

Case study 9.5.2: Unión Fenosa Corporate University: Teach and Learn From Experience

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Abstract This case describes the creation of a corporate university at Unión Fenosa, a Spanish utilities company, in a way that is consistent with the company's intellectual capital model and its commitment to knowledge and training.

The company's top management team project has strongly supported the project and driven the gradual incorporation of the different elements of Unión Fenosa's intellectual capital model (human, structural and relational capital) into the philosophy of the university.

This made it possible to use the university as a means to foster the company's culture, both among its employees and among third parties such as clients. The organization of the university's knowledge development and sharing activities were developed so that they were perfectly aligned with the strategic business objectives of the firm. In parallel, an explicit evaluation process was applied to ensure that those objectives were being met.

Since founding the university Unión Fenosa has successfully transformed itself from a regional utility into a multinational energy business. In the process, the workforce has tripled while the number of employees engaged in the original business activities has halved.

The university has made a very positive contribution to Unión Fenosa's success. The challenge it now faces is to keep up with the growth of the company without deviating from its main goals - sharing and learning from the experience of every employee in the firm.