

OSSERVATORIO IT GOVERNANCE

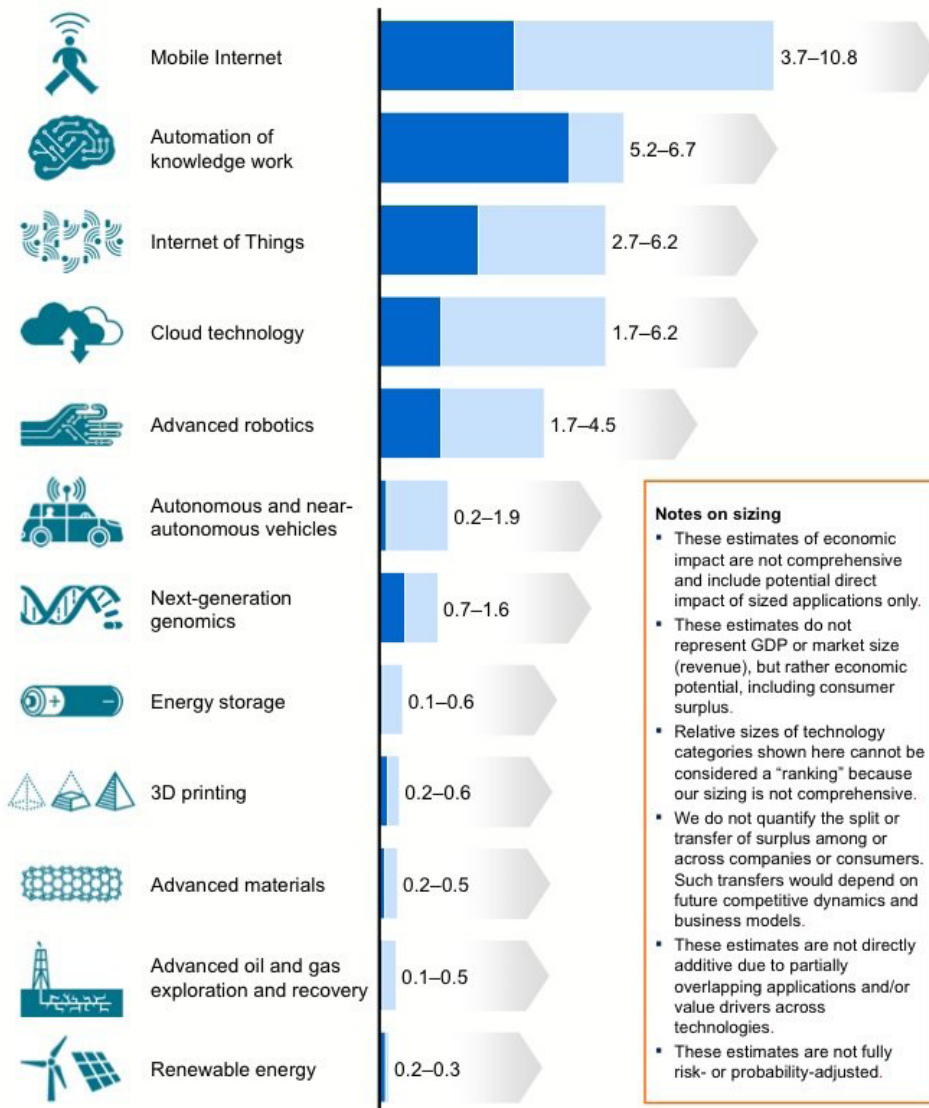
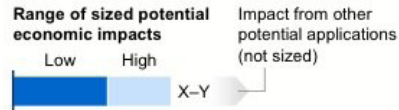
A questo proposito, McKinsey (nota multinazionale di consulenza di direzione) di recente ha rilasciato una statistica che elenca le 12 principali tecnologie disruptive a livello economico globale;

gli ambiti spaziano dall'internet mobile all'energia rinnovabile o all'innovazione robotica più avanzata e sono illustrati qui di seguito:

Exhibit E3

Estimated potential economic impact of technologies from sized applications in 2025, including consumer surplus

\$ trillion, annual



I risultati di questa analisi influenzano la società, le aziende e l'economia. Nel grafico seguente, McKinsey illustra l'impatto dei 12 aspetti

tecnologici, con diversi gradi di potenzialità, proprio su questi ambiti:

Exhibit E6

How disruptive technologies affect society, businesses, and economies

■ Primary ■ Secondary ■ Other potential impact

	Implications for individuals and societies			Creates opportunities for entrepreneurs	Implications for established businesses and other organizations			Changes organizational structures	Implications for economies and governments			
	Changes quality of life, health, and environment	Changes patterns of consumption	Changes nature of work		Creates new products and services	Shifts surplus between producers or industries	Shifts surplus from producers to consumers		Drives economic growth or productivity	Changes comparative advantage for nations	Affects employment	Poses new regulatory and legal challenges
Mobile Internet	Other potential impact	Primary	Secondary	Primary	Primary	Other potential impact	Secondary	Primary	Primary	Other potential impact	Other potential impact	Other potential impact
Automation of knowledge work	Other potential impact	Other potential impact	Primary	Secondary	Secondary	Other potential impact	Other potential impact	Primary	Primary	Secondary	Secondary	Secondary
Internet of Things	Primary	Secondary	Other potential impact	Secondary	Primary	Secondary	Other potential impact	Other potential impact	Other potential impact	Other potential impact	Other potential impact	Secondary
Cloud technology	Other potential impact	Primary	Other potential impact	Primary	Primary	Other potential impact	Secondary	Other potential impact	Primary	Other potential impact	Other potential impact	Secondary
Advanced robotics	Primary	Other potential impact	Primary	Secondary	Primary	Other potential impact	Other potential impact	Secondary	Primary	Secondary	Secondary	Other potential impact
Autonomous and near-autonomous vehicles	Primary	Other potential impact	Secondary	Secondary	Primary	Secondary	Other potential impact	Other potential impact	Primary	Other potential impact	Secondary	Primary
Next-generation genomics	Primary	Secondary	Other potential impact	Primary	Primary	Secondary	Other potential impact	Other potential impact	Secondary	Other potential impact	Other potential impact	Primary
Energy storage	Primary	Secondary	Other potential impact	Secondary	Secondary	Primary	Other potential impact	Other potential impact	Secondary	Other potential impact	Other potential impact	Other potential impact
3D printing	Other potential impact	Primary	Secondary	Secondary	Primary	Other potential impact	Secondary	Other potential impact	Primary	Secondary	Secondary	Other potential impact
Advanced materials	Primary	Other potential impact	Other potential impact	Secondary	Primary	Secondary	Other potential impact	Other potential impact	Secondary	Other potential impact	Other potential impact	Secondary
Advanced oil and gas exploration and recovery	Other potential impact	Secondary	Other potential impact	Other potential impact	Other potential impact	Primary	Other potential impact	Other potential impact	Primary	Primary	Other potential impact	Secondary
Renewable energy	Primary	Other potential impact	Other potential impact	Secondary	Secondary	Primary	Other potential impact	Other potential impact	Other potential impact	Secondary	Other potential impact	Secondary

SOURCE: McKinsey Global Institute analysis

Ognuna di queste tecnologie indicate possiede un potenziale significativo nell'indirizzare la crescita economica ed addirittura cambiare le fonti di comparative advantage tra nazioni ed aziende. Dal momento che queste disruptive technologies continuano ad evolversi e a giocare un ruolo sempre più consistente, starà ai leader economici, agli imprenditori, alla classe politica e ai cittadini massimizzare le opportunità mentre intraprendono questa sfida.

In particolare, la sfida del management risiede proprio nel cercare di non concepire tutto questo come una minaccia disruptive, bensì di approfittarne per convertirla in un'opportunità. Ne consegue che l'approccio all'innovazione tecnologica non debba assolutamente essere passivo, pur tenendo presente che la reattività potrebbe non bastare per cogliere le opportunità e scalzare la competizione. Ecco perché, a nostro avviso, un approccio di tipo proattivo sembrerebbe essere decisamente il più adeguato.