



**CSW**

Corporation for a  
**Skilled Workforce**

**Good Jobs. Thriving Communities.**

# WCET Summit

## Workforce Partnerships that Work

Susan Lupo

Senior Policy Fellow

[slupo@skilledwork.org](mailto:slupo@skilledwork.org)

“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

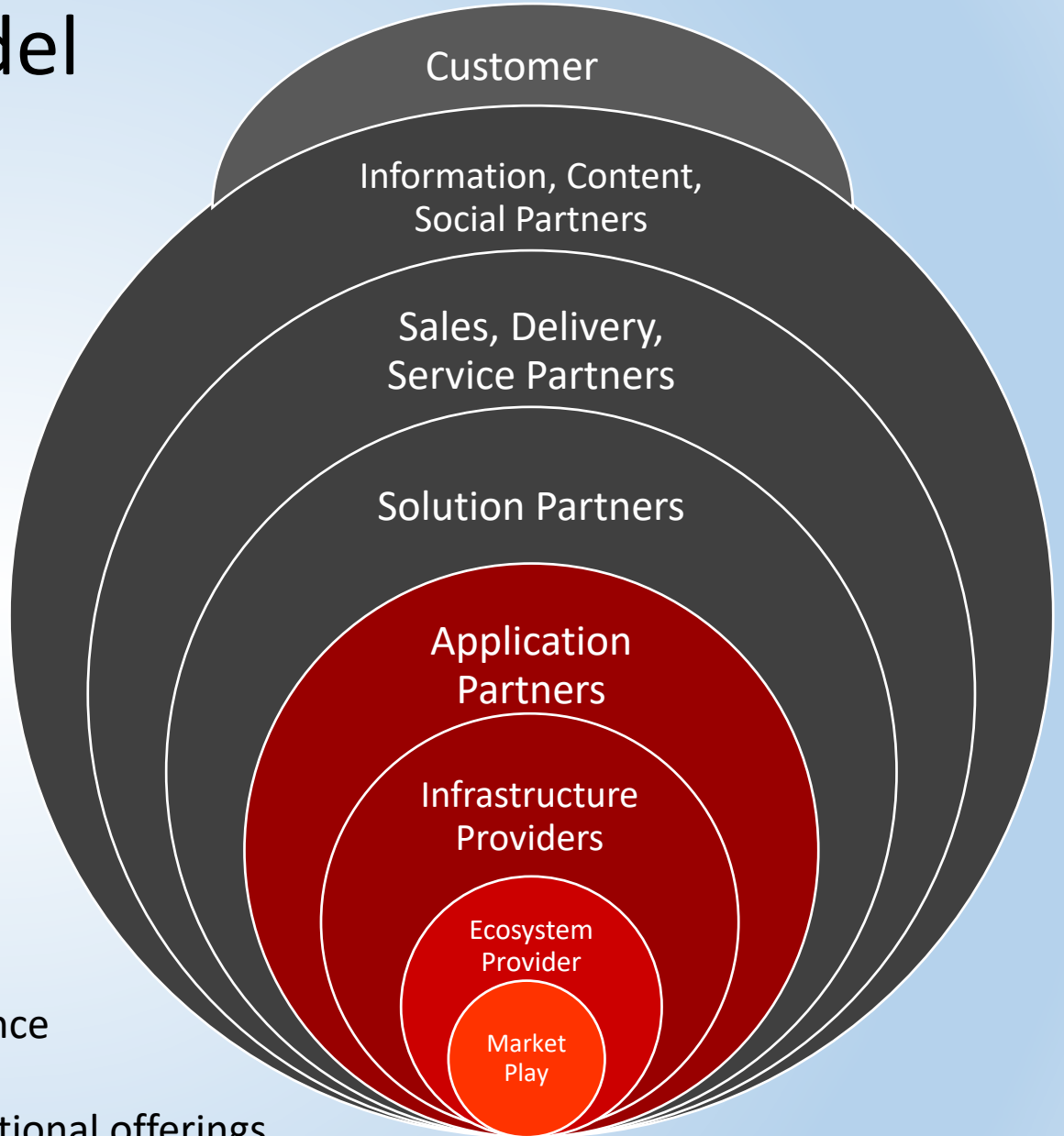
When ecosystems players combine their **functional**, **technology** and **industry strengths**, they can deliver a unique value proposition to consumers – a **transformative experience**".

“Cornerstone of Future Growth: Ecosystems”  
Accenture Strategy



# Ecosystem Business Model

<b>Customers</b>	Adopts the platform; derives value
<b>Offering Ecosystem</b>	Collaborative partners; develop, sell, deliver, service offerings – customized – to enhance the market play (customer) experience
<b>Platform Ecosystem</b>	Partners (infrastructure providers, network providers, tech partners, research partners, suppliers) build the core platform solution
<b>Ecosystem Producer</b>	Leader that mobilized the ecosystem from start to finish
<b>Market Play</b>	New value prop/customer experience at intersection of functional areas, technologies, industries – combinational offerings

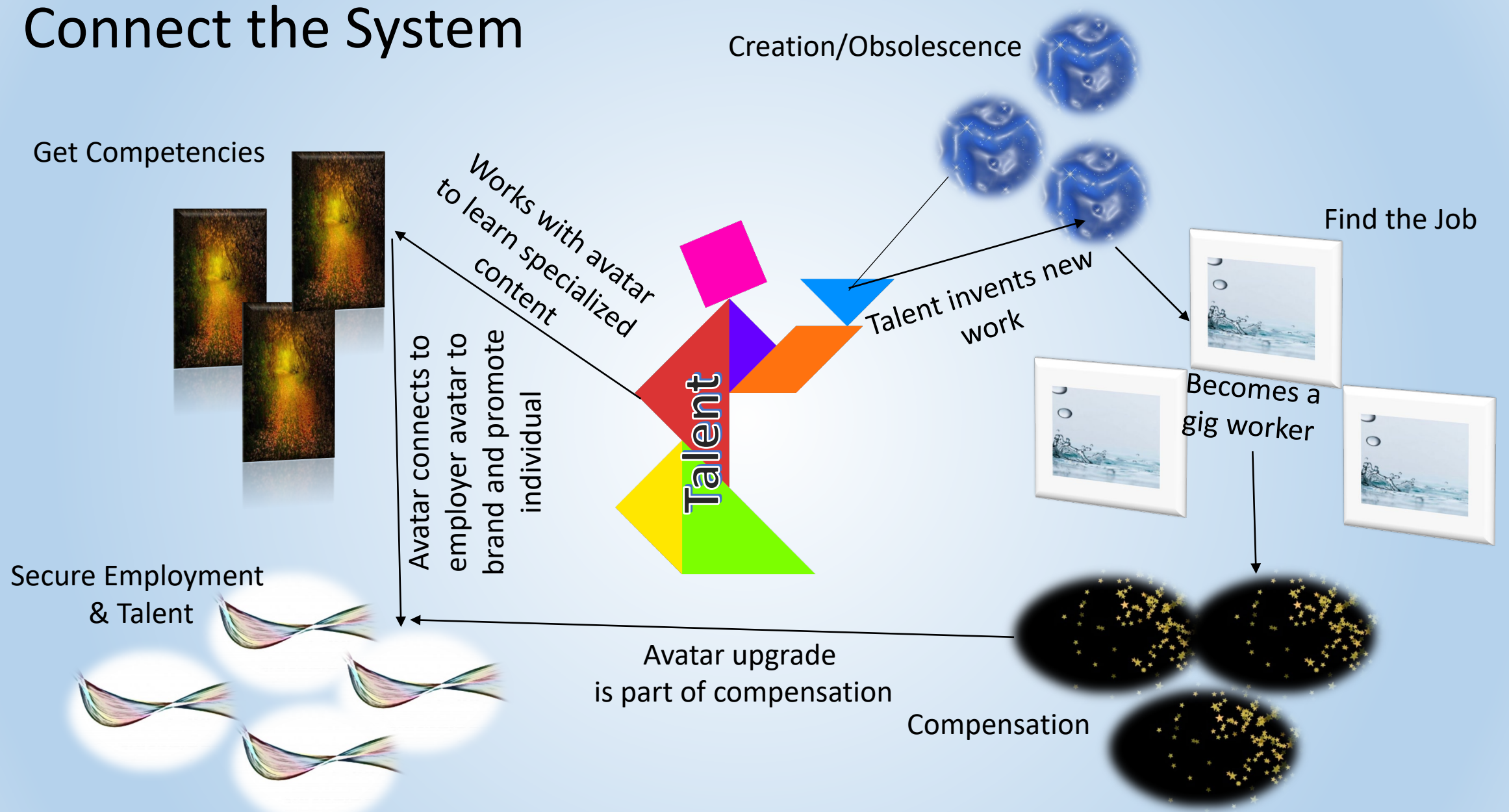


# Design Thinking Question

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?