

EDITED BY
GREGER LUNDESJÖ

SUPPLY CHAIN MANAGEMENT AND LOGISTICS IN CONSTRUCTION

**DELIVERING TOMORROW'S BUILT
ENVIRONMENT**

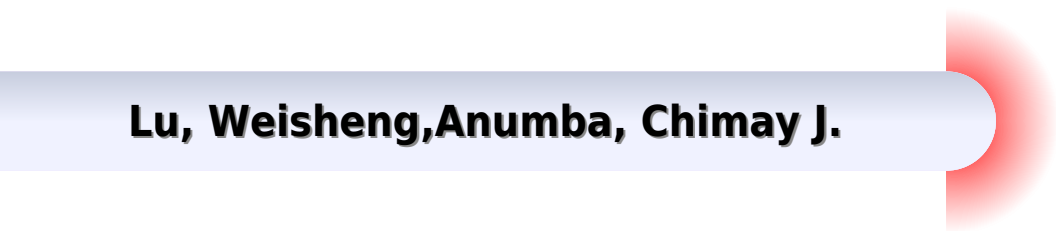


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Supply Chain Management And Logistics In Construction Delivering Tomorrows Built Environment

Lu, Weisheng, Anumba, Chimay J.



Supply Chain Management And Logistics In Construction Delivering Tomorrows Built Environment:

Supply Chain Management and Logistics in Construction Greger Lundesjo,2015 Under the guidance of Greger Lundesjo a pioneer in merging logistics with the construction industry leading experts examine the expanding role of logistics in construction The contributors discuss strategic perspectives and challenges the impact of building information modeling BIM and new data management capabilities on supply chain management in construction construction logistics and sustainability and logistics operations Chapters look at arrangements with suppliers the use of returnable packaging off site manufacture and assembly contractual relationships between client developer and contractors IT systems used to manage the supply chain and logistics operations delivery management systems warehouse management systems material planning and forecasting systems

Supply Chain Management and Logistics in Construction Greger Lundesjö,2015-06-03 The construction logistics manager plays an increasingly central role in the construction process In fact their decisions can crucially affect the success or failure of a project Recognition of the critical role they play has spurred evermore interest in this budding field amongst both researchers and practitioners An accessible text on construction logistics Supply Chain Management and Logistics in Construction provides essential guidance and expert advice for construction managers as well as researchers and students in the field This important new title looks at arrangements with suppliers the use of returnable packaging and off site manufacture and assembly IT systems used to manage the supply chain and logistics operations such as delivery management systems warehouse management systems and material planning and forecasting systems It also considers aspects of the contractual relationships between client developer main contractor and lower tier contractors all of which have an impact on how the supply chain is managed In addition to providing a range of fresh ground breaking case studies the book features contributions from leading experts in the field who have been involved in projects with companies such as TFL BAA The Red Cross as well as big construction programmes such as the Olympics and Cross Rail

Construction Logistics in a City Development Setting Mats Janné,2020-10-14 With the current urbanization trend there is an increased need for city development i e to build apartment buildings hospitals schools and infrastructure in cities and urban areas to meet the rising demands At the same time land is increasingly seen as a finite resource This has led to the regeneration of decommissioned industrial use land for development purposes This means that multiple individual construction projects are being built in the same or nearby areas during the same time period However the end products of construction projects are produced at their place of consumption which means that large quantities of materials and resources need to be delivered to and removed from each construction site This leads to new transport flows being created in connection to city development These transport flows need to be coordinated to ensure efficient construction productivity and reduce the transports environmental and social impact on the urban transport system At the same time it is important to ensure that construction sites can be managed from a logistics perspective without impairing efficiency due to the challenges

of building in urban environments One way of managing logistics to and from construction projects in city development is through so called construction logistics setups CLS However the implementation of CLS s affect many different stakeholders and the interorganizational relationships between them The implementation of CLS s therefore faces three challenges management of transport to and from construction sites management of logistics at construction sites and managing the interorganizational relationships amongst construction project stakeholders The development of CLS s is often undertaken by mimicking previous setups as there is currently no guiding procedure for developing and implementing CLS s To reduce the ad hoc approach to developing and implementing CLS s the purpose of this dissertation is to propose a framework for developing construction logistics setups The purpose is fulfilled with the aid of the following four research questions RQ1 Taking the perspectives of different stakeholders why are CLS s implemented RQ2 What type of CLS services are offered RQ3 How can performance effects of CLS s be measured RQ4 How do CLS s affect the identified challenges of managing the transports to and from construction sites managing logistics at construction sites and managing the interorganizational relationships amongst construction project stakeholders To answer the research questions three main methodologies have been used literature reviews to inform the background of the studies and develop analytical frameworks and case study and Delphi research for the empirical studies In fulfilling the research purpose the findings of this dissertation suggests that when developing a CLS three activities need to be considered 1 setting the scope of the CLS 2 deciding on the structure of the CLS and 3 managing the interorganizational relationships of the CLS These activities are the foundation of the developed framework The contents of the activities were derived through the research questions When answering RQ1 it was found that contractors implement CLS s to ensure construction productivity developers implement CLS s to reduce disturbances to businesses and residents nearby and municipalities implement CLS s to reduce disturbances to third parties and to reduce the impact from construction logistics on the urban transport system These stakeholder drivers for implementing CLS s will impact the scope of the CLS Furthermore the scope of the CLS was found to be dependent on both the contextual considerations of the CLS in terms of physical context at site and in terms of what is being built as well as the organizational context in terms of what stakeholders are part of the project where in the hierarchy the CLS is located and what level of mandate the CLS has The scope will also set the terms for how transports are managed through the CLS If for instance there is limited space at site this can imply that time planned deliveries are favoured In answering RQ2 it was found that as a consequence of what transport management approach is chosen the structure of the CLS will differ This dissertation shows that asset based setups are similar to traditional logistics outsourcing and TPL in which physical distribution services are offered Non asset based services on the other hand act more as supply chain orchestrators similar to fourth party logistics service providers In these cases supplied services are aimed more at ensuring that the right services and capabilities can be procured for the CLS One value adding service that was found crucial to include in CLS s is a joint booking and planning

system Having this type of support systems will allow the CLS to coordinate the different stakeholders connected to the CLS Related to the structure of the CLS RQ3 suggest that performance needs to be monitored for deliveries on site logistics and the coordination of logistics activities on and off site The performance monitoring needs to be developed from a logistics point of view taking into consideration the different stakeholders perspectives Finally in answering RQ4 it was found that a CLS can affect the identified challenges positively In essence a CLS aims at managing construction logistics and if developed and implemented from this notion transports to and from site as well as on site logistics management can become more efficient Additionally the dissertation shows that CLS s can help in managing the interorganizational relationships within the construction project s However this builds on the notion of having well developed and communicated service offerings and regulations e g through business and governance models It was also found that the activities of the framework are interrelated and dependent on one another suggesting that developing construction logistics setups is an iterative process The proposed framework should thus be seen as a guideline for how to develop the setup allowing for adaptations of the setup to the context for which it is developed

Med p g ende urbaniseringstrend finns det ett kat behov av att bygga bostadshus sjukhus skolor och infrastruktur i stadsomr den f r att m ta de kande behoven Samtidigt ses mark allt mer som en ndlig resurs Detta har lett till att avvecklad industriell mark tas i anspr k f r f rt ning och storskaliga stadsutvecklingsprojekt d r flera enskilda byggprojekt byggs i n rliggande omr den under samma tidsperiod Byggprojekt produceras dock p konsumtionsplatsen vilket inneb r att stora m ngder material och resurser m ste levereras till och tas bort fr n varje byggarbetsplats Detta leder i sin tur till att nya transportfl den skapas i samband med stadsutveckling Dessa m ste samordnas f r att s kerst lla effektiv byggproduktion samtidigt som transporternas milj m ssiga och sociala p verkan p det urbana transportsystemet kan minskas Samtidigt r det viktigt att byggarbetsplatserna kan hanteras ur ett logistikperspektiv utan f rs mrad effektivitet p grund av det urbana l get Ett s tt att hantera logistiken till och fr n byggprojekt inom stadsutveckling r genom s kallade bygglogistikl sningar BLL Dock p verkar inf randet av BLL m nga olika intressenter och de interorganisatoriska relationer dem emellan Inf randet av BLL st lls d rf r inf r tre utmaningar att hantera transporter till och fr n byggprojekt att hantera logistiken p byggarbetsplatser och att samordna de interorganisatoriska relationerna mellan byggprojektets intressenter Utvecklandet av BLL utg r ofta fr n tidigare l sningar d det i nul get saknas riktlinjer f r hur man kan utveckla och implementera l sningarna F r att minska den h r ad hoc strategin f r utvecklandet av BLL r syftet med denna avhandling att f resl ett ramverk f r att utveckla bygglogistikl sningar Syftet uppn s med hj lp av f ljande forskningsfr gor FF1 Utifr n olika intressenters perspektiv varf r implementeras bygglogistikl sningar FF2 Vilken typ av bygglogistikl nster erbjuds FF3 Hur kan bygglogistikl sningars prestanda m tas FF4 Hur p verkas de tre identifierade utmaningarna av implementeringen av bygglogistikl sningar Hur p verkar bygglogistikl sningar de identifierade utmaningarna med att hantera transporter till och fr n byggprojekt att hantera arbetsplatslogistiken och att samordna de interorganisatoriska relationerna

mellan byggprojektets intressenter. För att besvara forskningsfrågorna har tre huvudmetoder använts: litteraturgranskningar för studiernas bakgrund och att utveckla analytiska ramverk och fallstudieforskning och Delphi-forskning för de empiriska studierna. I uppfyllandet av syftet föreslår avhandlingen att tre aktiviteter måste utföras när man utvecklar en BLL: 1. fastställa omfattningen av BLL, 2. besluta om BLL-strukturen och 3. hantera interorganisatoriska relationerna i BLL. Dessa aktiviteter är grunden för det utvecklade ramverket. Innehållet i aktiviteterna har leddes genom forskningsfrågorna. I besvarandet av FF1 befanns att entreprenörer implementerar BLL eftersom det ökar byggproduktiviteten. Byggherrar implementerar BLL eftersom det minskar strömningskostnader för råvaror och boende i närheten och kommuner implementerar BLL eftersom det minskar strömningskostnader för tredje part och för att minska påverkan från bygglogistik på det urbana transportsystemet. De identifierade drivkrafterna för att implementera BLL är: kommer även att påverka BLL:s struktur. Avhandlingen visar att BLL-strukturen beror av kontextuella faktorer som med avseende på arbetsplatsens fysiska egenskaper samt vad som byggs såväl som den organisatoriska kontexten med avseende på vilka intressenter som är del av projektet. När det gäller placering och vilken mandatnivå BLL har, omfattningen skiljer sig från villkoren för hur transporter hanteras i projektet. Om utrymmet exempelvis är begränsat kan detta innebära att tidsplanerade leveranser premieras. I besvarandet av FF2 befanns det att en konsekvens av hur transporthantering hanteras är att BLL-strukturen påverkas. Den här avhandlingen visar att fysiska logistiksningar liknar traditionell outsourcing av logistik och TPL där fysiska distributionstjänster erbjuds. Icke-fysiska logistiksningar fungerar mer som försörjningskedjeorkestratorer och påminner om fjärrdepartementslogistikleverantörer. I dessa fall syftar de erbjudna tjänsterna mer till att öka produktiviteten än att öka kapaciteten och kapacitet kan erbjudas genom BLL. En värdeadderande tjänst fanns vara en grundläggande funktion för BLL eftersom den delar gemensamma boknings- och planeringssystem. Ett sådant system hjälper BLL-operatören i koordinationen av de olika intressenterna som är kopplade till BLL. I framtagandet av BLL-strukturen föreslår FF3 även att logistikprestanda måste förbättras i processerna leveranser, arbetsplatslogistik och samordning av logistikaktiviteter på och utanför byggarbetsplatsen. Prestationsutvärderingen måste utvecklas ur ett logistikperspektiv med hänsyn tagen till de olika intressenternas perspektiv. Slutligen i besvarandet av FF4 befanns att en BLL kan påverka de identifierade utmaningarna positivt. I grund och botten syftar en BLL till att hantera bygglogistik och om BLL utvecklas och implementeras utifrån detta syns det kan transporter till och från byggarbetsplats samt logistikhantering på plats bli effektivare. Vidare visar avhandlingen att BLL kan hjälpa till att hantera de interorganisatoriska relationerna inom byggprojektet. Detta bygger dock på att man har väl utvecklade och kommunicerade serviceerbjudanden med tillhörande regelverk för hur service skall användas. Dessa bör kommuniceras genom affärer och styrningsmodeller. Det konstaterades också att ramverkets aktiviteter är inbördes relaterade och beroende av varandra vilket tyder på att utvecklandet av bygglogistiksningar är en iterativ process. Det föreslagna ramverket bör därför ses som riktlinjer för hur man utvecklar BLL vilket möjliggör för anpassningar av lösningen till det sammanhang för vilken den utvecklas.

Applications and Techniques in Cyber Intelligence Jemal Abawajy,Zheng Xu,Mohammed Atiquzzaman,Xiaolu Zhang,2021-06-23 This book presents innovative ideas cutting edge findings and novel techniques methods and applications in a broad range of cybersecurity and cyberthreat intelligence areas As our society becomes smarter there is a corresponding need to secure our cyberfuture The book describes approaches and findings that are of interest to business professionals and governments seeking to secure our data and underpin infrastructures as well as to individual users

Blockchain for Construction Theodoros Dounas,Davide Lombardi,2022-09-20 This book highlights the design use and structure of blockchain systems and decentralized ledger technologies B DLT for use in the construction industry Construction remains a fragmented change resistant industry with chronic problems of underproductivity and a very low digitization factor compared to other fields In parallel the convergence embedding and coordination of digital technologies in the physical world provides a unique opportunity for the construction industry to leap ahead and adopt fourth industrial revolution technologies Within this context B DLT are an excellent fit for the digitization of the construction industry B DLT are effective in this as they organize and align digital and physical supply chains produce stigmergic coordination out of decentralization enable the governance of complex projects for multiple stakeholders while enabling the creation of a new class of business models and legal instruments for construction

The Routledge Handbook of Urban Logistics Jason Monios,Lucy Budd,Stephen Ison,2023-06-23 The Routledge Handbook of Urban Logistics offers a state of the art comprehensive overview of the discipline of urban and city logistics The COVID 19 pandemic and the rise in internet shopping in particular have placed new demands on urban logistics which require innovative technological and policy responses Similarly the necessity for sustainable urban logistics offers both a challenge and opportunity for development and seeks to address traffic congestion local air quality traffic related degradation the use of energy safety aspects and noise Featuring contributions from world leading international scholars the chapters examine concepts issues and ideas across five topic areas that reflect the increasingly diverse nature of current research and thinking in urban logistics transport modes urban logistics sectors technical analysis policy and sustainability Each chapter provides an overview of current knowledge identifies issues and discusses the relevant debates in urban logistics and the future research agenda This handbook offers a single repository on the current state of knowledge written from a practical perspective utilising theory that is applied and developed using real work examples It is an essential reference for researchers academics and students working in all areas of urban logistics from policy and planning to technology and sustainability in addition to industry practitioners looking to develop their professional knowledge

Lean Construction Patricia Tzortzopoulos,Mike Kagioglou,Lauri Koskela,2020-02-26 This book collates the main research developments around Lean Construction over the past 25 years with contributions from many seminal authors in the field It takes stock of developments since the publication of Koskela s 1992 Application of the New Production Philosophy to Construction and in doing so challenges current thinking and progress It also crystallises

theoretical conceptualisations and practically situated learning whilst identifying future research challenges agendas and opportunities for global collaborative actions The contributors present the development of Lean Construction as a fundamental part of improving construction productivity quality and delivery of value to clients and users of built infrastructure In doing so the book introduces the reader to the foundational principles and theories that have influenced the way we now understand Lean Construction and has provided very useful insights to students practitioners and researchers on key junctures over the last 25 years Highlighting the key contemporary developments and using global case study material the chapters demonstrate good practice but also help introduce new thinking to both lay readers and experienced practitioners alike This book is essential reading for undergraduate and postgraduate students researchers and practitioners with an interest in Lean Construction and construction management providing a general understanding of the area current state of the art knowledge as well as providing an insight into areas for future research

Research Companion to Building Information Modeling Lu, Weisheng, Anumba, Chimay J., 2022-03-22 Offering critical insights to the state of the art in Building Information Modeling BIM research and development this book outlines the prospects and challenges for the field in this era of digital revolution Analysing the contributions of BIM across the construction industry it provides a comprehensive survey of global BIM practices

Urban Logistics Michael Browne, Sönke Behrends, Johan Woxenius, Genevieve Giuliano, José Holguin-Veras, 2018-12-03 Approximately 80 per cent of European and American citizens live in an urban environment Due to their large populations and extensive commercial establishments urban areas require large quantities of goods and services for commercial and domestic use This results in increasing levels of demand for freight transport services Freight transport in towns and cities is a major contributor to environmental impacts particularly to local air pollution and noise Urban Logistics addresses public policy makers freight transport companies and receivers of supplies providing them with the information and guidance to affect change in the logistics of the city Urban Logistics is written by an outstanding team of international editors combining their expertise and using their research from leading business schools in Sweden and the US There are also valuable contributions from academics and industry experts from companies and universities from all over the world The book includes clear examples of initiatives that work and business case developments as well as toolkits for policymakers and managers who are devising new initiatives There is an in depth examination of different aspects of urban logistics such as retail logistics for cities urban food supply chains services and the special logistics requirements involved construction waste management and e commerce and home delivery There is also a focus on networks and partnerships and an analysis of innovation as a new constant

Advances in Engineering Management, Innovation, and Sustainability James Olabode Bamidele Rotimi, Wajiha Mohsin Shahzad, Monty Sutrisna, Ravindu Kahandawa, 2024-07-09 This book contains a selection of papers from the 13th International Conference on Engineering Project and Production Management EPPM held in Auckland New Zealand from 29 November to 1 December 2023 The

conference was organized by the School of Built Environment Massey University in collaboration with the EPPM Association. The book comprises of quality assured theoretical discussions, data analysis, case studies and industry practices presented by global researchers and practitioners. The conference theme was 'Creating capacity and capability re-energizing supply chain for sustainable management of projects and productions in engineering' and this volume focuses on papers related to engineering management innovation and sustainability. The papers are comprehensive, multidisciplinary and advanced and will be of interest to researchers and practitioners from various industries seeking the latest updates on the fields of engineering project and production management.

Handbook of Research on Sustainable Supply Chain Management for the Global Economy Akkucuk, Ulas, 2020-06-26. Many fields are beginning to implement developing practices that prove to be more efficient and environmentally friendly compared to traditional practices. This holds true for the realm of business as organizations are redesigning their operations through the incorporation of sustainable methods. Research is needed on the specific techniques companies are using to promote efficiency and improved effectiveness using sustainability. **Handbook of Research on Sustainable Supply Chain Management for the Global Economy** is an essential reference source that discusses the incorporation of sustainability in various facets of business management. Featuring research on topics such as disruptive logistics, production planning and renewable energy sources, this book is ideally designed for researchers, practitioners, students, managers, policymakers, academicians, economists, scholars and educators seeking coverage on sustainable practices in supply chains to ensure a cleaner environment.

Green Logistics Alan McKinnon, Michael Browne, Anthony Whiteing, 2012-12-03. As concern for the environment rises, companies must take more account of the external costs of logistics associated mainly with climate change, air pollution, noise, vibration and accidents. **Green Logistics** analyzes the environmental consequences of logistics and how to deal with them. Written by a leading team of logistics academics, the book examines ways of reducing these externalities and achieving a more sustainable balance between economic, environmental and social objectives. It examines key areas in this important subject including carbon auditing of supply chains, transferring freight to greener transport modes, reducing the environmental impact of warehousing, improving fuel efficiency in freight transport, reverse logistics for the management of waste. The new edition is completely updated throughout with new methodologies and case studies to illustrate the impact of green logistics in practice.

Tomorrow's Data Empowered Project Management Öncü Hazır, Maria Elena Bruni, 2025-03-22. Project management (PM) has been an essential area that deals with various decision making problems. It offers various opportunities to conduct academic studies, formulate new models to solve business problems and develop software and decision support systems (DSS). It has been attracting the attention of academicians and professionals involved in project teams who studied different disciplines. This book explores contemporary industry problems and trends and related promising research areas, shedding light on the future of project management. It contains chapters that focus on new technology applications and organizational trends. The book comprises

two parts new technologies and recent developments in organizing projects An important characteristic of this book is to gather the managers and academics who conduct theoretical studies in this field to discuss the future of project management The discussion topics include how data analytics and artificial intelligence developments might shape project life cycle management and how the Fourth Fifth Industrial Revolution and the new technologies will transform project management practices The importance of sustainability in project management practices is elaborated on Recent developments in the organization of projects such as adopting agile techniques establishing project management offices and developing maturity models are discussed As such the book is aimed at a diverse audience of undergraduate and graduate students and practitioners seeking to develop their project management knowledge , **Logistics Social Responsibility and**

Dynamic Capabilities: Conceptualization and Empirical Analysis Tim Gruchmann,2018-09-17 Logistics Social Responsibility LSR emerged as a concept to integrate sustainability throughout logistics oriented processes in the supply chain Hence logistics services are linked to sustainability requirements To meet these requirements logistics service providers can respond to their responsibility by reducing the ecological and social impact in the supply chain Moreover it has been recognized that consumers also need to adapt to sustainability requirements e g by supporting sustainable logistics strategies with their monetary votes or by changing their own consumption behavior This shared responsibility requires mutual support and cooperation Therefore the core of this dissertation is that logistics service providers can further support sustainable development by facilitating more sustainable consumer choices To enhance LSR activities the link to the dynamic capabilities theory is investigated Here several capabilities have been identified through which managers can pool their knowledge and skills to generate new knowledge solutions or resource configurations Using these capabilities in a strategic manner logistics service providers can purposefully change their business environment by forming new partnerships or changing existing relationships to gain from developing new business practices stressing sustainable purposes **Aktuelle**

Entwicklungen in Baubetrieb, Bauwirtschaft und Bauvertragsrecht Christian Hofstadler,2019-07-27 Eine umfassende Beitragssammlung namhafter Fachleute aus Praxis und Lehre zu aktuellen Themen der Bauwirtschaft und des Baurechts in sterreich und Deutschland Herausgegeben anl sslich des 50 j hrigen Bestehens des Instituts f r Baubetrieb und Bauwirtschaft der TU Graz *Sustainable Supply Chains: A Blueprint for Tomorrow's Success* DR. PRAKASH DIVAKARAN,2025-10-10

Supply Chain Management SCM may be defined as the systematic oversight of the flow of goods and services from the procurement of raw materials to the delivery of the final product to the end consumer It integrates supply and demand management through a variety of strategies that monitor and coordinate each stage of the chain ensuring efficiency and effectiveness throughout Every stakeholder in this process contributes to cost reduction and the enhancement of long term business efficiency while simultaneously generating value for both customers and stakeholders By eliminating unnecessary expenditures streamlining operations and optimizing workflows companies can achieve substantial cost savings and

strengthen their competitive edge In today s globalized marketplace effective supply chain management has become indispensable as businesses strive to deliver high quality products and cater to increasingly diverse consumer demands Its influence is far reaching shaping virtually every aspect of organizational performance This publication compiles recent contributions from leading international researchers in the field It begins by presenting alternative definitions and examining fundamental issues in supply chain management followed by a detailed exploration of the complexities inherent in managing modern supply chains We also highlight the inefficiencies that may emerge from poor practices underscoring the risks to both operational performance and business sustainability The discussion then turns to our research findings offering insights into emerging challenges and evolving trends The aim is to introduce innovative concepts practical approaches and the latest developments alongside rigorous academic research in this dynamic domain While this work represents only a fraction of the vast and growing body of scholarship on supply chain management it is intended to serve as a valuable resource for scholars practitioners and students interested in engaging with this multidisciplinary field

Managing IT in Construction/Managing Construction for Tomorrow Attila Dikbas,Esin Ergen,Heyecan Giritli,2009-09-15 Managing IT in Construction Managing Construction for Tomorrow presents new developments in Managing IT strategies Model based management tools including building information modeling Information and knowledge management Communication and collaboration Data acquisition and storage Visualization and simulation Architectural design and **Wireless Telecommunications Monthly Newsletter , Building the Hyperconnected Society- Internet of Things Research and Innovation Value Chains, Ecosystems and Markets** Ovidiu Vermesan,Peter Friess,2022-09-01 This book aims to provide a broad overview of various topics of Internet of Things IoT ranging from research innovation and development priorities to enabling technologies nanoelectronics cyber physical systems architecture interoperability and industrial applications All this is happening in a global context building towards intelligent interconnected decision making as an essential driver for new growth and co competition across a wider set of markets It is intended to be a standalone book in a series that covers the Internet of Things activities of the IERC Internet of Things European Research Cluster from research to technological innovation validation and deployment The book builds on the ideas put forward by the European Research Cluster on the Internet of Things Strategic Research and Innovation Agenda and presents global views and state of the art results on the challenges facing the research innovation development and deployment of IoT in future years The concept of IoT could disrupt consumer and industrial product markets generating new revenues and serving as a growth driver for semiconductor networking equipment and service provider end markets globally This will create new application and product end markets change the value chain of companies that creates the IoT technology and deploy it in various end sectors while impacting the business models of semiconductor software device communication and service provider stakeholders The proliferation of intelligent devices at the edge of the network with the introduction of embedded software and app driven

hardware into manufactured devices and the ability through embedded software hardware developments to monetize those device functions and features by offering novel solutions could generate completely new types of revenue streams Intelligent and IoT devices leverage software software licensing entitlement management and Internet connectivity in ways that address many of the societal challenges that we will face in the next decade

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