Communication & Influence

N°175 – April 2026

When reflection leads action

Artificial Intelligence (AI), Influence, Decision-Making, and Information Warfare: A view from Roger Vandomme

"AI does not manipulate minds on its own; it systematizes the conditions under which minds can be influenced." However, "influence begins where information ceases to be neutral and becomes a tool for decision-making." Roger Vandomme has just published, in English and French, An Approximate Intelligence (L'Incertitude Apprivoisée, ***Altona, MB, Canada, FriesenPress, 2026), subtitled: Where AI began, How It Works, What it Means. A data scientist by trade, with a dual civilian and military international background, Roger Vandomme has followed the same guiding thread for thirty years: understanding, enlighting, and improving human decision-making in situations of uncertainty, at the intersection of business, consulting, schools, and institutions. His analysis resonates with the DNA of our Newsletter: strategy, influence, decision-making, economic competition, and intellectual sovereignty. In the interview he gave to Bruno Racouchot,***

director of Comes Communication, Roger Vandomme also highlights the sovereignty issues linked to AI in the context of cognitive warfare: "A nation that does not understand how AI structures the circulation of information becomes vulnerable. In the age of AI, influence no longer consists solely of convincing minds. It increasingly consists of guiding the systems that guide minds."

How is artificial intelligence changing strategies of influence? Is it merely a more powerful communication tool, or is it altering the way opinions, decisions, and power dynamics are formed?

Artificial intelligence (AI) is not simply another tool in the arsenal of communicators, strategists, or influencers. It is transforming the very environment in which influence is exercised. For a long time, influencing consisted of crafting a message, choosing a channel, identifying a target, and then attempting to alter a perception or a behavior. With AI, we are shifting scales, and sometimes nature. It is no longer just about disseminating a message, but about understanding, modeling, anticipating, and steering behaviors based on massive volumes of data.

AI does not reinvent influence. Influence is as old as politics, commerce, or war. What is changing is its capacity for industrialization. It allows us to detect early signals, segment populations, predict reactions, and then tailor messages with a precision that was once impossible. Where a traditional campaign operated in broad categories, AI enables a much more nuanced and granular approach.

In the realms of economic intelligence, geopolitics, or geoeconomics, this capability becomes decisive. Information is never neutral. It informs a decision, but it can also skew it, delay it, divert it, or prevent it. AI, however, intervenes in this chain that runs from data to information, from information to.knowledge,

Why Comes?

In Latin, comes means travel companion, associate, mentor, or escort. Founded in 1999 and based in Paris, Toronto, and São Paulo, Comes publishes Communication & Influence each month. As a platform for reflection, this digital medium seeks to open innovative perspectives at the intersection of traditional communication challenges and the implementation of influence strategies. Such a tool is primarily intended for managers responsible for the overall strategy of their organization, as well as for communication professionals looking to explore new avenues of action.

To be credible, one must clearly state their direction, communicate it effectively, and provide clear reference points. The interests shaping today's economic rivalries are not based solely on commercial or financial factors. They must also incorporate cultural and societal variables, in short, ideas and representations of the world. It is at this crossroads, between the development of influence strategies and the consideration of the stakes of economic competition, that Comes' strategic approach unfolds.

COMES

www.comes-communication.com
Paris – Toronto – São Paulo

from knowledge to decision, and from decision to action.

Its strengths are well known: speed, anticipation, personalization. An AI can absorb thousands of sources, connect scattered elements, and identify trends in a matter of seconds. It does not predict the future in the magical sense of the term, but calculates probabilities based on observations of the past. It can also tailor a message to a specific audience, a specific moment, a specific channel, or a specific emotion. We then enter a gray area where persuasion can become manipulation.

This is where the weaknesses and dangers begin. AI does not understand the world as we do. It calculates, classifies, connects, and generates. It remains dependent on the data we feed it, the objectives we set for it, and the biases it absorbs. It can give an illusion of objectivity to what is sometimes nothing more than automation of prejudice. It provides plausible answers, rarely certainties. It replaces neither judgment, nor experience, nor strategic intuition. Every model is an approximation. Its most significant weakness is political and moral. Those who master AI tools can alter the cognitive environment of others without their awareness: saturate the information space, create false consensus, amplify emotions, generate confusion, or make certain opinions more visible than others. The issue therefore concerns the sovereignty of the mind. AI by itself does not manipulate minds. It industrializes the conditions under which minds can be guided. A nation that does not understand how AI structures the information circulating within it becomes vulnerable. In the age of AI, influence no longer consists solely of convincing minds. It increasingly consists of guiding the systems that guide minds.

Information is never neutral. It informs a decision, but it can also bias it, delay it, divert it or prevent it. Yet AI intervenes in this chain that runs from data to information, from information to knowledge, from knowledge to decision, and then from decision to action. Its strengths are well-known: speed, foresight, and personalization.

Your career spans several worlds, civilian and military, technical and strategic. What common thread connects these experiences, and how has it shaped your approach to artificial intelligence?

The common thread is undoubtedly human decision-making. More specifically, decision-making in situations of uncertainty. I have always been drawn to environments where one must understand quickly, reason accurately, and act with imperfect information. This is true in business, in risk analysis, and in the military. In all these fields, the question remains the same: how do you make a reasonable and informed decision in a world of uncertainty?

I have never approached AI as a subject of technological fascination, except perhaps for a few specific aspects, mathematical in nature. What interests me is less the machine than the underlying human decision. Artificial intelligence is merely an extension of our constant effort to reduce uncertainty.

My career path has led me to work on very different subjects, but almost always with this same underlying context. In the private sector, one must understand a market, assess risk, and optimize resources. In the public sector, one must take into account institutional, political, and human constraints. In the military, one must factor in time, the terrain, the adversary, available information, but also fatigue and stress. In every case, the decision is not made in the context of an ideal laboratory. It always happens in the fog.

This experience has made me wary of overly simplistic opinions. AI is neither a magic wand nor an autonomous creature that would replace humans. It is a powerful tool for modeling, computation, prediction, and sometimes automation. But like any powerful tool, it depends on how it is designed, how it is used, and above all, the objectives assigned to it.

My first encounter with neural networks dates back to 1995. The models were modest, the machines much slower, but the fundamental questions were already there. What can a machine learn? From what data? With what errors? For what purpose? And above all: who remains responsible for the decision?

Thirty years later, technical capabilities have reached a whole new level, but the essential questions remain. A model remains an approximation of reality. It can help in decision-making, but it must not become an excuse to stop thinking. AI does not eliminate human responsibility; it shifts it and sometimes increases it.

The military world, and in particular fifteen years of teaching at the Canadian Forces College, has taught me that information is only valuable if it is action oriented. Simply accumulating information is not enough. It must be sorted, evaluated, interpreted, and then translated into options. Information that does not influence any decision is nothing more than useless noise.

This is where the link to influence becomes clear. Influencing is not merely about convincing someone with a persuasive speech. It is about shaping how a situation is perceived, understood, and ultimately resolved. Influence comes into play before the decision is made. And AI intervenes precisely at this level: it structures access to information, organizes the visibility of content, personalizes messages, amplifies certain signals, and renders others invisible.

Understanding AI doesn't necessarily mean knowing how to code a neural network. It means understanding what a model, a probability, a bias, and training data are. It means knowing how to ask the right questions before delegating part of our judgment to a machine.

My book was born from this conviction. I wanted to offer a simple, step-by-step, yet serious introduction. Simple does not mean simplistic. AI must break out of the circle of specialists. It concerns leaders, teachers, parents, military personnel, entrepreneurs, and citizens.

AI does not replace judgment. It puts judgment to the test. It forces us to clarify what we want, what we accept, what we reject, and the role we still want to leave to humans in the decision-making process. It is not just a technology. It reveals our relationship to power, responsibility, and freedom. ■

EXCERPTS

AI, An Approximate Intelligence - I - Understanding

To ensure clarity and accessibility, Roger Vandomme immediately puts the issue at hand into perspective: "I have been working in the field of artificial intelligence (AI) for over thirty years. I have been a statistician, modeler, econometrician, and now I am a data scientist. […] Since then, I have seen promises kept and others broken; fads come and go; myths disappear and then return; techniques evolve. I have seen AI move from the realm of researchers to trading algorithms, from laboratories to search engines, from university prototypes to voice assistants in kitchens. […] AI has left the world of laboratories and theories to enter the world of practice. Artificial intelligence has become part of our daily lives."…
Hence the concern that drove him in writing this book: "The goal of this book is to give you the tools you need to reflect and think in your own words and with your own reference points. In a world where machines are learning so quickly, the real urgency is to start understanding them better. Above all, and this was my main goal, this journey I am inviting you on begins with humans: our need to understand, our cognitive limitations, and above all our fear of uncertainty. This is where it all begins and where this approximate intelligence finds its source: our desire to tame uncertainty, the uncertainty that causes us so much anxiety." (An Approximate Intelligence, *op. cit., introduction, pp. 1–3*)

The core of the issue: deciding

"To adapt and survive, we are forced to make choices, and therefore to decide. And that is where the problem begins. Deciding is a difficult task, sometimes causing anxiety. The fundamental difficulty of human decision-making stems from a simple fact: the uncertainty of the future. We are prisoners of a three-dimensional universe, moving along a timeline at constant speed and always in the same direction, until proven otherwise.
We are therefore, by nature, forced to decide without ever knowing whether our choices will produce the expected outcome. We always decide in uncertainty. Every day, we make choices, whether trivial or crucial, without ever being able to know for sure if they are "right": deciding whether to take an umbrella or not, to change jobs, to invest, to say yes or to say no."

We are not rational in our decision-making; we are human

"The uncertainty of the future is thus the fundamental burden of humanity. It makes decisions difficult and fuels stress, paralysis, and error. Daniel Kahneman, winner of the 2002 Nobel Prize in Economics, has devoted his life to studying human behavior when faced with decisions. In his major work Thinking, Fast and Slow, he puts forward the hypothesis that human beings have two systems of thought. System 1 is fast, instinctive, and emotional. It acts without conscious thought, relying on immediate experience. It makes us slam on the brakes without thinking. It is primarily designed for the survival of the species. Despite its imperfections, it has proven effective, since humanity is still here. System 2, on the other hand, is slow, analytical, and logical. It calculates, compares, and weighs things up. It makes us think before buying a house, signing a contract, or voting.
Kahneman's thesis leads to a simple but formidable question: are human beings naturally equipped to reason in terms of probabilities? His answer is unequivocal. No. Our brains are poor judges of probability and therefore poor decision-makers in uncertain situations. We are subject to cognitive biases, i.e., mental shortcuts that are often useful but sometimes misleading. Kahneman refers to these as decision heuristics. Among the best known are availability bias, which makes things that are easier to remember more likely, anchoring bias, whereby initial information influences all subsequent information, and confirmation bias, which drives us to seek out information that confirms what we already believe. These biases confirm that we are not rational in our decision-making. We are human. And in a complex, uncertain, and constantly changing world, this limitation can become problematic.
The challenge is to help humans in their choices, to make decisions more measured, more consistent, and more informed. But this requires a common language between humans and machines: the language of probability. However, this language has not always existed. For thousands of years, faced with the uncertainty of the future, humanity had no recourse other than superstition, intuition, or prayer. It took a Parisian dice player asking a question to a mathematical philosopher for everything to change. […]" (Excerpts from pp. 10–11)

The Birth of Modern Probability Theory

"It was not until the 17th century that a fundamental change took place. Uncertainty was no longer just feared or interpreted; it was quantified. The year is 1654, in France. Parisian high society is enthusiastic about games of chance, particularly dice games, where large sums of money are sometimes wagered. Some games are long and must be interrupted before they are over. This raises a practical problem: how can the stakes be distributed fairly based on the state of the game at the time of interruption? Antoine Gombaud, Chevalier de Méré, an enlightened amateur of these games, decided to seek advice from his friend Blaise Pascal. Pascal was then thirty-one years old. He had moved away from mathematics to devote himself more to philosophy and began writing "Pensées" that same year. He died eight years later, at the age of thirty-nine. Pascal was fascinated by the problem and sought the help of his friend Pierre de Fermat, another mathematical genius. Their correspondence gave rise to a revolutionary idea: chance can be measured. It is no longer a matter of fate or superstition, but a phenomenon that can be modeled mathematically. Thus, was born the modern theory of probability." (Excerpts from pp. 12–15)

EXCERPTS

AI, An Approximate Intelligence - II – Applying

Chapter 9.5, Starting a Project (pp. 144–150 of An Approximate Intelligence, op. cit.) is undoubtedly the one that will most capture the attention of novices. Roger Vandomme proceeds step by step, using simple language and following logical phases. Behind the author and data scientist, one senses the methodical structure of the colonel who taught strategic planning for fifteen years at the Canadian Forces College in Toronto. (The excerpts reproduced here on pp. 3, 4, and 5 of this issue of Communication & Influence are used with the kind permission of the author).

"We are now moving from description to action. How, in practical terms, do you launch an AI project? Starting an AI project can be daunting at first. Many companies, although aware of the need to get started, if only to remain competitive, are hesitant to take the plunge. This is often simply because they don't know where to start. The greatest danger in an AI project is not technical, it is strategic. Especially when wanting to use AI without knowing why. Many projects fail not because of a lack of skill, but because of a lack of a clear framework, a specific target, and appropriate collaboration. In this chapter, I offer some simple methodological guidelines, focusing on the right questions to ask and the elements to prepare to give yourself the best chance of success."

Educate Yourself

"How can you decide on a project, let alone manage it, without having a minimum of knowledge on the subject? The worst enemy of AI today is a lack of education. While countries such as Singapore and the United Arab Emirates have already launched mass education projects for their populations, we are still a long way off at the global level. That is why it is imperative for companies to start with an education campaign targeting all stakeholders within the organization. Indeed, what we do not understand frightens us. And the introduction of AI into a company arouses, at best, apprehension and, at worst, fears that can generate negative reactions and even social unrest. We must manage change by anticipating apprehensions and reluctance. The best way to manage these apprehensions and reservations is through education. Find good trainers who are skilled teachers and have a positive attitude."

Prioritize projects

"I am often contacted by companies that want to "do AI" to stay in the game. In the absence of a defined project, the first step is to identify opportunities for using AI within the company. You will already have understood from the first part of this book that the primary objective of AI is to optimize decision-making in uncertain situations. We then recommend, as a first step, to bring together all the main and cross-functional business stakeholders and ask them to list all the tasks that require decision-making in uncertain situations and could benefit from prediction, tasks that require classification, or repetitive tasks with low added value. Each of these tasks will represent a potential project.
These projects must then be classified according to their difficulty and added value. They can be visualized using a double-entry matrix: difficulty/cost/time in relation to added value. It is strongly advised to start with a simple, inexpensive, quick project with a high probability of success. Indeed, the apprehensions caused by the introduction of AI in a company must be countered by confidence. In a change management plan, this confidence will be gained by demonstrating simple projects that work. It is imperative to resist the urge to immediately tackle the attractive and exciting project of a prototype platform for optimizing the core business. This is a research project that no one has done before. In other words, there is a high probability of exceeding the budget or even failing." [...]

Clearly Define the Objective

"First and foremost, it is necessary to answer the fundamental question with the utmost clarity: "What is it about?" What is the goal? What is the objective? What do we want to optimize? What problem are we trying to solve? How are we going to measure the gain, the effectiveness? How will this translate for the company? It may involve predicting fraud or customer churn, classifying messages or documents, recommending a product to a prospect, or automating a task. Anything is possible, but once defined, this objective must be expressed in writing in a clear, measurable, and unambiguous manner. This will be the main source of the cost function, i.e., the mathematical criterion that the model will seek to optimize."

Identifying the Right Partners

"An AI project requires specific and complementary skills. Either you have an in-house team, or you outsource. You can also consider a hybrid solution: an external consultant who carries out the first project and then helps you build the team. We looked at AI professions in chapter 9.3. The team will be built around the data scientist, and its size will be dictated by the scale of the project, not the size of the company. I have carried out simple projects for large groups on my own. I have built large teams for complex projects within SMEs. I would like to draw your attention to the importance of communication channels within the company. Just because no one understands what the AI team is doing does not mean that there is no need to inform and monitor. Hence the essential role of the Business Translator. It is also imperative that all stakeholders are regularly informed of the project's progress. Ongoing dialogue between technical experts and business experts is one of the keys to success."

EXCERPTS

AI, An Approximate Intelligence - III - Reflecting

It is likely the final section of Roger Vandomme's book that will most capture the attention of Communication & Influence readers, as he very clearly addresses the informational and communicational issues, cognitive biases and echo chambers, and the relationship between fantasy and reality… generated by the topic of AI, often in a highly emotional manner. In this sense, his analysis lucidly yet fearlessly raises the question of the influence AI can exert on us. (Excerpts from pp. 164–168 of An Approximate Intelligence, *op. cit.)*

"As soon as a new model of artificial intelligence is launched, we immediately see the same headlines reappear, often accompanied by the red eye of HAL 9000. *'AI surpasses humans in such and such task,' 'AI inventor warns of the end of the world,' 'Towards an uncontrollable superintelligence?' "Will robots replace us?"* These headlines attract attention, shock, and cause concern; and, it must be said, they sell. But, as journalists point out, if they sell, it's only because people buy them. So why this persistent bias toward alarmism, especially when it comes to AI?

To be read, an article must stand out from the flood of information. To do so, it must provoke an emotion, whether fear, anger, or hope, and be shareable so that it can potentially go viral. In this context, the prospect of a machine gone mad planning the annihilation of humanity is an unexpected godsend. It's simple and spectacular but disconnected from the facts."

Rather than fantasizing, let's define the real issues

"[…] And meanwhile, the real issues are forgotten: the risks of bias, the need for oversight, the challenges of governance, the imperative of education, and the employment dilemma. By focusing on killer robots, job losses, or a hypothetical global existential threat, we are diverting collective attention away from the real, concrete, and immediate issues, and moving away from the real questions that need to be asked: ***Who builds AI? With what data and for what purposes? For what purposes and with what controls? What is the role of humans in the decision-making process?***

The challenge is not to fantasize about a distant future, but to make clear-headed choices about the present we are building with AI. To do this, we need to keep a level head and take a more sober approach, bearing in mind that AI is neither a conscious threat, nor an evil entity, nor a divine promise. It is above all a tool, certainly powerful and fast, sometimes opaque, but useful and, like any tool, not without risks. Rather than dreaming or trembling, we must make the effort to understand, frame, use, and regulate it.

Fear of artificial intelligence is rarely technical: it is primarily cultural, symbolic, and emotional, and most often stems from a lack of understanding, or even ignorance, of what AI really is. Behind the term "artificial intelligence," which, it must be admitted, is not the best choice, lies a whole imaginary world of autonomous robots, simulated consciousness, dominant machines, unfair decisions, and invisible surveillance. Most of the time, however, these representations are vague, confusing, or even false. For the public, AI is often confused with generative AI alone or a humanoid robot. People think it understands, thinks, wants, or decides. Above all, they are unaware of its fundamental limitations, data, framework, and supervision. Even among professionals in the business world, few know the difference between machine learning and deep learning, or between LLM and agent. AI is expected to "find things" without really defining the problem due to a lack of real strategy. The need for human oversight, data quality, and continuous validation is underestimated. Misunderstood technology breeds mistrust. What we don't understand scares us."

The Three Steps of a Smart Approach to AI

"There are three fundamental steps to a smart approach to AI. Understanding what it is, understanding what it can do, and understanding what it cannot do. Its nature, its capabilities, and its limitations.

Understanding what AI is: AI is not magic, but statistical; it is not intelligent but trained; it is not conscious, but reactive; and it is not neutral but constructed.

Understanding what it can do: Its primary purpose is to make decisions in uncertain situations by calculating probabilities. It can generate text, images, and code. It can help classify, sort, summarize, and make recommendations. It can act within a defined scope, under supervision.

Understanding what it cannot do: It cannot have intention, morals, or intuition. It cannot adapt without new data. It will never be able to think like a human."

We do not combat fear through denial, but through understanding

"Once we understand AI as a probabilistic tool, we stop seeing it as something mysterious. The challenge is not to claim that "everything is fine," which would be false, because the risks are very real; rather, it is to clearly explain what is proven, what is actually risky, and what is exaggerated. […] Fear diminishes or even disappears when you understand how it works, when you test it for yourself. This is how we understand its limitations and can ask questions without shame. We no longer have to imagine, because we are experimenting. And this is where AI can finally become an object of shared knowledge rather than a source of individual anxiety. Fear is not combated through denial, but through understanding."

BIOGRAPHY

Born in 1960 and raised in Africa, between Cameroon and Côte d'Ivoire, Roger Vandomme began his secondary education in Abidjan before completing it at the *Collège Saint-Martin-de-France* in Pontoise (France). He went on to study applied mathematics and biological sciences at the University of Paris VI, specializing in a then-emerging field: genetic engineering. In 1983, after a stint with the reserve officers battalion at the St-Cyr Coëtquidan military academy, he served in the 6th Marine Parachute Infantry Regiment. As a reconnaissance platoon leader, he was deployed to southern Lebanon as part of UNIFIL in 1984. Upon returning to civilian life in 1987, he chose the business world and spent several years as an entrepreneur.

In 1995, he joined Dun & Bradstreet France, where he became part of a team responsible for modeling commercial credit risk across Europe. This marked the beginning of credit scoring and mathematical risk modeling. In 1999, Dun & Bradstreet sent him to Toronto to develop these models in Canada, before expanding his responsibilities to Latin America and Asia-Pacific.

To add strategic depth to his mathematical background, he earned an MBA from Queen's University in 2004. He then joined NPD, where he supervised a team of statisticians, and Rogers Communications, where he created a business intelligence department designed to support a major transformation of the group. In 2011, he returned to credit risk as vice president of Equifax. Faced with the emergence of Big Data and the hesitation of major corporations regarding AI moving out of the lab, he founded SMC.ai in Toronto in 2014, a consulting firm that supports the introduction of AI across various sectors.

Passionate about sharing knowledge, Roger Vandomme teached machine learning at the University of Toronto and helped creating the first AI degree program with George Brown College. His YouTube channel (urlr.me/!smcai), launched in 2023, is a huge success in the French-speaking world, particularly in Africa.

At the same time, he pursues a career in the military reserve. As a captain, he commanded a reserve parachute company. As a major, he completed staff training at the Canadian Forces College (CFC) in Toronto. As a lieutenant colonel, he was assigned as an instructor at CFC and taught there for fifteen years. He published two studies on information operations. Promoted to colonel in 2018, he is currently deputy defense attaché at the French Embassy in Ottawa.

In 2019, he contributed to the third edition of the Manual of Economic Intelligence (PUF, Paris, 2019), edited by Christian Harbulot.

Throughout this multifaceted career, Roger Vandomme has followed the same guiding principle for over thirty years: to understand, clarify, and improve human decision-making in situations of uncertainty, at the intersection of business, consulting, training, institutions, and the military.

For more information: An Approximate Intelligence (Altona, MB, Canada, FriesenPress, 2026); L'Incertitude Apprivoisée (Altona, MB, Canada, FriesenPress, 2026). His website: smc.ai/an-approximate-intelligence and his YouTube courses: urlr.me/!smcai . See also his publications at the Canadian Forces College: urlr.me/!cfc ; urlr.me/!rmcthesis.

INFLUENCE: A NEW WAY TO THINK ABOUT COMMUNICATION IN ECONOMIC WARFARE

"What does it mean to be influential, if not having the ability to shape the course of events? Influence is not illusion — it is, in fact, its antithesis. Influence is an expression of power. It is rooted in a particular understanding of reality; it is lived through a way of being in the world. The core of any meaningful influence strategy lies in a finely honed identity, one that is then clearly and confidently embraced. A string of 'media coups', a cleverly managed network, or bold communication channels are only effective if they are underpinned by a clear strategic vision — the result of deliberate reflection on identity. In other words, an influence strategy demands rigorous upstream clarification within the decision-making process, particularly at the level of general management or strategic leadership. Such an undertaking requires both lucidity and courage. Because claiming a distinct identity means accepting to be different, to choose one's own values, and to articulate one's ideas according to a logic that is both intimate and authentic. After decades of superficiality, we are returning to what is structured and profound. In times of crisis, people seek solidity. And today, we are witnessing the early signs of that shift.

"Influence should be thought of as a tree. Seeing its branches stretch toward the sky must not overshadow the work done by its roots deep in the soil. To be strong and coherent, a strategy of influence must grow from a deep reflection on the identity of the organization and be supported by a high-quality discourse. Influence can only bear real fruit if it is conveyed through structured, logical, and harmonious messages, demonstrating leadership's capacity to think long-term. Top executives, communicators, civilian and military strategists, experts, and academics must combine their skills. In a networked world, the sharing of knowledge, the ability to adapt to new configurations, and the will to assert a unique identity are key ingredients of success."

This text was written at the launch of Communication & Influence in July 2008. It now serves as a guiding reference, offering a definition of influence that extends far beyond its often-reductive negative connotations. The interview granted by Roger Vandomme clearly aligns with this vision. We extend our sincere thanks to him for his valuable contribution to the debates hosted each month on our reflection platform.

Bruno Racouchot
Director of Comes

COMES
When reflection leads action

Communication & Influence
A PUBLICATION BY COMES
Paris ■ Toronto ■ São Paulo ■ Porto Alegre
Director of publication: Bruno Racouchot
Illustration from photos by Ph. Davisseau

CONTACT
France (Paris) - North America (Toronto)
South America (São Paulo - Porto Alegre)
bruno@comes-communication.com
www.comes-communication.com

N° ISNN 1760-4842