• Traditional KPIs focusing mainly on delivering value-in-exchange rather than value-in-use and may not support the business objectives of manufacturing companies in a digital era.
• Relevant KPIs represent a combination of financial and installed based information collected through emerging technologies.
• What are relevant KPIs?
• Internal and external reporting should be reconsidered in the light of new innovative business models for manufactures.
• Manufacturing firms lack adequate measurement and control systems to steer their servitization and Industry 4.0 investments.

Claudio Lamprecht, Heiko Gebauer, Elgar Fleisch, Felix Wortmann, Timo Gessmann