Universität St.Gallen

Business model transformation – and how to lead it

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ImageNet Classification with Deep Convolutional Neural Networks

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Abstract

We trained a large, deep convolutional neural network to classify the 1.2 million high-resolution images in the ImageNet LSVRC-2010 contest into the 1000 different classes. On the test data, we achieved top-1 and top-5 error rates of 37.5% and 17.0% which is considerably better than the previous state-of-the-art. The neural network, which has 60 million parameters and 650,000 neurons, consists of five convolutional layers, some of which are followed by max-pooling layers,

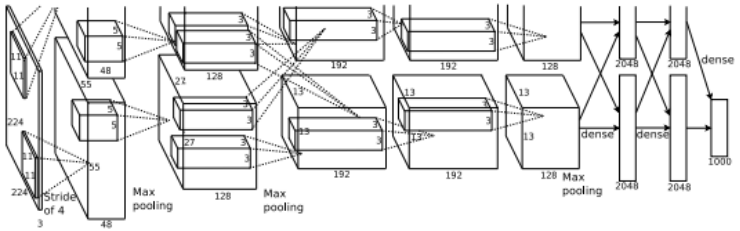


Figure 2: An illustration of the architecture of our CNN, explicitly showing the delineation of responsibilities between the two GPUs. One GPU runs the layer-parts at the top of the figure while the other runs the layer-parts at the bottom. The GPUs communicate only at certain layers. The network's input is 150,528-dimensional, and the number of neurons in the network's remaining layers is given by 253,440–186,624–64,896–64,896–43,264–4096–4096–1000.

2012

Generative AI



2022

Haefner, Wincent, Parida, Gassmann (2021):
Artificial intelligence and innovation management: A review, framework, and research agenda☆
Technological Forecasting and Social Change 162,

Decreasing Transaction Costs

Exponential Data Growth



Ubiquity of Mobile Interfaces

Improving Artificial Intelligence

+



Shifting Customer Expectations

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Redefining Industry borders

McK (2018)

Business model



www.businessmodelnavigator.com
The Business Model Navigator, FT Publishing 2020

But most transformations fail!

Why?

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