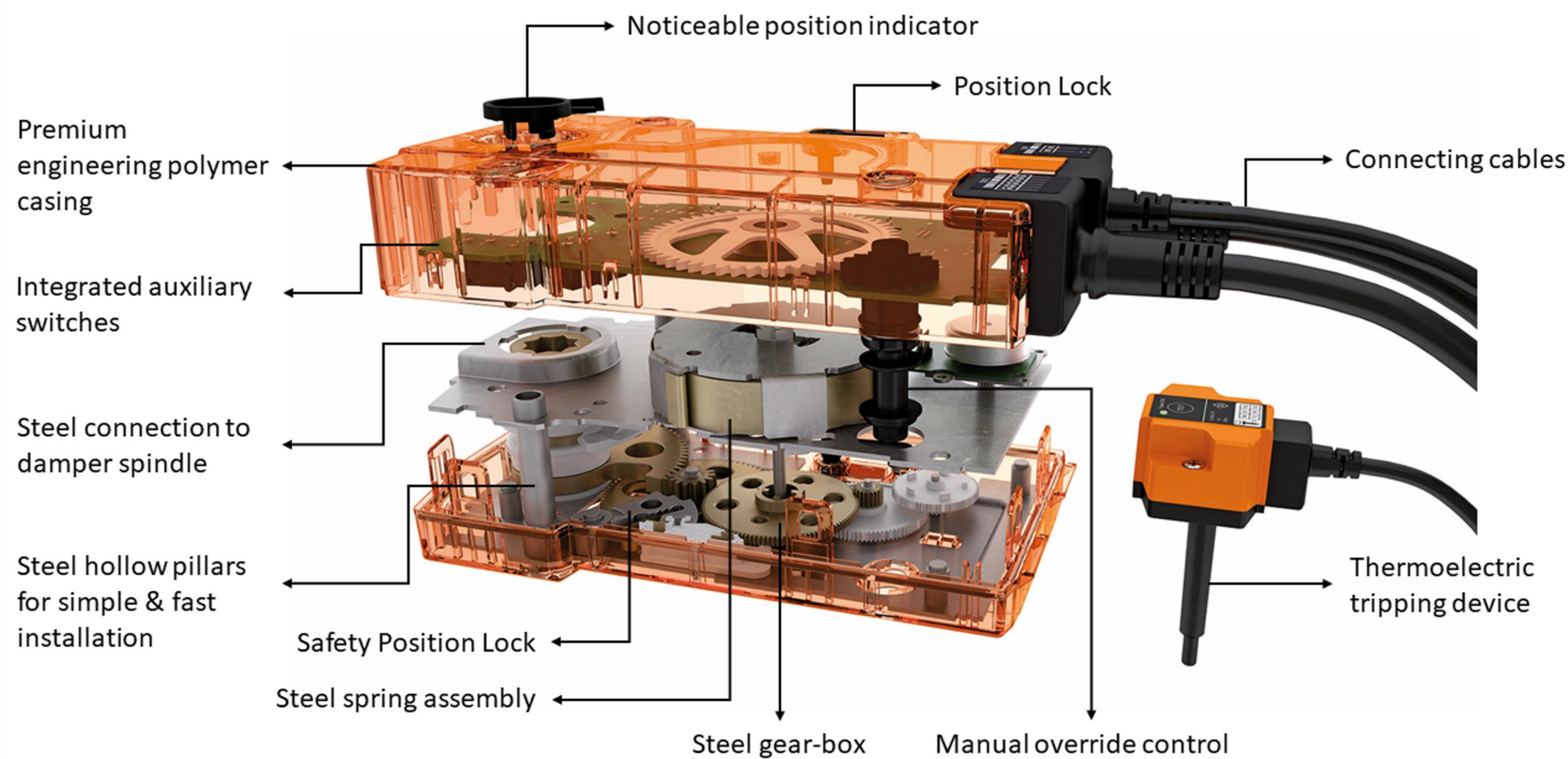


M.Sc in Engineering | Business Engineering

Development of Business Model Variants for the Digitalisation of Belimo's Fire Damper Actuators.



Fire Damper Actuator: Exploded view



Fire Damper Actuator installed on ventilation Duct

Problem Description

Belimo Automation AG is an international Swiss company in the heating, ventilating and air-conditioning industry. One of Belimo's product called the fire protection damper actuator is a motorized actuator that automatically closes a fire damper in the event of a fire and prevents the spread of fire and smoke through the ventilation ducts.

This product is to be complemented by a digital product that fits Belimo's Cloud System and enable them to provide smart services to their customers. The focus of this thesis is to identify suitable business models to market the digital product, that can be easily implemented into the Belimo and third-party cloud ecosystem and is accepted by the customers.

Solution Concept

The focus of this thesis to understand the key aspects and the associated business model of Belimo's fire damper actuators, research the pros and cons of digitalisation and the business models for digital products to develop a market pull strategy for the product. Integration of the business models into different digital platform-based ecosystems was evaluated and the most suitable options were recommended.

Results

Belimo should select and finalise the business models they want to implement, and these models should be tested with the different target customers to get early feedback. Next, the external ecosystem should be analysed to understand the current market situation, predict future changes, etc. and create partnerships that easily enable to target a new customer segment or attain a new market position.

An important success factor will be the effective management of change associated with the implementation of the new business models. Finally, it is recommended to challenge the industry dominant logic to be actively innovative to drive the change of the current industry and market situation.

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