IQ Category Three: The Thinkers

Tech & IT

Chart showing radial bars:
- Defined digital strategy
- Business model innovation
- Collaborative ecosystems
- Tangible progress
- Ecosystem governance
- Core and more
- Data ownership
- IT platform

Scale: 0, 20%, 40%, 60%, 80%, 100%

Legend:
- Strategy
- Execution
- Enablers
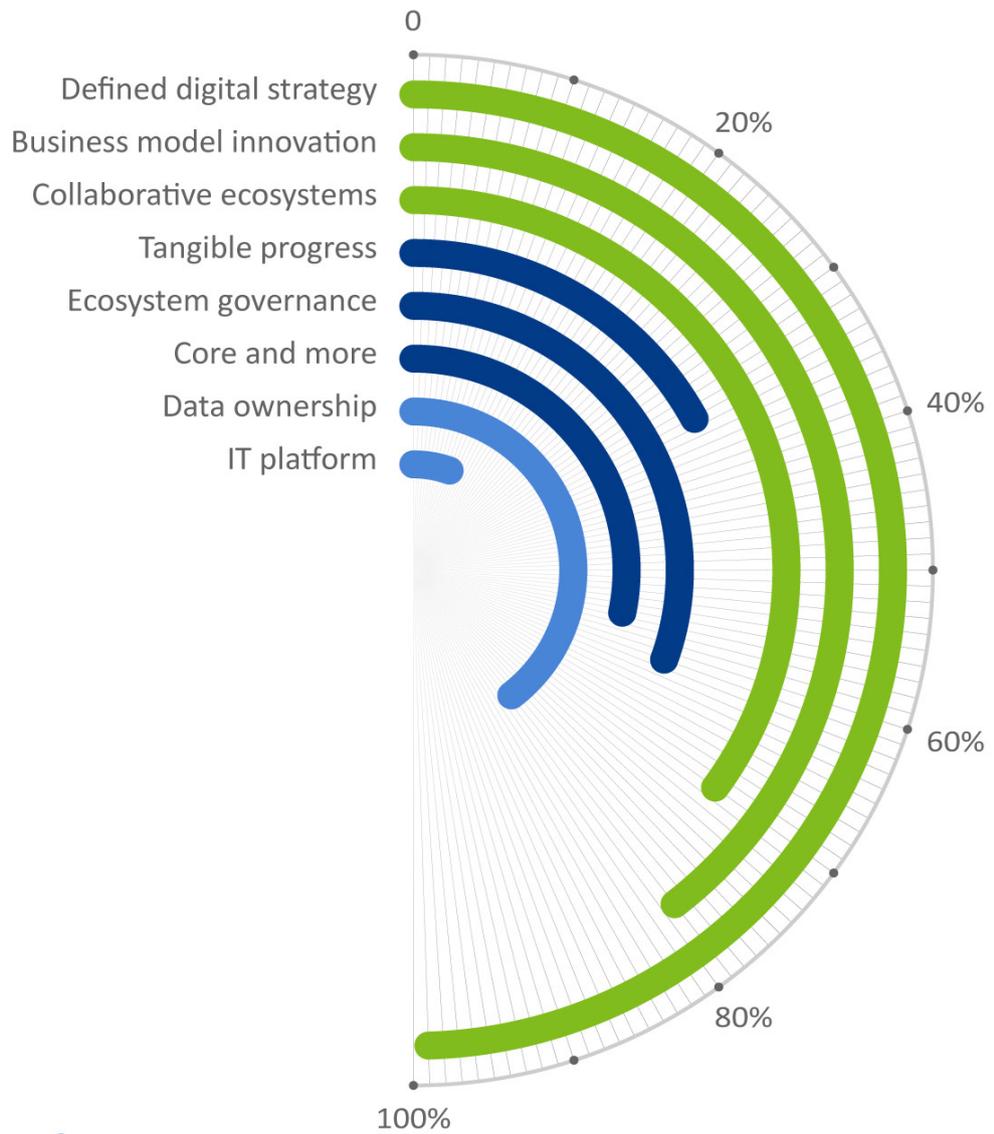
Digital and platform disruption

Tech & IT companies are under immense pressure. On the one hand, they are a facilitator of digital transformation as a vanguard of change with a deep knowledge and understanding of the capabilities of new technology. On the other hand, however, many established Tech & IT companies face disruption themselves from new technologies and new business models.

Indeed what made many of these companies successful in the first place such as their tight governance, large sales organisations and major marketing capabilities can become an inhibitor to change as theymare more comfortable with sustaining innovation and struggle to re-prirotise to throw the weight of their organisation behind new disruptive innovations.

Ecosystem evolution

Tech & IT companies have embraced the need to rethink their ecosystem strategy. Over three-quarters – 79% – feel it is important that their company changes its business models to underpin growth, for example. There are more worrying signs in terms of execution, however – just 34% already have a specific person in charge of the ecosystem with clear metrics and performance measures.

Case study

SAP's 'Leonardo' platform combines intelligent technologies, services, and industry expertise to help clients both optimize operations and drive business model innovation. It leverages a mix of intelligent technologies – including machine learning, the Internet of Things (IoT), and blockchain – on an open cloud platform. Leonardo lets clients leverage their data – generating insights and creating new revenue streams.[12]

Moving forward

For the sector's players, the real opportunities lie in the 'white space' between traditional industry verticals like automotive, banking and telecoms companies. Not just to enable digital transformation, but to create new sector-specific products and services that can leverage new digital technologies. These sectors need this disruptive thinking as new digital technologies enable them to reinvent and move into adjacent markets. IT & Tech companies need to drive ecosystem execution with new rigor if they want to seize this window of opportunity before it closes.