





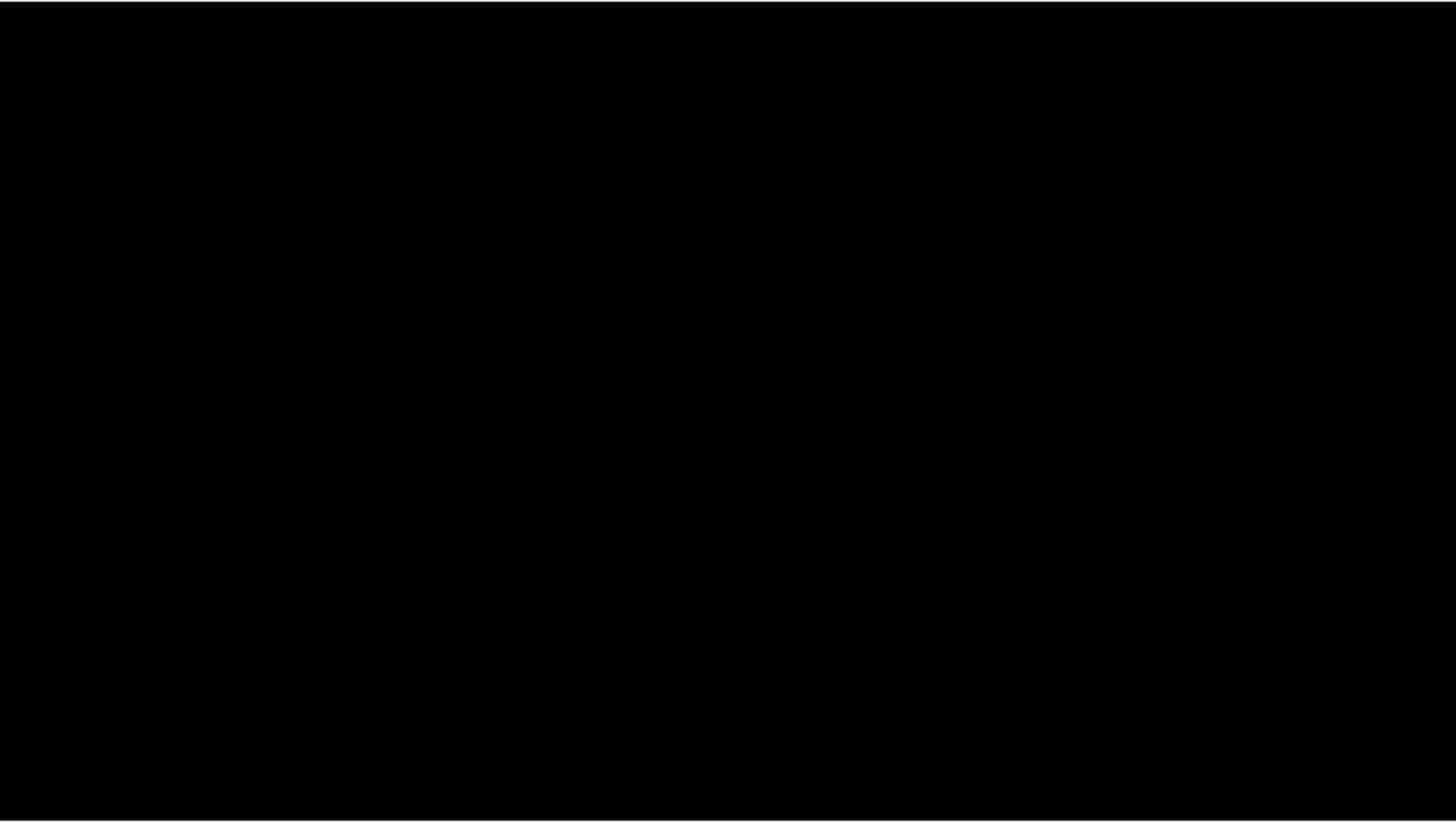
MKTG

ALL YOU NEED IS
DIGITAL MARKETING

2024-2025 hubert kratiroff



- 1** New Marketing (UX)
- 2** Décomposition Taxinomie
- 3** Stratégie - Secret Sauce
- 4** Plateformisation
- 5** Content marketing
- 6** Social Media & Influence
- 7** Search & Tech
- 8** AdTech - Modèle pub
- 9** Tool : Wireframing Proto



EP04

NewWorld Platforms



PREVIOUSLY
in 180 sec

AAARRR

PROBLÈME
SOLUTION
DISTRIBUTION
SCALE

PDCA
X
20

YC

MARKETER
COMMUNIQUER
VENDRE

POC → PMF

M
V
P



Unicorn



CULTURE EATS STRATEGY FOR
BREAKFAST

PETER DRUCKER

JTBD (JOBS TO BE DONE)

TONY ULWICK

UX-CX
content omnicanal growth hacking platform
ZMOT SEO-A data driven ABM copy cat
stratégies digitales
freemium inbound collaborative mutuelle attribution contribution
servicisation POEM

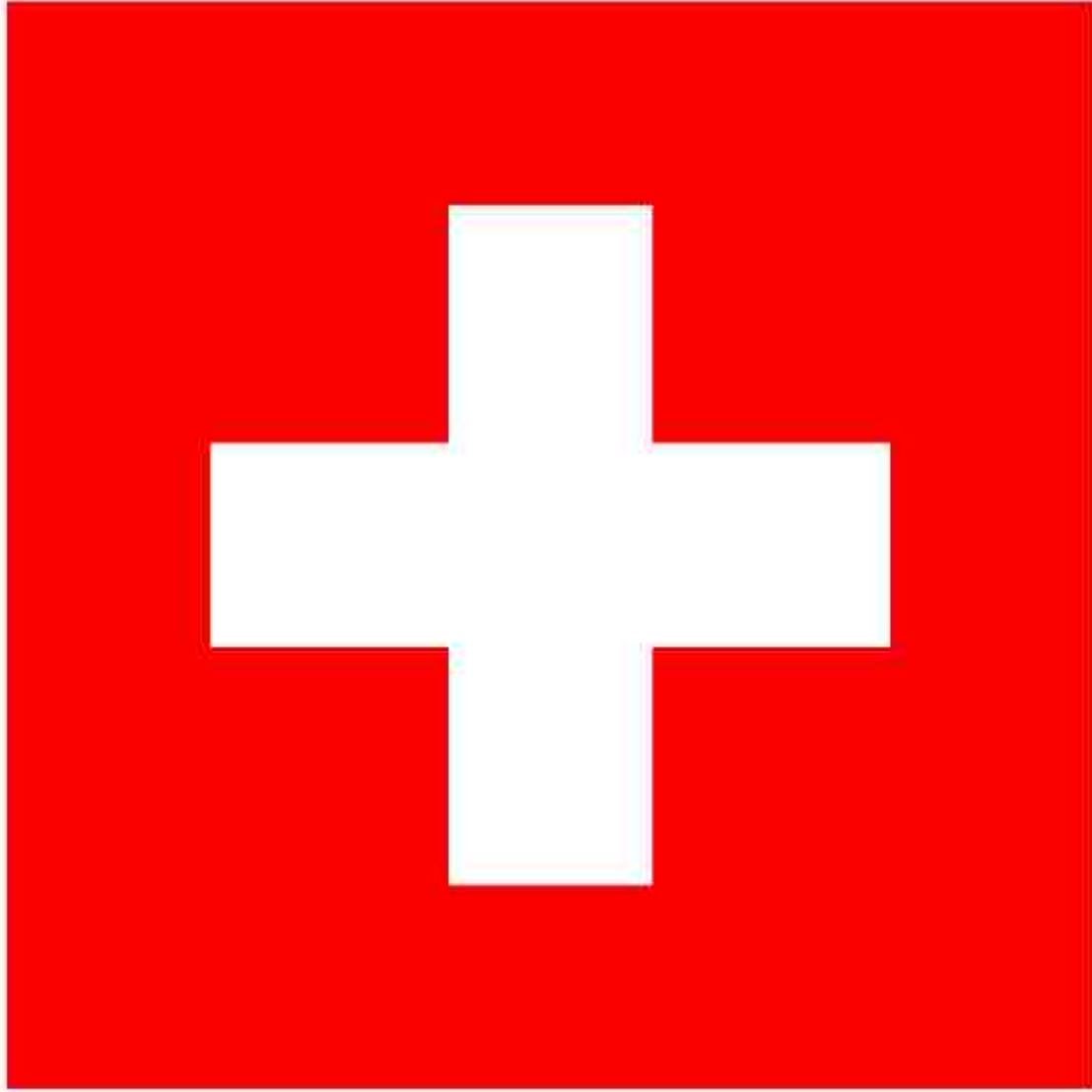
Cargo
Cult

Nouveaux Business Modèles



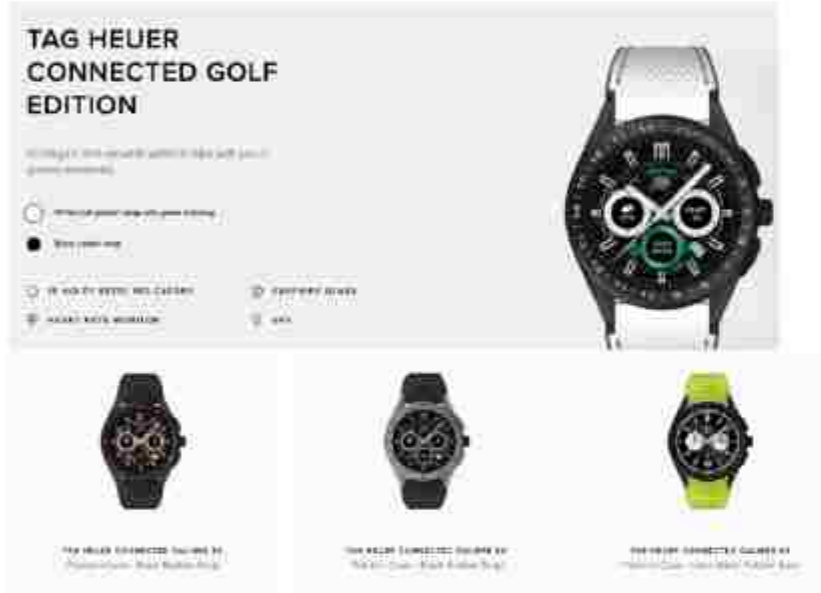
ROLEX







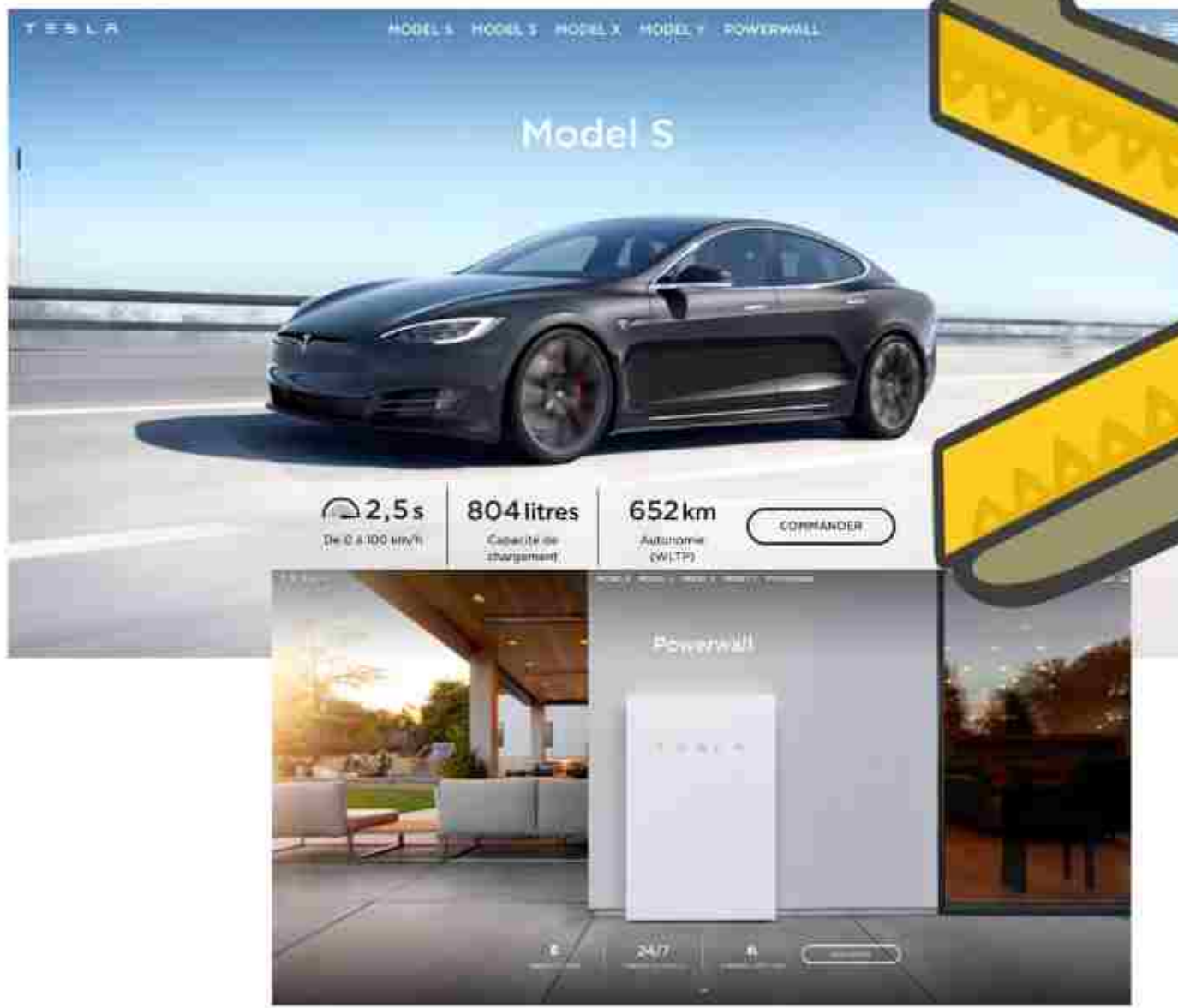
LEDGER HUBLOT lvmh tag zenith

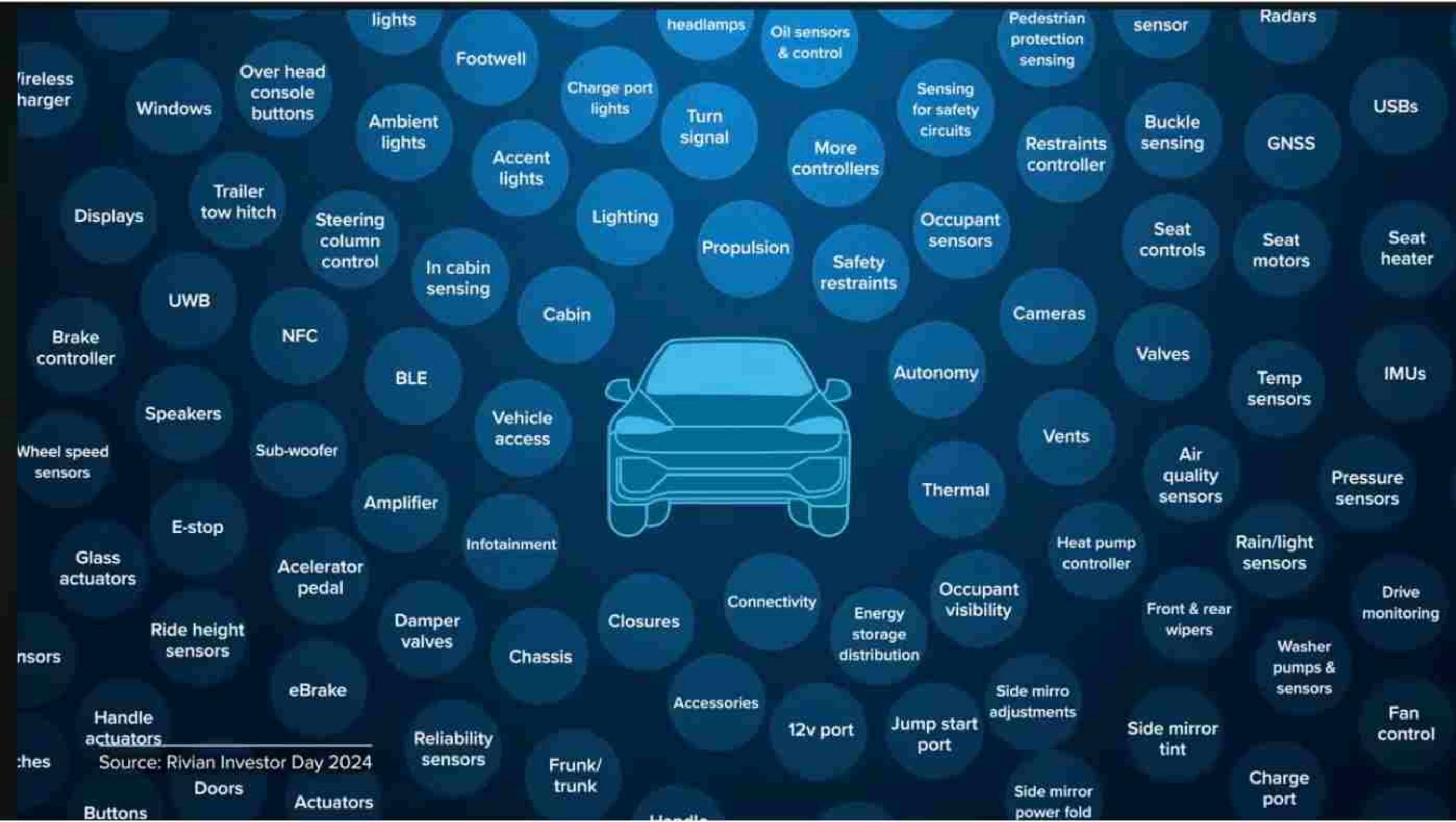


tag heuer



TAMBOUR HORIZON LIGHT UP CONNECTED WATCH





Handle actuators

Source: Rivian Investor Day 2024

Doors

Actuators

Buttons





Lufthansa
Innovation Hub

“

Culture
belongs at
the center
of your
strategy.

”

10 years today
Lufthansa
Innovation Hub

To partner is the
easy way to innovate.
You don't have to
reinvent the wheel.

Klaus Lippert
Managing Director
Lufthansa Innovation Hub



WE DESIGN THE
HAPPY JOURNEY
OF TOMORROW



INTENTIONAL



INNOVATION



AL



INNO



VATION



LIH



10 YEARS



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



Notes: Airlines selected based on # of passengers transported in 2019; market cap as of Oct. 26, 2020

Source: Lufthansa Innovation Hub, TNMT.com, Yahoo Finance



Adaptez vos services de visio-conférence à vos usages en entreprise

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Keyyo Connect

Keyyo Phone

Communications
Manager

CallPad

Switchboard

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Keyyo Fax

Keyyo Update

Keyyo Visio
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Keyyo Visio
Premium

2€^{.90} /mois^{ca}
sans engagement

12€^{.90} /mois^{ca}
sans engagement

Fermer les détails



L'essentiel des services
entreprises

Le tout-illimité
professionnel

Général, Assistance, support	Nb de participants	4	Illimité ^{ca}
	Durée de la conférence	illimité	illimité
	Support technique par mail/téléphone jours ouvrés/heures ouvrées	✓	✓
	Multisupports : PC, tablette, smartphone	✓	✓
	100% web, compatible avec tous les navigateurs web et mobile	✓	✓
Invitation, Collaboration	Conférence privée Invitation via URL Rejoindre par téléphone Chat en conférence Partage d'écran	✓	✓
	Conférence planifiée Invitation via Mail ou SMS Partage de documents et pointeur Tableau blanc collaboratif Transfert de fichier Prise de photo à distance Annotations sur les images en partage	✗	✓
Gestion, accès	Tableau de bord Historique de conférence Suivi de l'usage Enregistrement de conférence Modérer les participants Couper le micro, la caméra Verrouiller avec mot de passe Stockage cloud	✗	✓



STARLINK

HIGH SPEED INTERNET BY



STARLINK FOR AVIATION

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CONTACT US



HIGH-SPEED INTERNET IN FLIGHT

DOWNLOAD PER TERMINAL

40-220 MBPS

UPLOAD PER TERMINAL

8-25 MBPS

LATENCY

LESS THAN 99 MS

BUSINESS
20GB

\$2,000 /MT

Global 1000 Business Aviation Data

BUSINESS
UNLIMITED

\$10,000 /MT

Global Unlimited Business Aviation Data

GOVERNMENT
UNLIMITED

Contact us for details and pricing

Enhanced capabilities support a range of Government aircraft and Special Missions

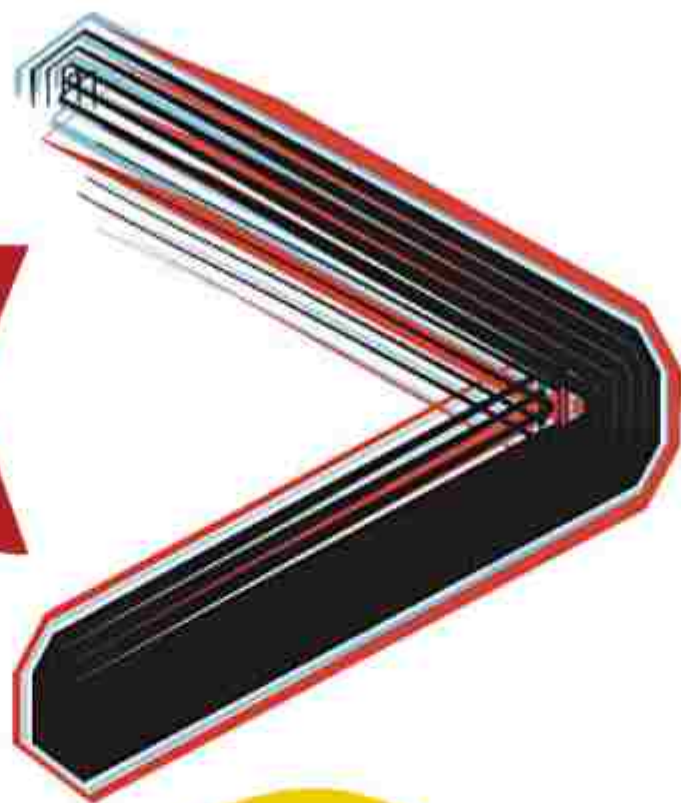
COMMERCIAL
UNLIMITED

Contact us for details and pricing

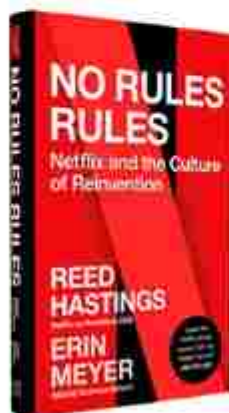
Enhanced speeds support streaming for every passenger



NETFLIX



Disney





Ranking	Banking Group	Market Capitalisation (USD bn)
1	JP Morgan	388
2	ICBC	330
3	Bank of America	315
4	China Construction Bank	270
5	Wells Fargo	268
6	HSBC	198
7	Agricultural Bank of China	200
8	Citi	183
9	Bank of China	180
10	Ant Financial	150
11	China Merchant Bank	122
12	Royal Bank of Canada	114
13	Santander	100
14	BNP Paribas	90
15	Goldman Sachs	91
16	Sberbank	84
17	Unicredit	50
18	Barclays	47



11/11/2022

???

100 milliards \$

2023 : divisé en 6



WeChat

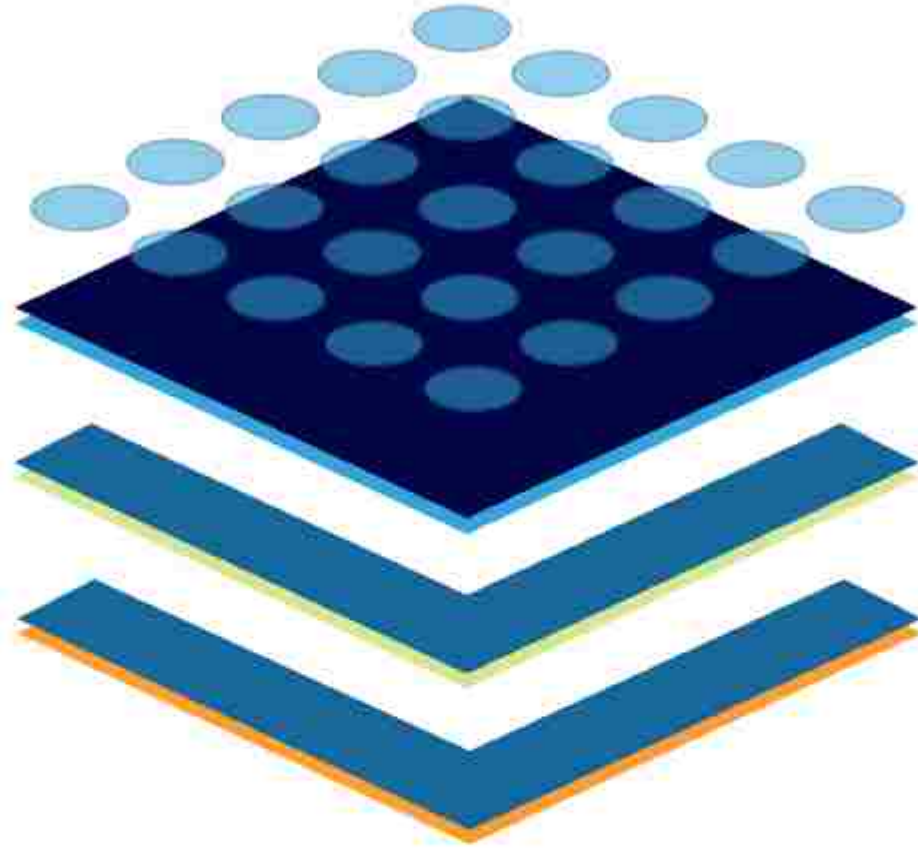


Hubert Kratiroff 

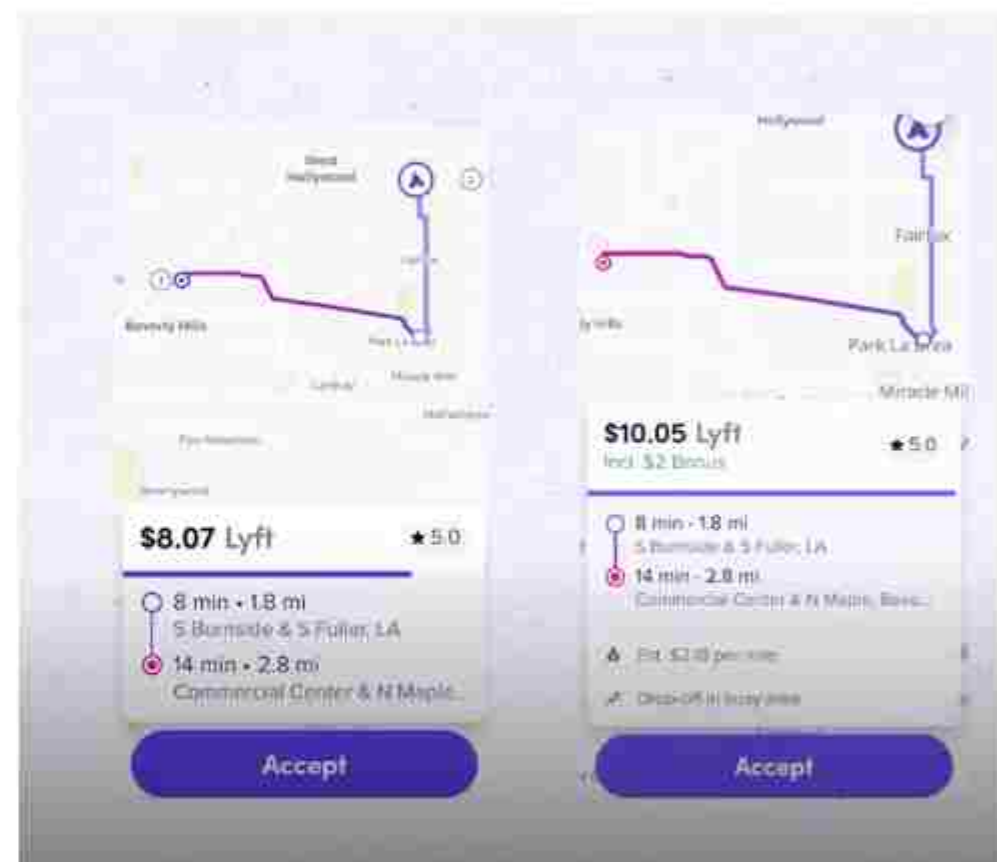
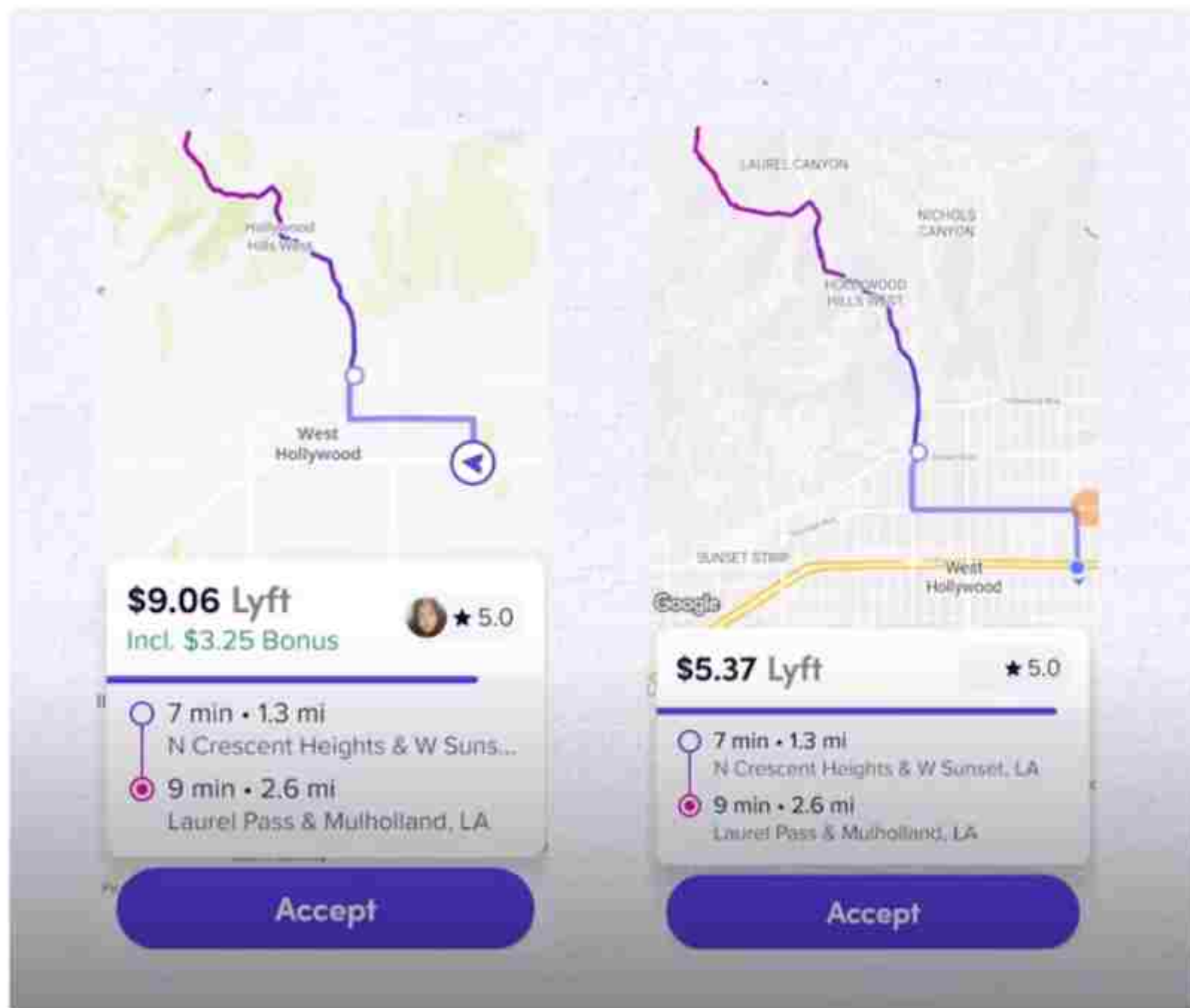
France



Scan the QR code to add me on WeChat



PLATFORM



servicisation
disruption
uberisation
tycoonisation
platformisation



Skip Maurice ►



XXX AAS

APP

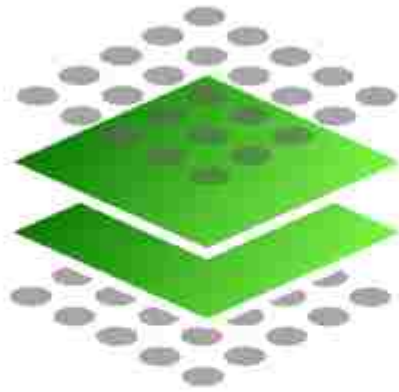
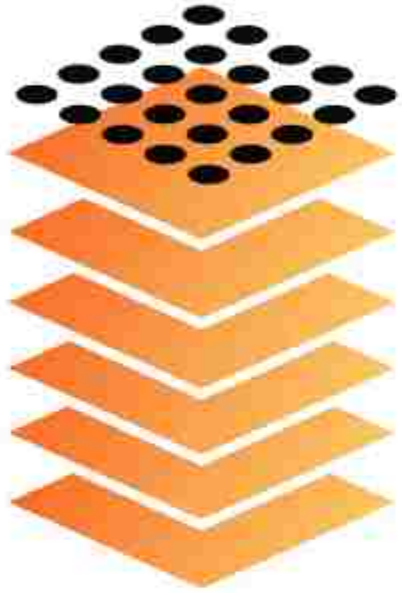
SOFT

USER

ADV

TRUST

DATA



PaaS
platform as a service

PLATEFORME VOCALE



PLATEFORME DOMOTIQUE

somfy



CONNEXOON

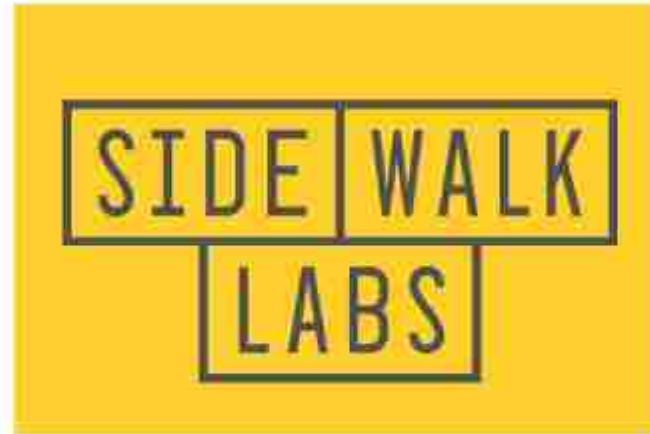


 **zigbee**



 **LoRa™**

PLATEFORME SMART CITY



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





trust creator

attn:

GIG

content

blue

m2m

thingonomics (IOT)

expectation

evonomics

new

micro

sha | ring

macro

economy

offre

neuro

platform

gift

nudge

barter

wikinomics

collaborative

market

attention

comportementale

intelligence

model

law

funding

sha | ring

power

crowd

marketing

open

innovation

lending

collaboration

sourcing

GAFA
Big Tech
Magnificent7

GAFA

MSNT

NATU

BEY

BATX

BDH

GAF A

Google Amazon Facebook Apple

MSNT

Microsoft Salesforce NVIDIA Twitter

NATU

Netflix Airbnb Tesla Uber

BEY

Booking Expedia Yandex*

BATX

Baidu Alibaba Tencent Xiaomi

BDH

Bytedance DJI Hikvision

Alphabet Meta = MAAA

Huawei / Cisco / Oracle

Naver



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超级兵：世间

登录

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动画 957 音乐 999+ 舞蹈 214 知识 887 生活 990+ 时尚 255 娱乐 999+ 放映厅 19

番剧 28 国创 60 游戏 999+ 数码 195 鬼畜 40 资讯 9 影视 999+ 更多

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直播 课堂 音乐PLUS

联系客服



直播 番剧 国创 漫画 音乐 游戏 知识





Pinduoduo

App store screenshots

UISOURCES



Pinduoduo: 300M people are fighting! Shopping app. Newcomer exclusive: 888 yuan red envelope

Discount area: nine nine special sale

Time limited flash sales: 1 yuan

New in winter



精彩活动

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PINDUODUO E-COMMERCE PLATFORM

-9.9特卖



精选专题

查看更多>



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热门 手机 食品 电器 女装 母婴 水果



【掉落包赔】卫生间置物架壁挂浴室卧室厕所墙上置物架免

退货包运费 极速退款 满35送2

¥2.5 已拼8.2万件

入选收纳架畅销榜

色白色 用去污



usb小风扇迷你手持学生可充电静音随身便携式桌面

KEBINSI官方旗舰店

退货包运费 极速退款

¥5.9 已拼10万+件



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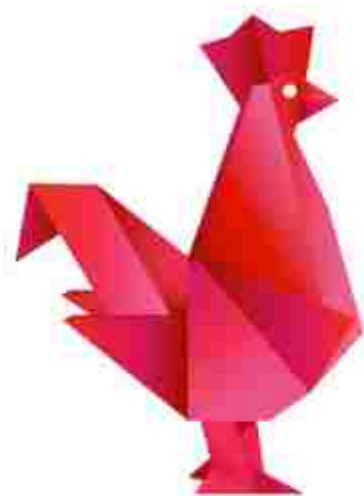
聊天

个人中心

Qui disrumpte
les
BATXBBDH?

#OLDWORLD





La
FRENCH TECH
NEXT40



La
FRENCH TECH
FT120



Kat Borlongan

Entrepreneuse

Katherine Borlongan, dit Kat Borlongan, née le 30 janvier 1983 à Manille, est une consultante en innovation et une entrepreneuse française, directrice de la Mission French Tech depuis 2018.

[Wikipédia](#)

Date et lieu de naissance : 30 janvier 1983 (Âge: 37 ans), [Manille](#), [Philippines](#)



Welcome
Clara Chappaz

NOUVELLE DIRECTRICE DE LA MISSION FRENCH TECH

Les critères du FT120 sont perfectibles parce que l'écosystème French Tech est extraordinairement divers", selon Kat Borlongan

French Tech Next40/120 2021



FRENCH TECH NEXT 40



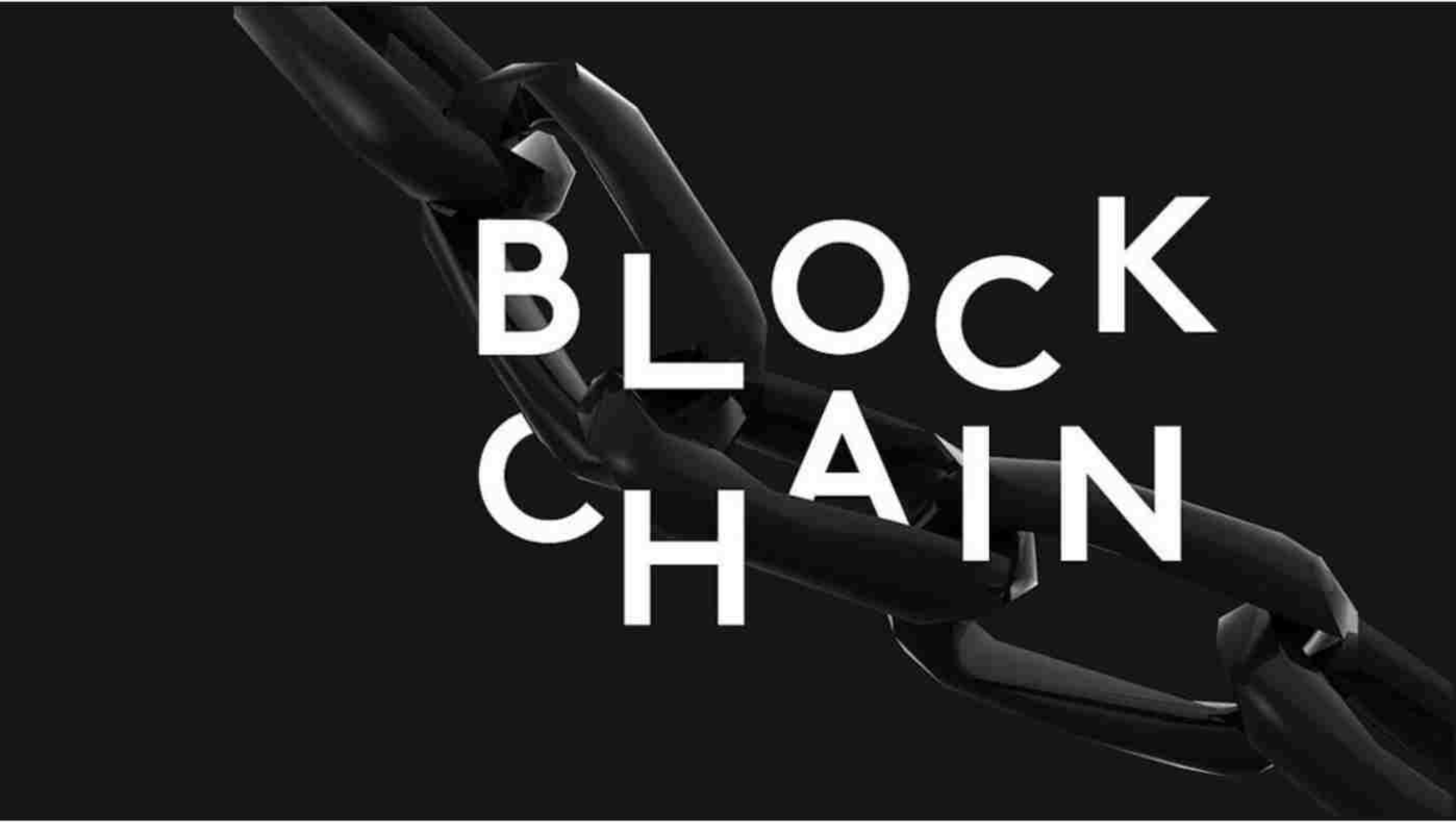
FRENCH TECH 120



A background of out-of-focus, colorful circles in shades of blue, pink, green, and yellow, creating a bokeh effect against a dark gray background.

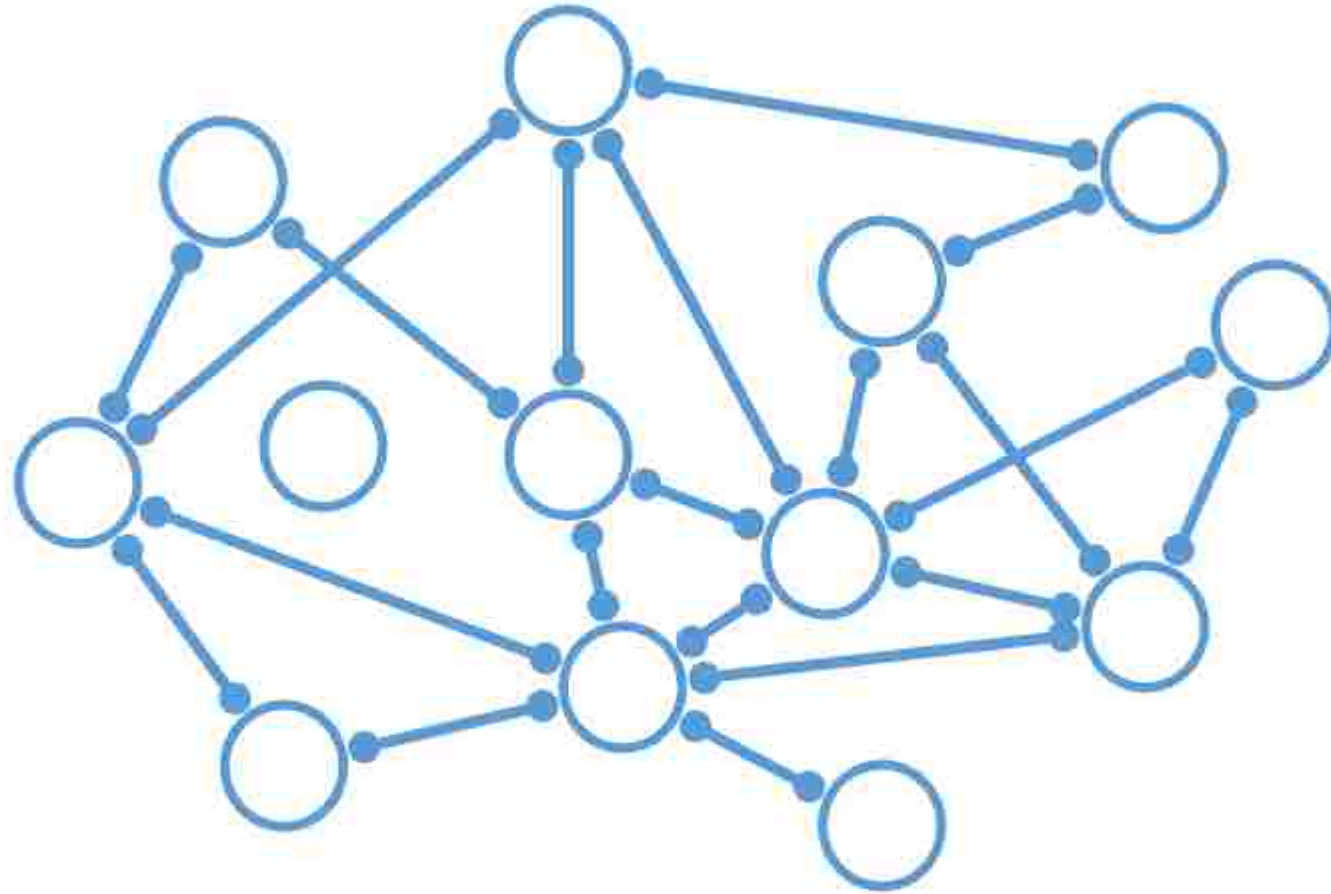
DNWB

servicisation
disruption
uberisation
tycoonisation
platformisation

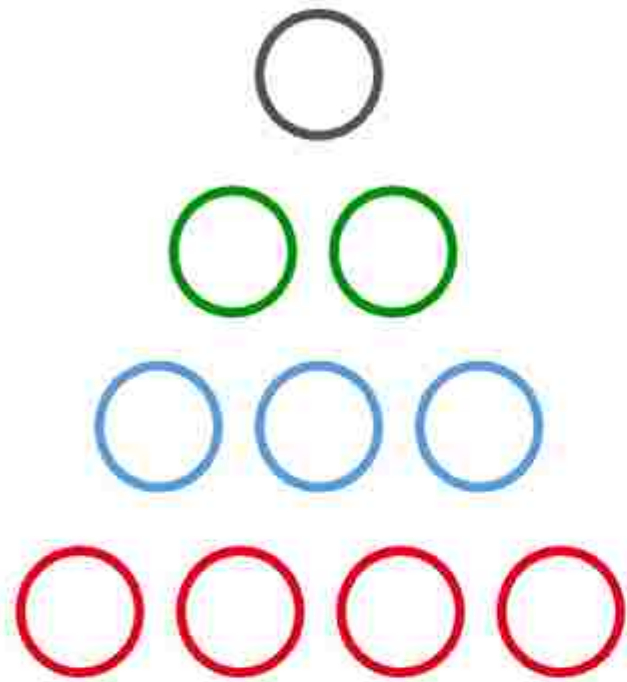


BLOCK CHAIN

DeFi : decentralized finance

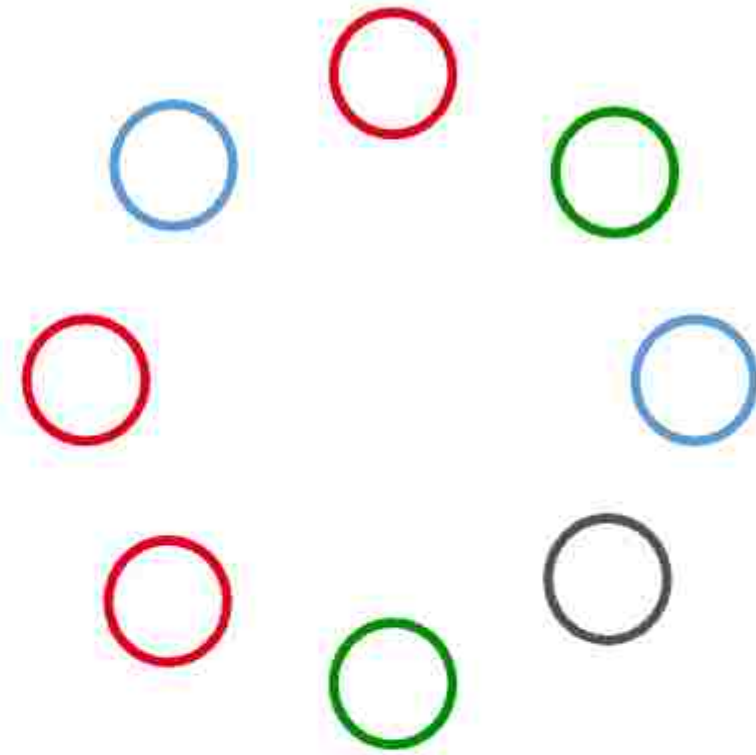


DAO: decentralized autonomous organization



Top-Down

old / XXe century / hierarchy / pyramid / slow
 silo / secure / indirect /



Holacracy

new / Zappos / fast / risky / direct / Robertson

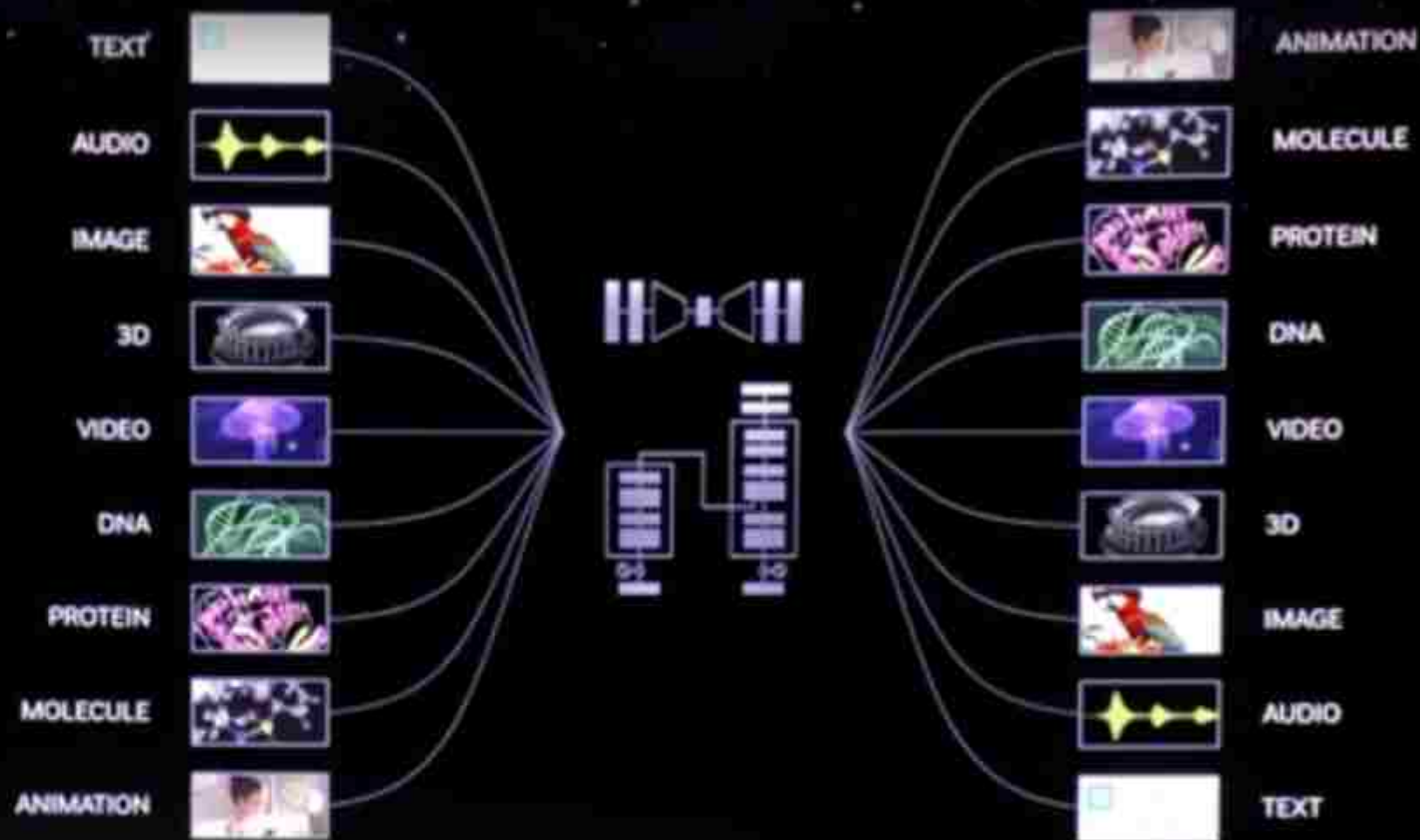




GTC
2024

GPU
TECHNOLOGY
CONFERENCE

GENERATIVE AI The iPhone Moment of AI



Jensen Hsun HUANG - NVIDIA - GH200 Grass Hopper 200 - super chip





NVIDIA

aws



life.augmented

soitec

ASML





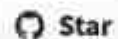


Try out our **NEW** inference solution



The AI community building the future.

Build, train and deploy state of the art models powered by
the reference open source in machine learning.



Star

71,086

More than 5,000 organizations are using Hugging Face



Allen Institute for AI
Non-Profit - 128 models



Facebook AI
Company - 341 models



Graphcore
Company - 33 models



Google AI
Company - 518 models



Intel
Company - 56 models



SpeechBrain
Non-Profit - 55 models

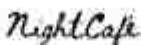
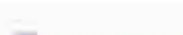
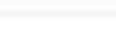
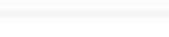
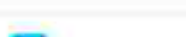
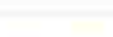
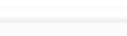
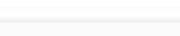


Microsoft
Company - 197 models



Grammarly
Company

Top 50 GenAI Web Products, By Monthly Visits

1.  ChatGPT	11.  YOU	21.  NightCafe	31.  GPTG.ai	41.  Fliki
2.  character.ai	12.  leonardo.	22.  Replicate	32.  runway	42.  pornpen.ai
3.  Bard	13.  PIXLR	23.  Speechify	33.  Playground	43.  KAPWING
4.  Poe	14.  VEED.IO	24.  ElevenLabs	34.  Kaiber	44.  Gamma
5.  QuillBot	15.  Otome	25.  Lexica	35.  Hotpot	45.  Looka
6.  PhotoRoom	16.  AI-Novel	26.  VocalRemover	36.  Stable Diffusion	46.  humanornot
7.  CIVITAI	17.  cutout.pro	27.  Writesonic	37.  copy.ai	47.  PIXAI
8.  Midjourney	18.  ForefrontAI	28.  CHATPDF	38.  ZeroGPT	48.  WRITER
9.  Hugging Face	19.  Clipchamp	29.  D-ID	39.  Smodin	49.  NovelAI
10.  Perplexity	20.  TheB.AI	30.  Chub.ai	40.  ZMO.AI	50.  DeepSwap

Source: This list was generated based on global desktop and mobile web visits with data from SimilarWeb as of June 2023. It includes the top 50 products in the GenAI web space. This list does not include app-only companies and does not include actively developing within a closed network. Check out the full list of products on our website. This list is not intended to be a ranking of products. Product performance is not indicative of future success. Please do not use this list as a basis for investment decisions. We will not be responsible for any losses or damages resulting from the use of this list.

WEB3

RISQUES



A

Decentralized web
DAO, Holacracy
Scrum
Linked data

B

Transparency
Trust
Verified ID
Ownership

C

Native payment
Crypto inside
Wallet connected
Play to Pay

Fondation : Blockchain

Risques WEB3

VC

les investisseurs
peuvent prendre des
positions
dominantes

Droit à l'oubli

impossible d'effacer
la blockchain, le
passé est figé

Courbe apprentissage

détenir ses
informations oblige
des connaissances
techniques

Risques WEB3

copyright

art original facile à voler et à protéger au nom d'un tiers

scam

manipulations nombreuses sur base d'idées brillantes

hyper tokenisation

peut-on durablement tout tokeniser sans risquer une pénurie



**not your keys
not your coins**

**Le WEB3 est :
plus complexe
plus technique
plus codé**

**moins assisté
moins infantilisant
moins le produit**

BESOIN DE FORMATION



**not your keys
not your coins**

**Le WEB3 est :
plus complexe
plus technique
plus codé
plus acteur**

**moins assisté
moins infantilsé
moins le produit**

BESOIN DE FORMATION



INTERNET ARCHIVE

WayBackMachine





Jimmy Wales

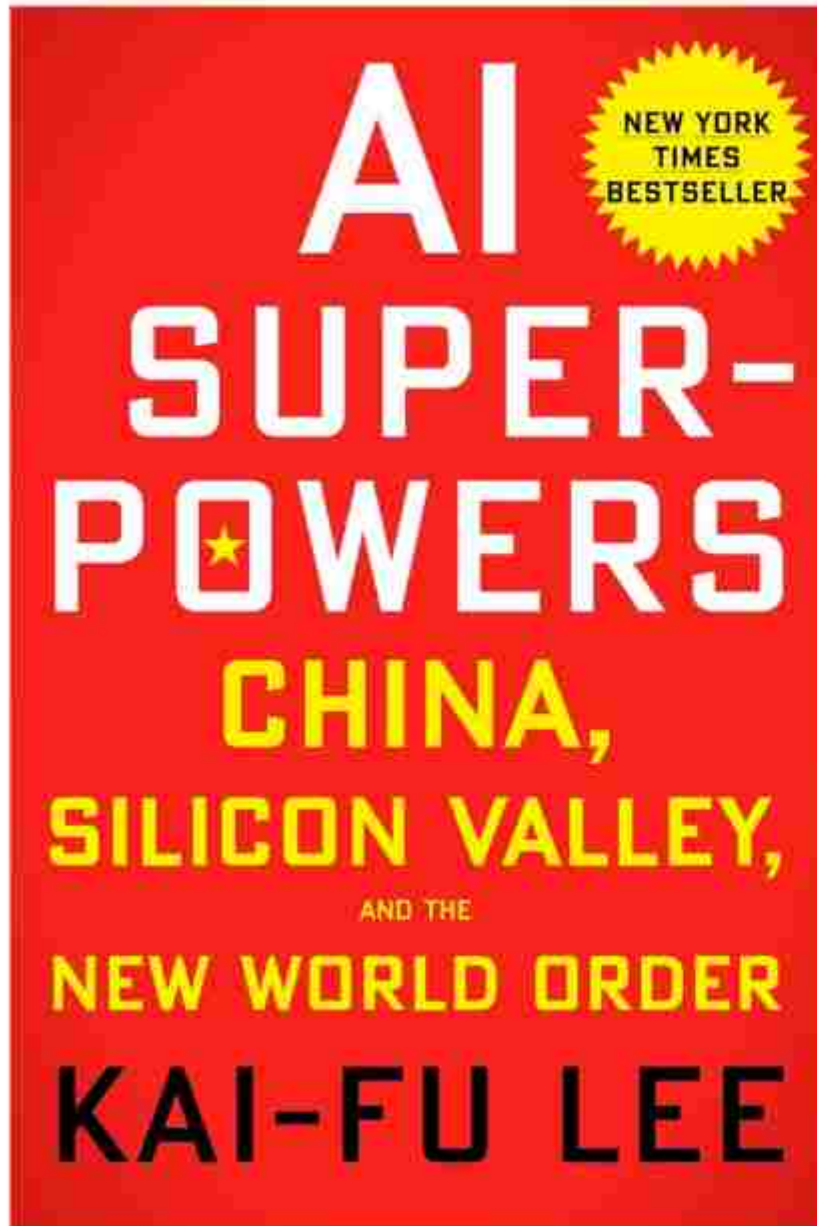
Wikimedia
Foundation







Kai-Fu Lee



Portfolios with over 100 million USD in valuation



"Admirable in its scope... what makes *The Zero Marginal Cost Society* worth reading is its audacity, its willingness to weave a vast string of developments into a heartening narrative of what our economic future may hold for the generations to come." — *FORTUNE*

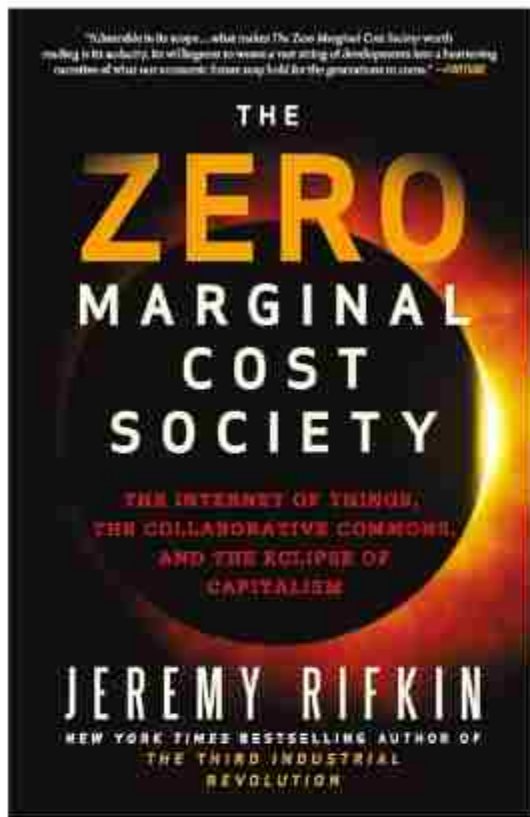
THE ZERO MARGINAL COST SOCIETY

THE INTERNET OF THINGS,
THE COLLABORATIVE COMMONS,
AND THE ECLIPSE OF
CAPITALISM

JEREMY RIFKIN
NEW YORK TIMES BESTSELLING AUTHOR OF
THE THIRD INDUSTRIAL
REVOLUTION

“JEREMY RIFKIN,”





"The Zero Marginal Cost Society" by Jeremy Rifkin explores the transformative impact of the digital revolution on the economy.

Rifkin argues that technological advancements, particularly the Internet of Things (IoT), are driving the cost of producing many goods and services close to zero. This shift is leading to a new economic paradigm where traditional capitalist systems are being disrupted.

1/ Zero Marginal Cost: Rifkin contends that the cost of creating many goods and services is approaching zero due to technological advancements. This phenomenon is driven by the IoT, which allows for efficient production and distribution with minimal additional costs.

2/ Collaborative Commons: The book introduces the concept of the "Collaborative Commons," a new economic system where goods and services are shared rather than owned. This system is facilitated by digital platforms that enable collaborative consumption and production.

3/ Eclipse of Capitalism: Rifkin predicts the decline of capitalism as the traditional economic model becomes less relevant in a world where goods and services are nearly free. He suggests that a new economic paradigm will emerge, characterized by decentralized and collaborative production and consumption.

Internet of Things (IoT): The IoT plays a central role in Rifkin's vision. It enables the seamless integration of physical objects with digital networks, leading to unprecedented levels of efficiency and productivity. This connectivity is crucial for achieving zero marginal cost in production and distribution.

Energy Transition: Rifkin discusses the transition to renewable energy sources, which he believes will further reduce costs and increase efficiency. This shift is part of a broader movement towards sustainable and decentralized energy systems.

Impact on Employment: The book examines the potential impact on employment as automation and digital technologies reduce the need for human labor in many industries. Rifkin suggests that this could lead to significant changes in the labor market and the nature of work.

Social Implications: Rifkin explores the social implications of a zero marginal cost society, including changes in consumer behavior, business models, and social structures. He argues that these changes will lead to a more equitable and sustainable society.

Technological Innovations: The book highlights the role of technological innovations in driving economic transformation. Rifkin emphasizes the importance of continuous innovation in maintaining efficiency and reducing costs in production and distribution.

Future Outlook: Rifkin provides a visionary outlook on the future, suggesting that we are on the brink of a new economic era characterized by near-zero marginal costs, collaborative consumption, and sustainable energy systems. He believes that this transition will fundamentally change how we live, work, and interact with each other.

In summary, "The Zero Marginal Cost Society" presents a compelling argument for a future where technological advancements lead to a new economic paradigm, driven by the Internet of Things and characterized by nearly free goods and services, collaborative consumption, and sustainable energy systems.

GAFA
NATU
BATX

BIG
TECH

DN
VB



BLOCK
CHAIN

*platform
x-tech*

WEB
3



servicisation - disruption
uberisation - tycoonisation
platformisation

SAAS
X-AAS

BIFACE
TRI-FACE
TWO-SIDED MARKET

01.AI



Following

Kai-Fu Lee

AI Expert, CEO of @01ai, and Chairman of 创新工场 @xincowork, former President of Google China, Author of AI 2041 and NYT Bestseller AI Superpowers

Beijing, China · 1.4K · Born December 9 · Joined June 2020

670 Following · 1.4M Followers

workshop

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WEB3

pour vos entreprises
et vos offres (value prop)

WEB 3 in
our lives
our companies
our citizenship

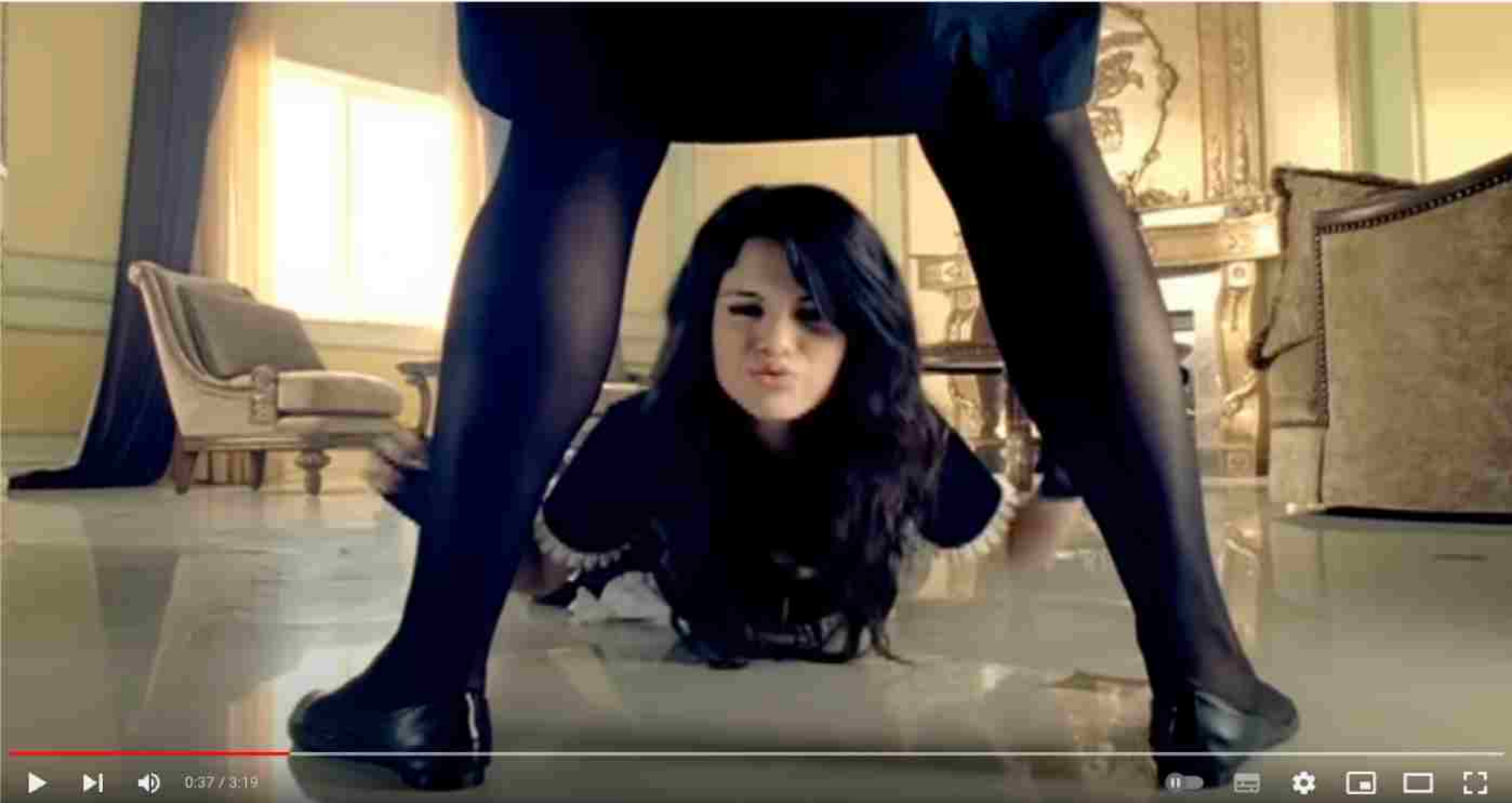
TELL ME SOMETHING I DON'T KNOW!

WITH STEPHEN J. DUBNER
Host of Freakonomics Radio



**TMSIDK about
marketing,
digital, tech, cie,
startup...**

Plan A... planB
50% is it a nice fun fact
50% did I know it ?







reddit





OpenSea

Drops

Stats

Create

Search

Login



Pudgy Penguins

TheGloCompany



301,514 ETH

Total volume

21 ETH

Floor price

4.0052 WETH

Best offer

2%

Listed

4,449 (50%)

Owners (Unique)

Pudgy Penguins is a collection of 8,888 NFTs, accelerating Web3 ... [See more](#)

Items 8,888 · Created Jul 2021 · Creator earnings 5% · Chain Ethereum

Items

Offers

Analytics

Activity



Live

8,888 results

Search by name or trait

Price low to high



Status

All

Listed

On auction

New

Has offers

Creator earnings



Support creators

Show listings which pay the creator their requested earnings of 5%.



Price



Pudgy Penguin #4787

21 ETH

Last sale: 20.7 WETH



Pudgy Penguin #3087

21.5 ETH

Last sale: 11.2 ETH



Pudgy Penguin #3562

21.5 ETH

Last sale: 23.75 ETH



Pudgy Penguin #6088

21.5 ETH

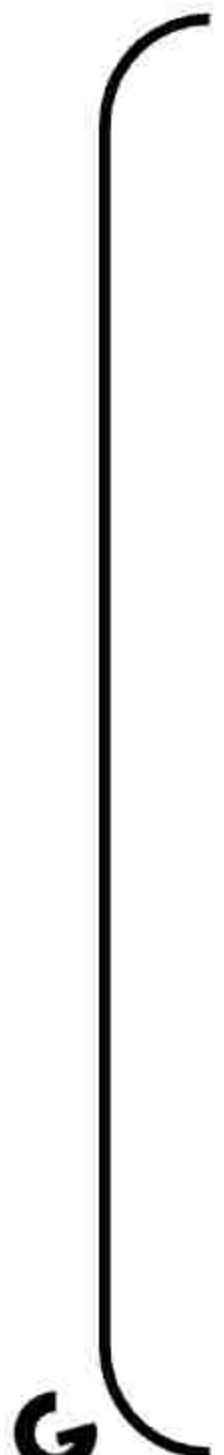
Last sale: 20.15 ETH



Pudgy Penguin #4463

22.26 ETH

Last sale: 21 WETH



Ada Lovelace
Turing
Vin Cerf
Tim Berners-Lee
Metcalfe
Moore
Rifkin



Code
Test de Turing
TCP/IP
http
network
scaling
3IR

internet arpanet 1970 —> 81 (2 —> 213 ordi)

1969 TCPIP

email 1975

IN2P3 voice next cube mac os

cern tim berners le robert caillo 1989

Mozaik —> navigateur web 1993 image mise en page

Yann ikon iksi open chrome vs flash vs xml vs W3

Quiz : internet a 50 30 20 ans

Quiz : Web a 20 30 40 ans

Quiz : email a 20 30 40 ans

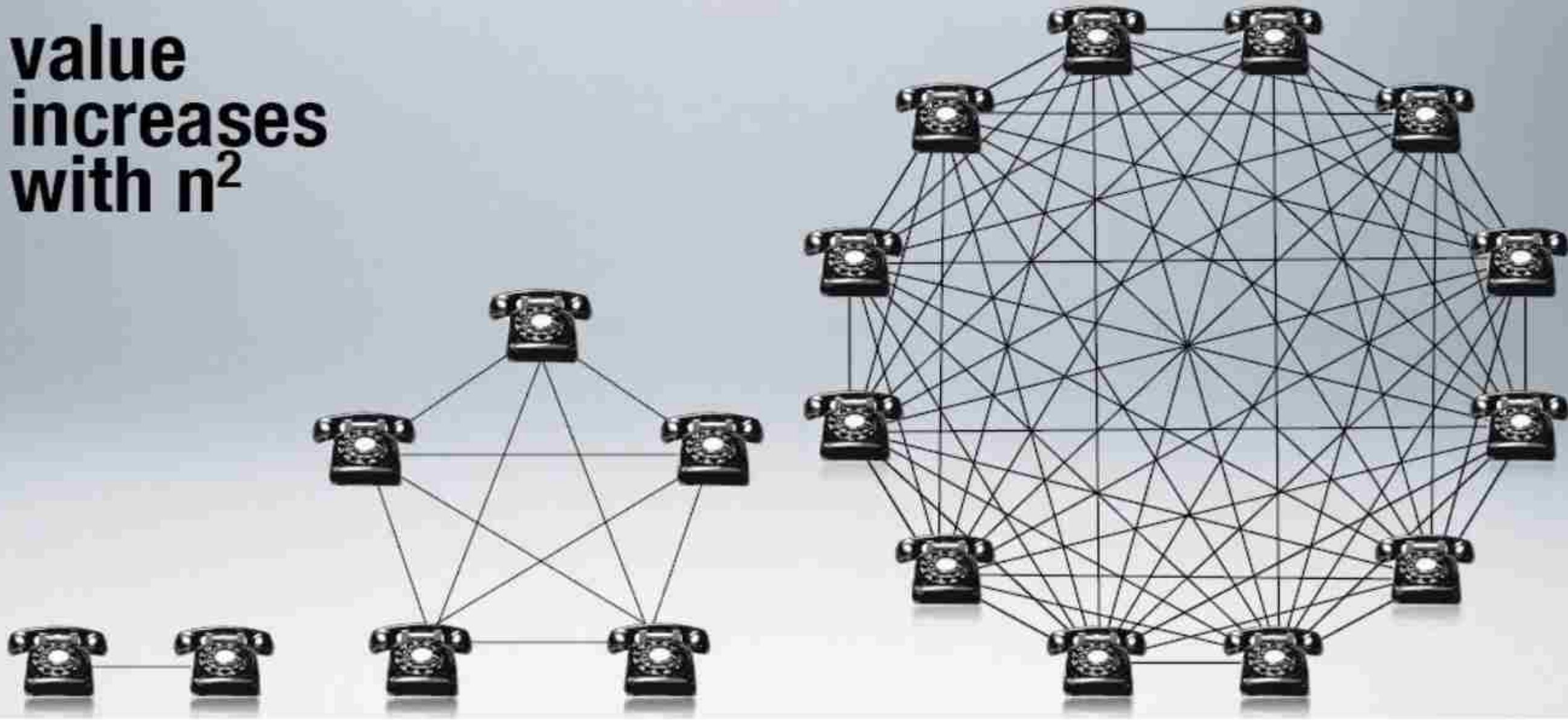
timeline

arpanet internet mail tcpip web html http mosaic mozilla firefox

APP

METCALFE'S LAW

value
increases
with n^2



"What makes *The Zero Marginal Cost Society* worth reading is its audacity, its willingness to weave a vast string of developments into a reassuring narrative of what our economic future may hold for the generations to come." —*FORTUNE*

THE ZERO MARGINAL COST SOCIETY

THE INTERNET OF THINGS,
THE COLLABORATIVE COMMONS,
AND THE ECLIPSE OF
CAPITALISM

INTERNATIONAL
BESTSELLER

JEREMY RIFKIN

NEW YORK TIMES BESTSELLING AUTHOR OF
THE THIRD INDUSTRIAL REVOLUTION

Satochi Nakamoto
Vitalik Buterin
Pascal Gauthier
Nicolas Julia
Jensen Huang
Sam Altman

PNL JUL



grace hopper

Grace Hopper, née le 9 décembre 1906 à New York et est décédée le 1er janvier 1992 à Arlington. C'est une mathématicienne mais aussi vice-amiral de la marine américaine. Elle a été pionnière dans le développement de l'informatique. Elle a notamment participé à la création des premières applications navales:

Hedy Lamarr

Née en 1914 à Vienne puis naturalisée américaine, à la fois actrice, productrice de cinéma et inventrice, Hedy Lamarr de son nom de naissance « Hedwig Eva Maria Kiesler » a marqué l'histoire scientifique des télécommunications en inventant en 1941 avec le compositeur



George Antheil, la « technique Lamarr », un système de codage des transmissions par étalement de spectre, ancêtre des techniques toujours utilisées actuellement pour les liaisons chiffrées militaires, la téléphonie mobile ou la technologie **Wi-Fi**.

Ce système secret de communication est applicable aux torpilles radio-guidées, qui permettait au système émetteur-récepteur de la torpille de changer de fréquence, rendant pratiquement impossible la détection de l'attaque sous-marine par l'ennemi. Ce principe de transmission (étalement de spectre par saut de fréquence) est toujours utilisé pour le positionnement par satellites (GPS, GLONASS...), les liaisons chiffrées militaires, les communications des navettes spatiales avec la terre, la téléphonie mobile ou dans



Alice Recoque

Feb. 20

SoFi

SoFi

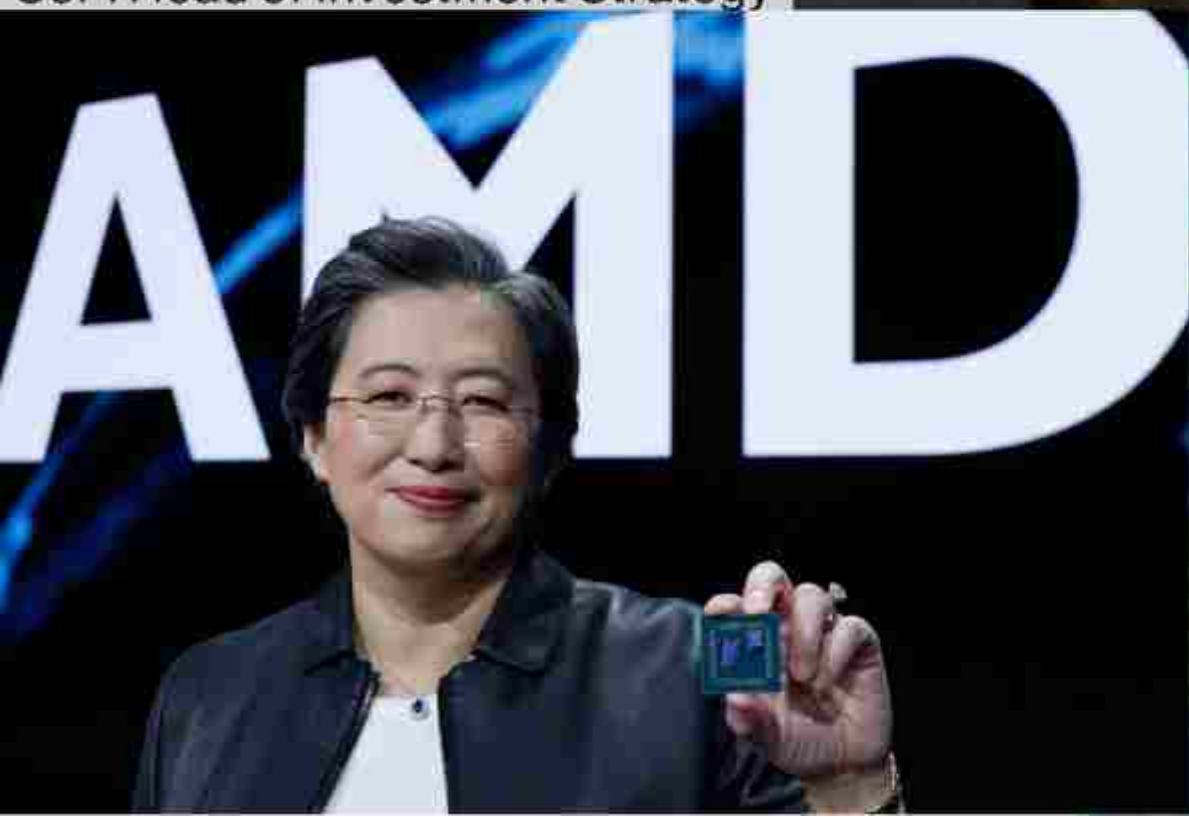
ay



Liz Young
SoFi Head of Investment Strategy



Arianna Huffington
THRIVE GLOBAL CEO



Aparna Pappu
VICE PRESIDENT AND GENERAL
MANAGER OF GOOGLE WORKSPACE

Business
of Bouffe

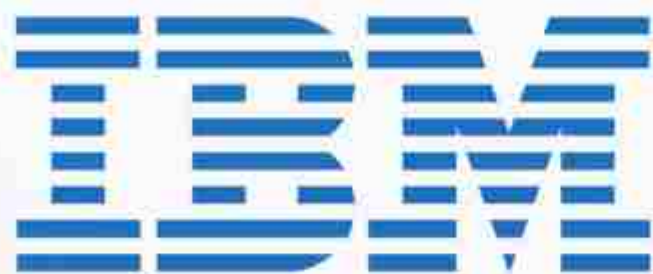
TEMPÊTE

#48 - L'essentiel

Julie Chapon

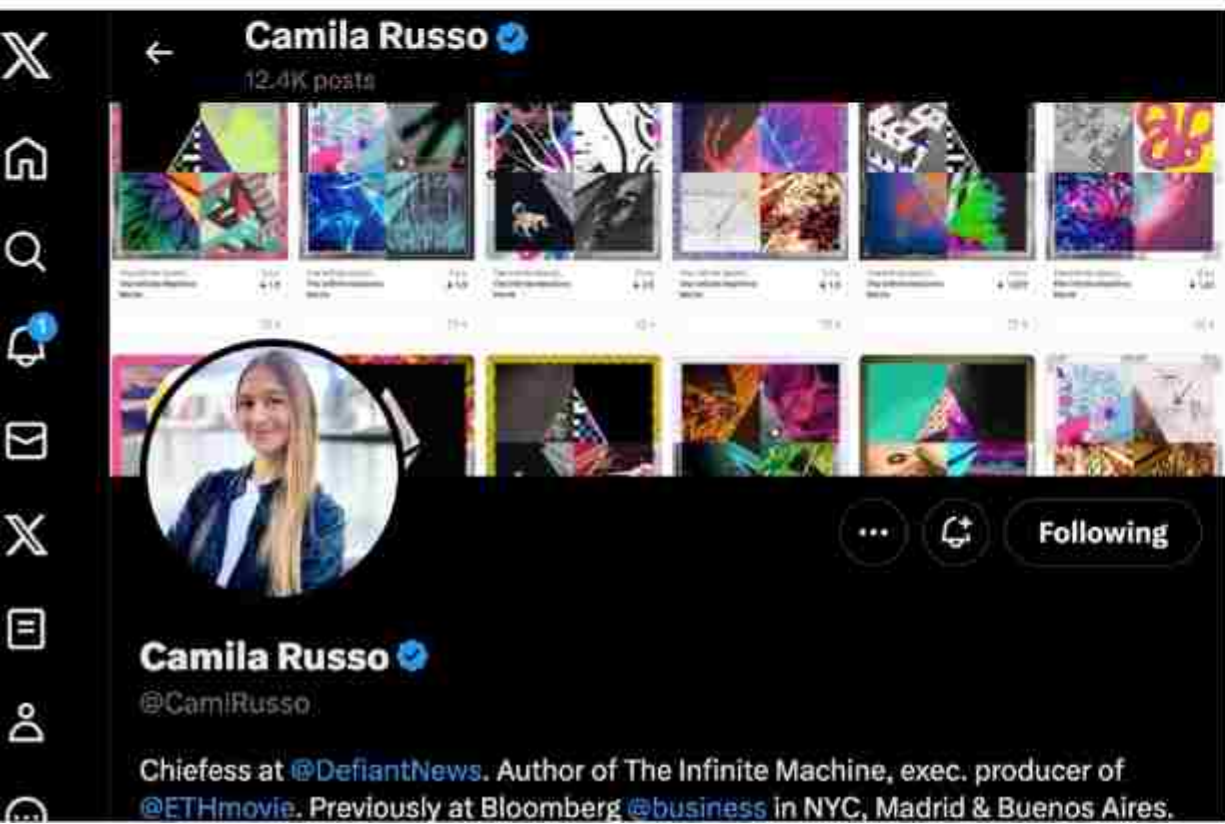
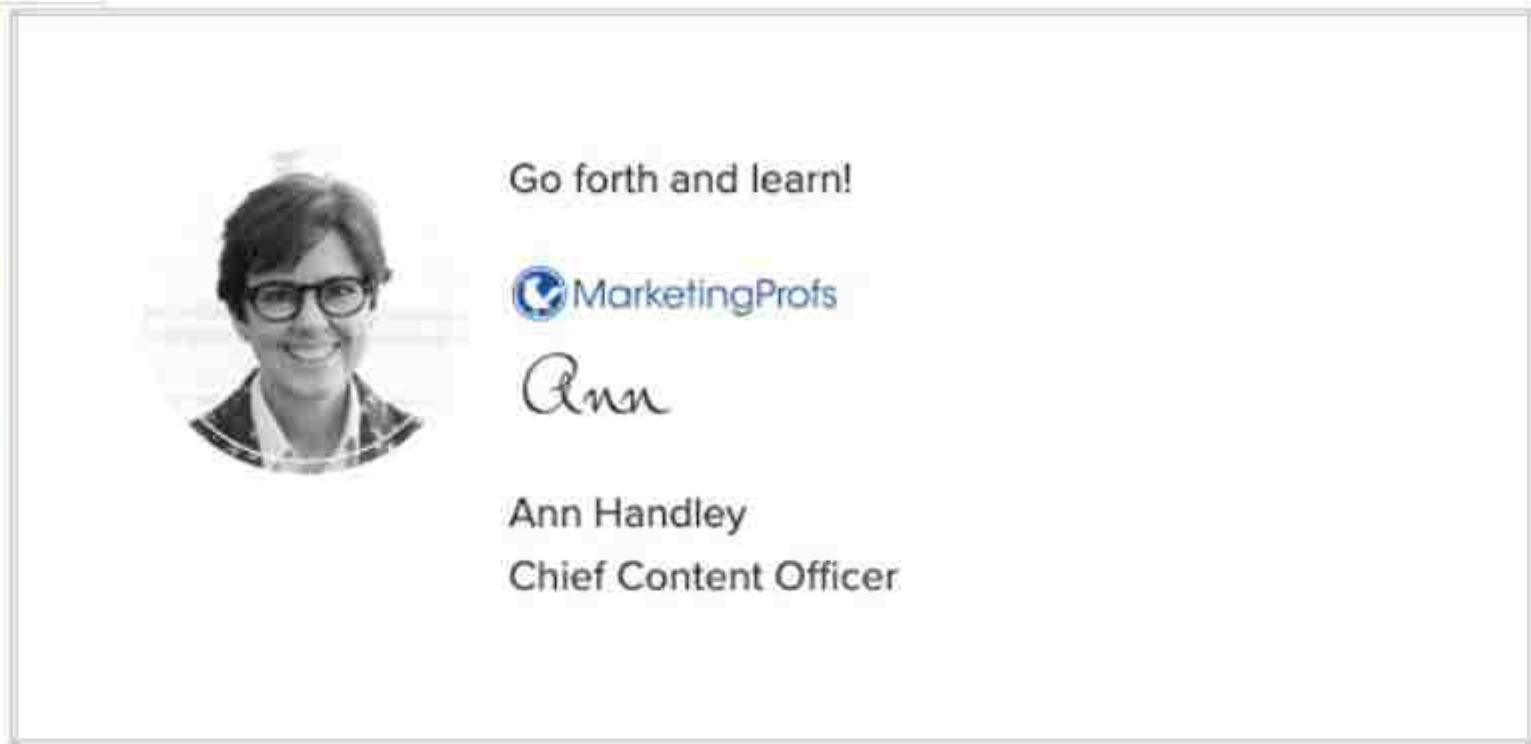
Yuka





“**Done is better than perfect.**”

- Sheryl Sandberg, COO of Facebook





Eléonore Crespo
PIGMENT CO-CEO AND
CO-FOUNDER





CORNELL TECH @ Bloomberg

Featuring Caryn Seidman-Becker, CEO,
Co-founder, and Chairman of CLEAR

Full Interview



SERENA X  sorare

**SERENA WILLIAMS
JOINS SORARE AS
BOARD ADVISOR**

#OWNYOURGAME

"If you're not occasionally failing, you're not trying hard enough. *Fail Fast, Fail Often* offers helpful tactics for conquering paralyzing fear and taking the strategic risks necessary for success."

—Todd Henry, author of *Die Empty* and *The Accidental Creative*

FAIL FAST, FAIL OFTEN



How Losing
Can Help
You **WIN**

Ryan Babineaux, Ph.D.,
and John Krumboltz, Ph.D.

**FAIL FAST.
FAIL EARLY.
FAIL OFTEN.**

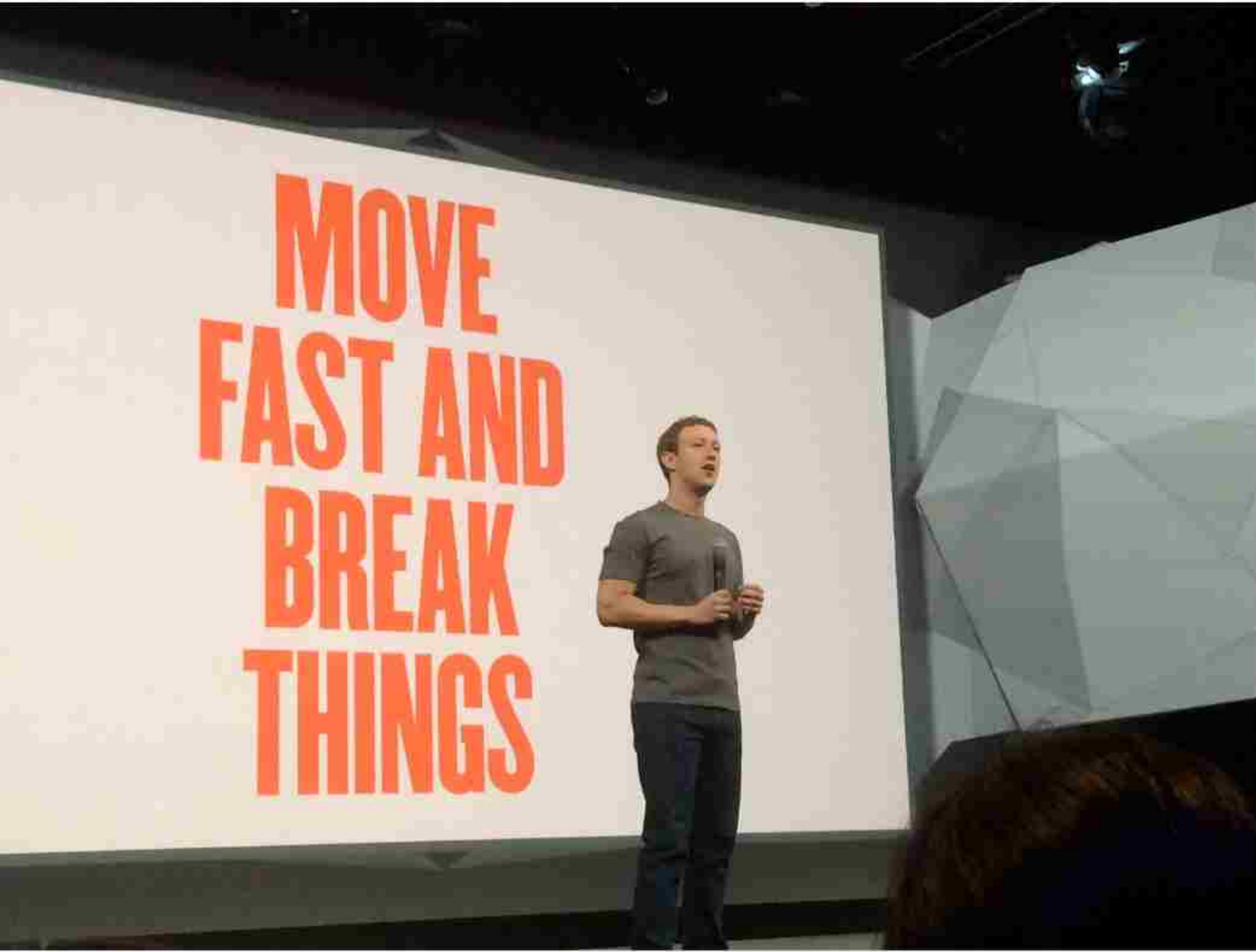
 bedssi.com



“

Done is better than perfect.”

- Sheryl Sandberg, COO of Facebook



LEAN IN

WOMEN, WORK, AND
THE WILL TO LEAD

SHERYL SANDBERG



*done is better
than perfect*

Getting Things Done
the art of stress-free
productivity
from the New York Times bestselling author
David Allen



Nine Reasons That
Done
Is Better Than Perfect

1. Done Gets Results
2. Perfect Causes Paralysis
3. Nobody Notices Mistakes
4. You Can Still Fix it Later
5. It Proves You are Confident
6. You're Not Weighed Down by Envy
7. You Value Constructive Criticism
8. You Enjoy the Journey
9. Perfect is Subjective

“THE FUTURE IS ALREADY
HERE — IT'S JUST NOT
VERY EVENLY DISTRIBUTED”



*William Ford Gibson (1948-)
cyberspace noir prophet*

“

J'aime dire que la
transformation
digitale est finie.

”

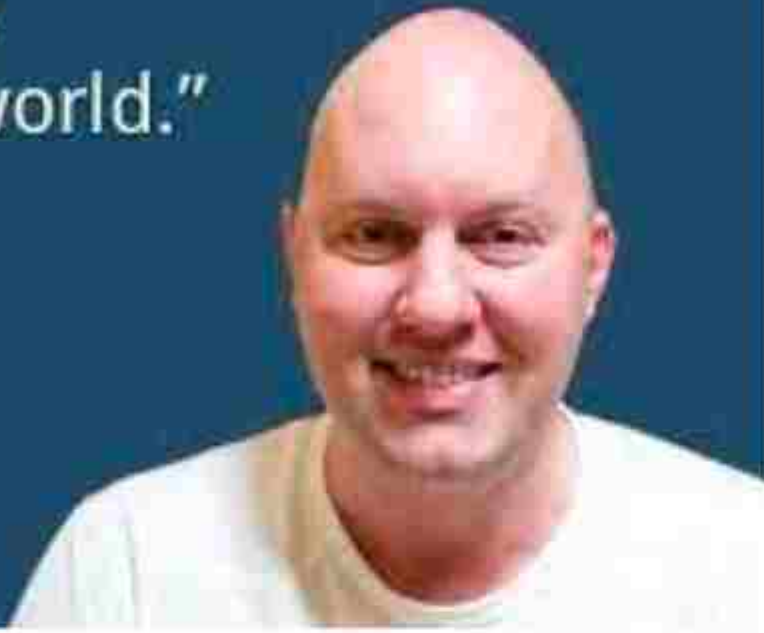
AurélieJean

LP CEO et Fondatrice
In Silico Veritas, LLC



"Software is
eating the world."

Marc Andreessen



Software is eating up the world*



* Marc Andreessen
in Wall Street Journal

5

Intelligent Machines

**Nvidia CEO: Software
Is Eating the World,
but AI Is Going to Eat
Software**



FUN FACT

The coupon was created at such an intersection, but instead of AI/web3/VR, it was created at the intersection of the steam-powered printing press, mass newspapers, and innovations in the US Postal Service. And now coupons and their digital-first cousin “promo codes” — play a deep role in commerce and culture.

Why the coupon was invented

You might know that Coca-Cola is credited with creating the first coupon in **1887**. I know this because I’m a bit of a coke fanboy, if there is such a thing. But I do drink 2-3 diet cokes every day, with every meal. But perhaps you already know this?

Maybe you read this bit of trivia during a late night Wikipedia binge, and you stashed it in a “fun facts” bucket in your brain. Or maybe you’re reading this for the first time. Either way, great - and I have more Coca-Cola fun facts for you!

The creator of the recipe is actually different than the founder of the company. John Pemberton, a pharmacist and former Confederate soldier, invented the original formula after sustaining a knife wound and becoming addicted to morphine. Pressured by near bankruptcy and addiction, he eventually sold the recipe to businessman Asa Candler for \$2300, roughly \$77k of today's dollars, and it was Candler who eventually started The Coca Cola Company

Side note: Yes, the original recipe had coca leaves / cocaine. But funny enough, it was not unusual at the time. Brands like Mrs. Winslow's Soothing Syrup, marketed for teething children, contained morphine. Bayer Pharmaceuticals manufactured and sold heroin at scale, as a pain reliever and cough suppressant. Thus, less weird than it sounds

Yes, Asa Candler invented the coupon, but the real story is that the tactic helped solve the cold start problem. It wasn't just stimulating consumer demand — it's more complicated than that. Coke was always B2B2C — it sold syrup to pharmacies, general stores, and so-called soda fountains. (Note that this was in the years before it was sold in a bottle/can, of course) Soda fountains were an important type of partner, as they were sort of a late-1800s sparkling water bar that was a hang out spot, serving various syrups in with mineral waters. Coca Cola competed with dozens of other alternatives. Candler would initially give free syrup to these retailers, then distribute coupons at the same time to everyone in the area — this was a way to stimulate both supply and demand simultaneously. (A nice solve to the cold start problem)

The Coca Cola Company paid for the free drink, not the retailer. The retailers would collect the coupons, send them in, and the company would reimburse them. In later years, entire companies (called coupon clearinghouses) would be formed just to collect, process, validate, and pay for all of these coupons. The company had to handle all of this itself in the early days, having invented the marketing tactic. In the first 25 years of the coupon, Coca Cola is estimated to have redeemed them for free drinks 8.5 million times, when the US population numbered ~60-90 million people. Incredible scale for that time.

I could go on and on here, there’s so much interesting history as this was the turn of the century when a lot of these marketing strategies were being invented. In fact, I think of tech and marketing as intimately intertwined — let me name a few examples to convince you

- 1/ Who is 20 years old?
- 2/ Who is 17 years old?
- 3/ Who is 15 years old?
- 4/ Who is 1 year and 3m old?
- 5/ Who is 3 months old?

... each innovation is a revolution ...



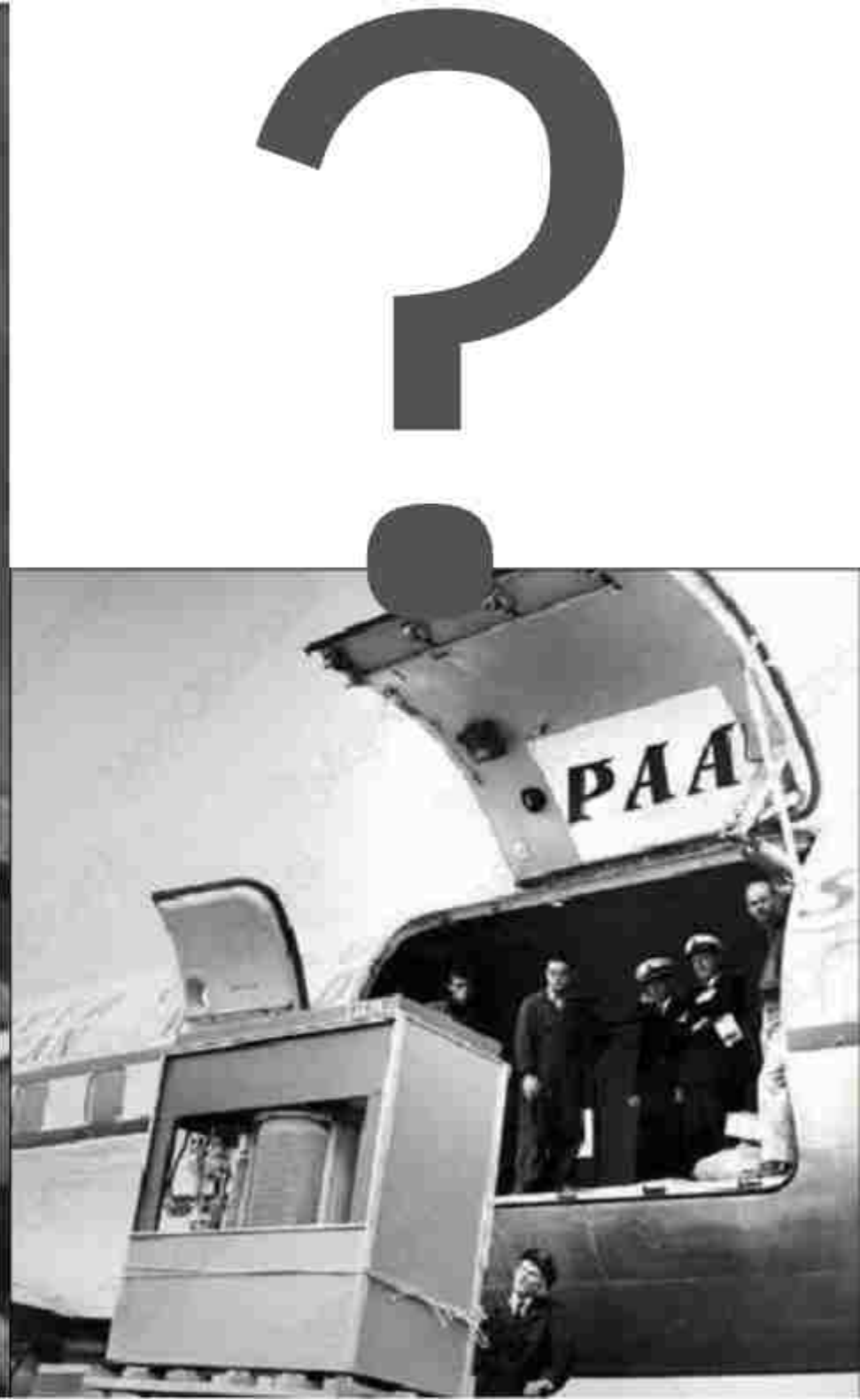
GPT meaning ?

workshop

hubert**krati**off

06 80 43 29 05

hubert@krati**off**.com
linkedin.com/in/krati**off**
@krati**off**



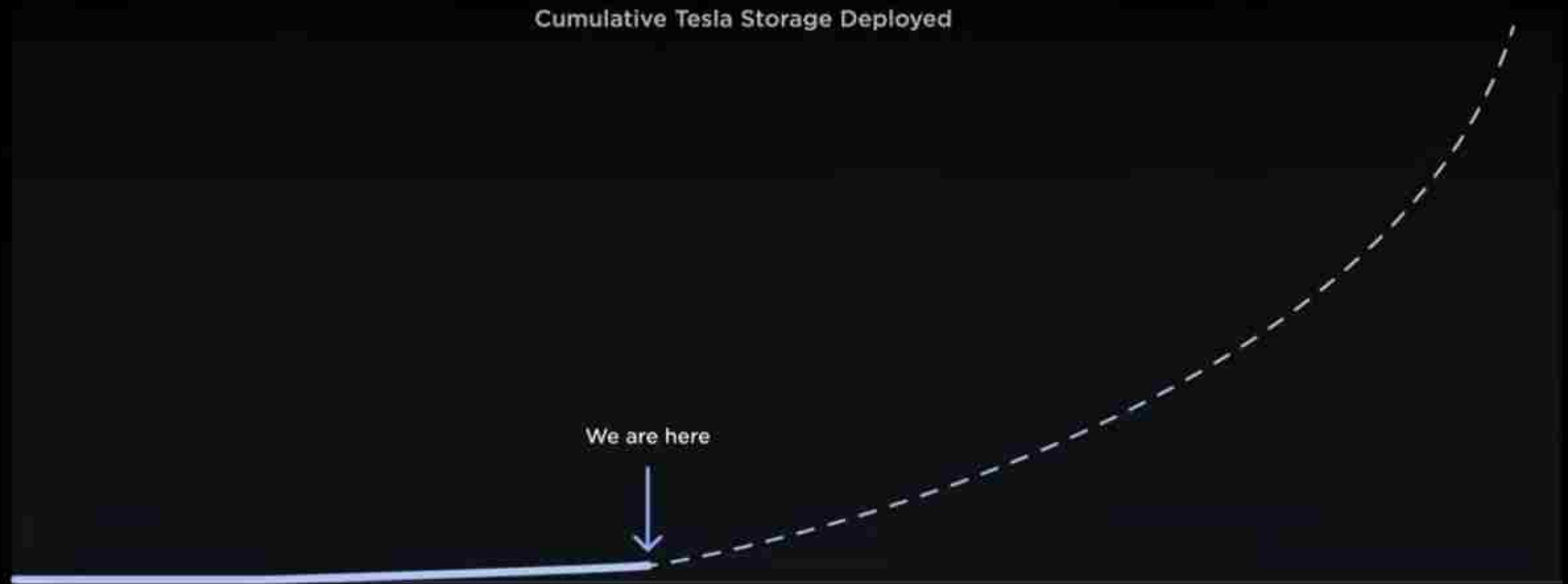




Tesla
pretends to
be ... ?

* according to Master Plan 3

This Is Just the Beginning



Focus on Building Capacity & Ramping Fast

Tesla Is an Electricity Retailer





monde. Nous avons ainsi bâti le portefeuille le plus varié et le plus puissant de l'industrie cosmétique mondiale, avec aujourd'hui 80 marques complémentaires, dont 35 marques internationales ; huit d'entre elles dépassent déjà le milliard d'euros.





bolobol obolo
(xxxx-xxxx)

Lorem ipsum dolor sit amet,
consectetur adipiscing elit, sed
N°7644

Pourquoi ce tableau
est-il célèbre ?



THE



TIMES



Max 5C, min -5C

Saturday January 3 2009 timesonline.co.uk No 69523

308

£1.50

Chancellor on brink of second bailout for banks

Billions may be needed as lending squeeze tightens

Francis Elliott Deputy Political Editor
Gary Duncan Economics Editor

Alistair Darling has been forced to consider a second bailout for banks as the lending drought worsens.

The Chancellor will decide within weeks whether to pump billions more into the economy as evidence mounts that the £37billion part-nationalisation last year has failed to keep credit flowing. Options include cash injections, offering banks cheaper state guarantees to raise money privately or buying up "toxic assets", The Times has learnt.

The Bank of England revealed yester-

day that, despite intense pressure, the banks curbed lending in the final quarter of last year and plan even tighter restrictions in the coming months. Its findings will alarm the Treasury.

The Bank is expected to take yet more aggressive action this week by cutting the base rate from its current level of 2 per cent. Doing so would reduce the cost of borrowing but have little effect on the availability of loans.

Whitehall sources said that ministers planned to "keep the banks on the boil" but accepted that they need more help to restore lending levels. Formally, the Treasury plans to focus

on state-backed guarantees to encourage private finance, but a number of interventions are on the table, including further injections of taxpayers' cash.

Under one option, a "bad bank" would be created to dispose of bad

debts. The Treasury would take bad loans off the hands of troubled banks, perhaps swapping them for government bonds. The toxic assets, blamed for poisoning the financial system, would be parked in a state vehicle or "bad bank" that would manage them and attempt to dispose of them while "detoxifying" the mainstream banking system.

The idea would mirror the initial proposal by Henry Paulson, the US Treasury Secretary, to underpin the American banking system by buying

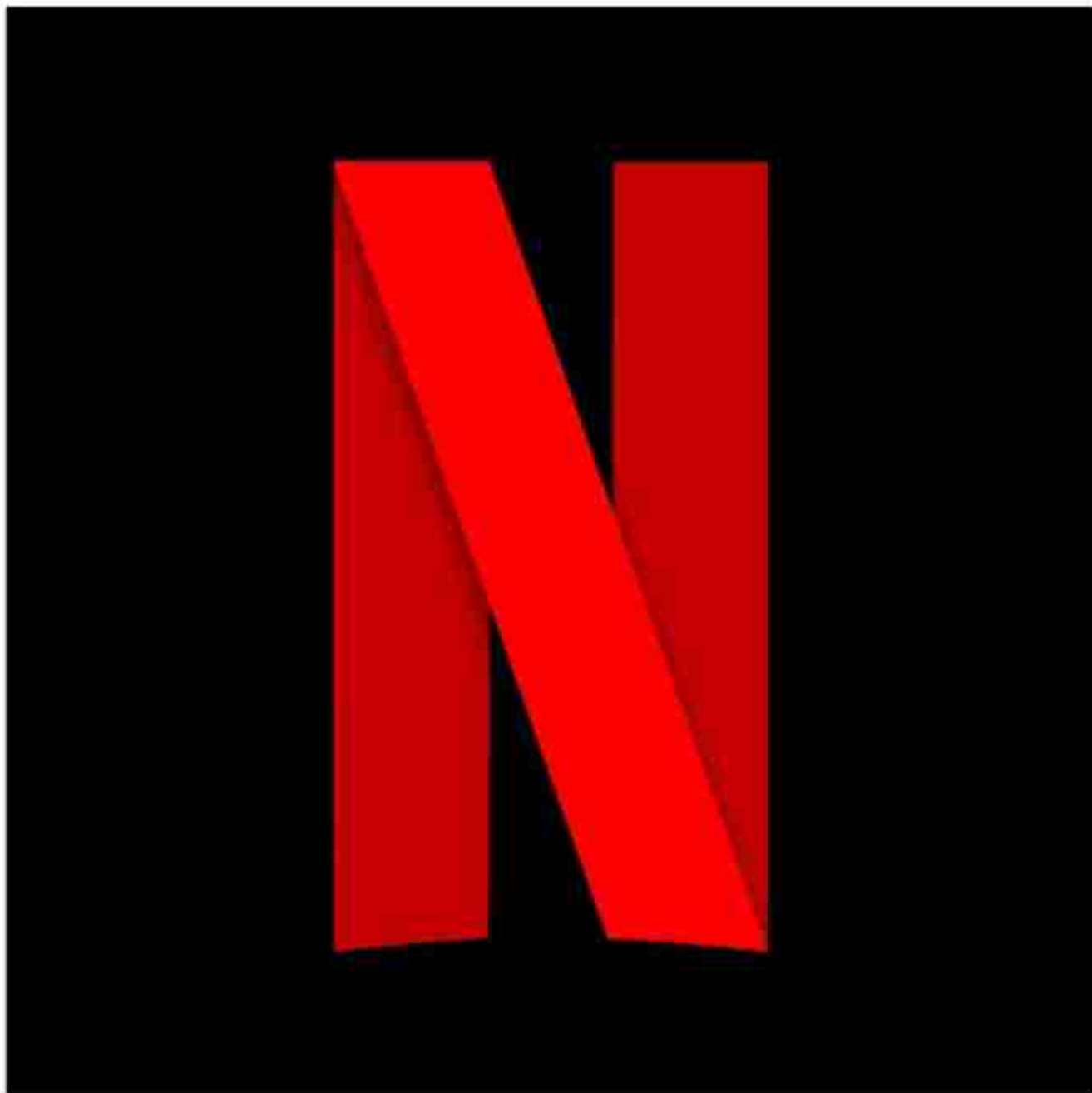
Continued on page 6, col 1
Leading article, page 2

99p

Pub chain cuts the price of a pint from £1.69 to 1989 levels
Business, page 47



Pourquoi cette
couverture de
« The Times »
est-elle
célèbre ?



Qui a copié Netflix ?



Carine Fouteau

Présidente et directrice de la publication



Cécile Sourd

Directrice générale



Lénaïg Bredoux

Codirectrice éditoriale



Valentine Oberti

Codirectrice éditoriale

Marketing

- Julie Sockeel, directrice marketing
- Clara Cerdan, responsable du pôle CRM
- Stéphanie Frick, cheffe de produit webmarketing
- Philippe Locteau, chef de produit marketing mobile
- Olivia Plécy, cheffe de produit webmarketing
- Tam-Kien Duong, data analyst
- Justine Vernier, designer graphique
- Roxane Thebaud, cheffe de produit SEO/SEA

 we.spring
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LA FRANCE BOUGE 13H / 14H
LAURE FAVRE
COFONDATRICE DE SPRING

 Les Echos S'abonner

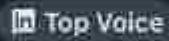
À la une Idées Économie Politique Européer>

  Airbnb Fintech



Pauline Glikman a travaillé chez Luko et Airbnb. (Payflows)



Barbara Martin Coppola ✓ · 2nd
CEO @ Decathlon | Board Member | Keynote Speaker | LinkedIn Top Voice


Decathlon · INSEAD
Greater Lille Metropolitan Area
87,357 followers

 Jean-Philippe Illarine, Jean-Baptiste Briot, and 1 other mutual connection

[+ Follow](#) [Message](#) 



L'ex-CEO de Tinder crée une IA pour coacher nos relations amoureuses

77 likes
lesechosstart « On passe son temps à vouloir rencontrer de nouvelles personnes au lieu de chérir nos relations existantes ». ❤️

C'est le constat que fait Renate Nyborg à l'issue de ses deux ans à la tête de #Tinder (2021-2022) et qui lui donnera l'idée de #Meeno.



Q1 CORPORATION

Q1 System

Photograph of the desktop console of the world's first microcomputer system. It utilized the Intel 8008 single-chip microprocessor.

The computer system was developed and manufactured by Q1 Corporation. They delivered the first microcomputer system to the Litcom Division of Litton Industries in Melville, Long Island on December 11, 1972 (and a second system in February, 1973). In April 1974 Intel introduced the second-generation, single-chip 8-bit microprocessor, the 8080. Until then, Q1 systems were the only self-contained, general-purpose microcomputer systems in the world.

In 1973, two limited-purpose products that utilized the 8008 were introduced: In May 1973 **Micral**, in France, introduced a special-purpose process controller; and in the fall, Jonathan Titus offered the **Mark-8**, an 8008 assembly-kit for the hobbyist market (Titus 1974). Neither product was, nor intended to be, a self-contained, general-purpose computer system.

In 1973, Q1 microcomputer systems were installed in Europe (Germany) and Asia (Hong Kong).

The Q1 System remained the world's only self-contained, general purpose microcomputer system until Intel introduced the 8080 second generation microprocessor.

Apparently, Q1 also delivered some of NASA's computers.





What is 4chan?

4chan is a simple image-based bulletin board where anyone can post comments and share images. There are boards dedicated to a variety of topics, from Japanese animation and culture to videogames, music, and photography. Users do not need to register an account before participating in the community. Feel free to click on a board below that interests you and jump right in!

Be sure to familiarize yourself with the [Rules](#) before posting, and read the [FAQ](#) if you wish to learn more about how to use the site.

Boards

filter ▼

Japanese Culture

Anime & Manga
Anime/Cute
Anime/Wallpapers
Mecha
Cosplay & EGL
Cute/Male
Flash
Transportation
Otaku Culture
Virtual YouTubers

Video Games

Video Games
Video Game Generals
Video Games/Multiplayer
Video Games/Mobile
Pokémon
Retro Games
Video Games/RPG
Video Games/Strategy

Interests

Comics & Cartoons
Technology
Television & Film
Weapons
Auto
Animals & Nature
Traditional Games
Sports
Extreme Sports
Professional Wrestling
Science & Math
History & Humanities
International
Outdoors
Toys

Creative

Oekaki
Papercraft & Origami
Photography
Food & Cooking
Artwork/Critique
Wallpapers/General
Literature
Music
Fashion
3DCG
Graphic Design
Do-It-Yourself
Worksafe GIF
Quests

Other

Business & Finance
Travel
Fitness
Paranormal
Advice
LGBT
Pony
Current News
Worksafe Requests
Very Important Posts
Misc. (NSFW)
Random
ROBOT9001
Politically Incorrect
International/Random
Cams & Meetups
Shit 4chan Says

Adult (NSFW)

Sexy Beautiful Women
Hadoons
Handsome Men
Hentai
Ecchi
Yuri
Hentai/Alternative
Yaoi
Torrehts
High Resolution
Adult GIF
Adult Cartoons
Adult Requests

Popular Threads

options ▼

Professional Wrestling



He's right, and terrorist loving anti-semitic jihadEs are seething about this

Video Games



undertale yellow.

Comics & Cartoons



Tuesday Carolthread: >LAST WEEK IN CAROL Avengers United #10.

Technology



Linus is an idiot fuckhead for not allowing wolfram lang into the kernel this is why it will



***ROB IT
TO GET IT.***

Deux clients ont échappé à Zezé

Pas moins de 76 clients se sont prêtés au jeu de voler ces articles de sport pour tenter de les obtenir gratuitement, sans savoir qu'ils allaient être coursés par l'un des hommes les plus rapides du monde. Au total, 74 se sont fait rattraper par Méba-Mickaël Zézé et seulement deux ont réussi à lui échapper et à repartir avec le butin.



« C'était un honneur de pouvoir inviter notre communauté à tester sa pointe de vitesse face à un des sprinters les plus rapides du moment. Mickaël a couru suffisamment vite pour limiter le coût de l'opération pour nous »

Quelle est la question ?

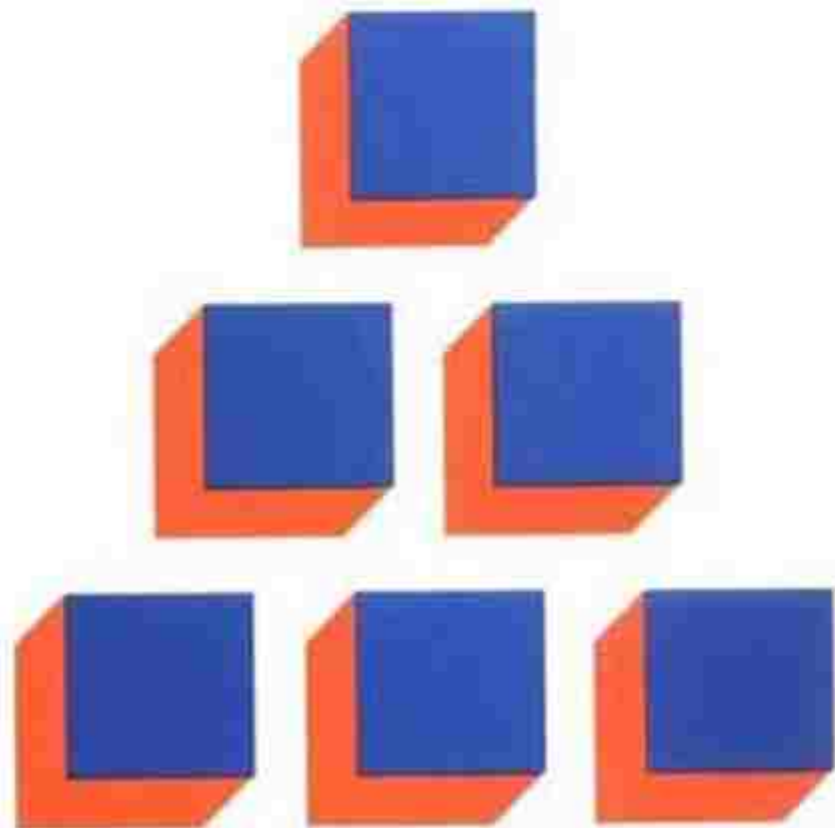
C'est quoi l'idée ?

Strategy and Structure:
Chapters in the History
of the American
Industrial Enterprise

Essays on the history of
General Motors, GoPac,
Standard Oil of New Jersey,
and Sears, Roebuck

Chosen for the 1984
Thomas Newcomb Award
in Business History by the
editors of the
Business History Review

Alfred D. Chandler, Jr.



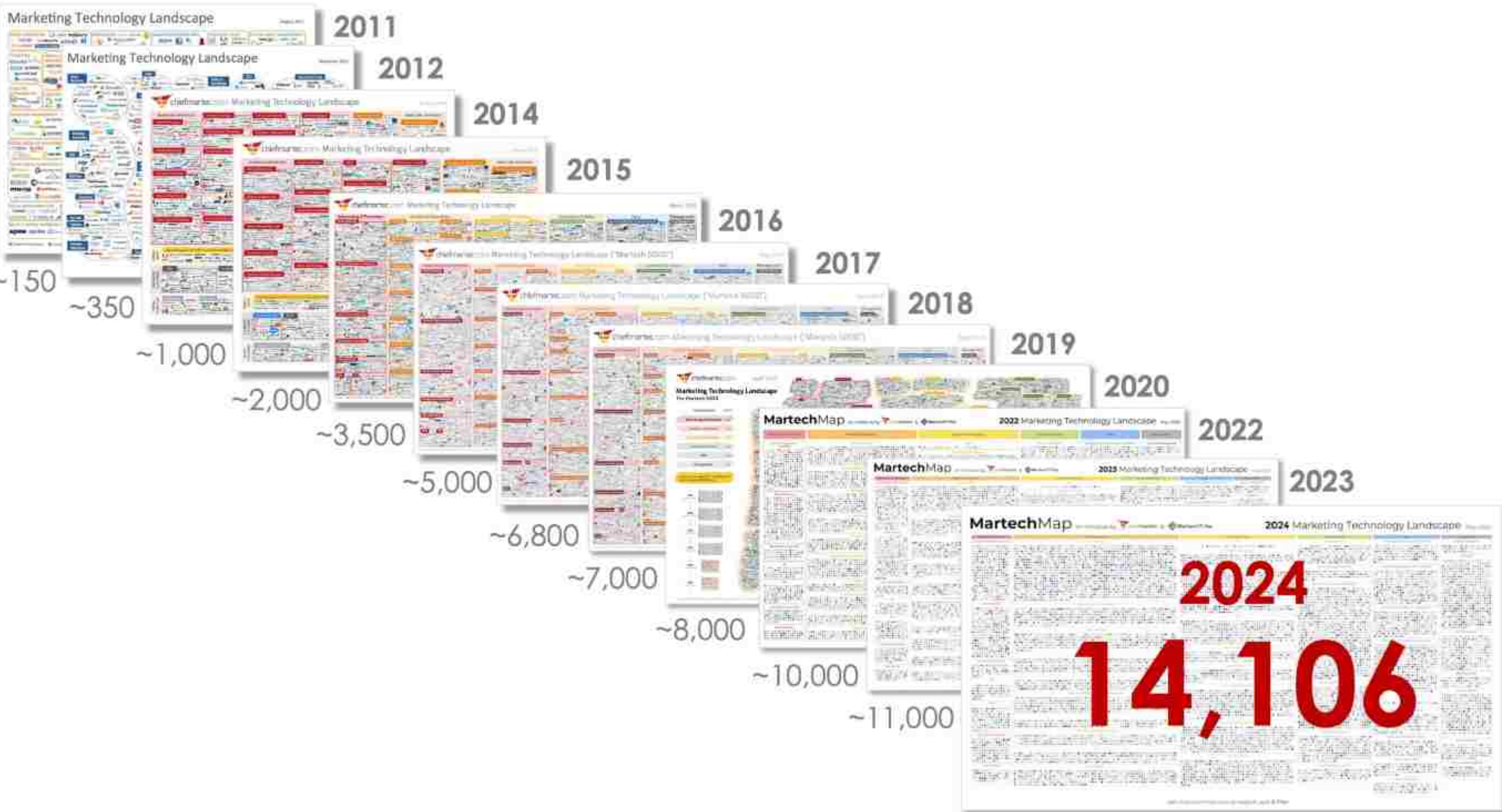
Unless structure follows strategy,
inefficiency results.

— Alfred D. Chandler —

“Strategy can be defined
as the determination of the
long-term goals and
objectives of an enterprise,
and the adoption of courses
of action and the allocation
of resources necessary for
carrying out these goals”

Alfred Dupont Chandler Jr.
American Professor
1918-2007





[illegible]



The Pirate Bay

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☒ All ☐ Audio ☐ Video ☐ Applications ☐ Games ☐ Porn ☐ Other

[Login](#) | [Register](#)
[TOR \(New v3\)](#) | [Forum](#) | [VPN](#)

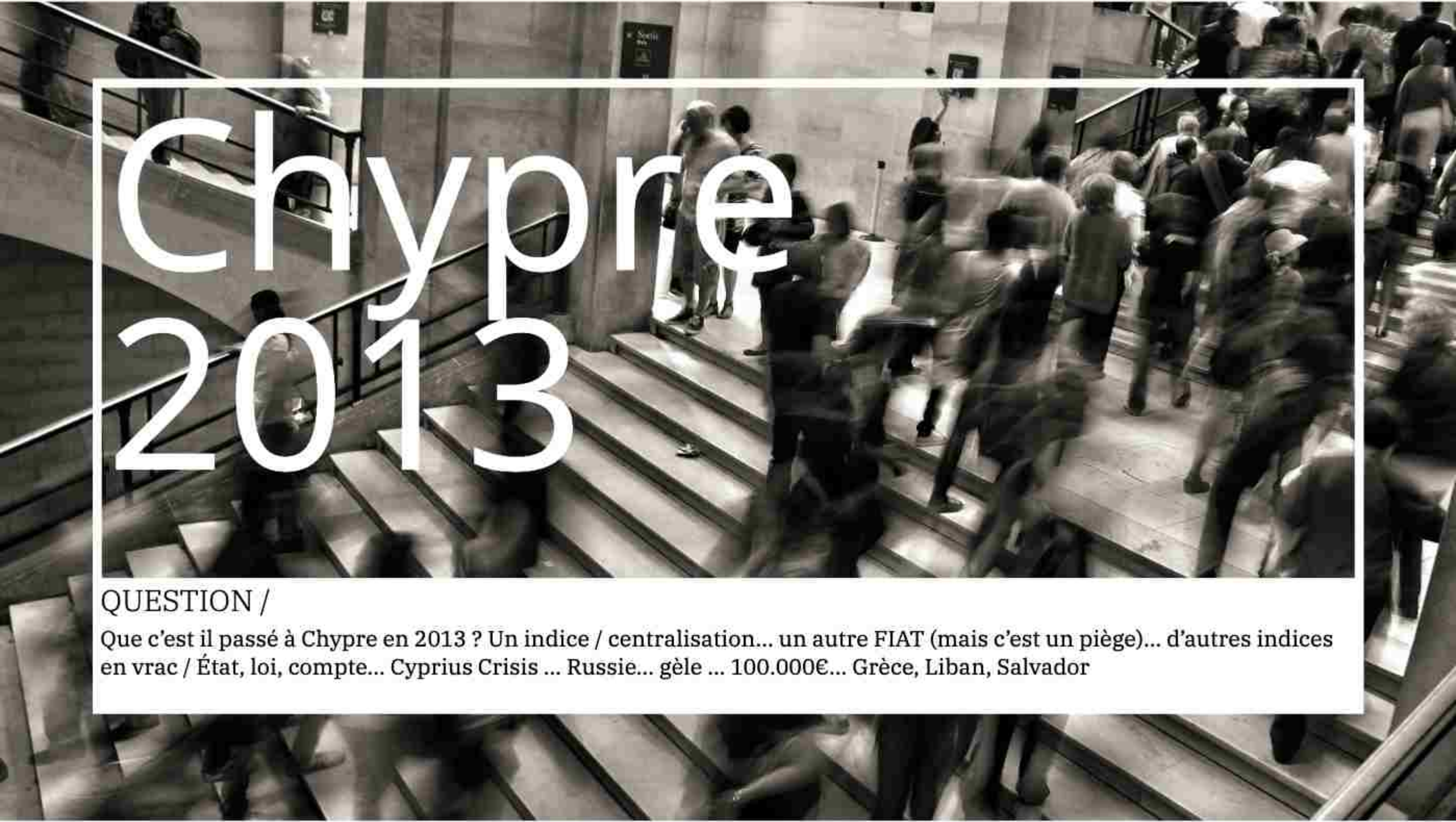
BTC: [bc1qf8cedqguh2ucc3fgsphmgt789q9szh35vtl38m](#)

LTC: [Les2qb8tp16kcxkm6cxzWdCV5174pMzcNK](#)

ETH: [0xc7F9f7Acc3941cC0Da9956410D0023FB936a6A09](#)

XMR: [43pgpvwinkK4HCxJvEH7Fs2KMkH1VBCVqRjyCVLfcWTrGD1NzGSHkmuDUyFqCjBiCPLYePT1StfQn1uZhkPJczzzFXjYZ1U](#)





Chypre 2013

QUESTION /

Que c'est il passé à Chypre en 2013 ? Un indice / centralisation... un autre FIAT (mais c'est un piège)... d'autres indices en vrac / État, loi, compte... Cyprius Crisis ... Russie... gèle ... 100.000€... Grèce, Liban, Salvador



SAUT VERS LA LIBERTÉ,

Ici Conrad Schumann saute le mur fictif entre l'EST et l'OUEST. À Berlin, les passants l'invite à sauter... il le fait pour une vie simple à l'ouest sans retour possible mais avec des remors. En 1989, le retour est cuisant

MSc Marketing

● The MSc Marketing prepares students for a wide range of operational marketing roles and contributes to improving sustainable performance in the global marketplace by providing an excellent understanding of the operational impact of marketing decisions on corporate performance.

CAMPUS LOCATION:

Year 1: Grenoble and Paris
Campuses
Year 2: Grenoble

DURATION:

2 years (Regular Track)
OR
1 year (Short Track)

FORMAT:

Full-Time

LANGUAGE:

100% in English

LEVEL:

Master's
degree



Program Highlights

- Acquire the critical thinking and analytical skills to make sound operational marketing decisions at a managerial level
- Gain the skills and knowledge needed to support marketing activity in an international and/or digital environment
- Learn from experienced marketing professionals and academic experts alike
- Enhance soft skills such as presentation techniques and intercultural communication - indispensable assets for effective management in multicultural environments
- Network with top companies to explore new career opportunities

Testimonial

"The MSc in Marketing at GEM provided me with this opportunity and led me to intern with top pharmaceutical companies, including GSK Consumer Healthcare where I worked on the brand Centrium, one of the top brands in the vitamin supplements market. This experience exposed me to the unique challenges of marketing in the pharmaceutical industry, inspiring me to focus more on digital marketing. I then joined the Omnichannel Transformation Team at Sonofi and witnessed firsthand the evolution of digital marketing strategies in this industry. GEM helped me grow both professionally and personally, preparing me for future challenges."



FABRIZIO MASCARELLA
Omnichannel Transformation at Sonofi

Class Profile

2023-2024

19
Countries represented

78
Students enrolled

Gender
Female 72%
Male 28%

24
Average age

Program Structure

Program content subject to change

Year 1 - Regular Track

COURSES		PROFESSIONAL TRACK
Sep - Dec	Jan - Mar	Apr - Sep
Courses Fall Semester (Common to all MScs - except Finance MScs) • Strategic Management • Research Methods • Accounting • Managing Global Teams • Project Management • Managerial Economics • International Negotiation • Corporate Finance • Marketing Management • Sustainability in International Business • Languages		Professional experience - 3 to 6 months OR Start-Up Project - 4 to 5 months OR Professional certificate
Courses Spring Semester • Consumer Behavior • Market Intelligence • Corporate Geopolitics • Responsible Leadership • Languages		
Immersive business trip (one week)		

Year 2 - Short Track and progressing students from Year 1

COURSES		PROFESSIONAL TRACK
Oct - Dec	Jan - Feb	Mar - Dec
Courses Fall Semester • Retail Marketing • Brand Management • Advanced Research Methods • Digital and Social Media Marketing • Experimental Designs and Analyses • Product Management and Development • Integrated Marketing Communication • Sales • Languages (option)		Professional experience - 3 to 6 months OR Start-Up Project - 4 to 5 months OR Professional certificate
Courses Spring Semester • Live Business Case • Customer Relationship Management • Marketing Analytics • Strategic Marketing and Planning • Pricing Policy • Languages (option)		
FINAL DISSERTATION		

Career Statistics

Based on 2022 graduates (42 Student Responses)



Top Employers

• Accor Hotels • Amazon • Cartier
• Danone • Expedia • Ferrero
• Google • Henkel • Huawei
• L'Oréal • McKinsey • Microsoft
• Montcler • Nestlé • Nike • Nissan
• PepsiCo • Philips
• Procter and Gamble • PwC
• Reckitt • Salesforce
• Schneider Electric • Spartoo
• Unilever • Vodafone
• Volvo Group • Zalando

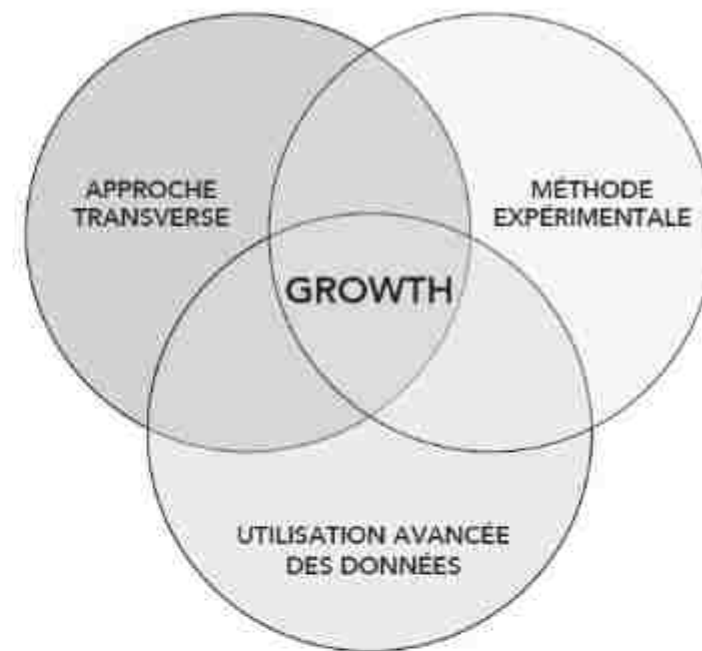
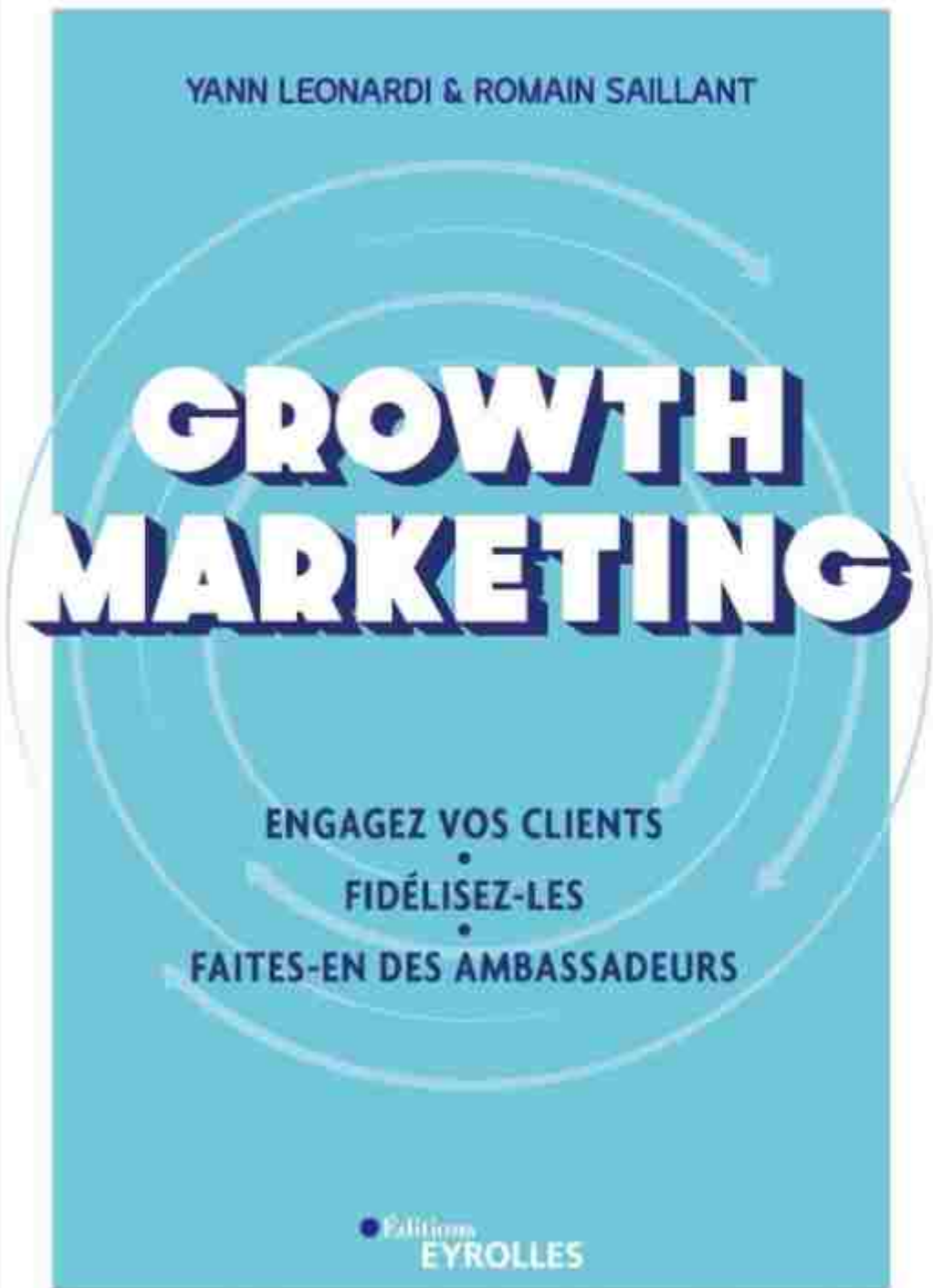


FIGURE 1 – LES TROIS PILIERS DE LA GROWTH

La Growth universelle

Partout où l'on cherche à faire augmenter un revenu, les mêmes mécaniques s'appliquent, quelle que soit l'activité commerciale : un SaaS, un e-commerce, une application mobile, une marketplace, un

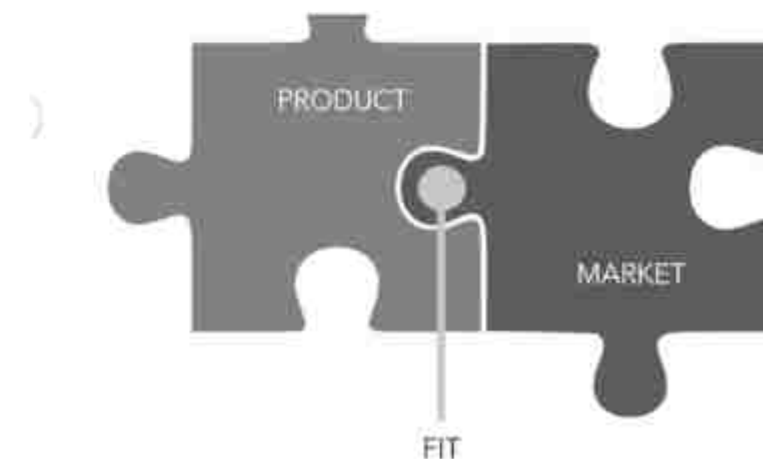


FIGURE 7 – PRODUCT MARKET FIT

First 100 Registered Domain Names

- | | | |
|--------------------------------------|---------------------------------------|------------------------------------|
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| 28. siemens.com: September 29, 1986 | 29. pyramid.com: October 18, 1986 | 30. alphacdc.com: October 27, 1986 |
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| 46. octopus.com: November 17, 1986 | 47. portal.com: November 17, 1986 | 48. teltone.com: November 17, 1986 |
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<https://symbolics.com>

Symbolics.com
The first .com ever registered



The first ever banner by AT&T appeared on HotWired (known now as wired.com) on October 27, 1994.

SIGNAL

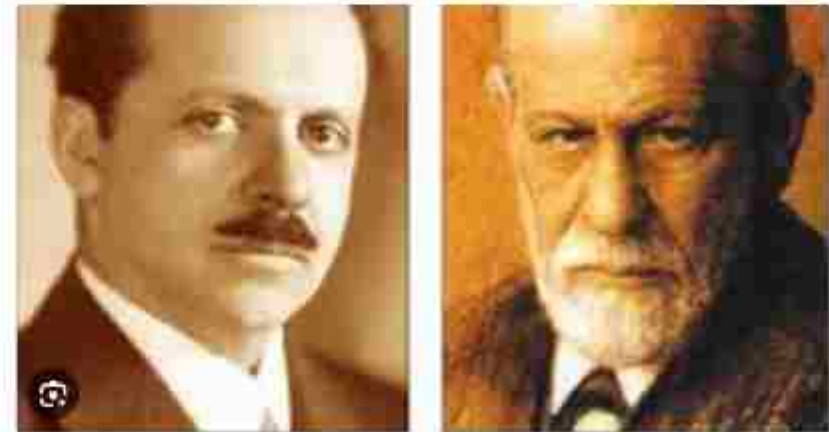


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Edward Bernays: Consumer Behaviour and Birth of Consumerism

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FUN FACT

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

- 1.Qrcode
- 2.Slido
- 3.Exemple de phygital
- 4.MVP
- 5.digital=?
- 6.UX ≠ CX ?
- 7.SEO
- 8.NPS
- 9.What is WHOIS
- 10.VOC
- 11.Zero to ... ? (book)
- 12.Def. marketing
- 13.Formula for NPS
- 14.Full Stack
15. EX ?????????
16. TAM vs. SAM
17. Reddit
18. SAM vs SOM
19. Audience Interaction
20. 3 digital pillars
21. POC
22. Done is better than ??
23. Fail fast or slow
24. SGE
25. GTM
26. Deming Wheel in startup
27. CES ?
28. ICP
29. IOT
30. Linkedin SSI
31. MtoM
32. Moore (Gordon)
33. Rifkin
34. Touchpoint
35. WEB3
36. customer journey
37. Csat
38. YC Business Model
39. POC
40. PAIN POINT
41. SXO
42. Empathy MAP
43. SERP
44. Unicorn
45. Sales funnel
46. Contribution
- 47.PMF
- 48.Registrar

L'école en quelques chiffres.

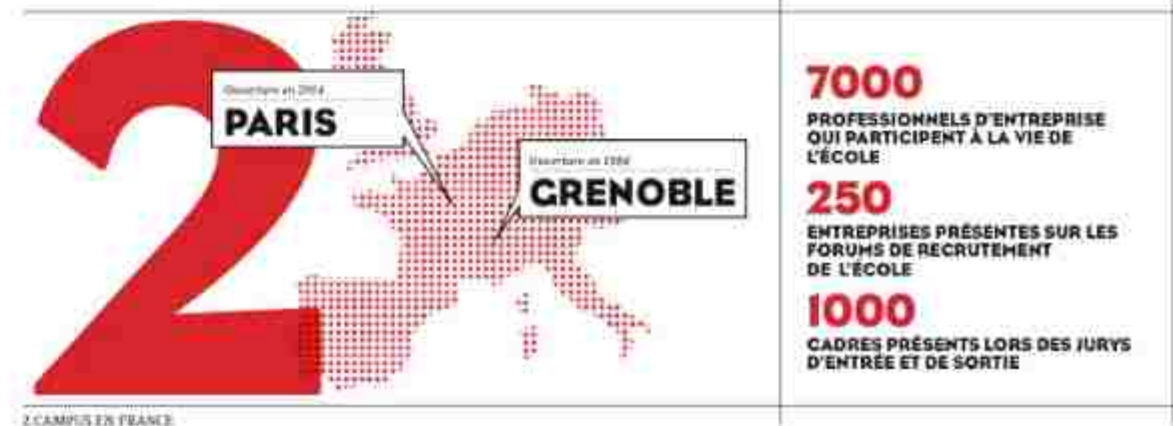


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- 3 TRANSFORMATION DIGITALE
- 4 ÉCONOMIE DU PARTAGE
- 5 GÉOPOLITIQUE ET ENTREPRISES
- 6 ENTREPRENEURIAT

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