

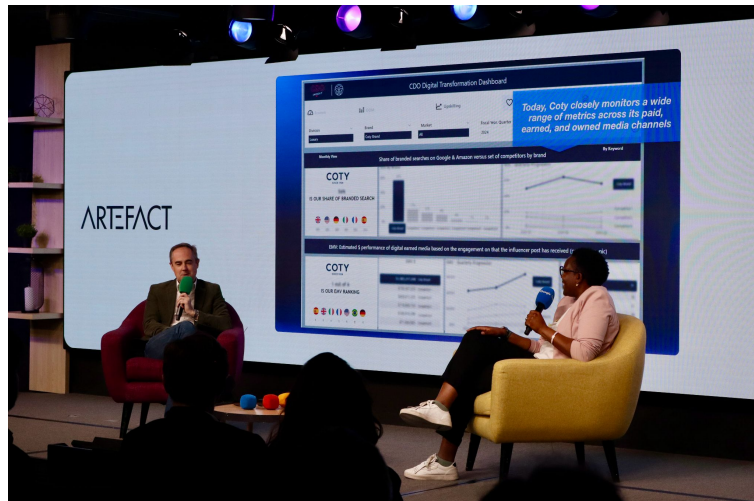
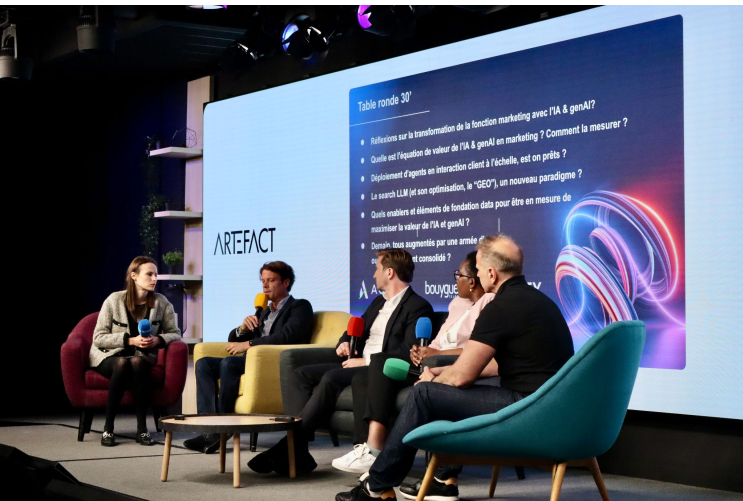
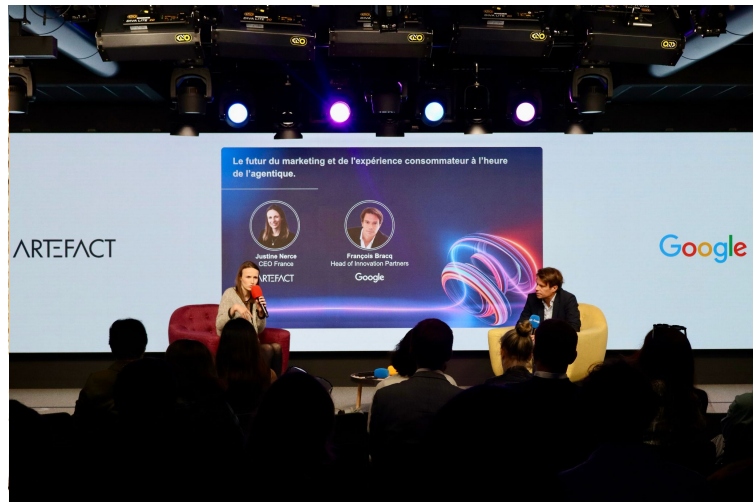
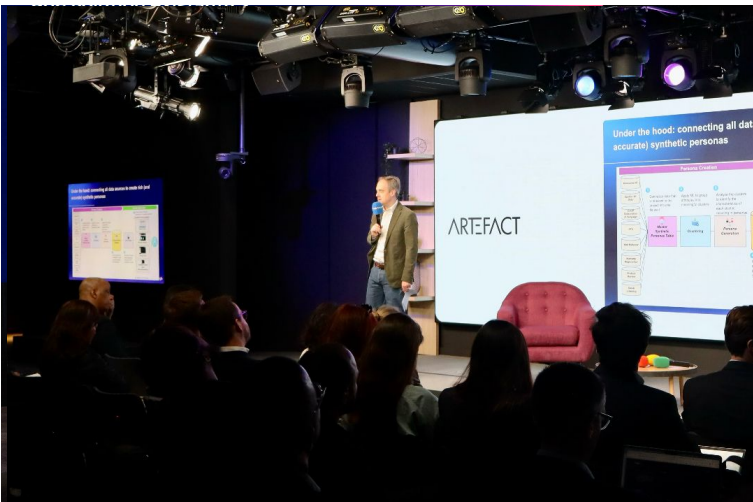
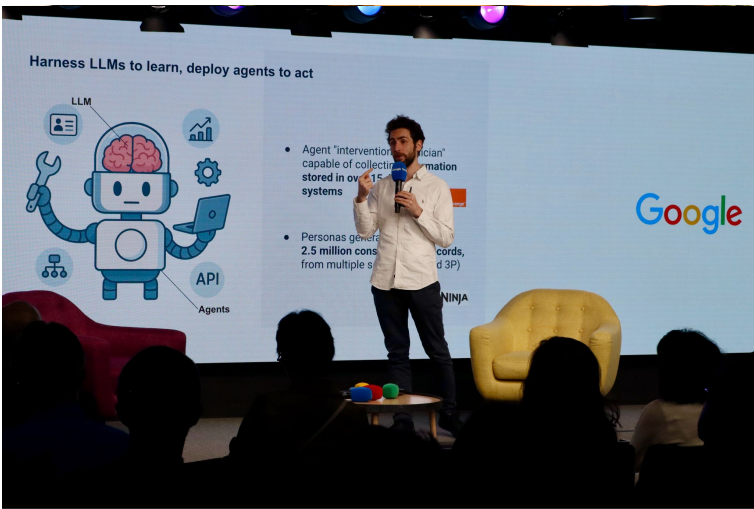
Conference ARTEFACT x Google

REPORT

THE FUTURE OF MARKETING IN THE AGE OF GENERATIVE AND AGENTIC AI.



Artefact x Google Conference: A photo recap !



The future of marketing and consumer experience in the age of agentic AI with an introductory keynote.

Alexis Poujade, Partner Data Marketing - Brands Practice, **Artefact**

Sector analysis and perspective with Google.

Justine Nerce, CEO of **Artefact France**

François Bracq, Head of Innovation Partners, **Google**

Keynote: “How do you apprehend the irruption of AI Agents in your Marketing & Communications organization, as well as in your business processes?”

Hanan Ouazan, Managing Partner & Global Lead AI Acceleration, **Artefact**

Shark Ninja, an example of generative and agentic AI to exploit consumer intelligence.

Alexis Poujade, Partner Data Marketing - Brands Practice, **Artefact**

BOUYGUES TELECOM - A GenAI chatbot to recommend the right mobile offer.

François Gette, Lead Open Innovation, **Bouygues Telecom**

Hanan Ouazan, Managing Partner & Global Lead AI Acceleration, **Artefact**

AI at the service of the entire marketing chain: from strategy to deployment at scale:

- COTY – “The Advanced Love Brand Building Dash”.

Alexandra Selly, Global Senior Director Data, Analytics & Measurement, **Coty**

Alexis Poujade, Partner Data Marketing - Brands Practice, **Artefact**

- ACCOR - Optimizing media strategy with data & AI - Incrementality tests, MMM, Google Meridian.

Lucas Machin, Global Ecommerce and Partnership Director, **Accor**

Sidney Zeder, Directrice Conseil, **Artefact**

Generative AI & media: from creation to execution | Emerging creative technologies, augmented creative processes, legal framework, campaign execution.

Etienne Roure, Senior GenAI Manager, **Artefact 3000**

Thomas Quélin, Partner Digital Marketing, **Artefact**

Round table - AI maturity of marketing & communication directions, transformations already engaged: tools, organization workflows and strategic roadmap for 2025-2026.

Justine Nerce, CEO of **Artefact France**

François Bracq, Head of Innovation Partners, **Google**

Lucas Machin, Global Ecommerce and Partnership Director, **Accor**

François Gette, Lead Open Innovation, **Bouygues Telecom**

Alexandra Selly, Global Senior Director Data, Analytics & Measurement, **Coty**

Opening - The future of marketing and consumer experience in the era of agentic AI.



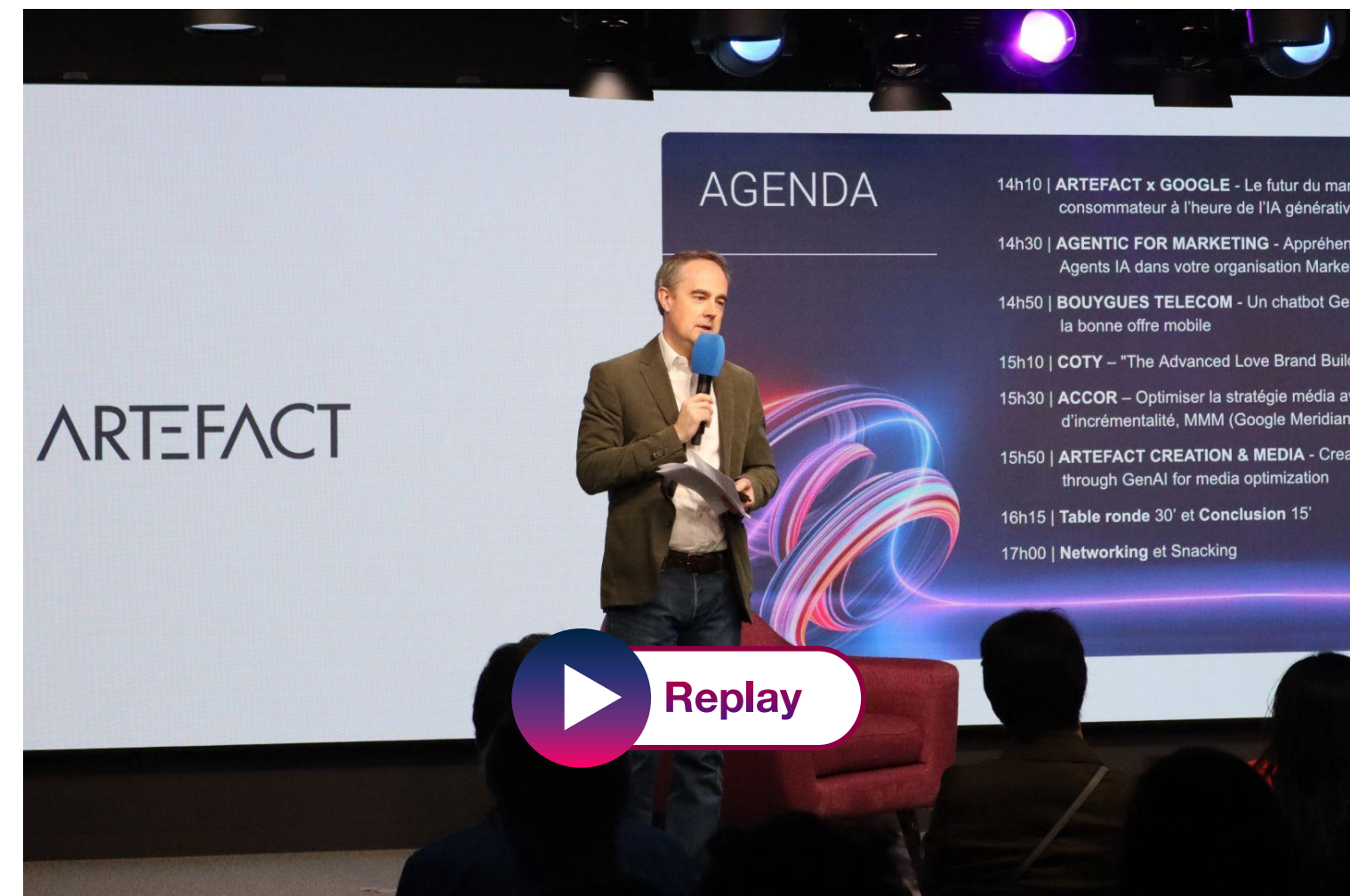
Alexis Poujade

Partner Data Marketing - Brands Practice

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- **Introduction and context of the conference:** Alexis Poujade, Data Marketing Partner at Artefact, opens the conference organized with Google by thanking participants and highlighting the close collaboration between the two companies on data and artificial intelligence topics applied to marketing. He presents Artefact as a key player in this field, intervening in both the technical and organizational aspects of transformation projects.
- **Presentation of Artefact:** Artefact is a consulting firm founded ten years ago by two engineers, with an initial desire to link engineering and marketing. Today, it is the biggest pure player in data and AI in France and a major player in Europe, with 1,700 employees, among them 600 in Paris. Its main mission is to promote the effective adoption of data and AI within organizations, ensuring that teams are on board, demonstrating the value of projects and encouraging their use.
- **A strong technological DNA:** One of Artefact's distinctive features lies in its structure: half the workforce is composed of technical profiles (data scientists, data engineers...) and the other half of consultants. This structure reflects a corporate culture deeply rooted in technology, which sets Artefact apart from other more traditional firms.
- **Recognition and partnership with Google:** Artefact enjoys official recognition from Google, being certified at the highest level on Google Cloud and GMP (Google Marketing Platform). In 2025, it was named Google Cloud Partner of the Year for Europe, confirming the strength of the partnership and the firm's technical expertise.

- **Marketing evolution and technological acceleration:** Alexis Poujade then retraces the major milestones in digital marketing over the last 20 years, emphasizing the regularity of major innovations. From the emergence of Google AdWords in 2001 to the acceleration of retail media, generative AI and social platforms, marketers face a new disruption every 6 to 12 months.
- **Accumulation and technological debt:** This continuous innovation is not only a challenge of speed, but also of accumulation. Companies have to make choices, whether or not to integrate each new technology, or risk creating a form of "debt": data debt, tool debt or organizational debt. This requires a constant ability to prioritize, structure and transform.
- **Need for strategic discernment:** Finally, he insists on the importance of discernment: not all innovations are worth following. Artefact, for example, deliberately ignored the metaverse wave, which turned out to be a short-lived fad. It's all about making informed decisions, in line with the company's strategic vision.





Justine Nerce
CEO France

ARTEFACT



François Bracq
Head of Innovation Partners

Google

- **Artefact evolution:** Artefact has evolved from a start-up of less than 20 people (10 years ago) specialized in data marketing to a company experienced in AI industrialization. The DMP phase, then move to cloud, enabled us to support the first AI POCs (scoring, clustering), before focusing on industrialization via MLOps, to scale up. These steps enabled us to shift from purely technological issues to human challenges, particularly with the arrival of generative AI.
- **The human challenge of generative AI:** Generative AI is no longer a technological obstacle, but a human and organizational challenge. Artefact has revised its mission to focus on the adoption, transformation and support of companies in their use of these technologies. The potential for value creation is now identified at the level of processes, not just tools.
- **Transformation interne :** Justine Nerce identifie deux enjeux : la montée en compétences des talents internes et l'évolution de l'offre de services. L'enjeu principal est de former, encadrer et équiper les collaborateurs pour un usage responsable de l'IA générative. Il s'agit notamment d'apprendre d'abord les fondamentaux avant d'adopter les outils automatiques pour garantir qualité et fiabilité.
- **Adaptation de l'offre :** Artefact revoit son portefeuille pour mieux répondre aux contraintes économiques actuelles. Si l'IA générative permet un gain individuel estimé à environ 57 minutes/jour, elle n'a pas encore démontré un ROI à l'échelle d'une organisation. L'objectif est de passer de gains individuels à une optimisation de processus, générant une valeur claire et mesurable.
- **Three areas of AI support:**
 - Structuring the agentic program, to identify processes to be automated and create roadmaps.
 - Setting up platforms to facilitate the creation, deployment and control of AI agents.
 - Reshape function, i.e. redesign processes (e.g. marketing campaign creation) to improve overall efficiency.

- **Marketing maturity:** Marketing teams are more mature: they collect and activate data, use CDPs and measure better via attribution or MMM. Nevertheless, they remain saturated with time-consuming and repetitive tasks, with imperfect personalization and a lack of continuous optimization.
- **Marketing vision of the future:** Tomorrow's marketing will be interactive and assisted. AI agents will become marketers' teammates, capable of automatically producing adapted content and formats, with speed, quality and controlled cost. The marketer's role will become that of an orchestrator supervising these agents.
- **Real-life use cases:** Artefact can automate the creation of large-scale websites (e.g. over 1,000 sites for a product launch), generate multi-format content and simulate budget/marketing scenarios to find the most efficient combination.
- **Risks and management:** if a company realizes that 70% of its employees use public AI, it is at risk of data leakage. Artefact recommends setting up internal assistants, specialized prompt libraries and a solid governance framework to control usage.
- **Training and social dialogue:** The successful adoption of generative AI requires the creation of in-house schools, the redefinition of skills (particularly for operational jobs), the establishment of social dialogue and training programs. The aim is to reposition employees towards higher value-added missions and develop a technology-centric culture.



Keynote: “How do you apprehend the irruption of AI Agents in your Marketing & Communications organization, as well as in your business processes?”



Hanan Ouazan
Managing Partner &
Global Lead AI Acceleration

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- **Enterprise AI adoption: considerable room for progress:** The discussion began with a study by Google and BCG revealing that enterprise AI adoption is still in its infancy. Only a few companies are “leaders” or have truly succeeded in their transformation, highlighting a vast margin for progress. This is largely due to the rapid proliferation of tools and the difficulty for organizations to move from simply using tools to integrating AI into their business processes.
- **Major barriers to AI exploitation: Data, silos and integration:** A crucial point raised is that around two-thirds of enterprise data remains unused, representing a major brake on AI adoption. Three main obstacles have been identified. Firstly, data management itself, i.e. the ability to exploit it effectively. Secondly, organizational silos, particularly present in marketing, which create rigidities and prevent fluid orchestration of AI initiatives. Finally, the integration of technologies upstream and downstream of processes is a complex challenge, often underestimated during the proof-of-concept phases.
- **The potential of LLMs and agents - Understanding intent and automating action:** The arrival of LLMs (Large Language Models) and generative models some two and a half years ago marked a turning point, revolutionizing the processing of very large volumes of data. Beyond applications such as RAG (Retrieval Augmented Generation), LLMs can now analyze logs, such as those from Google Analytics, to understand a user's intention on a website, rather than simply recording their actions. A concrete example given is that of a user consulting various pieces of furniture for his living room; AI can deduce that he is in the process of rearranging it, enabling far more relevant marketing targeting. AI also has the ability to synthesize vast quantities of data to generate valuable insights. AI agents represent the “second wave” of this revolution. They not only enable data to be processed efficiently, but also to be acted upon and orchestrated. This advance is seen as crucial to overcoming the lack of harmonization between different communication channels.

- **Key issues for agentic AI deployment: Data, integration and trust:** The deployment of agentic AI rests on three fundamental pillars. First, data is the essential raw material. It is imperative to exploit it 100%, whether in curative mode to correct existing data (e.g. product sheets), or in proactive mode to transform each new incoming piece of data into qualified information (such as contact center call recording). Every customer interaction must be captured and enriched for CRM. Secondly, integration is vital. In a call center, for example, for AI to assist advisors in real time, telephony needs to be connected to AI and CRM needs to be linked to knowledge bases to provide customer context. The absence of connectors, or the use of obsolete versions, can considerably slow down scaling-up. Finally, trust is a major issue. The emergence of multiple AI agents (“co-pilots”) per collaborator raises important questions of economics (cost per query), reliability (high-performance models can paradoxically “hallucinate” more), security (access to sensitive company data) and compliance (for example, ensuring that a chatbot doesn't praise competitors).
- **Redefining the future: User experience and human transformation:** It's crucial not just to optimize current processes with AI, but to redefine processes and user experience in depth to meet the expectations of tomorrow's world. Consumers, already accustomed to technologies such as Gemini or ChatGPT, have high expectations; companies need to rethink their customer journeys and the integration of these new technologies. The adoption of AI is a profound transformation that impacts business lines, as well as the roles of IT and data within the enterprise. This requires strong sponsorship at the highest level of management to guarantee training, acculturation and adequate support for employees. A recent study from early 2025 highlights an alarming gap: 51% of employees feel they lack AI training, and almost half have never received any, despite the promise of widespread transformation.



Shark Ninja, an example of generative and agentic AI to exploit consumer intelligence.

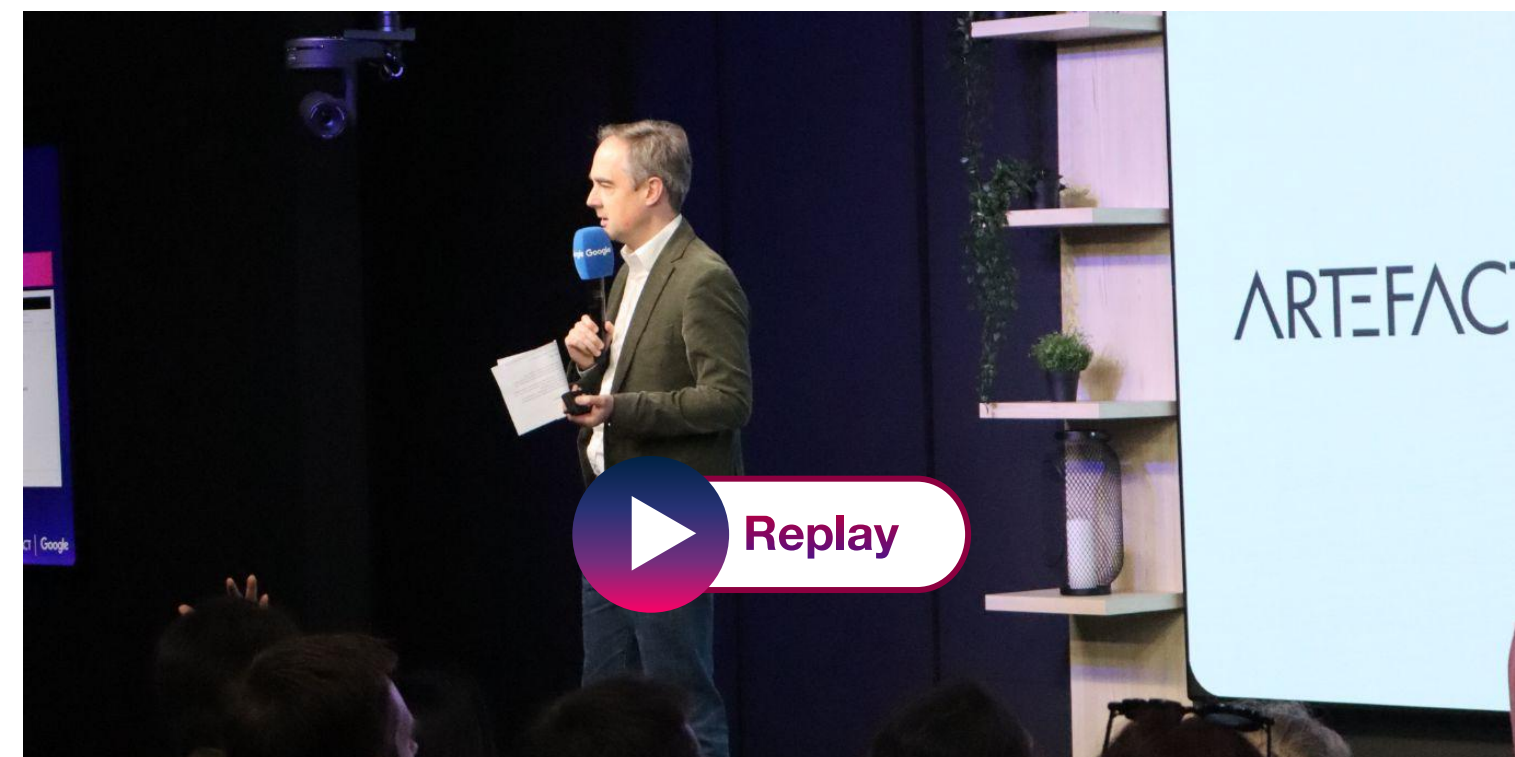


Alexis Poujade
Partner Data Marketing
Brands Practice
ARTEFACT

Shark | NINJA

- **The innovation of Synthetic Personas:** The concept of “Synthetic Personas”, a breakthrough developed by Artefact US in close collaboration with SharkNinja (known as the “American Seb” of the dry fryer), is an eloquent illustration of the revolutionary potential of Large Language Models (LLMs). The aim is to demonstrate that their usefulness extends far beyond the simple production of content. This innovative approach aims to transcend the limits of traditional market research methods, notably focus groups, often perceived as time-consuming, costly and sometimes uninspiring exercises. The central ambition is now to virtually simulate consumers. Instead of relying on conventional human panels, it is now possible to generate sophisticated digital personas, designed to embody and represent a company's most strategic customer segments. These virtual avatars are a powerful tool for testing various initiatives with unprecedented speed: whether new product ideas, creative campaigns, marketing visuals or entire product concepts. The aim is to obtain initial, relevant and agile feedback, significantly speeding up the development process and reducing the expense associated with the more traditional and expensive phases of in-depth market research.
- **Construction and application methodology:** The creation of these synthetic personas is based on a rigorous modeling methodology. It involves the compilation and analysis of an exhaustive set of parameters, covering socio-demographic dimensions, observed buying behaviors and specific attitudes towards a brand or product category. To achieve this, a massive amount of heterogeneous data is aggregated. This database includes detailed customer records, information from third parties (such as Epsilon), historical browsing and purchasing behavior on the company's website, data from loyalty programs, as well as valuable information extracted from social networks. The next step is crucial: this data is automatically clustered thanks to the application of advanced artificial intelligence models, enabling consumers to be grouped according to their similar attitudes and profiles. The most decisive phase is then the training of specific LLM models.

- These models are adjusted and refined to reflect the posture, language and attitudes of each of these digital personas with optimum fidelity. At present, the system is capable of simulating four to five distinct personas. This capability makes it possible to interact with them via a dedicated, intuitive chatbot, explore their characteristics in depth and derive valuable qualitative insights. Above all, it offers the possibility of submitting creative elements directly to them - whether product images, advertising campaign mock-ups or other visual media - in order to evaluate and predict their reactions, thus providing a first layer of pre-launch evaluation.
- **Future prospects and optimizations:** The fundamental advantage of this approach lies in the remarkable acceleration of time-to-market, and the substantial improvement in operational efficiency for marketing and product teams. Beyond these immediate benefits, the potential of this technology is truly immense, and remains largely unexplored. The question is: why limit ourselves to a handful of personas when the technology could generate dozens, even hundreds, offering even finer granularity and representativeness of market segments? The long-term vision is to integrate these synthetic personas into a continuous, virtuous cycle of creative optimization. In this scenario, creative elements, potentially themselves generated by LLMs, would be systematically tested with this multitude of personas. The “appetence” or reactivity scores obtained from these digital avatars would make it possible to quickly identify and eliminate the least effective creations, automatically optimize other proposals, and strategically orient media platforms. Completing the loop, actual performance feedback observed in the marketplace would then continually enrich and refine the persona models, ensuring iterative and adaptive improvement of marketing strategies.



Experience: BOUYGUES TELECOM - A GenAI chatbot to recommend the right mobile offer.



François Gette
Lead Open Innovation



Hanan Ouazan
Managing Partner &
Global Lead AI Acceleration



- **Project presentation:** Bouygues Telecom, through the voice of François Gette (Lead Open Innovation), presents an initiative aimed at improving customer support when choosing mobile offers. The aim was double: to offer 24/7 assistance, including nights and weekends, and to experiment with the use of generative artificial intelligence to enrich online sales paths. The company also wanted to assert its position as an innovative player in this market.
- **Launch of an AI assistant:** In September, Bouygues Telecom launched a sales assistant based on generative AI, billed as one of the first of its kind in Europe. This agent, developed with Google Cloud solutions (notably Vertex Agent Builder), has been integrated into the mobile subscription pathway. This use case was chosen because of its complexity: it combines phone, package and financing, generating numerous questions for prospects.
- **Technological choice:** The team chose the Google solution for two main reasons: its low-code nature, enabling direct involvement of business teams, and the Gemini model's performance in generating rich interactions without recourse to conventional decision trees. The agent can guide the customer through a complete journey, collect the necessary information and suggest a shopping cart.
- **Deployment and collaboration:** The project was structured around two phases: building the assistant in 2024, followed by work on analyzing and scoring conversations in 2025. Artefact supported Bouygues in the prototyping phases, and worked daily with Google engineers to test pre-launch versions of the technology. Industrialization was then handled by in-house teams.

- **How the agent works :** The agent offers the customer different paths (package, phone or both). It can suggest products according to criteria (budget, camera, memory, etc.), ask probing questions, and synchronize its answers with the website (for example, pre-selecting a product or color). This fluid interaction between chatbot and interface reproduces an experience close to that of an in-store salesperson.
- **Keys to success:** The project relied on a small team (two IT and two business profiles), agile tools such as Gemini, and a clear structuring of the agent prompt. The quality of the data produced, made accessible via API, is an essential element in guaranteeing reliable responses and avoiding hallucinations.
- **Perspectives:** At present, the assistant accompanies the customer all the way to the shopping cart, but Bouygues is planning to extend this type of interaction, particularly on mobile, where the chatbot could become a main sales channel.
- **Conclusion:** This project illustrates the ability of a large company to rapidly integrate an emerging technology like generative AI to meet concrete customer service and business conversion needs.



COTY - “The Advanced Love Brand Building Dash”.



Alexandra Selly

Global Senior Director Data,
Analytics & Measurement



Alexis Poujade

Partner Data Marketing
Brands Practice



- **The Coty challenge:** Coty, a global player in the beauty industry with a portfolio of iconic brands, is faced with a fragmentation of marketing data and a proliferation of indicators with little hierarchy. For Alexandra Selly, in charge of data and analytics, the challenge is to democratize the use of data among marketing teams, in an environment where intuition still too often dominates over analysis.
- **A modernized infrastructure:** Accompanied by Artefact, Coty first regained control of its media stack via Google Marketing Platform, then deployed Google Cloud Platform to centralize and exploit its marketing data. This solid technical foundation supports complex use cases, particularly in the field of influencer marketing.
- **Advanced analytics for teams:** In a second phase, Coty has invested in advanced analytics and adoption at scale. Teams are trained to understand metrics, their limits and timeframes of impact. Today, they use dashboards fed by some fifty KPIs such as EMV, engagement rate and recommendation score.
- **Tangible results:** These efforts have enabled Coty to significantly improve its performance. The Group now ranks 3rd worldwide in EMV, with impressive growth rates for certain brands: +1,832% for Adidas and +339% for CoverGirl. Data is thus becoming a key differentiation lever.

- **Innovation through marketing mix modeling:** Coty applies the principles of marketing mix modeling to brand building indicators that are often poorly modeled. Using statistical tests such as Granger's, the group identifies the true causal links between indicators and sales. Three dimensions are analyzed: sales, advocacy score and search share on Google/Amazon.
- **An easy-to-use model:** For ease of use, simple icons show marketers the causal value and impact timeframe of each KPI. This uncluttered interface helps teams make informed decisions without having to dive into complex models.
- **Three key lessons:** Coty has learned three key lessons: every brand has its own model, KPIs need to be challenged on an ongoing basis, and a multidimensional approach is essential to drive performance effectively.
- **A central tool:** Today, the analytics dashboard is the tool most consulted by marketing and digital teams, ahead even of creative dashboards. It enables them to better understand the interactions between KPIs, create consolidated reports and guide strategic decisions.
- **Towards large-scale deployment:** Building on these successes, Coty now aims to generalize this predictive approach to all its brands and markets, to make AI a real driver of sustainable growth.



ACCOR - Optimizing media strategy with data & AI - Incrementality tests, MMM, Google Meridian.



Lucas Machin

Global Ecommerce and Partnership
Director



Sidney Zeder

Consulting Director



- **Context:** Lucas Machin, Global Director of e-commerce and partnerships at Accor, looks back at the group's transformation and the levers activated to optimize media investments. Formerly with Google and start-ups, he joined Accor to support its move towards a franchised model, involving a strategic and technological repositioning.
- **Transformation of the Accor model:** Historically a hotel owner, Accor has evolved towards a model based on franchising and management. This change means offering high value-added services to partner hoteliers, notably through technological innovation, digital visibility and optimized marketing performance.
- **Media performance challenges:** To meet these new needs, Accor has developed an Incrementality Center of Excellence, in collaboration with Artefact. This is based on three methodological pillars: incrementality tests to measure the real impact of a media lever, marketing mix modeling (MMM) for a global vision, and daily attribution for operational decisions.
- **Technological choices:** Accor relies on open source tools offered by Google: Match Market for incrementality testing and Google Meridian for MMM. These solutions were chosen for their efficiency, controlled cost and ability to be deployed rapidly in a complex environment.

- **Results:** The Meridian model enabled a clear improvement in predictive accuracy, from 80% to 94%. This facilitates budget projection and reinforces the credibility of analyses with the finance department and COMEX.
- **Deployment and scalability:** To date, 15 models have been deployed in four priority markets, with leading brands. The aim is to test and prove the added value, then gradually extend the methodology.
- **Industrialization perspectives:** By 2026, Accor aims to produce these analyses on a regular basis (monthly or quarterly), by automating the models and connecting them directly to its internal databases.
- **Strength of internal data:** One of the Group's major strengths is the quality of its data, which is clean and well-structured, enabling it to feed the models efficiently and maximize their relevance.
- **Conclusion:** This structured, scalable approach, supported at the highest corporate level, reflects Accor's determination to control its media investments and offer data-driven management adapted to its new business model.



Generative AI & media: from creation to execution:
Emerging creative technologies, augmented creative
processes, legal framework, campaign execution.



Etienne Roure
Senior GenAI Manager



Thomas Quélin
Partner & Media Lead

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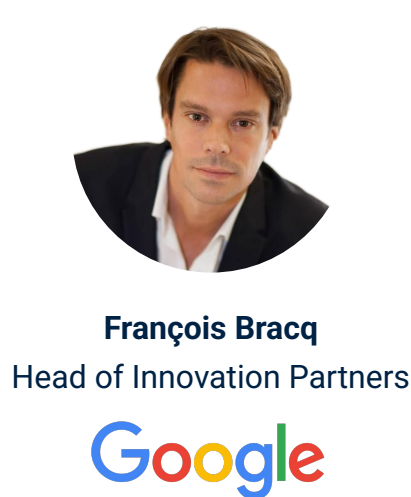
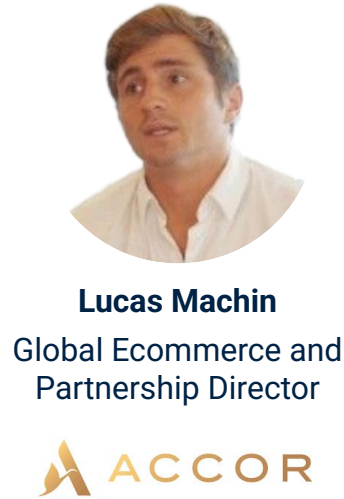
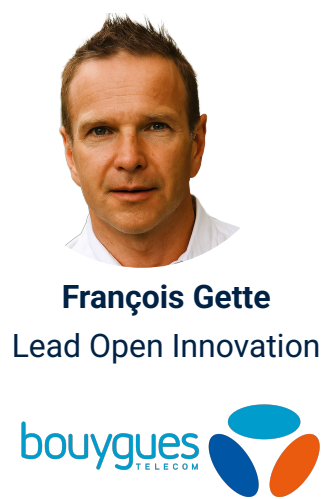
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- **The central role of generative AI in media campaigns:** in this keynote hosted by Etienne Roure (Artefact 3000) and Thomas Quélin (Artefact Media), the speakers explain how generative AI is transforming advertising campaigns, from creation to performance. As media buying becomes increasingly automated - with 80% of retail investment concentrated on Performance Max campaigns - advertisers are losing some control over traditional levers. Competitive differentiation is now based more on the quality and quantity of creative assets produced.
- **Why creative is becoming a major performance lever:** The Google universe, historically focused on performance, has expanded to encompass the entire customer journey. Creative now plays a decisive role in campaign effectiveness. A Nielsen study confirms that creative quality is the #1 impact factor, far ahead of targeting and coverage. Today, Google Ads allows the integration of up to 20 images and 5 videos per campaign, which implies a massive need for varied content, difficult to assume without automation solutions.
- **The concrete contribution of generative AI to the creative value chain:** Etienne Roure presents how AI can intervene at every stage: creating instant moodboards, drastically reducing production costs, and automatically adapting formats. AI makes it possible to produce up to ten times more assets in the same amount of time, while optimizing resources. However, it remains essential to retain a human touch for post-production, compliance with guidelines and final validation.

- **Learning in the field and technological maturity:** Feedback from experience shows varying degrees of maturity depending on the modality: text is very mature, images can be used up to 80%, but video remains limited to around 50% of truly industrializable use cases. For brands with high product turnover, the use of digital twins (3D replicas) combined with AI opens the way to the creation of scalable, reliable and economically viable assets.
- **Two concrete use cases:** A luxury goods player reduced its visual production costs from €14,000 to €4,000 per asset thanks to AI and digital twins, eliminating the need for shoots. Another customer in the garden sector has automated the integration of products into custom-generated AI environments, meeting its aesthetic constraints.
- **Measured results and business impact: A/B tests in Google Ads show significant gains:** +25% ROAS in the hotel sector, -20% CPA in the cloud, and a clear improvement in conversion rates. Producing more, better and faster thanks to AI is becoming an essential performance lever in an advertising environment driven by automation.
- **Conclusion:** Generative AI does not replace human creativity, but amplifies it. By combining media expertise and automated production, it enables large-scale optimization of digital performance. To remain competitive, advertisers need to invest in these new hybrid workflows.

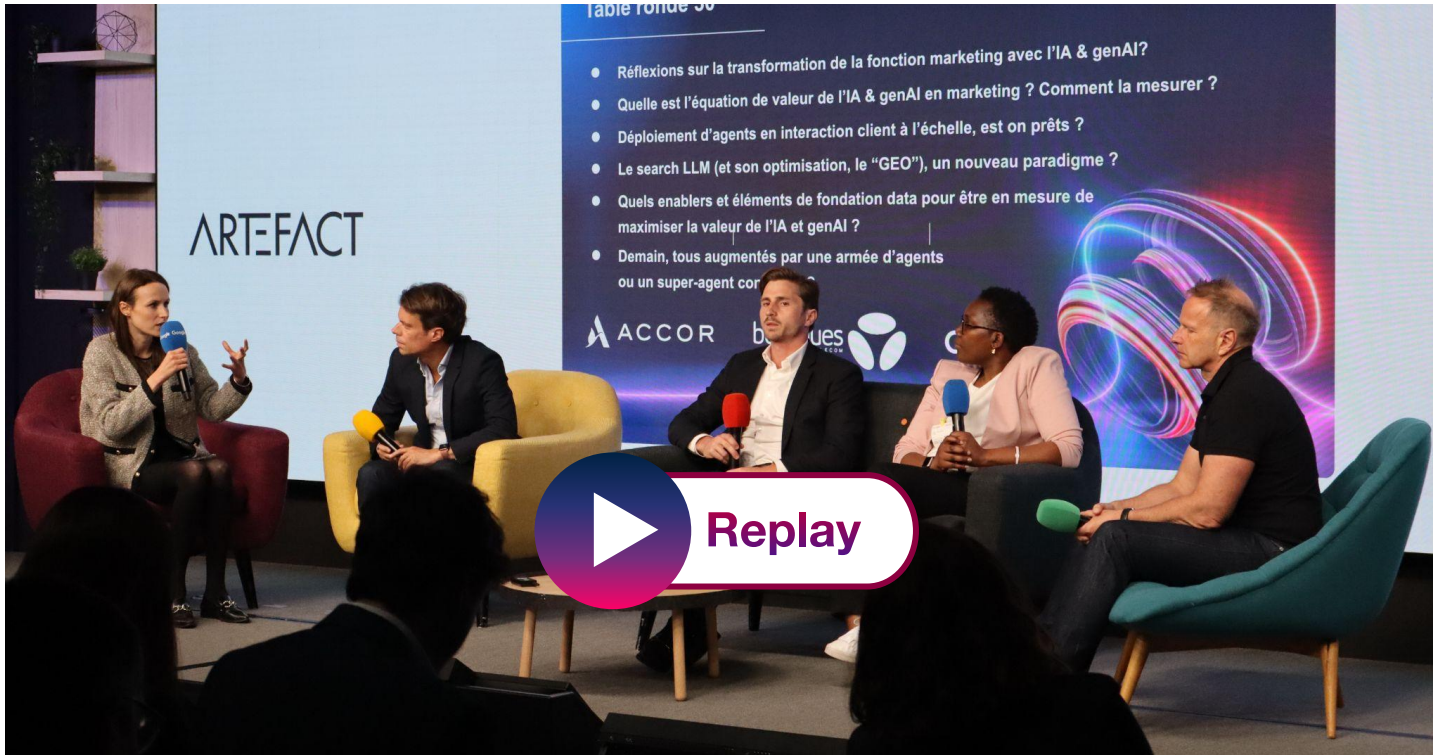


Round Table - AI maturity of marketing teams: testimonials and strategies for 2026.



- **Marketing transformation: AI at the heart of strategies:** The discussion highlighted the major impact of generative AI and AI agents on the marketing function. For Bouygues Telecom, content generation is already a well-established reality, while the fluidification of internal interactions thanks to AI is a priority in the pipeline, requiring solid technical foundations and strict governance to secure exchanges. At COTY, the transformation, initiated by the data and IT teams, is now being extended by a cross-functional committee. The latter aims to integrate AI into all business processes, from supply chain to marketing and finance, underlining the importance of cross-functionality and collaboration between teams.
- **Measuring value: tangible, diversified gains:** The question of quantifying benefits was central. Google observed a significant improvement in ROAS and a reduction in costs thanks to generative AI. Bouygues and Accor confirmed clear gains in terms of incrementality and ROAS, which are already influencing budget allocations. Lucas (Accor) also highlighted significant operational gains, such as the historization and documentation of data team work, now achievable in record time.

- **Customer-facing agents and Search LLM: Opportunities and challenges :** The deployment of agents in direct contact with the customer gave rise to lively debate. Bouygues Telecom had to deal with issues of response quality and reliability, resolved through extensive testing and the use of APIs to guarantee access to high-quality data. The challenge of scalability and orchestration of agents to cover a wide range of assistance is also a major one. Accor, although very interested, is considering the priority to be given between optimizing existing systems and deploying global solutions, while at the same time seeing the potential of agents as a valuable source of data on user behavior. The concept of Search LLM (Generative Engine Optimization - GEO) is actively discussed.
- **Enablers and human transformation: The pillars of adoption:** Access to data is the fundamental prerequisite according to François (Google), who also emphasized model distribution and access to infrastructure. Justine highlighted the organizational aspect, stressing the need for robust APIs and dedicated data management teams. On the human front, COTY has set up an upskilling program focused on data governance and quality, considering that reliable data is the basis of all innovation.
- **Perspective on the future of work: Agent army or super agent?** On the future of AI agents in the workplace, opinions differed. Lucas (Accor) leaned towards an army of specialized agents, believing that the diversity of needs would prevent the predominance of a single "super agent". François (Google), on the other hand, imagined a single "super agent" who would orchestrate several specialized agents, drawing inspiration from Asian platforms that pool different applications. Alexandra (COTY) agreed with the idea of eventual consolidation, as marketers seek to simplify their tools.



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