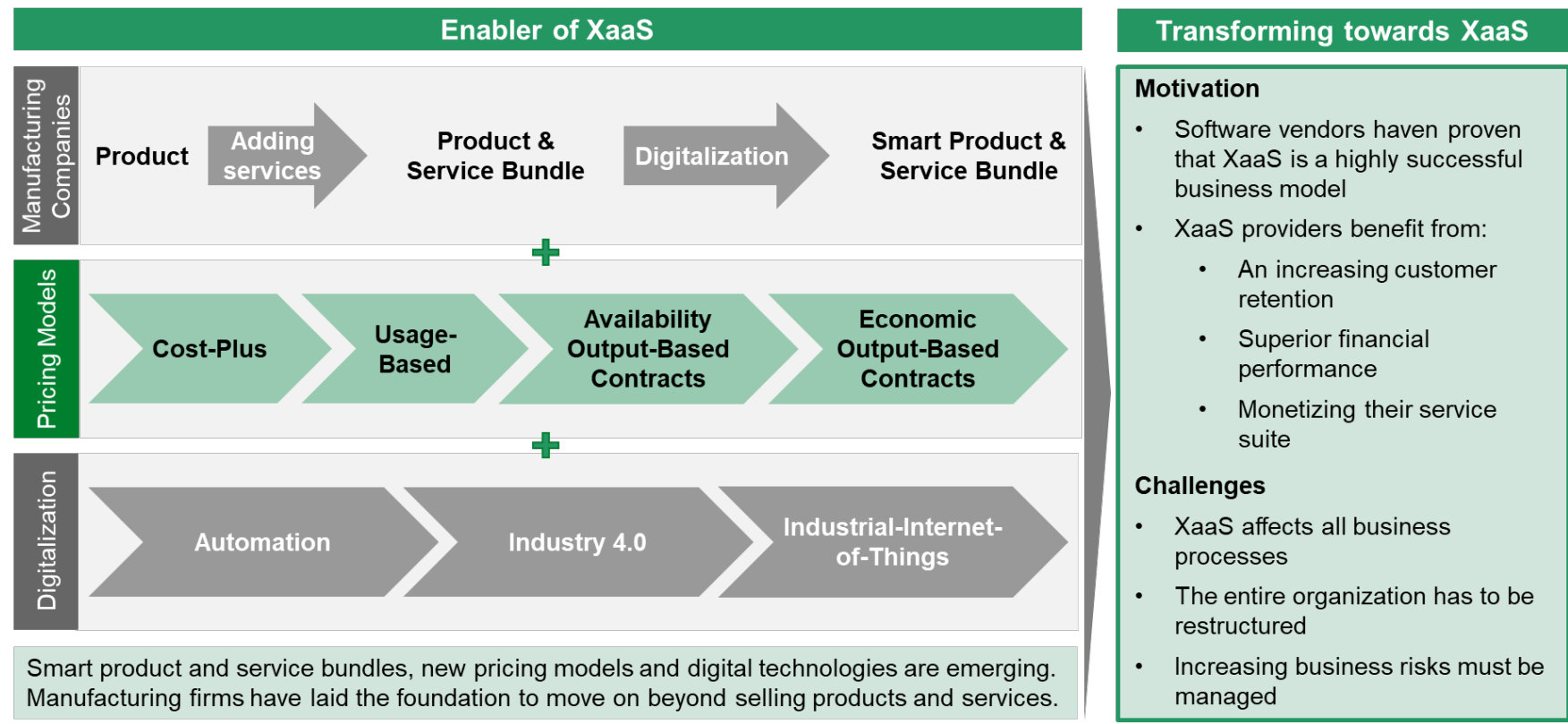


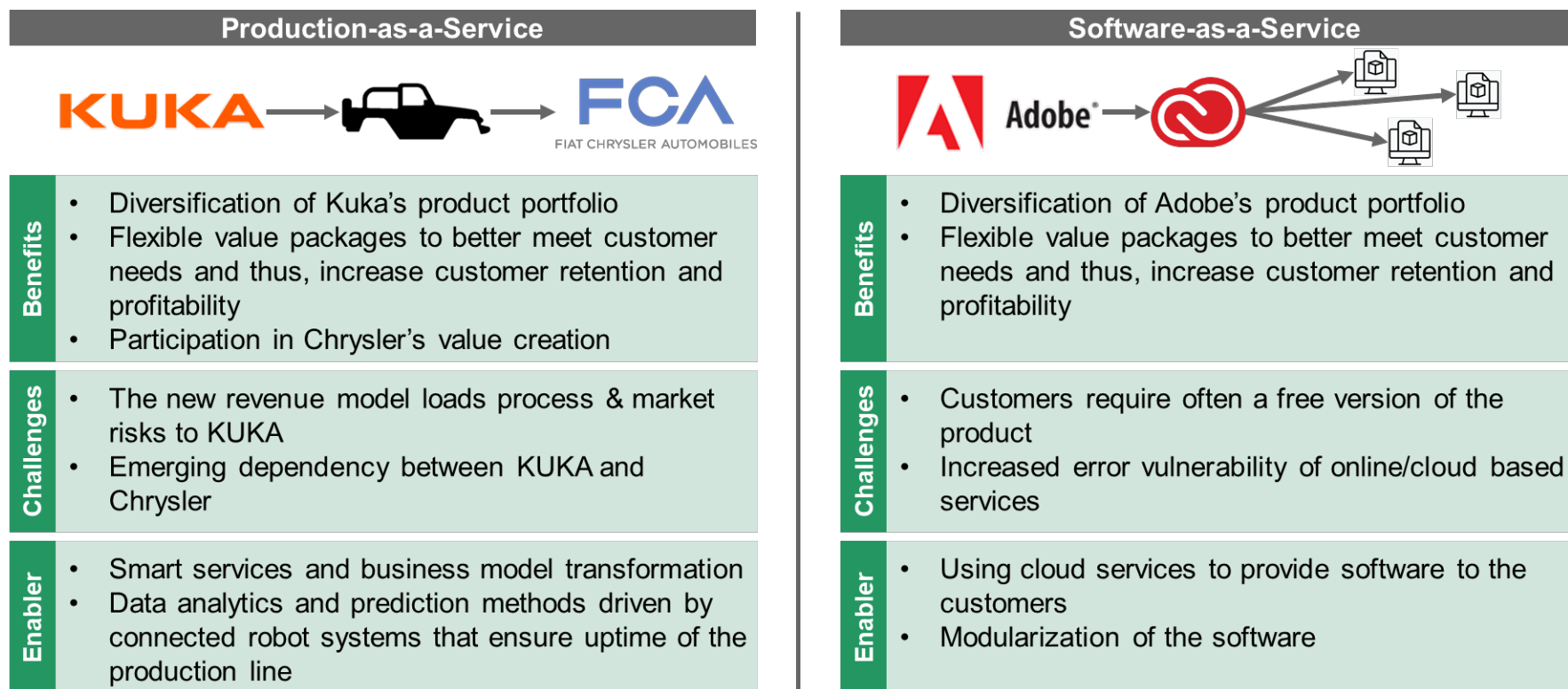
Manufacturing companies are on the cusp of revolutionizing their offering towards XaaS

Vision and Motivation



KUKA and Adobe showcase the profitability of XaaS

XaaS in Manufacturing and Software Industry



IGaaS differs from other XaaS concepts, but also from renting or leasing

Towards a Definition of IGaaS (4/4)

Business Model			Value Package				Revenue Model				
			Service Package		Cyber-Physical System		Pricing Model				...
			Core Services	Enabling Services	Physical	Digital	eOBC	aOBC	Usage-based	...	...
XaaS	IT industry	Software-aaS	x			x		(x)	(x)		IGaaS differs from XaaS in the IT industry
		Platform-aaS	x			x		(x)	(x)		
		Infrastructure-aaS	x	x	x	x		(x)	(x)		
Mfg. industry		Industrial Goods-aaS	x	x	x	x	(x)	(x)	(x)		IGaaS differs from renting or leasing
		Leasing	x	(x)	x	(x)		(x)	(x)		
		Renting	x		x	(x)			(x)		

We put forward the following definition:

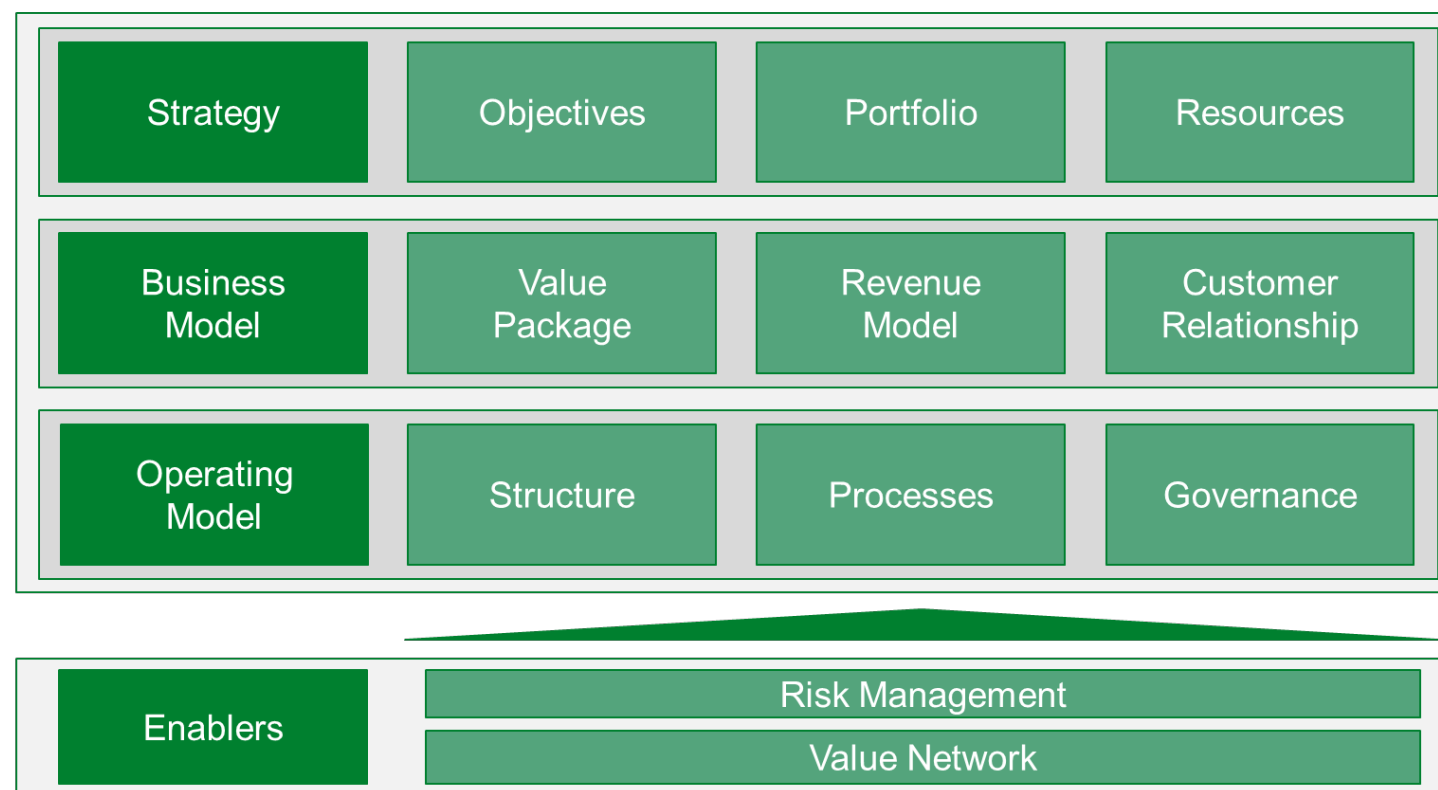
Industrial-Goods-as-a-Service (IGaaS) is a business model consisting of 1) a value package combining core services, enabling services, physical components and digital components, and 2) a revenue model that allows for usage-based, aOBC and eOBC pricing models.

aaS: as-a-Service, Mfg: Manufacturing.

| Moritz Classen, Christoph Blum, Philipp Osterrieder, Thomas Friedli

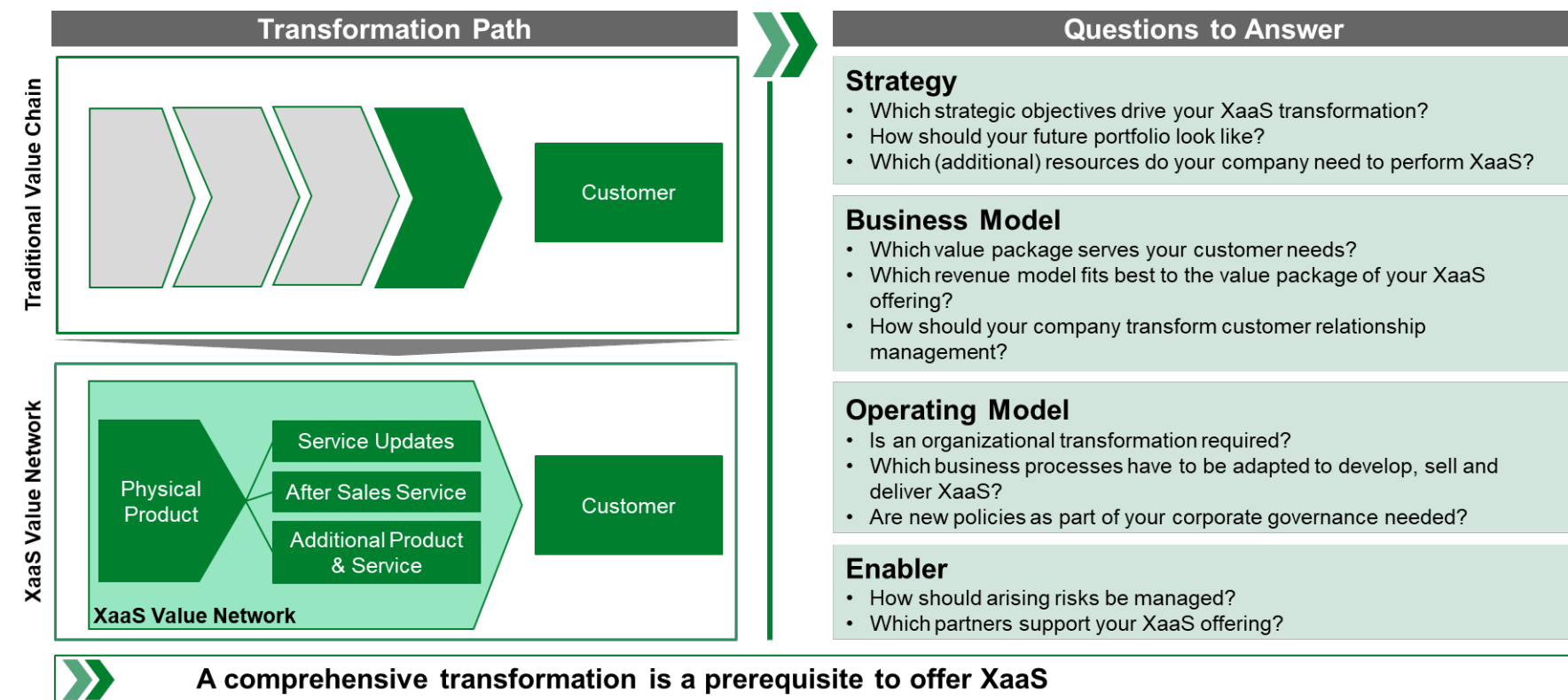
We propose a holistic framework to transform a manufacturing firm towards as-a-Service offerings

The St. Gallen IGaaS Management Model



Disrupting traditional value creation, XaaS raises pivotal questions

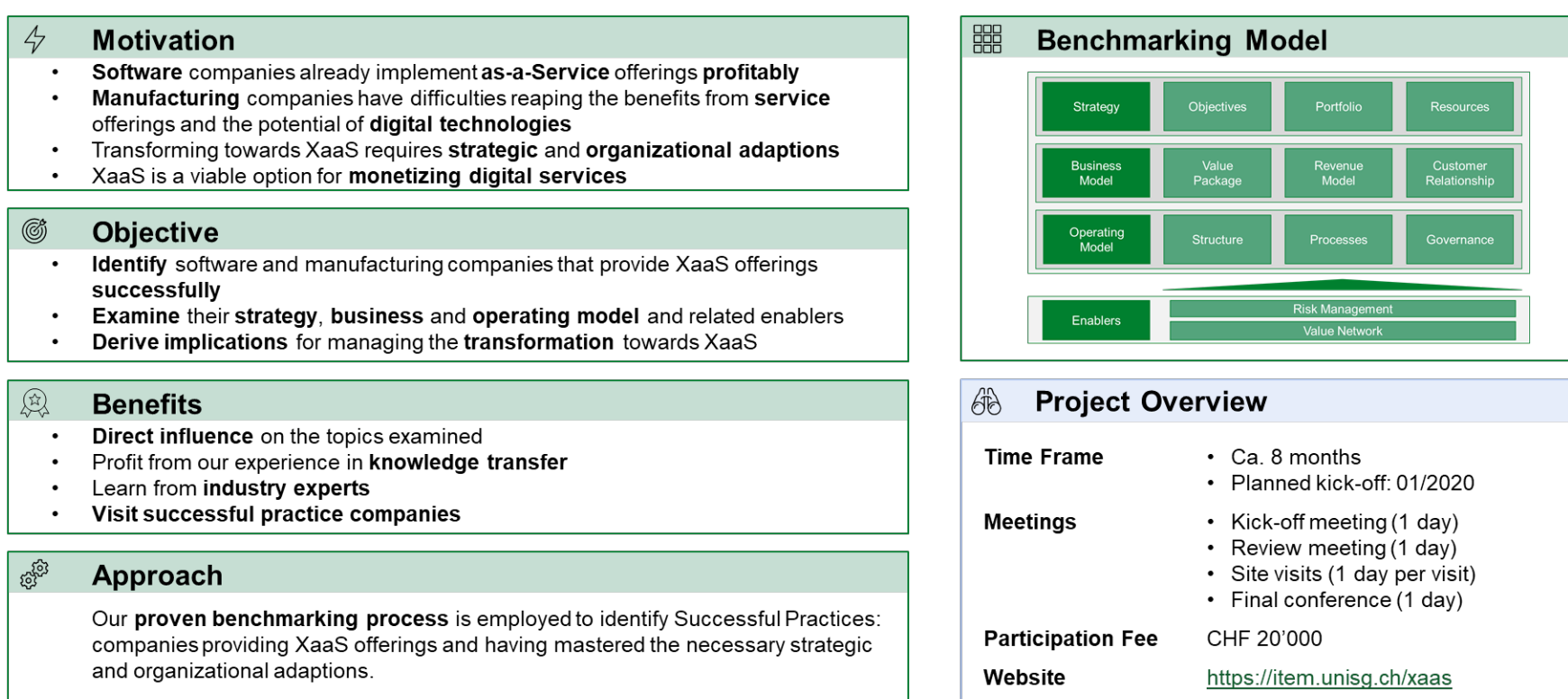
Comparison of a Traditional & XaaS Business Model



| Moritz Classen, Christoph Blum, Philipp Osterrieder, Thomas Friedli

XaaS Benchmarking: Everything as a service?

Learning from Software & Manufacturing Companies



Everything as a service?

Introducing the St.Gallen IGaaS Management Model

M. Classen, C. Blum, P. Osterrieder, T. Friedli - University of St.Gallen

Research Objectives

- Defining Industrial-Goods-as-a-Service
- Introducing the St.Gallen IGaaS Management Model
- Identifying IGaaS-related challenges

Planned Research Methods

- Literature Review
- Quantitative: Survey
- Qualitative: Interviews, Site Visits

So far, the umbrella term “XaaS” only encompassed software- and IT-related business models. However, these cannot be readily applied by manufacturing companies. Thus, to designate “as-a-Service” business models offered by manufacturing companies in a business-to-business (B2B) environment, we propose the terminology *Industrial Goods-as-a-Service (IGaaS)*. The transformation towards IGaaS is an intricate phenomenon worthwhile of further study. In consequence, we develop a holistic framework to guide managers in their endeavor to introduce and operate IGaaS.

Smart Services Summit, Swisscom Business Campus Zürich, 13 September 2019

