

1. Record Nr.	UNINA9910495218903321
Autore	Gassmann Oliver <1967->
Titolo	Connected business : create value in a networked economy // Oliver Gassmann, Fabrizio Ferrandina
Pubbl/distr/stampa	Cham, Switzerland : , : Springer, , [2021] ©2021
ISBN	3-030-76897-X
Descrizione fisica	1 online resource (414 pages)
Disciplina	658.044
Soggetti	Business networks - Social aspects Strategic alliances (Business)
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Intro -- Preface -- Acknowledgement -- Contents -- About the Editors -- List of Figures -- List of Tables -- Part I: Exploring the Networked Economy -- Connected Business: Creating Value in the Networked Economy -- 1 Game Changers in the Networked Economy -- 2 Getting More Out of It: Business Value -- 2.1 Examples of Successful Business Value Are Much in Evidence -- 3 Creating Full Business Value for Multi-lateral Partnerships in Ecosystems -- 4 Barriers to Creating Business Value -- 5 End-to-End Thinking to Understand the Value Driver -- 6 Thinking in Business Models: Overcoming Silos -- 7 Data Analytics Are Great, but Data Access Is Key -- 8 Success Factors in Leading Connected Business Initiatives -- References -- Platform Economy: Converging IoT Platforms and Ecosystems -- 1 The Power of Platforms -- 2 Toward Platform Ecosystems -- 3 Toward Industrial IoT Platforms -- 4 IoT Transaction Platforms like Caruso -- 5 IoT Innovation Platforms like Bosch IoT Suite -- 6 IoT Integration Platforms like SAST -- 7 Learnings from Building Platforms -- References -- Ecosystems: Unlocking the Potentials of Innovation Beyond Borders -- 1 The Good, the Bad and the Buzzword: Four Types of Ecosystems -- 2 The Innovation Ecosystem as a New Driver for Innovation -- 3 Four Pathways of Unfolding the Strategic Potentials of Innovation Ecosystems -- 4 The Ten Ecosystem Commandments -- Digital Health Interventions -- 1 Non-communicable Diseases as Health

and Economic Challenge -- 2 Opportunities for Health-Care Actors and Digital Health Interventions -- 3 Anatomy of Digital Health Interventions -- 3.1 Predicting States of Vulnerability -- 3.2 Predicting States of Receptivity -- 3.3 Delivering Tailored Support -- 4 Examples of Digital Health Interventions -- 4.1 Ally, a Digital Physical Activity Coach.

4.2 Max, a Digital Coach for Health-Care Experts, Patients, and Family Members -- 4.3 Alex, a Smartphone-Based and Holographic Physiotherapy Coach -- 4.4 Breeze, a Playful, Biofeedback-Guided Breathing Training -- 5 Challenges of Effective Digital Health Intervention -- 6 Conclusion -- References --

Mobility: From Autonomous Driving Towards Mobility-as-a-Service -- 1 What Is Mobility-as-a-Service? -- 2 What Are the Advantages of Mobility-as-a-Service? -- 3 Sharing Is Crucial -- 4 Nothing Works Without Apps -- 5 App or Steering Wheel -- 6 Mobility Concepts -- 7 Pods and Shuttles -- 8 Conclusion -- References --

Industry 4.0: Navigating Pathways Toward Smart Manufacturing and Services -- 1 Eroding Margins in Manufacturing Industries -- 2 Pathways Toward Smart Manufacturing and Services -- 2.1 Modernize Core Operational Processes -- 2.2 Clarify Digitalization Objectives -- 2.3 Identify and Select Use Cases -- 2.4 Exploit Efficiency Potentials -- 2.5 Adapt Your Organization -- 2.6 Build New Business Models -- 3 Leverage the Core -- 4 Blaze a New Trail -- 5 Conclusion -- References --

Decentralized Platform Ecosystems for Data and Digital Trust in Industrial Environments -- 1 Creating Value with Industrial Data? -- 2 The Benefits and Disadvantages of Digital Platforms -- 3 The Core of Platform Democratization Lies in Distributed Ledger Technologies -- 4 Decentralized Mobility Platforms -- 5 The Platform Economy Is Decentralizing for Further Market Growth -- 6 DLTs: A Short History of the Most Relevant Protocols -- 7 Toward the European Vision of Economy of Things (EoT) -- 8 How to Set Up Coopetition Models --

Sustainable AIoT: How Artificial Intelligence and the Internet of Things Affect Profit, People, and Planet -- 1 Addressing the Triple Bottom Line -- 2 The AIoT Profit Opportunity.

2.1 Product-as-a-Service as a Business Model -- 2.2 Creating Sustainable Growth with Product-as-a-Service -- 2.3 Implementing and Adopting Product-as-a-Service -- 3 The AIoT People Opportunity -- 3.1 Future of Work with AI -- 3.2 The Strategic Imperative of AI -- 4 The AIoT Planet Opportunity -- 4.1 Direct Effects: Information Processing Requires Energy -- 4.2 Indirect Effects: Changing Consumption and Production Patterns -- 4.3 Overall Impact on Environmental Sustainability -- 4.4 Environmental Sustainability with the AIoT -- 5 Conclusion -- References --

Part II: Management Strategies for Connected Business -- Digital Transformer's Dilemma: Innovate Twice to Survive -- 1 What the Dilemma Is About -- 2 Lacking Adaption to the Digitalization -- 3 Incumbents Need to Energize Their Core Business While Building Disruptive New Products and Services -- 4 Success Is Not Success: The Rules Are Different in the Old and New Worlds -- 5 The Case of Heidelberger Druckmaschinen -- 6 The Case of Covestro -- 7 Lessons Learned -- References --

Experimenting: What Makes a Good Business Experiment? -- 1 Learning from Amazon: Do More Experiments -- 2 Q1: Does the Experiment Have a Testable Hypothesis? -- 3 Q2: Have Stakeholders Made a Commitment to Abide by the Results? -- 4 Q3: Is the Experiment Doable? -- 5 Question 4: How Can We Ensure Reliable Results? -- 6 Randomized Field Trials -- 7 Blind Tests -- 8 Big Data -- 9 Q5: Do We Understand Cause and Effect? -- 10 Q6: Have We Gotten the Most Value Out of the Experiment? -- 11 Q7: Are

Experiments Really Driving Our Decisions? -- References -- Driving Connected Business Initiatives: Do's and Dont's -- 1 Value Drivers for Connected Business -- 2 From PoC to PoV: Avoiding the 'Proof-of-Concept Trap' -- 3 The Proof of Value: Explained -- 4 Anatomy of Connected Business Initiatives.

5 Digital Phases of Connected Business Initiatives -- 6 Exploration Phase -- 7 Maturation -- 8 Scale -- 9 Business Perspective -- 10 Technology Perspective -- 11 Conclusion -- References -- AI for Decision-Making in Connected Business -- 1 Increasing Importance of AI -- 2 The Process of Decision-Making -- 3 Use Cases and Tools of AI and Data -- 4 Implementation Challenges for AI and Data -- 5 Solution Approaches to AI and Data Implementation -- 6 A Hidden Success Factor: Trust in AI -- 7 Designing Trustworthy AI Solutions -- 8 Conclusion -- References -- Cybersecurity: Balancing Efficiency with Long-Term Resilience in Connected Ecosystems -- 1 Connectivity as Basic Need -- 2 A Network's Value and Cost, Intuitively -- 3 Linear Cost also in an Adversarial Setting? -- 4 Cyber Resilience Strategies to the Rescue -- 5 Why the Quest for Efficiency Proves to Be the Greatest Opponent of Resilience -- 6 Resilience in Cyberspace, But How? -- References -- Patent Strategies in the Networked Economy -- 1 The Rise of a New Patent Value and Enforcement Culture -- 2 Patents on Software -- 3 Patents on Business Methods in the USA -- 4 Patenting in the ICT World -- 4.1 From GSM to UMTS Standard to 5G -- 4.2 The Smartphone Patent Wars -- 4.3 Case: Apple vs. Samsung -- 5 Patents in the IoT World -- 6 Patents in the "Connected" Automotive World -- 6.1 ICT Patent Pool Avanci Attacks Automotive -- 6.2 Tesla: The Pacemaker -- References -- Part III: Case Studies on Connected Business -- Bosch IoT Suite: Exploiting the Potential of Smart Connected Products -- 1 Towards Smart Connected Products -- 2 Internet of Things for Manufacturing Companies -- 3 Bosch IoT Suite as an IoT Platform -- 4 Six Core IoT Use Cases for Manufacturing Companies -- 4.1 Connected Engineering and Development -- 4.2 Remote Support and Predictive Maintenance. 4.3 Fleet Management and Optimization -- 4.4 Connected Consumer/Operator Experience -- 4.5 Proactive Quality Management -- 4.6 Continuous Product Updates and New Features -- 5 Managerial Implications -- References -- GF Machining Solutions: Real-Time Manufacturing Process in a Cloud Environment -- 1 GF Addressing the Market Trends in Manufacturing -- 2 Production Efficiency Through 5G Process Manufacturing -- 3 GF New Digital-5G-Enabled Industrial IoT Infrastructure -- 4 Creating Value in Manufacturing with a New 5G IoT Infrastructure -- 5 A Use Case for 5G Manufacturing: Real-Time Process Monitoring -- 6 IoT Infrastructure Benefits and Business Models -- 7 Conclusion -- References -- Linde: Business Value with Connected Cylinders in Hospitals -- 1 Medical Grade Gas as Commodity Product -- 2 The Current Environment for Gas Cylinders -- 3 The INETIQ Project Created a Lot of Business Value -- ABB: Creating Value with Open Smart Home Automation Systems -- 1 Smart Home Automation Systems -- 2 Pitfalls of the Early Versions -- 3 Implementing the Learnings -- 4 Partnering Strategy Supported Growth -- 5 Challenges of the Solution -- Reference -- Covestro: Digital Technical Services as New Business Model for the Polymer Processing Industry -- 1 Polymer Industry Under Pressure -- 2 Start with a Customer Problem and Work Backwards -- 3 Minimum Viable Product: Build, Test, Learn! -- 4 What Do We Offer to Customers, and Can We Scale It Profitably? -- 5 How Can We Deliver Our Solution at Scale? -- 6 What Are the Key Learnings so Far? -- Reference -- BASF: Precision Farming with Lark Bread Initiative -- 1

Agriculture and the Need for Digital Farming -- 2 Digital Farming Solutions from BASF -- 3 The Lark Bread Project as a Connected Business Model in Digital Farming -- 4 Conclusions for a Connected Agriculture Business -- 5 Conclusion.
AgriCircle: Innovating Agricultural Ecosystems.
