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**GAME
CHANGING /**
WELCOME TO THE ERA
OF DISRUPTION

A RAPP INITIATIVE



RAPP

AUTHORS /

PRESENTATION

8 professionals have contributed to this whitepaper. Find out who they are and **THE GAME CHANGING MOMENT** that changed their lives.



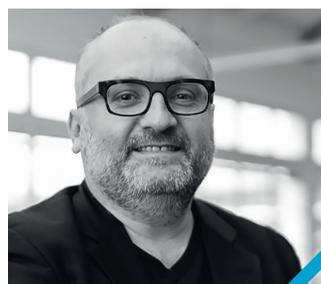
STÉPHANE HUGON
Sociologist, Eranos founder, professor at ENSCI (Paris) and USP (São Paulo).

A few years ago, when working on uses, I saw some teenagers unbox products, throw away the instructions and take possession, imagining what the products were for. That day and with these instructions, I understood the transformation of connection with authority and ability, that opened the way for diversion and forward-looking innovation.



RAFI HALADJIAN
Serial entrepreneur, Humano.tech founder.

I discovered the new world at 22. It was a Friday in 1983 at La Sorbonne (Paris). In a rush to meet a deadline, I randomly signed up for a “telematics” course where I learned that we could connect more than just a phone to a network, that the future was digital and that, even at 22, I could re-invent the world.



MARC LALANDE
Head of strategic planning at RAPP.

“A movement more than a moment: Punk.” Punk or how quick and dirty, “less is more”, “ramshackle” could bring about a definitive world revolution in music, literature, art and style.



ANAIS RICHARDIN
Managing editor at Maddy Ness.

September 2016. A trip to China. Confrontation with a country whose conventions we knew nothing about. Meeting interesting people. A week of introspection. A harsh return to France. A new ritual: yoga first thing in the morning. A new goal: be happy and unburdened no matter what. Right now, it's working for me...



CAMILLE THÉRON-CHARLES
Ex-managing director of SeaBubbles.

In 2012, I joined 3 organizations (dealing with childhood diseases): “Jumeaux et plus”, “SOS préma” and “l'Association Maladies Foie Enfants”. I became president of the last one. In 2014, we launched a screening campaign for children with liver diseases. Our sponsor, Frédérique Bel, performed a comedy sketch “L'alerte jaune”, about this serious topic. Some mothers told us that, thanks to our campaign, they detected their children had these diseases. Disruption can even save lives!



THOMAS KERJEAN
Head of Microsoft France's cloud division.

Growing up with geek culture (#GoldorakGo!), I feel at home in a tech environment. My curiosity took me from Yahoo to Microsoft and I never stopped thinking about what one homo sapiens can do for another homo sapiens, to help him grow with education, management and innovation. I firmly believe that AI will make us “extended humans”. My current role is to explain and educate in order to calm fears and to show the positives that 2.0 brings to French people.



CHLOÉ BONNET
Co-founder of Five by Five, an innovation agency specializing in communication and partnerships between startups and large organizations.

My definition of disruption: The discovery of open data in 2009 when I was starting my career in New York. My astonishment at the first edition of New York Big Apps, faced with so many tech and business talents coming together for a city initiative to transform public services.



YANN ALEDO
Co-founder of OpinionWay with Philippe Le Magueresse, OpinionWay's deputy manager.

June 1989. The manager of the advertising agency, where I was an intern, asked me to take his car to pick up some cheese. His BMW had a sunroof. It was a sunny day with no traffic. I was waiting at a red light when suddenly I heard something ring. I jumped with surprise and found a phone near the gearstick. I picked up and my boss told me to join him at a restaurant. The drivers next to me were staring, just as surprised as I was. “Radio 2000, please hold the line!”.

PREFACE /

“SLEEP ISN'T A SAFE PLACE.”

JEAN COCTEAU



PHILIPPE BONNET
CEO RAPP France

It's well known that nature abhors a vacuum... All that's needed is for a little crack to appear in a seemingly infallible wall for another life, a molecular insignificance at the start, to settle in, make its nest, develop and attack the wall's foundations and finally reduce it to a pile of stones, scattered across the ground. This situation has always existed. How many walls have already fallen?

The wall is not at fault. We built it there, told it how handsome and strong it was, that it had a well-defined function. And yet...

There are legions of these walls, in the economic world around us, that feed the consumer who's always on the lookout for more knowledge, something better, more more more. They were built to last, to establish themselves as an almost hegemonic reference of a need (in some cases artificially created). **These walls have a name: brands. Why the heck would we question their utility?**

Why does their power always have to be challenged? The automobile wasn't invented by perfecting breeds of horse. The danger comes from elsewhere. At first amused by these new players on the scene, brands have a tendency to think that they only reinforce their stature, their service – maybe believing that the loyalty that they've created over so many years of existence will overcome without any need to fight.

But the opposite happens. And suddenly it's a slap in the face. It's too late to realize that the foundations themselves have been attacked. Maybe because no one had thought of putting wing mirrors on the horse, so it didn't see the automobile come up behind and overtake it.

To the point where brands have had to invent a name for this assailant's lightning action: “Uberization”, from the name of a young shoot that has broken down walls.

We experience this disruption every single day. It's part and parcel of our daily life as a marketer. It has always existed and yet, as in many other domains, it seems the protective reflex of ignorance is still seen as the best defense.

But nowadays, who can still claim not to be in the know? Who can say that their market won't also come under attack by new arrivals that ruthlessly turn the page, tear up the rulebook and raise doubts about years of methodical construction? The question is less ‘if’ than ‘when’. Temporality is a key factor in change. So, faced with these transformations that shake up the establishment in the blink of an eye, we felt it was of interest to take some time and to take a step back and have a discussion with those who create them, those who analyze them and those who use them to build a different tomorrow. So we've brought together several experts, from different horizons, to exchange views about the current situation, to understand the fears but also the opportunities that such realignment might represent.

The first to benefit is obviously the consumer, the user, with whom everything starts and ends. The one who makes decision, even going as far as to twist a technology's initial function to adapt it to their needs. A sociological viewpoint helps us understand the motivations. But in order to understand, one needs knowledge. We therefore need to draw on history to comprehend and define this revolution and its constituent levers. A revolution that generates an ambivalent sentiment comprised of promises

and fears. Certain solutions put forward by our contributors, be it concerning Artificial Intelligence, a new way to “navigate” the city or a tendency towards “futile” innovation that takes up more and more of consumer's available brain time, are perfect examples.

In this context of major transformations, established brands need to react and embrace these changes. They need to conquer (or re-conquer?) meaning, surround themselves with those who represent this paradigm shift and integrate them wholly in their own internal “Game Changing” to propose new experiences and a newly enchanted relationship with their consumers.

We often say that as we grow up we reconnect with our childhood wonder. So why over time do all these established brands forget what they were when they were “children” in their markets? At their outset, weren't they the “agitators” themselves, the cursed “disruptors”?

It's high time that brands opened their eyes and stopped optimizing the breeds of their horses at the expense of real awareness. Whether it's on the subject of their customers and their evolution but also partnerships to seal, giving back meaning or simply the power of innovation they can represent, brands are the key players in this exhilarating game change.

It's time they embraced this technological revolution and took advantage of their foundations in order to transform their market before the revolution weakens their walls to the core.

“Sleep isn't a safe space” said Jean Cocteau. It's time to wake up...

INTRO DUCTION ON

“The times they are a-changin’”

warned Bob Dylan in 1963, referring to the social changes affecting America at the time. Over half a century later, the digital revolution has kick-started this game changing – otherwise known as disruption, paradigm shift or mutation – that affects all parts of our society. Entire sectors of the economy are being forced to reinvent themselves or risk being replaced by American web giants, the notorious GAFAM (Google, Apple, Facebook, Amazon and Microsoft) and their younger counterparts NATU (Netflix, AirBnB, Tesla, Uber), not to mention the rise of three Chinese behemoths, or BAT (Baidu, Tencent, Alibaba). These digital platforms can rely on a huge number of users and extraordinary market capitalization* to reshuffle the cards to their exclusive benefit.

The consumer has become an active consumer and demands empathy. Brands are fascinated by Millennials with their unpredictable behaviors. Product and service purchases are starting to be replaced by function (rent, exchange, barter). Traditional industries – banking, hospitality, distribution, energy, automobile, entertainment, communication etc. – are buying start-ups by the dozen in the hope that these start-ups have the miracle solution to their structural problems. In short, place your bets, the die is cast in the giant casino of the digital global economy. But game changing isn't only a threat to the establishment we've inhabited since the Post-war boom. It's also an opportunity for all those who can adapt to this new situation, who embrace change rather than fight it, who modify their organizations by working collaboratively, who accompany new practices stemming from the collaborative economy and ethical consumerism.

Naturally, all that is much easier to say than to do when you're a large business that employs tens of thousands of employees in several countries, or a heritage brand that isn't used to juggling with esoteric concepts and high-tech jargon. This white paper aims to give some food for thought to the current technological and societal disruption and its implications.

* http://www.lemonde.fr/entreprises/visuel/2017/09/22/internet-les-geants-chinois-se-sont-veillees_5189788_1656994.html





LAYING GHOSTS TO REST

"I like the term game changing because it describes the end of one space that gives way to leave room for something else that's still not fully-formed." explains Stéphane Hugon, sociologist and co-founder of Eranos consultancy. **But major changes are rarely painless or instantly accepted.** "When the Renaissance arrived in Europe in the 16th Century, it was a period of crisis. Only afterwards it became known as the Renaissance. When you're in the middle of something, you can't detect the paradigm shift", explains Stéphane Hugon, who believes we're seeing a transformation in interactions: between people, between people and objects, and between objects and institutions. The individual is no longer the key player, it's relational structures that count, and the digital world – Web, smart grid, Blockchain – redistributes this relational design. We need to "lay the ghosts to rest and forget our fascination with marketing based on the individual". Easier said than done after two centuries of creating this concept, from 1804 and

the publication of the Civil code to 2004 and the arrival of broadband. Ownership, affiliations, property, marketing and HR culture are extracts of the Civil Code that established the modern individual. **Yet nowadays interactions are the driving force of modernity.**

"The social web has proved that we were wrong to be user-centric (marketing focused on the user)" reckons Eranos's co-founder. At the start of the 90s, the sociologist Michel Maffesoli placed the importance of communities in the spotlight. To illustrate this community dominance of the individual, Eranos consultancy worked for three years on a project for Pernod Ricard, the world's second largest alcohol and spirits group, whose claim is "Conviviality Creator". Researchers at Eranos have defined 17 cultural invariables of conviviality, such as the "battle", the idea of a duel or challenge, expressed by dance, rap or slam, and identified 19 places where people engage in this type of community activity: ski resorts, Moscow nightclubs, the beaches of Ibiza and Sao Paulo, etc. The objective of the study is to look at the results of youth battles from an ethnographic point of view.

"If we can let go of individualism, we'll be open to other forms of social relationships, like in Asia where the group is more important than the individual.

Narcissism has become more social and less individual: a selfie that's never shared doesn't exist." according to Stéphane Hugon.

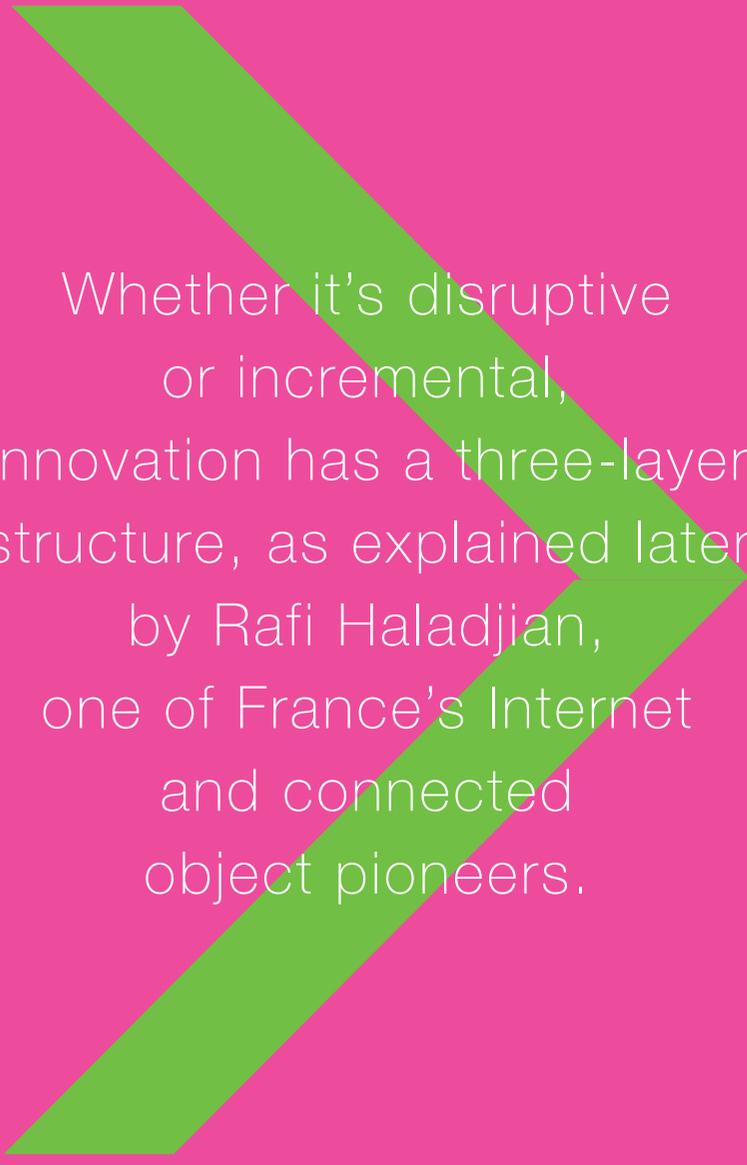
"I LIKE THE TERM GAME CHANGING BECAUSE IT DESCRIBES THE END OF ONE SPACE THAT GIVES WAY TO LEAVE ROOM FOR SOMETHING ELSE THAT'S STILL NOT FULLY-FORMED."

STÉPHANE HUGON

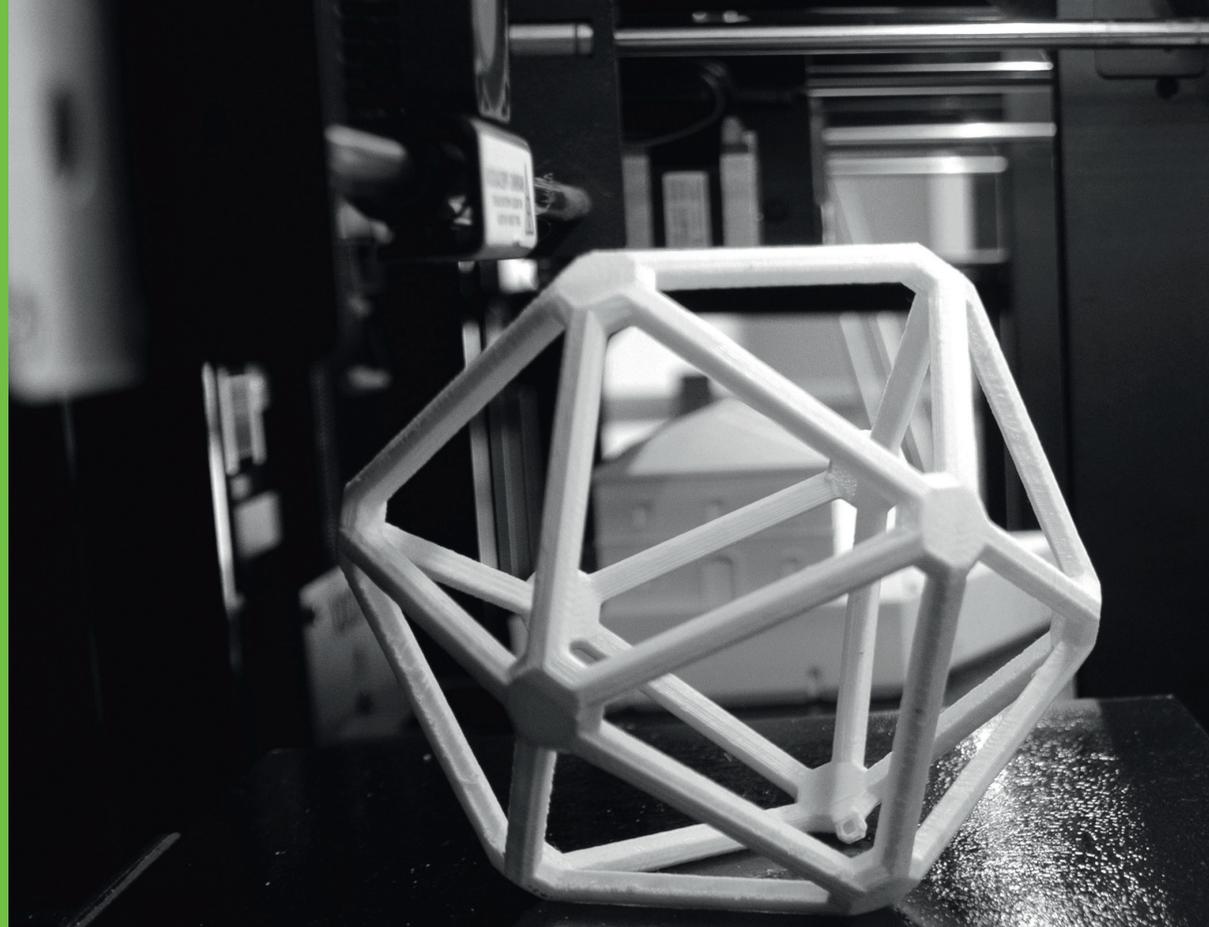
Question: In the age of the Web, is it technology that breeds behavior or behavior that inspires technology? "The Web has always been social. That's why the affordance (an object's capacity to be legitimate to an audience) of the Web has been so fast, as if its protocol was legitimate, and that the collective imagination was ripe for the arrival of this tool" the sociologist interprets. The correct reaction still needs to be found in the face of game changing that often relies on a disruptive innovation, just like printing in the Middle Ages or the Internet today. Unless the

concept is already obsolete, as Stéphane Hugon believes: "We need to end the mystical belief in disruptive innovation, a hangover from the 20th Century, that breaks the user's link with and adoption of the service. Only incremental innovations exist". In fact, any imposed technical innovation creates more disappointment than satisfaction. While incremental innovation is happening, the user himself is the one who develops and re-develops the proposal.

In other words, it's better to stay modest. **Brands, for example, mustn't think they know what's best for the consumer, as Stéphane Hugon calls it "bullying for your own good", but guarantee a collaborative experience for their customers.**



Whether it's disruptive
or incremental,
innovation has a three-layer
structure, as explained later
by Rafi Haladjian,
one of France's Internet
and connected
object pioneers.



THE THREE LAYERS OF INNOVATION

According to Rafi Haladjian, there are three layers of innovation. The first layer is a succession of radical innovations that range from papyrus to Elon Musk's Neuralink project, a man-machine interface project that reinforces our cognitive capacities by acting directly on the brain, passing by Gutenberg, the Internet and The IoT (Internet of Things). "Even if each stage seems spectacular, they're nevertheless completely predictable and fall into a linear trajectory. There's no game changing on that level. Everything is inevitable. It's just a matter of waiting for the science to be ready plus the right execution" as explained to us by the founder of FranceNet, one of the first Internet access providers in 1994.

The second layer is the functions entailed by each stage of the level 1's evolution. This is where we find opportunities to change the game, to disturb the former establishment. Level 3 is incremental innovation that consists of improving the products from level 2 and isn't much different to marketing.

THE SECOND LAYER IS THE FUNCTIONS ENTAILED BY EACH STAGE OF THE LEVEL 1'S EVOLUTION. THIS IS WHERE WE FIND OPPORTUNITIES TO CHANGE THE GAME, TO DISTURB THE FORMER ESTABLISHMENT.

RAFI HALADJIAN

According to this entrepreneur, disruptive innovation is actually suicidal: what's the point of inventing printing in a world where 99.9% of the population is illiterate? The same goes for Apple with the Apple 1, a microcomputer for which no one could see a use. "When I created FranceNet, it was the opposite of the laws of marketing: no one had a computer, if they did have one they didn't have a modem, if they had a modem they had no software to connect to,

and when they did manage to connect there was no content of any interest. **But we have to go there and these stages set the pace for so-called disruptive innovation."** Take the smartphone that

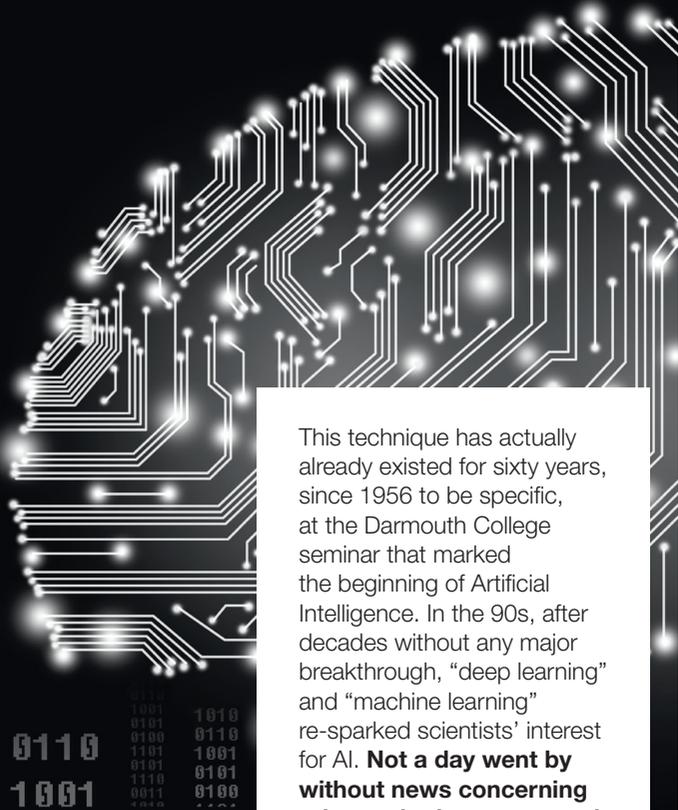
reshuffles the cards and paves the way for new players. If Blockchain takes off, will Uber, which is basically just one big taxi reservation system, be able to survive? "The GAFAs could die off after the next major radical innovation". IOT Mother's godfather reckons (Sen.se). Microsoft, who dominated the PC industry in the 90s, had envisaged the creation of Microsoft Network to replace the Internet. They didn't manage it and afterwards they didn't see the mobile phone coming. We can consider that evolution from the time of Saint Jerome (Jerome de Stridon, known for his translation of most of the Bible in latin) in the fourth Century

(who learnt by heart all the works he'd ever read and was therefore the "cloud" of his time) up until the PC, the Internet and the smartphone, is a linear, even predictable, path. Each stage increases the value of a certain number of parameters: accessibility, omnipresence, personalization, exhaustiveness, proximity to the body, delegation, friction reduction etc. But the effects themselves of the passage from one stage to another are not so linear. Passing from sporadic access to information, for example, to a frenetic one can be considered as a quantitative improvement (on average 3 connections per day in Minitel's time to several hundred connections a day for smartphones), but this quantitative evolution has a radical effect on use. "We're arriving in the noosphere (the sphere of human thought) of Teilhard de Chardin and Elon Musk's Neuralink project, a modern Saint Jerome with his brain connected to the cloud. **But we can't skip stages as that would create a phenomenon of nonacceptance. We need to reserve an emergency exit for each innovation, the possibility of turning off the intelligent object"** Rafi Haladjian concludes.

Intelligent objects will become even more so with the addition of Artificial Intelligence, a true technological and societal revolution that will change our existence in the years to come, for better (cancer detection, reduction in accidents involving driverless vehicles) - or worse - (loss of thousands of jobs).

ARTIFICIAL INTELLIGENCE

ANGEL OR DEMON?



This technique has actually already existed for sixty years, since 1956 to be specific, at the Dartmouth College seminar that marked the beginning of Artificial Intelligence. In the 90s, after decades without any major breakthrough, “deep learning” and “machine learning” re-sparked scientists’ interest for AI. **Not a day went by without news concerning robots, chatbots, personal assistants** like Amazon’s Alexa or Google Home. In France, Microsoft already counts several hundred AI business projects, involving chatbots, IoT or cognitive services injected into apps. But if AI inspires fascination, it creates concern too. Alarmist reports about millions of job losses due to teams of AI robots appear one after another. Respected personalities from the technological sphere (Stephen Hawking, Elon Musk, Bill Gates) have expressed their concern about the risk of conscious AI,

this singularity expected in 2030 by Ray Kurzweil, in charge of innovation at Google, that could well decide, on reflection, that humanity no longer has any use. At the other end of these whistleblowers there are the trans humanists who promise humans that are augmented by technology, almost immortal half-gods covered in microchips linked to the cloud, equipped with artificial organs. For Thomas Kerjean, head of Microsoft France’s cloud division **“the subject terrifies due to ignorance and misunderstanding of the actual perimeters of what AI is and what it can bring us as a tool”**. Up until the first primitive forms of the alphabet in Mesopotamia, man only learnt through living generations, his memory being restricted to oral transmission. The written word first brought elements of capitalization on numerical data, then folk tales meant humans could craft their capacity to put the past, present and future into perspective. Gutenberg’s invention of printing in Europe in the 15th Century made learning more accessible on a massive scale. Humans were able to consult analysis from around the world in their own language. Thanks to the written word, a sort of critical spirit developed. During the following centuries,

the production of knowledge overtook human capacity to consume it. Then the major invention of the Internet in the 20th Century completely disrupted humans’ speed of absorption of information. “With mobile tools and connected objects set to multiply, data will become totally unreadable. **In the future, the essential quality in education will be our capacity to teach our children to get a general sense of things from a mass of overabundant and disorganized data”**. Thomas Kerjean reckons. The reason why we’re once again talking about AI are first of all the enormous amount of data, a precious matter for algorithms, then the cloud and its capacity to calculate and, above all, innovations in deep learning that allow a radically different way of reading information. “We hear a lot of talks about cognitive services by analogy with the human brain, and yet we’re nowhere near finding an equivalent. But our capacities of vision, reading, speaking, translation and transcription are considerably improved with AI” explains the head of Microsoft’s cloud division. In 2015, the Image Net project, led by the Stanford professor Fei-Fei Li, tested a machine’s capacity to take in a ton of images to recognize an animal, for example. Two years later, performances in the domain of visual recognition have come a long way. A machine’s capacity for listening is better than a human’s.

In the art sphere, the researcher Oscar Schwartz has created an online Turing test* for poetry on his site <http://botpoet.com>. Would you be able to detect whether a human or a robot wrote the poem? Another disturbing initiative is The Next Rembrandt by ING and Microsoft, in which an algorithm has recreated a painting that totally resembles those by the Dutch master. “It makes you dizzy. The central question surrounding AI is twofold: Firstly, what is its true nature,

is ahead of legislators and human sciences. **“Who has the right to decide what’s right for society, and who are transmitting these decisions?”** wonders Marc Lalonde, Rapp’s head of strategic planning. America and China already have a head start in investing in Artificial Intelligence research. Is Europe missing the AI train like it did for the advent of digital? Not necessarily, if we believe Thomas Kerjean, who reminds us that “France is a talented country, with the highest proportion in the world of Field medals (equivalent to the Nobel price for mathematics), that possesses a real intention to get involved in the subject,

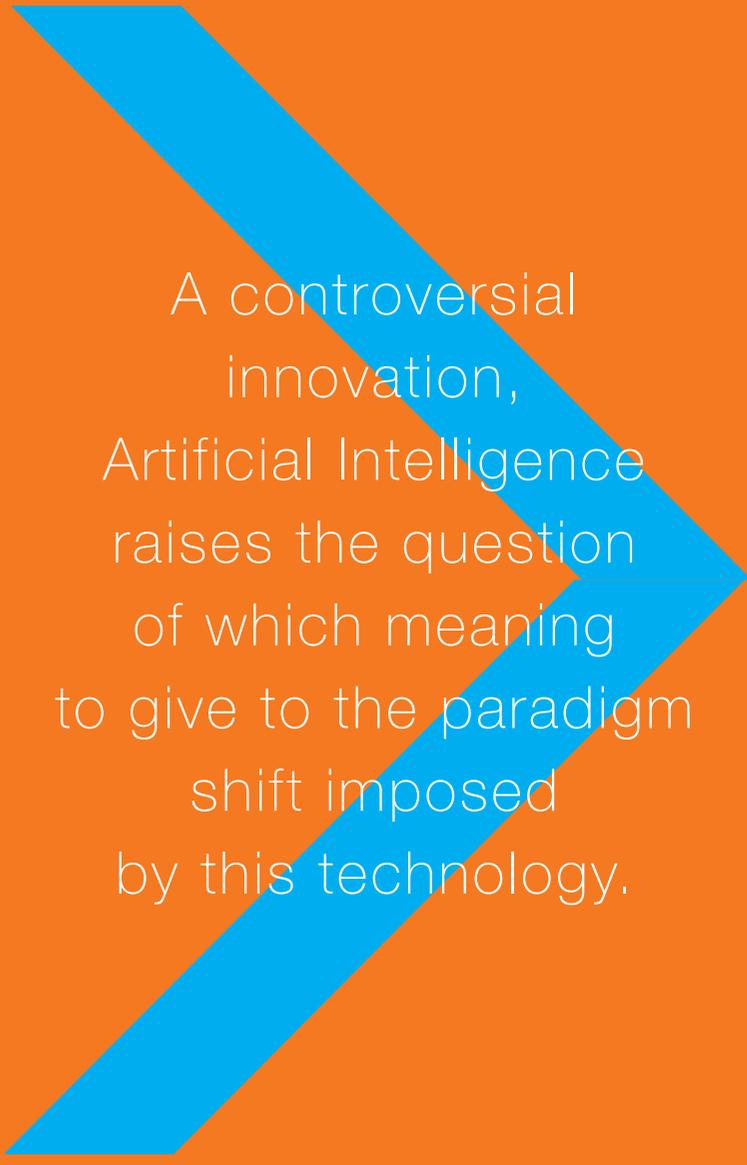
THE CENTRAL QUESTION SURROUNDING AI IS TWO-FOLD: FIRSTLY, WHAT IS ITS TRUE NATURE, BEYOND THE FANTASIES IT GENERATES? SECONDLY, AS WITH ANY TOOL, WHAT ARE THE ETHICS OF ARTIFICIAL INTELLIGENCE?

THOMAS KERJEAN

beyond the fantasies it generates? Secondly, as with any tool, what are the ethics of Artificial Intelligence? A hammer can be used to kill someone or to build a house. **Where does the responsibility lie to make a decision for driverless vehicles and their AI in the event of an accident: kill the passer-by or the driver? Should we delegate responsibility to a machine?”** asks Thomas Kerjean. All innovations are neutral to start with. But at a given moment, the innovator

with France AI (a government plan for Artificial Intelligence), research centers such as INRIA, CNRS, Polytechnique, a real dynamic in a country with a golden opportunity in its hands, provided it gets organized. Renault, a stakeholder in the French automobile industry, is one of the most innovative in the field of connected cars”.

* Put forward in 1950 by the English mathematician Alan Turing, the test consists of putting a human in a verbal head-to-head with a computer and a second human. If the person who starts the conversation isn’t able to say which of his interlocutors is a computer, the software is considered to have passed the test.



A controversial
innovation,
Artificial Intelligence
raises the question
of which meaning
to give to the paradigm
shift imposed
by this technology.



INNOVATIONS

THAT MAKE SENSE

In a society where everything moves at an unparalleled speed, as Harmut Rosa* points out, and when new lifestyles impose themselves on us without prior discussion or any real decisions taken by society, according to Mark Hunyadi**, isn't game changing's real challenge to give purpose to the individual?

Tristan Harris was "product philosopher" at Google. He left when he decided that he was no longer on the same wavelength as the company, who was asking him to invent products that captured users' attention by getting them hooked. **"He had the courage to leave a company that everyone wanted to get into,**

.../...

.../...

to create his own organization with a more ethical approach to design and service.” Marc Lalande reminds us. Another complex parameter for brands faced with this upheaval – other than the meaning that is given to these innovations – is the fact that these changes are linked to social interactions or platforms, with a networking service made up of various partners. It's getting complicated for brands to be involved in a game changing they can't control. “How do

game changing, that's equally emotional and functional. Take La Poste (France's nationalized postal system) who, beyond their past as a postal delivery system, has reinvented itself as a new provider of community care (medication, personalized help) and give a new meaning to its collective and individual social utility. Or Sberbank, the Russian bank who created a collaborative initiative to help

ISN'T GAME CHANGING'S REAL CHALLENGE TO GIVE PURPOSE TO THE INDIVIDUAL?

MARC LALANDE

you keep ownership of your domain? Facebook and Google needn't worry. They ARE the ecosystem.

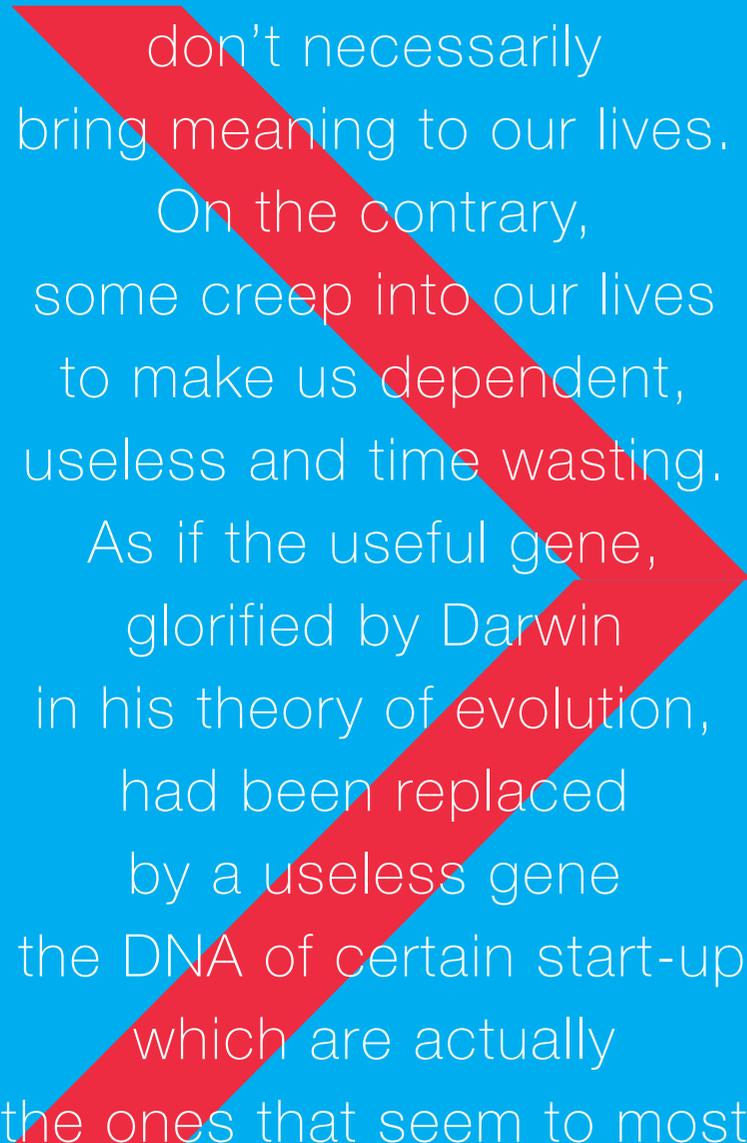
Brands themselves mustn't use digital solely as a means of communication but also make a contribution to helping people.” explains Rapp's strategic planner.

By inventing a service that doesn't yet exist for example, as Rapp has done with the “Garden planner”, a digital solution that lets you simulate the evolution of your garden, a sort of tech-assisted landscape gardener. Some businesses have managed to adopt a humanized version of

SMBs to set up wherever there's a real consumer need – if a village needs a butcher, a hairdresser or a baker – and became the instigator of an innovative dating platform. “This is game changing that improves people's lives while still making a profit.” notes Marc Lalande.

* German sociologist and philosopher and author of Acceleration: A Social Commentary on Time.

** Professor of social, moral and political philosophy at the Catholic University of Louvain and author of The Tyranny of lifestyles (Lormont, Editions du Bord de l'Eau).



But all these innovations don't necessarily bring meaning to our lives. On the contrary, some creep into our lives to make us dependent, useless and time wasting. As if the useful gene, glorified by Darwin in his theory of evolution, had been replaced by a useless gene in the DNA of certain start-ups, which are actually the ones that seem to most attract investors.

WHEN THE USELESS GENE

ATTRACTS BILLIONS



This is the theory put forward by Anaïs Richardin, managing editor at Maddynews, an online media dedicated to start-ups. “These companies who raise billions and have successfully united enormous communities don’t improve populations’ access to drinking water, don’t wipe out world famine and don’t offer any solution to latent conflicts. **In short, none of the current web giants seem to respond favorably to the wishes mentioned in their corporate speech**” announces Anaïs Richardin. A phenomenon that is Darwinism in reverse, with the premise that only the useful gene will survive natural selection. In the world of start-ups, it’s more likely that the useless gene will prevail. “A French company like Roger Voice, that has developed an app to help the hard-of-hearing to make phone calls like the able-bodied, only raised €500,000, a ridiculously small amount of money next to the billions handled elsewhere.” questions Maddynews’s managing editor, who admits

starting and ending her days on Facebook. Useless but addictive, these platforms illustrate Richard Dawkins’ theory of the selfish gene: **genes that are imposed on the population are the ones that create effects that serve their own interests (reproduction), without caring whether or not they improve the organism.**

How do we pass from useless to essential? That’s what’s happened to GAFA in recent years. In his book *Hooked*, Nir Eyal showed how to create a dependency on a product using the example of painkillers and vitamins. Painkillers solve a major problem. They’re an important medication and obviously useful. On the other hand, vitamins don’t solve any real, incapacitating problem, we don’t really know how to measure the impact they have on our health, and the benefits are worth the wait, when they exist. “But by swallowing these vitamins, we’re looking for efficiency. We’re looking for reassurance that we’re taking care of our bodies. Contrary to an essential painkiller, forgetting your dose of vitamins doesn’t change anything. Facebook, Snapchat and the like could be compared to vitamins. They’re not essential, but we like to have our daily dose. Except sometimes vitamins can turn into painkillers.

And the daily dose becomes essential at the risk of causing the highly popular theory of FOMO (Fear Of Missing Out)”

explains Anaïs Richardin. For Clayton Christensen, professor at Harvard and high priest of disruptive innovation, the next game changers will first be seen as toys, apps or platforms that don’t meet any need but that slowly become a reflex and will worm their way into our lives.

asks Anaïs Richardin. As well as being useless to humanity, these platforms are Trojan horses that give to those who can pay for it access to data that they can’t obtain themselves, and let them use it for commercial purposes.

CONTRARY TO AN ESSENTIAL PAINKILLER, FORGETTING YOUR DOSE OF VITAMINS DOESN’T CHANGE ANYTHING. FACEBOOK, SNAPCHAT AND THE LIKE COULD BE COMPARED TO VITAMINS. THEY’RE NOT ESSENTIAL, BUT WE LIKE TO HAVE OUR DAILY DOSE.
ANAÏS RICHARDIN

ANAÏS RICHARDIN

The problem is that 90% of investments are in these useless genes. “Snapchat bought Zenly, a geolocation app that lets your friends know where you are in real-time, for 300 million dollars. What’s the use of such an app that many users delete straight away?”

The purpose of Snapchat seems pointless but has a real utility for advertisers. A bit like “available brain time” sold by television channels. But what if the next big thing is a toy, couldn’t it be disguised as one of the connected objects that, according to certain analysts, are supposed to be entering our lives by the millions in the next few years?

Fortunately,
all these technological
innovations aren't useless,
far from it. Take the
example of SeaBubbles,
"flying" boats that float
on water thanks to foils
(underwater wings)
and form a novel rapid,
silent and ecological
method of transport.

IN FAVOUR OF POSITIVE DISRUPTION

When faced with a tree uprooted by a storm, you must try and find another little road that leads you to your final destination. To find it, it's necessary to think in a different way to a GPS that will always suggest taking the classic route. This will, without a doubt, be one of the last differences between the human brain and Artificial Intelligence

Surprising, creative and seductive, disruption can be positive game changing.

Take the example of the young French company SeaBubbles who imagined and built a new aquatic mode of transport, 'flying' boats that glide on water. The company was founded by the sailor Alain Thébault, inventor of the

.../...

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Hydrofoil, double world record holder in speed sailing who passed the mythical 50 knots (92.6 km/h) barrier, and Anders Bringdal twice world windsurfing champion. Their vision is that the future of mobility will take place on water, a natural and historical route at the heart of cities, one that has been underestimated for too long. Their product is a new means of transport that moves at the speed of a car for the price of a taxi ride, without any impact on the environment or urban infrastructure.

No they have wings". Camille Thérond-Charles explains that, for her, disruption is an "élan vital" or vital impetus. What's more, it often seems so obvious that we say to ourselves 'why didn't anyone think of this before?' In this innovative SeaBubbles project, game changing is oriented towards the environment but what has made it successful is the pleasurable sensation of being able to move about

DISRUPTION IS AN "ELAN VITAL" (VITAL IMPETUS). WHAT'S MORE, IT OFTEN SEEMS SO OBVIOUS THAT WE SAY TO OURSELVES: WHY DIDN'T ANYONE THINK OF THIS BEFORE?

CAMILLE THÉROND-CHARLES

A concept that attracts politicians like flies to honey, eager to show their support for an innovation that unites transport disruption and ecology.

Camille Therond-Charles, ex-managing director of SeaBubbles, defines disruption as "a disturbance to established order to find an outcome. Take SeaBubbles as an example: pollution is a plague, the roads are congested and the authorities are doing what they can to put speed limits in place, develop public transport and encourage car sharing. It's not very glamorous. Even if we electrified all the roads, there would still be traffic jams. So why not use the waterways? Bodies of water are underexploited natural motorways. Mummy, do the little boats have legs?

by gliding. As Alan Moore, famous graphic novelist (V for Vendetta, Watchmen, From Hell) says "Twenty years ago, we dreamt of flying cars". Yet the future is now and the reality of transport is very disappointing. With projects like SeaBubbles or Hyperloop, Elon Musk's idea of trains that travel through vacuum tubes at speeds over 1000km/h, we're starting to reach the future we imagined.



Start-ups, these innovative and agile young upstarts that big businesses are snapping up by sponsoring incubators and accelerators or by simply buying them.

But the association of start-ups and multinationals is not always as harmonious as it could be.

START-UPS AND MULTINATIONALS:

JE T'AIME
MOI NON PLUS

For the past decade, multinationals have been looking to start-ups to help them to develop their capacity to innovate quickly in a world where change has become the norm. In exchange they offer their commercial clout, which allows start-ups to develop and deploy their imagined innovations. This should be a win-win situation. **Except that there are bad practices in a market where ethics do not really exist yet, despite the numerous agreements that have been signed.** Multinationals are used to asking for and receiving specific services. Yet, start-ups have an economic model that is in total contradiction with these ad hoc service demands. "Start-ups look for scalability, a business's capacity to adapt its business model to a strong increase in its volume of activity, and must have the most replicable base possible in order to address big global markets." explains Chloé Bonnet, partner and founder of Five by Five. The result is that too many collaborations end up with a feeling of disappointment and shared frustrations. The other roadblock to fruitful

co-operation is the cosmetic practices of businesses. According to Five by Five's latest barometer in collaboration with French Tech, 83% of the SBF 120 businesses' CEOs support start-ups. "But we take these bosses for a tour of the incubators so that they can shake hands with the hoodie-wearing youngsters who are reinventing the world. The cosmetic practices, oriented first and foremost towards communication or start-up tourism, without afterthought or transformative perspectives, were for a while the norm. The first experiments sometimes gave way to bad practices: Demands that were too specific to the start-up, incompatible processes or non-adapted intellectual property agreements." describes Chloé Bonnet. It is therefore urgent to act against this mutual loss of confidence, because preconceived ideas about collaboration with these young upstarts are rife. "Find me a start-up that does this or that- We're asked this every day, and yet systems aren't in place to receive them. **The advantage of start-ups is that they question the processes used by multinationals.**" says the founder of Five by Five, who recommends integrating start-ups inside organizations

following the "extreme users" principle. Extreme users are users who highlight the limits of a system by using it intensively or in a different way. For example, a start-up can improve buying processes, which is make-or-break for many companies. Two businesses give up the ghost every hour because of non-payment, according to the Bank of France.

and organizations must accept questioning from players who do not follow their rules and codes. "When a start-up and a multinational go into partnership, each player must express their expectations and work with each other and

INNOVATION COMES FROM SEDIMENTATION, AND ORGANISATIONS MUST ACCEPT QUESTIONING FROM OUTSIDE PLAYERS WHO DO NOT FOLLOW THEIR RULES AND CODES.

CHLOÉ BONNET

Two of Five by Five's clients have succeeded in producing a simplified payment process, invoice issuing system and a simpler payment kit, thanks to the set-up of a fruitful partner program.

ROI (or Return On Investment) is another cultural block to a harmonious relationship, as it is difficult to keep track of. **"It's necessary to stop being such an ROI obsessed and applying outdated measurement systems to new things."** says Chloé Bonnet. It's time to get out of this "navel-gazing culture" that still affects so many organizations. Contrary to the myth of the lone mad scientist, innovation comes from sedimentation,

for each other, so that these expectations are fulfilled. The first big success stories foretell a future full of optimism and the creation of shared values" concludes Chloé Bonnet.

* Concept according to which the business is no longer closed in on itself within its R&D department, but opens itself up to a diverse range of external players.

The production and sales of products and services is perhaps no longer the alpha and omega of business. Little by little, usage is starting to replace ownership, a paradigm shift that will completely change our consumer habits.

CONNECTIONS ARE WORTH MORE THAN GOODS

“Is game changing an effect of a disruption or an evolution? In fact, accumulated little changes bring us to a disruption, however small in the grand scheme of our evolution.

It took several millennia to get to this point. Then, in just 30 years, the digital world has revolutionized our behavior” analyzes Yann Aledo, co-founder of Opinion Way. Is this mutation a good or a bad thing?

When faced with disruptive innovation, there are two possible reactions- adoption or rejection. When rejection is chosen, there are three possible responses, according to the reactionary rhetoric of Albert O. Hirschman, noted professor of Social Sciences at Princeton’s Institute of Advanced Study.

- The first response, the ‘perversity’ theory states

that all attempts to change existing order lead to results that are the opposite of their desired effect.

- The second is futility- change is useless. It’s impossible to change the status quo.
- Finally, the third response is jeopardy, in which the entire system itself is questioned.

This digital revolution can however provide a unique quality of life for those who embrace it, according to the head of the research institute:

“I can order a taxi or car service to save precious time going to an important meeting, before going to a restaurant that’s cheaper than a more reputable one but of the same quality. My 17-year old son who spends too much time in front of a screen on Snapchat and Instagram, also does e-learning. When he goes out on a Saturday night, I download the Uber app for him so that he can get home quickly and safely, and I sleep better because of it” says Yann Aledo. There’s another improvement brought

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about by this paradigm shift- the 17% of the population that is illiterate, allophone (i.e. people who have a first language that is not that of the country they live in), uneducated or has difficulty with the written word are not forgotten and in fact benefit from digital progress. As such, public transport provider Keolis used the institute to

been working on the results of seventeen years worth of market research in consumer behavior. From this, he took away five major invariables for consumers.

- Firstly, there is a strong budgetary constraint surrounding innovation. The consumer wants goods with the best price-quality ratio.

The individual now wants personalized offers and the opportunity to live an experience. A demand that is in total opposition with businesses built on a Taylor-Ford model, that is to say pyramidal and centrist, hence the consumption crisis that we all know well. Certain companies have understood

CONNECTIONS ARE WORTH MORE THAN GOODS. THAT'S THE LOGIC BEHIND PLATFORMS THAT ARE ABLE TO CREATE A CERTAIN ADDICTIVE QUALITY. THEIR SERVICE MAY BE USELESS BUT IT'S AN END IN ITSELF.

YANN ALEDO AND PHILIPPE LE MAGUERESSE

work for two years with the illiterate and for one year with the visually impaired. Since 2002, France Telecom has been doing the same for text-to-speech (vocal synthesis). Today, Google's Pixel Bud headphones can translate conversations into 40 languages in near real-time thanks to Google Translate software. This innovation could help charities and doctors who intervene in non-Francophone or non-Anglophone communities and UN peacekeepers.

According to Yann Aledo "We mustn't resist these mutations that are making the world progress".

The survey specialist suggests that we are "grieving for the old world" even if we are still in the first stage of grief, which is anger. Philippe Le Magueresse, managing director of OpinionWay has

- Secondly, is the consumer's proximity, be it geographical or in regards to a brand and its discourse.
- Thirdly, there's the desire to be autonomous, or "empowerment" as one would call it in Quebec, to have power and regain the upper hand.
- Then there's the predominance of use against ownership, a major phenomenon. "I've been working for ten years with Price Minister-Rakuten on this 'recycling economy'. People buy new goods with reselling in mind. So when you buy second-hand goods the packaging is perfectly in tact because the seller has already anticipated this resale".
- Finally, there's a confidence in one's peers and mistrust towards experts, institutions, brands and the media.

this and offer consumers a super-fluid experience like with Amazon. In this context where the consumer has new expectations and more power, where the goods or service offered are no longer as important the connection that a company will maintain in the long run. "Connections are worth more than goods. That's the logic of platforms that are able to create a certain addictive quality. Their service may be useless but it's an end in itself" agrees Philippe La Magueresse.

The changes that have been affecting our society for around 15 years, of which the origin is so often a technological innovation (the Internet- first on home computers then mobile, connected objects, Artificial Intelligence), are reshuffling the cards for all players: individuals, businesses, communities, organizations. Even countries themselves are seeing their power lessen in the face of private companies with the digital capabilities to connect billions of people and provide them with paid or free services. It's Facebook who wants to "connect the world" with its Free Basics service, available in 53 countries, and it's Google who is going to develop internet access in the furthest corners of the planet with its Loon project, not France, or Europe or even the US.

How to move with the inevitable game changing set to continue or even amplify in the years to come?

That's the crucial question for all of modern society's stakeholders and to which there isn't one simple answer. Game changing brings with it new dangers. How to control the use of personal data? How to improve cyber security to stop hackers being able to remotely turn off the power of entire cities? On the other hand, the scientific advances possible with Big Data and AI are considerable. "Each era has its peculiarities.

It's normal to pose questions about addiction to digital platforms and the risks Big Data represents to individual freedoms. However, these innovations also bring a lot of benefits and opportunities.

A geneticist working on cancer told me that in the past, to test a hypothesis about pathology they needed thirty generations of mice and two years of calculation to determine whether it was false. Nowadays, thanks to data and Artificial Intelligence, it takes just two weeks" highlights Yann Aledo.

CONCLUSION /

As the politically engaged singer turned Nobel Prize in Literature winner and living example of game changer Bob Dylan sang

*Come gather 'round people
Wherever you roam
And admit that the waters
Around you have grown
And accept it that soon
You'll be drenched to the bone.
If your time to you
Is worth savin'
Then you better start swimmin'
Or you'll sink like a stone
For the times they are a-changin'*

