Strasbourg European Digital Summit Notebooks

Digital mutations: from ambition to action

Strasbourg European Digital Summit – 2026 Edition

STRASBOURG EUROPEAN DIGITAL SUMMIT NOTEBOOKS

3rd edition

Digital mutations: from ambition to action

Organisers

Cigref
SUCCEED WITH DIGITAL

numeum

Summary

CHAIRS' EDITORIAL

Strasbourg European Digital Summit, third edition. Already.

Three years after its creation, the Strasbourg European Digital Summit has established itself in the landscape. We would like to pay tribute to the institutions of this beautiful Strasbourg region, the Grand Est Region, the Collectivité Européenne d'Alsace and, of course, the European Parliament, which have helped to anchor the Strasbourg European Digital Summit in the heart of one of Europe's capitals.

We would also like to extend our warmest thanks to the leaders and decision-makers who have contributed to this third edition by their active presence and their contributions. This notebook reflects their commitment. Against a backdrop of profound, rapid and unprecedented change, which can be confusing for economic players, and increasing geopolitical tensions, the Strasbourg European Digital Summit must prove its practical usefulness in the threefold field of technology, economics and politics.

Cigref and Numeum share a strong conviction: our collective action can only be meaningful and useful at European Union level. It is at this macroeconomic level that the major regulations governing the development and use of digital technologies are forged, and that the competitiveness and digital resilience of businesses and public administrations are built. Faced with the American and Asian blocs, none of our organisations can act alone. It is at this price, and on this scale, that the conditions for our future prosperity will be forged. In such a context, agreeing to set aside the necessary time in our agenda for collective reflection is a powerful act. It is proof of our determination not to be subjected to events, but on the contrary to understand them in order to deal with them more effectively.

We are living in difficult times. The inflation of technological costs, the pressure on skills and their development in the age of AI, the imperatives of resilience - all these phenomena with which we are collectively confronted mean that we cannot afford to stand still. It is through a logic of economic partnership within our ecosystem, particularly between digital companies and user organisations, that we are implementing one of the main driving forces behind the functioning of our continent's economy and its dynamism. It is in the service of this shared commitment that these Strasbourg meetings are taking place, and it is in this respect that they have become a decisive moment in the development of our ecosystem. It was also in this spirit of teamwork that the French Digital Team was created, and many of its players and partners were present in Strasbourg.

The 2026 edition of the Strasbourg European Digital Summit was not simply a matter of declarations of intent. Its theme, "Digital mutations: from ambition to action", is a clear roadmap. The action plans that emerged from our ten workshops, and which we report on in this notebook, are all levers for action that can be mobilised immediately. Whether it's a question of controlling dependency, managing the real value of artificial intelligence, the environmental emergency or financing our strategic autonomy, we need to impose clear choices everywhere, decisions that are taken on board, commitments that are kept and impacts that can be measured.

The richness of our work lies in the diversity of experience and responsibilities involved. This diversity is not an obstacle to collective action; on the contrary, it is a prerequisite for it. Our ambition is not to seek an *ad hoc* consensus. Our ambition is to bring out concrete commitments, based on points of view that are often different but always legitimate, in order to develop and strengthen our autonomy of decision and action.

Collective intelligence is a strategic requirement if we want to have an impact in the face of hegemonic logics and guide legislators. When our community speaks with one voice, it is heard.

This notebook is in your hands. The diagnosis has been made, the framework has been set. All that remains is one question, and one that each of us must ask ourselves as we close the notebook: what am I committing to, in concrete terms, from tomorrow?

Emmanuel Sardet

CHAIR
CIGREF

Véronique Torner

CHAIR
NUMEUM


Grand Est
Grand Est
Grand Est

The Strasbourg European Digital Summit

An event that is becoming a part of the European landscape.

For the third year in a row, the European Parliament provided the setting for discussions on the major challenges facing digital technology in Europe. The Strasbourg European Digital Summit brought together nearly 200 participants from companies, institutions and the European digital ecosystem. This edition confirmed the European dimension of the event, with the presence of Cigref's partner associations: VOICE (Germany), CIO Platform Nederland (Netherlands) and Beltug (Belgium).

Influence

From the reception in the Hemicycle of the Grand Est Region to the workshop sessions organised in the European Parliament, not forgetting the University Palace, this 2026 edition of the Strasbourg European Digital Summit brought together its participants in symbolic locations. Centred around the theme of "Digital mutations: from ambition to action", these three days of exchanges offered CIOs, digital business leaders, public decision-makers and European partners a privileged space to compare their expertise, share their vision and work together to come up with concrete recommendations.

Digital mutations: from ambition to action

With the theme "Digital mutations: from ambition to action", the third edition of the Strasbourg European Digital Summit takes place in a context where technological competition has become an essential component of the reshaping of global balances. Having established, in previous editions, essential diagnoses on the multifactorial impact of AI, the industrialisation of data, cybersecurity and our critical dependencies, the time has come to move beyond simple observations. For Europe, its institutions and its economic players, the urgent task now is to go beyond its ability to provide a framework and demonstrate its capacity to produce and deploy. Economic action is defined here as the collective capacity of an ecosystem to operationalise its strategic ambitions, to transform regulatory frameworks into levers of growth and to industrialise innovation to make it a vector of sustainable sovereignty. In an increasingly competitive international environment, taking action is no longer just a choice for modernisation, but a *sine qua non* for maintaining the global competitiveness of businesses and regions.

This dynamic is based on three fundamental pillars : change of scale, regulatory agility and resilience in the face of risk. Firstly, we need to move away from a logic of local experimentation to one of massive, systemic deployment of innovative technologies, supported by powerful economic alliances. Next, we need to seize the *momentum* of regulatory simplification initiated by the European Union and turn it into a direct competitive advantage. Finally, the management of digital risks and technological dependencies must be established as a genuine pillar of operational performance and the long-term viability of organisations. So how can we orchestrate this transition from ambition to large-scale implementation? What models of cooperation and industrial alliances do we need to invent if we are to compete on a global scale? Under what conditions can regulatory simplification boost the agility of our businesses? How can we make cyber and technological risk management a driver of confidence and commercial resilience? How can we combine innovative supply and pragmatic use to build a genuine single digital market? These are the crucial questions on which participants were invited to reflect, debate and co-construct during the 2026 Strasbourg European Digital Summit.

The foundations have been established, now it's time for the general mobilisation

While the European Union has expressed strong intentions, it is now up to the economic forces to guide, stimulate and accelerate the process. The future of our competitiveness is at stake on a continental scale, not a national one. By bringing together a panel of players from the digital ecosystem within the European Parliament, the 2026 Strasbourg European Digital Summit marks a new stage: that of a general mobilisation to transform our shared convictions into concrete and positive trajectories for implementation.

Representatives of the technology industry and digital directors have thus led a collective reflection on the current challenges facing the ecosystem by working together in **ten thematic workshops** : "Digital sobriety and frugal AI", "Digital inclusion and accessibility", "Strategic autonomy and digital resilience", "Deploying and industrialising the use of AI agents", "New consumption models in the era of the Cloud and AI", "Platformisation of business models: capturing value", "Transformation of skills management in the era of AI", "Supporting changes in the job market", "Addressing hybrid digital threats: public-private partnerships" and "Using European regulation to boost economic competitiveness". Some of the workshops were conducted in English, reflecting the organisers' desire to develop the European dimension of the discussions taking place at the Strasbourg European Digital Summit.

Shared final convictions and recommendations for concrete action

These working sessions were moments of freedom, trust and openness to explore the horizons of digital technology, enabling participants in each workshop to arrive at a shared conviction and to draw up concrete recommendations for action addressed to the public authorities and representatives of the ecosystem, as well as to the organisations themselves, administrations or companies from all sectors of activity.


Lysandre
MAZUER
CIGREF
Équipe RNS


europarl.eu

Plenary Sessions

The Strasbourg European Digital Summit provides a space for reflection, with leading figures providing an outside perspective on the profound changes that digital technology is bringing about in businesses and society.

By bringing together speakers from a wide range of disciplines, the Strasbourg European Digital Summit enables decision-makers to take a step back, confront their certainties and explore new ways of looking at the transformations underway.

All statements made during the plenary sessions are the exclusive responsibility of the speakers.

Inspiration


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Inflation in digital costs: a necessary European reinvention

Nicolas Bouzou
DIRECTOR
ASTERÈS

Adrien Peneranda
DEPUTY DIRECTOR
SCIENCES PO TOULOUSE

Digital power has become one of the main factors explaining the growth gap observed in the twenty-first century between the European Union and the United States. The first plenary session of the 2026 Strasbourg European Digital Summit was devoted to the issue of European digital competitiveness, and in particular to the actions to be taken in the face of the "*inflationary shock*" of cloud and software services. "*The price rises we're talking about are equivalent to twice the cost of an oil shock*", explained Nicolas Bouzou, founder of the economic consultancy Asterès. In a cross-exchange with Adrien Peneranda, Deputy Director of Sciences Po Toulouse and a researcher specialising in economic intelligence, the expert was able to go back over the facts and figures facing organisations.

The survey conducted by Asterès among Cigref's digital directors revealed an average increase in the cost of cloud software services of 8.7% per year over the last three years. This inflation is driven by an oligopoly-type market structure, with high exit costs. "*These 9% annual increases can be seen as a kind of tax paid to the United States to finance AI infrastructures*", explains Nicolas Bouzou, showing how current dependencies feed future dependencies. For nearly three quarters of respondents, this trajectory is seen as financially unsustainable in five years' time. In one out of two cases, these price increases will result in a reduction in other IT expenditure. If the trend continues, spending on cloud and software services could rise from around 30% to more than 40% of the IT budget over a five-year period, crowding out other strategic investments, particularly in R&D.

The Asterès study estimates that the rise in spending on cloud and software services will add an average of €140 billion per year to the costs of European businesses and public authorities by 2030. This trend would translate into a net transfer of wealth to the United States of around €93 billion and a potential loss of 1.4 million European jobs. For Adrien Peneranda, these "*impressive*" figures underline Europe's under-investment in high-tech R&D. "*Around 85% of R&D by American companies goes into AI, biotechnology and space, compared with half that in Europe, and mainly into mid-tech*", he points out. This delegation of innovation to American and Chinese giants represents a major economic and geopolitical risk, with Europe becoming a mere funder of American innovation.

Given this diagnosis, several levers for action were mentioned, with a *consensus* on the need for a strong industrial and political response. Responses range from more determined use of the European Union's powers to regulate competition in the face of oligopolistic practices, to much more committed support for European supply. The reorientation of public procurement, with private procurement following in its steps, can change the economic climate, as the European market is the world leader in terms of the volume of digital purchases. To take advantage of this, the single market must become a reality, as specialists such as Mario Draghi have repeatedly recommended. Finally, it is up to Europe to adopt this American approach, which sees technological investment as the essential lever for future revenues. Adrien Peneranda concluded: "*There is no fatality. We know that in Europe we have the talent and the capacity to industrialise, as we have shown with Airbus. Like everyone else, I heard Yann Le Cun explain why he was coming back to France to found his start-up. What we need to create is a bridge between our brilliant researchers, our collective organisations and the industrial transformation of our discoveries and innovations*."

In the maelstrom of the polycrisis, public policy choices to empower action

Maxence Brischoux
DEPUTY SECRETARY-GENERAL
FOR EUROPEAN AFFAIRS

Thomas Friang
EXECUTIVE DIRECTOR OF THE INSTITUT
GÉOPOLITIQUE & BUSINESS - ESSEC

"*The polycrisis is anything but a crisis, an acute but temporary episode, in the sense that there will be no return to a state that is exempt from it*". Thomas Friang, Executive Director of the Geopolitics & Business Institute at ESSEC, draws a parallel with the current situation facing Europe and its businesses.

Intensifying tensions in the Middle East, the blockage of the Strait of Hormuz leading to a new energy shock with cascading consequences for value chains, the war in Ukraine getting bogged down, Sino-American rivalry structuring all areas of the economy, internal political tensions in the United States, etc.

The theatre of the world continues to affect Europe, and successive crises are turning into a more profound change. "*Polycrisis is in fact a phenomenon that describes a turning point in history, moving from a time when there was a given form of 'organisation of the city' at national and global level, to a new state resulting from the intertwining of several major systemic crises that amplify each other. A transition, therefore, from state A to state B, with no turning back*". For Thomas Friang, the four systemic crises in question, which primarily concern Europe, are the geopolitical brutalisation of the world, the acceleration of the Anthropocene and climate disruption, the economic and competitiveness gap and, finally, a political and moral crisis.

To map out the "*brutalisation of the world*", Thomas Friang refers in particular to the rapid disappearance of international law (for example in Iran), the collapse of global governance bodies (a discredited G20), and a Europe perceived as a "*group of herbivores in a world of carnivores*", a phrase that he nuances but considers enlightening.

Maxence Brischoux, Deputy Secretary General for European Affairs at the Prime Minister's Office, points out that a number of policy initiatives are well underway. Although complex, they should make it possible to stabilise the regulatory framework rather than build new "*cathedrals*" of standards, particularly for digital technology, where harmonisation has become a priority. At the same time, the acceleration of private and public investment requires the gradual removal of intra-European barriers to capital markets, with, for example, the introduction of a "*28th statute*" for setting up a business in Europe, going beyond the 27 existing national frameworks. "*Another important tool that must be at the heart of our actions is European preference in public intervention schemes or, quite simply, public procurement, while bearing in mind that the European economy will remain structurally open to the international market*", Maxence Brischoux also explains.

The two experts make the diagnosis that Europe is a "*frustrated power*". The continent is not poor, with a stock of 35,000 billion euros in savings. However, almost a third of these savings are invested in the United States, with a further €300 billion flowing there every year. Faced with this multi-crisis situation, Europe must give itself the means to move away from a model that finances its strategic competitors. This requires a policy of savings sovereignty, through credible instruments such as Eurobonds dedicated to R&D, defence or the energy transition. The timing is also an unprecedented opportunity, as the dollar could weaken globally in the coming months.

The main message, therefore, is that Europe has far more financial resources than most people think to build its strategic autonomy. In the face of threats of varying nature and origin - whether from Russia, the United States or China - the link between decarbonisation and reindustrialisation, as well as the decisive challenge of mobilising European savings, appear to be the main levers of economic and political power. They also represent a credible way out of a state of structural vulnerability.

Integration of AI: reconciling economic performance, human capital and sobriety

Yves Caseau
CDIO OF THE MICHELIN GROUP & MEMBER OF THE ACADÉMIE DES TECHNOLOGIES

Yann Ferguson
SCIENTIFIC DIRECTOR LABORIA

How can we capture the value of artificial intelligence without generating unacceptable negative externalities? At the 2026 Strasbourg European Digital Summit, Yves Caseau, Michelin's Group Chief Digital & Information Officer, and Yann Ferguson, Sociologist and Scientific Director of LaborAI, discussed the ability of companies to manage this change in the face of a brutal technological shock.

Yves Caseau believes that current concerns revolve around three issues: environmental impact, cognitive impoverishment and job destruction. He argues that the creation of global value will require a new social contract that will be reflected in particular within companies and will have to demonstrate that employees are not investing their creativity in destroying their own activity and profession.

In this sense, he warns against the trap of "*black box*" approaches, which are very common in the tech world. The ambition is to go both "*fast and far*": to accelerate thanks to the tools while continuing to learn, rather than risking sacrificing one for the other.

Yann Ferguson points out that the promises of AI follow in the footsteps of previous technological revolutions, where there is a persistent gap between the hype and the reality experienced by employees. He refers to the recurrence of Solow's paradox, which highlights the omnipresence of technological deployments without commensurate measurable gains in productivity. Historically, IT has increased bureaucracy rather than reduced it, and the Internet, which was supposed to decentralise, has encouraged the emergence of champions in the form of centralising platforms. The sociologist wonders about the risk of seeing AI reproduce this trajectory.

However, the value of AI becomes tangible as soon as the challenges of governance, control and scaling up are anticipated. Within the Michelin Group, cognitive AI is now integrated into the business lines, optimising maintenance and incident management thanks to RAG, with measured gains in productivity and satisfaction. What's more, to design a "*carbon neutral*" tyre, the company is combining simulations and hybrid AI. This manufacturing-based approach generated €100 million last year, with a target of €500 million by 2030. However, Yves Caseau warns against over-optimising fragile systems such as supply chains through excessive automation, favouring process AI that makes the organisation more agile.

Yann Ferguson distinguishes between predictive AI – which requires significant infrastructure and high-quality data – and the "*off-the-shelf*" solutions offered by generative AI. He emphasises that agent-based AI necessitates a fundamental restructuring of digital processes, representing a significant barrier to entry for less mature organisations. The specialist also criticises the concept of AI for individual assistance, which unduly reduces a profession to a mere sum of tasks. The history of productivity theories shows that the way people work together is more important than isolated performance metrics, which, by intensifying the workload, limit overall gains. The central challenge therefore lies in preserving the meaning of work, assessed through perceived usefulness, the quality of execution and self-fulfilment.

Both experts agree that this transformation remains manageable, provided there is rigorous discipline and a long-term vision. Although data quality is essential, we should not wait for a perfect "*big data*" model before taking action. Generating sustainable value requires massive investment in human capital and context-specific training. As AI is not a plug-and-play technology, it demands organisational flexibility to accommodate cycles of iteration and error. Finally, in the face of environmental challenges, the narrative surrounding AI tends to overshadow companies' commitments to corporate social responsibility. A coherent approach therefore requires a discerning assessment of the real value of each application in relation to its consumption of scarce natural resources, thereby reconciling innovation with the necessary restraint.

Between research and political initiatives: the EU's new approach to technological dependencies

Matthew King

JOINT RESEARCH CENTER
EUROPEAN COMMISSION

The Joint Research Centre (JRC), a European Commission department formed through the merger of nuclear research centres in the 1960s, has now become a multidisciplinary scientific hub supporting EU policies. Led by Matthew King in the area of digital sovereignty and data, the Joint Research Centre (JRC) employs two thousand scientists working across a broad spectrum ranging from energy to quantum technology and the environment. The JRC also carries out socio-economic analyses to assess the impact of digitalisation on citizens and to analyse the algorithms used by major platforms. The transparency of its public outputs illustrates the growing momentum of a European technological solidarity movement, which has become crucial in light of the growing awareness of Europe's dependencies. Today, indeed, hardware and infrastructure are predominantly produced in China, whilst software and artificial intelligence models rely on the transatlantic ecosystem.

Far from advocating a "*fortress Europe*", the JRC defends the vision of a reasonable strategic autonomy, guaranteeing industrial and political room for manoeuvre. According to Matthew King, Europe needs to analyse its costs and imbalances lucidly through two approaches: defining sovereignty and evaluating it. The Commission's regulatory package is aimed precisely at harmonising this definition between Member States to avoid "*sovereignty washing*". On the evaluation side, the JRC is working with the Fondation Bertelsmann Stiftung to build a system for monitoring critical dependencies and strategic opportunities. Faced with the inevitable, the Commission is adopting a proactive approach consisting of prioritising, within budget constraints, those segments of the tech stack where Europe can make its mark. This requires rational choices based on industrial needs and greater interoperability between States to achieve the critical mass needed for export. By 2030, three priorities have been set: directing public procurement towards reliable solutions free from foreign control, guaranteeing the traceability of content generated by AI and platforms, and investing massively in education to preserve democratic vitality.

This message was supported by Henna Virkkunen, Executive Vice-President of the European Commission responsible for Technological Sovereignty, Security and Democracy. Asserting that technological sovereignty is an absolute imperative ("*Tech sovereignty is not optional, it's a must*"), she pointed out that regulation alone does not generate leadership; global competitiveness will reward those who innovate and invest rapidly on a large scale. The Commission is therefore deploying a global strategy based on simplifying regulations, unlocking investment and supporting innovation. The plan aims to expand computing capacity, accelerate digital take-up, strengthen the semiconductor ecosystem, clarify cloud offerings and support open source.

To get through this phase, Europe is mobilising strategic financial instruments. The Investment and Savings Union will channel European savings into innovative businesses, while the Scale-up Europe fund will finance critical technologies. The next EU budget will boost these investments while reducing the fragmentation of the single market. From research to political governance, the European approach is clearly proactive, driven by the conviction that a geopolitical leap forward is needed to increase the continent's independence, competitiveness and solidarity.

Anne Le Hénanff

MINISTER DELEGATE FOR ARTIFICIAL INTELLIGENCE AND DIGITAL AFFAIRS

The government was represented by Anne Le Hénanff, Minister Delegate for Artificial Intelligence and Digital Technologies, who reminded the audience at the closing session of the need for subsidiarity between strategic thinking and achieving tangible results. Pledging to place these proposals at the heart of the government's priorities, the Minister reaffirmed that digital sovereignty is based on a shared doctrine: "*The Strasbourg European Digital Summit embodies a collective desire: to unite a French digital team, determined to turn ambition into action. Digital sovereignty is based first and foremost on a shared requirement: identifying our dependencies, strengthening a competitive European offering and defending our values. Your recommendations will enrich our priorities, because together we can build a sovereign, responsible and innovative digital future*".

The minister's speech highlighted a number of key areas, the most important of which is education. The emphasis is on learning scientific subjects from primary school level - with a particular focus on girls - and on structuring an educational *continuum* from secondary to higher education. This investment in human capital is considered essential to equip organisations with the necessary skills and to meet the societal challenges of digital technology. Finally, the Minister detailed the legal and regulatory levers currently being mobilised by the executive, such as the SREN law, the digital majority mechanism, the revision of the Cybersecurity Act, the simplification of standards *via* the European "*Omnibus*", and the overhaul of the public procurement package. These structuring projects are guiding France's diplomatic action, which will be implemented as part of its presidency of the Digital G7 in 2026.

Interaction between the academic world and the business world

Alongside the plenary sessions, the work of the Strasbourg European Digital Summit was also enriched by contributions from the academic and business worlds, whose combined visions serve as a reminder that the success of the digital transition depends on the alliance between scientific excellence and the commitment of businesses.

Welcoming participants to Strasbourg's University Palace, Frédérique Berrod, President of the University of Strasbourg, reaffirmed Strasbourg's role as the epicentre of trust and technological regulation in Europe. At the gala dinner, she outlined the institution's progress through the overhaul of its ethics charter. This now includes a section dedicated to digital technology, providing a framework for the use and security of data intended to fuel future developments in artificial intelligence.

Echoing this vision, Patrick Martin, President of Medef, shared his views on the increased responsibility of business leaders in public debate, an expectation shared by 70% of the public. Faced with the short-termism of political debates, the leader stressed that economic decisions must imperatively be aligned with the major contemporary challenges: demographics, ecological transition and digital transformation. For Medef, this commitment translates into reinforced action at European and international level, as well as priority investment in technological adoption and training for young people. Tackling these structural challenges with discernment is not only a civic imperative, but also an economic one for the resilience and future of European businesses.


Table
Rosalind Elsie
Franklin

Workshops

At the heart of the Strasbourg European Digital Summit, the collective intelligence workshops aim to tackle the fundamental questions facing the digital ecosystem as a whole.

The participants, in the diversity of their roles as users, suppliers or regulators, were able to confront issues that require them to think out of the box. It was an opportunity to prepare proposals for political decision-makers.

As a result of these discussions, each workshop came up with a shared conviction, together with recommendations aimed at the ecosystem, public authorities and the organisations themselves.

Collective intelligence


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01

WORKSHOP 1

Digital sobriety and frugal AI

Is frugality the way to competitiveness?

Workshop chairs

Florent Reichard
DIRECTOR OF STRATEGIC ACCOUNTS
IBM TECHNOLOGY

Baladji Soussilane
VICE-PRESIDENT, DIGITAL AND IT GROUP
AIR LIQUIDE

Moderator

Flora Fischer
MISSION DIRECTOR
CIGREF

Defending frugality in the deployment of artificial intelligence may seem paradoxical given the challenges of competitiveness and innovation that organisations face. On the contrary, the participants in the workshop devoted to digital sobriety demonstrated that these two ambitions can be reconciled.

Choosing alternatives to standard offers

"*Following the trend is not inevitable. The decision-making power remains in the hands of the IOCs, who have concrete levers for action, despite the difficulties of the context*". These words from Baladji Soussilane, co-chair of the workshop devoted to the challenges of responsible AI, sum up the call to action resulting from the work of this 2026 Strasbourg European Digital Summit. While each organisation has its own experience of deploying new generative and agentic AI tools, awareness of their environmental footprint is a reality shared by all players.

"*We know that there will be no 180 degree turn. Given the level of digital transformation in our societies, this is an illusion. On the other hand, it is now possible to use more precise selection criteria to give preference to tailor-made alternatives that are relevant and adapted to real uses, rather than standardised offerings. This is a way for CIOs to regain a form of freedom of decision and action*", notes Florent Reichard, who also co-chaired the workshop. To achieve this, CIOs are claiming responsibility for choosing architectures that are geared towards responsible digital use.

This ambition is reflected in the choice of Small Language Models. These small, specialised models enable high business performance to be maintained while reducing the need for computing power. Trained locally on the company's data, they are more frugal, and also reduce costs and the risk of error, while securing the information assets.

The participants shared their own arbitration grid, the aim of which is to align technological deployments with a triple requirement: relevance, the right need and frugality. Some have incorporated a "*sustainability score*" into each IT project, enabling them to assess the match between the expressed need, the productivity gain and the environmental cost of the solution. Others favour a frugal and gradual project management method, allowing only essential functionalities to be developed in iterative mode, avoiding wasted resources and unused development.

Objectivise results to convince management authorities

Discussions in recent months have shown a growing awareness of this issue, at a time when responsible digital approaches seemed to be taking a back seat to the massive enthusiasm for AI. However, to translate this into concrete reality, through more controlled and economical deployments, IT Departments need to free themselves from day-to-day emergencies and existing processes. "*You have to be able to implement actions that have been thought out orthogonally with the historical reflexes of our organisations, which is not easy*", Florent Reichard illustrates.

To deploy digital sobriety, the will of the CIO alone will not suffice. "*To move forward, you need to find relays within your organisation, gain the confidence of Comex and therefore be able to provide proof of the legitimacy of the choices you make*", notes Baladji Soussilane. During the debates, the ability to objectify the economic and ecological reality of AI deployments was highlighted as an imperative. This requires the implementation of calculation methodologies and KPIs, as well as the promotion of operational successes. One of the key messages was that CIOs need to be supported in the convincing work they need to do with their Comex and teams.

"*There is still a long way to go to convince Comexes that this 'fit for purpose' approach can be a competitive factor, and that it is a lever for transformation as much as for strategic control*", points out Florent Reichard. But the participants are convinced that future competitiveness for organisations will depend on technological frugality, without compromising on innovation.

"*We need to turn these frugal approaches into a virtuous dynamic to differentiate ourselves and, on the contrary, be more agile and innovative*", concludes Baladji Soussilane.

"It is now possible to use more precise selection criteria to give preference to tailor-made alternatives that are relevant and adapted to actual usage, rather than standardised offerings."

Florent Reichard
IBM Technology

"We need to turn these frugal approaches into a virtuous dynamic to differentiate ourselves and become more agile and innovative."

Baladji Soussilane
Air Liquide

01 Digital sobriety and frugal IA

The conviction

The challenges of sustainability call for a shift from a logic of racing to consume AI, to a logic of controlling services, data, infrastructures and uses. This implies moving to a reasoned model, as well as a transformation of digital and AI governance methods, based on a balance between responsibility, functional restraint, prioritisation of needs and performance, starting with an informed dialogue with business lines, support for change and training.

Recommendations

For organisations

Stop suffering and take back control! Set up an investment selection grid to subject any AI deployment to a structured filter combining:

- Real business utility.
- A "*sustainability score*".
- The full return on investment (financial, human and environmental).
- Available alternatives (traditional AI, SLM, manual execution, etc.).
- The level of risk of loss of skills.

For suppliers

Dimension generative AI tools to the right needs. Frame solutions by design to empower the ecosystem through a "*design under constrain*" approach (be frugal, go gradual!). This means basing developments on:

- The 3U principles: "*Useful, Usable, Used*".
- An eco-design reference framework: to limit the environmental footprint of tools.
- Co-constructed usage charters: drawn up jointly with all stakeholders (business lines and suppliers).

02

WORKSHOP 2

Digital inclusion and accessibility

Anticipating digital accessibility in the era of AI

Workshop chairs

Françoise Farag
PRESIDENT SALVIA DEVELOPPEMENT
TSS GROUP

Laurent Treluyer
DEPUTY DIRECTOR GENERAL FOR
INFORMATION SYSTEMS
CNAF

Moderator

Constance Marsilli
HEAD OF RESEARCH DEPARTMENT
NUMEUM

Digital inclusion is being affected by the democratisation of artificial intelligence. This raises the question of whether this technological breakthrough is a vector of opportunities or an additional factor of exclusion for users who are subject to major constraints in terms of use.

AI, a factor of inclusion or new exclusion?

The subject of digital inclusion is very often relegated to the background by organisations, in the face of the challenges of innovation and budgetary imperatives. However, as the testimonies of the participants in this 2026 Strasbourg European Digital Summit workshop demonstrate, the efforts made to include all users, whatever their constraints in terms of usage, offer a particularly relevant analytical framework for observing and supporting increasingly rapid technological rollouts.

"*It's a subject we discuss regularly, but today it takes on an even more interesting meaning as we are faced with a wave of generative and agentic artificial intelligence that is overwhelming everything*", emphasises Françoise Farag, co-chair of this workshop. The underlying question is: how do these AIs impact on inclusion, whether favourably or unfavourably?

As Laurent Treluyer, the second co-chairman, observes, "There is still very little hindsight on the subject". "*As a CIO or head of a technology company, it's difficult to see exactly how far AI can be used in relation to user constraints*". He points out that while AI can help to remove certain obstacles, it is clear that it can also generate new forms of exclusion. "*We also need to bear in mind that inclusion is not a single issue. A visually impaired person will not have the same impact as a dyslexic person*". This observation led the participants to call for more studies and reference work to be carried out by specialists, to remove the hesitations that currently exist within organisations on the subject.

Experimenting with pragmatism

"*One point that is always at the heart of debates when we talk about digital inclusion is whether or not there is a business benefit associated with it*", admits Laurent Treluyer. Making a site or tool more accessible does not, in itself, lead to advertising effects or audience gains, which makes the regulatory constraint almost inevitable when it comes to driving large-scale change. "*On the other hand, one of the conclusions of our workshop is that working on accessibility is a key means of improving the experience of all other users through synergy. This is a potential that needs to be exploited*", emphasises the co-chair.

The predominant feeling among the participants today is that AI, through its recent democratisation, can facilitate and accelerate digital inclusion, through interfaces that are fundamentally different from those that have prevailed until now. "*But if we are to take a step forward in this area, we absolutely must be able to mobilise specialists, associations and so on. We need to bring together the worlds of digital technology and those working on inclusion in the broadest sense*", encourages Françoise Farag. The co-chairs believe that the initial experiments currently underway need to be scaled up and cross-referenced with the realities of public and private organisations.

As the capacity of artificial intelligence to improve digital inclusion is still too theoretical, the workshop participants would like to call on the public authorities to clarify how the subject is being taken into account in the actions being taken and in the development of the regulatory framework. "*In the face of uncertainty, it is essential to remain as pragmatic as possible on this issue, and above all to be able to demonstrate clear commitments in the coming months*" says Françoise Farag.

"To reach a milestone, we need to bring together the worlds of digital technology and those working on inclusion in the broadest sense."

Françoise Farag
TSS Group

"Working on accessibility is a key way of synergistically improving the experience of all other users."

Laurent Treluyer
CNAF

02 Digital inclusion and accessibility

The conviction

In the age of artificial intelligence, digital accessibility must be seen not only as a regulatory obligation, but also as a set of levers for collective efficiency. By facilitating real-world use and innovations from the field, speeding up take-up and benefiting everyone, digital accessibility makes it easier to appropriate digital tools and AI systems. This dynamic is based on the development of new forms of innovation, in particular the ultra-personalisation enabled by data, the transition from transactional interfaces to conversational interactions thanks to generative AI, and the emergence of agentic AI capable of supporting and empowering users.

Recommendations

For legislators

- Adapting the regulatory framework on accessibility to current innovations: broadening the scope to include generative AI and agentic AI.
- Guarantee accessibility by design : include target populations in the design and testing phases, so that real use and feedback from the field are at the heart of digital accessibility policies, to ensure they are effective.
- Make accessibility training compulsory in digital training courses, from NSI to engineering schools.

For the digital ecosystem

- Set an example within our own bodies, starting by making the Numeum and Cigref websites accessible. Encourage our members to do the same and meet in a year's time.
- Systematically include the notion of accessibility in every AI project carried out by our companies (during POC phases, hackathons, etc.).
- Raise awareness, train and even certify our companies' teams, for example *via* the accessibility mural and dedicated training courses.
- Expand the French digital team by including one or more key players in the field of accessibility, such as the CNCPH, H-UP, or the web accessibility fresco collective.


Sylvie


Équipe RNS

03

WORKSHOP 3

Strategic autonomy and digital resilience

Collective tools to strengthen freedom of action

Workshop chairs

Térence Goudriaan
EXECUTIVE VICE PRESIDENT
CAPGEMINI

Emmanuel Sardet
DEPUTY GROUP CIO AND GROUP CTO
CRÉDIT AGRICOLE

Moderator

Pierre Skrzypczak
SENIOR PROJECT MANAGER
CIGREF

In this workshop, held in English to welcome contributions from European participants, the creation of a collective dynamic designed to foster the strategic autonomy of European organisations was at the heart of the discussions.

Clear concepts to deal with technological dependency

Media coverage of "*digital sovereignty*" has grown considerably, particularly over the past two years, at the risk of complicating the distinct analytical grids that need to be applied to the world of organisations on the one hand, and to state prerogatives and services on the other. This is why it seemed essential at the 2026 Strasbourg European Digital Summit to refocus the ecosystem debate on the twin issues of strategic autonomy and digital resilience. Strategic autonomy is defined by a certain level of decision-making and capability control that enables an organisation to carry out its operations without being constrained by a third party. It is a state of interdependence, or of chosen and controlled dependence, which allows room for manoeuvre at both strategic and operational levels. At the same time, digital resilience refers to the dynamic and sustainable ability to anticipate risks and to absorb and overcome disruptions of all kinds, ranging from climatic events to geopolitical tensions and technological dependencies. In this sense, strategic autonomy is a vector for acquiring greater digital resilience.

"*Strategic autonomy is the concrete response to the risks inherent in dependencies that reduce our room for manoeuvre, favour dominant positions and slow down innovation, putting our business continuity under pressure. This is the real issue for businesses and public authorities*", stresses Emmanuel Sardet, co-chairman of the workshop. He points out that if the study revealed by Cigref and Asterès during the previous edition of the Strasbourg European Digital Summit left a lasting impression on observers, it is because the exact assessment of current dependencies is proving to be particularly complex. "*It was less a question of telling CIOs that they have dependencies than of launching a very operational call to action to identify how they can better implement their strategic autonomy. This involves quantification, but also planning and the search for alternatives*". The President of Cigref believes that it is high time to turn intuition into action.

Establish objective decision-making criteria to ensure a collective dynamic

Following on from the work carried out by Cigref with the Digital Resilience Index, this transition to action must be applied across the board, taking into account strategic, economic, legal, technological, logistical, operational, security and environmental factors, as well as data and AI governance. This vast scope also explains the difficulties that organisations may have in grasping the subject or prioritising their initial efforts. Térence Goudriaan, who also co-chaired the discussions, testifies to the richness of the debates, with everyone placing the cursor according to the realities of their organisation. "*During the workshop, we asked ourselves the following questions: how can we anticipate the objective decision-making criteria when choosing between maintaining a third-party service and switching to an alternative supplier? How can we transform a state of budgetary constraint, exposure to supplier risks and geopolitical requirements, into an industrial opportunity for autonomy and competitiveness? What levers can be mobilised in the short and medium term to take account of market changes brought about by the integration of new AI capabilities?*", he explains.

The exchanges also provided an opportunity to discuss the real capacity of organisations to protect themselves against abusive practices, and to guarantee the manoeuvrability, reversibility, portability and effective diversification of digital solutions in their relationships with their digital suppliers. They also tackled the complex issues of scaling up (from private equity to venture capital to IPO) and referencing offerings in a European Strategic Quadrant, exit plans by design, business continuity and skills re-insourcing.

Developing common tools to measure each other's resilience capacities, promoting digital commons to enrich alternative ecosystems, implementing a "*Buy European Act*" for the digital field, etc. The expected levels of action will take place at many different levels, but all will benefit from the knock-on effect of a collective dynamic of which the participants in the Strasbourg European Digital Summit intend to be a part.

"Strategic autonomy is the concrete response to the risks inherent in dependency, which reduce our room for manoeuvre and put our business continuity under pressure."

Térence Goudriaan
Capgemini

"How can we anticipate the objective decision-making criteria for choosing between maintaining a third-party service and switching to an alternative supplier?"

Emmanuel Sardet
Crédit Agricole

03 Strategic autonomy and digital resilience

The conviction

European strategic autonomy goes beyond political ambition. It is an economic and operational imperative serving the overall resilience of organisations. Autonomy in terms of decision-making and capabilities transforms a dependence that is suffered into a chosen and controlled interdependence, thereby securing the creation and capture of value, performance and competitiveness. Only a collective, targeted and coherent dynamic will enable us to seize new opportunities and make a greater impact on the international stage.

Recommendations

For organisations

- Contractually integrate native reversibility and an estimate of the full TCO (from entry to exit) with financial red lines. Drive by risk and demand tangible proof of continuity, over and above simple audits.
- Deploy a shared IRN in Europe, with the possibility of adding a label for users and suppliers. Associating a decision-making tool (such as a quadrant), evaluating offers according to European criteria

For the digital ecosystem

- Diversify suppliers by structuring sectoral ecosystems around viable digital commons and open source foundations, without waiting for European champions to be built from scratch.
- Pool funds (venture capital, private equity) to support European alternatives through to listing, with endowment funds dedicated to certain technologies.
- Use a common legal strike force ("sueing machine") to punish abusive practices and stem the spread of operational risks linked to third parties.

For public authorities

- Apply competition law to open up the B2B market (in particular *via* the DMA), while adopting a "*European preference*" for strategic sectors.
- Take advantage of the "*sovereignty market*" (entities subject to NIS2) to direct purchases towards local players *via* a genuine "*Buy European Act*".
- Introduce tax incentives (for users), a bonus (for suppliers) and mobilise private savings to revitalise the continent's industrial capacity.

04

WORKSHOP 4

Deploying and industrialising the use of AI agents

Agentic AI: The turning point for organisations

Workshop chairs

Jean-Philippe Couturier
CEO
WHOZ

Samir Hatim
GROUP CHIEF INFORMATION OFFICER
VINCI

Moderator

Léa Roubinet
STRATEGIC DIGITAL POLICY ANALYST
NUMEUM

The future of productivity no longer rests solely on the adoption of artificial intelligence tools, but on the transformation of work itself. With the emergence of agentic AI, companies are entering a new phase, that of a profound reconfiguration of their operational models, against a backdrop of competitive urgency in the face of the United States and China.

Agentic AI reconfigures processes

Artificial intelligence has already profoundly transformed professional practices, notably with the rise of generative models. For the participants in this 2026 Strasbourg European Digital Summit workshop, a new stage is in the process of being reached: "*Agentic AI is a radical industrial breakthrough. For the first time, a technology is not just equipping human work, it is executing it*". This shift is changing the very nature of the transformations at work: where generative AI improved individual productivity, agentic AI is now attacking the overall productivity of organisations. "*We are no longer looking for tools to speed up the work of employees, but rather to reconfigure processes*", explains Jean-Philippe Couturier, co-chairman of the workshop. The challenge now is to avoid falling behind the most advanced economies.

One of the major lessons of the workshop was the quality of the discussions and the convergence of the diagnoses. "*The richness of the discussions was particularly reassuring*", emphasised Samir Hatim, the second co-chairman, referring to a widely shared concern about a transformation that is both organisational and technological. However, this convergence does not erase the differences in maturity between the various players, due to the fact that some companies are already experimenting with agentic systems on an industrial scale, while others are still in the early stages of use cases. "*There is necessarily a significant difference between the participants: not everyone is experiencing these transformations at the same pace*" notes Jean-Philippe Couturier. This disparity resulted in a constructive tension between technical debates and strategic arbitration, helping to align levels of understanding and accelerate collective awareness.

The urgency of the tempo

While comparisons with past industrial revolutions come naturally to mind, participants insisted on the singularity of the current moment. Automation no longer only concerns physical tasks, but now extends to cognitive execution. "*Until now, there was a direct link between the size of the workforce and turnover. Today, the cognitive execution phase is becoming technological*", explains Jean-Philippe Couturier. This development opens the way to unprecedented productivity gains - some are already talking about a hundred-fold increase in efficiency - but it also raises major questions about the future of work and the need for reskilling. "*Reskilling cannot be just a business issue*", but calls for a broader mobilisation of governments and institutions.

Beyond the internal transformations, the geopolitical dimension imposes a sense of urgency in the face of the United States' and China's lead, both in terms of infrastructure and investment. In this context, the main risk for Europe would be to underestimate the speed of change. "*Everyone agrees that this transition will be brutal and rapid*", notes Jean-Philippe Couturier. So the danger is not so much in getting the technology mistaken as in getting the timing wrong. Waiting for a hypothetical technological sovereignty, rather than immediately engaging in the transformation of uses, represents a major risk for our organisations.

In the light of these findings, the recommendations converge on the same imperative: to make agentic AI a top-level governance issue. "*It's not an IT project, it's a transformation of the production model*", which requires the direct involvement of general management, as well as a massive training effort, as the main obstacle today remains acculturation. Jean-Philippe Couturier insists: "*The issue of training managers is absolutely essential*", particularly in the public sector, where there is still a lack of understanding of the technological challenges.

Deploying and industrialising the use of AI agents

"If there is one certainty that emerges from this workshop, it is that there will be a change of scale. Artificial intelligence is no longer just a lever for optimisation: it is becoming a structuring factor in business models."

Jean-Philippe Couturier
WHOZ

"In this race, the decisive factor will not only be technological, but also managerial and organisational. In other words, profoundly human."

Samir Hatim
Vinci

04 Deploying and industrialising the use of AI agents

The conviction

Agentic AI is a radical industrial breakthrough. For the first time, a technology is not just equipping human work, it is executing it. Industrialising does not mean deploying a tool, it means reconfiguring the company's operational model: its processes, its businesses, its work organisation. This strategic transformation imperative needs to be embodied by senior management, all employees need to develop their skills, there needs to be a paradigm shift in the way we think about time, and governance needs to rise to the challenge.

Recommendations

For organisations

Make agentic AI a top management issue to seize the opportunity of the Hybrid Workforce. This technology is directly transforming the production model and competitiveness. Companies that orchestrate humans and autonomous agents within the same governance structure will gain a definitive structural advantage. Successful adoption requires strong leadership at the highest level.

- Put the subject on the Board of Directors' agenda.
- Train directors and Comex members.
- Appoint an AI advisor within Comex.

For public authorities

Make the State an example: in terms of understanding, adopting and supporting agentic AI. Political decision-makers must understand the depth of this revolution in order to deploy effective support policies and modernise the administration. The State cannot demand that businesses transform in ways that it does not apply to itself.

- Raise awareness on a massive scale among political leaders and senior civil servants: create a "*digital passport*" and immersive programmes, co-constructed with the field (Numeum and Cigref volunteering).
- Deploy technology within the State: integrate autonomous agents at the heart of administrations to boost efficiency.


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Henri
D'AGRAIN
CGREF
Équipe RNS

05

WORKSHOP 5

New consumption models in the era of the cloud and AI

The digital shift from a logic of tools to a logic of value

Workshop chairs

Bernard Gavgani
FORMER CIO, SENIOR ADVISOR TO THE GROUP'S GENERAL MANAGEMENT
GROUPE BNP

Frédéric Sebag
PRESIDENT
OPEN GROUP

Moderator

Elsa Auriol
DIGITAL POLICY ANALYST
NUMEUM

Driven by the cloud and artificial intelligence, the digital economy is entering a new phase of transformation. Stakeholders now need to rethink their models around hybridisation, interoperability and value creation.

The doctrine of hybridisation and the redefinition of roles

The "*all cloud*" model is already a thing of the past. Faced with the explosion in digital uses and the arrival of generative and agentic artificial intelligence, a new doctrine is taking hold in businesses: "*Hybrid by Design*". For Bernard Gavgani and Frédéric Sebag, who co-chaired this workshop, the challenge is no longer simply to migrate infrastructures, but to build hybrid digital environments capable of reconciling performance, flexibility and strategic control. This approach simultaneously restructures the three pillars of digital technology: infrastructure, software and services. "*The trajectories are converging towards a shift from possession to use, and then from use to value*", explains Bernard Gavgani. In this new paradigm, AI acts as an accelerator of transformation as much as a revealer of existing technological dependencies.

This transformation is changing the traditional roles of the ecosystem: digital services companies, historically positioned on fixed-price or time-and-material services, are moving towards models based on results and the value produced thanks to AI; cloud providers are no longer limited to supplying infrastructures, but are now integrating AI bricks, language models and augmented services; software publishers are moving beyond the simple SaaS model to offer autonomous agents capable of performing complex tasks. This trend is also transforming the role of information systems departments: "*IT departments can no longer just be the guarantors of the information system*", emphasises Frédéric Sebag, they are becoming strategic partners in innovation and digital transformation, at the heart of the trade-offs between performance, sovereignty, security and value creation.

Strategic autonomy and new partnership models

The massive introduction of AI into infrastructures, services and software is forcing a radical rethink of the expertise required. Companies have to deal with the growing challenges of interoperability, platform management and securing technology chains. Behind the promise of automation and efficiency lies the risk of technological lock-in. The traditional client-supplier model seems ill-suited to these environments, where infrastructure, data and AI services are closely intertwined."*The question now is whether we can move on to genuine partnership models based on the alignment of interests*", sums up Frédéric Sebag.

The rise of AI could permanently alter the balance of the market as hyperscalers extend their control over application layers and intelligent services. In this context, preserving strategic autonomy is becoming a major challenge for European companies. Interoperability appears to be an essential lever to avoid recreating new technological dependencies. The participants called for the development of European standards capable of facilitating the reversibility and portability of solutions.

In addition to private players, public authorities are being called upon to support the emergence of European digital champions, and to harmonise regulations. The idea of a European fund dedicated to the digital sector was raised as a way of supporting the sector's consolidation in the face of international players. More broadly, the discussions reflect a profound paradigm shift: AI and the cloud are no longer simply additional technologies in the information system, but are redefining value chains, economic relationships and digital governance models. "*Hybridisation is now becoming the prerequisite for a controlled and sustainable digital economy*", Bernard Gavgani points out.

New consumption models in the era of the cloud and AI

"The all-cloud model is gradually becoming obsolete in favour of a Hybrid by Design approach."

Bernard Gavgani
BNP Group

"Digital players will no longer just offer tools or infrastructure, but AI-enhanced results and value."

Frédéric Sebag
Open Group

05 New consumption models in the era of the cloud and AI

The conviction

At a time when the consumption of digital services is becoming more widespread, the "*all-cloud*" model is becoming obsolete and is giving way to a Hybrid by Design doctrine. AI is the digital innovation that makes this hybridity possible. It is also bringing about structural changes for the players in the ecosystem, changing their roles and actions.

- The digital services comapnies used to sell time and fixed-price services will now also be selling shared results equipped with AI.
- Cloud providers used to provide infrastructure services; they will now also provide enhanced services (infrastructure and LLM, etc.).
- Software publishers used to sell SaaS will also operate autonomous agents.
- IT Departments used to be the guarantors of the information system, but now they must be strategic and essential partners in innovation and digital transformation.

Recommendations

For the digital ecosystem

- Develop European interoperability standards to facilitate the transition from one digital solution to another.
- Strengthen the technology monitoring carried out by professional organisations to support companies in the face of accelerating digital transformations.
- Build more balanced partnership models between CIOs, NSEs, software publishers and cloud providers based on value creation.

For public authorities

- Encourage the emergence of European digital champions through the coordinated commitment of public and private players.
- Harmonise European regulations more closely to ensure balanced competition between market players.
- Study the creation of a European digital fund to support consolidation and innovation in the sector.

06

WORKSHOP 6

Platformisation of business models: capturing value

Value drivers, governance challenges and strategic perspectives of platform models

Workshop chairs

Pascale Montrocher
EXECUTIVE DIRECTOR OF SI
SFR

Sébastien Pernaudet
DIRECTOR OF EXTERNAL RELATIONS
SOPRA STERIA

Moderator

Marine de Sury
MISSION DIRECTOR
CIGREF

While the acceleration in technology and the prospects opened up by AI point to a growing interest in platform models, this transition still raises complex questions for businesses and public sector players.

Multilateral value creation...

The hypothesis of the global hegemony of platform models has been raised for some fifteen years now, stimulated by the success of leading players with the general public. However, the facts tell a different story: many organisations that have tried to adopt this strategy have come up against the structural complexity of this business model. "*Too often, attention is focused on the emblematic successes, obscuring the many operational failures that nevertheless deserve to be analysed*", observes Sébastien Pernaudet, co-chairman of the workshop.

A platform is a technological and commercial foundation that creates value by facilitating interactions between several parties - users, partners, developers, suppliers - rather than by directly producing a good or service. Unlike the traditional "*product*" model, the platform aims to create value multilaterally within an ecosystem, and its effectiveness increases with the number of participants. This multilaterality is the main challenge in designing and sustaining effective business models. While technology has facilitated exchanges and network effects, the clear definition of common interests, guaranteeing long-term benefits for each participant, often remains a strategic stumbling block.

... conditioned by human, technical and economic challenges?

The participants emphasised the centrality of the human dimension to the success of these platformisation projects. "*We can talk about the primacy of cultural transformation over the tool: it is essential to commit to supporting change in order to break down silos and get everyone involved on board, because the cultural challenge is often more complex than the technical one*", emphasised Pascale Montrocher, co-chair of the session.

Other critical success factors include the use of layered, modular and scalable architectures. These enable optimal adaptation to peak workloads and facilitate technical integration, guaranteeing the ecosystem's durability and resilience. To reach critical mass, the platform needs to simplify its technical access to accelerate partner onboarding, build new business models and reduce the time-to-market of services. In this respect, agentic AI is opening up unprecedented opportunities: "*artificial intelligence can act as a strategic facilitator to address the right partner at the right time, while enabling data to be interrogated via semantic models*", explains Pascale Montrocher.

The challenge is to establish clear guidelines for deploying the platform and bringing the ecosystem together. So, if the fundamental question is "*how to capture value through a platform model*", there are many underlying questions that need to be answered: should we create the platform or simply join an existing ecosystem? How can we quantify the positive externalities brought about by this model in relation to the initial investment required, when the balance in the sharing of value often remains theoretical in the initial phases? How far should we go in opening up the platform to reconcile the search for critical mass with respect for specific needs?

Sébastien Pernaudet points to another major strategic area: "*This subject is often focused on the private sphere. However, many of the issues linked to platforms are adapted to the mechanisms of action of the public sphere and the needs of the general interest. These collective impacts, particularly in the age of AI, are not yet sufficiently addressed. It is difficult to see the potential offered by platforms at a more global level, for example in terms of collective security. But in terms of value, the issue goes beyond financial considerations*", he concludes.

Platformisation of business models: capturing value

"A commitment to change management is essential if we are to break down silos and get everyone involved on board, because the cultural challenge is often more complex than the technical one."

Pascale Montrocher
SFR

"During the preparatory work for this workshop, it became apparent that attention is too often focused on emblematic successes, obscuring the many operational failures that nevertheless deserve to be analysed."

Sébastien Pernaudet
Sopra Steria

06 Platformisation of business models: capturing value

The conviction

Platformisation and data spaces in an open, connected world represent a strategic lever for organisations. Platformisation and data spaces are a way of positioning an organisation within its ecosystem in order to develop new sources of value for the organisation, its ecosystem or its customers, or to reduce risks (strategic, operational or regulatory). Platformisation can also be a tool for preventing the arrival of new players by anticipating them through knowledge of the market, processes and ecosystem presence. The arrival of new AI technologies, both generative and agentic, calls into question the existence of platforms or data spaces and the conditions under which they are implemented

Recommendations

For organisations

- Qualify, at Comex level, the opportunity to join or create a platform or data space and clarify the value for the stakeholders involved.
- Identify a sponsor and a leader. If their appointment is not possible, agree to abandon the project.

For public authorities

- Ensure that the implementation of the regulatory framework does not create obstacles to the creation of platforms and data spaces, for both small and large players.
- Provide organisations with an opportunity guide for platforms or data spaces (best practice, rules).


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07

WORKSHOP 7

Transformation of skills management in the era of AI

Skills, governance, acculturation: AI requires profound and immediate change in organisations

Workshop chairs

Jonathan Amar
CEO
DELETEC

Lionel Chaine
CIO
BPIFRANCE

Moderator

Frédéric Lau
MISSION DIRECTOR
CIGREF

Beyond technology, artificial intelligence is profoundly redefining skills, modes of governance and corporate cultures. According to the participants in this workshop, the challenge is no longer simply to adopt AI, but to organise a lasting transformation of talent and practices.

Orchestrating agents and valuing people

Artificial intelligence is not just another innovation: it reveals the structural strengths and weaknesses of organisations. Lionel Chaine and Jonathan Amar, co-chairs of this workshop, are clearly convinced that "*tomorrow, work will be agile, simplified and intensified*", provided that the combination of human skills and AI capabilities is successful. This transformation is taking place against a backdrop of rapid technological acceleration, where traditional benchmarks are becoming obsolete, creating a gap between the speed at which tools are evolving and the inertia of HR strategies: "*Today, we're at a time when we're thinking about skills, but with AI everything is moving very fast*".

This gap is all the more critical because AI is no longer the preserve of technical departments. It has become a business issue in its own right, and requires shared governance between IT, HR and operational staff. "*Code is no longer enough*", insist the co-chairmen, pointing out that AI skills need to be disseminated at all levels. The key issue is becoming one of mass acculturation. AI affects all generations and is redistributing roles. While the younger generations, who are natively more at ease with these tools, are challenging the experienced profiles, the latter are providing the necessary perspective.

The success of this transition depends on commitment, with trust remaining a key element. Faced with these challenges, the alignment of Comex, the Board and the HR Department is an essential prerequisite. Added to this is the need to raise awareness on a massive scale and to structure internal communities. "*We need to develop the ability to orchestrate AI agents and data flows, rather than training in tools*", insist Lionel Chaine and Jonathan Amar. This orchestration approach marks a profound shift: value no longer lies solely in technical expertise, but in the ability to combine, supervise and manage hybrid systems. Critical thinking, curiosity and a cross-disciplinary vision are becoming key differentiating factors. "*The human factor is becoming the real safeguard*", asserts Lionel Chaine, who advocates the development of a solid general culture in order to interact with AI systems.

This repositioning of skills is accompanied by a change in profiles. The "*T-skills*" model, combining specialised expertise and cross-disciplinary skills, is becoming the benchmark, with versatility taking precedence over isolated hyper-specialisation. However, this transformation is generating complex trade-offs between planning and agility, governance and experimentation, return on investment and a culture of innovation. Should there be a strong structure or should local initiatives be allowed to emerge? How can we measure the value of projects whose benefits are still uncertain?

Developing fundamental knowledge and experimentation

Finally, a number of structuring questions remain open, whether concerning the ownership of augmented skills, the role of personal agents or onboarding methods in an ecosystem saturated with AI, traditional models are being called into question. In this context, two priorities are emerging. On the one hand, we need to step up teaching of the sciences and fundamentals to prepare future generations to think about AI and manage the risks involved: computer science must be part of the sciences in the same way as mathematics or physics. On the other hand, we need to give companies a genuine right to experiment: "*Experimentation time is essential before any standardisation*", says Jonathan Amar. More than ever, AI requires systemic change, as well as far-reaching cultural, organisational and human transformation.

"We don't need to train in tools, but move from a technical logic to a real ability to orchestrate AI agents and data flows."

Jonathan Amar
DELETEC

"Today, we are in a moment of reflection on skills, but with AI everything is moving very fast!"

Lionel Chaine
BPIfrance

07 Transformation of skills management in the era of AI

The conviction

The future of work is characterised by agile, simplified and intensified work. Our performance will be based on the synergy between human skills and artificial intelligence, within a culture of trust. To succeed, AI must become a catalyst for skills. Beyond a complex transition phase, this transformation must be voluntary, continuous, guided by a strategic vision and driven by the commitment of all our talents

Recommendations

For organisations

- Align Comex, the Board, HR, IT and business departments as quickly as possible around a skills-based AI strategy.
- Raise the awareness of all employees on a massive scale and create communities of internal champions capable of experimenting, sharing and disseminating best practice.
- Not just training in tools, but developing the ability to orchestrate AI agents, business processes and data flows.

For the digital ecosystem

- Put science back at the heart of education, by recognising computer science as a fundamental subject on the same level as mathematics and physics.
- Develop the fundamental skills that are essential in the age of AI: general knowledge, critical thinking, intellectual curiosity and the ability to "learn how to learn".
- Create a right of experimentation in companies to allow organisations to test, learn and develop their skills before freezing uses in overly restrictive regulatory frameworks.


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08

WORKSHOP 8

Supporting changes in the job market

Training in the age of AI: digital technology calls for fewer constraints and more cooperation

Workshop chairs

Frédéric Dufaux
DEPUTY GENERAL DIRECTOR
DOCAPOSTE

Sandrine Racouchot
DIRECTOR OF DIGITAL SERVICES
ABEILLE ASSURANCES

Moderator

Ménehould Bothier de Brisis
DIRECTOR OF DIGITAL POLICIES AND EXPERTISE
NUMEUM

Faced with the accelerating pace of artificial intelligence, players in the digital and academic worlds are arguing for a radical transformation of training models. For the participants, the urgent need is not more funding, but to facilitate collaboration between companies, schools and universities so that skills can be adapted more quickly to the realities on the ground.

Enhancing skills by building bridges between training and career paths

Artificial intelligence does not call into question the need to train and recruit digital talent; on the contrary, it confirms the urgent need to strengthen technological skills in all sectors. This is essential if we are to produce digital services that comply with regulatory requirements and are aligned with European values. "*We don't need any additional funding, we just need to remove the obstacles and let companies and teachers work together*", says Frédéric Dufaux, Deputy Managing Director at Docaposte. There was unanimous agreement among the participants, whose views quickly converged on common recommendations.

One of the major lessons learned concerns the changing role of training in a context of constant technological change. Skills enhancement can no longer be confined to initial learning, but must be part of a dynamic throughout professional life. With this in mind, the discussions called for hybrid courses capable of combining academic fundamentals with hands-on immersion in operational realities.

This hybridisation between teaching and professional practice is one of the key levers for responding to the accelerating use of AI. "*Training courses must remain as close as possible to business needs*", by strengthening the links between schools, universities and companies. The aim is to enable students, work-study students, apprentices and trainees to develop in environments that are more flexible and responsive to the rapid changes taking place in the sector. As a result, the players want to give greater recognition to the commitment of professionals who devote their time to passing on their expertise to younger generations, provided that administrative frameworks become more flexible.

Scientific culture, inclusion and management of the sector

The discussions also highlighted the importance of the image of digital technology and scientific culture from an early age. The participants called for mathematics, science and technological humanities to be put back at the heart of primary and secondary education in order to develop a critical mindset in the face of AI. This ambition must fully integrate the issues of inclusion and diversity to avoid the reproduction of cultural or gender biases in digital uses.

"*The heterogeneity of the profiles was extremely constructive*", emphasises Sandrine Racouchot, stressing the complementary nature of the participants. This diversity enabled us to take a practical approach to the issues of multiculturalism, parity and inclusion in the digital professions. These dimensions are no longer just a matter of social responsibility, but are a strategic issue in the design of future AI systems.

In addition to these recommendations, the industry has made a number of specific commitments. In particular, Cigref and Numeum plan to monitor and share several indicators each year relating to the recruitment of junior profiles, parity and the rise in AI-related skills. These data will be used to adjust the actions undertaken and to build a more concrete steering system for the transformation of digital skills. In the end, the discussions reflected a shared desire to see training models evolve more rapidly, without overburdening existing systems. "*We need to free up energy*", sums up Frédéric Dufaux. In conclusion, the ability to adapt skills to the AI era will depend less on an increase in funding than on better cooperation between the digital ecosystem, businesses and academia.

"We don't need any additional funding: we just need to remove the obstacles and let companies and teachers work together."

Frédéric Dufaux
Docaposte

"The heterogeneity of the profiles was extremely constructive: everyone knew exactly what they were talking about."

Sandrine Racouchot
Abeille Assurances

08 Supporting changes in the job market

The conviction

The growing impact of AI does not call into question but reinforces the need to continue training and hiring young digital professionals in all sectors. This dynamic is essential to guarantee the production of digital services that comply with regulatory requirements and are aligned with European values. This skills requirement must continue throughout a person's career. With this in mind, we need to encourage closer links between the digital and academic ecosystems through the creation of hybrid and integrated courses, combining a fundamental theoretical foundation and practical application, within a flexible and agile framework.

Recommendations

For the digital ecosystem

- Strengthen collaboration between companies, schools and universities to adapt training to real needs in the field.
- Enhance the value of the time devoted by digital professionals to passing on skills to students, work-study students and apprentices.
- Develop hybrid courses combining an academic foundation and operational immersion in companies.

For public authorities

- Make the regulatory frameworks governing internships, work-study programmes and apprenticeships more flexible in order to facilitate collaboration between the academic world and companies.
- Reintroduce science, mathematics and technological humanities into school curricula from an early age.
- Promoting an inclusive approach to digital technology in order to limit cultural and gender bias in the use of AI.


Équipe RNS

09

WORKSHOP 9

Addressing hybrid digital threats: public-private partnerships

Cyberthreats and regulations: global synergy at the service of the economy

Workshop chairs

Franck Le Moal
CIO
LVMH

Michel Paulin
PRESIDENT
CSF TRUSTED SOFTWARE AND DIGITAL SOLUTIONS

Moderator

Sandrine Roth
MISSION DIRECTOR
CIGREF

The ubiquity and structure of cyber attacks now affect every organisation in the country, whether the State, major groups or very small businesses. In the face of this systemic risk, public-private cooperation is essential to restore the climate of confidence needed for economic and social development.

Overcoming the isolation of organisations in the face of the threat

The intensification of geopolitical conflicts is accompanied by the development and growing complexity of cyber threats, which are now intrinsically linked to international tensions. Regalian threats no longer only concern the State, and criminal and mafia actions are intertwined with political underpinnings, leading to a multiplication in the number and type of victims. "*All organisations are now aware that we live in a digitally and physically threatened world, and that they are under constant economic and political threat*", admits Franck Le Moal, co-chair of this workshop devoted to public-private cooperation in the face of threats.

He points out that, although the subject is gaining in visibility, the operational tools are still inadequate in the face of the proliferation of recommendations and regulations. "*Organisations can quickly feel isolated and alone. This is also what makes it essential to join forces and develop synergies*", emphasises Michel Paulin, who also co-chaired the workshop. The participants recommended using existing players to facilitate cooperation, so that solutions can emerge at scale. "*This is the real issue: everyone is talking about the need for better cooperation in cybersecurity, but this is leading to a proliferation of initiatives, none of which has the critical mass to make a real difference. We don't have any operational systems that have really been scaled up*", says Franck Le Moal.

Building operational bridges

This challenge has led the co-chairs to recommend both harmonisation of regulatory frameworks and a strengthening of the resources allocated to existing reference players, such as InterCERT France or the government initiative "*cybermalveillance.gouv.org*". While the former could be approached to meet the needs and expectations of large organisations, the latter is an initiative aimed at French SMEs. Faced with cyber risks, small organisations find themselves at a disadvantage due to a lack of awareness, technical expertise or financial resources.

"*The government, associations and chambers of commerce and industry must redouble their efforts. But big business also needs to take a responsible stance: it's no longer just a question of making contractual commitments in the supply chain. We need to put in place operational support measures to help suppliers, especially the smaller ones, to protect themselves and therefore the entire value chain*", Franck Le Moal sums up.

In the face of hybrid threats, the priority is therefore to implement hybrid response methods, in order to go beyond the existing fragmented cooperation frameworks. Michel Paulin formulates the appeal that emerges from this workshop: "*Let's get organised, let's exchange information operationally in a much more structured and systematic way to prevent and cure this hybrid war. Let's build real bridges between groups, associations and institutions, which are still too siloed and often focused on white papers. And at the same time, let's avoid diluting leadership and posturing!*"

Addressing hybrid digital threats: public-private partnerships

"We don't have any operational systems that have really been scaled up."

Franck Le Moal
LVMH

"Let's build real bridges between groups, associations and institutions, which are still too siloed and often focused on white papers. At the same time, let's avoid diluting leadership and posturing! "

Michel Paulin
CSF Trusted Software and Digital Solutions

09 Addressing hybrid digital threats: public-private partnerships

The conviction

The sophistication and recurrence of cyber-attacks targeting citizens and organisations in France pose a direct threat to business continuity, reputation and resilience, requiring ecosystems to be structured to optimise our level of preparedness. Sharing information within sector-based or trusted circles has become essential for analysing and organising ourselves in the face of these threats. Exchanging indicators of compromise in real time is proving decisive in speeding up response, defence and anticipation capabilities. Faced with this paradigm, the State and major organisations have a responsibility to raise awareness, provide training and anticipate risk in order to preserve the economic, social and strategic survival of their structures.

Recommendations

For public authorities

- Simplify and harmonise all the legal obligations and standards in France and Europe, which require companies to take action that is sometimes contradictory. Align all the laws (DORA, NIS2, etc.), standards (ISO27001, HDS, etc.), certifications(SecNumCloud, etc.) and reference systems so that everyone can make sense of them (obligations, limits, benefits) and thus facilitate the economic development of France and Europe.

For the digital ecosystem

- Set up a mechanism to enable all companies, by market or by sector, sharing the same businesses and the same issues, to meet regularly, before, during and after an attack. We suggest that the armed wing of this collaboration should be based around interCERT France, in order to develop and promote, within a framework of trust, operational collaboration between major companies, specialist service providers, public organisations and government departments.
- Expand the ALERT, AWARENESS, TRAINING scheme for all digital users. Introduce compulsory cybersecurity training (starting at school and continuing through vocational training courses), and support for SME managers, who are on their own when it comes to this issue. A solution like "cybermalveillance.gouv.org" needs to be given much more prominence, developed and supported.

10

WORKSHOP 10

Using European regulation to boost economic competitiveness

Collective tools to strengthen freedom of action

Workshop chairs

Sophie Batas
VICE PRESIDENT OF EUROPEAN AFFAIRS
DASSAULT SYSTÈMES

Véronique Lacour
SENIOR VP TRANSFORMATION AND OPERATIONAL EFFICIENCY
EDF

Moderator

Vanessa Dewaele
OFFICE OF THE CIO
VEOLIA

The proliferation and complexity of European regulatory initiatives on digital technology may be a source of frustration today, but they also represent an opportunity: the chance to turn digital technology into a lever for the continent's industrial transformation, provided that a clear legislative roadmap is drawn up.

Faced with the complexity of European regulatory frameworks

How can we make regulation an asset for competitiveness in Europe? At first sight, the question may seem paradoxical, given that European regulatory action has for years been presented as a barrier and a constraint in most discourse concerning the economy and innovation, and even more so around digital technology. For the ecosystem, the proliferation of major texts seeking to regulate the uses of digital technology has required a constant effort to adapt. "*The workshop produced a clear and shared diagnosis of the current regulatory environment. The prevailing feeling is one of perplexity*", says Sophie Batas, one of the two co-chairs.

The contributors to this working session acknowledge the good intentions underpinning European digital legislation, but they also point to a persistent gap between ambition and operational reality. The reservations relate in particular to the lack of strategic clarity regarding the law on cybersecurity and the EUCS, as well as doubts about the integration of sovereignty criteria. Hesitations on this subject risk compromising a major opportunity, with industrial repercussions according to the participants. In this context, the EU's regulatory efforts are not yet translating into an industrial advantage for its companies.

"*But the workshop was also an opportunity to work on overcoming these observations and, above all, not to see them as a form of fatality*", explains Véronique Lacour, the other co-chair of the workshop. "*Despite the frustration, the dynamic was very positive. There was a desire to take advantage of the collective intelligence to find the right levers. The players are aware that we have the means to act: adopting this digital industrial strategy will shed all the more light on the strengths of the European project.*"

Writing a shared future under the banner of industrial ambition

These reflections reaffirm a central and renewed conviction within the industry: "*Regulation can become a genuine tool for industrial strategy, rather than a compliance burden; a tool that builds confidence in digital, encourages the emergence of European champions and transforms Europe from a consumer market into a production market*", Sophie Batas sums up.

However, this ambition remains conditional on political and regulatory stability, the adoption of a business-centred approach, and the establishment of a single, unified framework to replace the 27 fragmented national regimes. This conviction, like these recommendations, carries the unanimous voice of the entire group, illustrating the strong alignment of the industry's players.

These requirements are reflected in the recommendations issued at the end of the workshop. Véronique Lacour underlines the concrete orientation of this work by placing it under the seal of hope: "*We have all used our industrial words to draw up these recommendations, which may come as a surprise at the regulatory level, but that's fine because we say to ourselves that adopting this common language centred on companies is also a key to writing this future together*".

Using European regulation to boost economic competitiveness

"Regulation can become a real tool for industrial strategy, not a compliance burden; a tool that builds confidence in digital, encourages the emergence of European champions."

Sophie Batas
Dassault Systèmes

"Adopting this digital industrial strategy will shed even more light on the strengths of the European project."

Véronique Lacour
EDF

10 Using European regulation to boost economic competitiveness

The conviction

European digital regulation is necessary, but it is currently falling short of its ambitions. Relevant legislation exists (DMA, DSA, Cybersecurity Act), but it is too often diverted from its original intention - either during the co-decision process or when implemented by national authorities - and generates certain unintended effects on the market. This legislation has not yet achieved its objectives. Many digital laws are primarily designed for consumers and do not take sufficient account of the impact on businesses (e.g. RGPD, AI Act).

Regulation needs to move from being a compliance constraint to a genuine industrial strategy tool, capable of creating digital confidence, fostering the emergence of European champions and transforming Europe from a consumer market into a production market. This requires stability, a business-centred approach and a single harmonised framework rather than 27 fragmented national regimes.

Recommendations

For public authorities

- Codify a "*Buy European*" approach for digital services and their supply chains, as part of the future Regulation on the development of the cloud and AI, with the localisation of data in Europe, the establishment of the supplier and its control in Europe, European control also over the intellectual property of solutions and licences, protection against extraterritorial laws and export controls.
- Create a European Sovereign Digital Fund, with a governance structure involving both public institutions and private investors, open to investment by citizens and designed to find concrete ways of channelling private savings into financing sovereign digital services and products.


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