






The changing landscape of disruptive technologies

Boardroom questions









How are disruptive technologies redefining industries and business?



 Hotels	 Taxis
 Crowd funding	 Digital currencies

Innovation will remain a critical differentiator for many industries as organisations compete to develop the next generation of products and services to add economic value.

Top technology disruptors over the next 3 years:

Current disruptors	Moving rapidly to	Next disruptors
 Data & analytics  Mobile  Cloud		 3D printing  Internet of Things/ machine to machine  Artificial intelligence  Biotech/healthcare IT



Potential benefits

Embracing new technologies could lead to:

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



Metric to measure innovation value

Top ranking metrics include:

- Revenue growth
- Market value
- Market share
- Return on investment

As emerging technologies continue to change business models it is critical to manage these issues proactively.

Barriers to technology innovation adoption include:



Customer adoption

- Gadget fatigue
- Privacy
- Competition
- Pricing models



Security

- New forms of cyber attacks
- Inefficient governance processes and control environments
- Dated system integration and architecture



Technology complexity

- Abundance of emerging technologies
- Integration of old and new technologies (at home and at work)
- Displacement of legacy systems
- Short supply of critical skills



Regulation

- New regulatory requirements
- Lack of international standards
- Speed to understand new business models i.e. hotels, taxis, currencies

Boardroom Questions

- Which emerging technologies will have the greatest impact on our **customers, suppliers and partners**?
- Which are the key emerging technologies that **may disrupt the business** in the next 24 months?
- What are the **opportunities and challenges** resulting from these new technologies?
- What are the **implications** to the business?
- **Is our strategy future-proofed** to enable our organisation to be ready for the accelerating pace of technology disruption?
- **How are we proactively assessing technologies** that may enable new business models and may signal the end of business-as-usual for market leaders?
- **What is the organisational structure, expertise and process required** to understand the scope of potential changes happening in the business and industry as a result of emerging technologies?
- Do we have the **expertise and agility to respond to a superior alternative**?
- Are we fostering a culture of **innovation**? Are we enabling **experimentation**? Do we have the right **incentives**?
- Are we prioritising investments in the **people, partnerships and resources** to capitalise on new opportunities driven by tech innovation?

What actions can the Board and management implement to potentially take advantage of the disruptors?

- Develop a strategy that enables the **organisation to be ready** for the accelerating pace of technology disruption.
- **Identify and evaluate the top emerging technologies** that may impact the business and industry.
- Assess **opportunities and challenges**.
- Identify which technologies may enable the organisation to **capitalise on the greatest economic value**.
- **Align resources** to capitalise on the value of adopting these technologies: **talent, partners, funding, incentives**.
- Assess if **change management is necessary** to create a culture that embraces innovation.
- Review the business plan and consider a **transformation strategy**: people, process, technology.

Leaders, across industries, need to keep up with and outpace existing and new competitors to a much higher degree than in the past.

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