



Horizon 2020
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H2020 - FoF11-2016: Digital Automation



**Decentralised architectures for optimised operatons via virtualised processes and
manufacturing ecosystem collaboration**

**Deliverable 1.5
Business Models**

Abstract: The results presented at this version are the outcome of a broad survey of existing approaches, business models and business cases. The deliverable serves mostly as a literature review on business modelling and an initial incubator of ideas regarding service-oriented business models in the home appliances and automotive industries. A business model describes the rationale of how an organization creates, delivers, and captures value.

The disruption that comes in these two industries is closely related to digitization, cloud computing, IoT.. in the home appliances the emerging opportunities that the technologies are offering to the potential customer, include: Home intelligence, Entertainment, Access control, Home comfort, Connectivity, Energy efficiency, Wellness, Home safety, and Daily tasks.

In the auto industry there are 5 key areas as the next generation of growth opportunities, namely: Connected Supply Chain, Industry 4.0, Connected and Autonomous car, Digital retailing and vehicle relationship management, Mobility as a service.

After the exploration of the current practices and 'state-of-the-art' in the two industries, an explanatory and evaluative process follows in order to better understand the main characteristics of the commercialization of the new business models. For the development of the new business models we shall rely on the 'Business Model Canvas', from Osterwalder, Pigneur and Smith