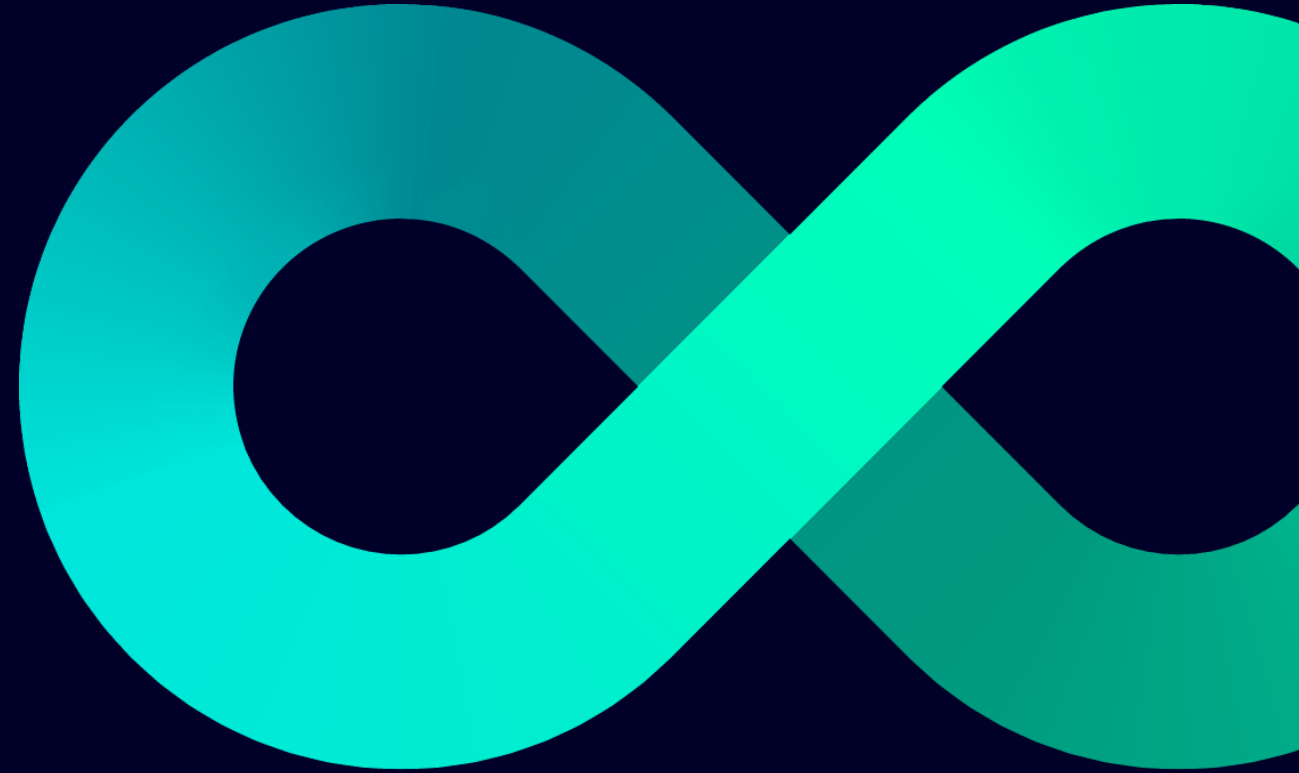
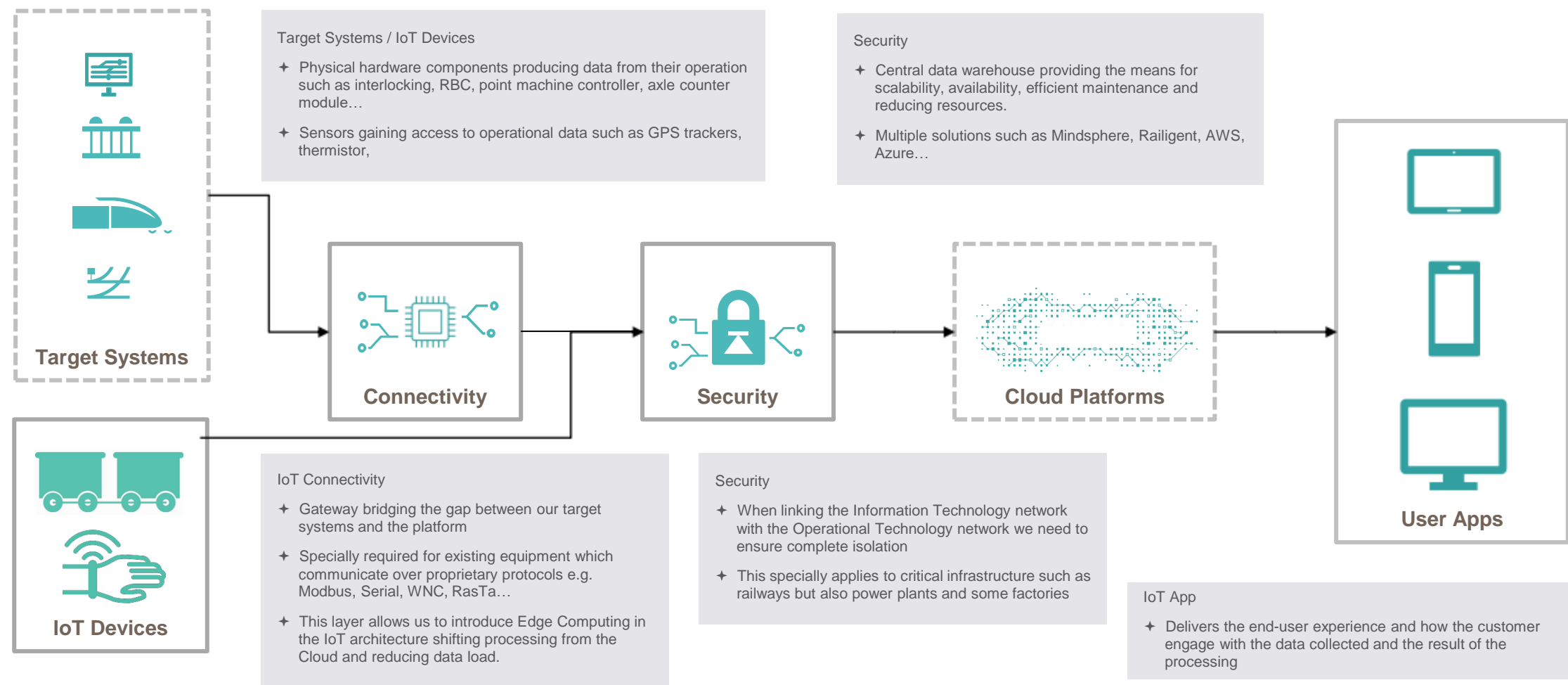


New business models for IoT Solutions / Digital Services



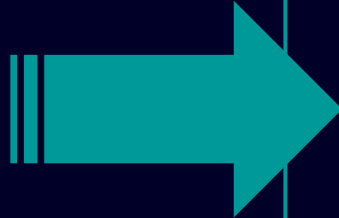
Challenges and how to tackle them

Canvas Internet of Things (IoT) Solutions / Digital Services

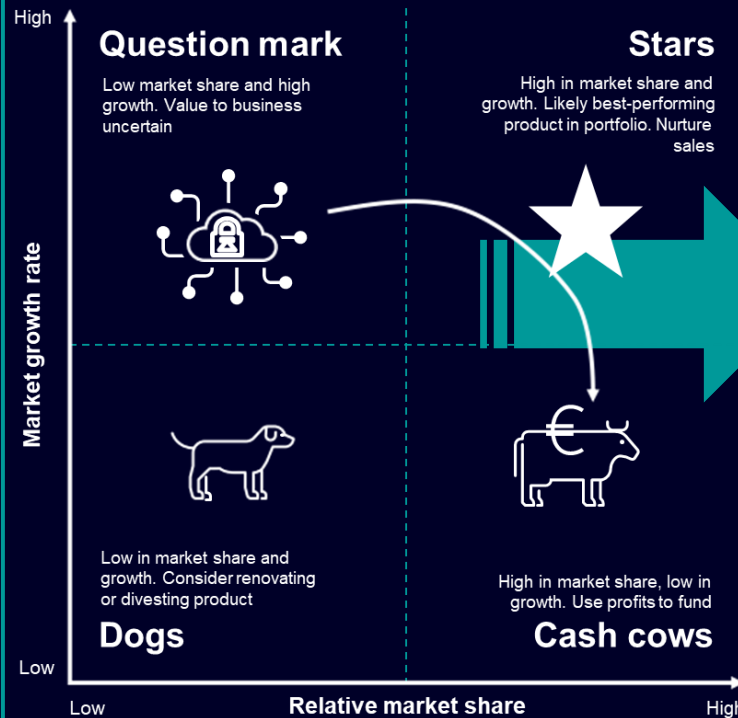


From Market Need to new IoT Solution/ Digital Service ... is easy – isn't it?

Market Analysis

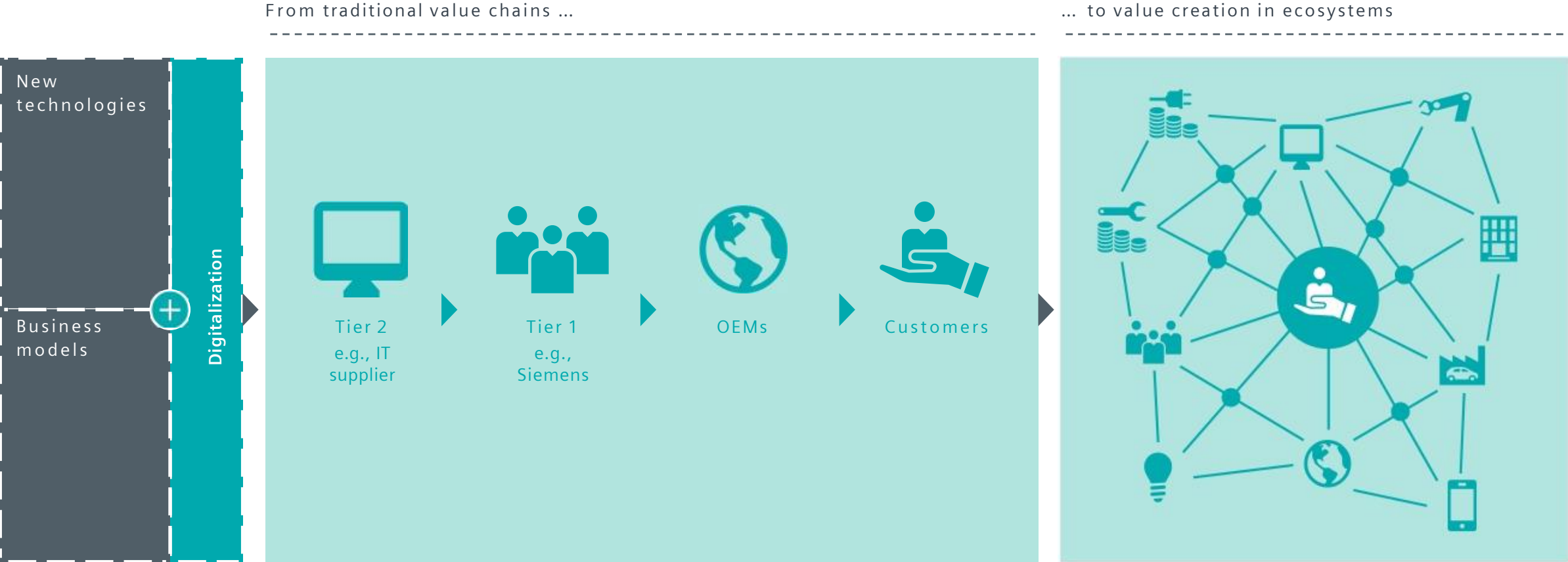


Portfolio Analysis



New development of IoT Solution / Digital Service to fill gaps in the portfolio.

From Value Chains to Ecosystems



Define the ecosystem strategy:

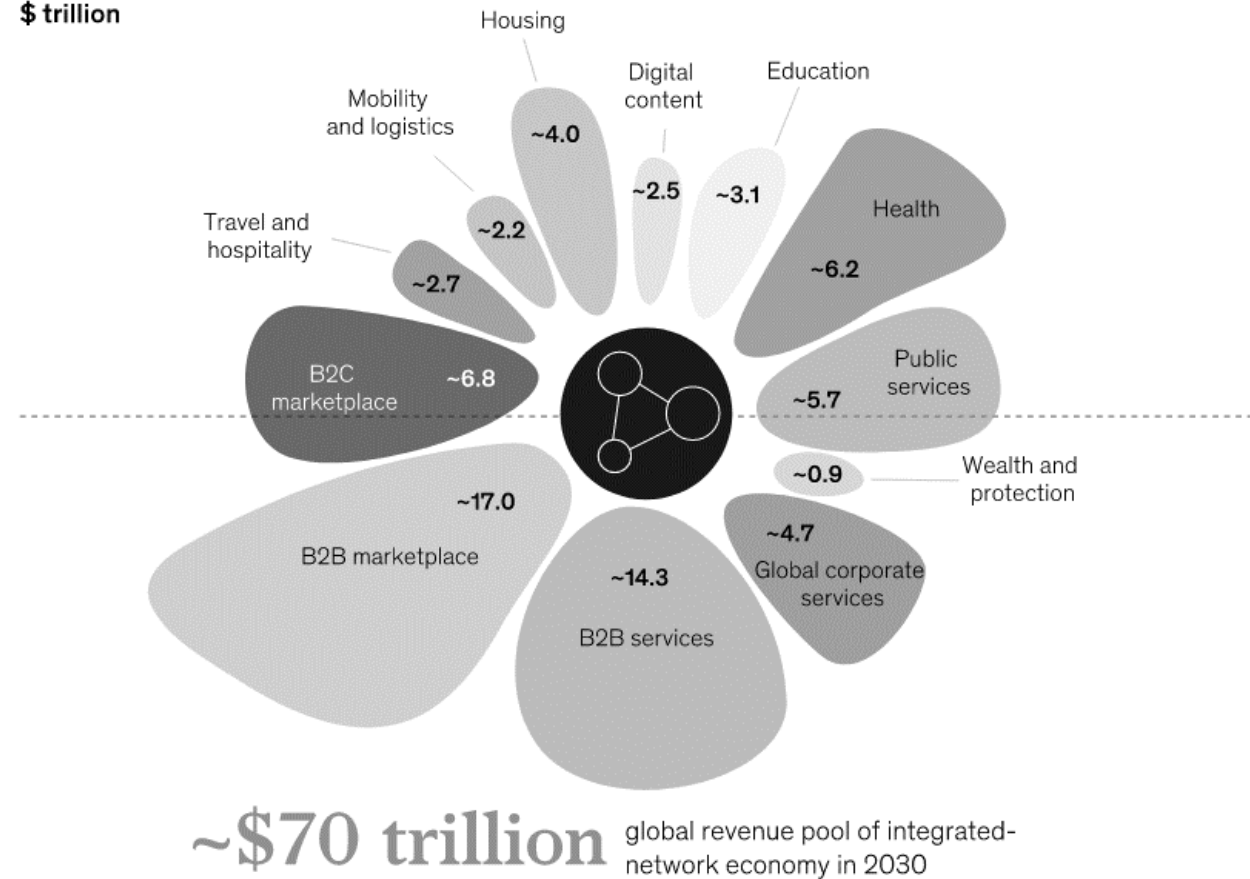
Identify the most relevant trends.

Plan a desirable ecosystem and identify the value pools.

Tightly define the core value proposition.

Twelve distinct ecosystems have started to form within the integrated network economy.

\$ trillion



Source: McKinsey analysis

McKinsey
& Company

A design-led approach to embracing business ecosystems | McKinsey



[Source: Why Business Models Fail: Pipes vs. Platforms | WIRED](#)

Product design and management: Creating a pipe is very different from creating a platform. Creating a pipe requires us to build with the consumer in mind. An online travel agent like Kayak.com is a pipe that allows users to consume airline tickets. All features are built with a view to enable consumers to find and consume airline tickets.

In contrast, a platform requires us to build with both producers and consumers in mind. Building YouTube, Dribbble or AirBnB requires us to build tools for producers (e.g. video hosting on YouTube) as well as for consumers (e.g. video viewing, voting etc.). Keeping two separate lenses helps us build out the right features.