

Achieving Long-Lasting Digital Change in Higher Education

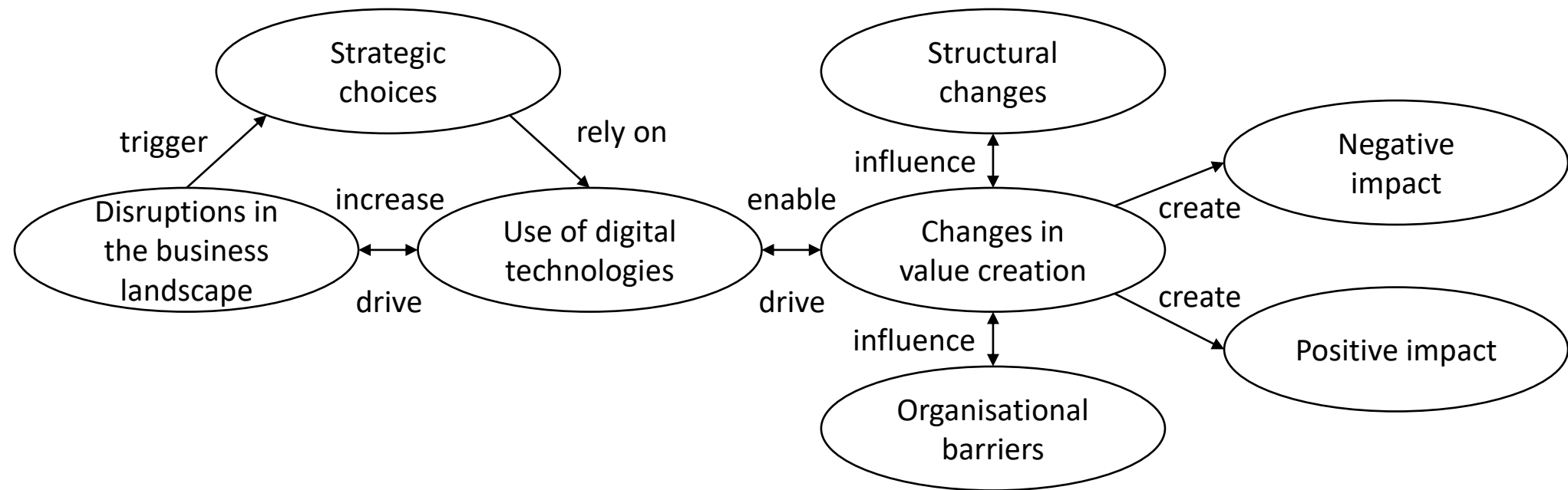
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Digital transformation

- Digital transformation is a complex process combining elements both inside and outside the organization

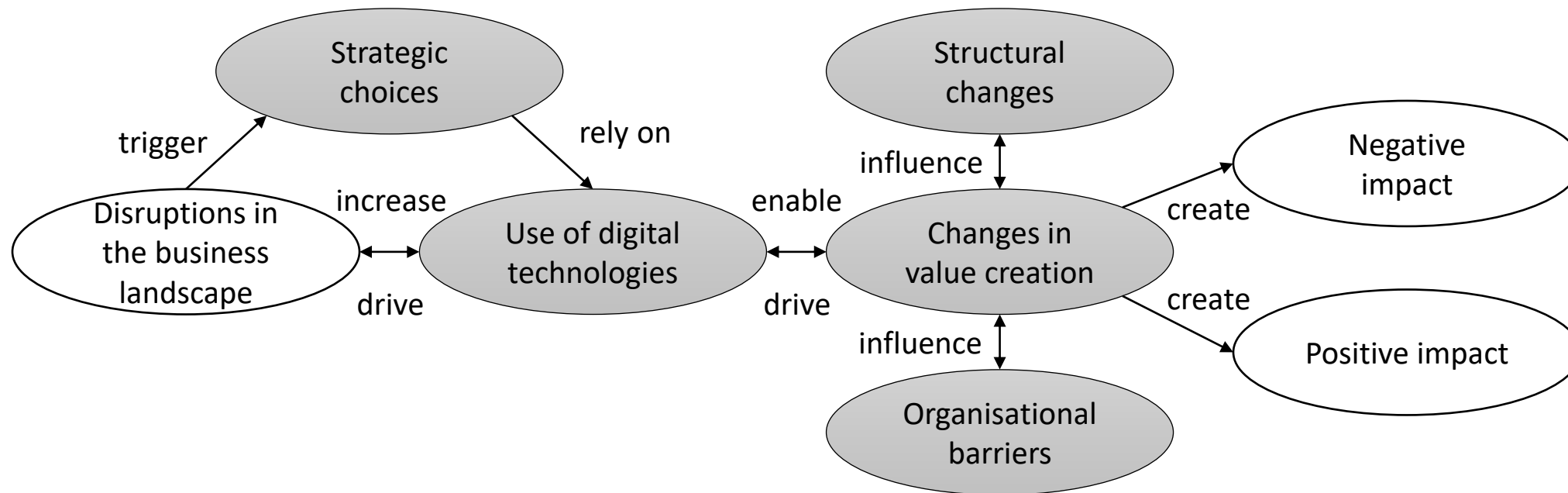


Typical issues with digital transformation

- Treating digital transformation as a one-time exercise
 - Failing to address cultural change results in a short-lived impact
- Managing digital tools with traditional IT governance
 - Efficiency based model often neglects business growth, differentiation and innovation
- Expecting the IT organisation to be digital by nature
 - The DNA of IT is often technical and not business-change oriented
 - IT projects are not particularly good at change management
- Bypassing the customer viewpoint
 - It is easier to focus on delivery efficiency if the customers are conservative and focus on the short term

New approach – Areas to be addressed

- Full reengineering of some of the processes may be needed
- Five elements to be addressed:



Area 1 - Strategy

- Digital transformation needs to be part of the main strategy of the organization
- Typical elements to include in HE
 - Key principles, such as “digital first”
 - Value of data and fact-based decision making
 - Agility & fail fast
 - Focus on the customer

Area 2 – Value creation

- Use the customer first principle to improve business performance
- Push improvements in business processes even if people are affected
- Continuous innovation for value creation - goal oriented and iterative

Area 3 – Role of IT

- IT staff will need to get closer to the business and build a bridge between technology and processes
- Three areas to address in HE
 - Make IT and technology more visible to end users
 - Enable IT organisation to support end users to increase their personal productivity and innovativeness
 - Ensure the IT organisation has the required skills to work with the core business

Area 4 - Structure

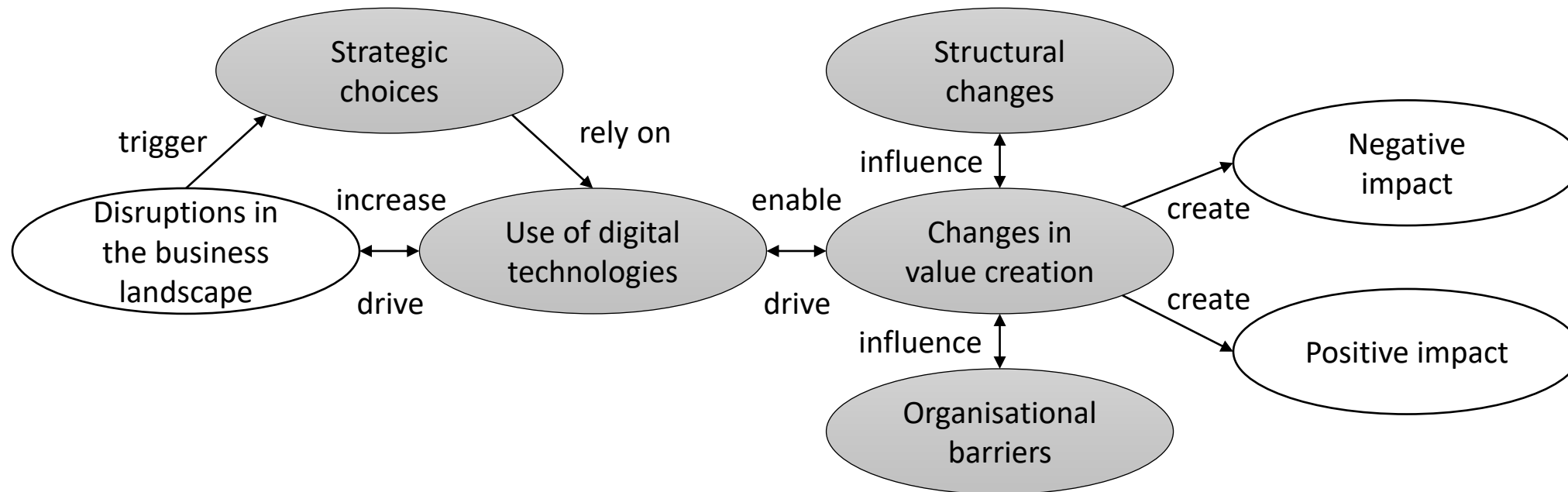
- (IT) managers will need to change from scorekeepers to leaders
- Expect organisation to change from hierarchical to flat
- From project mindset to product mindset
- Existing IT services will need to be remodelled

Area 5 – Culture and skills

- Typical cultural elements to consider
 - Focus on the customer – this will keep the focus on the end goal
 - Digital first – this will ensure a future-proof renewal of the organisation
 - Calculated risk taking – this will lead to faster development
 - Agility – this will ensure competitiveness in the rapidly changing world
 - Open innovation – this will allow the organisation to keep renewing itself
 - Breaking silos – this will smoothen cultural clashes and increase process efficiency
 - Data at the core – this will improve decision making
- Different groups with different agenda
 - Infrastructure and traditional IT
 - IT people facing business
 - Businesspeople facing IT
 - End users and customers

Conclusions

- Long-lasting digital transformation needs
 - Full understanding of the nature of the transformation
 - Significant changes in at least five areas:



Q & A