

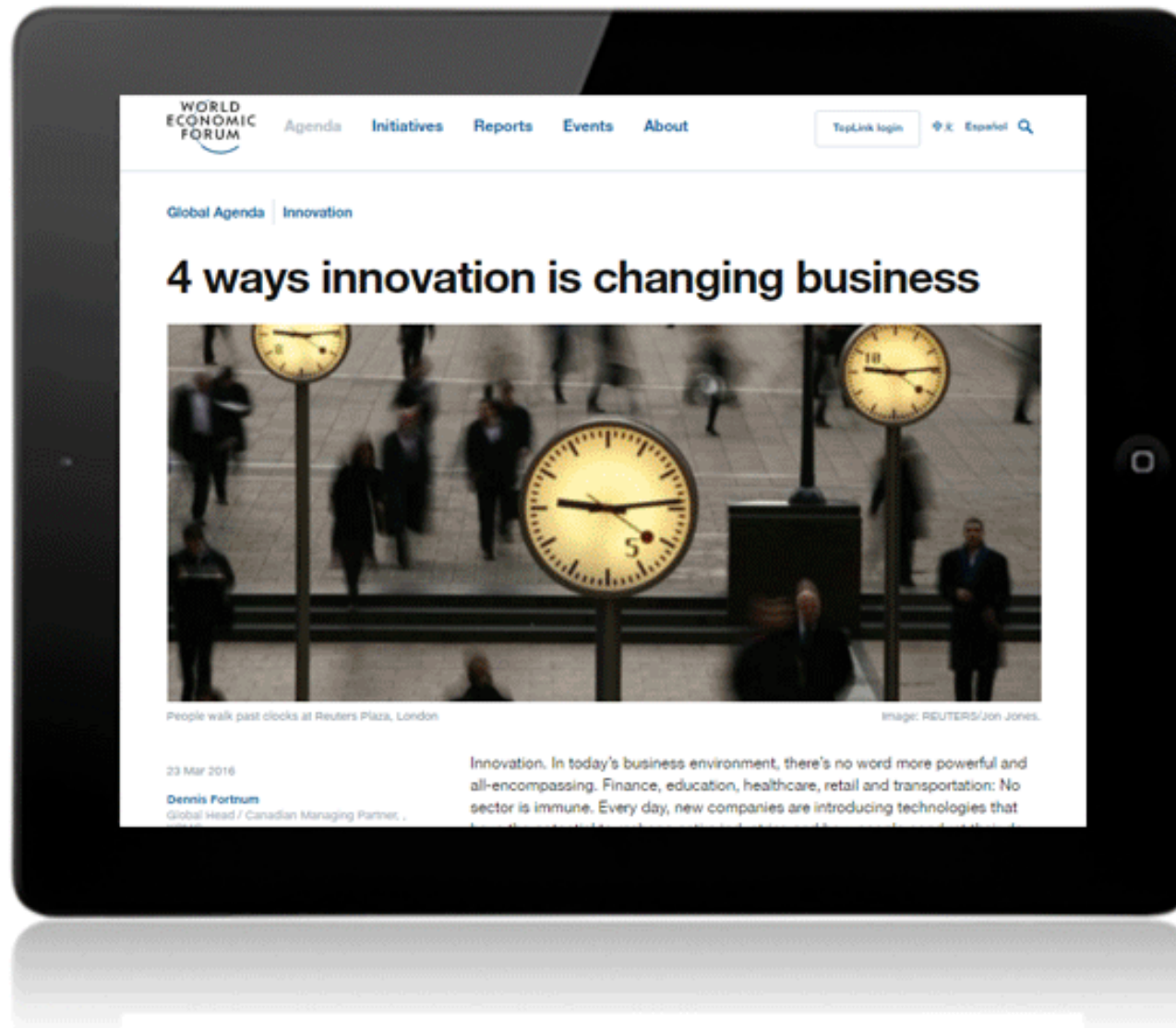


# Board Challenges in an Uncertain Time

**THAM SAI CHOY**  
Regional Chairman of KPMG in Asia Pacific

14 June 2017

# Ever-faster change



## FIRST

- Water and steam power
- Mechanical production



## SECOND

- Division of labor
- Mass production
- Electricity



## THIRD

- Electronics
- Information technology
- Automated production



## FOURTH

- Physical (IoT) + Digital Convergence
- Hyper-connectivity
- Digital Labor and professional augmentation
- Digital Ledger
- Everything 'as-a-Service'
- Big Data & Analytics
- Additive manufacturing



1800

1900

2000

1784: First mechanical loom

1870: First assembly line

1969: First programmable logic controller

**TOMORROW STARTS TODAY...**

2016: Google Deepmind beats human expert at GO

# Our focus today



**Data & analytics**



**Intellectual  
property**



**Cyber security**

# Our focus today



Data & Analytics



Intellectual  
property



Cyber security

# Intellectual property



Telecoms



Retail



Alibaba.com™

淘宝网  
Taobao.com

amazon



Transport

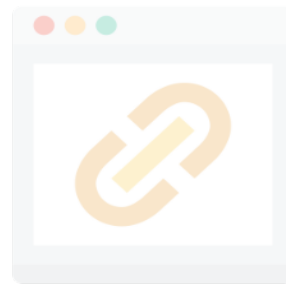


Digital

# Our focus today



**Data & analytics**



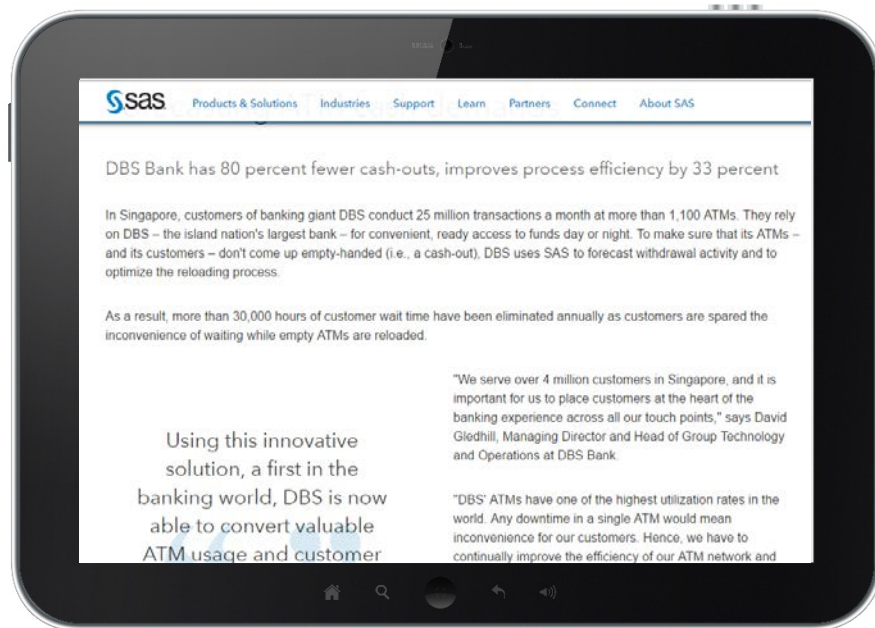
**Intellectual property**



**Cyber security**

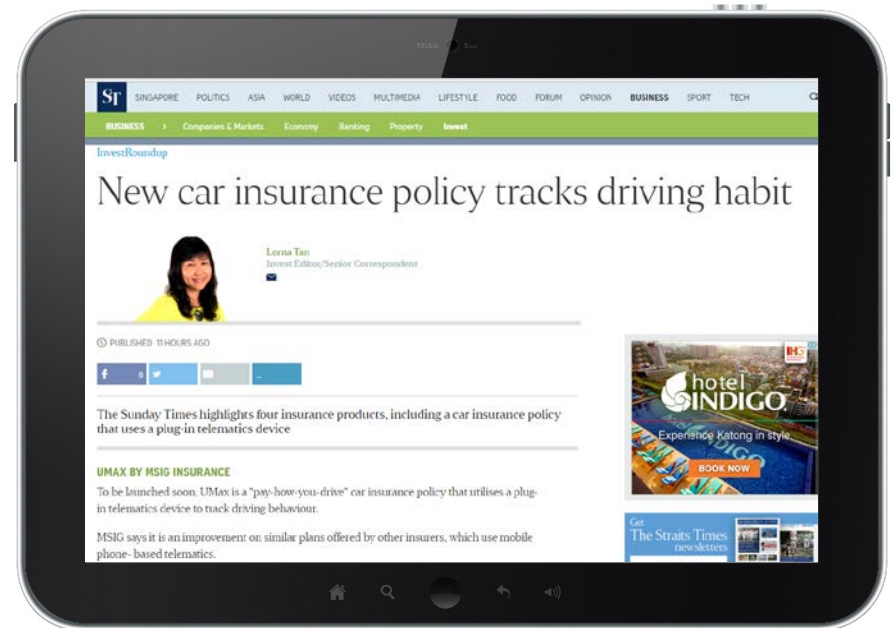
# Data & analytics

## Banking



- Restocking ATMs
  - Improving process efficiency

## Insurance & Telematics

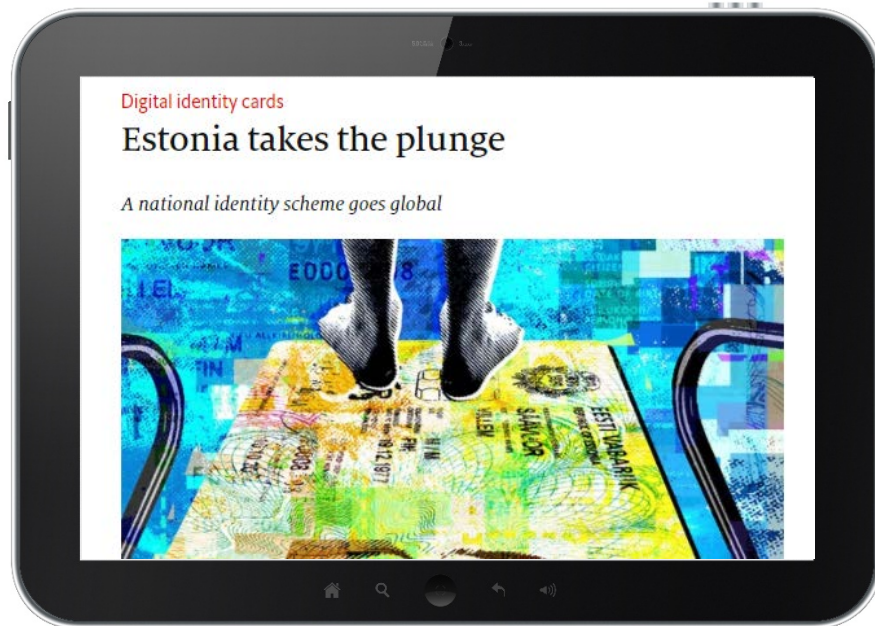


- Telematics to "pay-how-you-drive"
  - Improving product pricing



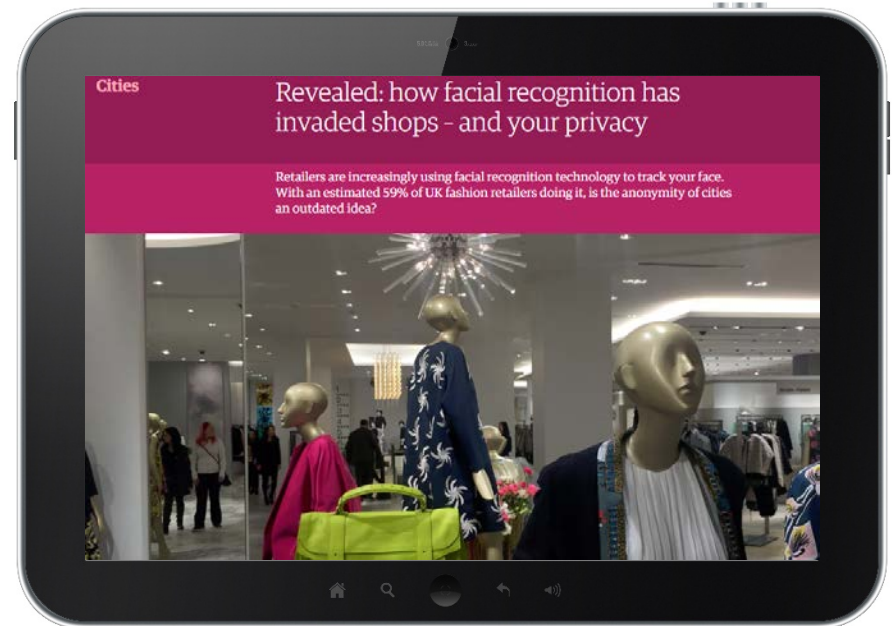
# Data & analytics

## Government



- Digital birth certificates
  - Improving convenience

## Retail

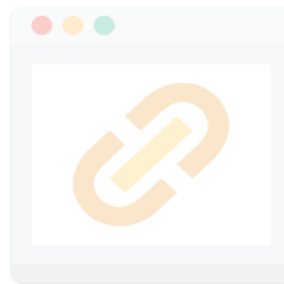


- Customer facial recognition
  - Increasing revenues

# Our focus today



Data & Analytics

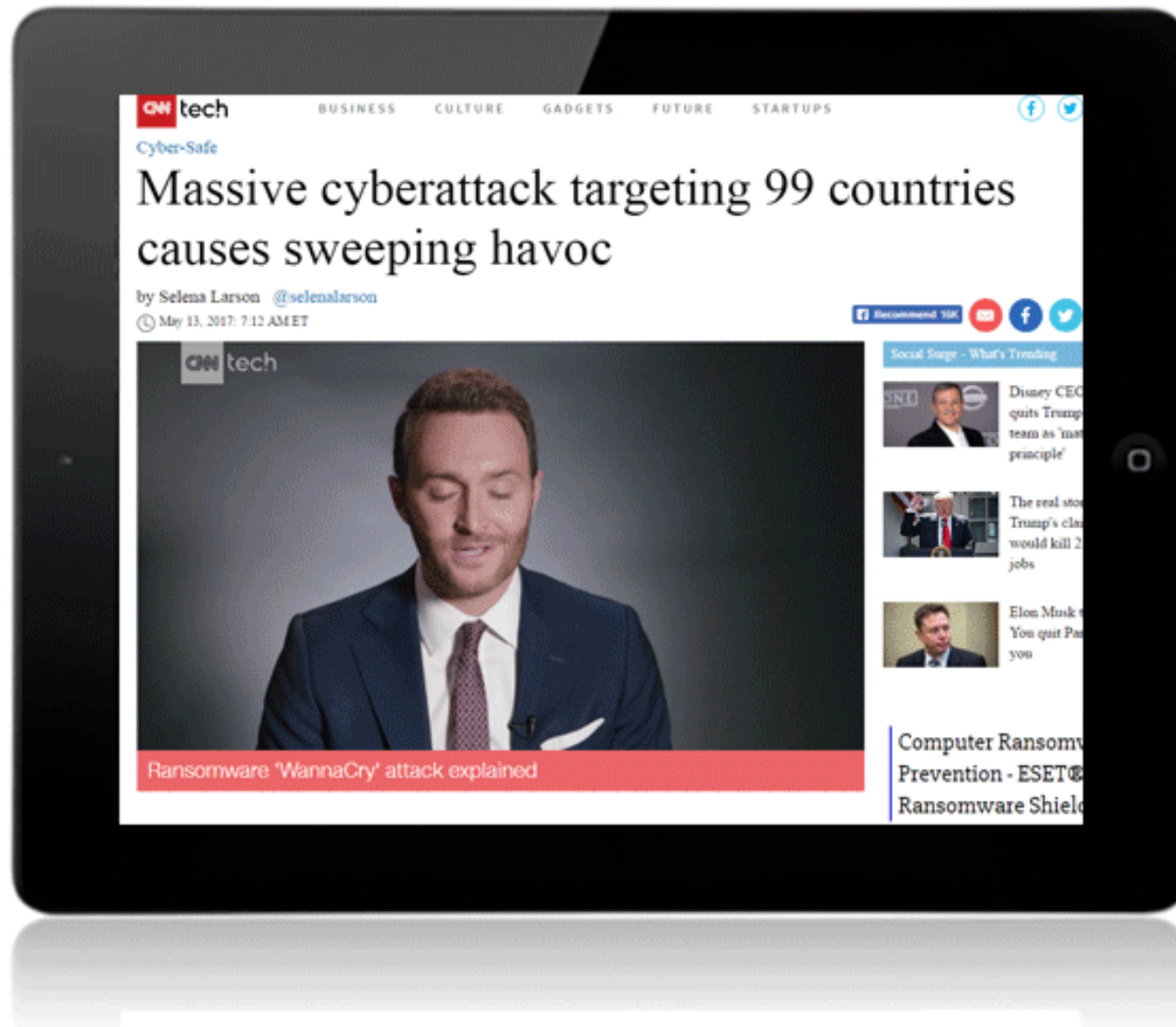


Intellectual property



Cyber security

# Cyber security – Protecting your data



# Areas of focus today



**Data & Analytics**



**Intellectual  
property**



**Cyber security**



Thank  
you