WCET Summit
Workforce Partnerships that Work

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“A business model is a story that explains how enterprises work”.

Joan Magretta
“Why Business Models Matter”
Higher Ed Business Model

1. What’s the product/what’s being sold? How is it valuated/cost structure?

2. Who’s the target customer?

3. What’s the production, distribution, delivery process (labor, infrastructure, suppliers, partners, etc.)?
Ecosystem Business Models

“A network of cross-industry players who work together to define, build, and execute market-creating customer and consumer solutions.

The ecosystem is defined by the depth and breadth of potential collaboration among a set of players: each can deliver a piece of the consumer solution, or contribute a necessary capability.
The power of the ecosystem is that no single player need own or operate all components of a solution and that the value of the ecosystem generates is larger than the combined value each of the players could contribute individually.
Ecosystem Business Models

When ecosystems players combine their functional, technology and industry strengths, they can deliver a unique value proposition to consumers – a transformative experience”.

“Cornerstone of Future Growth: Ecosystems”
Accenture Strategy
Ecosystem Business Model

Customers
Adopts the platform; derives value

Offering Ecosystem
Collaborative partners; develop, sell, deliver, service offerings – customized – to enhance the market play (customer) experience

Platform Ecosystem
Partners (infrastructure providers, network providers, tech partners, research partners, suppliers) build the core platform solution

Ecosystem Producer
Leader that mobilized the ecosystem from start to finish

Market Play
New value prop/customer experience at intersection of functional areas, technologies, industries – combinational offerings
If we think of working and learning as a borderless ecosystem – with data and competencies as the currency -- what in the higher ed business model would be different?
Connect the System

Get Competencies

Secure Employment & Talent

Avatar connects to employer avatar to brand and promote individual

Works with avatar to learn specialized content

Talent invents new work

Avatar upgrade is part of compensation

Compensation

Creation/Obsolescence

Find the Job

Becomes a gig worker
Partnership Conversation

Using business models as the foundation, what business problems do you have in common?

• Workforce/talent acquisition
• Market share
• Infrastructure development and management (physical and technical)
• HR (recruitment, retention, labor management)
• Cost structures
• Revenue generation
• Regulations
• Business process management

Using ecosystem models, can you find a shared problem and design a collaborative solution offering students/employees a new value proposition?