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

June 4, 2020

© 2020 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This presentation, including all supporting materials, is proprietary to Gartner, Inc. and/or its affiliates and is for the sole RESTRICTED use of the intended recipients. Because this presentation may contain information that is confidential, proprietary or otherwise legally protected, it may not be further copied, distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates.

Gartner®

Gartner Consulting is an *extension* of Gartner Research, helping clients translate insights into actions to achieve superior performance and build organizational capabilities.

Steven Kaplan
Senior Managing Partner
Gartner Consulting

John Thompson-Haas
Senior Director
Gartner Consulting

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner

Agenda

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

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

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

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

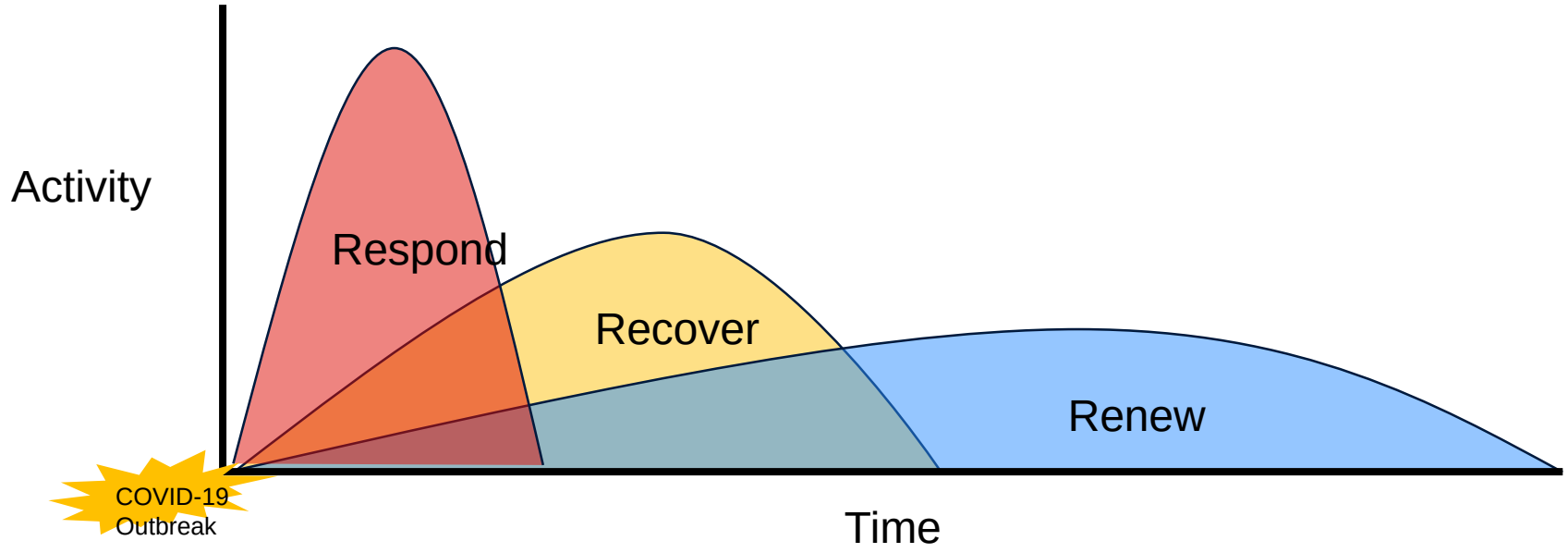
Response to COVID Needs to Be Flexible

- 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***

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

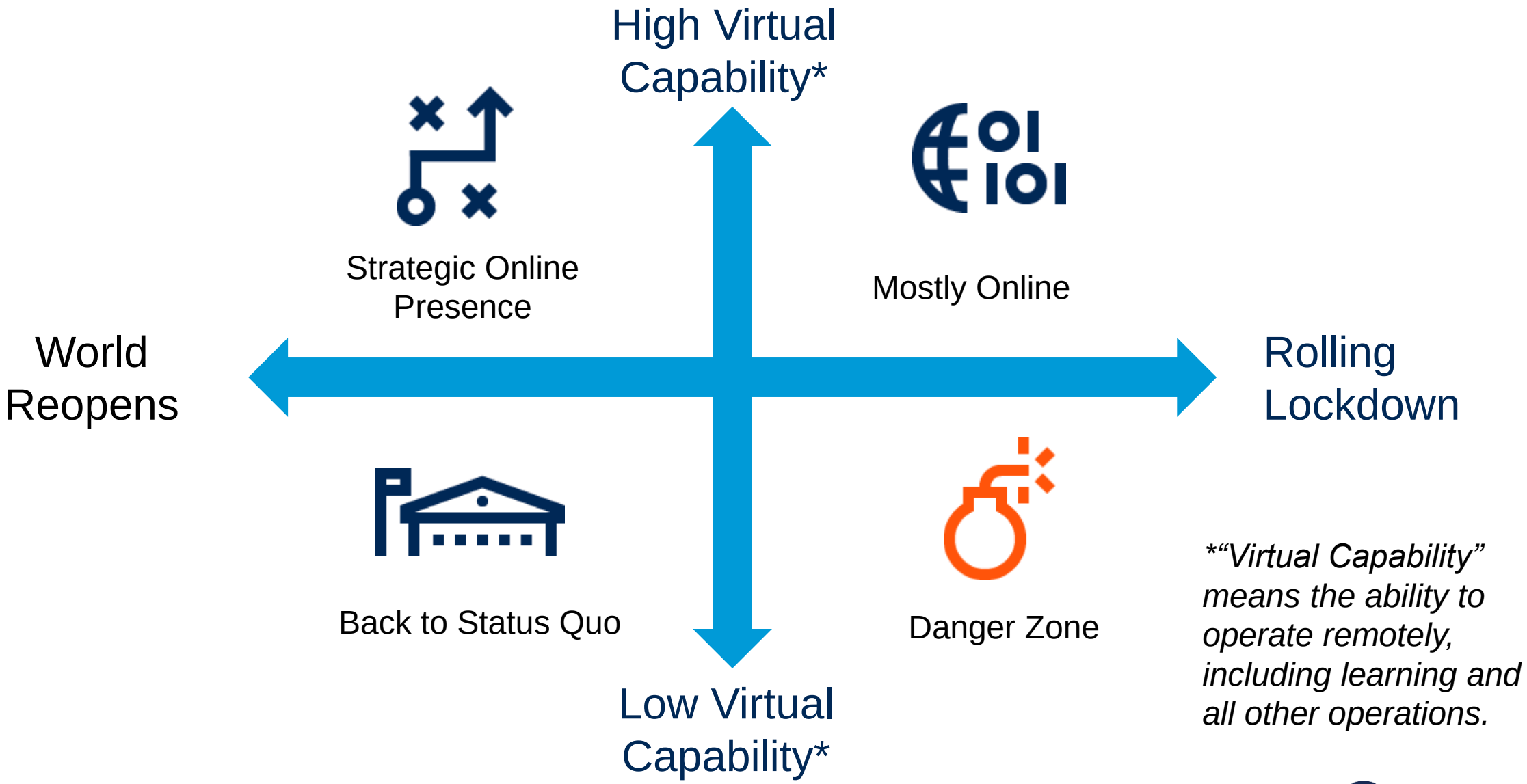
Gartner's Point of View for Education's Recovery Phase

- 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



RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

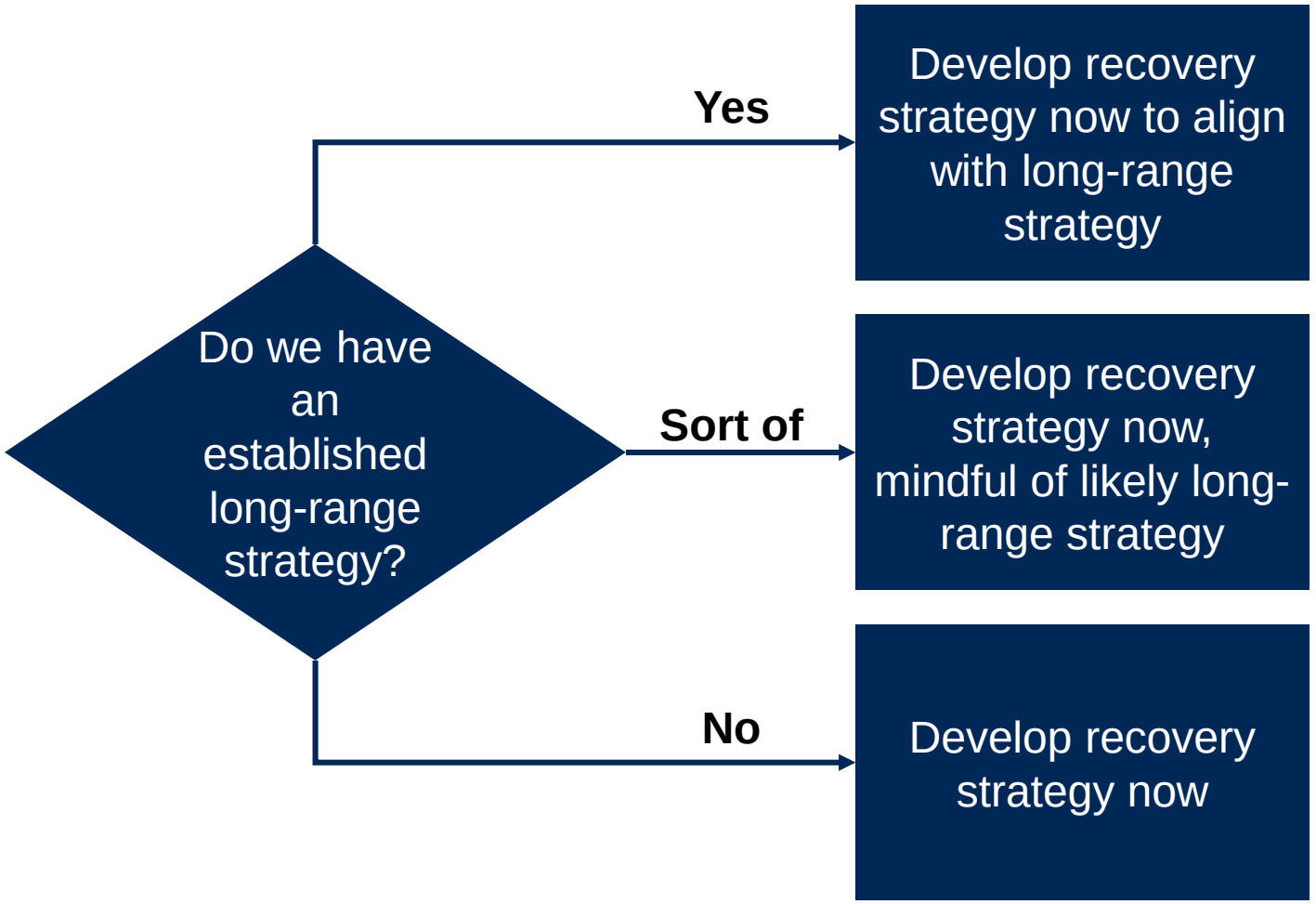
Recovery Phase Scenarios



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

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

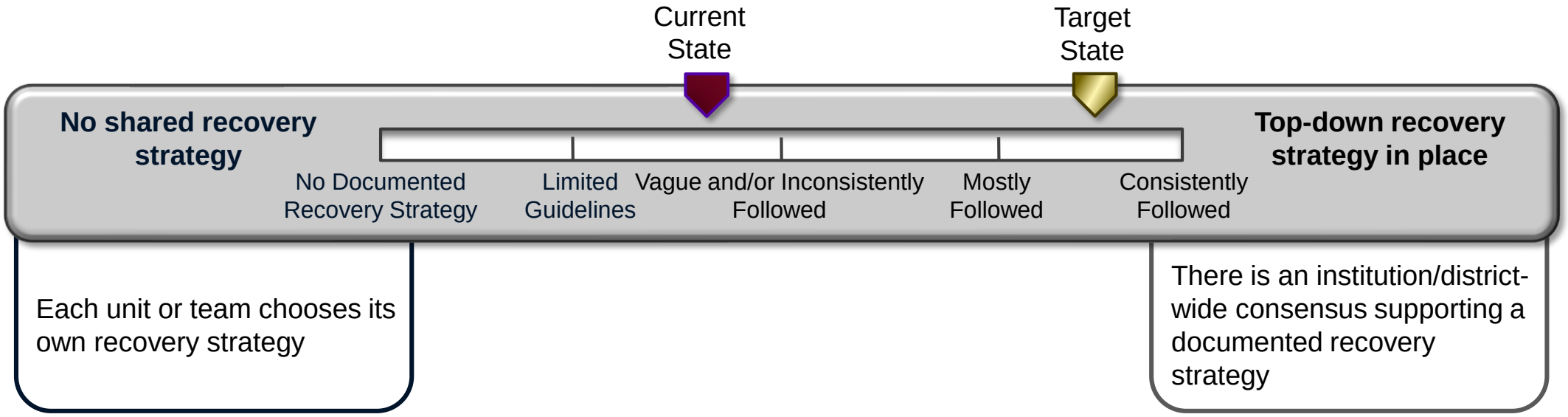
Relationship with Long-Range “Renew” Strategic Planning



- **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

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

What is the current state of your recovery strategy?



RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

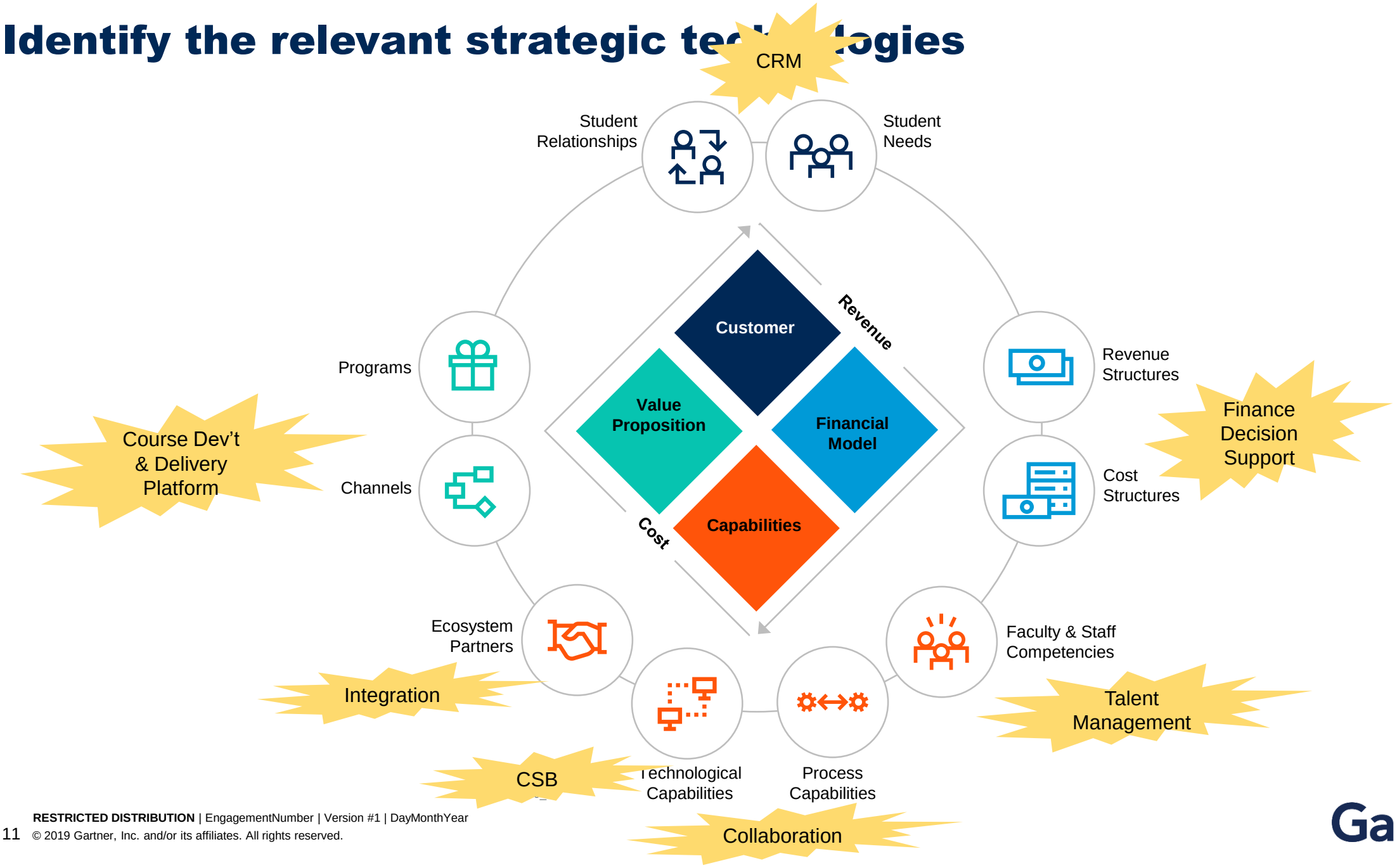
Use the “Business Model” Framework to structure the recovery phase Digital Transformation Strategy

Source: Gartner
ID: 465116_C

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

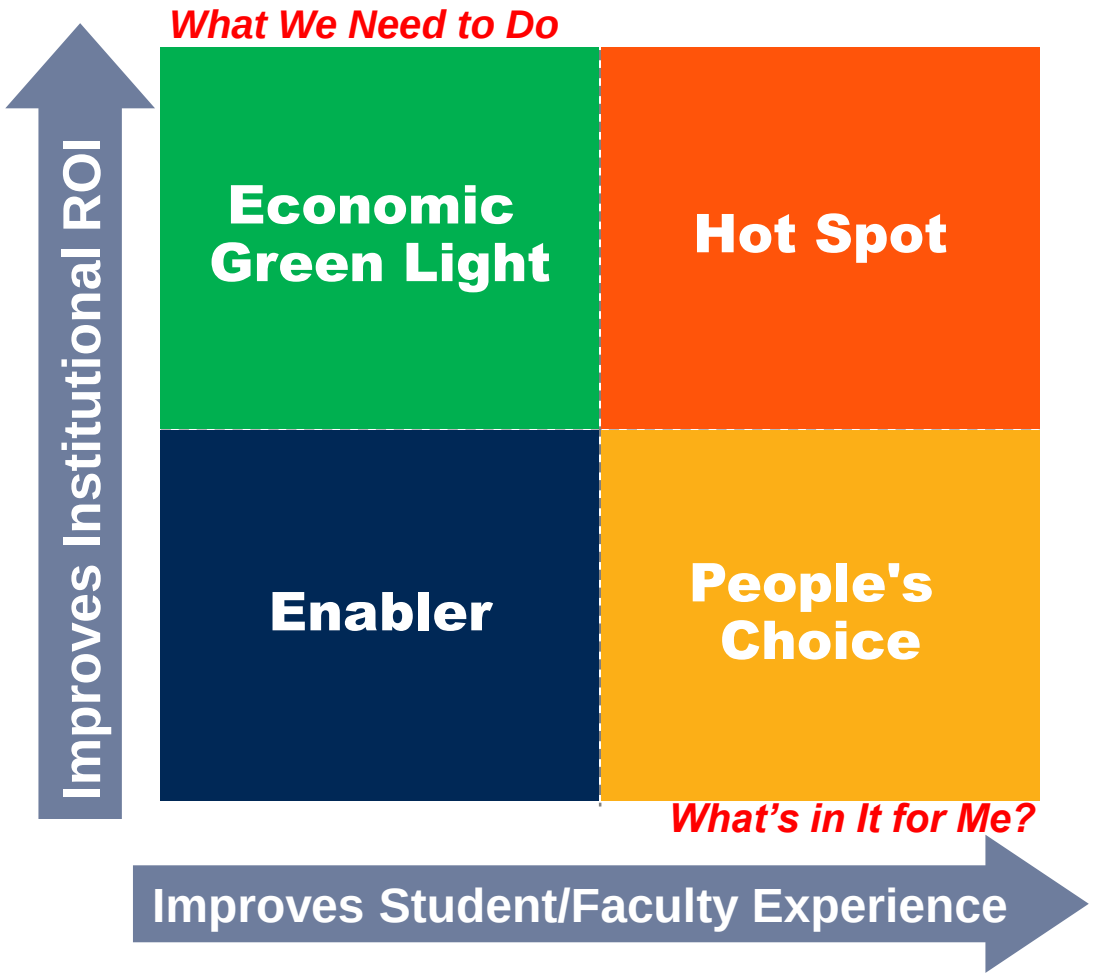
Gartner

Identify the relevant strategic technologies



RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

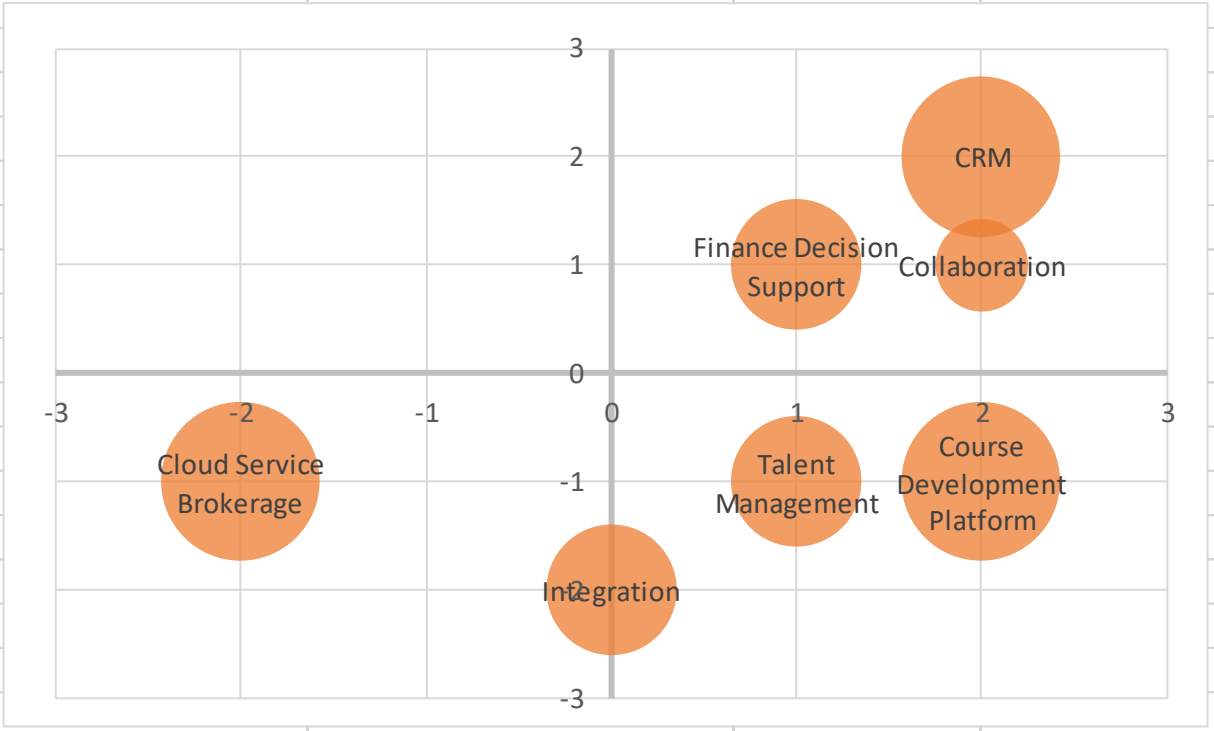
Create a Strategic Technology Map



RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

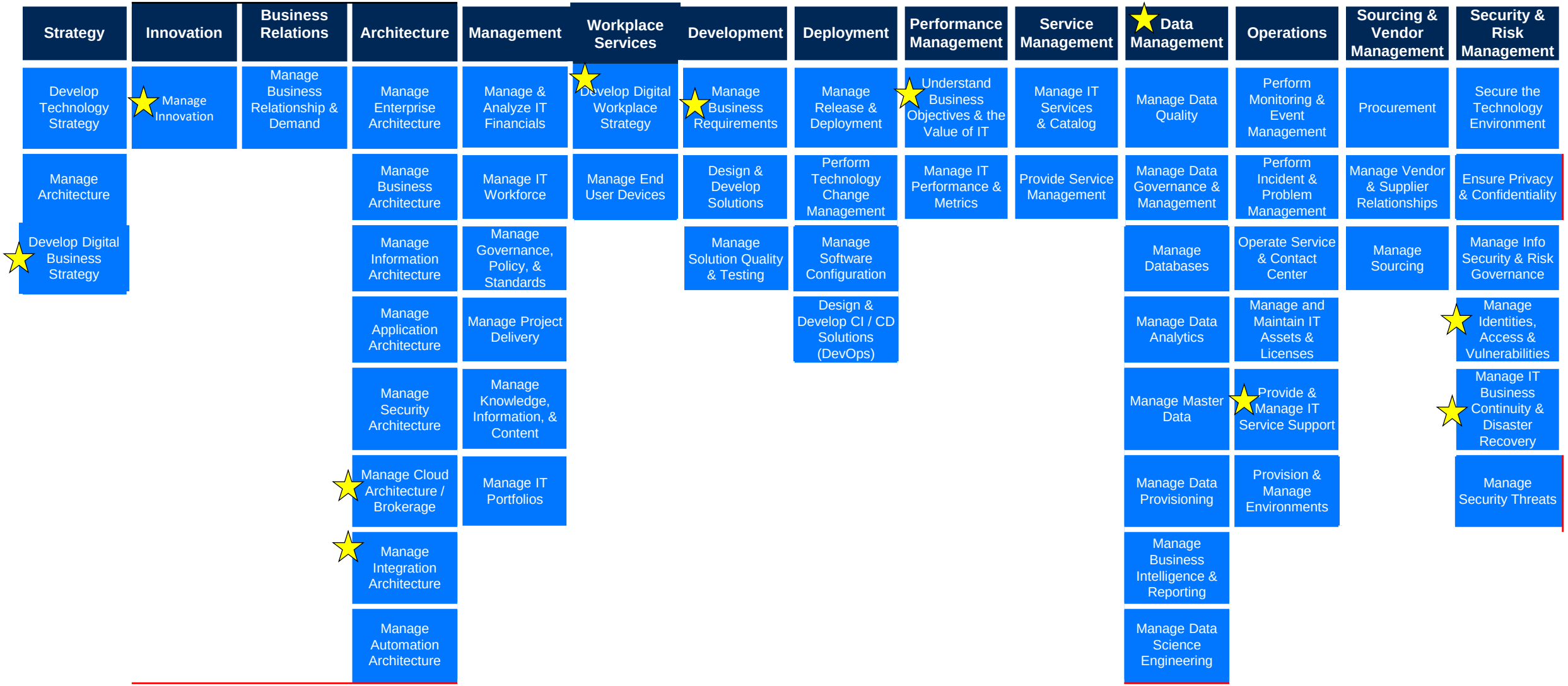
Create a Strategic Technology Map

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



RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Use the map to identify critical IT capabilities

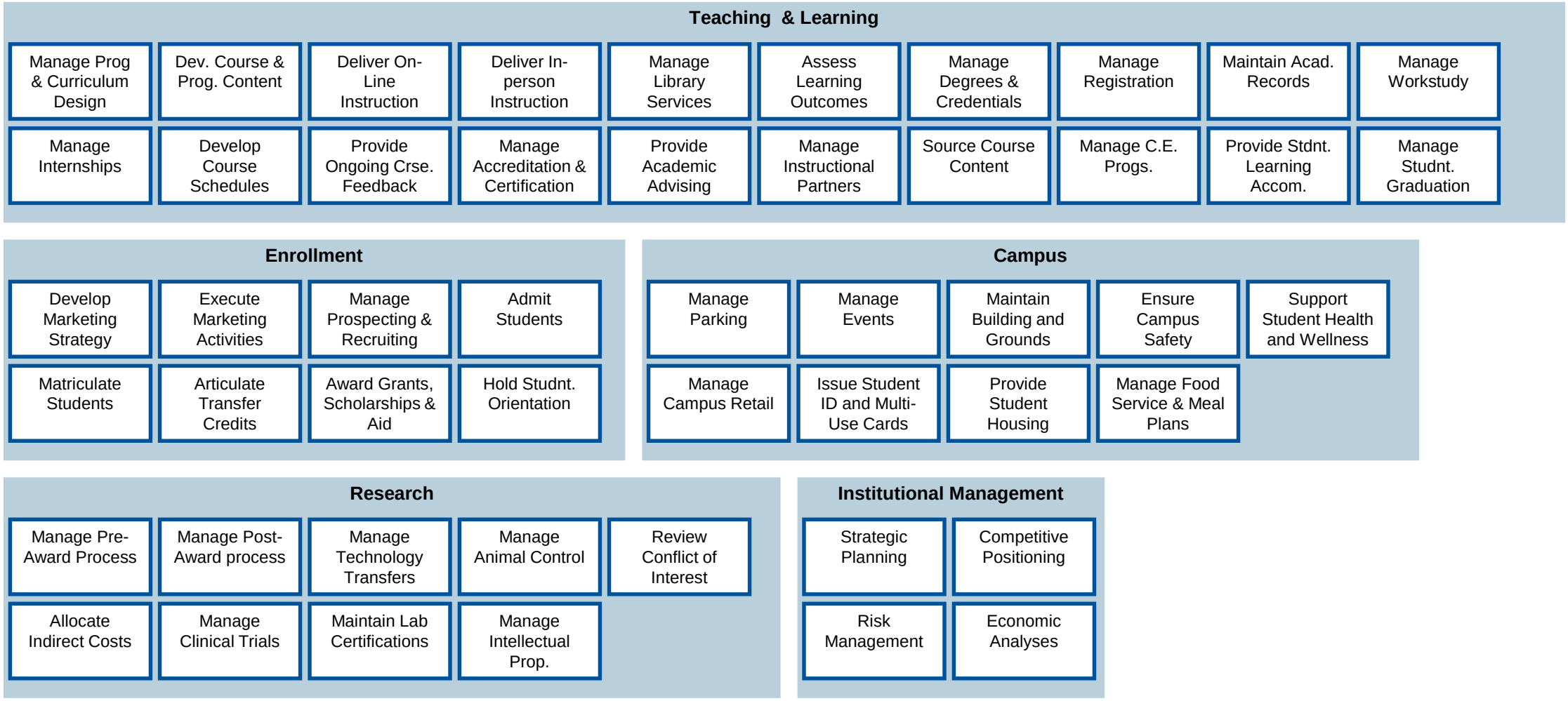


RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

★ Capabilities identified by Gartner as requiring most focus for COVID response

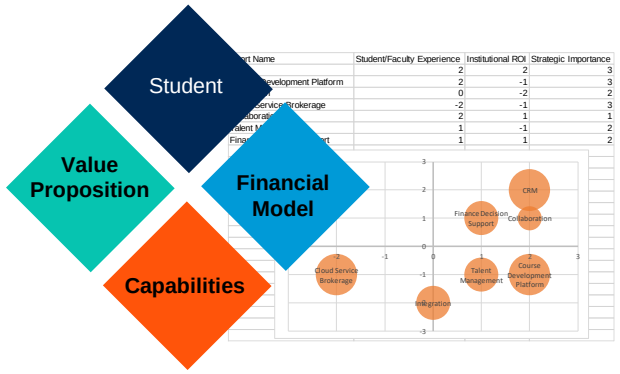
Gartner®

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

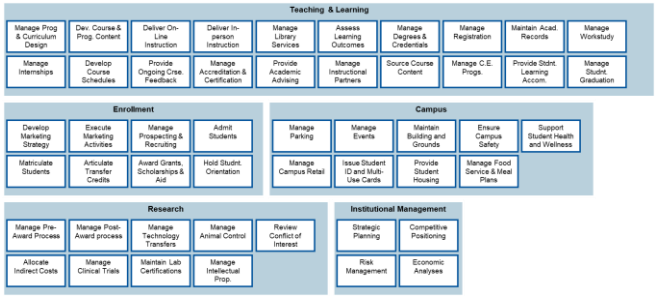


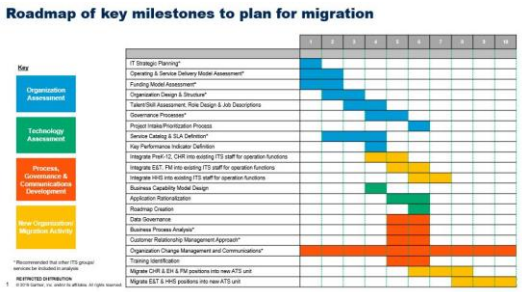
RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Digital Transformation Approach: Vision to Execution



Vision and Value prop → **Assessment & Use Case Enablement** → **Ecosystems & Investments** → **Roadmap and Organization Change** → **Execution and Support**





RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®

Q & A

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

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:

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

RESTRICTED DISTRIBUTION | EngagementNumber | Version #1 | DayMonthYear
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Appendix

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

COVID-19 Planning Assumptions

Scenario	Likelihood of scenario		
	Target date or term 1: _____	Target date or term 2: _____	Target date or term 3: _____
"Still Locked Down" – The threat has not been contained; most lockdown and social distancing rules remain in force	__%	__%	__%
"World Reopens" – COVID-19 threat has been adequately contained and society enters the "new normal"	__%	__%	__%
"Rolling Lockdown" – 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%

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Approach for Creating a Digital Technology Strategy

	1. Envision and Confirm Hypothesis	2. Evaluate	3. Enable and Execute
Steps	▪ 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.)	▪ Establish Digital Maturity baseline ▪ Assess impact and validate hypothesis (Scale or Pivot) ▪ Identify high-level business needs and ambitions	▪ 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**

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®

Contacts

Gartner
Steven Kaplan
Senior Managing Partner
Education Service Line
Gartner Consulting
Phone: +1 203 316 3963
Email: steven.kaplan@gartner.com

Gartner
John Thompson-Haas
Senior Director
Education Service Line
Gartner Consulting
Phone: +1 510 541 1029
Email: john.thompson-hass@gartner.com

Gartner
Christina Rinaldi
Managing Partner
North American Consulting
Gartner Consulting
Phone: +1 512 658-4669
Email: Christina.Rinaldi@gartner.com

© 2019 Gartner, Inc. and/or its affiliates. All rights reserved.