

Pymetrics AI (en France)

SOLUTION

- I. Top 5 soft skills companies concerned the most:
 - A. Creativity;
 - B. Collaboration;
 - C. Adaptability;
 - D. Time management;
 - E. Emotional intelligence
- II. Importance of soft skills: (Figures to emphasize the importance of this platform)
 - A. Improve internal mobility; (Can extend tenure by up to 41% longer than without, both individual & company)
 - B. By 2030, soft skills-intensive occupations will account for 2/3 for all jobs (Deloitte forecasts); Augmented 2.5 times.
 - C. Requirements:
 1. 59% of organizations acknowledge that they lack quality, reliable soft skills data;
 2. 89% of HR leaders believe that hires that didn't work out lacked the appropriate soft skills for the job.

Source: White Paper of Pymetrics

WHY

In 2017, a U.S.-based debt collection agency began using pymetrics to identify candidates for their Account Representative role. Because the position involved having stressful conversations on a regular basis, the employer was seeing very high rates of turnover. The employer's hope was to implement pymetrics to identify candidates who would be willing to stay in the role longer.

To establish the “success profile” for an Account Representative, 144 current employees were identified to complete the pymetrics assessment.

After one month on the job, employees that were scored “highly recommended” by pymetrics had a median collection rate that was 30% higher than employees that were scored only “recommended.” By the six-month mark, this gap increased to 53%. In terms of tenure, the “highly recommended” group was 13% less likely to leave their roles during the period studied.

Additionally, while the median “highly recommended” employee collected nearly \$3,200 in their first month, the median “not recommended” employee collected \$825. By six months, this gap reflected an average difference of \$8,400 collected per representative.

DATA:

53% **144** **3.8X** **198%** **\$3,200**

further rate improvement in 6 months top performing employees assessed better collection rates longer tenure each collected first month

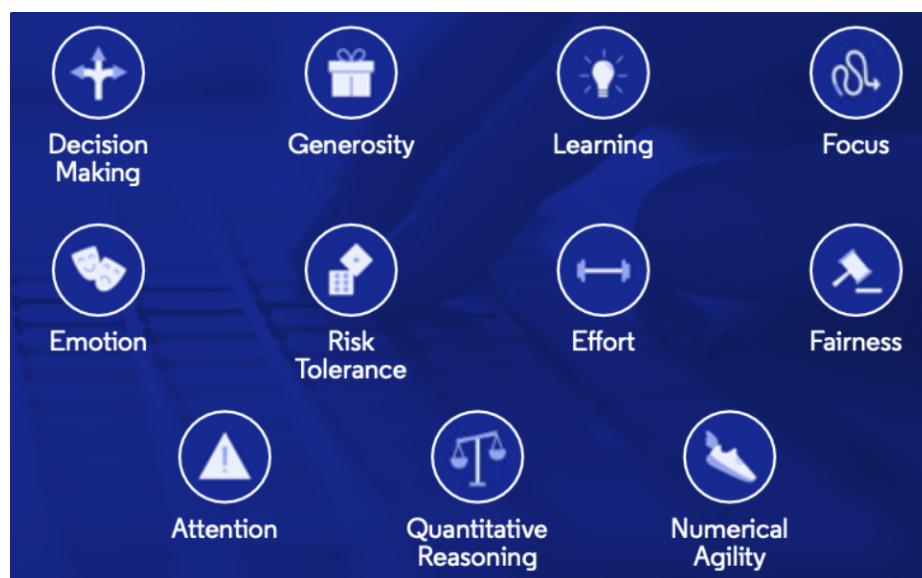
Specifically, it is very clear that **traditional employment strategies fall short for modern employers on addressing four needs:** job fit, soft skills, fairness, and flexibility.

Source: White Paper of Pymetrics

INFO OF THE COMPANY

01. Overall description:

- a. Founded in 2012.
- b. Identify the unique, essential soft skills of staffs by capturing objective behavioral data from your employees in real time;
- c. Gamified behavioral assessments;
- d. 25 mins -> 12 games -> 11 categories of different behavioral measures



02. Function:

- a. For employees:
 - i. Evaluate critical soft skills;
 - ii. Ease the job of HR and simplify the management of the staff inside the company;
- b. For job seekers:
 - i. Acknowledge own soft skills;
 - ii. Match with the position looking for;

03. Target Members:

- a. Applicants → to evaluate their ability in multiple areas;
- b. Employers → to overview their current ability, and then use approaches to improve their soft skills.

Source: White Paper of Pymetrics

PESTEL

Politics

On Thursday 29 March 2018, the President of the French Republic Emmanuel Macron, drawing on the dossier "Giving meaning to artificial intelligence : for a national and European strategy" written by Cédric Villani, delivered a speech in which he defined France's four main strategies for years to come regarding artificial intelligence.

These four strategies are :

1. Build/strengthen the artificial intelligence ecosystem in France and Europe
2. Engage in a policy of opening up data in order to encourage the emergence of artificial intelligence champions in France
3. Implement a French and European public strategy that will allow certain sectors to develop and accelerate French presence in international competition
4. Think about the terms of a political and ethical debate

In his speech, Emmanuel Macron quotes Leibniz, "God calculates the best possible world for us", to illustrate his idea of AI : "Artificial intelligence, which would give us the capacity to make this calculation ourselves and, through learning machines, to be able to go down the paths of misfortune much more quickly in order to choose the right path much earlier and much more quickly."

This speech is very encouraging for us because the French legislation should favor our implementation in France.

Economic

In recent years, the French economy has weakened. Although the country has strengths, it also has weaknesses that we cannot ignore if we invest in this country. The three main weaknesses are the external balance, debt and inflation. Although they impact us more or less directly, these three factors will have an influence on the evolution of our business.

1. External balance

In September, the French trade deficit reached a triple record :

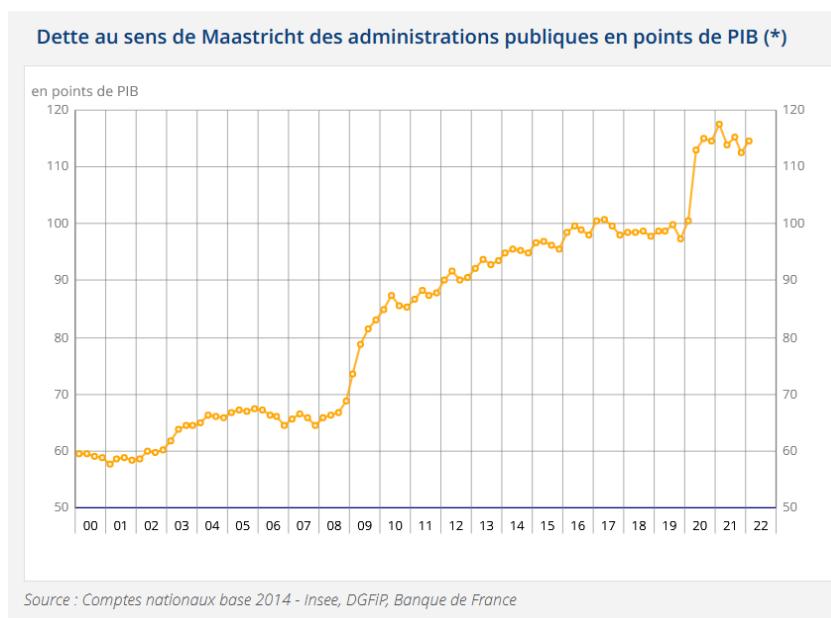
- 17.5 billion euros over one month
- 47.6 billion over three months
- 149.9 billion over one year

The French trade balance has been negative for decades : no country can be economically healthy in the long term with such financial problems.

2. The debt

The debt is the consequence of the French trade balance deficit. It is now 114.5% of GDP. According to INSEE, at the end of the first quarter of 2022, French public debt will total 2 901,8 billion euros.

As France is highly indebted, the question of whether the debt is sustainable in the long term or not remains. As far as we are concerned, **it would be very risky to start a business in a country that could go bankrupt like Greece in 2015.**

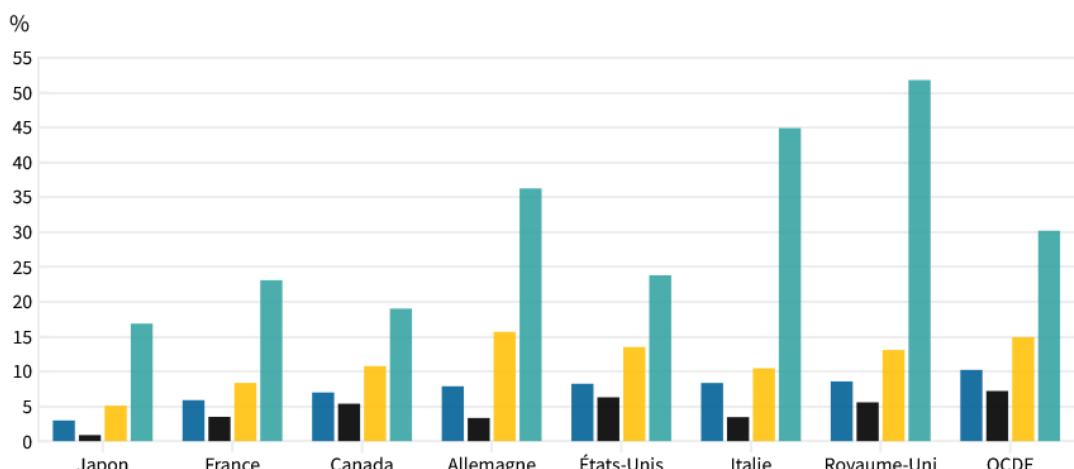


3. Inflation

Graphique 1 - Prix à la consommation, pays du G7 et OCDE - Total

Août 2022, glissement annuel, en pourcentage

■ Total ■ Total hors alimentation et énergie ■ Alimentation ■ Énergie



Source : OCDE (2022) [Prix : indices de prix à la consommation \(base de données\)](#)



According to the OECD, inflation is currently better controlled in France than in most OECD countries. As energy costs are lower in France than elsewhere, this can only be good for us as our program will need to consume a lot of energy. However, as the crisis is far from over at present, this figure could change, especially if we pay attention to what Michel-Edouard Leclerc said about commodity inflation in France : "All the increases are above double digits" and "If we let this pass, it's a tsunami"

Social

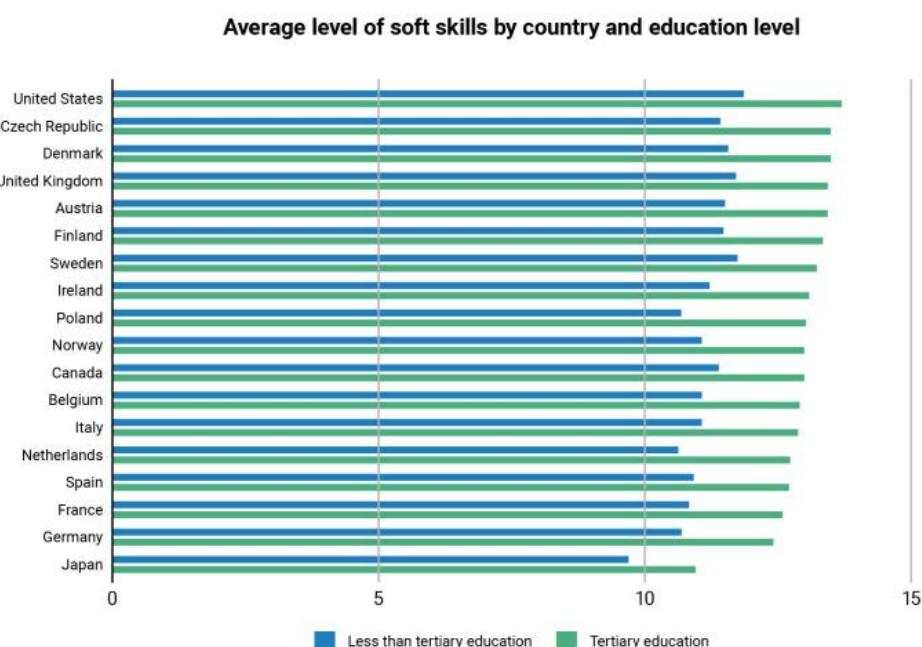
Quality of life as key motivator

Hofstede's cultural dimensions provide a way to understand the way a society behaves. It has 6 dimensions and the main ones are collectivism/individualism, power distance, and masculinity. The scores are given based on the behavior of other countries.

France has a score of 43 in masculinity, which means is a somewhat feminine culture. This indicates that they value well-being and quality of life, and their motivation is to do what they like instead of trying to be the best. This is proven through their social security, the 35-hour working week, 5 weeks of holidays per year, and their focus on life quality. However, just the upper-class scores as feminine. The working class scores as masculine. (Hofstede, nd)

Soft skills as the key abilities

According to the INSEAD (2022), 60% of employers in France consider “soft skills, such as the ability to organize, adapt and work in teams, to be more important than technical competencies.” However, France is far behind other developed economies when it comes to its stock of soft skills. Of these 18 developed countries that belong to the OECD, France is the 3rd country with the lowest presence of soft skills.



The INSEAD (2022) says as well that “investing in soft skills will result in higher individual, firm and aggregate productivity, and enable the expansion of sectors that are projected to see total factor productivity growth in years to come.”

French people are interested in technology

“79% of the French are mainly interested in technology and its development. This interest is more pronounced among certain strata of the population such as men (89% vs. 70% of women), young people aged 18 to 24 (85%), and executives (86%) - three populations traditionally more sensitive to technological subjects - as well as French people living in the Ile-de-France region (83%), where the capital, home of innovations and a concentration of new technologies, shines.

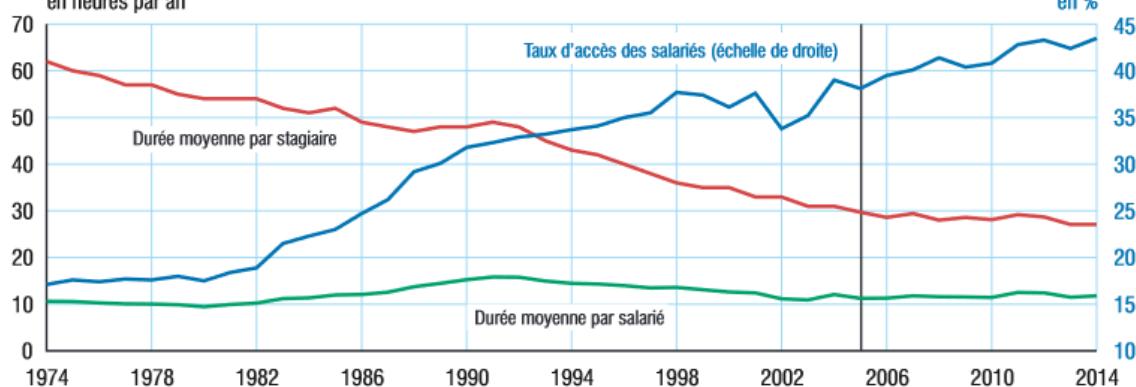
The French people in particular stress its positive impact on various aspects of their lives. In professional life, 71 % see technology as an added value.” (Marion, F. 2018)

Training has diminished in France

The graphical analyses give us a good idea of the social situation in France:

1. Évolution du taux d'accès à la formation des salariés et de la durée moyenne des formations de 1974 à 2014

en heures par an



Champ : France hors Mayotte, entreprises de droit privé de 10 salariés ou plus.

Note : changement de série en 2005 à la suite d'une nouvelle méthode de redressement.

Source : Céreq, Déclarations fiscales des employeurs n° 2483.

According to this graph we should target:

- Young people looking to launch their careers
- Employees who are undecided about their choice of training
- Employees who are not convinced of the value of training

2. Taux d'accès des salariés et durée moyenne des formations selon la taille de l'entreprise en 2014

	Formation ¹		Dont :			
	Taux d'accès des salariés (en %)	Nombre d'heures par stagiaire	Droit individuel à la formation		Période de professionnalisation	
			Taux d'accès des salariés (en %)	Nombre d'heures par stagiaire	Taux d'accès des salariés (en %)	Nombre d'heures par stagiaire
10-19 salariés	15,6	25,7	1,7	20,8	1,1	90,5
20-49 salariés	25,9	26,0	2,3	22,0	1,6	85,3
50-249 salariés	41,1	25,4	3,6	22,0	2,1	84,5
250-499 salariés	49,8	24,9	4,5	22,9	2,0	88,3
500-1 999 salariés	55,5	28,6	5,2	22,4	2,4	78,6
2 000 salariés ou plus	55,9	28,5	5,8	20,7	1,9	69,3
Ensemble	43,5	27,1	4,2	21,7	1,9	80,4

1. Hors congé individuel de formation (CIF), alternance et contrat de professionnalisation, y compris le droit individuel à la formation (DIF) et période de professionnalisation.

Champ : France hors Mayotte, entreprises de droit privé de 10 salariés ou plus.

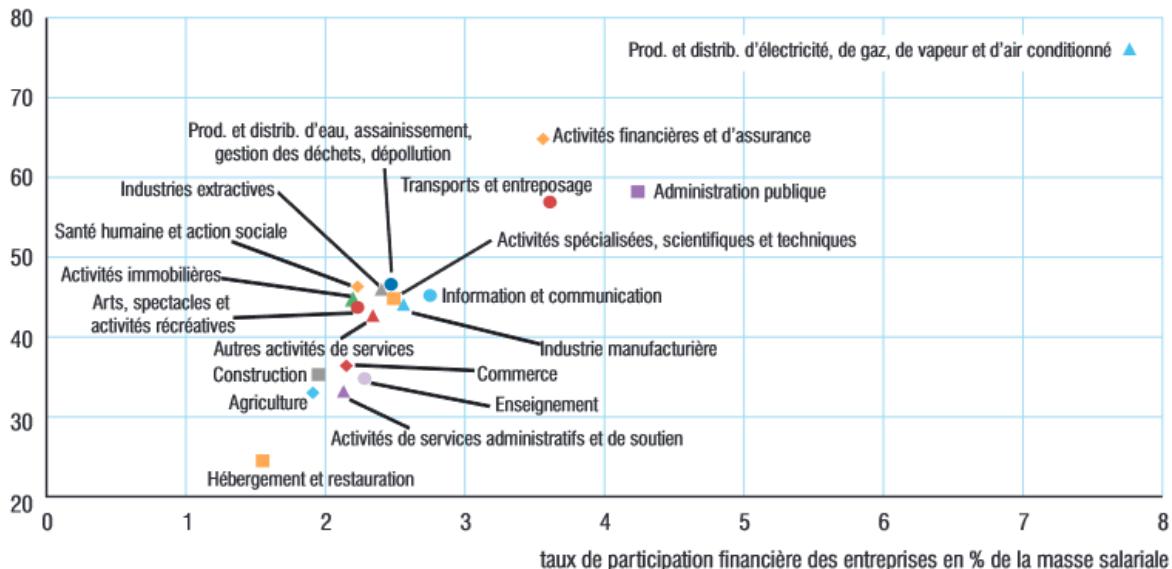
Source : Céreq, Déclarations fiscales des employeurs n° 2483.

Note 1 : The rate of employee access to training and the number of hours per trainee spent on training is much higher in large companies than in small ones, probably for financial reasons.

- We should target large companies because only they will be able to afford both our services and the training we will recommend.

3. Taux de participation financière et taux d'accès à la formation des salariés selon le secteur d'activité en 2014

taux d'accès à la formation continue des salariés en %



Champ : France hors Mayotte, entreprises de droit privé de 10 salariés ou plus, formation hors congé individuel de formation (CIF), contrat de professionnalisation ou alternance.

Source : Céreq, Déclarations fiscales des employeurs n° 2483.

Note 1 : the electricity, gas, steam, and air conditioning production/distribution sector has by far the highest ratio of financial participation to access to employee training

Note 2 : Public administration has the highest financial participation rate as a percentage of payroll (excluding energy production/distribution)

Note 3 : Financial and insurance activities have the highest rate of access to employee training (excluding energy production/distribution)

- We should focus as a priority on the sector of energy, public administration and financial/insurance sectors

Technology

A self-reported questionnaire, which relies on responses to what candidates think employers are looking for in a given role, leading to an inaccurate reading of who the candidate actually is and how they will perform.

By translating these behavioral data into actionable insights and talent-matching recommendations, pymetrics gives Talent Acquisition and Talent Management leaders a way to build synchronized workforce transformation strategies at a scale, speed, and degree of objectivity unlike any other.

Using data-driven behavioral insights and audited AI to create a more efficient, effective, and fair hiring process across the talent lifecycle.

Source 1 : White Paper of Pymetrics

Source 2:

At the beginning of February 2022, the prime minister of France Jean Castex led the first committee for completing the project in 2030, in order to give a transformation to some key areas by discovering new innovations which could develop the economy. According to the plan of technical innovation, it involves about 34 billion euros to start. This amount of money is going to be spent on a variety of aspects. For instance, the energy sector, transportation sector, digital and robotics technologies, etc. They set ten goals to achieve in the coming future.

Source 3:

In March 2018, the president of France Emmanuel Macron proposed an ambitious policy at the closing ceremony of a debate called "AI for Humanity".

This national strategy for AI, has a budget of 1.5 billion euros to do the research and inventions within five years (2018-2022) and it is planned to divide mainly into the following three aspects:

- (1) Cultivate and attract the most excellent professionals worldwide and in order to achieve the highest technical standard;
- (2) Propagate AI in economy and society with the help of startups, public and private partnership and data sharing;
- (3) Construct the ethical structure of AI.

Environment

Source 1 : EcoMENA

"Many organizations like *Microsoft, Google and Tesla*, whilst pushing the boundaries for human innovations, have made considerable efforts in developing 'Earth Friendly' AI systems. For instance, Google's very own *DeepMind* AI has helped the organization to curb its data center energy usage by 40 percent making them more energy efficient and reducing overall GHG emissions. As data centers alone consume 3 percent of global energy each year, development of such AI does not only improve energy efficiency but also assists in providing energy access to remote communities, setting up microgrids and integrating renewable energy resources." (Article came out in 2021)

Source 2: EuroNews

The law aims to introduce mandatory "environmental labeling" of goods and services, with a focus on high-polluting sectors such as the textile industry. The

labels would essentially aim to set up a "carbon score" informing consumers of the environmental footprint of their purchases.

Note 1: While not having a public plan toward an environmental approach, Pymetrics is behind its Technological Service peers. For a new company coming into France, Pymetrics needs to create a new plan and measure its carbon footprint to be able to offer its services in France after 2028.

Source 3: SQLI

83% of French people expect businesses to take action to reduce the environmental impact of digital technology.

Nearly 9 out of 10 French people expect businesses to take action to reduce the environmental impact of digital technology according to the results of a survey conducted by Harris Interactive for SQLI Digital Experience group.

Survey Conducted May 2021

Legal

The French government has very specific laws regarding employee training. Here are listed the main elements that are most likely to interest us. All come from the official French government website :

- 1) "The training of employees by the employer is compulsory in order to enable employees to **adapt to their jobs** and to **ensure that they maintain their ability to hold a job.**"

→ The law guarantees us that we will always have companies that will be looking for training that we could recommend to them.

- 2) "For this, companies can **draw up a skills development plan** which aims to describe all the training courses they offer to their employees in order (...) to offer them training courses which **contribute to the development of their skills** (...)".

→ One of our major challenges will have to be a full member of the company's skills development plan

- 3) "In terms of vocational training, **any company that employs employees must participate in the financing of vocational training.**"

→ This part refers to the CPF "Compte Personnel de Formation", which is credited each year with an additional 500 €, 800 € for people with disabilities

4) "These compulsory training courses are working hours: **They must be paid as such and provided during working time.**"

→ Due to the fact that the training is paid for by the company and that it takes place during working hours, this guarantees us that there will be no opposition to our project by the employees.

PORTR

The rivalry between competitors

- Since there is no other service like Pymetris in France, there is no other competitors.

Overall: 1 out 5

Potential of New Entrants Into an Industry

- Switching costs for clients is a high barrier to entry due to contracts, the time needed to train people in using new technology, and the loyalty that our service could generate, among others. However, if a company like Microsoft or IBM which already have a lot of clients worldwide decides to create a service like this one, the barrier could be low for them since clients probably have more than one of their services and it would be cheaper to acquire another one plus to make the collaborators adapt.
- High profitability will attract other competitors to enter the industry.
- If the brand does not create awareness in the country, this will lower the barrier for other competitors to enter the industry.
- Developing the same service could be complex due to the psychology and the programming behind so it would need a high amount of investment in R&D. This is a high barrier if the competitor is starting from scratch. However, for companies that already work in the Artificial Intelligence industry, this could be easy.

Overall: 3 out 5

Power of Suppliers

- Amazon (Amazon Route 53(AWS DNS Encryption))
 - Medium bargaining power, Route 53 is for companies who already have most of their services internally rather than externally with Amazon.
- Dmarcian (Authentication Reporting (FREE))
 - Low bargaining power, can be implemented internally or with another supplier.
- HJ Holdings (HotJar(Analytics))

- Low bargaining power as various analytics providers exist and can be implemented internally in the company.
- Salesforce (Pardot(CRM))
 - Medium bargaining power, although various CRM exist, Salesforce is one of the best and most widely used in the SAAS industry.

Overall: 2 out of 5

Source: D&B Hoovers

Power of Customers

- Global coss is a company created for people from Paris, London, and US universities. It evaluates and certifies your soft skills and offers this service to students, schools, professionals, and HR teams. However, there is no information about a user of certain technology to make this evaluation. (Gobal coss, 2022)
- There are some courses available in France to develop soft skills but they are very hard to find. There are traditional consulting firms in France that specialize in soft skills but they are very small with a low presence in the market.

Basically, there is no company in France that offers the same service; so the power of customers is 1/5.

Threat of Substitutes

- Talent lms is an employee training company that assesses employees on their work skills. Although not intended to be used exactly for soft skills, an HR person or company worker may go for a substitute like this.
- Same as Talent lms, Biz library is an employee training company that assesses employees on their work skills. Although not intended to be used exactly for soft skills, an HR person or company worker may go for a substitute like this.
- Product 3: Blogs, articles, and being self-taught. HR may decide to assess and coach employees individually without the use of a “game”
- There is a high-level threat of substitute for Pymetrics as information on how to conduct, assess, and coach employees on soft skills.

Overall: 4 out of 5

SWOT

Strengths	Weaknesses
Saves time and workforce.	Can not avoid some bias (like Daltonism and ADHD etc.)
Evaluate staff in a more proper and well-rounded aspect.	Needs professionals to update data frequently (Maintain)
Avoid partially biased and racist	
Opportunity	Threats
Soft skills are deemed more important than technical ones by 60% of french employers	Agencies teaching how to pass the evaluations (Games)
France value well-being and quality of life, and their motivation is to do what they like	Several low barriers to enter the industry
France is far behind other developed economies when it comes to its stock of soft skills. Place 15/18 of developed countries that belong to de OECD	
No other competitors in the french market	
The power of consumers is low	

Marketing Strategy: the 4 Ps

PRODUCT

Pymetrics' Software

Brand name : Pymetrics

Logo :



Slogan : 'Unlock the true potential of your workforce'

Definition of our product : Pymetrics' software

Within our company, we have acquired a certainty: soft skills are decisive in the supervision of projects. Emotional intelligence, communication, time management, stress management, creativity and entrepreneurship are skills that managers can no longer afford to ignore given the benefits they bring to the company.

Our product is software primarily aimed at businesses. First of all, we help them recruit the candidates who best meet their needs. Then we test their employees to understand their strengths and weaknesses. In the end, we make training recommendations for them so that they reach their full potential.

Our software is also intended for individuals. We first invite them to take our tests, then we help them find the company that best suits them. Pymetrics is also an exchange platform, links candidates and companies.

At Pymetrics, we use science, statistics and artificial intelligence to derive the best possible analysis. We collect data through a series of games that we have categorized:

- As Basic Games

There are 12 games of 30 minutes in all. They are focused on effort, risk tolerance, decision-making, attention, concentration, learning, justice, generosity, and emotions.

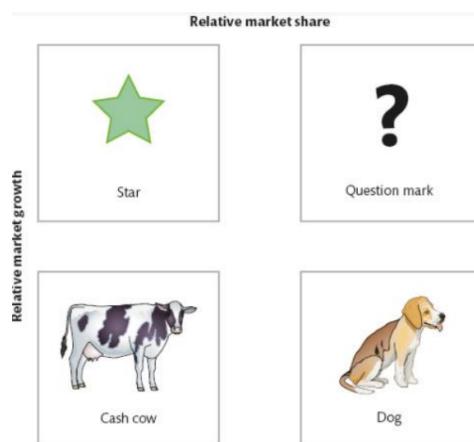
- Numerical and logical reasoning games

These are 4 games of 15 minutes in all. They are mainly focused on numerical agility and quantitative reasoning.

- The interview

During an interview that can take place face-to-face or digitally, we present the results of the games and the analyzes that we have drawn from them thanks to the artificial intelligence which has combed through all the data of the employees. We thus establish a complete portrait for each candidate.

BCG Matrix



On the BCG matrix, we think that we will begin as a “star”: we are the first one in France to propose this kind of service. On one hand, we have the advantage to lead a new market, but on the other hand, we have to find investors, ready to invest in our company, to fund our debut. Our objective of the course is to finish as a ‘cash cow’ : being a market leader, with a high market share and high profit.

Product classification

So, using product classification, how would we define our software?

We would define it as a:

- Leader product

Our software is our only product, and the only of its kind in the french market, so of course, it is the one which is going to represent us.

- Branding product.

It is not yet recognized as a very high-quality product in the market. But it can be an objective for us: at the end, it will represent and give prestige to Pymetrics.

- Regulator products

We will offer our software services all over the year.

- Substitute product

Our product does not replace another one already present in the market: it replaces human behavior. By using Artificial Intelligence, we want to help companies make the most rational decisions for them, beyond all the stereotypes and possible discrimination that there may be when selecting candidates

Brand values

Our company is based on solid values:

- Non-discrimination

Our analyzes and calculations do not take into account skin color, gender, sexual orientation, religion, trade union or political party membership. We offer career opportunities to everyone based on behavioral analysis.

- The search for excellence

We believe that each individual has within them the potential to push their limits and improve themselves every day. Pymetrics helps everyone discover this potential and then exploit it to the fullest.

- Group cohesion

We also value self-discovery in order to better interact with the world around us. Our platform's mission is to bring people and companies together in order to start the best collaborations.

PRICING

According to the price for simulation guidance, we plan to first divide the price range into 3 parts. Mainly depends on the size (number of staff) of the company and more services provided if companies buy bigger packages.

First, we propose a light package for startups which only has less than 50 workers in the company. This package includes one campaign of up to 50 reports to employers which can significantly ease the HR's work and let the talent development department be more specific. Moreover, the price is decided at 499 euros per campaign.

We proposed a medium package which not only covers a 50-500 staffs detailed soft skills report service but also business psychology service that can help employees to overcome their shortages for specific soft skills. At this stage, the price is decided to be 899 euros per campaign.

Finally, for large corporations which have over 500 members. The large packages are aimed to deal with all their problems with members' soft skills. The price is decided to be 1699 euros.

PLACE

We are going to use 2 main approaches.

1. Direct sales - the main channel of distribution is our platform where they can download the application through the support of our sales representatives who will take clients through the process of starting using our service.
2. Through HR agencies - we will partner with HR agencies so they can use our product to evaluate their client's candidates. This is a second option for those companies that do not want to commit to the service just yet or have just a few positions they want to put through this process.

PROMOTION - Marketing plan

Brief

The purpose of the communication is to launch Pymetris in France. This is an existing service in the US and we want to start selling in France.

From the communication, we expect brand awareness and start selling the product to French companies.

We want to use the cognitive strategy for our media communication due to our target, which is businesses. We expect the use of social media campaigns, billboards, and events.

The user persona of our target is:



Meet Laetitia

-  Human Resources Manager
 -  32 Years Old
 -  Bachelor's Degree
 -  Preferred Social Network

Laetitia's Job

- | | |
|---|--|
|  Manufacturing |  500 + Employees |
|  Communication |  Tools Needed |
|    |    |
|  Hiring, Evaluating, Developing |  Productivity, Turnover, Satisfaction |
|  Reports to HR director |  Productivity, Retention |
|  Conferences, News, Social |  Morale, Disorganization |

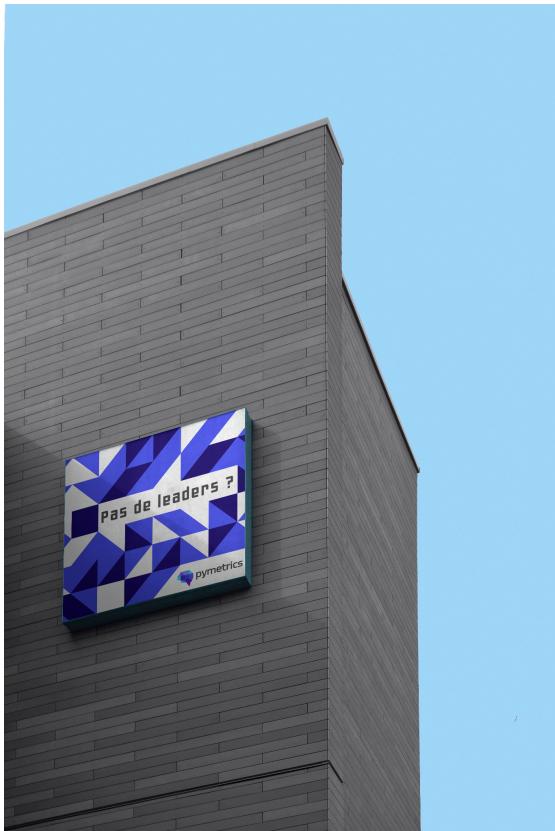
Our budget is:

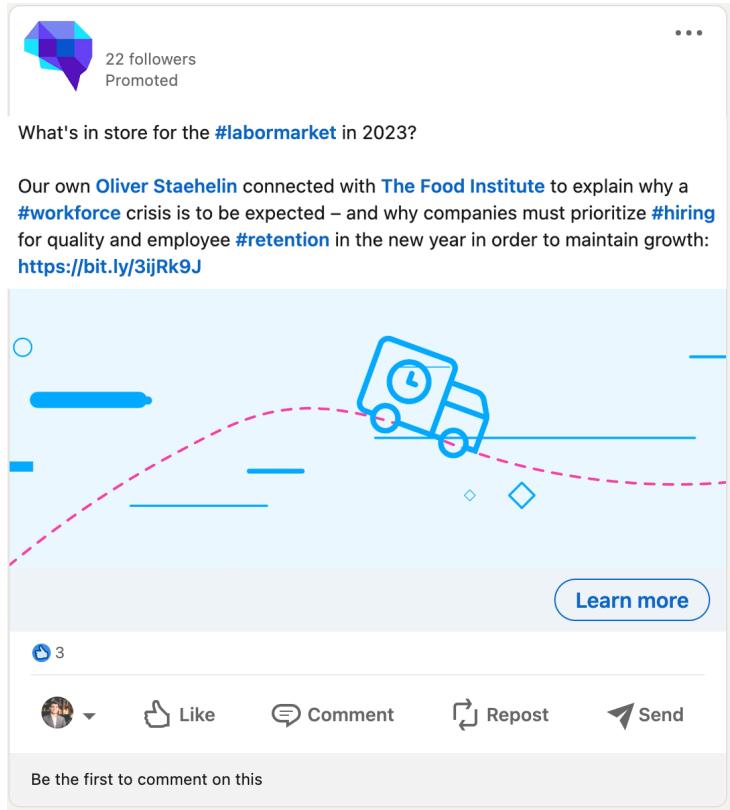
Finally, the calendar for the media and non media activities is:

Copy Strat

Media communication

We will use Informative, connative communication through Social media accounts, mainly Linkedin, publishing twice a week. Creating sponsored ads for the complete campaign. The second informative and branding style of media communication will be Out Of Home advertisement, billboards on buildings and metro stations.

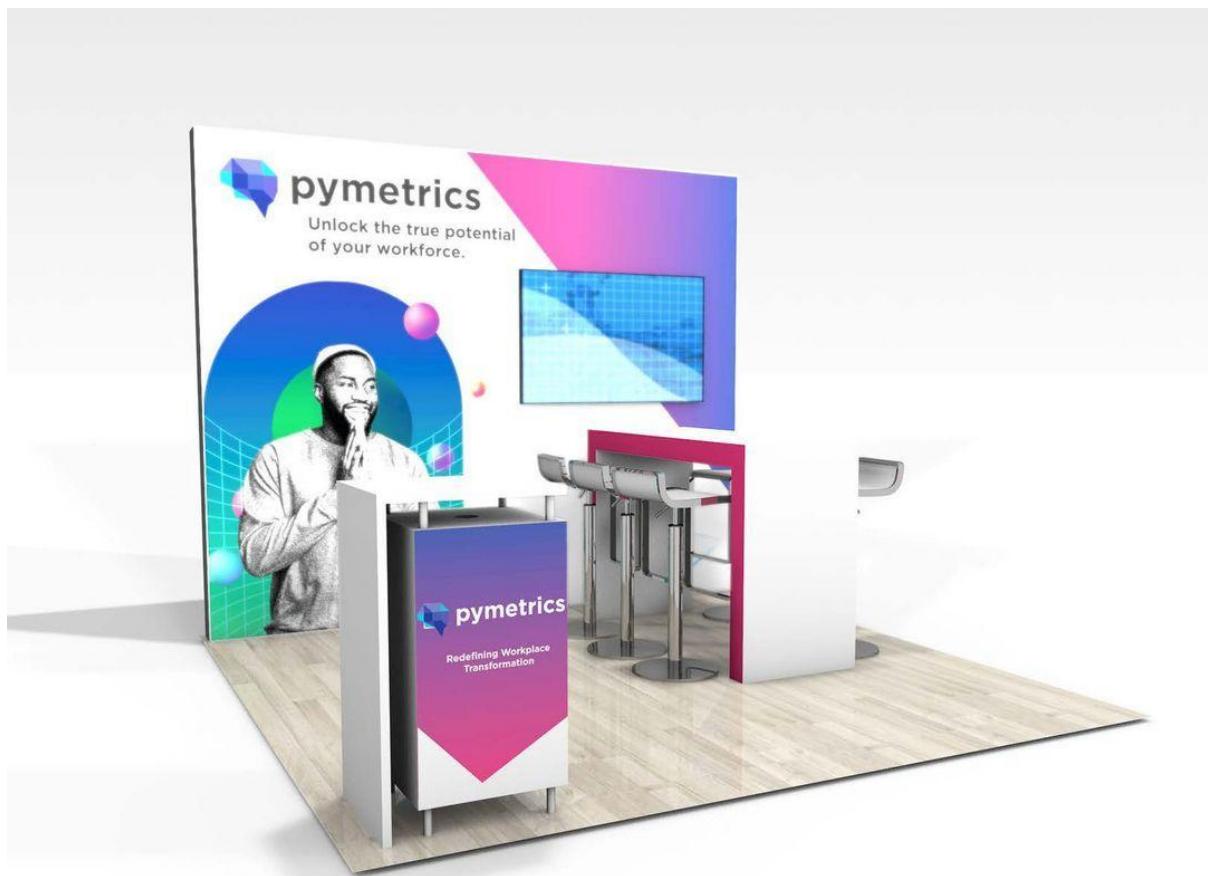




Non media communication

1. Direct Marketing:
 - E-mail(personalized),SMS;
 - Phone Marketing (B2B, B2C);
 - Flyers;
 - Bid
2. Sales Promotion:
 - 10 months pay for annually service(buy 10 get 12);
 - Black Friday (Direct Promotion);
 - Free Trial (For an individual or few staffs in company)
3. Public Relations:
 - Give speeches in HR related or AI related conferences in France;
 - Enterprise guided tour (in French branch company).
4. Sponsorship and sponsoring:
 - Sponsor the meetings;
 - Sponsor some museums in France.

5. Conference:



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Graphic 1 : "Evolution du taux d'accès à la formation des salariés et de la durée moyenne des formations de 1974 à 2014"

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Graphic 2 : "Taux d'accès des salariés et durée moyenne des formations selon la taille de l'entreprise en 2014"

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Graphic 3 : "Taux de participation financière et taux d'accès à la formation des salariés selon le secteur d'activité en 2014"

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- Potential of New Entrants Into an Industry

- Power of Suppliers

D&B Hoovers

- Power of Customers

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