

Things and System NEW ECOSYSTEM BY THE DIGITAL TECHNOLOGY

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Incorporate new business mechanisms into the companies.

Sell out business model

Product based business model
Revenue from

Products

Product based business design
Revenue from Services

Competitive on
the Products

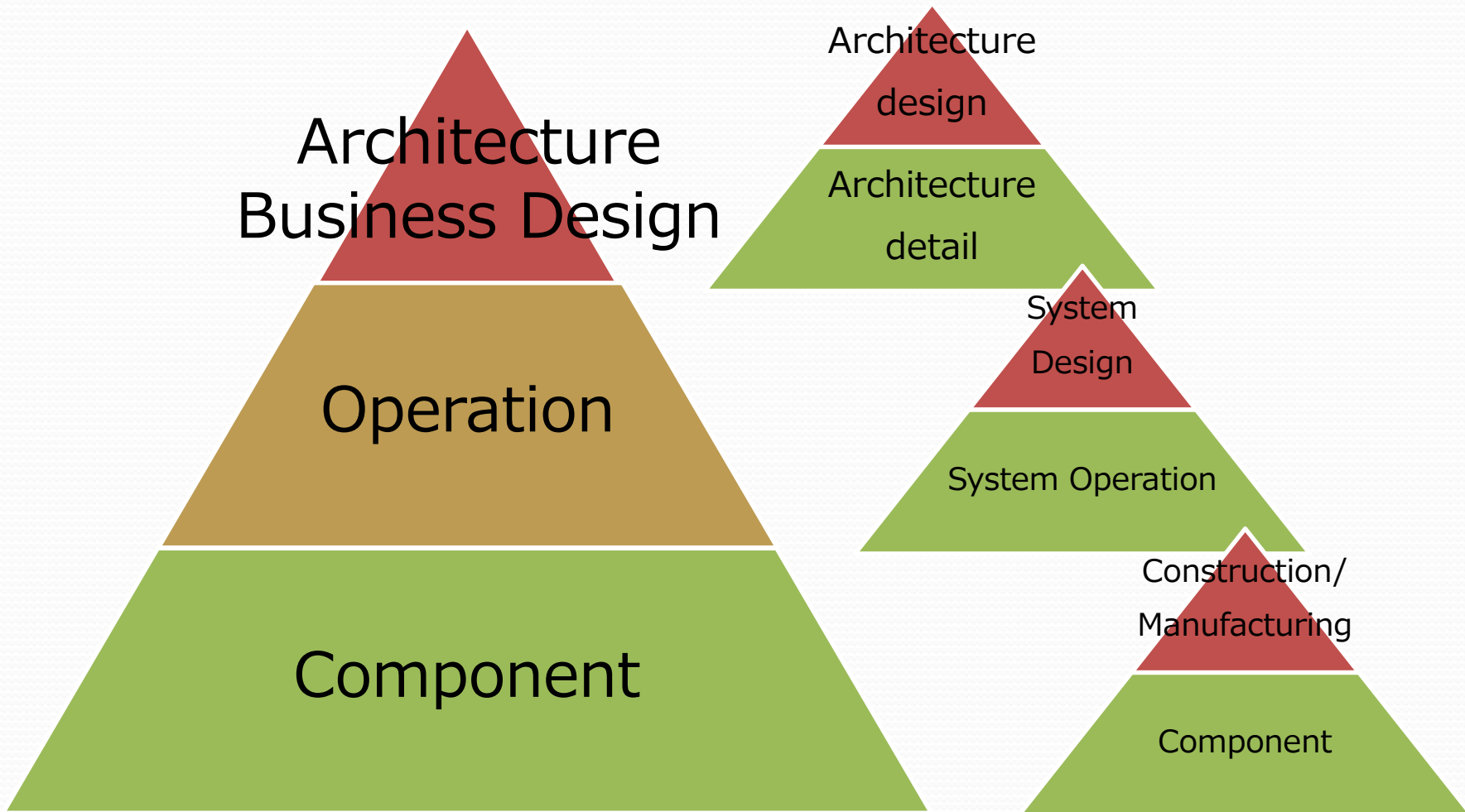
Competitive on
the System

Ecosystem Loop

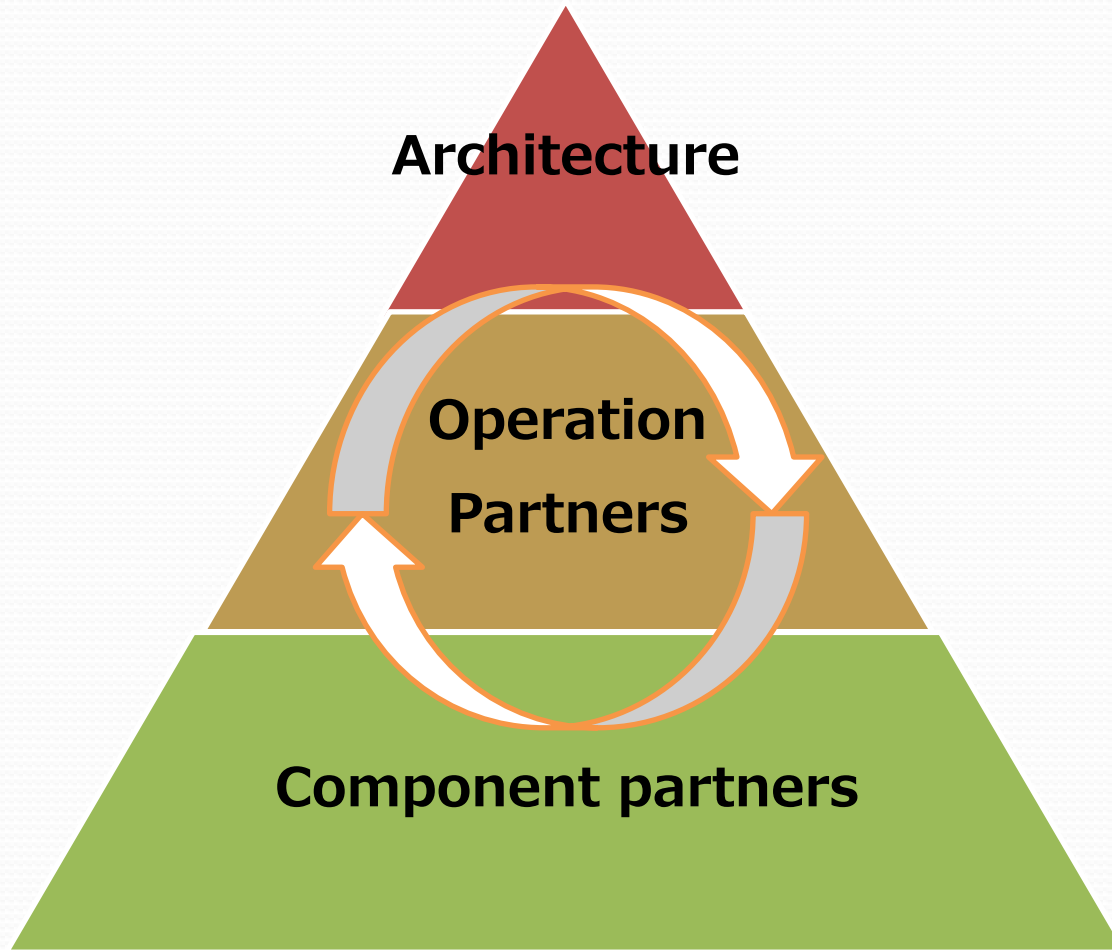
Service based business design
Revenue from Products

System Design with Outcome,
Value for customer

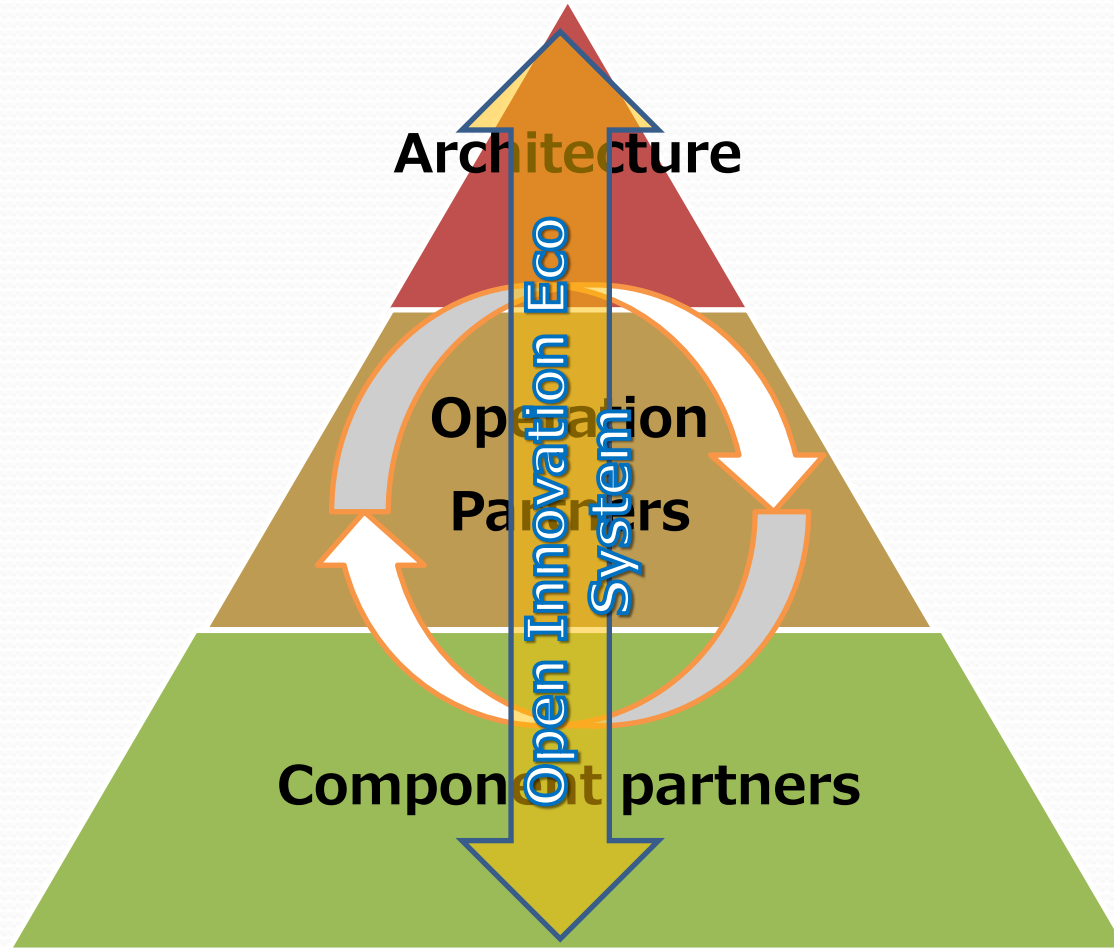
Current Business Architecture



New Business Architecture



New Business Architecture



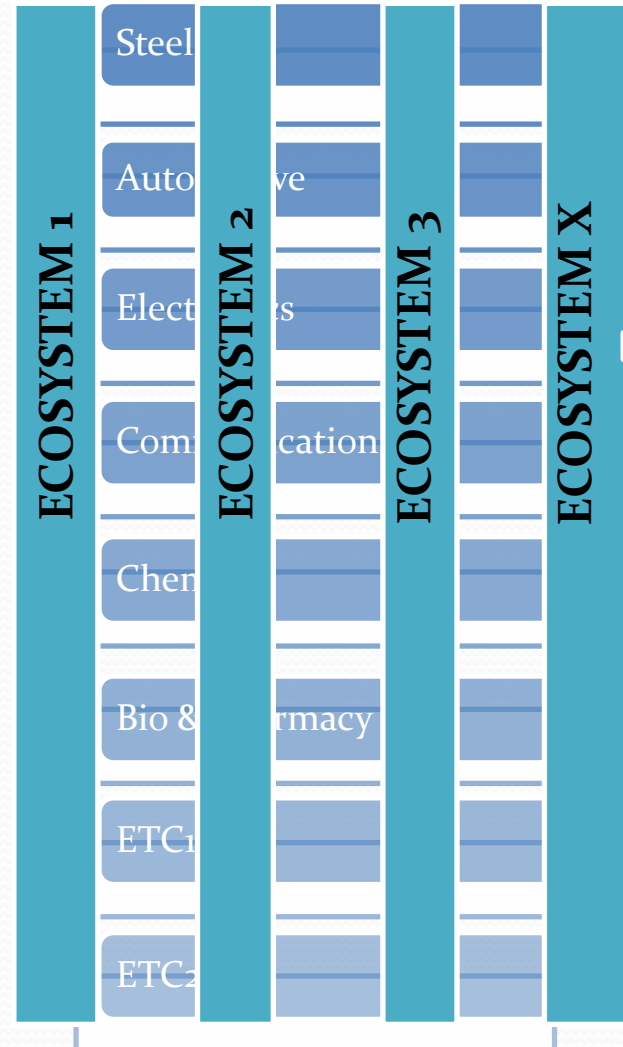
Industry Architecture

Current

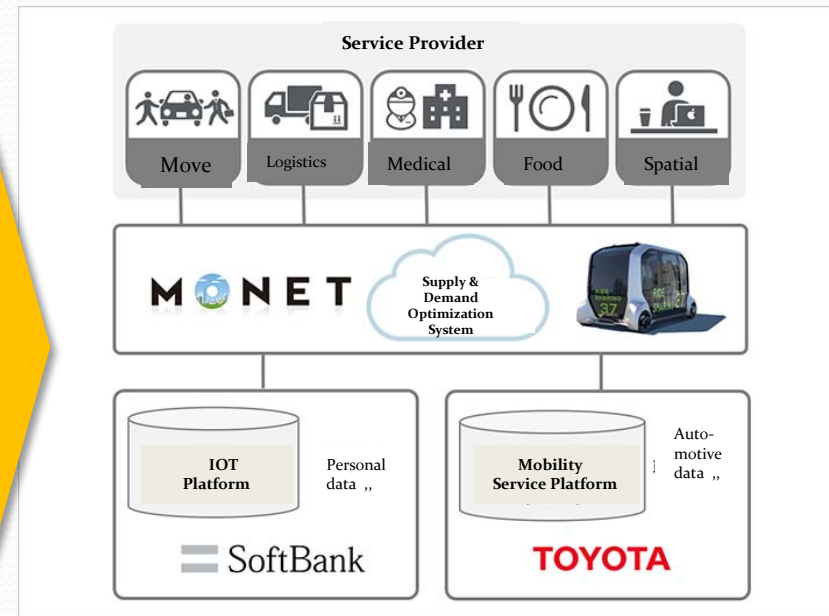
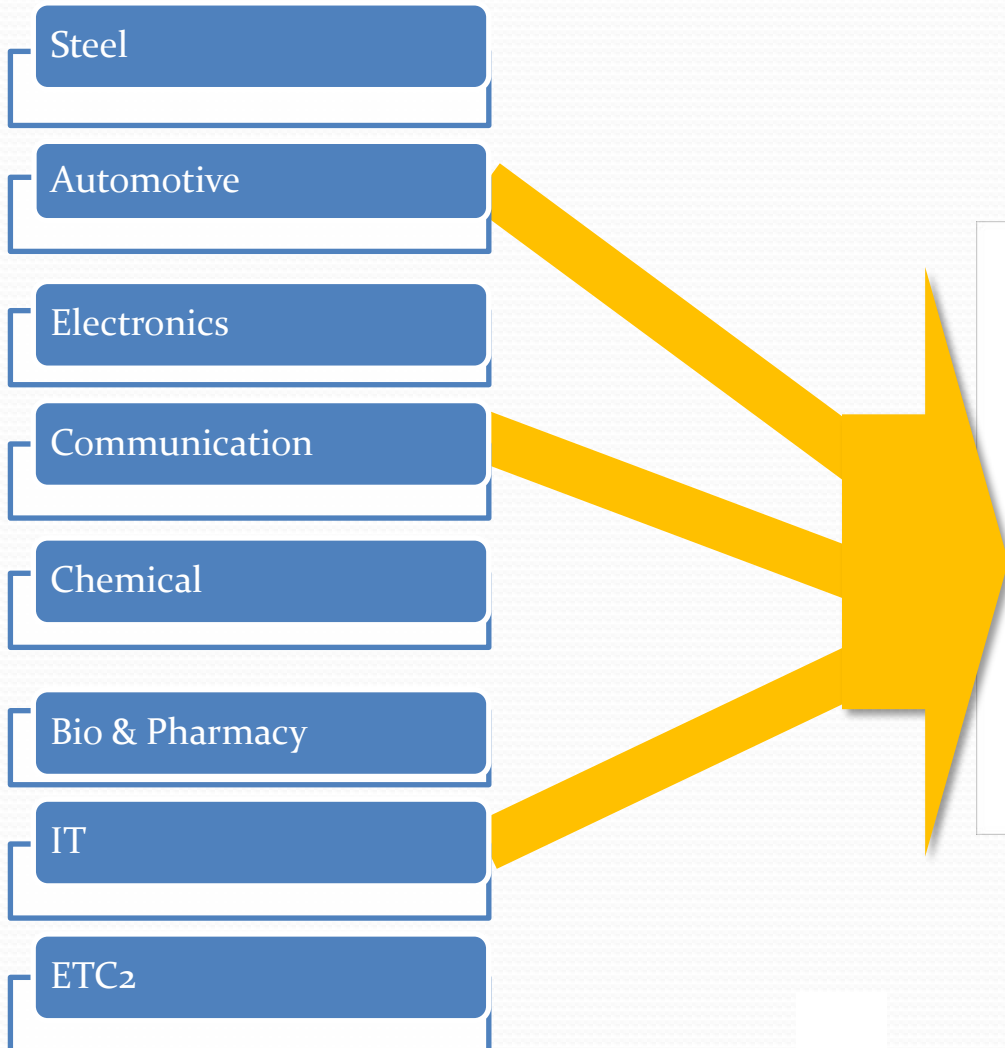


CHANGE
TO

Ideal



New Ecosystem by AI, IOT, 5G



Source : Softbank & Toyota Press release



Thank you

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