Business Transformation
MO.MA

Yannick Bournazel

Nov 2020

Agenda

Jour 1 :

- Introduction
- La transformation digitale
  - Innovation & Disruption,
  - Impacts sur l'Experience Client
- La transformation d'entreprise
  - Purpose Driven
  - Brand Conviction
- Ateliers

Jour 2 :

Contest

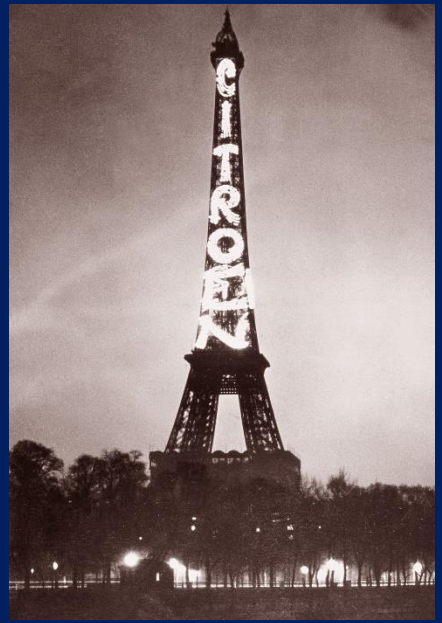
Ma formation

- Ecole de Commerce Spécialisation Automobile
- Expert CRM – PSA Automobiles
- Responsable Innovation Digitale – Citroen
- Directeur de projets eReputation – Spotter
- Mutuelle des Motards depuis 2014

Mes Hobbies

- PetrolHead
- Ma famille
- La photo sportive
- La Icon Monsters Race
- Les Amis
- Netflix & co

Peugeot Citroën



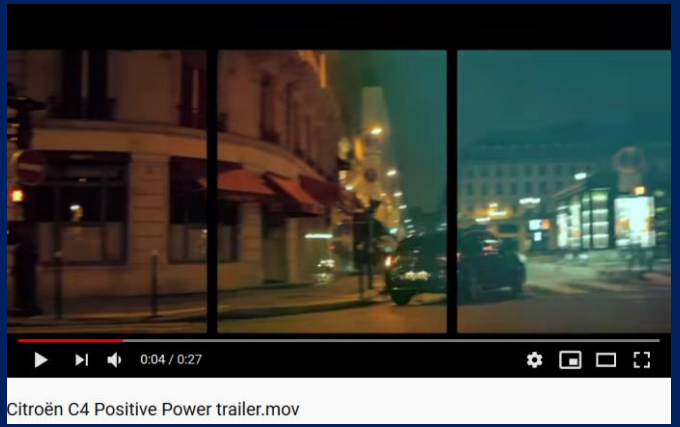
CRÉATIVE TECHNOLOGIE

Peugeot Citroën

Pour lancer la DS3, Citroën emprunte de nouvelles routes

Depuis près d'un an, la griffe aux chevrons a fait parler de son nouveau modèle là où on ne l'attend pas, que ce soit sur Internet ou dans des lieux liés à la mode ou au design.

Lire plus tard | 01 | Commenter



Spotter

Transformer le Big Data en **Smart Data**

Comment ?

TRACKING
& RÉCOLTE

- Veille cross media en temps réel, nationale et internationale
- Extraction de données de géolocalisation des médias sociaux
- Traitement du Big Data avec plus de 2.000.000 verbatim/jour

ANALYSE DE CONTENU

- Analyse qualitative des opinions et du sentiment
- Technologies avancées de text-mining et sémantique
- Plus de 28 langues traitées – faciles à intégrer

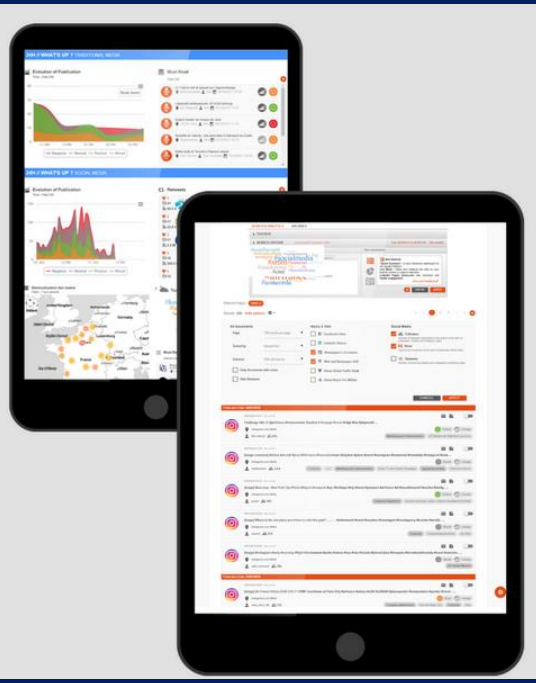
MODÈLES
MÉTIERS

- Modèles d'analyse adaptés à chaque secteur / besoin métier
- Indicateurs de performance, et métriques qualitatifs
- Scores de réputation, de satisfaction client, d'influence digitale

ATELIERS
DÉCISIONNELS

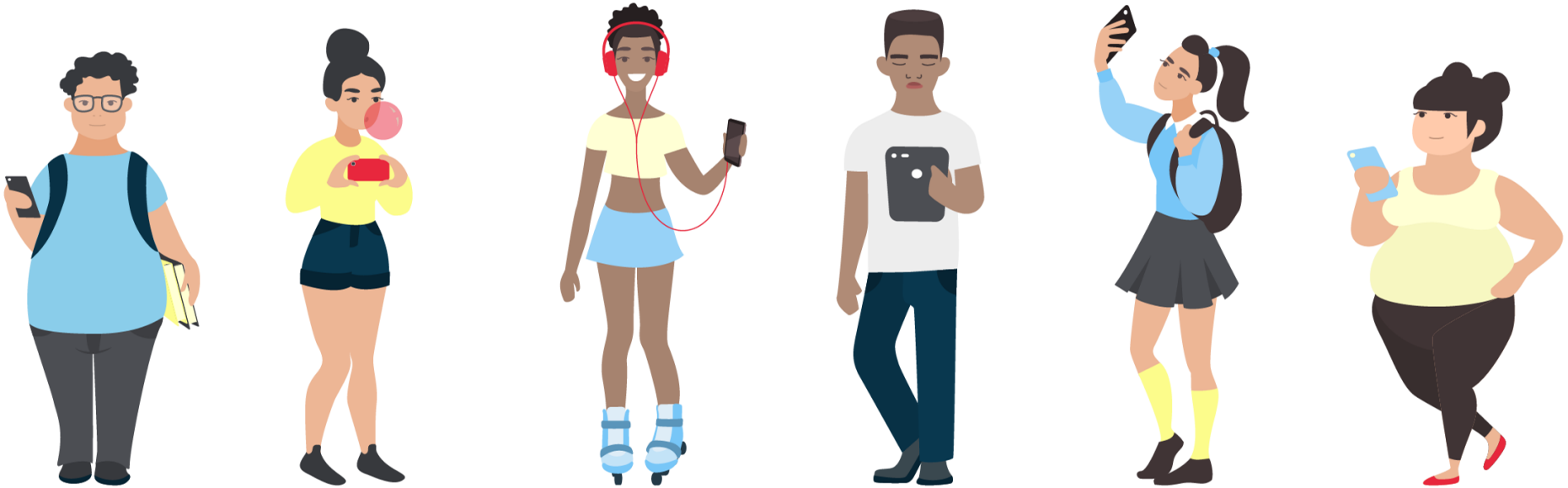
- Tableaux de bord interactifs, avec plusieurs niveaux d'analyse
- Rapports d'analyse dynamiques, éditables en ligne par vos équipes
- Livrables sur mesure

SPOTTER
an Akio brand



Assurance Mutuelle des Motards

La Transformation Digitale



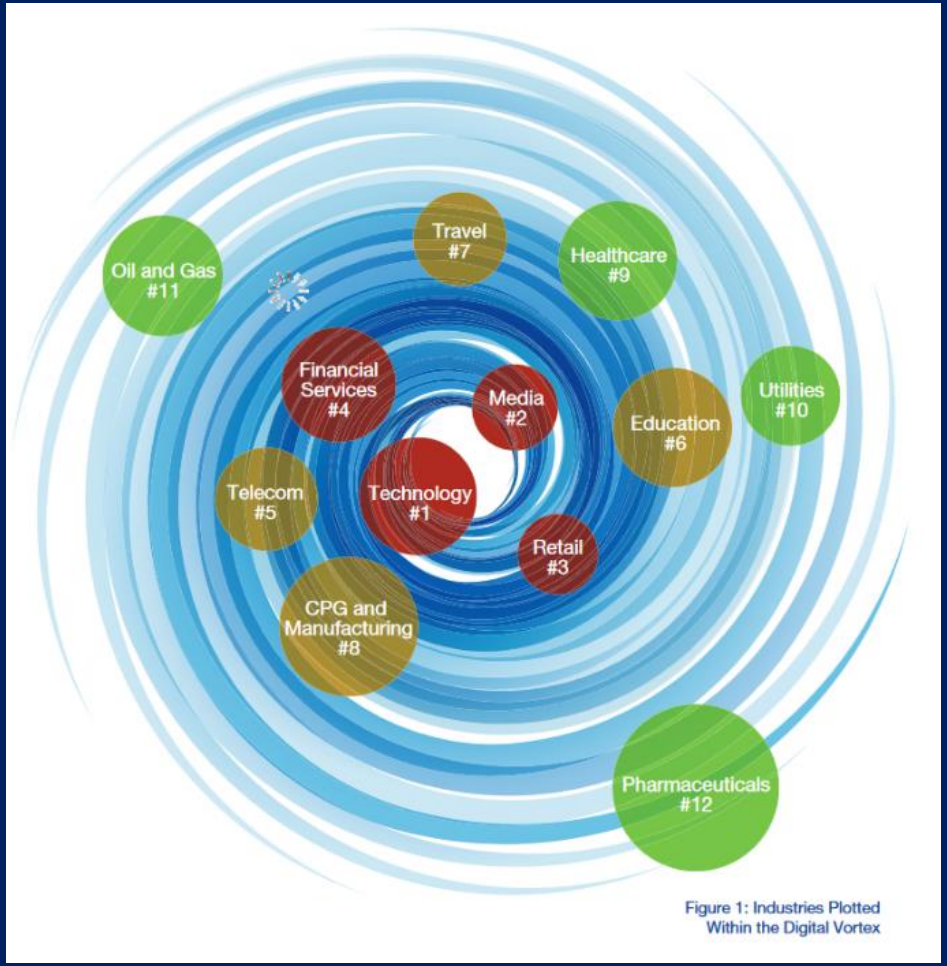
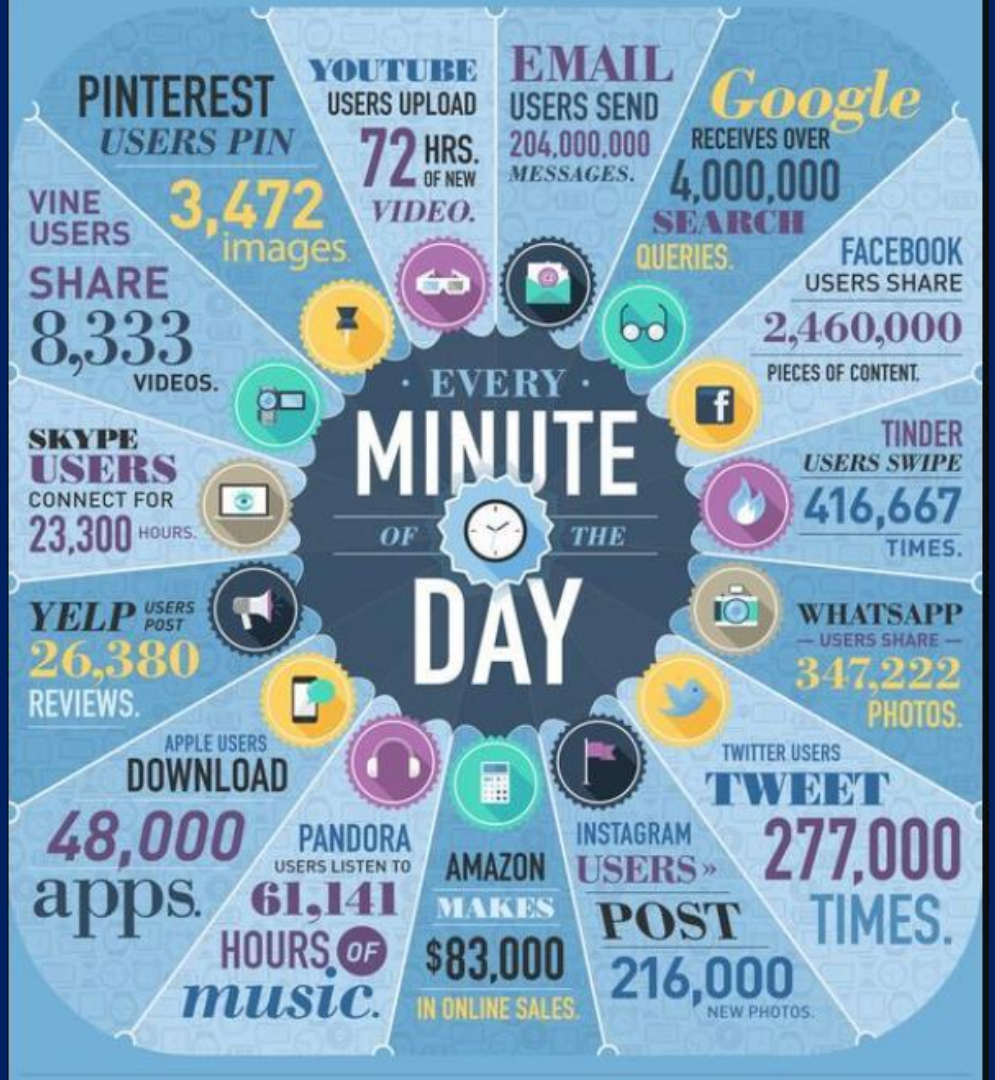
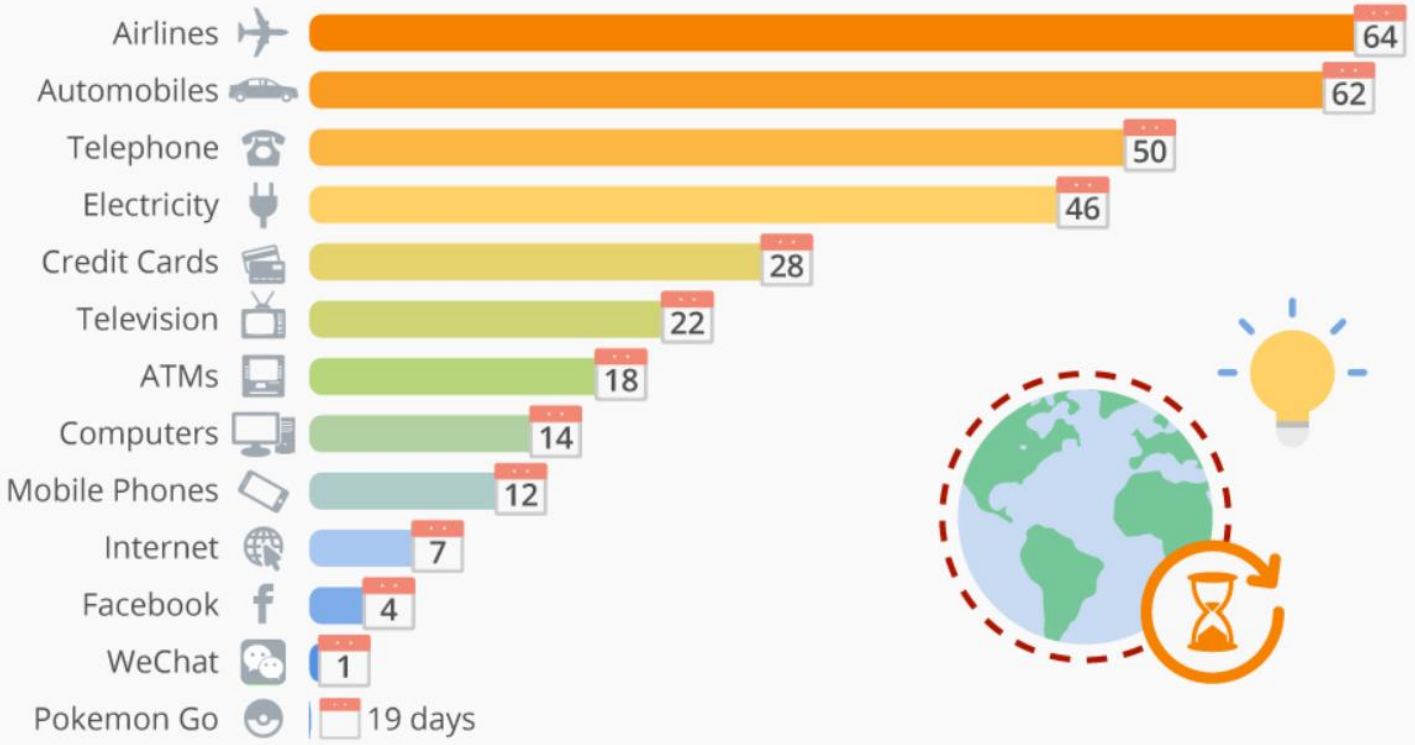


Figure 1: Industries Plotted Within the Digital Vortex


PINTEREST
USERS PIN
3,472
images.
YOUTUBE
USERS UPLOAD
72 HRS.
OF NEW
VIDEO.
EMAIL
USERS SEND
204,000,000
MESSAGES.
Google
RECEIVES OVER
4,000,000
SEARCH
QUERIES.
VINE
USERS
SHARE
8,333
VIDEOS.
FACEBOOK
USERS SHARE
2,460,000
PIECES OF CONTENT.
EVERY
MINUTE
OF THE
DAY
SKYPE
USERS
CONNECT FOR
23,300 HOURS.
TINDER
USERS SWIPE
416,667
TIMES.
YELP USERS POST
26,380
REVIEWS.
WHATSAPP
USERS SHARE
347,222
PHOTOS.
APPLE USERS
DOWNLOAD
48,000
apps.
PANDORA
USERS LISTEN TO
61,141
HOURS OF
music.
AMAZON
MAKES
$83,000
IN ONLINE SALES.
INSTAGRAM
USERS
POST
216,000
NEW PHOTOS.
TWITTER USERS
TWEET
277,000
TIMES.

The Road to Ubiquity is Getting Shorter

Time innovations needed to reach 50 million users (in years)



@StatistaCharts Source: Visual Capitalist

statista

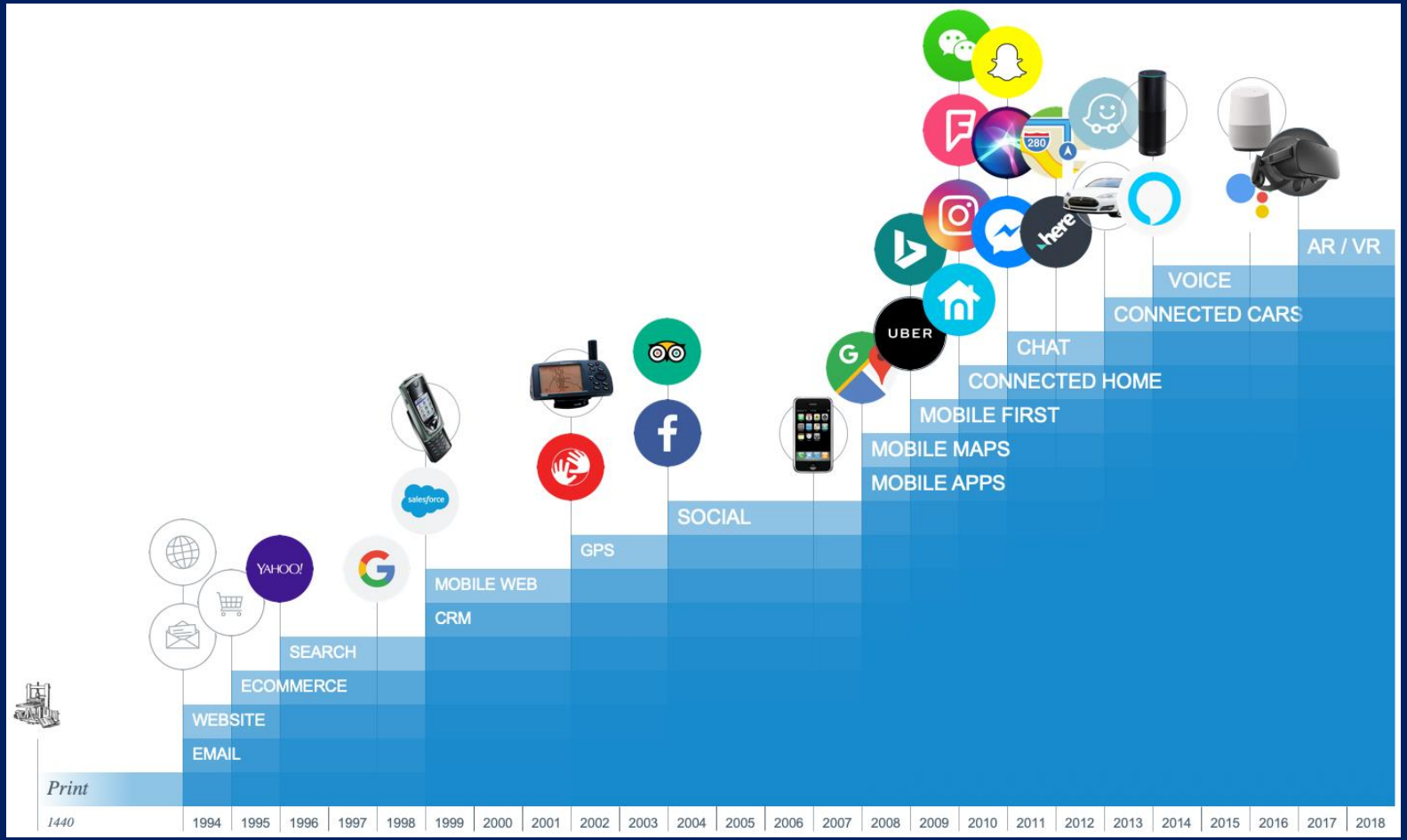
11.11

E-commerce : Alibaba bat son record de 2019 en vendant 47,4 milliards d'euros de marchandise en un jour

Technologie : *Le chiffre inclut les ventes générées le 1 er novembre. Mais c'est néanmoins un record notable qui marque la montée en puissance de l'acteur de e-commerce chinois sur la scène mondiale.*

Par Asha Barbaschow | Modifié le jeudi 12 nov. 2020 à 18:58

Réactions 0 Partager 5 Tweeter Partager plus +


Print
1440
EMAIL
WEBSITE
ECOMMERCE
SEARCH
CRM
MOBILE WEB
GPS
SOCIAL
MOBILE APPS
MOBILE MAPS
MOBILE FIRST
CHAT
CONNECTED HOME
CONNECTED CARS
VOICE
AR / VR
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
YAHOO!
salesforce
UBER
here
280

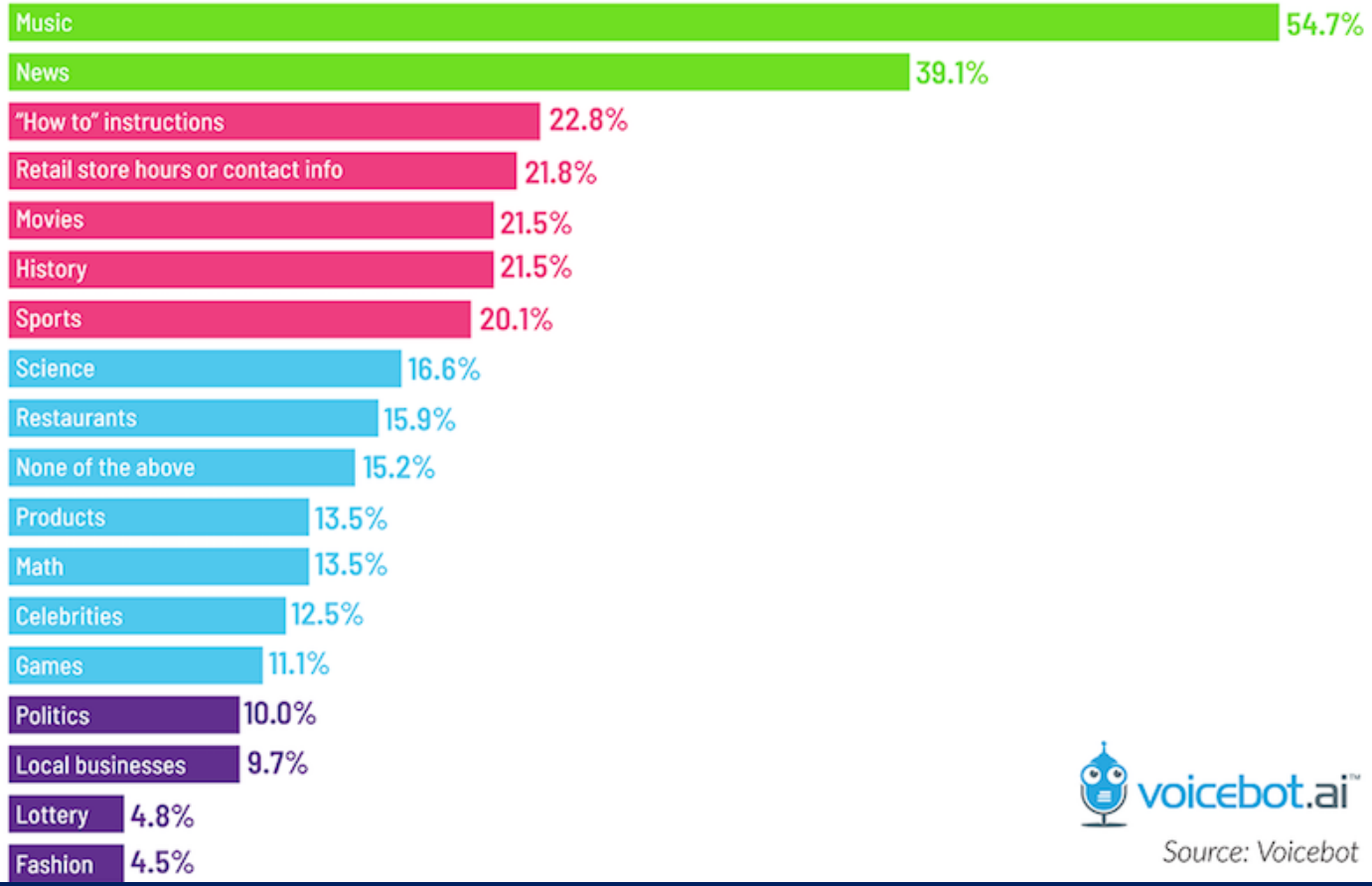
WE MUST THINK MOBILE FIRST

Nearly 80% of all time spent on social media is on a mobile. This means that we must consider the following very carefully...

- The size of the screen that the message is being displayed on
- The size and usability of content we are asking people to visit or download
- The native use of each platform (for example people rarely click on a link or google something they've been told to on Instagram as it would take them out of the platform but people often tag their friends in links on Facebook that they think they would love)

PERSONAL ASSISTANTS AND MACHINE LEARNING HAVE LEAD TO A MORE NATURAL APPROACH TO “SEARCH”

Information Topics Most Requested on Smart Speakers 2018



voicebot.ai™

Source: Voicebot

Amazon investit 5 fois plus dans la recherche que le CNRS

PAR FLORIAN BAYARD, 13/02/2019

PARTAGER TWEETER PARTAGER ENVOYER À UN AMI 16 COM'S

Maj. le 13 février 2019 à 17 h 53 min

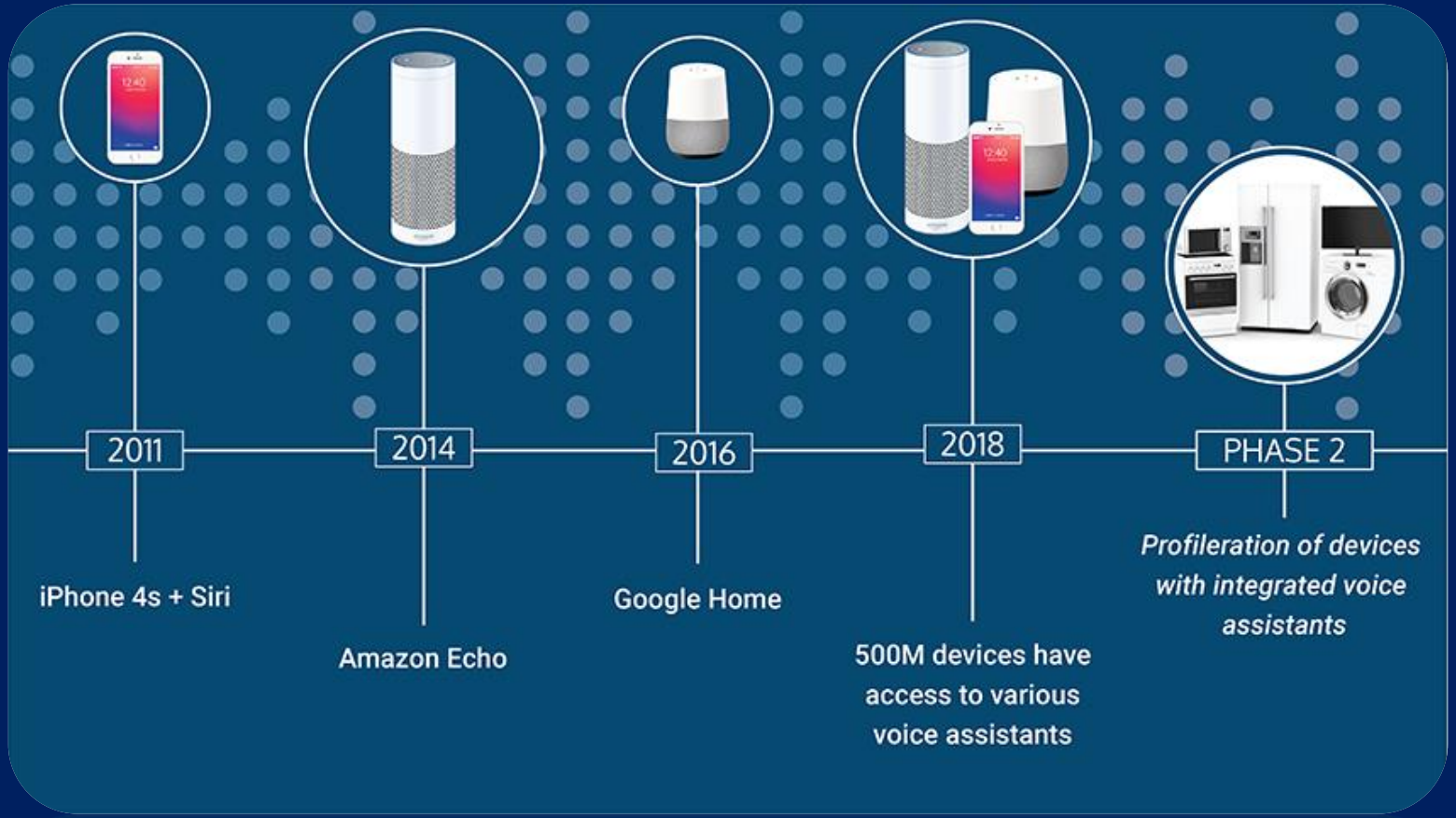
Amazon investit jusqu'à 14,2 milliards d'euros par an dans la recherche, c'est 5 fois moins que le CNRS, le Centre national de la recherche scientifique, regrette le docteur Laurent Alexandre, fondateur de Doctissimo et spécialiste de l'intelligence artificielle. Afin de rattraper le retard pris sur les GAFAM, il exhorte la France et l'Europe à réagir.

« Le décrochage numérique de l'Europe ne doit rien au hasard : nous n'investissons presque rien ! » tacle Laurent Alexandre dans une tribune incisive publiée par l'Express dans une chronique hebdomadaire. L'essayiste, réputé pour ses prises de position tranchées et sa plume alarmiste, est l'auteur de plusieurs livres sur le thème du transhumanisme, de l'intelligence artificielle et des progrès scientifiques.

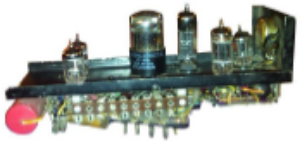
C'EST TENDANCE !

- Catalogue Netflix novembre 2019
- Comparateur forfaits mobiles pas cher
- Comparatif meilleur smartphones 2019
- Disney+
- Meilleur opérateur mobile
- S'abonner RMC Sport
- Supprimer compte Facebook

Votre email ici...


2011
iPhone 4s + Siri
2014
Amazon Echo
2016
Google Home
2018
500M devices have access to various voice assistants
PHASE 2
Profileration of devices with integrated voice assistants

Very short history of machine learning



1951

First neural network computer SNARC

1986

Geoff Hinton from Carnegie Mellon Uni breakthrough in neural networks by using multiple layers of virtual neurons

1997

IBM's DeepBlue beats Kasparov

2012

Google Brain team recognizes cats in YouTube videos

Geoff Hinton finds molecules that could lead to pharmaceutical discoveries

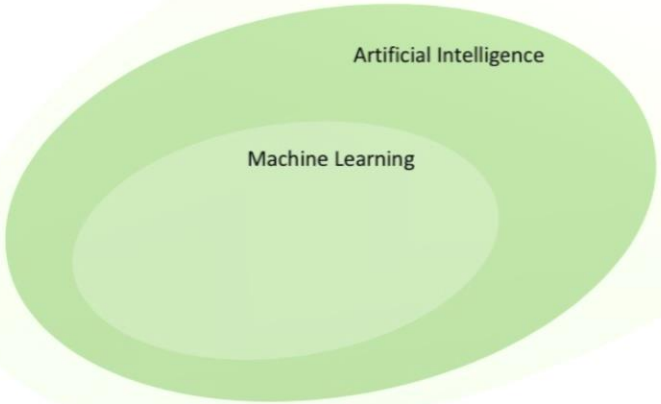
Microsoft shows off translation system for first time

Beyond 2012

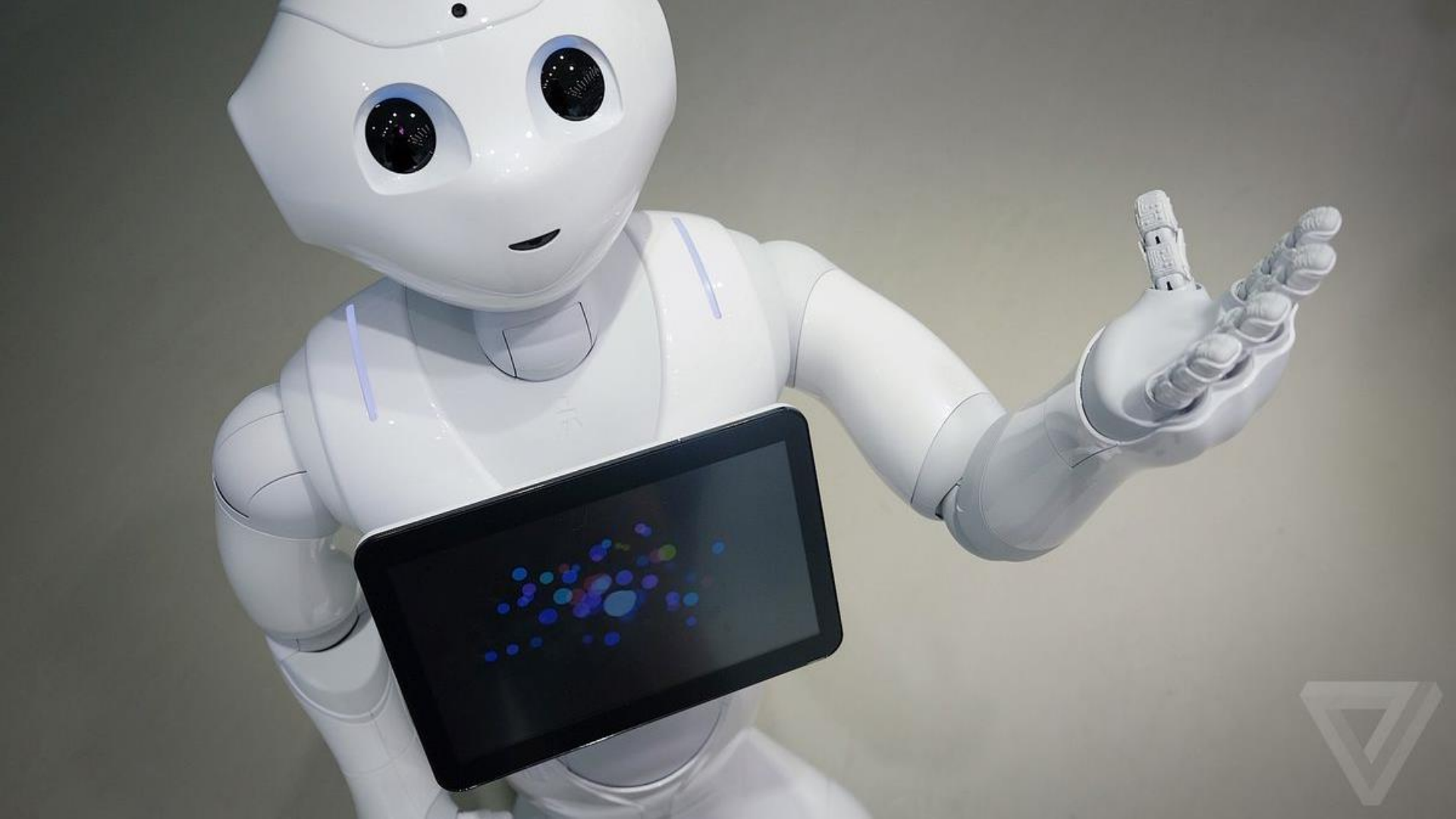
BIG explosion of milestones

1950 1970 1990 2010 2030 2050

The new technologies



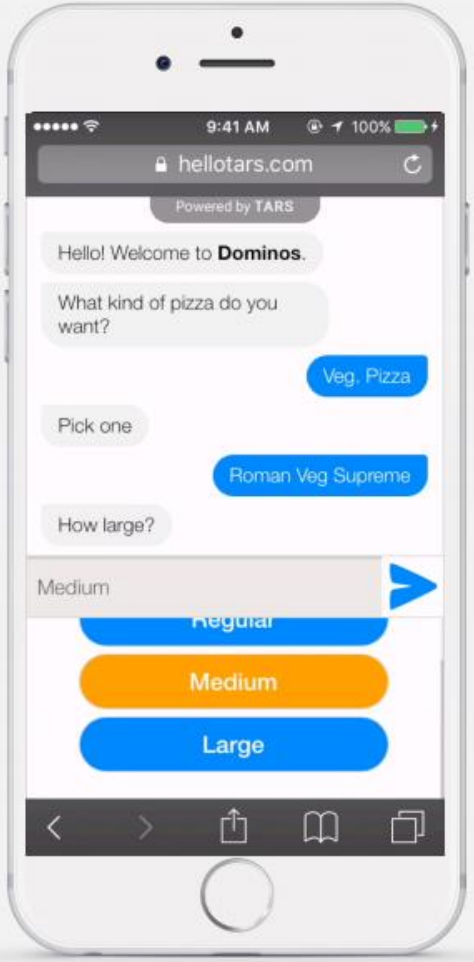
Peter Sommer, 2017



CASE STUDY:

DOMINOS

- Instead of asking customers to call a store or order online, pizza chain Dominos created a chatbot called DOM that allows customers to order directly via Facebook messenger
- DOM was designed for regular customers as before you can use the service you are required to sign up to the Easy Order system, which along with an address and contact details, saves a ‘favourite basket’ which can be requested via the chatbot in future
- Dominos felt that it was important that their chatbot embodied the brand’s personality so they’ve made sure he’s funny too (pictured)

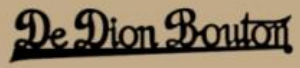


CONNECTED SOFTWARE

Another key trend is the open nature of software that allows for connected experiences and more powerful

DISRUPTION

Ne jamais se reposer sur le statut de pionnier ou de leader



An ugly picture

Kodak's:

Sources: Company reports; Thomson Reuters

Kodak présentera son smartphone Android au CES de Las Vegas

Tech > Kodak > Mobile > Photo > Kodak présentera son smartphone Android au CES de Las Vegas

Par Sebastien Veyrier, publié le 27 décembre 2014 à 14h30.

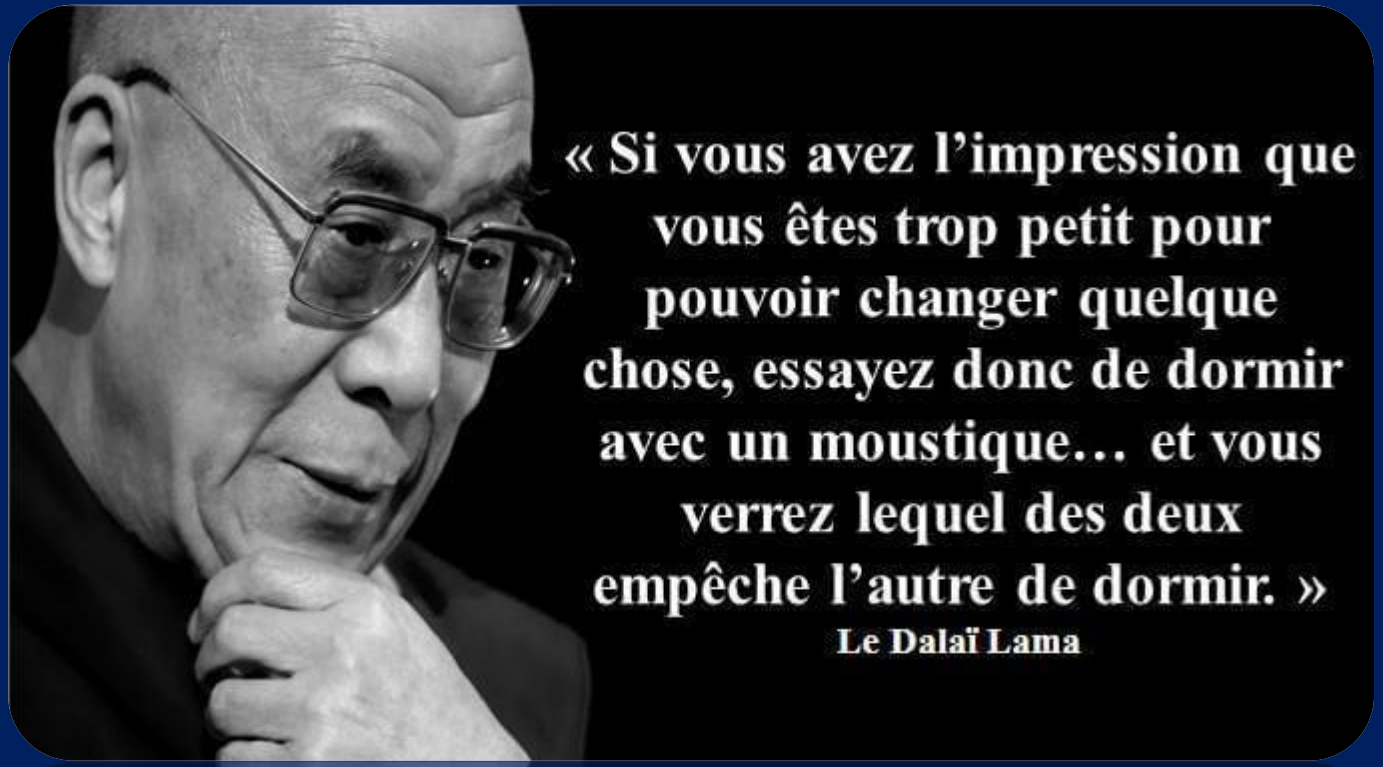
2 minutes

Kodak présentera son smartphone Android au CES 2015 -

Comparatif smartphones

QUE CHOISIR

Des experts

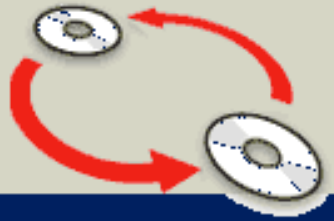

« Si vous avez l'impression que vous êtes trop petit pour pouvoir changer quelque chose, essayez donc de dormir avec un moustique… et vous verrez lequel des deux empêche l'autre de dormir. »
Le Dalaï Lama

UBER
TAXI

1 Sign up and choose your movies.

2 Get them in the mail. Free shipping!

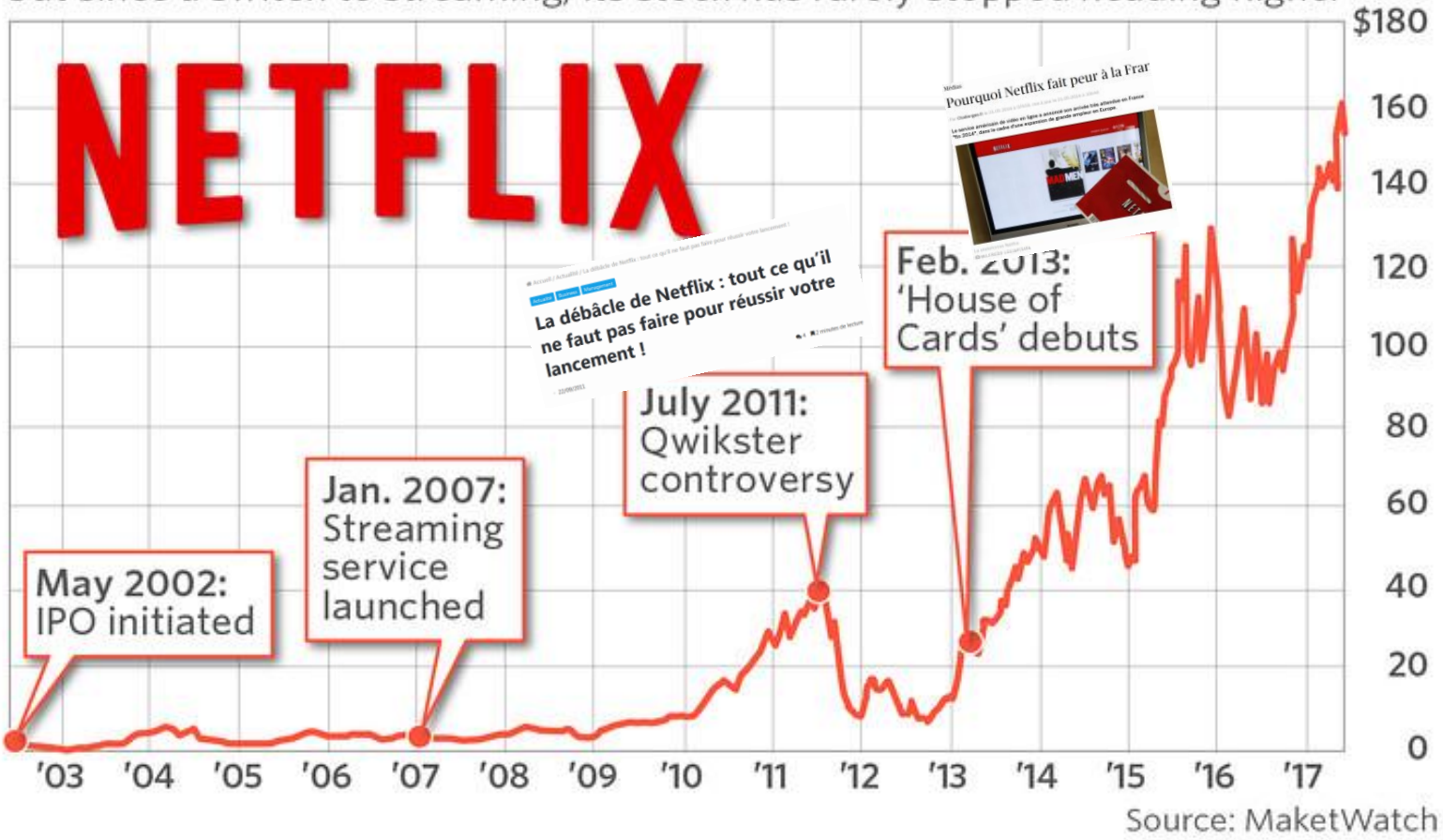
3 Return them and we'll send you more.



NETFLIX
Start Your Free Trial
How It Works
Browse Selection
Free Trial Info
Rent as many movies as you want!
Free DVD shipping - Both ways
Classics to New Releases to TV episodes
Cancel anytime
FREE TRIAL
Questions? 1-866-636-3076
24 hours a day
Start Your Free Trial
Email
Confirm Email
Password
Confirm Password
Continue
HOW IT WORKS
Rent
Receive
Watch
Exchange
Streaming
NO LATE FEES
PLUS
Keep each movie as long as you want.
Simply return 1 movie in its prepaid envelope to get another
Start Your Free Trial
How It Works
Browse Selection
Free Trial Info

Netflix streaming ahead

Netflix went public 15 years ago with a focus on providing DVDs by mail, but since a switch to streaming, its stock has rarely stopped heading higher



Source: MaketWatch

NETFLIX
NETFLIX
NETFLIX
NETFLIX
NETFLIX
NETFLIX

SHAVE TIME. SHAVE MONEY.
DOLLAR SHAVE CLUB
"I like shaving with a dull razor."
- No one, ever.
CHANGE YOUR BLADE EACH WEEK

The New York Times

YSL.COM

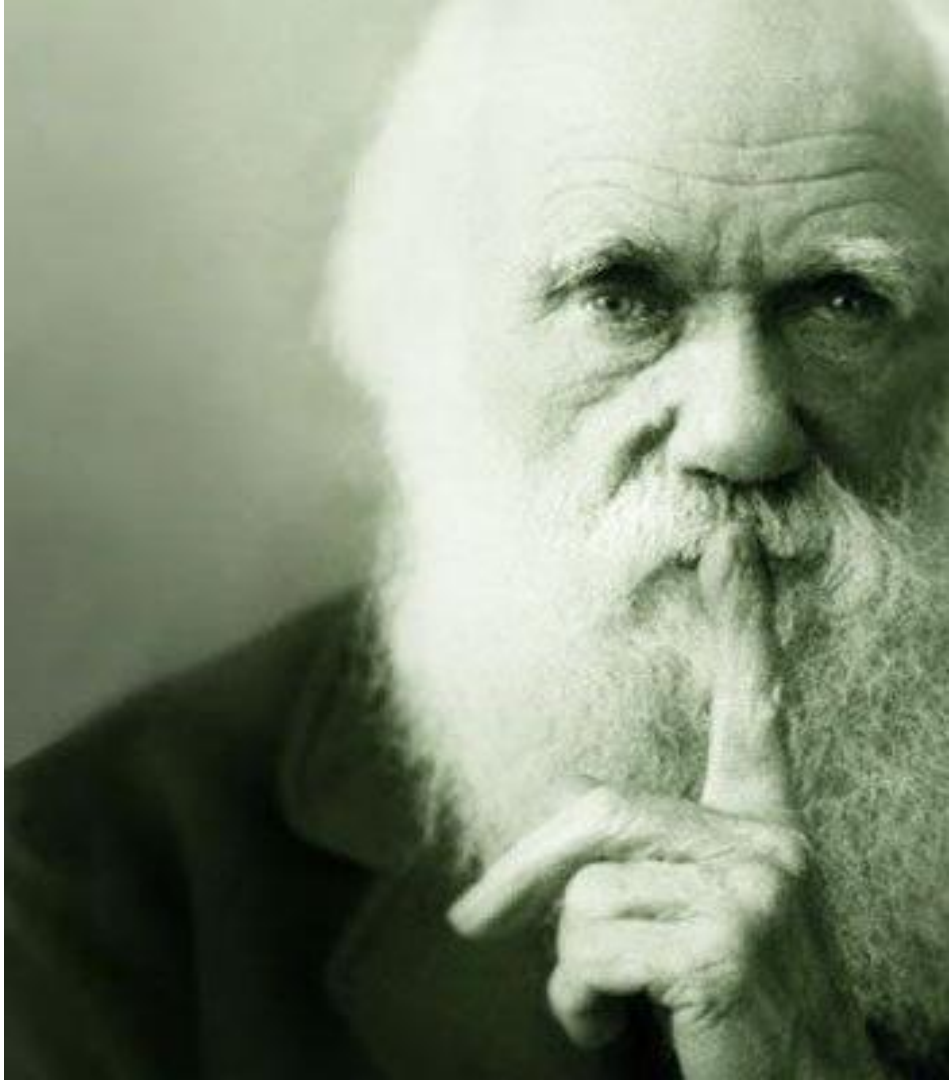
DealBook / Business & Policy

Dollar Shave Club Sells to Unilever for $1 Billion

Allianz
Allianz
Allianz
Automobile
Habitation
Retraite
Santé
Prévoyance

“It’s not the strongest of the species that survives, nor the most intelligent, but the one most responsive to **change**”

- Charles Darwin, 1809



BREAK

Impacts sur l'expérience Client

THE DIGITAL TRANSFORMATION

1. Purpose driven
2. User centricity
3. Scale and Agility
4. People
5. Culture of innovation

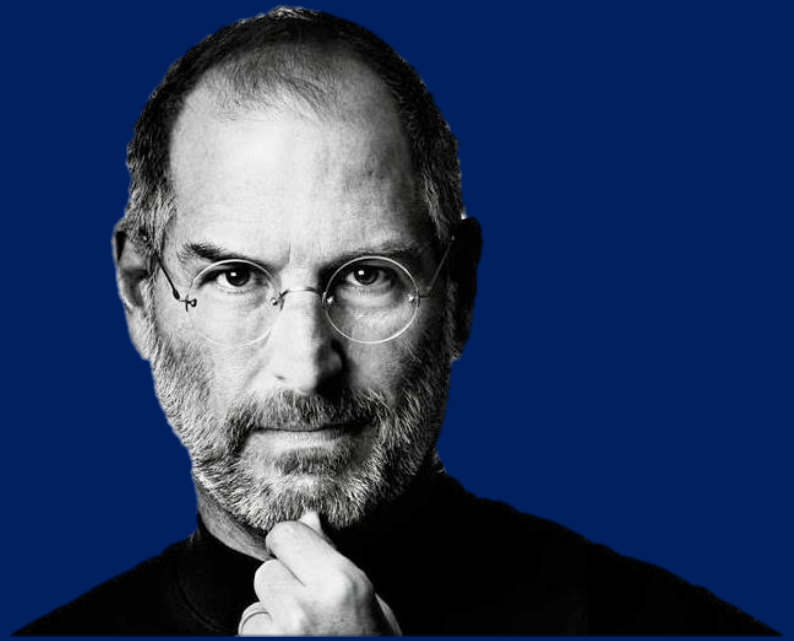
Harmony
Guide
Info
OK
Harmony 650

TV
ON/OFF
POWER
VOLUME
VOL
SATELLITE ON/OFF
CHANNELS UP/DOWN
OK
2
3
5
6
8
9
LOCAL CHANNELS START AT 884

MENU

“That’s been one of my mantras – focus and simplicity. Simple can be harder than complex. You have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.”

— Steve Jobs – Tech Guru



WHY

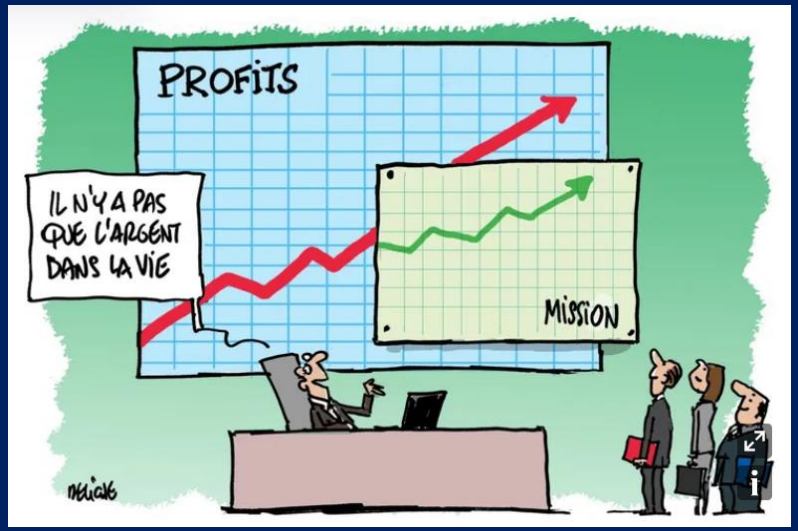
TED
Talks

"Your brand is what people say about you when you're not in the room."

– Jeff Bezos

Only 7% *of Fortune 500 CEOs believe their companies should "mainly focus on making profits and not be distracted by social goals"*.

Alan Murray, Fortune.com, May 2019



Le Slip Français acquiert le statut d'entreprise à mission

Entre l'âge de raison et l'adolescence, le Slip Français franchit une nouvelle étape en devenant une "entreprise à mission". Cette démarche concrétise un engagement de longue date envers les savoir-faire textile français et au service d'une mode responsable mettant en avant des produits durables et de qualité.

Les Echos

En direct Le Journal Newsletters Podcasts ... CONNEXION

À la une Idées Économie Politique Monde Tech-Médias Entreprises Bourse Finance - Marchés Régions Patrimoine Le Mag W-E

Banque - Assurances Gestion d'actifs M&A Marchés financiers Lexique financier

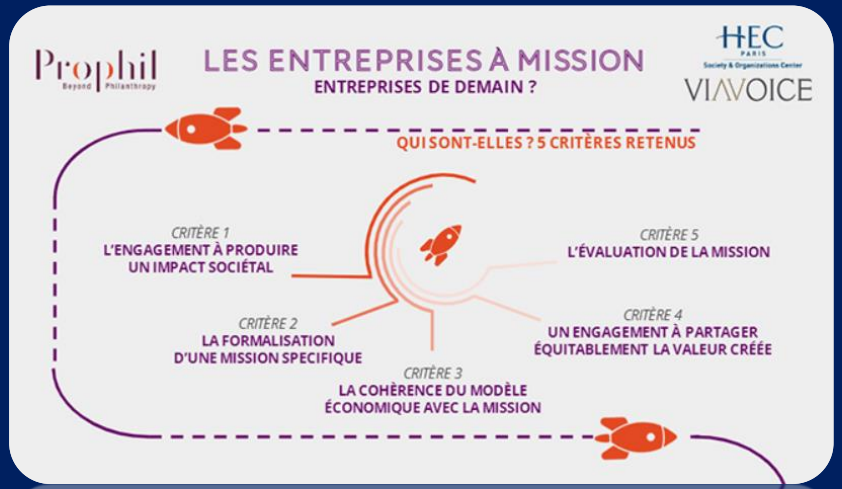
Ces sociétés qui se convertissent en entreprises à mission

Des dizaines de sociétés comme la Maif ou la Camif veulent se convertir en « entreprises à mission ». Le décret d'appli

THE CONVERSATION

Covid-19 Culture Économie Éducation Environnement International Politique Société Santé Science Mondes francophones

Dans l'entreprise libérée, la raison d'être bouscule la dictature du profit


Prophil
Beyond Philanthropy
LES ENTREPRISES À MISSION
ENTREPRISES DE DEMAIN ?
HEC
PARIS
Society & Organizations Center
VIAVOICE
QUI SONT-ELLES ? 5 CRITÈRES RETENUS
CRITÈRE 1
L'ENGAGEMENT À PRODUIRE UN IMPACT SOCIÉTAL
CRITÈRE 2
LA FORMALISATION D'UNE MISSION SPECIFIQUE
CRITÈRE 3
LA COHÈRENCE DU MODÈLE ÉCONOMIQUE AVEC LA MISSION
CRITÈRE 4
UN ENGAGEMENT À PARTAGER ÉQUITABLEMENT LA VALEUR CRÉÉE
CRITÈRE 5
L'ÉVALUATION DE LA MISSION

L'ENTREPRISE À MISSION :
UN AVANTAGE COMPÉTITIF
EN MATIÈRE DE NOTORIÉTÉ
73%
des dirigeants considèrent qu'en devenant une entreprise à mission, l'entreprise améliore sa marque employeur
83%
des dirigeants considèrent qu'en devenant une entreprise à mission, l'entreprise améliore son image auprès de ses clients

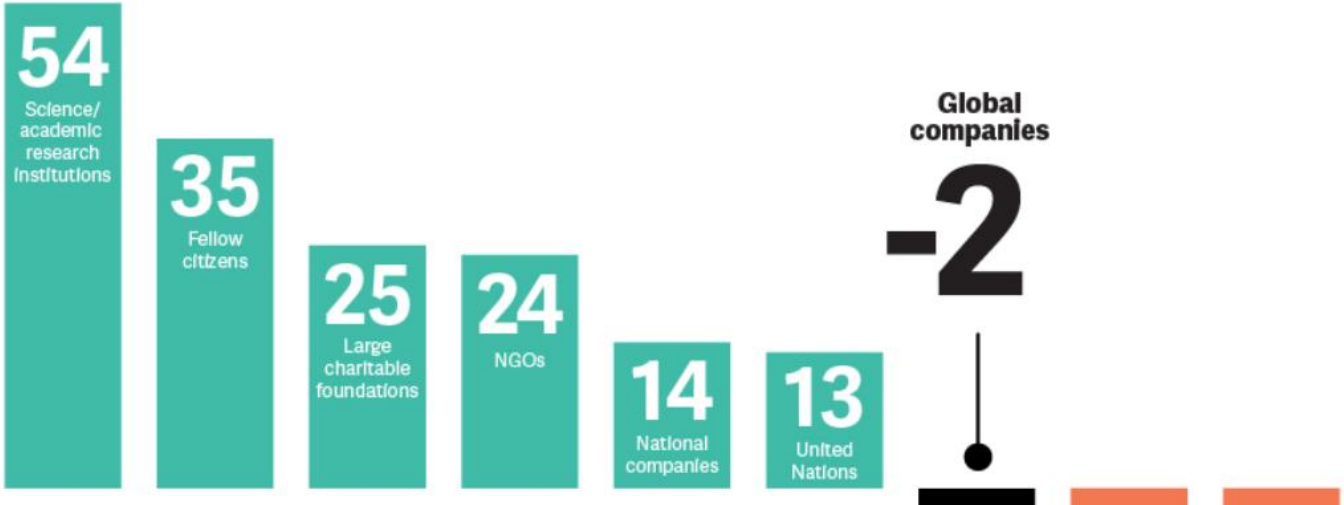
A WARM ONE
BOYS
IT IS
BE A PART OF
THE SOLUTION,
NOT PART OF
THE POLLUTON
THERE IS
IT'S A beautiful

40% des **Gen Y** et

36% des **Gen Z** ont entamé ou approfondi une relation avec une entreprise dont les produits et services ont un impact positif sur l'environnement ou la société.

Trust in Institutions

Net Trust,* Average of 20 countries,** 2017



*"A lot of trust" and "Some trust" minus "Not much trust" and "No trust at all"

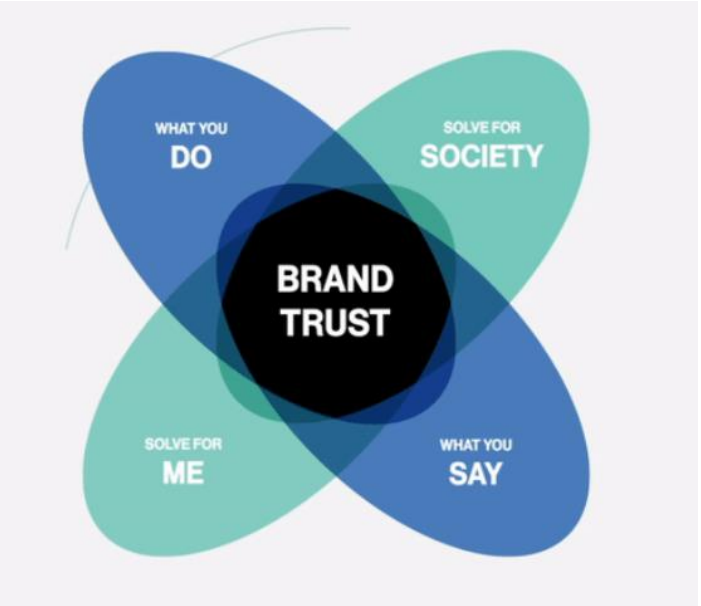
**Includes Australia, Brazil, Canada, Chile, France, Germany, Greece, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, Peru, Russia, South Africa, Spain, Turkey, UK, and USA

“Brand trust is earned, not bought”

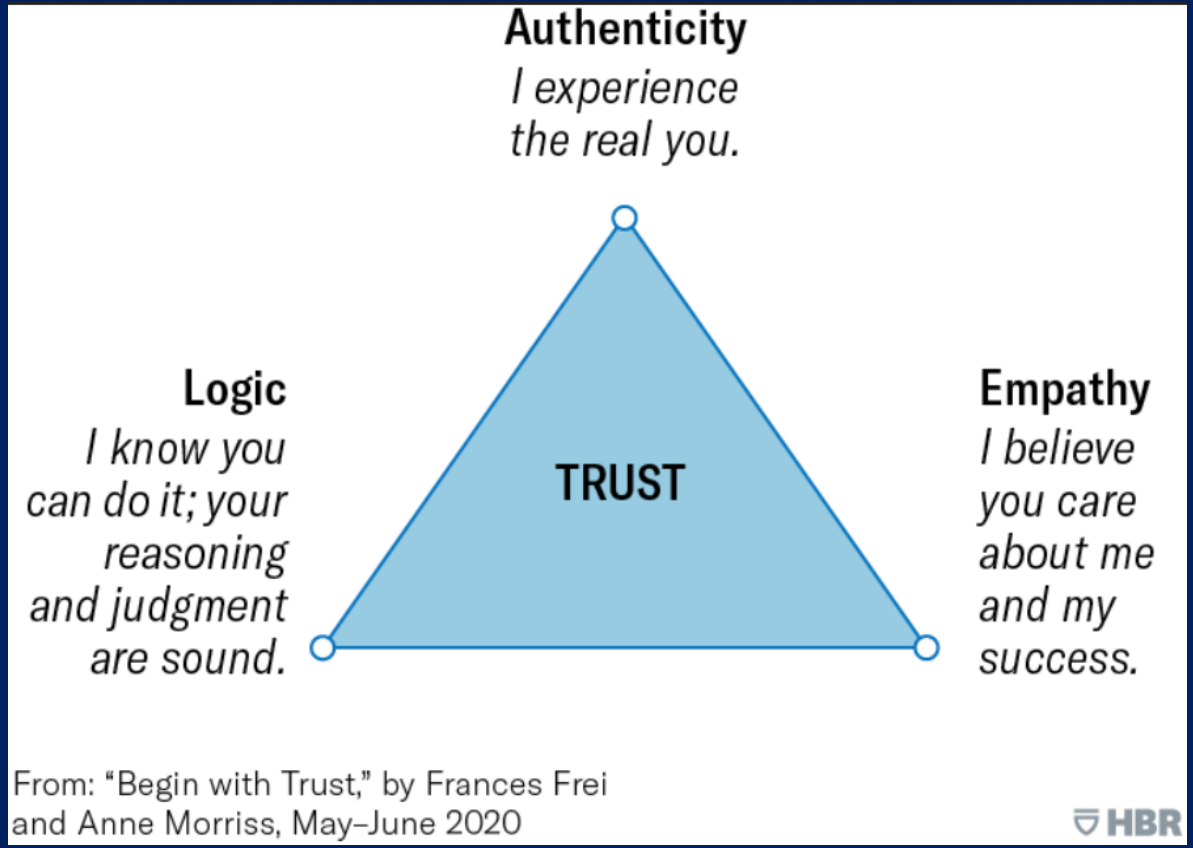
Loyalty: 75 percent of people with high brand trust say they will buy the brand’s product even if it isn’t the cheapest,
it is the only brand of the product they’ll buy, and they will immediately check out a new product from that brand to purchase

Engagement: 60 percent of people with high brand trust say they’re comfortable sharing personal information with the brand,
and they pay attention to the brand’s communications

Advocacy: 78 percent with high brand trust say they’ll likely share or repost content about the brand,
they will recommend the brand to others, and they will defend the brand against criticism



Edelman Report 2020


Authenticity
I experience the real you.
Logic
I know you can do it; your reasoning and judgment are sound.
TRUST
Empathy
I believe you care about me and my success.
From: "Begin with Trust," by Frances Frei and Anne Morriss, May–June 2020
HBR

pur·pose

/'pərpəs/

Noun

The reason for which something is done or created or for which something exists.

Definitions

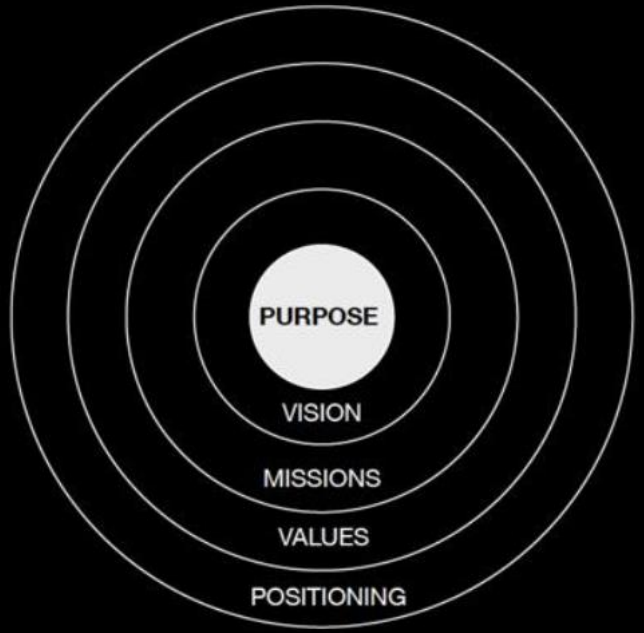
Purpose: **Why** your company or brand exists

Vision: **Where** you want to get to by a specific point in time in line with the Purpose.

Missions: **What** bold moves do you need to take to achieve the Vision.

Values: **How** you behave as a brand, what behaviors and attitudes you display

Positioning: How all of the above is encapsulated to occupy a distinct place in people's minds.

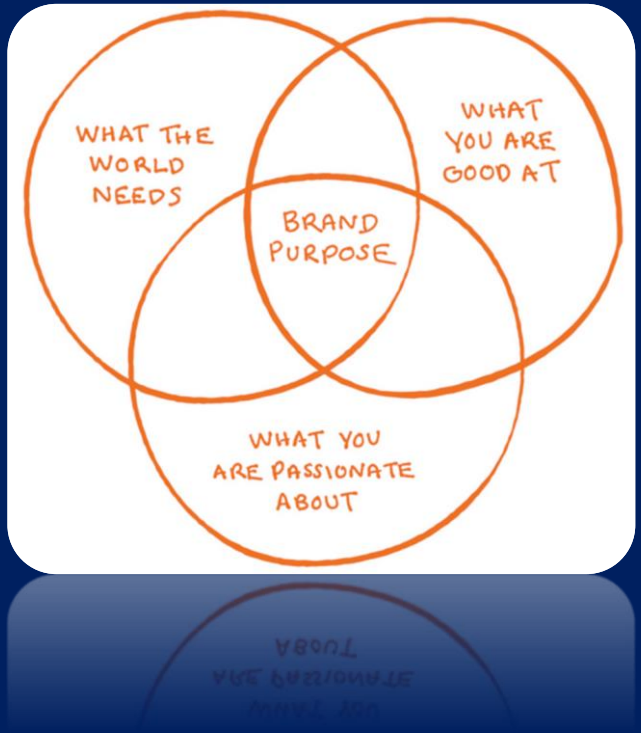


1. Start with Empathy: People at the Center

2. Define Your North Star : Purpose Beyond Products

3. Take a Stand : Perspective on Issues that Matter

4. Start a Movement : Participation by All of Us



TAP SOCIAL
CRIMINALLY GOOD
AMERICAN PALE ALE
CELL COUNT
TAP SOCIAL
CRIMINALLY GOOD
IPA
TIME BETTER SPENT
TAP SOCIAL
CRIMINALLY GOOD
LAGER
FALSE ECONOMY

'WORLDS APART'

“Providing Freedom to move in a personal, sustainable and safe way”

“Make it easy for people to do themselves some good”

“Inspire and develop the builders of tomorrow”

“Use the power of sports to move the world forward”

“Creating a world you can belong anywhere”

“Create a better everyday life for the many””

"Providing Freedom to move in a personal, sustainable and safe way"

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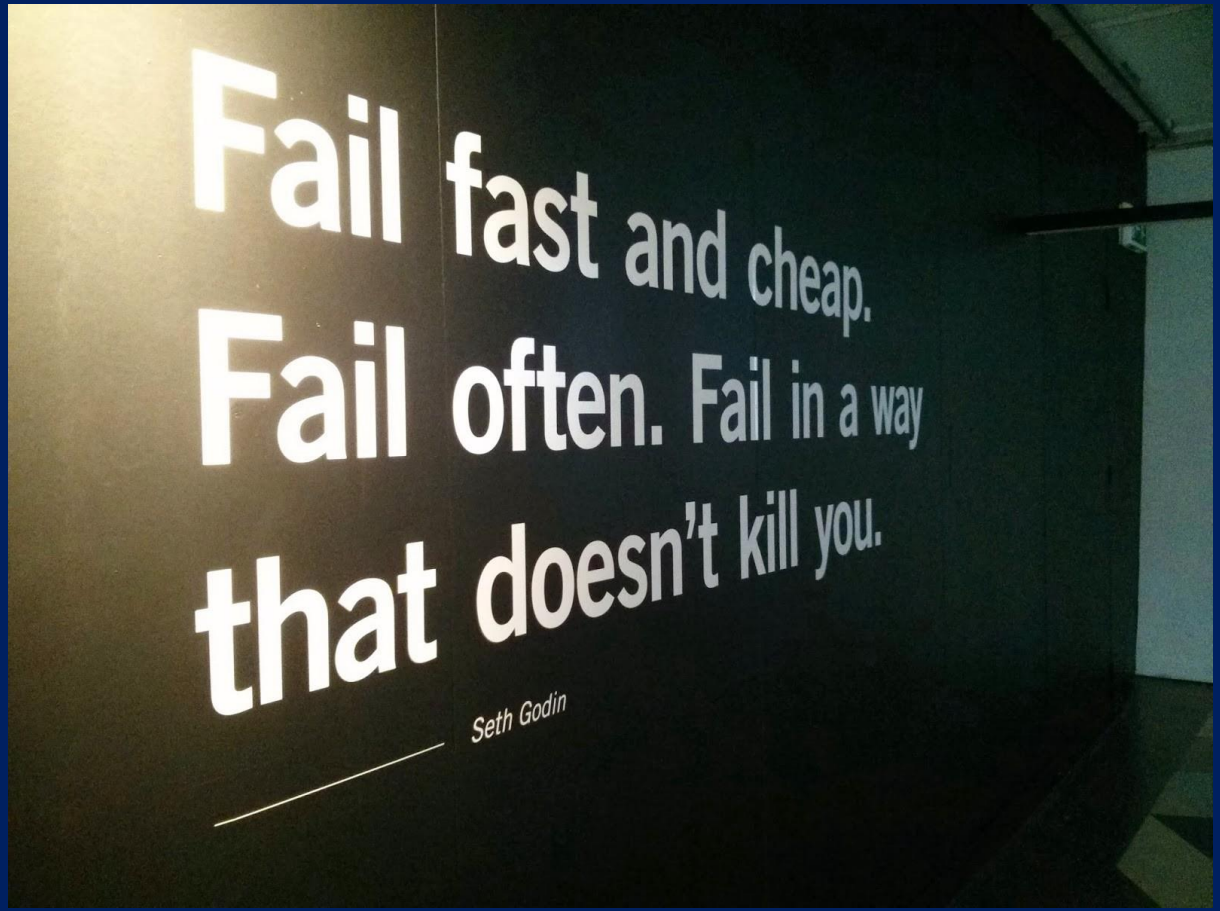
HOW TO INNOVATE


Fail fast and cheap.
Fail often. Fail in a way
that doesn't kill you.
Seth Godin

“If you are not embarrassed by the first version of your product, you’ve launched too late.”

— *Reid Hoffman*

co-founder of LinkedIn

Dyson : le P.-D.G. dévoile un projet abandonné de voiture électrique qui lui aura coûté 500 millions

Grégoire Huvelin
21 mai 2020 à 11h11

30

Le fondateur de la célèbre entreprise Dyson, en la personne de James Dyson, a révélé une flopée de détails sur le projet de voiture électrique que la marque a finalement abandonné.

A BRIEF HISTORY OF Google X

Not much is known about Google X, but here's what we do know:

GOOGLE X PROJECTS:

PROJECT GLASS

These eyeglasses allow you to see your texts, emails, the weather report, music and more on the lenses

DRIVERLESS CAR

The robotic vehicle won the 2005 DARPA Grand Challenge as well as a $2 million prize from the U.S. Department of Defense

GOOGLE 'ASSISTANT'

The Google equivalent to Apple's "Siri," this is a voice recognition and comprehension system for Android phones

JAN 2011
FEB 2011
MAR 2011
APR 2011
MAY 2011
JUN 2011
JUL 2011
AUG 2011
SEP 2011
OCT 2011
NOV 2011
DEC 2011
JAN 2012
FEB 2012
MAR 2012
APR 2012
MAY 2012
JUN 2012
JUL 2012
AUG 2012

Tech journalist MC Sieger claims this is when he first heard about Google X

The lab is publicly mentioned for the first time in a Business Insider article

The lab becomes known to the mainstream after the New York Times writes about it

Head of Google X Sebastian Thrun says the lab works on "moonshoot" ideas for society

Google reveals a neural network that can learn to detect faces

Sources: research.google.com | artificialbrains.com | parislemon.com | articles.businessinsider.com | nytimes.com | pcmag.com | googleblog.blogspot.com | techcrunch.com | pcmag.com

GOOGLE'S 9 PRINCIPLES OF INNOVATION

Innovation comes from everywhere

It is the job of everyone to innovate, from top to bottom and many times, by allowing each employee the opportunity to contribute to big innovative ideas, you will get some surprising results.

Focus on the User

Solve customer problems. Design a beautiful and useful user experience, and the revenue will follow.

Bet on Technical Insights

Think about whether your business has any unique insights or information assets that can be used and combined to innovate something new

Launch and Iterate

Ship your products out to market early and often rather than waiting until they are absolutely perfect to take them to market. The most important button on any product is the feedback button.

Think 10X

If you improve your process a little each day, you only achieve incremental progress. Innovative change means you need to think about how to change things by 10X

Default to open

By opening up your development to the world, you are tapping into a huge community of all the top 1% minds in the world.

Fail Well

If you don't fail often, you're not pushing the boundaries of innovation. Failure is a badge of honor. Be honest about it and fail with pride.

Have a Mission that Matters

The most important principle for innovation in your organization is having a mission that people can believe in. Having a sense of mission and purpose gets people in the door every day with the need to be innovative.

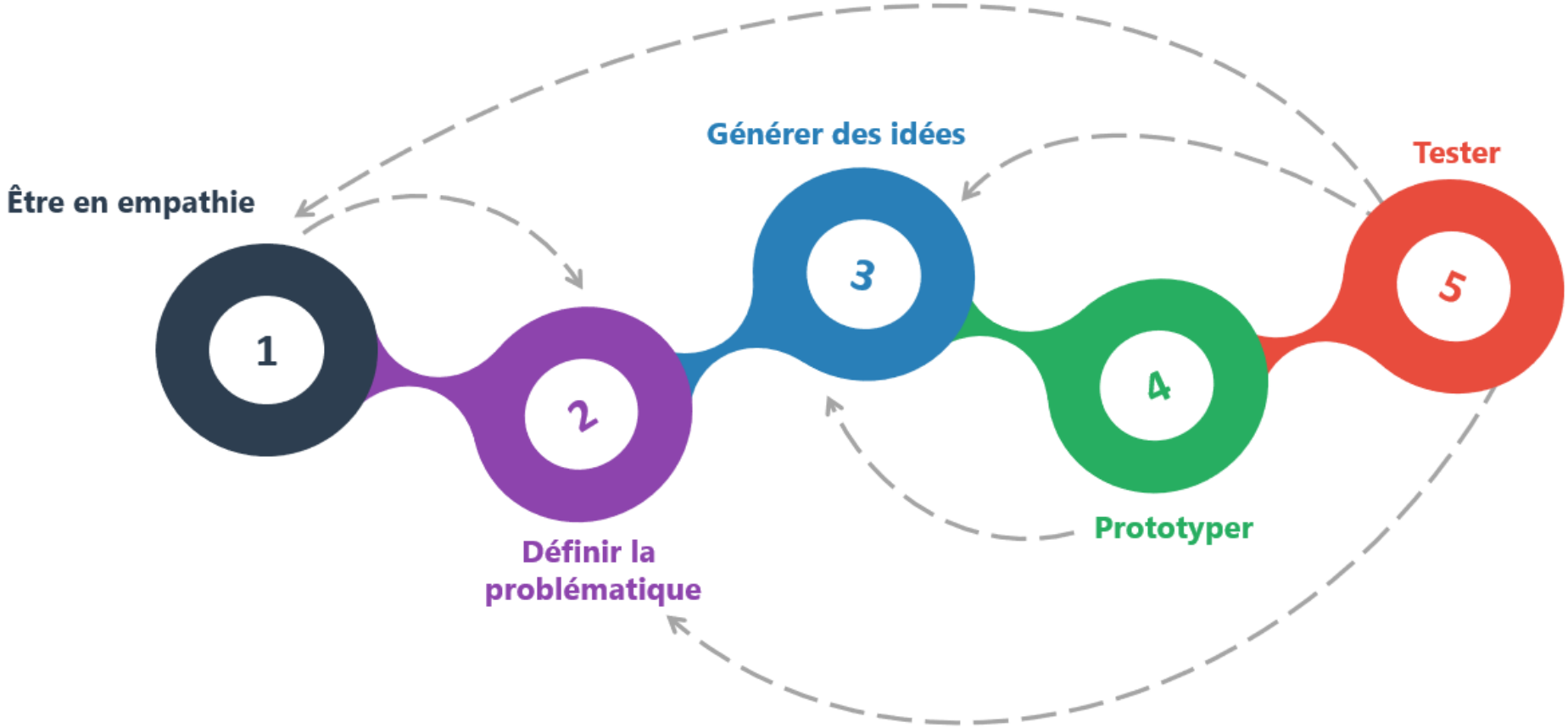
20% Time

Give your employees 20% of their time to focus on the items they are most passionate about. This truly allows everyone in the organization the time to act on their innovative spirit.

Watch the full story about this framework on my YouTube channel © Dan Croitor 2017 • part of my video series about unique company principles and culture

THIS IS
NOT
DESIGN
THINKING

DESIGN THINKING EN 5 ETAPES



DESIGN THINKING 101
NNGROUP.COM
UNDERSTAND
EXPLORE
MATERIALIZE
EMPATHIZE
Conduct research to develop an understanding of your users.
DEFINE
Combine all your research and observe where your users' problems exist.
IDEATE
Generate a range of crazy, creative ideas.
PROTOTYPE
Build real, tactile representations for a range of your ideas.
TEST
Return to your users for feedback.
IMPLEMENT
Put the vision into effect.

BUSINESS STORY

BREAK

CUSTOMER JOURNEY

THE CUSTOMER JOURNEY IS A TANGLED MESS.
DEAL WITH IT.

CUSTOMER JOURNEY MAP

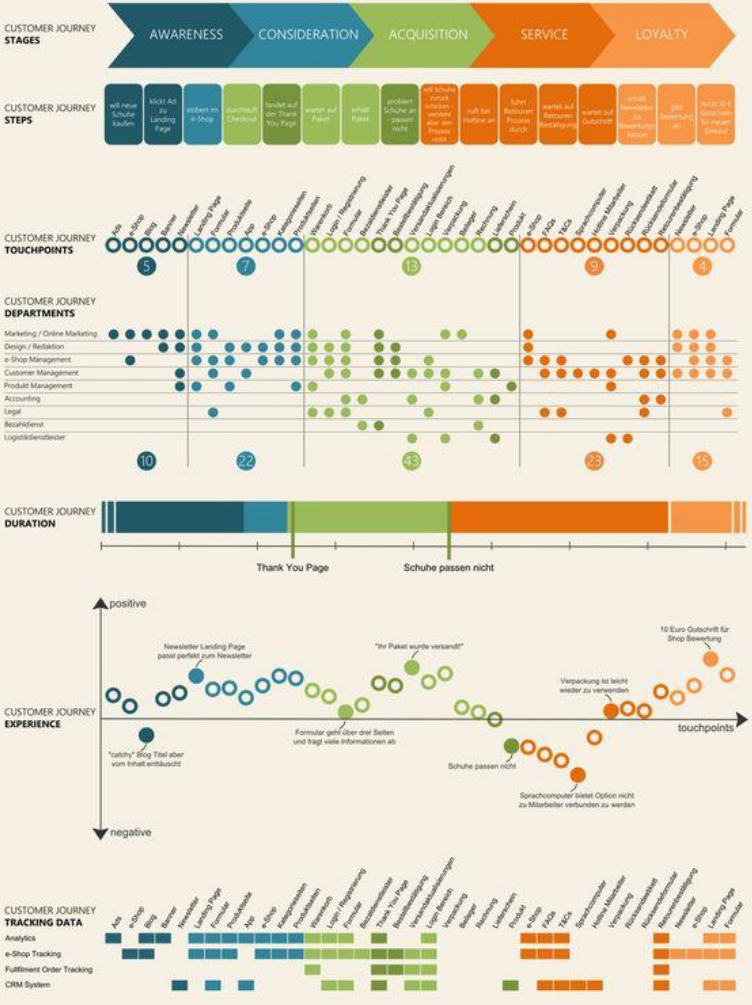
PERSONA NAME:

PRODUCT:

Gain a better understanding of the buying experience visualizing it through the eyes of your customers while interacting with your company and brand.

Customer Stages Identify all the main stages of your customer journey.	Awareness	Consideration	Acquisition	Service	Retention
Customer Goals What do users want to accomplish in this stage?					
Customer Actions Describe which actions users need to do to reach the goals.					
Touchpoints & Channels How do users get information to make a decision or reach goals?					
Customer Thoughts What are users thinking or expecting during these actions?					
Overall Customer Experience What are the users' feelings in this stage? (e.g. happy, frustrated)					
Pain Points What are the problems or negative experiences that users are facing in this stage?					
Opportunities to Improve How can we help users to reach the goal? Identify opportunities that could be improved or insights.					

CUSTOMER JOURNEY **LAYERS**



PERSONA

Business Case

Persona.

30’

Objectif

Etre empathique, se mettre DANS la peau des clients/prospects, sans a priori.

Exercice

Par groupes de 5,
Proposez 1 fiche Persona

AGE	LIEU	SITUATION FAMILIALE	PROFESSION
39 ans	Tours	Marié, 2 enfants	Responsable agence SFR

EXPERIENCE MOTO

15 ans de permis A,
21 ans de permis B,
1 sinistre moto il y a 10 ans (non responsable).

Il a débuté en 600 bandit, puis a enchainé avec une sportive et 2 roadsters sportifs. Aujourd'hui il en est à sa 5ème moto et roule en BMW S1000XR.

PRATIQUE MOTO

Il utilise sa moto dès que possible pour aller au travail quand la météo le permet, et en balade les weekends.

HABITUDES

Smartphone, Google, Facebook, forums, presse moto (moto et motards), Netflix, Ebay.

Aime parler moto et privilégie si possible le téléphone ou le face à face.

Il veut avoir à faire à des experts (moto - assurance - législation).

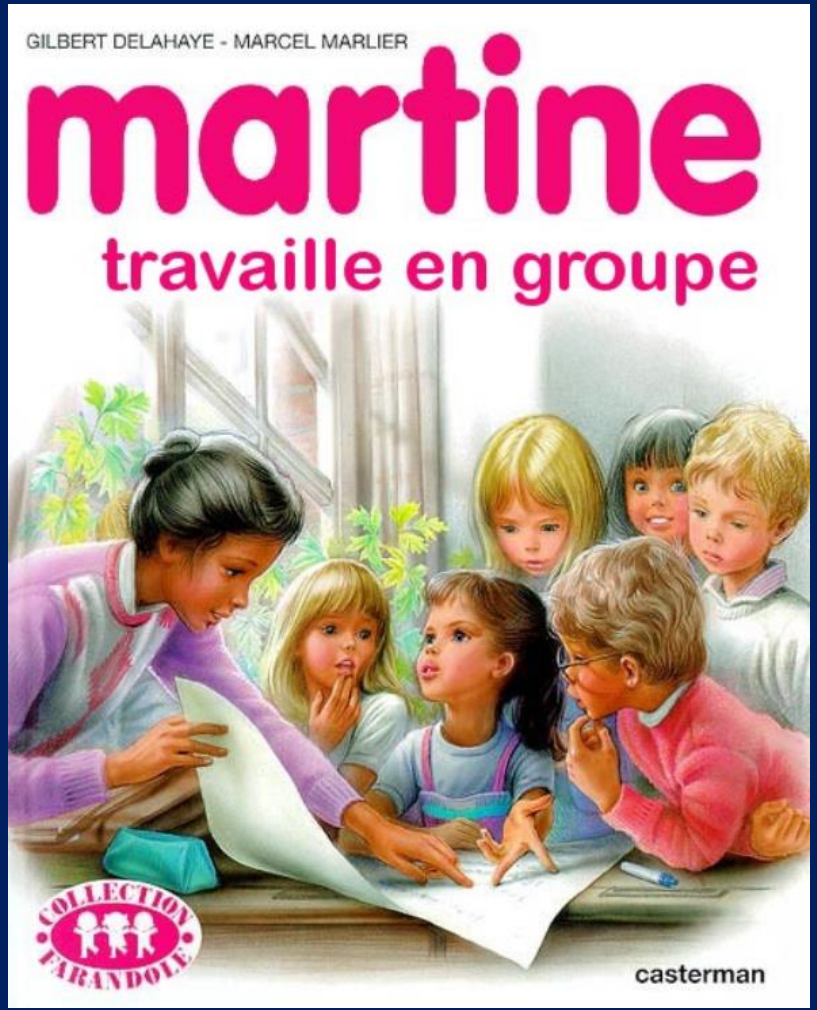
CONTEST

LE CONTEST

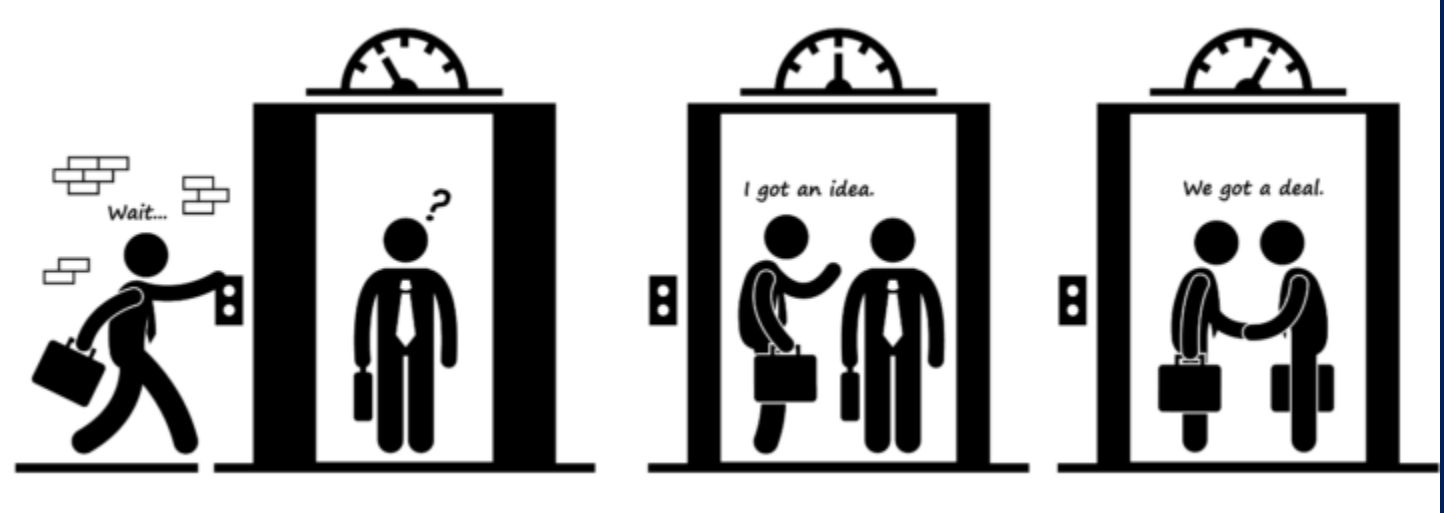
Retour pour le Vendredi 4 décembre

Conditions :
Groupe de 5 personnes
Chacun doit s'exprimer

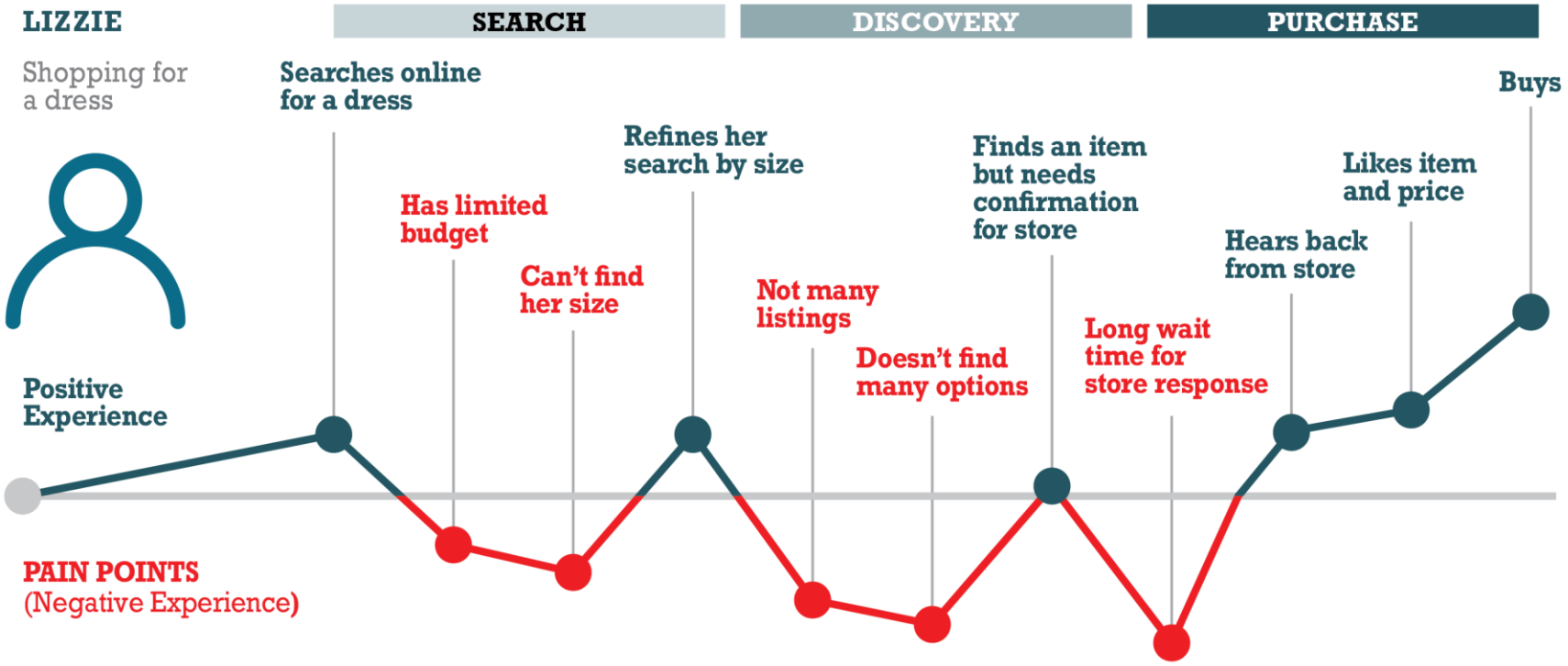
Livrables :
Elevator Pitch (2min)
Purpose (2min)
Pain Point (5min)
Business Model (10min)



Elevator Pitch



Pain Points


LIZZIE
SEARCH
DISCOVERY
PURCHASE
Shopping for a dress
Searches online for a dress
Has limited budget
Can't find her size
Refines her search by size
Not many listings
Doesn't find many options
Finds an item but needs confirmation for store
Long wait time for store response
Hears back from store
Likes item and price
Buys
Positive Experience
PAIN POINTS
(Negative Experience)

Partenaires clés

Qui sont nos partenaires clés? Qui sont nos fournisseurs clés? Quelles ressources clés nous procurons-nous auprès de nos partenaires? Quelles activités clés nos partenaires conduisent-ils?

Activités clés

Quelles activités clés nos propositions de valeurs exigent-elles? Qu'en est-il de nos canaux de distribution? De nos relations clients? De nos flux de revenus?

Ressources clés

Quelles ressources clés nos propositions de valeur exigent-elles? Qu'en est-il de nos canaux de distribution? De nos relations avec les clients? De nos flux de revenus?

Propositions de valeurs

Quelle valeur apportons-nous au client?
Quel problème contribuons-nous à résoudre?
Quelles combinaisons de produits et de services proposons-nous à chaque segment de clients?

Relations avec les clients

Quel type de relations chacun de nos segments de clients souhaite-t-il que nous entretenions avec lui?
Quels type de relations avons-nous établies? Quels est leur coût?
Comment s'articulent-elles avec les autres éléments de notre modèle économique?

Canaux

Quels canaux nos segments de clients préfèrent-ils?
Quels canaux utilisons-nous actuellement? Nos canaux sont-ils intégrés? Lesquels donnent les meilleurs résultats? Lesquels sont les plus rentables? Comment les intégrons-nous aux routines des clients?

Segments de clientèle

Pour qui créons-nous de la valeur?
Qui sont nos clients les plus importants?

Structure des coûts

Quels sont les coûts les plus importants inhérents à notre modèle économique? Quelles ressources clés sont les plus coûteuses? Quelles activités clés sont les plus coûteuses?

Flux de revenus

Pour quelle valeur nos clients sont-ils disposés à payer? Pourquoi payent-ils actuellement? Comment payent-ils? Comment préféreraient-ils payer? Quelle est la contribution de chaque flux de revenus au revenu global?

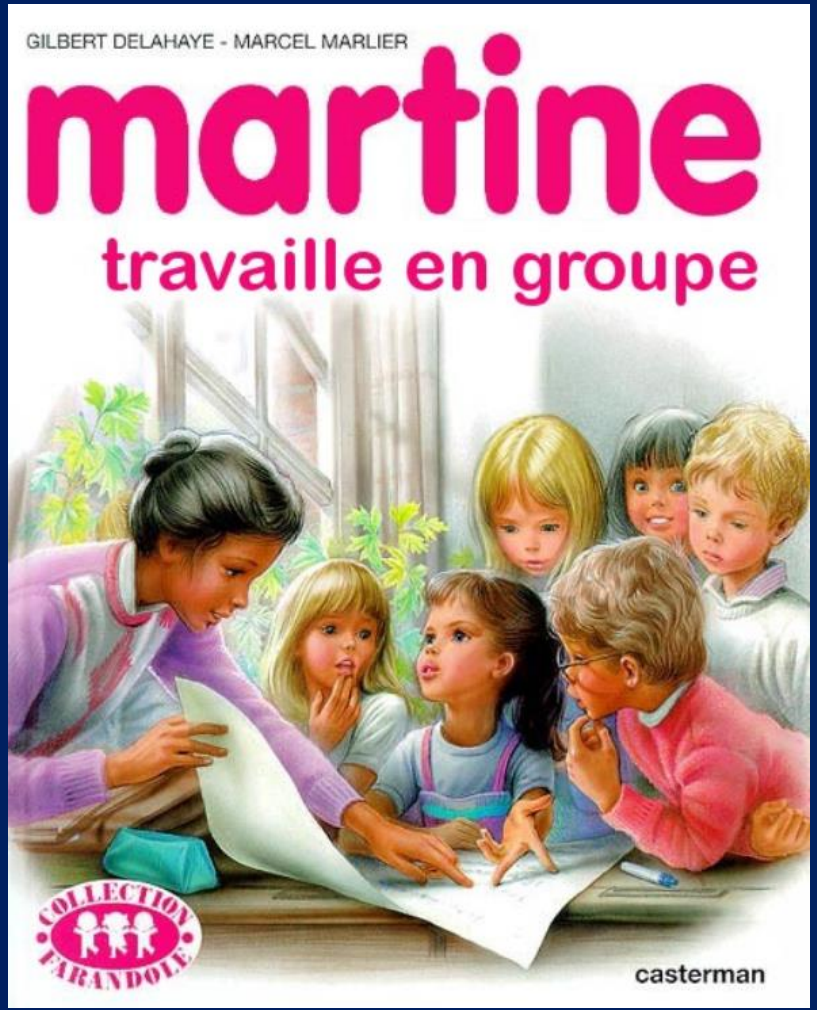
WELCOME BACK

LE CONTEST

Retour pour le Vendredi 4 décembre

Conditions :
Groupe de 5 personnes
Chacun doit s'exprimer

Livrables :
Elevator Pitch (2min)
Purpose (2min)
Pain Point (5min)
Business Model (5min)
MVP (5min)



Biz Contest.

MERCI !

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