



INNOVATION



2025, April



Serge Passolunghi

PLAYGROUND

- You all are tech-savvy
 - **FOCUS ON NON-TECH CONSIDERATIONS**
- Your contribution to digital innovation would be significant
 - **DIVE INTO ACTUAL EXAMPLES**

WHO AM I?



AGENDA

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DAY 1



DAY 2



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FE2MKTG / FE2BPL

REMINDER

1. Those 2 modules, **FE2MKTG / FE2BPL** are strongly linked
2. **FE2BPL** is about applying notions learned during **FE2MKTG**
3. You have to setup your team **before 2025, May 27th** by registering in Moodle (FE2BPL workspace). If not, it will be setup randomly
4. These modules are a great warm-up of **ING3** project planed from Nov.25 to Feb.26 and would be the most important project of your education including market fit, customers, business model...

See more: **FE2MKTG & FE2BPL** Moodle® workspaces



INTRODUCTION

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WHAT MAKES DE SILICON VALLEY THE SILICON VALLEY?

- Two usual explanations:
 - Top Universities + Artistic community = Science + Creativity = **Innovation success**
 - Center of VC = \$\$\$
- Many have tried to recreate it:
 - Sophia Antipolis (French Riviera)
 - Many others (Israel, India, China,...)

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SILICON ERA

- 1957:
8 unhappy and skilled engineers, the “traitorous eight” left **SHOCKLEY** (leader in semiconductors) to create **FAIRCHILD**
- 1968:
 - Robert Noyce + Gordon Moore leave **FAIRCHILD** to create **INTEL**
- 1974:
Federico Faggin + Ralph Ungerman leave **INTEL** to create **ZILOG**



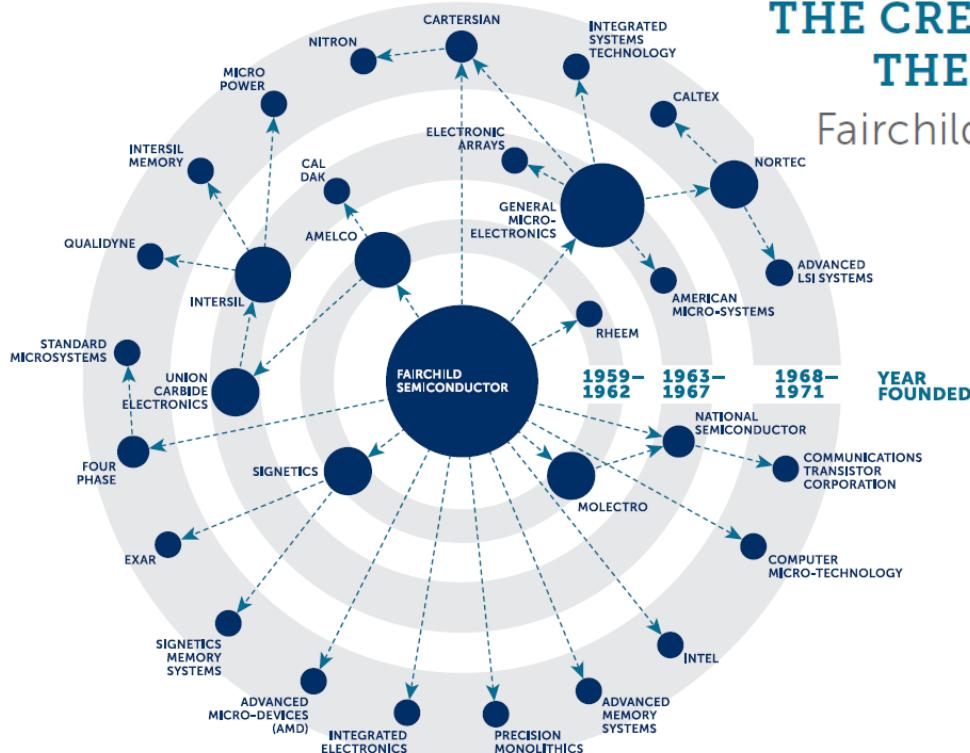
The “TRAITOROUS EIGHT”



FROM FAIRCHILD TO 31 SPINOFF

THE CREATION OF SILICON VALLEY: GROWTH OF THE LOCAL COMPUTER CHIP INDUSTRY

Fairchild generated 31 spinoff firms in just 12 years.



Legend:



Size of circle reflects the influence of the entrepreneurs at each company based on the number of spinoff firms.

BUSINESS AND PROFESSIONS CODE, SECTION 16600: "Except as provided in this chapter, every contract by which anyone is restrained from engaging in a lawful profession, trade, or business of any kind is to that extent void."



Source: How did Silicon Valley become Silicon Valley? Rhett Morris, Mariana Penido, Endeavor Insight, July 2014.



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INTERNET ERA

- Before 1990:

1. Skilled people
2. \$\$\$
3. California Law

- 1997:

1. Skilled people
2. \$\$\$
3. California Law
4. **DIGITAL MILLENIUM COPYRIGHT ACT** for free speech + low privacy protections = web 2.0

<https://www.forbes.com/sites/thomasbrewster/2015/10/27/right-to-tinker-victory/>

<https://www.npr.org/sections/alltechconsidered/2015/10/27/450572915/soon-itll-be-ok-to-tinker-with-your-cars-software-after-all>

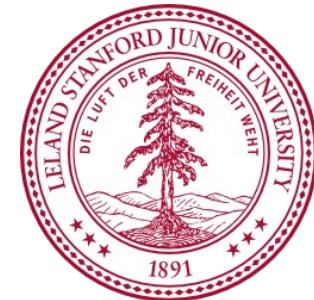


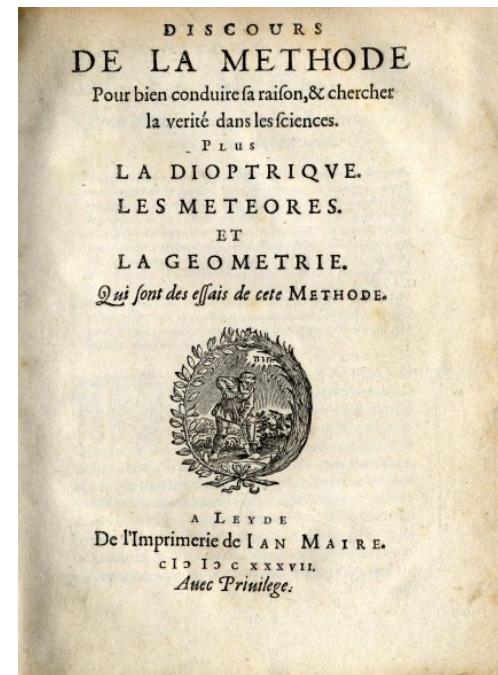
A Framework For Global Electronic
Commerce
President William J. Clinton
Vice President Albert Gore, Jr.
Washington, D.C. 1997

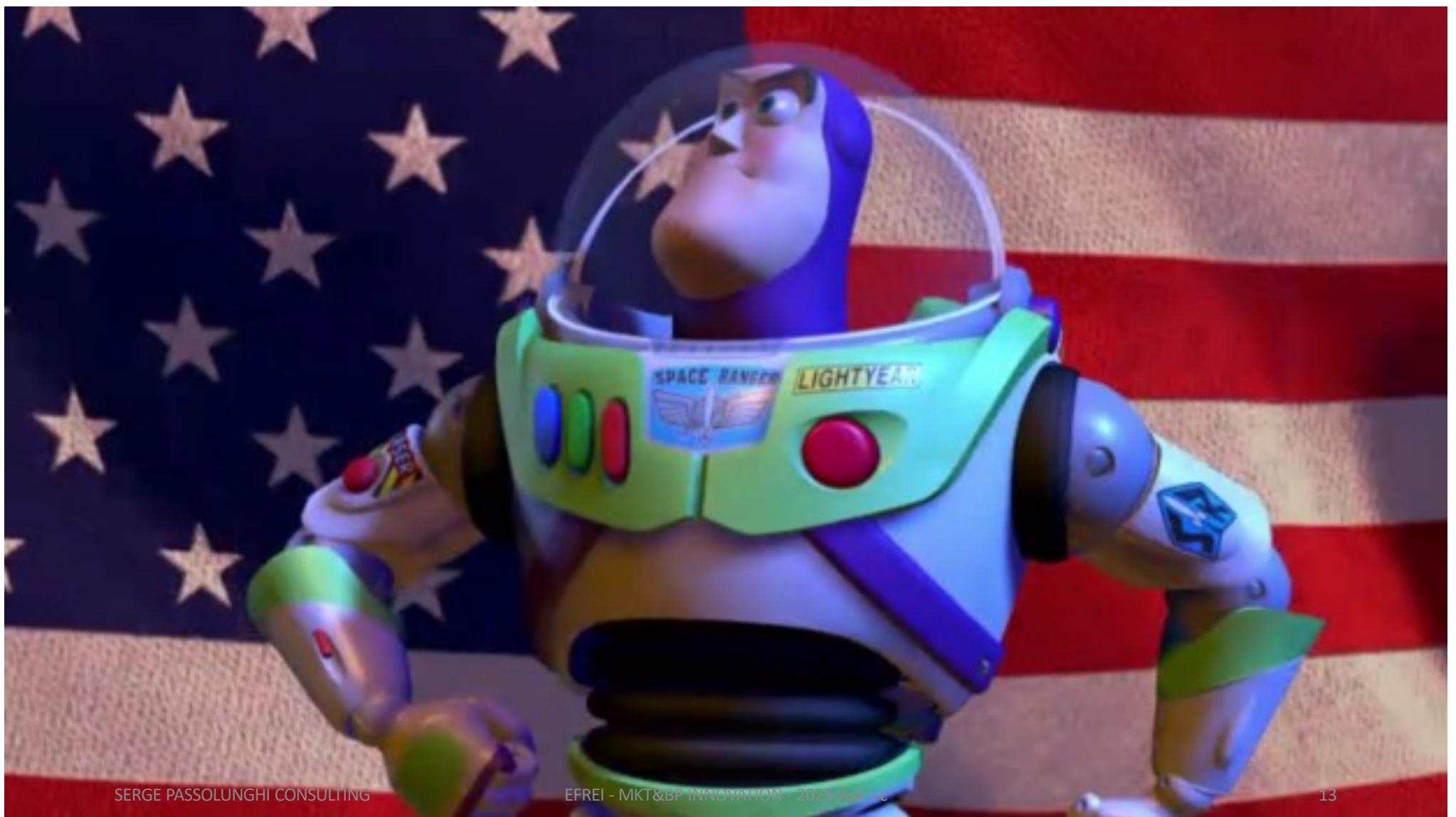


FROM WHERE DID THE MONEY COME?

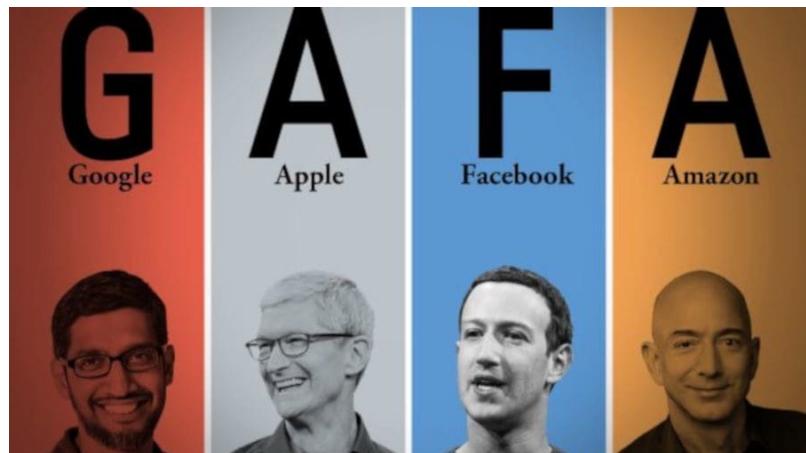
- 1848: Gold Rush in California
- World War II: \$40 million in Defense contracts (ARPA > DARPA)
- 50's & 60's: Government funding (FAIRCHILD)
- 70's and 90's: Venture Capital







FROM HIPPIES TO GAFAM



FROM 70's DREAMS TO TODAY's BUSINESSES

- **Surveillance & data** for security reasons raising concerns about privacy
- **Lobbying & influence** govt policies to develop their business suing data and huge resources
- **Innovation vs. control** when it comes to issues like monopolistic practices, data privacy and security risks



BIG STATE & BIG TECH



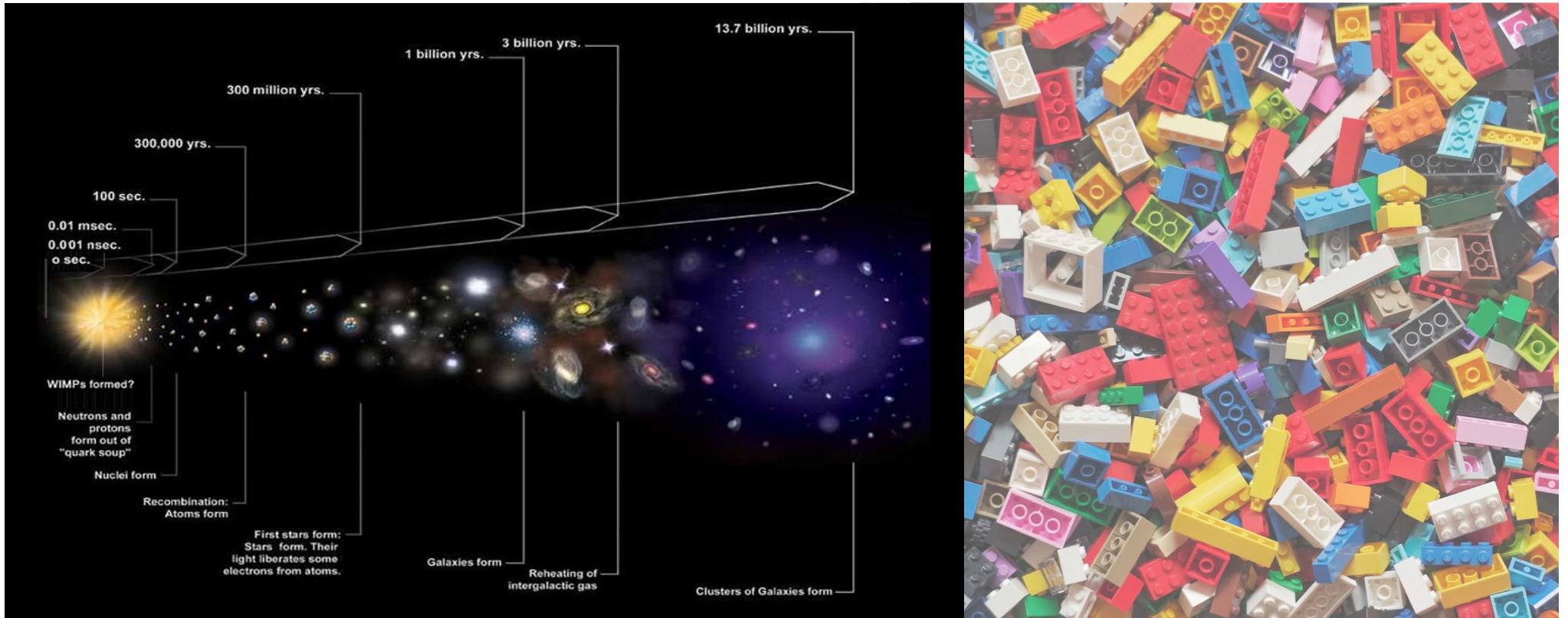
MY LEARNINGS

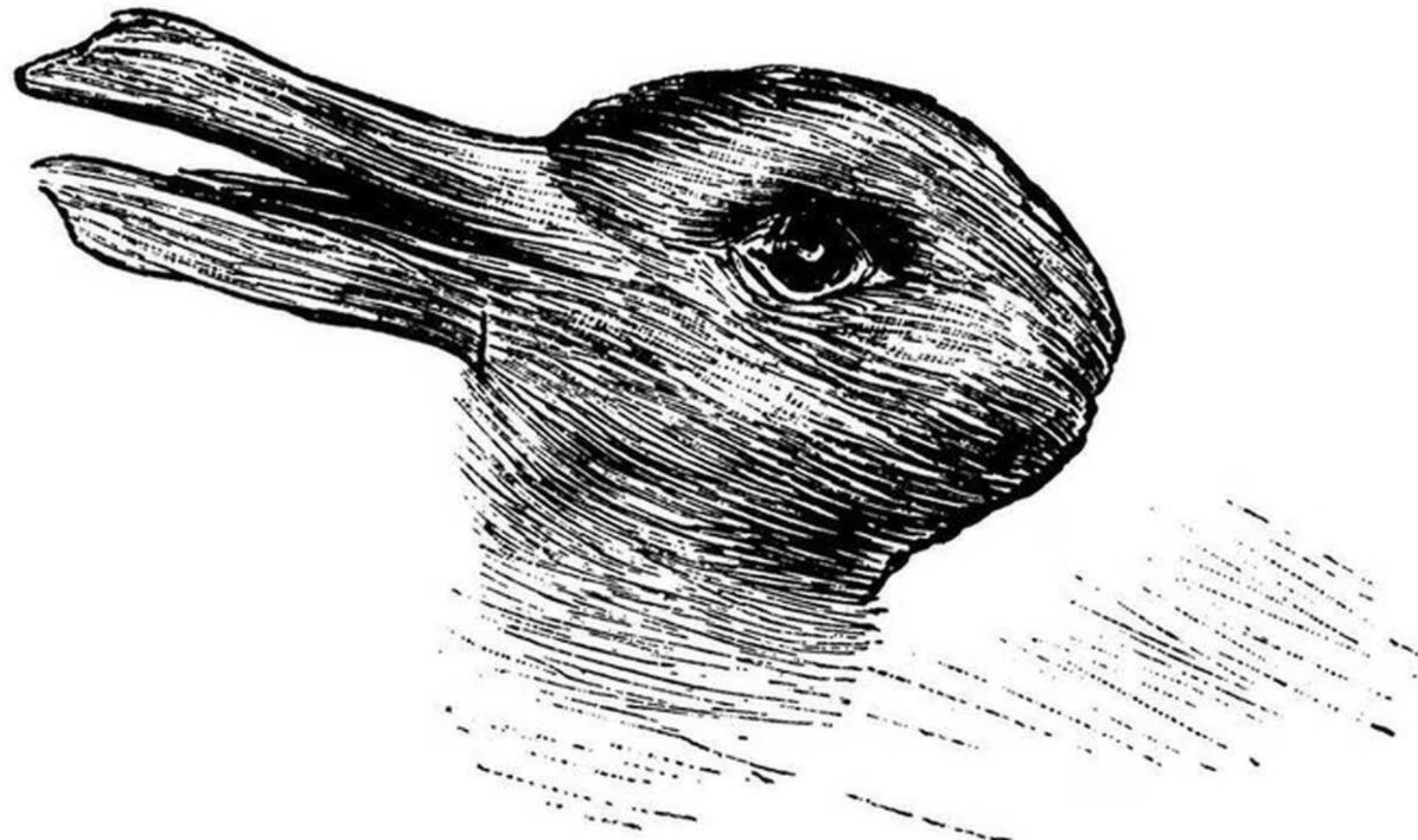
- 1849 GOLD RUSH
- 70-80's HIPPIES AND NERDS
- e^{OPEN INNOVATION} Culture
 - Pragmatism
 - Open mind
 - Creativity
 - Diversity
 - Cross pollination
- TECH, MONEY & TALENT are the visible part... with a "pinch" of POLITICAL connivance



EVERYTHING IS ALREADY THERE TO CREATE

ASSOCIATION & COMBINATION





RE-COMPOSE



Les Poseuses, 1887–88
Georges Seurat, 1859 – 1891



Ursus Wehrli, 1969

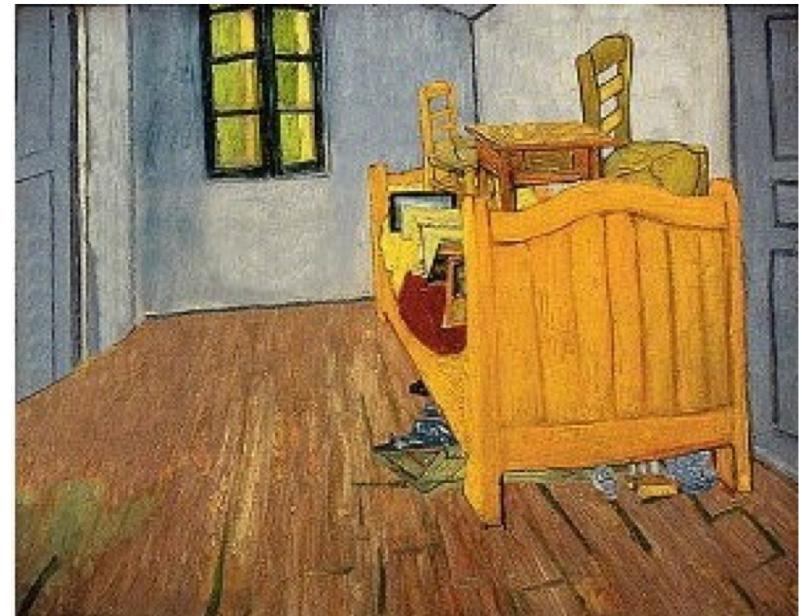
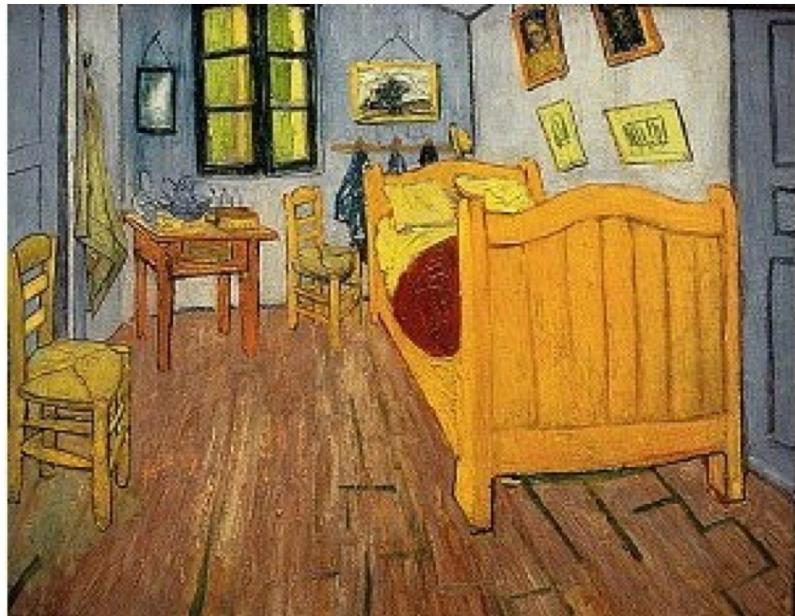
Credit: Christian Monjou, Agrégé de l'Université



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RE-ARRANGE



La chambre à Arles, 1889
Vincent Van Gogh (1853 – 1890)

Ursus Wehrli, 1969

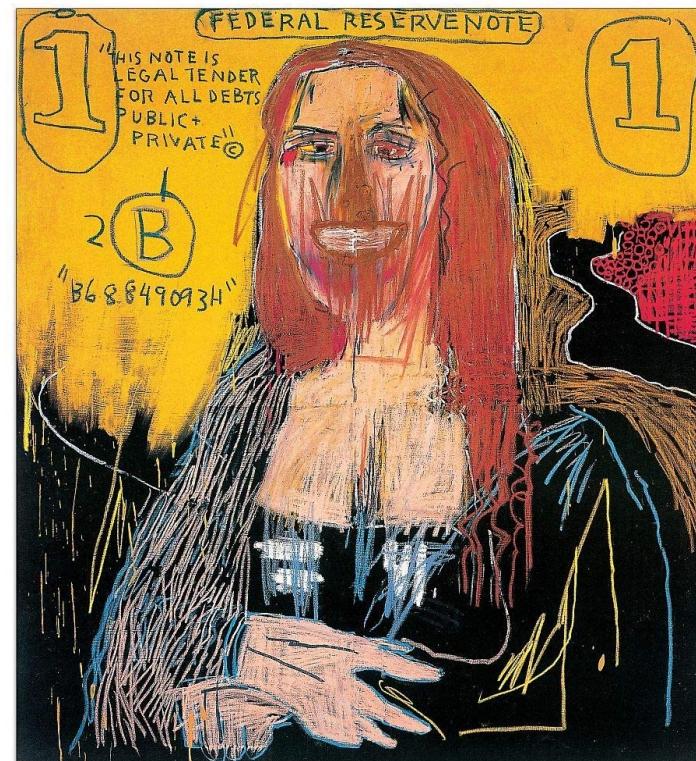
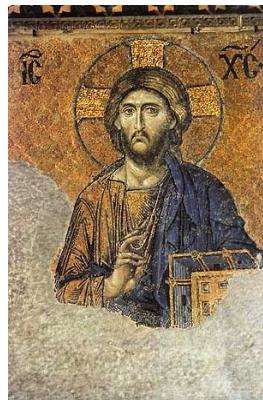
Credit: Christian Monjou, Agrégé de l'Université



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RE-COMBINE



Jean-Michel Basquiat (1960 - 1988)

Credit: Christian Monjou, Agrégé de l'Université

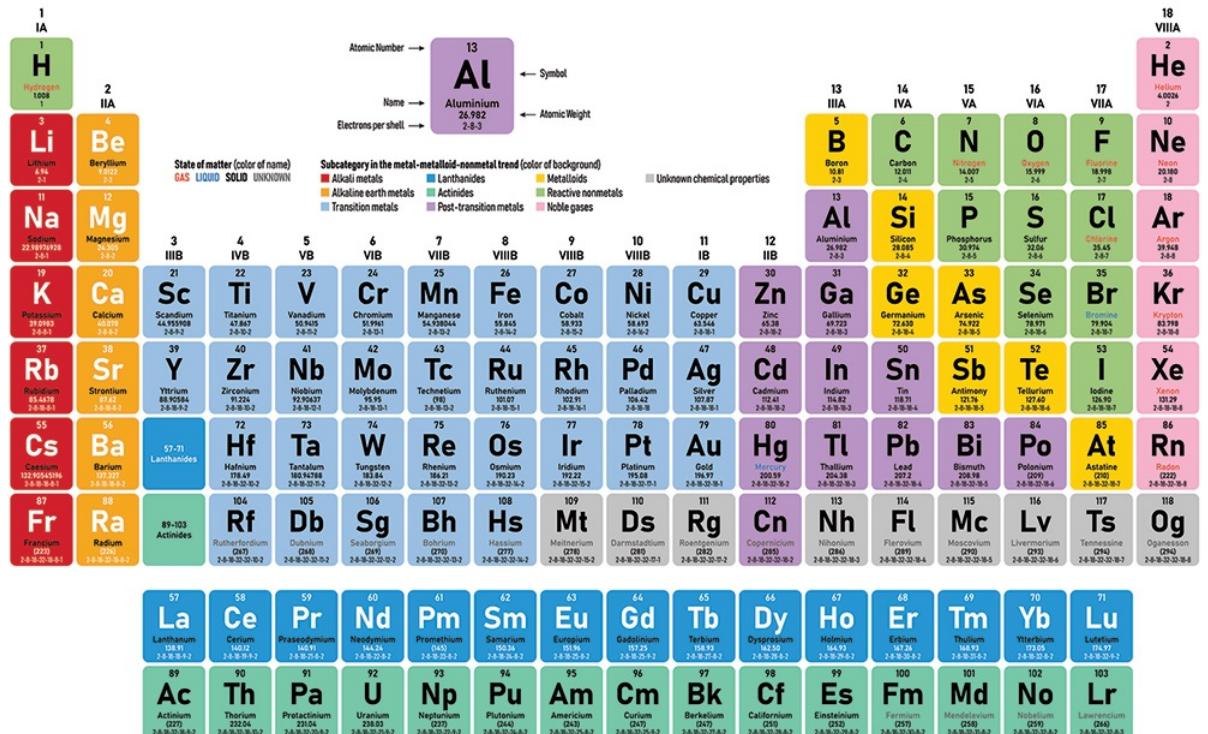


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EVERYTHING IS ALREADY THERE



Dimitri Mendeleev
Russian chemist
(1869)

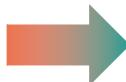


EVERYTHING IS ALREADY THERE

John Blankenbaker
Kenbak Corporation



1970



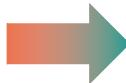
1981



xerox™



1972



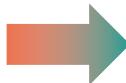
1984



Fraunhofer
IIS



1991



2001



INVENTION

INNOVATION



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25

S I M P L I F I C A T I O N



© Go Physics



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VATION - 2025

made with mematic



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DOES INNOVATION NEED INVENTION?



INNOVATION VS. INVENTION



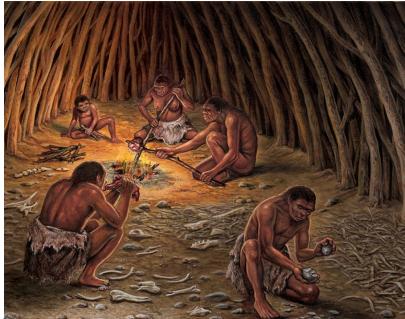
TAKEAWAYS

- 
1. Innovation is not only about **INVENTION** and results in a combination of "**ALREADY THERE**" to create novelty.
DISMANTLE processes, **HACK** products, **REARRANGE**, **DISTURB**, **RECOMPOSE**
 2. Innovation has to give **MONEY BACK**

DEFINITION



HOW HUMANS DO?



FIRE

Europe,
Terra Amata,
Homo Erectus



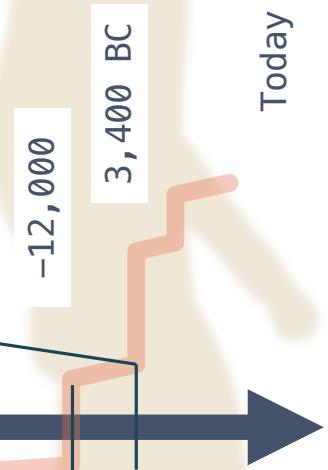
CUNEIFORM

Mesopotamia,
Uruk,
Civilization



SEDENTARISATION

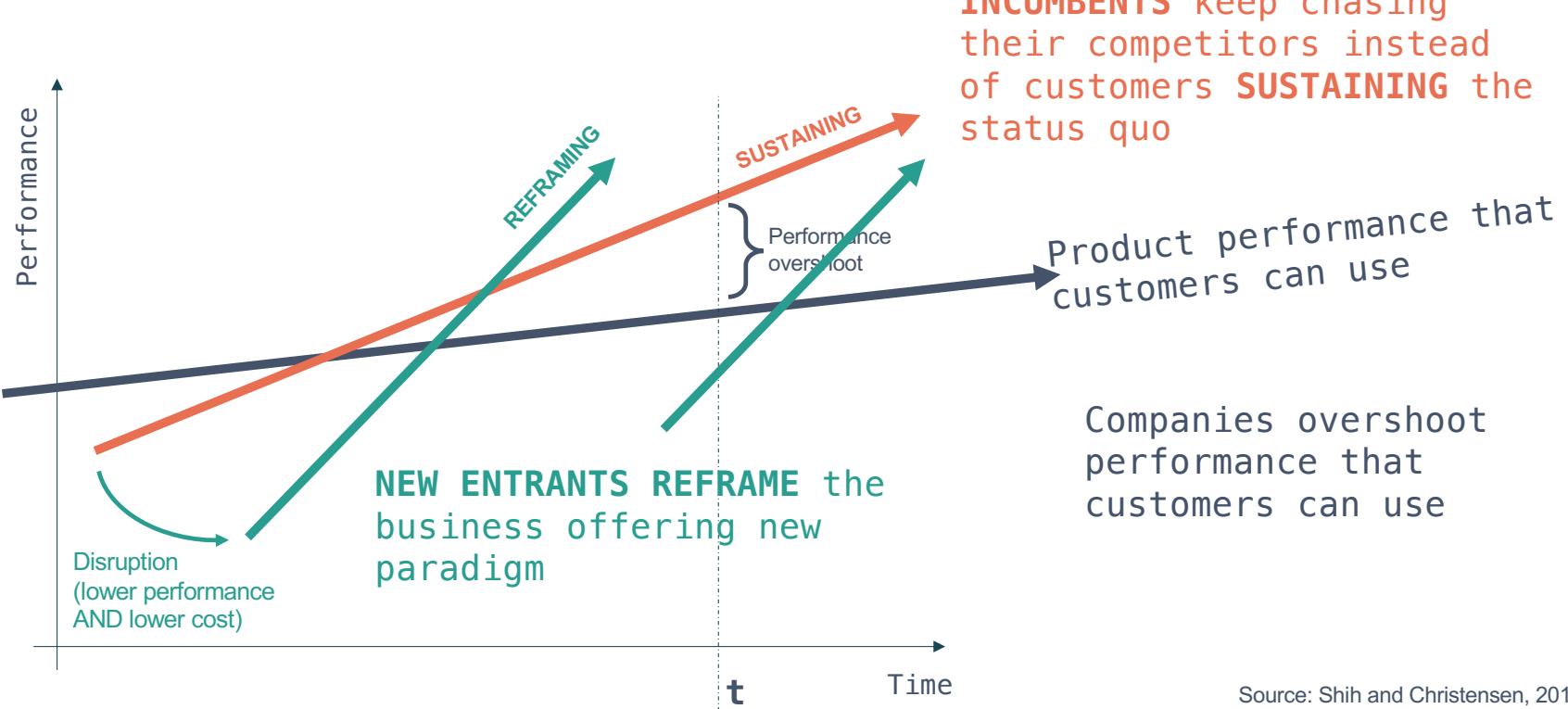
Magdelenians,
Western Europe
Farmers



WHY DOES IT OCCUR?



PERFORMANCE OVERSHOOT



EXAMPLES

Low cost airlines

- Start small
- Maximize assets
- Cost cutting
- Growing fast



Discount stores

- Entering with a selective product mix
- Incumbent Dpt. Stores cannot compete
- Cost cutting
- Launch new product that fits the customer demands



REFRAMING THE PLAYGROUND



PERFORMANCE



easyJet

TECHNOLOGY

Kodak



DELIVERY CHANNELS



N

TRIGGERS

PROPRIETARY REGIMES

tomtom



PLATFORMS

BlackBerry



BUNDLING



DISINTERMEDIATION



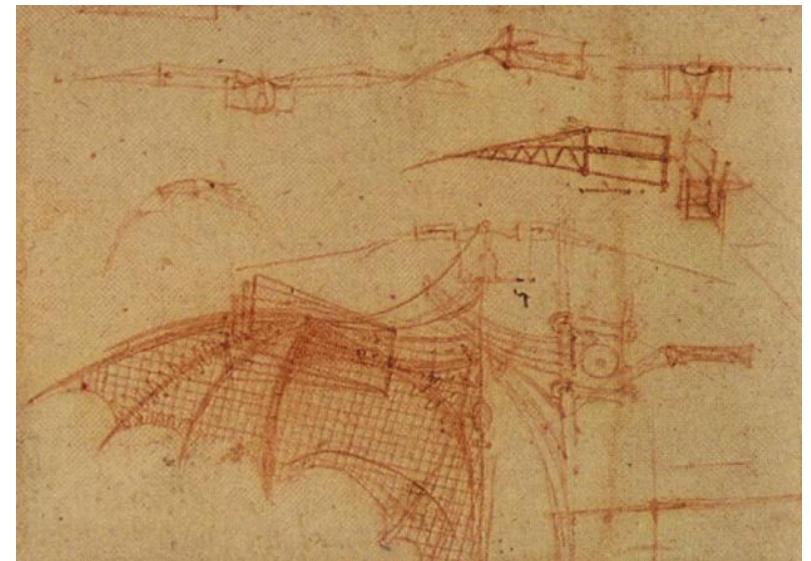
Uber



CREATE NEW CONCEPTS?

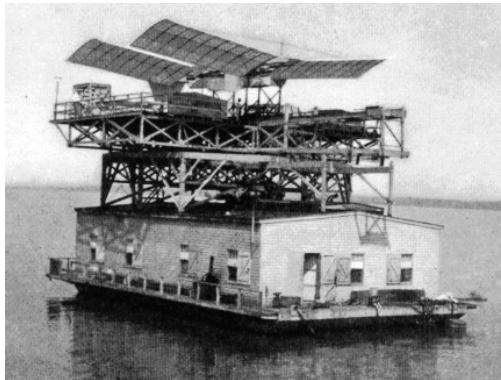
Leonardo da Vinci's **VISIONARY CREATIVITY** gets inspiration from the flight of birds to design various **ENGINEERING CONCEPTS**.

At this time bricks were missing and his flying machines predate the flight of the first plane by 400 years.



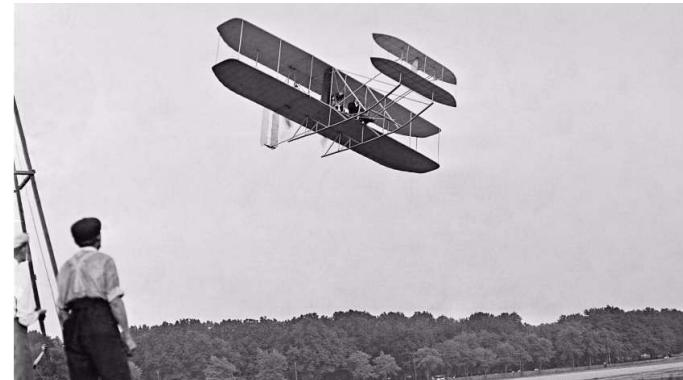
Flying machines
Leonardo da Vinci 1452 – 1519

FOLLOW THE MONEY?



Samuel Pierpont **Langley** was an aviation pioneer.
His Aerodrome built on Potomac river, Virginia **FAILED TWICE**, on Oct. 7th, 1903 and On Dec. 8th

\$ \$ \$



Orville and Wilbur **Wright**, from Ohio, made aerospace history by inventing, building, and flying the **WORLD'S FIRST SUCCESSFUL PLANE**
1903 Dec. 17 from Dayton, Ohio

\$



RESONATE WITH THE ERA?

Gutenberg **RESONATES** with his era asking for book production.

The first **3** years, the press produced **180** books, while a copyist produced only one.

The idea came from **OBSERVING** a wine press.

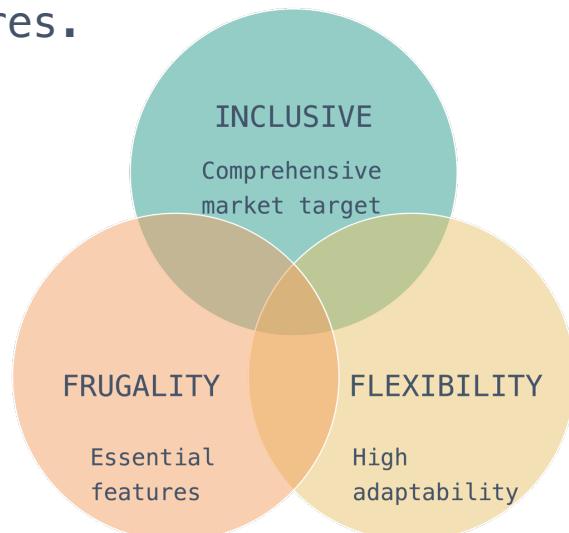


Johannes Gensfleish
Gutenberg, Germany 1455



GIVE MORE WITH LESS?

JUGAAD is about reducing production cost and raising value, while focusing on essential features.



Haier



Tippy Tap in Sudan
Source: Unicef



NO ADOPTION WITHOUT ADAPTATION

IDEALIZED VISION

For the **DIFFUSION MODEL**, innovation has a birthplace, then it follows a linear R&D process from development to sales and spreads thanks to its natives qualities.

IN REALITY

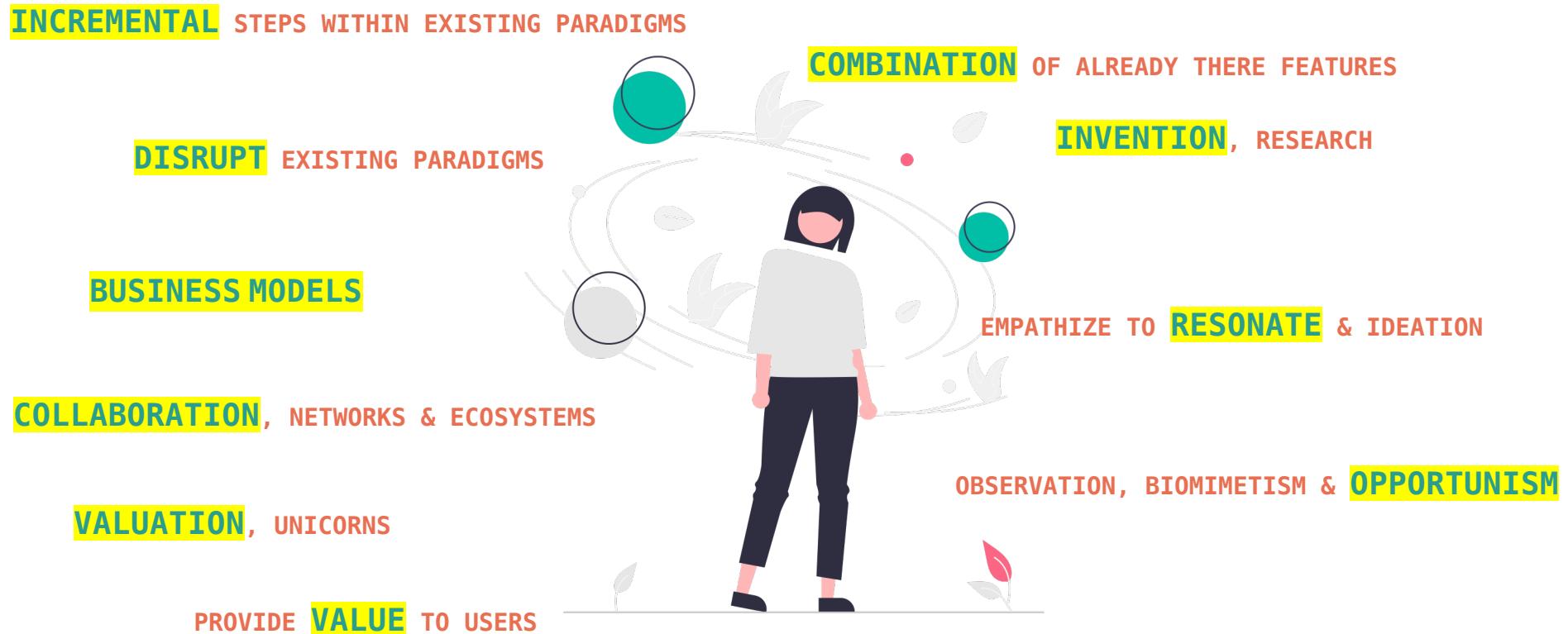
The lifecycle is going thru **SUCCESSIVE AND GRADUAL ADAPTATIONS** by all stakeholders. There is no diffusion without effort, cost and time. Whatever the process, an **INNOVATION IS NEVER IMPOSED** without discussion.

THE FINAL INNOVATION NEVER CORRESPONDS TO THE INITIAL PROJECT.

Source :
Pour une sociologie de la traduction en innovation
Michel Callon, Robert Lhomme, Jean Fleury



ALCHEMY = f(company)

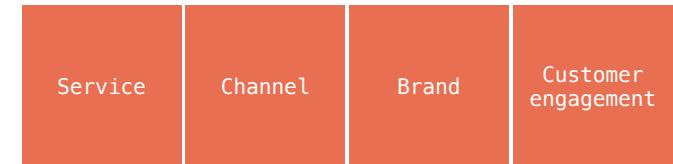




TRANSFORMING ALL SECTORS



dyson



Performance

- Way of working
- Ecosystems
- Business models
- Production

Product & service

- Product performance
- “Servicization”
- Sharing economy
- Compatibility

Experience

- Customer journey
- User experience
- Branding
- Touch points

Source: Larry Keeley, DOBLIN, DELOITTE



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DEFINITION PROPOSAL FOR TODAY

**INNOVATION IS
THE CREATION OF A
VIABLE
NEW OFFERING**

It may involve
INVENTION

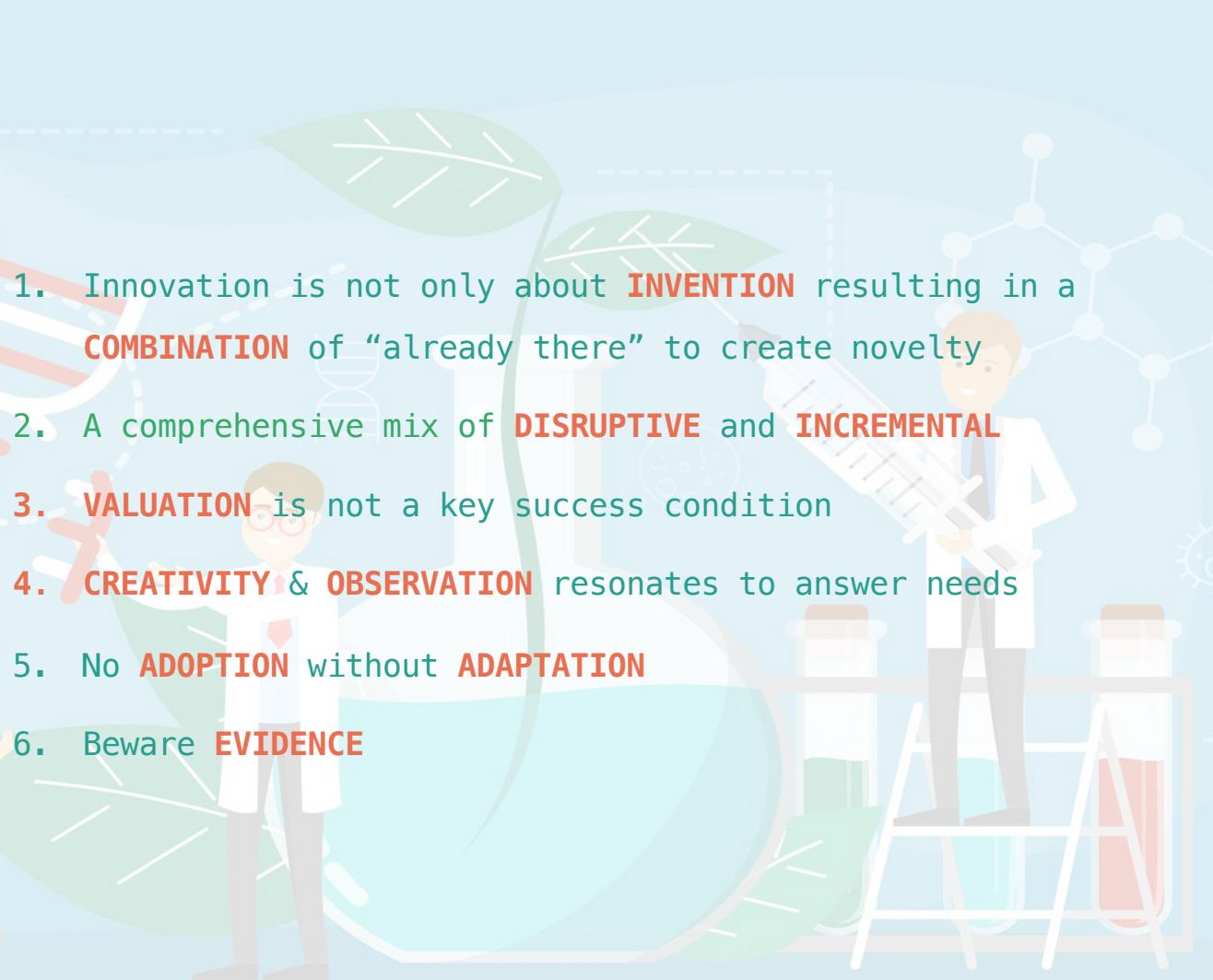
It has to be
VIABLE

It has to be **NEW
TO A MARKET**

It applies on
**PRODUCTS or
PERFORMANCE & XP**



TAKEAWAYS

- 
1. Innovation is not only about **INVENTION** resulting in a **COMBINATION** of “already there” to create novelty
 2. A comprehensive mix of **DISRUPTIVE** and **INCREMENTAL**
 3. **VALUATION** is not a key success condition
 4. **CREATIVITY & OBSERVATION** resonates to answer needs
 5. No **ADOPTION** without **ADAPTATION**
 6. Beware **EVIDENCE**

POSTURES

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10 FACES



THE LEARNERS

Gathering
informations



THE ORGANIZATORS

Moving ideas through
the processes



THE BUILDERS

Making innovation
happen

Source: Tom Kelley, IDEO

THE DIRECTOR

Si tu veux construire un bateau, ne rassemble pas tes hommes et femmes pour leur donner des ordres, pour leur expliquer chaque détail, pour leur dire où trouver chaque chose.

Si tu veux construire un bateau, fais naître dans le cœur de tes hommes et femmes le désir de la mer.

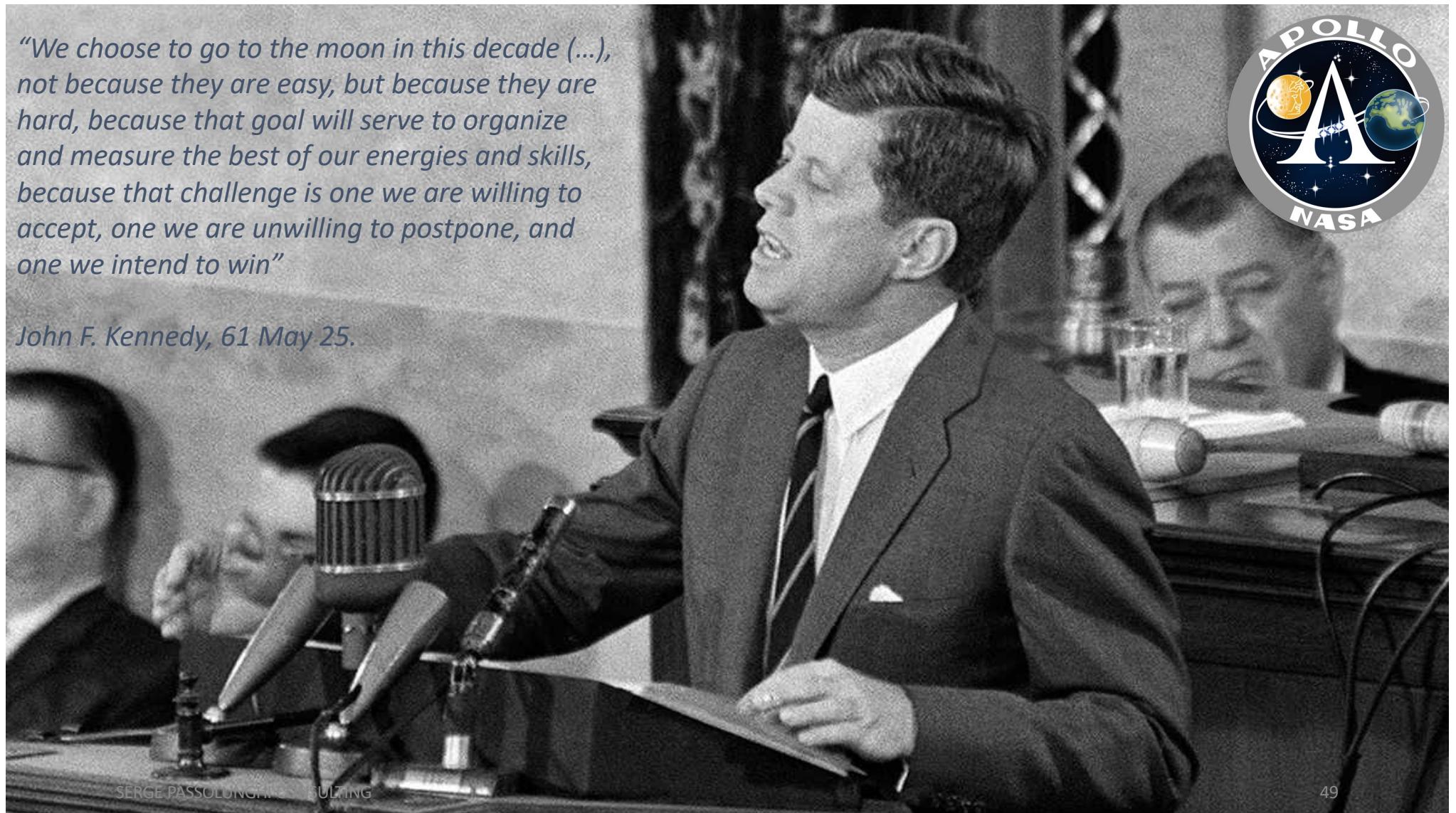


Antoine de Saint Exupéry,
1900-1944



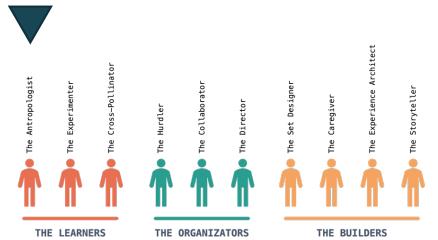
*"We choose to go to the moon in this decade (...),
not because they are easy, but because they are
hard, because that goal will serve to organize
and measure the best of our energies and skills,
because that challenge is one we are willing to
accept, one we are unwilling to postpone, and
one we intend to win"*

John F. Kennedy, 61 May 25.

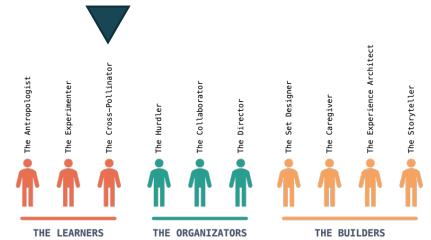


THE ANTROPOLOGIST

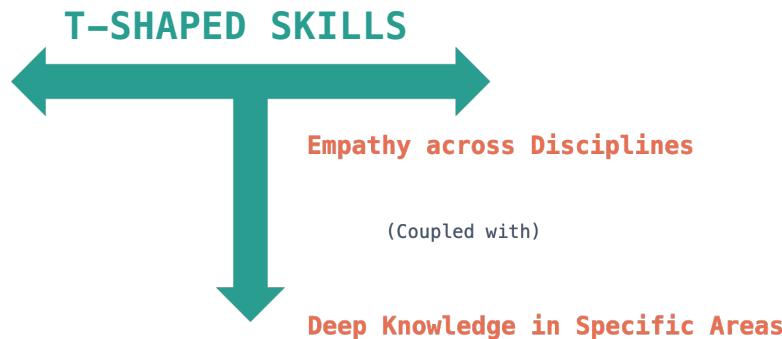
Bringing new insights by focusing on **EXTREM USAGES** then understand how people interact **EMOTIONALLY** with the product.



THE CROSS-POLLINATOR



Exploring “**VUJA DE**” other businesses and cultures then **TRANPOSE** it to fit the needs of his corporation



Pluto Platter

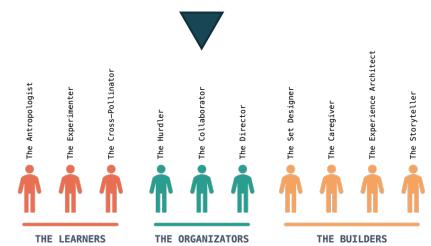


THE COLLABORATOR

Bringing **INCLUSIVE** eclectic groups together to create **MULTIDISCIPLINARY** solutions.

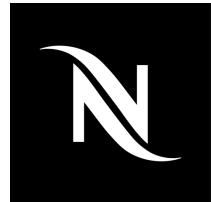


Enigma cracking Team



THE HURDLER

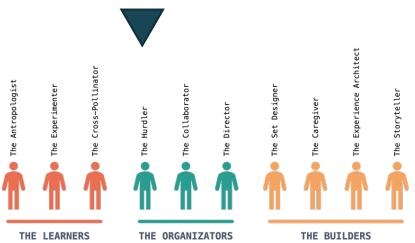
Savvy the hard paths to innovation, seeing **BEYOND FAILURES** and develops tactics to **CIRCUMVENTING BUREAUCACY**.



Richard Drew



Dr. Spencer Silver



It's easier to ask forgiveness than it is to get permission.

Grace Hopper

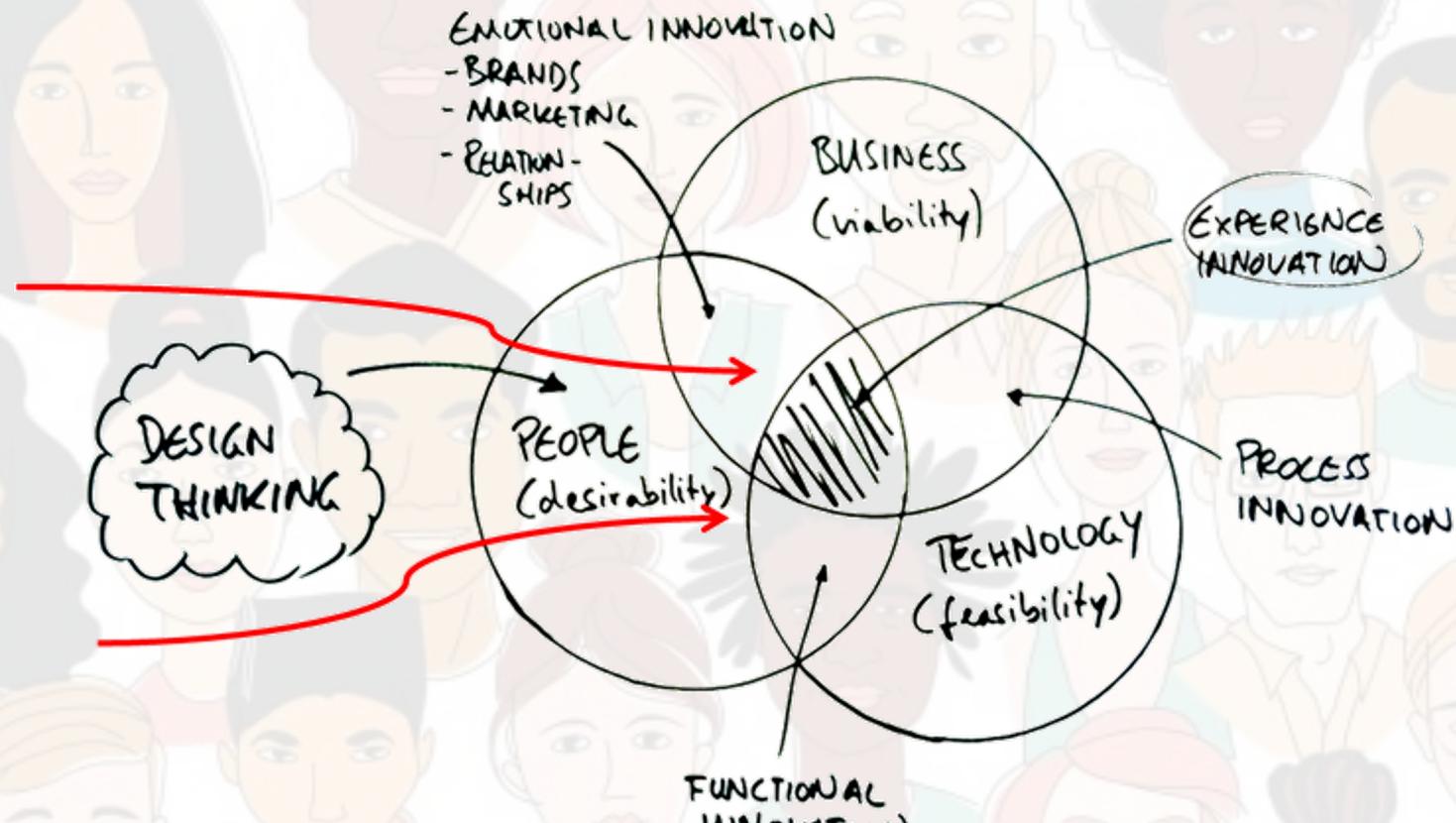
Lived

1906 - 1992,
Arlington County,
Virginia,
United States

Grace Brewster Murray Hopper was an American computer scientist and United States Navy rear admiral. One of the first programmers of the Harvard Mark I computer, she was a pioneer of computer programming who invented one of the first linkers.



COLLABORATION



TAKEAWAYS

1. Innovation is a plural & inclusive **TEAM WORK** needing **LEARNERS, ORGANIZATORS & BUILDERS**

- *Surround yourself with people different from yourself*
- *Choose great colleagues, and then give them freedom*

Miles Davis

A black and white photograph of Miles Davis playing a trumpet. He is shown from the chest up, wearing a dark jacket over a light-colored shirt. His head is bowed as he plays. The background is dark, and there are some out-of-focus lights visible.

**"Don't play what's there,
play what's not there – Miles Davis"**

That's all folks!







INNOVATION

2nd Session



2025, April



Serge Passolunghi

AGENDA

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DAY 1



DAY 2



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The strength of the ECOSYSTEM

OPENNESS & LATERAL THINKING

RE-ARRANGE,
RE-COMPOSE, ALREADY THERE to create new things
RE-COMBINE...

DISRUPTION & REFRAMING

JUGAAD

RESONATE with the era

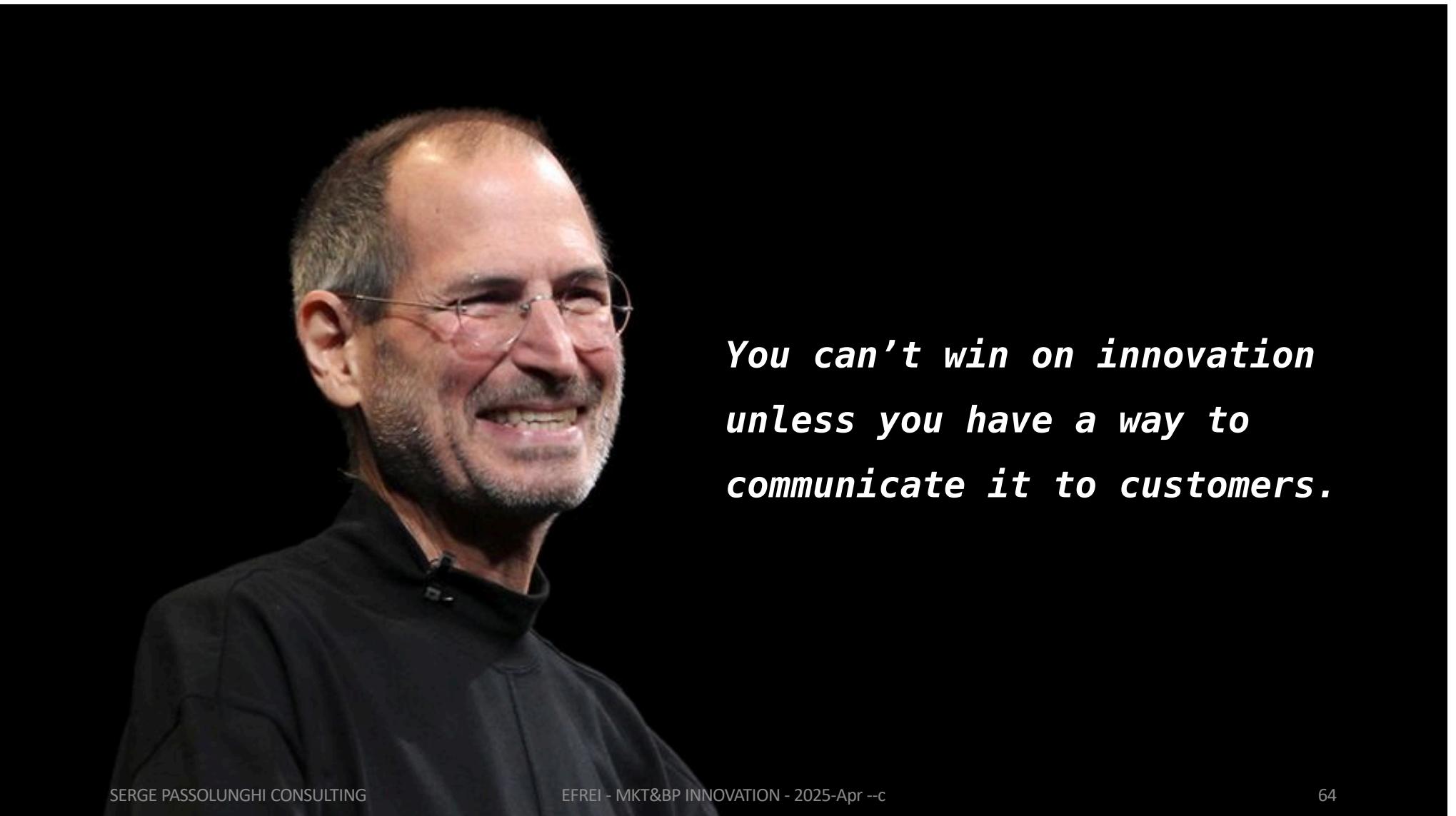
EMPATHY

10 FACES COLLABORATION

PATTERNS

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PERSONAE



HARD FACTS

- Name
- Gender
- Age
- Job
- ...

INTERESTS & VALUES

- Typical day
- Hobbies
- Beliefs
- Life philosophy
- ...

PRODUCT XP

- UX
- Valued features
- Unanswered needs
- Irritants
- ...

FUTURE GOALS

- Plan
- Dream
- Needs
- Goal
- ...

How your persona resonates with your innovation?

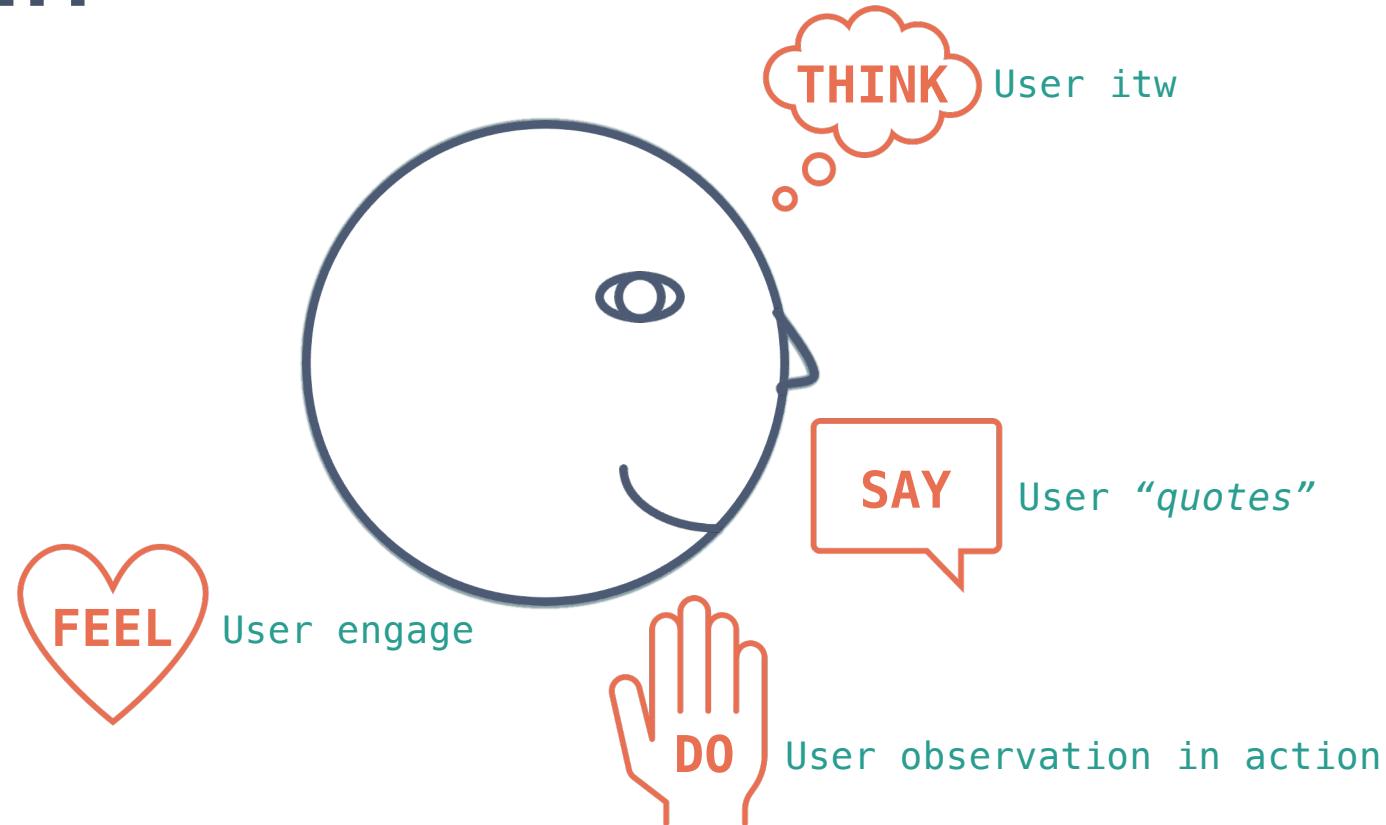
Define the PERSONA

Discover your persona needs

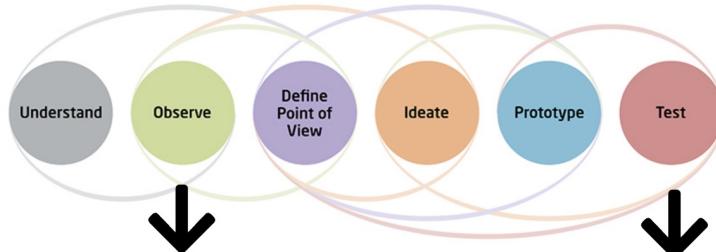
(Issues, frustrations, obstacles, needs, wishes, desires...)



EMPATHY

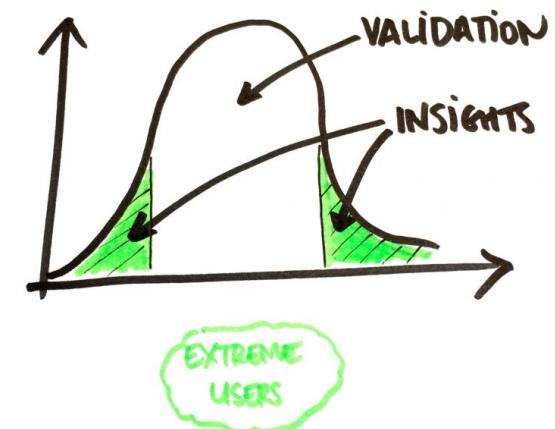


EXTREM USERS

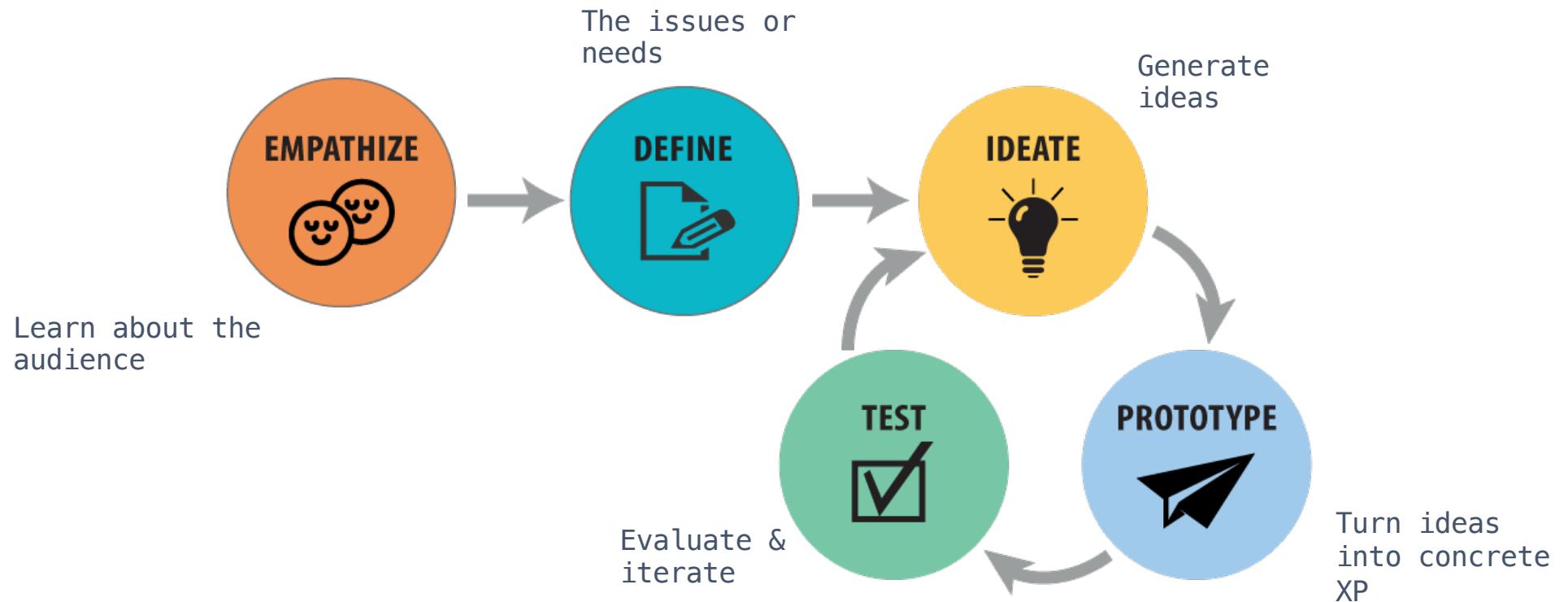


Observe and be inspired
by Extreme Users

Test and learn from
feedback shared by wider
users



DESIGN THINKING

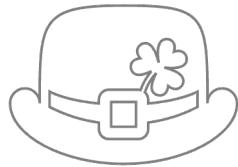




6 HATS



PROCESSES



FACTS



FEELINGS



CREATIVITY



BENEFITS



CAUTIONS

Edward de Bono, 1933–2021, Psychologist, Physician and Cognitive Scientist

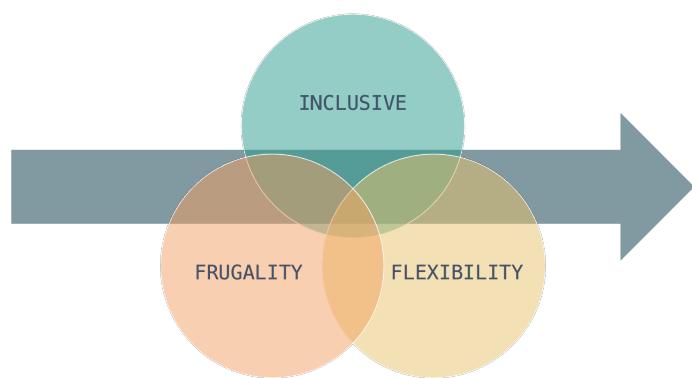


JUGAAD

Haier

- Chinese, 100000 ppl
- Global best-in-class appliances company (for 14 years)
- Revenue of B€ 3.2 in 2022, up 20% year-on-year
- Value for money strategy
- market shaker and niche attack
- Strong threatening competition for US & Europe





<https://youtu.be/ZaYKLPQZ3Uo?si=vfU55skLxAzAoLkO>

QARNOT COMPUTING



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OPEN INNOVATION

Haier

"Moving from mass production to mass customization" Zhang Ruimin, Founder & Chairman

1. 2009: HOPE network organization
 - ~4000 Xiaowei ME*
 - Break silos, thinking & acting flexibly
2. 2013: Open innovation platform
3. 2015: Lead users
4. 2019: from ME* to MCE** crowdsourcing



Haier Open Partnership Ecosystem

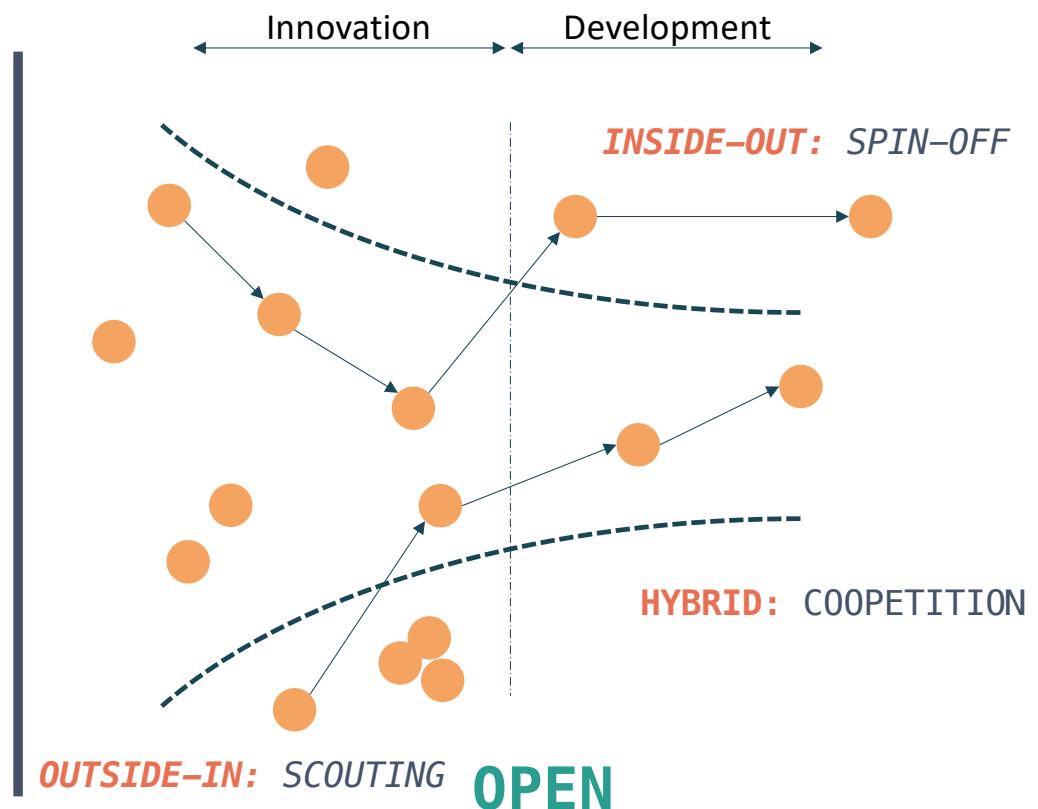
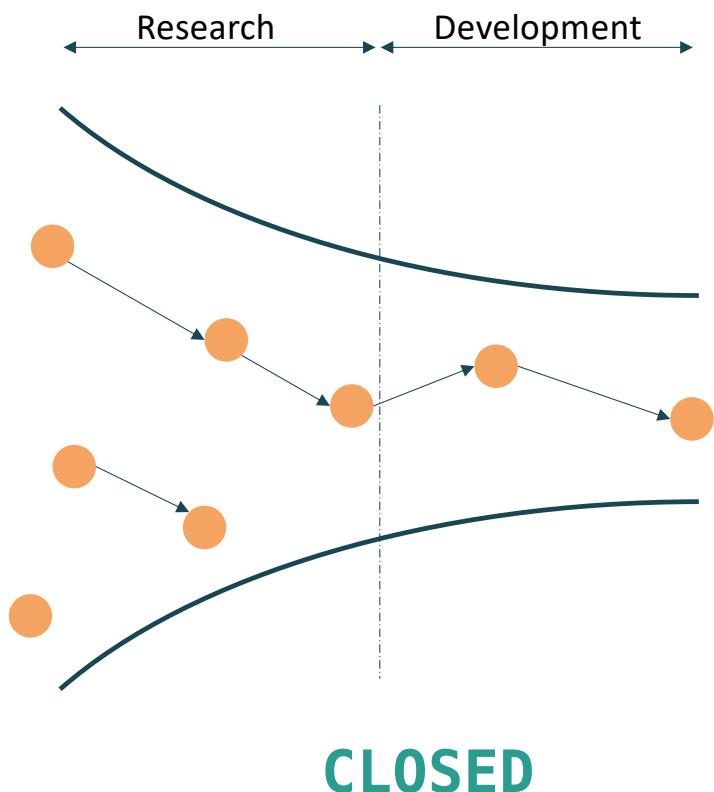
https://www.haier.com/global/about-haier/innovation/?to=1&spm=net.innovation_pc.header_141702_20200720.2

* Micro Enterprise

** Micro Community Ecosystem



OPEN INNOVATION



AUTOMOTIVE INITIATIVES



FIAT MIO



RENAULT POM



STELLANTIS FOR DEVELOPPERS

CROWDSOURCING | OPEN SOURCE | OPEN DATA

<https://www.lesnumeriques.com/voiture/ces-2017-renault-fait-sa-revolution-avec-pom-voiture-open-source-n59345.html>

<https://www.lemondeinformatique.fr/actualites/lire-peugeot-citroen-lance-un-programme-pour-attirer-les-developpeurs-65934.html>

<https://www.cnetfrance.fr/cartech/fiat-mio-39755713.htm#item=1>

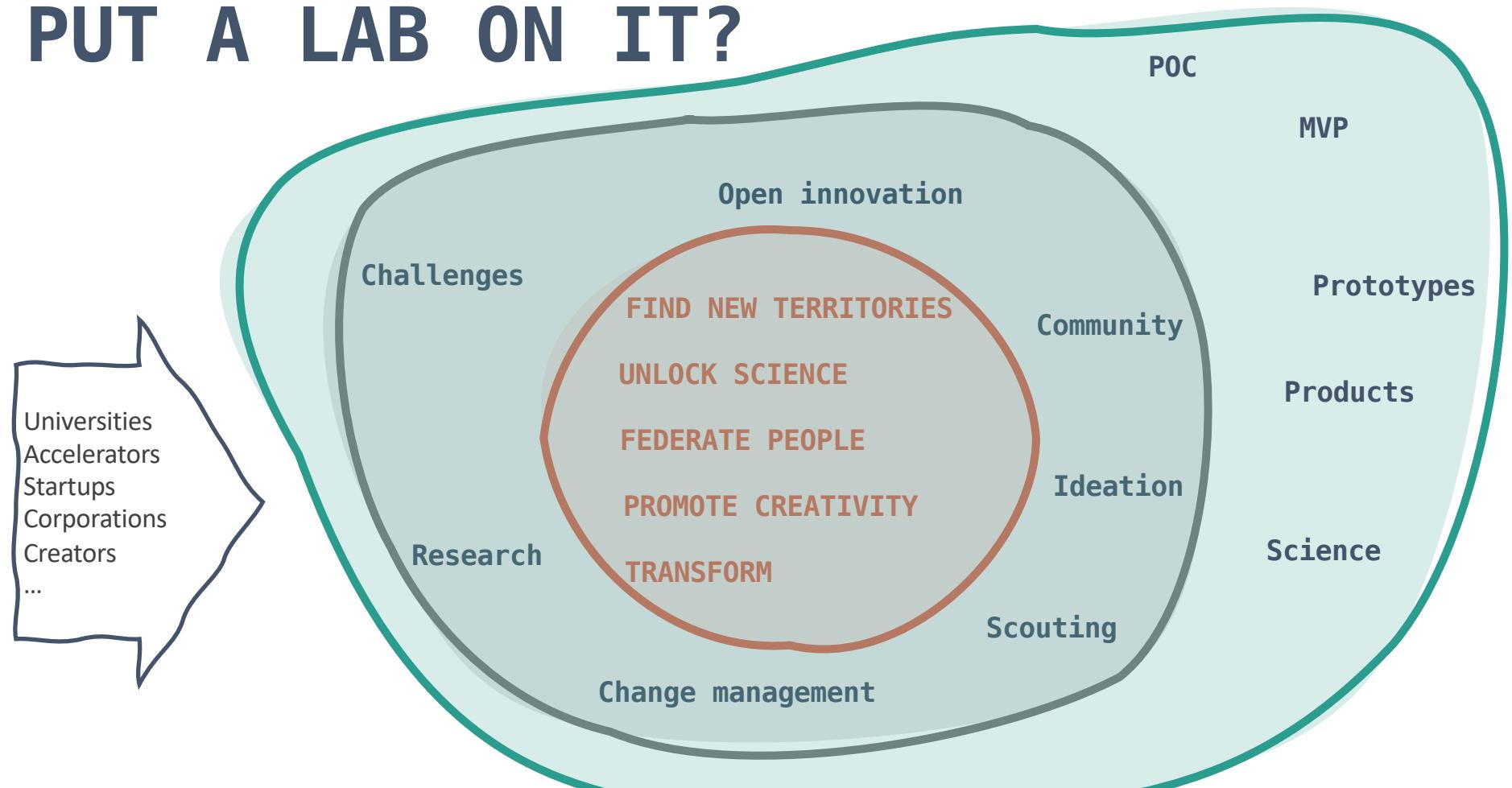


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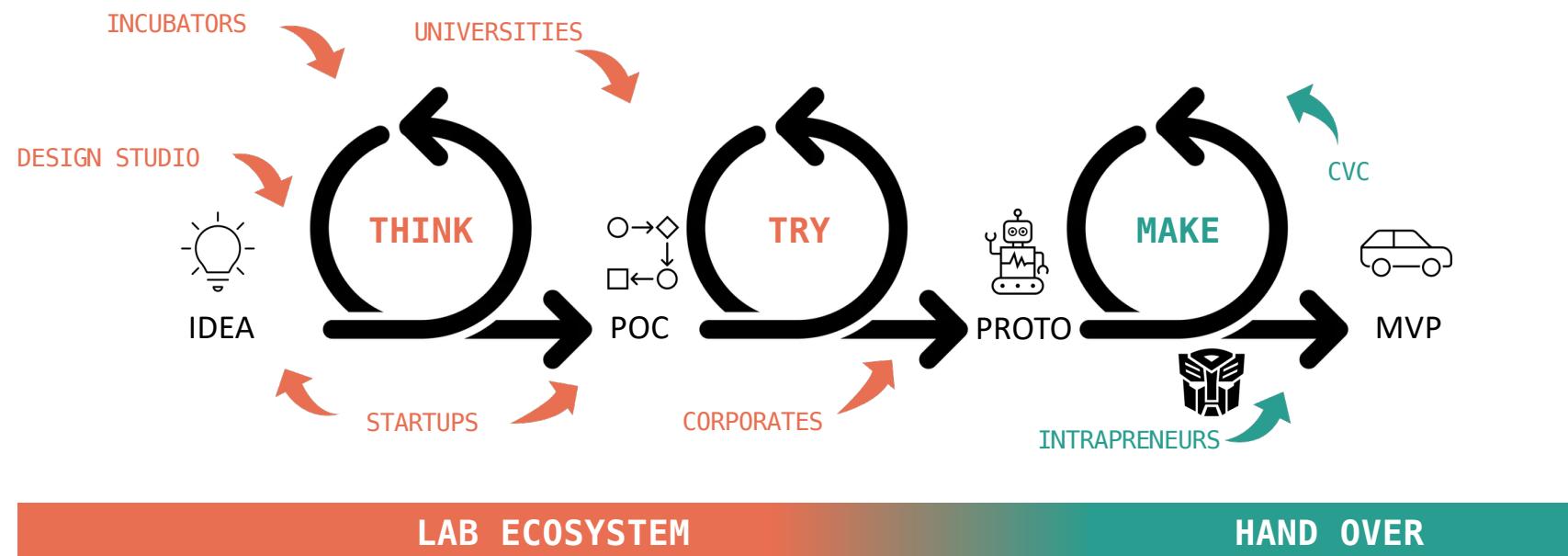
75

PUT A LAB ON IT?



SV OPEN INNOVATION LAB

WHY setup by the mothership & **PUSH/PULL** opportunistic alignment



EFFECTUATION

1 Start with what you have

GOOD ENOUGH

2 Think in terms of acceptable loss

KILL FAST

3 Leverage & engage

FOCUS

4 Welcome surprises & failures

SERENDIPITY

5 Create your value

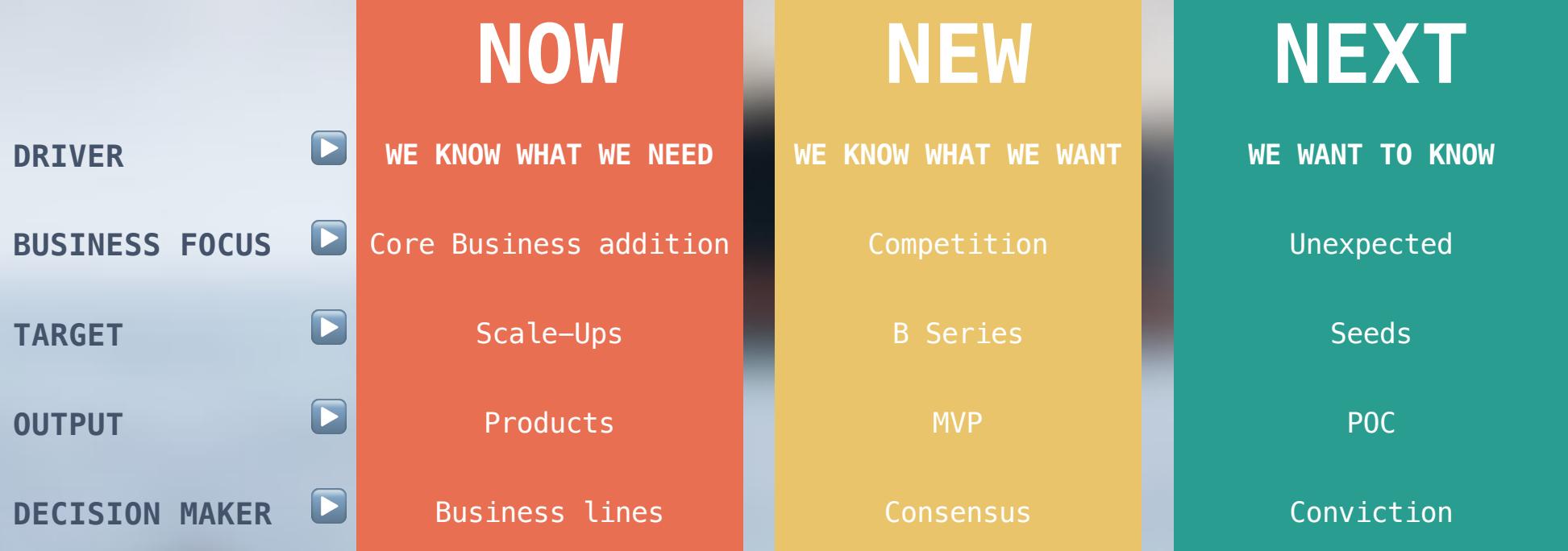
DO



INVEST IN STARTUPS!



INVEST IN STARTUPS!



Credit: Georges Nahon, CEO Orange Lab Silicon Valley

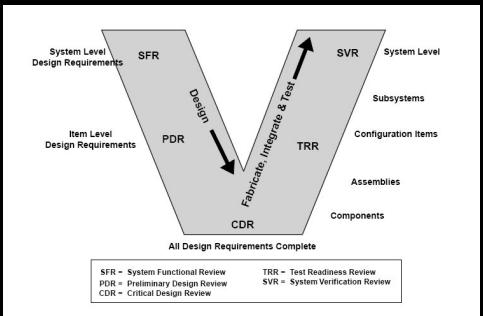
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80

BALANCE 2 CYCLES



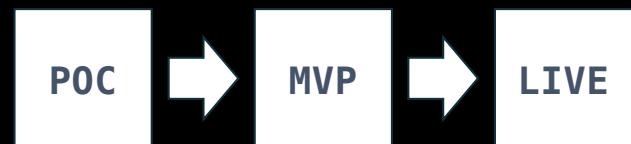
- Define the REQUIREMENTS
- Define the SYSTEM ARCHITECTURE
- Decline FUNCTIONAL BOM
- Product DESIGN & VALIDATION



YEARS

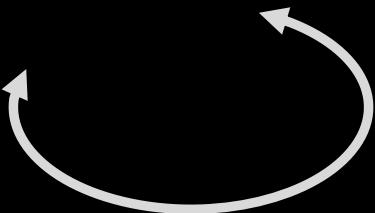


- Do and KILL FAST
- ITERATE
- Be OPPORTUNISTIC
- Manage your BACKLOG



WEEKS

BALANCE 2 ARTS



SAMOURAÏ
STRONGH AT SCALE
COMPLY WITH THE PROCESSES

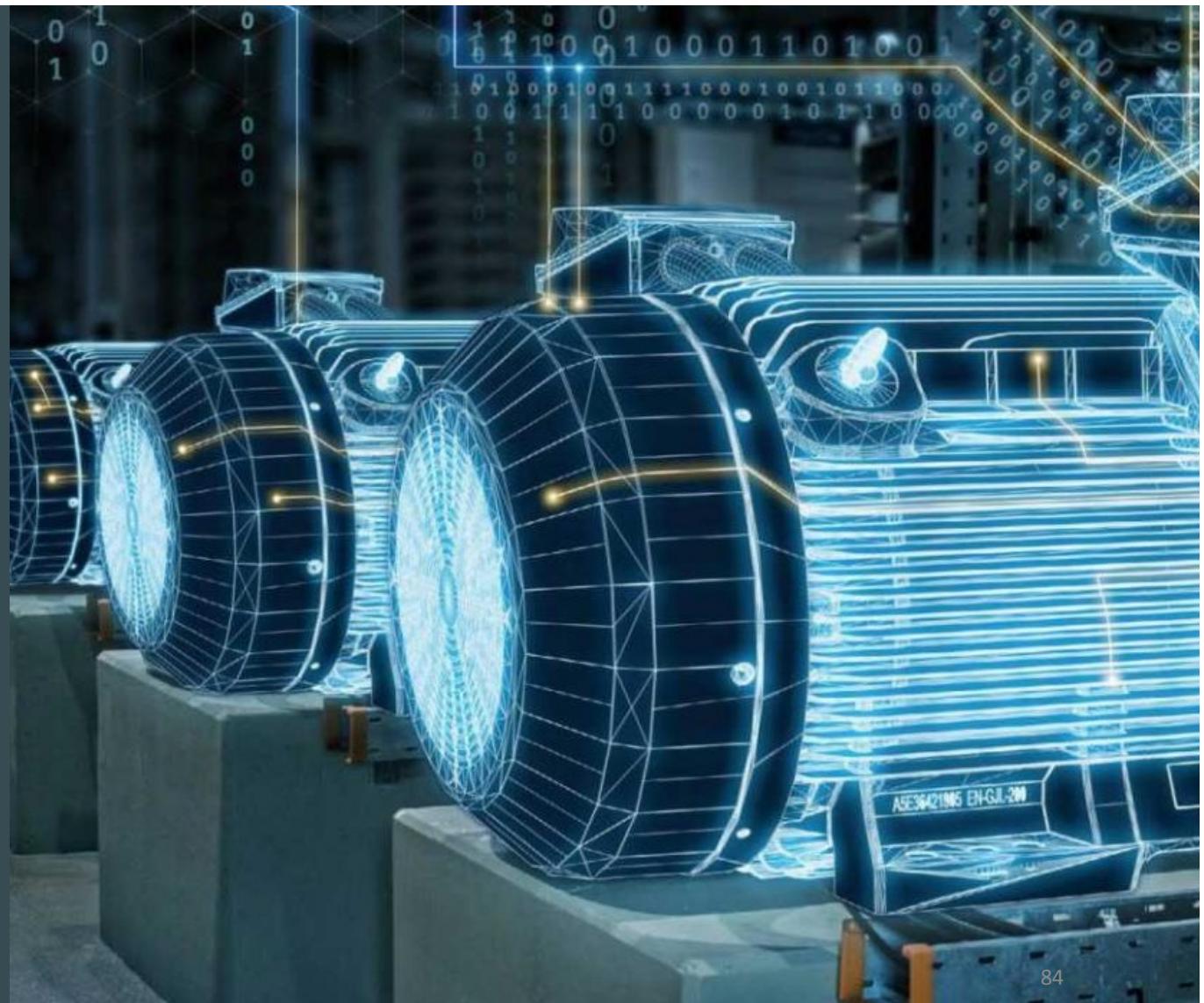
NINJA
UNDER THE RADAR
OUT OF PROCESS

TAKEAWAYS

- 
1. **EMPATHIZE** with customers
2. To cope with front runners, companies have to embrace **OPEN INNOVATION**

DIGITAL SPACE

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14 in the TOP 20
are DIGITAL
US represents 25 & CHINA 8

are DIGITAL

<https://www.fastcompany.com/most-innovative-companies/list>

Source : Boston Consulting Group



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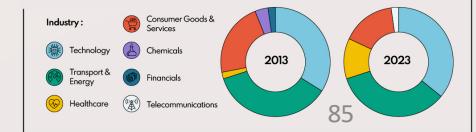
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THE MOST INNOVATIVE COMPANIES IN 2023

Boston Consulting Group (BCG) has released the latest edition of their Most Innovative Companies ranking.



How has the ranking changed over the past decade?



Interbrand Best Global Brands 2022

01	02	03	04	05	06	07	08	09	10
Apple	Microsoft	amazon	Google	SAMSUNG	TOYOTA	CocaCola	Mercedes-Benz	Disney	Nike
+16% 482,215 Sm	+32% 278,208 Sm	+10% 274,319 Sm	+29% 231,751 Sm	+17% 87,069 Sm	+10% 59,737 Sm	0%	+10% 56,103 Sm	-4% 52,325 Sm	+16% 50,269 Sm
McDonald's	Tesla	Louis Vuitton	Cisco	Facebook	IBM	Intel	SAP		
+6% 48,047 Sm	+32% 46,002 Sm	+11% 46,131 Sm	+14% 41,266 Sm	+6% 36,516 Sm	+5% 34,538 Sm	+3% 34,242 Sm	-8% 32,916 Sm	+5% 31,497 Sm	
Adobe	CHANEL	HERMES PARIS	YouTube	Honda	Hyundai	IKEA	ups	Gucci	
+23% 30,600 Sm	+32% 28,239 Sm	+27% 27,206 Sm	+4% 24,350 Sm	+10% 22,737 Sm	+9% 21,117 Sm	+4% 21,028 Sm	+6% 21,154 Sm	+22% 20,411 Sm	
accenture	Pepsi	GE	Allianz	Hyundai	Salesforce	VISA	PayPal	Sony	NETFLIX
+15% 20,412 Sm	+1% 18,622 Sm	+1% 19,000 Sm	+25% 18,674 Sm	+17% 17,214 Sm	+17% 17,201 Sm	+17% 17,036 Sm	+19% 17,036 Sm	+1% 16,919 Sm	+1% 16,379 Sm
Mastercard	adidas	AIA	Budweiser	Nescafe	Audi	ZARA	VW	Ford	
+23% 18,121 Sm	+19% 16,301 Sm	+17% 15,747 Sm	+3% 15,487 Sm	+4% 15,001 Sm	+11% 14,976 Sm	+1% 14,958 Sm	+10% 14,819 Sm	+10% 14,431 Sm	
Starbucks	Pampers	Porsche	airbnb	Siemens	H&M	Citi	L'OREAL PARIS	Philips	eBay
+4% 14,000 Sm	+1% 13,832 Sm	+1% 13,504 Sm	New 13,416 Sm	+2% 13,359 Sm	+2% 12,955 Sm	+4% 12,861 Sm	+3% 12,815 Sm	+4% 12,801 Sm	+4% 12,767 Sm
Nissan	HP	Lego	Red Bull	HSBC	Morgan Stanley	Nestle	Nintendo	3M	Spotify
+10% 12,212 Sm	+13% 11,864 Sm	+5% 11,946 Sm	New 11,547 Sm	+9% 11,247 Sm	+1% 11,039 Sm	+2% 10,961 Sm	+1% 10,816 Sm	+6% 10,795 Sm	+6% 10,304 Sm
Gillette	Colgate	Danone	Cartier	Santander	Dior	Kellogg's	FedEx	Corona	
+4% 10,211 Sm	+5% 10,130 Sm	+3% 9,928 Sm	+17% 9,921 Sm	+31% 9,965 Sm	+11% 9,810 Sm	+27% 9,819 Sm	+1% 9,747 Sm	+6% 9,166 Sm	+12% 7,764 Sm
LinkedIn	DHL	CAT	mi	JACK DANIEL'S	Huawei	KIA	Tiffany & Co.	Prada	Hewlett Packard Enterprise
+19% 7,059 Sm	+11% 7,518 Sm	+14% 7,379 Sm	New 7,236 Sm	+10% 7,171 Sm	+7% 6,624 Sm	+9% 6,612 Sm	+10% 6,502 Sm	+2% 6,545 Sm	+2% 6,486 Sm
Panasonic	Johnson & Johnson	Hennessy	KFC	Heineken	BURBERRY LONDON ENGLAND	Canon	Land Rover	MINI	SEPHORA
+9% 6,927 Sm	+3% 6,500 Sm	+15% 6,111 Sm	+15% 6,068 Sm	+5% 6,000 Sm	+14% 5,977 Sm	-15% 5,820 Sm	+10% 5,820 Sm	+7% 5,579 Sm	+10% 5,491 Sm

based on three key components: financial performance, role of the brand in purchase decisions, brand's competitive strength.



DIGITAL

TRANSFORMATION

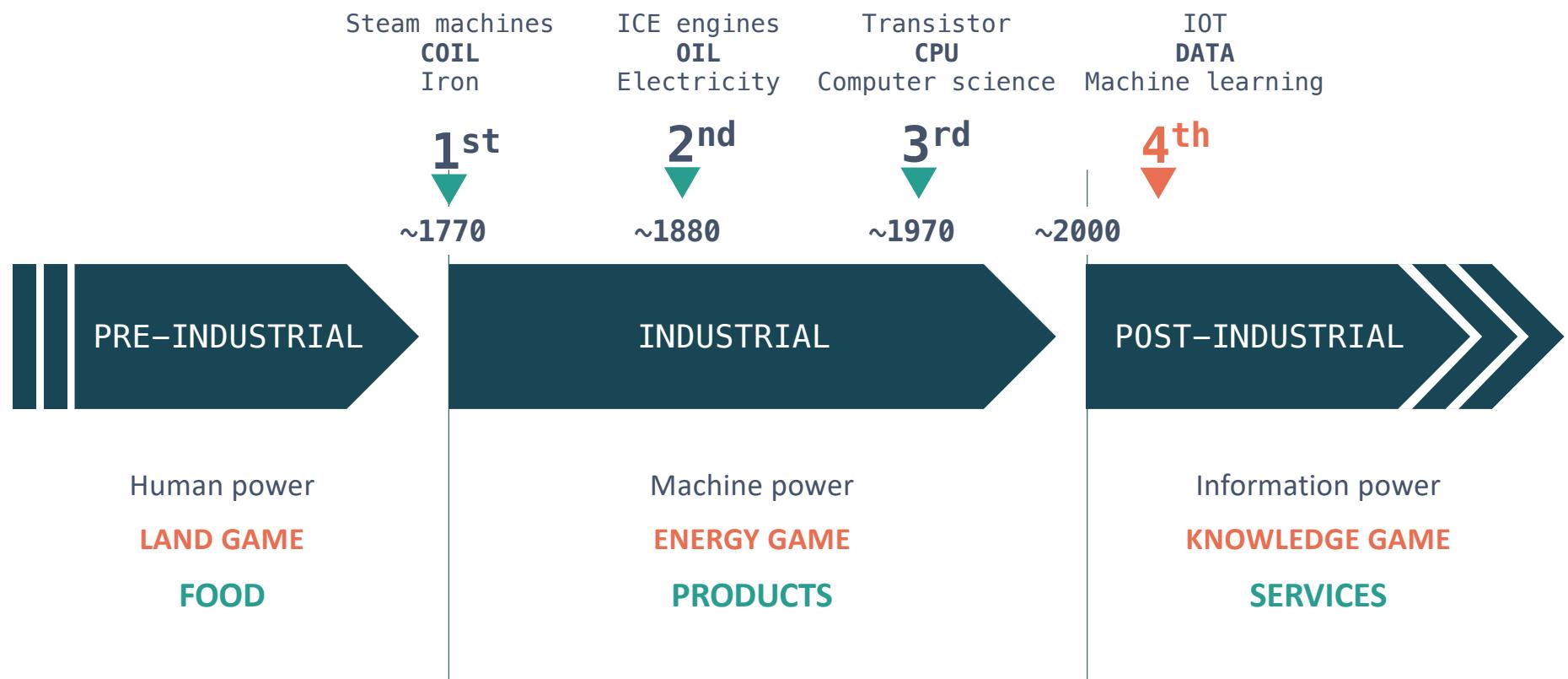
>>> GOVERNANCE, PROCESSES, TALENTS & CULTURE

A NEW LANDSCAPE OF
ENABLERS

OPPORTUNITIES TO
REFRAME THE GAME



4TH INDUSTRIAL REVOLUTION





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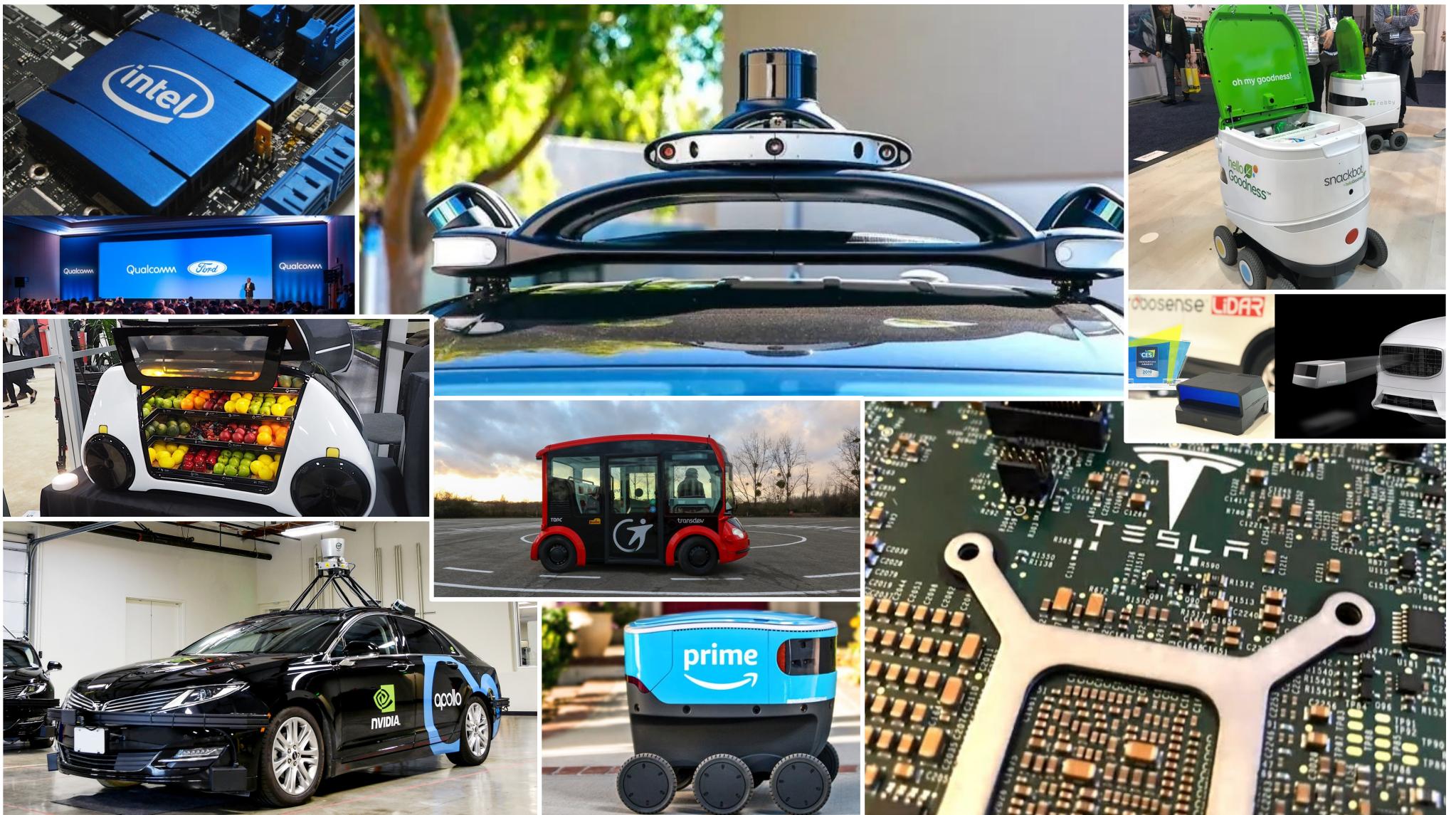
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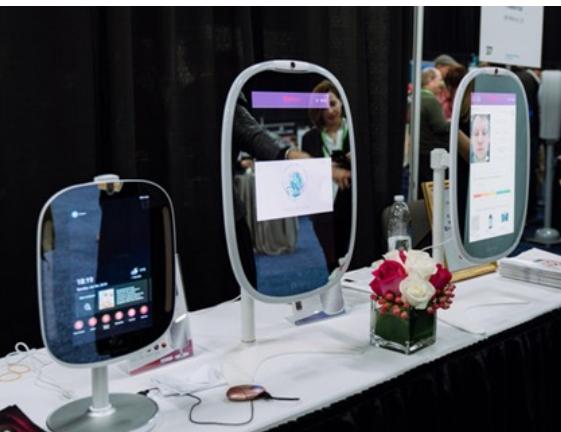


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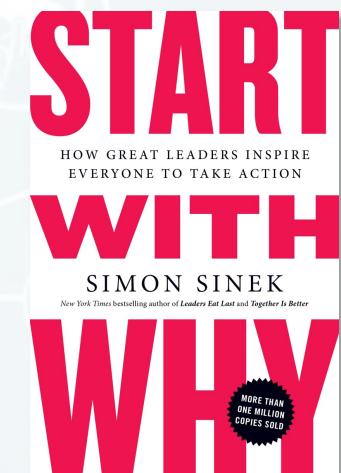
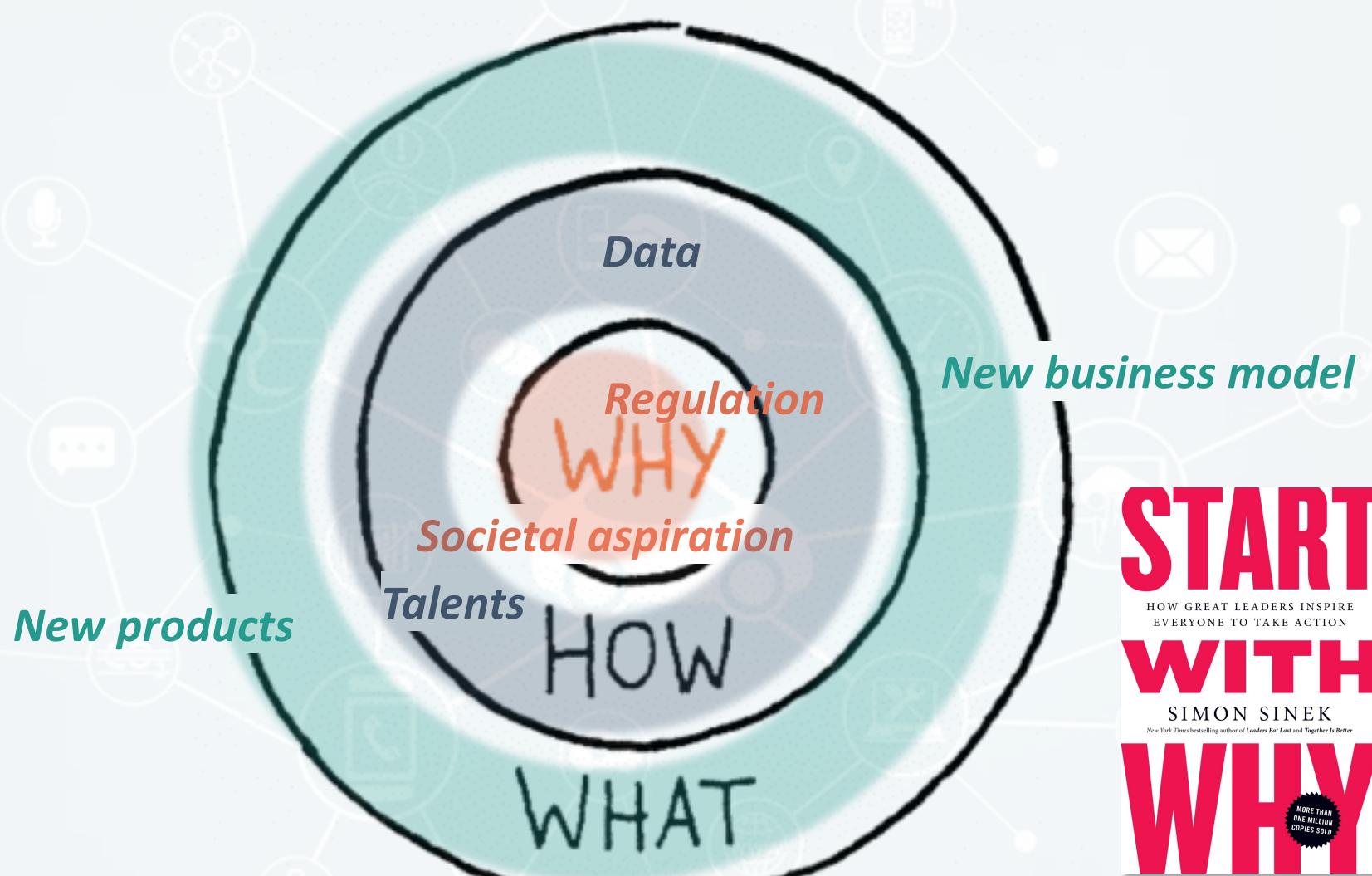
90



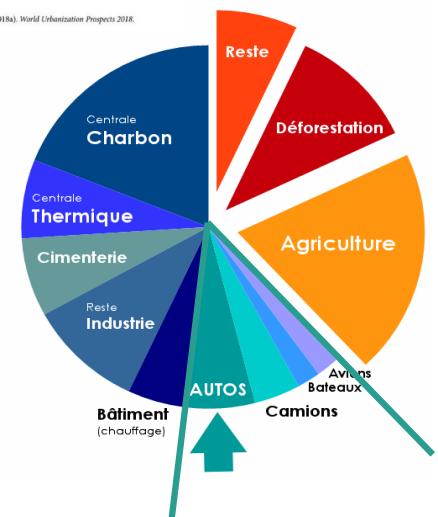
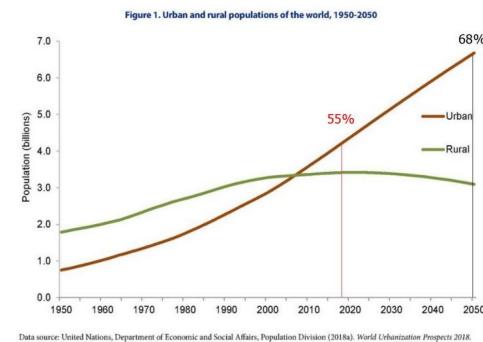
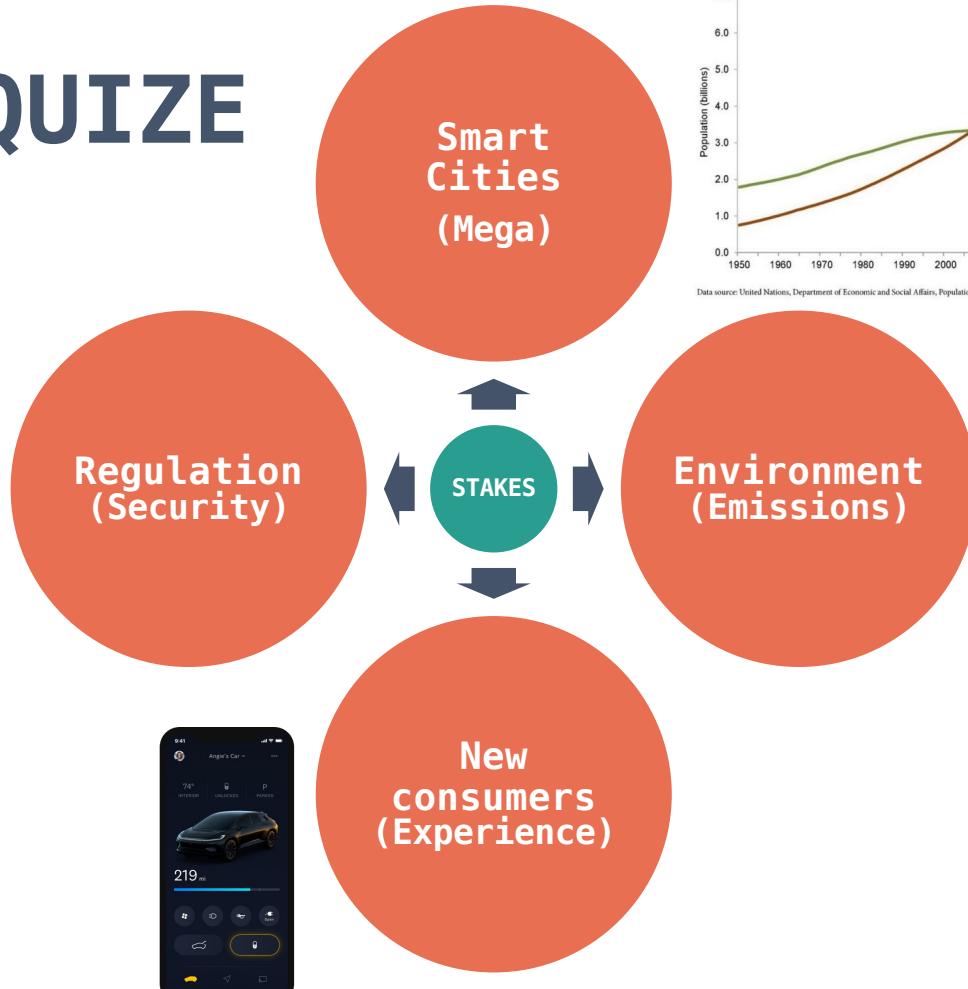


HIGHEST TECH?





OEMs' SQUIZE



AUTOMOTIVE REVOLUTION

PRODUCTIVITY



Mechanisation

PROCESS
EFFICIENCY

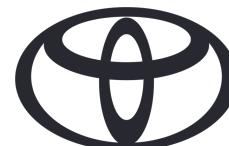
FORDISM
TAYLORISM



Mass production

PRODUCT
QUALITY

TOYOTISM
LEAN MANUFACTURING



Automation

USAGE
VALUE

TESLISM
HUMAN+MACHINE LEARNING



Cyber-physical

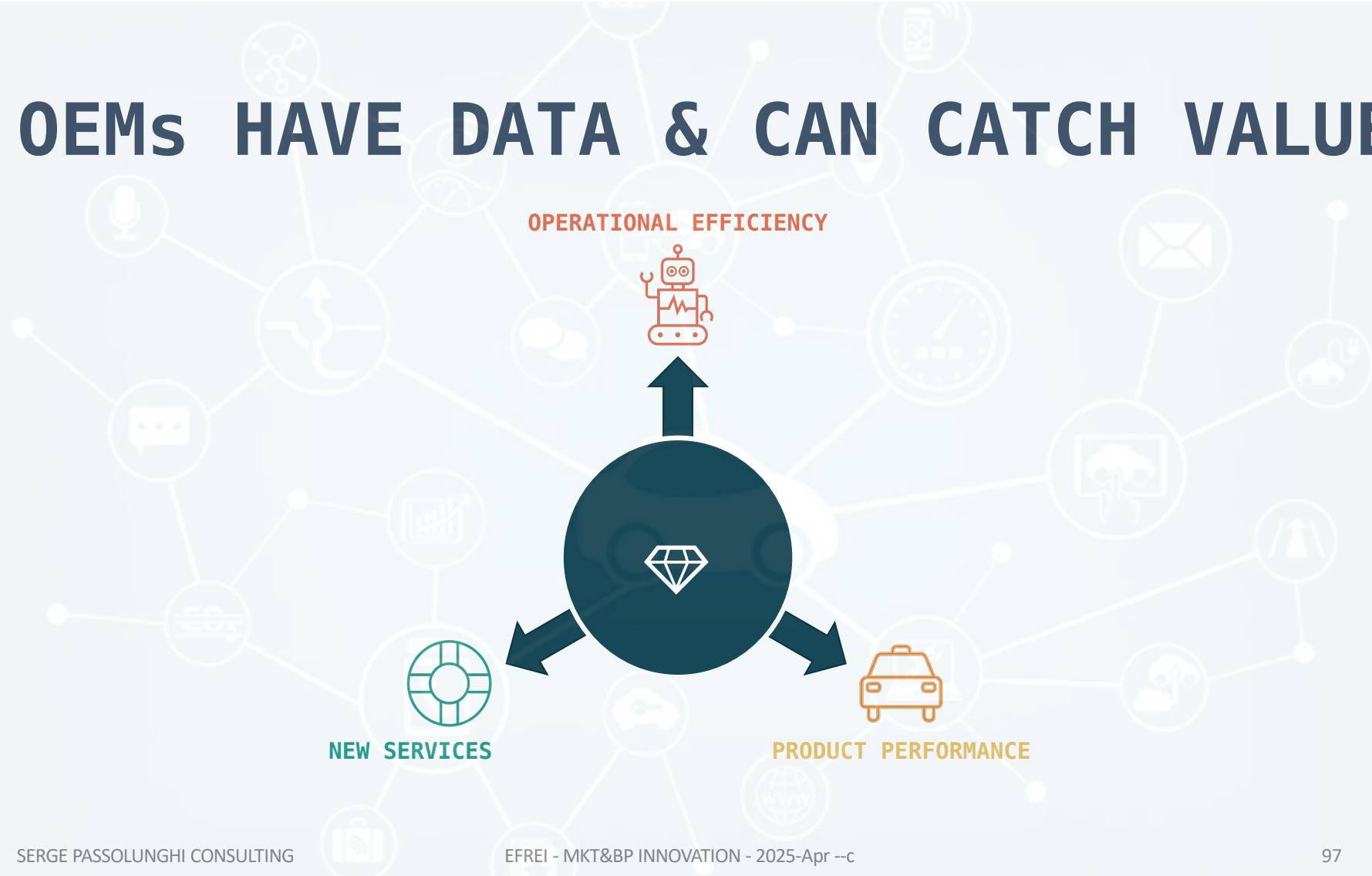
1770

1880

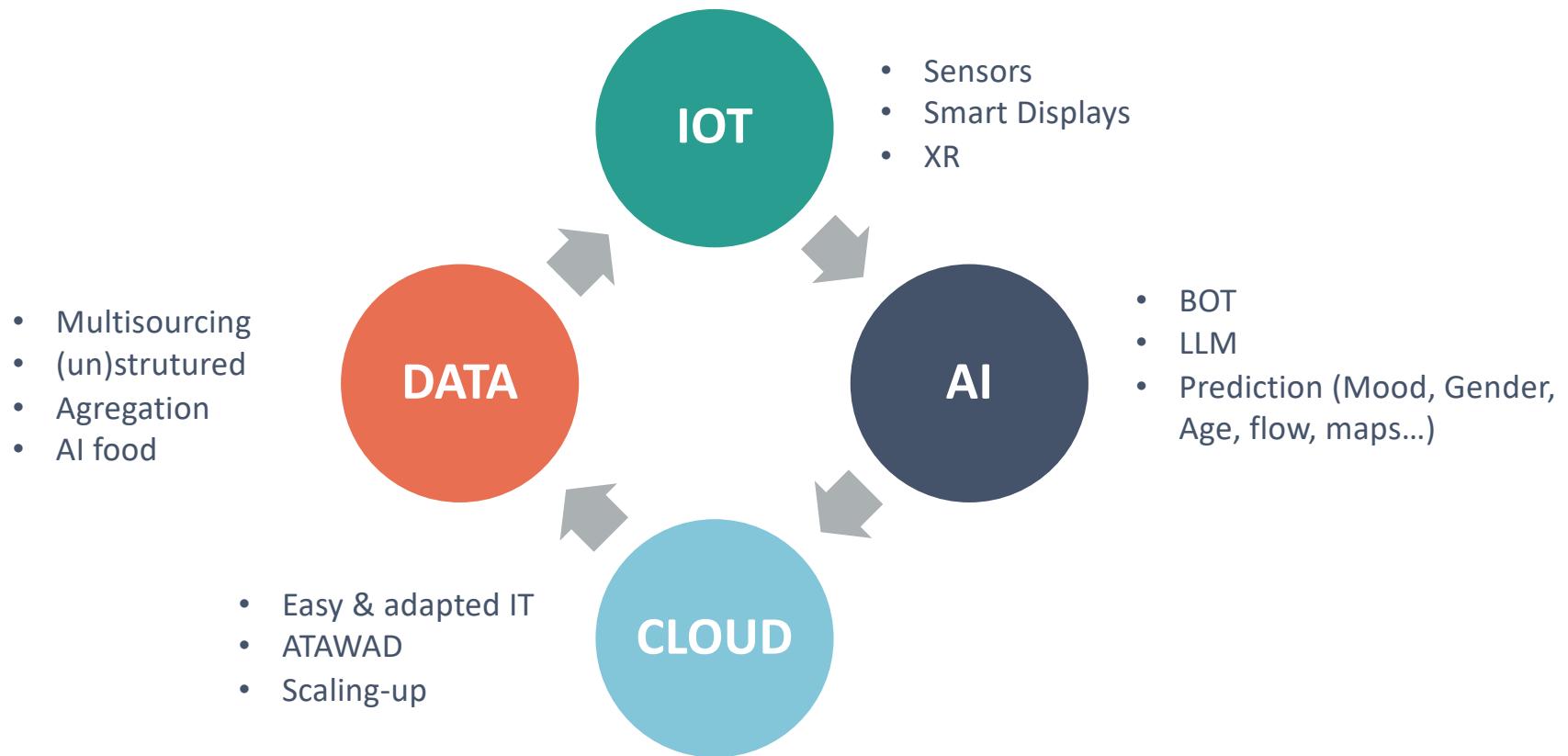
1970

2000

OEMs HAVE DATA & CAN CATCH VALUE



EVERYTHING IS ALREADY THERE

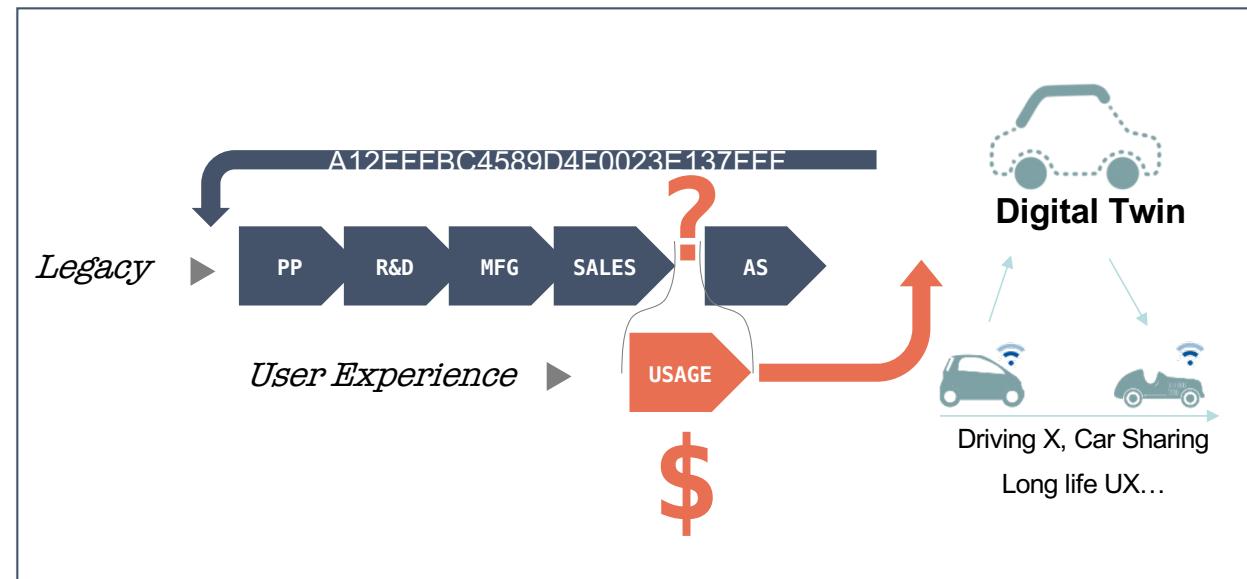


MOVING OUT OF “SELL & FORGET”

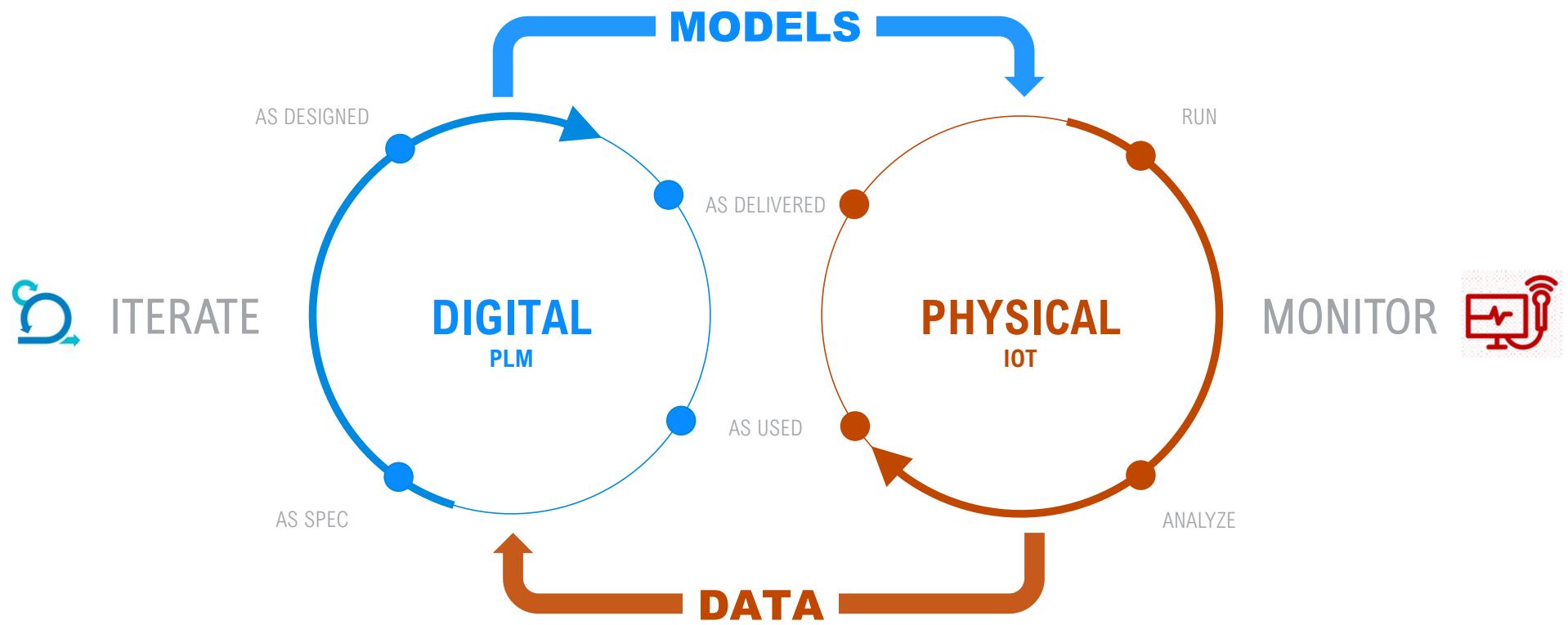
Right sizing

New features

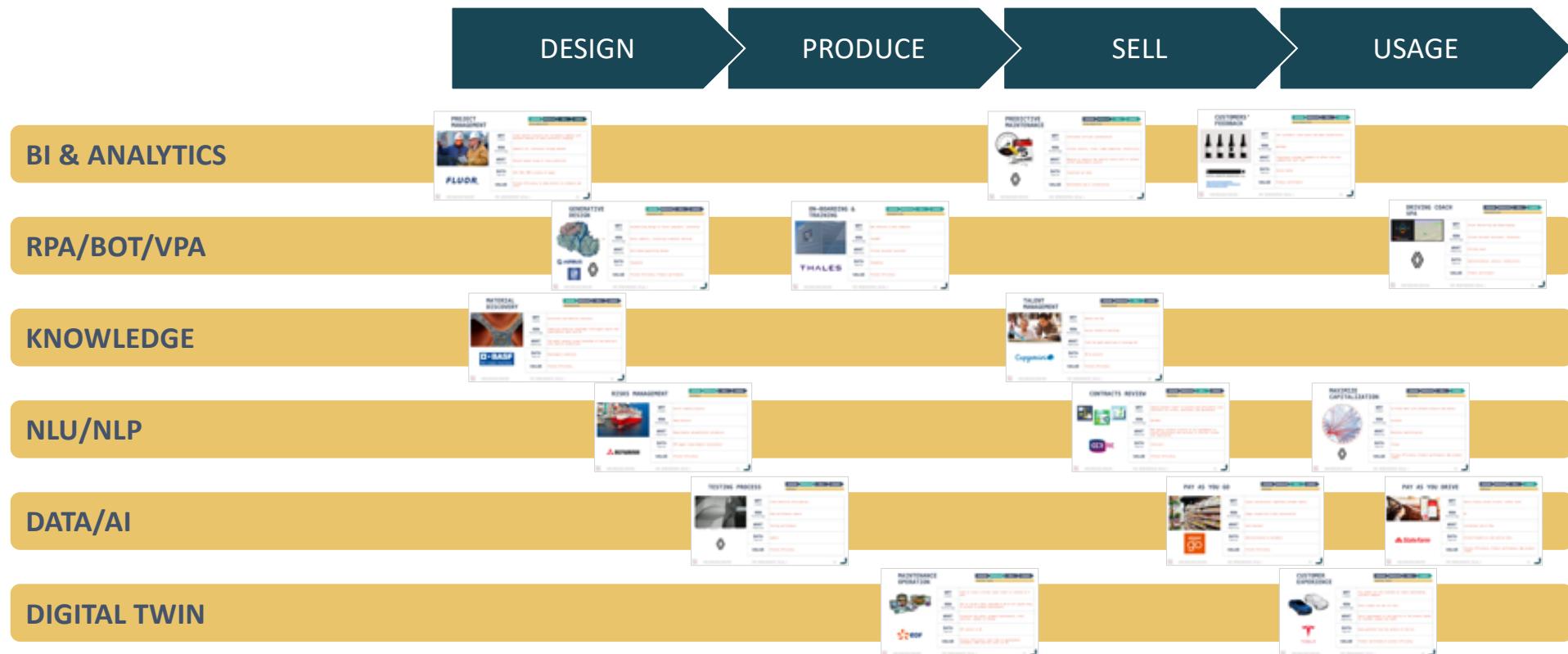
New businesses



DIGITAL TWIN



ALONG THE VALUE CHAIN

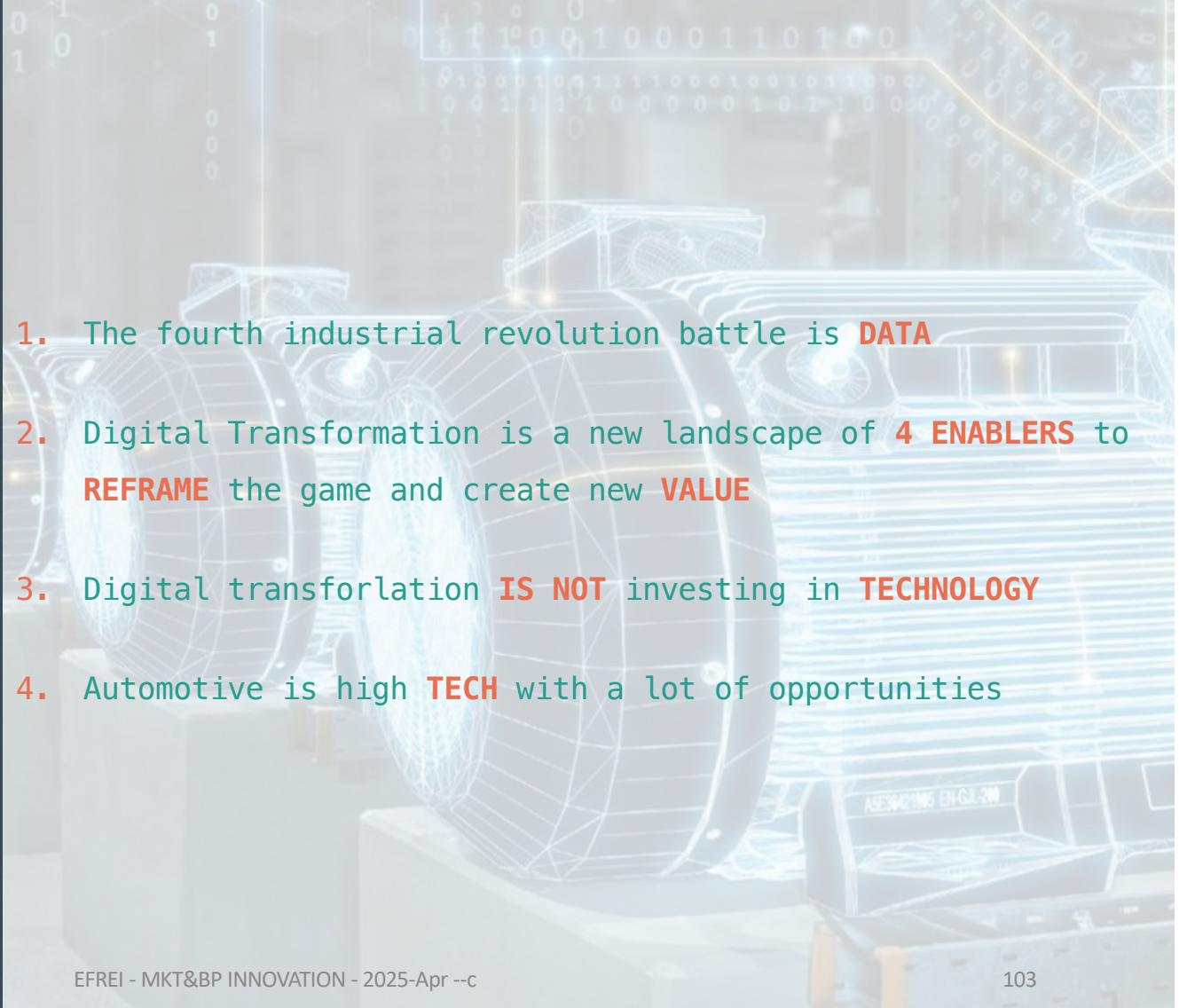


WHO GOT THE MONEY?



SAMUEL BRANNAN GOT THE BIGGEST SLICE OF THE PIE

TAKEAWAYS

- 
1. The fourth industrial revolution battle is **DATA**
 2. Digital Transformation is a new landscape of **4 ENABLERS** to **REFRAME** the game and create new **VALUE**
 3. Digital transformation **IS NOT** investing in **TECHNOLOGY**
 4. Automotive is high **TECH** with a lot of opportunities

BUSINESS MODELS

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BUSINESS MODEL CANVAS



1

PROBLEM (TOP 3)
Top 3 pain points

2

SOLUTION (TOP 3)
Top 3 features

3

METRICS (TOP 3)
Key activities you measure

4

UNIQUE VALUE PROPOSITION
Single clear compelling message

5

CUSTOMER RELATIONSHIP
Specific & differentiating

6

CHANNELS
Path to customers

7

CUSTOMER SEGMENTS
Target customers

8

COSTS STRUCTURE
XaaS, distribution costs...

9

REVENUE STREAMS
Revenue model, gross margins...



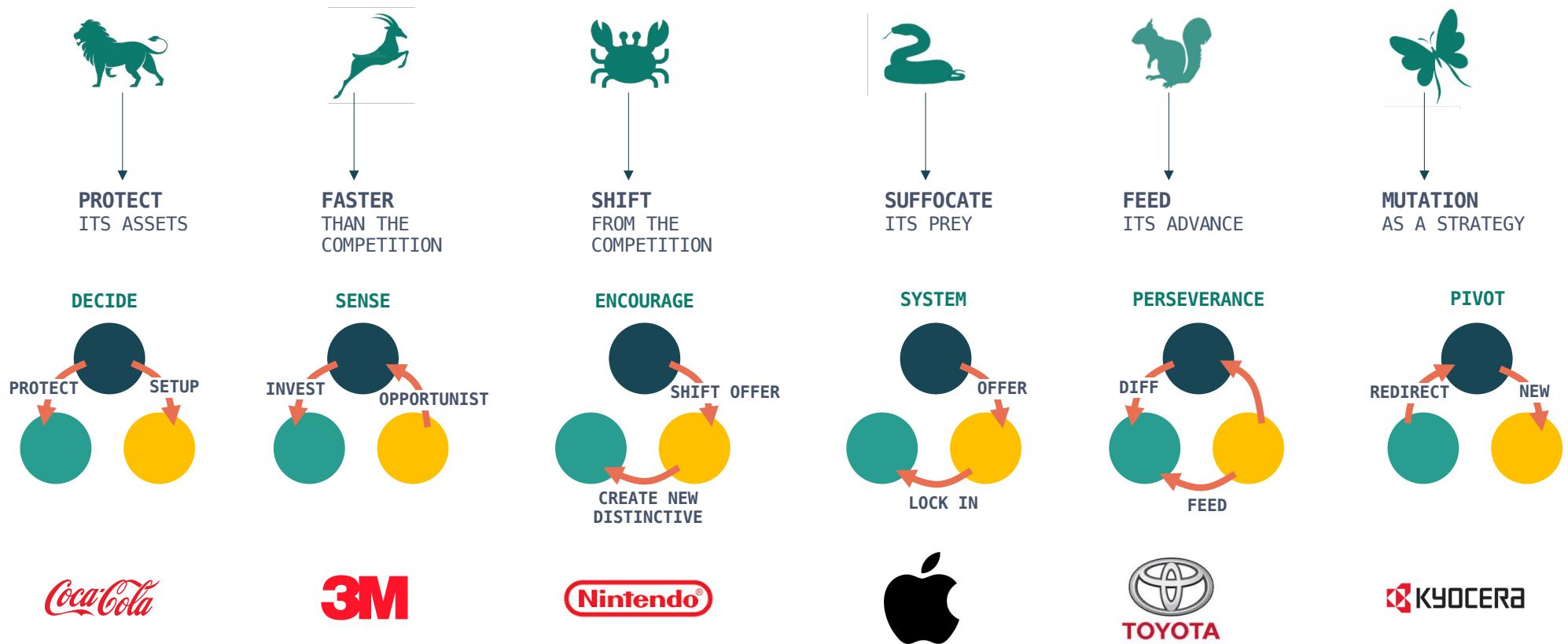
BUSINESS MODEL



Source: Maniak, Mottis, Ecole Polytechnique



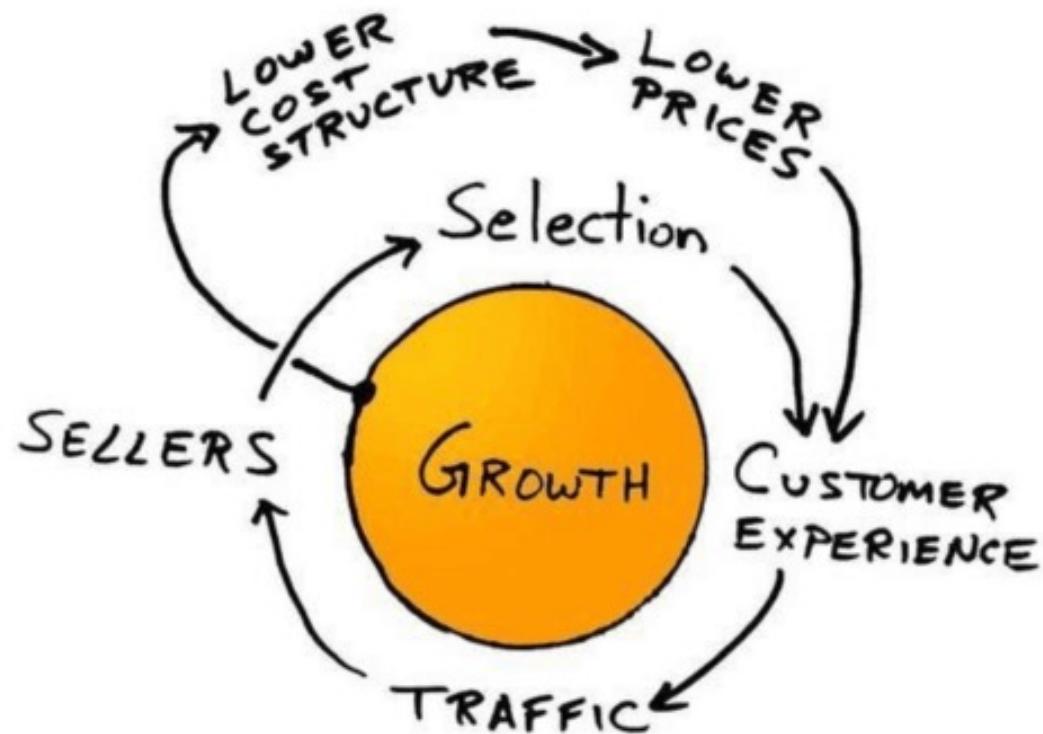
JUNGLE



MIXING SEVERAL BM IS TOUCHY



FLYWHEEL MODEL



amazon



NETFLIX



TAKEAWAYS



1. Adapt in the **JUNGLE**
2. **FLYWHEEL**
3. Beware of **HYBRIDING** business models

SCALING UP

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EVIDENCE IS A LONG JOURNEY



<https://philippesilberzahn.com/2010/02/10/nespresso-processus-innovation/?amp=1>

- Technical & sales issues
- Business model issues
- Organization issues
- Market issues
- Financial issues
- **RATIONAL?**
 - Welcome to failures
 - Strong support of the CEO



RESISTANCE AGAINST ANTIBODIES



FROM THE INNOVATION BIRTH, underground co-creation, result of do-it-yourself, small...

... trouble begins when the top management is AWARE OF THE CHILD – “*It's not very Blue Ocean and it's too small. Let serious people take over!*” – and corporate experts take over.

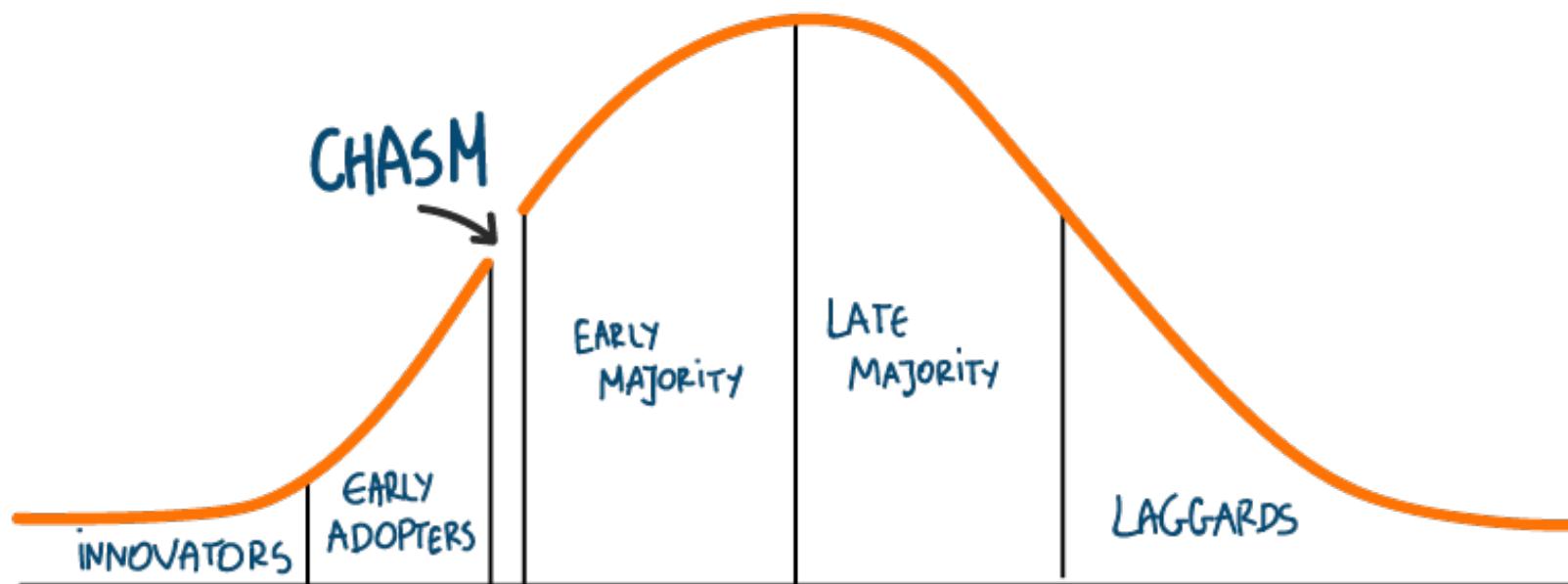
Dozens of small changes, reshaping the project for the INNOVATION TO FIT THE MOLD, the disruption becomes a project of the main range. Best case...

...TO ITS DEATH

<https://philippesilberzahn.com/2016/05/02/supplice-mille-couures-comment-innovation-tuee-par-ceux-qui-veulent-sa-reussite/?amp=1>



CROSS THE CHASM



Innovation Adoption Curve, Everett Rogers
“Diffusion of Innovations”, 1962 (2003 fifth edition)

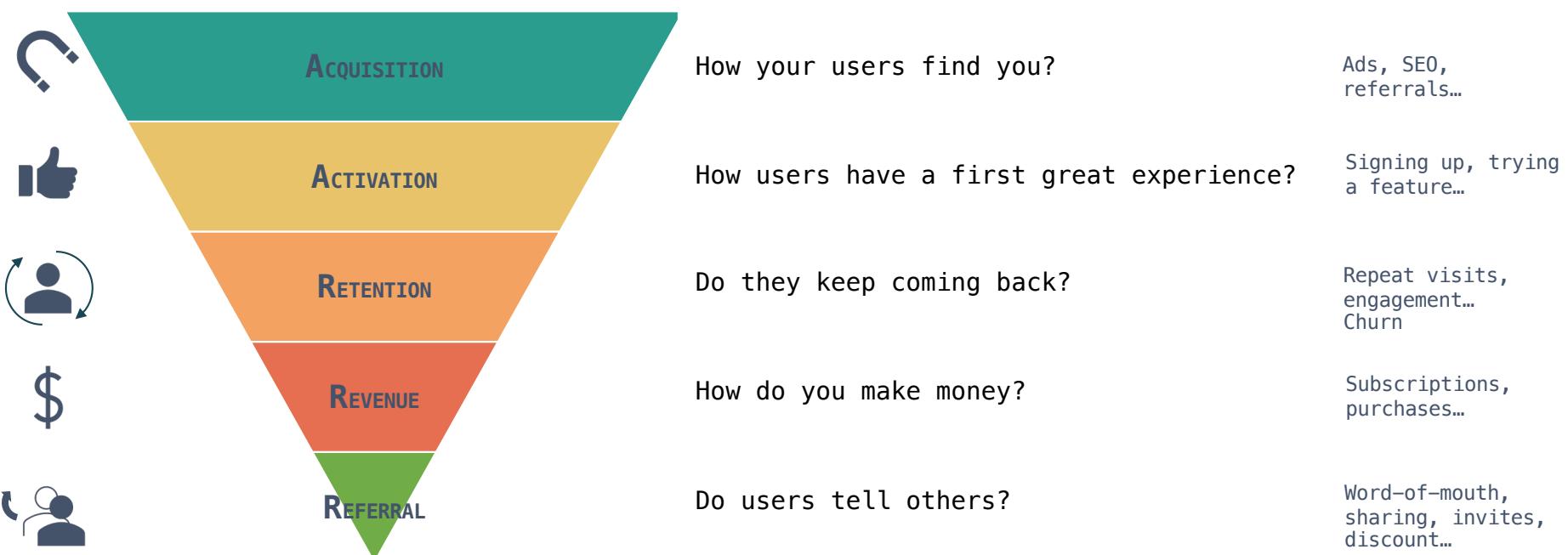


PIRATES MODEL



AARRR

A data driven model using analytics to optimize each stages



Source: Dave McClure, entrepreneur & investor



MATH

1. ACQUISITION: $A = V * C_a$

- V: number of visitors
- C_a : conversion rate from visitor to user

2. ACTIVATION: $A' = A * C_{act}$

- C_{act} : activation rate (users who complete an action)

3. RETENTION: $R_t = A' * e^{-\lambda t}$

- R_t = retained users at time t
- λ = churn rate (fraction of users lost over time)
- $e^{-\lambda t}$ = probability of a user staying after t time units

4. REVENUES: $R' = \sum_{t=1}^T R_t * ARPU$

- ARPU = Average Revenue Per User
- R' = sum of revenue from retained users over time

5. REFERRAL: $R'' = R' * C_{ref}$

- C_{ref} = referral rate (fraction of users who refer others)

$$\begin{aligned}\text{Total Users} &= A + R'' \\ \text{Total Revenue} &= R'\end{aligned}$$

Optimizing each step using Data/AI

- **Predicting churn (λ)**
using historical data
- **Optimizing acquisition (C_a)**
analyzing marketing channel performance
- **Personalizing activation (C_{act})**
using AI-driven user experience improvements



SaaS MODEL



ACQUISITION

- run Google/Facebook ads and uses SEO (Ex: 100,000 visitors land on the website per month)
- Conversion rate (Ca) = 5% → 5,000 users sign up.

ACTIVATION

- A user is "activated" when they create their first playlist (Spotify) or their first document (Notion)
- 60% of acquired users complete this step → 3,000 activated users.

RETENTION

- Users return to the app weekly. Some drop off over time.
- After 3 months, 50% of activated users are still active → 1,500 retained users

REVENUES

- Some users upgrade to the premium plan.
- 10% of retained users subscribe at \$10/month → 150 paying users × \$10 = \$1,500/month revenue

REFERRAL

- Happy users refer friends via word-of-mouth or referral programs.
 - 20% of paying users refer a new user → 30 new acquired users.
- **Identify weak points** (e.g., low activation → improve onboarding).
- **Predict churn** and suggest retention strategies.
- **Forecast revenue growth** and optimize marketing spend.



EXAMPLES

ACQUISITION



Craiglist
GROWTH HACKING
to generate
qualified
traffic

ACTIVATION



SIMPLIFIED
subscription
& login

RETENTION



Messaging and
Ads focused
on
**PSYCHOLOGICAL
AWARENESS** of
users

REVENUES



Everything
works **TOGETHER**

REFERRAL

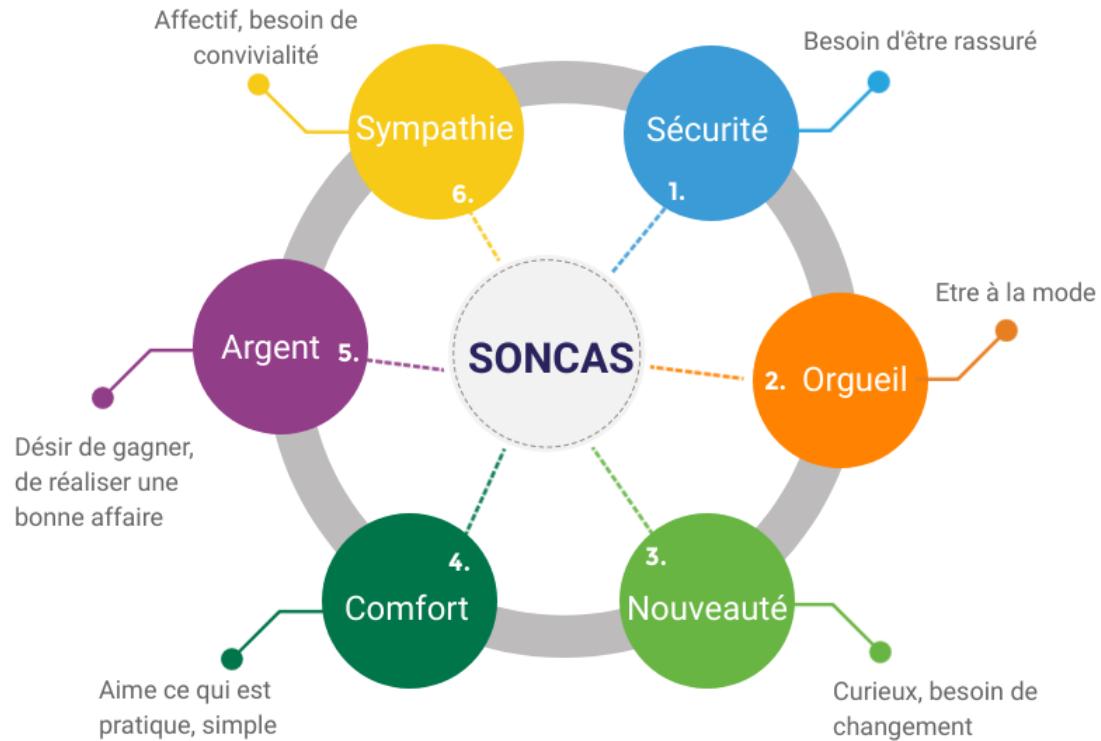


**TALK TO YOUR
FRIENDS** and
get 500mb
for free





CUSTOMER MOTIVATION





CUSTOMER MOTIVATION: SONCAS(E)

S ECURITE	Le client n'aime pas le risque et a besoin d'être rassuré.	<ul style="list-style-type: none">• Envisager des garanties et des preuves concrètes.• Laisser du temps.
O RGUEIL	Le client veut se démarquer et avoir plus et mieux que les autres.	<ul style="list-style-type: none">• Montrer qu'il aura du haut de gamme et le caractère exclusif de l'offre.• Développer le sentiment de privilège.
N OUVEAUTE	Le client apprécie les nouvelles expériences.	<ul style="list-style-type: none">• Favoriser la dimension innovante de l'offre.• Mettre en avant les fonctionnalités inédites.
C OMFORT	Le client cherche la facilité pour le minimum d'effort.	<ul style="list-style-type: none">• Mettre en avant la facilité d'utilisation et le gain.• Tenir compte des habitudes du client.
A RGENT	Le client pense économies et rapport qualité / prix.	<ul style="list-style-type: none">• Donner la priorité aux questions budgétaires et à la rentabilité.• Prévoir une récompense symbolique.
S YMPATHIE	Le client privilégie la relation de confiance et de partenariat.	<ul style="list-style-type: none">• Valoriser la relation client et l'expérience plus que le produit.• Créer une relation de confiance et de proximité.
E NVIRONNEMENT	Le client a une consommation engagée et vigilante vers l'authenticité et la qualité.	<ul style="list-style-type: none">• Souligner l'engagement environnemental.• Faire attention au greenwashing.

EXAMPLES



- **Orgueil**
image valorisante,
produit premium
- **Nouveauté**
technologie de
pointe



- **Orgueil**
voiture haut de
gamme, marque
statutaire
- **Nouveauté**
technologie
embarquée et
design innovant



- **Confort**
usage quotidien,
assise et couchage
agréable
- **Argent**
investissement
malin (2-en-1)

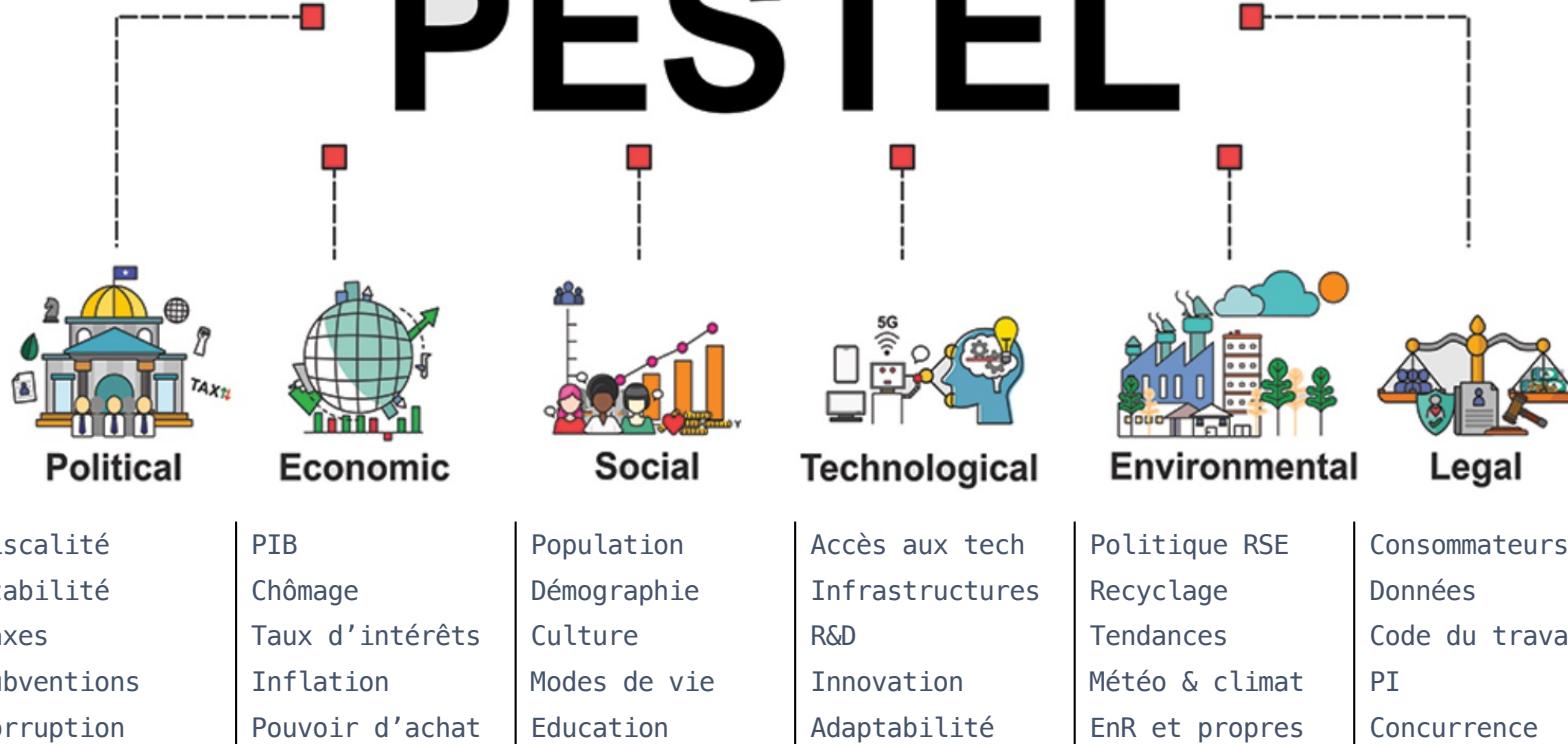


- **Argent**
économie sur les
cafés en extérieur
- **Orgueil**
design élégant,
valorise la
cuisine



RISKS MANAGEMENT

PESTEL



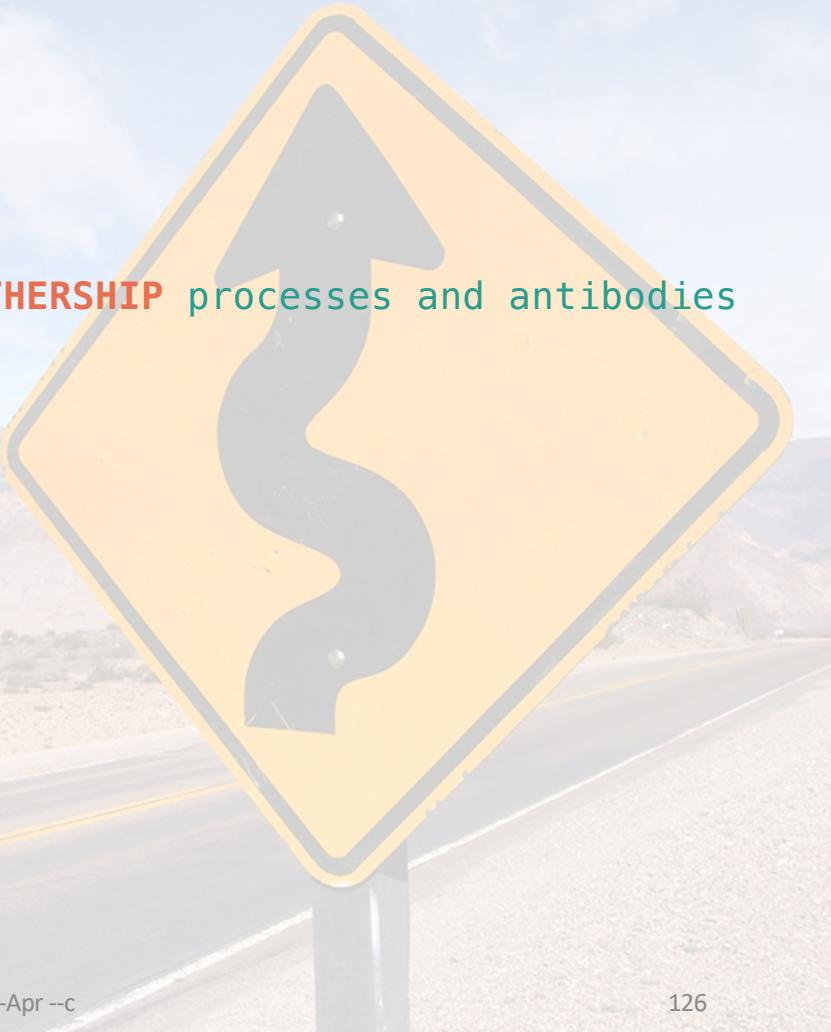
F.A.I.L.

I never lose.
I either **win** or **learn**.

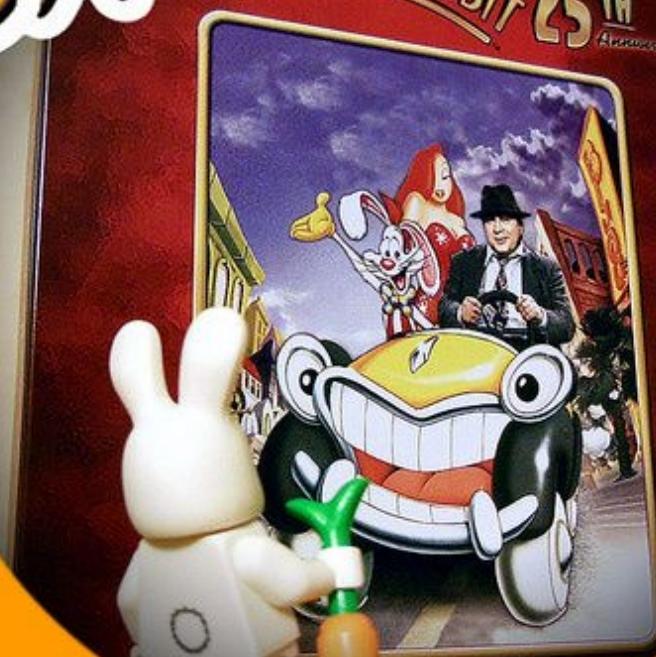
Nelson Mandela

TAKEAWAYS

1. A **TWISTY** journey
2. Cope with the **MOTHERSHIP** processes and antibodies
3. Cross **THE CHASM**
4. **AARRR**
5. **SONCAS(E)**
6. **PESTEL**



That's all folks!





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