

Boardroom questions





Disruptive technologies changing the business landscape

Board Leadership Center (India)

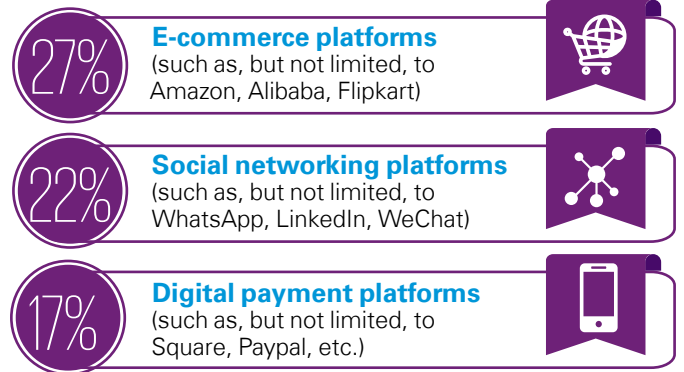
Leveraging innovation to redefine industries and business

As the evolution of disruptive technologies moves firmly into the mainstream, such innovations are likely to drive business transformation in the coming years.

The drivers of business transformation:

1. Internet of things (IoT) 
2. Robotic process automation (RPA, e.g., software bots) 
3. Artificial intelligence, cognitive computing, machine learning 
4. Blockchain 
5. Robotics and automation (including autonomous vehicles)

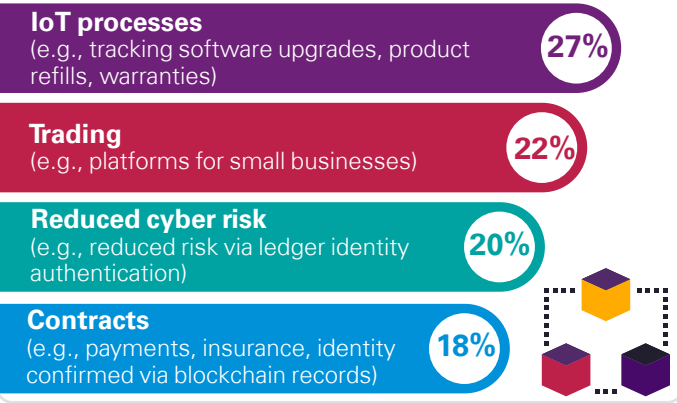
New business models that are expected to be the greatest disruptors¹:



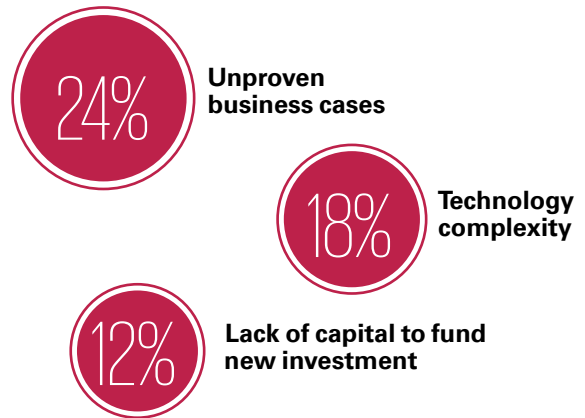
Blockchain²

One in three global technology industry leaders predict blockchain will likely disrupt their companies. Blockchain results in **improved business efficiencies, product and/or service differentiation, cost reduction and new business insights from incremental data.**


What will be the greatest disruption resulting from blockchain initiatives in the next three years?



What are the critical factors for blockchain to succeed?

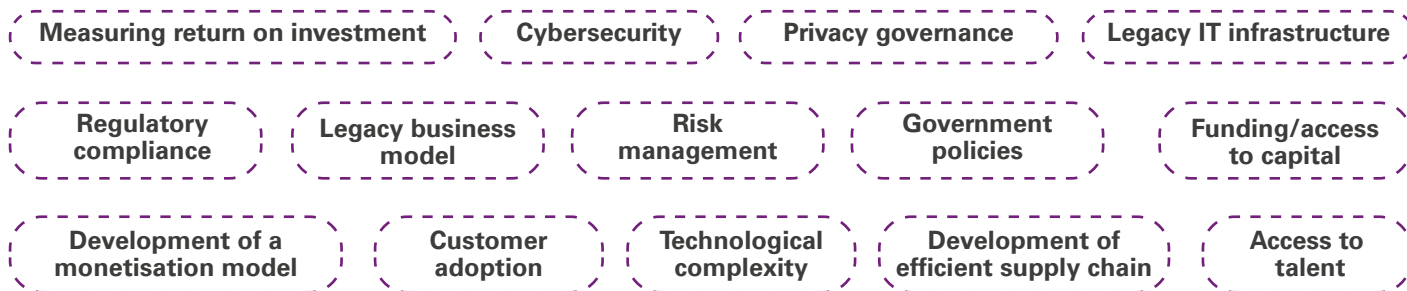


Top issues that constrain technological innovation

Technical 	Financial 	People 	External 
<ul style="list-style-type: none"> Legacy IT infrastructure Non-existent technology standards Lack of agility — rapid iteration. 	<ul style="list-style-type: none"> Inability to demonstrate return on investment (RoI) Lack of access to capital Legacy business models. 	<ul style="list-style-type: none"> Lack of access to expertise/talent Limited 'design-thinking' experience Fear of failure Lack of innovative corporate culture. 	<ul style="list-style-type: none"> Size and influence of mega-platform companies Restrictive regulatory policies.

1. KPMG Technology Industry Innovation Survey, February 2019.
2. KPMG Technology Industry Innovation Survey, February 2019.

Barriers to technological innovation and commercialisation of emerging technologies



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 technological 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 people, partnerships and resources to capitalise on opportunities driven by technological innovation?

What actions can boards consider?



1. Ensure they have a strategy ready for the accelerating pace of technological disruption, including people, processes 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 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 capitalise on the value of adopting emerging technologies.
8. Foster a corporate culture that embraces innovation.



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