

# Boardroom Questions

## Turning data into value



### Trusting data driven technologies to create value is important for Boards



#### Trust in a digital world

The need for trust is expanding from trust in brands, organizations and employees to also including trust in machines, algorithms and analytics

67%

CEOs have **favored their own intuition over data driven insights**

*KPMG International, 2018 Global CEO Outlook*

35%

respondents say they have a high level of **trust in their own organization's** use of different types of **analytics**

*KPMG International, Guardians of Trust, 2018*

53%

of decision makers are changing processes to **promote data stewardship**

*Forrester Consulting, 2017*

We are experiencing an age of digital disruption. It impacts every business in every part of the globe. Organizations that embrace digital disruption — and seize the opportunity to deliver new value to customers — can reshape their business for the digital world and harness new technologies to operate more effectively. Those who don't risk falling behind.

Digital innovations such as mobility, automation, artificial intelligence and data and analytics have the power to help organizations make this leap. What matters is how they apply them to business challenges and how they master the ongoing hurdles that technological disruption brings. True digital transformation is not a one-time implementation. Rather, it is a continuous evolution and one that requires humans at the forefront in order to truly master

#### Data – turning data into competitive advantage

Business leaders grapple not only with the volume and complexity of their data but also with how to unlock its value

#### Analytics – creating insights that lead to valued outcomes

Complex analytics underpin the most important decisions businesses make

#### Artificial intelligence – reinventing business models

Businesses will likely need to embrace intelligent technologies to accelerate, automate and augment decisions that drive growth and profitability, while still keeping people at the center

#### Intelligent automation – accelerating business outcomes

Cognitive technologies are transforming the way business is done and allowing organizations to free employees from mundane tasks, so they can focus on more creative, strategic activities

### Data driven technologies – challenges and opportunities



For many organizations, value remains untapped and, while insights may flow from the data, few have worked out how to **focus on opportunities** presented by **disruption in order to enter new markets**, develop **innovative new products** and retain **existing customers** while acquiring **new ones**

- Organizations are seeing digital transformation as a key growth opportunity and CEOs are stepping up to lead this growth and change
- They are looking beyond traditional revenue streams and driving innovation across their organizations, more often than not, enabled by data driven technologies
- At the same time, they are having to reassure stakeholders and manage expectations internally and externally that their decisions and the technology can be trusted
- High-performing organizations will likely be those who can marry their experience and intuition with data driven insight

## Boardroom Questions



- 1 How does governance change when we are **governing machines** instead of people?
- 2 Can we **gain trusted insight** amid an ocean of data?
- 3 How do we do **process redesign** when the process itself is no longer relevant?
- 4 How do we determine when to **trust our instincts** and when to **trust the technologies**?
- 5 Does our organization have a **D&A and Intelligent Automation story and strategy**?
- 6 How will we mitigate **reputational risk** from 'bad' analytics?
- 7 How drastically can technology **disrupt** our organization (e.g. operational excellence, value chain or overall business models like data monetization)
- 8 Do we know how **our industry peers and competitors** are handling disruption?
- 9 Do we believe strongly that there is (or might be) a **competitive edge** if we get data driven technologies 'right' for our organization?
- 10 Are we getting **value** from the insights?

## Questions for senior management



- 1 Have you **built expertise** via internal data driven culture and capabilities as your first guardian of trust?
- 2 Have you **taken a 360 degree view** by looking at ecosystems, portfolios and communities?
- 3 What are the **digital and AI and IA capabilities** of our organization?
- 4 Have you **clarified your purpose and aligned your goals**, measuring performance and impact?
- 5 Have you **raised awareness** of the value of data driven technologies within your internal organization?
- 6 Have you **increased transparency** by opening the "black box" to a second and a third set of eyes?
- 7 Are you gaining insights from the technologies by **assessing your trust gaps** and identifying your priorities?
- 8 Don't forget **innovation** – have you enabled and encouraged experimentation?

## What actions can the Board consider?



**Data-driven capabilities:** Ensure data driven technology is embedded into the core capabilities

**Cutting-edge resources:** Think outside of the box and explore the art of the possible, with both tools and people

**Global collaboration:** Look to global models that offer leading practices, capabilities and insights

**Valuable alliances:** Look to access leading technology solutions and vendors through global technology relationships and alliances

**Business-led approach:** Ensure to combine business acumen and deep industry expertise with leading edge technology and analytics

**Trusted platforms:** Rely on data and technology platforms to offer access to valuable and reliable sources

**Emerging innovations:** Invest in new innovations to unlock new thinking and world-class ideas

**Academic partnerships:** Tap into the latest ideas and start experimenting and learning from academic collaborations

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