Cultural Change in Digital Transformation within Higher Education

EUNIS Congress

June 2020

Pekka Kähkipuro

The need for a cultural change

Layer	Primary goal
Culture	Maximising benefits
Business	Front-end business improvements
Processes	Back-end business improvements
Technology	Cost efficiency

**Progression of Digital Transformation
through layers of impact**

Key cultural elements

Focus on the customer

Digital first

Calculated risk taking

Agility

Open innovation

Breaking silos

Data at the core

Typical business challenges

Key element	Business challenges			
	Student dissatisfaction	Slow pace of change	Inefficient organisation	Coping with disruptions
Focus on the customer	X			X
Digital first	X	X	X	X
Calculated risk taking		X	X	X
Agility		X	X	X
Open innovation		X		X
Breaking silos	X	X	X	
Data at the core	X		X	X

Defining a cultural change journey
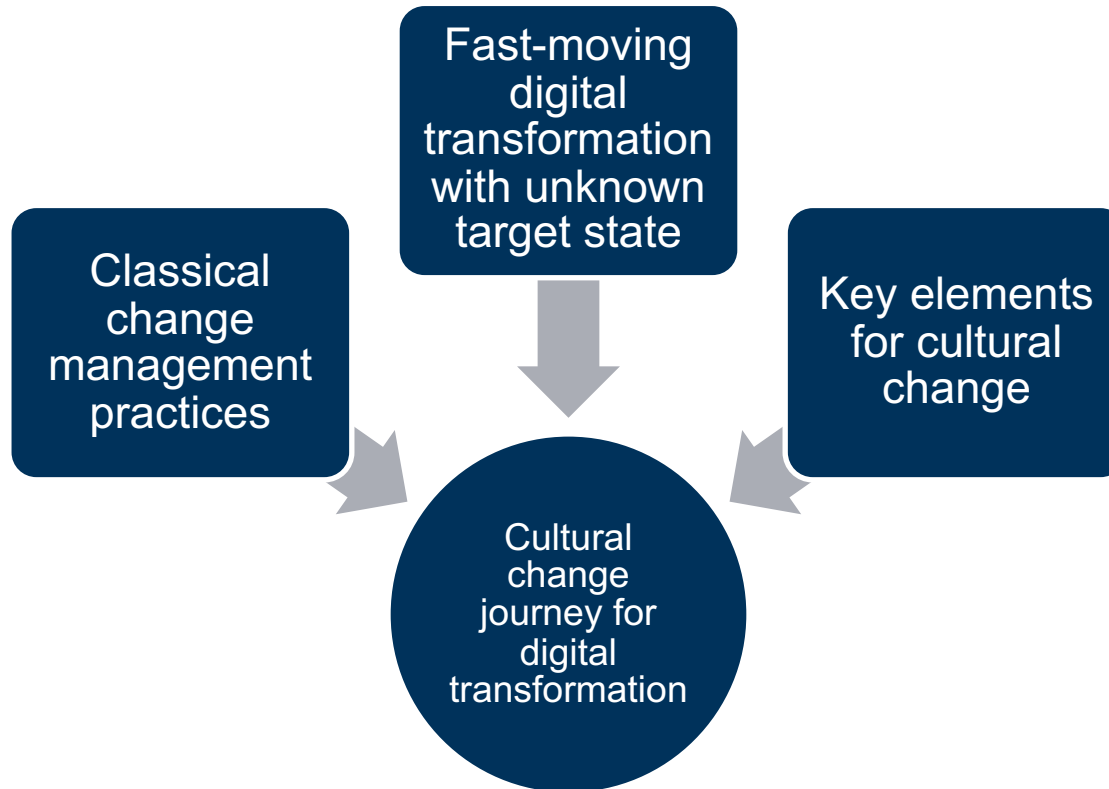
Template for a cultural change journey

Review vision and strategy
- Stretch your aspirations
- Redefine understanding of values
- Ensure management buy-in

Manage change proactively and continuously
- Communicate the vision and the change
- Embed change immediately
- Not everyone is ready for the change

Navigate your way in the changing landscape
- Move fast, renew often
- Take care of organisational health
- Celebrate wins often

Solve issues on the spot
- Solve operational issues, e.g. legacy applications
- Solve legal and compliance issues, e.g. GDPR
- Create digital capabilities, e.g. digital platforms

Questions?