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Key Points

1. It is not a condition *sine qua non* to clarify the semantics around corporate university or corporate academy or corporate learning centre. Key is the notion: school *for* the business.
2. Corporate learning centres have life cycles and come in generations. Phase one covers the traditional training function. Phase two moves into the area of being a strategic player and partner. Phase three results in the CU as a strategic innovator and initiator.
3. There is no 'one size fits all' model for corporate learning centres and approaches vary between the 'wide-focus CU' and the 'lean CU' at the extreme ends of the scale.
4. Key challenges for a corporate learning centre can be clustered around accelerated development of key talent, successful learning interventions, and full alignment with business strategy.
5. Until now, it has been difficult to monitor the quality and relevance of corporate learning centres. The new CLIP guidelines and process will make this easier by defining standards and focus on what constitutes quality in this field in Europe.
6. For setting up a corporate learning centre, there are essential steps to be taken: the CU value chain provides guidance.
7. Effectiveness of learning interventions runs in parallel with achieving an optimal mix of internal and external provision.