

ambiguity

uncertainty

HOW MUCH DO YOU KNOW ABOUT THE SITUATION?

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.

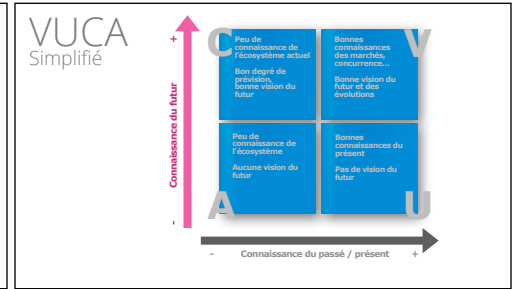
complexity

volatility

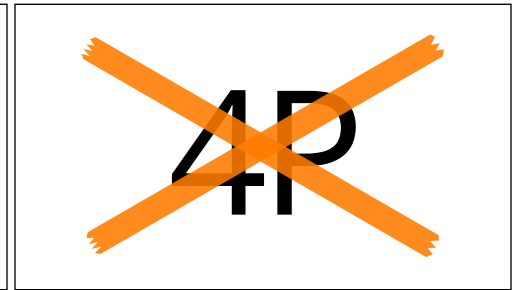
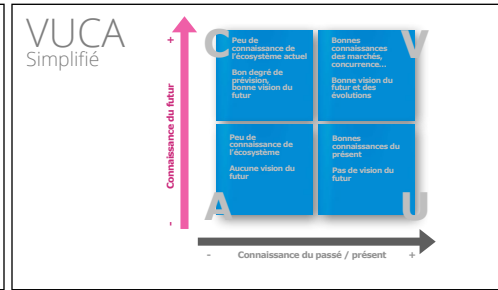
THE RESULTS OF YOUR ACTIONS?

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.



Le VUCA de votre entreprise



- M3 Modern Marketing Model**
1. Strategy
 2. Market Orientation
 3. Customer insight
 4. Brand & Value
 5. Segmentation Persona
 6. Positioning
 7. UX / CX & content
 8. Distribution
 9. Promotion
 10. Data & Measurement
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MMM
marketing mix modeling



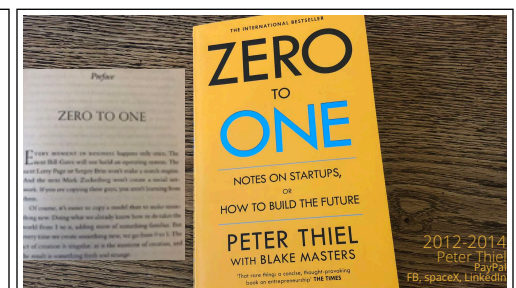
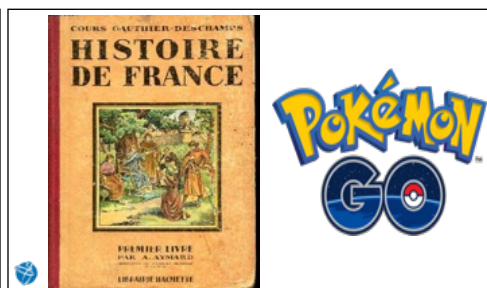
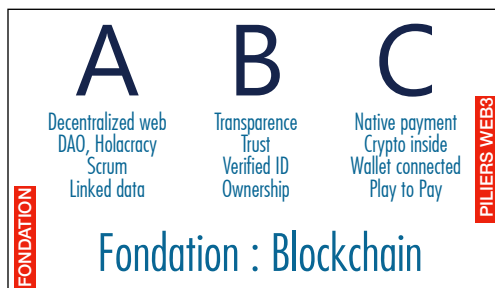
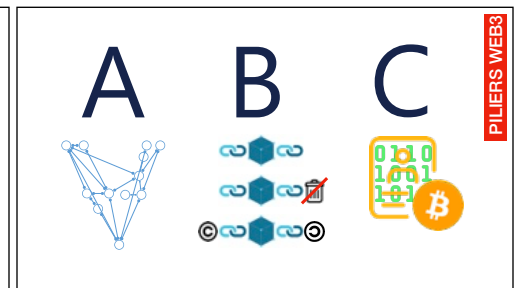
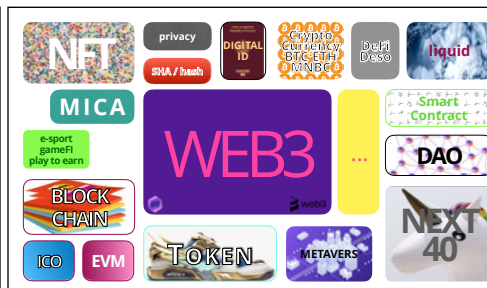
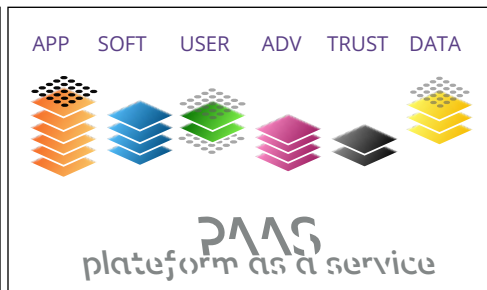
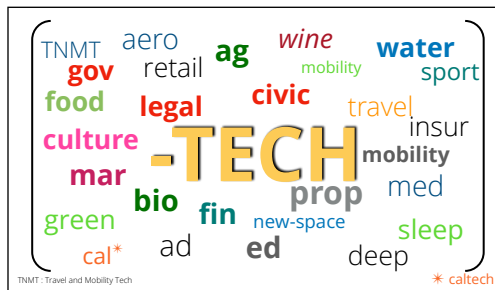
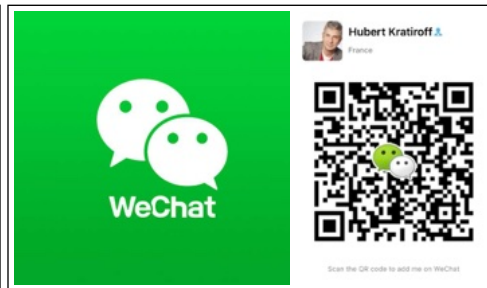
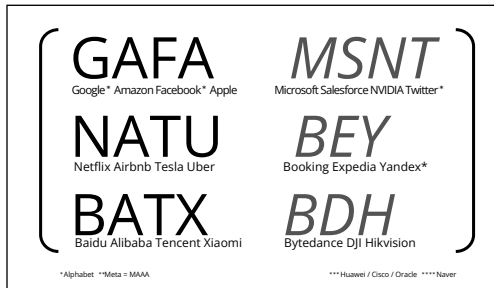
Quel mix pour votre produit ?



**servicisation
disruption
uberisation
tycoonisation
plateformisation**

Nouveaux Business Modèles





Les **3** étapes de toute
Innovation / rupture / revolution

- 1 Utopiste / étrange / ridicule**
- 2 Impossible / dangereux**
- 3 Évident / simple**

Thiel / Aberkane

Ridicule

Dangereux

Évident

(*délai*)

(*délai*)



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