

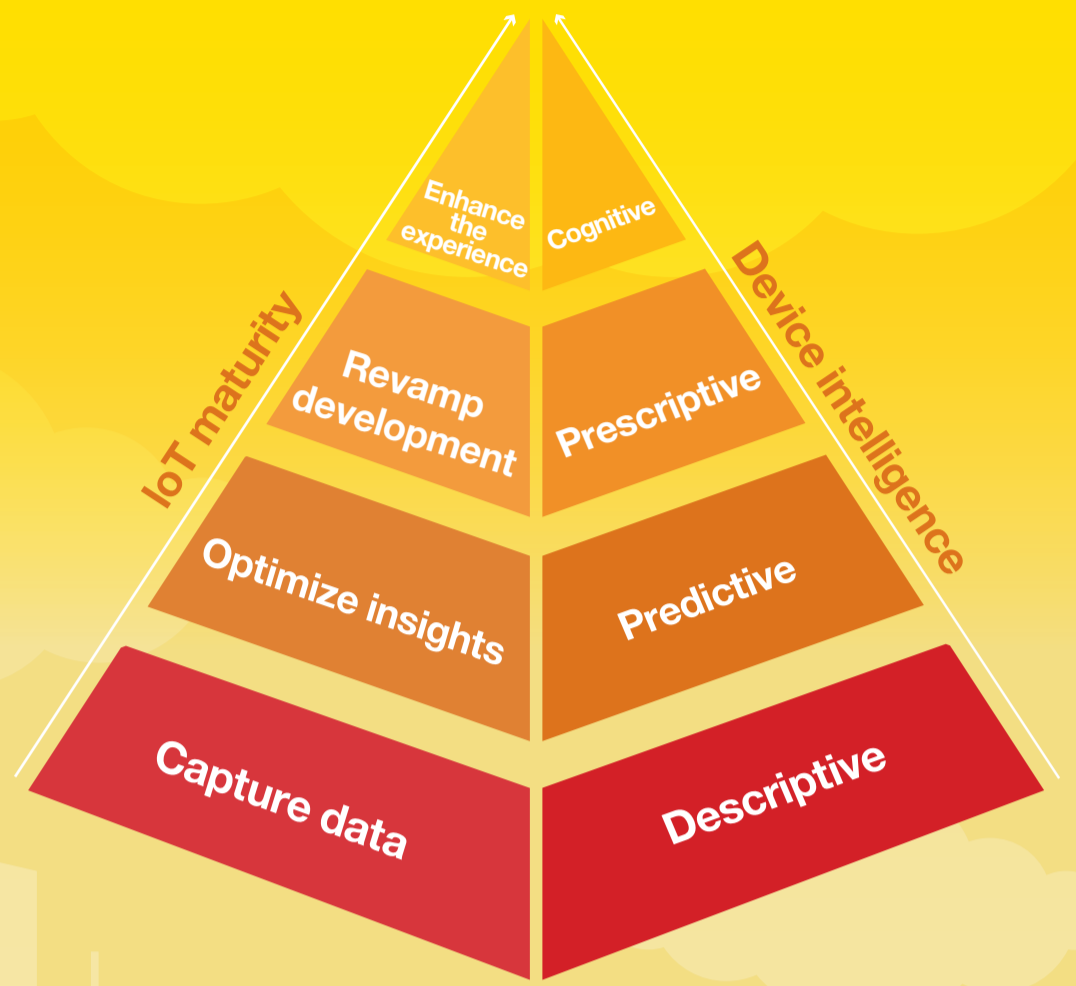
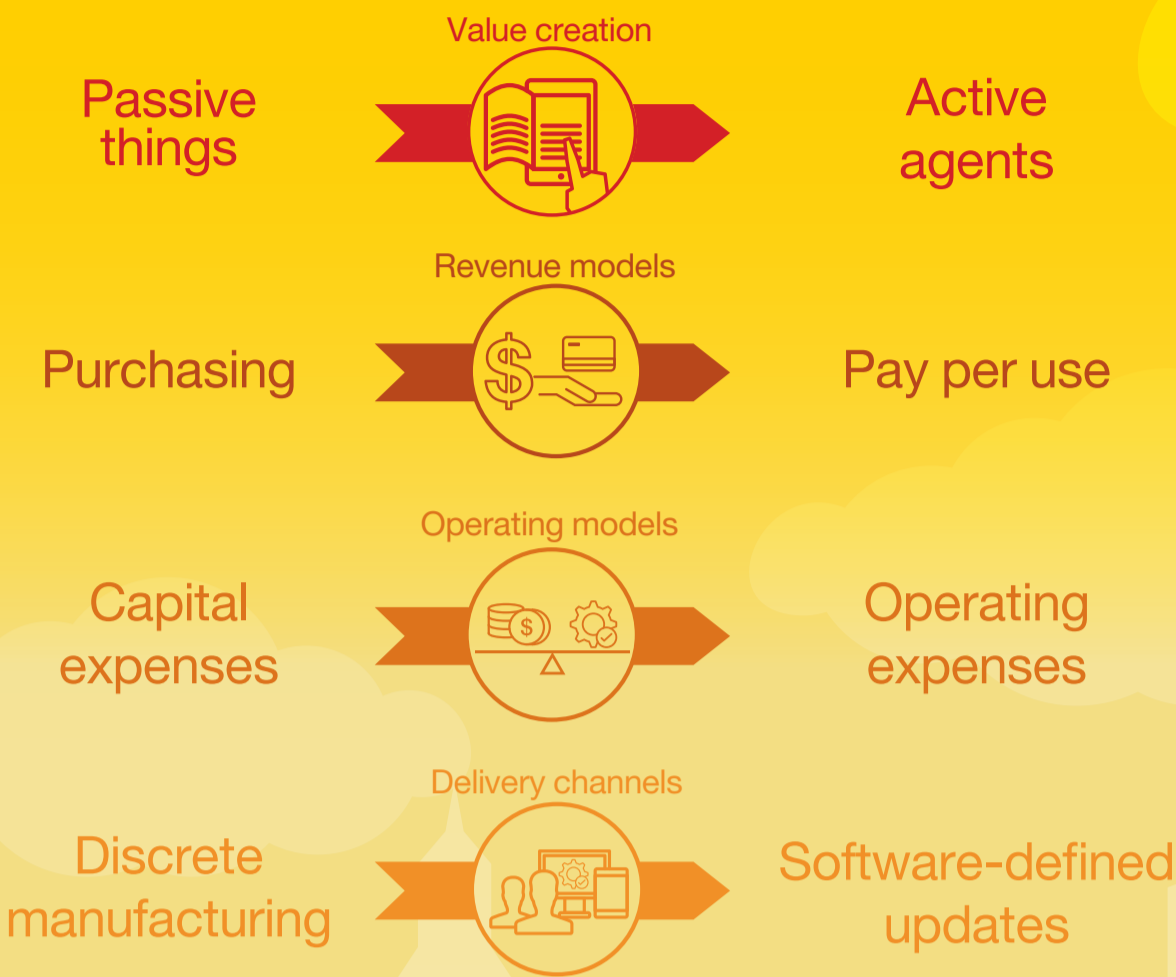
# The Business of Things

Designing business models to win in the cognitive IoT

## Focus on the user experience

Shifting trends in product ownership and management suggest that companies must begin to create valuable experiences. As things learn and adapt to their users, they can act like “agents” on behalf of users.

The convergence of IoT maturity and cognitive device intelligence offers unprecedented opportunity to create value and build stronger customer relationships.

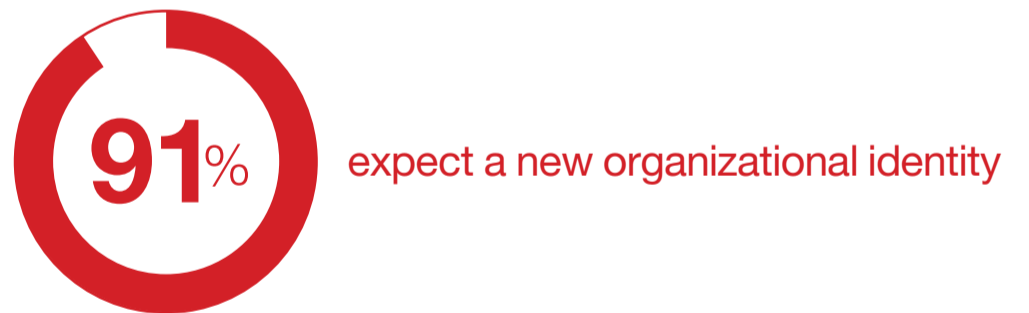
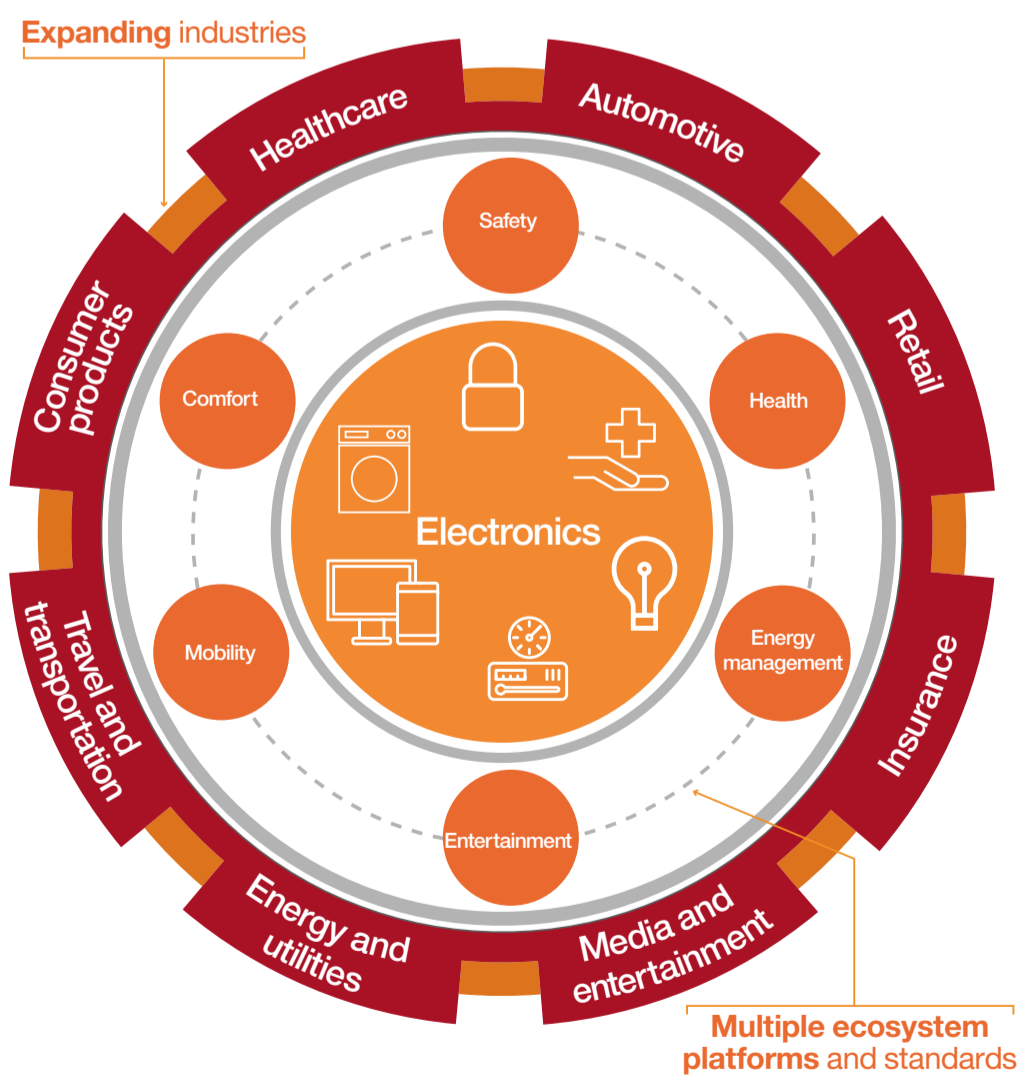


## Orchestrate, not control

As the electronics industry expands and new ecosystems emerge, it will become more important for devices to orchestrate seamlessly across open, cross-industry platforms.

## The new order of business in the IoT

It will be vital to form new organizational identities, act like a start-up and prioritize organizational challenges, according to participants in our research.



*“Innovation and expansion are hallmarks of the electronics industry and as our industry changes, so must we. The consumer sector has grown to engage almost every major industry segment, touching almost every part of consumers’ lives.”*

**Gary Shapiro**, President and CEO  
Consumer Technology Association  
(formerly Consumer Electronics Association)

## Snapshot of the Business of Things Jam that generated our findings

