

The background features large, stylized letters 'TK' in a light blue color, set against a dark blue background. The letters are partially obscured by a large, curved, light blue shape that sweeps across the right side of the image.

Playing the digital card to foster European growth.

April 2021

TK TIKEHAU
CAPITAL

 FABERNOVEL

**Emmanuel Laillier**

Head of Private Equity at Tikehau Capital

Digital transition is no longer a discretionary afterthought; it is an essential requirement for business sustainability. It must be at the heart of a company's business model and be embedded in all aspects of its operations, processes, and strategy. A progressive approach to digital is key for any player who wishes to lead in their sector of focus and is a powerful lever for future growth. The acceleration of the digital transformation has been exponential and appears to be an essential part of capital allocation and thus economic resilience. In the post-COVID era, it will aid economies in getting back on their feet by: rapidly identifying changes in customer needs, strengthening supply chains, empowering people to collaborate effectively, improving upskilling, and enabling data-driven decisions across organizations. Europe needs to allocate much more capital both to create Unicorns, but also to enable the digital transition of a broader ecosystem with an established business model and strong growth potential. To tackle this untapped value pool, entrepreneurs need to reinforce their balance sheets and involve all stakeholders in order ensure sustainable and impactful change that fully meet the challenges that lie ahead.

**Stéphane Distinguin**

CEO and founder at Fabernovel

Software is eating the world. And for the very few who still doubted it, 2020 proved the power and necessity of digital in today's world. Technologies of all kinds have disrupted our economy and its rules – making digital transformation a top priority across all sectors. While Europe remains one of the largest markets in the world, a powerful regulatory body and home of talented scientists, engineers and entrepreneurs, the digital economy is largely dominated by US and Chinese giants. But if Rome wasn't built in a day, neither was Silicon Valley. Our fate is not sealed: it is now urgent to play our cards right, set our rules and, ideally, shape new games. To do so, we must give European businesses, whatever their size or sector, the support they need to adopt a long-term approach, upskill their people and, overall, reinvent their models. We strongly believe that digital should not be considered as a threat, but, for all corporations, as a lever of competitiveness, inclusion and sustainable performance.

1

Digital has brought us into a new era.

1. The unstoppable rise of digital.
2. From traditional to digital economy.
3. Transformation has become vital.

2

Digital is a key enabler for growth.

1. 3 strategic levers to initiate transformation.
2. When companies embrace digital.

3

The Golden rules for SMEs & ETIs.

1. Prepare the ground: a bold vision sets a business in motion.
2. Execution: the key to leading a successful digital transformation.
3. Think not just performance, but also resilience.





**Digital has brought
us into a new era.**

7.1 | The unstoppable rise of digital.



Digital platforms are shifting global market balances.

Among the Top 10 market capitalisations worldwide, there are **8 digital companies**.
10 years ago, there were only 2.

2010	2020
NatWest Exxon Mobil PetroChina Apple ICBC CCBC Microsoft China Mobile Petroleo Brasileiro Berkshire Hathaway	Apple Saudi Aramco Microsoft Amazon Alphabet Facebook Alibaba Tencent Berkshire Hathaway Tesla

They capture
almost 80%
of the market
value
worldwide.

They largely outperform
our traditional leaders.

2015	2020
GAFA**s combined market value is \$1,800bn, 0.6x the value of all Euro stoxx 50 components.	GAFA's combined market value is \$5,700bn, 1.5x the value of all Euro stoxx 50 components.

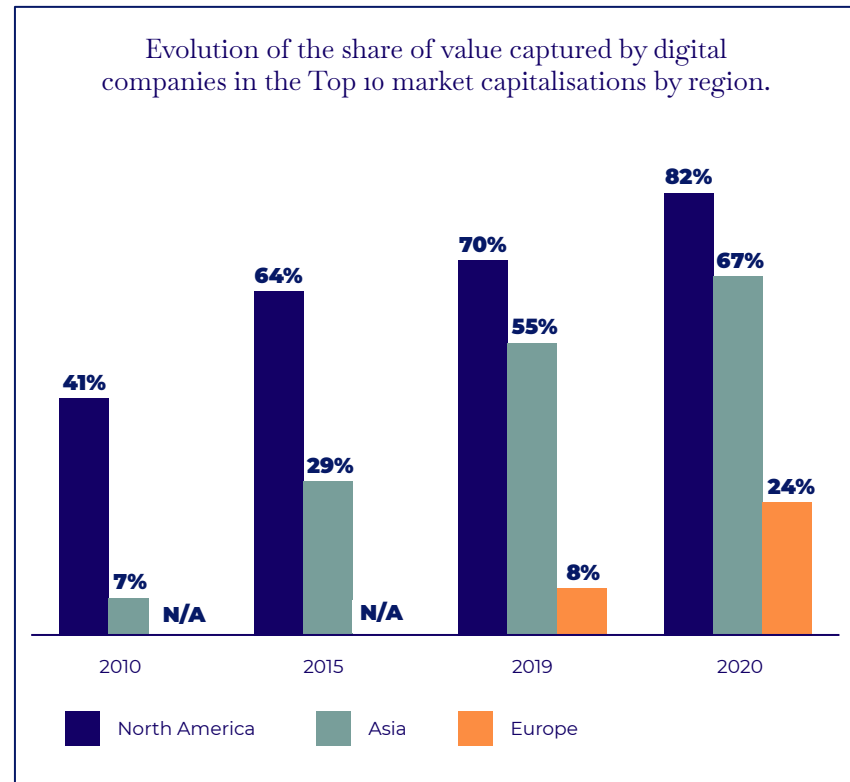
In all regions, digital continues to gain ground.

The share of value captured by digital companies continues to expand in every region. Although Europe has been lagging behind, conditions are being set for a general take-off.

2020 marked a turning point for Europe. The value of European tech companies soared to

€ 618 bn in 2020
+46% in 1 year
x4 vs 5 years ago

Moreover, with the recent roll-out of the Digital Services Act and Digital Markets Act, Europe shows its determination in setting the conditions for a fair competition playground, allowing its smaller and large companies to thrive.





Part of this value contributes to fuel the real economy.



Thanks to an undisputable power of attraction among users, talent and investors, digital companies are strong drivers of the real economy.

They have captured the attention of more than half of the world.

3.91 billion
active social media users in July 2020 (+10,5% vs Jul. 2019)

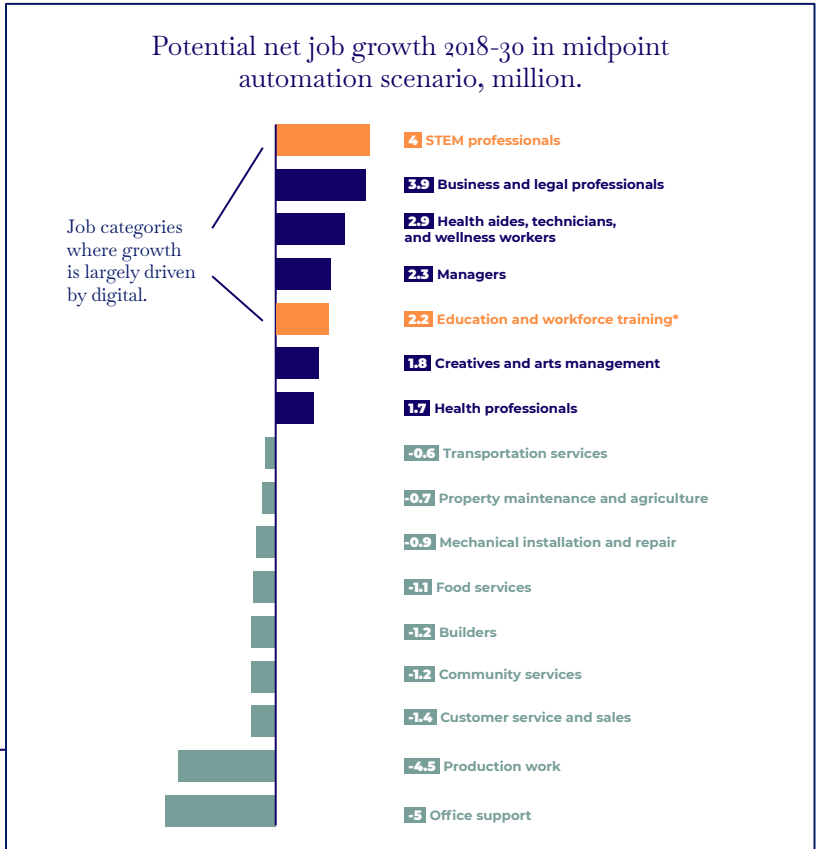
They also represent an increasing share of citizens' purchasing habits.

145 million
→ Spotify premium subscribers in Q3 20
→ Number of orders on Zalando in 2019

And they are employers of a fast growing number of people.

2 million jobs
in 2020 (+43% vs 2016)
expected to reach 3.2m by 2025

Taking all companies and sectors into consideration, **digital will continue to drive job creation.**



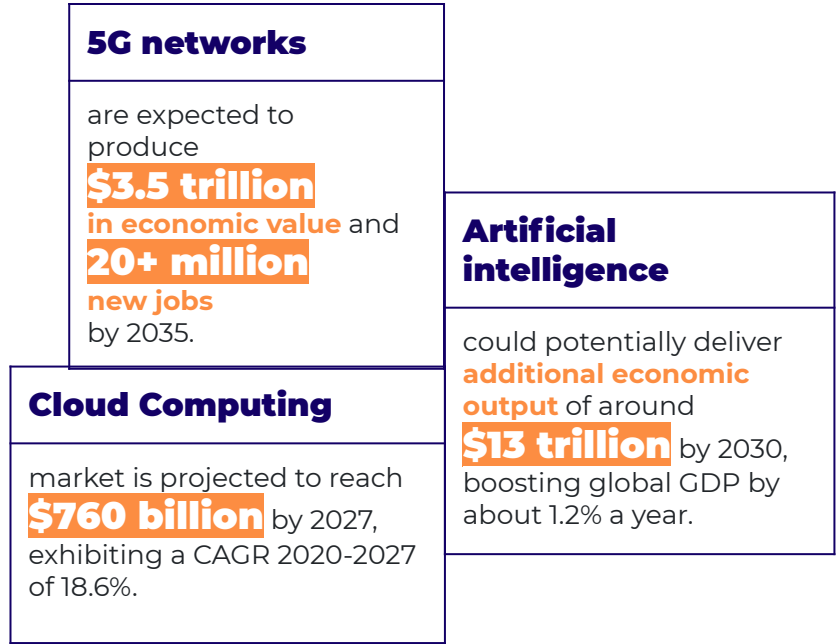
And this is only the beginning.



Digital is not a trend.
New technologies continue to spread
and are expected to have an increasing
impact on the whole economy.

With many digital technologies now reaching maturity, one could wonder if the end of the digital age is not approaching. But, this seems to be only the beginning.

New advanced technologies continue to emerge and are expected to continue to massively change our lives (smart objects), our jobs (automation) and our economy (ICT spending).



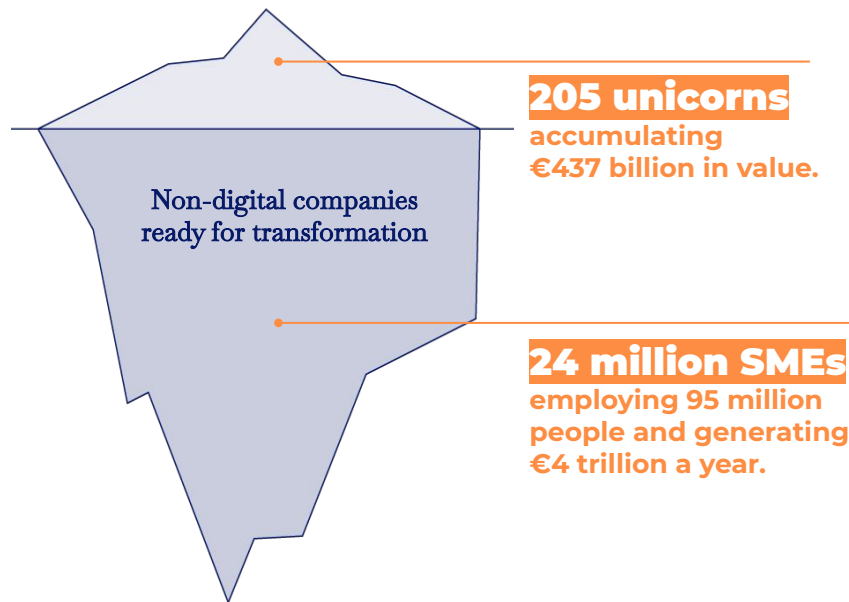
Digital goes far beyond tech companies.

Although today's value is largely captured by digital players, the largest growth potential lies in the digitisation of non-digital ones.

While digital native companies have rapidly emerged and scaled, non-digital companies are not standing still. Most of them have equipped themselves at the most basic level (93% use desktop computers, 75% PC, 68% other portable devices) and a smaller but growing portion is adopting more and more sophisticated tools - from the most basic intranet platforms (22%) to automated machines and programmable robots (<10%).

Obviously, the largest companies stand ahead of the smaller ones in that digital journey, with over 30% of the former already using advanced cloud services and big data analytics vs around 15% for SMEs.

Ecosystem of European digital-native companies.



1.2 | From traditional to digital economy.



The digital revolution is a three-fold revolution.

Digital =

A data & intelligence revolution

Global data creation
(in billions of terabytes):

2	47	2,142
in 2010	in 2020	in 2035

With the mass adoption of the Internet, smartphones, social networks, software etc., the amount and diversity of data available have exploded and now generates a wide range of intelligence applications and business opportunities.

An economic revolution

S&P Global 1200's spending
on digital/tech assets (\$bn):

37	258	x7
in 2009	in 2017	in 8 years

With new technologies have emerged new business models, new intermediaries, the unbundling and re-bundling of services... This has blurred boundaries between sectors and fundamentally changed the competitive environment.

A sociological revolution

Growth of e-commerce revenue
in Europe (€bn):

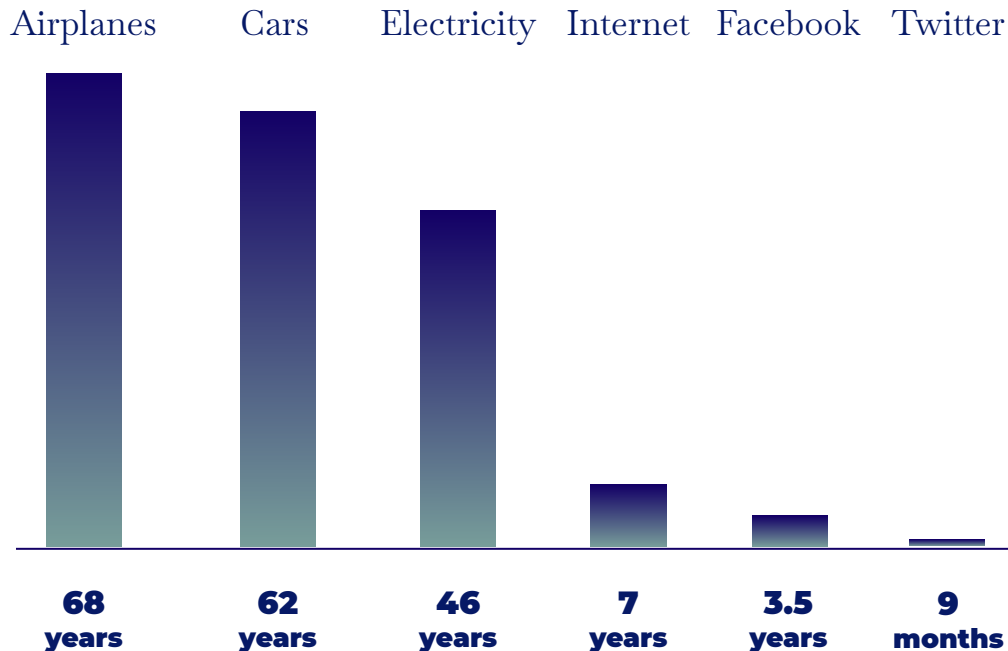
373	717	+14%
in 2015	in 2020	CAGR

Digital has also induced plenty of new usages, ranging from social media to food home delivery, electric scooters, car sharing, telemedicine and many more to come. These new habits have created new markets and enabled the rise of new actors.

Digital has accelerated the pace of development and disruption.



Time needed by each product to hit 50 million users.



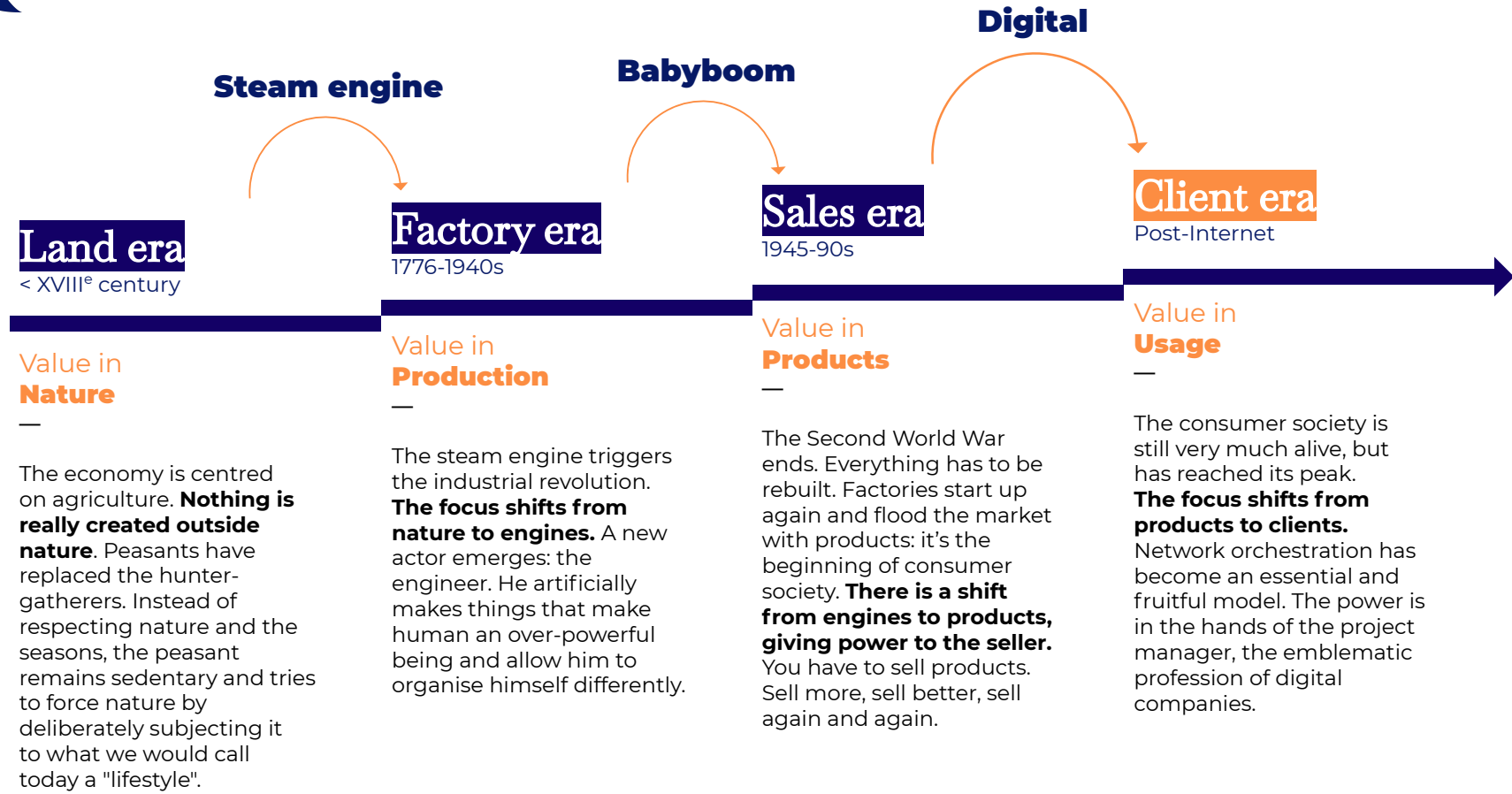
Historically, reaching a client with a particular product has required substantial investments: buying raw materials, manufacturing the product, shipping it to a distributor, advertising it and delivering it to the final client.

Digital technologies and associated business models have massively reduced the time and effort required to penetrate markets.



Digital has brought us into a brand new era.

2. From traditional to digital economy.



The Client era marks a profound change from the consumer society. 15

Traditional companies

used to invest time and money to develop **products**, market them and then defend them tooth and nail against the competition.

Traditional economy centred on **products**



From a scarcity control model...

- Assets ownership
- High capital intensity
- Number of suppliers
- Economies of scale
- Barriers to entry portfolio of products

From the value chain...

- Linear model from suppliers to final customers
- Basic buy and sell mechanism
- Proprietary value
- Mass production

From product-based management...

- Transaction as final line of the relation
- Products must be profitable
- Average revenue per product
- Competition on one offer
- Market share

VS

Digital economy Centred on **clients**



...to abundance management

- Connections access
- Asset light
- Diversity of connections
- Network effects
- Customer aggregation

...to the value loop

- Circular model involving alternatively suppliers and final customers
- Infinite extension of value proposition
- Shared value
- Custom management

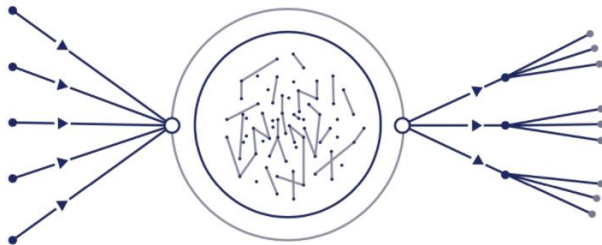
... to customer-based management

- Transaction as a starting point of the relationship
- Customer cohorts must be profitable (ARPU)
- Reporting based on growth potential (CLV)
- Competition on one particular need
- Usage share / Share of wallet

On the contrary, **digital companies** have built themselves around their client base and new usage. Moving from products to **clients** changes everything in the way companies do business.

FOCUS) From a scarcity control model to abundance management.

Traditional economy



Our economy was built on the notion of **"capital" and ownership**. It is by investing and concentrating the production assets that yesterday's companies have managed to become today's global economic powers. As a result, they tend to **agglomerate** at certain points in the value chain, which **capture more of the value**.

VS

Digital economy



Digital platforms are what we call **"network orchestrators"**. They are built to maximise and optimise value-creating connections between producers and consumers. So the more stakeholders are engaged and the more interactions are performed, the more value is created – and captured. The **Client-centric strategy** is an end for them: platforms launch new products only to better **attract, connect and retain users**.

FOCUS) From the value chain to the value loop.

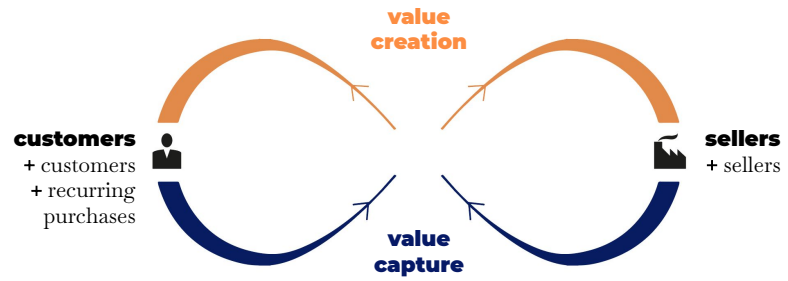
Traditional economy



Before, all companies had the same model: they bought materials, then transformed them into products and had to sell them at a higher price to create margins and profits. The ecosystem was in the **form of a chain**: the actors, one after the other, participated in this transformation process.

VS

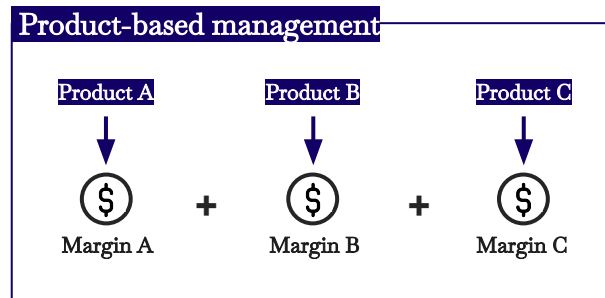
Digital economy



A tech-enabled company does not leverage its ecosystems the same way. It is not one actor among a myriad of other players, but acts as the ecosystem's engine. Its main role is to **accelerate usage and financial flows** within a closed ecosystem to **create virtuous circles**. The ecosystem is therefore in the shape of a loop that feeds and reinforces itself continuously.

Traditional economy

Traditional companies focus on the **profitability of each product**. The return on investment is calculated according to the estimated lifetime of the product: if, after a certain period of time, the financial results are not there, the product is removed from the shelves. Moreover, **the relationship with the customer ends with the sale**. After-sales service is often kept to a minimum or even outsourced to keep costs down.



$$\text{Revenue} = \text{Unit price} \times \text{Number of products}$$

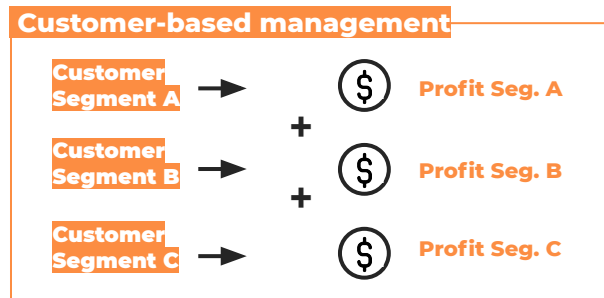


Total profit

VS

Digital economy

Tech companies' roadmaps are driven by the **demand side**: what are the needs expressed by customers in 2021? How can companies meet the needs of customers in their first year? What is the behaviour of customers between their second and fourth year? For them, **turnover does not depend on what each product line** has brought in, but on each cohort of customers. In this context, growth potential takes precedence over past achievements - and customers matter more than products.



$$\text{Revenue} = \text{Revenue per customer (ARPU)} \times \text{Number of customers}$$



1.3 | Transformation has become vital.





Awareness has risen.

Digital does not only disrupt a few sectors. It concerns all industries and is impacting all types of business, whatever their size and market.

In response, large companies have started to substantially invest in digital transformation to remain competitive. And now, a growing share of SMEs are following suit.

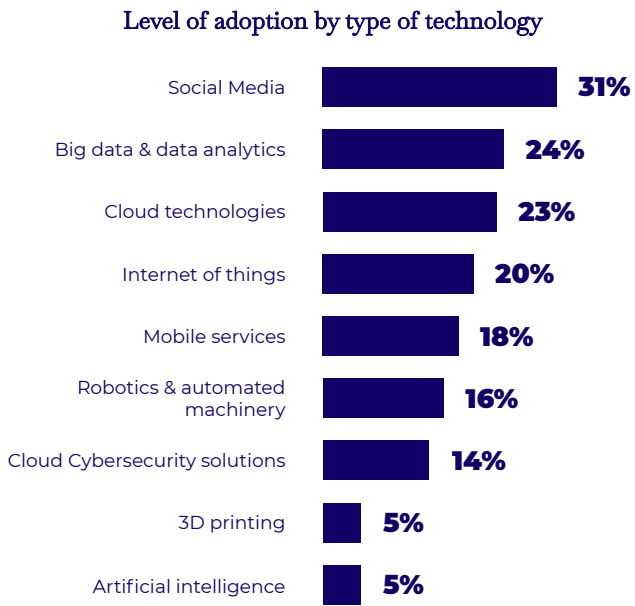
76%

of European SMEs consider digitalisation as a priority.

75%

of European SMEs intend to introduce innovations in the next two years.

But companies are only starting to embrace new technologies.





Digital has become essential to ensure business resilience.



Not only are companies aware of the importance of digitisation, but they now realise that it has become a matter of survival. It requires concrete and ambitious action plans.

71%

of companies are currently in or on the verge of significant digital disruption.

84%

of executives agree that new business opportunities are emerging as their organisation digitally transforms.

The fear of being on the “Wall of Disruption” is in every CEO's head.





Because of the crisis, companies have had to limit their spending. And yet, the pandemic has revealed the vulnerabilities of non-digitised companies.

As a result, companies have largely maintained, or even increased, the share of spending dedicated to digital transformation.

<p>71%</p> <p>of board of directors accelerated their digital business initiatives in the wake of COVID-19 disruption.</p>	<p>52%</p> <p>of companies plan to cut or postpone their investments because of COVID-19, but only 9% will cut those dedicated to their digital transformation.</p>
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The pandemic reinforced certain digital trends impacting everyone.

Companies

Management

- Collaboration tools
- Video-conference software
- Digitalisation of administrative tasks (e.g. electronic signature)

Distribution

- Marketplaces
- Direct access to clients

Marketing

- Online campaigns
- Social network interactions
- Live streaming

Users

Work/Education

- Remote work / school
- Online training
- Time spent on devices

Health

- Telemedicine
- More digital medical visits

Retail

- E-commerce and e-retail
- Home delivery, click & collect



“We’ve seen two years’ worth of digital transformation in two months. We are working alongside customers every day to help them adapt and stay open for business in a world of remote everything.”

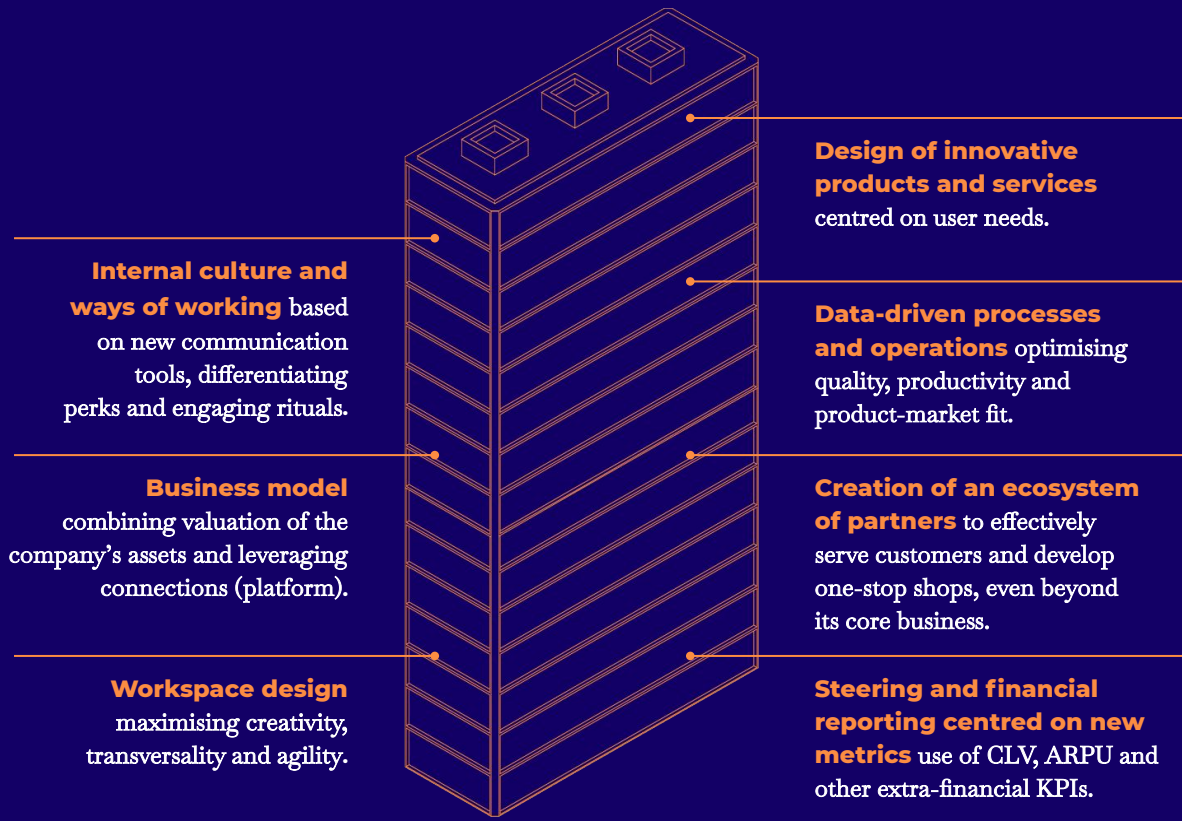
Satya Nadella, 2020



Digital should not be a side project, but a transformation lever.

The challenge is not to go digital for the sake of going digital, but to use it as a transformation driver of companies' operating models.

Shifting from the traditional to the digital economy requires changes at all levels of the company:



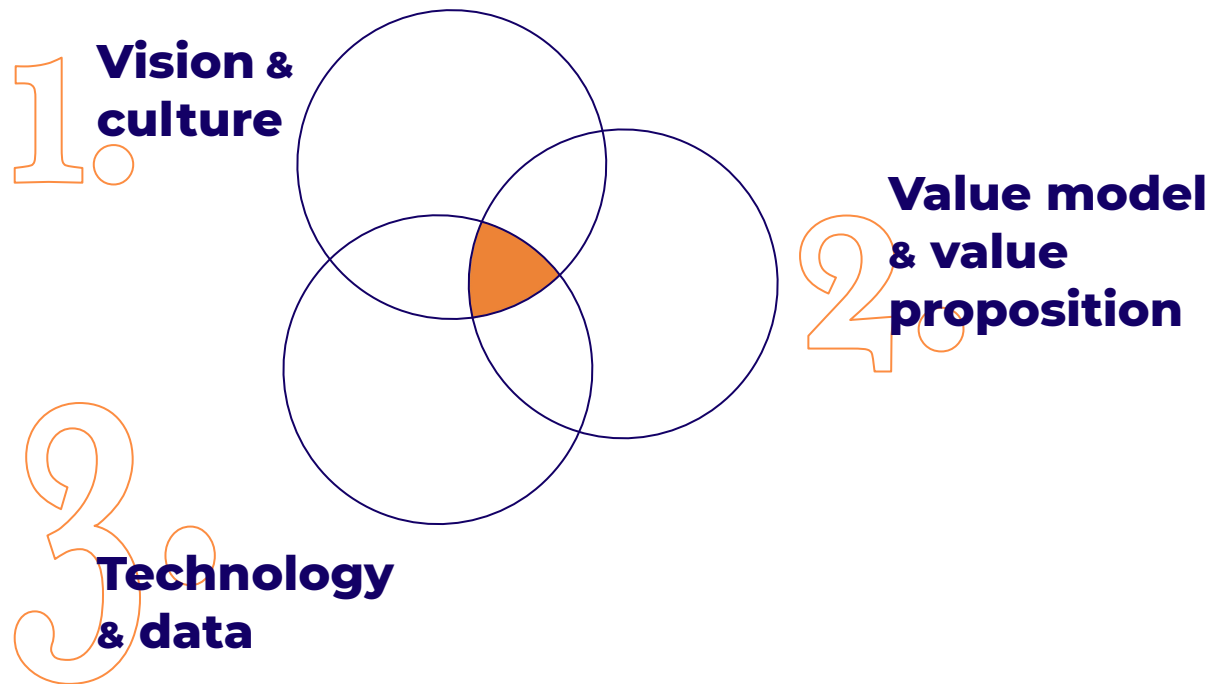
2

**Digital is a key
enabler for growth.**

2.1 | 3 strategic levers.



Three strategic levers to initiate transformation



1

Vision & culture

- A vision only comes into fruition if it serves as a guide for all the actions deployed at all levels of the company - starting from the top to the bottom.
- Collective intelligence is what makes change possible. A single director or manager can not lead a transformation by him- or herself. Transformation can only happen when it becomes an enterprise-wide project, on which all shareholders are aligned.
- While the choice and use of technology are critical, the adoption of digital culture and the definition of clear digital ambitions within the company are essential to setting people along this new path.
- Almost three in five firms (57%) expect an increase in the need to train employees in the company as a result of digitalisation. This underlying trend will have an impact on company culture, pushing every company to turn into a learning company.

2 Value model & value proposition

- A value model is about how the company creates value for itself, its customers, employees, suppliers, partners, shareholders, society and the environment.
- Putting digital at the heart of the value model means rethinking the way we bring value to each of these stakeholders through digital.
- Interface and touch points with customers and final users have become central in companies' strategies and are increasingly powered by digital
- Whatever the value model, it is also being piloted in a new way, with new indicators. These indicators must reflect the value creation for all stakeholders, whether financial or non-financial.

3 Technology & data

- Although companies can rely on external digital assets (SaaS software, cloud, APIs, etc.), engaging a true transformation requires the development of strategic internal tools. The choice and implementation of a combination of tools embodies a genuine and differentiating asset for the company.
- Concerning data, it starts with understanding your users' and stakeholders' needs, then mapping your data collection needs, identifying your collection techniques, and finally, planning an implementation roadmap and identifying the resources needed.
- European SMEs are currently facing difficulties to recruit applicants with the required skills, and it will become harder in the years to come. In Europe, the need for data professionals is expected to grow at a compound annual growth rate of approximately 6.5% until at least 2025.
- Finally, companies must be on the lookout for the opportunities made possible by the new technologies and grasp the impact they will have on their value chains.



These 3 levers are “entrance doors” to beginning a transformation, but should not be treated in isolation or siloed. They are interconnected and all of them will have to be addressed by the company at some point to engage a successful transformation.



Let's see how SMEs and ETIs have implemented their digital strategy while using these levers.

2.2 | When companies embrace digital.



1/3 When a tech company leverages digital.



The company

As a trusted partner for the management of sensitive data for 20 years, Oodrive provides its customers with a complete range of collaborative solutions for file sharing, content and media management, the organisation of strategic meetings, electronic signatures and data backup.

400
employees

15 000
customers
(80% of CAC 40)



Oodrive's transformation challenge

In 2016, Oodrive realised it needed a true shift in Oodrive value proposition: integrate a wide range of stand-alone digital products into a complete and consistent application suite, accessible from a single platform. As a result, Oodrive invented its own category: trusted content service platform.

Simultaneously, Oodrive transformed its value model by putting the emphasis on cross-selling, changing the way the firm used to interact with its clients by leveraging data.



Stanislas de Remur
CEO of Oodrive

As the leading European trusted content service platform, we are an essential player to build a European cloud guaranteeing our digital independence.

More than ever, I truly believe that there is no liberty without security."





2/3 Leverage data for more customer centricity. — Main achievements.



A brand new value proposition:
from siloed products to an online
platform experience...

Oodrive completely revamped the user experience by unifying 7 strong usages, merging multiple websites into one single online platform. The company designed brand new customer journeys, putting the emphasis on simplicity and autonomy. Oodrive tested new use cases hand in hand with real life clients. After multiple iterations, this work lead to new client-oriented product developments.

- From **23** different websites to **2**.
- From **13** different logins to **1**.

...linked to a revamped organisation,
powered by new digital tools...

Oodrive created a better customer segmentation and developed an account-based marketing team leveraging data and customer insights. The objective is to better map clients' organisations and generate personalised content for each client.

- **30** top clients fueled with curated personalised content.
- Customer Acquisition Cost (CAC) down by **45%** in 2 years.
- **30%** more deals managed with **20%** fewer people.

...that makes possible a new way to
track and monitor performance.

Over the course of a year, the IS was completely overhauled: a huge but necessary investment to be able to generate accurate and real time data allowing Oodrive teams to monitor & optimise daily operations. This background work is a necessary step to make the company ready to scale and perform in the years to come.

- Creation of **20-25 new KPIs** to better steer the company.



3/3 Leverage data for more customer centricity. — Key takeaways.



Stanislas de Remur
CEO of Oodrive

“Do not hesitate to invest heavily into your digitalisation.

At first I was skeptical about launching a large investment program for a complete overhaul of our legacy system. But the new board pledged to do so, and gave leaders of this digital transformation freedom to act. In retrospect, I think it was a smart decision, it enabled Oodrive to develop its own software solutions which strengthened the core product and became a key differentiating factor. Legacy systems could be long and hard to update: the sooner you address it, the better.”

“For key positions, like leading your digital transformation, hire recognised digital leaders.

These talented people will drive the transformation effectively. When transforming your organisation digitally, change management is often underestimated: you have to pay the price to increase your chances of success and hire the right guides at your sides. Trust me, this money will be well invested.”



Stéphane Ankaoua
COO of Oodrive

“Put your teams at the centre of any transformational change.

Oodrive teams have been involved at all levels during the digitisation of the company. Whether it was through idea gathering or dedicated trainings for new digital tools, the teams felt they were part of the ongoing transformation. I proposed new management positions through an open application process, giving the opportunity for anyone to take new responsibilities. This really boosted people's engagement and motivation.”

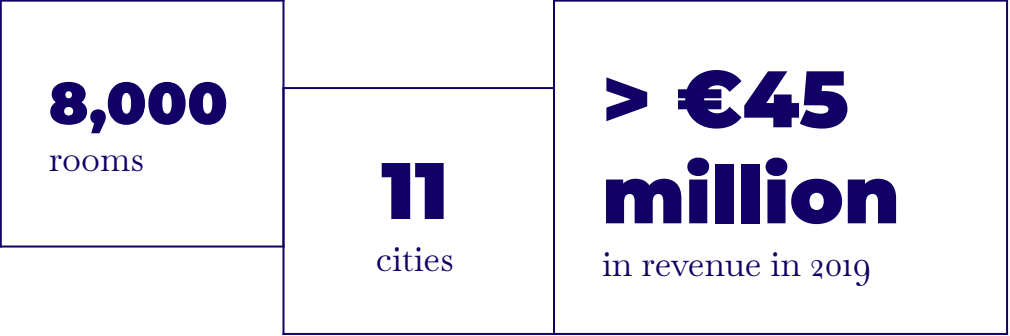


1/2 Leveraging digital technologies for a top-notch user experience. 35



The company

DoveVivo is a leading Italian platform of shared apartments, and one of the largest in Europe, with 7 residences (300k sq covered, €1Bn in value). The company offers a smart and innovative way to manage co-living properties by developing added value to the home and living space. It aims to become the point of reference for co-living in Europe and one of the most important globally.



DoveVivo's challenge

DoveVivo will pursue growth in Europe, both organically and through acquisition with the objective to leverage its large user base by providing value-added services and events to increase retention and generate new revenue streams.



Valerio Fonseca
Founder & CEO
at DoveVivo

“Digital is a key enabler for the strategy of DoveVivo. As everybody can rent to someone else, technology is the key differentiating factor.”



Main achievements.

Leveraging digital to improve the user experience and provide a high quality of services.

Through extensive digitalisation, DoveVivo made the entire user journey more intuitive. All the administrative duties and day-to-day interactions are digitally integrated and managed online for tenants and landlords, with a 24/7 customer care. DoveVivo's acute knowledge of customer profiles and needs enables smart targeting by partner offers that enrich the global tenants experience and increase the community satisfaction and retention.

- 90% of the administrative duties are digitised and automatised for tenants, while improving the quality of service.
- Digital check-in reduced waiting time for tenants by 75%
- 300 KPIs followed, just for the operations.

Building a modular architecture making it easier to scale.

DoveVivo has a very open system architecture mainly through APIs, making it easier to externalise activities like call centres or open new sales channels. The core platform is also flexible to integrate new partners (linen retailers, food or flower delivery, etc.). Services lie at the core of the model, as DoveVivo is selling an experience of living inside a community.

- > 90% of partners operate directly connected to DoveVivo ecosystem thanks to API.
- Dispatch algorithm reduced waiting time for maintenance services by 30%.

Fostering a strong culture of creativity and learning to fuel tomorrow's talents.

The company has a strong innovation DNA: everyone is highly encouraged to push new ideas via internal events like hackatons where multidisciplinary teams work on new crazy projects. On the training side, DoveVivo launched its own IT Academy in 2020 to create mentorship and personalised learning paths for high potential tech talents.

- A dozen of promising tech talents upskilled every year within the IT Academy.

The company

OSS is a startup studio created in 2018 that spots opportunities for SaaS in operations, develops them and partners with top-notch founders to do so. OSS gathers a passionate team of manufacturing experts, technologists and designers. The studio aims to bring double-digit impact on the bottomline at lightning speed for fast digital transformations.

OSS' objectives

In today's fast-paced world, companies need not only sound strategies to succeed, but also operational abilities to execute at the right speed. This is why agility level is becoming a key differentiating factor. OSS aims to build tech solutions that scale: one or two day implementation, immediate value and cheap, all with a delightful design. All SaaS startups incubated at OSS have been thought up and designed with this in mind.

Since 2018

8

software
companies
created from
scratch.

16,000

daily users of
these digital
products.

180

client factories
(Europe,
US, China).



Renan Devillieres
Co-founder & CEO of
OSS Venture Builders

Our mission
is to make
operations cool,
sexy, tech-enabled
again.”



2/3 OSS Ventures is catalysing digital transformation for industries. 38



x



The companies

Nexteam Group is a leading industrial group of subcontractors of mechanical machining equipment, engineering and services for the aeronautics and defense sectors.

Fabriq is a SaaS product created within the OSS Ventures startup studio. It helps foster a digital shift for Nexteam.

The partnership

Enhance complex factory problem solving effectiveness.

Nexteam management dedicates one production site as an innovation playgrounds to test and assess new digital solutions. In 2019, Nexteam tested OSS's co-founded software Fabriq, a workshop management solution for Industry 4.0. Fabriq disrupts factory-floor problem solving, making it collaborative, real-time, and data-enhanced, boosting productivity and collaboration between factory teams.

Fabriq was effectively deployed within the factory in only one day, training of the teams included. The concerned teams quickly took the tool in hand.

It took about 3-4 weeks to effectively change the error escalation and follow-up processes in the factory.

A few months later, Nexteam observed a **30% reduction in time spent solving complex factory problems, leading to tens of thousands of euros in monthly savings.**

Fabriq is planned to **be further deployed in other production sites.** Since many factory problems encountered are highly comparable from one plant to another, Nexteam can easily capitalise on this first success.



3/3 OSS Ventures is catalysing digital transformation for industries.



x



The companies

Present in the aerospace industry since 1977, Lisi Aerospace is a worldwide manufacturing specialist for assembly solutions as well as engine and structural components used for aircrafts. The company includes 21 production sites in the world in 9 countries. Lisi Aerospace is part of the Lisi Group.

Oplit is a SaaS product created within the OSS Ventures startup studio. It helps fostering a digital shift for Lisi Aerospace.

The partnership

Optimisation of the factory production plan through Artificial Intelligence.

The previous production plan process was time consuming and relied on heavy Excel files with manual data entries and a non-negligible error rate. Thanks to Oplit, the production plan was completely digitised on an end-to-end collaborative platform. Production data is centralised and analysed: Oplit makes it possible to visualise the different production scenarios, weigh their impacts and select the best scenarios.

Oplit made it possible to get rid of hundreds of Excel files. **The charging rate has been improved by 10 to 20% on critical points. The management observed a 20% reduction in the time spent processing production plan data.**

In the end it became a key tool to optimise resource management and deliver huge gains in productivity.

Oplit is not the only SaaS product from OSS Ventures successfully used by Lisi. Over the past few years, the Lisi factory in Saint-Ouen-l'Aumône has created its own industrial applications portal through win-win partnerships with emerging startups (Fabrig, Mercateam, Niaqara and of course Oplit).

The Lisi Factory won the Digital Transition Award of the *Trophées des Usines 2020* organised by L'Usine Nouvelle.

3

The Golden rules for SMEs & ETIs.

Prepare the ground: a bold vision sets a business in motion.

/ What is the company's purpose?

- Align your team on company purpose.
- Companies with teams focused on their organisation's purpose have annual growth rates nearly 3x the annual rate for their entire industry.

/ How do you want your business to look in 2025?

- Align your team on long-term vision and strategic objectives.

/ Assess the work to be done for each of the 3 strategic levers.

- Compare the state of the company today and the envisioned state in 2025.
- Anticipate the obstacles that the company will encounter and the strengths it can rely on.
- Identify and implement concrete actions.





Vision without
execution
is just
hallucination.

/ Thomas Edison,
Scientist & Inventor

Execution: the key to leading a successful digital transformation.

Recruit recognised digital experts to lead this transformation.

It is often said that 70% of all digital transformations still fail today. An impressive number, given the extremely high stakes.

Experts and scholars explain that it is mostly due to a lack of discipline in defining and executing the right steps for digital transformations to take off and stay ahead.

To avoid this trap, take time to recruit the right people to lead the way and do not hesitate to invest in these key profiles who are masters of the right methodologies and processes.

Involve your team along this journey.

Neglecting change management is the other major pitfall to be avoided during a digital transformation.

Involve your whole organisation on this journey: it is not a sprint but a marathon!

Instill a bottom-up approach to collect their opinions and ideas about how to implement this transformation at a local level, organise ideation workshops and foster initiatives that strengthen your digital strategy.

Be agile & pragmatic in your partnership strategy.

In a world dominated by GAFAs, companies can connect to the existing network or create their own. Partnerships are often a good way to enrich one's offer with new complementary services and improve its user experience, especially true when considering the digital world.

In an increasingly competitive market, the need to stay swift and flexibility encourages players to rely on partnerships.





**Think not just performance,
but also resilience.**

Competitiveness is
about combining
growth and
sustainability:

Growth

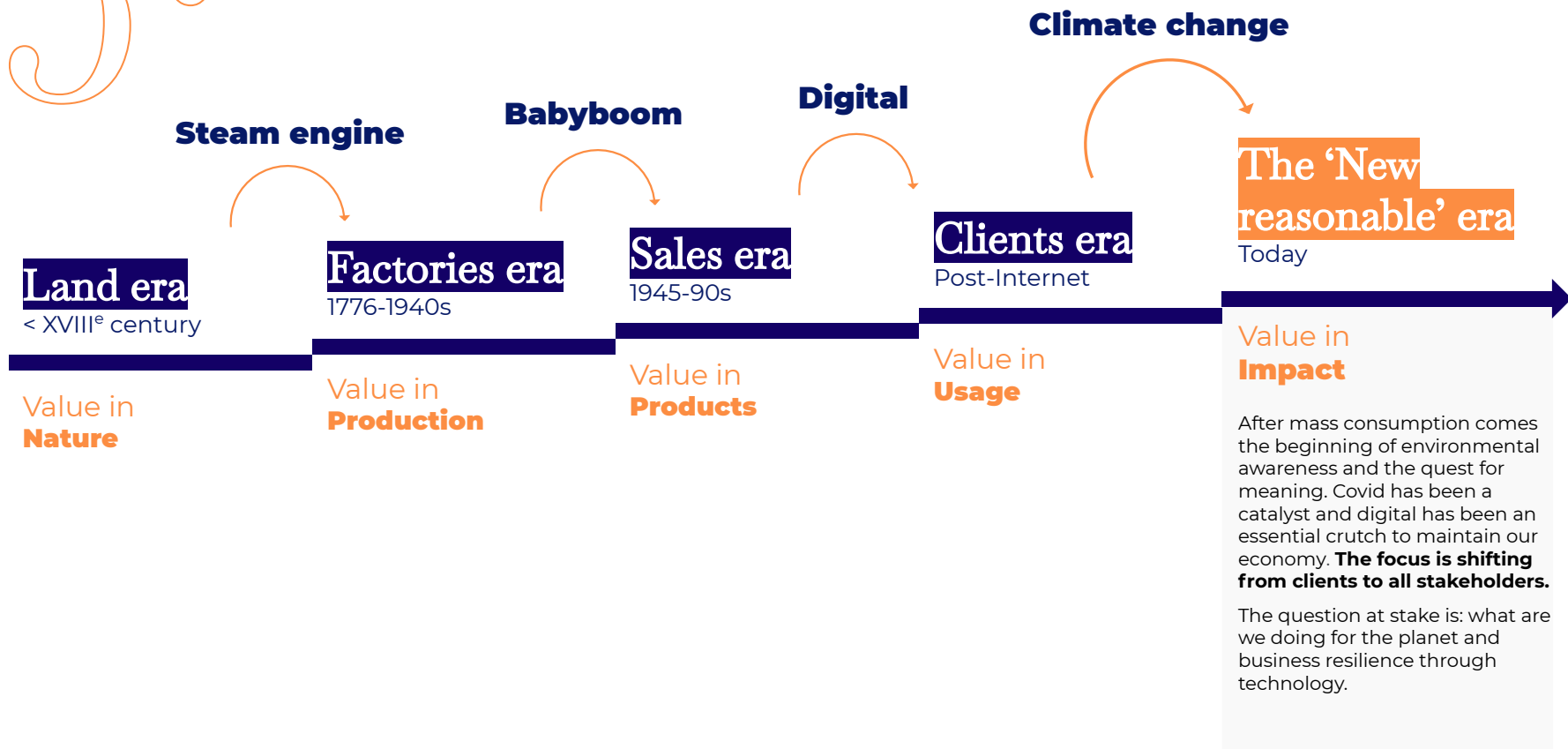
Digital technologies make it possible to increase the "quantity" of growth to which the company can have access: go to market faster, improve margins, enhance experience, differentiate oneself from competitors, better address users' needs...

Sustainability

This digital-enabled growth also needs to be 'qualitative', meaning take into account CSR criteria and be shared with all stakeholders (not just clients but also talents, partners, society and environment investors).



3 Think not just performance,
but also resilience.



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Thank you



What are you waiting for?

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