

# IN THE WAKE OF LE CLUB DES 100

the world of tomorrow | the word of experts







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## Sustaining a community

To promote the mobilization of leaders to address the world of tomorrow, we needed a strong ambition. We needed to dazzle them, and to offer them the chance to participate in something big, spearheaded by the Grand-Ouest area. On hearing their feedback, I think we managed to win their hearts, and to be of use to them and their business.

Together with Bruno Hug de Larauze, and Patricia Brochard – who assisted us with preparing Le Club des 100 – we wanted to be complementary to existing networks, such as the APM business movement, the Centre for Young Company Directors (CJD), Responsible Leaders of Western France, the Germe & Réseau Entreprendre business start-up networks, all of which are already engaged in reflection on this subject. We saw little point duplicating the work that was already being done by others, which is why we proposed a variety of activity formats and contents.

We were also delighted to be able to reach people we never see in the networks. Our success can be attributed to a number of factors, notably the fact that it was a closed-door seminar held on a dream liner, as well as the timeframe and the app, which all made it possible to be cut off from the rest of the world, and connected with one another. But there were also other contributing ingredients.

Thanks to the strong regional focus and territorial anchorage fostered by Nantes

### ***THE EMOTION COUPLED WITH THOUGHTFUL DISCUSSION LED TO AN INCREDIBLE LEVEL OF COMMITMENT!***

Saint-Nazaire and the Grand-Ouest area, many people already knew each other a little, or could make contact more easily. The ice was quickly broken. The willingness to exchange views, and the sense of good will that prevailed on board immediately created a fruitful atmosphere.

I also remember the diversity of businesses represented, of all sizes and types, ranging from large industrial players to smaller startups, which helped to create bridges between them. We also enjoyed a diversity of speakers, some of whom were academic experts, while others provided direct operational knowledge. The program was intentionally intensive yet à la carte, so everyone could pick and choose at their own pace. The emotion coupled with the thoughtful discussion gave rise to an incredible level of commitment!

And what now? We want to continue to breathe life into this community, widen its circle of influence, increase awareness among new people looking to get involved, and share their experiences, while continuously promoting emotion and reflection on the subject of business transformation. We are not looking to develop a new gadget! We want to work with existing organizations, such as the Association of Responsible Leaders of Western France (DRO) and the Nantes Institute of Advanced Studies (IEA).

We want to sustain this community through meetings with experts, visits, and by organizing every three or four years a powerful event that is co-built with all those interested. By continuing to break down walls, pool energies, and work for our regions in the Grand-Ouest area. We want to lead this human regional project in startup mode. ■

**YVES GILLET**, The Bridge association





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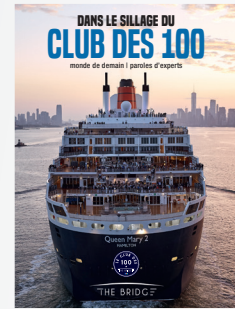
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We would like to thank everyone for helping us to open our minds.



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# *Le Club des 100* **ACCORDING TO...**

THE  
BRIDGE

FINCANTIER

THE  
BRIDGE

CHAU





**DAMIEN GRIMONT**, ORGANIZER OF THE BRIDGE,  
AND INITIATOR OF LE CLUB DES 100

# “THE BEGINNING OF SOMETHING STRONG”

**The Bridge was also a gamble. Did you exceed your initial objectives?**

“Our initial intuition to develop an event around the magic of ships built in Saint-Nazaire seems to have paid off. Making it possible for the most prestigious ship of them all – an industrial object that took 4.5 million work hours to build – with its high emotional appeal, to return to its place of construction for the first time in history captured and electrified the pride of the whole region. Le Club des 100 was born out of the need to win this gamble, which some thought was a crazy idea. Honestly, I never imagined such a response from businesses. They seemed to identify with this challenge from the outset, and felt that if we did manage to pull it off, it would be first and foremost their own success. Seeing the participants’ countless smiles is the most beautiful reward and form of feedback an organizer can hope for. The sheer amount of human energy generated by this unique venture would indeed suggest that we exceeded our initial objectives, in that I believe The Bridge to be the beginning of something strong, rather than the culmination of a dream.”

**What did you feel on board? What moment do you remember the most?**

“The emotion generated when everything fell into place, when all the planets were aligned, and the beauty of the show gave rise to an unexpected dimension of openness and sharing on the boat among all



the participants. The multiple difficulties encountered when organizing the event, the many misgivings had provoked feelings of apprehension. In a single instant, all the doubts just disappeared when the liner sailed into Joubert’s dry dock in Saint-Nazaire. That was when I truly felt the power of the event. The instantaneous ‘whoa’ response being shouted at the boat from the public ashore was a real sign of joy from the Saint-Nazaire inhabitants on seeing the incredible return of their flagship – a symbol of both pride and pain – to its home grounds. It was possible after all.





# Le Club des 100 **ACCORDING TO**



Workshops, round tables, and talks helped feed the discussion and reflection.



We had somehow managed to reconcile this exceptional liner with its home region. The moment we had long awaited and dreamed of was coming true before our very eyes. It was accompanied with an indescribable and terribly moving collective expression of joy.

What then followed was merely a succession of demonstrations of positive energy, a desire to advance, as well as infinitely rich, varied and benevolent encounters in all respects. After the unexpected proliferation of thoughtful discussions and exchanges on board, we thought we

involved in organizing the event because of the immense pleasure felt by having pulled off the gamble.

The composite nature of the team: the other lesson learned was realizing the extraordinary power of working in a collaborative way, which instantly incites people to share. But the extra dimension is achieved through what I call a “composite” approach, i.e. an event that mixes several different worlds and fields.

I have rarely seen a team with such complementary skills, made up of people from sometimes very different, and even parallel, backgrounds. Everyone found a reason for advancing the cause by looking, as Yves Gillet likes to say, to “serve the project” first and foremost, rather than wanting to “use the project for personal gain”.

The shared role of transformation players: this innovative venture raises very contemporary questions about the role and limitations of the various stakeholders in society vis-à-vis the necessary challenges associated with business transformation. The Bridge went beyond conventional codes: it celebrated a centennial around the theme of promoting modern values. It has enabled young people to discover another world, created an unprecedented entrepreneurial movement,

brought together sportsmen, sailors and musicians, reconciled a ship with its home region, and has made thousands of people dream.

How can public authorities – who increasingly lack the means to act – interact with each other? What role can businesses play on a societal level, and what role can associations play in promoting the Grand-Ouest area?

For my part, and given the growing usefulness of The Bridge, I am convinced that the word “composite” is still at the heart of the issue. Everyone will need to take a step towards others ... And work in close collaboration.”

## **What ingredients were essential to the project's success?**

“I really think three factors in particular were essential. First, creativity, which you have to give free rein to, without any restraint, even if it sometimes means you risk being humiliated. Dreams, as Patricia Brochard would say, often go from being impossible to being crazy, and then to being obvious once they have been achieved.

The second factor is openness. In a world where inward-looking attitudes are increasingly gaining ground, the key to success, for me, is to share the dream from the very beginning of the adventure, even with those who might not believe in it. Collective strength is a necessary condition for success.

Finally, I would say resilience is central. Some people talk about ‘fuzzy’ management. I prefer ‘soft’ management. The Bridge has not limited itself to adapting its resources and managing changing opportunities, The Bridge has constantly adjusted its goals on a collective basis, modifying its editorial line according to external influences and to the large number of requests we receive, even going as far as overturning the status quo, and allowing everyone to build their own Bridge.”

**And what now? On feedback day at the end, there was a strong expectation for things to continue, how can this expectation be met?**

## ***A SURREAL ARRIVAL AT NEW YORK BAY***

had already felt all the emotion, but then we had the surrealist scene of the liner sailing into the Bay of New York, which could have come right out of a Hollywood-produced blockbuster.”

### **Looking back, what do you remember most about the experience?**

“A remarkable unstable balance: the fine line between success and failure not only calls for a certain restraint a posteriori, but also makes it possible to forget some of the stress



Frédéric Encel applies military strategy to the company.

“We are still assessing the results, which are on the whole really positive, even though a number of points could have been improved. What’s interesting is the attitude of the various stakeholders, who all helped to create a positive dynamic. Many members of Le Club des 100 have encouraged me to go on promoting this exciting and encouraging way of doing things. So there is a lot of pressure! And it is not going to be easy to take things up a notch. The only difference is that there are now more of us with crazy ideas around the table, so we can progress even further!

We must ensure that the meaning we provide about the world of tomorrow lives on and spreads. We crossed the ocean to reflect upon the changes needed to build the world of tomorrow. It would be disappointing if nothing came out of this voyage towards the future.

If anyone asks me now: what is The Bridge? I would say that it is first and foremost an “event-based catalyst for positive transformation.” I really like the position taken by

Yves Gillet with regard to the word “contribution”. He is humble, yet does not discourage ambition.

If we consider The Bridge through that lens, then we need to find an allegory or symbol that is just as strong as the QM2 and the Saint-Nazaire giants. We need to find sensational events where we can come together, and which we can use to catalyze this dynamic.

We may be very lucky again, the planets may all align again. But we must first listen to the stakeholders in Le Club des 100, who are bubbling with ideas about the future of our work.”

### **Are you going to create another network?**

“The Bridge is anything but a network. It is a catalyst and accelerator of each of the positive initiatives. The Bridge has the power to showcase and promote business transformative actions thanks to the dynamic created by events. It also potentially allows us to accelerate the thought process for each of the

thematic lens we selected: geopolitics, climate change, technological transformation and social reflection, along with interdependent themes.

## ***MORE PEOPLE WITH CRAZY IDEAS AROUND THE TABLE***

The power of The Bridge also lay in its ability to bring together leaders who represent a regional dynamic, who are looking to make significant progress, and to expand their efforts.

It was the incredible emotion shared during this curtain-raiser event that helped create this human battery, a source of human energy that is just waiting to be charged with new energies, and to further our determination to act positively with respect to the issues that lie ahead.

“The future of the Bridge will depend on what this collective energy can mobilize to allow it to act effectively.” ■



**LAURENT MÉTRAL**, *DIRECTOR GENERAL OF CIC WEST*

## “By building ties, we build wealth”



© Julien Gazeau/The Bridge

“Le Club des 100 has made it possible to launch projects, and bring together people with common interests”

**Did you expect Le Club des 100 to be so successful, especially in terms of the number of participants? How do you explain this dynamic?**

When we positioned ourselves as a founding partner in 2015, it was because we thought it would act as a catalyst for business leaders in the West of France! We all very quickly realized that this extraordinary event was going to promote the

attractiveness of the Grand-Ouest area, which is a source of wealth for our own personal development and that of our businesses. The values conveyed and the themes addressed were meaningful for business leaders looking to reinvent themselves in order to grow. It was also an event that was partly co-built with the participants, which made it easier to get people onboard.

**There was also the daunting possibility that, once aboard the ship, there would be insufficient participation from the members because they had numerous other obligations, but fortunately, this was not the case. Again, how do you explain that?**

Of course, people had other obligations, but don't forget there were 25 hours in each day! There was no doubt that those members of Le Club des 100 who had been involved before we set off were all driven by a determination to experience and participate in a collective effort. Moreover, I can also cite the quality of the speakers and, above all, the richness of the exchanges between business leaders in the various workshops.

**What particular moment of Le Club des 100 do you personally remember?**

I can't say I'll remember one moment in particular, but rather a lot of shared moments: wonderful, rich individual encounters, as well as numerous talks that were beneficial both on a personal level, and on a professional level in my capacity as Director of CIC West. Besides Le Club des 100, I also want to remember the tremendous energy of the Saint-Nazaire public during our de-

parture, and how our regions' know-how was so well showcased.

**Most of the companies represented were from the Grand-Ouest area. Many leaders met each other for the first time on board, discovered commonalities and common values. Do you think this inter-regional dimension played a role?**

It is true that the business leaders, who all came from regions within the Grand-Ouest area, didn't necessarily know each other before the event. The unique setting proposed by The Bridge was conducive to encounters and exchanges. It showed that we had not only common interests, but also great ambitions for the West of France. On board, there was an awareness as to the power of collective engagement, our ability to provide the direction for our society, and therefore, the importance of our collective responsibility. It is to the interregional nature of the participating businesses that we owe the spirit of solidarity that prevailed aboard the Queen Mary 2.

**The first partner of The Bridge, CIC West, is in contact with a lot of companies and countless economic networks across this great Grand-Ouest area. Does the success of Le Club des 100 say anything about the job of bankers in the regions?**

Le Club des 100 has made it possible to launch projects, bring together people with common interests, and to pool ambitions. The way we approach our work as bankers is no different. CIC West provides financial support to businesses, but, as a local bank, we also build bridges between entrepreneurs and project leaders.



## **THE ORGANIZERS AND PARTNERS**

### **“The world of tomorrow starts today”**

On Friday, June 30, The Bridge organizers and partners were asked impromptu questions about what they felt during the event, and what they will take away. Excerpts.

By building ties, we build wealth, which has an immediate impact on the attractiveness and appeal of our regions within the Grand-Ouest.

#### **How do you see CIC West in “the world of tomorrow”?**

For us, the ‘world’ of tomorrow is first and foremost the ‘Grand-Ouest’ of tomorrow. The bank, together with all the various economic players – startups, SMEs, large companies, professional networks – is responsible for ensuring the area’s economic dynamics, its jobs, its at-

#### ***A SPIRIT OF SOLIDARITY***

tractiveness and its influence. Working alongside its clients, the bank is always looking to create more synergies between them, with a view to benefitting society as a whole.

#### **Many of those involved in the venture hope that Le Club des 100 will have a future, do you think agree? If yes, what kind of future? And under what conditions?**

The Bridge has brought a new impulse, intensifying the cross-cutting nature of our regional ecosystem – more than any event before it. I am obviously among those who are hoping that this new impulse will continue. But with regard to the future of Le Club des 100, it is Damien Grimont, who devised The Bridge, who will have to decide. We will know more on October 9, when the 100-day anniversary meeting organized by Le Club des 100 will be held. Whatever happens, CIC West is fully prepared to discuss and actively participate in the continued adventure. ■

#### **Patricia Brochard, Co-chair of Sodebo**

“I remember the strength of a team, the genuine ties that were built, the emotion, the joy. I am telling myself that, after this week is over, we should allow young people to play a greater role in companies, bring them onboard, network on this topic, and work with schools and startups. The world of tomorrow begins today.

#### **Bruno Hug de Larauze, CEO of Idea Groupe**

“We need to make room for young people who want to do something. We mustn’t forget the story of the Flight of the Hummingbird, and the role it played, as well as ego. Do we want to be more or have more? We are always in the action of doing, which is the purpose of a business, or designating others to do what we don’t have the skills to do ourselves. We must also learn how to refuse to do something, i.e. to refuse to harm our planet. The Bridge is a Spanish inn\* on a British boat, coordinated by France in all its complexity, and which is sailing towards the US. (\*A place where you can only eat what you bring, and by extension, a place or situation where you only get out what you put in).

#### **Yoann Joubert, CEO of Réalités**

“It is difficult to already take stock of the event. There was so much emotion, fatigue and magical moments. We will make a collective summary in ten days or so. But the corporate direction that is emerging is to be increasingly more open.

#### **Samuel Tual, CEO of Actual**

“We are at the end of a cycle, we are



The organizational team

experiencing a profound change. We must put the human being at the center of all our considerations. Our business projects must question the meaning of what we do, and why we do it. This Club des 100 means more cooperation, more purpose, more emotion. What we experienced this week is not just a week like any other, not just another cruise.”

#### **Alain Fradin, Director General of CIC**

“The sense of human fraternity that was felt helps to deepen our relationship with our clients. We asked them: what have you got in your research laboratories? What are you working on? We want to build together the sectors of activity that will be the next growth sectors, or create a new economic activity. Culture, sport, heritage and education are sources of development.”

#### **Yves Gillet, CEO of Keran**

“It’s a project centered around the human factor, around emotion. It’s being spearheaded by a team that has the strength to break down boundaries and build bridges. For me, The Bridge and Le Club des 100 can be characterized in three words: ambition for the world of tomorrow, modesty in our behavior, solidarity.”



**BRUNO DEMEZET**, MARKETING DIRECTOR OF RÉAUTÉ CHOCOLAT

## Powerful trends



The Bridge, an opportunity for Réauté Chocolat to increase its brand awareness among the companies on board

**The Bridge ended with a positive result for Réauté Chocolat, a member of Le Club des 100 and partner to the event. This atypical closed-door seminar has helped promote new ways of thinking on working practices, and create synergies with other managers in the Grand-Ouest area. A look back.**



A unique experience". This is how Bruno Demezet, Marketing & Sales Director at Réauté Chocolat, described what he felt during The Bridge. Three months on, he can still see the images of the most memorable moments in his mind, such as when the A380 flew over the Queen Mary 2 at low altitude for the opening of the festivities. It was the coming together of a region's industrial know-how.

For the Mayenne-based SME (300 people and 56 stores), The Bridge was initially a way to foster more internal cohesion. "The company was taken over by the Buton Group in

July 2015, and we were looking for an event that would help unite all our teams," says Bruno Demezet. The Mayenne-based SME, a member of Le Club des 100 and official partner to the event, embarked on this entrepreneurial adventure with a dozen of its employees.

### Projects on the horizon

Another goal: further increase brand awareness. On the Queen Mary 2, the chocolate manufacturer had an exhibition stand to present its products. "Many companies hadn't heard of us, and the feedback was continuously positive. This helped increase awareness of the brand's potential." For Bruno Demezet, this ocean-venue seminar designed to bring together the member companies of Le Club des 100 provided a pool of potential clients

in the run-up to Christmas. It was also an opportunity to "create synergies and build lasting ties" with the other companies from the West of France (e.g. Legendre Group, APM Mayenne, Séché Environnement, Europcar, Actual) that he met at this entrepreneurial closed-door seminar. Réauté now hopes that these business exchanges will bear fruit, and lead to joint projects.

### Always rethink your business practices

In addition to the productive business exchanges were all the benefits gained from having a "rich and dense program". During the crossing to New York, Bruno Demezet attended ten talks "focusing on essential points for the development of our business sectors, strategies and professional practices". He was particularly interested in three themes: "Making 'Made in France' mean something again", "Understanding data-related challenges: data culture, corporate strategy" and "Innovating with collective intelligence". So there was plenty to provide an impetus to further enhance Réauté's business practices. "At Réauté, we are constantly looking to create new recipes, new products and new presentations. How do we go about questioning our business choices? How can we rethink our concepts and how they relate to the consumer? We are very sensitive about these issues."

Bruno Demezet would now like to see the adventure continue. "Le Club des 100 is a network that established itself quickly, and now only needs to be strengthened. The challenge now is to continue to coordinate and promote it", he says, looking to the future. ■

**FLORENCE FALVY**



## TRIBUNE

**FRANÇOIS GUÉRIN**, GENERAL MANAGER OF BEL'M

## “I liked the mix of deep reflection and the profound sense of humanism”

«In Le Club des 100, I liked the fact there was a concentration of experts and business leaders with very diverse backgrounds in a small space. The dense intellectual ferment, the buzz, felt like what you find in a large metropolis. It was also a collective engagement capable of changing the game, and harnessing power.

I liked the presence of experts who were approachable, who questioned their own beliefs, and did not just hurl certainties. There were no gurus preaching the truth, no dogma. I found this reassuring, because it is only together that we can change things, by asking questions. Le Club des 100 is a mix of deep reflection and a profound sense of humanism.

### Think beyond the limits

I liked the way it switched from “I’m thinking about doing it” to “I’m actually going for it”, like when you’re crossing a mountain pass. The reflection process was concrete and pragmatic; it set things in motion. I also like it when I am made to think beyond the usual limits. At Bel’m, we have already incorporated ecology into our development by promoting product eco-design and the circular economy for waste recycling. Christine Guinebretière’s talk made me aware of the repair economy, which consists in manufacturing products designed to repair the environment. So we are thinking about it with a view to improving air quality, regenerating the soil, etc. I share the idea presented in one of the editorials: “man has destroyed the planet unknowingly, we will rebuild it knowingly”.

Pierre Paperon’s talk on blockchains, the next digital tsunami, also made an impact on me. I fundamentally believe in blockchains for promoting exchanges between individuals. The company will have to take this onboard. We sell photovoltaic panels that allow our clients to sell energy. Tomorrow, this will be achieved through blockchains.

In companies, we always talk about creating high value-added products, which are therefore more expensive. But what do we do about the most needy? How can we combat, for example, thermal insufficiency and energy precariousness? – These issues are more relevant to my profession. We have to consider providing affordable offers, products, distribution channels, and appropriate financing schemes. It is not easy, but the company must include this aspect.

The company must also question the place given to new generations, who relate to work differently, and who de-



sire a better life balance than former generations. Here too, we put thought into action. The members of our executive committee are all between 37 and 55 years old. We have decided to set up an advisory committee of six people aged 25-35 with a range of profiles, which will have a rotating function in order to prevent any statutory mindset. The decisions of the management committee will be submitted to this advisory committee for its opinion. I see two virtues to this: 1) to enrich our thinking process by obtaining the opinion of the younger generation on these

### LET'S GIVE MEANING TO THINGS

subjects, and 2) as a transparency exercise.

For Bel'm, Le Club des 100 is the continuation of a beautiful story that started with the first Solidaire du Chocolat yacht race in 2009. We were the first private-sector sponsor of this event, which was more than just a race, as it combined sailing with humanitarian work. We met the association Toi à Moi there, who we still work with and which Yann Rolland, our Group's chairman, is still very much involved with.

The Bridge and Le Club des 100 promote the same humanistic values as the association Responsible Leaders of Western France (DRO), the same mix of different worlds, and a desire to give meaning to things. Let's be demanding and responsible in today's world, let's try to improve it.” ■

**FRANÇOIS GUERIN**



## **THE PARTICIPANTS**

# “Continue to build bridges”



Three participants at the end-of-event feedback session on the last day

Over a 1,000 participants, 180 companies represented, 70 experts, 30 facilitators, a 5-day program packed full of talks, editorials, workshops and thematic lunches, etc. The focal point being the world of tomorrow explored from four different angles: geopolitics, environment, technology, and the relationship to self and to others.

**T**he gamble taken by Maximilian Rouer was audacious, but it was pulled off most successfully. The extreme diversity of the participants, experts and leaders, the particularly open-ended subjects, and the cross-cutting and composite nature of the program led to meaningful and concrete exchanges, enabling the participants to learn tirelessly, and to open their minds to many unexpected horizons.

### Emotions as leaven

Things were of course helped by the wow effect of the Queen Mary 2 crossing the Atlantic, coupled with the fantastic closed-door seminar that facilitated encounters, and

which made it possible for participants to continue discussing block-chains or global warming in the bar while listening to jazz, and to take well-deserved breaks in front of the ocean. But this is certainly not the only reason for the success of this incredible floating seminar.

The end-of-event feedback provid-

### ***A COMPOSITE PROGRAM TO ENSURE MAXIMUM INTEREST***

ed by the voluntary participants praised not only the exceptional setting and the quality content on offer, but also the human aspect that was omnipresent, as well as the shared emotions. Without this 'leaven', the dough of Le Club des 100 would never have become food for thought.

The feedback messages conveyed to the organizers and other participants are calls to action: “Be ambitious for the future”, “continue to build bridges for more social responsibility”, “everything is possible when you work together”, “we must

pass on this energy to others”, “we must make room for young people”, “we have to crystallize the content to ensure it lasts.”

One particularly striking outcome was “the energy shown by the Grand-Ouest area, which should flow throughout France and the rest of the world.” This can be achieved by first “maintaining the connection” through new encounters, collaborative platforms, “inter-company editorial formats”, etc., with the hope, of course, of finding a new, extraordinary and timeless venue like the Queen Mary 2.

In her own mischievous way, Maï-Lan, a sketch artist, asks the question: “Did people share visions that were similar but which took multiple directions, or did they share the illusion of a common goal?” At least this week will have taught us “how to manage the profusion, to forgo”, she said amusingly, with the certainty that “every participant left with their own little sketched bubble of an ideal world.” ■ DL



**MAXIMILIEN ROUER**, PILOT FOR LE CLUB DES 100

## The subtle balance of themes and activity formats

In an increasingly complex world, the first line of action addresses this complexity. Instead of a single dominant theme, four themes with the same weight were selected: environment, technologies, geopolitics and relation to self and to others. Some of the themes are hegemonic in terms of public opinion while others are barely emerging. For certain themes, there was a large number of experts, while for others there were far fewer.

The second line of action addresses how these four themes coexist within the company and for the leader. A cross-cutting approach is central to the organization of the seminar, just as it is for the leader of tomorrow. This resulted in eight different activity formats: talks, workshops, thematic meals, speed meetings, inspired awakenings, editorials, as well as the formation of complementary duos [expert + facilitator] to help create the “bridges” between the themes. The expertise and experience of facilitators from the company Cyr Dioré was essential.

### Active participants

The third line of action addresses the observation that conferences “no longer work”; Le Club des 100’s population of entrepreneurs (e.g. APM, CJD, Réseau Entreprendre and DRO) are fed up with this format, which makes them passive. It was therefore necessary to find a range of activity formats that empower participants, and make them active. This is why the percentage of time attributed to conferences and talks was below 20%.

The fourth line of action addresses the need expressed by a number of participants to be challenged. Experts considered “risky”, that is to say diverse in terms of their ideas, their origin (e.g. academics, entre-

preneurs or unlabeled), their age (26-80 years), their reputation or their gender were selected. We did this with the aim of getting away from big names, which often tend to be conformist albeit reassuring.

The fifth line of action addresses the particularity of the audience, which is especially heterogeneous (i.e. ranging from micro-enterprises to medium-sized enterprises, operating across all sectors, levels and regions, etc.), and therefore have a wide variety of expectations. A profusion of topics was therefore organized: every day, 18 parallel talks in the morning, 18 workshops in the afternoon, more than 220 thematic meals during the week, not forgetting, of course, the speed meetings.

The sixth line of action addresses the constraints of the Queen Mary 2 itself, which was not actually designed to stage a seminar with 1,000 participants. The liner does not have any ad hoc rooms, nor internet

### *EVERYONE WAS FREE TO CHOOSE THEIR OWN PROGRAM*

or phone connections. An especially designed app was thus developed, and the various activities were distributed among the event spaces available.

The two last lines of action meant we had to call upon a lot of speakers, coordinators and facilitators. More than 70 experts and 30 facilitators provided their services to Le Club des 100 during the crossing, offering more than 12 consecutive hours of activities a day to those who wanted them. One of the principles of The Bridge is to give participants a certain amount of freedom: each participant could pick and choose, and decide whether to do all or part of the proposed program.



During the crossing, the most common complaint was not being able to attend this or that talk, workshop or lunch, owing to it already being full. We couldn’t have dreamed of better proof of success. ■



# TOMORROW: A BRAVE NEW WORLD?



**W**hether a source of worry or hope, the world of tomorrow is a challenging issue that concerns us all. Certainly challenging enough to make 1,000 people representing 160 companies want to spend a large part of their week aboard the QM2 reflecting upon the issue. All of the numerous workshops, talks and themed meals were full! People's anxiety about the future is being exacerbated by the world's current problems: wars, terrorism, climate change and unrestrained financialization. We can find hope by gaining awareness of the situation, by putting the human being back at the center of everything that ensues, and by exploiting the opportunities made possible by the technological revolution. Because we CAN believe in a better world, let's explore how.

## The societal revolution

"Imagining the revolution to actually make it happen instead of letting it be dictated to us" means "thinking outside of the box, looking how things are done elsewhere, and exploring our new area of responsibility, which is the unknown", explains Patrick Lagadec, expert in the prevention and management of major crises. For Arnaud Mourot, the most fruitful revolution is societal change. Solutions to social problems do exist. We must help them to find their economic model. This is what they do at Ashoka, a global support network for societal innovations. Arnaud Mourot, who runs Ashoka in Europe, calls for education "in empathy, collective work, horizontality, and risk taking." And for "a partnership between society, business and public authorities", as he is persuaded from experience that the

key is "to stop working in isolation or in silos."

Promoting an economic model based on affirmative action is also a cause of major concern for Luc Jacquet. Despite the success of his film "March of the Penguins" alerting the public to the consequences of global warming, he still has doubts, because "the film only had a limited impact relative to the energy and money expended."

## The economy of affirmative action

Luc Jacquet, who refuses to get angry, deeming anger to be "dead energy that gets you nowhere", wants to make a harder impact that lasts longer than the duration of a film, by organizing five expeditions in five different ecosystems which showcase the positive actions being taken on the ground. He believes that the



general public has an appetite for venues of scientific mediation, and is gauging how “the new generation wants to make sense of their lives.” Deeming it powerless to act, Nicolas Colin left France’s senior public service to “discover the power of entrepreneurs and their capacity to take action.” He co-founded ‘The Family’, which currently supports 250 startups in Paris, London and Berlin. Nicolas Colin is fascinated by technology cycles, but is shocked by the misgivings new technologies often provoke, which gives rise to the purging of speculative bubbles. Today, one of his central priorities is to explore “institutions that promote inclusive and sustainable growth” which lie at the crossroads of his two occupational worlds.

## Solution journalism

Like Luc Jacquet and Nicolas Colin, Christian de Boisredon was spurred to action out of a need to refuse absurdity. That is, the absurdity of a media world that is only concerned with disasters and problems, and never – or almost never – with solutions. Upon discovering the beneficial effects of micro-credit in Chile, he wanted to publicize similar positive initiatives. After the success of his book “Hope around the World”, he was convinced there was indeed a place for “solution journalism.” Readers, viewers, listeners and Internet users are even asking for more! The agency ‘Spark news’, which he himself founded, now employs 15 people and works with media companies from 50 countries, offering content to 120 million readers. It is real journalism: it requires research to find the right topics, first-hand investigation involving all parties to ensure reliable and accurate information, as well as the know-how to make that information accessible. It is a far cry from media communication disguised as news!

## Biomimicry as a springboard

A sustainable world: for over 4 billion years, nature has already been practicing the sustainable development we long for. “In comparison, the 200 years that lasted the



Patrick Lagadec, Arnaud Mourot, Luc Jacquet, Nicolas Colin, Maximilien Rouer, Christian de Boisredon, Patricia Ricard and Serge Papin

industrial revolution only represent 2cm on a journey from Paris to Marseille”, commented Patricia Ricard amusingly. The Chairman of the Paul Ricard Ocean Institute has a lot to say about Mother Nature, who “never maximizes”, and who “uses existing materials to produce new materials.” Making do with what you have available, and doing more with less, are basic rules in the land of the living, provided that “hungry and ambitious humans” don’t interfere. Has nature become our problem? It’s up to us to produce the solution, “without going too fast, or stopping.” The biomimicry that she is advocating is in tune with new technologies. Digital technology enables us to exchange information, interdisciplinarity in real time, something nature has quietly been doing since the start.

It’s like the hummingbird whose action to combat the fire was tiny but real, commented gleefully Serge Papin, Chairman of Système U. “So strong is the demand for change that those who do not play their part like the hummingbird will disappear”, he prophesies.

## The central place of the human being

In the food industry, for example, every aspect – production, process-

ing, distribution and consumption – must change in order to solve health and environmental problems. For Serge Papin, “resilient strategies have to include the human factor.” Reconciling distribution and the local economy is a matter of survival against Amazon with its 200 billion turnover. But “we have to show goodwill, and take the time to explain. Digital disruption can be too abrupt.” As our words were said in front of witnesses, they must be backed up by deeds.

The same goes for the crucial field of employment, said Samuel Tual, CEO of Actual: “playing our part means not waiting for everything to come from on high. It means reaffirming the place of the human being in the world of tomorrow. It is impossible to live without work, yet we have 10 million jobseekers in all categories, 6 million in category A, and 9 million living below the poverty line. Let’s take advantage of this week aboard the Queen Mary 2 to discuss solutions that can lift the bottlenecks to finding work. We intend to publish a white paper after the cruise, and submit it to the government.” So it’s time for action! If Le Club des 100 is made up of 1,000 hummingbirds, it is sure to be a real success. ■

**DOMINIQUE LUNEAU**



**GEOPOLITICS**

**“WE COULD CREATE  
PARADISE ON EARTH”**







**T**he worst is never certain, but it is possible. It is up to us to be aware of this, to understand the issues at stake in the world, and to seize the opportunities to act. To do this, we need pathfinders and intermediaries. Frédéric Encel is one such passionate and spirited pathfinder. He has a PhD in geopolitics, and is currently a teacher at Sciences Po, and country risk consultant; he did his dissertation on Jerusalem. A complexity shock that led him to the following conviction: “In geopolitics, there are constantly movements, but we always come back to the fundamentals. We are all steeped in beliefs. We belong to identity collectives. The question is: why are we waging war now?”

## Sharing humanism

Frédéric Encel outlines two possible futures: “Either the human factor will remain our priority, and the human being will remain the measure of all things, in which case a solution can be found. We are citizens of democratic nations, and republics. With the phenomenal resources at our disposal, we could create paradise on earth. Or we submit to fanatical ideology, unre-

strained financialization, or to a religious cult, in which case it will be a nightmare.” Voluntarily optimistic but not naively so, he chooses the first possibility: “I have decided to prevent this nightmare, and to that end, I am spreading the message that man is the foundation of all things. Humanism must be shared, but in large parts of the world, religious ideology dominates.”

It is also a pivotal moment that Jean-

## *WE ARE AT A TURNING POINT IN GLOBALIZATION*

Paul Tchang describes. Jean-Paul Tchang, Head of WST & Partners investment fund, is half-Chinese, half-Polish. He was born in Shanghai, and came to France at the age of 12. This financier occupies a privileged observation post: “We are at a turning point in globalization. We are seeing a rise in protectionist rhetoric in many countries due to mounting dissatisfaction. We are either heading towards de-globalization, or a new stage provided we manage to address these problems.” He believes the answer largely lies







Frédéric Encel, Jean-Paul Tchang, Maximilian Rouer, Kenneth Johnson and Virginie Raisson-Victor during the geopolitical editorial.



in China: “China must become a market, and not merely the world’s factory. It has a 30-50 billion dollar trade deficit! I tell the Chinese: You have the capacity to absorb imports. A huge market could open up, and the Chinese economy could be driven by consumption and not just by

## THE ANSWER LIES IN CHINA

investment.” In the face of this new empire, France must “clearly know where its interests lie, be consistent in its approach, show no variations on epiphenomena, and take an autonomous approach, not only acting as part of the EU, because France has historical strengths. We discovered China long before other countries!”

In Africa too, the stakes are enor-

mous, and France has strengths, added Kenneth Johnson, Chairman of the Europe-Africa Committee: “There are 1.2 billion Africans, half of whom are under 25. And in 25 years, there will be 2 billion. 600 million are already connected with mobile phones. It’s easier for the French to go to Africa. There is already a Chinese presence there. They don’t spend their time doing administrative work. France must not miss the boat!”

## A narrative about the future

Understanding the world in order to take action and educate is the passion that drives Virginie Raisson-Victor. Together with Jean-Christophe Victor, she co-founded the Lepac, a private laboratory specializing in prospective

geopolitics, and she made the pedagogy of complex systems her personal driving force. This pedagogy addresses intelligence through emotion, what we see, and aesthetics to visualize major developments using images, infographics, maps, and anamorphosis”. It provides intelligence and links, reveals systems, and “enables us to gain understanding so we can pull together the strands.” These strands must weave a “narrative about the future”, she argues fiercely. It needs to be an intelligent, sensitive, well-crafted and collective narrative, not a fable. Which is capable of “breaking ready-made representations,” which are often sources of helplessness or violence. This teaching of complexity, teamwork, is the basis of the trust Virginie Raisson-Victor places in future generations. ■

DL



**PATRICK LAGADEC** Researcher at the Ecole Polytechnique

## **“The unknown is a source of opportunities”**



« I know a young woman from Silicon Valley. One day, she received a video from her vice-chairman, saying: “Starting today, your field of responsibility will be the unknown”. This struck me because first of all, it is the reality, and secondly, it was a leader who had the courage to say: “I need you to do that. Be smart, responsible, visionary and collaborative”, even though it is not our usual work context.

I found that he was very brave intellectually speaking, and very visionary from a leadership perspective. Today, the unknown should mobilize us in terms of our creativity and our responsibility. We should take a defensive posture towards the unknown, but embrace it, firm in the belief that it is a source of opportunities.

But that also implies that we need to be prepared.

### **The capacity to invent**

The world of tomorrow is going to be complicated. Let's face it: our mental and organizational structures are not made for that. So there is a lot of work to be done. For us to be able to embrace this future world, to give it every opportunity, we have to break away from the past, which takes courage and the capacity to invent. It's not going to be easy, but we have a vital duty to build the future world, both together and individually. Everything depends on what we do now, because things are moving really fast. For me, optimism means ensuring we possess the will, the courage and the skills— or we acquire them if we don't have them already — to be able to live up to the challenges we are facing today.

**FRÉDÉRIC ENCEL**

PhD and accreditation to supervise research in geopolitics, and senior lecturer at Sciences Po, Paris

## **“Preventing war by understanding it”**



« The study of conflicts between humans, their contexts and explanatory mechanisms, is one of the subjects of geopolitics that I dealt with at The Bridge. If we do not attempt to understand the phenomenon of war — which is a very human phenomenon — we will not be able to prevent it. It is important that people understand that power struggles do exist, and we have to accept them while advocating our civic and democratic values, with the aid of our geopolitical instruments. The 19<sup>th</sup> century Prussian strategist Carl Von Clausewitz once said: “Basically, the only difference between a business transaction and war is that in war there is bloodshed.” Entrepreneurs take the same pragmatic approach. They want to know what military strategists think, because even with our empirical practice of the field, we didn't see the sub-primes crisis coming, nor that of Greece. I try to convey to entrepreneurs the keys that enabled Generals to prevail throughout history.

Basically, it is important to build conceptual bridges between the business world and the world of military strategy.

### **Sharing resources**

My vision for tomorrow would be a world that focuses more on the human being against a backdrop of intense financialization and transparency à la Big Brother; a world in which tyrants, the leaders of clans or of supposedly religious groups would be kept under strict control, or even defeated by democratic Heads of State.

A world where the nation prevails over sectarianism, clanism, etc., where there is a better sharing of resources.



## JÉRÉMY GHEZ

Professor of Economics and International Affairs at HEC Paris

### “Detecting the signs of a new renaissance”



« I think the way our companies are designed, our trainers promote the existence of firefighters. By firefighters I mean you or me, anyone who enjoys putting out fires, one after the other. The problem is that by dint of training firefighters, we tend to forget to train the architects who will imagine what the building of tomorrow will look like. The city of architects is not something natural for humans, you have to imagine it. How can we become architects in the world of tomorrow? And what's more, how can we reconcile the 'fireman' and the 'architect', two qualities which need to exist side by side in the leader of tomorrow.

### Anticipate

My vision for the future world is dictated by the first rule of foresight: one should never make predictions, but rather try to anticipate. What we are seeing today is a sort of social ferment. Humanity has never been so wealthy. We have never been in such good health. We have never been so connected. Of course, the fears associated with protectionism, the rise of populism, are legitimate. But humanity has already gone through a fairly similar period in history, and that period was followed by the Renaissance. The future will belong to those who manage to see the signs of this new renaissance.

It is they who will succeed in an increasingly unstable world, but one where there have never been so many opportunities.”

## JEAN-PAUL TCHANG

Economist and consultant

### “Towards a profitable globalization for all”



« It is necessary to always want to promote strategic prospecting. It is also important, wherever possible, to take account of all the major geopolitical factors if we want to succeed in a globalized world. I think you naturally have to define your objectives first. The thought process has to precede the taking of action a little, and then you have to be constant in your actions. Of course, the strategy will inform you, especially as to the best time to take action, because this is very important. By understanding what stage we are at in the development process of the world, we can act in the most effective way, and perhaps not miss any opportunities.

### Act as a whole

After a successful twenty years, people now feel that globalization has reached a point where two eventualities are possible. The first: in light of the rise in protectionist discourse, there is a risk of seeing the process slow down with the possibility of “de-globalization” and the world being divided into large regions. The second is that we manage to overcome the current uncertainties, find a common language and amplify globalization for the benefit of all. To achieve this, it is necessary to think beyond concepts based solely on the Nation State, and to already think of the world as a whole in which we can take action. That is to say, we need to think about an inclusive world, one where we will find ways to reconcile each other's interests. And in doing so, promote – this time around – a form of globalization that is beneficial and profitable for everyone.”



**PHILIPPE D'IRIBARNE**

Academic

## **“Adopting a realistic change process”**



“Often when observing the diversity of the world, there are two perspectives which, in my opinion, are mutually counterproductive despite being very widespread. The first is to say that people are the way they are, we can't change anything about them, and therefore we should just let them be. The second is to say that we can change everyone. The realistic attitude, however, is to know exactly what cannot be changed about people in terms of cultural markers, and the way people give meaning to their lives. The more we try to change people, the more we must be mindful of what cannot be changed about them, and what aspects we can actually draw upon to achieve change. When looking to improve the world, it is important to know how we are going to implement these ideas, bearing in mind that humans are the way they are, and taking account of their limitations and their ability to resist. It is a process of change that is realistic, based on the reality of humanity, without being unnecessarily defeatist.”

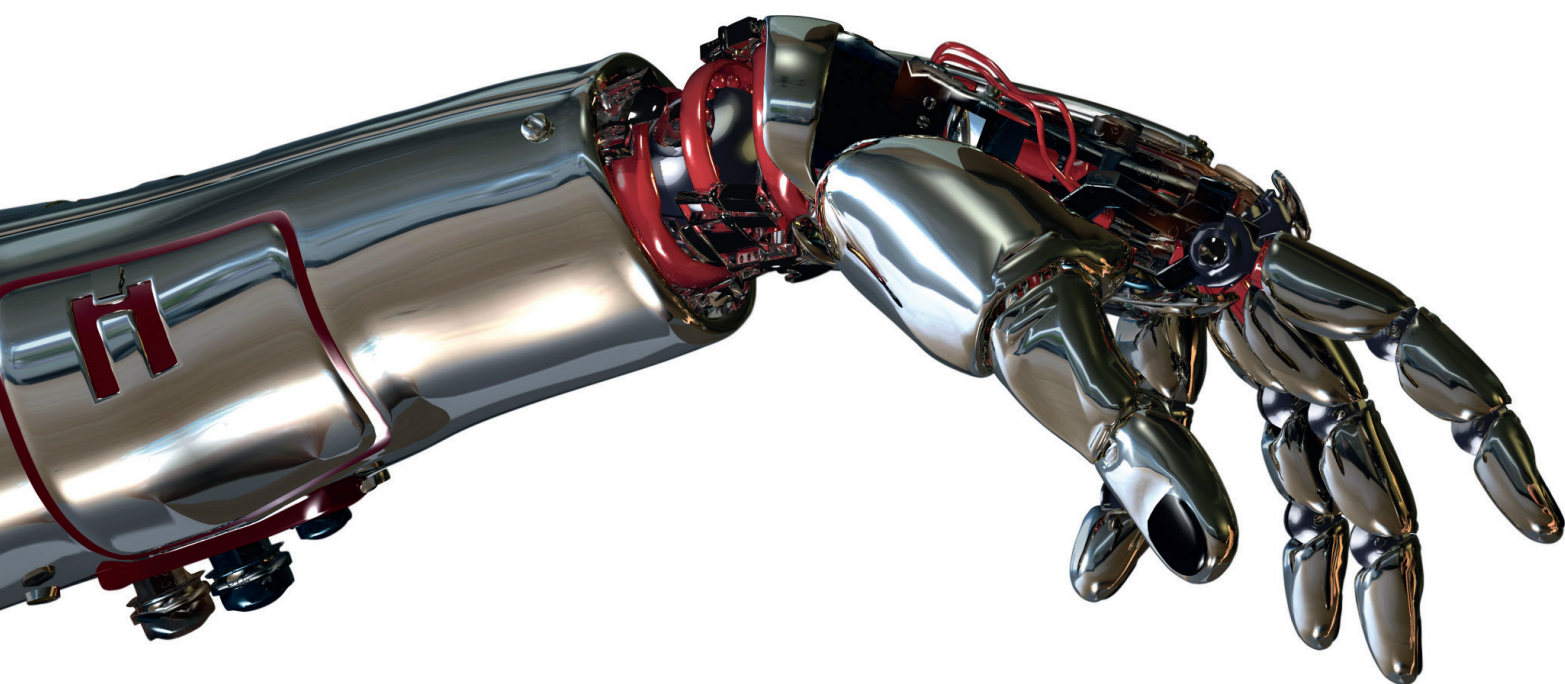
### **There is no happy global society**

We are waking up from a noble dream, the dream of building a happy global society. Now we must find a reconciliation between that noble dream and the world's resistance to it. We are currently facing a major challenge. Are we going to find a kind of compromise? In the long timeline of humanity, mankind has already lived through major crises, and has always recovered. Humans possess a great ability to learn from their calamities. But I would say that in 10 or 20 years, we are going to see some very difficult times.”

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## TECHNOLOGY

**“THROUGH THE  
AUGMENTED HUMAN, WE  
WILL BE ABLE TO LOOK  
AFTER OURSELVES”**





**T**he associated technologies are flooding the market, and we haven't seen anything yet. The question is no longer how powerful the digital tsunami will be, but what direction it will take, according to experts. Those who want to swim with the current rather than sink straight to the bottom must understand the logic of this revolution, and its implications in terms of practices and organization. Being able to spot the first breakthrough in Artificial Intelligence is useless, since AI is inevitable.

### Positive differentiation or destruction

According to Isabelle Decoopman, Professor of Strategy at Skema Business School, the intensive flow

of innovation in this complex, heterogeneous and fast-moving world implies that we cannot go it alone, but demands co-creation, collaboration. The consequence of this – and we are already seeing the first signs – is that: “vertical channels will no longer exist, there will inevitably be more permeability between the different sectors.” The fluidity that will replace the rigidity might be a chance or a risk: “technology unleashes a huge potential for both positive differentiation and for destruction. If you do not move with the flow, you are dead.” So let's get a move on, let's put aside obvious facts, which are deadlier than dead stars: “We are seeing significant growth and change in terms of product use and associated services. We will no longer sell a tangible prod-

uct, but a connected object that generates associated services relating to data, pay-per-use billing, etc.”

We just need to forge ahead – fearlessly if not joyfully, advocates Arnaud Chaigneau, Relationship Manager of the Numa platform and its ecosystem. “You have to have an impossible project. That's what mobi-

### *DEVELOPING THE IMPOSSIBLE MOBILIZES RESOURCES*

lizes the necessary resources. With technology, you can find talent from all around the world, and solve any problem. If you have a vision, you can obtain the necessary resources through crowdsourcing and crowd-







Isabelle Decoopman, Arnaud Chaigneau, Maximilian Rouer, Cécile Delettré and Patrick Mathieu during the technology editorial

funding. A community of thousands of people around the world are working on Elon Musk's Hyperloop project." The Bridge is an excellent

## COLLABORATIONS BETWEEN PEOPLE WHO SHOULD NEVER HAVE MET

example. We can grow thanks to the technology made possible through collaborations between people who should never have met, through unexpected links which – if you look closely – did not just come about by chance, says Arnaud Chaigneau with excitement. For him, this "synchronicity" is a surprising but very real development lever, the potential of which is now being boosted by digital technology.

### Human singularity is the answer

Is it sheer madness? Is it a utopia that is destined to end badly? In

response to the doom-mongers, we should follow the example of Patrick Mathieu, and keep on smiling. Patrick Mathieu is an expert in "the singularity of people and organizations", which puts the human being and technology back in their rightful places – man should always come first: "Humanoid robots are the natural progression of the dog, not man. Long ago, man domesticated the wolf to produce the dog, which made it a 10 times more efficient hunter. Tomorrow, robots and Artificial Intelligence will help humans to develop their minds by doing away with mind-numbing tasks. Through the augmented human, we will be able to look after ourselves. Human singularity is the answer to the power of technology."

### Self-awareness and collective intelligence

He cannot be accused of blissful optimism, but a faith in man based on human history: "Should we fear the shift to Artificial Intelligence, with machines that are smarter than

humans? Of course, it is associated with risks, but I remain positive. When faced with something terrible, we need to focus on the essential. That's why we have to keep hope.

For Patrick Mathieu, "Everything changes with technology, except our purpose in life. Yet everyone has the potential to do extraordinary things. What makes us unique as individuals will enable us to forge a destiny." It is our own singularity that we have to explore as a matter of urgency, rather than only be concerned with the ups and downs of Twitter. Even though you have to use Twitter as a matter of survival in the United States today, says Cécile Delettré, Foreign Trade Advisor to France.

For Patrick Mathieu, it is not a question of turning inwards and focusing on one's own ego for the sake of singularity, but "combining self-awareness and collective intelligence." In doing so, he believes "we are heading towards a new golden age. And France possesses all the necessary keys to succeed." ■

DL



## PIERRE PAPERON

Engineer at Arts et Métiers ParisTech

**“With the blockchain, we are putting the human being back in the center”**



“I’m interested in the blockchain and how it can be used to promote local solidarity, because it offers the opportunity to record, time stamp, and certify exchanges between people. If you generate electricity using photovoltaic panels on your roof, you can make them available to the community, and register this donation that could then be exchanged for electricity, car loans, etc. It is a new barter economy based on not only objects, but also time, i.e. human energy exchanged for other items within the community. It is a whole new – more connected – world that is opening up before us, which offers a weapon that we can use to fight against exclusion, i.e. the blockchain. I believe we are living a fascinating historical moment, because with this distributed technology, we can put the human being back in the center.

### Giving time to serve others

That said, is blockchain the future? I don’t think that’s entirely true. I am not a utopian. There will certainly be abuses, perhaps the emergence of forms of communitarianism that will need to be controlled. But by becoming interconnected, we can offer ourselves – and one of the most gratifying things in the world, our own time – either to serve others or in exchange for basic necessities. Before, there was a Facebook that promoted relationships. Now, we are moving towards a Facebook that promotes exchange, with peer-to-peer relationships that are much more personal.”

## ARNAUD CHAIGNEAU

Co-founder of the Nantes-based agency Intuiti, and Numa, a Paris-based startup accelerator.

**“You have to address impossible problems!”**



“There is a word that I find fascinating: synchronicity. The art of meaningful coincidences.

Things happen to you every day, and you have the impression that they come about by random chance. However, in reality, when you do something, you are actually planting a seed that, tomorrow, will grow into a nettle or a tree, etc. You’ll only see the result of what you did, maybe a year, maybe five years or ten years later. And this has helped to create links between people. What happens to you is NOT random, but a form of synchronicity that you create along the way.

### Access to water

My vision of the world of tomorrow is both optimistic and pessimistic. Never before in the history of the world have we faced issues as important as access to water, energy and air. These are huge or even impossible challenges. However, we must address these impossible issues, allocate the necessary resources, find talents that are outside our territories, and leave our usual comfort zone. Hyperloop has managed to do just that, since they opted for a crowdsourcing situation: thousands of people with extremely diverse backgrounds and know-how are working on this project around the world. It wouldn’t have been possible if it hadn’t first been impossible.”



## JACQUES PRIOL

Manager of Nantes-based Civiteo

### “Towards a true data culture”



“There are extremely important developments in today’s business environment involving big data. There is an ever-increasing amount of data. It concerns the life of the company, its production, customers and the environment. The tools used to process this data are becoming increasingly powerful, and storage devices are ever larger and cheaper. All of this is changing the role played by data in the decision-making process. It is therefore important for leaders to be aware of these issues. They need to foster a genuine data culture in order to fully understand what is happening, see how they can use data in their business, and to appreciate its strengths and dangers.”

#### A threat to our free will

The role data will play in the world of tomorrow is an important subject. The progress and advantages it will bring will probably be considerable, especially for medical research. However, at the same time, big data represents a threat to our free will. If we are not careful, some people might be tempted to use algorithms to make decisions for us, decisions which affect the course of our lives and our consumer behavior. So we talk about ethics, safeguards that should be put in place to ensure that these incredible advancements primarily serve to improve our daily lives as well as promote human development and knowledge.”

## NICOLAS ROUSSEAU

Founding President of Médiation Consulting

### “Combining the knowledge of East and West”



“The first message I wanted to convey on board is that we need to learn to break free from our own little worlds.

We need to make the most of our encounters with others, who serve as a mirror, allowing us to know ourselves better. People often find this difficult. They see the world through their own lenses, and find it difficult to put themselves in another person’s shoes, and to really listen to others. In France, we are still too ethnocentric. We have trouble believing that there are other ways of thinking, other sensitivities than those we are taught at school. We need to bring together East and West, and at The Bridge, I also encouraged this. I learned so many things in the Far East which I now try to associate with our culture. It doesn’t mean we are being unfaithful to ourselves when we read about Lao-Tseu. There are things he said which are interesting in certain circumstances. Just as Descartes or Hegel can also have a practical utility in corporate life.

#### A metamorphosis

For me, tomorrow is today, and the change has already begun. But it’s not a transition or a transformation, it’s a metamorphosis, a major change on three levels. Company structures are going to change, shifting from a standard structure to an ecosystem. Content is going to change, shifting from a vertical discourse to a dialogue with the customer. And lastly, there will be a change in terms of form. The world is at our feet: a competitor can emerge suddenly at any moment. If we are not ready, we will react with fear, which will lead to failure. But our exchanges on this ship have made me optimistic, because I have met people who are humanly ready to combine different ways of looking at things and different angles of attack, in order to solve complex problems.”



**CAROLINE FAILLET**

'Netnologist' (a new profession that studies the influence of digital technology on audience behavior)

**"Companies should not resist empowerment"**



"The empowerment process also entails the empowerment of citizen-consumers. This is being achieved in three stages. Firstly, the search engine revolution, which has enabled citizen-consumers to be more informed.

Secondly, the social networking revolution, which has enabled them to share more, and mobilize against companies. Finally, the data revolution, which has brought with it services that have helped unleash people's creativity, and their sense of innovation. What I would like to say to companies is that they should not resist empowerment. Let go, accept the loss of control, because that is how you will get a foothold in the world of tomorrow.

**Focus on living**

The ultimate stage of the empowerment process is the type of complete disintermediation that we see with the blockchain. Ultimately, this entails promoting a way of life that is facilitated by Artificial Intelligence and robots to such an extent that we are free to focus on actually living, and not on work. Of course, many people find this prospect frightening, because it implies doing everything differently, reinventing everything. So, like the futurist Joel de Rosnay, I would say that I am 100% optimistic and 100% pessimistic. There are many safeguards, especially ethical safeguards, that need to be set up in this area. We have the legacy of our current system, which will coexist with the rest. We'll just have to accept that it's a little outdated until we have achieved the transition towards the future world."

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## ENVIRONMENT

# “CREATING A LOW-CARBON SOCIETY IS EXCITING”

**C**atastrophism is only useful when it is ‘informed’. In other words, “we can’t be optimistic unless we examine the threats,” explains Jean-Pierre Dupuy, who has been teaching philosophy at Stanford since he retired from the French higher education system. His philosophy consists in striking the right balance. It refutes “the arrogant hyper-rationality of senior management and technocrats”, a world which the former Ecole polytechnique graduate decided to escape from. Yet he does not engage in the “radical criticism of the industrial society promoted by Ivan Illich.” To better appreciate the critical situation we are in, Jean-Pierre Dupuy (apparently) likes to reason using absurdity: “We work to be able to afford to go to work. In reality, a car’s average speed is only 4-5 mph if we take into account the time taken to finish paying for it and to look after it.” QED...

## All sectors are concerned

Jean Jouzel also wants to be optimistic about the future. Despite his respect for global warming sceptics, the Vice-Chairman of the Intergovernmental Panel on Climate Change (IPCC) has made it his task to convince them without condemning

them: “the facts are there, there is enough certainty to warrant action.” With a deep, reassuring serenity that contrasts with the seriousness of the situation, he adds: “We should not deliberately head for a fall. We must take action to ensure there is a pleasant climate for young people in the second half of the 21<sup>st</sup> century. In order to adapt to climate change, we need creativity and technological innovation. Creating a low-carbon society is exciting. There is so much to do. Young people can take

***YOUNG PEOPLE CAN TAKE THEIR DESTINY INTO THEIR OWN HANDS***

their destiny into their own hands.” For him, there is no doubt, France along with the rest of the EU has a role to play in saving the planet. Moreover, all sectors are concerned: “agriculture (e.g. in terms of carbon storage), tourism, energy, society (e.g. in terms of climate refugees caused by a decline in water resources around the Mediterranean), and coastal cities if the sea level rises by one meter, etc.”

For her part, Bénédicte Faivre-Ta-







Jean Jouzel, Jean-Pierre Dupuy, Maximilien Rouer, and Bénédicte Faivre-Tavignot during the environmental editorial.



vignot believes that a lot of the necessary action will need to be taken by companies. She is a professor at HEC, where she devised a Masters course in Sustainable Development in 2003. Her pioneering conviction has come a long way since she first became aware of the poverty in Chile, and the need for companies to play a role that ensures development serves mankind. It is this conviction that she strives to instill in future managers. She is convinced that education is the key

systemic intelligence, develop emotional intelligence, the empathy to understand others and their needs, and find answers with others. It's up to us to encourage young people to be protagonists, not by telling them that it's their duty, but by helping them to ask themselves "What can I do? What contribution can I make?, and now let's do it."

## Unleashing a powerful energy

It's not surprising then that societal innovation is the focus of the Society & Organization Center which she runs at the HEC, with the aim of developing interdisciplinary research and teaching. Bénédicte Faivre-Tavignot shares the opinion of Jean Jouzel on the specific role of the old continent, considering it nec-

essary to promote "European thinking on this issue that is different to American thinking." Educated optimism as a sustainable way of life is also the credo of Maximilien Rouer, expert consultant in the "positive economy" and program officer for Le Club des 100: "We are extraordinarily fortunate to be able to give meaning to our lives. The current liberation of a planned and massified world is unleashing a powerful energy force. What man destroys, he can also repair. Mismanaged biodiversity? We can replant. We can de-pollute the water, air and soil, and produce renewable energies. In a positive repair economy, the environment is a competitive factor." It's up to everyone to play their part where they are in the world.■

DL

## EDUCATION AS A LEVER FOR A SUSTAINABLE FUTURE

lever for a sustainable future: "develop individuals, promote awareness, develop attention, the ability to anticipate, develop general and

## LUC JACQUET

Film director and founder of the NGO Wild-Touch

**“Provide the younger audience with the keys to understanding”**



«On board The Bridge, I presented two films: “Once Upon A Forest” and “Ice and the Sky”. The films feature two major scientists who are exploring, respectively, the tropical forest, and climatic change discovered in Antarctica. I also talked about how we can finance our ecological commitment – which is complex to implement – as well as the reconciliation of mankind with the planet. In this respect, it is crucial to promote scientific mediation. While scientists, owing to their training, often struggle to convey simple messages, I feel that there is a strong demand for this knowledge, which should be made accessible to as many people as possible. And I contribute to this knowledge through films, exhibitions and projects with teachers, etc., especially intended for a young audience, who are powerless in the face of this very troubling climatic phenomenon. We need to provide them with the keys to understanding the issue, and show them how we can combat it.

### Educate

When I think about tomorrow, I refrain from being pessimistic. Because despair is dead, wasted energy. I am not a utopian either, because there is a lot of work to be done. We must continue to hammer home the message, educate, make people understand that changing our behavior vis-à-vis the planet doesn’t mean retrogressing. On the contrary, it means finding technologies, drawing on the best of humanity and creativity, and working together to simply build a world that is sustainable. In any case, that’s what I’m fighting for!”

## VIRGINIE RAISSON-VICTOR

Research Analyst in International Relations, Geopolitics and Futurology

**“Preparing for the future means learning resilience”**



«First, I believe in the importance of resilience. The future is not written. It depends on what we do, on what we decide, on the trade-offs we make today, and there will always be an unknown element dictated by technological and political breakthroughs and so on. On this basis, the best way for a family, a company or an individual to prepare for the future is by learning how to adapt. My second conviction is that we must trust the under 20s, who were born at a very singular time, which is wholly unlike the one I was born in, which was a world of abundance. We are starting to see a world of scarcity, where there are few resources but a lot of demand. This is the challenge that today’s young people will have to meet. They are perfectly capable of doing so if we actually help them, instead of discouraging them and telling them that it’s already too late, or that it’s difficult. Now, helping them is a real responsibility, notably the responsibility to develop a positive narrative about the future, one that is worth reaching and building together.

### Find a balance

I don’t know what the future holds. But I do know what I want for the future. We have to find a balance between humanity and the planet; it’s absolutely essential. I think we can achieve this using technologies, changing our behavior, politics, taxation system. We have a lot of tools we can use.”



## JEAN JOUZEL

Emeritus Research Director at CEA

**“Global warming, a source of opportunity”**



“Global warming concerns all of us. And we must get a handle on it if we want to leave a world to today’s young people that they can adapt to easily.

To that end, we have to change our development model. Shift from a society that is highly dependent on the use of fossil fuels to a low-carbon society. This represents a major change, which we must make in a positive way, because it can create jobs for young people. And this is exciting, because these developments will, I hope, be accompanied with inventiveness, research, innovation, etc. These messages are intended for not only decision-makers and young people who are becoming citizens, but also for companies. Whatever their economic sector, they have to develop their strategy taking into account global warming, which is going to affect them anyway. It may be a source of problems for some, but it will also be a source of job creation and opportunities for many.

### The young should not suffer the effects

For the younger generations, the world of tomorrow is already being decided today in terms of the environment and the climate. Now is the time we need to prepare for it, to ensure that they do not have to suffer the effects of global warming in the second half of the 21<sup>st</sup> century, and can adapt. In both their professional and private lives, they will also have to play a part in changing our development model.”

## MAXIMILIAN ROUER

Engineer and entrepreneur

**“In building tomorrow, everyone has their role to play”**



“The world of tomorrow is the product of four major variables, which must be considered inseparable elements by companies and the Grand-Ouest area, and therefore addressed using a cross-cutting approach. These complementary elements are the environment, geopolitics, technology and society. And these issues are too big to be dealt with by individuals, whether that individual be a natural or legal person. They are so huge that they must be tackled in a coordinated and collective way. However, to act collectively, we have to know what we’re prepared to give up. It also requires a positive state of mind, which consists in postulating that the solutions already exist, or that, if they do not exist, we must work together to build them. We have to find seemingly unrealistic answers to solve these problems that are bigger than all of us.

### A community of interest

My personal vision of the world of tomorrow is based on our future capacity to better ourselves thanks to our differences. It is therefore based on a postulate of openness, integration, accommodation and benevolence. We must live in a sort of community of interest where we recognize that everyone has their part to play. We must be able to act collectively at every geographical level, including small, medium or large territories, and even on a planetary scale. To achieve this, we have to overcome the immaturity that has caused millions of deaths due to war, terrorist attacks or disease, and which is one of the main ills affecting peoples of the world.”

**BÉNÉDICTE FAIVRE-TAVIGNOT**

Professor, co-director of the HEC Paris Social Business Chair, and Society & Organization

**“Encourage people to act for a sustainable world”**



“In the face of all the current geopolitical, technological, environmental, corporate and societal changes, companies are expected to build a sustainable world while continuing to be competitive. For this to happen, they will have to reinvent themselves on a constant basis. There are two particular levers that I’m exploring: social and environmental innovation. In terms of social innovation, I am focusing on the ‘inclusive’ economy, which will provide access to essential goods and services, as well as work, for everyone. With respect to environmental innovation, I am interested in the circular economy. Instead of exploiting resources and just throwing them afterwards, we design our products from the outset to use as much recycled material as possible, limit negative impacts across the entire value chain, and recycle as much as possible at the end.

**Emotional intelligence**

The world of tomorrow is a world where we will educate children and adults differently than today, developing their full personality, and teaching them to address problems holistically and systemically. For this, we can develop emotional intelligence. We will have to work together drawing on our collective intelligence, and listening to each other. It is also important to encourage young people, and the not so young, to take action for a sustainable world.”

**DOMINIQUE DESJEUX**

Anthropologist

**“We should not depoliticize the climate issue”**



“Can’t we depoliticize the issue of global warming? This is one of the questions I was asked during The Bridge. I don’t think we should depoliticize the issue of climate change, because it involves extremely different interests of countries like the United States, China, Europe, Africa, which are not all at the same level of development. And this requires political arbitration. Depoliticization might be a possibility if we thought we could solve the issue of consumption merely through actions taken at the individual level, such as recycling and consuming less energy. However, it is primarily the production of consumer goods that consumes energy. And this production involves businesses, retail companies and public policies. If we reduce the issue of the environment to the individual level, we will not find solutions[...]. The energy transition is a form of innovation. But people show resistance to the idea, even though it’s good, because they don’t always win from the change. If we want to achieve our goal, we must understand the constraints faced by individuals, businesses, governments, etc., and which act as a obstacle to innovation.

**Stay vigilant**

For tomorrow, I have both a dynamic and optimistic vision about the future of the world, in the sense that I see multiple solutions. But I also think the numerous military tensions around the world could lead to war. We must stay vigilant, without allowing ourselves to be hindered by anxiety or inappropriate solutions.”

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RELATIONSHIP TO SELF AND TO OTHERS

**“LESS EGO FOR MORE  
DISCERNMENT AND  
MORE COLLECTIVE  
ENGAGEMENT”**



Individuals are being given more power, and are using that power, whether for better or for worse. We call this 'empowerment'. In addition to promoting new practices now possible thanks to technology, empowerment also entails a transformation of ourselves, where everyone is given a role to play. It is essential that we become fully aware of this transformation, to prevent it from trapping or ensnaring us. "It takes individual discernment to create collective discernment," says Maximilien Rouer, program officer for Le Club des 100.

### Alternately the influencers and the influenced

Caroline Faillet, author of "The Art of Digital Warfare" (Dunod, 2016) explores how the behavior of Internet users can help organizations adapt. She talks about the empowerment of individuals through the use of search engines, which "give the power to find and check information, and which satisfy a need for transparency", through social networks, which enable individuals "to mobilize, participate and act collectively", and through data, which is ushering in an era of "radically simplified services." For her, "individuals are the 5<sup>th</sup> pow-

er", the centerpiece of a liquid society in which "everyone is connected with everyone else, as alternately the influencers and the influenced." Opposing this empowerment is guaranteed to produce the opposite result to that desired: "we must stop working to prevent customers, employees and individuals from being empowered; we must accept to lose control, and let go. Don't be digitally

***YOU HAVE TO STOP RESISTING, AND LET GO IN ORDER TO CONNECT WITH OTHERS***

autistic, stay connected to the aspirations of the world, build bridges." Letting go is also the motto of Eric Allodi. This engineer turned international consultant has made this old precept his own source of personal and professional renaissance: "I realized that a good job and a happy family were not enough. This form of happiness was disconnected from the reality of today's world. I needed a spiritual retreat, to explore meditation. It was a revolution, the discovery of an immense world that no one had told me about." It was a world that banish-





# RELATIONSHIP TO SELF AND TO OTHERS



Caroline Faillet, Eric Allodi, Maximilian Rouer, Marguerite Grandjean and Dominique Desjeux during the editorial on relationship to self and to others



es the ego, this “narrowly defined, extremely limited sense of self, with its very conditioned ideas”, which turns us into “bubbles bumping into each other, small conditioned robots that always react in the same way.” Freeing himself from the ego allowed him to truly bond with others: “We are not separate being. Letting go of what limits us in life allows us to connect to something far more profound and to others as part of

## *BY FREEING OURSELVES FROM OUR EGO WE CAN BOND WITH OTHERS*

a collective. Eric Allodi sees it potentially as a “dynamic spiral for inter-individual negotiations between people of different colors, different levels of consciousness and related values.”

The world of tomorrow will be made in our image; he warns: “The pace of change is accelerating. It is impossible to manage this complexity

alone. In order to connect to others, we must burst our bubbles, our own little worlds. Today’s linear world is finite. The world of tomorrow must be circular.”

## **A circular world and liquid society**

Marguerite Grandjean, Research Director of the OuiShare collective, describes it as a ‘liquid society’ characterized by the “dislocation of reporting lines and legal relationships.” If we choose such a world, it has to allow us to “reconnect with idealism and determination.” It’s up to us to “rebuild links that share power and value, to rebuild links between huge platforms and ourselves, to reinvent our future”, she says enthusiastically.

The anthropologist Dominique Desjeux took the opposite route to Eric Allodi, but arrived at the same conclusions as to the need for collective engagement: “I did away with the spiritual so I could step into the

material world, to understand the source of the resistance. I have dismantled personal illusions of freedom. We live behind a force field. We are not free, but we do have room for maneuver.”

## **The solution lies with ANDs, not ORs**

This includes collaborative engagement: “When we use ORs, we get things wrong. When we reason using ANDs, we find a solution.” Discernment is also an essential weapon: “We must be aware of the forces that govern us. Fear is a good advisor as long as you don’t let it influence you.” Maximilian Rouer also says: “We need to know who we are, and where we come from, to prevent ourselves from being manipulated. This is especially true in the ultra-connected world of tomorrow.

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**VINCENT CESPEDES**

Philosopher, writer and composer

**“For a broader spectrum of human values”**



“During this crossing, I encourage leaders to “know thyself” philosophically speaking. We are in a world where uncertainty and complexity are growing, and where we need to adopt a philosophical approach now more than ever. We need to find the limits of our knowledge, look for the constructive doubt that can help us advance, and above all, engage in dialogue in order to achieve a management approach by promoting complicity and humanity. The focus of my work is how more humanity can enhance efficiency.

And of course, I give corporate talks on the subject. Because the philosophical approach is one of the major keys of the 21<sup>st</sup> century for producing human value. In an increasingly complex world, we need to be a party to this complexity.

And that’s the thought I’m trying to spread on the ship.

**Inequalities on the rise**

The world of tomorrow, as I imagine it, is a world where social inequalities will be on the rise. It is also a world where the greatest danger for businesses will be choosing to conceal social, human and relational injustices by promoting a sweet, creamy and distorted image of reality. We have to prevent the invisibilized ethical suffering hidden beneath the corporate necessity to project a sparkling image and to promote happyism. The leader of tomorrow will have to accept that there are neurotics and other people in his team who are suffering. It is possible to promote non-humanistic values, and be an extremely successful business. Nonetheless, I advocate axio-diversity. The wider the spectrum of human values within a group, the more that group will find solutions that will help it adapt to the future”.

**ERIC ALLODI**

Co-founder of Integral Vision, and co-founder of EPEA Environmental Institute.

**“Our diversity is a strength!”**



“We must realize that it is no longer just about reducing our impact, and doing less harm, but rather starting to actually do good, and imitating nature. In nature, there is no waste, everything is a resource. It promotes cooperation between species, and an ecosystem-based vision. This is what we want to replicate on an industrial level, both in terms of manufacturing products and constructing buildings. We are all interdependent: we are all part of one or more ecosystems. The diversity embodied by all the business leaders on the ship is really fundamental to creating more value together. Working with collective intelligence when addressing subjects such as the circular economy to create a self-regenerating world is extremely important. Our diversity is a strength!

**An increasingly complex world**

My vision of tomorrow’s world is one which will resemble ourselves. We will create it in our own image. We therefore need to transform and revolutionize ourselves to be able to revolutionize the world. At the same time, the world is becoming increasingly complex, and the pace of change is accelerating. We are confronted with climate change, the emergence of Artificial Intelligence, and biotechnologies. And today, no one is able to manage this complexity alone. We must therefore leave our own bubbles, relinquish our egos, and draw upon collective intelligence.”



**PATRICK MATHIEU** Founding President of the company Patrick Mathieu Research & Consulting

## “We must identify where our singularity lies in order to grow”



“Singularity is an attribute that remains constant over time and which runs through a person or an organization [...] But people tend to think that everything could change at any time. We believe there is something invariant that characterizes our core identity. By knowing what that ‘something’ is, by identifying where it lies, by appreciating its subtlety, we can work on things that are deep-seated within us. During the Bridge, I therefore addressed how people can use this to grow. Singularity is originally based on three notions, which are facets of the individual, or actions we may take. These three notions operate on three levels, which we call ‘why’, ‘how’ and ‘what’. This produces a set of combinatorial operating rules relating to six cores of singularity which make up the structure of the individual or company. Founders then pass on their singularity to their organization, where it is shared through the organization’s products and actions. I am convinced that we can gain a deep understanding of these internal drives that remain constant over time, and which will help us succeed, be of interest to others, be consistent, and develop something outstanding.”

### Being human means being singular

The world of tomorrow will be a complicated world with many robots, Artificial Intelligence, etc. If ever there were a time for mankind to ask what it means to be human it is now. It is precisely our singularity that makes it possible to build something that is uniquely human, and to cooperate with all the machines, all the other people.”

**ANNE DE BÉTHENCOURT**

Director of Intégral Vision

## “Free the company from egos”



“During this cruise, many realized that their own ego could act as a hindrance to what they do as business leaders or employees. During talks and workshops designed to foster collective intelligence, we addressed different questions relating to the ego. Among those questions were: “What does employee motivation mean? What does it mean to free a business from egos? What exactly is employee well-being within a company? and “What does it mean to overcome what separates us? By existing only in our ego, we listen to our personal fears and desires, but not the desire to create a better world. Together, the participants discovered what the shade, the color of their egos was, and that by letting go of it through meditation or other methods of letting go, they can then create and cooperate differently.”

### Be part of the solution

My vision for the future is fundamentally positive because life is positive. We each have the capacity, deep down inside us, to create a positive world in our own image, if we so want. We are living at a very special time in the history of mankind, where, in the face of the challenges we have to meet, we have a choice. Either the choice to be part of the solution, or remain stuck in the problem. I very much hope that we will be part of the solution!”

**BERTRAND ROBERT**

Co-founder of Arguillos

**“Working on your fears so you are no longer afraid of the unknown”**



Bertrand Robert at the end-of-event feedback session

“By way of readiness exercises, it is important to help response teams, State services, and businesses to prepare for, and to be there on the day of a crisis. Once the crisis is over, we should also share feedback about the crisis, and not forget to thank those involved. Because crises are multiplying, and it is important to maintain the level of motivation about these issues.

**Aikido can help people respond to the unknown.**

My idea for the world of tomorrow is first and foremost to help others to look to the future. To get them to work on subjects that are part and parcel of the world we live in. This includes surprises, and everything that is unforeseeable, as well as the associated fears. There are ways of working on your fears to help you to no longer be afraid of the unknown, and even to find it rather appealing. I also help people to work on anticipation techniques. If we want to build a desirable world for tomorrow, it is interesting to have input on all these aspects. And, more importantly, it is crucial to foster or build trust. Because we can only address the unknown and its storms if there is trust in the system. At The Bridge, I proposed a martial art, which wholly encapsulates all the points I just mentioned. I would like to talk about Aikido. It is a way of using gestures, almost choreographically, to express a way of being and responding to the unknown. In the face of the world of tomorrow.”

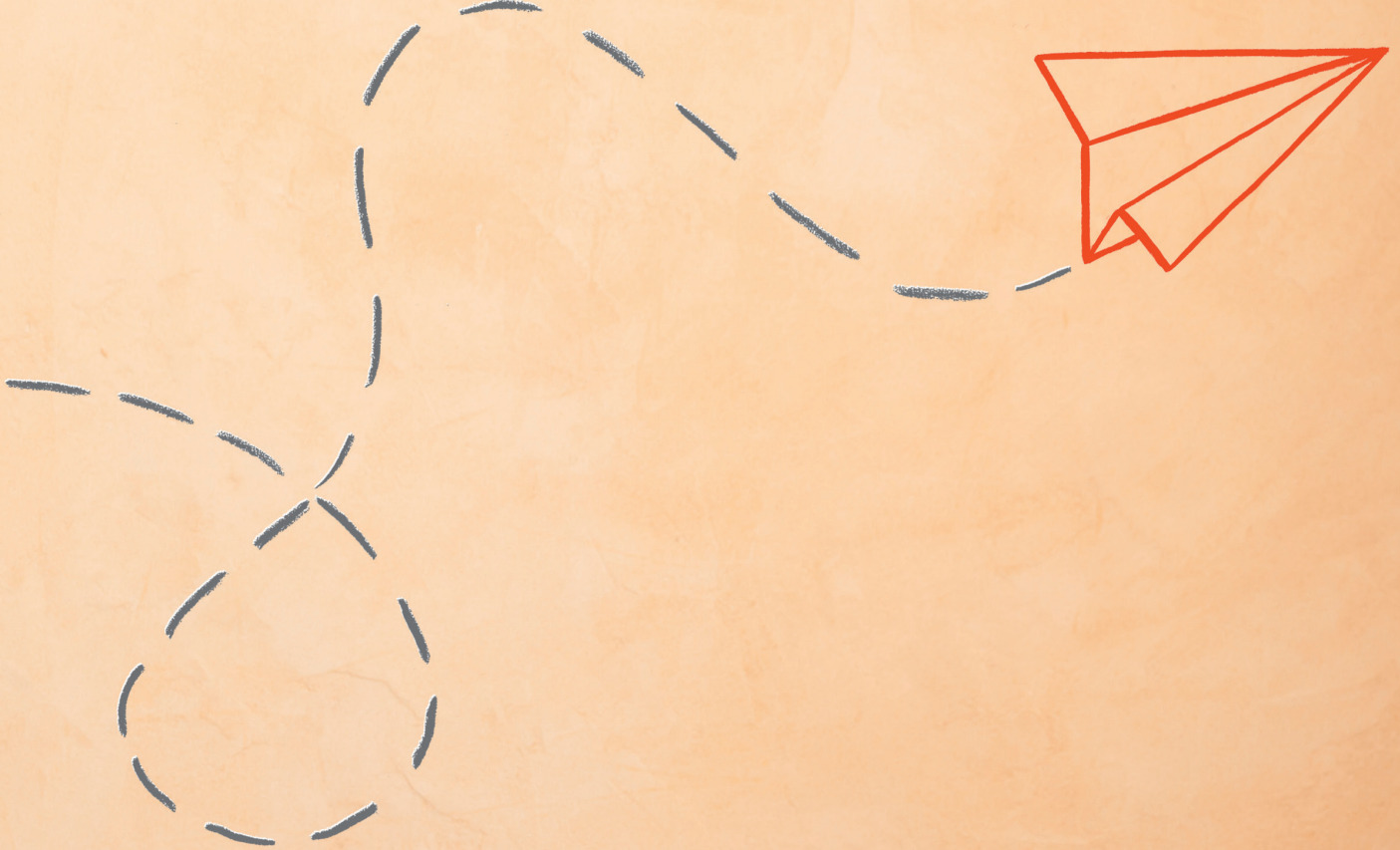
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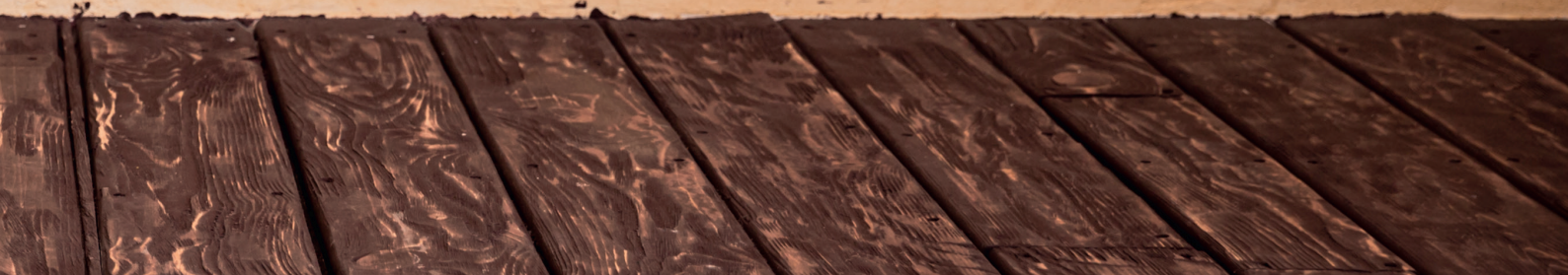




*tomorrow  
happening*

**BEFORE OUR**

**EYES**





*tomorrow happening* **BEFORE OUR EYES**

# The negotiated urban fac



Jean Haentjens, Stanislas Mahe, Gildas Maquaire, Solen Jaouen, Philippe Defawe and Roselyne Bienvenu, at the talk on the city of tomorrow.

**T**he city is no longer only the product of decisions made by the State and its engineers, who together with private-sector industrial & distribution groups get to decide most things in a world without limits. Today, the 'urban factory' is closer to the grassroots level, and is the result of negotiations between the multiple stakeholders involved, thereby making it more complex. It is also subject to more constraints owing to sustainable development objectives. "Rebuilding the city on itself is more complicated than covering farmland with housing estates and business parks," says Jean Haent-

jens, an Urban Strategy Consultant. Fortunately, the scope of possible solutions has widened significantly with the increasing amount of local resources available to cities.

## "Build a desire to build cities"

The polarization of wealth and skills is a strong trend: 600 cities account for 60% of the world's wealth, 10 of France's metropolitan areas account for 50% of the country's GDP. As a result, cities are becoming major geographic zones for finding solutions to environmental problems,

such as the collaborative economy, shared mobility & housing systems offered by digital companies, open data, nature in the city, and land-use policies, etc. In other words, there are a lot of players, know-how and ideas that we need to bring together. "For this to happen, a cross-cutting, multi-disciplinary and hybridized approach is essential," explains Jean Haentjens. In his opinion, the heart of the subject lies in "the ability to get different players to work together, co-produce a vision that can then be shared, despite the rise of individualism." In other words, we need to build a desire to build cities"

# story

## Permeability of professions

The new paradigm of the “negotiated city” has had a strong impact on property developers. “We are seeing an increased permeability of professions; the divides that kept us confined to our respective little worlds have disappeared. This allows for more ambitious projects, in a more pleasant working environment. The project owner must now learn to work with people who get to make as many decisions as he does with respect to his own projects, while he is the one who is risking his time and capital, etc. And this has its virtues”, says excitedly Yoann Joubert, CEO of Réalités Group.

In this same spirit, the French town of Angers launched a “call for innovative urban projects” on seven available sites. “Local politicians can’t know everything, they need us to give them information. They need to know how to dialogue with the various experts, create a collective thought process,” said Roselyne Bienvenu, Vice-Chair of Angers Metropolitan Urban Community. This initiative, called “Imagine Angers”, aims to move away from the highly technical, conventional urban planning promoted by Local Urban Plans (PLU) and Territorial Cohesion Schemes (SCOT), with a view to ensuring that new constructions across the whole city enjoy a strong identity. “We want to combine the strengths of the public and private sectors, a boon that can allow to be more innovative. And this helps to inspire other city stakeholders elsewhere”, says excitedly the local politician.

## The relationship is inverted

The Nantes Saint-Nazaire Metropolitan Area has also expanded the conventional urban planning framework for one of its regional development projects. It called upon artists from the Estuaire biennial arts festival to line the local area with artworks designed to promote the region, thereby adding to its heritage and enriching its identity. This was followed in the same vein by

Le Voyage à Nantes (VAN) or Journey through Nantes. In 2017, some 52 artistic stops on a 13km cultural route through the city were proposed to visitors, which included 24 new works of art. And here too, the decision-making paradigm was different, explains Stanislas Mahé, VAN partnership officer: “It’s not just about asking companies to fund what you have planned. We now offer companies the possibility to help artists produce art work on their premises. The relationship is now inverted.” Sharing ideas, breaking down barriers between different approaches, negotiating between artists and architects, and co-producing are all part of the new grammar of urban planning, “and it’s more interesting!”

## Contortionist go-betweens

“We have to be contortionists in acting as go-betweens”, says amusingly Solen Jaouen, Urban Planning Architect for the firm In situ. Architects have a public service role, but work mainly for the private sector. Juggling between the two sectors requires a lot of skill and pedagogy.” In the nascent age of co-prime contracting and co-contracting, “it’s even less simple.” The abrupt involvement of local inhabitants in shaping urban and real estate projects adds an additional layer to the already multi-layered negotiated city. Gildas Maquaire, head of the Nantes-based agency Scopic, says that the experimental controlled land-use policy introduced on the Isle of Nantes has made it possible to explore avenues for creating collaborative spaces, urban guest houses, and concierge services, without ever forgetting the underlying economic models, because “ultimately, someone is paying, i.e. the owner.” This approach, “similar to the design thinking approach, can be reproduced in other projects depending on the project schedules and budgets.”

According to the general opinion of the experts, this “negotiated city” comes with a cost. “We have to face facts, if we do not want to lie to ourselves, if we really want to build the city togeth-



Yoann Joubert, CEO of Réalités Group

er and not just use it as a marketing device,” says Emmanuelle Gaudemer, Associate Development Director of AIA Life Design, a firm of architects and engineers.

It will have consequences for the inhabitants, who, owing to a lack of means, risk being excluded from a city that is more expensive albeit better designed. “Having to share an apartment

## PUBLIC MONEY, PRIVATE-SECTOR MONEY AND CITIZEN TIME

at the age of 37, like my son does, is not the solution, it was not by choice,” said one participant of the round table worryingly. The answers offered: “a mixing of generations where the youngest in society provide services to the oldest; the American model, where the smaller amount of public money available compared to France leads to transactions based on one-third public money, one-third private-sector money, and one-third citizen time.” ■

**DOMINIQUE LUNEAU**



tomorrow happening **BEFORE OUR EYES**

# The digital transformation of the Ouest-France group

France's top daily newspaper, Ouest-France, is the flagship of a powerful press group and current market leader in all categories of local news in France. Powerful yet under threat by the digital tsunami, as is all printed media. "The three pillars of our business model are under attack: the sale of content, advertising, classified ads," sums up Fabrice Bazard, the newspaper's Director of Digital Business Development. Fortunately, through digital scanning, our economic value based on decades of relations with readers and advertisers can be recreated, but differently. Achieved at the cost of a profound transformation, even a revolution in many areas. With the exception of the main area, which unlike the others has to be strengthened: "The company's DNA and added value lies in its ability to be close to its readers, and in its high quality, verified information that is accessible to as many people as possible." So for a company like Ouest-France, there is no question of getting involved in an internet audience race by selling our soul to the devil of content designed to attract web users.

## First tangible effects

Over the last four years, the first steps of this transformation have included digitalizing the existing offer alongside physical newspapers, and proposing new digital offers at other times of the day outside the usual dissemination area, focusing them on specialized topics such as the sea, the economy, the land and food. We are now seeing the first tangible effects: 10% of our subscribers portfolio is now digital, and our digital market share now outweighs the erosion suffered by our printed media.

All this was achieved pragmatically, without the need for complex market studies, but by measuring everything that we had tested. With the measurement data, you can act efficiently and quickly, but "sometimes you have to be tenacious to ensure an offer finds its public", says Fabrice Bazard. Thanks to our work on indexing, our commitment, our news responsiveness, the development of popular video formats on the web, the originality of our content, the grouping together of our archives into a single information database, our Group has grown from 20 to 65 million visitors a month, and has set itself the target of 100 million visitors with a view to becoming a leading "audience crossroads".

## Become a digital eco-system

The Ouest-France Group is determined to accelerate its transformation, with the aim of becoming an "umbrella platform for content and services", a "digital eco-system" that is open to the outside world and of which it



is the epicenter – thanks to its position and its audience – but no longer the sole contributor. A Copernican revolution. To prepare for this transformation, the Group opened itself up to startups by way of its Off 7 accelerator. It invested in mature startups capable of providing new models and new business. This represented a major cultural shock, to say the least, for its 2,900 employees, including 1,000 journalists surrounded by 2,600 local correspondents, 8,000 broadcasters and 3,500 information carriers, hitherto focused – albeit with formidable efficiency – on the paper newspaper. "The main focus of the transformation is the men and women, not the algorithms, however important they may be", says Fabrice Bazard

For him, the keys to succeeding in this digital revolution are all within reach if the company clearly knows what it stands for and what its direction is. The first key is tracking and anticipating user practices through analytics: you can test offers, and know immediately if they work thanks to the data collected. Knowing that two thirds of traffic now comes from mobile devices is decisive. Increased audience is the result of this permanent attention.

Second key: "promote innovation in all areas in order to introduce new services that will gradually strengthen your business model". Businesses therefore need to enhance their agility, find the right tools, acquire new skills in 'bizdev' (business development) design, data & technology, customize offers, and forge content partnerships, etc., not to mention being able "to communicate about the company's first successes," says Fabrice Bazard with a smile. ■

DL

# 105 young people on the QM2!

If building the world of tomorrow requires experience, it will also have to draw on new strengths. And in this respect, the younger generations are the first source of talent. Through its initiative “Young people on the QM2”, The Bridge gave them their rightful place.

**J**ust like the member companies of Le Club des 100, the invited experts, and the other cruise passengers, young people from the region were also given the opportunity to board the Queen Mary 2. And could experience this beautiful adventure between Southampton and Saint-Nazaire. As part of the initiative “Young people on the QM2”, 105 of them with very different backgrounds (e.g. apprentices, startupper, researchers, and students at Second-Chance Schools) took advantage of this opportunity.

## Committed men and women

It all started thanks to what was initially a very simple idea, summarized by Bruno Hug de Larauze: “It was young people who liberated France during the First World War. We are talking about tomorrow thanks to The Bridge, and the younger generations were not involved! All because it’s expensive to sail on such a ship”, says the Chairman of the logistics group Idea, involved in The Bridge’s steering committee, for Le Club des 100, and especially in organizing this invitation. “At the organizational level, we wanted to offer committed young people from our region an extraordinary time on the Queen Mary.” Institutions and lead-

## HOW CAN WE TALK ABOUT TOMORROW WITHOUT YOUNG PEOPLE?

ing schools (e.g. region, Nantes Saint-Nazaire Chamber of Commerce and In-



105 young people were invited to The Bridge to forge links with regional industrial leaders, and to make their views heard.

dustry, University of Nantes) all took part, each identifying young men and women who were already committed to building the future in terms of their personal investment and their innovative initiatives.

## A crossing designed to provide structure

For these young people, participating in The Bridge proved to be a structuring experience on various levels. According to Jean-Luc Chesneau, the experience of this crossing first enabled them to really appreciate what the region has to offer. “On board the Queen Mary 2, a symbol of the know-how possessed by the Saint-Nazaire dock basin and the surrounding area, they shared this sense of pride felt for the Grand-Ouest area and its economy,” says the head of the operational arm. In addition

to discovering this jewel of industrial engineering, the young people invited were also able to forge links with each other, regardless of where they were studying or what course they were on. During the crossing, they were in contact with a number of experts. And had the opportunity to build bridges with business leaders. “During the seminars, we invited them to introduce themselves, and explain how they as young people were changing the world, and what they were expecting”, recalls Bruno Hug de Larauze, who didn’t know what answers to expect. “Not only did these young people weave an extraordinary community among themselves, but their sense of community managed to filter through to all the participants at The Bridge. In the end, a collective intelligence arose, which they were the starters of”. ■

**MAGALI LE CLANCHE**



*tomorrow happening* **BEFORE OUR EYES**

# Startups: preparing for tomorrow today

For them, the world of tomorrow is not merely a research topic, but their daily life. They were born to build it, to play their part.

Provide solutions to contemporary problems by improving resource allocation, create value through the sharing of know-how, etc. were among the objectives presented by the startups who pitched their ideas in front of Le Club des 100. This gives every reason for optimism, an optimism that is shared by climatologist Jean Jouzel, for whom "creating a carbon-free society is exciting!" A small awards ceremony.

**B**y placing air quality sensors on vehicles and people, Atmotrack creates real-time, highly localized maps at less than 1% of the cost of current data collection systems. This data helps to prevent problems for the local inhabitants, and provides them with valuable information they can use to influence the decisions of local politicians and technicians planning the city. To ensure that sustainable development and public health are truly placed at the heart of urban planning, there has to be greater collective awareness, and therefore reliable and shared information.

## Logiroad

Logiroad also uses vehicles as data trackers. But here, they are used to determine the state of roads. Thanks to data from photos and videos analyzed by Logiroad, State & local government departments can be more efficient at constant cost, or just as effective at a lower cost. Also in the case of roadways, prevention is better than cure. There are a million kilometers of roads in France, and the cost of maintaining them amounts to tens of billions of euros. The stakes are huge.

## My angel

The scope of action of My Angel is 'nomadic security for all', providing real-time information about vulner-



Nils Joyeux, from Zephyr & Borée, who is leading the freighter project, won first prize in the Startup competition organized at The Bridge.

able people, employees in precarious situations, isolated people, and the elderly, etc. By detecting an anomalous situation, we can act faster and better, because when we have accurate knowledge of these situations, we can avoid unnecessary interventions. It also respects people's privacy without using the data for other

purposes, unlike the GAFA (Google, Apple, Facebook, Amazon).

## Matlo

Having accurate, real-time information in readable formats, and interpreting figures intelligently is just as important as collecting raw

data. In light of the explosion of the amount of data that has to be managed, having the right interfaces is crucial. This is where Matlo comes in. It offers a subscription-based data-visualization platform which can make sense of commercial, marketing, financial and other data. By understanding at a glance what is buried beneath a mountain of numbers, users can allocate resources where they are most needed.

## Toovalu

Toovalu is designed to serve a similar purpose, but rather focuses on non-financial data, including corporate, societal and environmental data that contribute to a business' overall performance. Moreover, by simplifying data collection and facilitating analysis, it allows users to share this information with a view to mobilizing the various stakeholders, internal employees or external suppliers, etc.

## Team Officine

'Sharing', the watchword of digital technologies. Team Officine is a trustworthy platform intended for pharmacies, and designed to facilitate employment and human resources by combining the power of digital technology with human know-how. Talents Tube has created a platform that publicizes job offers and resumé as videos, adding a touch of humanity and originality that can make all the difference. Teester offers a product testing video platform where consumers act as ambassadors, helping them to create and optimize the distribution of their videos.

## Speech me

Video is also the preferred vehicle for Speech me, since videos trigger an emotional response by promoting the human side of a subject. With the app, employees looking to pass on their knowledge to other employees can create videos and enhance them with graphical and textual information. In companies, 70% of knowledge acquisition is achieved through informal learning. Speech



Zephyr & Borée propose a freighter powered by rigid sails which consumes 30% less fossil fuel.

Me capitalizes on the advantages of informal learning, allowing it to perform a pedagogical function by making it possible to publicize videos. The most credible people for conveying knowledge are those who actually use it, not trainers or experts.

## GreenSpector

Digital technology is essential for offering such services, but it also constitutes a major risk if its energy consumption gets out of control. If the current trend continues, digital technologies will consume as much energy in 2030 as the whole planet did in 2008! GreenSpector addresses the root of the problem by helping to optimize software on mobile devices. Its tools make it possible to assess and test an app's energy performance during the development stage. When an app is more energy-efficient, it is less of a drain on the battery, which consequently doesn't need to be recharged as often. There are now billions of mobile phones being used worldwide, so reducing their energy consumption could have a tremendous effect on a world scale. This startup's first cli-

ent was a Chinese group, so it bodes well for the future.

## Zephyr & Boreas

Promoting efficient energy use is also the goal of Zephyr & Boreas. Its 110-meter freighter equipped with three rigid wings should consume 30% less fossil fuel, without impacting the transportation time of goods. The project is being designed in association with the naval architecture firm and offshore racing trimaran specialist VPLP Design. It is backed by a consortium of leading French universities, and promises a ROI in 3 to 5 years. There are still a number of hurdles to overcome for this magnificent goal to become a reality. But they are certainly on the right course. The world of tomorrow will be different from today, or it won't be. ■

**DL**



**LUC JACQUET**

## Promoting emotion to benefit the environment

**T**he 2006 Academy Award for Best Documentary Feature awarded to “March of the Penguins” may have changed a lot of things for Luc Jacquet, but not enough to be able to win people over as much as he would have liked. The worldwide popularity and the financial benefits of the film have allowed him to intensify his fight against global warming. He remains firm in his conviction: “We protect what we love. We can mobilize peo-

### *WE ONLY PROTECT WHAT WE LOVE*

ple through emotion and knowledge.” This led to the creation of the NGO Wild Touch, which, through partnerships, donations and sponsorships, supports and finances documentary, educational or artistic projects dealing with conservation and sustainable development. His most recent films, “Once upon A Forest” and “Ice and the Sky” were made possible thanks to the NGO.

Be that as it may. The issue of funding, which is still insufficient given the enormous magnitude of the climate change challenge, continues to haunt Luc Jacquet. “We can hold conferences, produce films, travel around the world or whatever, but clearly what we’re doing is not enough, because the indicators are not good.” The non-profit system of NGOs is more virtuous, more transparent, but it is also very fragile, as it is too dependent on the vicissitudes of the philanthropic landscape for banks to trust it. It is impossible to avoid permanently operating in survival mode; it is too ‘energy-intensive’, he notes. It’s easy for a large company to finance the plant-



Luc Jacquet is going to organize five expeditions aimed at mobilizing people to promote conservation on a more permanent basis.

ing of 10,000 trees, because the expected Return On Investment can be measured. The same cannot at all be said for a film intended to motivate people: “how do you measure the weight of an idea, the potential impact of a film?”

### **A fragile system**

That is why Luc Jacquet wants to expand his scope of action by promoting positive activities and developing cooperation with all those who are doing practical work on the ground. The emotion you feel when you come out of the movie theater is good, but concrete action by countless associations and networks is better. As part of his more fieldwork, less box office-based approach, the filmmaker wants to organize five major expeditions in five major eco-systems: the Great Barrier Reef, Mount Everest, the Mekong Delta, the Arctic and the

Siberian tundra.

Luc Jacquet remains optimistic: “the new generations have a strong desire for this type of scientific mediation, and want to give meaning to their lives.” On his travels around the world, he observes that “people on the ground react faster than society as a whole”; that there exists “a scatter plot of initiatives spearheaded by individuals, associations and companies”, and he dreams of “networking them all together.” A typical example of such an initiative is Le Club des 100, which could identify and share positive actions, help them to proliferate. “I found more useful contacts for my projects in one week aboard the Queen Mary 2 than I did during months on land,” he says. The emotion and the knowledge have successfully been conveyed, but this must now be followed by action from the club members. ■

**DL**

**SAMUEL TUAL**

# 80 leaders prepared a White Paper for Employment

Extracts from very absorbing days during The Bridge, where entrepreneurs were able to explore crucial issues for the future of the country.

One of which was employment, which, after a large collaborative survey, resulted in a white paper.

**10** million unemployed, 500,000 unfilled jobs. These two figures alone sum up the situation particularly well, a situation which many in France consider unacceptable. The President of the Mayenne-based temping agency group Actual, Samuel Tual, is among them. Hence his decision to use The Bridge to do extensive and in-depth work on this question of major importance.

## Main obstacles to hiring

During the forward-looking reflection on the world of tomorrow facilitated by Le Club des 100, the Actual Group invited the business leaders present to speak about employment. They were asked to share what they live and observe on a daily basis when it comes to hiring. “During 25 one-hour workshops, about 80 leaders, divided into groups of 4, talked about the main obstacles to hiring and creating employment within their companies,” says Samuel Tual.

This produced a structured sharing of testimonies, which Le Club des 100 and the Actual Group used to form the basis of a white paper. The white paper, organized around 16 themes (e.g. mobility and territories, school and companies, employment contracts, the generations X, Y & Z, flexicurity), brings together the verbatim accounts of entrepreneurs, first-hand observations and, for each of the 16 themes, recommendations on how to improve the situation. These included suggestions such as “promote more continuous training to ensure maximum employability for everyone”, “consider the creation of a business service on the same token as the civic or military service” or “replace the current threshold-based fiscal system with a progressive system of contributions and taxes”.

Three months after The Bridge, this chapter of the story is not closed. Through the dissemination of the White Paper for Employment, which was sent to the Presi-



Samuel Tual, Chairman of the temping agency group Actual, sent the White Paper for Employment to the French President

dent of France, parliamentarians, regional executives and economic decision-makers among others, this entrepreneurial voice is now being heard by the stakeholders concerned. “In addition to the work done by the executive, and the actions led by the occupational sectors, it

**COMBINING FREE SPEECH  
AND GOOD SENSE**

was essential to include these first-hand, freely offered, commonsensical accounts addressing labor market issues,” says the Chairman of Actual. They constitute an additional building block that can be used to enrich the current debates. ■

**MLC**



# A fertile crossing for the University of Nantes

In order to boost innovation, and consequently skills, in the West of France, links between higher education and business are being strengthened. This is why the University of Nantes participated in The Bridge. With the emergence, of new collaborations for the institution.



The University of Nantes team

**C**ombining strengths to build tomorrow. The University of Nantes has demonstrated a growing commitment to business in recent years, leading a number of initiatives: resolution of innovation issues by researchers with the Capacités affiliate, creation of a Business Space, holding of the Université Entreprises week, etc. For The Bridge, university managers and students were naturally onboard the Queen Mary 2 in recognition of their contribution to the economic future.

## Discussions on Batiprint3D

Among them was Benoît Furet, a Lecturer-Researcher at the University and Manager of the Yhnova-Batiprint3D project, which has attracted a lot of attention recently. As part of this project, on September 17 in Nantes, the structural work of a social housing construction (95 m<sup>2</sup> total surface area) was carried out using an automated 3D



The Batiprint 3D robot performing structural work for a 95 m<sup>2</sup> building.

printer – a world first! It used innovative technology designed by two laboratories (LS2N and GeM) and patented under the name Batiprint 3D. “This project, as a whole, is led by a consortium that brings together diverse partners, such as Nantes Metropole and Nantes Metropole Habitat, Ouest Valorisation, the Caisse des Dépôts, Bouygues, La-

farge, the CSTB, and others”, explained the researcher.

A partnership dynamic that was expanded by The Bridge. “As part of the conferences that we held on various subjects such as robotics and cobotics, 3D printing and the well-being of directors, and during key moments on the ship, we had a lot of interaction with businesses”,



confirmed Benoît. “During an evening organized by Atlanpole, where I presented Batiprint in three minutes, the CEO of the Réalités Group, Yoann Joubert, asked me, “What can we do for you?” I replied, “Sign a deal for the construction of 1,000 homes with Batiprint3D technology!”. The same evening, contracts were signed for ten houses. And other meetings should soon take place between Benoît Furet and engineers from the construction group. Another connection in the middle of the Atlantic was made with Jacques Lefort, Chairman of the Bordeaux Group, IGC, which builds 1,200 individual homes per year. He was also interested in 3D printing and came to visit the Yhnova site from Bordeaux on September 19.

## Other bridges

The Innovation Director of Leroy Merlin also spoke with the academic. “The hardware brand is becoming increasingly interested in DIY”, said Benoît. “On our side, we could help their customers design their home using virtual reality and then come and carry out the structural work with Batiprint3D. For the rest of the work, they would turn to Leroy Merlin.”

Beyond the Yhnova project, other bridges are finally being built between the University of Nantes and the entrepreneurs of the Club des 100. “The Breton company Ijinus, developing sensors for measuring water levels, committed to a development project with students of the Nantes IUT and foresees a CIFRE scholarship with colleagues at Polytech Nantes to employ a doctoral student within the company. Another interesting example was the meeting with Alain Têtedoie, CEO of La Fraiserie, the famous regional ice cream manufacturer, who offered us a research project combining the interdisciplinarity of the University of Nantes with the digital aspect of the LS2N laboratory and the strategy and innovation of the IAE.” All these collaborations reflected a will to “co-invent” tomorrow. ■

**MLC**

## CHOICE MOMENTS ONBOARD



The Captain of the Queen Mary 2, Christopher Wells



Workshop discussions



Jogging in the middle of the Atlantic



# The facilitators: a key

**H**ow could we make an impact on the Club des 100, which includes many actors and directors with very different profiles and expectations, so that they would be proud to be building Tomorrow?

This challenge that was initially overcome by the power and surprise of the A380, transforming the group that boarded into an ensemble of connected actors. It was confirmed by the closed proceedings and their incredible leverage effect. "My life has changed. I've had discussions with other directors that I haven't had with friends of over ten years!", one director, who only came reluctantly, told me. Finally, there was the intense "Emotional 3D" offered by The Bridge: a connection to history and the history of everyone, to sporting competition, artistic emotion and the useless essentials. Emotion, from the same root as motor, movement, motivation... the key that transforms intention into action.

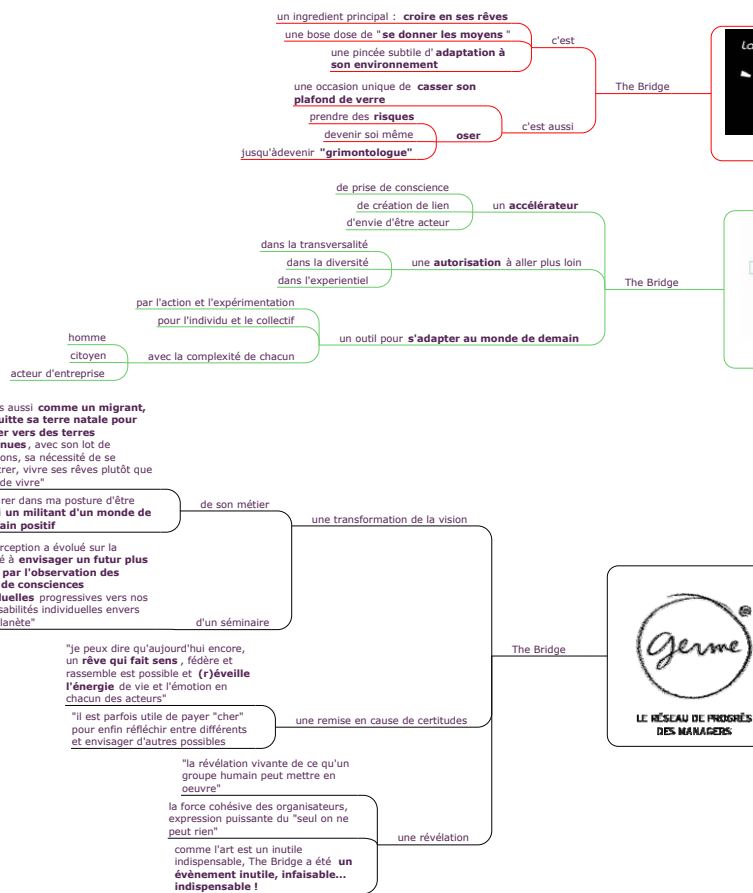
To encourage this potential to project ourselves into the world of tomorrow, to shift, call into question, dare and make this program come alive in what was, essentially, an unsuitable location, guarantors were needed: this was the role of the animators.

## A diverse team

"Corporate for Change", who want to invent the business of tomorrow through co-construction and are convinced that this will happen through dreams.

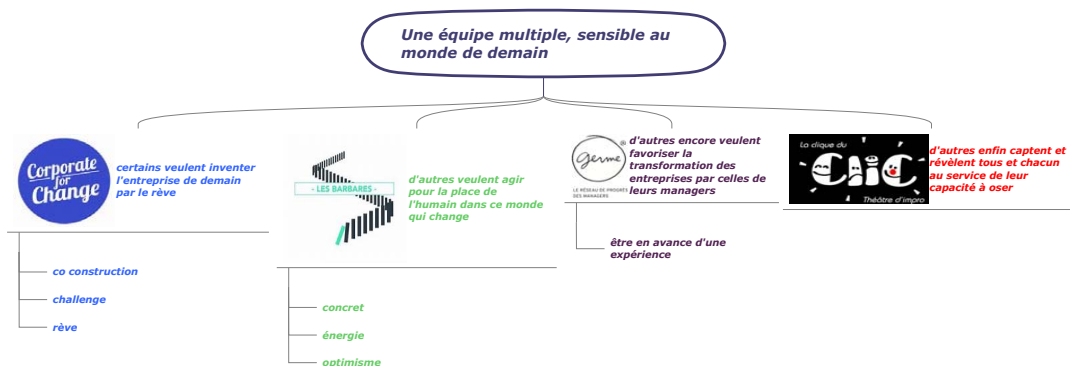
The 100 "barbarians", who want to act concretely and cleanly for humanity and change by cultivating optimism. The animators of Germe, who help managers change to be at the forefront of an experience and active in the transformation of their company. The Clique du Clic, an improvisational theatre company, who capture and reveal individual and collective experience so it can be used by moving actors. The animated the Club des 100 together.

Meeting up every day at 6.30 p.m., they debriefed the experience of conferences and workshops, shared developments in posture, rising awareness, and decision making. And testified to what this experience had nourished in their human hearts, their civic responsibility and their role as a facilitator for change. ■ **CYR DIORÉ**, creator of the Club des 100 and Director of Coviaé



# role

tomorrow **BEFORE OUR EYES**



la démonstration de la **nécessité de rêver pour changer** le monde

la puissance de transformation dans un aventure vécue ensemble dans la même direction

leur bilan : **continuer à rêver !**

- pour embarquer** le rêve attire, la vision fédère les talents
- pour rassembler** donner un sens au rêve individuel génère le rêve commun
- pour innover** la vitesse de changement et la complexité l'exigent
- pour rêver** et créer d'autres expériences qui révèlent les rêves individuels et collectifs dans l'entreprise

**WE HAVE A DREAM**

Nous rêvons d'une société où le rêve de chacun a une place, où qu'il soit dans l'entreprise ou dans la société. Que chacun ait le droit d'exprimer ce rêve et de se mettre en mouvement pour le réaliser.

Nous rêvons d'une entreprise qui autorise à rêver en dehors des cases et qui permette d'espérer et de rêver un monde meilleur.

Nous rêvons d'une entreprise durable qui considère dans ses actions et sa stratégie l'urgence de s'impliquer dans les principaux défis sociaux et environnementaux de notre siècle.

Nous rêvons d'une entreprise où la joie soit présente et l'enthousiasme moteur de toute tâche.

Nous rêvons d'une entreprise où chacun puisse révéler ses talents et sa créativité et les mettre au service d'une raison d'être qui le porte.

Nous rêvons d'une entreprise à l'écoute des signaux faibles qui obligent à réinventer sans cesse la collaboration entre les métiers, entre les générations et avec l'extérieur.

Nous rêvons d'une entreprise inclusive, qui fait

*quelques centaines de milliers de personnes à qui elle sert de guide dans ces 500 continents.*

**We Have a dream**






## **CHRISTELLE ON THE QUEEN**

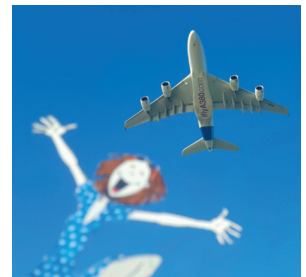
# “Let the small deeds speak...”

A poetic  
quirky view. Chris,  
flesh, blood,  
and paper reporter.  
His little character  
(created by the  
animator Olli Bioret)  
boarded the giant  
cruise liner to follow  
the Club des 100.  
Crossing the Atlantic  
on the sly for the  
ultimate adventure.



**June 23. 9 a.m.**  
**Yessss!**

Convocation  
Titan Crane.  
Hangar at  
Bananes.  
En route for  
adventure,  
direction  
Cherbourg.  
I've never been so  
happy to take the  
bus!



**June 24. 2 p.m.**  
**Classy.**

The arrival of  
the Queen Mary 2 at  
Saint-Nazaire in the  
manner of Joubert...  
Pay for your XXL  
slot! On the teeming  
quays and on the  
bridge of the cruise  
liner, at port and  
starboard, everyone  
holds their breath. A  
successful maneuver  
= congratulations +  
tears.



**June 25. 7 p.m. Wow** Time to set sail! It's Christmas! The show is everywhere, we don't know where to look. In the air, on the water, on board. 360 degree happiness. At the moment, we're just really happy. A powerful sensation of being alive and incredibly lucky. Around us, thousands of follower boats, the last magnificent on the starting line, the sun warming us, the crowd on the quays, then a canon sounds, live on the main TV channels, here we are, coup de grâce, flown over by the A380! Shouts of joy. **Wow, that's insane!** To help us calm down, the QM2 invites us to the King's Court cafeteria ("Flunch" to those in the know) for a special regatta buffet: caviar and lobster tail, chocolate fountain, eat as much as you want... danger of overdosing!

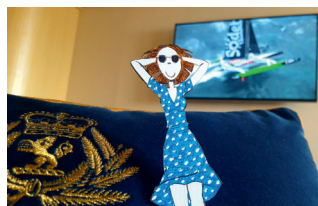
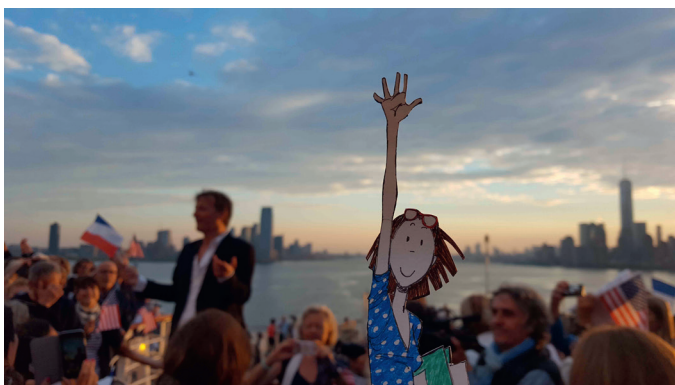




**June 26. 3 p.m. Hallelujah!** All together. In tune. At the rehearsal, my neighbor isn't there for a laugh. She's been part of a choir for 30 years, so she knows how to read music. I think Jean-Christophe Spinozzi is nice, but perhaps sometimes a little too rock and roll for her. It doesn't matter if the conductor drops the baton, because, personally, I'm a bit lost and incapable of deciding if I'm an Amazing Grace alto or a Going Home soprano...



**June 28. 7 a.m. Bam!** Forgot to turn my clock back again. In fact it's 6 a.m. Pfff. Bloody 25<sup>th</sup> hour! On the bright side, I'm on time to try Aikido. Thanks to finding Bertrand Robert on the bridge (closed due to bad weather), here I am back on the dance floor of the famous G32 (which I left just a few hours previously), which has been transformed into an "improvisation workshop". What a laugh. I find myself in a surreal scene narrated by an auctioneer from Drouot (true) and the expert Philippe d'Iribarne himself who, at 80, has discovered a passion for improvised theatre.



**June 27. 6 p.m. Aha!** My cabin. After only three days I manage to find it without taking a wrong turn and can tell the difference between the front and the back of the ship. Phew! 15 minutes break before heading off for cocktails with the Captain. Interviews and conferences follow one after another. This isn't a cruise, it's a marathon! Lying on this divine mattress with the softest pillows on earth watching the Captain's log live on TV. With all that going on, I almost forgot about the sailboat race!



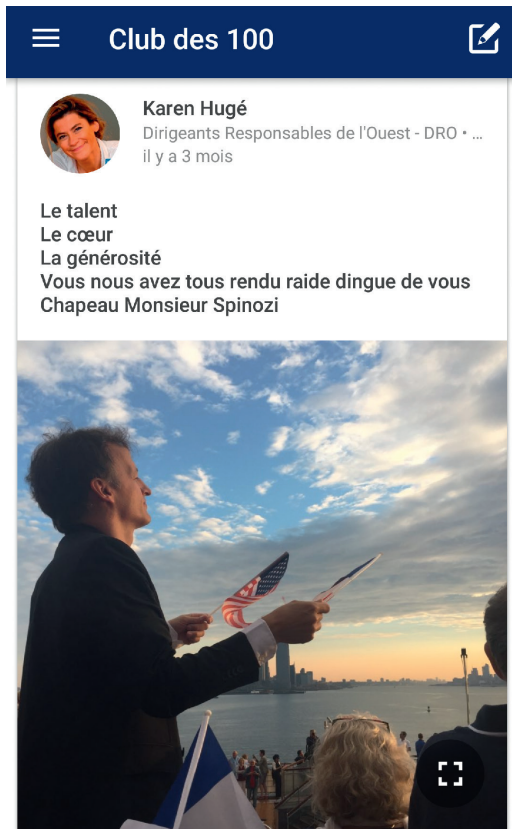
**June 29. 6 p.m. Splash!** Last day. Some people, like me, have spent the whole week without dipping a toe in any of the five swimming pools. The latecomers hurry to try out the jacuzzi and the pool, including Maximilien, who created this crazy program.

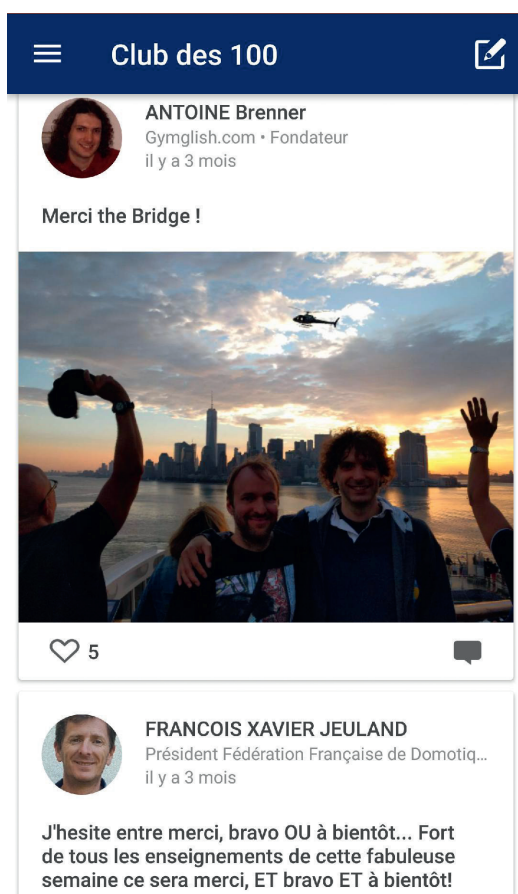


**July 1<sup>st</sup>. 6 a.m. Click, click, click.** The sound of thousands of telephone cameras taking photos at the same time. Selfies, photos, videos. Immortalizing nature's incredible show. A beautiful blazing sunrise for our grand arrival in New York. Our hearts beat as one before the Statue of Liberty. What else?



# le Club des 100 **ON THE SPOT**





## THEY SAID

What impressed me the most? The closeness between the passengers, no barriers or preconceptions. Easy rewarding contacts. On the down side, we didn't make the most of the sea and the bridges outside. I enjoyed the opening plenaries more than the conferences themselves: the themes of CSR, digital, religion, etc.

**DANIEL ROBIN/EDYCEM**

I remember an extraordinary crossing, the general atmosphere onboard, the calmness that came from it, everyone's availability and willingness to share. I pursued my interests in ecosystems and the environment.

It strengthened my convictions and the conferences gave me new ideas to help me substantiate my arguments.

**PHILIPPE FAVREAU/RESSOURCES MUTUELLE ASSISTANCE**

I changed my views by becoming even more convinced of the urgency to make draconian changes in our behavior with regard to environmental impact.

Yes, this crossing reassured us regarding our actions. Either we comply with the legislation and are actors for change or we become revolutionaries and force the pace. It will not be politically correct because, due to the urgency, a soft attitude may not suffice!

**FRANÇOIS-XAVIER LESOT/MAISON HEBEL**

From this cruise came an extremely positive "Western" spirit that wants to carry forward a certain progress with confirmed collaborative strength. That is certainly the point I will support. For the company, this cruise will help us advance differently with our collaborators and customers. We want to set up an offer for the disadvantaged, in conjunction with another actor with whom I was able to exchange during a workshop. One regret: a packed program that did not provide any real breathing space.

**GÉRARD CHARRIER/GROUPE HERIGE**



## SEEN IN THE PRESS



Patricia Brochard, Co-Chairwoman of Sodebo: "We wanted to involve the younger generations at the heart of our thinking."

### La Lettre API - July 6, 2017

#### The Bridge: tomorrow's world rises in the West

The heads of 250 companies of different sizes and from diverse professions, have just crossed the Atlantic from Saint-Nazaire to New York on board the Queen Mary 2. They spent their time working on "the world of tomorrow". At the same time, the Sodebo, Actual, Macif, and Idec trimarans were holding a north Atlantic regatta, racing to the edge of Manhattan, one hundred years after the first American soldiers made the crossing in the opposite direction to defend freedom alongside French and British forces. Created to honor them, The Bridge was a crazy idea that made sense, a quest for a better future, breathtaking images, and incredible collective energy.

At the end of this unique ocean-going seminar, the participants demonstrated their desire to go beyond asking questions. How could they share this energy with those who were not on board? How could they "crystalize" the content, share their experiences, and maintain the connection? How could they, one day, find a campus sheltered from the world to reflect on it before diving back in. How could they make this a lasting experience to "act locally in our region"? They proposed to create a collaborative platform, a YouTube channel, and meeting formats connecting prospective and firm actions.

Many also became aware of the cultural and geographic substrate that connects them. The French and European "Grand Ouest", that embodies those who allowed Damien Grimont\* and his team to create The Bridge, Sodebo, Actual, Keran, CIC Ouest and many others. If the next step is to imagine, the will to continue and the conditions for a successful future are already there.

■ Dominique Luneau

\*Navigator, Director of the Profil Grand Large agency in Vannes.

### Ouest-France - July 1<sup>st</sup>, 2017

#### Sodebo is putting youth at the heart of the company

"We prepared well in advance for The Bridge and the Club des 100 so that the Sodebo Group could get the most out of it for the future." Patricia Brochard, Co-Chairwoman of Sodebo and Chairwoman of the Collectif des Ultims, asked her managers to choose the topics they wanted to investigate during the seminar. "We had about 15 cabins, so 30 places. We selected staff randomly. Production marketing, communication, various departments were represented." The company also invited consumers and customers, such as a medical research foundation, Genavie.

Every day, participation in workshops and conferences was summarized at the end of the day, with the aim of sharing the findings with those who had remained on land. "We were able to let go in this space, which seemed unconnected to the present. We obviously left room for the unexpected." (...)

"Tomorrow's company is not about developing today's group for tomorrow, it is about letting young people show us the way and supporting them." An idea that will be taken up in various projects. Sodebo wants to set up a real internal school in coming years. They also need to find innovative solutions to resolve recruitment issues. "This is where the necessity of involving younger generations at the heart of our thinking at a very early stage comes from."

■ Elisabeth Bureau

## THEY SAID

### Journal des Entreprises Loire-Atlantique-Vendée edition - July 7, 2017

"I met people that I would otherwise never have had the opportunity to meet. I saw Roland Beaumanoir, CEO of the group of the same name, write an editorial for his company he was so shaken by what he had heard (...) In the confined space of the ship, tongues were loosened and expression free and rich. I feel that I returned with much more clarity and with the tools that will help me to manage my company on a daily basis."

**Laurent Stephan**, Director of 4 Mod Technology

"We realized that we can save the world and that every one of us has the resources to do so. A profound generous human philosophy arose from these exchanges. This voyage offered us all the chance to stop for a moment and reflect together on the world of tomorrow. (...) The cruise gave us the courage to move forward and make the necessary decisions. The energy created by the voyage was incredible!"

**Myriam Seroux**, Co-Director of Conversens

"It's an opportunity to come across companies from different sectors and experts in social sciences: philosophers, sociologists, anthropologists, etc. It's also a chance to meet people we never usually meet in an informal setting. I had a sense of belonging to a region - the West of France. It's meaningful, it makes you want to do things together. It's worth all the seminars we could organize. I don't know of anything else that brings so many business leaders to the same table."

**Christian Guellerin**, Director of L'École de Design de Nantes

"This cruise showed me the intensity of regional solidarity, a lively economic network, and that regional SMEs have an international outlook. This voyage strengthened the links between businesses and universities... It's a unique experience and a huge success."

**Alain Supiot**, founder of the IEA and professor at the Collège de France

"The crossing was fantastic and hard-working. What emerged was a spirit of benevolence that reigned on the ship, everyone was enthusiastic and ready to listen. This meant that we had constructive discussions. There was a general realization regarding registering our actions in the future and that each of our decisions would have an impact on the world of tomorrow. As a fast-growing startup, discussions allowed us to get some perspective on our activity and to reflect on important development decisions for the coming weeks and months."

**Julien Chevalier**, Director of the startup, Teester

"I felt as if I had been away for a month, although the crossing only lasted five days... it was a unique experience. It was very interesting to meet people who were mostly positive and confident about the future and the way the world is evolving."

**Jérôme Poulain**, Director of MStream

■ Amandine Dubiez and Caroline Scribe

The crossing was a time apart, which allowed interactions in six or seven days that would usually take six or seven months to arrange. This was an initiatory journey with many encounters. Collaboration is becoming crucial in our society. I realized that perspective is imperative, we must provoke and regularly take a step back.

**SYLVAIN ROGER/PREFA-TECHNICOF**

I remember the positivity of the people on the boat, the energy that was given off, and the multitude of content with something for everyone. Both large and small businesses share the same problems. I'm going to get on with bringing together the different generations in my company.

**CHRISTOPHE TERRIEN/PREVIEW**

The quality of the discussions on board was surprising and the fact that, in the end, top bosses were able to mix easily with the heads of small and even micro businesses to share their experiences in a very easy and benevolent way.

The Bridge helped me get some perspective on the way I manage my firm.

**YANN CASTEL/AVOLENS ASSOCIATE LAWYER**

I learnt something every day. I took a note of the phrases that made an impact on me and the ideas that resonated with me, for example: "Have confidence in future generations, they have grown up with different points of reference"; "If someone says it's impossible, we must work on it"; "Do not concentrate on knowing, but on the importance of doing". Now, I'm trying to share this with my colleagues and associates. I regret not being on board with more members of my board of directors.

**LAURENCE VERNAY/TGS LAWYER**

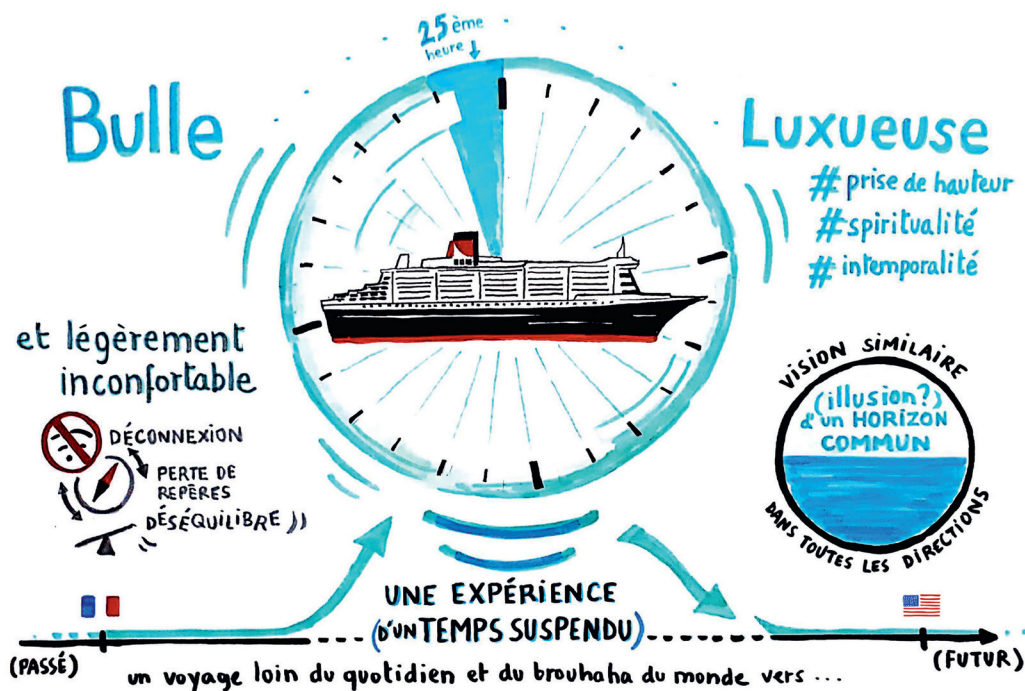
The general level of consciousness relating to the preservation of the environment and the search for serenity and well-being made me want to implement ideas in line with responsible progress straight away. I also learnt a lot about participative methods. Since, we have been organizing collaborative meetings on all the topics that we think will help us advance: changing behavior towards Generation Y, selective recycling in every office, provision of electric bikes to staff, a fully eco-responsible product catalog with green alternatives for all home improvement products, and so on.

**NORBERT LE MENELEC/NÉOVIVO**



# Sketched live by Mai-Lan

With ten years' experience as a freelance artist, Mai-Lan enjoys observing people and drawing trends and ways of life. She practices live-sketching at events. Invited onboard the QM2 as a graphic facilitator, she has captured the Club des 100 [www.mai-lan.fr](http://www.mai-lan.fr)



## THE BUBBLE:

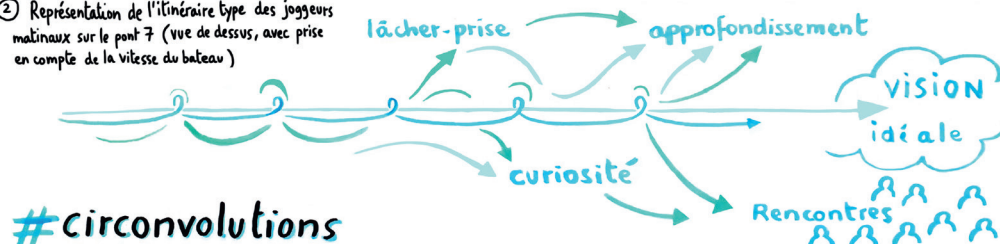
"The crossing from Saint-Nazaire to New York took six days with, every night, the chance for passengers to enjoy a 25th hour #magic! This image tries to interpret the strange feeling of spending a week in a vacuum, in a bubble cut off from networks and the real world, where place and time were suspended."

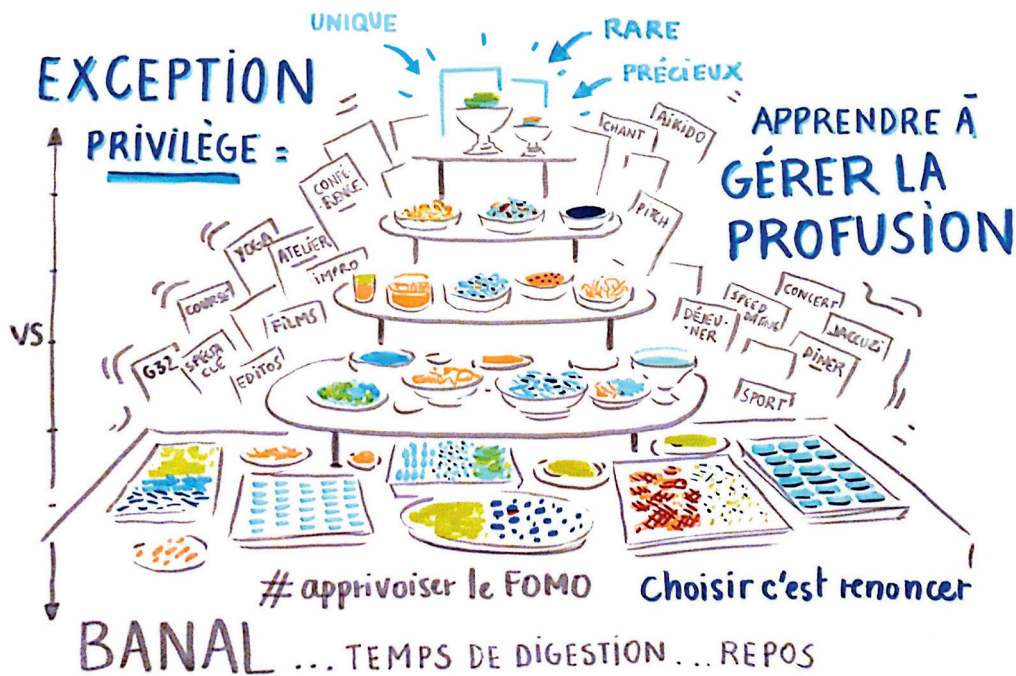
**THE PATHWAYS:**  
"This drawing tries to show all the pathways and explorations taken by the participants during the seminar: the physical journeys, of which there were many during the day, obeying a complicated logic, provide an analogy with the mental and intellectual journeys embarked on by everyone :-)"

① Représentation des trajets quotidiens des participants (vue de côté)



② Représentation de l'itinéraire type des joueurs matinaux sur le pont 7 (vue de dessus, avec prise en compte de la vitesse du bateau)





**EXPERIENCING PRIVILEGE:**

"This illustration represents the rich buffet to which the participants had permanent access. It symbolizes the incredibly rich opportunity offered to passengers to experience extraordinary moments: seeing an Airbus 380 flying over their heads, tasting caviar in the middle of the ocean, admiring whales, attending original conferences, meeting inspirational people, and more. Paradoxically, this luxury was accompanied by the necessity of choosing, selecting a particular experience and, therefore, learning to deal with the feeling of FOMO (Fear of Missing Out)".

**BACK TO REALITY:**

"This picture shows that after sharing the same bubble, every participant left with greater momentum and inspiration – symbolized by a balloon, inflated to a different extent according to the amount of resources and ambition. It would be up to everyone to take care of it and maintain their commitment, to nurture new acquaintances and extend lessons learnt onboard."









*in the  
words of*  
**EXPERTS**





**ERIC ALLODI**

## **“The world of tomorrow will resemble us”**

As Gandhi said, “Be the change you want to see in the world” It is incredible to think that this tiny man, only 1.5 m tall, wearing a simple loincloth and armed with a spinning wheel, brought an empire to its knees and unified a country of hundreds of millions without using violence. When we consider the state of the world we see that it mostly originates from individual and collective egos, where personal motivation and short-termism take precedence over our most noble aspirations. Indifference to human distress, war and terrorism, violence in all its forms, cruelty to animals, frantic consumption of resources, these are expressions of an acute shortage of conscience.

A revolution is therefore needed! But not a political revolution, nor an ecological revolution. What we need is an internal revolution, the most difficult to achieve, that demands that we renounce our egos and access a more profound sense of acting and being. Mediation can help with this. As Malraux said, “The 21<sup>st</sup> century will be spiritual or it will not be.” Furthermore, the world is increasingly complex and the pace at which it changes is accelerating. It must deal with global problems such as climate change, overpopulation, the scarcity of resources and the emergence of controversial issues such as artificial intelligence and biotechnology.

### **Act with collective intelligence**

Yes, no one can solve these problems alone. We need to be united, amongst people and amongst nations, we need to act with collective intelligence. Once again, only going beyond our egos will allow us to outdistance our divisions and bring collective solutions, enriched by our diversity and talents. To achieve this, collective intelligence methodologies exist, like the World Café, for creativity, or Sophocratie, for governance.

Finally, the world and the economy of tomorrow must become circular. We live in a finite world and, unless we can colonize Mars, we need to change our linear methods of production and consumption quickly (I extract – I manufacture – I consume – I discard). We should be imitating nature, in which the idea of waste does not exist and where everything is a resource, by creating ecosystems of participants whose cooperation will be a source of value creation and positive impact for living things, the planet, and our culture. This is Cradle to Cradle’s philosophy, the circular economy with a positive impact. It is time for humanity to leave behind its adolescence, become Aware and attain a maturity that is anchored in a wisdom that is free from egos and will allow us to implement solutions that, for the most part, already exist. The Bridge and the Club des 100 are undeniable catalysts for this new potential, but the choice must be made by all of us and it will reveal who we are... as well as the world of tomorrow.



### **SHORT BIOGRAPHY**

Speaker and international consultant, expert in eco-innovation, Cradle to Cradle, collective intelligence, mindfulness and liberated governance, Eric Allodi co-founded the consultancy firm, Integral Vision, and the circular economy agency, Epea Paris. Motivator and animator of the *Forum international de l'évolution de la Conscience* and co-organizer of the annual Meditation Festival, Eric Allodi is putting his 20 years of spiritual discoveries to use to change the world for the better.

**MATHIEU BAUDIN**

## “Tomorrow is already here”

This good news is brought to us by positive conspirators, explorers who imagine tomorrow against the yardstick of what could be better. Audacious and convinced that the turbulence of the era is not the sign of a passing storm, but of a change in civilization. Actors for change who, every day, demonstrate a little more with their unceasing fertile disruptions that if another world is perhaps possible, a new view of the world already exists.

### A region of invention

If we take the time to collect travelers' tales, as King Henry of Portugal did before the time of Magellan, we can appreciate such convergence and overlapping and therefore see the vast scope of the field of possibilities being outlined before us. Biomimicry, ecological transition, digital empowerment, open education,

social entrepreneurship, the sharing economy, collaborative funding, civic activism, positive arts, and so on, so many opportunities for the reinvention of a new world are developing.

An enthusiastic mapping of a growing reality, burgeoning and creative, audacious and... already here. So, as in the age of discovery, it is time to take part in the adventure by nurturing the World of tomorrow. Listen the sound of the forest growing rather than the noise of a tree falling. Welcome these travelers not as utopians synonymous with the impossible, but as hardy carriers of a part of tomorrow's reality. If you have the means, charter the Queen Mary 2 or, even more ecological, a beautiful tall ship to go beyond the present. If you only have your courage, which is not the most insignificant virtue, choose a more modest vessel, it makes sense, a hull with a sail is called an Optimist.



### SHORT BIOGRAPHY

Mathieu Baudin is the Founder and Director of the Institut des Futurs Souhaitables, a “Reinvention” school whose aim is to freely distribute new knowledge to restore the long term in present decisions and to inspire public debate on desirable futures. Surrounded by a team of around one hundred experts and artists, he organizes and leads intellectual investigations or “LabSessions” to better identify and envisage the world of tomorrow.

**CARLEEN BINET**

## “How to become Napoleon and avoid Saint Helena”

Morphopsychology studies the correlation between looks and personality. An excellent path to understanding others and oneself and adjusting communication to suit the interlocutor, whatever their country of origin. Here, she interprets Napoleon's personality, by reading the clues provided by his face.

### Watch out for blind spots

Whether we like it or not, Napoleon is the most famous French person in the world. The young 26-year-old Corsican rose to be crowned Emperor of France in the space of six years. But then, like Icarus, fell into the sea of regrets 11 years later. Are all ambitious people destined to experience the same fate?

The impetus for his ambition came from his emotions and his temperament more than from his courage and intelligence. What he took to be “defects”, his sensitivity and anxiety, were drivers for his success. He overcompensated by honing his forward-looking strategy and a directive reactivity unknown in politics, and using his charm.

But then, what turned this victory machine into a loser? The qualities for retaining power are often the opposite of those that are needed to conquer. His desire for power was exacerbated by the vicious cocktail of power. This was tragic self-sabotage. The outcomes of a way of life that allows the director to monitor blind spots are then studied to help him avoid Icarus's fate.



### SHORT BIOGRAPHY

Born in the United States and having lived in Brazil, Morocco, Spain, Mexico, and Venezuela, specialist in non-verbal communication, Carleen Binet supports many directors in their internal, external, and international negotiations. Passionate about the unexploited potential of people, with her background in neuropsychology, coaching, psychoanalysis, and morphopsychology, she helps senior management develop and exploit their resources and identify the inhibitory obstacles that hinder their success.



**WALTER BOUVAIS**

## **“Let us be the entrepreneurs of the New World”**

Natural resources are running out. Production and consumption models, fed by fossil fuels, deplete the planet and put our lives in danger. A portion of the global population struggle to access basic goods and services. This state of affairs threatens peace and questions the purpose of the human project.

But, fortunately, human ingenuity makes us capable of great things. We are capable of inventing energy sources that emit little greenhouse gas, are economically sustainable, and create jobs. We are capable of developing a modern agro-ecology model to feed 9 billion earthlings. We are capable of building smart resilient areas and cities. We are capable of creating short supply chains with the help of digital tools that would have been unimaginable just a short time ago. We are capable of using data science and algorithms for the common good.

We are capable, in short, of understanding the limitations of our world and successfully working on its renaissance. We are capable of doing so by overlapping experience; knowledge; and social, ecological, technical, economic, and cultural innovations.

### **Reinventing daily life**

The challenge is huge. According to the Paris Climate Agreement, the importance of which has been reiterated by the French President, we must “decarbonize” the economy. We have a little over a generation to do so: the deadline is set for 2050 at the latest. In the world of tomorrow, we will have to have reinvented our daily life to travel and heat ourselves without oil, to eat well and healthily, to live together in peace and make the planet a place for life and projects for those to whom we will pass on the flame. What a challenge!

It turns out that entrepreneurs are precisely the sort of people who like a challenge. The Bridge experience demonstrated that in its way. Daring to dream, setting a course, uniting talents, innovating, leading a team, customers, suppliers, in short a whole ecosystem to achieve a dream: isn’t that, essentially, in an entrepreneur’s DNA?

Illustrious success stories, such as Yvon Chouinard, founder of Patagonia or Bertrand Picard, founder of Solar Impulse, can inspire us to commit our companies to a post-carbon civilization without fear.

It is, perhaps, the biggest and best challenge of all time.

It is worth undertaking.



### **SHORT BIOGRAPHY**

The entrepreneur, Walter Bouvais, supports the development of commercial and non-commercial initiatives with a social impact at the intersection of the ecological and digital revolutions. An author and speaker, he shares his passion on the key role of innovation in the construction of common good. An economics journalist turned editor, in 2003 he founded Terra Eco, a French language magazine, a reference on the subject of transitions, and ran it until 2016. He is also the administrator of “1 % pour la planète”, France.

## LOUIS-JEAN CALLOC'H

# “Corporate well-being, activating staff loyalty”

Since 1970, the managerial system has exploded under the blows of the oil crisis, the opening up of the markets, financialization, mergers, etc. The company ensured protection to its employees and offered social benefits in return for their loyalty. It was already a “paternalist” form of social prevention and protection. Today, the company is customer-centered and must respond to the digital transformation that affects all its models and, just as important, the change in new generations’ relationship with work. Therefore, while trust, transparency, and solidarity remain important values, new vocabulary is appearing: uberization, empathy, resilience, algorithms, morals.

## New HR management

Moreover, regulations reinforce the employer’s responsibility for the health of its employees (National Inter-professional Agreement, responsibility in terms of psychosocial risks, etc.)

## ARNAUD CHAIGNEAU

# “Discomfort aids innovation”

[moonshot]: literally, sending a vessel to the moon. In the context of technology, this term refers to an ambitious innovative project undertaken without taking into consideration profitability or short term profit and, perhaps, without a full investigation of the potential risks and advantages.

## Taking responsibility for our impact

This expression describes a company’s particularly extreme ambition and invites the complete rethinking of its execution. It creates discomfort, which allows innovation. It

After politics more interested in saving jobs than suffering at work, a new HR has seen the light among managers, based on dialogue and trust, sharing a simple transparent commitment for everyone. Furthermore, the company is locally increasingly perceived as an economic and promotional actor for its region. There, where inhabitants are directly affected by its fight for quality, growth, job retention, and also for the individual and collective environment. Faced with these changes, corporate well-being naturally becomes a new marker of health and a lever for increasing staff loyalty. In this context, are not NICT an advantage in facilitating access to prevention, well-being, health, and even treatment? As part of personal as well as professional life. To respond to all these new prevention and well-being issues, who will be the legitimate actors tomorrow?



### SHORT BIOGRAPHY

Doctor Louis-Jean Calloc'h is an independent expert, a corporate consultant for the Harmonie Mutuelle Group, health, technology and operations.



### SHORT BIOGRAPHY

Co-Founder of Intuiti et de Personae User Lab, Arnaud was a very active member of the Nantes ecosystem before joining the Silicon Sentier in 2013, of which he became Chairman. In 2015, he orchestrated the #yeswecrowd campaign, triggering the transformation of NUMA and bringing together €1 M in 44 days from 330 investors. He now animates the ecosystem between startups, NUMA, and the communities.



**PHILIPPE D'IRIBARNE**

## **"The unity of the company faced with the world's diversity"**

We have managed to believe in the emergence of a united world where global businesses no longer need to concern themselves with human diversity.

Yes, this diversity remains. The Chinese continue to act differently from the Americans, the Swedish, people from Cameroon and the French. These differences do not only affect human relationships within businesses, rules of civility, and ways of communicating. To overcome them, we need to do more than speak the same language. They concern aspects of management that are deemed to be governed by universal methods, whether in terms of delegation and control, leadership, decision-making, the implementation of ethical charters, or relationships with customers. In these conditions, how can we fruitfully combine a unified corporate culture with the variety of local cultures?

### **Culture equals value**

In fact, when we use the term culture, what we talk about in terms of corporate culture is not the same as national culture. Corporate culture stems from choice, especially a choice of values, that can be found all over the world: whether or not to give employees significant responsibility, to promote the short or long term, etc. But the concrete implications of these choices, how the corresponding values are embodied, largely depends on the global cultural context that prevails where we find ourselves. Thus, for example, what creating partnership relationships with customers means in practice differs significantly depending on whether we are in France, the United States or Vietnam. Similarly, if employees everywhere aspire to have management that embodies the image of good power that prevails locally, this image is very different in China or Mexico. Businesses need to learn to adapt to this diversity, while remain-

ing true to their values.

The questions related to Islam, not just Islamic terrorism, are pertinent. For a long time we believed that the heirs of immigrants from parts of the world under Islamic law would melt into the population by the second or third generation, like their predecessors from Poland, Italy, and Spain. But this view no longer seems credible for a significant number of them. Countries, like the United Kingdom, that believed that tolerance of a certain Muslim communitarianism would be a guarantee of civil peace, have realized that this is not the case.

### **Islam in the West**

In France, the neutrality of dress for state representatives has been acquired and the question of the Islamic headscarf in schools seemed to have been settled. But, this is not the case for religious demands within companies, combined with a degree of entryism in trade unions, and the issue of wearing the burqa in certain areas. We see Muslim organizations trying to silence criticism of Islam, through legal proceedings and threats. Employers who demonstrate reluctance in recruiting people connected to Islam, as many tests show, are accused of Islamophobia. What we see in Muslim countries, such as how democracy struggles to establish itself, the lack of importance given to freedom of thought, and the status of women, poses questions. Are these temporary questions that can be overcome with a little good will? Or are we dealing with more structural phenomena related to the fundamental orientations already present in the founder's impetus? The emergence of Islam des Lumières (enlightened Islam) seems both necessary and problematic. How can our societies respond realistically to the challenge with which they are confronted?



#### **SHORT BIOGRAPHY**

Philippe d'Iribarne, together with the research group, Gestion et Société, that he leads, conducts research, teaching and consultancy activities focused on taking into account cultural diversity in the management of multinational companies. He is concerned with the transfer of management tools, the meeting of corporate culture with national cultures, and how multicultural teams work together.

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la **TRANSITION**  
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2 **BULLE**

3 **ÉCLATEMENT**

4 phase de déploiement

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**Nicolas COLIN**

HAUT-FONCTIONNAIRE DEVENU "BARBARE DU NUMÉRIQUE":  
ASSOCIÉ FONDATEUR DE THE FAMILY

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choisissons de raconter et diffuser  
de belles histoires ...  
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les solutions

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arrivent à l'heure  
n'intéressent  
personne ...  
Parlons des trains  
qui sont  
EN AVANCE !

EN METTANT EN AVANT  
LES SOLUTIONS, LE JOURNALISME  
D'IMPACT TRAITE AUSSI  
DES PROBLÈMES.



**Christian de BOISREDON**

**Spark news**

PARTENAIRE DE PLUS  
DE 50 JOURNAUX À  
TRAVERS LE MONDE



**ANNE DE BÉTHENCOURT**

## “Discover authentic female leadership”

In a professional context (but not exclusively), I have seen myself often not daring to put forward an idea, thinking that it was not complete enough, not perfect enough, and fuming when I see someone else coming up with it some time later. I have also seen myself putting my ideas forward strongly – sometimes very strongly – thinking that it was only in this way that I could be heard or appreciated.

### Do not limit yourself

In the end, my lack of confidence, the victimization I was expressing in the first example, or the excess of confidence or arrogance in the second case, were neither authentic nor effective and I do not recognize myself in either one.

By exchanging ideas with many women in the WomenLab that I created, I noticed that we often share this type of experience.

What, for a woman, does fully manifesting her human potential mean? Her talents, bringing her ideas to the table without limiting herself, without the fear of dis-

pleasing, without being a victim or trying to copy the masculine model? How can we accept that we are not perfect and work with men and women above and beyond our egos? How can we find self-confidence, believe in life and the future and allow ourselves to develop and liberate energy and unlimited potential?

Isn't that the real search for meaning?

Creating the future together as free, authentic, positive human beings.

Now, my awareness, my view of the world, and my role in it, has evolved. I am learning to listen to my intuition, to accept not knowing, to let go with the help of meditation, and work on collective intelligence. Day after day I am discovering, with a great deal of pleasure and humility, the immense potential that exists in all of us. Let us take ourselves in hand. Authentic female leadership is waiting to be discovered. That is what affects, inspires, and motivates me.



### SHORT BIOGRAPHY

In the face of today's environmental and social challenges, Anne de Béthencourt is committed to unearthing the potential of individuals and organizations to create a positive future. After 10 years as Director of the Office of Nicolas Hulot, she is now manages the consultancy firm, Integral Vision, specialized in the circular economy and collective intelligence innovation. In 2012 she co-founded the *Forum de l'évolution de la conscience* and WomenLab, a women's leadership program.  
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**PHILIPPE DE ROUX**

## “Integrating a social dimension to corporate DNA”

Even before talking about a vision of the entrepreneurship of tomorrow, we need to recognize that The Bridge experience is a condensed one. A private collective initiative with its roots in a dynamic region that generates the “clumping” of connected projects, allows entrepreneurs to isolate themselves from the rest of the world for a few days to generate informal links and

reflect, thereby becoming a diplomatic event for our country.

### Structuring the common good

For Eau et Vie, the most important thing is to prove that the economic models of the future cannot ignore the most vulnerable. In particular, the poorer areas of the South are an undeniable

reality for the cities of tomorrow. An “old economy” is still to be built for water and sewage networks and access to essential services. This represents enormous potential, probably the next trente glorieuses (the 30 boom years that followed the end of WW2 in France) if public authorities provide the resources to structure this common good, which, it should be remembered,

represented a significant portion of the public budget of developed countries during the previous century. Culture changes, citizens are becoming aware that the increasingly total commodification of living things, up to the most intimate relationships between people, does not work. Under the cover of performance and “fluidity”, all it does is dissolve a little more the

**ISABELLE DECOOPMAN**

## “New methods for creating value”

Today, no company can afford to make savings in the area of reflecting on the evolution of its economic model. Looking into the future is difficult because technological developments cause significant behavioral and social revolutions. The increasing velocity and acceleration of such technologies and their appropriation by the market obliges all business sectors to reconsider the timescales they had become used to. Faster and further, external and internal challenges are being accentuated.

The components of the digital revolution (2.0, FA, 3.0, AI, 4.0) complicate things. They highlight the porosity that exists between business sectors, making it difficult to identify often unanticipated newcomers (e.g. on June 15, 2017, Carrefour launched automobile repair services through a collaborative platform). This digital transformation will draw new lines and push back those that already exist: dematerialization of the world of physical goods with domestic FA; adaptation of an object to suit user preferences; etc. This transition will go as far as upsetting the ancient standards that govern our activities: suppression of economies of scale in certain industrial

sectors and the predominance of made-to-measure, complexity and immediacy. Economic models will be subject to profound changes within transforming value networks.

Indeed, ways of consuming and producing are developing rapidly in response to different timescales.

### Disruption

Some actors will perhaps go in the direction of incremental innovation to retain existing income. Others will perhaps find “radical” innovations and will optimize their value proposition. You might go in the direction of rupture or even disruption. But all actors must become aware that development and growth are now achieved through innovation. Companies and consumers will upset the rules that govern business sectors. Understood and mastered, these technological, behavioral, and social mutations will be the source of innovation and will create differentiation. Misunderstood or underestimated, they could destabilize whole facets of business sectors.



#### SHORT BIOGRAPHY

Associate Professor at Skema Business School, Isabelle Decoopman is interested in the impact of the use and practice of new technologies (2.0, IOT, FA, AI) on traditional business models. She analyzes the futures, pathways and strategic mutations that these technologies offer in terms of innovation and growth. Her expertise with senior management (APM expert) provides her with an empiric view of the consequences of such mutations on various sectors (retail, industry, services, construction, etc.)

vital links of loyalty and faithfulness that are also a company's riches.

### Make room for trust

As well as finding governance models that give more importance to subsidiarity and trust to motivate their staff, particularly the youngest of them, companies must demonstrate that their value creation chain is sustainable, taking into account all the

facets of the reality that it contributes to changing. Diverse forms of partnerships are germinating across the world to integrate a social aspect to corporate DNA. This trend is good news and must be supported.



#### SHORT BIOGRAPHY

Philippe de Roux is an expert in social entrepreneurship in complex urban contexts (advocacy, community mobilization, and local operations). He has been responsible for an urban micro-lending initiative in the Philippines for the NGO, Inter Aide, for two years. Philippe has also been responsible for a network of fuel stations with an oil company (three years) and head of a plumbing company (ten years) with an insertion policy for people in fragile situations. He co-founded Eau et Vie in 2008 and jointly manages the association.



**CÉCILE DELETTRE**

## “Make Made in France mean something!”

France is coming to the forefront in geopolitical, environmental, and economic terms. It is sending out a strong signal to the rest of the world. “Make the Earth Great again” and the communication campaign, “Creative France” are examples of the qualities of Team France also held up by The Bridge

### The 14 strengths of the company

14 points summarize the strengths of the company of tomorrow:

- Developing a company with digital to make an impact, attract talented individuals, animate communities, look to the future, and create loyalty,
- Innovating and moving to startup mode, regardless of the company’s size, with agility and freshness,
- Creating value, reviewing the business model, choosing to be different/finding a singularity.
- Moving from the 4Ps marketing mix (Products, Price, Publicity, Promotion), to the 4Es (Experience, Events, Emotion, Engagement).
- Using influencers, opinion leaders who are credible with regard to a certain audience.
- Embodying the values of the company and the community, nurturing relationships and being authentic.

- Moving to test and learn mode, listening to the “DOers” and integrating innovations.
- Existing on social networks as a company but also as an individual to bring a human touch to a world of technology.
- Moving to Commercial 2.0 mode, using new tools that perform better.
- Born to be global: searching out new international markets.
- Developing soft skills and their rewards of ubiquity, immediacy, and reactivity.
- Preparing to integrate innovations in the purchasing journey with improved individuals and industry 4.0 with prediction, artificial intelligence, and robots.
- Opening the hatches and looking at what is happening in the United States, Europe, the Middle East and, above all, in Asia and Africa.
- Finding the balance to perform with the riches of everyone: of mixed teams at all levels of the organization.



### SHORT BIOGRAPHY

Cécile Delettre has 20 years experience of living and working at an international level, supporting companies in their international development, analyzing global ecosystems, strategic marketing, retail and innovation. She moved to Germany after living in the United States. She is the founder of the think tank, #IntFem, and organizes conferences to anticipate change and promote agility. Cécile is also Vice-Chairperson of the IT, Economics, Digital expert group of the CCE (commercial advisors outside France), a member of several executive committees (CCE Germany, Global GDMA, Adetem), and creator of the French Marketers label. She has an MBA in strategic marketing from George Town University, Washington and Paris-Versailles

**DOMINIQUE DESJEUX**

## **“Change our methods of energy consumption”**

The history of humanity for 10,000 years and the time of the agrarian revolution between the Tigris and the Euphrates in the Middle East, is strongly related to the use of energy. It is as much human energy, that of men and women in the fields and animals, such as cattle for agriculture, the donkey for military logistics, the horse for the great nomadic empires and the camel, ancestor of today's containers, on the silk road that connected Asia and Europe, as that of water, wind or fire. In the 18th century, British coal upset the world order, as shown by the American historian, K. Pomeranz. It led to the industrial revolution that would give Britain great power in the world in the century between 1815, the end of the Napoleonic wars and 1914, the beginning of the First World War.

It also led, in around 1850, to the beginning of global warming.

But, this would only be confirmed towards the end of the 20<sup>th</sup> century.

### **Growing middle class**

In 200 years, the world moved from natural energy to fossil and nuclear fuels. This paved the way for increases in the production and consumption of goods and services. Today, according to the research of EDF and Jean-Marc Jancovici, in one year an individual consumes around 65,000 Kwh, if we include goods, services and all the energy required to produce and transport them, compared to a few hundred Kwh in the age of natural energy.

This figure is the result of greater comfort and less physically arduous work. It helps us understand the scale of the actions necessary to reduce our consumption of energy from fossil fuels that leads to global warming and environmental risks and the risk of war, the pollution of water, air, the earth and the sea, and the irreversible risks related to nuclear energy, to use the expression first used by Patrick Lagadec in the 1980's.

In view of this quick reminder of the history of energy, it is clear that we need to change the way we consume energy. This change is even more urgent as the global urban middle class, which consumes the most goods and services in their homes, work, leisure time and travel, is growing fast. Today, it includes almost 2 billion people and will probably reach 5 billion in around 2050. It will be mainly Asian; Indian, Chinese and Indonesian; and African.

This energy race against time requires innovation, but perhaps innovation alone is not enough and we also need to innovate the process of innovation itself, as for the first time in centuries we need to innovate away from comfort and towards frugality. It is more difficult for us to accept a sacrifice than more comfort or less hardship. The solution is likely to be found in the center of a triangle that asks us to manage three contradictory priorities: economic efficiency, social equality, and more economic consumption.



#### **SHORT BIOGRAPHY**

Dominique Desjeux is an anthropologist, professor at the Sorbonne and international consultant. He is contracted to conduct research and international investigations for many companies in China, the United States, Brazil, Europe, and Africa. He has written many books on consumption, energy, mobility, innovation, and decision-making in organizations and the domestic sphere.



**ANTOINE DUMONT**

## “Technology should not make us forget the Other”

The world we are currently living in is an opportunity. An incredible opportunity for everyone to (re)think things differently from how they have long been established. Products, services, usages, business models, how we consume, relationships with others, our relationship with work, everything is being turned upside down! 60 % of the jobs of tomorrow do not exist today...

What an incredible chance for us to reinvent things. It is rare to find an epoch in history that offers individuals the possibility of experiencing this “blank page”. This amazing opportunity must, despite everything, cause us to question the fundamentals to which we are attached and those that we must preserve at any price.

### Sharing knowledge

Technology will play an important part in this revolution. It allows us to share information as never before, to distribute knowledge to everyone, regardless of differences and the wealth of cultures.

Technology is calculating ever faster, solving and facilitating many situations. It must be considered as a resource for

achieving objectives that are greater than itself. It would be dangerous to consider technology as an end in itself, with the sole purpose of improving performance. Will this race have meaning? An end?

Phenomena, such as the massive exploitation of data, machine learning, and artificial intelligence must not make us forget the essential. It would be a disaster for humanity if the Other was reduced to a statistic or a number. We should not forget that the Other has a face and is a person. Faced with rampant acceleration in the exchange of information between individuals, we must be careful to take the time to have a relationship with the Other, and with ourselves.

The combination of this new economic cycle and the digital revolution causes new paradigms to appear, new sources of power and riches. Can innovation, entrepreneurial initiatives, and technological advances be motivated by profit alone? In my opinion, they must be used in the service of the common good, for greater equality and social cohesion.



### SHORT BIOGRAPHY

Founder and Director of Start-up Palace, Antoine Dumont supports innovation initiatives that contribute to changing the world. After beginning his career with M&A, in 2010 he began studying the way in which companies can reinvent and construct new economic models. He then worked extensively with the new tools and methodologies that allow start-ups and large organizations to reflect on these ideas.

**SARAH ERTEL**

## “Social entrepreneurs, agile actors on

The multiplication of connections between startups and large groups sends out a clear message: it is a godsend for innovation, which today depends on the survival of companies. For startups, this means accelerating their growth by making use of the strengths of their elders. In exchange for a well of youth and inspiration for groups that need an injection of agility and flexibility to their model to remain at the cutting edge of innovation. A win-win situation called “open innovation”

in which there is something for everyone.

But this equation comes from someone who has been forgotten: the social entrepreneur. Although present on the programs of the major business schools, social entrepreneurship still struggles to find a place in innovation and strategy in large companies. Not “business” enough, not strategic enough, not-for-profit and therefore not of interest? (...)

### Actor for change

Frugal innovation, access to new markets, sustainable resource use strategies, new ways of consuming, and employee and customer involvement - there are many levers that these alliances can set in action. A shared value strategy that is beginning to gain followers. Closer to local needs, social entrepreneurs are on the ground, agile and know how to access fragile populations and involve them in solving the problems that face them. (...)

Adama Kane, a social entrepreneur from Senegal, has revolutionized the distribution of medicine in her country.

After realizing that medicines were a significant expense for low income populations and that only 20 % of the Senegalese population had health insurance, the entrepreneur created JokkoSanté: a deposit, storage and sharing platform for medicines, accessible on mobile devices, that allows unused medicine to be recovered and redistributed

**JEAN-PIERRE DUPUY**

## “Beyond optimism and pessimism”

The debates that furnished the reflective part of the cruise were generally optimistic in nature. Optimism is an appropriate attitude, at least in the short term, to the health of the economy, due to its self-fulfilling nature. The agents that believe that the future will be radiant find, in this anticipation, the mental and physical resources that push them to make it happen. The future is not yet written, is the message, because we are the ones building it.

### Fragile balance

There is, however, objective data that makes us fear that a very different future is waiting for us. The possibility of a nuclear conflict is greater today than during the Cold War (William Perry). The destruction of the environment, climate change being only one aspect of this, will be, and already is, at the origin of massive migrations that will upset the geopolitical balance (Jean Jouzel). We can explain the scale and frequency of speculative bubbles and

their bursting in the last twenty years by a vague feeling among certain major players in finance that capitalism is condemned to disappear (Peter Thiel). The notion of risk is inappropriate for considering the dangers that threaten us. They fall on us like a satellite falling from the sky, like a fatality, even if we are the ones who sent it up there.

Must we choose between blissful optimism and debilitating fatalism? The great Catholic writer, Georges Bernanos, in his 1938 work, *The Great Cemeteries under the Moon*, said, “The optimist is a happy idiot, the pessimist is an unhappy idiot.” It is more important than ever that we use our reason.

We must give ourselves the means to be optimistic but on the condition of moving through a phase in which we look the threat full in the face.

It is by convincing ourselves that it must happen that we have a chance of doing what will save us.



### SHORT BIOGRAPHY

Jean-Pierre Dupuy is Emeritus Professor of Social and Political Philosophy at the Ecole Polytechnique, Paris and Professor of Political Science at Stanford University, California. He is also a member of the Académie des Technologies, Chairman of the Ethics and Deontology Commission of the Institut Français de Radioprotection et de Sécurité Nucléaire and Research Director of the Imitatio Foundation (San Francisco).

## the ground”

using a points system based on exchange or purchase, going through pharmacies.

Although it might be controversial for a large group to create such an innovation, it is, however, possible for one to support an entrepreneur and to help them upscale, for example by industrializing the project and replicating it in new geographical areas.

### Toolbox

Companies have much to learn from the social entrepreneur’s toolbox. Social entrepreneurs come up with “bottom up” strategies and know how to analyze real needs for which they build agile strategies and react to rapid changes in social contexts. Fluidity guided by a mission that has real meaning and that also attracts and helps retain young talent from generation Y, looking for fulfilling professional experiences. (...)



### SHORT BIOGRAPHY

Sarah Ertel is responsible for partnerships with Ashoka and the Ashoka Support Network. She began her career as a consultant with Be-linked, a strategy consultancy firm specialized in relations between NGOs and businesses. She spent five years here, advising companies such as Suez Environnement, Renault, Total, and La Française des Jeux. She then moved to Burkina Faso to work with Nutriset, a company focused on preventative nutrition for low income populations.



VINCENT CESPEDES

## “Welcome to cybermodernity!”

The world deploys its trends, themes, and polemics on our screens. In this fabulous and sickening parade, everyone gleans the information that interests them, picks out unlimited “bricks” of meaning to hone their own vision, support their arguments, and cheer their colleagues. In the end, our conscience stretches to breaking point between the vertigo of doubt and strengthened prejudices, emptiness and too much, to the extent that the hours we spend trying to describe all this bulk can only accentuate our inability to explain the world. The more it seems to bring transparency and accessibility the more impenetrable and blurred it all becomes, running through our fingers in a multitude of elusive data. As if reality itself was only the moving result of a constantly transforming algorithm that escapes from our reason limited to our ability to anticipate. How can we pin down this disturbance that is dissolving the resonance of our daily life and hits the least of our certainties with obsolescence?

### From meaning and connection

According to the postmodern prism (Jean-François Lyotard, *La Condition Postmoderne*, 1979), the great explanatory discourses and ideologies have disappeared and this lack deprives us of systemic analysis and solid identities. According to the “hypermodern” prism (Gilles Lipovetsky, *L'Ère du Vide*, 1983), the individual is defined as a hyper-consumer, hyper-competitor, and in conflict with otherness. Yet, all of that is no longer in question in 2017.

Of course, macro-narratives no longer operate, but millions of micro-narratives, volatile and wild,

spin meaning and connections every day. Of course, performance and money are the pinnacle, but criticism is coming from all areas and alternative experiences are burgeoning (a return to local concerns, humanist values, and pleasure). Our era is “cyber-modern”: the virtual and the real intertwine to the extent that they create our world, as they do our way of understanding, profiting from it, and changing it. Society is no longer “fluid” (Joël de Rosnay) or “liquid” (Zygmunt Bauman), it is translucent: falsely transparent – shared intimacy is not really intimate, it is pseudo-intimate composed of distributable messages of privacy destined for publicity. “Translucent”, also, in the magical sense of “extra-lucidity”: the virtual footprints that we leave reveal who we are; our tastes and our choices define us and, collected en masse, define what is a group, a country, the whole of humanity.

### “Blur is the new black”

What consequences should we keep in mind? Blur is the new black. The more vague it is, the more it brings in. Because everyone can identify with it; because it can evolve without contradiction. Maximum plasticity of behavior to avoid shocks and grasp opportunities, elasticity of a mainstream concept, demediarization, the amplification of strategic variants, a wave without complexes for an electoral campaign to elect a president or MPs, etc.

Blurred logic and hybrid intelligences (human and artificial): this is the cyber-modern rationale. Startups without products to sell are already happy families, but working assiduously for the benefit of their members and promising companies are already those that

know how to listen to uncertainties and the outside world, reinvent their governance, and give a central place to experimentation.

In a translucent company, the passion that connects and radiates lowers pressure, which reduces stress. Values and feeling are better guides and communication agents that set positions and interest calculations, which are far too predictable. Biologists have just discovered a new species of frog in Ecuador, so translucent that we can see its heart beating. Let's make this charming amphibian the mascot of cyber-modernity!



### SHORT BIOGRAPHY

Vincent Cespedes is probably the most iconoclastic French philosopher: author of fifteen recognized books including “L'Ambition ou l'épopée de soi” (ambition or the saga of the self) and “Oser la jeunesse” (dare youth), published by Flammarion, he develops innovative humanist thinking, giving conferences all over the world. He also creates philosophical applications (Deepro, tests on human values) and redirects Viadeo Facebook Live technology to make it a vector for “direct philosophy”.

**CAROLINE FAILLET**

## **“Dare to take risks”**

The digitalized world we are navigating towards is like this ocean, immense, complex, and in constant movement. The dissolution of central powers replaced by a multitude of micro-powers has led to a fluid world, where networks of citizens are in turn influenced and influencers. The customer, employee, and even any citizen can exercise their “empowerment” to demand more meaning, greater transparency, more sharing, freedom, and creativity. Faced with the wave of new aspirations, the word “surf”, which characterized the beginning of the internet is taking on another meaning today. The company that navigates in this new world will have to anticipate such waves, decide whether they are suitable and adapt to them to keep their heads above the water.

### **Crewed race**

The crossing in view will not be made alone but with a crew as collaboration will be all important. The era of collaboration has arrived within companies and the organization of work will impose fluid relationships rather than those based on strength<sup>1</sup>.

In this “Ultimate” race to satisfy new social expectations, it will not always be easy to avoid the traps waiting for us:

On the starboard side, the monster of the ideological threat to the company’s reputation could surge from the depths: rumor, disinformation, bad buzz. In this whirlwind dominated by emotion, the company pitches and could be sunk by the new law of moral acceptability.

To port, the pirate flag is already visible. The uberizers, modern buccaneers, have come to capture value on an economic sector and could cause the biggest ships to go down.

For a successful adventure, you will need to set a strategic vision, which will be your course, then map your route through the knowledge of your digital environment and ways of influence. Do not neglect your precious data collection that will indicate fair winds. And dare to take risks! Someone who wants to discover a new continent must accept losing sight of the coast.

<sup>1</sup>Joël de Rosnay



### **SHORT BIOGRAPHY**

Caroline Faillet has been interested in influential phenomena related to digital since 2000. In 2004, she co-founded the firm Bolero with the intention of deciphering the opinions and behavior of internet users to inform the strategies of organizations. In “L’Art de la Guerre Digitale” (the art of digital war), Caroline Faillet unveils the power struggles that follow digital revolutions. As a “netnologue” she shares her experience to contribute to the debate in the academic world and for events on the subject of digital transformation.



**VALÉRIE FERT**

## “Humans and machines will have to live together”

Artificial intelligence (AI) is a complex domain, covering a vast, extremely varied field of subjects. A clear misconception of the issue leads to misunderstanding, fear, and even rejection. All sorts of approximations, if not complete errors, are recounted in the press and, instead of explaining the matter and its issues, cloud minds and, therefore, the debate. For six days, through 30 hours of conferences, workshops, lunches, and dinners, we spoke about artificial intelligence in a general way and using concrete examples provided by our own artificial intelligence system, Mileva, and related topics – robotization, transhumanism, evolution of the world of work, etc. – with the aim of demystifying and providing the keys to understanding and apprehending this issue.

### Algorithms are not intelligent

Talking about AI is firstly settling the foundation of a calm debate and reminding people, for example, that our brain is the most complex object we know of in the universe: 100 billion neurons can be connected up to 10,000 times with other neurons for energy consumption equivalent to a 5 KWh bulb. So out goes the myth that AI can reproduce our brain. And with it the idea of downloading our brain into who knows what external entity. The path required to achieve the dream of the transhumanists is such that it is hardly conceivable at present, without excluding, however, the extraordinary progress that the possibility of reading, interpreting, and translating brain waves into images represents, making communication with tetraplegics possible. Confirming the state of our knowledge and current possibilities, the Brain Mind Institute (one of two key projects in the European Union) published a paper describing brain complexity that no specialist had before imagined in June 2017.

We can also get rid of another misunderstanding about AI: it is worth saying and repeating – there are no intelligent algorithms. We need to go back to definitions, to the meaning of words, and stop piling up, not in the manner of Prévert as that would be an insult to the poet, but chaotically, anarchically, cacophonically, the prettiest words one after another, supposed to render “intelligent”, to result in incomprehensible nonsense that impresses the uninformed public. An algorithm is a finite suite of instructions that is executed in a given order. The best example of an algorithm is a cooking recipe. Not much intelligence here. In reality, the intelligence

resides in the know-how of the cook. We can state that today no global artificial intelligence exists that is capable of evolving by adapting the algorithms available to it. At present, AI is integrated into an extremely restrictive framework of algorithmic and mathematical constraints. Breaking this framework and permitting an AI to evolve outside of any constraints by integrating the five senses of man, or even widening this palette to certain animal or vegetal senses not accessible to man, is certainly the ultimate step, but we are still a long way away from this. There remains a key problem that exacerbates the sensation of fear: the impact of AI on the work of tomorrow. This impact is unquestionable and leads to strong reactions: why is my job, which involves real expertise, being called into question? What will happen to me in the future? Will part of my job be done by robots? How should I develop my career now? The impact that we perceive and measure today essentially affects simple, repetitive tasks or certain activities, professions that, due to the growing complexity of the technology available, it becomes possible to automate. We might as well say that this represents the tip of the iceberg that we did not encounter during our transatlantic journey. The impact is, however, already very significant and will generate strong resistance and hostility. However, and this is inevitable, the social impact of AI will increase at the pace of its growth in autonomy and computing power.

### Prepare your staff

Today’s entrepreneurs and those of the future are responsible for preparing their staff. This preparation must not be neglected or underestimated. It is fundamental. The transition to the new world where AI and humans will have to live together – short of imagining a struggle that could only result in a victory for mankind – can only be achieved with a human approach: preparation in order to understand, accept, and progress in one’s job and in one’s vision of the coming world.

We must continue this effort to train, support, explain, and prepare for the world of tomorrow. All the entrepreneurs encountered on this marvelous human adventure were convinced of this. We need to “convert the try” and we are going to strive to continue this experiment through concrete initiatives.



#### SHORT BIOGRAPHY

A historian that works on the future, she deciphers the responses of AI Globe Expert. Chairwoman of the GMAP research group dedicated to analyzing the future of the mutations of the 21<sup>st</sup> century, she is currently working on the key dynamics of the history of humanity, their future, and the mutations currently going on in the world and their possible development. She also directs the analysis produced by Globe Expert. References: Nasa, MIT, UN, GCSP, Thalès.



## JEAN-RÉMI GRATADOUR

# “Grasping digital to take advantage of it”

Digital covers two realities today: on one hand, it is a practice that is approached with IT tools and services that are constantly evolving and, on the other hand, it is a new discipline that takes into account the transformations that are occurring in society, on social, economic, and political levels. Grasping digital to take advantage of it means that we must familiarize ourselves with these two accepted meanings that feed into each other.

## Do not imitate successes

The example of the economic models of businesses that want to develop digital is revealing in this respect. If the company does not approach digital transformation through the tool angle, it will quickly be led to try such and such service, to develop such and such application by trying to reproduce supposed success or imitate major players in the industry who, due their macro-economic dimension, have different issues. Inversely, if it is only in thinking about general ongoing changes, it will not know where to

start and will feel lost. A company should, therefore, work on digital on both levels starting with, for example, the identification of digital skills present within the company and create a community on which it can rely to progressively involve other staff. It can also reflect on which digital strategy is most in line with its medium or long term strategy without ignoring possible ruptures in its economic model caused by changes in customer behavior.

It will then be able to concentrate on the essentials and what is accessible to it, avoiding the pitfalls of too much ambition that never achieves desired results due to lack of quality in execution.

It was using this angle that the issue of digital strategy was envisaged during the conferences and workshops proposed as part of the Club des 100 by the Digital Center of HEC Paris. A special effort was brought to transposition for the partner companies present, of methods and feedback already experienced as part of the digital teaching at HEC Paris.



## SHORT BIOGRAPHY

Jean-Rémi Gratadour is Executive Director of the Digital Center of HEC Paris. Before that he was Delegate General of Accel (a digital economy association), after having been E-Commerce Director at GeoPost (La Poste Group), Assistant Secretary General of the Club Sénat and Project Manager at La Poste's Institut de Prospective (Irepp). He is also the creator of an online art library, DessinOriginal.com.



**CHRISTINE GUINEBRETIERE**

**“In the circular economy, there is no such thing as waste”**

Despite the rapid development of “green” products, the deployment of CSR policies within many companies, and the increase in environmentally-friendly actions, production is often part of an ephemeral logic: a product is born, exists, and dies to become waste that needs to be dealt with.

This model is known as “cradle to grave”.

And, for this “linear” economy, which characterizes the world we live in, growth is strictly proportional to the consumption of resources. This leads to the inevitable scarcity of resources as very few are effectively recycled.

Our economy is also characterized by increased use of materials, substances that bring new functionalities, but whose effects are often poorly understood or purposefully ignored. Yet, they are present in our daily lives, in the ground, the packaging of cosmetics, pesticides in flowers, fire retardants in our furniture, and our electrical and electronic equipment, and they pollute. We breathe them in every day.

**Everything is a resource**

This situation, even if improved, remains unsustainable in the long term. Now imagine a world in which industry, all factories and building projects, are as useful and free from waste as a cherry tree in full bloom. A world in which constructions, like trees, use the sun’s energy, produce nutrients and oxygen, provide a living space for other creatures, filter water, purify the air, and change with the seasons. A world without waste or environmental pollution, where only products that benefit humanity and the environment are produced. A world in which materials are held in such esteem that metabolic cycles have been specially conceived for them and in which they circulate indefinitely.

A world in which humans can be happy about the positive impact that their consumption has on the environment. A world in which humans are freed from the constraints and restrictions imposed in the name of safeguarding the environment, and, on the contrary, regenerate it.

This type of world is precisely the new potential that Cradle to Cradle opens up to us.

The Cradle to Cradle concept has its origins in this inexhaustible regenerative force and allows us to bring ecologically-designed products that are free from toxic substances to the market to be recycled practically indefinitely. At the end of their life they will feed the ground and, in decomposing, will be transformed into raw materials for the next generation of products.

This “everything is a resource” paradigm makes the very idea of waste obsolete. It allows companies to develop while preserving biodiversity and resources for future generations and while preserving profitability as, from now on, their “waste” has value.



**SHORT BIOGRAPHY**


Co-founder of Integral Vision, international consultant and speaker, Christine Guinebrière is an expert in Cradle to Cradle, collective intelligence, and alternative governance. A former Responsible Purchasing Director with the Bouygues Group, Christine Guinebrière makes her passion and skills available to organizations to create a better world. She is also co-organizer of the *Forum international de l'évolution de la conscience* and the inspiration behind the Meditation Festival.

Mon obsession c'est un monde  
**SAIN & DURABLE**

Pourquoi l'humanité  
ne prend-elle pas soin  
d'elle-même et du monde  
dans lequel elle vit ?

Je m'interdis d'être  
en colère ou désespéré  
car ce sont des  
énergies mortes...


Je cherche à  
**MAXIMISER  
MON IMPACT**





**Luc JACQUET**

SCIENTIFIQUE DEVENU CINÉASTE  
AMOUREUX DE L'ANTARTIQUE  
DEVENU ENTREPRENEUR MALGRÉ LUI  
(IL DÉTESTE GÉRER LES FLUX MARCHANDS)

J'AI EN PROJET  
LE MONTAGE DE  
**5 GRANDES  
EXPÉDITIONS**



 =   
POUR DÉMONTRER  
VISUELLEMENT  
ET SCIENTIFIQUEMENT  
QUE PARTOUT LES ÊTRES  
**VIVANTS SONT  
CONNECTÉS LES  
UNS AUX AUTRES.**


ma trajectoire  
a commencé sur  
ces côtes...

Nous allons vers un monde  
**PULVÉRULANT**

\* qui se réduit à  
l'état de **POUSSIÈRE**

... je suis parti étudier  
tout ce qui est hors de  
nos outils...



Notre  
territoire de  
responsabilité  
c'est  
**L'INCONNU**



**Patrick LAGADEC**

CHERCHEUR, ANALYSTE, CONSULTANT  
SPÉCIALISTE DE LA GESTION DE CRISE  
VISIONNAIRE DU RISQUE

CONTINENT  
DES  
IMPRÉVUS

NAVIGUER  
SUR UN VASTE OcéAN  
COMPLÈTEMENT TURBULENT  
APPELLE **VISION**  
**créative**  
cheminement   
**collaboratif**  
**CONFIANCE**  
**PARTAGÉE** 



**JEAN JOUZEL**

## **“Climate change in the face of institutional and social resistance”**

The objective of this conference was to raise the awareness of participants - mostly very sensitive to environmental questions and, more specifically, to those posed by the influence of human activities on the climate - regarding the profound modification of our ways of development required by the crucial stabilization of global warming in the long term. I focused this intervention on the difficulties of acting in terms of the struggle against global warming: why are we here in 2017 when the alarm was raised by the scientific community at the end of the 1980s? I reiterated the urgency of this action, which is full of opportunity on an economic level and in terms of employment and which I imagine must be inspirational for young people today because it can only succeed with a dynamic of research, innovation, and creativity in the technological domain and also in that of usages and even the way our companies work.

### **Moderate our development**

I gave a reminder of the reality of global warming, the latest report of Intergovernmental Panel on Climate Change (the IPCC) concluded that it is unequivocal and what has been observed since the middle of the 20th century is essentially related to human activity. If nothing is done to control the worsening of the greenhouse effect, by the end of the century we will be heading towards an average temperature rise of more than 4°C compared to the pre-industrial era, which will continue beyond 2100. It will be difficult to deal with its consequences: damage to coral reefs, the acidification of the ocean, rising sea levels, more extreme weather, the loss of biodiversity, etc. Today and in the coming decades, it is crucial that we profoundly change our way of development. The figures speak for themselves. The objective of 2°C requires that we now emit less than 800 billion tons of CO<sub>2</sub>, or around twenty years of emissions at current rates, and that we leave, where they are and for ever, over 80 % of accessible fossil fuels (oil, natural gas, coal, gas, and non-conventional oil). This drastic change of development methods, technically possible and economically viable, is difficult to implement, but it offers opportunities in many business sectors.

The conference ended with a look at the policies conducted in our country and many questions were asked on the causes of global warming, the risks of surprises related to the stopping of the Gulf stream, the Paris agreement, and the consequences of the withdrawal from it of the United States as recently announced by Donald Trump.



### **SHORT BIOGRAPHY**

Research Director at the Simon Laplace Institute from 2001, Jean Jouzel is a climatologist and glaciologist.

He began his career with the environmental geophysics and glaciology laboratory of the CNRS, before working at the CEA's environment and climate modelling laboratory. He then joined the IPCC, the Intergovernmental Panel on Climate Change, in 2007 and presides over the executive body of the Paul-Emile Victor polar institute. His research is exclusively focused on the fight against climate change. Jean Jouzel commends Al Gore's documentary on global warming, "An Inconvenient Truth". He recently contributed to the work of the Argos collective "Réfugiés climatiques" (climate refugees).

**CHARLES LA FAY**

## **“I believe in mankind”**

The world of tomorrow is the world of our children. I have six, so I take this question very seriously!

When I was seven, I wanted to live in the age of chivalry, inspired by Robin Hood and Jean sans Peur. When I was 15, I wanted to live with the kings at the court of Versailles. When I was 20, it was the age of industrial invention, during the Universal Exhibition in Paris. Now, I want to live in the present.

The world of tomorrow is the world we are writing today.

I believe in a world of tomorrow where technology is at the service of Man and allows him to develop his human particularities by allowing him to be more conscious that the work he must do is the work of freedom, creation, happiness, and the most noble there is. Work that permits him to become more aware.

I believe in a peaceful world of tomorrow where relations without prejudice will be

possible and the common good (the “and”) will take precedence over general interest (the “or”). Where education, mother of peace and accessible to all, teaches resilience (the ability to bounce back), where the stranger is no longer frightening.

### **Choose this world**

I believe in a refreshed world that rediscovers its origins and direction in living things, a world that respects life and its principles, from beginning to end.

A world where companies decide that, whatever industry they are in, they should not do what nature cannot undo.

Man is the only living being that transforms its environment. It is therefore up to us to choose to build the world that we want for tomorrow. I am committed to playing my part. I am not alone. I believe in mankind.



#### **SHORT BIOGRAPHY**

Charles La Fay began his career as a business organization consultant. He specialized in the issues of customer relationship management, which led him to lead commercial activities in various engineering groups. After 15 years, Charles turned to entrepreneurship and joined Startup Palace. He used his economic experience and passion for anthropology and philosophy to question business models.

**FRANCK LOUESDON**

## **“Get into startup mode to progress”**

How can we move from thinking to action by taking inspiration from the practices of startups? The world evolves quickly and customer behavior with it. In a world that is more connected than ever, we must therefore readjust how we design offers and respond to the needs of our customers. The approach used by startups, often through necessity, can be an important source of inspiration for other structures, be they professional, administrative, or associative.

### **Reduce development costs**

I, therefore, proposed to explore certain aspects of this and to share them using the most common concrete examples. During this week, these explorations have, amongst other things, raised the idea of prototyping, testing, pitching, creativity,

customer observation, and new offer development.

Concerning the last part, the objective is to share the way a startup functions regarding project management and to understand its mechanisms. You will see that this type of approach can be tested, firstly on a small scale in your environment, whatever your business sector. It can save time and reduce development costs and often reveals new opportunities.

On the various subjects raised, success is achieved, among other things, by changing our habits and state of mind. In innovation strategies, the technological challenge is often a factor that is easier to overcome than the human challenge and its reaction faced with the change it presents.

As often been said this week, we are not concerned with the “or”, we are concerned with the “and”. The objective is to be inspired by everyone’s strengths to help everyone make progress.



#### **SHORT BIOGRAPHY**

A facilitator with Startup Palace, Franck Louesdon is a specialist in creativity and innovation in economic models. He supports entrepreneurs in questioning their habits and exploring new opportunities for growth. He has been inspired by over 20 years’ experience within startups, SMEs, and large groups in France and internationally and explores new methodologies and technologies to help customers reinvent themselves and become actors for the world of tomorrow.



**ARNAUD MEUNIER**

## “Entrepreneurs guided by their mission”

There is a unique quality shared by entrepreneurs who have led their startup to the top. They are all mission-driven. Guided by their mission.

### The key to success

In real terms this means, 1) the resolution of a tangible problem, 2) the elaboration of a vision based on a solution to this problem, and 3) rigorous execution in line with this vision. It is both incredibly powerful and incredibly difficult.

From mission development to startup execution methodologies, not forgetting alignment with company values... All this is the key to the success of the best-performing startups. And it lets us see how far these tools and methodologies can be applied to all businesses.




### SHORT BIOGRAPHY

A former CTO and co-founder of Hickory, Engineer Manager at Twitter, CEO and founder of Twitoaster, Arnaud is an experienced founder and product engineer. He worked in the United States for six years, living in San Francisco, after his startup, Twitoaster, was bought by Twitter. After four years at Twitter, he co-founded Hickory in New York, a startup in the education sector supported by Y-Combinator. Back in Paris, he is now Managing Director at NUMA, helping startups develop and succeed.

*La prochaine révolution sera SOCIÉTALE*

Je crois en 2 LEVIERS :



- 1 L'ÉDUCATION pour développer les soft skills
- 2 L'ALLIANCE à développer entre le social business et les parties prenantes



**Arnaud MOUROT**

VICE-PRÉSIDENT VE D'ASHOKA \*  
ANCIEN ATHLÈTE DE HAUT NIVEAU  
DEVENU ENTREPRENEUR SOCIAL

LES FLUX D'INNOVATION SONT PLUTÔT



\* ASHOKA est une ONG internationale qui accélère l'innovation sociale en soutenant les solutions entrepreneuriales les plus impactantes.

**PIERRE MUSSO**

## **“Cultivate the audacity of creation”**

Which “tomorrow” are we talking about? In one day or in one hundred years? The timescale must be defined for any forward-looking exercise.

Possible futures (or “futuribles” according to the term invented by De Jouvenel) must be defined using the strong trends already at work (e.g. the aging of the population, technological development, and climate change), “weak signals” detected and, of course, hypotheses on uncertainties identified, particularly in social, geopolitical, and cultural domains. This exercise can only be performed collectively through confronting representations and visions. Any individual response is only one of these representations, so we need co-conception and inter-disciplinary collaboration from diverse actors. For around a generation, the West has been a hyper-technological hyper-industrialized society.

With the speed of innovation and the perspective of the convergence of “NBIC” (nano-bio-info-cognition technologies), this process is accelerating and expanding.

Everyday life and professional life will be increasingly computerized and connected. But we are also entering an era of paradoxes: the more techno-scientific power develops, the more meanings and purpose blur as the founding myths of this quest for power squander progress. If techno-economic faith carries entrepreneurs forward, the younger generations and the innovators, this techno-economic race worries many.

### **Local attachment**

We cannot reduce the vision of “tomorrow” only to the extrapolation of technological developments: the great demographic changes, migrations, the aging population in the North and the explosion of youth in Africa, the scarcity of natural resources, the acceleration of financial crises, climate change, and the growth of cultural and social inequality, are also sources for the disturbances to come. All of this seems to be preparing the conditions for economic and social crises, massive population migration, and even conflicts. We are thus entering an ever more unstable and uncertain world.

Another strong trend, already at work and that will become even stronger, is the globalization of activities, organizations, and exchanges, accompanied by an attachment to territory and what is local: the “glocal” (global + local) will be established for both individuals and companies. But the amplification of globalization will encourage falling back on identity or nationalism.

The most controversial forward-looking exercise is imagining geostrategic ruptures – like, in the past, the fall of the Berlin Wall or the “Arab Spring” – or armed conflicts. Political uncertainties and threats or even military conflict are increasing in the Middle and Near East, the China Sea, and even at the heart of Europe.

In a more uncertain and unstable future world, humanity and its milieu will be weaker and more precarious. To attempt to maintain a balance between techno-optimism and techno-catastrophism, we now need to cultivate the audacity of creativity and a spirit of cooperation. The challenge is huge: it consists of building a new humanism with and through the entente of civilizations.



### **SHORT BIOGRAPHY**

Pierre Musso is Prospective and Research Services Manager at France Télécom, Datar, and Ina and a professor at the University of Rennes and Mines Telecom Paris. He also holds a research chair in “Vision modelling. Innovation and creation” with manufacturers (Dassault Systèmes, PSA, Orange, Ubisoft, and Bell Labs) and is Associate Fellow and Scientific Adviser at Nantes IEA.



**ROMAN NAVALPOTRO**

## **“Innovation, an absolute necessity”**

Innovation is an absolute necessity, everyone agrees. Except that there is unresolved tension between the daily business to be executed and future business to be explored. How, and how much time should be devoted to it? The current response is to create an innovation team. A culture of innovation or defiance, a term overheard during our discussions, which expresses differently and strongly this idea that innovation must be everywhere. The creation of an innovation department does not mean that this team is responsible for choosing and executing projects; it is a catalyst at the service of the organization's business units. The department must: define innovation strategy and governance: the major areas for development, project selection criteria, support process, etc. be alert to internal opportunities and those from outside: create channels to allow everyone to propose and defend their ideas internally, connect to the outside with strategic partnerships to contribute to building the organization's ecosystem. and diffuse methodology: help colleagues to adapt and train them on user-centered approaches and the test and learn logic.

### **Jokers**

During our discussions, the group agreed on certain difficulties or risks: the perception of the innovation department, who could be perceived, when executing, as jokers making prototypes; the lack of connection between the innovation department and other business units and, therefore, customer and business issues and, consequently, its inability to engage other departments in an innovation project; the difficulty in prioritizing the ideas that emerge in an organization and external solicitation; and finally the necessary awareness that value, and most of the complexity, is in the execution and not the idea. To conclude, we briefly touched on the difference between research and innovation: the first generates knowledge, while the second results in products or services.



### **SHORT BIOGRAPHY**

Thanks to his experience in consultancy and brand and design strategy, Roman Navalpotro was persuaded that the practice of consultancy in a vacuum was out of date. He joined NUMA in 2014 driven by an ambition to transform traditional organizations with an inclusive collaborative approach. He has worked for many businesses in France and internationally. His preferred areas are innovation strategy and the emergence and animation of the digital ecosystem.

**PIERRE PAPERON**

## **“France can become the “Blockchain Nation””**

The great dance of Nations is speeding up. And on rather unusual terrain, thanks to blockchain technology, which invites us to dance. This recent transaction coding and certification digital innovation allows us to create virtual currencies in addition to all the existing fields of application: forgery-proof land registration to prevent spoliation of agricultural land in Honduras and Gabon, the traceability of medicines to avoid counterfeiting and saving 700,000 lives per year, the sale of electrical energy peer-to-peer for individual producers equipped with solar panels, the digitalization and securing of all medical files, like in Sweden and Norway, etc.

The reminder of a page from history helps to better understand the current dynamic. We are in September 2008, the American real-estate subprime bubble bursts, Lehman Brothers goes under and effectively takes with it the planet's financial sector. One Satoshi Nakamoto reacts to the danger of the excessive banking centralization by inventing a new currency, Bitcoin. Since, from a simple banking tool, blockchain has become a tool for transferring property and value, which has expanded to all sectors of the economy.

### **France as pioneer**

The financial capitalization of these new currencies has gone from 3 billion dollars at the beginning of 2016 to 60 billion dollars. 10,000 euros worth of Ethers purchased a year and a half ago has a value of 3 million euros today. But there is a problem: the “difficulty” of declaring this gain and, therefore, the non-use of this sum that can only... grow.

France could be a pioneer: make this money visible again by declaring it on a French account with the establishment of a tax of 20 % on the profits made. If half of the 60 billion dollars, 30 billion dollars, of the new financial capitalization of crypto-currencies like Bitcoin were to be domiciled in France that would be 6 billion euros of income tax due to the 20 % entering the state's coffers. Plus, the injection to the economy of the remaining 24 billion is more than attractive.

“Blockchain Nation” could, today, be the face of a new France, farsighted and audacious, conducting the orchestra, and not just a player in the pit. Maestro of blockchain and all the new technologies, such as artificial intelligence and the internet of things.

To finally change the rules of the dance of Nations.



### **SHORT BIOGRAPHY**

Pierre Paperon explores the use of blockchain for peer-to-peer energy and, to a greater extent, for the peer-to-peer economy: exchanging time for kWh or lending a car in return for carrots, using “tokens”. Did you enjoy “Tomorrow”? The next installment is being written throughout France. He was an officer on board Le Redoutable, a climber on Everest, and a gold prospector in Madagascar. And also a consultant for Apple and McKinsey, MD of Lastminute.com, and part of the Danone group...



**JACQUES PRIOL**

## “Big data on the big boat”

Big data: the subject is intriguing, interesting, and worrying! On board the Queen Mary 2, business leaders, marketing directors, and IT directors all know it concerns them. Consumers, citizens, and users ask themselves how their personal data is being used. And they want to understand.

What is the volume of this mass of data? How do these algorithms, which they say could replace humans to predict the world and human behavior, work? Which they also say could be disloyal...

Economic actors observe the new services that come from the analysis of mega-data. The targeting of consumers, the anticipation of buying intentions, and predictive maintenance, anticipatory purchasing, and semantic analysis of customer or employee feedback.

Does it concern all sectors? And all businesses?

### A protean subject

Between scenes from Californian science fiction and genuinely accessible innovations, we have attempted to reply to these questions and many others.

Big data is a protean subject. Company directors must understand the issues, that was the aim of the sequences devoted to the culture of data. In a company, seminars, conferences, and workshops help us take this first step, to raise the awareness of the management and decide (or not) to go further forward.

Going further forward is making new use of data and often also using new data, originating from an external census or, sometimes, internal work, that is full of surprises. Many employees produce (useful) data which is overlooked!

Going further forward is also asking legal questions. And the arrival of the new European regulation on the protection of personal data (applicable in under a year, from 2018) encourages this.

Going further forward is again formalizing governance, integrating new professions, and setting ethical limits to create a trust relationship with customers. Because their data will only be of value if they consent to entrust it to us.

In brief, in the world of tomorrow, before becoming a company driven by data, it is essential to know how to drive data.



### SHORT BIOGRAPHY

Jacques Priol is an experienced regional leader and political advisor (Chief of Staff for the Chairman of the Pays de la Loire region from 2010 to 2015). In 2016, he created Civiteo, a consultancy firm specialized in the place of data in decision-making processes, in Nantes. Today, Civiteo offers consulting services that begin with the diffusion of the data culture and extend to the construction of a strategy and management system.

**VIRGINIE RAISSON-VICTOR**

## “Evolving without upsetting the balance”

Mobile telephones, artificial intelligence, biotechnology, social networks, etc. The accelerated technological mutation of our societies is pushing our world from one era into the next without anyone thinking about it. At the rate of discoveries, we could even think that we are in the Middle Ages of a nascent civilization. In this way, and with the ecological exhaustion of the planet, this metamorphosis generates many worrying questions on the fate of humanity and the human condition. Will we be able to feed 12 billion human beings? What will be the point of school in 2050? Will robots replace humans?

### Reply to the demand for comfort

If answers do exist, no one can yet formulate them. As the future is not written and it is up to us to explore possible futures, not to predict the future but to decide on it. This is why we should identify all that structures the course of our societies and the lifestyle of the younger generations. In this way, we will see that if demographic growth, even slowed, continues to feed a fear of overpopulation, we must now concentrate on the contrast between regions with a high birth rate and those with accelerated aging. In parallel, the scarcity of certain resources such as fish, sand, and minerals caused by middle class consumption, urbanization and climate change calls into question our model of economic growth. Henceforth, it is important to identify the paths that exist for meeting the requirements of prosperity and comfort of a growing portion of the population without taking the risk of breaking up economic and ecological balances that are essential for our needs and well-being.

This means a simultaneous critical complex unprecedented economic, societal, and individual adjustment that must be undertaken urgently to avoid exposing populations to social frustration and societies to political instability.

This is why it is also important to know how to develop a positive narrative for this transition, so that everyone can identify their place and role. It is only then, by substituting desire for worry and trust for alarmism, that we can hope to find the best of possible futures.



### SHORT BIOGRAPHY

An analyst of international issues, author, and speaker, Virginie Raison-Victor manages Lepac, a forward-looking geopolitical laboratory founded with Jean-Christophe Victor in 1992. Regular author for *Le Dessous des Cartes*, broadcast on the Arte channel and co-author of atlases of the same name, she has also published two works on prospective issues, considered references: “2033, Atlas des Futurs du Monde” (2033, atlas of the futures of the world), and “2038, Les Futurs du Monde” (2038, the futures of the world)



Le monde de l'entreprise doit prendre sa part de responsabilité + DEVOIR DE BIENVEILLANCE

C'est plus difficile de trouver un BON BOUCHER que d'accéder à la dernière technologie

J'appelle à la # RÉCONCILIATION

CHACUN DOIT CHOISIR SON TERRAIN DE JEU. MOI JE PRENDS MA PART EN CONTRIBUANT À AMÉLIORER L'ÉCONOMIE LOCALE

**Serge PAPIN**  
PDG DU GROUPEMENT COOPÉRATIF **Systeme U**

La nature c'est DE L'INFORMATION On a besoin de la technologie pour mieux la comprendre, apprendre et s'en inspirer

C'est un peu comme si on avait à disposition une BIBLIOTHÈQUE et qu'on utilisait les livres comme des réserves de papier

LA SOLUTION EST À L'INTÉRIEUR DU PROBLÈME

**Patricia RICARD**  
PRÉSIDENTE DE L'INSTITUT OCÉANOGRAPHIQUE PAUL-RICARD, AYANT GRANDI DANS UN ENVIRONNEMENT RICHE ET FÉCOND QUI LUI A DONNÉ UNE FOI INÉBRANLABLE DANS LE VIVANT.

LE BIOMIMÉTISME PERMET D'INNOVER DE FAÇON DURABLE

- formellement
- A L'ÉCHELLE NANOMÉTRIQUE
- VIA LES SERVICES ECOSYSTÉMIQUES

**NICOLAS ROUSSEAUX**

## **“Metamorphosis at our door”**

Not a change, although it is profound, nor a transformation, although it is global, and certainly not a variation, although it is cyclical: what we are experiencing is a metamorphosis. But what is a metamorphosis? When does it announce itself? Who does it affect first? Can we see it coming from afar? Is it serious, doctor?

Firstly, a change of form, the notion of metamorphosis has been enriched over time to associate other meanings related to substance and structure. In short, the meaning of metamorphosis today covers what no longer resembles something recognizable, neither from the inside nor the outside.

Situated between mutation (sudden modification) and metempsychosis (the passing of the soul from one body to another), metamorphosis is what is happening to us.

First of all through nature, even if only via the narrow channel that makes the caterpillar change to a cocoon and the cocoon to a butterfly.

Because many revolutions (technological, demographic, environmental, medical, spiritual, etc) are accumulating at our doors at the same time, in the urgency of daily life, worry about the next day, and the complexity of the tangles that connect all situations.

### **Instinct returns**

In reality, this phenomenon, although completely natural in the life of animals or plants, generates a sense of vertigo in humans.

There are three explanations for this:

Speed amplifies a sort of inebriation where risks and opportunities rub shoulders, like a merry-go-round where the brakes have failed. So we have the impression of turning in circles around our smartphone. The need to believe in something other than illusions or the virtual and to never feel alone again. At the same time, this phenomenon highlights the millenary difficulty we have in understanding others, including ourselves. The growing porosity of our private domain pushes us into the arms of globalization, physical contact with people who are different from us. Here, an immense need resides, that of integrating alterity into all our actions.

Finally, this phenomenon pushes us either to curl up or move, like a gazelle faced with a predator. Flight, fight, standing down or avoidance... As neither reason nor comprehensiveness are now sufficient for making decisions on time, instinct comes to the fore, the sensorial space finds its place with the search for experiences.

From this emerges a requirement for airlocks, transitions, and deserts and oceans to cross.

To take time for discussion, revelation, and awareness on many dimensions: micro and macro economics; collectively and individually; circular and innovative; disciplines and expertise; knowledge and practice; vertical and horizontal; East and West; stable and unstable; generations; and national cultures.

The end of transient openings. A new world is coming upon us. Together, let us understand it, prepare for it, and support it.



### **SHORT BIOGRAPHY**

Nicolas Rousseaux works on the transformation and modernization of business cultures throughout the world. In 1996, he founded Médiation Consulting (strategy and leading change, inter-cultural dialogue, and design of analysis methods for organizations). He has supported 25 M&A operations and has transversal inter-disciplinary experience of complexity.

He has stayed in 60 countries including China (1981) and the United States (1982).



**ALAIN SUPIOT**

## “Put economic power to use for the common good”

The state and business have certain things in common. The most important is presenting themselves as legal entities, or as subject to a particular type of law, so we consider that, like men, they are motivated by a specific will, but that, on the other hand, they escape from the mortal condition. Firstly appearing as an extension of the State (in the form of colonial companies), capital companies were emancipated during the 19<sup>th</sup> century, in the wake of the first industrial revolution. It was then that they were authorized to form freely. Thus emancipated from public guardianship, capital companies were granted three outrageous privileges – unlimited concentration of capital, limited responsibility, and immortality – which allowed the most powerful of them to become too big to fail and thereby endangered the supremacy of democratic institutions. From the 21<sup>st</sup> century to today, the question is, therefore, discovering how to domesticate their economic power and use it for the common good.

At the end of the 20<sup>th</sup> century, the European Commission asked me to chair a group of experts considering transformations in the world of work and the future

of labor law. Based on careful study of the legal and socio-economic changes already at work in the EUR 15, this report was published with the title “Au-delà de l’emploi” (beyond employment).

### “Thinking about work” beyond employment”

It effectively highlighted the necessity of thinking about work “beyond employment” to devise labor law that was not confined to wage-earning, but started from a comprehensive view of work that also had room for independent work, training, and non-market work. This diagnosis is still relevant and the work report was republished in France in 2016 in the context of debate on the El Khomry Law, with the addition of a long preface called, “Les voies d’une vraie réforme du droit du travail” (the road to genuine reform of labor law). It began a discussion between academics, employees, and business leaders on the best labor law to respond to the contemporary transformations of work.



#### SHORT BIOGRAPHY

Alain Supiot is a professor at the Collège de France (social state and globalization chair) and corresponding member of the British Academy. He has also worked in Germany, Italy, and the United States. He founded the Institut d’études avancées <[www.iea-nantes.fr](http://www.iea-nantes.fr)> in Nantes, a foundation of renowned public utility that jointly hosts scholars from the North and South in scientific residence, and for which he chairs the strategy committee after having directed it between 2008 and 2013.

**JEAN-PAUL TCHANG**

## “Prospecting the future”

What will the world of tomorrow be made of? A question with an uncertain response as scenarios can be so different and events so unpredictable. But does this mean we should stop making predictions? My personal view consists of trying to understand the driving forces of history so that, as far as possible, we are not taken by surprise by the headlines. And when I do so, from time to time, each time I feel some small satisfaction at approaching my humble ambition of not dying a complete idiot.

### Sharing my experiences

It is in this spirit that I was honored and delighted to deliver several conferences and themed lunches during this fabulous cruise that were an opportunity for me to share with a very high quality audience my experiences and analysis on one of the undeniable actors of globalization, China. The open minds and intellectual curiosity of the cruise passengers was a great, encouraging comfort to me. Let us prospect the future to better welcome it and take part fully in it.



#### SHORT BIOGRAPHY

Jean-Paul Tchang, Economist, has spent most of this professional career in finance: Banque Louis-Dreyfus, Banque du Phénix, GE Capital Insurance, and Federal Finance. He also worked for European companies in China: Adidas, Sofres, etc. Chairman of WST Conseils since 2011, he is a consultant on many China-Europe-Africa investment projects.

**LAETITIA VITAUD**

## **“What if we returned to an artisan mindset?”**

Our representation of work is still dominated by the Ford model, an impassible horizon in our minds. Yet, today this system is being undermined from all sides. The digital revolution has happened.

Our relationship with work and organizations is transforming profoundly. For almost a century, the Fordist system allowed workers to get richer and reduced inequality. As a way of organizing work, Fordism is based on the idea that mass production and consumption can form a virtuous circle, thanks to which well-paid workers consume the standardized goods manufactured in the factories that employ them.

Fordism prospered due to a series of institutions designed to make it more sustainable and more inclusive. With wage-earning came bank credit that supported household consumption. Powerful trade unions meant that workers could obtain a more favorable distribution of riches and the creation of powerful social protection institutions.

Although alienating and repetitive, assembly line work was accompanied by political power, social security, a decent wage, and a social identity. This is why it still dominates thinking today and why a campaigning politician still visits a factory when he/she talks about work.

### **Reinventing work**

Today, a growing portion of value is created outside of organizations by independent workers, service providers, and consultants or by the mass of users whose “free” work undermines the very concept of “work”. More and more workers find themselves outside of traditional organizations, whose bureaucratic form and constraints of “presenteeism” they reject. Some suffer from a loss of meaning at work. They say old-style management is dying. We prefer leadership and collective work on projects.

Technological progress speeds up all these transformations. Many tasks can now be automated, including those carried out by qualified workers. Many jobs have disappeared or will disappear in a few years. Others will be transformed and reconstituted. Almost nobody will work as they did before.

In many respects, we will all have to “invent” our work. Luckily, this is also a great opportunity to reinvent it, taking inspiration from artisan principles: more autonomy, responsibility, and creativity so that work is an opportunity for expressing one’s personality, far from the “one best way” of Fordism. For all local services (such as health and education), new models, rich in meaning, remain to be invented. We also need to come up with inclusive institutions that will support the work of tomorrow.



### **SHORT BIOGRAPHY**

After teaching American politics at Sciences Po and preparatory classes, Laetitia Vitaut, worked in HR for an American startup in London. She then set up on her own in research and marketing to help her customers explore the future of work and consumption. In 2016, Laetitia published “Faut-il avoir peur du numérique ?” (should we be scared of digital?) with Nicolas Colin at Armand Colin. She taught “The future of work and organizations” at Sciences Po, Paris.



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## Chers Amis du Club des 100

Avec l'édition de ce livre, je prends conscience de l'immense mouvement positif mis en marche et la puissance foisonnante de vos travaux effectués en huis clos sur l'océan... En tant qu'initiateur de cette aventure, c'est avec beaucoup d'émotion que je souhaite donc remercier chacun d'entre vous, membres du Club des 100 mais aussi experts et facilitateurs, pour son engagement à nos côtés.

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Damien Grimont





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