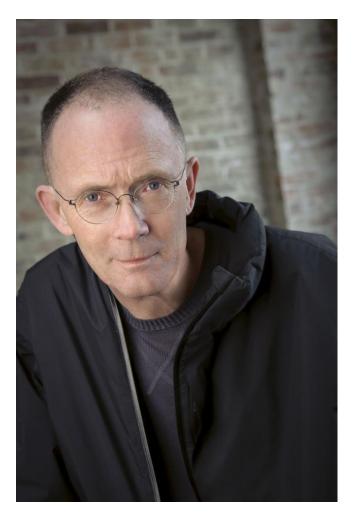
The Internet of Things and Big Data: Opportunities for Value Creation

February 21, 2013

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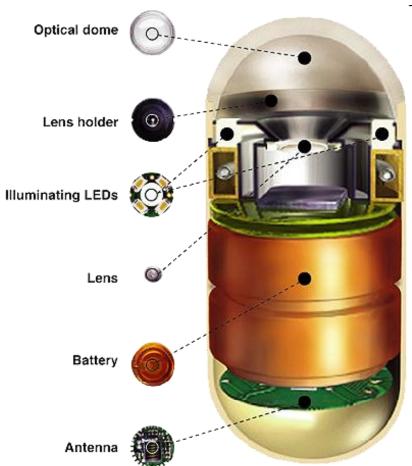
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"The future is already here – it's just not very evenly distributed."

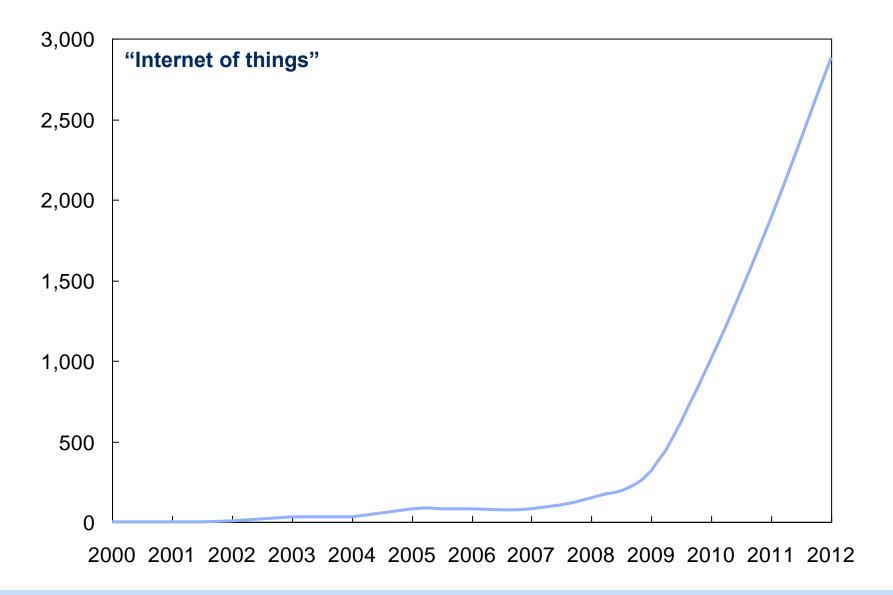


- William Gibson

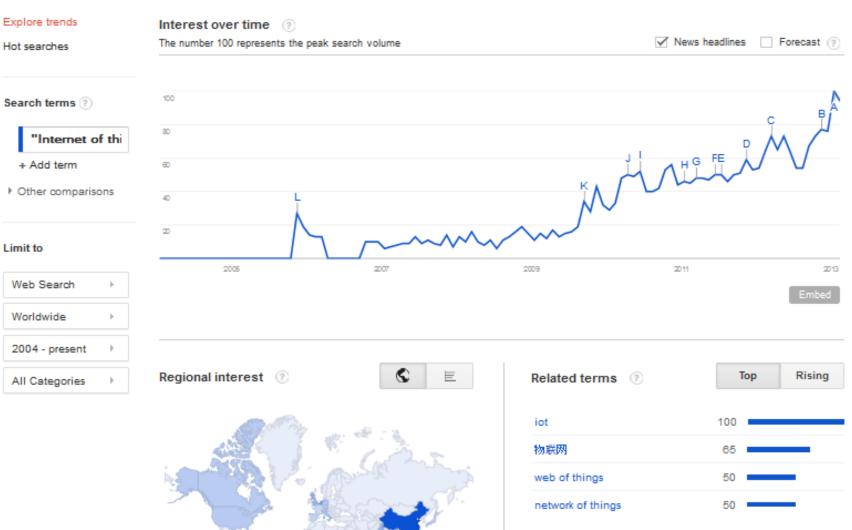




Press mentions



SOURCE: Literature search McKinsey & Company | 4



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"This concept [of Internet of Things] first came to my mind when I talked with a group of young researchers who returned to China after their overseas studies," Wen said, referring to those he met during his inspection tour to east China's Jiangsu Province in November.

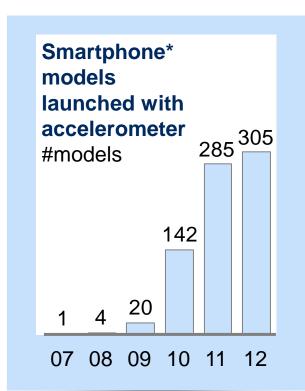
"I learned Internet of Things is a network that can be applied to infrastructure and services. The program will have a rosy prospect," Wen said...

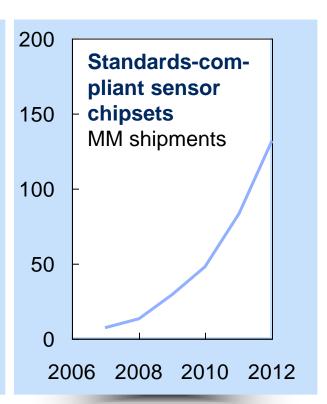
Internet of Things was one example Premier Wen cited while outlining the country's initiatives to foster new growth areas, especially in emerging strategic industries."

- Chinese Premier Wen Jiahao

Sensors are integrated into more physical devices:

- Improved power management
- Miniaturization
- Reduced costs
- Location-based awareness

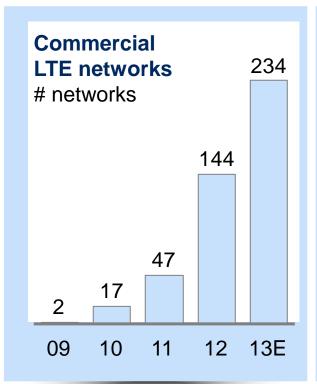


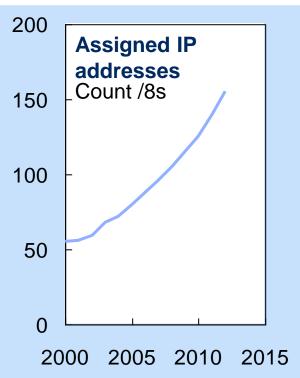


Sensors in everything

Networks are becoming pervasive, driven in particular by advances in wireless technologies, including:

- Increasing bandwidth capabilities
- Open standards
- Reduced costs



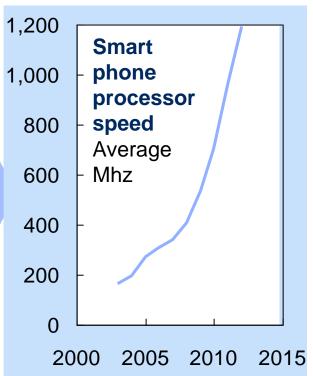


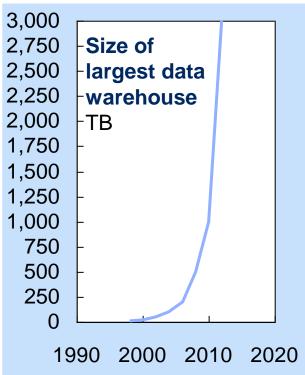
Networks everywhere

SOURCE: APNIC; GSMA McKinsey & Company | 8

Systems have greater flexibility/intelligence for data processing and increasing autonomy, driven by:

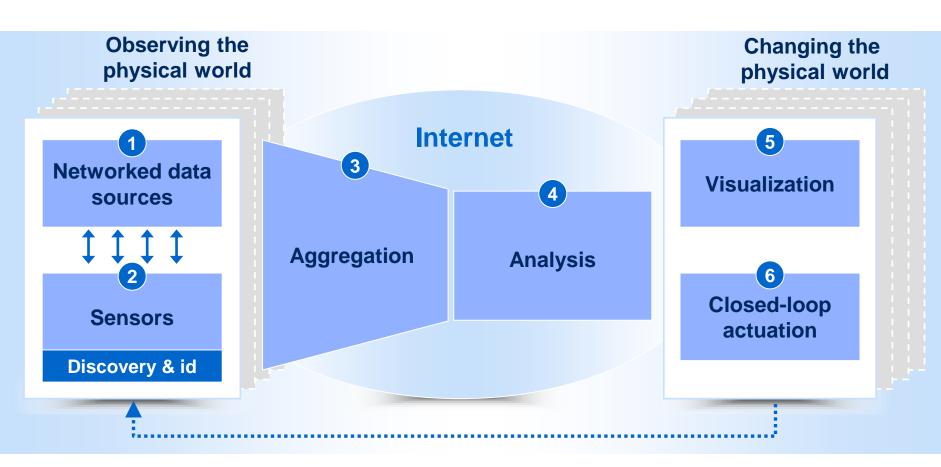
- Increased computational power, memory, and storage
- Remote programmability
- Probabilistic decision making





Analyze everything

"Internet of Things" high-level architecture



6 categories illustrate the breadth of potential IoT applications

| | Category | Description |
|------------------------|------------------------------------|--|
| Information & analysis | A Tracking behavior | Monitoring the behavior of persons, things or data through space and time |
| | Enhanced situational awareness | Achieving real-time awareness of physical environment |
| | C Sensor-driven decision analytics | Assisting human decision-making through deep analysis and data visualization |
| Automation & control | | |
| | | |
| | | |
| | | |



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| Automation & control | Process optimization | Automated control of closed (self-contained) systems |
| | Consumption | Control consumption behavior to optimize resource use across a network |
| | Complex autonomous systems | Automated control in open environments with great uncertainty |



The Internet of Things can create value through several economic levers

Enable new ways of doing business

Enhance & optimize today's operations

Levers



Allow new customer interactions with opportunities to engage end-users on a dynamic, ongoing basis

Create new dynamic pricing models for inputs and outputs

Create new service models and products to monetize information assets



Improve quality of delivered products and services



Increase efficiency and reduce costs of energy, materials, capital, and labor



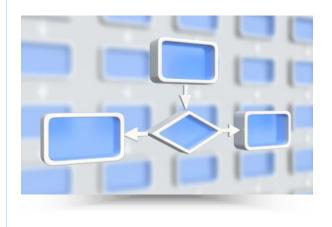
Improve safety for consumers and workers

Continuing challenges for Internet of Things



Technology challenges

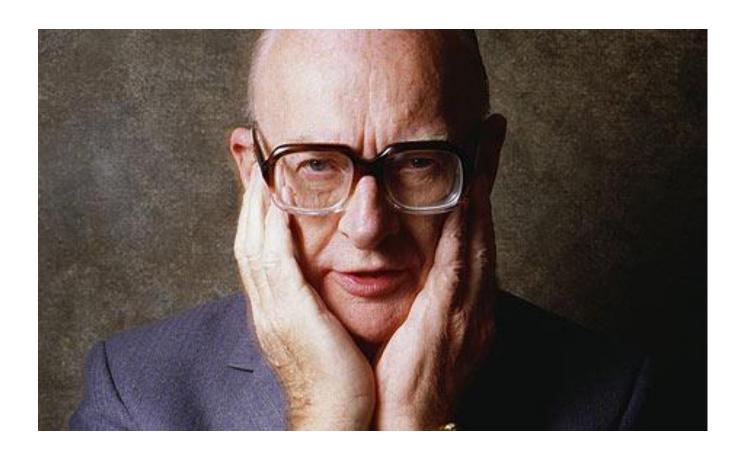
- Cost and capability of sensors and actuators
- Reliability for critical networks
- Technical standards for open networks
- Software for massive data analytics in real-time
- Visualization technology



Policy and organizational challenges

- Data privacy
- Data security
- Legal liability
- Organizational implications (e.g., role of IT function)

"Any sufficiently advanced technology is indistinguishable from magic."



- Arthur C. Clarke