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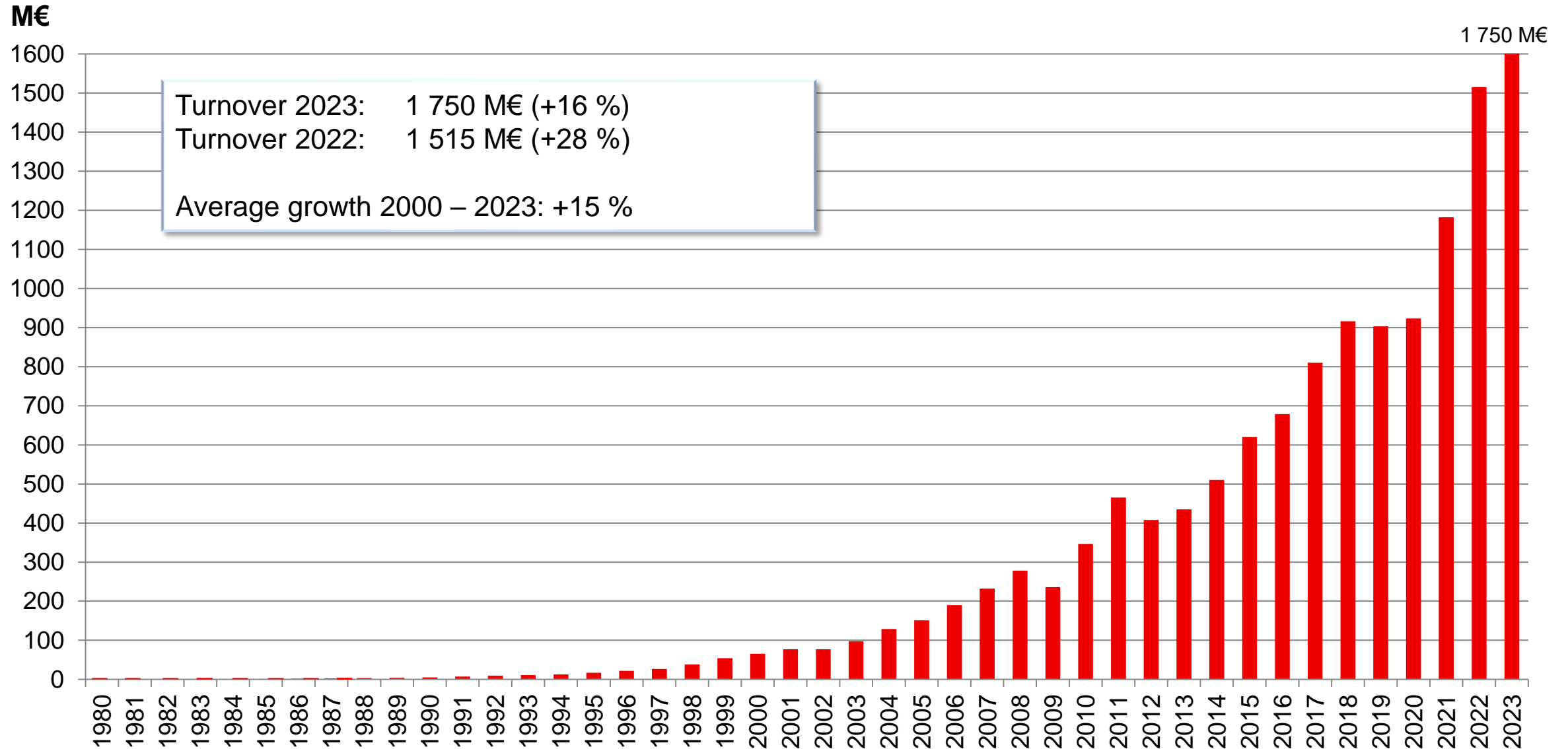
Novel business models enables new technology integration

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Turnover 1980 – 2023





Computing power increase

- Increased automation level
- In robotics and motion control
- AI/ML
- Machine vision



How mechanics, electrics, automation and IT are and will be merged together? How this impacts machine building and manufacturers using machines?



Novel business models accelerating development towards higher performance machines, productions lines and factoring. How business model can be catalytic in this process?



Machine performance improvements over the machine lifetime?



How can we improve resilience and competitiveness (in Europe) with these technologies?

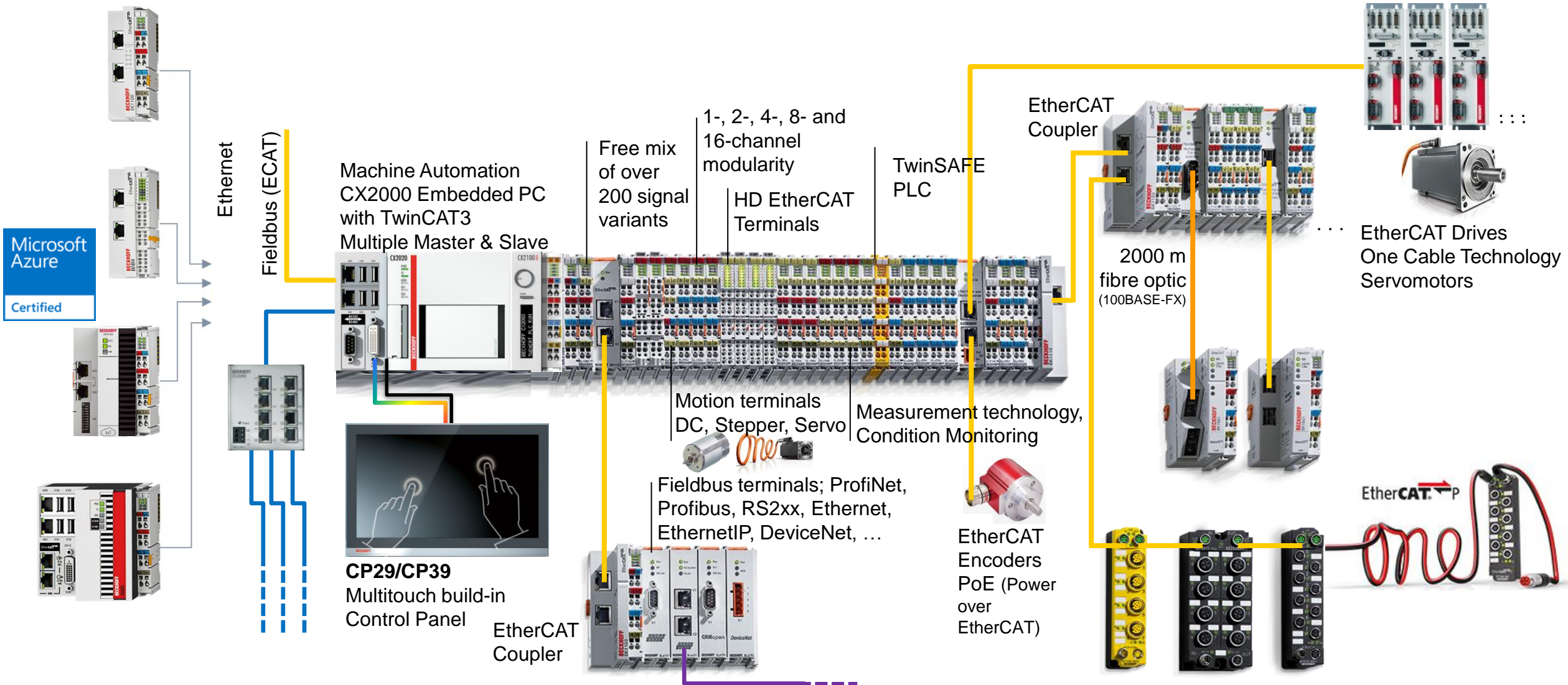
1. More processor power
2. More connectivity
3. More software/Data

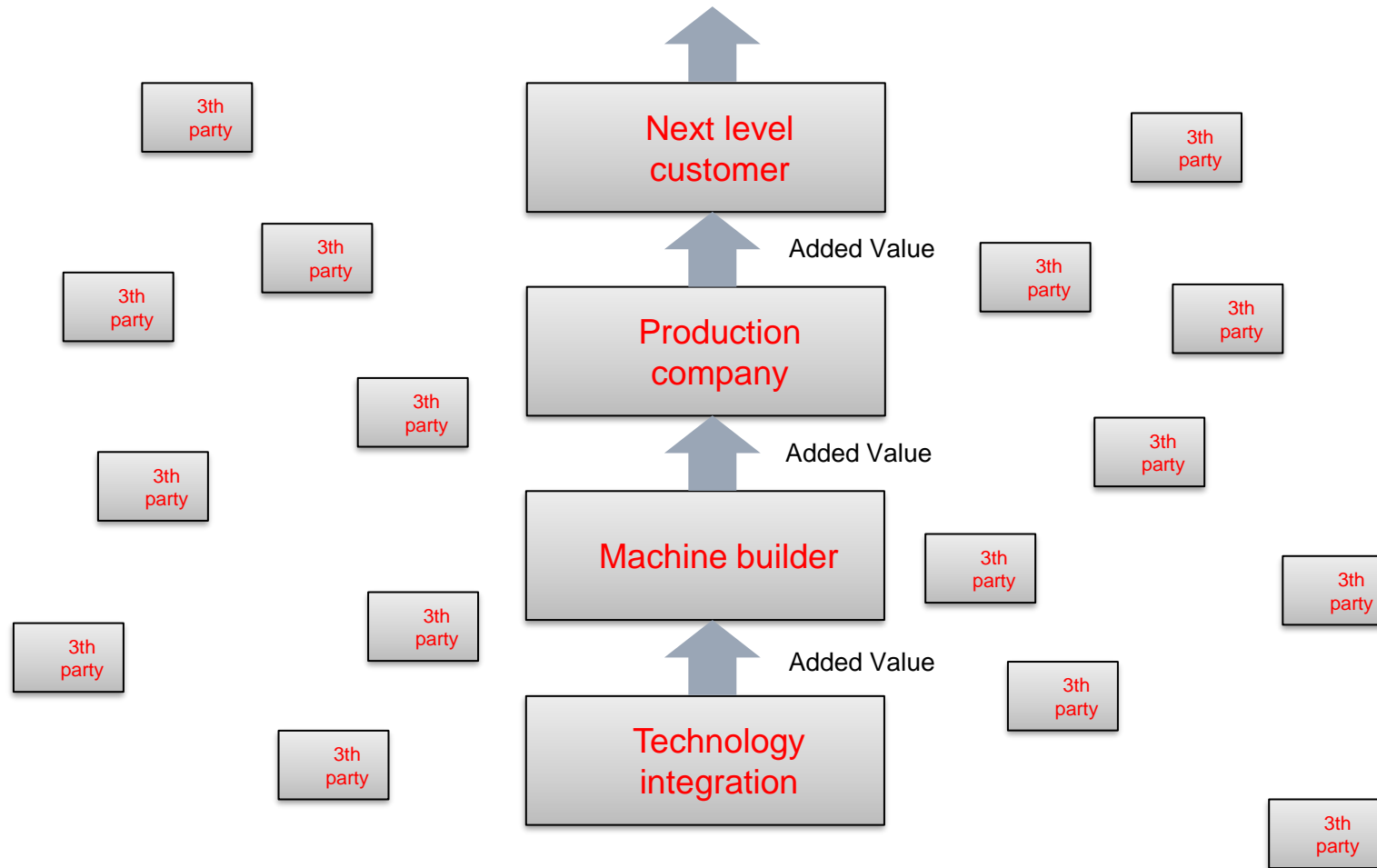
More investments for
Technology R&D

More value to the customer

Modularity of the System – Example: Extended Automation System

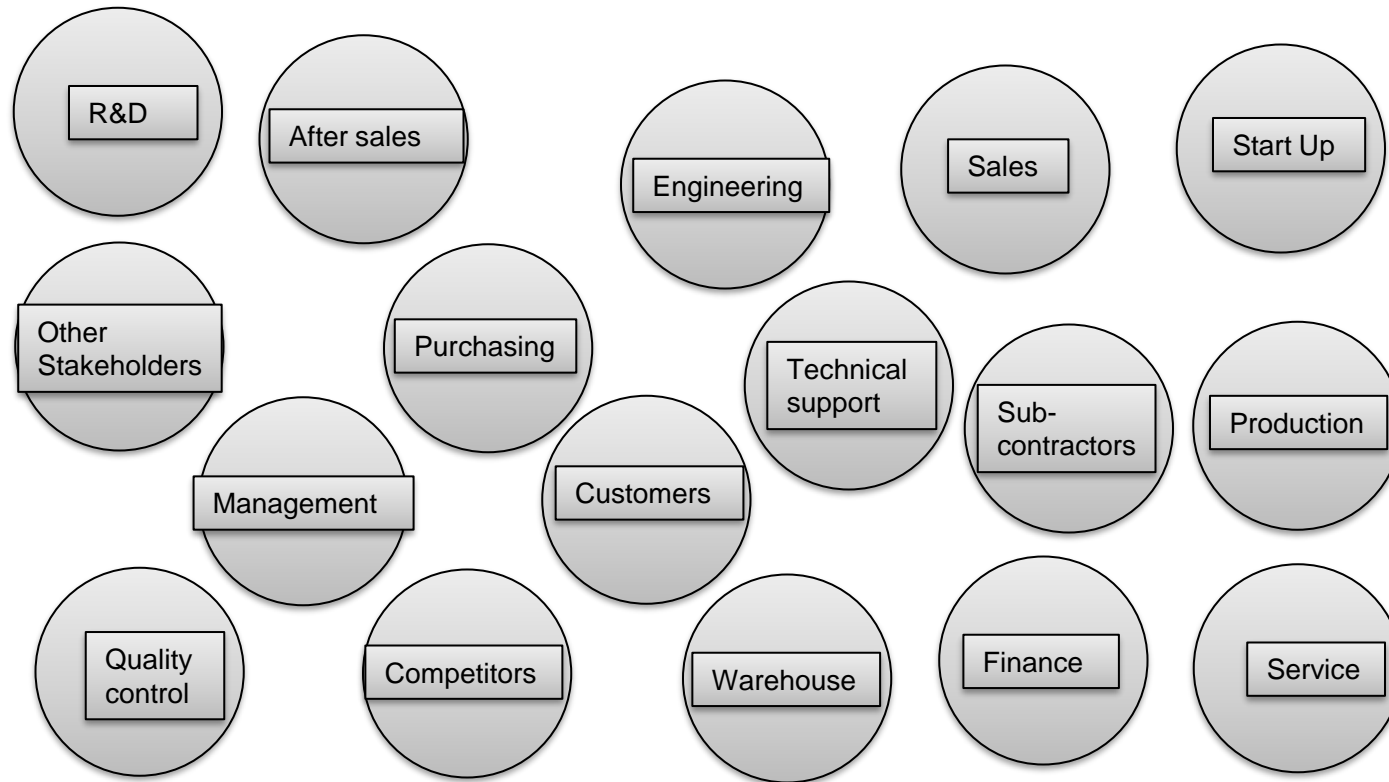
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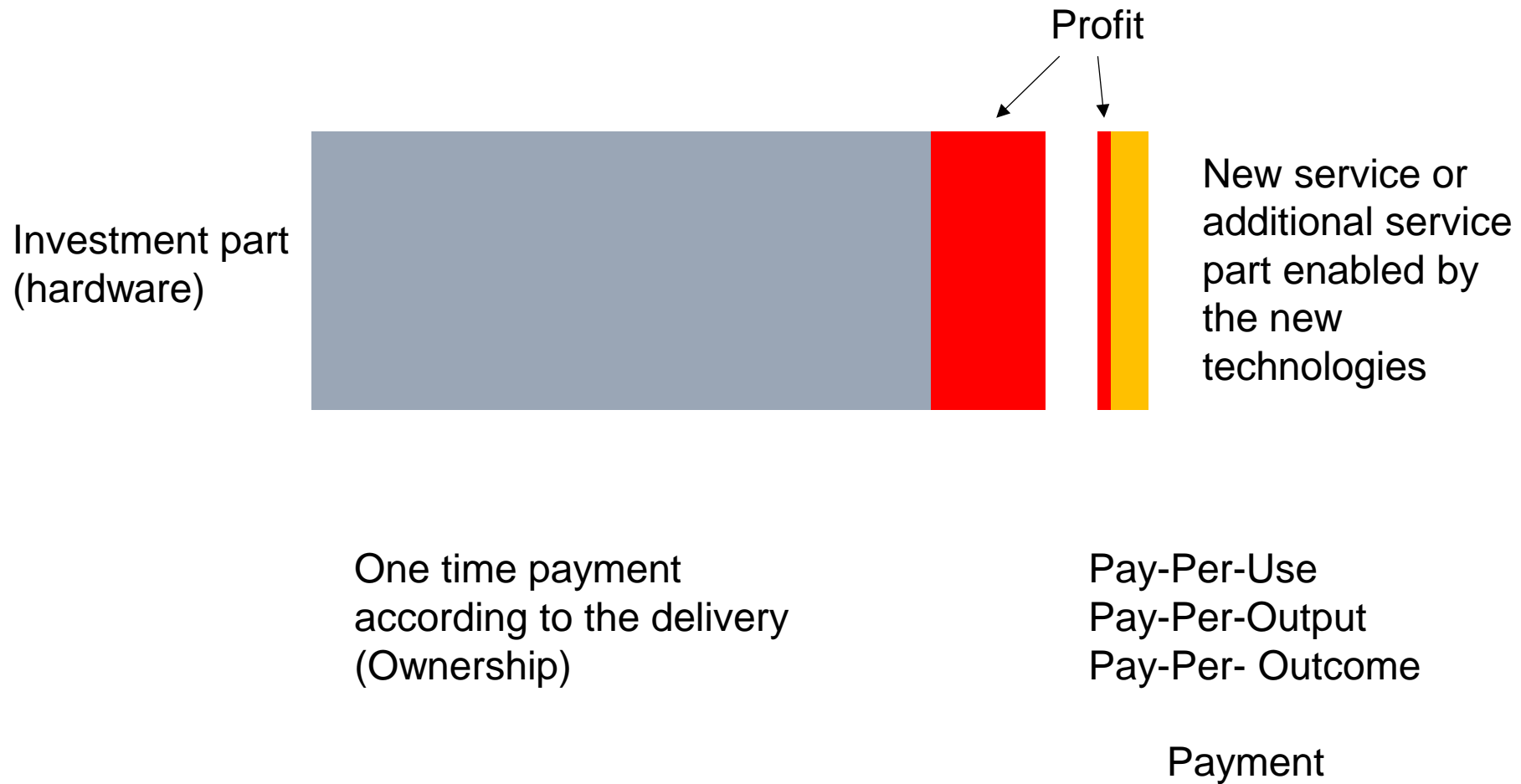




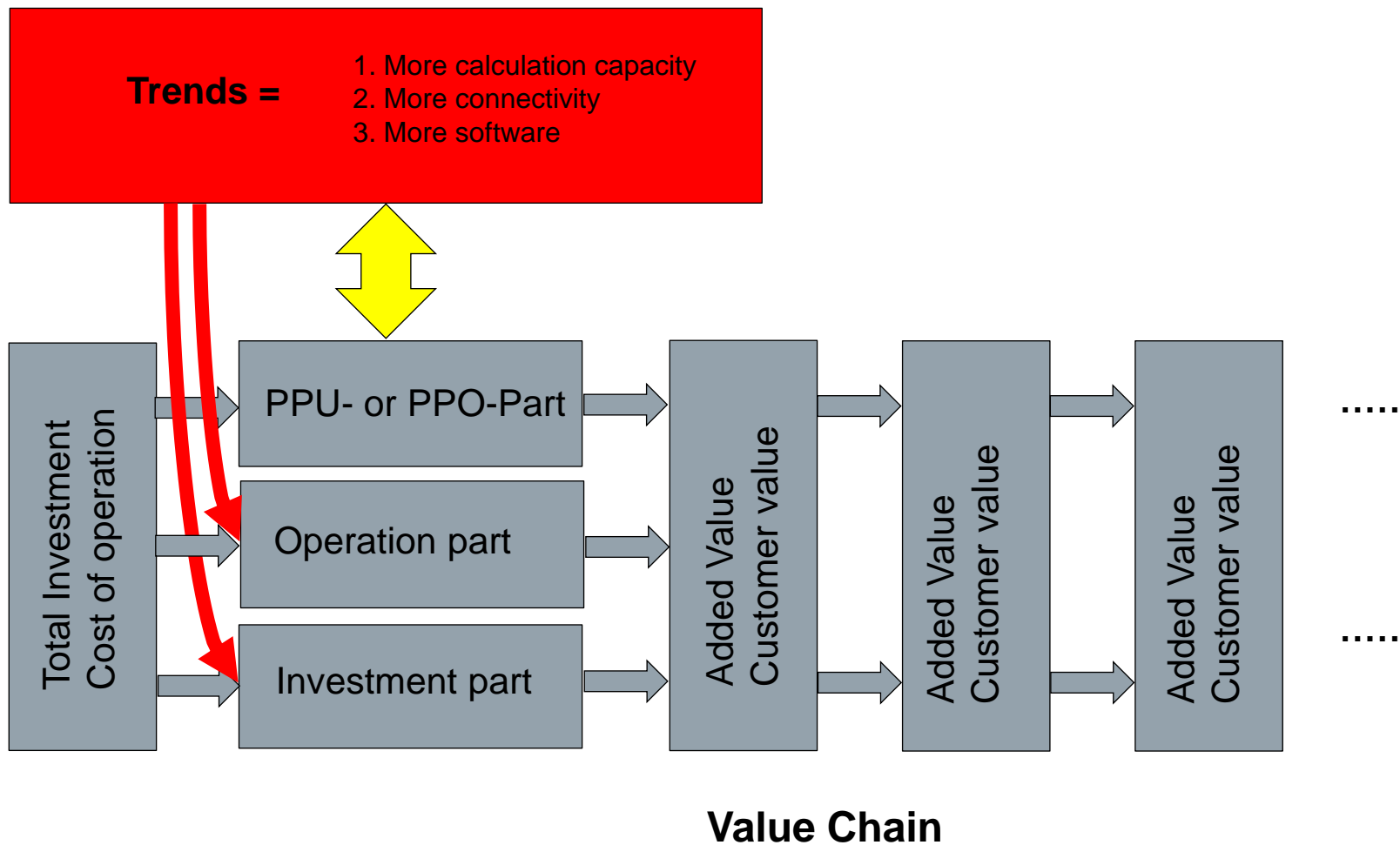
Technology Integration: Some of the Stakeholders

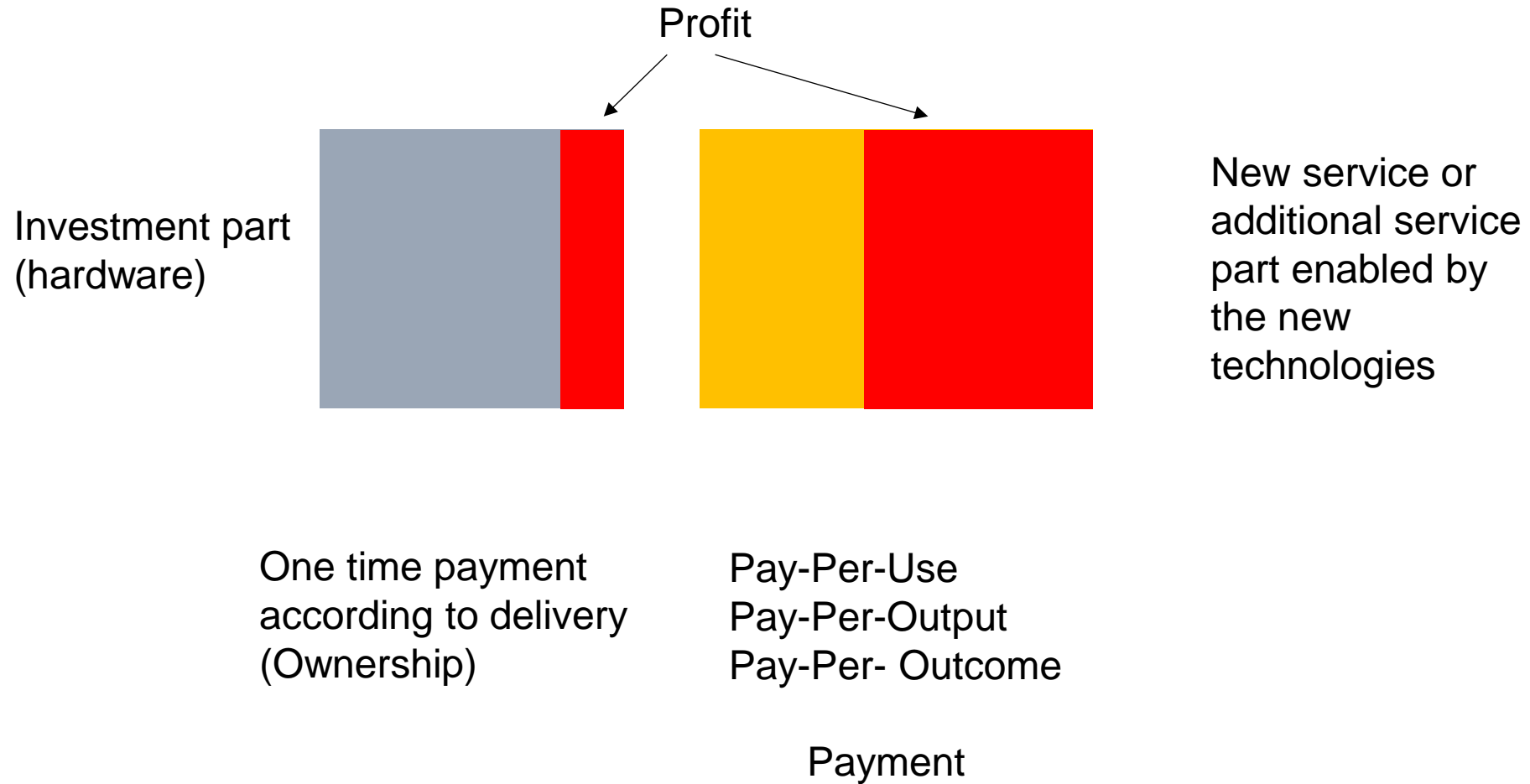
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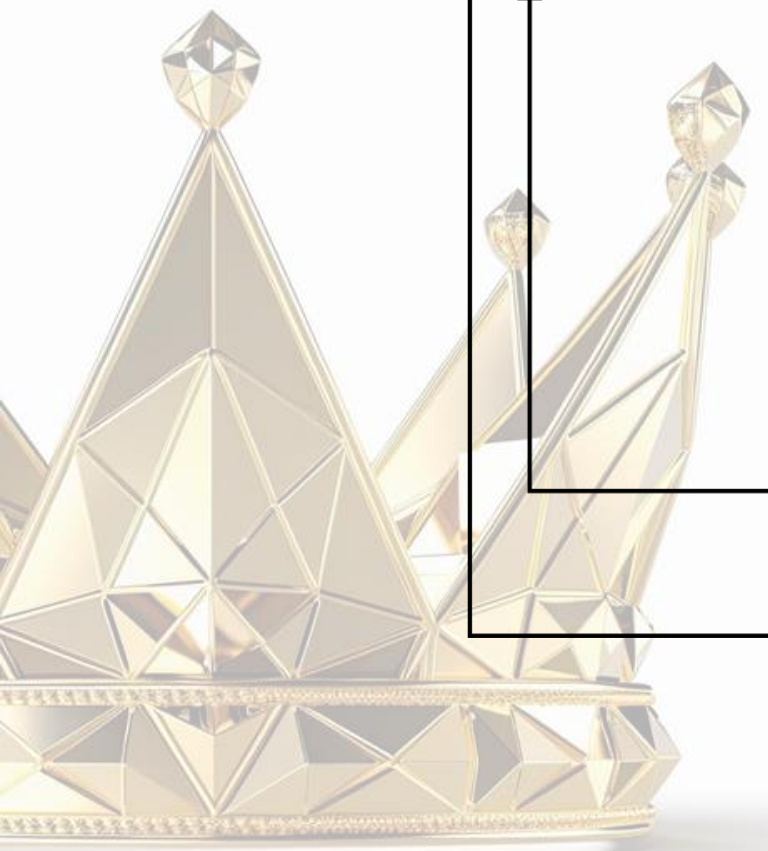
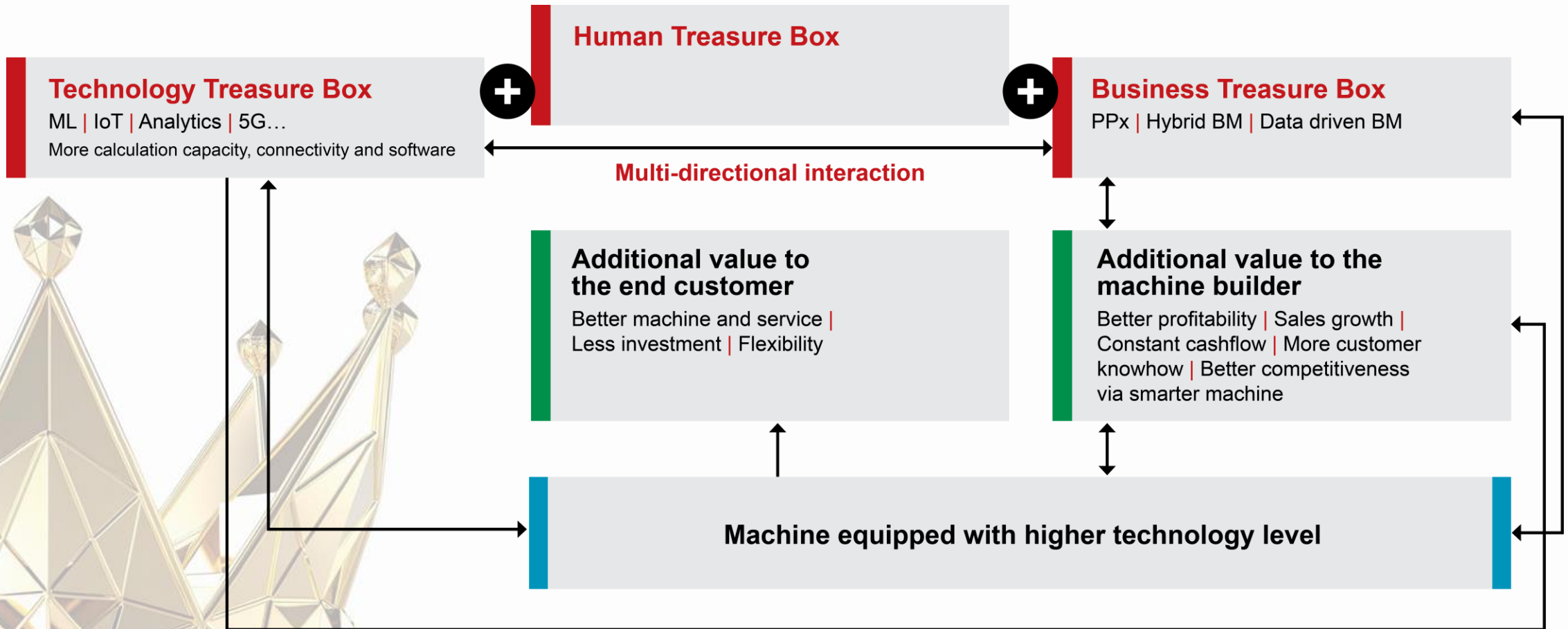


Hybrid Business Model, Expected Components = Way to Full PPX Business Model



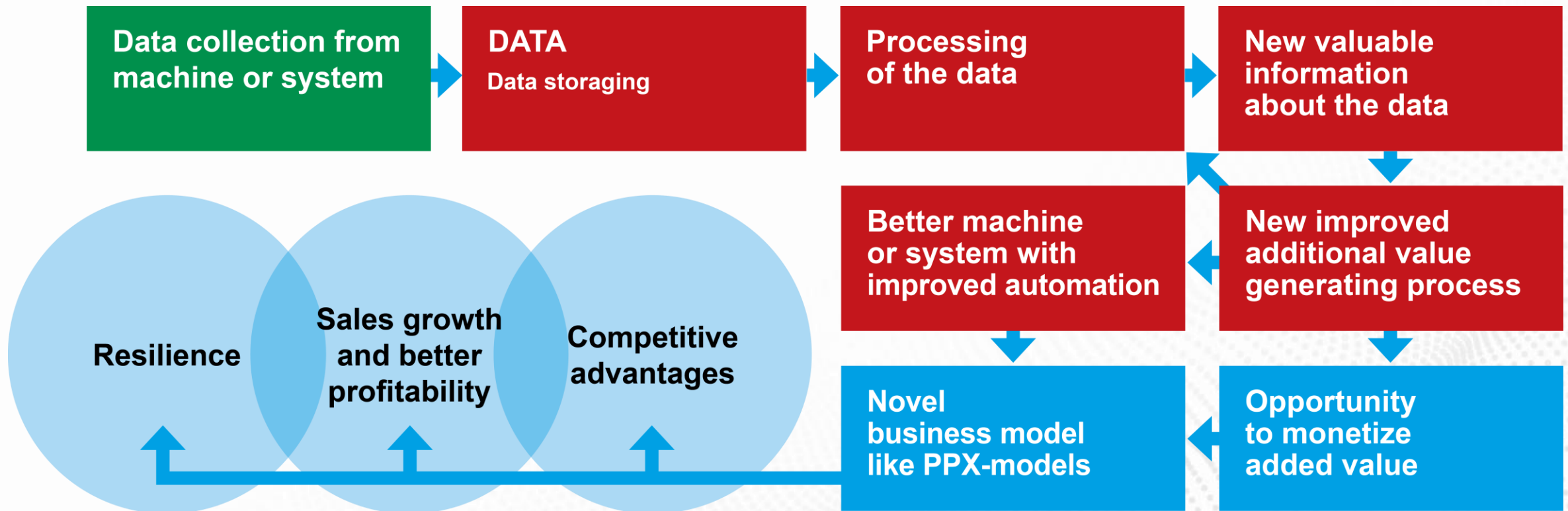


- Market and customer readiness / technical, functional
- Own organization readiness / technical, functional, commercial
- Resistance to change in different levels
- Needed time for data driven systems and BM development is long
- Payback time can be long
- Lack of the needed professionals



How to get added value from the data and data processing?

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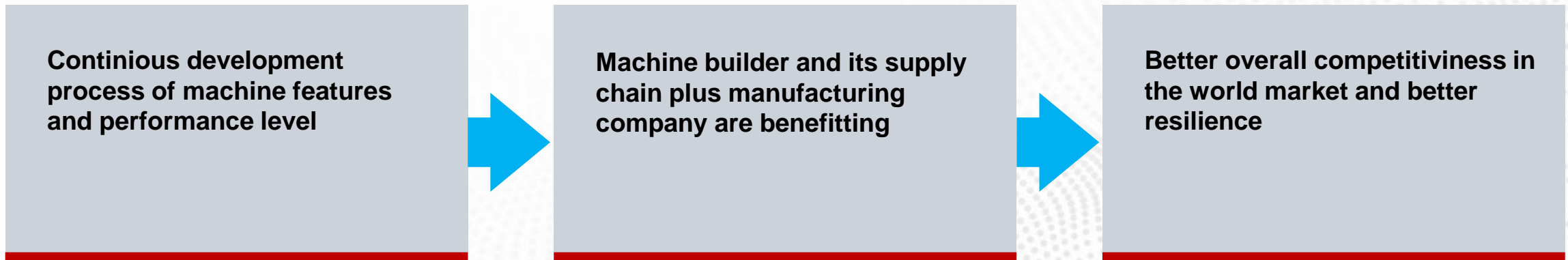


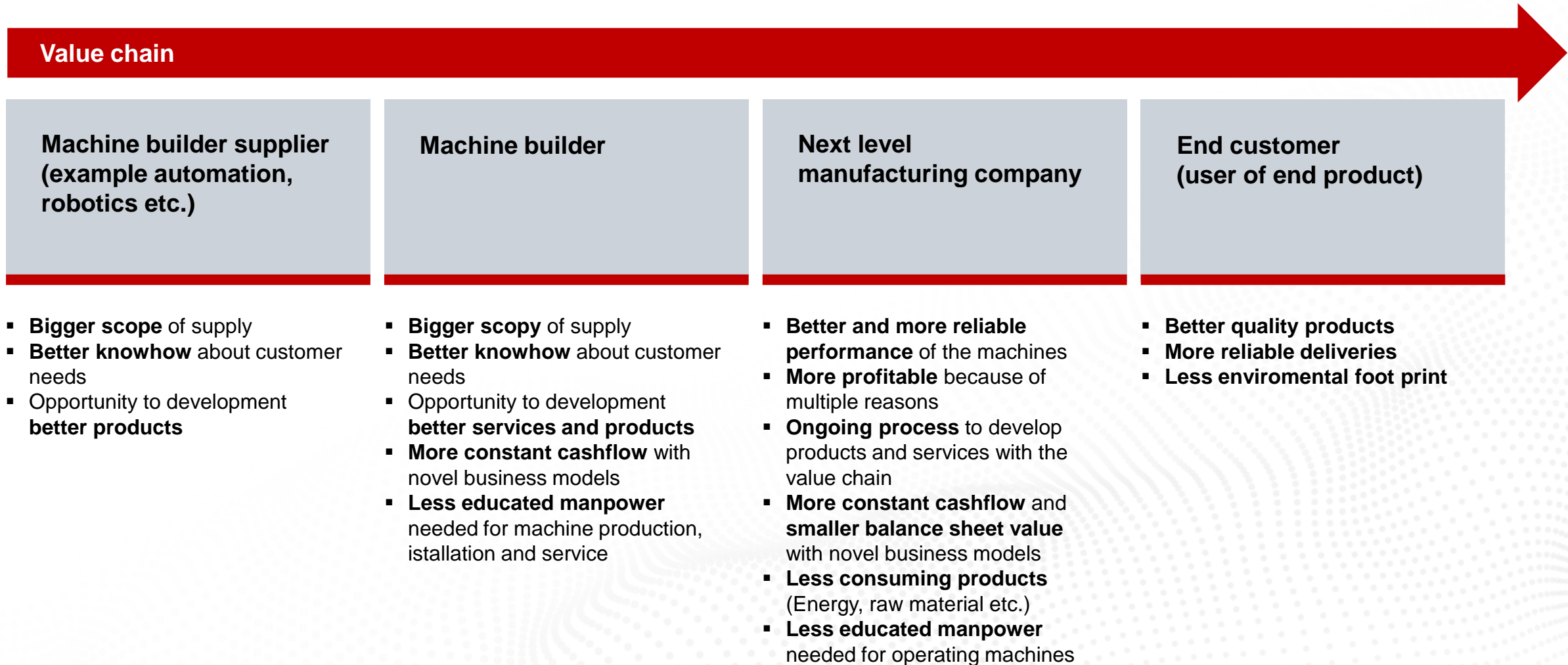
Additional value to the machine builder

- Better profitability
- Sales growth
- Constant cashflow
- More customer knowhow
- Smarter machine – better competitiveness

Additional value to the manufacturing company

- Better machine
- Better service
- Less investment
- Flexibility





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Thank you !