

AutoSave week04-Platforms, Hybrid Models and Scalability — Saved to my Mac

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12 Platforms Challenges in Data Marketplaces

OEM Reluctance persists as manufacturers often refuse to share proprietary data, even for direct financial compensation.

Integration Trade-offs require balancing technical depth against the total cost of deployment for data access.

Basic APIs provide easy internet access but offer limited depth for complex industrial data needs.

Custom hardware enables better vehicle integration but significantly increases the overall cost of the solution.

Global IoT market forecast (in billions of connected IoT devices)

13 Platforms Challenges - Industrial AppStores and Future Outlook

Profitability Barriers: Smaller consumer bases in industrial environments make building profitable apps harder than in smartphone ecosystems.

Security and Safety: Breaches in OEM app sandboxes can lead to catastrophic consequences in industrial or automotive environments.

Evolutionary Roadmap: The industry is moving toward open ecosystems through a phased, risk-managed approach.

Trusted Partner Stores: Initial steps involve restricted access for verified partners to ensure security and co-creation.

Smartphone App Model: Industrial players will eventually follow the proven success of smartphone ecosystems within their domains.

14 Knowledge Check

Select all that apply: Platforms

Which of the following are true regarding digital and AIoT platforms?

- A) They rely on an ecosystem of external producers and consumers to scale.
- B) Platform operators must manufacture the physical assets involved in the network.
- C) Successful platforms can create global network effects without owning physical infrastructure.
- D) Industrial AIoT platforms are typically simpler to implement than B2C platforms like Airbnb.
- E) Companies may use platforms to align with others to catch up to a dominant market leader.

15 Hybrid Models Integrating Digital OEM and Equipment Operator Roles

Hybrid Models integrate the roles of the Digital OEM and the Digital Equipment Operator. Differentiating these roles clarifies the distinct concepts and responsibilities within a complex business ecosystem.

Integrated Business Models combine manufacturing and operations to capture value across the entire lifecycle.

Asset-as-a-Service models require OEs to manage equipment performance using revenue and OEE metrics.

Productized Retrofit Solutions focus on predictive maintenance while minimizing downtime against specific modification costs.

E.g., Tesla manufactures electric vehicles while simultaneously operating a global network of fast-charging stations.

16 Hybrid Models Integrating Digital OEM and Equipment Operator Roles

Hybrid Model	Examples	OEM/Operator KPIs
Integrated Business Model (OEM & Operator)	EV manufacturer with own network of fast charging stations	Revenue, Usability, OEE
	OEM with Asset-as-a-Service business model	Revenue, OEE
Productized Retrofit Solution	Predictive maintenance solution	Revenue
		Revenue

Slide 14 of 43 English (United States) Accessibility: Good to go

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Knowledge Check points and Activities

Knowledge Check

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seq_id: 7 | SOURCE: BOOK Slama (2023) - The Digital Playbook. In Springer e.pub | p.125 | PATH: Part II > 9. Platforms

CORRECT ANSWERS: A, C, E
EXPLANATION: Platforms scale through external ecosystems (A) and network effects (C) rather than physical asset ownership. The 'Underdogs team up' strategy (E) is a common motive for platform involvement. B and D are incorrect because platform operators don't need to be manufacturers, and industrial platforms are noted as being significantly more complex than B2C ones.

Slide summary: This slide introduces the strategic logic behind digital platforms, emphasizing how they leverage ecosystems and network effects to achieve scale. We specifically look at the distinction between B2C successes and the unique challenges faced by industrial AIoT platforms.

To understand platforms, we must first define the 'Network Effect.' This is a phenomenon where a product or service becomes more valuable to its users as more people use it. Think of a telephone: one phone is useless, but millions of phones create a global communication web. In the digital world, platforms like Uber or Airbnb act as neutral brokers. They don't need to own the cars or the apartments; they own the data and the relationship between the provider and the consumer.

An analogy for AIoT platforms is a 'digital matchmaker' for machines. While a B2C platform might match a traveler with a room, an AIoT platform might match a fleet manager with real-time sensor data from dozens of different vehicle models. This brings us to a common misconception: that industrial platforms are just 'Uber for factories.' In reality, industrial scenarios are far more complex. While Airbnb deals with relatively standard data (location, price, dates), an AIoT platform must handle high-velocity data from diverse sensors that vary by manufacturer and model.

Engagement Questions: