





- 1 New Marketing (UX - IMC)
- 2 **Stratégie digitale** - Secret Sauce
- 3 **Platformisation** 2026
- 4 **Content** marketing & IA
- 5 **Search & IA Tech**
- 6 **Social** Media
- 7 **Influence** et Creator Economy
- 8 **AdTech** - Innovation - IA
- 9 Taxinomie & **Plan Digital**
- 10 **Use Case** *and digital plan*



PREVIOUSLY
in 180 sec

BI
NPS
VUCA

PROBLÈME
SOLUTION
DISTRIBUTION
SCALE

PDCA
X
20

YC

MARKETER
COMMUNIQUER
VENDRE

POC → PMF

M
V
P



CULTURE EATS STRATEGY FOR
BREAKFAST

PETER DRUCKER

JTBD (JOBS TO BE DONE)

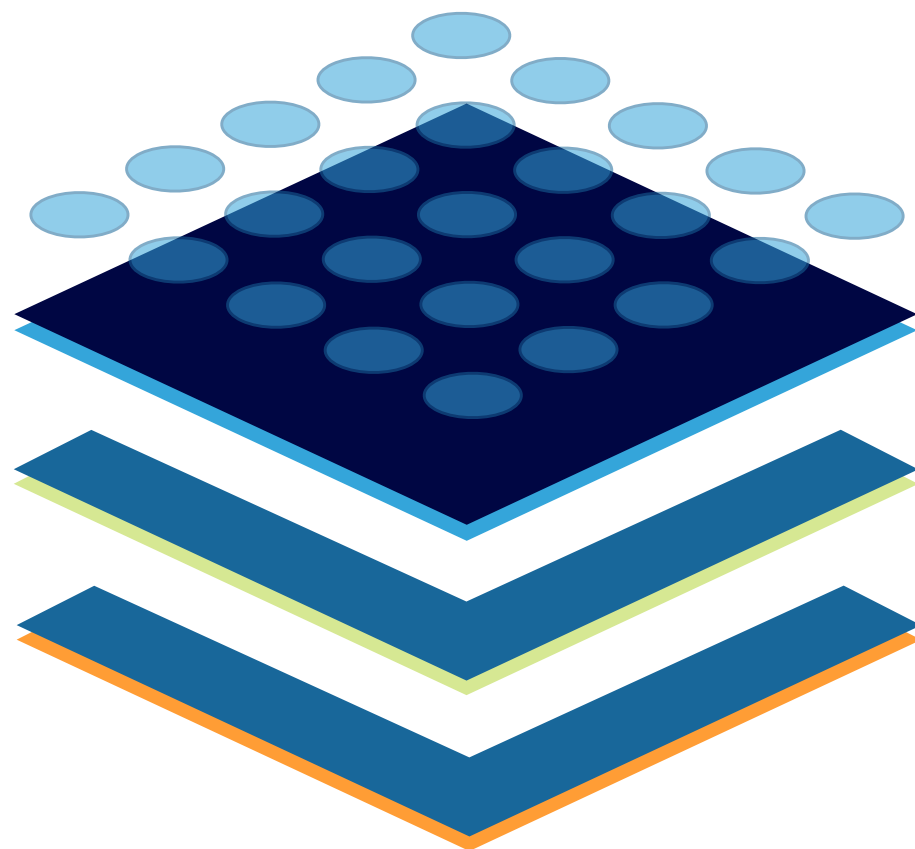
TONY ULWICK

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

Cargo
Cult

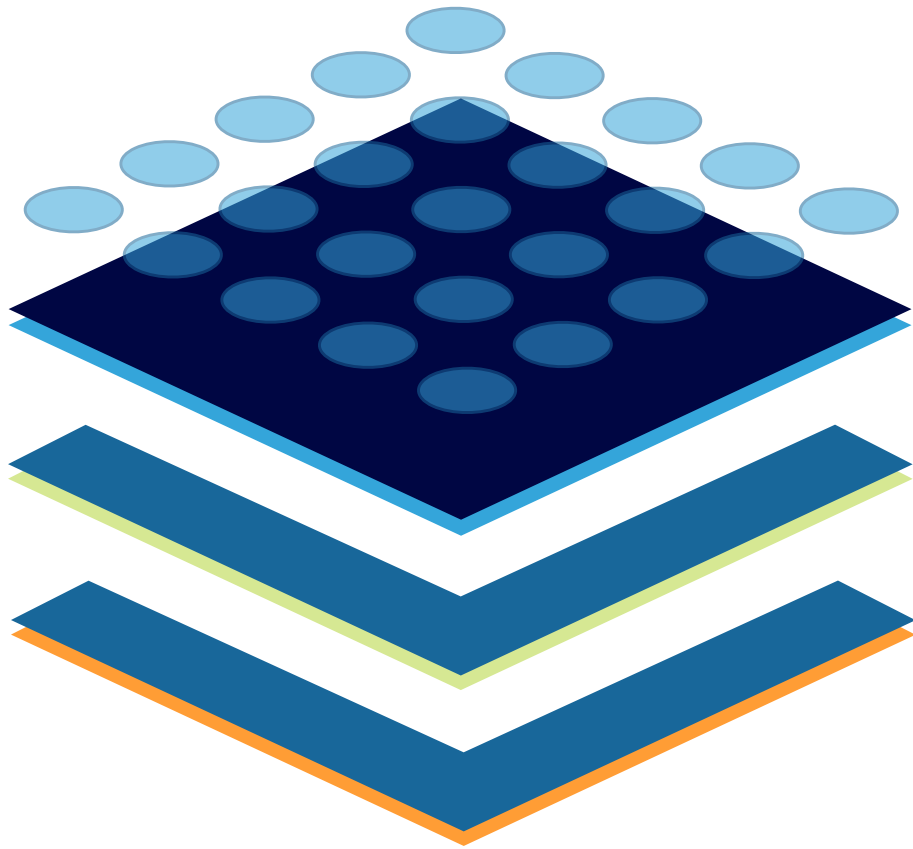
EP03

NewWorld- Plattformen



PLATFORM





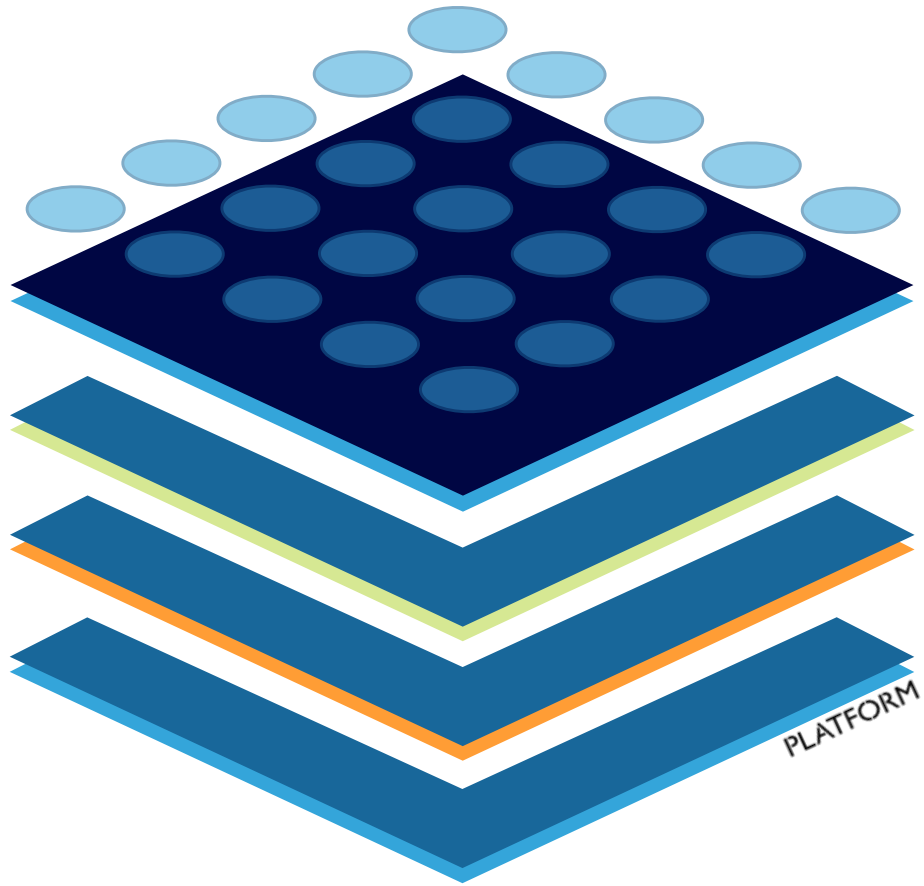
Pièce supplémentaire,
Couche additionnelle,
Nouvel intermédiaire...

inséré, immiscé
dans un marché

pour capter
une partie de la valeur

Nouveaux Business Modèles

Plateforme multi-couches



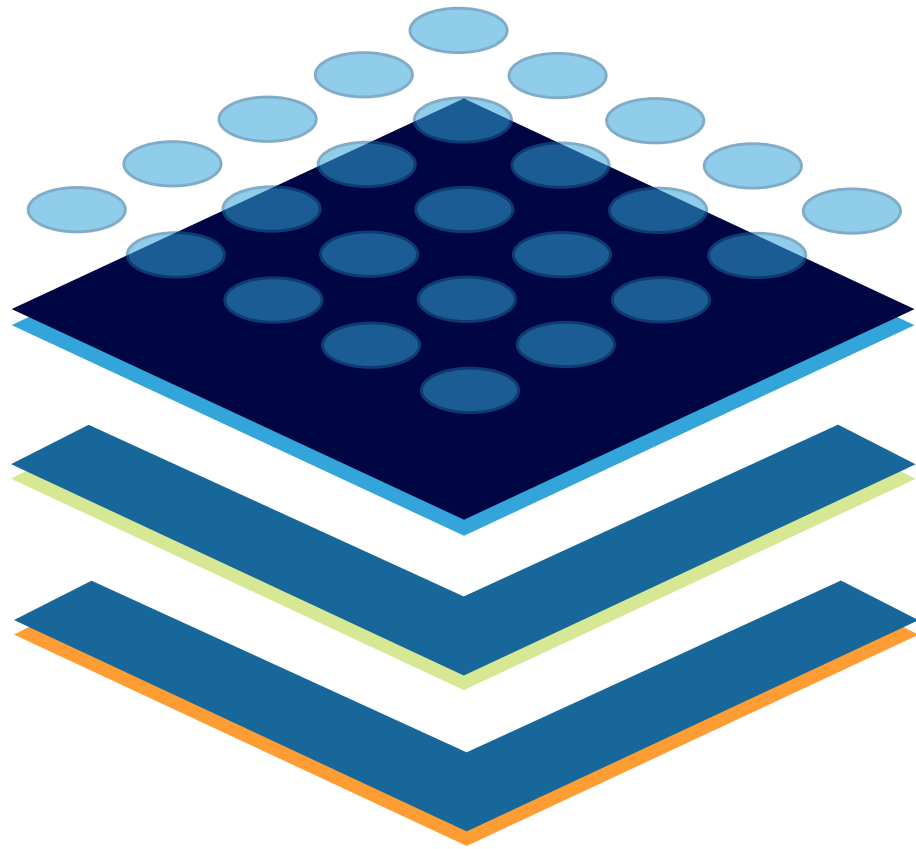
1/ écosystème

2/ données

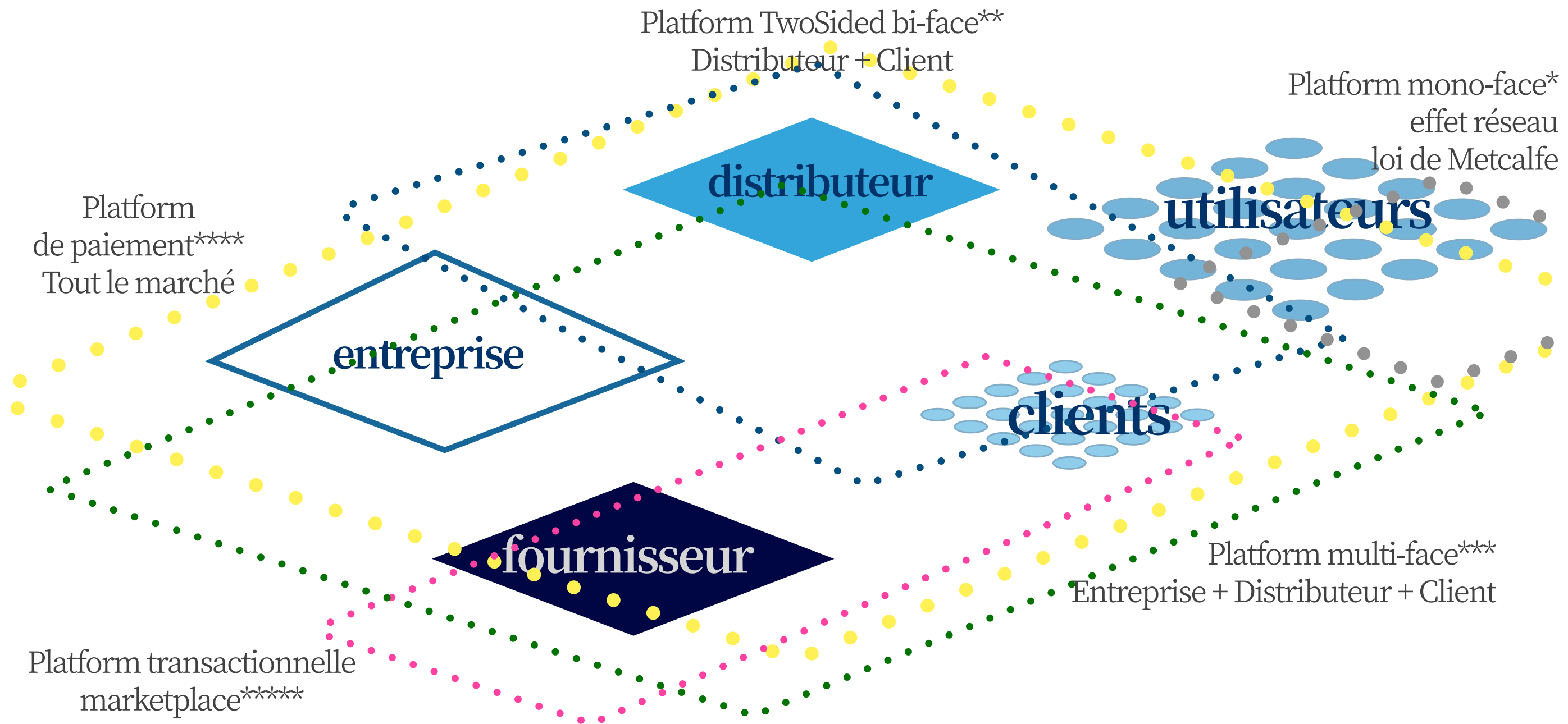
3/ réseau / commercial / transactions

4/ infrastructure logicielle / virtuelle

5/ actifs réels et tangibles



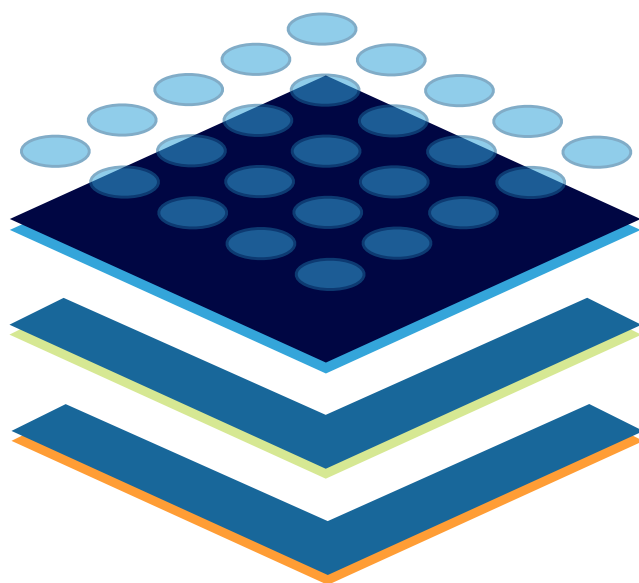
Révolution Agricole
Industrialisation
Tertiariisation
Servicisation
Digitalisation
Disruption
Uberisation
Tycoonisation
Platformisation



* Whatsapp - ** Uber - *** Deliveroo - **** Visa Wero Paypal - ***** Amazon Cdiscount Fnac



RGPD - **DMA + DSA** + **IA ACT**
2018 2024 2026



DMA

Concurrence
Libre
Sans Domination
Sans Gatekeeper
Plateforme systémique
(+45 millions users)

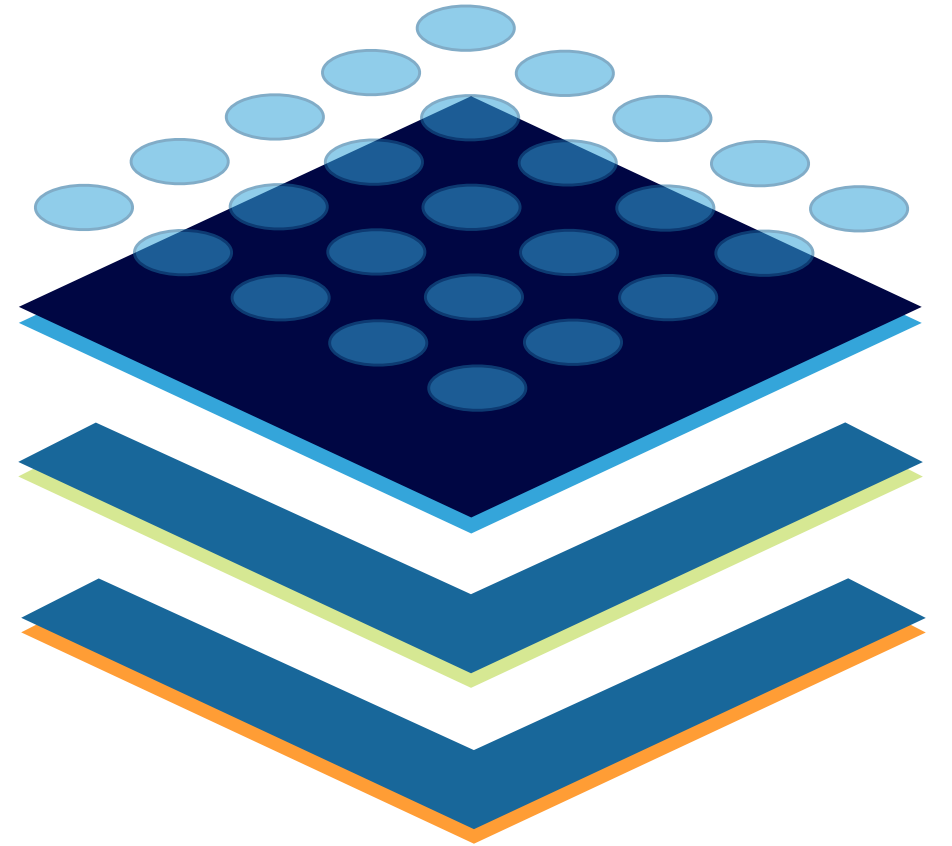
DSA

Responsabilité des
Services digitaux
Contenu modéré
Impact politique et
sociétal



PLATFORM

Quels Nouveaux Business Modèles ?



Avant digital et dématérialisation

ANCIEN BUSINESS MODEL
économie classique
intermédiaires

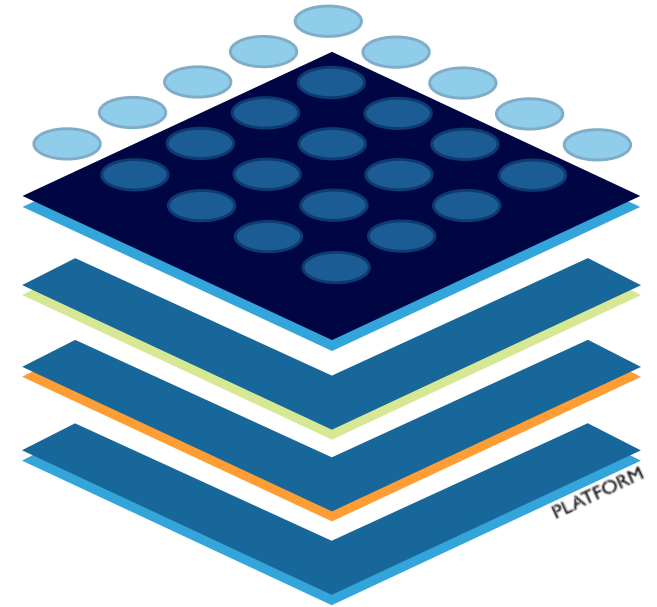
1 → 2 → 3 → 4



5



économie
plateforme
multi
couches



WEB 1

1990-2000

WEB 2

2000-2010

WEB²

2010-2020

WEB 3

2020-2030

Réactivité

Semaine

Jours/Heures

Temps réel

Continu

Interaction

Requête / réponse

À la demande

Automatique

Confiance

Ressources

Contenus

UGC Contenus Généré
par Utilisateurs

Recommandation
personnelle

IA

Données

Sémantique

Dynamique

Algorithmique

Décentralisée

Producteurs

Éditeur

Utilisateur réel

Utilisateur anonyme

Blockchain

Type

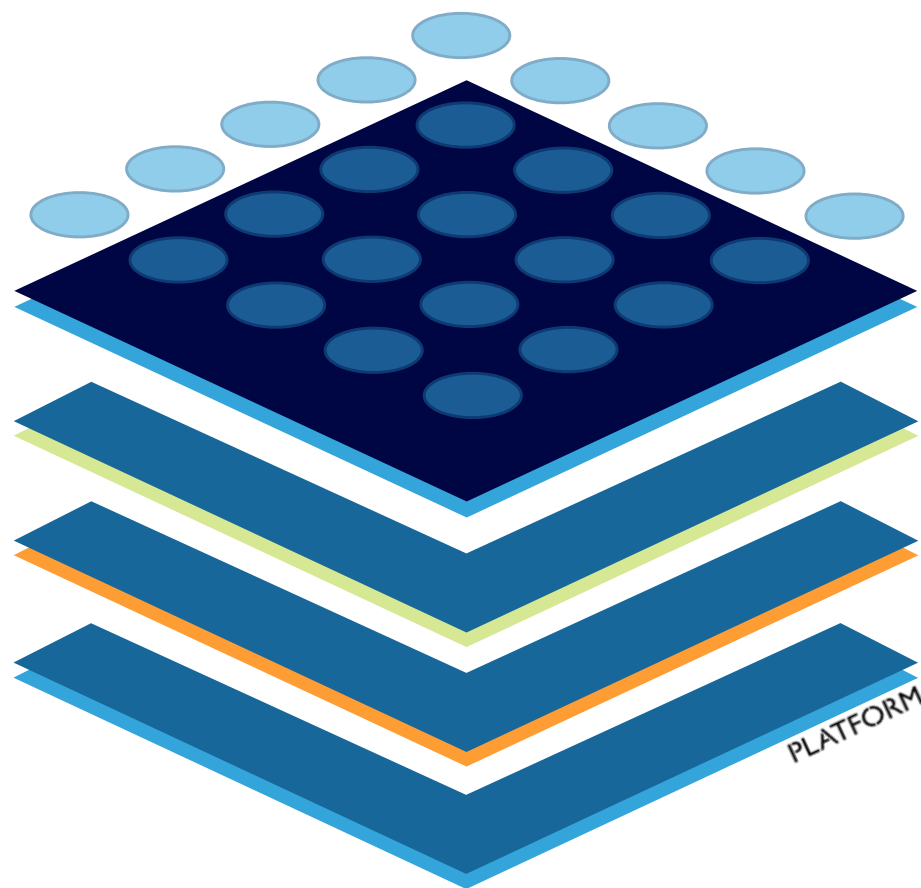
Partage statique

Réseau interactif

Réseau dynamique

IOT / IOB





PLATEFORME économie multipare



DÉFINITION CLASSIQUE

mise à disposition d'infrastructures ouvertes matérielles, commerciales et digitales pour un écosystème avec économies d'échelle et écologique

licencing moderne avec un plateformeur et des platformés (heterogènes)

location d'un trafic qualifié (visiteurs ciblés) en vue de faire des échanges /
THEME (écosystème) + effet de réseau (metcalfe) + coût marginal faible (rifkin) +
DATA = création de valeur

infrastructure ouverte digitale et collaborative



DEFINITION OFFICIELLE (Conseil national du numérique)

une plate-forme est un service occupant une fonction d'**intermédiaire** dans

l'accès aux informations, contenus, services ou biens fournis par des tiers.

En plus de l'interface technique, elle organise et hiérarchise les contenus en vue de leur présentation et leur **mise en relation aux utilisateurs** finaux.

Avec parfois une dimension écosystémique caractérisée par des relations entre **services convergents***.



**coopétition*

Henri Issac



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

Marchand de jeans et de pelles



idem black car (leasing de VTC)



PLATFORM



PLATEFORME

économie multiface

EXEMPLES



X? aaaS

APP

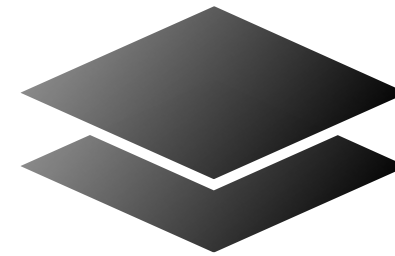
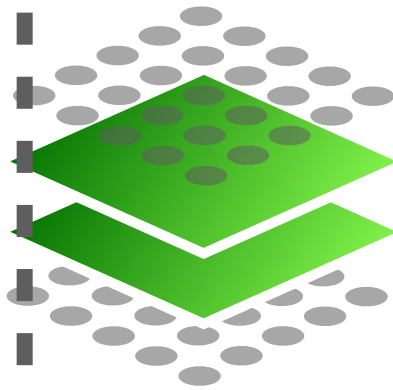
SOFT

USER

ADV

TRUST

DATA



PAAS

platform as a service



APP

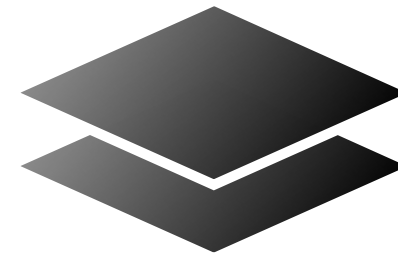
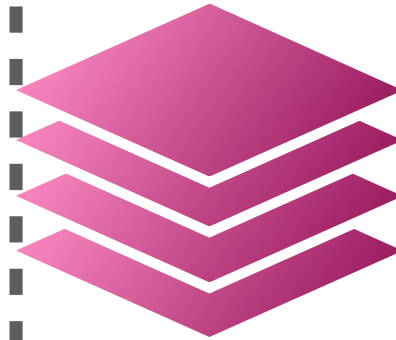
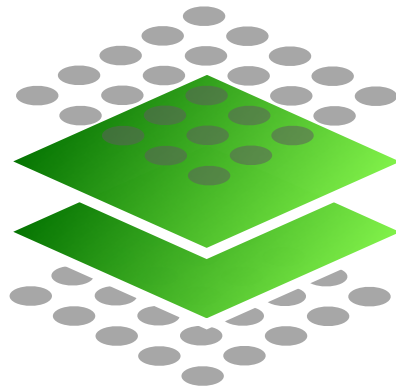
SOFT

USER

ADV

TRUST

DATA



IAAS

infrastructure

as a service





marketplace





PrestaShop



PRESTASHOP

The Best E-Commerce Experience



shopify



COMMERCE



Magento



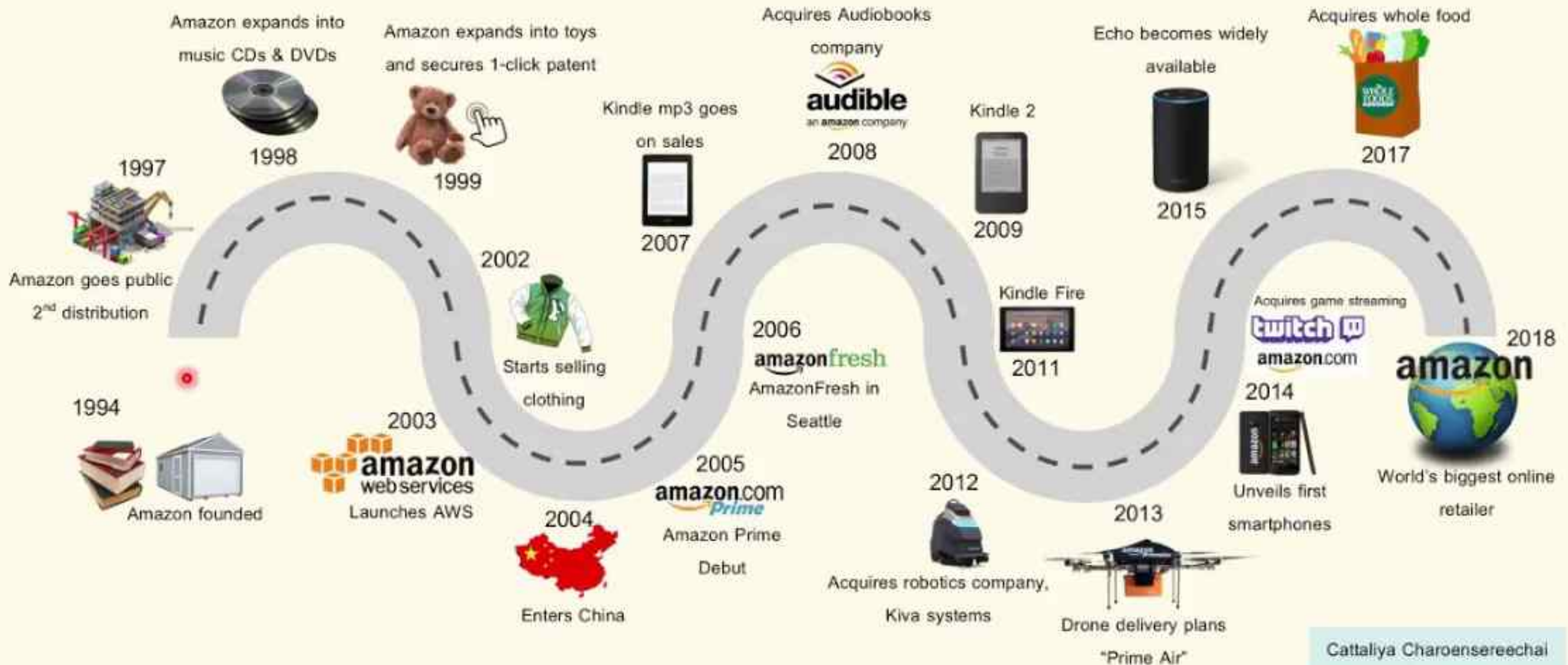
osCommerce

Open Source E-Commerce

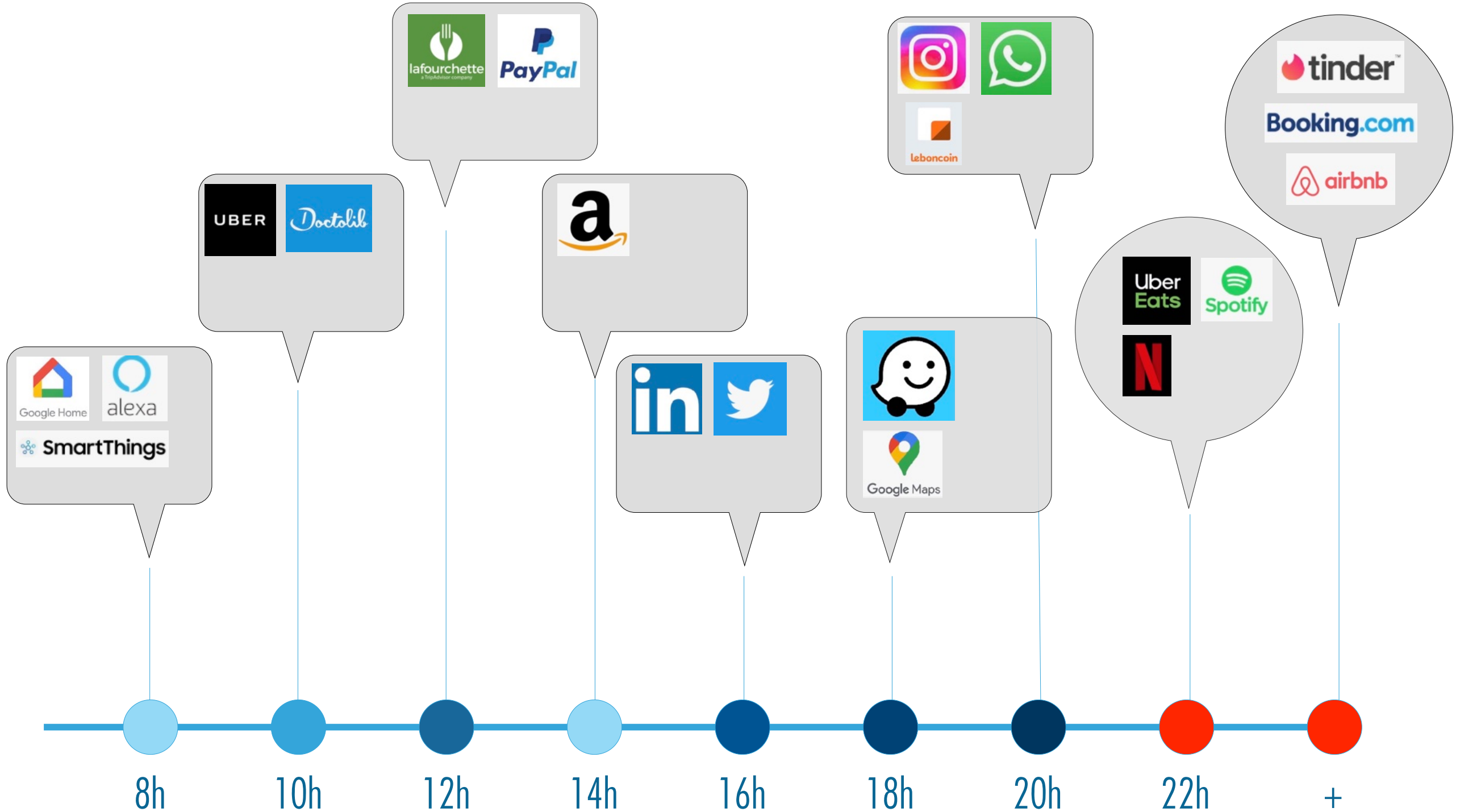
Brief timeline of major events:



by  pharmacy



Cattaliya Charoensereechai



A Day in the Life of a Leader...

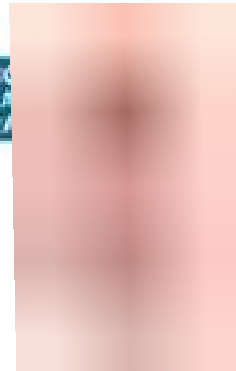
Platforms have become an integral part of our life

zinnov

TRANS
FORM

KNOW
VATE

CO
LA
RA



PLAT FOR M





STARLINK

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STARLINK FOR AVIATION

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DOWNLOAD PER TERMINAL

40-220 MBPS

UPLOAD PER TERMINAL

8-25 MBPS

LATENCY

LESS THAN 99 MS

**BUSINESS
20GB**

\$2,000 /MO

Global 20GB Business Aviation Data
(Excludes Additional Data)

**BUSINESS
UNLIMITED**

\$10,000 /MO

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

(Excludes 20GB 20GB Enhancement)





PREMIUM



STARLINK PREMIUM



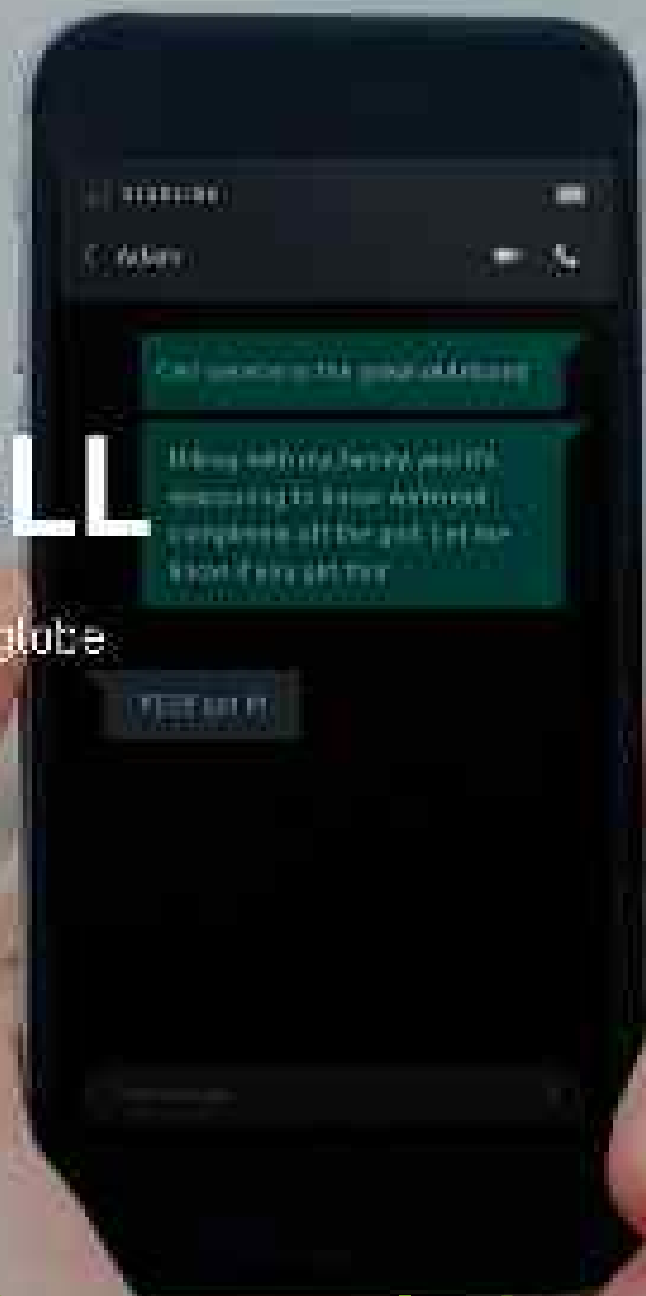
SWARM

THANK YOU FOR YOUR INTEREST IN ORDERING STARLINK!

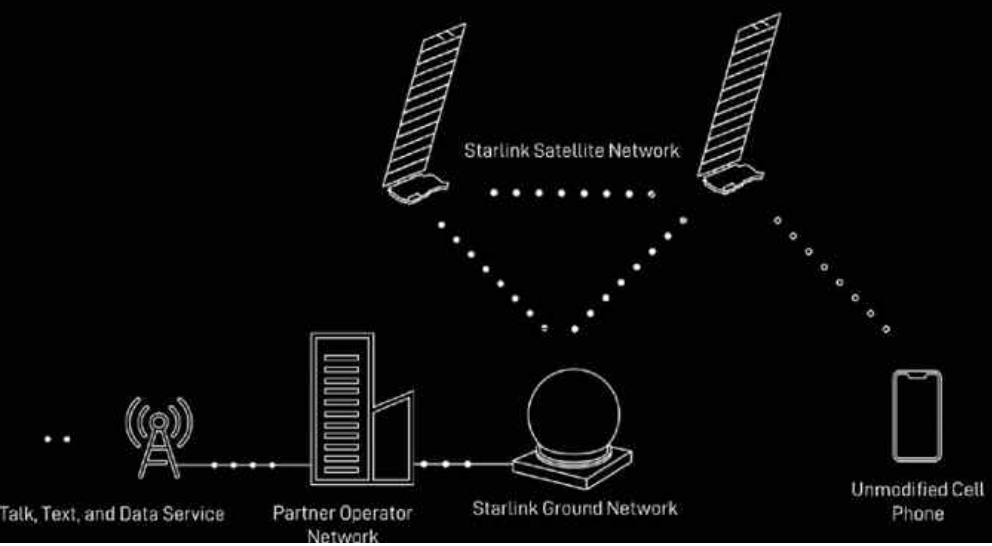
Starlink Premium is not yet available in your area. Please check back for future availability in your area.

STARLINK DIRECT TO CELL

Seamless access to text, voice, and data for LTE phones across the globe



A CELLPHONE TOWER IN SPACE



BET IN TOUCH

SWARM

<https://direct.starlink.com/>





PREMIUM



STARLINK PREMIUM

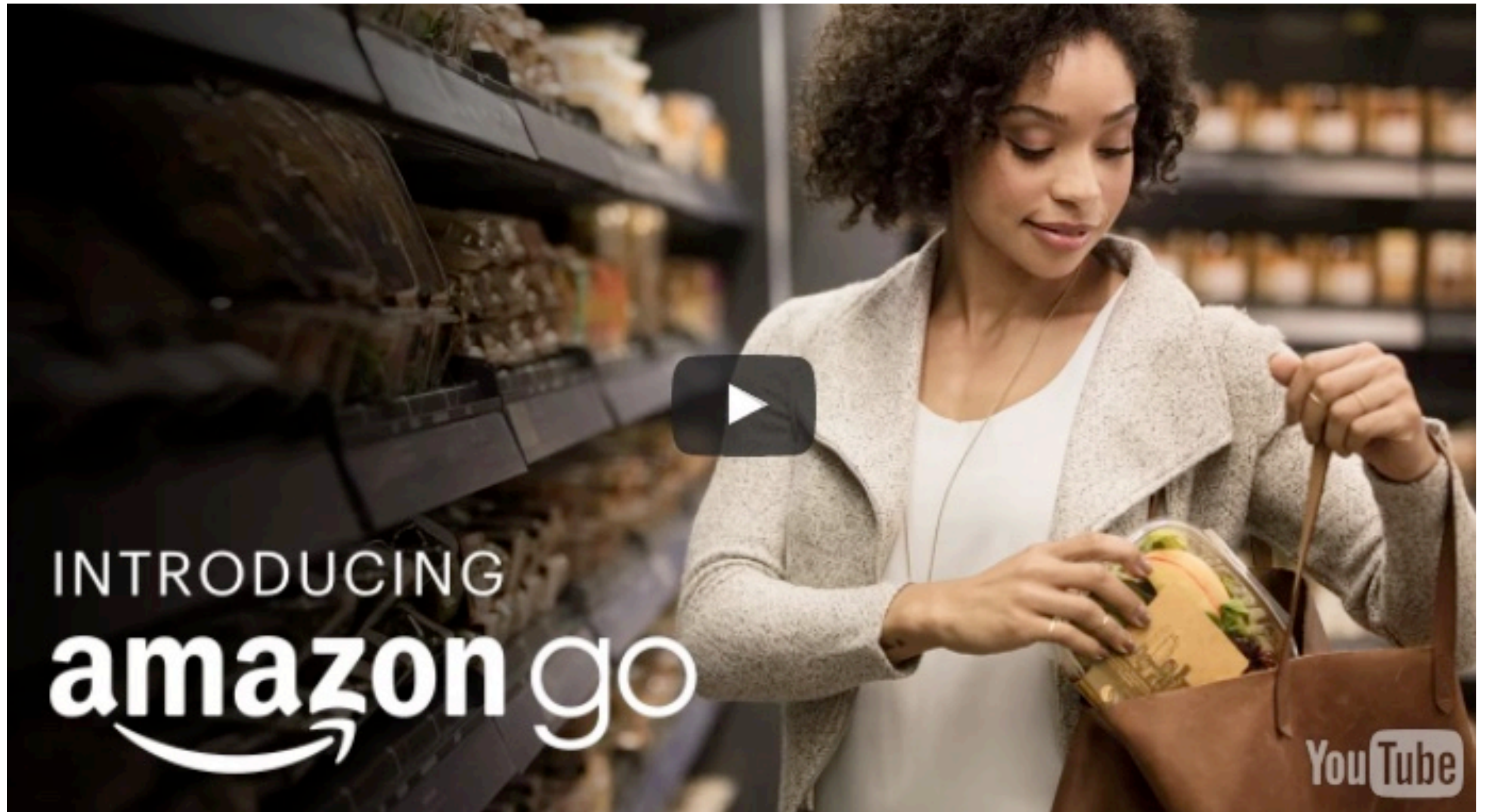
Direct
2
Cell

SWARM
OS 4 IOT



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



*AI + **amazon** = amazon go = SHOP OS (operating system)*



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i This membership benefit is exclusive for Prime members

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 **PillPack**
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Prefer your meds in packets?



[Help](#) [Sign In](#) [Get Started](#)





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prime one medical

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right to your door



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Forbes

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WITH A LITTLE
FOR PRIVATE™
...you're ahead.

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THE SECRET TO JEFF BEZOS' CUSTOMER-FOCUS & RACHING

FROM THE GUY WHO SAVED THE WORLD

(THIS MEANS YOU TOO!)



The Amazon blog
dayone

it's still day one! Jeff Bezos
+
customer obsession



GLOBAL PARTNERS

Cellular providers using Direct to Cell have access to reciprocal global access in all partner nations.

[T-MOBILE \(USA\) >](#)

[OPTUS \(AUSTRALIA\) >](#)

[ROGERS \(CANADA\) >](#)

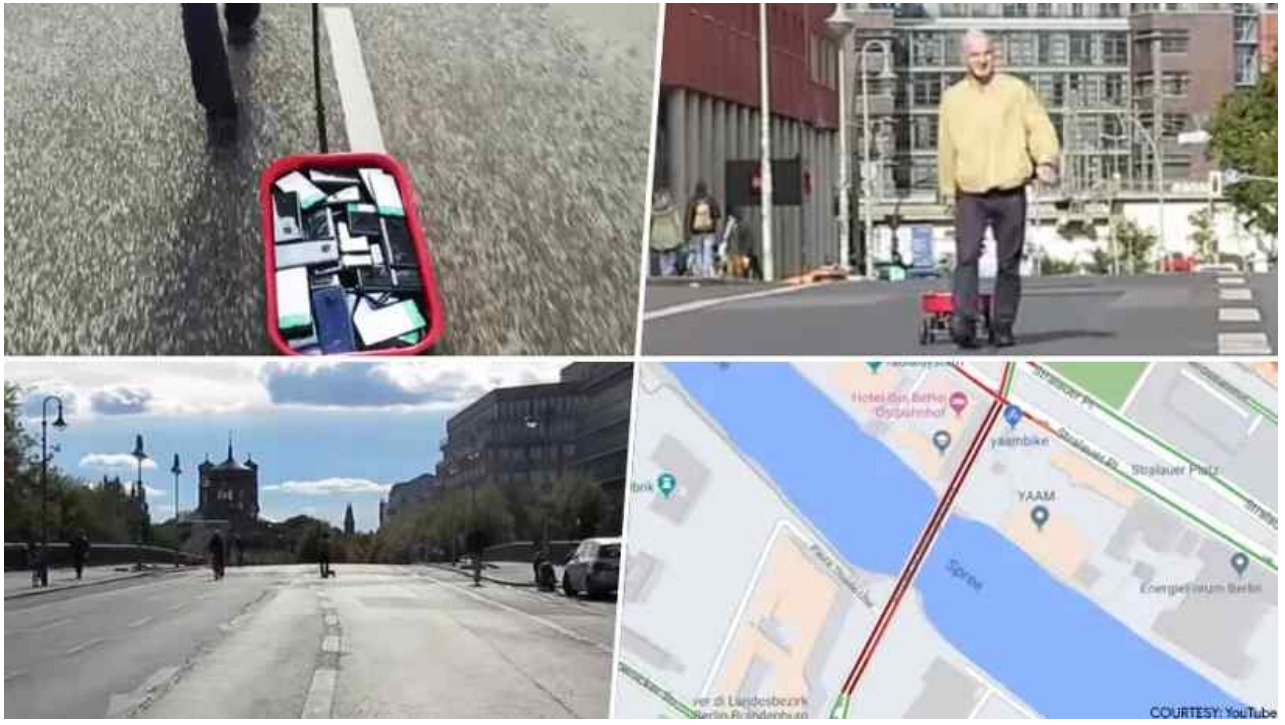
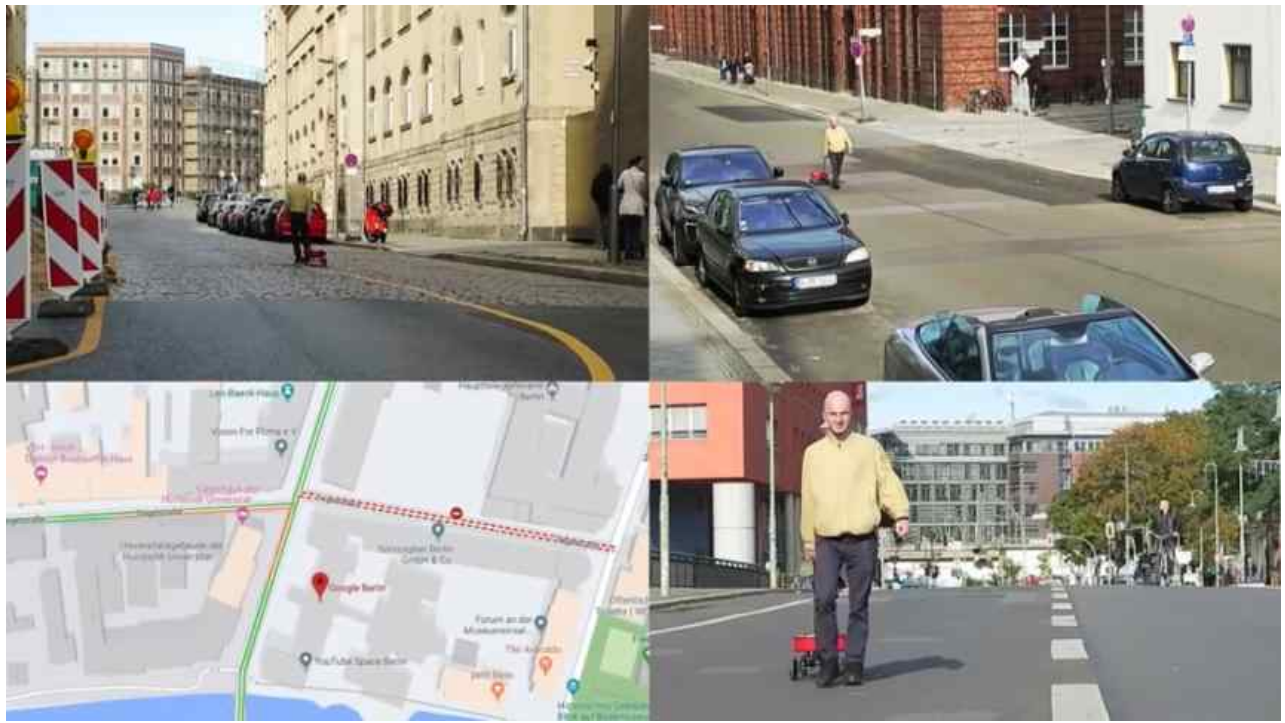
[ONE NZ \(NEW ZEALAND\) >](#)

[KDDI \(JAPAN\) >](#)

[SALT \(SWITZERLAND\) >](#)

[ENTEL \(CHILE\) >](#)







All ▾

Amazon Go / AWS / AMS / Alexa / Washington Post / Twitch / PillPack



1994

1997

2000

2003

2006

2009

2012

2015

2018

2021

Company
Milestones

▶ Amazon founded

Expands beyond books ▶

zShops launches ▶

IPOs at
\$18.00/share ▶▶ Lawsuit against Barnes
& NobleKindle e-books outsell
hardcover books ▶

Amazon Launches in India ▶

1st physical store ▶

Search for 2nd HQ
announced ▶

\$1 trillion marked cap reached ▶

NY and Virginia to become Amazon HQ2 ▶

▶ Minimum wage raised to
\$15/h▶ 25-year
anniversary▶ HQ plans for NY
scrappedProduct
LaunchesAmazon Elastic Compute
Cloud ▶

Amazon Prime ▶

Amazon Mechanical Turk ▶

A9.com ▶

Amazon S3 ▶

▶ Amazon Fresh

▶ Amazon
Kindle

▶ Amazon Music

▶ Amazon Instant
Video▶ Amazon
Appstore

Kindle Fire ▶

▶ Amazon Underground

▶ Amazon Prime Air

Amazon Care ▶

Acquisitions

IMDB ▶

Joyo ▶

Audible ▶

Zappos ▶

Kiva Systems ▶

GoodReads ▶

Twitch ▶

Whole Foods ▶

PillPack ▶



Yuka

ACTUALITÉS

09/11/23

POUR CERTAINS EXAMENS :
PAS DE PRÉLEVEMENT LA
VEILLE DU 11 NOV.

04/07/23

CHANGEMENT DE KIT /
MILIEUX DE TRANSPORT

16/06/23

METANEPHRINES URINAIRES
ALLONGEMENT TEMPORAIRE
DU DELAI DE RENDU

10/05/23

Recherche des AC Anti-
plaquettes – Arrêt de l'examen

13/04/23

VITAMINE B6 : CHANGEMENT
DE TECHNIQUE

20/07/23

Les perturbateurs endocriniens,
Nouveautés sur la prise en
charge en 2023

21/06/23

RUPTURE REACTIF ALDOLASE

28/05/23

Dépistage prénatal non invasif
par ADNc des anomalies
chromosomiques (DPNI)

17/04/23

Nouveau Site Cerba Oncology

12/04/23

Nouvel examen // La
cartographie optique : de
nouvelles perspectives de
diagnostic dans les maladies
rares

Toutes les Actualités →

Les perturbateurs endocriniens, Nouveautés sur la prise en charge en 2023

Cher confrère,

Par ingestion, inhalation ou encore diffusion percutanée, les sources d'exposition aux perturbateurs endocriniens sont nombreuses : ils font désormais partie de notre quotidien. Les perturbateurs endocriniens, bisphénols et phtalates, ont fait l'objet de nombreuses mises en garde des services publics et autres autorités de santé.

Le début de la grossesse, l'enfance et l'adolescence restent les périodes les plus à risques où l'organisme est le plus réceptif aux perturbateurs endocriniens.



MESURER SON EXPOSITION EST MAINTENANT POSSIBLE.

À l'issue des résultats, des mesures de prévention ciblées permettront de réduire son exposition rapidement.

NOUVEAUX EXAMENS

Panel Bisphénols : bisphénol A, S, F, AF et AP

Panel Phtalates : MeOHP, MeHHP, MECPP, MCPP, MEP, MiBP, MnBP, MBzP, MCOP et MCNP

Prélèvement :

Urines (2 ml), sur tube en polypropylène ou en polyéthylène

Privilégier l'urine ponctuelle plutôt en fin de journée (et pas au réveil)

Sur urines des 24h si demandé par le médecin prescripteur

Conservation :

À conserver entre 2 °C et 7 °C (7 jours max) et à envoyer au laboratoire Cerba en congelé.

[Lien vers le catalogue](#)



YUKA



Take a selfie, know your healthie!™

Anura's intended use is to increase people's awareness of their general wellness

Read our publications



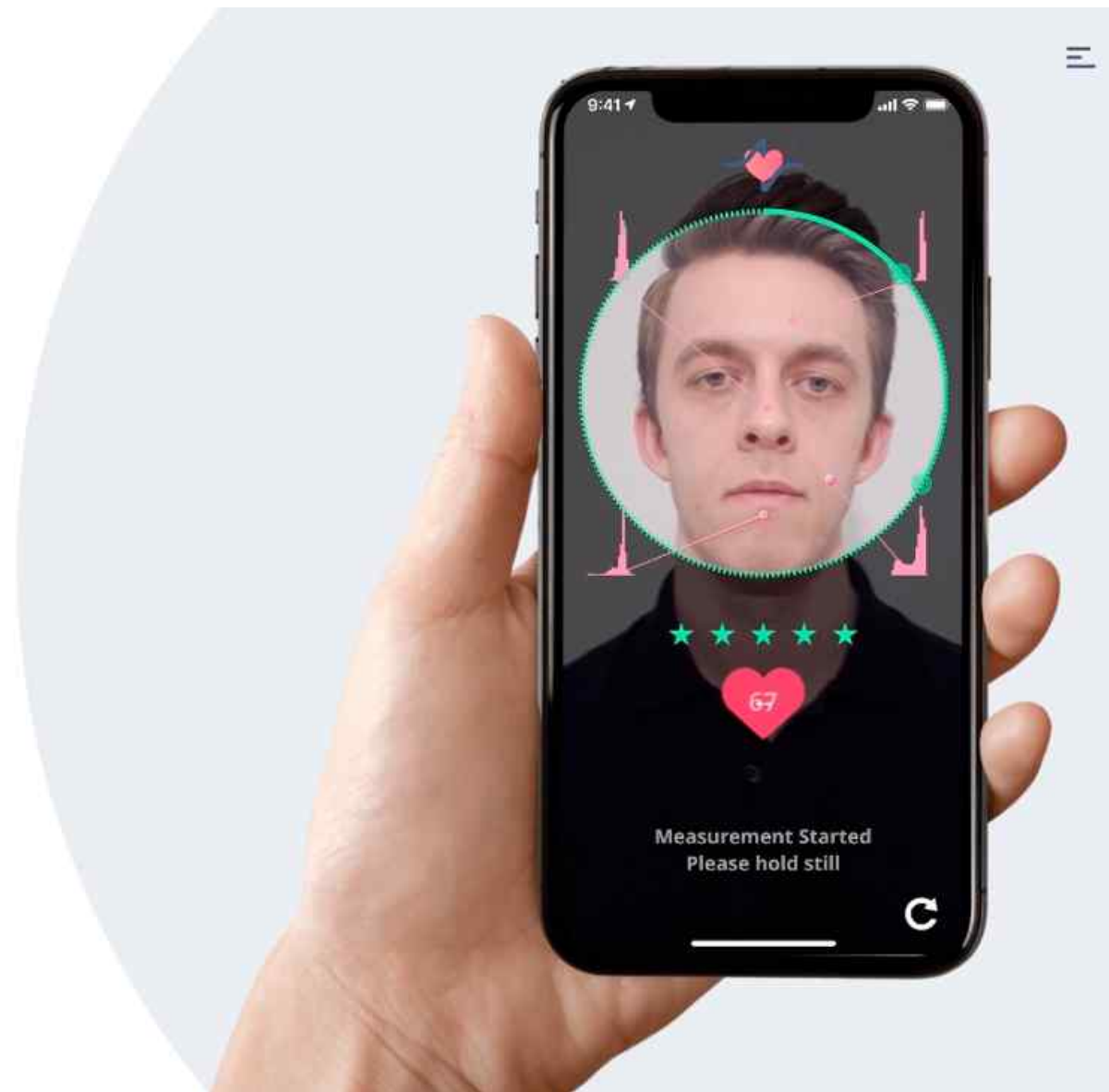
[Clinical studies](#)



[Research](#)



⚠️ Anura™ is not a substitute for the clinical judgment of a health care professional. Anura™ is intended to improve your awareness of general wellness. Anura™ does not diagnose, treat, mitigate or prevent any disease, symptom, disorder or abnormal physical state. Consult with a health care professional or emergency services if you believe you may have a medical issue.





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- ☒ I consent to the processing of my health data by Nuralogix Corporation provide me with the Anura™ app services as described in the Terms of Use
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VITALS



PHYSIOLOGICAL



MENTAL



PHYSICAL



For Investigational Use Only. These numbers are only estimates and are not a substitute for the judgment of a health care professional. They are intended to improve awareness of general wellness.



VITALS



PHYSIOLOGICAL



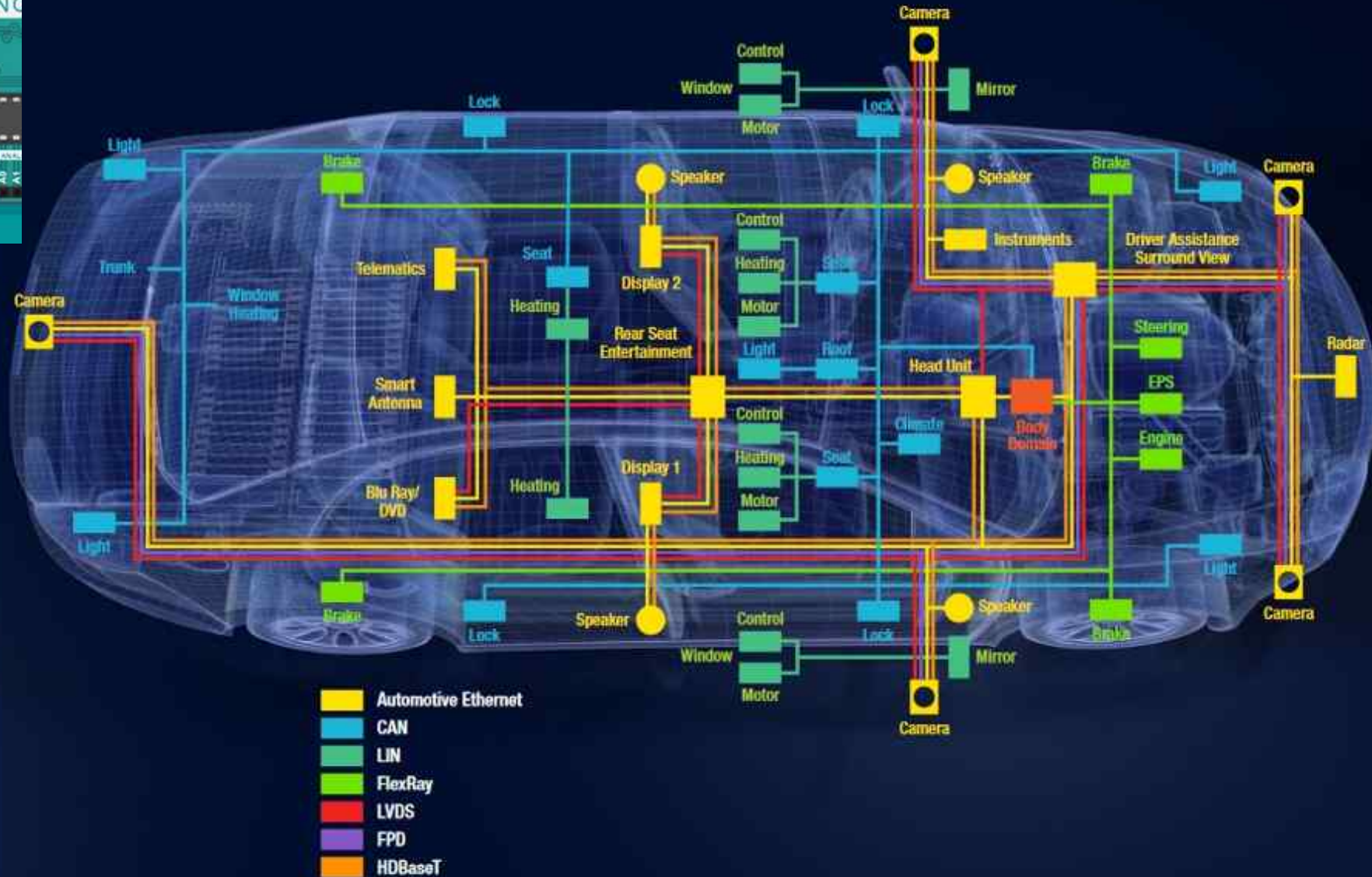
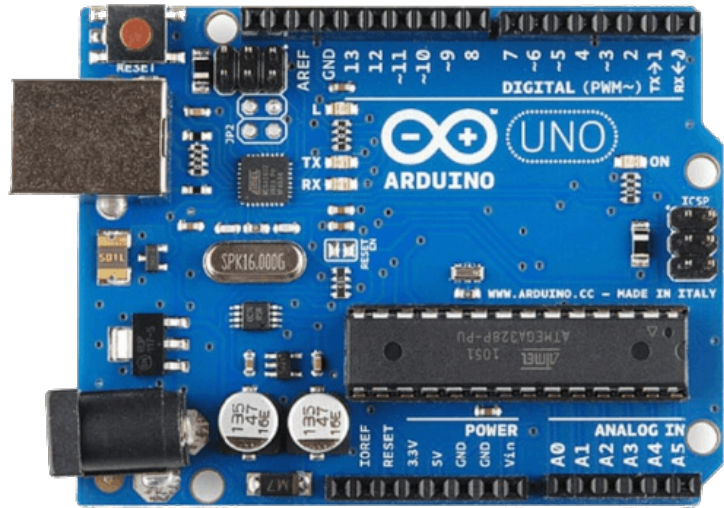
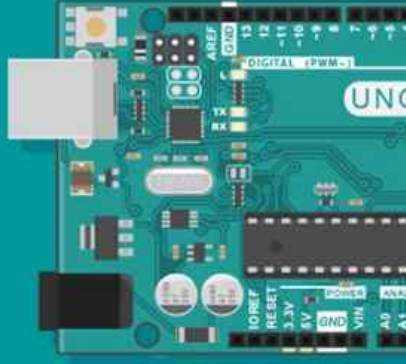
MENTAL



PHYSICAL



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100% électrique

199€ | TTC/MOIS⁽¹⁾

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Exemple de Location Longue Durée (LLD) hors assurances et prestations facultatives : 1er loyer majoré de 1500€ TTC, suivi de 48 loyers mensuels à 199€ TTC.

427⁽²⁾ km

D'AUTONOMIE

(2) Cycle mixte WLTP

Pour les trajets courts, privilégiez la marche ou le vélo.
#SeDéplacerMoinsPolluer.

EURO NCAP

★★★★★

Test 2023

8

Ans

De Garantie

A

0g CO₂/km

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XPENG G6 - 100... more

XPENG



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STELLANTIS



plateforme de sport à distance et/ou virtuelle

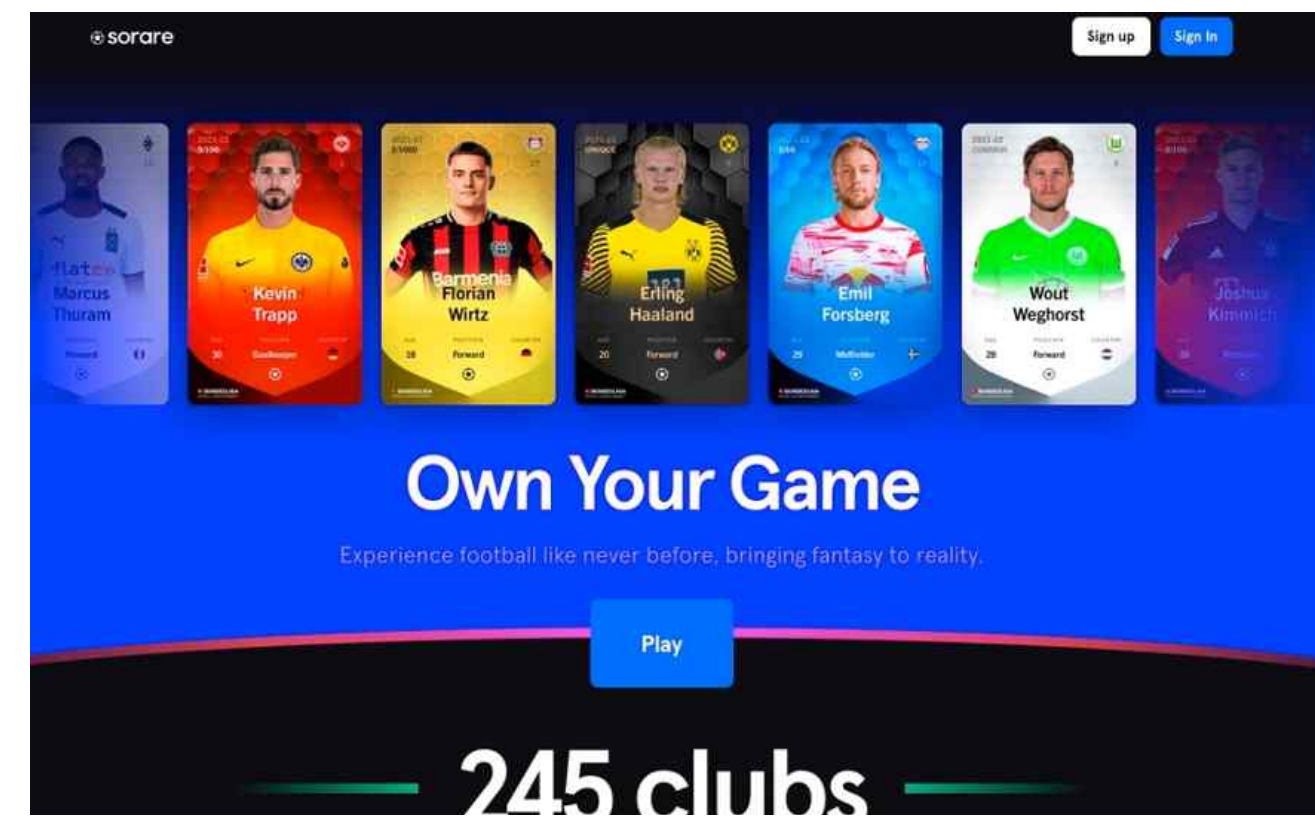
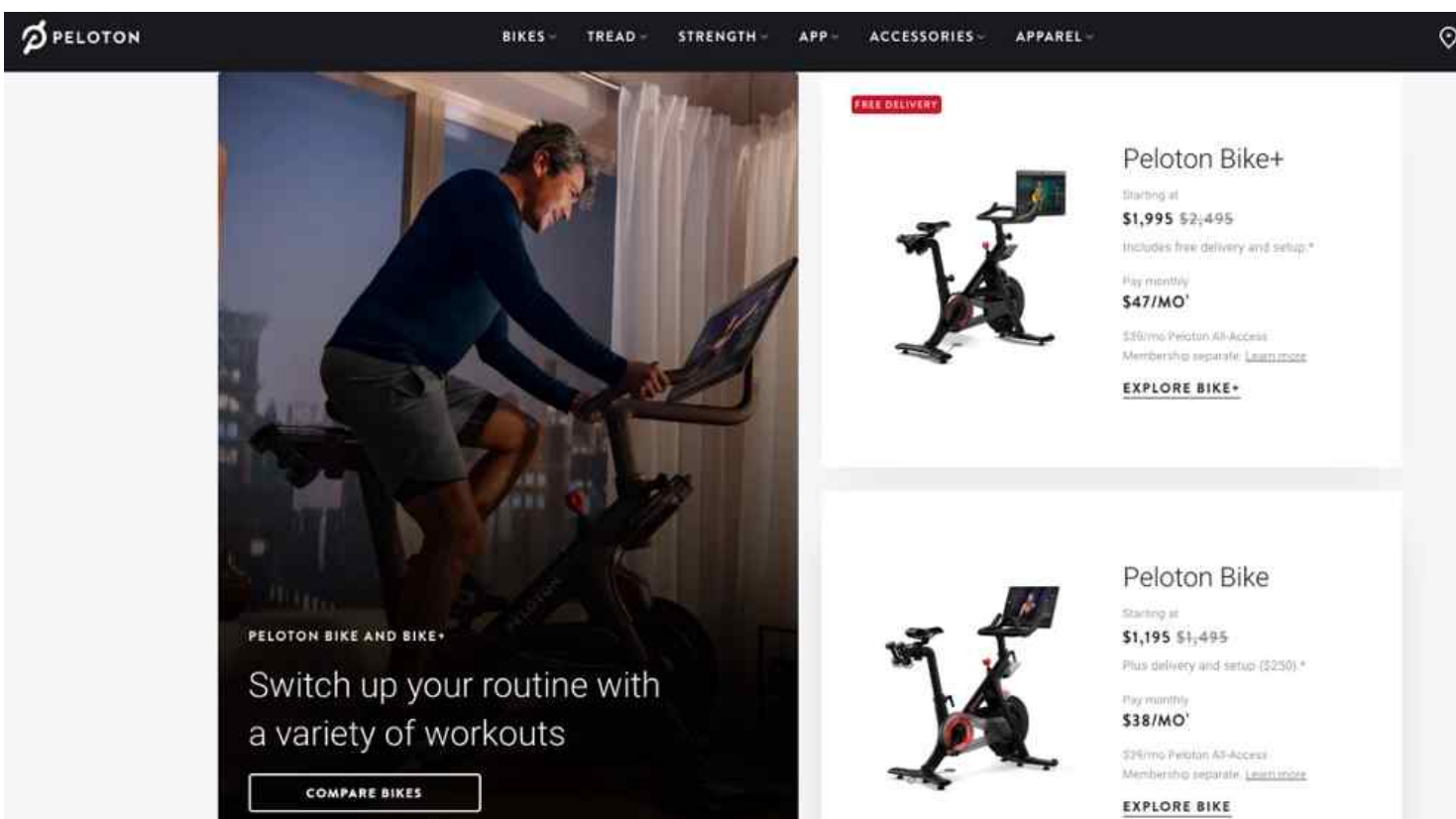
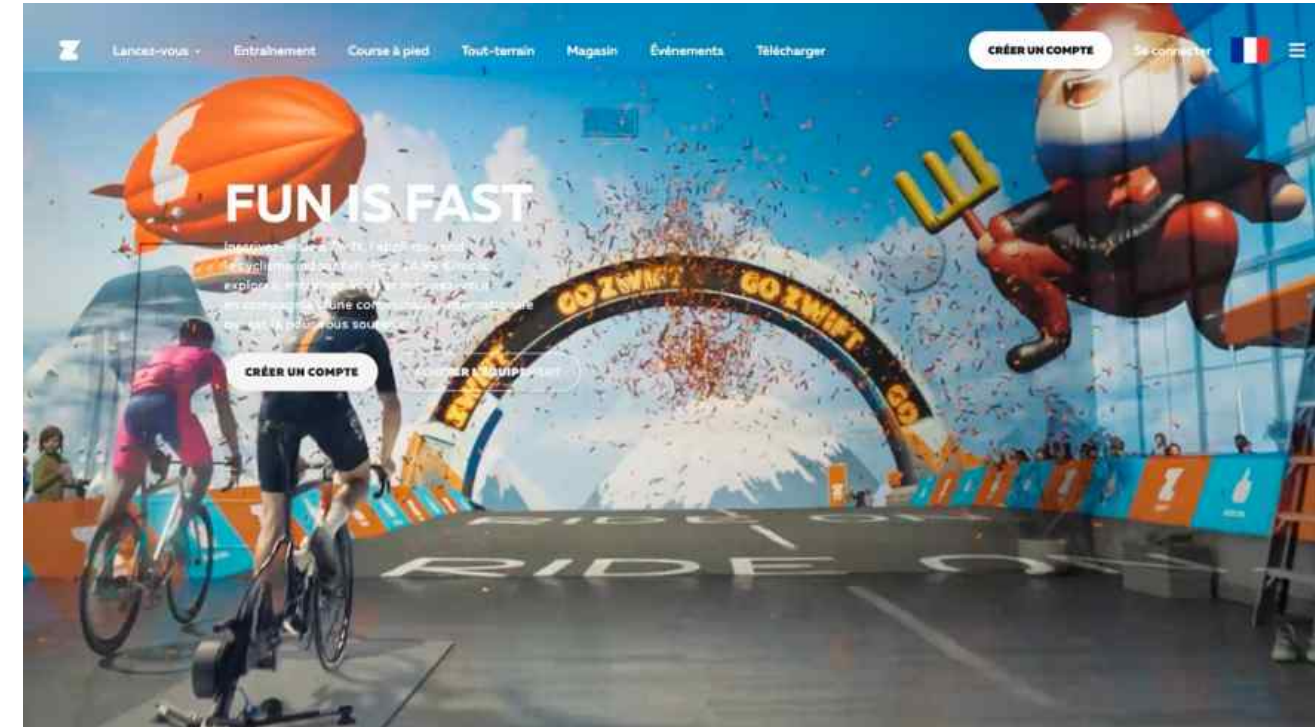
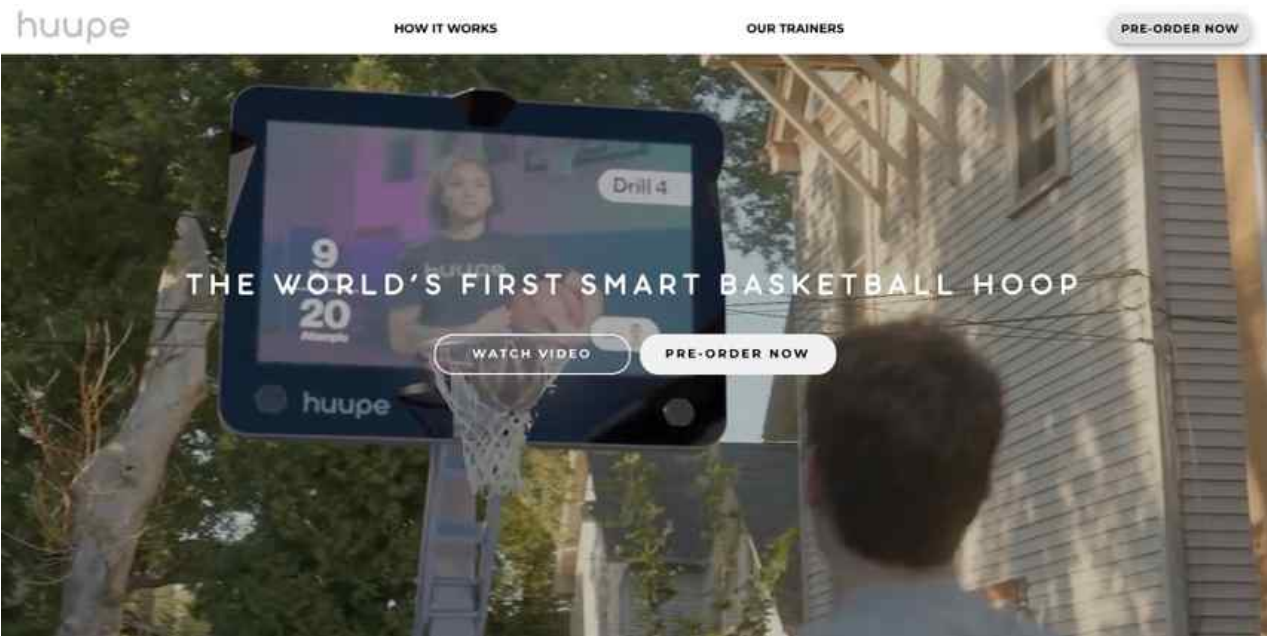
META
/FESTIVAL

[About](#) [Speakers](#) [Program](#) [Contact](#)

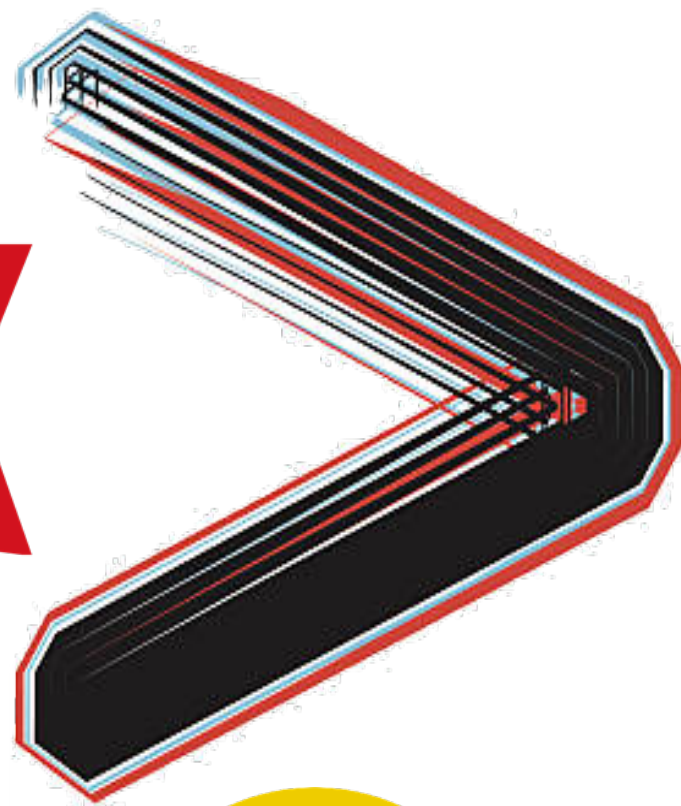


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June 28 2022, Metapolis

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NETFLIX



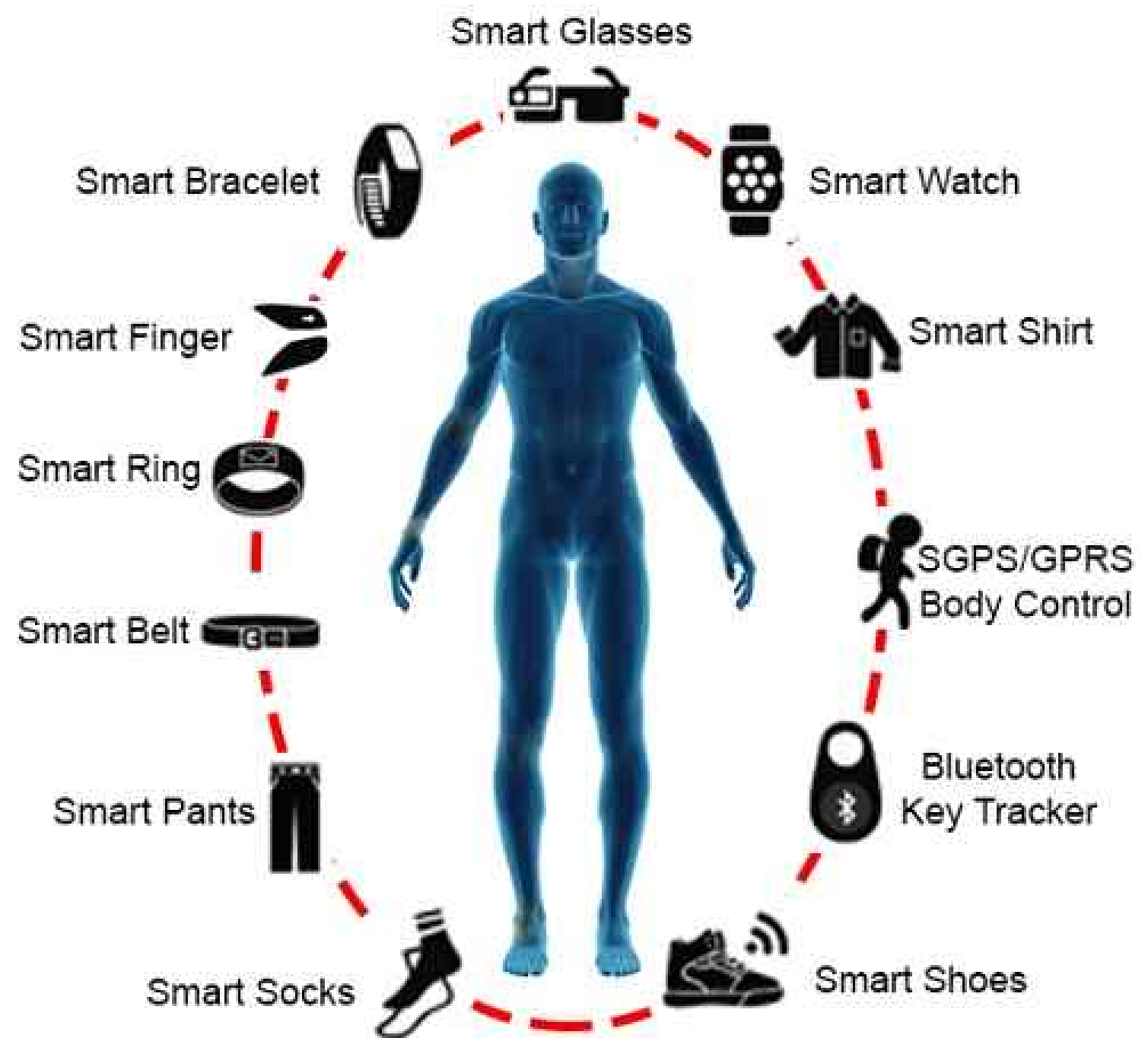
Disney



wearable



VO2MAX



PLATEFORME au XIX^{ème} SIÈCLE

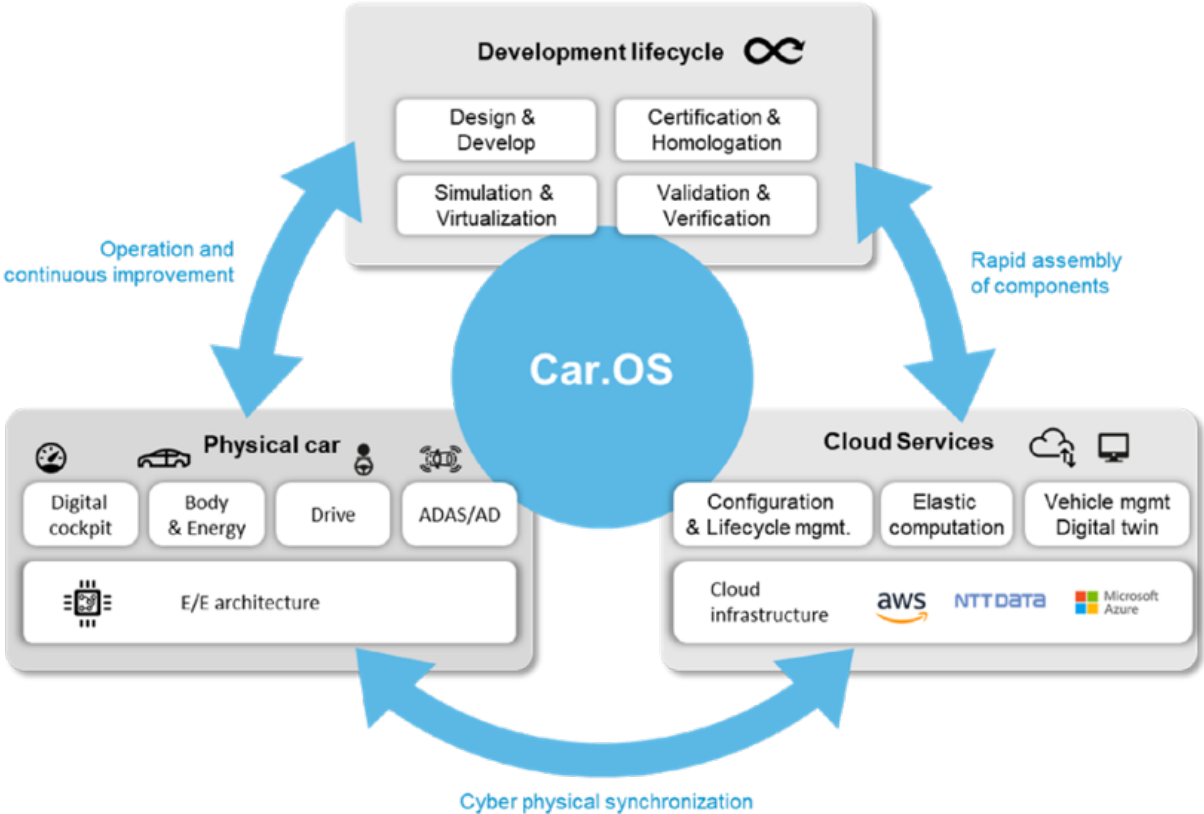


Louis Renault, victorieux de Paris-Rambouillet-Paris 1899, avec sa première voiturette, la Type A.

PLATEFORME au XX^{ème} SIÈCLE



PLATEFORME au XXI^{ème} SIÈCLE



Aircraft 1500 / 11713

Airport delays

Airport	Arr	Dep
Chicago (ORD)	5.0	4.6
Mumbai (BOM)	0.5	3.9
El Paso (ELP)	0.0	4.3
Manila (MNL)	2.2	1.1
Birmingham (BHM)	0.4	2.6
		List

Tweets

Spotter Alert: N915NN,
@AmericanAir's new TWA heritage
livery, en route to Las Vega...

Due to high winds, arrival delays at
@fly2ohare #ORD averaging 80
min. Departures: ...

At this moment flights are still
landing and taking off.
<https://t.co/pOQI3LpHp8>

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App Store

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work properly. [Find out more](#)

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DoubleClick
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Google Analytics
Google+ Platform
Twitter Button





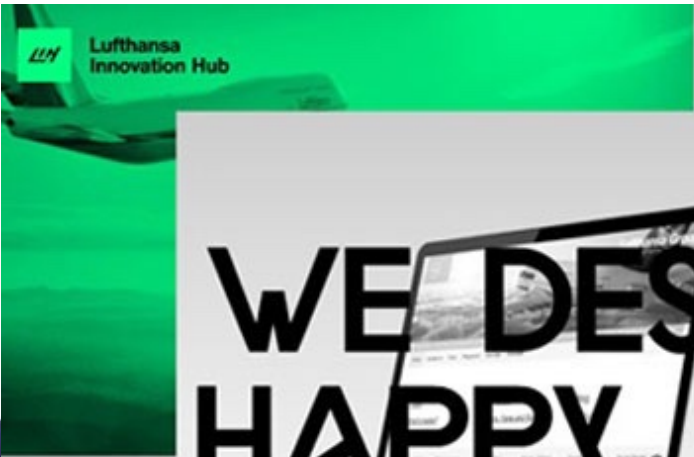
Lufthansa
Innovation Hub

“ Culture
belongs at
the center
of your
strategy. ”

10 TEN YEARS LUFTHANSA INNOVATION HUB

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

Xavier Lagardère
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



\$151B

\$151B

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

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



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

Deux niveaux de licence Basic ou Premium, adaptés à vos usages, sont disponibles pour vos visio-conférences :

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Keyyo Connect

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Communications
Manager

CallPad

Switchboard

Copy & Call

Keyyo Fax

Keyyo Update

Fermer les détails



Keyyo Visio
Basic

Keyyo Visio
Premium

2€⁹⁰/mois²¹
sans engagement

12€⁹⁰/mois²¹
sans engagement

L'essentiel des services
entreprises

Le tout-illimité
professionnel

Général,
Assistance,
support

Nb de participants

4

Illimité²¹

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



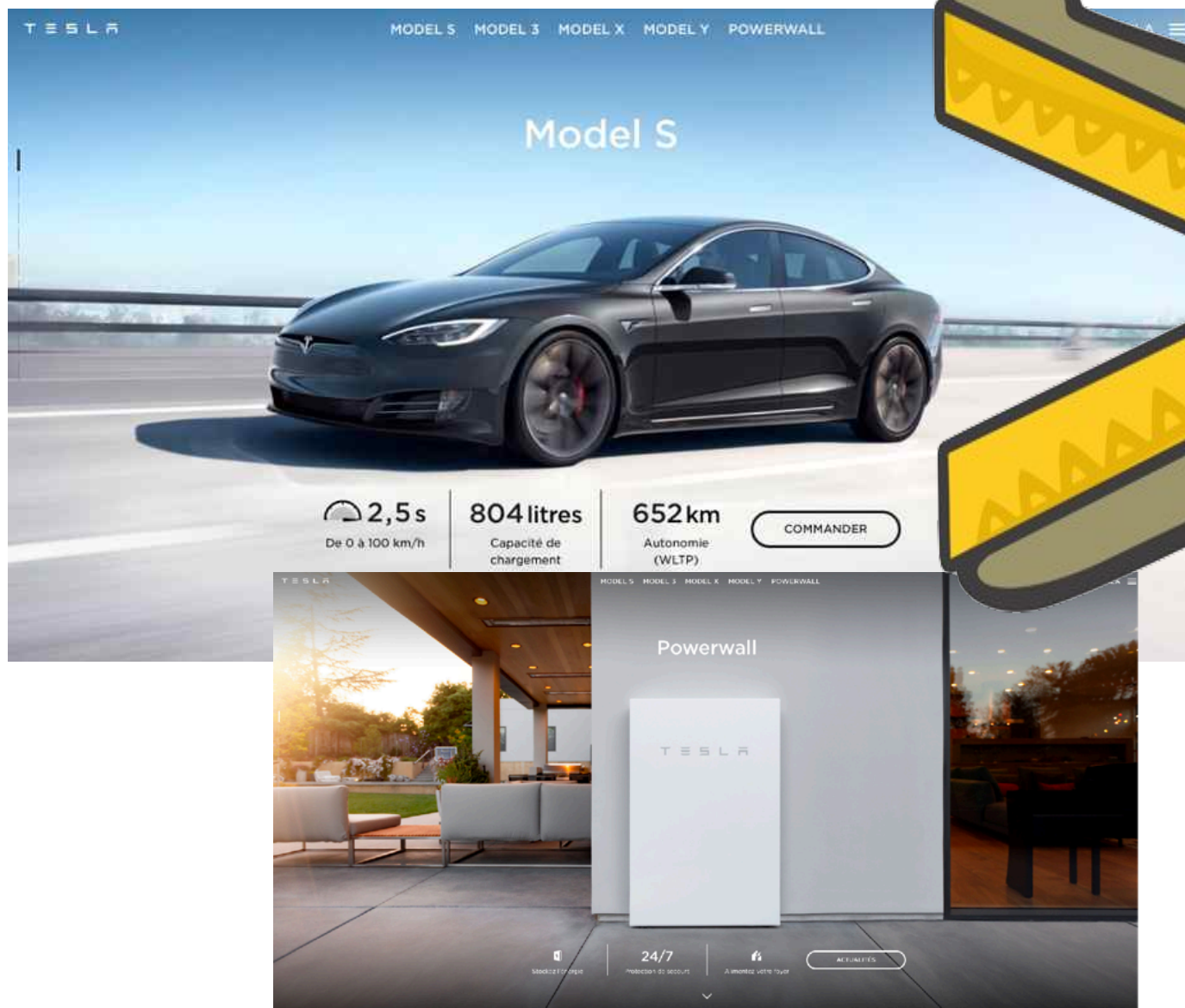
Conférence planifiée
Invitation via Mail ou SMS
Partage de documents et pointeur
Tableau blanc collaboratif
Transfert de fichier
Prise de photo à distance
Annotations sur les images en partage

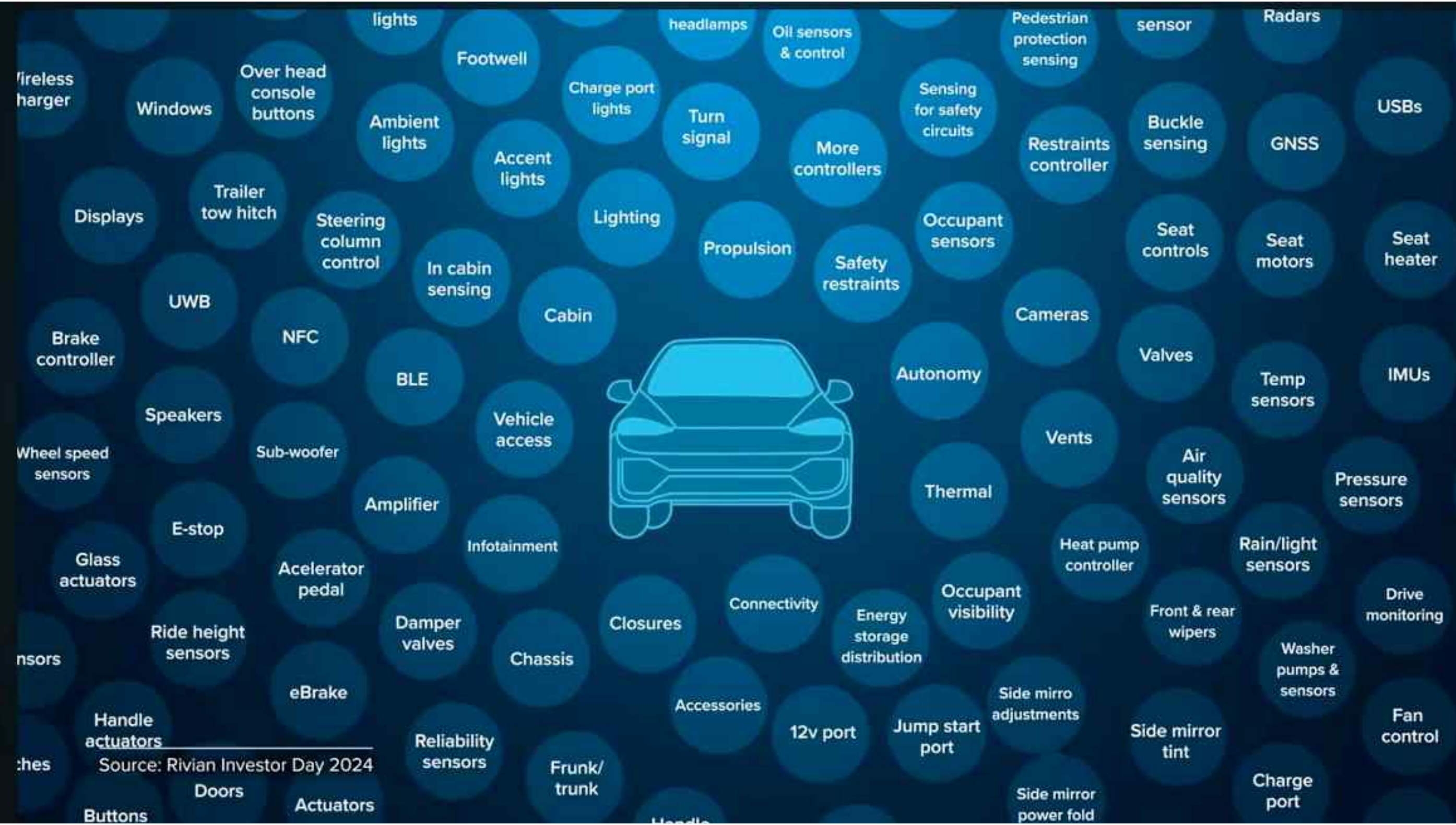


Gestion, accès

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











CyberCab / RoboVan / Optimus

systems lies a complex network of communication protocols that facilitate the exchange of data between various electronic control units (ECUs)

Importance of Communication Protocols in Mechatronics

Communication protocols play a vital role in automotive mechatronics, enabling the exchange of data between ECUs and ensuring the coordination of various systems.

Overview of CAN (Controller Area Network) Protocol

CAN is a widely used communication protocol in automotive systems, developed by Bosch in the 1980s. It is a multi-master, message-oriented protocol that enables the exchange of data between ECUs. CAN is known for its high reliability, fault tolerance, and robustness, making it an ideal choice for safety-critical applications.

LIN (Local Interconnect Network) Protocol and Its Applications

LIN is a single-master, multi-slave communication protocol used in automotive systems. It is designed for low-speed, low-cost applications, such as controlling seat adjustments, mirrors, and lighting systems

Increased data transmission rates: 5G and other emerging technologies will enable higher data transmission rates, facilitating the exchange of large amounts of data between ECUs and sensors.

Improved cybersecurity: AI and other emerging technologies will be used to improve cybersecurity in automotive systems, protecting against cyber threats and ensuring the integrity of communication protocols.

New applications and use cases: Emerging technologies will enable new applications and use cases, such as vehicle-to-everything (V2X) communication and smart infrastructure.

Types of Automotive Communication Protocols

Controller Area Network (CAN) Protocol

CAN is the backbone of automotive communication, allowing multiple ECUs to communicate without a host. It provides:

- High-speed and fault-tolerant communication.
- Message prioritization.
- Applications: Engine management, braking systems, powertrain.

Local Interconnect Network (LIN) Protocol

LIN is a cost-effective alternative to CAN, used for:

- Low-speed applications.
- Control systems like window regulators and seat control.
- Easy wire implementation, reducing cost.

FlexRay Protocol

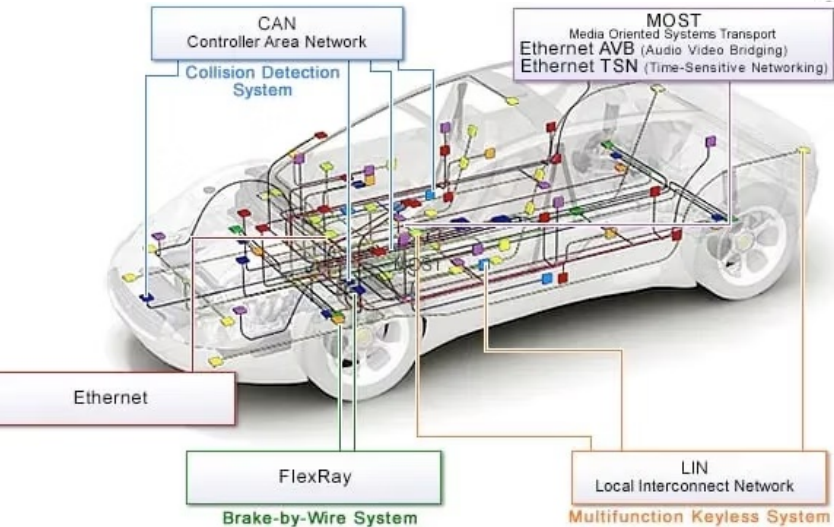
FlexRay is designed for high-speed, fault-tolerant communication in safety-critical applications. It features:

- Deterministic timing for real-time operations.
- Channel redundancy for fail-safe operations.
- Applications: Adaptive cruise control, drive-by-wire systems.

Media Oriented Systems Transport (MOST) Protocol

Protocol	Speed	Application
CAN	1 Mbps	Powertrain, safety systems
LIN	20 kbps	Body control systems
FlexRay	10 Mbps	Safety-critical applications
MOST	150 Mbps	Infotainment
Ethernet	1 Gbps	ADAS, autonomous driving

Protocol	Speed	Application	Key Features
CAN	Up to 1 Mbps	Safety-critical systems, engine control	Multi-master, message-oriented, robust error detection
LIN	Up to 20 kbps	Body electronics, comfort systems	Single-master, multi-slave, low-cost, simple protocol
FlexRay	Up to 10 Mbps	Safety-critical systems, ADAS, autonomous driving	High-speed, time-triggered and event-triggered, fault-tolerant



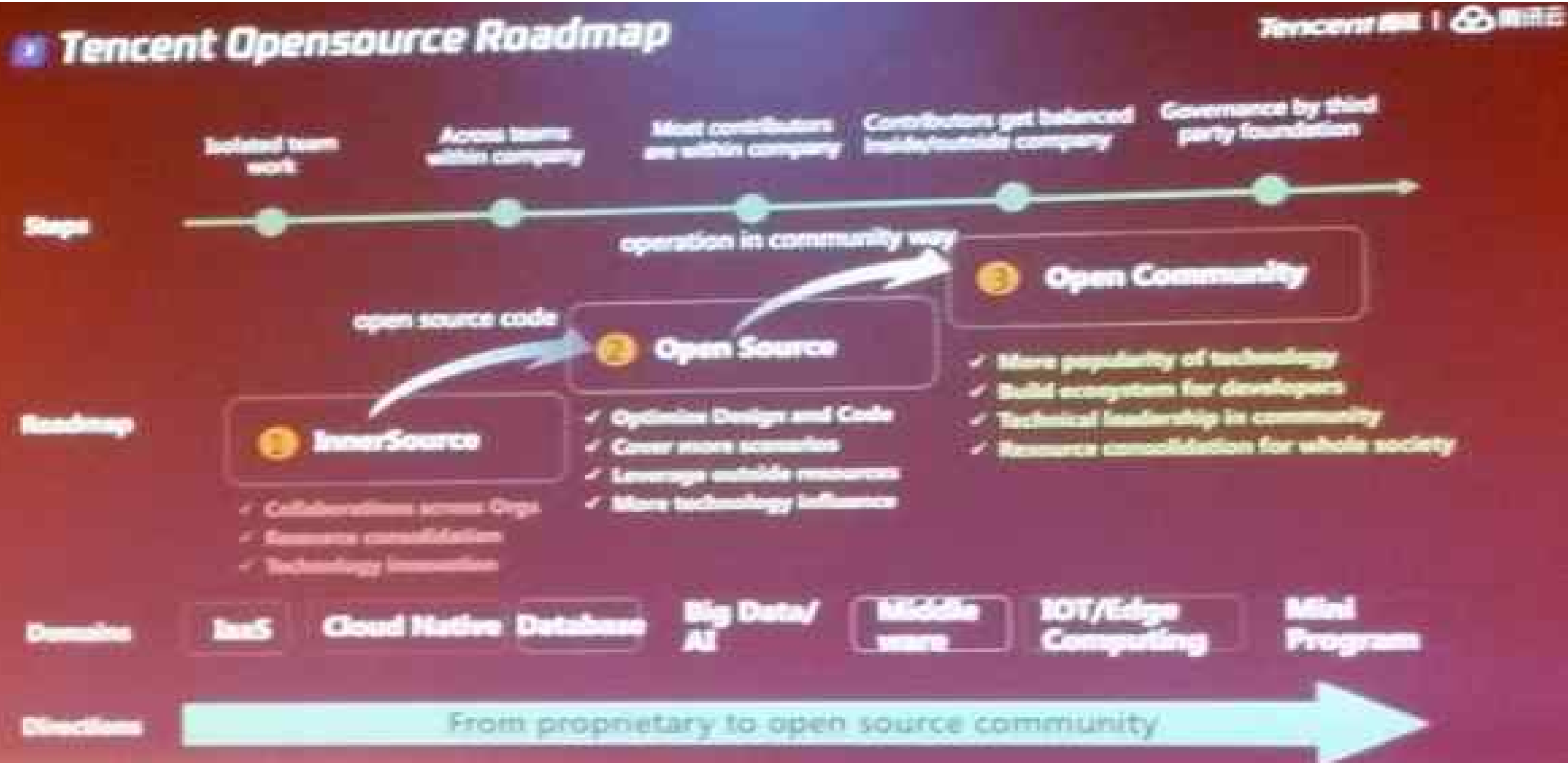


Hubert Kratiroff 

France



Scan the QR code to add me on WeChat

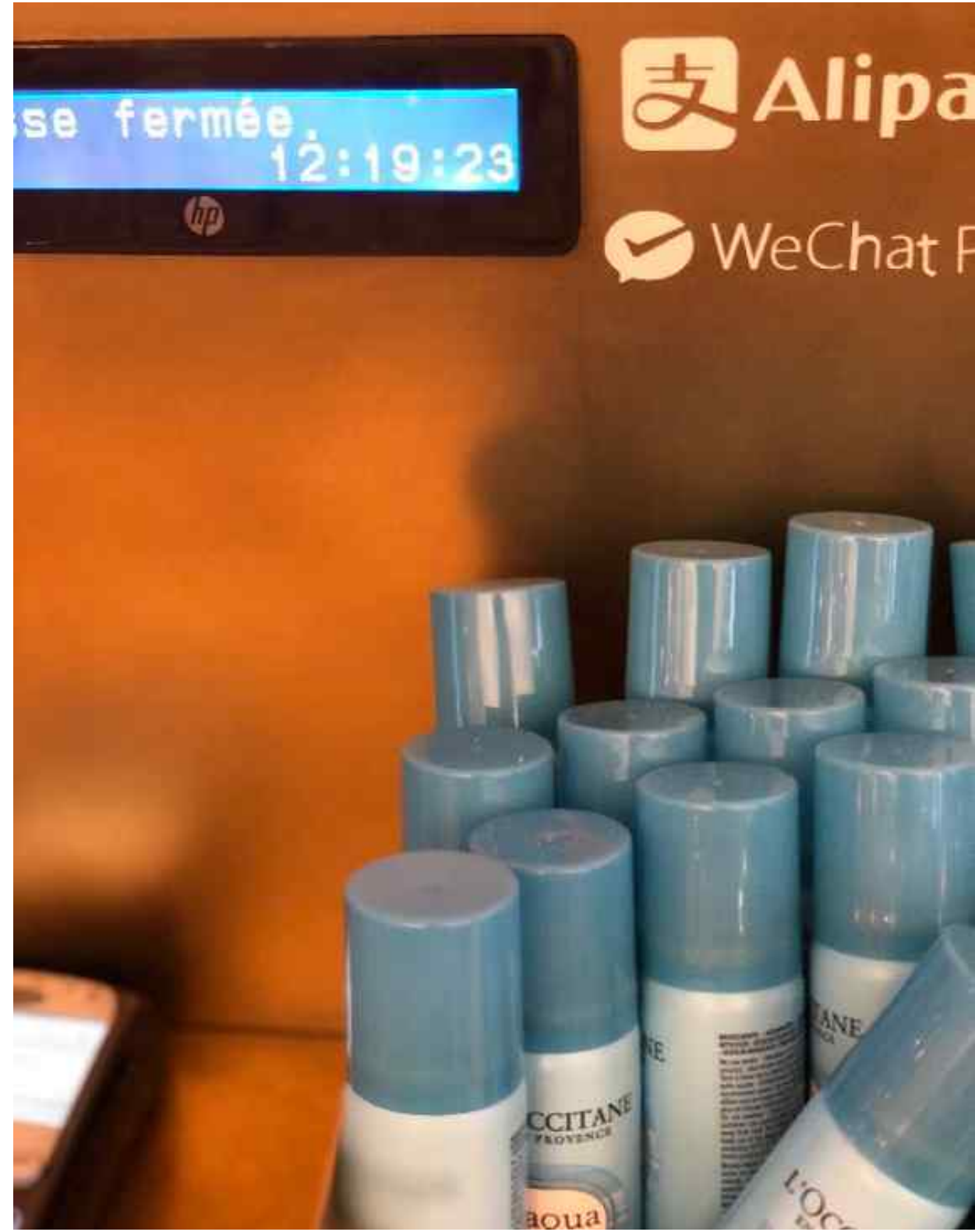


TenCent WeChat MiniProgram SDK opensource





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



Alibaba Cloud

Sponsored •



Au pic du trafic du 11 novembre 2019, les plateformes d'Alibaba ont enregistré un record de 544 000 commandes par seconde. Tout cela s'est déroulé non stop de bout en bout grâce aux infrastructures du Cloud ! Connaissez-vous les technologies qui se cachent derrière le plus grand festival mondial du shopping? Rejoignez notre webinar pour découvrir nos solutions qui rendent possible le Double 11 et qui vous permettront ainsi de développer votre business en Chine.

Alibaba 11/11 Shopping Festival

Comment le Cloud rend possible le succès du Double 11 Shopping Festival

Mercredi 26 Février, 2020

10h ▶ 11h (UTC+01)

Inscrivez-vous ici



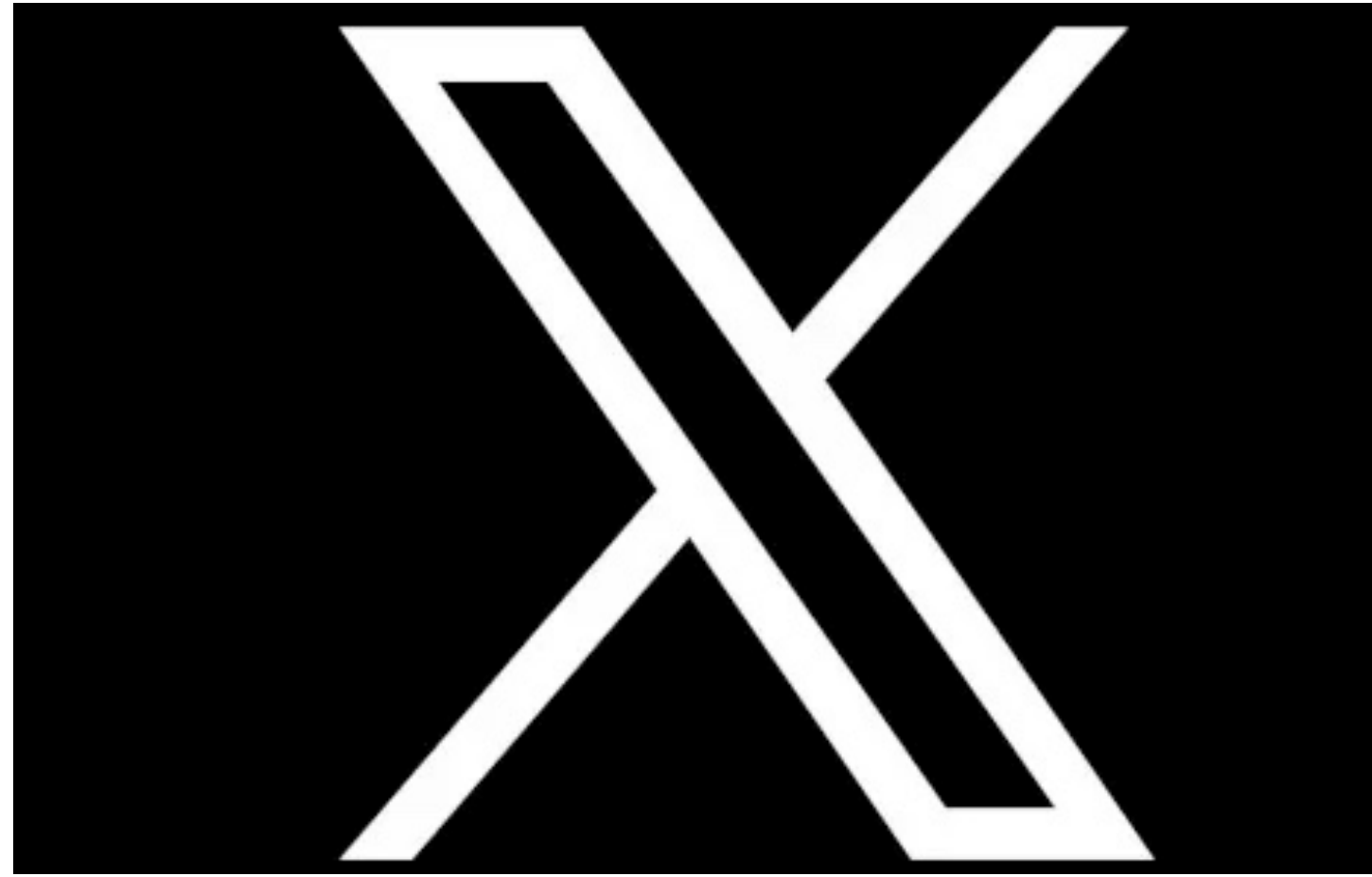
[HTTPS://RESOURCE.ALIBABACLOUD.COM/](https://resource.alibabacloud.com/)

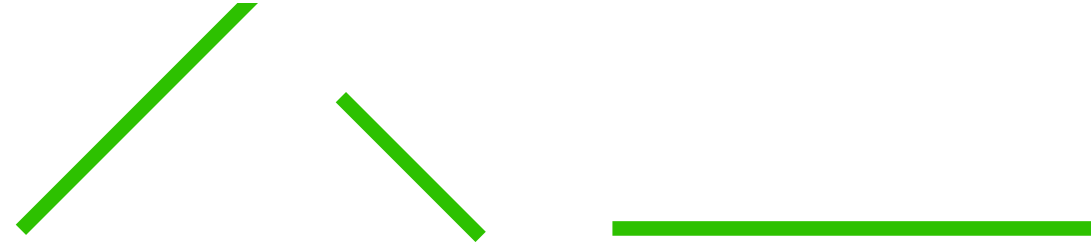
Comment le Cloud rend possible le succès du Double 11 Shopping Fe...

Sign Up

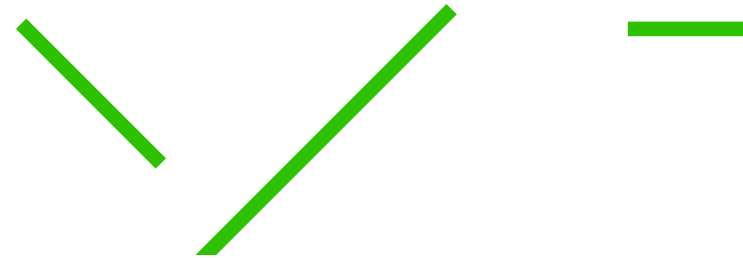
Everything

APP





DISRUPTION



WeChat TenCent



QQ

Tencent 腾讯



1998

O-ICQ —> QQ
+ 2011 WeChat
+2015 WeChat Pay
Mini MicroProgram
Open Source SDK

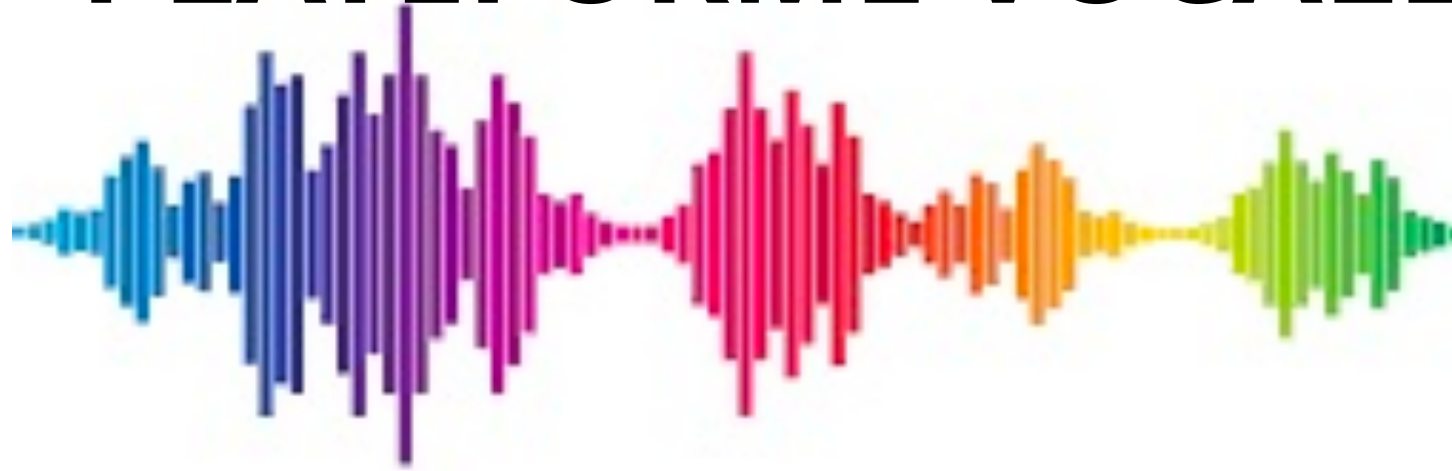
Gaming Music

Riot Game LOL
Supercell , UbiSoft
e-Sport
TME Tencent Music
Entertainment
Karaoke
Vidéo

Tencent

Pony Ma
11e ste mondiale
5% Tesla

PLATEFORME VOCALE

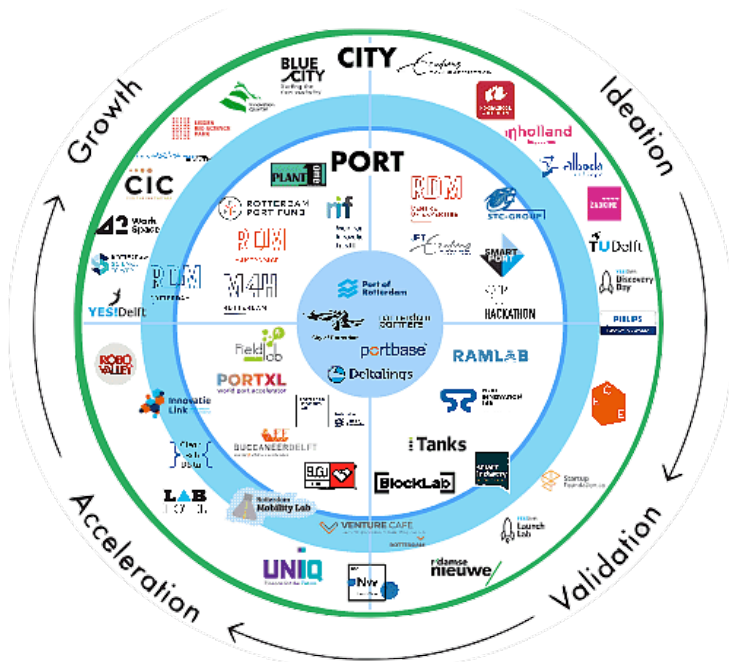


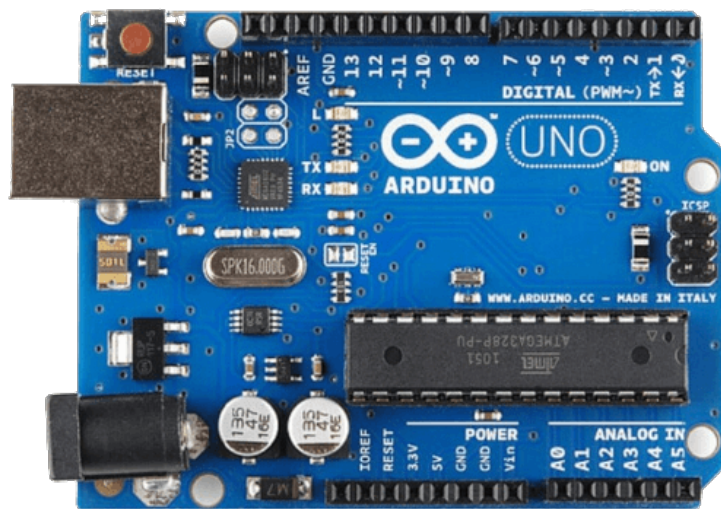
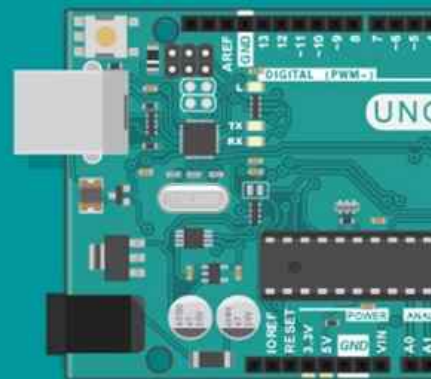
PLATEFORME DOMOTIQUE

somfy.

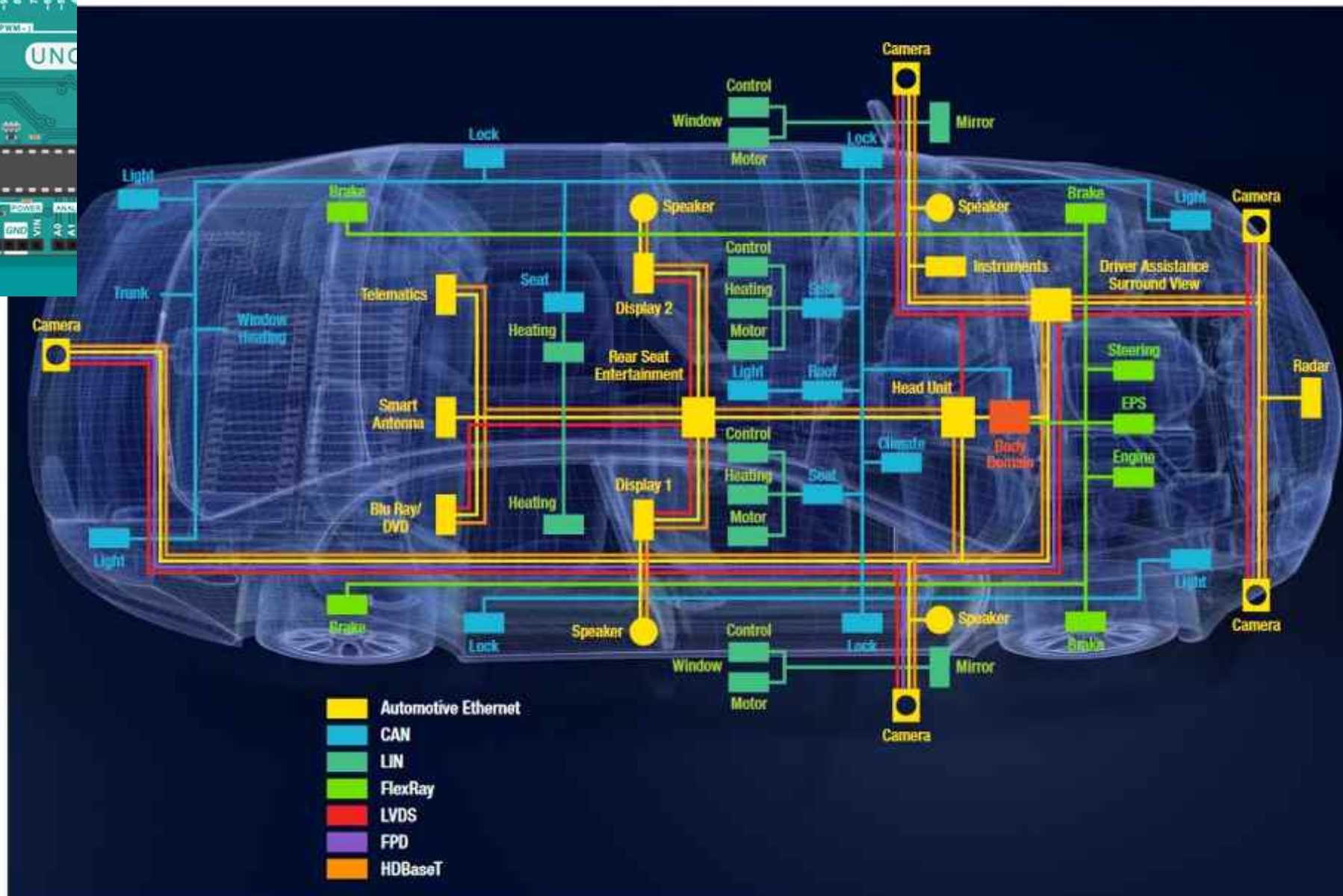


PLATFORME SMART CITY





Protocol	Speed	Application
CAN	1 Mbps	Powertrain, safety systems
LIN	20 kbps	Body control systems
FlexRay	10 Mbps	Safety-critical applications
MOST	150 Mbps	Infotainment
Ethernet	1 Gbps	ADAS, autonomous driving



PLATEFORME au XIX^{ème} SIÈCLE

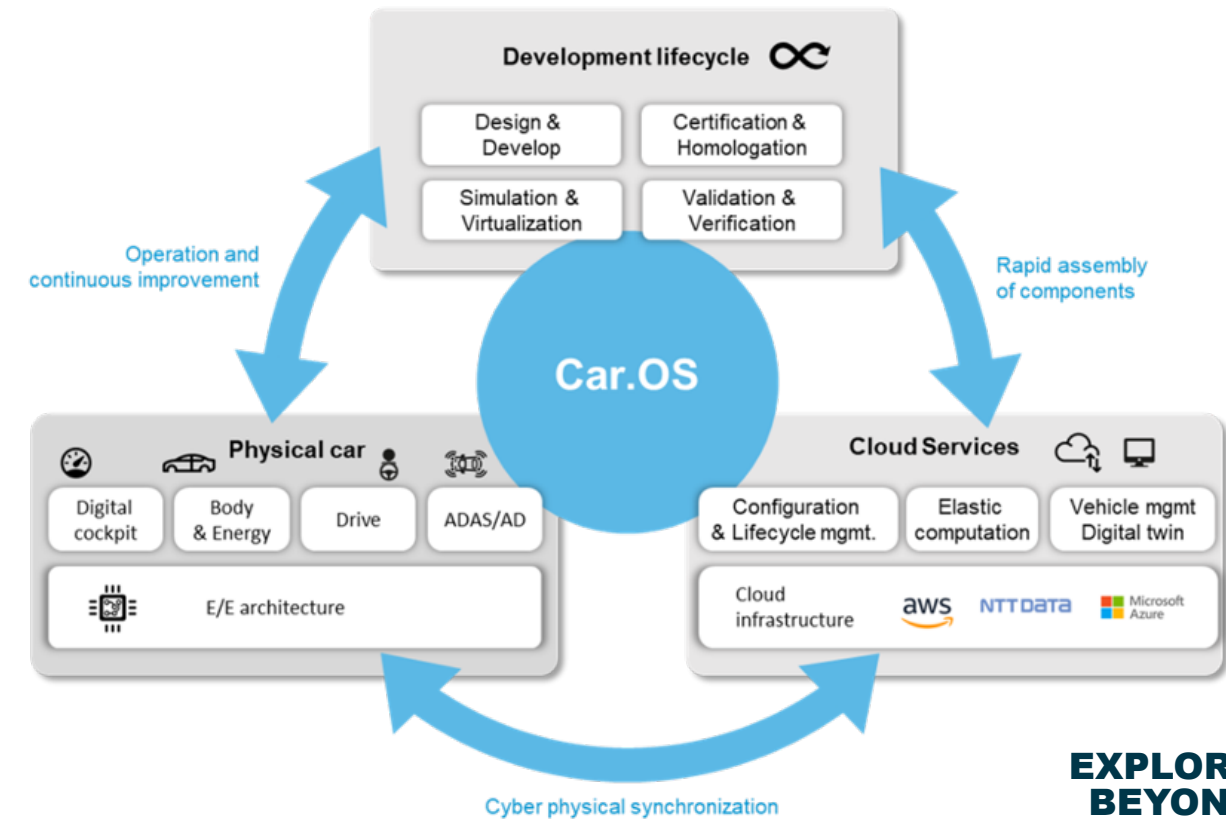


Louis Renault, victorieux de Paris-Rambouillet-Paris 1899, avec sa première voiturette, la Type A.

PLATEFORME au XX^{ème} SIÈCLE



PLATEFORME au XXI^{ème} SIÈCLE



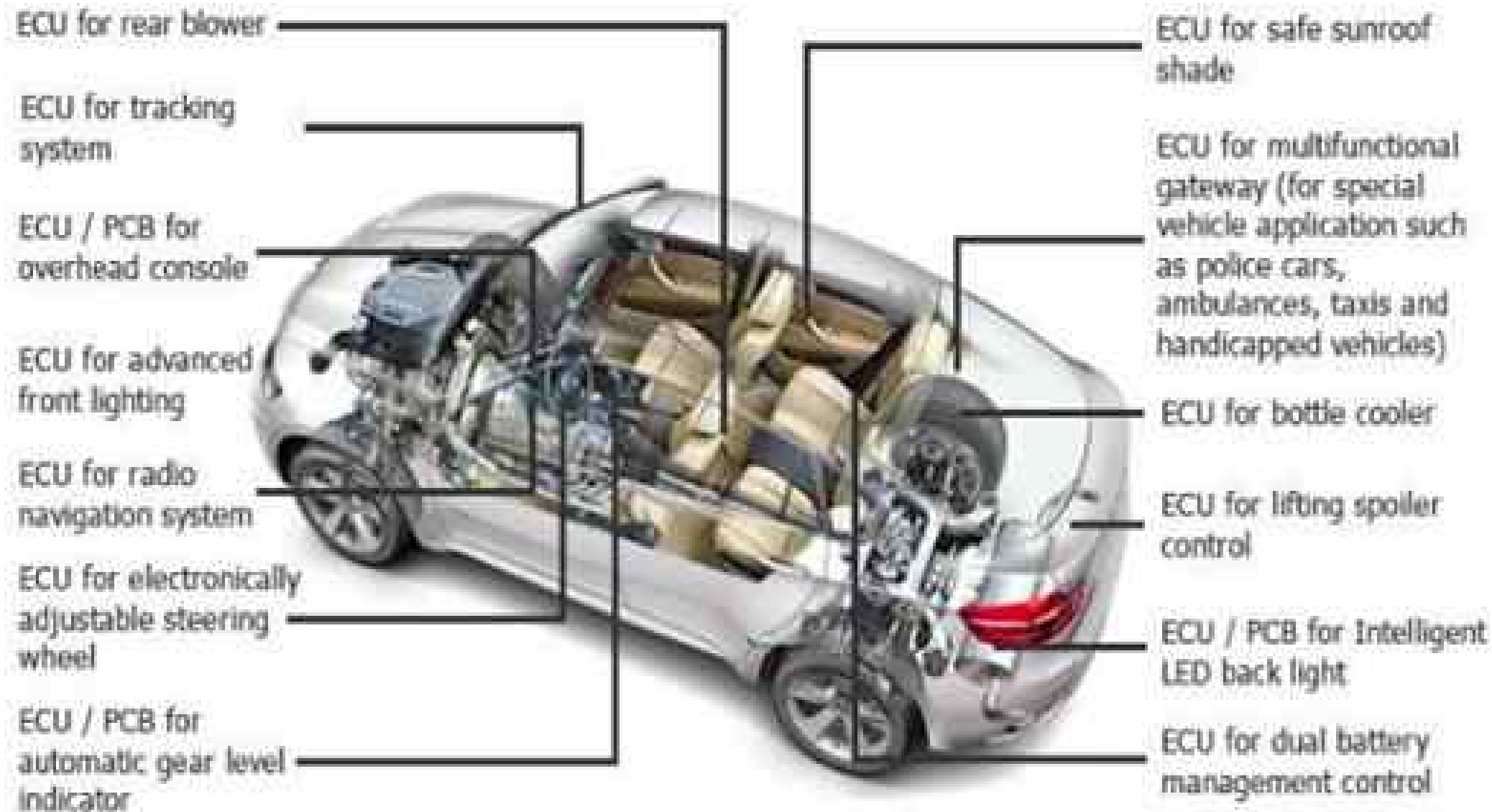
SOFTWARE-DEFINED ELECTRIC VEHICLES

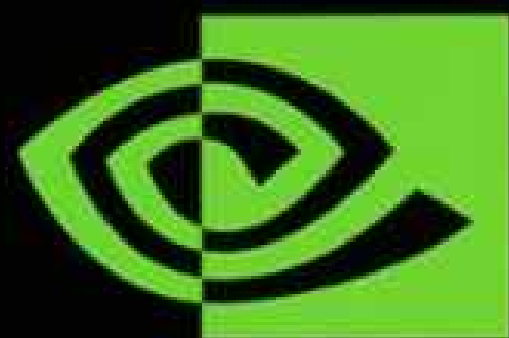
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[ABOUT REE SDV](#)



Automotive ECUs:





NVIDIA GTC

2026





Industrial Batteries

Manufacturing

AI Compute

Solar

Home Charging

Home Batteries

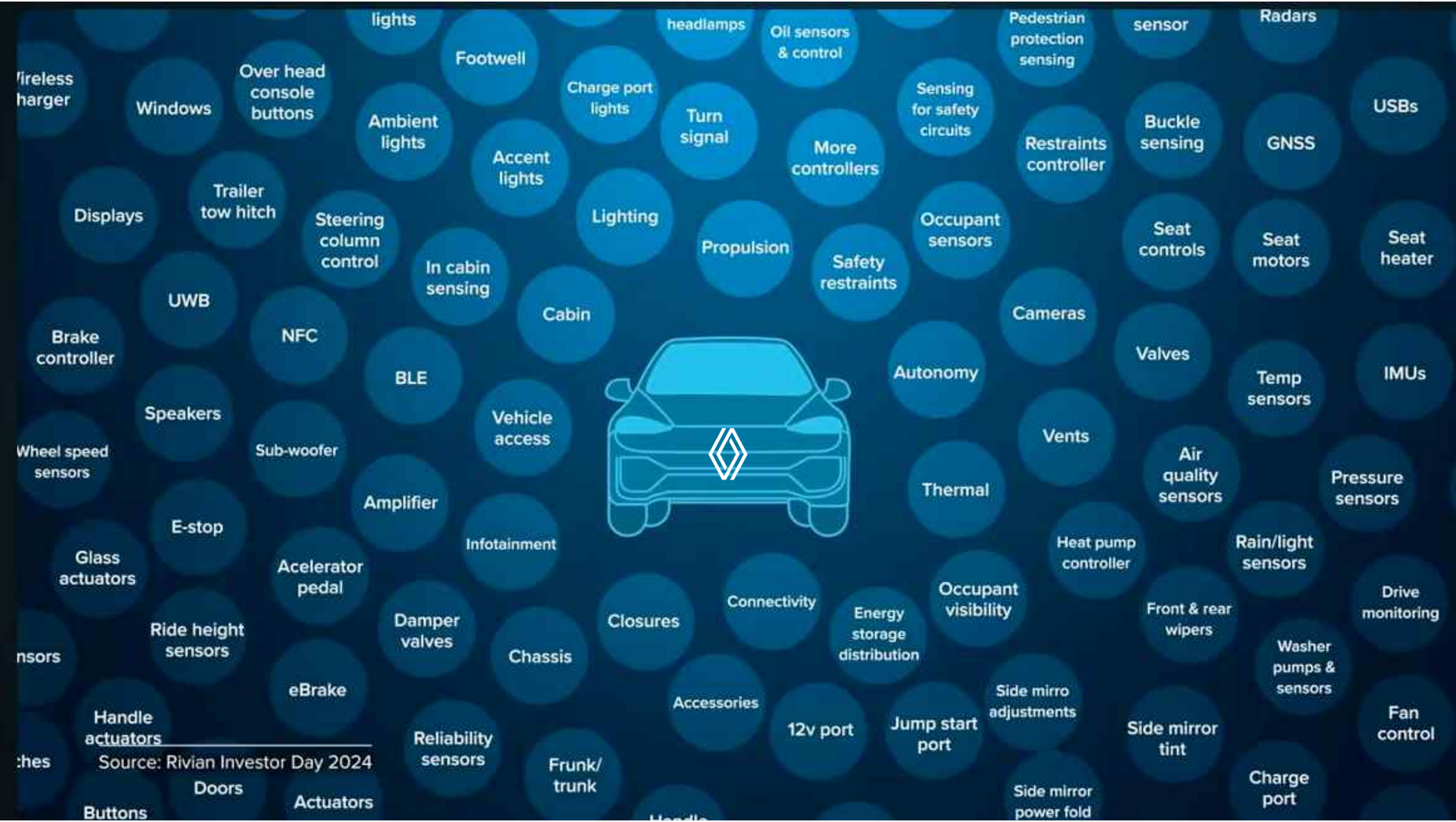
Trucking

Bots

Charging Network

Electric Vehicles

Robotaxis



AU MILIEU DU MONDE

Michel Houellebecq

Plateforme

roman

Flammarion

Plateforme

Flammarion

Key TakeAways

ce qu'il faut retenir

**Soit on crée une plateforme, soit on utilise celle d'un autre :
on est « plateformeur » ou « plateformé »**

*Si on crée pas sa plateforme,
en invitant gratuitement
tout l'écosystème,
on utilisera celle d'un autre
en offrant ses données*



effet matthieu

spirale positive (pour les gagnants),
les plus puissants (taille critique, gros, forts)
le sont de plus en plus.

= winner take all
≠ first to the market



paradoxe de **Jevons**



Le paradoxe de **Jevons** énonce qu'à mesure que les améliorations technologiques augmentent l'efficacité avec laquelle une ressource est employée, la consommation totale de cette ressource peut augmenter au lieu de diminuer.

Ce paradoxe implique que l'introduction de technologies plus efficaces en matière d'énergie peut augmenter la consommation totale de l'énergie.

Cas extrême de l'effet rebond

William Stanley Jevons l'a mis en évidence (1865) sur la question du charbon, Jevons observe que la consommation anglaise de charbon a fortement augmenté après que James Watt a introduit sa machine à vapeur, qui était bien plus efficace que celle de Thomas Newcomen. Les innovations de Watt ont fait du charbon une source d'énergie plus rentable, ce qui a conduit à généraliser l'utilisation de sa machine à vapeur au sein des manufactures. Plutôt que de réduire la consommation totale de charbon, les améliorations technologiques et les gains de rentabilité ont conduit à accroître la consommation totale de charbon

build & own
your platform
or use
someone
else's one

GAFA
NATU
BATX

BIG
TECH
HYPERSCALER

DN
VB



BLOCK
CHAIN

*platform
x-tech*

WEB3



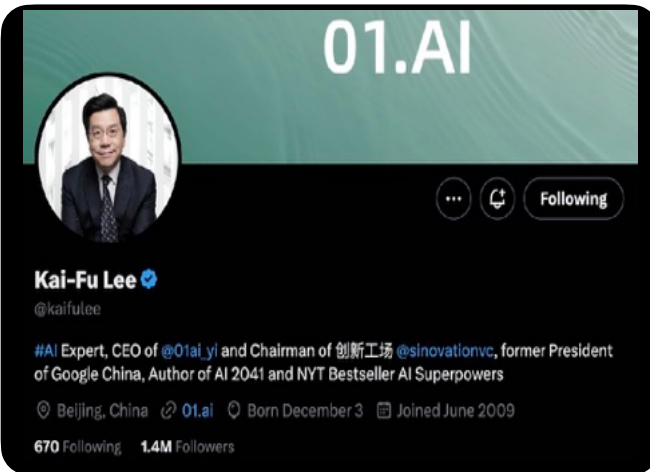
web3

SOCIAL ECOMMERCE
LOGISTIQUE MUSIQUE VISIO
CARTE OS INFO FAB
PARTAGE RENCONTRE
VIDEO SANTÉ IOT
TOURISME MOBILITÉ
FINANCE MOOC PAIEMENT

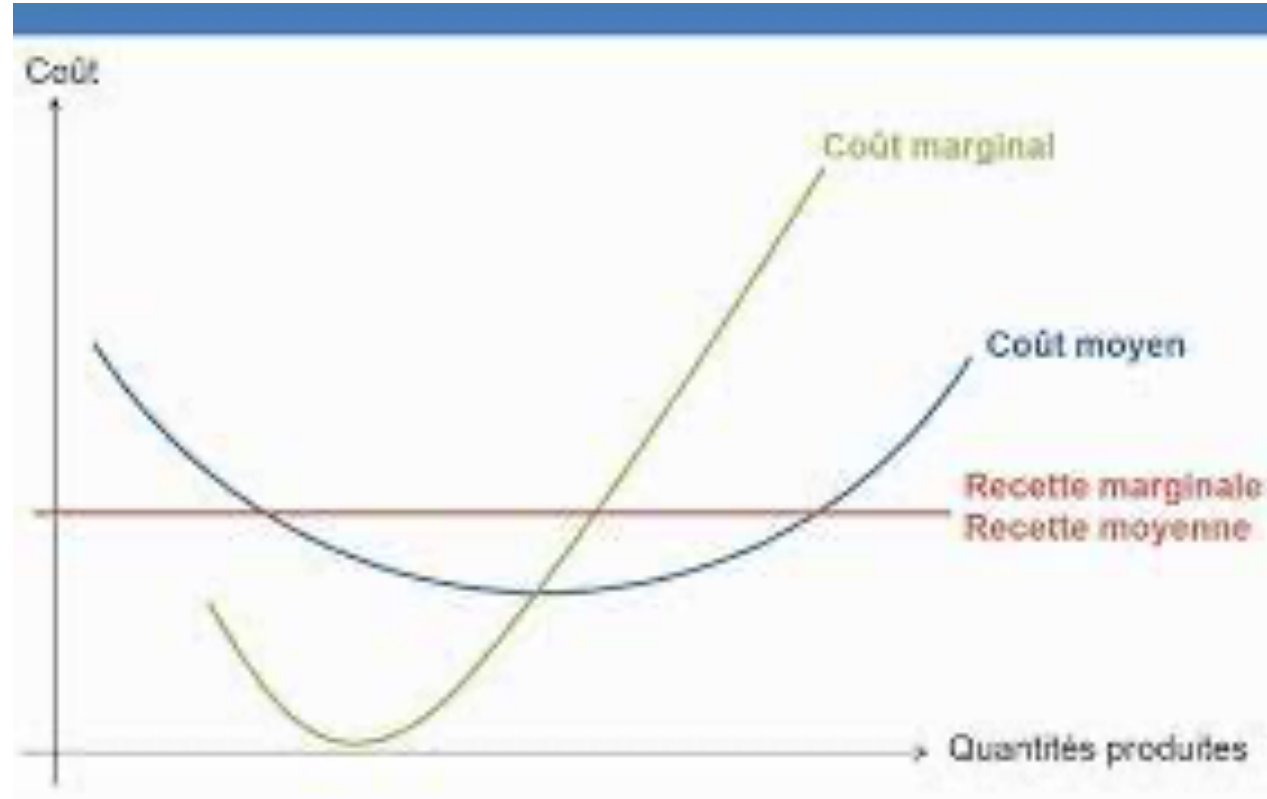
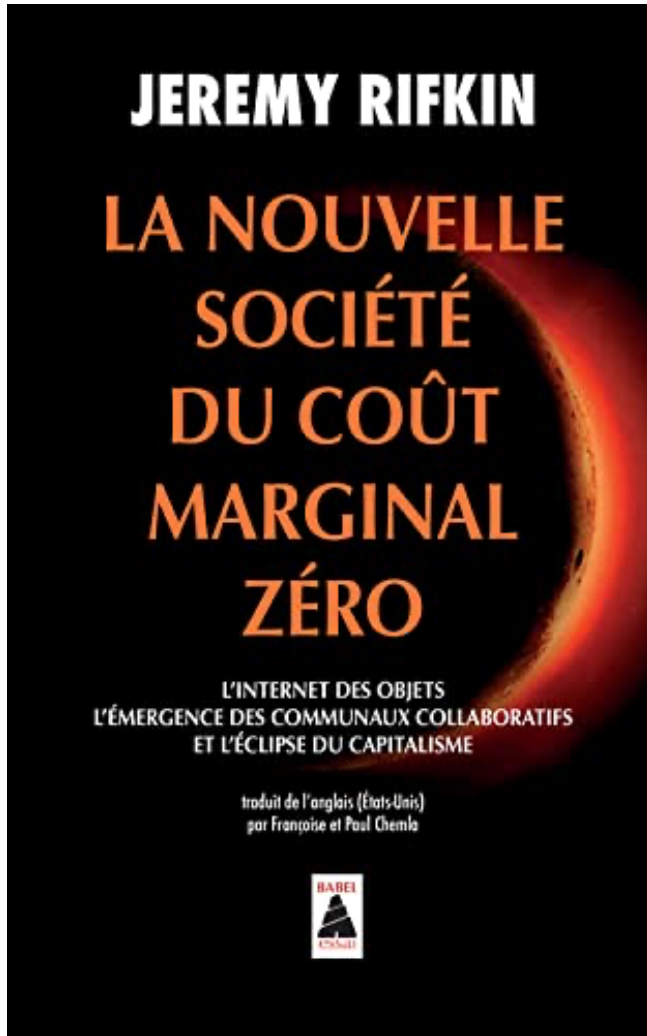
SAAS
X-AAS

BIFACE
TRI-FACE
TWO-SIDED MARKET

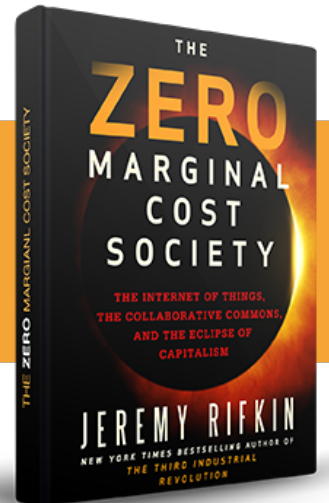
servicisation - disruption
uberisation - tycoonisation
plateformisation

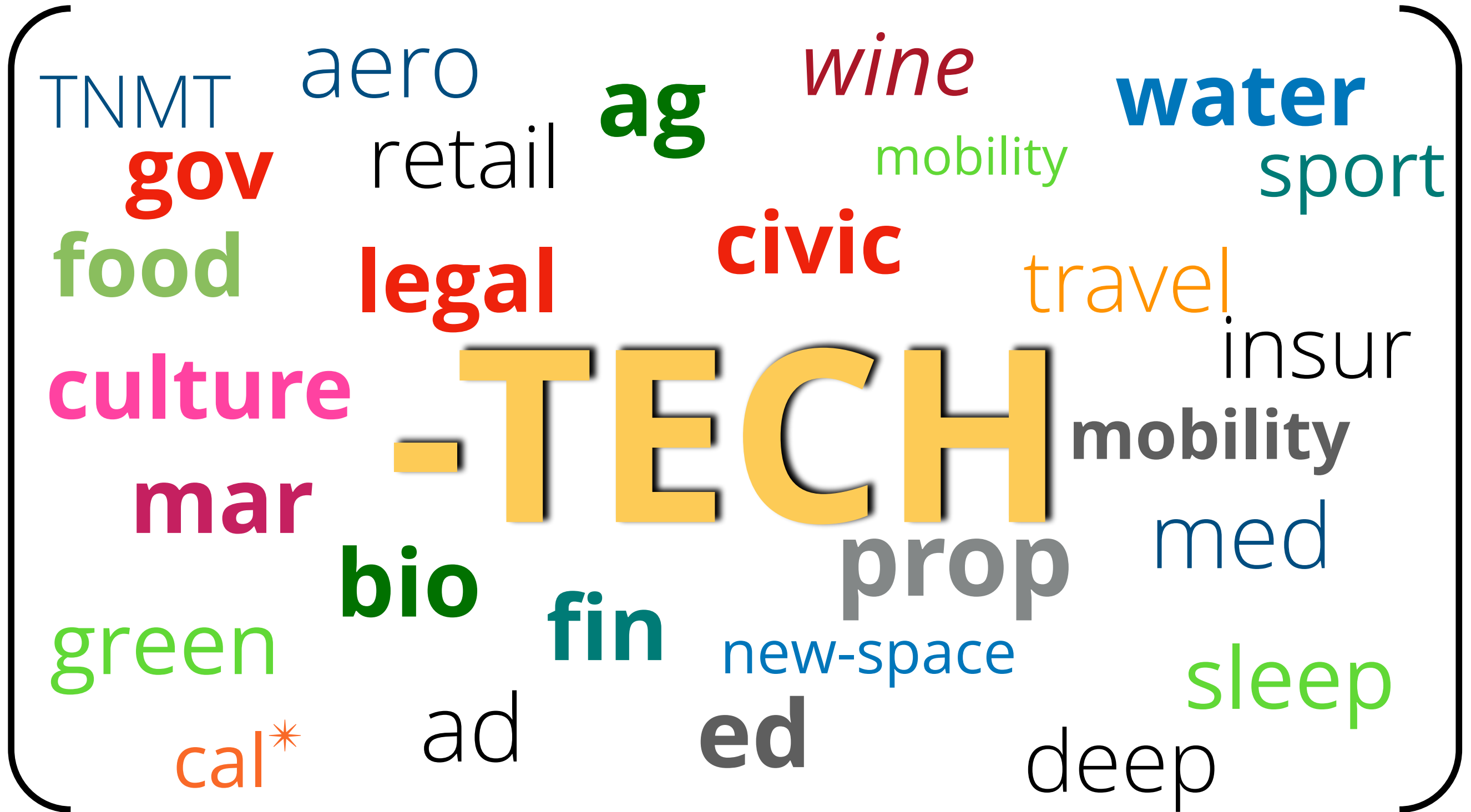


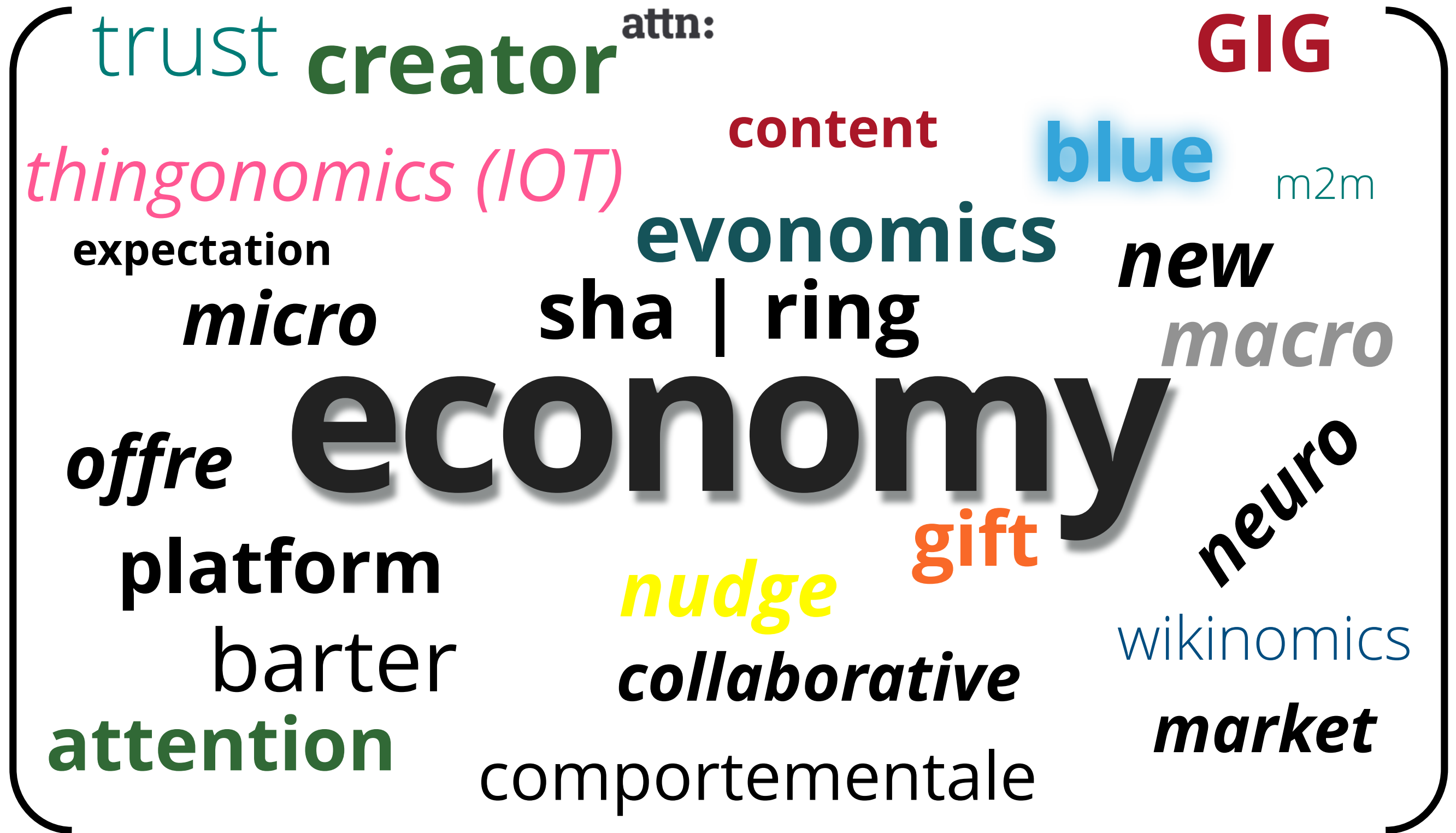
Si les produits
deviennent des
services...
que deviennent
les services ?



BEST SELLING AUTHOR
JEREMY RIFKIN







trust creator

attn:

GIG

thingonomics (IOT)

content

blue

m2m

expectation

evonomics

new

micro

sha | ring

macro

offre

economy

neuro

platform

gift

barter

nudge

wikinomics

collaborative

market

attention

comportementale

intelligence

model

law

funding

sha | ring

power

crowd

marketing

open

innovation

lending

collaboration

sourcing

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GAFA
Big Tech
Magnificent7

Magnificent 7

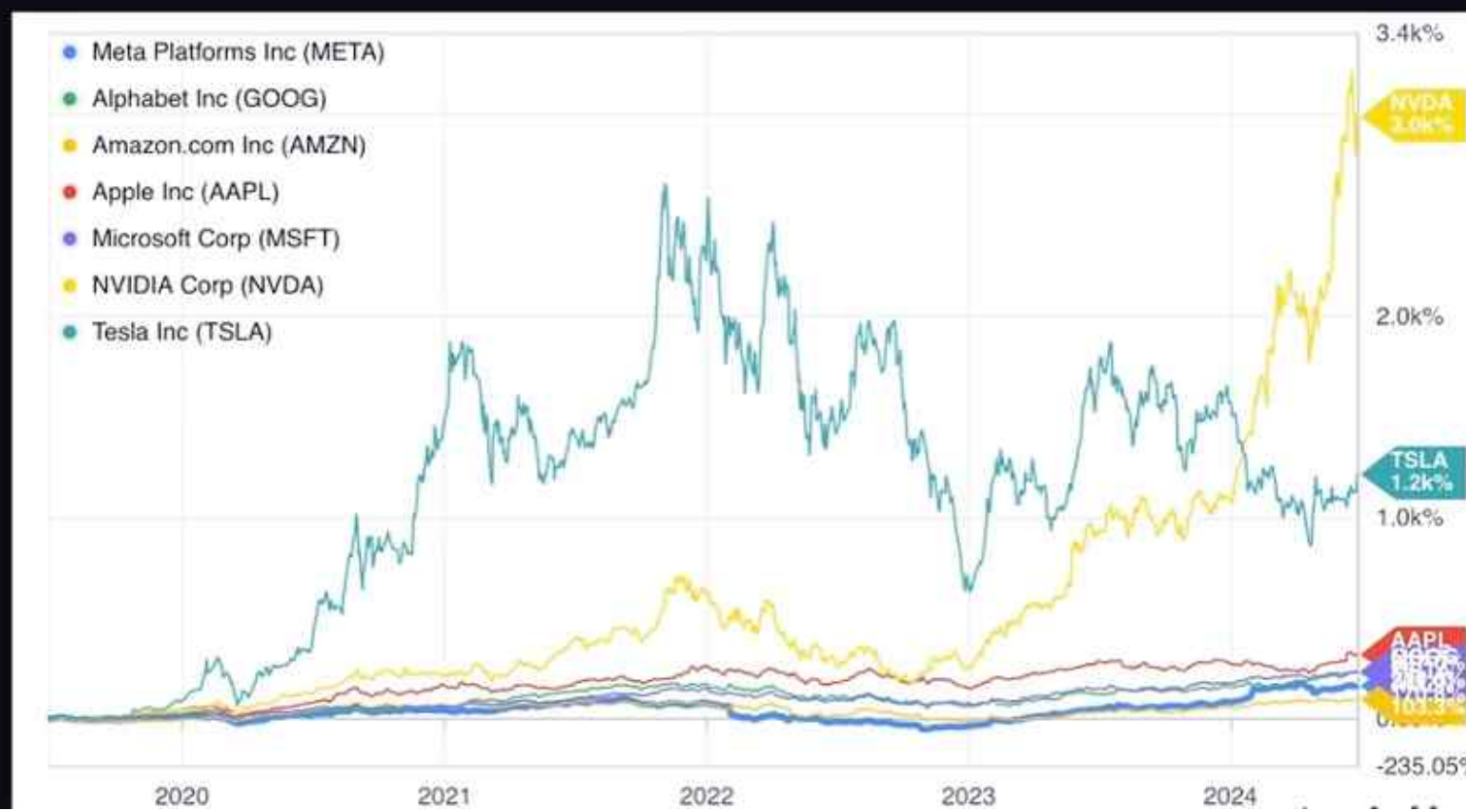
Magnificent Seven tech companies

Apple, Microsoft, Google, Amazon, Nvidia Corp, Tesla and Meta
= 60% NASDAQ





THE MAGNIFICENT 7



GAFA

MSNX

NATU

BEY

BATX

HBP

KHOL

GOMAX

GAF A

Google * Amazon Facebook * Apple

MSN X

Microsoft Salesforce NVIDIA*

NATU

Netflix Airbnb Tesla Uber

BEY

Booking Expedia Yandex**

BATX

Baidu Alibaba Tencent Xiaomi

HBP

Huawei Bytedance Pinduoduo***

* Alphabet Meta = MAAMANSX Cisco / Oracle

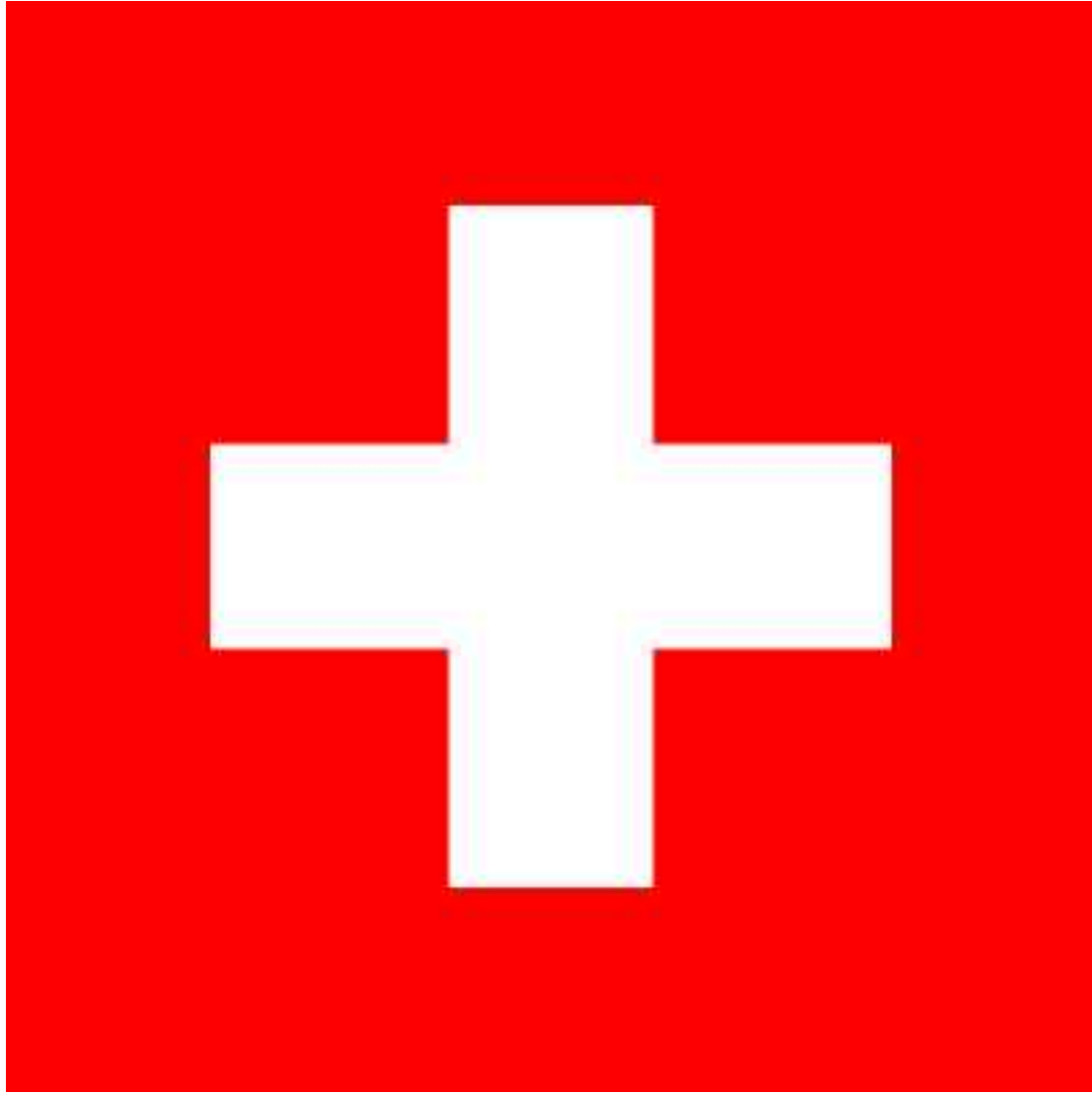
** Naver / Jumio

*** DJI / Hikvision / SheIn



ROLEX









TAMBOUR HORIZON LIGHT UP CONNECTED WATCH

Louis Vuitton Watches by Jean Arnaud

TAG HEUER CONNECTED GOLF EDITION

An elegant and versatile watch to take with you to greens worldwide.

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- ☒ Black rubber strap
- ☐ 18 HOLES BEZEL INDICATORS
- ☒ SAPPHIRE GLASS
- ☒ HEART RATE MONITOR
- ☒ GPS

DISCOVER THE WATCH

BOOK A DEMONSTRATION



TAG HEUER CONNECTED CALIBRE E3
Titanium Case - Black Rubber Strap



TAG HEUER CONNECTED CALIBRE E3
Titanium Case - Black Rubber Strap



TAG HEUER CONNECTED CALIBRE E3
Titanium Case - Lime Green Rubber Band



tag heuer



LEDGER HUBLOT

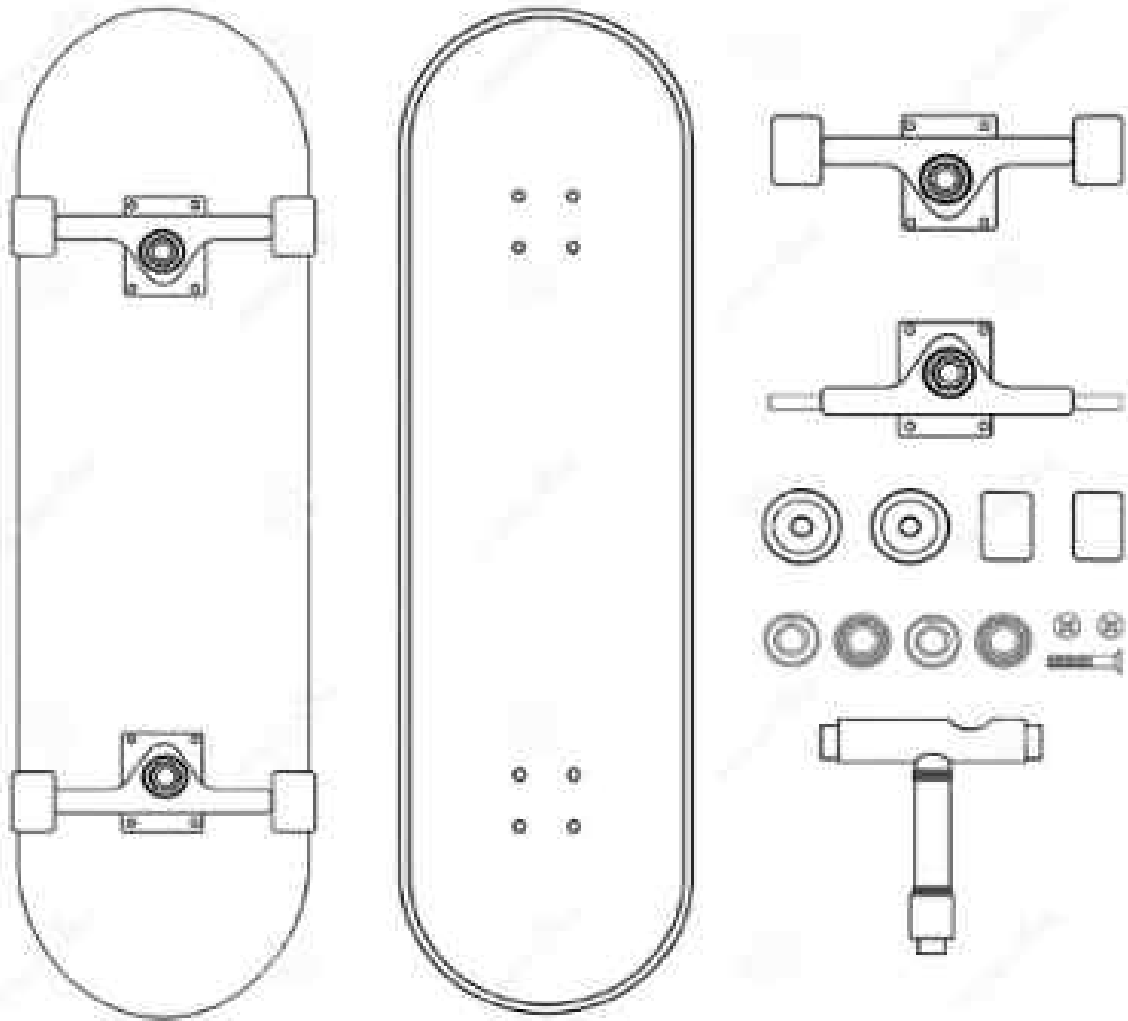


ZENITH

Frédéric Arnault is appointed CEO of LVMH Watches

Why we buy: Features vs *Jobs*

Even though people buy this...



...they **really** want this



VALEUR RÉELLE

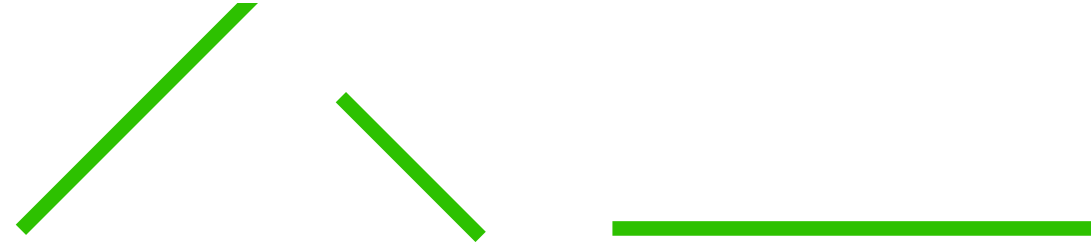


VALEUR PERÇUE

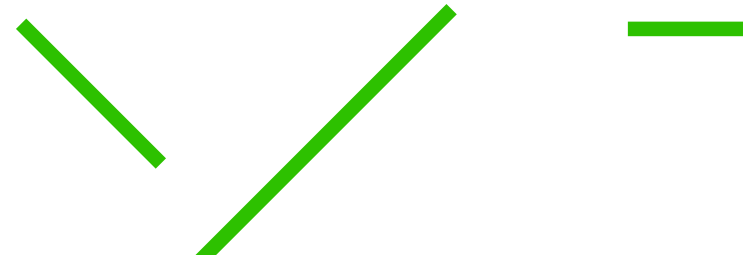


PROBLÈME DE COMMUNICATION

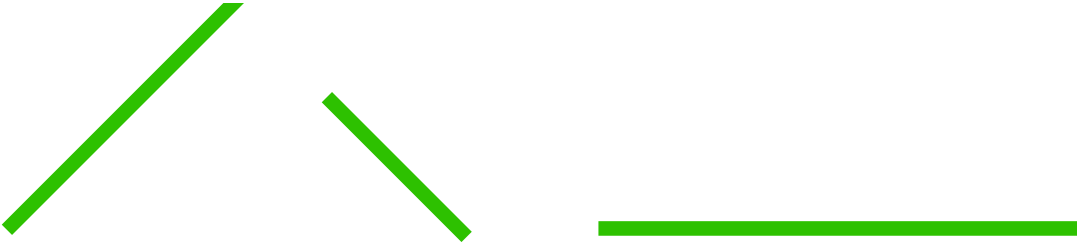




DISRUPTION



DISRUPTION



Disruption

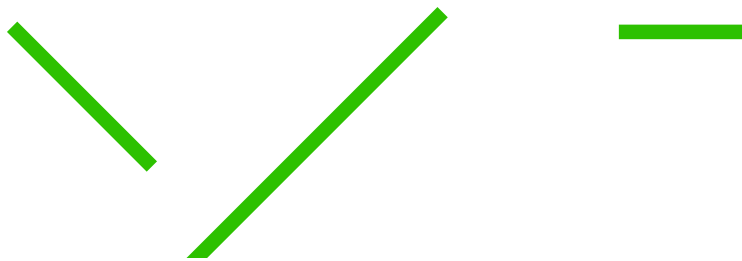
O-ICQ —> QQ
+ 2011 WeChat
+2015 WeChat Pay
Mini MicroProgram
Open Source SDK

Uberisation

Riot Game LOL
Supercell , UbiSoft
e-Sport
TME Tencent Music
Entertainment
Karaoke
Vidéo

Taycoonisation

Pony Ma
11e ste mondiale
5% Tesla



servicisation
disruption
uberisation
tycoonisation
platformisation

uberisation



Skip Maurice ►





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直
动
番
国
漫
音
舞
游
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



0.1元包邮抢16包清风面巾纸

前往购买



精彩活动

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PINDUODUO E-COMMERCE PLATFORM

-9.9特卖



精选专题

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¥2.5 已拼8.2万件

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usb小风扇迷你手持学生可充电静音便携式桌面

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1对1辅导

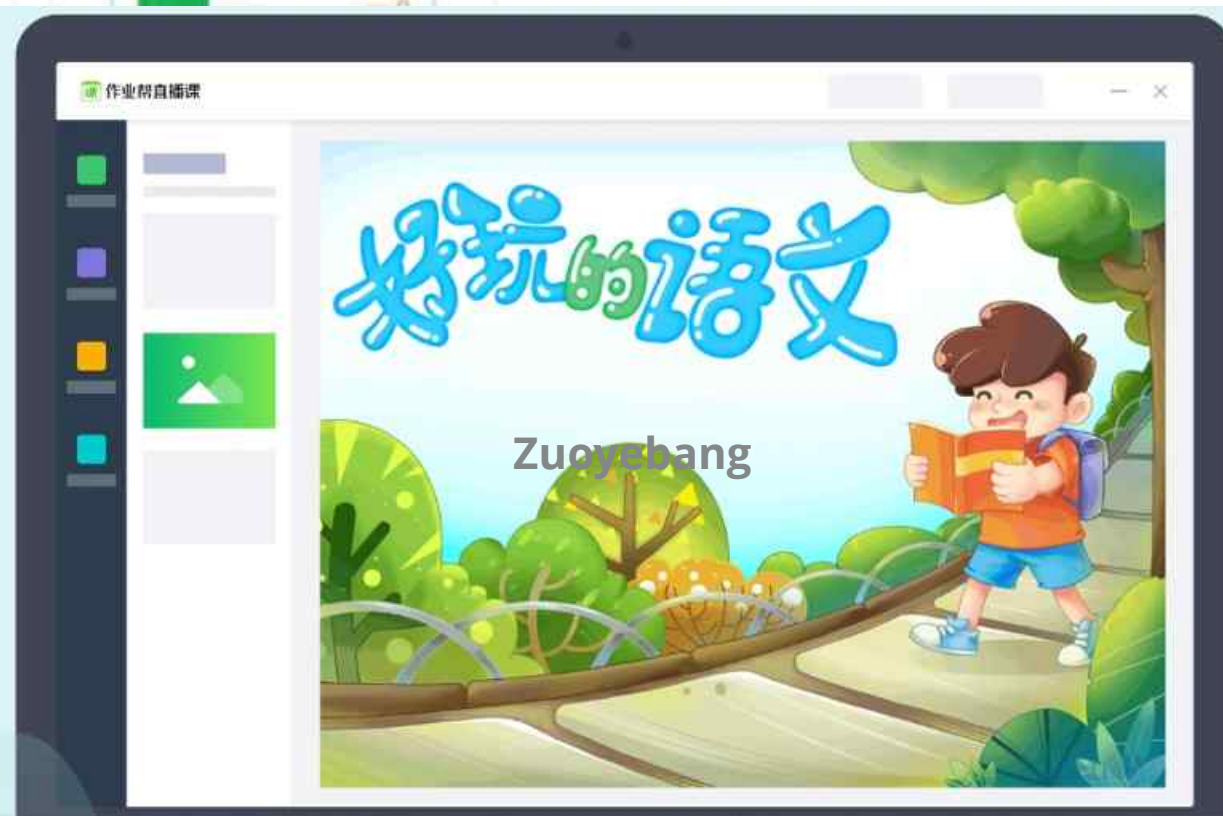
求助老师，在线答疑

作业帮一课

见证进步每一课

作业帮一练

精选练习，刷题必备





“Big Dogs” : Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP), IBM cloud, Oracle, Alibaba AliCloud

China companies : Alibaba, Huawei, Baidu, Tencent, Kingsoft

Cloud computing + large data centers : Facebook, Google, Amazon, Netflix



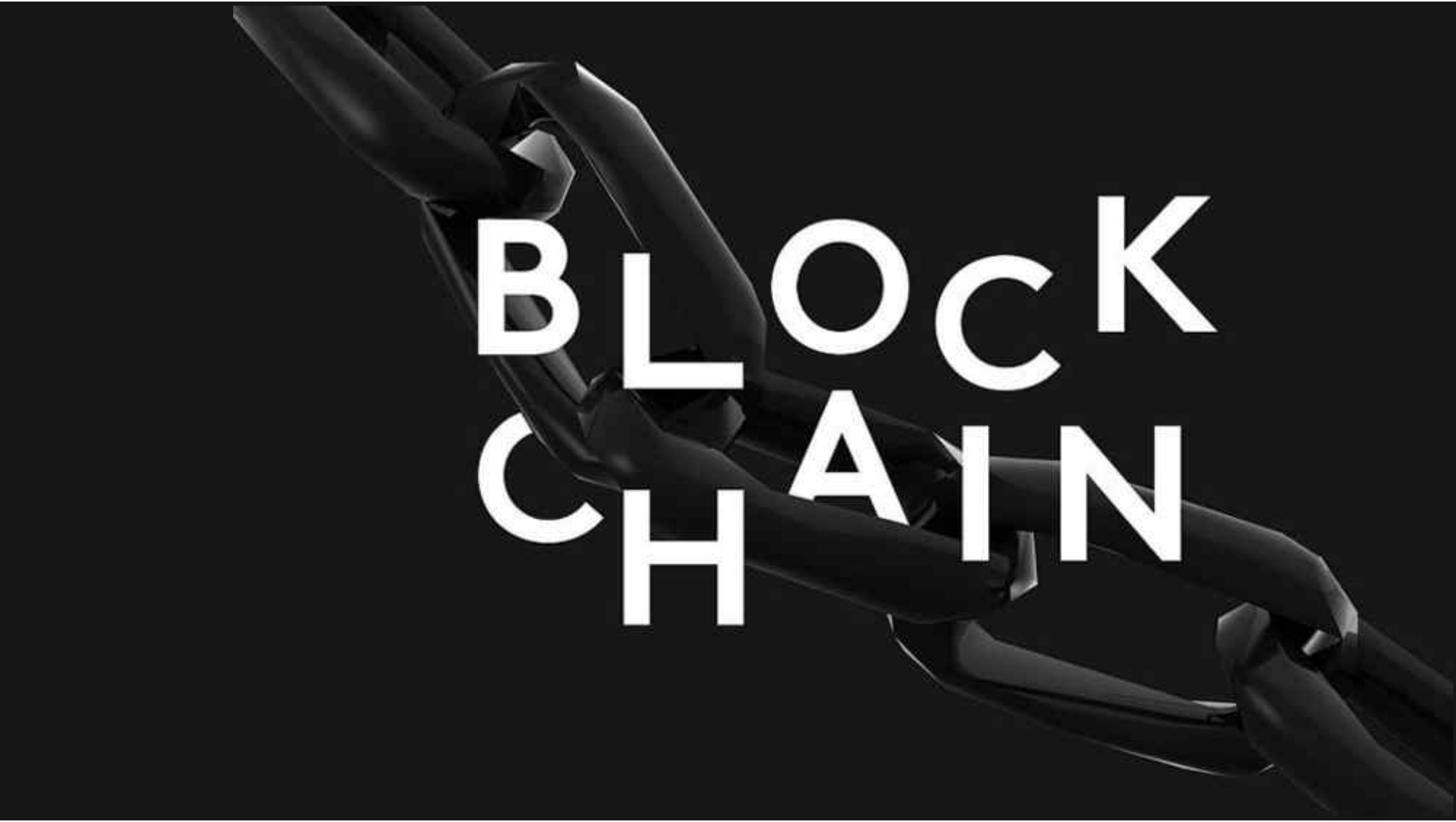
**soit on invite
l'écosystème sur
notre plateforme
soit on se retrouve sur
une plateforme tiers**

Qui disrrupte
les
BATXBDH?

NOKIA

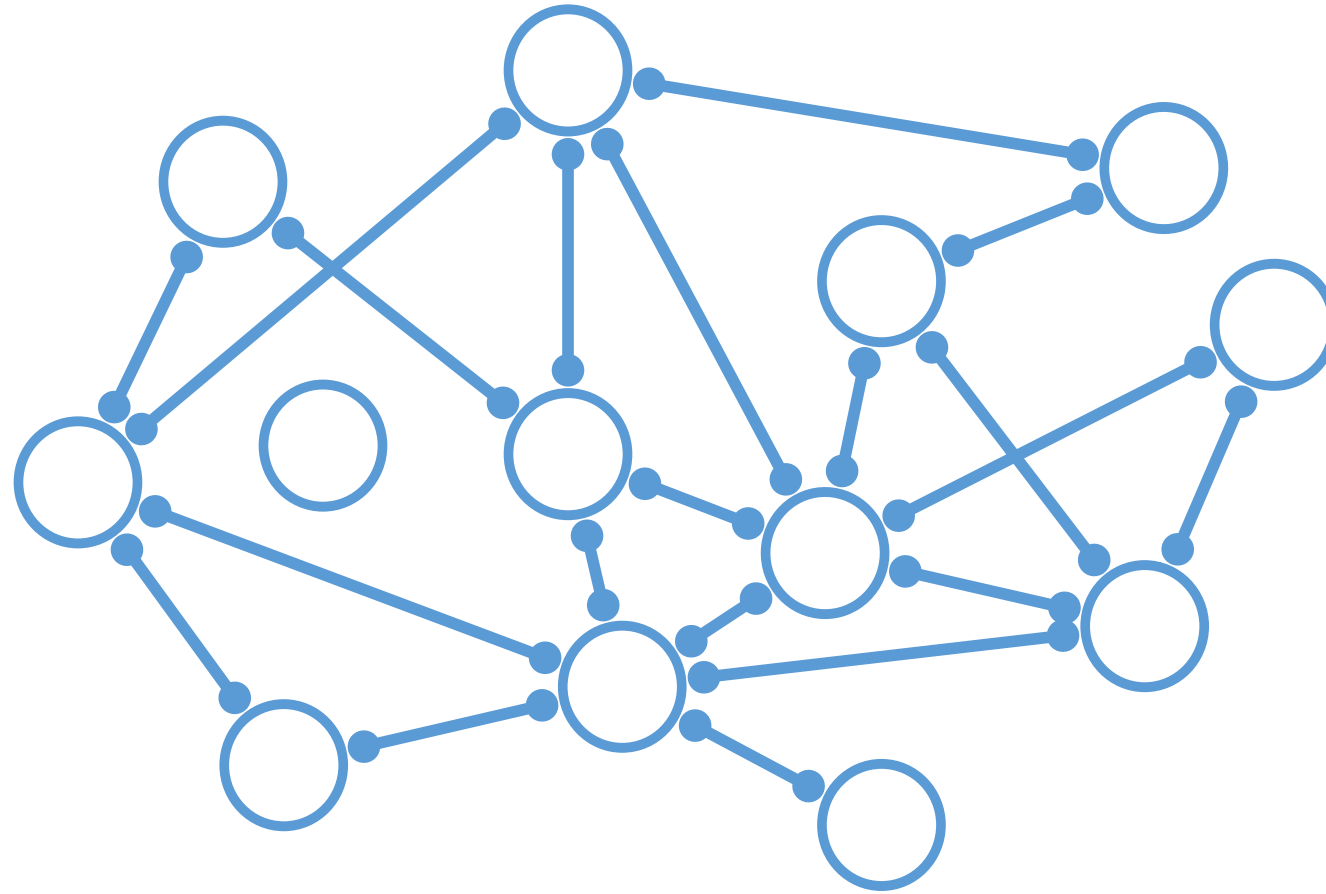
#OLDWORLD





BLOCK
CHAIN

DeFi / decentralized finance



DAO / decentralized autonomous organization





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



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



The background of the image is a dark charcoal grey. It is decorated with a bokeh effect consisting of numerous out-of-focus circles in various colors, including teal, pink, purple, blue, and yellow. These circles are scattered across the frame, with a higher concentration in the upper right quadrant.

DNWB



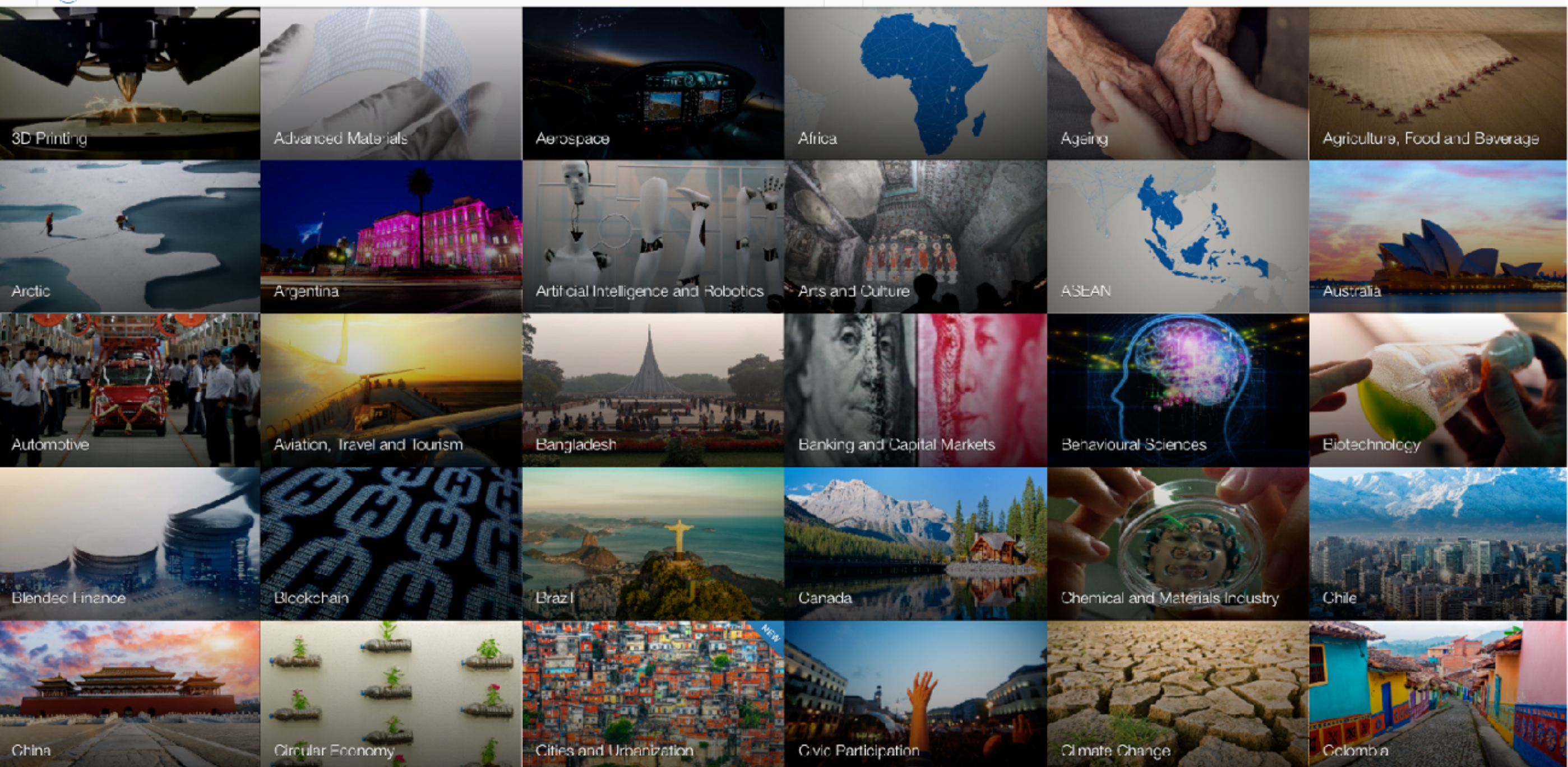
4^{ème} révolution industrielle
Vapeur + moteur

Électricité

NTIC

NBIC - NAT

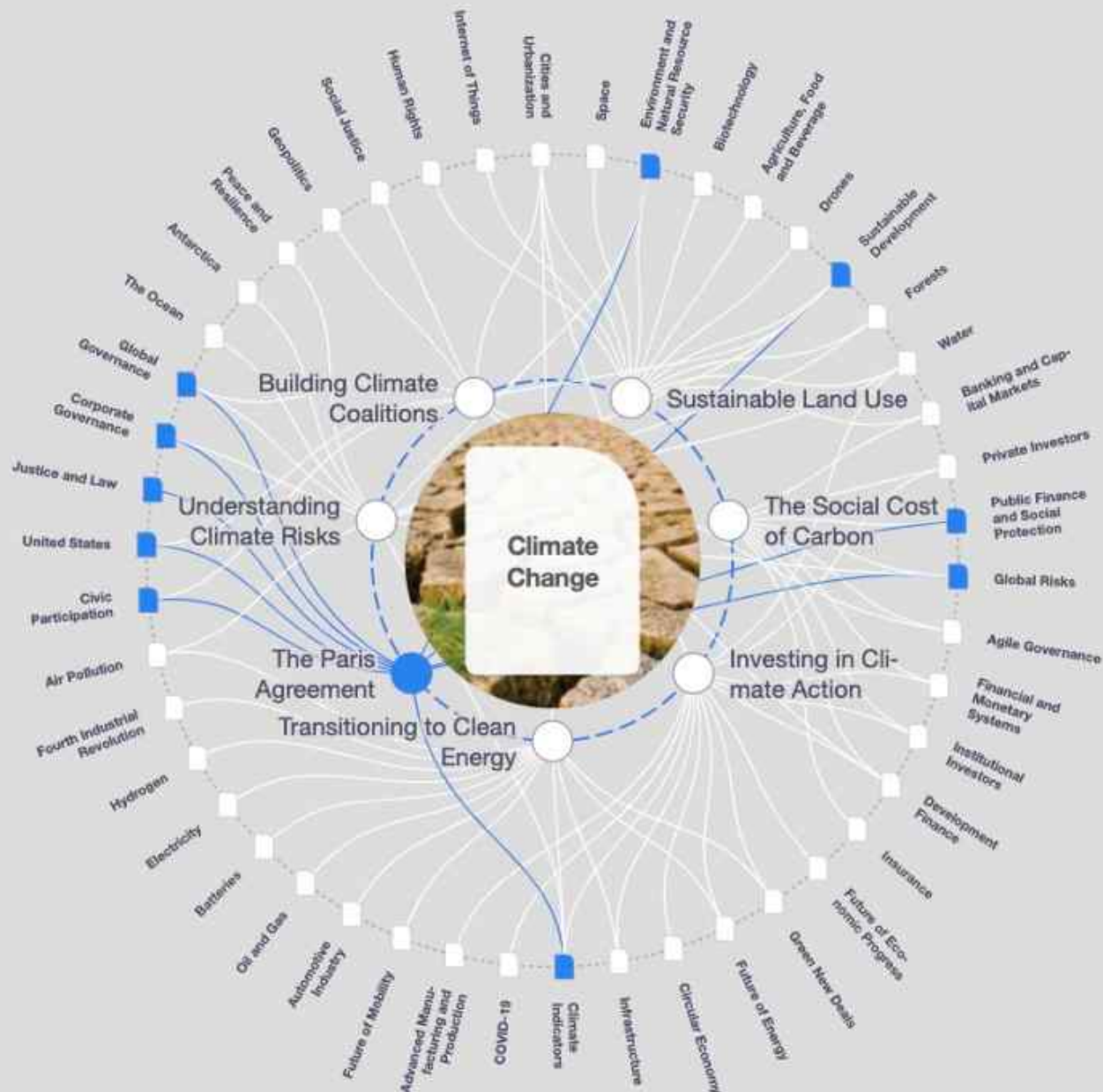




<https://toplink.weforum.org/knowledge/explore/all>

<https://toplink.weforum.org/knowledge/insight/a1Gb0000001hXcwEAE/explore/summary>





GLOBAL ISSUE

Climate Change

Curation: Yale University

[Listen to an Overview](#)

The Paris Agreement



The climate change deal ratified in 2016 provides a global framework for action

The Paris Agreement was negotiated at the annual United Nations climate summit in 2015, and provides a means for participating countries to respond to the environmental, social, and economic effects of climate change. The agreement was a significant milestone because it achieved consensus on the need to limit the rise in global average temperature to well below 2°C above pre-industrial levels. 181 countries ratified the deal and submitted initial pledges -

[Read more](#)

Publications

Showing "All Articles"



Videos

Data



Climate Change and its Impact on Security Provision – The Role of Good Security Sector Governance and Reform

Thu, September 23, 2021, 5:53 AM

Geneva Centre for Security Sector Governance (DCAF)



With extreme weather events and other disasters on the rise, how well are Americans prepared?

Wed, September 22, 2021, 6:59 PM

Pew Research Center



What are blue carbon credits and how to maximise their impact

Tue, September 21, 2021, 6:20 PM

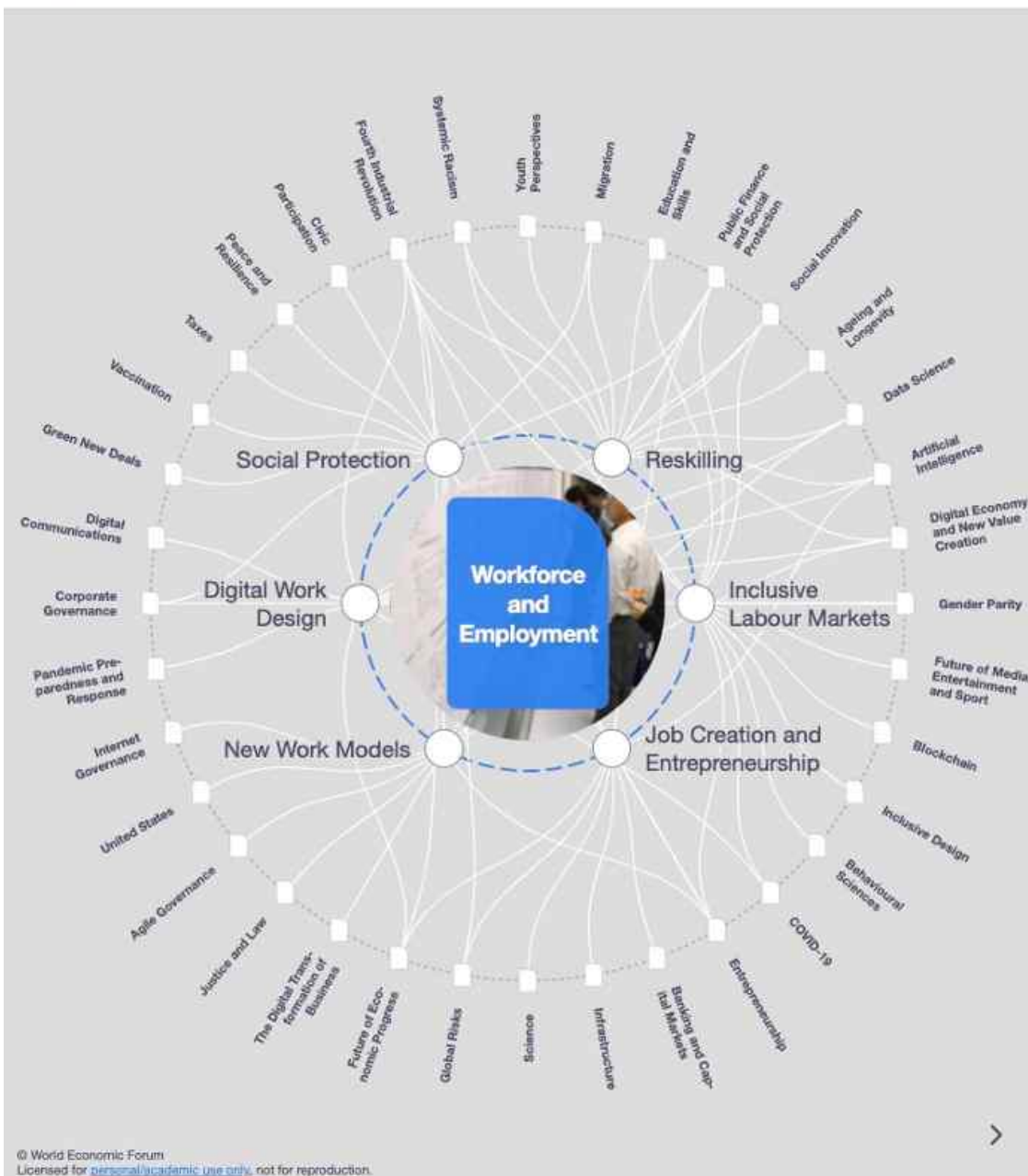
World Economic Forum



Germany: Five Areas for COP and G7 Climate and Development Leadership

Tue, September 21, 2021, 4:06 PM

Center for Global Development



GLOBAL ISSUE

Workforce and Employment

Curation: Technical University of Munich



Summary

The world of work is changing fast - and mapping out healthy new work models is necessary to channel that change into the creation of stronger labour markets and sufficient safeguards. Job creation was already high on the global agenda before the advent of COVID-19 and resulting economic devastation, as was policy-making that can ideally help both workers and their employers. The most successful approaches will take into account shifting demographics and changing job roles, and will leverage disruption as a means to design workplaces that genuinely serve everyone's

[Read more](#)

Publications

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Videos

Data



Income shouldn't be the only measure of livelihoods

Thu, September 23, 2021, 8:15 AM
India Development Review



Enemies of the people

Thu, September 23, 2021, 2:00 AM
VoxEU



El nuevo motor de la valoración de empresas

Tue, September 21, 2021, 6:46 PM
IESE Business School



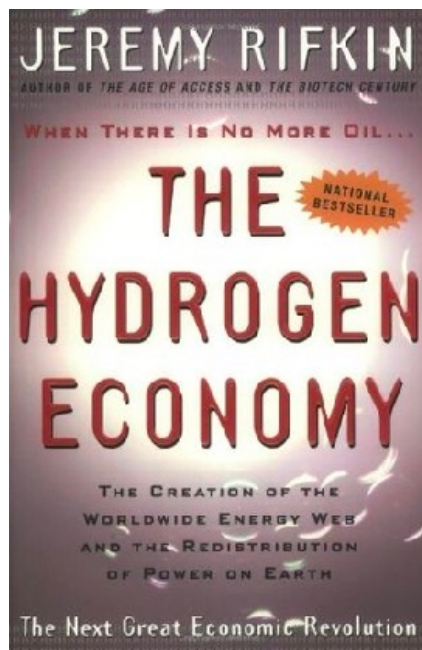
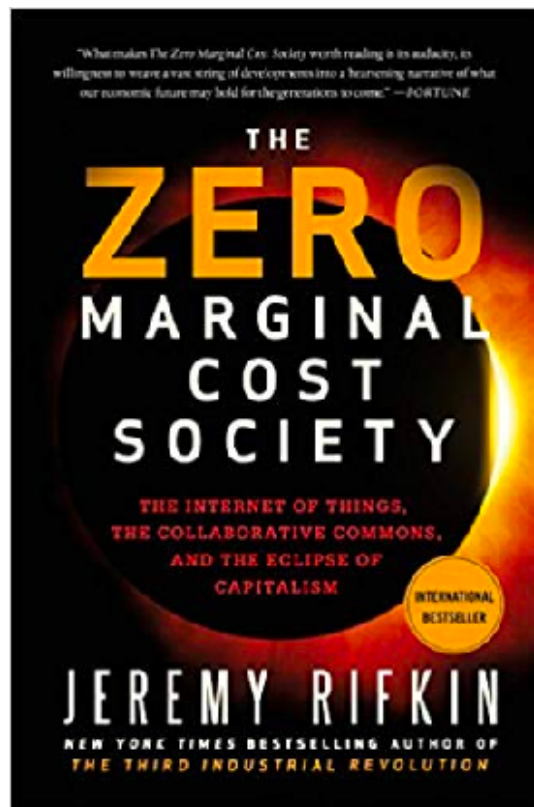
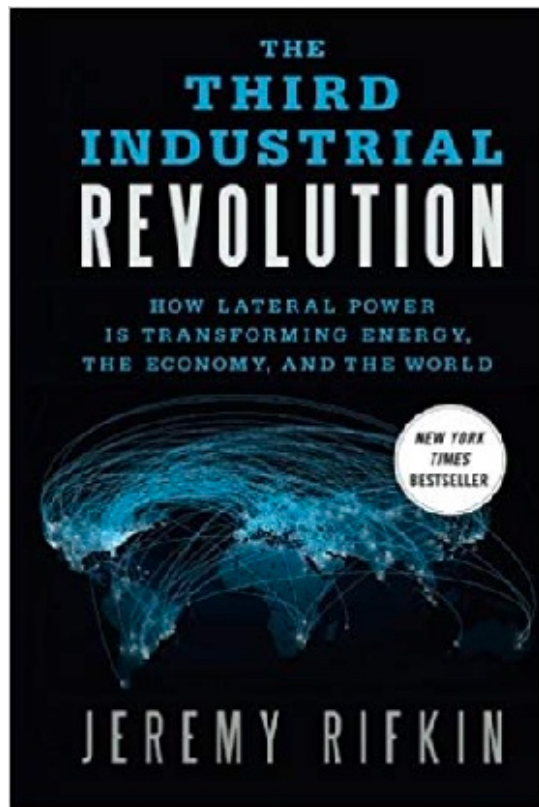
The lasting impact of the Covid crisis on economic potential

Tue, September 21, 2021, 2:00 AM
VoxEU



First Responder Claims for PTSD in Workers' Compensation

Mon, September 20, 2021, 10:30 AM
RAND Corporation





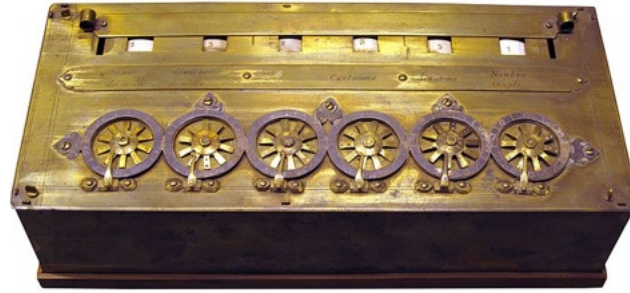
3^{ème} révolution industrielle
Vapeur + moteur
Électricité
NBIC (*inclus NTIC-NAT-AI*)



Code of Hammurabi
is a Babylonian legal
1750 BCE



Pascal's calculator is
invented by Blaise Pascal
in 1642



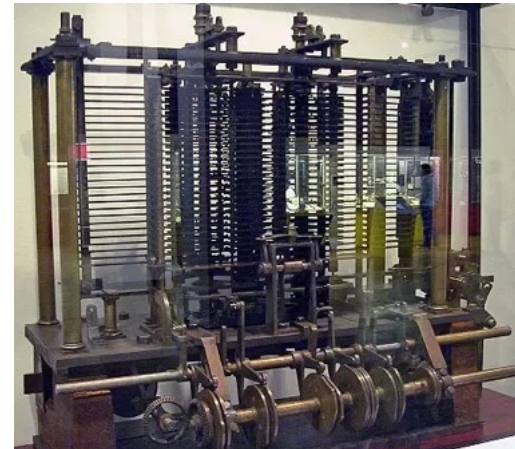
1989



Sumerian cuneiform
tablet from Uruk,
Mesopotamia, 3000
BCE



1455



1834



Michel SERRES

-3000 écriture
1450 imprimerie/chiffre
2000 NBIC

Luc FERRY

1800 Vapeur
1900 Électricité
2000 NBIC



GRENOBLE
ECOLE DE
MANAGEMENT
TECHNOLOGY & INNOVATION

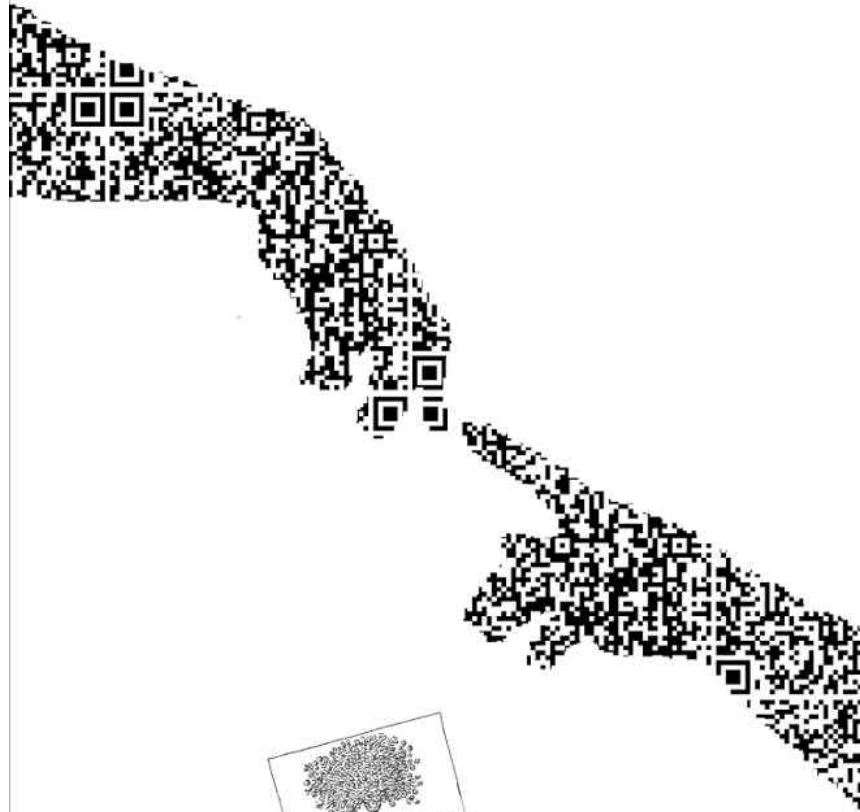


petite poucette

LE MONDE A TELLEMENT CHANGÉ QUE LES JEUNES DOIVENT TOUT RÉINVENTER : UNE MANIÈRE

michel serres

DE VIVRE ENSEMBLE, DES INSTITUTIONS, UNE MANIÈRE D'ÊTRE ET DE CONNAÎTRE...



[MANIFESTES LE POMMIER !]

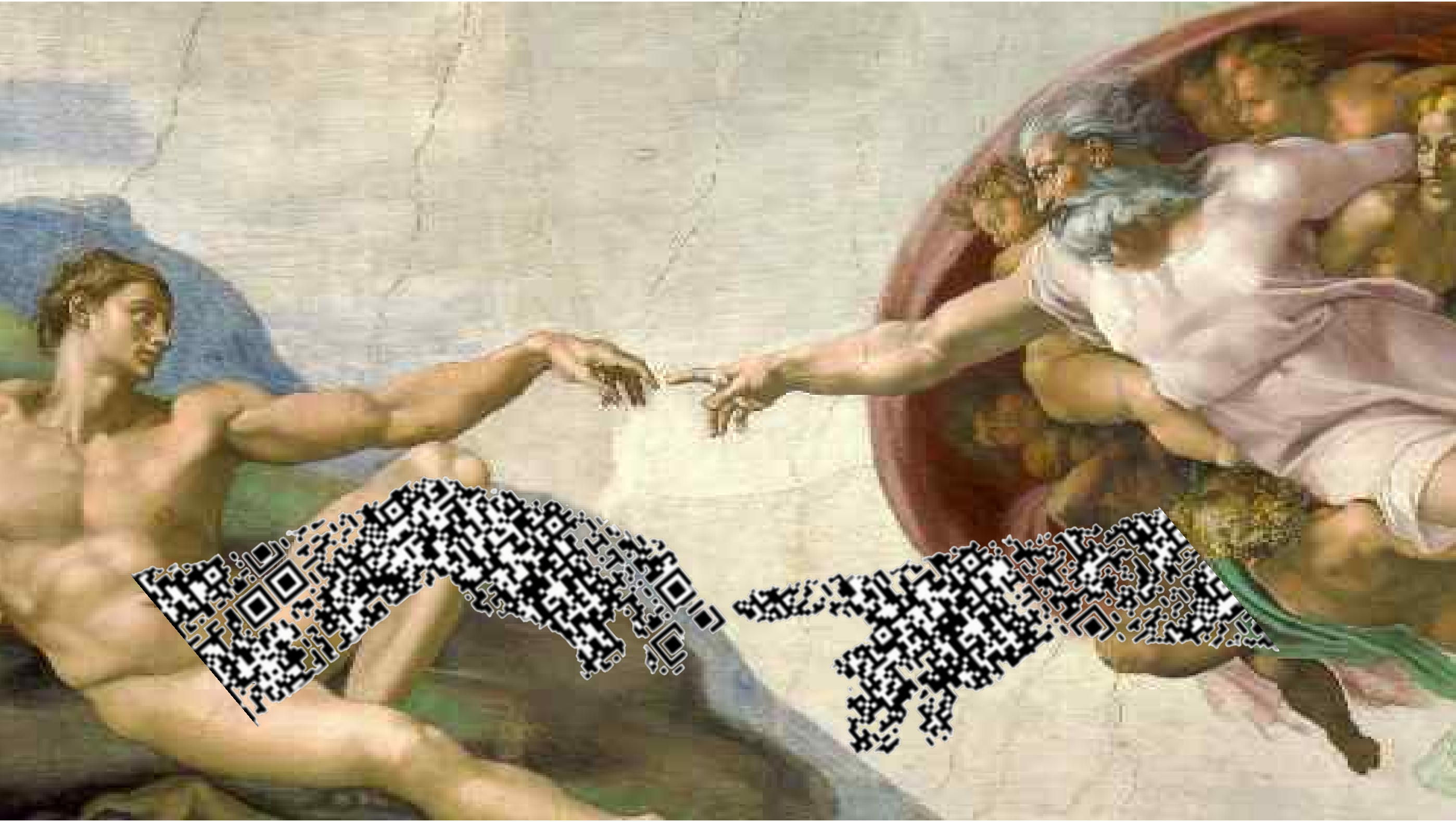
Luc
Ferry

LA RÉVOLUTION TRANSHUMANISTE

Comment la technomédecine et l'uberisation
du monde vont bouleverser nos vies



PLON



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LE MONDE A TELLEMENT CHANGÉ QUE LES JEUNES DOIVENT TOUT RÉINVENTER : UNE MANIÈRE

michel serres

DE VIVRE ENSEMBLE, DES INSTITUTIONS, UNE MANIÈRE D'ÊTRE ET DE CONNAÎTRE...



[MANIFESTES LE POMMIER !]

c'était mieux
avant !

DES GRANDS-PAPAS RICHES NE CESSENT DE DIRE À PETITE POUCKETTE, CHÔMEUSE

OU STAGIAIRE QUI PASSERA LONGTEMPS POUR

michel serres

CES RETRAITÉS : « C'ÉTAIT MEILLEUX AVANT. » OH, CELA TOMBE BIEN, AVANT, JUSTEMENT, J'Y ÉTAIS.

Petite Poucette
suite



[MANIFESTE LE POMMIER !]

Gutenberg



Zuckerberg Sandberg



transformations

DIGITALES

numériques

NBIC NAT IA ASI

RSI robot quantique

ESG RSE CLIMAT





3 Transformations Digitales

TRANSITION **DURABLE** (sustainability CO2 GHG H₂O RSE)

TRANSITION PRODUIT - **OFFRE** - PROPOSITION - TECHNO

TRANSITION PROCESS - MGT - **ENTREPRISE** - MKT/COM



Durabilité - Empreinte CO2

Frugalité - Responsabilité - ESG
Écosystème - Smart Grid - RSE - CSRD
Sustainability GHG H₂O RSE



Produit - Service - Offre

CONVERGENCE des technologies
IA - Innovation - Numérique - NBIC - NAT
Value Proposition - Fabrication
Product management - Technologie



UX - CX

Expérience fluide - Personnalisation
Omnicanalité - La voix du client (VOC)



Méthodes - Marketing

Outils numériques - Agilité - Scrum
Digital Marketing - Communication digitale
R&D



Transformations Digitales
Entreprise - PROCESS - RH
Management - Supply - FINANCE



Durabilité - Empreinte CO2

Frugalité - Nouvelles énergies

Écosystème - Déchet - H2 - Pompe à Chaleur

RSE - CSRD - ESG - Sustainability



TRANSITION Produit - Service - Offre

CONVERGENCE des technologies NBIC + IA

Innovation Numérique - R&D - R&T

Value Proposition + Supply + Tracking

Product management - Fabrication



EX

Expérience fluide d'onboarding

Remote Télétravail - Omnicanalité

Salaire - Diversité égalité Inclusion



TRANSITION Méthodes - Process

Outils numériques & Agilité

Management - Travail - RH

Finance & Supply Chain

Management - Travail

We don't have
TIME
for
Business As Usual



Palmer Luckey
ex Oculus and now ANDURIL



The old way
is getting
old.

On a
toujours fait
comme ça / ça ne
marche plus.

Cargo Cult

https://fr.wikipedia.org/wiki/Culte_du_cargo

Cargo cult

From Wikipedia, the free encyclopedia

For other uses, see [Cargo cult \(disambiguation\)](#).

A **cargo cult** is a millenarian belief system in which adherents perform rituals which they believe will cause a more technologically advanced society to deliver goods. These cults were first described in [Melanesia](#) in the wake of contact with allied military forces during the [Second World War](#).



Ceremonial cross of John Frum cargo cult, Tanna island, New Hebrides (now Vanuatu), 1967



```
if true:  
    print("I don't like this new program.")  
else:  
    print("I don't like this new program.")
```

“

J'aime dire que la
transformation
digitale est finie.

”

AuréliJean

LP CEO et Fondatrice
In Silico Veritas, LLC

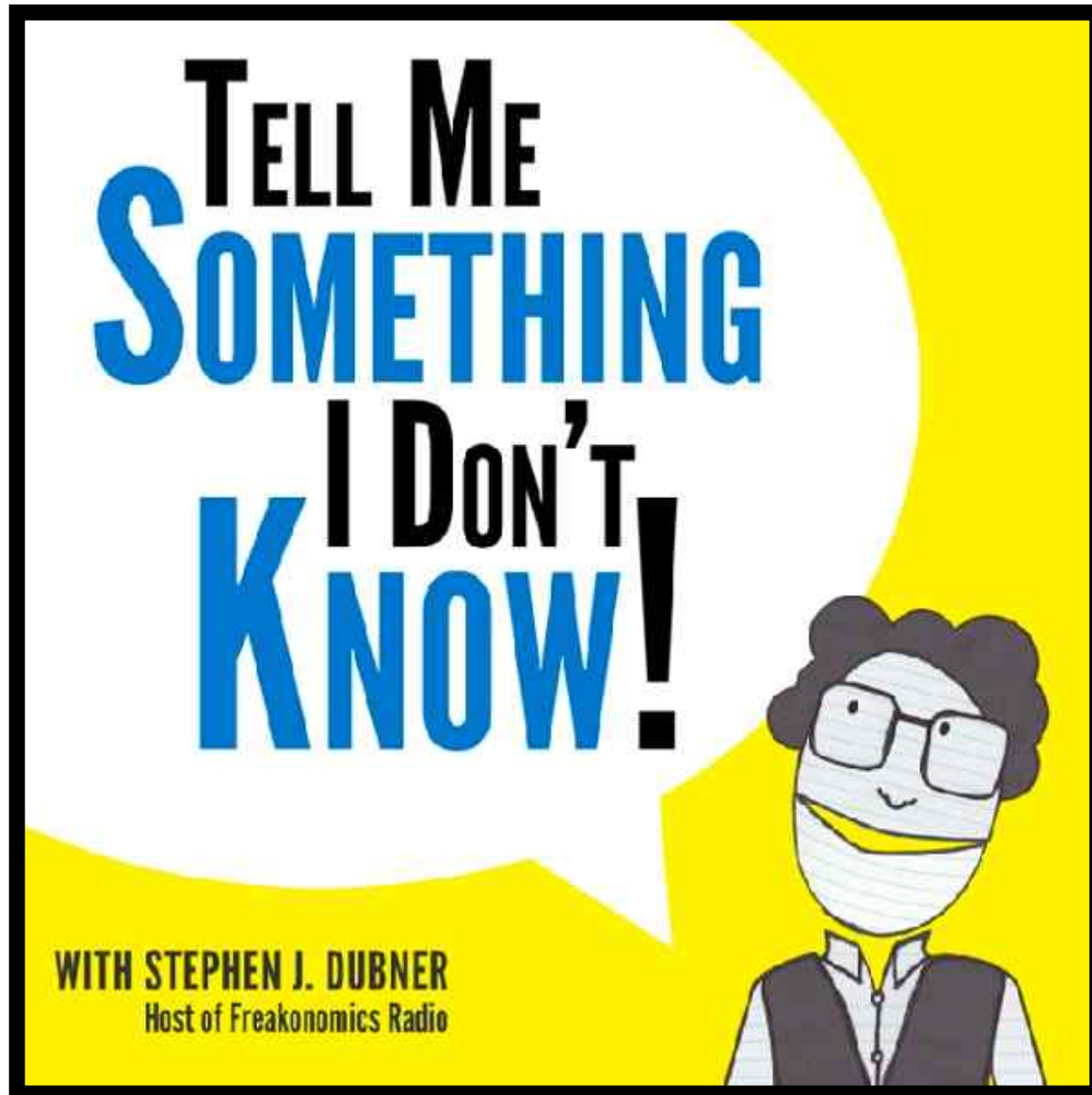


workshop

hubert**krati**off

06 80 43 29 05

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

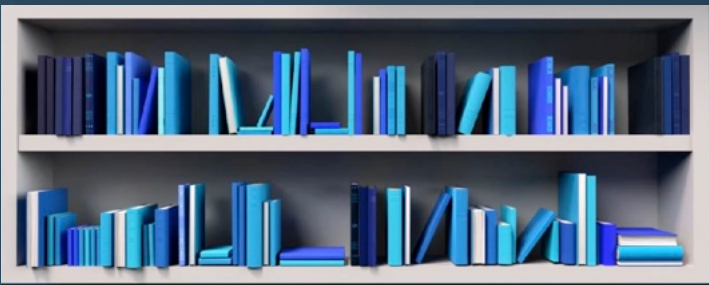


**TMSIDK about
marketing, digital,
tech, cie, startup...**

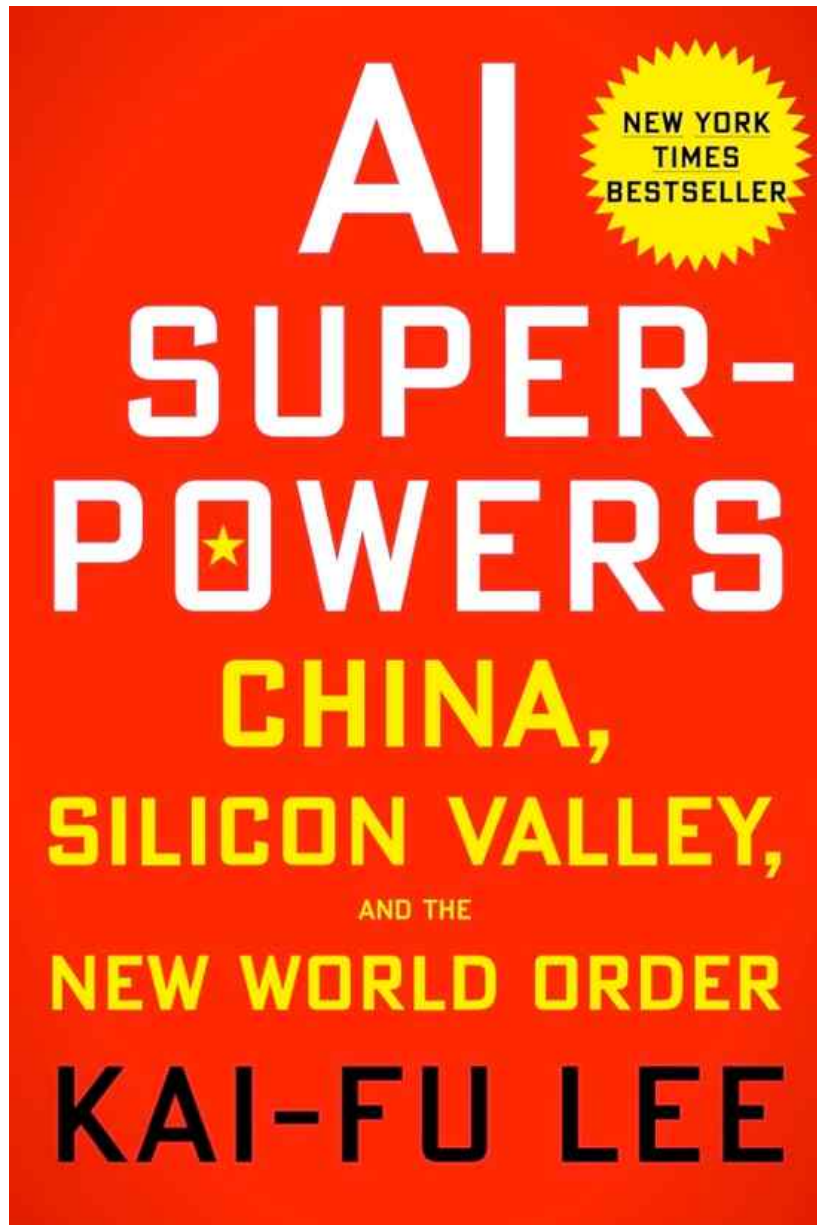
Plan A... planB
50% is it a nice fun fact
50% did I know it ?







Kai-Fu Lee



Downloaded from <http://ajphaphapublications.sagepub.com/> at 11:06 10 July 2015



"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”



Entropy



Hydrogen economy



Résilience



Green new deal



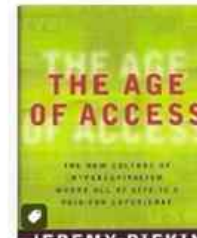
Third industrial revolution



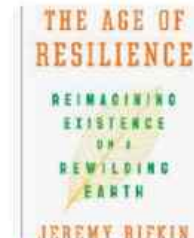
Emerging order



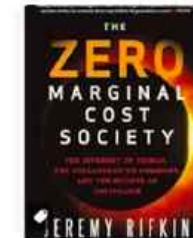
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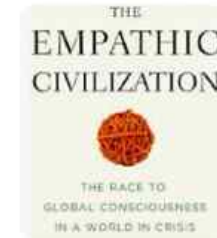
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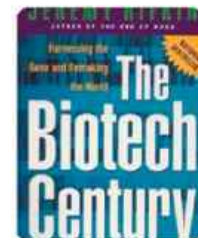
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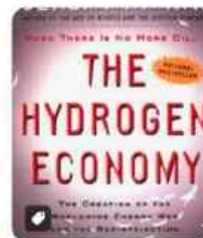
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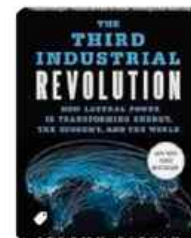
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The Age of Resilienc...



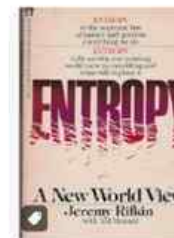
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The Biotech Centu...



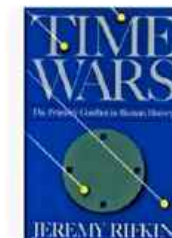
Penguin Random Ho...
The Hydrogen Econ...



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Third Industrial Re...



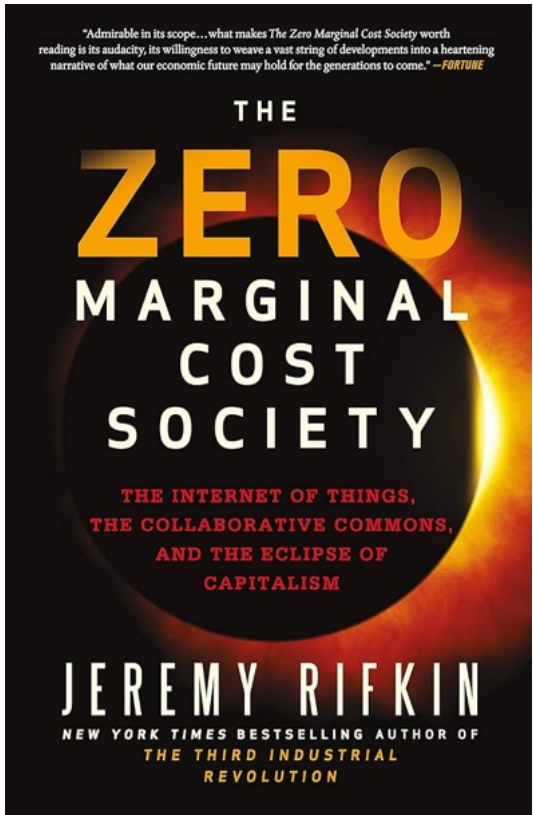
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"The Zero Marginal Cost Society" by Jeremy Rifkin explores the transformative impact of the digital revolution on the economy.

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.

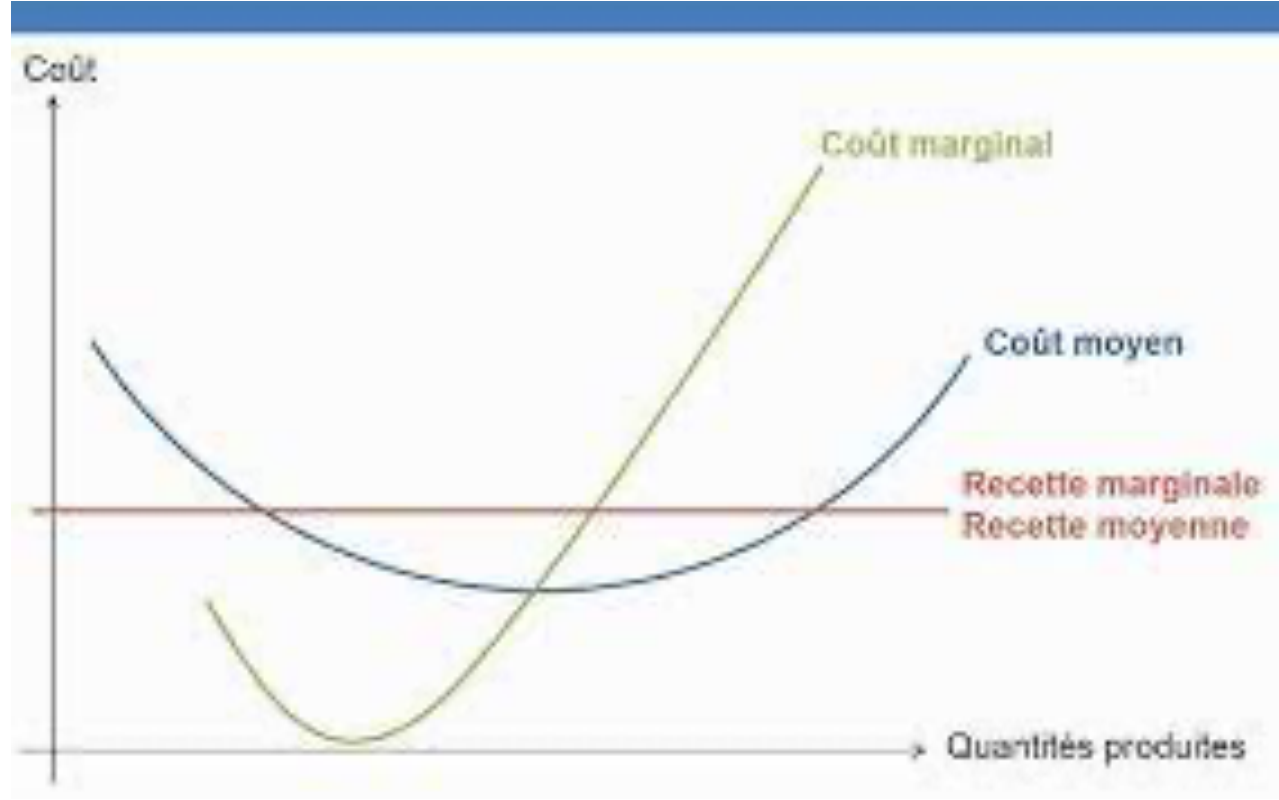
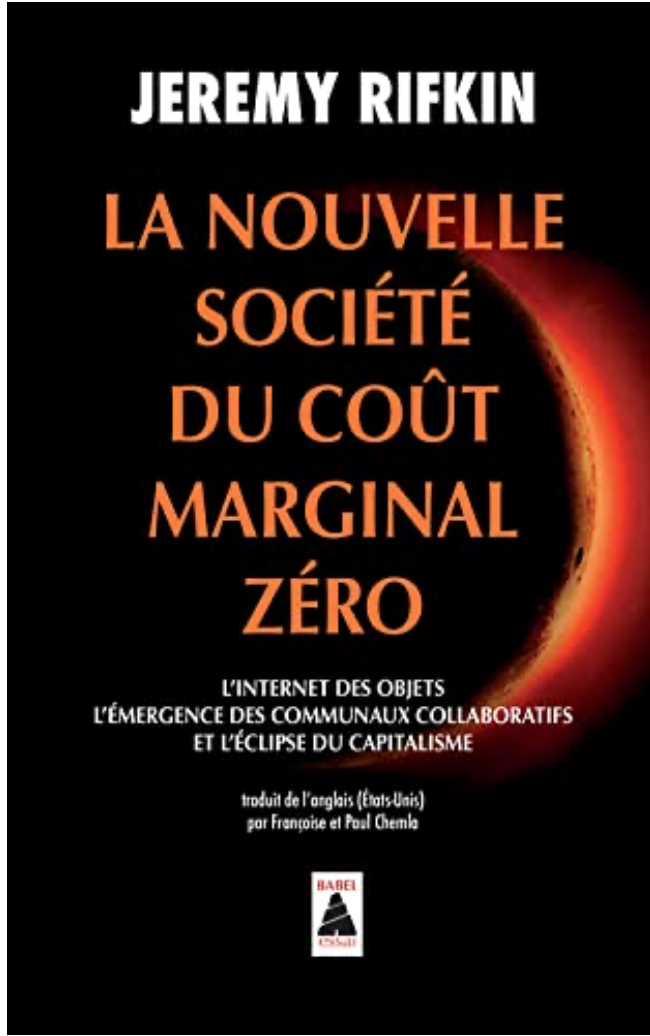
Impact on Employment: The book examines the potential impact on employment as automation and digital technologies reduce the need for human labor in many industries. Rifkin suggests that this could lead to significant changes in the labor market and the nature of work.

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.

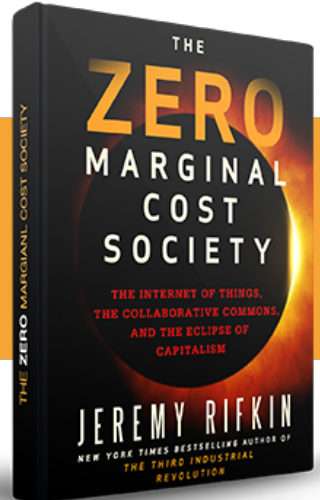
Technological Innovations: The book highlights the role of technological innovations in driving economic transformation. Rifkin emphasizes the importance of continuous innovation in maintaining efficiency and reducing costs in production and distribution.

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.



BEST SELLING AUTHOR
JEREMY RIFKIN



GAFA
NATU
BATX

BIG
TECH
HYPERSCALER

DN
VB



BLOCK
CHAIN

*platform
x-tech*

WEB3



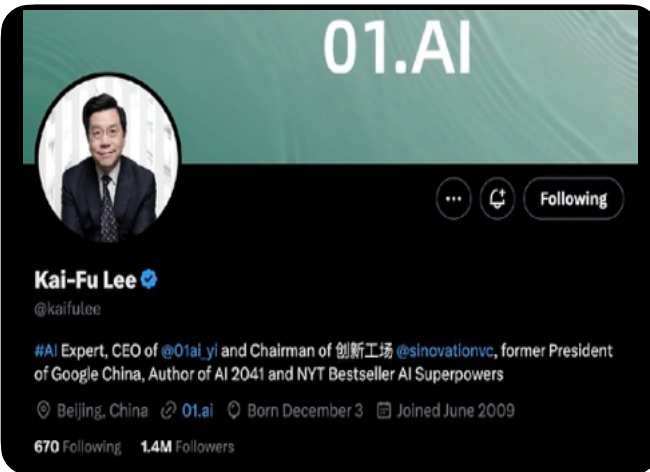
web3

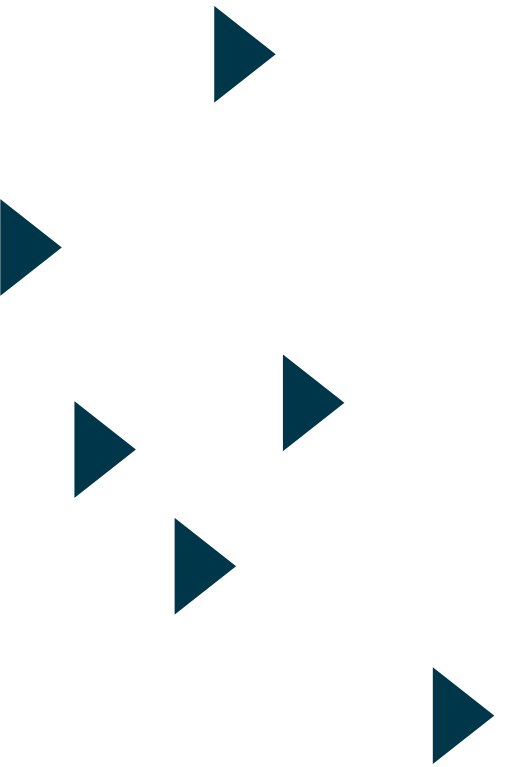
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CARTE OS INFO FAB
PARTAGE RENCONTRE
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