Embracing New Dimensions of Uncertainties: *Exploring new possibilities*

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Three Points

- The New Environment?
- Limits of the Past habits in the new Playing field?
- A few thoughts on Corporate Governance?
Higher levels of Uncertainty are here to stay

![Knowledge Intensity vs Complexity Diagram]

- High Knowledge Intensity
- High Complexity
- NEW ENVIRONMENT

Private & Confidential
Fundamental requirement: Addressing the challenges of decision-making along two fundamental vectors driving

- Shorter life cycles
- Higher levels of risks → empirical validation
- Significance of precision and micro segmentation
- Decisions based on predictive models

Companies must make complex and difficult decisions in a very swift fashion in order to acquire and sustain leadership = Navigating though Higher levels of risks

- Globalization
- Increased competition
- Real time dynamic differentiation
- Increased intra-/inter-linkages
- Expanded supplier and customer base
Challenge: Old tools for the new environment

Old tools, Old habits, Old equations in a new environment?
Higher levels of Uncertainty here to stay

There is a clear need for a New Framework that is:
- Holistic & Customized
- Fact based
- Objective
- Analytical rigorous
- Insightful and actionable
- Swift
## Shift from Transactional approach to holistic relationship-based approach

<table>
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<tr>
<th>Approach</th>
<th>Benefits</th>
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<td>Transactional Approach</td>
<td>Specialized point solutions</td>
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<td>Quick project turnaround</td>
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<td>Time consuming &amp; disruptive</td>
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<tr>
<td>Relationship-based Approach</td>
<td>Continuous relationship serving knowledge needs as they arise</td>
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<td>Preventive not breakdown</td>
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<td>Forward feed loop</td>
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- **Transactional Approach**
  - Understand specific risks
  - Sub optimal Optimization
  - Complex integration

- **Relationship-based Approach**
  - Understand the broad scope of the new environment
  - Proactive lead versus compliance
  - Continuous engagement

**Risk 1**
- Specialized point solutions
- Quick project turnaround
- Time consuming & disruptive

**Holistic Support**

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*Boston Analytics Overview*
Perhaps different construct is required.

Risk Management & Compliance Philosophy

- Diffused
- Centrally Controlled

Balanced Approach?

Strategically Guided risk embracement
Few thoughts for the future……

Client Requirement
- Management to Embracement?
- One-dimensional/ to Multi dimensional?
- Noblest motives > Strongest motives?

Scope of engagement
- Relationship driven not transaction driven
- Strategic not operational
- Holistic not functional

Leadership Challenges
- CEO versus the Board: Balance of power?
- Scenario driven processes/discipline
- Organizational personality = $R^3$

Key Outcome
Corporate Led
The basic dynamics

Continuous gains in Knowledge asset creation and utilization

Continuous improvement in precision, integrity, and scope

Speed of response

Knowledge Services for technology-based businesses