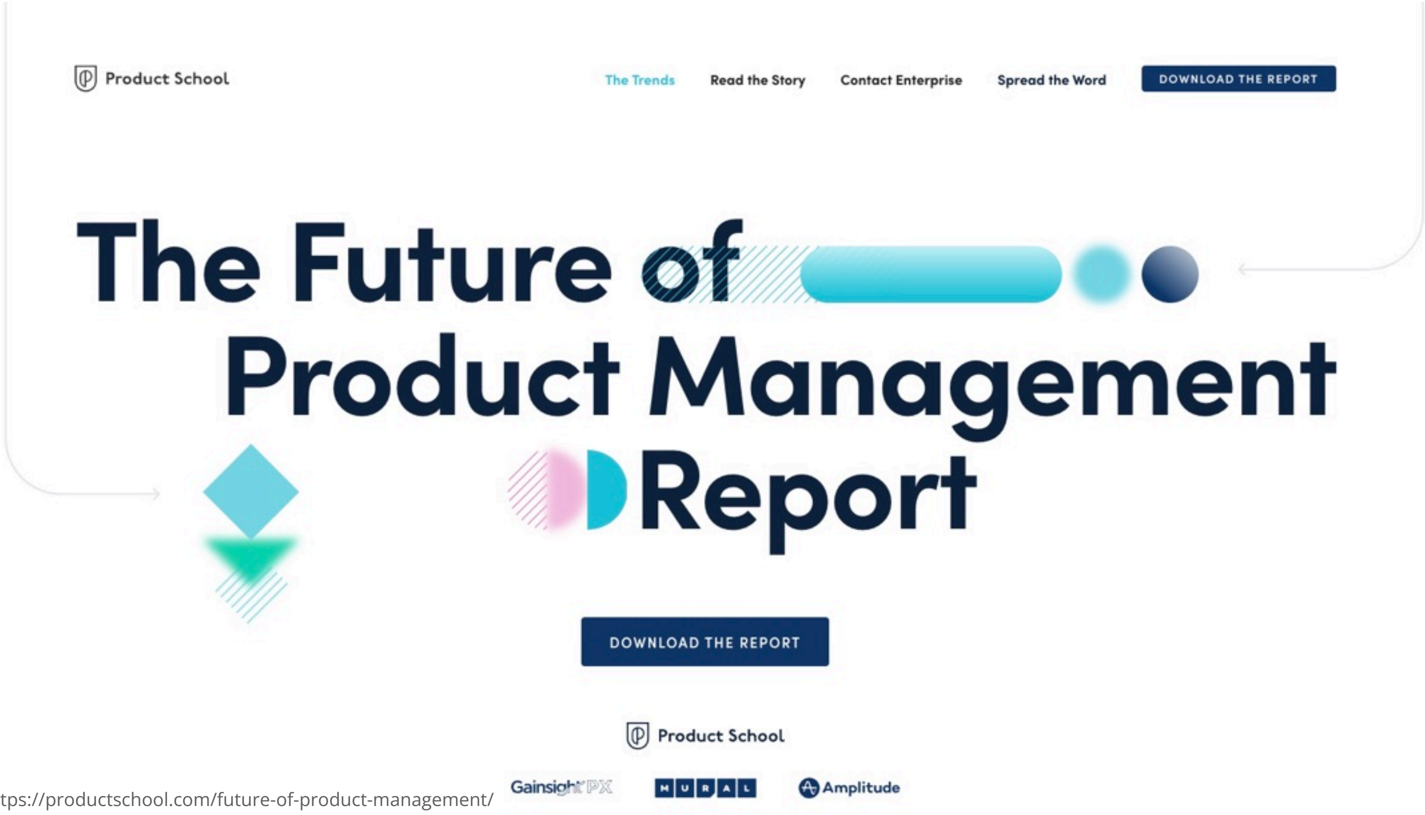
EP06

PRODUCT MANAGER
STRATÉGIE
PLAN DIGITAL
PLAN MARKETING

COLLÈGE
DE FRANCE
1530

PM1

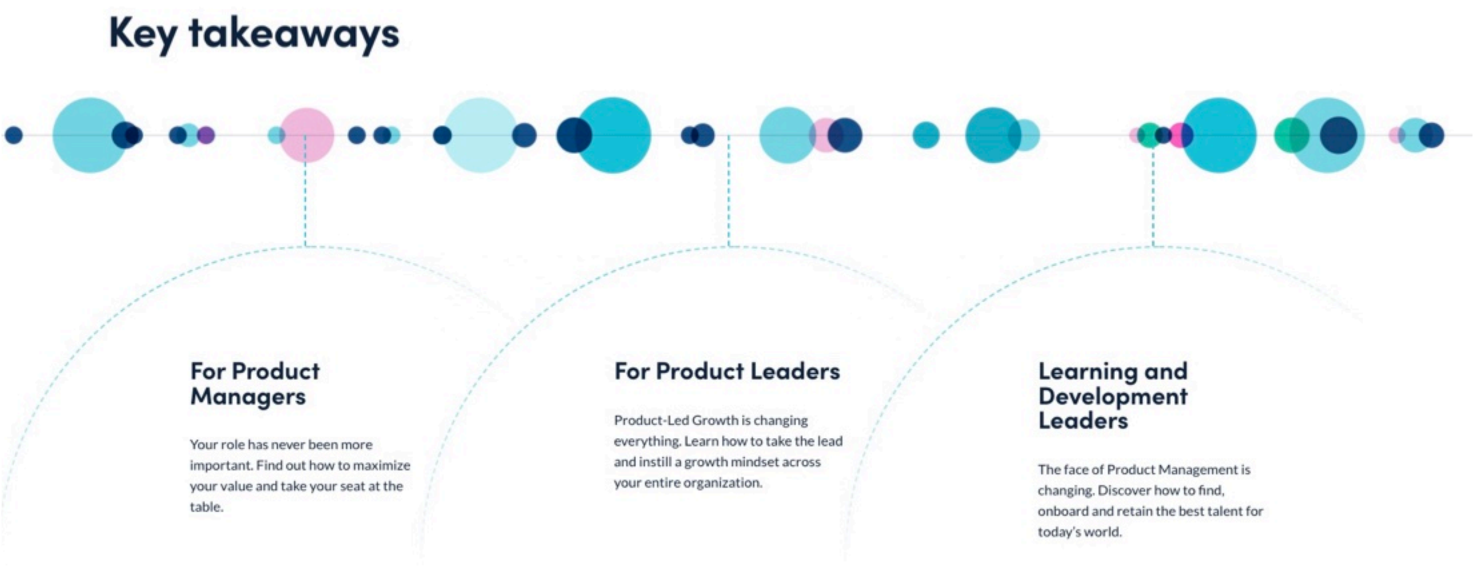


Product School
The Trends
Read the Story
Contact Enterprise
Spread the Word
DOWNLOAD THE REPORT

The Future of Product Management Report

DOWNLOAD THE REPORT
Product School
GainsightPX
MURAL
Amplitude

https://productschool.com/future-of-product-management/



Key takeaways

For Product Managers

Your role has never been more important. Find out how to maximize your value and take your seat at the table.

For Product Leaders

Product-Led Growth is changing everything. Learn how to take the lead and instill a growth mindset across your entire organization.

Learning and Development Leaders

The face of Product Management is changing. Discover how to find, onboard and retain the best talent for today's world.

https://productschool.com/future-of-product-management/

PM

product manager

≠

project manager

product manager

$\neq$

product owner

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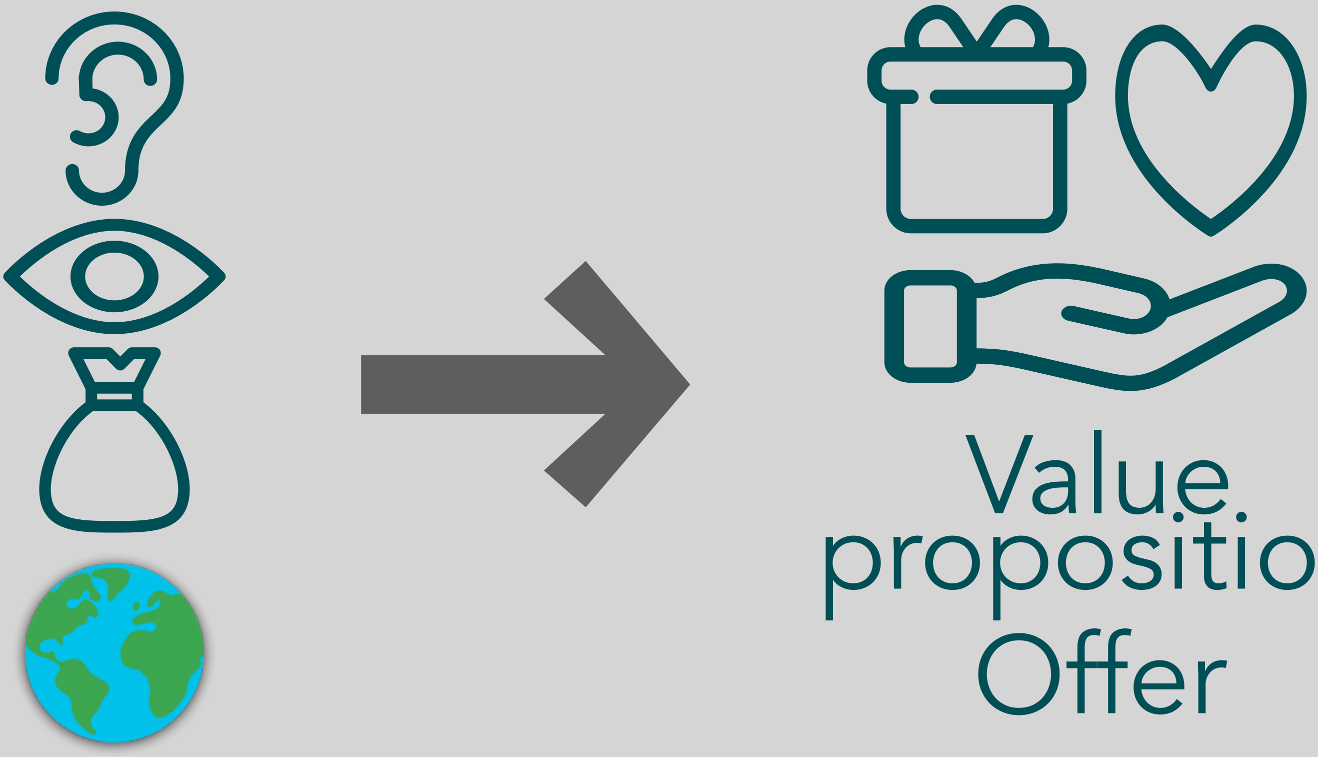
product manager

$\neq$

product CEO



Value
proposition
Offer

L'écoute client
VOC

3 points importants :
L'écoute
L'écoute
L'écoute

Customer POV
VOC
Search Listening

Étude concurrence audit

Marketing Research
Benchmarking
Best Practice
Poll
Competitive analysis
NPS
Kano

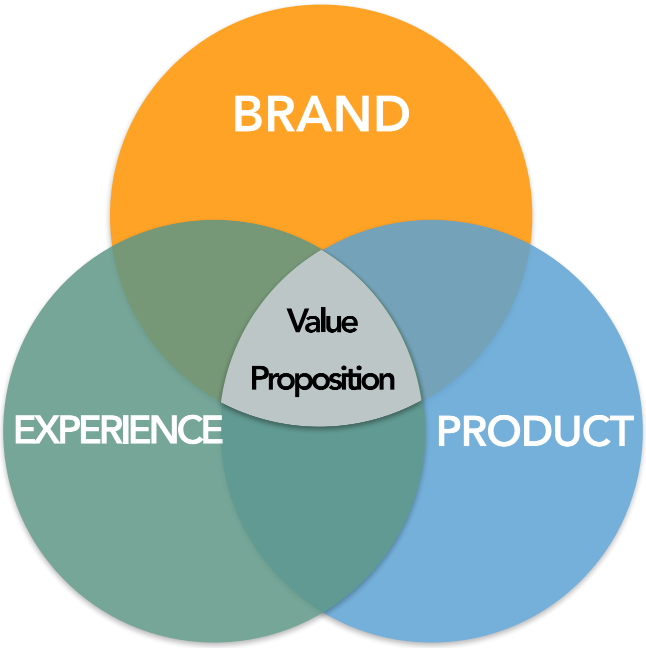
Data Driven marketing
Analytics (GA)
SEO SEA analytics
Keywords analytics

Rentabilité ROI

Analyse en facteurs premiers (first principles)

Marge nette / brute
Business plan
Business model

BXP Brand Experience Product for BEST VALUE


BRAND
Value
Proposition
EXPERIENCE
PRODUCT

C

PXM

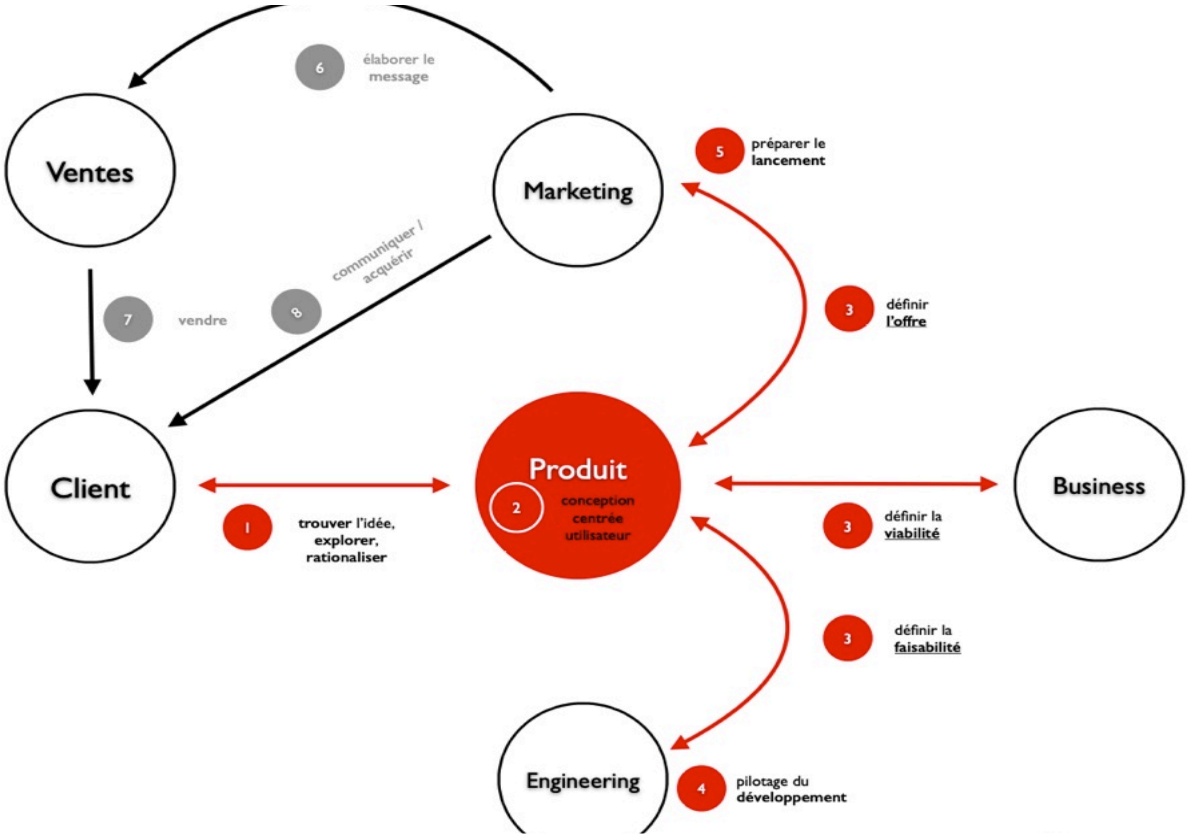
Product Experience Management

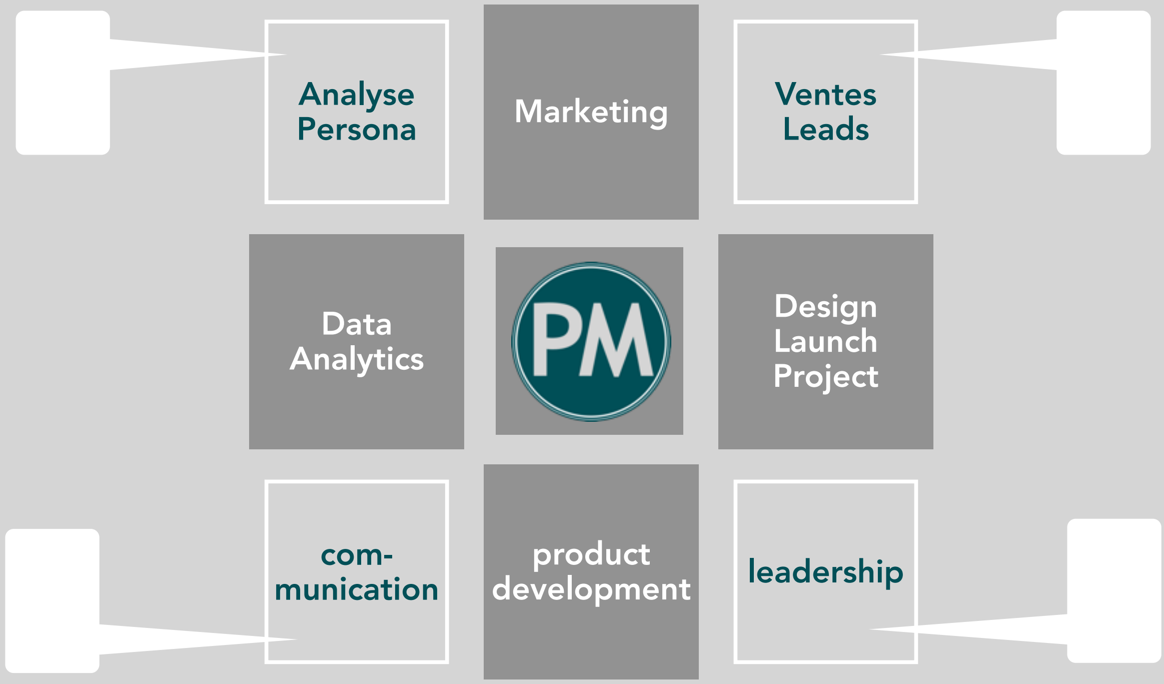
PXM

DEFINITION ?
metavers ?
…

PIM

product information management


Ventes
6
élaborer le message
Marketing
5
préparer le lancement
communiquer / acquérir
7
vendre
8
3
définir l'offre
Client
Produit
2
conception centrée utilisateur
Business
1
trouver l'idée, explorer, rationaliser
3
définir la viabilité
3
définir la faisabilité
Engineering
4
pilotage du développement



Analyse Persona

Marketing

Ventes Leads

Data Analytics

PM

Design Launch Project

com-munication

product development

leadership

Analysis Persona

Marketing

Sales Leads

Data Analytics

PM

Design Launch Project

communication

product development

leadership

What's your message to the world?

« *TRUTH*
IS IN THE
PRODUCT »

BILL BERNBACH
DDB

« Advertising is the price companies pay for being unoriginal »

Yves Behar

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UX-CX WEB3 growth hacking

content omnicanal plateform

ZMOT

stratégies digitales

ABM

SEO-A copy cat

data driven

collaborative mutuelle

servicisation freemium inbound attribution contribution

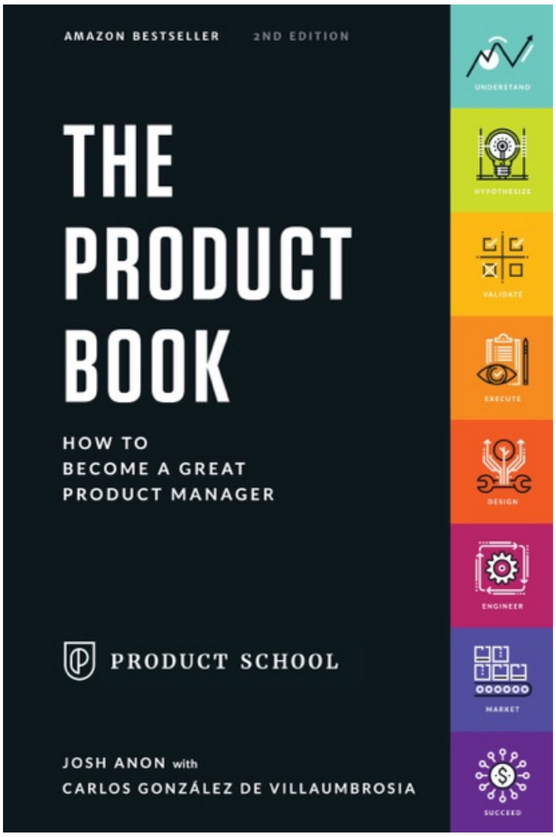
STRATEGY

PLG

PRODUCT-LED GROWTH

How to Build a Product That Sells Itself

WES BUSH



AMAZON BESTSELLER 2ND EDITION

THE PRODUCT BOOK

HOW TO
BECOME A GREAT
PRODUCT MANAGER

PRODUCT SCHOOL

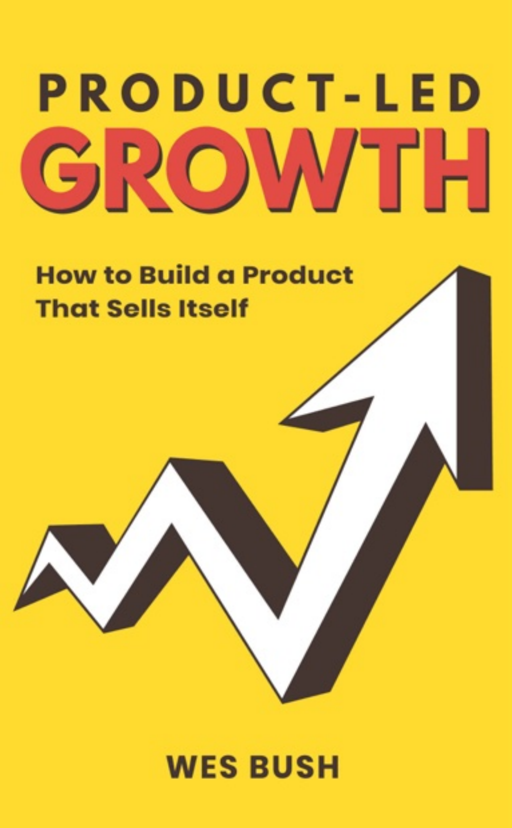
JOSH ANON with
CARLOS GONZÁLEZ DE VILLAUMBROSIA

UNDERSTAND
HYPOTHESIZE
VALIDATE
EXECUTE
DESIGN
ENGINEER
MARKET
SUCCEED

LIVRE 1

PRODUCT SCHOOL
SILICON VALLEY

POWERED BY PRODUCT SCHOOL
#PRODUCTCON
THE LARGEST PRODUCT MANAGEMENT CONFERENCE
coinbase
NETFLIX
airbnb
Google
twitch



PRODUCT-LED
GROWTH

How to Build a Product
That Sells Itself

WES BUSH

LIVRE 2

PRODUCT-LED GROWTH CHAMPION
WES BUSH

Tirer une citation de chaque livre

pourquoi vous parait elle importante ?

1st party data : l'affaire de tous... et tout de suite
Powered by dailymotion
FUTURE OF COOKIELESS
MARINE DESOUTTER
EQUATIV
EN PARTENARIAT AVEC
55
EQUATIV
jellyfish
weborama
1plusx
1ST PARTY DATA :
L'AFFAIRE DE TOUS... ET TOUT DE SUITE
BY MINTED
0:04
12:08

Tester votre niveau en digital

1/
marketing de
l’offre

Offre initiale (solution)
Problème résolu
Persona
Carte empathie
Value proposition
Offre finale
Distribution

2/
marketing de la deman

Persona
Carte empathie
Problèmes réels
Value proposition
Offre
(solution qui résout le problème)
Distribution

"Don't find customers
for your products,
find products
for your customers"

Seth Godin

Ne cherchez pas des clients pour vos produits. Cherchez des produits pour vos clients.

TIM BROWN
DESIGN THINKING
Better by Design

From

MAKING PEOPLE WANT THINGS

›

To

MAKING THINGS PEOPLE WANT

NO
€ $

YES
😀

Sales-led Development

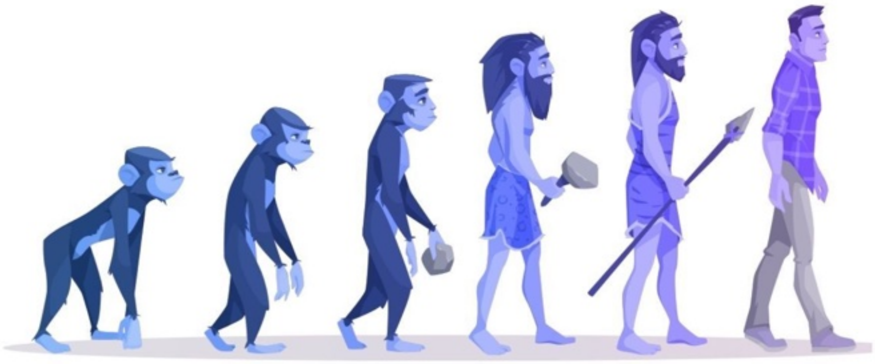
Pub pour vendre
Objectifs KPI OKR
Payant direct
Churn +
Retention rate -
LTV Life time value -

Product-led Growth

Pub pour découvrir
Objectifs KPI OKR
Gratuité / Freemium
Churn -
Retention rate +
Life Time Value +

soitec

Toplyne



2000s — **2010s** — **2020s**

Sales Led Growth | **Inbound Marketing** | **Product Led Growth**

Océan Rouge

Concurrence
Communication
Bataille de prix
Promotion
KPI = SOV + PDM

Océan Bleu

Définir sa catégorie
Sans concurrence
Lovemark / ~~LoveBrand~~
KPI : NPS + CES
UX + CX

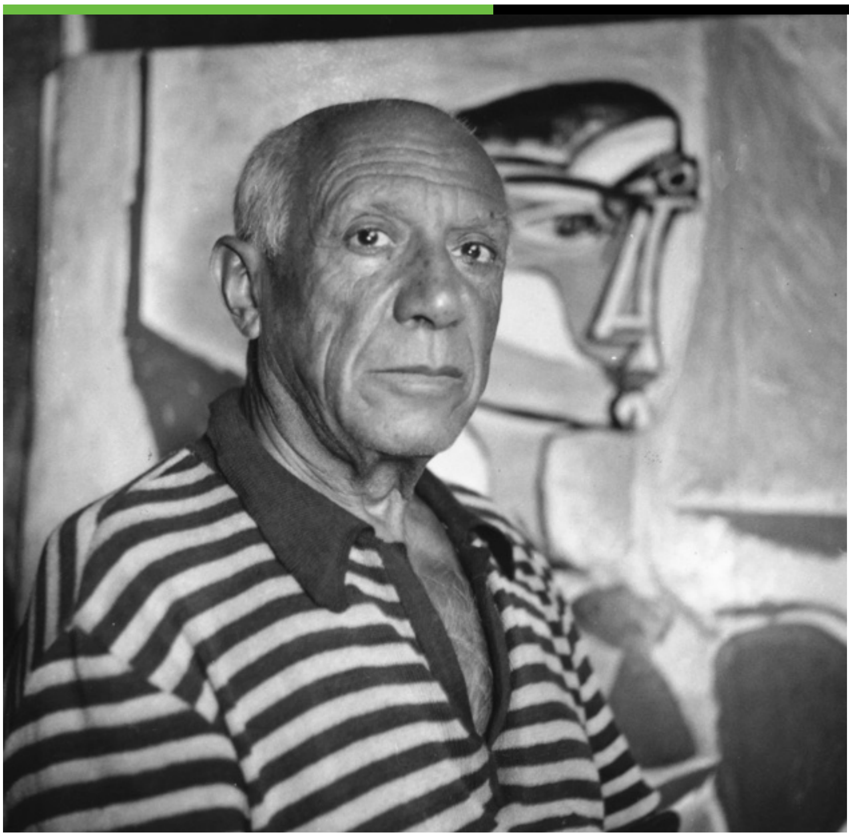
PRODUCT-LED GROWTH

Canva, Figma
Miro, Notion
Slack, Dropdox
Minecraft, WOW, COD
iOS
Apple, Tesla

sont PLG…

CANVASES

TEMPLATES WITHOUT GUIDELINE PATTERNS



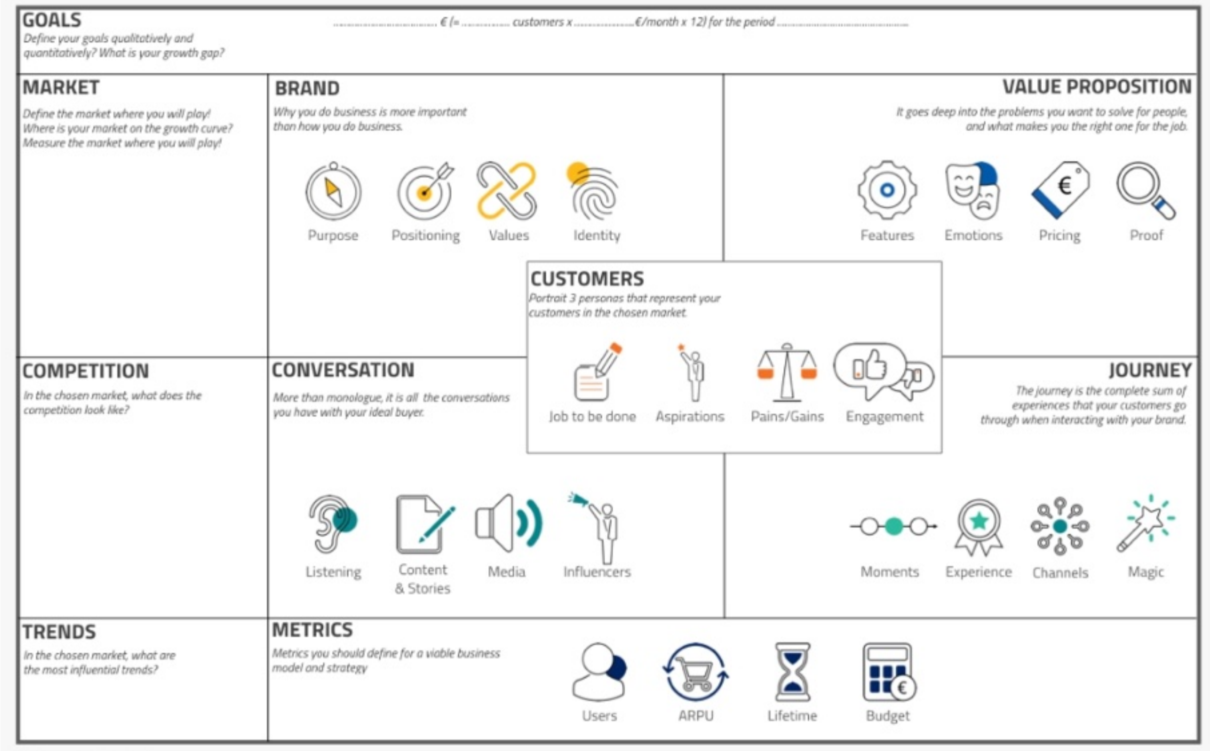
CANVASES

TEMPLATES WITHOUT GUIDELINE

maps
without
roads

patern

marketing canvas



GOALS

Define your goals qualitatively and quantitatively? What is your growth gap?

.... € (= .... customers x ....€/month x 12) for the period ....

MARKET

Define the market where you will play! Where is your market on the growth curve? Measure the market where you will play!

BRAND

Why you do business is more important than how you do business.

Purpose · Positioning · Values · Identity

VALUE PROPOSITION

It goes deep into the problems you want to solve for people, and what makes you the right one for the job.

Features · Emotions · Pricing · Proof

CUSTOMERS

Portrait 3 personas that represent your customers in the chosen market.

Job to be done · Aspirations · Pains/Gains · Engagement

COMPETITION

In the chosen market, what does the competition look like?

CONVERSATION

More than monologue, it is all the conversations you have with your ideal buyer.

Listening · Content & Stories · Media · Influencers

JOURNEY

The journey is the complete sum of experiences that your customers go through when interacting with your brand.

Moments · Experience · Channels · Magic

TRENDS

In the chosen market, what are the most influential trends?

METRICS

Metrics you should define for a viable business model and strategy

Users · ARPU · Lifetime · Budget

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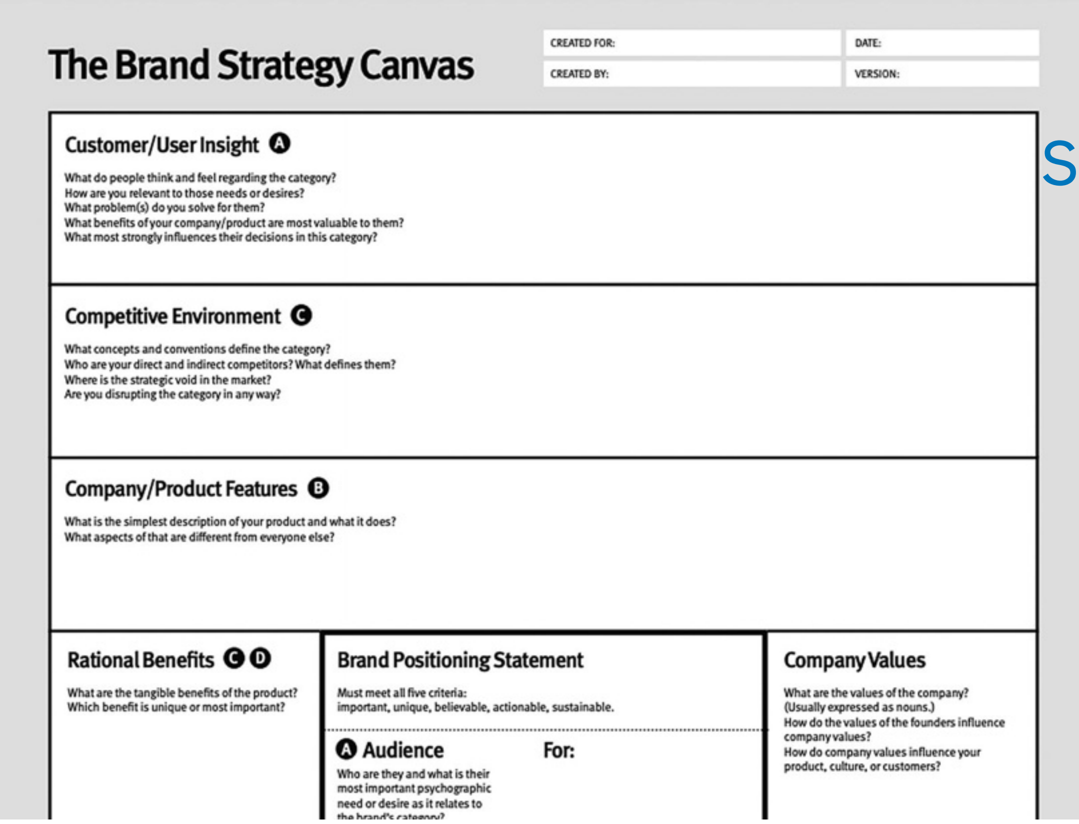
brand strategy canva



The Brand Strategy Canvas

CREATED FOR:	DATE:
CREATED BY:	VERSION:

Customer/User Insight Ⓐ

What do people think and feel regarding the category?
How are you relevant to those needs or desires?
What problem(s) do you solve for them?
What benefits of your company/product are most valuable to them?
What most strongly influences their decisions in this category?

Competitive Environment Ⓒ

What concepts and conventions define the category?
Who are your direct and indirect competitors? What defines them?
Where is the strategic void in the market?
Are you disrupting the category in any way?

Company/Product Features Ⓑ

What is the simplest description of your product and what it does?
What aspects of that are different from everyone else?

Rational Benefits Ⓒ Ⓓ

What are the tangible benefits of the product?
Which benefit is unique or most important?

Brand Positioning Statement

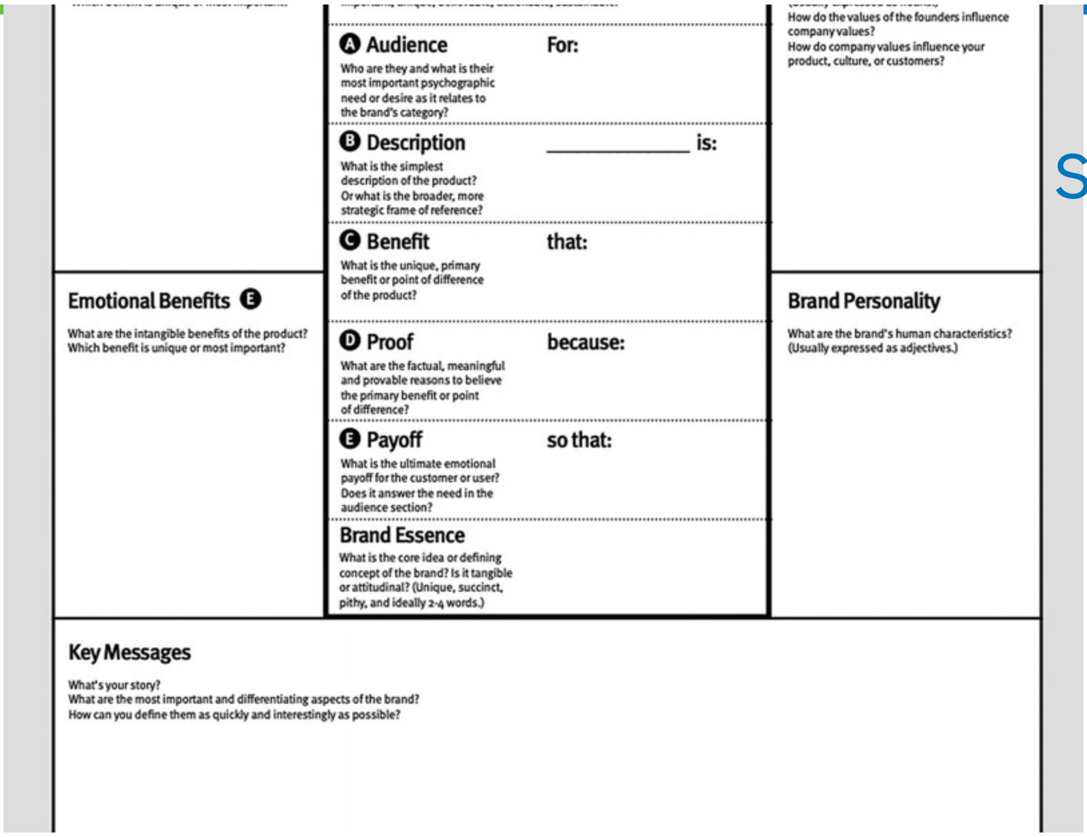
Must meet all five criteria:
important, unique, believable, actionable, sustainable.

Ⓐ **Audience** **For:**

Who are they and what is their most important psychographic need or desire as it relates to the brand's category?

Company Values

What are the values of the company?
(Usually expressed as nouns.)
How do the values of the founders influence company values?
How do company values influence your product, culture, or customers?



How do the values of the founders influence company values?
How do company values influence your product, culture, or customers?

Emotional Benefits Ⓔ

What are the intangible benefits of the product?
Which benefit is unique or most important?

Ⓐ **Audience** — **For:**
Who are they and what is their most important psychographic need or desire as it relates to the brand's category?

Ⓑ **Description** — ____________ **is:**
What is the simplest description of the product? Or what is the broader, more strategic frame of reference?

Ⓒ **Benefit** — **that:**
What is the unique, primary benefit or point of difference of the product?

Ⓓ **Proof** — **because:**
What are the factual, meaningful and provable reasons to believe the primary benefit or point of difference?

Ⓔ **Payoff** — **so that:**
What is the ultimate emotional payoff for the customer or user? Does it answer the need in the audience section?

Brand Essence
What is the core idea or defining concept of the brand? Is it tangible or attitudinal? (Unique, succinct, pithy, and ideally 2-4 words.)

Brand Personality

What are the brand's human characteristics? (Usually expressed as adjectives.)

Key Messages

What's your story?
What are the most important and differentiating aspects of the brand?
How can you define them as quickly and interestingly as possible?

brand strategy canva

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PLAN DIGITAL
PLAN MARKETING

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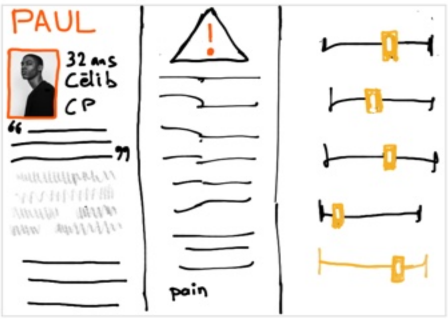
PLAN
DIGITAL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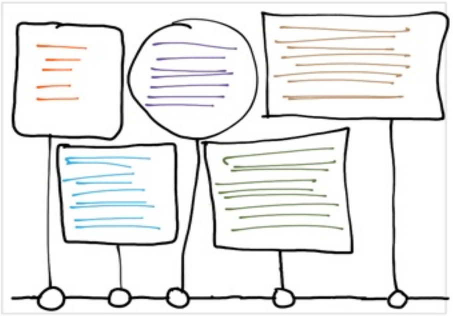

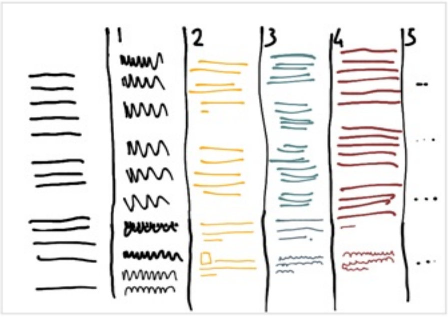

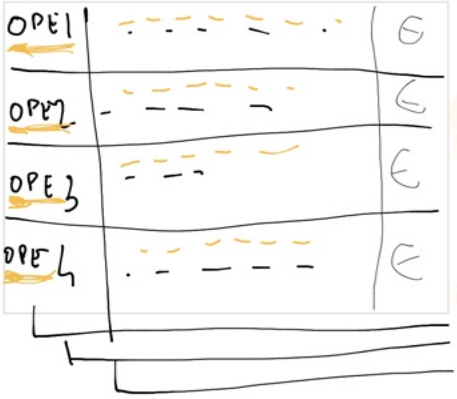
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OPE3
OPE4
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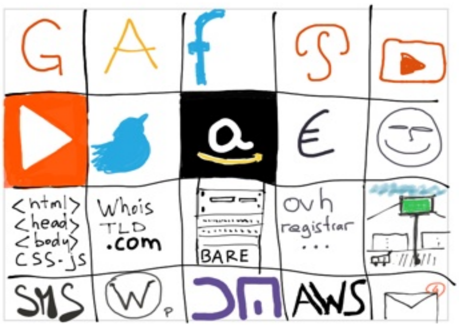
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AWS

Jean-Luc

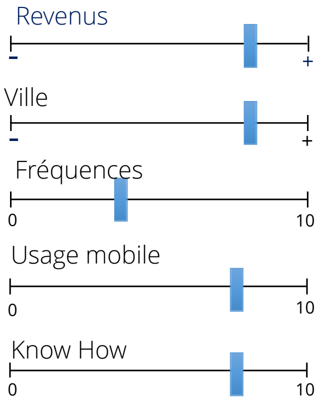
CITATION
« J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt »

BIO
Jean Luc 36 ans est pilote de ligne depuis 3 ans dans une compagnie low cost européenne.
Il trouve que sa vie manque de sens, de variété et d'originalité.

Nom	Jean-Luc
Age	36
Vie à	Paris
Avec	Jeanne Sans enfant
Education	Supérieure (ingénieur école promo …)
CV	pilote entreprise 1 Pilote entreprise 2

Passionné d'aviation et de modèle réduits
Passionné de races de chiens et de voyages en Asie

EPIC / USER STORY / PAIN POINT / PROBLÈME
Quel est le problème de Jean-Luc ?
Quelle est la frustration de Jean-Luc ?
Quels sont les besoins et attentes de Jean-Luc ?
Pourquoi n'est-il pas satisfait des solutions existantes ?
…
…
…
…
Empathie map si besoin pour mieux comprendre le persona



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ICP ☐ ABM ☐

this
person
doesn't
exist
.com

Surnom
Age
Vit à
Vit avec
Enfant
JOB
Education

CV

Passionné par

Problemes / Besoins / Attentes / Frustrations / Insatisfactions / Pain points / EPIC / USER STORY
Quel est le problème ?
Quelle est la frustration ?
Quels sont les besoins et attentes ?
Pourquoi n'est-il/elle pas satisfait des solutions existantes ?
…
…
Empathie map si besoin pour mieux comprendre le persona

- +
- +
- +
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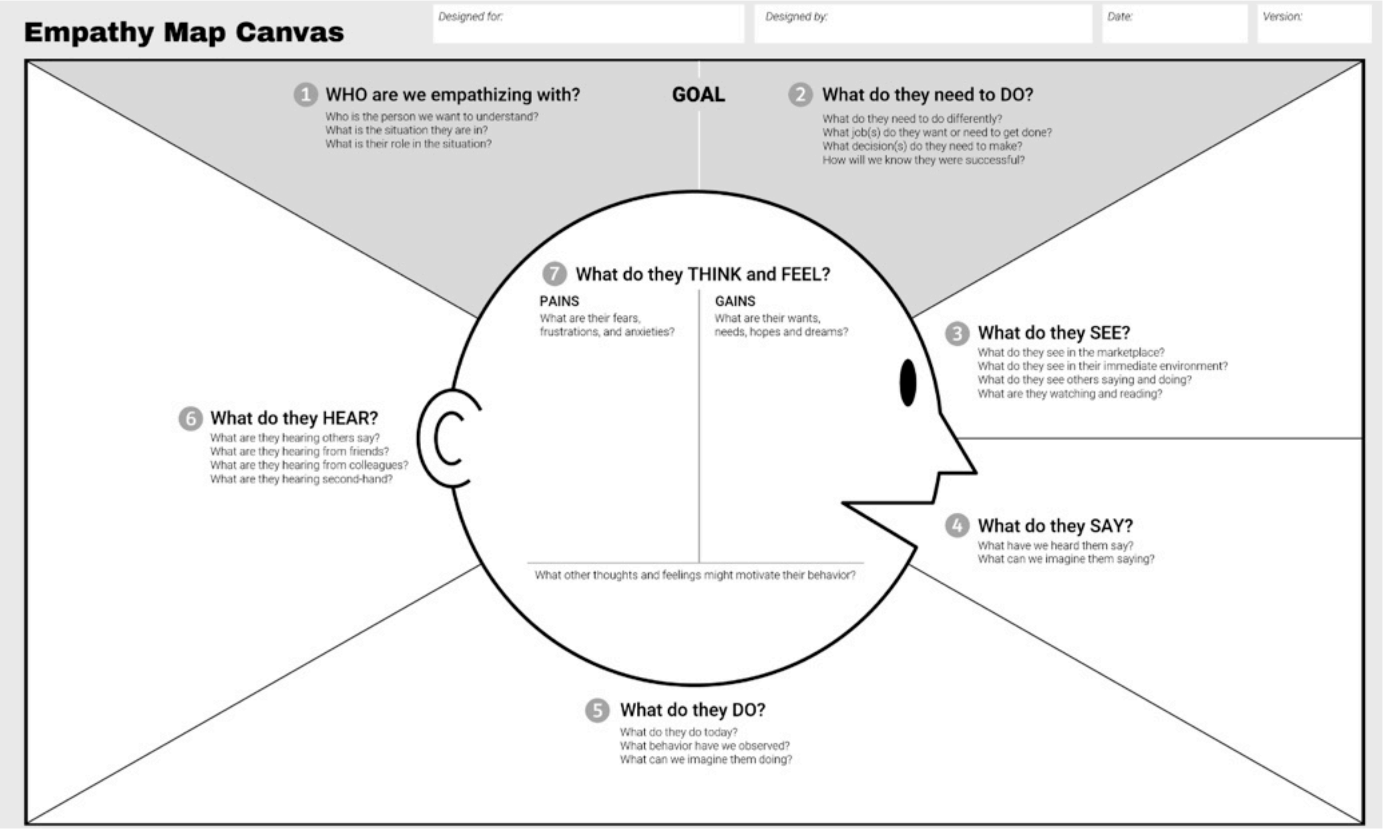
PERSONA



Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:

GOAL

① **WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?

② **What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

③ **What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?

④ **What do they SAY?**
What have we heard them say?
What can we imagine them saying?

⑤ **What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?

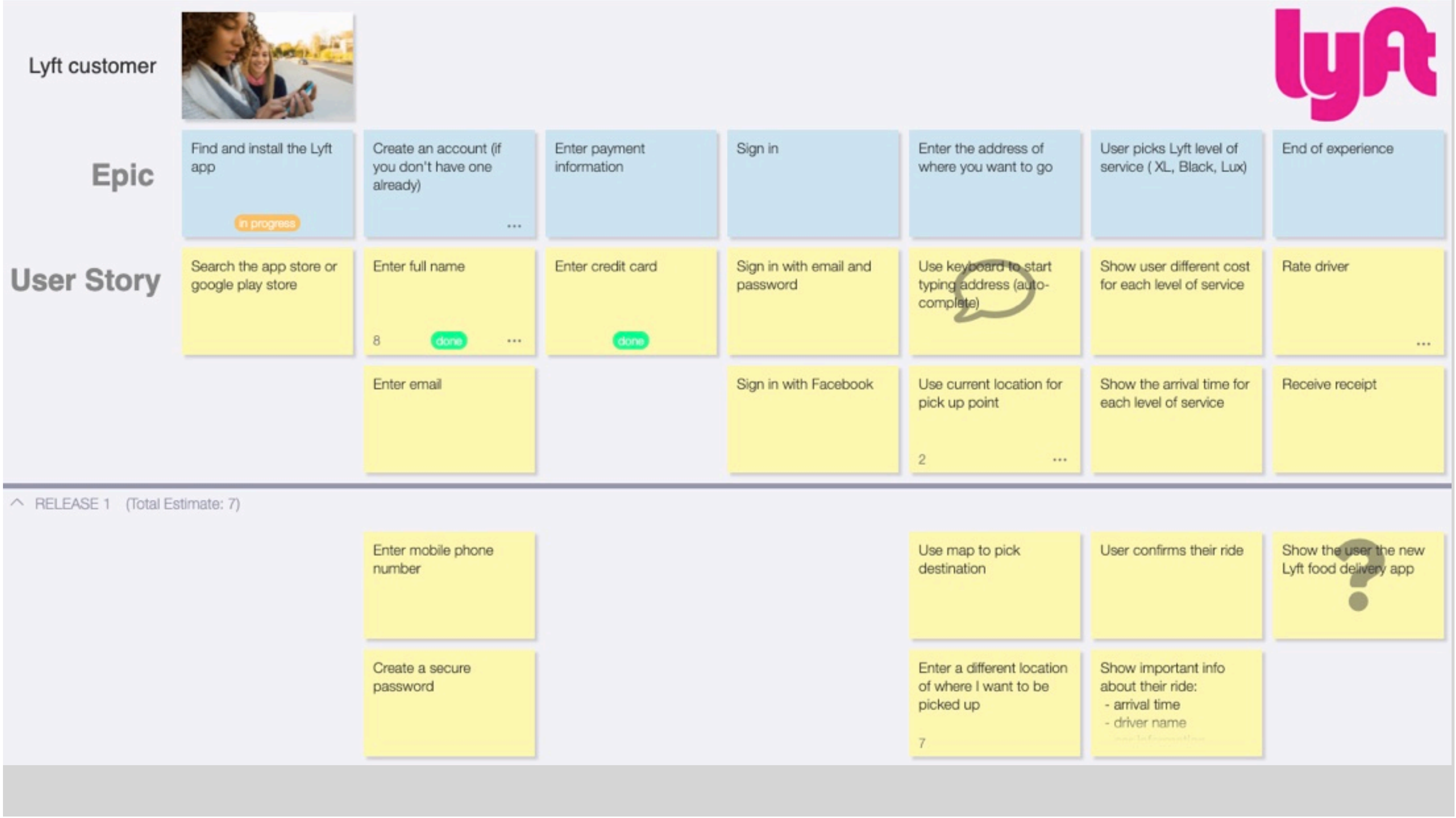
⑥ **What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

⑦ **What do they THINK and FEEL?**

PAINS
What are their fears, frustrations, and anxieties?

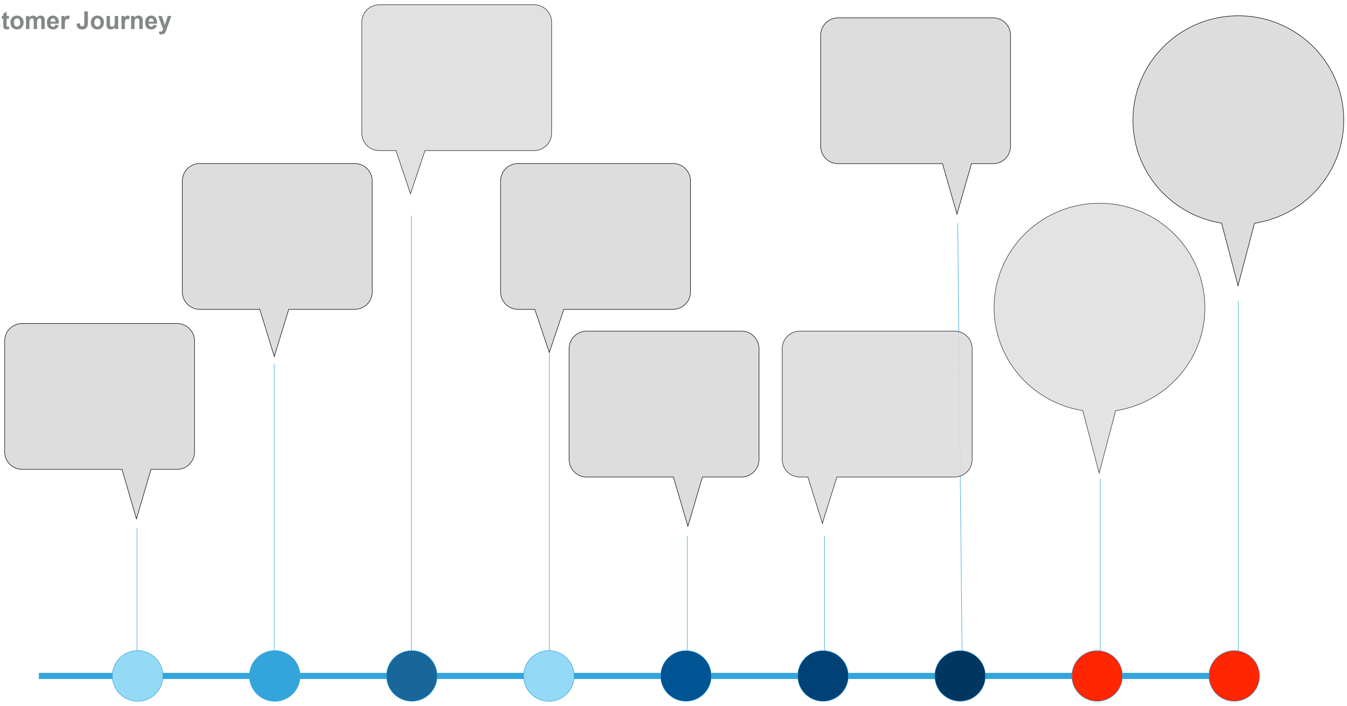
GAINS
What are their wants, needs, hopes and dreams?

What other thoughts and feelings might motivate their behavior?



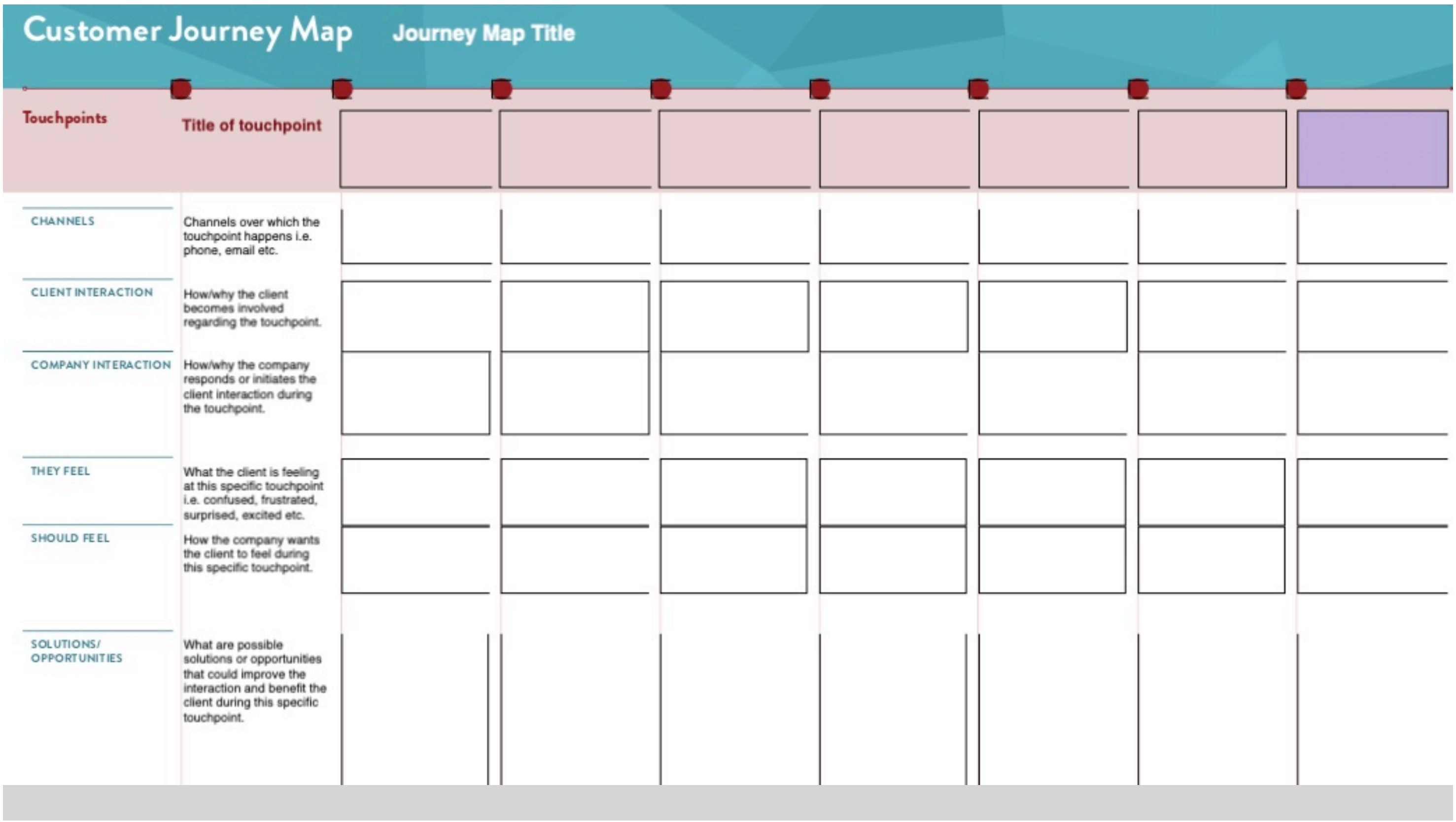
Lyft customer							
Epic	Find and install the Lyft app in progress	Create an account (if you don't have one already) ...	Enter payment information	Sign in	Enter the address of where you want to go	User picks Lyft level of service (XL, Black, Lux)	End of experience
User Story	Search the app store or google play store	Enter full name 8 done ...	Enter credit card done	Sign in with email and password	Use keyboard to start typing address (auto-complete)	Show user different cost for each level of service	Rate driver ...
		Enter email		Sign in with Facebook	Use current location for pick up point 2 ...	Show the arrival time for each level of service	Receive receipt
^ RELEASE 1 (Total Estimate: 7)							
		Enter mobile phone number			Use map to pick destination	User confirms their ride	Show the user the new Lyft food delivery app
		Create a secure password			Enter a different location of where I want to be picked up 7	Show important info about their ride: - arrival time - driver name	

Customer Journey



…

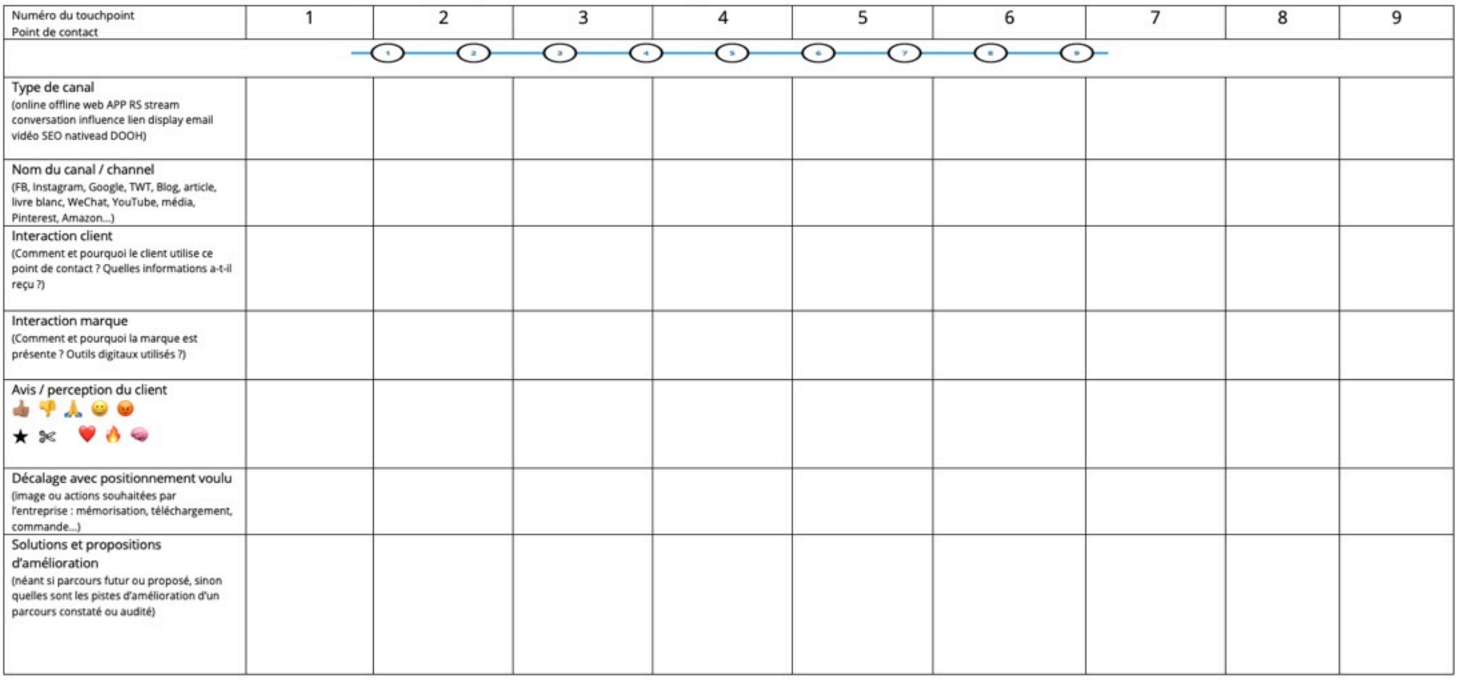
Nom du Touchpoint / Point de contact	**1**	**2**	**3**	**4**	**5**	**6**	**7**
Channel / Canal							
Interaction du client							
Interaction de la marque							
Avis du client perçu par le client							
Décalage avec le positionnement voulu							



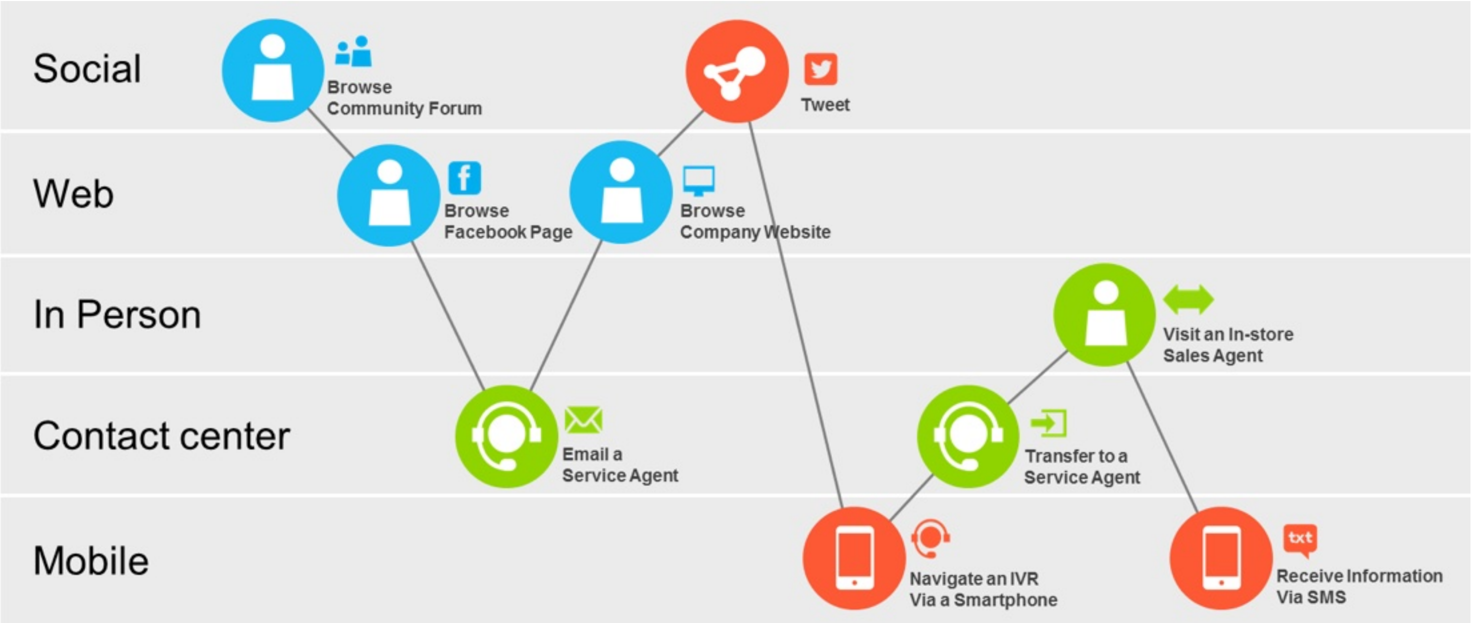
Customer Journey Map

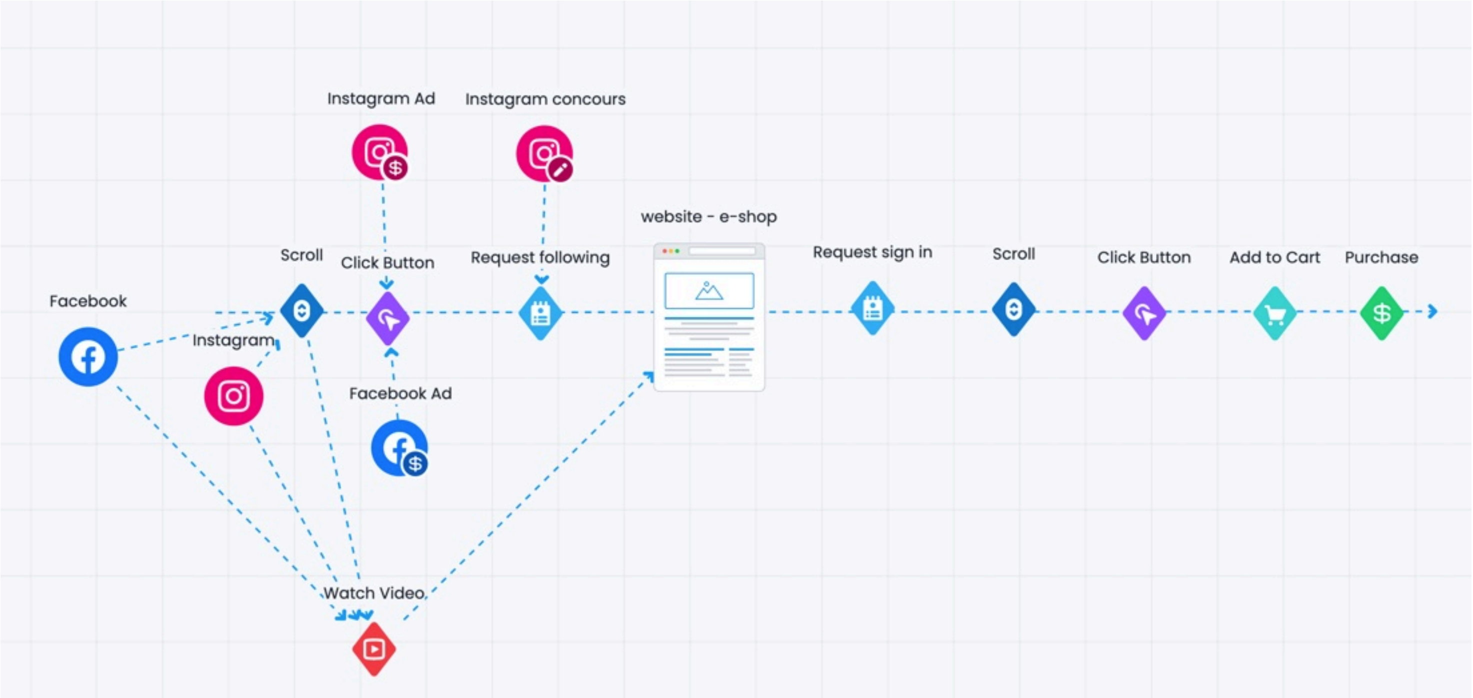
Journey Map Title

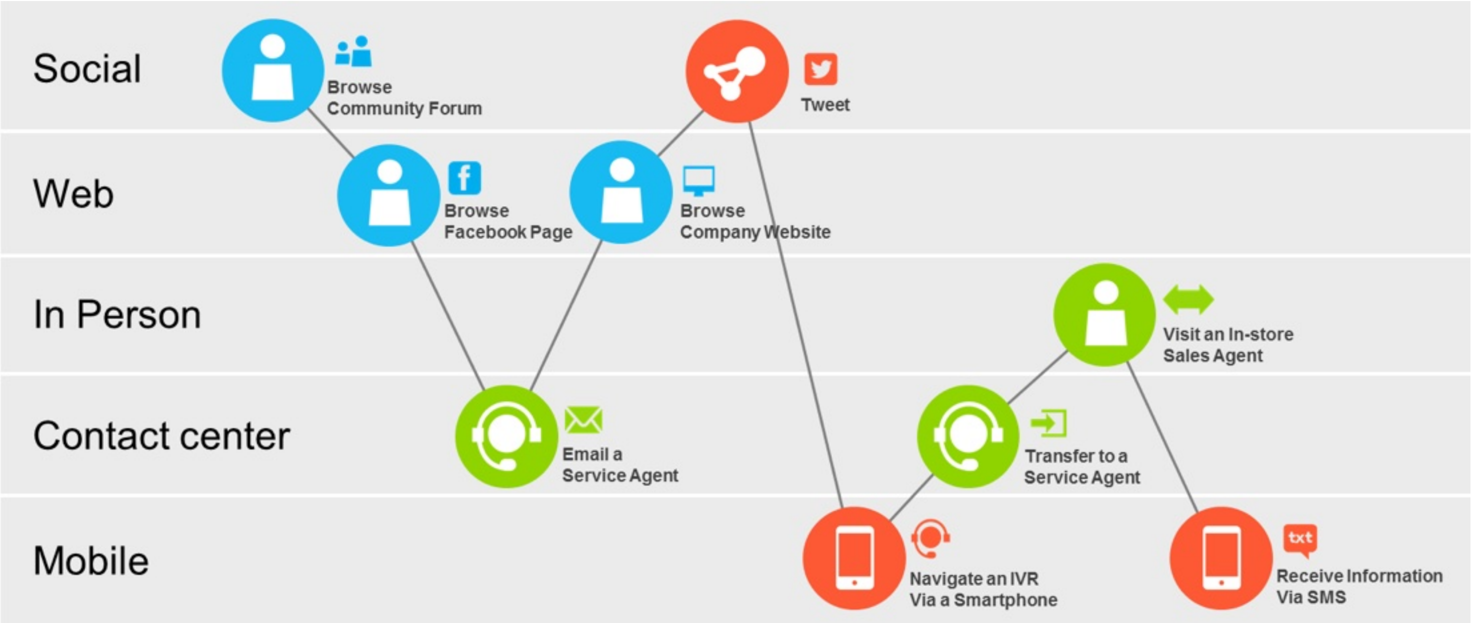
Touchpoints	**Title of touchpoint**
CHANNELS	Channels over which the touchpoint happens i.e. phone, email etc.
CLIENT INTERACTION	How/why the client becomes involved regarding the touchpoint.
COMPANY INTERACTION	How/why the company responds or initiates the client interaction during the touchpoint.
THEY FEEL	What the client is feeling at this specific touchpoint i.e. confused, frustrated, surprised, excited etc.
SHOULD FEEL	How the company wants the client to feel during this specific touchpoint.
SOLUTIONS/ OPPORTUNITIES	What are possible solutions or opportunities that could improve the interaction and benefit the client during this specific touchpoint.

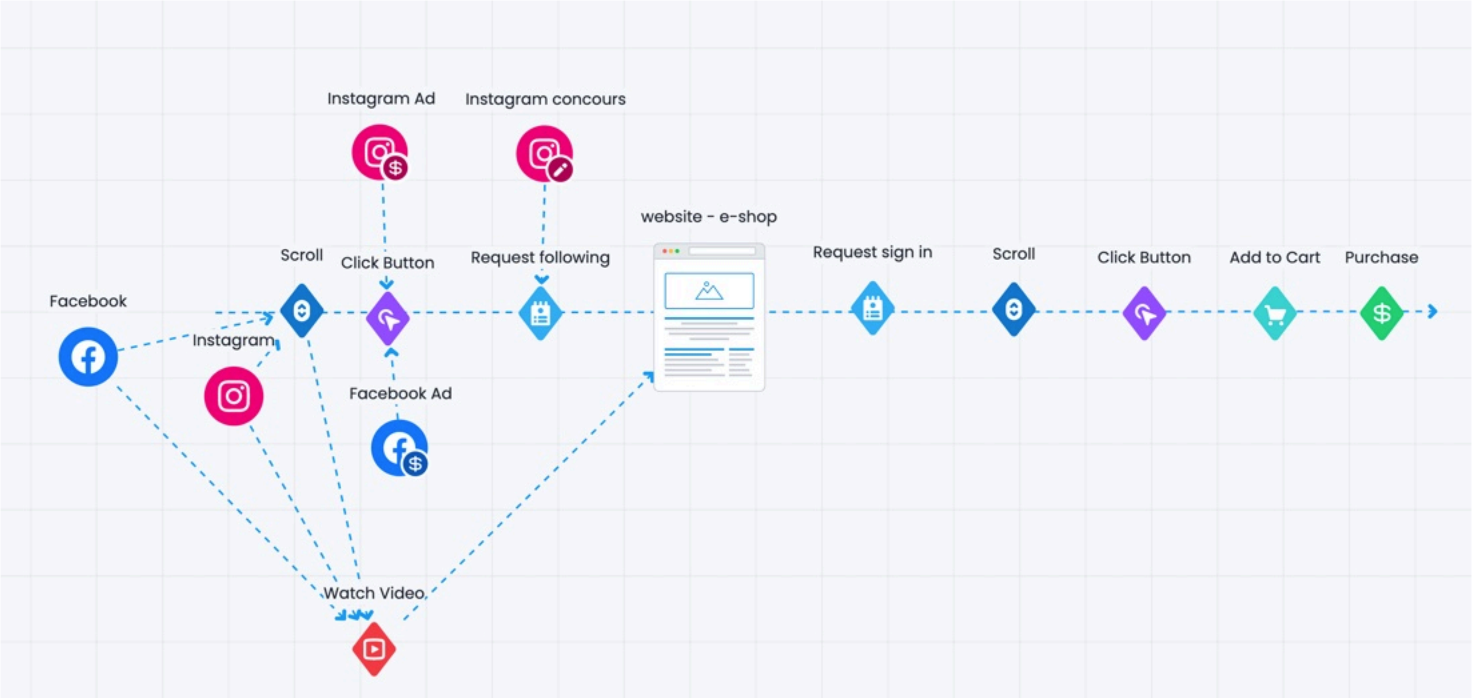


Numéro du touchpoint Point de contact	1	2	3	4	5	6	7	8	9
① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨									
Type de canal (online offline web APP RS stream conversation influence lien display email vidéo SEO nativead DOOH)									
Nom du canal / channel (FB, Instagram, Google, TWT, Blog, article, livre blanc, WeChat, YouTube, média, Pinterest, Amazon...)									
Interaction client (Comment et pourquoi le client utilise ce point de contact ? Quelles informations a-t-il reçu ?)									
Interaction marque (Comment et pourquoi la marque est présente ? Outils digitaux utilisés ?)									
Avis / perception du client 👍 👎 🙏 😀 😡 ★ ✂ ❤️ 🔥 🧠									
Décalage avec positionnement voulu (image ou actions souhaitées par l'entreprise : mémorisation, téléchargement, commande...)									
Solutions et propositions d'amélioration (néant si parcours futur ou proposé, sinon quelles sont les pistes d'amélioration d'un parcours constaté ou audité)									


Social
Web
In Person
Contact center
Mobile
Browse Community Forum
Browse Facebook Page
Email a Service Agent
Browse Company Website
Tweet
Navigate an IVR Via a Smartphone
Transfer to a Service Agent
Visit an In-store Sales Agent
Receive Information Via SMS


Instagram Ad
Instagram concours
website - e-shop
Facebook
Scroll
Click Button
Request following
Request sign in
Scroll
Click Button
Add to Cart
Purchase
Instagram
Facebook Ad
Watch Video


Social
Web
In Person
Contact center
Mobile
Browse
Community Forum
Tweet
Browse
Facebook Page
Browse
Company Website
Visit an In-store
Sales Agent
Email a
Service Agent
Transfer to a
Service Agent
Navigate an IVR
Via a Smartphone
txt
Receive Information
Via SMS


Instagram Ad
Instagram concours
website - e-shop
Facebook
Scroll
Click Button
Request following
Request sign in
Scroll
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Add to Cart
Purchase
Instagram
Facebook Ad
Watch Video

PRODUCT MANAGER
STRATÉGIE
PLAN DIGITAL
PLAN MARKETING

COLLÈGE
DE FRANCE
1530

2
PLAN Marketing

Épisode 2 :

Plan Marketing
Business Plan
Projet
Plan d'action (PAC ou PAM)

🄯

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gestion de
grands
projets

GRENOBLE
ECOLE DE
MANAGEMENT

analyse
objectifs & cibles
stratégie
moyens & actions
finance

démarche

SOSTAC

S : Situation, analyse interne, externe, marché, concurrence, portefeuille…

O : Objectifs en terme de cible + SCP + finance + persona + marketing + KPI…

S : Stratégie globale, macroplanning, phases

T : Tactique, microplanning

A : Action, plan d'action commerciaux, marketing, communication

C : Contrôle, BP

analyse
objectifs & cibles
stratégie
moyens & actions
finance

GRENOBLE
ECOLE DE
MANAGEMENT

Mesurer ce qui est mesurable et rendre mesurable ce qui ne l'est pas

Galileo Galilei

Galilei 1564-1642
1604 annus mirabilis
1633 Et pourtant elle tourne

You can't manage what you don't measure

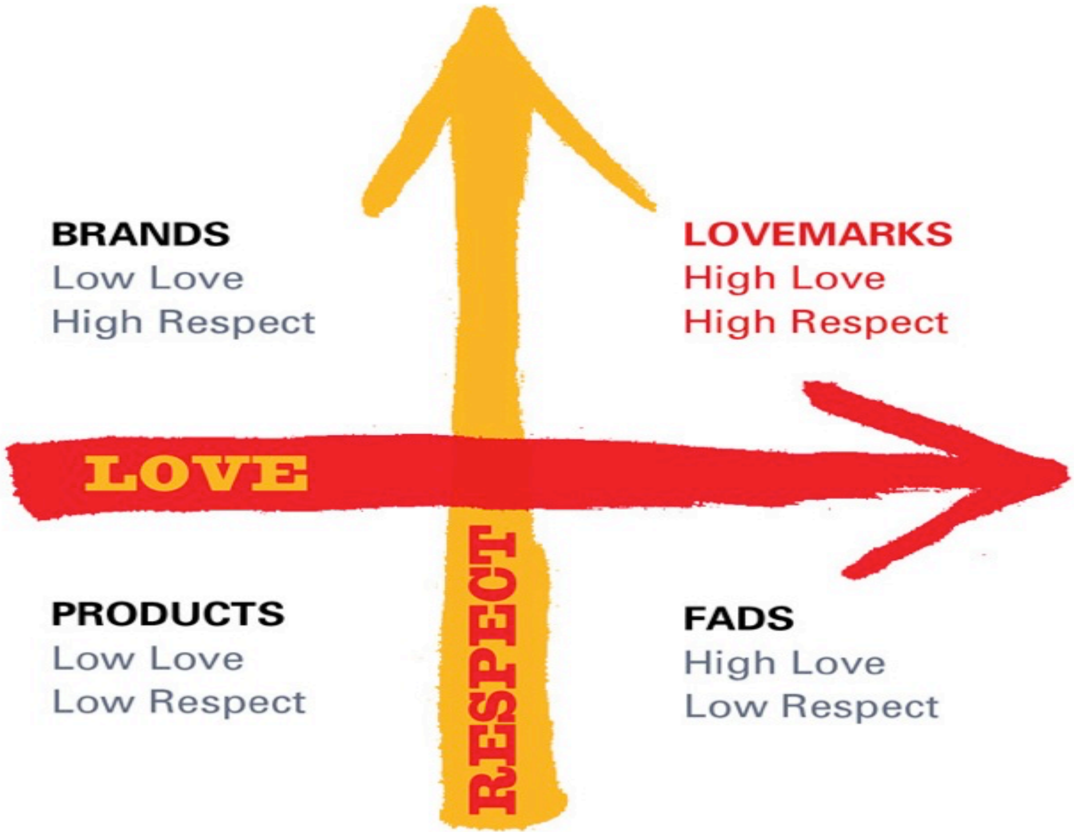
~~Deming~~
Drucker
Bill Hewlett

Saatchi

“a Lovemark is

a product, service or entity
that inspires Loyalty Beyond Reason”

KEVIN ROBERTS



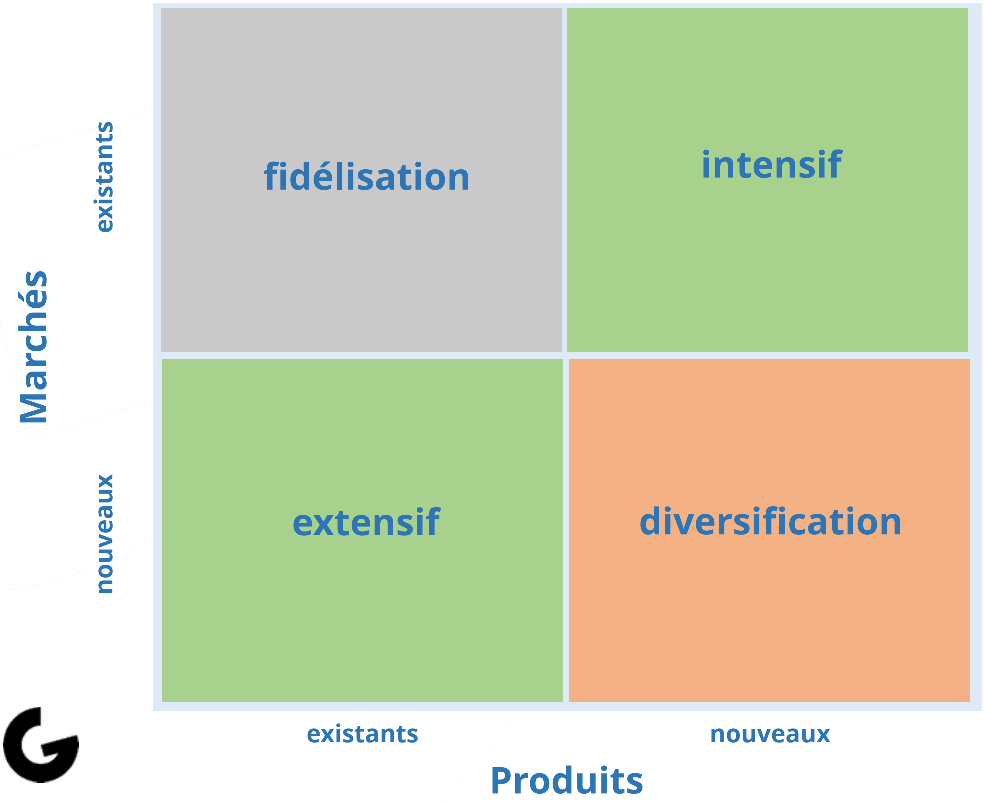
BRANDS
Low Love
High Respect

LOVEMARKS
High Love
High Respect

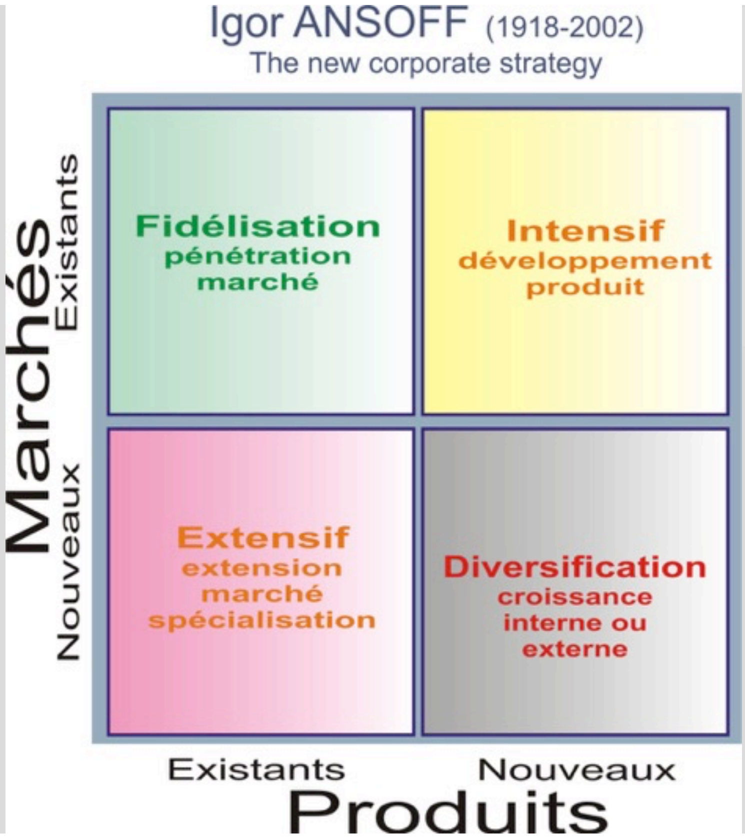
PRODUCTS
Low Love
Low Respect

FADS
High Love
Low Respect

Matrice de Igor Ansoff



		Produits	
		existants	nouveaux
Marchés	existants	fidélisation	intensif
	nouveaux	extensif	diversification



Igor ANSOFF (1918-2002)

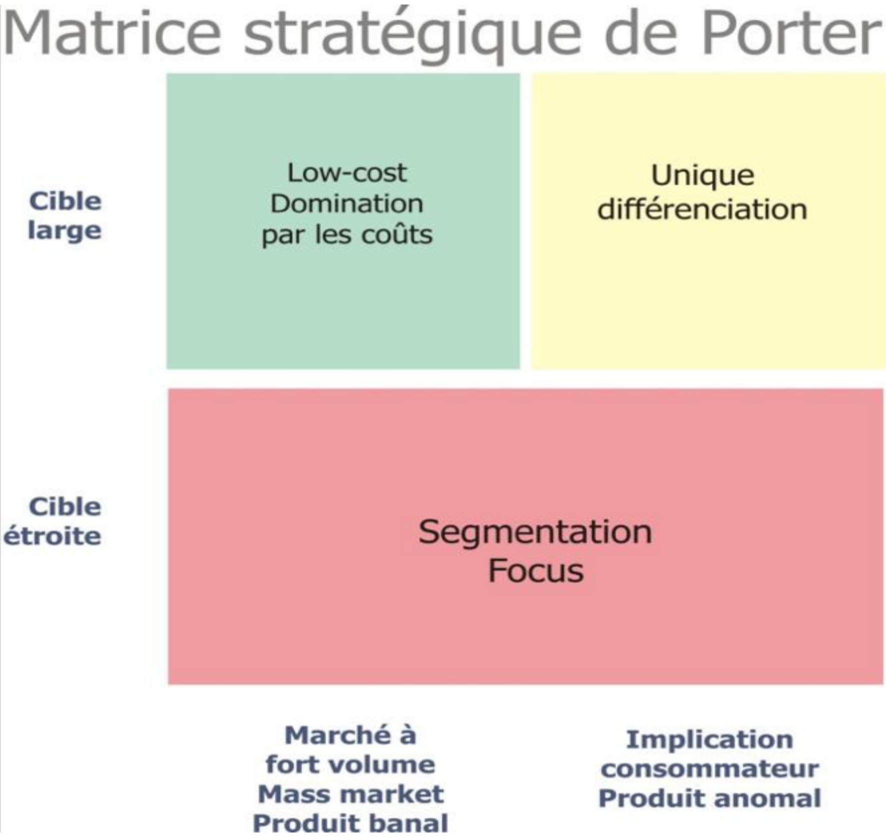
The new corporate strategy

Marchés

	Existants	Nouveaux
Existants	**Fidélisation** pénétration marché	**Intensif** développement produit
Nouveaux	**Extensif** extension marché spécialisation	**Diversification** croissance interne ou externe

Produits

Décomposition stratégique d'Ansoff

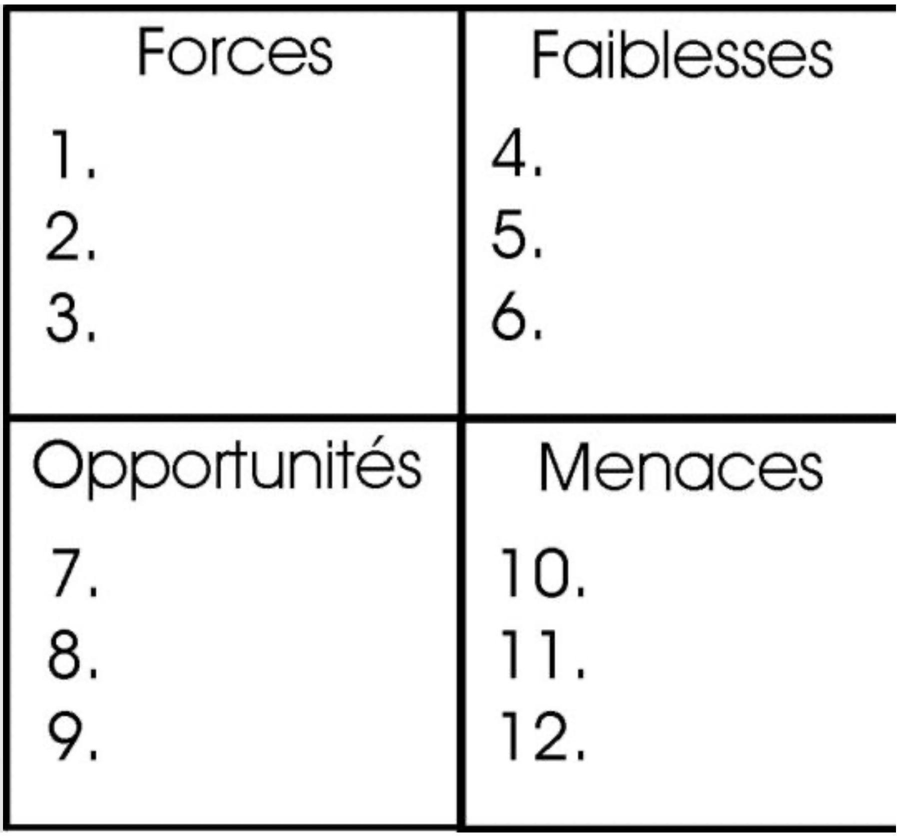


Matrice stratégique de Porter

Cible large	Low-cost Domination par les coûts	Unique différenciation
Cible étroite	Segmentation Focus	
	Marché à fort volume Mass market Produit banal	**Implication consommateur Produit anomal**

Décomposition stratégique Porter

SWOT

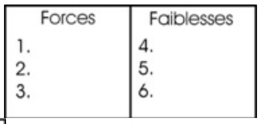

Forces
1.
2.
3.
Faiblesses
4.
5.
6.
Opportunités
7.
8.
9.
Menaces
10.
11.
12.

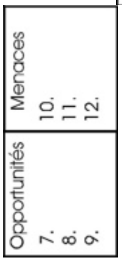
Analyse interne (SW)

Analyse externe (OT)

FCS FCE

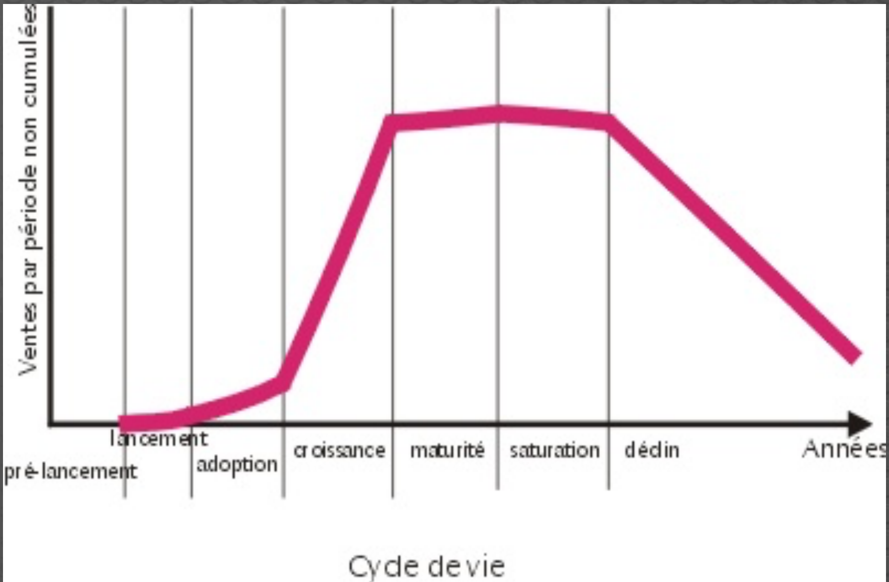
Croisement de la matrice SWOT pour obtenir les Facteurs Clés de succès et d'échecs


Forces
1.
2.
3.
Faiblesses
4.
5.
6.

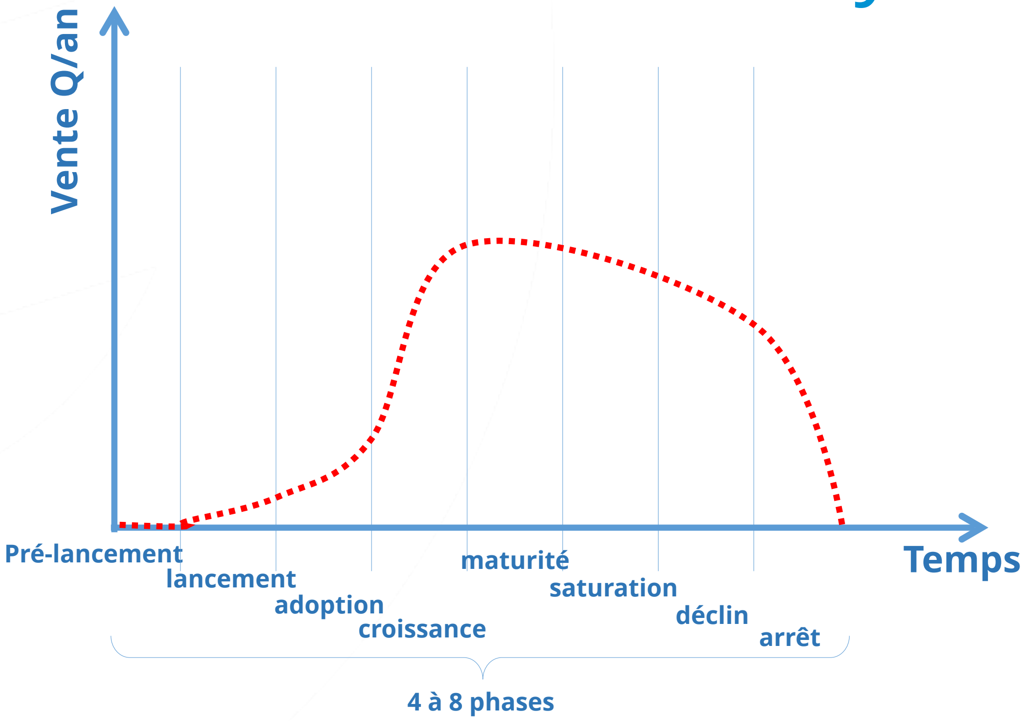

Menaces
10.
11.
12.
Opportunités
7.
8.
9.

	FO1	FO2	FO3	
O1	1/ Si la force concourt à saisir l'opportunité : 3 Sans rapport 0 Si elle empêche de saisir l'opportunité : -2 2/ noter de 1 à 3 points suivant l'importance des forces Si la force Annule la menace : 3 Sans effet : 0 Accentue : 3			1/ Si la Sans ra Favora 2/ note Si la fai Sans ra Accent
O2				
O3				
M1				
M2				
M3				
FCS		Exemple de FCS		

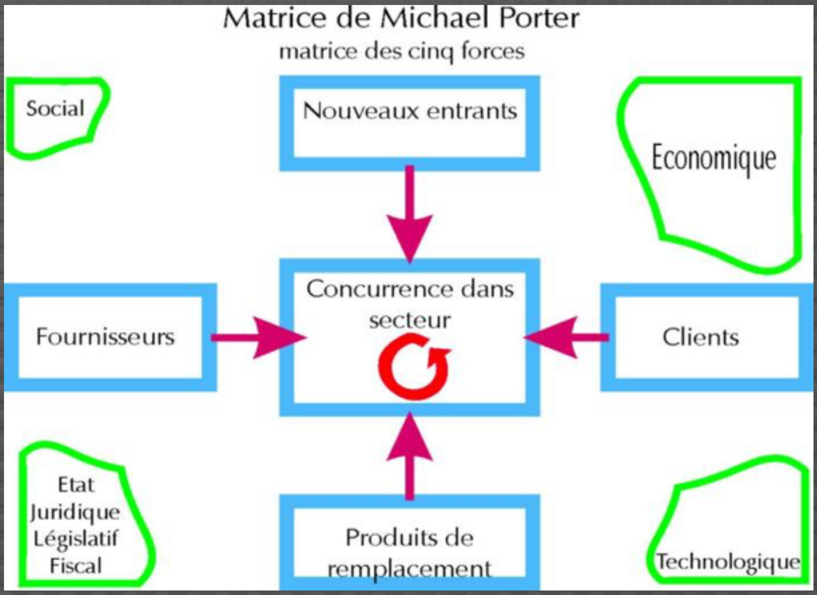
Cycle de vie

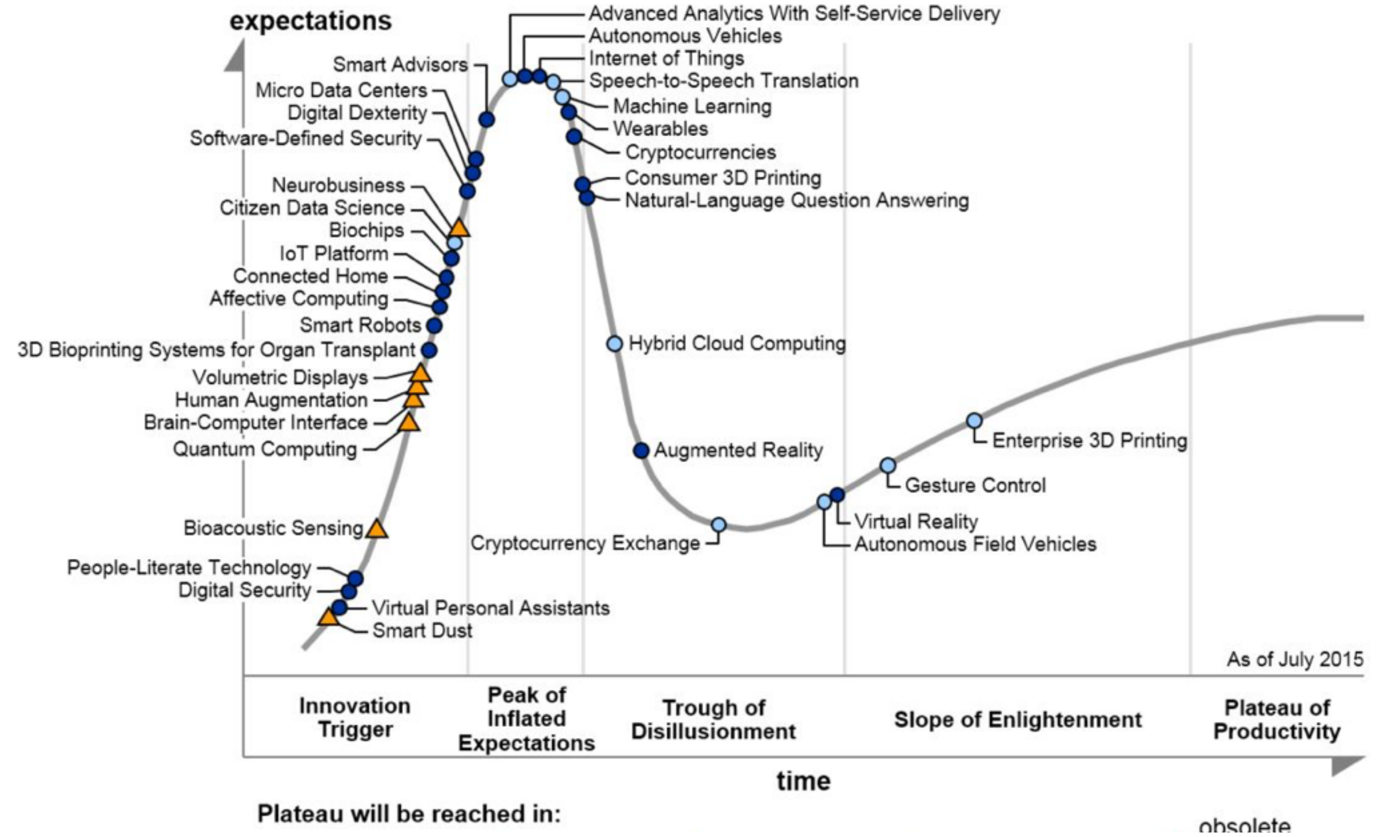


Cycle de vie



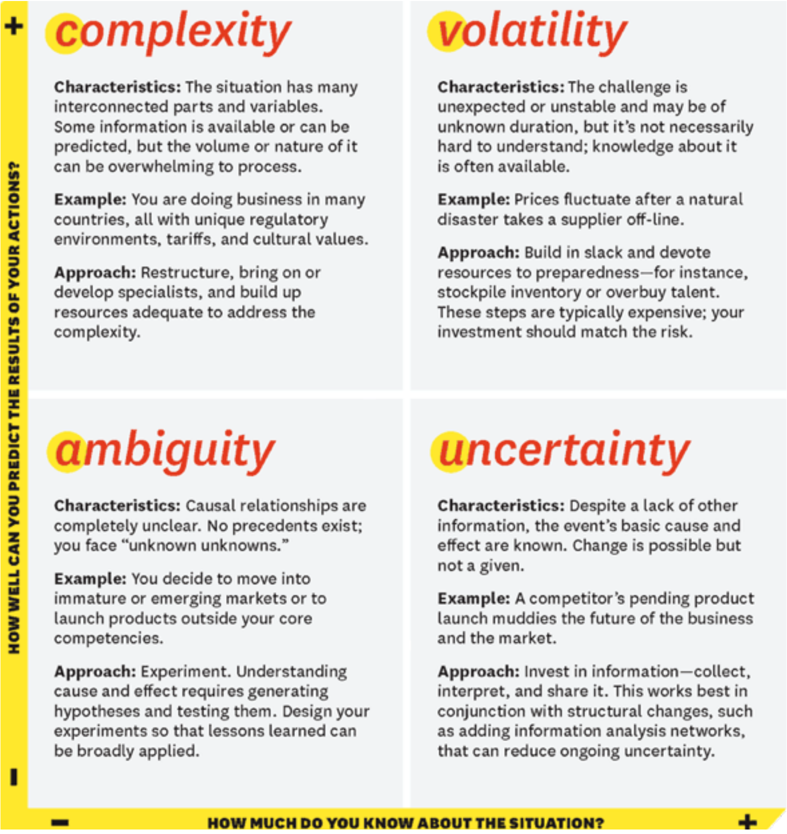
Matrice de Porter


Matrice de Michael Porter
matrice des cinq forces
Social
Nouveaux entrants
Economique
Concurrence dans secteur
Fournisseurs
Clients
Etat
Juridique
Législatif
Fiscal
Produits de remplacement
Technologique



VUCA

VUCA


+
HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?
–
–
HOW MUCH DO YOU KNOW ABOUT THE SITUATION?
+

complexity

Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs, and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

volatility

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: Build in slack and devote resources to preparedness—for instance, stockpile inventory or overbuy talent. These steps are typically expensive; your investment should match the risk.

ambiguity

Characteristics: Causal relationships are completely unclear. No precedents exist; you face "unknown unknowns."

Example: You decide to move into immature or emerging markets or to launch products outside your core competencies.

Approach: Experiment. Understanding cause and effect requires generating hypotheses and testing them. Design your experiments so that lessons learned can be broadly applied.

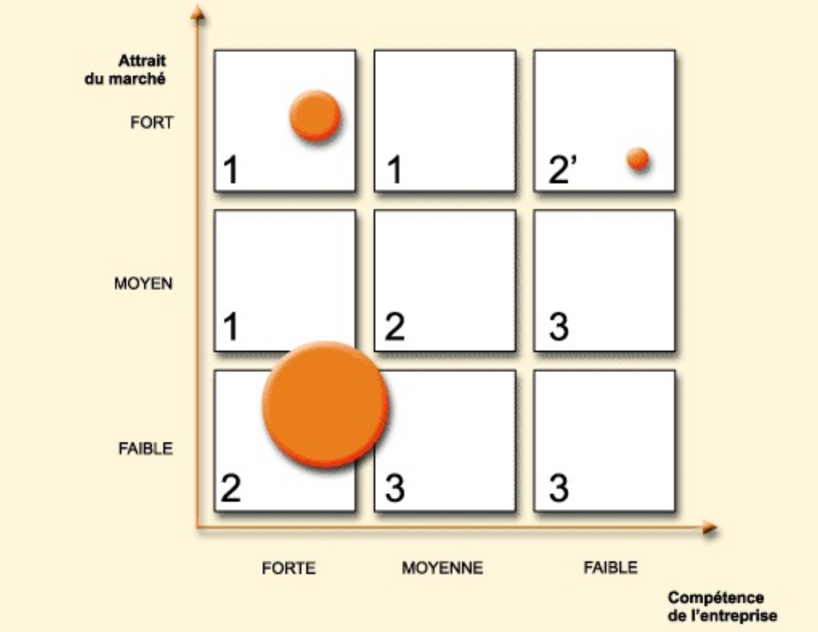
uncertainty

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Example: A competitor's pending product launch muddies the future of the business and the market.

Approach: Invest in information—collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks, that can reduce ongoing uncertainty.

Matrice de Mc Kinsey (GE)


Attrait du marché
FORT
MOYEN
FAIBLE
1
1
2'
1
2
3
2
3
3
FORTE
MOYENNE
FAIBLE
Compétence de l'entreprise

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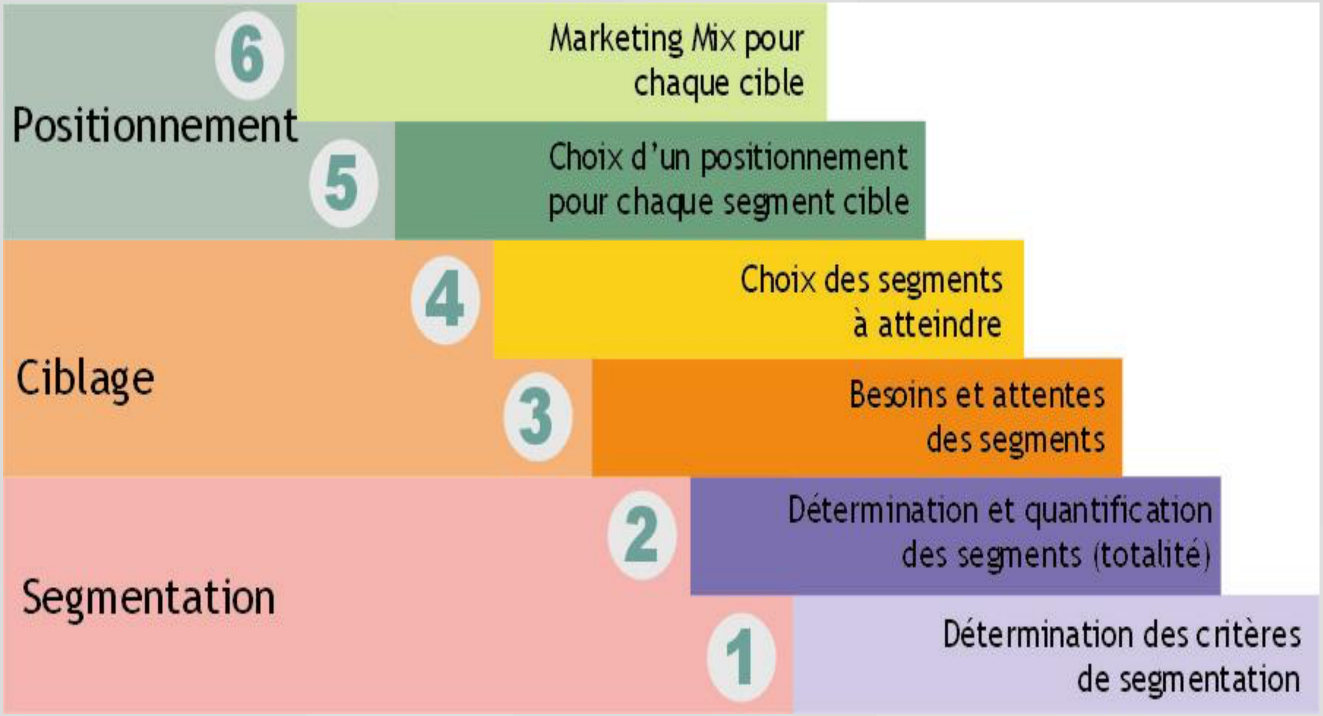
démarche
analyse
objectifs & cibles
stratégie
moyens & actions
finance

Sommaire 3

PARTIE SCP



Positionnement

6 Marketing Mix pour chaque cible

5 Choix d'un positionnement pour chaque segment cible

Ciblage

4 Choix des segments à atteindre

3 Besoins et attentes des segments

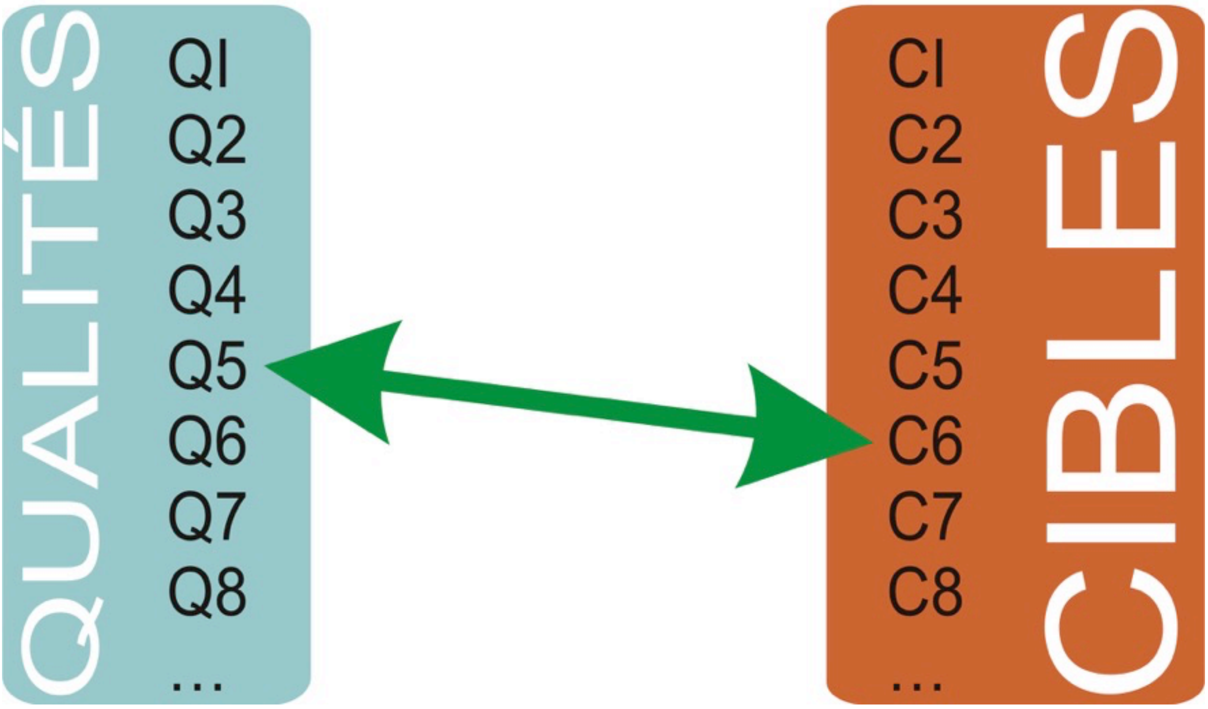
Segmentation

2 Détermination et quantification des segments (totalité)

1 Détermination des critères de segmentation

Segmentation, ciblage, positionnement

POSITIONNEMENT BIJECTIF



QUALITÉS

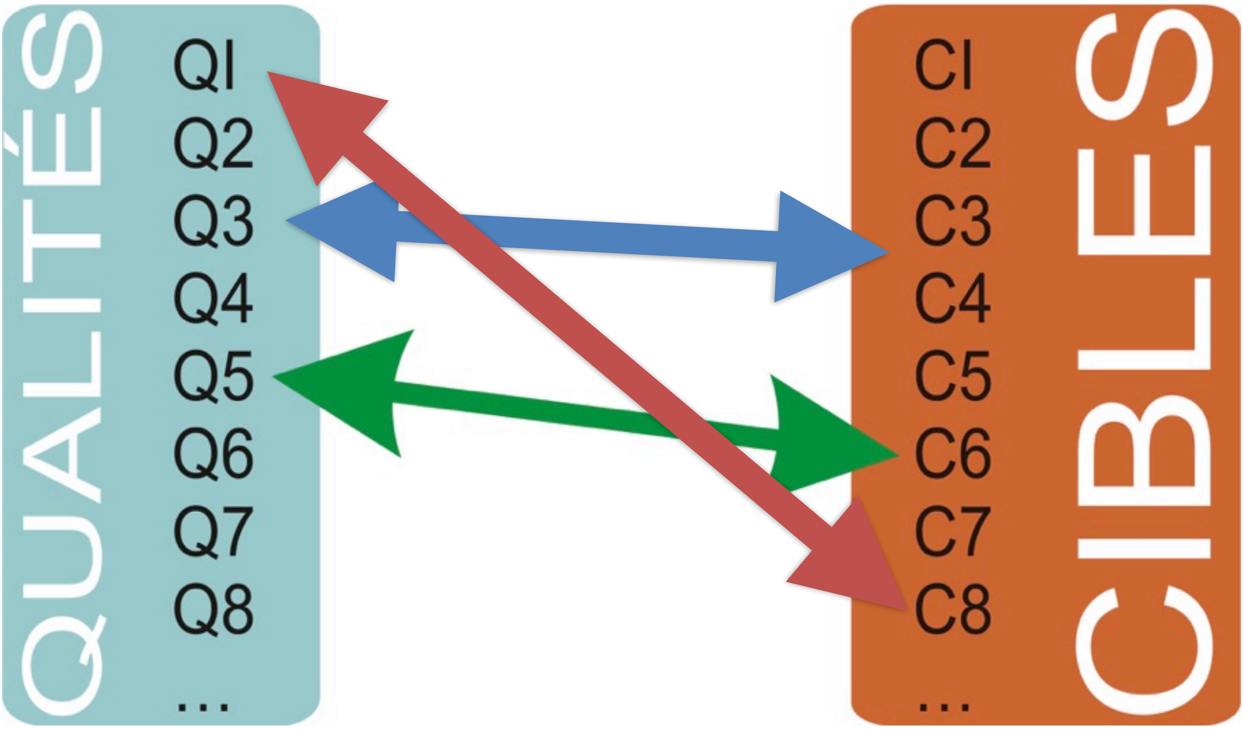
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
…

C1
C2
C3
C4
C5
C6
C7
C8
…

CIBLÉS

---

3 MARQUES OU REFERENCES DIFFERENTES



QUALITÉS

Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
…

C1
C2
C3
C4
C5
C6
C7
C8
…

CIBLÉS

démarche
analyse
objectifs & cibles
stratégie
moyens & actions
finance

Plan prévoyant l'ensemble des moyens pour atteindre un objectif

PLAN
3 phases

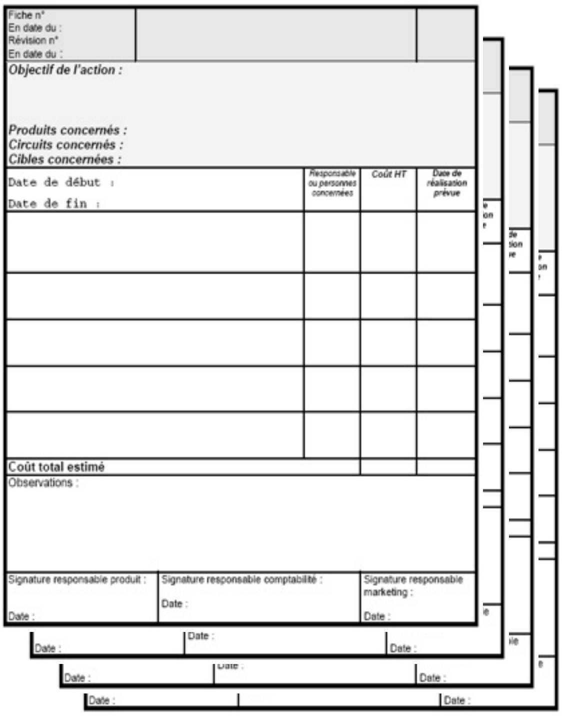
Préparation
Conquête
Consolidation

démarche
analyse
objectifs & cibles
stratégie
moyens & actions ◄
finance

PLANS D'ACTION

MarCom Vente/Commercial

PAC PAM : Plans d'Action



Fiche n°
En date du :
Révision n°
En date du :

Objectif de l'action :

Produits concernés :
Circuits concernés :
Cibles concernées :

Date de début : Date de fin :	*Responsable ou personnes concernées*	*Coût HT*	*Date de réalisation prévue*
Coût total estimé			

Observations :

Signature responsable produit : Date :	Signature responsable comptabilité : Date :	Signature responsable marketing : Date :

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démarche
analyse
objectifs & cibles
stratégie
moyens & actions
finance

GRENOBLE ECOLE DE MANAGEMENT

Sommaire1

…

équation du chiffre d'affaires

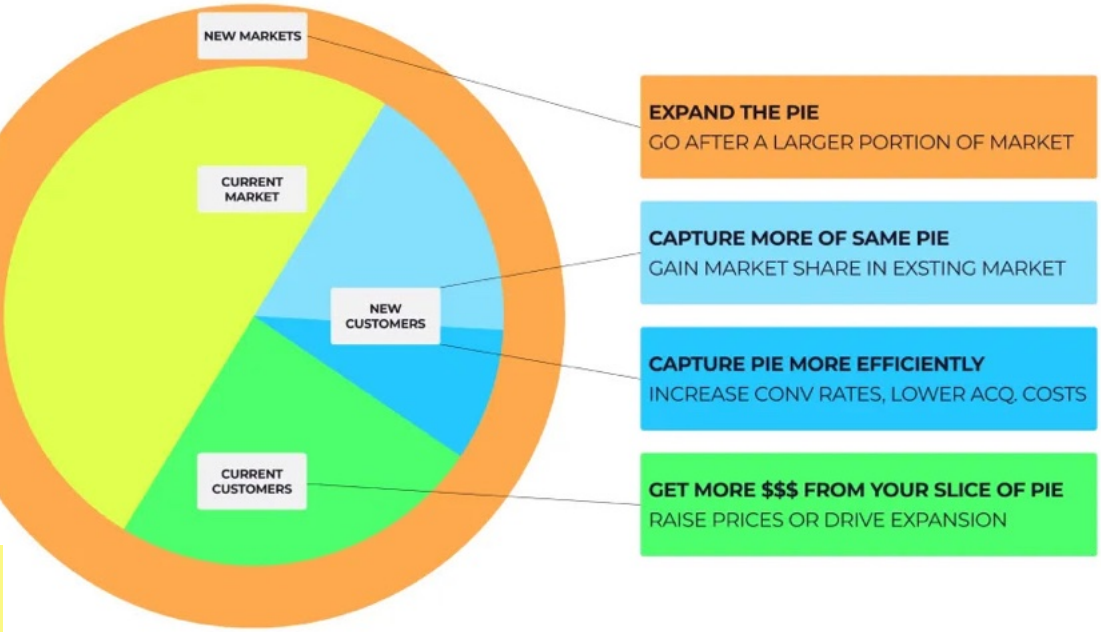
…

CA =

PV x **Σ**Q x f x

NA x QA

MK


NEW MARKETS
CURRENT MARKET
NEW CUSTOMERS
CURRENT CUSTOMERS

EXPAND THE PIE
GO AFTER A LARGER PORTION OF MARKET

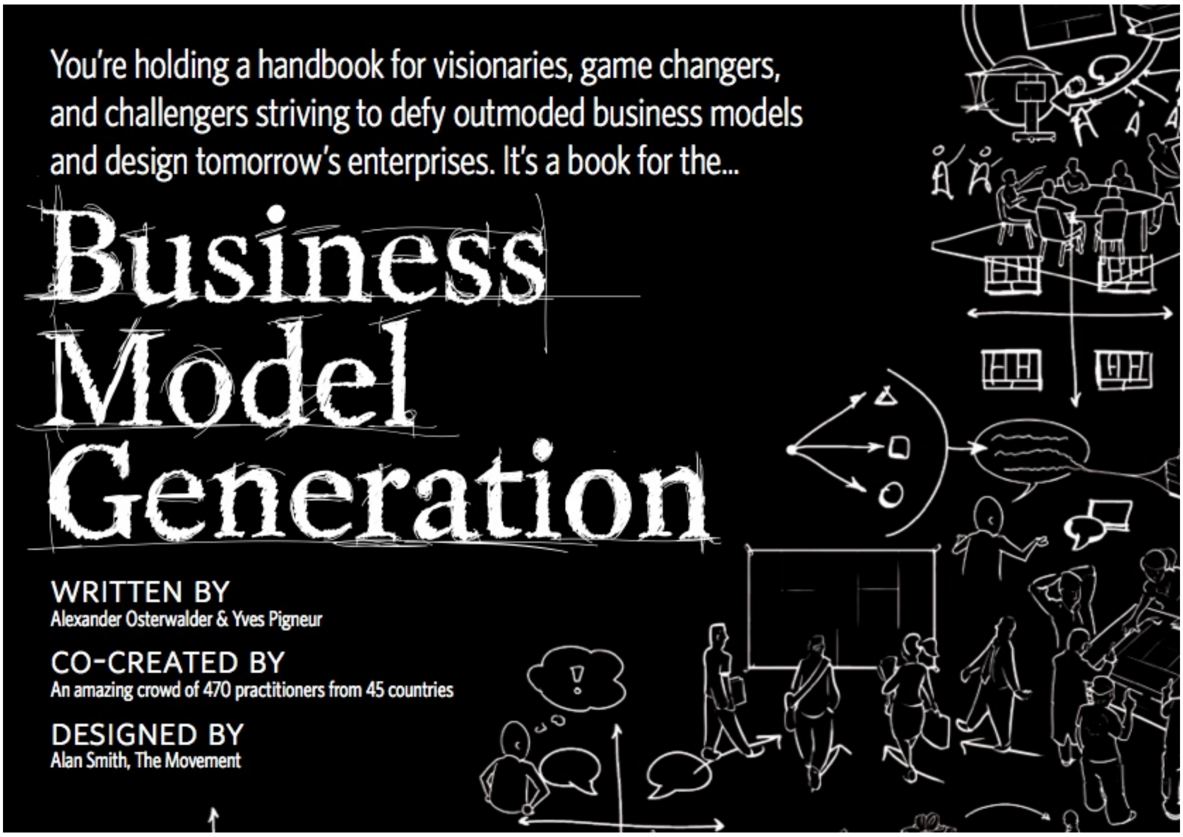
CAPTURE MORE OF SAME PIE
GAIN MARKET SHARE IN EXSTING MARKET

CAPTURE PIE MORE EFFICIENTLY
INCREASE CONV RATES, LOWER ACQ. COSTS

GET MORE $$$ FROM YOUR SLICE OF PIE
RAISE PRICES OR DRIVE EXPANSION

G.M.D
GROWTH
1
2
3
DEBT
MESS

Créativité
financière
=
BMG



You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY
Alan Smith, The Movement

EXO

---

workshop

hubert**kratiroff**

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linkedin.com/in/kratiroff
@kratiroff

STRATÉGIES DIGITALES :

1/ ÉNUMÉRATION

2/ CHOIX (UNE PAR GROUPE)

3/ QUATRE SLIDES

DÉFINITION PRINCIPES INTÉRÊT MISE EN PLACE MOYENS
ILLUSTRATIONS EXEMPLES STORYTELLING §MÉMOIRE

4/ PRÉSENTATION

« TRUTH IS IN THE PRODUCT »

BILL BERNBACH
DDB

« Advertising is the price companies pay for being unoriginal »

Yves Behar

« …
is the price a company pays for
… »

Marketing …

Public Relation …

Advertising …

Promotion …

poor product
not listening to customers
no innovation
green washing
no positionning

promotion
is the price companies pay for
having a wrong positionning

…invent more quotes
from supply to innovation…

Yves Behar

« TRUTH
IS IN THE
… »

EXO

...

DEMO DAY

DEMO DAY

1/ Elevator speech (ES : 30” indiv.)

2/ Présentation groupe orale collective, personnelle, mise en scène (groupe : 2’)

3/ Présentation orale du PM (Pitch : 5’)

- Fait principal de l’analyse (quel est le problème ?) : 1’
- SCP : 30”
- Fiche persona et US : 30”
- Système d’objectifs : 30”
- Gantt planning phases stratégiques : 30”
- Timing des moyens : 30”
- Business plan en 4 chiffres : 30”

SANS POWERPOINT

4/ TAKEAWAY du pitch deck

(carte, objet, QrCode, lien, SMS, mail…)

TITRE …

ES 4 parties

SOMMAIRE

1. **ANALYSE Matrices stratégiques**
2. **SCP**
3. **Fiches personas**
4. **Système d’objectifs**
5. **Gantt des phases stratégique**
6. **Gantt des moyens**
7. **Business plan**

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