The Industrialist

inspire. innovate. ignite.









1 YEAR ONE MISSION

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Shaping the future of the industrial industry together

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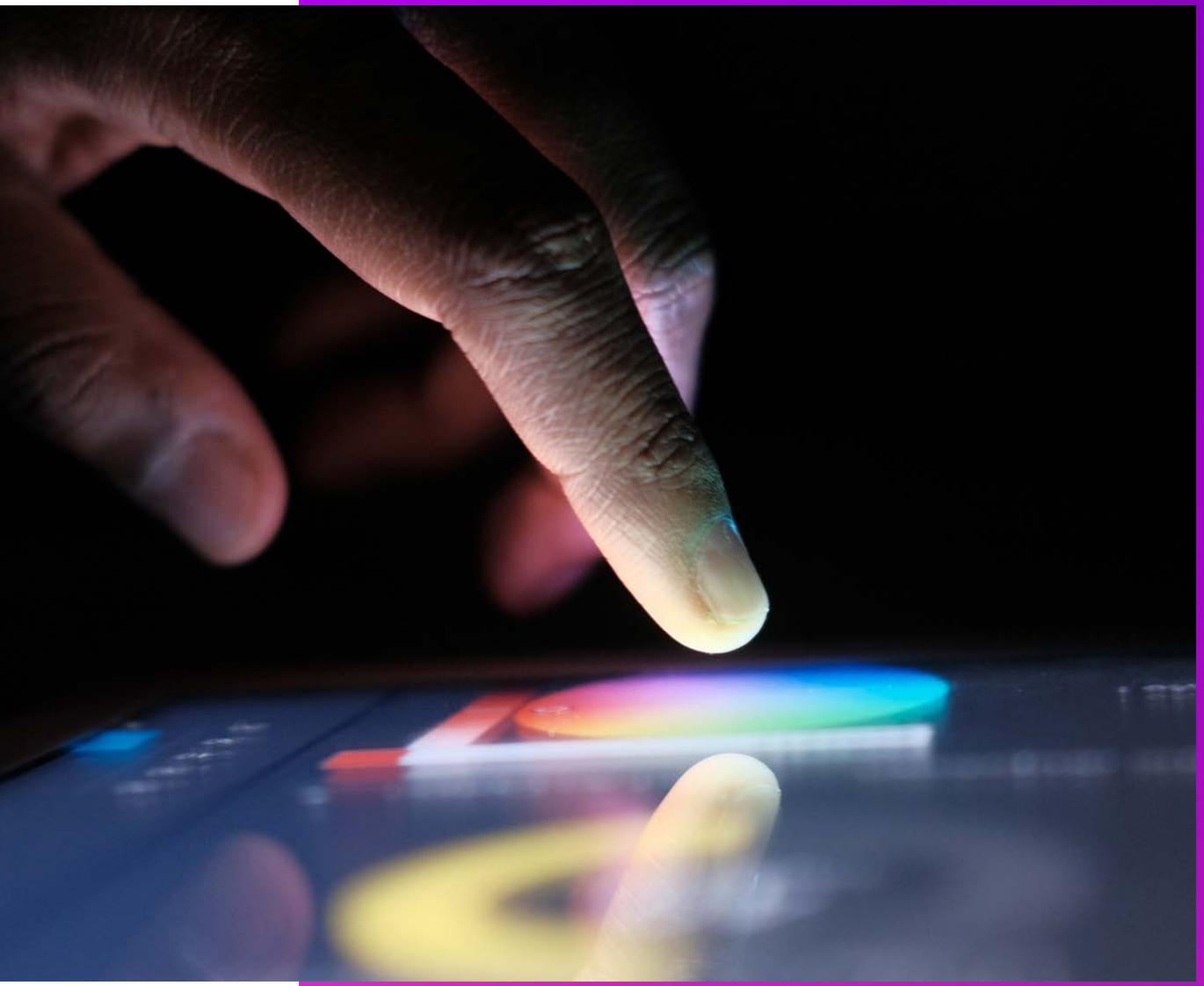

01

From the editor’s desk

For the past year the pandemic—alongside ongoing evolutions in technology and innovation—has turned the world of industrial upside down and inside out. Now, the icons of the #industrialrenaissance tell us what disruptions they believe still lie ahead.

Why Industrialist?

Because it is the essential guide to the industrial industry—a front runner in combining human ingenuity with technology and innovation—where you can discover how industrial companies create and compete, the new business practices and trends to watch, and which individuals are inventing and shaping the future of industrial.

That was the initial idea behind launching this magazine, and over the past year, the Industrialist has done its best to live up to the ideals of this founding manifesto. With that, welcome to this very special anniversary edition of the Industrialist. We are celebrating one year of the digital publication, and the industry thought leaders, innovators and CXOs who helped make it happen. Each of the leaders we have interviewed and featured over the past year have shone a light on the state of play today in the industrial world, and the key issues, obstacles and trends impacting tomorrow. In this issue, we will be focusing on the tomorrow—and in particular, a moment in time we are calling the Industrial Renaissance.

The pandemic has accelerated the need for businesses to change. As demand decreased and supply chains suffered the consequences of extreme disruption, industrial companies began to take stock and consider how pre-pandemic and ongoing digital disruption could be used to their advantage. We believe the businesses harnessing that potential and beckoning in a host of new digital product and service solutions—software-driven, connected, intelligent, and autonomous—are also beckoning in an Industrial Renaissance.

We have identified 5 growth drivers that will shape the trajectory of successful Industrial Renaissance leaders, including:

- Cloud Transformation, Lean Processes and New Digital Core
- Connected Products and Services
- Intelligent Operations
- Consumerization and Growth
- Responsible and Sustainable Business

You can read more about the Industrial Renaissance and the key drivers for pushing past the pandemic and shifting gears to growth at this link.

In this anniversary edition you will find a feature on the top-line Industrial Renaissance facts and evidence you need to know, as well as a special edition of "Innovate", where we round-up the trends driving change in the industrial industry today and tomorrow.

Up first in chapter 1, we hear from the first 10 CXOs featured during the Industrialist's inaugural year, as they provide their take on the changes of the past couple of months as well as challenges and opportunities ahead.

On behalf of Accenture and the whole Industrialist family, we would like to thank you for reading—we look forward to sharing another year of insights and inspiration with you.

Best regards,

Thomas Rinn
Managing Director, Global Industrial Lead
Accenture

02

The Industrialist insiders

Each month, we speak to a different industry leader about their approach to innovation and emerging trends impacting the sector. For this special anniversary edition, we have revisited 10 leaders to discover their take on the impact of the events of the past year, as well as their predictions for the challenges and opportunities that lie ahead.

We have asked each leader 2 questions:

01

What was the biggest change in the last 12 months in your organization and for the industry?

02

What do you think is the one main game changer ahead for the industrial industry?

Biggest change in the last 12 months?

Our predictive and advanced analytics models—fed by dealer and services data, as well as telematics information from our more than one million connected assets—have reached a tipping point in terms of their sophistication and accuracy.

This acceleration is driving business-critical insights for Caterpillar. For example, less unplanned downtime for our customers and better qualified leads for our dealers so that they can provide customers with the right services at the right time. As our models continue to improve, the insights will create even better, more personalized experiences.

If there have been any surprises in the past year, it's that we've been able to accelerate our digital progress, even with the challenges of COVID-19, which is a testament to our team and their commitment. Our analytics-driven insights have helped us keep up with the changes and support our customers every step of the way.

Main game changer ahead?

Helping our customers achieve their climate-related objectives while meeting requirements for performance, durability and economic value is a priority for Caterpillar. Electrification and other advanced power systems are important pieces of this puzzle that we're excited to support from a digital perspective.

Electrified equipment, in the right application, can benefit customers in each of our major industry segments through fuel savings, increased environmental sustainability, and higher productivity. Caterpillar is already providing customers with products like electric-drive dozers, loaders, trucks and locomotives that reduce greenhouse gas emissions through more efficient fuel burn and battery-electric underground mining machines that eliminate engine emissions and reduce heat and dust—just to name a few.

Caterpillar is also developing products like battery-powered mobile equipment, next generation batteries and power inverters, and fuel cells powered by renewable hydrogen for stationary and mobile equipment.

Ogi Redzic

Chief Digital Officer & Vice President, Caterpillar Inc.

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"We're already starting to lay the groundwork for digital technologies to enable how we provide new offerings to our customers and integrate services to support them through the lifecycle. We will continue to accelerate these efforts in the coming years."

Takaaki Ishii

Chief Operating Officer, Nippon Express Co. Ltd.

Biggest change in the last 12 months?

Governments have become more proactive in encouraging safeguards for the pharmaceutical industry. In Europe, pharmaceutical companies must follow Good Distribution Practices (GDP), which task companies with ensuring the quality of pharmaceutical products as they move through supply chains. In 2018, Japan followed suit. This emphasis on GDP predates the COVID-19 pandemic. However, the standards became even more vital as pharmaceutical companies prepared to distribute COVID-19 vaccines globally.

As one of the world's largest shipping companies, we used our extensive infrastructure and knowledge to devise an Internet-of-Things (IoT) and blockchain system-backed solution that provides the Japanese pharmaceutical industry with the tools and traceability needed to comply with regulations. As well as helping with vaccine distribution, the new platform builds confidence and transparency into the shipment of pharmaceutical products and has the potential to do the same for other industries and across the supply chain.

"Innovation, for us, is synonymous with collaboration. Collaboration—whether with Nippon's own vast pool of experts, clients that are experts in their field, or ecosystem partners—makes (this) evolution possible."

Main game changer ahead?

The use of AI and other technologies to mine and analyze data will be essential to helping businesses grow. Our logistics solution, for example, will lead to changes in our traditional business model, the development of entirely new business segments and new types of relationships with our customers.

Biggest change in the last 12 months?

There's been a clear increase in the sense of urgency to become more resilient and responsive.

Industrial companies and their customers have had to change the way they work. In the past, we had considered certain risk mitigation options to decrease single points of failure in worldwide supply chains and operations. There was always the risk something would happen that would leave an entire geography cut off from the rest of the world. But it was such a remote possibility, it never really rose to the level of receiving funding. Now, if we're making a choice to fund an investment so we can manufacture a high value product in more than one place, there's a good chance several hundred of our customers are coming to that same decision. It's resulted in some reshoring or near-shoring decisions, particularly in life sciences.

"We're going to see the increased impact of IT technology, business practices, and talent intermingling with the operational technology world. Some of the biggest challenges for companies—suppliers like us or the consumers of this technology—are in being able to take that knowledge of technologies and integrate it with the people who actually know what the applications are in the manufacturing processes."

Main game changer ahead?

The role of software and robotics is much greater, and that's a manifestation of the way Rockwell's changed. Software will continue to be a larger part of the differentiation, but not all by itself. We have a home field advantage by creating the products where a lot of that data is born and understanding the applications and our target industries really well.

I think those are going to be the types of things that guide us as we transform internally. But we can't just say, look we're going to fund this digital transformation and hopefully, two years from now, something good will be evident. You have to look at it on a much more frequent basis so we get the confidence that we're going in the right direction, and we can course correct when we have to. I think that's a far more agile, integrated approach.

Blake Moret

Chief Executive Officer, Rockwell Automation

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"Companies must be an active, collaborative partner for their customers. At 3M, we drive a growth mindset by helping our customers run better, safer and more connected businesses. We do this by listening to them, working alongside them, and helping them envision new ways to solve tough problems with the power of science and technical expertise. This approach is translating into financial performance and success for 3M as a whole and the Safety & Industrial Business Group."

Michael G. Vale

Executive Vice President, 3M Safety & Industrial Business Group

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Biggest change in the last 12 months?

Never has the life-changing impact of our Safety & Industrial Business Group's products been clearer or more consequential than over the past 12 months. Since the onset of the COVID-19 pandemic, 3M has tripled its N95 respirator manufacturing around the world to 2 billion annually, including 95 million per month in the U.S. alone. We accomplished this enormous ramp up thanks to our long-standing strategy of area-based supply chains, our ability to draw on years of experience responding to other global challenges, and just being able to think, learn and adapt quicker than ever before across our entire organization.

Main game changer ahead?

We're very focused on sharing the lessons we've learned over the past year with industry and government partners around the world in order to aid in their recovery and future preparedness for coming challenges. From my perspective, the changes brought about by COVID-19 will only accelerate in the post-pandemic world—moving closer to digital everything, a rapidly evolving workforce, and the importance of healthy living. We're also helping our customers work through challenges such as extreme weather events and global supply chain disruptions.

We believe no company is better positioned than 3M to lead our customers through these big changes going forward—both for us as a company and on behalf of our customers.

Biggest change in the last 12 months?

Never before has change taken place at such a pace. Digital technologies, whether cloud or edge computing, digital twin or AR/VR, are transforming every industry and workplace, from R&D and sales to manufacturing and logistics. Companies are becoming more agile and can control, analyze and optimize processes automatically and, for the most part even remotely. Digitalization has enabled a completely new level of transparency and resource efficiency for Siemens, and industry as a whole.

As a result, the pace of change may accelerate once again. COVID-19 reminded us all how fragile modern life is. What surprised me was how quickly we are willing to adapt. After just a few weeks, virtual meetings became the norm in our work and personal lives. Siemens has permanently established mobile working as a core element of the “new normal”. Thanks to cloud-based IT infrastructure, hundreds of thousands of employees work from home or on the road every day, as flexibly as they wish. We see it as people empowerment.

Main game changer ahead?

Connecting real and virtual worlds to create new environments will be key. Siemens creates solutions and ecosystems that help our customers master digital transformations. Only those who understand the requirements of both worlds can, for example, optimally connect OT and IT to guarantee a smooth collaboration. The interplay of automation competence and IT expertise also makes a difference for the Industrial Internet of Things (IIoT): Siemens’ MindSphere is the leading IoT solution that transforms data into knowledge and knowledge into measurable business success. This is how entire factories, buildings, cities and infrastructure become smart.

Simulation technologies such as digital twin and AR/VR help us observe, analyze and optimize tangible and intangible objects in a digital environment. This creates unimagined opportunities, for example in optimizing large plants and infrastructures according to sustainability criteria. At Siemens, we are building on our technologies and drive sustainable digital transformation even more rigorously going forward. In 14 core technologies, including additive manufacturing, autonomous robotics, IoT, simulation and digital twin, we give our customers a head start—providing them with solutions that help them renew, innovate and grow.

“Everything is interconnected. The degree of complexity and speed of change remain high. In connection with this, co-opetition (i.e. cooperation with competing market participants) is gaining in importance. Both the large platforms in the market and the IT architectures and ecosystems of the companies must become more widely branched, more open and more adaptive. It is about continuously adapting supply and value chains to new requirements, for more agility, flexibility and resource efficiency. Siemens guarantees its customers unique connections between real and virtual worlds. Our growth drivers? Digitalisation, automation and sustainability.

Hanna Hennig

Chief Information Officer, Siemens

View LinkedIn profile

Maciej Kranz

Chief Technology Officer, KONE

View LinkedIn profile

"We must accelerate the speed of innovation and execution. At the end of the day, if we don't master that, customers, competitors and partners will move on. Companies must also adopt customer and partner co-creation at scale, and foster a great place to work that is diverse and inclusive. Our success starts with our people, and we want to attract and retain great talent and create a physical and digital native team and culture. Finally, sustainability must be integrated into everything we do."

Main game changer ahead?

We've been looking at how the traditional work experience will evolve, and we want to invite our industry peers to work with us. The times of everyone working 9–5 and punching a clock are long gone. Our customers are asking how they can create a 360-degree, personalized, customizable experience for employees and combine the best of both worlds, remote and in-person work, in a way that's productive and safe.

Office managers are struggling with basic questions: How do I offer interaction-free people flow throughout the building? How do I manage office occupancy dynamically across floors? How do I offer seamless digital and physical experiences? We're turning those challenges into opportunities, focusing on providing a superior experience to delight employees at home and in the office.

Biggest change in the last 12 months?

One of the most frequent requests we got from our customers in 2020 was related to our expertise in people flow. For instance, how do you move people from parking lots to COVID-19-optimized offices in a timely, safe manner? Making that happen requires co-creation with customers, because every environment is different, and you need to work with an ecosystem of partners to ensure every stage of the journey is safe—from microbe-free surfaces to social distancing rules. We recently rolled out a network of co-innovation centers, KONE WORX, where we do exactly that.

Speed of innovation, combined with a culture of experimentation, has also been key. We've created a role specifically for this, Chief Innovation Officer, to drive our innovation roadmaps and best practices across the entire company and are evolving our R&D and IT organizations into a competency-based structure, where we can quickly realign our resources and focus them on key priorities. So, when customers' requirements change, we can quickly refocus both our teams and our offering roadmaps.

Biggest change in the last 12 months?

We have pressure on all sides: first from the economic crisis; second, from globalization and new markets; third, from the COVID-19 crisis; and fourth, from company culture and people's resistance to change. Today, the changes underway—regarding how technology impacts business, how the world should work, and how we think about people—are the most significant we have seen in a very long time. Now is the time to respond, with investments in radical technological changes and in educating and upskilling the workforce. Companies that are already taking action in these areas are laying the foundations for post-COVID-19 growth; they have proven themselves to be more resilient to change and unwaveringly focused on building a better future.

Main game changer ahead?

There is a fight for survival for those whose business models are based on differentiating digitally powered services. Those services may be more expensive, but will allow companies that have them to overtake less digitally savvy competitors in the long run. The excitement to invest in this field is well illustrated by the fact that such companies are experiencing a boom, for example the leading sensor company. Automation firms using bionics—the science of applying things we see in nature to technology—to drive innovation within their businesses, are also experiencing great success.

"COVID-19 has had an impact on every aspect of business, and the decisions companies make today will have repercussions for decades. The stakes are clearly much higher than pre-COVID-19, and there is a need for more oversight in the decision-making process, and more post-COVID-19 scenario planning."

Dr. Eberhard Veit

Managing Partner of Supervisory Board Office 4.0-veIT and former Festo CEO, member of the supervisory boards of numerous leading German industrial companies, including Robert Bosch, STIHL, TÜV SÜD, Carl Zeiss, SICK, Phoenix Contact, etc.

Jay Timmons

President & Chief Executive Officer,
National Association of Manufacturers

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Biggest change in the last 12 months?

The National Association of Manufacturers took on an added role as a relief agency as our country and industry dealt with the pandemic. So many of our members were dealing with confusion and disruption, and with first responders across the country desperately looking for personal protective equipment and other medical supplies, we stepped up to provide support.

We provided operational support for our members, getting answers to their questions and advocating COVID-19 relief. We identified sources for millions of pieces of PPE and led a vaccine awareness and acceptance initiative, "This Is Our Shot". I'm impressed and proud of how the industry proved that it was made for this moment. Manufacturers were ready and prepared to help lead our country's disaster response.

Main game changer ahead?

Technologies that were once the realm of science fiction are becoming increasingly commonplace on modern manufacturing shop floors. Manufacturing leaders are embracing digitization, and we are helping the industry integrate new technologies and business practices that will define the future, including artificial intelligence, augmented reality, 3D printing, the internet of things and more—technologies that made manufacturers more agile and resilient during the pandemic.

To keep up with this evolution, the industry needs a skilled workforce. There are 851,000 open manufacturing jobs and we're trying to fill these with diverse talent, including displaced and emerging workers. To prepare the industry for continued digital transformation, we must inspire, educate and empower the next generation of creators today.

"Manufacturing has a lot of work to do to close the skills gap. Projections by The Manufacturing Institute show that there could be 2.1 million unfilled manufacturing jobs by the end of the decade. Businesses should keep in mind that there are vast pools of untapped talent across the United States—particularly in underrepresented communities. Reaching these communities is good for business and just the right thing to do.

In the middle of the pandemic, many economic and racial inequities were laid bare. As part of our "Pledge for Action," manufacturers have committed by 2025 "to taking 50,000 tangible actions to increase equity and parity for underrepresented communities, creating 300,000 pathways to job opportunities for Black people and all people of color."

“For most industrial companies, our challenge is to recognize and internalize the significant disruption that massive digitization is bringing to our industries. We then need to define how we become the disruptor instead of the disrupted. At times, we must accept that our core business may diminish while new business opportunities emerge. This requires industrial companies to reimagine ourselves in completely new ways. We are challenged to define new roads to success that ultimately redefine our identity and purpose.”

Biggest change in the last 12 months?

The last 12 months have proven to our industry that we are more capable of conducting digital business than we thought. We have seen our organization and industry dramatically shift the perceptions of digital transformation. We are a business based on many generations of personal relationships and for a long time we held a perception that our business model wouldn’t translate into a digital experience. Over the past 12 months, we’ve had the opportunity to demonstrate that a digital experience enhances our customer experience and strengthens the relationships we’ve already built. And our customers have been eager adopters of these new ways that we’re tightening our integrations to meet their needs.

Main game changer ahead?

Our industry is facing a massive inflection toward zero emissions vehicles, driven by the need to address the climate change crisis. The regulatory environment is accelerating the adoption and drive toward significant shifts into electronification and fuel cell technologies. One of the most disruptive aspects of this shift is the need to develop the charging infrastructure. To differentiate from our competitors on this front, we developed NEXT eMOBILITY Solutions. Our specialists take a full-service approach towards helping customers understand and adopt the business model and infrastructure changes required to operate an electronic fleet. NEXT provides guidance throughout the entire, complex zero tailpipe emissions ecosystem, providing electrified solutions for the entire lifespan of the vehicle.

Julie Ragland

Senior Vice President & Chief Information Officer, Navistar

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Eric Chaniot

General Manager Cross Industry Solutions, Microsoft

View LinkedIn profile

"Transformation of a traditional company is 95% about people, mindset, and culture, and only 5% about the technology. The biggest challenge is to put tech intensity at the heart of a traditional company."

Main game changer ahead?

Companies must concentrate on building core software capabilities as our world becomes a Software Defined Everything (SDE) one.

SDE indicates that software should be at the heart of everything we do. Take Microsoft's work with building owners in big cities. We are helping them to connect everything—elevators, safety suspension, doors, air conditioning, heating. It means that we now have a complete digital twin and representation of what's going on in the physical world, which enables us to know more about the building than we ever did before and optimize its functions.

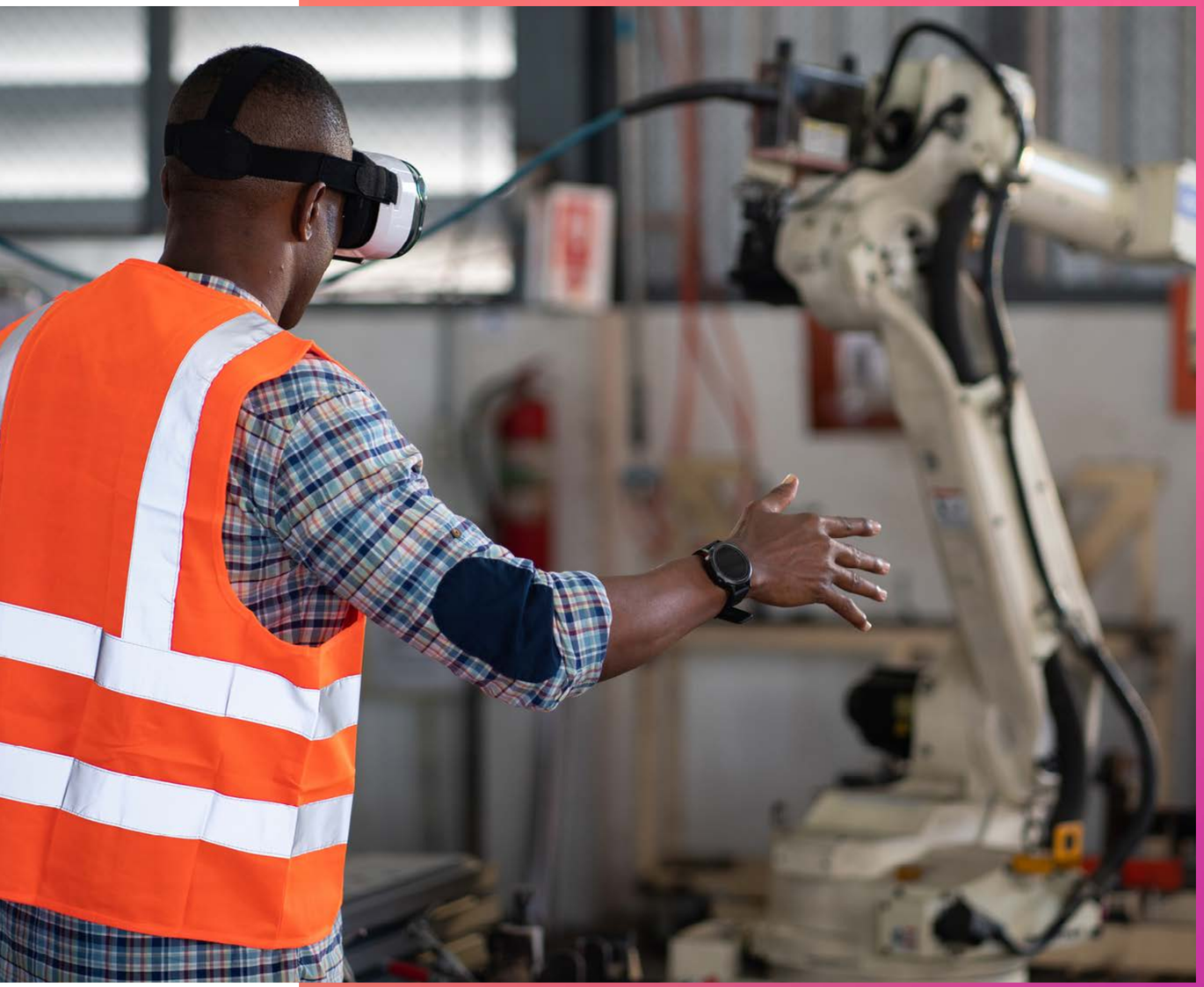
We're going to increasingly see this connection between the physical and digital world, and then the feedback loop from digital impact to physical.

Biggest change in the last 12 months?

The speed at which "traditional" companies are embracing and accelerating their digital transformation is having an enormous impact. As part of this, new ways of working and doing business are gaining significant traction.

For example, the subscription economy and connected hardware is enabling businesses to propose new updates and services through app stores, where the hardware doesn't change. In parallel, the circular economy is leading businesses to build products that last longer, with regular updates to functionality.

Finally, we are seeing more and more new ways to monetize data sharing.



03

The Industrial Renaissance today: evidence in industry

We're in the midst of an all-out Industrial Renaissance, and the impact of this movement will be felt for generations. We can prepare for what's ahead by gathering insights from leaders in the industry, as we have seen in Chapter 2. But also by looking at what is happening across the globe today. Here are the top 10 Industrial Renaissance facts you need to know, and what you need to do to act now and enforce meaningful change.

Fact 1: Resilient supply chains

Forty foot shipping containers that used to cost $2K are now sometimes upwards of $10K, even though there was a 25% drop in goods ordered between March 2020 and March 2021. With ongoing shipping delays and a container shortage, industrial equipment manufacturers are facing challenges in fulfilling rebounding demand and must improve their forecasting. COVID-19 showed that supply chains are not only more vulnerable, but that it's increasingly costly to ensure delivery reliability.

Act: Supply chains must be data and insights-driven to build the resilience to withstand future disruptions.

Read full post

Fact 2: Diversification of suppliers

Large automotive suppliers continue to diversify their business. Twenty-five of the top 35 automotive suppliers (all with revenues above $7B) already generate on average ~30% of revenues from non-automotive businesses, according to Accenture analysis—a trend that is increasing.

Act: This shift shows the increasing pressure for automotive suppliers to create new business models while diversifying their core business to ensure future competitiveness.

Read full post

Fact 3: Quick rebound

Industrial & Electrical Equipment (IEE) companies were less impacted by COVID-19 than forecasted—and are rebounding faster. Our analysis shows the decline was only 2.3%. IEE companies are profiting from the strong growth in China and the quicker-than-expected rebound in some customer industries, such as automotive.

Act: To keep up the momentum, IEE companies must strengthen their digitization and software portfolios—areas of heavy demand due to COVID-19.

Read full post

Fact 4: Sustainability

Customers, end-consumers, employees and governments increasingly expect companies to be purposeful about sustainability. Industrial equipment companies have a dual role to play here. First, they can reduce their emissions and waste generation to achieve green-line growth, as well as stay within any emissions regulations. Second, they can support their customers' and suppliers' sustainability journeys to help drive a circular economy approach.

Act: Adopting sustainable practices is not a choice but a key component of competitiveness for industrial companies in the coming years.

Read full post

Fact 5: Scenario planning

According to Statista, ~12% of semiconductors are sold to industrial customers—so it's no surprise that the chip shortage is posing a significant risk to production goals for some. The need to make supply chains resilient before (!) there are shortages is now more important than ever.

Act: Forecasting and scenario planning based on real time data is crucial for industrial enterprises to avoid material parts shortages and supply chain disruptions in the future.

Read full post

Fact 6: Mind the talent gap

Industrial companies are making major strides in their digitization journeys—migrating to the Cloud, embedding more and more software and AI in their products, digitizing processes, offering data analytics services to customers, and more. Yet to realize their ambitious digitization goals, they must have the team to make it happen—specifically, software engineers. Yet Accenture analysis shows software engineers make up approximately 4% of the total workforce of industrial companies. That´s not enough!

Act: Whether retooling talent, hiring new talent, or working with ecosystem partners, it is important to ensure the right talent is in place to develop the industrial workforce of the future.

Read full post

Fact 7: Factory automation

Although China is the largest end-market for industrial robots, according to Shenzhen Gaogong Industry Research ~61% of those robots came from Japan, Europe and South Korea in 2020. COVID-19 stands to change that. Chinese manufacturers have intensified their market push at home, backed by the Chinese government's "Made in China 2025" policy, which includes a target for Chinese robot manufacturers to account for 70% of sales in the domestic market by 2025.

Act: Automation giants need to act now to further develop, differentiate and grow their positions in China if they want to succeed during the Industrial Renaissance.

Read full post

Fact 8: Cybersecurity

Headlines are filled with stories about ransomware attacks and industrial companies are not immune. However, we are seeing several companies take steps to address this, for example by using industry best practices to ensure privacy and protection of data.

Act: To succeed in the Industrial Renaissance, which requires a digitally-enabled enterprise across corporate functions and operations, industrial companies must focus on resilience to manage the risks of cybersecurity disruption.

Read full post

Fact 9: Refocusing of I&EE companies

While automotive suppliers are diversifying their product and service portfolios, industrial and electrical equipment (I&EE) companies are doing the opposite. Nearly all the large I&EE conglomerates are divesting weak divisions to focus on their core businesses. Take Siemens for example: the company has merged its Gas and Power and Siemens Gamesa Renewable Power divisions to form Siemens Energy, now listed as a separate entity on the stock market. The spin off helped Siemens increase its EBIT margin from 7.1% to 10.4%.

Act: Adopting a “back to core”-strategy can help I&EE companies focus on becoming a champion in the space where they have differentiating capabilities and distinct skills to realize their future business potential.

Read full post

Fact 10: Full speed growth

Following the economic hit of 2020, a series of technological, macroeconomic, societal, and B2B customer trends indicate that industrials may see a more rapid recovery than anticipated. In the first quarter of 2021, for example, automotive manufacturers saw a 22% increase in global automotive sales volume in comparison to the same time last year. We’ve identified 5 key growth drivers that will help industrial companies capitalize on the long-term opportunities ahead, including: cloud transformation, connected products and services, consumerization and growth, intelligent operations, and responsible and sustainable business.

Act: Industrial companies require bold leadership willing to challenge convention and make necessary, timely investments in talent and technology to mold customer-centric, digitally driven businesses primed for growth.

Read blog

04

Meet the Industrialist's global network

Over the past year, The Industrialist family has grown. We have built a diverse, global network, interviewing CXOs from a variety of backgrounds and learning from their diverse points of view. Click on the images below to find out more and read their interviews.

Ogi Redzic
Chief Digital Officer & Vice President, Caterpillar Inc.

Takaaki Ishii
Chief Operating Officer, Nippon Express Co. Ltd

Blake Moret
Chief Executive Officer, Rockwell Automation

Michael G. Vale
Executive Vice President, 3M Safety & Industrial Business Group

Hanna Hennig
Chief Information Officer, Siemens

Maciej Kranz
Chief Technology Officer, KONE

Dr. Eberhard Veit
Supervisory Board Member, 4.0-velT, Bosch, STIHL and others

Jay Timmons
President & Chief Executive Officer, National Association of Manufacturers

Julie Ragland
Senior Vice President & Chief Information Officer, Navistar

Eric Chaniot
General Manager Cross Industry Solutions, Microsoft

About The Industrialist

The Industrialist is our monthly digital magazine that puts game-changing perspectives in the spotlight. It combines thought-provoking content and insights, to keep you on top of what's new in the industrial industry.

Featuring different CXOs and diverse views, you can be inspired by leading innovators, explore the latest trends, tools, technologies, and innovations, and ignite your industry interest with transformational thought leadership.

Subscribe today and discover how to lead the way.

Visit us at www.accenture.com/theindustrialist

About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 569,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Visit us at www.accenture.com