

95% des initiatives IA échouent

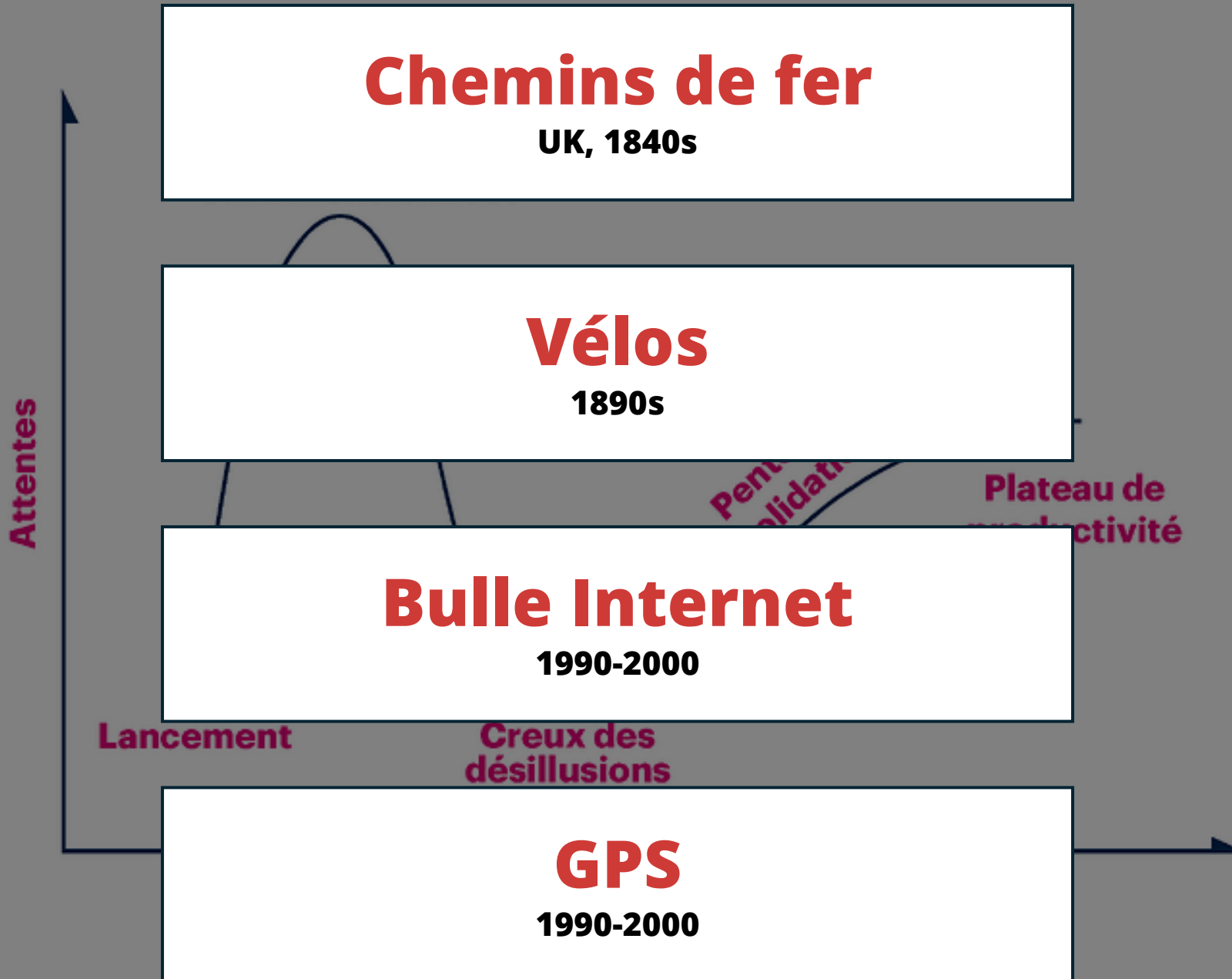
Voici pourquoi...

Arnaud De Bruyn

Professeur de Marketing, ESSEC Business School
Fondateur, DECISIVE SYSTEM

**JOHN CONNOR QUI VOUS REGARDE
DEVENIR COPAIN AVEC DES I.A**

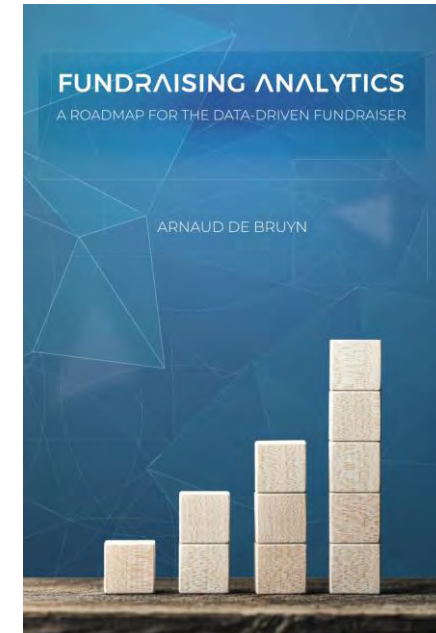






- **Fondateur**
- Clients exclusivement fundraising analytique





- **Fondateur**
- Clients exclusivement fundraising analytique

- **Professeur**
- Marketing analytics, fundraising analytics, et intelligence artificielle

- **Auteur**
- Fundraising analytics
A roadmap for the data-driven fundraiser

5.0 ★★★★★

Les initiatives IA



The GenAI Divide
**STATE OF AI IN
BUSINESS 2025**

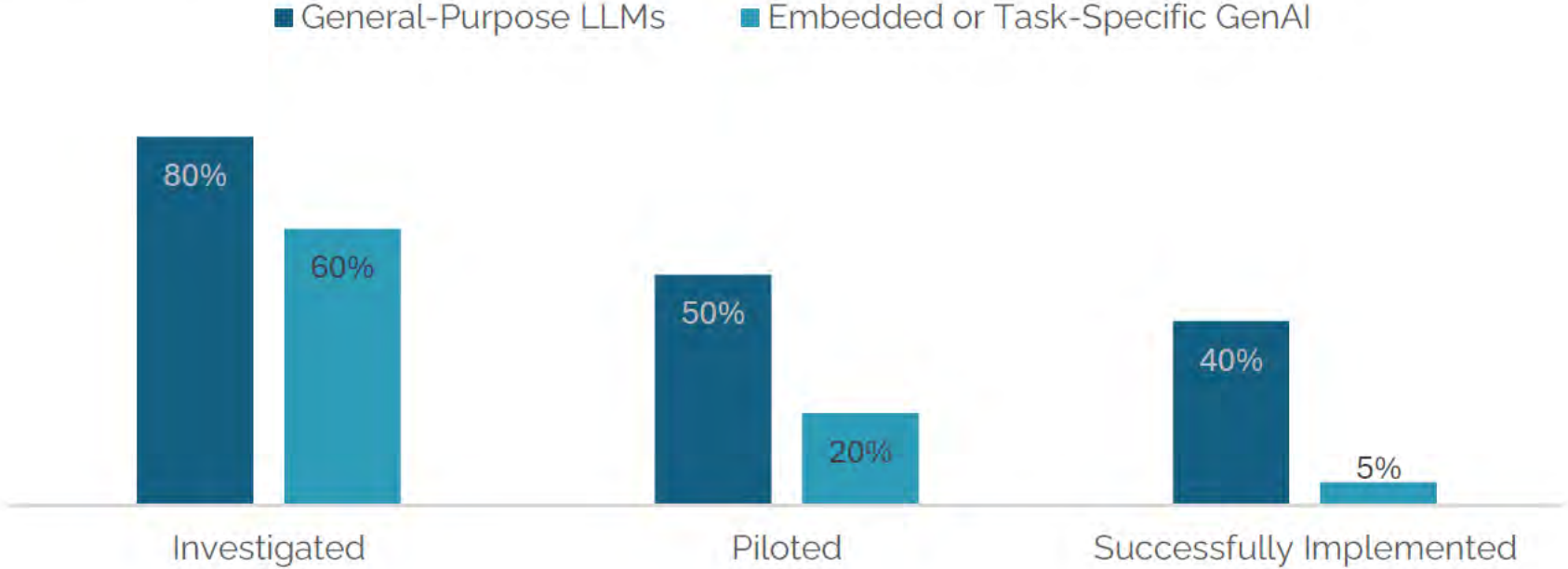
MIT NANDA

Aditya Challapally
Chris Pease
Ramesh Raskar
Pradyumna Chari
July 2025

Les mythes de l'IA

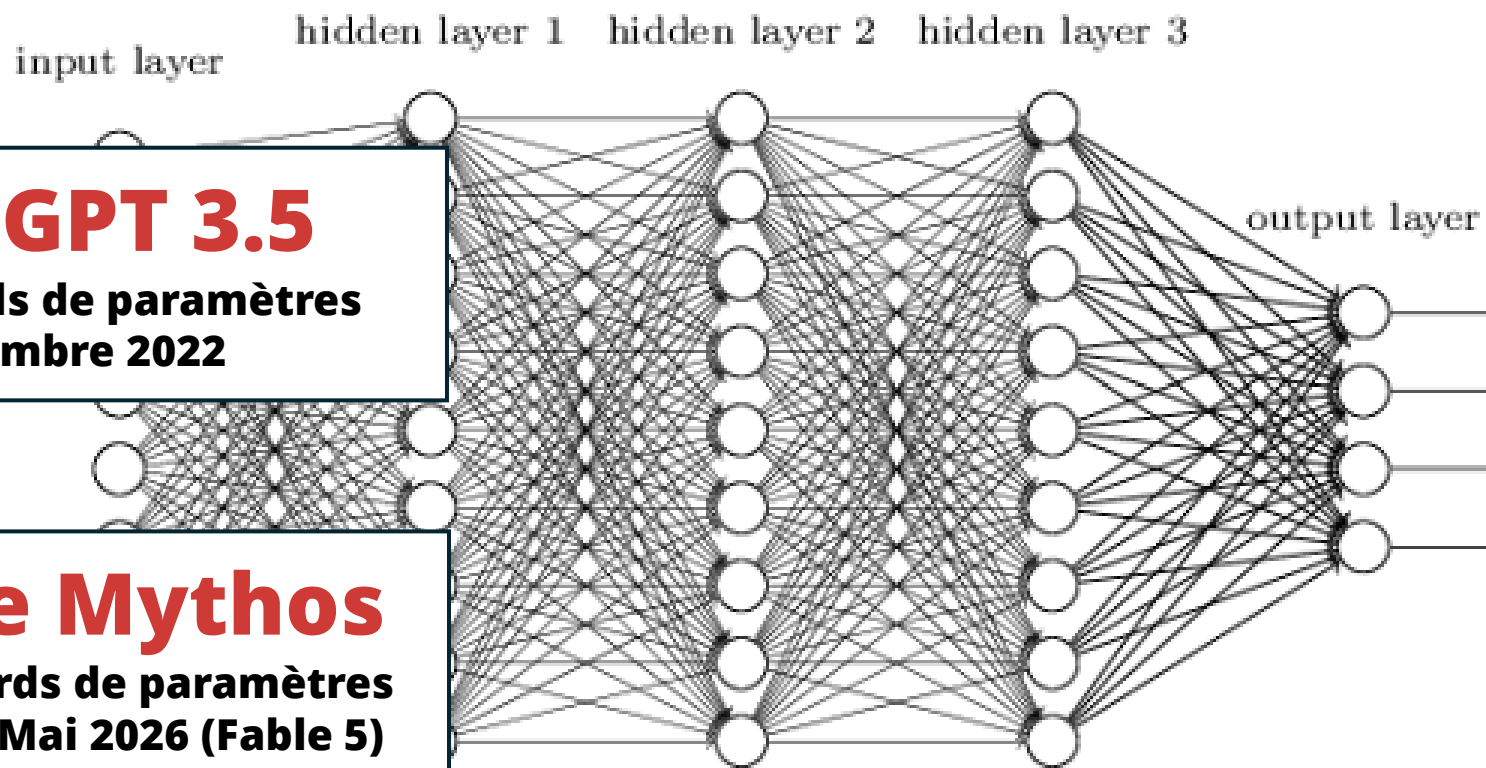
- **L'IA va remplacer la plupart des emplois dans les prochaines années** → Très limité, et principalement en IT
- **L'IA générative transforme les entreprises** → Adoption élevée, transformation rare
- **Les entreprises sont lentes à adopter les nouvelles technologies** → 90% explorent activement
- **Le principal frein à l'IA est la qualité des modèles, les questions juridiques, les données et les risques** → L'IA n'apprend pas et s'intègre mal aux processus
- **Les meilleures entreprises développent leurs propres outils** → Les développements internes échouent deux fois plus souvent

Exhibit: The steep drop from pilots to production for task-specific GenAI tools reveals the GenAI divide



L'IA, comment ça marche?

L'architecture d'un réseau de neurones



ChatGPT 3.5

175 milliards de paramètres
Novembre 2022

Claude Mythos

10 000 milliards de paramètres
Mars 2026 | Mai 2026 (Fable 5)

La chambre chinoise

John Searle, 1980



Pré-entrainement

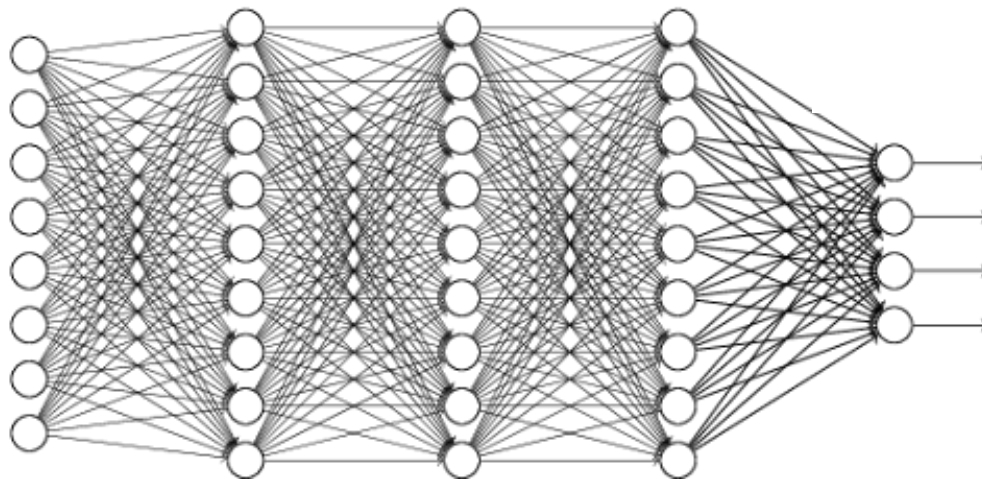
Auto-supervisé, next token

Ajustements supervisés

Instruction → Réponse, feedback humains, etc.

Prompt → Réponse

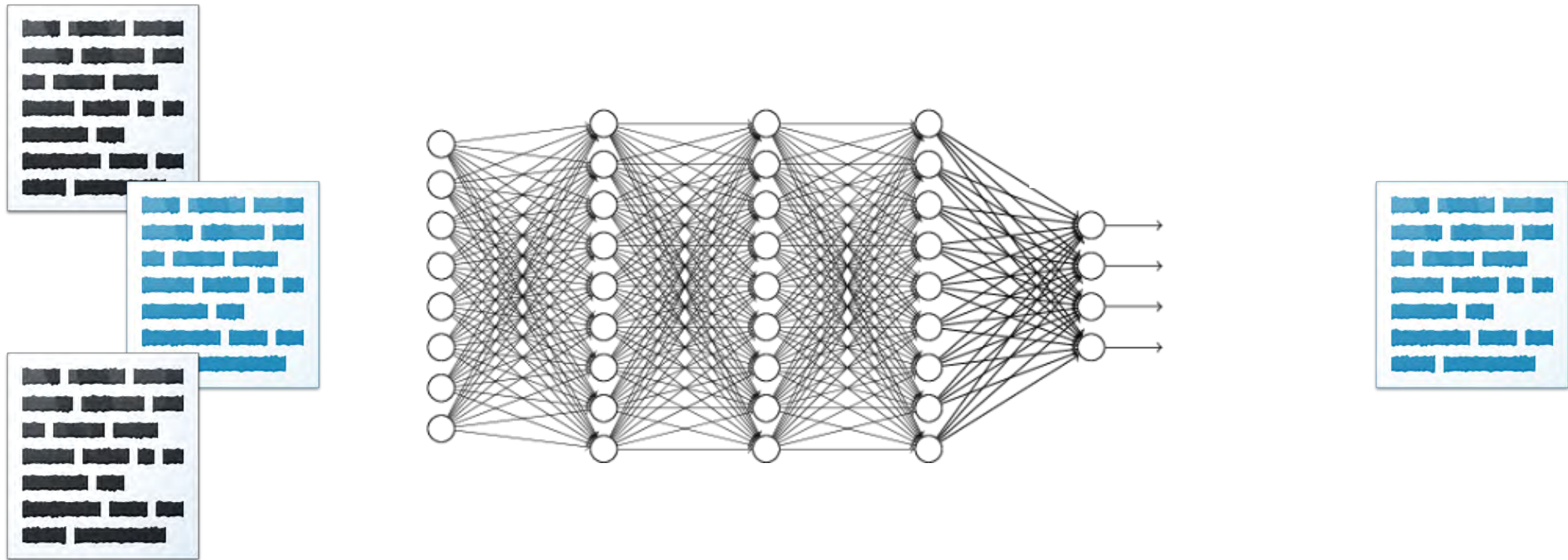
Il y a un grand nombre
de personnes qui
ont travaillé dans
ce domaine et
qui ont écrit
des livres sur ce
sujet.



Il y a un grand nombre
de personnes qui
ont travaillé dans
ce domaine et
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des livres sur ce
sujet.

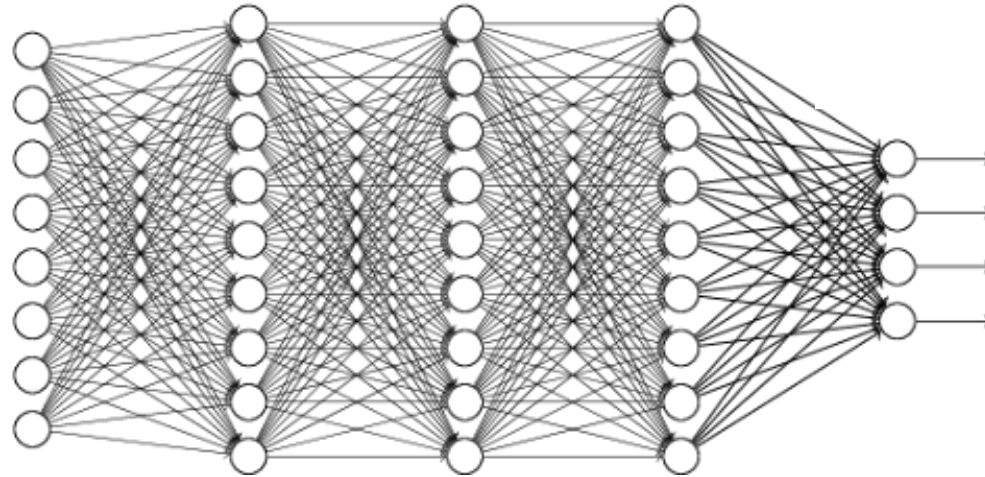
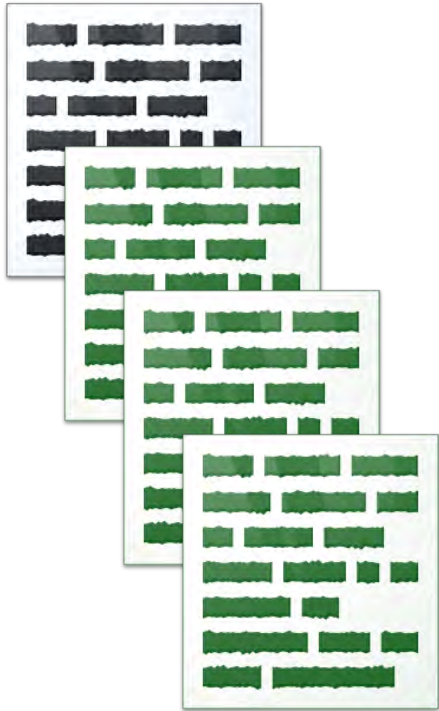
Un LLM n'a pas de « mémoire »

(en-dehors des paramètres du modèle lui-même)
Vous n'avez jamais de conversations avec un LLM



Reasoning models

(internal scratchpad)





**Aucune
conscience**

**Aucune
compréhension
du monde**

**Aucune
mémoire
ni contexte**

Une enquête Sentio/Practice Innovations a révélé que 48,7 % des personnes interrogées qui à la fois utilisent l'IA et déclarent elles-mêmes éprouver des difficultés de santé mentale ont recours aux LLM pour un soutien thérapeutique.

Prompt

accenture

Contexte

Rôle : responsable de la collecte de fonds pour une grande école

Contexte : campagne de 500 000 € pour financer des bourses, cible de 8 000 anciens diplômés et témoignage de Léa, boursière

Tâche : rédige un e-mail de sollicitation de 200 mots qui s'appuie sur son histoire

Contraintes : ton chaleureux, un seul appel à l'action, mention de la réduction d'impôt, sans jargon.

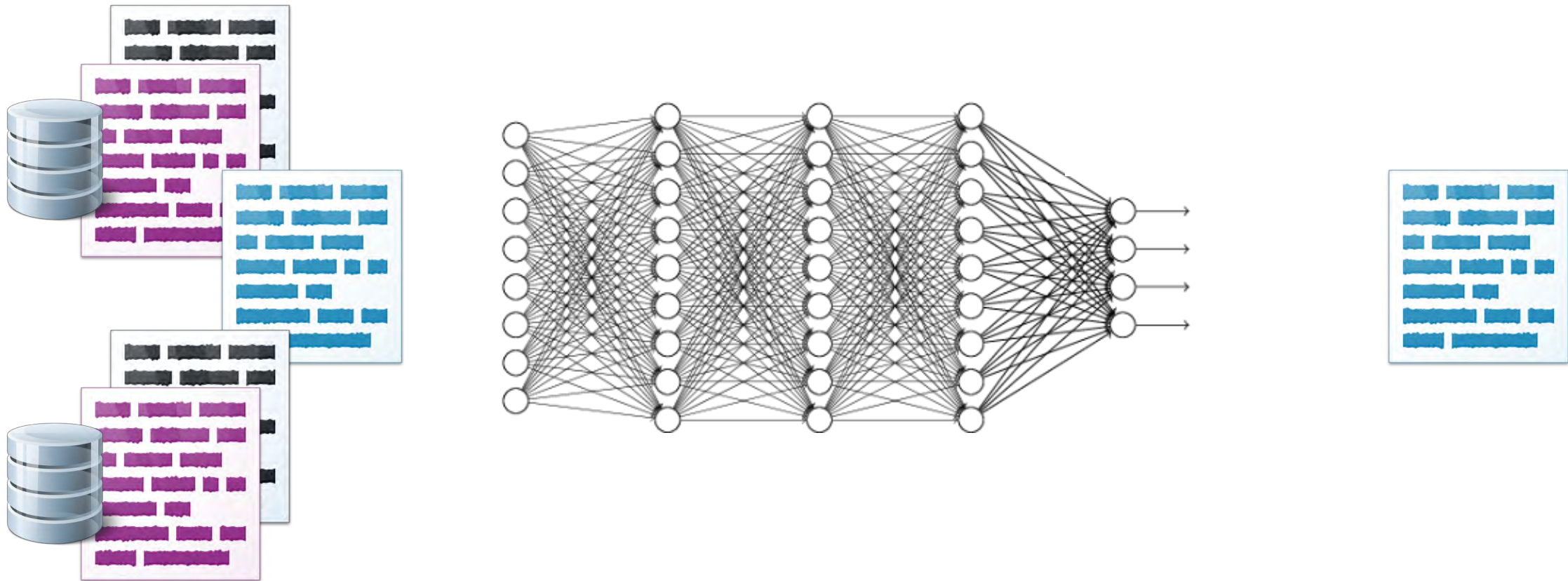
Un LLM n'a aucune mémoire

- Il faut donc la lui fournir



RAG

(Retrieval Augmented Generation)





Sources

+ Add sources

Search the web for new sources



Select all



2506.08872v1.pdf



A systematic review AI+H...



AI Makes Research Easy. ...



Delise et al - Team traini...



EJ1320572.pdf



EJ1457007.pdf



QJE - Brynjolfsson et al ...



To Trust or to Think ACM ...



the-state-of-ai-in-2025-...



Chat



Customize

AI's Detrimental Impact on Deep Learning and Understanding

9 sources · Nov 12, 2025

The provided sources investigate methods for improving **analytical and critical thinking** within **collaborative and AI-assisted learning environments**. One study demonstrates that combining **reflective practices with group work** significantly boosts higher-order cognitive skills in medical students compared to traditional teaching. Another research paper explores how **cognitive forcing functions**, such as mandatory delays or making initial independent decisions, can prevent humans from **overrelying on incorrect AI suggestions**. This research highlights a notable trade-off, as the most effective interventions for reducing bias are often perceived by users as **more difficult and less satisfying**. Collectively, the texts suggest that fostering deep cognitive engagement requires **active instructional design** and an understanding of individual motivation, specifically the **Need for Cognition**.

Save to note



Start typing...

9 sources



Le challenge #1...

Echec des initiatives IA

**La plupart des échecs s'expliquent
par des problèmes organisationnels
que l'IA n'a fait que révéler**

Assistant IA



Data-Driven Marketing Virtual TA

Recent

- D Eurostar Project: Problem and Methodology
- D Refining Penn State Positioning Map Project



+ Ask Gemini

Flash



Overview

The term project will give you a lot of freedom in the kind of product and methodologies you will use to address the problem you have identified.

This document is a reminder of the key points to keep in mind for your project. Pay attention to what we discuss in class as well, since specific guidance will be given during the project.

The pitch

The "pitch" is a single slide with a few sentences where you summarize your project.

- ▶ The company, start-up, or specific context (what is the topic?)
- ▶ The problem and question you want to address (where is the problem?)
- ▶ The methodology you believe you will use to tackle the problem

Methodologies

As a reminder, the following approaches are suggested for a term project:

- ▶ **Segmentation.** The go-to method of many term projects; it involves identifying and varied preferences of customers or prospective customers.
- ▶ **Conjoint analysis.** Quantify the trade-offs customers are willing to make on attributes (e.g., price, brand, quality, power). Ideal to launch a new product. Characteristics of said products or services can be described in terms of market shares.
- ▶ **Positioning analysis.** Understand the market structure, market dynamics, competitors, and understand how preferences map into product space.
- ▶ **Pricing.** Find the optimal price point for a specific product.

Examples

Here are some examples of good pitches from previous projects:

Air France is about to launch Joon, a subsidiary aimed at serving destinations with heavy competition from low-cost carriers. The goal is to differentiate itself from its competitors by targeting business travelers who would wear sneakers, USB ports would be available on board, and so on. The goal is to use a positioning analysis to see if that approach is viable in a competitive environment.

Note: this student group predicted in December that the Joon initiative would likely be a fiasco; Joon was reabsorbed by Air France barely a month after being launched.

dVine is a company that recently launched a machine that allows connoisseurs to taste exquisite wines without a bottle. Wines are delivered in capsules, and the machine is in perfect condition (temperature, aeration). We intend to use a conjoint analysis to identify the ideal customer niche for that product and to determine the ideal cost for the machine and the capsules.

Note: this group did not find a single viable segment. The connoisseurs who were willing to pay for such a machine were not willing to pay for such a machine, and the other segments were not willing to pay for such a machine. The company has successfully pivoted away from the B2C market and is now focusing on B2B. The company's tagline is "enhance the wine experience in your business" ([dvine.com/en/](http://www.dvine.com/en/)).

Suggestions

Here are a few suggestions to find the best pitch possible. Obviously, no single methodology perfectly meets all these criteria simultaneously, but it is important to have a good mix of them in your group brainstorm.

Where is the tension? Without tension, there is no case study. A case study is a study of a firm in a situation where it wants to be ("Firm XYZ wants to be a leader in the market but its customer base is aging instead"). Or when there is uncertainty about a product introduction. If you select a company that is doing great and is not under threat, there will be no tension. You don't need to find a solution where there is no problem.

Do not try to save the world... Select a specific problem that can be solved, is not too big, too vague, or too generic. Identifying a niche market for a core product is feasible, but you will not be able to rebuild IBM or solve world hunger.

...But be ambitious. This piece of advice may appear in direct contradiction to the previous one. The key is to find a good balance. In theory, you could run a positioning study around ESSEC, or do a conjoint study to determine what fast-food options around ESSEC, or do a conjoint study to determine what cafeteria should offer and at what price, but this is not very exciting for everyone. When you brainstorm ideas, try to go for ideas that are interesting for everyone. When you brainstorm ideas, try to go for ideas that are interesting for everyone. When you brainstorm ideas, try to go for ideas that are interesting for everyone. Do not hesitate to find a topic that is of more general interest. Do not hesitate to find a topic that is of more general interest. Do not hesitate to find a topic that is of more general interest.

Do not plan to use multiple methodologies. It is tempting to plan to use multiple methodologies, such as a segmentation analysis, a positioning map, and a... Don't. In a term project, focus on a simple approach (or two, at most) and do a superb job.

Use your experience, passions, and network. If you have work experience, are passionate about a topic, or know people who could help in an interesting way, use it.

competitive advantage and could make your project far more interesting. However, do not rely on sensitive or confidential information that could not be shared publicly with other students.

Be useful to others (or yourself). If you have a personal project that could benefit from this assignment, or have friends who plan to launch a startup, or know a family member who could use this opportunity to conduct market research for their own company, do not hesitate to kill two birds with one stone. It is much more rewarding to have some skin in the game and work on a topic that could actually be useful outside the very limited scope of our class. And it could provide invaluable access to market insights and insider knowledge.

Keep in mind you need respondents. Whatever topic you choose, remember you will need respondents to fill out your surveys in a short period of time. If you want to study agricultural tractors, you'd better make sure you have access to a sample of respondents outside ESSEC students. Some groups in the past studied niche topics (e.g., horse transportation, professional sports equipment) and managed to collect data through online forums and personal networks. But be mindful that this could be a challenge.

Stay professional. If five friends brainstorm ideas while drinking a few beers, it is easy to come up with seemingly funny projects. For instance, you could do a positioning map of the worst professors at ESSEC or do a segmentation study of the best flirting tactics in a bar. Do not succumb to the temptation. The idea seems fun today, but when you have to present your results in class, and all the other projects are both professionally relevant and interesting, I can tell you from experience that you will be perceived as a bunch of immature kids. It is perfectly OK—even encouraged—to be creative and original but save yourself the embarrassment, and whatever you decide to do, stay professional.

Optimisation marketing



Récence

1y

3y

Fréquence

9

3

Montant

150 EUR

45 EUR

75%

12%



Récence

1y

3y

Fréquence

9

3

Montant

150 EUR

45 EUR

Sollicitations

10

80%

12%



Récence

1y

3y

Fréquence

9

3

Montant

150 EUR

45 EUR

Sollicitations

1

15%

12%



Récence

1y

3y

Fréquence

9

3

Montant

150 EUR

45 EUR

Sollicitations

8

2

75%

12%



Récence

1y

Fréquence

9

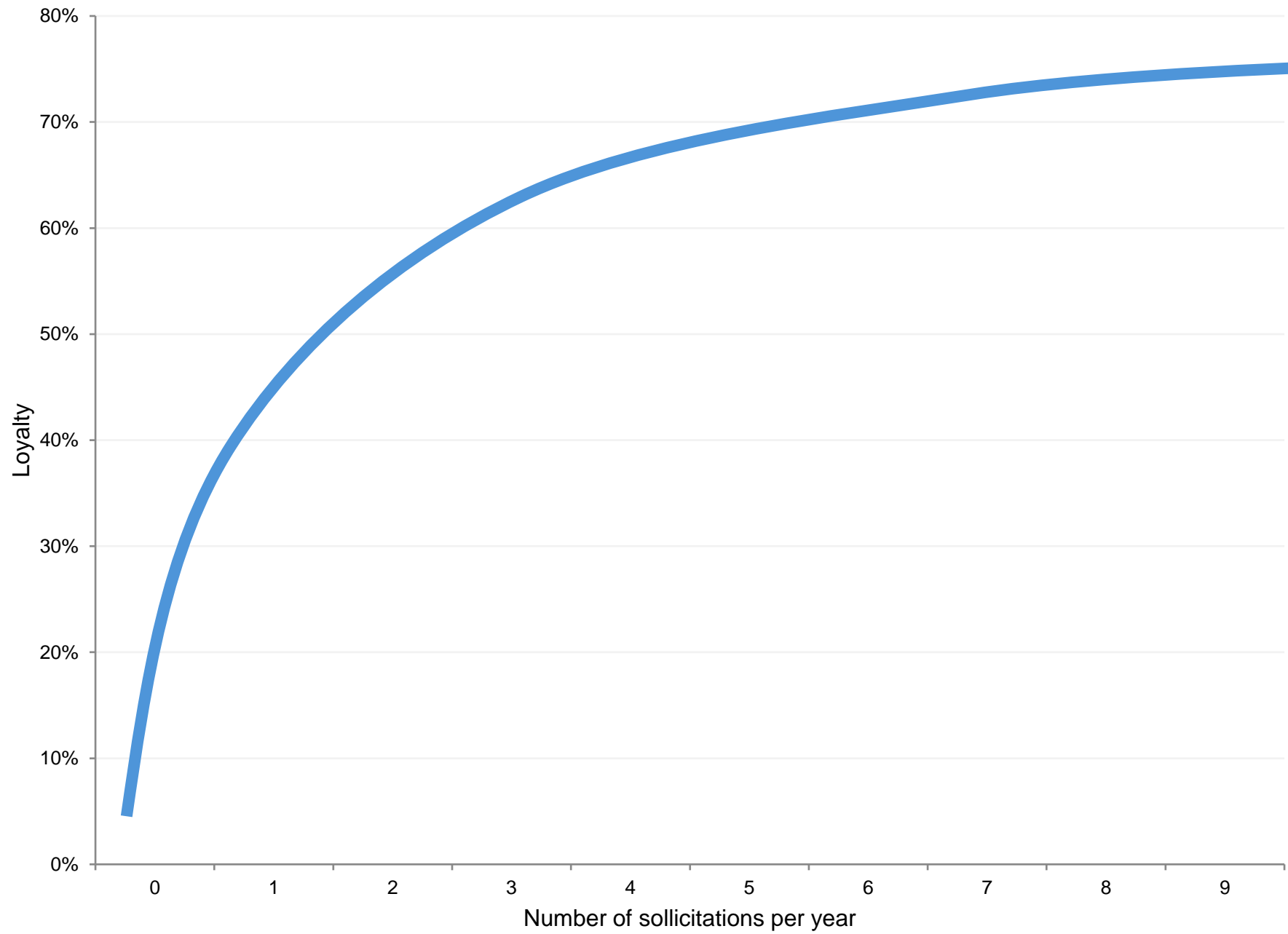
Montant

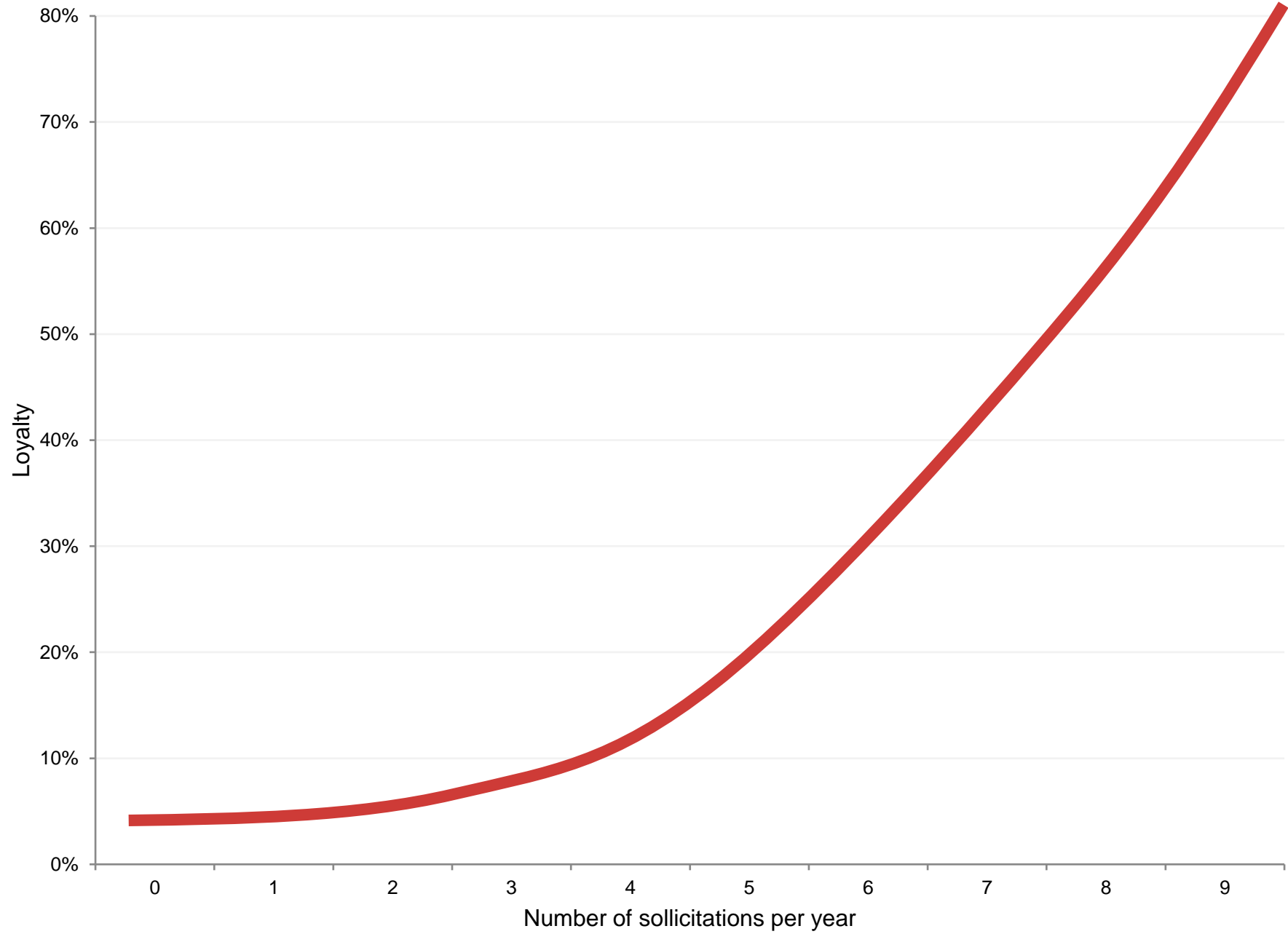
150 EUR

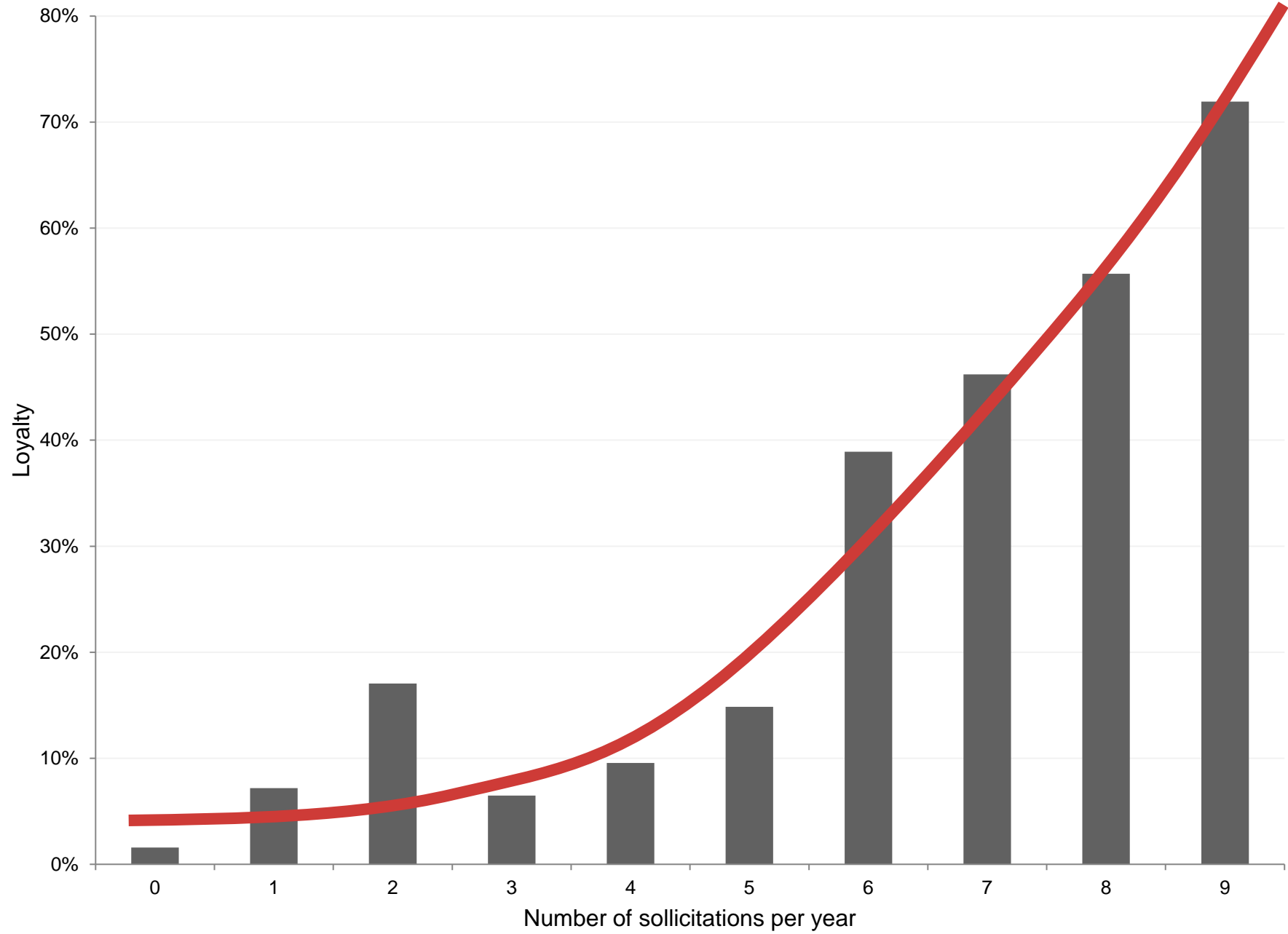
Sollicitations

12

82%









1y

9

150 EUR

8

75%





1y

9

150 EUR

6



8

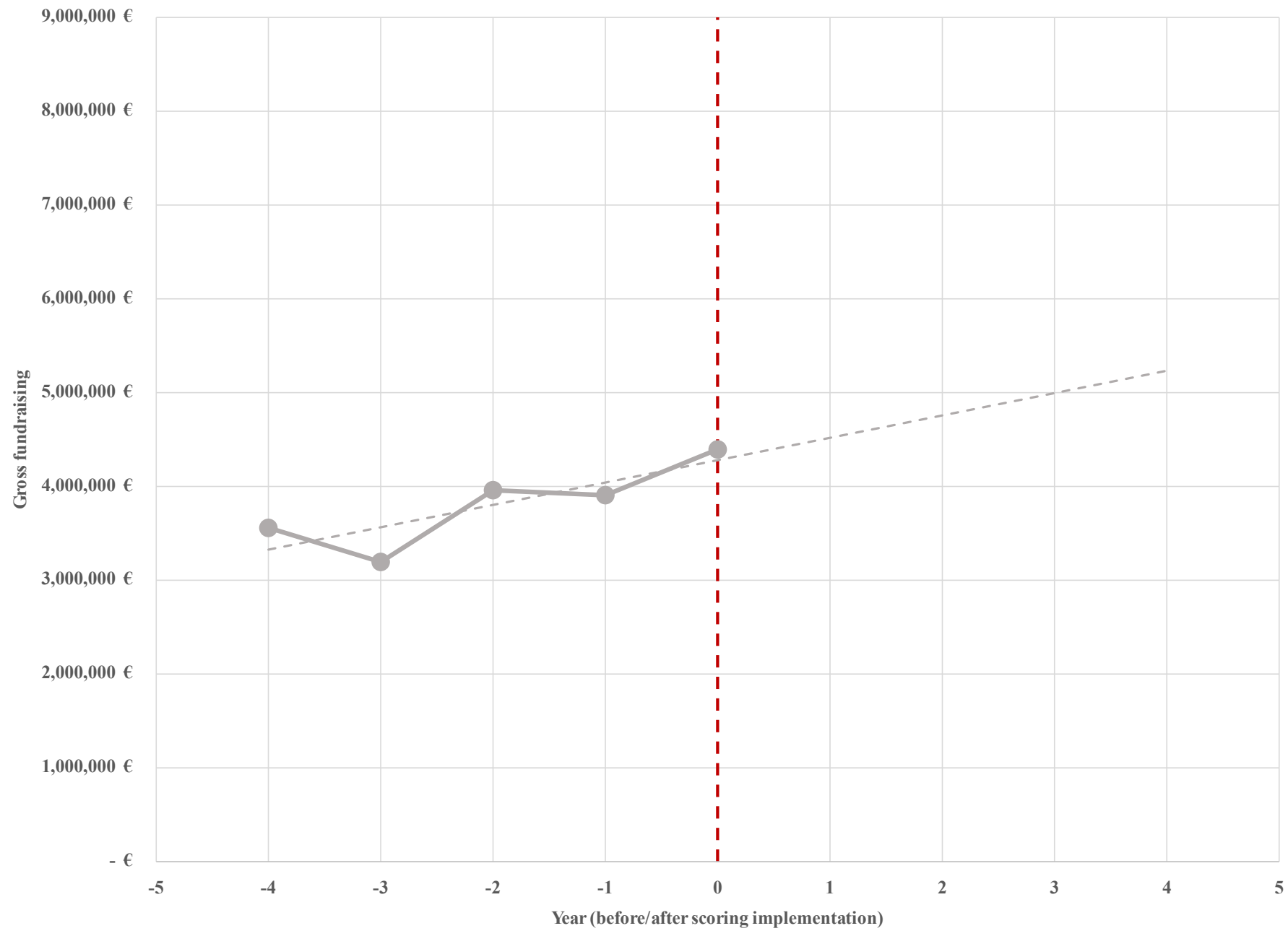


10

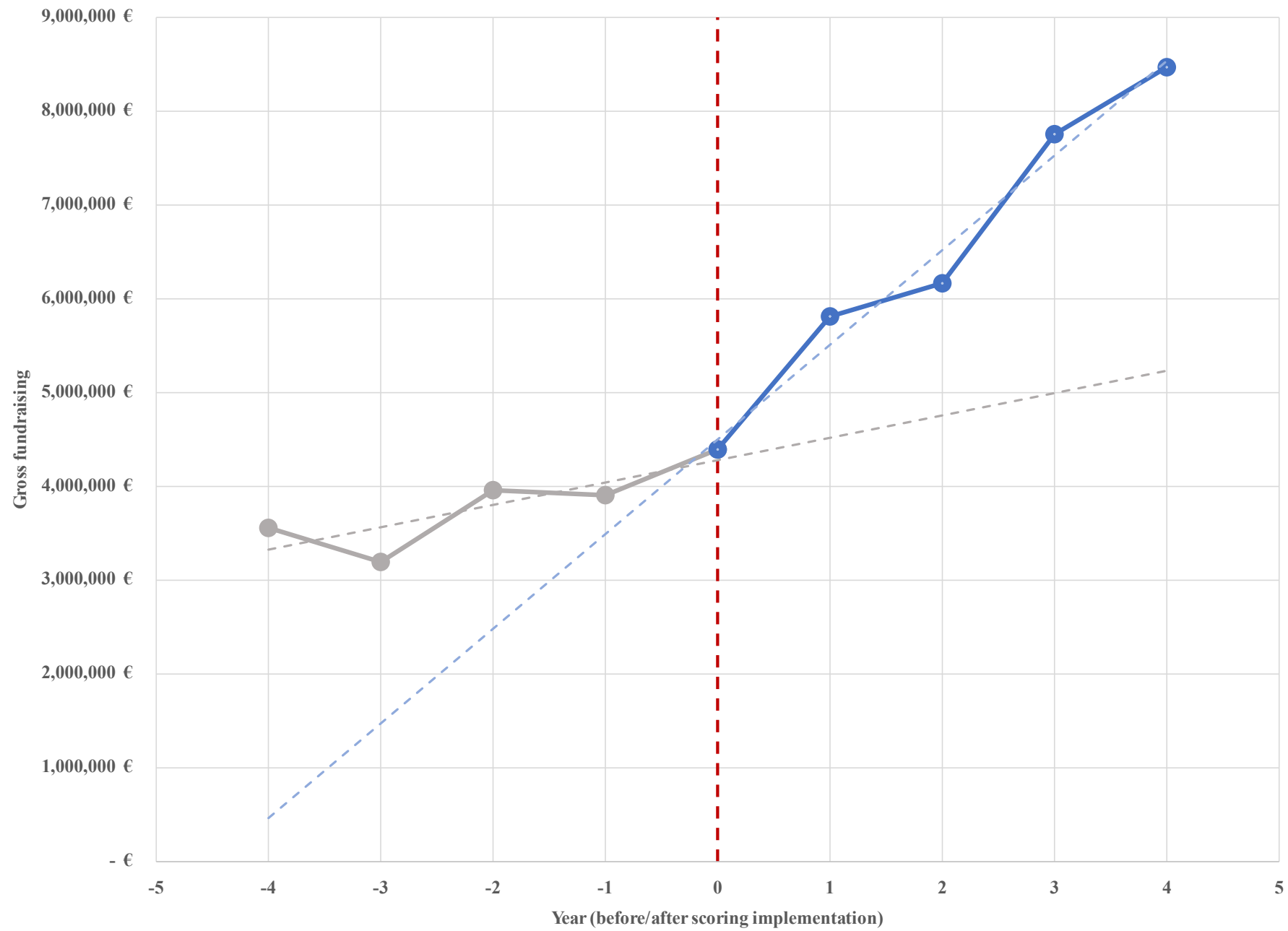
~~**4%**~~

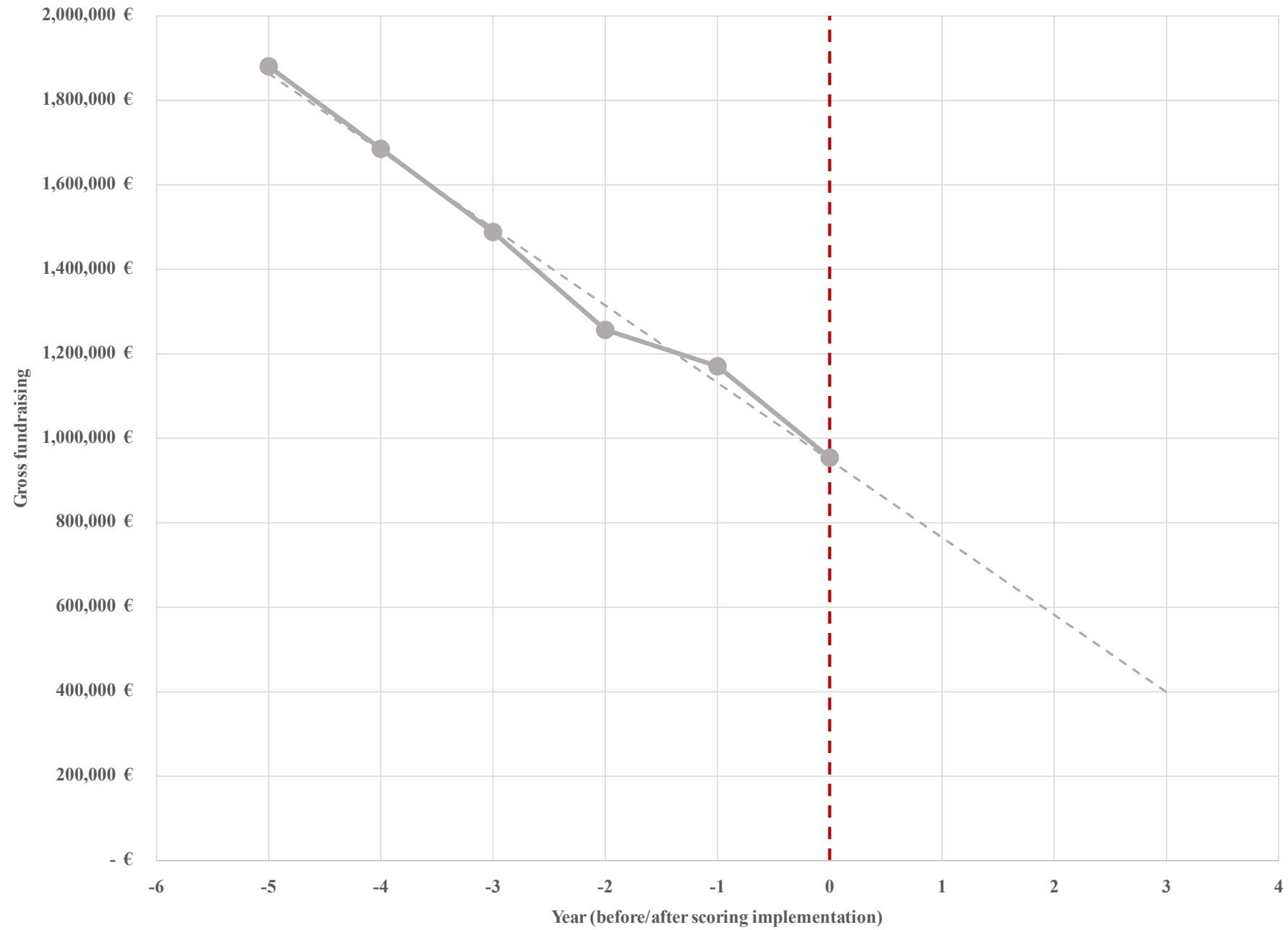
75%

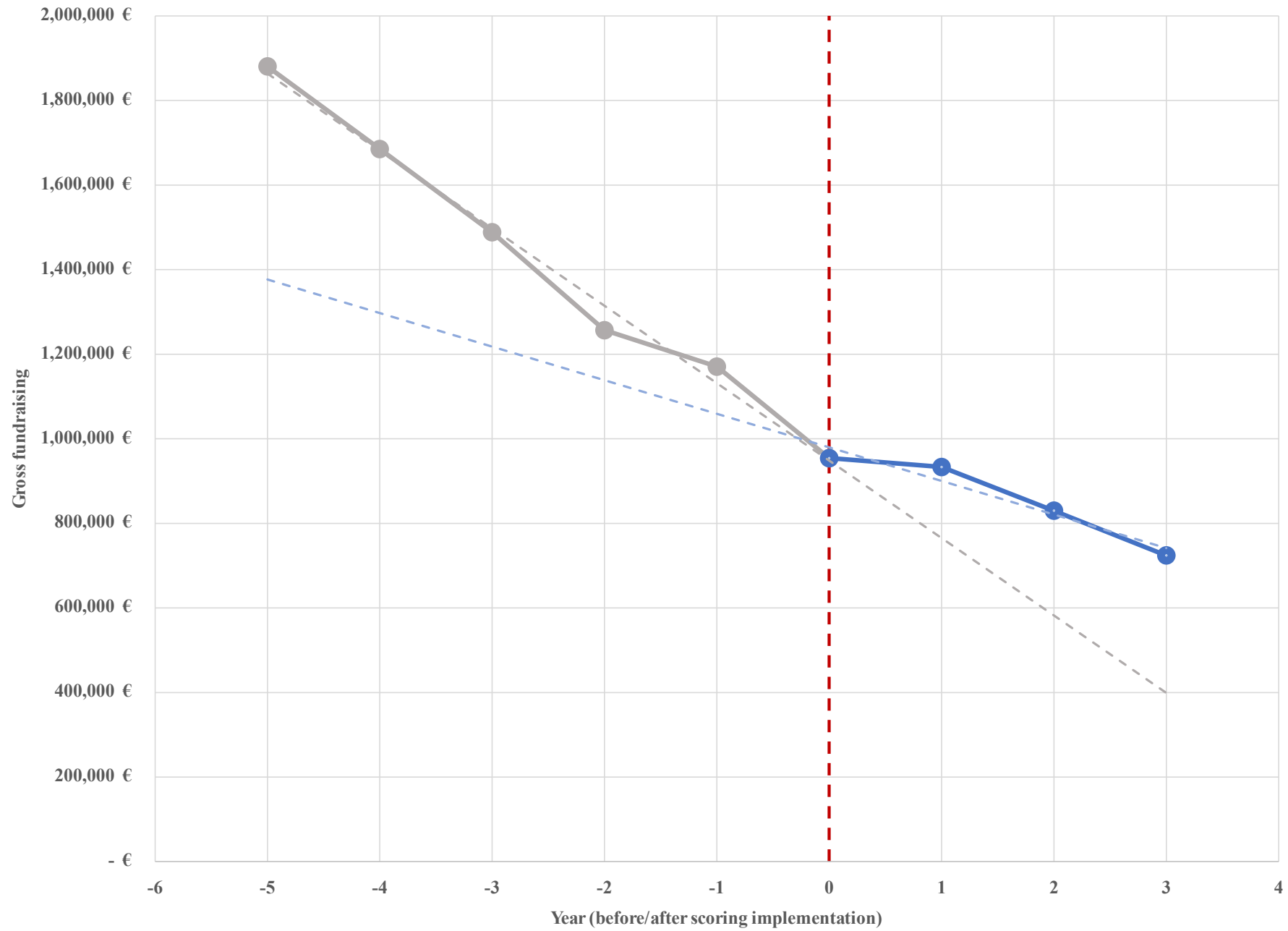
~~**9%**~~

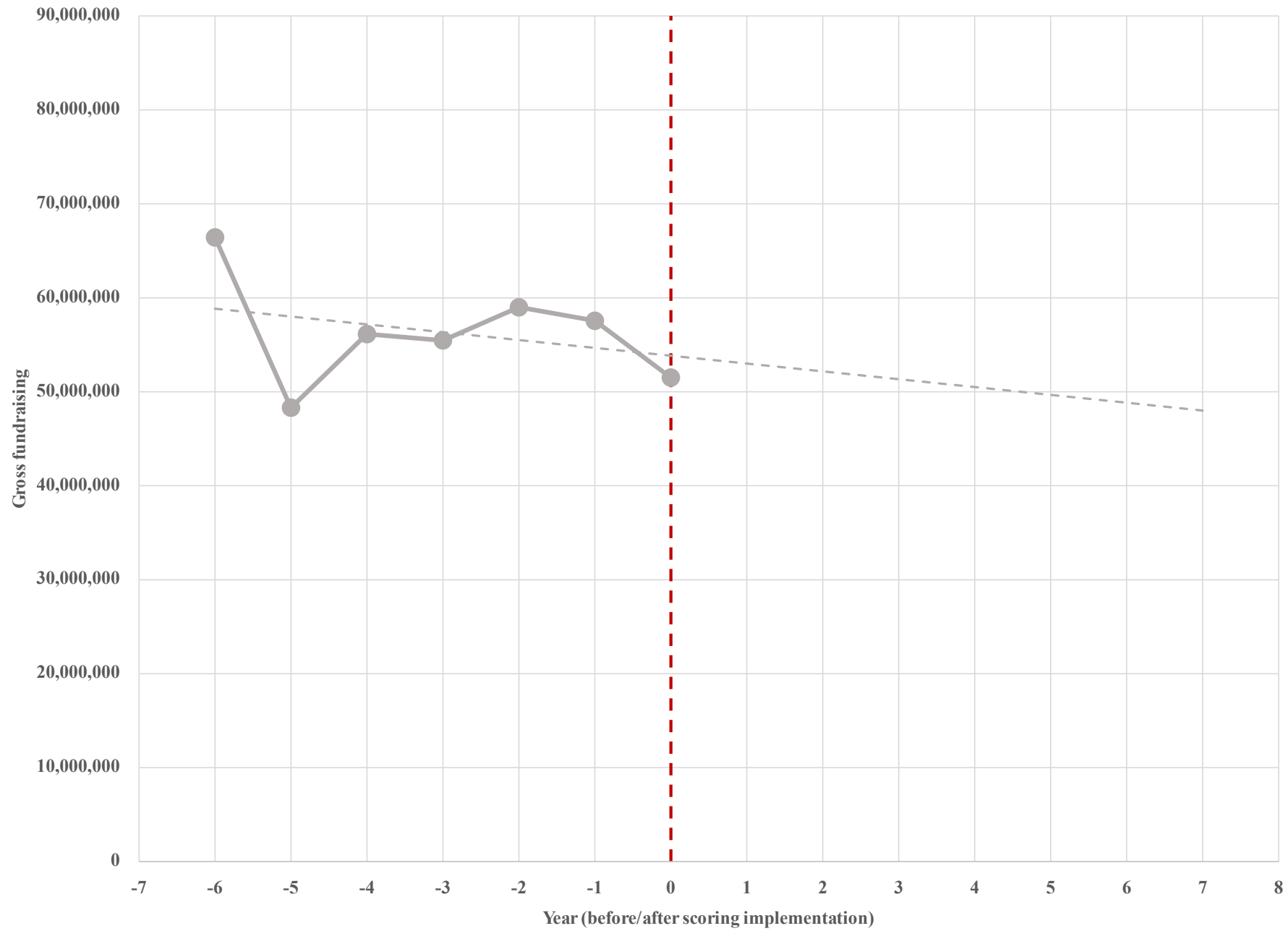


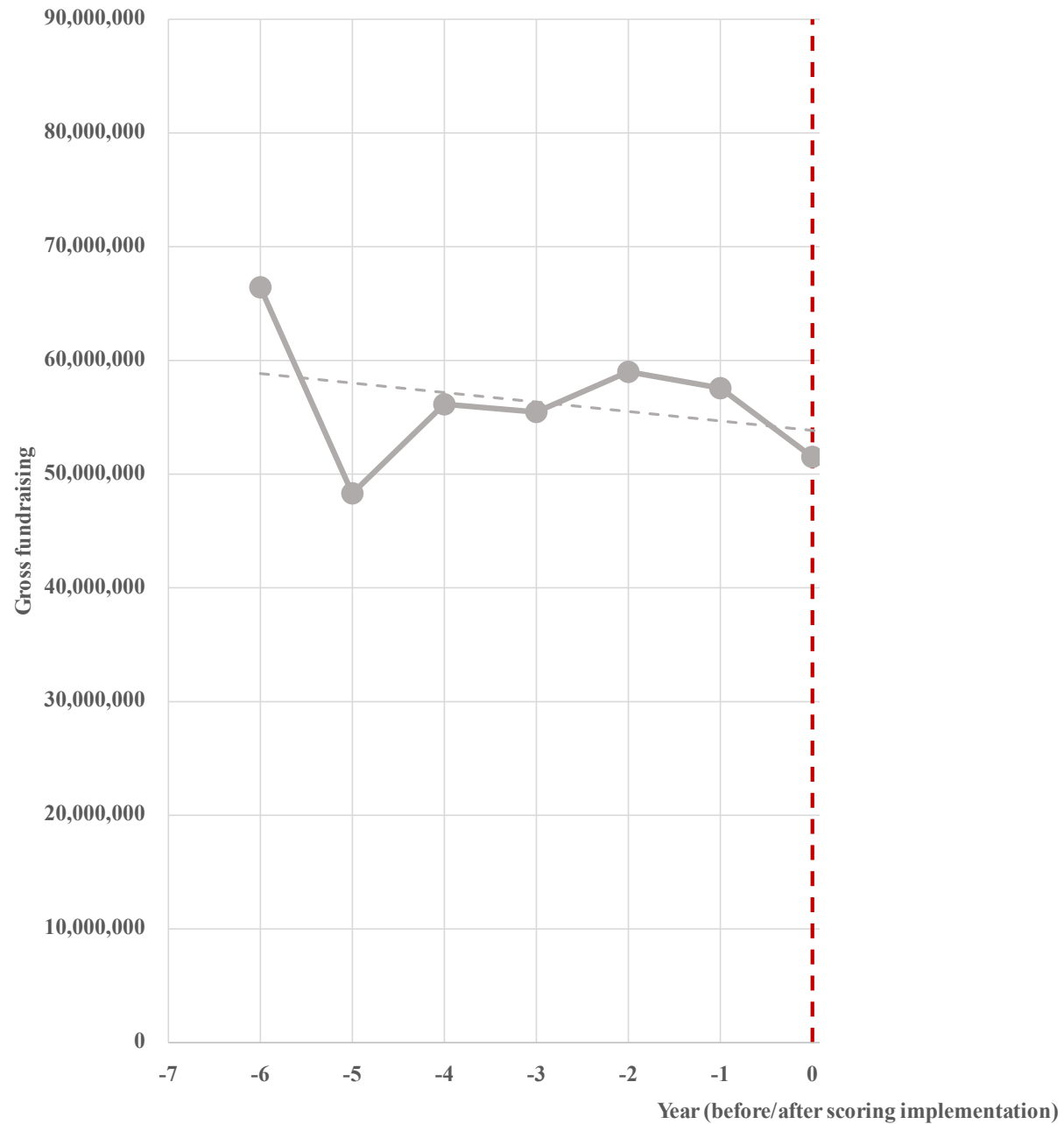
Year (before/after scoring implementation)





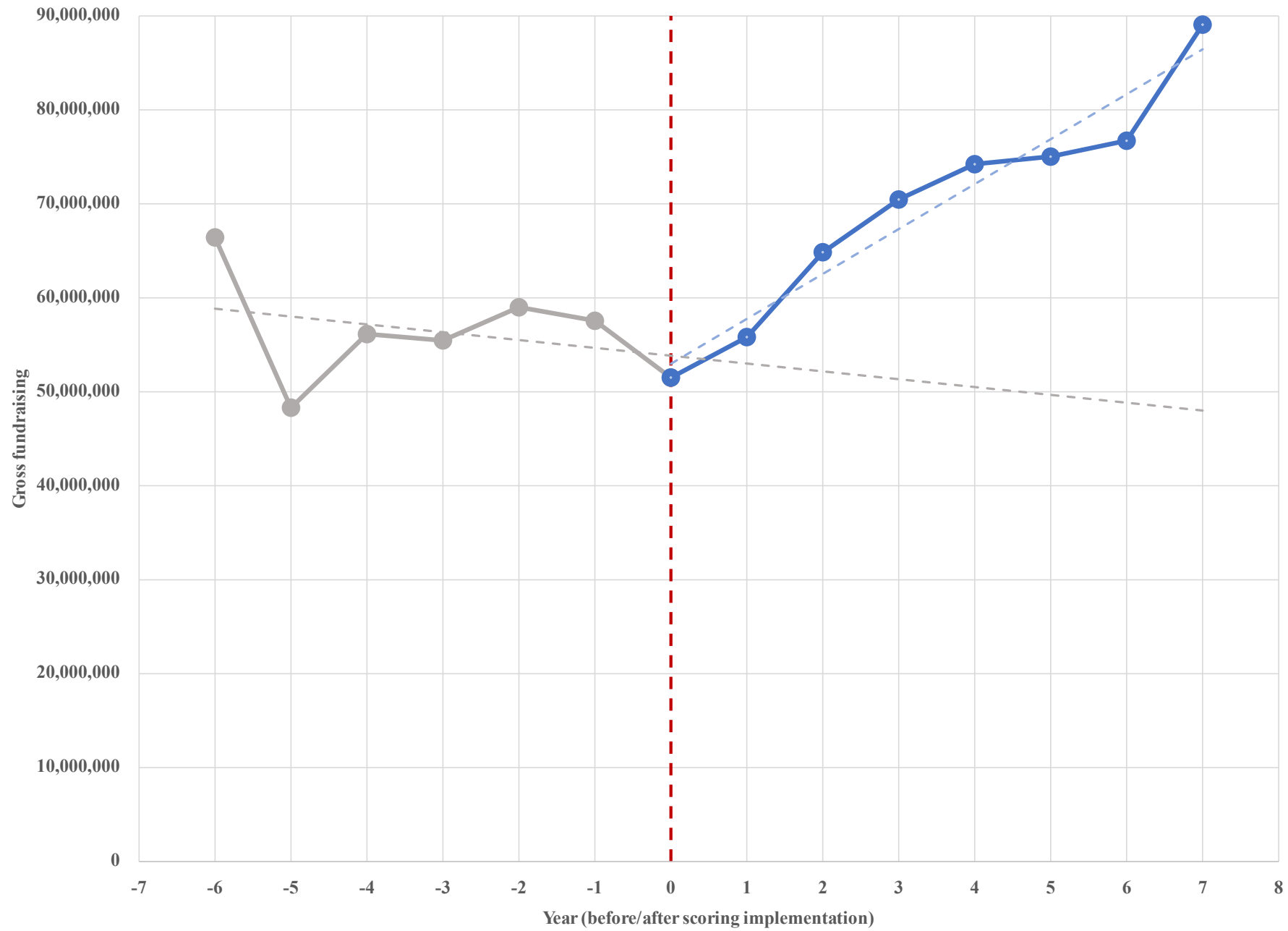






-3.1%/an
en moyenne

Chute de la collecte
4 des 6
années récentes



Le problème principal?

L'historique des sollicitations envoyées

**Aucun
historique
des sollicitations**

**Les mêmes
donateurs
taggés 5x**

**Tags à la
mauvaise date**

« L'externalisation »

Le problème

« We can know more than we can tell. »

Michael Polanyi — The Tacit Dimension (1966)

La solution

Externalisation

Nonaka & Takeuchi — tacite → explicite

**L'externalisation
n'est jamais
complète**

**Souvent obtenue
par l'exemple
et le dialogue**

Cas pratiques & solutions



Claude Cowork

≠ Claude Desktop



🌟 Bonsoir, Arnaud.

Tapez / pour les compétences

+ Opus 4.8 Élevé  

-  Apprendre
-  Code
-  Écrire
-  Vie quotidienne
-  Choix de Claude



Review unpublished drafts for publication

Chat Code **Cowork**

+ New task

Review unpublished drafts for pu.

These tasks run locally and aren't synced across devices ⓘ

Look at my drafts that were started within the last three months and then check that I didn't publish them on simonwillison.net using a search against content on that site and then suggest the ones that are most close to being ready

I'll help you find drafts from the last three months and check if they've been published. Let me start by looking at your drafts folder.

> Running command ^

Request

```
{
  'command': `find /sessions/zealous-
bold-ramanujan/mnt/blog-drafts -type f
\\( -name \".*\\.md\" -o -name \".*\\.txt\"
-o -name \".*\\.html\" \\) -mtime -90 -
exec ls -la {} \\;`,
  'description': 'Find draft files
modified in the last 90 days'
}
```

Found 46 draft files. No ↓ let me read the content of each to get their titles/tonics then

Reply...



Opus 4.5 ▾

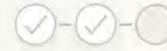


Simon Willison
Max plan



Claude is AI and can make mistakes. Please double-check responses.

Progress ▾



Steps will show as the task unfolds.

Artifacts ▾

publish-encouragement.html

Context ▾

Selected folders 1

blog-drafts

Connectors

Web search

Working files

llm-digest-october-2025.md

tests-not-optional-coding-agen...

digest-november-2025.md

Skills

Skill

- Un ensemble d'instructions (un fichier texte) qu'une IA va utiliser pour réaliser une tâche qui y fait appel
- Deux catégories :
 - Skills fournis par défaut
 - Skills créés par l'utilisateur
- Sélectionné uniquement si correspond à la tâche ! (pas de problème de contexte)



Review IJRM-D-26-00621

I have read with great interest the manuscript titled "Types of Nonhuman Synthetic Responses," and appreciated it greatly. The paper goes beyond the "do synthetic respondents' responses mimic human ones" question and instead explores how they vary and tentatively tries to understand if we can point to the reasons they do so. The paper advances the literature in a much-needed direction, and I commend the authors for their work. To be honest, I do not have much to add, and most of my comments should be seen as minor, mostly aimed at improving the readability, positioning, and, to some extent, honesty of the claims.

Let me start with the latter, because it is the most consequential. The experimental tasks under investigation are only a special case of synthetic responses, and one that is particularly hard to replicate with LLMs. The training data of these models abound with public statements about brand perceptions, feature importance, preferences, demographics, or price sensitivity. Replicating these trends using synthetic data is the most common usage in the industry. Human biases are a different beast altogether. They fly under the radar even for those who commit or suffer from them, and academic literature reporting them does not carry the same weight as first-order accounts from respondents themselves in news articles, product reviews, and Reddit posts. As such, the research is important, but it does not address the question of "synthetic responses" in the abstract. It focuses on a special case of synthetic responses that is more likely to elude LLMs than others. The claimed scope, as it stands, is too broad. Synthetic responses about brand preferences, for instance, might be less biased, more invariant, and less susceptible to changes in the model than this research suggests.

Second, I am not convinced by the "debias" prompt manipulation. Asking an LLM to be less biased is akin to asking it not to hallucinate. It might unpredictably affect the outcome, but it



Utilise le skill-creator pour créer un nouveau skill nommé writing-academic-reviews.

Objectif du skill : mettre en forme mes notes pour écrire une review pour une revue académique de marketing, en imitant mon style personnel et la structure de mes reviews.

Matériel de référence : mes reviews passées se trouvent dans le dossier ./reviews/. Analyse-les pour en extraire toutes les infos nécessaires.

Déclenchement : ce skill doit s'activer quand je demande de rédiger ou structurer une review.

Output : un document Word.

```
C:\Documents\Academic\Reviewing\claude\skills\writing-academic-reviews\SKILL.md - Notepad++
File Edit Search View Encoding Language Settings Tools Macro Run Plugins Window ?
SKILL.md

1 ---
2 name: writing-academic-reviews
3 description: Writes academic peer reviews for marketing and management journals in a direct, rigorous style. Use when reviewing manuscripts for journals like
  JMR, Marketing Science, JM, IJRM, JAMS, Management Science, or similar outlets. Emphasizes contribution assessment, methodological rigor, and constructive
  criticism.
4 ---
5
6 # Academic Review Writing
7
8 Write peer reviews in a direct, rigorous style prioritizing contribution and methodology over presentation.
9
10 ## Resources
11
12 - Examples: See [reference/examples.md](reference/examples.md) for full review templates by recommendation type
13 - Methodology critiques: See [reference/methodology-concerns.md](reference/methodology-concerns.md) for articulating specific methodological issues
14
15 ## Core Style
16
17 ### Tone
18 - Direct but constructive
19 - Use "I am afraid," "Unfortunately," "I have to admit" for negative assessments
20 - Acknowledge positives before criticisms
21 - End with "I wish the authors good luck"
22
23 ### Structure
24 1. Opening (interest/topic assessment)
25 2. Brief acknowledgment of strengths
26 3. Transition: "I have several concerns, however..."
27 4. Major concerns with ALL CAPS HEADINGS in decreasing importance
28 5. Minor/Miscellaneous section
29 6. Closing
30
31 ## Hierarchy of Concerns (in order)
32
33 ### 1. Contribution/Novelty (Most Critical)
34 - Does this create new knowledge or validate existing?
35 - Would results surprise knowledgeable researchers?
36 - Key test: "How could it be otherwise?"
37
38 ### 2. Methodological Rigor
39 - Clean manipulations, valid designs, appropriate samples
```

/wiki



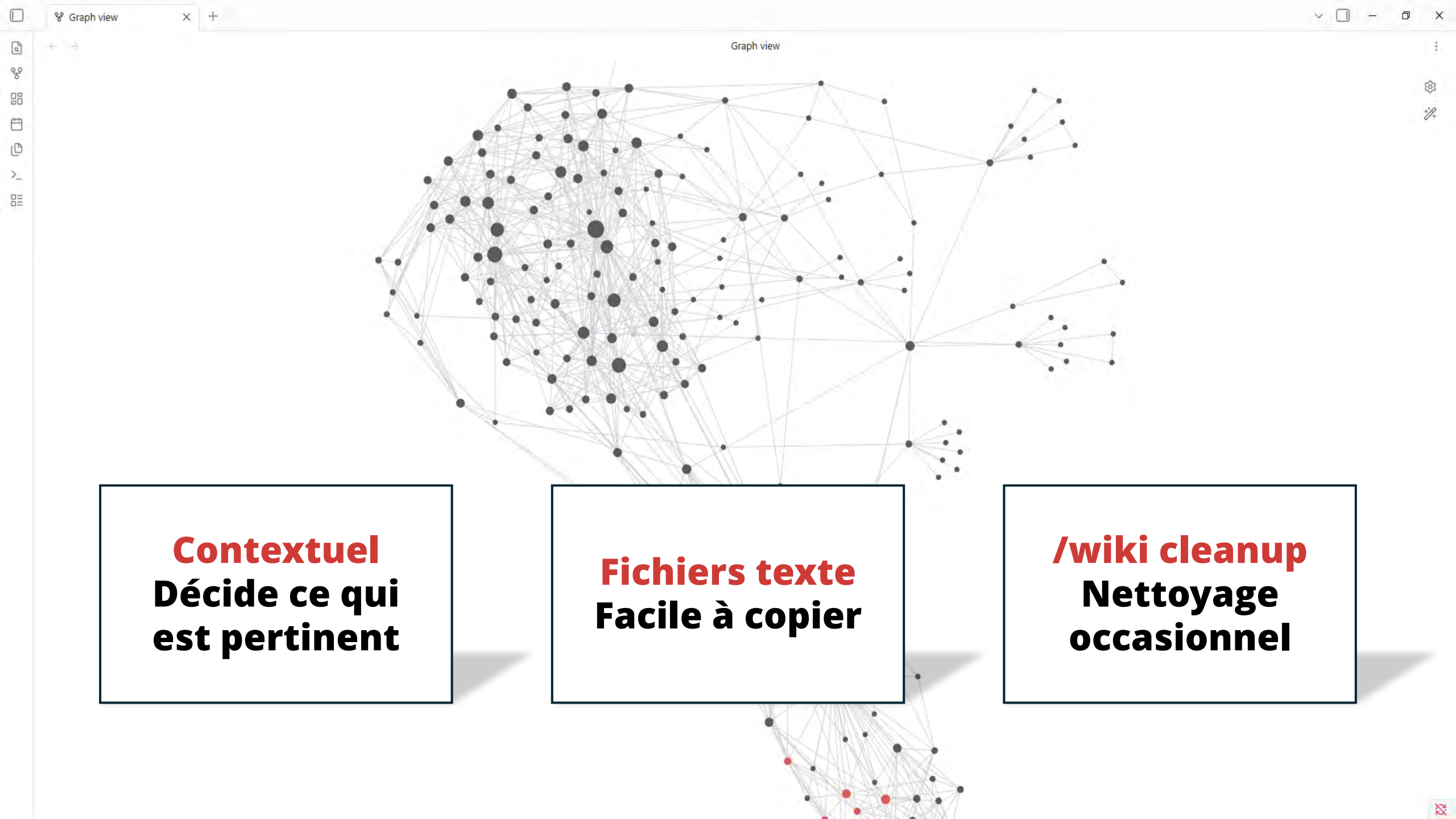
Avec ton skill-creator, crée une skill « wiki » déclenché par **/wiki** qui construit et maintient un wiki personnel à partir de mes conversations. Base-toi sur le pattern **llm-wiki** de Karpathy (téléchargeable sur GitHub) et instancie-le pour Cowork. Puis sauvegarde et package le skill.



/wiki ce document



/wiki crée une nouvelle catégorie wiki pour les campagnes marketing, et scanne le répertoire campagnes/ pour répertorier les campagnes passées. Dans le doute, demande-moi les infos que je veux répertorier

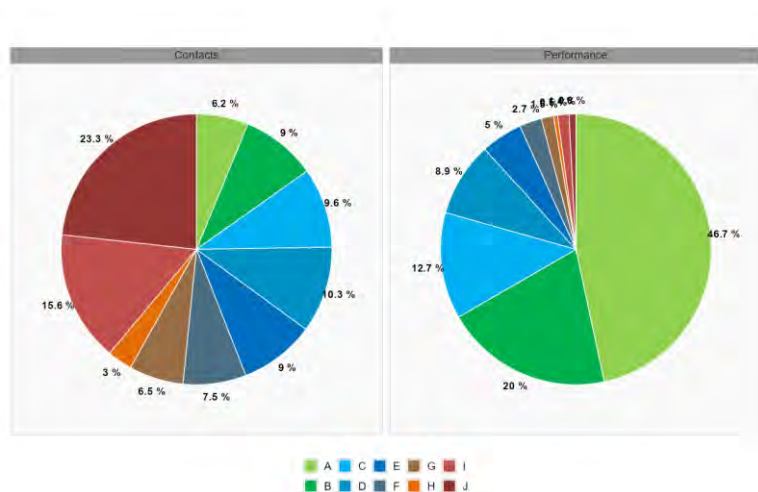


Contextuel
Décide ce qui est pertinent

Fichiers texte
Facile à copier

/wiki cleanup
Nettoyage occasionnel

Aria



- Score potentiel donateurs
- Score prélèvements
- Score middle/major
- Score libéralités
- ...

- Tableaux de bord
- Segmentation
- Fidélisation
- Analyse multi-canal
- Lifetime value
- ...

“ Est-ce que mes grands donateurs (10K€ ou plus au cours des 36 derniers mois) ont, proportionnellement, plus de chances de se trouver à Paris, dans les autres grandes villes françaises, ou en province ?

Fidélité de mes donateurs
7%

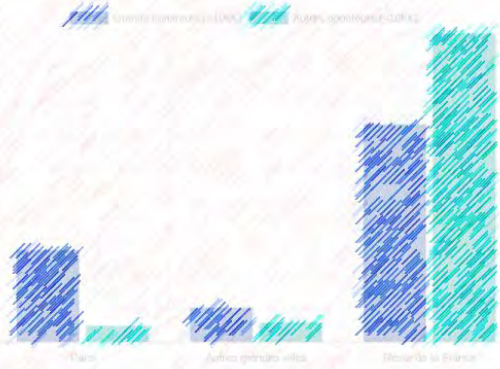
Fidélité de mes donateurs
81%



Question: Est-ce que mes grands donateurs (10K€ dans les 36 derniers mois) ont proportionnellement plus de chances de se trouver à Paris, dans les autres grandes villes françaises, ou en province ?

Oui, les grands donateurs (210 000 € sur 36 mois) sont proportionnellement surreprésentés à Paris. Ils représentent 26,73% des grands donateurs localisés à Paris, contre seulement 16,7% des autres donateurs. À l'inverse, les grands donateurs sont sous-représentés en province (68,30% vs 89,71% pour les autres donateurs). Les autres grandes villes françaises montrent également une surreprésentation modérée (9,96% vs 5,82%).

Intégration géographique et répartition des donateurs



Données détaillées par localisation

Localisation	Nombre de donateurs	Part des grands donateurs	Part des autres donateurs	Écart (pts)
Paris	220	4,67%	22,06 pts	
Autres grandes villes	82	5,62%	14,34 pts	
Reste de la France	521	89,71%	26,21 pts	
Total	823	100,00%	-	

Montants collectés par localisation

Localisation	Grand donateur (10K€+)	Autres donateurs	Total (Grand donateur + Autres donateurs)	Part des grands donateurs
Paris	10 203 421,56 €	46 379,14 €	9 125 238,18 €	330,05 €
Autres grandes villes	2 169 357,60 €	26 455,58 €	6 600 276,40 €	198,20 €
Reste de la France	12 332 404,18 €	28 670,26 €	88 497 205,54 €	166,56 €



Les autres grandes villes comprennent : ... Les hors de France sont exclus de cette analyse.



RGPD & privacy

RGPD & privacy

- **AWS Bedrock / Google Vertex AI (régions UE)**

Accès à Claude hébergé en Europe (Francfort, Stockholm) avec accord de traitement des données (DPA). Performance complète, conformité RGPD, aucune donnée utilisée pour l'entraînement

- **Euria (Infomaniak, Suisse)**

Plateforme IA souveraine, gratuite et écologique. Hébergée en Suisse, alimentée par énergie renouvelable, sa chaleur résiduelle chauffe des milliers de logements à Genève

- **Mistral AI (français/européen)**

Fournisseur 100 % européen, conçu pour la conformité RGPD. Bon compromis pour qui veut un acteur local plutôt que les grands modèles américains

- **Approche « privacy-first »**

Anonymiser ou pseudonymiser les données avant tout envoi. Ne transmettre que des schémas, des catégories ou des données synthétiques, jamais les informations nominatives des donateurs



Roadmap

Roadmap

- **Votre base de données**

Sollicitations — Coûts des campagnes — Thématiques — Asks — Emails...

- **Centralisez les informations**

BAT des messages — Campagnes emails — Argumentaires — Rapports...

- **Vous !**

Familiarisez-vous avec les outils. Leadership par l'exemple.
Meilleure compréhension de la puissance et des limites de ces outils



Echec des initiatives IA

**La plupart des échecs s'expliquent
par des problèmes organisationnels
que l'IA n'a fait que révéler**

Données

Process

Objectifs

Merci !

