

HANDBOOK ON
DIGITAL CULTURE

MONGOLIA

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Handbook on Digital Culture

MONGOLIA

University Contributors

CITI University

Erdenet Institute of Technology

School of Agroecology and
Business, Mongolian University
of Life Sciences

Otoch Manramba University

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Introduction:

Welcome to the Digital Culture Handbook! In an era where digitalization shapes every aspect of our lives, fostering a culture that embraces and adapts to these changes is crucial. This handbook is designed to guide Higher Education Institutions (HEIs) in Mongolia through the process of cultivating a digital culture mindset within their institutions.

The digital transformation in the HEI refers to integrating digital technology into all university areas, fundamentally changing how it operates and delivering value to students. It's not just about upgrading old systems but reimagining education in the digital age. Otherwise, we can define it as follows: "DT is the process of optimizing and transforming the institution's operations, strategic directions, and value proposition through a deep and coordinated shift in culture, workforce, and technology."¹

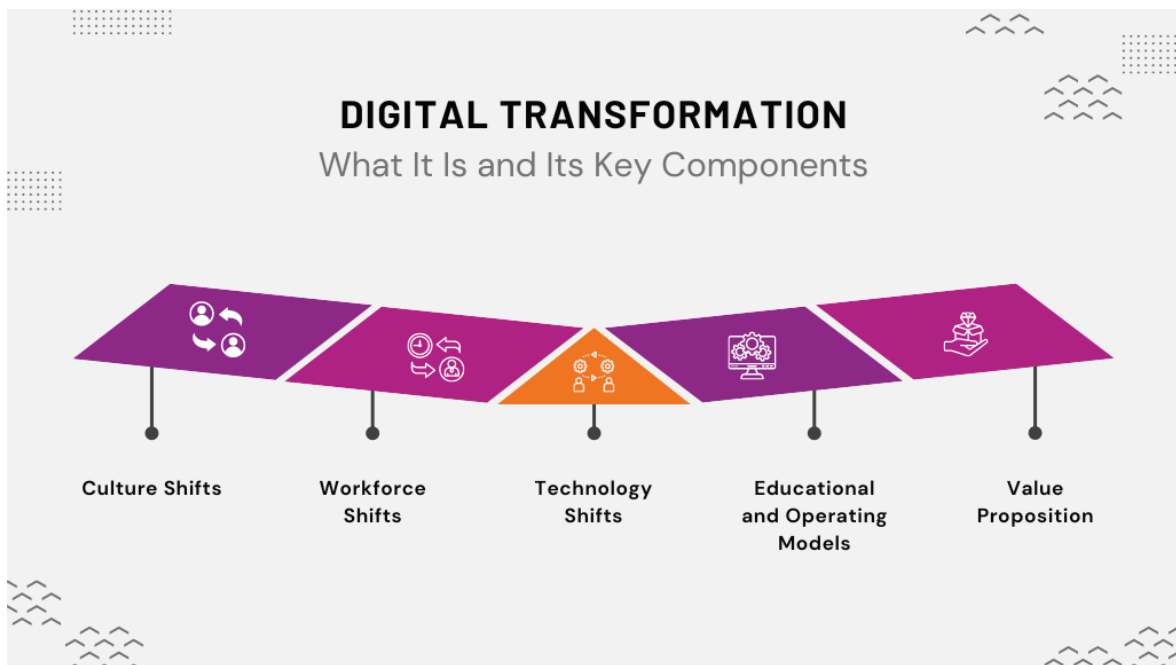


Figure 1. Key components of the digital transformation

¹ <https://elearningindustry.com/what-are-key-aspects-digital-transformation-how-are-they-relevant-to-higher-education>

1. Culture Shifts

This involves changes in the overall mindset and approach of an institution. It's about embracing innovation and flexibility, moving away from traditional educational models to more dynamic and student-centered approaches.

2. Workforce Shifts

Digital transformation requires a shift in the skillsets and roles within the university workforce. There's a growing need for digital literacy among educators and administrative staff.

3. Technology Shifts

This is about the adoption of new technologies like AI, cloud computing, and data analytics, which play a crucial role in enhancing educational and administrative processes.

4. Educational And Operating Models

It's not just about using digital tools but also about transforming the very models of teaching and learning. This includes digitalizing the university curriculum, making it more accessible, flexible, and tailored to the needs of today's students.

5. Value Proposition

Digital transformation affects the university's value proposition—how it positions itself in the competitive field of higher education and what unique offerings it can provide in a digitally advanced landscape.

Key Aspects of Digital Transformation in Higher Education

Digital transformation for universities includes various dimensions, each pivotal role in reshaping the educational landscape. Here is an overview of some key aspects:

- 1. Enhanced learning experiences: Adaptive learning:** Creation of all types of Adaptive eLearning: /Asynchronous Vs. Synchronous eLearning, Interactive, Collaborative eLearning Vs. Individual eLearning, Remote Learning Vs. Online Learning, eLearning Vs. Digital Learning, MOOCs Vs. SPOCs Massive Open Online Courses (MOOCs) and Small Private Online Courses (SPOCs), Virtual Classes Vs. Mobile Learning, Social Learning Vs. Adaptive Learning/, supporting student's individual needs, improving advising,
- 2. Expanded access and outreach**
- 3. Administrative efficiency**
- 4. Data-driven decision making**
- 5. Collaboration and Global connections**
- 6. Lifelong learning and Professional development**
- 7. Innovation and Entrepreneurship**

Need for a shift in culture for the digital transformation to be effective.

- Leadership support and vision
- Collaboration and communication

- Growth mindset
- Digital literacy and upskilling
- Creativity and Innovation
- Data driven decision making
- Customer centric- approach
- Customer feedback and iterative improvement

Digital Culture: Digital culture can be defined as the values, beliefs, behaviors, and technology that shape how people work and interact in a digital-first environment. It encompasses a range of elements, including mindset, collaboration, innovation, and technology adoption.²

Step 1: To identify the gaps in the digitalization culture of the HEI in Mongolia

Main cultural/legal/structural obstacles and gaps preventing the development of a digitally aware state of mind of the HEI and their staff in Mongolia;

- Digital divide.
- Resistance to change.
- Tech problems and investment.
- Academic and administrative staff's skill gaps, training, and upskilling.
- Data issues, data security and privacy concerns.
- Sensitization workshops and campaigns.
- Digital learning resources
- Digital accessibility

Repeated gaps or mistakes from the institution's leaders, workers, or customers (students) that usually affect the effective culture digitalization implementation can be;

- Leadership clear communication.
- Academic and administrative team's engagement.
- Student's motivation and sensitization.
- Reward and recognition.
- Customer-centric approach.

Examples of the main challenges faced in the implementation of a digital transformation culture within one higher education institution

- awareness of digital transformation
- Different levels of digital skills and literacy
- Lack of a strong IT department for private universities
- Infrastructure and connectivity
- Budgetary Constraints
- Data Security and Privacy Concerns
- Cultural and Organizational Barriers
- Change Management

² <https://www.linkedin.com/pulse/introduction-digital-culture-what-why-matter-dr-amr-okasha/>

Step 2: To lead the changes that will support the enabling of the digital cultural mindset.

2.1 To develop a proper cultural vision of the institution that considerate the needs

Transforming identified obstacles and strengths in an organization's digital culture into a vision for change and actionable strategies involves a thoughtful and strategic approach.

Conduct a thorough assessment: Start by thoroughly assessing the organization's digital culture, including strengths, weaknesses, opportunities, and threats. Identify key obstacles hindering progress and leverage strengths for future success.

Establish a clear vision: Develop a clear and motivating vision for the organization's digital transformation based on the assessment. Ensure this vision aligns with the overall mission and values of the organization.

Set realistic goals: Break down the vision into achievable short-term and long-term goals using the SMART criteria. These goals should be specific, measurable, achievable, relevant, and time-bound, considering both quantitative and qualitative measures.

Overcome obstacles creatively: Identify innovative solutions to address the obstacles identified in the assessment. This may involve investing in new technologies, providing training opportunities, or restructuring processes to enhance efficiency and collaboration.

Leverage strengths: Utilize the organization's strengths to drive digital transformation efforts. Whether it's a skilled workforce, a strong brand, or existing technological infrastructure, capitalize on these advantages to move the organization forward.

Encourage experimentation: Foster a culture that promotes experimentation and risk-taking. Encourage employees to explore new ideas, test innovative solutions, and learn from failures to foster continuous improvement and innovation.

Invest in talent and resources: Allocate resources, including budget and personnel, to support digital transformation initiatives. Invest in hiring or upskilling employees with digital expertise and provide them with the necessary tools and resources for success.

Promote communication and collaboration: Foster open communication and collaboration across all levels of the organization. Ensure everyone understands the vision for change and their role in achieving it. Regularly communicate progress updates and gather feedback from stakeholders.

Adapt and iterate: Recognize that digital transformation is an ongoing process requiring continuous adaptation and iteration. Regularly assess progress against goals, learn from both successes and failures, and adjust strategies as needed to remain agile and responsive to evolving circumstances.

2.2 To set up SMART goals that will enable the cultural mindset of one institution

Writing SMART goals involves a systematic approach to ensure that objectives are well-defined, and outcomes are achievable and tied to organizational outcomes. Here are five steps for creating helpful SMART goals that enable HEI.³

³ <https://medium.com/@ericmelillo/smart-goals-how-to-write-00bd2c7c9946>

1. Make your goal specific

The first step in creating SMART goals is to get specific with how you describe them. Think about this as the mission statement for your project goal. This isn't a complete list of how you're going to meet a goal but helps provide clarity on its specific.

Managers should include the five 'W' question framework when setting and communicating goals, which include:

- Who: Consider who needs to be involved to achieve the goal.
- What: Think about precisely what you are trying to accomplish.
- When: Set a time limit.
- Where: If there is a location or relevant event, identify it here.
- Which: Determine any related obstacles or requirements.
- Why: What is the reason for the goal?

2. They should be measurable

After setting your specific goal, it is time to evaluate how it will be measured. The M is a direct indicator of what success looks like for a particular goal. This step in the SMART goals process prompts you to set methods for measuring progress toward achieving the goals. Setting measurable goals keeps people motivated, focused, and engaged.

A measurable goal addresses question such as:

- How will I measure my progress?
- How do I know if my goal is achieved?
- Measurement methods can be quantitative (productivity results, money saved or earned, etc.) and qualitative (client testimonials, surveys, etc.).

3. Make sure the goal is achievable

Attainable SMART goals consider the employee's ability to achieve them. The more realistic and achievable the goals, the more likely employees will keep working toward them.

Goals should be manageable but should challenge your employee's abilities while remaining obtainable. If a set of goals is unrealistic, employees lose motivation to find that extra push to help them achieve more manageable goals because they feel defeated and frustrated.

To set achievable goals, think about:

- Is your objective something your team can accomplish?
- Is it reasonable to complete the goal in the allotted time?
- Do you have the tools and skills needed? If not, consider what it would take to attain them.

4. Create relevant goals

SMART goals that are "relevant" related to your company's overall business objectives and to a skill or professional development strategy that you want your employees to improve.

A relevant goal answers "yes" to questions such as:

- Does it align with the overall organizational goal?
- Does it relate to the employee's development goals?
- Will it help the employee succeed in their job?
- Does this seem worthwhile?
- Is this the right time for this goal?
- Does this match the other responsibilities of the employee?

5. Create a time-bound schedule

Time-bound refers to the timeline set for employees to work towards the goal and how long it will take to meet the milestones and achieve the desired results.

Consider if your goal is short-term or long-term and determine a timeline accordingly. Attaching attainable deadlines to SMART goals puts a healthy dose of pressure on your team to accomplish them and make significant progress in the long run. Additionally, a time-bound schedule prevents everyday tasks from taking priority over the employee's longer-term goals.

2.3 To engage enthusiastic and committed leaders for the coordination of the cultural changes within the institution

In essence, leaders' involvement is essential for catalysing and sustaining cultural transformation within HEIs. Leaders provide the vision, direction, support, and motivation needed to inspire change, overcome challenges, and drive organizational success in the digital age.

Leaders are critical in driving cultural transformation and fostering a digital-first mindset within HEIs. Their vision, direction, support, and example are essential for inspiring change, overcoming resistance, and ultimately positioning the institution for success in an increasingly digital world.

Leader's pivotal roles in digital cultural transformation are to:

- Define the cultural transformation vision and to communicate it clearly.
- Lead by example and be more flexible.
- Empower, trust, and encourage all teams.
- Resource allocation and finding investment.
- Enhance current management.
- Establish collaboration and cross-functional teams.
- Respect data-driven decision-making.
- Establish continuous learning and innovation.
- Set up cybersecurity awareness and risk management.

2.4 To look for short or long-term funding or funder that can financially support the institution's ambition

To seek short—or long-term funding for the institution's digital transformation ambition, we recommend considering the following four steps: strategy and planning, mobilizing funding, allocating funding, and spending funding. Each stage requires specific considerations and challenges, which are illustrated in Figures 2 and 3.

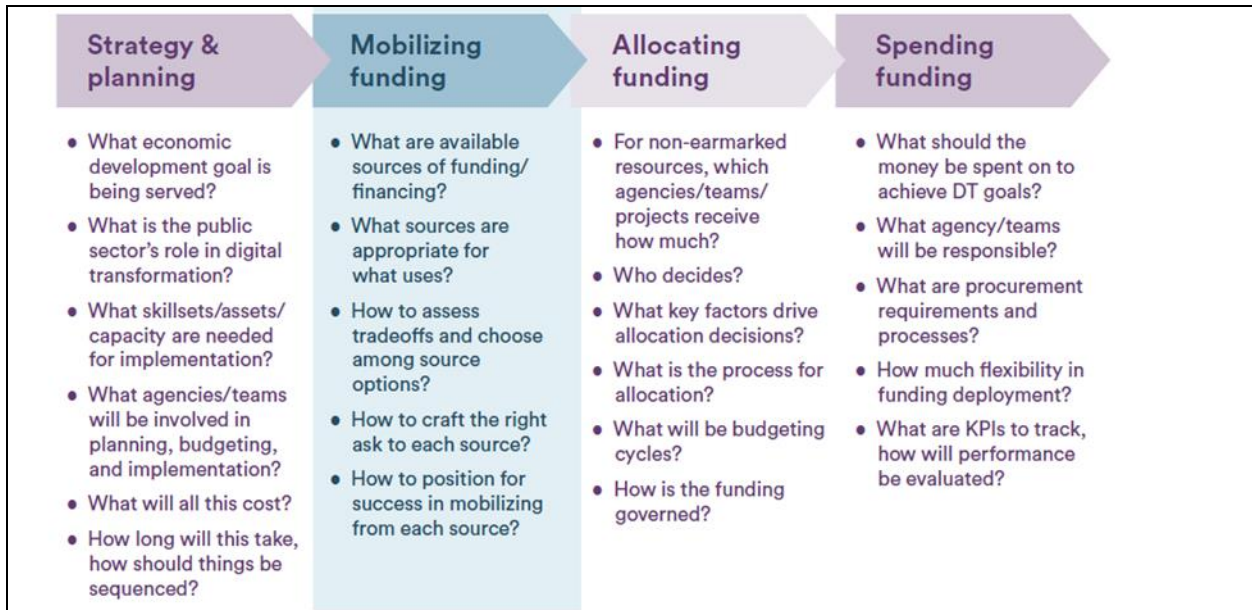


Figure 2. Stages in the funding lifecycle

First of all, defining your institute’s digital transformation goals is crucial. Clearly outlining the institution's digital transformation ambitions, including identification of areas that require funding, such as technology infrastructure upgrades, software implementation, staff training, or innovation projects, timelines, and expected outcomes, will help the organization have guidelines. Moreover, it will help potential funders understand the impact of their investment. Secondly, articulate the funding requirements for your institute’s digital transformation initiatives, including estimated budgets, timelines, and desired outcomes. Break down the funding needs into categories such as capital expenses, operational expenses, and project-specific costs.

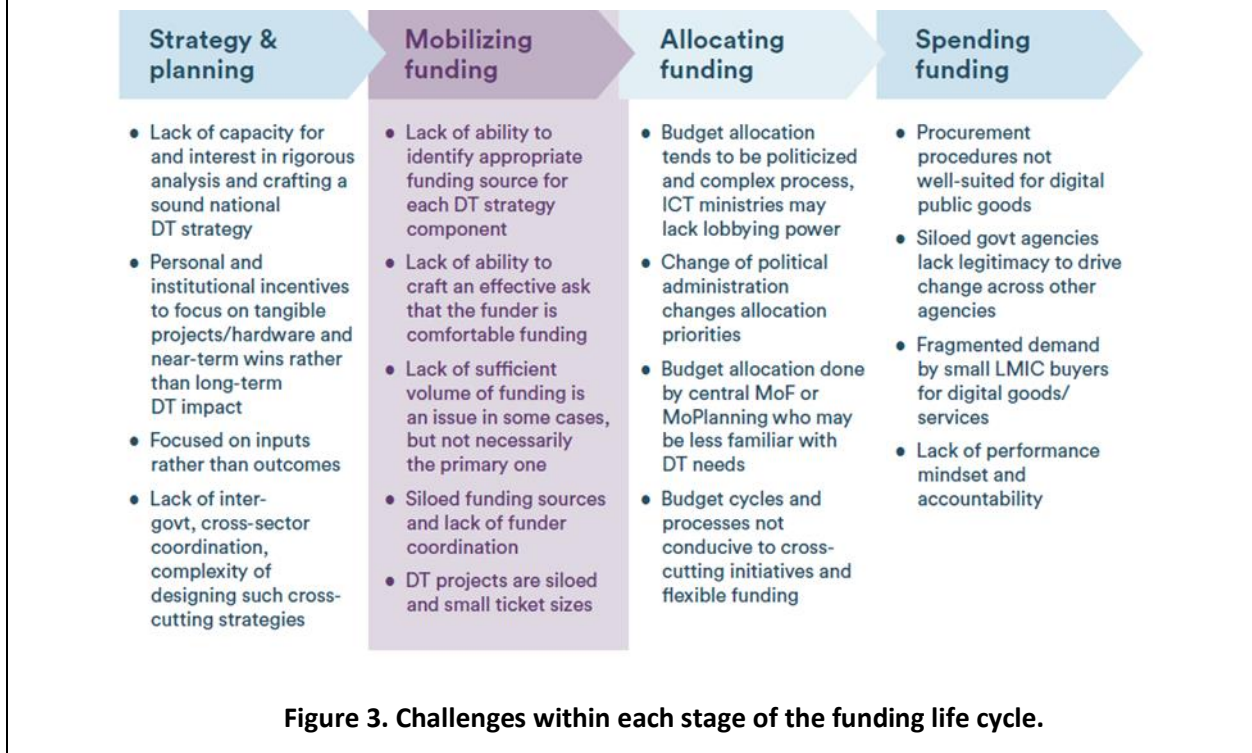


Figure 3. Challenges within each stage of the funding life cycle.

Thirdly, explore potential funding sources that align with your institution's digital transformation goals and objectives. Consider the following types of funding sources: Table 1.

Once your organization identified potential funding sources, carefully review their criteria, guidelines, and application processes. Pay attention to factors such as eligibility requirements, funding priorities, geographical restrictions, and application deadlines.

Table 1. Key funder segments and funding models

Sources of funding	Funding/financing model*	Applicable when	Example use cases
1) Grant-based aid	<ul style="list-style-type: none"> • Unrestricted grants • Earmarked grants • Challenge funds • Pooled procurement funds • AMCs and volume guarantees • Debt buydowns • Outcomes-based aid 	<ul style="list-style-type: none"> • Public goods and/or utilities features • Reach to Bottom of Pyramid (BoP) • Government lacks near-term fiscal capacity • For capacity-building to improve absorptive capacity for other funding sources • Elements of innovation and high risk 	<ul style="list-style-type: none"> • Government capacity building • Regulation and policy frameworks • R&D for new technology • Infrastructure / service expansion to marginalized/rural areas • Building user demand and digital literacy for marginalized populations • Private investment stimulus • User fee subsidies
2) Taxes	<ul style="list-style-type: none"> • General tax revenue • Special tax revenue • Digital goods/services income tax revenue • Universal Service Funds 	<ul style="list-style-type: none"> • Public goods and/or utilities features • Reaching BoP • Limited monetization avenues/revenue streams • Government is user of good/service • Interventions that cut across multiple sectors 	<ul style="list-style-type: none"> • Regulation and policy • Strategy, planning, intra-governmental coordination • Infrastructure / service expansion to marginalized/rural areas • Building user demand and digital literacy for marginalized populations • Private investment stimulus • User fee subsidies • e-Government infrastructure and services
3) Government borrowing	<ul style="list-style-type: none"> • MDB borrowing • Commercial borrowing • Risk hedging 	<ul style="list-style-type: none"> • Public goods services with high upfront costs and benefits that accrue over time, e.g. infrastructure • Concessionary or affordable cost of borrowing and feasible debt burden 	<ul style="list-style-type: none"> • Similar use cases to taxes
4) Private sector	<ul style="list-style-type: none"> • Commercial bank loans • Private debt/equity investment funds • Public capital markets • Corporate Social Responsibility • Corporate balance sheets 	<ul style="list-style-type: none"> • Monetization avenues/revenue streams are available • Interventions within single sectors/industries 	<ul style="list-style-type: none"> • R&D and innovation • Operating expenditures for service delivery and adoption scaling • Digital skilling and employment • Building downstream digital infrastructure and distribution channels
5) Income and cost savings	<ul style="list-style-type: none"> • Service fee income • Bundled utility fee income • Endowment investment return income (e.g. Sovereign Wealth Funds) • Attributed cost savings 	<ul style="list-style-type: none"> • Monetization avenues/revenue streams are available • Attributable cost savings are available 	<ul style="list-style-type: none"> • Similar to taxes and borrowing

To support your institution's ambition, you can try to get a sponsorship or to be financially supported by:

- Mongolian Foundation for Science and Technology grants
- Alumni associations' financial support.
- Private sector funding.

- Partners and NGO's grants.

Conduct thorough research to identify potential public and private sponsors/funders relevant to your institution's digital transformation goals. Explore government agencies, foundations, corporate sponsors, venture capital firms, and other organizations with a track record of supporting projects similar to your institution. Also, using online databases, directories, and search engines to find public and private funding opportunities.

Leveraging your **professional network and relationships** will help you explore funding opportunities and connect with potential funders. This includes identifying key contacts, engaging with professional associations, attending industry events, conferences, and networking gatherings to meet individuals or organizations who may be interested in supporting your institution's digital transformation efforts.

Moreover, based on your institute's comprehensive funding strategy, developing a well-researched funding proposal will catch the attention of a potential funder or sponsor.

1. Research potential sponsors. Look at your existing supporters.
2. Find the right contact.
3. Create a Proposal That Stands Out.
4. Build a connection over time with potential sponsors.

Case of Digital MOVE project in Mongolia

The DIGITAL MOVE project was initiated by CITI University in Mongolia in partnership with European universities, such as the University of Cote'D Azur in France and the Technical University of Kosice in Slovakia, in its early proposal development stage for the European Union's Erasmus+ Programme (ERASMUS) capacity building project strand 2: Innovation in Higher Education and promoting reforms in Higher Education Institutions.

When developing the project proposal, it extended its consortium with two local Mongolian universities, the School of Agroecology and Business, the Mongolian University of Life Sciences, and the Erdenet Institute of Technology, one private university, Otoch Manramba in Mongolia, and seven universities in Vietnam. Also, the Ministry of Science and Education of Mongolia and the Mongolian National Council for Accreditation joined the consultation consortium. So, the project consortium established a broad range of key stakeholders in the higher education sector of Mongolia and representations of countries with similar digital transformation contexts, such as Mongolia and Vietnam.

The Digital MOVE project focuses on driving digital transformation in Mongolian and Vietnamese universities by introducing innovative teaching methods and engaging with the business sector. It targets four key areas: institutional reforms, process enhancement, individual skill development, and community engagement. At the institutional level, the project aims to facilitate reforms to improve digital readiness and modernize university services. It also supports establishing or strengthening departments dedicated to digital education and assists academic staff in adopting digitally enhanced teaching and learning practices.

The most important project expectations are the implementation of a strategic action plan in each university, the creation of a culture of digital transformation in every university service and staff, the creation of a digital culture mindset for society and stakeholders, Reinforced IPC centers able to sustain

the digital transformation of the universities, and Digital soft skill courses developed for students and externals.

Since the project implementation in 2022, one face-to-face project management meeting has been held in Ulaanbaatar, Mongolia, and two study visits have been organized and hosted by European universities in France and Slovakia. For the study visit in France, four Mongolian universities' 12 higher-level decision-makers, senior managers and specialists, IT responsibilities, and academic faculties enhanced their knowledge and skills in the European digital transformation context.

Furthermore, drawing from the insights and expertise acquired during study visits to Europe, every university in Mongolia developed its own Digital Transformation Strategic Plan, complete with comprehensive action plans. This strategic blueprint holds immense significance for guiding each university's subsequent steps in digital transformation, serving as a roadmap for its enduring digital evolution.

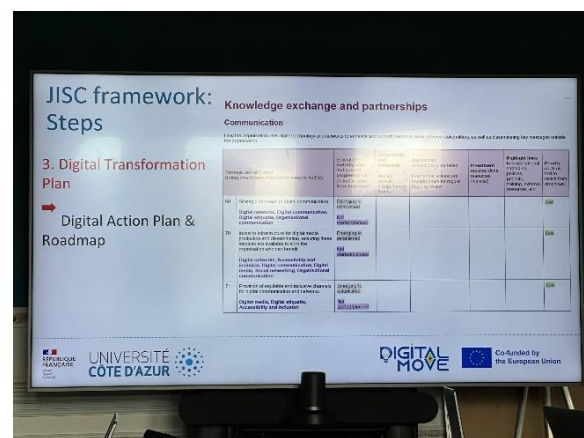


Figure 4. The study visit team of Mongolian partner universities at the University of Cote'D Azur in Nice, France, November 2023.

2.5 To form a team of relevant and motivated staff for the implantation of the objectives

The definition of team goals: Team goals are the milestones, accomplishments, and outcomes that a group of individuals collectively strives to achieve. In contrast with individual goals, which focus on personal development, team goals help align and direct the efforts of the team as a whole toward a common purpose, ensuring each member is working together effectively. Typically, these goals will support the larger objectives of the organization or company. They also give your team a way to measure progress, recognize successes, and learn from failures. These goals could be as ambitious as increasing sales by a certain percentage or launching a new product within a specific timeframe or as modest as ensuring every team member completes a technical training session on time.

The significance of setting team goals: Team goals are an essential part of leading your team to success—as long as they are clear, effective, and realistic. By aligning your team around a shared set of goals, you can accomplish the following:

- **Drive employee engagement:** When everyone on the team understands what they're working

toward, as well as why, they'll be much more likely to collaborate and help each other out. This shared sense of purpose will promote camaraderie, which will keep everyone more motivated and engaged.

- **Facilitate strategy execution:** Without a common goal to work toward, everyone is likely to have their own opinions about the best way to do their job. This will make it challenging to carry out any kind of strategic initiative. But when a team goal is in place, adhering to a strategy and executing it together will become essential to achieving that goal.
- **Improve business performance:** Team goals not only get everyone working together, but also give them a way to measure their progress and look for ways to improve their efficiency and productivity. They may discover ways to achieve certain goals even faster, or find flaws in previous team strategies. All this will help improve how business is done.

Steps for setting effective team goals

Setting successful team goals requires you to think critically about what exactly you're trying to achieve. That means understanding the full context of the goal, having a process in place for achieving it, and remaining flexible as your team or organization grows or changes. Here are a few steps you can follow to create goals that keep your team motivated, focused, and aligned:

- **Understand the big picture:** Before doing anything, ensure you have a clear understanding of your organization's mission and overall strategic objectives—both short- and long-term. Your team's goals should directly contribute to these higher-level goals.
- **Ensure buy-in through collaboration:** By working closely alongside each of your team members to both develop your goals and the strategies for executing them, you will promote ownership and make them more committed to achieving them.
- **Set SMART goals:** The **SMART system** can help make your goals more Specific, Measurable, Achievable, Relevant, and Time-bound. In turn, this will make them easier to understand and give your team a clearer sense of direction.
- **Tie goals to incentives.** You can motivate team members by tying their performance to incentives. Just remember to make them appropriate to the work. While a little competition can be good, you'll need to ensure that the incentives are not overshadowing larger goals.
- **Set timelines for achieving goals:** Creating deadlines for meeting your goals will give your team a sense of urgency. Just remember to check in with your larger team to ensure any timelines you make are realistic.
- **Track your progress:** Set up a system for tracking progress, then make it visible to the team. This could include regular check-ins, progress reports, or software tools that help visualize progress toward goals.
- **Regularly review your goals:** Circumstances change, market conditions fluctuate, and challenges arise. All of this means you should regularly review and adjust your goals to remain effective and relevant.

How to turn team goals into action

As you consider your team's goals, your first step should be to understand what is most important for your team to achieve. Begin this process by considering your company's larger mission or objectives. What are the overarching priorities that guide your company and how do they affect the expectation

of your team? If need be, conduct a preliminary interview with a manager or executive to ensure your team is properly aligned with company goals. This will give you a good roadmap.

Next, identify the areas where you think your team can make the greatest impact. For example, if your team is composed of salespeople, then you may not want to focus on goals related to customer outreach and services as opposed to product development. This will not only speak to your team's strengths but also ensure your goals are more likely to motivate your team.

Finally, determine some key performance indicators (KPIs) that your team will be responsible for. These should be quantifiable, such as sales made or revenue generated, so that there is no ambiguity or confusion about your progress. Don't forget to come up with contingency plans for when these KPIs fall short and to recognize when your team meets or exceeds their goals.

Benefits of strong team goals

A team without a strong sense of direction or purpose will have a hard time cohering—and may even eventually disband. But with strong team goals in place, your team will have something to work toward together. In turn, this will give them an incentive to increase their productivity, which will keep them engaged and even help improve retention long-term.

The benefits of effective team goals are many—from improved efficiency to happier teammates. Let's take a closer look at some of these below.

- **Improved accountability**

Setting a team goal means everyone is responsible for its success—or its failure. That puts pressure on individual employees to not only carry out their own tasks and responsibilities but to also ensure their work is benefiting the team and its goals. It makes everyone more accountable. With a strong sense of accountability, team members are more likely to look for ways they can improve their productivity. This is especially true when goals are developed using the SMART system. That means team members will have firm metrics they can use to measure their progress, as well as a timeline to follow, making proper time management a clear priority.

- **Enhanced mentoring opportunities**

Good team goals should be aspirational, which means they will push everyone to improve their performance and skills. This may be difficult for some people. But when carried out correctly, this can create valuable opportunities for more experienced employees to teach others on their team. The key is to make the team goals as clear and meaningful as possible. Employees should know exactly what it will take to achieve them, including the necessary skills or knowledge they will need. This will make it easier for employees with those skills to share them with others. As these goals are carried out, the effect will be a more skilled and knowledgeable team.

- **Improved work performance**

Team goals that take into account the larger objectives of the company, take advantage of the strengths and potential of the team, and remain both clear and realistic, will inevitably help increase the performance of the company. That's because they are helping the organization fulfill a strategic need. However, the simple act of setting team goals—even before they are achieved—can also help improve work performance. As long as you are approaching this as a collaborative process that involves everyone, you'll be able to get everyone focused on a

singular goal, as well as the challenges the goal is meant to address. That by itself can be enough to reduce competition, increase collaboration, and enhance the performance of the team.

- **Increased motivation and commitment**

Setting team goals is an effective way to create a more motivated and committed team. Just as the added sense of accountability described above helps motivate team members, the way you set team goals helps contextualize team efforts within the wider organization. The team isn't just working in its own silo; it is making valuable contributions to the bottom line.

On top of this, the shared sense of commitment creates numerous opportunities for managers and team leaders to call out individuals for their contributions. Everyone can see how everyone else is working toward their goal, making it easy for others to recognize significant achievements and call out specific work. And getting recognition from your own team members may be one of the most effective forms of motivation there is.

Examples of team goals

While team goals will typically be specific to your particular team or organization, the following are some examples you can adapt for your own unique circumstances.

- **Streamline communication:** Communication across different departments can often be a challenge. By setting this goal, you can focus on creating new communication protocols, setting up more effective meetings, and increasing the use of effective collaboration tools.
- **Increase sales revenue:** Depending on the industry and the team's unique circumstances and priorities, this goal can be adapted to focus on other key performance indicators (KPIs) like customer acquisition, customer retention, or average transaction value.
- **Enhance product quality:** In this goal, product quality can refer to many different aspects. For example, you may want to focus on reducing defects or bugs, improving user satisfaction, or optimizing production processes.
- **Introduce new product lines:** Similar to product quality, this goal could also be adapted for many uses. For instance, a service-oriented company may want to focus on expanding offerings or enhancing the customer experience through personalized solutions.
- **Strengthen employee well-being:** Although this goal may sound abstract, there are many concrete ways to potentially address it, such as by providing more mental health resources or considering new ways to improve work-life balance. Employee net promoter score (NPS) can be a good metric to track this goal's progress.

Case of Mongolian Partners Team Building

To form a team of relevant and motivated local Mongolian partner universities in the project consortium for the implantation of the DIGITAL MOVE project objectives, CITI University organized a meeting with high-level decision-makers and academic staff members of the School of Agroecology and Business, the Mongolian University of Life Sciences, the Erdenet Institute of Technology, and Otoch Manramba university. This meeting was offered to all partners to understand the big picture of the Digital Transformation project, main objectives, and Work Package activities, and how to set effective team goals, mentoring opportunities, increase work performance, motivation, and partner commitment.



Figure 5. The meeting at CITI University in Ulaanbaatar, Mongolia, December 2022.

The effectiveness of the work lies in the close collaboration of partners at all national and international levels. The 4 Mongolian partner universities daily use teams chat of Office 365 software to exchange information, share documents and organize meetings.

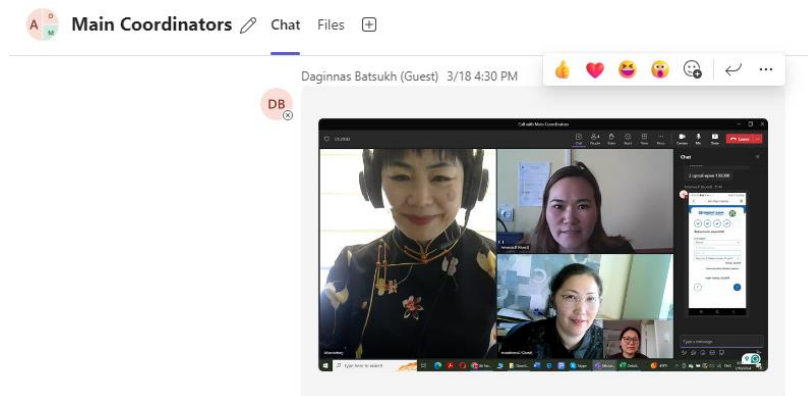


Figure 6. The meeting by teams chat group. Ulaanbaatar, Mongolia, March 2022.

The senior delegation of 13 universities worldwide attended the kick-off meeting of the project “Bridging Digital Divide in Mongolia and Vietnam through HEI’s Digital Transformation (DIGITAL MOVE)” in Mongolia. The DIGITAL-MOVE project is a part of the European Community (EC) support program to strengthen the capacity of higher education institutions in developing countries. The project is built to achieve the main goals such as developing a digital transformation culture in higher education institutions of Mongolia and Vietnam, promoting a culture of digital transformation, and developing digital soft skills for lecturers, students, specialists, and managers through training courses. There are 13 universities participating in the project, including 4 institutes and schools in Mongolia (CITI University, Mongolian University of Life Sciences, Otoch Manramba University, and Erdenet Institute of Technology), 2 universities in Europe (Université Côte d’Azur - Université Côte d’Azur (France) and the Technical University of Kosice - Technical University of Kosice (Slovakia), and 07 Vietnamese universities including the University of Danang, Tay Nguyen University, Nha Trang University, Hanoi University of Science and Technology, Can Tho University, Quy Nhon University, and Ho Chi Minh City University of Economics.



Figure 7. The Kick-Off meeting of “Bridging Digital Divide in Mongolia and Vietnam through HEI’s Digital Transformation (DIGITAL MOVE)” project in Ulaanbaatar, Mongolia, /May 22-24. 2023/

2.6 To define Key performance indicators that can be useful to monitor the digital transformation process of one institution

A business’ key performance indicators (KPIs) must therefore adjust for dynamic factors such as technological innovation, market conditions, and company growth. As a result, the KPIs that businesses used in the past probably aren’t feasible for measuring the success of its digital journey. This guide examines the most important digital transformation metrics for assessing a company’s digital transformation success. The big day has finally arrived: brand-new software has been chosen, tested, and now implemented. Your business has set goals for its new efficiency capabilities. Now it’s time to establish and monitor KPIs to reach them. Beyond aligning with the goals you’ve set, they should also take into account your business’ corporate and operational strategies. The following 12 metrics are among the most common KPIs set by newly transformed businesses looking for [operational efficiency](#).

1. Employee productivity

Establish a baseline for performance before implementing any new measures and, most importantly, decide what productivity means to your company. For example, the critical measure of productivity for one organization might be the time employees take to perform a certain task; for another, it could mean the number of tasks they complete within a certain time frame.

2. Adoption

Metrics on digital adoption provide information on how well employees use these platforms and tools. Popular adoption metrics include the following:

Adoption rate

Time spent using a feature

Active users

Retention

Adoption rate is the ratio of users for a particular digital technology compared to the total number of users for that company. The time spent using a feature is usually expressed as the average amount of time each user spends on a feature. Active users is the number of users for a product or service during a certain time, typically daily or monthly. Retention is the probability that a first-time customer will become a repeat customer.

3. Return on digital investments

Return on investment (ROI) is a highly popular KPI for measuring the success of any new initiative, whether or not it's part of a digital transformation. Every business wants to recoup its investment in these purchases, which is why it's important to compare the money spent on new technologies with the amount they bring in or save. In addition to the direct costs, consider investments in training and new hires when calculating ROI. One of the most difficult parts of any new program for leadership is recognizing that the ROI takes time to accrue; it can seem quite small at first. The long-term benefits will be the most significant part of evaluating the success of a digital initiative.

4. Cost-benefit analysis

Organizations routinely perform a cost-benefit analysis before making any investment. This process compares the estimated costs and benefits of an investment for a variety of scenarios to determine the one that should provide the most favorable results.

For example, a business might perform a cost-benefit analysis for each component of a digital transformation to determine the one they should focus on. In this approach, the component with the fastest ROI would most likely be implemented first.

5. Customer experience

No matter the product or service, good customer experiences are crucial for any business that aims to create a loyal customer base. These metrics measure the customers' engagement with a particular platform or product. These measures of success have surpassed price and quality in recent years as consumers have made it clear that experience is their main priority.

Customer Effort Score (CES): the amount of effort needed for a customer to complete a given task, which is typically measured through surveys,

Customer Satisfaction (CSAT): a customer's degree of satisfaction with a particular product or service, and

Net Promoter Score (NPS): the probability that a customer will recommend a product or service to someone they know.

Customer conversion and engagement metrics also show how well customers connect with a company's digital presence and marketing materials. These metrics can also look at valuable measurements like the number of scheduled demos, signups, subscriptions and website traffic sources.

6. AI-enabled businesses

Artificial intelligence (AI) technology has become an essential component in sustaining a business's long term growth. Keep an eye on the business areas that AI plays a role in as your company continues its digital transformation. The percentage of your business that uses AI should increase over time, but it does not need to reach 100% for your digital transformation to be a success – some business areas do not lend themselves well to AI technology.

7. Performance

Performance is one way of improving business efficiency, which is typically the reason for a digital transformation. The ability to change business models, processes and products through technology also supports a company's growth and boosts its value for customers. Performance metrics for a digital transformation can flag areas where processes can be simplified and more training can be helpful. They

can also evaluate the processes running on a new application and its effect on resource investments. The most common performance KPIs include:

Mean Time to Failure (MTTF): the average time an asset functions before its first failure. This metric shows the system's reliability with respect to non-repairable system failure,

Mean Time to Resolve (MTTR): the average time needed to resolve the cause of failure, and

Mean Time Before Failure (MTBF): the average time between two failures.

Uptime: the percentage of time that an asset is functional.

8. Reliability and availability

A digital transformation must be reliable if it's to build a strong reputation for its company. An online presence that's often unavailable may indicate the need to improve aspects of the digital journey, especially when the company's main service is a Platform-as-a-Service (PaaS) or Software-as-a-Service (SaaS). Failures of internal assets like equipment and software can also impair productivity, making it difficult to support customers.

9. Revenue from new digital services and technologies

Companies that introduce new digital technology need to know how much revenue these components are bringing in. This KPI is similar to ROI, except it's specific to the return on digital investments. The revenue from digital services is most commonly used as a KPI when implementing a digital method of making purchases, such as an online store or e-commerce sales.

10. Cloud deployments

Migrating IT infrastructure to the cloud is currently the most common type of digital transformation. The increasingly digital operating environment of most companies means they're becoming more dependent on the cloud for storage, which helps keep data accessible regardless of location. Measuring the number and scope of cloud deployments helps determine how well an organization's cloud storage is working and how easily employees can access data.

11. Active usage metrics

Active usage metrics identify daily problems with a digital platform, product or service. They also tell you how well users engage with digital technology. Common active usage metrics include:

Daily active users: the number of users who log on to the platform or software each day

Conversion rate: the percentage of times that a task is started and completed. A high conversion rate can indicate that the digital transformation is successful.

Abandon rate: the percentage of times a task is started, but not finished. A high abandon rate may mean that the digital transformation has room for improvement.

12. User lifetime value

User lifetime value is the value that a user provides for a company over the time that the user generates revenue for that company. Increasing customer retention therefore increases the revenue the company obtains from that customer. Similarly, a platform that's unavailable will reduce the lifetime value of its users, who won't create revenue. Digitizing a business thus requires a company to evaluate the availability this transition will provide for its users, including customers and employees.

How to choose the right KPIs

Using too many KPIs to track digital transformation can be just as unproductive as not using enough, as it can create confusion and make progress difficult to measure. Avoid spreading team members too thin by attempting to improve too many things at the same time.

Restrict KPIs to a relatively small but customized set that provides the greatest benefit to your team. Your business won't get optimal results by simply implementing a generic set of KPIs and hope for the best. Finally, keep these best practices in mind when selecting KPIs for your business' digital transformation:

Keep the KPIs achievable by ensuring they're easy to measure

The KPIs should target a clearly defined audience that may not have IT expertise.

The KPIs should provide a specific business benefit, which typically consists of achieving a desired outcome.

KPI importance for the monitoring of a strategy

KPI stands for key performance indicator, a quantifiable measure of performance over time for a specific objective. KPIs provide targets for teams to shoot for, milestones to gauge progress, and insights that help people across the organization make better decisions. To be specific, measurable, achievable, relevant, and timely are 4 components of a KPI. KPIs are important to monitor progress, to identify areas for improvement, to make informed decisions, to measure the impact of our actions, and to ensure that everyone is on the same page. KPI will differ by type of organization. A university or college might consider the five-year graduation rate a KPI, while an academic library might use a collection availability rates a KPI. The idea is to select a few KPIs that are reflective of organizational effectiveness.

- Provide a few examples of KPI you think relevant for the assessment of one institution' cultural change strategy
- Digital culture perspective.
- Knowledge creation and innovation perspective.
- Knowledge development perspective.
- Knowledge management and use perspective.
- Knowledge exchange and partnership perspective.
- Digital and physical infrastructure perspective.

Step 3: To follow-up on the cultural changes engaged in your institution

3.1 To assess your team's skills and engage into their training to make them more efficient and culturally upskilled on digitalization

Importance of regular assessment of your institutional and staff capacities:

Regular digital literacy assessment of institutional and staff capacities is crucial for several reasons. Assessments are crucial in pinpointing areas where staff may lack proficiency in digital tools, technologies, or concepts. Identifying skill gaps enables institutions to create tailored training programs to address these specific needs.

Assessments promote continuous learning and professional growth among staff by offering opportunities to improve digital skills, stay current with emerging technologies, and adapt to evolving job demands in a dynamic digital environment. Also, regular assessments help identify opportunities for optimization and innovation, leading to enhanced productivity and performance across the institution. They enable organizations to assess the readiness of their workforce for digital transformation and identify areas where additional support or training may be needed to facilitate successful implementation.

Moreover, regular assessments can help identify gaps in cybersecurity awareness and training, enabling organizations to implement measures to mitigate risks and protect sensitive data. By identifying staff members with advanced digital skills or innovative ideas, organizations can foster a culture of innovation and empower employees to contribute to digital initiatives and strategic goals.

CITI University case on assessing institutional capacity and faculty digital capabilities.

The IT department of CITI University has spearheaded several initiatives to advance the university's internal Digital Transformation journey. Below are two examples of successful projects that exemplify my commitment to meeting the IT and technology needs of our university community while fostering a culture of collaboration and inclusivity.

Example 1: Comprehensive Research and Needs Assessment

In support of our Digital Transformation project, IT department undertook extensive research to understand and address the IT and technology needs of both staff and student representatives. This research initiative involved employing participatory methods and inclusive approaches to gather insights, opinions, and feedback on the current state of our digital infrastructure and organizational culture.

The research methodology included the distribution of questionnaires to assess the existing IT landscape, identify pain points, and capture desired improvements. Through collaborative discussions and open forums, we engaged with stakeholders to understand their perspectives and aspirations for digital transformation.

By leveraging participatory methods such as focus groups and town hall meetings, I facilitated dialogue and knowledge-sharing among diverse stakeholders. This inclusive approach fostered a sense of ownership and empowerment among participants, ensuring that their voices were heard and valued in shaping the future direction of our digital initiatives.

The insights gleaned from the research process were synthesized into a comprehensive needs assessment report, which was a foundation for informing our Digital Transformation strategy. By grounding our initiatives in the lived experiences and expectations of our university community, we could prioritize actionable recommendations that addressed their most pressing needs and aspirations.

Example 2: Stakeholder Engagement and Decision-Making Framework

Recognizing the importance of stakeholder engagement in driving successful digital initiatives, IT department employed innovative methods to facilitate participation and collaboration among key stakeholders at CITI University. Leveraging agile principles and inclusive practices, we established a

structured framework for soliciting input and making informed decisions regarding software development and technology implementation.

Through regular stakeholder meetings, including the board of directors sessions, we facilitated open discussions and deliberations on critical digital transformation initiatives. To ensure broad representation and inclusivity, we structured the discussions around our comprehensive research and needs assessment findings.

Utilizing strategic frameworks such as the OKR (Objectives and Key Results) board and Priority Matrix, we facilitated transparent decision-making processes where stakeholders could prioritize and vote on the most pressing digital transformation tasks. The OKR board visually represented our strategic objectives, while the Priority Matrix allowed stakeholders to evaluate tasks based on cost, value, and organizational impact.

By adopting these collaborative decision-making tools, we empowered stakeholders to take ownership of our digital transformation journey and contributed to a culture of transparency and accountability. Through collective action and shared responsibility, we are driving meaningful progress toward our overarching goal of advancing CITI University's digital capabilities and enriching the academic experience for all community members.

These examples demonstrate the IT department's commitment to leading transformative initiatives that are rooted in stakeholder engagement, research-driven insights, and strategic decision-making. As we continue our Digital Transformation journey, we remain dedicated to fostering a culture of innovation, collaboration, and inclusivity in our establishment.

Otoch Manramba University case on institutional digital capacity assessment and the importance of involving university decision-makers as stakeholders.

At the meeting of the Academic Council and the Board of Directors, Otoch Manramba presented his university's assessment of the digitalization of the university. We did the assessment ourselves, and at the very beginning, we determined the applications, internet, and WiFi capacity used at Otoch Manramba University. Next, the platform and e-learning methods used by the teachers to teach their lessons were evaluated through interviews. They also discussed how to effectively implement the Digital Move project for school management, teachers, and students in the future and gave advice on what to consider in implementing the school's electronic strategy plan. The school's management expressed that they will make necessary investments to decide on the necessary equipment and infrastructure to implement the project.

At the meeting of the academic council and the board of representatives, it was first decided to increase the Internet's capacity, provide teachers with modern desktop computers, and provide them with the necessary equipment for preparing electronic content. As part of this board decision, WiFi internet provided university blocks, and teachers have modern desktop computers. We also buy and use OSMO devices for video recording and content creation. The support of the project at the school management level has contributed to great progress in our work. In the e-transition of education framework, a platform will be created to support distance learning and individual learning, develop an electronic technology platform for managing the university, digitize learning activities and learning materials, and distribute learning resources online. In addition, e-transition and the formation of e-universities are inextricably linked with the development of e-libraries. Mongolia's "Vision 2050," or Mongolia's long-term development policy, states that "by developing an open education system and creating a unified e-

learning platform, everyone has the opportunity to learn in any field of their choice, regardless of space and time." Therefore, the members of the Academic Council emphasized that this project is very important and needs to be implemented effectively in the future.



Figure 8. The meeting of the Otoch Manramba University's Academic Council and the Board of Directors

SAB, MULS case on assessing the faculty digital literacy skill.

School of Agroecology and Business, Mongolian University of Life Sciences (SAB, MULS), has assessed its staff and faculty's digital literacy skills according to the DigComp Digital Competence Framework developed⁴ by the European Union in 2021 or the same period of time as joining the Digital MOVE project consortium.

At that time, there was a great need to discover the level of human resources' digital competencies for further specific actions at SAB, MULS. So, the human resource team categorized several digital literacy skills assessment tools and frameworks and then chose the DigComp framework. The DigComp framework identifies the key components of digital competence in five areas: information and data literacy, Communication and collaboration, Digital content creation, Safety, and Problem-solving. DigComp framework is comprehensive, and assessing digital skills is based on a self-driven online method.

⁴ https://joint-research-centre.ec.europa.eu/digcomp/digcomp-framework_en

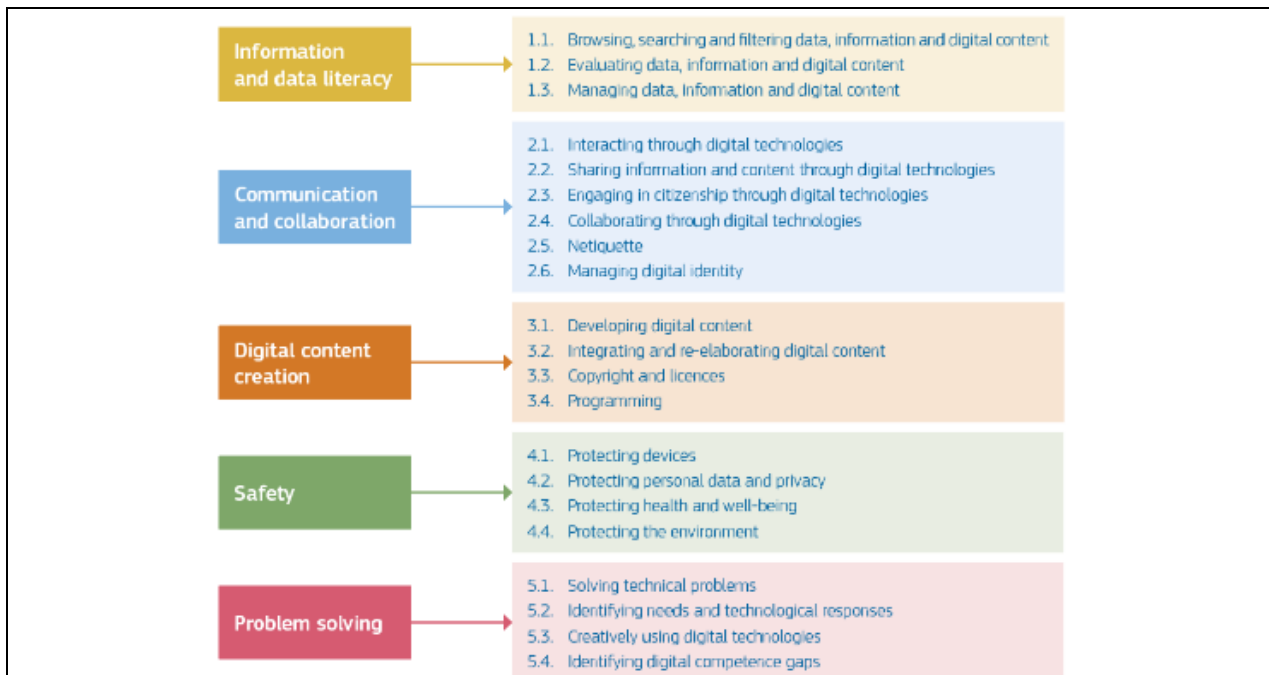


Figure 9. DigComp framework key components

According to above mentioned digital competency framework, staff and faculties took self digital skill online test⁵ and immediate feedback was provided upon test completion. So, it facilitated the assessment of each individual's current digital competency levels and gave valuable insights into areas requiring improvement and digital skill gaps. The result of the digital competency test was integrated into the "Faculty development program" of SAB, MULS, specifically informing the development of tailored digital skills training modules for human resources.

The benefit of organizing/ allowing for the staff to attend adapted training that can update their skills on digital culture and prepare them for more responsibilities:

Tailored training programs enhance staff members' digital proficiency, empowering them to navigate complex digital environments confidently and efficiently. These improved skills prepare employees for future leadership roles, driving innovation and efficiency within the organization.

Updated digital competencies also boost productivity by enabling staff to leverage technology effectively, adapt to technological advancements, and maintain competitiveness in their roles.

Access to personalized training builds confidence and morale among employees, fostering higher engagement and retention rates. Furthermore, investing in staff development aligns with organizational goals, particularly those related to digital transformation and innovation, ensuring the institution remains competitive in the digital era.

Digital Transformation Action Plan creation workshops at Mongolian partner universities.

The Digital Transformation Action Plan 3 series workshops were organized at the School of Agroecology and Business, Mongolian University of Life Sciences, between November 2023 and January 2024. During the workshops, facilitators shared the digital transformation knowledge and expertise they gained during the study visit in Nice, France, with faculty members.

⁵ <https://europass.europa.eu/en/europass-tools/test-your-digital-skills>

These three workshops were facilitated to build a comprehensive understanding of Digital transformation, including organizational culture, workforce change, and technology upgrades. Also, during the workshop, faculty members were informed about the Higher Education Digital Transformation Framework, and they evaluated their university's current digital transformation situation with the help of **JISK⁶** manual.

The result of organizing training and workshops on Digital Transformation was valuable. The university's Digital Transformation Action Plan was created with all faculty participation.



Figure 10. SAB MULS faculties' work on the Digital Transformation Action Plan during the workshop



Figure 11. CITI University team work on Digital Transformation Action Plan

⁶ <https://www.jisc.ac.uk/news/all/jisc-releases-pivotal-toolkit-to-guide-higher-education-towards-digital-transformation>

The administration and teaching team at Otoch Manramba University collaborated to create a Digital Transformation Action Plan and organized three workshops. Initially, they collaborated by providing methodological recommendations for developing a Digital Transformation Action Plan. During the second and third meetings, the Academic Council worked together to develop and discuss the action plan.



Figure 12. Otoch Manramba University team work on Digital Transformation Action Plan workshops

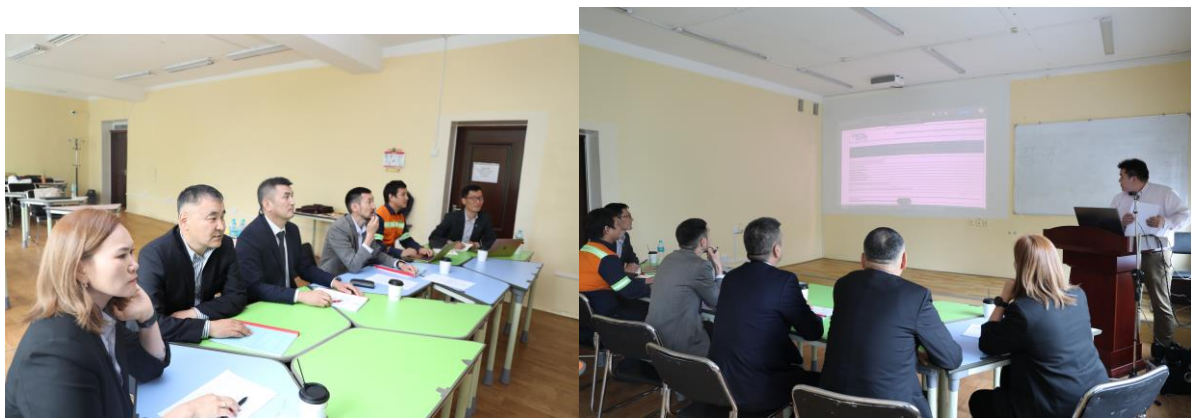




Figure 13. Erdenet Institute of Technology's teamwork on the Digital Transformation Action Plan

3.2 To celebrate success of the staff and to reformulate objectives and expected impacts on a regular basis

Importance to constantly reformulate objectives that are up-to-date with the local and/or international achievements in digital culture:

Constantly reformulating objectives to reflect the latest developments in digital culture, whether on a local or international scale, is essential for the following reasons.

1. **Relevance:** Keeping objectives up-to-date ensures that they remain relevant in the rapidly evolving landscape of digital culture. This relevance is crucial for staying competitive and meeting the needs and expectations of audiences.
2. **Innovation:** By staying abreast of local and international achievements, organizations can identify emerging trends and opportunities for innovation. Reformulating objectives allows them to leverage these insights to develop new products, services, or approaches that can give them a competitive edge.
3. **Adaptability:** Digital culture is dynamic, with technologies, platforms, and consumer behaviors constantly changing. Reformulating objectives enables organizations to adapt to these changes effectively, ensuring that their strategies remain effective and aligned with evolving trends.
4. **Risk Management:** Setting achievable goals is important for maintaining motivation and ensuring progress. However, occasionally taking calculated risks can lead to breakthroughs and

significant advancements. By periodically reviewing and adjusting goals, organizations can identify opportunities to take strategic risks while managing potential downsides.

5. **Alignment:** Objectives should be aligned with broader organizational goals and priorities. By continually reassessing and reformulating objectives in light of local and international achievements, organizations can ensure that their digital initiatives are aligned with overall strategic objectives.

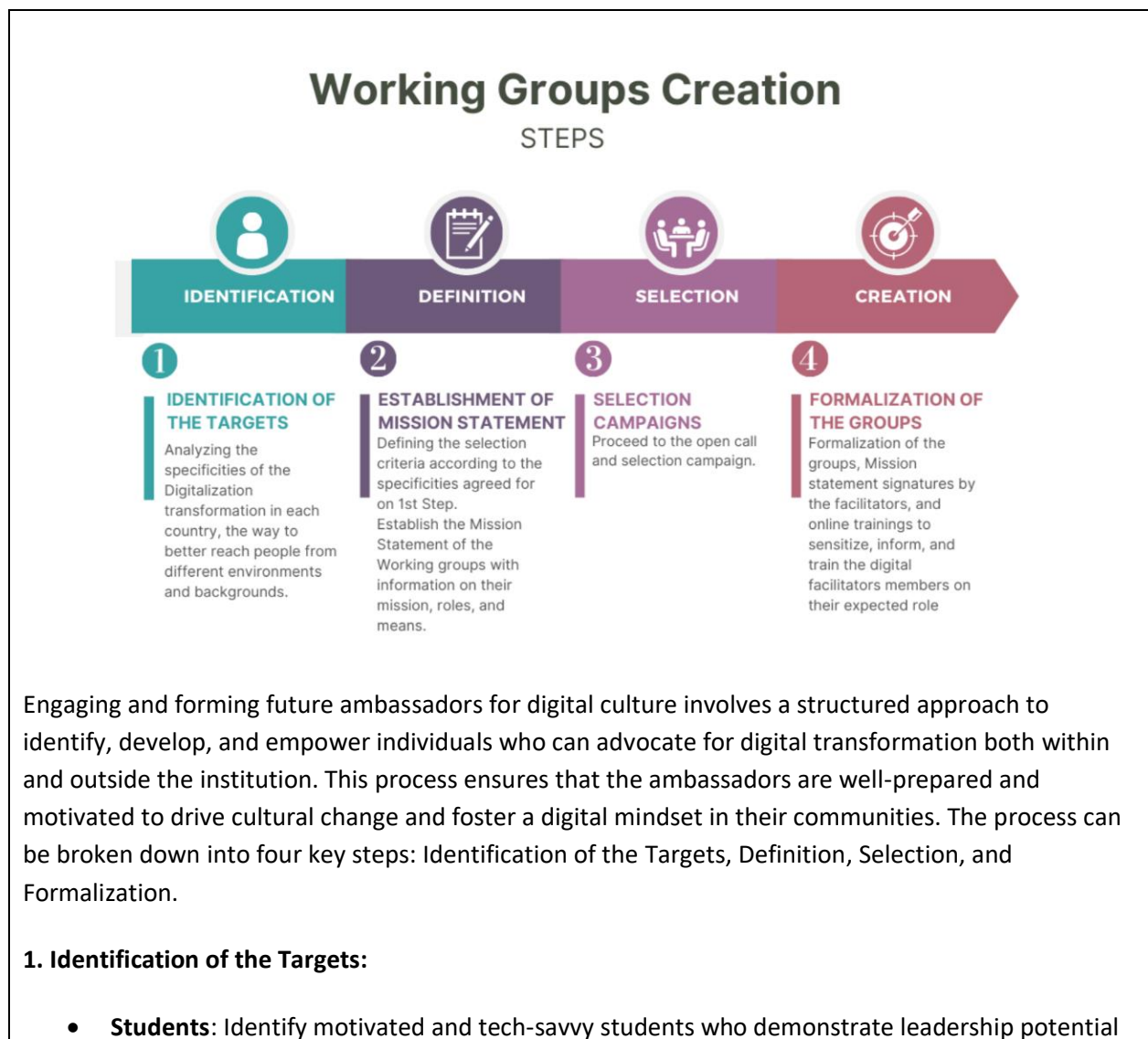
Importance of celebrating the staff success and efforts in their contribution, in order to create a long-term engaged and motivated team:

Celebrating staff success and efforts is essential for creating a long-term engaged and motivated team. It acknowledges individual contributions, strengthens team dynamics, inspires continuous improvement, and enhances organizational performance and reputation. It involves acknowledging their hard work, which in turn cultivates a sense of appreciation and gratitude among team members. Recognizing staff accomplishments not only boosts morale and motivation but also strengthens team cohesion by promoting collaboration and mutual support. Additionally, it inspires a culture of continuous improvement and innovation, ultimately contributing to enhanced organizational reputation and driving performance towards achieving desired outcomes.

Step 4: To trigger the cultural change outside the institution through the organization of open events and sensitization communication to the civil population

As institutions embrace digital transformation, it's imperative to extend the cultural shift beyond their walls, engaging with the broader community to foster a collective understanding and appreciation of digital culture. This step focuses on initiatives aimed at triggering cultural change outside the institution's confines. Through open thematic events, inclusive training sessions, and the cultivation of digital ambassadors, this step seeks to empower individuals, organizations, and communities to embrace digitalization, navigate its complexities, and harness its potential for positive societal impact. By raising awareness, promoting digital literacy, and facilitating dialogue, institutions can play a pivotal role in shaping a more inclusive, innovative, and digitally empowered society.

4.1 To engage and form future Ambassadors for digital culture that can play the role within and outside the institution



and a strong interest in digital technologies and innovation.

- **Faculty Members:** Look for faculty members who are not only experts in their fields but also enthusiastic about integrating digital tools and methodologies into their teaching and research.
- **Community Influencers:** Engage with local community leaders, entrepreneurs, and professionals who have a significant influence and a passion for promoting digital literacy and innovation.

2. Definition:

- **Roles and Responsibilities:** Clearly define the roles and responsibilities of digital culture ambassadors. Outline the expectations for their contributions, such as organizing events, conducting workshops, and mentoring peers.
- **Skills and Qualities:** Establish the key skills and qualities required for ambassadors, such as strong communication skills, a collaborative mindset, digital literacy, and a proactive approach to learning and sharing knowledge.
- **Objectives and Goals:** Define the specific objectives and goals that the ambassadors are expected to achieve. These should align with the institution's broader digital transformation strategy and community outreach goals.

3. Selection:

- **Nomination Process:** Implement a nomination process where students, faculty, and community members can nominate potential ambassadors. Encourage self-nominations as well to allow enthusiastic individuals to come forward.
- **Application and Evaluation:** Develop an application process that includes a detailed form, an interview, and possibly a presentation or project demonstration. Evaluate candidates based on their passion for digital culture, leadership potential, and alignment with the defined roles and responsibilities.
- **Diverse Representation:** Ensure a diverse representation of ambassadors across different demographics, disciplines, and backgrounds to promote inclusivity and a wide range of perspectives.

4. Formalization:

- **Training and Development:** Provide comprehensive training programs to equip ambassadors with the necessary knowledge and skills. This could include workshops on digital literacy, leadership development, public speaking, and project management.
- **Official Recognition:** Formalize the role of ambassadors through official recognition, such as certificates, badges, or titles. Announce their appointment through institutional channels to acknowledge their commitment and elevate their status within the community.
- **Ongoing Support and Resources:** Establish a support system for ambassadors that includes access to resources, mentorship from experienced leaders, and opportunities for continuous learning and development. Create a platform for ambassadors to collaborate, share insights, and report on their activities.
- **Performance Monitoring and Feedback:** Implement a system to monitor the performance of

ambassadors and provide regular feedback. Celebrate their successes, address challenges, and refine their roles as needed to ensure ongoing impact and engagement.

By following these structured steps, institutions can effectively engage and form future ambassadors for digital culture, ensuring they are well-prepared and motivated to lead and advocate for digital transformation within their communities.

Example: Digital culture initiatives at EIT, Mongolia.

When all classes had to go online during Covid, we started e-learning the operations, culture and responsibilities of organizing digital education. Before that time, we have prepared e-files for almost all of our courses, which made it very convenient for us to move forward with this work. It can be said that every instructor who teaches the e-course has worked as a digital facilitator at that time. Also, the academic affair staffs assisted students in connecting to online classes, familiarizing themselves with course content, and learning to lectures and seminars.

Nowadays, in terms of a digital move project, the digital facilitator focuses on the internal and external digital change processes needed to form digital education policies, change private and social cultures to digital learning, and build community skills for digital integration.

A 3-day orientation course was organized for instructors and staffs on how to digitize course materials, work with online teaching tools, and communicate with students. Our instructors and staffs provide guidance to students on learning the digital culture and give comments at each time students were odd. Basically, digital facilitator can play vital role to change digital culture within and out of organizations. It was challenging that digital education stakeholders (instructors, students, private trainees and local population) have difference learning ability and cultural background. Therefore, we need to organize more target courses to omit these differences among all participants for online education.

4.2 To organize open trainings within the institution to allow for students, civil population and enterprises to get trained

Organizing open trainings within the institution provides an opportunity to democratize access to digital education and empower a broader segment of the population, including students, civil society members, and enterprises. By offering training sessions on digital skills and technologies, the institution can foster digital literacy, promote innovation, and support economic growth and social development within the community.

1. Identify Target Audience:

- **Students:** Offer training sessions tailored to students from various academic disciplines who are interested in acquiring digital skills relevant to their future careers.
- **Civil Population:** Extend invitations to members of the local community, including residents, professionals, and community organizations, who are interested in enhancing their digital literacy and leveraging technology for personal and professional development.
- **Enterprises:** Collaborate with local businesses, startups, and entrepreneurs to offer training programs that address their specific needs and challenges related to digitalization and technology adoption.

2. Design Engaging Training Programs:

- **Curriculum Development:** Develop comprehensive training curricula that cover a wide range of digital skills and technologies, such as coding, digital marketing, data analysis, cybersecurity, and entrepreneurship.
- **Hands-On Workshops:** Organize hands-on workshops and practical sessions where participants can apply their learning in real-world scenarios and gain practical experience with digital tools and technologies.
- **Guest Speakers and Experts:** Invite guest speakers and subject matter experts from academia, industry, and the community to share their insights, experiences, and best practices in the field of digitalization.
- **Interactive Learning Activities:** Incorporate interactive learning activities, group discussions, case studies, and problem-solving exercises to engage participants and enhance their learning experience.

3. Promote and Publicize Training Opportunities:

- **Multichannel Promotion:** Utilize a variety of channels to promote and publicize training opportunities, including social media, email newsletters, posters, flyers, and local media outlets. Leverage the institution's website and social media platforms to reach a wider audience.
- **Collaboration with Partners:** Collaborate with local community organizations, government agencies, and industry partners to co-promote training programs and leverage their networks and resources for greater outreach.

- **Targeted Outreach:** Tailor promotional messages and outreach efforts to specific target groups within the community, taking into account their interests, needs, and preferences.

4. Provide Accessible and Inclusive Training Formats:

- **Flexible Scheduling:** Offer training sessions at different times of the day and on weekends to accommodate participants with varying schedules and commitments.
- **Online and Hybrid Formats:** Provide options for online or hybrid training formats to accommodate participants who may face mobility or accessibility barriers or prefer remote learning opportunities.
- **Language Support:** Ensure that training materials and sessions are available in multiple languages to cater to the linguistic diversity of the community.
- **Accessibility Accommodations:** Make accommodations for participants with disabilities, such as providing sign language interpreters, captioning services, and accessible venues.

5. Evaluate Training Effectiveness and Impact:

- **Pre- and Post-Assessments:** Administer pre- and post-training assessments to measure participants' knowledge gain and skills improvement. Evaluate changes in participants' confidence levels and attitudes towards digitalization.
- **Participant Feedback:** Gather feedback from participants through surveys, focus groups, and interviews to assess their satisfaction with the training experience, identify areas for improvement, and capture success stories and testimonials.
- **Long-Term Tracking:** Track participants' progress and continued engagement with digital skills development beyond the training program. Monitor their uptake of new technologies, participation in further learning opportunities, and integration of digital skills into their personal and professional lives.

6. Establish Partnerships for Sustainability:

- **Collaboration with Employers:** Forge partnerships with local employers and industry stakeholders to align training programs with industry needs and demand for digital skills. Explore opportunities for internships, apprenticeships, and job placements for program graduates.
- **Community Engagement:** Engage with local community organizations, libraries, schools, and government agencies to build sustainable networks and support systems for ongoing digital education and skill development initiatives.
- **Funding and Sponsorship:** Seek funding and sponsorship opportunities from government grants, corporate sponsors, philanthropic organizations, and crowdfunding campaigns to support the sustainability and expansion of training programs.

Organizing open trainings within the institution provides a valuable opportunity to democratize access to digital education, empower individuals and organizations with essential digital skills, and drive positive socio-economic change within the community. By offering inclusive and accessible training

opportunities, the institution can catalyze a culture of lifelong learning, innovation, and digital empowerment that benefits individuals, businesses, and society as a whole.

- Online courses from EIT could improve the delivery and efficiency of training and improve personal skills in the e-learning culture, benefiting participants from Erdenet Mining Corporation and Orkhon province. E-learning education services support the definition of customer-oriented market policy, research-based decisions, implementation of data-driven projects, transfer of knowledge, creation of a digital mindset, and building of digital literacy.
- Designed module training in higher education institution improves online education delivery and impact on students, local population, and enterprises, which will expand Digital Move project benefits and support to change the digital culture of the people and organizations.
- Massive business management and human resources development digital courses from EIT could deliver proposed contents to employees of local businesses and manufacturing entities that gave opportunities to get trained on workplaces and current locations. Participants can improve their knowledge and skills through using digital technologies and learnt digital culture for online education.

4.3 To raise awareness through the organization of open thematic events on digital culture

Organizing open thematic events on digital culture is an effective way to raise awareness, spark conversations, and engage the broader community in discussions around the impact of digitalization on society. By hosting events that explore various aspects of digital culture, the institution can promote digital literacy, encourage critical thinking, and foster a deeper understanding of the opportunities and challenges presented by the digital age.

1. Selecting Relevant Themes:

- **Emerging Technologies:** Explore the latest trends and advancements in emerging technologies such as artificial intelligence, blockchain, virtual reality, and the Internet of Things (IoT).
- **Digital Ethics and Privacy:** Examine ethical considerations and privacy concerns related to data collection, surveillance, algorithm bias, and online behavior.
- **Digital Inclusion and Accessibility:** Discuss strategies for promoting digital inclusion and ensuring equitable access to technology for all members of society, including marginalized and underserved communities.
- **Digital Entrepreneurship and Innovation:** Showcase success stories and best practices in digital entrepreneurship, startup culture, and innovation ecosystems.
- **Digital Art and Creativity:** Celebrate the intersection of technology and art through exhibitions, performances, and interactive installations that explore digital creativity and expression.
- **Cybersecurity and Digital Safety:** Raise awareness about cybersecurity threats, online scams, identity theft, and strategies for protecting personal and organizational data in the digital age.

2. Planning Engaging Event Formats:

- **Panel Discussions and Expert Talks:** Invite thought leaders, experts, and practitioners to

participate in panel discussions, keynote presentations, and TED-style talks on key thematic topics.

- **Workshops and Interactive Sessions:** Offer hands-on workshops, training sessions, and interactive activities that allow participants to explore digital tools, technologies, and concepts in a practical and experiential manner.
- **Hackathons and Innovation Challenges:** Organize hackathons, coding competitions, and innovation challenges that encourage participants to collaborate, experiment, and develop creative solutions to real-world problems.
- **Exhibitions and Showcases:** Curate exhibitions, showcases, and demo sessions featuring innovative digital projects, prototypes, artworks, and research initiatives from within the institution and the broader community.
- **Film Screenings and Documentary Nights:** Host screenings of relevant films, documentaries, and multimedia content that explore themes related to digital culture, technology, and society.

3. Promoting Event Participation and Engagement:

- **Multichannel Promotion:** Utilize a variety of promotional channels, including social media, email newsletters, event calendars, and local media outlets, to reach a diverse audience and generate interest in the events.
- **Targeted Outreach:** Tailor promotional messages and outreach efforts to specific target demographics and interest groups within the community, such as students, professionals, educators, and policymakers.
- **Collaboration with Partners:** Collaborate with local organizations, community groups, industry partners, and government agencies to co-promote events, leverage their networks, and attract a wider audience.
- **Early Bird Registration and Incentives:** Offer incentives such as early bird registration discounts, giveaways, and prizes to encourage early sign-ups and boost event attendance.
- **Engagement Opportunities:** Create opportunities for audience engagement and interaction during events, such as Q&A sessions, networking breaks, and interactive polls or surveys.

4. Capturing and Amplifying Event Impact:

- **Live Streaming and Virtual Participation:** Provide options for live streaming and virtual participation to reach remote audiences and facilitate broader accessibility to event content.
- **Social Media Coverage:** Encourage attendees to share their experiences, insights, and key takeaways from the events on social media platforms using event-specific hashtags. Amplify event reach and engagement through social media promotion and live updates.
- **Post-Event Surveys and Feedback:** Collect feedback from attendees through post-event surveys and evaluations to assess satisfaction levels, gather insights for improvement, and measure the impact of the events.
- **Content Curation and Distribution:** Curate event highlights, keynote presentations, and key insights into multimedia content such as articles, blog posts, videos, and podcasts for wider distribution and sharing.
- **Long-Term Engagement:** Foster ongoing engagement with event participants by providing follow-up resources, continued learning opportunities, and opportunities for further collaboration and networking.

Organizing open thematic events on digital culture provides a valuable platform for raising awareness, fostering dialogue, and driving positive change within the community. By exploring diverse topics and engaging participants in meaningful conversations, the institution can inspire curiosity, promote

lifelong learning, and catalyze collective action towards building a more inclusive, equitable, and digitally empowered society.

Digital culture awareness actions at EIT, Mongolia

We established WiFi hotspots in school buildings, student dormitories, and parking lots. We also worked an IT help desk during working hours and provided online chat support until 10:00 p.m., allowing intensive online networking among individual students and instructors. Then, digital transformation and online learning could be tied up to research and development and innovation in organizations.

Several e-trainings, zoom conferences, and online meetings were organized during and after COVID-19; they all were helpful in introducing digital actions and sharing digital culture and experiences for online education among Erdenet Corporation communities and local organizations of Orkhon province. As a result, studying through online educational platforms helps attendees better balance work and studies without giving up, which helps them gain the required knowledge and experience while working.

Conclusion:

The journey of digital transformation is not just about integrating new technologies but also about fostering a cultural shift that embraces innovation, inclusivity, and continuous learning. This handbook has outlined a comprehensive approach to navigating and leading digital cultural change within and outside an institution.

Digital Transformation and Its Key Components: Understanding the multifaceted nature of digital transformation is crucial. It involves culture shifts, workforce adaptations, technological advancements, updates to educational and operational models, and redefining value propositions. Each component plays a pivotal role in creating a digitally empowered environment.

By engaging in the 4 steps in this handbook, institutions can create a robust digital culture that not only enhances internal processes but also contributes to the digital literacy and empowerment of the surrounding community. This comprehensive approach ensures that the benefits of digital transformation are far-reaching and sustainable.

The successful implementation of these strategies requires commitment, collaboration, and a willingness to embrace change. By nurturing digital culture ambassadors, organizing inclusive events, and continuously refining objectives and strategies, institutions can lead the way in creating a digitally inclusive and innovative society.

In conclusion, digital transformation is a dynamic and ongoing process. It demands an integrated approach that combines technology with human-centric strategies to foster a culture of innovation and continuous improvement. Institutions that effectively navigate this journey will be well-equipped to thrive in the digital age, driving positive change within their communities and beyond.

Annexes