

# Boardroom Questions

## The changing landscape of disruptive technologies



### How are disruptive technologies redefining industries and business?



#### Everything as a Service

Services vs products. Subscribing to what you need. Process-as-a-Service



#### Changing nature and value of assets

Data-as-an-asset, intellectual property, shared assets, networks and alliances



#### Workforce of the future

Automation and segmentation, talent gaps, contingent workforce, collaboration



#### Customer engagement

Personalization, customization, co-creation and collaboration

### Technologies which are unlocking massive market opportunity



**The internet of things** is massive in terms of data and continues to grow exponentially. **These connected devices are becoming intelligent things**



**The next wave of artificial intelligence** is designed to simulate **how a human brain learns, reasons, understands and makes a decision** that results in an action



**Robotics is enabling enhanced dexterity, intelligence** and sensors. Robots are **changing the limitations of what humans can do** including people with impaired mobility



**Computational power** growth, in the next five years is creating **unprecedented improvements in data processing power**

#### Business benefits



Embracing new technologies could lead to:

- **Productivity** gains
- **Cost** efficiencies
- Faster **innovation** cycles
- Increased **customer** value
- **Competitive** advantage

#### Innovation value metrics



Top ranking metrics include:

- Number of **patents**
- **Revenue** growth
- **Brand/reputation** barometer
- Market **share**
- Market **value**

Innovation is a critical differentiator to gain market leadership as competition increases to develop the next leading generation of products and services to add economic value.



### Top issues that constrain tech innovation

- **Platform consolidation:** challenging to compete with the innovation driven by platform companies
- **Ability to demonstrate ROI:** in some scenarios new KPIs need to be developed to measure the emerging technologies ROI
- **Access to capital:** start-ups competition for VC funding and reallocation of resources in Global Fortune 500 companies



### Barriers to commercialization

- **Technology complexity:** abundance of emerging technologies and integration with legacy technologies (at home and at work)
- **Funding:** not enough access to capital due to competing go-to-market priorities
- **Risk management:** increasing compliance standards and risk mitigation
- **Cybersecurity:** lack of innovation in building cybersecurity into processes, products and services is a competitive threat



## Boardroom Questions



- 1 What emerging technologies **may disrupt our business** and industry in the next 36 months? What are the **opportunities and challenges** resulting from these new technologies?
- 2 How are new technologies impacting our **customers, suppliers and partners**? What are the business **implications**?
- 3 **How is management and the board proactively assessing technologies** that will enable new business models and signal the end of business-as-usual for market leaders? What actions can the board and management team implement to **take advantage of these tech disruptors**?
- 4 **What is the organizational structure, expertise and process required** to understand the scope of change driven by emerging technologies?
- 5 **Is our business strategy and operating model** enabling the organization to drive new opportunities resulting from new technologies? Do we have the **expertise and agility** to take advantage of these technologies?
- 6 Are we fostering a culture of **innovation**? Are we enabling **experimentation**? Do we have the right incentives?
- 7 Are we prioritizing investments in **the people, partnerships and resources** to capitalize on opportunities driven by tech innovation?

## What actions could the Board consider?



- 1 Revisit the business strategy often to **understand how emerging technologies are impacting partners, customers and suppliers** and their value propositions. Assess opportunities and challenges
- 2 Prioritize the adoption of new technologies that will enable the organization to **capitalize** on the **greatest economic value**
- 3 **Rethink the business model** to harness these new technologies and the ecosystems around them to gain competitive advantage
- 4 Develop a strategy that enables the **organization to be ready** for the accelerating pace of technology disruption
- 5 **Reconsider capital allocation** to optimize innovation funding. **Revisit the M&A strategy**
- 6 **Align resources** to capitalize on the value of adopting these technologies: **talent, partners, funding, incentives**
- 7 Assess if **change management is necessary** to create a culture that embraces innovation
- 8 Review the business plan and consider a **digital transformation strategy**: people, process, technology

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