



CSW

Corporation for a
Skilled Workforce

Good Jobs. Thriving Communities.

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.

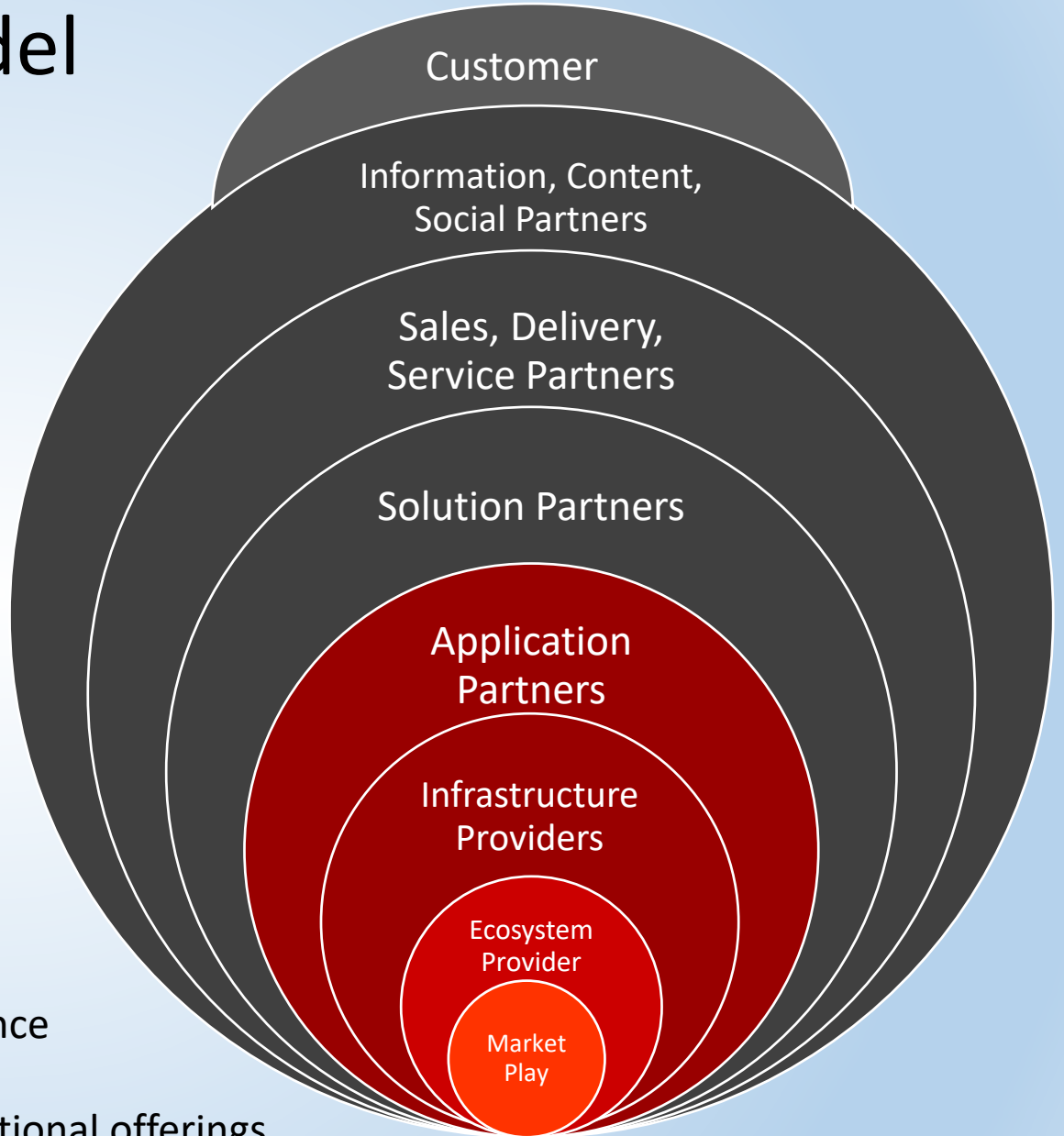
Ecosystem Business Models

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

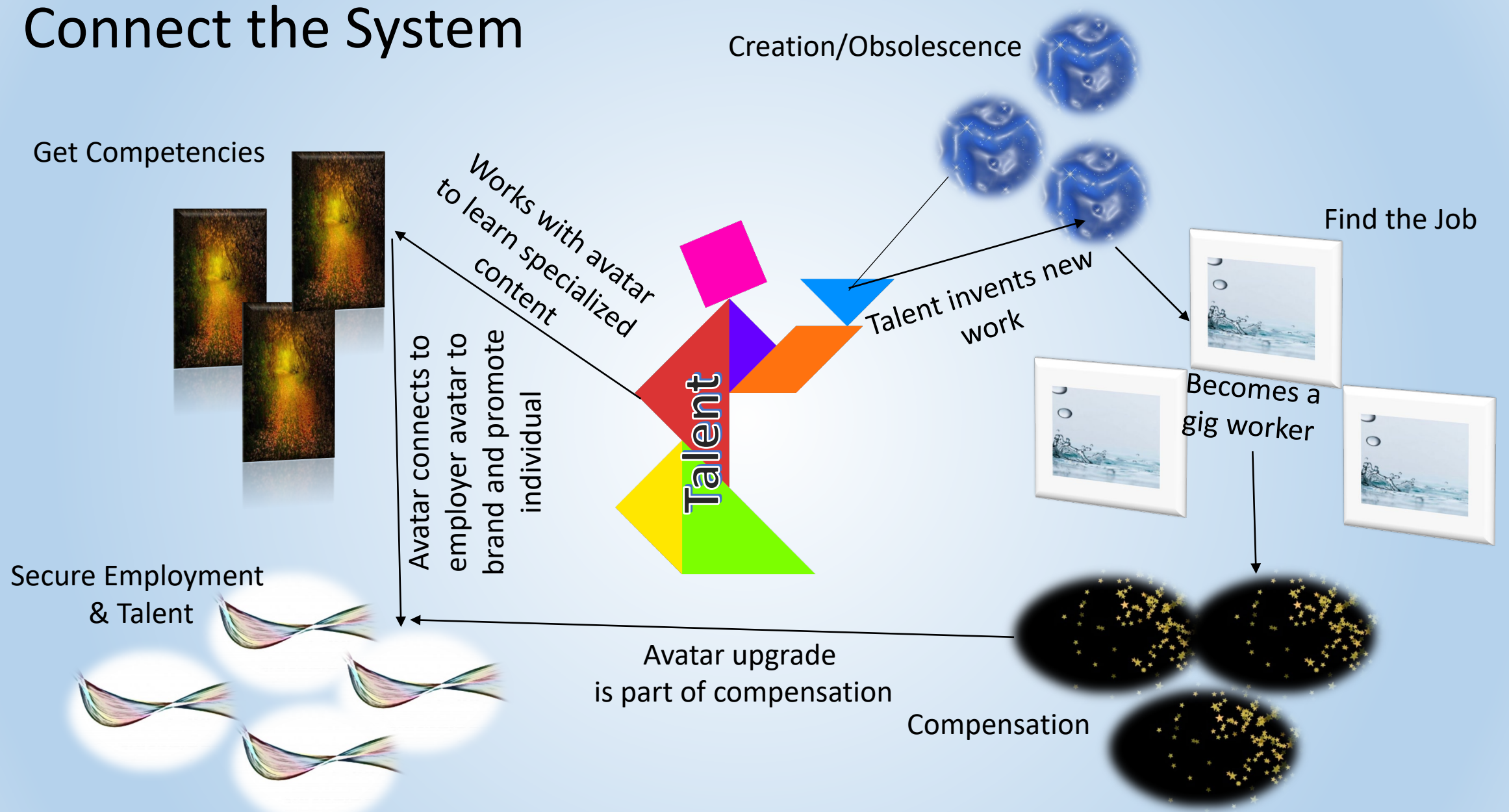
Customers	Adopts the platform; derives value
Offering Ecosystem	Collaborative partners; develop, sell, deliver, service offerings – customized – to enhance the market play (customer) experience
Platform Ecosystem	Partners (infrastructure providers, network providers, tech partners, research partners, 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



Design Thinking Question

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



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?