



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Business Model Innovation at Industry 4.0
Technology Service Providers**

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Business Model Innovation at Industry 4.0 Technology Service Providers

Abstract:

The rise of Industry 4.0 (I4.0) has transformed manufacturing through intelligent technologies, with the automobile sector leading its adoption. While much research focuses on manufacturers, limited attention has been given to how I4.0 technology service providers (TSPs) are adapting their business models (BMs) to meet evolving client needs. This study addresses that gap by examining how the I4.0 adoption by automotive firms influences the BMs of a major global TSP offering cloud and software solutions. The case reveals extensive business model innovation (BMI) across key dimensions and proposes a customer- and partner-integrated BMI framework to guide TSPs in aligning with I4.0 demands.



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