



Data fluidity increases

**Data** can be **shared and manipulated instantaneously** on a huge scale and little cost, among any number of actors regardless of their location.



Costs decrease

**Example:** Machine learning techniques & large scale **computerized experiments** offer new opportunities for research.

**Example:** New opportunities for **sharing & renting** as service models.



**Data** as a key input for innovation



**Services** at the heart of innovation



Faster innovation **cycles** & time to market



New **collaboration** needs & opportunities

INNOVATION  
IN THE  
DIGITAL AGE

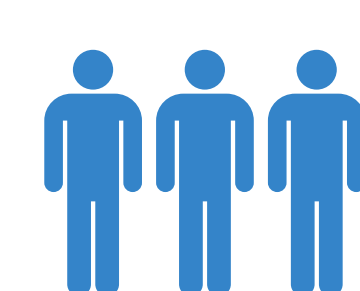
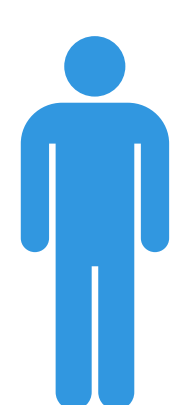
**Example:** **3D virtual reality** versions of products & processes (digital twins) to experiment with designs.

**Example:** **Crowdsourcing** platforms to source ideas from outside the organization.

IMPACT ON MARKET DYNAMICS

## Market Concentration

- Expanding digital production at little cost (scale without mass) favours dominant players
- Scarcity of skills to exploit data leads to concentration in few hotspots



## Market Entry & Competition

- Data access lowers cost of market entry
- Platforms can facilitate entrepreneurship