



Alliances & Partnerships for Corporate Learning (and earning)

Who can help me - What? Who? How?

David Rose
Innovation Associates

Context ◆ **Cases** ◆ **Questions**

Learning know how and resourcing is critical

1 Governance, funding and performance

2 Marketing functions – internal and external

3 Management and administration

4 Knowledge

1.3.3. Strategic Learning Partnerships & Alliances

What's in a name?

- 'Alliance'
- 'Partnership'
- 'Supplier'/'Provider'

Long term commitment

6 Supporting

7 Best practice in managing regulatory standards

8 Curriculum development

9 Quality assurance systems and procedures

10 Competitive information management

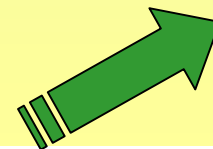
Rationales and Options

Why?

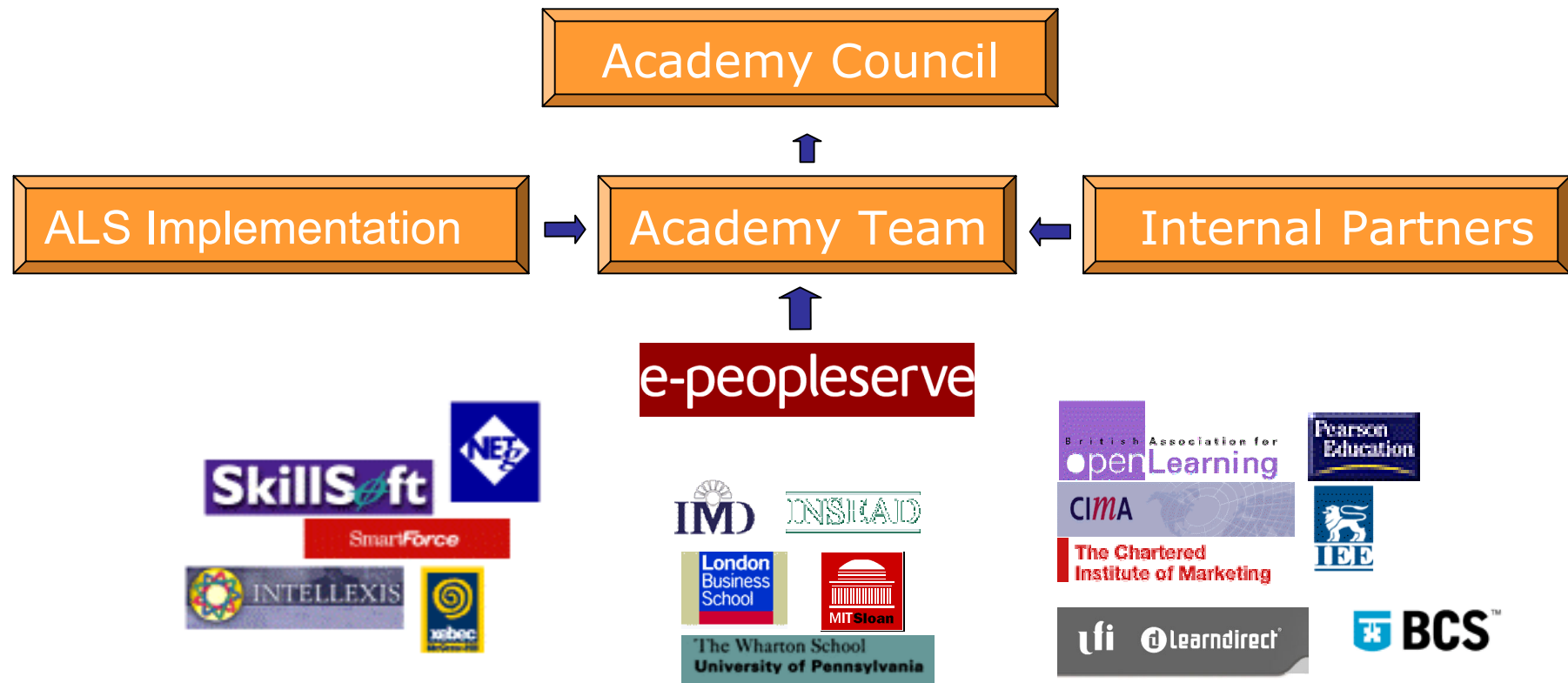
- Who? Few or many?
- Content & delivery
- Credibility with employees
- Qualification
- 'Compatible'/'Flexible'
- Location
- Cost!

Who?

- Traditional University
- Business School
- Specialist Trainer
- Consultancy
- Outsourcing
- Internal Partners



Industry Multi-Partnership Model: BT Academy



Source: David Slings, October 2004

Academic Multi-Partnership Model: Cranfield

With Client Organisations

- France Telecom Corporate University with Cranfield
- Microsoft Marketing Academy with Cranfield

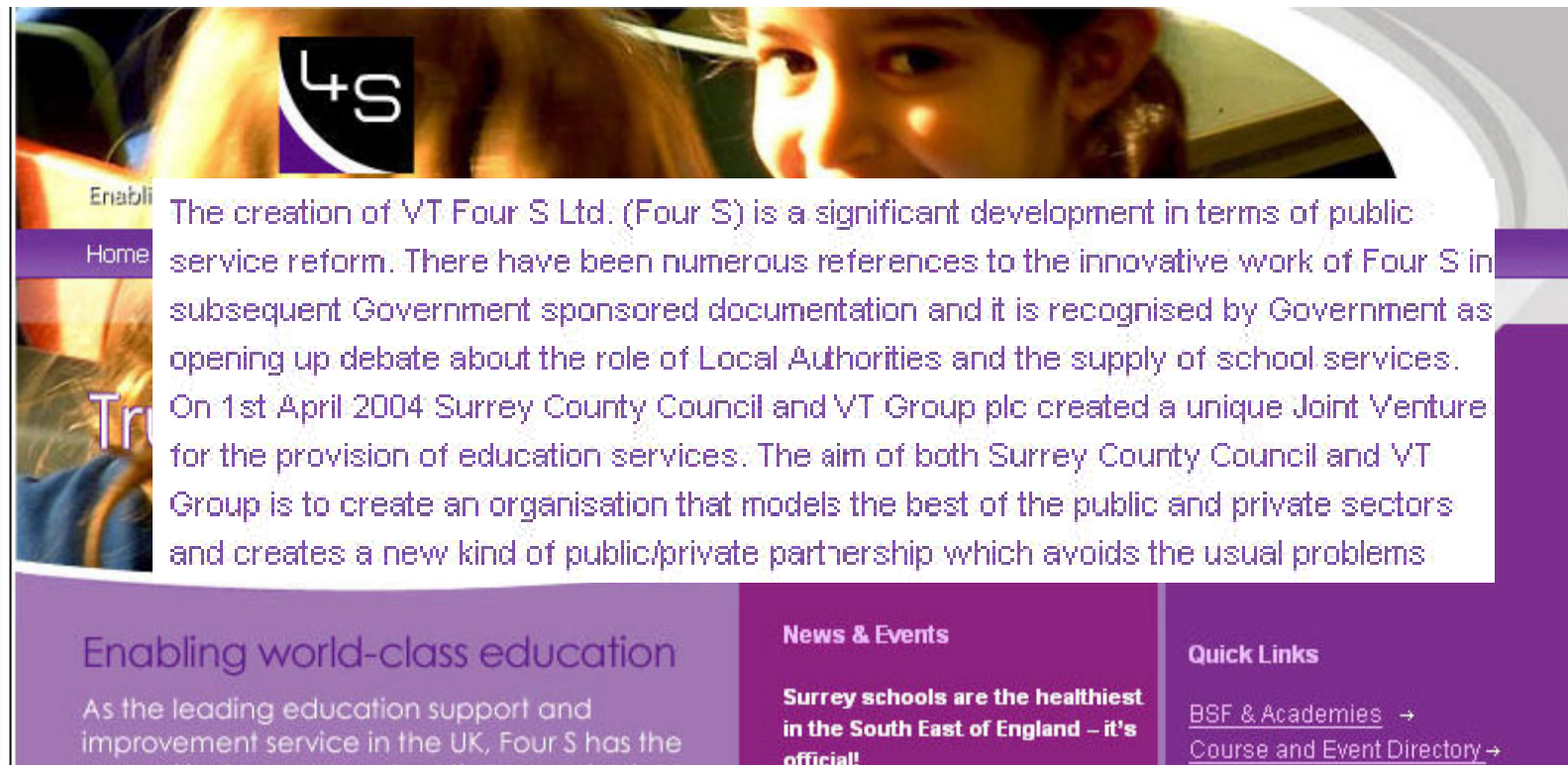
With a Client and Other Business Schools

- EDF Corporate University with Cranfield, ESCP-EAP (Paris), INSEAD
- ICI Paints with Cranfield and Carnegie Mellon (USA)

Between Business Schools

- Cranfield and Darden Business School (Univ. of Virginia)
- Cranfield and China Europe International Business School

Public-Private Partnership: VT & Surrey Cou`nty



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4S

The creation of VT Four S Ltd. (Four S) is a significant development in terms of public service reform. There have been numerous references to the innovative work of Four S in subsequent Government sponsored documentation and it is recognised by Government as opening up debate about the role of Local Authorities and the supply of school services. On 1st April 2004 Surrey County Council and VT Group plc created a unique Joint Venture for the provision of education services. The aim of both Surrey County Council and VT Group is to create an organisation that models the best of the public and private sectors and creates a new kind of public/private partnership which avoids the usual problems

Enabling world-class education
 As the leading education support and improvement service in the UK, Four S has the

News & Events
Surrey schools are the healthiest in the South East of England – it's official!

Quick Links
[BSF & Academies →](#)
[Course and Event Directory →](#)

Strategic relationship success factors

Strong partners, complementary strengths

Shared vision and short term objectives

Exit arrangements considered from the start

- Long term commitment
- Giving up autonomy/sharing resources
- Openness to new challenges/modification
- Willingness to learn from each other
- Sensitivity to cross-cultural differences
- Momentum to get going
- Distraction of internal co-operation problems
- Lack of stakeholder support
- Over dependence on key individuals

(Source: Prof Michael Osbaldeston, Cranfield Business School)

Emerald Academy



12 years experience - *and learning*

- **'95-'07: Credits program**
 - 'Quartets', action learning
 - Non-academic training
 - Academic Structure
 - Internal partnerships key
 - Certificate + 'Credit'
- **07->MA in Intl. Business**
 - External partnership
 - Linked to strategic priority
 - Individual, modular
 - External, academic partner
 - MA – credits to qualify

Good Practices!

- Qualification important? Take time to select a **long term** academic partner
- Newer universities often more responsive
- Internal partnership key:
 - Open enrolment
 - Departmental involvement
 - Communicate, review, feedback
 - Support & mentor 'students'
- Review & problem solving
- Top management must lead in strategic relationships

For discussion

What should it look like - the excellent strategic partnership?

Some questions for you



**'Alliances/Partnerships' –
yes or no, when and why, who?**

**What is 'good practice' for
successful relationships?**

**How to measure strategic
relationship success?**

**What issues need more exploration
and knowledge sharing?**