Purpose

- Explore possible uses of data to deliver sustainable value to the industry and GE Aviation.
- Evaluate existing business practices and organizational dynamics.
- Explore new ideas and social media applications.

Activities

- Research: Industrial internet, Competitors in aviation and software industry, Initiatives and milestones of GE Aviation and GE Software Centre
- Interviews to develop:
  - Common Themes across GE personnel
  - Perspective of external non-GE industry representatives
- Onsite visits to GE Aviation Centre, Lynn-MA, and GE Testing Centre, Victorville-CA
- Workout sessions and brainstorming with the GE Aviation software team

Golden Circle (from Simon Sinek)

Why = The Purpose
What is your cause? What do you believe?

How = The Process
Specific actions taken to realize the Why.

What = The Result

GE Aviation & Industrial Internet

The Industrial Internet: Building a New Kind of Industrial Company

Why GE Will Win

WHY CUSTOMERS WILL WIN

WHY GE WILL WIN

INDUSTRIAL EXPERTISE & INNOVATIVE SOFTWARE AND ANALYTICS CAPABILITIES

AEROSPACE

- GE Aviation
- Turnaround
- Service
- Building
- Analysis

- Air Traffic Management
- Weather
- Maintenance
- Operations

THE HISTORY OF GE'S SERVICES BUSINESS

1947
1967
1966
TODAY

80's
80's
80's

AIRLINES

1% Fuel Efficiency
Annual Impact
R&D Budget

UTILITY

1% Fuel Efficiency
Annual Impact
R&D Budget

OIL & GAS

1% of ULP
Annual Impact
R&D Budget

HEALTHCARE

1% of Production
Annual Impact
R&D Budget

TRANSPORTATION

1% of Velocity
Annual Impact
R&D Budget

source: ge.com

Tools

- Iceberg, Habits of thought and action, and Artifacts
- The Vision principle
- Stakeholder Interviews
- Ladder of Inference
- Check In
- The Four Player Model

Insights

INTERNAL

- Vision
- Different levels of confidence
- Incentive alignments
- Preference of CSA model

EXTERNAL

- Customer concerns
- Reluctance to pay
- Fixed Mindset
- Insufficient examples

Recommendations

- Short Term
- Long Term

- Incentive Agreement
- Cultural Shift
- M&A
- Talent Pipeline