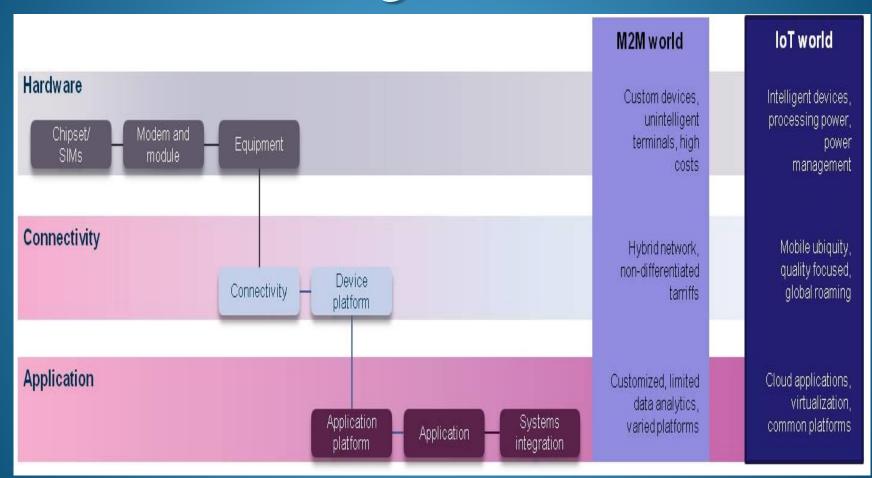
The Internet of Things: Improving Productivity & Sustainability

Margarethe Wiersema
Dean's Professor of Strategic Management
University of California, Irvine





Internet of Things







Managing the Wind Farm



• KPM - Increases energy output by 20%





Turning Down the Lights



• KPM – 20 million kilowatts hours savings/year (\$3 million)





Sharing the Ride



- KPM Top 10 platforms produce 19.2 million units (2014) will be 27.8 million units (2020)
 - 1 million units/platform results in a \$700 per vehicle cost reduction
 - > 1 million units/ platform results in an additional \$100 per vehicle cost reduction





Connected Manufacturing



- KPM \$173 million savings (5 years)
 - 44% due to reduced plant downtime
 - 11,000 minutes/plant/year to 2,500 minutes/plant/year





Using Data for Yield Optimization

- Arcelormittal Gent
 - 0.5% gains in BOF Fe yield by broadening the data set going into the BOF process model







Example – Blast Furnace Remote Monitoring and Diagnostic System (BFRMDS)



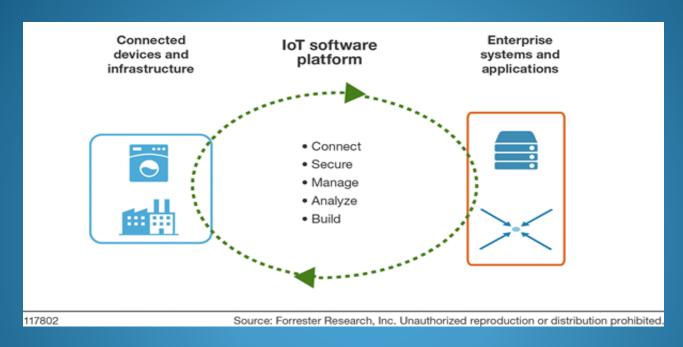


- Real-time remote monitoring of blast-furnace parameters
- Piloted in 2010 and now operational at 10 furnaces (6 planned for 2012)
- Tracks 500+ performance data points and 30+ KPIs per furnace
- Facilitates early detection of process problems
- Enables global process experts to collaborate in real time
- Identifies the most appropriate action at the right time
- Facilitates sharing of best practices
- Supports development of a universal knowledge-base
- Estimated \$20 million annual savings (plus avoidance of catastrophic events)
- Approach now being developed for electric-furnace operations





Internet of Things



- Physical World becomes an Information System
 - Connectivity of sensors, actuators, video cameras and RFID readers to the Internet
 - Intelligent Connected Networks





Industrial Internet

- Big Data Analytics with the Internet of Things
- Enables Optimization of Production Systems
 - Track and manage machines and systems
 - Identifies bottlenecks and weaknesses in production
 - Preventative and condition-based monitoring
 - Minimizes equipment failure/ Increases machine uptime
 - Addresses quality control problems
 - Reduces waste and energy use





Initiatives

- Industrie 4.0
 - German gov't initiative to advance the application of digital technologies to the industrial sector
- Made in China 2025
 - Chinese gov't initiative to promote integration of digital technologies and industrialization
- IoT World Forum
- Industrial Internet Consortium
 - Founding members: AT&T, Cisco, GE, IBM, Intel



