

MBAESG

#DigitalMarketing

social|data|mobile|code|startup|search

cycle



#digital**mindset**



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



UX
CX
EX

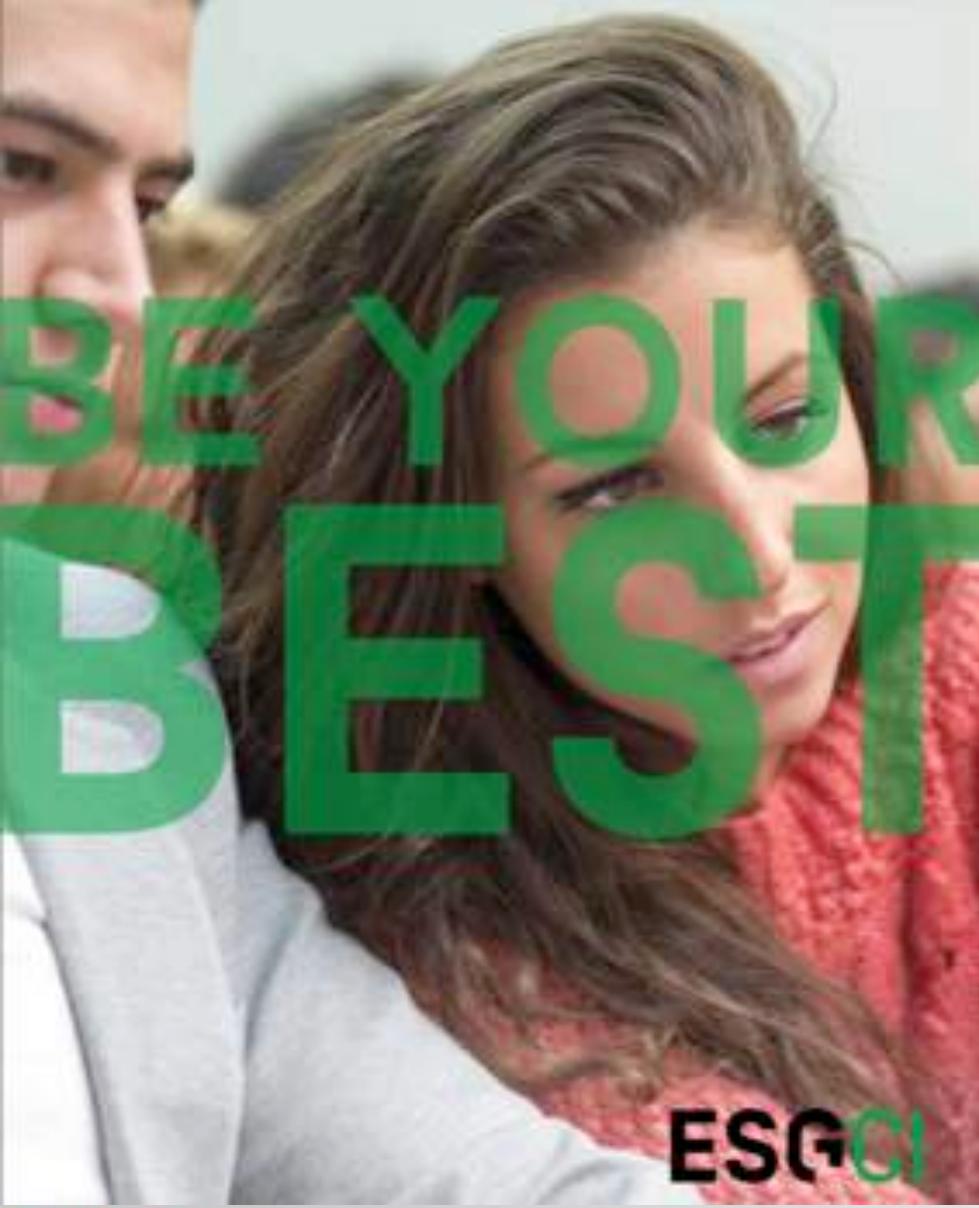
SX

k & QlxtxAt



$k = Qi \times t \times At$

$$k = 100 \times 90 \times 100$$



“ YOUR
HAPPINESS
IS MY
BUSINESS ”

hubert kratiroff

Notation

Contrôle continu sans rattrapage absence = 0

4 quiz papier

2 quiz online

1 note de classe

2 travaux de groupe cas

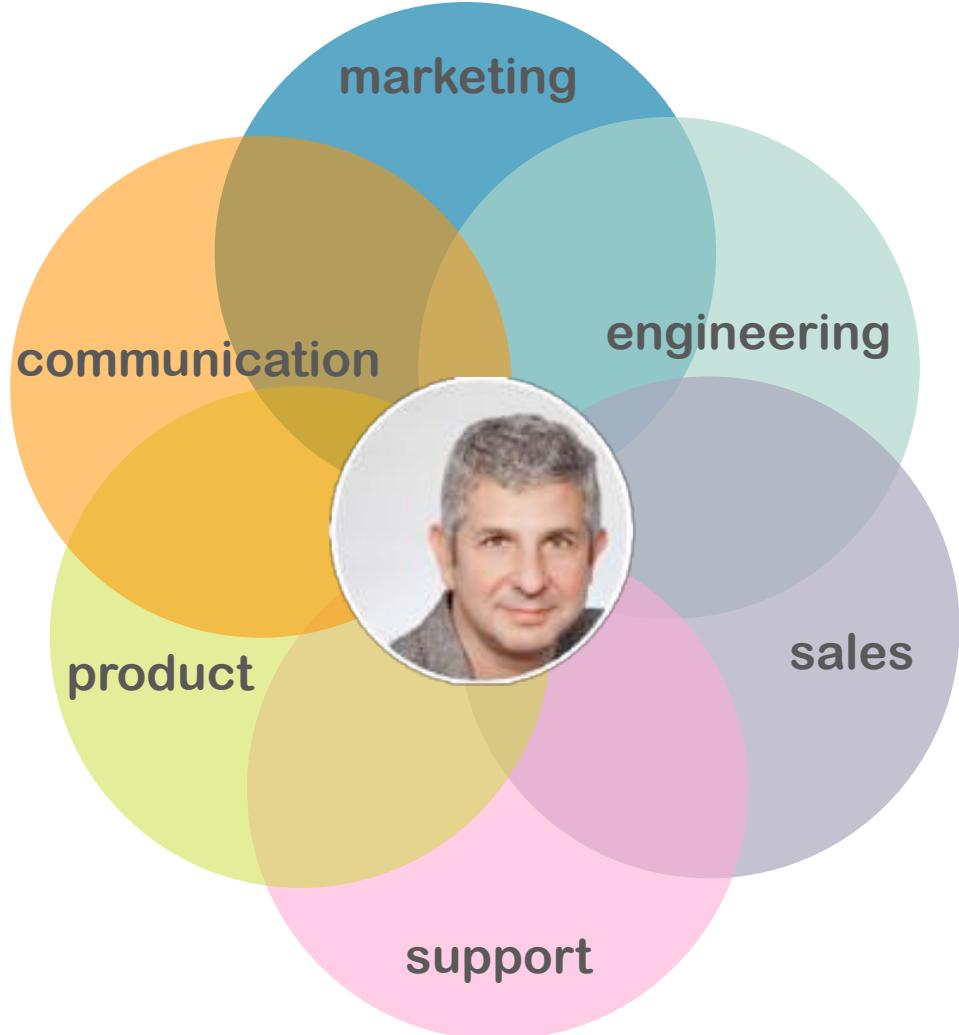
1 colle (khôle)

50%

Examen 3 heures sans document

50% Examen mars 2019 : cas

technology evangelist



technology evangelist

full stack marketer

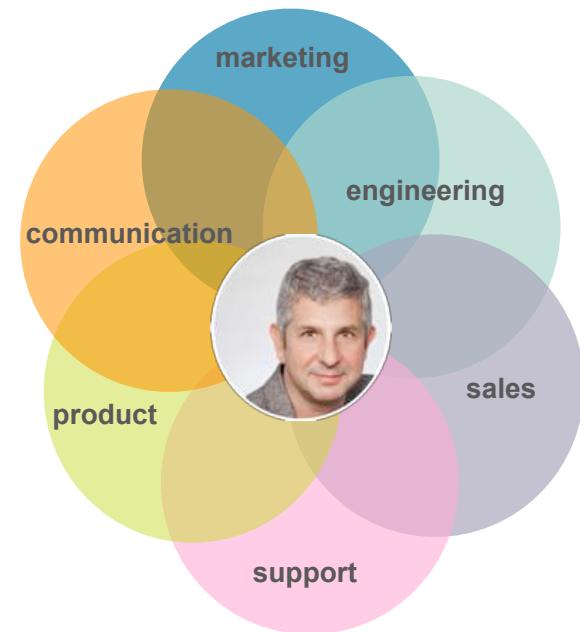
CDDO: chief digital/data officer

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



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 Elton¹ que ABG (acronyme banaux aussi), héchez que TAWYG (Totally Agree With You Guyz), mais c'est le langage des entreprises ! Bonne lecture (ou moins offre) !

¹ mal de Zion Musk à ses départs en 2019 (Press, Speed, UserCity, Bring me a unicorn, PlayPac ou l'autre)

AAA: Average active sessions	BOPU: Bottom Of Funnel (cf. ToFu)	CPA: collective performance et acquisition
AND: Android Advertising Density	BPM: Business Process Management	CPA: Cost per action (et acquisition)
AARRR: Acquisition, Activation, Retention, Referral, Revenue	BRR: bounce rate (visite entrée à une seule page ou non réception d'un email)	CPE: Cost per click: amount of money required to produce a single click (or Cost-per-Customer)
ABC: Always Be Closing	BRCIC: 5 countries competing with Trade and No-1	CPCV: Cost per completed view (CPCV = Cost + Completed Views)
ABM: Account Based Marketing	BTB: B2BCom (XBTZ)	CPL: Cost per lead
ABT: AB testing	BTB: Below the fold (en dessous du pli, donc invisible ; cf. ATF)	CPM: Cost per thousand (mille)
ACSEL: Association pour commerce et services en ligne (ADEM: Association De l'Economie Numérique)	BTI: below the line (cf. ATL & hors media)	CPN: Cost-per-Transaction
ADEX: Ad Exchange platform	BtoG: Business to Government	CPV: Cost per view (issu des PPV)
AdTech: Advertising Technology (cf. MarTech)	BtoR: Business to Retail	CR: Conversion rate
ADX: Google DoubleClick Ad Exchange platform	BYOD: Bring your own device (cf. CYOD)	CRM: Customer relationship management
AIDA: Attention Interest Desire Action "First Purchase Funnel"	CAC: Customer Acquisition Cost (ou coûts d'acquisition client aménée au premier client)	COO: Conversion rate optimization
AIA: 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. MiAM)	CDC: Centre des Charges	CTA: Call to action
ARI: Augmented Reality (ou AR)	CDJ: customer digital Journey	CtB: Customer to Business (cf. UGC)
ARPU: Average revenue per user	CDIO: Chief Digital Officer (ou Chief Data Officer)	CCIC: Customer Is Customer
ARPV: average recurring revenue per annual	CDN: content delivery network / réseau de diffusion de contenu (AKAMAI)	CTR: Click Through rate (nombre de clics sur un lien/clic)
ASO: App Store Optimization (cf. Search)	CDP: Customer Data Platform (il'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	DAO: Decentralized Autonomous Organization (Blockchain)
AssistTech cf. insurtech	CGI: Computer-generated imagery	DDD: Data Driven Document
AfkaAd: Anytime Anywhere Anydevice	CHO: Chief Happiness Officer	DDDM: data-driven decision management
AfkaAdAd: AfkaAd + AnyContent	CLI: command line interface	DDS: data-driven strategy
ATF: Above the fold (au dessus du pli, donc visible ; cf. BTB)	CLV: Customer Lifetime value	DL: Digital Learning
ATO: Above the line (cf. ATL & media)	CM: Community Manager	DM: Direct mail or Direct message sur Twitter
AWD: Adaptive web design (cf. RWD)	CM: Communication Marketing	DMEC: Digital marketing exposition and conference (Coogee, DE)
BAT(X): Banco Alimentar Trento Xaomi (cf. GMFA)	CMO: Chief Marketing Officer	DMP: Data management platform
BANT formula: Budget, Authority, Need, Timeline (développé par IBM)	CMS: Content management system	DNS: Domain name system (cf. ICANN & registrar)
BAU: Business As Usual	CNA: Commission Nationale de l'Informatique et Liberté (cf. RGPD)	DNVB: Digital Native Vertical Brand
BI: Business Intelligence	COOC: Corporate Open Online Course	DOOH: Digital Out Of Home (Digital Signage)
BMG: Business Model Generation by Alex Osterwalder	COO: Cost Of Sales	DL: Deep Learning
BOB: Best of breed		

Lexique

cycle



#digital**mindset**

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
- ...

Yves
Savary
Ecole
d'Economie



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**



~~4P~~

sources :

HBR + HBS
ADETEM + AACC + UDA
iab
e-consultancy
e-marketer





SWOT

VUCA

VUCA

HBR
2014

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS?

+ 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 muddles 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.

V U C A

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 'borrowing' for pension funds constituting 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”



hk 2014

your
happiness
is my
business

Aphorisme de Hubert Kratiroff



Marketing

From Wikipedia, the free encyclopedia

For the magazine entitled "Marketing", see Marketing (magazine).

"Marketing" redirects here. For the video game, see [Big Thing \(album\)](#).



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

Please [improve this issue](#) on the talk page or [discuss it](#) with a more recent message.

This section has been suggested since June 2007.

Marketing is the process of getting marketing products ~~referred~~ to a certain demographic, or to a consumer.

[Categorize \[edit\]](#)

Introduction

A business focused, or customer focused, organization that determines what its potential customers desire, and then builds the product or service. Marketing theory and practice is focused in the relationship customers will 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 convinced the prospective buyer, base management marketing takes over. The process for base management shifts the market to building a relationship, nurturing the relationship that sold the user 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, yet growing, influence. Market research informs 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 "P's" must reflect the wants and desires of the consumer, in the target market. Trying to convince a target recipient to buy something they don't want is 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 us also an important addition to the 4Ps theory.

Within most organizations, 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 intended for advertising itself and its vocabulary according to the times and the culture. As a result, much continuous work is required to improve the quality, usefulness and usability of the (this) Wikipedia description.

The Different Schools, Theories, Practices and Views of Marketing

[Edit](#)

Much of the rest of this ~~encyclopedia~~ **Marketing** is currently concerned with a quasilegal description of the subject in 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 subject matter, an effective meta-language must emerge from within these Wikipedia pages. To that end, it is suggested that this document should be supplemented with the following subject entries (if no references, as they provide for a description of **Marketing**. In this context, Please should appear in the content section above, where they are not already (word repeated) ones.)

- [Perspective \(marketing\)](#)
- [Content \(marketing\)](#)
- [Culture \(marketing\)](#)
- [Technique \(marketing\)](#)
- [Concept \(marketing\)](#)



Marketing has more about this

[Edit](#)

[View](#)

[Marketing](#)

Look up marketing in

[Wikipedia](#)

[Wiktionary](#)

[Wikibooks](#)

[Wikisource](#)

[Wikinews](#)

[Wikidata](#)

[Wikivoyage](#)

[Wikibooks](#)

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

*Hubert Kratiroff
(2004 Chef de Produit)*





€



Satisfaction vs. Profit



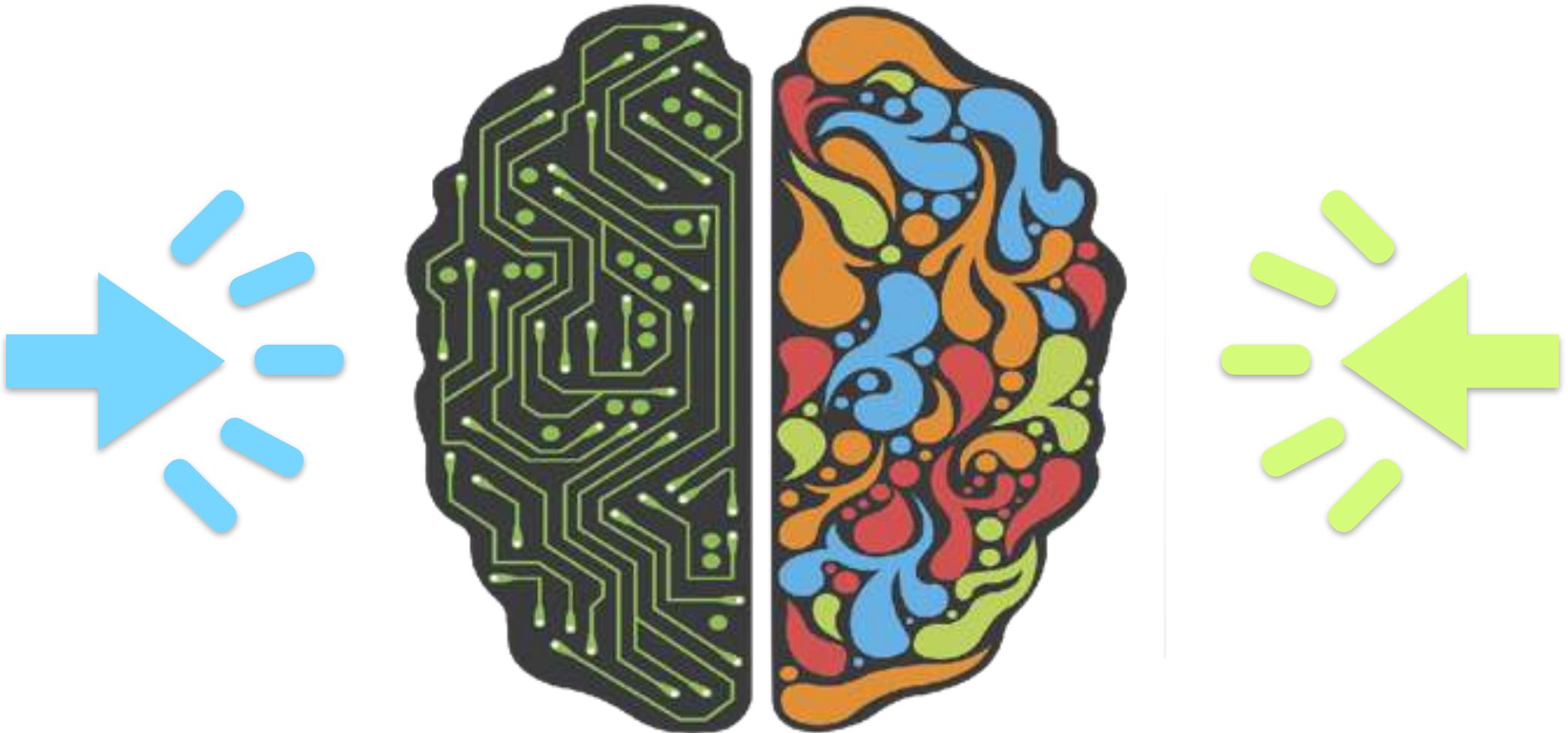
PROFIT : 10 types / fréquents

SATISFACTION : 2 types / rares

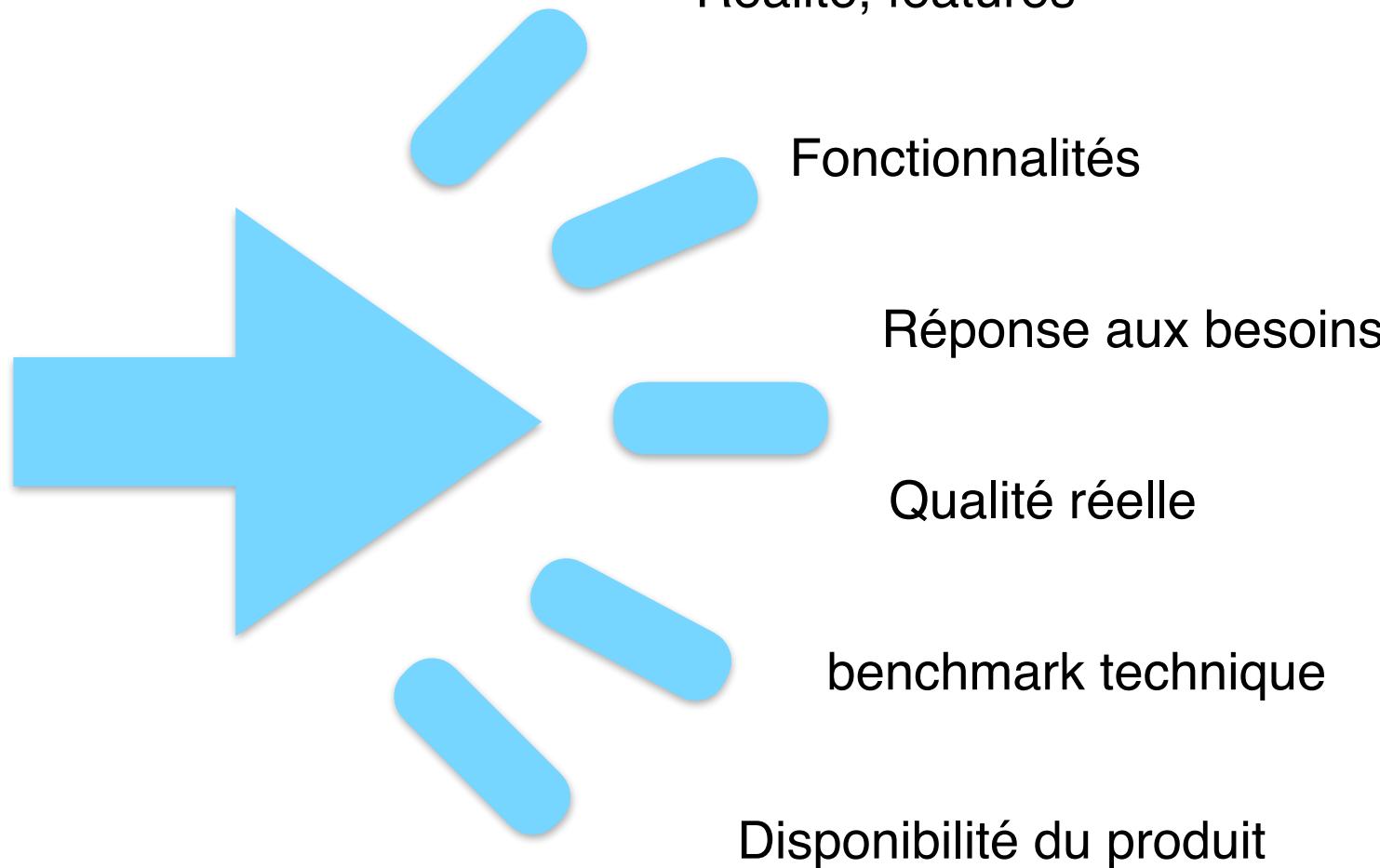
Objective : features

Subjective : insight

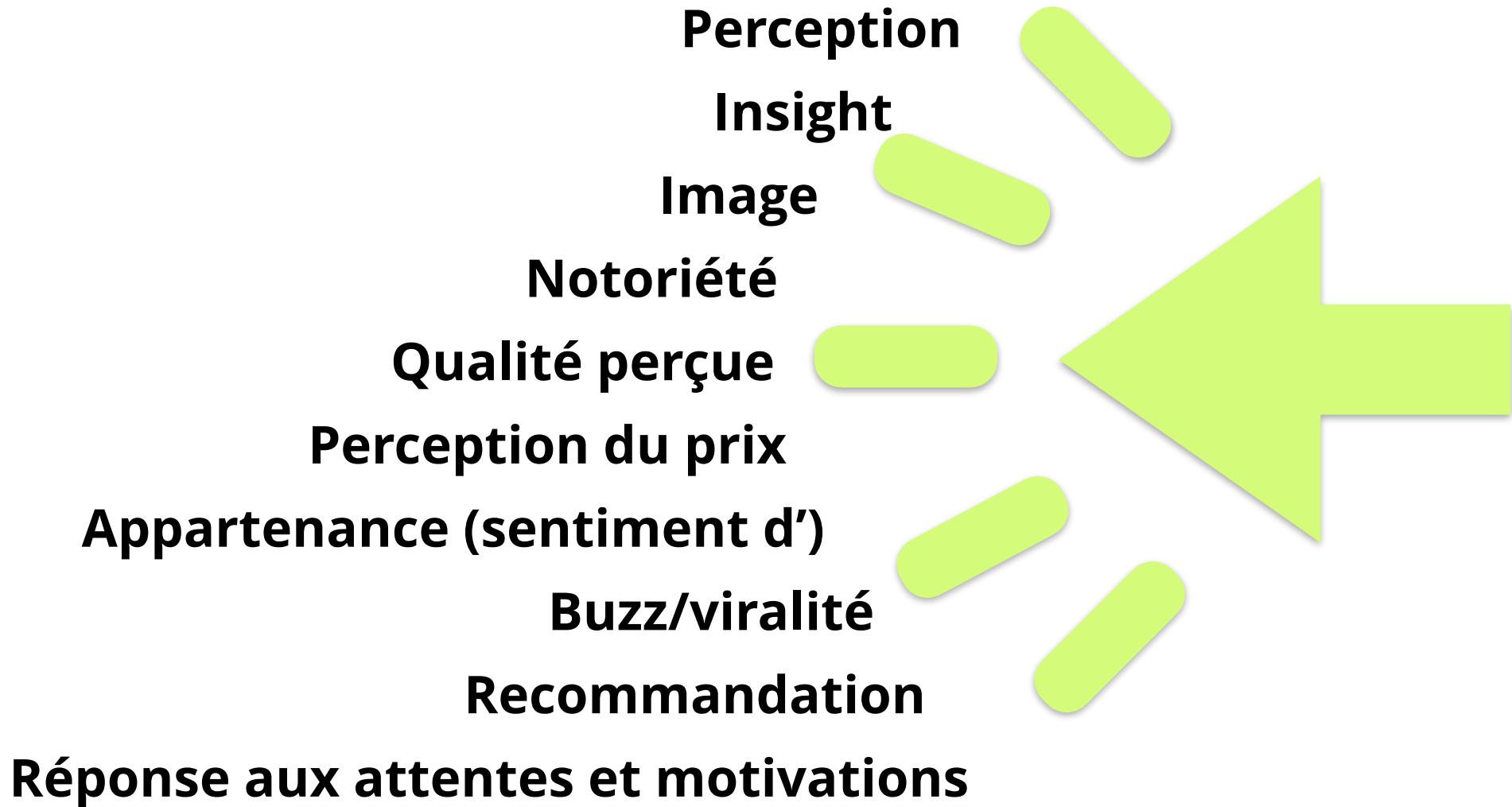
Satisfaction objective / subjective



Satisfaction objective (cerveau gauche)



Satisfaction subjective (cerveau droit)





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

Jean Tirole

**ÉCONOMIE
du
BIEN COMMUN**



**PRIX NOBEL
D'ÉCONOMIE**

puf



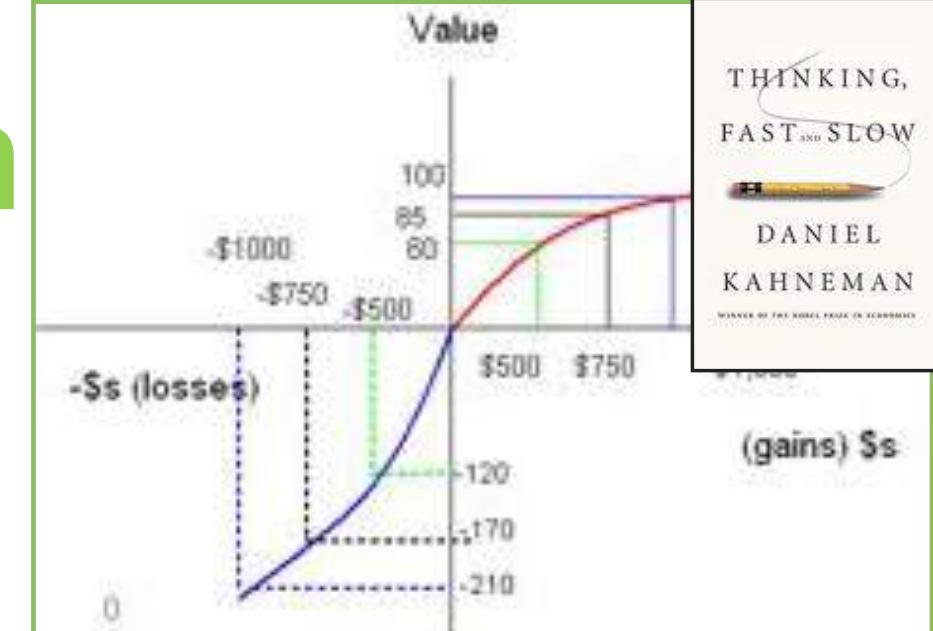
Jean Tirole

Born: 1953 in Troyes, France (French citizen)
Affiliation at the time of the award:
Toulouse I Capitole University, France

#NobelFacts Jean Tirole is the third French Laureate awarded the Prize in Economic Sciences. Maurice Allais was awarded in 1988, and Gérard Debreu in 1988.

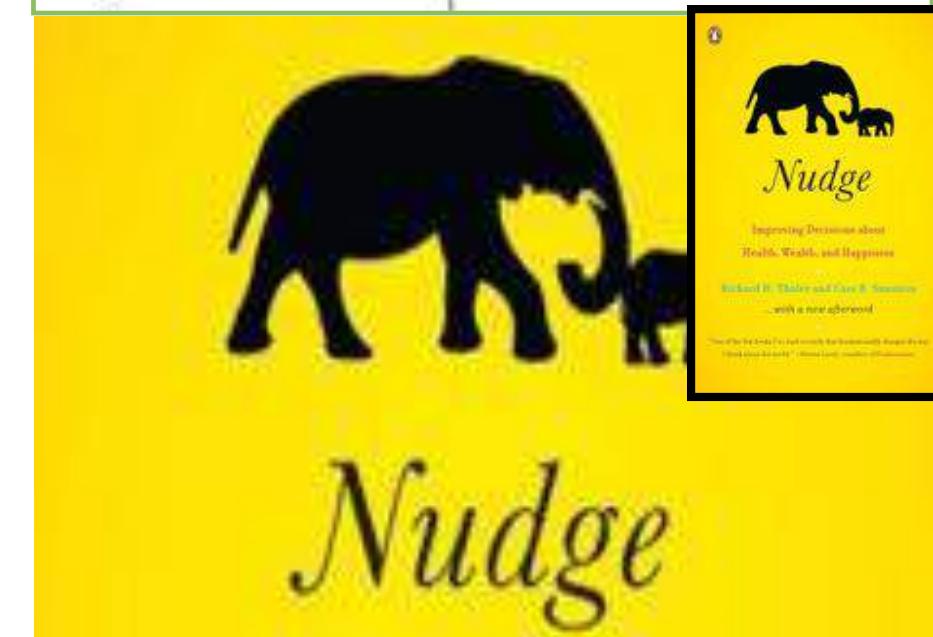
Daniel Kahneman

2002 Decision making under uncertainty



Richard Thaler

Nobel 2017 pour Nudge



The tendency to like (or dislike) everything about a person—including things you have not observed—is known as the halo effect.

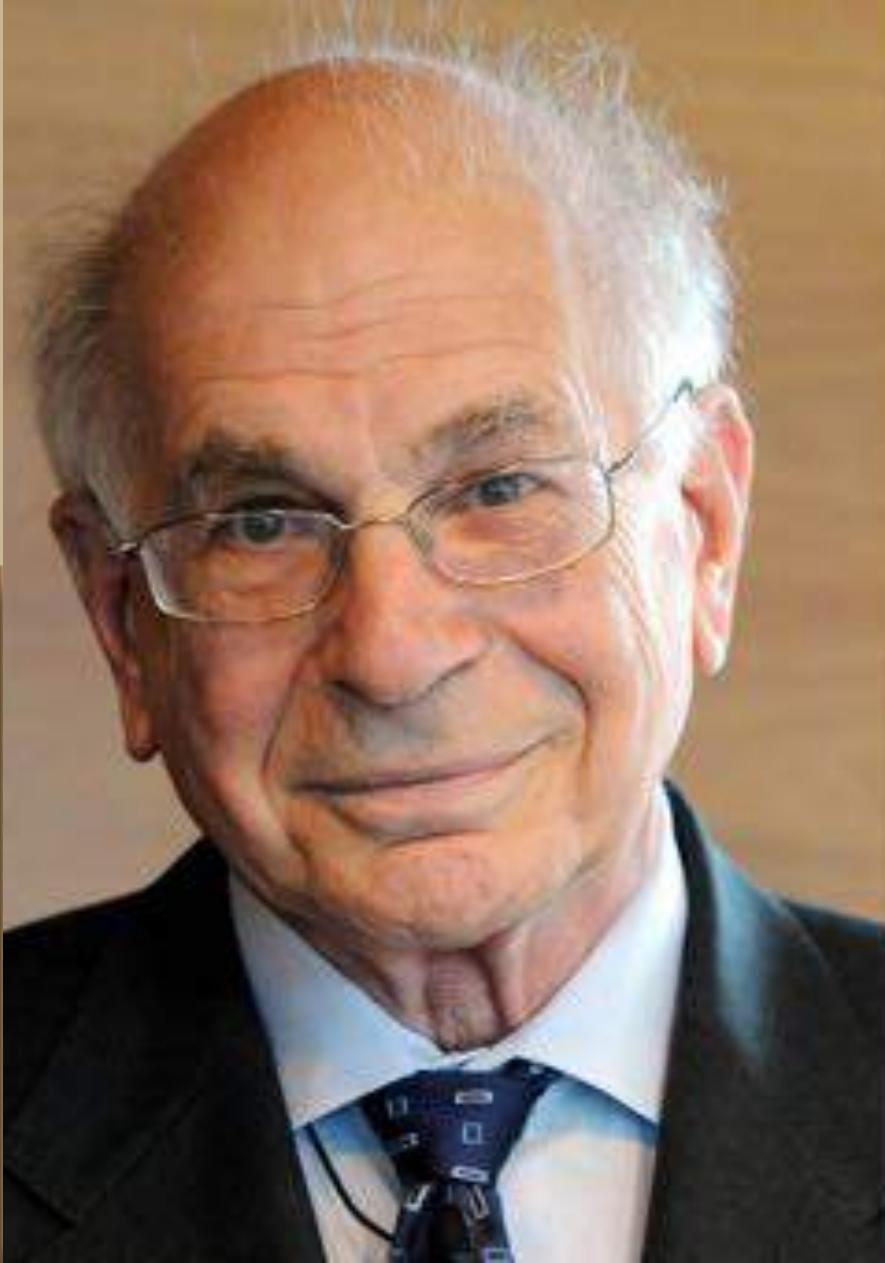
Quote from Thinking, Fast and Slow by Daniel Kahneman

THINKING,
FAST AND SLOW



DANIEL
KAHNEMAN

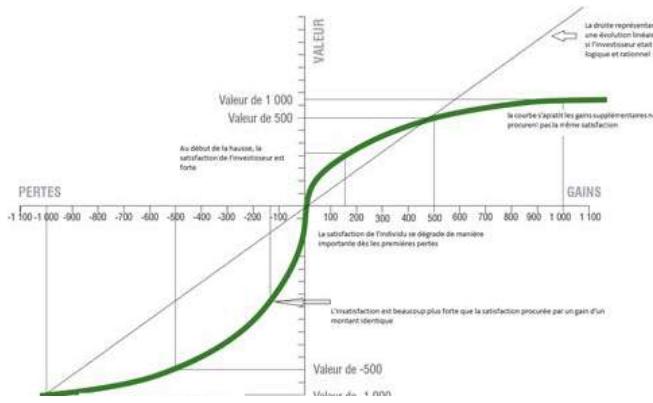
WINNER OF THE NOBEL PRIZE IN ECONOMICS



THINKING,
FAST AND SLOW

DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS



Courbe de décision en incertitude

<https://www.ubs.com/microsites/together/en/nobel-perspectives/laureates/daniel-kahneman.html>

<https://www.cairn.info/revue-idees-economiques-et-sociales-2010-3-page-15.htm>

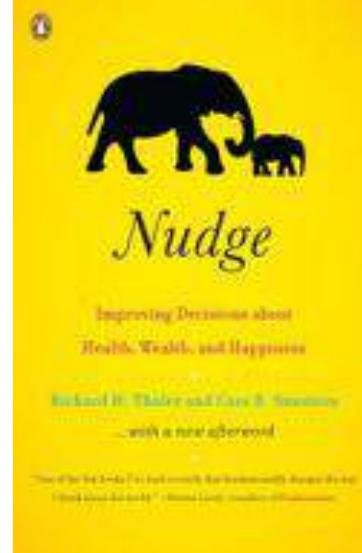
<https://www.theguardian.com/science/2014/feb/16/daniel-kahneman-thinking-fast-and-slow-tributes>

Les agents économiques n'agissent pas de manière rationnelle et «consistente». on peut prédire les actes des personnes par la volonté du gain ou la diminution de la perte

In psychology, heuristics are simple, efficient rules which people often use to form judgments and make decisions. They are mental shortcuts that usually involve focusing on one aspect of a complex problem and ignoring others. These rules work well under most circumstances, but they can lead to systematic deviations from logic, probability or rational choice theory. The resulting errors are called "cognitive biases" and many different types have been documented. These have been shown to affect people's choices in situations like valuing a house, deciding the outcome of a legal case, or making an investment decision. Heuristics usually govern automatic, intuitive judgments but can also be used as deliberate mental strategies when working from limited information.

Richard Thaler

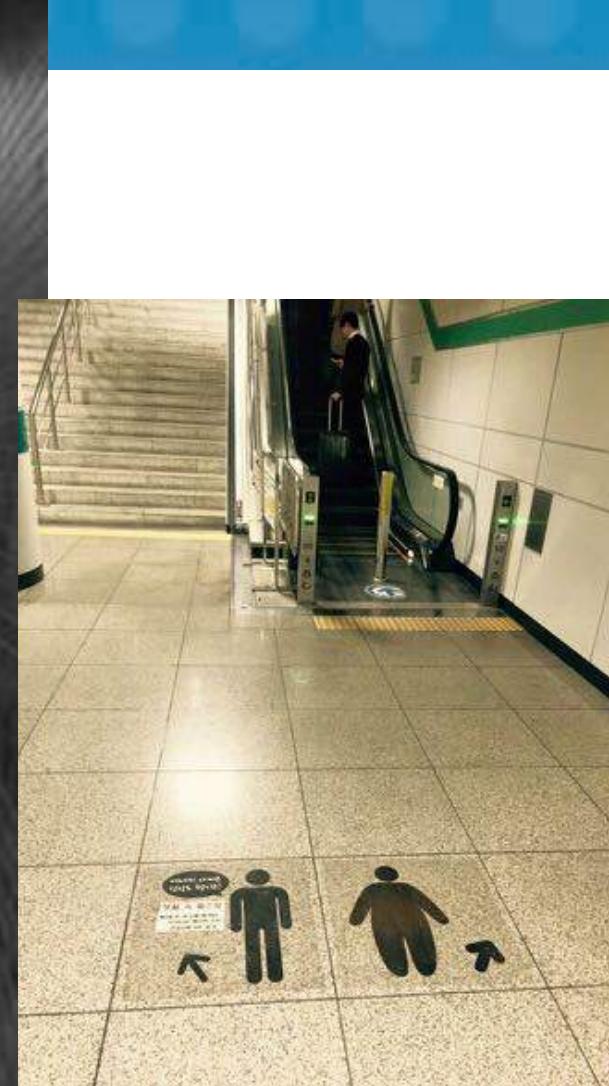
Nobel 2017 pour Nudge



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



G



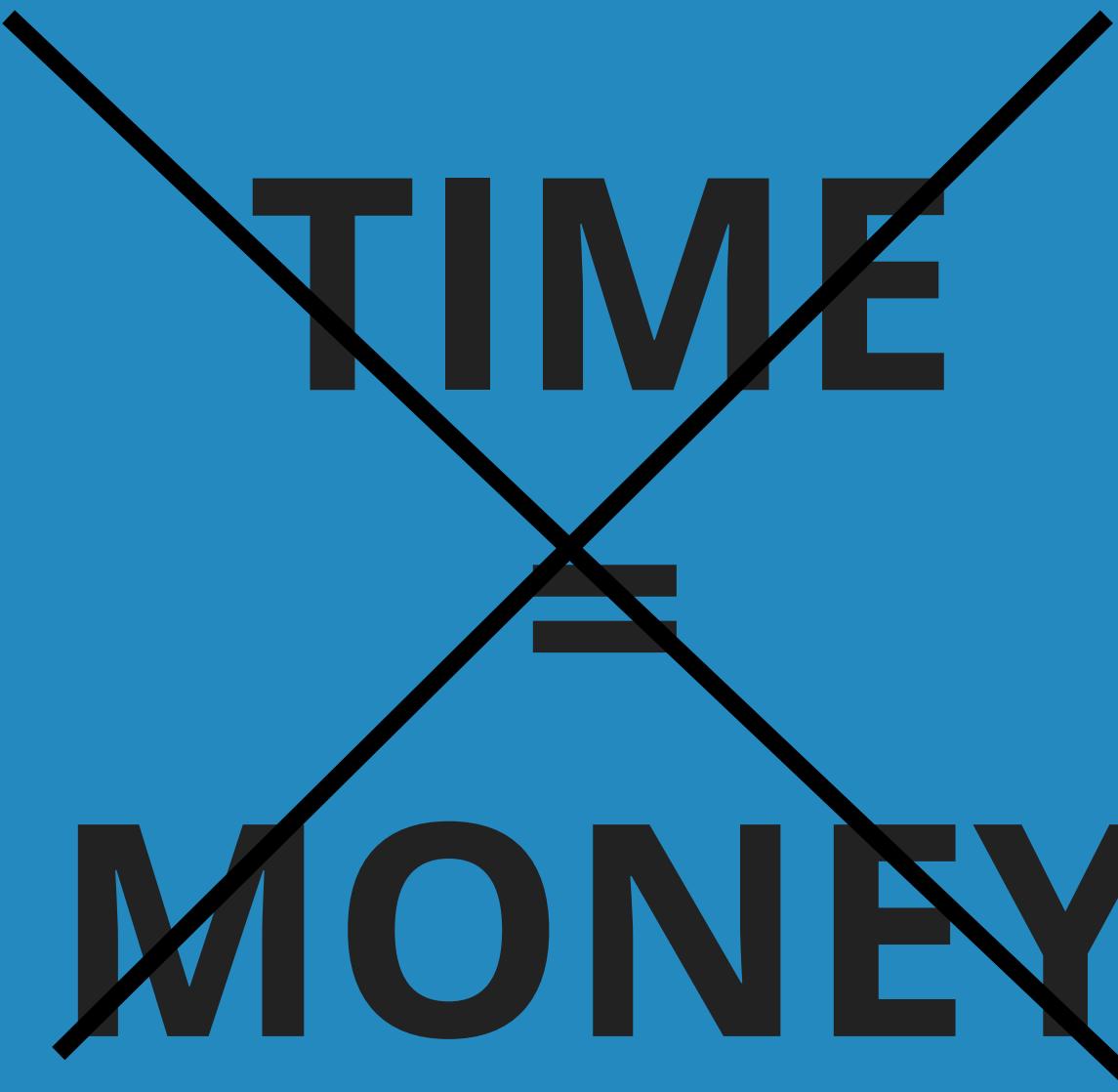
Économie de l'attention Expectation economy économie comportementale

like
clic
engagement
RT (ReTweet)
nudge marketing



IDRISS ABERKANE

**Economie
de la
connaissance**



TIME

MONEY

A large black 'X' is drawn across the center of the image, crossing over the word 'TIME' at the top and the word 'MONEY' at the bottom. The background is a solid blue color.

“

ATTENTION

=

MONEY

”

VALEUR ECONOMIQUE

valeur d'usage

vs.

valeur d'échange

prix vs. valeur

pour succéder aux BRICS... N11 : NEXT11

PINE vs. TIMP



Philippines



Indonesia



Philippines



Indonesia



Nigeria



Ethiopia



Turkey



Mexico

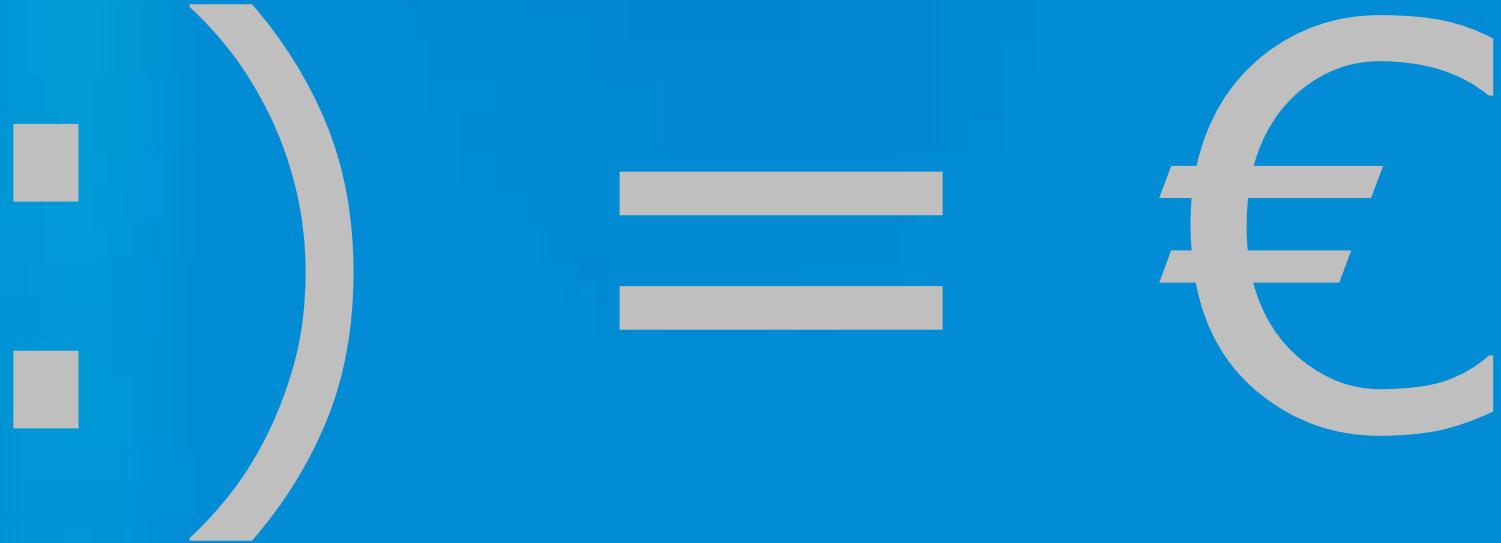
MINT (Mexico, Indonesia, Nigeria, and Turkey)



**There are more people living inside
this circle than outside of it.**

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



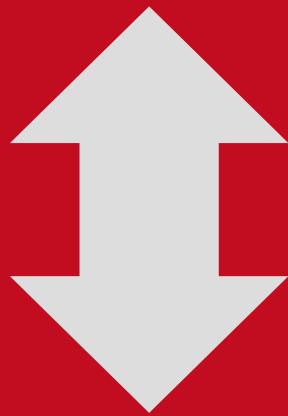
微信支付
WeChat Pay



Tencent 腾讯

QrCode : phygital

Lien analogique/physique



digital



GRENOBLE
ECOLE DE
MANAGEMENT

TECHNOLOGY & INNOVATION

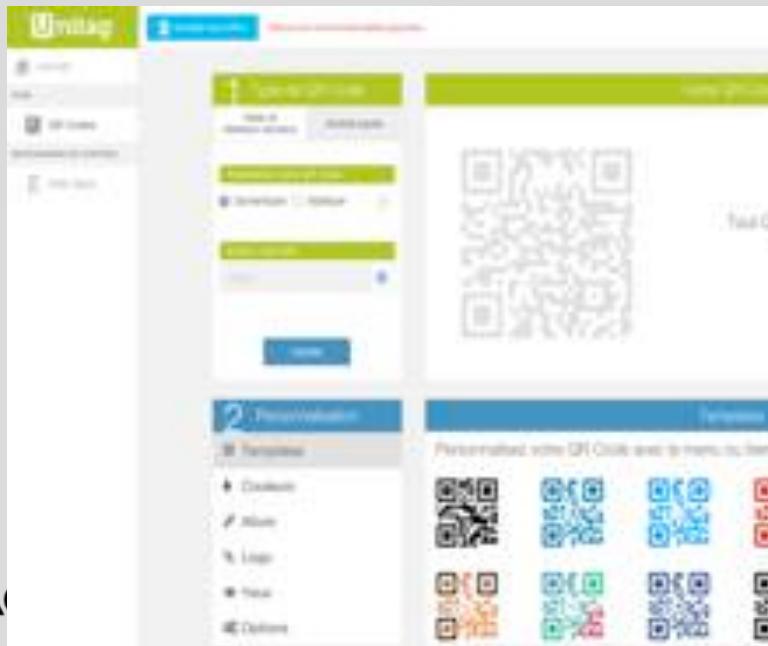


CCI GRENOBLE



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:
A plusieurs niveaux

Autres types:

Entrez votre URL:

http://www.toutautrementbon.com

VALIDER

Votre QR Code

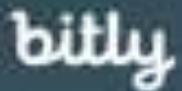


Important

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

TELECHARGER 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 →](#)

ACT THINK IMPACT

cycle



#digital**mindset**

Décomposition du digital marketing



1 - Philosophique : vision

2- Stratégique : long terme
projet / PM / BP

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



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

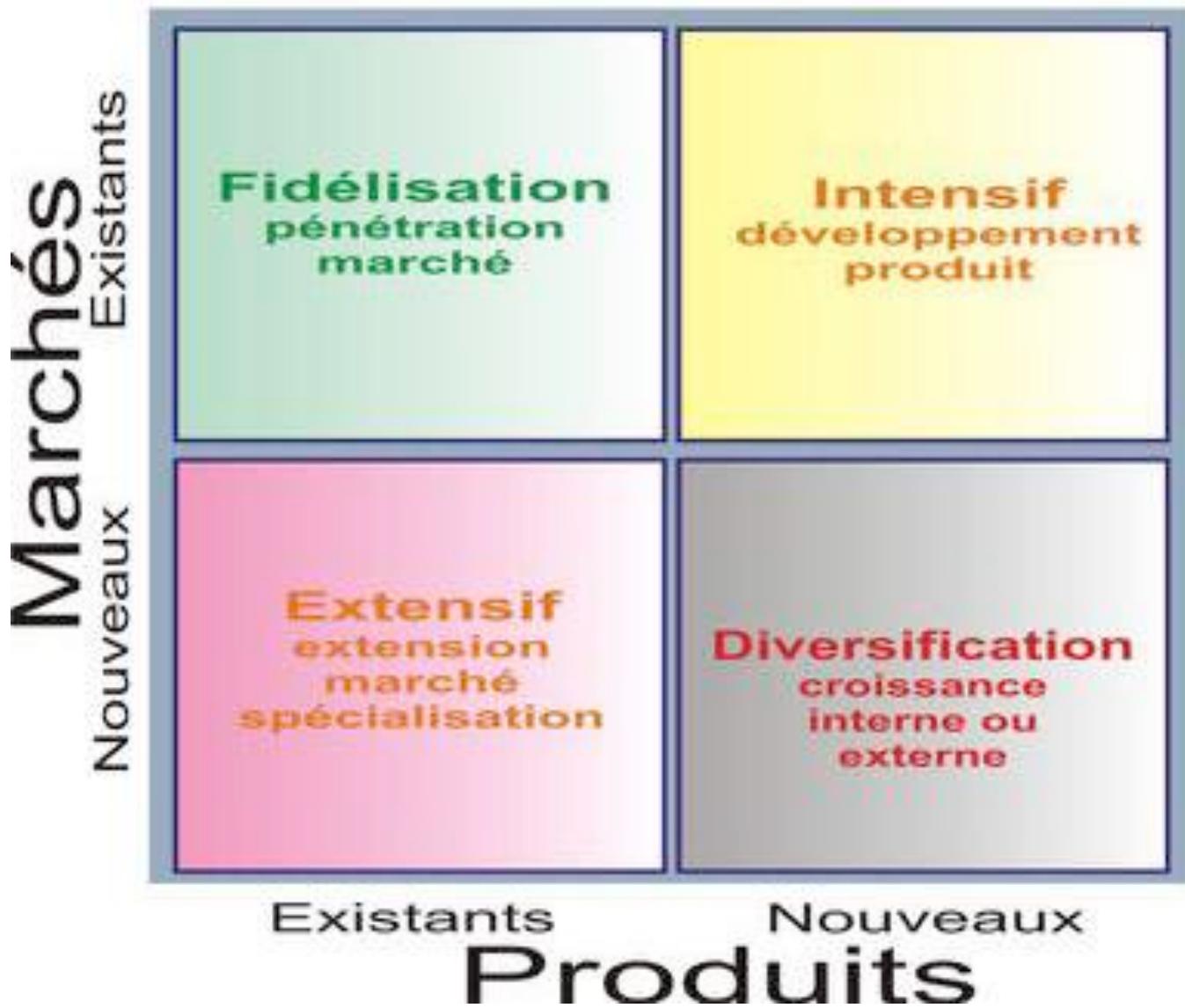
Sert de base au positionnement

Principe de la segmentation

Outil de réflexion universel

Décomposition stratégique d'Ansoff

Igor ANSOFF (1918-2002)
The new corporate strategy



Marketing Opérationnel

=

3

3 x 6 moyens

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"



The background consists of a complex, abstract geometric pattern of numerous small, sharp-edged triangles. The colors are primarily shades of blue and white, creating a metallic, crystalline, or futuristic appearance. The triangles are arranged in a way that suggests depth and perspective, with some edges appearing darker and more prominent than others.

marketing
d'influence

CONVERSATION MARKETING



**Discipline reine du
marketing :**

Positionnement

TAXINOMIE

Digital Marketing

DM

DigitalMarketing e-business Digital Business

- e-advertising
- Web-Advertising
- M-Advertising
- S-Advertising
- AdTech

6

- e-commerce :
- web-commerce
- m-commerce
- s-commerce

5

- Strategy
- web-marketing :
- M-Marketing
- SocialMarketing
- Martech
- MARCOM

4

- WEB Design Management
- insideWeb / BackOffice

1

- Research
- Empreinte

2

- SEARCH
- SearchMarketing
- Référencement
- SEM

3



The Periodic Table of Content Marketing

An overview of the key elements of content marketing

Cs Content strategy	
Ar Audience	Sh Sharing
V Value	Vi Validation
Im Impact	Pr Platform
Ev Engagement	Wb Format
Gm Growth	Ap Metrics
Tb Tools	Eb Content
P Process	So Success
El Elements	Em Strategy



A seven-step guide to success

1. Take some time to refine your 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 channels available.
5. Track the key metrics, and track them in your goals.
6. Be aware of the risks of using triggers. Be sure to watch the dimensions.
7. Always double check your work.

Pv Perspective	Uv User journey	Nv Niche audience	Br Behavioral	Tf Trend
Ni New media	Do Distribution	Ci Conversion	Kp Key players	Le Length
Bm Brand message	Rp Replication	Pm Personalization	Dg Design guidelines	Br Branding
Ch Characteristics	Mi Metrics	Am Algorithmic	Rm Reputation management	Sa Style
Li Language	Pi Parameters	Is Intelligence	Sc Social context	S Setting
Gp Groups	Fo Focus	Tu Tuner	Nm New media	Me Message
Vn Version	Re Repost	Ig Image	Sm Social media	Sh Story
Hn Human touch	Ps Pitcher	Ad Advertising	Eg Engagement matrix	En Environment



Fu Funny	Sx Savvy	Sg Sharing	Mv Moving	Un Unbounce	Cv Conversion	Co Cute	Ig Formatting	Rd Ranunculus	Zg Targeted	Aw Awe	Up Upgrading	Di Digital marketing
Sq Smart	Se Search optimization	Ce Cross-channel	Fm Formatting	Hd Headlines	Tv Social media	Gd Brand guidelines	Pe Pitcher	Do Drama manager	Fe Fake advertising	Cd Cloud content	Ct Content strategy	Fd Facebook marketing

Illustration by: Oleg Lashko

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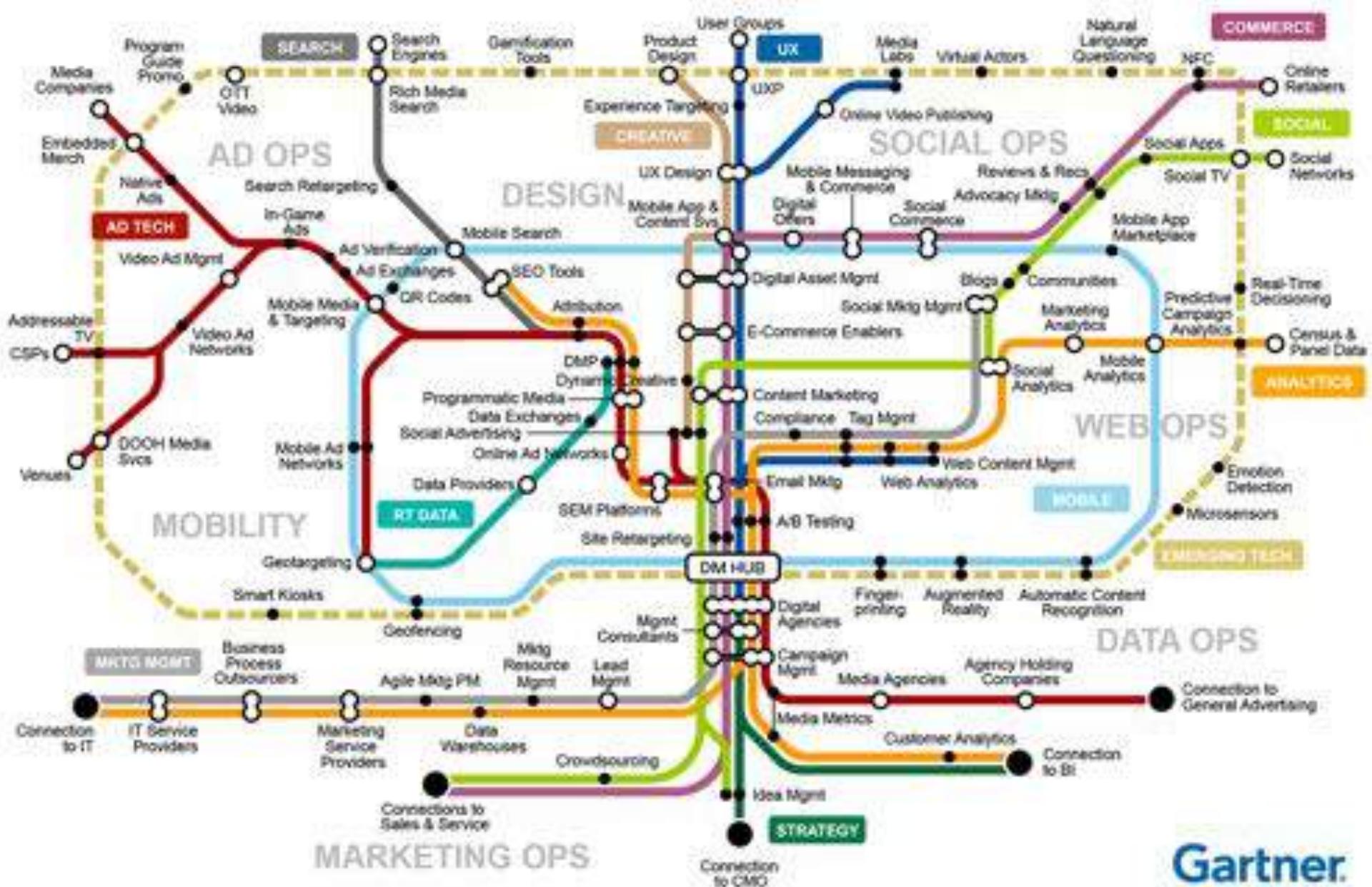
MARKET

CONSUMER



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Quelques mots sur le B to ?

BtoB vs. BtoC

BtoA, BtoR

BtoRtoC,
BtoltoC,
BtoltoBtoRtoC

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
 3×6

TOOLS

Dessin d'un Mind Map

**essai de classification de
nouveaux éléments**



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