# Internet of Things for Business Professionals Training Course

14 – 18 March 2027
Muscat

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## Overview

Internet of Things for Business Professionals Training Course is a one-week foundation course for business and operations teams, who leave with an IoT Business Case and Pilot Pack. The course connects IoT value cases, connected products, connected operations, reference architecture, data flows, vendor evaluation, cybersecurity, privacy, pilot design, benefits measures and scaling decisions. Participants translate technical choices into business responsibilities without entering device engineering. Agile Leaders Training Center develops practical Internet of Things for business decision skills.

## Who Should Attend

- Teams responsible for business strategy and digital investment decisions
- Teams responsible for product ownership and connected-service design
- Teams responsible for operations improvement and asset performance
- Teams responsible for procurement, vendor evaluation and commercial terms
- Teams responsible for risk, cybersecurity, privacy and data governance

The course assumes participants can assess business processes and investment proposals at work, and leaves out device programming, electronics design, network configuration and vendor certification.

## Departments and Industries

The course supports departments that evaluate or govern connected products and operations.

- Strategy, innovation and digital transformation
- Manufacturing, logistics and utilities
- Product management and customer operations
- Facilities, transport and infrastructure services
- Procurement, risk and information security

## Learning Objectives

By the end of this course, participants will be able to:

- Build IoT opportunity and stakeholder maps
- Use device-to-edge-to-cloud architecture concepts
- Analyze data ownership and operating responsibilities
- Evaluate vendors, cybersecurity and privacy questions
- Prioritize pilots through value and feasibility criteria

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- Compare benefits, scale gates and operating models

## Course Agenda

### Day 1: IoT Business Opportunities

- IoT Opportunity and Business Problem Canvas
- Connected Product and Connected Operations Model
- Customer, Operator and Ecosystem Stakeholder Map
- Value Driver and Outcome Hypothesis Matrix
- Use-Case Prioritization Scorecard

### Day 2: Architecture and Data Flows

- ISO/IEC 30141:2024 Business and Usage Viewpoint Map
- Device, Gateway, Edge and Cloud Relationship Diagram
- Sensor, Actuator and Business Event Flow
- Data Ownership, Access and Retention Matrix
- Integration, Connectivity and Dependency Checklist

### Day 3: Vendors, Security and Governance

- IoT Vendor Capability and Support Questionnaire
- NIST IoT Cybersecurity Capability Baseline Review
- Device Identity, Configuration and Update Checklist
- Privacy, Consent and Data-Minimization Canvas
- Accountability and Service Responsibility Matrix

### Day 4: Pilot and Scale Decisions

- IoT Pilot Hypothesis and Learning Plan
- Technical, Operational and Commercial Feasibility Gate
- Benefit, Cost and Risk Assumption Register
- Adoption, Support and Change Readiness Checklist
- Scale Decision and Operating Model Scorecard

### Day 5: Business Evaluation Practice

- Exercise: Frame an IoT Business Opportunity
- Exercise: Map Device-to-Cloud Responsibilities
- Exercise: Evaluate a Vendor and Cybersecurity Response
- Exercise: Review Pilot Evidence and a Scale Gate
- Capstone: IoT Business Case and Pilot Pack

## Practical Exercises

The course uses suggested activities based on manufacturing, logistics, facilities and connected-product scenarios.

- Suggested activity: translate an operating problem into an IoT outcome hypothesis
- Suggested activity: map data and responsibilities from device to business application
- Suggested activity: compare vendor responses using security, support and integration criteria
- Suggested activity: assess pilot evidence and recommend whether to stop, adapt or scale

## FAQs

### Who suits Internet of Things for business training and what does it assume?

Internet of Things for business training suits managers, product owners, operations leaders, transformation teams and commercial professionals. It assumes basic process and investment literacy while excluding device programming and detailed network engineering.

### How does Internet of Things for business training differ from IoT engineering training?

Internet of Things for business training focuses on value cases, stakeholders, architecture choices, vendors, risks, pilots and scaling. IoT engineering training usually covers hardware, protocols, connectivity configuration, software development and technical implementation.

### What belongs in an IoT business case?

An IoT business case should define the problem, users, intended outcome, data flow, responsibilities, assumptions, costs, risks, benefits measures and evidence needed before scaling. It should separate confirmed facts from pilot hypotheses.

### Why should business teams review IoT cybersecurity capabilities?

Business teams should review IoT cybersecurity capabilities because connected devices introduce lifecycle responsibilities for identity, configuration, data protection, access, updates and security-state awareness. These responsibilities affect vendors, contracts, operations and risk ownership.

## Conclusion

Participants take back an IoT Business Case and Pilot Pack containing opportunity maps, architecture views, data responsibilities, vendor questions, risk checks, pilot hypotheses, benefit measures and scale gates. The pack makes technical dependencies visible in business decisions. It also gives stakeholders a shared basis for approving, adapting or stopping an IoT initiative.