



A black smartphone is shown at an angle, lying on a dark brown wood-grain surface. The screen is white and displays the word "Hello" in a simple, black, sans-serif font, centered on the screen. The phone's camera notch is visible at the top edge of the screen.

Hello

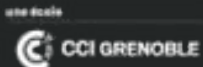
INSPIRING IDEAS AND TALENT
TECHNOLOGY & INNOVATION

INNOVATION & DIGITALISATION DES SERVICES

PAR HUBERT KRATIROFF
9 DÉCEMBRE 2020



**GRENOBLE
ECOLE DE
MANAGEMENT**
TECHNOLOGY & INNOVATION



ACT THINK **IMPACT**





Office Public de l'Habitat de la Communauté d'agglomération du bassin de Bourg-en-Bresse



OFFICE PUBLIC DE L'HABITAT DU DÉPARTEMENT DE L'ARDÈCHE





technology evangelist

full stack marketer

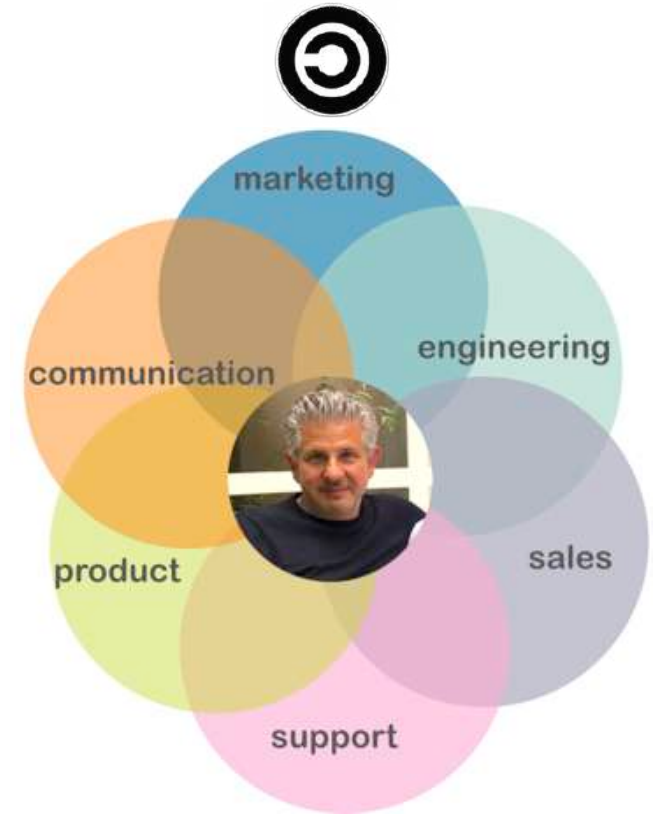
CDDO: chief digital/data officer

DPO: Data Protection Officer

expert **learn marketing, CMI, marcom**

everyday writing, coding & programming

entrepreneur / consultant



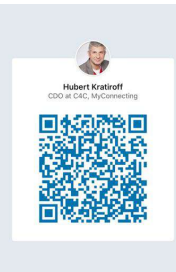
hubert@kratiroff.com



@kratiroff



linkedin.com/in/kratiroff



your
happiness
is my
business

*Aphorisme de Hubert Kratiroff
inspiré par Paul Dubrule / Gérard Pélisson*





CX

EX

UX

experience
phygitale
N°1



lesnouveauxmarketing
.com/op





Hubert Kratiroff

CDO at C4C, MyConnecting





WeChat



Hubert Kratiroff 

France



Scan the QR code to add me on WeChat



lesnouveauxmarketing
.com/op



Les acronymes du marketing moderne



Toute spécialité a son jargon, en attendant un vrai lexique, voici 250 acronymes = pas tous pertinents = du marketing digital... qui est le marketing de tout les jours ! Et même si vous pensez, comme Eliot¹ que ASB (acronyme seriously suck), sachez que TAWYD (Totally Agree With You Guys), mais c'est le langage des entreprises ! Bonne lecture (du moins utile) !
 1. même si Eliot Mark a été Appalée en 2010 (Troll, Sarcasm, SudoCity, Being and previously PayPal ou encore)

AAA: Average active sessions
AAO: Advised Advertising Creativity
ARRR: Acquisition, Activation, Retention, Referral, Revenue
ABC: Always Be Closing
ABM: Account Based Marketing
ABT: AB testing
ACEE: Association pour commerce et services en ligne (ACEE: Association de l'Economie Numérique)
ADX: Ad Exchange platform
AdTech: Advertising Technology (cf. MarTech)
ADX: Google DoubleClick Ad Exchange platform
ADA: Attention Interest Desire Action "First Purchase Funnel"
AMA: Ask Me Anything
AMP: Accelerated Mobile Pages de Google
APP: Application (cf. program designed to run on mobile devices)
API: Application program interface (cf. SaaS)
AR: Augmented Reality (ou RA)
ARPU: Average revenue per user
ARR: average recurring revenue (cf. annual)
ASO: App Store Optimization (cf. Search)
ASF: Apache Software Foundation
ASP: Application service provider AssurTech (cf. insurtech)
AtkAd: Anytime Anywhere Anydevice
AtkAdAC: AtkAd + AnyCustom
ATP: Above the fold (au dessus du pli, donc visible - cf. BTF)
ATL: above the line (cf. BTL & media)
AWD: Adaptive web design (cf. RWD)
BAT(X): Baidu Alibaba Tencent Xiaomi (ou, (BAFA))
BANT: formula: Budget, Authority, Need, Timeline (developed by IBM)
BAU: Business As Usual
BI: Business Intelligence
BMG: Business Model Generation by Alex Osterwalder
BOB: Best of Breed

BOFU: Bottom Of Funnel (cf. ToFu)
BPM: Business Process Management
BR: bounce rate (taux rebonds à une seule page ou non réception d'un email)
BRSC: 3 months competing with Track and No-IT
BT: Below the fold (au dessous du pli, donc invisible - cf. ATP)
BTL: below the line (cf. ATL & hors media)
BtoG: Business to Government
BtoB: Business to Retail
BYOD: Bring your own device (cf. CYOD)
CAC: Customer Acquisition Cost (ou cycle d'activité client entrée du parcours (CAC))
CAD: communication audiovisuelle dynamique (cf. DOOH & digital signage)
CCO: Chief Customer Officer
CCU: cf. UCC
CCV: Carter des Changes
CD: customer digital journey
CEO: Chief Digital Officer (ou Chief Data Officer)
CDN: content delivery network / réseau de diffusion de contenu (AKAMA)
CDP: Customer Data Platform (it's more than a DMP and CRM)
CEM: Customer Experience Management
CES: Customer Effort Score
CGI: Computer-generated imagery
CHO: Chief Happiness Officer
CLI: command line interface
CLV: Customer Lifetime value
CM: Community Manager
CMC: Communication Marketing intégrée (MCI)
CMO: Chief Marketing Officer
CMS: Content management system
CNL: Commission Nationale Informatique et Liberté (cf. RGPD)
COOC: Corporate Open Online Course
COE: Cost Of Sale

CPA: collective performance of acquisition
CPA: Cost per action (cf. acquisition)
CPE: Cost per click: amount of money required to produce a single click (cf. Cost-per-Customer)
CPV: Cost per completed view (CPCV = Cost + Completed Views)
CP: Cost per lead
CPM: Cost per thousand (mile)
CT: Cost-per-Transaction
CPV: Cost per view (see also PPV)
CR: Conversion rate
CRM: Customer relationship management
CRO: Conversion rate optimization
CSAT: Customer Satisfaction Score
CSR: Corporate social responsibility (RSE)
CSS: Cascading Style Sheets
CTA: Call to action
CSB: Customer to Business (cf. UGC)
CWC: Customer to Customer
CTR: Click Through rate (number of click on an item/link)
CX: Customer experience (including UX)
CYOD: Choose Your Own Device (cf. BYOD)
CCp: cf. CCO
DAO: Decentralized Autonomous Organization (holonome)
DD: Data Driven Document
DDM: data-driven decision management
DD: data-driven strategy
DL: Digital Learning
DM: Direct mail or Direct message sur Twitter
DMExCo: Digital marketing exposition and conference (Congre, DE)
DMP: Data management platform
DNS: Domain name system (cf. ICANN & registre)
DNVs: Digital Native Vertical Brand
DOOH: Digital Out Of Home (Digital Signage)
DL: Deep Learning

Les 150 définitions Conférence NoLimit



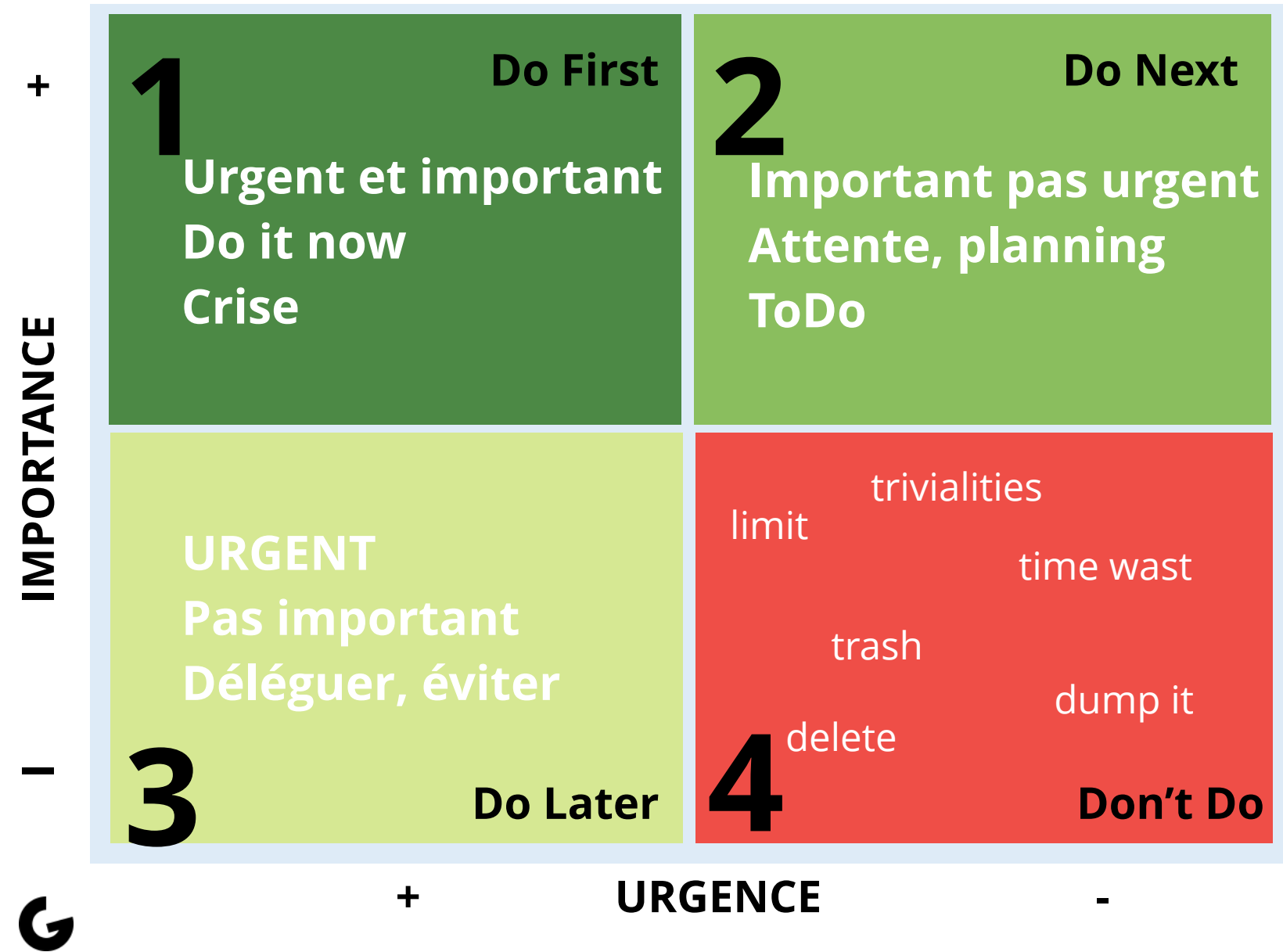
Toute spécialité a son jargon, voici quelques définitions utiles, regroupées par grands thèmes. Pour des questions de cohérence, certaines informations sont reprises avec un angle différent d'un thème à l'autre. La majorité des notions abordées et des définitions données sont d'un niveau très basique, l'objectif de ce document est de permettre un accès facile à ce monde digital qui peut en effrayer certains.

Les 150 définitions - Conférence NoLimit	1
1. AdTech: Advertising Technology	2
2. Agilé, design et plus	4
3. Economy & general	6
4. Juridique	8
5. KPI: Key Performance Indicator	9
6. MarTech: Marketing Technology	13
7. Research (market) & études online	14
8. Réinvestissement (SEARCH)	16
9. TECHNIQUE : inside web	18
Marketing: quelques définitions	21

Leslie Krotzoff

THINKACT

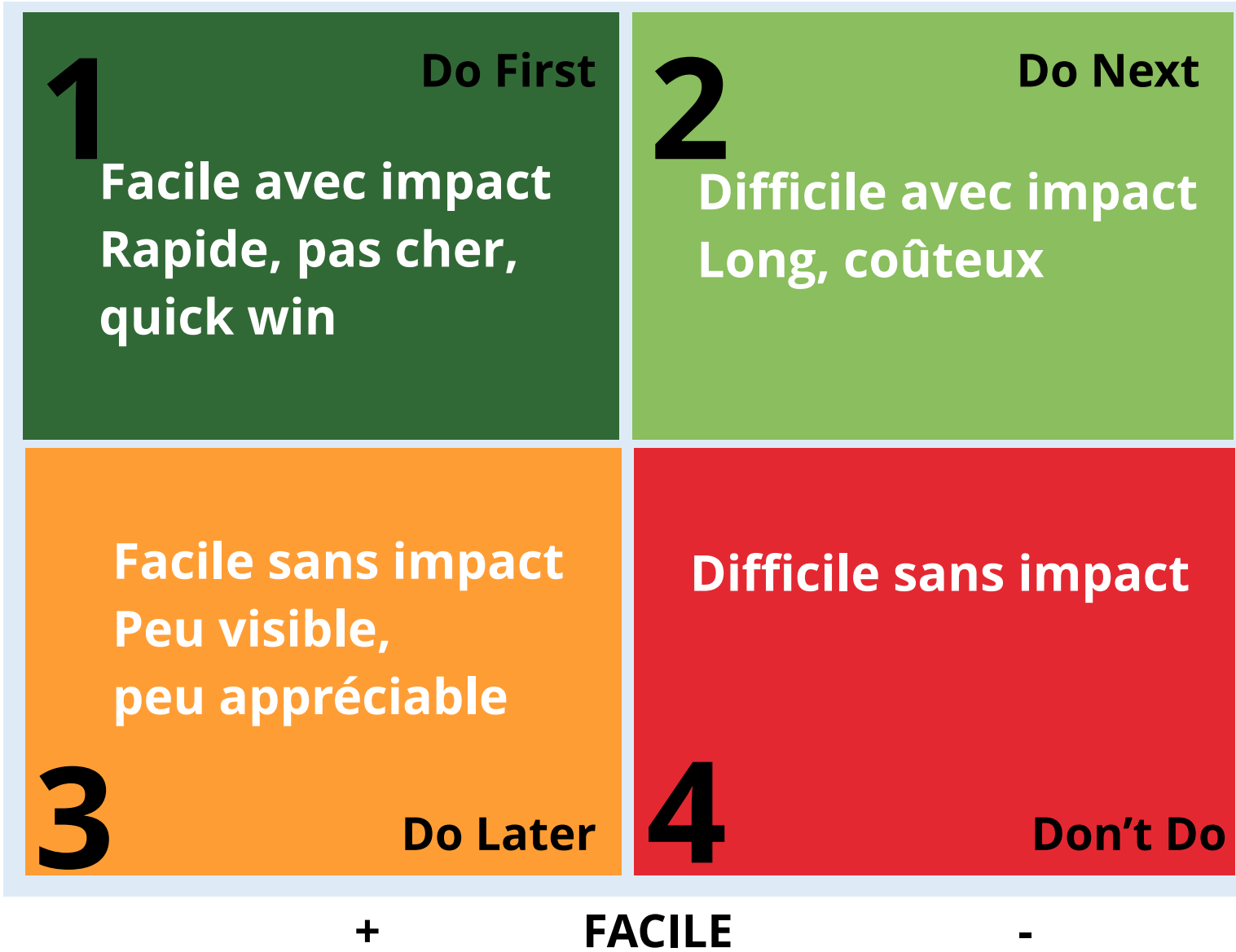




Matrice de Dwight Eisenhower (34th)

do
 delay/defer
 delegate
 delete

Matrice de FOPH





©
technology evangelist
hubert@kratiroff.com

A Venn diagram with five overlapping circles representing business functions: marketing (top), engineering (top-right), sales (right), support (bottom), and product (bottom-left). A central circle contains a portrait of a man.

marketing
communication
product
support
engineering
sales



La définition du mot "Crise" en chinois

Crise

危机

DANGER

OPPORTUNITE

Le mot CRISE est composé de deux caractères. Le premier caractère « danger » représente un homme au bord d'un précipice. Le second, souvent associé au vocabulaire des machines, signifie opportunité / chance lorsqu'il est associé à 會

La sémantique chinoise est dans ce cas plus positive en évoquant le caractère favorable que peut représenter une crise pour une organisation.

#neWWorld



NO LIMIT
NBIC
VUCA



CULTURE
AGILITÉ
SCRUM



STRATÉGIE
CONTENUS
INBOUND



UX
PARCOURS
CLIENT



StoryTelling

NoStory : NoBusiness





Description de l'évolution de l'écosystème, des technologies. Ce nouveau monde, sans limite, va vite, s'infiltrer partout et dans tous les aspects de la vie. De nouveaux outils d'analyse s'imposent

.../...



L'agilité est un outil d'adaptation interne à cette nouvelle économie. Ce changement de culture est primordial pour l'adaptabilité et l'intégration des nouveaux salariés

.../...



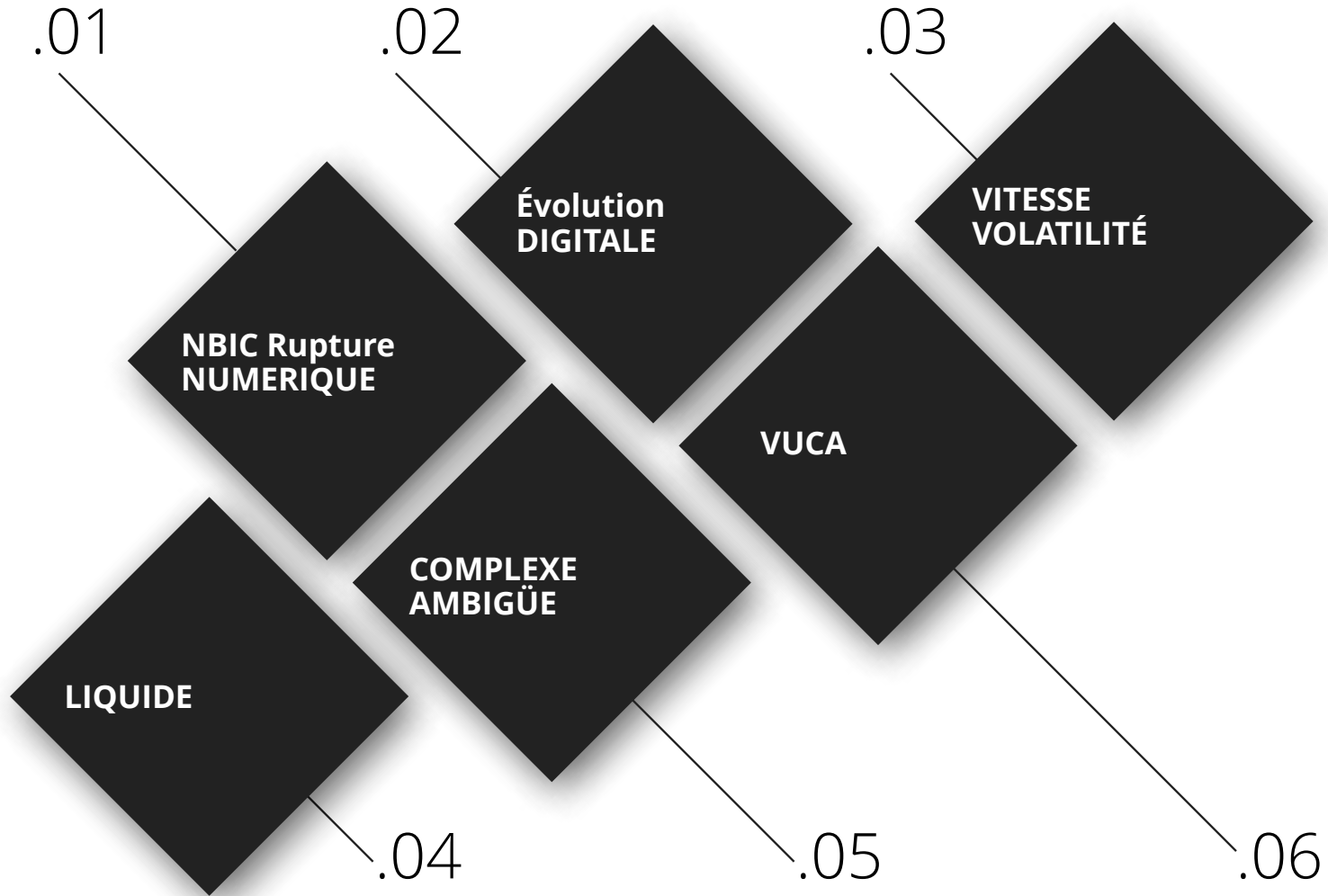
Le contenu éditorial fabriqué par les nouvelles organisations est un des moyens pour résister à la montée des plateformes mondiales. Peu de moyens produisent des miracles

.../...

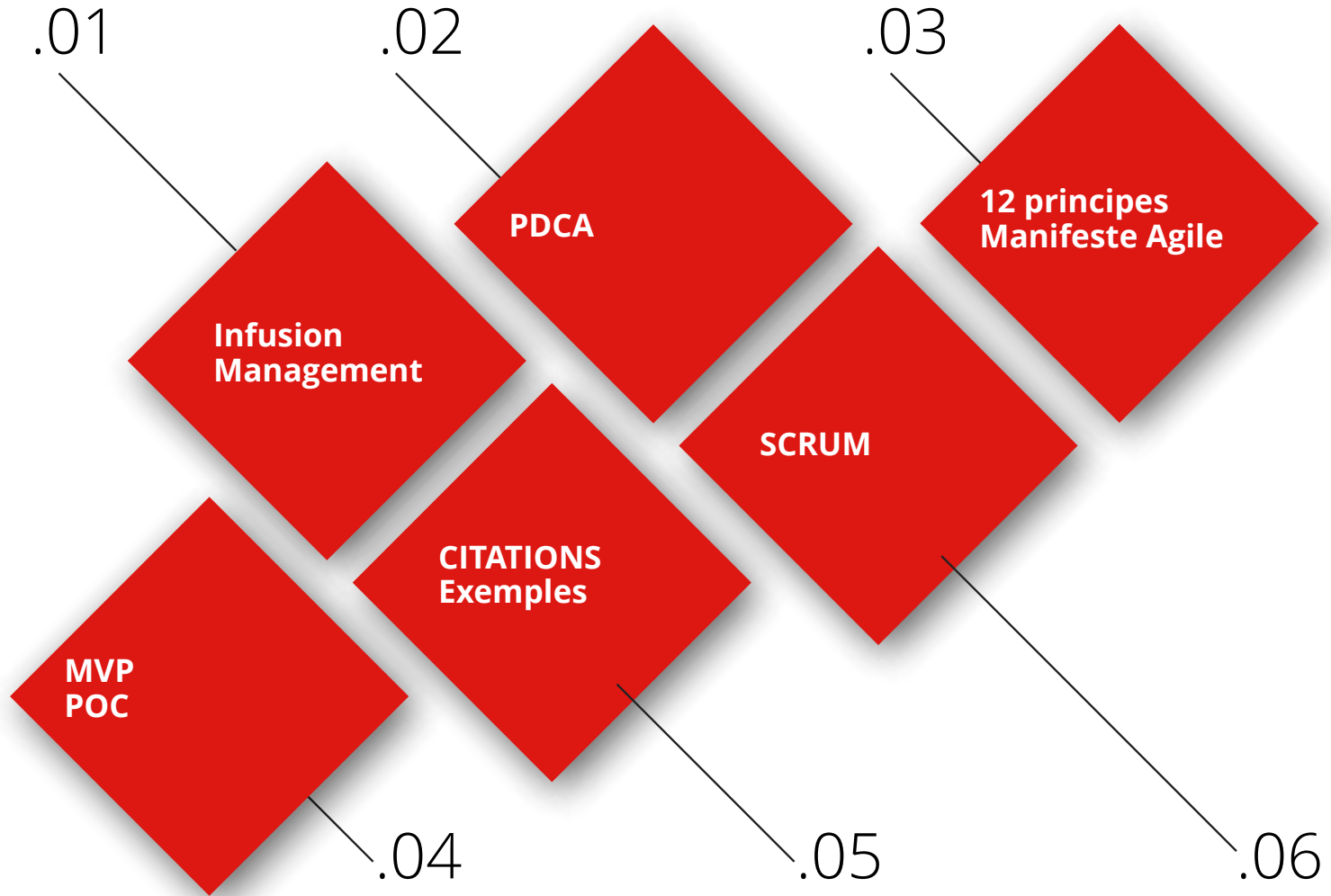


L'objectif global est la satisfaction des nouveaux utilisateurs en leur offrant une expérience parfaite, fluide, agréable et sans irritant. L'expérience utilisateur est centrale.

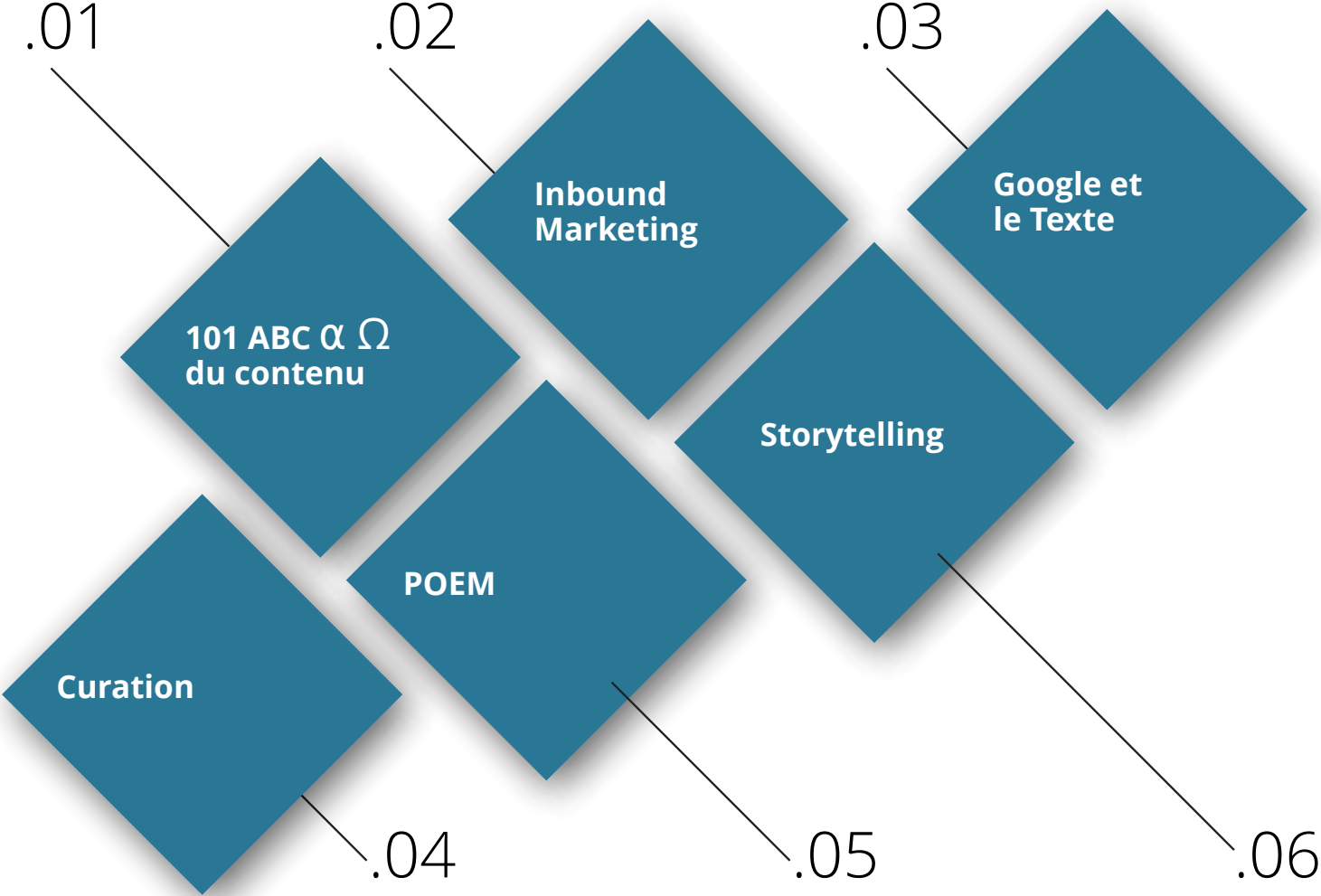
1-NoLimit



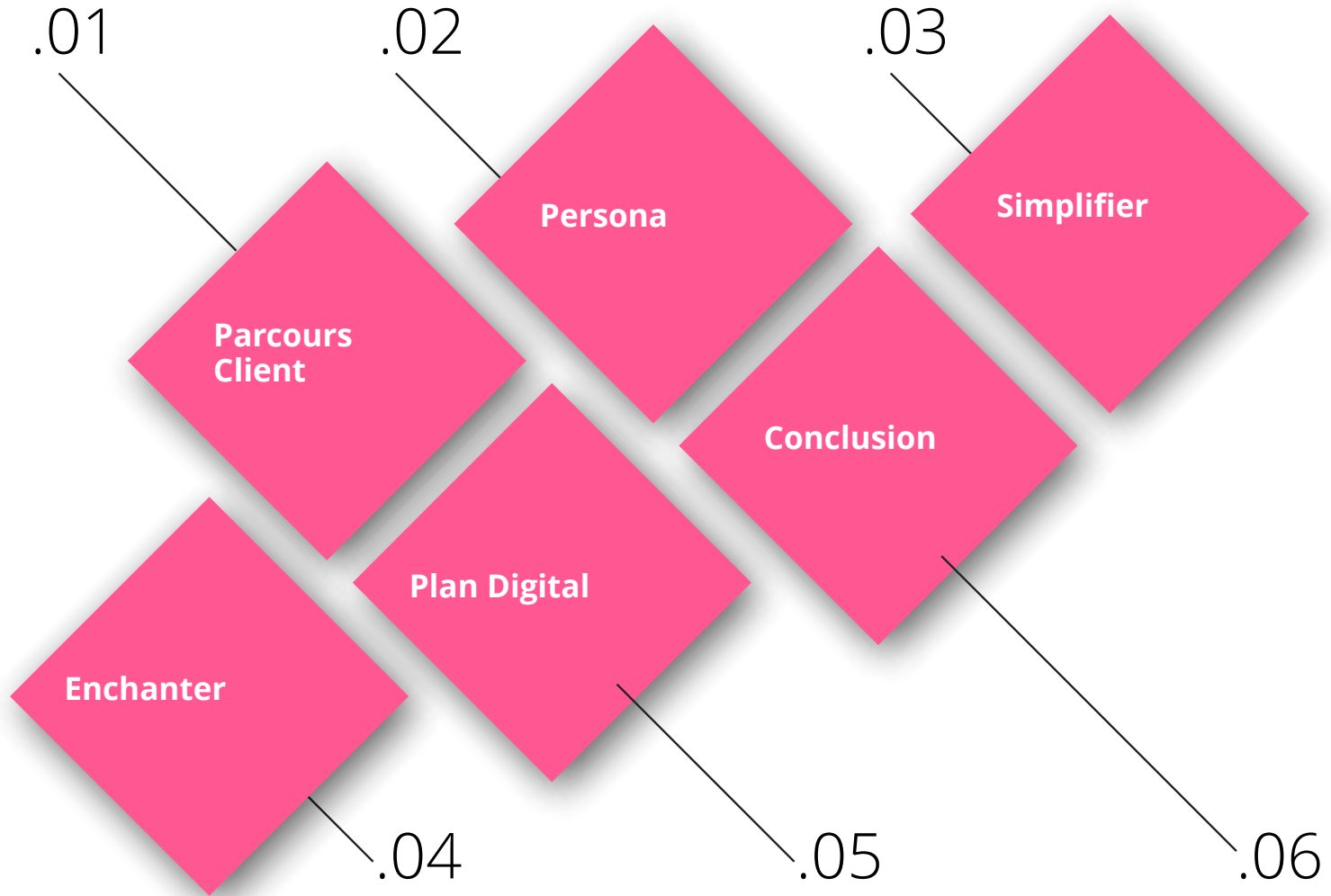
2-Culture



3-Contenu



4-UX



One more thing...

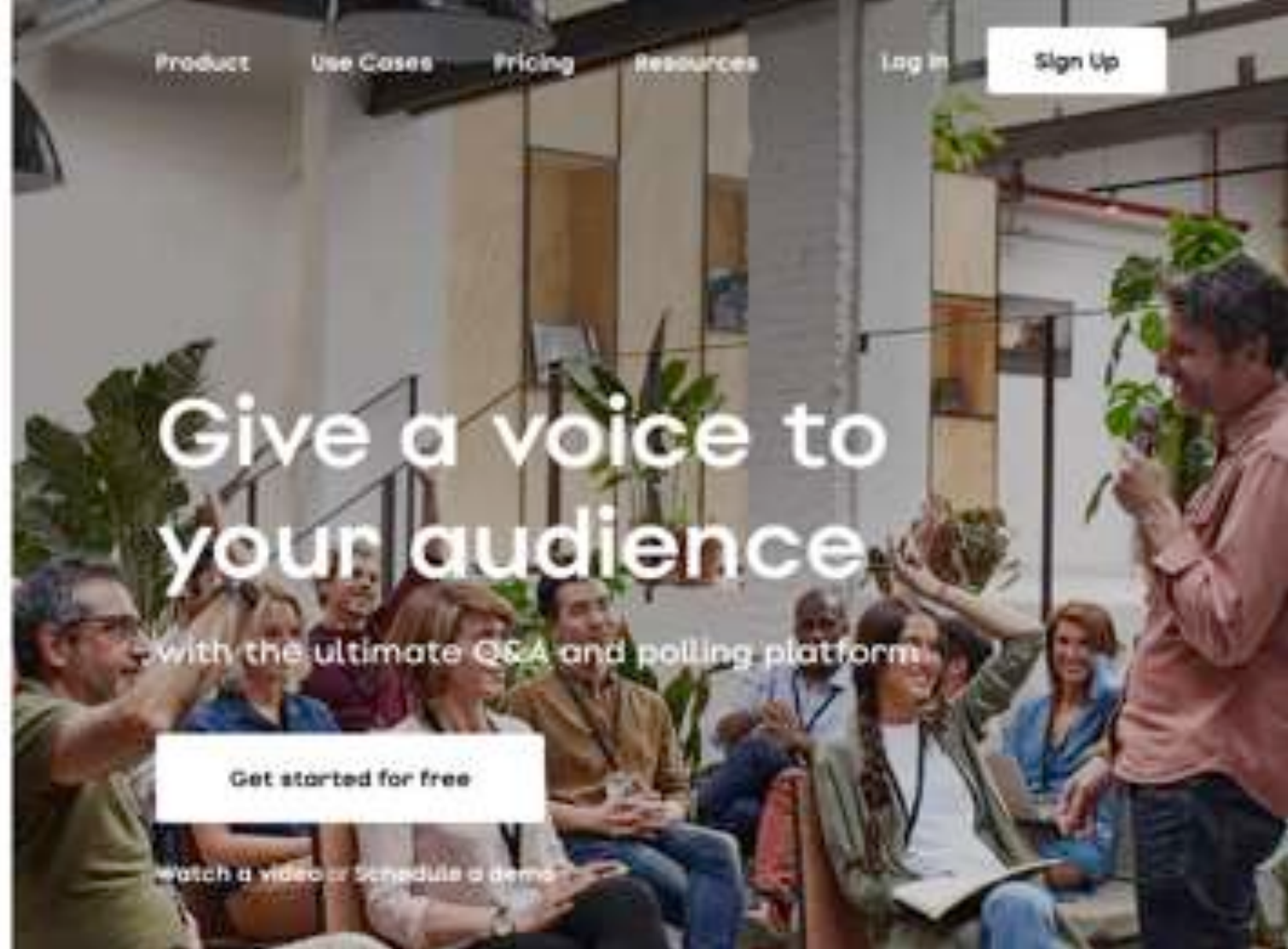


slido

Joining
a m

#gem

Join



The image shows the Slido website landing page. At the top, there is a navigation menu with links for 'Product', 'Use Cases', 'Pricing', 'Resources', 'Log In', and a 'Sign Up' button. The main visual is a photograph of a diverse group of people in a modern office setting, some sitting and some standing, engaged in a discussion. Overlaid on this image is the text 'Give a voice to your audience' in large white font, followed by 'with the ultimate Q&A and polling platform' in a smaller white font. Below this is a white button that says 'Get started for free'. At the bottom of the image, there are links for 'watch a video' and 'Schedule a demo'.

sli.do

ou

slido.com

#gem

- ▶ **SLI.do**
- ▶ **www.beekast.com**
- ▶ **Klaxoon**
- ▶ **Kahoot**
- ▶ **WooClap.com**
- ▶ **www.mentimeter.com/inspiration**



● **transformation digitale**

Terme de recherche

● **digitalisation**

Terme de recherche

+ Ajouter une comparaison

France ▾

De 2004 à ce jour ▾

Toutes catégories ▾

Recherche sur le Web ▾

Évolution de l'intérêt pour cette recherche ⓘ







NoLIMIT
NBIC
VUCA



CULTURE
AGILITÉ
SCRUM



STRATÉGIE
CONTENUS
INBOUND



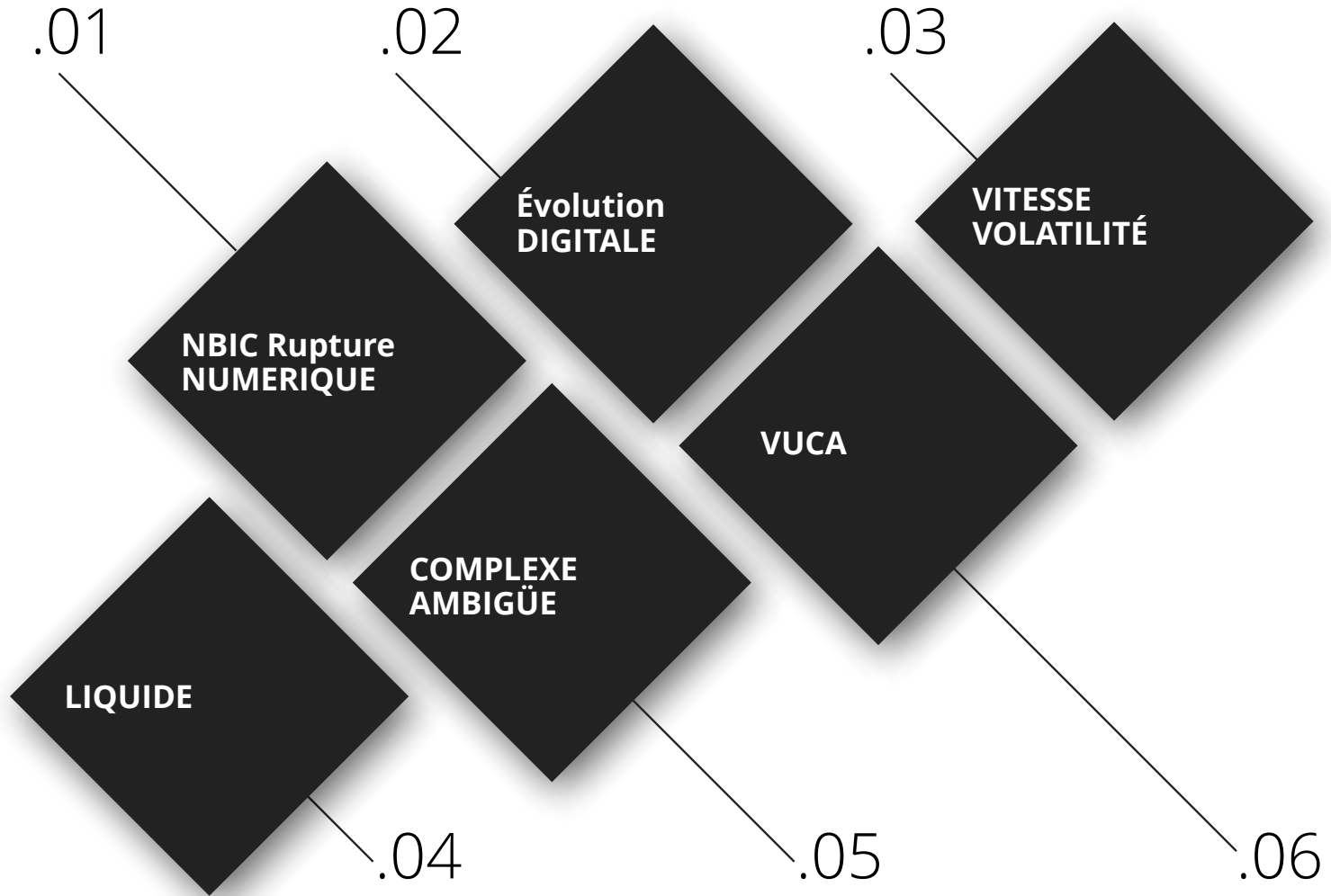
UX
PARCOURS
CLIENT



NOLIMIT



1-NoLimit



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



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

4^{ème} révolution industrielle

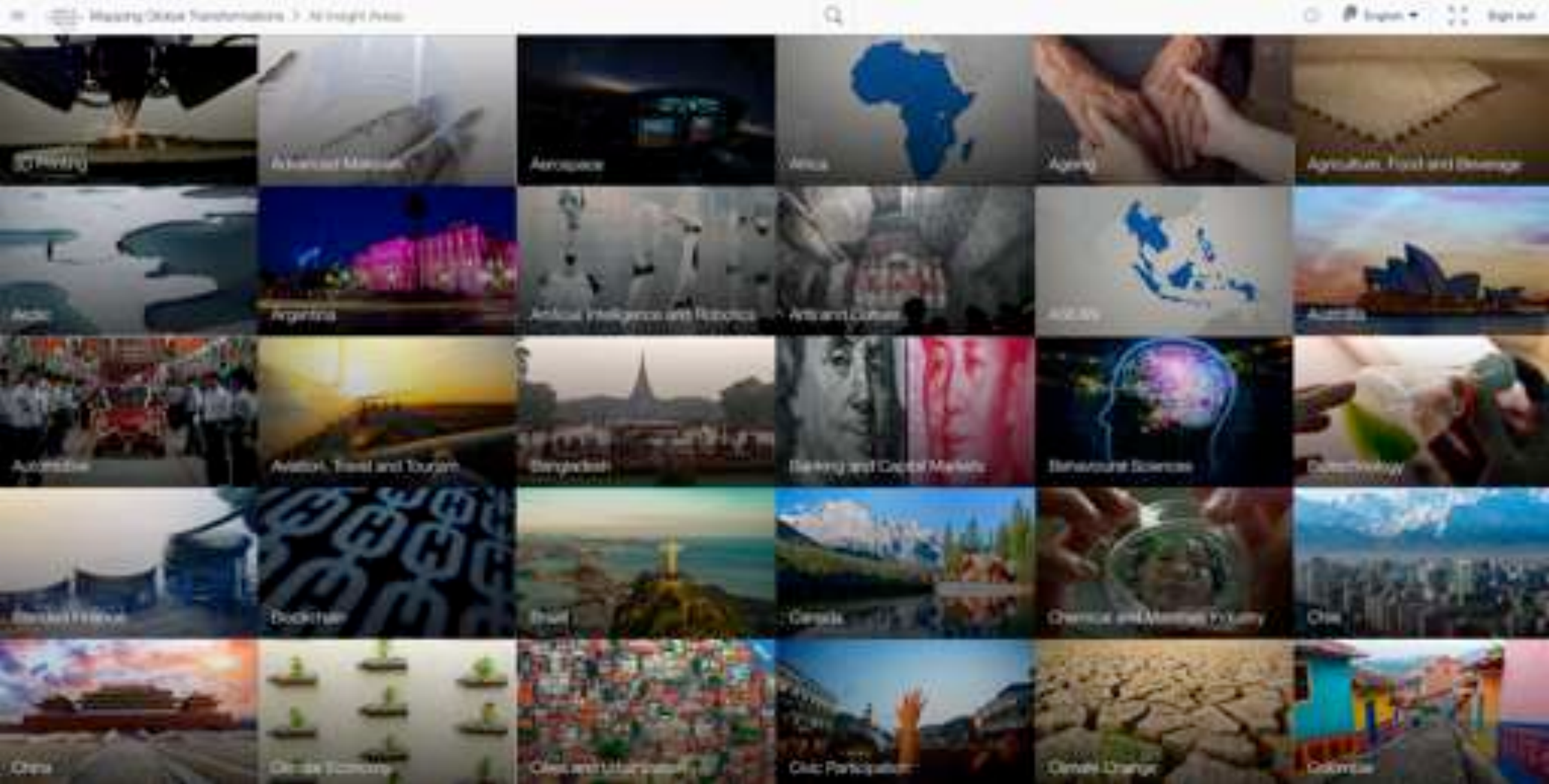
Vapeur + moteur

Électricité

Informatique

IA







3^{ème} révolution industrielle

Vapeur + moteur

Électricité

NBIC (NTIC)

THE
THIRD
INDUSTRIAL
REVOLUTION

HOW LATERAL POWER
IS TRANSFORMING ENERGY,
THE ECONOMY, AND THE WORLD



JEREMY RIFKIN

NBIC



NBIC

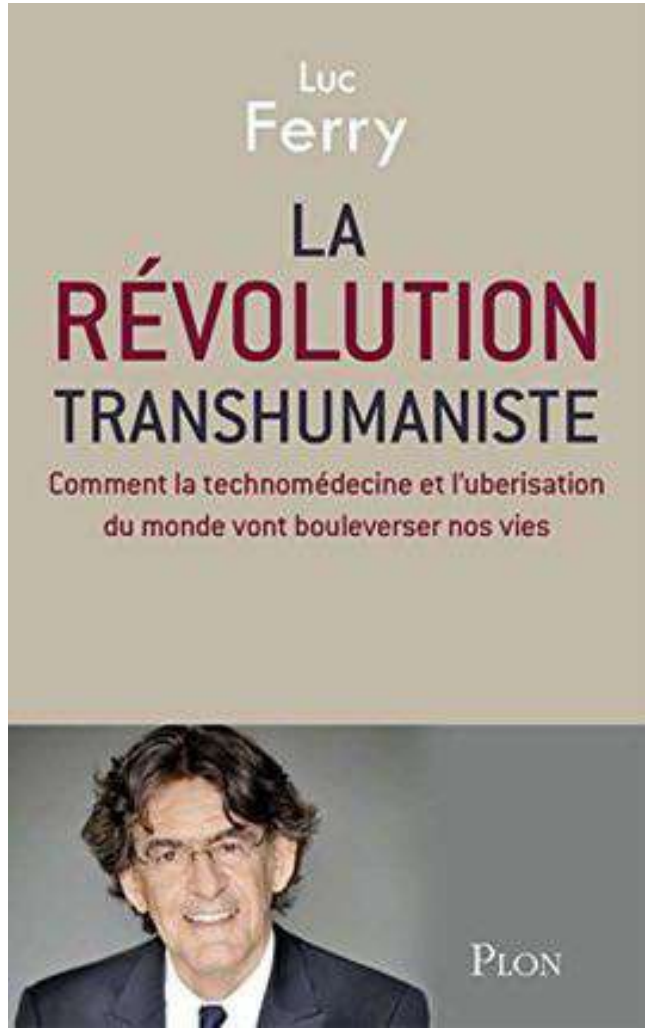
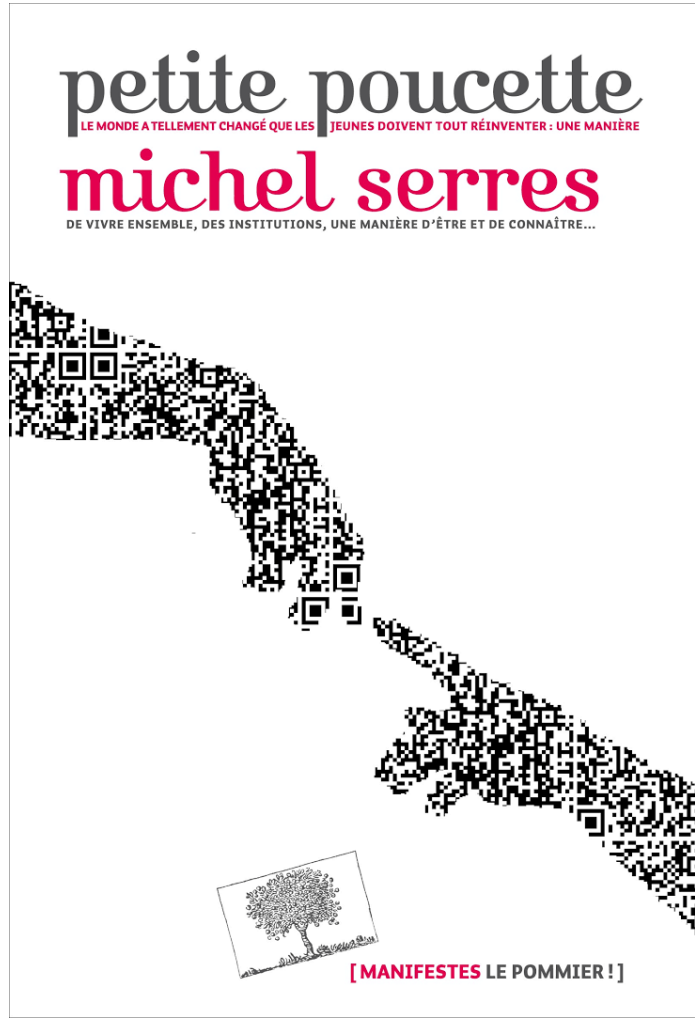
Nano (techno, matériaux)

Bio (techno, mimétisme)

Informatique (IOT, 3Dprint,
Blockchain, Quantique, Algorithmes)

Cognitif (IA, ML, MOOC, edTech,
apprentissage adaptif)





Michel SERRES

-3000 écriture

1450 imprimerie/chiffre

2000 NBIC

Luc FERRY

1800 Vapeur

1900 Électricité

2000 NBIC



GRENOBLE
ECOLE DE
MANAGEMENT
TECHNOLOGY & INNOVATION

avec le soutien de



Gutenberg



Zuckerberg Sandberg







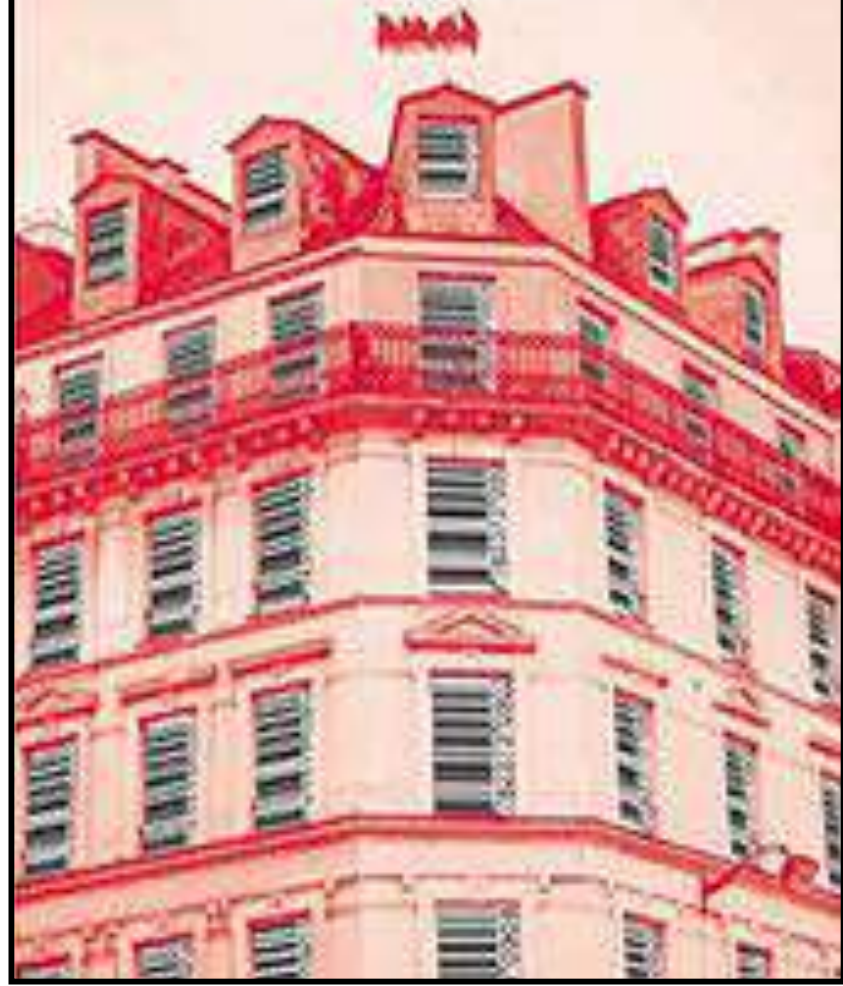
JEAN-LOUIS
MISSIKA
PIERRE
MUSSEAU

Des
robots dans
la ville

Tallandier

**COMMENT
LES VOITURES AUTONOMES
VONT CHANGER
NOS VIES**

airbnb
la ville ubérisée
ion brossat



Vos plats préférés, livrés avec Uber

 Saisissez l'adresse de livraison

[Voir les restaurants](#)

Paris - Livraison de repas





/the social dilemma

...

**si vous ne payez rien,
c'est que**

VOUS êtes le produit

NO LIMIT



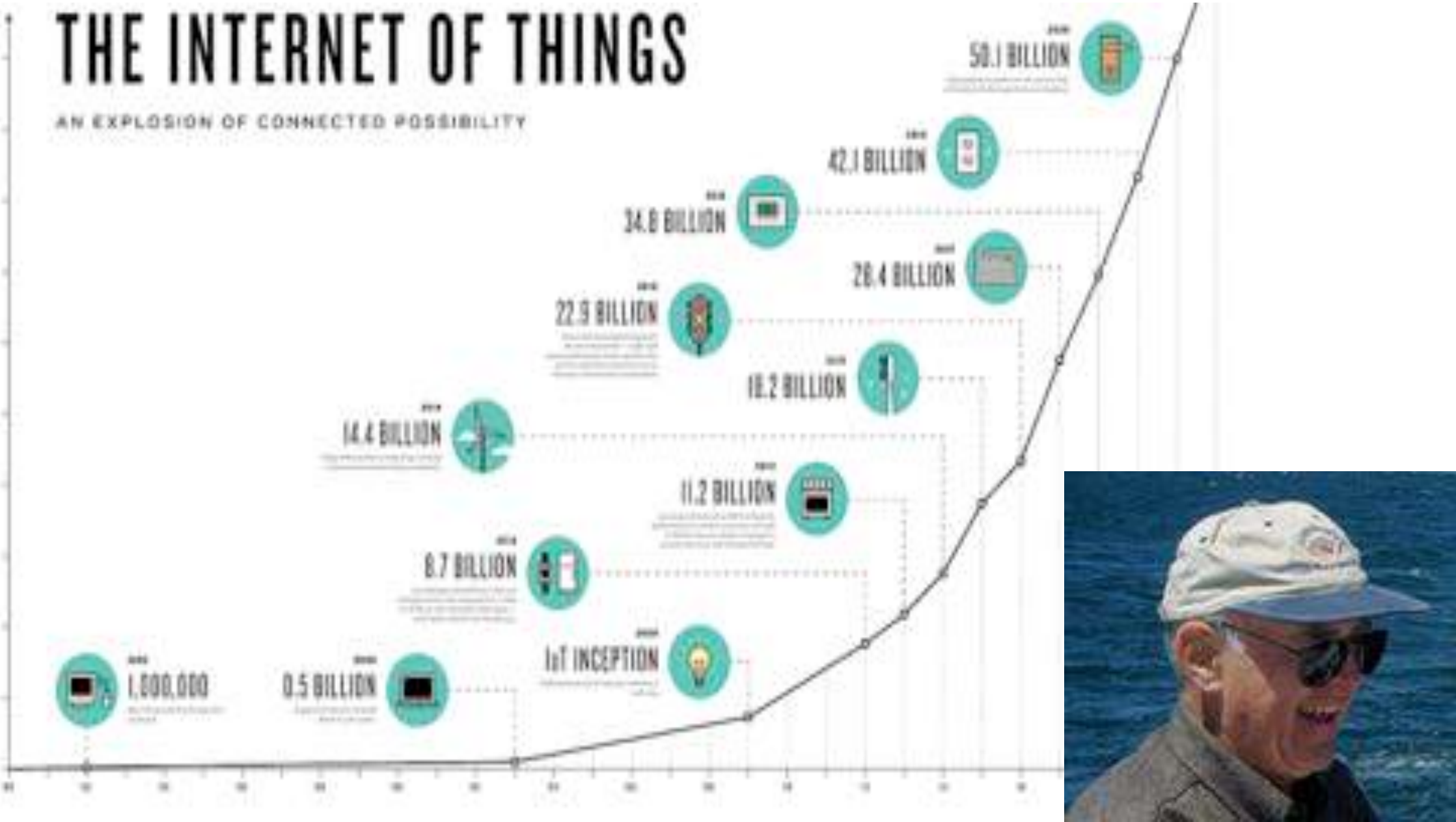
Moore

Gordon

G

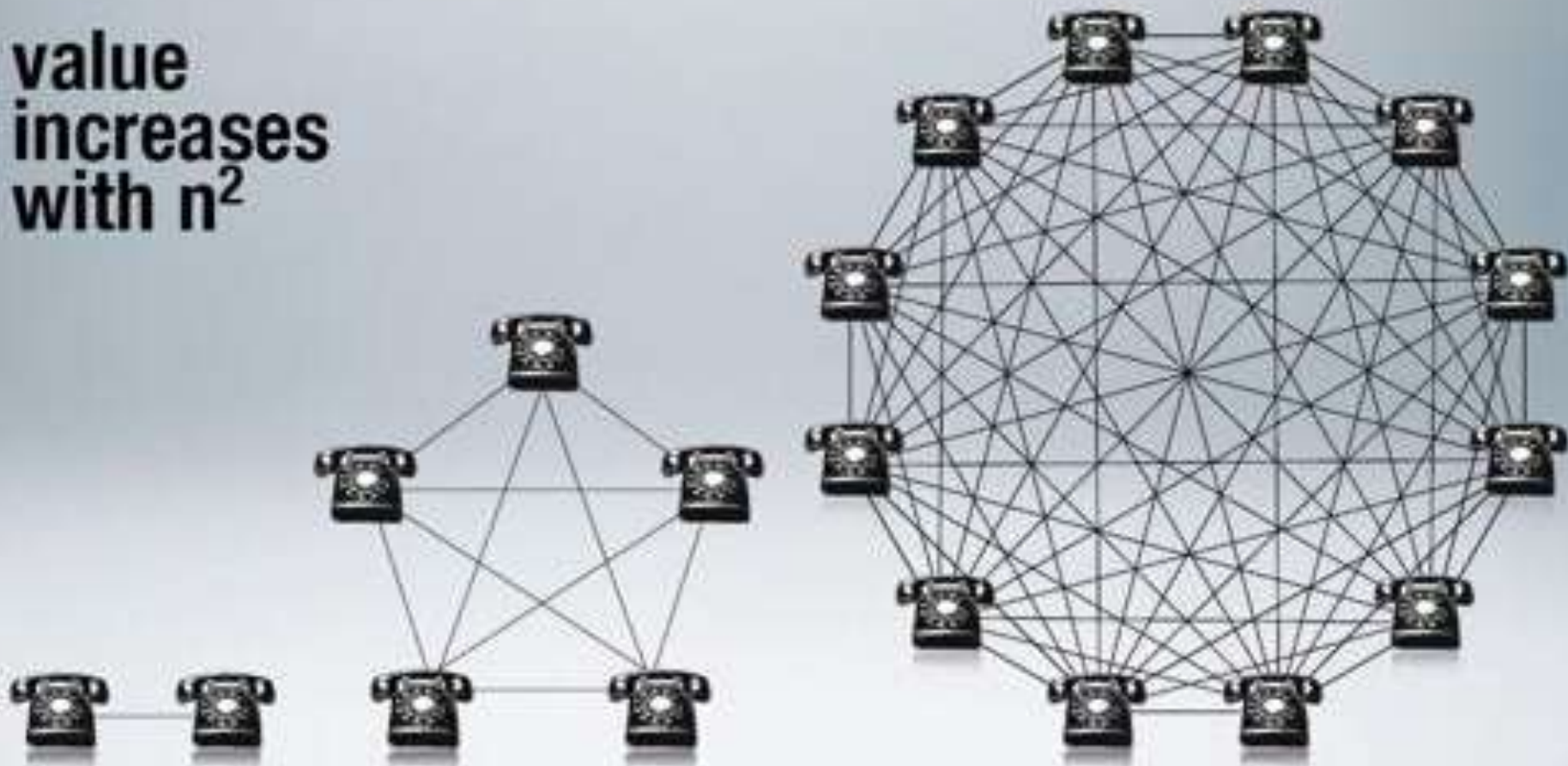
THE INTERNET OF THINGS

AN EXPLOSION OF CONNECTED POSSIBILITY



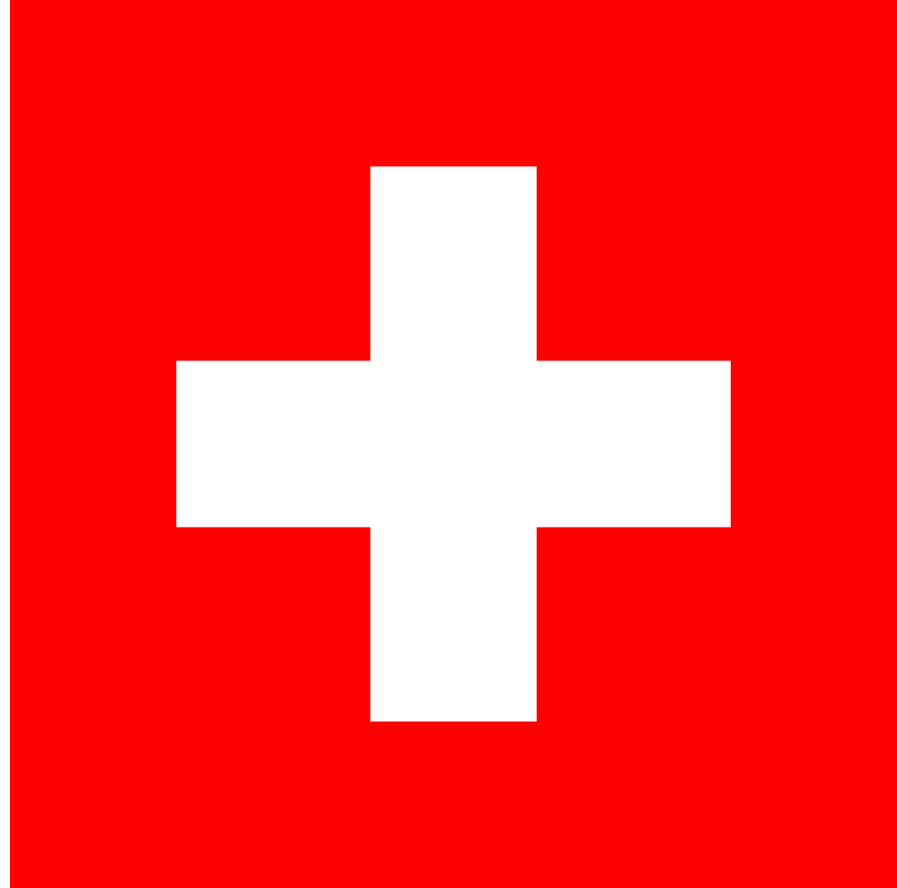
METCALFE'S LAW

value
increases
with n^2





ROLEX

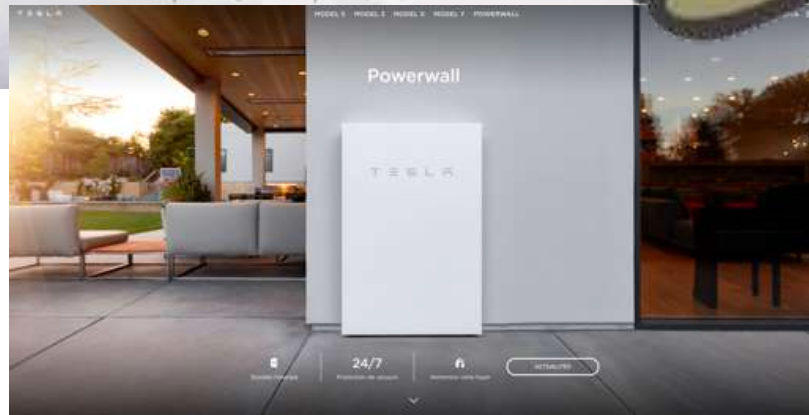
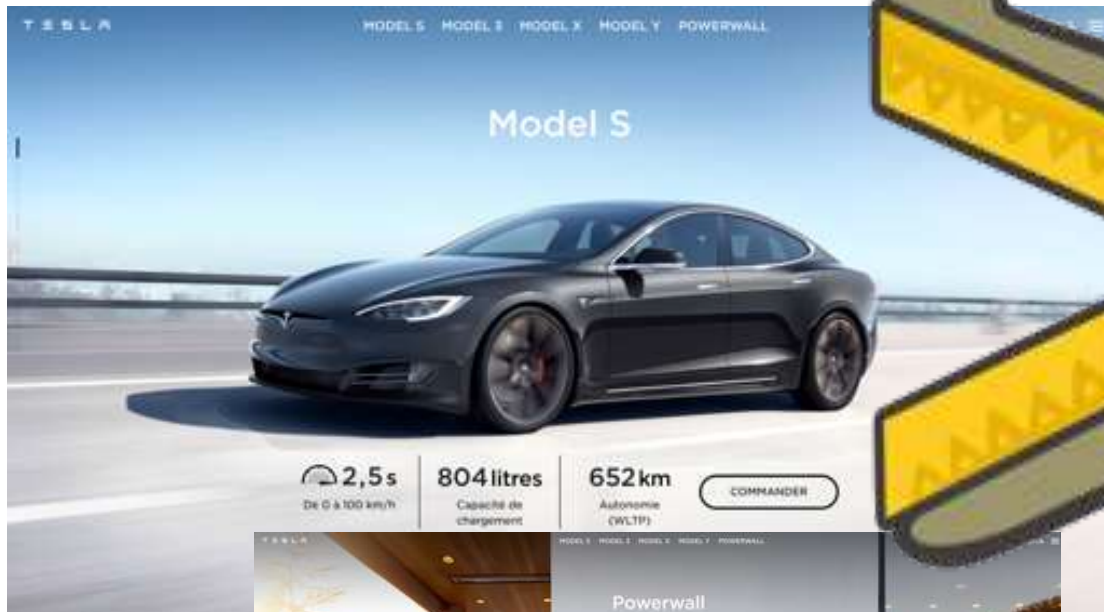


NETFLIX



Disney







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



GAFA, quoi ?

G A F A

N A T U

B A T

G

GAFA

Google Amazon Facebook Apple Microsoft Salesforce Huawei

MSH

NATU

Netflix Airbnb Tesla Uber Booking Expedia Yandex

BEY

BATX

Baidu Alibaba Tencent Xiaomi Bytedance DJI Hikvision

BDH



THE WORLD LEADER IN ONLINE TRAVEL & RELATED SERVICES



Booking.com

The global technology leader in connecting travelers with the world's choice of holiday stays by sea.



Priceline

Offering the best in cars and more than 100,000 hotels in 100+ countries.



KAYAK

The world's leading travel search engine and a platform to help people experience the world by discovering their favorite travel deals.



Agoda

A global online accommodation reservation provider, a technology innovator and a Singapore-based company.



Rentalcars.com

The world's largest online car rental provider.





OpenTable

The world's leading provider of online restaurant reservations.

Elon Musk dévoile un premier aperçu de la version test du Starship



	2006	Brand Value 2006 \$MIL.	2017	Brand Value 2017 \$MIL.
1	 Microsoft	62,039	 Google	245,581
2		55,834		234,671
3	 Coca-Cola	41,406	 Microsoft	143,222
4	 中国移动 China Mobile	39,168	 amazon	139,286
5	 Marlboro	38,510	 facebook	129,800
6	 Walmart	37,567	 AT&T	115,112
7	 Google	37,445	 VISA	110,999
8	 IBM	36,084	 Tencent INC.	108,292
9	 citi	31,028	 IBM	102,088
10		30,201	 McDonald's	97,723

NO LIMIT







Black Mirror
NOSEDIVE (S03E01)
Entire History of you (S01E03)
Credit Social : note de confiance





Social Selling Dashboard



Hubert Kratiroff

CDO at CX-convers,
MyConnecting, GEM / DEV &
public speaker

Top 2%

Industry SSI Rank

Top 5%

Network SSI Rank

Social Selling Index – Today

Your Social Selling Index (SSI) measures how effective you are at establishing your professional brand, finding the right people, engaging with insights, and building relationships. It is updated daily. [Learn more](#)







INTRODUCING
amazon go

YouTube

AI + amazon = amazon go



NOEMIN

gov ed ag water
food legal civic travel
-TECH insur
mar prop med
green fin deep
ad

thingonomics (IOT)

GIG

expectation

new

blue

evonomics

sha | ring

micro

macro

offre

economy

neuro

gift

platform

nudge

barter

collaborative

attention

comportementale

market



intelligence

model

law

funding

sha | ring

power

crowd

marketing

open

innovation

lending

collaboration

sourcing



NO LIMIT



74 milliards en 1 jour

2020 天猫双11 全球狂欢季

2020 天猫双11 全球狂欢季 (11.1-11.11)

成交额 **4982 亿**

\$74.10 billion

GMV generated in 10h

AS ONE DAYSALE IN TRADITIONAL MARKET PLAZA

31766 个海外品牌入驻

105 个产业带成交额超 1 亿元

210 万线下小店参与

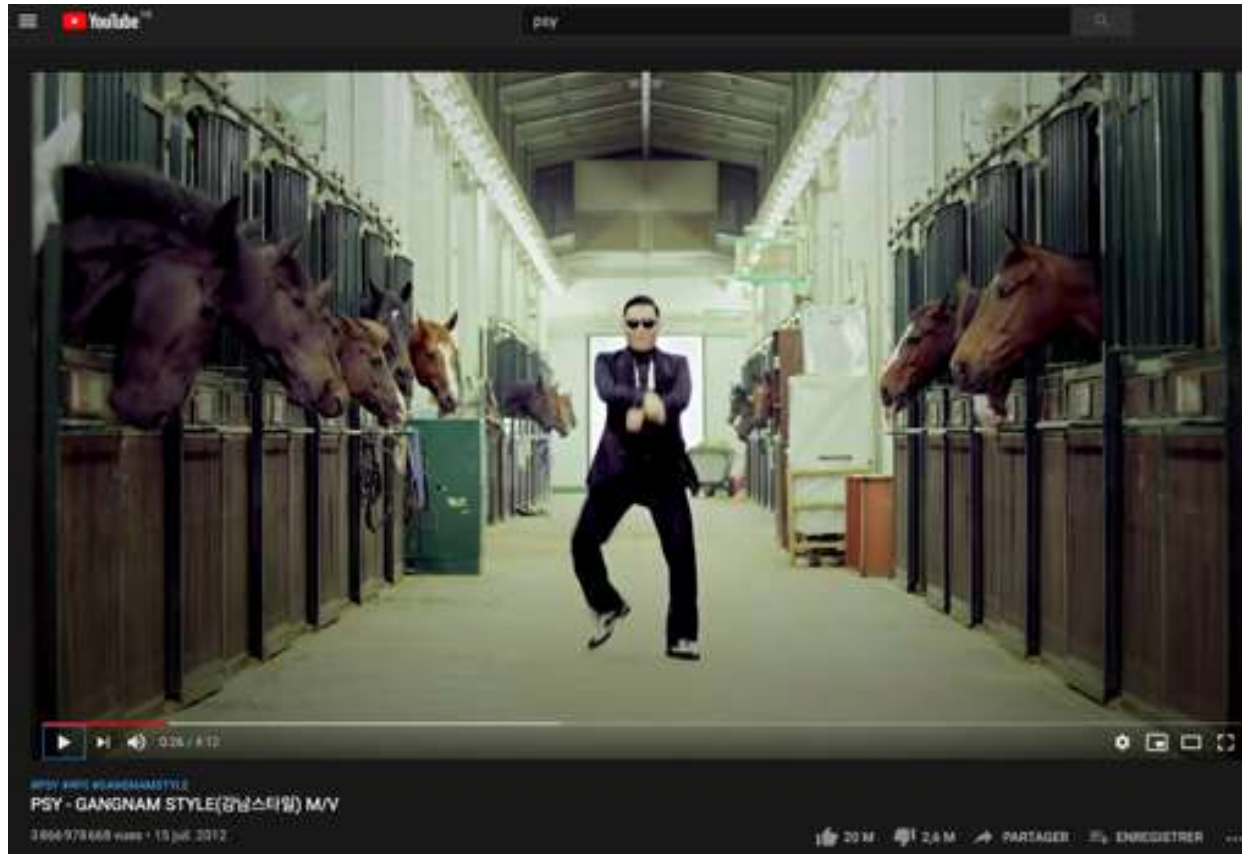
覆盖 1406 个县域的 41 万家农产品

38 万个来自贫困县的店铺加入

直播交易额 15 万亿元

天猫双11 全球狂欢季 11.1-11.11

PSY 3,9 milliards de vues
YouTube : 5M€ de droit +





Baby Shark



0:10 / 2:16



Spinnborg Kids Music

Bébé Requin Danse | Chante et danse! | Animal Songs | PINKFONG Chansons pour les enfants

7256176834 vues - 18 juin 2016

22 M 10 M PARTAGER UNREGISTERED



Ranking	Banking Group	Market Capitalisation (USD bn)
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4	China Construction Bank	270
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13	Santander	100
14	BNP Paribas	90
15	Goldman Sachs	91
16	Sberbank	84
17	Unicredit	50
18	Barclays	47





TOOLS

“ Il n’y a pas d’amour,
il n’y a que des preuves
d’amour ”



“ Il n’y a pas de digital,
il n’y a que des preuves
de digital ”



Michel Houellebecq
La carte
et le territoire

r c m a n

**PRIX
GONCOURT
2010**

Flammarion



SMART

CITY



VUCA

+

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.

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

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 muddles 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.

-

HOW MUCH DO YOU KNOW ABOUT THE SITUATION?

+

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 "arbitrage" 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 matters, 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?



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





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
outil
militaire
adaptation
aux
conditions

HBR 2014

complète
bien le
SWOT

Volatilité Incertitude Complexité Ambiguïté

4 types de situations qui demandent 4 types de réponses

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, Founder – Virgin Group

INSPIRING IDEAS AND TALENT
TECHNOLOGY & INNOVATION

QrCode



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION

une école



ACT THINK **IMPACT**



Key TakeAways

ce qu'il faut retenir

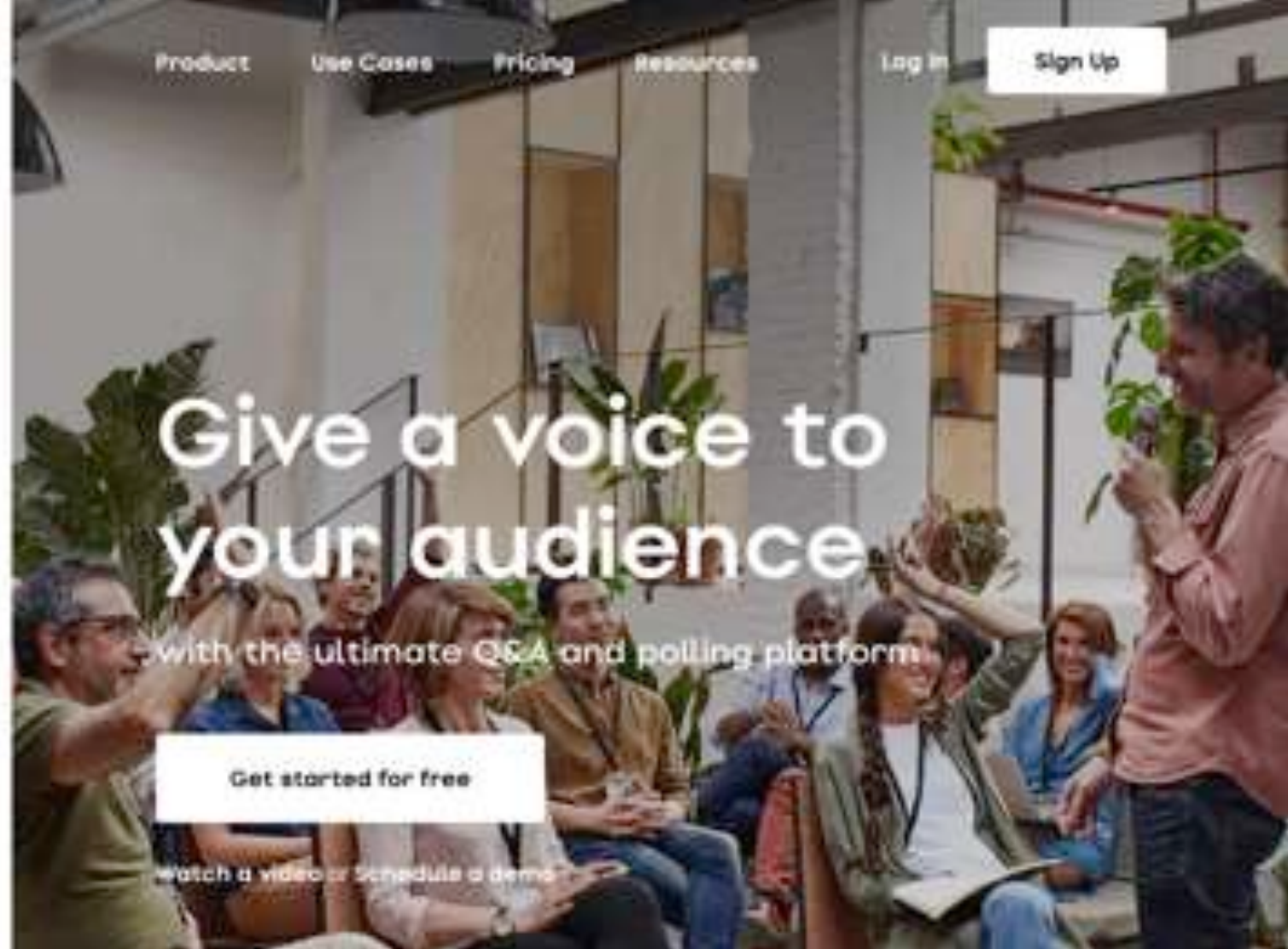
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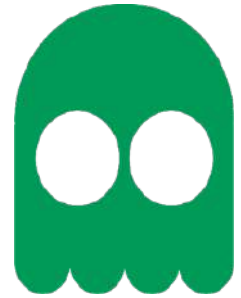
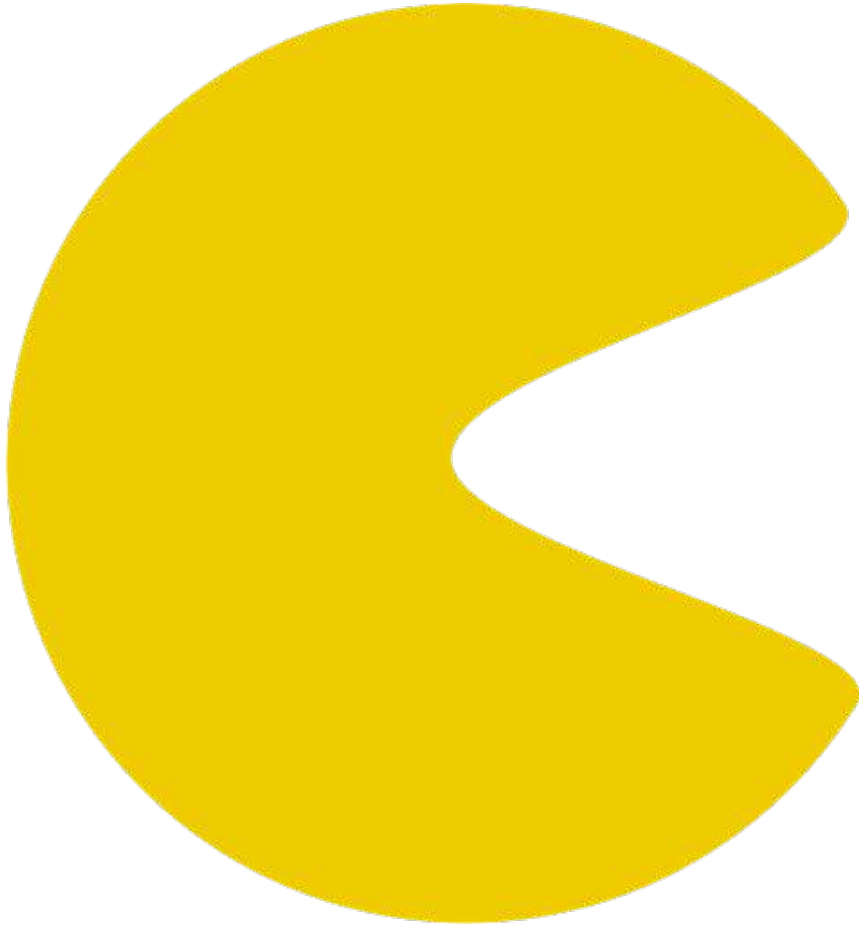
The image shows the Slido website landing page. At the top, there is a navigation menu with links for 'Product', 'Use Cases', 'Pricing', 'Resources', 'Log In', and a 'Sign Up' button. The main visual is a photograph of a diverse group of people in a modern office setting, some sitting and some standing, engaged in a discussion. Overlaid on this image is the text 'Give a voice to your audience' in large white font, followed by 'with the ultimate Q&A and polling platform' in a smaller white font. Below this is a white button that says 'Get started for free'. At the bottom of the image, there are links for 'watch a video' and 'Schedule a demo'.

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CULTURE EATS STRATEGY FOR BREAKFAST

Peter Drucker

