the auto industry will change more in the next five to 10 years than it has in the last 50 (Mary Barra – GM CEO)

• Drivers: Mega-cities, Environment, Electrification, Connectivity, Autonomous Drive

• New players:
  • Tesla – SW upgrades as a smart phone; Web-ordering of cars
  • UBER – Mobility as a service

Which part of the value chain is ours?
Innovation will largely be driven by data and exploration.

How does this translate into our analytics daily work?

- Capture data, but still based on our privacy policies
- Manage data – make sure data is seen as an asset
- Make sure value is captured by the analytics effort
- Have the executive management asking and require data driven questions and answers
- Data science skill set is crucial

- Methodology is continuously changing