



Avec vous, solidaires
et pour longtemps



1

2

3

4

NoLIMIT

NBIC

VUCA

CULTURE

AGILITÉ

SCRUM

STRATÉGIE

CONTENUS

INBOUND

UX

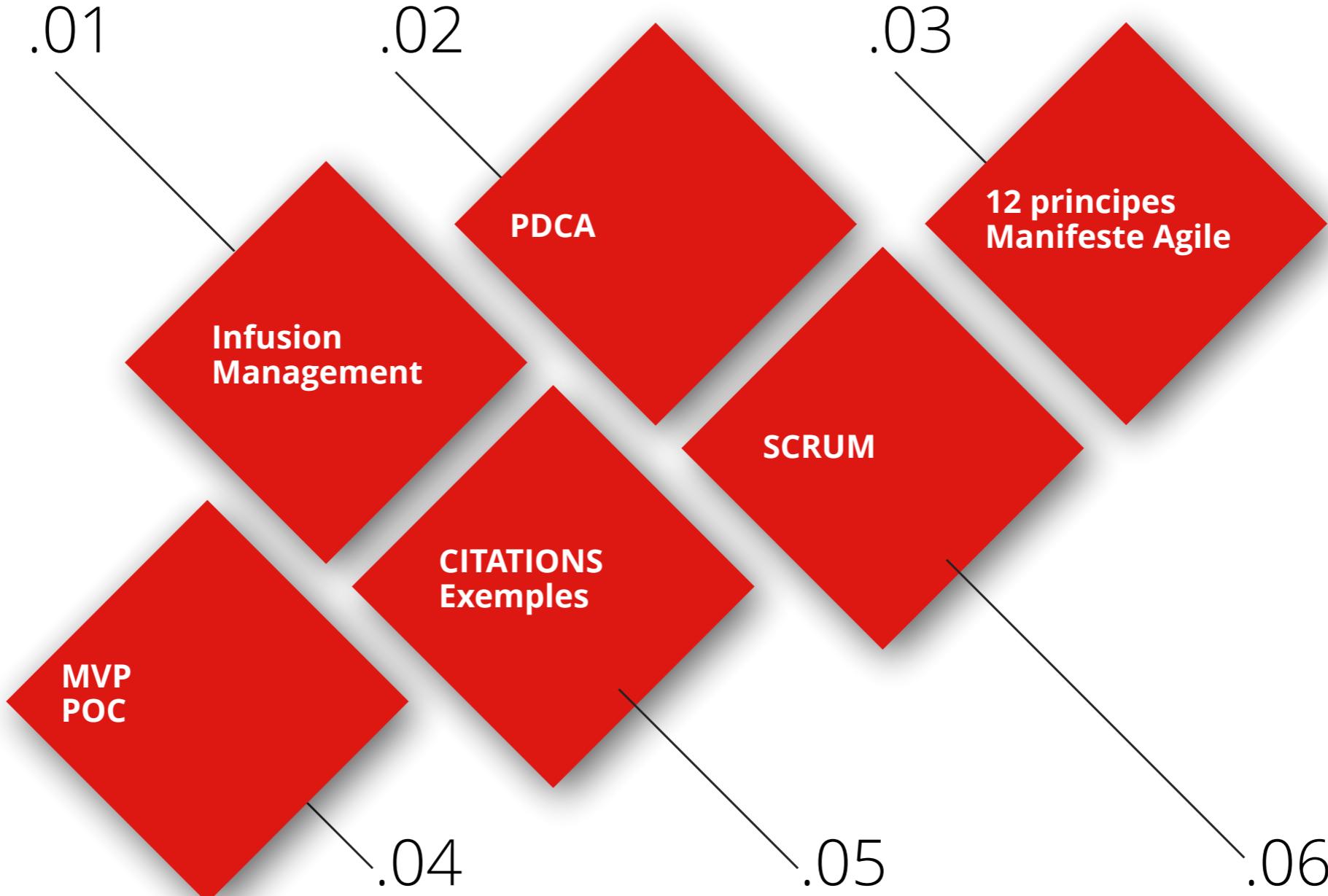
PARCOURS

CLIENT

OPH
LA FÉDÉRATION

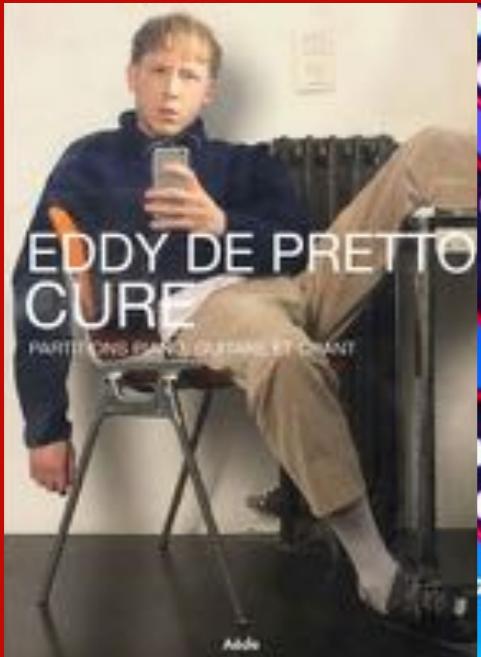


2-Culture



AGILITÉ





Google Jain alright lyrics

All Videos News Images Maps More Settings

About 244,000 results (0.47 seconds)

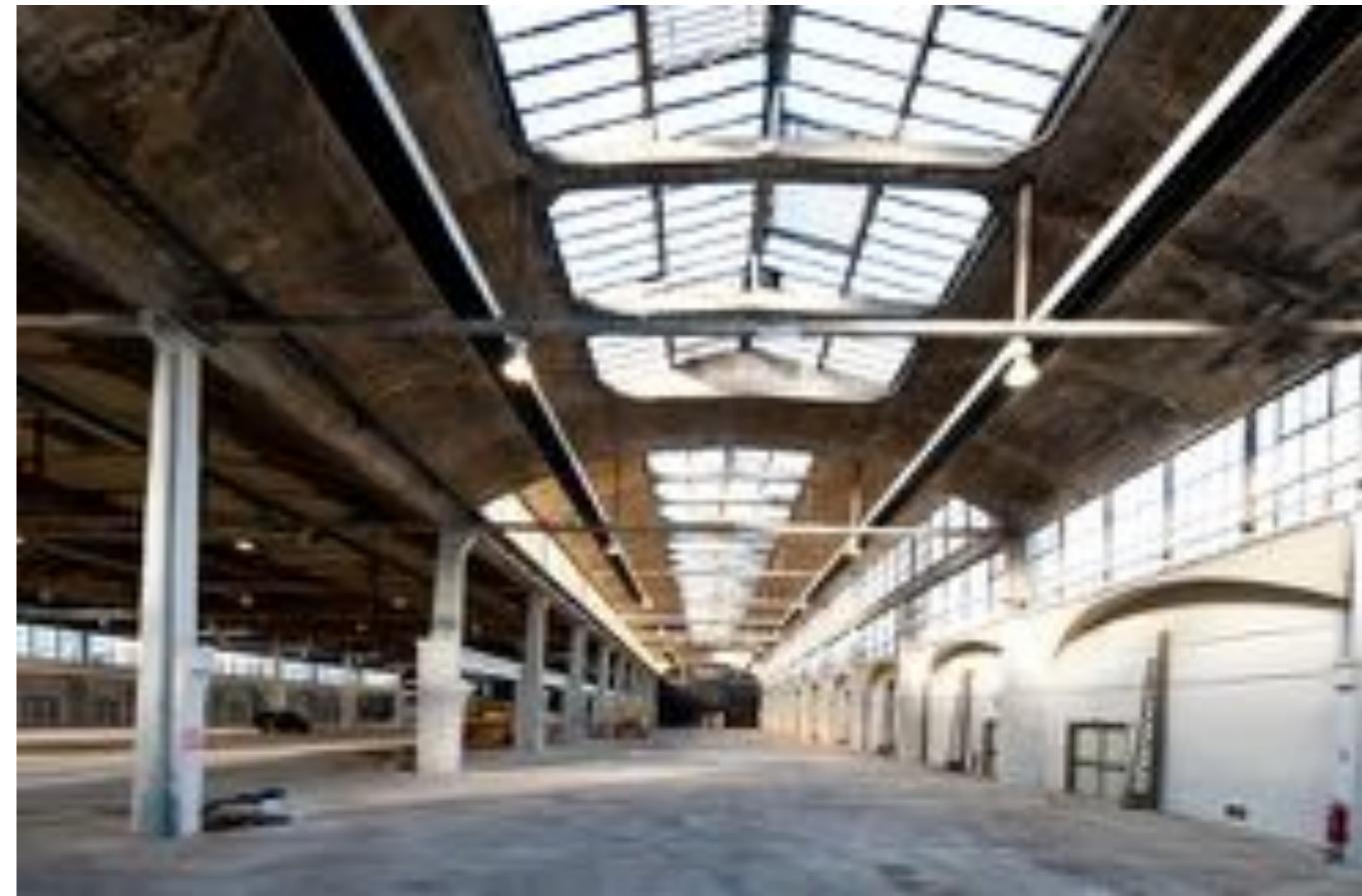
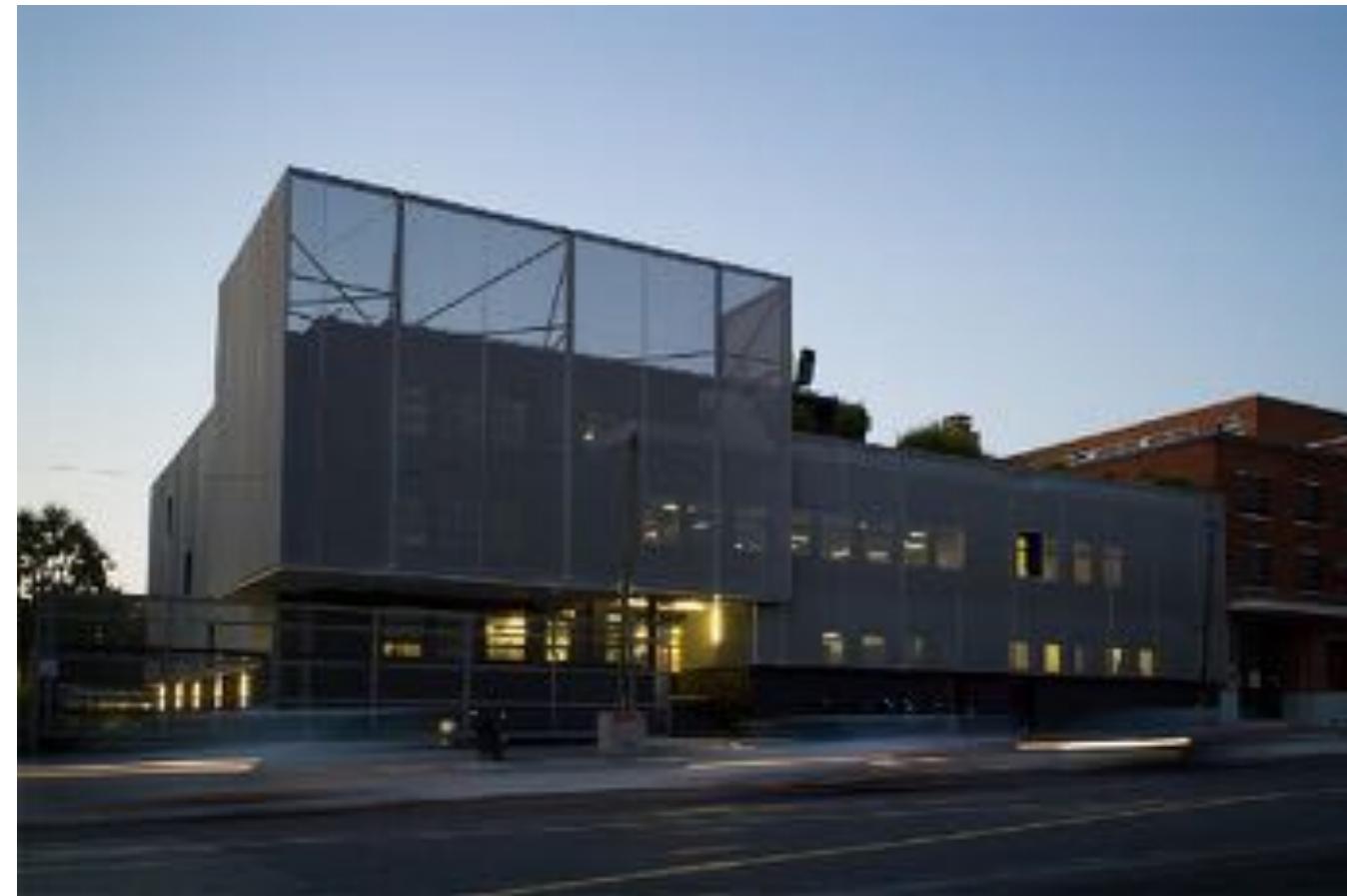
Alright

Jain

Things gonna be alright
Things gonna be just fine
Things gonna be alright
If love is around
Things gonna be alright
Things gonna be just fine
Things gonna be alright
If love is around

I know you think that I am over you
But I have just better things to do
Than crying over you, I really got to move
On with the love that I keep around
I got my life and I'm a fire
I got my voice to make it higher
Show me the way I could be stronger
Life's too short to look down at you





2008

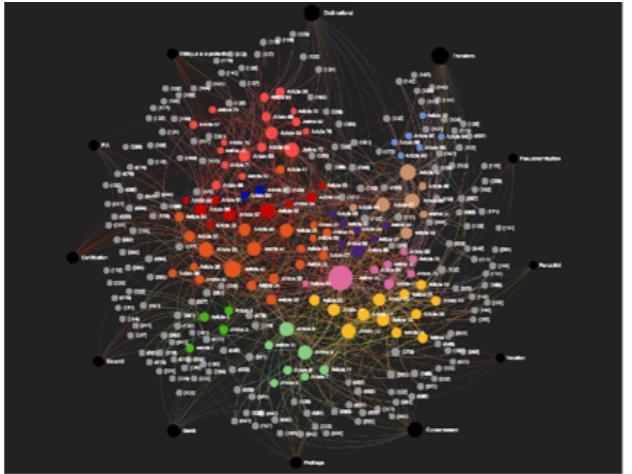


2015



DESIGN THINKING

Tim Brown CEO de IDEO

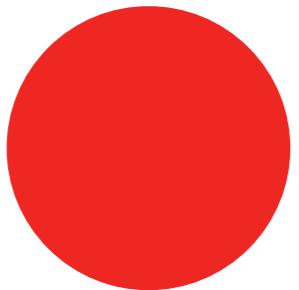


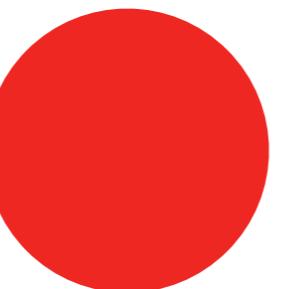
by design
privacy
security
thinking



**I
NY**

J' LA
SIMPLICITÉ

I  SIMPLICITY

I  AGILE



Les startups infusent le monde économique



**CULTURE EATS STRATEGY
FOR BREAKFAST**

Peter Drucker

Harvard Business Review

ON BUSINESS
BY BUSINESS
Strategy for
Start-Ups
By Michael E. Raynor and Amy C.生

ON BUSINESS
BY BUSINESS
The Surprising
Power of Questions
By Daniel H. Pink

ON BUSINESS
BY BUSINESS
Marketing in
the Age of Alexa
By Michael H. Rothstein

ON BUSINESS
BY BUSINESS
Managing
21st-Century
Political Risk
By John W. Rogers Jr.



AGILE AT SCALE

HOW TO CREATE A TRULY
FLEXIBLE ORGANIZATION



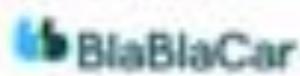


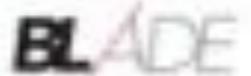
 alan

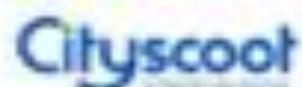
BackMarket

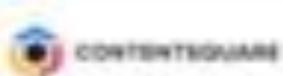
 believe.



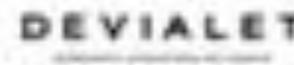
 BlaBlaCar

 BLADE

 Cityscoot

 Contentquare

 deezer

 DEVIALET

 Doctolib

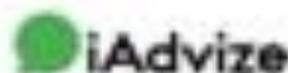
 Ovaneos

 FINALCAD

 FRICHTI

 h-me exchange

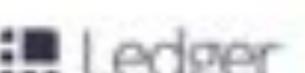
 HR Path.
Your way to success

 iAdvize

 ivalua

 JOBSITESET

 Klaxoon

 Ledger

 ManoMano

 meero

 MIRAKL

 october

 OPENCLASSROOMS

 OVH

 PayFit

 t-commerce

 sendinblue

 Shift
Technology

 sigfox

 TALENTSOFT

 Vade Secure

 Veepee

 Yield Collective

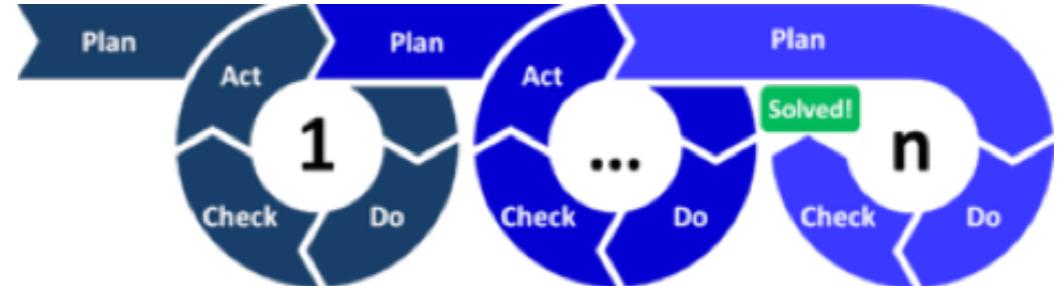
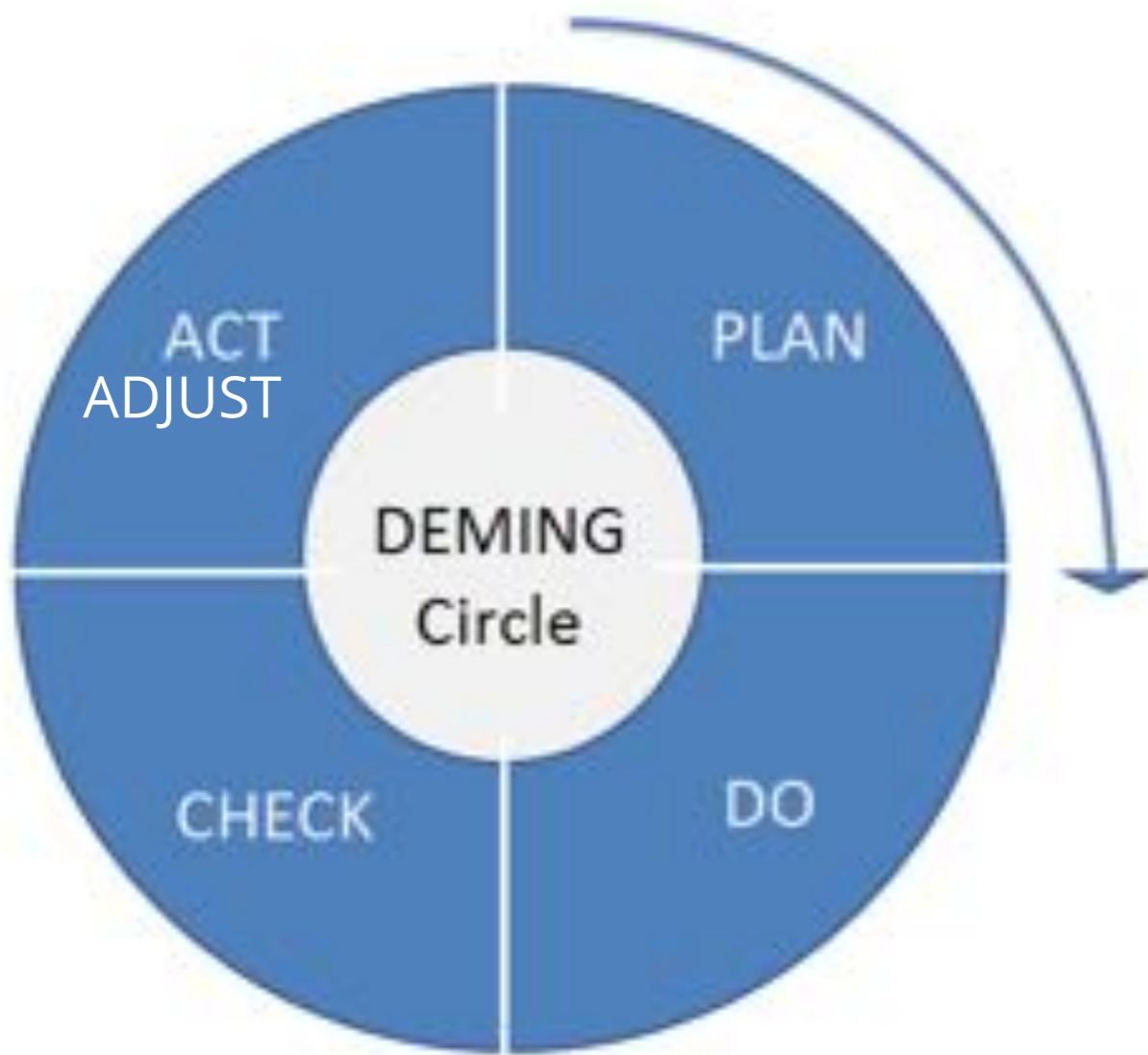
 Voodoo

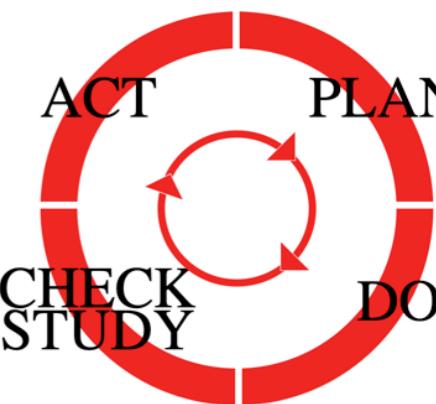
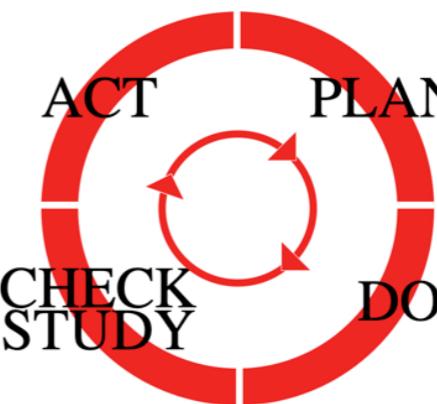
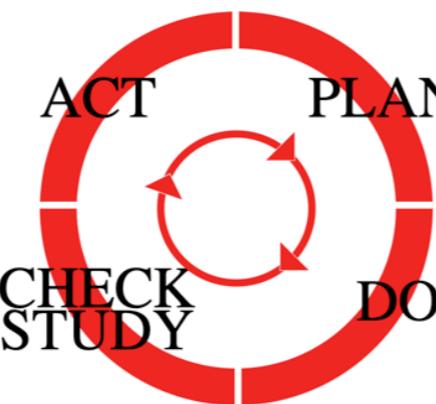
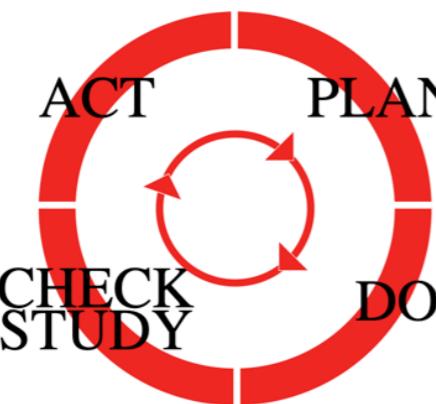
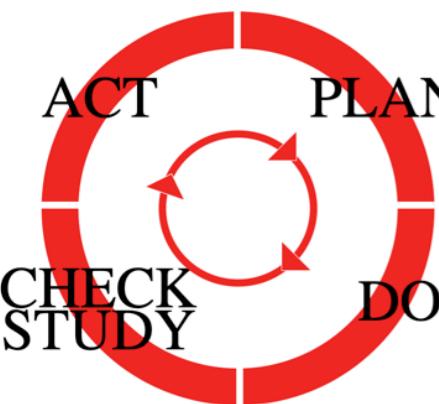
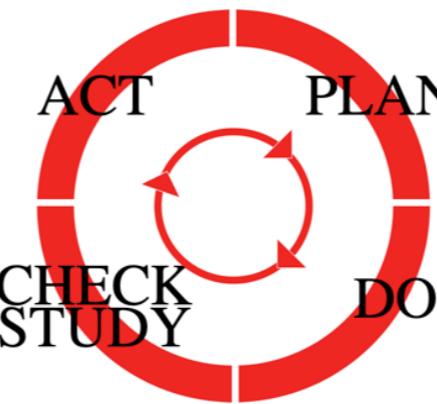
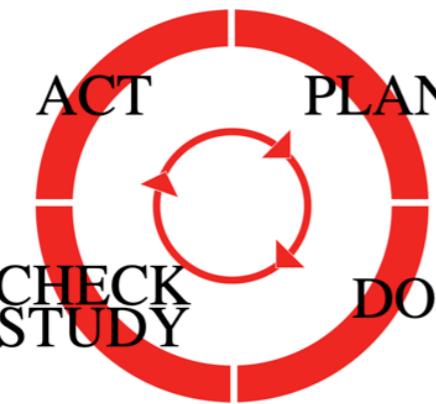
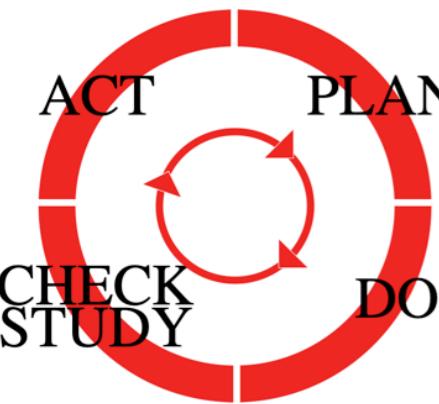
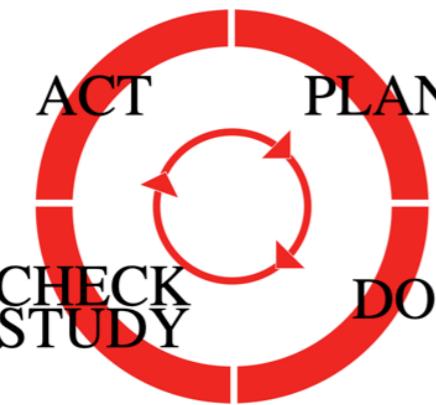
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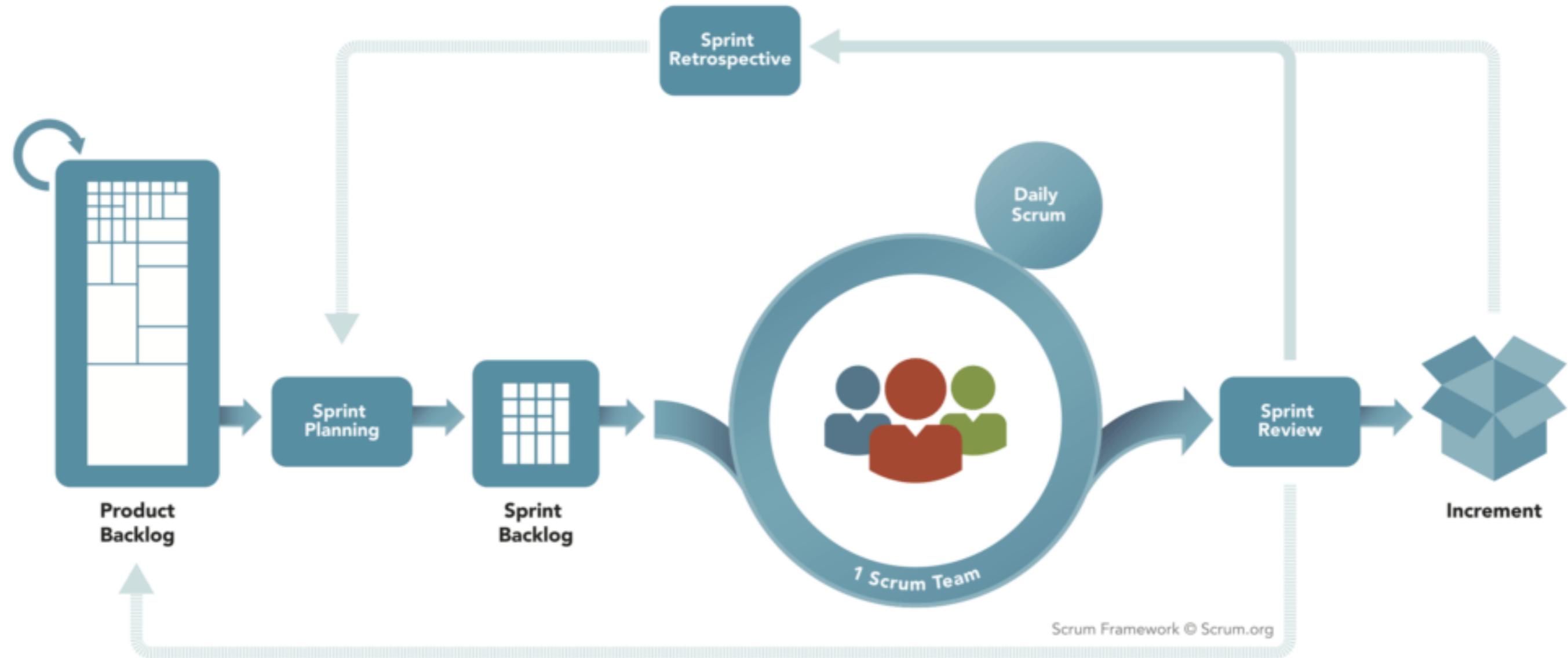
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PDCA cycle 1950





SCRUM FRAMEWORK



SCRUM = 3 3 5

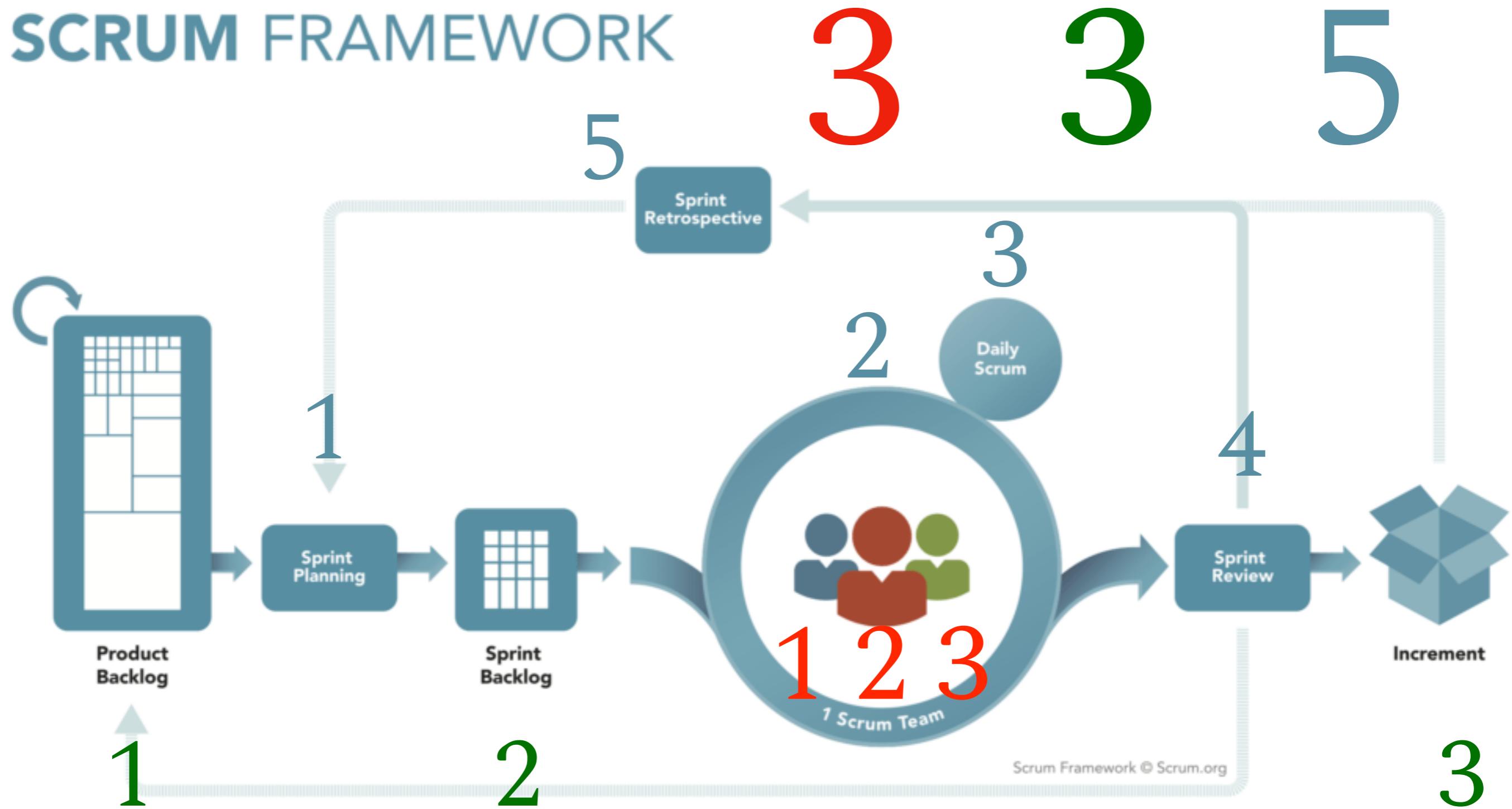
3 ROLES

3 ARTIFACTS

5 EVENTS



SCRUM FRAMEWORK





agilemanifesto.org

Principles behind the Agile Manifesto

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.



Notre plus haute priorité est de satisfaire le client en livrant rapidement et régulièrement des fonctionnalités à grande valeur ajoutée.

Accueillez positivement les changements de besoins, même tard dans le projet.

Les processus Agiles exploitent le changement pour donner un avantage compétitif au client.

Livrez fréquemment un service opérationnel avec des cycles de quelques semaines à quelques mois et une préférence pour les plus courts.

Les utilisateurs ou leurs représentants et les développeurs doivent travailler ensemble quotidiennement tout au long du projet.

La méthode la plus simple et la plus efficace pour transmettre de l'information à l'équipe de développement et à l'intérieur de celle-ci est le dialogue en face à face.

Un service opérationnel est la principale mesure d'avancement.

Les processus Agiles encouragent un rythme de développement soutenable.

Ensemble, les commanditaires, les développeurs et les utilisateurs devraient être capables de maintenir indéfiniment un rythme constant.

La simplicité – c'est-à-dire l'art de minimiser la quantité de travail inutile – est essentielle.

Les meilleures architectures, spécifications et conceptions émergent d'équipes auto-organisées.

The 12 agile principles*

1 Satisfy the **customer**



2 Welcome **change**



3 Deliver **frequently**



4 Work **together**



5 Trust and **support**



6 Face-to-face **conversation**



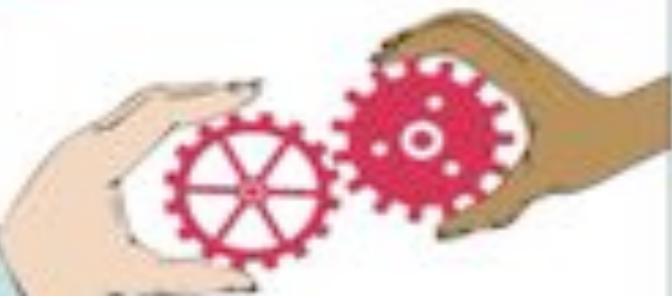
7 Working **software**



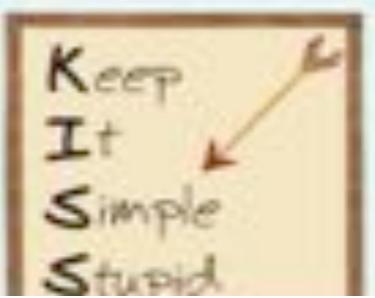
8 Sustainable **development**



9 Continuous **attention**



10 Maintain **simplicity**



11 Self-organizing **teams**



12 Reflect and **adjust**



MVP

minimum viable product

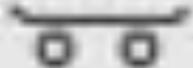
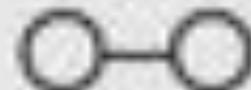
première version visible et distribuable
d'un produit

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

utile pour pivoter

POC : proof of concept

MVP



1 year

2 years

**Stop
Starting.
Start
Finishing.**

#agile

**LA VITESSE D'ITÉRATION
BAT LA QUALITÉ D'ITÉRATION**

Apprenons à
nous tromper

Test and Learn

continuous delivery
welcome change

~~make FAIL FAST~~

~~make FAIL EARLY~~

~~make FAIL OFTEN~~

Beter donne
than perfect *



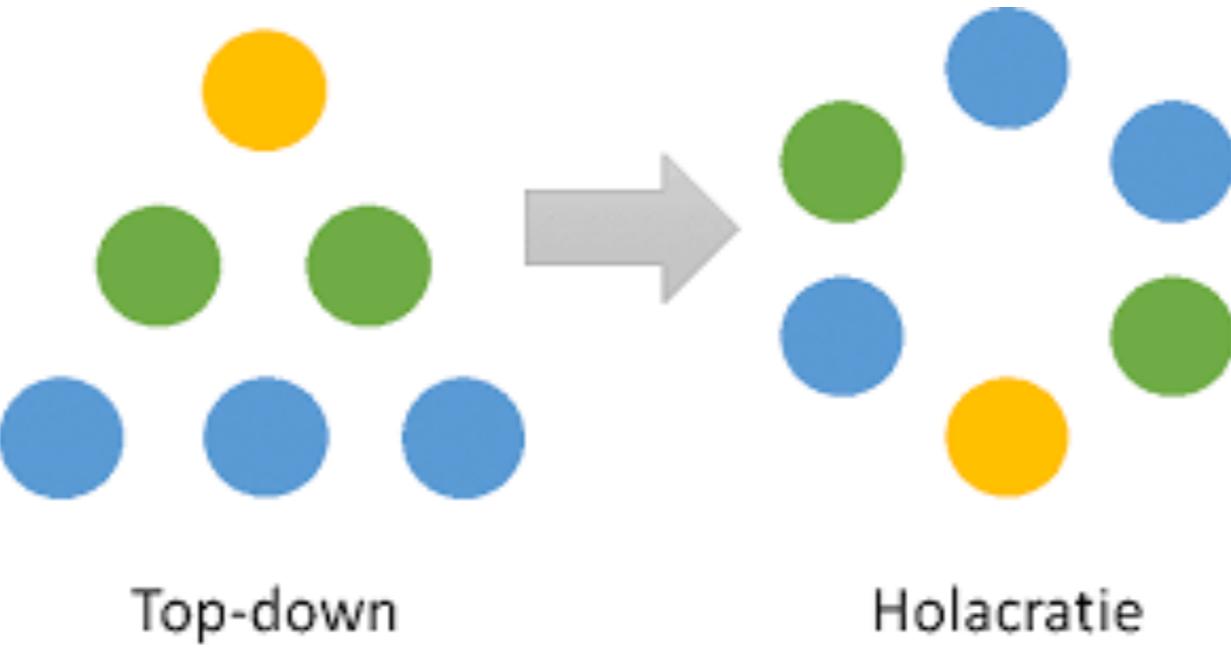
Better done
than perfect

* sans faute c'est mieux

PizzaTeam = 9 personnes



HOLACRACY



EPIC / User Story for persona

EPIC : large user stories

User Story : pain point for personas
solved by user features

backlog = epic + user story

Jean-Luc

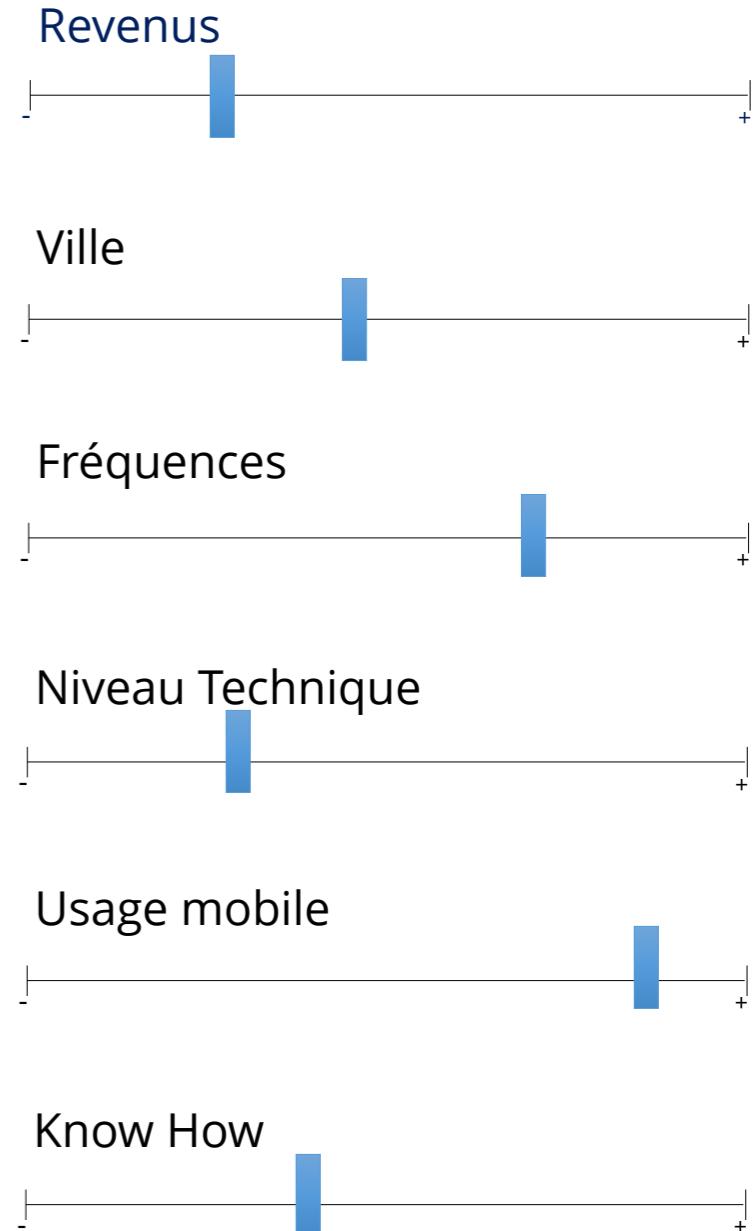


«J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt»

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

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

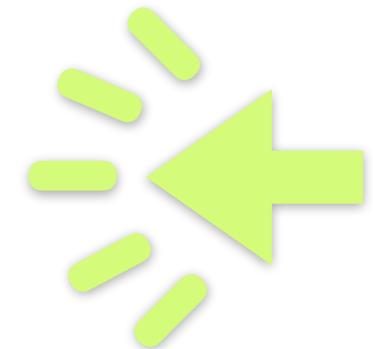
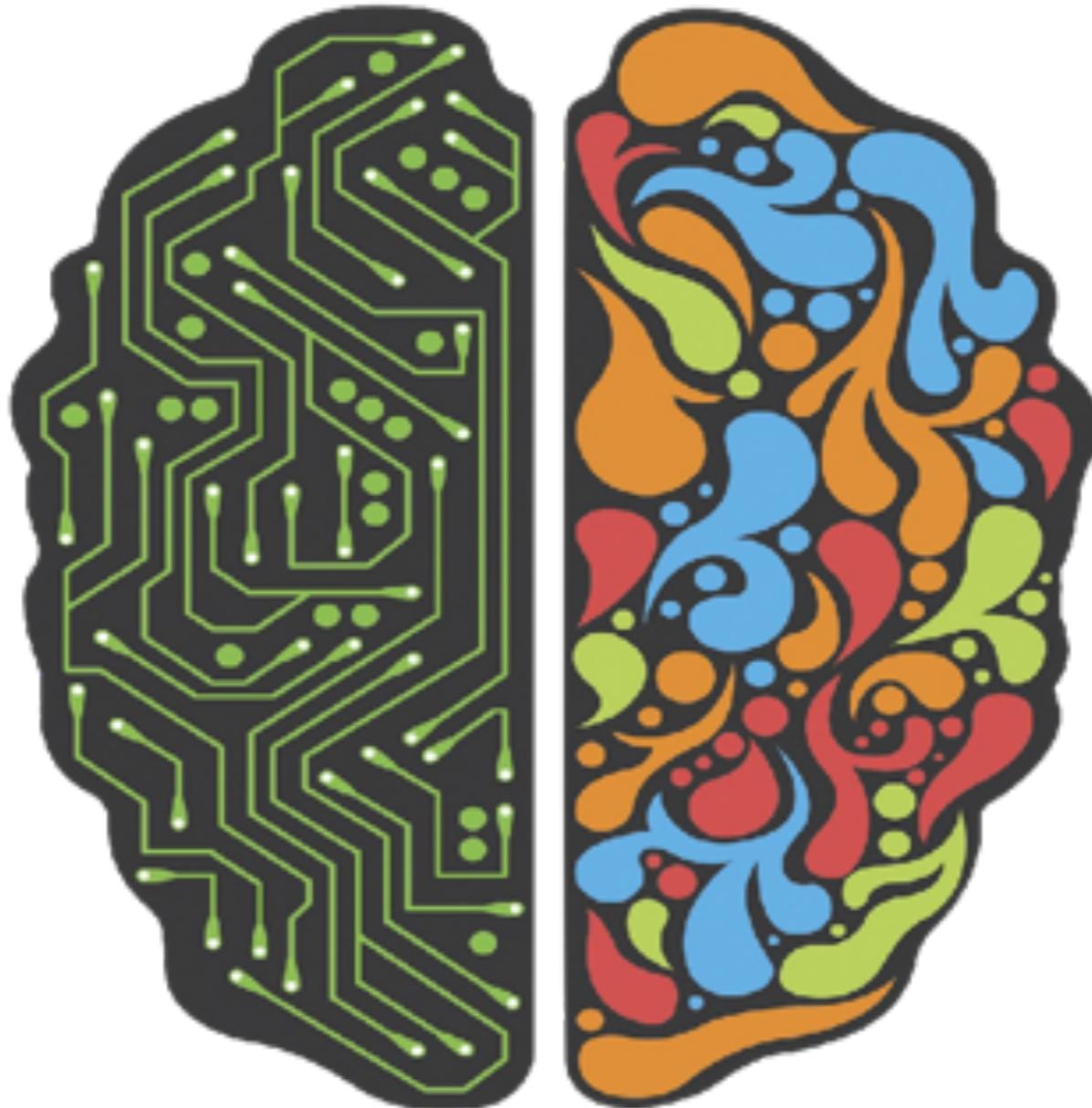
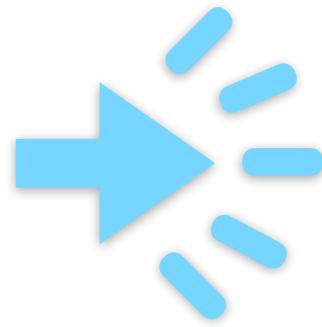
**Quel est le problème de Jean-Luc ?
Quelle est la frustration de Jean-Luc ?
Quels sont les besoins et attentes de Jean-Luc ?
Pourquoi n'est-il pas satisfait des solutions existantes ?**



A photograph of a dense forest canopy from a low angle looking up. The branches of many trees are visible, creating a complex network against a bright sky. Sunlight filters through the leaves, creating dappled light and shadow.

**CARTE
EMPATHIE**

L'utilisateur ne nous dit pas tout



MR. WILLY-WATCHELF
SAW JANE TRAVEL THROUGH
SIXTY CITIES — SAWING
SIXTY DOLLARS WITH
AN AXE. A LONG TIME NOW
A LONG TIME TILL
A HORN ATTACHED TO A MAN.
PHOTOFILM



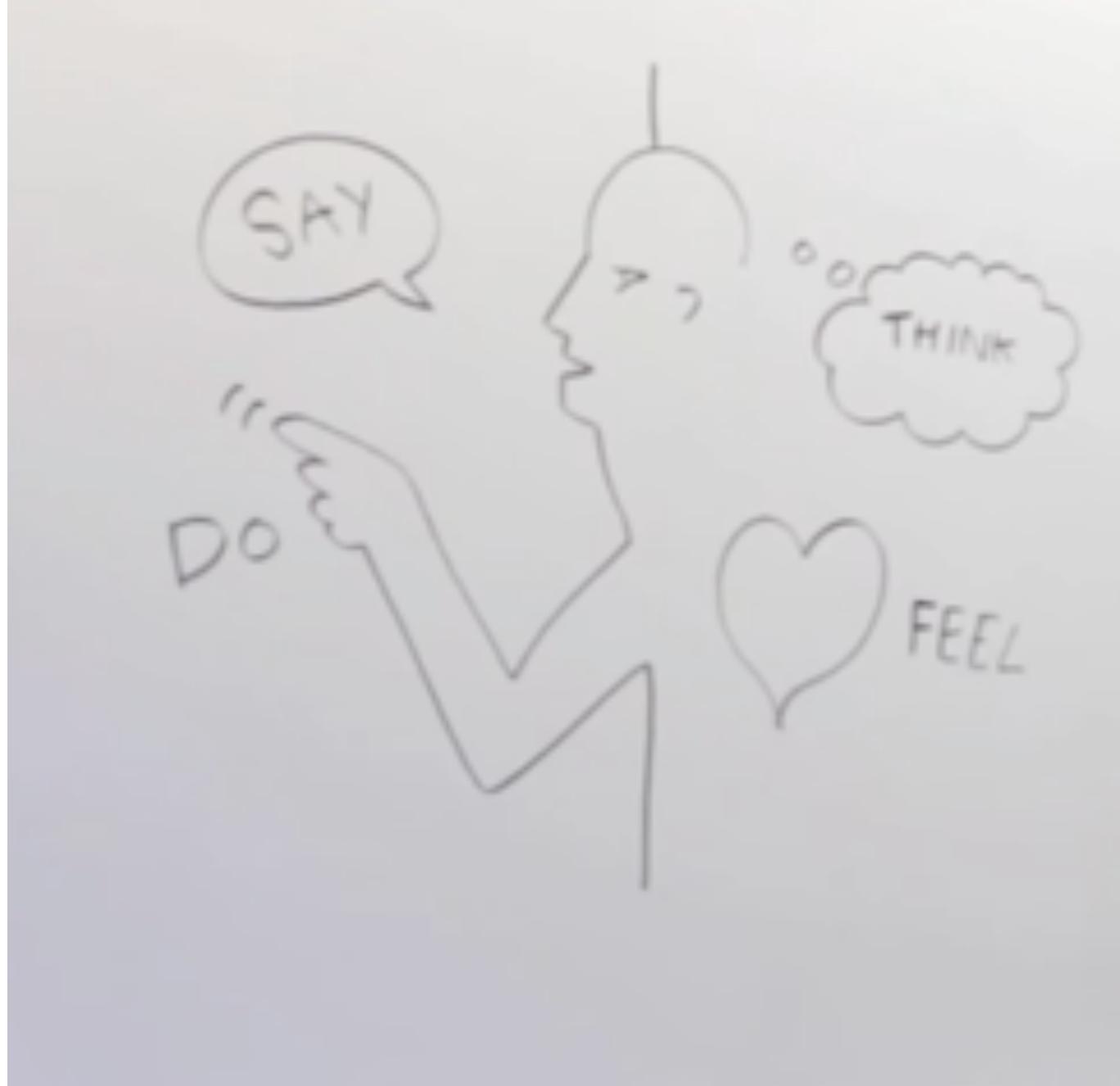
TO:
WILLY-WATCHELF
JANE THE MOON.
THE WILD WEST
Foto.

W.W.





Liu Bolin



METHOD

EMPATHY MAP

WHY use an empathy map

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

HOW to use an empathy map

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

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

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

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

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

.. 15 ..

d.



SAY

THINK

DO

FEEL



Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:

① WHO are we empathizing with?

Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

GOAL

② What do they need to DO?

What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

⑦ What do they THINK and FEEL?

PAINS

What are their fears,
frustrations, and anxieties?

GAINS

What are their wants,
needs, hopes and dreams?

⑤ What do they HEAR?

What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second hand?

③ What do they SEE?

What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

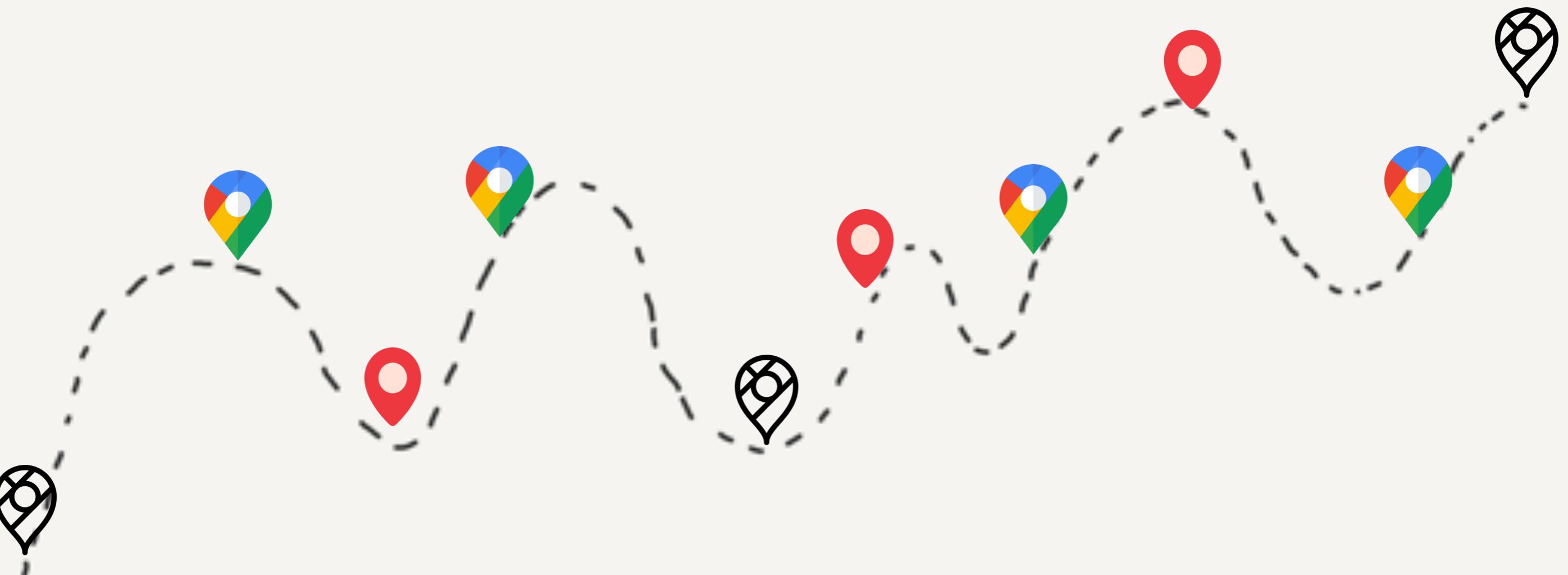
④ What do they SAY?

What have we heard them say?
What can we imagine them saying?

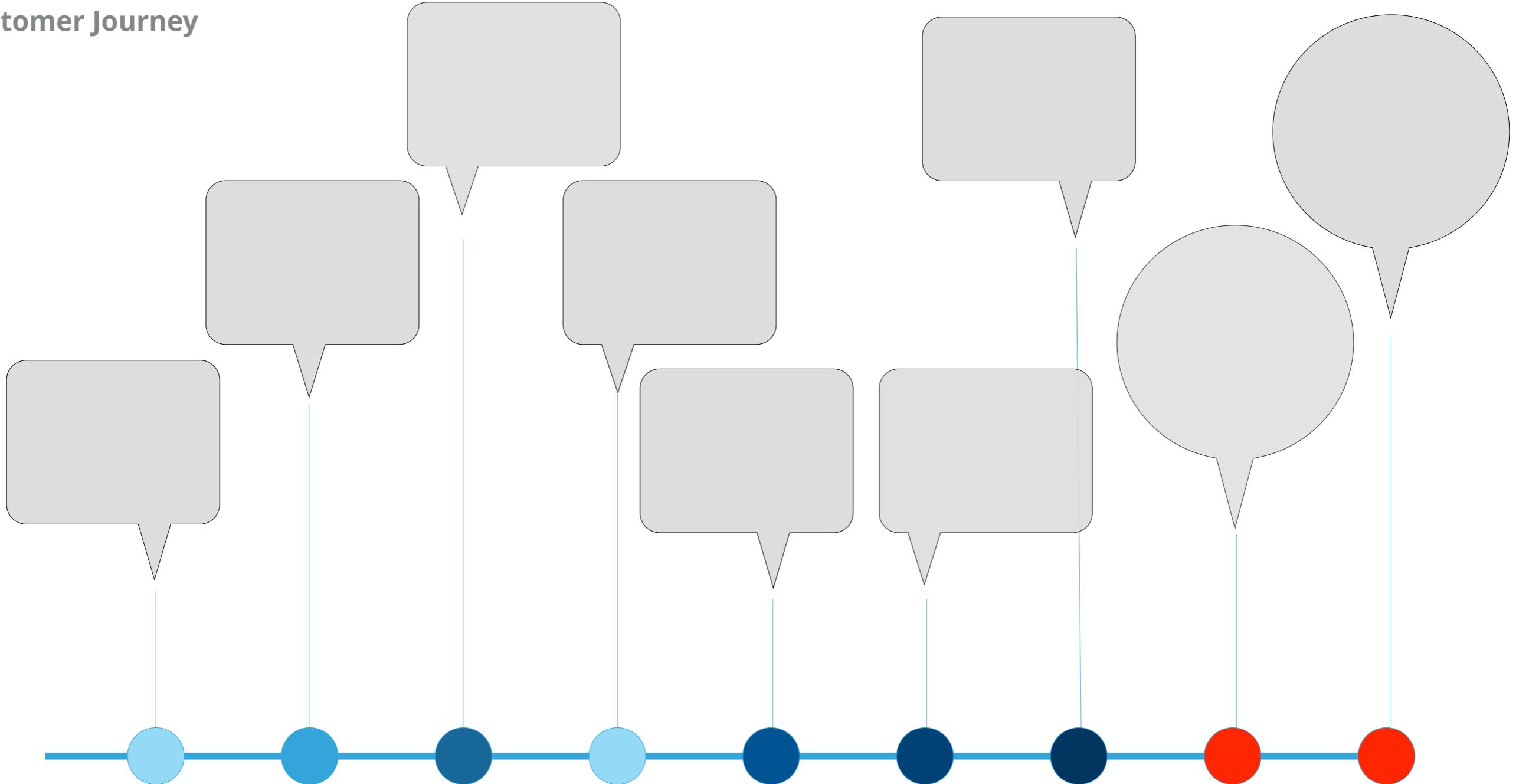
⑥ What do they DO?

What do they do today?
What behavior have we observed?
What can we imagine them doing?

What other thoughts and feelings might motivate their behavior?



Customer Journey



...

Nom du Touchpoint / Point de contact	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

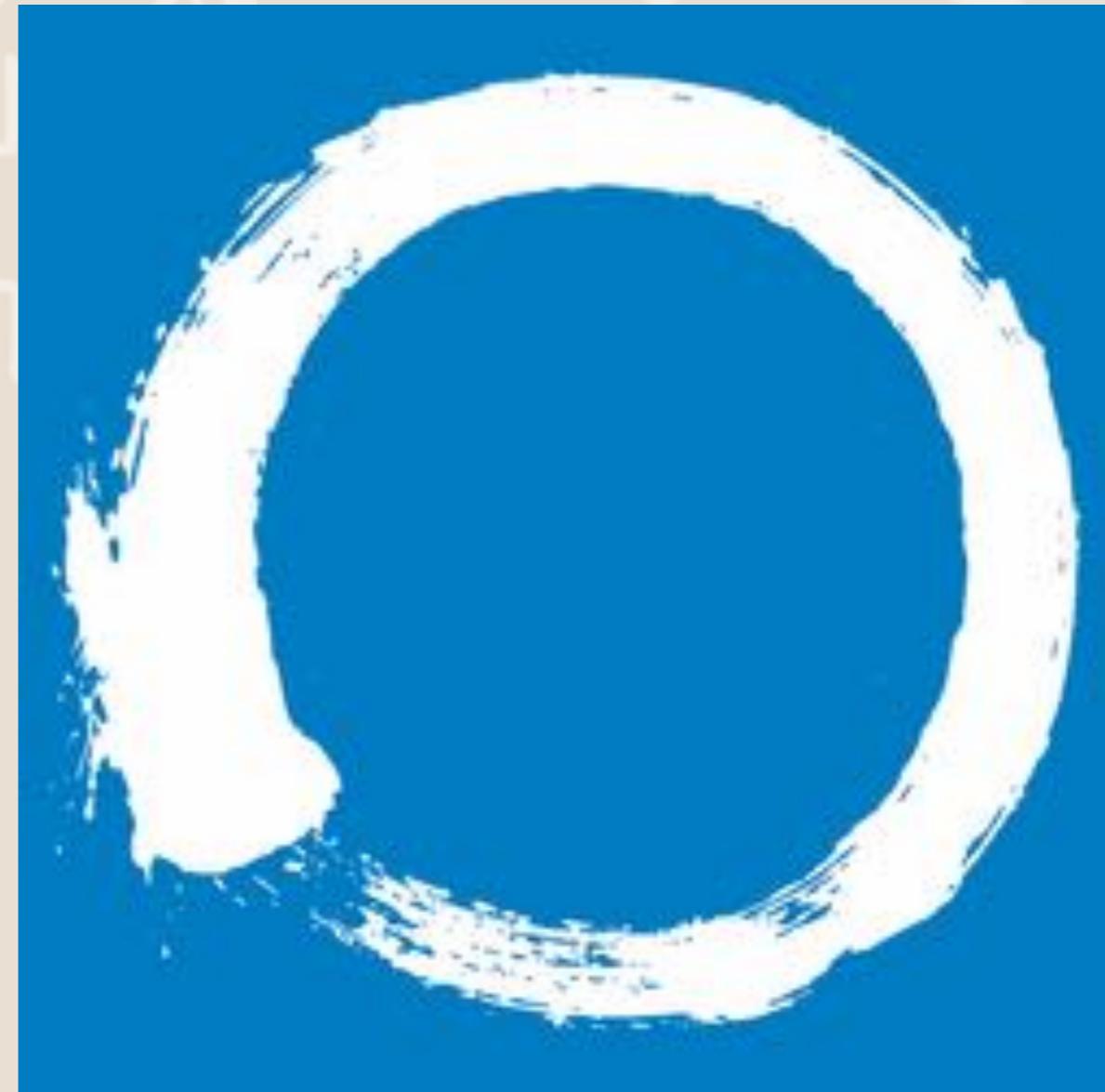
Channel / Canal							
-----------------	--	--	--	--	--	--	--

Interaction du client							
-----------------------	--	--	--	--	--	--	--

Interaction de la marque							
--------------------------	--	--	--	--	--	--	--

Avis du client perçu par le client							
------------------------------------	--	--	--	--	--	--	--

Décalage avec le positionnement voulu							
--	--	--	--	--	--	--	--





Do More With Less

Lean Management

Pizza team

MVP (minimum viable product)

POC (proof of concept)



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION



Key TakeAways

ce qu'il faut retenir



GRENOBLE
ECOLE DE
MANAGEMENT
TECHNOLOGY & INNOVATION

une école
de la CCI GRENOBLE



1. user
2. user
3. user
4. user
5. user

TOOLS

Enquête Tiers Lieux

TIERS LIEUX

enquête de l'agglo

Indépendants, salariés, étudiants, retraités,
créez ou développez votre activité dans un lieu convivial
et au sein d'un écosystème dynamique



Jusqu'au **vendredi 30 novembre**
répondez à l'enquête sur
www.agglo-tlp.fr

Un Tiers-lieu est un espace où l'on peut travailler, créer,
se rencontrer, se réunir et échanger.

Un lieu propice pour partager librement ressources,
compétences, savoirs...

#Tiers-lieux #Coworking
#Télétravail
#Espaces collaboratifs

tarbes
lourdes
pyrénées
Comminges Agglomération

Près de 1800 tiers lieux en France

(1463 identifiés par la mission)

Hauts-de-France

MÉTROPOLE	46
HORS MÉTROPOLE	29

Normandie

MÉTROPOLE	9
HORS MÉTROPOLE	19

Bretagne

MÉTROPOLE	42
HORS MÉTROPOLE	44

Près de 1800 tiers lieux en France

(1463 identifiés par la mission)

Île-de-France

Île-de-France

MÉTROPOLE	279
HORS MÉTROPOLE	37

Bourgogne-Franche-Comté

MÉTROPOLE	13
HORS MÉTROPOLE	54

Grand Est

MÉTROPOLE	29
HORS MÉTROPOLE	38

Auvergne-Rhône-Alpes

MÉTROPOLE	131
HORS MÉTROPOLE	69

Pays de la Loire

MÉTROPOLE	30
HORS MÉTROPOLE	32

Centre-Val de Loire

MÉTROPOLE	14
HORS MÉTROPOLE	23

Nouvelle-Aquitaine

MÉTROPOLE	65
HORS MÉTROPOLE	157

Occitanie

MÉTROPOLE	58
HORS MÉTROPOLE	175

Quatuor	MÉTROPOLE	HORS MÉTROPOLE
Métropole	0	1
Hors métropole	1	0
Martinique	0	1
Mayotte	0	0
La Réunion	0	3
Guyane	0	1
Provence - Alpes Côte d'Azur	73	54
Corse	0	7

Essai de statistique

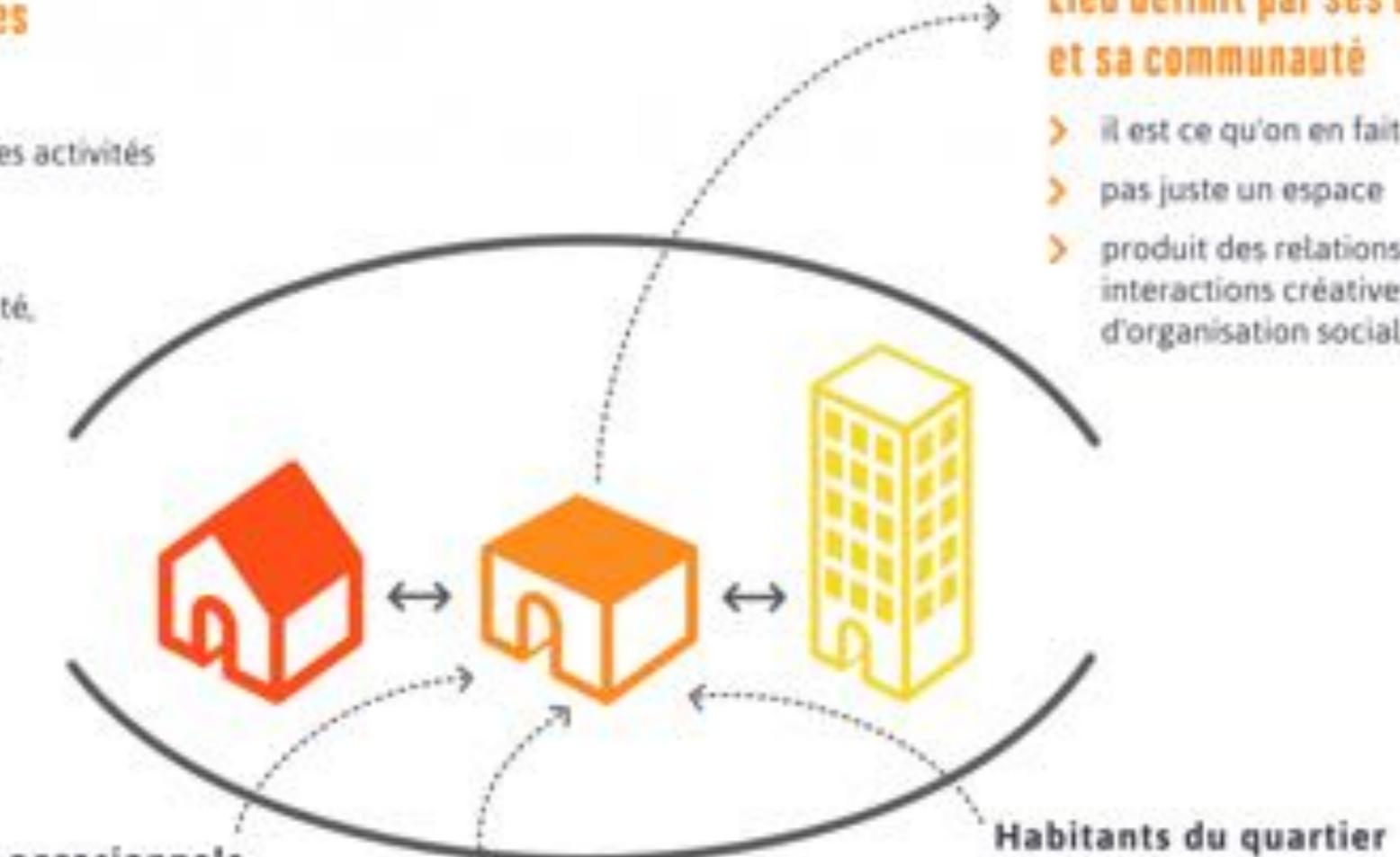
Essai de définition

Les interactions sociales sont centrales

- conversations au centre des activités
- rencontres informelles
 - ouverture, flexibilité, viabilité, convivialité, accessibilité

Lieu définit par ses usages et sa communauté

- il est ce qu'on en fait
- pas juste un espace
- produit des relations humaines, interactions créatives, modes d'organisation sociales et pro



Espace hybride

Espace personnel /ouvert
domicile / travail
convivialité / concentration

Carrefour de la communauté

lieu de passage

Chaque tiers-lieu est différent
MAIS il y a des points communs :

- Créativité
- Favoriser Initiative
- Partage

A collage of various items used for aromatherapy and relaxation. In the foreground, large white letters spell out "PAUSE". Behind them are several small, dark glass bottles with black caps containing essential oils. To the left, there's a small white bowl filled with dried lavender flowers. In the center, a larger brown ceramic bowl contains a mix of dried flowers and white bath salts. A wooden spoon rests in the bowl. Scattered around are more dried flowers, including rose petals and lavender sprigs.

PAUSE