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 valued/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.
Ecosystem Business Models

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.
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

- **Application Partners**: Information, Content, Social Partners

- **Solution Partners**: Sales, Delivery, Service Partners

- **Infrastructure Providers**:

- **Ecosystem Provider**: Market Play
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

- Find the Job
- Get Competencies
- Secure Employment & Talent

Avatar connects with the employer avatar to learn specialized content.

Avatar invents new work.

Avatar upgrade is part of compensation.

Creation/Obsolescence

Becomes a gig worker.

Compensation
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?