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La Grande Ecole de l'IA & de la Data

Paris Île-de-France · Nice Côte d'Azur

02/02/2026

Industrial AI

A systemic view



Part 1

Collective thinking

The logo consists of a stylized lowercase 'ai' inside a circular emblem. The emblem features concentric arcs and geometric shapes, suggesting a digital or futuristic theme.

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Perception

Let's talk about you !

Some thoughts about AI

When you hear "AI", what's your first thought?

- If you had to sum up your experience so far with AI, what would you say?
- In your projects so far, what did "the end/finished" mean?
 - Reaching 99% on a given benchmark?
 - Great notebook with cool viz? Streamlit interface maybe ?
 - Something else?

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Perception

Let's talk about a slightly bigger picture

Some thoughts about systems

Let's imagine you have a great model that has 98% accuracy. What happens next? What are the steps after that?

- What do you do with this prediction ?
- Who, in the company, really cares about the "model score"? And who couldn't care less?
- What needs to exist around the model for it to have a real impact (technically and organizationally)?
- Honestly, in your opinion, among the tasks related to AI in a company, what percentage of the time is spent "training models"?
- Is the model addressing the true bottleneck(s) ?

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Perception

Let's talk about an even bigger one

Some thoughts about societal impacts

Hello AI industry !

- How do you feel about the massive entrance of AI into industry? More excited, anxious, skeptical?
- Do you feel you currently have the skills the market expects for "AI in industry"?
 - Anything missing?
- LLMs feel more like "great, this will help me", or "uh-oh, this might replace me"?

Sense of meaning

- Why did you choose to study AI ?
- AI as an **end in itself** or a **tool**
- Any perspective for the next 5-10 years ?

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Part 2

Systems

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Tordeuse des bourgeons de l'épinette

An epic fight like no other



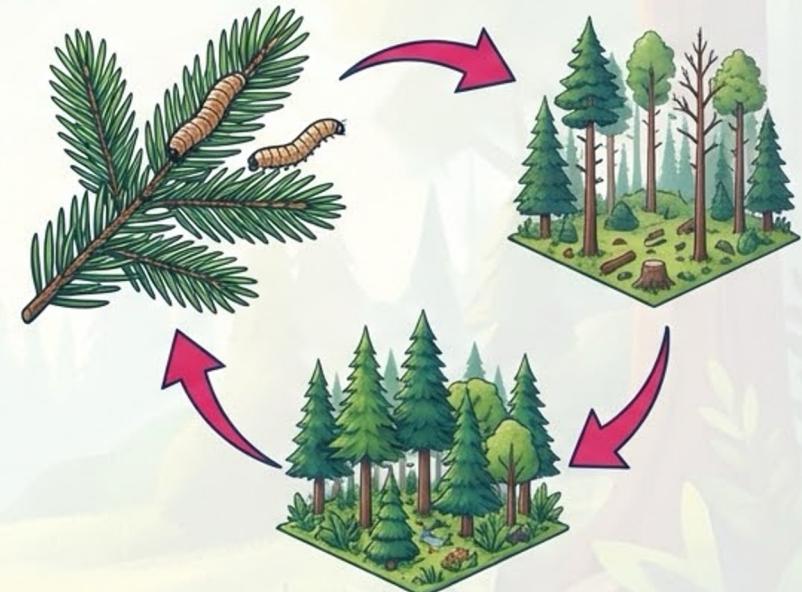
The spruce budworm (*Choristoneura fumiferana*) is native to North American forests.



It feeds mainly on the buds and needles of conifers (spruce, balsam fir).



Natural cycles of infestation already existed before industrialization, with epidemics every few decades, followed by phases of forest regeneration.



Tordeuse des bourgeons de l'épinette

An epic fight like no other

- From the 20th century onward (especially after 1945), Canada massively developed its timber and pulp-and-paper industry.
- To maximize productivity (after having completely eradicated their initial target species):
 - vast areas were planted with **one dominant species** (spruce/fir),
 - Management focused on **yield**
 - Turns out, this is the favorite food of the budworm



Tordeuse des bourgeons de l'épinette

An epic fight like no other



- Which was completely unacceptable to the Canadian wood industry. Indeed, large outbreak meant:
 - **Massive tree mortality**
 - **Major economic losses** (jobs, incomes, large disruptions ... etc...)
- From the 1950s–60s onward, large-scale control programs were implemented:
 - **aerial spraying of insecticides** (first chemical, later biological like Bt),
 - **intensive monitoring** of budworm populations.



Dominant logic: **control the budworm population**

Billions of dollars have been invested in such campaigns over the decades.

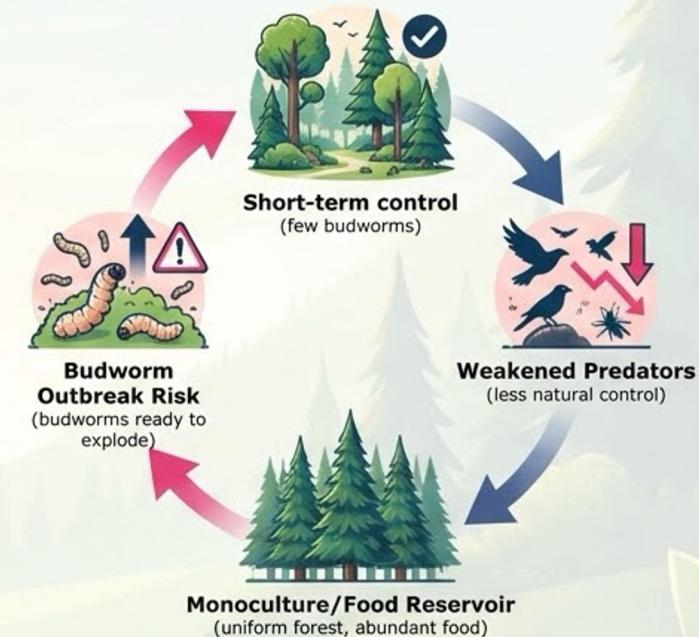
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Tordeuse des bourgeons de l'épinette

An epic fight like no other

- Short-term impacts: muy bonito → no more budworms ✓
- But this also weakened all natural predators of the species ↓
 - Add to that monoculture, no diversity, consistent food reservoir...
- Budworm population ended up always on the verge of the explosion / outbreak !
- Who said toxic relationship... ?



Tordeuse des bourgeons de l'épinette

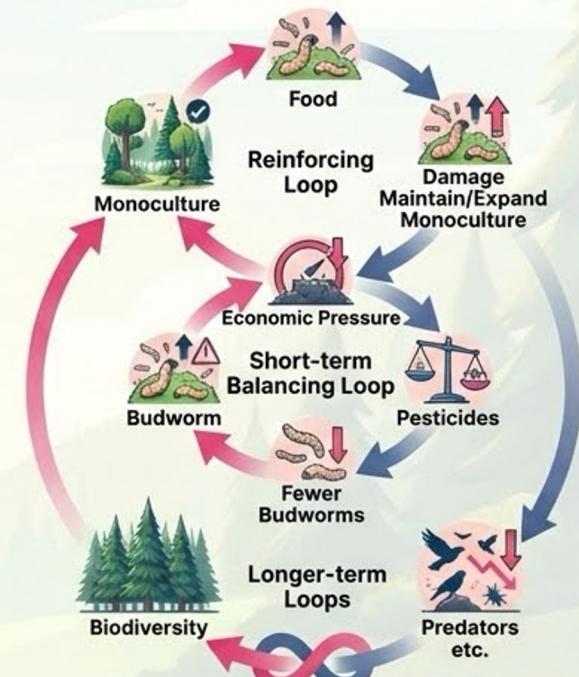
An epic fight like no other

That's a good representation of what the understanding of system dynamics can do for you! Indeed, by modeling this case, researchers showed that:

- ✓ as long as the **structure** of the system (monoculture + short-term economic incentives) is unchanged,
- ✓ interventions like pesticides only **shift crises in time**, they don't eliminate them.

Key loops:

- reinforcing loop: monoculture → food → budworm → damage → economic pressure → maintain/expand monoculture,"
- short-term balancing loop: budworm → pesticides → fewer budworms,
- longer-term loops involving biodiversity, predators, etc.



Tordeuse des bourgeons de l'épinette

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Part 3

Systems, systems everywhere

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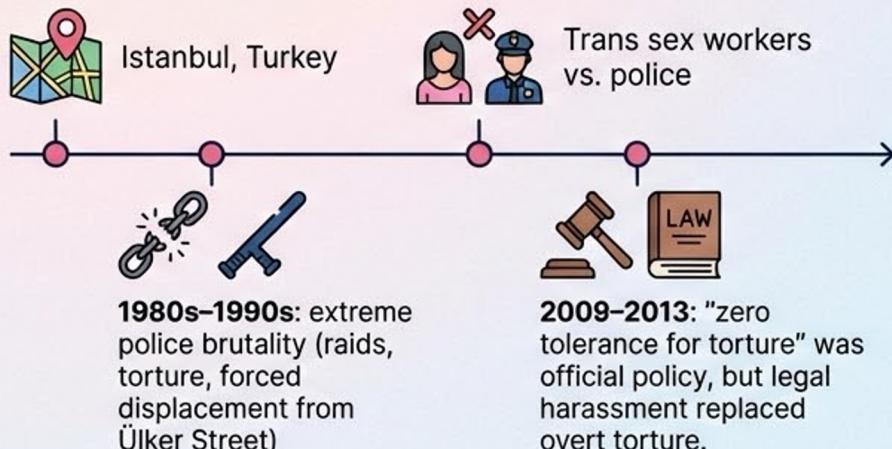
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Police's undesirable incentives

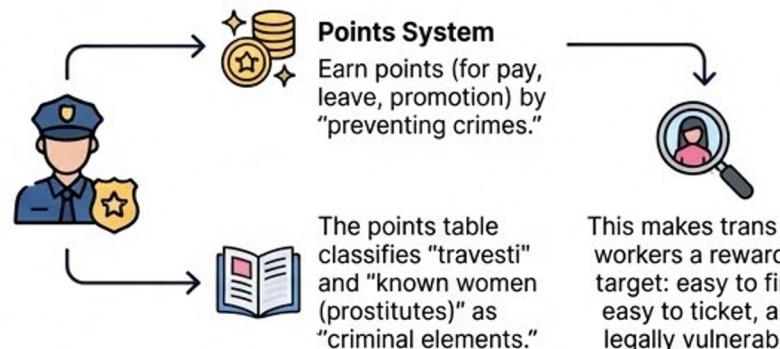
A glimpse at social systems

Context (from Aslı Zengin's - *Violent Intimacies: The Trans Everyday and the Making of an Urban World*)

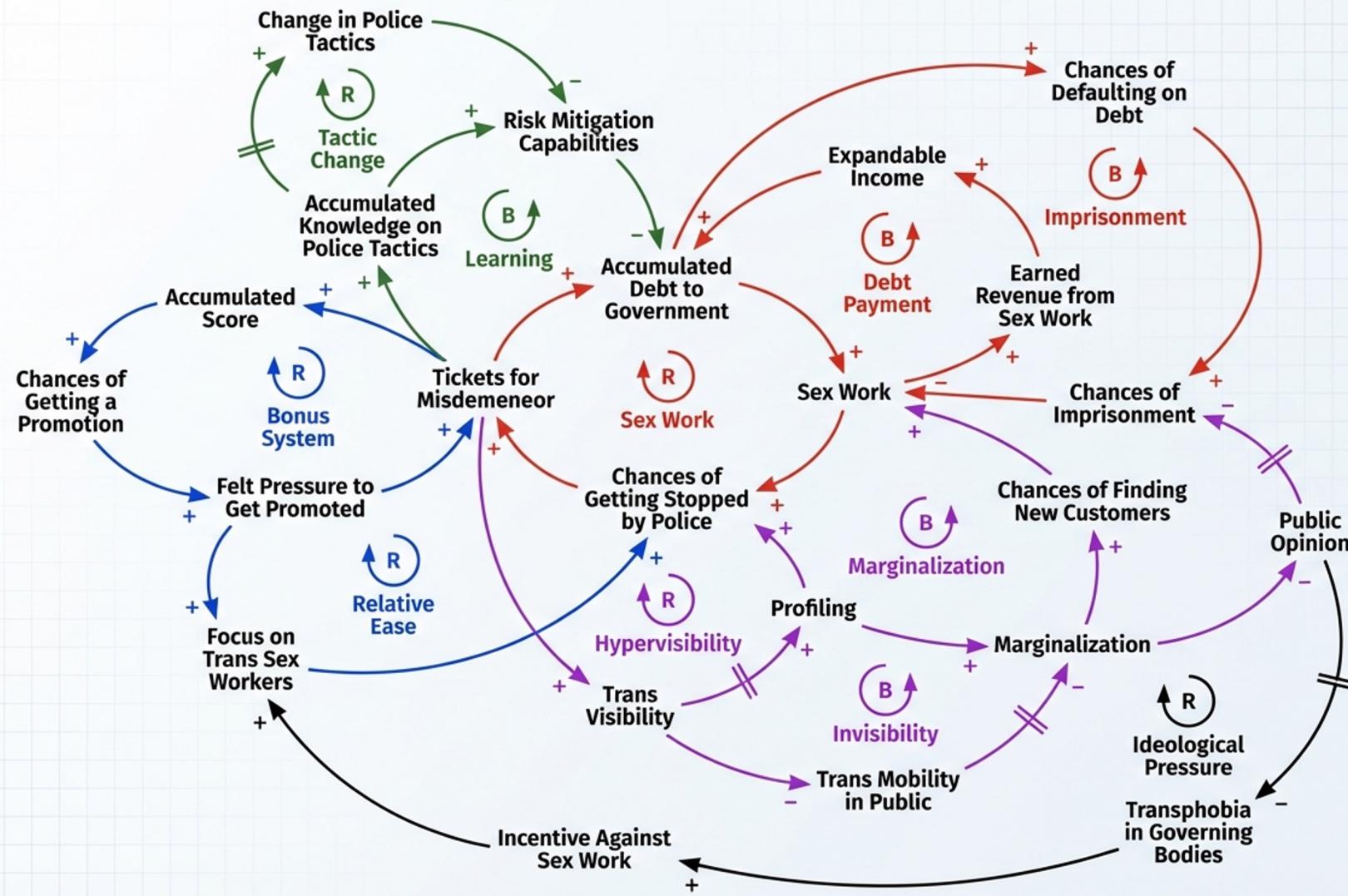
Historical background



2009: introduction of a police bonus system:



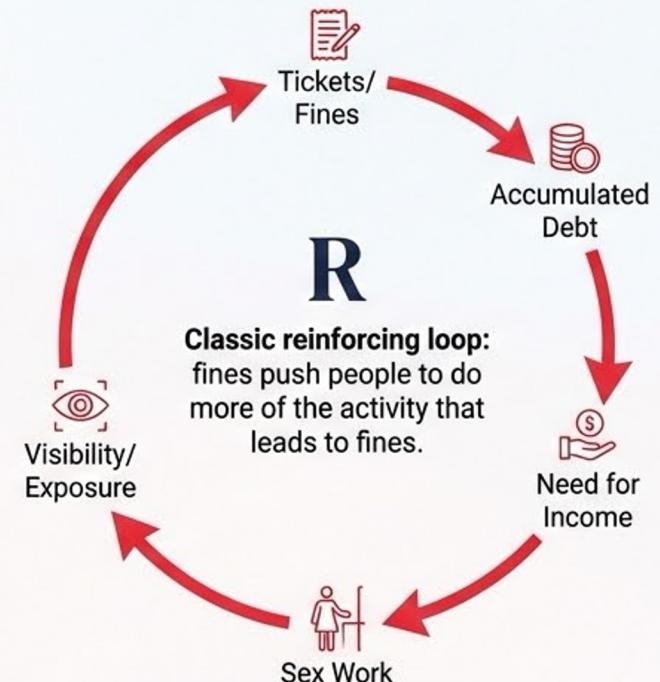
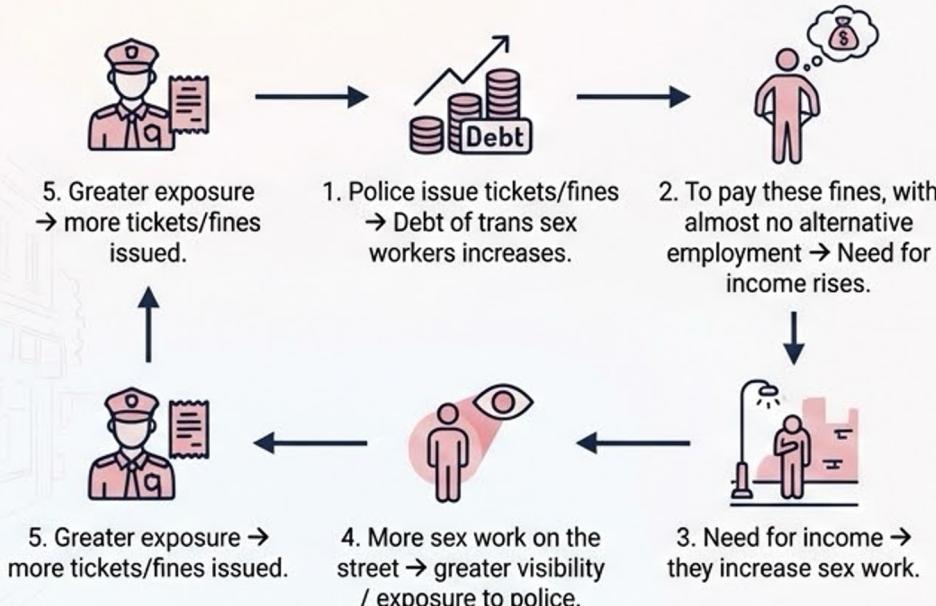
Sex work is not illegal per se, but **laws are used extralegally** (Traffic Law, Misdemeanor Law) to harass and fine trans sex workers.



Police's undesirable incentives

A glimpse at social systems

Mechanism analysis



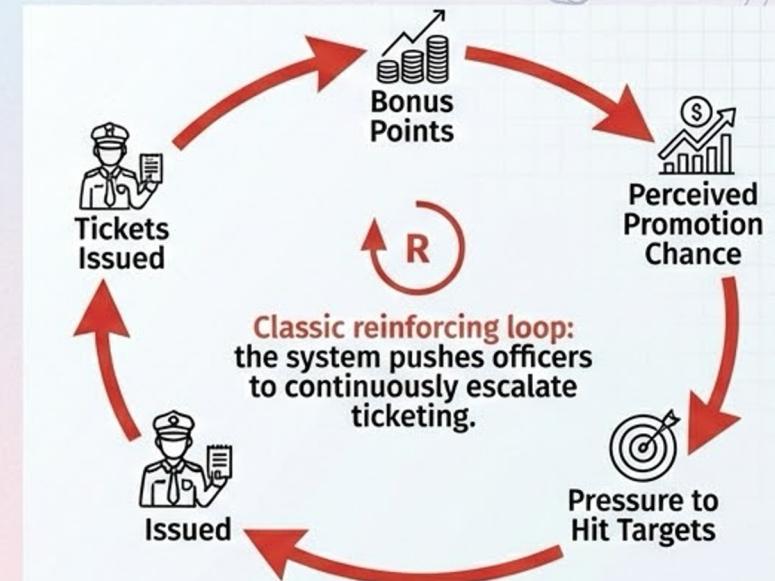
Police's undesirable incentives

A glimpse at social systems

Mechanism analysis

1. Police issue tickets → accrue **bonus points**.
2. Bonus points ↑ → perceived **chance of promotion / financial reward** goes up
3. Higher perceived chance / expectation → **pressure to hit weekly point targets** grows.
4. More pressure → officers are more motivated to **issue more tickets** (especially easy ones).
5. More tickets → more bonus points (back to 1).

Another classic **reinforcing incentive loop**: the system pushes officers to continuously escalate ticketing.



Police's undesirable incentives

A glimpse at social systems

Mechanism analysis (two loops)

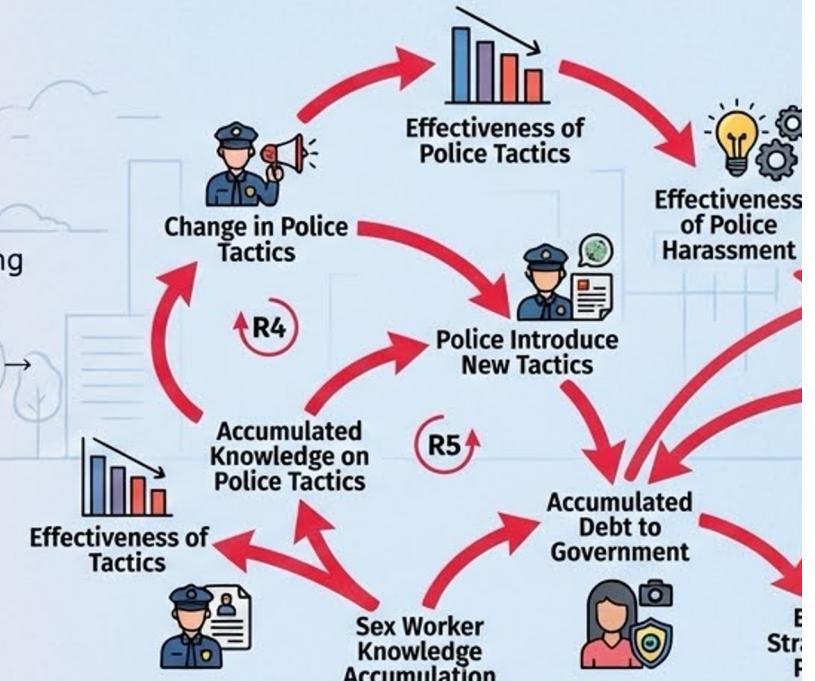
Loop R4 – Police adaptation:

1. Sex workers learn current tactics and start **challenging unlawful tickets**, using small cameras, NGOs, legal knowledge.
2. Effectiveness of **current police tactics** decreases.
3. Police respond by **inventing new tactics** (e.g., shifting charges: exhibitionism → pimping → traffic laws).
4. New tactics → temporarily **increase effectiveness** of police harassment.

Loop R5 – Sex worker adaptation:

1. Police introduce new tactics.
2. Over time, sex workers (through experience and networks) **accumulate knowledge** about these tactics.
3. Accumulated knowledge → better strategies to protect themselves (legal challenges, documentation, organizing).
4. Their improved strategies **reduce effectiveness** of the current tactics again.

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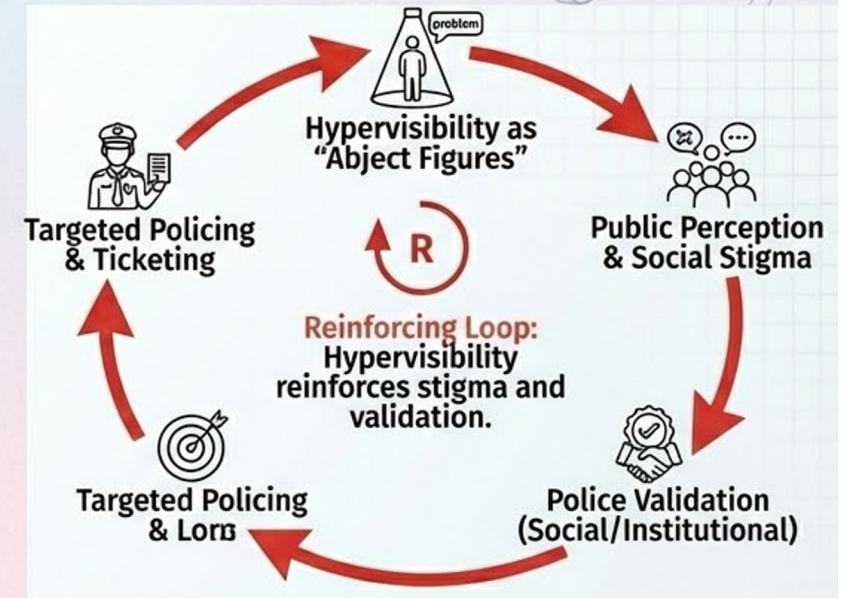


Police's undesirable incentives

A glimpse at social systems

Mechanism analysis: Hypervisibility & invisibility

1. Targeted policing and ticketing → trans sex workers are **very visible** in public discourse and street life, but as **abject figures**.
2. This **hypervisibility** reinforces **social stigma**: public sees them mainly as a "problem".
3. Stronger stigma → **police feel validated** in targeting them (social and institutional approval).
4. Validation → more targeted policing and ticketing of trans sex workers.



Police's undesirable incentives

A glimpse at social systems

System dynamics are everywhere



Reinforcing Loop
The more X happens, the more Y I have to do...



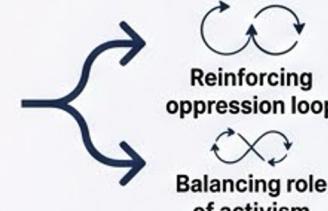
Balancing Loop
When X gets too high, something stops it...

Interpretation & The Lens

The causal loop diagram is **not the truth**, it's a **model**...

The example is one ***interpretation***...

Reading interviews through a system dynamics lens means **deciding**: which loops matter most?



Key Takeaways for Your Projects



Make your **loops explicit** (why you think a relationship is reinforcing or balancing).

Be aware that your model is an **interpretive lens**, not a neutral picture of reality.

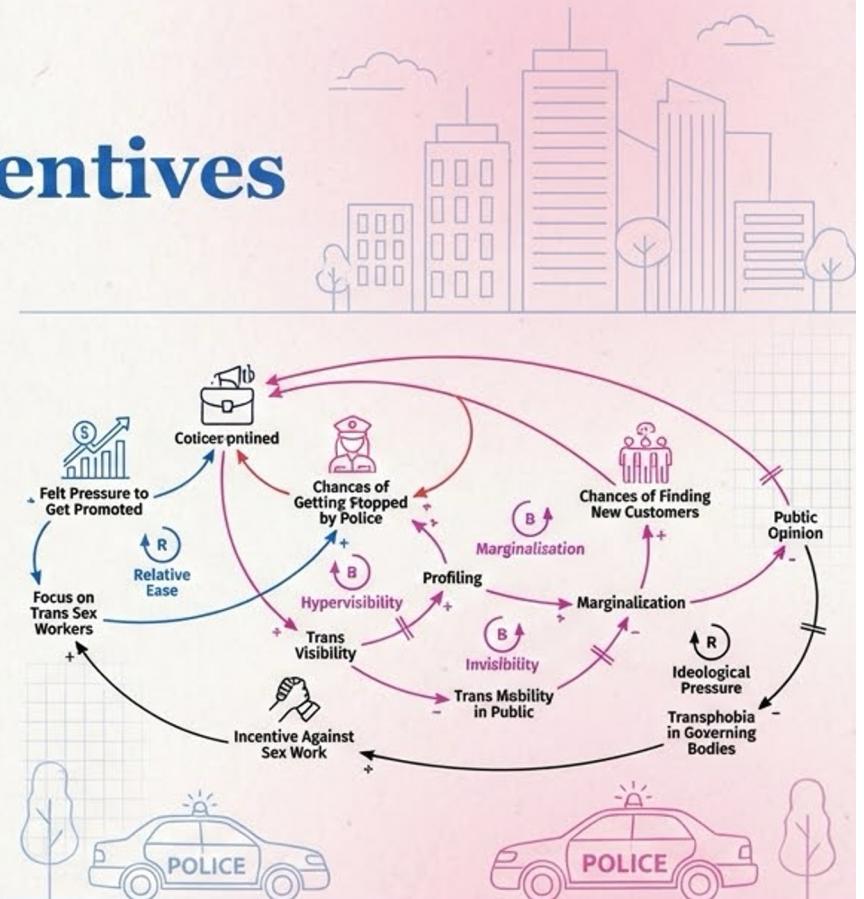
Systems

Police's undesirable incentives

A glimpse at social systems

Mechanism analysis: Ideological reinforcement

1. Ongoing marginalization and hypervisibility-as-threat → **public opinion** becomes more hostile to trans people and sex workers.
2. Hostile public opinion → **more transphobic politicians** are elected or empowered.
3. These politicians enact or support **policies and rhetoric** that:
 - frame transness/sex work as “cancer of society,”
 - push for harsher measures,
 - create formal incentives to target them (like the bonus system).
4. Stronger ideological and institutional incentives → **police harassment increases**, and systemic discrimination deepens.
5. Increased discrimination and visibility-as-enemy → **further shifts public opinion** against trans communities.



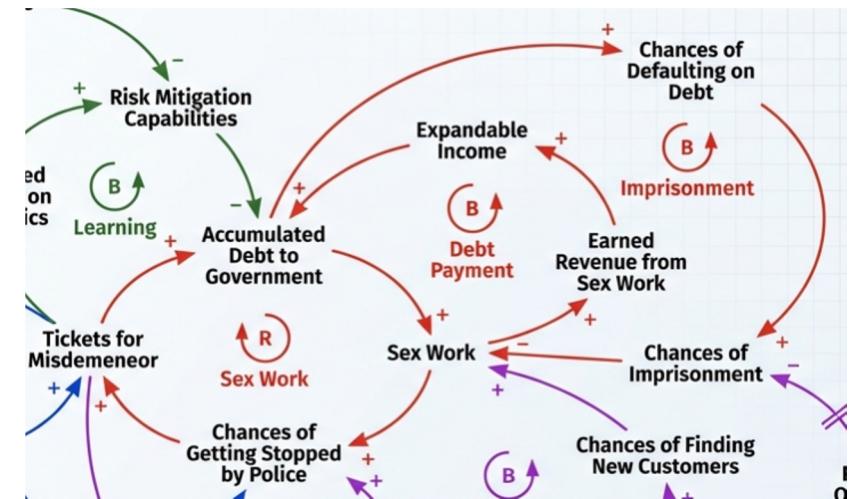
Police's undesirable incentives

A glimpse at social systems

Mechanism analysis

1. Police issue tickets/fines → **Debt** of trans sex workers increases.
2. To pay these fines, with almost no alternative employment → **Need for income** rises.
3. Need for income → they increase sex work.
4. More sex work on the street → greater **visibility / exposure to police**
5. Greater exposure → **more tickets/fines** issued.

Classic **reinforcing loop**: fines push people to do more of the activity that leads to fines.



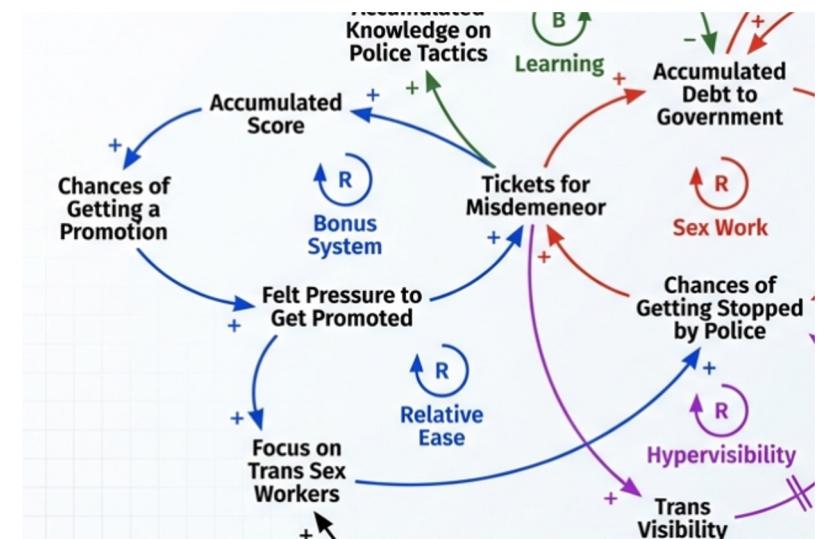
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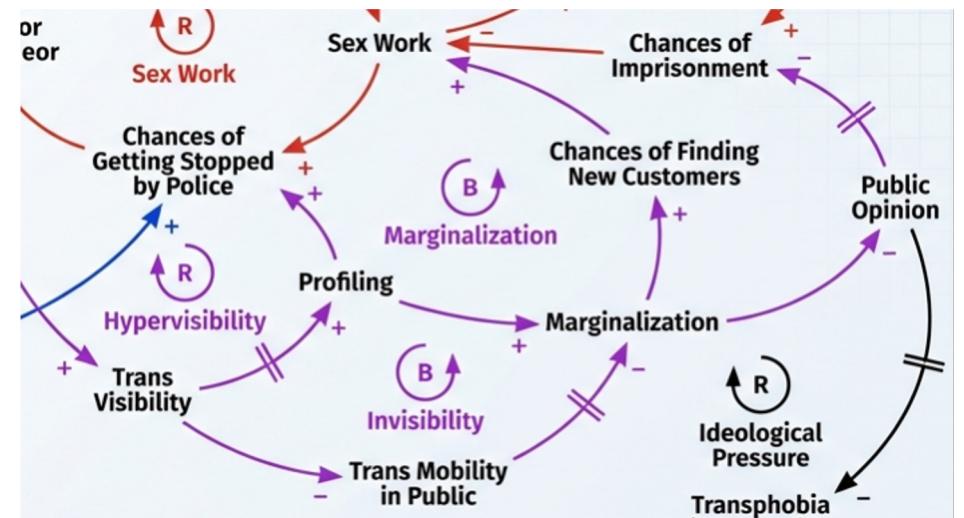


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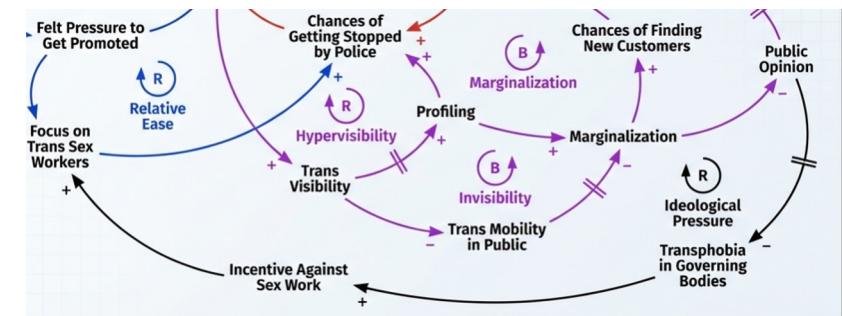


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Police's undesirable incentives

A glimpse at social systems

System dynamics are everywhere

- Even when people describe their lives in words (interviews, narratives), they are implicitly describing **feedback loops**:
 - "The more X happens, the more Y I have to do, which leads back to more X..." → **reinforcing loop**.
 - "When X gets too high, something stops it or pushes it down..." → **balancing loop**.
- The example provided is one *interpretation* of many interviews
 - The causal loop diagram is **not the truth**, it's a **model** constructed from how the authors read and organized the interview material.
 - You could interpret them differently – and that's part of the work
 - Reading interviews through a system dynamics lens means **deciding**: which reinforcing loops matter most (what keeps problems growing?), which balancing loops exist (what keeps the system from collapsing or changing?).
 - Two people can read the same transcripts and build **different loop structures**:
 - One might see mainly a **reinforcing oppression loop**,
 - Another might foreground the **balancing role of activism** and community support.
- In your projects, the important thing is to:
 - make your **loops explicit** (why you think a relationship is reinforcing or balancing),
 - be aware that your model is an **interpretive lens**, not a neutral picture of reality.

Part 4

Let's build one together !



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AI partnerships

How much would it help?

Imagine you work at a consulting company...

- Despite an existing agreement with a large american provider, your company is considering a partnership with another smaller, yet growing, open-source friendlier company.
- Does it make sense ? What outcomes could your company expect ?



Systems

AI partnerships

How much would it help ?

Let's suppose the following metrics (stocks, sysdyn terminology) were identified



Internal gains (efficiency, productivity, decision quality),



External gains (customers and media see them as 'AI-forward'), also efficiency related to the fact that open-source models can leapfrog confidentiality issue



Reputation gains (brand capital around AI),



and might **attract more business** thanks to this 'AI halo.'

How much are those likely to be enhanced by the partnership ?

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Systems

AI partnerships

How much would it help ?



Stock 1: Internal AI efficiency

↑ INFLOWS



What makes internal
AI efficiency
increase?

Efficiency

OUTFLOWS/LIMITS ↓



What makes it stop
increasing?
What slows it down?

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AI partnerships

How much would it help ?

Stock 2: External efficiency

WHAT IS "EXTERNAL AI EFFICIENCY" IN PRACTICE?



- Brand Perception & Trust
- Market Positioning & Competitive Edge
- Customer & Stakeholder Confidence

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WHAT DRIVES IT UP?

- Transparency & Ethical AI
- Successful, Public Use Cases
- Clear Communication Strategy



WHAT SLOWS IT DOWN?

- Bias & Fairness Issues
- Data Privacy Concerns
- Negative Publicity or Scandals

AI partnerships

How much would it help ?

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- Internal gains (efficiency, productivity, decision quality),
- External gains (customers and media see them as "AI-forward"), also efficiency related to the fact that open-source models can leapfrog confidentiality issue
- Reputation gains (brand capital around AI),
- Opportunity pipeline (company might attract more business thanks to this "AI halo.")

How much are those likely to be enhanced by the partnership ?

AI partnerships

How much would it help ?

Stock 1: Internal AI efficiency

- What makes internal AI efficiency increase?
- What makes it stop increasing? What slows it down?

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AI partnerships

How much would it help ?

Stock 2: External efficiency

- What is 'external AI efficiency' in practice?
- What drives it up ? What slows it down ?

AI partnerships

How much would it help ?

Stock 3: Reputation capital

- How does 'reputation as an AI-savvy company' grow?
 - Visibility, media coverage, conferences, case studies, word of mouth
- What erodes it over time?
 - people forget, competitors catch up, new hype cycles

AI partnerships

How much would it help ?

Stock 4: Opportunity pipeline

- What makes the opportunity pipeline grow ?
 - More leads, increased attractiveness, marketing
- What shrinks it ?
 - Deals being closed

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AI partnerships

How much would it help ?

Connecting dots

Assume these four stocks exist. How do they influence business performance (e.g., deals won)? How are they related to each other ?

- Internal efficiency → **win rate** ↑ (you can deliver better, cheaper, faster).
- External efficiency → **win rate** or customer satisfaction ↑ (product looks better).
- Reputation → **more opportunities** (people come to you), maybe a small effect on win rate.
- Bigger pipeline + higher win rate → **more deals won**.

Where might a partnership with a famous AI provider show up here?

AI partnerships

How much would it help ?

Reinforcing !

If everything went 'well' for the company, what self-reinforcing mechanism would we expect?

- AI partnership → internal & external efficiency ↑
- win rate ↑ and solution looks better to customers
- more deals won / better success stories
- higher reputation and perceived AI leadership
- more people want to work with this company → more deal inflow
- bigger pipeline, more wins → stronger performance → more investment in AI partnership.

Where might a partnership with a famous AI provider show up here?

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AI partnerships

How much would it help ?

Who said limits ?!

Why might this not grow forever? Where do we see 'limits to growth'?

- Internal efficiency:
 - Diminishing returns; once processes are optimized, additional AI doesn't change much.
- - External efficiency:
 - Customers only value so much AI; after a point, extra features don't matter.
- Reputation:
 - There is a "ceiling" of reputation for a given market; also it decays if not maintained.
- Pipeline:
 - Operational capacity: you can only pursue so many opportunities at a time; closing speed and conversion rate regulate it.

As the stock grow, how do they push back ?

- Internal efficiency high → harder to adopt more (training, change fatigue) → slows growth.
- High reputation → incremental visibility has smaller marginal effect → growth slows or stops; also natural decay.

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Part 5

Now, it's your turn !



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The work

Building a model factory

Until now, we've:

- Looked at **specific systems** (forest pests, policing incentives), and co-built a model of an **AI partnership**.
- In each case:
 - Someone extracted mechanisms from messy reality,
 - Structured them into **feedback loops**,
 - And turned them into a **system dynamics model**.

This ideal configuration seldom happens: in industry, this is not a one-off exercise:

- new questions appear constantly,
- environments change (technology, regulation, geopolitics).

IE: unless it is a quasi-perfect one (which is very hard to do), we rarely care about a single model... Instead, you're going to design a **system to build system dynamics**, not just one model.

The work

Building a model factory

You work as an external **System Modeling & AI Task Force** for two firms:

1. **AeroDyn Systems** – Defense manufacturer (Europe)
 - Designs and integrates **lethal and non-lethal AI-enabled systems**
(e.g. targeting, surveillance, decision support for weapons platforms).
 - Works with defense ministries; operates under political and ethical scrutiny.
2. **EuroMotion Automotive** – Automotive manufacturer (Europe)
 - Produces components and systems for **EVs and software-defined vehicles**.
 - Depends on complex **global supply chains**, especially for semiconductors and batteries.

Both boards want to use **system dynamics** to explore their strategic options.

They don't want one big model; they want a **repeatable way** to build (with as little friction as possible) models for different questions.

The work

Building a model factory

For AeroDyn, your focus is on **lethal weapons & AI**:

- They consider integrating **AI-enabled targeting / autonomy** in new weapons platforms.
- Potential benefits:
 - improved **operational effectiveness**,
 - more attractive products for some customers.
- Risks and systemic concerns:
 - increased **political and ethical backlash**,
 - stronger regulatory and export control constraints,
 - **public opinion** turning against the company,
 - long-term effects on **reputation, access to markets, and project pipeline**.
 - will AI-performance actually be sufficient ?

Your models should help AeroDyn's board explore questions like:

- "What happens to our long-term business if we heavily invest in lethal AI?"
- "How do public opinion, regulation, and contracts interact over 5–10 years?"

The work

Building a model factory

For **EuroMotion Automotive**, we focus on a **simple but fragile chip supply chain**:

- EuroMotion produces:
 - a small range of standard ECUs and sensors.
- Most products rely on **one critical chip family** from a few suppliers.
- They face:
 - occasional **chip shortages** or delays, pressure from car makers for **on-time delivery** and flexibility,
 - pressure from finance to keep **inventory low** to minimize working capital.

Key dynamics:

- When chip deliveries are delayed:
 - EuroMotion's production slows or stops,
 - shipments to OEMs are delayed,
 - OEMs may: penalize them, reduce future orders, or switch to competitors.
- To protect themselves, EuroMotion can:
 - increase **safety stock** of chips,
 - secure **a second supplier** or alternate chip,
 - keep lean and hope disruptions are rare.

Your models should help the board explore questions like: How do different safety-stock policies for EuroMotion's main critical chip affect production stability, delivery performance to OEMs, and future orders over the next 5 years?

The work

Building a model factory

Expectations for the Project

- The world is **complex, dynamic, and uncertain**.
 - We do **not** expect perfect models or perfect decisions.
- The **main objective** of this course is to make you think about **how** models/systems are built:
 - how you structure information,
 - how you encode mechanisms,
 - how you keep the process **trustworthy** and **repeatable**

Your task:

Use any tools you want (including extensive **generative AI**) to design a **system dynamics “model factory”** that:

- is **credible** and **transparent**,
- can be reused and adapted,
- can be explained to non-technical decision-makers.

When you present, imagine I’m a **CEO**:

- I care about **insight, speed, and reliability**,
- I do **not** care whether “the MCP server is correctly hooked up”, or the “agent hallucinated”
- I want to see how your approach helps me reason about my **critical problems**.

The work

Building a model factory

How to Approach the Project

1. Start narrow and concrete

- Pick a **very specific, reachable question** (for AeroDyn or EuroMotion).
- Build the **simplest** system dynamics model that captures a few **key mechanisms** well, rather than a huge model you don't control.

2. Reflect on what it took to build it

- Where did you get information?
 - interviews? reports? public data? domain knowledge?
- How did you structure that information?
 - variables, relationships, assumptions, scenarios.
- How do you **visualize** and **communicate** results?
 - causal loop diagrams, stock-flow diagrams, graphs, dashboards.
- How do you **update** the system ?

3. Separate the systematic from the judgment calls

- Identify **areas of ambiguity** where you must make real choices:
 - what to include/exclude,
 - how to interpret conflicting information,
 - which time horizon or level of aggregation to use.
- These are **human territory**:
 - they involve values, interpretation, and negotiation.
- Everything that is **systematic and repeatable** should:
 - o be **code** (data handling, simulations, plotting), or
 - o be delegated to **generative AI** (unstructured data → structured)

4. Focus on illustrating a credible approach, not on scale

- You do **not** need to build a full-blown industrial tool.
- You **do** need to:
 - demonstrate a **coherent process**,
 - show how it could scale,
 - and convince a skeptical CEO that your "model factory" is worth using.

Evaluation

What counts ?

- **Schedule**
 - Monday 9am → Friday 1pm → System dynamics project
 - Friday 2pm → 4pm → Microsoft formation
- **Project delivery date → Friday 11am ! Then, every group will present !**
- **I will assign marks / notes as follows:**
 - Architecture & data structures – 7 pts
 - Interfaces / interaction design/ thoughtful integration of GenAI – 7 pts
 - System-dynamics adequacy – 4 pts
 - Reflection on trade-offs – 2 pts