IoT83 | GUIDE

THE INDUSTRIAL AI OPERATING SYSTEM

How Industrial OEMs Are Building Unified Operational Platforms for AI, Service, and Digital Products

A TECHNICAL BLUEPRINT FOR OEM TECHNOLOGY LEADERS

AI DOESN'T RUN ON DATA. IT RUNS ON CONTEXT.

Most industrial organizations already have access to operational data. Telemetry, enterprise systems, service records, engineering data, and customer interactions exist across dozens of platforms.

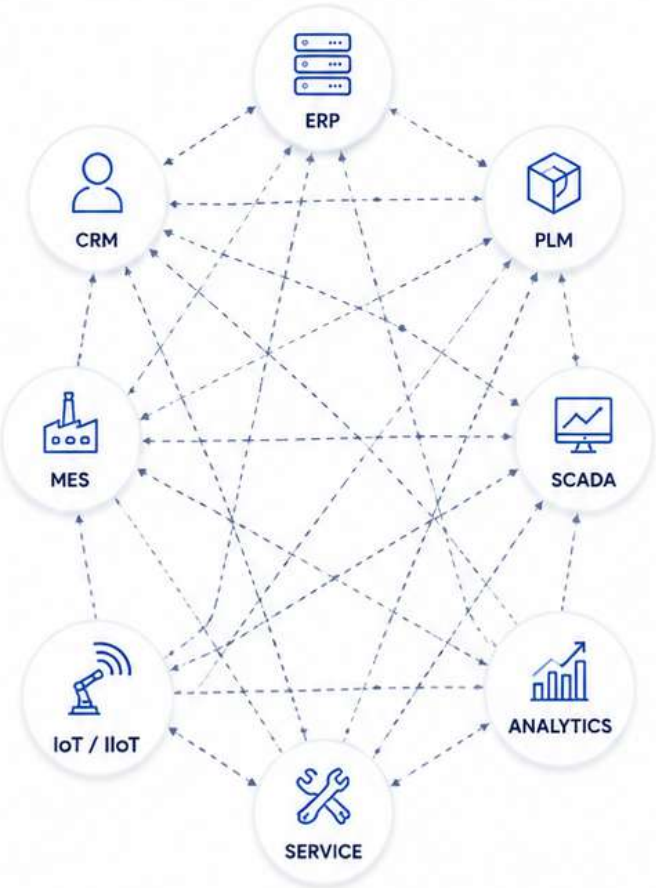
The challenge is not data availability. The challenge is creating the operational context that allows systems, people, and AI to understand how everything is connected.

> Data tells you **what happened.**
> **Context** tells you **what to do next.**

THE ARCHITECTURE CHALLENGE

Enterprise systems, operational technologies, and digital initiatives have evolved independently over decades. The result is fragmented architectures that are difficult to scale, govern, and operationalize.

TODAY'S ENTERPRISE



ARCHITECTURE OUTCOMES

FRAGMENTED CONTEXT

No unified operational view across assets, customers, operations, and business processes.

OPERATIONAL SILOS

Knowledge remains trapped inside individual systems and teams.

SLOW INNOVATION

Every new initiative requires additional integrations and custom development.

LIMITED SCALABILITY

AI, automation, and digital services struggle to operate across disconnected environments.

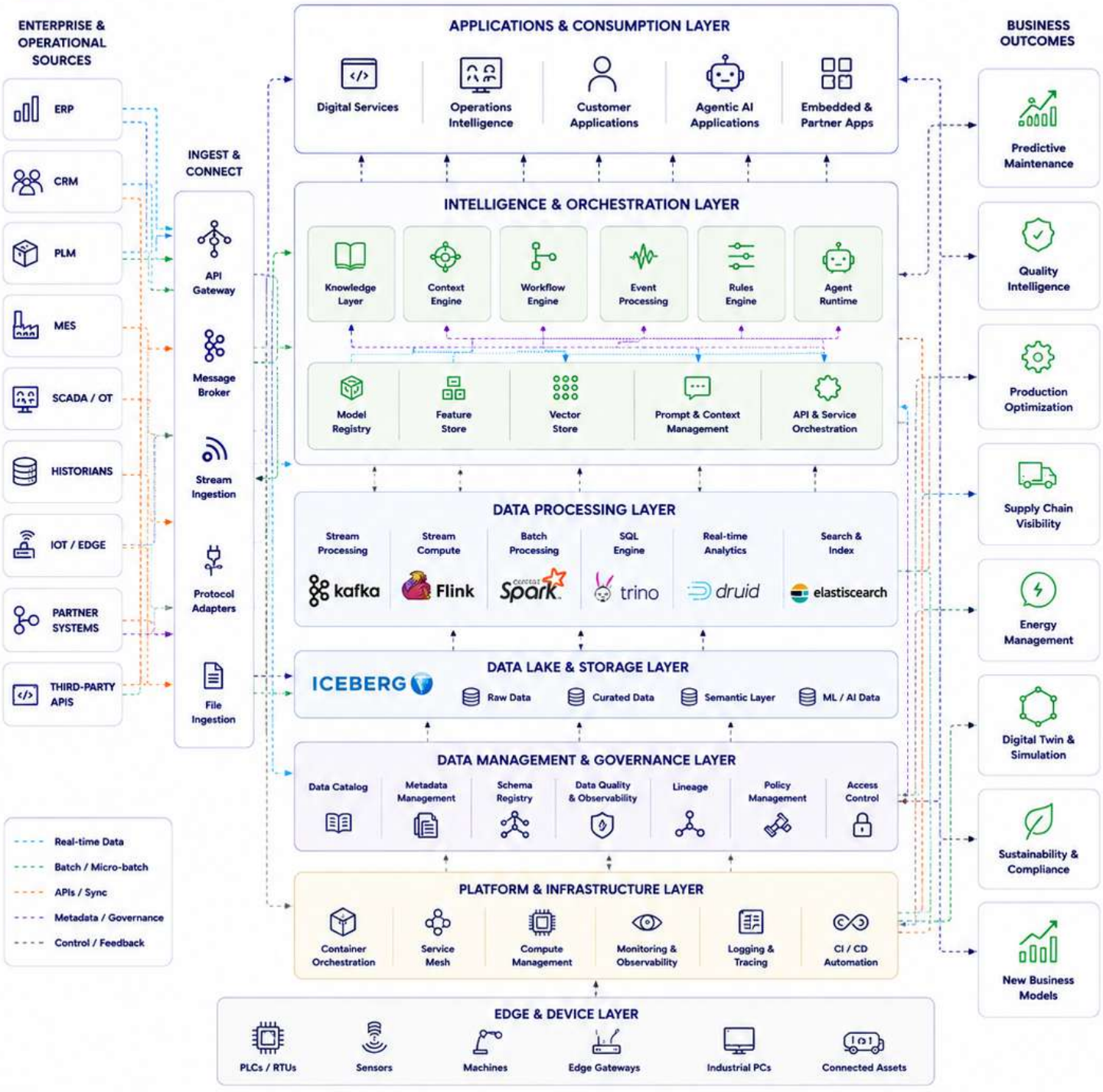
Modern operational intelligence requires architectural convergence.

THE MISSING LAYER IS NOT A SINGLE PRODUCT.

Modern operational platforms are built from a set of foundational capabilities that unify data, assets, processes, intelligence, and governance into a single operational architecture.

Intelligence emerges when **data, context, and operations** converge.

THE STACK POWERING BILLION-DOLLAR OEMS



THE SECRET ISN'T THE TECHNOLOGIES. IT'S THE ORCHESTRATION.

Flex83 abstracts the complexity of this architecture so engineering teams can focus on building business value, not maintaining infrastructure.

WHAT'S NEXT: CAPTURE ALL THESE

You've explored the symptoms, the missing layer, capabilities, and the technology stack. The following sections dive deep into the complete blueprint, operational model, and deployment strategies powering modern industrial OEMs.

SECTION	TOPIC	WHAT YOU'LL DISCOVER
07	REFERENCE ARCHITECTURE	The complete end-to-end architecture of the Industrial AI Operating System and how all layers work together.
08	DATA FABRIC DEEP DIVE	How data flows across systems, domains, and contexts with real-time, batch, governance, and observability.
09	AGENTIC AI ARCHITECTURE	The design of AI agents, orchestration patterns, tools, and their interaction with operational systems.
10	DEPLOYMENT MODELS	Cloud, Hybrid, On-Prem, and Air-Gapped deployment patterns for every operational reality.
11	SECURITY & GOVERNANCE	Identity, access, lineage, policy enforcement, and compliance built for industrial environments.
12	OEM MODERNIZATION FRAMEWORK	A practical framework to assess, plan, and execute your transformation journey.
13	MIGRATION PATTERNS	Proven migration approaches that minimize risk and maximize business value.
14	DEPLOYMENT ECONOMICS	TCO analysis, value drivers, and ROI levers for industrial AI platforms.
15	REFERENCE USE CASES	Real-world scenarios across design, manufacturing, service, supply chain, and operations.
16	IMPLEMENTATION ROADMAP	Phase-by-phase roadmap to go from vision to measurable outcomes.

DOWNLOAD THE FULL GUIDE

Access pages 7–16 to explore the complete blueprint in detail.

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INDUSTRIAL AI OPERATING SYSTEM
Reference Architecture

Modern Industrial AI platforms are built around the flow of data, events, context, and intelligence—not around individual applications.

Industrial enterprises generate and rely on vast amounts of operational and business data. To unlock its value, this data must be ingested, contextualized, governed, and orchestrated within a unified operational platform—then delivered to the right users and systems at the right time.

SOURCES

- ERP
- CRM
- PLM
- MES
- SCADA
- Historians
- IoT Devices
- Service Systems
- Partner APIs

Industrial enterprises generate data from dozens of operational and enterprise systems.

OPERATIONAL PLATFORM

Connectors & Adapters
Ingest from any source using open protocols and APIs.

Event Streaming
Reliable event backbone for real-time data distribution.

Data Processing
Stream and batch processing for enrichment, correlation, and rules.

Storage
Fit-for-purpose storage for real-time, historical, and analytical data.

Context Layer
Asset, customer, process, and business context that give data meaning.

Governance
Security, privacy, lineage, quality, and policy across the platform.

Workflow Orchestration
Orchestrate processes, approvals, and automation across systems.

Intelligence Services
AI/ML models, rules, and domain services delivered as reusable APIs.

The operational platform becomes the system of intelligence that unifies data, events, and workflows across the enterprise.

CONSUMERS

Digital Services
APIs and services for internal and external applications.

Operations Teams
Real-time operational applications and collaboration.

Dashboards & Analytics
Business intelligence and advanced analytics.

Customer Applications
Portals, mobile apps, and self-service experiences.

Partner Ecosystems
Secure data sharing with partners and suppliers.

Agentic AI
AI agents that sense, reason, and act across operations.

Applications consume operational intelligence rather than integrating directly with every source system.

WHY TRADITIONAL ARCHITECTURES STRUGGLE

- ✕ Point-to-point integrations
- ✕ Duplicated pipelines
- ✕ Multiple data copies
- ✕ Siloed intelligence
- ✕ Governance challenges

WHY OPERATIONAL PLATFORMS SCALE

- ✓ Publish once, consume many
- ✓ Shared operational context
- ✓ Unified governance
- ✓ Reusable services
- ✓ AI-ready foundation

> “The objective is not to move data.
> The objective is to operationalize it.”

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A REFERENCE OEM
Modernization Journey

How a global industrial equipment manufacturer transformed fragmented systems into a unified operational platform capable of supporting digital services, operational intelligence, and AI initiatives at scale.

THE STARTING POINT

A global industrial OEM operated a complex ecosystem of products, systems, and processes across multiple business units and regions.

- **500,000+** connected assets in the field
- **4 business units** with independent operations
- **30+ countries** with diverse regulatory needs
- **Multiple product families** and generations
- **Independent engineering** and IT teams
- A mix of cloud and on-premises systems

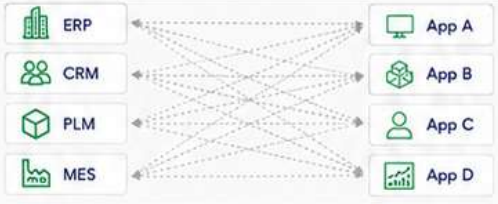
Over time, new systems were added to support connected products, service operations, customer portals, manufacturing visibility, predictive maintenance, and analytics initiatives. While each initiative delivered value individually, the overall architecture became increasingly fragmented.

KEY CHALLENGES

1. **DATA FRAGMENTATION**
   Operational and enterprise data existed across ERP, CRM, PLM, MES, service systems, and multiple IoT and analytics platforms.
2. **INTEGRATION COMPLEXITY**
   Every new application required custom integrations, point-to-point connections, and duplicated data movement.
3. **SLOW TIME-TO-MARKET**
   Engineering teams spent more time maintaining integrations than delivering new business capabilities.
4. **LIMITED AI READINESS**
   Critical business context—asset, customer, service, and product—remained isolated inside multiple systems, making AI initiatives difficult to scale.
5. **HIGH TOTAL COST OF OWNERSHIP**
   Complex integrations, duplicated data stores, and custom pipelines drove infrastructure and operational costs higher each year.

BEFORE MODERNIZATION

Siloed systems created a web of integrations that was difficult to maintain, scale, and secure.



500K+
Connected Assets
Across equipment, fleets, and sites

30+
Countries
Global operations with diverse requirements

18+
Core Systems
ERP, CRM, PLM, MES, SCADA, IoT and more

4
Business Units
Different go-to-market and operating models

120+
Integrations
Point-to-point connections across applications

> The challenge was not a lack of data.
> The challenge was creating a common operational foundation that every application, workflow, and AI initiative could build upon.

BUILDING THE FOUNDATION

Establishing a Unified Operational Data Plane

The OEM established a unified operational data plane that connects enterprise systems, operational technologies, and field assets through a common foundation.

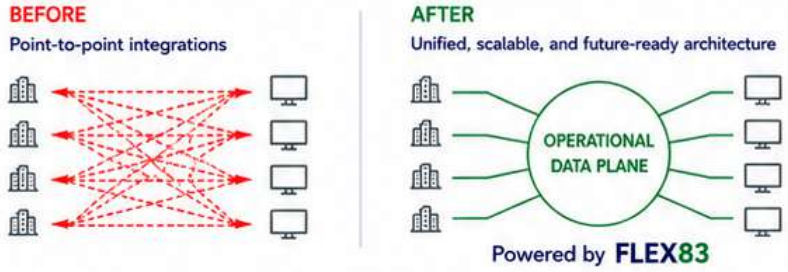
This architectural shift reduced integration complexity and enabled scalable digital, analytics, and AI initiatives.

THE APPROACH

Power and utilities organizations operate complex technology landscapes spanning enterprise, operational, and field systems.

To avoid architectural fragmentation, the OEM adopted a connect-once, consume-many strategy where data is governed, contextualized, and made available through a common operational foundation.

ARCHITECTURAL SHIFT



- Connect once at the source
- Reuse across many applications
- Enable real-time and AI at scale

> The challenge was not a lack of data.
> The challenge was creating a common operational foundation that every application, workflow, and AI initiative could build upon.

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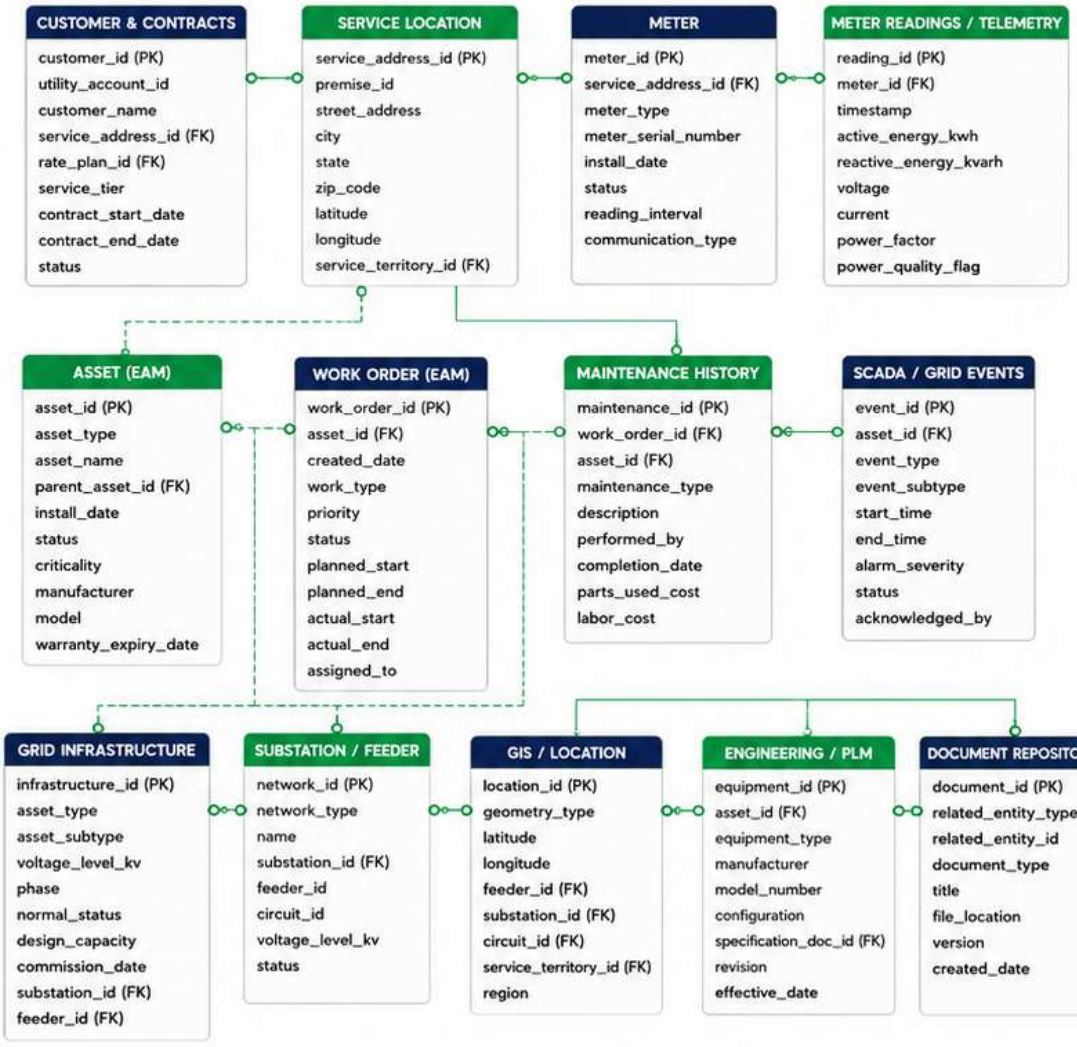
OPERATIONAL DATA FABRIC

Creating a Unified Operational Context

Data for the utility OEM existed across many systems—customer information in CRM, asset data in EAM and GIS, operational events in SCADA and historians, telemetry in AMI, and engineering information in PLM and document repositories.

The first objective of the Operational Data Fabric was not data movement; it was data correlation—creating a single, unified operational context.

UNIFIED OPERATIONAL DATA MODEL (Example)



Primary relationship

Context / derived relationship

This unified model enables a 360° operational view across customers, assets, grid infrastructure, operations, and engineering—powering real-time decisions, analytics, and AI.

FLEX83 OPERATIONAL CONTEXT LAYER

Flex83 correlates and contextualizes data from across systems to create a unified operational model.

Customer Context
Accounts, service agreements, locations, and interactions.

Asset Context
Assets, hierarchy, configuration, health, and lifecycle.

Operational Context
Events, alarms, outages, telemetry, and real-time status.

Service Context
Work orders, dispatches, maintenance, and field activities.

Engineering Context
Designs, specifications, BOMs, and technical documentation.

Geospatial Context
Location, network, topology, and territory information.

Unified. Governed. Contextualized. Reusable. AI-Ready.

> “AI does not operate on isolated datasets. AI operates on relationships.”

FROM DATA TO BUSINESS VALUE

How the Operational Data Fabric Creates Reusable Digital Capabilities

Once data is ingested, the Flex83 Operational Data Fabric continuously transforms, correlates, and governs information to deliver trusted, reusable capabilities for applications, analytics, and AI.

1 CONNECT

Ingest data from any source or system

- SAP
- Salesforce
- Maximo
- GIS
- AMI
- SCADA
- PLM
- Documents

Connectors, APIs, streams, CDC, files, and operational interfaces bring data in continuously and securely.

2 TRANSFORM

Clean, standardize, and enrich data

- Data Cleansing
- Normalization
- Schema Mapping
- Enrichment
- Validation
- Quality Rules

Raw data is standardized and validated to ensure quality, consistency, and interoperability.

3 CONTEXTUALIZE

Correlate and model operational context

- Customer
- Asset
- Meter
- Transformer
- Work Order
- Location
- Engineer
- Document

Relationships across systems create a unified operational model that reflects real-world business context.

4 ACTIVATE

Deliver and consume business-ready capabilities

- Dashboards
- Asset Health
- Field Service
- Customer Portal
- Grid Operations
- AI Agents
- Predictive Analytics
- Operations Teams

Applications, services, and AI solutions consume trusted data products and operational APIs to drive outcomes.

FLEX83 SECRET SAUCE

Most organizations stop at ingestion.

Flex83 operationalizes governance, context, lineage, security, reusable APIs, and lifecycle management through a common runtime—so teams can focus on outcomes, not infrastructure.

- **Governance** — Policies and compliance
- **Metadata & Lineage** — End-to-end visibility
- **Security** — RBAC, encryption and audit
- **Reusable APIs** — Cataloged, versioned and secured
- **Lifecycle Management** — Versioning and evolution
- **Observability** — Monitoring and operational health

> “The value of a platform is not the technologies it contains. The value is the complexity it removes.”

BUSINESS OUTCOMES ENABLED BY THE OPERATIONAL DATA FABRIC

How the Reference Architecture Translated into Business Value

> **Once operational data became connected, contextualized, and reusable, the organization stopped building projects. It started building capabilities.**

The reference architecture fundamentally changed how the utility OEM delivered digital initiatives. Instead of creating separate integrations, pipelines, and business logic for every application, teams began consuming a common operational foundation.

Engineering, operations, service, customer experience, analytics, and future AI initiatives all leveraged the same operational context model and governance framework.

This reduced duplication, accelerated delivery, and enabled a portfolio of capabilities to be developed from a single operational foundation.

THE SHIFT

BEFORE		AFTER
Department-specific solutions	→	Enterprise-wide capabilities
Duplicate integrations	→	Shared operational foundation
Multiple versions of data	→	Trusted operational context
Reactive operations	→	Predictive operations
Isolated analytics initiatives	→	Reusable intelligence layer
Project-based delivery	→	Platform-based delivery

OUTCOMES ENABLED

1. Asset Performance

Unified visibility across telemetry, maintenance history, and operational conditions enabled proactive asset management.

2. Grid Operations

Operational context improved outage response, situational awareness, and infrastructure visibility.

3. Field Service

Technicians gained access to operational, service, and engineering context through a single operational view.

4. Customer Experience

Consumption, service, and operational information were unified to enable proactive customer engagement.

5. Engineering Intelligence

Product and operational data could be analyzed together to improve future product decisions.

6. AI Readiness

Future AI initiatives started from a trusted operational foundation rather than isolated datasets.

BUILD ONCE. CONSUME EVERYWHERE.

Why Reusable Capabilities Became the Foundation of Digital Scale

> The utility OEM did not achieve scale by building more applications. It achieved scale by building reusable capabilities.

As the operational data fabric matured, a new challenge emerged. Multiple teams across the organization were attempting to solve similar problems using different tools, different datasets, and different business logic.

Operations required asset intelligence. Engineering required lifecycle visibility. Service teams required maintenance insights. Customer-facing applications required operational context. AI initiatives required trusted enterprise data.

While the consumers were different, the underlying information requirements were often identical.

The organization realized that continuing to build application-specific integrations would simply recreate the same fragmentation that the modernization initiative was designed to eliminate.

Instead, the architecture evolved around a different principle:

Build capabilities once. Consume them everywhere.

THE SHIFT

Traditionally, applications own business logic.

Modern digital platforms reverse this relationship.

Business capabilities become independent services that can be consumed by any application, workflow, analytics initiative, or AI agent.

This architectural shift dramatically reduces duplication while ensuring consistency across the enterprise.

EXAMPLE

A transformer health score is not a dashboard feature.
It is not an AI model. It is not a field service capability.
It is not an analytics report.

It is a reusable business capability.

The same capability can simultaneously power:

- Asset management applications
- Maintenance workflows
- Executive dashboards
- Field service tools
- Predictive maintenance programs
- AI copilots and agents

without being rebuilt for each initiative.

KEY CHARACTERISTICS OF OPERATIONAL DATA PRODUCTS

Reusable
Created once and consumed by multiple teams.

Governed
Subject to the same security, lineage, and access controls.

Consistent
Every consumer receives the same trusted business outcome.

Discoverable
Available through a catalog rather than hidden within applications.

Evolvable
Can improve over time without impacting consuming systems.

WHAT CHANGED FOR THE UTILITY OEM

Instead of asking:

"Which application should own this logic?"

Teams began asking:

"Which capability should own this logic?"

This seemingly small shift became one of the most important architectural decisions in the entire transformation journey.

Raw Data → Operational Context → Business Capability → Applications → AI Agents

FROM BUSINESS CAPABILITIES TO CONSUMABLE SERVICES

Why Catalog APIs Became the Operating Model

> A capability creates value only when it can be discovered, understood, and consumed.

As the number of reusable capabilities increased, the utility OEM encountered a new challenge. Different teams were consuming the same operational foundation.

Engineering teams required asset intelligence. Service organizations required maintenance insights. Customer applications required operational context. Analytics teams required trusted datasets. Future AI initiatives required governed enterprise knowledge.

Without a common discovery and consumption model, reusable capabilities risked becoming another form of enterprise complexity.

The organization addressed this challenge by introducing a **catalog-driven operating model**. Every operational capability became discoverable, governed, versioned, and consumable through standardized interfaces.

WHAT CHANGED?

Traditionally, teams begin with a system and attempt to understand the data available.

The new model reversed this approach.

Teams begin with a business capability and discover the operational services available to support it.

WHY THIS MATTERS

- The catalog became the contract between the platform and consuming teams.
- Applications no longer needed to understand source systems.
- Teams no longer needed to build custom integrations.
- Developers no longer needed to recreate business logic.

Instead, they consumed trusted operational capabilities already available within the platform.

EXAMPLE CAPABILITY CATALOG

ASSET INTELLIGENCE
- Asset Health Score
- Risk Index
- Failure Probability
- Lifecycle Insights

GRID INTELLIGENCE
- Outage Risk
- Grid Stability
- Feeder Performance
- Network Visibility

SERVICE INTELLIGENCE
- Work Order Priority
- Technician Context
- Maintenance Recommendations
- Service History

OPERATIONAL INTELLIGENCE
- Operational KPIs
- Cross-System Correlations
- Event Context
- Performance Indicators

CUSTOMER INTELLIGENCE
- Energy Profile
- Consumption Trends
- Service Status
- Customer Context

By shifting from system-centric integration to capability-centric consumption, the utility OEM dramatically accelerated the delivery of new applications, services, analytics initiatives, and future AI programs.

INDUSTRIAL AI STARTS WITH CONTEXT

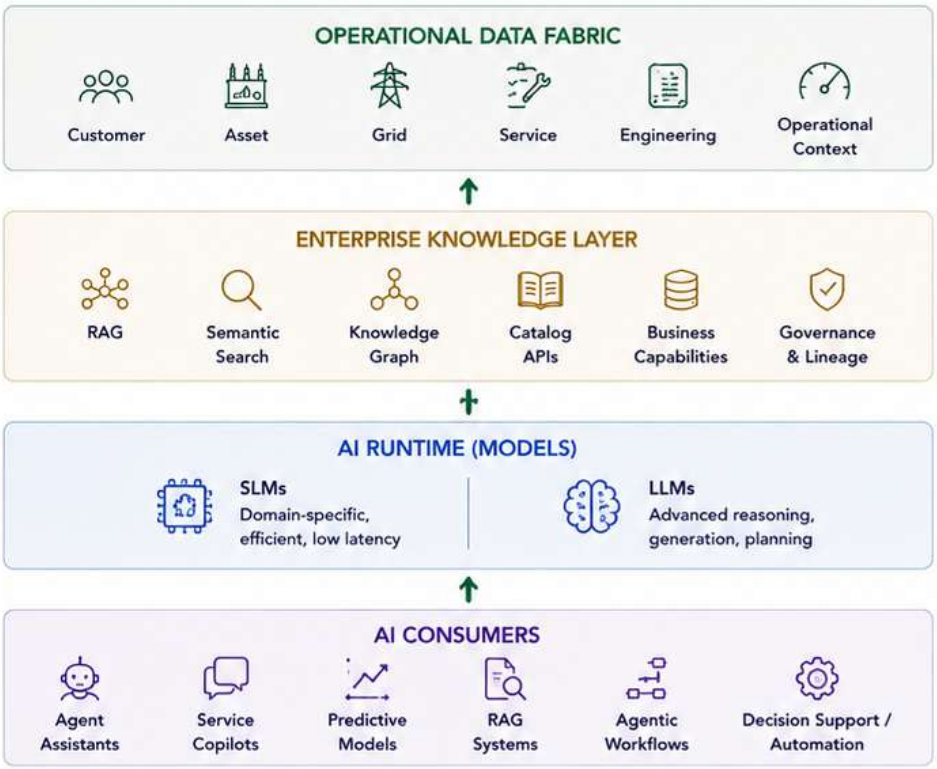
Why SLMs, LLMs, and Agents Need Operational Knowledge

> The utility OEM did not build an AI platform. It extended the same operational foundation already powering applications, analytics, and digital services.

Industrial AI differs from consumer AI. It must reason over asset hierarchies, maintenance procedures, engineering specifications, grid topologies, service workflows, and regulatory requirements.

Foundation models alone cannot reliably operate in this environment without access to enterprise-specific knowledge and trusted context.

The utility OEM built a layered AI approach where SLMs, LLMs, and agents consume governed operational intelligence.



Operational systems, IoT, historian, CMMS, GIS, ERP, and engineering sources provide raw data and events.

Transforms raw data into trusted business context, governed by policies, lineage, and access controls.

SLMs handle domain tasks with speed and efficiency. LLMs provide advanced reasoning and generative capabilities.

AI capabilities are embedded into everyday experiences and workflows to drive action, automation, and better outcomes.

WHY SLMS MATTER

- **Lower latency** — Fast responses for real-time operational use.
- **Lower operational cost** — Efficient inference and reduced infrastructure.
- **Domain specialization** — Trained or fine-tuned for utility and industrial context.
- **On-prem deployment** — Keeps data secure within enterprise boundaries.
- **Edge deployment** — Enables offline use and local decisioning.
- **Better control** — Full visibility, guardrails, and policy enforcement.

WHAT CHANGED?

BEFORE

AI searched data.
High effort. Inconsistent context. Custom integrations. Limited scale.

AFTER

AI consumed business knowledge.
Trusted context. Reusable capabilities. Faster time-to-value. Scalable impact.

The future of industrial AI will not be built on a single model.
It will be built on an ecosystem of domain-specific SLMs operating on trusted enterprise knowledge.

FROM AI INSIGHTS TO BUSINESS ACTION

Why Agentic Operations Matter

> AI creates insight.
> Agentic systems create outcomes.

Traditional industrial AI systems stop at recommendations. A prediction is generated. An alert is raised. A dashboard is updated. A human operator is expected to determine the next action.

The utility OEM extended the same operational foundation to enable agentic workflows.

Instead of simply identifying a condition, AI systems can reason over business context, operational policies, asset intelligence, service history, and enterprise workflows to recommend—or initiate—the next best action.

This transforms AI from an observational tool into an operational capability.

WHAT CHANGED?

TRADITIONAL AI
Insight → Human Interpretation → Action
Slow, variable, and dependent on manual decision-making.

AGENTIC OPERATIONS
Insight → Context → Decision → Action
Fast, consistent, and driven by governed operational intelligence.

BUSINESS VALUE

- Faster response times
- Reduced operational overhead
- Consistent execution at scale
- Improved asset and grid reliability
- Enterprise-scale automation

> When AI understands context and can act on it, operations become proactive, not reactive. That is where real business value is created.
>
> UTILITY OEM PROGRAM LEAD

The true power of AI is realized when insights are connected to actions across people, processes, and systems—at enterprise scale.

WHERE ARE YOU ON THE JOURNEY?

Assess Your Industrial AI Readiness

Most industrial organizations have already invested in data, analytics, connected products, and AI.

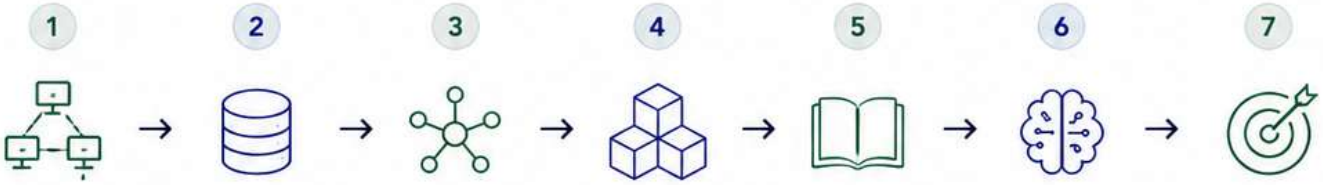
The question is whether those investments are working together.

Throughout this guide, we explored how leading industrial organizations move beyond disconnected systems, isolated AI initiatives, and project-based delivery models.

The transition does not occur overnight. It happens through a series of architectural and operational milestones that progressively transform data into intelligence and intelligence into action.

Understanding where your organization currently sits on this journey is often the first step toward defining the right modernization strategy.

THE INDUSTRIAL AI MATURITY JOURNEY



1	2	3	4	5	6	7
CONNECTED SYSTEMS	**UNIFIED DATA**	**OPERATIONAL CONTEXT**	**BUSINESS CAPABILITIES**	**ENTERPRISE KNOWLEDGE**	**INDUSTRIAL AI**	**AUTONOMOUS OPERATIONS**
Data resides in silos across applications and equipment.	Data is centralized, accessible, and available for reporting.	Relationships and business meaning bring structure to data.	Reusable capabilities expose trusted business logic and intelligence.	Knowledge is curated, governed, and available through standard interfaces.	SLMs, LLMs, copilots, and agents consume enterprise knowledge to deliver insights at scale.	Agentic workflows drive actions, optimize outcomes, and continuously learn.

SELF ASSESSMENT

Which statement best **reflects your current state?**

- [ ] We are still integrating systems and connecting data sources.
- [ ] We have centralized enterprise data and basic reporting in place.
- [ ] We have established operational context across key domains.
- [ ] We expose reusable business capabilities to applications and users.
- [ ] We have an enterprise knowledge layer with governed access.
- [ ] We are deploying AI assistants, copilots, and advanced analytics.
- [ ] We are pursuing agentic operations and automated decision-making.

Every organization wants AI outcomes.
The leaders build the operational foundation first.

THE NEXT DECADE OF INDUSTRIAL TRANSFORMATION

Will Be Defined By Operational Intelligence

> **Deloitte Insight**
>
> Industrial companies that use data and AI to reinvigorate operations could realize up to 20% higher EBITDA by 2030.
>
> Deloitte Insights,
> *Smart Operations*
> July 2023

Over the past decade, industrial organizations invested heavily in connected products, cloud platforms, analytics programs, digital services, and AI initiatives. Many succeeded in creating more data. Far fewer succeeded in creating operational intelligence.

The next wave of transformation will not be driven by another dashboard, another data lake, or another AI pilot.

It will be driven by organizations that establish a unified operational foundation capable of powering applications, analytics, digital services, AI assistants, and autonomous operations from the same trusted source of truth.

The Industrial AI Operating System represents this shift.

A shift from **projects to platforms.**

A shift from **insights to actions.**

A shift from **disconnected systems to operational intelligence.**

FIVE KEY TAKEAWAYS

1 FOUNDATION FIRST

Operational context must exist before AI can create meaningful business value.

2 REUSE CREATES SCALE

Business capabilities should be built once and consumed everywhere.

3 KNOWLEDGE POWERS INTELLIGENCE

SLMs, LLMs, copilots, and agents are only as effective as the knowledge available to them.

4 ACTION CREATES VALUE

Insights alone do not transform businesses. Actions do.

5 PLATFORMS OUTLAST PROJECTS

Long-term advantage comes from reusable foundations rather than isolated initiatives.

Industrial transformation is no longer about collecting more data.

It is about building the intelligence to act—at scale.

READY TO BUILD YOUR INDUSTRIAL AI ROADMAP?

From Architecture Assessment To Execution Strategy

> “Every successful Industrial AI program starts with understanding the gap between where you are today and where you need to be tomorrow.

Whether you are modernizing a legacy connected product platform, building an operational data fabric, enabling AI-powered services, or exploring agentic operations, the first step is understanding the maturity of your current architecture and operational foundation.

IoT83 works with product, engineering, digital, and operations leaders to define practical transformation roadmaps that deliver measurable business outcomes.

1 ASSESS

- Current-state architecture review
- Operational data maturity
- AI readiness evaluation
- Capability gap analysis

2 ARCHITECT

- Target operating model
- Reference architecture
- Platform strategy
- Capability roadmap

3 BUILD

- Operational data fabric
- Business capabilities
- Knowledge layer
- AI services

4 SCALE

- Digital services
- Industrial AI
- Agentic operations
- Continuous optimization

WHAT YOU'LL WALK AWAY WITH

- Current State Assessment
- Industrial AI Readiness Score
- Capability Gap Analysis
- Target Reference Architecture
- Prioritized Transformation Roadmap

TYPICAL WORKSHOP PARTICIPANTS

- Product Leaders
- Engineering Leaders
- Digital Transformation Leaders
- Enterprise Architects
- Data & AI Leaders
- Operations Leaders

SCHEDULE A 90-MINUTE INDUSTRIAL AI ARCHITECTURE WORKSHOP

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