



A black smartphone is shown from a top-down perspective, lying on a dark brown wooden surface with a visible grain pattern. The phone's screen is white and displays the word "Hello" in a simple, black, sans-serif font, centered on the screen. The phone is oriented vertically, with the top of the device towards the upper right of the frame.

Hello

INSPIRING IDEAS AND TALENT
TECHNOLOGY & INNOVATION

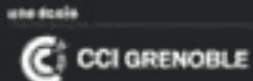
INNOVATION & DIGITALISATION DES SERVICES

PAR HUBERT KRATIOFF
4 MARS 2021



**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

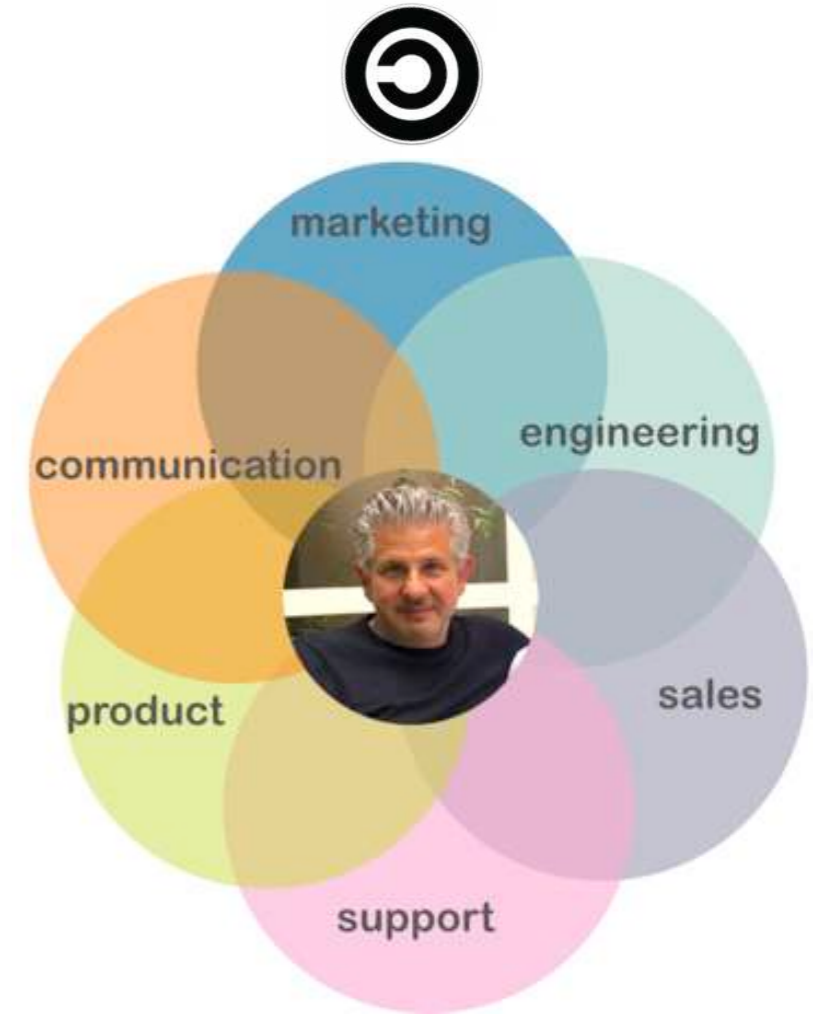
CDDO: chief digital/data officer

DPO: Data Protection Officer

expert **learn marketing, CMI, marcom**

everyday writing, coding & programming

entrepreneur / consultant



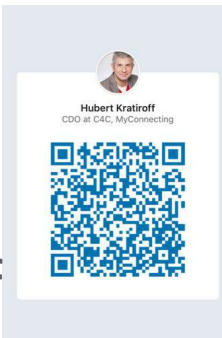
hubert@kratiroff.com



@kratiroff



linkedin.com/in/kratiroff



LATV



CX

EX

UX

your
happiness
is my
business

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









**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 vieil adage, voici 250 acronymes – pas tous pertinents – du marketing digital... qui est le marketing de tous les jours ! Et même si vous pensez, comme Elon* que ABS (acronyme seriously suck), sachez que TAWYO (Totally Agree With You Guys), mais c'est le langage des entrepreneurs ! Bonne lecture (ou même utilisation) !
 *mal de Star Musk à ses équipes en 2019 (Tesla, SpaceX, SolarCity, Bing et... previously PayPal... founder)

- AAA: Average active sessions
- AAID: Android Advertising IDentity
- AARRR: Acquisition, Activation, Retention, Referral, Revenue
- ABC: Always Be Closing
- ABM: Account Based Marketing
- ABT: AB testing
- ACEE: Association pour commerce et services en ligne (ADEM: Association de l'Economie Numérique)
- ADEX: Ad Exchange platform
- AdTech: Advertising Technology (cf. MarTech)
- ADX: Google DoubleClick Ad Exchange platform
- ADA: AdSense Interest Dealer Adson "First Purchase Funnel"
- AMA: Ask Me Anything
- AMP: Accelerated Mobile Pages de Google
- APP: Application (a 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 (or annual)
- ASO: App Store Optimization (cf. Search)
- ASF: Apache Software Foundation
- ASP: Application service provider
- AsurTech: cf. InsurTech
- AtRiskAd: Anytime Anywhere Anydevice
- AtRiskAd: AtRiskAd + AnyContent
- ATF: Above the Fold (ou dessus du pl, donc visible ; cf. ATF)
- ATL: above the line (cf. BTL & media)
- AWD: Adaptive web design (cf. RWB)
- BAT(X): Baidu Alibaba Tencent Xiaomi (ou: GAFA)
- 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 (valeur limite à une seule page ou non réception d'un email)
- BRCC: 5 courriers competing with Trade and N-11
- BTC: Bitcoin (BET)
- BTf: Below the fold (en dessous du pl, donc invisible ; cf. ATF)
- BTL: below the line (cf. ATL & hors media)
- BtoG: Business to Government
- BtoR: Business to Retail
- BYOD: Bring your own device (cf. CYOD)
- CAC: Customer Acquisition Cost (ou: cycle d'activités client entrée du nouveau client)
- CAD: communication audiovisuelle dynamique (cf. DOOH & digital signage)
- CCO: Chief Customer Officer
- COI: cf. UOC
- CCS: Carter des Charges
- COJ: customer digital Journey
- CDO: Chief Digital Officer (ou Chief Data Officer)
- CDN: content delivery network / réseau de diffusion de contenu (AKAM)
- 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
- CM: Communication Marketing intégrée (MCI)
- CMO: Chief Marketing Officer
- CMS: Content management system
- CNI, Commission Nationale Informatique et Liberté (cf. RGPD)
- COOC: Corporate Open Online Course
- COB: Cost Of Sale
- CPA: collective performance et attribution
- CPA: Cost per action (or acquisition)
- CPC: Cost per click: amount of money required to produce a single click (or Cost-per-Customer)
- CPCV: Cost per completed view (CPCV = Cost + Completed Views)
- CPL: Cost per lead
- CPM: Cost per thousand (note)
- CPT: 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
- ETA: Call to action
- Clb: Customer to Business (cf. UOC)
- CoC: Customer to Customer
- CTR: Click Through rate (number of click on an banner)
- CE: Customer experience (including UX)
- CYOD: Choose Your Own Device (cf. BYOD)
- CS: cf. DOD
- DAO: Decentralized Autonomous Organization (Blockchain)
- DDD: 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 (Congres. DE)
- DMP: Data management platform
- DNS: Domain name system (cf. ICANN & registrar)
- DNVB: Digital Native Virtual 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. Agilité, 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. Renforcement (SEARCH)	16
9. TECHNIQUE : inside web	18
Marketing: quelques définitions	21

Lexique kraloff

THINKACT



+

IMPORTANCE

I

G

1 **Do First**
 Urgent et important
 Do it now
 Crise

2 **Do Next**
 Important pas urgent
 Attente, planning
 ToDo

3 **Do Later**
 URGENT
 Pas important
 Déléguer, éviter

4 **Don't Do**
 limit trivialities
 trash time wast
 delete dump it

+

URGENCE

-

Matrice de
 Dwight
 Eisenhower
 (34th)

do
 delay/defer
 delegate
 delete

Matrice de FOPH



G

+

FACILE

-



©
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 small circular portrait of a man is centered in the intersection of the product and support circles.

G



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

OPH
LA FÉDÉRATION



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

.../...



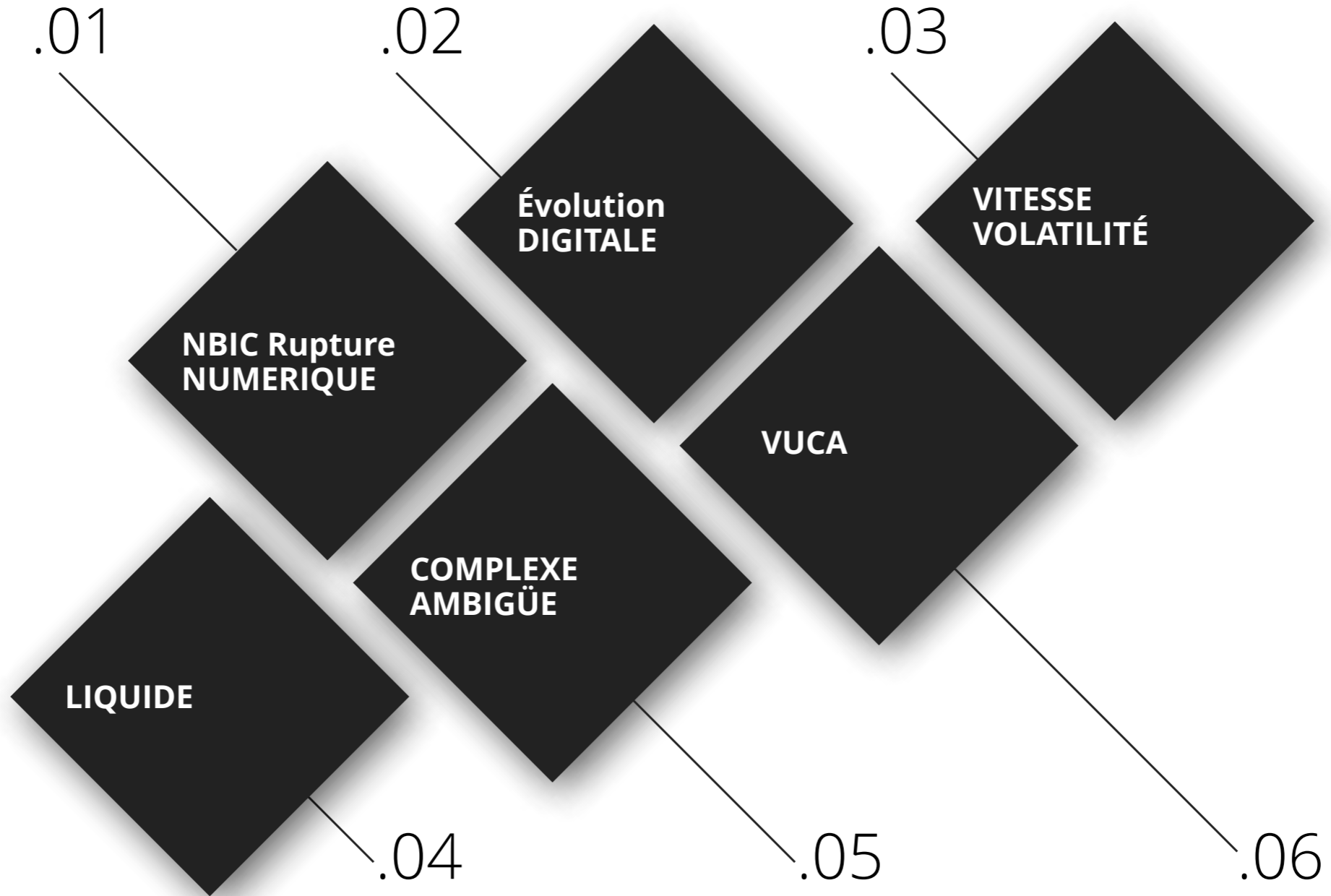
Le contenu éditorial fabriqué par les nouvelles organisations est un des moyens pour résister à la montée des plateformes mondiales. Peu de moyens produisent des miracles

.../...

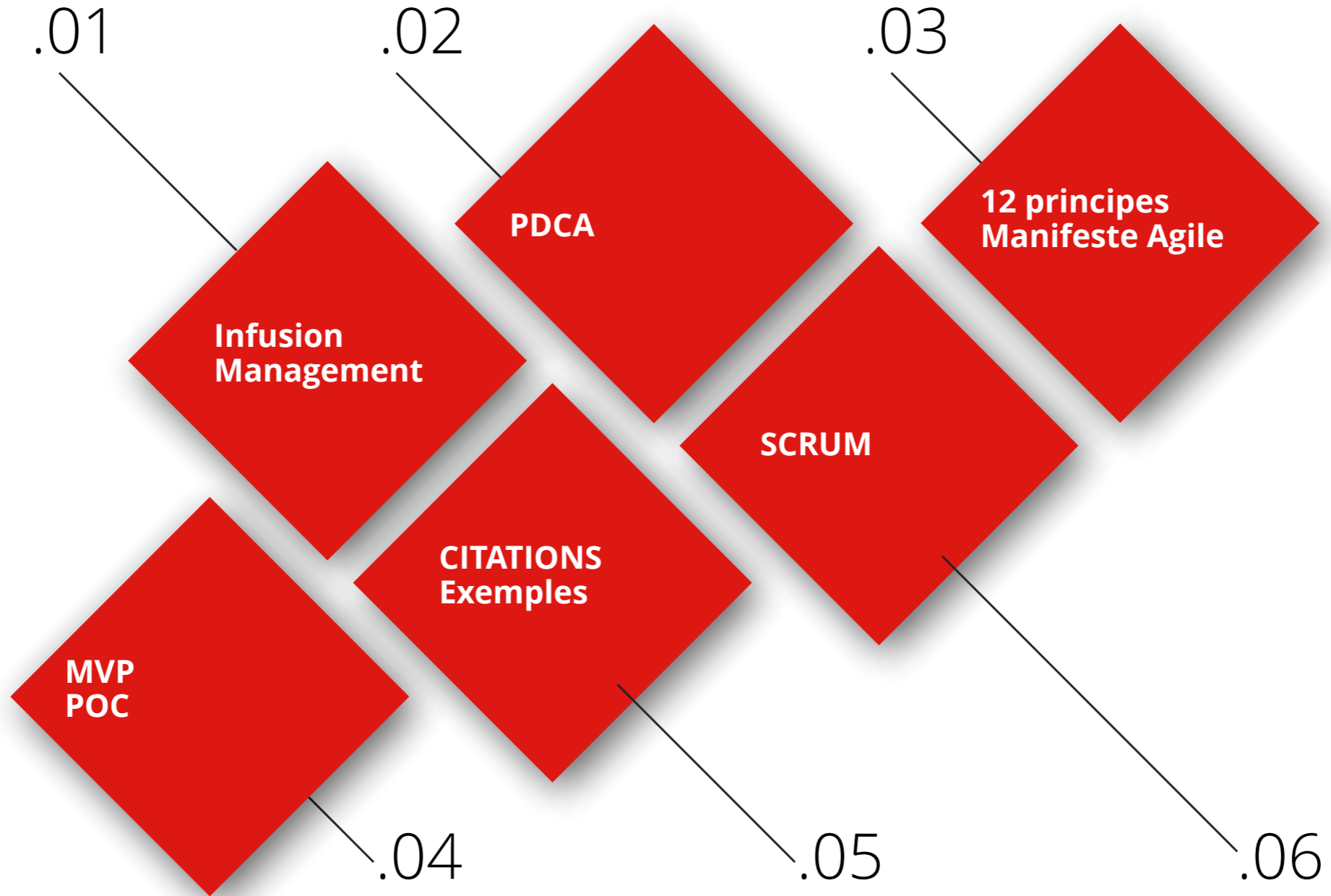


L'objectif global est la satisfaction des nouveaux utilisateurs en leur offrant une expérience parfaite, fluide, agréable et sans irritant. L'expérience utilisateur est centrale.

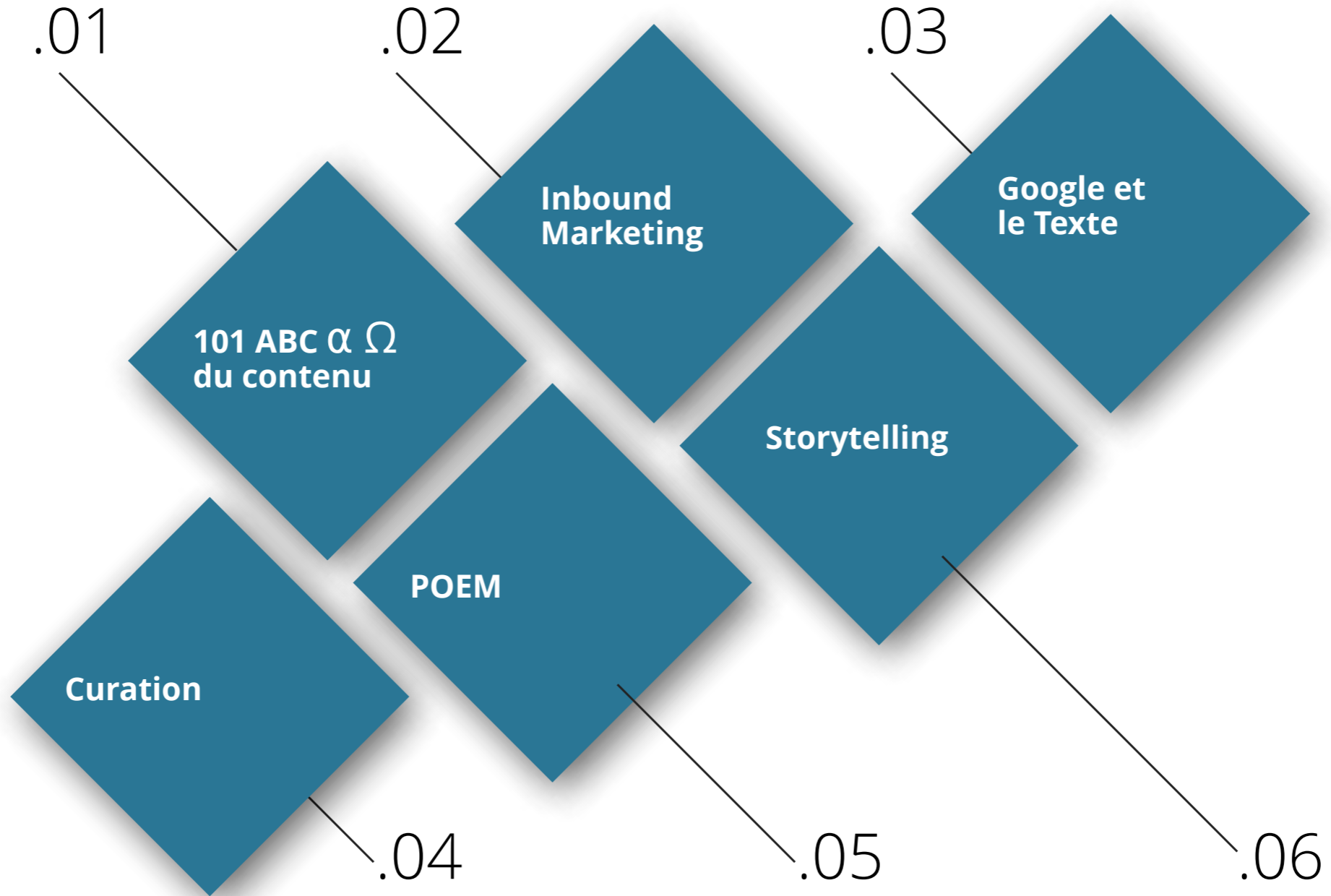
1-NoLimit



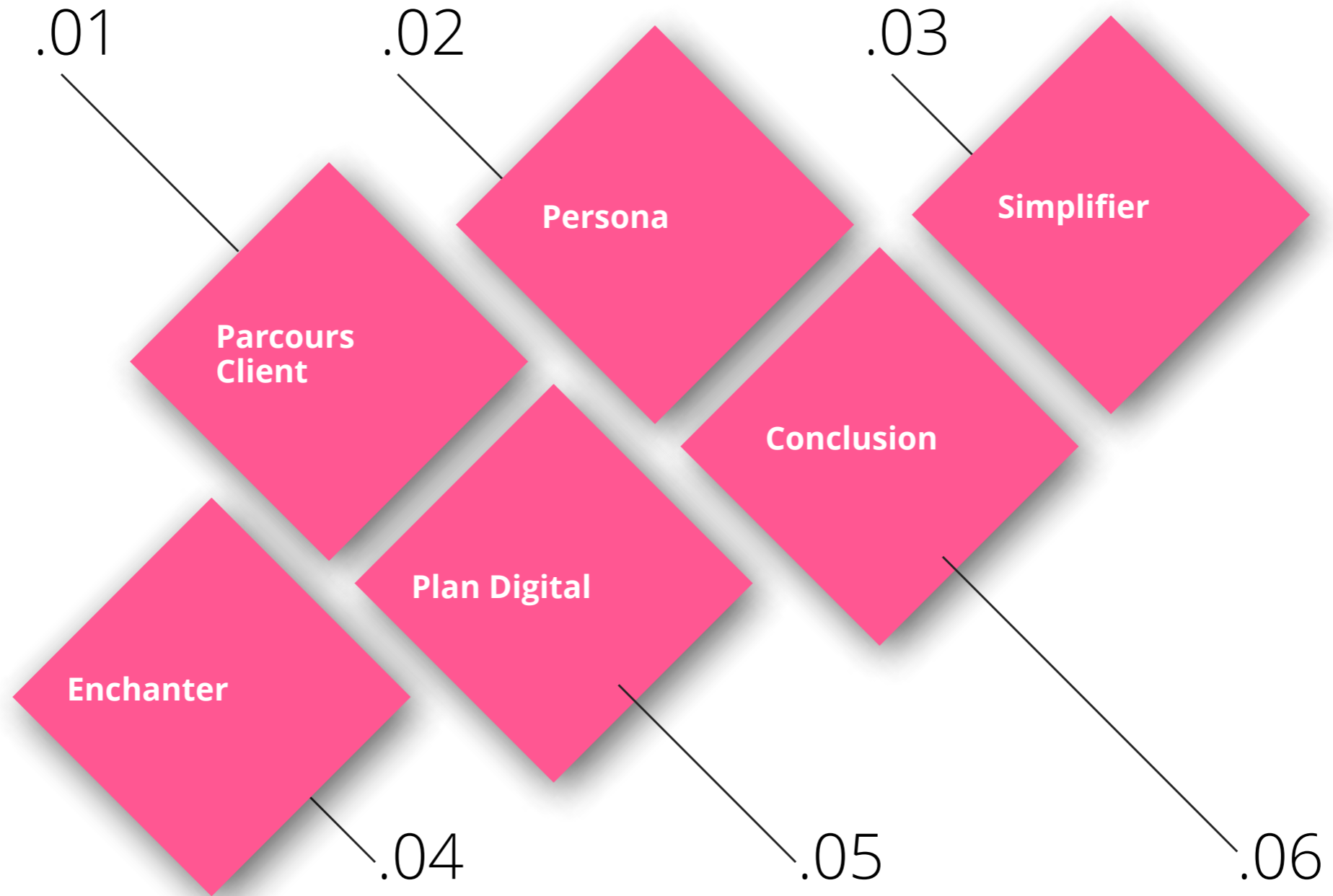
2-Culture



3-Contenu



4-UX



One more thing...



slido

Joining
a m

#foph

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 Sign Up. The main headline reads "Give a voice to your audience" in large white text. Below this, a sub-headline says "with the ultimate Q&A and polling platform". A prominent white button with the text "Get started for free" is centered on the page. At the bottom of the main content area, there are links for "watch a video" and "schedule a demo". The background of the page features a photograph of a diverse group of people sitting in a modern, bright room, some with their hands raised as if participating in a session.

sli.do

ou

slido.com

#gem

AUDIENCE INTERACTION

- ▶ **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







NO LIMIT
NBIC
VUCA



CULTURE
AGILITÉ
SCRUM



STRATÉGIE
CONTENUS
INBOUND



UX
PARCOURS
CLIENT

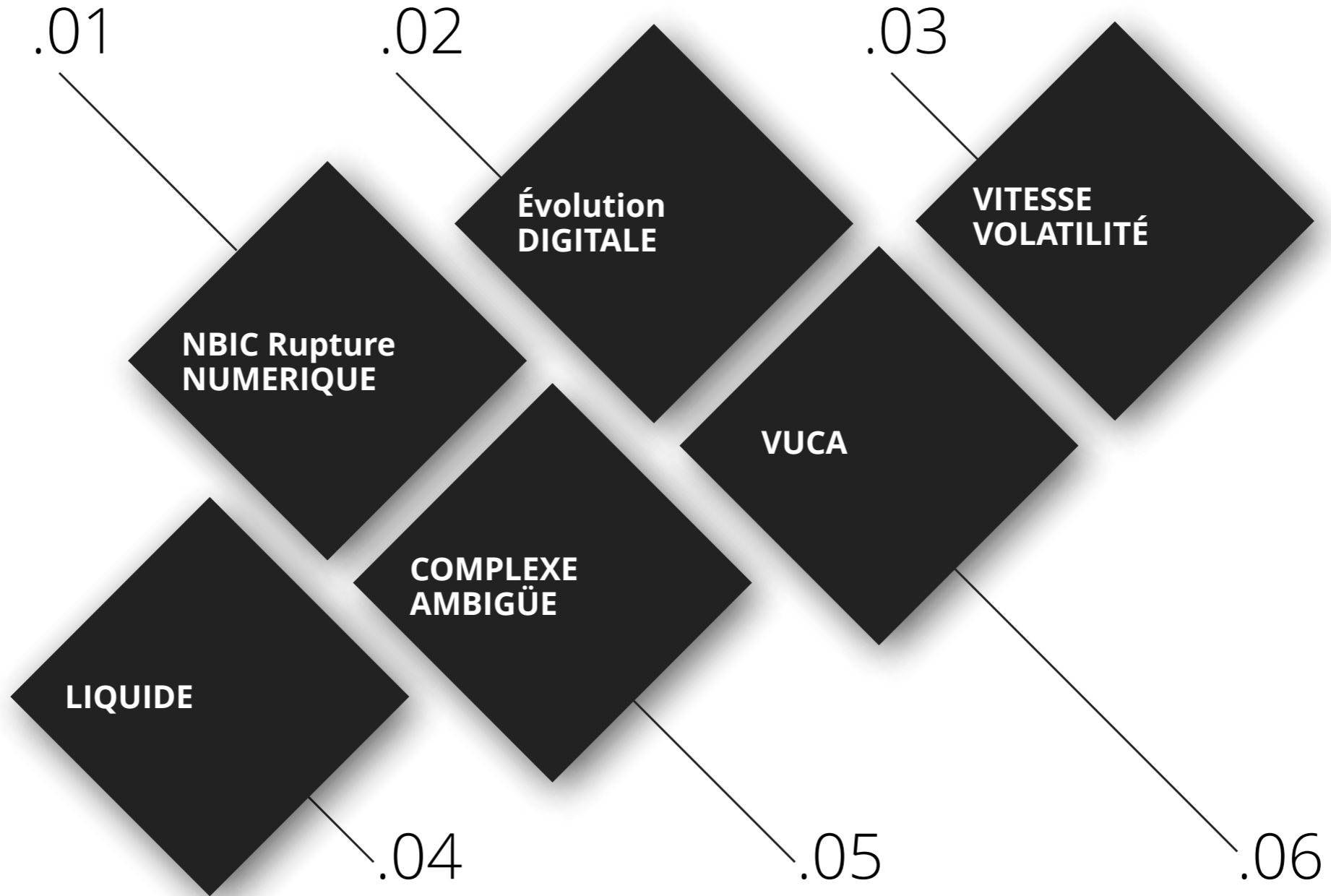
OPH
LA FÉDÉRATION



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

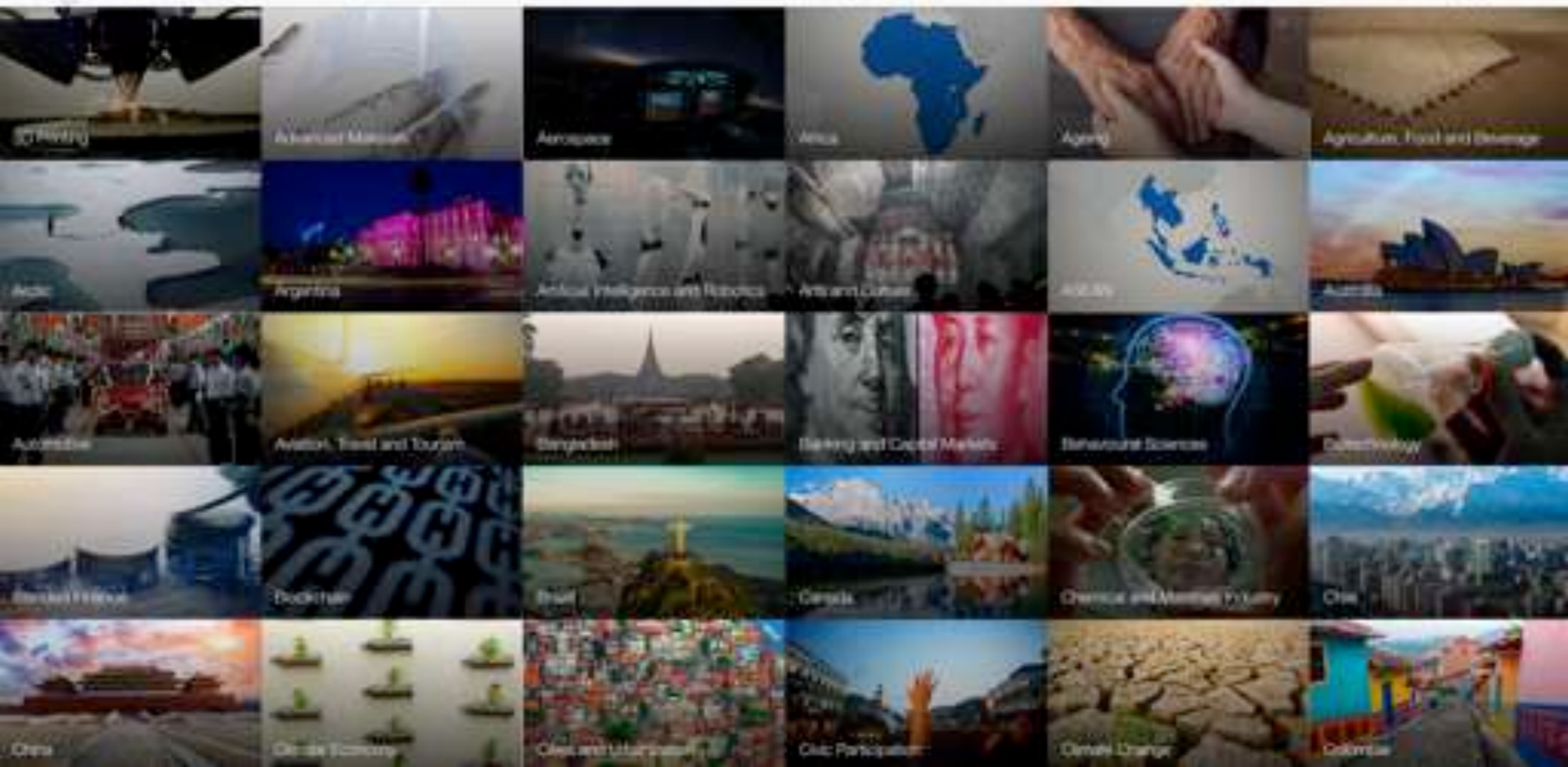
Vapeur + moteur

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)

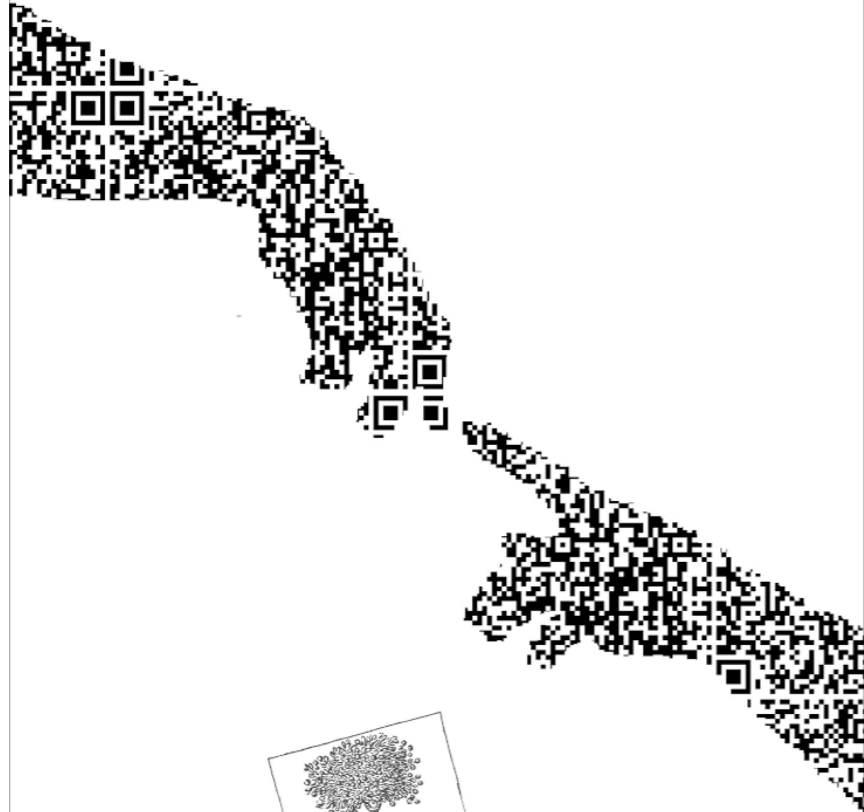


petite poucette

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

micHEL serres

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



[MANIFESTES LE POMMIER !]

Luc
Ferry

LA
RÉVOLUTION
TRANSHUMANISTE

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



PLON



Michel SERRES

-3000 écriture

1450 imprimerie/chiffre

2000 NBIC

Luc FERRY

1800 Vapeur

1900 Électricité

2000 NBIC



GRENOBLE
ECOLE DE
MANAGEMENT
TECHNOLOGY & INNOVATION

CCI GRENOBLE

Gutenberg



Zuckerberg Sandberg



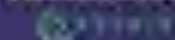




JEAN-LOUIS
MISSIKA
PIERRE
MUSSEAU

Des robots dans la ville

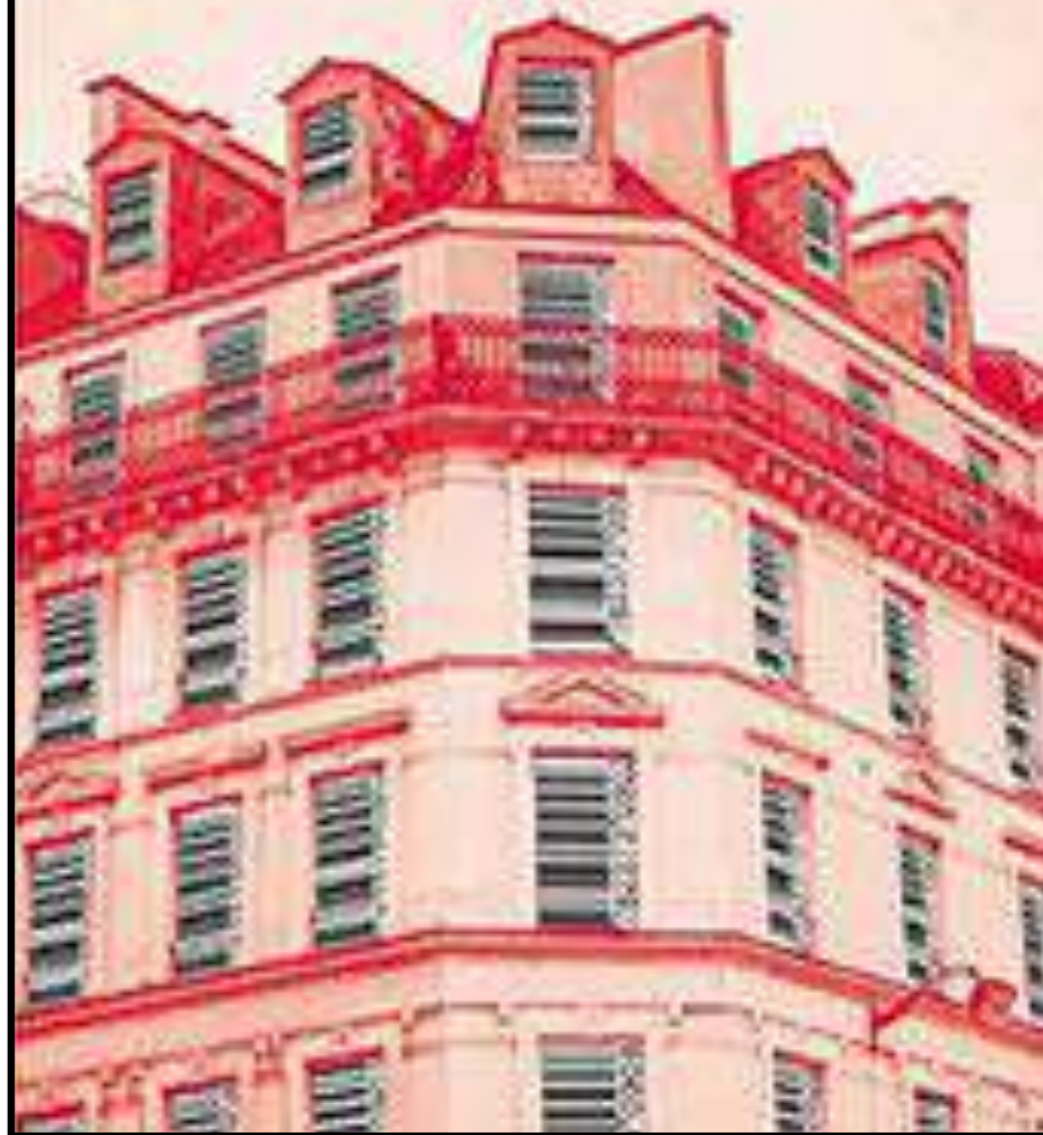
Tallandier



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

airbnb
la ville ubérisée
ian brossat

MAA



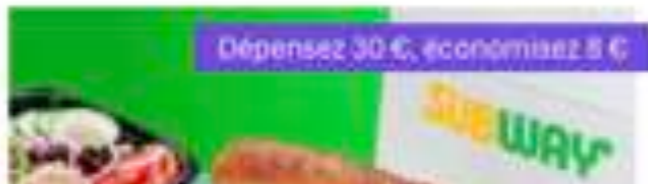


Vos plats préférés, livrés avec Uber

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 LIMITS

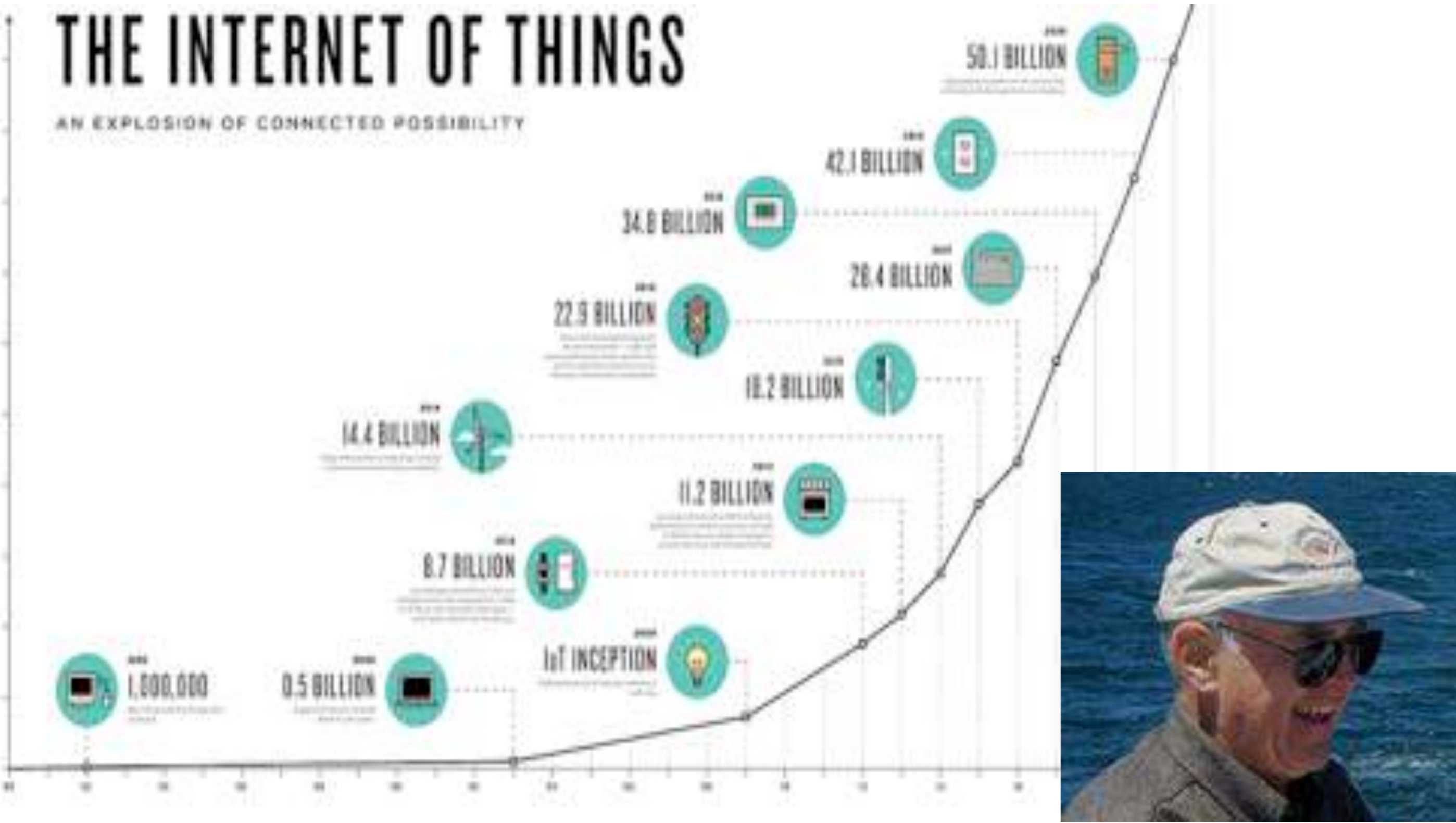
Moore

Gordon

G

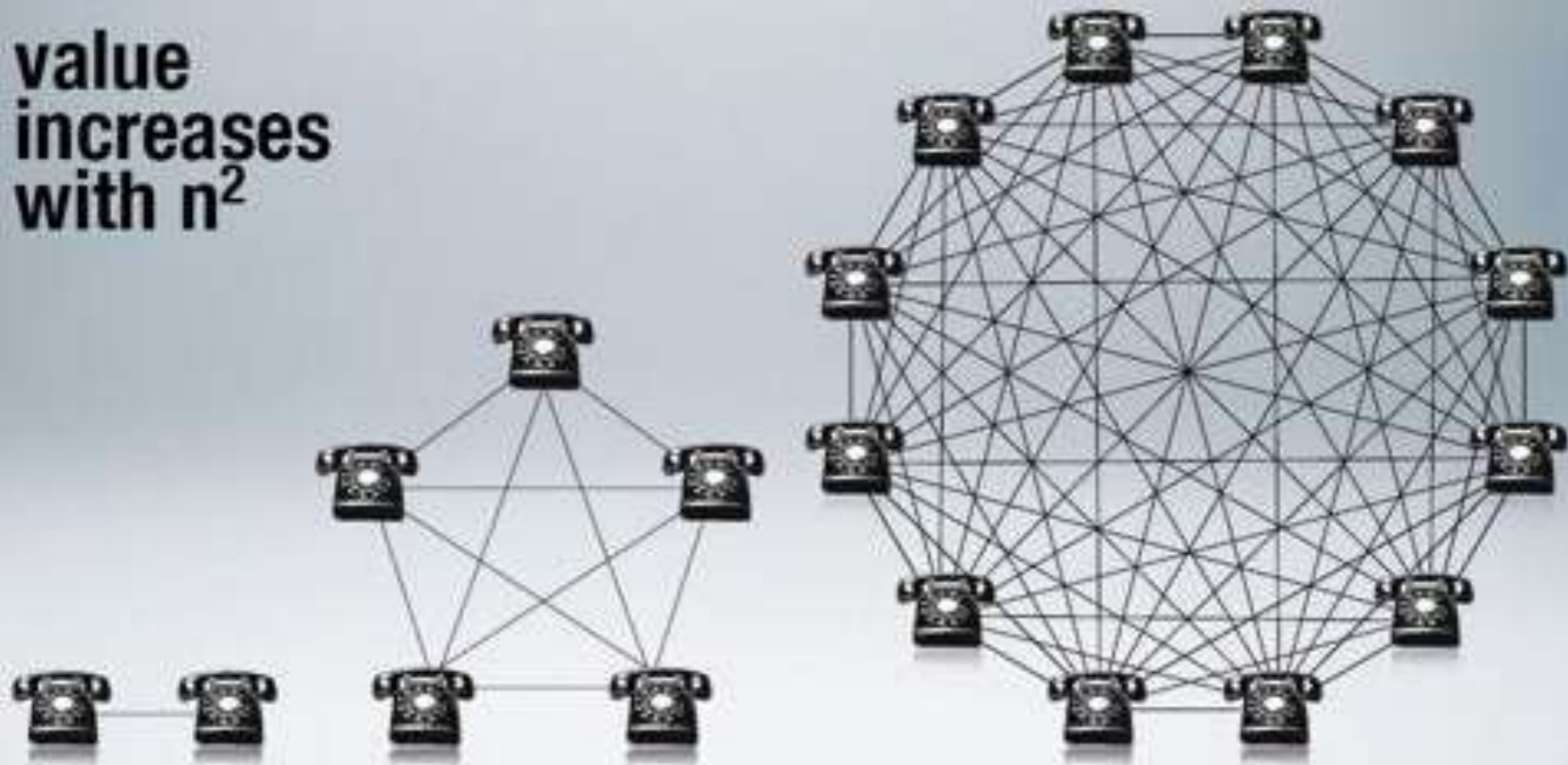
THE INTERNET OF THINGS

AN EXPLOSION OF CONNECTED POSSIBILITY



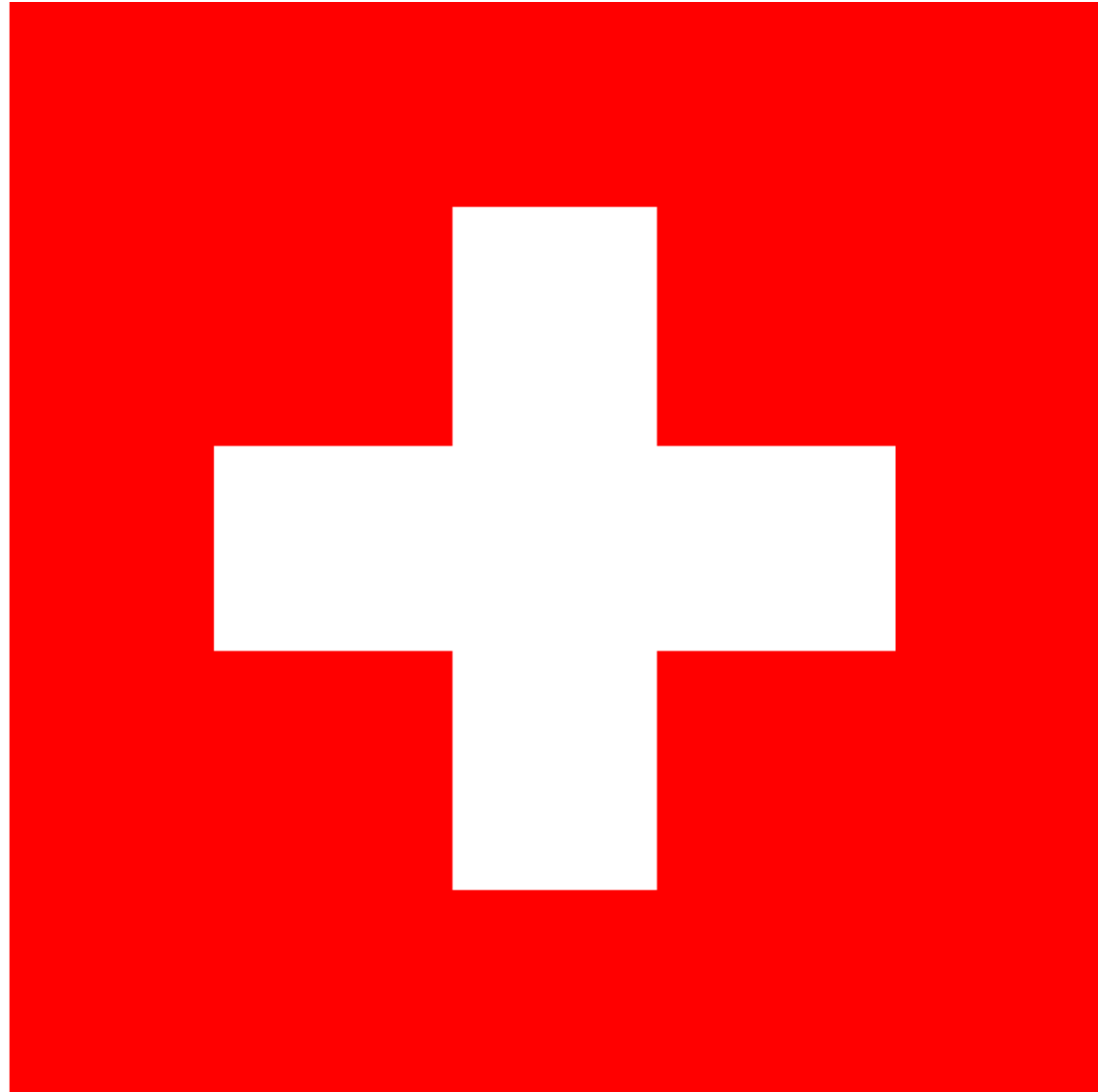
METCALFE'S LAW

value
increases
with n^2





ROLEX



NETFLIX

way



NETFLIX



Disney

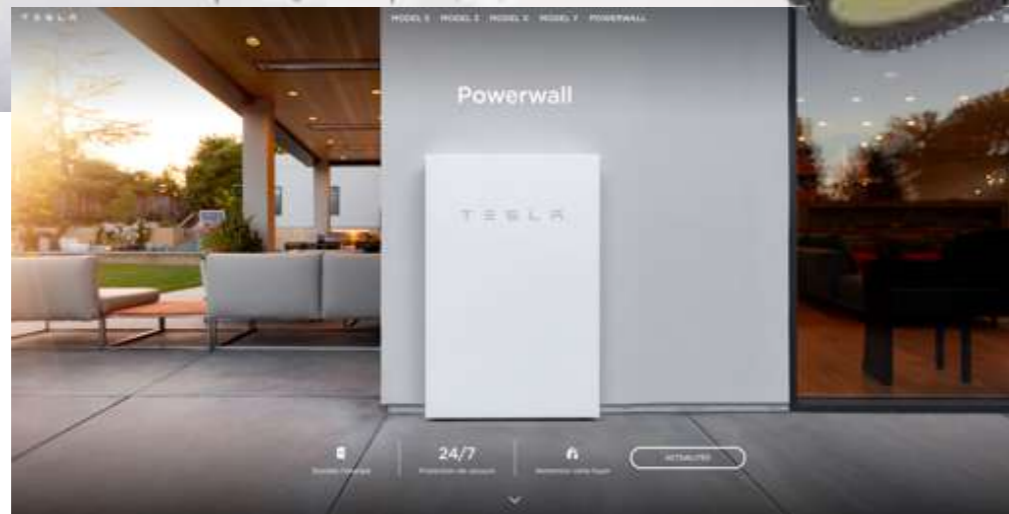
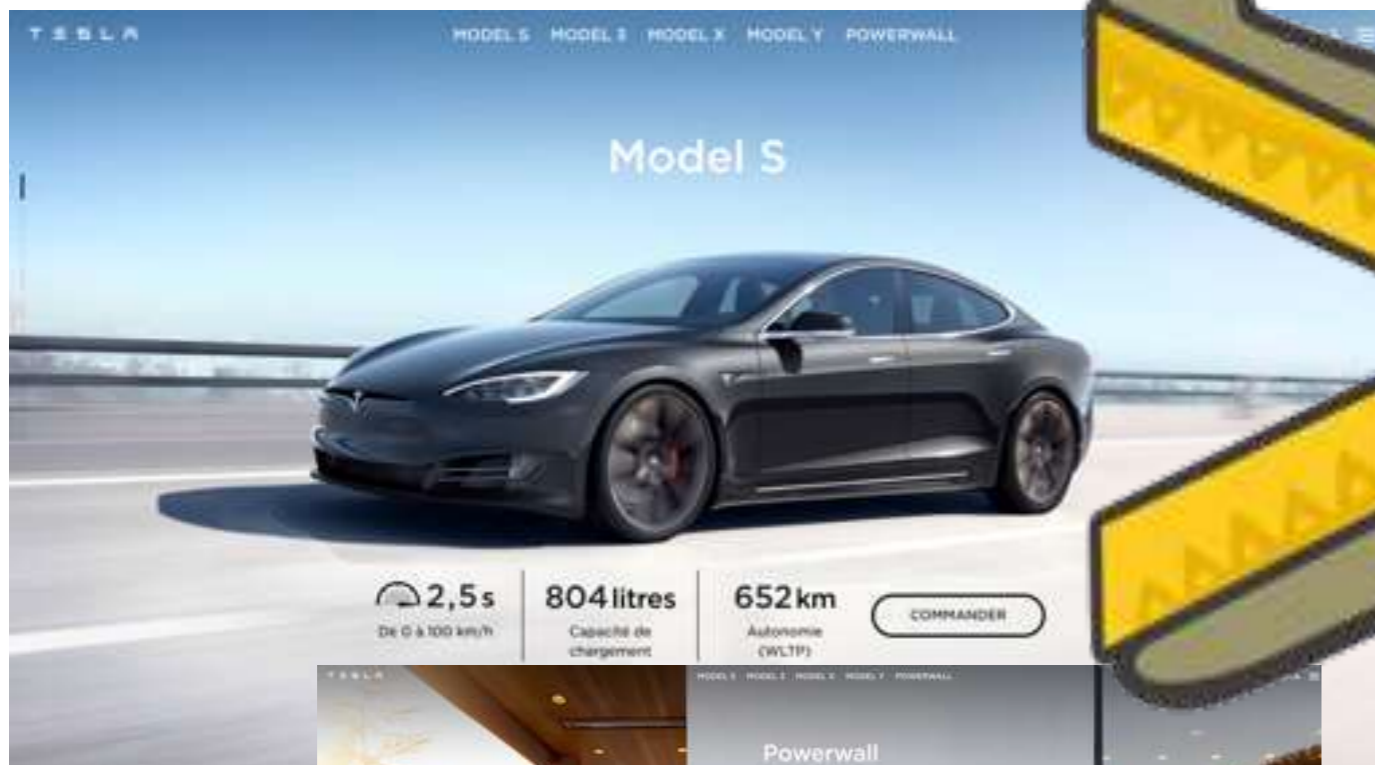




Market capitalization of Zoom Video Communications vs. the 15 biggest airlines



Notes: Airlines selected based on # of passengers transported in 2019; market cap as of Oct. 26, 2020
 Source: Lufthansa Innovation Hub, TNMT.com, Yahoo Finance





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 A F A

M S H

Google Amazon Facebook Apple Microsoft Salesforce Huawei

N A T U

B E Y

Netflix Airbnb Tesla Uber Booking Expedia Yandex

B A T X

B D H

Baidu Alibaba Tencent Xiaomi Bytedance DJI Hikvision



THE WORLD LEADER IN ONLINE TRAVEL & RELATED SERVICES



Booking.com

The global technology leader in connecting travelers with the world's choice of incredible places to stay.



Priceline

Offers more ways to explore than ever, from flights to hotels.



KAYAK

The world's top-rated search engine and travel assistant to help people experience the world by discovering their favorite travel spots.



Agoda

A global online accommodation reservation provider, a technology innovator and a high-growth company based in the heart of Asia.



Rentalcars.com

The world's largest online car rental service.



OpenTable

The world's leading provider of online restaurant reservations.






05/01/20

NASA SELECTS LUNAR OPTIMIZED STARSHIP

NASA selected SpaceX to develop a lunar optimized Starship to transport crew between lunar orbit and the surface of the Moon as part of NASA's Artemis program.

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		245,581
2		55,834		234,671
3		41,406	 Microsoft	143,222
4	 中国移动 China Mobile	39,168		139,286
5		38,510		129,800
6	Walmart 	37,567	 AT&T	115,112
7		37,445		110,999
8		36,084		108,292
9		31,028		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



Your Social Selling Index

Top Industry SSI rank

1%

Top Network SSI rank

2%

Current Social Selling Index



Four components of your score

21.45 | Establish your professional brand

16.82 | Find the right people

12.27 | Engage with insights

25 | Build relationships

People in your industry



Sales professionals in the Computer Software industry have an average SSI of 32.

You rank in the top 7%.

No change since last week

People in your network



People in your network have an average SSI of 42.

You rank in the top 2%.

A top 7% score last week



Hubert Kratiroff
CDO at CX-convers & public speaker







INTRODUCING
amazon go

YouTube



AI + **amazon** = *amazon go*





NEWSLET

gov

water

ed

ag

food

legal

civic

travel

mar

-TECH

insur

med

prop

green

fin

deep

ad

thingonomics (IOT)

GIG

expectation

new

blue

economics

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 (11.3-11.11)

成交额 **4982 亿**

\$74.10 billion

4982 converted to USD
ALL ORDERS SHIPPED TO 180+ COUNTRIES WORLDWIDE

31766 个海外品牌首次

105 个产业带成交额过 1 亿元

210 万线下小店参与

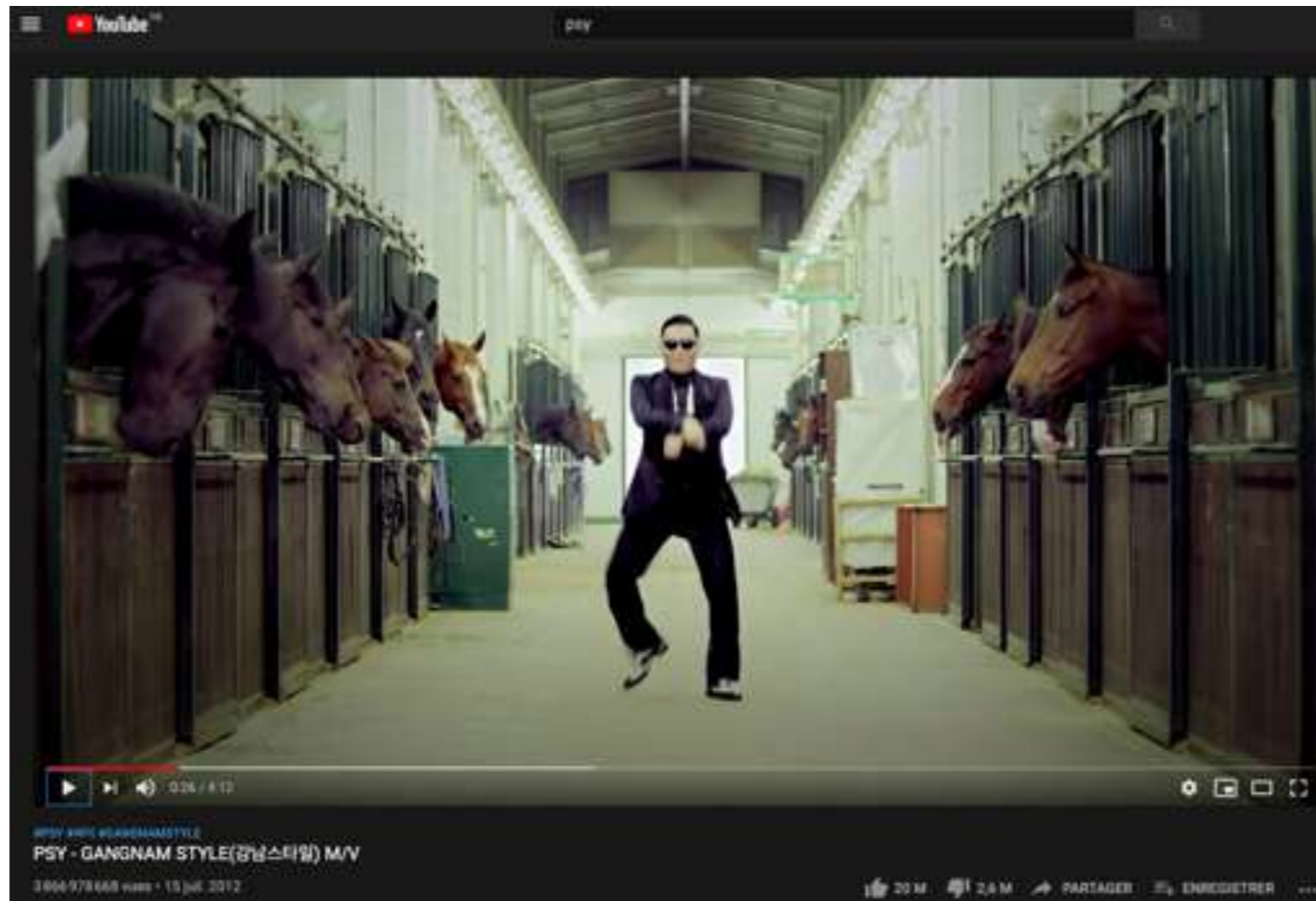
覆盖 1406 个县域的 41 万款农产品

38 万个来自德国的店铺加入

品牌成交额 15 万亿元



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





Baby Shark



0:10 / 2:16



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

7236 176 834 vues - 18 juin 2016

22 M 10 M PARTAGER CHIFFRÉS



Ranking	Banking Group	Market Capitalisation (USD bn)
1	JP Morgan	388
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3	Bank of America	315
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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



Numérique

invention, technologie, recherche, technique, scientifique, code, brevet...



Digital

innovation, utilisation, usage, assistance, commande, clic, relation homme-machine...



Cyber

sécurité, protection, hacker, virus, espionnage, militaire, défense, bureau des légendes



Numérique

Digital

Cyber

1



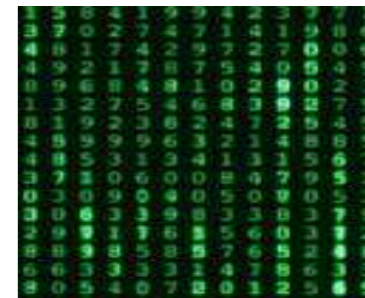
**LE BUREAU
DES
LEGENDES**

2



**LE BUREAU
DES
LEGENDES**

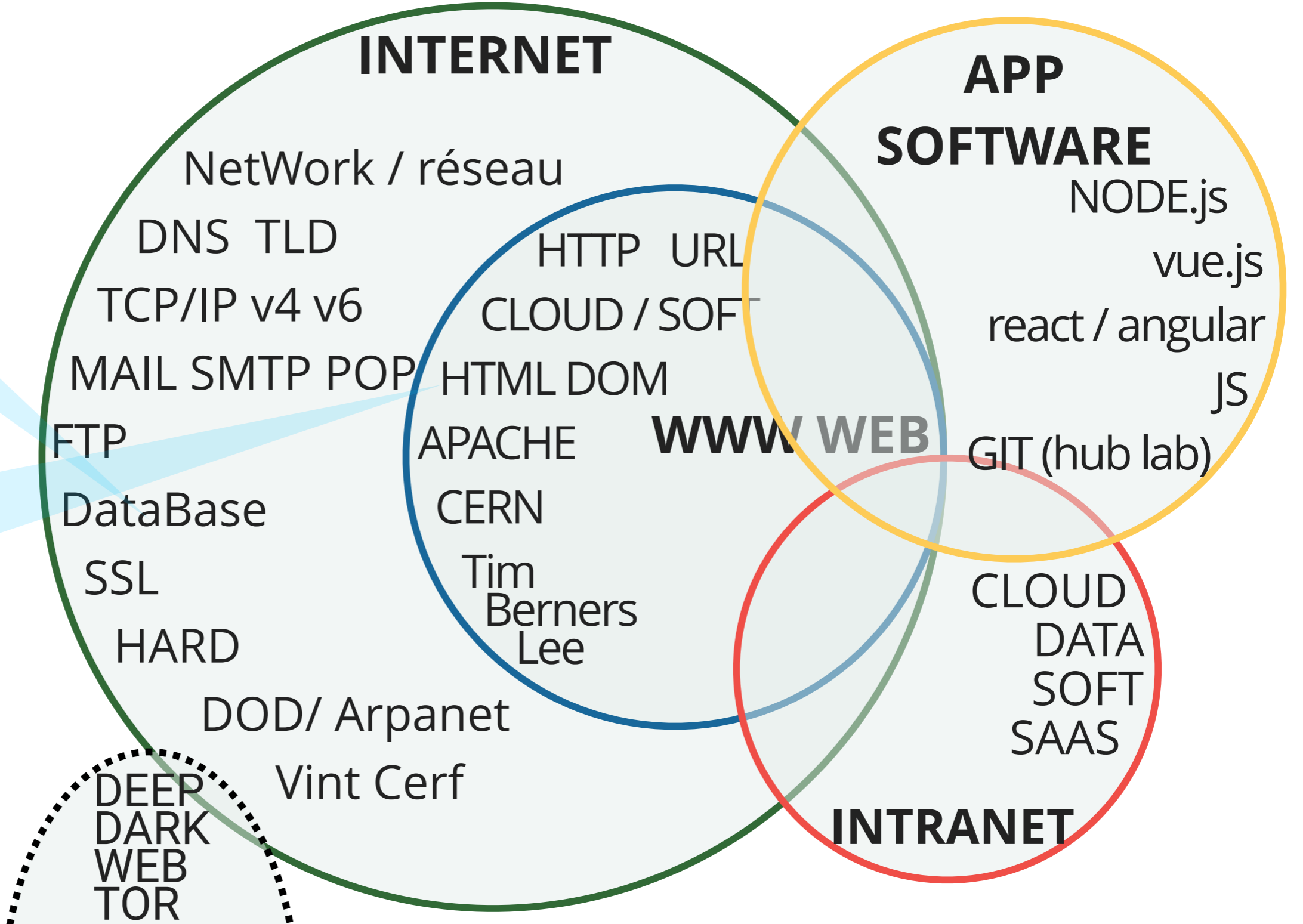
3



**LE BUREAU
DES
LEGENDES**

SQL / Postgres
Oracle
select
from
where
group
having
order

<html>
<head>
<body>
css
.js



Digital
Numérique
Cybernétique
Éthique

=

DATA
contrôle

=

INDIVIDUEL
personnalisation

=

Politique
moral

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

roman

**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

Clunky, hood and currency market volatility; the lack of clarity and predictability

UNCERTAINTY

The potential change in the inflation index calculation; the potential switch to "contracting" 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 regulatory to deal with increasingly complex markets, making it 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?



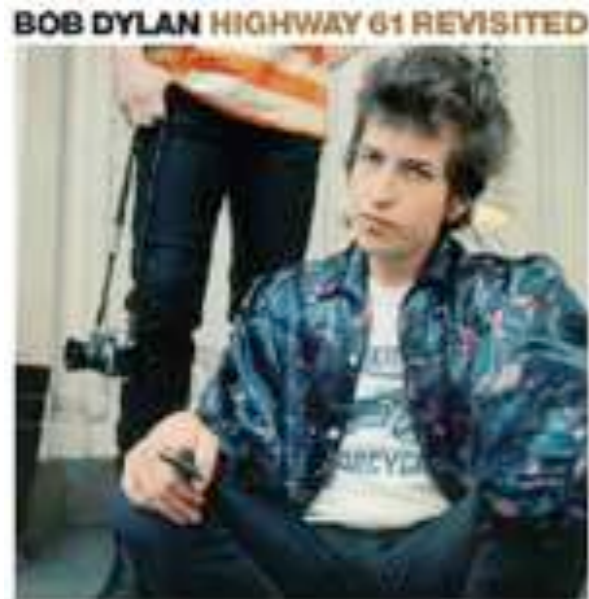
VUCA : NIKE with colin Kaepernick



Believe in something.
Even if it means sacrificing everything.

 Just do it.

Bob Dylan



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

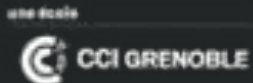
INSPIRING IDEAS AND TALENT
TECHNOLOGY & INNOVATION

QrCode



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION



ACT THINK **IMPACT**



Key TakeAways

ce qu'il faut retenir

NoLimit dans un monde VUCA

slido

Joining
a m

#foph

Join



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ou

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