Taller Estrategia de Tecnologías

Fabrizio Magnani
Executive Partner
@FabrizioMagnan1
Founded in 1979 and currently employing more than 7,600 associates, Gartner delivers the technology-related insight necessary for our clients to make the right decisions, every day.

We serve clients in 90 countries. Clients outside the U.S. provided 45% of our 2014 $2.0 billion revenue.

Our interactions with clients in approximately 10,000 distinct enterprises worldwide enable us to make connections, understand patterns and discover trends that no other research firm can envision.

Our community of more than 1,100 analysts engaged in over 230,000 one-to-one client interactions in the past year.

3.1 million end-user searches per year and 3.9 million end-user document page views give business leaders in high-tech and telecom enterprises intelligence about their customers, competitors and markets to help them grow their business.

We field 850 media inquiries per month worldwide from leading business and trade publications, online news portals and broadcast media interested in what we have to say about the business of technology.

The Wall Street Journal, The Economist and The Financial Times, along with more than 30 other leading business publications worldwide, consider Gartner a trusted, independent source. They quote us an average of 70 times every week.

74% of the Fortune 1000 and 75% of the Global 500 support their key technology decisions with Gartner advice. These varied and worldwide connections produce insights that benefit all our clients.

End users, technology providers and investors use Gartner Hype Cycles to track and monitor the commercial viability of over 2,000 technologies in 110 IT, business and consumer markets.

Gartner clients have access to a terabyte of continually updated market data, covering 2,000 vendors across 175 technology markets in 100 countries.

Gartner clients continually monitor their provider portfolios with the Gartner Magic Quadrant, a methodology that has become a standard for market analysis in 150 technology segments.

Gartner analysts had nearly 18,000 briefings with more than 3,200 distinct vendors in the past 12 months, helping IT buyers, sellers and investors make the right decisions about their investments in markets, products and customers.

Gartner Executive Programs clients get customized advice and participate in peer networking opportunities as members of the world’s largest community of CIOs.

The annual CIO Agenda, published by Gartner Executive Programs and Gartner Research, is developed from the responses of 2,944 CIOs, representing $260 billion in CIO IT budgets and 84 countries. It provides insight into trends in CIO priorities and investments.

$400 million in aggregate cost savings to clients are produced from the 3,200 engagements delivered each year by the 500 Gartner consultants.

Clients improve business performance by benchmarking their spending and best practices against our IT performance repository, the largest in the industry, drawing on more than 5,000 IT benchmarks a year.

Clients use gartner.com and our various product portal sites to easily access our insight for help in making both daily and long-term decisions. Each year, thousands of active users search 116,890 documents across 1,320 technology and business topics on our websites.

Multinational clients get consistent global insight from an analyst community that speaks 50 languages.
“Essentially, all models are wrong, but some are useful.”

George E. P. Box
Visioning the Future
About GE Digital

"If you went to bed last night as an industrial company, you're going to wake up this morning as a software and analytics company."

Jeff Immelt
Chairman and CEO, GE
"We are building the best digital bank of the 21st century"

Francisco González

“Our goal is to turn BBVA into a totally digital company, including all our products and services, and with our over 100,000 employees working digitally”
The World Is Moving Toward Platforms

Business as a System

Products & Services

Assets

Functions
Join the
DATA SCIENCE RE
32
Credit Hours
Tuition
$19,200

Facebook offers free education software and Earn Certification

Gartner.com "Learning Paths" to Enable
## University Digital SWOT

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Value</td>
<td>Business Model</td>
</tr>
<tr>
<td>Collaborative Nature</td>
<td>Lack of Student Focus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use Technology to Drive Innovation</td>
<td>New Competitors From Adjacent Markets</td>
</tr>
<tr>
<td>Recombination</td>
<td>Disintermediation</td>
</tr>
</tbody>
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Defining and Executing Your Strategy
Gartner Business Model Scenarios

Scale

Collectively Defined

Exclusive

Personally Defined

Inclusive

Defined by

Me, Not U

Only Us
Top 10 Business Trends Impacting Higher Education

1. Student Success & Experience
2. Competency-Based Education: Course Redesign
3. Reinventing Credits
4. Analytics Everywhere
5. Institutional Branding & Values
6. Breaking Boundaries
7. Rethinking Business Models
8. Increasing Political Intervention
9. Innovative Learning Spaces
10. E-Research
Hype Cycle for Education

- Education Tablet
- BPO
- SIS International Data Interoperability Standards
- Learning Analytics
- Alumni CRM
- Competency-Based Education Platforms
- Affective Computing
- SaaS SIS
- Classroom 3D Printing
- MOOC-Enabling Technologies
- Exostructure Strategy
- Quantum Computing
- Digital Assessment
- Digital Workplace Graph
- Personal Analytics
- Cognitive Computing
- Education Applications
- Tin Can API
- DevOps
- Open Microcredentials
- Cloud Office
- Citizen Developers
- Adaptive E-Textbooks
- CIOBIT
- Student Retention CRM
- Enterprise Mobile App Stores
- Big Data
- Open-Source SIS
- Adaptive Learning
- Enterprise Architecture
- BYOD Strategy
- Unified Communications and Collaboration
- Virtual Learning Platform for Education
- Virtual Environments/Virtual Worlds
- IT Infrastructure Utility
- E-Textbook
- SaaS Administration Applications
- Cloud HPC/CaeS
- 802.11ac Wave 1
- Hosted Virtual Desktops
- Mobile Learning Smartphones

Innovation Trigger
Peak of Inflated Expectations
Trough of Disillusionment
Slope of Enlightenment
Plateau of Productivity

Plateau will be reached in:
- less than 2 years
- 2 to 5 years
- 5 to 10 years
- more than 10 years
- obsolete before plateau

As of July 2015
University of Minnesota

http://hypecycle.umn.edu/
IT Strategic Planning

What investments in IT will be strategic in positioning the institution for long-term success in fulfilling its mission?
Strategic Planning

Organizational Efficiency

Relates to Institutional ROI

What We Need to Do

Corporate Green Light

Hot Spot

Enabler

People's Choice

What's in It for Me?

Relates to Student, Faculty or Staff Experience

Personal Productivity

What We Need to Do

Corporate Green Light

Hot Spot

Enabler

People's Choice

What's in It for Me?
Strategic Planning + Hype Cycle

Legend

Cold Case: Often enabling infrastructure technologies
Corporate Green Light: Often systems with direct impact on the administrative process efficiency
People’s Choice: Often personal productivity, consumer technologies
Hot Spot: Often innovative technologies creating competitive advantage

Organizational Efficiency

High Risk

Low Risk

Corporate Green Light

Hot Spot

Adaptive Learning

Lecture Capture & Retrieval

Social Learning Platform

Exostructure

"Cloud" Office

MOOC

E-Book Readers

Personal Productivity

Relates to Student, Faculty or Staff Experience

Relates to Institutional ROI

Cold Case/Enablers

Cold Case:

Often enabling infrastructure technologies

Corporate Green Light:

Often systems with direct impact on the administrative process efficiency

People’s Choice:

Often personal productivity, consumer technologies

Hot Spot:

Often innovative technologies creating competitive advantage
Toolkit: Creating Interactive, Prioritized Strategic Technology Maps
All Models Are Wrong, Some Are Useful

Education Hype Cycle

Pace Layering

Education Market Clock

Digital Education Moments

Strategy Toolkit

Executive Summary

- Demand
- Control
- Supply

Demand
- Institution Context
- IT Principles
- Enterprise Architecture

Control
- Institution Success
- IT Governance
- People

Supply
- Institution Capabilities
- IT Financial Management
- Sourcing

Risk and Issues

- Metrics
- Detailed Appendices

The Job to Get Done

1. High school student attends meeting spring field trip to historic relics of railroad era maglev.
2. Tweets from smartphone “Wishing good luck for final exams, pray for a good result from history.”
3. Local university social media tool senses sentiment and recognizes possible match with historic preservation program.
4. Searches social media for additional relevant and matches — she is a sailor.
5. As she heads home, the local university foundation in the area tend to end student-related internship openings.
6. Student posts on Facebook “Over 700 students in the school, and 22 friends like her gathering — this accounts for nearly matching interest.”
7. Dean of historic preservation sends email including YouTube video link to the small student preservation project.
8. Student attends rare: historical preservation tour on campus.
9. Student attends rare: historical preservation tour on campus.
10. Attend rare: historical preservation tour on campus.

Elapsed time: less than 4 hours
It is not About Technology…

Executive Sponsorship

Digital Strategy

Governance

Demand Management

IT Service Catalogue

Bi-Modal IT

Communication & Transparency
Taller Estrategia de Tecnologías

Fabrizio Magnani
Executive Partner
@FabrizioMagnan1