



Business Models – Digital Reloaded

Prof. Dr. Oliver Gassmann

3. Digital Real Estate Summit

Zürich, 28.02.2017

Software eats the world

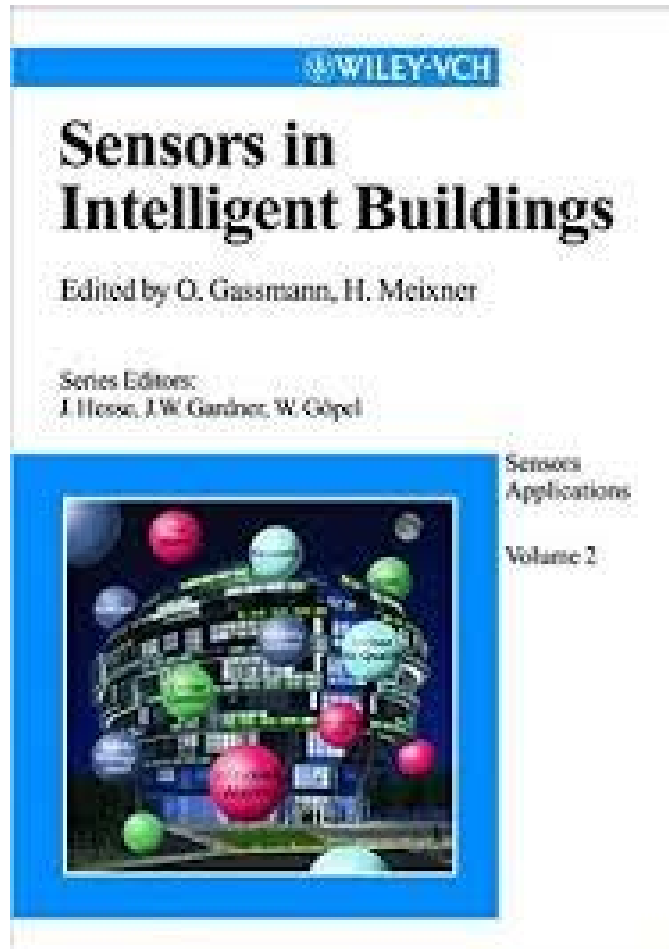


When do they
take over real
estate?

Marc Andreessen (2011), Wallstreet Journal

Uber, Transactions by Uber, 20% of the fare
Still cheaper by 25% then trad. Taxis.
Value in 2014: 17 billions \$

Technology is there...



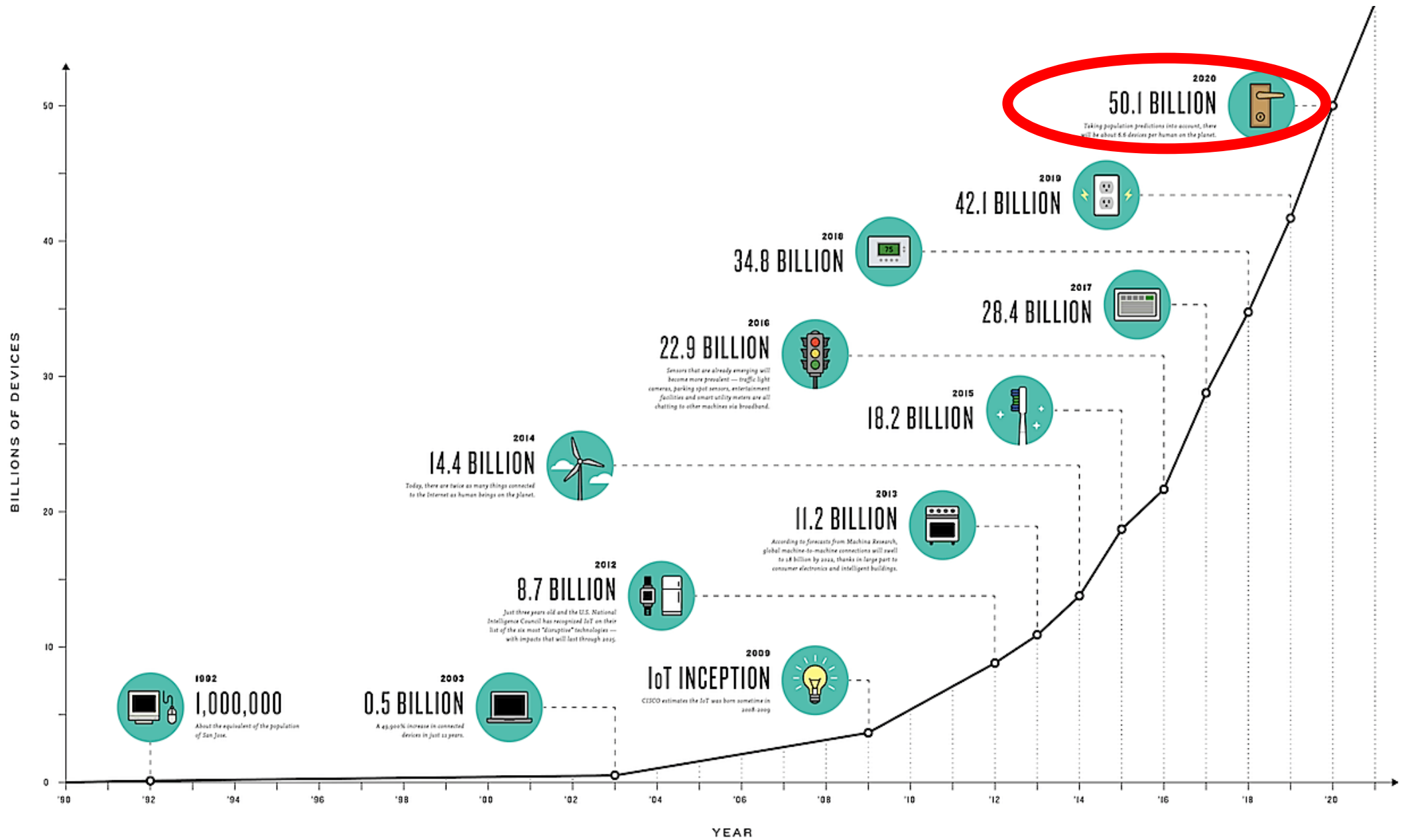
Sensors

smaller,
cheaper,
more intelligent,
powerful, integrated,
connected
create big data

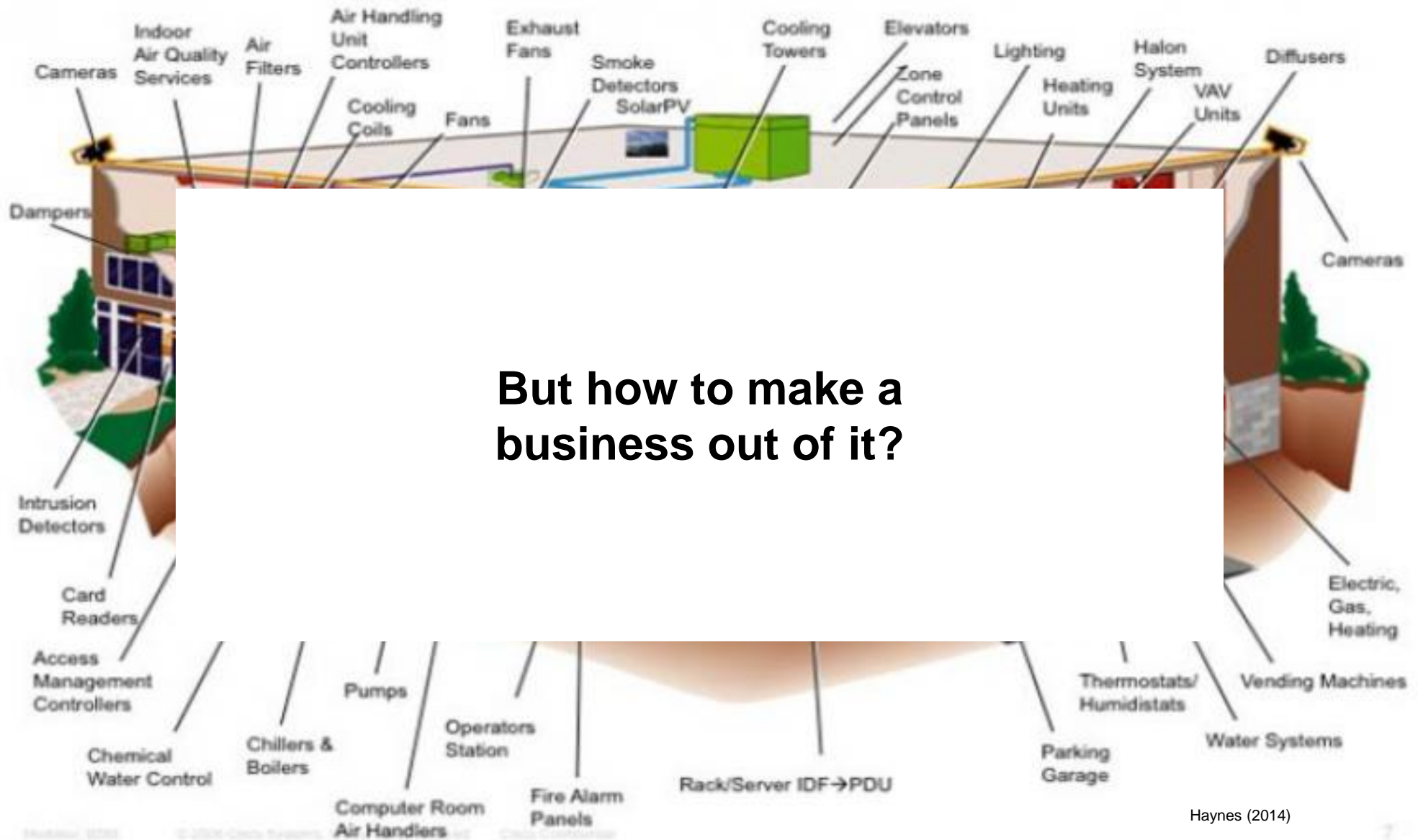
Germany: 35 bio €,
(+ 67 %, 2005-2014, AMA)
Bosch No 1 worldwide

Sensor production @ Bosch: 4 Mio per day
Automotive, Mobile phones, machinery industry
every 2. smartphone has a sensor from
Bosch Reutlingen

IoT explosion



IoT enabled buildings are feasible

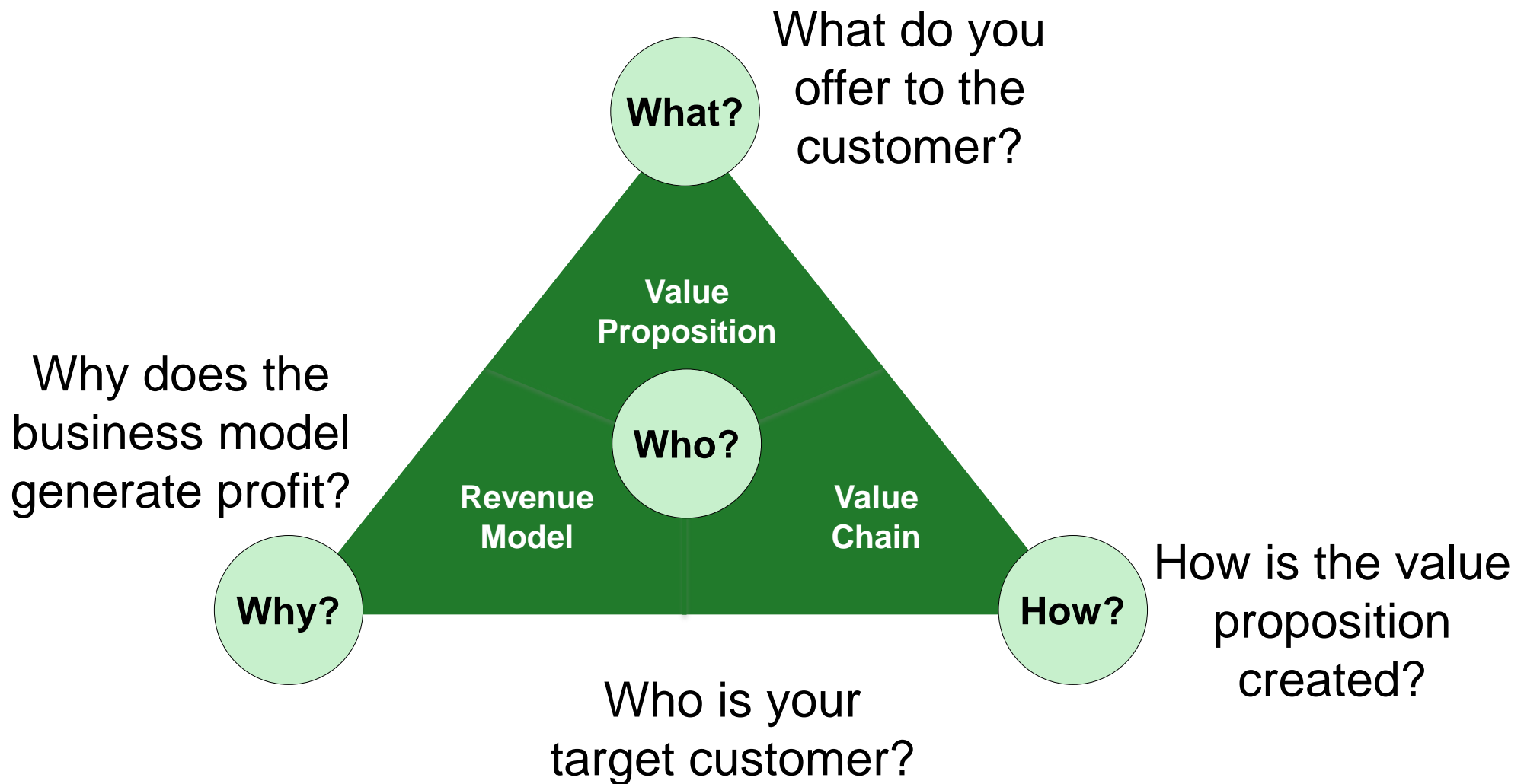


Haynes (2014)

Digital companies focusing on real estate



A business model



**How
to create
new business models?**

(1) Be Steve Jobs

(2) Crisis

(3) Luck

**We looked for
a structured, predictable,
executable, rigor,
creative-disciplined way
to new business models...**

The learnings

**90 % of all business model innovations
are recombinations**

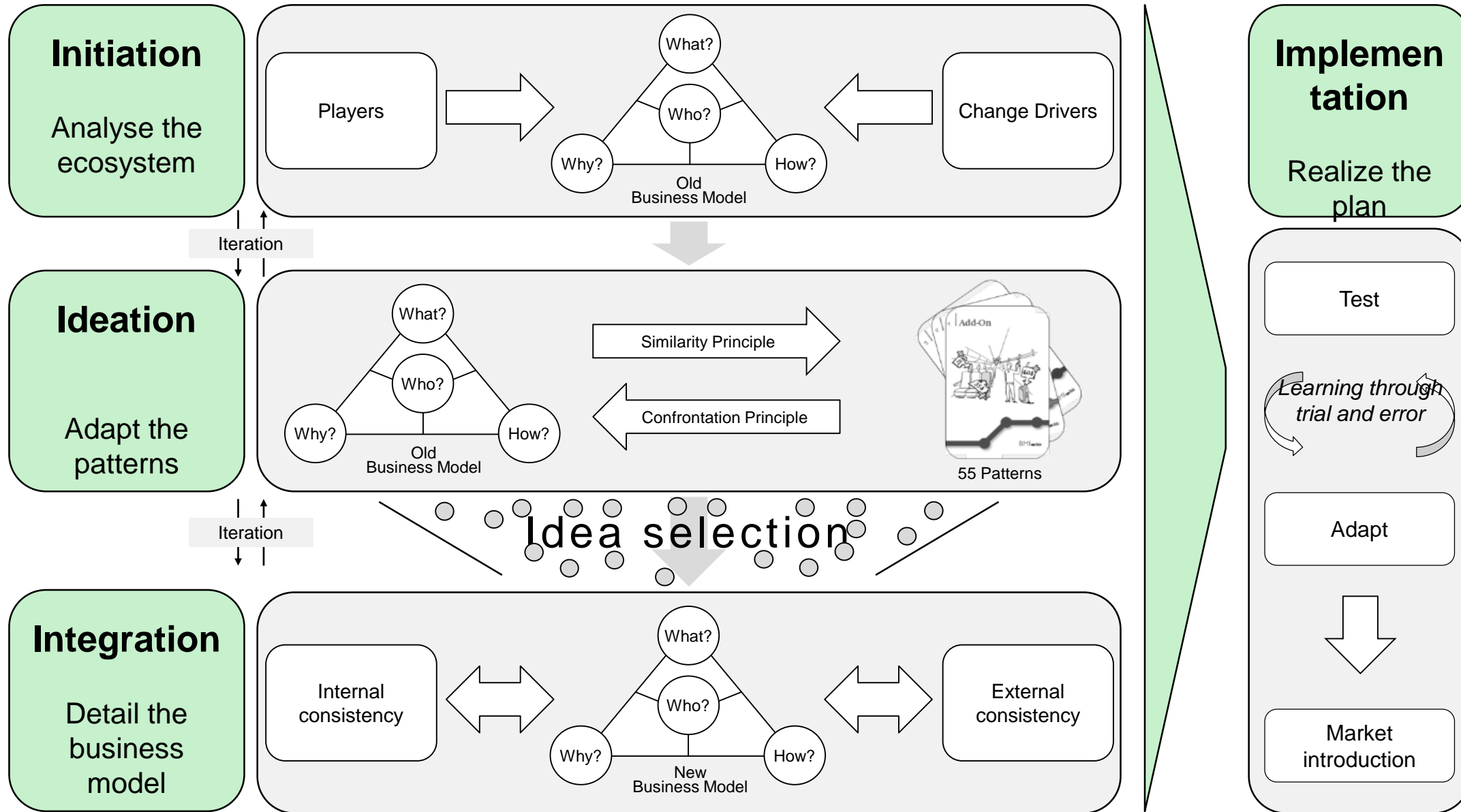
**55 patterns to systematically innovate
your business model**

**Business Model Innovation is science
rather than art**

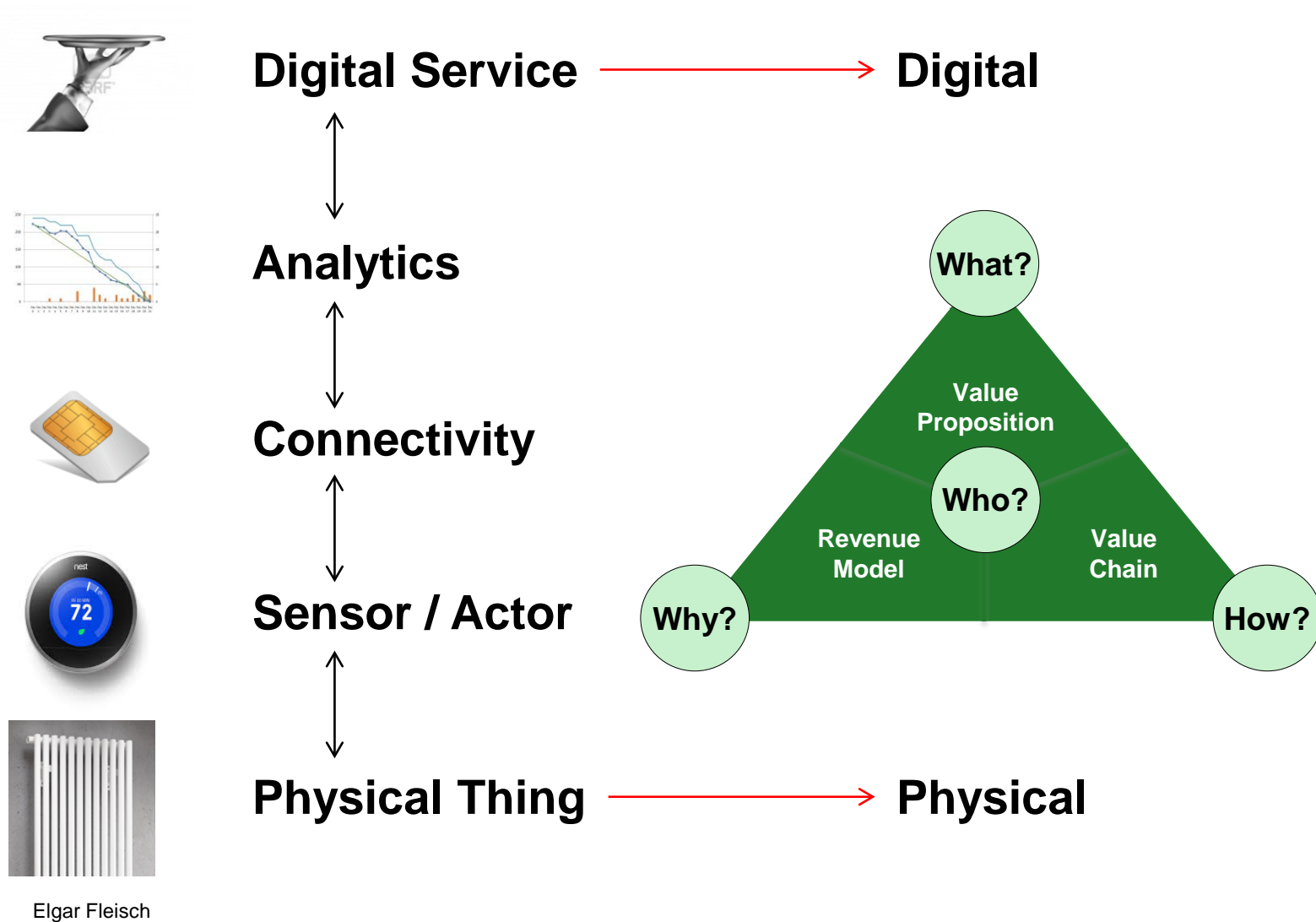
55 patterns for creating a successful business model



The Business Model Navigator



IoT connects the physical with the digital world and drives service-oriented business models



Elgar Fleisch

Sensor as a service

- System optimization
- Remote diagnostic
- Remote parametrization
- Behaviour-based services

SIEMENS

TOSHIBA

However the critical question is «Who owns the data?»

Example automotive:

OEMs?

1st tier suppliers

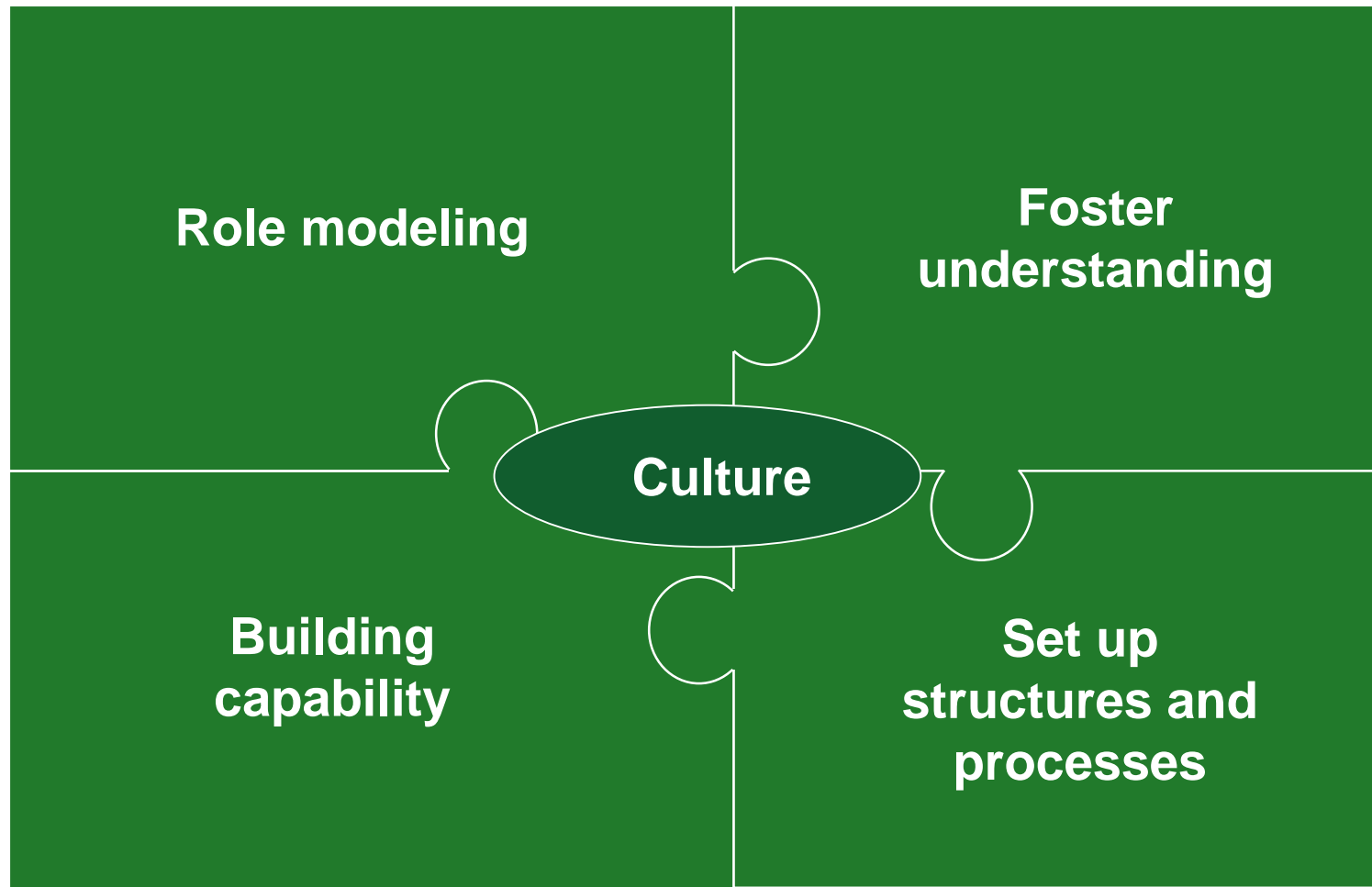
2nd tier suppliers?



Car driver?

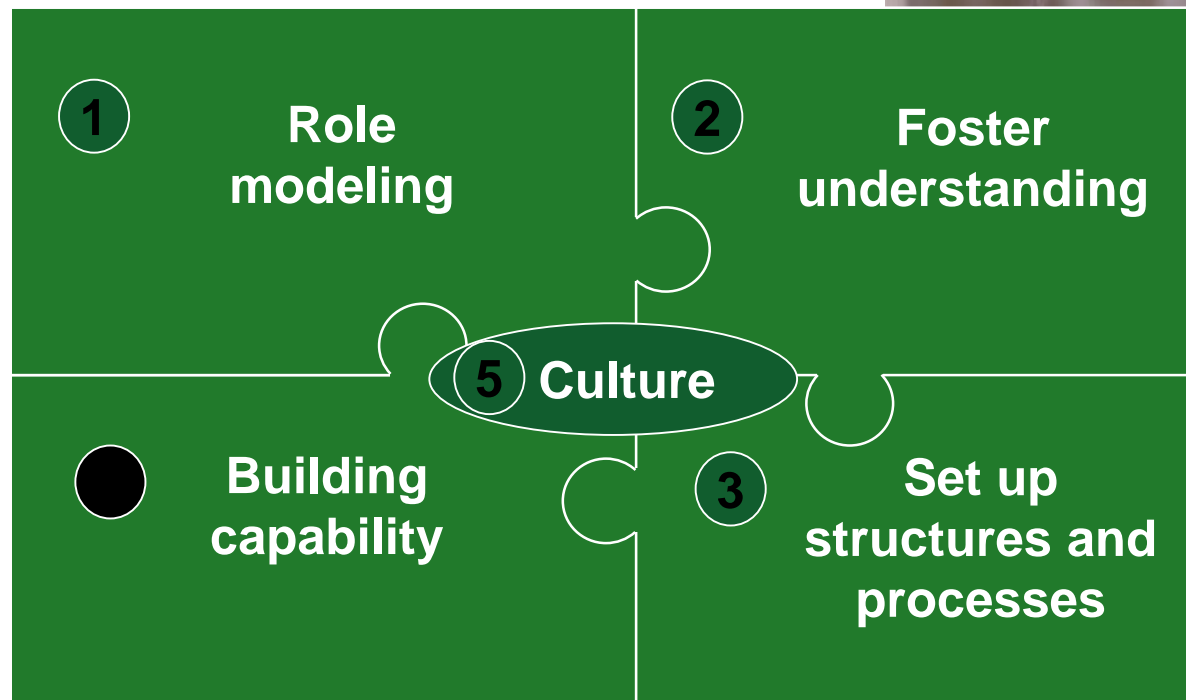


Five dimensions for driving change



McKinsey's influence model

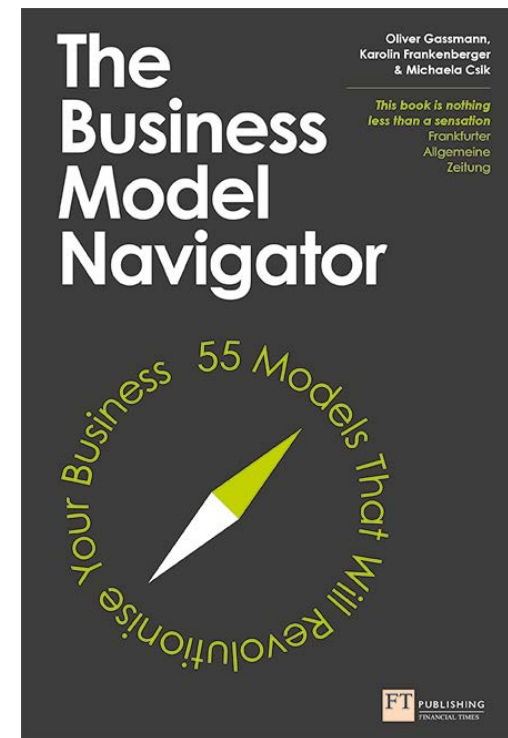
How to change behavior of kids



Think of 5 mechanisms along the categories

I have my head in the clouds, but my feet firmly on the ground.

Steve Jobs



www.bmilab.com

Prof. Dr. Oliver Gassmann

Managing Director
University of St.Gallen
Institute of Technology Management
Dufourstrasse 40a
CH-9000 St. Gallen
oliver.gassmann@unisg.ch
tel. +41-71-224 7220

www.item.unisg.ch
www.bmilab.com

