





MKTG

ALL YOU NEED IS DIGITAL MARKETING

2025-2026 hubert kratiroff

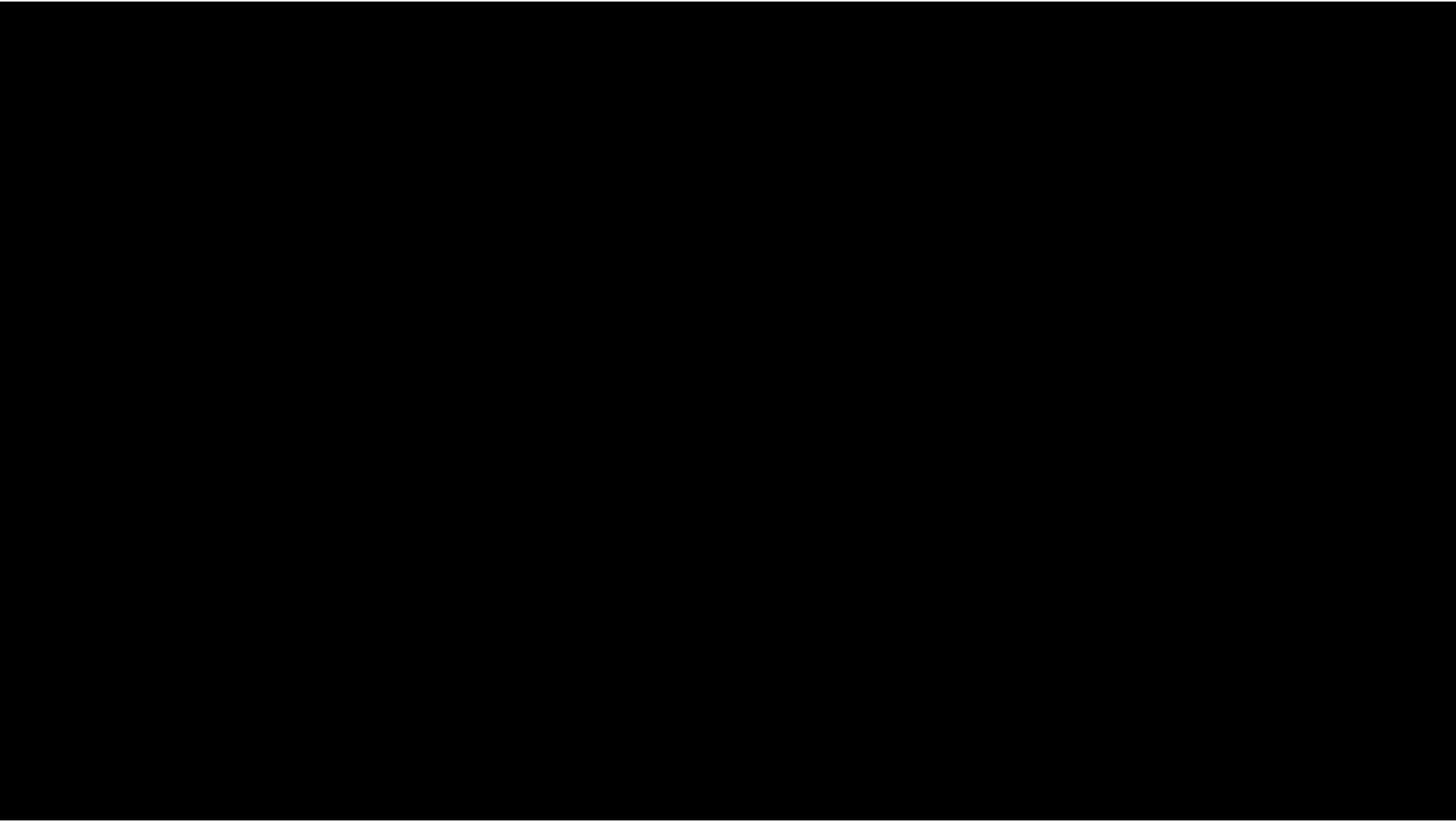


- 1** New Marketing (UX)
- 2** Décomposition Taxinomie
- 3** Stratégie - Secret Sauce
- 4** Plateformisation 2025
- 5** Content marketing & IA
- 6** Search & IA Tech
- 7** AdTech - Innovation
- 8** Social Media & Influence
- 9** Plan Digital - Use Case

EP03

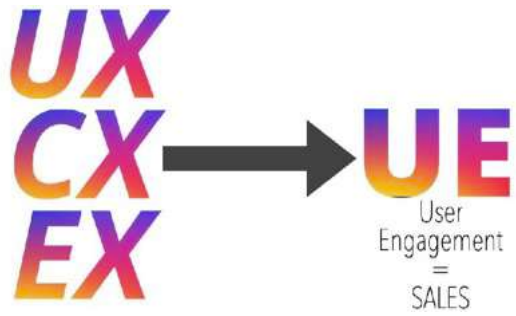
Stratégie

Secret Sauce





PREVIOUSLY
in 180 sec



NUMÉRIQUE
DIGITAL
CYBER
PROGRÈS MORAL



marketing
créer de la valeur
pour l'écosystème,
le client et
l'entreprise

MMM
MODERN MARKETING MODEL
10 POINTS

VUCA

THE
TRUTH
IS IN
...

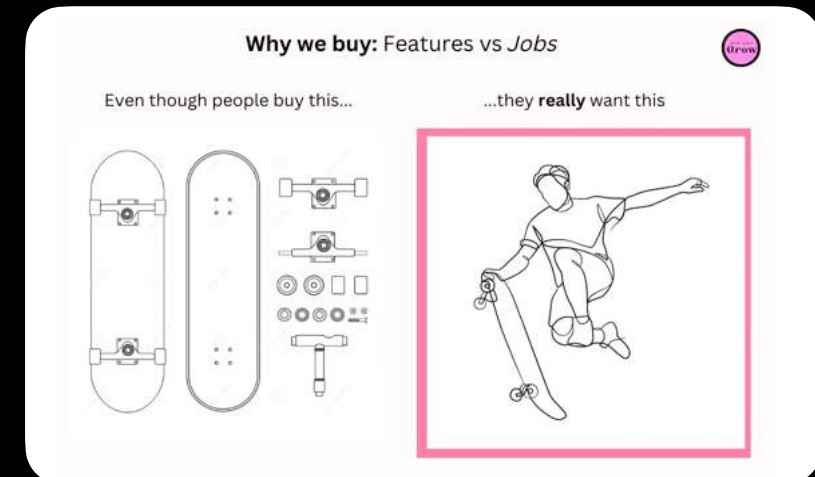
2%

POSITIONN
EMENT

ADVERTISING IS THE
PRICE ...

Marketing Opérationnel	26
M Mix	10
Trade / Retail Media	8
Digital M	8

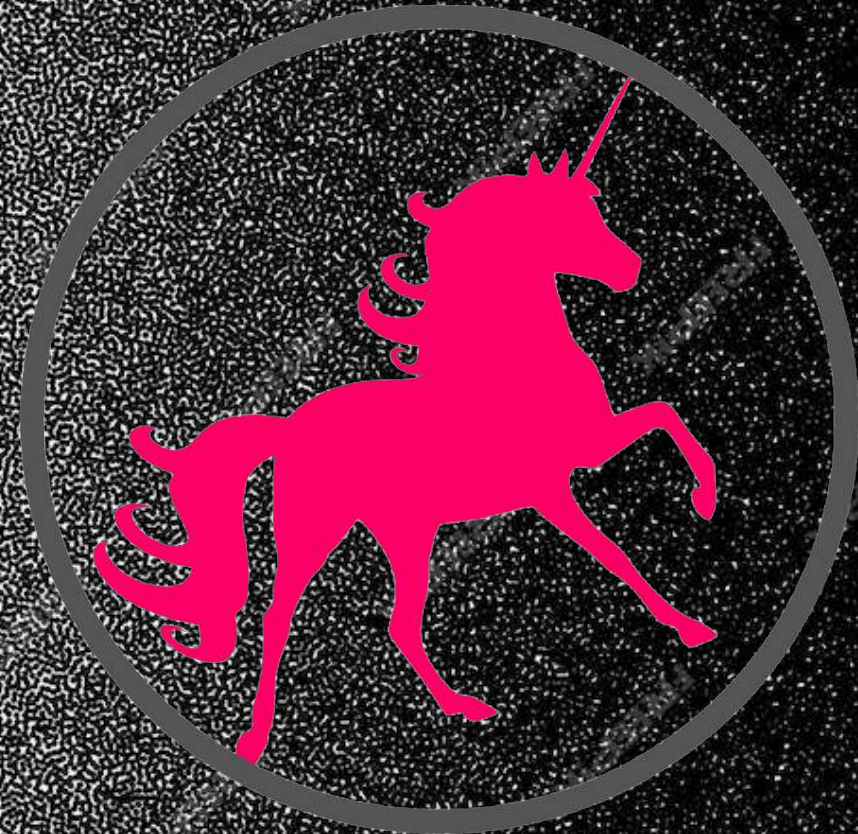
3 PILIERS DU
DIGITAL
USER
UX JOURNEY
DATA

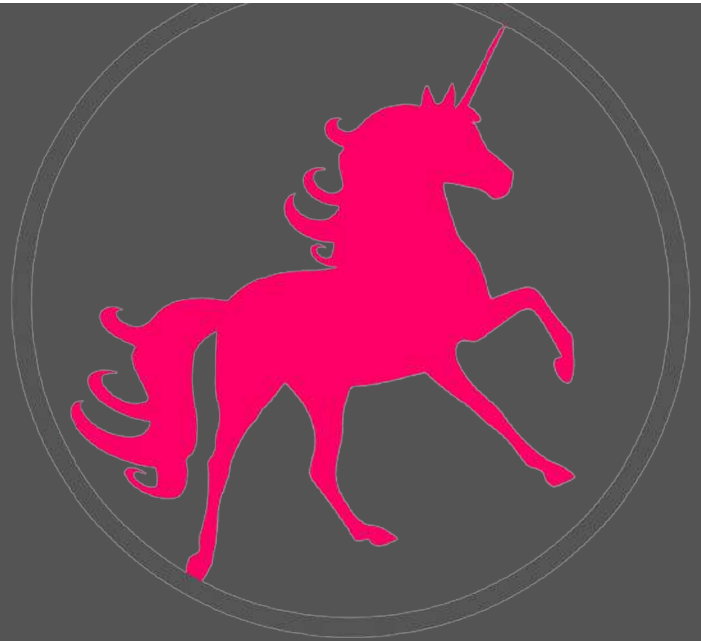


3 LOIS
DU
MARK
ETING

Secret Sauce

5 infos
importantes
sur la
stratégie des entreprises





SECRET SAUCE

1/5



1

PROBLÈME



2

SOLUTION

JTBD



3

DISTRIBU-
TION



Recette du succès des entreprises

1 PROBLÈME

ANALYSE
BI
Marché
Search listening
Veille
Persona
Carte empathie
Parcours
Touchpoint
UX
Design Thinking
Divergeant
VOC
Service client
...



2 SOLUTION

Product-Management
Service
Use case
Prototype
MVP
POC
Pilot
GTM
PMF
Pivot
Scalable
Démonstrateur
Market-Pull
Demand-Marketing
JTBD Jobs to be done
...



3 DISTRIBUTION

Stratégie
Objectifs
Communication
Vente
SAAS
Service
APP
SuperAPP
IOT
Capteur
PAAS IAAS
Réseaux S
Points de vente
Agent
Intermédiaires
Franchises
...



LEAN CANVAS

PROBLEMES

2



**SOLUTIONS
ALTERNATIVES**

SOLUTIONS



4



INDICATEURS CLES



8

PROPOSITION DE VALEUR

3



AVANTAGE CONCURRENTIEL



9



CANAUUX



5

SEGMENTS CLIENTS

1



**EARLY
ADOPTERS**

COUTS

7



REVENUS

6



Nom du projet :

LEAN CANVAS



PROBLEMES

Listez les 3 principaux problèmes à résoudre



SOLUTIONS

Quelles sont les 3 principales solutions pour résoudre vos problèmes ?



PROPOSITION DE VALEUR

Quels sont les bénéfices que vos clients peuvent attendre de votre produit/service ?



AVANTAGE CONCURRENTIEL

Quels sont vos avantages concurrentiels ?



SEGMENTS CLIENTS

Qui sont vos principaux segments de clientèle ?



INDICATEURS CLES

Quels sont vos indicateurs clés de performance pour mesurer vos actions ?



CANAUx

Quels sont vos canaux de communication et de distribution ? Quels sont les canaux pour récolter les feedbacks de vos utilisateurs ?



SOLUTIONS ALTERNATIVES

Quelles sont les solutions alternatives qui répondent aux problèmes à ce jour ?



EARLY ADOPTERS

Qui sont vos utilisateurs pionniers ?



STRUCTURE DE COUTS

Quels sont vos coûts fixes et variables pour lancer votre activité ?



SOURCES DE REVENUS

Quelles sont les entrées d'argent générées par l'activité ?
Comment et quand vont payer vos clients ? Quel est le prix pratiqué selon vos différents segments de clientèle ?

The Lean Canvas Model

● Designed For

● Designed By

● Version



Problem



Solution



**Unique Value
Preposition**



**Unfair
Advantage**



**Customer
Segments**



Key Metrics



Channels



Cost Structure



Revenue Streams

Nom du projet : Application sur smartphone et ordinateur contre l'isolement pour rester en contact via des groupes virtuels.

LEAN CANVAS



PROBLEMES

Listez les 3 principaux problèmes à résoudre

Rester en contact avec des personnes à n'importe quel moment de la journée.

L'application doit être simple et intuitive après installation.

Avoir le choix dans le format de la conversation (vidéo, chat, jeux, etc.)



SOLUTIONS ALTERNATIVES

Quelles sont les solutions alternatives qui répondent aux problèmes à ce jour ?

Téléphone, réseaux sociaux, applis, etc.



SOLUTIONS

Quelles sont les 3 principales solutions pour résoudre vos problèmes ?

Des notifications alerteront de la présence de votre sélection de contacts.

L'application est ergonomique, épurée et pratique dans son utilisation.

L'application propose plusieurs formats de discussion (vidéos, jeux, chat) et d'animation (filtres, gifs, etc.).



INDICATEURS CLES

Quels sont vos indicateurs clés de performance pour mesurer vos actions ?

Nombre de téléchargements de l'application.

Taux de transformation en abonnements

Taux de satisfaction des clients



PROPOSITION DE VALEUR

Quels sont les bénéfices que vos clients peuvent attendre de votre produit/service ?

L'application aide les hommes et les femmes qui se sentent seuls en se connectant à d'autres personnes, et en s'amusant.



AVANTAGE CONCURRENTIEL

Quels sont vos avantages concurrentiels ?

Une très bonne connaissance du développement web en interne.

Une application différente de ce qu'on trouve sur le marché.



CANAU

Quels sont vos canaux de communication et de distribution ? Quels sont les canaux pour récolter les feedbacks de vos utilisateurs ?

Inbound : réseaux sociaux, stratégie de contenus, tutoriels, etc.

Outbound : campagne d'Adwords, marketing direct, médias, etc.



SEGMENTS CLIENTS

Qui sont vos principaux segments de clientèle ?

H et F qui veulent créer et entretenir du lien social, ayant un moyen de communication à disposition (smartphone, ordinateur).



EARLY ADOPTERS

Qui sont vos utilisateurs pionniers ?

Les jeunes entre 18 et 25 ans, actifs, fans de nouvelles technologies et nouvelles expériences.



STRUCTURE DE COUTS

Quels sont vos coûts fixes et variables pour lancer votre activité ?

Charges fixes : hébergement, serveurs, salaires...

Charges variables : développement des fonctionnalités, prestations de services...



SOURCES DE REVENUS

Quelles sont les entrées d'argent générées par l'activité ?

Comment et quand vont payer vos clients ? Quel est le prix pratiqué selon vos différents segments de clientèle ?

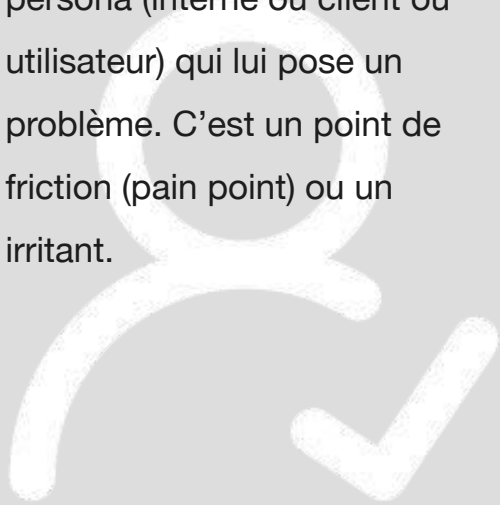
Freemium : accès limité à certaines fonctionnalités, nombre restreint de personnes connectées en même temps.

Premium : abonnement 3 mois, 6 mois ou 12 mois.

Différents forfaits existants (entreprise, grand public, étudiant).

PROBLÈME.

Il y a une situation pour un persona (interne ou client ou utilisateur) qui lui pose un problème. C'est un point de friction (pain point) ou un irritant.



SOLUTION.

Vous avez une solution qui résout 20% à 80% du problème pour plus de 50% de la population.



Le PFH ne se résout pas
Hubert REEVES



DISTRIBUTION.

Si vous avez la solution à un problème : vous êtes un sauveur, ... si vous le distribuez : vous êtes riches



hk



Recette du succès des scaleup

1

PROBLÈME

ANALYSE

BI

Marché

Search listening

Veille

Persona

Carte empathie

Parcours

Touchpoint

UX

Design Thinking

Divergeant

VOC

Service client

2

SOLUTION

Product-Management

Service

Use case

Prototype

MVP

POC

Pilot

GTM

PMF

Pivot

Scalable

Démonstrateur

Market-Pull

Demand-Marketing

3

DISTRIBU-
TION

Stratégie

Objectifs

Communication

Vente

SAAS

Service

APP

SuperAPP

IOT

Capteur

PAAS IAAS

Réseaux S

Points de vente

Agent

Intermédiaires

Franchises

4

GROWTH

Growth hacking

Scale

Scale up

Échelle

0 marginal cost

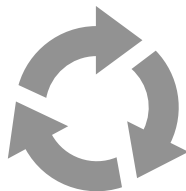
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techno push
vs.
market pull

1/
*marketing de
l'offre*

techno
push
putsch

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

Persona

Carte empathie

Problèmes réels

Value proposition

Offre

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

Distribution

2/

*marketing de la
demande*





From

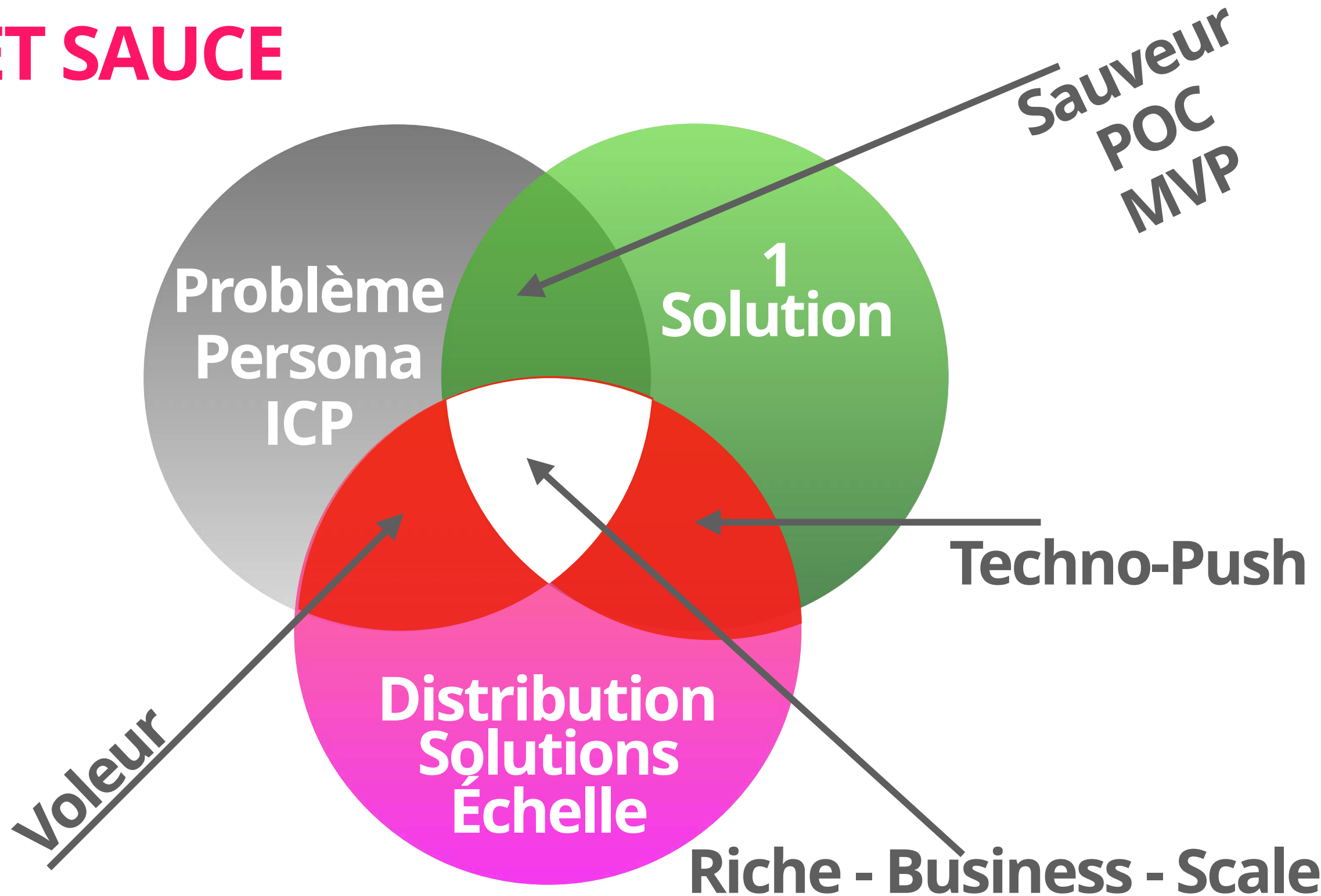
To

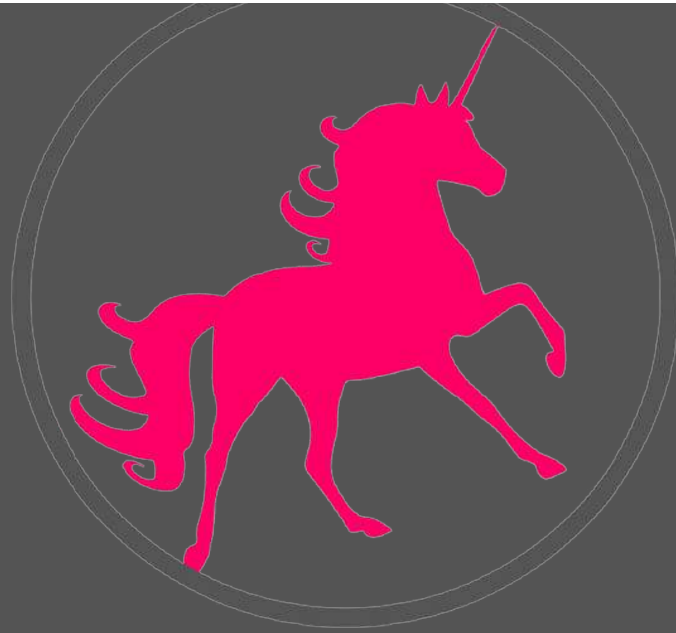
**MAKING
PEOPLE
WANT
THINGS**

>

**MAKING
THINGS
PEOPLE
WANT**

TIM BROWN





SECRET SAUCE

2/5



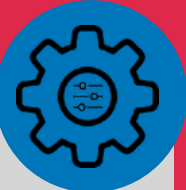


BUSINESS SECRET SAUCE



Inputs / Entrées Intrants

Idée
Mat. première
Énergie
Temps
Ressources humaines
Travail



Process Fabrication

ajouter
enlever
travailler
attendre
changer
assembler
mutualiser / faciliter
distribuer / intermédiaire
tech / design / product
marketing
Customer Service

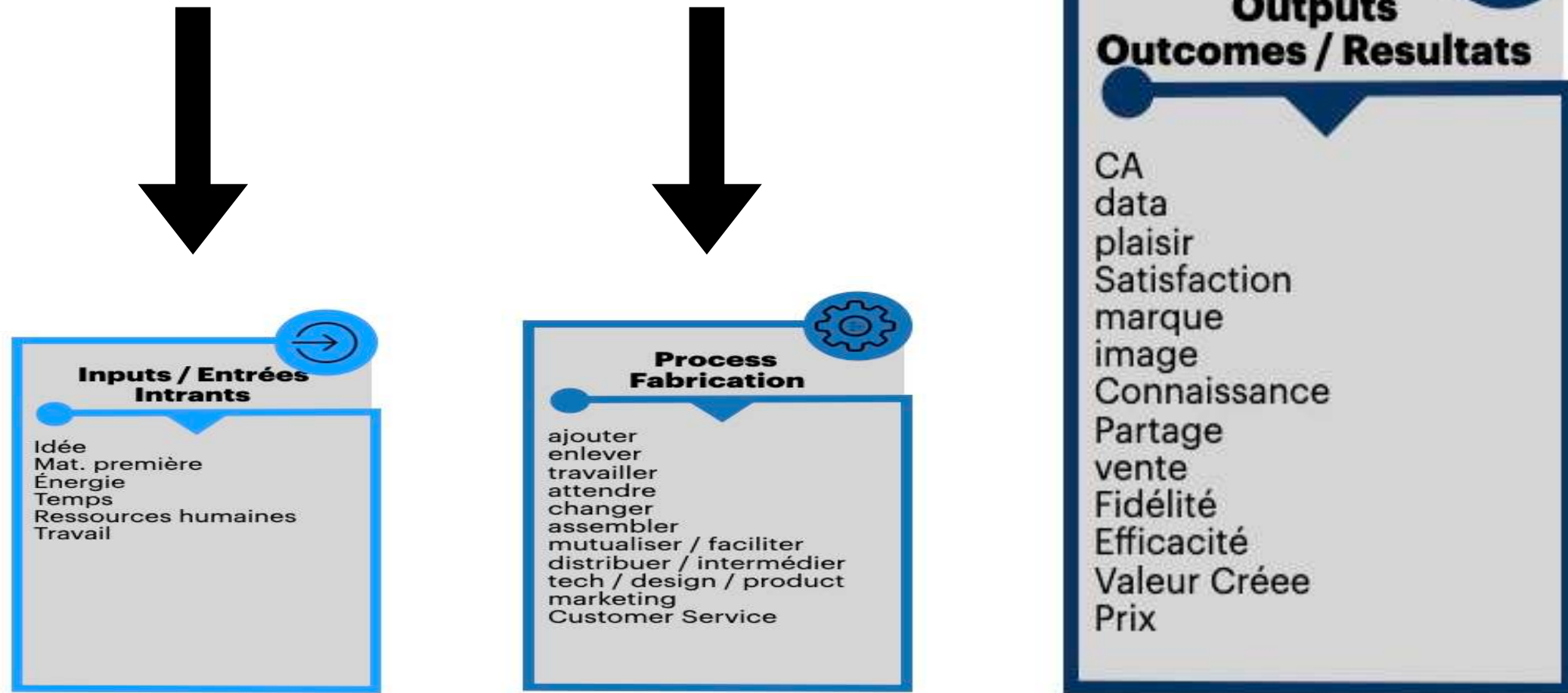


Outputs Outcomes / Resultats

CA
data
plaisir
Satisfaction
marque
image
Connaissance
Partage
vente
Fidélité
Efficacité
Valeur Créée
Prix

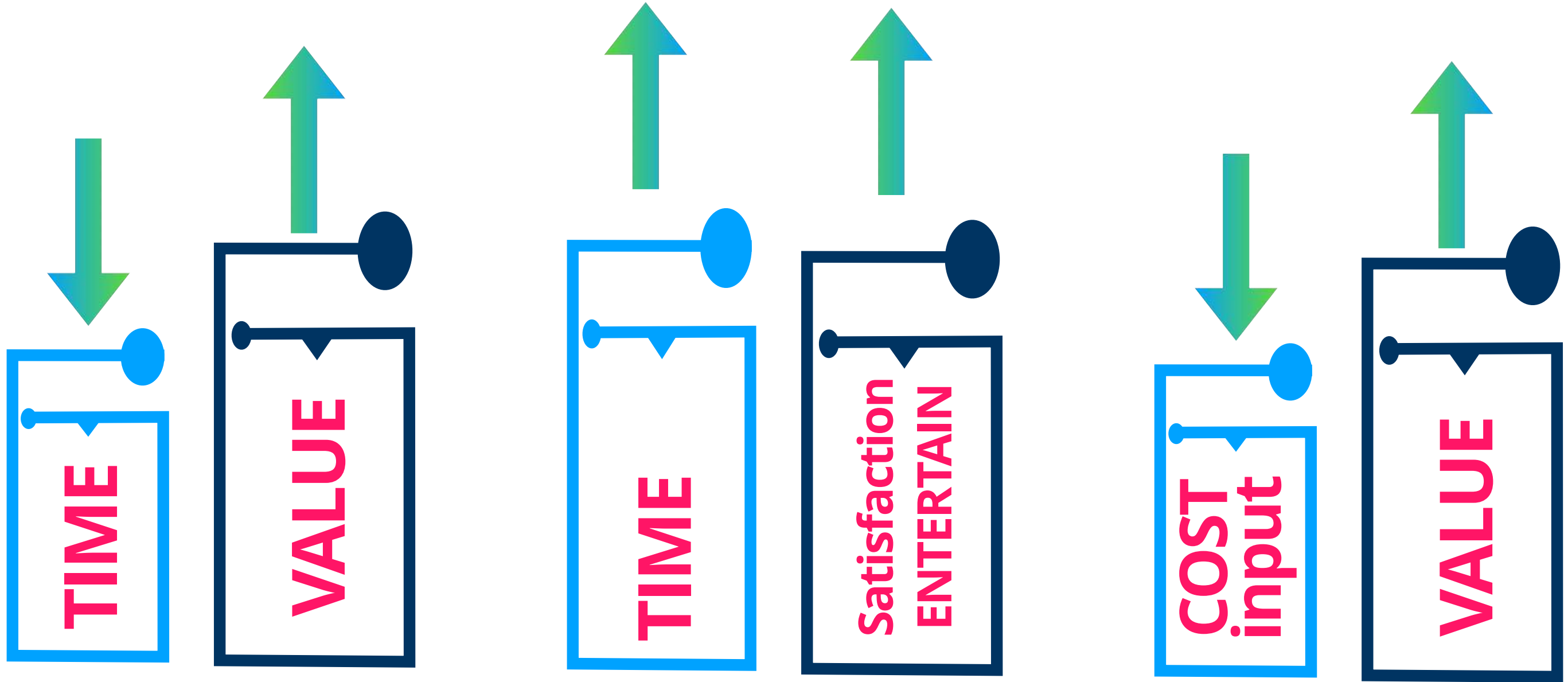


BUSINESS SECRET SAUCE



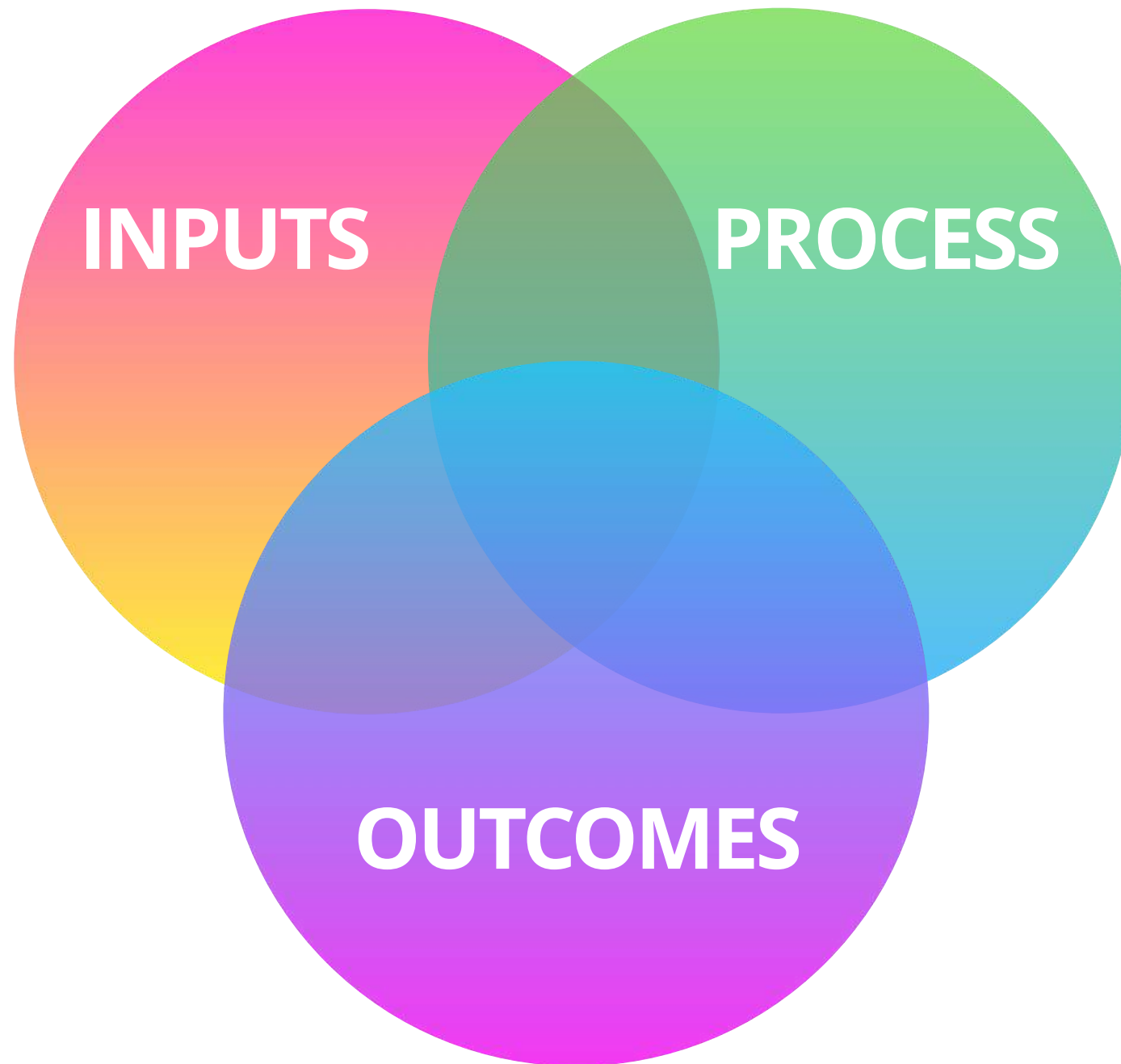


3 BUSINESS MODELS



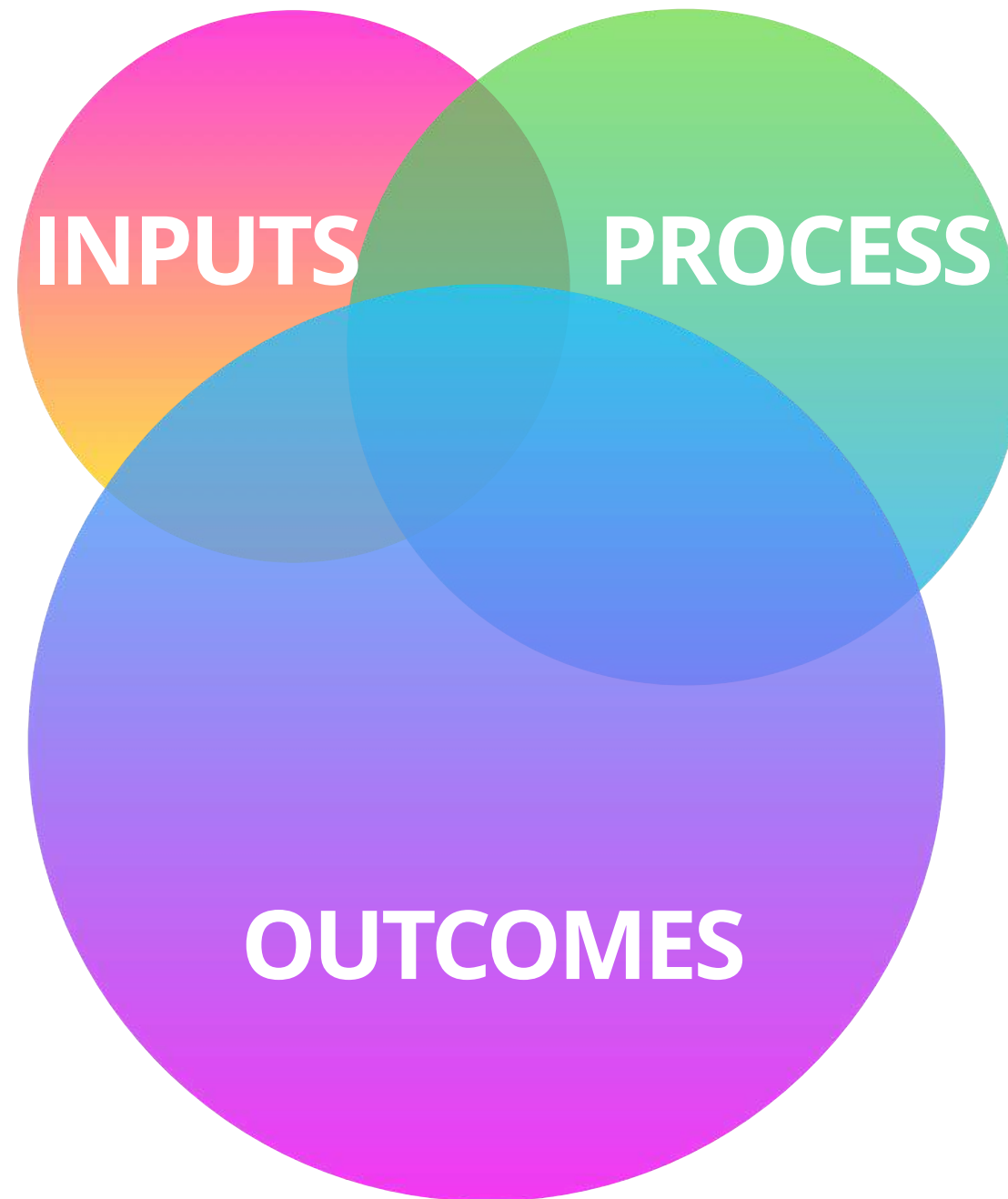


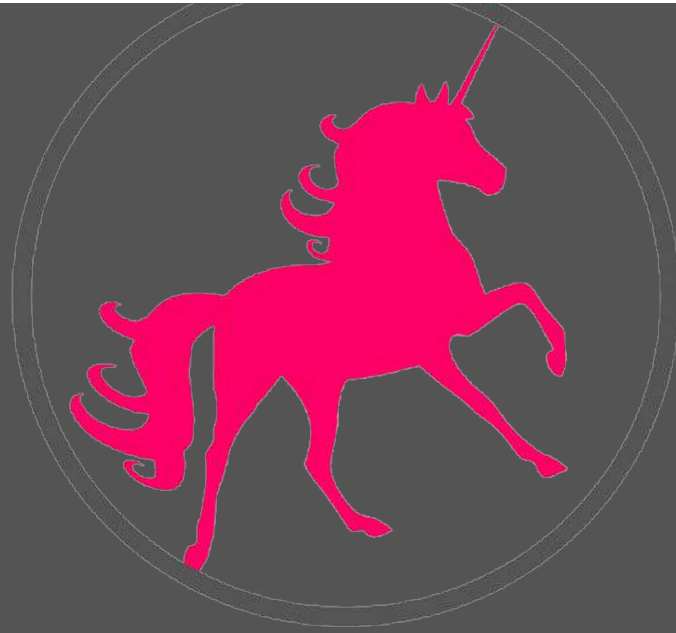
BUSINESS SECRET SAUCE





BUSINESS SECRET SAUCE





SECRET SAUCE

3/5

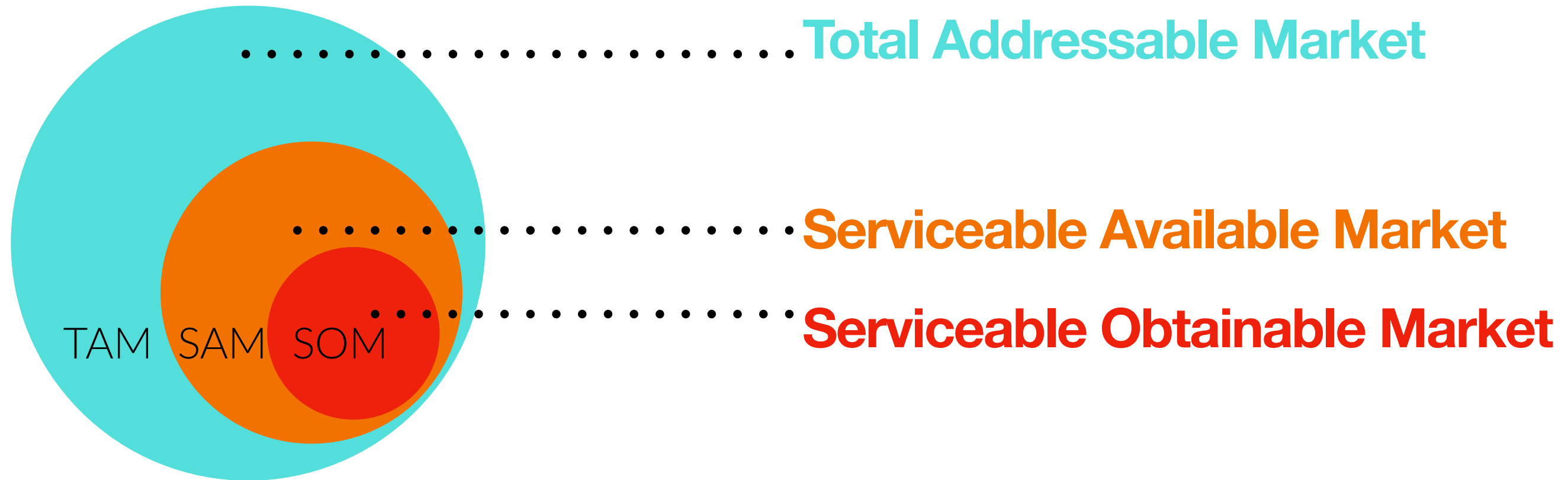




TAM
SAM
SOM

Market sizing : scope
Les différentes tailles de marchés :
périmètre, référentiels, portée,

TAM SAM SOM 



TAM SAM SOM



Total Addressable Market

TAM = Your Total Available or Addressable Market is the total market demand for a product or service

TAM = (Total of potential customers) x (AAR average annual revenue per customer or Average Revenue Per User ARPU)

total market with a need or a problem you could fix

Serviceable Available Market

SAM = Serviceable Available Market is the segment of the TAM targeted by your products and services which is within your geographical or other reach.

SAM = (Total of potential customers) x (% that can be realistically served) x (AAR average annual revenue per customer)

Part of the TAM you can reach

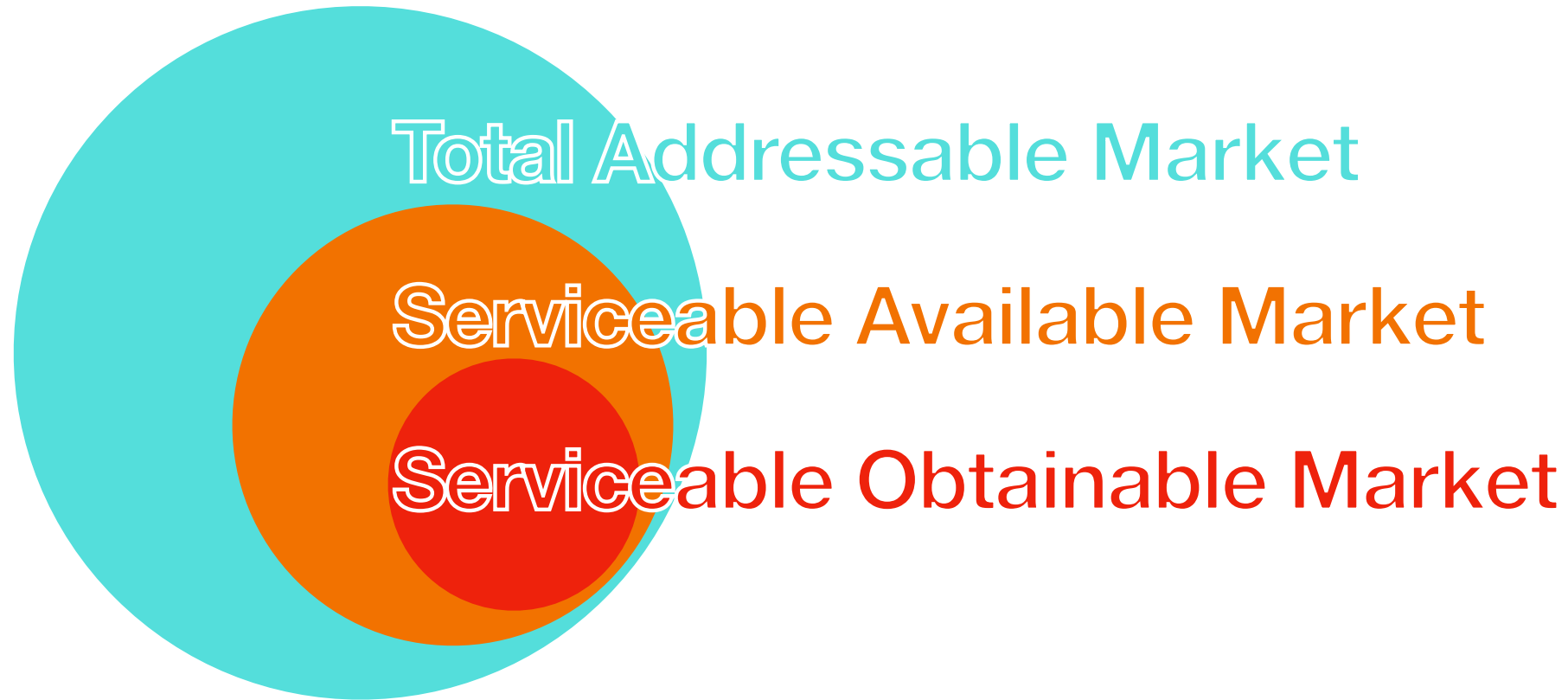
Serviceable Obtainable Market

SOM = Your Share of the Market (the subset of your SAM that you will realistically reach –particularly in the first few years of your business) it is the portion of SAM that you can capture v. the competition or alternatives

SOM = (Total of potential customers) x (% that can be realistically served) x (% you can capture) x (AAR average annual revenue per customer)

Part of the SAM you really want to reach

TAM SAM SOM



TAM = Total Number of Potential Customers x Average Revenue Per User (ARPU)

The **top-down** approach focuses on market size and potential, while the **bottom-up** approach starts with an existing customer base and projects future growth

TAM SAM SOM

1/ Combien de personnes ont le même problème que mon persona ?

2/ Combien de personnes peuvent accéder à ma solution en termes de localisation, finance, technologie, culture... ?



3/ Combien de personnes suis-je capable de toucher :

coût des médias

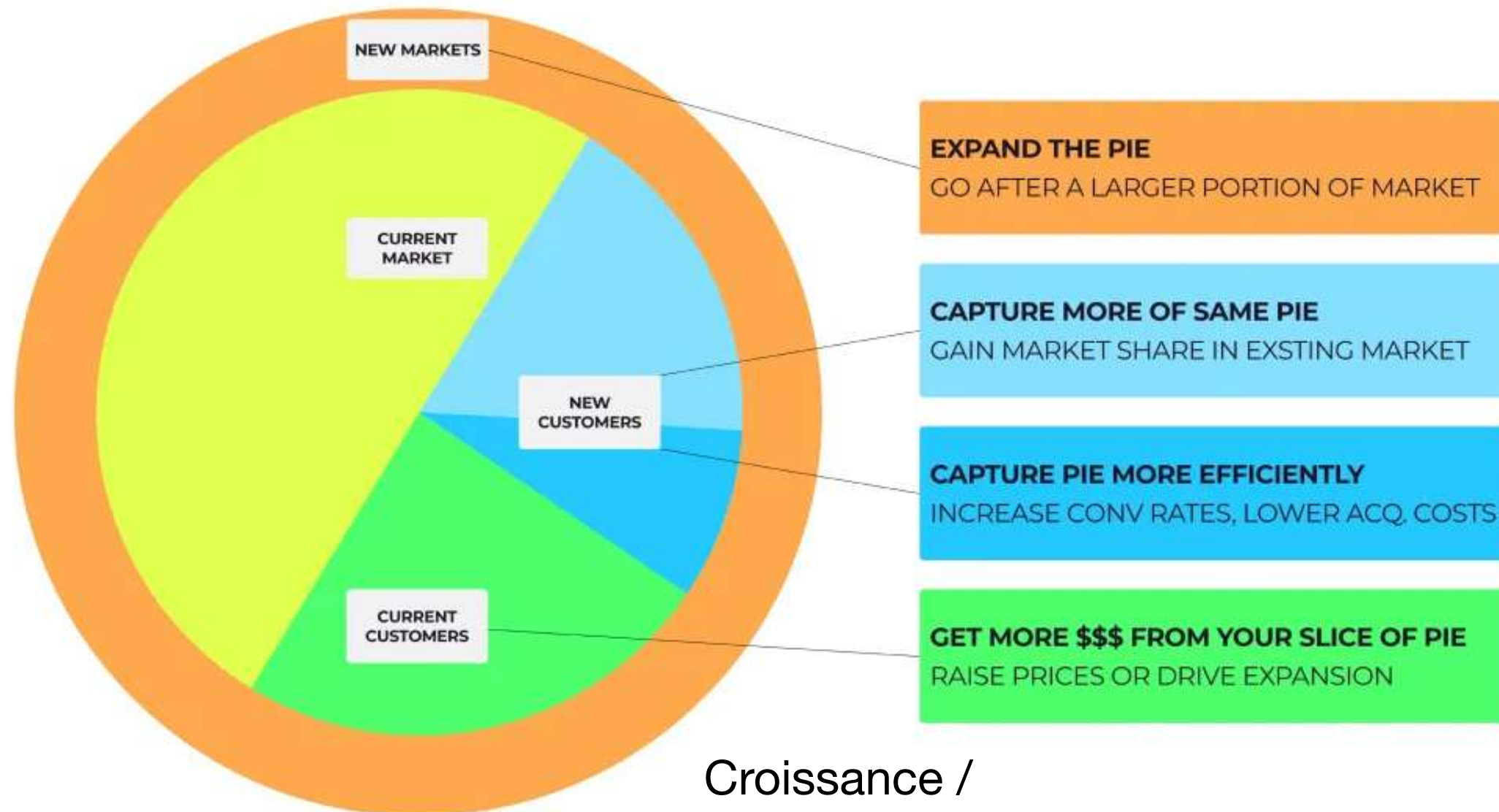
coût de la distribution

capacité de production

logistique

accessibilité

disponibilité



Croissance /

- 1/ agrandir le gateau
- 2/ part de marché sur NCR
- 3/ part de marché sur NCA
- 4/ mieux travailler sur ses clients

G.M.D

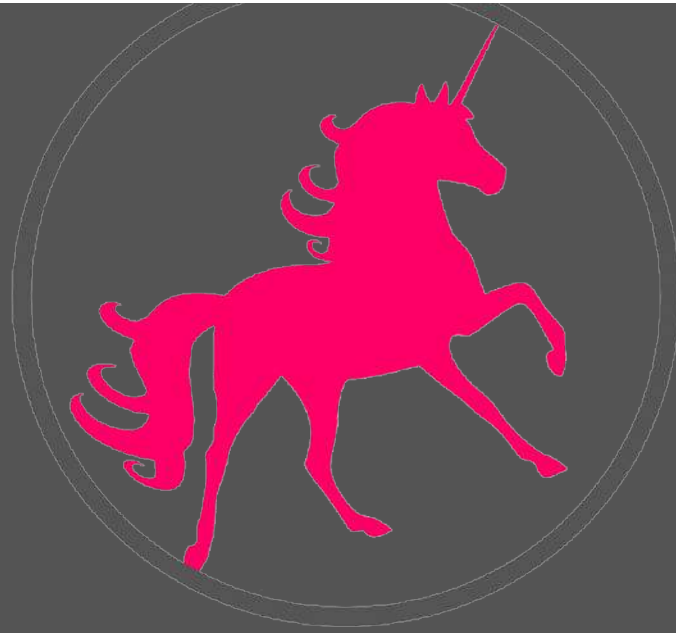
GROWTH



DEBT

MESS

GMD growth mess debt / on grossit c'est le bordel on emprunte



SECRET SAUCE

4/5





Know Your Customers' "Jobs to Be Done"

Is innovation inherently a hit-or-miss endeavor? Not if you understand why customers make the choices they do. by Clayton M. Christensen, Taddy Hall, Karen Dillon and David S. Duncan

From the Magazine (September 2016)

<https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>



La théorie Jobs To Be Done (JTBD), développée par Clayton Christensen, est un cadre conceptuel qui permet de comprendre pourquoi les clients achètent des produits ou services. Contrairement aux approches marketing traditionnelles qui se concentrent sur les caractéristiques démographiques ou les comportements des consommateurs, la théorie JTBD se focalise sur les «tâches» (jobs) que les clients cherchent à accomplir.

Les principes clés de la théorie JTBD :

Les clients "embauchent" des produits pour accomplir des tâches (jobs) :

*Les clients n'achètent pas un produit pour le produit lui-même,
mais pour résoudre un problème ou accomplir une tâche spécifique.*

Par exemple, une personne n'achète pas une perceuse pour posséder une perceuse, mais pour faire un trou dans un mur. Les tâches sont stables, pas les solutions :

Les besoins fondamentaux des clients (les tâches) changent peu dans le temps, mais les solutions pour y répondre évoluent constamment.

Par exemple, le besoin de se déplacer rapidement existe depuis longtemps, mais les solutions ont évolué des chevaux aux voitures, puis aux véhicules électriques ou autonomes.

Comprendre le contexte et les motivations :

Pour identifier les JTBD, il faut comprendre le contexte dans lequel le client se trouve et les motivations qui le poussent à agir.

Par exemple, une personne peut acheter un fast-food non pas parce qu'elle aime la nourriture, mais parce qu'elle manque de temps et a besoin d'une solution rapide.

Les dimensions fonctionnelles, émotionnelles et sociales :

Les tâches à accomplir peuvent être de nature fonctionnelle (résoudre un problème pratique), émotionnelle (se sentir bien) ou sociale (être perçu d'une certaine manière par les autres).

Par exemple, acheter une voiture de luxe peut répondre à un besoin fonctionnel (se déplacer), mais aussi à un besoin émotionnel (se sentir important) ou social (montrer son statut).

Comment appliquer la théorie JTBD ?

Identifier les tâches :

Observez et interrogez les clients pour comprendre les problèmes qu'ils cherchent à résoudre ou les objectifs qu'ils veulent atteindre.

Posez des questions comme : "Pourquoi avez-vous acheté ce produit ?" ou "Quel problème essayiez-vous de résoudre ?"

Segmenter par tâches, pas par clients :

Au lieu de segmenter le marché par âge, genre ou revenu, segmentez-le en fonction des tâches que les clients veulent accomplir.

Par exemple, un même produit peut être utilisé par des personnes très différentes pour accomplir la même tâche.

Concevoir des solutions adaptées :

Une fois les tâches identifiées, concevez des produits ou services qui répondent précisément à ces besoins.

Par exemple, si une tâche courante est "gagner du temps le matin", une solution pourrait être un petit-déjeuner prêt à consommer.

Évaluer la concurrence :

Analysez comment les concurrents répondent (ou ne répondent pas) à ces tâches, et identifiez les opportunités pour offrir une meilleure solution.

Pourquoi cette théorie est-elle puissante ?

Centrée sur le client : Elle permet de se concentrer sur les besoins réels des clients plutôt que sur des hypothèses marketing.

Innovation : En comprenant les tâches, les entreprises peuvent innover en créant des solutions qui répondent mieux aux besoins des clients.

Durabilité : Les tâches étant stables, les solutions qui y répondent efficacement ont une pertinence à long terme.

En résumé, la théorie JTBD offre une nouvelle perspective pour comprendre les motivations d'achat des clients et concevoir des produits ou services qui répondent véritablement à leurs besoins.

Definition

Jobs to Be Done is a lens that reveals the circumstances—or forces—that drive people and organizations toward and away from decisions.

While conventional marketing focuses on market demographics or product attributes, Jobs to Be Done Theory (JTBD or Jobs Theory) goes beyond superficial categories to expose the functional, social, and emotional dimensions that explain why people make the choices they do.

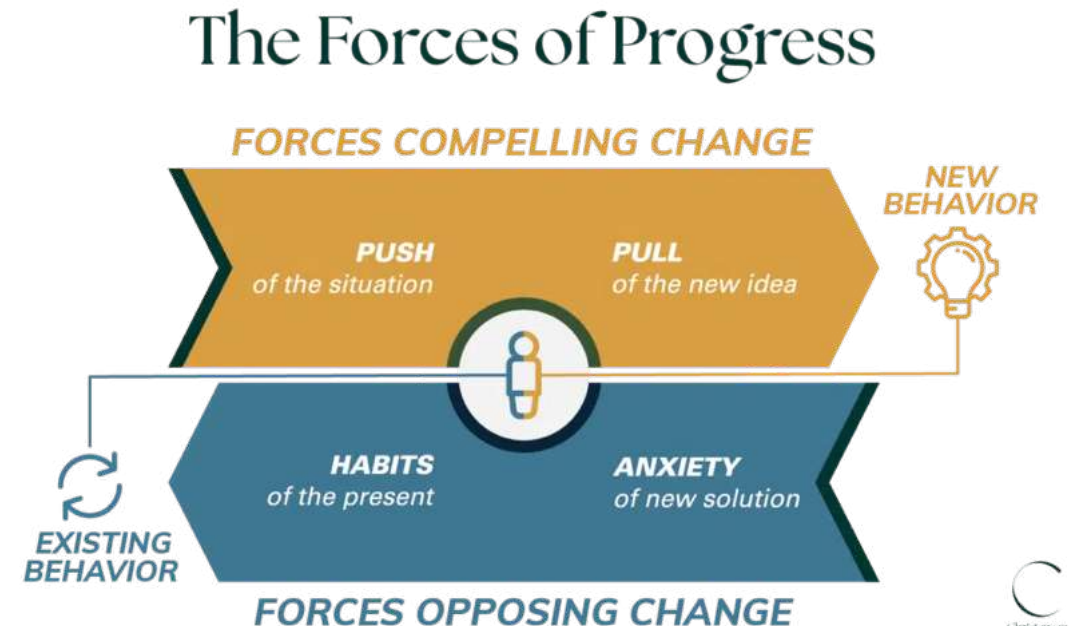
Everyone has Jobs to Be Done in their lives—the progress they’re trying to make as they strive toward a goal or aspiration within particular circumstances.

We call these Jobs because just as people hire contractors to help them build houses or lawyers to build a case, people “hire” products or services when “jobs” arise in their lives.



Unique Insight

People don’t simply buy or pick products or services; they pull them into their lives to make progress.





For as long as innovation has been a top priority—and a top frustration—for leaders. In a recent McKinsey poll, 84% of global executives reported that innovation was extremely important to their growth strategies, but a staggering 94% were dissatisfied with their organizations' innovation performance. Most people would agree that the vast majority of innovations fall far short of ambitions.

On paper, this makes no sense. Never have businesses known more about their customers. Thanks to the big data revolution, companies now can collect an enormous variety and volume of customer information, at unprecedented speed, and perform sophisticated analyses of it. Many firms have established structured, disciplined innovation processes and brought in highly skilled talent to run them. Most firms carefully calculate and mitigate innovations' risks. From the outside, it looks as if companies have mastered a precise, scientific process. But for most of them, innovation is still painfully hit-or-miss.

What has gone so wrong?

The fundamental problem is, most of the masses of customer data companies create is structured to show correlations: This customer looks like that one, or 68% of customers say they prefer version A to version B. While it's exciting to find patterns in the numbers, they don't mean that one thing actually caused another. And though it's no surprise that correlation isn't causality, we suspect that most managers have grown comfortable basing decisions on correlations.

Why is this misguided? Consider the case of one of this article's coauthors, Clayton Christensen. He's 64 years old. He's six feet eight inches tall. His shoe size is 16. He and his wife have sent all their children off to college. He drives a Honda minivan to work. He has a lot of characteristics, but none of them has caused him to go out and buy the New York Times. His reasons for buying the paper are much more specific. He might buy it because he needs something to read on a plane or because he's a basketball fan and it's March Madness time. Marketers who collect demographic or psychographic information about him—and look for correlations with other buyer segments—are not going to capture those reasons.

After decades of watching great companies fail, we've come to the conclusion that the focus on correlation—and on knowing more and more about customers—is taking firms in the wrong direction. What they really need to home in on is the progress that the customer is trying to make in a given circumstance—what the customer hopes to accomplish. This is what we've come to call the job to be done.

We all have many jobs to be done in our lives. Some are little (pass the time while waiting in line); some are big (find a more fulfilling career). Some surface unpredictably (dress for an out-of-town business meeting after the airline lost my suitcase); some regularly (pack a healthful lunch for my daughter to take to school). When we buy a product, we essentially "hire" it to help us do a job. If it does the job well, the next time we're confronted with the same job, we tend to hire that product again. And if it does a crummy job, we "fire" it and look for an alternative. (We're using the word "product" here as shorthand for any solution that companies can sell; of course, the full set of "candidates" we consider hiring can often go well beyond just offerings from companies.)

This insight emerged over the past two decades in a course taught by Clay at Harvard Business School. (See "Marketing Malpractice: the Cause and the Cure," HBR, December 2005.) The theory of jobs to be done was developed in part as a complement to the theory of disruptive innovation—which at its core is about competitive responses to innovation: It explains and predicts the behavior of companies in danger of being disrupted and helps them understand which new entrants pose the greatest threats.

But disruption theory doesn't tell you how to create products and services that customers want to buy. Jobs-to-be-done theory does. It transforms our understanding of customer choice in a way that no amount of data ever could, because it gets at the causal driver behind a purchase.

The Business of Moving Lives

A decade ago, Bob Moesta, an innovation consultant and a friend of ours, was charged with helping bolster sales of new condominiums for a Detroit-area building company. The company had targeted downsizers—retirees looking to move out of the family home and divorced single parents. Its units were priced to appeal to that segment—\$120,000 to \$200,000—with high-end touches to give a sense of luxury. "Squeakless" floors. Triple-waterproof basements. Granite counters and stainless steel appliances. A well-staffed sales team was available six days a week for any prospective buyer who walked in the door. A generous marketing campaign splashed ads across the relevant Sunday real estate sections.

The units got lots of traffic, but few visits ended up converting to sales. Maybe bay windows would be better? Focus group participants thought that sounded good. So the architect scrambled to add bay windows (and any other details that the focus group suggested) to a few showcase units. Still sales did not improve.

Although the company had done a cost-benefit analysis of all the details in each unit, it actually had very little idea what made the difference between a tire kicker and a serious buyer. It was easy to speculate about reasons for poor sales: bad weather, underperforming salespeople, the looming recession, holiday slowdowns, the condos' location. But instead of examining those factors, Moesta took an unusual approach: He set out to learn from the people who had bought units what job they were hiring the condominiums to do. "I asked people to draw a timeline of how they got here," he recalls. The first thing he learned, piecing together patterns in scores of interviews, was what did not explain who was most likely to buy. There wasn't a clear demographic or psychographic profile of the new-home buyers, even though all were downsizers. Nor was there a definitive set of features that buyers valued so much that it tipped their decisions.

The focus on knowing more about customers has taken firms in the wrong direction.

But the conversations revealed an unusual clue: the dining room table. Prospective customers repeatedly told the company they wanted a big living room, a large second bedroom for visitors, and a breakfast bar to make entertaining easy and casual; on the other hand, they didn't need a formal dining room. And yet, in Moesta's conversations with actual buyers, the dining room table came up repeatedly. "People kept saying, 'As soon as I figured out what to do with my dining room table, then I was free to move,'" reports Moesta. He and his colleagues couldn't understand why the dining room table was such a big deal. In most cases people were referring to well-used, out-of-date furniture that might best be given to charity—or relegated to the local dump.

But as Moesta sat at his own dining room table with his family over Christmas, he suddenly understood. Every birthday was spent around that table. Every holiday. Homework was spread out on it. The table represented family.

What was stopping buyers from making the decision to move, he hypothesized, was not a feature that the construction company had failed to offer but rather the anxiety that came with giving up something that had profound meaning. The decision to buy a six-figure condo, it turned out, often hinged on a family member's willingness to take custody of a clunky piece of used furniture.

That realization helped Moesta and his team begin to grasp the struggle potential home buyers faced. "I went in thinking we were in the business of new-home construction," he recalls. "But I realized we were in the business of moving lives."

Identifying Jobs to Be Done

Jobs analysis doesn't require you to throw out the data and research you've already gathered. Personas, ethnographic research, focus groups, customer panels, competitive analysis, and so on can all be perfectly valid starting points for surfacing important insights. Here are five questions for uncovering jobs your customers need help with.

Do you have a job that needs to be done?

In a data-obsessed world, it might be a surprise that some of the greatest innovators have succeeded with little more than intuition to guide their efforts. Pleasant Rowland saw the opportunity for American Girl dolls when searching for gifts that would help her connect with her nieces. Sheila Marcelo started Care.com, the online "matchmaking" service for child care, senior care, and pet care, after struggling with her family's own care needs. Now, less than 10 years later, it boasts more than 19 million members across 16 countries and revenues approaching \$140 million.

These principles are described here in a business-to-consumer context, but jobs are just as important in B2B settings. For an example, see the sidebar "Doing Jobs for B2B Customers."

Designing Offerings Around Jobs

A deep understanding of a job allows you to innovate without guessing what trade-offs your customers are willing to make. It's a kind of job spec.

Of the more than 20,000 new products evaluated in Nielsen's 2012–2016 Breakthrough Innovation report, only 92 had sales of more than \$50 million in year one and sustained sales in year two, excluding close-in line extensions. (Coauthor Teddy Hall is the lead author of Nielsen's report.) On the surface the list of hits might seem random—International Delight Iced Coffee, Hershey's Reese's Minis, and Tidy Cats LightWeight, to name just a few—but they have one thing in common. According to Nielsen, every one of them nailed a poorly performed and very specific job to be done. International Delight Iced Coffee let people enjoy in their homes the taste of a coffeehouse iced drinks they'd come to love. And thanks to Tidy Cats LightWeight litter, millions of cat owners no longer had to struggle with getting heavy, bulky boxes off store shelves, into car trunks, and up the stairs into their homes.

How did Hershey's achieve a breakout success with what might seem to be just another version of the decades-old peanut butter cup? Its researchers began by exploring the circumstances in which Reese's enthusiasts were "firing" the current product formats. They discovered an array of situations—driving the car, standing in a crowded subway, playing a video game—in which the original large format was too big and messy, while the smaller, individually wrapped cups were a hassle (opening them required two hands). In addition, the accumulation of the cups' foil wrappers created a guilt-inducing tally of consumption. I had that many? When the company focused on the job that smaller versions of Reese's were being hired to do, it created Reese's Minis. They have no foil wrapping to leave a telltale trail, and they come in a resealable flat-bottom bag that a consumer can easily dip a single hand into. The results were astounding: \$235 million in the first two years' sales and the birth of a breakthrough category extension.

Creating customer experiences. Identifying and understanding the job to be done are only the first steps in creating products that customers want—especially ones they will pay premium prices for. It's also essential to create the right set of experiences for the purchase and use of the product and then integrate those experiences into a company's processes. When a company does that, it's hard for competitors to catch up. Take American Girl dolls. If you don't have a preteen girl in your life, you may not understand how anyone could pay more than a hundred dollars for a doll and shell out hundreds more for clothing, books, and accessories. Yet to date the business has sold 29 million dolls, and it racks up more than \$500 million in sales annually.

What's so special about American Girls? Well, it's not the dolls themselves. They come in a variety of styles and ethnicities and are lovely, sturdy dolls. They're nice, but they aren't amazing. Yet for nearly 30 years they have dominated their market. When you see a product or service that no one has successfully copied, the product itself is rarely the source of the long-term competitive advantage.

Jobs aren't just about function—they have powerful social and emotional dimensions.

American Girl has prevailed for so long because it's not really selling dolls: It's selling an experience. Individual dolls represent different times and places in U.S. history and come with books that relate each doll's backstory. For girls, the dolls provide a rich opportunity to engage their imaginations, connect with friends who can't own the dolls, and create unforgettable memories with their mothers and grandmothers. For parents—the buyers—the dolls help engage their daughters in a conversation about the generations of women that came before them—about their struggles, their strength, their values and traditions.

American Girl founder Pleasant Rowland came up with the idea when shopping for Christmas presents for her nieces. She didn't want to give them hypersexualized Barbies or goofy Cabbage Patch Kids aimed at younger children. The dolls—and their worlds—reflect Rowland's nuanced understanding of the job preteen girls hire the dolls to do: help articulate their feelings and validate who they are—their identity, their sense of self, and their cultural and racial background—and make them feel they can surmount the challenges in their lives.

There are dozens of American Girl dolls representing a broad cross section of profiles. Kaya, for example, is a young girl from a Northwest Native American tribe in the late 18th century. Her backstory tells of her leadership, compassion, courage, and loyalty. There's Kirsten Larson, a Swedish immigrant who settles in the Minnesota territory and faces hardships and challenges but triumphs in the end. And so on. A significant part of the allure is the well-written, historically accurate books about each character's life.

Rowland and her team thought through every aspect of the experience required to perform the job. The dolls were never sold in traditional toy stores. They were available only through mail order or at American Girl stores, which were initially located in just a few major metropolitan areas. The stores have doll hospitals that can repair tangled hair or fix broken parts. Some have restaurants in which parents, children, and their dolls can enjoy a kid-friendly menu—or where parents can host birthday parties. A trip to the American Girl store has become a special day out, making the dolls a catalyst for family experiences that will be remembered forever.

No detail was too small to consider. Take the sturdy red-and-pink boxes the dolls come in. Rowland remembers the debate over whether to wrap them with narrow cardboard strips, known as "belly bands." Because the bands each added 2 cents and 27 seconds to the packaging process, the designers suggested skipping them. Rowland says she rejected the idea out of hand: "I said, 'You're not getting it. What has to happen to make this special to the child? I don't want her to see some shrink-wrapped thing coming out of the box. The fact that she has to wait just a split second to get the band off and open the tissue under the lid makes it exciting to open the box. It's not the same as walking down the aisle in the toy store and picking a Barbie off the shelf.'"

In recent years Toys "R" Us, Walmart, and even Disney have all tried to challenge American Girl's success with similar dolls—at a small fraction of the price. Though American Girl, which was acquired by Mattel, has experienced some sales declines in the past two years, to date no competitor has managed to make a dent in its market dominance. Why? Rowland thinks that competitors saw themselves in the "doll business," whereas she never lost sight of why the dolls were cherished: the experiences and stories and connections that they enable.

Aligning processes. The final piece of the puzzle is processes—how the company integrates across functions to support the job to be done. Processes are often hard to see, but they matter profoundly. As MIT's Edgar Schein has discussed, processes are a critical part of an organization's unspoken culture. They tell people inside the company, "This is what matters most to us." Focusing processes on the job to be done provides clear guidance to everyone on the team. It's a simple but powerful way of making sure a company doesn't unintentionally abandon the insights that brought it success in the first place. A good case in point is Southern New Hampshire University, which has been lauded by U.S. News & World Report (and other publications) as one of the most innovative colleges in America. After enjoying a 34% compounded annual growth rate for six years, SNHU was closing in on \$535 million in annual revenues at the end of fiscal 2016.

Like many similar academic institutions, SNHU once struggled to find a way to distinguish itself and survive. The university's longtime bread-and-butter strategy had relied on appealing to a traditional student body: 18-year-olds, fresh out of high school, continuing their education. Marketing and outreach were generic, targeting everyone, and so were the policies and delivery models that served the school.

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The tools you need to craft strategic plans — and how to make them happen.

SNHU had an online "distance learning" academic program that was "a sleepy operation on a nondescript corner of the main campus," as president Paul LeBlanc describes it. Yet it had attracted a steady stream of students who wanted to resume an aborted run at a college education. Though the online program was a decade old, it was treated as a side project, and the university put almost no resources into it.

On paper, both traditional and online students might look similar. A 35-year-old and an 18-year-old working toward an accounting degree need the same courses, right? But LeBlanc and his team saw that the job the online students were hiring SNHU to do had almost nothing in common with the job that "coming of age" undergraduates hired the school to do. On average, online students are 30 years old, juggling work and family, and trying to squeeze in an education. Often they still carry debt from an earlier college experience. They're not looking for social activities or a campus scene. They need higher education to provide just four things: convenience, customer service, credentials, and speedy completion times. That, the team realized, presented an enormous opportunity.

SNHU's online program was in competition not with local colleges but with other national online programs, including those offered by both traditional colleges and for-profit schools like the University of Phoenix and ITT Technical Institute. Even more significantly, SNHU was competing with nothing. Nonconsumption. Suddenly, the market that had seemed finite and hardly worth fighting for became one with massive untapped potential.

But very few of SNHU's existing policies, structures, and processes were set up to support the actual job that online students needed done. What had to change? "Pretty much everything," LeBlanc recalls. Instead of treating online learning as a second-class citizen, he and his team made it their focus. During a session with about 20 faculty members and administrators, they charted the entire admissions process on a whiteboard. "It looked like a schematic from a nuclear submarine!" he says. The team members circled all the hurdles that SNHU was throwing up—or not helping people overcome—in that process. And then, one by one, they eliminated those hurdles and replaced them with experiences that would satisfy the job that online students needed to get done. Dozens of decisions came out of this new focus.

Here are some key questions the team worked through as it redesigned SNHU's processes:

What experiences will help customers make the progress they're seeking in a given circumstance? For older students, information about financial aid is critical: they need to find out if continuing their education is even possible, and time is of the essence. Often they're researching options late at night, after a long day, when the kids have finally gone to sleep. So responding to a prospective student's inquiry with a generic email 24 hours later would often miss the window of opportunity. Understanding the context, SNHU set an internal goal of a follow-up phone call within eight and a half minutes. The swift personal response makes prospective students much more likely to choose SNHU.

What obstacles must be removed? Decisions about a prospect's financial aid package and how much previous college courses would count toward an SNHU degree were resolved within days instead of weeks or months. What are the social, emotional, and functional dimensions of the job? Ads for the online program were completely reoriented toward later-life learners. They attempted to resonate not just with the functional dimensions of the job, such as getting the training needed to advance in a career, but also with the emotional and social ones, such as the pride people feel in earning their degrees. One ad featured an SNHU bus roaming the country, handing out large framed diplomas to online students who couldn't be on campus for graduation. "Who did you get this degree for?" the voice-over asks, as the commercial captures glowing graduates in their homes. "I got it for me," one woman says, hugging her diploma. "I did this for my mom," beams a 30-something man. "I did it for you, bud," one father says, holding back tears as his young son chirps. "Congratulations, Daddy!"

But perhaps most important, SNHU realized that enrolling prospects in their first class was only the beginning of doing the job. The school sets up each new online student with a personal adviser, who stays in constant contact—and notices red flags even before the students might. This support is far more critical to continuing education students than trational ones, because so many obstacles in their everyday lives conspire against them. Haven't checked out this week's assignment by Wednesday or Thursday? Your adviser will touch base with you. The unit test went badly? You can count on a call from your adviser to see not only what's going on with the class but what's going on in your life. Your laptop is causing you problems? An adviser might just send you a new one. This unusual level of assistance is a key reason that SNHU's online programs have extremely high Net Promoter Scores (9.6 out of 10) and a graduation rate—about 50%—topping that of virtually every community college (and far above that of costlier, for-profit rivals, which have come under fire for low graduation rates).

SNHU has been open with would-be competitors, offering tours and visits to executives from other educational institutions. But the experiences and processes the university has created for online students would be difficult to copy. SNHU did not invent all its tactics. But what it has done, with laser focus, is ensure that its hundreds and hundreds of processes are tailored to the job students are hiring the school for.

Many organizations have unwittingly designed innovation processes that produce inconsistent and disappointing outcomes. They spend time and money compiling data-rich models that make them masters of description but failures at prediction. But firms don't have to continue down that path. Innovation can be far more predictable—and far more profitable—if you start by identifying jobs that customers are struggling to get done. Without that lens, you're doomed to hit-or-miss innovation. With it, you can leave relying on luck to your competitors.

Where do you see nonconsumption?

You can learn as much from people who aren't hiring any product as from those who are. Nonconsumption is often where the most fertile opportunities lie, as SNHU found when it reached out to older learners.

What work-arounds have people invented?

If you see consumers struggling to get something done by cobbling together work-arounds, pay attention. They're probably deeply unhappy with the available solutions—and a promising base of new business. When Intuit noticed that small-business owners were using Quicken—designed for individuals—to do accounting for their firms, it realized small firms represented a major new market.

What tasks do people want to avoid?

There are plenty of jobs in daily life that we'd just as soon get out of. We call these "negative jobs." Harvard Business School alum Rick Krieger and some partners decided to start QuickMaxx, the forerunner of CVS MinuteClinics, after Krieger spent a frustrating few hours waiting in an emergency room for his son to get a strep-throat test. MinuteClinics can see walk-in patients instantly, and their nurse practitioners can prescribe medicines for routine ailments, such as conjunctivitis, ear infections, and strep throat.

What surprising uses have customers invented for existing products?

Recently, some of the biggest successes in consumer packaged goods have resulted from a job identified through unusual uses of established products. For example, NyQuil had been sold for decades as a cold remedy, but it turned out that some consumers were knocking back a couple of spoonfuls to help them sleep, even when they weren't sick. Hence, ZzzQuil was born, offering consumers the good night's rest they wanted without the other active ingredients they didn't need.

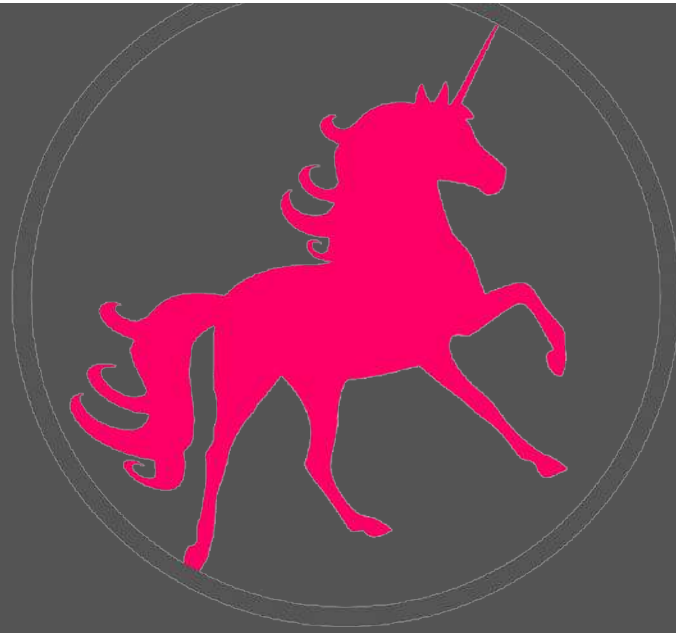
With this understanding of the job to be done, dozens of small but important changes were made to the offering. For example, the architect managed to create space in the units for a dining room table by reducing the size of the second bedroom. The company also focused on easing the anxiety of the move itself: It provided moving services, two years' worth of storage, and a sorting room within the condo development where new owners could take their time making decisions about what to discard.

The insight into the job the customers needed done allowed the company to differentiate its offering in ways competitors weren't likely to copy—or even comprehend. The new perspective changed everything. The company actually raised prices by \$3,500, which included (profitably) covering the cost of moving and storage. By 2007, when industry sales were off by 49% and the market was plummeting, the developers had actually grown business by 25%.

Getting a Handle on the Job to Be Done

Successful innovations help consumers to solve problems—to make the progress they need to, while addressing any anxieties or inertia that might be holding them back. But we need to be clear: "Job to be done" is not an all-purpose catchphrase. Jobs are complex and multifaceted; they require precise definition. Here are some principles to keep in mind:

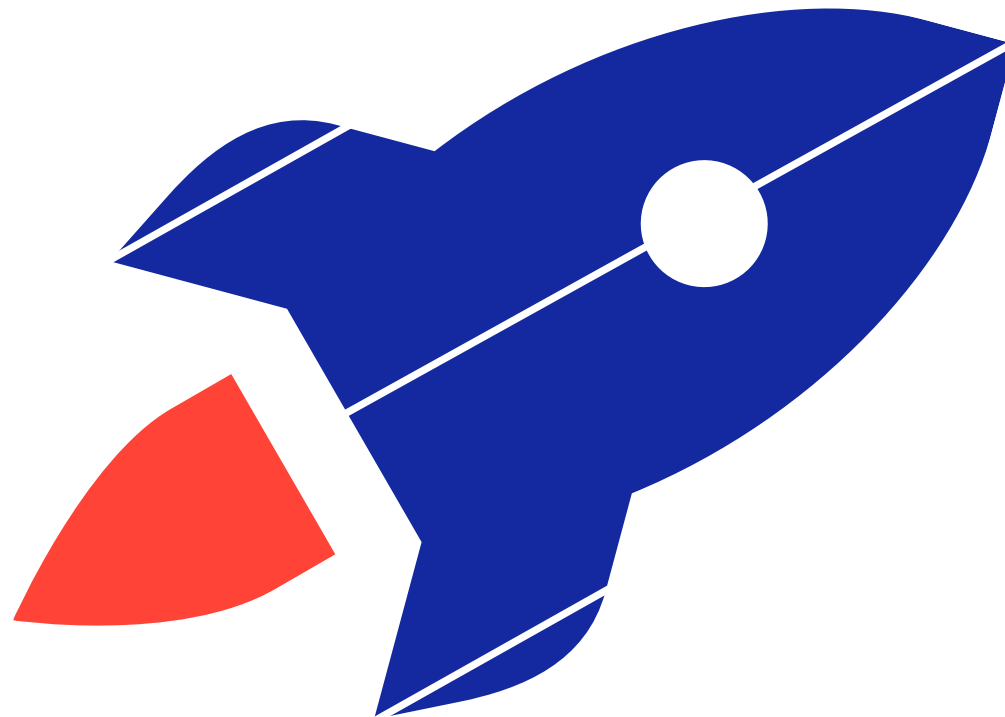
"Job" is shorthand for what an individual really seeks to accomplish in a given circumstance. But this goal usually involves more than just a straightforward task; consider the experience a person is trying to create. What the condo buyers sought was to transition into a new life, in the specific circumstance of downsizing—which is completely different from the circumstance of buying a first home. The circumstances are more important than customer characteristics, product attributes, new technologies, or trends. Before they understood the underlying job, the developers focused on trying to make the condo units ideal. But when they saw innovation through the lens of the customers' circumstances, the competitive playing field looked totally different. For example, the new condos were competing not against other new condos but against the idea of no move at all. Good innovations solve problems that formerly had only inadequate solutions—or no solution. Prospective condo buyers were looking for simpler lives without the hassles of home ownership. But to get that, they thought, they had to endure the stress of selling their current homes, wading through exhausting choices about what to keep. Or they could stay where they were, even though that solution would become increasingly imperfect as they aged. It was only when given a third option that addressed all the relevant criteria that shoppers became buyers. Jobs are never simply about function—they have powerful social and emotional dimensions. Creating space in the condo for a dining room table reduced a very real anxiety that prospective buyers had. They could take the table with them if they couldn't find a home for it. And having two years' worth of storage and a sorting room on the premises gave condo buyers permission to work slowly through the emotions involved in deciding what to keep and what to discard. Reducing their stress made a catalytic difference.



SECRET SAUCE

5/5





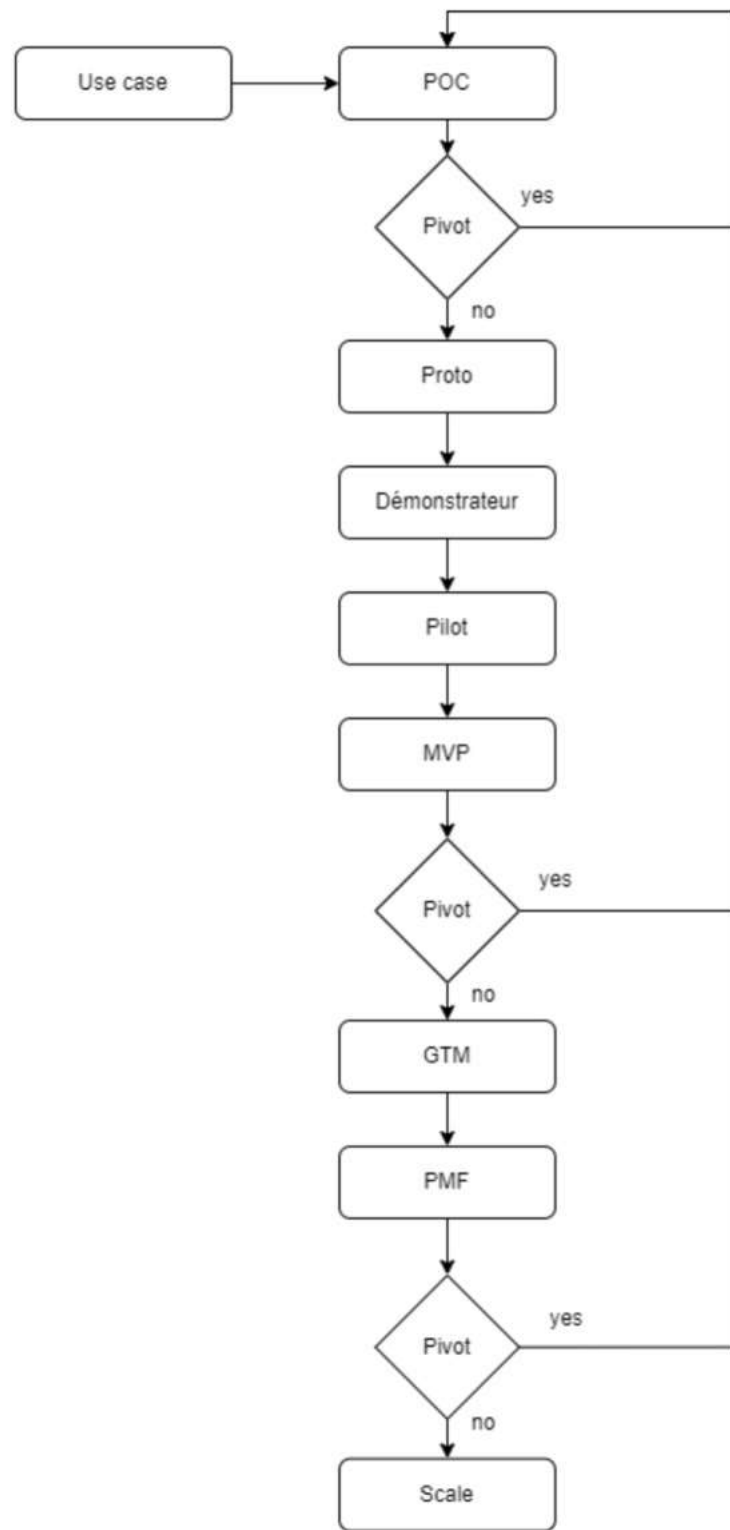
BOOTSTRAP VALUE PROPOSITION

...EN MODE STARTUP
...BDTP*

*BETTER DONE THAN PERFECT

**Business
Developer**

Growth



RASOIR OKAM*



“All things being equal, the simplest solution tends to be the best one.”

William of Ockham

Solutions
complexes
complètes
multi-factorielles

**simple
solution**

**BEST
CHOICE**

AS SIMPLE AS POSSIBLE

...FIRST PRINCIPLE

* écriture complexe / rasoir d'Ockham / principe de parcimonie



Les startups infusent le monde économique

Harvard Business Review

44 ENTREPRENEURSHIP

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Start-Ups

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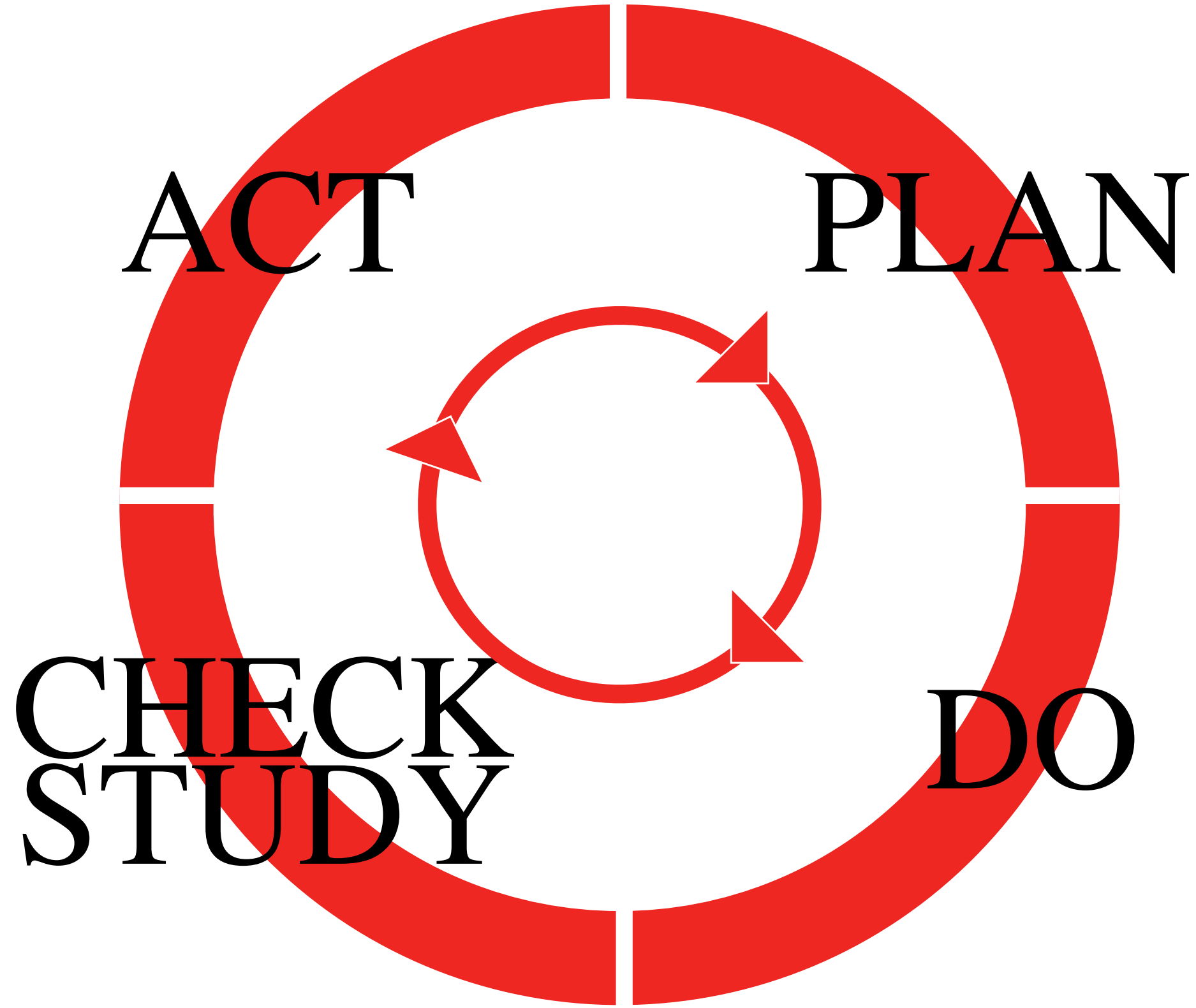


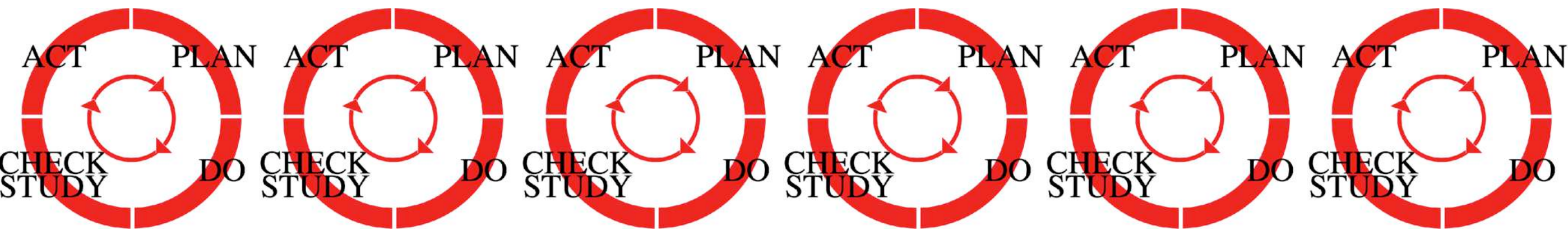
DOUBLE
ISSUE



AGILE AT SCALE

HOW TO CREATE A TRULY
FLEXIBLE ORGANIZATION



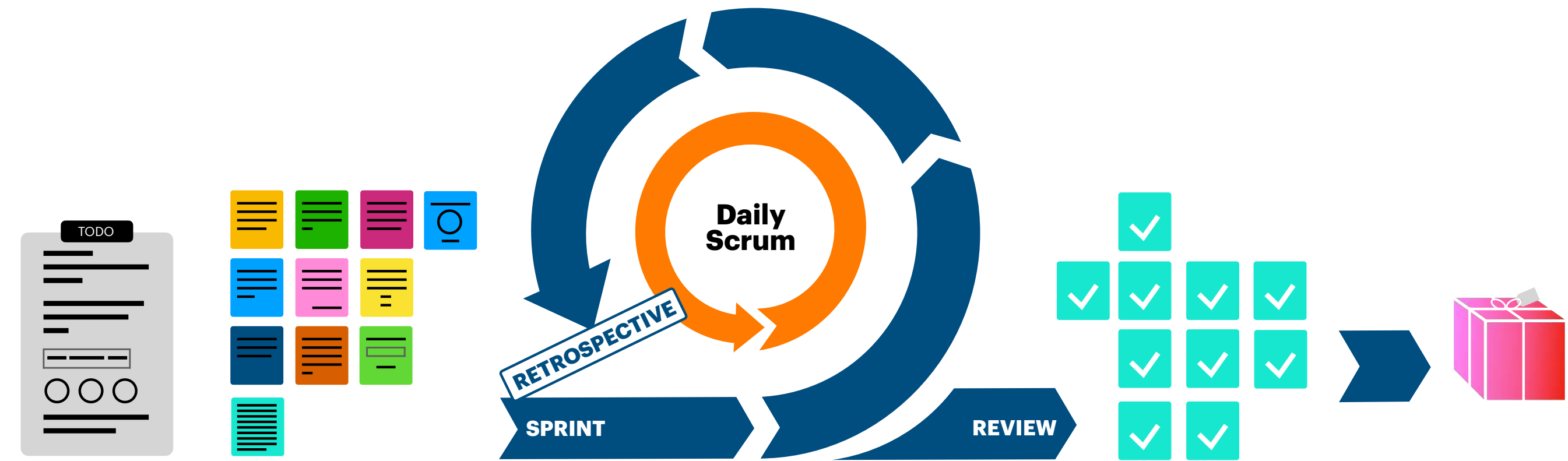


system push work

vs.

pull model

Lean-Agile-Scrum : cadre, principe, règle, framework



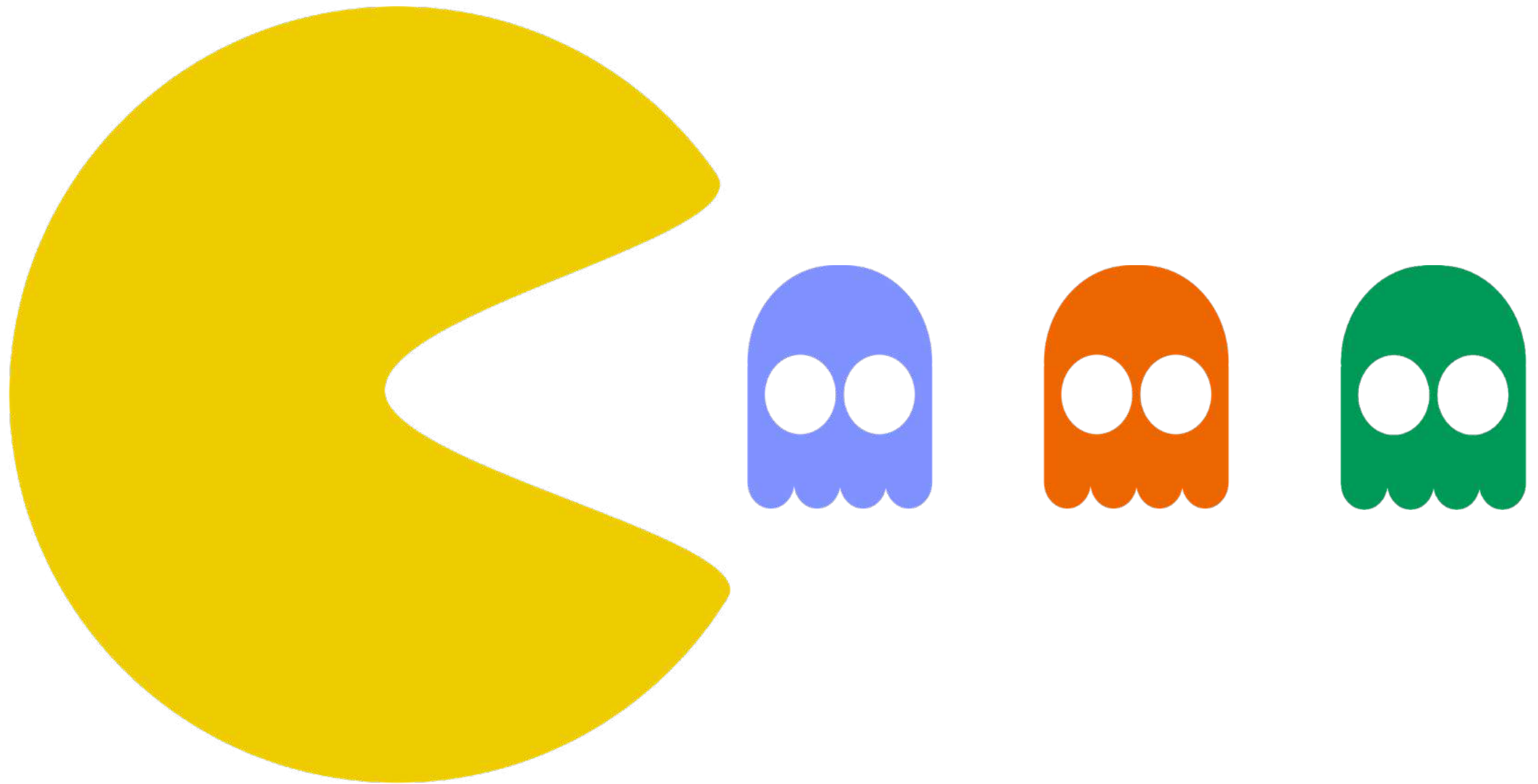
Product Backlog
Global ToDo list
Made by PO

Sprint Backlog
Sprint Planning
ToDo NOW list
Selected by team

SPRINT (1 to 4 weeks)
Daily Scrum (1 to 10mn
every day
same place)

Artefact
Sprint Review
Completed features
Partial testable product
Ready - shippable parts

Product
MVP
Release
Beta



CULTURE EATS STRATEGY FOR BREAKFAST

Peter Drucker

Cargo Cult

JIRA
SLACK

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

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

FROM

POC

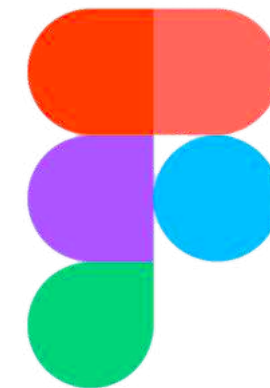
TO

PMF



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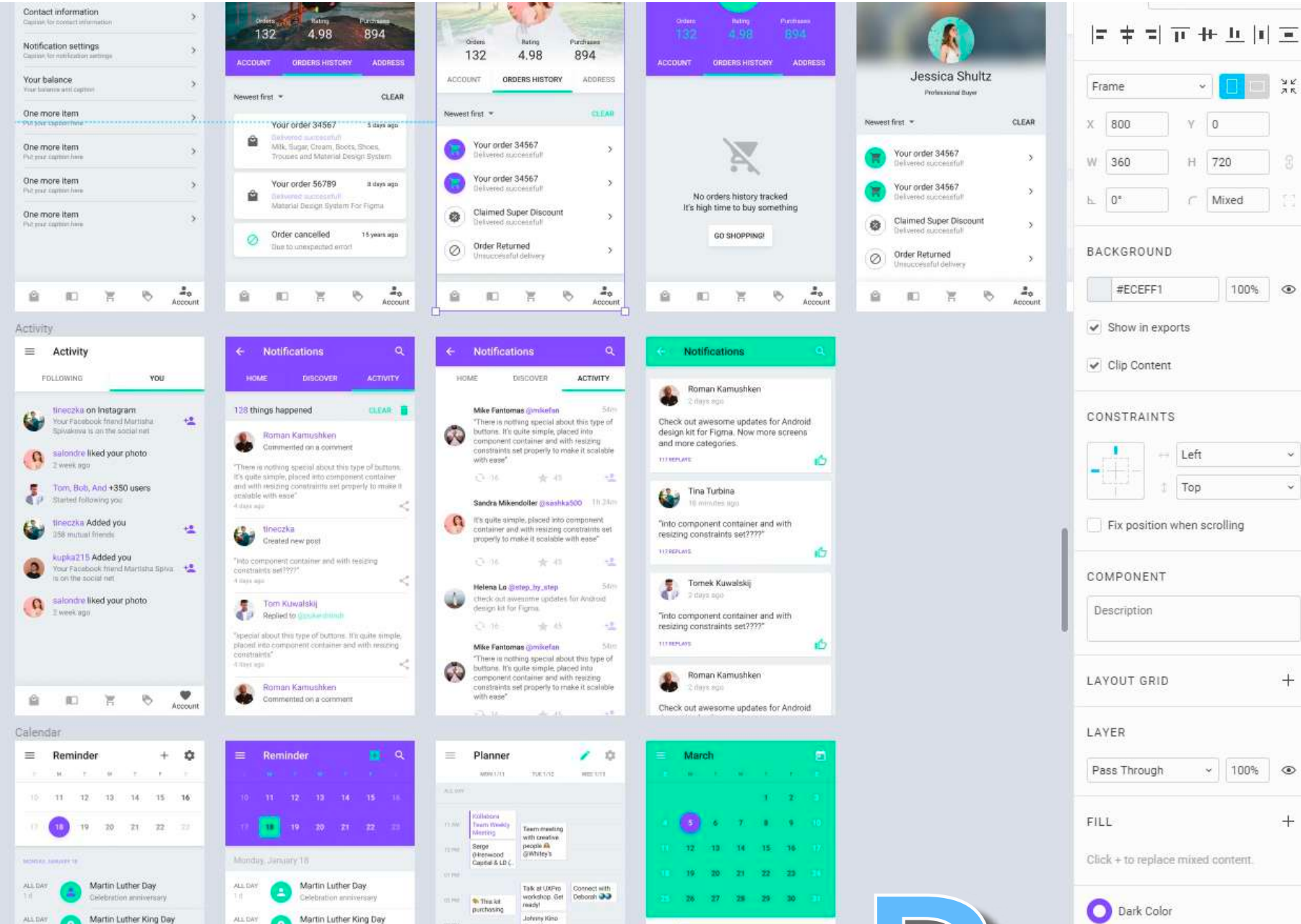
Prototyping Wireframing



Figma

Value

Proposition





Prototypage Wireframing

Value Proposition

Project

WORK FROM BEST PLACES

VIAL APP

Travailler comme chez vous en mieux et bien mieux qu'au bureau

trouvez un lieu de travail

RESERVER

Updated 22nd Feb @ 11:03 AM

HOME PAGE

Email

Password

SIGN IN

SIGN IN WITH FACEBOOK

Don't have an account? Create

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SIGNIN

Record

ACTIVITY

MAP

Time 00:34:13

Distance 6.4 mi

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Updated 16th Feb @ 10:11 AM

MAP

SAFRAN

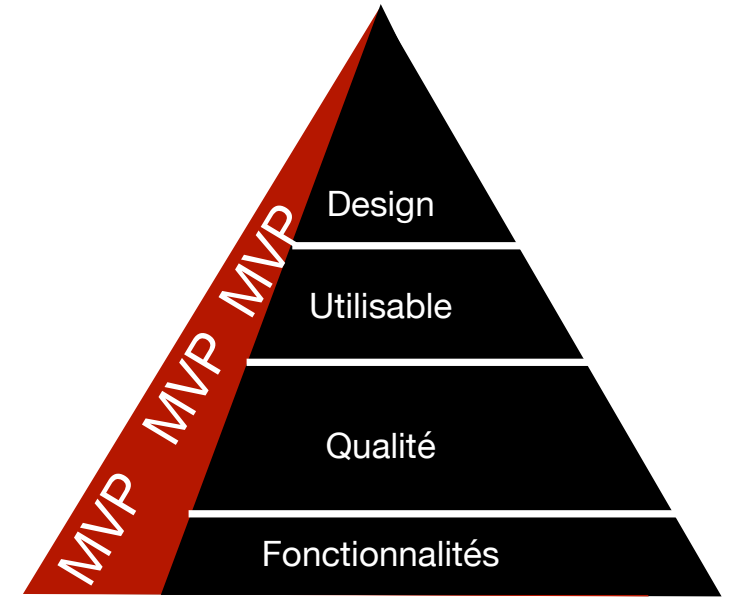
Prototype

Updated 16th Feb @ 10:11 AM

Image 9

Handoff Edit design Download

MVP



minimum viable product



MVS

minimum viable strategy

MILP

minimum lovable product



PME

PF (*product fit 1+ user*)

≠

PMF (*infini ∞*)

YC cheatsheet

Y Combinator advice

Paul Graham
make stg

Steve Blank
get out

move fast

PMF

The Pocket Guide of Essential YC Advice

- Launch now
- Build something people want
- Do things that don't scale
- Find the 90 / 10 solution
- Find 10-100 customers who love your product
- All startups are badly broken at some point
- Write code - talk to users
- "It's not your money"
- Growth is the result of a great product not the precursor
- Don't scale your team/product until you have built something people want
- Valuation is not equal to success or even probability of success
- Avoid long negotiated deals with big customers if you can
- Avoid big company corporate development queries - they will only waste time
- Avoid conferences unless they are the best way to get customers
- Pre-product market fit - do things that don't scale: remain small/nimble
- Startups can only solve one problem well at any given time
- Founder relationships matter more than you think
- Sometimes you need to fire your customers (they might be killing you)
- Ignore your competitors, you will more likely die of suicide than murder
- Most companies don't die because they run out of money
- Be nice! Or at least don't be a jerk
- Get sleep and exercise - take care of yourself



The Pocket Guide of Essential YC Advice

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Build something people want

Find the 90/10 solution

Find 10 customers who love your product

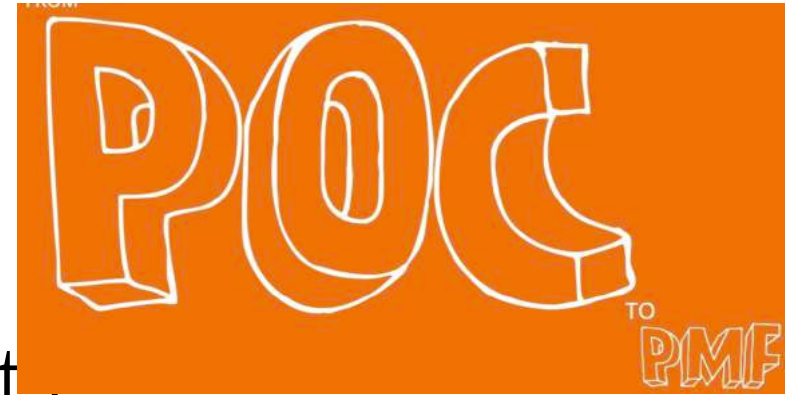
Write code - talk to users

Startups can only solve one problem well at any given time

Avoid long negotiated deals with big customers + Avoid big company development



Ordre / Définition / Schéma :



- 1 Prototype (wireframing)
- 2 MVP (mini viable product)
- 3 PMF (product market fit)
- 4 Pivot (changement de stratégie)
- 5 Scale (passage à l'échelle)
- 6 POC (proof of concept)
- 7 GTM (Go to Market)
- 8 Démonstrateur
- 9 Pilot
- 10 Use case (Business case, cas d'usage)
- 11 Value Proposition
- 12 Customer Journey (CJ)
- 13 User Story et EPIC (CS)

3 STRATÉGIE DIGITALES



UX-CX

FlyWheel

**growth
hacking**

content

omnicanal

micro-moment

platform

ZMOT

ABM

SEO-A

stratégies

**copy
cat**

**data
driven**

digitales

influence

HOOK MODEL

freemium

inbound

***collaborative
mutuelle***

servicisation

POEM

***attribution
contribution***

Periodic Table of Community Strategy V 1.0

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



No
Strategy
No
Business

“Nobody really knows
what strategy is.”

The Economist



Formerly Booz & Company



BCG



Bain's 5 Beliefs on Strategy



LEADERSHIP



COMPETITIVE
ADVANTAGE



FOCUS



ADAPTABILITY



FOUNDER'S
MENTALITY



**L'ART
D'ATTEINDRE
UN OBJECTIF**

**Plan prévoyant
l'ensemble des moyens
pour atteindre un
objectif**

Stratégie

Plan prévoyant l'ensemble des moyens pour atteindre les objectifs

Chaque étape, chaque phase, chaque moyen, chaque action se rapportent à un des objectifs du système

Deux expressions de la stratégie :

littéraire (un § par phase) ;

chronologique (Gantt).

PLAN

3 phases

Planning

Chemin critique (durée)

Planning linéaire

toutes les étapes sont critiques

Planning imbriqué

certaines phases et étapes sont critiques

Planning

Préparation

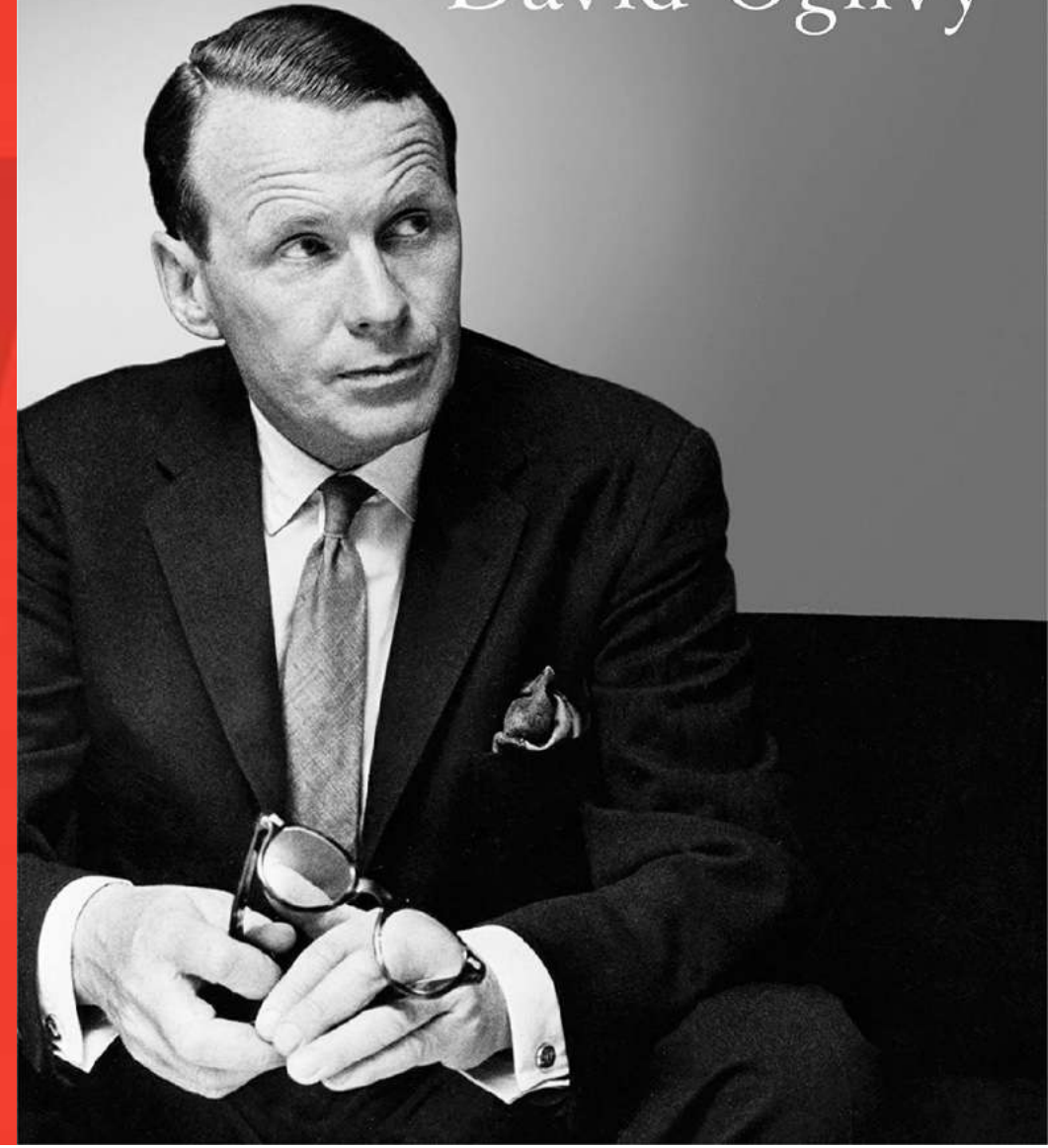
Conquête

Consolidation

**VENDRE
- ou -
MOURIR**



Confessions *of*
an Advertising Man
David Ogilvy



Art
de la
vente

“

**L'ART DE LA VENTE
CONSISTE
À NE RIEN VENDRE**

”

hubert kratiroff

“ON VIT TOUS
DE LA VENTE
DE QUELQUE
CHOSE
À QUELQU'UN”

hubert kratiroff

**Business
Developer**

Growth

A glowing lightbulb is positioned on the left side of the image, its filament visible and emitting a warm, yellow light. The background is a solid, vibrant yellow. The text 'Avant toute stratégie, l'analyse est là' is written in a dark grey, sans-serif font across the upper left portion of the image, partially overlapping the lightbulb's glow.

Avant toute stratégie, l'analyse est là

BI / SIM

Avant le digital on mesurait des intentions,
des déclarations, des vœux ...
avec la digitalisation on

mesure des actes réels,
des décisions prises,
des clics, des engagements.

Galilei, Drucker...

Mesurer la performance du parcours client

...les KPI du CX

NPS

Net Promoter Score





How satisfied were you with your experience today?

Worst 1 2 3 4 5 6 7 Best

How satisfied are you with our services?



Very Unsatisfied



Unsatisfied



Neutral



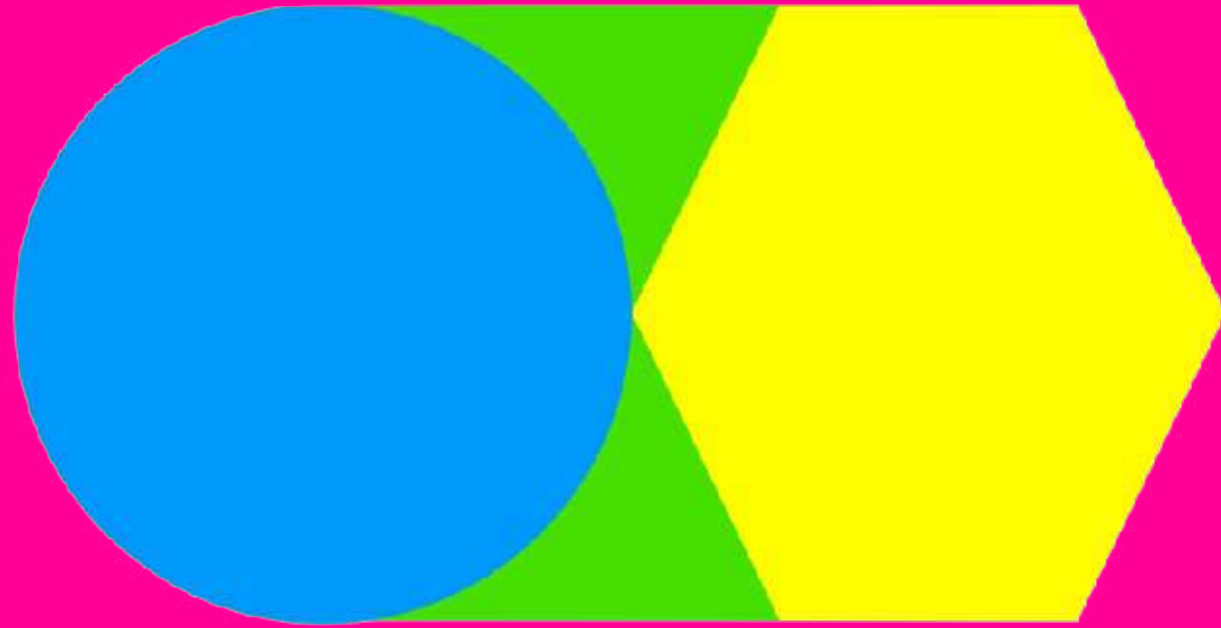
Satisfied



Very Satisfied

CSAT CUSTOMER SATISFACTION SCORE

CES : Plaisir / Effort



Remplace Qualité / Prix



Overall, how easy was it to solve your problem
with {your business} today?

Very
Difficult

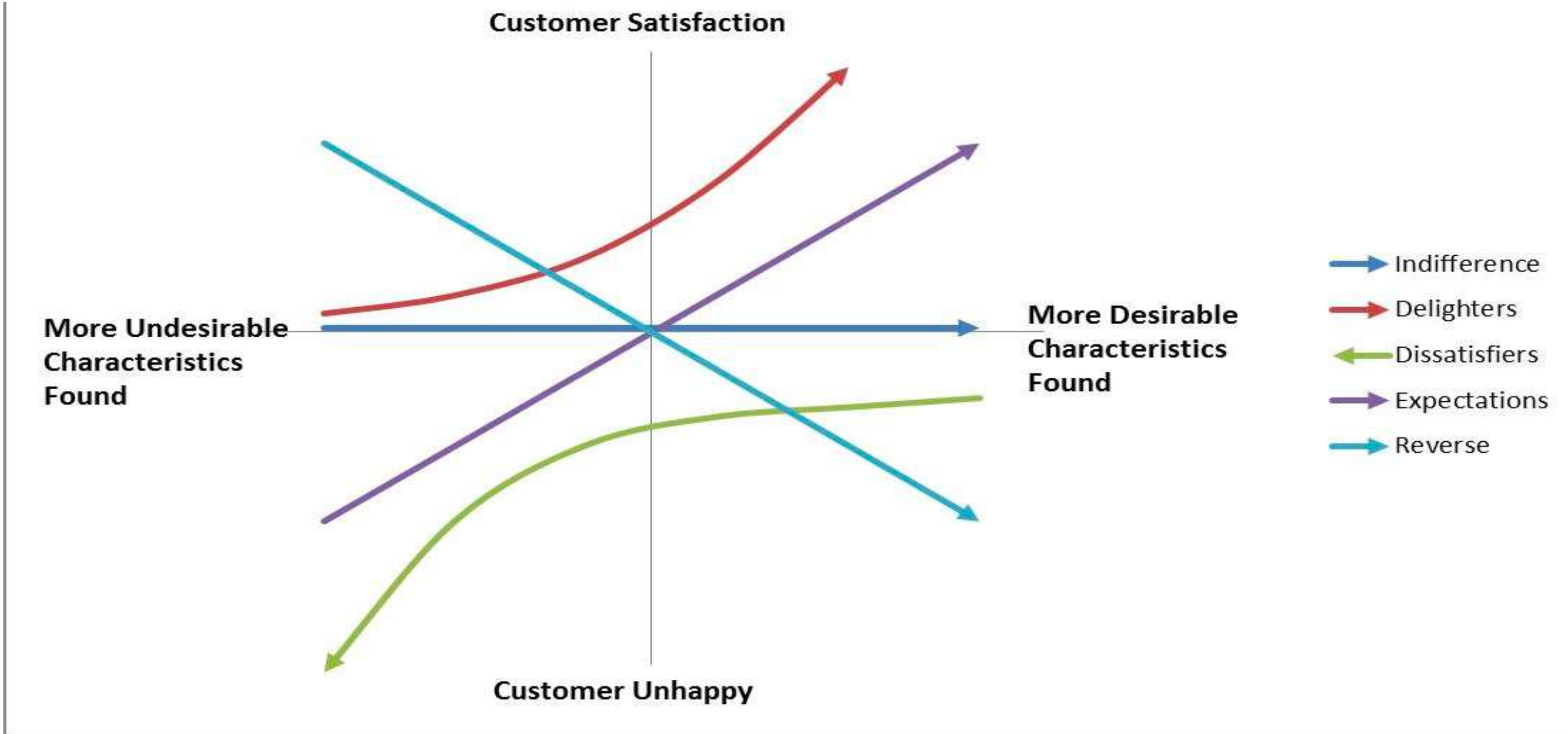
Difficult

Neither

Easy

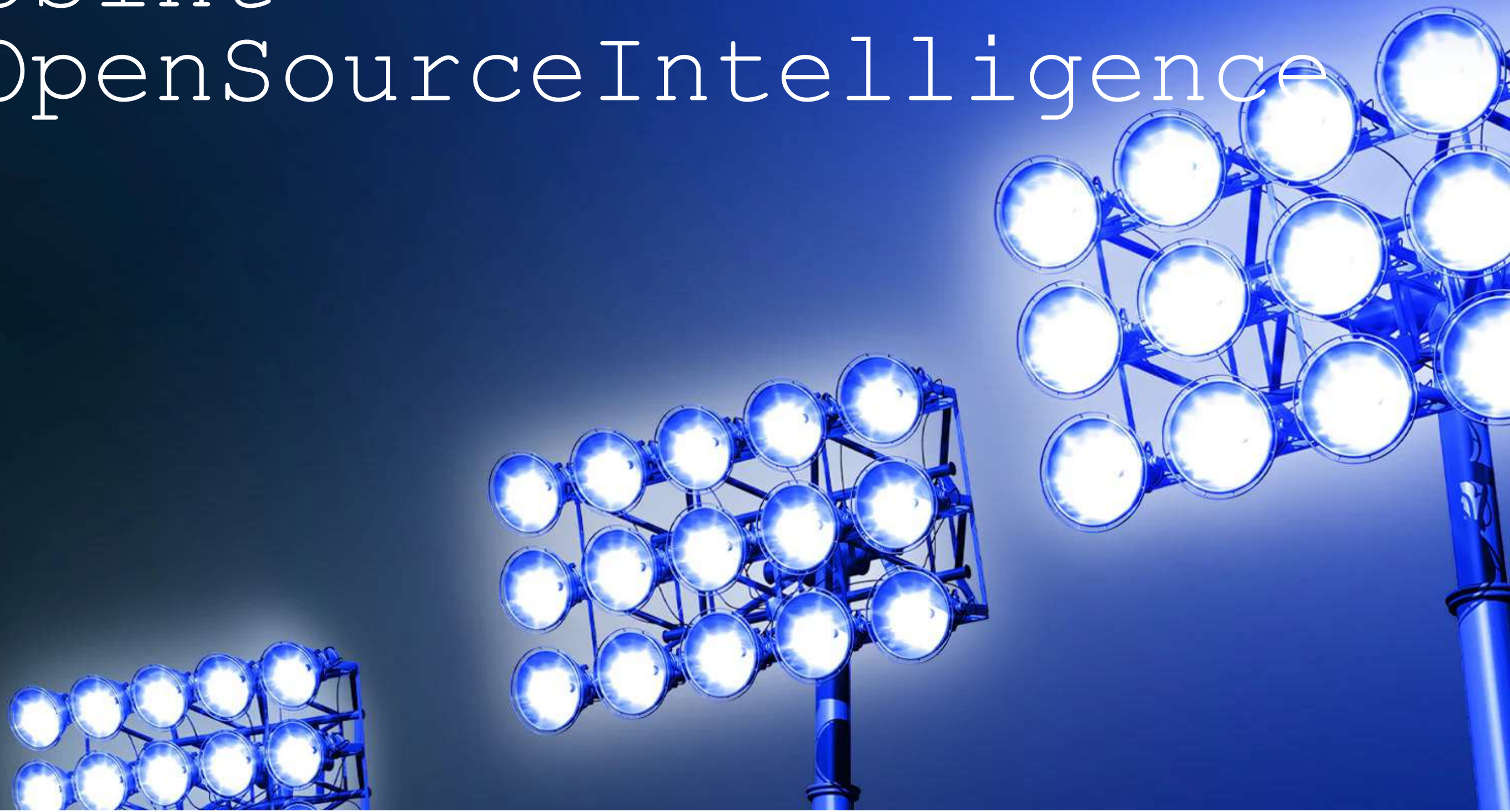
Very
Easy

CES (CUSTOMER EFFORT SCORE)



KANO SATISFACTION MODEL

OSint OpenSourceIntelligence





BI +

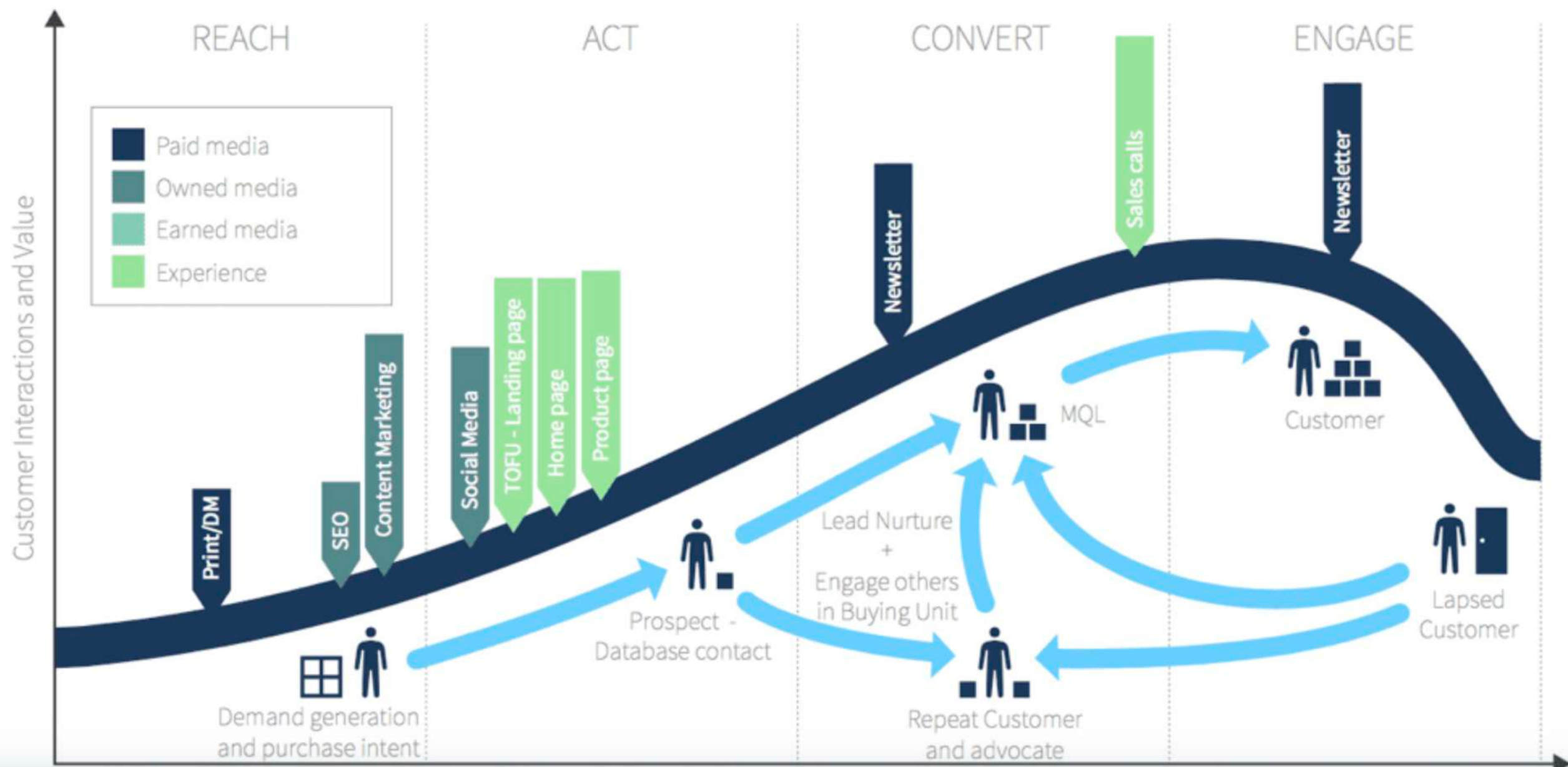
Business Intelligence



CX

Customer Experience

Gap analysis showing actual B2B always-on activities used



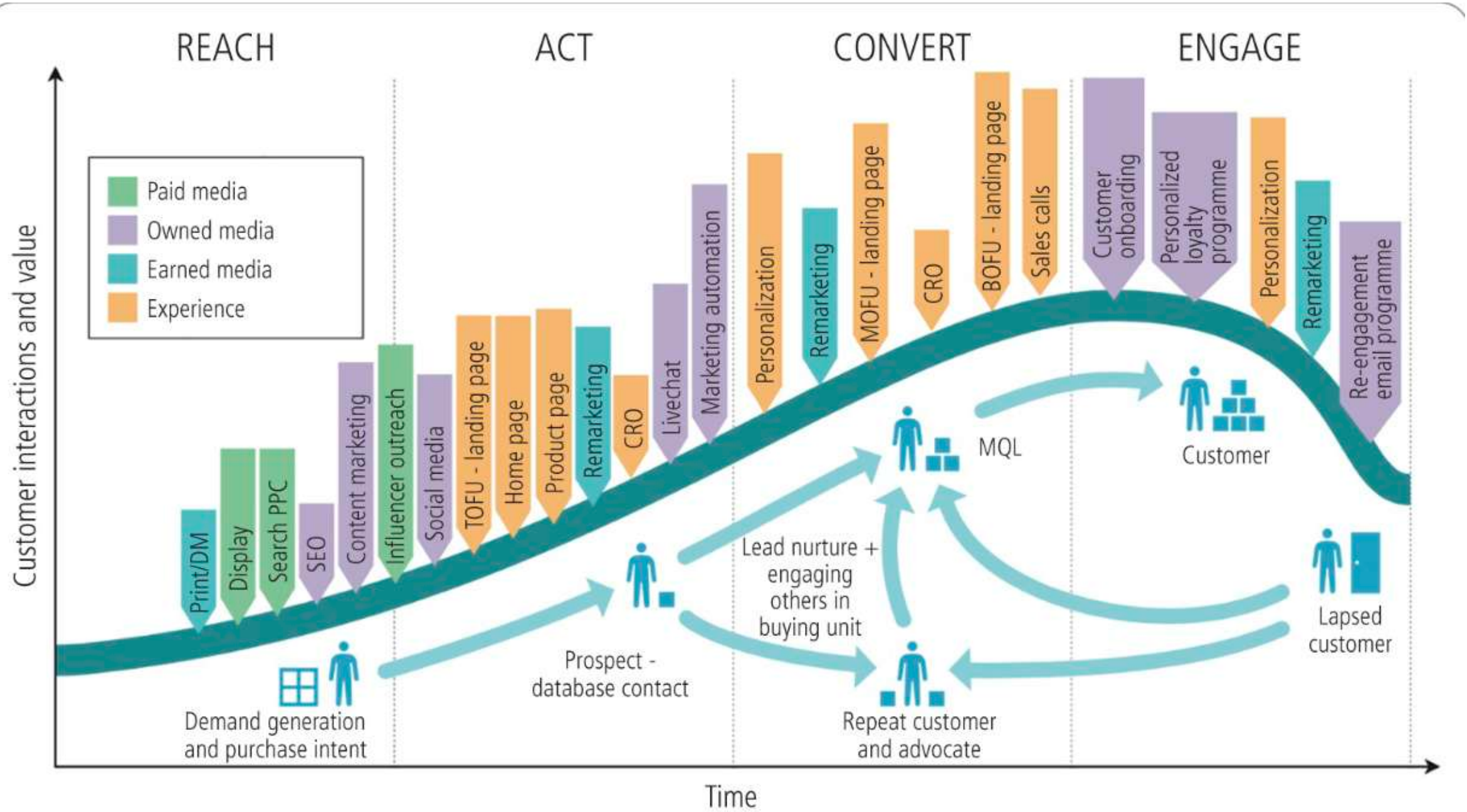
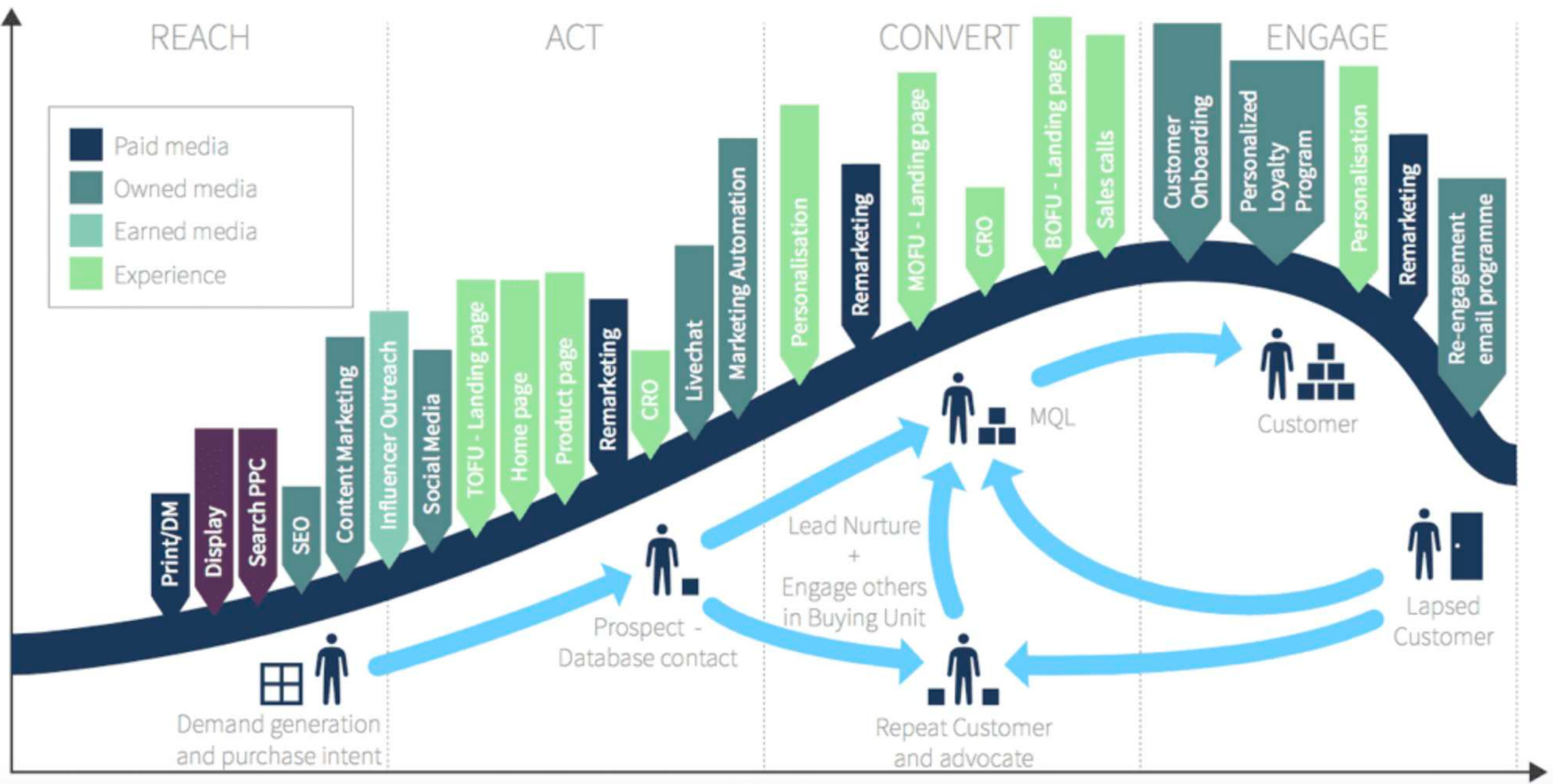
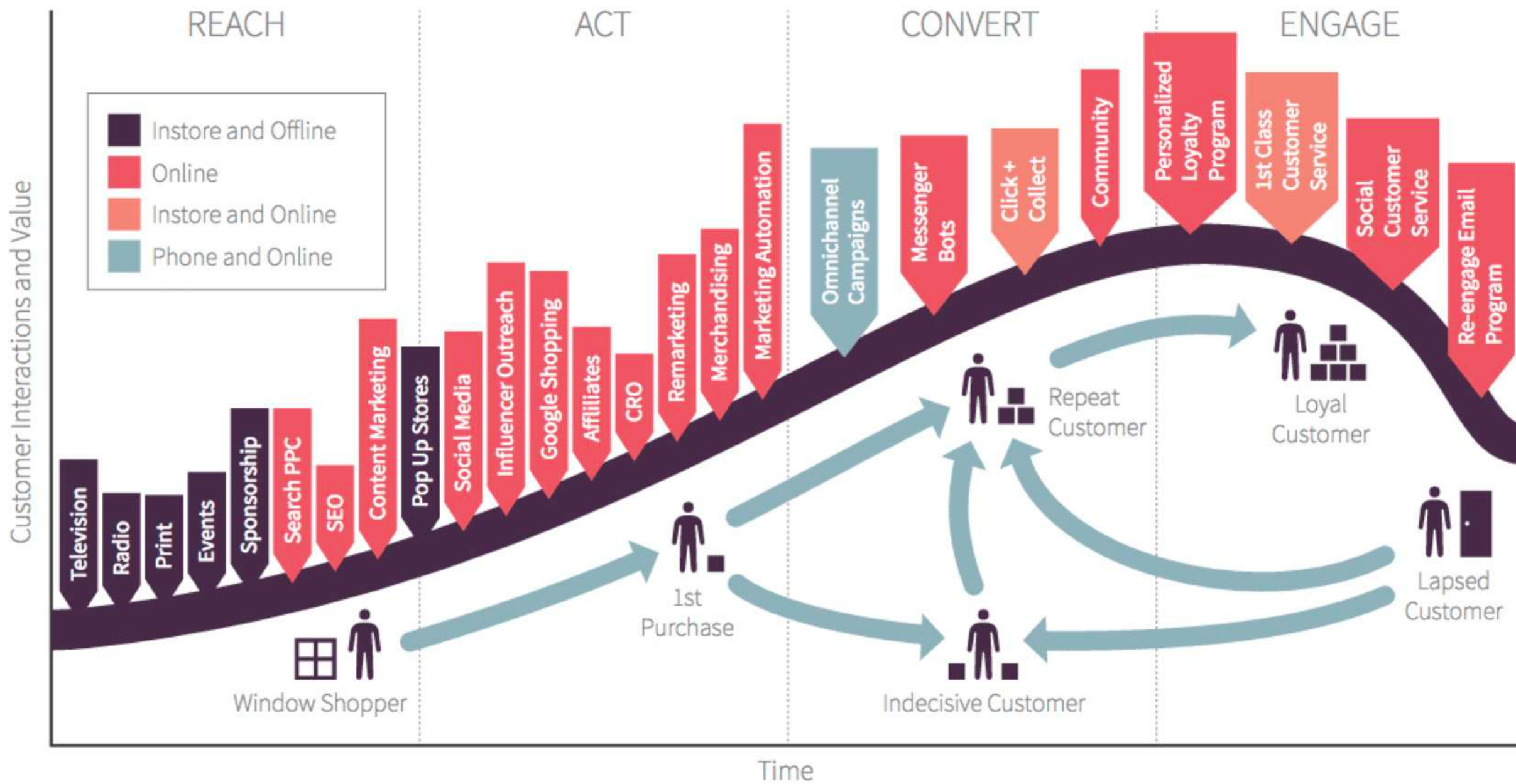


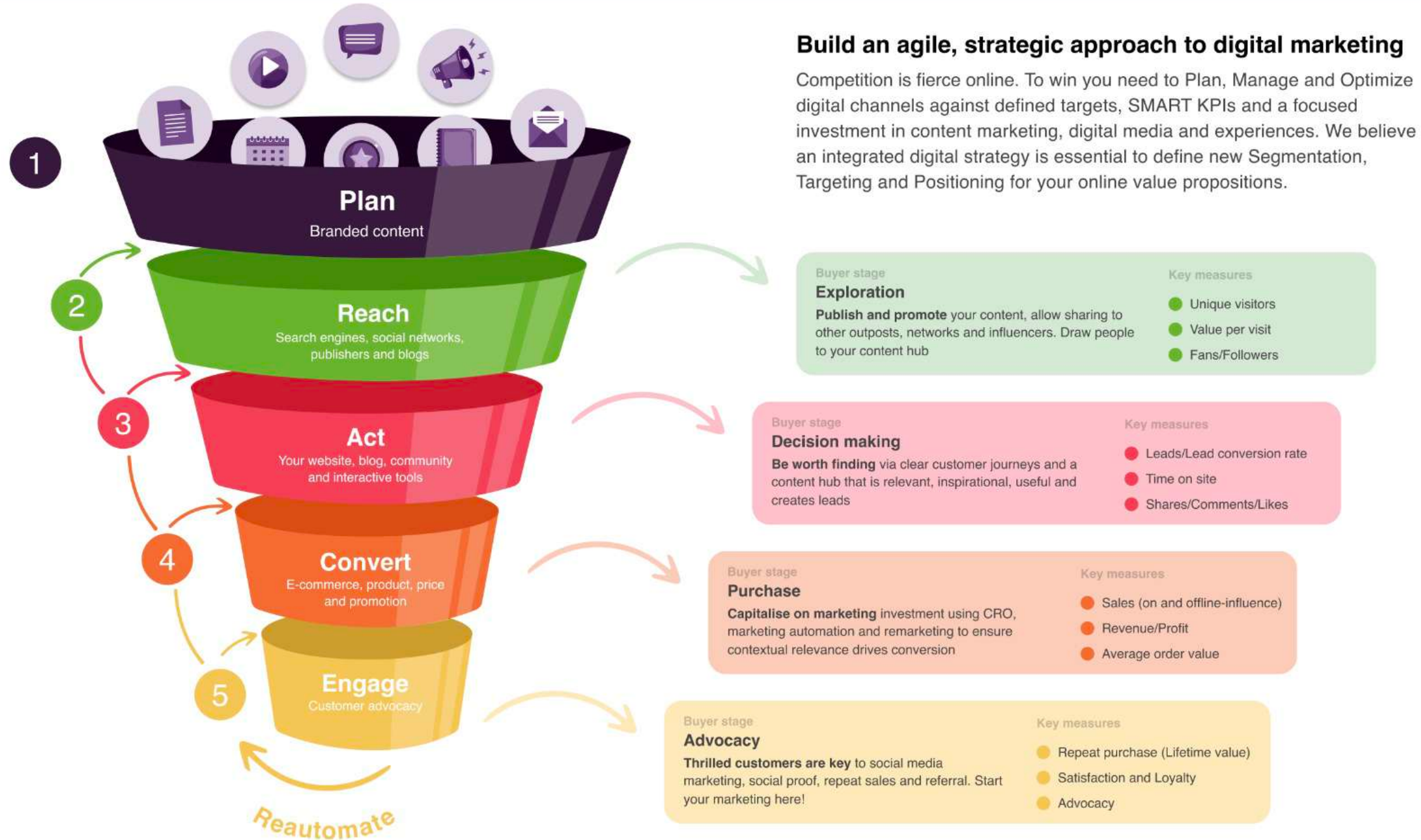
Figure 1.1: Digital media used to support always-on lifecycle marketing communications – business-to-business example of life cycle.



Lifecycle Marketing Model



THE SMART INSIGHTS RACE PLANNING FRAMEWORK



~~SWOT~~

VUCA



VUCA

VUCA world

**Business
Focus**



Gartner®



Approche
systémique
stratégique
global
de VUCA

école de
Palo Alto

Le psychologue Australien-Américain Paul Watzlawick • Crédits : Ulf ANDERSEN / Contributeur - Getty



**Carrefour de
Shibuya à Tokyo
Le plus grand
carrefour du
monde**

VUCA

QUELLE ANALYSE DE LA SITUATION ?

Que décider ?

Où aller ?

Qui gagne ?

Quelles conséquences ?

Que retiendra l'histoire ?



**On ne se baigne
jamais deux fois dans
le même fleuve**

Héraclite



**Le monde
est une
branloire pérenne**

Montaigne



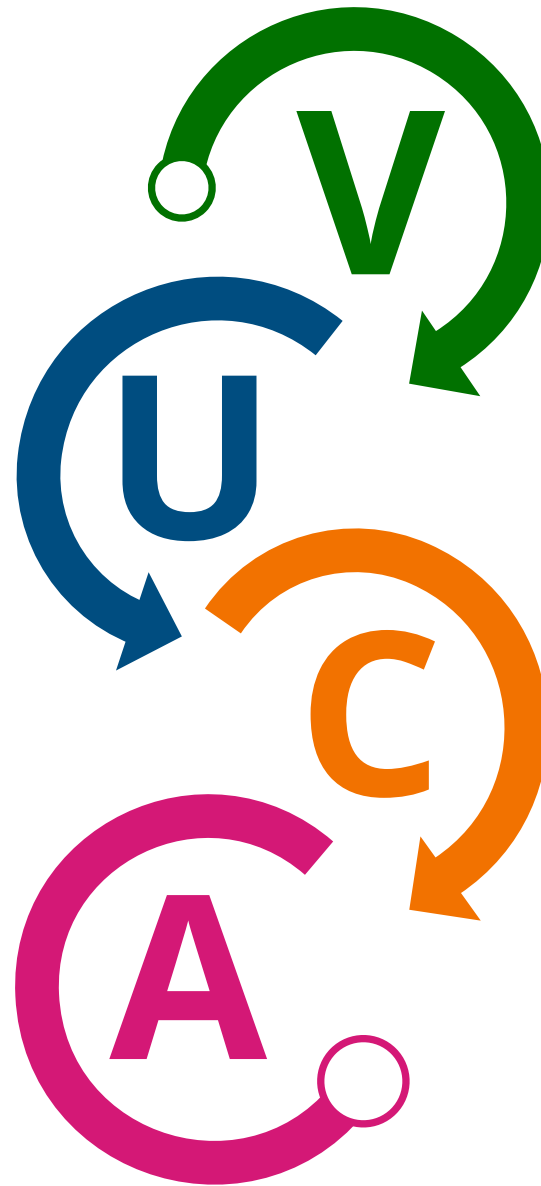
1617

Incertitude

Pas vision des conséquences
mais bonne connaissance de la situation
Mise en place de test
ou utilisation de modèle prédictif

Ambiguïté

Peu de vision & peu de connaissance
On ne sait pas ce qu'on ne connaît pas
Urgent de développer la BI et la veille technologique



Volatilité

Bonne vision, bonne connaissance
Gestion du temps de transition et des plannings

Complexité

Bonne vision des conséquences,
manque de connaissance de la situation actuelle
Vision claire du futur
Pas assez de données sur le marché, la concurrence...

HBR.ORG

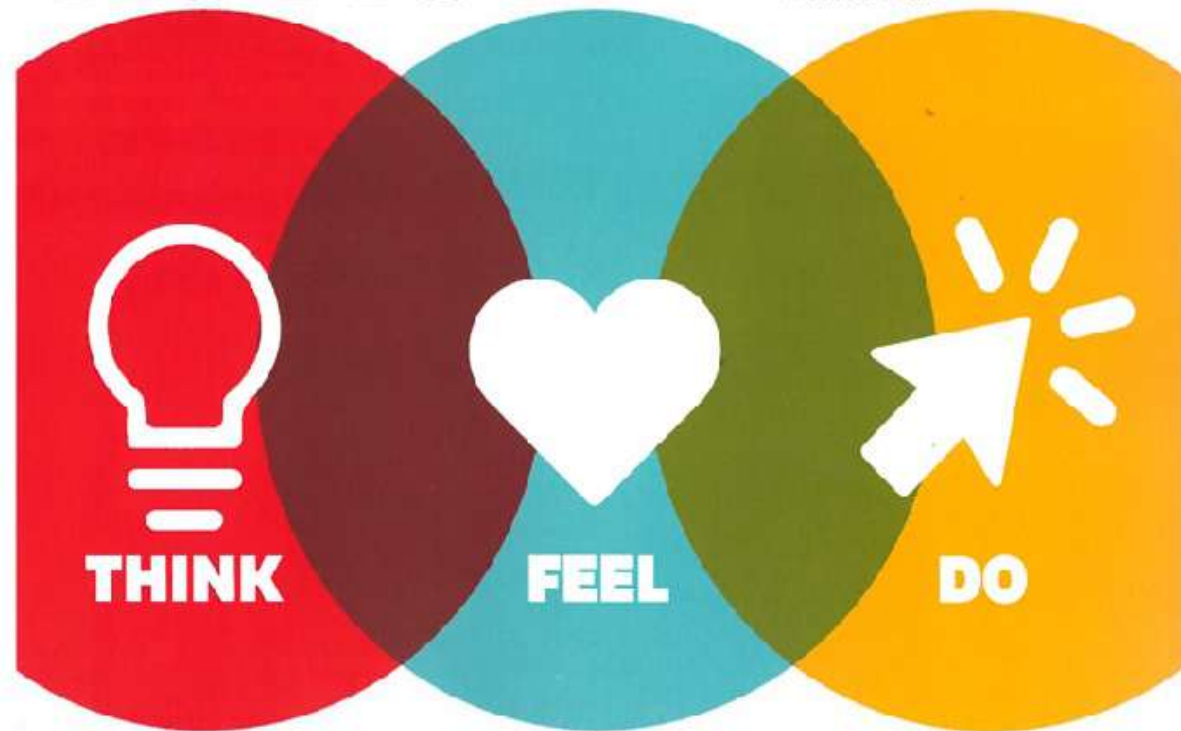
Harvard Business Review

JULY-AUGUST 2014

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

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

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



The New Basics of
MARKETING

VUCA

VOLATILITY

Equity, bond and currency market volatility; the lack of stability and predictability.

UNCERTAINTY

The potential change in the inflation index calculation; the potential switch to "smoothing" for pension funds calculating their recovery plan; the lack of ability to foresee what major changes might come.

COMPLEXITY

In understanding these financial markets in the era of the "new normal". The proliferation and increasing complexity of new financial instruments and regulation to deal with increasingly complex markets, moving in ways experts have never seen before.

AMBIGUITY

The resulting feeling. Is this the great rotation from bonds to equities? Or will bond yields stay low for longer? What is the best course of action?





HBR 2014

<https://hbr.org/2014/01/what-vuca-really-means-for-you>

Nathan Bennett et G. James Lemoine
« What VUCA Really Means for You. »
Harvard Business Review, 01/ 2014.



VUCA : NIKE with colin kaepernick



Believe in something.
Even if it means sacrificing everything.

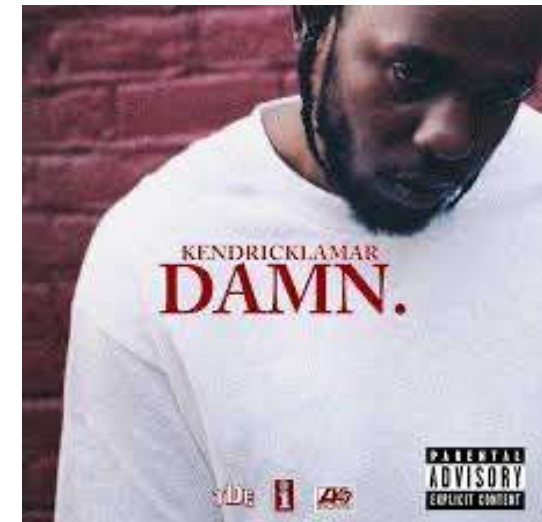
 Just do it.

Bob Dylan

BOB DYLAN HIGHWAY 61 REVISITED



Kendrick Lamar





COMMENT TOUT PEUT S'EFFONDRE

Pablo Servigne
Raphaël Stevens

Petit manuel de collapsologie à l'usage des générations présentes



Economics Collapsologie



The Real Reason Stock Buybacks Are a Problem

Buybacks are a massive tax dodge for shareholders

Steve Roth



Girls Rock Camp for Economists

What Economists can Learn from Girls Rock Camp.

CHANGE ECONOMICS. AND CHANGE THE WORLD.

Economics is a labor of love, it's free, and it's ad-free. We spend hundreds of hours and thousands of dollars spreading the word about The Next Evolution of Economics. If you think that's a worthy mission, as we do—one with powerful leverage to make the world a better place—please consider offering your support.

Change the World



La nouvelle tendance suédoise 'köpskam' ou 'honte d'acheter' pourrait se répandre et menacer le secteur de la mode



N
E
X
T

low tech / innovation frugale

no tech / no logo

économie circulaire / bleue

tech shame

ambiguity

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

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

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

uncertainty

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

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

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

+

THE RESULTS OF YOUR ACTIONS?

complexity

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

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

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

volatility

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

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

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

VUCA simplifié

Deux axes :

1/ Niveau de connaissance sur l'écosystème, l'environnement, la situation actuelle, le passé, les causes des événements

La masse d'informations est suffisante pour connaître l'environnement ?

L'information est disponible ?

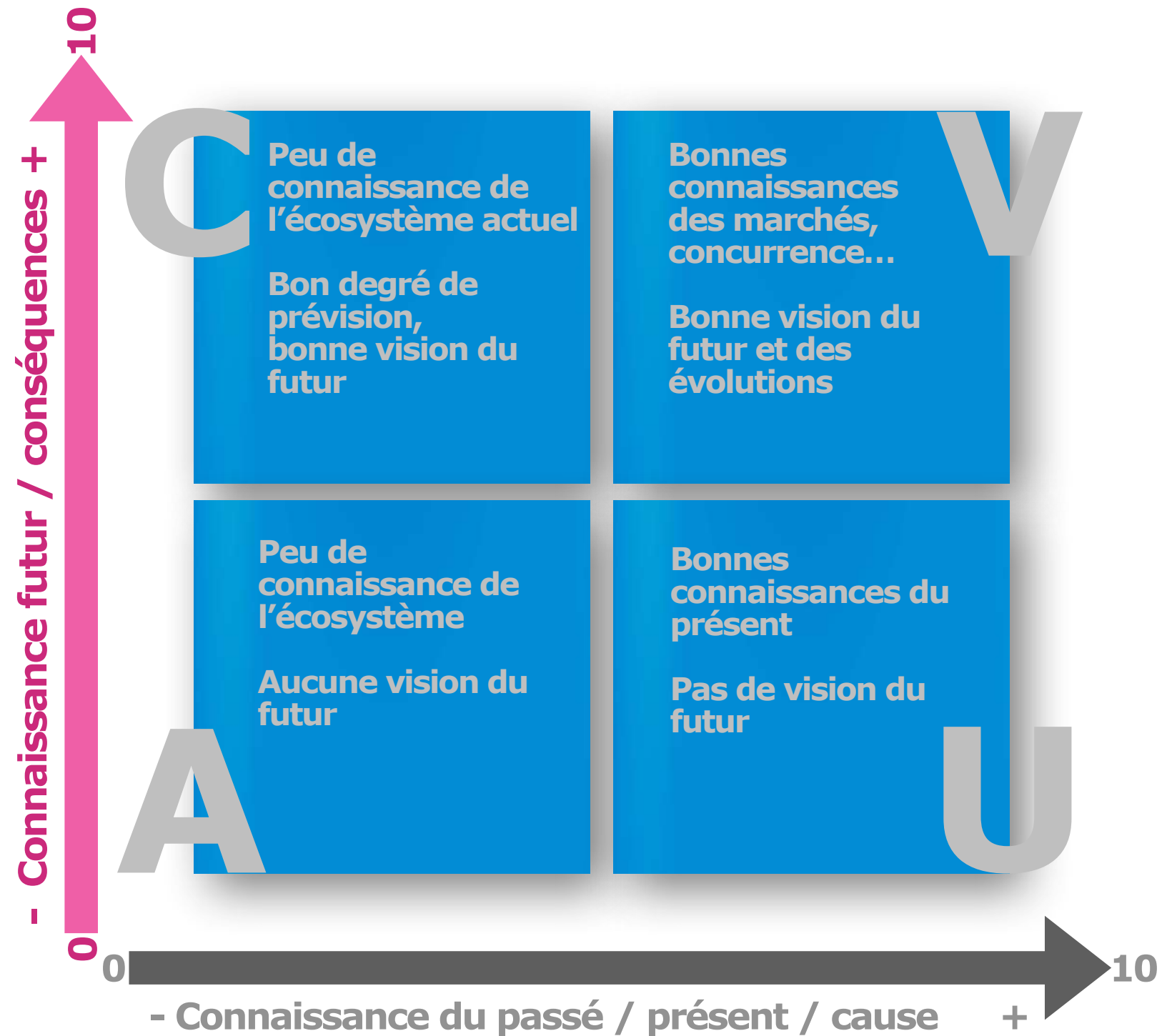
Nous disposons de temps pour chercher l'information

2/ Capacité à prédire les conséquences des décisions
Qualité des prédictions des effets/
conséquences des actions
Connaissance du futur

Le marché est-il apprivoisé ?

Dispose-t-on de modèles de réussite ou d'échec ?

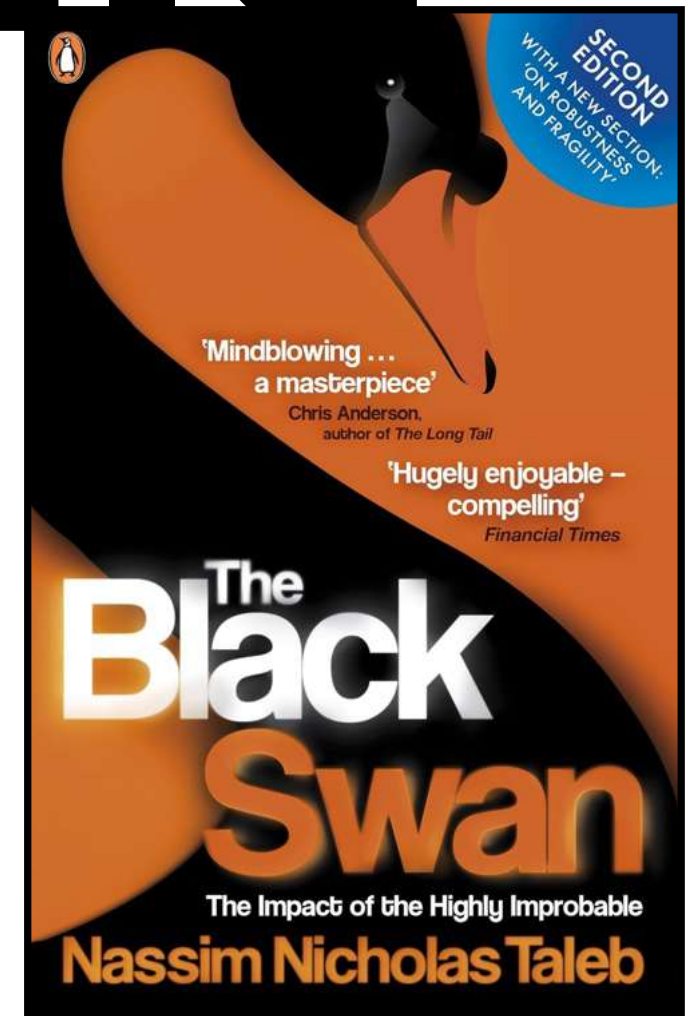
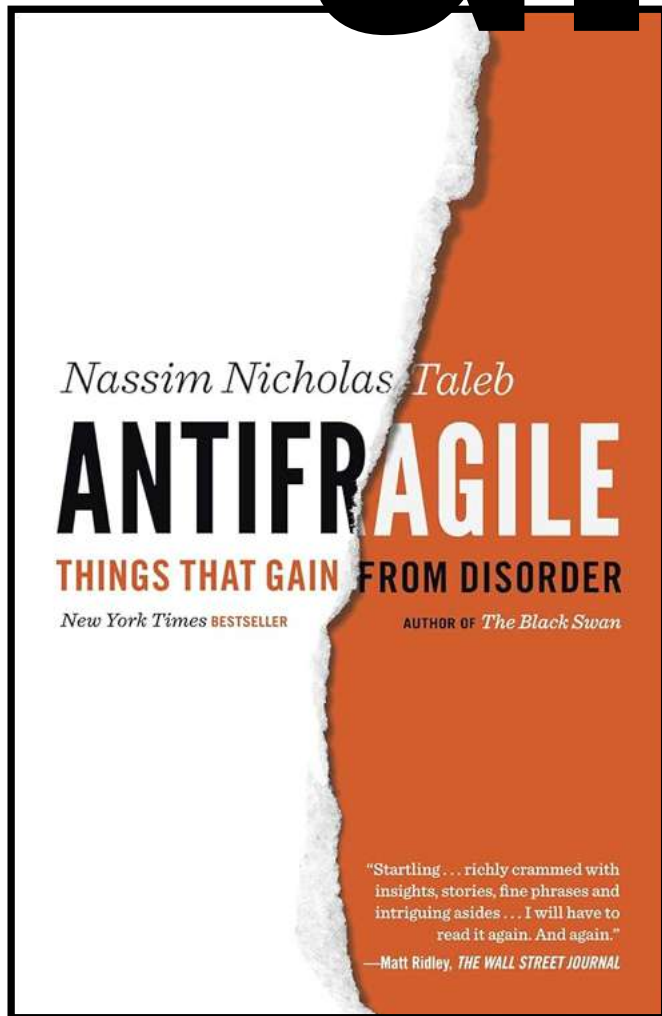
Quelle est notre expérience sur les réactions du marché ?



**Scio me
nihil scire**



antifragile



PAR L'AUTEUR DU
CYGNE NOIR

Nassim
Nicholas Taleb

Antifragile

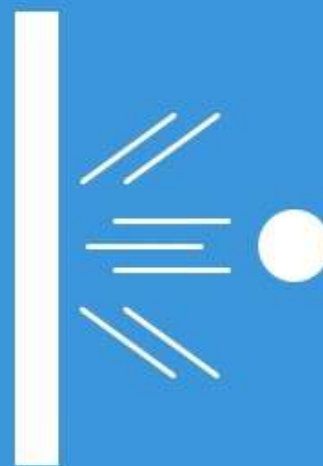
LES
BIENFAITS

DU
DÉSORDRE

LES BELLES LETTRES



Fragile

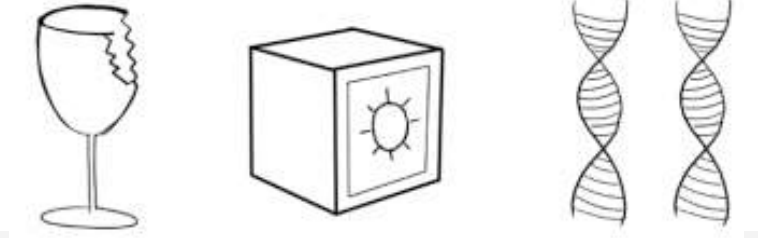
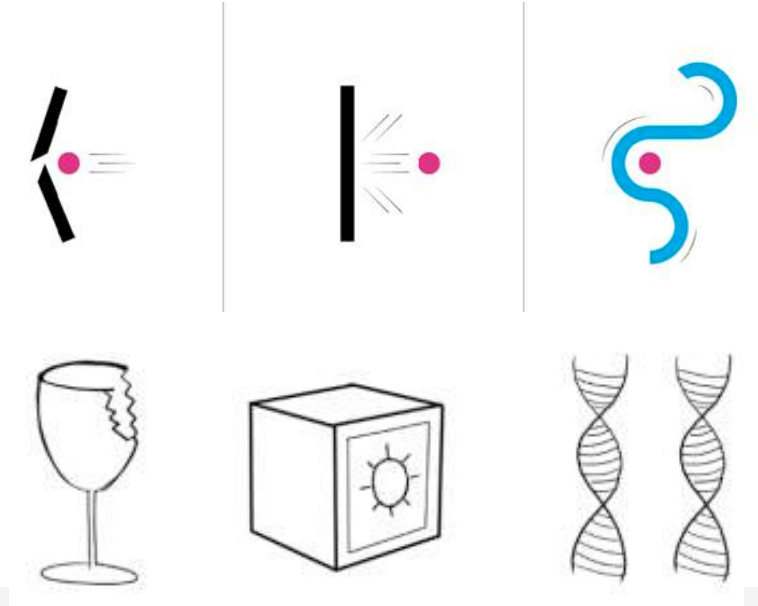
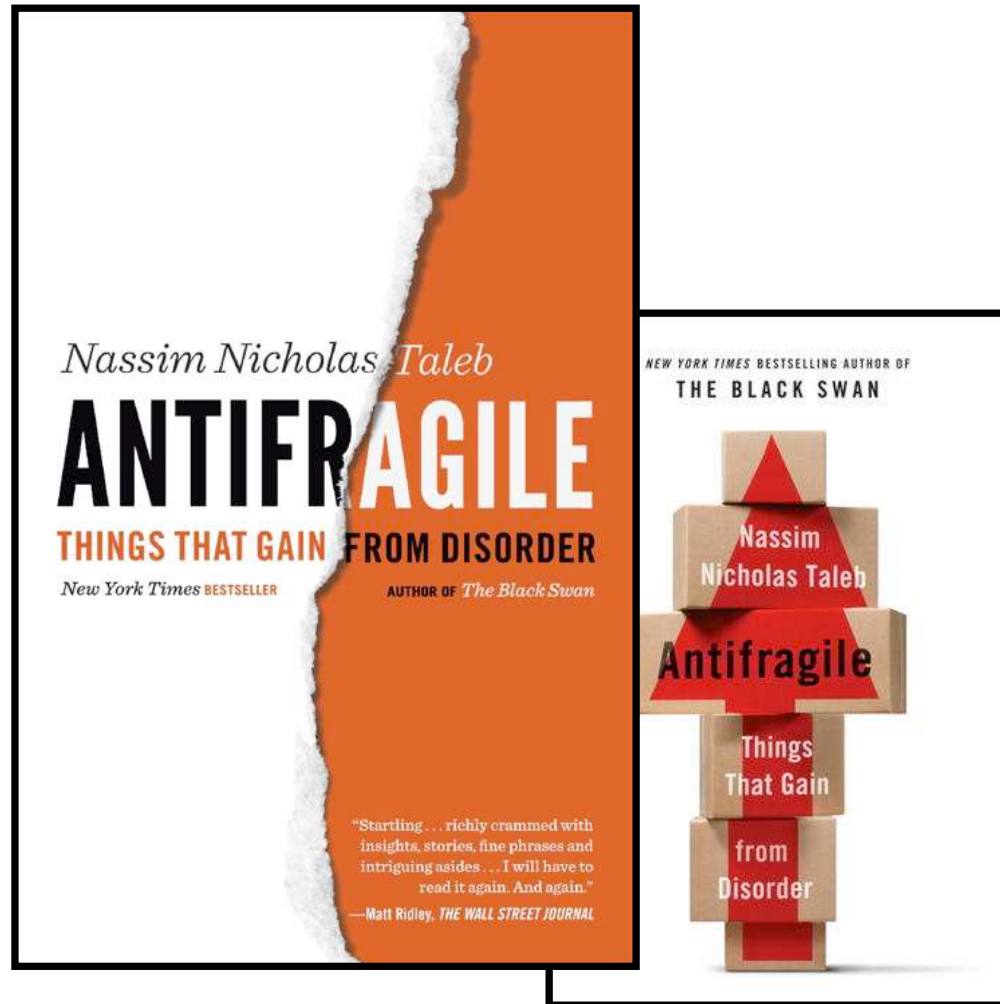


Robust



Antifragile

KINTSUGI ET ANTIFRAGILITÉ



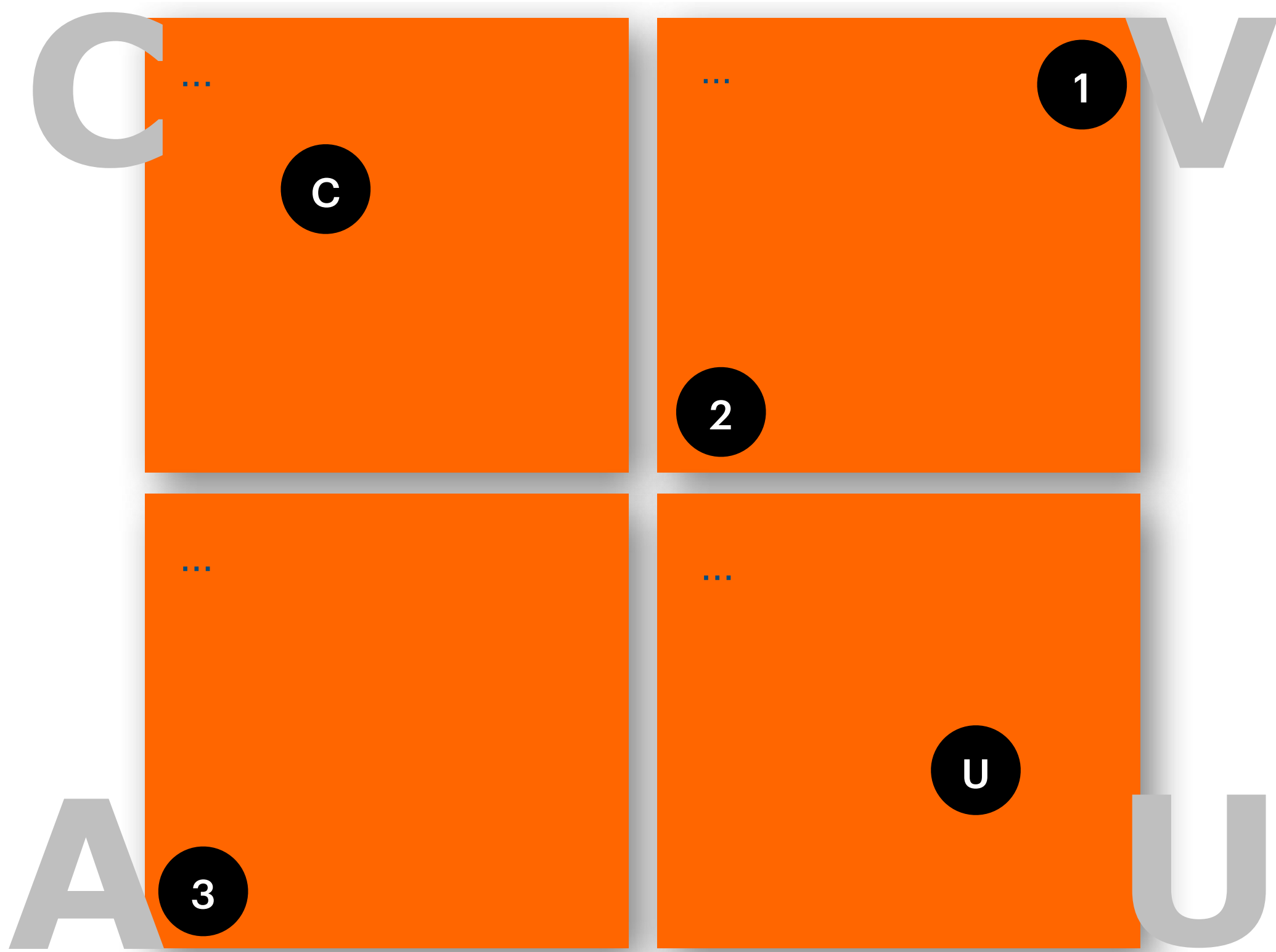
Kintsugi
金継ぎ

VUCA

Exemple

...

Gestion des
innovations et du
digital



VUCA
outil militaire
adaptation
aux
conditions
post guerre
froide

HBR 2014

complète
bien le
SWOT

Volatilité Incertitude Complexité Ambiguïté

4 types de situations qui demandent 4 types de réponses (avec un autre VUCA : Vision, Understanding, Clarity, Agility)

Généralement non cumulable ou plutôt avec une dominante
Planification agile et adaptative en environnement incertain
Utile pour décider dans un marché marqué par l'une des dominantes

La planification à trois ans dans un environnement VUCA est impossible tant le nombre d'inconnu est grand : comment « savoir ce qu'il faut faire, quand personne ne sait ce qu'il faut faire »

L'adaptation et la capacité à apprendre vite sont cruciaux :
«Every day I'm learning something new" Sir Richard Branson - Virgin Group

«La confiance de l'oiseau ne vient pas de la solidité de la branche ... mais de sa capacité à voler»

VUCA

2 axes

+ ... -

matrice 2x2
4 cases

Deux axes

1/ Niveau de connaissance sur l'écosystème, l'environnement, la situation actuelle, le passé, les causes des événements

La masse d'informations est suffisante pour connaître l'environnement ?

L'information est disponible ?

Nous disposons de temps pour chercher l'information

2/ Capacité à prédire les conséquences des décisions

Qualité des prédictions des effets des actions

Connaissance des conséquences et du futur

Le marché est-il apprivoisé ?

Dispose-t-on de modèles de réussite ou d'échec ?

Quelle est notre expérience sur les réactions du marché ?

Bonne connaissance et bonne anticipation

Bonne connaissance MAIS pas d'anticipation

Manque d'info MAIS bonne anticipation

Manque d'info ET aucune anticipation

Volatilité

Incertitude (Uncertainty)

Complexité

Ambiguïté

VUCA

Deux
axes

1/ CONNAISSANCES

Niveau de connaissance sur l'écosystème, l'environnement, les concurrents, les règles et la situation

2/ PRÉDICTIONS

Capacité à prédire les conséquences des décisions

Qualité des prédictions des effets des actions

Volatilité (vitesse)

Situation non stable, qui change et évolue rapidement. la vitesse des changements augmente avec des fluctuations sans tendance claire

instabilité pour un durée inconnue

facile à comprendre, bien documenté , habituel

Des 4 situations c'est la plus facile à appréhender, la difficulté vient de la vitesse, de la rapidité et des délais de réaction (difficulté 2/5)

PAR EXEMPLE : la fluctuation des cours du pétrole :les prix d'approvisionnements sont impossibles à réguler

les décisions doivent être claires et partagées par tous rapidement (exemple : un objectif général de conserver une rentabilité de x %).

Le décideur doit aussi être à l'écoute des mouvements du marché et avoir prévu des moyens d'amortir les fluctuations pour limiter leur impact, en phase avec la rentabilité recherchée (exemple : établir des stocks suffisants mais limités car ils engendrent des coûts élevés)

Bonne connaissance de la situation Bonne prévisibilité des actions Les informations sont disponibles, elles sont simples ; les effets des actions sont prévisibles. Mais la question est le temps : quelle est la durée de cette situation.

C'est volatile. Il faut agir vite, être prêt à pivoter et rester agile !

Incertitude Uncertainty

Détail

La situation n'est prévisible, ni certaine. Le présent n'est pas clair et le futur encore moins, impossible de planifier sans compréhension du présent

les effets sont connus, documentés, mais leur arrivée est incertaine

Difficulté moyenne (difficulté 3/5)

PAR EXEMPLE : si un concurrent lance un nouveau produit (ce qui n'est pas certain) ALORS il se passera une guerre des prix

les décisions prises dans ce cas nécessitent de s'asseoir sur une bonne connaissance des données économiques. Le recueil et le traitement de données permettent de limiter l'incertitude et d'optimiser les chances de succès. La prise de décisions se fait aussi en faisant appel à des experts capables d'apporter des solutions innovantes issues de l'analyse des données

Bonne connaissance de la situation Pas de prévisibilité des actions

Beaucoup d'information disponible mais pas de modèle ou d'antécédent.

C'est incertain. Il faut se lancer pour avoir la première expérience qui sera un atout concurrentiel.

VUCA

Complexité

Détail

La situation n'est pas simple, ni linéaire et il n'y a pas d'analyse, d'explication ou de solution simples, arbre de décision complexe, facteur de décision multiple (PESTEL)

Les données sont multiples et complexes

Il est possible de prédire et réfléchir à chacune des occurrences, mais leur multiplicité rend le raisonnement difficile

Difficulté moyenne (difficulté 3/5)

PAR EXEMPLE : les groupes de consommateurs réagissent différemment aux FakeNews

décisions doivent être collaboratives car les facteurs à analyser sont multiples. L'appel à de nombreux experts est indispensable pour maîtriser tous les paramètres en jeu. Exemple de choix à faire : prendre de décisions liées à des marchés hétérogènes où chacun possède ses propres règles et coutumes

Faible connaissance de la situation Bonne prévisibilité des actions

Beaucoup de variables interconnectées.

Pris individuellement, les effets sont simples et connus. Mais le nombre et la diversité font la difficulté.

C'est complexe. Il faut diviser en petite entité et s'adresser à des spécialistes puis refaire la synthèse

VUCA

Ambiguïté

Détail

Situation très floue. Pas de rapport évident entre cause et effet/conséquence manque de clarté sur la signification d'un événement difficile de prédire l'impact des initiatives on ne connaît pas cet inconnu avec une situation sans précédant aucune connaissance, aucune documentation, aucun antécédent il faut faire des hypothèses

C'est la plus difficile des 4 situations (difficulté 5/5)

PAR EXEMPLE : si un État interdit la circulation des camions

les décisions à prendre dans cet environnement sont difficiles car les forces en présence ne sont pas identifiées, l'entreprise doit faire des choix « pour la première fois », sans faire appel à son expérience. Exemple de situation : décider de lancer des produits en dehors de son cœur de métier ou se développer sur des marchés émergents

Faible connaissance de la situation Pas de prévisibilité des actions La situation est inconnue, les développements et évolutions sont impossibles à prévoir. Les éventuelles actions auront des effets imprévisibles. Il n'y a rien de comparable. C'est ambigu.

Test and learn par petite touche en limitant les risques.

VUCA

Concurrence
Attentes clients
Talent
Technologie
Parties prenantes
Économie

C

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

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

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

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

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

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

A

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

Nous ciblons plusieurs segments clients dont les attentes sont contradictoires

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

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

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

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

V

Dans notre industrie, certains concurrents font des réductions importantes qui

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

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

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

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

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

U

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

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

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

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

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

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

VUCA

Simplifié

Contrairement à SWOT ou PESTEL toutes les cases ne sont pas remplies à l'instant T.

A chaque étape, le décideur se trouve dans une case qui nécessite une certaine attitude

Outil militaire post guerre froide

2/ Capacité à prédire les conséquences des décisions /
Qualité des prédictions des effets des actions

**Décision
multifactorielle**

**il faut mieux
analyser et
clarifier la
situation**

**Seule la vitesse
des changements
augmente**

**il faut suivre la
vision de la
stratégie et
l'adapter**

**La solution est
inconnue dans
un
environnement
instable**

**il faut de l'agilité
pour imaginer le
futur**

**La stabilité
actuelle n'aide pas
l'adaptation au
futur**

**il faut mieux
comprendre les
réactions face à
nos actions**

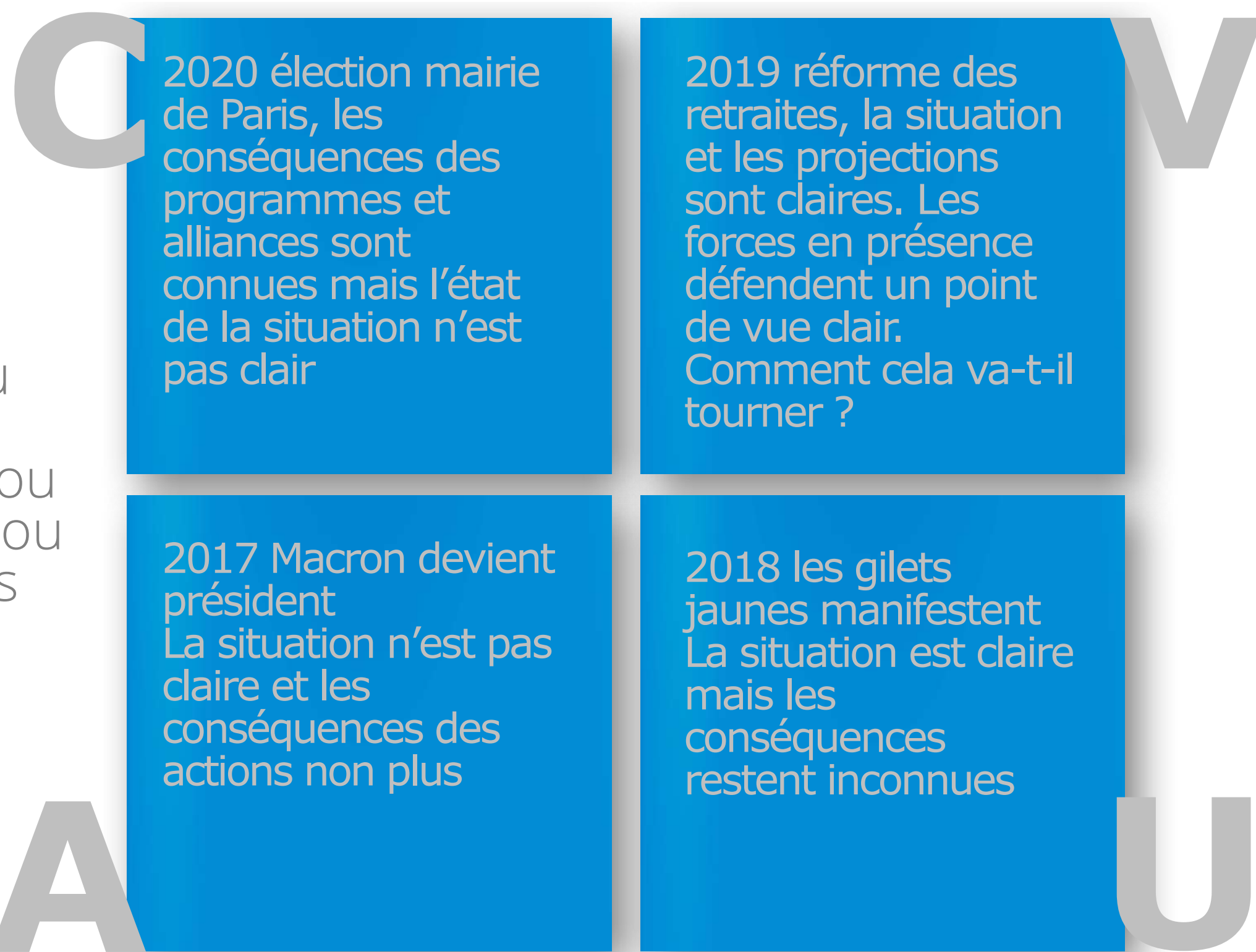
1/ Niveau de connaissance sur l'écosystème, l'environnement et la situation

VUCA

Exemple Politique

Attendre l'inattendu

(voir aussi le brexit ou
l'élection de Trump ou
encore le printemps
arabe)



VUCA

Exemple
Ferrero

Huile de palme
Prix bas
Ségolène Royale



C Ferrero peut-il
envoyer des produits
dans les pays où les
enfants sont mal
nourris

V L'image RSE de
Ferrero est mauvaise
(par rapport à
Danone)
Les consommateurs
pourraient boycotter
les produits du
groupe.
Ferrero doit-il
participer au
replantage des forêts

A Ferrero doit-il
financer la recherche
sur des nouveaux
nutriments bio,
vegan, respectueux,
inclusif.

U Nutella : les
problèmes de l'huile
de palme sont bien
connus.
Mais les
conséquences du
maintien de la
production sont flous

VUCA

Exemple NIKE

La campagne de
l'année 2018 : NIKE
Believe in something
avec Colin Kaepernick



C Nike peut retirer sa campagne et présenter des excuses

V Nike peut arrêter toute communication pendant quelques mois et tester régulièrement la capacité d'oubli

A Si la communication ne «passe» pas est ce que Nike est réellement prêt à TOUT perdre ?

U Comment vont réagir les utilisateurs face à une telle pub (dans un premier temps rejet, puis ensuite adoption)

VUCA

Exemple
SAFRAN

Le fly shame
(flygskame) lancé par
Greta Thunberg
Suite du 737MAX



C Quel sera le prochain mode de transport ostracisé ? (camion, voiture, diesel, électrique, avion...)

V L'aérien est-il trop consommateur d'énergie fossile, trop producteur de CO2 ou trop bruyant ?

A Doit on faire des recherches sur un moteur qui consomme moins ou électrique ?

U Le nombre de passagers et le fret vont ils baisser pour des raisons écologiques

VUCA

Exemple
RENAULT

La voiture électrique
L'emprisonnement de
Carlos Ghosn



RENAULT

C Faut-il renforcer
l'électrique ou dé-
polluer le moteur à
explosion ?

V Fallait-il fusionner
avec Fiat ou laisser
PSA le faire ?

A Faut-il défendre
l'ancien président
emprisonné au
Japon (puis évadé au
Liban) ?

U Nissan doit elle
prendre plus de place
dans l'Alliance ?

VUCA

Exemple
ECOLE SUP

Les diplômes
Les MOOC
Les formations pro

C Faut-il lancer toutes les formations en MOOC à distance et gratuite quitte à vider l'école ?

V L'effet des classements et accréditations dans le nombre de candidat

A Les recruteurs seront-ils toujours aussi attachés aux diplômes ?

U Quid des nouveaux classements qui pourraient apparaître ?

VUCA

Simplifié

Contrairement à SWOT ou PESTEL toutes les cases ne sont pas remplies à l'instant T.

A chaque étape, le décideur se trouve dans une case qui nécessite une certaine attitude

Outil militaire post guerre froide

2/ Capacité à prédire les conséquences des décisions /
Qualité des prédictions des effets des actions

**Décision
multifactorielle**

**il faut mieux
analyser et
clarifier la
situation**

**Seule la vitesse
des changements
augmente**

**il faut suivre la
vision de la
stratégie et
l'adapter**

**La solution est
inconnue dans
un
environnement
instable**

**il faut de l'agilité
pour imaginer le
futur**

**La stabilité
actuelle n'aide pas
l'adaptation au
futur**

**il faut mieux
comprendre les
réactions face à
nos actions**

CV
AU

1/ Niveau de connaissance sur l'écosystème, l'environnement et la situation

workshop

hubert**krati**off

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

IN

- ✓ Craft
- ✓ Lasting impact
- ✓ First-party data
- ✓ Creative consistency
- ✓ Emotional B2B
- ✓ Content for brand building
- ✓ Comments written by people
- ✓ Thoughtful beats
- ✓ As Soon As Possible
- ✓ Morning journal
- ✓ Handwritten notes
- ✓ AI that folds laundry
- ✓ Actual thought leadership
- ✓ Data storytelling
- ✓ Building relationships
- ✓ Newsletters
- ✓ Personal agency
- ✓ Boundaries
- ✓ Touch grass
- ✓ Oxford comma

OUT

- ✗ AI slop
- ✗ Fleeting attention
- ✗ Third-party tracking
- ✗ Creative chaos
- ✗ Rational B2B
- ✗ Content for MQLs
- ✗ AI-slop comments
- ✗ Hot takes
- ✗ As Slow As Needed
- ✗ Morning doomscroll
- ✗ Templated messages
- ✗ AI that composes symphonies
- ✗ Barfed-up copycat content
- ✗ Vibes & hunches
- ✗ Building audiences
- ✗ Social algorithm
- ✗ Dark patterns
- ✗ Always-on
- ✗ Extremely online
- ✗ No Oxford

Source : Ann-Handley
PDF : 2025-ann-handley.pdf

Stratégies Digitales :

1/ énumération

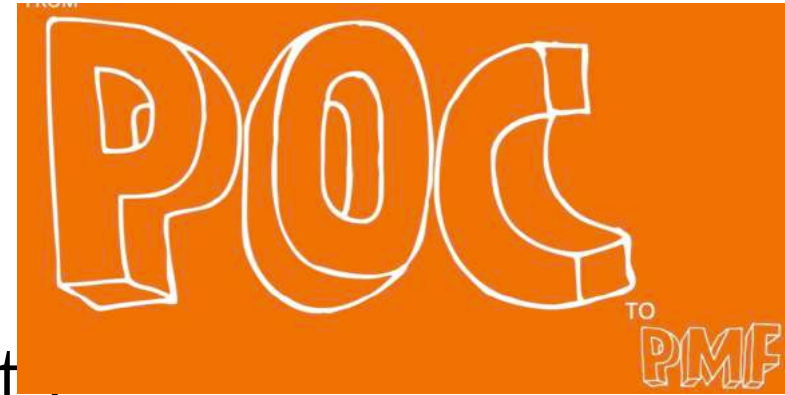
2/ choix (une par groupe)

3/ quatre slides

définition principes intérêt mise en place moyens
illustrations exemples storytelling § mémoire

4/ présentation

Ordre / Définition / Schéma :



- 1 Prototype (wireframing)
- 2 MVP (mini viable product)
- 3 PMF (product market fit)
- 4 Pivot (changement de stratégie)
- 5 Scale (passage à l'échelle)
- 6 POC (proof of concept)
- 7 GTM (Go to Market)
- 8 Démonstrateur
- 9 Pilot
- 10 Use case (Business case, cas d'usage)
- 11 Value Proposition
- 12 Customer Journey (CJ)
- 13 User Story et EPIC (CS)



VUCA d'un secteur :

Choix d'un secteur / marché / entreprise

Remplir la matrice VUCA

Présenter votre matrice VUCA et comparer la aux autres matrices

UX-CX

FlyWheel

**growth
hacking**

content

omnicanal

micro-moment

platform

ZMOT

ABM

SEO-A

stratégies

**copy
cat**

**data
driven**

digitales

influence

HOOK MODEL

freemium

inbound

**collaborative
mutuelle**

servicisation

POEM

**attribution
contribution**



JOBS TO BE DONE

THEORY TO PRACTICE

ANTHONY W. ULWICK

FOREWORD BY ALEX OSTERWALDER

“
*JOBS TO
BE DONE*

TONY ULWICK
”

JOBS TO BE DONE

THEORY TO PRACTICE

ANTHONY W. ULWICK

FOREWORD BY **ALEX OSTERWALDER**

*"I call him the **Deming of Innovation** because, more than anyone else, Tony has turned innovation, into a science."* -**PHILIP KOTLER**

Jobs-to-be-Done is best defined as a perspective—a lens through which you can observe markets, customers, needs, competitors, and customer segments differently, and by doing so, make innovation far more predictable and profitable.

JOB TO BE DONE: Theory to Practice takes the theory and the ODI (Outcome-Driven Innovation) process to the next level. This jobs-to-be-done book reveals:

Why companies **fail at innovation** and how to avoid the two most critical mistakes that companies make. How to employ the Jobs-to-be-Done Theory Needs Framework to categorize, define, capture, organize and prioritize **customer needs**.

The Jobs-to-be-Done Growth Strategy Matrix—a tool that fills in the holes in **disruptive innovation theory**, and other innovation theories, by examining them through a Jobs lens. It defines and reveals which of the 5 growth strategies to pursue in a given situation. Improvements to the **Outcome-Driven Innovation** process—and how the process ties customer-defined metrics to the customer's Job-to-be-Done, transforming every aspect of opportunity discovery, marketing and innovation. Outcome-Based Segmentation: what is it and how it uncovers hidden opportunities for growth. The 84 steps associated with the ODI process, revealing in detail what it takes to turn Jobs Theory into practice. A three-phased approach that a company can use to build a competency in innovation.

The book also includes six detailed case studies of companies that applied the Outcome-Driven Innovation process and achieved impressive results including: Microsoft, Kroll, Ontrack, Arm & Hammer, Bosch, Abbott Medical Optics, and Hussmann.

Preface

ZERO TO ONE

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

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

THE INTERNATIONAL BESTSELLER

ZERO TO ONE

NOTES ON STARTUPS,
OR
HOW TO BUILD THE FUTURE

PETER THIEL
WITH BLAKE MASTERS

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

2012-2014
Peter Thiel
PayPal

FB, spaceX, LinkedIn

Les 3 étapes de toute Innovation / rupture / revolution

1 Utopiste / étrange / ridicule

2 Impossible / dangereux

3 Évident / simple

Thiel / Aberkane

Ridicule

(délai)

Dangereux

(délai)

Évident

SUN TZU
L'ART DE
LA GUERRE

愛

“
SUN TZU

*L'ART DE
LA GUERRE*
孙子兵法”



Sun TZU - L'Art de la guerre 孙子兵法

- I. De l'évaluation 始计, shǐjì
- II. De l'engagement 作战, zuòzhàn
- III. Des propositions de la victoire et de la défaite 谋攻, móugōng
- IV. De la mesure dans la disposition des moyens 军形, jūnxíng
- V. De la contenance 兵势, bīngshì
- VI. Du plein et du vide 虚实, xūshí
- VII. De l'affrontement direct et indirect 军争, jūnzhēng
- VIII. Des neuf changements 九变, jiǔbiàn
- IX. De la distribution des moyens 行军, xíngjūn
- X. De la topographie 地形, dìxíng
- XI. Des neuf sortes de terrains 九地, jiǔdì
- XII. De l'art d'attaquer par le feu 火攻, huǒgōng
- XIII. De la concorde et de la discorde 用间, yòngjiàn

AAARRR

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

**Act
Think
Impact**



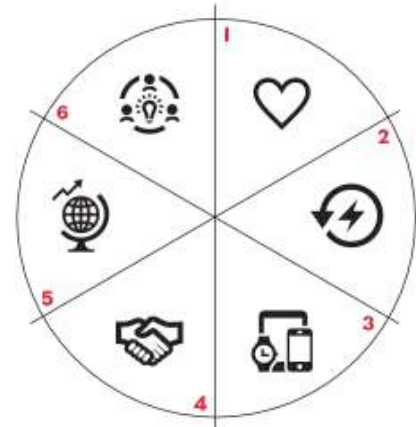
ALL YOU NEED IS DIGITAL MARKETING

MKTG



**GRENOBLE
ECOLE DE
MANAGEMENT**

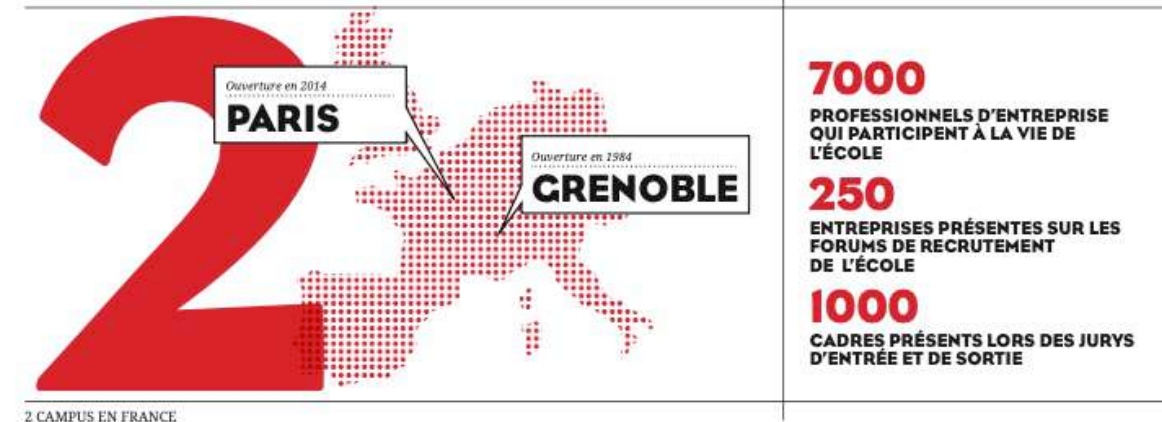
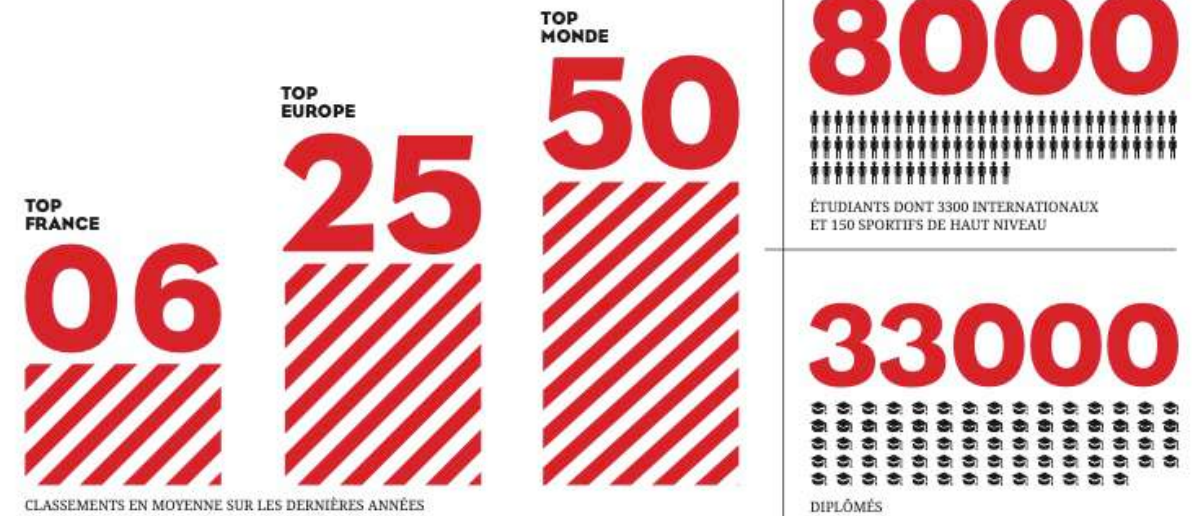
L'école en quelques chiffres.



6 EXPERTISES DE RECHERCHE

- CHAIRE PAIX ÉCONOMIQUE, MINDFULNESS, ET BIEN-ÊTRE AU TRAVAIL
- CHAIRE TALENTS DE LA TRANSFORMATION DIGITALE
- CHAIRE FERE FEMMES ET RENOUVEAU ÉCONOMIQUE
- CHAIRE ANOSMIE : RENDRE VISIBLE L'INVISIBLE
- CHAIRE PUBLIC TRUST IN HEALTH
- CHAIRE TERRITOIRES EN TRANSITION

6 CHAIRES





En rejoignant Grenoble Ecole de Management, vous faites le choix d'une école réellement engagée. Notre mission et notre raison d'être : apporter des réponses, par la formation et la recherche, aux grands défis de la transition écologique, sociétale et économique, et contribuer à un monde plus résilient, plus juste, plus pacifique, plus responsable.

grenoble-em.com



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183 avenue Jean Lolive - 93500 Pantin

Act
Think
Impact

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