

# Opportunità e sfide nella servitizzazione industriale

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codice 6958 8657

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*Consigliere delegato, ANIE Automazione*

## Dall'Asset Fisico al Servizio

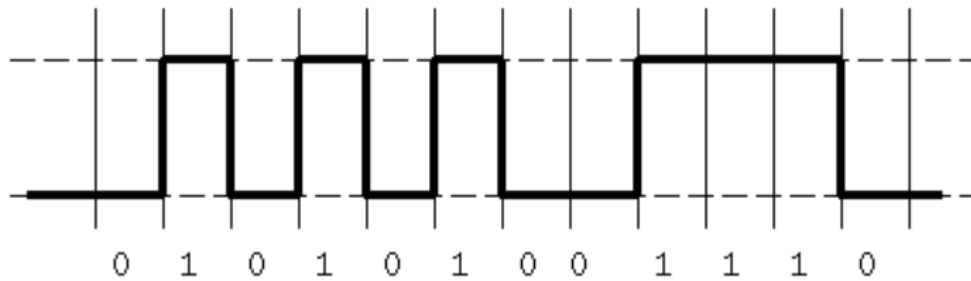


# An Economy of Use

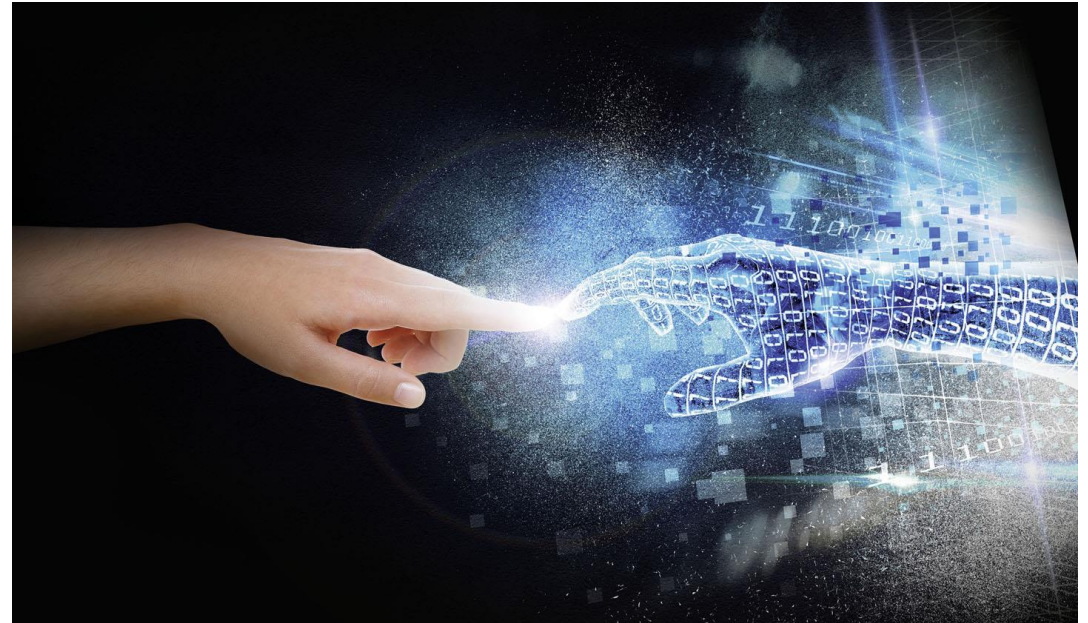
instead of

# Ownership

## An additional dimension of Value Creation

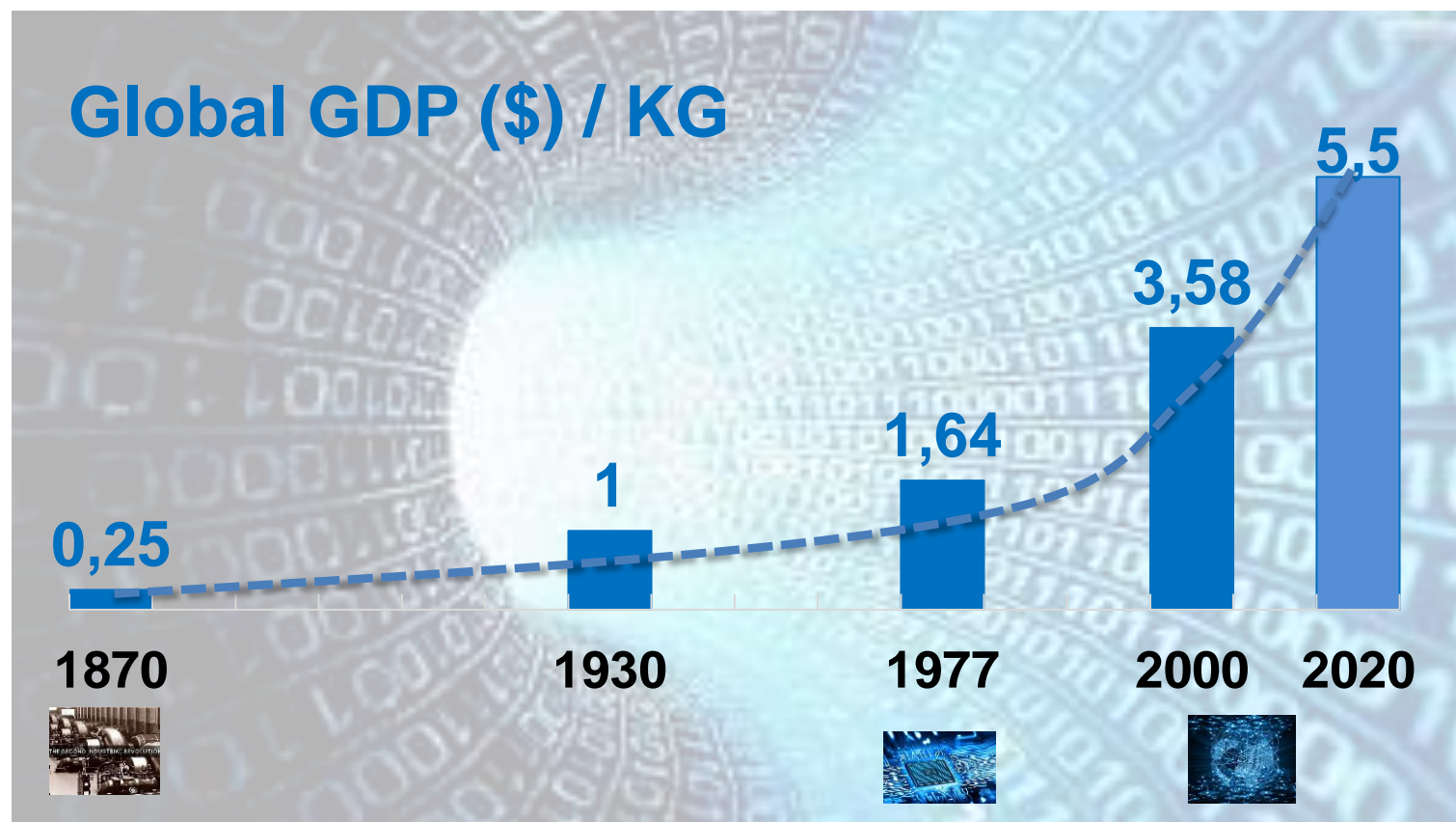
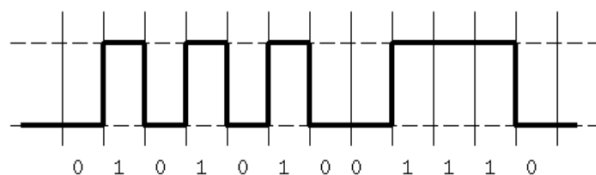


**Our Present and Future**



**Physical and Virtual**

## An additional dimension of Value Creation and **Extraction**





## An additional dimension of Value Creation in Automation

### The Inevitable

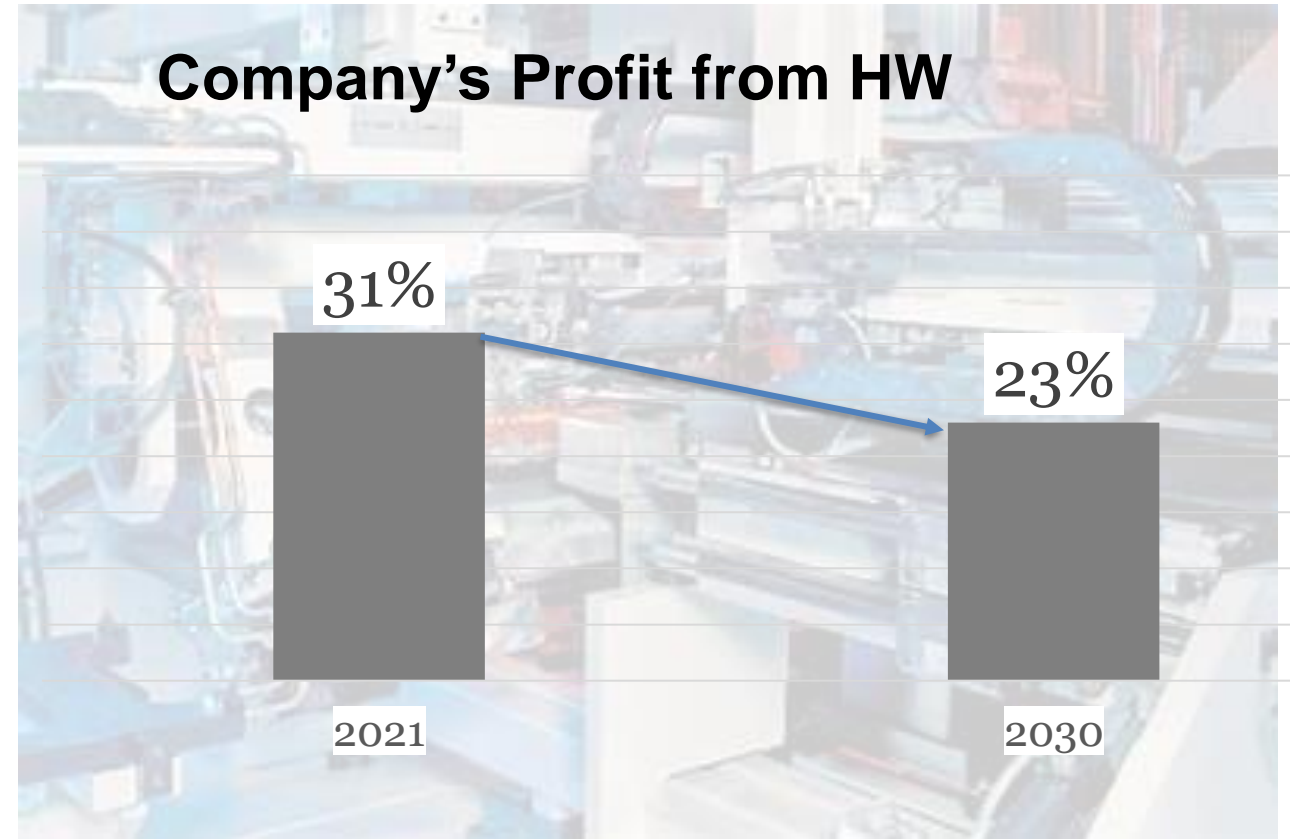


### Company's Profit from HW

- Growing global Competition
- Slowing device centric Innovation

## An additional dimension of Value Creation in Automation

### The Inevitable

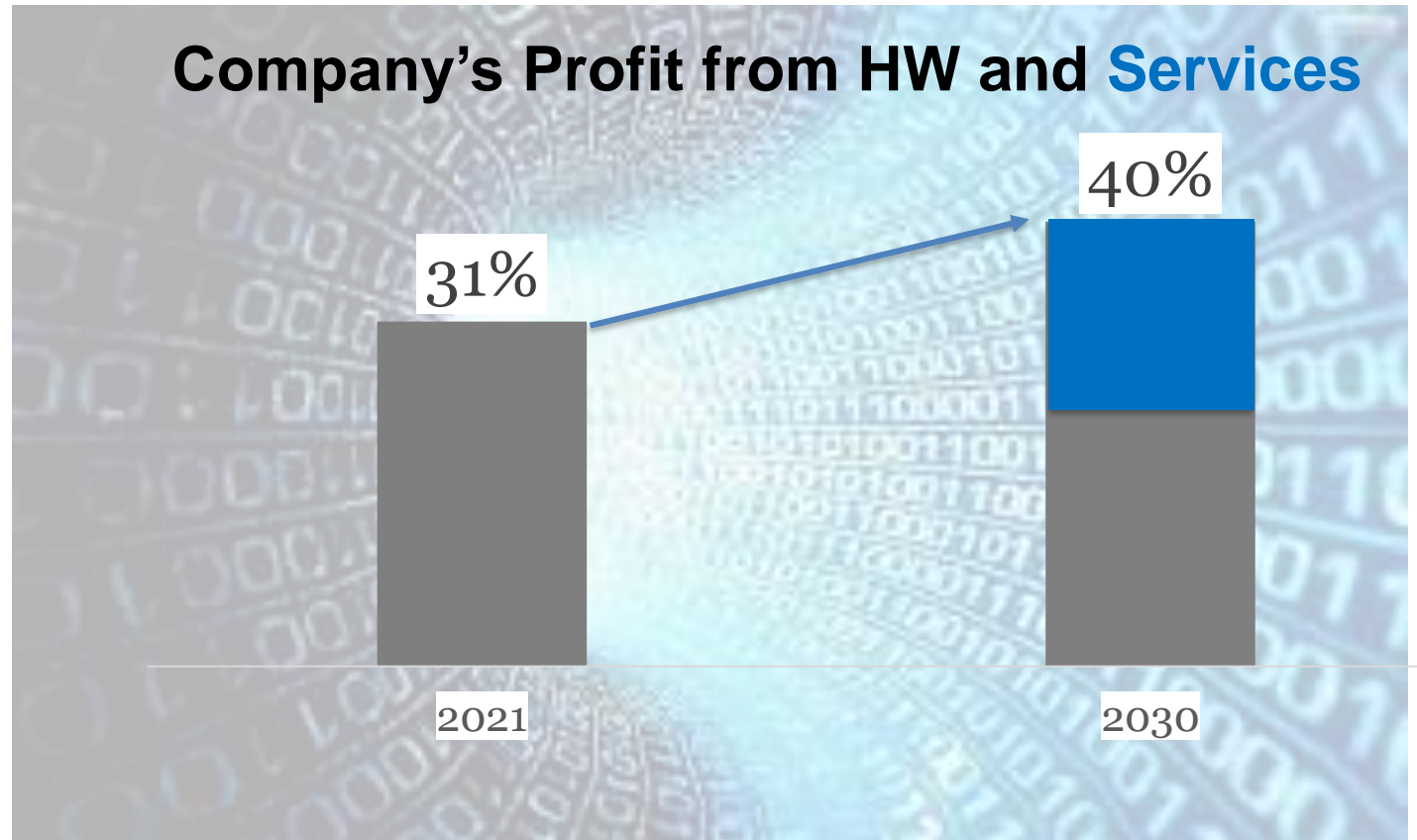


## An additional dimension of Value Creation in Automation

### The Inevitable



### Company's Profit from HW and Services

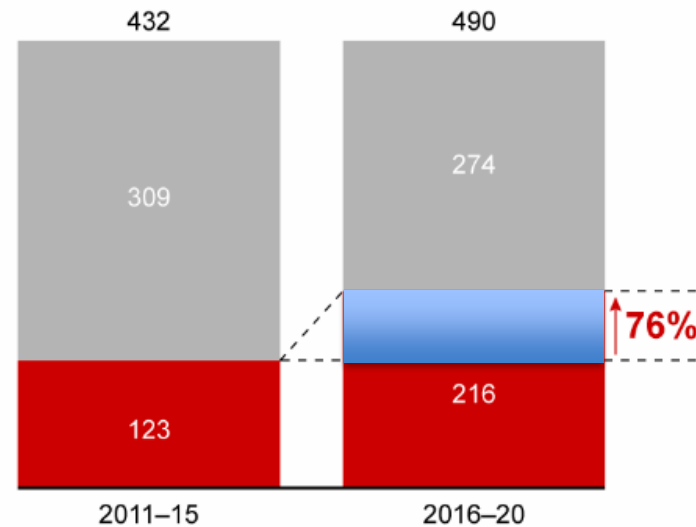


# An additional dimension of Value Creation and **Extraction** in the Automation

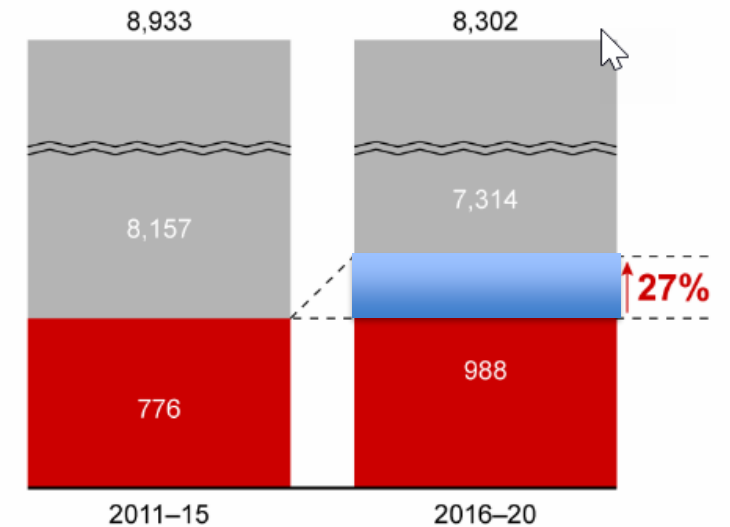
## The Inevitable



Global tech M&A deals for machinery companies  
(number of deals, 2011–20)



Number of patents filed  
(2011–20)



■ Acquisitions or patents filed by machinery companies in software, the cloud, or analytics

■ Acquisitions or patents filed by machinery companies in equipment or hardware

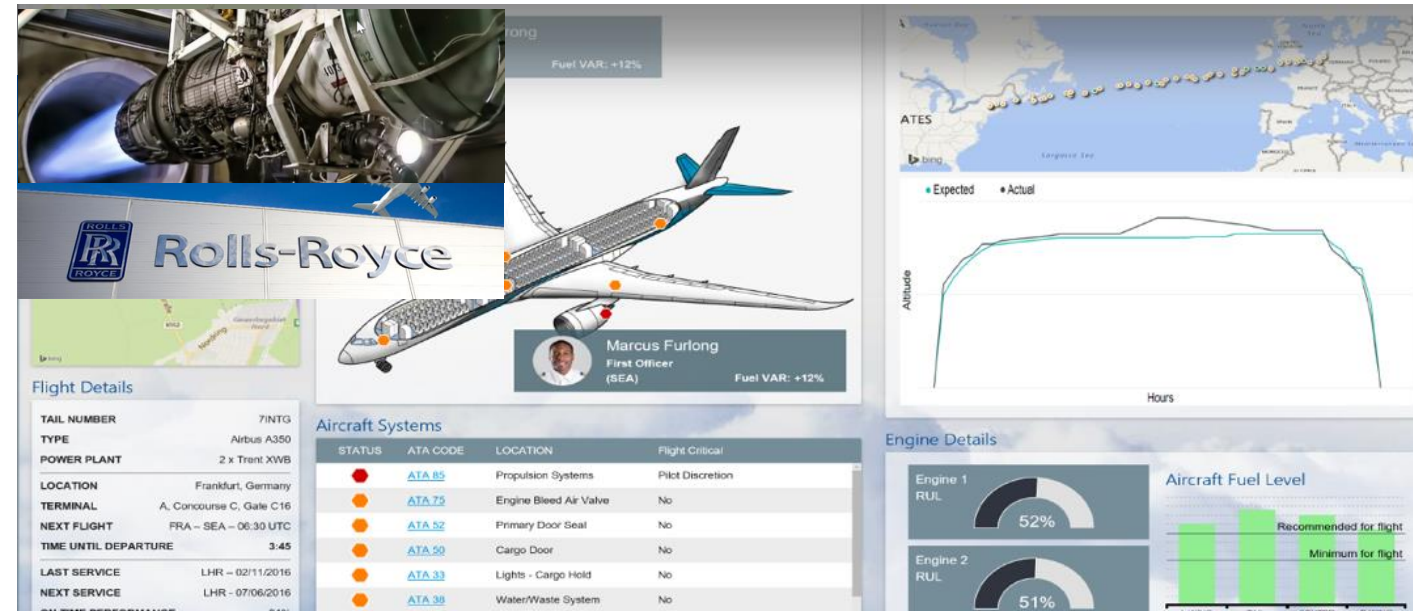
Source: *De e remanufacturing e Ict: la partita del machinery italiano! Con Bain tutto sul futuro del comparto* di Filippo Astone e Laura Magna



# An additional dimension of Value Creation and **Extraction** in Automation

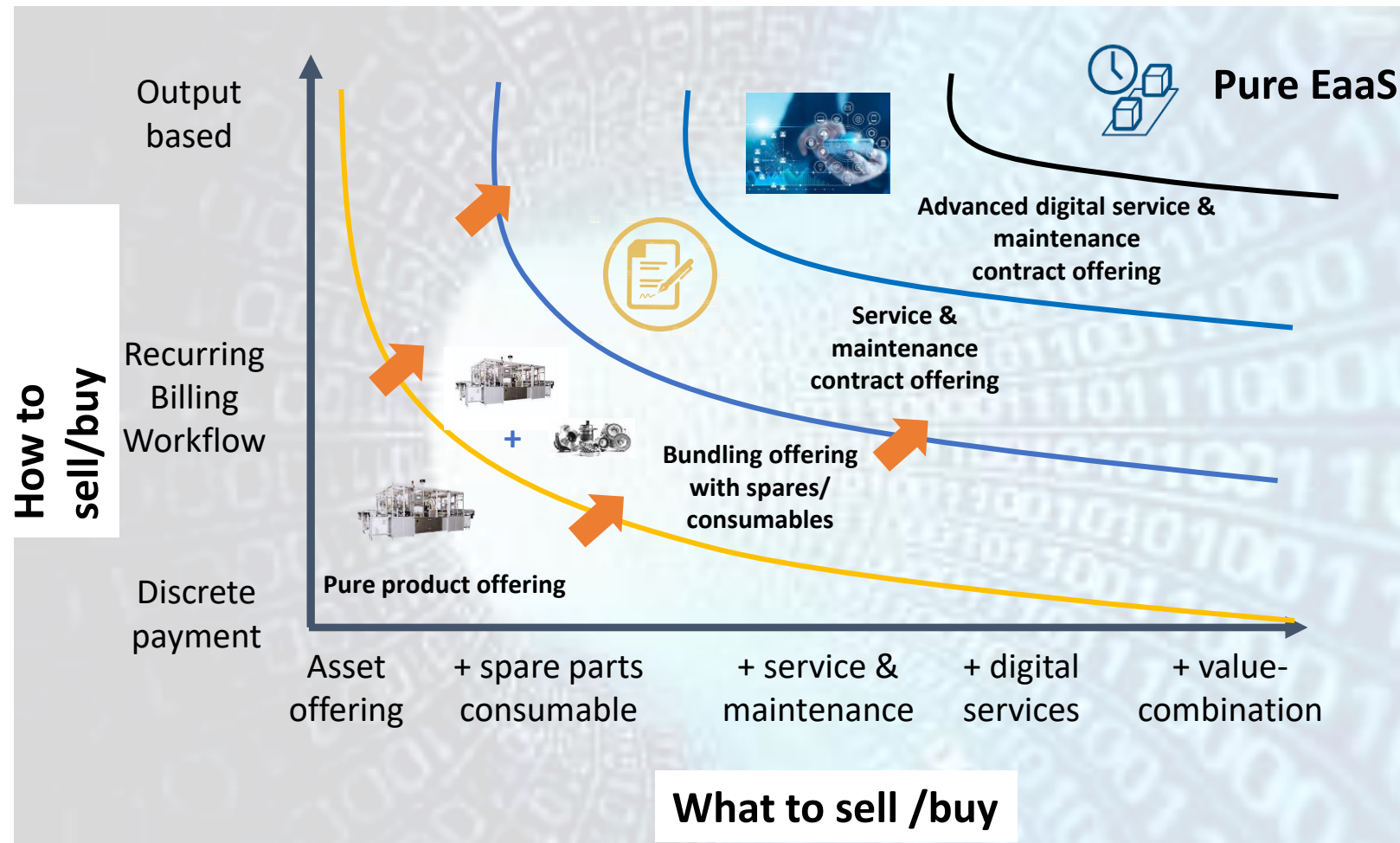
## The Inevitable

## Industrial Front Runner (1990s – 2015 acceleration)



# Servitization: an ecosystem from Ownership to Use

## The Inevitable

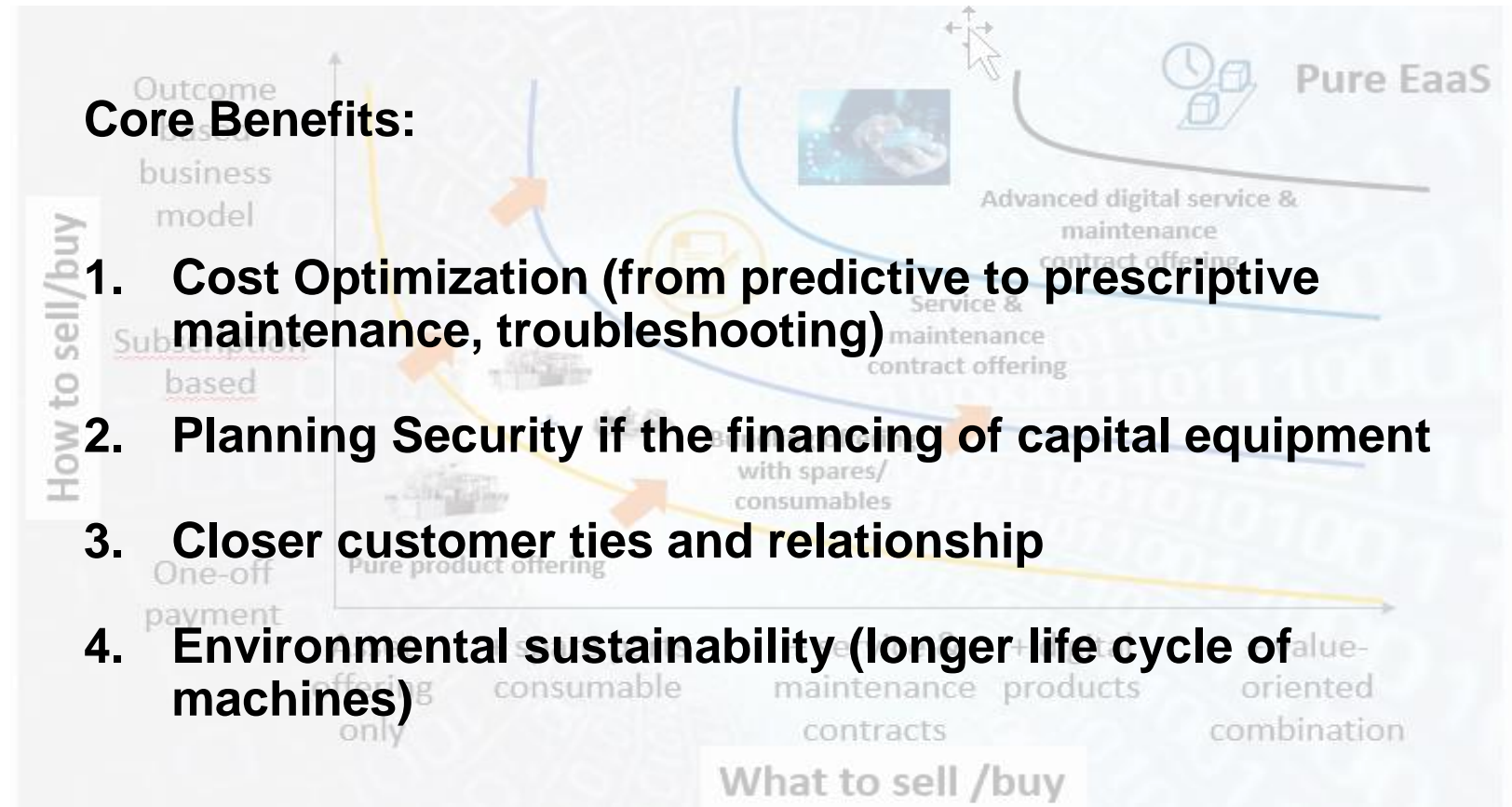


# Servitization: an ecosystem from Ownership to Use

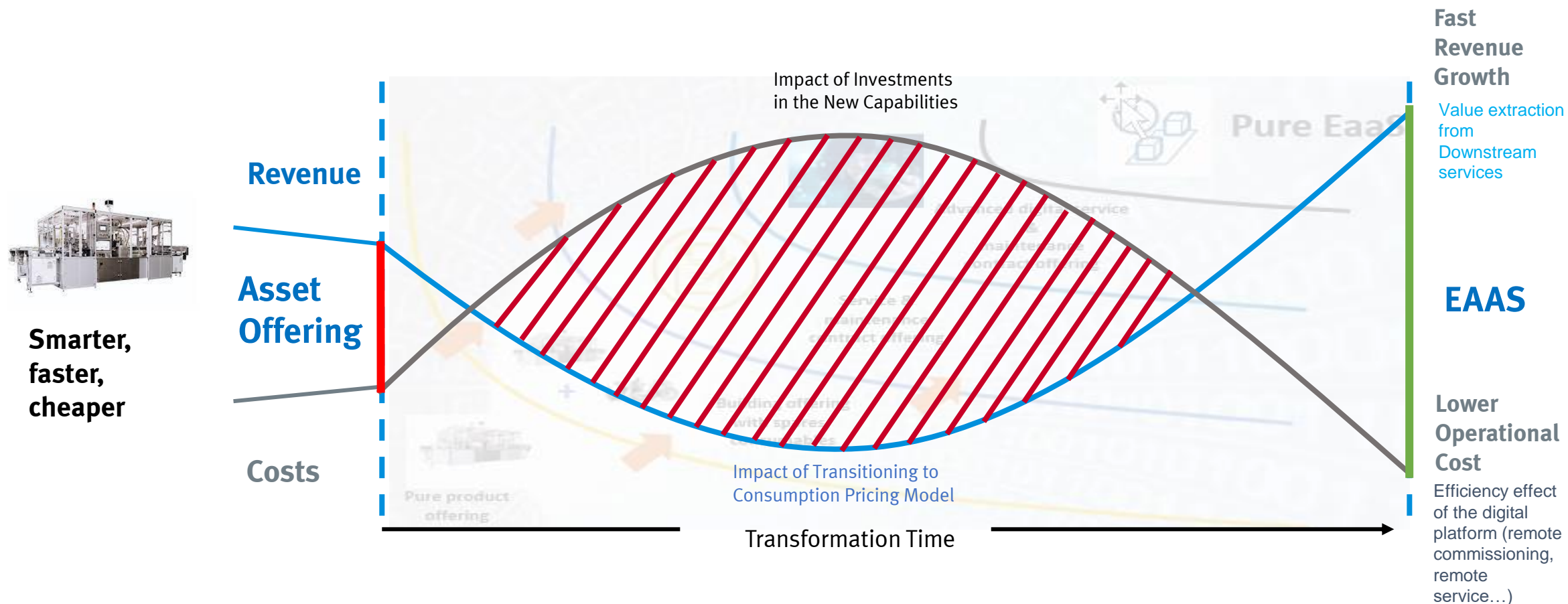
## The Inevitable



HM MUNICH UNIVERSITY UNIVERSITY OF APPLIED SCIENCES  
2021-322 Int. capital goods investments

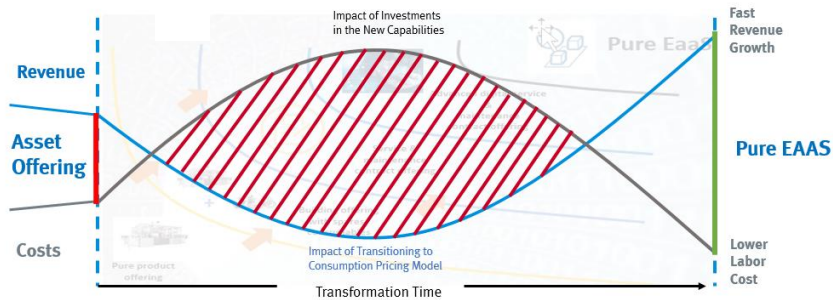


## Servitization Ecosystem: the Fish Model (*followers*)





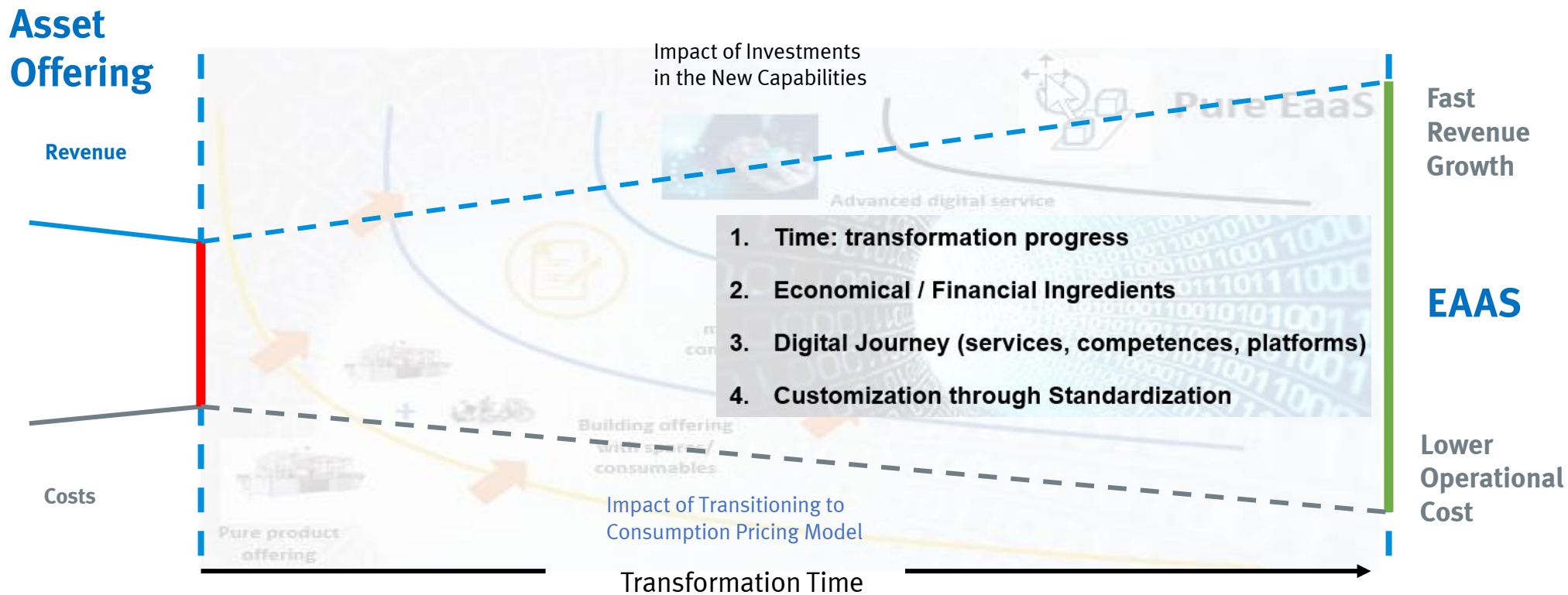
## Transition to EAAS: the Fish Model



### Sucess Drivers / Killers

1. **Time: transformation progress**
2. **Economical / Financial Ingredients**
3. **Digital Journey (services, competences, platforms)**
4. **Customization through Standardization**

## Transition to EAAS: the Cone Pattern (Early Movers)



# Industrial Servitization

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## Summary

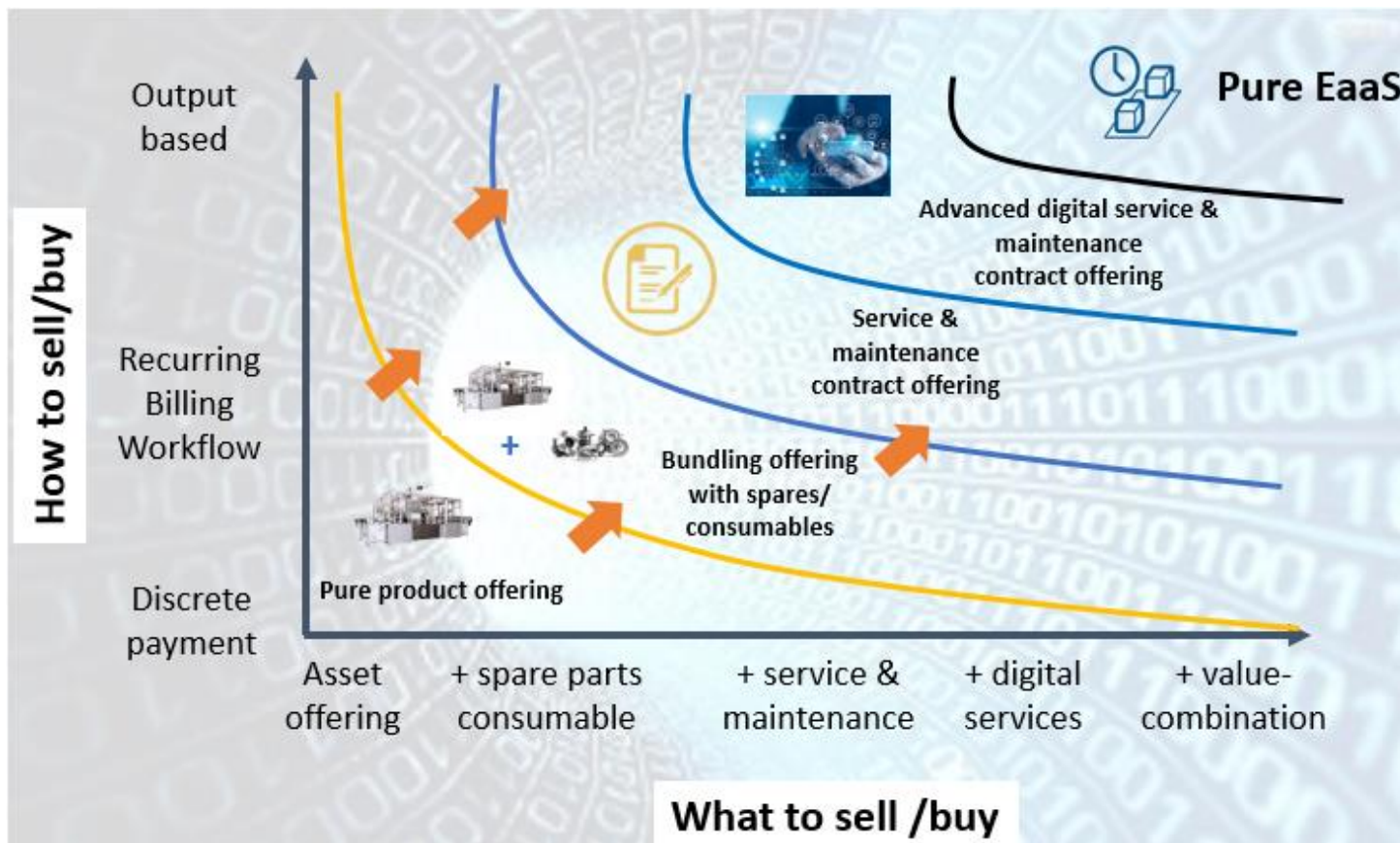
# Industrial Servitization





## Summary

## Ecosystem



## Industrial Servitization

# Summary

## Transition

# Industrial Servitization

