

# Developing a Digital Transformation Strategy for Fall and Winter 2020: An IT Capabilities Perspective

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# Agenda

- The Covid Disruption
- Designing a COVID strategy
- Developing an action plan based on IT and business capabilities
- Q&A

***The pandemic might ... permanently change the character of higher learning in America — its culture, its role in society and in the economy, and the business models that sustain it.***

*- The Chronical Of Higher Education, How Will The Pandemic Change Higher Education, April 10, 2020*

***From March 7 to March 26, over 1,100 colleges and universities closed and moved to online instruction impacting the education of more than 14 million students.***

*- Inside Higher Education, “Colleges Are Not Light Switches” Karen Gross, April 9, 2020*

***If I wanted to take online classes, I would pay a lot less. We’re paying full tuition to get an incomplete education.”***

*- A university student’s reaction to moving her courses on-line*



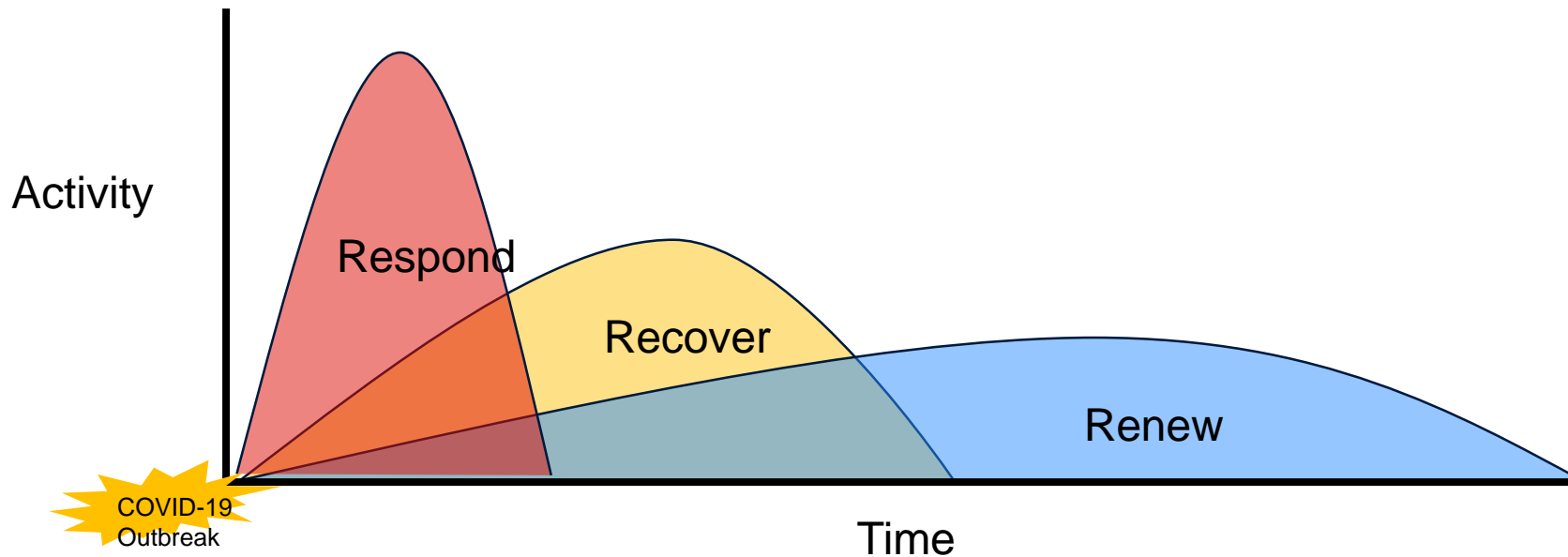
# Response to COVID Needs to Be Flexible

- Universities need to *plan for the “new normal”*, but the road to the future will not be a straight line
- Universities must plan for the possibility of a surge in the Corona virus that leads to another *swift campus shut-down and return to online instruction*
- Developing the agility to *easily move between on campus and remote capabilities* should be built into any response strategy
- Plans for the next academic year should be linked to an institutions *long term strategy*

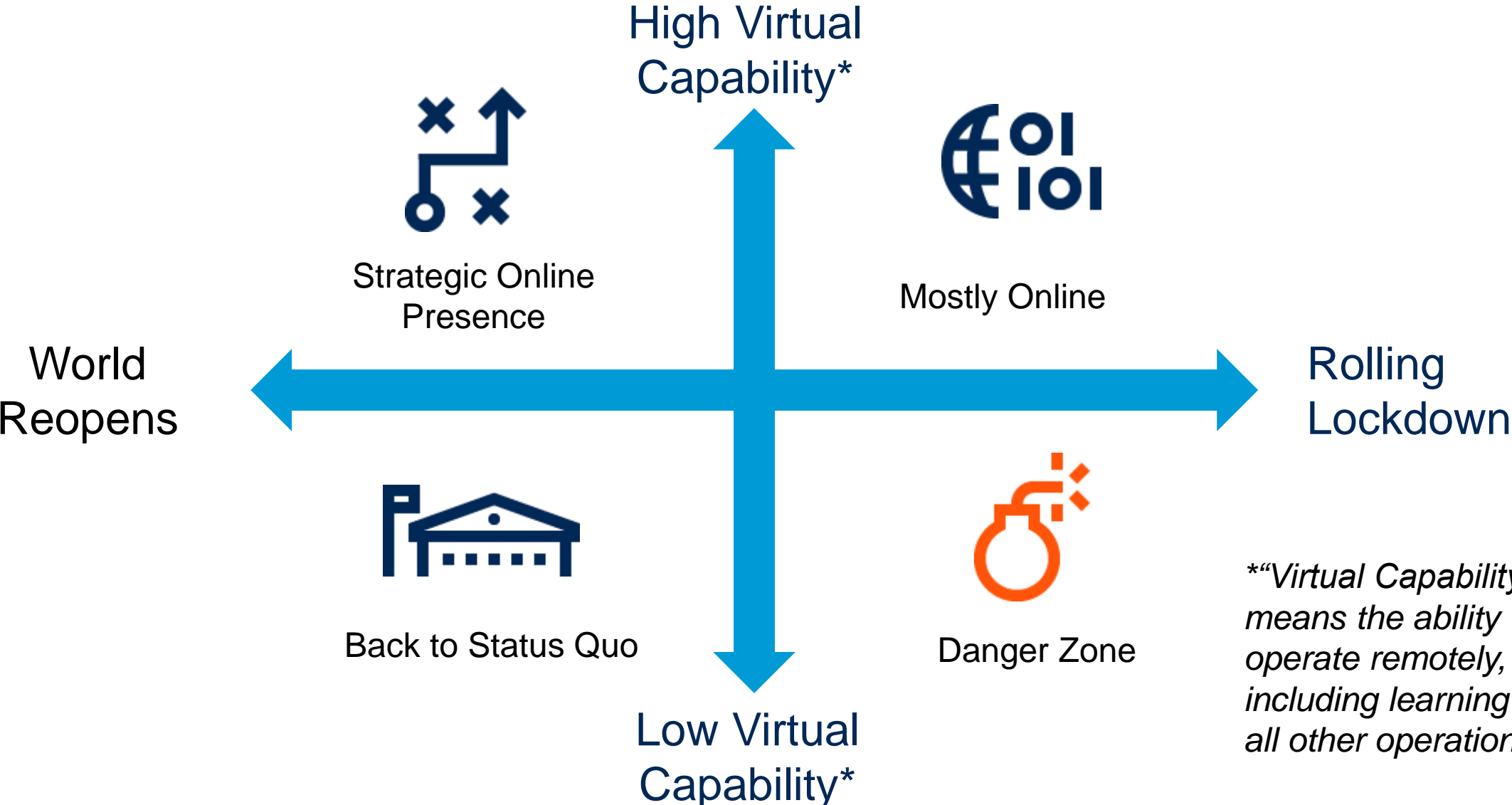


# Gartner's Point of View for Education's Recovery Phase

- Now is the time for institutions/districts to get out of “**respond**” mode and be very intentional about their choices related to learning and the resulting implications for business and technology capabilities
- Institutions/districts need to quickly develop a “**recovery**” strategy that focuses on the next 2-3 terms and bridges from their short-term COVID-19 response efforts to their long-term institutional strategy
- The priority for recovery planning is maintaining maximizing results over the next 6-18 months, but to the extent possible, this plan should also support long-term “**renew**” strategies

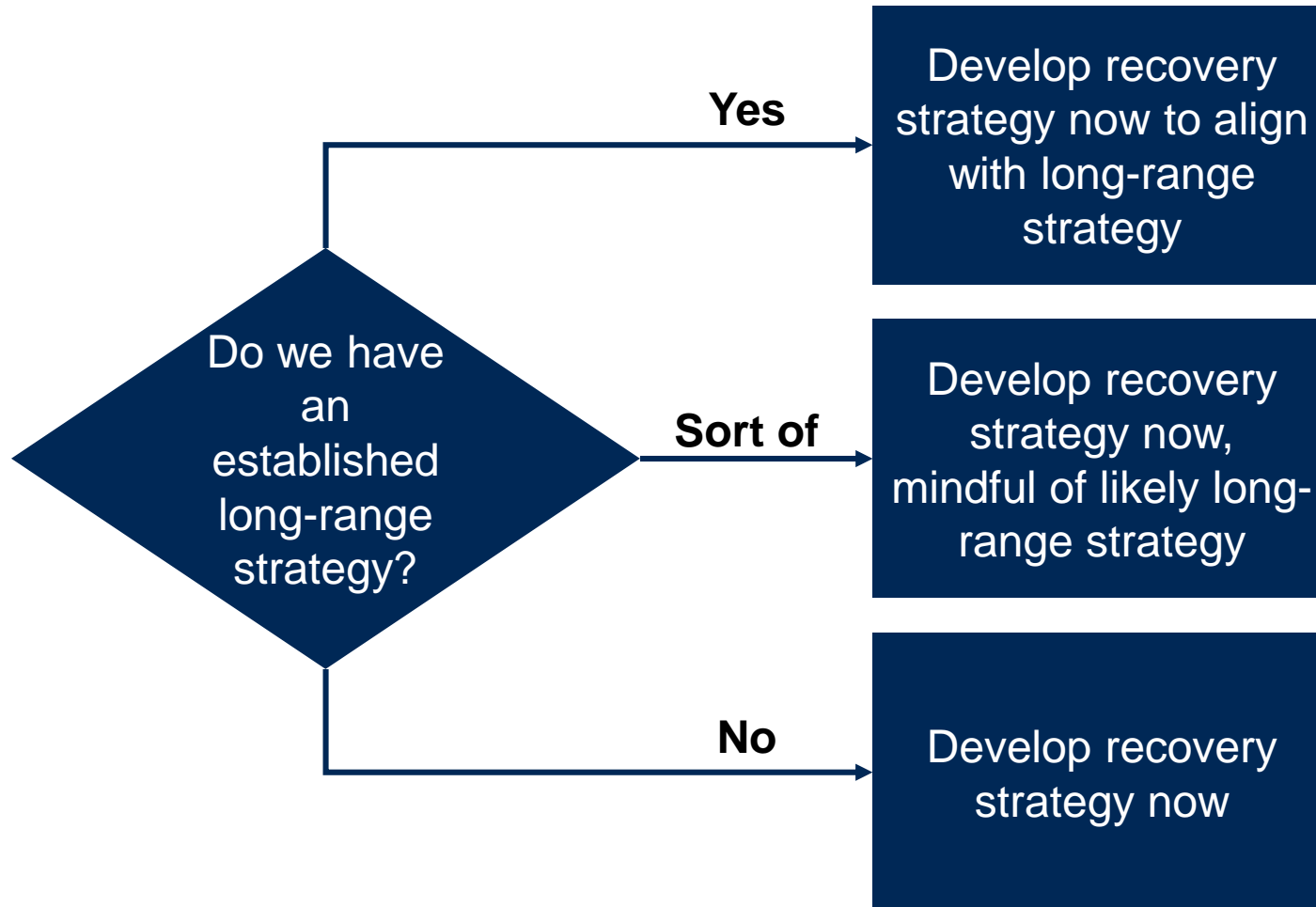


# Recovery Phase Scenarios



*\*“Virtual Capability” means the ability to operate remotely, including learning and all other operations.*

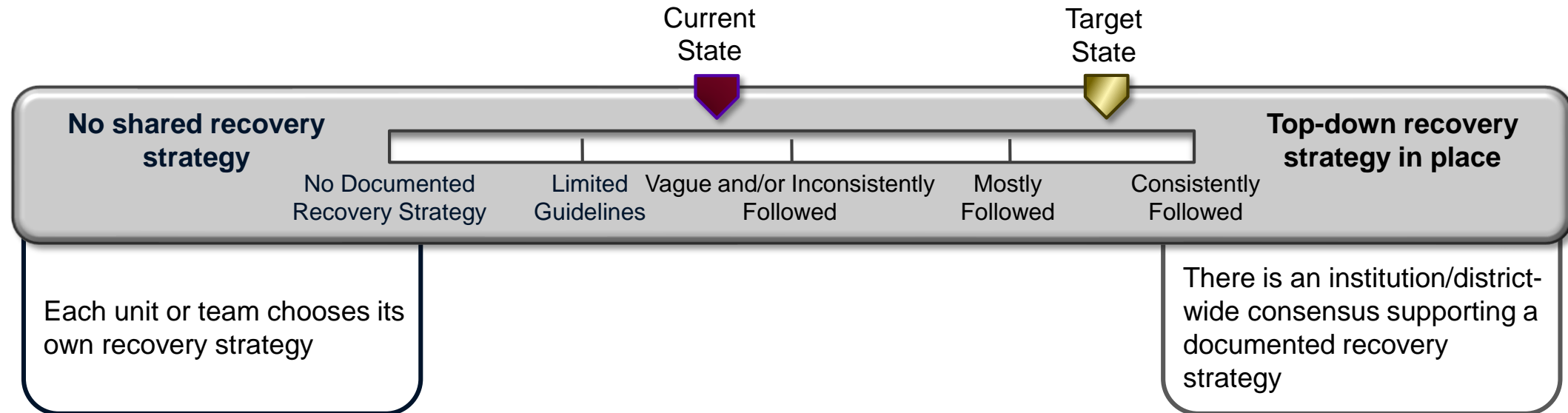
# Relationship with Long-Range “Renew” Strategic Planning



- **Assumption:** The recovery strategy is an urgent need
- **Guideline:** Take advantage of a long-range “renew” strategy if there is one, but do not let a lack of one delay the recovery strategy and plan



# What is the current state of your recovery strategy?

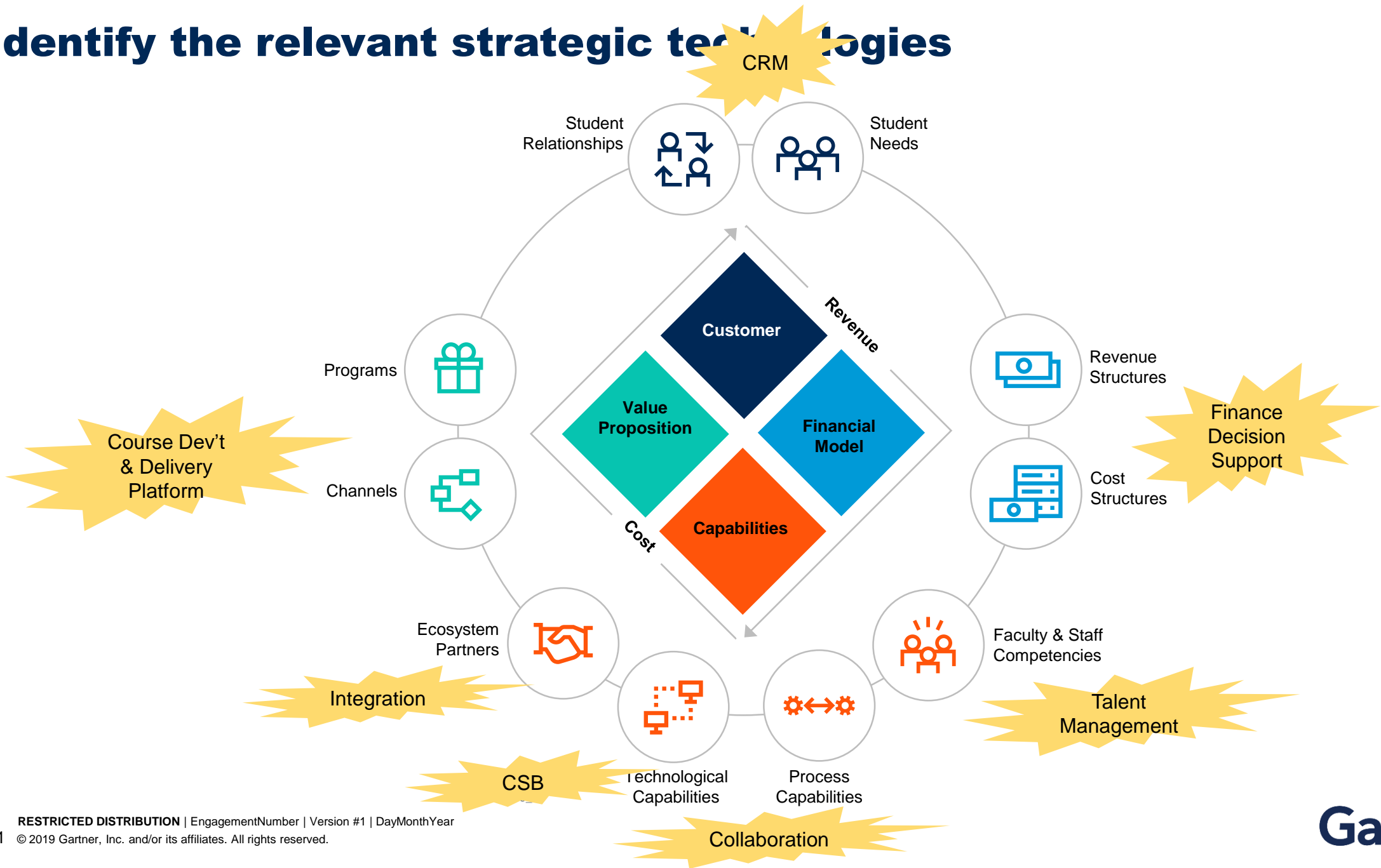


# Use the “Business Model” Framework to structure the recovery phase Digital Transformation Strategy

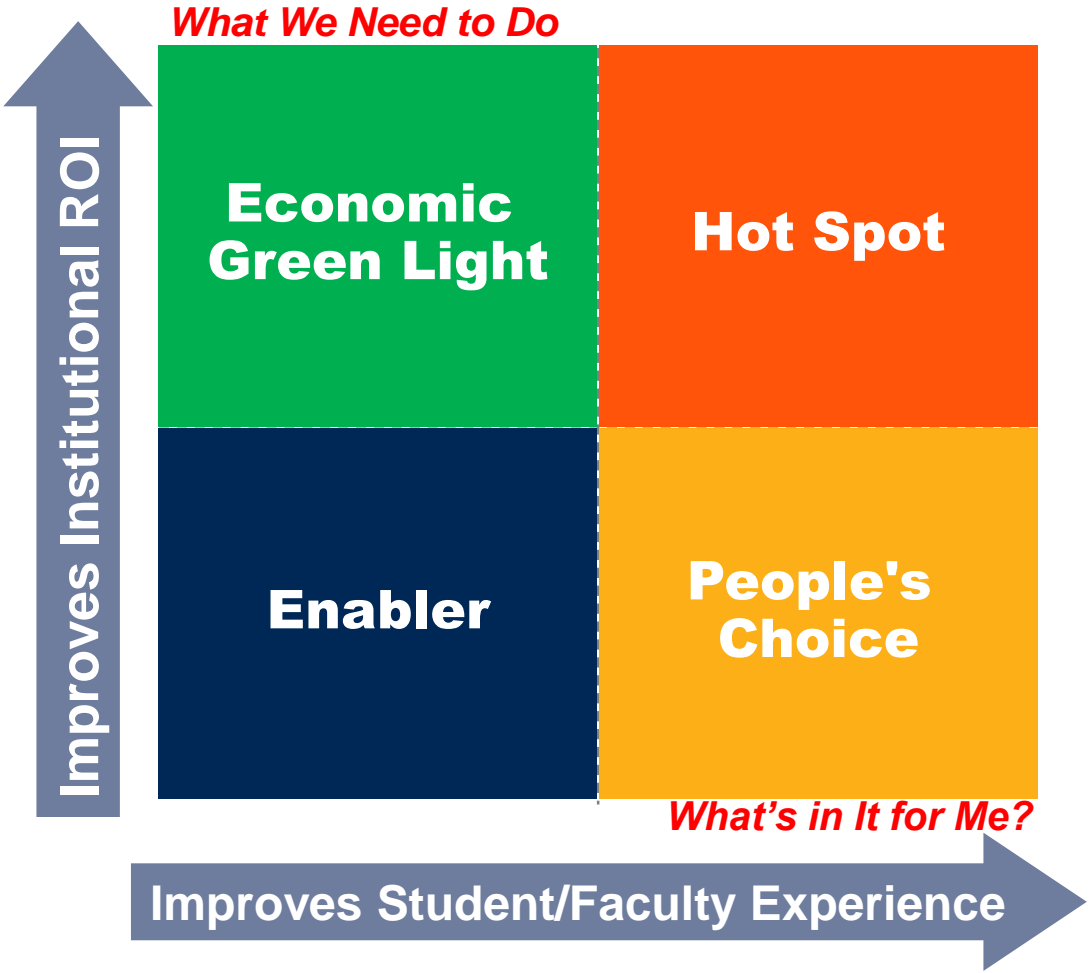


Source: Gartner  
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# Identify the relevant strategic technologies

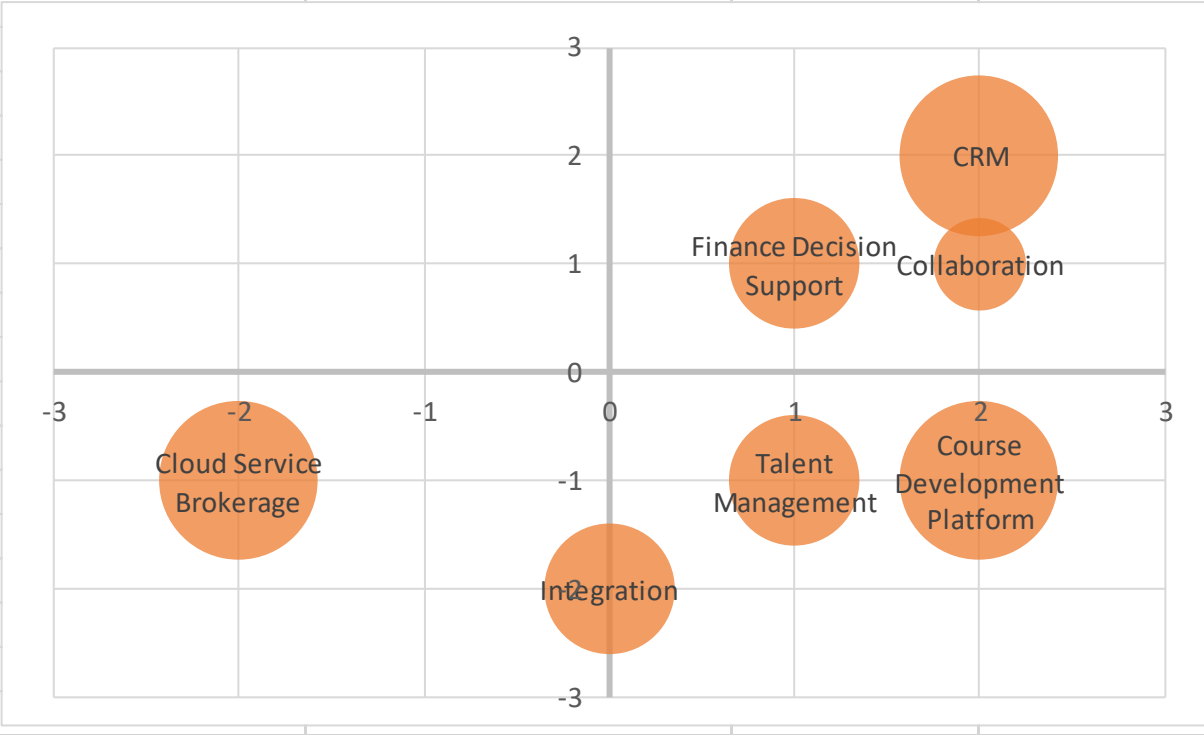


# Create a Strategic Technology Map



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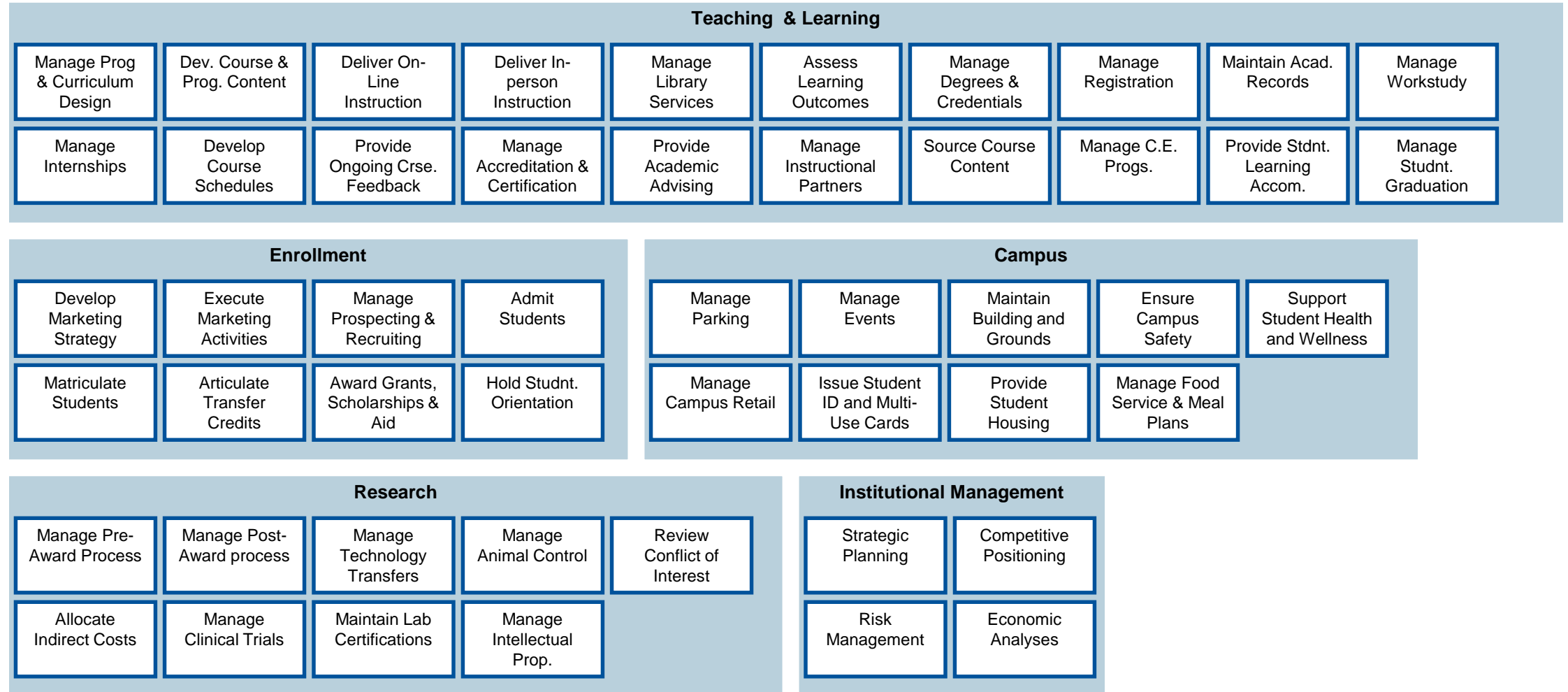
Short Name	Student/Faculty Experience	Institutional ROI	Strategic Importance
CRM	2	2	3
Course Development Platform	2	-1	3
Integration	0	-2	2
Cloud Service Brokerage	-2	-1	3
Collaboration	2	1	1
Talent Management	1	-1	2
Finance Decision Support	1	1	2



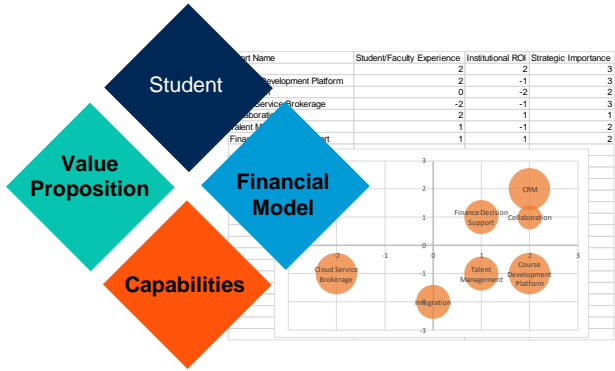
# Use the map to identify critical IT capabilities

Strategy	Innovation	Business Relations	Architecture	Management	Workplace Services	Development	Deployment	Performance Management	Service Management	★ Data Management	Operations	Sourcing & Vendor Management	Security & Risk Management
Develop Technology Strategy	★ Manage Innovation	Manage Business Relationship & Demand	Manage Enterprise Architecture	Manage & Analyze IT Financials	★ Develop Digital Workplace Strategy	★ Manage Business Requirements	Manage Release & Deployment	★ Understand Business Objectives & the Value of IT	Manage IT Services & Catalog	Manage Data Quality	Perform Monitoring & Event Management	Procurement	Secure the Technology Environment
Manage Architecture			Manage Business Architecture	Manage IT Workforce	Manage End User Devices	Design & Develop Solutions	Perform Technology Change Management	Manage IT Performance & Metrics	Provide Service Management	Manage Data Governance & Management	Perform Incident & Problem Management	Manage Vendor & Supplier Relationships	Ensure Privacy & Confidentiality
★ Develop Digital Business Strategy			Manage Information Architecture	Manage Governance, Policy, & Standards		Manage Solution Quality & Testing	Manage Software Configuration			Manage Databases	Operate Service & Contact Center	Manage Sourcing	Manage Info Security & Risk Governance
			Manage Application Architecture	Manage Project Delivery			Design & Develop CI / CD Solutions (DevOps)			Manage Data Analytics	Manage and Maintain IT Assets & Licenses		★ Manage Identities, Access & Vulnerabilities
			Manage Security Architecture	Manage Knowledge, Information, & Content						Manage Master Data	★ Provide & Manage IT Service Support		★ Manage IT Business Continuity & Disaster Recovery
			★ Manage Cloud Architecture / Brokerage	Manage IT Portfolios						Manage Data Provisioning	Provision & Manage Environments		Manage Security Threats
			★ Manage Integration Architecture							Manage Business Intelligence & Reporting			
			Manage Automation Architecture							Manage Data Science Engineering			

# Use a Business Capability Model to identify where the institution needs to adapt to new strategies and technologies



# Digital Transformation Approach: Vision to Execution



Strategy	Architecture	Management	Multi-Data Services	Development	Deployment	Performance Management	Service Management	Data Management	Operations	Security & Vendor Management	Security & Risk Management
Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services
Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services	Manage Academic Services
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Teaching & Learning									
Manage Prog & Curriculum Design	Dev. Course & Prog. Content	Deliver On-Line Instruction	Deliver In-person Instruction	Manage Library Services	Assess Learning Outcomes	Manage Degree & Credentials	Manage Registration	Maintain Acad. Records	Manage Workstudy
Manage Internships	Develop Course Schedules	Provide Ongoing Ctr. Feedback	Manage Accreditation & Certification	Provide Academic Advising	Manage Instructional Partners	Source Course Content	Manage C.E. Progs.	Provide Short Learning Accom.	Manage Student Graduation

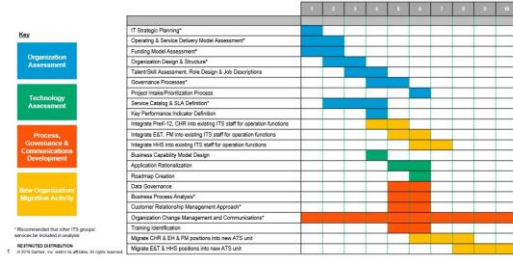
  

Enrollment			Campus					
Develop Marketing Strategy	Execute Marketing Activities	Manage Prospecting & Recruiting	Admit Students	Manage Parking	Manage Events	Maintain Building and Grounds	Ensure Campus Safety	Support Student Health and Wellness
Maintain Students	Articulate Transfer Credits	Award Grants, Scholarships & Aid	Hold Student Orientation	Manage Campus Retail	Issue Student ID and Multi-Use Cards	Provide Student Housing	Manage Food Service & Meal Plans	

Research				Institutional Management	
Manage Pre-Award Process	Manage Post-Award process	Manage Technology Transfers	Manage Animal Control	Review Conflict of Interest	Strategic Planning
Allocate Indirect Costs	Manage Clinical Trials	Maintain Lab Certifications	Manage Intellectual Prop.		Competitive Positioning
					Risk Management
					Economic Analysis

Roadmap of key milestones to plan for migration





# Q & A

# Gartner at a glance

## About Gartner

- **The world's leading research and advisory company**, founded in 1979
- **Nearly 17,000 associates** in 120+ offices around the world
- **\$4.2B** revenue in 2019
- 40+ consecutive quarters of **double-digit growth**
- Member of the **S&P 500**
- Deep global **business and technology** insight into every major function in the enterprise:



Customer Service & Support



Finance



Human Resources



Information Technology



Legal & Compliance



Marketing & Communications



Product Management



Research & Development



Sales



Strategy



Supply Chain

## Clients we serve

- **More than 15,000 client enterprises** in more than 100 countries
- **C-suite leaders and their teams** across all enterprise functions in every industry around the world
- **Enterprises large and small, in public and private sectors**, including 77% of the Global 500

# Appendix

# COVID-19 Planning Assumptions

Scenario	Likelihood of scenario		
	Target date or term 1:	Target date or term 2:	Target date or term 3:
<b>“Still Locked Down”</b> – The threat has not been contained; most lockdown and social distancing rules remain in force	___%	___%	___%
<b>“World Reopens”</b> – COVID-19 threat has been adequately contained and society enters the “new normal”	___%	___%	___%
<b>“Rolling Lockdown”</b> – Periods of contained threat are interrupted by returns of the virus and associated temporary lockdowns and social distancing; enterprises need to be able to smoothly and quickly switch back and forth between “new normal” and “locked down” modes	___%	___%	___%

*Each column should total 100%*

# Approach for Creating a Digital Technology Strategy

Steps

## 1. Envision and Confirm Hypothesis

- Determine digital ambition and define a compelling vision
- Obtain customer and market insights
- Explore strategic choices (Business opportunities, risks, implications)
- Define and prioritize opportunities – by evaluating sample use cases
- Create prototypes (Mock-ups, User Journeys etc.)

## 2. Evaluate

- Establish Digital Maturity baseline
- Assess impact and validate hypothesis (Scale or Pivot)
- Identify high-level business needs and ambitions

## 3. Enable and Execute

- Design target state Business Model, Operating Model and Technology Model
- Conduct gap analysis between current and future Business, Operating and Technology models
- Develop and prioritize initiatives to bridge gaps and build required capabilities
- Update Business and IT Strategy & roadmap
- Build high level investment and business case for Digital Transformation
- Operationalize strategy by executing roadmap initiatives
- Manage organizational change — evaluate risks and plan mitigations

Outputs

- Vision
- Guiding principles
- Value propositions
- Customer journeys
- Success criteria & metrics

- Current state assessments

- Target Business Capability Model
- Future technology principles and capabilities
- Target Operating Model
- Target Reference Architecture
- Investment and benefits case
- High-level initiatives
- Recommendations and roadmap
- Risks & mitigation actions
- Executive Summary

Benefits

- Demonstrate alignment with enterprise strategy
- Position the company to respond to customer/market needs

- Help calibrate organization with peers
- Determine current maturity

- Future-proof the organization for digital disruption

Envision the Future

Define Vision and Digital Value Propositions

Assess Current State

Develop Target State

Develop Recommendations and Roadmap

# Contacts

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