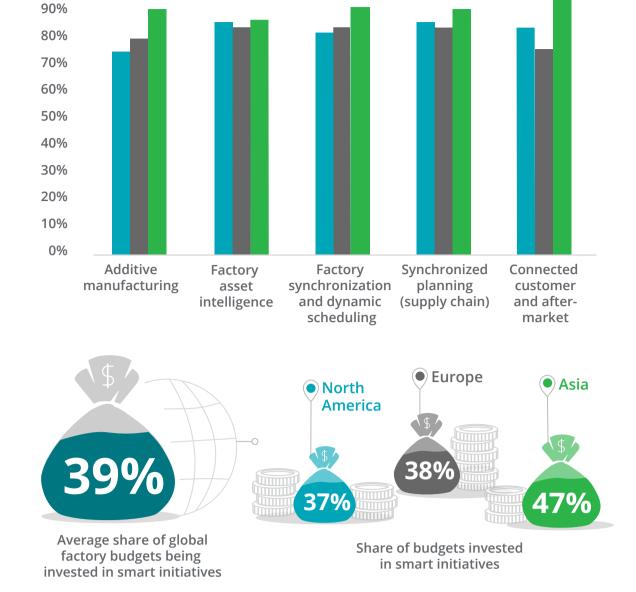
Manufacturers have invested in multiple smart use cases in the last two years Share of manufacturers with moderate or high level of investments

100%

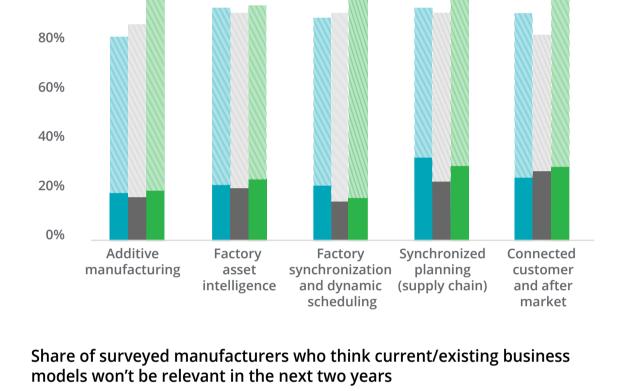


Average number of smart use cases operational at present



use cases ... and risk losing out on competitiveness Share of manufacturers who have operationalized use cases

Share of manufacturers with moderate or high level of investments 100%



Europe

North America

57%

Asia





Globally, more than 7 in 10 manufacturers who operationalized

North America Asia Europe

Share of surveyed manufacturers in various stages of ecosystem adoption

to drive smart manufacturing initiatives

40%

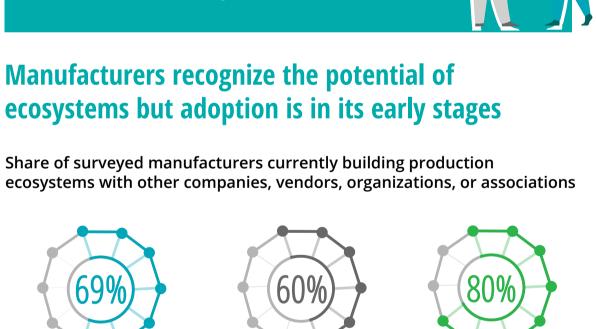
30%

20%

about it

Greater reduction in

operational costs



10% 0% Planning it Not Thinking About to Already thinking about it launch implementing

An ecosystem approach can help manufacturers get

faster access to multiple alliances/partners and

ecosystem

initiatives

ecosystem

relationships

1.6x

bring them greater benefits Benefits observed by manufacturers with an ecosystem approach as compared to others Higher number of active 1.4x connections Anticipated increase in 1.1x 1.9x number of connected products over next three years



1.7x



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