

# PIONEERING NEW MARKETS

The Internet of Things (IoT) next Industrial Revolution is already underway. By revolutionizing how to use data, IoT and related technologies have unlocked the transformative powers of dynamic information to create new products, services, delivery methods, smart processes, and business models. IoT has redefined the terms of sustainable competitive advantage in every industry and sector and presents a new world with new rules to be authored. Every facet of the world economy has been upended at an unprecedented speed and scale. Over the next ten years, those who fail to adapt to the new rules will be among the eight out of every ten firms now listed in the Fortune 1000 who will cease to exist. Those who learn to use IoT will be the ones who set the rules and pioneer the new markets that will create an estimated \$19 trillion in new value.

In this new landscape, we believe any business willing to embrace IoT in their operational DNA has a right to win, but doing so effectively will not be easy. IoT is more than a set of tools or the deployment of technology that can simply be added on to existing processes. Nor is IoT an objective to be deployed for its own sake. Adherence to old paradigms is a false trap. Traditional approaches, narrow skill-sets, and long-held advantages may no longer be valid or sufficient. Success requires a bold, new way of thinking that is holistic, dynamic and iterative. Success also requires an understanding of the landscape through the lens of new realities since old familiar signposts may no longer point you in the right direction nor help you avoid the true obstacles that impede progress. That means businesses must find the right partners and service providers with the wide-ranging set of skills and experiences to truly understand how IoT can unlock new markets. Our multidisciplinary team combines the deep technical comprehension of new technology with the proven, practical business experience necessary to create the new ways of thinking required to forge practical pathways to success in an IoT-driven world.

Our client was a well-funded automated vehicle (AV) start-up that needed to develop a market for their unique, innovative products. However, they faced numerous deployment obstacles that threatened to undermine any potential sales. These obstacles, disguised within a tangle of regulatory requirements, defied purely technical fixes and required a clear, detailed understanding of the legal and regulatory hurdles for deploying AVs. We recognized that typical barriers-to-entry don't apply when brand new markets are emerging overnight. When disruptive technology is this new, laws and regulations have yet to catch up. Innovative technology, which is disruptive by definition, also paves the way for never-before seen solutions.

Through our unique approach of ASSESS, PLAN, DEPLOY™, we untangled the overlapping impediments to offer a clear, concise solution. At the same time, using that same information, we identified a path forward by identifying private roadways suitable to support their proof-of-concept demonstration. The open-road and closed-road testing solution we devised, combined with the ability to record and share the vehicle data, provided the key elements necessary for real-world and simulation testing that enabled our client to more quickly overcome complex roadblocks necessary to ensure success.

We believe that no matter the product or service, IoT solutions can deliver transformative solutions. Determining how those solutions are monetized and lead to sustainable new business is the essence of pioneering new markets. The traditional approaches of the past are inadequate. We have developed a proven methodology that more quickly overcomes roadblocks to enable exciting new innovations to come to life.