



Alpine Business School
2026-2027 hubert kratzoff

EXPLORE BEYOND HORIZONS



- 1 New Marketing (UX - IMC)
- 2 Stratégie digitale - Secret Sauce
- 3 Plateformisation 2026
- 4 Content marketing & IA
- 5 Search & IA Tech
- 6 Social Media
- 7 Influence et Creator Economy
- 8 AdTech - Innovation - IA
- 9 Taxinomie & Plan Digital
- 10 Use Case and digital plan

EXPLORE BEYOND HORIZONS

PREVIOUSLY
in 180 sec

BI NPS VUCA

MARKETER COMMUNIQUER VENDRE

Unicorn

CULTURE EATS STRATEGY FOR BREAKFAST
PETER DRUCKER

JTBD (JOBS TO BE DONE)
TONY ULWICK

PROBLÈME SOLUTION DISTRIBUTION SCALE

POC → PMF

UX-CX

stratégies digitales

Cargo Cult

PDCA X 20

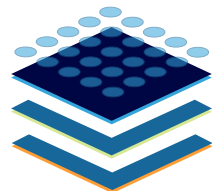
YC

MVP

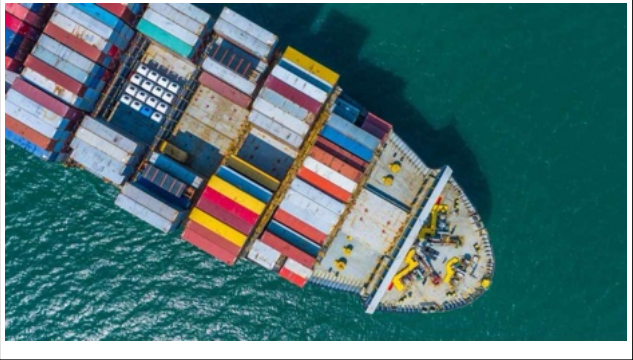
MSC master marketing

EP03
NewWorld- Plateformes

MTG



PLATFORM





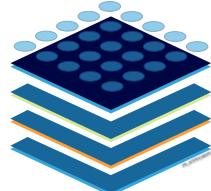
Pièce supplémentaire,
Couche additionnelle,
Nouvel intermédiaire...

inséré, immiscé
dans un marché

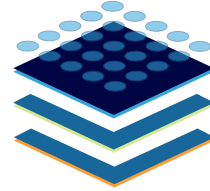
pour capter
une partie de la valeur

Nouveaux Business Modèles

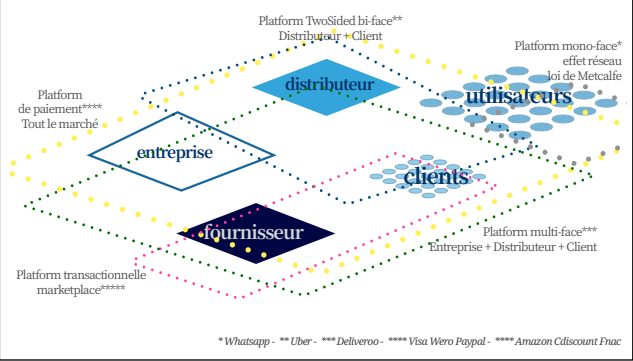
Plateforme multi-couches



- 1/ écosystème
- 2/ données
- 3/ réseau / commercial / transactions
- 4/ infrastructure logicielle / virtuelle
- 5/ actifs réels et tangibles



Révolution Agricole
Industrialisation
Tertiarisation
Servicisation
Digitalisation
Disruption
Uberisation
Tycoonisation
Plateformisation



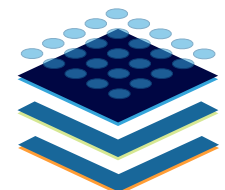


RGPD 2018 - DMA + DSA 2024 + IA ACT 2026

DMA
Concurrence Libre
Sans Domination
Sans Gatekeeper
Plateforme systémique
(+45 millions users)

DSA
Responsabilité des Services digitaux
Contenu modéré
Impact politique et sociétal

Quels Nouveaux Business Modèles ?



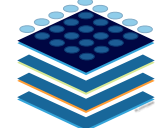
Avant digital et dématérialisation

ANCIEN BUSINESS MODEL économie classique intermédiaires

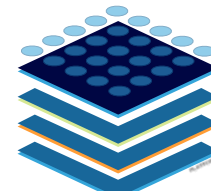
1 → 2 → 3 → 4 ↓ 5



économie plateforme multi couches



	WEB 1 1990-2000	WEB 2 2000-2010	WEB 2 2010-2020	WEB 3 2020-2030
Réactivité	Semaine	Jours/Heures	Temps réel	Continu
Interaction	Requête / réponse	À la demande	Automatique	Confiance
Ressources	Contenus	UGC Contenus Généré par Utilisateurs	Recommandation personnelle	IA
Données	Sémantique	Dynamique	Algorithmique	Décentralisée
Producteurs	Editeur	Utilisateur réel	Utilisateur anonyme	Blockchain
Type	Partage statique	Réseau interactif	Réseau dynamique	IOT / JOB



PLATEFORME économie multipare

DÉFINITION CLASSIQUE

mise à disposition d'infrastructures ouvertes matérielles, commerciales et digitales pour un écosystème avec économies d'échelle et écologique

licencing moderne avec un plateformeur et des platformés (heterogènes)

location d'un trafic qualifié (visiteurs ciblés) en vue de faire des échanges / THEME (écosystème) + effet de réseau (metcalfe) + coût marginal faible (riffkin) + DATA = création de valeur

infrastructure ouverte digitale et collaborative

DEFINITION OFFICIELLE (Conseil national du numérique)
une plate-forme est un service occupant une fonction d'intermédiaire dans l'accès aux informations, contenus, services ou biens fournis par des tiers.
En plus de l'interface technique, elle organise et hiérarchise les contenus en vue de leur présentation et leur mise en relation aux utilisateurs finaux.
Avec parfois une dimension écosystémique caractérisée par des relations entre services convergents*.

*coopétition

Henri Issac

Dans la ruée vers l'or
ceux qui se sont
enrichis

Marchand de
jeans et de pelles



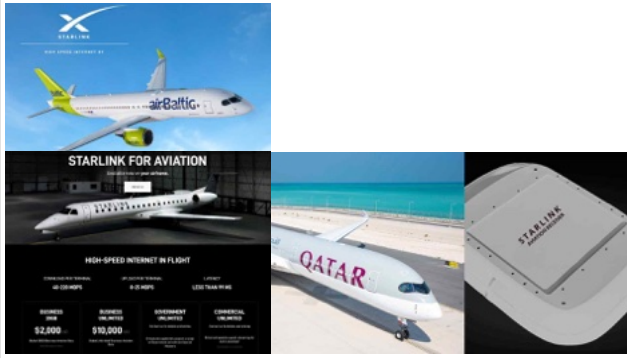
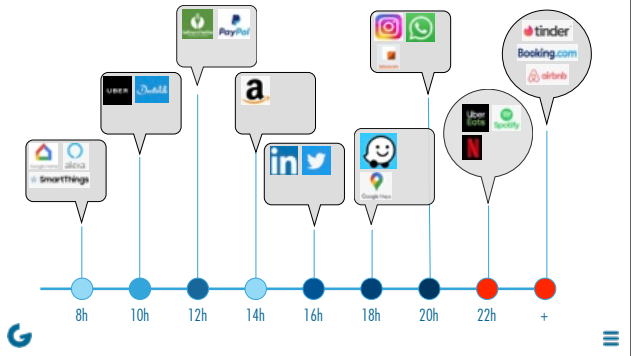
idem black car (leasing de VTC)

PLATEFORME
économie multiface
EXEMPLES

X?aaS

APP SOFT USER ADV TRUST DATA
PAAS
platform as a service

APP SOFT USER ADV TRUST DATA
IAAS
infrastructure as a service



STARLINK

FIXED SITE LAND MOBILITY MARITIME AVIATION DIRECT TO CELL PERSONAL BLAZING BY

STARLINK DIRECT TO CELL

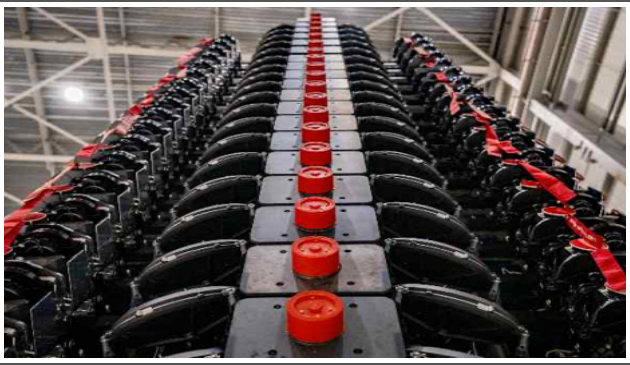
Seamless access to text, voice, and data for LTE phones across the globe

A CELLPHONE TOWER IN SPACE

NOT IN YOUR AREA

SWARM

<https://direct.starlink.com/>



STARLINK PREMIUM

Direct 2 Cell

SWARM OS 4 IOT

THANK YOU FOR YOUR INTEREST IN ORDERING STARLINK!

Starlink Premium is not yet available in your area. Please check back for future availability in your area.

INTRODUCING amazon go

AI + amazon = amazon go = SHOP OS (operating system)

amazon

amazon one medical

For \$9/month, Prime members get access to:

24/7 on-demand care with Prime

Start your 30-day free Prime membership trial

For \$9/month, Prime members get access to:

PillPack by amazon pharmacy

amazon pharmacy

Prefer your meds in bottles?

PillPack

Prefer your meds in packets?

amazon one medical

Get care today for knee pain

For \$9/month, Prime members get access to:

This is the queue for your GP if your local pharmacy closes.

You'll get the meds you need every month

Pharmacy support

Automatic refills

Free delivery

GOOGLE'S SHOPPING LIST WHY TO SELL NOW

Forbes

AMERICA'S BEST LEADERS

The Amazon blog

dayone

amazon

WHOLE FOODS MARKET

it's still day one! Jeff Bezos + customer obsession

fulfillment WELCOME AMAZONIANS

IT'S STILL DAY ONE! ARE YOU READY TO MAKE A DIFFERENCE?

John Wainwright 215 Alexander Avenue Los Gatos, CA 95030

Fluid Concepts and Creative Analogies

COMPUTER MODELS OF THE FUNDAMENTAL MECHANISMS OF THOUGHT

Douglas Hofstadter

STARLINK

FIXED SITE LAND MOBILITY MARITIME AVIATION DIRECT TO CELL PERSONAL

GLOBAL PARTNERS

Cellular providers using Direct to Cell have access to reciprocal global access in all partner nations.

THORLEIF (USA) >

OPTUS (AUSTRALIA) >

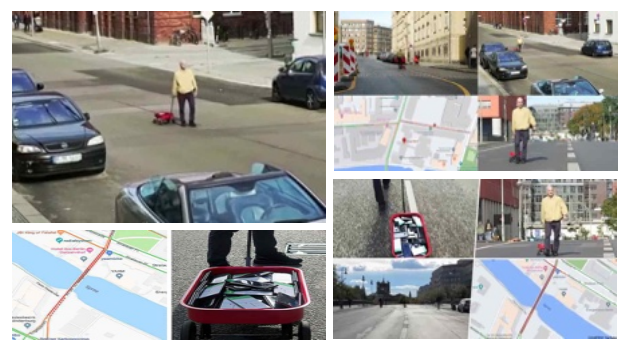
ROGERS (CANADA) >

ONE NZ (NEW ZEALAND) >

KDDI (JAPAN) >

BALY (UNITED KINGDOM) >

ENTEL (CHILE) >



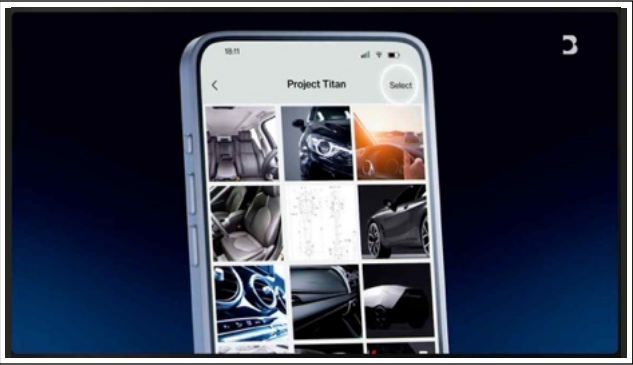
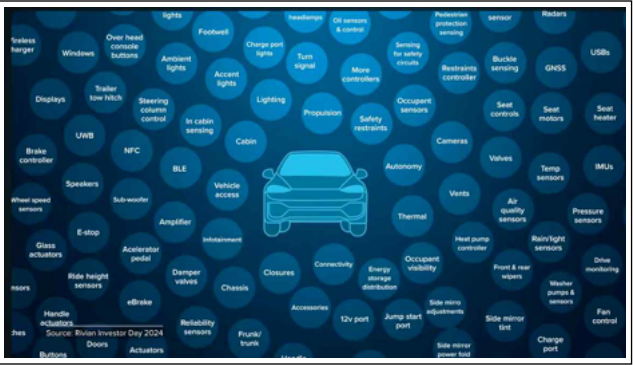
amazon

Amazon Go / AWS / AMS / Alexa / Washington Post / Twitch / PillPack

	1994	1997	2000	2003	2006	2009	2012	2015	2018	2021	
Company Milestones	Amazon founded	Expands beyond books	iShops launches	Kindle e-books outsell hardcover books	Amazon Launches in India	1st physical store	Search for 2nd HQ announced	Minimum wage raised to \$15/h	25-year anniversary HQ plans for NY scrapped		
Product Launches			Amazon Elastic Compute Cloud	Amazon Prime	Amazon Fresh	Amazon Instant Video	Amazon Appstore	Amazon Underground	Amazon Prime Air	Amazon Care	
Acquisitions			IMDb	Joyo	Zappos	GoodReads	Whole Foods	PillPack			

Yuka

YUKA



systems lies a complex network of communication protocols that facilitate the exchange of data between various electronic control units (ECUs)

Importance of Communication Protocols in Mechatronics

Communication protocols play a vital role in automotive mechatronics, enabling the exchange of data between ECUs and ensuring the coordination of various systems.

Overview of CAN (Controller Area Network) Protocol

CAN is a widely used communication protocol in automotive systems, developed by Bosch in the 1980s. It is a multi-master, message-oriented protocol that enables the exchange of data between ECUs. CAN is known for its high reliability, fault tolerance, and robustness, making it an ideal choice for safety-critical applications.

LIN (Local Interconnect Network) Protocol and its Applications

LIN is a single-master, multi-slave communication protocol used in automotive systems. It is designed for low-speed, low-cost applications, such as controlling seat adjustments, mirrors, and lighting systems.

Increased data transmission rates: 5G and other emerging technologies will enable higher data transmission rates, facilitating the exchange of large amounts of data between ECUs and sensors.

Improved cybersecurity: AI and other emerging technologies will be used to improve cybersecurity in automotive systems, protecting against cyber threats and ensuring the integrity of communication protocols.

New applications and use cases: Emerging technologies will enable new use cases, such as vehicle-to-everything (V2X) communication and smart infrastructure.

Types of Automotive Communication Protocols

Protocol	Speed	Application	Key Features
CAN	Up to 1 Mbps	Safety-critical systems, engine control	Multi-master, message-oriented, robust error handling
LIN	Up to 20 Kbps	Body electronics, comfort systems	Single-master, multi-slave, low cost, simple protocol
FlexRay	Up to 10 Mbps	Safety-critical systems, ADAS, autonomous driving	High-speed, time-triggered and event-triggered, fault-tolerant

Other Protocols:

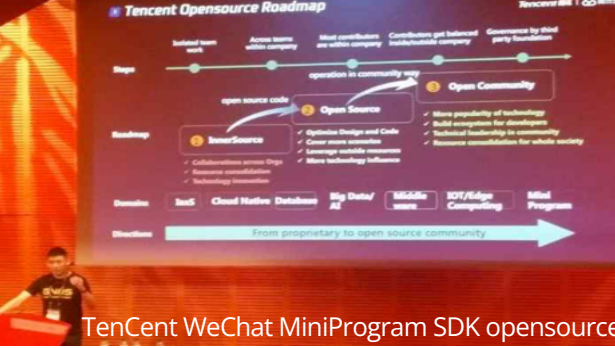
- Automotive Ethernet
- RS-485
- Modbus
- Profibus
- DeviceNet
- PowerLine
- Bluetooth
- Wi-Fi
- 5G



Hubert Kratiroff
France



Scan the QR code to add me on WeChat



Tencent OpenSource Roadmap

Stages: Initial team work, Access source code, Next contributors, Contributors get balanced, Governance by third party foundation

Open Source Code

- Open Source
- Open Community

Benefits:

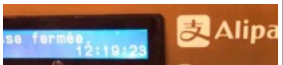
- More possibility of technology
- Multi-ecosystem for products
- Technical leadership to community
- Increased competitiveness for whole society

From proprietary to open source community

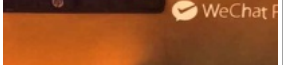


蚂蚁金服
ANT FINANCIAL

Ranking	Banking Group	Market Capitalisation (USD bn)
1	JPMorgan	305
2	ICBC	330
3	Bank of America	315
4	China Construction Bank	270
5	Wells Fargo	268
6	HSBC	198
7	Agricultural Bank of China	200
8	Citi	183
9	Bank of China	180
10	Ant Financial	150
11	China Merchant Bank	122
12	Royal Bank of Canada	114
13	Santander	100
14	BNP Paribas	90
15	Goldman Sachs	91
16	Sberbank	84
17	Unicredit	50
18	Barclays	47



支付宝



微信

11/11/2022

100 milliards \$?

2023 / divisé en 6



Alibaba Cloud

Au pic du trafic du 11 novembre 2019, les plateformes d'Alibaba ont enregistré un record de 544 000 commandes par seconde. Tout cela s'est déroulé sans stop de bout en bout grâce aux infrastructures du Cloud !

Comment le Cloud rend possible le succès du Double 11 Shopping Festival

Sign Up

Everything

APP

X

DISRUPTION

WeChat

Tencent

1998

0-10Q -> QQ

+2011 WeChat

+2015 WeChat Pay

Mini MicroProgram

Open Source SDK

Gaming Music

Riot Game LOL

Supercell, UbiSoft

e-Sport

TME Tencent Music

Entertainment

Karaoke

Vidéo

Tencent

Pony Ma

11e site mondiale

5% Tesla

PLATEFORME VOCALE



A diagram showing a voice platform with a microphone, a speaker, and a central processing unit. The diagram is labeled 'PLATEFORME VOCALE'.

PLATEFORME DOMOTIQUE



A diagram showing a smart home platform with various devices connected to a central hub. The diagram is labeled 'PLATEFORME DOMOTIQUE'.

PLATEFORME SMART CITY

What is a Smart City?





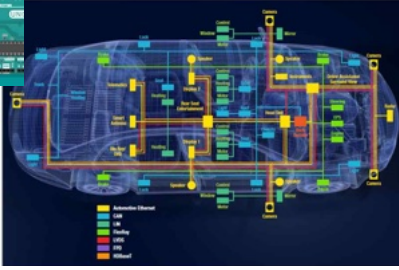
SIDE WALK LABS



ARDUINO







PLATEFORME au XIX^{ème} SIÈCLE



PLATEFORME au XX^{ème} SIÈCLE



PLATEFORME au XXI^{ème} SIÈCLE





EXPLORE BEYOND HORIZONS

R3E



SOFTWARE-DEFINED ELECTRIC VEHICLES

[More info](#)

[Contact R&D](#)

Automotive ECUs:

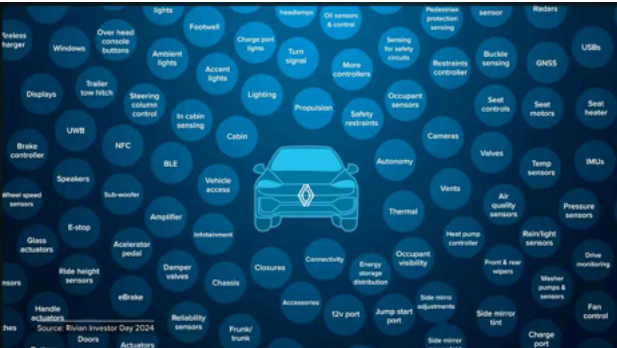


- ECU for rear blower
- ECU for tracking systems
- ECU / PCB for overhead console
- ECU for advanced front lighting
- ECU for radio navigation system
- ECU for electronically adjustable steering wheel
- ECU / PCB for automatic gear level indicator
- ECU for safe sunroof shade
- ECU for multifunctional gateway (for special vehicle application such as police cars, ambulances, taxis and handicapped vehicles)
- ECU for bottle cooler
- ECU for lifting spoiler control
- ECU / PCB for intelligent LED back light
- ECU for dual battery management control

NVIDIA GTC 2026







DE MILIEU DU MONDE

Michel Houellebecq

Plateforme

2007

Pluriédition

Key TakeAways

ce qu'il faut retenir

Soit on crée une plateforme, soit on utilise celle d'un autre : on est « plateformeur » ou « platformé »

Si on crée pas sa plateforme, en invitant gratuitement tout l'écosystème, on utilisera celle d'un autre en offrant ses données

effet matthieu

spirale positive (pour les gagnants), **les plus puissants** (taille critique, gros, forts) **le sont de plus en plus.**

= winner take all
≠ first to the market

paradoxe de Jevons

++

Le paradoxe de **Jevons** énonce qu'à mesure que les améliorations technologiques augmentent l'efficacité avec laquelle une ressource est employée, la consommation totale de cette ressource peut augmenter au lieu de diminuer.

Ce paradoxe implique que l'introduction de technologies plus efficaces en matière d'énergie peut augmenter la consommation totale de l'énergie.

Cas extrême de l'effet rebond

William Stanley Jevons l'a mis en évidence (1865) sur la question du charbon. Jevons observe que la consommation anglaise de charbon a fortement augmenté après que James Watt a introduit sa machine à vapeur, qui était bien plus efficace que celle de Thomas Newcomen. Les innovations de Watt ont fait du charbon une source d'énergie plus rentable, ce qui a conduit à généraliser l'utilisation de sa machine à vapeur au sein des manufactures. Plutôt que de réduire la consommation totale de charbon, les améliorations technologiques et les gains de rentabilité ont conduit à accroître la consommation totale de charbon

build & own your platform or use someone else's one

GAFA NATU BATX



















servicisation - disruption

uberisation - tycoonisation

platformisation

Si les produits deviennent des services... que deviennent les services ?

BEST SELLING AUTHOR
JEREMY RIFKIN

TNMT

aero

retail

ag

wine

mobility

water

sport

gov

food

legal

civic

travel

insur

mobility

med

culture

mar

green

bio

fin

new-space

prop

ed

sleep

deep

cal*

ad

caltech

trust

creator

attn:

GIG

blue

m2m

new

macro

neuro

wikinomics

market

thingonomics (IOT)

economics

sha | ring

micro

offre

platform

barter

attention

nudge

collaborative

comportementale

intelligence

model

law

sha | ring

power

marketing

lending

innovation

collaboration

open

sourcing

crowd

funding

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GAFA

Big Tech

Magnificent7

Hyper Scaler / Devil

Magnificent 7

Magnificent Seven tech companies
Apple, Microsoft, Google, Amazon, Nvidia Corp, Tesla and Meta
= 60% NASDAQ

THE MAGNIFICENT 7

GAFA

MSNX

NATU

BEY

BATX

HBP

KHOL

Star du Luxe

GOMAX

Star IA

GAFA

MSNX

NATU

BEY

BATX

HBP

Google* Amazon Facebook* Apple

Microsoft Salesforce NVIDIA*

Netflix Airbnb Tesla Uber

Booking Expedia Yandex**

Baidu Alibaba Tencent Xiaomi

Huawei Bytedance Pinduoduo***

* Alphabet Meta = MAAMANSX Cisco / Oracle

** DJI / Jamio

*** DJI / Hikvision / Sheln

ROLEX

LEDGER HUBLOT lvmh tag zenith

tag heuer

TAMBOUR HORIZON LIGHT UP CONNECTED WATCH

TAMBOUR HORIZON LIGHT UP CONNECTED WATCH

Louis Vuitton Watches by Jean Arnaud

tag heuer

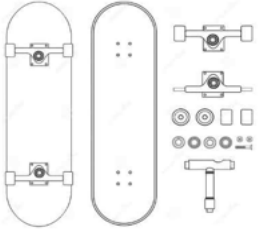
LEDGER HUBLOT

ZENITH

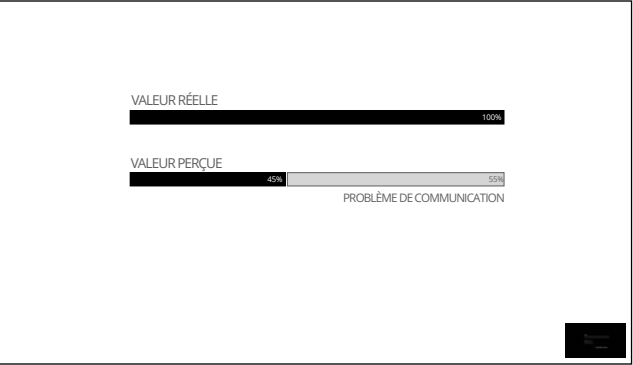
Frédéric Arnault is appointed CEO of LVMH Watches

Why we buy: Features vs Jobs

Even though people buy this...



...they **really** want this

DISRUPTION

DISRUPTION

Disruption

O-10Q → QQ
+ 2011 WeChat Pay
+ 2015 WeChat Pay
Mini MicroProgram
Open Source SDK

Uberisation

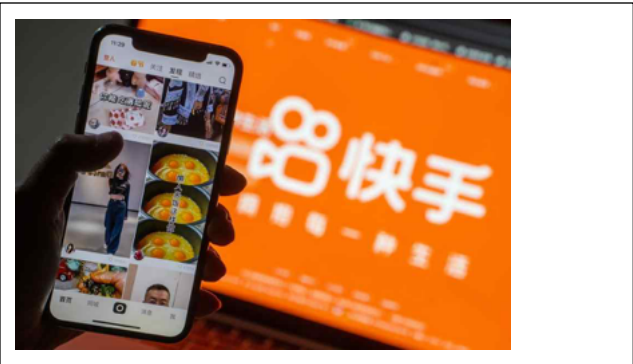
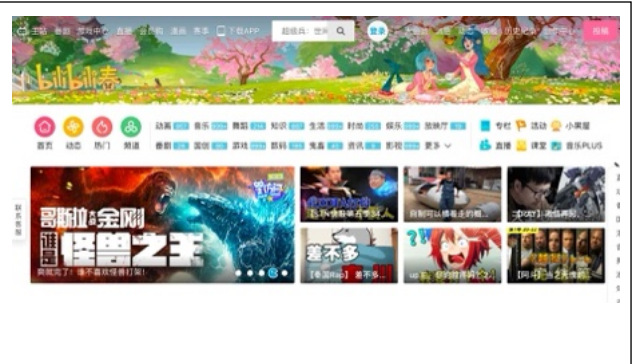
Riot Game LOL
Supercell, UbiSoft
e-Sport
TME Tencent Music
Entertainment
Karaoke
Vidéo

Tycoonisation

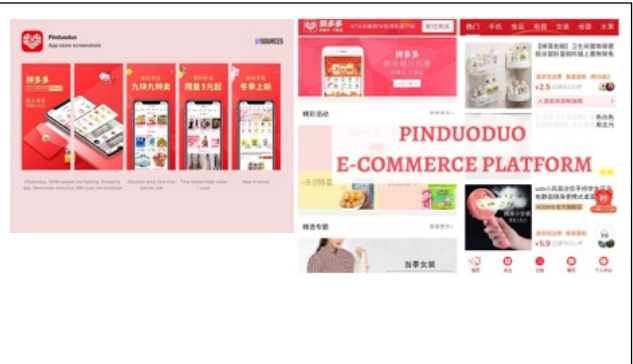
Pony Ma
11e ste mondiale
5% Tesla

servicisation
disruption
uberisation
tycoonisation
platformisation

uberisation



PINDUODUO
E-COMMERCE PLATFORM



HYPER SCALERS

“Big Dogs” : Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP), IBM cloud, Oracle, Alibaba AliCloud

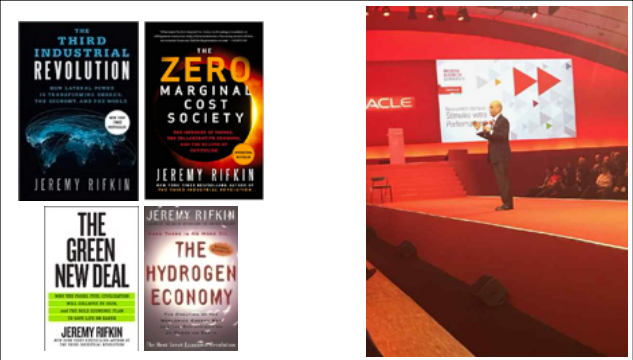
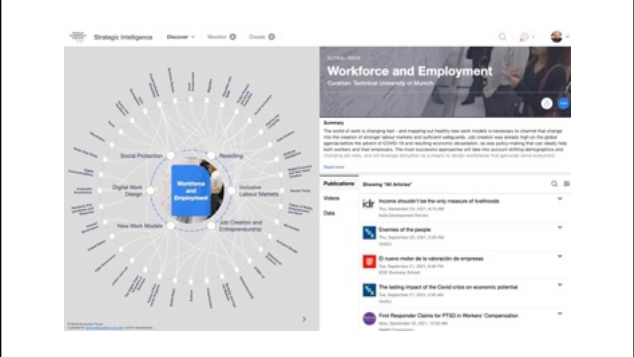
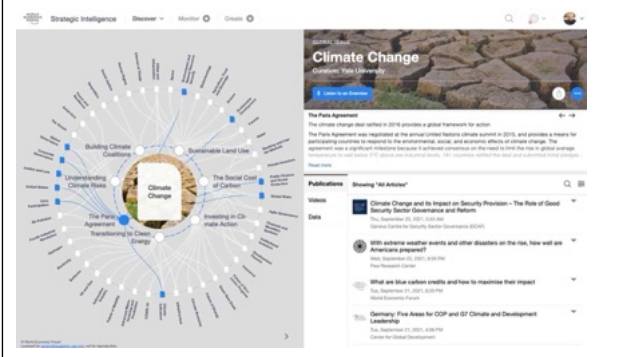
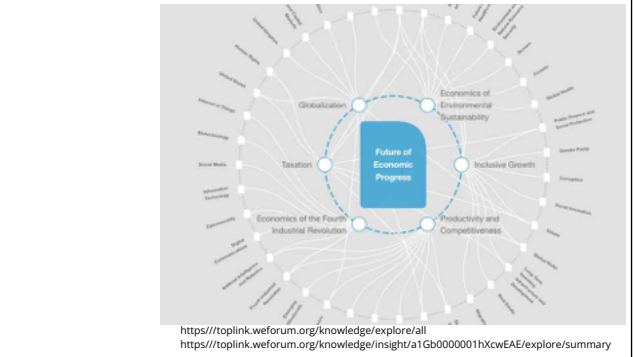
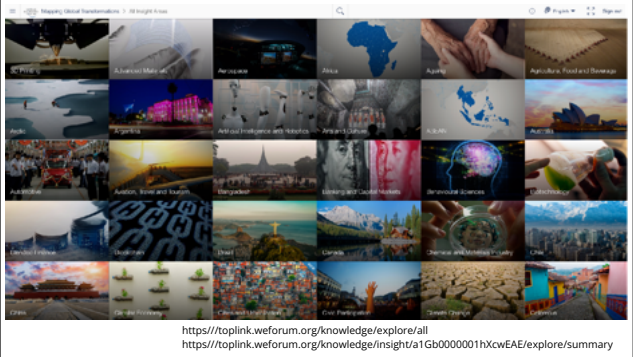
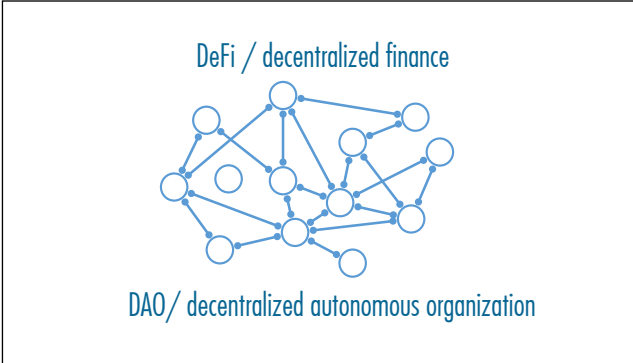
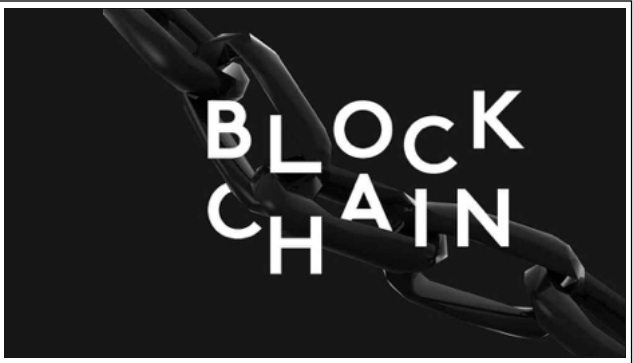
China companies : Alibaba, Huawei, Baidu, Tencent, Kingsoft

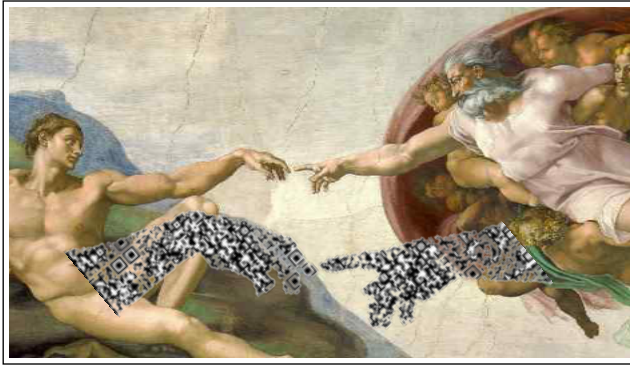
Cloud computing + large data centers : Facebook, Google, Amazon, Netflix

soit on invite
l'écosystème sur
notre plateforme
**soit on se retrouve sur
une plateforme tiers**

Qui perturbe
les
BATXBDH ?







Gutenberg



Zuckerberg Sandberg



transformations
DIGITALES
NBIC NAT IA ASI
RSI robot quantique
ESG RSE CLIMAT



3 Transformations Digitales

TRANSITION **DURABLE** (sustainability CO2 GHG H₂O RSE)
TRANSITION **PRODUIT** - OFFRE - PROPOSITION - TECHNO
TRANSITION **PROCESS** - MGT - **ENTREPRISE** - MKT/COM



Transformations Digitales
PRODUIT



Durabilité - Empreinte CO2
Frugalité - Responsabilité - ESG
Écosystème - Smart Grid - RSE - CSR
Sustainability GHG H₂O RSE



Produit - Service - Offre
CONVERGENCE des technologies
IA - Innovation - Numérique - NBIC - NAT
Value Proposition - Fabrication
Product management - Technologie



UX - CX
Expérience fluide - Personnalisation
Omnicanalité - La voix du client (VOC)



Méthodes - Marketing
Outils numériques - Agilité - Scrum
Digital Marketing - Communication digitale
R&D



Transformations Digitales
Entreprise - PROCESS - RH
Management - Supply - FINANCE



Durabilité - Empreinte CO2
Frugalité - Nouvelles énergies
Écosystème - Déchet - H₂ - Pompe à Chaleur
RSE - CSR - ESG - Sustainability



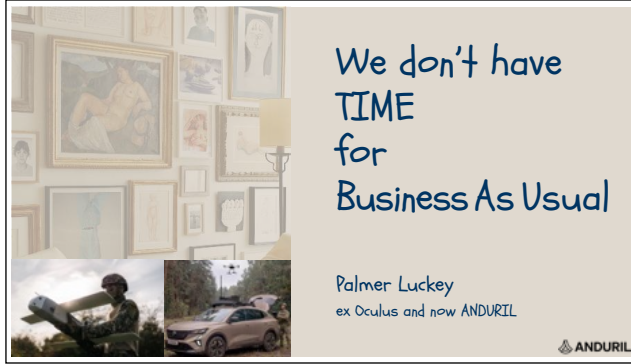
TRANSITION Produit - Service - Offre
CONVERGENCE des technologies NBIC + IA
Innovation Numérique - R&D - R&T
Value Proposition + Supply + Tracking
Product management - Fabrication



EX
Expérience fluide - Onboarding
Remote Télétravail - Omnicanalité
Salaire - Diversité égalité Inclusion



TRANSITION Méthodes - Process
Outils numériques & Agilité
Management - Travail - RH
Finance & Supply Chain
Management - Travail



The old way
is getting
old.

On a
toujours fait
comme ça / ça ne
marche plus.



```
if true:  
    print("I don't like this new program.")  
else:  
    print("I don't like this new program.")
```

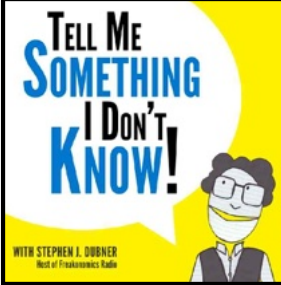
“J'aime dire que la transformation digitale est finie.”

Aurélien Jean
LP CEO et Fondatrice
In Silico Veritas, LLC



workshop

hubertkratiroff



TMSIDK about marketing, digital, tech, cie, startup...

Plan A... planB
50% is it a nice fun fact
50% did I know it ?

