**Exam 2**

(250 points)

Read the Digitization at Siemens case and answer the following questions. You are encouraged to use ideas and especially theoretical models from any of the readings we have covered so far. Feel free to use graphs from the slides or from the internet to illustrate your point.

There is no perfect answer. But there are good arguments and bad ones. Provide arguments for your answers.

Create a document using your favorite editor. Start with your name. Copy over the questions (including the points numbers) and write your answers underneath them. Check your spelling and grammar. Include your preferred first name and last name in the file name (e.g. “MIS 3534 Exam 2, Jane Deer). As with the first exam and the case studies, I expect you to write in full sentences.

Email your file to me: ajraven@temple.edu

You can look things up on the internet is there is a concept in the article that you don’t understand. However, to answer your questions, only use the facts that are presented in the case and its appendices. Don’t use outside articles about Siemens, GE, etc.

*Questions*

1. (30 points) What are the main differences between Siemens and archrival GE in terms of digitalization?

2. (30 points) The sale of SIS to the French company ATOS (page 7) seemed like a good idea. But the SIS part of ATOS is now very successful, and they have only a 15% stake in it. So out of the profits they get only 15%. Was it still a good idea to sell SIS?

3. (25 points) Explain how the relationship between Siemens and IBM evolved over time.

4. (25 points) Russwurm (bottom page 8, top page 9) discussed how difficult it was to get the more digitally advanced divisions to help other divisions.

A. what are the barriers to cross-division help?

B. How can you encourage people in divisions to help others in other divisions?

5. (25 points) Figure 1.13 in the book (page 34) discusses the importance of syncing Strategic Aspiration, Operational Strategy, and IT strategy. Is that happening at Siemens? How or how not?

6. (20 points) Digitization revenue in 2016 was only 3 or 4 Billion out of 73 Billion. Less than 5%. Why does Siemens consider it so important?

7A. (10 points) Will having standards like Mindsphere and IDA make Siemens less flexible, or more? Why?

7B. (10 points) Explain the differences and similarities between MindSphere and IDA.

8. (20 points) Does the software/services Siemens sells provide a competitive advantage to its customers? Why?

9. (30 points) How would you measure the impact of the MindSphere initiative? Specify specific, objective measures.

10. (25 points) This article was published in 2018, and covers events up to 2016. Now it is 2019. What process should the corporate strategy team at Siemens be using to stay relevant for the next five years?