Proposal for a digital maturity model for universities (MD4U)

Faraón Llorens-Largo
Rafael Molina-Carmona
Antonio Fernández-Martínez
focusing on transformation

digitization

digitize information

digitalization

digitalize processes and roles that make up the operations of a business

digital transformation

digitally transform the business and its strategy

focusing on transformation

“digital transformation is not just about technology”
focusing on transformation

“strategy, not technology, drives digital transformation”
focusing on transformation

- business needs
- digital solutions
- IT potential
- generate value through existing processes or by creating new processes
focusing on transformation

hierarchy of needs
infographics UNIVERSITIC 2017

Faraón Llorens Largo, Antonio Fernández Martínez, Rafael Molina-Carmona, Juan Romero, Belén Payá

https://rua.ua.es/dspace/bitstream/10045/72948/7/Infografia-UNIVERSITIC-2017_eng.png
“digital transformation is fundamentally not about technology but about strategy. Although it may require upgrading your IT architecture, the more important upgrade is to your strategic thinking. Traditionally, digital leaders, such as CIOs, were tasked with focusing on automating and improving the processes of an existing business. Today, digital leadership requires the ability to reimagine and reinvent that business itself”
"I think probably the biggest challenge is meeting student expectations and ensuring that we deliver an education in the broadest sense of the word that really meets the expectations and needs of the students, but also meets the needs of employers”

Vice Chancellor – UK University

The 2016 State of Digital Transformation

ALTIMETER
Prophet

DIGITAL TRANSFORMATION REQUIRES MULTIDISCIPLINARY INVOLVEMENT

GOVERNANCE AND LEADERSHIP
An infrastructure that is driven by leadership philosophies that determine the fate of business evolution

PEOPLE AND OPERATIONS
Who is involved in Digital Transformation, the roles they play, the responsibilities and accountabilities they carry, and how a company enacts change and manages transformation, including its roles, processes, systems, and supporting models

CUSTOMER EXPERIENCE
The processes and strategies aimed at improving touchpoints along the entire customer journey

DATA AND ANALYTICS
How a company tracks data, measures initiatives, extracts insights, and introduces them into the organization

TECHNOLOGY INTEGRATION
Implementing technology that unites groups, functions, and processes to support a holistic CX

DIGITAL LITERACY
Ways in which new expertise is introduced into the organizations
reviewing existing models

http://www.rocasalvatella.com/es/las-fases-de-la-transformacion-digital-de-los-negocios-modelo-rocasalvatella
http://www.universidadesi.es/como-abordar-la-transformacion-digital-de-las-universidades
reviewing existing models

Governance framework for digital transformation in higher education

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digital maturity grid

operation
(conservative strategy)

strategy
(transforming strategy)

same value
(existing services)

more value
(new services)
digital maturity grid

digital innovation

more value (new services)

digital transformation

same value (existing services)

digital management

operation (conservative strategy)

digital governance

strategy (transforming strategy)
digital maturity grid

- more value (new services)
- same value (existing services)
- digital innovation
- digital management
- digital governance
- operation (conservative strategy)
- strategy (transforming strategy)

Faraón Llorens, Rafael Molina and Antonio Fernández, June 2019
digital maturity for universities (MD4U) framework

Challenges

Areas

Objectives

Indicators

digital management

digital innovation

digital governance

digital transformation
digital maturity for universities (MD4U) framework

challenges

- **Ch1.** Extend digital culture among the university community
- **Ch2.** Maintain business and optimize information security
- **Ch3.** Obtain competitive advantage thanks to quality services
- **Ch4.** Offer quality and competitive instruction
- **Ch5.** Satisfy emergent demands of clients (students)
- **Ch6.** Have the knowledge and information for decisión making
- **Ch7.** Fulfil the strategic objectives of the university (vision)
conclusions

• MD4U model helps to
  – assess the current situation for university IT
  – identify the good practices to increase IT maturity in the desired areas

• moving IT resources from management or innovation to governance and digital transformation will make the universities
  – lead the digital transformation
  – gain competitive advantage over other universities
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