All times noted are in Eastern U.S. (Boston, MA) time zone.

**DAY 1**
8:30 AM–1:30 PM –
Includes three 15 minute breaks

- Systems Perspective on Tech-Driven Transformation (830-1000)
- IIoT and Observability: Hidden Factories & OODA (1015-1200)
- Observability in Practice: Industry Application (1215-130)

**DAY 2**
8:30 AM-1:30 PM
Includes two 15 minute breaks

- Sources of Value: IIoT Use Cases (830-945)
- Organizational Dynamics: 3 Perspectives on IIoT (1000-1200)
- Seizing the Upside of Manufacturing Disruption (1215-130)

**DAY 3**
8:30 AM-1:30 PM
Includes two 15 minute breaks

- Industry 4.0 Panel Discussion (830-1000)
- Advanced Technologies: PTC Virtual Visit (1015-1130)
- The Industry 4.0 Playbook: What Will You Do Tomorrow? (1145-130)
## Implementing Industry 4.0: Leading Change in Manufacturing & Program Operations

### Sample Schedule – In Person, MIT Campus

All times noted are in Eastern U.S. (Boston, MA) time zone.

**DAY 1**
8:30 AM–5:30 PM

- **Welcome and Introduction** (John Carrier) (830-845)
- **Systems Perspective on Tech-Driven Transformation** (John Carrier) (845-1000)
- **IIoT and Observability: Hidden Factories & OODA** (John Carrier) (1015-1215)
- **Advanced Sensors, Advanced IIoT Analytics** (Brian Anthony) (100-230)
- **IIoT in Action: Site Visit to PTC** (Travel 230-315, visit 315-500, return to campus)

**DAY 2**
8:30 AM–4:00 PM

- **Sources of Value: IIoT Use Cases** (John Carrier) (830-1000)
- **Industry 4.0 Panel Discussion** (John Carrier, Matt Littlefield, Thomas Roemer) (1015-1145)
- **Implementing IIoT Technologies** (John Carrier w/Peggy Gulick on Zoom) (1245-215)
- **The Industry 4.0 Playbook: What Will You Do Tomorrow?** (John Carrier) (230-400)