PURCO SA 2024 CONFERENCE

Leveraging technology

to enhance **business process efficiency and effectiveness** *In higher education*

Central University of Technology case study

Busi Matube

Senior Director: ICT & Chief Digital Officer

About me

- *23 Years in IT in Higher Education Sector*
- 15 years In IT Management
- 6 Years as Senior ICT Director
- 6 years implementing technology as business enabler.
- I have worked as IT Technician, Helpdesk Manager; ICT Infrastructure Manager; Information security Manager & Now, Senior Director and Chief Digital Officer, responsible for digital transformation

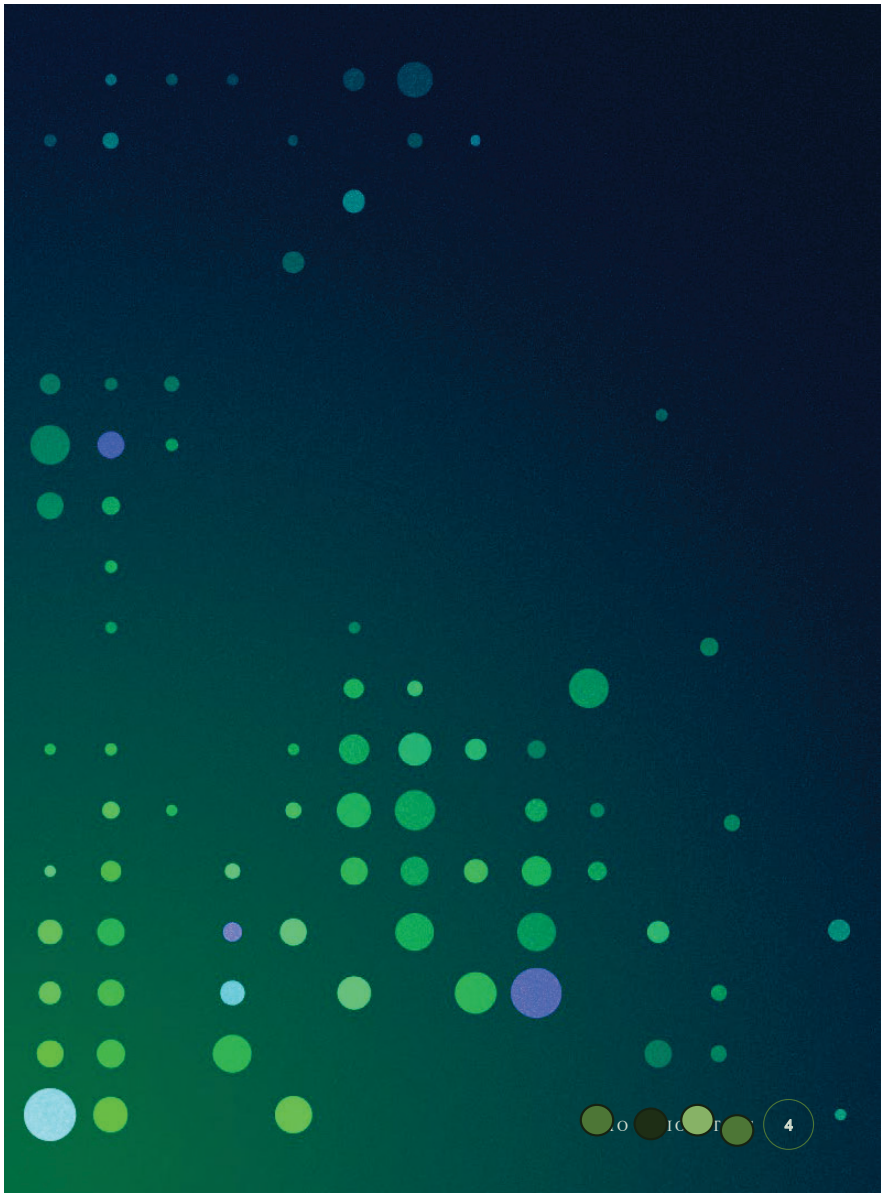
Session Overview

In today's dynamic business environment, integrating technology into business processes is essential.

This session will explore how IT organizations and business mindsets need to evolve to leverage technology to streamline operations, reduce costs, and improve overall business process effectiveness and efficiency.

2018 Central University of Technology Business-IT Context

- The University has spent over R 6 Million in digital transformation projects with no visible outcomes or business benefits realized.
    - No business over-sight with the project
    - High resistance from business on the so called digital transformation initiatives
    - For 6 years, not a single business process is automated, despite the target of 80% automated processes in 5 years.
- Low business process competency & accountability
- There is trust deficit in business with ICT unit competency to enable the organisation.
- ICT has adopted international best practice standards like COBIT & ITIL
- ICT Steering committee is ineffective
    - Student assistant are seconded to the committee meetings
- Business is dissatisfied with IT services
- IT budgets are very low.
- IT project portfolio is primarily focusing on technical requirements.
- ICT lacks a lot of capabilities such as project management, Business analysis; Data management, etc.
- ICT has no effective strategy; no annual operational plans.
- ICT team worked in silos
- Negative staff mindset and behavioural issues
- Unknown or unclear customer needs.
- ICT viewed as a cost Centre rather than a strategic business partner.
    - They are the last to know of technology requirements on a project that has been running for 18 months.



Leveraging technology to improve business process efficiency & effectiveness

Road to change

01

IT Organisation Mindset Changes

As ICT and Computer Services, we enable the University to achieve its objectives by **engaging with stakeholders** to **design**, **implement** and **support relevant technological solutions**. (Team Purpose)

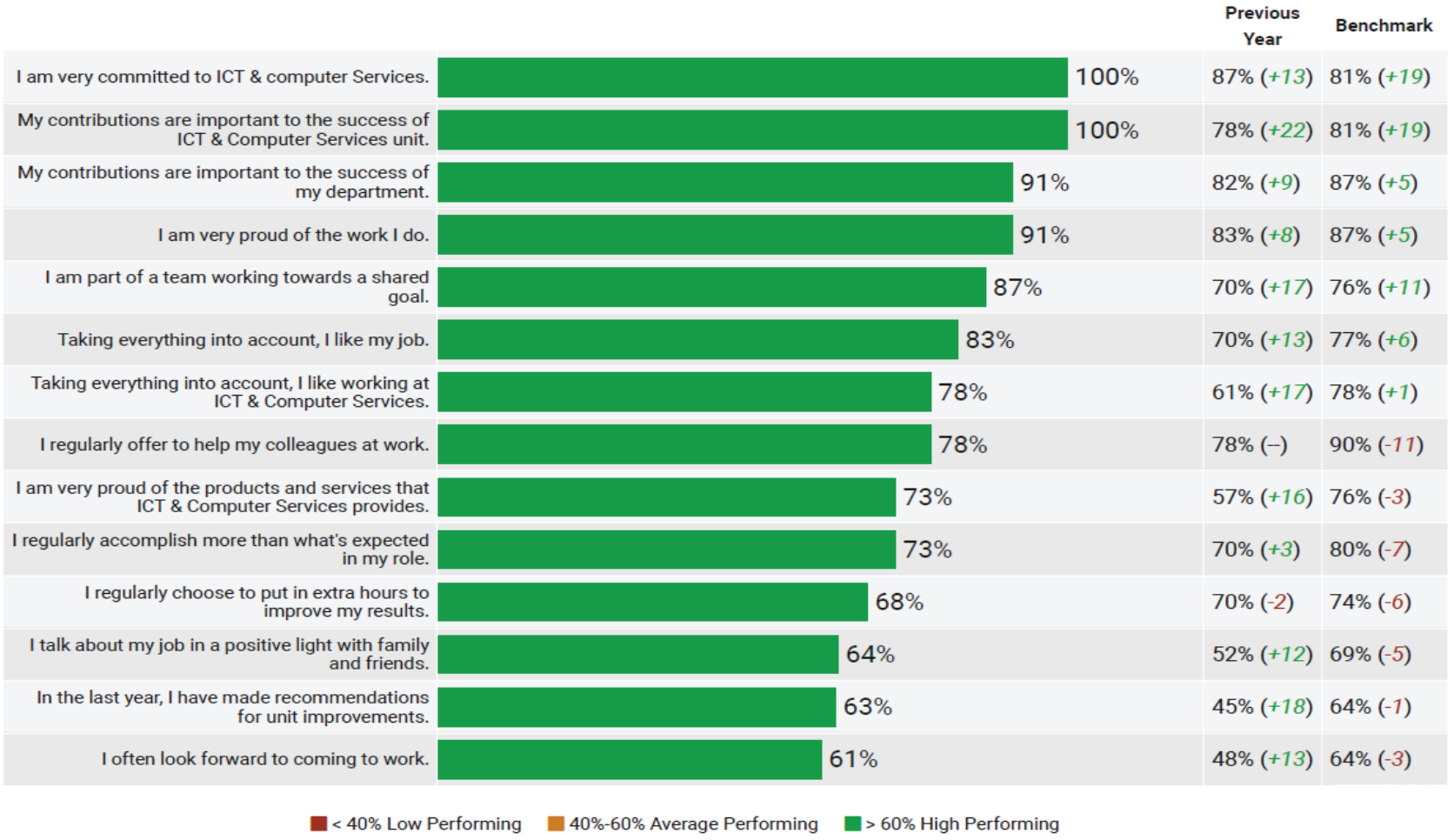
- Aligned ICT objectives with the university strategic goals
- Arbinger Mindset Training:-Leadership Mindset (Others needs)
- Focusing the team on the business needs & paint-points
- Co-create solutions with our stakeholders
- Annual Employee Engagement Survey

Engagement Question Scores

Central University of Technology
Open Date: Jan 18, 2023
Close Date: Feb 01, 2023

# of Employees 27
# of Responses 23
Response Rate 85%

McLEAN & COMPANY



Driver Results

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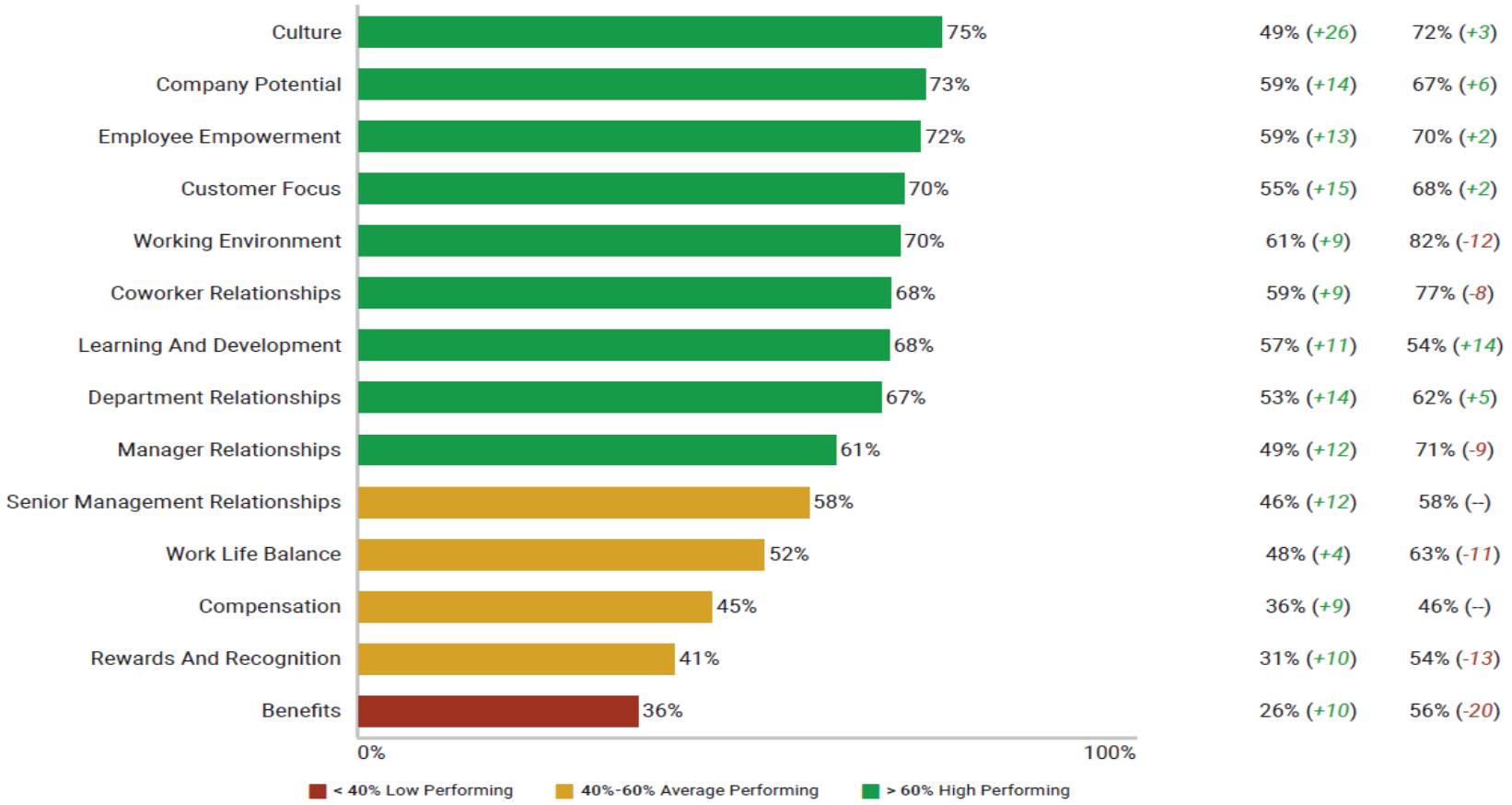

	Previous Year	Benchmark
Culture	49% (+26)	72% (+3)
Company Potential	59% (+14)	67% (+6)
Employee Empowerment	59% (+13)	70% (+2)
Customer Focus	55% (+15)	68% (+2)
Working Environment	61% (+9)	82% (-12)
Coworker Relationships	59% (+9)	77% (-8)
Learning And Development	57% (+11)	54% (+14)
Department Relationships	53% (+14)	62% (+5)
Manager Relationships	49% (+12)	71% (-9)
Senior Management Relationships	46% (+12)	58% (--)
Work Life Balance	48% (+4)	63% (-11)
Compensation	36% (+9)	46% (--)
Rewards And Recognition	31% (+10)	54% (-13)
Benefits	26% (+10)	56% (-20)

CASE STUDY

Action Plan - Improve

Central University of Technology
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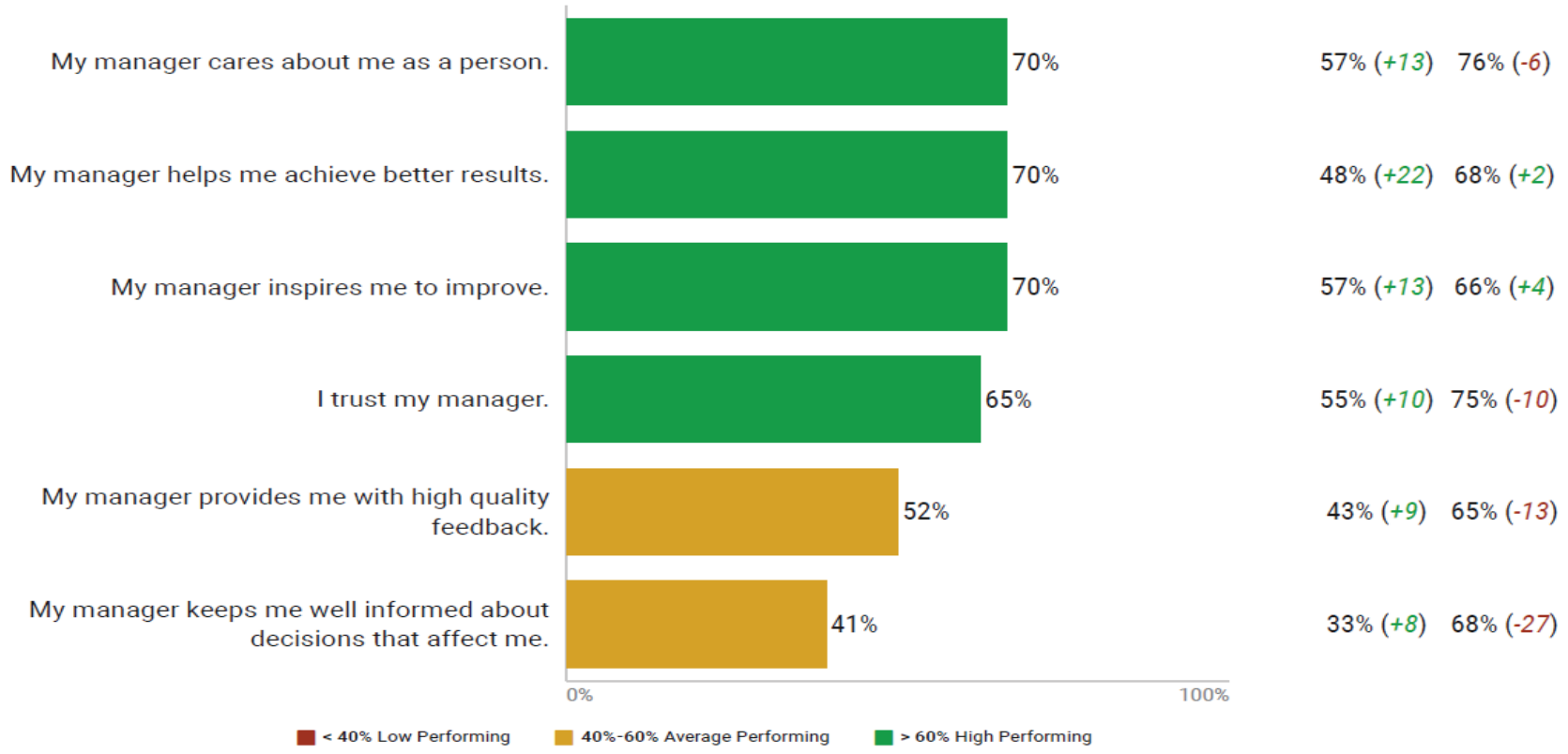
McLEAN & COMPANY

DRIVER: MANAGER RELATIONSHIPS

IMPROVE | LEVERAGE
EVALUATE | MAINTAIN



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Road to change

02

IT-Business Partnership

Our Vision

To be a trusted and innovative business partner through delivery of efficient solutions that exceed our partners' expectations in support of CUT's strategic priorities."

- Co-Create new ICT Strategy with University management team
- CIO Vision Survey with our stakeholders
- Establishing Business Relationship Management Unit
- ICT leading organizational change management

Central University of Technology, Free State

VISION

"To be a trusted and innovative business partner through delivery of efficient solutions that exceed our partners' expectations in support of CUT's strategic priorities."

MISSION

"We accomplish this by: engaging with our stakeholders to deliver cost-effective solutions that facilitate efficient processes and collaboration platforms. We develop a skilled IT staff with a proactive and customer-oriented mindset, and provide a relevant, stable, secure, and highly-integrated technology ecosystem."

IT GUIDING PRINCIPLES

Enterprise Value We aim to provide maximum long-term benefits to the university by providing solutions that are fit for purpose and that reduce the operational complexity and cost of ownership.

Cloud First Strategy We utilize a cloud-first strategy and leverage existing assets.

Information Data is an institutional asset owned by the business. We ensure the integrity of this asset through sharing and integration of data that results in appropriate, timely and simple access to information.

Security We manage security to ensure a stable and secure environment that reflects the institution's appetite for risk and protects enterprise assets.

Collaboration We support teamwork that is fostered through mutual communication, collaboration and a culture of respect across the university.

Innovation We seek innovative ways to utilize technology to support the strategic goals of the university.

Compliance to laws and regulations We operate in compliance with all applicable laws and regulations.

Customer Centricity We partner with our stakeholders to deliver best experiences with our services and products.

Limited Technological Diversity We limit the variety of technology platforms we use in order to reduce operational costs and complexity.

Culture of Integrity and Trust We promote a culture of integrity, transparency, accountability and trust.

CASE STUDY

IT Satisfaction Scorecard : Department Report / Central University of Technology

INFO-TECH RESEARCH GROUP

IT Satisfaction Scorecard

Relationship

76% **Understands Needs**
Satisfaction with IT's understanding of your needs.
Up 18% from last year

71% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
Up 11% from last year

63% **Communicates Effectively**
Satisfaction with IT communication.
Up 5% from last year

61% **Trains Effectively**
Satisfaction with training quality and timing.
trending unavailable

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

		Satisfaction		Importance
ICT Security	Practices ensuring organizational devices and data are properly secured	79%	trending unavailable	3RD
ICT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	74%	Up 12% from last year	13TH
Work Orders	Satisfaction with small requests & improvements to existing technology	73%	Up 13% from last year	13TH
Classroom Technology	Satisfaction with podiums, smart boards, audio, video, etc...	72%	trending unavailable	7TH
Administration Applications	Satisfaction with applications used by faculty and staff for running the institution	71%	Up 15% from last year	12TH
Faculty and Staff Devices	Satisfaction with provided desktop, laptop, tablet & mobile devices	71%	0% from last year	5TH
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, etc...	69%	trending unavailable	9TH
Project Management	Satisfaction with large department or institution wide initiatives	69%	Up 14% from last year	11TH
Service Desk	Satisfaction with supporting end user issues & problems	69%	Up 1% from last year	6TH
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals, excluding WI-FI	67%	trending unavailable	1ST
ICT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	64%	Up 8% from last year	2ND
Data Quality	Satisfaction with providing reliable and accurate data	61%	Up 5% from last year	3RD
Campus Wi-Fi	Satisfaction with access, reliability, and speed of WI-FI	61%	Down 2% from last year	8TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	56%	Up 5% from last year	10TH

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ICT As a strategic Business Partner

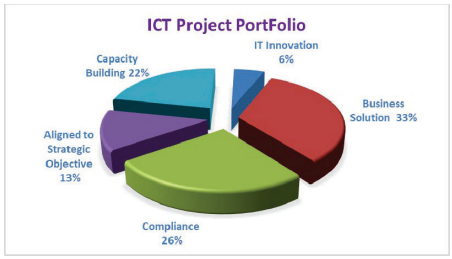
01

IT Satisfaction Scorecard

02

IT Budget Increase

03



04

Automated Workflows

ICT As a strategic Business Partner

Leveraging technology to improve business process efficiency & effectiveness

06

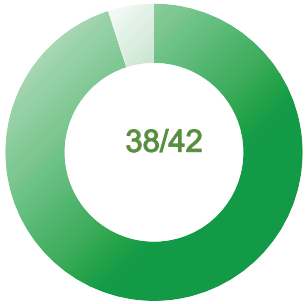
All Technology Initiatives begin with IT Business Case Development.

07

Finance Business Processes are currently being documented & optimized.

08

Finance processes to be automated with RPA



08

Employee Engagement

ICT & Computer Services takes actions to improve employee engagement.

70%

Past Year	45% (+25)	Benchmark	58% (+12)

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Summary

Key Focus Areas

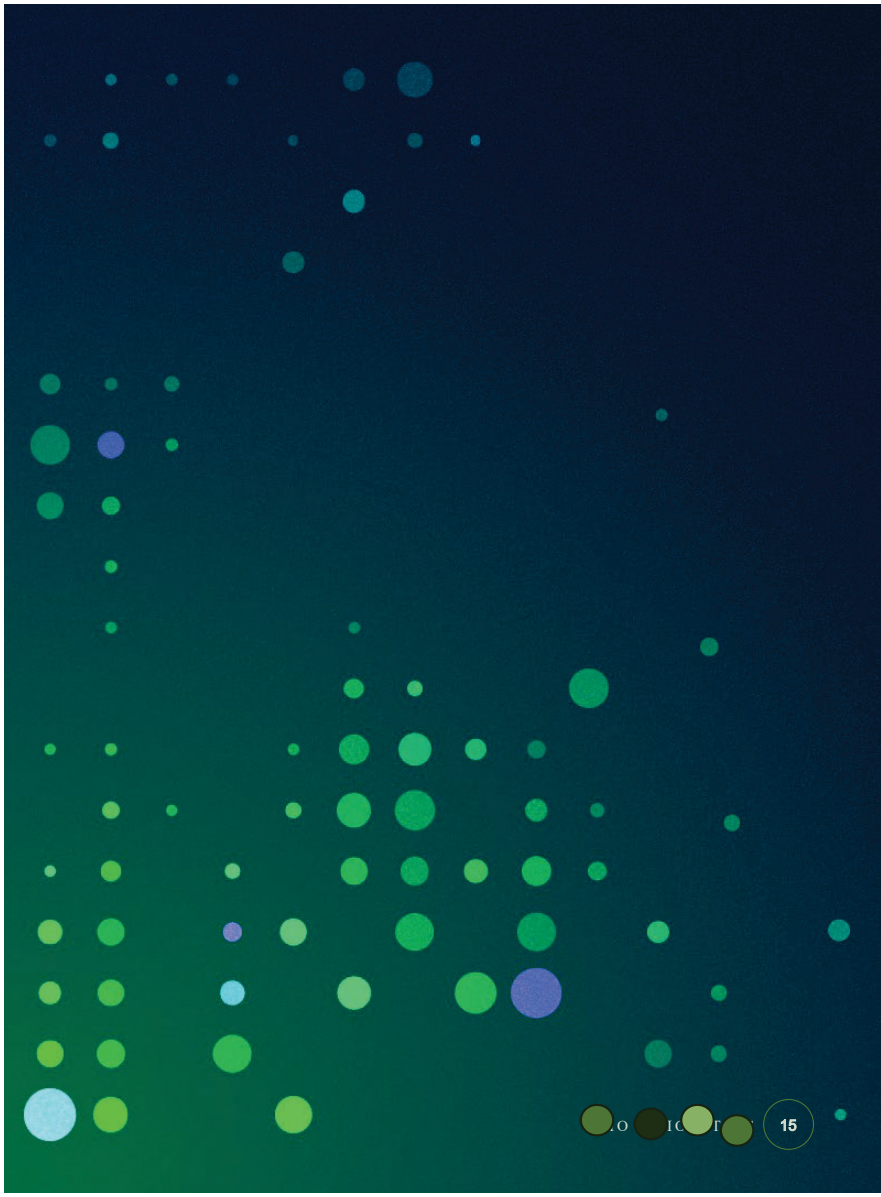
01 Build IT-Business partnership

- Co-create your strategy with business managers
- Focus on Business Relationship Management
- Measure business satisfaction with IT services

02 Create a compelling vision for your Team

- Aligning IT objectives with business strategic goals
- Develop a set of principles that guide decision making

03 Build an effective ICT team

- Align Team KPI's with business goals
- Outward focused Leadership Mindset
- Get ICT team engagement on an annual basis

Engagements & Discussions