

Optimizing IIoT Time to Value with IT-OT Alignment in Transportation

There is a popular saying that if you want to go quickly, go alone, but if you want to go far, go together. These wise words are particularly applicable in the transportation industry – which includes companies manufacturing or managing an array of vehicles such as agriculture, construction, and heavy-duty commercial – where effective operations require the precise coordination of a variety of moving parts. But, historically speaking, this mantra has not extended across the full breadth of industrial operations. In particular, information technology (IT) and operational technology (OT) teams have traditionally worked largely independently of one another – though exceptions do exist.

Now, technological advances are disrupting the status quo. The rise of digital transformation initiatives – specifically Industrial Internet of Things (IIoT) projects – is forcing transportation companies to rethink conventional, siloed operations. Thanks to IIoT, operational data is more accessible than ever, presenting a massive potential value in the form of opportunities for businesses to gain unprecedented clarity into operations to enhance decision-making, efficiency, and performance. Amplified by intense competition and the harsh realities of economic and regulatory demands, the allure of these benefits is driving IIoT spending to an estimated \$85 billion in 2018¹ as transportation businesses search for an edge.

But it's not as simple as just installing equipment sensors and upgrading software. Effectively deploying IIoT in an industrial environment is a very complex undertaking that requires a careful, strategic approach. And even then, there is intense pressure to demonstrate return on investment (ROI) in short order and continue scaling across operations to maintain a competitive edge². Achieving maximum benefit in the least amount of time takes coordination and cooperation across multiple departments, and bringing IT and OT together is a critical step

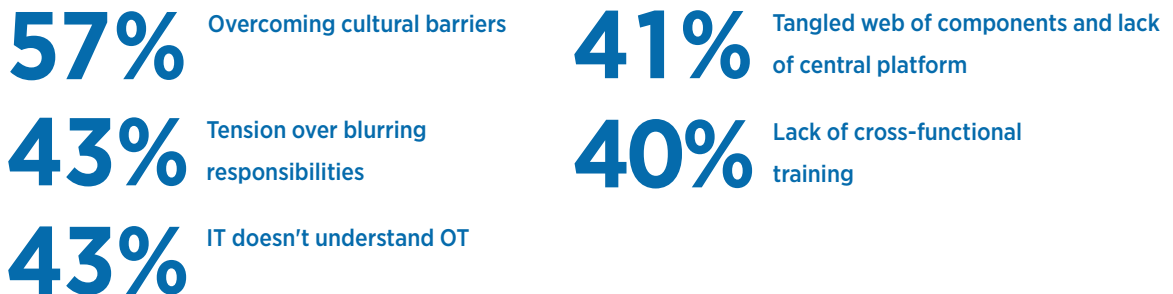
The IT-OT Disconnect

There are a variety of technological obstacles to overcome to bring IT and OT together, and a quick online search will turn up volumes detailing those challenges as well as how to conquer them. However, the organizational aspect of IT-OT alignment receives far less attention, even though the structure of this working relationship is equally vital to IIoT success.

While there are both historical and current examples of successful cross-functional collaboration, aligning these two inherently different organizations is no easy task. The rift between IT and OT runs far deeper than separate executive leadership. In a recent survey, 57% of professionals with active IIoT projects cited “overcoming cultural barriers and organizational silos” as their biggest obstacle in achieving alignment³. Issues around who’s responsible for what, unfamiliarity with how each other works, and lack of system organization were also popular responses.

Shared Challenges

Companies aligning IT-OT face the following obstacles⁴:



The IT-OT Dilemma

Differing missions, priorities, culture, philosophies, education, and background are just a few of the factors shaping the contrasting world views that drive a wedge between these two organizations. Furthermore, intangibles can vary greatly from one company to the next, so there’s no uniform guidebook for this relationship. That said, obvious differences in hardware, software, and operating environments provide further context for this departmental divide.

In addition to expected technological differences between companies, the perception of IT's role and responsibilities can differ across a transportation company. Typical duties include supporting business and administrative functions and providing network access and connectivity. Their focus on a digital environment makes things like data processing speed, system reliability, and security primary concerns. As such, IT has had to embrace rapid innovation and change to keep pace with developing technology.

Focusing on production environments and interactions in the physical world often ties OT activities directly to the bottom line of the company.

Reliability and longevity of vehicles that can cost hundreds of thousands of dollars is a primary concern. Telematics systems designed to help improve performance and visibility tend to provide limited benefit due to connectivity constraints or lack of human resources to analyze the massive amounts of data generated by massive fleets. Additionally, these systems tend to operate in isolation and correspond to a single specific make, model, or manufacturer. Maintaining long-term stability over a widely dispersed vehicle population running on a combination of unique or custom systems has made OT more resistant to change, and late technology adopters.

Nonetheless, collaboration is not unprecedented. A host of businesses have initiated intermittent projects that blurred the IT-OT lines throughout the years. Initiatives generally centered around adapting elements of IT for more industrial environments

Successful OT-IT teams collaborate to build cross-functional trust, respect, and synergy.

70%

of Best-in-Class companies are implementing IT-OT convergence; a rate 25% greater than all others⁵.

IT-OT Overview

IT consists of technology, systems, and applications to manage business data and support front-office processes.

- Generally reports to the CIO
- Applications managed can include ERP, MES, EPM, MWFM

OT consist of technology, systems, and applications to manage production assets and support smooth operations.

- Generally reports to the COO
- Applications managed can include PLC, SCADA/DCS, HMI, Telematics

For industrial and asset-intensive companies (such as manufacturing, energy, oil and gas, and transportation), OT forms the operating platform of the organization⁶.

- Gartner

– such as Ethernet networking and programmable logic controllers (PLCs) – and addressing security issues. These pioneering efforts provide a hint of what cooperation can achieve, paving the way for subsequent joint ventures that are becoming progressively commonplace as technological advancement has accelerated.

The permeation of “smart” machines has also led some transportation companies to build technology support units within the OT organization to carry out IT functions.

This approach is effective on the department level in terms of facilitating technology upgrades and can help bridge the culture divide by introducing some of the IT point of view into OT. However, it is inefficient on a company-wide level as it requires redundant personnel and resources, making large-scale implementations cumbersome.



The common thread of IT-OT interactions to this point is that each was born out of necessity. But now, to effectively seize the new opportunities advancing technologies present, companies must take the next step. Adopting a proactive approach to IT-OT alignment makes it possible to unlock the full potential of IIoT – helping industrial businesses stay ahead of the curve, avoid technology-enabled disruption, and gain a competitive advantage.

IT-OT Convergence

Though it's been around in some form for years, the proliferation of vehicle connectivity has shifted into overdrive – steadily infusing OT with elements of IT. These increasingly digital assets set the stage for IIoT to provide access to previously unavailable data. But deploying new technology is only part of the equation.

True digital transformation begins once an IIoT initiative has achieved strategic importance company-wide. It's at this point that companies recognize the need to look beyond old ways of running a business and rethink conventional corporate structures. This realization enables deeper exploration into new avenues for taking advantage of data coming from vehicles in concert with other data sources and business systems to fully assess what's possible.

For instance, instead of focusing solely on monitoring and watching individual, or small groups of, vehicles, the OT team can look at opportunities to partner with IT – along with other stakeholders – to collect and analyze data from an entire population of connected vehicles. Such cross-functional efforts are a major step in giving companies a more holistic perspective to help identify inefficiencies and achieve objectives that can maximize ROI, like reducing downtime-producing failures, optimizing performance, and promoting longevity.

Worldwide IoT spending is projected to reach

\$1.1

trillion by 2021⁷.

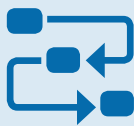
The ARC Advisory Group's IT and OT convergence maturity model describes the relationship between people, process, technology, and measurement at various degrees of convergence. At the highest level, organizations have strong teamwork internally and with partners, engage in continuous improvement processes, use technology as a competitive advantage, and have clear metrics for success.

ARC developed a maturity model illustrating operational characteristics of industrial organizations at various levels of IT-OT alignment. Companies experiencing the most IIoT success generally exhibit the following:



People

A strong sense of teamwork exists across the organization and people feel empowered



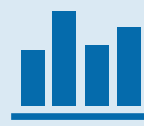
Process

Continuous improvement of work processes for IT-OT



Technology

Leading edge technology deployed as competitive advantage



Measure

Collaborative metrics aggregated both internal and external

The ARC Advisory Group's IT and OT convergence maturity model (Level 5)⁸

Working extensively with transportation companies provides exposure to a variety of operations – including fleet management, service centers, manufacturers, trucking, and logistics – across the spectrum of IT-OT maturity. It's not uncommon to find a variety of teams toiling away on disjointed, small-scale technology initiatives. Although these may fit into the overall IIoT category, they may not be recognized as IIoT projects. With minimal communication across departments, it can take work to even identify how many of these siloed skunkworks efforts are even in progress.

A company's level of IT-OT alignment, as well as overall IIoT strategy, is generally readily apparent very early on. And it can run the gamut from initial exploratory phase to issuing an RFP tied to strategic business metrics. However, while the latter will typically see value on a shorter timeline, businesses at any stage of IT-OT maturity can achieve ROI with the right strategy, support, personnel, and partners.



Managing complex enterprise-wide transformation is a full-time executive-level job⁹.

- McKinsey

In general, IT-OT disconnects and the lack of a dedicated leadership structure go hand-in-hand. Even so, companies still recognize how valuable data is becoming. So, left to their own devices, various business units and operations teams end up tackling a surprising number of individual IIoT projects, usually focused on solving specific, small problems.

For example, IT may be prototyping a system of sensors and software to help track and manage computer and networking equipment inventory, or a system to push software updates to mobile devices. At the same time, OT may be focused on a system that can help predict engine failure to help avert unplanned downtime.

More often than not, these siloed skunkworks efforts end up on the scrap heap due to lack of scalability or objectives that don't align with organizational priorities. And those that do survive can limp along for years in relative obscurity without generating tangible ROI. Neither is a particularly desirable result. That said, companies don't have to blindly accept this fate, but avoiding it takes work. First, trying to identify these little unsanctioned projects can turn into a lengthy scavenger hunt. Then comes the exercise of figuring out a way to legitimize them, procuring the necessary funding, and securing the support they need to become a strategic part of the business.

When analyzing the performance of different IIoT initiatives throughout the transportation industry, the companies that typically succeed on the most efficient timelines are the ones that establish a cross-functional team that represents all stakeholders at the outset. This oversight organization could take many forms – such as a steering committee, center of excellence, digital transformation unit, or digital innovation center.

Leadership and coordination are vital to successful organizational changes. Among Best-in-Class companies navigating IIoT and IT-OT alignment initiatives¹⁰:

53% employ a chief digital officer; a rate 27% greater than all others

43% establish a formal organization; a rate 12% greater than all others

Likewise, its makeup and aim can vary, though at a high level the purpose is typically to unify IT-OT activities to streamline IIoT adoption as well as review any current projects underway to determine if any points of synergy exist.

No matter how this takes shape, executive awareness and support is critical. Companies generally designate a capable C-level candidate to head these organizations – popular titles include chief digital officer, chief IIoT officer, and chief information officer. In addition to guiding IT-OT alignment, this leader must foster discussions around how the business views technology in general – and IIoT specifically – strategy and motivations for adoption, and outline objectives to target.

While the paths to aligning IT and OT may look very similar in a vacuum, businesses with more mature IT-OT convergence initiatives before implementing an IIoT solution experience accelerated time to value. That said, transportation companies taking a learn-by-doing approach to aligning IT and OT while beginning to explore IIoT opportunities can absolutely still achieve their ROI objectives, it may just take longer to get there. So, investing time and resources to solve the challenges of uniting the efforts of IT and OT teams, as well as broader IIoT and digital transformation initiatives, pays even greater dividends the earlier it occurs.



In addition, well-planned organizational structure and strong leadership also help balance limited resources with seemingly unlimited benefit potential. Which is important because as soon as managers realize what IIoT can do for their department, everyone will want their own initiative to solve their own problems. Attempting all these projects at once isn't realistic, and a mature IT-OT organization will be able to build a roadmap to attack these needs in a strategic and fiscally responsible manner. So how do companies get to this point?

How to Succeed with IT-OT Convergence

Here are the steps transportation companies are taking to maximize IIoT ROI through IT-OT alignment:

Secure management buy-in. One of the most important elements in successfully bringing IT and OT together, and the success of any broad-scale IIoT initiative by extension, is buy-in and support from upper management. IIoT must be considered a strategic initiative from the top down in order to ensure collaboration across functional and territorial boundaries. Management must make it clear that the effort is good for the company and as such, requires agreement among the various stakeholders to work together on execution.



Create an organization responsible for IIoT. Of the numerous companies, across a spectrum of industries, investing in IIoT solutions, a typical hallmark of the most successful is the presence of well-defined overlay organizations. Viewing IIoT initiatives – and IT-OT alignment by extension – as ongoing is a key factor, as constant monitoring, maintenance, and innovation are necessary to ensure a deployment evolves to continuously meet the internal and external demands of the transportation industry. Steering committees with cross-functional representatives or dedicated

centers of excellence-type organizations are best suited to take on the task of understanding the challenges likely to arise, looking for operational efficiencies between groups, and evaluating standards and technology options in concert with any systems and solutions already in place. Some companies have even created entirely new management positions, such as chief digital officer. Regardless of the details, it's important to treat the initiative as its own entity and not simply an offshoot of an existing cost center.

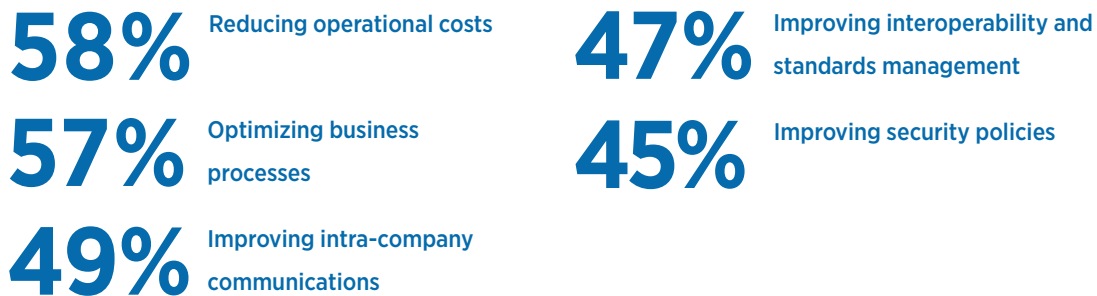
Establish clear strategic goals. Once management support and team leadership are in place, clearly defining the strategic goals driving the initiative is an essential step. This is a good time to brainstorm all possible opportunities, thinking outside the four walls of the business to consider how the IIoT initiative might integrate with others in the supply chain or partner relationships. Every corner of the transportation ecosystem – from vehicle manufacturers, to fleet operators, to service centers – can benefit from closely examining supplier value chains and strategic alliances for possible beneficial arrangements.

Develop a data management plan. Planning for data management needs up front is a must. One of the benefits of IIoT is that it provides the ability to set policies, partitions, and different views of data. Companies can establish data sharing controls to dictate which information becomes public, without compromising the privacy of sensitive material.

Enlist stakeholder participation. As these elements come together, bringing in stakeholders from across the company will become necessary. Representatives from departments such as legal and support and repair organizations can help guide privacy policies and enhance insight into the company's new strategies and potential business models.

A Common Aim

Companies integrating IT and OT are focused on¹¹:



A digital transformation or IIoT initiative has the power to produce an entirely new business asset – the company's data. This added resource may be the most valuable tool a company can use to build a competitive advantage. At the same time, it can create an equally substantial competitive disadvantage if misused. A critical caveat since, despite the wealth of companies achieving success with IIoT, there is a lack of widely used best practices available to guide policy creation around data privacy as well as data sharing across OT and other business-facing departments.

Fortunately, this standards gap will undoubtedly disappear before long, as more IT and OT organizations converge and roll out successful IIoT deployments. In the meantime, the guardians of the company's security and privacy practices must remain intimately involved with IIoT planning until such guidelines emerge and become more accessible.

Build strong partnerships to overcome weaknesses. A company must recognize the areas where it has extensive knowledge. Likewise, it must be honest about areas outside its core competencies. Bring in partners that can work closely with the internal IIoT team and subject matter experts (SMEs) to determine how and where to apply the appropriate technology. Purpose is a key element of success with these projects, so do not attempt to deploy technology just for technology's sake. Always set clearly defined business goals to pursue, with metrics established to measure success.

We starting to see a wide range of IoT use cases across virtually all industries. But, the big challenge now is demonstrating return on investment. Executives need to validate the contribution that IoT can make in order to justify large-scale rollouts¹².

- Chet Geschickter, Gartner Research Director

Optimizing ROI by Aligning IT-OT

Improving vehicle uptime is the top challenge driving IIoT deployments, according to transportation respondents to Bsquare's recent [IIoT Maturity Survey](#). The most cited applications include predictive analytics to help flag potential failure conditions before they cause costly unplanned downtime and condition-based maintenance to perform service and repairs only when needed – which can reduce the cost of vehicle upkeep 10-40% and increase vehicle longevity 3-5%¹³.

Implementing these capabilities for a single department or vehicle population is a good start, but scaling an implementation across an entire fleet or an array of makes and models without a joint effort from IT and OT teams is a tall order. Such cross-functional cooperation also helps unify the company vision and direction. Meanwhile, as connected vehicles come online, it provides access to unprecedented, real-time operational insights to enhance decision making.

By joining forces, IT and OT teams are able to eliminate redundancies to reduce costs and streamline operations. For example, an IIoT system can detect changes in a semi-truck's operational data that point to a likely failure occurring soon. By tying into service ticketing, parts inventory, and authorized service center applications, the system can determine the parts needed for repair, locate the nearest service center with the required parts and technician expertise, and schedule a repair appointment. It can also generate step-by-step instructions to ensure an accurate repair and get the truck back on the road quickly.

This union also enables IIoT capabilities that can help optimize logistics and reduce operating costs, which were top applications cited by survey respondents as well. And as the system ingests more vehicle data and external input, such as parts and repair applications, the IT-OT team can continue to evaluate other areas of the business where the resulting insight can [enhance operations](#) – from improved diagnostics capabilities and maintenance and repair processes to reduced unplanned downtime.

By optimizing IIoT initiatives and facilitating application scalability, IT-OT alliance enhances manufacturing operations:

- Analyzing real-time equipment data in conjunction with other contextual information to identify changes in a machine's operating condition that may signal an equipment failure or a maintenance need.
- Running simulations on digital models of equipment and systems – and examining the results in context with historical maintenance and repair information – to predict outcomes such as possible breakdowns.
- Using data-driven analytics to pore through massive amounts of information to rapidly recognize patterns or changes that would take days or weeks for human analysts or data scientist to evaluate.
- Incorporating input from the company's SMEs, to enable system rules creation to define what conditions should generate alerts for further examination.
- Applying machine learning to repeated responses and actions, to build intelligence and perform complex automated actions under certain circumstances.

Ongoing IT-OT Collaboration

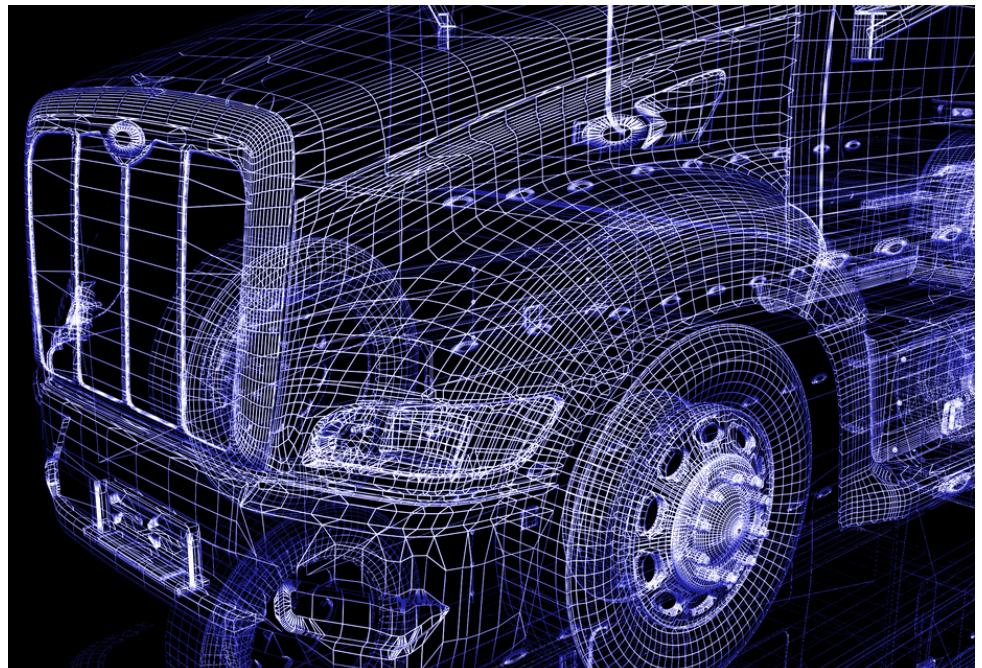
In many situations, once a pilot program has proven successful, IIoT projects encounter obstacles when expanding beyond the initial narrow project scope. This underscores the importance of embracing IT-OT alignment as an ongoing initiative. Prototyping a system for a small number of vehicles with a limited scope and environment is pretty straightforward. However, as more vehicles come online, each addition generates massive amounts of data that requires analysis to achieve optimal results. This information overload can easily push an ill-equipped deployment to the breaking point.

For the greatest business benefit, IT-OT teams must work together to scale an IIoT system to hundreds of thousands, if not millions, of vehicles. Planning is essential to attaining this level of scalability, and the corresponding security, as retrofitting is not an option – so companies must account for growth from the start.

Partnering with IIoT platform solutions is an efficient way to secure the agility, flexibility, and functionality required to scale, along with the tools and support to ensure reliable long-term use. In fact, these systems can take advantage of the data existing telematics systems already collect and bring it together with other real-time vehicle data and contextual data sources to provide true scalability and support for multiple beneficial use cases.

Additionally, IIoT providers can supply the added value of industry expertise in data acquisition, management, and analysis. On top of the innate advantages this expertise delivers, bringing IIoT specialists on board has the supplemental benefit of freeing company resources to focus on core competencies. Finally, the union of IIoT experts with internal IT-OT teams and cross-functional stakeholders enables continuous improvement of processes and the system, resulting in ever-increasing levels of accuracy, automation, and overall business value.

As adoption grows,
75%
of IoT adopters will
turn to outside firms
for help developing,
implementing, and/
or managing these
initiatives¹⁴.



The Finish Line

It's easy to place disproportionate focus on digital challenges – like technology, hardware, software, or sensors – when bringing IT and OT together. After all, these form the core of each organization's mission statements. But there are operational and human elements that are equally crucial to effective IT-OT collaboration, as well as efficiently optimizing ROI through IIoT initiatives.

Transportation companies that embrace the proper management and organizational building blocks, goal-setting and planning, skills awareness, and technical solutions can transform operations in fairly short order. Whether it's gaining insight into a greater population of vehicles or streamlining maintenance and repair processes, IIoT is an affordable technology that should show measurable results within a year. However, the success of one or two initial projects is not the finish line.

Ongoing IT-OT collaboration is key to success with IIoT as part of an operation-wide digital transformation initiative. With organizational and leadership unity, IIoT technology has nearly limitless opportunity to improve business outcomes and expand the potential for new revenue streams far into the future.

The use of IoT systems
in vehicles offers a
potential economic
impact of

\$740

billion a year in 2025¹⁵.

About Bsquare

For over two decades, Bsquare has helped its customers extract business value from a broad array of assets by making them intelligent, connecting them, and using data collected from them to improve business outcomes. Bsquare software solutions have been deployed by a wide variety of enterprises to create business-focused Internet of Things (IoT) systems that can more effectively monitor assets, analyze data, predict events, automate processes and, in general, optimize business outcomes. Bsquare couples innovative software with advanced professional services that can help organizations of all types make IoT a business reality.

Endnotes

- 1 IDC, "[IDC Forecasts Worldwide Spending on the Internet of Things to Reach \\$772 Billion in 2018](#)," December 2017.
- 2 Gartner, "[Gartner Survey Shows That 43 Percent of Organizations Are Using or Plan to Implement the Internet of Things in 2016](#)," March 2016.
- 3 Brian Buntz, "[Survey: Why IT/OT integration is so tough](#)," IoT Institute & the Industrial Internet Consortium, July 26, 2017.
- 4 Ibid.
- 5 Aberdeen, "[The Challenges and Opportunities of OT & IT Integration](#)," October 2017.
- 6 Gartner, "[When IT and Operational Technology Converge](#)," January 2017.
- 7 IDC, "[IDC Forecasts Worldwide Spending on the Internet of Things to Reach \\$772 Billion in 2018](#)," December 2017.
- 8 ARC Advisory Group, "[IT and OT Convergence: Where and Why?](#)" October 2016.
- 9 Michael Bucy, Stephen Hall, and Doug Yakola, "[Transformation with a capital T](#)," McKinsey Quarterly, November 2016.
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- 13 McKinsey & Company, "[The Internet of Things: Mapping the Value Beyond the Hype](#)," June 2015, p. 84.
- 14 IDC, "[IDC FutureScape: Worldwide Internet of Things 2017 Predictions](#)," November 2016.
- 15 McKinsey & Company, "[The Internet of Things: Mapping the Value Beyond the Hype](#)," June 2015, p. 82.