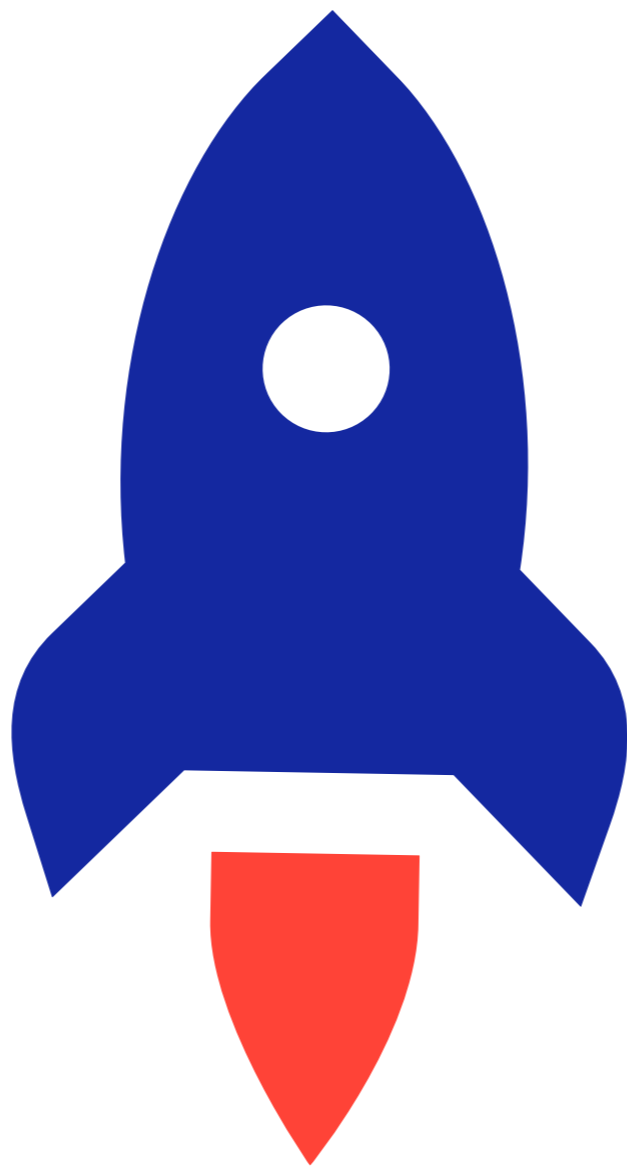
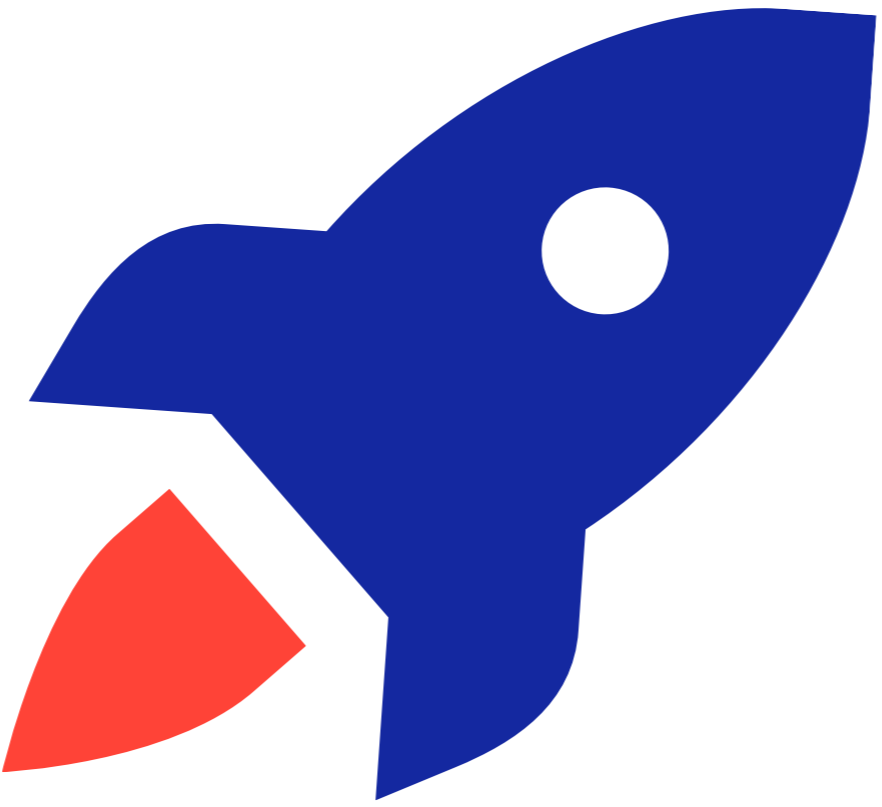


DIGITAL MARKETING STRATEGY MSD BY HUBERT KRATIROFF APRIL MAY 2024





**Act
Think
Impact**



technology evangelist

hubert@kratiroff.com





**full stack
marketer**

**technology
evangelist**

hubert@kratiroff.com

YANN GOURVENNEC

HUBERT KRATIROFF

LE MARKETING DIGITAL

@ DE à Z 

“
**UN OUVRAGE DE RÉFÉRENCE
QUI DONNE UNE VUE D'ENSEMBLE
DE LA DISCIPLINE.**

Fred Cavazza, consultant
et conférencier, Fredavazza.net

“
**CE LIVRE EST TELLEMENT
UTILE QU'IL DEVRAIT
ÊTRE REMBOURSÉ.**

PPC, Tech, AI Evangelist
et conférencier

“
**UNE BIBLE OPÉRATIONNELLE
ET À JOUR.**

Jean-Philippe Timsit, Pr. de Stratégie Digitale,
EM Lyon Business School

**STRATÉGIE ET OUTILS
POUR MIEUX INTERAGIR
AVEC VOS AUDIENCES**

● Éditions
EYROLLES



LA COLLECTION DE RÉFÉRENCE DES PROFESSIONNELS ET DES ENTREPRISES

Fonction : Chef de produit marketing

Développer une gamme de produits, suivre et analyser le marché, former la force de vente, contrôler les budgets... Découvrez toutes les **compétences clés du chef de produit marketing** à travers :

- Un portrait complet de la fonction : définition, responsabilités, tâches au quotidien.
- Les outils du savoir-faire et du savoir-être : cycles de travail, organisation des réunions, management...
- Les éléments de la gestion de carrière : organigrammes, structures d'entreprise, chefs de produits spéciaux...

Cette sixième édition met l'accent sur le **digital marketing** et les nouvelles technologies.

Débutants dans la fonction ou étudiants en école de commerce, voici le **guide professionnel** dont vous avez besoin pour entamer et réussir votre carrière.

LES +

- > Modèles de documents (check-list, mind map, revue de marque et d'enseigne, brief d'agence, plan marketing...)
- > Lexique français/anglais : 500 mots du métier
- > 85 citations pour animer une présentation



6215867
ISBN 978-2-10-059399-6



6^e édition

Hubert KRATIOFF



Est un professionnel du marketing. Chef de produit puis directeur marketing, il a également fondé des sociétés dans les logiciels de santé et les nouvelles technologies. Il se consacre maintenant à l'enseignement au sein de l'École de Management de Paris et à l'École de Management de Montréal ; il a aussi des activités de consulting en développement d'entreprise.

Fonction : Chef de produit marketing



Fonction : Chef de produit marketing

> Vers la maîtrise des outils et compétences du métier

Hubert KRATIOFF

6^e édition

DUNOD

Blind Test

Menu Recherchez **HERMÈS** PARIS Compte Panier



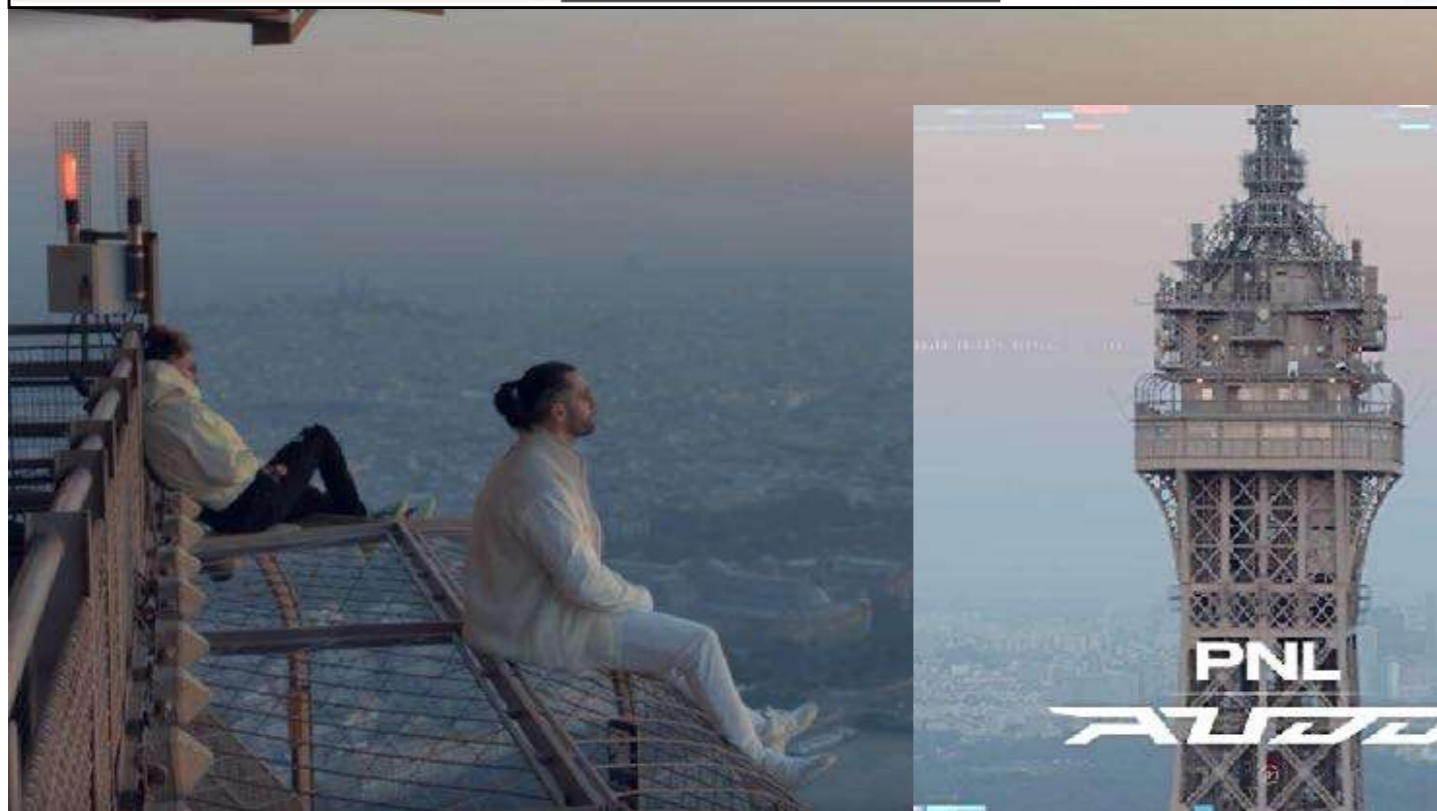
PAPRIKA BRASIL EAU DE TOILETTE

230 € (230 €/100ml)

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

Contenance: 100 ml

Ajouter au panier



pnl au dd

All 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

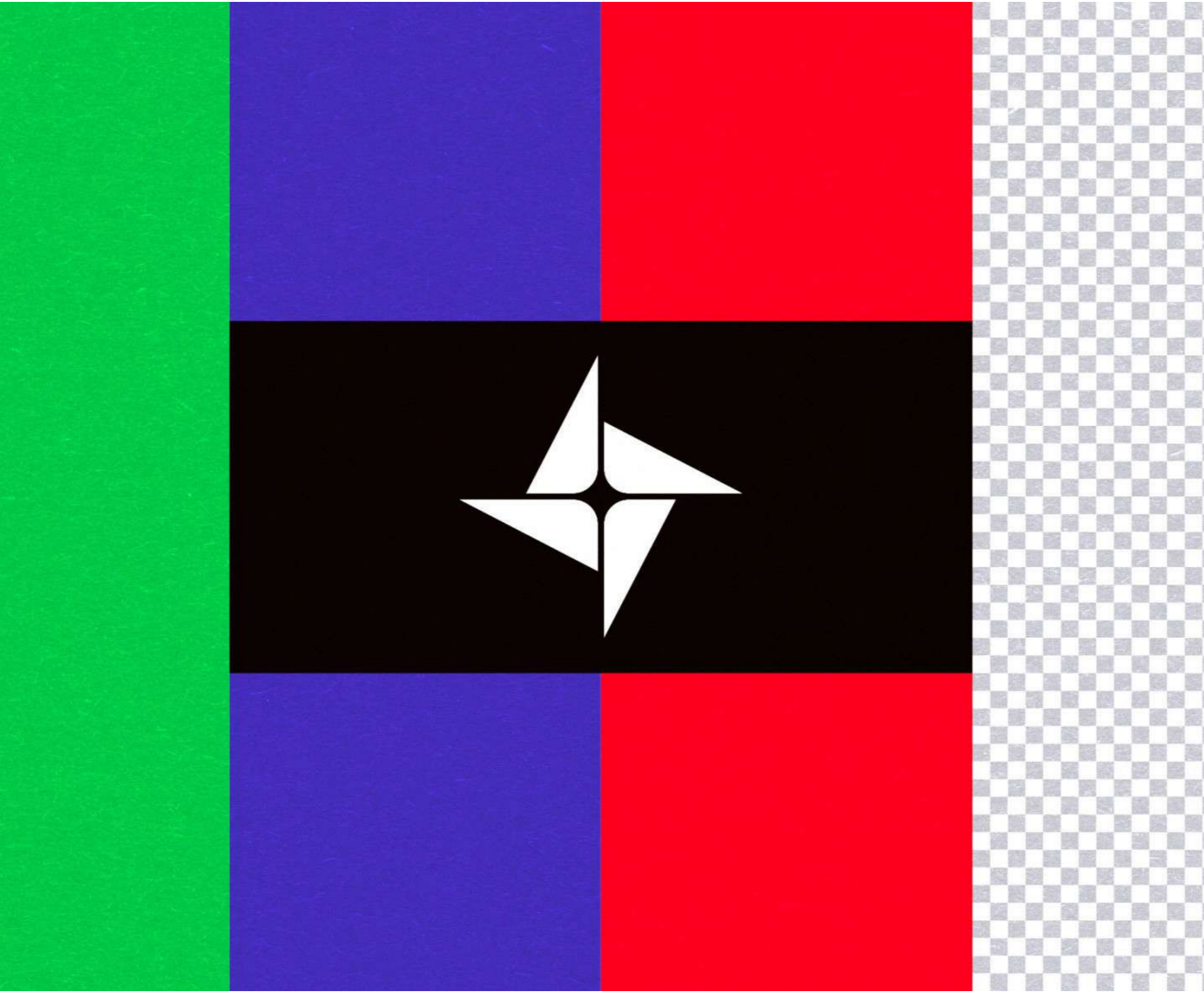
Au DD

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 : Musixmatch







FRANCE

Aya
Nakamura
Divine diva



AYA NAKAMURA

NAKAMURA

中村



CD QALF

€13,99

PRÉCOMMANDER

À PROPOS

CGV

Contact

LÉGAL

Mer Lovers Légales

Politique de confidentialité

ARTISTE : DAMSO
TITRE : QALF
DURÉE : 48'08

QALF

UK

UX

CX

EX

SX

name

tag line

logo

SparkArcAgency.com

or SparcAgency.com

FastnAgency.com

best in class agency

ChamsPub.com

why not

SheLeads-Company.com

for&by women

HadikLagence.com

strategy that deliver



**MANAGEMENT STRATEGY DIGITAL
MSD BY HUBERT KRATIROFF
2024**

**SEASON 03
EPISODE 01**

Marketing Strategy
DIGITAL STRATEGY
Digital Marketing Strategy

STRATEGY



UX-CX *FlyWheel*

**growth
hacking**

content

omnicanal

micro-moment

platform

ZMOT

ABM

SEO-A

strategy

**copy
cat**

**data
driven**

HOOK MODEL

freemium

inbound

**collaborative
mutuelle**

servicisation

POEM

*attribution
contribution*

STRATEGY WorkShop 10

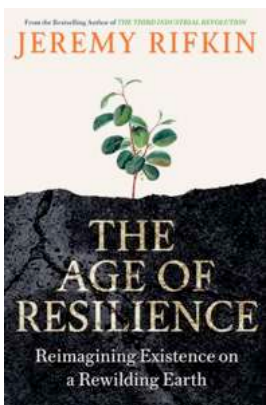
- 1/ List 20 digital strategies
- 2/ Choose 1 (one per groupe)
- 3/ Six meaningful slides
 - definition principle interest use-case
 - examples companies using it + storytelling
- 4/ Presentation to the class

« shift from

...

growth to flourishing »

Jeremy Rifkin





No
Strategy
No
Business

NoStory : NoBusiness


...Do StoryTelling

**You can't manage
what
you don't measure**



Deming
Drucker
Bill Hewlett




$$\text{CAC} < \text{LTV}$$

Customer
Acquisition
Cost

Life
Time
Value

Équation du business développement ROMI 3:1

1

TRIGGER

EXTERNAL
INTERNAL

1

∞

5



6

THE HOOK MODEL

8



7



ACTION

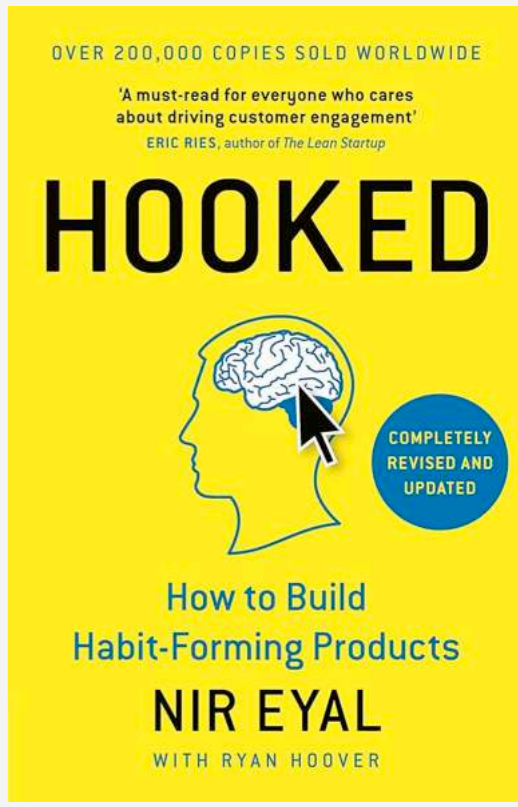
2

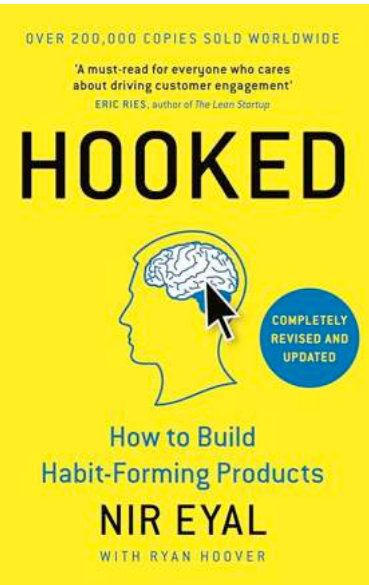
4

INVESTMENT

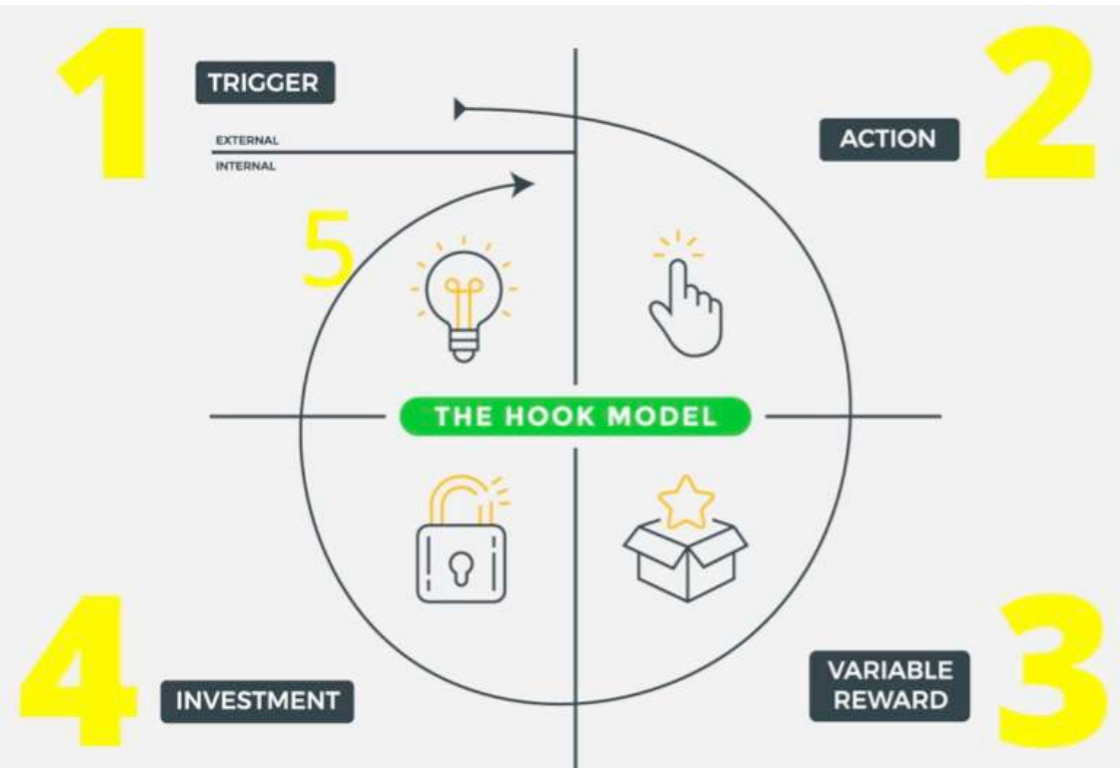
VARIABLE
REWARD

3





HOOK MODEL Nir EYAL



1. Trigger: This is the initial spark that prompts a user to open the app or engage with the product. It can be internal (like boredom or curiosity) or external (like a notification or push alert)

2. Action: Once triggered, the user takes a specific action within the product. This could be anything from checking their feed to playing a game to making a purchase

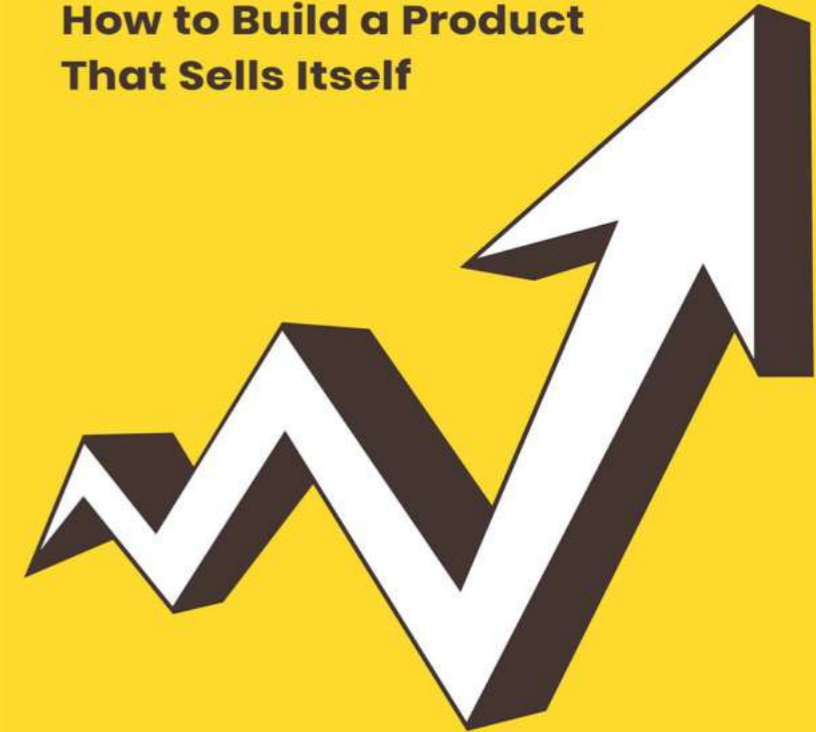
3. Variable Reward: This is the key element that keeps users coming back. It's a reward that's unpredictable and varies slightly each time, creating a sense of anticipation and excitement. Examples include social media notifications, game loot boxes, or personalized recommendations

4. Investment: This is where users put something of value into the product, such as time, data, effort, or money. This investment increases the perceived value of the product and makes users less likely to abandon it. Examples include creating a profile, completing tasks, or connecting with friends

PLG

PRODUCT-LED GROWTH

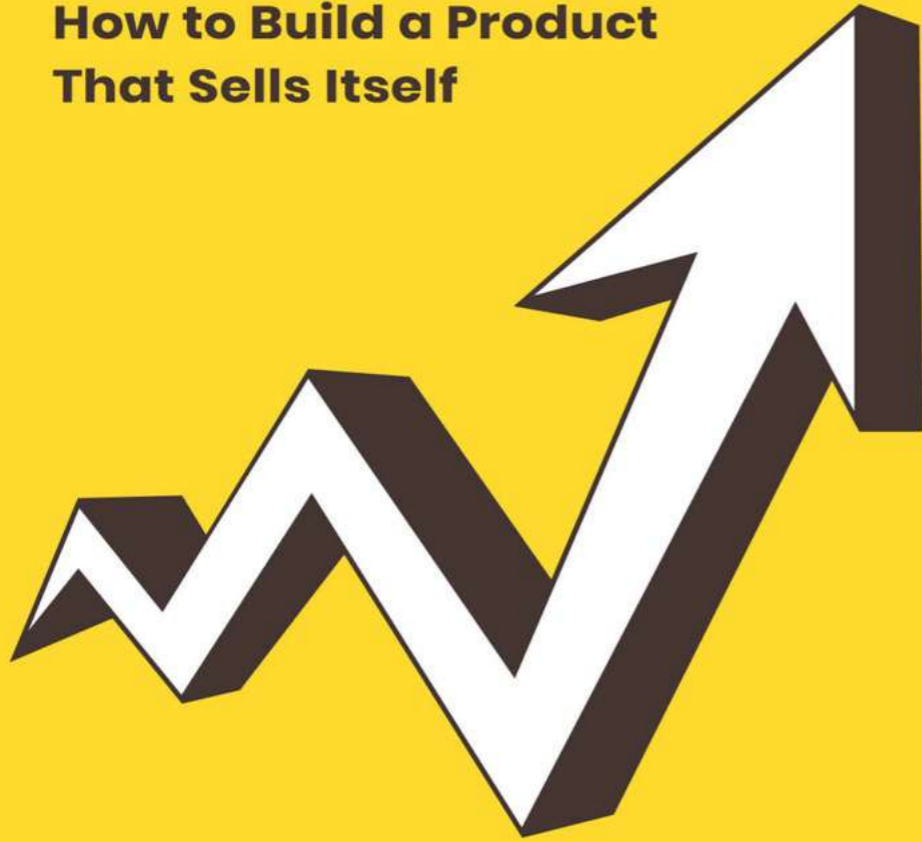
**How to Build a Product
That Sells Itself**



WES BUSH

PRODUCT-LED **GROWTH**

How to Build a Product
That Sells Itself



WES BUSH

LIVRE 2



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

Seth Godin





TIM BROWN

From


**MAKING
PEOPLE
WANT
THINGS**



To

**MAKING
THINGS
PEOPLE
WANT**

NO
€ \$

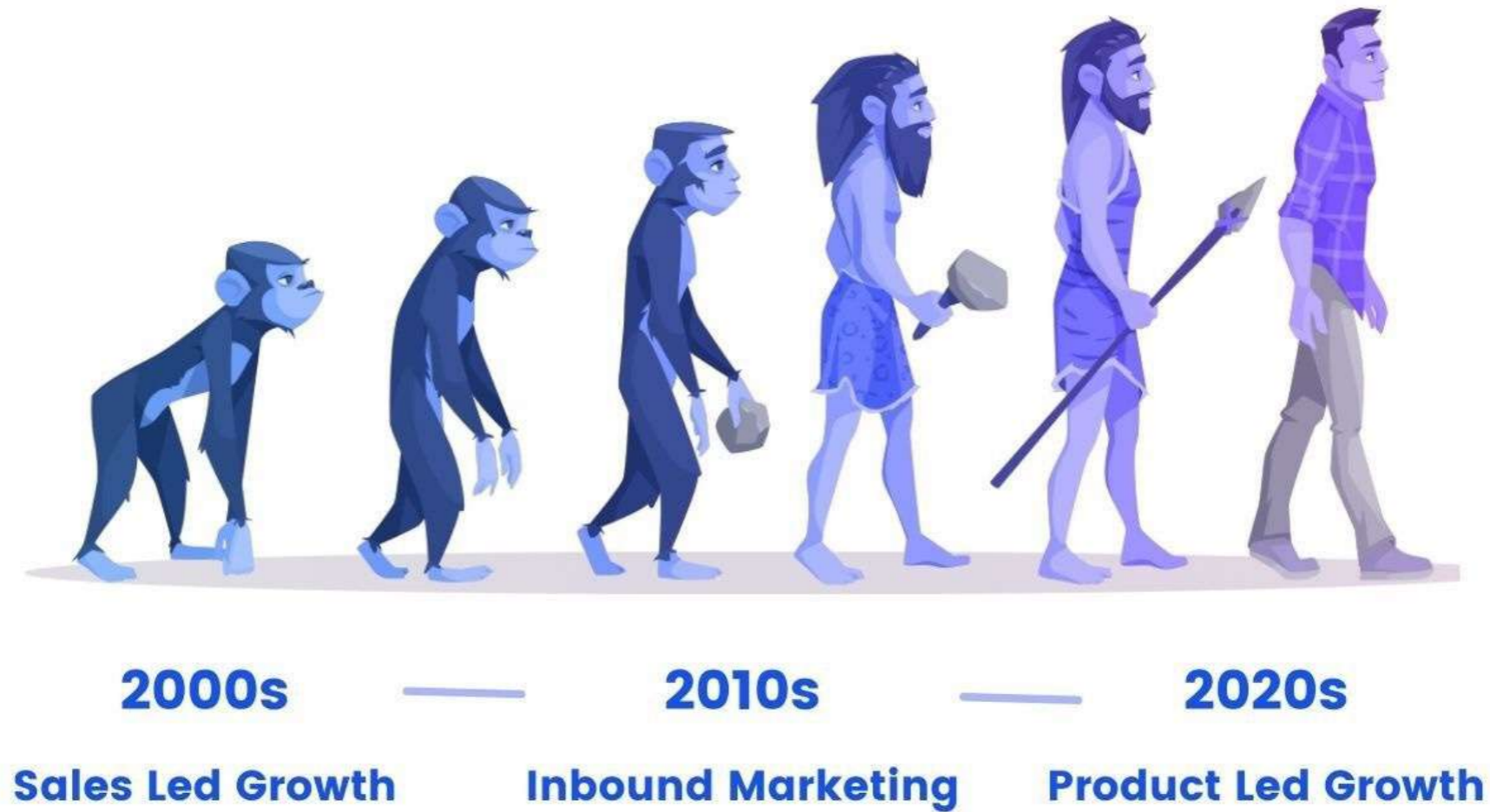
YES


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

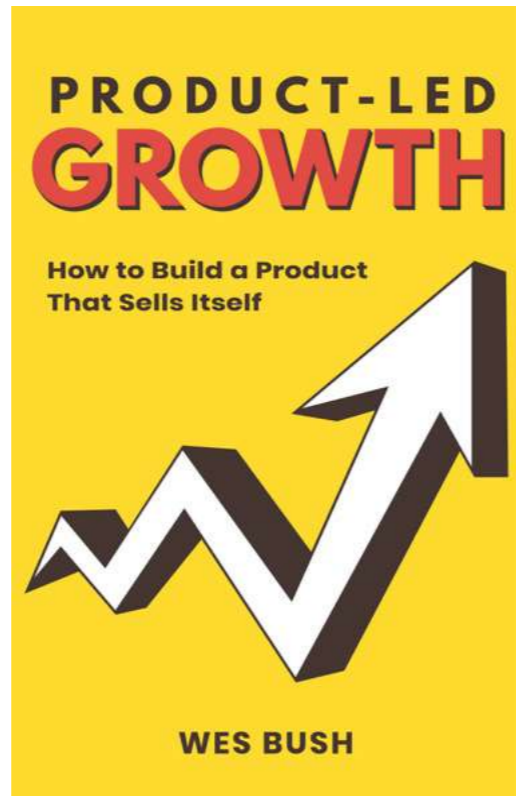
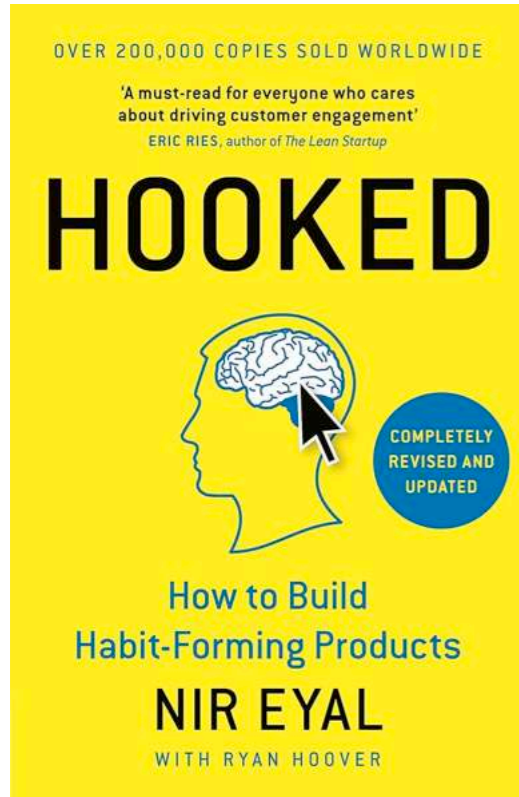
Océan Bleu

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

PRODUCT-LED
GROWTH

Canva, Figma
Miro, Notion
Slack, Dropdox
Minecraft, WOW, COD
iOS
Apple, Tesla

Quote each book



explain your choice

Periodic Table of Community Strategy V 1.0

CS Community Strategy			Ri Rituals	Q Questions	Tk Tokens			Fbg Facebook Group	Wh WhatsApp						Cso Community Strategist	Cco Chief Community Officer				
CPr Community of Practice	SuC Support Community	AMA Ask Me Anything	Au Audio	Fu Fun	M Models	W Whiteboards	Er Expertise Request	Lig LinkedIn Group	Dis Discord	Nps Net Promoter Score	Fpd First Party Data	CSR Corporate Social Responsibility	ESG Environmental Social Governance	Rrv Repeat revenue	Co Community owner	Cs Community Sponsor	Cpu Community Purpose	Mr Membership Requirements	Cb Community Budget	
CPu Community of Purpose	BC Brand Community	Fr Frameworks	P Podcasts	L Lists	O Opinions	Mm Mind Maps	Pi Photos/ Illustrations	Tw Twitch	Re Reddit	Ef Efficiencies	Ead Employee Advocacy	Cad Customer Advocacy	Pad Partner Advocacy	Cin Customer Insight	Ca Community administrator	Can Community analyst	Cgu Community Guidelines	Mc Membership Cost	Cai Alignment within business/ org	
CPr Community of Product	LC Learning Community	Te Templates	Rv Reviews	Su Surveys	H How Tos	N News	Wa Walkthroughs	Gu Guild	In Insided	Ed Education	TI Thought Leadership	R Reach	Sov Share of Voice	Ai Advisor Insight	Cm Community moderator	Cadv Community advocate	Cch Community Charter	Cmf Community Measurement Framework	Ct Community Techstack	
CPI Community of Play	NC Networking Community	Qu Quizzes	Vi Video	E Events	C Checklists	A Analysis	Me Meetings	Dc Discourse	K Khoros	Ps Problem Solving	Ea Establishing Authority	Aw Awareness	Bs Brand salience	Pi Partner Insight	Ch Community host	Cc Community champion	Cel Community elder	Coc Content Calendar	Cgo Community Legal Governance	
CPIc Community of Place	SC Social Community	Ch Challenges	Da Data	P Polls	Tt Top Tens	Dem Demos	S Summaries	Ci Circle	Hv Hivebrite	If Influitive	Ltv Lifetime Value	Lg Lead Generation	Sc Sales Conversion	Ei Employee Insight	Cv Community volunteer	Cle Community leader	Cne Community newbie	Mg Moderation Guidelines	Cdg Community Data Governance	
		G Guides	Gl Glossaries	Pai Pains	Pas Passions	We Welcomes	Co Competitions	Mn Mighty Networks	T Tribe	Tel Telligent	Orb Orbit.Love	Cs Customer Satisfaction	Lo Loyalty	Psi Product/ Service Innovation	Co Co-creation	Ccn Community contributor	Cre Community reader	Csu Community Survey	Cex Community External Comms	
		T Timesavers	D Debates	De Deconstructions	Gi GIF	Mo Modules	Rc Recipes	Z Zapnito	HI Higher Logic	Dp Disciple	Cr Commsor	Fd Fundraising	Dpc Drive Purposeful Change	Dt Digital Transformation	Cn Develop and Build Connections	Cme Community member	Cin Community Inactives	Cca Crisis Comms alignment	Clc Community internal comms	
															CV Community VIPs	Cbe Community beta testers				
		Dg Define goals/ aims/objectives	Dcc Define community category/type	Dam Define audience + motivations	Dr Define any requirements for joining community	Drbo Define role of brand or organisation	Dtm Define community Timelines/ Milestones	Dre Define community resources	Db Define budget	Dm Define moderation models/process	Cp Choose community platform	Dm Define measures/KPIs	Cmf Create measurement framework	DGov Define governance requirements (safeguarding / data etc.)						
		Im Intrinsic motivations	Em Extrinsic motivations	Sc Support cause	Col Collaborate	Rew Rewards	Cu Curiosity	Im Improve product/service	Rec Recognition	Ce Collective effort	VIP To become a VIP	Ser Customer Service	Inc Incentives	Dch Drive change						

ACQUISITION CHANNEL <p>How the visitor, customer, or user finds out about the startup</p>	<ul style="list-style-type: none"> • Paid advertising • Search engine mgmt. • Social media outreach • Inherent virality • Artificial virality • Affiliate marketing • Public relations • App/ecosystem mkt. 	<ul style="list-style-type: none"> • Banner on Informationweek.com • High pagerank for ELC in kids' toys • Active on Twitter (i.e., Kissmetrics) • Inviting team member to Asana • Rewarding Dropbox user for others' signups • Sharing a % of sales with a referring blogger • Speaker submission to SXSW • Placement in the Android market
SELLING TACTIC <p>What the startup does to convince the visitor or user to become a paying customer</p>	<ul style="list-style-type: none"> • Simple purchase • Discounts & incentives • Free trial • Freemium • Pay-for-privacy • Free-to-play 	<ul style="list-style-type: none"> • Buying a PC on Dell.com • Black Friday discount, loss leader, free ship • Time-limited trial such as Fitbit Premium • Free tier, relying on upgrades, like Evernote • Free account content is public, like Slideshare • Monetize in-app purchases, like Airmech
REVENUE MODEL <p>How the startup extracts money from its visitors, users, or customers</p>	<ul style="list-style-type: none"> • One-time transaction • Recurring subscription • Consumption charges • Advertising clicks • Resale of user data • Donation 	<ul style="list-style-type: none"> • Single purchase from Fab • Monthly charge from Freshbooks • Compute cycles from Rackspace • PPC revenue on CNET.com • Twitter's firehose license • Wikipedia's annual campaign
PRODUCT TYPE <p>What the startup does in return. May be a product or service; may be hardware or software; may be a mixture</p>	<ul style="list-style-type: none"> • Software • Platform • Merchandising • User-generated content • Marketplace • Media/content • Service 	<ul style="list-style-type: none"> • Oracle's accounting suite • Amazon's EC2 cloud • Thinkgeek's retail store • Facebook's status update • Airbnb's list of house rentals • CNN's news page • A hairstylist
DELIVERY MODEL <p>How the product gets to the customer</p>	<ul style="list-style-type: none"> • Hosted service • Digital delivery • Physical delivery 	<ul style="list-style-type: none"> • Salesforce.com's CRM • Valve purchase of desktop game • Knife shipped from Sur La Table

1/

PUSH marketing

Catalogue produit
Offre initiale (solution)
Type de Problème résolu
Persona
Carte empathie
Value proposition
Offre finale
Distribution

**techno
p u s h
putsch**

Persona

Carte empathie

Problèmes réels

Value proposition

Offre

**(solution qui résout le problème,
constitution d'un panier de solutions)**

Distribution

2/

PULL marketing





From

To

**MAKING
PEOPLE
WANT
THINGS**



**MAKING
THINGS
PEOPLE
WANT**

TIM BROWN

The background is a dynamic, multi-colored powder explosion. The colors transition from deep purple and blue on the left, through green and yellow in the center, to bright orange and red on the right. The particles are captured in mid-air, creating a sense of movement and energy. The text 'AAARRR' is superimposed in the center, with the 'A's aligned with the purple/blue area and the 'R's aligned with the orange/red area.

AAARRR

TUNNEL FUNNEL ENTONNOIR PIPELINE



A

A

A

R

R

R

€

SAMSUNG

**AAAA
RRRR**

G

TOFU

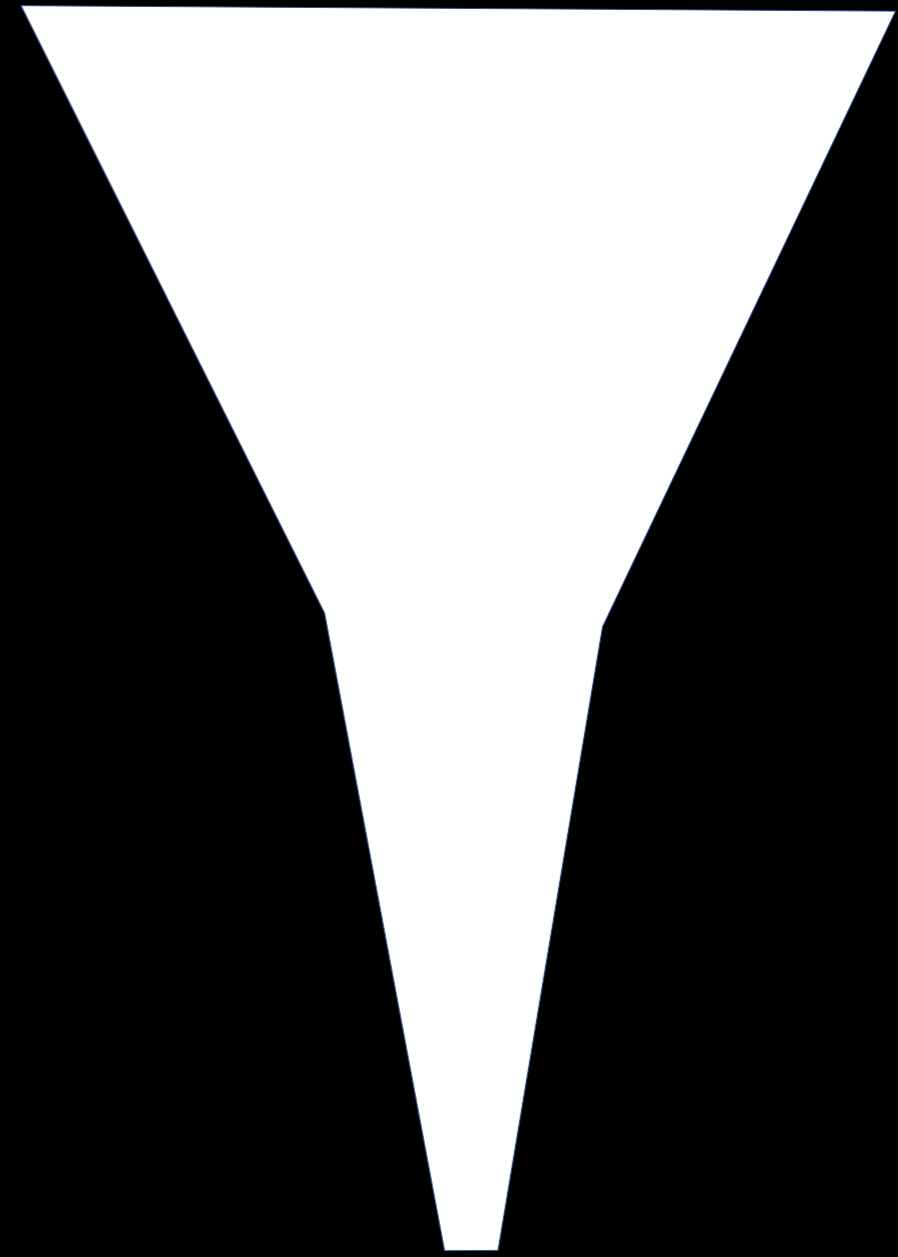
Top of the Funnel

MOFU

Middle of the Funnel
MID FUNNEL

BOFU

Bottom of the Funnel



Marketing Attribution
vs. Contribution

QUI A LE
DERNIER CONTACT ?

Attribution Contribution Sans Cookie

- **last clic**
- **toutes les actions**
- **jardin clos login
Walled Garden**

Attribution

100% de l'efficacité
est attribué à une
action :

pub

recherche

first clic

last clic

...

Contribution

Calcul du taux de contribution de chaque action :

5% pub RS

10% sea

15% seo

20% avis

15% blog / content

15% fiche produit

20% eboutique Samsung



Sans Cookie Cookieless

Guerre : FPD et login

First party data

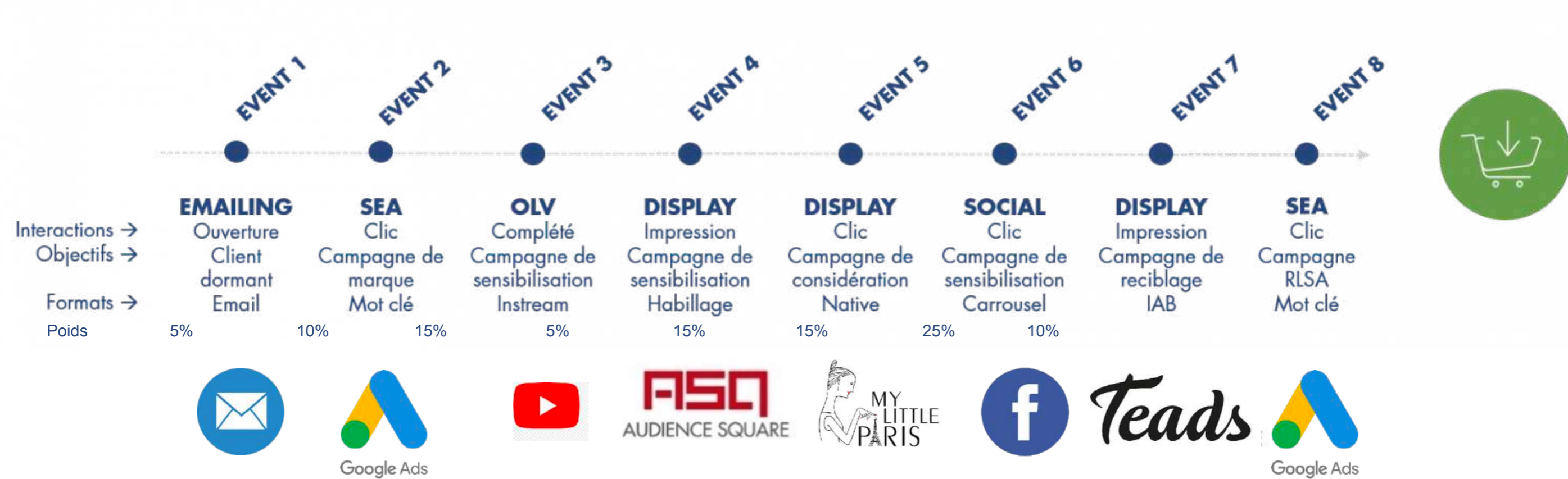
Walled Garden

Plateforme

2FA (2 factor auth)

Ouverture de compte

Contribution



**PAID
OWNED
EARNED
SHARED**

**marketing
média**

LTV, also referred to as CLV (or customer lifetime value), is determined by multiplying three factors together:

$$CAC < LTV$$

$$LTV = \text{Average value of purchases} \times \text{Average number of purchases per year} \times \text{Average value of purchases}$$

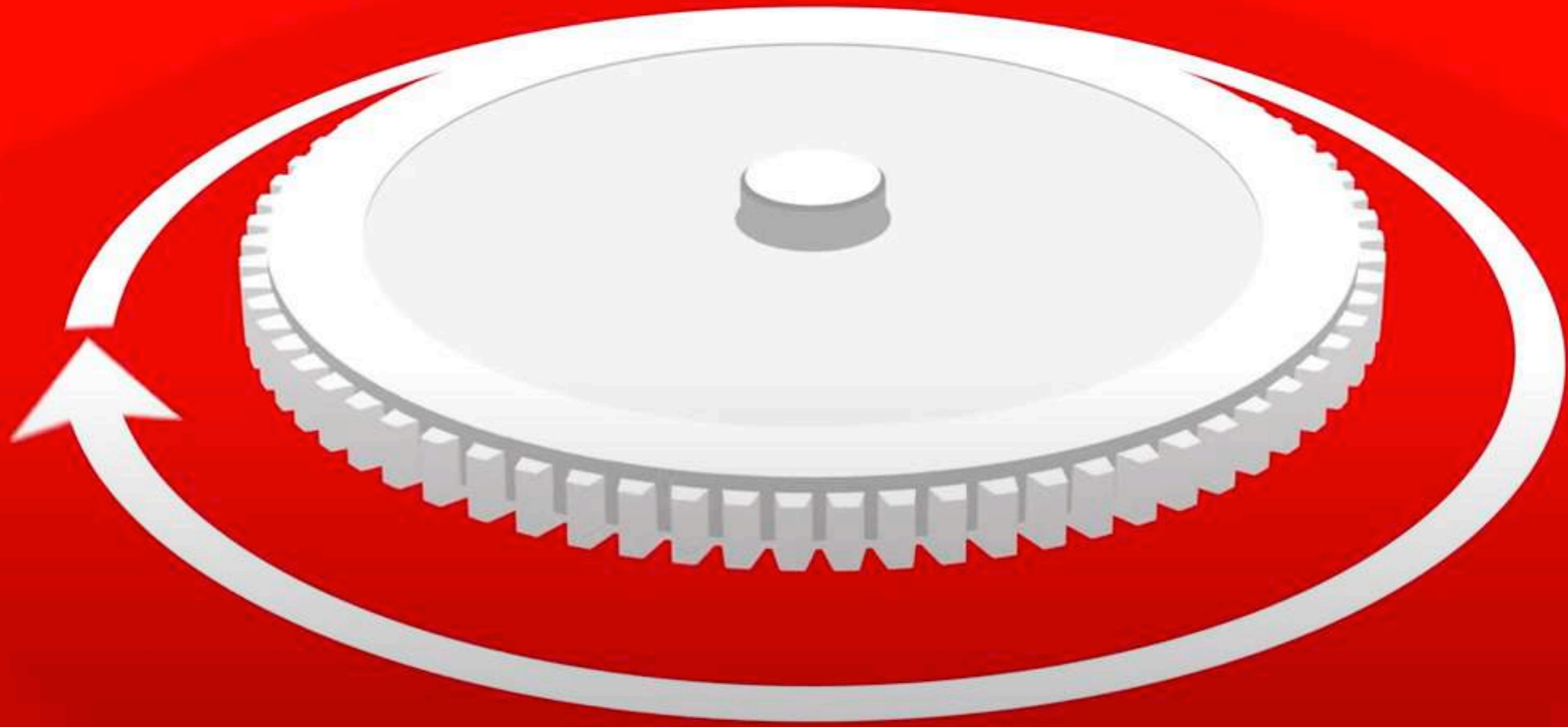
To calculate the LTV:CAC ratio, divide the customer lifetime value by the cost of customer acquisition.

$$CAC < LTV$$

$$\text{LTV:CAC Ratio} = \frac{\text{Customer Lifetime Value}}{\text{Customer Acquisition Cost}}$$

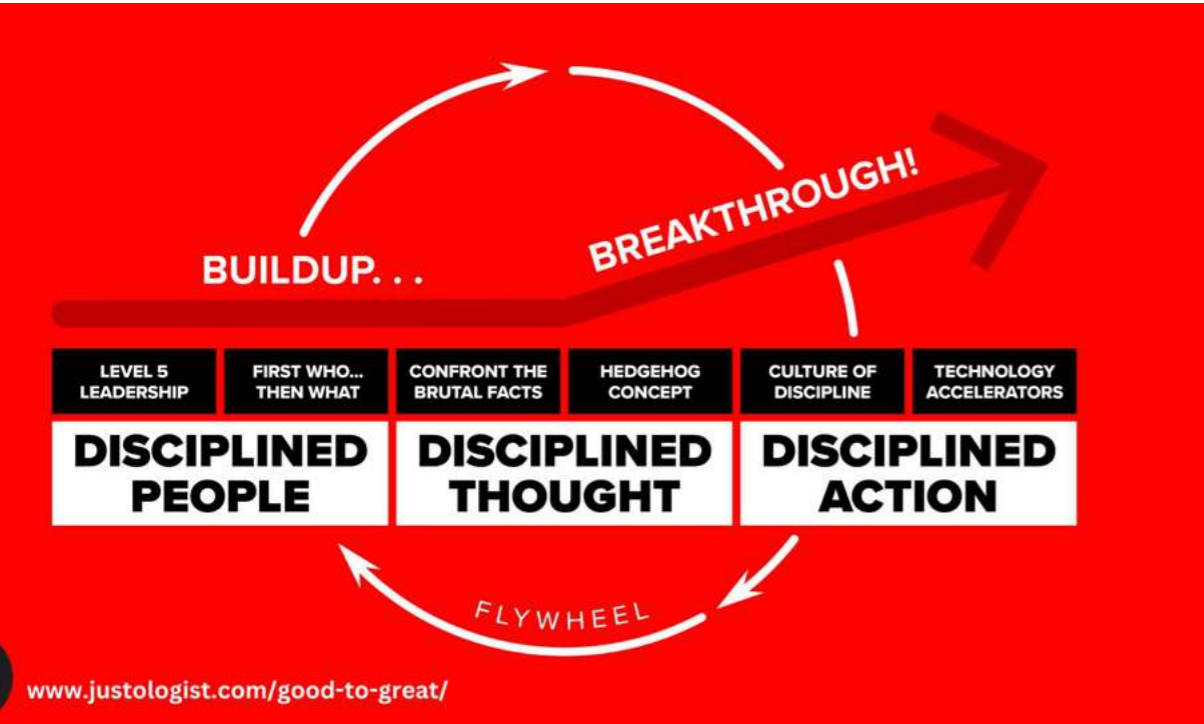
Imagine your customers spend an average of \$20 twice a year, for two years. This would result in an LTV of \$80 (\$20 x 2 x 2).

To calculate your LTV:CAC ratio, divide your LTV by your CAC from the previous example, which was \$24. The resulting ratio is 3.33:1, indicating that for every dollar spent on

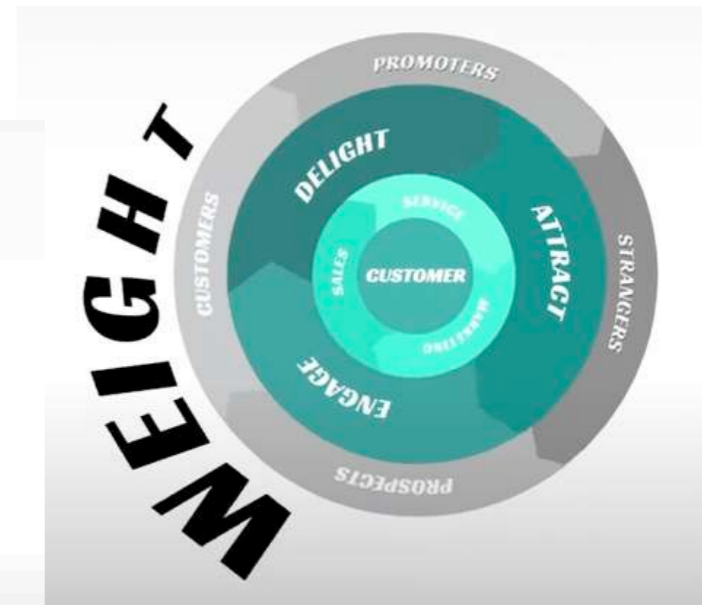
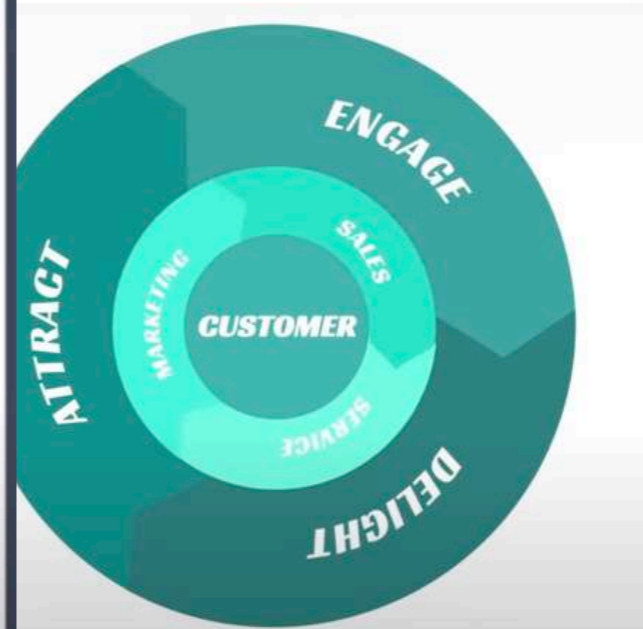
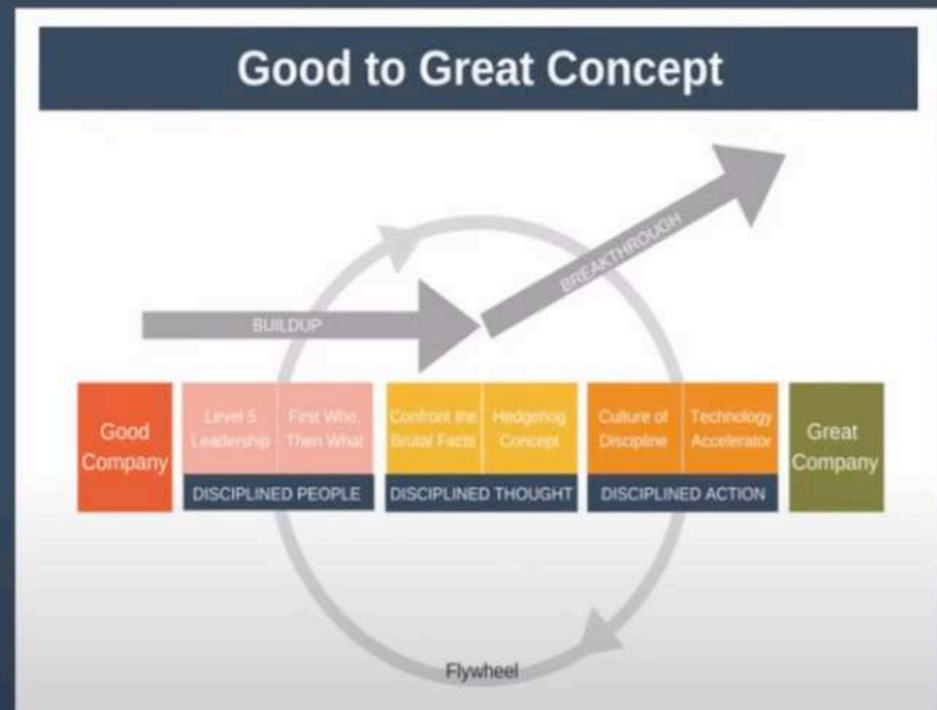


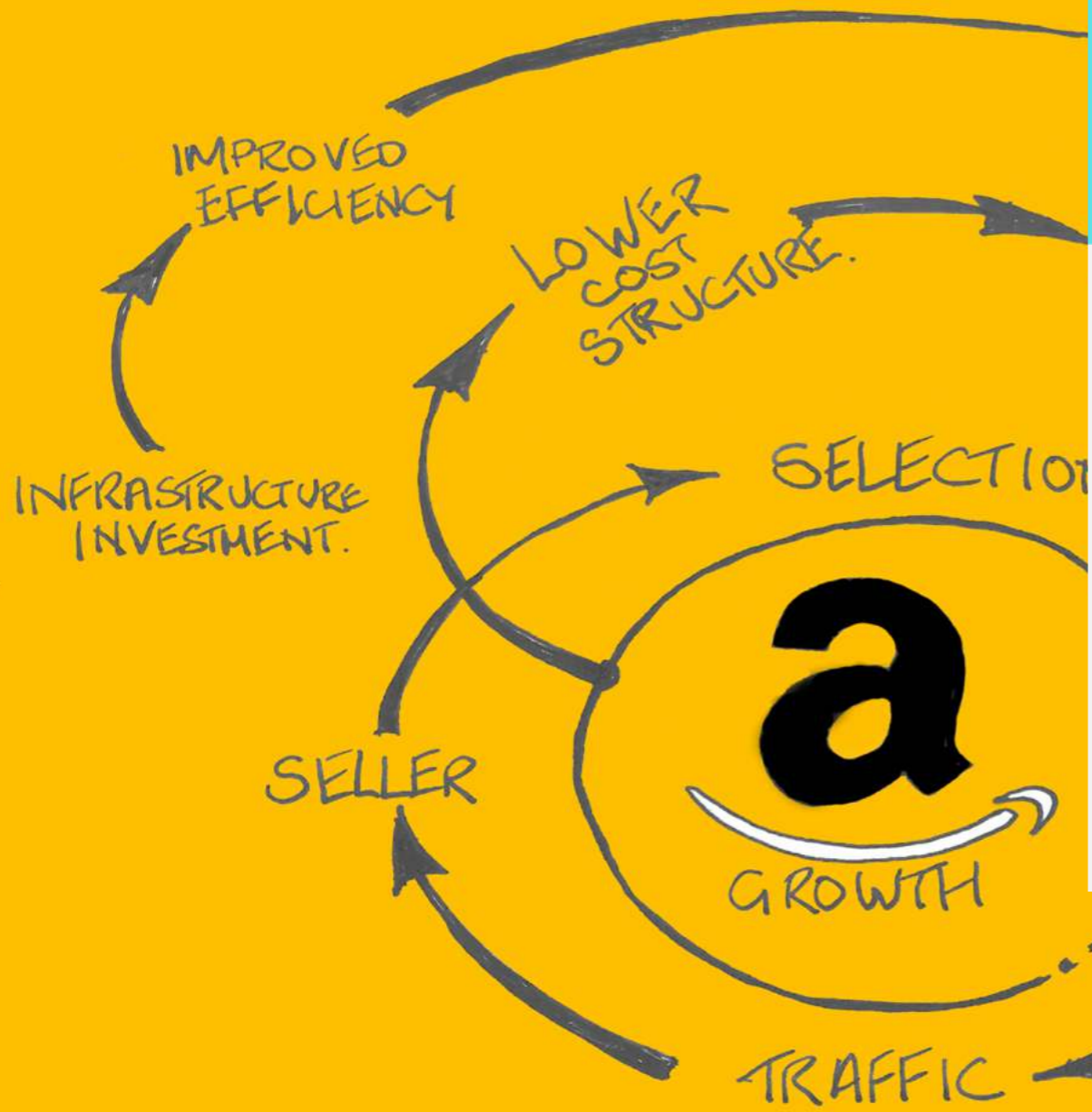
FLYWHEEL





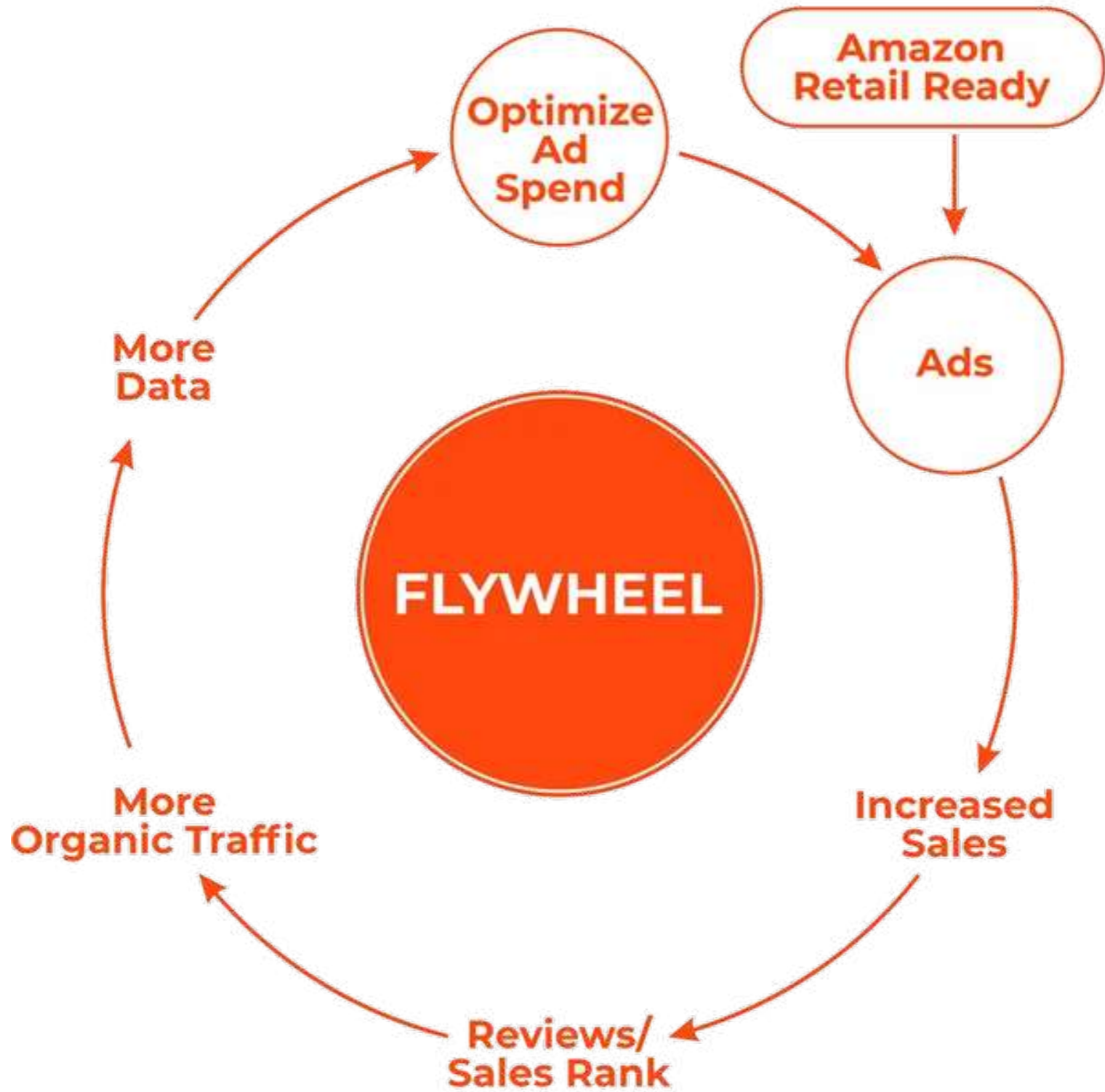
is about companies
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 hey do it?
 ine...
 ined people.
 ined thought.
 ined action.
 ne enemy of great.

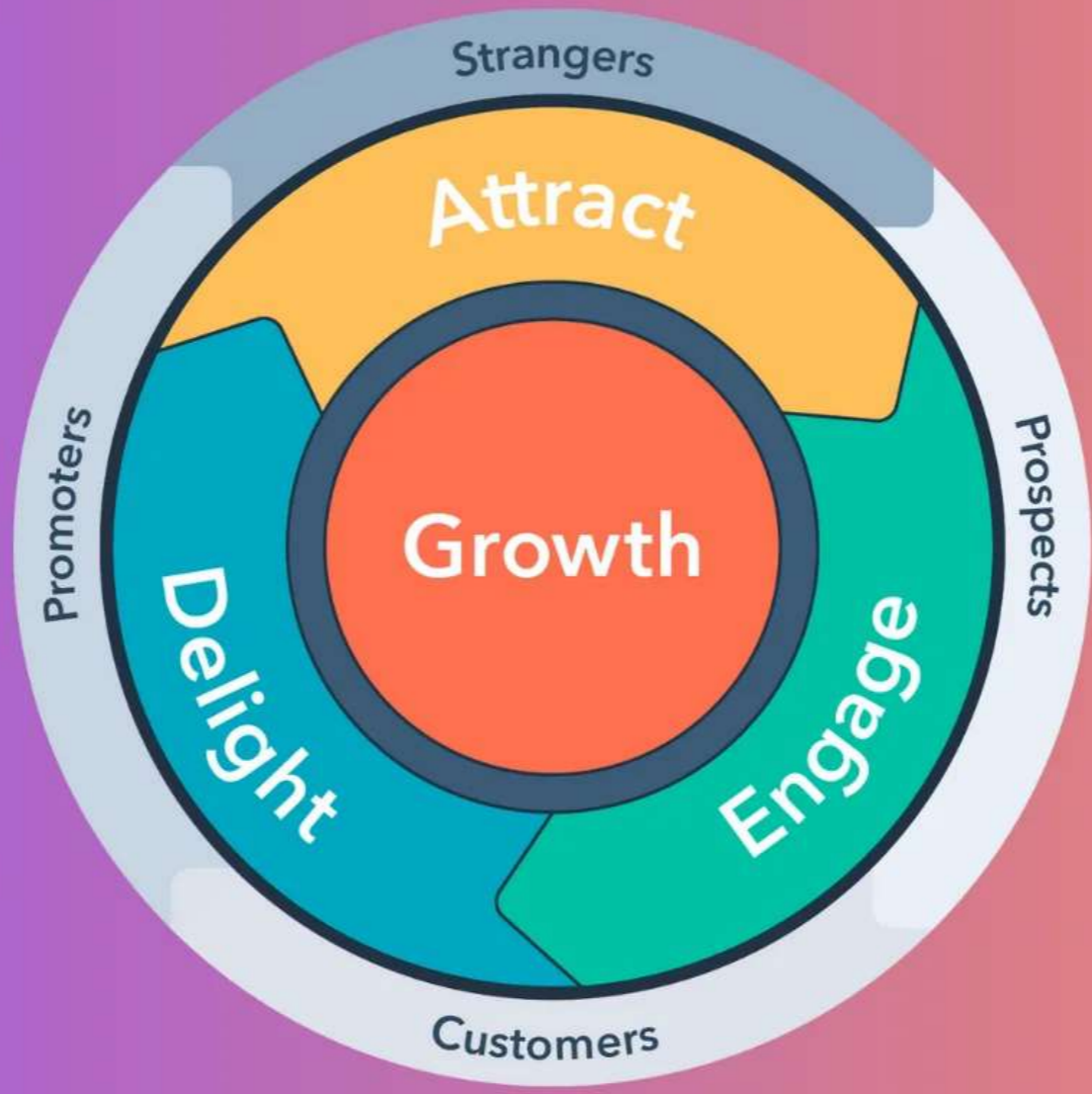




GROWTH FLYWHEEL DIAGRAM







INBOUND MARKETING



INBOUND

//

#CustomerEmpowerment



ZMOT → micro moments



I-want-to-know moments

65%

of online consumers look up more information online now versus a few years ago.²

66%

of smartphone users turn to their phones to look up something they saw in a TV commercial.³



I-want-to-go moments

2X

increase in "near me" search interest in the past year.⁴

82%

of smartphone users use a search engine when looking for a local business.⁵



I-want-to-do moments

91%

of smartphone users turn to their phones for ideas while doing a task.⁶

100M+

hours of "how-to" content have been watched on YouTube so far this year.⁷



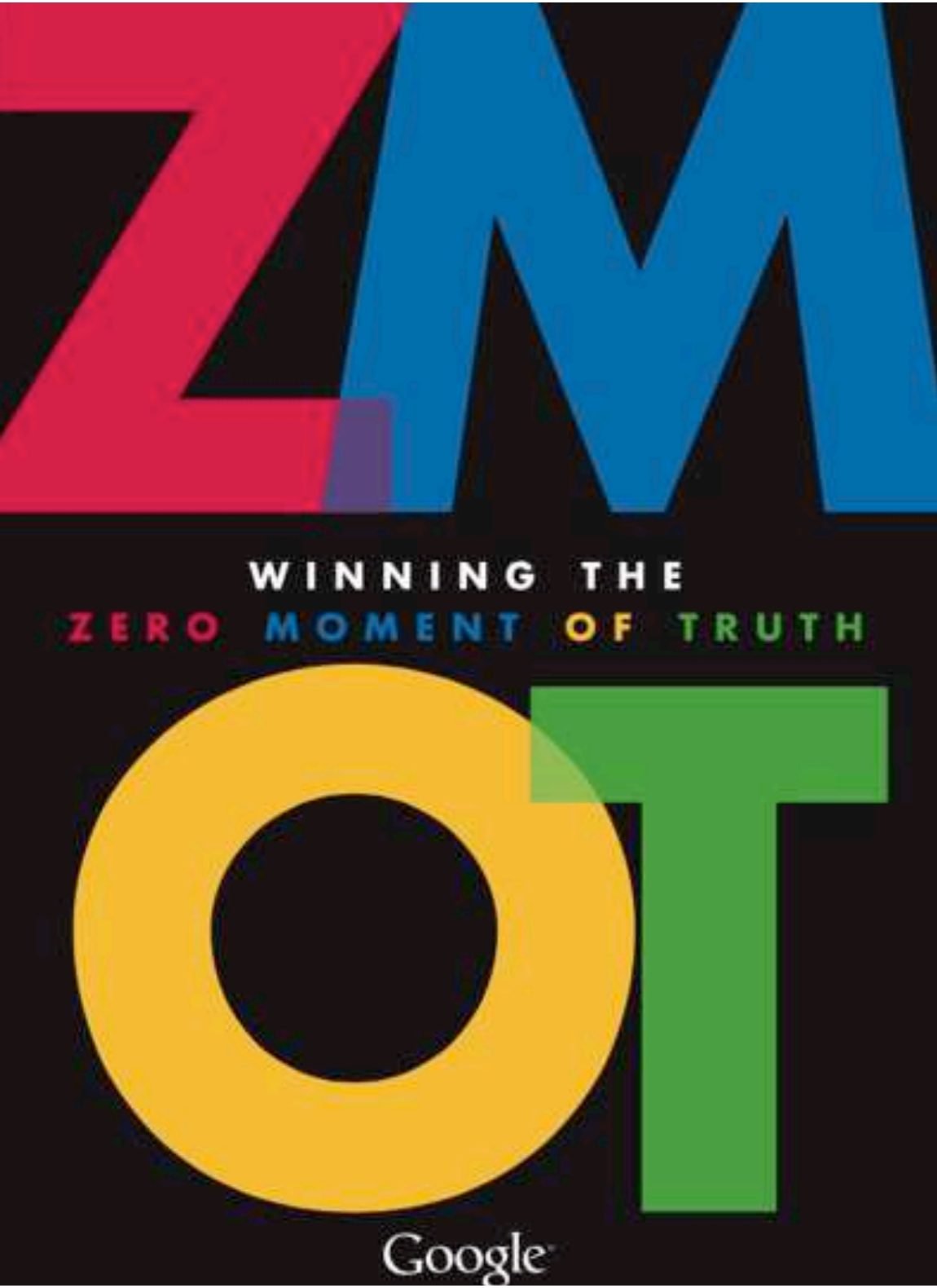
I-want-to-buy moments

82%

of smartphone users consult their phones while in a store deciding what to buy.⁸

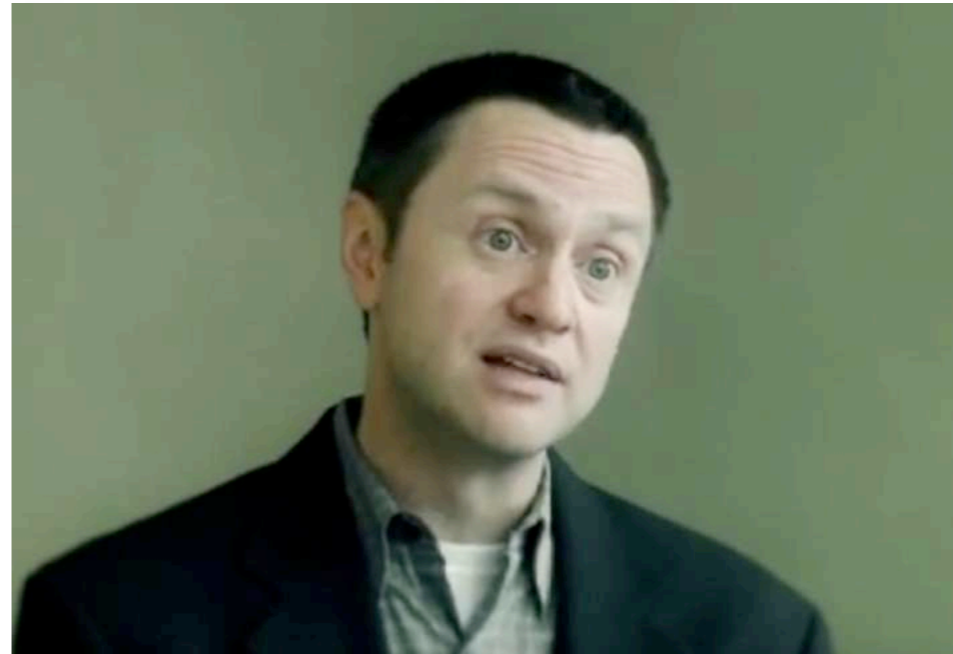
29%

increase in mobile conversion rates in the past year.⁹



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)

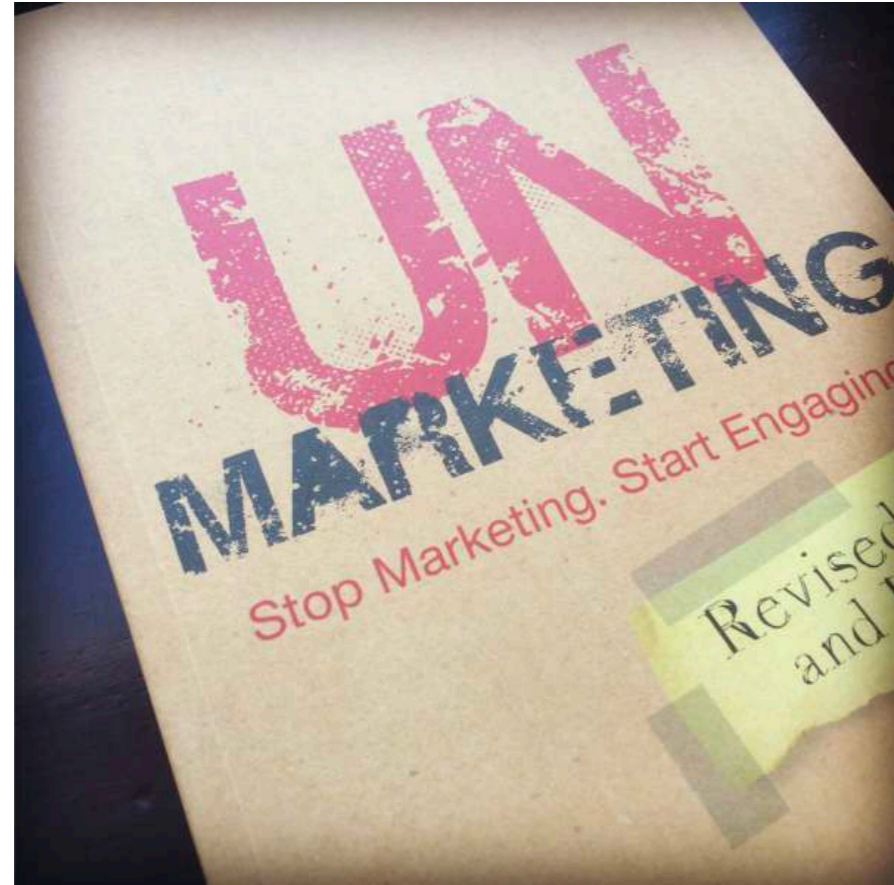
Content is

king

“Content is King”

Bill Gates, 1996





unlearn
unmarketing
unselling
unpodcast

Scott Stratten

WebStory =

story snap on website mobile and laptop

https://amp.dev/documentation/guides-and-tutorials/start/create/basic_markup/

https://amp.dev/documentation/guides-and-tutorials/start/visual_story/

<https://creators.google/en-us/content-creation-products/own-your-content/web-stories>

<https://www.canva.com/templates/?query=story>

StoryTelling

NoStory : NoBusiness

BRAND CONTENT

//vs.

content strategy

POEM

...

POES M

G

POES m

Paid

Owned

Earned

Shared

Média & Marketing



**PAID
OWNED
EARNED
SHARED**

**marketing
média**

DEF

marketing

create value

for the company,

the client,

and the ecosystem

marketing

create value

for the client,

the company,

and the ecosystem

marketing

create value

for the ecosystem

for the client,

and the company









toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...



toutes les fonctions de l'entreprise : RH, Finance, IT, SCM, Achat, Trading, Recherche, Compta, Admin...

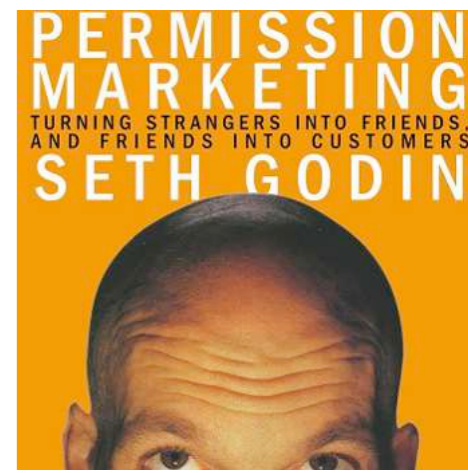
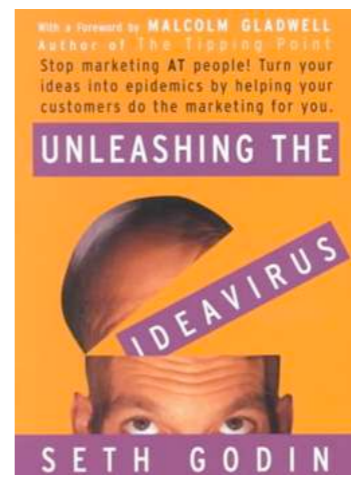
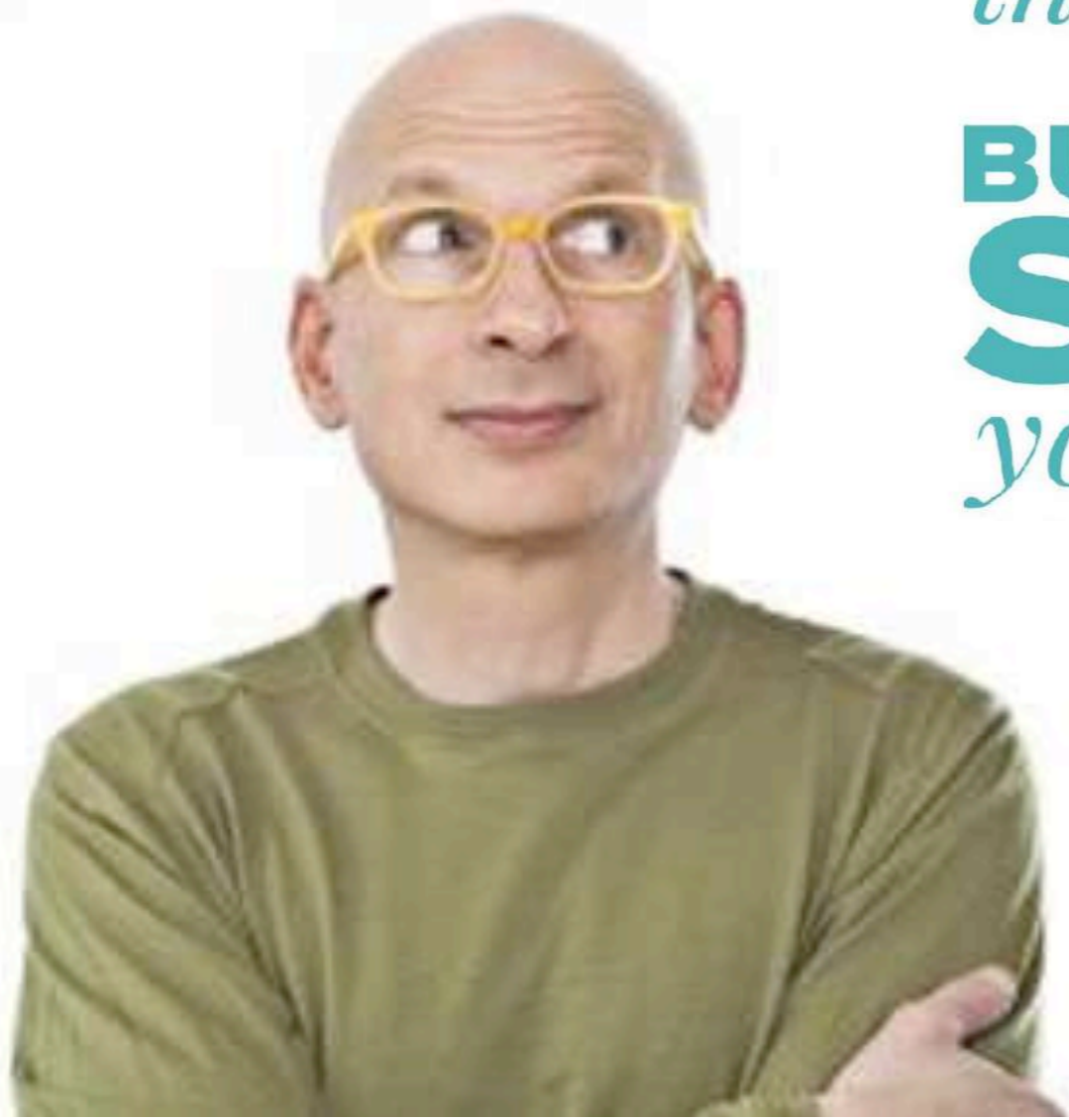


“

MARKETING
IS NO LONGER ABOUT
the stuff you make

BUT ABOUT THE
STORIES”
you tell.

- SETH GODIN



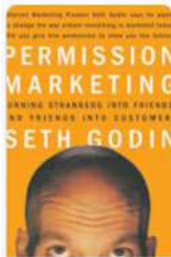
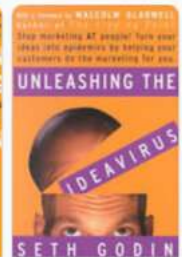


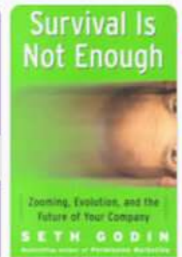

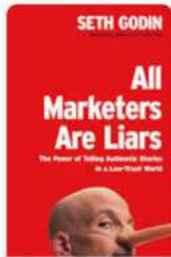


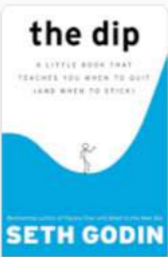
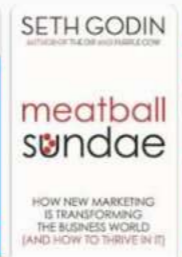
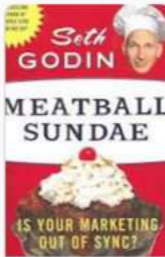
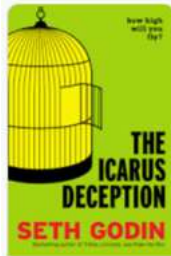
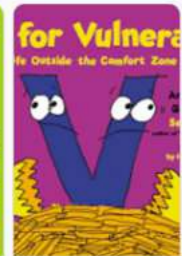

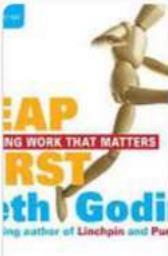
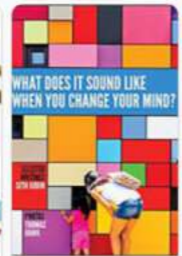

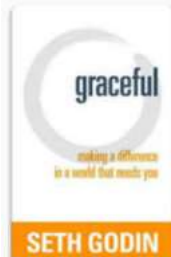
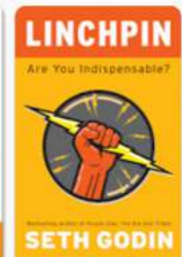


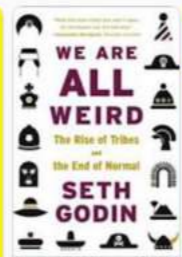

“Don't find customers
for your products,
find products
for your customers”

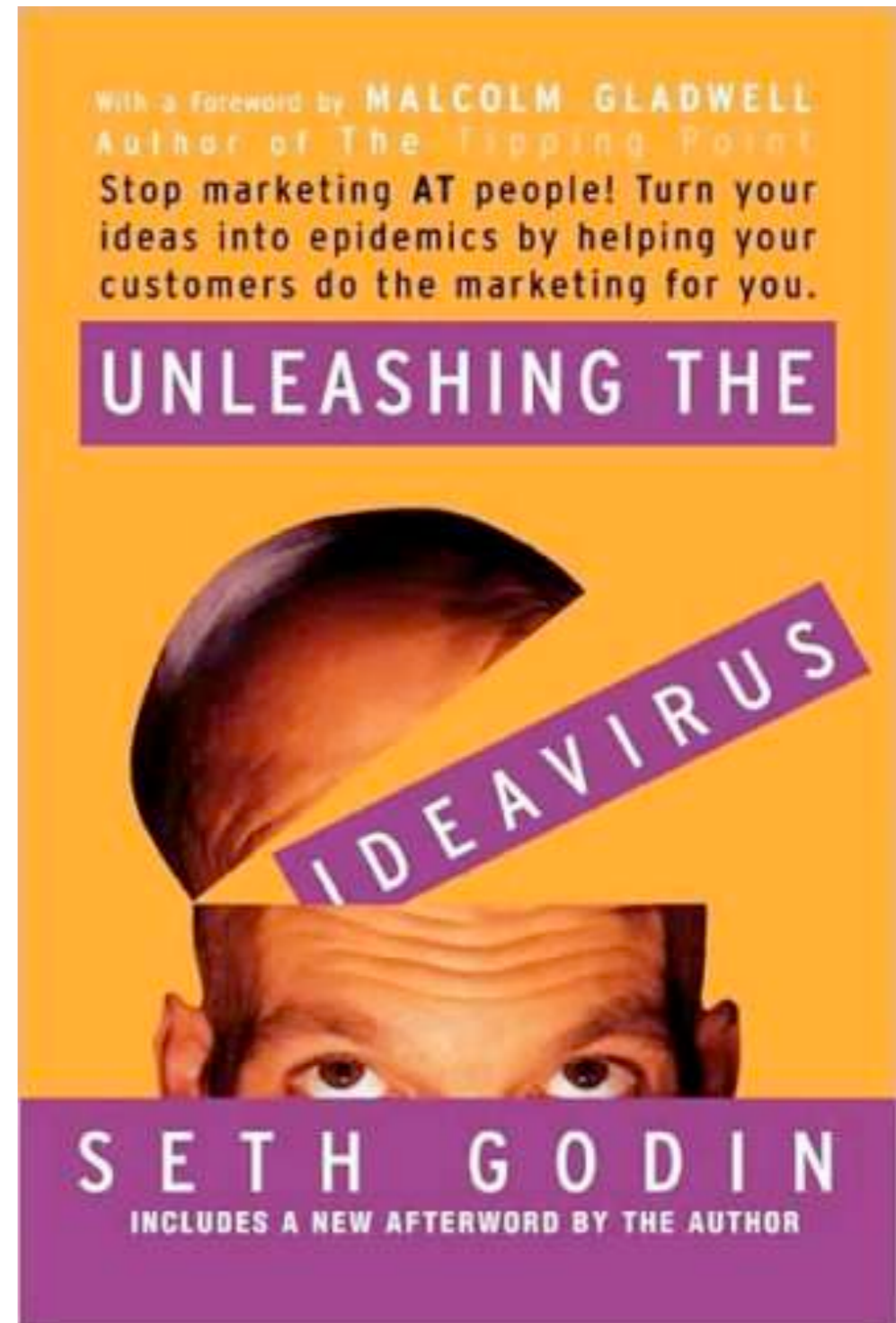
Seth Godin

Ne cherchez pas des
clients pour vos
produits. Cherchez
des produits pour vos
clients.

Seth Godin



					
Permission Marketing 1999	Unleashing the Ideavirus 2000	The Big Red Fez: Zoomin... 2001	Purple Cow: Transform Y... 2002	Survival Is N... Enough 2002	Free Prize Inside: The N... 2004
					
All Marketers Are Liars 2005	EVERYONE IS AN EXPERT (... 2005	Small Is the New Big: An... 2006	The Dip 2007	Meatball Sundae 2007	Meatball Sundae: Is Y... 2007
					
The Icarus Deception: H... 2012	V is for Vulnerable: L... 2012	What to Do when It's You... 2014	Leap First: Creating Wor... 2015	What Does it Sound Like w... 2016	This is Marketing: Y... 2018
					
Graceful 2010	Linchpin: Are You Indispen... 2010	What Matters Now 2010	Poke the Box 2011	We Are All Weird: The Ri... 2011	Whatcha Gonna Do wi... 2012



« meeting
needs
profitably »

*Philip Kotler
(2006 12^{ème} édition de Mkt Mgt)*

The best marketing strategy ever :

« CARE »

Gary Vaynerchuk

Stop selling. Start helping

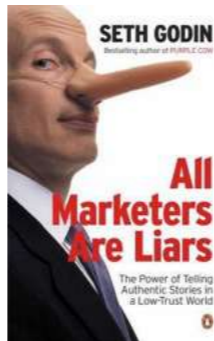
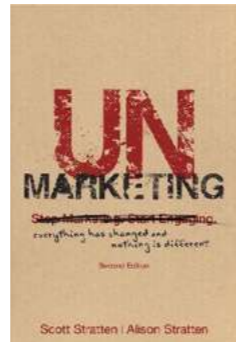
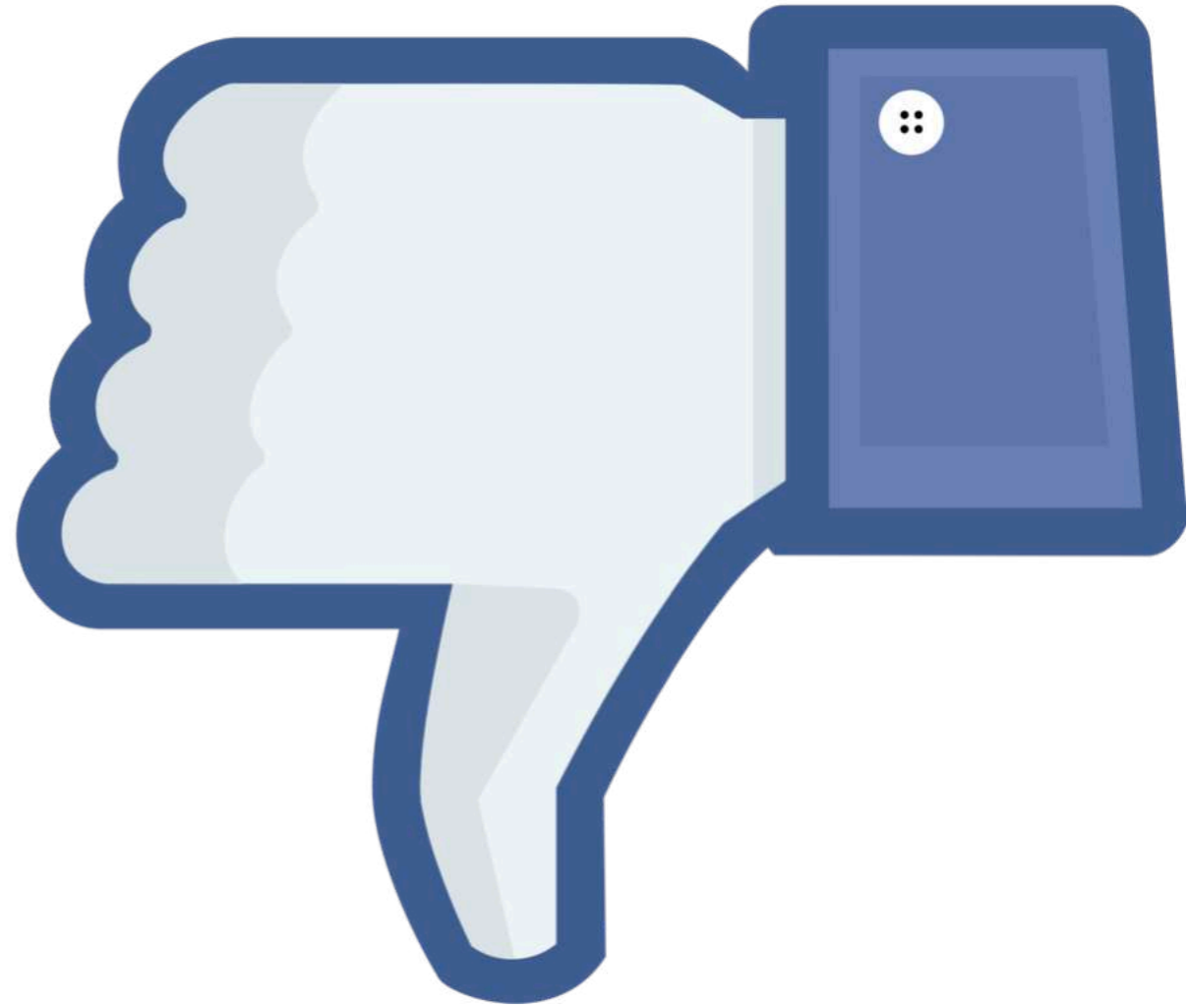
Zig Ziglar



**I DON'T
OPERATE
TO MAXIMIZE
MONEY.
I OPERATE
TO MAXIMIZE
JOY.**

John

Marketing sucks



UN MARKETING

~~Stop Marketing. Start Engaging.~~

everything has changed and
nothing is different

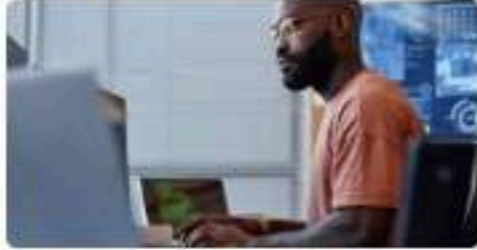
Second Edition

Scott Stratten | Alison Stratten



YouTube

YouTube : vous pouvez désormais générer des revenus dès 500 abonnés



Formation

Se reconvertir comme data engineer pour valoriser les données des entreprises



Publicité

10 méthodes marketing à connaître



Culture web

Créer son blog : 5 conseils avant de se lancer



Formation

5 dispositifs pour financer sa reconversion dans le digital

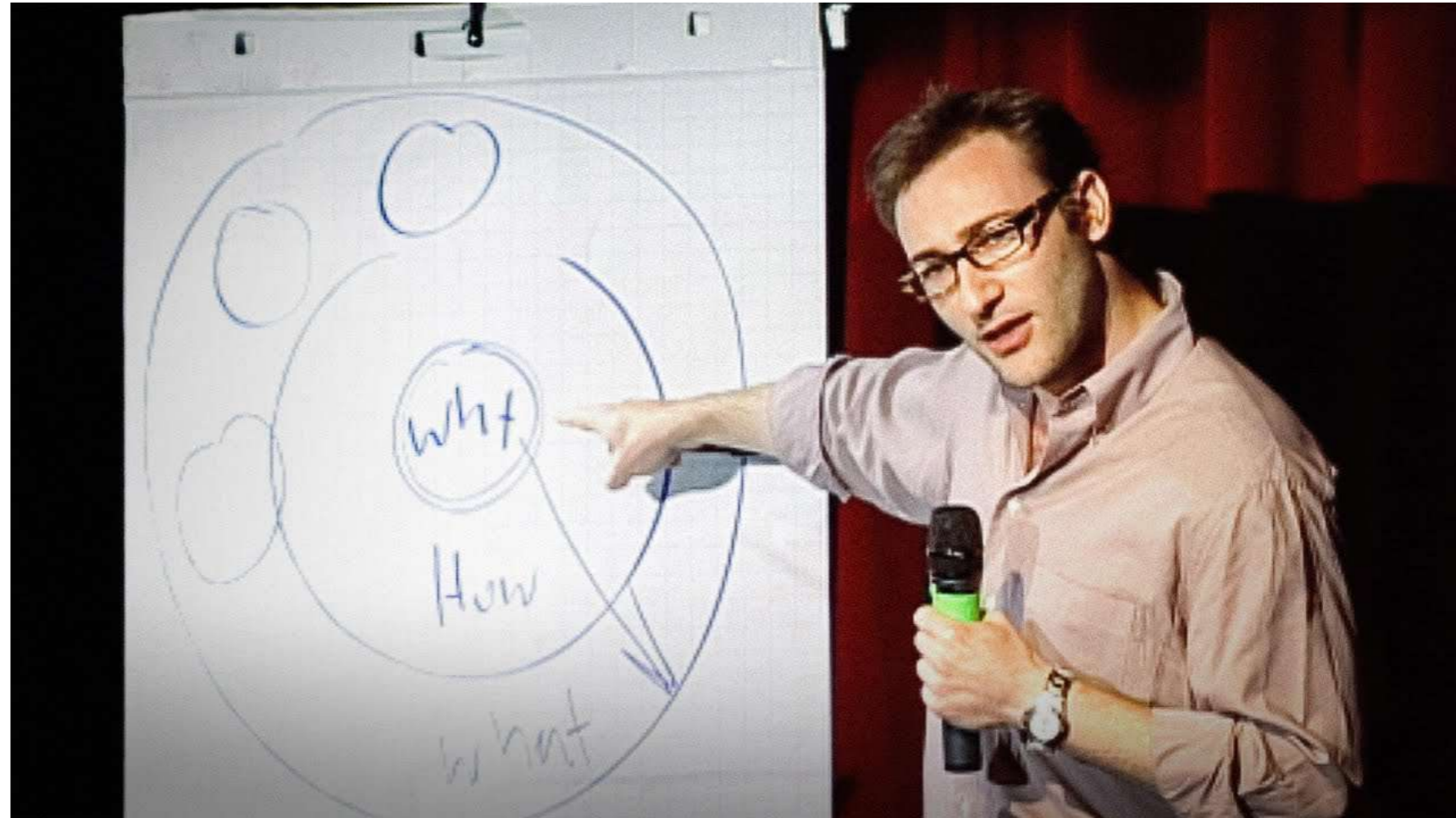
“your
happiness
is my
business”



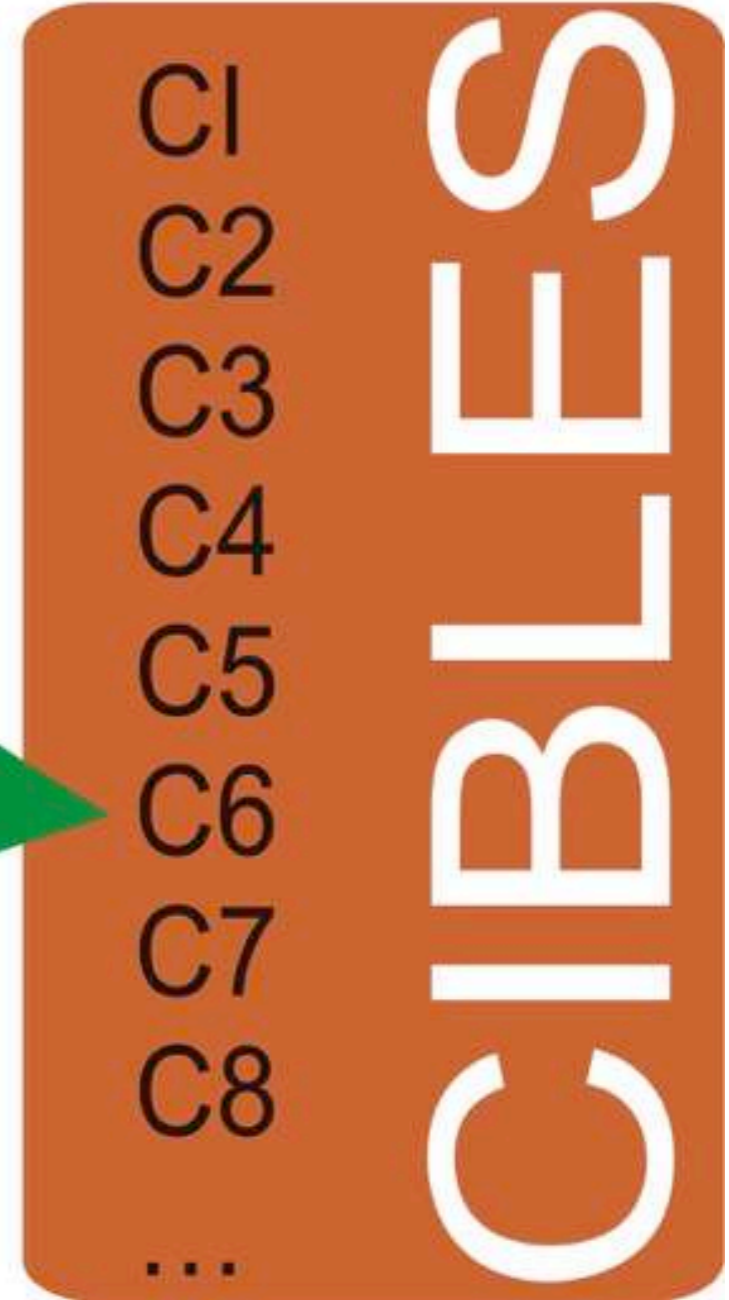
*Aphorisme de
hubertkratiroff*

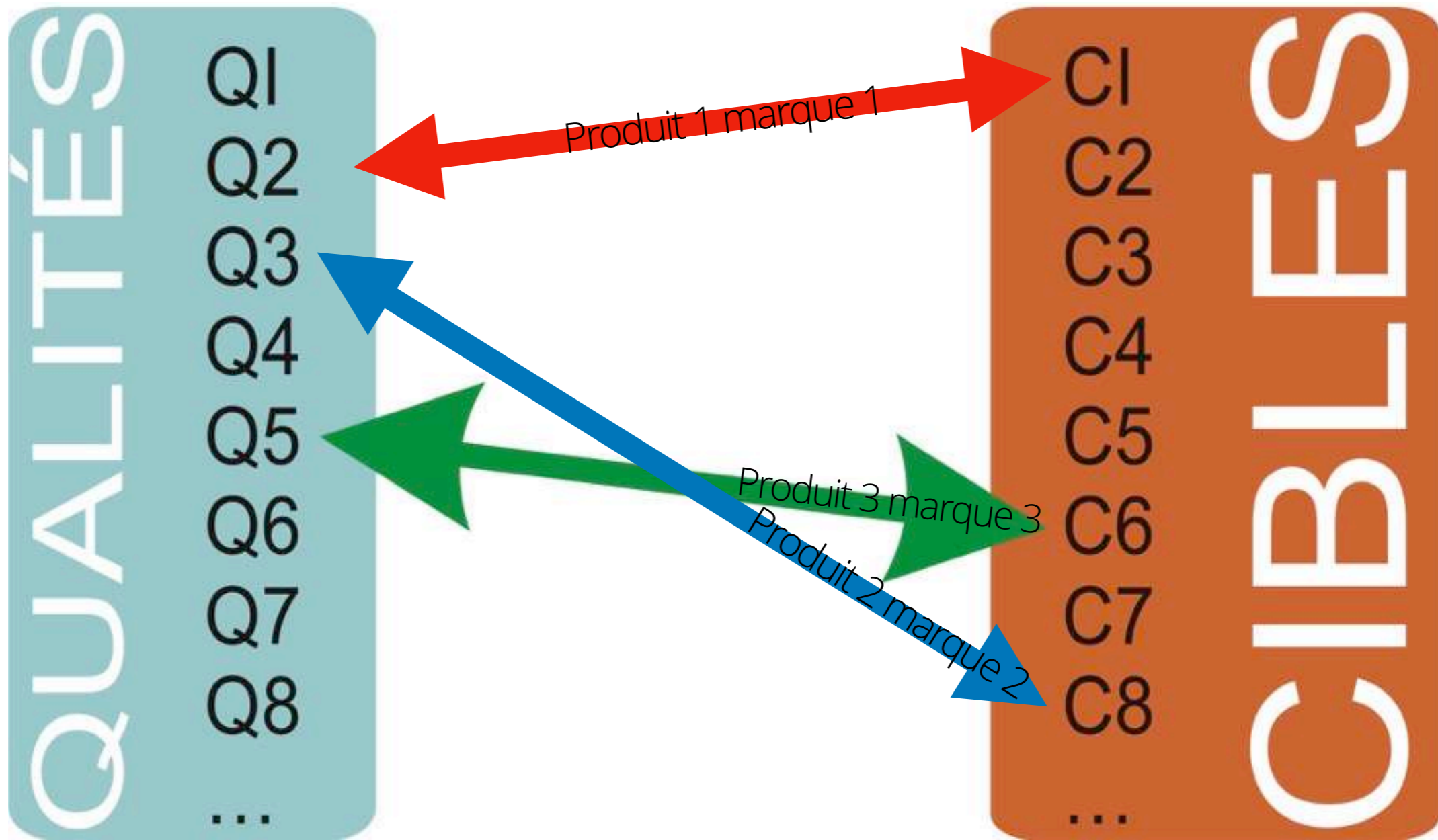
Inspiré par Gérard Pélisson & Paul Dubrule

Golden Circle



POSITIONNEMENT BIJECTIF

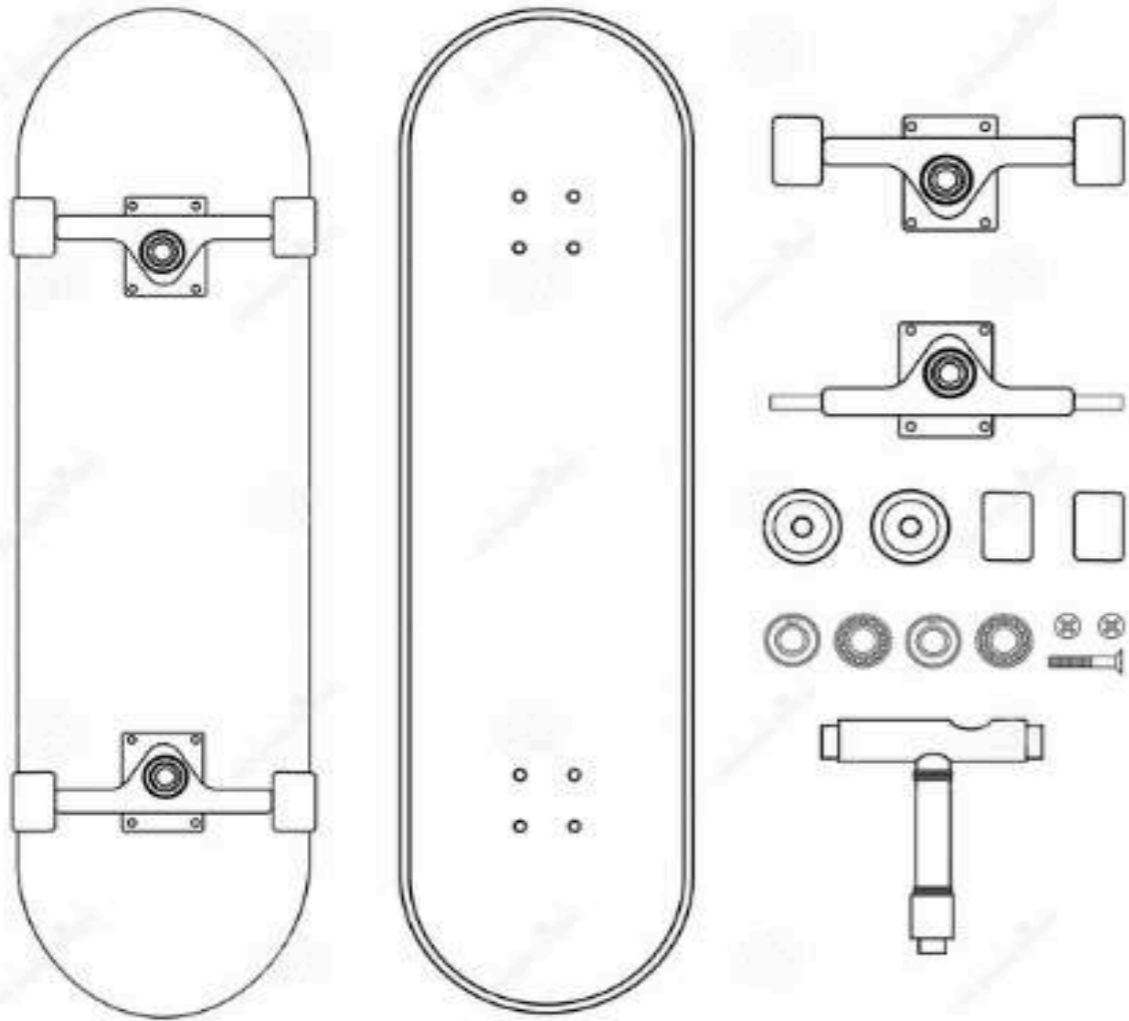




3 produits - 3 marques
3 propositions de valeur ≠

Why we buy: Features vs *Jobs*

Even though people buy this...



...they **really** want this



VALEUR RÉELLE



VALEUR PERÇUE



PROBLÈME DE COMMUNICATION



Royal Oak



With its steel case, octagonal bezel, "Tapisserie" dial and integrated bracelet, the Royal Oak overturned the prevailing codes in 1972 and took its rightful place as a modern icon.

BIG BANG ORIGINAL GOLD

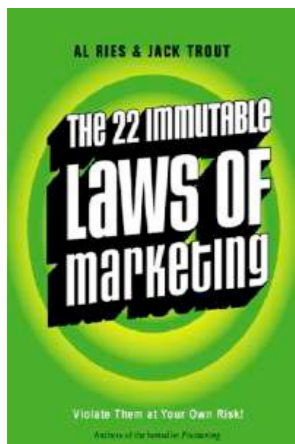
44MM

EUR 36,200

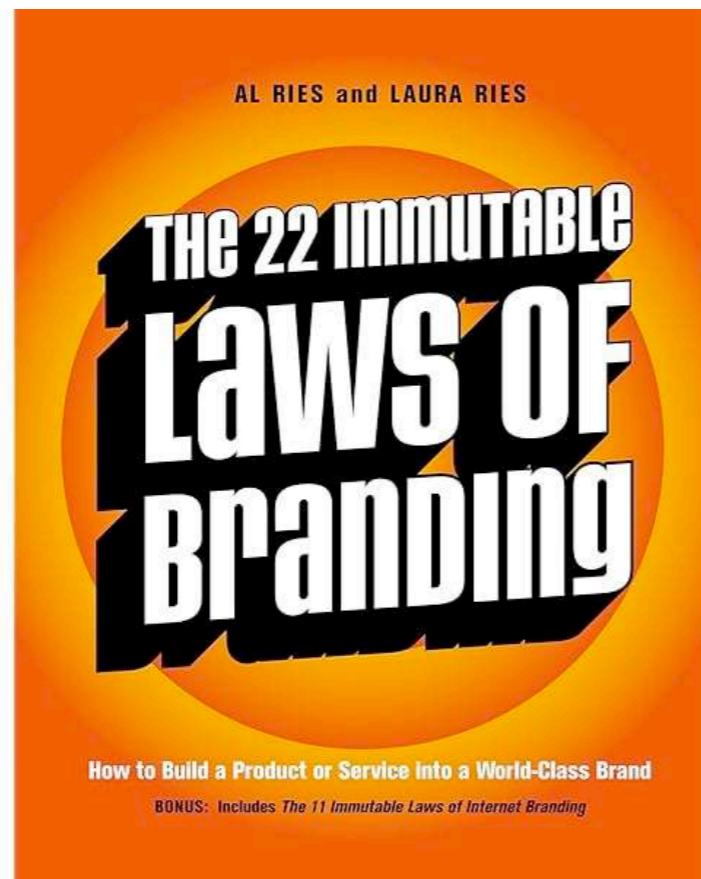




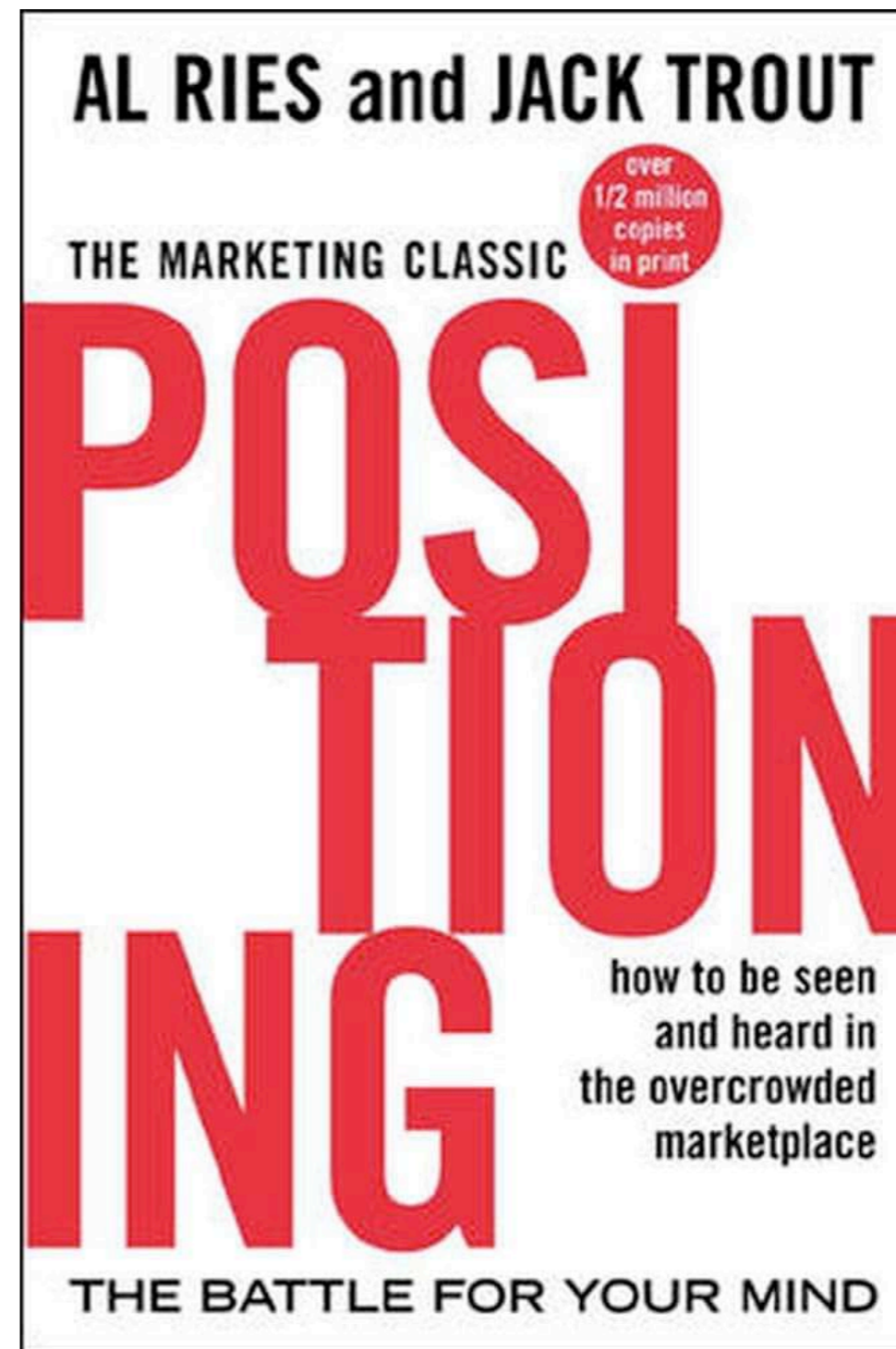
Célèbrissime Ford Model T : à la fois modèle d'innovation et source des maux
Exceptionnellement en rouge, contrairement à l'aphorisme de Henry *



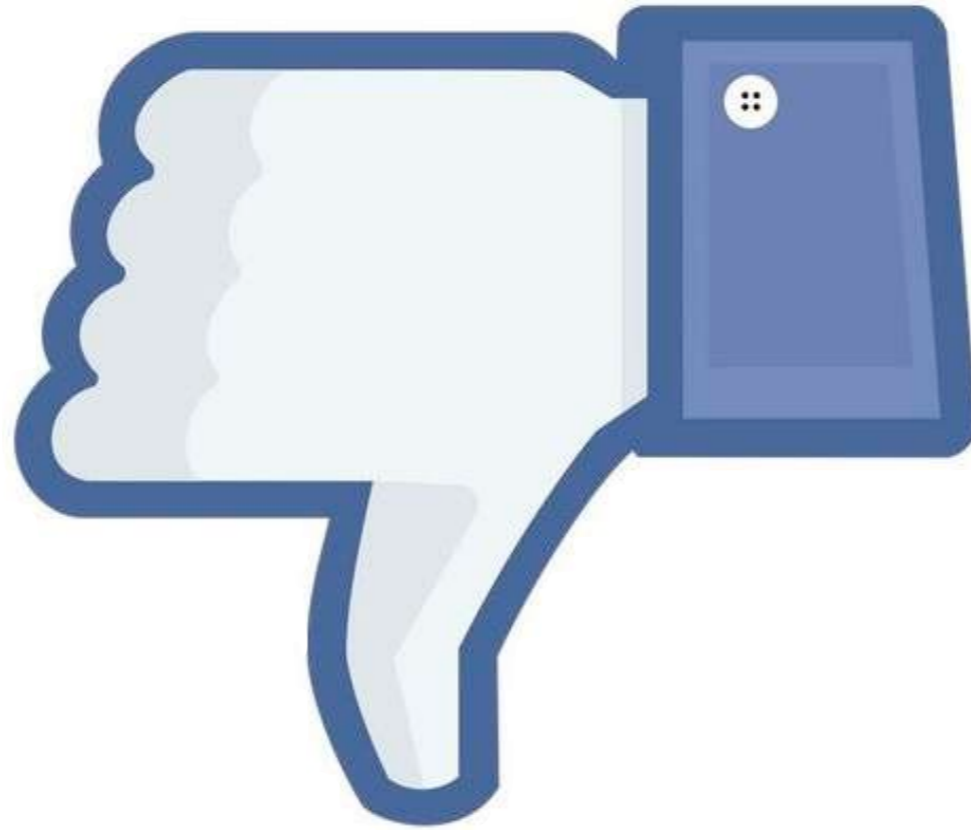
Trout & Ries



The Battle For Yor Mind

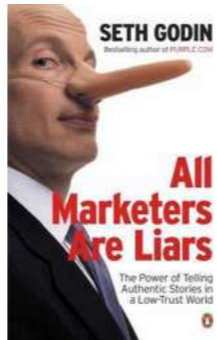
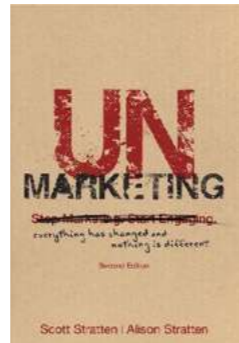
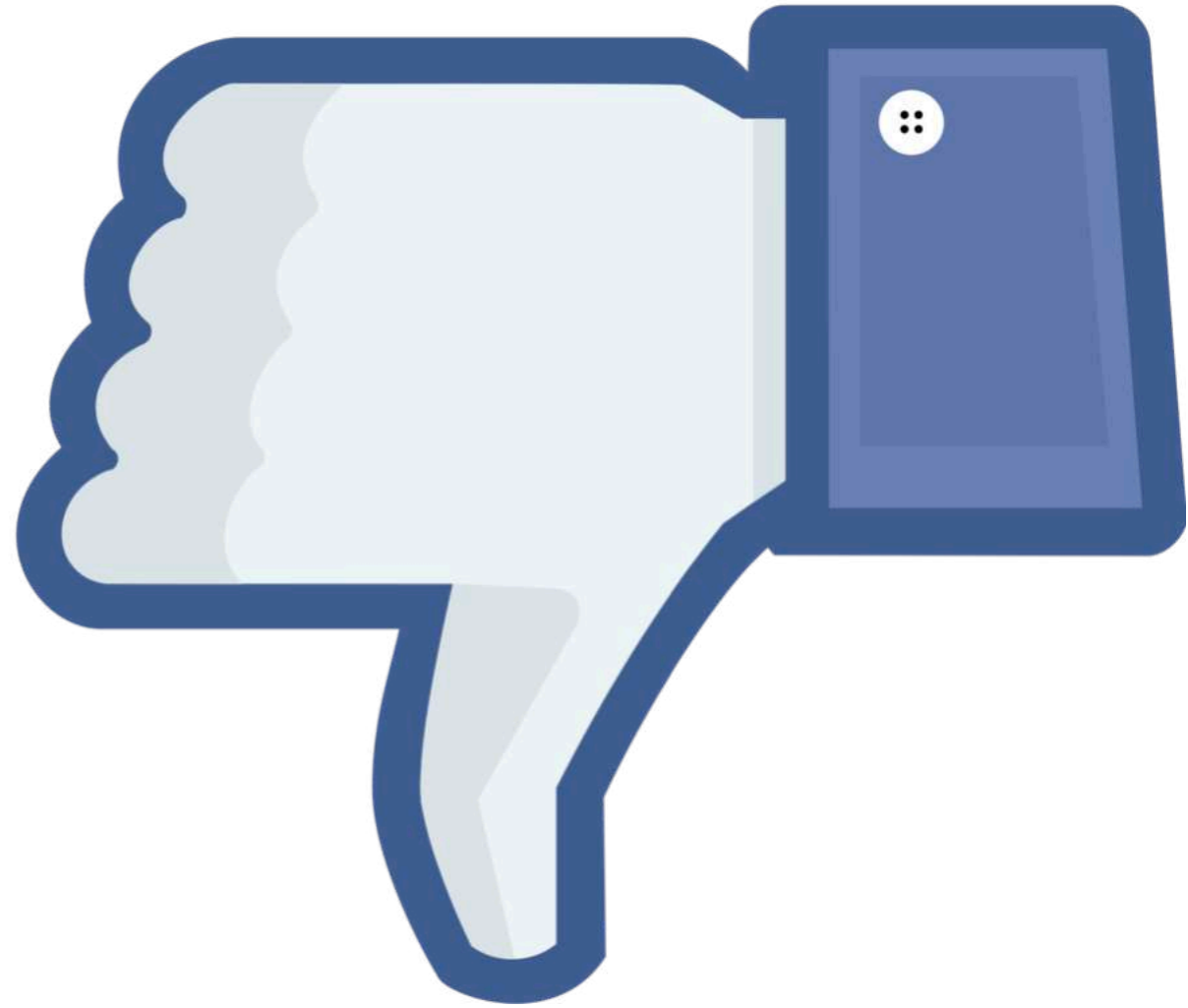


“



le marketing ”

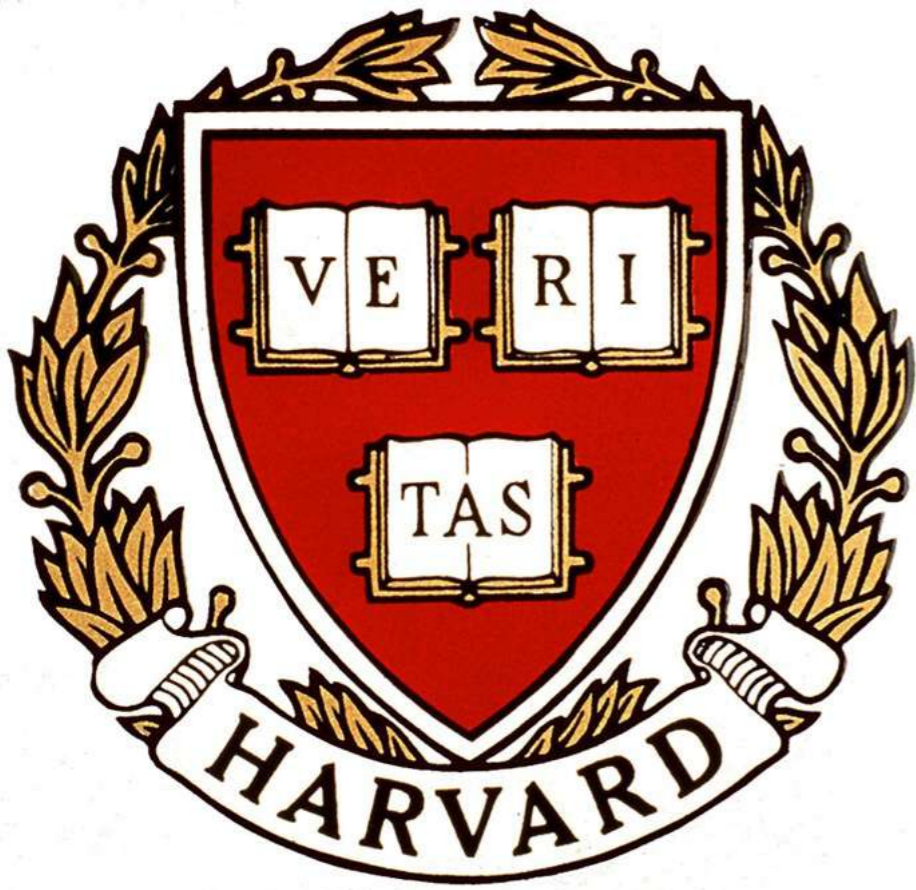
Marketing sucks



Méfiez-vous des recettes des années 60

- 4P de Jerome McCarthy (1960)
Produit - Prix - Promotion - Place
- 5B de Charles Kepner (1955): BON -
produit prix endroit moment quantité
- SWOT de Humphrey (1970)
- CAP Caractéristique Avantage Preuve
cognitif / conatif / affectif
- SONCAS / AIDA

WUOL
COMIC



HBR.ORG

Harvard Business Review

JULY-AUGUST 2014

96 Strategy
Four Paths to Business Model Innovation
Karan Girotra and Serguei Netessine

104 The HBR Interview
Lenovo CEO Yang Yuanqing on the PC's Future

42 The Big Idea
The Crisis in Retirement Planning
Robert C. Merton

THINK FEEL DO

The New Basics of
MARKETING

The image is a cover for the Harvard Business Review magazine. It features the magazine's title in large, bold, black letters. Below the title is a Venn diagram with three overlapping circles: a red circle on the left with a lightbulb icon and the word 'THINK', a blue circle in the middle with a heart icon and the word 'FEEL', and a yellow circle on the right with a mouse cursor icon and the word 'DO'. The circles overlap in the center and between adjacent circles. Below the Venn diagram, the text 'The New Basics of' is written in a smaller font, followed by the word 'MARKETING' in very large, bold, black letters. In the top right corner, there is a small Harvard Business Review logo and the text 'JULY-AUGUST 2014'. Below that, there are three article teasers, each with a page number, a title, and the author's name.



SWOT

WUJCA

~~SWOT~~

Volatilité

Incertitude

Complexité

Ambiguïté



M3 Modern Marketing Model

1. Strategy
2. Market Orientation
3. Customer insight
4. Brand & Value
5. Segmentation Persona
6. Positioning
7. UX / CX & content
8. Distribution
9. Promotion
10. Data & Measurement

