Using Partners in the Delivery Process

Simon Maskrey – Sun Learning Services

CEdMA Workshop - 12th June 2007

Setting the scene

- **“Using Partners in the Delivery Process”**
  - Partner Vs Supplier
  - Why partner?
  - Areas of the business to partner on
  - Types of partner delivery models
  - What drivers need to be considered?
  - Supporting partners
  - Key success factors

- **Format**:
  - Not a presentation
  - Facilitated discussion
  - Asks questions as we go
  - Participation from all

Partner Vs Supplier

- What is the difference?
- Why select one compared to the other?

Supplier - definitions

- A company which supplies parts or services to another company. Also called a ***vendor***.
- A person who is a manufacturer, processor or packager of a controlled product or a person who, in the course of business, imports or ***sells*** controlled products"
- A firm that ***furnishes*** needed items; a vendor.
- ***Delivering*** entity, here usually delivering materials to an assembly plant. In that case the assembly plant will be the ***supplier's customer***
- Any organisation that supplies services or goods to the customer. Also known as a ***contractor, seller, subcontractor, or vendor***.
- A person or business that ***supplies*** goods

Body shop

Service/Goods for a price

One-off

Component of offering

One-way

Tight contract

Partner - definitions

- *Nautical* - A wooden framework used to ***strengthen*** a ship's deck at the point where a mast or other structure passes through it.
- One that is united or associated with another or others in an activity or a sphere of ***common interest*** especially a member of a business partnership, a spouse/ domestic partner, *two persons dancing together* or one of a pair or team in a sport or game.
- One who is united or associated with another, as in a venture or relationship. A partner participates in a relationship in which each member has ***equal*** status
- A person with whom the member has a ***committed*** and serious relationship, akin to a marriage, based on objective criteria of ***mutual*** dependency

Why partner for training delivery?

- Lower costs
- Divest of real estate
- Reduce headcount
- Move to a variable cost model
- Lack of available investment/funding
- Sustainability
- Counter / Convert Grey Market

They have expertise
Scalability
Geography
Share risk
Variable, not fixed cost
Remove competition
Greater value proposition
Greater reach
Focus on core / new

Why partner for training delivery? cont

- Increase reach/market penetration
- Greater footprint with minimal investment
- Acquire skills
- Alignment to company strategy
- More flexible business model
- Ability to scale
- Focus on intellectual capital creation
- Increased customer value

Areas of the business to partner on

- Classroom/ILT delivery
- Facility/Centre management - “front of house” / technical support
- Instructor management
- Content creation
- Order processing / business administration

Segments of portfolio
- niche
- base

Content creation
Classrooms etc
Tech infrastructure

Types of Partner delivery model

- Accredited Training Centre
- Certified (freelance/contract) Instructors
- Retained classrooms/centre with use of Contract instructors
- Outsourced delivery – buildings & people
- Contract & ad-hoc facility provision i.e. Verve/Regus

Contract instructors {VAT on exp)
Authorised Trg Partner (ATP)
Royalty-fee (kits)
Annual fee
Classroom provision
Ops Mgmt
Courseware mgmt/PDI-like
Infrastructure support

Types of Partner delivery model

- Student kit sales
- Royalty fee – set %/£/$/€
- Revenue share – net / gross
- Time & materials
- Resource provision

Drivers to consider

- Investment required by the partner
- Level of risk for either party
- What are your goals – revenue, margin, reach, etc?
- Who “owns” the customer relationship? - & does it matter?
- Adaptability of the model/partner to meet your changing needs

Supporting Partners

- “Train the Trainer”
- Certification & assessment mechanisms – technical & delivery, people & places
- Relationship Management resources

- Escalation paths & problem resolution processes
- Multiple communication channels – people, portals, paper
- Regular reviews
- Tools and resources - Program/Instructor guides, technical prep, H/W & S/W provision
- Feedback – business, instructors, customers

Train/Certify facility/
company/instructor
Early access to materials
Tech support
Discount HW/SW
Sharing strategic/direction
Rules of engagement
Collateral
Contact regularly/Shows
Community
Portals
Lead generation

Successful partnering

- What does it take to make a successful partnership?

The four principles of partnering

- **Mutuality:** A common purpose with mutual benefit
- **Commitment:** Both parties are prepared to commit resources to the mutual endeavour.
- **Clarity:** Each party is clear about who is doing what.
- **Openness:** Both parties are prepared to raise issues concerning the quality of the working relationship.

John Seddon – MD Vanguard Consulting Ltd

Successful partnering

- *“Partnership is a relationship that results from putting into **practice** a set of principles that create trust and mutual accountability. Partnerships are based on shared vision, values, objectives, risk, benefit, control and learning as well as joint contribution of resources. The degree of interdependence is unique to each relationship, depends on context and evolves over time.”*
  Care USA

Q & A

- Any outstanding questions or points to discuss?

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