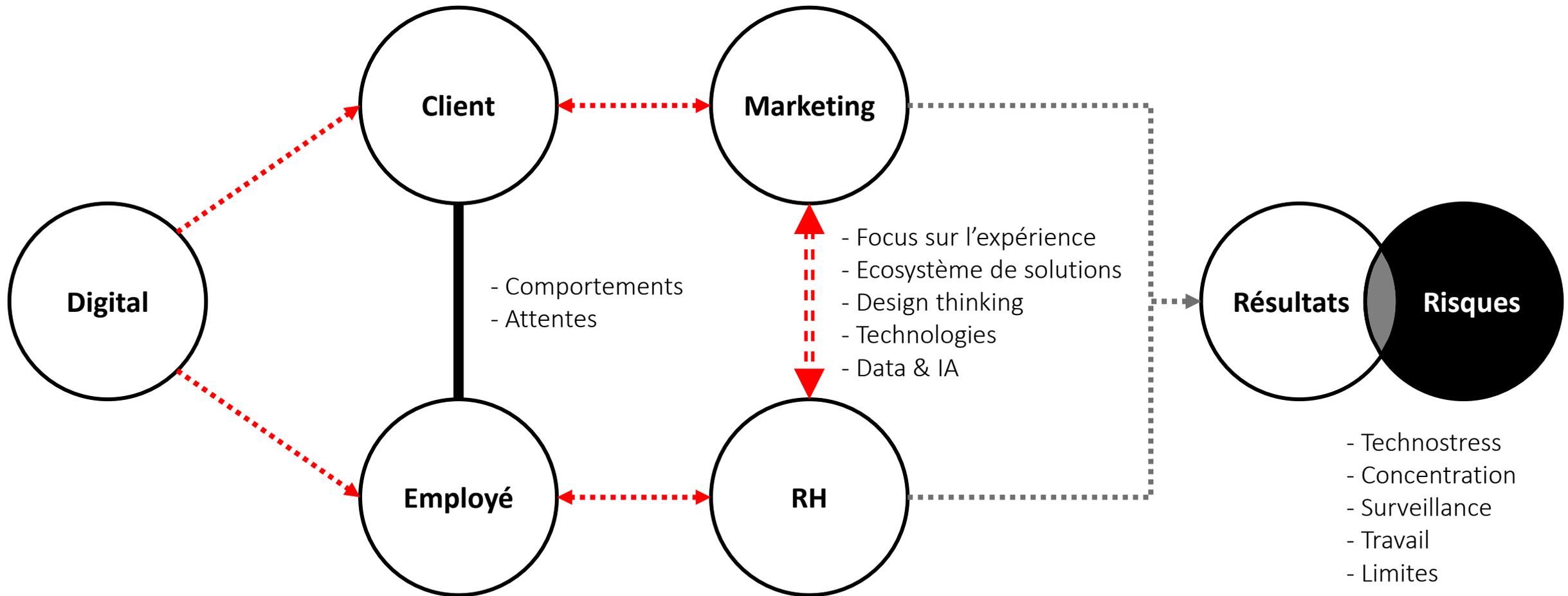


# REGARD INTERDISCIPLINAIRE SUR LA TRANSFORMATION DIGITALE

*Prof. Dr. Arnaud Dufour*

# vue d'ensemble -> slides sur <http://www.alphis.com/bcrh.html>



# un client **connecté**

- connecté en **permanence**,  
avec son **mobile**
- **multi-connecté**,  
avec plusieurs appareils
- très **bien connecté**,  
avec le haut-débit



évolution des **comportements** privés & professionnels  
communication + information + loisir + achat  
banalisation du digital



# des entreprises qui se **digitalisent**

- de **nouveaux canaux** relationnels
  - en plus de leurs canaux préexistants
- un **marketing « digital-first »**
  - publicité
  - communication
  - produits & services
- de l'**innovation**



# un **comportement d'achat** qui évolue

- chercher
  - s'inspirer
  - s'informer
  - comparer
  - décider
  - **acheter**
  - évaluer
  - dépanner
  - partager
  - racheter
- **avant, pendant et après** l'acte d'achat
  - dans le monde digital **et** le monde réel
  - à travers plusieurs canaux, **l'expérience omnicanale**
  - des interactions **ATAWAD**  
(*any time, any where, any device & now*)

Stacy's car-buying journey included over 900 digital touchpoints\* in a 3-month period



Occurred on Mobile



**139** Google Searches



**14** YouTube Videos



**89** Images



**69** Dealer Interactions



**186** Manufacturer Interactions

Explored  
**14 Brands**



Considered  
**6 Brands**

Decided Between  
**2 Brands**

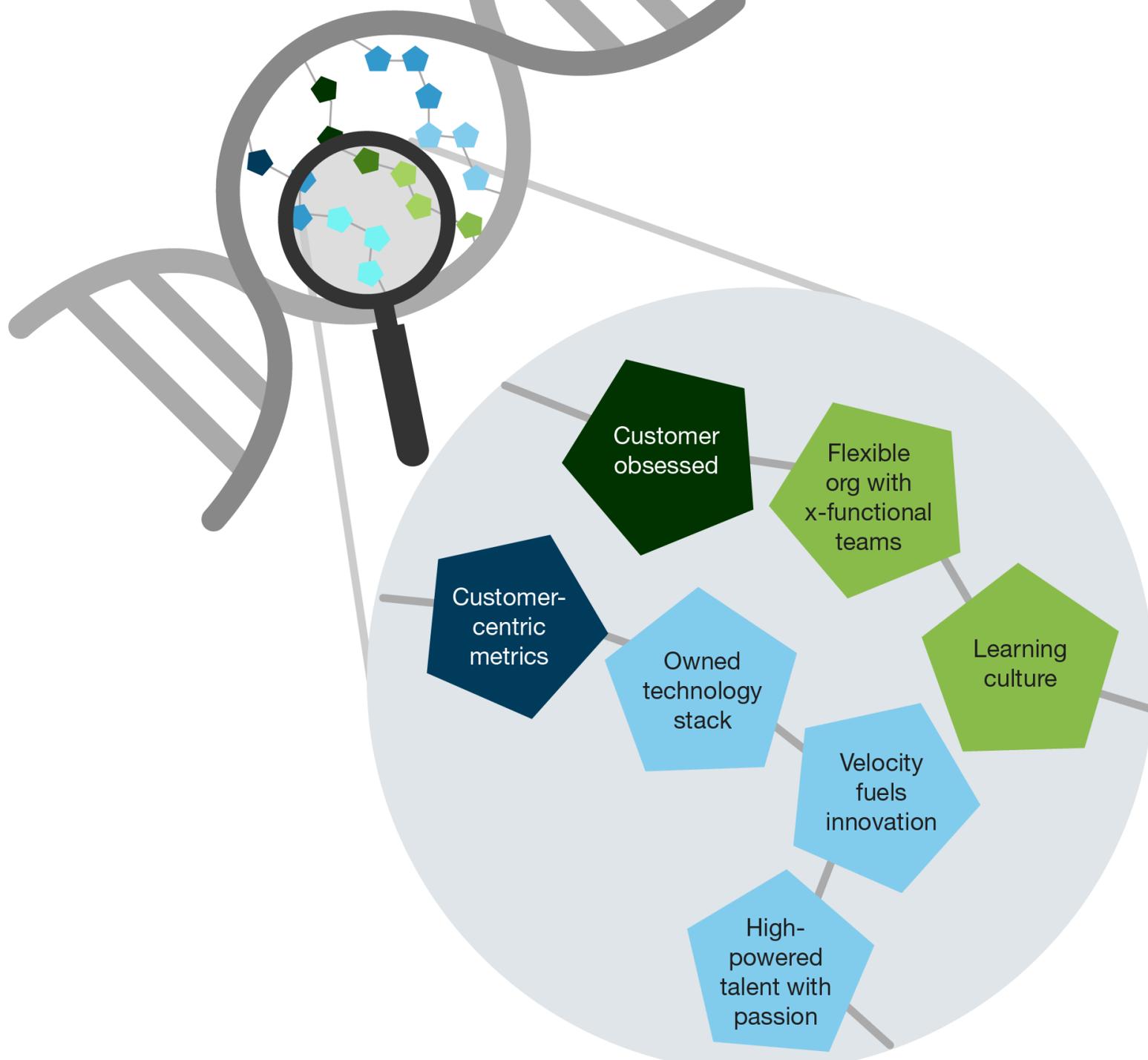
\*Touchpoints = searches, website visits, video views, clicks

# l'expérience client

- attentes définies et étalonnées par les **leaders digitaux**
- **dépasse** le fonctionnel
  - simplicité
  - esthétisme
  - convivialité
  - fluidité
  - dimension ludique
- transcende les limites B2C / B2B
  - **consommérisation** des services B2B



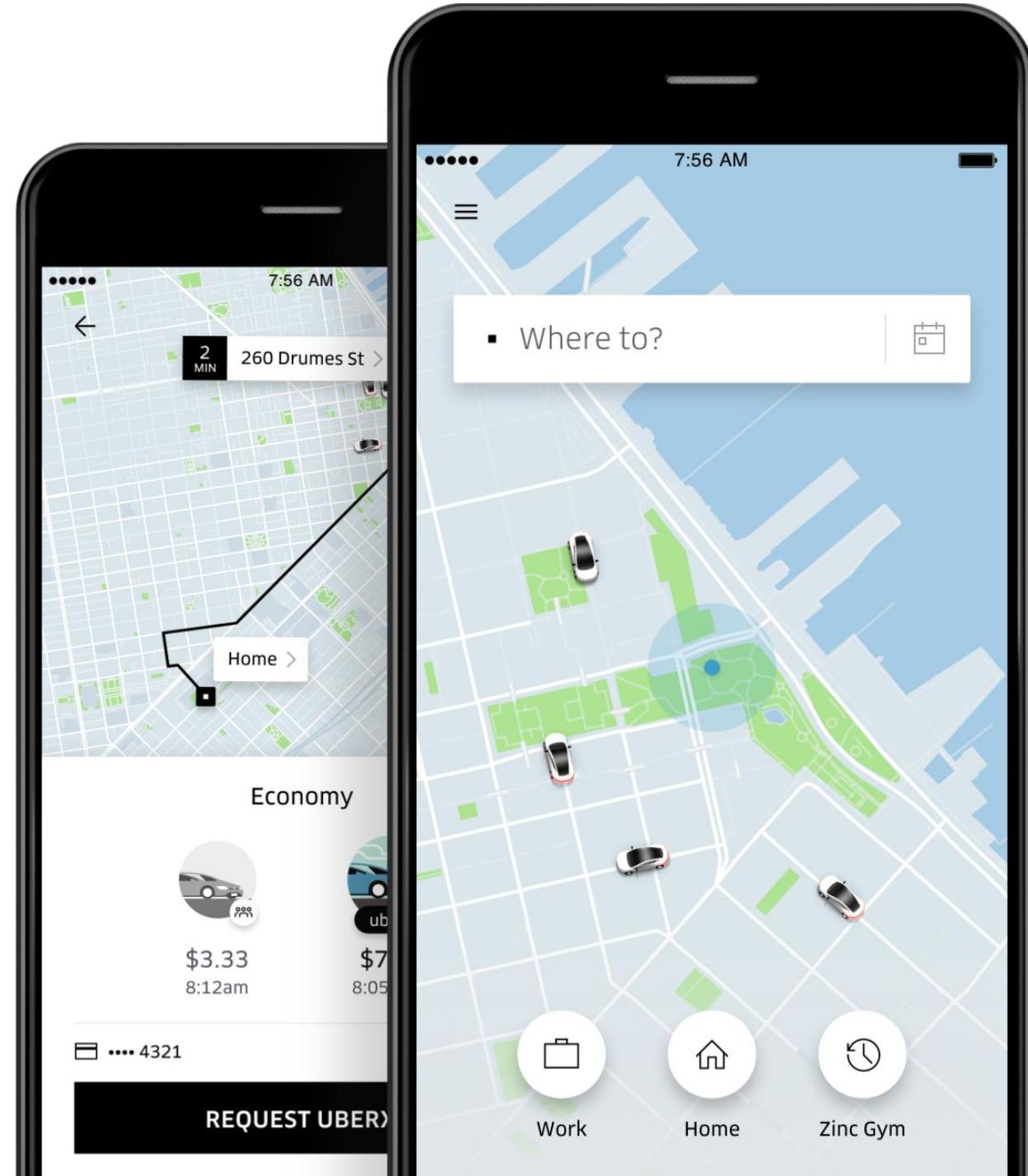
# L'ADN des leaders digitaux



# l'expérience client

– au-delà du fonctionnel...  
**l'émotionnel**... le ressenti... le vécu...

- personnalisée
- enrichie en données
- transparente
- valorisante
- en libre-service
- contrôlée par le client
- rapide, performante
- sociale
- so cool ;-)



# le marketing expérientiel

- un marketing des 5 sens
  - le client comme être sensoriel, au-delà du rationnel
  - l'expérience vécue, et partagée
- une intégration du digital
- lien avec le neuromarketing



# UX Conference



Nielsen Norman Group





# Cailler

HOME OF SWISS CHOCOLATE  
SINCE 1819



# The Definition of User Experience (UX)

by Don Norman and Jakob Nielsen

Topics: [Interaction Design](#) [Management](#) [Visual Design](#)

**Summary:** "User experience" encompasses all aspects of the end-user's interaction with the company, its services, and its products.

The first requirement for an exemplary user experience is to meet the exact needs of the customer, without fuss or bother. Next comes simplicity and elegance that produce products that are a joy to own, a joy to use. True user experience goes far beyond giving customers what they say they want, or providing checklist features. In order to achieve high-quality user experience in a company's offerings there must be a seamless merging of the services of multiple disciplines, including engineering, marketing, graphical and industrial design, and interface design.

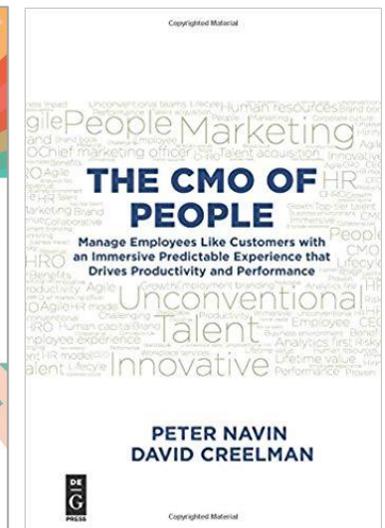
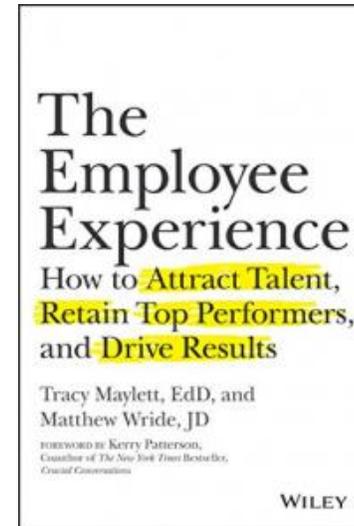
It's important to distinguish the total user experience from the user interface (UI), even though the UI is obviously an extremely important part of the design. As an example, consider a website with movie reviews. Even if the UI for finding a film is perfect, the UX will be poor for a user who wants information about a small independent release if the underlying database only contains movies from the major studios.

We should also **distinguish UX and usability**: According to the [definition of usability](#), it is a quality attribute of the UI, covering whether the system is easy to learn, efficient to use, pleasant, and so forth. Again, this is very important, and again total user experience is an even broader concept.

**le consommateur est un employé comme les autres...**

l'employé est un consommateur comme les autres...

**UX + CX + BX + EX =  
EXPERIENCE**



## Brand Experience

The experience that users should have before, during and after engagement with the platform? How does this fit into my lifestyle? Where does this add value? What value does it add? What do I feel? What do I tell people?

## Customer Experience

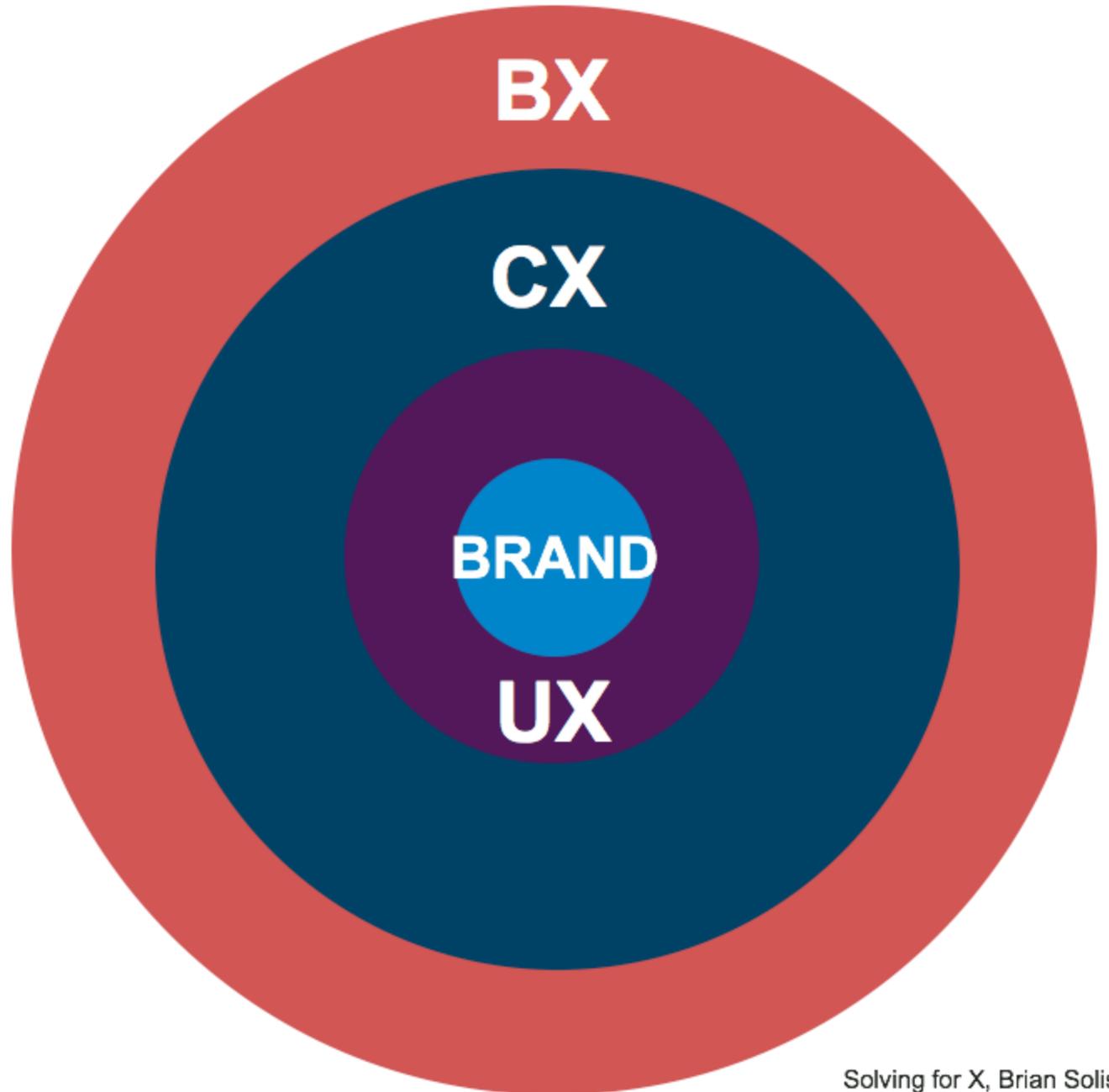
The individual + the sum of all interactions with the platform in each moment of truth. How does CX bring to life the confluence of the brand promise and the brand experience

## Brand

The brand is the essence of the experience people have and share. More and more, the brand needs to be emblematic of consumer aspiration, relatability and personality. It's more than creative, design and pillars, it's emotional, personal...

## User Experience

User experience (UX) refers to a person's entire experience using a particular product, system or service. New trends though are making UX frictionless...even mindless or intuitive with movements such as "No UI = Next UI" and also "Conversational Commerce."



# Définition : Expérience employé

Ecrit par B.Bathelot, mis à jour le 1 août 2016.

Glossaires : [Fidélisation / CRM /CRC](#) | [Fidélisation / satisfaction](#)

Le terme d'expérience employé est utilisé par analogie avec celui d'expérience client et peut donc être défini sommairement en utilisant cette analogie comme l'ensemble des émotions et sentiments ressentis par un employé dans le cadre de sa relation avec son entreprise . C'est le résultat de l'ensemble des interactions qu'un collaborateur peut avoir avec son employeur. Cela concerne donc les éléments liés directement au contrat de travail (mission, rémunération, horaires, etc) mais également tous les à- cotés pouvant être considérés comme des points de contact pour poursuivre l'analogie avec le client. Ce sont d'ailleurs souvent ces éléments qui sont pris en compte dans l'approche marketing du concept d'expérience employé.

L'expérience employé relève d'objectifs managériaux (qui ne seront pas développés ici), mais elle est également liée étroitement à la notion de [marque employeur](#) et à l'expérience client.

Dans le domaine de la marque employeur, une expérience employé de qualité est censée contribuer à la fidélisation et aux recrutements dans la mesure où les témoignages de salariés sont de plus souvent recherchés sur Internet par les candidats.

Une bonne expérience employé est également souvent vue comme un moyen de contribuer à la qualité de l'expérience client, notamment pour les collaborateurs de front office en relation directe avec les clients. Fidéliser et satisfaire les collaborateurs est alors considéré comme un premier moyen de fidéliser et satisfaire ses clients.

Il est à noter que la notion d'expérience employé peut être vue parfois comme une utopie, voire une hypocrisie, dans certains domaines d'activité où les conditions de travail laissent à penser que l'expérience des collaborateurs est loin d'être la priorité de l'entreprise ou tout au moins difficilement compatible avec des objectifs purement économiques ou financiers. On peut par exemple s'interroger sur la notion d'expérience employé au sein de certains centres d'appels.

La volonté d'optimiser l'expérience employé / collaborateur peut parfois aller jusqu'à la mise en place d'un dispositif d'[ERM](#).

# des démarches de **design thinking** centrées client

- mieux **comprendre les clients**, leurs attentes, leurs besoins
  - user & buyer [personas](#)
  - employee [personas](#)
- mieux comprendre **leurs parcours et leurs expériences**
  - cartographier les parcours (customer journey maps) et les contacts (touchpoints)
- développer cette compréhension de façon collective
  - écoute et co-développement avec les clients
  - intégrer ces éléments comme bases de la culture d'entreprise
  - de l'obsession client...

# un exemple de persona



Michael Jones

Guardian

## Quote

“

I hope the new job will give me an opportunity for professional growth.

”

## Demographic

♂ Male 26 years

📍 New York City, NY

Single

Expected position: Junior

Financial Analyst

Expected income: \$65 000

## Background

Young professional with 1-year experience in finance sphere.

Looking for a full-time job in a company with good reputation.

Single. Lives with his elder brother and his family.

Hopes this job will give him regular income and career growth.

Worries about his lack of solid experience and failing his probation.

## Motivations

Professional growth and regular income.

## Frustrations

Failing the probation and not matching the expectations of the employer.

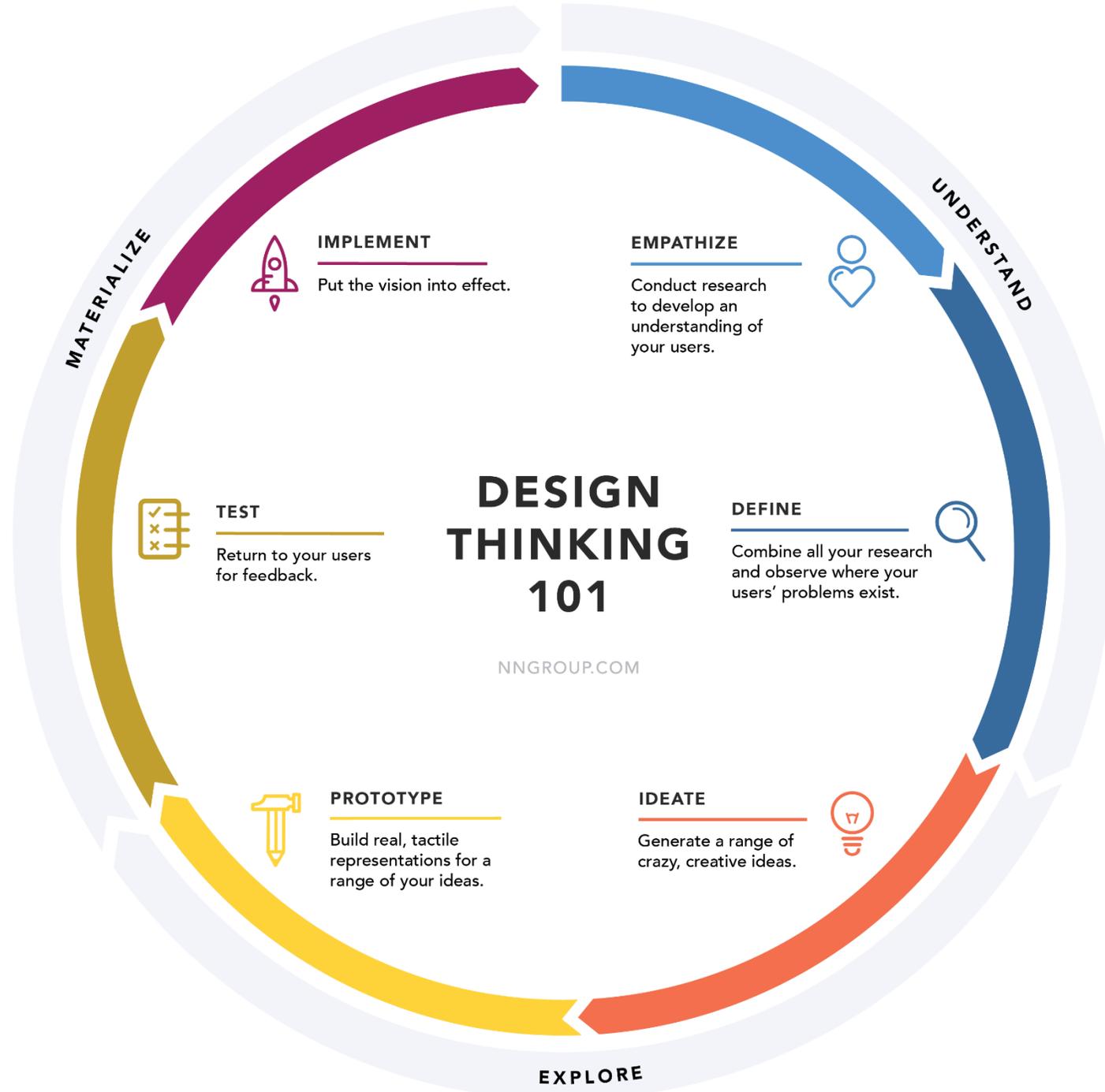
## Skills

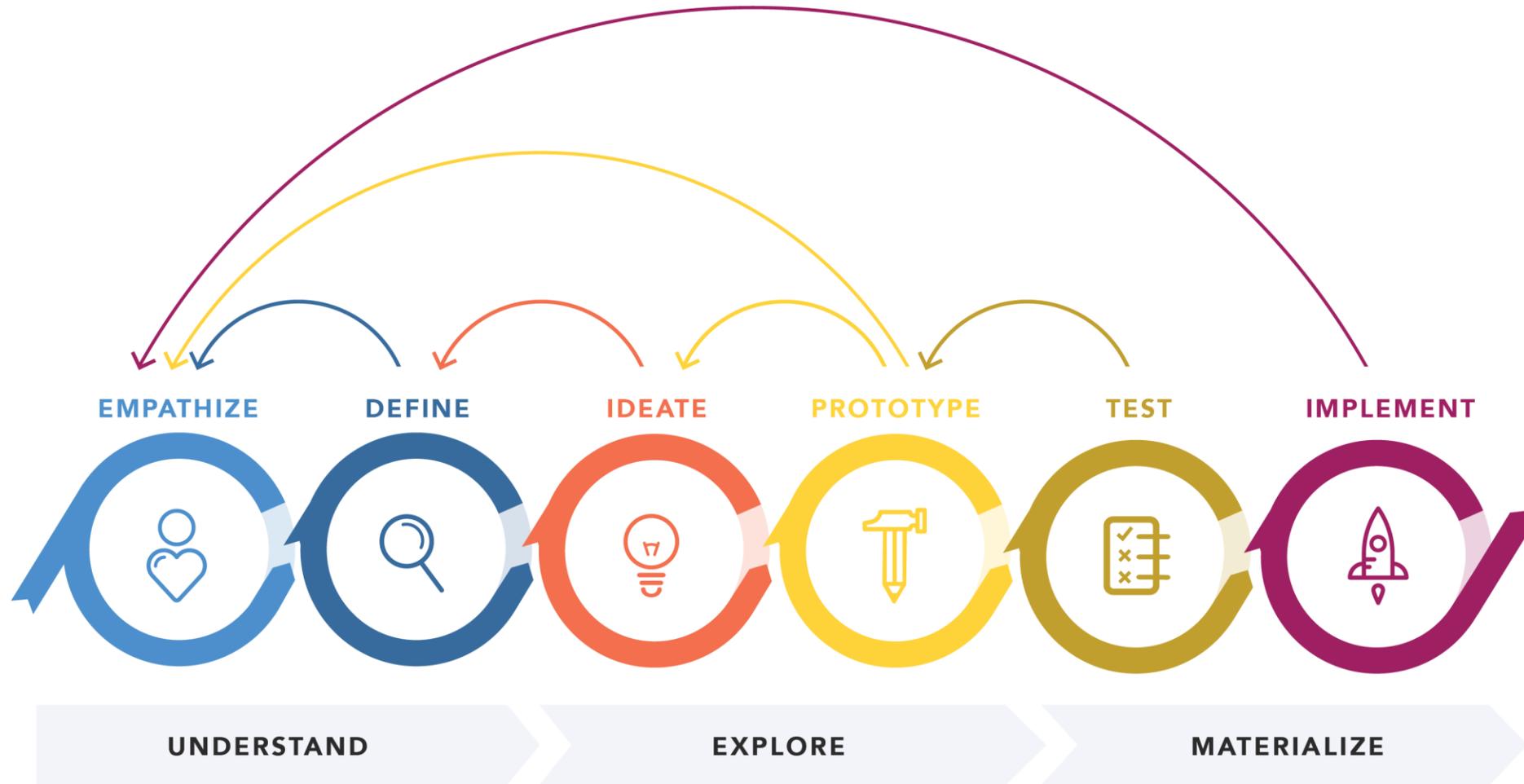
Finances



Communication

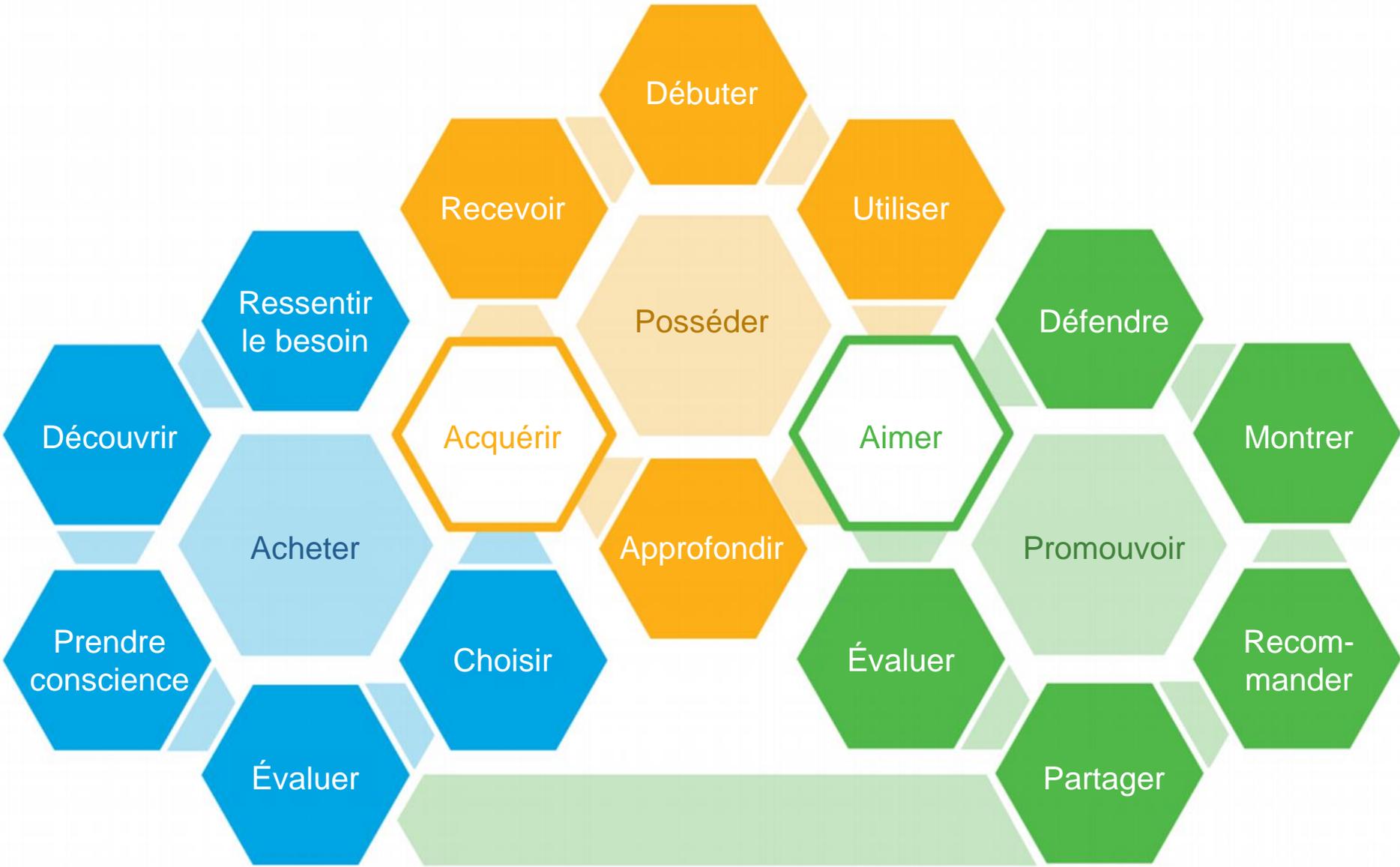


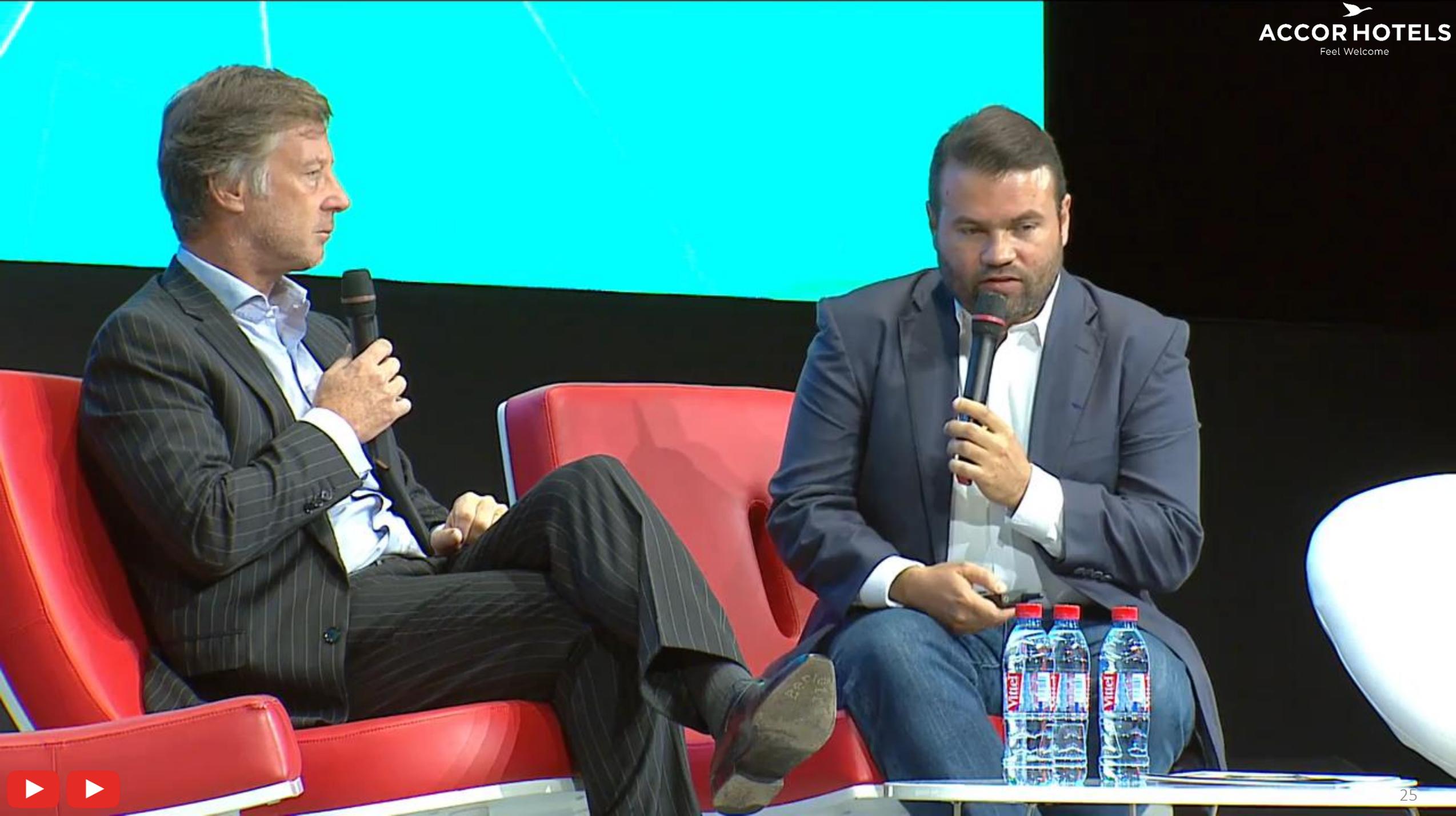




DESIGN THINKING 101 NNGROUP.COM

# parcours d'achat et expérience client





# LE DIGITAL AU SERVICE D'UNE EXPÉRIENCE HÔTELIÈRE UNIQUE

## -1- RÊVER

« Être inspiré pour choisir une destination »

**+1 800**

DESTINATIONS  
PROPOSÉES SUR  
ACCORHOTELS.COM

## -2- CHERCHER

« Trouver la meilleure offre »

**1**

PORTAIL WEB  
MULTIMARQUE ET  
13 SITES DE MARQUES

## -3- RÉSERVER

« Réserver partout, de n'importe quel écran »

**+4**

TELECHARGEMENTS PAR MINUTE  
DE L'APP UNIQUE ACCORHOTELS  
= **3 M** DE TELECHARGEMENTS

## -4- PRÉPARER

« Optimiser la préparation de mon séjour »

**70**

CITY GUIDES EN LIGNE SUR  
ACCORHOTELS.COM



## -5- SÉJOURNER

« À l'hôtel, me sentir attendu et privilégié »

**WELCOME**

CHECK-IN EN LIGNE  
ET FAST CHECK-OUT

## -6- PARTAGER

« Partager mon expérience avec mes proches »

**10M**

DE FANS SUR LES RESEAUX SOCIAUX



## -7- REVENIR

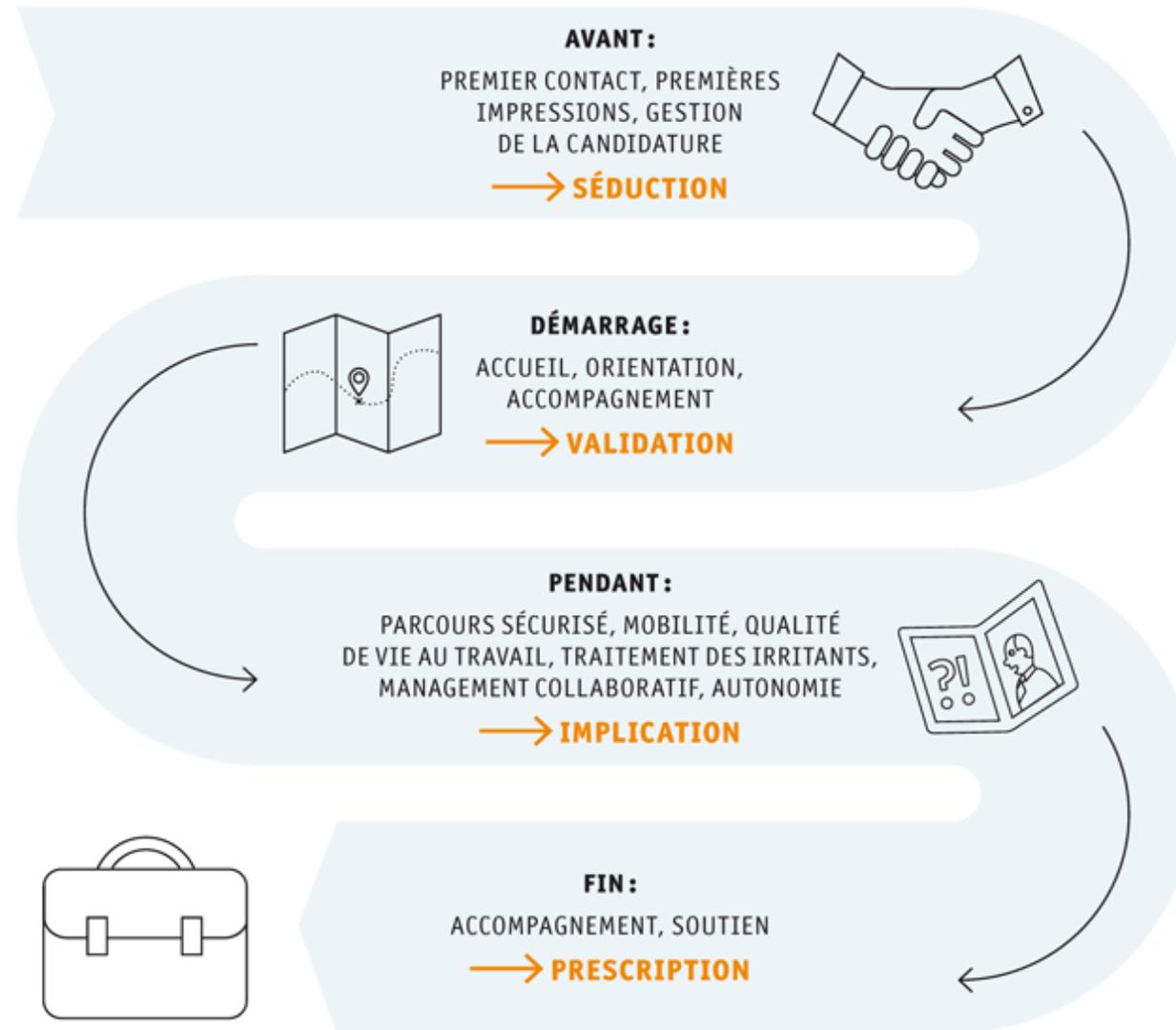
« Être récompensé et reconnu »

**+18 000**

DE NOUVEAUX MEMBRES CHAQUE JOUR

LE CLUB ACCOR  
HOTELS

# — 4 MOMENTS-CLÉS DE L'EXPÉRIENCE COLLABORATEUR —



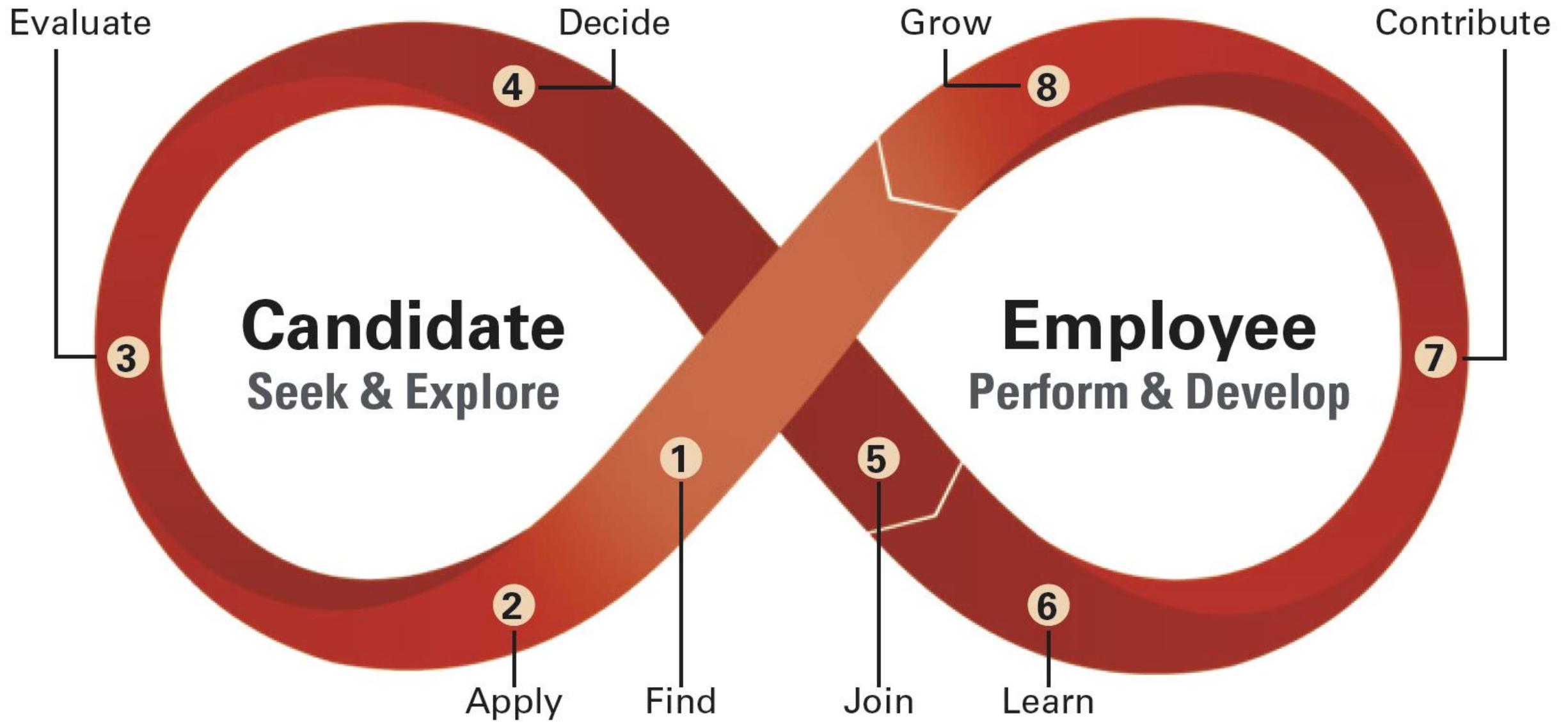
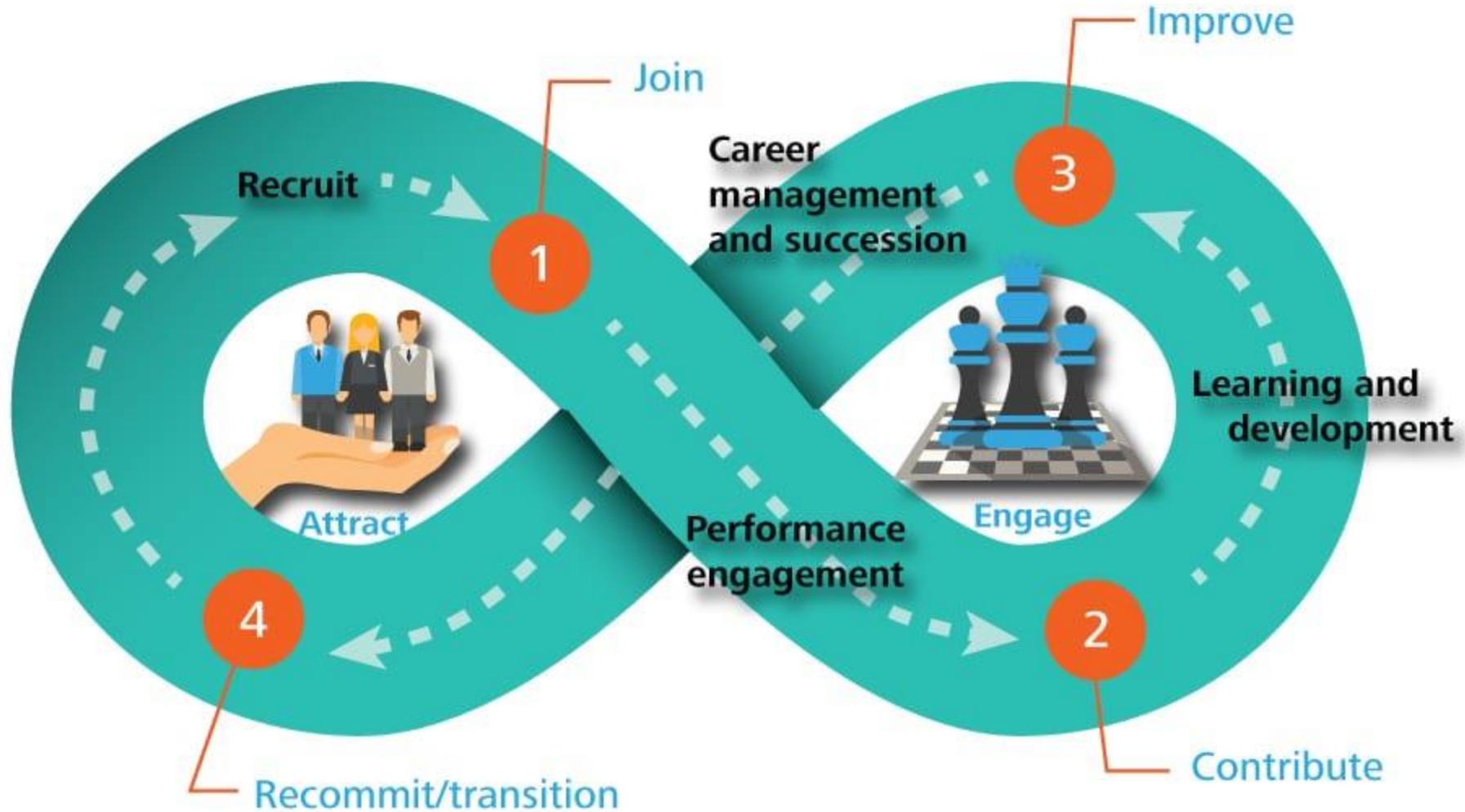


Figure 1: The Employee Journey

# an example **employee journey**

1. sourcing and recruiting
2. pre-boarding
3. onboarding (orientation and initial training)
4. compensation and benefits
5. ongoing learning and development
6. ongoing engagement, communication, and community involvement
7. rewards and recognition
8. performance planning, feedback, and review
9. advancement
10. retirement, termination, or resignation

Figure 2. Modified employee career model



Treating employees as customers reframes the employee career model, designed to **attract and engage** (rather than manage) employees by focusing on **employee decisions** (instead of HR processes) that form a **continuous series of journeys** (instead of a single, career- or role-based life cycle).

# un exemple de parcours

Michael Jones

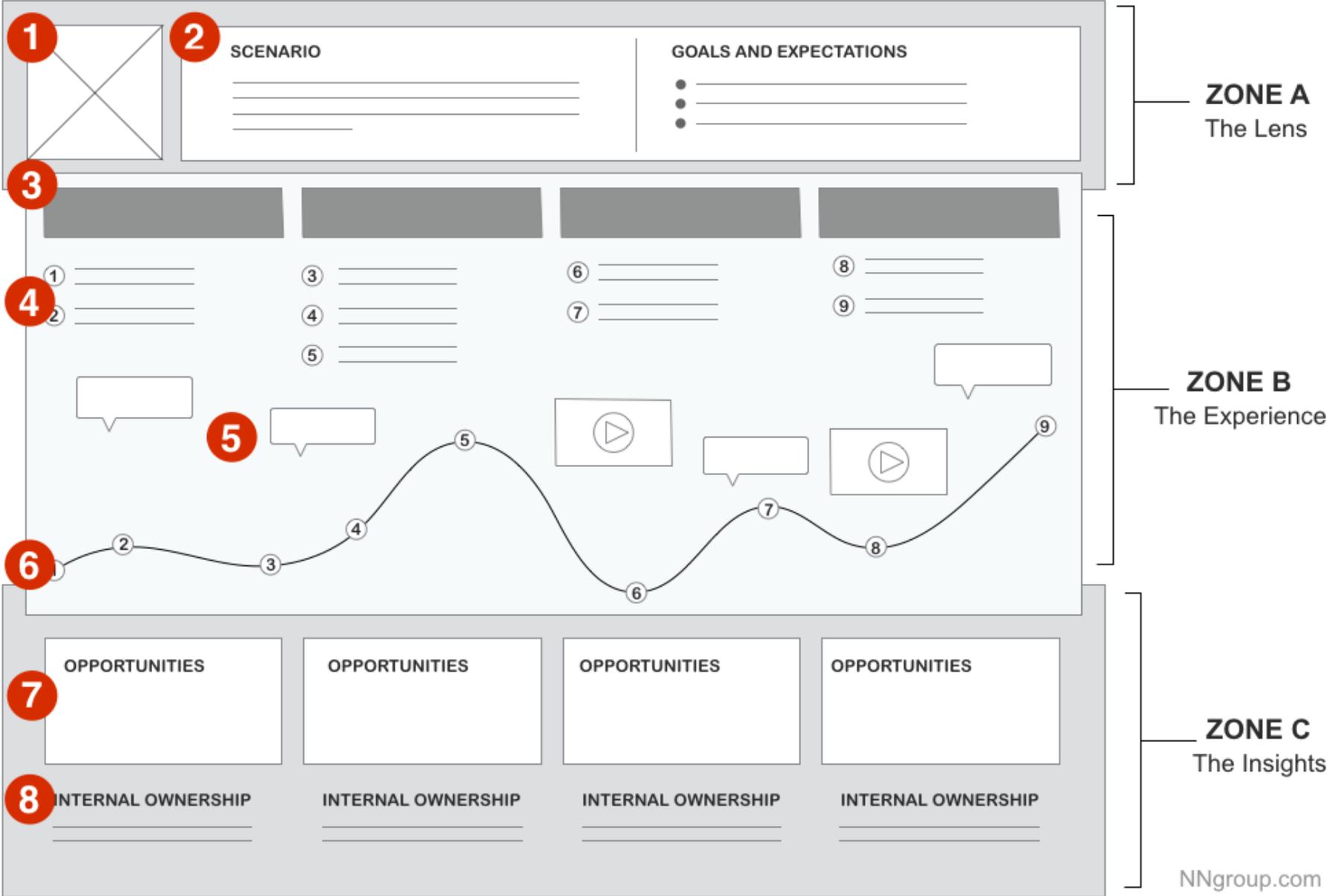


Young professional with 1-year experience in finance sphere. Looking for a full-time job in a company with good reputation. Single. Lives with his elder brother and his family. Hopes this job will give him regular income and career growth. Worries about his lack of solid experience and failing his probation.

	AWARE	FIND & RESEARCH	APPLY	INTERVIEW	INVITATION	TRIAL
User goals	Find an open entry-level financial analyst position.	Learn as much as possible about the company and possibly about the team.	Apply for the position.	Successfully pass the interview.	Find out about the results of the interview as soon as possible.	Get clear guidance and perform well.
User expectations	Michael expects to find a position with a rich description mentioning the experience level and expected compensation.	Michael expects to find information about the team he will join and the place he will work in before even going to the interview.	No unnecessary complications during the process of application.	Michael expects to hear how he performed during the interview to know what to expect.	Michael expects to find out whether we will hire him or not before he goes looking for other options.	Less bureaucracy during legal procedures. Getting initial training and guidance in the beginning.
Process	After being out of work for a couple weeks, Michael starts looking for new jobs in the financial sector. He opens up the first website with jobs.	Once Michael finds a matching position he wants to do some research to learn more about the company. He looks through the corporate website and the LinkedIn profile.	Michael finds a "WE HIRE" section on the website, but cannot find the position he saw on that other website. So he has to contact HR directly which is a little frustrating for Michael.	Michael arrives at the office and meets his interviewers. They offer him some coffee and make sure he feels safe. Michael was insecure at first, but good attitude makes him feel better. But after the interview is over, no one tells how successful it was.	Two weeks later, once the final decision has been made, Michael gets a phone call from HR department. He finds out that he's hired. At that point he almost lost the hope of getting this job.	Michael submits all necessary documents and gets instructions regarding hiring process. After that, he meets the manager who tells him about the project Michael will be working on for the following couple months.
Quote section	“ I am afraid I won't find anything matching my experience level. 😞 ”	“ I wonder what this company looks like and what kind of employees it has? 😞 ”	“ I wonder why this position doesn't show on their website... What if it's not open anymore?! 😞 ”	“ These guys are really nice! I feel like I want to work with them! 😊 ”	“ It's been a couple weeks now and I haven't heard anything from them... 😞 ”	“ There's been a lot of legal routines but I am happy to finally start with my first project! 😊 ”
Process and channels	Job Listing Website	Corporate Website, LinkedIn	Website, Email	Office Building, Face to face	Phone Conversation	Legal Procedures, Meeting the manager
Problems		It seems that there is not enough info about the office and the people working in the company.	WE HIRE section is not up-to-date so potential employees feel frustrations and might give up on application.	Applicants have no idea how they performed during the interview.	Applicants feel uneasy when waiting for the results.	Document processing seems a little frustrating for applicants.
Experience	😞	😊	😞	😊	😞	😊
Ideas		Bring more transparency by adding a page about office life and employees.	Make sure that the content on the page is actual and does not confuse applicants.	It would be better if interviewers shared some of their thoughts with the applicants after the interview.	It might be possible to send them emails asking to wait for a bit longer if the process of choosing the candidate takes more than usual.	Is it possible to simplify the process for the soon-to-be employee?



# l'analyse de parcours client



**Figure 1. Overview of customer experience (CX) tools and applications**

## Understand employees

Differentiate employees through workforce analytics and digital listening to identify sets of needs, issues, or motivations.



**Voice of the customer**—capturing VoC data via multiple mediums

**Action segmentation**—grouping customers by behaviors rather than demographics

**Journey mapping**—to highlight the end-to-end customer experience as it stands today

## Tie EX to specific career events and decisions

Connect with employees by identifying the right tone and channels, anticipating behavioral triggers, and shaping actions.



**Ethnographic research**—use observation(s) to decide where and why to focus attention

**Human-centered design and feedback loops**—break down complex problems and design solutions from the viewpoint of the customer

**Choice architecture and personalization**—improve decisions, behavior, and satisfaction through personal data and insights

## Create a unified vision for service delivery

Align capabilities to help employees access knowledge, tools, and support at critical moments in the journey; become digital; and co-design solutions with employees.



**Participative platforms and co-creation**—involve employees in shaping service delivery and culture

**Service blueprint**—align operations to support critical moments and desired experience

**Relationship management and measurement**—track the quality of service and experience for critical events



<HR/> Hackathon  
Creating Next Generation HR Tech



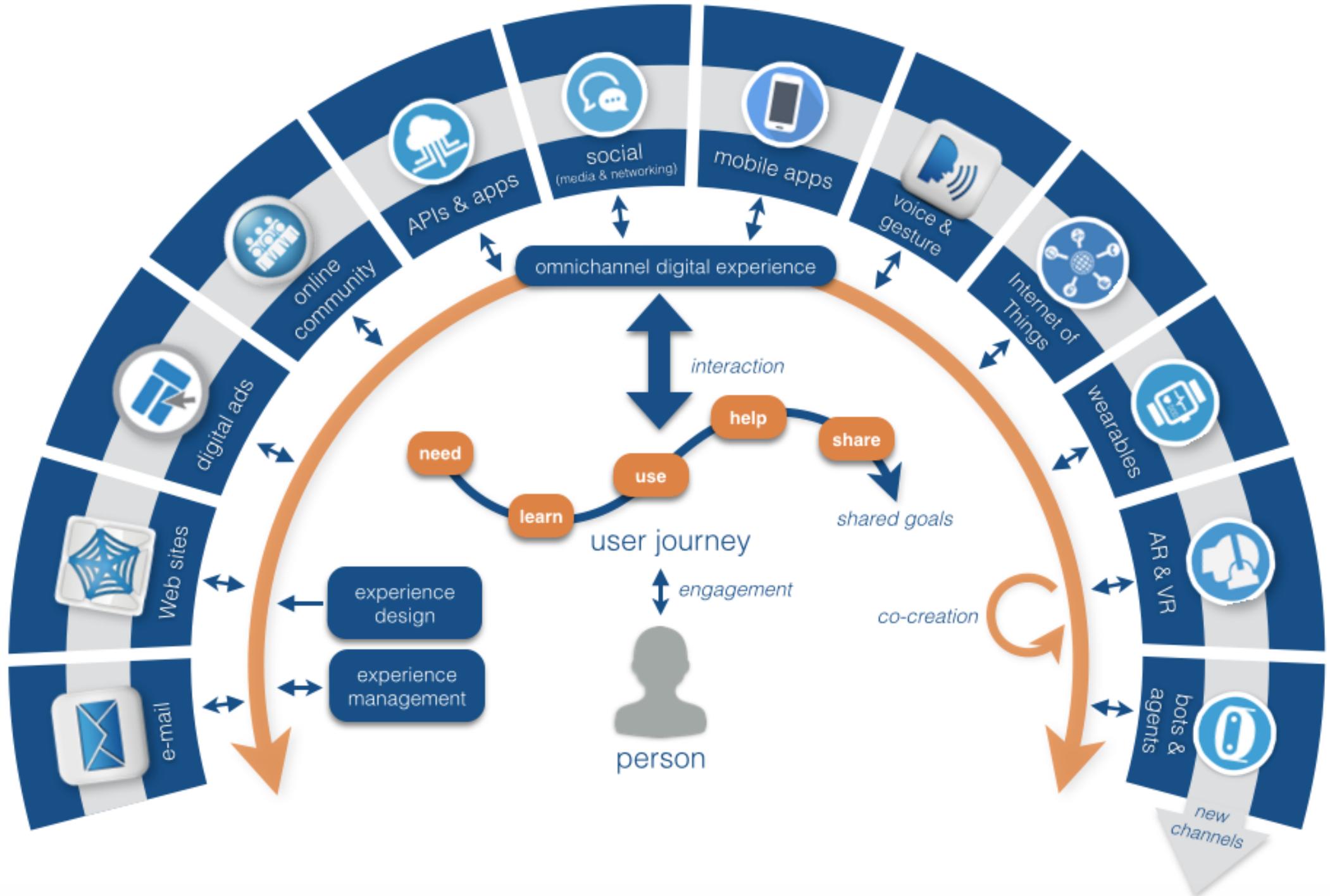
des évolutions **culturelles**  
**inspirées des leaders digitaux (cf. startups)**

lean marketing, hack your marketing...  
try, test, fail, retry, retest...  
startups, incubateurs...

**FAIL  
HARDER**

# un **écosystème** de solutions

- un ensemble de **points de contact** (touchpoints)
- réel et virtuel
  - monde digital
  - monde physique
  - phygital
- proposant une **expérience globale fluide et intégrée**
  - omnicanalité
  - dans une perspective d'efficacité commerciale...



# Designing employee experience

Enhance engagement and productivity with a unified approach

## 3 spheres of employee experience



## Spheres overlap to create unique facets of employee experience



## 5 strategies for improving employee experience



Personalization

Creates a fit between the needs of the employee and the needs of the organization



Transparency

Improves visibility across the organization, for both the employee and the employer



Simplicity

Removes non-value-added activities and information to streamline experiences



Authenticity

Aligns experiences to the organization's culture and value system



Responsiveness

Allows both employee and employer to share information and modify actions



# HR TECH: 125+ COMPANIES REINVENTING HUMAN RESOURCES

## CAREER DEVELOPMENT / COACHING



## WORKPLACE CULTURE



## COMPENSATION AND BENEFITS



## CANDIDATE TRACKING AND RELATIONSHIP MANAGEMENT



## FLEXIBLE HIRING



## TECH HIRING



## CANDIDATE SCREENING / VETTING



## COLLEGE / GRADUATE HIRING



## BACKGROUND CHECKING



## HR AUTOMATION



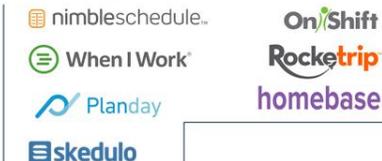
## JOB BOARDS / RESOURCES



## SALARY COMPARISON TOOLS



## STAFFING / SCHEDULING



Communication  
marque employeur

Candidat



RECRUTEMENT



Dossier  
de candidature



Validation  
de la candidature



ONBOARDING



Contrat  
de travail



Dossier  
collaborateur



Collaborateur



Parcours  
d'intégration

VIE DANS  
L'ENTREPRISE



Gestion  
des Temps  
et Activités



Bulletins  
de paie



Demandes  
RH



Communications  
RH



Entretiens  
annuels



Formation /  
E-learning



Gestion  
des talents



Collaborateur  
ambassadeur



Réseau Social  
Entreprise



Qualité  
de Vie au Travail



Objets  
connectés



Services  
aux salariés



Elections CE/DP  
Dialogue social



OFFBOARDING



Documents  
de fin de contrat



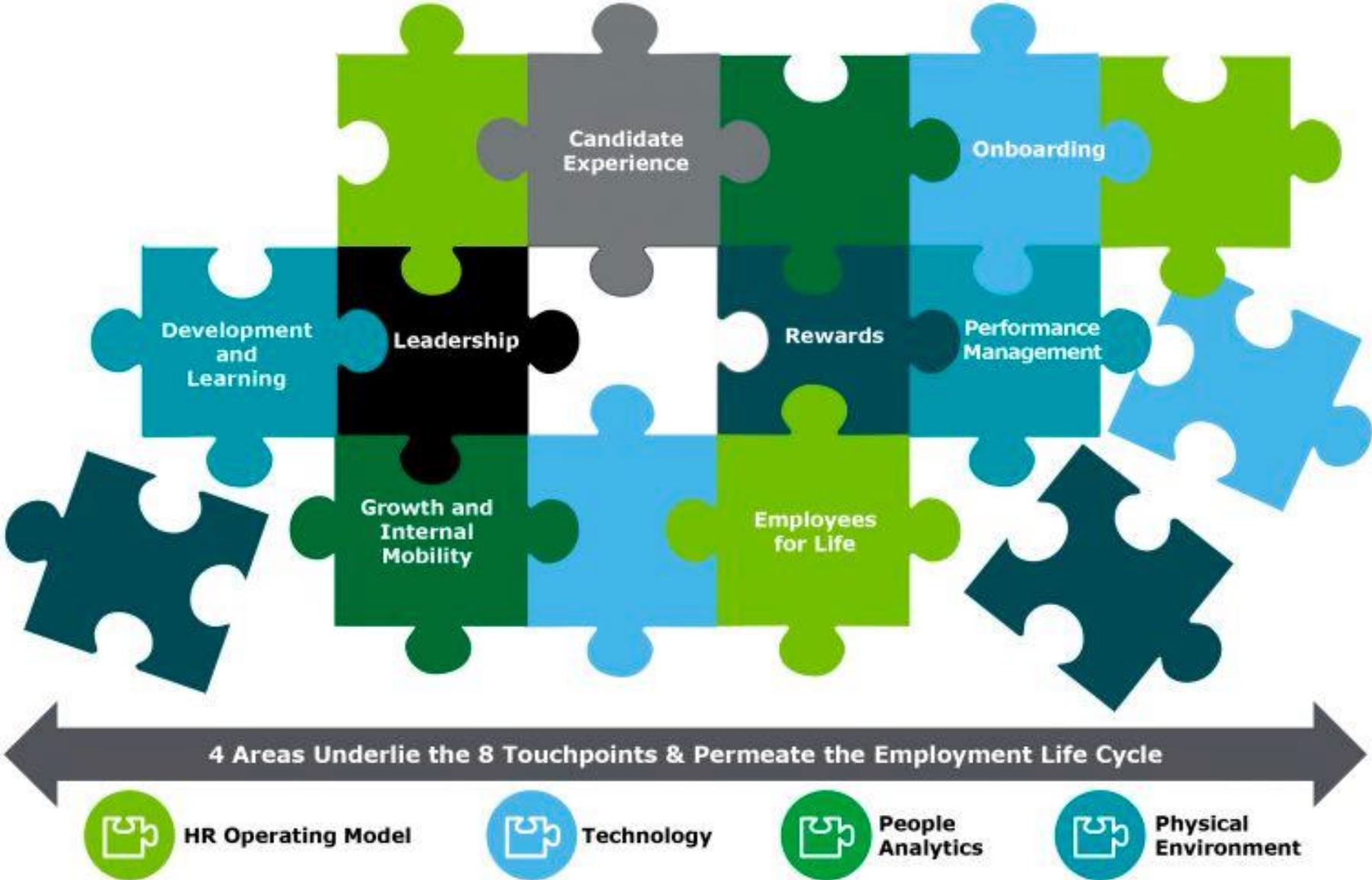
Ancien  
collaborateur



# LA DIGITALISATION DU PARCOURS PROFESSIONNEL



# Employee Experience Management



# de l'automatisation

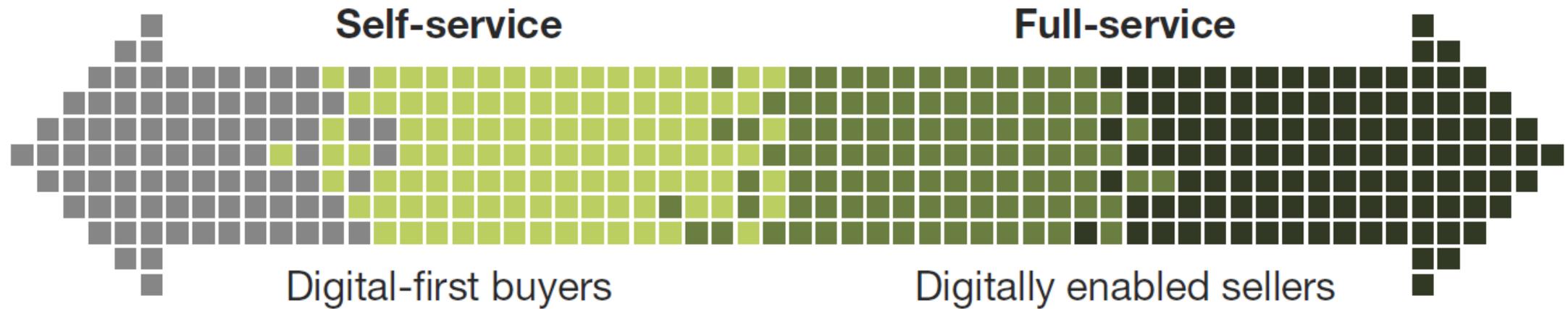
- **informatisation du marketing**  
et poursuite de celle des RH
- explosion des MarTech, HRTech
  - intégration en cours... vers des suites
  - construction du système d'information marketing
- progression constante
  - assister l'humain (E2M)
  - automatiser avec l'humain (C2M)
  - remplacer l'humain (M2M)





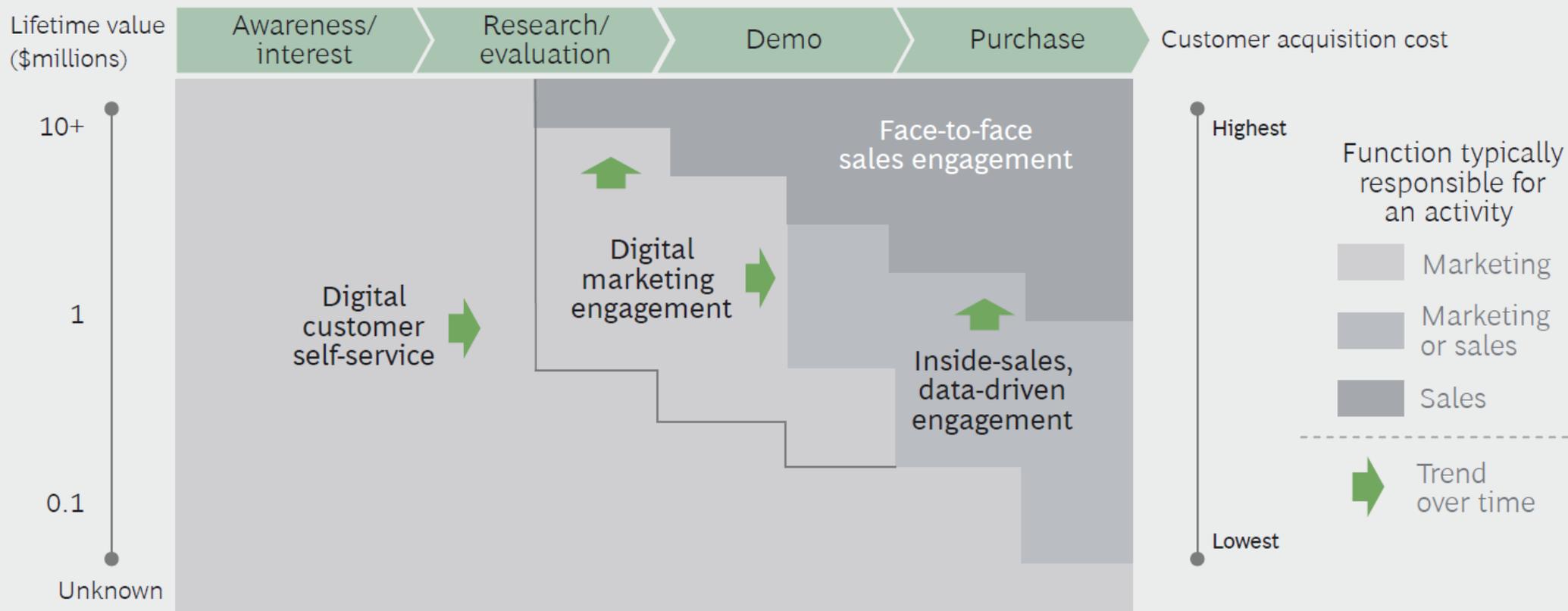


# l'humain dans le cycle relationnel digitalisé



## EXHIBIT 2 | Go-To-Market Models Aren't One Size Fits All—but All Start with Digital Engagement

THE PRECISE FIT OF A GO-TO-MARKET APPROACH DEPENDS ON THE LIFETIME VALUE OF THE CUSTOMER



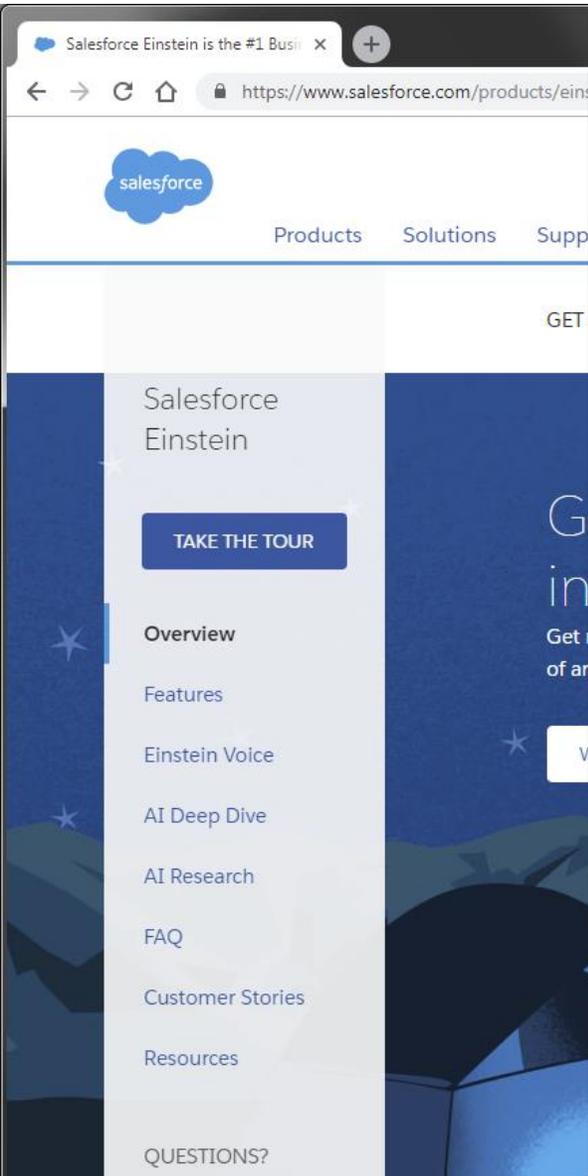
Source: BCG analysis.



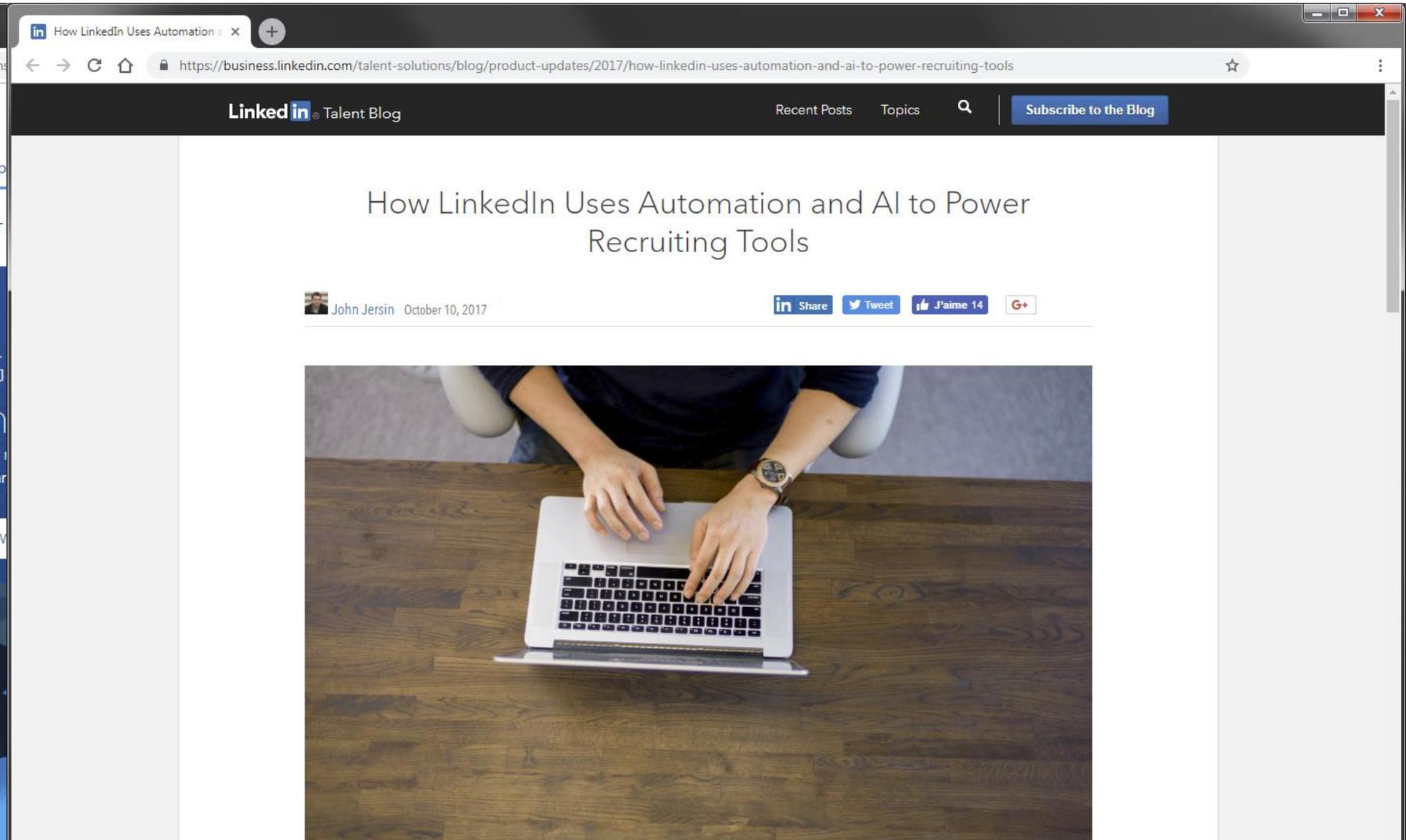
# des **données**

- un marketing massivement basé sur la data, la big data
  - CRM, DMP, CDP
- du web analytics au customer analytics à l'intelligence artificielle
- nouveaux métiers & services
- nouvelles réglementations

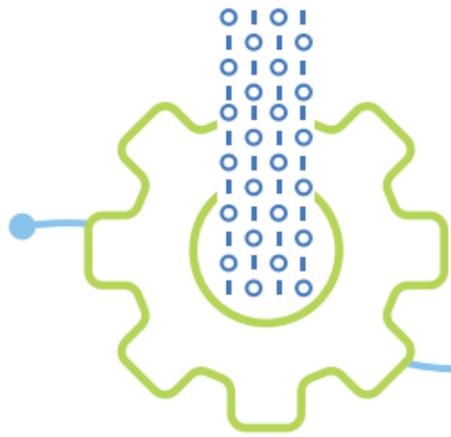
# l'intelligence artificielle au cœur des solutions



A screenshot of the Salesforce Einstein product page. The browser address bar shows the URL <https://www.salesforce.com/products/einstein>. The page features the Salesforce logo at the top left, with navigation links for Products, Solutions, and Support. A sidebar menu on the left lists various content categories: Overview, Features, Einstein Voice, AI Deep Dive, AI Research, FAQ, Customer Stories, Resources, and QUESTIONS?. A prominent blue button labeled "TAKE THE TOUR" is visible in the sidebar. The background of the page has a dark blue theme with white stars and a stylized mountain range.

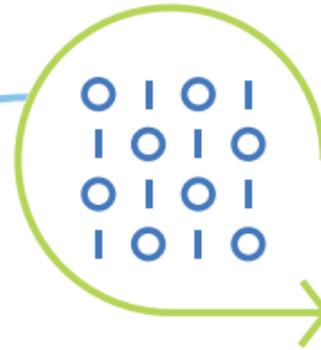


A screenshot of a LinkedIn Talent Blog post. The browser address bar shows the URL <https://business.linkedin.com/talent-solutions/blog/product-updates/2017/how-linkedin-uses-automation-and-ai-to-power-recruiting-tools>. The page header includes the LinkedIn logo, "Talent Blog", and navigation options for Recent Posts, Topics, and a search icon. A "Subscribe to the Blog" button is located in the top right. The main content area features the article title "How LinkedIn Uses Automation and AI to Power Recruiting Tools" in a large, centered font. Below the title, the author's name "John Jersin" and the date "October 10, 2017" are displayed. Social sharing buttons for LinkedIn (Share), Twitter (Tweet), Facebook (J'aime 14), and Google+ (G+) are positioned to the right of the author information. The article's main image shows a person's hands typing on a silver laptop keyboard, which is placed on a dark wooden desk. The person is wearing a dark blue long-sleeved shirt and a watch on their left wrist.



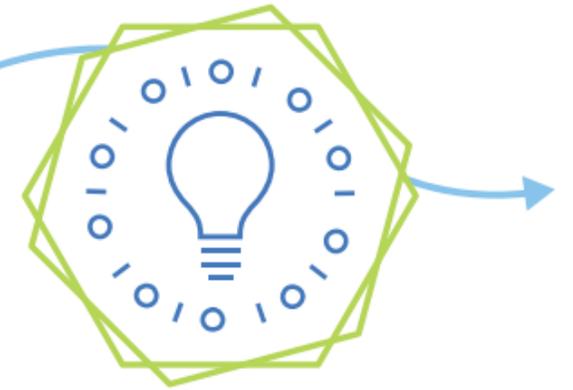
## Digitization

Improves efficiency by applying technology to individual resources or processes



## Digital transformation

Digitizes entire aspects of a business producing customer experiences that support individuals' needs or wants



## Digital Reinvention

Incorporates digital technologies like never before to create revenues and results via innovative strategies, products and experiences

# LE LEADERSHIP RH DANS UN MONDE DIGITAL



ENJEU : DÉVELOPPER LES CAPACITÉS D'ADAPTATION PERMANENTE D'UNE ORGANISATION



# des **risques** sous-jacents

- des risques dans le domaine du marketing,  
comme dans celui des RH



# le **technostress**

- un ensemble de symptômes
  - sur-sollicitation
  - surcharge cognitive
  - interruption, déconcentration
  - dé-responsabilisation
  - détachement du réel
- des limites de la performance et de la réification
- des mouvements de rejet  
#digitaldetox #adblock



# LES 3 PEURS FACE AU DIGITAL

Rationnel

Emotionnel



## DÉPASSEMENT

### *Profusion*

Trop d'informations - Chronophage

### *Complexité*

Jargon & technicité

### *Rapidité*

Nouveauté permanente

## ISOLEMENT

### *Dématérialisation*

Relation à distance, moins humaine

### *Addiction*

Usages & dépendance

### *Solitude*

Vie en dehors de la réalité

## DÉSHUMANISATION

### *Vie privée - Vie professionnelle*

Porosité des vies - Data privacy

### *Métier*

Automatisation des tâches, robotisation

### *Relation*

Intelligence artificielle

**ENJEU : OBSOLESCENCE DU SAVOIR ET DU SAVOIR-FAIRE**



**SENTIMENT DE REMISE EN CAUSE DE SON POUVOIR ET DE SON EGO**



© HUB INSTITUTE - Emmanuel Vivier & Caroline Loisel



# la **concentration**

- oligopoles globaux  
de géants digitaux
- « winner takes all »
- concentration massive
  - de captation de valeur
  - de pouvoirs
  - des risques

# la data surveillance

- au niveau des géants de l'Internet
  - en collusion avec les Etats
- au sein des organisations
  - transparence vs. confiance
- des risques réels
  - dysfonctionnement
  - piratage
  - détournement d'usage
- une réglementation émergente



## Des outils de travail qui changent tout

Communiquez, collaborez et discutez sur ordinateur et sur mobile, grâce à des fonctionnalités familières comme les groupes, les discussions et les appels vidéo. Parce qu'en travaillant ensemble, tout devient possible.

Rejoignez-nous en utilisant votre adresse e-mail professionnelle.

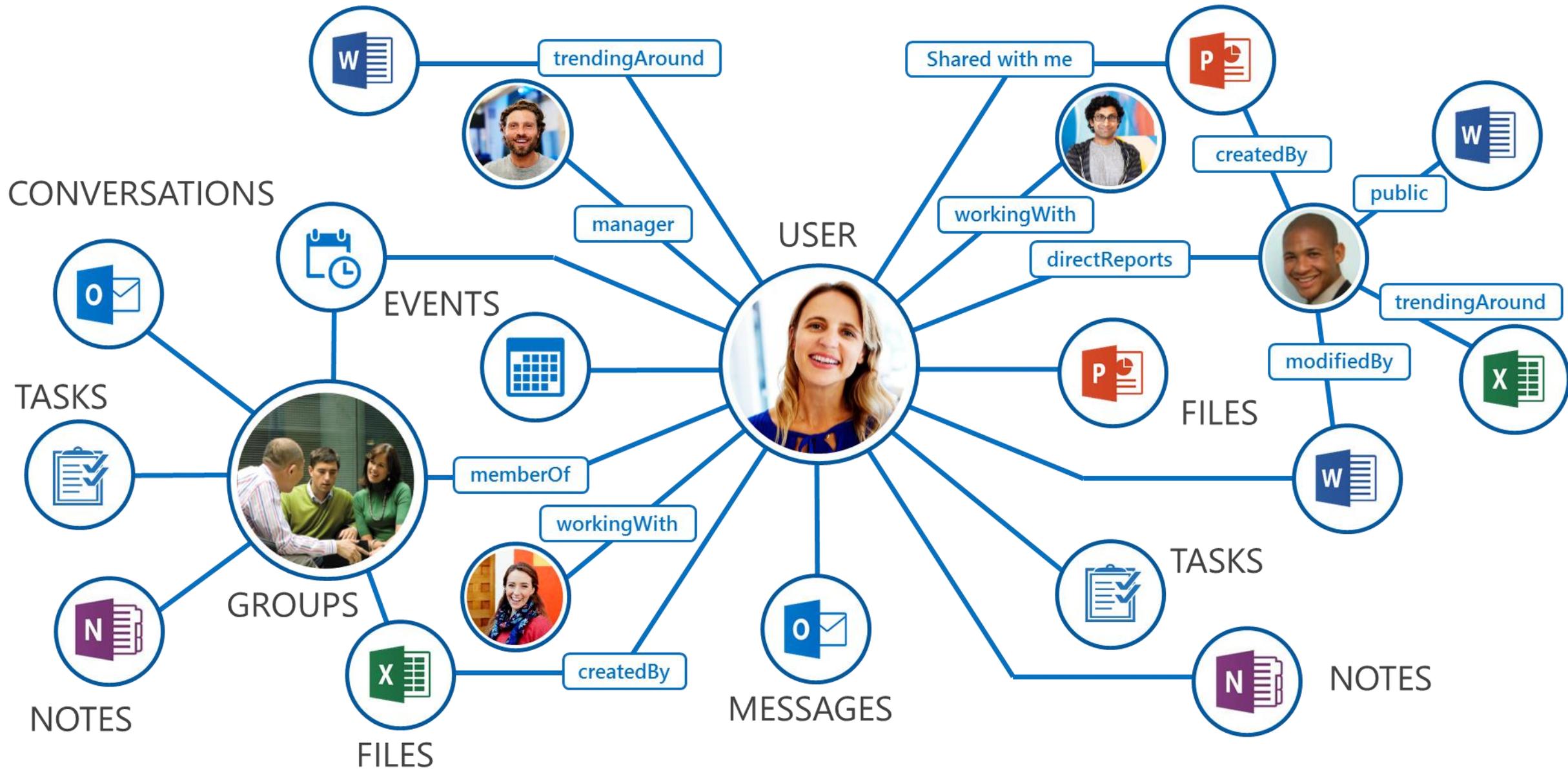
Démarrer



## Nouveau ! Soutien aux communautés les plus précieuses avec Workplace en positif

Workplace a toujours été gratuit pour les organisations à but non lucratif et pour le personnel des établissements d'enseignement. Nous renforçons à présent cet engagement, en offrant de nouvelles ressources pour aider les organisations qui s'engagent en faveur du changement dans leurs propres communautés et dans le monde entier.

[En savoir plus](#)



# Build smarter productivity apps with Microsoft Graph

Connect to the data that drives productivity – mail, calendar, contacts, documents, directory, devices, and more.

LEARN MORE >



## Rich context

Get rich context for your applications, such as who someone's manager is, whether they are out of office, or what documents they've been working on.



## Deep insights

Access deep insights generated from usage patterns, such as trending documents, best team meeting times, or who people typically work with.



## Real-time updates

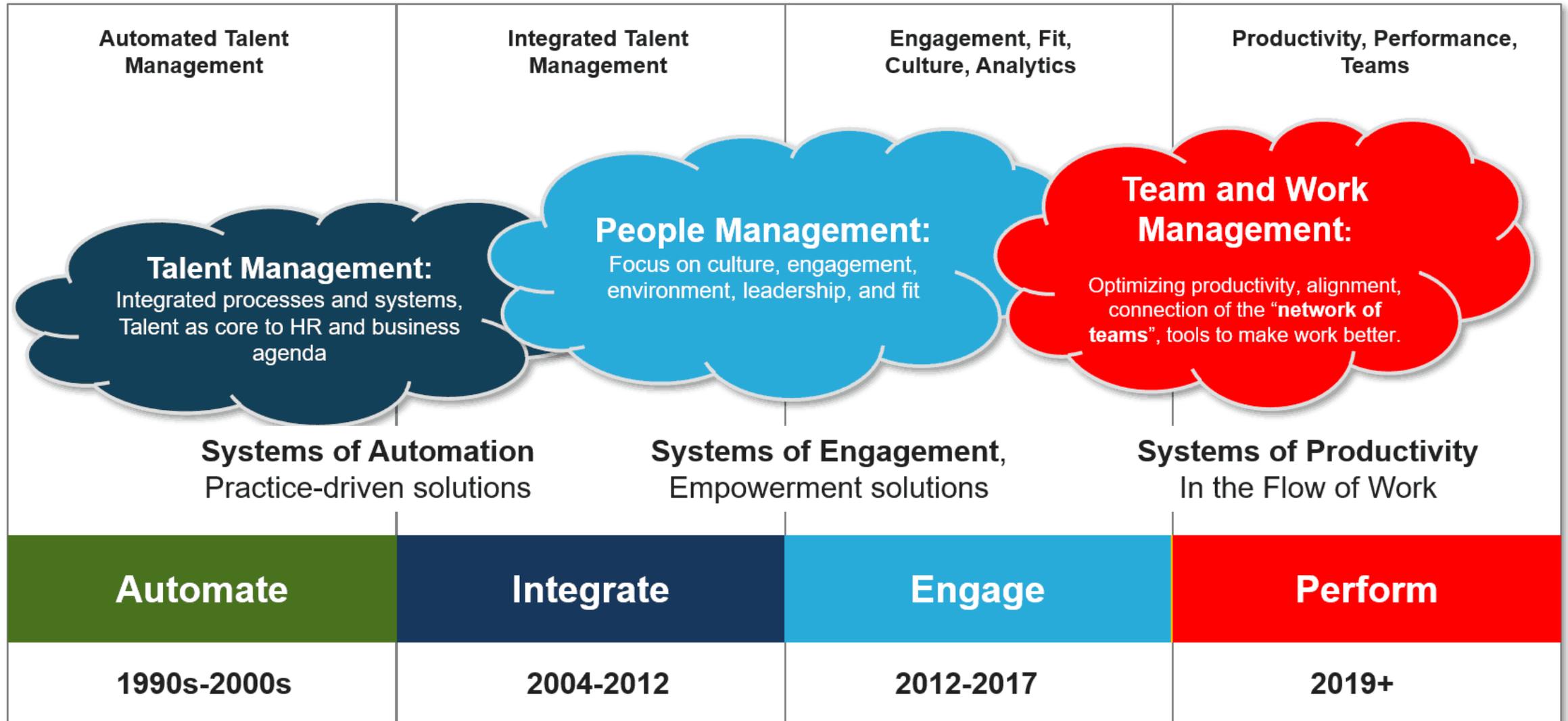
Respond to changes in Microsoft Graph data in real time. Reschedule a meeting based on responses, notify others when a file is modified, or continue a process after it's been approved.



## Broad reach

Build solutions that target enterprise users in Azure and Office 365, consumers on Office Online (Outlook.com and OneDrive.com), or both.

# From HCM to Talent Management to *HR In The Flow of Work*





# des **limites**

- des **finalités** très orientées
  - croissance
  - profit
  - efficacité (réduction des coûts)
  - contrôle (réduction des risques)
  
- des **questions** qui montent
  - chez les clients
  - chez les employés
  - chez les citoyens

*merci pour votre attention*

# Quelques références

– dans le dossier « documents complémentaires »