



## Don't be afraid of chaos!

*Elizabeth Ducottet*

*Interview conducted by Guy Vallancien*

### **Virtues leading to success**

Thuasne's success relies on three cardinal virtues:

- Sustainability, achieved through transmission over the course of time and over generations
- Frugality, achieved by orienting resources towards that which is essential: innovation
- Agility and redeployment of forces so that projects succeed each other smoothly.

### **Integrating digital technology to improve patients' experience**

Thuasne rapidly assessed the importance of digital technologies. The company has drawn closer to innovative actors, welcoming and supporting them without integrating them so as not to restrain their inventiveness. Gradually over time, these digital innovations have been integrated into Thuasne's offer. This approach has always been empirical, meaning that it is based on observing patients' needs.

### **Digital technology and the new world: a necessary change**

Digital technology illustrates the passage from a world with an already established order to a new one. The transitional period between these two worlds literally constitutes chaos. It can be quite daunting and withdrawal can be tempting. However, it is imperative to look to the future, embrace change and not fight it in order to get through this chaotic period.

### **The State needs to be at the service of French innovation**

Public authorities should be aware of the importance of destructive innovation for patients, but also for France's industrial influence. The French industry can create worthwhile jobs thanks to its innovation. Public authorities need to commit to widescale simplification and facilitation, otherwise the innovators could take their know-how elsewhere.

## **The importance of medium-sized enterprises as far as industrial influence is concerned**

Medium-sized enterprises have an important role to play in the development of high added-value industries. They represent 25% of French jobs and 32% of exports and need to be encouraged to reinvest in local industrial areas that have been affected by the deindustrialisation which took place at the end of the Thirty-Year Boom.