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Development of a Corporate University Institution: Strategic Initiatives

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> **Abstract**---This article is devoted to the study of the concept, methodological approach and problems of formation and development of the corporate university system. The article reveals the prerequisites for the creation of corporate universities, presents the Russian and international experience. The analysis of the current state of development of the corporate university system and existing strategic initiatives for the development of corporate universities is carried out. The authors of the article paid attention to the formation of a roadmap for the development of the institution of corporate universities, taking into account the impact of strategic initiatives using the advantages of the Learning management system.

Keywords---corporate university, learning management system, online learning, training.

Introduction

The process of economic globalization has given impetus to the rapid development of a corporate university in companies in the world. This area of activity attracts more and more attention to itself, since it allows you to create an internal corporate knowledge system and form a stable desire among the company's employees to develop and acquire new knowledge about new technologies. Thus, the company will be able to attract more customers and maximize the level of profit, which in turn is the primary goal of every organization. For a successful business, you need a well-developed strategy of activities. In this regard, the relevance of the chosen research topic lies in the fact that the economic efficiency of a corporate university in an organization directly depends on the chosen development strategy (Rolfe, 2012; Tsipes et al., 2016).

In practice, well-thought-out organizational tactics will help to achieve a higher level of competitiveness and sustainability, which in turn is very important when entering a foreign market where competition is high and foreign organizations choose a more reliable partner. The relevance of the formation of a corporate university is based on the need for professional employees who can quickly adapt to new working conditions and promptly manage any innovations in the company. The main role is assigned to the assessment of the current state of implementation and training of new employees of the company and the development of directions for the development of the corporate university in the organization (McGill & Klobas, 2009; Han & Shin, 2016).

There are many conditions that influence the choice of corporate university strategy for each company. One of these conditions is a change in the financial environment in the external environment. Lack of adaptation of employees, directly envy of the wrongly chosen training strategy, and as a result, entails changes in environmental factors. Thus, there may be contradictions on the decisions made earlier in certain divisions of the company. In general, this can reduce the effectiveness of all financial activities (Lonn & Teasley, 2009; Lin & Huang, 2008).

Also, the condition for changing goals affects the relevance of the work carried out by corporate universities (Mukhametzyanova et al., 2020). It is associated with new commercial opportunities that are opening up. To achieve this goal, it is necessary to change the list of services offered by the organization, introduce new technologies, and master new types of training. In these conditions, the investment activity of the enterprise and the possibility of using alternative sources of income, which must be predicted by a clearly formulated strategy, increase.

Method

The methodological base used in the course of the work incorporates such sources of information as official press releases, statistical data of government services, while most often methods of comparison and economic analysis are used:

- Wang, Li, Qiao & Sun Wang et al. (2010), studied the theoretical aspects of the corporate university in the organization.
- Rhéaume & Gardoni Rhéaume & Gardoni (2016), studied the practical aspects of the corporate university in the organization.

- Parker Parker (2017), studied the prerequisites for the creation of corporate universities (Russian and international experience).
- Rhéaume & Gardoni Rhéaume & Gardoni (2015), analyzed the formation of goal-setting and objectives of the corporate university institute.
- Zhang & Boies Zhang & Boies (2018), analyzed the current state of development of the corporate university system.
- The article of Scarso Scarso (2017), is devoted to the study of the development strategy of the corporate university system.
- Singh, Verma & Chaurasia Singh et al. (2020), studied the strategic initiatives for the development of corporate universities.
- Patrucco, Pellizzoni & Buganza Patrucco et al. (2017), reveals the existing programs (roadmaps) for the development of corporate universities, taking into account the impact of strategic initiatives.

Results

Undoubtedly, most companies still use a fairly simple approach to staff training. Many train employees when there is a momentary and urgent need for it, while expecting the result as soon as possible. So, for example, if a company purchases new software, then it needs to train the necessary employees to work in the program, and if at the same time it is necessary to provide urgently any data from the program, then this task is certainly not feasible. Naturally, if in the near future the company suddenly needs to take part in the conference, then it will have to urgently train employees in presentation skills. Naturally, such speed training does not meet business requirements. Therefore, the conclusion suggests itself that this approach to the organization of training has a weak relationship with the real needs of the business, although it cannot be said that it (that is, experience) is absolutely useless (Moore et al., 2011; Hrastinski, 2009).

All the prerequisites for the implementation of a "corporate university" in this case are relevant for any large company, as this contributes to the timely training of an employee and the performance of high-quality services by him in the future. The corporate university is a structural division of the company, within which a systematized eco-system of internal training is built, aimed at training and developing personnel, is an important element in the process of developing a company's development strategy, an integral part of business processes. The goals of creating a corporate university are the implementation of innovations, the development of corporate culture; implementation in the company of a mechanism for continuous professional development of personnel, increasing the efficiency of the organization as a whole (Regensteiner et al., 1996; Hung et al., 2010).

The tasks of the Corporate University may be training and development of personnel, taking into account the values and competence model adopted in the company; assessment and certification of employees; feedback to employees, managers; adaptation of beginners; identification and further work with the most productive employees; motivation of employees; assessment of the effectiveness of employee training; strengthening and development of corporate culture. Attestation in an organization can be carried out in order to disclose the suitability of the position held and upcoming career advancement, and is also

considered a way of researching employees, including an assessment of the employee's performance for a set period (Makushkin, 2021; Konovalenko et al., 2021).

Basically, attestation in an organization is carried out on the basis of a specially developed procedure confirmed as a local normative act in the field of regulation of labor relations. Certification is also considered one of the forms of qualification of employees. Any company can approve a graded wage system. The purpose of introducing a grading system is to develop the professionalism of employees. Professionalism is understood as knowledge, possession of skills and knowledge for the performance of functions of a specific level of complexity of work. The level of professionalism is determined on the basis of the functions that the employee is able to perform and the ratio of the needs of a specific value. The Grade system is the construction of separate career ladders for all back-office divisions, in which any subsequent degree is associated with the rise of professionalism.

Personnel certification is considered one of the important areas of personnel work in the company. In recent years, it increasingly acts as an effective tool for solving almost all personnel issues, tk. is performed periodically and has specific legal force. By its own essence, certification is a multilateral assessment of an employee in order to determine his ratio of the position held. Generally corporate universities are established on the basis of a large enterprise (state-owned enterprises, commercial holdings). Assistance in opening such a training center is provided by various consulting companies.

First of all, for opening an educational institution on the basis of a company, consulting companies offer a choice of two options. The first option is to open a university or school as an alliance with traditional educational institutions. The second option for creating an educational institution in the form of an independent structure. Since the first option, to acquire your own educational institution, is easier and faster, many companies choose it. At the same time, such a union of an educational institution and a company gives a lot of advantages in the form of providing the company with textbooks, competent teachers who take on their shoulders all the responsibility and worries about training and the premises where lectures will take place.

Thus, the main thing the importance of creating a corporate university lies in the fact that in the process of training the employee of the company develops a stable desire for a "habit" to develop and an intracorporate knowledge system is created. Undoubtedly, that is why, in the entire educational process, as many internal specialists as possible should take part (as teachers-trainers), and the educational process itself should be controlled by the company. The essence of cooperation between an educational institution and a company comes down to mutual enrichment of knowledge, from specialists who conduct training and transfer experience and knowledge, to obtain a proven teaching methodology. At the same time, the educational institution itself, in turn, gains access to the information accumulated by the company.

As a successful and profitable undertaking, cooperation with educational institutions has proven itself, but at the same time there are many corporate

universities created separately in the company and independent of another educational institution. In recent years, there have been an increasing number of such corporate universities, according to data from the Corporate University Xchange (CUX) (working in the field of corporate education data analysis) (Firdaus, 2017). The number of corporate universities, according to the company, in 2020 the number increased by 300 and reached 1600. The various goals of the company are achieved by creating such a KU, in other words to the process of continuous improvement of the company, it has the most direct impact and is its key link. Achieving maximum assistance is the main goal in carrying out improvements to the management system. Thus, the question arises, why do companies need a Corporate University (hereinafter CU) - as a unit?

- First of all, KU is necessary for an emergency, the need of a company in the implementation of such business initiatives as a merger or acquisition of a company. CU is also used to form new inventions or introduce new types of business.
- Secondly, corporate governance is used by those companies where there is a problem of staff turnover. In the case of reliable management of corporate governance, this problem disappears by itself, since there is a motivation to work and all valuable personnel of the company, through assimilation of new managers, remain in their places for a long time.
- Third, CU needs to be opened for companies where the corporate culture is poorly developed. During the work of KU, educational programs related to history and human culture are being introduced. Also, to raise the level of corporate culture, CU employees can simultaneously solve the main task to develop and maintain the spirit of corporatism. Thus, the goals and values of an individual will be mutual in unity with the organization, its goals and principles.
- Fourthly, the main and important reason for the creation of CU is the introduction of continuous improvement mechanisms in the company (the result from transformation projects increases) of the knowledge of the company's employee.

The brightest representative of the successfully functioning largest corporate university in the world with the effective work of the university can be called the Motorola U University (Amos, 2018). This largest corporate university operates in 99 divisions in 21 countries, and employs 400 people. The university is tied to four main regions (Asia and Pacific, Europe, Middle East and Africa, North and Latin America, Canada) and consists of four large chapters with their own tasks. For example, Asia and the Pacific, aims to teach the ability to form useful alliances and partnerships. Great importance is attached to project management and planning in Europe. In Latin America, the university is centered on three colleges:

- Emerging Markets (marketing and business development) (Parshakov & Shakina, 2018; Carton et al., 2018).
- College of Technology (technologists, engineers, software and quality) (Parshakov & Shakina, 2018; Carton et al., 2018).
- College of Leadership and Transcultural Studies (leadership qualities of Motorola managers) (Parshakov & Shakina, 2018; Carton et al., 2018).

Today, the Motorola U practice is used by most corporate universities. At the same time Motorola U exists as an independent business unit of the company and offers its training services to third-party companies. The misconception arises that such CUs are formed exclusively by Western companies. Russian companies are also guided by world standards. An example of this is such Russian companies as Sberbank University, MTS, Severstal, where CUs have been created in which two main approaches are applied:

- A large number of enterprises are integrated into the holding, gathering companies throughout the country.
- The CU is used as a tool for introducing changes (implementing a transformation project) at the level of the entire holding.

Let's consider another example: on the basis of the existing KU the company "Stirol" Alagaraja & Li (2015), applies the principle of "time management". Such a time management system provides a lot of advantages, since it saves time for developing a solution:

- Working time is reduced, and productivity is increased (calculated through analysis).
- As a result of using the principle of "time management »goals are developed that will be achieved as a result.
- Working time is fully planned, in terms of accuracy, for each process of action.
- Fight against irrational use of time by developing different methods.

The necessary step in "time management" is setting goals, which helps to orientate in management (determines the need or not need for management methods). After the correct setting of goals, the company is planning. As a result of the second phase of the CU, the list of tasks is compiled. The entire list according to goal setting and planning must be completed on time, despite the fact that there are own specific individualities when planning working hours. Next comes the work with the factors of loss of time, the development of methods of struggle. In addition to the above methods and forms of existence of CU in the organization, you can introduce the so-called "Virtual" CU. Undoubtedly, there are advantages in distance learning, and first of all it is saving time on the road.

The earliest in the use of distance learning were corporate universities, once again proving their flexibility and superiority over traditional educational institutions. A Web-based learning project, launched by 500 Fortune corporations in the United States, Gupta et al. (2021), has been confirmed for the following benefits of "virtual" CU:

- Significant cost reduction (there is no need to rent space for classrooms and organize travel / accommodation for students).
- All tasks, as well as participation in seminars and listening to lectures, are performed at their workplace or in the evening at home, after work.

• It is possible to take all online training courses and library publications at the workplace, if you have an LMS (Learning Management System) Steinhardt et al. (2017), while adjusting your work at the right pace. In this way, the company can distribute all new materials internally.

In general, the roadmap for the development of the institution of CU, taking into account the influence of strategic initiatives, assumes the presence of the following points:

- The need for key divisions (commercial block, customer service block, directorate of mass market sales).
- Involvement of managers.
- Identification of key results / competencies that allow achieving the company's strategic goals.
- Identification of internal carriers of expertise or evaluation of programs and results.
- Developed maps / processes / regulations for key competencies / results.
- Developed products of the corporate university.
- Developed formats of events for the exchange of internal expertise.
- For each block, the main competencies / programs are defined.
- Developed and structured content for the competency / programs.

When forming a roadmap for the development of the CU institution, taking into account the impact of strategic initiatives, it is convenient to use the Learning management system, the advantages of which are as follows:

- Examples of best market practices are collected.
- Training formats are selected and agreed (format content, platform, content delivery).
- Finalized, selected content delivery platform (with the possibility of testing and feedback).
- Implemented the ability to launch (migrate) the platform.
- Implemented the ability to request documents for payment from the provider.
- Implemented the ability to collect information from the it block about integration with the training platform.
- Implemented the ability to define the structure of user roles on the training platform.
- Implemented the ability to coordinate the structure of the training trajectory for structural units.
- Implemented the ability to create author's content for the training platform (electronic courses for introductory training for employees nicknames).
- A wide range of competency assessment tools is presented.

Discussion

Undoubtedly, most companies still use a fairly simple approach to staff training. Many train employees when there is a momentary and urgent need for it, while expecting the result as soon as possible. So, for example, if a company purchases

new software, then it needs to train the necessary employees to work in the program, and if at the same time it is necessary to provide urgently any data from the program, then this task is certainly not feasible. Naturally, if in the near future the company suddenly needs to take part in the conference, then it will have to urgently train employees in presentation skills. Naturally, such speed training does not meet business requirements. Therefore, the conclusion suggests itself that this approach to the organization of training has a weak relationship with the real needs of the business, although it cannot be said that it (that is, experience) is absolutely useless. Thus, the main importance of creating a corporate university lies in the fact that in the process of training an employee of the company develops a stable desire for a "habit" to develop and an internal corporate knowledge system is created.

Conclusion

The strategic initiatives for the development of the CU system are as follows:

- Each division in the company should have its own development strategy depending on: the area of activity of the department (sales, support, engineers); category of employee (manager / specialist; amount of time in the company (newcomer less than a year, continuing more than -2 years; advanced more than 3 years).
- Each business unit of the company clearly defines the introduction of a new employee, methodology created.
- Internal programs should be standardized: a specific set of materials for each program, for example, a presentation, a "guide" for a trainer, a participant's workbook, tests based on training.
- A wider range trainings for the development of "soft skills"
- The pandemic has shown that any company that has a corporate governance structure, in terms of training, should be ready to work remotely, in connection with which it is necessary to develop distance learning, so in addition to the possibility of training remotely, it will significantly reduce the costs of business trips, not only for the coaching staff, but also for employees from regional divisions. in the distance mode, among other things, the methodology for conducting training for the remote format should be rewritten.
- It is necessary to introduce LMS (learning management system), which will allow training on one platform (courses, tests, surveys, build a competency model); inform through the corporate mobile portal (unified knowledge base, video library, news); carry out communication (feed of each employee, comments, chats, feedback from the employee and from the manager); monitor progress and collect analytics (manager's mobile office, business indicators / KPIs, dashboards).

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