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# TOUGH SUCCESS: USING TECHNOLOGY DISCUSSIONS TO CREATE ORGANISATIONAL CHANGE

LOUISE BROSAN- USQ EXPERIENCE PROJECT



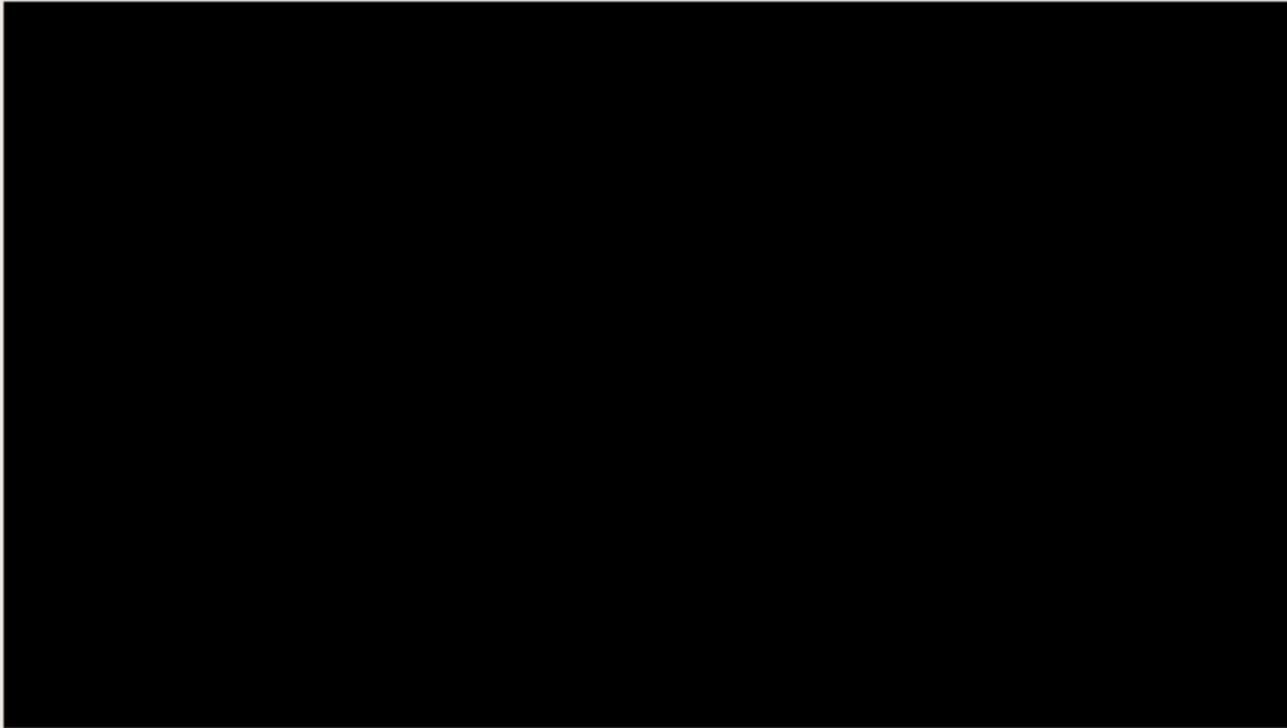
# Focus

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- No one likes to fail.
- No one wants to admit that it wasn't easy.
- Yet the best lessons aren't learnt with easy success, but with tough success.

# The Tale begins...



# Act One - Who knows?



- Tasked to inform the vision for Institutional Search for USQ
- Gather requirements
  - Consulted key operational stakeholders
  - No clear vision for the future of Search for their users
  - No clear Information Management or Search Strategy

## Key Learnings

- Nothing like a deadline to help create change

# A Decision



- Vision for Institutional Search presented to the Project Board
- Three Streams
  - Education
  - Search Strategy
  - Search Technology

## Key Learnings

- Be realistic about what a Board can achieve in **one** hour
- Unless a team is prepared, highly productive and focussed – one meeting probably won't fix anything

# Act Two – Some successes...

- Search Working Group
  - Operational Manager Stakeholders & Repository Custodians
  - Demonstrated skill in components of Information Management
  - Increase understanding of Innovation in Search
  - Create advocates for Search for USQ

## Key Learnings

- Identify areas of skill to engage group members
- Unite a cross organisational team by focussing on a common goal
- If there is no common vision - build one

# ...and some fails...



- Search Party – Education stream for Staff with responsibility for Search
  - Aim to create advocates for Search at USQ
  - Case Study based development
  - No time to apply learnings

## **Key Learnings**

- Sometimes you have to fail to prove a requirement

# Weelll!! \\_(ツ)\_/



- Technology recommendation from external search experts
- Our own research shortlisted Elastic, their recommendation was SharePoint. Needless to say....

## **Key Learnings**

- Identify critical constraints to aid decision making
- Don't be afraid to question the eye rolling
- Remember your critical constraints



# WTF!



- Options for next stages presented to Project Board
- Key Influencer misremembered the Project Purpose
- Our vision for Institutional Search shrank to a replacement project

## **Key Learnings**

- Engage and support ongoing participation by Project Board
- Brief key influencers on critical decisions

# Act Two – Remember those Constraints?

- Functional Resourcing
- Technical Resourcing
  - OOTB Sharepoint = Quick to market
  - DXC Technology (DXC Eclipse) for SharePoint skills
  - In house minor development

## Key Learnings

- Consider other methods to address constraints

# Will USQSearch actually go live?

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## One week out

- No Spelling Suggestions
- Test not behaving like Production
- Sharepoint behaving like Sharepoint

A key stakeholder recommends that USQSearch is not implemented!

# Crisis!



OMG! What if it does fail? What if I fail? What if it doesn't do what I promised?

## Key Learnings

- Moving from Waterfall to Agile may make stakeholders feel uncomfortable
- Clearly define Minimum Viable Product and iteration pathways
- Focus on testing with real users and real scenarios

# Launch

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- Seamlessly went live 26 March 2018
  - Greater understanding of USQSearch in context
  - GA Insights to help to guide content and improvements
- Significant decreases in Search Exits (24%)
- Significant increases in Time Spent on the Site after Search (30%)
- Bounce rate for visits with Site Search is very low (compared to visits without Site Search)
- Use of Site Search is related to a higher conversion rate to apply

# Act Three – What happened next

- Continued to iterate
- Completed changeover from GSA to USQSearch
- Applying SSO and User Segmentation to improve relevance
- Working Group recommendations for Information Management Strategy referred to Executive Level

## Key Learnings

- Operational stakeholder priorities may not be priorities to Users
  - Follow the data
- Persistence
- Technological Discussions can lead organisational change

# And they all lived happily ever after...

