

# Boardroom Questions

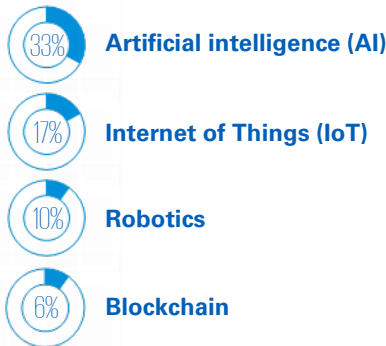
## The changing landscape of disruptive technologies

### Disruptive technologies are redefining industries and business

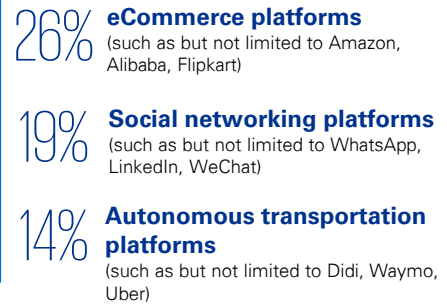


As the evolution of disruptive technologies move firmly into the mainstream, they will drive business transformation over the next 3 years

#### Technology disruptors driving the greatest business transformation:



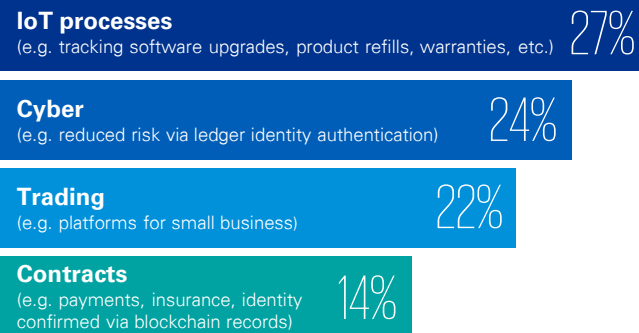
#### New business models that will be the greatest disruptors:



### Blockchain

1 in 3 global top tech industry leaders predict Blockchain will likely disrupt their company. Blockchain results in **greater operational efficiency**, **increased trust** between institutions, and **reduction in labor-intensive data gathering, processing time and costs**

#### What will be the greatest disruption resulting from Blockchain initiatives in the next 3 years?



#### What are the critical factors for Blockchain to succeed?



### Top issues that constrain tech innovation

**24%** **Restrictive regulatory policy**

It is critical to assess the impact of emerging technologies on **business and society**. Transparency about how emerging technologies are **implemented** is important. New regulations are focused on **cyber, privacy and data governance**.

**22%** **Access to expertise/talent**

As technology innovation continues to change business models, there is a shift in the talent and skills companies will need to succeed. Visionary leaders are **redefining the jobs and skills required to prosper in the digital age**.

**21%** **Non-existent tech standards**

Tech industry consortiums are beginning to define standards for new technologies to **enable integration and reduce complexity**.

## Barriers to technology innovation and emerging technologies commercialization



22%

### Customer adoption

The interactions customers have with products and services are happening more on the customers' terms. A **customer-centric operating model** enables the development of new customer value and the creation of experiences that delight customers to differentiate the brand and increase product adoption.

21%

### Funding and access to capital

It is important to assess competing priorities, level of investment, and risk and rewards to obtain **realistic go-to-market funding**.

21%

### Cyber security

Securing and protecting customer privacy is foundational to maintain market leadership and customer trust. Companies are reviewing their **cyber security strategies** at the highest levels, and on a regular basis, because the risk evolves as quickly as the technology.

Source: KPMG Technology Innovation findings, March 2018

## Boardroom Questions



- 1 How are we **proactively assessing technologies** that will enable new business models and **long term value creation**?
- 2 **What organisation structure, diverse expertise and process do we require** to understand the scope of change driven by emerging technologies?
- 3 What emerging technologies **might disrupt the company** and the industry in the next 36 months?
- 4 What are the **opportunities and challenges** resulting from these new technologies?
- 5 How are new technologies impacting our stakeholders including **customers, suppliers and partners**? What are the **business implications**?
- 6 What actions should we as a Board, and the management team, implement to **take advantage of these tech disruptors**?
- 7 **Is the business strategy and operating model** enabling the C-Suite to drive opportunities resulting from new technologies?
- 8 Does the company have the **expertise and agility** to take advantage of these technologies?
- 9 Is the corporate **culture** continuously fostering **innovation** and enabling **experimentation**?
- 10 Is the management team prioritising investments in the **people, partnerships and resources** to capitalise on opportunities driven by tech innovation?

## What actions can the Board consider?



- 1 Ensure we have **a strategy to be ready** for the accelerating pace of technology disruption including people, process and technology.
- 2 Revisit the business strategy often to understand **how emerging technologies will impact the business model**. Assess opportunities and challenges.
- 3 Evaluate how emerging technologies will impact **key stakeholders and their value propositions**.
- 4 **Rethink the business model** to harness these new technologies and the ecosystems around them to gain competitive advantage.
- 5 Prioritise the adoption of new technologies that will enable the company to **capitalise on long term value creation**.
- 6 **Reconsider capital allocation** to optimise innovation funding. Revisit **M&A and partnership** strategies.
- 7 **Make sure resources** are aligned to capitalize on the value of adopting emerging technologies.
- 8 Confirm the **corporate culture embraces innovation**.

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