



IfM Briefing Day

Digitalisation of Services

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From asset heavy industries...



To education...



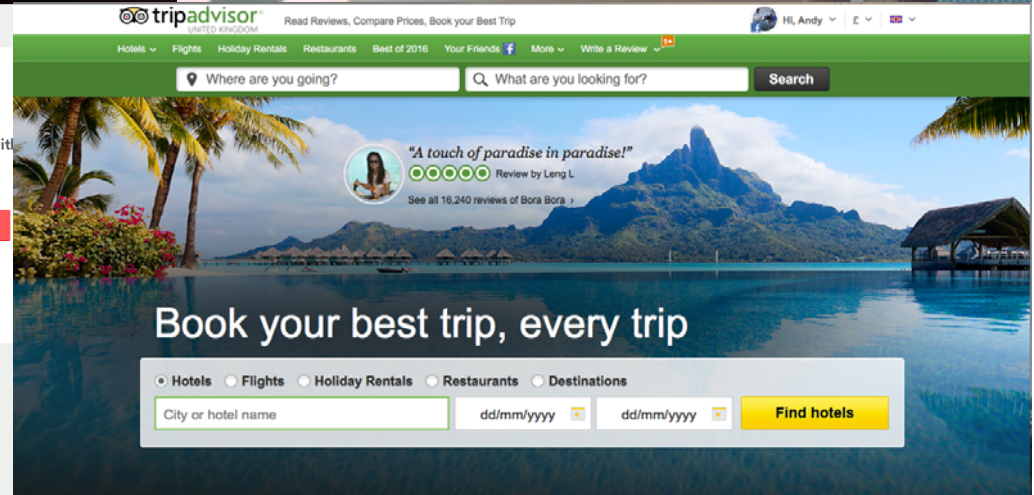
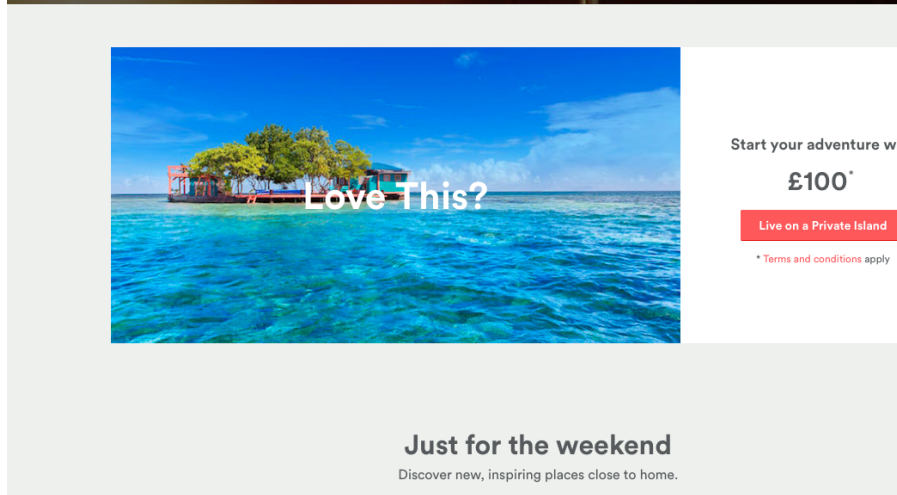
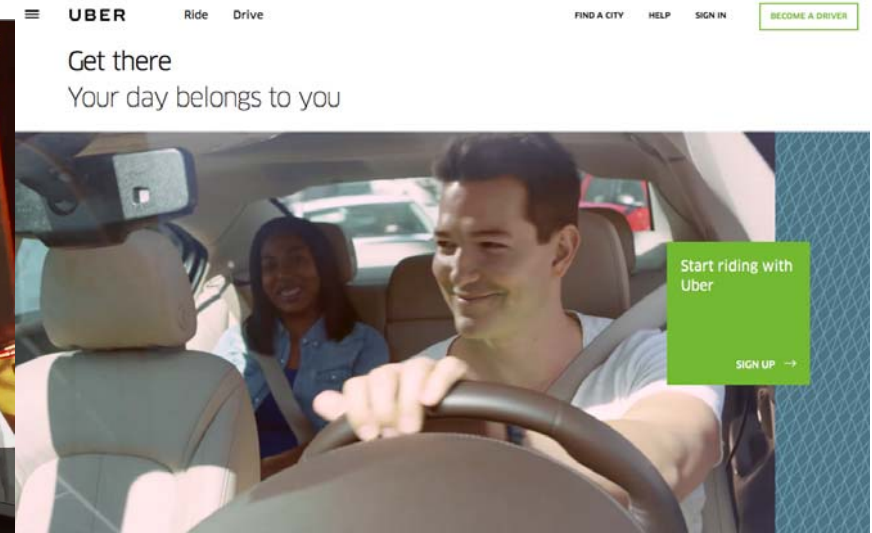
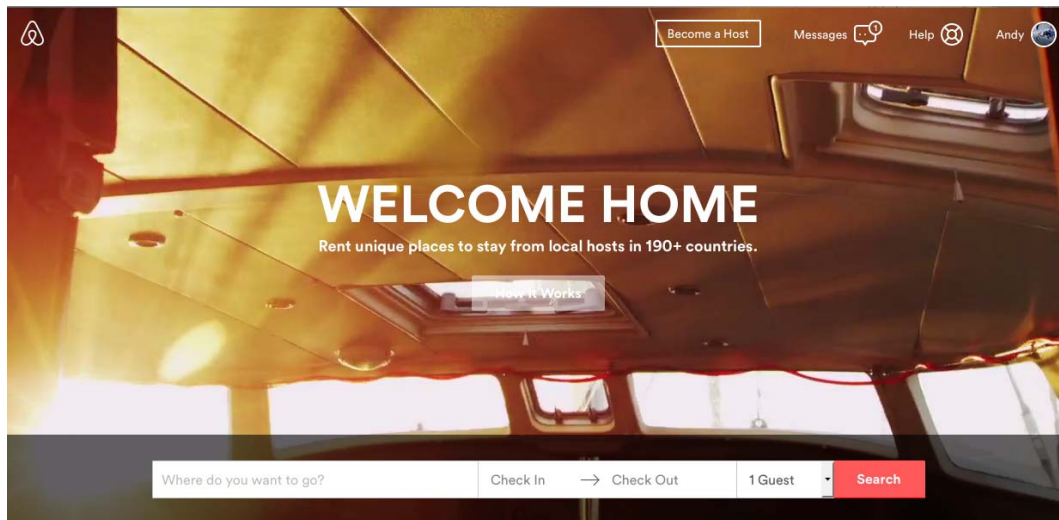
The underlying trends

From a world of...

... to a world including



What can we learn from B2C firms?



Five lessons

1. Ownership of the underlying platform (often internet-based).
2. Creating a seamless customer experience.
3. Introducing multi-sided markets.
4. Leveraging the resource of others.
5. Creating ecosystems to pool the resources and capabilities of different organizations to deliver the outcome(s) the customer wants.

Five lessons to five questions

1. Do we have the balance right in our strategic discussions? Are we thinking about our strategy in parallel with the broader ecosystem strategy?
2. How good are we at keeping pace with technological developments, understanding changes in both manufacturing processes and enabling technologies that might help us innovate our business model?
3. How clearly have we defined our digitalization strategy, considering how manufacturing technologies and processes will allow us and our ecosystem partners to innovate our business models so we are better able to deliver the outcomes our customers want?
4. How good are we at partnering with others, capitalizing on their strengths and defining win-win collaborations for all involved in the ecosystem?
5. Do we constantly question our existing approach, incrementally innovating and improving it so that we are forever pushing back the boundaries of the possible?