

**1. Think about available features and the automotive sensor data that could be used by app developers via API. What apps could be built upon these features and data? Think about current vehicles, but also consider predictable future features such as autonomous driving.**

There are many possible apps that could be built using the available features and sensor data in cars. For instance, app developers could create driver assistance apps that use sensor data to provide warnings about potential hazards like traffic or bad weather. These apps could also assist drivers with navigation using real-time traffic data and maps.

Other potential apps include vehicle maintenance apps, which would monitor the car's health and alert the driver when maintenance is needed. These apps could also help schedule appointments with a mechanic and order necessary parts.

For entertainment and productivity, app developers could create apps that provide streaming services, social media integration, and other features to keep passengers entertained and connected during long drives. As autonomous driving becomes more common, productivity apps could also help passengers work or study during their commute.

**2. What stakeholders are involved in ConnectedDrive? How could a digital platform for automotive apps connect different sides of the market? How could BMW benefit from connecting these sides?**

There are several stakeholders involved in ConnectedDrive, including BMW, app developers, customers, and partners. BMW is responsible for the cars and the ConnectedDrive platform and has a significant interest in its success. App developers create the apps that run on the platform, while customers are the drivers and passengers who use the apps. Partners are companies that BMW might partner with to provide additional services, such as insurance or gas stations. A digital platform for automotive apps could connect these different sides of the market by creating a central marketplace for apps that work with ConnectedDrive. This would make it easier for app developers to create apps for BMW cars and for customers to discover and download new apps, by connecting these sides, BMW could create a new revenue stream through the sale of apps and increase customer loyalty through the ConnectedDrive ecosystem.

**3. Think about the challenges that appear when you start to connect the various sides of a single market. What is the most critical aspect to consider? Which strategies might help a new platform owner to master the inherent challenges?**

When connecting different sides of a market, the most important factor to consider is making sure that all apps and services can work seamlessly together, even if they are created by different companies. This is called interoperability. To overcome the challenges of achieving interoperability, a new platform owner may consider implementing strategies such as creating standards for how different apps can interact, providing tools and resources to help developers create high-quality apps, and encouraging collaboration between developers, partners, and customers to promote a sense of shared purpose.

**4. What are the main challenges to BMW in implementing its own digital platform in its cars? For each challenge, consider whether it is specific to BMW or whether you would expect similar conditions at other firms? Consider technological as well as market-specific aspects.**

When it comes to implementing a digital platform in their cars, BMW faces several challenges. Technical complexity is one of the main issues, as it requires significant engineering resources to build a platform that can handle a variety of apps and services that customers might want to

use. Additionally, there are new security and privacy risks to consider when connecting cars to the internet and external apps. Competition is another challenge, as other car manufacturers such as Tesla and Google are also developing their own digital platforms. On top of that, there are third-party platforms like Android Auto and Apple CarPlay that BMW must consider. Regulatory issues also come into play, as BMW may have to overcome hurdles depending on the country or region. While many of these challenges are not unique to BMW, the company's reputation for high-quality engineering and design means that customers may have higher expectations for its digital platform than they would for other manufacturers.

**5. How should BMW proceed from here? Consider the chances and risks of the three illustrated options and think about both internal and external factors that might influence its decision.**

When deciding on how to implement a digital platform in its cars, BMW should weigh the chances and risks associated with each of the three options presented above. Internally, BMW must assess its current resources, capabilities, and strategic goals. If BMW feels that it has the necessary resources and expertise to develop its own platform, it may opt for that choice. Alternatively, if BMW thinks that partnering with a third-party platform provider would be more advantageous, it may select that option instead.

Externally, BMW must consider market trends, competition, and regulatory environment. For instance, if there is a growing demand for digital platforms in cars, BMW may choose to invest in its own platform. On the other hand, if the competition already offers digital platforms, BMW may need to invest in a platform to remain competitive. Finally, BMW must factor in the regulatory environment and whether there are any restrictions or requirements that could influence its decision.

Ultimately, BMW should assess each option carefully and select the one that aligns best with its overall strategic objectives and offers the greatest chance of success. This may involve a combination of building its platform, partnering with a third-party provider, and/or acquiring a platform provider. Regardless of the choice, BMW must ensure that it has the necessary resources, expertise, and capabilities to execute its strategy effectively.