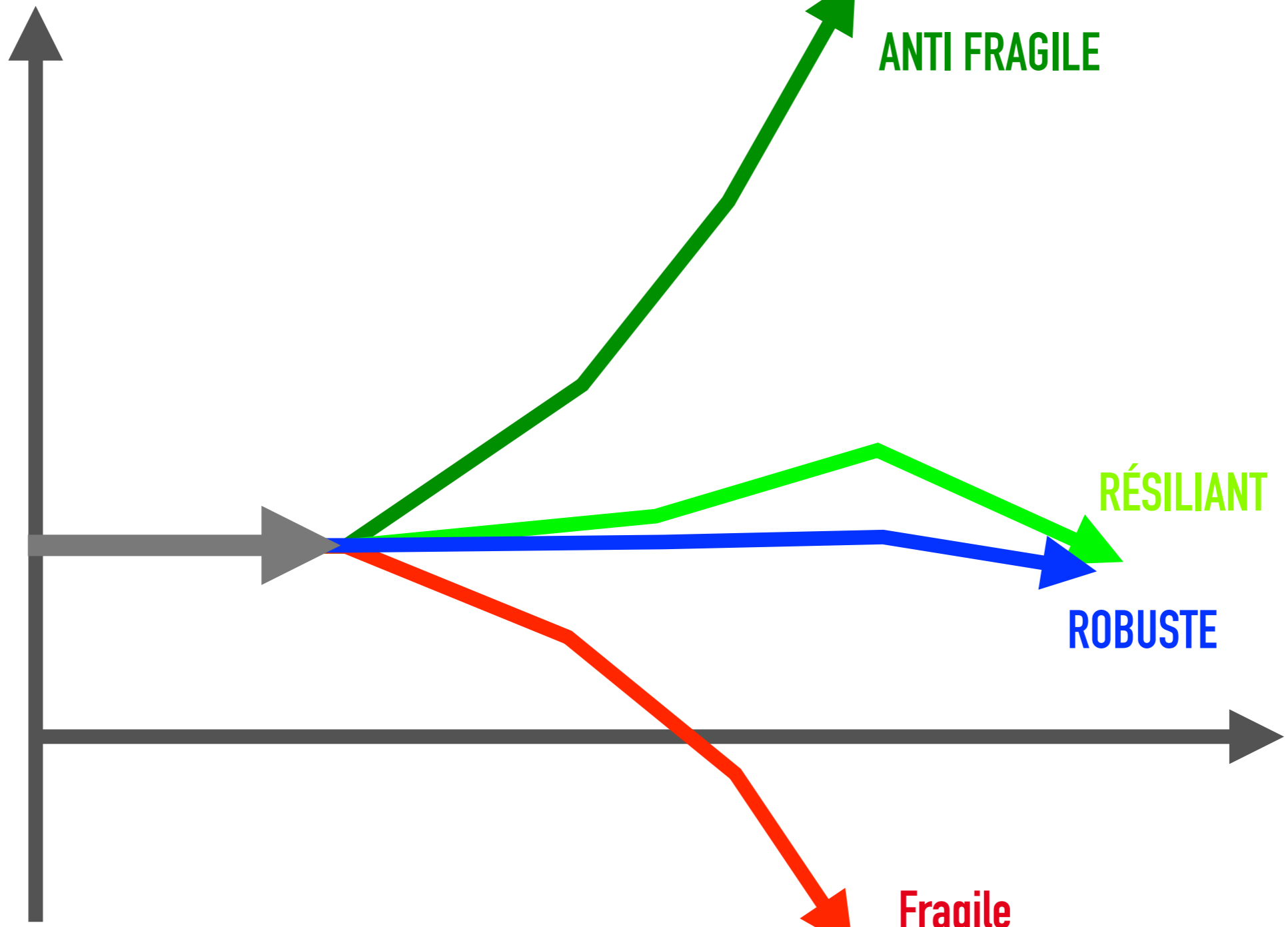


# KINTSUGI ET ANTIFRAGILITÉ



Kintsugi  
金継ぎ

Amélioration



ANTI FRAGILE

RÉSILIENT

ROBUSTE

Fragile

PAR L'AUTEUR DU  
CYGNE NOIR



LES BELLES LETTRES

Le nom reste,  
le reste change

4 avril 2023

**A**RR24

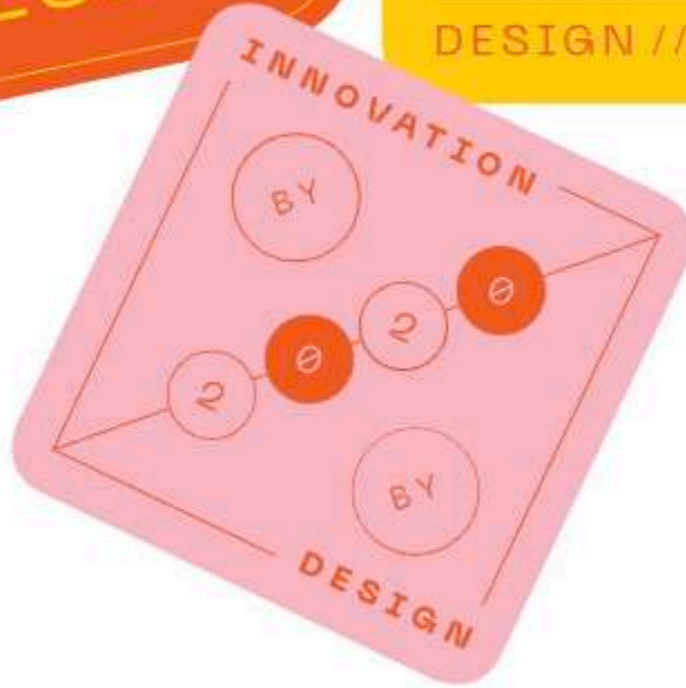
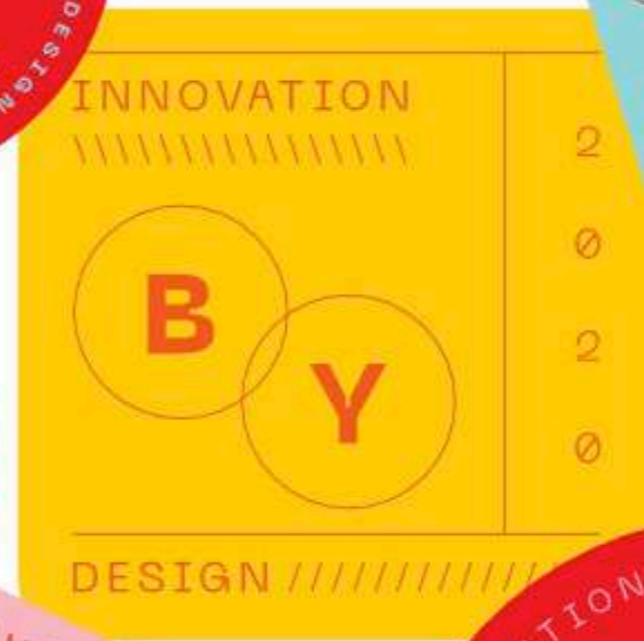
t h e w o r l d s

SI VOUS NE PRENEZ PAS  
SOIN DE VOS CLIENTS,  
UN CONCURRENT LE FERA

b o s t

i b n o v a t i v e

c o m p a n i e s



# SUNSET





road

# FUN FACT

chacun raconte une anecdote client ou un cas spécial ou une demande étonnante

4 avril 2023

AR24



# QUESTION

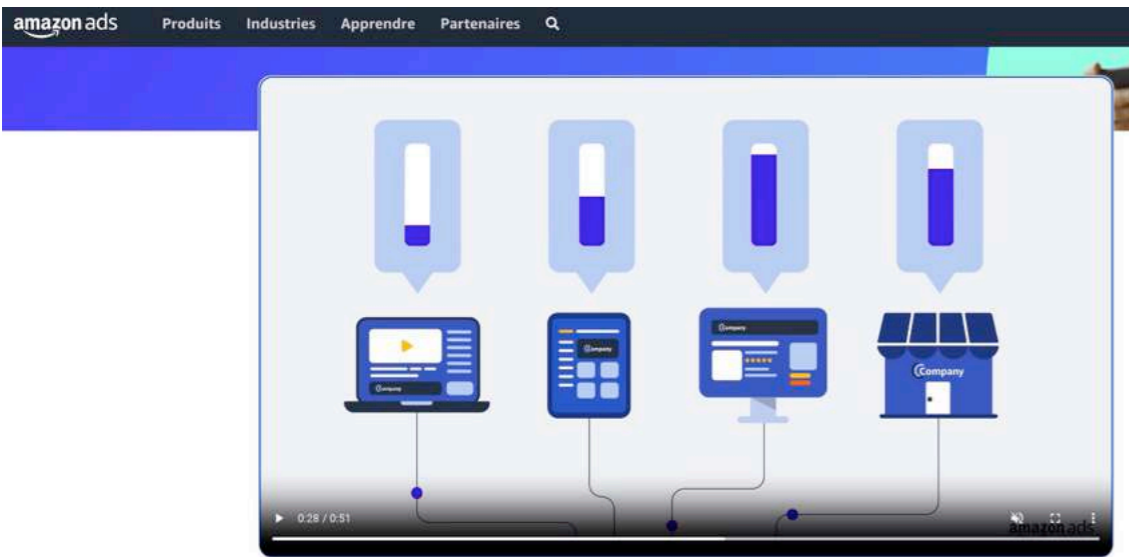
quelle question allons  
nous résoudre  
en 6 heures ?

4 avril 2023

AR24



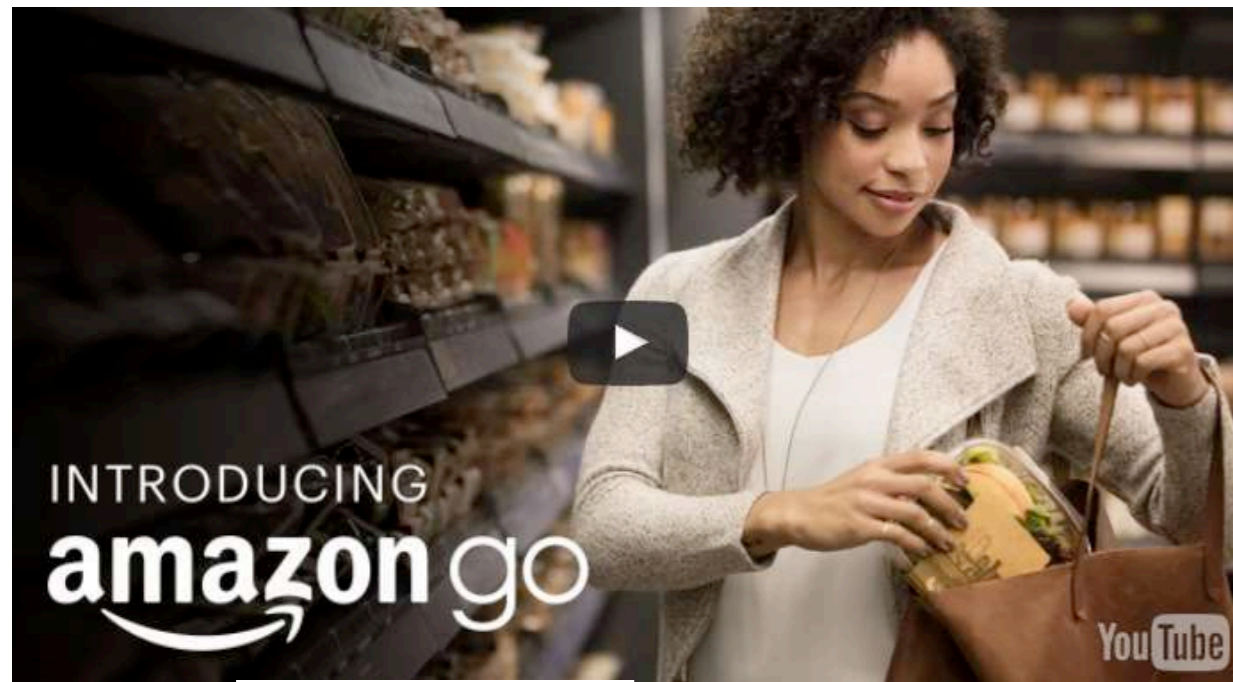




—  
Comprendre l'impact de votre marque sur  
l'ensemble des canaux


Amazon's long term bold vision

- #1 ANYTHING
- #2 ANYWHERE
- #3 ANYTIME



AI + amazon = amazon go






amazon elements  
**VITAMIN C**  
 1000 mg per serving  
 Vegan  
 Tested for potency, purity, and integrity.  
 300 TABLETS DIETARY SUPPLEMENT

amazon Deliver to France All

Amazon's response to COVID-19

**PillPack**  
 by amazon pharmacy



8:00 AM Monday  
 1 METFORMIN 500MG  
 1 LOSARTAN 50MG  
 1 DHEPRAZOLE 50 40MG  
 1 VITAMIN D 1000IU

PillPack by Amazon Pharmacy

HOME HOW IT WORKS PRICING



IDEO

[Photo: courtesy of Amazon]

amazon pharmacy

Prefer your meds in bottles?



**PillPack**  
 by amazon pharmacy

Prefer your meds in packets?



6:00 PM Monday  
 1 ATORVASTATIN 40MG  
 1 FISH OIL 1000MG

1:00 P

8:00 AM Monday  
 1 METFORMIN 500MG  
 1 LOSARTAN 50MG  
 1 DHEPRAZOLE 50 40MG  
 1 VITAMIN D 1000IU



8:00 AM Saturday  
 1 METFORMIN 500MG

8:00 AM Wednesday  
 1 METFORMIN 500MG  
 1 LOSARTAN 50MG  
 1 DHEPRAZOLE 50 40MG  
 1 VITAMIN D 1000IU

Here's your new PillPack!

PillPack delivers everything you need from the pharmacy to your door.





**Retail**



**Media**

Différents points de vues du Retail Media

Pour un retailer : valorisation des assets - websites, points de vente, APP, parking, **data**...

Pour une marque/industriel : une autre façon d'annoncer, de négocier, de se développer, de connaître

Pour les consommateurs :  
coupon, remise





Prime Air



N1997A

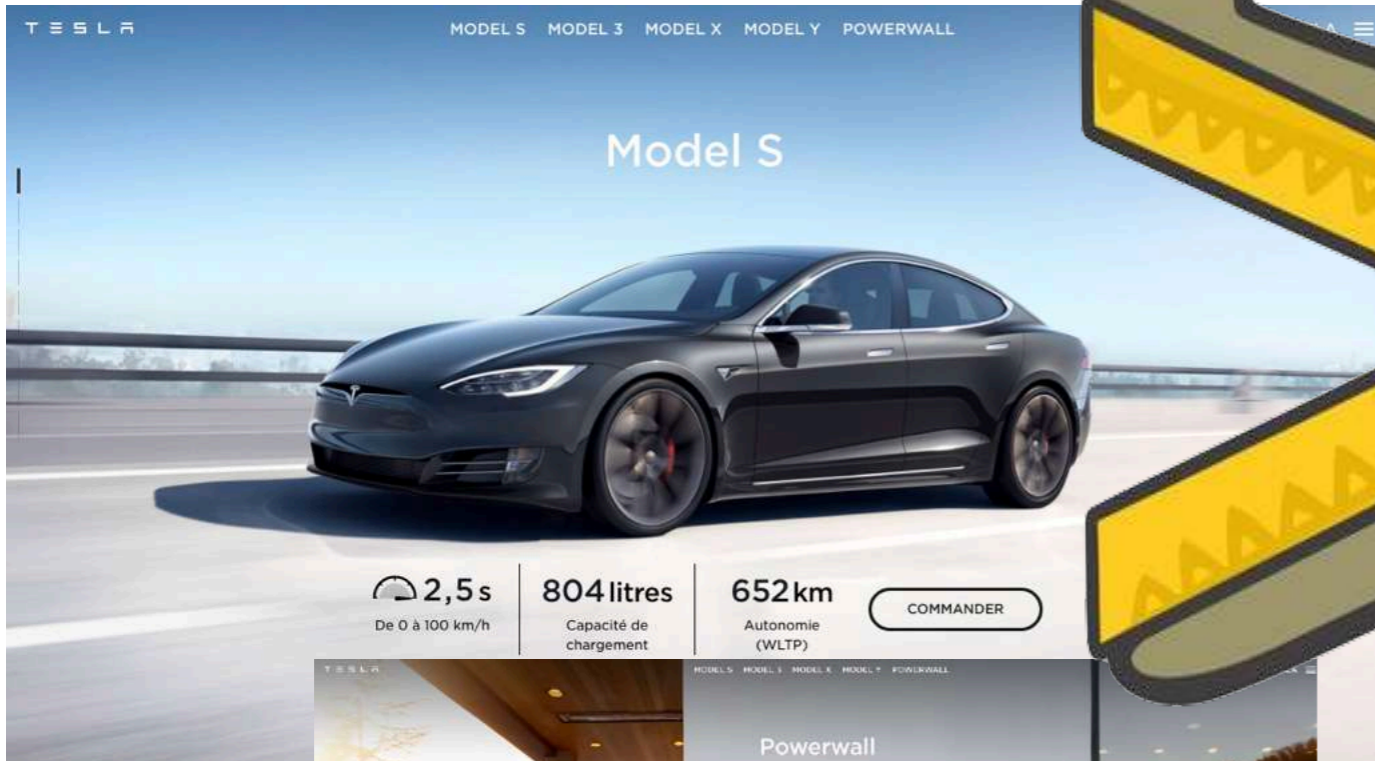
# Market capitalization of Zoom Video Communications vs. the 15 biggest airlines



**\$151B**



**\$151B**





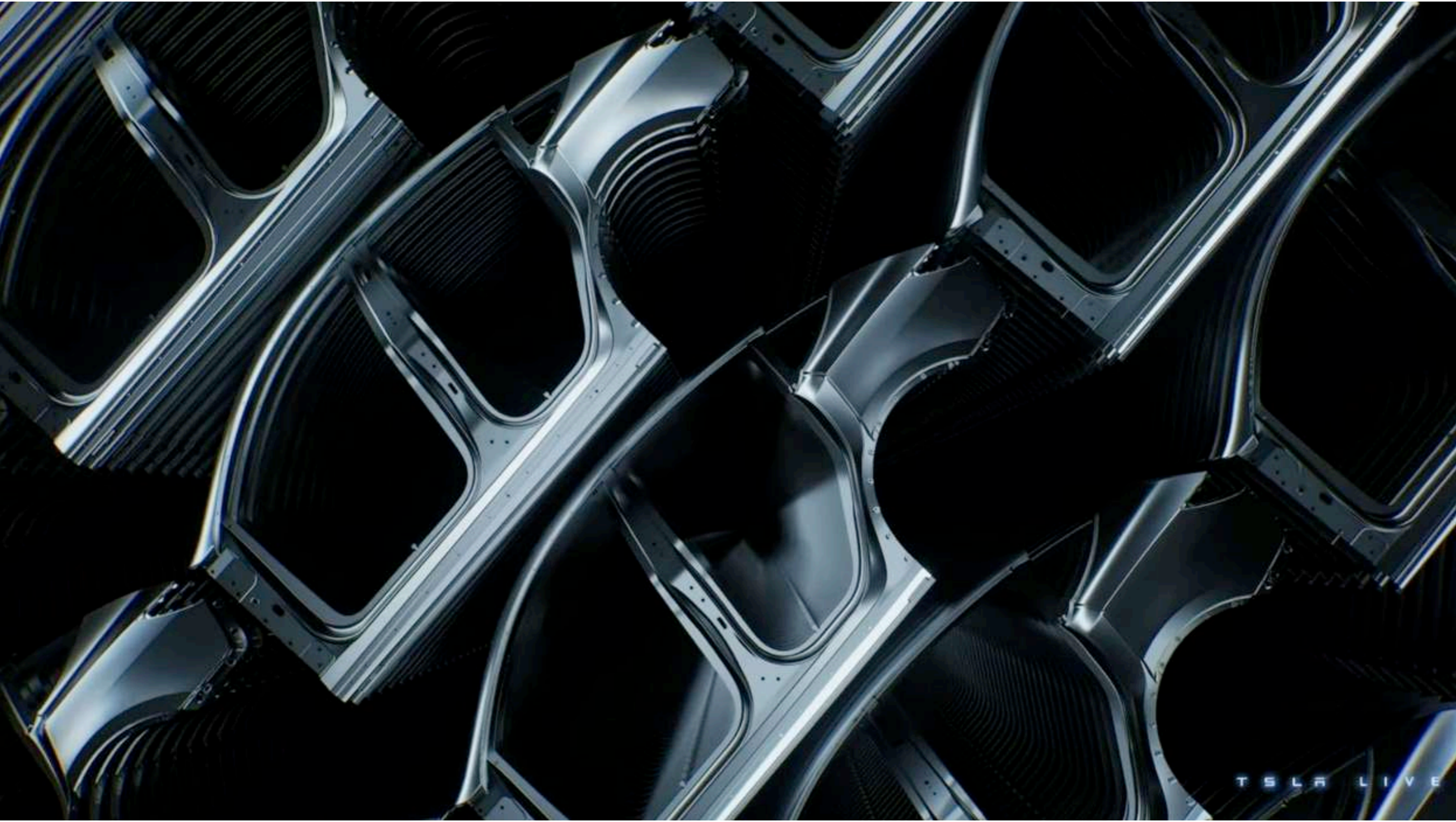
05/01/20

# NASA SELECTS LUNAR OPTIMIZED STARSHIP

NASA selected SpaceX to develop a lunar optimized Starship to transport crew between lunar orbit and the surface of the Moon as part of NASA's Artemis program.

**master**

**plan**



T S L A L I V E

# Master Plan 3

Sustainable Energy For All of Earth



## Tesla Electric Rollout Plan



Coming in July to Texas

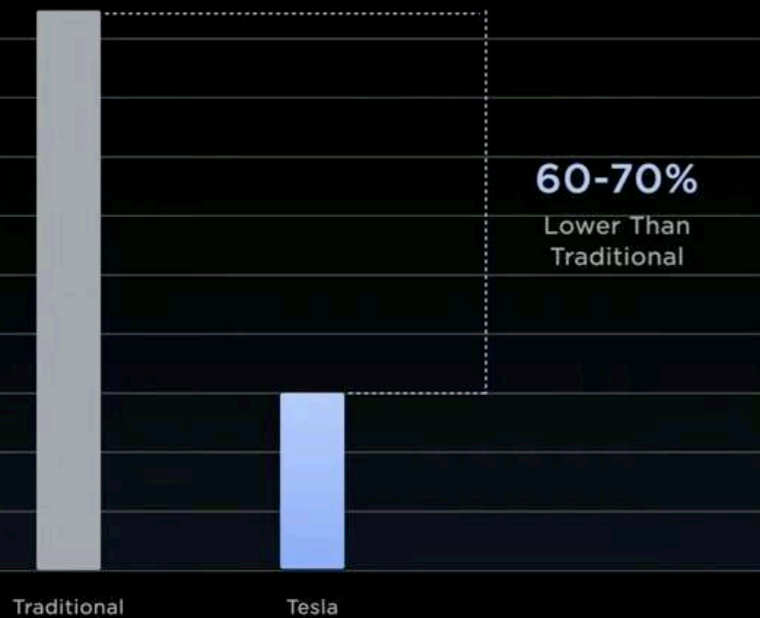
**Unlimited  
overnight  
home charging**

**\$30/month**

TESLA LIVE

## Reducing SG&A per Car Enabling Improved Affordability

Selling, General & Administrative Expenses per Vehicles



## Gigafactory Mexico

MANUFACTURING NEXT GEN VEHICLE





# This Is Just the Beginning

Cumulative Tesla Storage Deployed

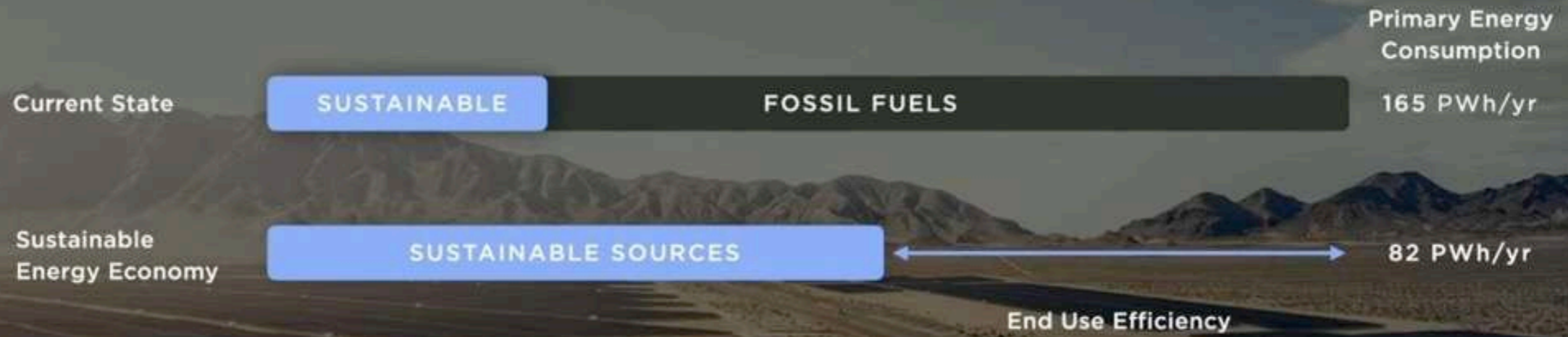


We are here

Focus on Building Capacity & Ramping Fast

Tesla Is an Electricity Retailer

# A Sustainable Energy Economy Is Within Reach & We Should Accelerate It



# A Sustainable Energy Economy Is Within Reach & We Should Accelerate It

HOW THE MASTER PLAN WORKS

240TWh

Storage

30TW

Renewable  
Power

\$10T

Manufacturing  
Investment

1/2

The Energy  
Required

<0.2%

Land Area  
Required

10%

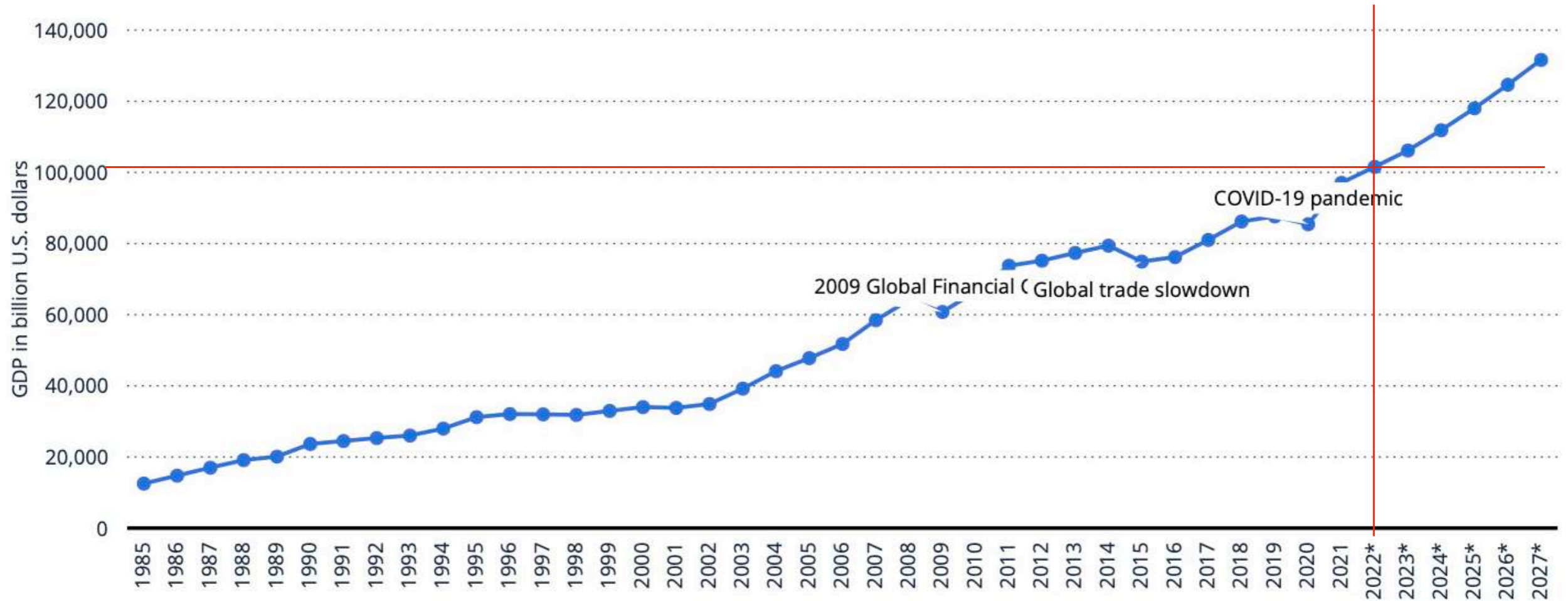
2022  
World GDP

ZERO

Insurmountable  
Resource Challenges

# Global gross domestic product (GDP) at current prices from 1985 to 2027 (in billion U.S. dollars)

Global gross domestic product (GDP) 2027



# The Plan To Eliminate Fossil Fuels

Reduction In  
Fossil Fuel Use

35%

21%

22%

17%

5%



Renewably Power  
The Existing Grid

46 PWh/yr



Switch to  
Electric Vehicles

28 PWh/yr



Switch to  
Heat Pumps

29 PWh/yr



High Temp Heat  
Delivery & Hydrogen

22 PWh/yr



Sustainably Fuel  
Planes & Boats

7 PWh/yr

Displaced  
Fossil Fuels

BRAND CONTENT

//vs.

content strategy



PREMIUM



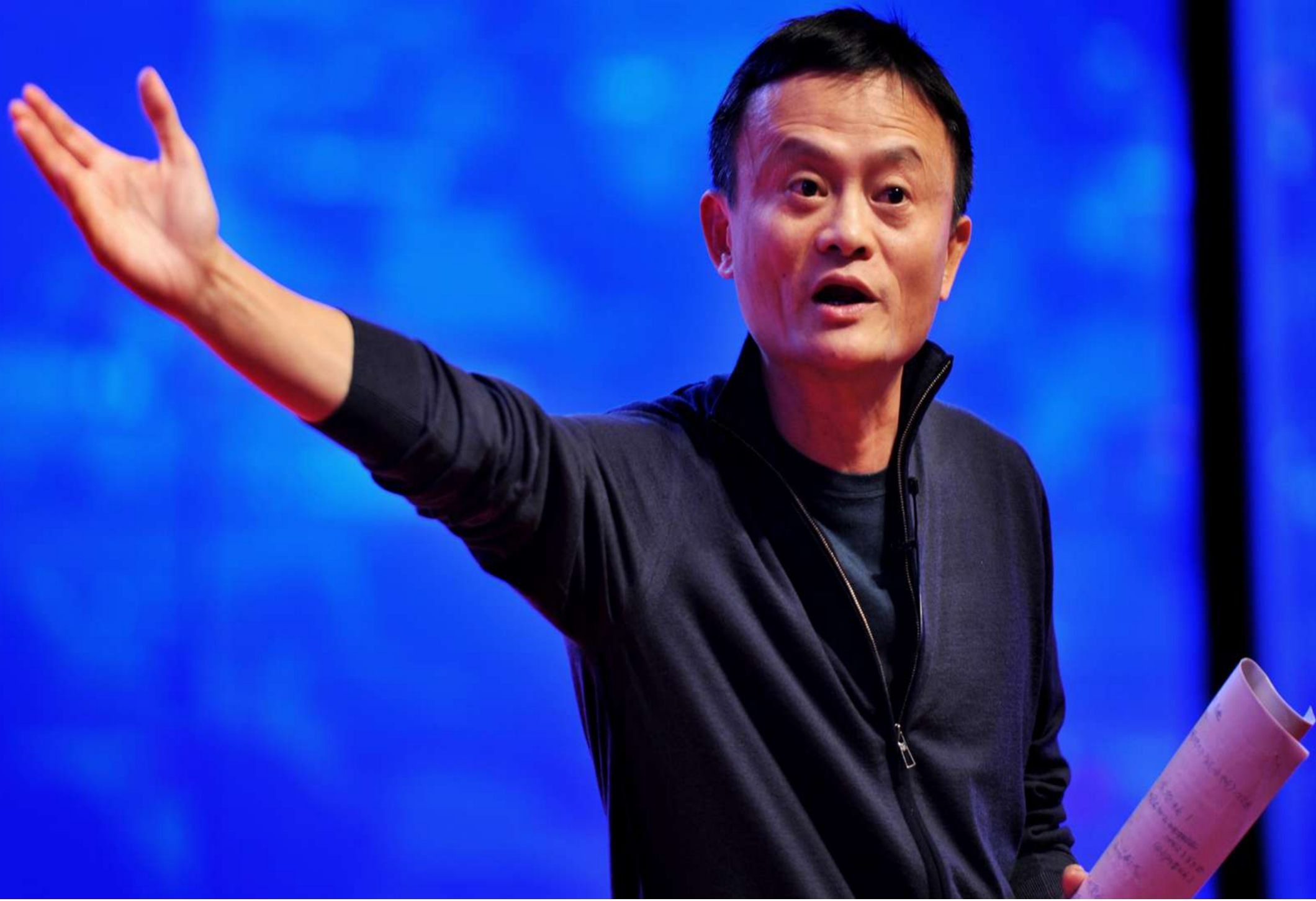
# STARLINK PREMIUM



SWARM

**THANK YOU FOR YOUR INTEREST IN ORDERING STARLINK!**

Starlink Premium is not yet available in your area. Please check back for future availability in your area.







ALI  
EXPRESS

# 74 milliards en 1 jour

## 2020 天猫双11全球狂欢季

2020 天猫双11全球狂欢季 (11.1-11.11)

成交额 **4982 亿**

\$74.10 billion

GMV generated in USD  
All GMV referenced is settled through Alipay

31766 个海外品牌参战

105 个产业带成交额过 1 亿元

210 万线下小店参与

覆盖 1406 个县域的 41 万款农产品

38 万个来自贫困县的店铺加入

AI调用量超 15 万亿次

初步数据，未经审计。 All data displayed is preliminary and unaudited



**11/11/2022**

**???**

**100 milliards \$**

**2023 : divisé en 6**

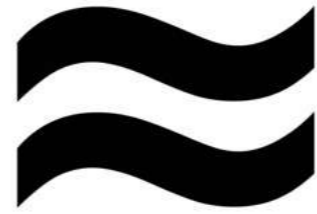
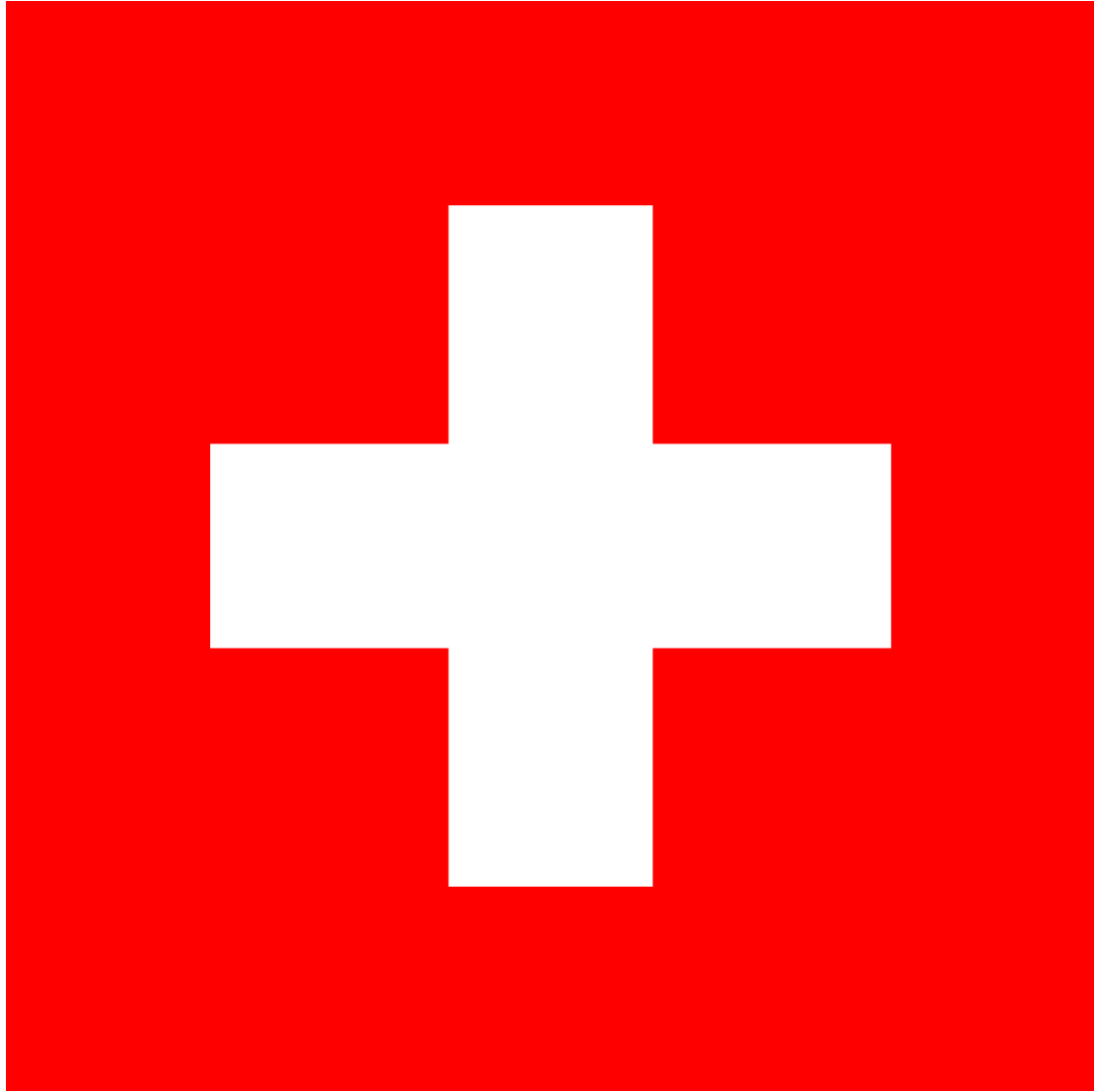
# Les Nouvelles économies





ROLEX





GAFA, quoi ?



G A F A

N A T U

B A T

G

**G A F A**

Google Amazon Facebook Apple

*M S H*

Microsoft Salesforce Huawei

**N A T U**

Netflix Airbnb Tesla Uber

*B E Y*

Booking Expedia Yandex

**B A T X**

Baidu Alibaba Tencent Xiaomi

*B D H*

Bytedance DJI Hikvision



~~CAAC 40~~





**La**

**FRENCH TECH**

**NEXT40**

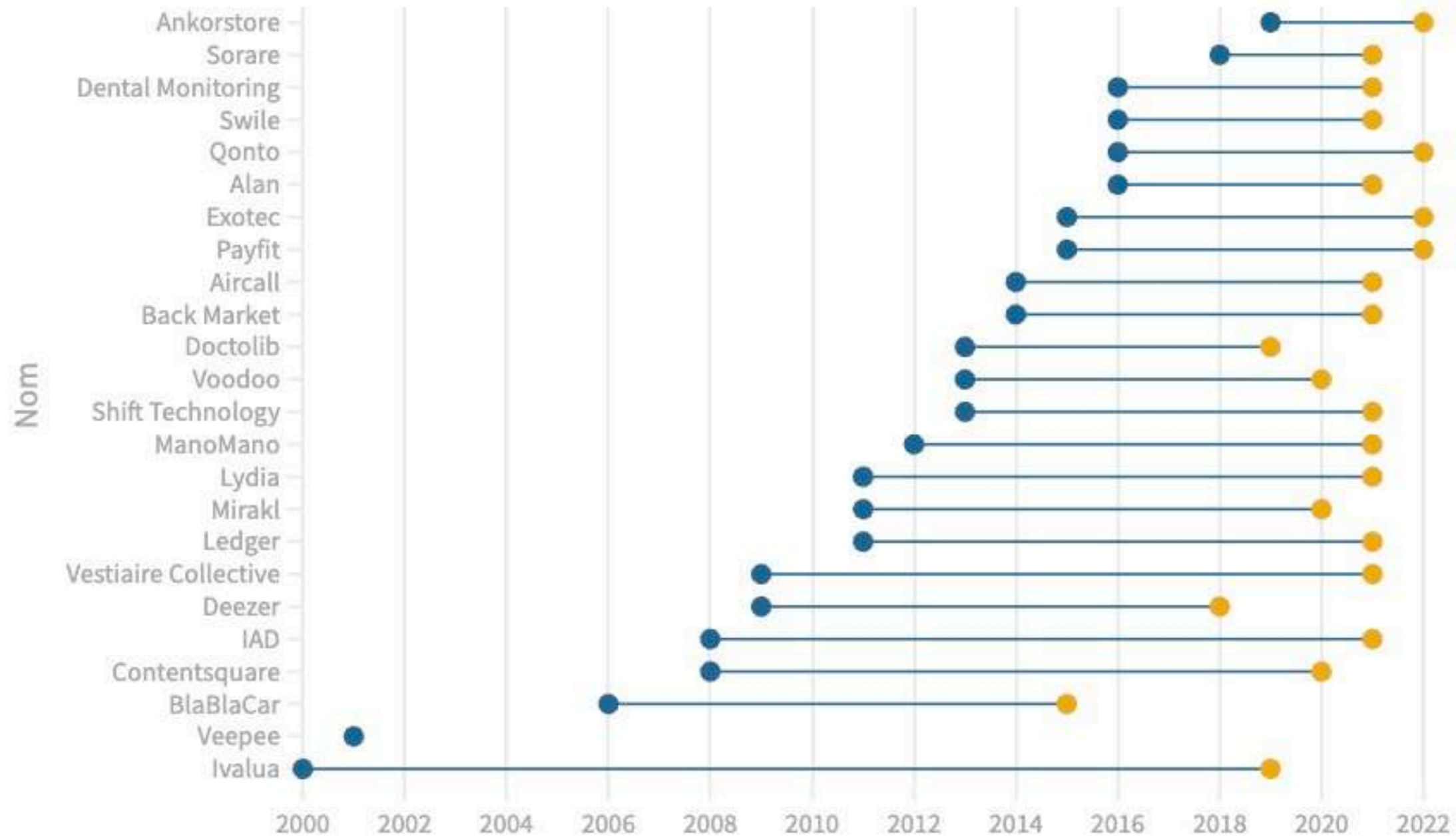
## FRENCH TECH NEXT 40



## FRENCH TECH 120



● Création ● Devenu licorne





**DNMB**







# French Tech Next40/120 2021



# AGILITÉ STARTUP



# The 12 agile principles\*

## 1 Satisfy the **customer**



## 2 Welcome **change**



## 3 Deliver **frequently**

Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5
story	story	story	story	story
story	story	story	story	story
story	story	story	story	story

## 4 Work **together**



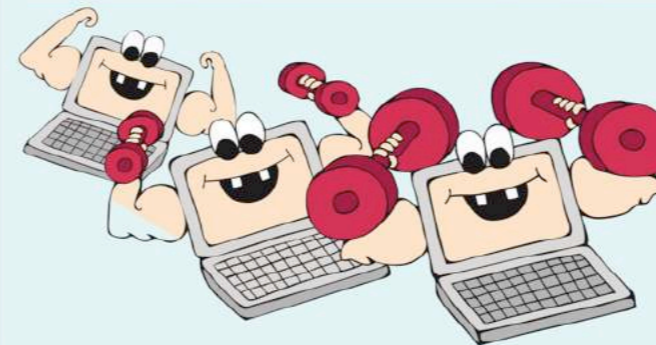
## 5 Trust and **support**



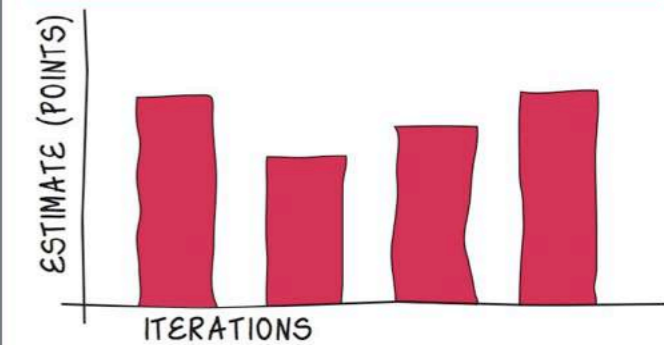
## 6 Face-to-face **conversation**



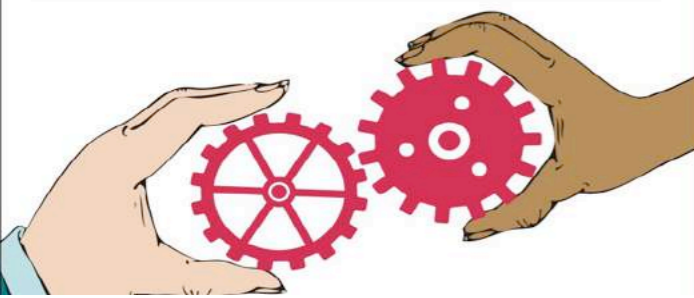
## 7 Working **software**



## 8 Sustainable **development**



## 9 Continuous **attention**



## 10 Maintain **simplicity**



## 11 Self-organizing **teams**



## 12 Reflect and **adjust**



**Stop  
Starting.  
Start  
Finishing.**

*#agile*

**LA VITESSE D'ITÉRATION**

**BAT LA QUALITÉ D'ITÉRATION**

Apprenons à  
nous tromper

# Test and Learn

continuous delivery  
welcome change



**make**

~~FAIL FAST~~

**make**

~~FAIL EARLY~~

**make**

~~FAIL OFTEN~~

Beter donne  
than perfect \*



Better done  
than perfect

*\* sans faute c'est mieux*



Make  
something  
people  
want



Paul Graham (YC)



**Inc.**

**GET OUT OF  
THE BUILDING**

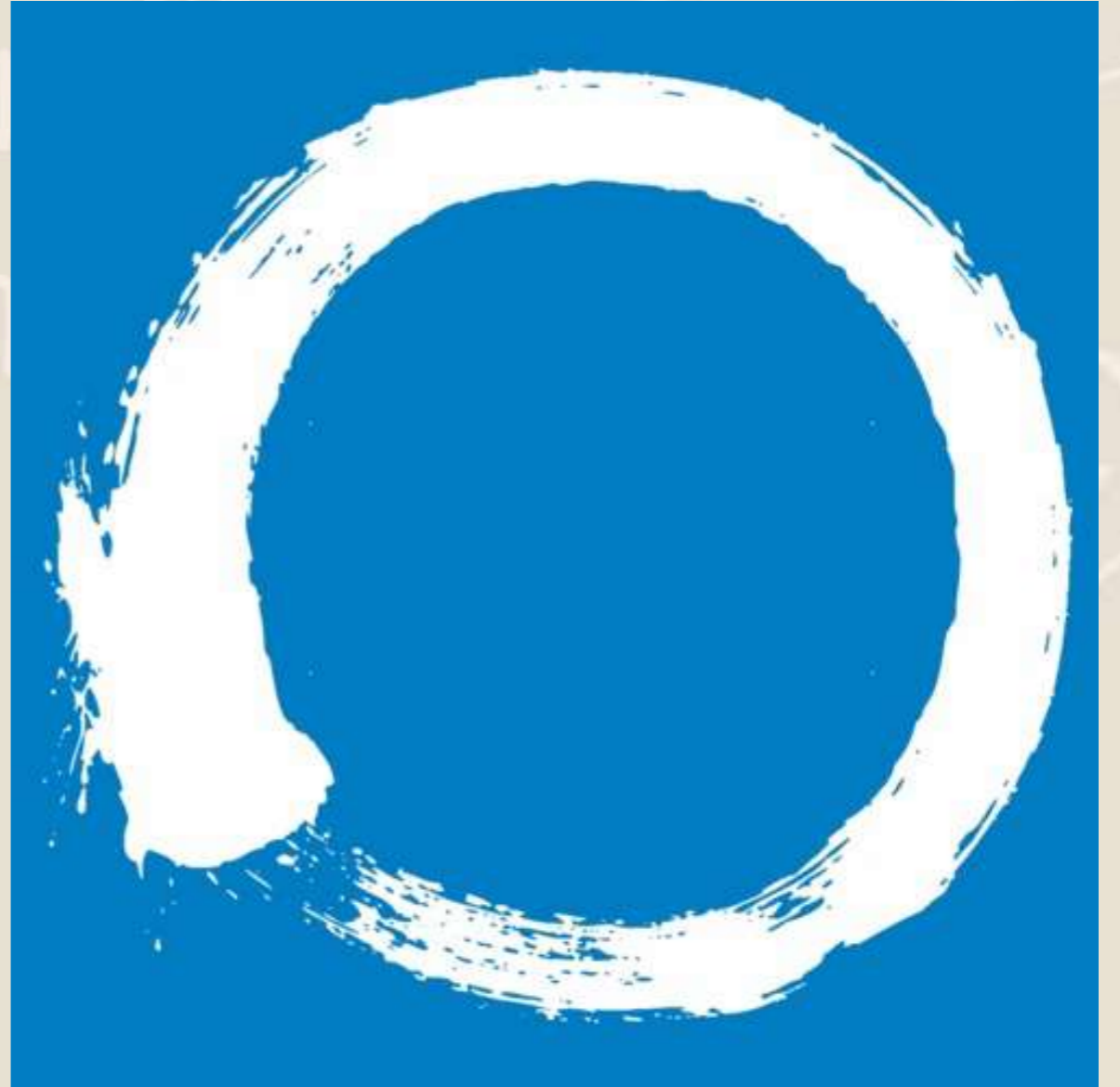


PizzaTeam = 9 personnes





THE  
**AGILE**  
*Manifesto*





# THE LEAN STARTUP

How Today's **Entrepreneurs** Use  
Continuous Innovation to Create  
Radically **Successful** Businesses

## ERIC RIES

# Do More With Less

Lean Management

Pizza team

MVP (minimum viable product)

POC (proof of concept)



**GRENOBLE  
ECOLE DE  
MANAGEMENT**  
TECHNOLOGY & INNOVATION

une école  
 CCI GRENOBLE

# MVP

minimum viable product

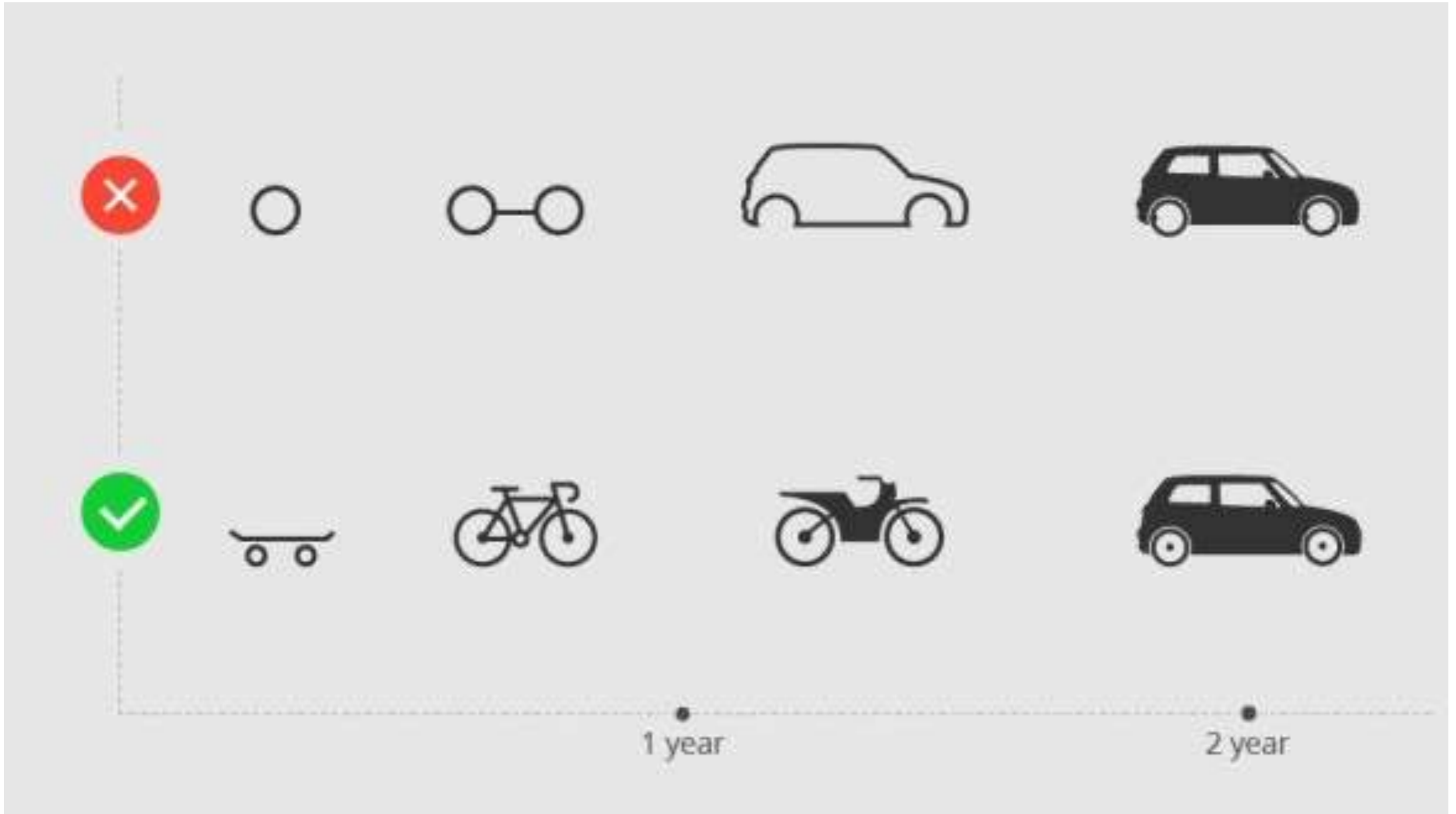
première version visible et distribuable  
d'un produit

utile pour les tests et choix des  
fonctionnalités à ajouter / enlever

utile pour pivoter

POC : proof of concept

# MVP



NBIC



# NBIC

**Nano** (techno, matériaux, graphène, H)

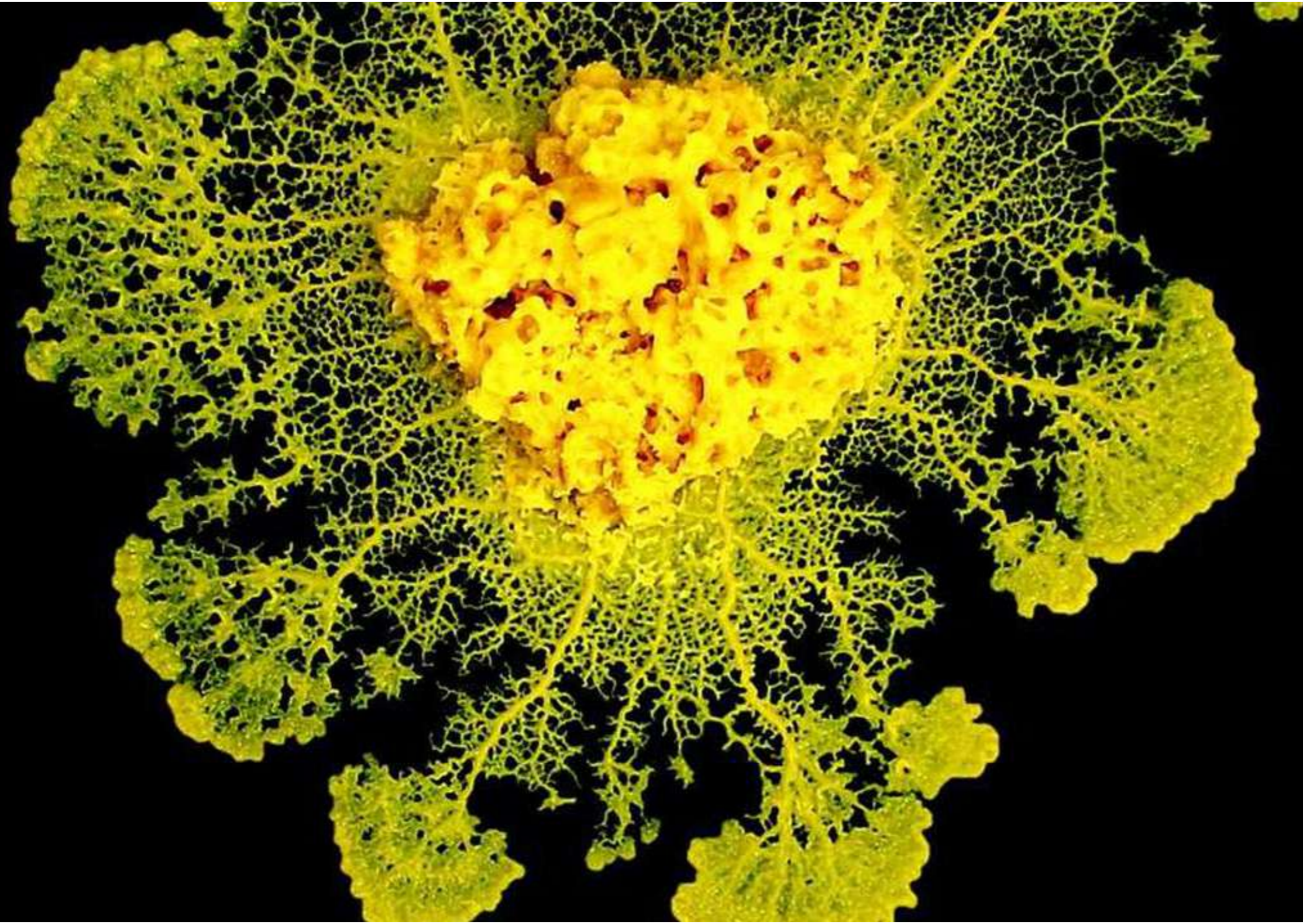
**Bio** (techno, mimétisme, blob, axolotl)

**Informatique** (IOT, 3Dprint, Additiv, Blockchain, Quantique, Algorithmes)

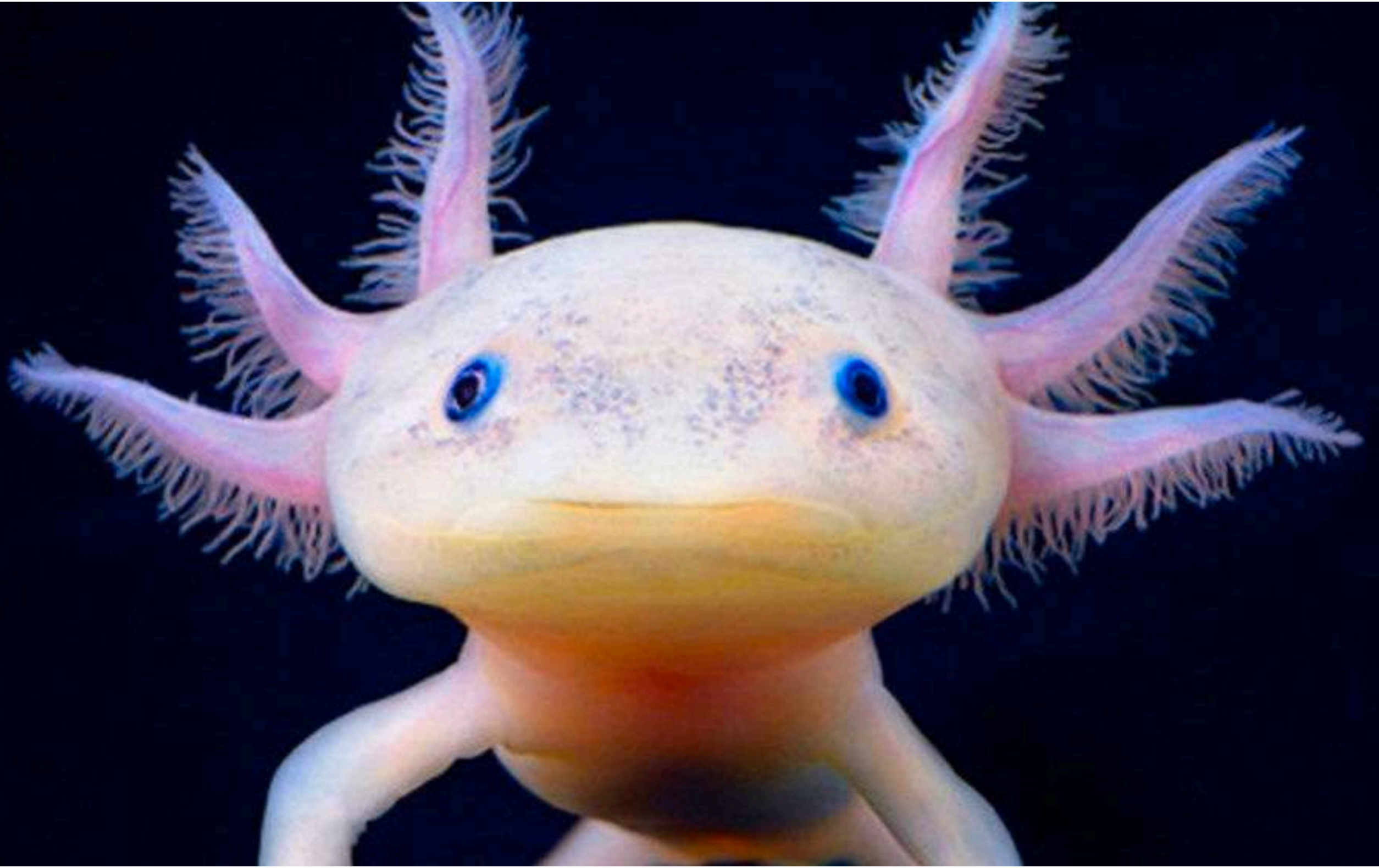
**Cognitif** (IOB, IA, ML, MOOC, edTech, apprentissage adaptif)



IKB79

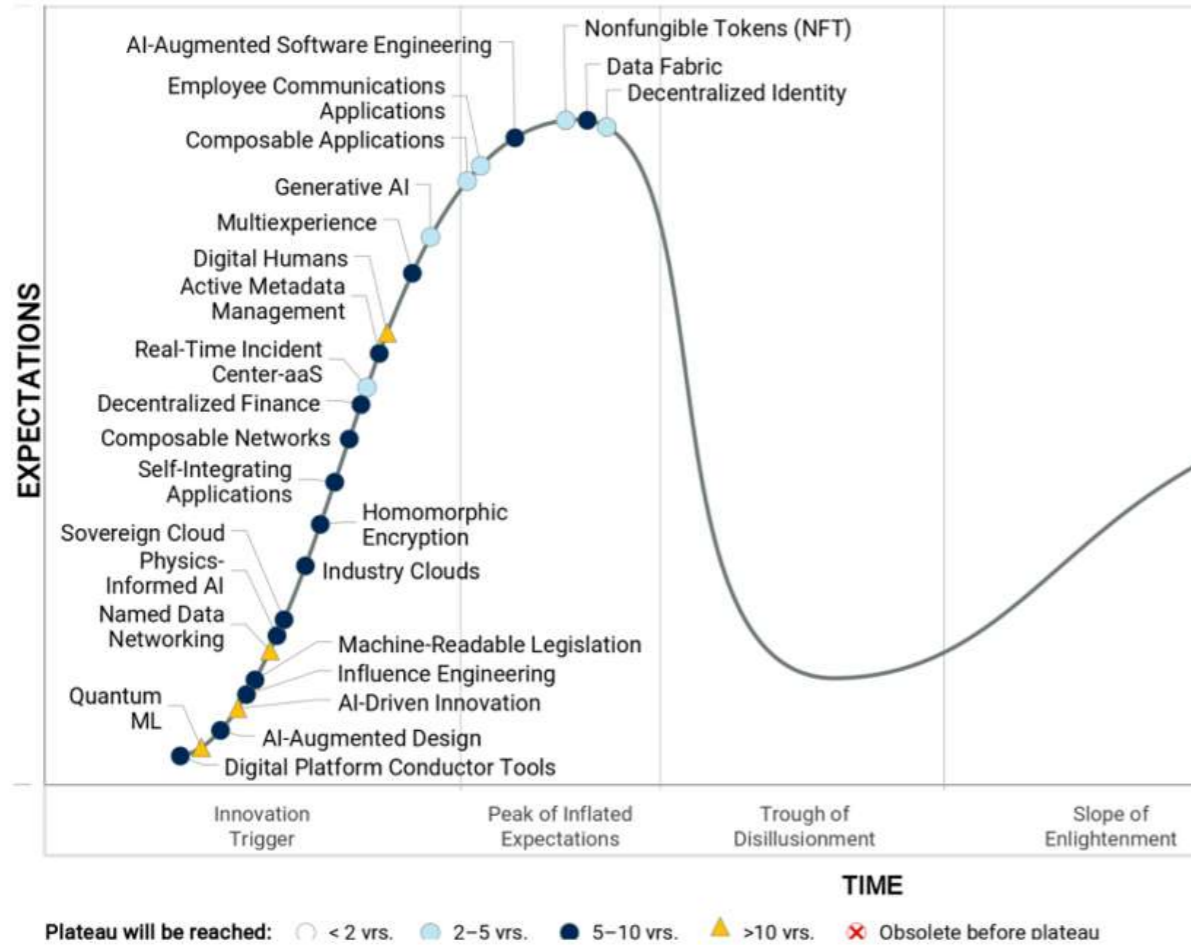






# Gartner Hype Cycle

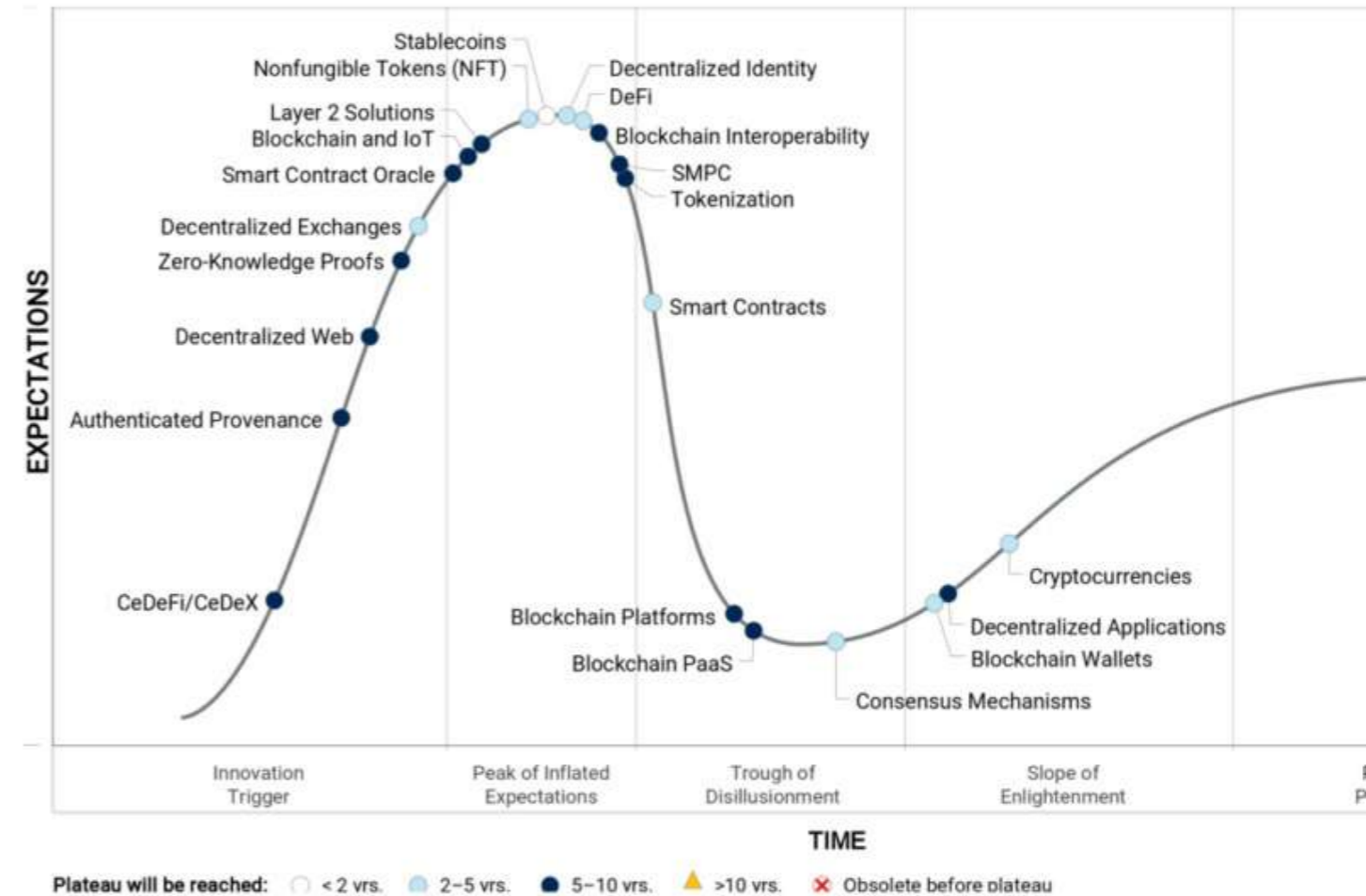
## Hype Cycle for Emerging Technologies, 2021



Source: Gartner (August 2021)

747576

## Hype Cycle for Blockchain, 2021



Source: Gartner (July 2021)

747513

## Les 9 tendances technologiques Gartner®

- 1/ L'internet des comportements «Internet of Behaviors » qui découle de l' « Internet of Things »
- 2/ L'expérience totale : multiexperience (MX), l'expérience client (CX), l'expérience employé (EX)
- 3/ L'agilité des entreprises
- 4/ L'ingénierie de l'intelligence artificielle
- 5/ L'hyper-automatisation est l'idée que tout ce qui peut être automatisé dans une organisation
- 6/ Le cloud distribué
- 7/ Les opérations en tout lieu
- 8/ Cybersécurité
- 9/ Vie privée informatique



# WorkShop

# Les 9 tendances technologiques



## Top Strategic Technology Trends for 2021

 <b>People Centricity</b>	 <b>Location Independence</b>	 <b>Resilient Delivery</b>
<ul style="list-style-type: none"><li>• Internet of Behaviors</li><li>• Total Experience</li><li>• Privacy-Enhancing Computation</li></ul>	<ul style="list-style-type: none"><li>• Distributed Cloud</li><li>• Anywhere Operations</li><li>• Cybersecurity Mesh</li></ul>	<ul style="list-style-type: none"><li>• Intelligent Composable Business</li><li>• AI Engineering</li><li>• Hyperautomation</li></ul>
<hr/> <p style="text-align: center;"><b>Combinatorial Innovation</b></p>		

Source: Gartner

735310\_C



## Les 9 tendances technologiques

Gartner a dévoilé les 9 tendances technologiques qui mettent en évidence les opportunités et les moyens pour les entreprises de se différencier de leurs concurrents dans un contexte inédit. « 2020 a été marquée par la disruption ». Une année qui a forcé les entreprises à se réinventer, à pivoter et à explorer de nouvelles pistes.

L'internet des comportements

La première tendance dévoilée par Gartner est l' « Internet of Behaviors » qui découle de l' « Internet of Things »

L'expérience totale combine des disciplines traditionnellement cloisonnées telles que la multiexpérience (MX), l'expérience client (CX), l'expérience employé (EX) et l'expérience utilisateur (UX).

L'agilité des entreprises : une entreprise qui peut s'adapter et se réorganiser fondamentalement en fonction de la situation actuelle. Selon Gartner, les entreprises devront en 2021 donner un meilleur accès à l'information, compléter cette information par une meilleure connaissance et avoir la capacité de répondre rapidement aux implications de cette connaissance.

L'ingénierie de l'intelligence artificielle sans l'ingénierie de l'IA, la plupart des sociétés ne parviendront pas à faire passer les projets d'IA du stade de la preuve de concept et des prototypes à celui de la production à grande échelle.,



# facebook horizon metaverse



facebook  
**horizon**



**horizon**  
Explore. Play. Create. Together.



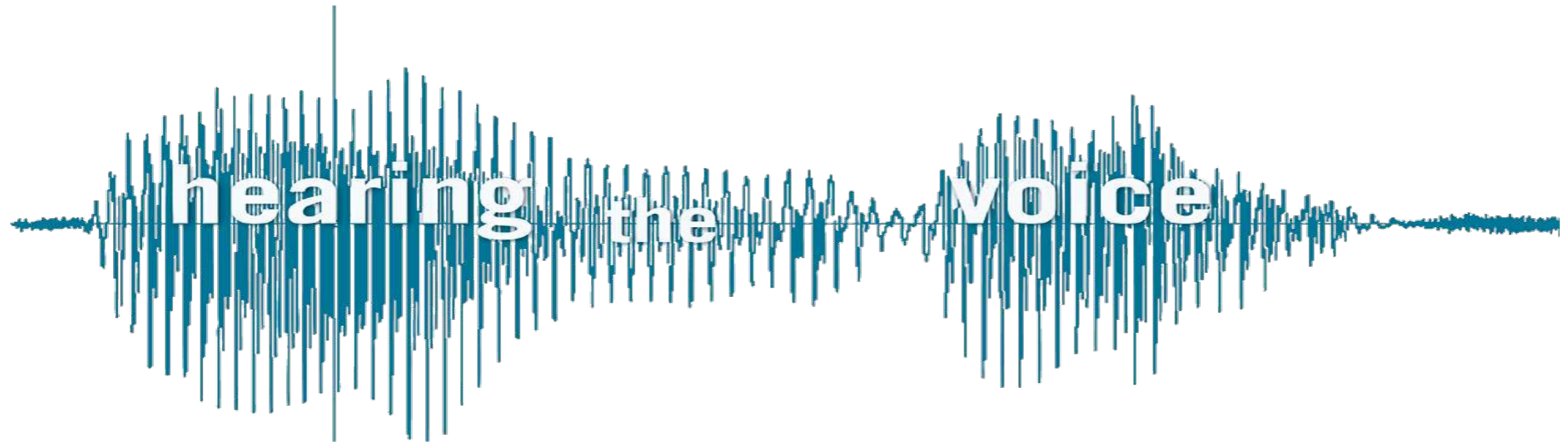
diem



$\left[ \begin{array}{c} \dots \\ \mathbf{A} \mathbf{I} \quad \dots \quad \mathbf{A} \mathbf{I} \quad \mathbf{A} \mathbf{I} \\ \dots \end{array} \right]$



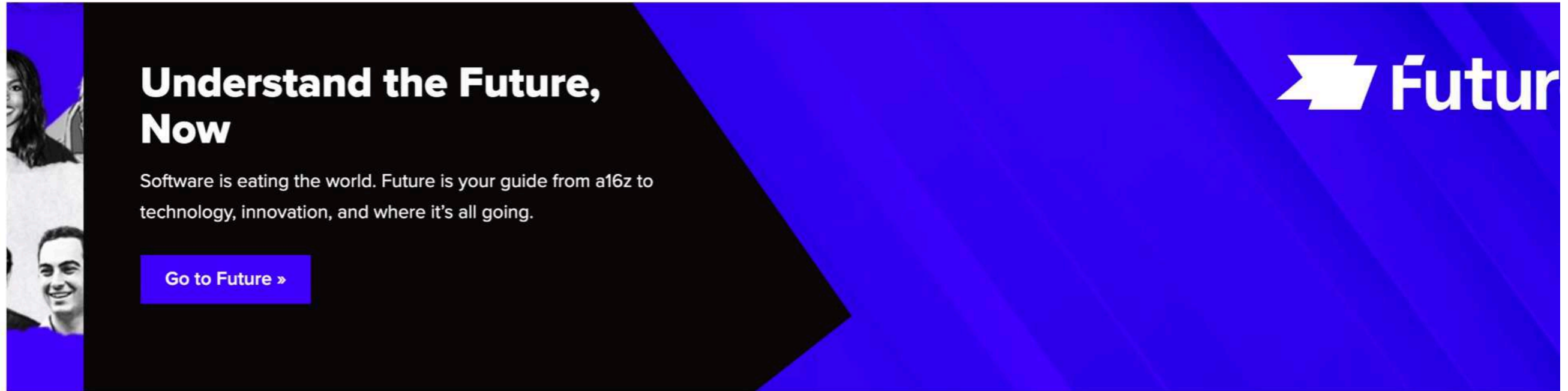
TikTok  
@deeptomicruise



**Conversation mode : ON**

A 3D rendering of a black metal chain against a black background. The chain is composed of several interlocking links, with some links appearing to be slightly offset or broken, creating a sense of depth and movement. The words "BLOCKCHAIN" are overlaid in a bold, white, sans-serif font, centered horizontally and slightly above the middle of the image. The letters are large and clear, with the 'O' and 'A' being particularly prominent. The overall aesthetic is modern and industrial.

**BLOCK  
CHAIN**



**Understand the Future,  
Now**

Software is eating the world. Future is your guide from a16z to technology, innovation, and where it's all going.

[Go to Future »](#)

**Future**



Software is eating the world  
WEB 1.0 → 3.0

# Gartner Hype Cycle for Digital Marketing and Advertising, 2019



Plateau will be reached:

○ less than 2 years

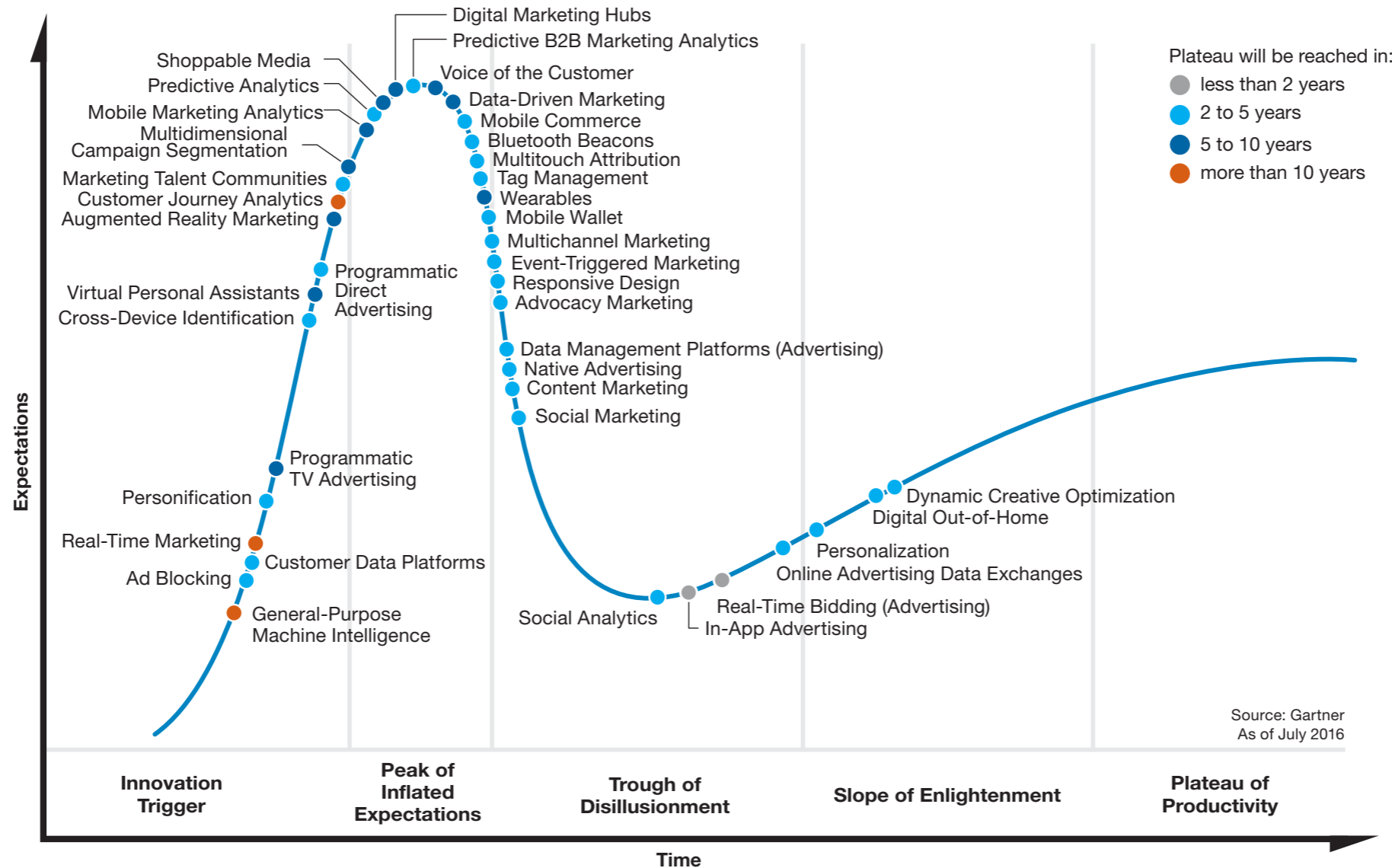
● 2 to 5 years

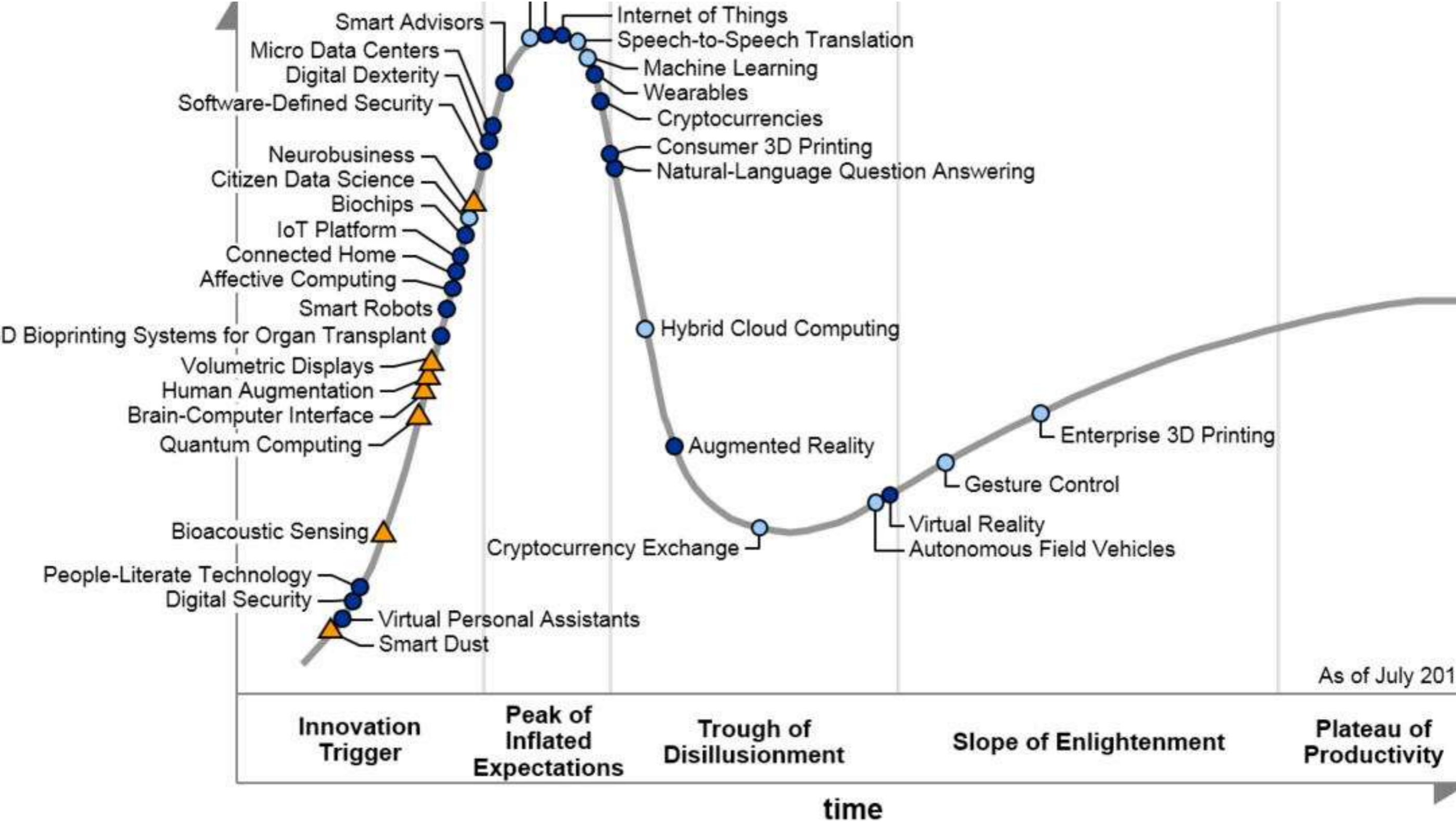
● 5 to 10 years



# Gartner Hype Cycle for Digital Marketing and Advertising, 2016

This year's Hype Cycle spotlights technologies that marketers can harness to drive data-enriched strategies and campaigns. Gartner for Marketers provides real-time, personalized digital marketing guidance — from vision through execution. Visit [gartner.com/marketing](http://gartner.com/marketing) and follow us @GartnerDigital.







gov aero wine water  
ed ag  
food legal civic travel  
-TECH insur  
mar prop med  
green fin  
cal\* ad deep

\* jeu de mot californien

wikinomics

GIG

thingonomics (IOT)

blue

evonomics

expectation

new

micro

sha | ring

macro

offer **economy**

gift

neuro

platform

nudge

barter

collaborative

attention

comportementale

market



**VUCA**



## complexity

**Characteristics:** The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

**Example:** You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.

**Approach:** Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

## volatility

**Characteristics:** The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.

**Example:** Prices fluctuate after a natural disaster takes a supplier off-line.

**Approach:** Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

## ambiguity

**Characteristics:** Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”

**Example:** You decide to move into immature or emerging markets or to launch products outside your core competencies.

**Approach:** Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

## uncertainty

**Characteristics:** Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

**Example:** A competitor's pending product launch muddies the future of the business and the market.

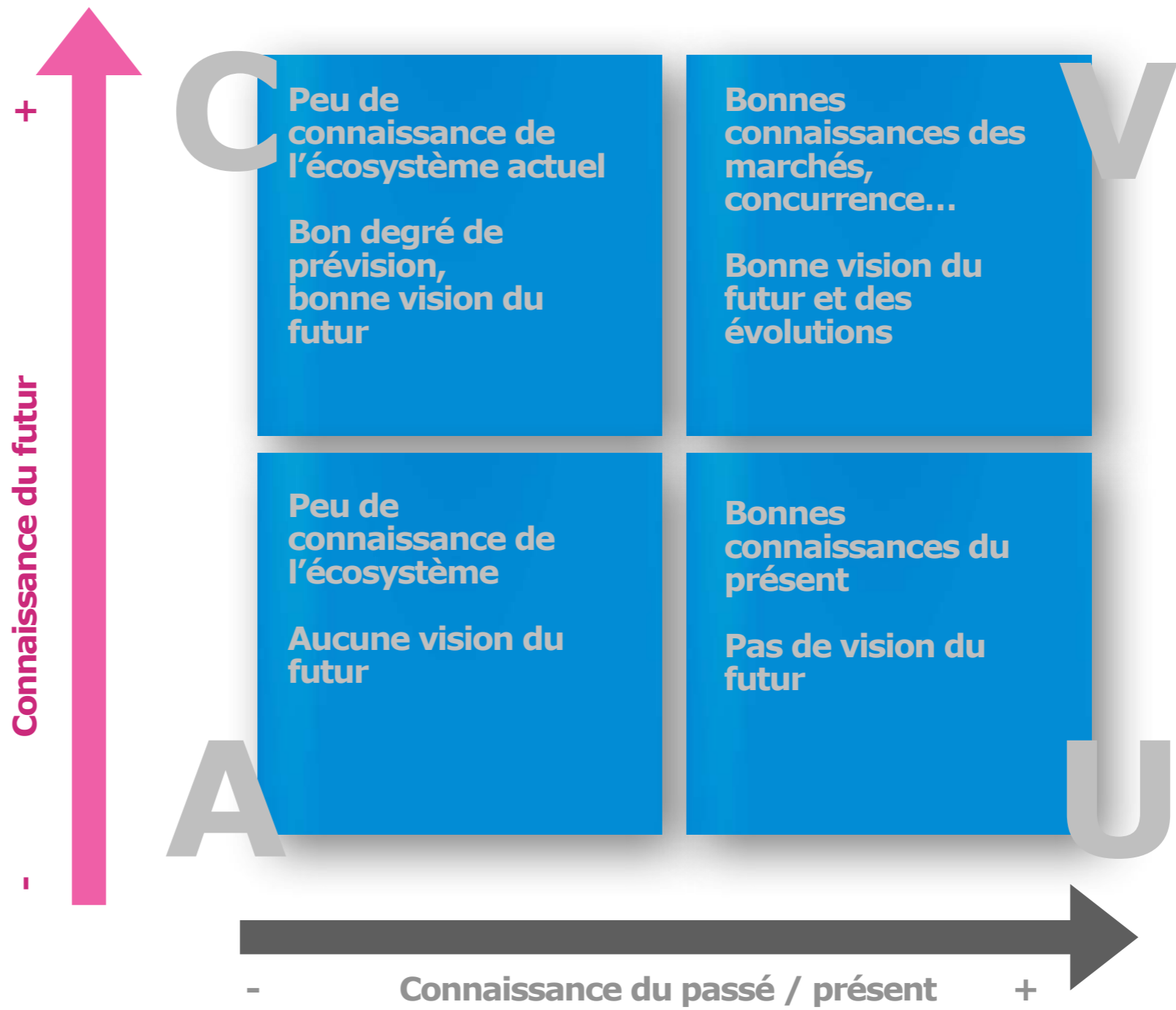
**Approach:** Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

HOW MUCH DO YOU KNOW ABOUT THE SITUATION?



# VUCA

Simplifié



# VUCA : NIKE with colin Kaepernick



Believe in something.  
Even if it means sacrificing everything.

 Just do it.

# VUCA

Concurrence  
Attentes clients  
Talent  
Technologie  
Parties prenantes  
Économie

# C

Notre concurrence est composée à la fois de multinationales, de PME de TPE et d'auto-entrepreneurs

Nous souhaitons vendre nos produits dans un marché sur lequel nous n'avons aucune expérience et information disponible

Nous avons besoin de talents déposant déjà de leur réseau d'expertise

Nous maintenons un portefeuille de technologies qui demandent des équipements et des logiciels de niche

Nous avons de nombreux fournisseurs dont les retards de livraisons peuvent avoir des conséquences durables sur la production

Nous vendons dans 10 pays disposant chacun de leur propre spécificités et de leurs lois

# A

Nous répondons à un appel d'offre en collaboration avec un concurrent pour apporter une réponse globale.

Nous cibons plusieurs segments clients dont les attentes sont contradictoires

Nous avons besoin de personnes capables de développer des compétences qui n'existent pas encore

Notre offre soit en même temps obsolète et avant-garde selon le pays et les segments de marché

Nous souhaitons trouver des fournisseurs plus efficaces dans des pays où il est difficile de trouver des informations.

Nous vendons sur un marché ayant à la fois une clientèle mature et une clientèle qu'il faut former

# V

Dans notre industrie, certains concurrents font des réductions importantes qui

De plus en plus de nos clients prennent en compte les notations en ligne, ce qui a un effet exponentiel sur nos ventes.

La rapidité des changements d'attente des candidats affecte notre attractivité.

Il y a des améliorations technologiques qui remettent en cause notre business model

Nos fournisseurs sont susceptibles d'être affectés par un confinement ou la météo

Nos exports sont sujets à d'imprévisibles changements de frais de change et de tarifs

# U

Le lancement d'un produit concurrent prévu à une date qui nous est inconnue rend l'avenir imprévisible

Un de nos segments clients est en train de changer mais nous n'en comprenons pas encore la raison.

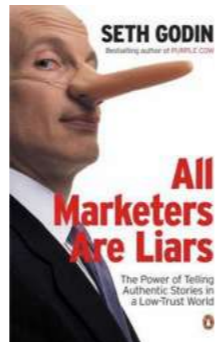
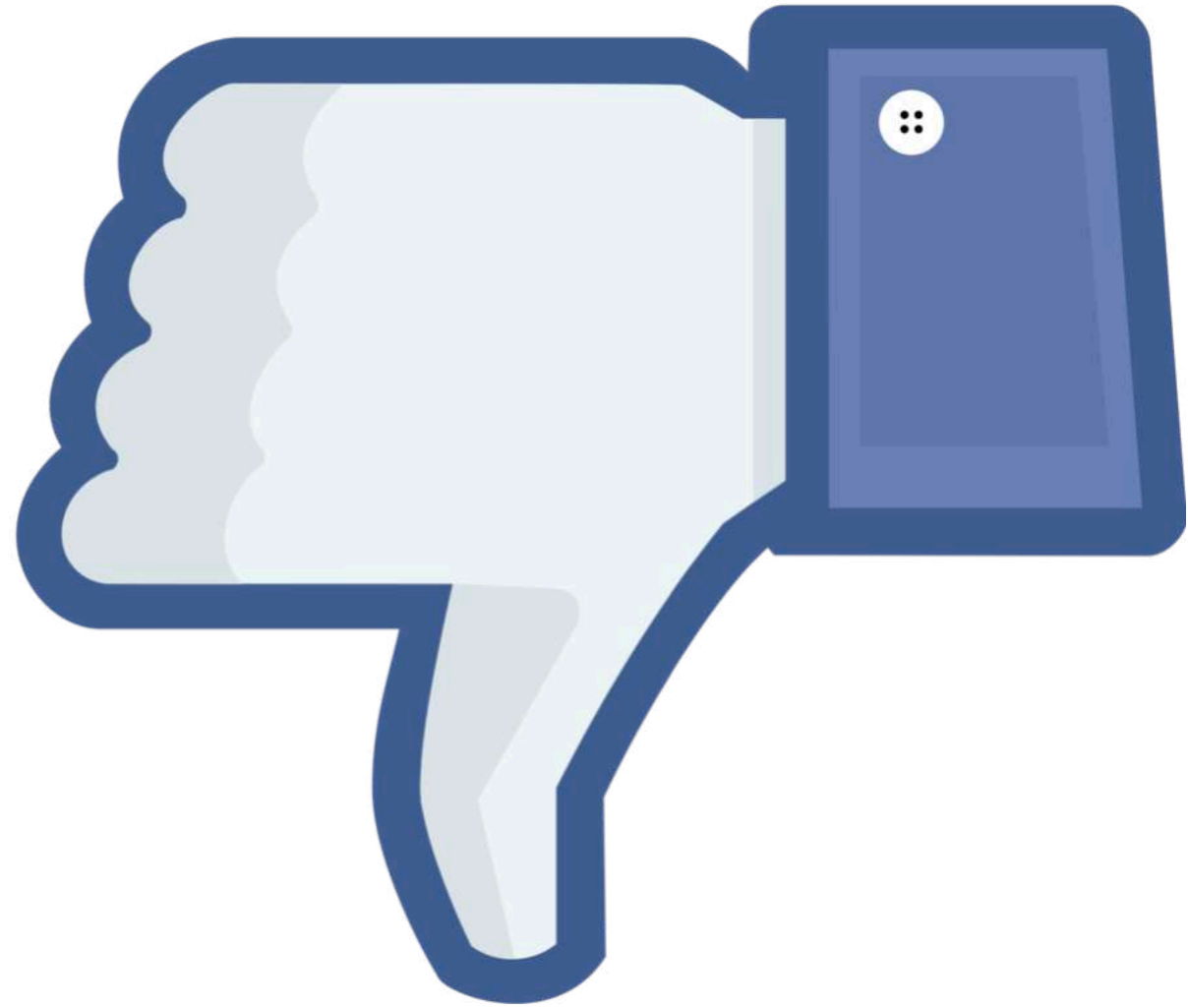
Nous recrutons des seniors et des milléniaux mais ignorons s'ils vont rester.

Une nouvelle technologie ou un développement pourrait rendre nos produits obsolètes du jour au lendemain

Des fournisseurs vont fusionner, ce qui va augmenter nos prix et affecter notre approvisionnement.

Un composant de notre procédé de production risque de devenir interdit mais nous ignorons quand

# Marketing sucks





marketing

**créer de la valeur**

**pour l'entreprise,**

**le client,**

**et l'écosystème**

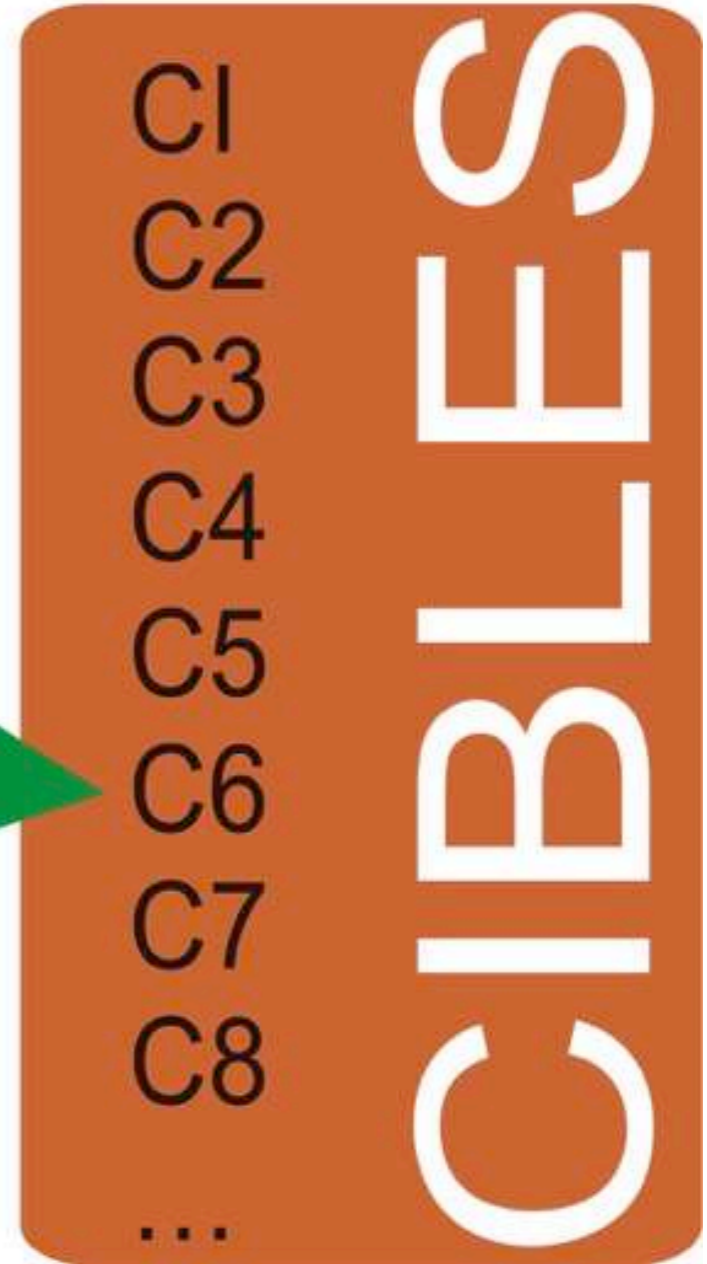
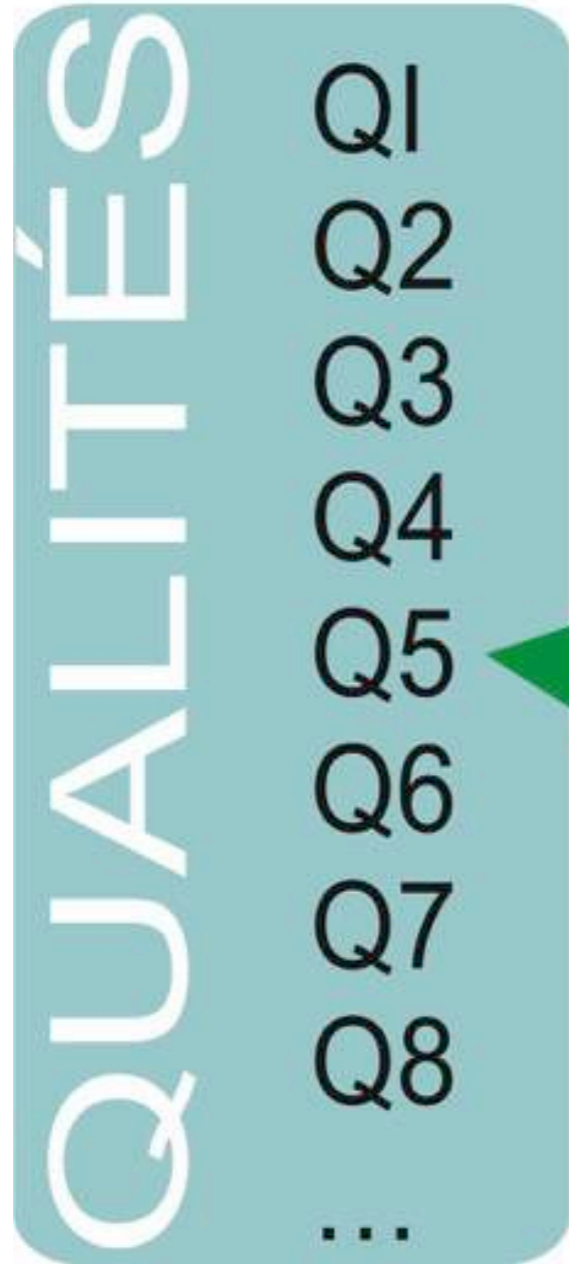


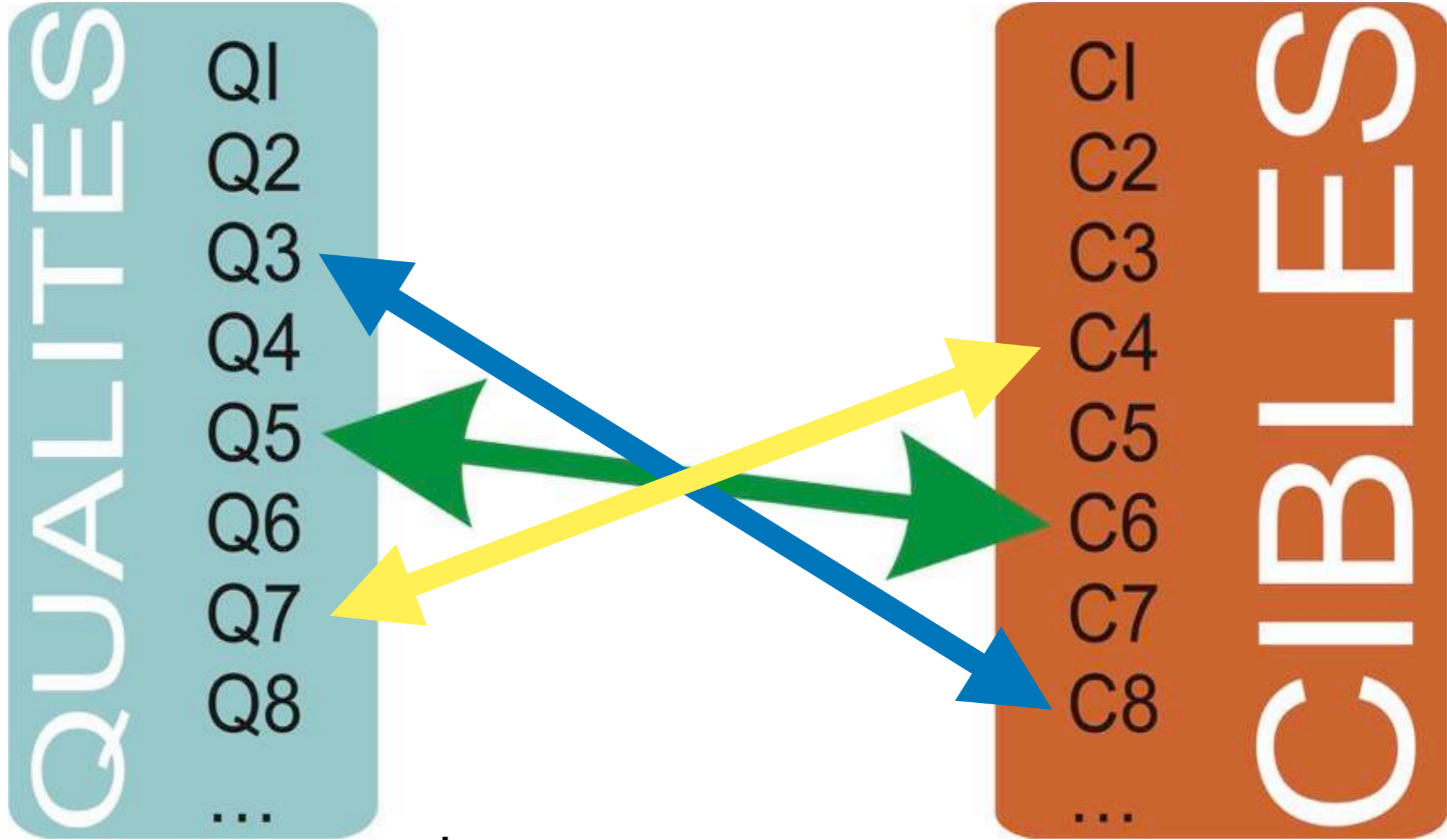
*Discipline reine du  
marketing*

=

*Positionnement*

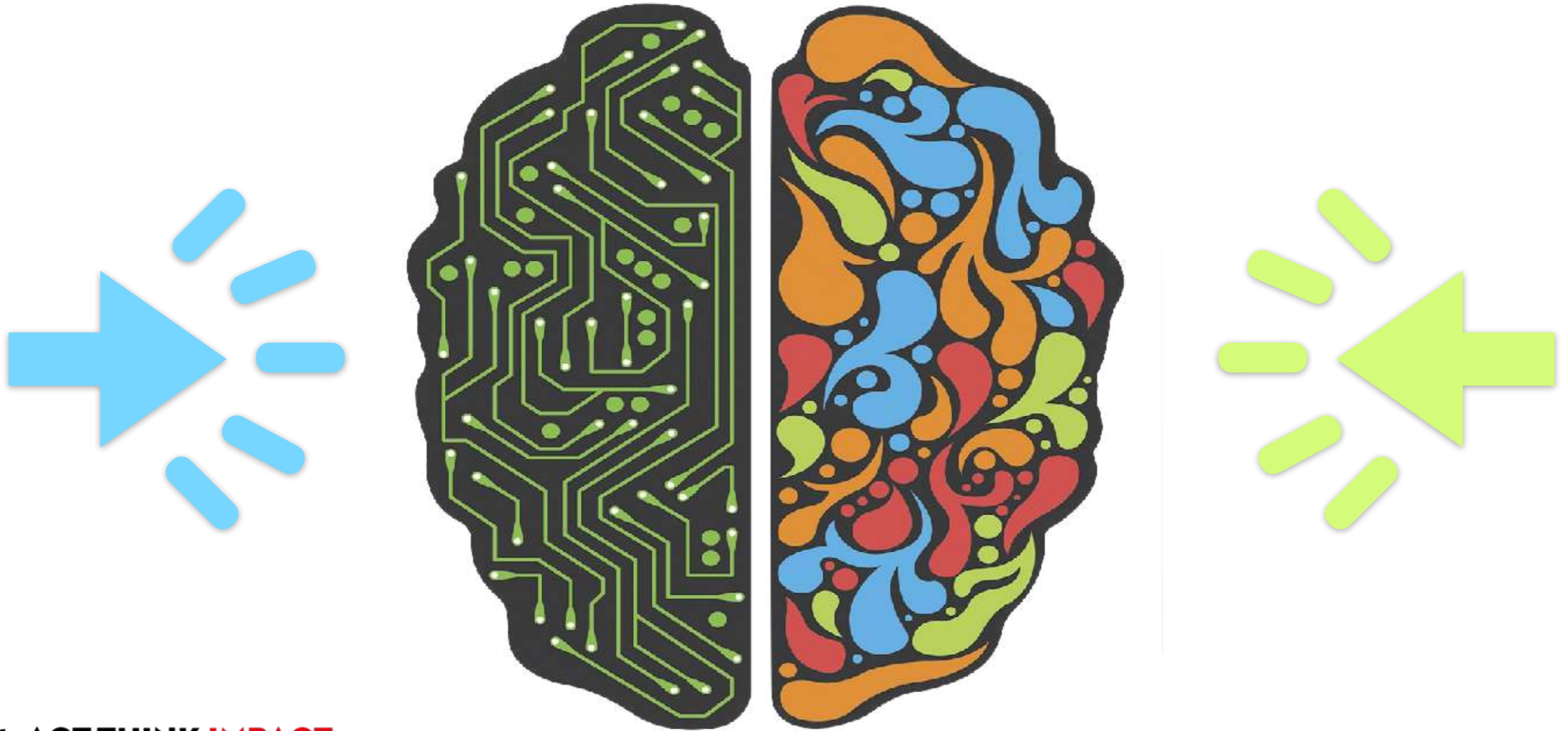
# POSITIONNEMENT BIJECTIF



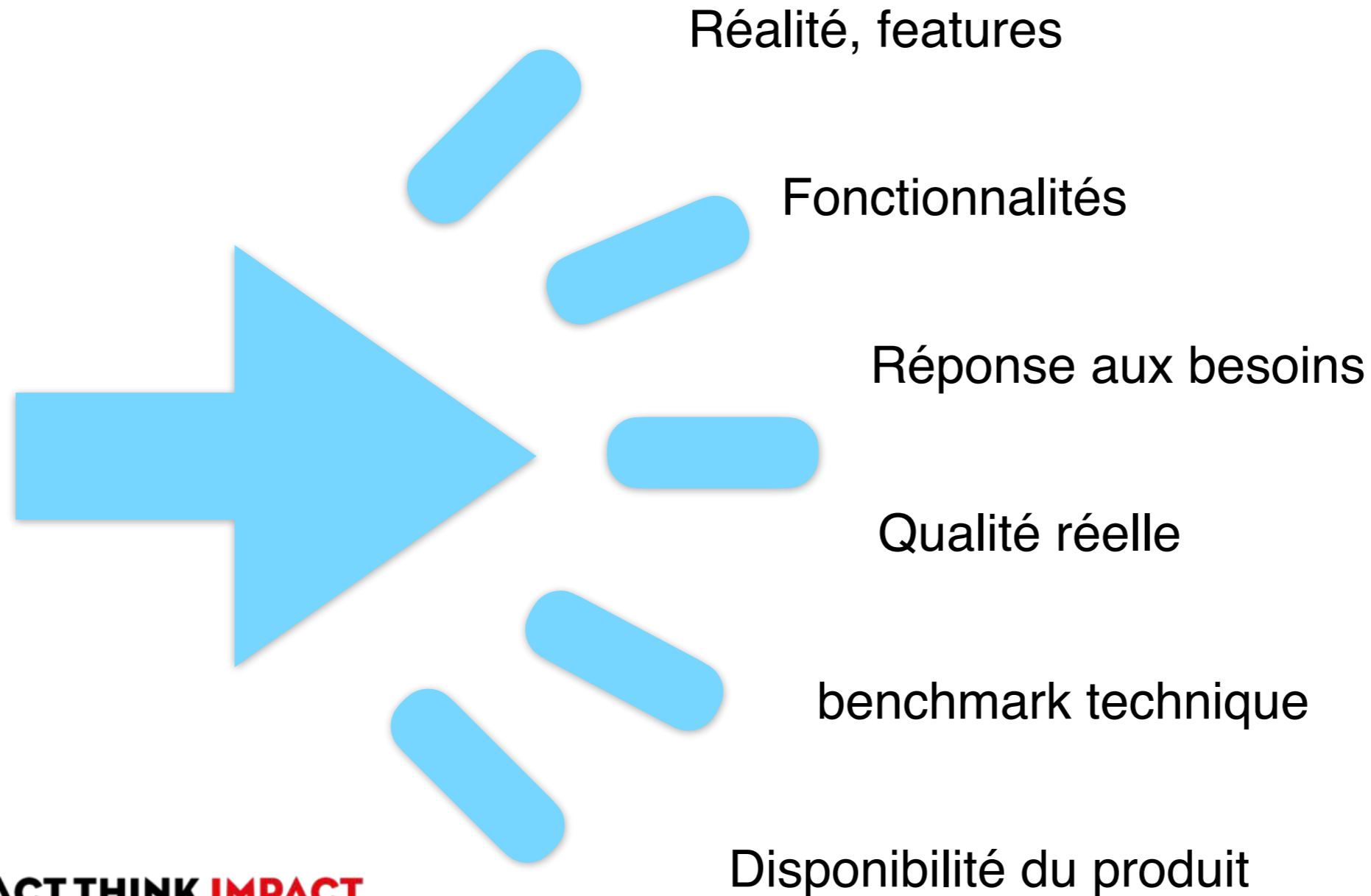


3 produits - 3 marques  
3 propositions de valeur ≠

# Satisfaction objective / subjective



# Satisfaction objective (cerveau gauche)



# Satisfaction subjective (cerveau droit)

**Perception**

**Insight**

**Image**

**Notoriété**

**Qualité perçue**

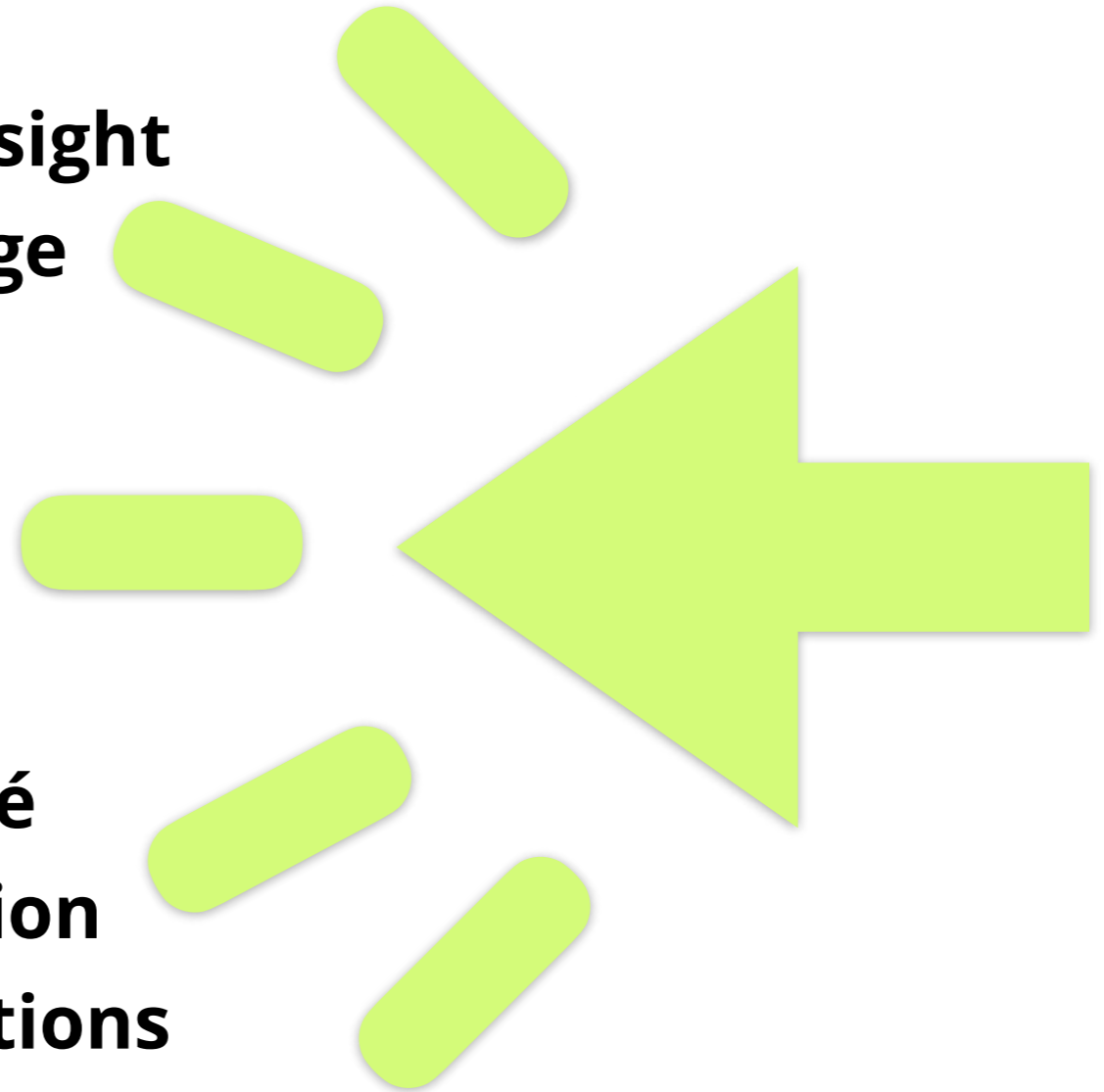
**Perception du prix**

**Appartenance (sentiment d')**

**Buzz/viralité**

**Recommandation**

**Réponse aux attentes et motivations**





« *TRUTH  
IS IN THE  
PRODUCT* »

BILL BERNBACH  
DDB

*« Advertising is the price  
companies pay for being  
unoriginal »*

Yves Behar

« TRUTH  
IS IN THE

... »

*1/  
marketing de  
l'offre*

**Offre initiale (solution)  
Problème résolu  
Persona  
Carte empathie  
Value proposition  
Offre finale  
Distribution**

**Persona**

**Carte empathie**

**Problèmes réels**

**Value proposition**

**Offre**

**(solution qui résout le problème)**

**Distribution**

*2/*

*marketing de la demande*



“Don't find customers  
for your products,  
find products  
for your customers”



Seth Godin



soitec



TIM BROWN

From


To

MAKING  
PEOPLE  
WANT  
THINGS



MAKING  
THINGS  
PEOPLE  
WANT

NO  
€ \$

YES  


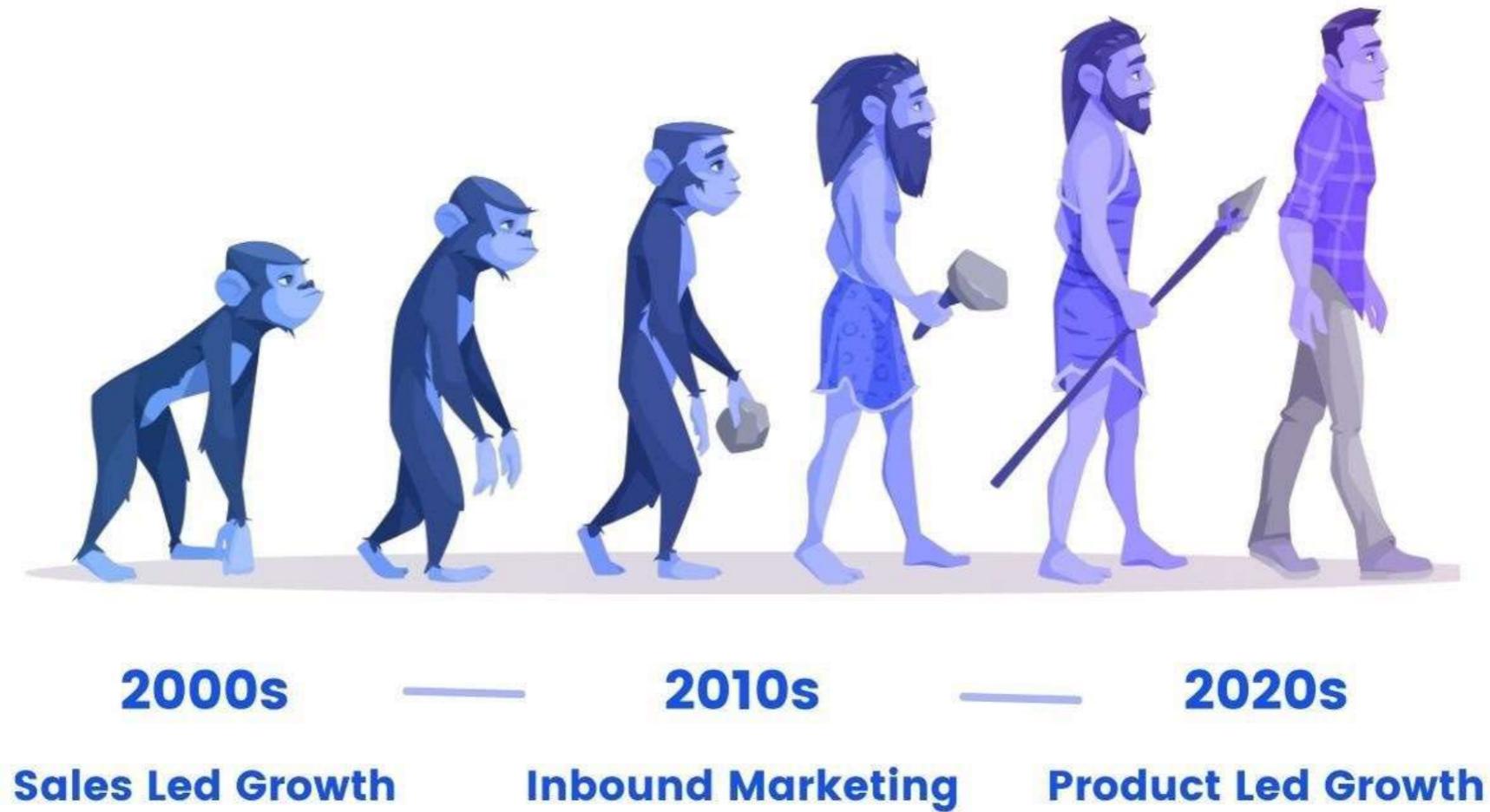
# Sales-led Development

Pub pour vendre  
Objectifs KPI OKR  
Payant direct  
Churn +  
Retention rate -  
LTV Life time value -

# Product-led Growth

Pub pour découvrir  
Objectifs KPI OKR  
Gratuité / Freemium  
Churn -  
Retention rate +  
Life Time Value +





# Océan Rouge

Concurrence  
Communication  
Bataille de prix  
Promotion  
KPI = SOV + PDM

# Océan Bleu

Définir sa catégorie  
Sans concurrence  
Lovemark / ~~LoveBrand~~  
KPI : NPS + CES  
UX + CX

The image features three tall, fluted, light-colored stone columns, likely from an ancient Greek temple, set against a clear, bright blue sky. The columns are arranged in a slightly receding line from left to right. The text '3 PILIERS DU DIGITAL' is overlaid in a large, bold, black sans-serif font across the center of the image.

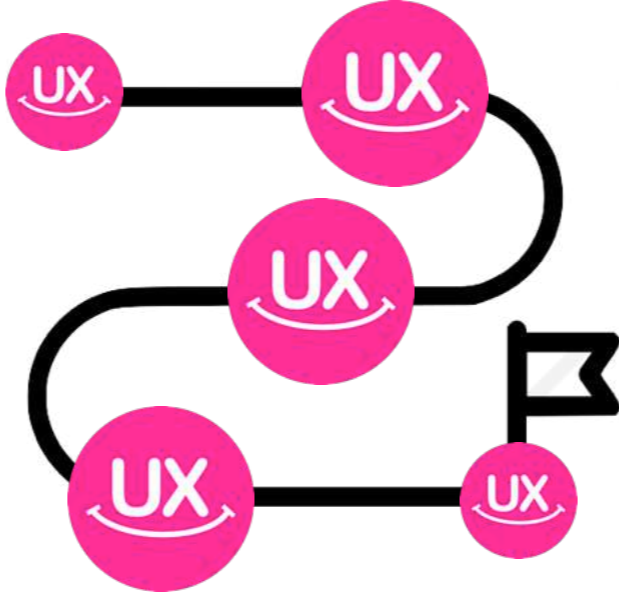
# 3 PILIERS DU DIGITAL



# 1



# 2



# 3

0110  
1001  
1010



customer obsession

user centric

besoin utilisateur

pain point / problème

collaborateur

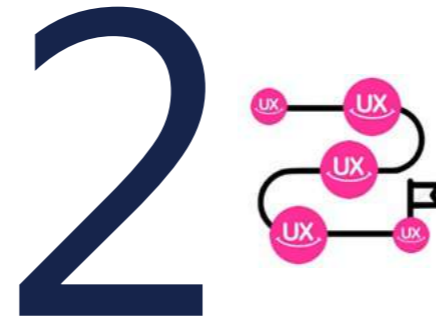
manager / équipe

cible / segment

GEN BXYZ $\alpha$

proposition de valeur

cas d'usage



parcours / UX

Journey

point de contact

touchpoint

publicité / SAV

téléphone

conversation

sans couture

sans défaut

sans friction

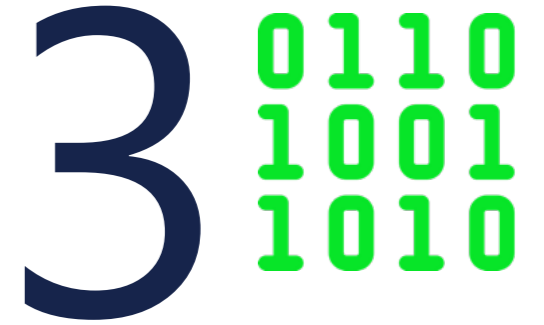
différentiation

offre

pain killer

candy

vitamine



DATA

IOT

Connexion 4G

WiFi

BLE

capteur

tacking, tracing

IOB

NPS

MCA

IA

ML

DataLake

5V

# WEB3

The term "Web3" was coined by Gavin Wood in 2014  
Ethereum & Polkadot founder

*« decentralized online ecosystem based on blockchain »*



Web3 is an extensible framework for creating massively multi-user, economically strong applications.

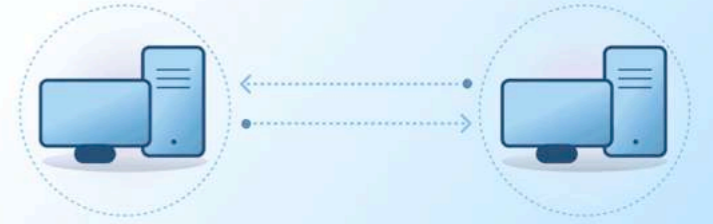
Web 1.0.  
1990 - 2004



Web 2.0.  
2004 - The Present



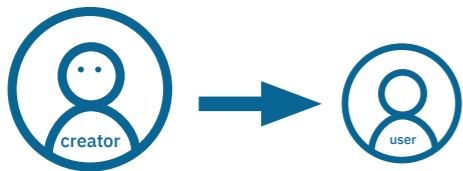
Web3  
2014 - The Future?



# WEB1

information  
economy

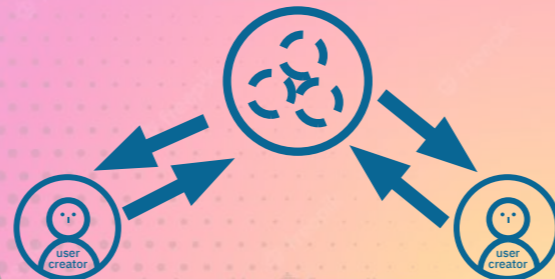
read



# WEB2

platform  
economy

read  
write

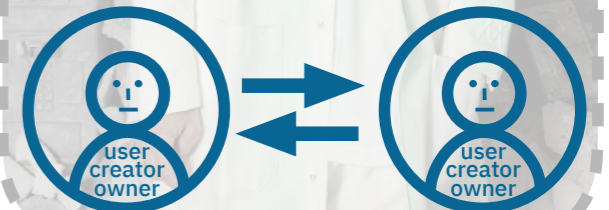


designed by freepik.com

# WEB3

ownership  
economy

read  
write  
own







Internet

*wires, network*



Web 1.0

*read-only  
static*



Web 2.0

*read-write  
interactive*



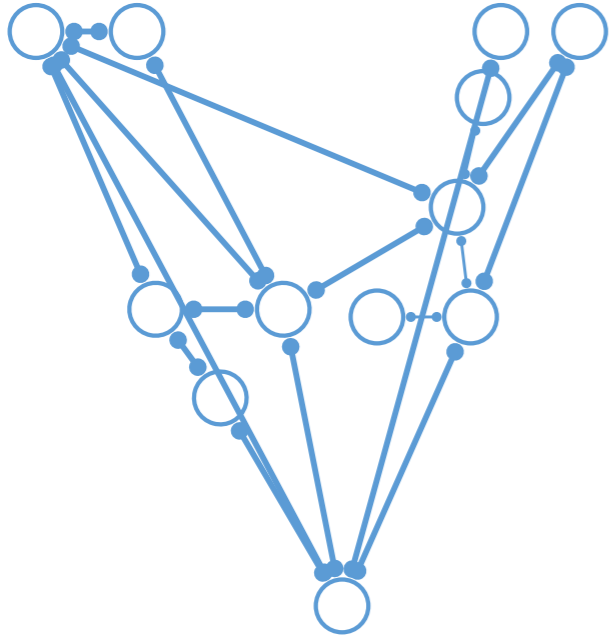
Web 3.0

*read-write-trust  
verifiable*

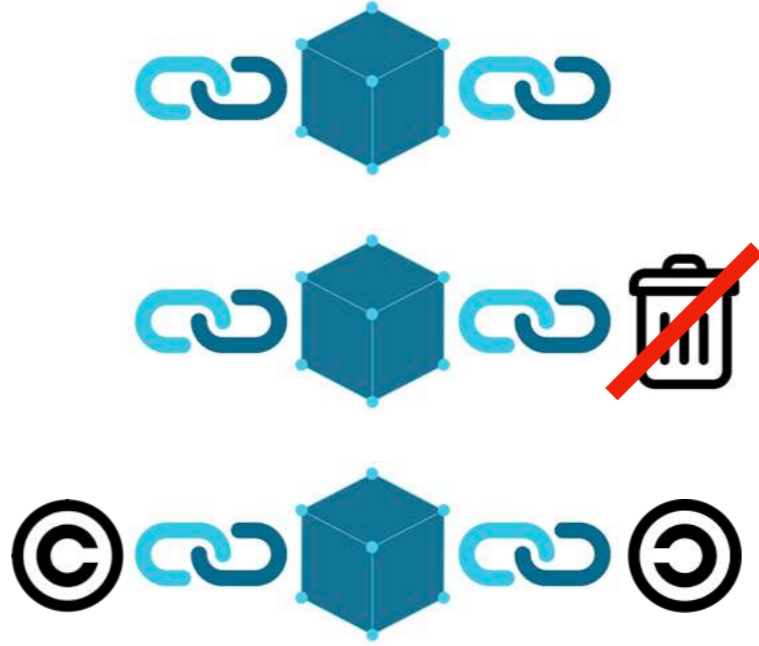


Web 3.0

# A



# B



# C



# A

Decentralized web  
DAO  
Holacracy  
Scrum

# B

Transparence  
Blockchain  
Linked data  
Ownership

# C

Trust  
Verified-ID  
Native payment  
play to pay  
DeFi



**SUSTAINABLE  
DEVELOPMENT  
GOALS**

1



2



3



4



5



6



7



8



9



10



11



12



13



14



15



16



17





# OBJECTIFS DE DÉVELOPPEMENT DURABLE

**1** PAS DE PAUVRETÉ



**2** FAIM «ZÉRO»



**3** BONNE SANTÉ ET BIEN-ÊTRE



**4** ÉDUCATION DE QUALITÉ



**5** ÉGALITÉ ENTRE LES SEXES



**6** EAU PROPRE ET ASSAINISSEMENT



**7** ÉNERGIE PROPRE ET D'UN COÛT ABORDABLE



**8** TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE



**9** INDUSTRIE, INNOVATION ET INFRASTRUCTURE



**10** INÉGALITÉS RÉDUITES



**11** VILLES ET COMMUNAUTÉS DURABLES



**12** CONSOMMATION ET PRODUCTION RESPONSABLES



**13** MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES



**14** VIE AQUATIQUE



**15** VIE TERRESTRE



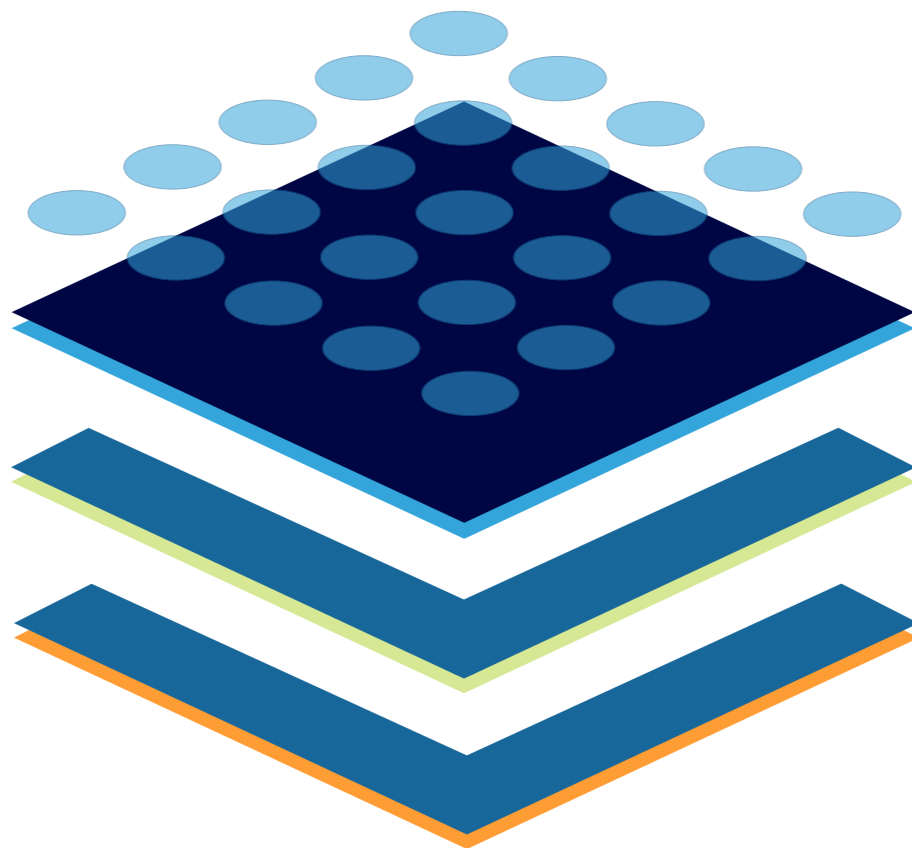
**16** PAIX, JUSTICE ET INSTITUTIONS EFFICACES



**17** PARTENARIATS POUR LA RÉALISATION DES OBJECTIFS

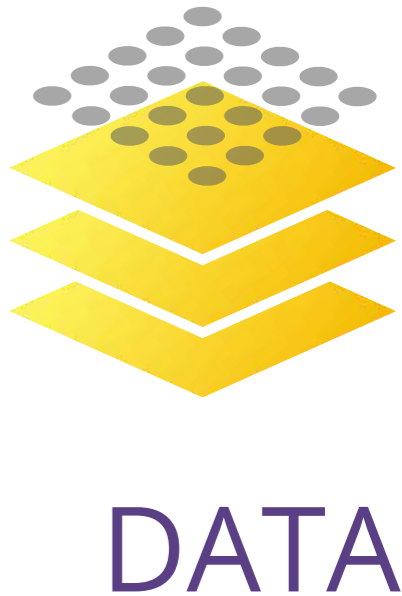


  
**SUSTAINABLE DEVELOPMENT GOALS**



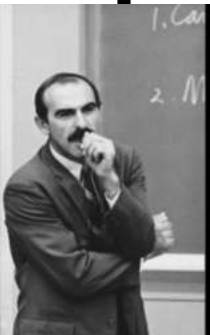
**PLATFORM**

# platform economy



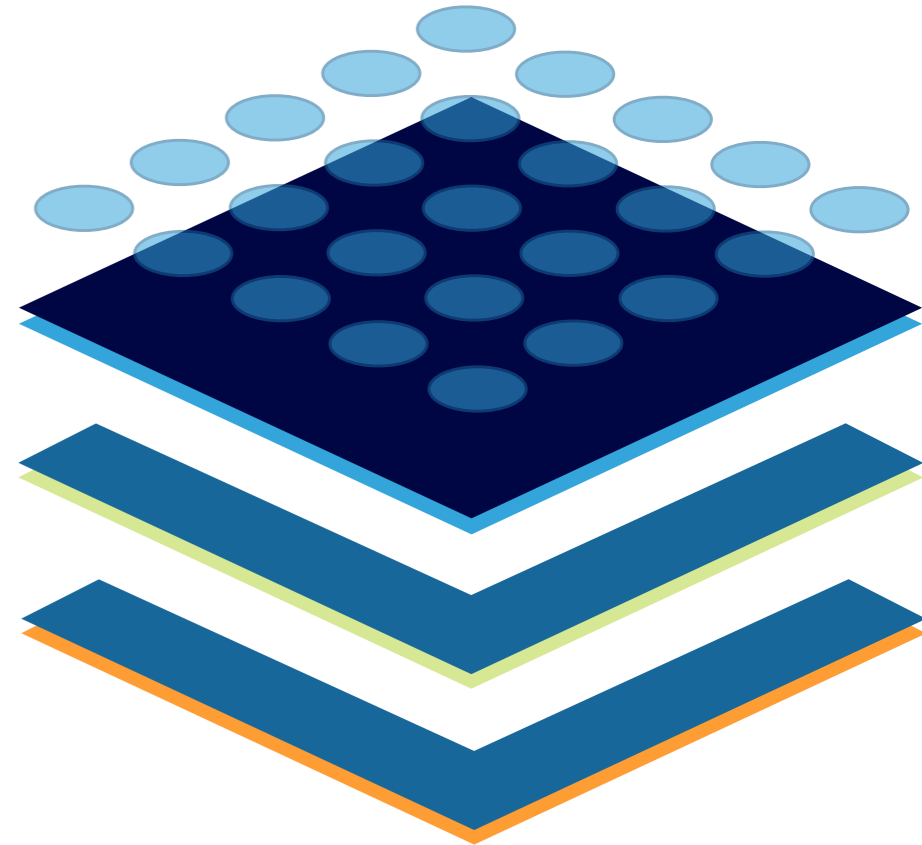


a x t  
i s - A A S f  
v d h  
p everything  
wtf

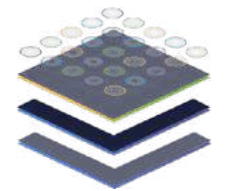


“People don’t want a quarter-inch drill, they want a quarter-inch hole.”

THEODORE LEVITT



PLATFORM





WeChat



Hubert Kratiroff 

France



Scan the QR code to add me on WeChat



**disruption**  
**servicisation**  
**uberisation**  
**platformisation**

SaaS

IaaS

PaaS

Subscription

Rental

Servitization

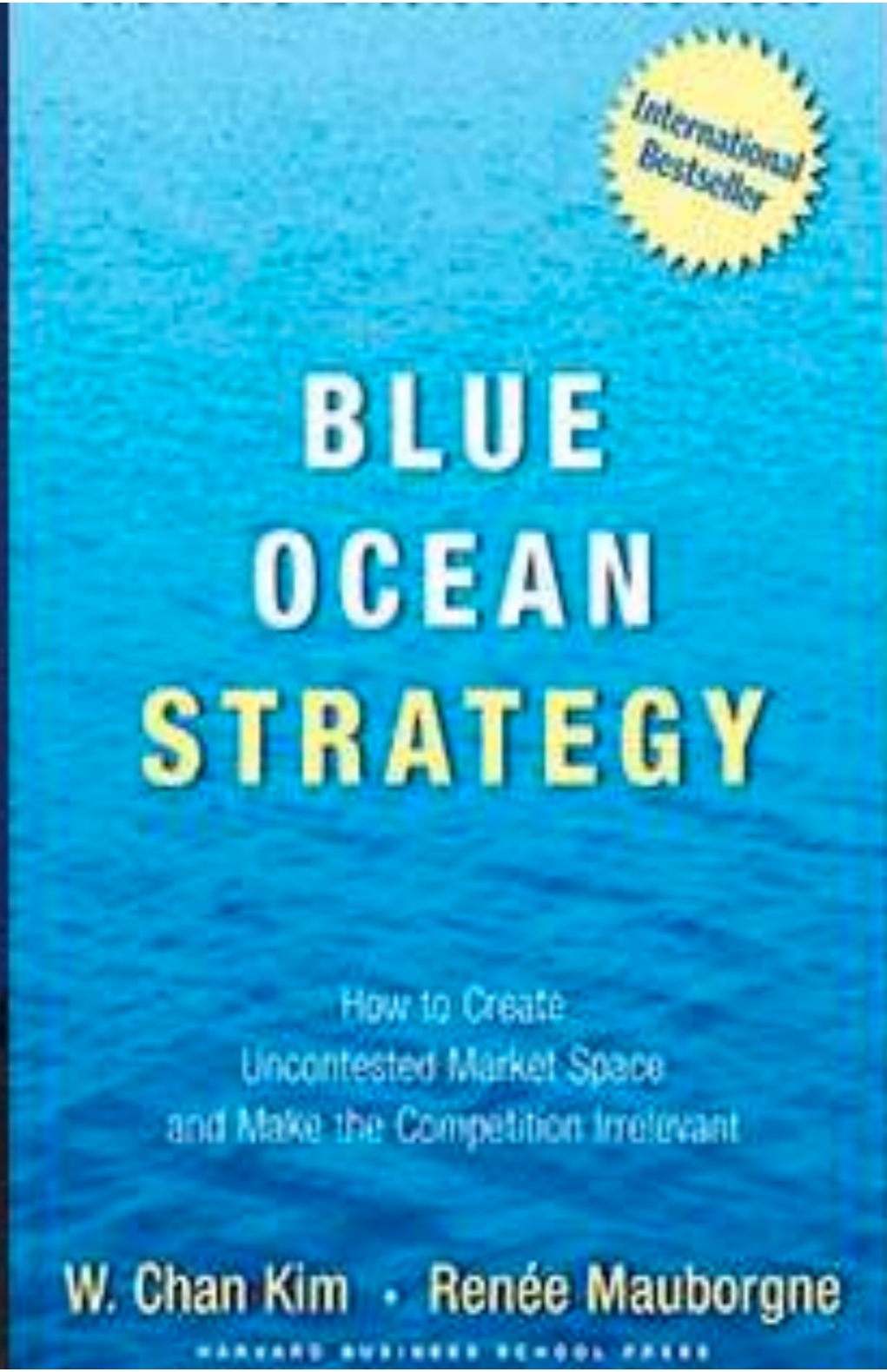
**AIAAS**

AI AAS



AI As A Service

Si les produits  
deviennent des  
services...  
que deviennent  
les services ?



Dans la ruée vers l'or  
ceux qui se sont  
enrichis .....

# Marchand de jeans et de pelles

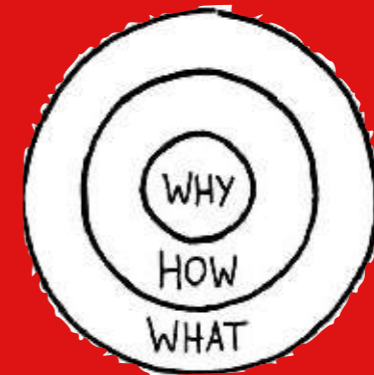


idem black car (leasing de VTC)



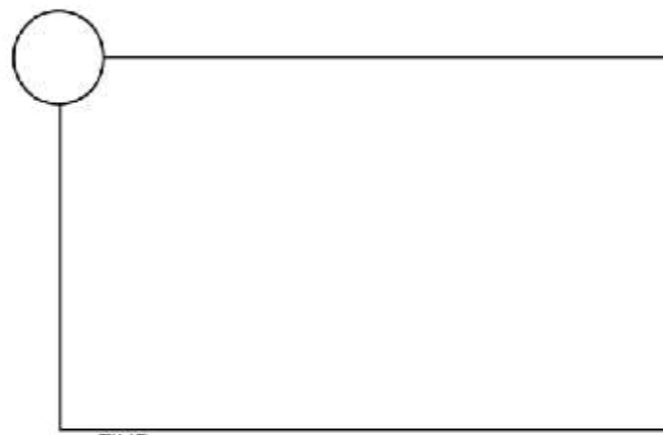
# Simon Sinek

## WHY

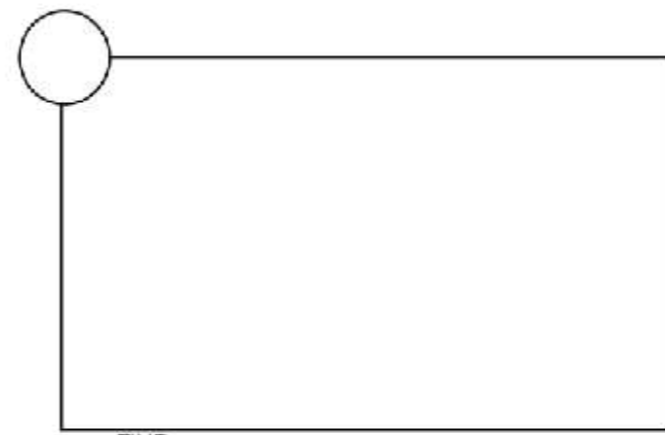




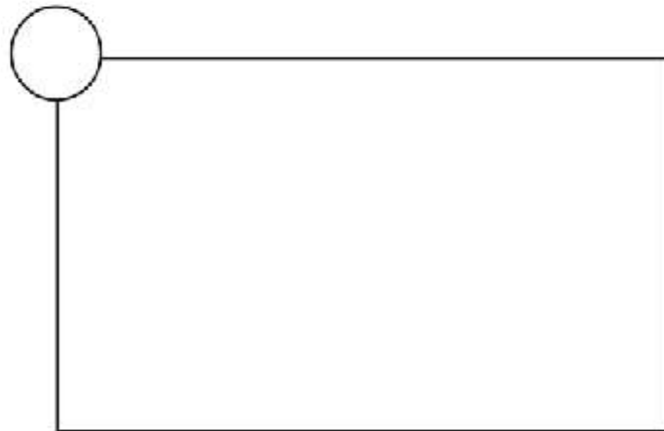
TIME  
TEXTE  
IMAGE



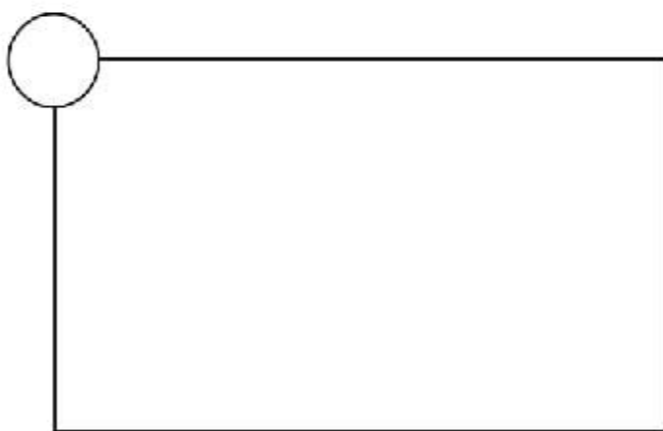
TIME  
TEXTE  
IMAGE



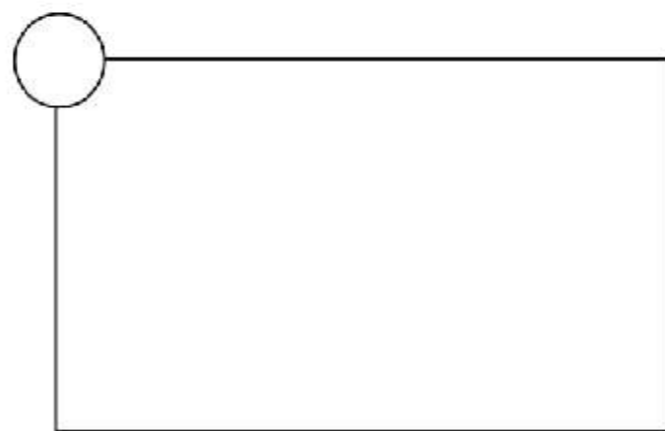
TIME  
TEXTE  
IMAGE



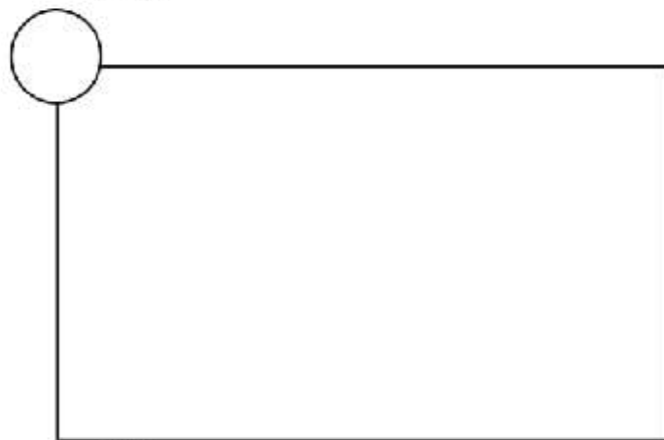
TIME  
TEXTE  
IMAGE



TIME  
TEXTE  
IMAGE



TIME  
TEXTE  
IMAGE



TIME  
TEXTE  
IMAGE



TIME  
TEXTE  
IMAGE



TIME  
TEXTE  
IMAGE





**LEARN MARKETING**

**TENDANCE EN**

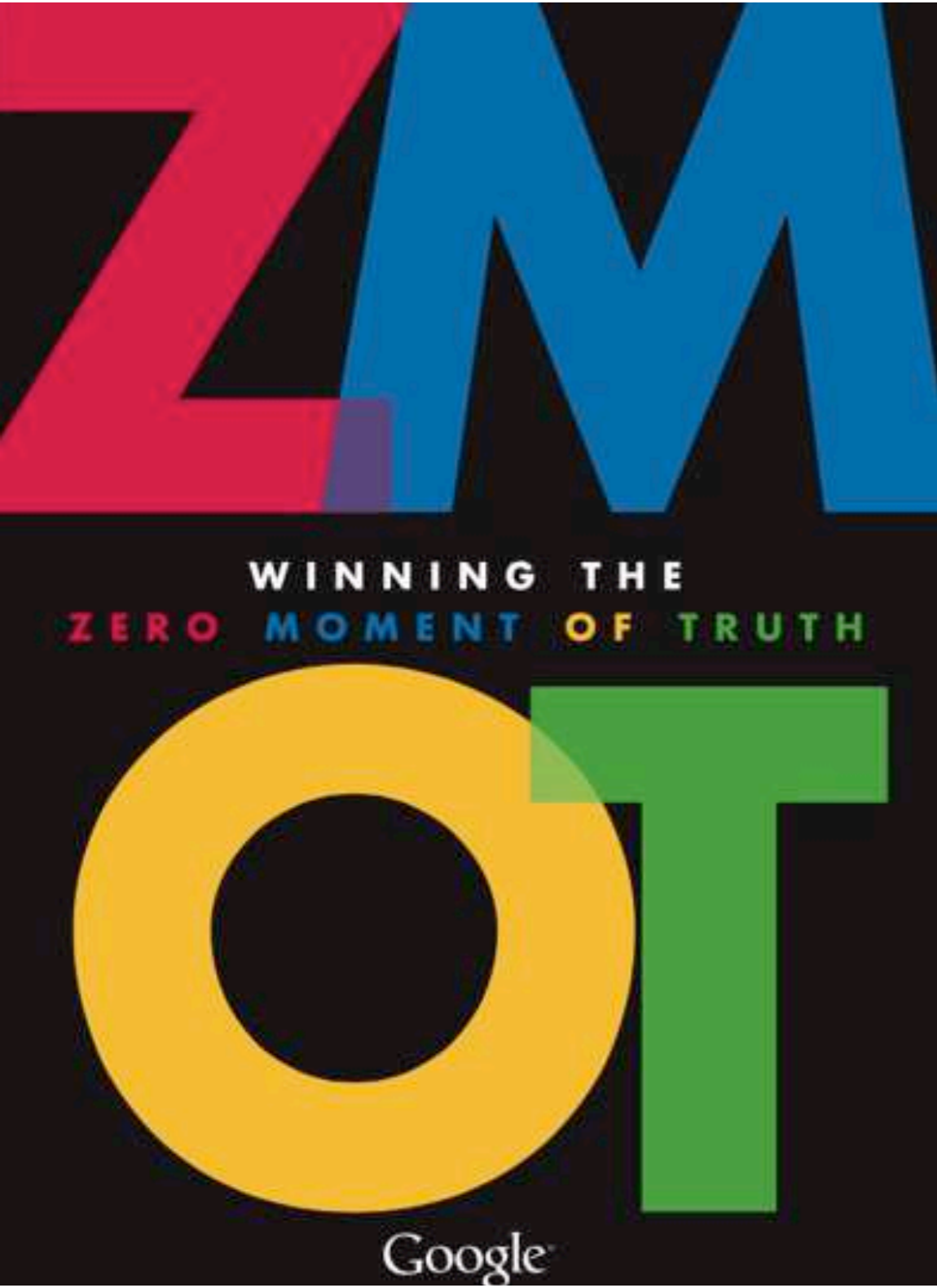
**PLEIN ESSOR**

**LE MEILLEUR**

**BRAND-CONTENT**







**JIM LECINSKI**

CHIEF ZMOT EVANGELIST



P&G 2005 : First Moment of Truth  
+ Google 2010 : + ZERO MOMENT



Stimulus

**ZMOT**  
↑

First  
Moment of Truth  
(Shelf)

Second  
Moment of Truth  
(Experience)



**SEARCH**  

---

**MARKETING**

**SEARCH**


moteur de  
recherche

Google

stone chateau

Tous Images Maps Shopping Vidéos Plus Paramètres Outils

Environ 92600000 résultats (0,83 secondes)



Angus & Julia Stone - Chateau - YouTube  
[www.youtube.com](http://www.youtube.com/watch) > watch

Paroles

I don't mind if you wanna go anywhere  
I'll take you there  
We can go if you wanna go anywhere  
I'll take you there

We can go to the Chateau Marmont  
And dance in the hotel room  
We can run with the headlights on  
Till we got nothing to lose

We have, lifting from the ground  
We go, never coming down

I don't mind if you wanna go anywhere  
I'll take you there

moteur de  
réponse

UX



**UX > CX**

***nombre***

***plus de user que de client***



**CX > UX**

*qualité*

*plus de contact avec les clients*

**UX**

*physique*

*web*

*mobile*

*sociale*

*metavers*

*face à face*  
*téléphone*

*web1 2*

*web3*

*in APP*

*push*

*réseaux sociaux*

*réseau spé*

*metavers marque*

*meta gén*

UX

CX

EX



UE

User  
Engagement  
=  
SALES

# Nouvelles Attentes

*Pourquoi se contenter du  
minimum ?*

Lost ... Greatest ... Silent ...

**BabyBoomer** (1940 - 1965 +/- 6 ans)

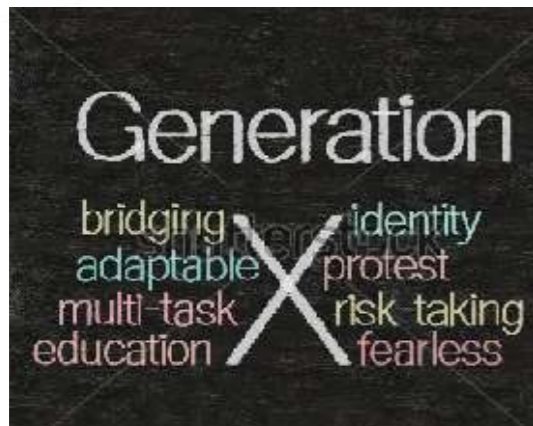
**GenX** (1955 1985 +/- 8 ans)

**GenY = Millennials** (1979 1999 +/- 5 ans)

**GenZ = Digital Natives = GEN C** (1994 2007 +/- 4 ans)

**alphaGEN ? = 2008 - 2020 ?**

**SingularityGeneration ?? 2018 - 2030**



GENERATION Z:  
CONNECTED FROM BIRTH.  
Born mid-1990s to 2010.





Tweets 9,249 Following 81 Followers 977K Likes 149 Following

**bernard pivot**  
@bernardpivot1  
Apostrophes, Bouillon de Culture, Double je, Ecriture, Football, Gourmandise, Homme, Interview, Journalisme, Kiosque, Lire, Mots.....Zut.  
Joined November 2011  
Tweet to bernard pivot

- bernard pivot** @bernardpivot1 · 4h  
Merci pour nos amis suisses d'avoir admis dans les Robert 2019 le verbe azorer (réprimander) et la calure ( personne très compétente).  
Translate Tweet  
12 53 124 12
- bernard pivot** @bernardpivot1 · 4h  
Je regrette l'entrée chez Robert de cosplay, queer, hoverboard, storytelling, running, etc. qui appartiennent au globish ?

**bernard pivot**  
@bernardpivot1

Le mot arrogance contient deux r, un r de mépris, un r de connerie.

07:55 - 24 mars 2016

1 024 1 204 personnes parlent à ce sujet





**bernard pivot**  
@bernardpivot1

Un mot nouveau, utile: illectronisme. Il désigne un état d'incapacité ou de refus d'entrer dans la connaissance de l'informatique.

[Translate Tweet](#)

7:09 AM · Jul 25, 2018 · [Twitter for iPad](#)

#### TAUX D'ILLECTRONISME

Luxembourg : 3%

Pays bas

...

France : 15%

...

Roumanie

Bulgarie : 50%

L'illectronisme = 15% de la population

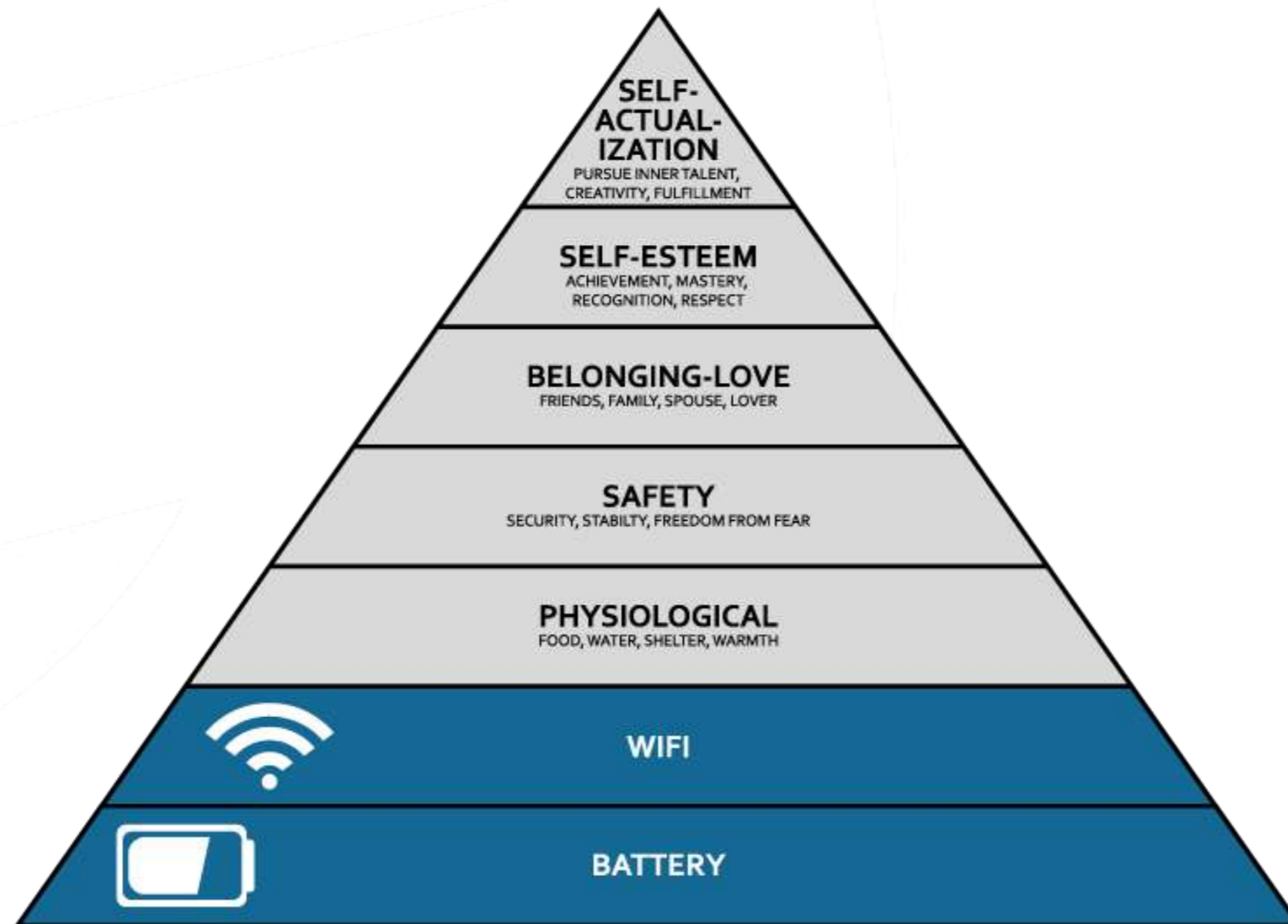
75% de la population est connecté

45% ne cherchent pas d'info. administratives

Ville -10,000 hab

Zones blanches

# ILLECTRONISME & INCLUSION





1999 : web et internet

2010 : mobile

2016 : Living Services

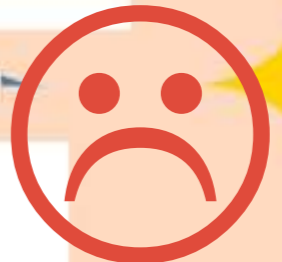
source : Google, Accenture



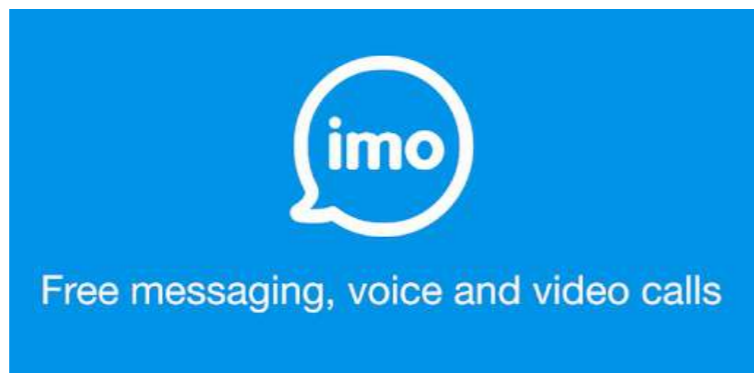
If you're not on Google,  
You don't exist



# MOBILE FIRST







france•2



1 • 2 • 3 • 4 • 5 • Ô

france•2 france•3 france•4 france•5 france•Ô



hulu



vimeo

NETFLIX



Podcasts





LS

Living Services

**THE DIGITISATION  
OF EVERYTHING**

**+**

**LIQUID EXPECTATIONS**



OUR **HOMES**  
OUR **BODIES**  
OUR **FAMILIES**  
OUR **EDUCATION**  
OUR **WORK**  
OUR **TRANSPORT**  
OUR **FINANCES**  
OUR **SHOPPING**



eSports



6 technologies enabling the rise of Living Services



NETWORK  
CONNECTIVITY



THE CLOUD



DATA &  
ANALYTICS



CONNECTED  
SENSORS



USER  
INTERFACE



CONNECTED  
DEVICES

# Digitalisation : IOT

Billet / Voucher / carte (wallet)

Porte (smart door)

Maison (home kit)

Ecole / Cours (MOOC)

Santé

Politique

Voiture (Tesla OS)

Wearable

Cloud



# Liquid Expectation

Partir / sortir sans payer

Réserver d'un clic

Commande par bouton (DASH)

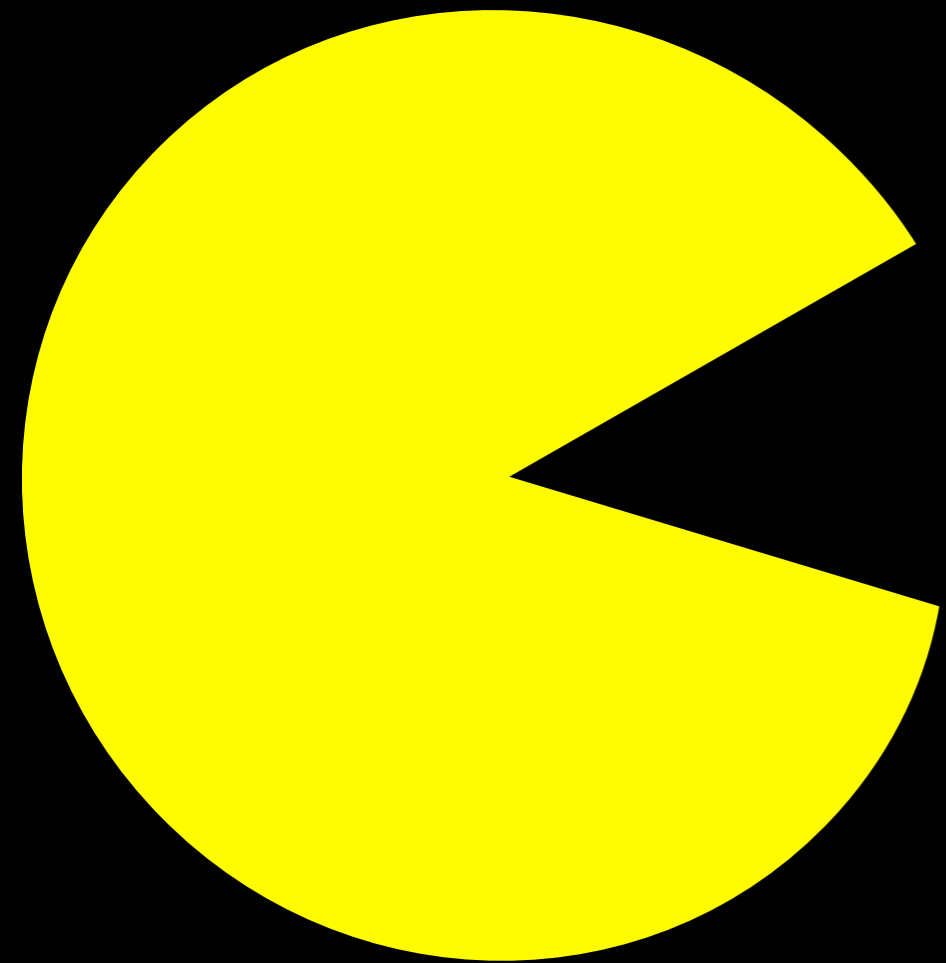
Connexion permanente

Temps réel pour tout

# Consommateur Sans Limite

un consommateur ça ose tout,  
ça compare tout,  
ça demande (exige) tout,  
ça commente tout, partout,  
ça ne lit RIEN (tl;dr)  
ça demande un secret total des  
informations confiées

→ Expectation Economy



**GAMIFICATION**

COURS GAUTHIER-DESCHAMPS

# HISTOIRE DE FRANCE



PREMIER LIVRE  
PAR A. AYMARD

UN VOLUME DE 1120 PAGES  
PRIX 12 FR.

LIBRAIRIE HACHETTE



OPH  
LA FÉDÉRATION

G







**Faut pas  
parler aux  
cons, ça  
les instruit.**

**Michel Audiard**

## Les lois de Michel Audiard

A close-up, black and white photograph of Michel Audiard's face. He is looking directly at the camera with a slight, knowing smile. His right hand is raised, with his index finger pointing to his lips, mimicking the gesture from the book cover. The lighting is soft, highlighting his features.

**Un client  
ça ose  
tout**

UX : User eXperience

toutes interactions  
perçues par l'utilisateur  
avant, pendant et après  
l'usage

toutes : omnicanal

interactions : touchpoint, point de contact

perçues : même celles non voulues par l'entreprise

utilisateur : client, consommateur, autre

avant, pendant, après : parcours complet,  
customer journey

usage : achat, utilisation, test, destruction

**Bâtir une bonne UX :**

**1/ supprimer**

**et seulement après**

**2/ ajouter**



1/ Supprimer les :  
irritants, allergènes  
points de friction (frictionless)  
coutures (seamless)  
défauts (flawless)

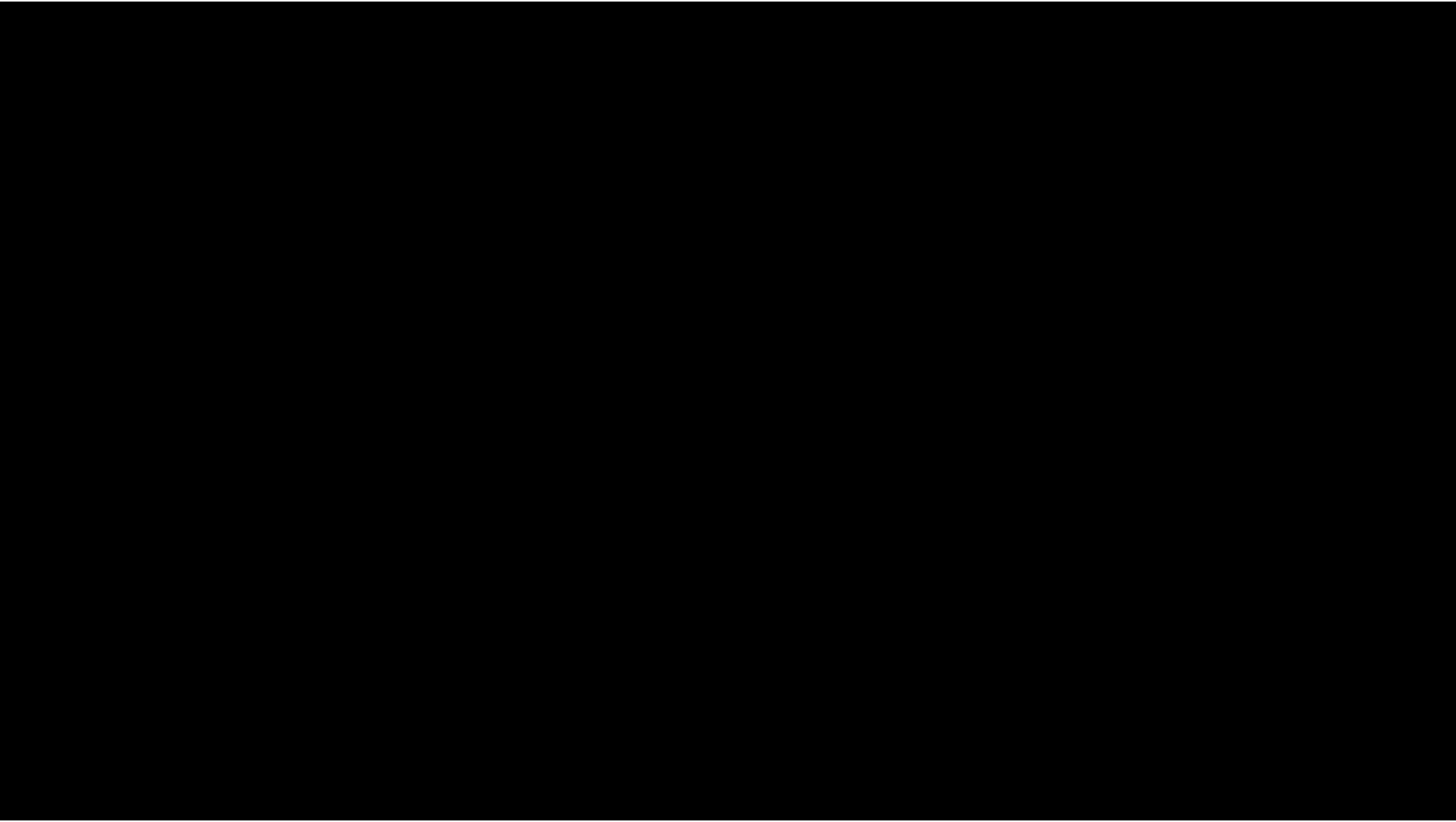
*= simplifier*

2/ Ajouter :  
satisfaction, fluidité  
art, plaisir, sentiment  
personnel, émotion  
sourire, humour

= *enchanter*



PAUSE







PERSONA  
User-Story

# ICP / ABM



# PERSONA

# Jean-Luc



« J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt »

**Jean Luc 36 ans est pilote de ligne depuis 3 ans dans une compagnie low cost européenne. Il trouve que sa vie manque de sens, de variété et d'originalité.**

Nom Jean-Luc  
Age 36  
Vie à Paris  
Avec Jeanne  
Sans enfant  
Education Supérieure (ingénieur école promo ...)  
CV pilote entreprise 1  
Pilote entreprise 2

Passionné d'aviation et de modèle réduits  
Passionné de races de chiens et de voyages en Asie

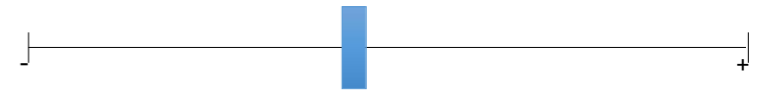
EPIC / USER STORY / PAIN POINT / PROBLÈME

**Quel est le problème de Jean-Luc ?**  
**Quelle est la frustration de Jean-Luc ?**  
**Quels sont les besoins et attentes de Jean-Luc ?**  
**Pourquoi n'est-il pas satisfait des solutions existantes ?**

Revenus



Ville



Fréquences



Niveau Technique



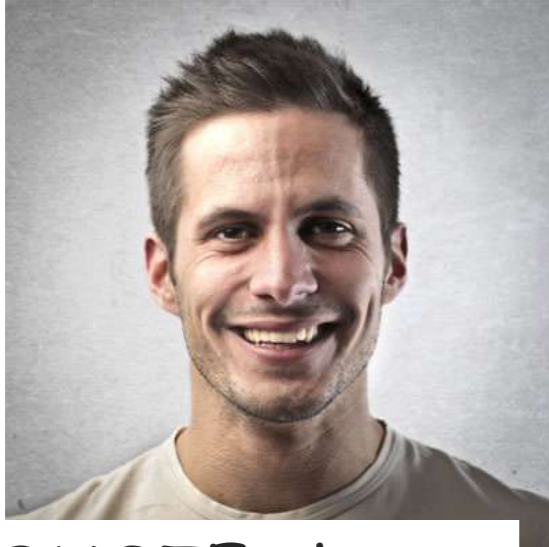
Usage mobile



Know How



# John



« QUOTE : happy  
to be an

entrepreneur in

Description: funder of an IOT  
company

9 employees

7 millions euros turnover

29 clients with 650 shops

Name

Age

Live With

Education

Resumé

Company 2012...2020

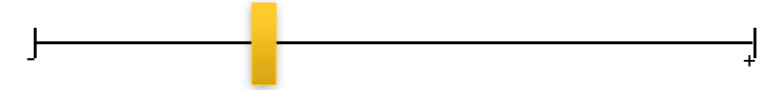
Products

**PAIN POINTS**

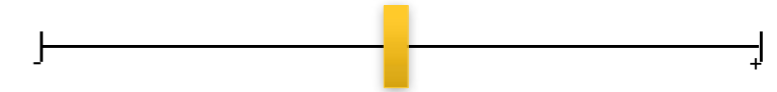
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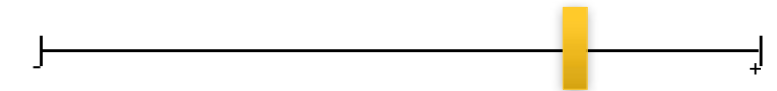
Revenues



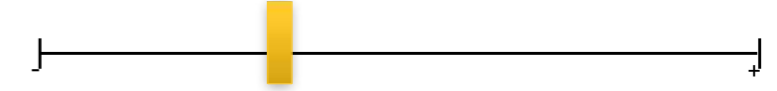
Type of city



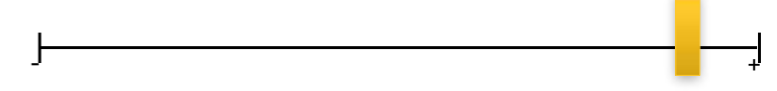
Frequency



Technical level



Mobile friendly



Know How





**FATOU**

37 ans, 2 enfants, citadine  
Particulier, Joinville-le-Pont

“

*J'opte pour des mensualités  
plutôt que d'investir dans une voiture.*

”

### PAINS

- frais d'entretien
- panne : que faire ?
- je ne connais pas très bien les modèles de voiture
- je n'arrive pas à évaluer les km
- revente de véhicule long et coûteux
- je n'ai pas envie de perdre du temps à choisir une voiture

### GAINS

- fiabilité et sécurité
- j'ai besoin d'être accompagnée pour l'achat d'une voiture
- j'estime une mensualité max adaptée à mes besoins

### Besoins pour experience ++

- explication des différences entre les véhicules
- explication du choix de financement
- simulateur km annuel et simulateur accord de principe

### Expertise auto



### Expertise digitale



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Surnom  
Age  
Vit à  
Vit avec  
Enfant  
JOB  
Education

CV

Passionné par

Problèmes / Besoins / Attentes / Frustrations /  
Insatisfactions / Pain points

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Lost GEN

Greatest GI GEN

Silent GEN = 1925-1945 +/- 10ans

BabyBoomer = 1940 - 1965 +/- 8 ans

GenX = 1955 1985 +/- 7 ans

GenY Millennials = 1979 1999 +/- 5 ans


GenZ DigitalNatives = GEN C 1994 2007 +/- 4 ans

alphaGen = 2008 - 2020 ?

SingularityGeneration = 2018 - 2030 ?

MARS Gen = 2030-2080 ?

**John Doe**



*Rien ne vaut une belle paire de sneakers.*

Age: 28  
 Work: première expérience en centre d'appel  
 Family: en couple libre  
 Location: Genève  
 Character: Free.

**Personality**

Introvert Extrovert  
 Thinking Feeling  
 Sensing Intuition  
 Judging Perceiving

**Goals**

- A task that needs to be completed.
- A life goal to be reached.
- Or an experience to be felt.

**Frustrations**

- The challenges this user would like to avoid.
- An obstacle that prevents this user from achieving their goals.
- Problems with the available solutions.

**Bio**

The bio should be a short paragraph to describe the user journey. It should include some of their history leading up to a current use case. It may be helpful to incorporate information listed across the template and add pertinent details that may have been left out. Highlight factors of the user's personal and of professional life that make this user an ideal customer of your product.

*Remember - you may modify this template, remove any of the modules or add new ones for your own purpose.*

**Motivation**


Incentive  
 Fear  
 Growth  
 Power  
 Social

**Brands & Influencers**

**Preferred Channels**

Traditional Ads  
 Online & Social Media  
 Referral  
 Guerrilla Efforts & PR

**Jean-Luc**



*« J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt »*

**Jean Luc 36 ans est pilote depuis 3 ans dans une compagnie européenne**

Nom	Jean-Luc
Age	36
Vie à	Paris
Avec	Jeanne Sans enfant
Education	Supérieure (ingénieur école promo 91)
CV	pilote entreprise 1 Pilote entreprise 2
Passionné d'aviation et de modèle réduits	
Passionné de races de chiens et de voyages en Asie	

**Revenus**

**Ville**

**Fréquences**

**Niveau Technique**

**Usage mobile**

**Know How**

# BABETTE



69 ans, retraitée de la fonction publique, mariée à Pierre, 2 enfants, 3 petit fils (dont 1 influenceur)  
Vit à la campagne entretien son potager, son jardin et sa maison  
Garde souvent ses petits enfants  
MARQUE : TF1, Jardiland, Nagui

« *tout le monde se moque de ma télé et de mon téléphone. C'est vrai les clapets et péritel sont d'un autre monde. Il faudrait que je change tout.* »

**Utilise intensivement des appareils trop vieux, elle se sent jeune mais disqualifiée par ses outils**

**Problèmes, attentes, frictions :**

**son électroménager n'a pas été changé depuis 25 ans et sa TV est encore cathodique**

**son téléphone à clapet ne lui permet pas de dialoguer avec ses petits enfants et de suivre leur vie sur les réseaux**

Revenus



Ville



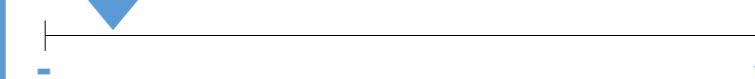
Fréquences



Niveau Technique



Usage mobile



Know How





# Jean-Luc



« J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt »

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EPIC / USER STORY / PAIN POINT / PROBLÈME

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Revenus



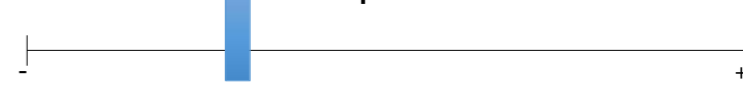
Ville



Fréquences



Niveau Technique



Usage mobile

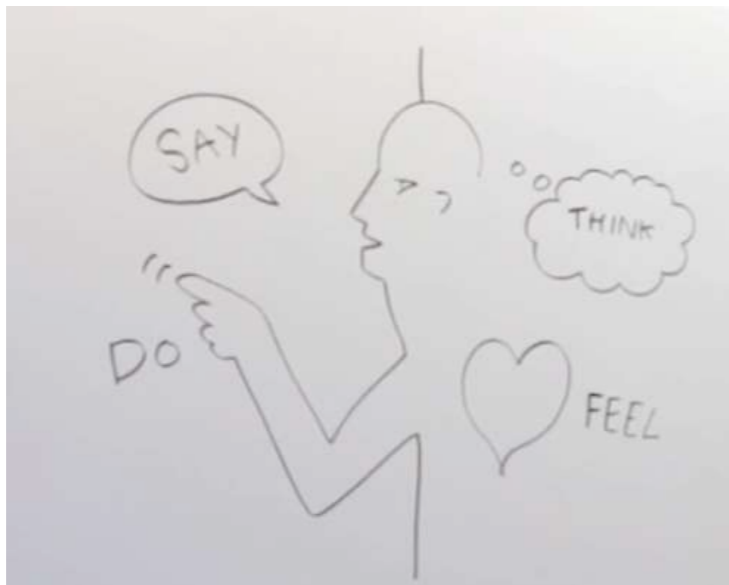
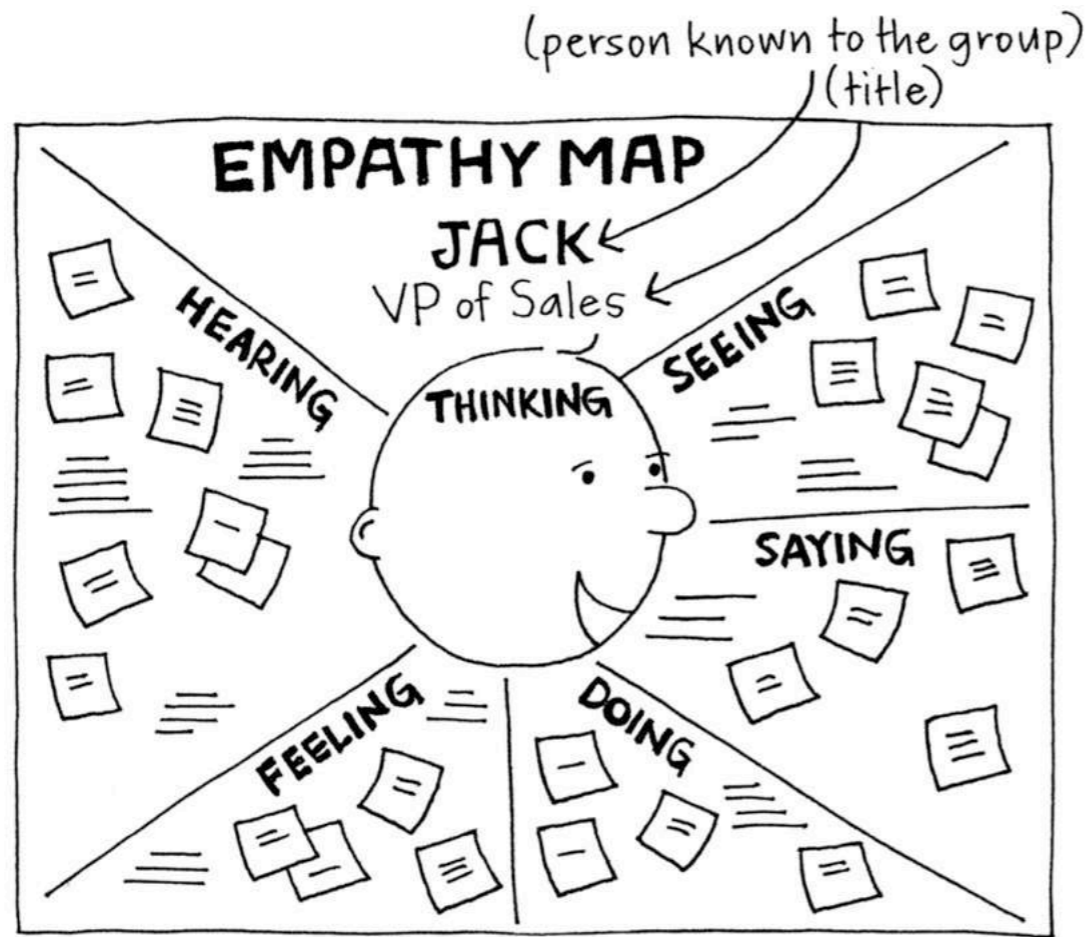


Know How

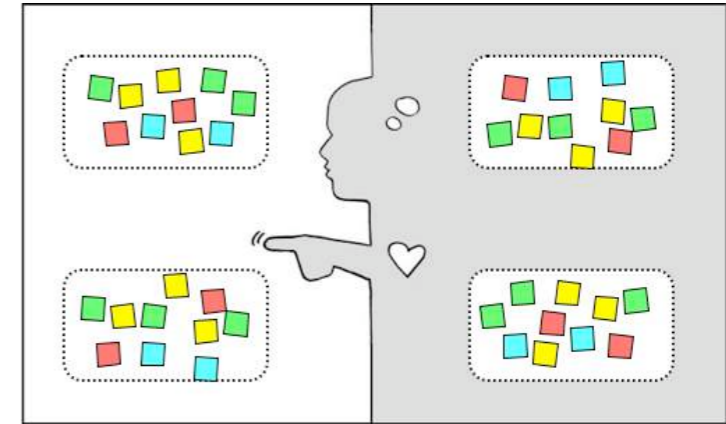




**CARTE  
EMPATHIE**



## METHOD EMPATHY MAP



### WHY use an empathy map

Good design is grounded in a deep understanding of the person for whom you are designing. Designers have many techniques for developing this sort of empathy. An Empathy Map is one tool to help you synthesize your observations and draw out unexpected insights.

### HOW to use an empathy map

**UNPACK:** Create a four quadrant layout on paper or a whiteboard. Populate the map by taking note of the following four traits of your user as you review your notes, audio, and video from your fieldwork:

- SAY:** What are some quotes and defining words your user said?
- DO:** What actions and behaviors did you notice?
- THINK:** What might your user be thinking? What does this tell you about his or her beliefs?
- FEEL:** What emotions might your subject be feeling?

Note that thoughts/beliefs and feelings/emotions cannot be observed directly. They must be inferred by paying careful attention to various clues. Pay attention to body language, tone, and choice of words.

**IDENTIFY NEEDS:** "Needs" are human emotional or physical necessities. Needs help define your design challenge. Remember: Needs are *verbs* (activities and desires with which your user could use help), not *nouns* (solutions). Identify needs directly out of the user traits you noted, or from contradictions between two traits - such as a disconnect between what she says and what she does. Write down needs on the side of your Empathy Map.

**IDENTIFY INSIGHTS:** An "Insight" is a remarkable realization that you could leverage to better respond to a design challenge. Insights often grow from contradictions between two user attributes (either within a quadrant or from two different quadrants) or from asking yourself "Why?" when you notice strange behavior. Write down potential insights on the side of your Empathy Map. One way to identify the seeds of insights is to capture "tensions" and "contradictions" as you work.



SAY

THINK



DO

FEEL

# Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:

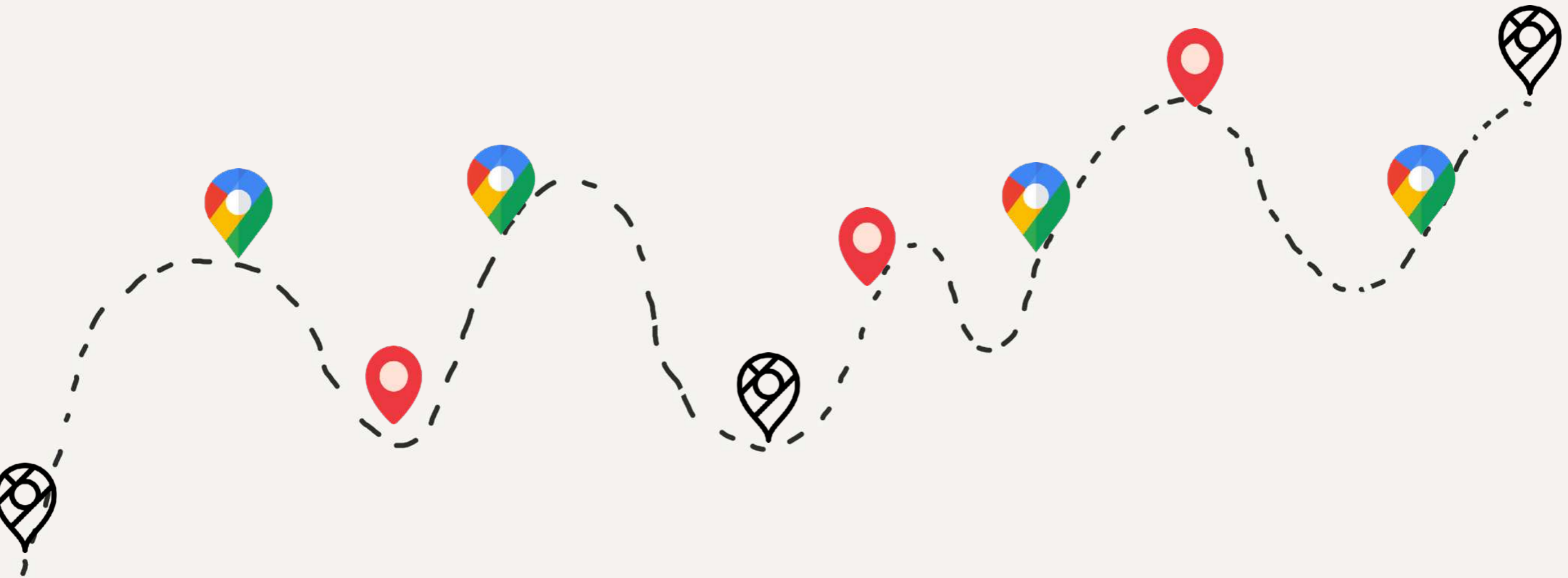
The diagram is a large rectangle divided into seven numbered sections around a central profile of a person's head. The head is facing right. The sections are:

- 1 WHO are we empathizing with?** (top left, grey background)
  - Who is the person we want to understand?
  - What is the situation they are in?
  - What is their role in the situation?
- GOAL** (top center)
- 2 What do they need to DO?** (top right, grey background)
  - What do they need to do differently?
  - What job(s) do they want or need to get done?
  - What decision(s) do they need to make?
  - How will we know they were successful?
- 3 What do they SEE?** (middle right)
  - What do they see in the marketplace?
  - What do they see in their immediate environment?
  - What do they see others saying and doing?
  - What are they watching and reading?
- 4 What do they SAY?** (bottom right)
  - What have we heard them say?
  - What can we imagine them saying?
- 5 What do they DO?** (bottom center)
  - What do they do today?
  - What behavior have we observed?
  - What can we imagine them doing?
- 6 What do they HEAR?** (middle left)
  - What are they hearing others say?
  - What are they hearing from friends?
  - What are they hearing from colleagues?
  - What are they hearing second-hand?
- 7 What do they THINK and FEEL?** (center, inside the head)
  - PAINS**  
What are their fears, frustrations, and anxieties?
  - GAINS**  
What are their wants, needs, hopes and dreams?
  - What other thoughts and feelings might motivate their behavior?

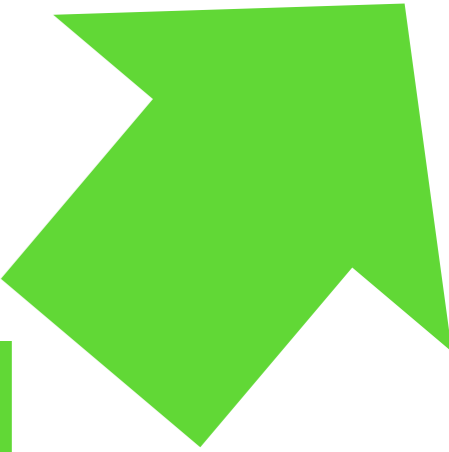
Parcours

Client

Utilisateur

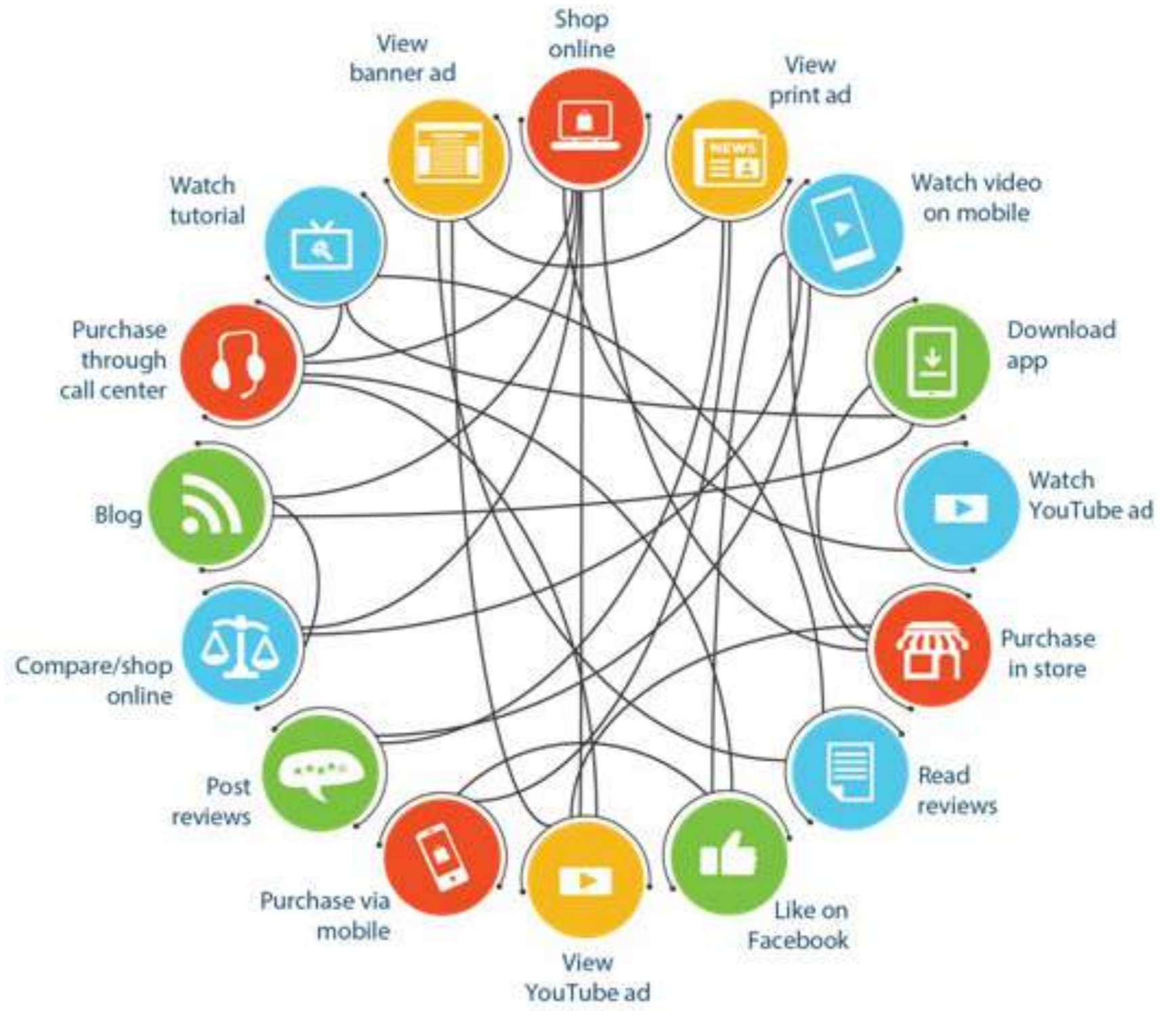


visible

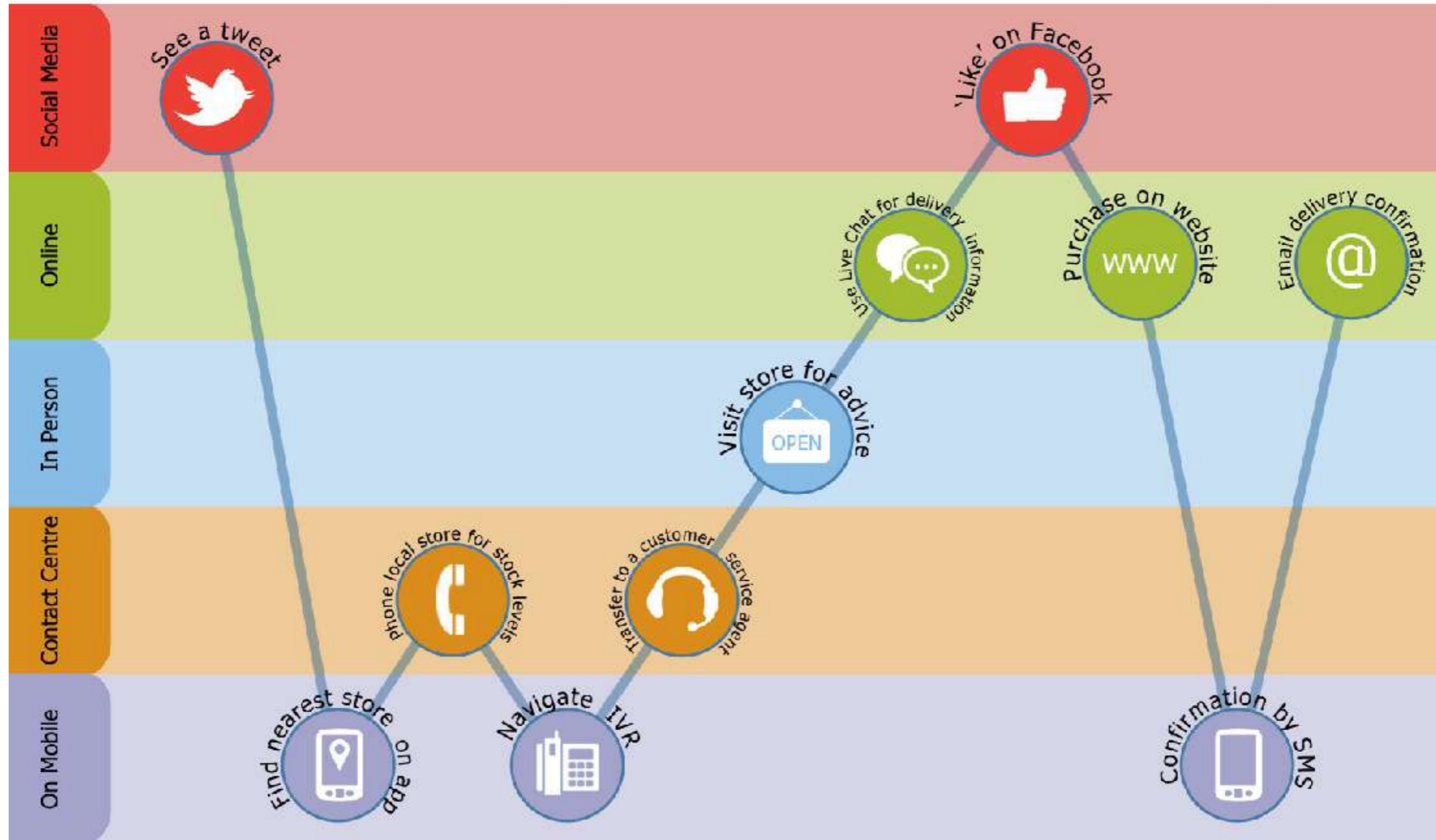


parcours total

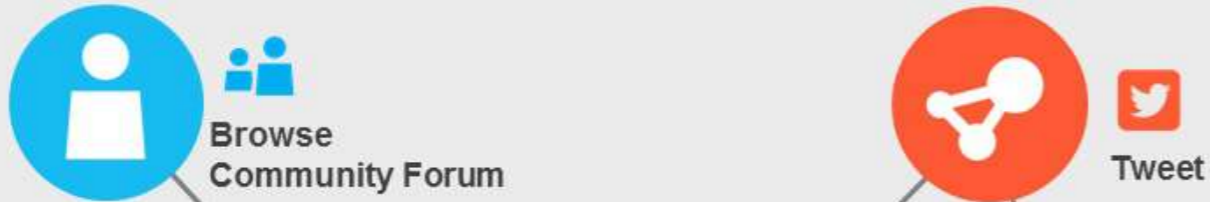




# Understanding the Customer Journey



Social



Web



In Person



Contact center

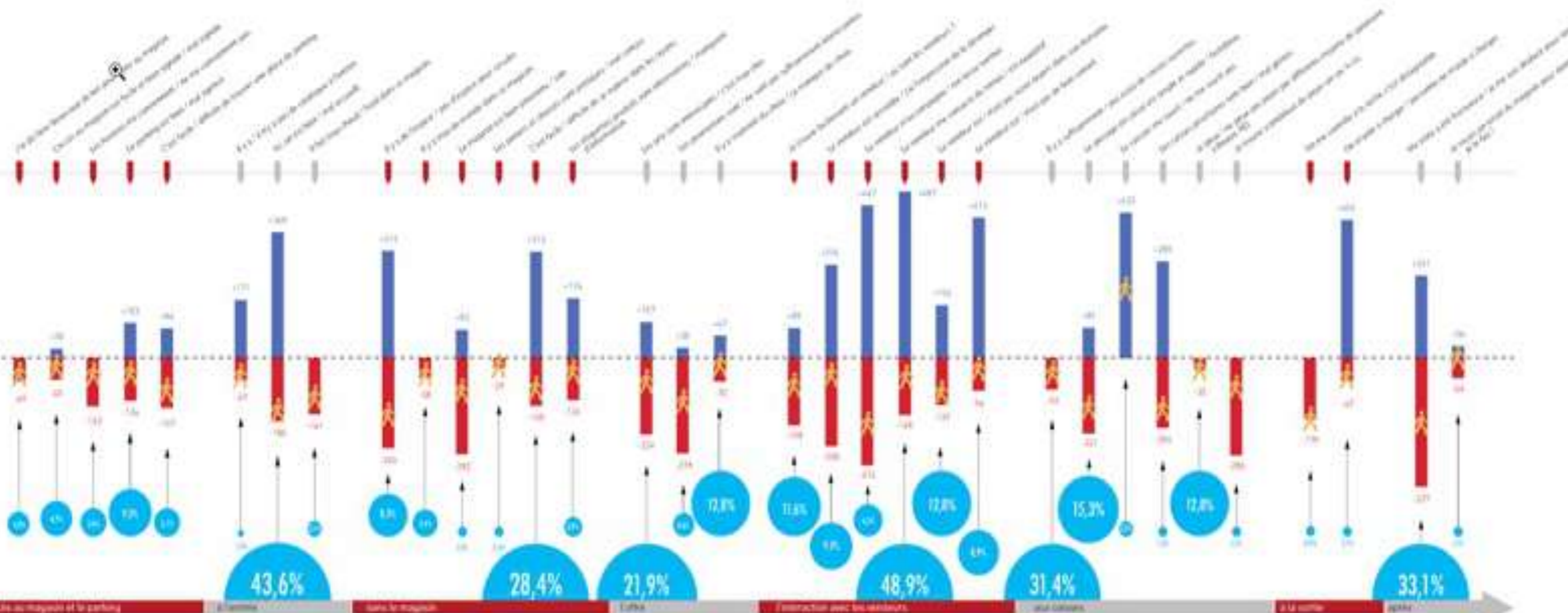


Mobile

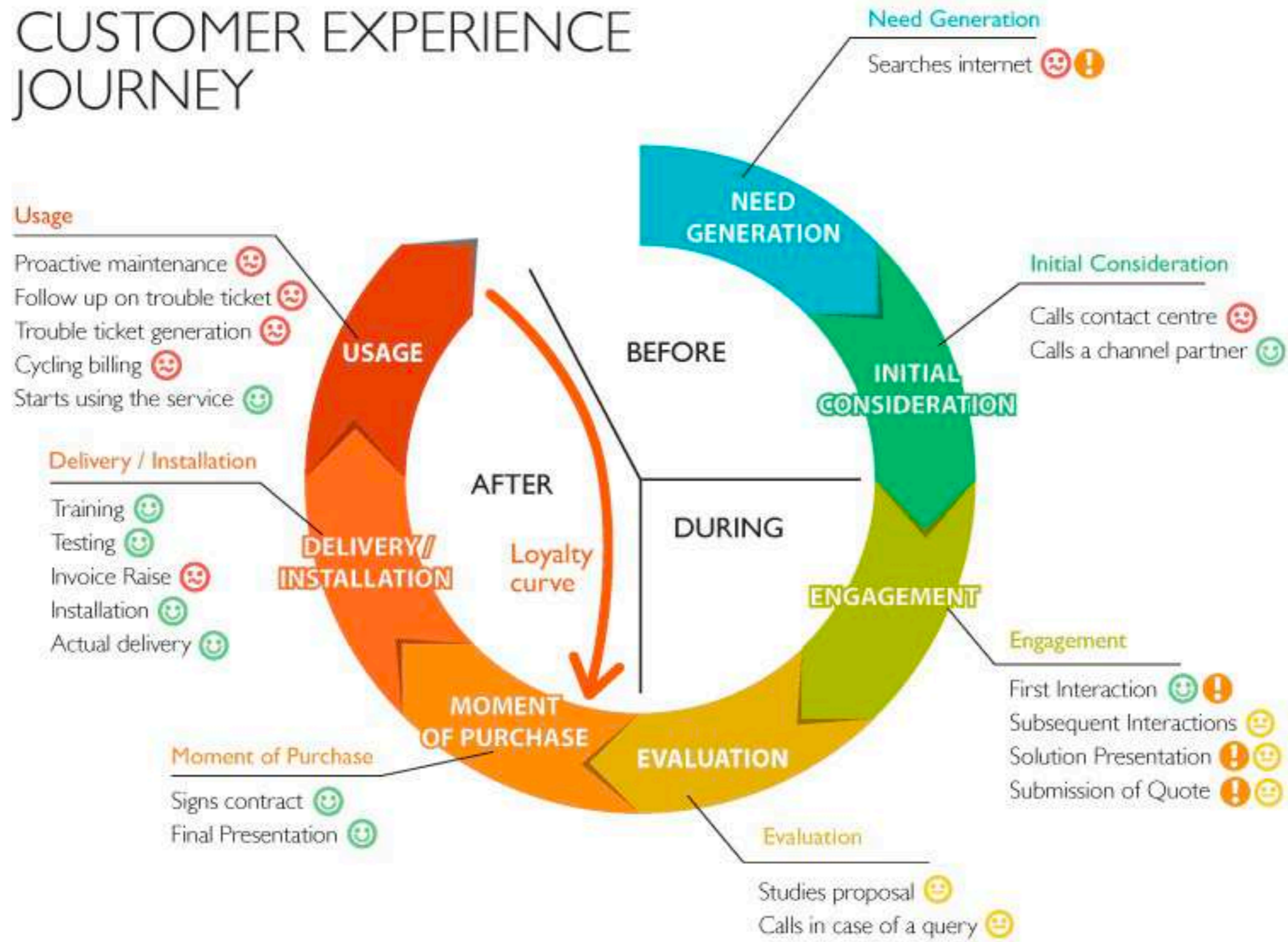




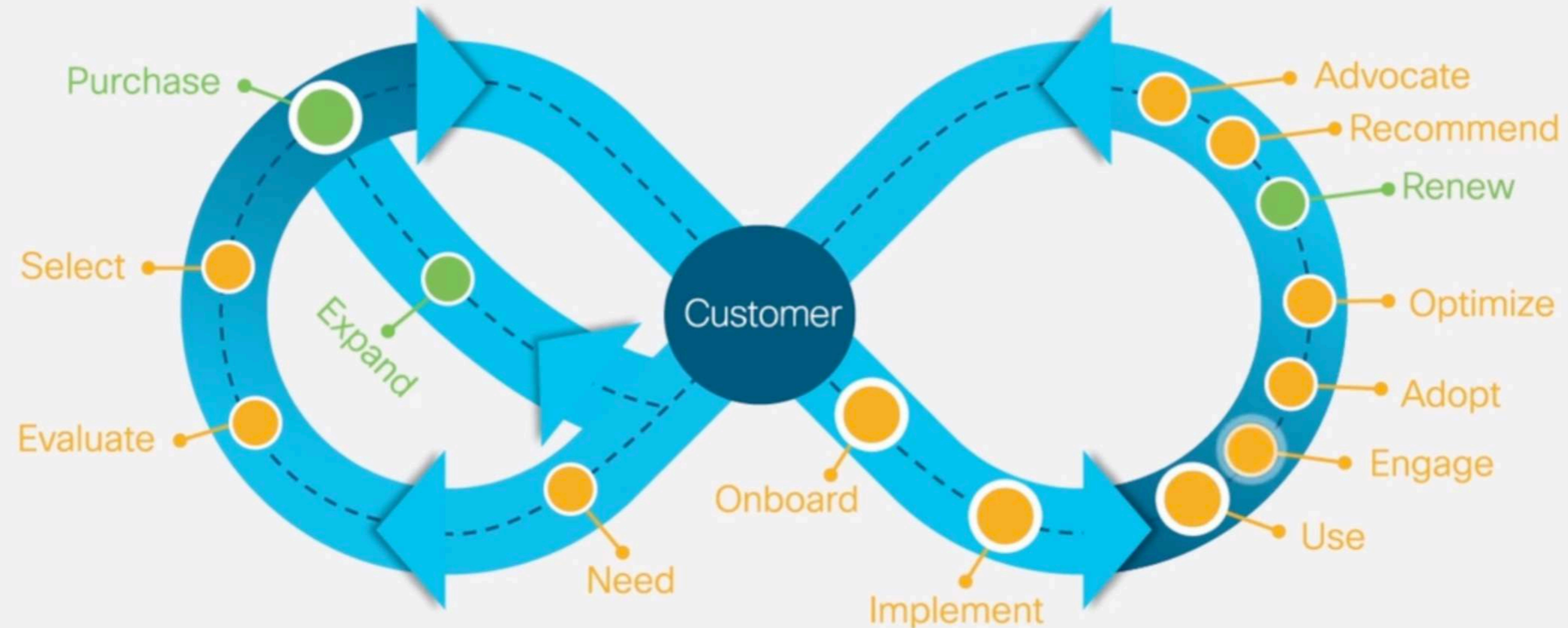
# TRACKER DE L'EXPERIENCE CLIENT<sup>®</sup>



# CUSTOMER EXPERIENCE JOURNEY

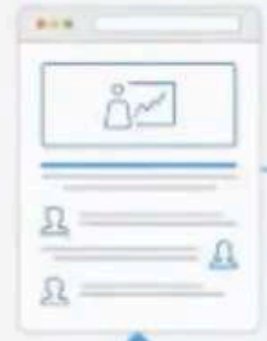


# Customer Lifecycle





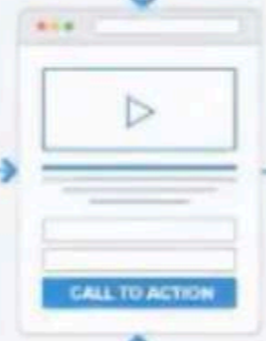
VACARME : Enregistrement Live



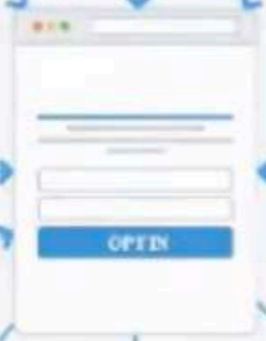
Montage



Sortie épisode



Cours écrit



Auteur



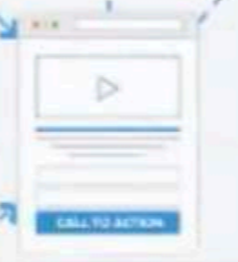
LinkedIn Post



Email



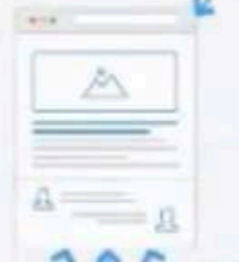
Extrait sur chaîne YouTube



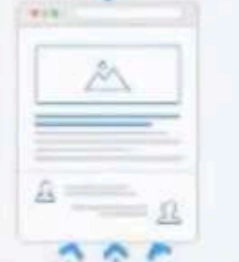
Youtube Ads



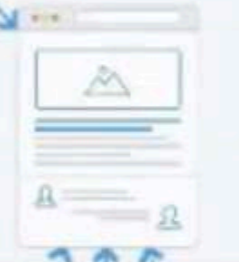
Blog Post



Blog Post



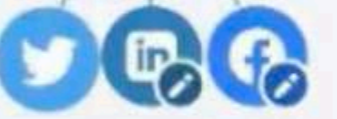
Blog Post



Twitter LinkedIn Facebook Post



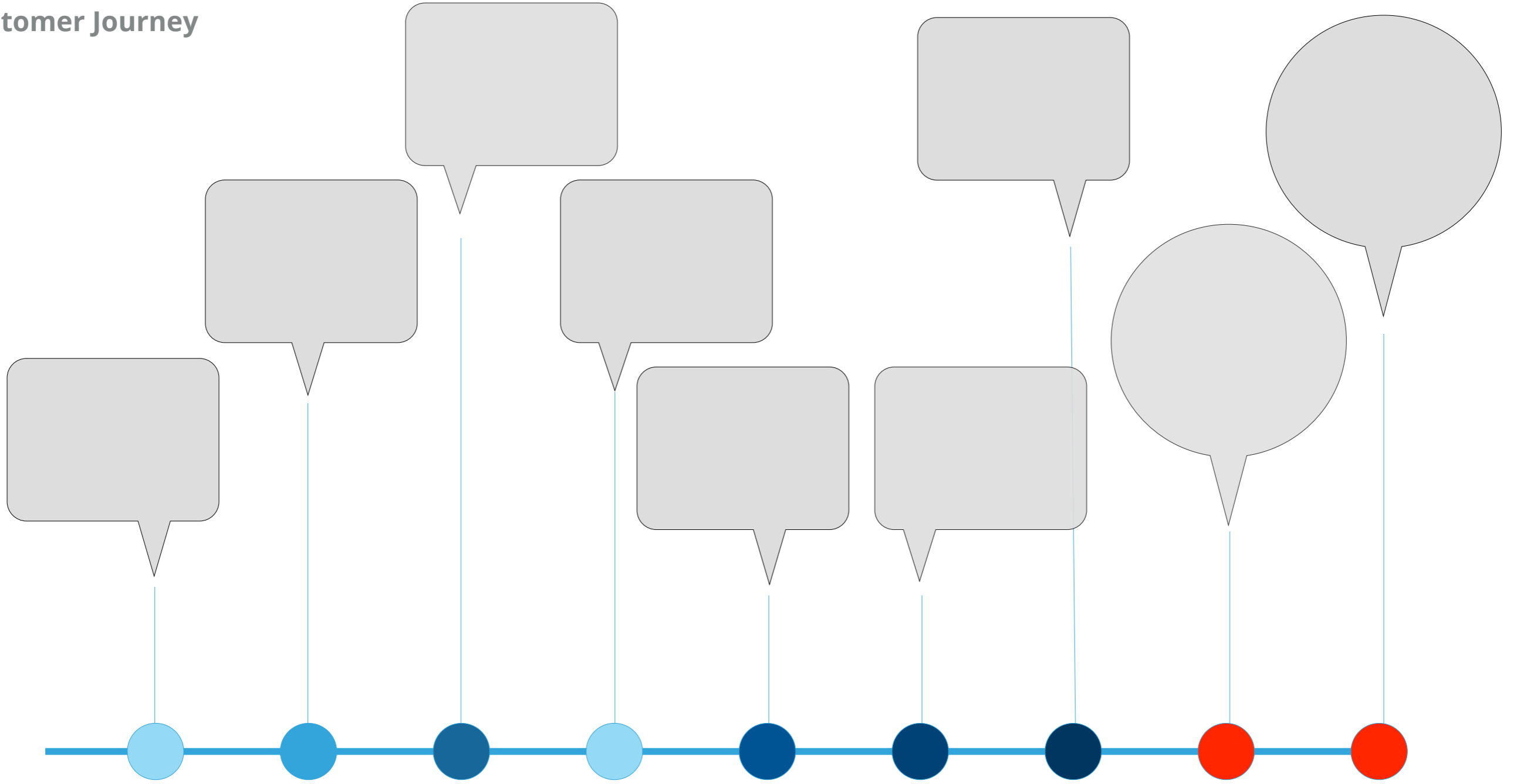
Twitter LinkedIn Facebook Post



Twitter LinkedIn Facebook Post



# Customer Journey



...



Nom du Touchpoint /  
Point de contact

**1**

**2**

**3**

**4**

**5**

**6**

**7**

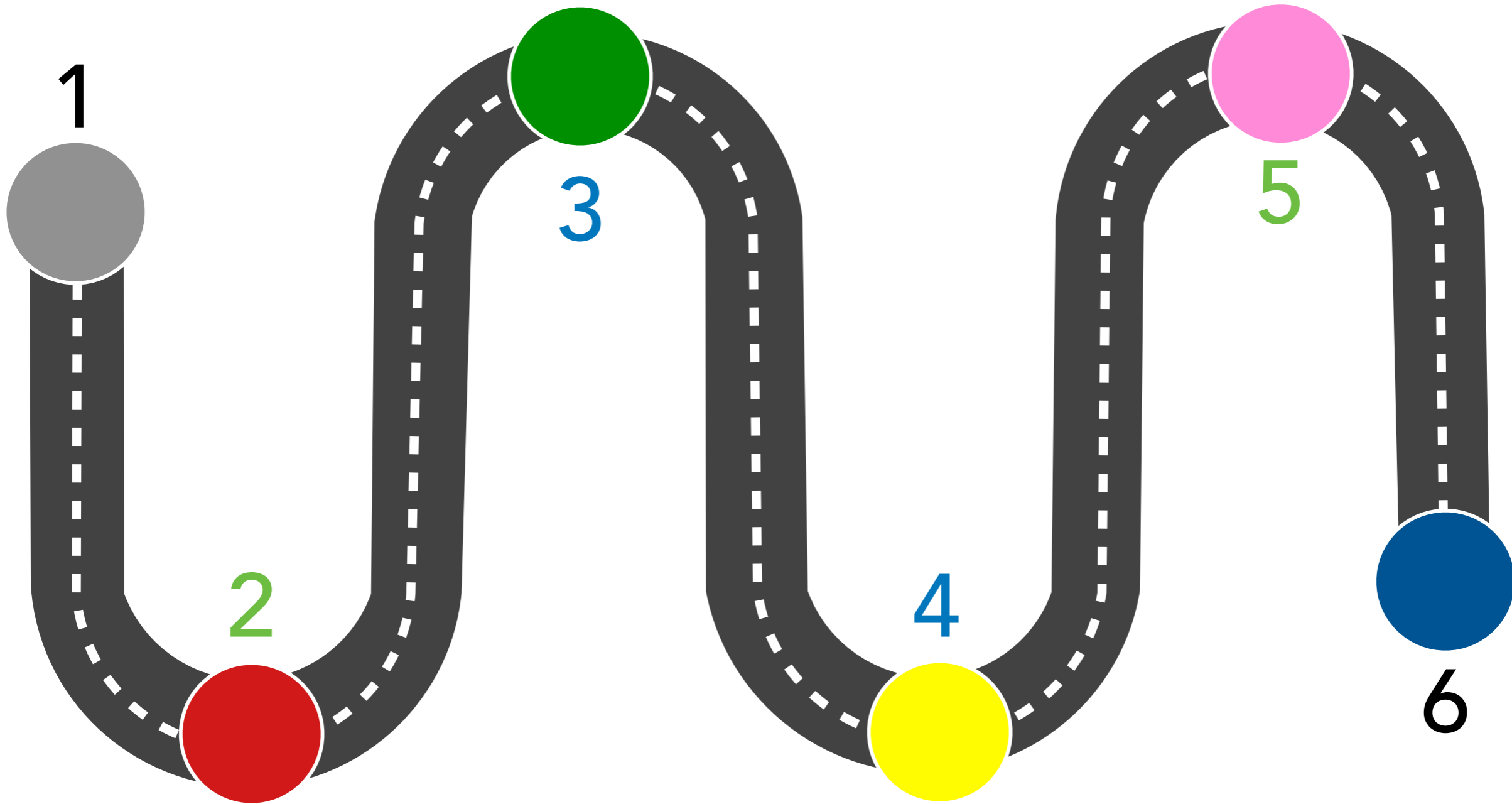
Channel / Canal

Interaction du client

Interaction de la marque

Avis du client perçu par le  
client

Décalage avec le  
positionnement voulu



# Working Backwards

By Amazon



[Quora.com](#)

Amazon's approach to new product development is about working backwards from the customer. The product manager starts by writing a press release announcing the finished product. The press release is targeted at the end customer and contains information about the customer's problem, how current solutions are failing, and why the new product will address this problem.

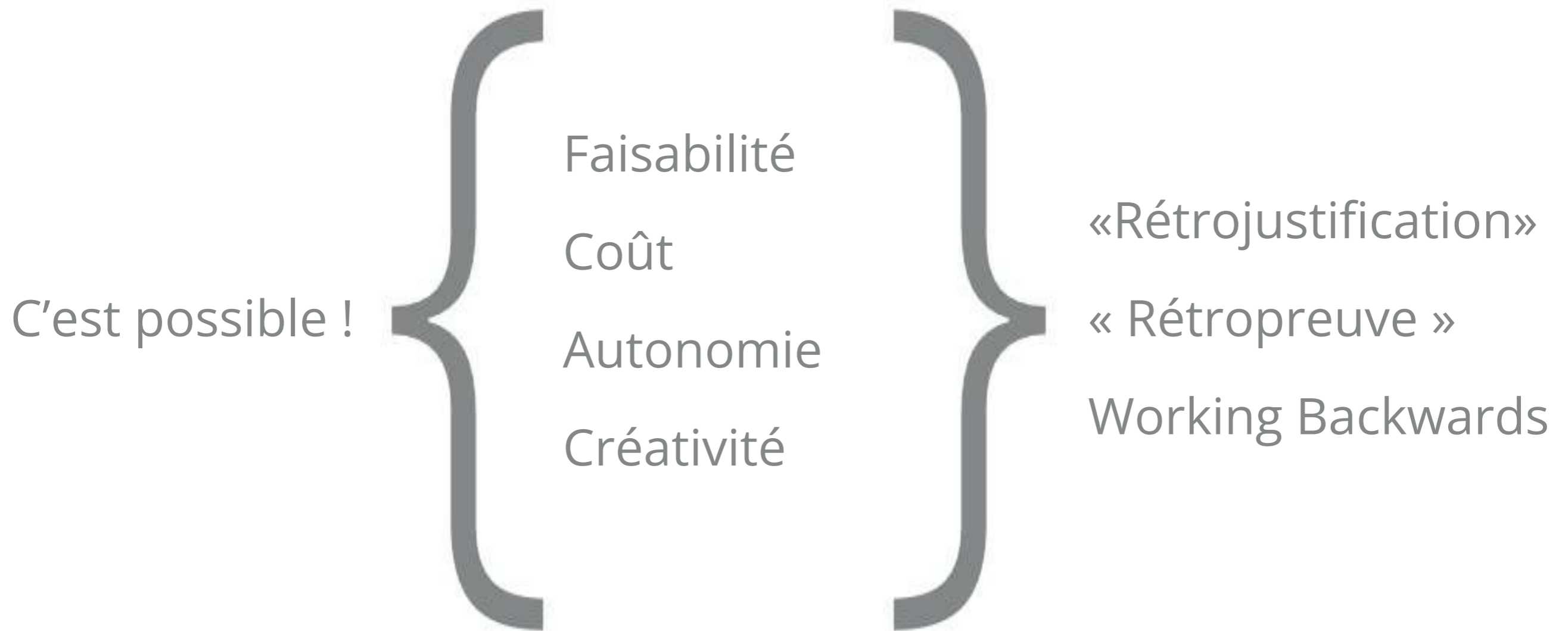
The press release itself is a gut-check for whether or not the product is worth building. If the team is not excited about reading it then document needs to be revised or perhaps the idea should be revisited altogether. As the team begins development the press release serves as a guide for the team to reflect on and compare with what is being built.

# ATELIER : Working Backwards

Préparer le texte de 10/15 lignes (ou infographie) du communiqué de presse qui pourrait être rédigé en **jan 2025**

à l'occasion des **changements d'Alcyon** et de la mise place du **plan AR24**

en se focalisant sur les **avantages client**/utilisateur, le prix client, le respect de l'environnement et le **modèle d'affaires** (business model)



## Un exemple AMAZON

Here's an example outline for the press release:

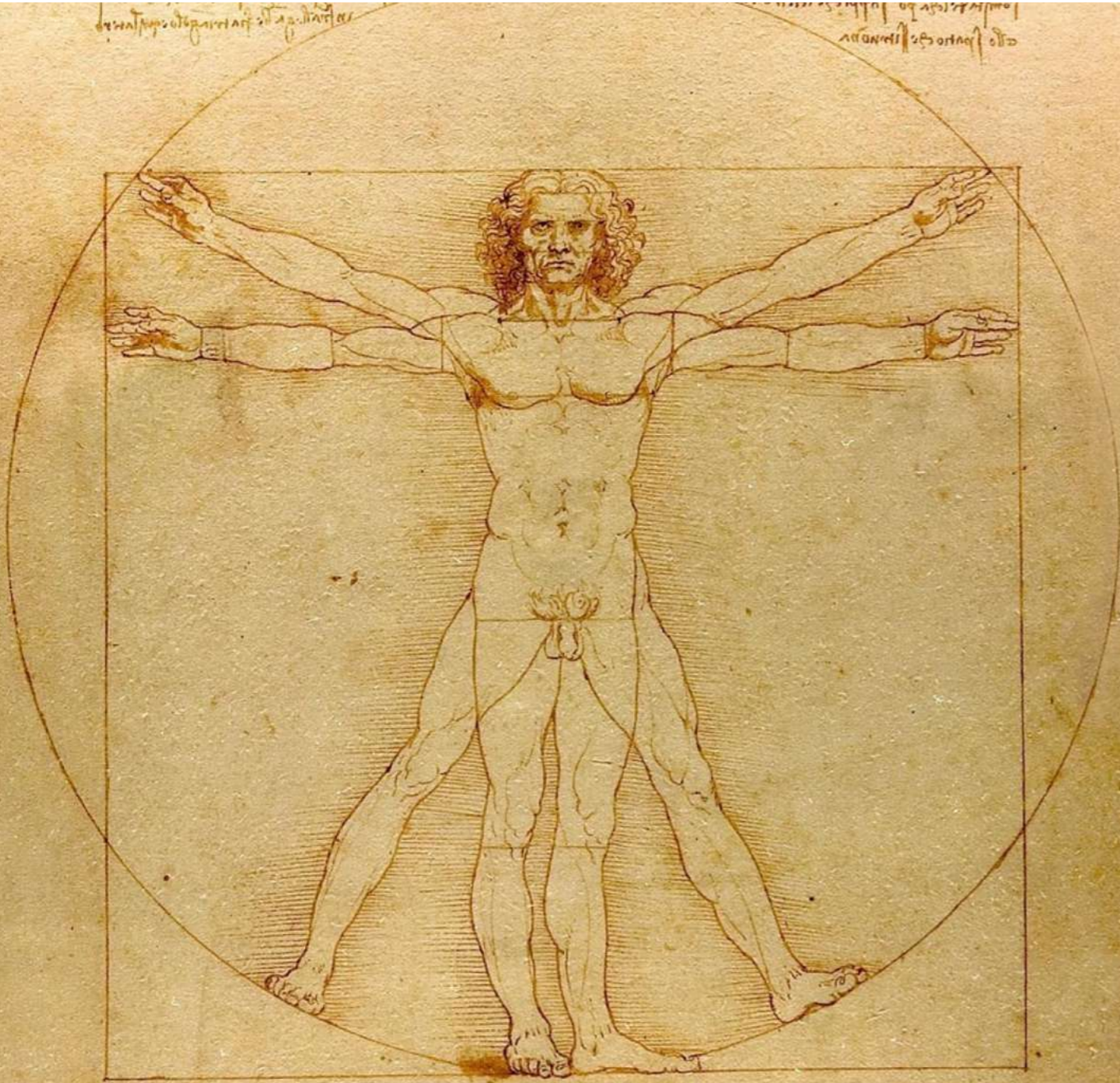
- **Heading** - Name the product in a way the reader (i.e. your target customers) will understand.
- **Sub-Heading** - Describe who the market for the product is and what benefit they get. One sentence only underneath the title.
- **Summary** - Give a summary of the product and the benefit. Assume the reader will not read anything else so make this paragraph good.
- **Problem** - Describe the problem your product solves.
- **Solution** - Describe how your product elegantly solves the problem.
- **Quote from You** - A quote from a spokesperson in your company.
- **How to Get Started** - Describe how easy it is to get started.
- **Customer Quote** - Provide a quote from a hypothetical customer that describes how they experienced the benefit.
- **Closing and Call to Action** - Wrap it up and give pointers where the reader should go next.

A horizontal row of four white icons: a camera on the left, a lightbulb in the center, a pair of scissors on the right, and a microphone on the far right. The text 'Hello Design Thinking' is overlaid in the center of the image.

# Hello Design Thinking

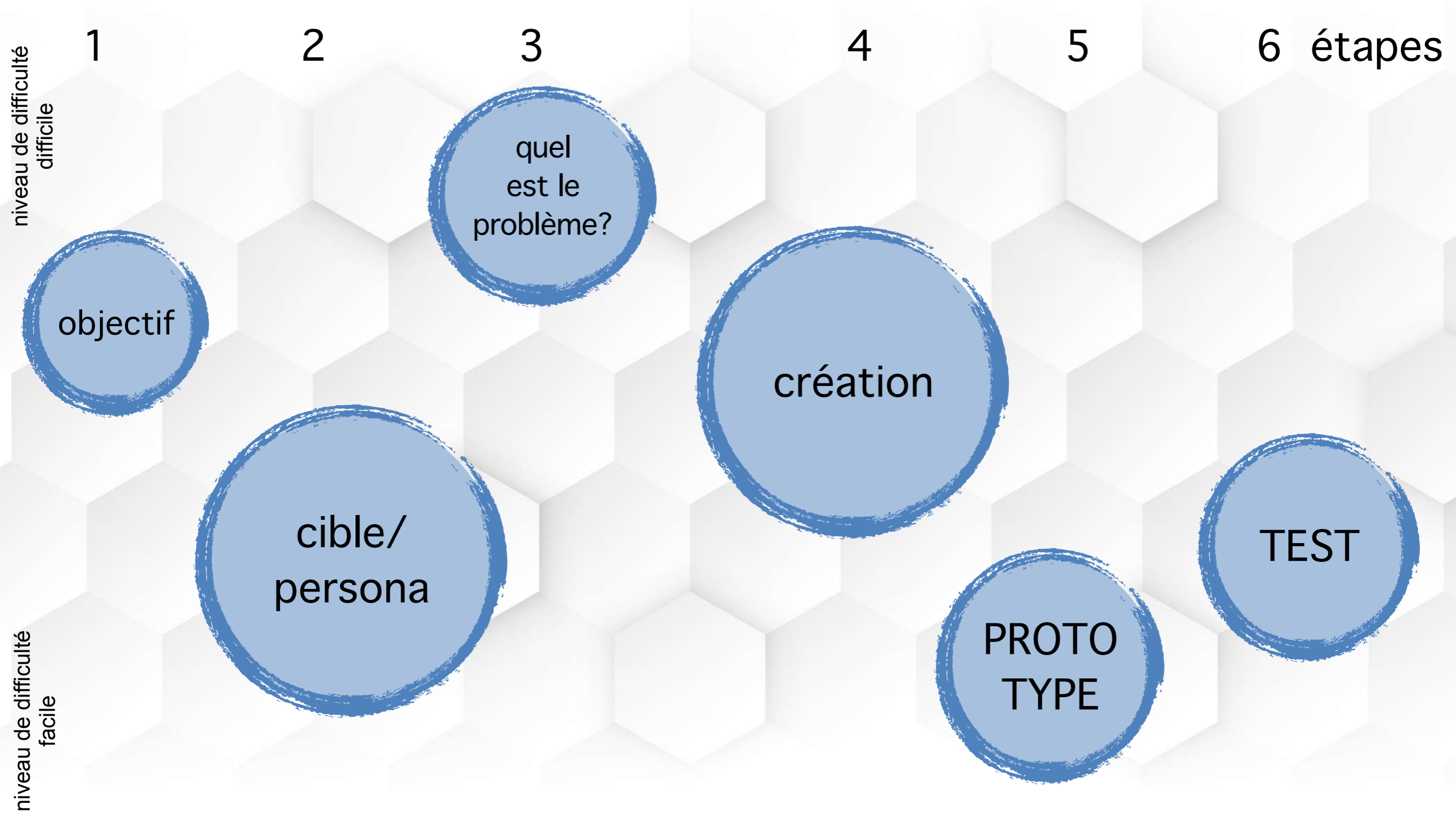
résoudre un problème  
centré sur l'utilisateur  
de manière créative

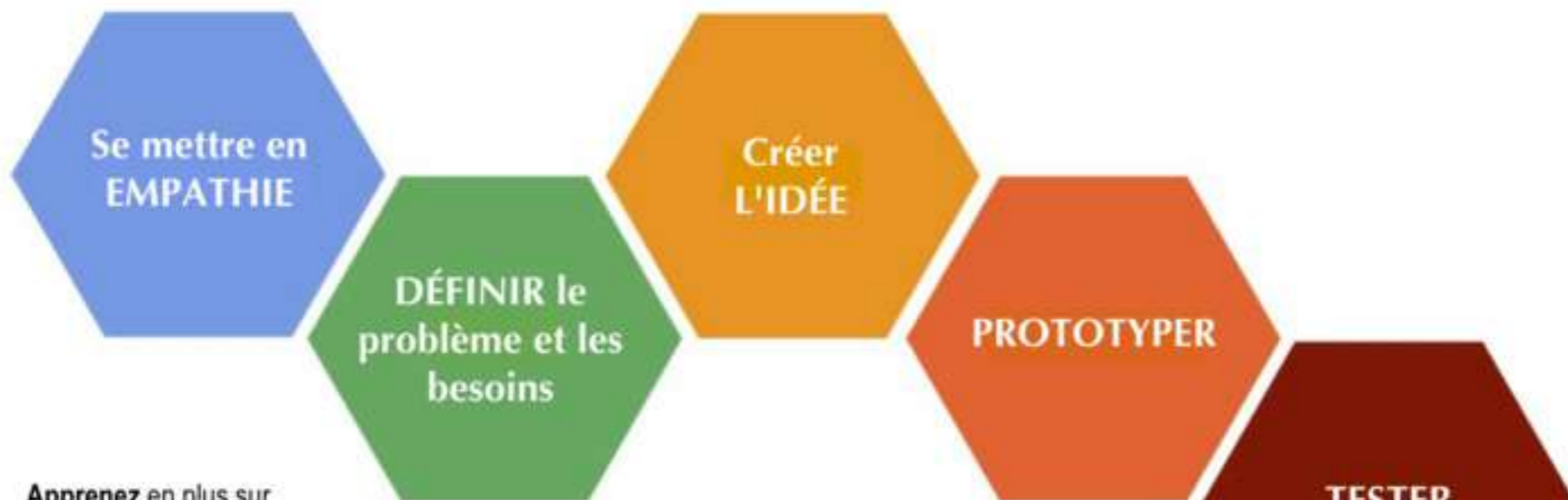
# User center



Handwritten text in Italian, likely a scale or measurement related to the drawing above. The text is written in a cursive script and includes a horizontal line with tick marks, possibly representing a scale of feet or inches.







**Apprenez** en plus sur le public pour qui vous concevez une solution, par l'observation et les entretiens.  
*Qui est mon utilisateur ? Qu'est-ce qui importe à cette personne ?*

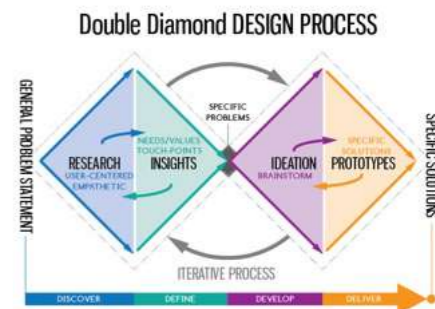
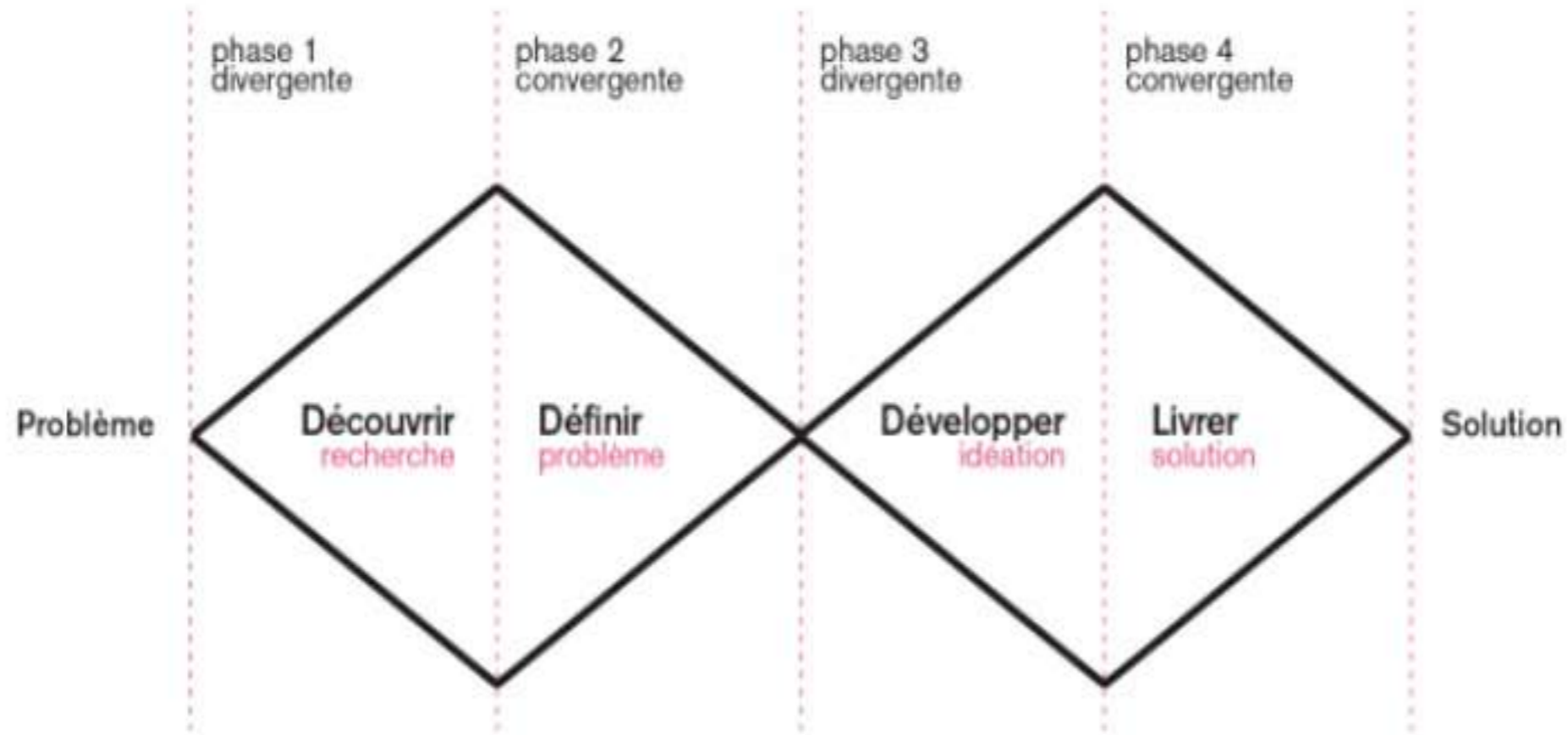
**Créez** une vision basée sur les besoins et les points de vue des utilisateurs.  
*Quelles sont leurs besoins ?*

**Brainstormez** et proposez autant de solutions créatives que possible.  
*Les idées dingues sont encouragées !*

**Construisez** une représentation de votre ou de vos idées pour les montrer aux autres.  
*Comment puis-je montrer mon idée ? Souvenez-vous : un prototype est juste un premier jet.*

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*Comment puis-je montrer mon idée ? Souvenez-vous : un prototype est juste un premier jet.*

# Pensée divergente / convergente



# ATELIER : Storytelling (méthode narrative)

Préparer le texte de 10/15 lignes (ou un grand dessin ou une BD)

de l'histoire qui pourrait être vécue par un utilisateur potentiel des nouvelles offres Alcyon

L'histoire commence par "il était une fois..."

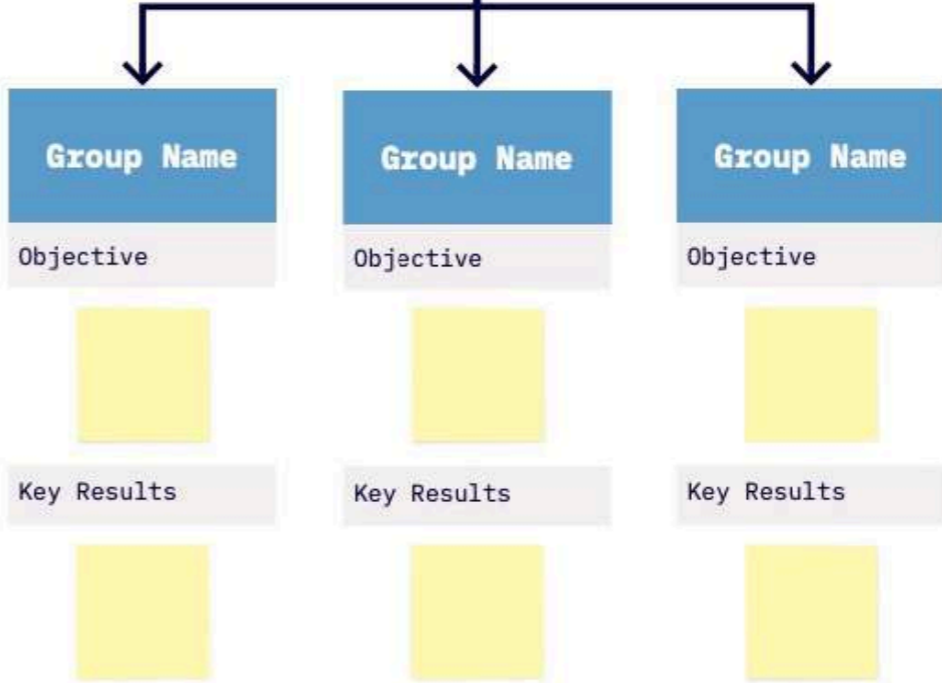
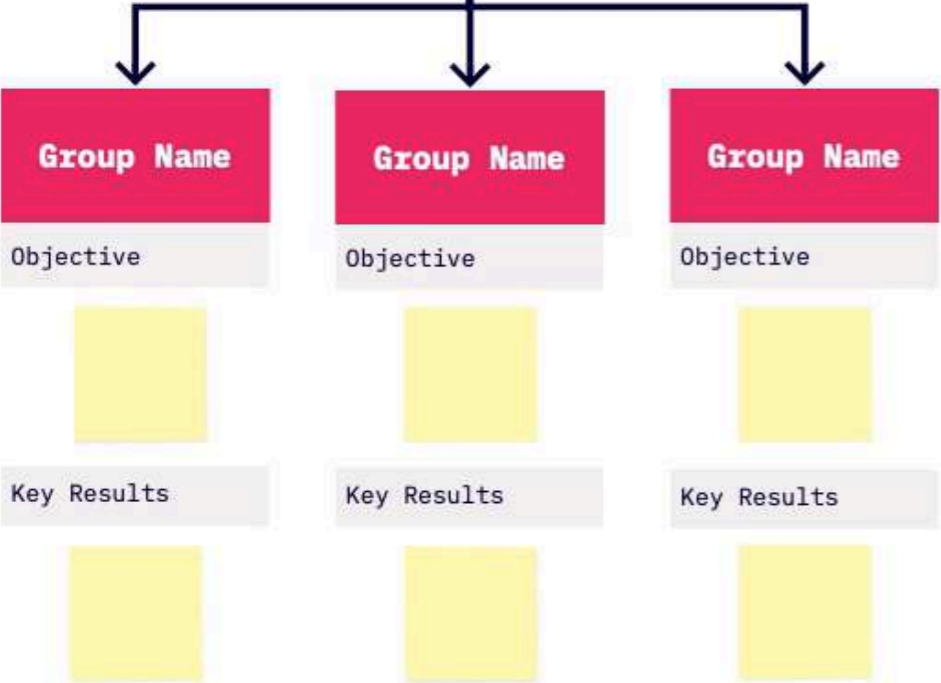
L'histoire décrit une situation avec émotions, basée sur les sentiments du héros

L'histoire se termine bien grâce à Alcyon





O | KR





# ROADMAP

## Goal Oriented Portfolio RoadMap

O | KR Objectives and Key Results

Système d'objectifs IDC (Intention Délai Chiffrage)

BY _____ DATE _____	Version1 Step 1 Period 1	Version2 Step 2 Period 2	Version3 Step 3 Period 3	Version4 Step 4 Period 4	Version5 Step 5 Period 5
Portfolio A					
Date offer 1					
Name offer 1					
Goal/Objectives offer 1					
Features offer 1					
Metrics KR offer 1					
Date offer 2					
Name offer 2					
Goal/Objectives offer 2					
Features offer 2					
Metrics KR offer 2					
Portfolio B					
Date offer 3					
Name offer 3					
Goal/Objectives offer 3					
Features offer 3					
Metrics KR offer 3					





PRD



# product requirements document (PRD)

an artifact that product teams use to describe the solution they are providing in order to solve a specific problem.

A product requirements document (PRD) is a document containing all the requirements to a certain product allowing people to understand what a product should do not how the product will do just what and why.

PRDs can be used for any type of product and services.  
PRD is created from a user's point-of-view by a user/client or a PM



Typical components of a product requirements document (PRD) are:

1. Title & author information
2. Purpose and scope, from both a technical and business perspective
3. Stakeholder identification
4. Market assessment and target demographics
5. Product overview and use cases
6. Requirements, including
7. functional requirements (e.g. what a product should do)
8. usability requirements
9. technical requirements (e.g. security, network, platform, integration, client)
10. environmental requirements
11. support requirements
12. interaction requirements (how the product should work with other systems)
13. Assumptions
14. Constraints
15. Dependencies
16. High level workflow plans, timelines and milestones
17. Evaluation plan and performance metrics



## The Contents of a PRD

1. Title: Give this project a distinct name.
2. Change History: Describe each important change to the PRD, including who changed it, when they changed it, and what they changed.
3. Overview: Briefly, what is this project about? Why are you doing it?
4. Success Metrics: What are the success metrics that indicate you're achieving your internal goals for the project?
5. Messaging: What's the product messaging marketing will use to describe this product to customers, both new and existing?
6. Timeline/Release Planning: What's the overall schedule you're working towards?
7. Personas: Who are the target personas for this product, and which is the key persona?
8. User Scenarios: These are full stories about how various personas will use the product in context.
9. User Stories/Features/Requirements: These are the distinct, prioritized features along with a short explanation as to why this feature is important.
10. Features Out: What have you explicitly decided not to do and why
11. Designs: Include any needed early sketches, and throughout the project, link to the actual designs once they're available.
12. Open Issues: What factors do you still need to figure out?
13. Q&A: What are common questions about the product along with the answers you've decided? This is a good place to note key decisions.
14. Other Considerations: This is a catch-all for anything else, such as if you make a key decision to remove or add to the project's scope



# Main Takeaways

**PRDs are live Documents:** As you build the product, you need to constantly update the PRD.

**They must be flexible:** As you write your first drafts, it's ok to leave TBD and placeholder comments for unknowns.

**A good PRD is concise:** Note key decisions, add relevant links, and don't leave anything up for interpretation.

**PRDs are a product of teamwork:** Even though the PM is ultimately responsible for owning the product/defining what to do. It's much better to have a collaboration/soft power approach when it comes to creating the PRD.

**They are excellent communication tools:** Use the PRD to communicate what you're building and why.

# Product Hunt

*“for people who love products”*

## Intro & Goal

Our goal is to make Product Hunt the destination to share and discover new, innovative products and services, from mobile apps to hardware products. Others in this space focus on editorial curation, following more of a blog-like model. Product Hunt is a community, a place to geek out about products with other enthusiastic people.

## Who's it for?

1. **Product people** - those building products that enjoy discovering, playing with, and learning from new, innovative products. Also serves as a pulse on potential competing products
2. **Seed-Stage Investors** - always sourcing new deals and seeking signals to curate what startups to evaluate and meet.
3. **Everyday Tech Consumers** - people that love to find new stuff

## Why build it?

1. It's something we personally enjoy using
2. Early, initial traction from "linkydink MVP" - 175+ subscribers, 30 contributors (some VC's and founders)
3. Community verticals on the rise. GrowthHackers.com, Designer News, and Quibb have gained traction in specific startup/tech verticals.
4. Monetization opportunities in advertising and/or data
5. Tech-risk very low

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## What is it?

### Glossary

1. **Post** - new product hunt submissions
2. **Comments** - comments on a post
3. **Replies** - replies to comments
4. **Vote** - votes for a post
5. **Index View** - homepage of Product Hunt (all users can view this)
6. **Detailed View** - permalink page for each post
7. **Profile View** - user profile page

### User Types

1. **Non-Registered Users** - people that have not yet registered
2. **Registered Viewers** - people that have registered and can vote on posts but cannot post or comment.
3. **Contributors** - registered users that can post, comment, and upvote (ie, "Hunters"?)
4. Admins

You're holding a handbook for visionaries, game changers,  
and challengers striving to defy outmoded business models  
and design tomorrow's enterprises. It's a book for the...

# Business Model Generation

WRITTEN BY

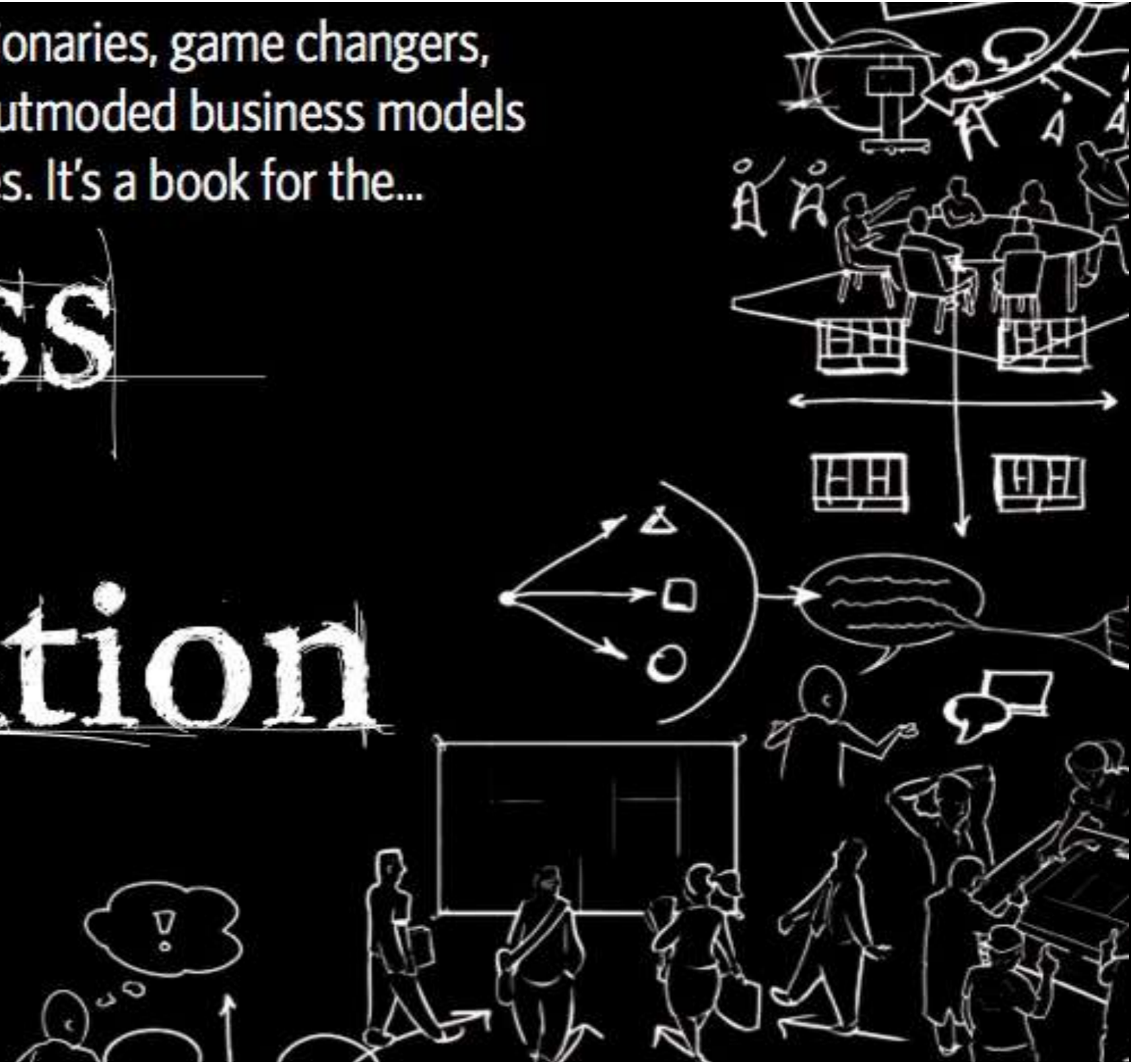
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY

An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY

Alan Smith, The Movement



---

UNIVERSITE DE LAUSANNE  
ECOLE DES HAUTES ETUDES COMMERCIALES

---

**THE BUSINESS MODEL ONTOLOGY  
A PROPOSITION IN A DESIGN SCIENCE APPROACH**

THESE

Présentée à l'Ecole des Hautes Etudes Commerciales  
de l'Université de Lausanne

par

**Alexander OSTERWALDER**

Licencié en Sciences Politiques de l'Université de Lausanne

Diplômé postgrade en Informatique et Organisation (DPIO)  
de l'Ecole des HEC de l'Université de Lausanne

Pour l'obtention du grade de  
Docteur en Informatique de Gestion

2004



# On vend quoi à qui ?

Ontologie du profit

Définition pragmatique de la stratégie

Qu'est ce qu'on doit faire, avoir ?

Qui sont nos partenaires ?

Combien ça coûte ?

# The 9 Building Blocks



CS

## 1 Customer Segments

*An organization serves one or several Customer Segments.*



VP

## 2 Value Propositions

*It seeks to solve customer problems and satisfy customer needs with value propositions.*



CH

## 3 Channels

*Value propositions are delivered to customers through communication, distribution, and sales Channels.*



CR

## 4 Customer Relationships

*Customer relationships are established and maintained with each Customer Segment.*



RS

## 5 Revenue Streams

*Revenue streams result from value propositions successfully offered to customers.*



KR

## 6 Key Resources

*Key resources are the assets required to offer and deliver the previously described elements...*



KA

## 7 Key Activities

*...by performing a number of Key Activities.*



KP

## 8 Key Partnerships

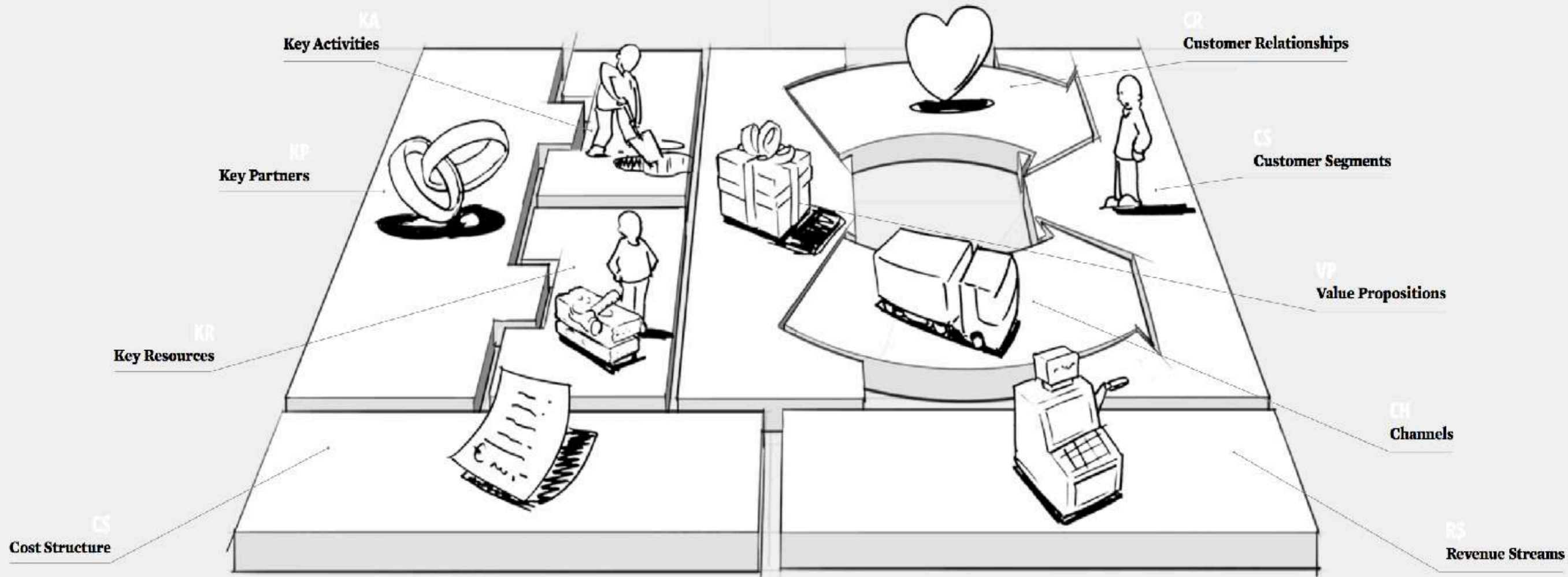
*Some activities are outsourced and some resources are acquired outside the enterprise.*



CS

## 9 Cost Structure

*The business model elements result in the cost structure.*



# The Business Model Canvas

Designed for:

Designed by:

Iteration: \_\_\_\_\_

## Key Partners



Who are our Key Partners?  
Who are our key suppliers?  
Which Key Resources are we acquiring from partners?  
Which Key Activities do partners perform?

**KEY PARTNERS CAN ASSIST US WITH:**  
Operations and Logistics  
Production and Sourcing  
Reduction of risk and uncertainties  
Acquisition of particular resources and activities

## Key Activities



What Key Activities do our Value Propositions require?  
Our Distribution Channels?  
Customer Relationships?  
Revenue streams?

**KEY ACTIVITIES**  
Production  
Problem Solving  
Platform Building  
Algorithm Development

## Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
What bundles of products and services are we offering to each Customer Segment?  
Which customer needs are we satisfying?

**VALUE PROPOSITIONS**  
Newness  
Performance  
Reliability  
Customization  
"Conquering the 1000 mile"  
Design  
Brand/Channel  
Price  
Cash Subsidies  
Risk Reduction  
Access/Integration  
Complementary Services

## Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they integrated with the rest of our business model?  
How costly are they?

**CUSTOMER RELATIONSHIPS**  
Personal Assistant  
Dedicated Personal Assistant  
Self-Service  
Automated Services  
Communities  
Co-creation

## Customer Segments



For whom are we creating value?  
Who are our most important customers?

**MARKET SEGMENTS**  
New Market  
New Market  
Segmented  
Demographic  
Multi-sided Platform

## Key Resources



What Key Resources do our Value Propositions require?  
Our Distribution Channels? Customer Relationships?  
Revenue Streams?

**KEY RESOURCES**  
Physical  
Intellectual (Brand/Names, Copyrights, Data)  
Human  
Financial

## Channels



Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How are our Channels integrated?  
Which ones work best?  
Which ones are most cost-efficient?  
How are we integrating them with customer routines?

**CHANNELS**  
1. Acquisition  
How do we acquire our customers?  
2. Distribution  
How do we reach our customers?  
3. Post-purchase  
How do we support our customers?  
4. Delivery  
How do we deliver our products/services?  
5. After-sales  
How do we provide post-purchase support?

## Cost Structure

What are the most important costs inherent in our business model?  
Which Key Resources are most expensive?  
Which Key Activities are most expensive?

**KEY COST STRUCTURES**  
Cost Drivers (Volume, Scope, Location, Time, Price, Risk, Complexity, Scale, Network, Externalities, Economies of Scale, Network Effects)  
Value Drivers (Differentiation, Customization, Premium Value Propositions)

**KEY COST STRUCTURES**  
Fixed Costs (Sunk Costs, Rents, Salaries)  
Variable Costs  
Economies of Scale  
Economies of Scope



## Revenue Streams

For what value are our customers really willing to pay?  
For what do they currently pay?  
How are they currently paying?  
How would they prefer to pay?  
How much does each Revenue Stream contribute to overall revenues?

**REVENUE STREAMS**  
Lump Sum  
Subscription  
Usage-based  
Licensing  
Advertising  
Brokerage Fees  
Rental/Leasing  
Asset Sale  
Resale Rights  
Licensing  
Customer Acquisition  
Customer Retention  
Transaction Fees  
Usage-based  
Licensing  
Advertising  
Brokerage Fees  
Rental/Leasing  
Asset Sale  
Resale Rights





**PARTNERS**  
who helps us



**PRODUCTS AND SERVICES**  
what we sell



**CUSTOMERS**  
who we sell to



**IMPORTANT ACTIVITIES**  
things we need to do



**IMPORTANT RESOURCES**  
things we need to have



**RELATIONSHIPS**  
how we interact  
with customers



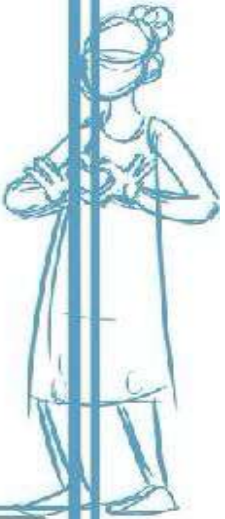
**CHANNELS**  
how we reach  
customers



**COSTS**  
what we need to spend money on



**REVENUES**  
How we earn money



*TOOLS*

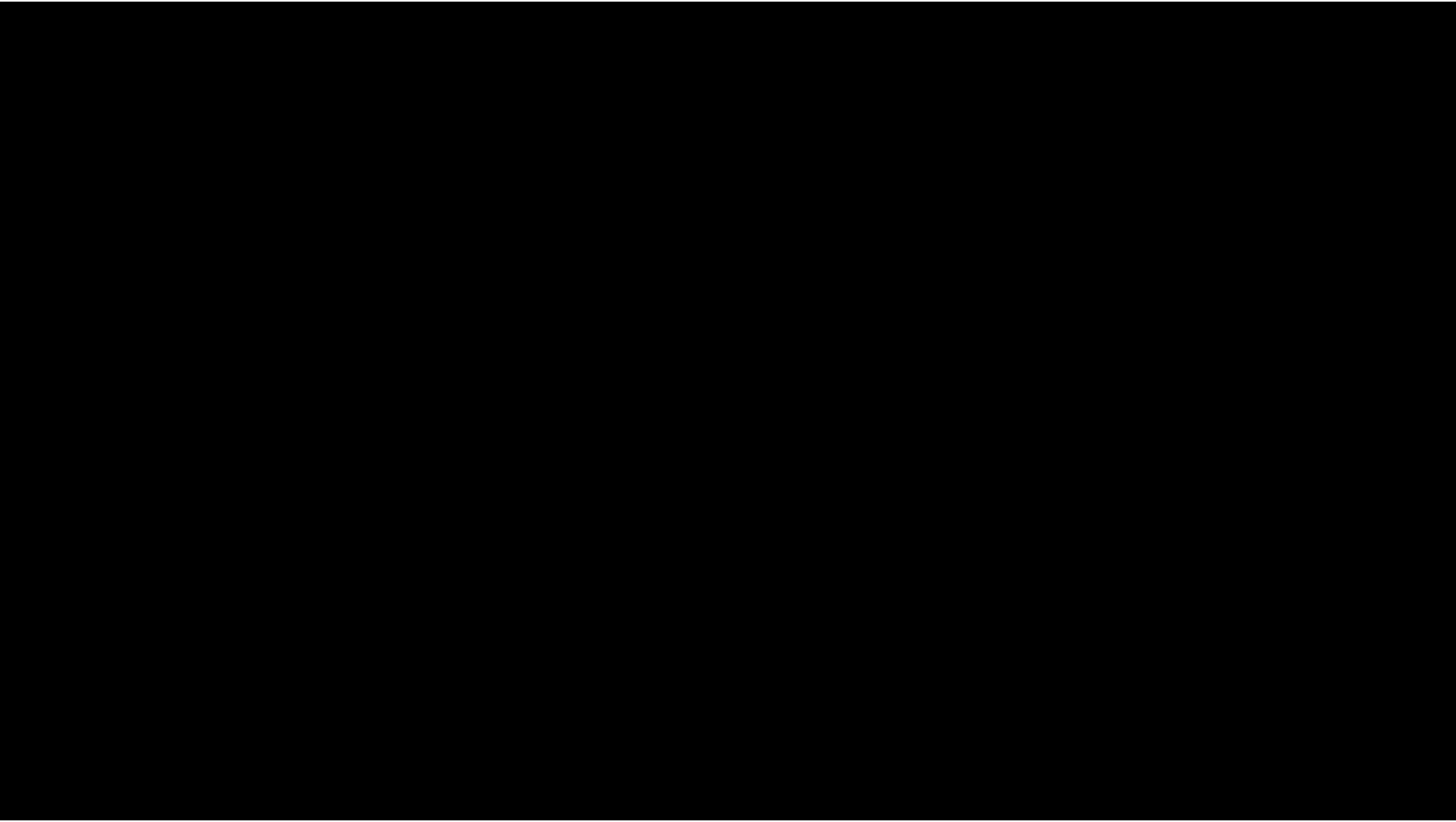
“Il n’y a pas d’amour,  
il n’y a que des  
preuves d’amour”



“ Il n’y a pas de digital,  
il n’y a que des  
preuves de digital ”







*Preface*

ZERO TO ONE

EVERY MOMENT IN BUSINESS happens only once. The next Bill Gates will not build an operating system. The next Larry Page or Sergey Brin won't make a search engine. And the next Mark Zuckerberg won't create a social network. If you are copying these guys, you aren't learning from them.

Of course, it's easier to copy a model than to make something new. Doing what we already know how to do takes the world from 1 to  $n$ , adding more of something familiar. But every time we create something new, we go from 0 to 1. The act of creation is singular, as is the moment of creation, and the result is something fresh and strange.

THE INTERNATIONAL BESTSELLER

ZERO

TO

ONE

NOTES ON STARTUPS,

OR

HOW TO BUILD THE FUTURE

PETER THIEL

WITH BLAKE MASTERS

'That rare thing: a concise, thought-provoking book on entrepreneurship' THE TIMES

2012-2014

Peter Thiel

PayPal

FB, spaceX, LinkedIn

Les **3** étapes de toute

Innovation / rupture / révolution

**1** Utopiste / étrange / ridicule

**2** Impossible / dangereux

**3** Évident / simple

Thiel / Aberkane

# Key TakeAways



**Ridicule**

**Dangereux**

**Évident**

*délai*

*délai*

