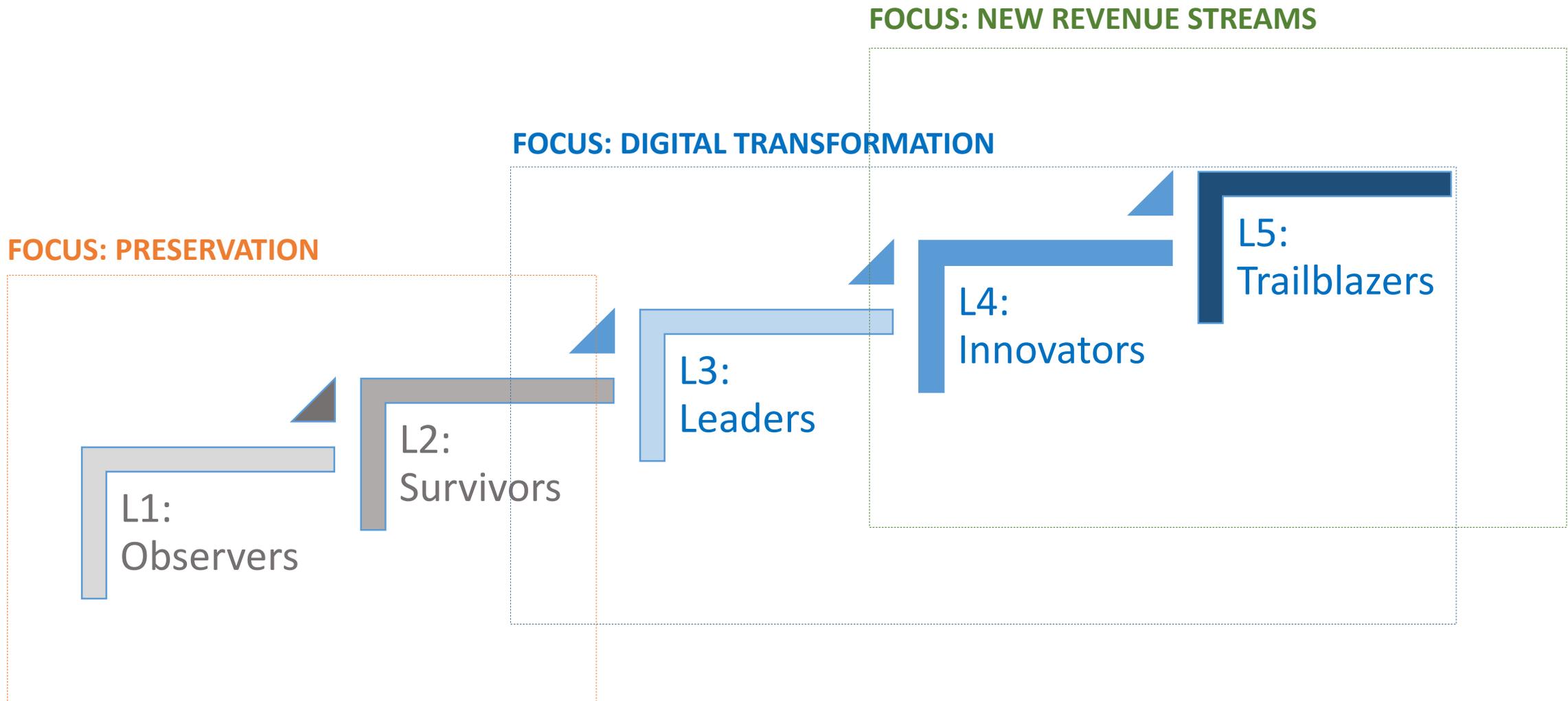


Digital Maturity Model

A Decision Framework for Academic Institutions
exploring Digital Transformation in a post Covid-19 World

Digital Maturity Model

Academic Institutions are self-segregating into FIVE levels of maturity



Level 1: Observers

L1 Institutions believe that no action/change is required

| | |
|----------------------------------|---|
| Institutional Perspective | Life will return to NORMAL soon <ul style="list-style-type: none"> • There is no need to change direction, because the crisis is temporary • Prevalent education model cannot be disrupted |
| Management Action | Wait-out the crisis <ul style="list-style-type: none"> • Wait for the lockdowns to be lifted • Things will be back to normal once students return to classrooms |
| Preferred Solution | None |

Level 2: Survivors

L2 Institutions believe that temporary action is required to tide over

| | |
|----------------------------------|--|
| Institutional Perspective | Life will eventually return to normal, meanwhile classes must go on <ul style="list-style-type: none"> • No need to change fundamental direction, because the crisis is temporary • Temporary arrangements must be made to survive the crisis |
| Management Action | Manage the crisis to the extent possible <ul style="list-style-type: none"> • Conduct online classes during lockdown • Things will be back to normal once students return to classrooms |
| Preferred Solution | Using free tools to survive the crisis, and waiting for regulators/authorities to recommend the eventual way forward |

Level 3: Leaders

L3 Institutions believe a new normal is coming, and it is best to lead

| | |
|----------------------------------|--|
| Institutional Perspective | New Normal is coming, and it is better to lead than follow <ul style="list-style-type: none"> • Hybrid education is here to stay (Classrooms PLUS Online) • New hybrid model will be more student-friendly, scalable, and safe • Need flexibility to switch between classroom and online modes of delivery |
| Management Action | Embrace Digital for Existing Programs <ul style="list-style-type: none"> • Deliver 20%+ of content/courses/credits digitally, henceforth • Implement an institution-wide, integrated digital learning platform • Combine modes: sync/async, lectures/labs, classroom/online, faculty/peers |
| Preferred Solution | Upgrading to a state-of-the-art platform (such as iPearl.AI) <ul style="list-style-type: none"> • Unified Approach to Platform, Processes, People • Driving critical changes across the Institution (mind-sets & skill-sets) |

Level 4: Innovators

L4 Institutions believe the new normal is a major opportunity to innovate

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|----------------------------------|--|
| Institutional Perspective | New Normal equals New Education Offerings <ul style="list-style-type: none"> • Digital programs can get quick market traction and have regulatory approval • Existing brand, capabilities and confidence can open up new revenue streams • Why not serve many more students/corporates and make a bigger impact? |
| Management Action | Launch New Programs in Digital/Hybrid Modes <ul style="list-style-type: none"> • Offer very aspirational graduate/post-graduate degrees, digitally • Offer many more contemporary executive programs, digitally • Implement an integrated digital platform to manage all these initiatives |
| Preferred Solution | Deploying a state-of-the-art platform (such as iPearl.AI) <ul style="list-style-type: none"> • Unified Approach to Platform, Processes, People • Becoming a role model for Innovation in Education |

Level 5: Trailblazers

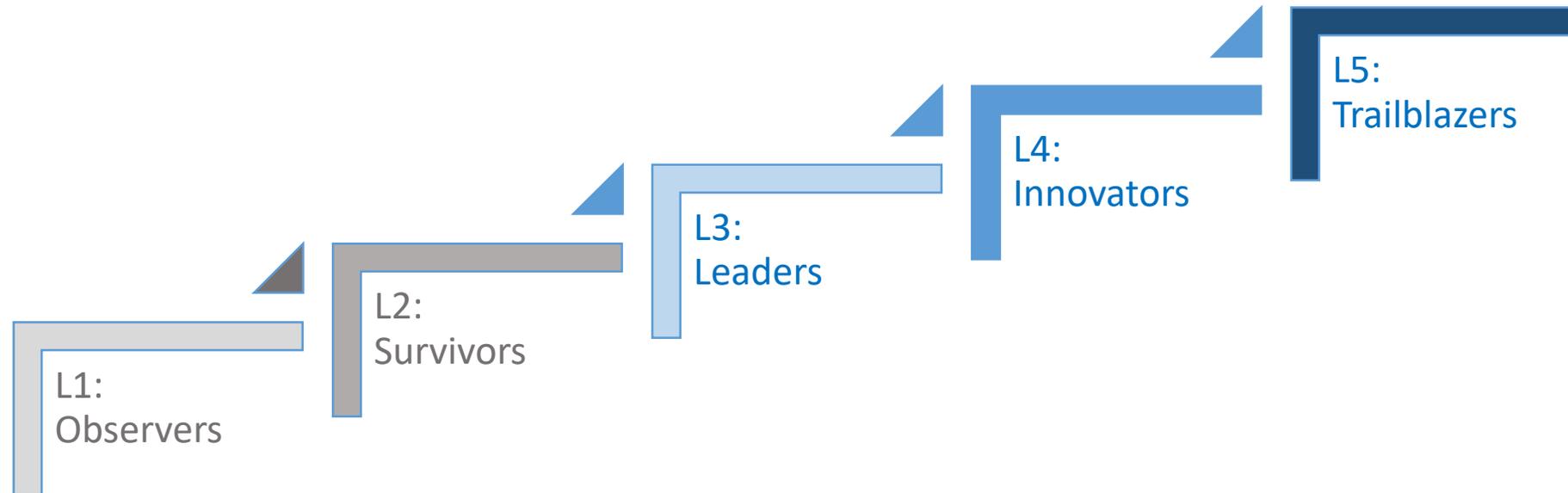
L5 Institutions have mature digital offerings and are eyeing a global market

| | |
|----------------------------------|--|
| Institutional Perspective | The World is our New Market <ul style="list-style-type: none"> • Our digital capabilities are mature and we are ready to go global • We want to conduct experiments to uncover new markets • We have a budget to go global and are willing to take measured risks |
| Management Action | Expand to new markets via digital: new geographies, sectors, products <ul style="list-style-type: none"> • Identify promising geographies, sectors, product lines • Conduct experiments (try fast, fail fast, learn fast) • Implement an integrated digital platform to manage all these initiatives |
| Preferred Solution | Partnering with thought leaders to create a bespoke platform <ul style="list-style-type: none"> • Advanced deployment platform with a leading partner (such as TalentSprint) • Blazing a new trail to take the Institution to the next orbit |

Summary: Digital Maturity Model

Institutions are self-segregating with regard to Digital Transformation

| Level | Label | Management Action | Ideal Solution |
|-------|--------------|--|---------------------------------------|
| 1 | Observers | Wait-out the crisis | No Action |
| 2 | Survivors | Manage the crisis to the extent possible | Free Tools |
| 3 | Leaders | Embrace digital for existing programs | State-of-the-Art Platform (iPearl.AI) |
| 4 | Innovators | Launch new programs in digital mode | State-of-the-Art Platform (iPearl.AI) |
| 5 | Trailblazers | Expand to brand new markets via digital | Build Bespoke Platform (with TS) |



Thank You

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