

#DigitalMarketing

MBAESG

#DigitalMarketing

social|data|mobile|code|startup|search

cycle

A stylized logo consisting of a large 'd' followed by a square-like shape with a vertical bar in the center, resembling a 'm' or 'n'. The word 'cycle' is positioned above the right side of the logo.

#digitalmindset



BE YOUR
BEST

ESGCI

UX
CX
EX

SX

k ∝ QI x t x At





HERMÈS
VANILLE GALANTE



Google

chateau angus and julia stone lyrics



Tous

Vidéos

Images

Actualités

Shopping

Plus

Paramètres

Outils

Environ 288 000 résultats (0,53 secondes)

Chateau

Angus and Julia Stone

I don't mind if you wanna go anywhere
I'll take you there
We can go if you wanna go anywhere
I'll take you there

We can go to the Chateau Marmont
And dance in the hotel room
We can run with the headlights on
Till we got nothing to lose

We have, lifting from the ground
We go, never coming down

I don't mind if you wanna go anywhere
I'll take you there



$k = Q \times t \times A$

$k = 100 \times 90 \times 100$

**“ YOUR
HAPPINESS
IS MY
BUSINESS ”**

hubert kratiroff

Notation

Contrôle continu sans rattrapage absence = 0

50% 4 quiz papier
2 quiz online
1 note de classe
2 travaux de groupe cas
1 colle (khôlle)

50% Examen 3 heures sans document
Examen mars 2019 : cas



DIGITAL-MINDSET

DATA-DRIVEN

PLATEFORMES

DISRUPTION

BM

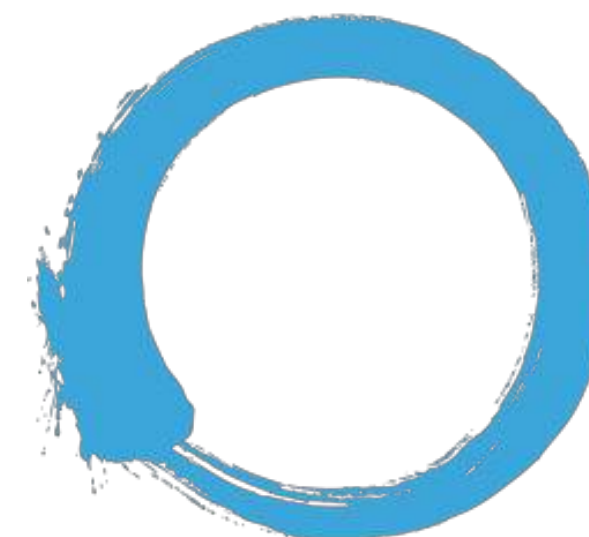
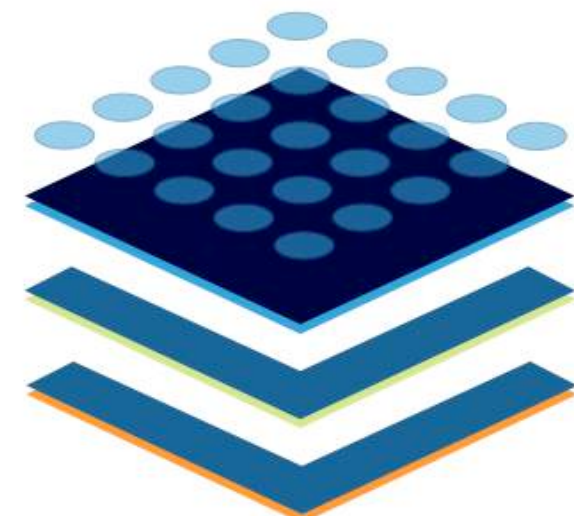
AGILE LEAN
STARTUP

EQUATION
KPI

MÉTHODES
OMNISCANAL

SERVICE
UX

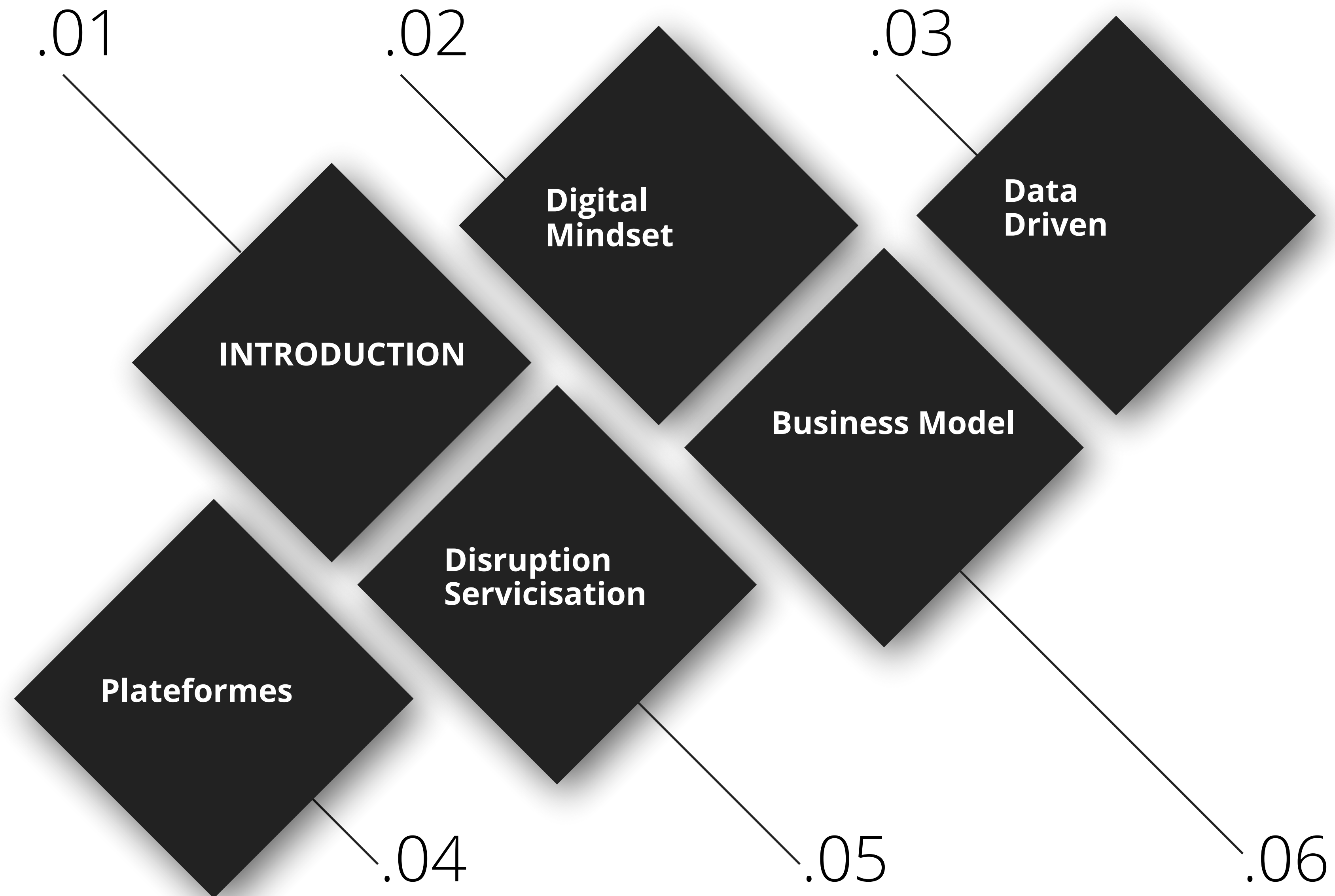
VP - BMC
BMG



#DigitalBusiness



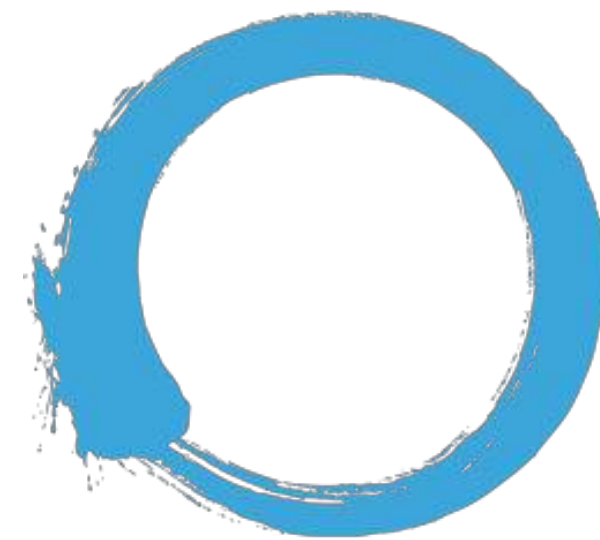
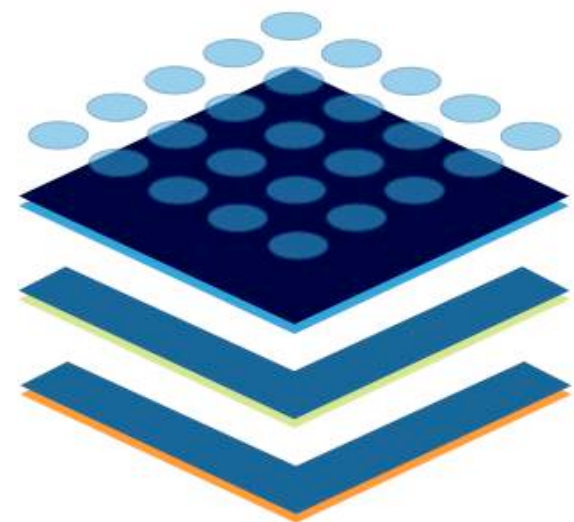
#DigitalMarketing





DIGITAL-MINDSET DATA-DRIVEN PLATFORMES DISRUPTION BM

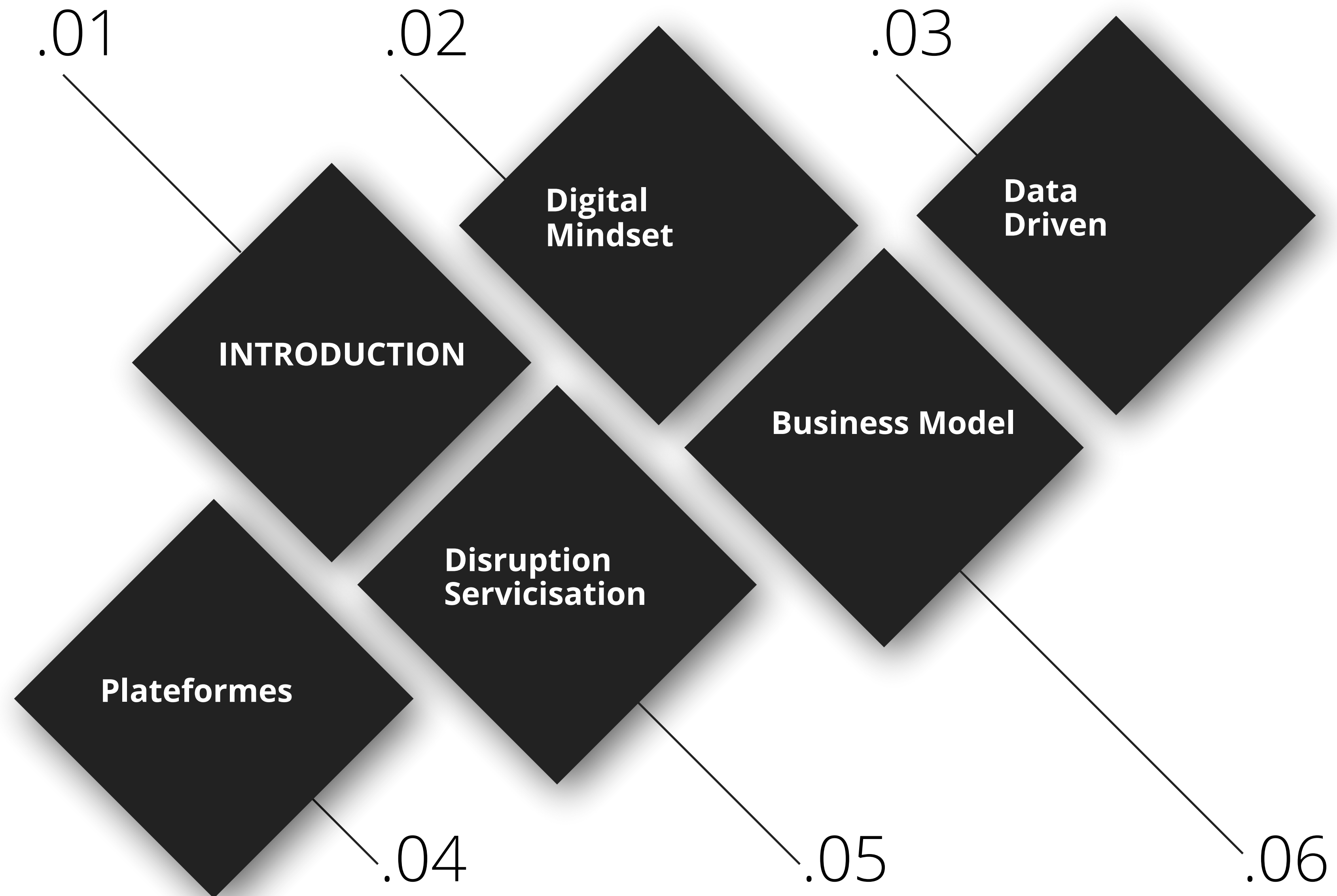
AGILE LEAN EQUATION MÉTHODES SERVICE VP - BMC
STARTUP KPI OMNISCANAL UX BMG



#DigitalBusiness

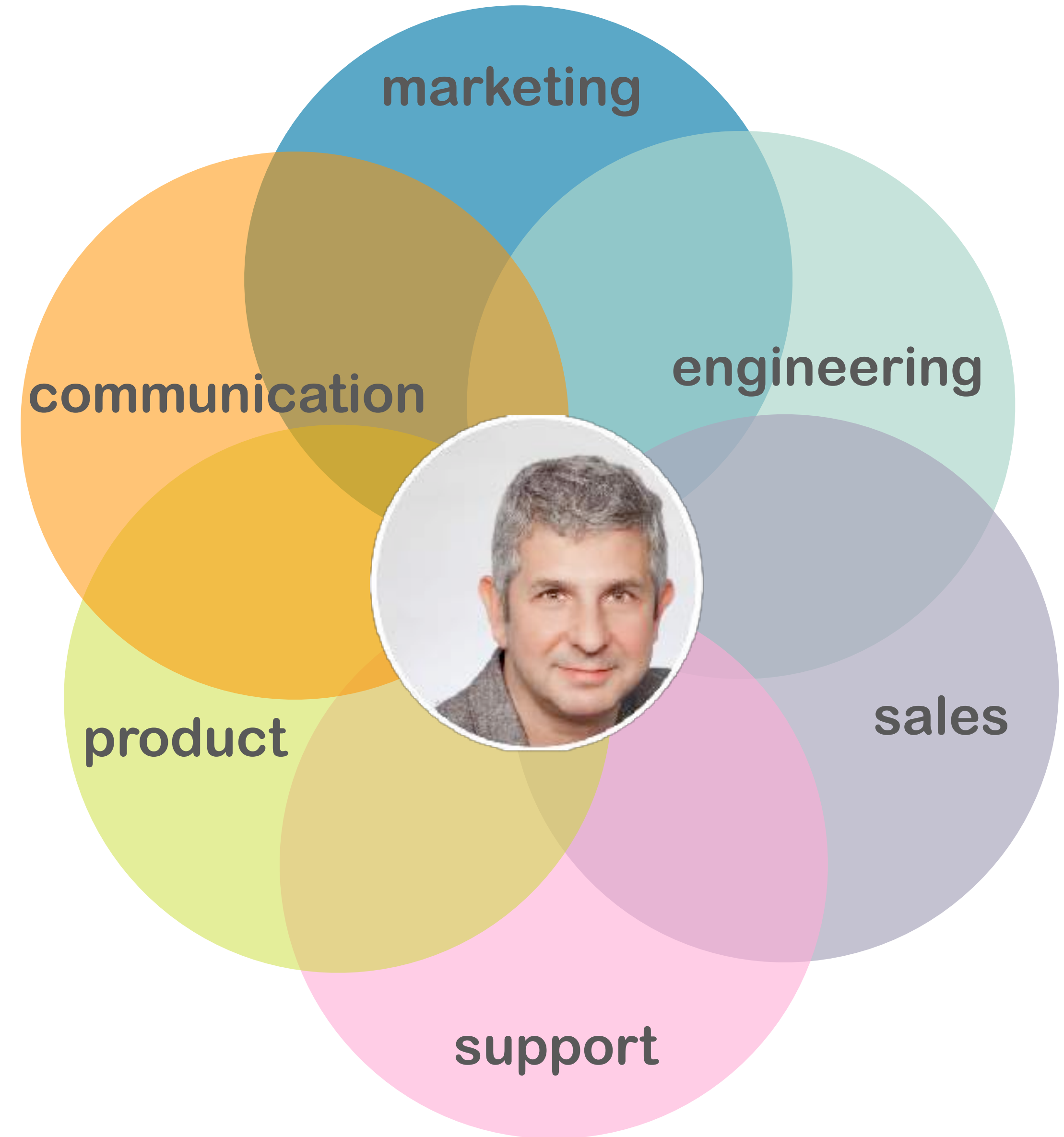


#DigitalMarketing





technology evangelist



technology evangelist

full stack marketer

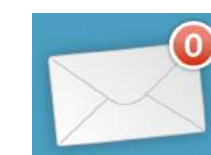
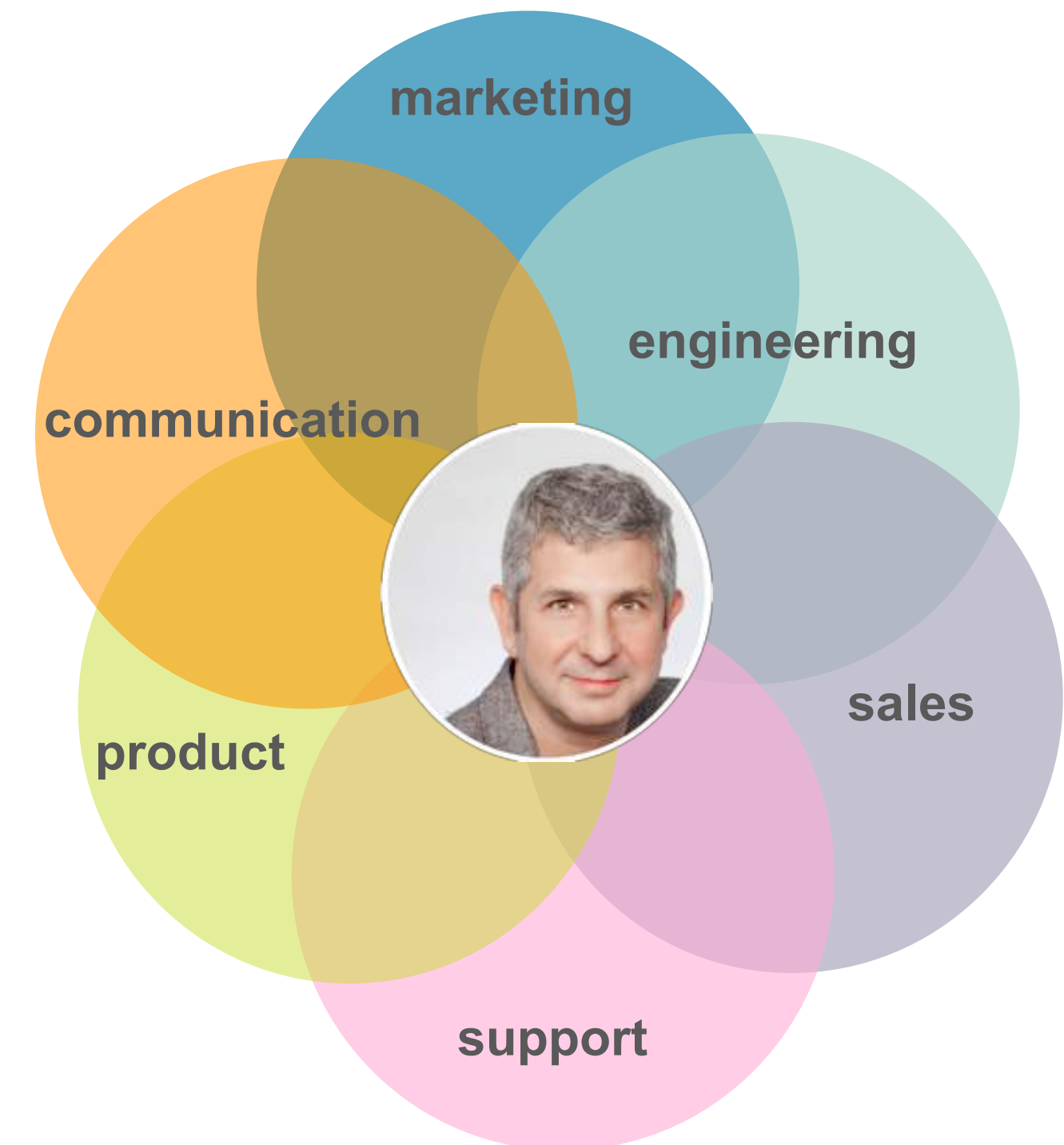
CDDO: chief digital/data officer

DPO: Data Protection Officer

expert **learn marketing, CMI, marcom**

everyday writing, coding & programming

entrepreneur / consultant



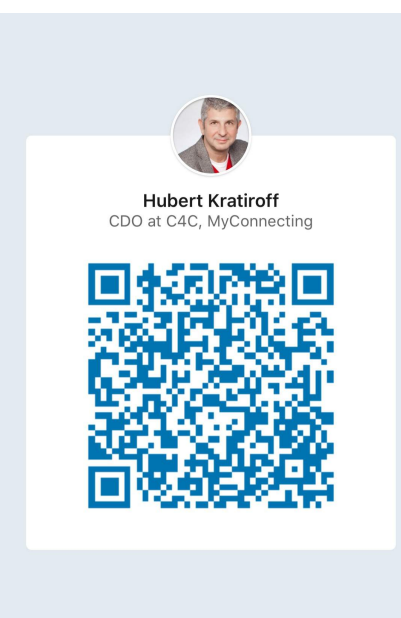
hubert@kratiroff.com



@kratiroff



linkedin.com/in/kratiroff





tout
sur
le
marketing
.com/ESG

ou recherche
Google
«ESG digital
marketing»



Hubert Kratiroff

CDO at C4C, MyConnecting





Hubert Kratiroff 

France



Scan the QR code to add me on WeChat

TOOLS

Les acronymes du marketing moderne



Toute spécialité a son jargon, en attendant un vrai lexique, voici 250 acronymes – pas tous pertinents - du marketing digital... qui est le marketing de tous les jours ! Et même si vous pensez, comme Elon* que ASS (acronyms seriously suck), sachez que TAWYVG (Totally Agree With You Guys), mais c'est le langage des entreprises ! Bonne lecture (au moins utile)

* mail de Elon Musk à ses équipes en 2010 (Tesla, SpaceX, SolarCity, Boring and previously PayPal co-founder)

AAA: Average active sessions	BOFU: Bottom Of Funnel (cf. ToFu)	CPA: collective performance et acquisition
AAID: Android Advertising IDentity	BPM: Business Process Management	CPA : Cost per action (or acquisition)
AARRR: Acquisition, Activation, Retention, Referral, Revenue	BR: bounce rate (visite limitée à une seule page ou non réception d'un email)	CPC : Cost per click: amount of money required to produce a single click (or Cost-per-Customer)
ABC: Always Be Closing	BRICS: 5 countries competing with Triade and N-11	CPCV: Cost per completed view (CPCV = Cost + Completed Views)
ABM : Account Based Marketing	BTC: BitCoin (XBT)	CPL: Cost per lead
ABT: AB testing	BTF: Below the fold (en dessous du pli, donc invisible ; cf. ATF)	CPM : Cost per thousand (mille)
ACSEL: Association pour commerce et services en ligne (ADEN: Association De l'Économie Numérique)	BTL: below the line (cf. ATL & hors media)	CPT: Cost-per-Transaction
ADEX: Ad Exchange plateforme	BtoG: business to Government	CPV: Cost per view (see also PPV)
AdTech : Advertising Technology (cf. MarTech)	BtoR : Business to Retail	CR: Conversion rate
ADX: Google DoubleClick Ad Exchange plateforme	BYOD: Bring your own device (cf. CYOD)	CRM: Customer relationship management
AIDA: Attention Interest Desire Action "First Purchase Funnel"	CAC : Customer Acquisition Cost (ou cycle d'activité client ancêtre du parcours client)	CRO : Conversion rate optimization
AMA: Ask Me Anything	CAD: communication audiovisuelle dynamique (cf. DOOH & digital signage)	CSAT : Customer Satisfaction Score
AMP : Accelerated Mobile Pages de Google	CCO: Chief Customer Officer	CSR: Corporate social responsibility (RSE)
APP: Application (a program designed to run on mobile devices)	CCU cf. UCC	CSS: Cascading Style Sheets
API : Application program interface (cf. MtoM)	CDC: Cahier des Charges	CTA : Call to action
AR : Augmented Reality (ou RA)	CDJ: customer digital Journey	CtoB: Customer to Business (cf. UGC)
ARPU : Average revenu per user	CDO : Chief Digital Officer (ou Chief Data Officer)	CtoC: Customer to Customer
ARR: average recurring revenu (or annual)	CDN: content delivery network / réseau de diffusion de contenu (AKAMAI)	CTR: Click Through rate (number of click on an item/link)
ASO : App Store Optimization (cf. Search)	CDP: Customer Data Platform (It's more than a DMP and CRM)	CX : Customer experience (including UX)
ASF: Apache Software Foundation	CEM: Customer Experience Management	CYOD: Choose Your Own Device (cf. BYOD)
ASP: Application service provider	CES : Customer Effort Score	D3.js: cf. DDD
AssurTech cf. insurtech	CGI: Computer-generated Imagery	DAO: Decentralized Autonomous Organization (holacratie)
AtAwAd: Anytime Anywhere Anydevice	CHO: Chief Happiness Officer	DDD: Data Driven Document
AtAwAdAc: AtAwAd + AnyContent	CLI: command line interface	DDDM: data-driven decision management
ATF: Above the fold (au dessus du pli, donc visible ; cf. BTF)	CLV: Customer lifetime value	DDS: data-driven strategy
ATL: above the line (cf. BTL & media)	CM: Community Manager	DL: Digital Learning
AWD: Adaptive web design (cf. RWD)	CMI: Communication Marketing intégrée (IMC)	DM: Direct mail or Direct message sur Twitter
BAT(X) : Baidu Alibaba Tencent Xiaomi (vs. GAFA)	CMO: Chief Marketing Officer	DMExCo: Digital marketing exposition and conference (Cologne, DE)
BANT formula: Budget, Authority, Need, Timeline (developed by IBM)	CMS : Content management system	DMP : Data management platform
BAU: Business As Usual	CNIL: Commission Nationale Informatique et Liberté (cf. RGPD)	DNS: Domain name system (cf. ICANN & registrar)
BI : Business Intelligence	COOC: Corporate Open Online Course	DNVB: Digital Native Vertical Brand
BMG: Business Model Generation by Alex Osterwalder	COS: Cost Of Sale	DOOH: Digital Out Of Home (Digital Signage)
BOB: Best of Breed		DL: Deep Learning

cycle

A stylized logo consisting of a large, white, rounded 'C' shape on the left, followed by a white square frame on the right. Inside the square frame, there is a smaller, white, rounded 'M' shape. The entire logo is centered within a large white circle on a dark purple background.

#digitalmindset

LEÇON INAUGURALE D'ÉCONOMIE NUMÉRIQUE



1

Marketing Moderne



Méfiez-vous des ~~recettes~~ des années 60

- ☐ 4P
- ☐ 5B de Kepner : **BON** -
produit prix endroit moment quantité
- ☐ SWOT
- ☐ cognitif / conatif / affectif
- ☐ SONCAS
- ☐ AIDA
- ☐ ...



~~MAP~~



M3 Modern Marketing Model

1. Strategy
2. Market Orientation
3. Customer insight
4. Brand & Value
5. Segmentation Targeting
6. Positioning
7. UX / CX & content
8. Distribution
9. Promotion
10. Data and Measurement

sources :

HBR + HBS
ADETEM + AACCC + UDA
iab

e-consultancy

e-marketer



~~SWOT~~

WUCA

VUCA

HBR 2014

+

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.

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

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.

—

HOW MUCH DO YOU KNOW ABOUT THE SITUATION?

+

VUCA : NIKE with colin kaepernick



Believe in something.
Even if it means sacrificing everything.

 Just do it.

VUCA

VOLATILITY

Equity, bond and currency market volatility; the lack of stability and predictability.

UNCERTAINTY

The potential change in the inflation index calculation, the potential switch to "smoothing" for pension funds calculating their recovery plan; the lack of ability to foresee what major changes might come.

COMPLEXITY

In understanding these financial markets in the era of the "new normal". The proliferation and increasing complexity of new financial instruments and regulation to deal with increasingly complex markets, moving in ways experts have never seen before.

AMBIGUITY

The resulting feeling. Is this the great rotation from bonds to equities? Or will bond yields stay low for longer? What is the best course of action?



meeting
needs
profitably

Philip Kotler

(2006 12^{ème} édition de Mkt Mgt)

The best marketing strategy ever :

« CARE »

Gary Vaynerchuk

Stop selling. Start helping

Zig Ziglar

“

MARKETING
IS NO LONGER ABOUT
the stuff you make

BUT ABOUT THE
STORIES
you tell.

”

– Seth Godin

“Créer de la
valeur pour le
client, l'écosystème
et l'entreprise”



your
happiness
is my
business

Aphorisme de Hubert Kratiroff



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Marketing

From Wikipedia, the free encyclopedia

For the magazine entitled "Marketing", see [Marketing \(magazine\)](#).

"Next big thing" redirects here. For the Vince Gill album, see [Next Big Thing \(album\)](#).



This article may require cleanup to meet Wikipedia's quality standards.

Please discuss this issue on the [talk page](#) or [replace this tag with a more specific message](#).

This article has been tagged since June 2007.

Marketing is the process or act of making products appeal to a certain demographic, or to a consumer.

Contents [[show](#)]

Introduction

A market-focused, or customer-focused, organization first determines what its potential customers desire, and then builds the [product](#) or [service](#). Marketing theory and practice is justified in the belief that [customers](#) use a product/service because they have a need, or because a product/service provides a perceived benefit.

Two major factors of marketing are the recruitment of new customers (acquisition) and the retention and expansion of relationships with existing customers (base management).

Once a marketer has converted the prospective buyer, base management marketing takes over. The process for base management shifts the marketer to building a relationship, nurturing the links, enhancing the benefits that sold the buyer in the first place, and improving the product/service continuously to protect the business from competitive encroachments.

Marketing methods are informed by many of the [social sciences](#), particularly [psychology](#), [sociology](#), and [economics](#). [Anthropology](#) is also a small, but growing, influence. Market research underpins these activities. Through advertising, it is also related to many of the [creative arts](#).

For a marketing plan to be successful, the mix of the four "Ps" must reflect the wants and desires of the [consumers](#) in the target market. Trying to convince a market segment to buy something they don't want is extremely expensive and seldom successful. Marketers depend on [marketing research](#), both formal and informal, to determine what consumers want and what they are willing to pay for it. Marketers hope that this process will give them a sustainable competitive advantage. Marketing management is the practical application of this process. The offer is also an important addition to the 4P's theory.

Within most organisations, the activities encompassed by the marketing function are led by a Vice President or Director of Marketing. A growing number of organizations, especially large US companies, have a Chief Marketing Officer position, reporting to the Chief Executive Officer.

The American Marketing Association (AMA) states, "Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives".

Marketing is a wide and heavily interconnected subject with extensive publications. It is also an area of activity infamous for re-inventing itself and its vocabulary according to the times and the culture. As a result, much continued work is required to improve the quality, usefulness and usability of the (this) Wikipedia description.

The Different Schools, Theories, Practices and Views of Marketing

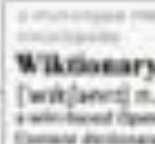
Much of the rest of this document **Marketing** is currently concerned with a (particular) Deconstruction of the [Subject](#) into a usable and comprehensive [encyclopedia](#) entry. That does not imply that the current description is necessarily consistent or complete.

In order to properly understand and communicate this (vast) subject, an effective [Metalanguage](#) must emerge from within these [Wikipedia](#) pages. To that end, it is suggested that this document should be augmented with the following subject entries & / or references, as they pertain to a description of **Marketing**: In due course, these should appear in the content section above, where they are not already (most important ones *d).

- [Perspective \(marketing\)](#)
- [Context \(marketing\)](#)
- [Culture \(marketing\)](#)
- [Technology \(marketing\)](#)
- [Concept \(marketing\)](#) - *

 Wikibooks has more about this subject:
[Marketing](#)

[\[edit\]](#)

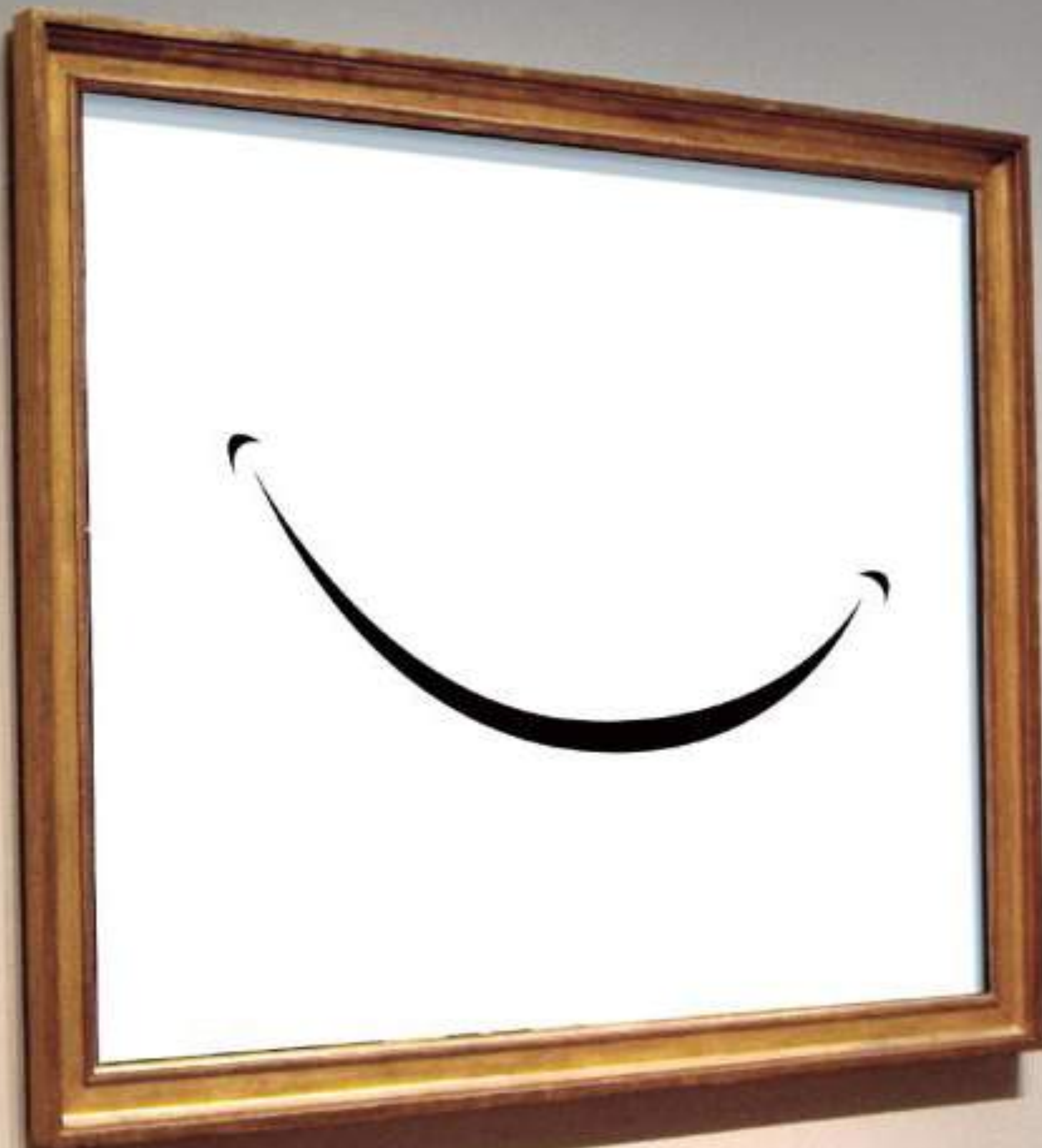
 Look up *marketing* in Wiktionary, the free dictionary.

[\[edit\]](#)

« Transformer la
satisfaction des clients
en profit pour
l'entreprise »

*Hubert Kratiroff
(2004 Chef de Produit)*







Satisfaction vs. Profit



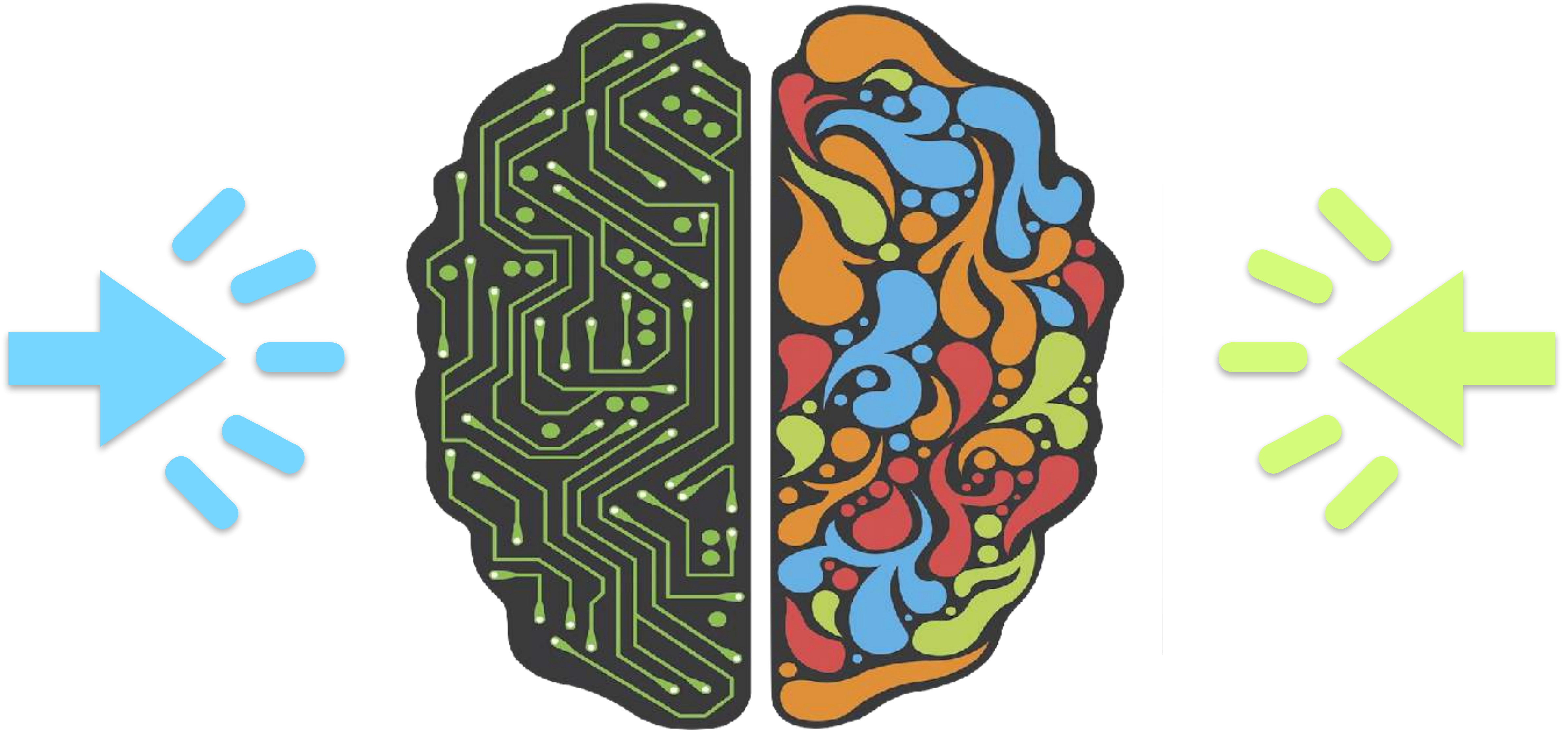
PROFIT : 10 types / fréquents

SATISFACTION : 2 types / rares

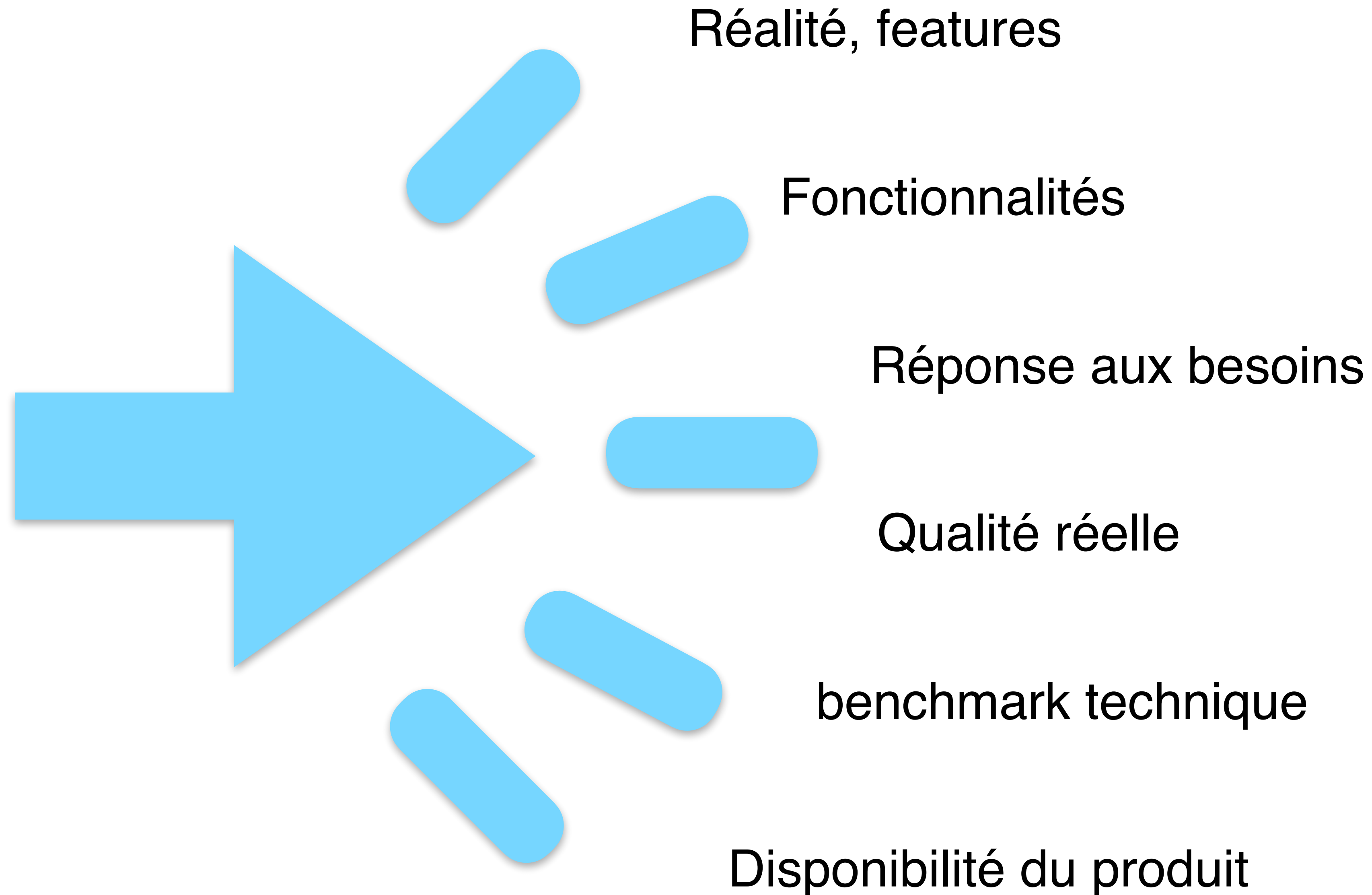
Objective : features

Subjective : insight

Satisfaction objective / subjective

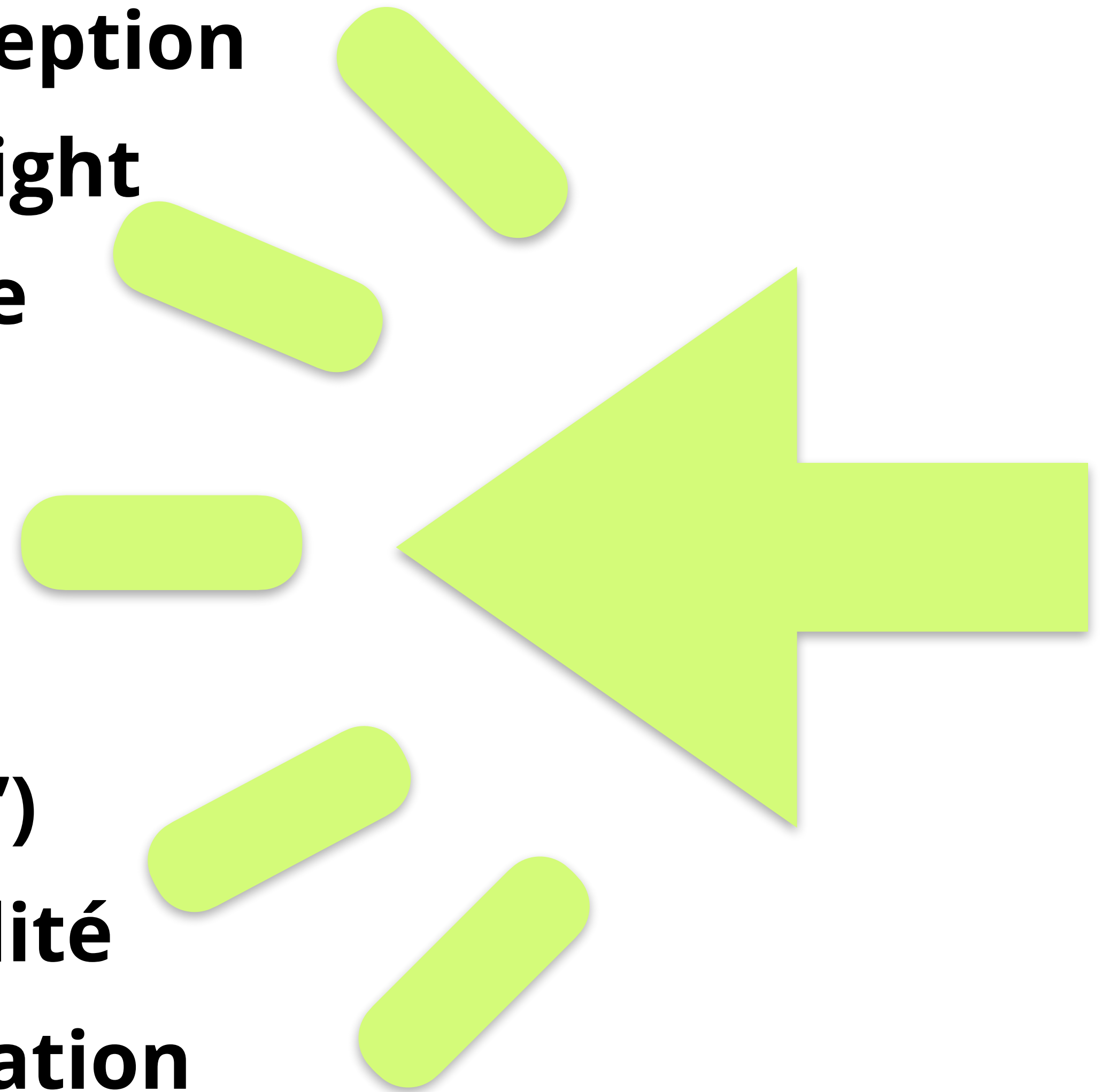


Satisfaction objective (cerveau gauche)



Satisfaction subjective (cerveau droit)

Perception
Insight
Image
Notoriété
Qualité perçue
Perception du prix
Appartenance (sentiment d')
Buzz/viralité
Recommandation
Réponse aux attentes et motivations





Deux types de satisfaction

2 satisfactions à mesurer mensuellement

Objective (réalité, features)

Fonctionnalités, réponse aux besoins

Qualité réelle, benchmark technique

Disponibilité du produit, prix

Subjective (perception, insight)

Image, notoriété

Qualité perçue, perception du prix

Appartenance (sentiment d')

Buzz, viralité, recommandation

Réponse aux attentes et motivations

économie vs. marketing

=

rationalité des agents

Amartya SEN

Nobel 1998 pour IDH



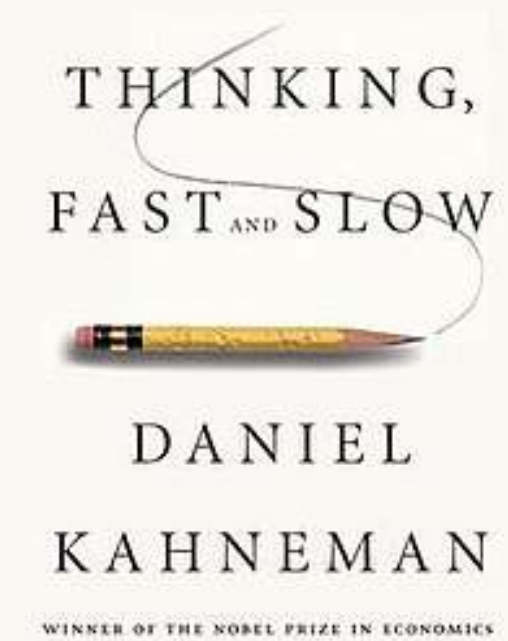
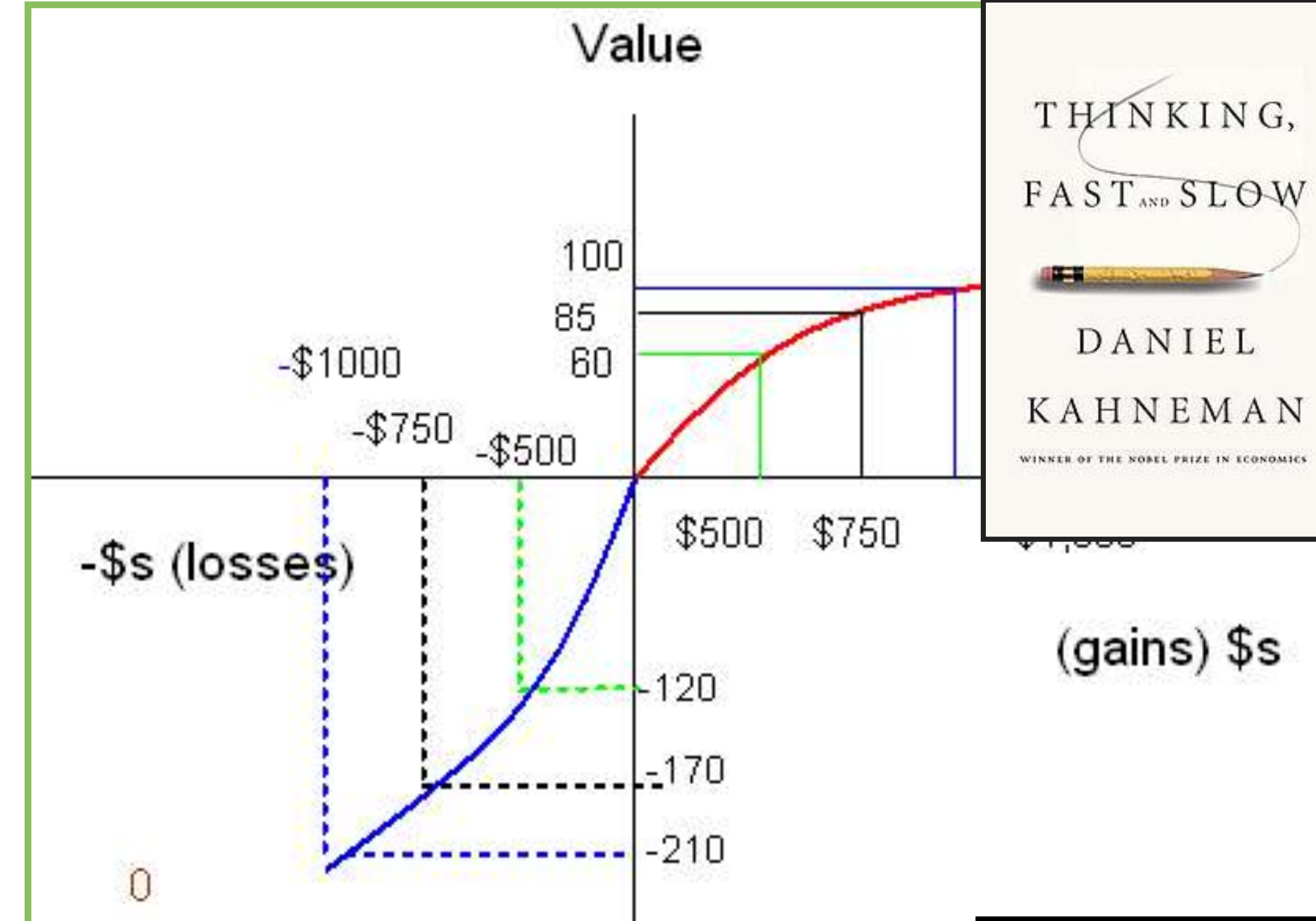
Jean Tirole

Nobel 2014 : régulation
et pouvoir de marché



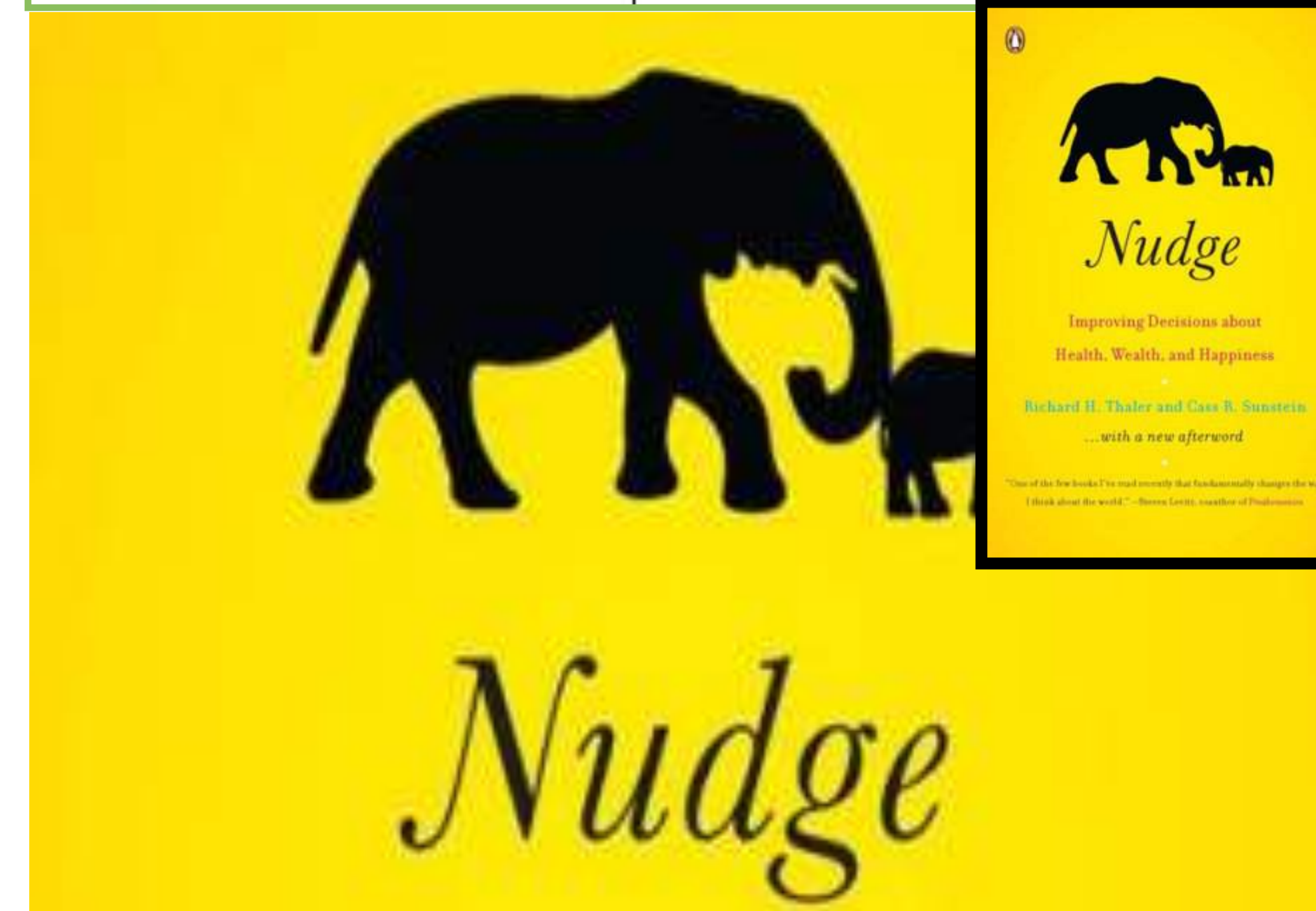
Daniel Kahneman

2002 Decision making under uncertainty



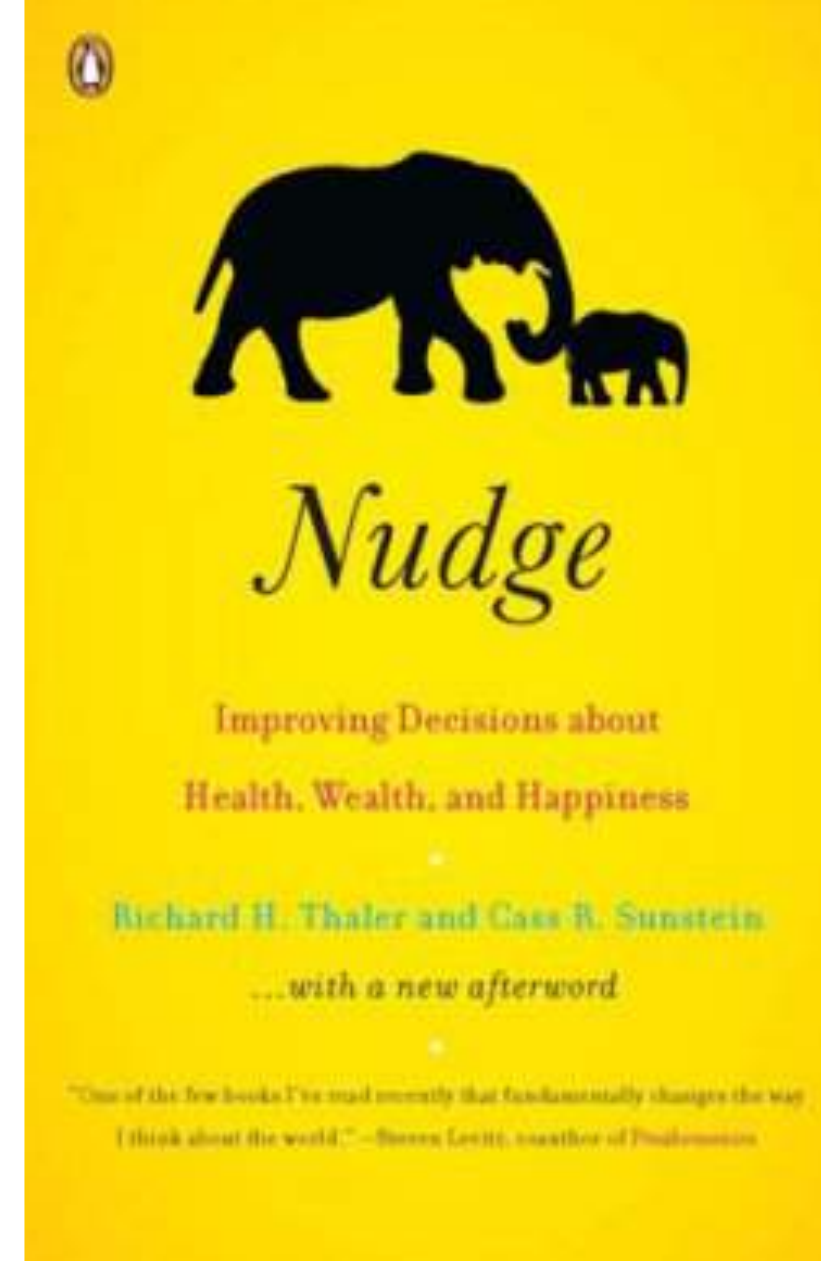
Richard Thaler

Nobel 2017 pour Nudge



Richard Thaler

Nobel 2017 pour Nudge



inciter sans que l'incitation soit perceptible :
sans contrainte ni récompense

~~TIME
=
MONEY~~

“

ATTENTION

=

MONEY

”

Économie de l'attention

Expectation economy

économie comportementale

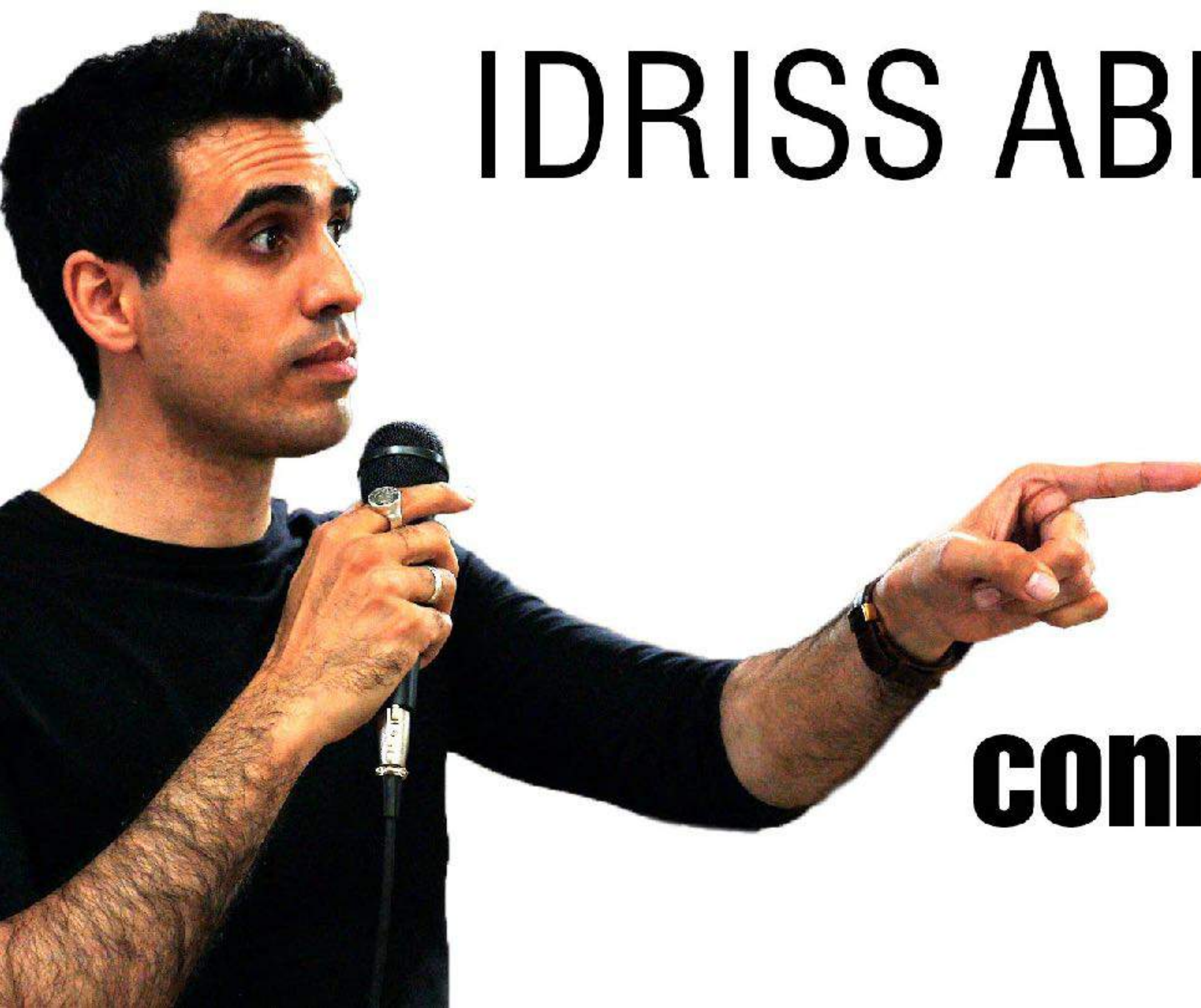
like

clic

engagement

RT (ReTweet)

nudge marketing

A photograph of Idriss Aberkane, a man with dark hair and a black t-shirt, speaking into a microphone and pointing his right index finger towards the text on the right. He is wearing a watch on his left wrist and a ring on his right hand.

IDRISS ABERKANE

**Économie
de la
connaissance**

VALEUR ECONOMIQUE

valeur d'usage

vs.

valeur d'échange

prix vs. valeur

Key TakeAways

ce qu'il faut retenir



INSPIRING IDEAS AND TALENT
TECHNOLOGY & INNOVATION

QrCode



**GRENOBLE
ECOLE DE
MANAGEMENT**

TECHNOLOGY & INNOVATION



ACT THINK IMPACT







WeChat



ACT THINK **IMPACT**



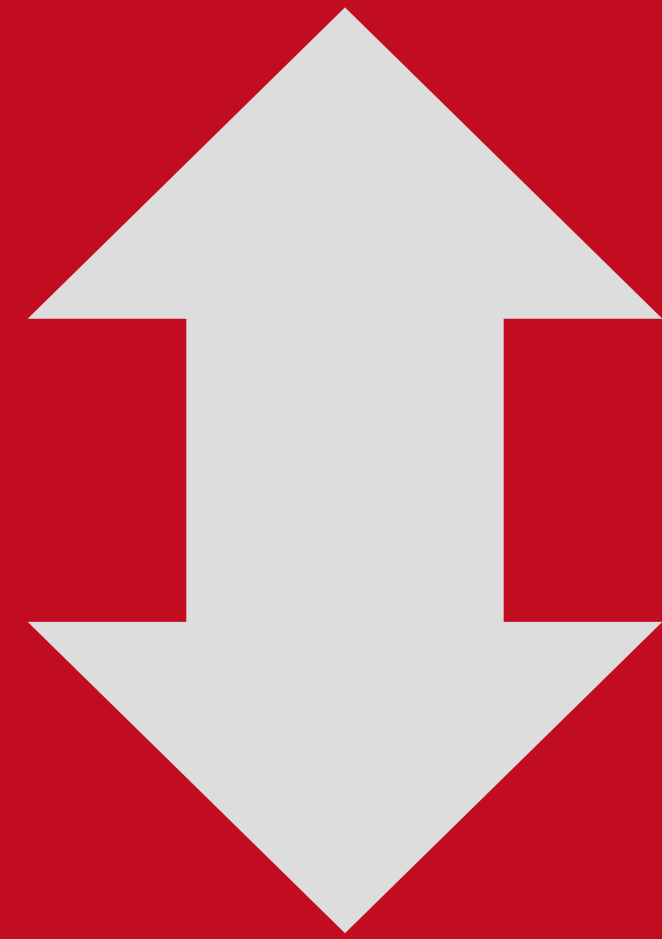
微信支付
WeChat Pay



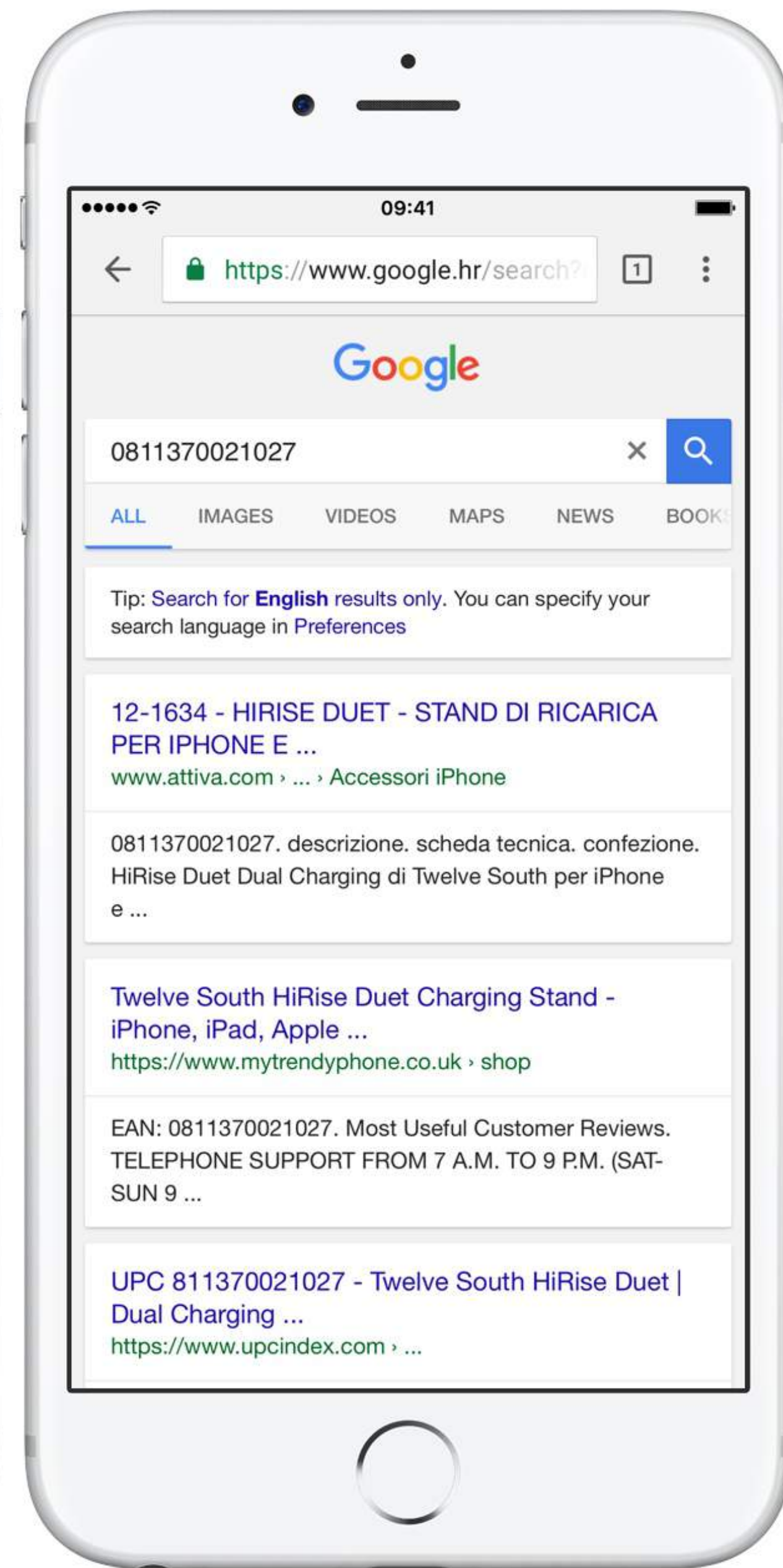
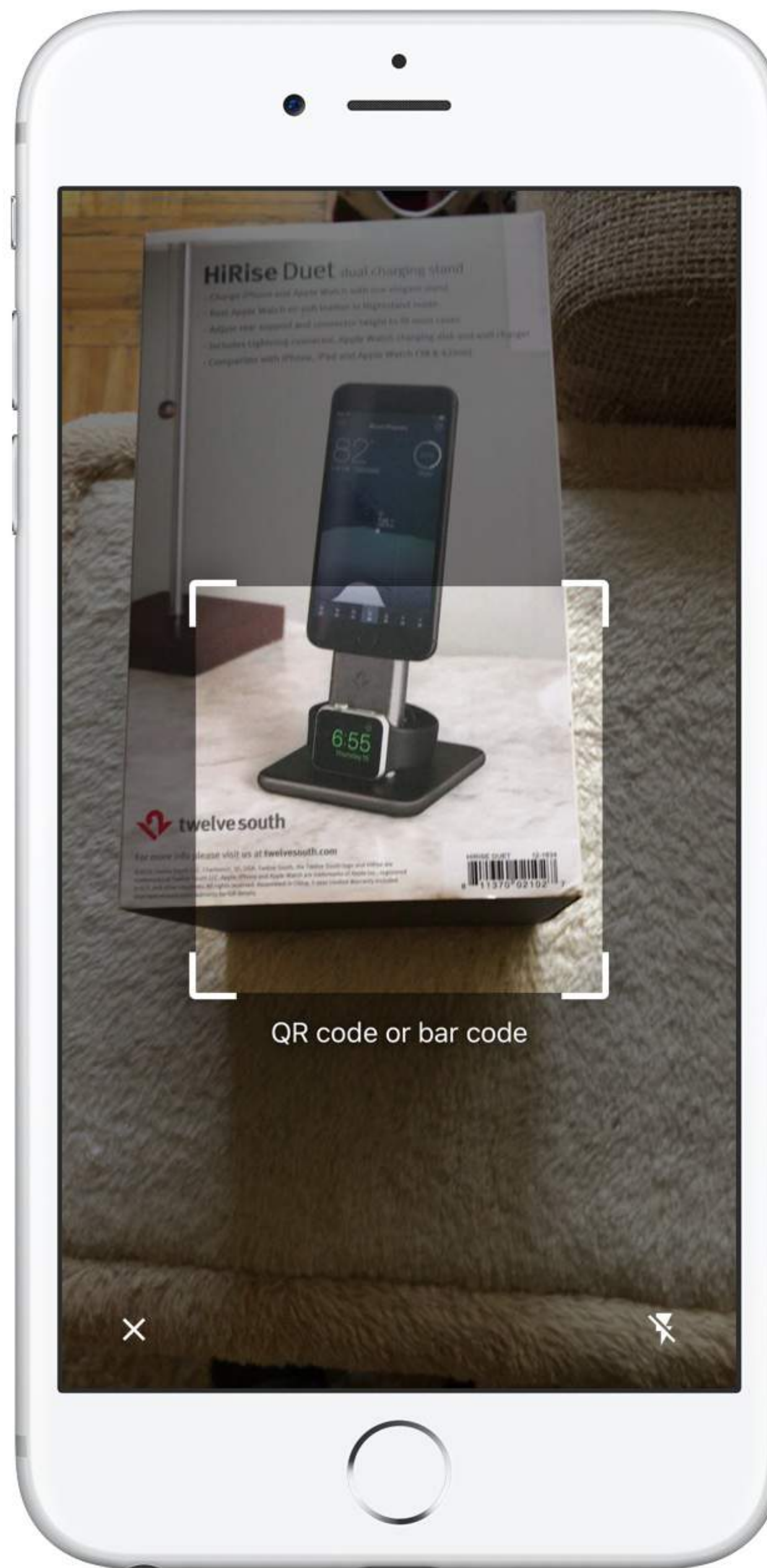
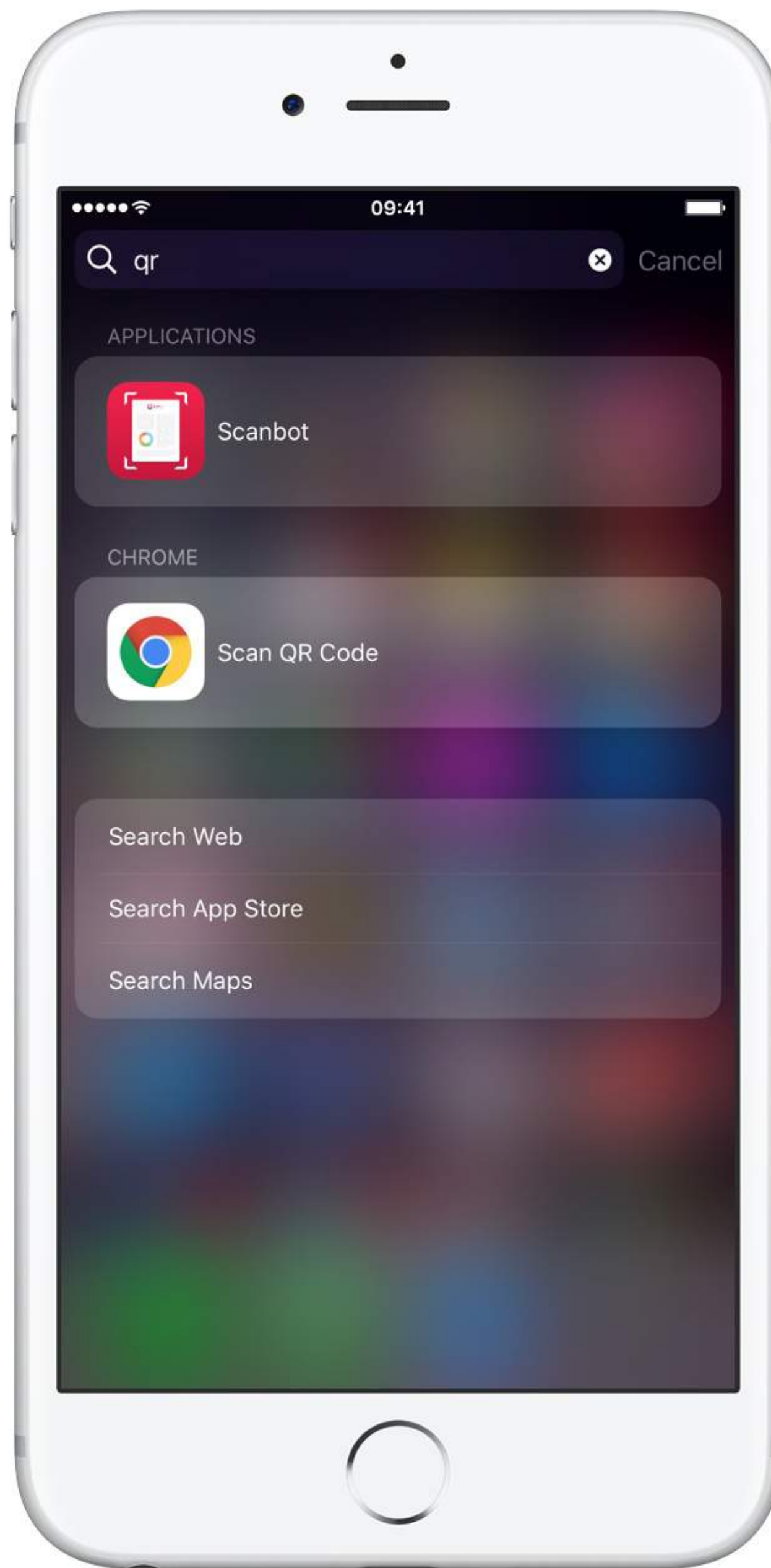
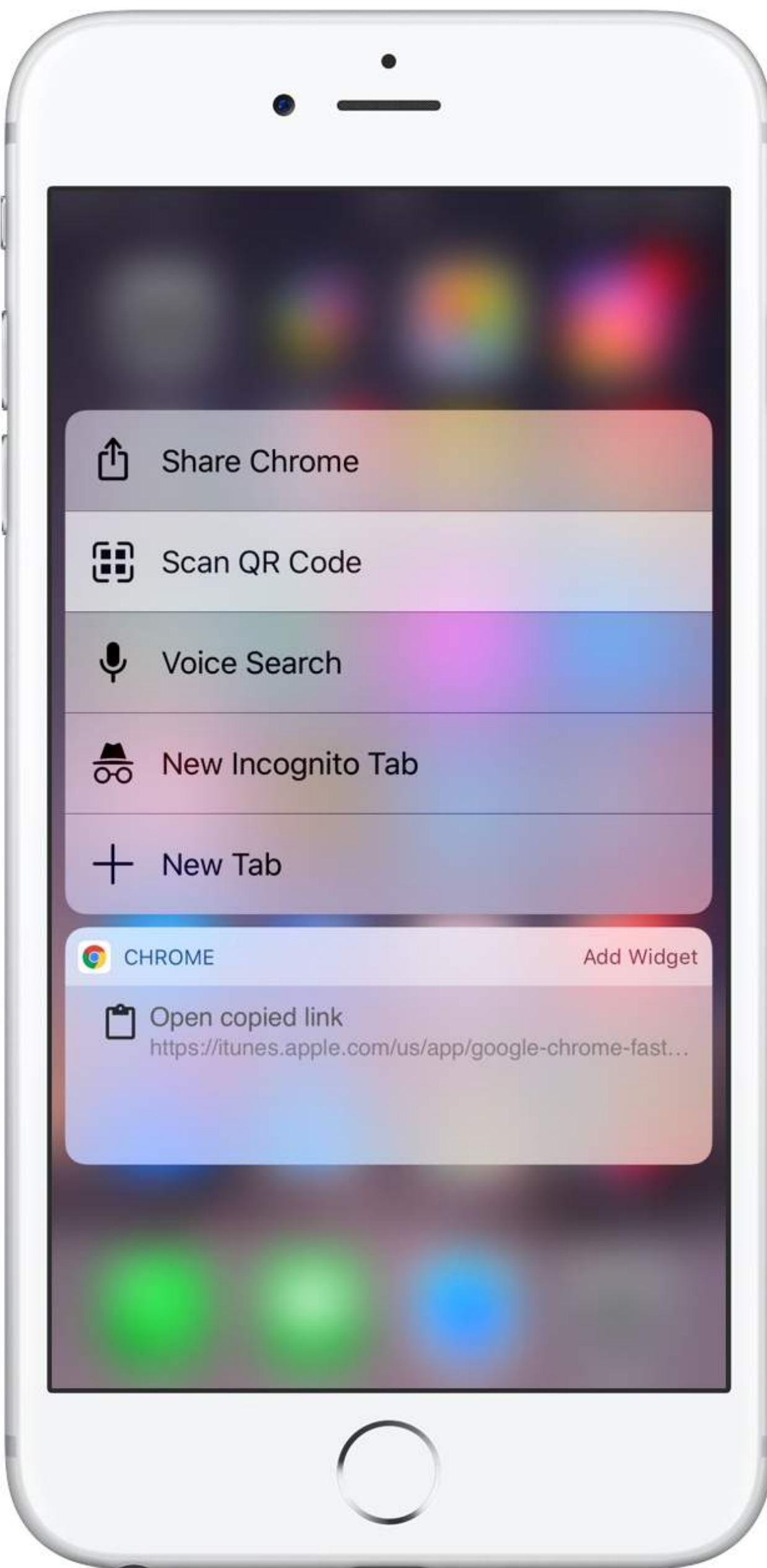
Tencent 腾讯

QrCode : phygital

Lien analogique/physique

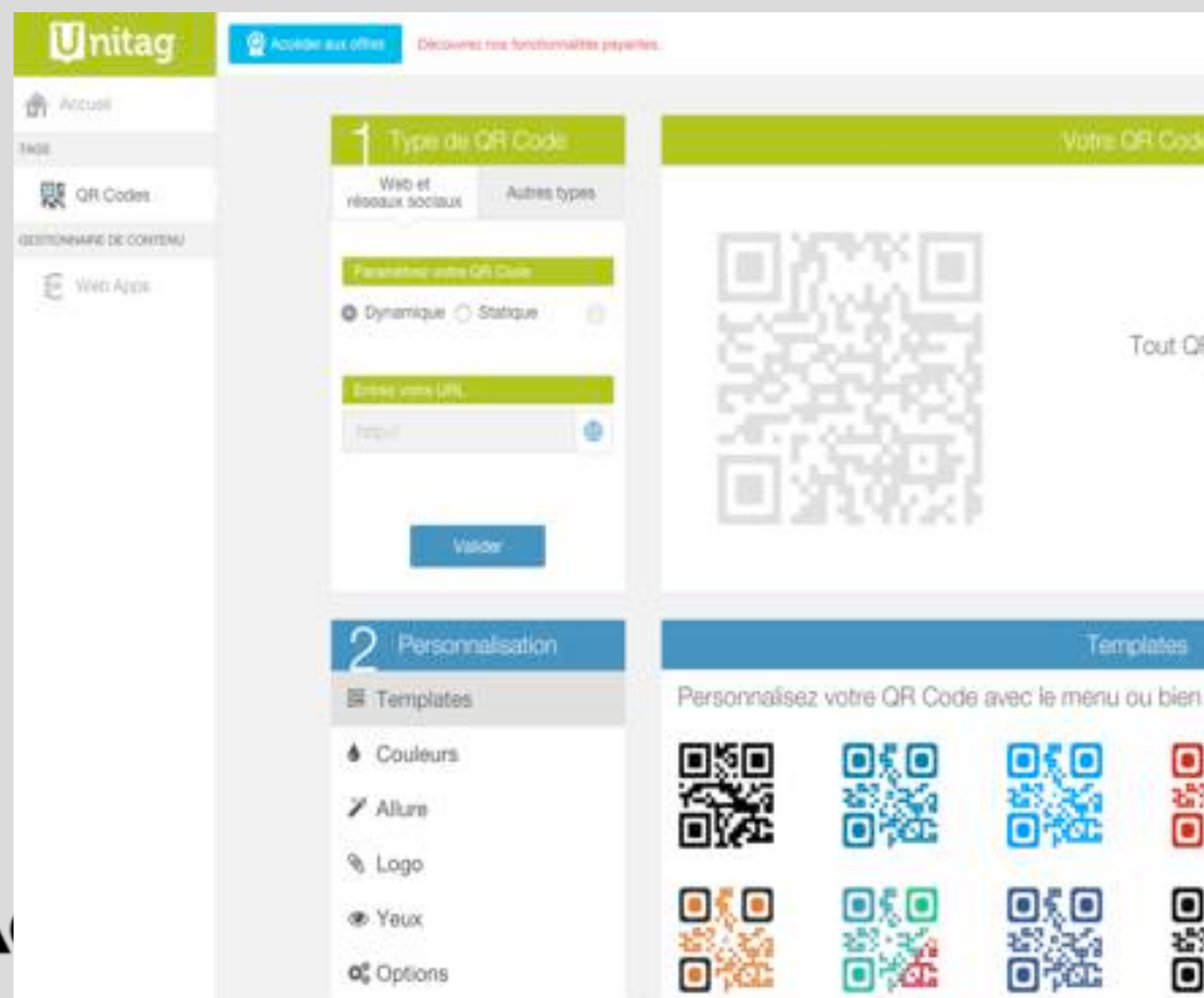


digital



1

UNITAG pour encoder avec action



2

UNITAG pour lire sur mobile



Générateur de QR Codes



Gratuit et immédiat



Personnalisation facile



Durée de vie illimitée

1

Type de QR Code

Web
& réseaux sociaux

Autres types

Entrez votre URL

VALIDER

Votre QR Code



Important

Tout QR Code n'est pas forcément lisible.
Testez votre QR Code en taille réelle avant toute utilisation.

TÉLÉCHARGER LE QR CODE

URL shortener

[LINK MANAGEMENT](#)[ENTERPRISE](#)[RESOURCES](#)[BLOG](#)[LOGIN](#)[SIGN UP](#)[GET ENTERPRISE](#)

HARNESS EVERY CLICK, TAP AND SWIPE.

Brand, track and optimize every touchpoint with Bitly, the world's leading link management platform. [Learn More →](#)

[SHORTEN](#)[GET STARTED FOR FREE](#)[or Go Beyond the Basics →](#)

ACTTHINK IMPACT

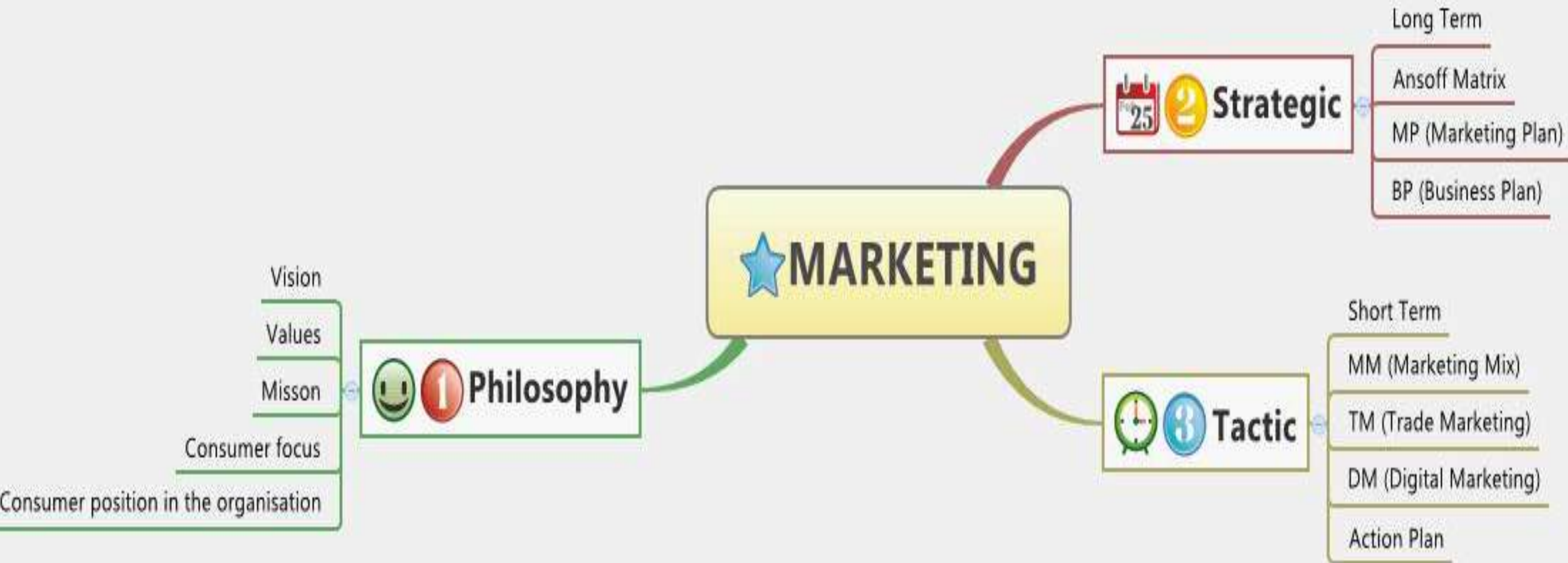
Décomposition du digital marketing



1 - Philosophique : vision

**2- Stratégique : long terme
projet / PM / BP**

**3- Opérationnelle : court terme
plan d'action / PAC / PAM**



Philosophique, stratégique et opérationnelle

1

La philosophie
Marketing / Business

Philosophie

1. **Consommateur au centre**
2. **Démocratie marketing**

consumer focus

customer obsession ()

Marketing

“Marketing is so basic that it cannot be considered a separate function...it is the whole business seen from the point of view of its final result, that is, from the customer's point of view.”

Peter Drucker

2

Marketing STRATÉGIQUE

Couple produit / marché

Fondamental du marketing

Sert de base à la matrice d'Ansoff

Sert de base au positionnement

Principe de la segmentation

Outil de réflexion universel

Décomposition stratégique d'Ansoff

Igor ANSOFF (1918-2002)
The new corporate strategy

Marchés
Existants
Nouveaux



Existants

Nouveaux

Produits



Marketing Opérationnel

=

3 x 6 moyens

3

MM

6

TM

6

DM

6

Marketing Opérationnel

18

Marketing Mix

- 1. Segmentation**
- 2. Produit**
- 3. Prix**
- 4. Publi-promotion (consommateur)**
- 5. Distribution**
- 6. Positionnement**

Trade marketing

- 1. CGV**
- 2. FDV**
- 3. EDI, SCM & LOGistique (process)**
- 4. COPromotion, comarketing, coadv**
- 5. LOBbying**
- 6. MERchandising**

Digital Marketing

- 1. Web Management**
- 2. Research / Data Analytics**
- 3. Référencement (SEARCH)**
- 4. e-marketing**
- 5. e-commerce**
- 6. e-publicité**

CMI



MARKETING 360°

outils | cibles

SALES + MARKETING =

SMARKETING.

SALES

- “simple-minded”
- “incompetent”
- “lazy”



MARKETING

- “arts and crafts”
- “academics”
- “irrelevant”





marketing d'influence

CONVERSATION MARKETING



**Discipline reine du
marketing :**

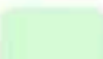
Positionnement

Digital Marketing

The Periodic Table of Content Marketing

An overview of the key elements of content marketing

1 Cs Content strategy	
2 Ar Article	10 Sh Slide show
3 V Video	11 Vi Visualisation
4 Im Image	12 Pr Press release
5 Ev Event	13 Wb Webinar
6 Gm Game	14 Ap App
7 To Tool	15 Eb Ebook
8 P Print	16 So Social
9 Ei E-learning	17 Em Email

 Strategy	 Platform	 Sharing Triggers
 Format	 Metrics	 Checklist
 Content Type	 Goals	

A seven-step guide to success

1. Take some time to define a **strategy**.
2. Figure out the **formats** you plan on using.
3. Think about the **content types** that will appeal to your audience. Do your research. Brainstorm ideas. Create.
4. Share your content across the key content distribution / social **platforms**.
5. Track the key **metrics**, and map these to your goals.
6. Be aware of the main sharing **triggers**. Be sure to work the emotions.
7. Always **double check** your work.

68 Pv Page views	70 Uv Unique visitors	84 Nv New visitors	91 Br Bounce rate	99 Tf Traffic
69 Nl New leads	77 Do Downloads	85 Cl Cost per lead	92 Kp Key pages	100 Le Leads
70 Bm Brand metrics	78 Rp Reputation metrics	86 Pm PR metrics	93 Dg Demographic metrics	101 Br Branding
63 Bl Blogs	71 Of Online media	79 Mi Microsite	87 Am Acquisition metrics	94 Rm Retention metrics
64 Fa Facebook	72 Li LinkedIn	80 Pi Pinterest	88 Is Instagram	95 Sc Search metrics
65 Vm Vimeo	73 Gp Google+	81 Fo Forums	89 Tu Tumblr	96 Nm New members
66 Ig Imgur	74 Vn Vine	82 Sl Slideshare	90 Fl Flickr	97 Sm Social metrics
67 Hn Hacker News	75 Ps Partner sites	83 Ad Advertising		98 Eg Engagement metrics
				105 En Engagement

107 Fu Funny	108 Sx Sexy	109 Sg Shocking	110 Mv Moving	111 Un Unbelievable	112 Cv Controversial	113 Co Cool	114 Ig Illuminating	115 Rd Random	116 Zg Zeitgeist	117 Aw Awe	118 Up Uplifting	119 Di Disgusting
120 Sq Search queries	121 Se Search optimisation	122 Ce Copy editing	123 Fm Formatting	124 Hd Headline optimisation	125 Tv Tone of voice	126 Gd Brand guidelines	127 Pe Plain English	128 Do Device optimisation	129 Fc Fact-checking	130 Cd Credit sources	131 Ct Calls to action	132 Fd Invite feedback



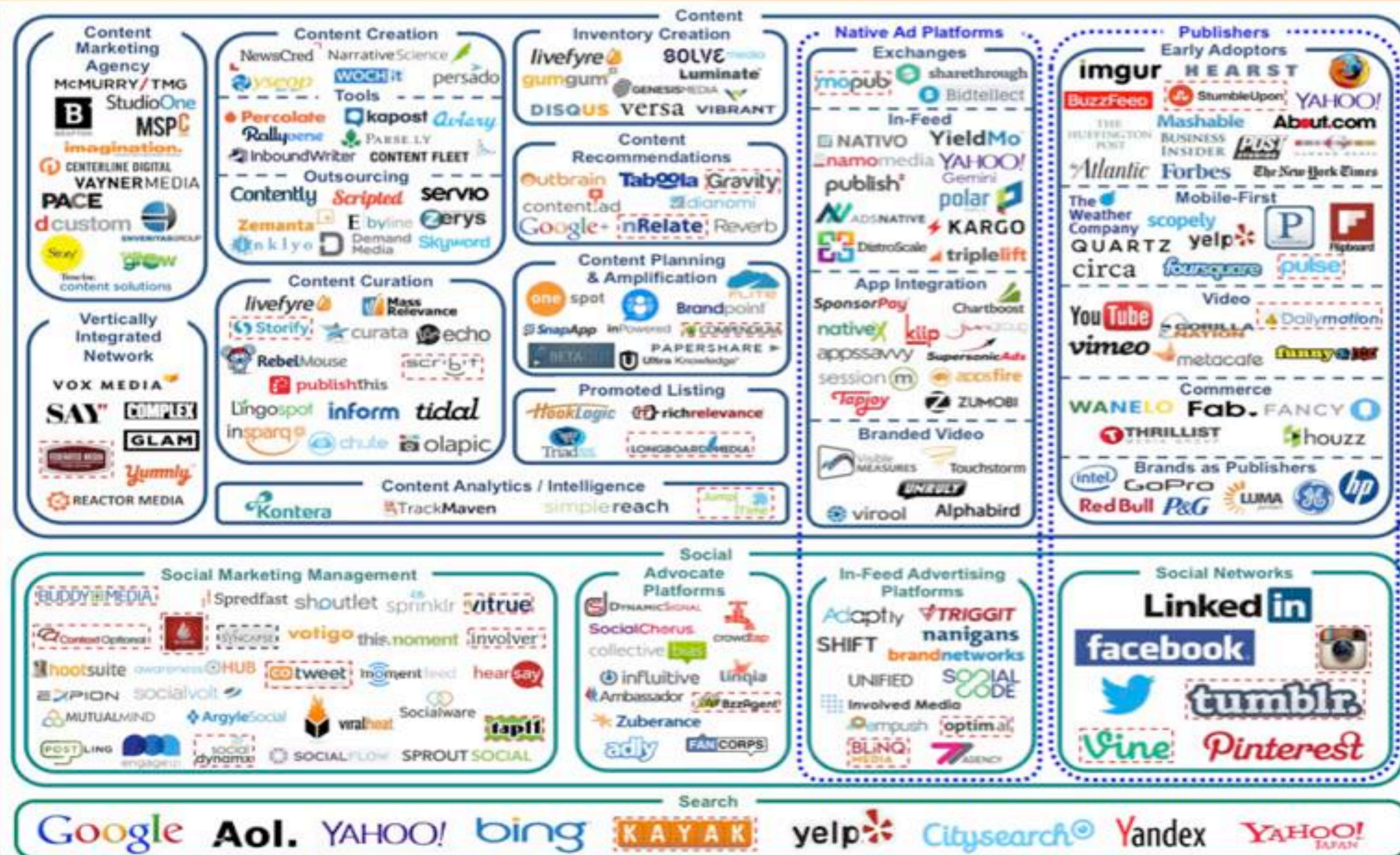
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Chris Lake (Glakey).

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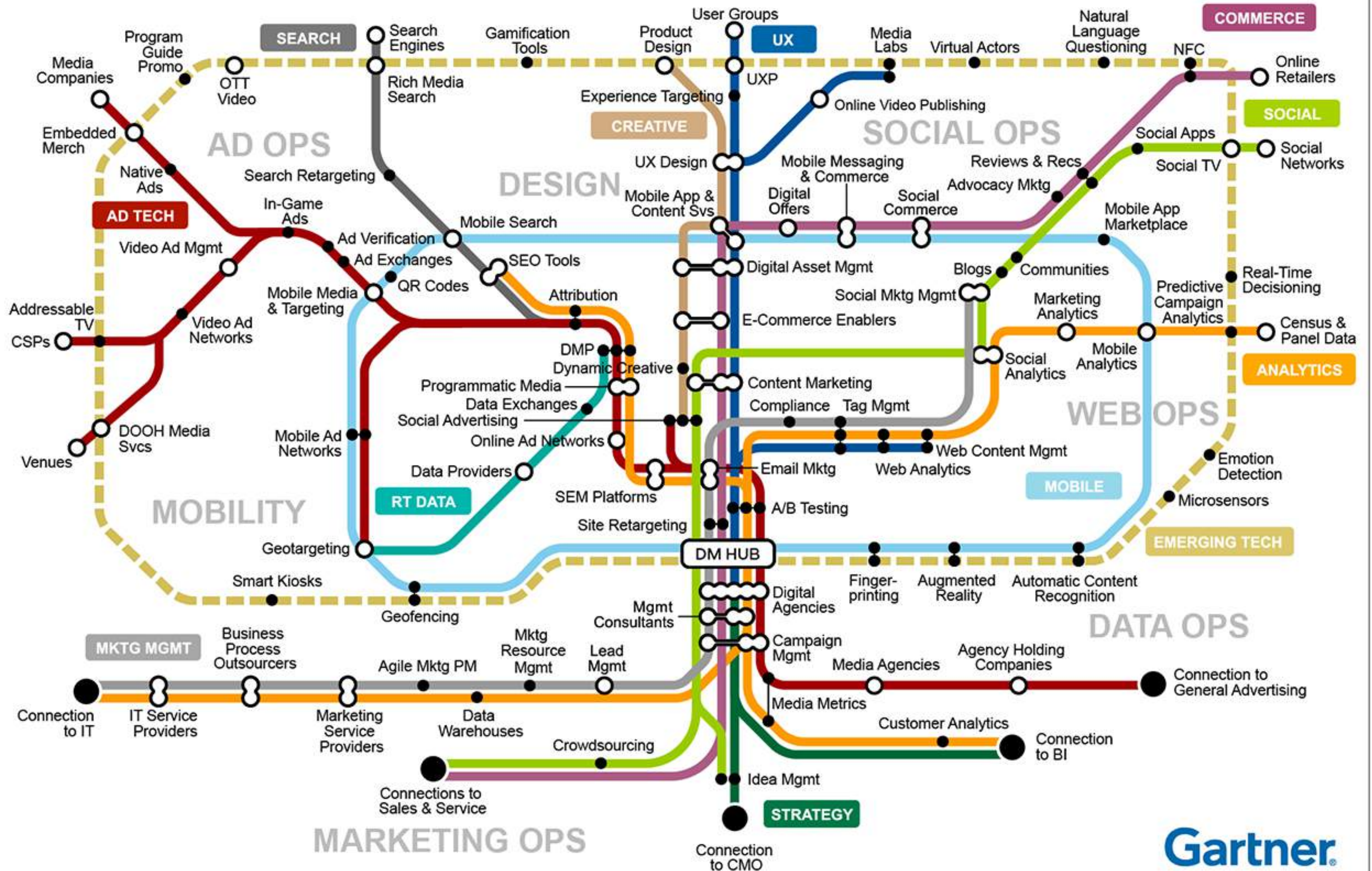
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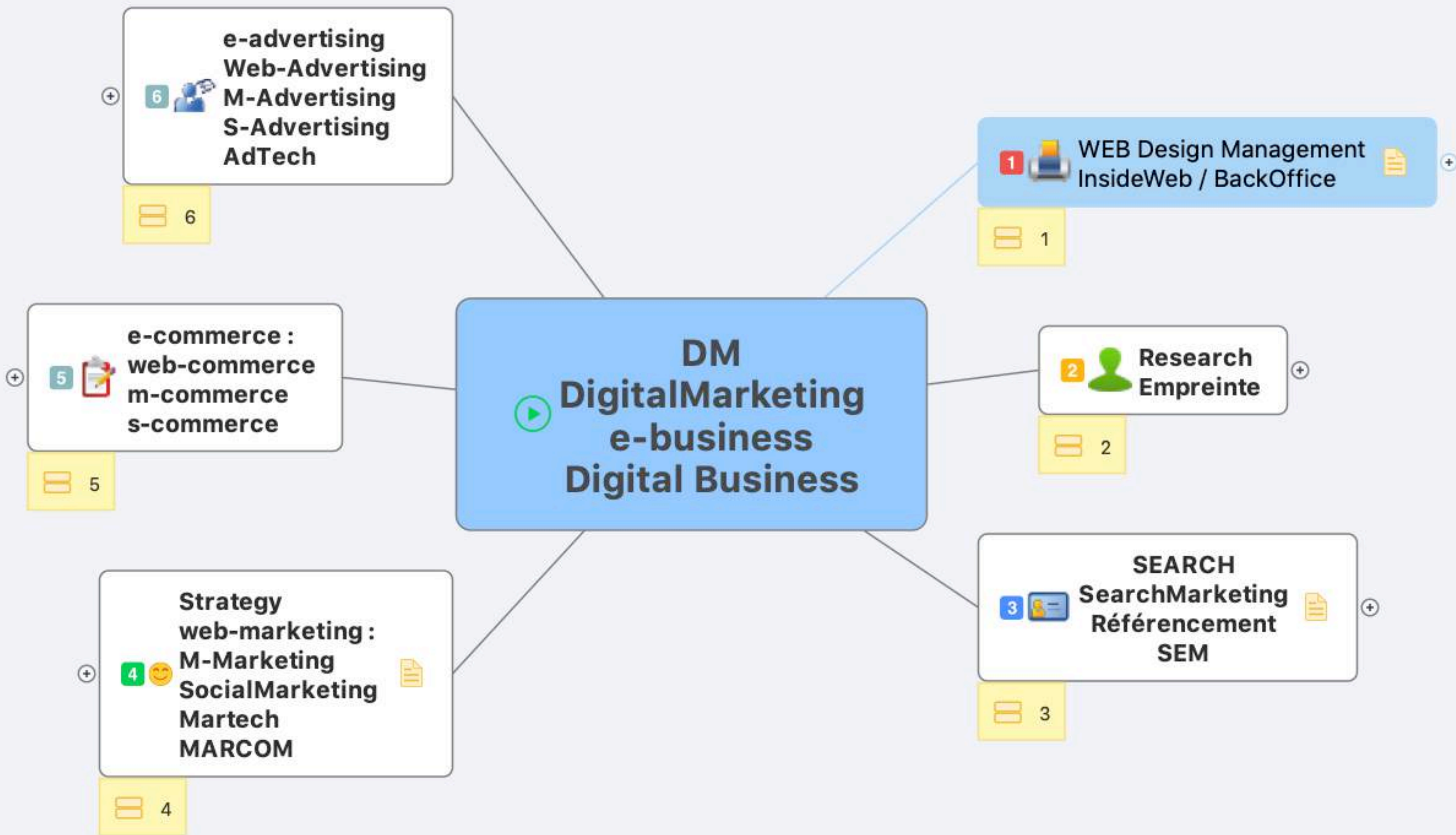
CONTENT MARKETING / NATIVE LUMAscape

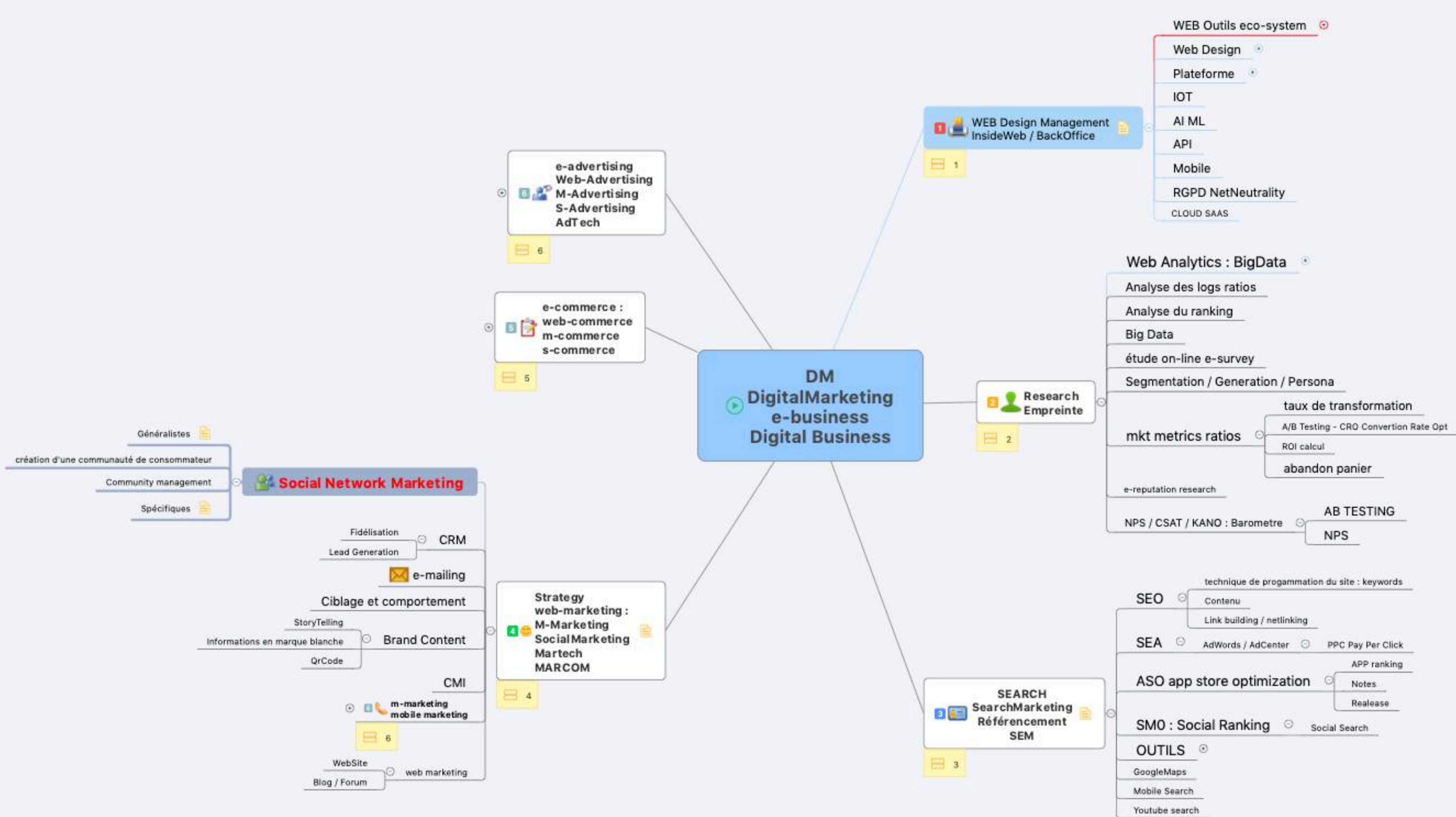
MARKETER



CONSUMER









XMind 8
The Most Popular Mind Mapping Tool

10th ANNIVERSARY
2006 - 2016

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 Edit PDF	 Word to PDF	 PDF to Word	 Merge PDF	 Split PDF	 Rotate PDF	 eSign PDF	 Unlock PDF

Quelques mots sur le B to ?

BtoB vs. BtoC

BtoA, BtoR

BtoRtoC,
BtoItoC,
BtoItoBtoRtoC

CtoC, CtoB

O2O

« la véritable
économie est la
consommation finale
des ménages, le
reste n'est que
variation de stock »

John Maynard Keynes

B2

		B	C	G	R	E	M
B		B2B	B2C	BtoG	BtoR	BtoE	
C		CtoB	CtoC	CtoG	CtoR	CtoE	
G		GtoB	GtoC	GtoG	GtoR	GtoE	
R		RtoB	RtoC	RtoG	RtoR	RtoE	
E		EtoB	EtoC	EtoG	EtoR	EtoE	EtoM
M		MtoB	MtoC		MtoR	MtoE	MtoM

Consumer to business : CtoB

User Content (UGC)

Consommateurs :
échange et recyclage
consomm'acteur
consomm'agent

Key TakeAways

ce qu'il faut retenir



1
4
3 x 6



TOOLS

Dessin d'un Mind Map

essai de classification de nouveaux éléments



XMind 8
The Most Popular Mind Mapping Tool

18th ANNIVERSARY
2006 - 2016

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MBAESG

#DigitalMarketing

social|data|mobile|code|startup|search

FIN