

The Learning Equation:

Investment

+

Strategy

=

Self-Funded **Growth**

Today's **panel**

HOST

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INDUSTRY PARTNER

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MEMBERSHIP ORGANISATION

Teresa Beazley

Commercial & Training Manager
The Lighting Industry Association (LIA)



“

People **don't want** to watch long presentations and sit through **lots of face-to-face** learning anymore

Andrew Howie,
Chief Finance and Commercial Officer



The voice of today's **membership organisations**

Engaging members is top of 2025 to-do list

Member growth and member retention are the greatest measures of success

Challenging economic conditions & changing member expectations are top threats

Only 13% of member engagement strategies are highly personalised

Operational assistance (time/resource) is the currency most in need

Automated, intelligent, technology reported as the main blocker

There's no doubt that we're having to **work harder** for people's time and attention than we've ever done before

David D'Souza,
Director of Profession

CIPD

”

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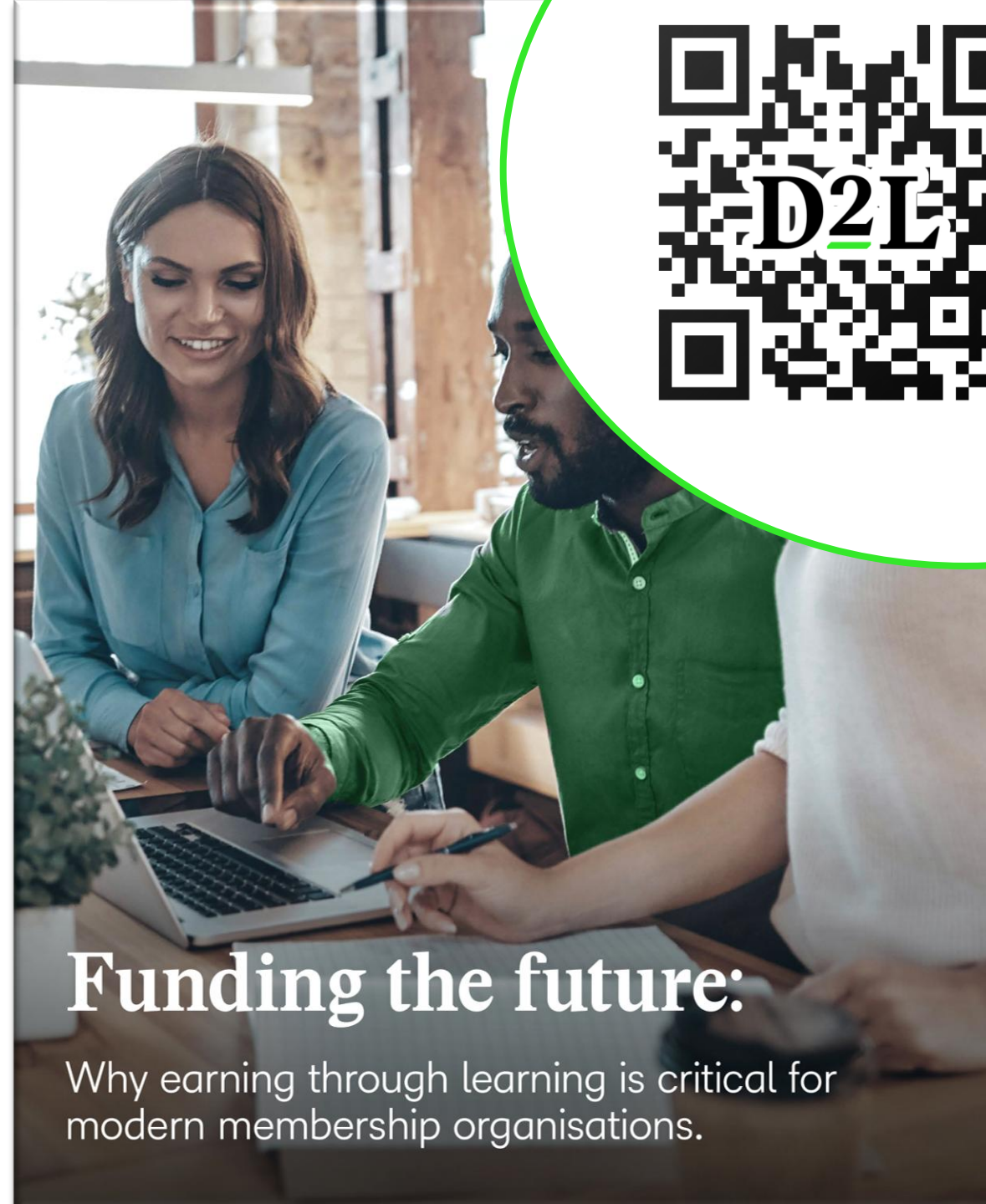
The MemberWise Network live webcast: The Learning Equation: Investment + Strategy = Self-Funded Growth



Why this topic?

Learning isn't *just* a member benefit;

it's your **most powerful lever** for engagement, revenue and **industry impact**



Funding the future:

Why earning through learning is critical for modern membership organisations.

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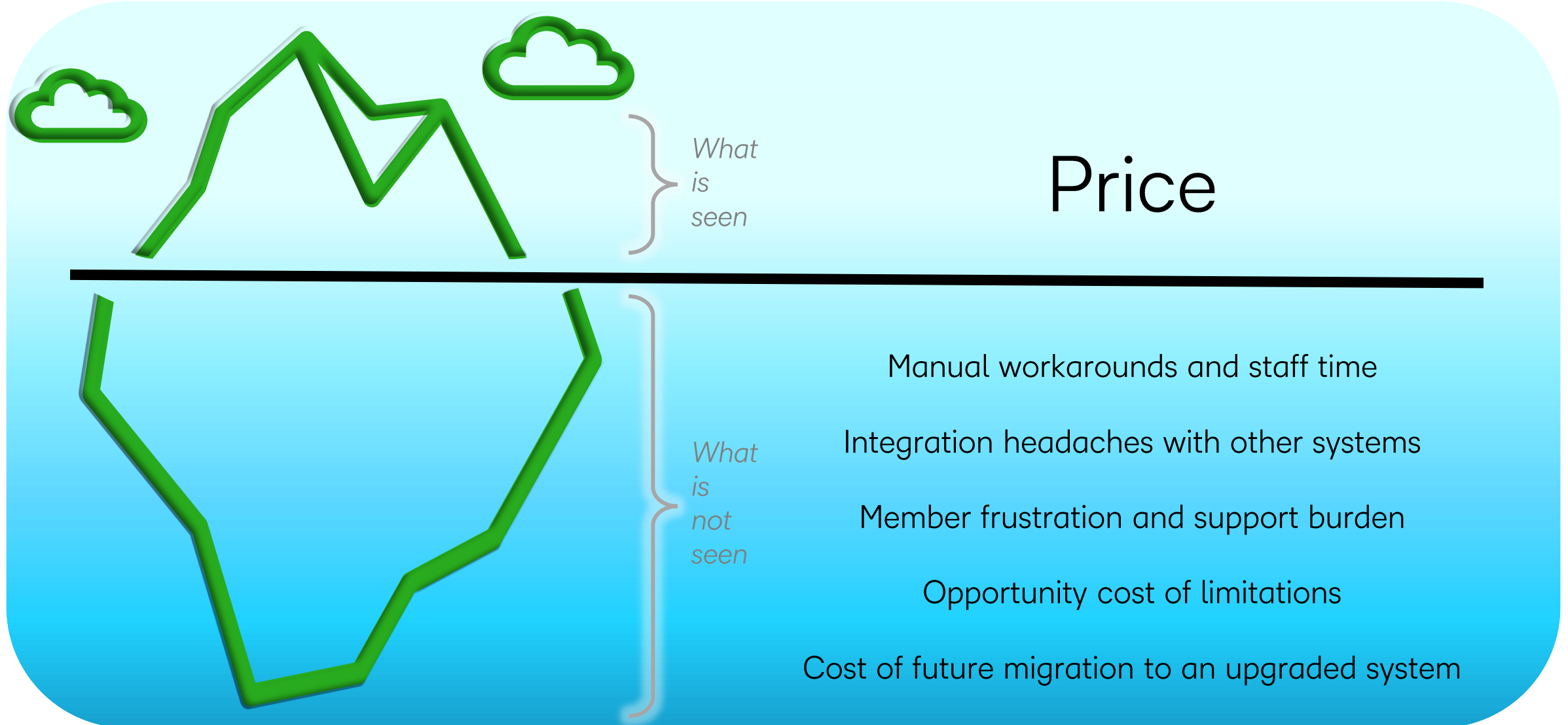
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The **Investment**

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Don't just consider the **tip of the iceberg** when decision-making



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The Strategy

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Understand your expectations **before** understanding the market



What can we get?

- ☐ System features
- ☐ Financial incentives
- ☐ Implementation process



What do we need?

- ☐ Member engagement
- ☐ Increased retention
- ☐ Operational efficiency
- ☐ Financial sustainability
- ☐ Organisational growth
- ☐ Industry impact

Adoption **frameworks**

THE **TACTICAL** APPROACH

A perceived lower cost solution which meets **immediate needs** and solves some of the Associations **surface level challenges**

- ✓ Delivers online learning
- ✓ Fulfils immediate requirement
- ✓ Often seen as a quick fix

THE **STRATEGIC** APPROACH

Invest in organisations' future learning strategy, while also **moving the needle** on the most critical **industry challenges** and **objectives**

- ✓ Delivers online learning
- ✓ Fulfils immediate requirement
- ✓ Onboard a partner, not just a product
- ✓ Introduce futureproofed software
- ✓ Enable organisational and industry wide transformation

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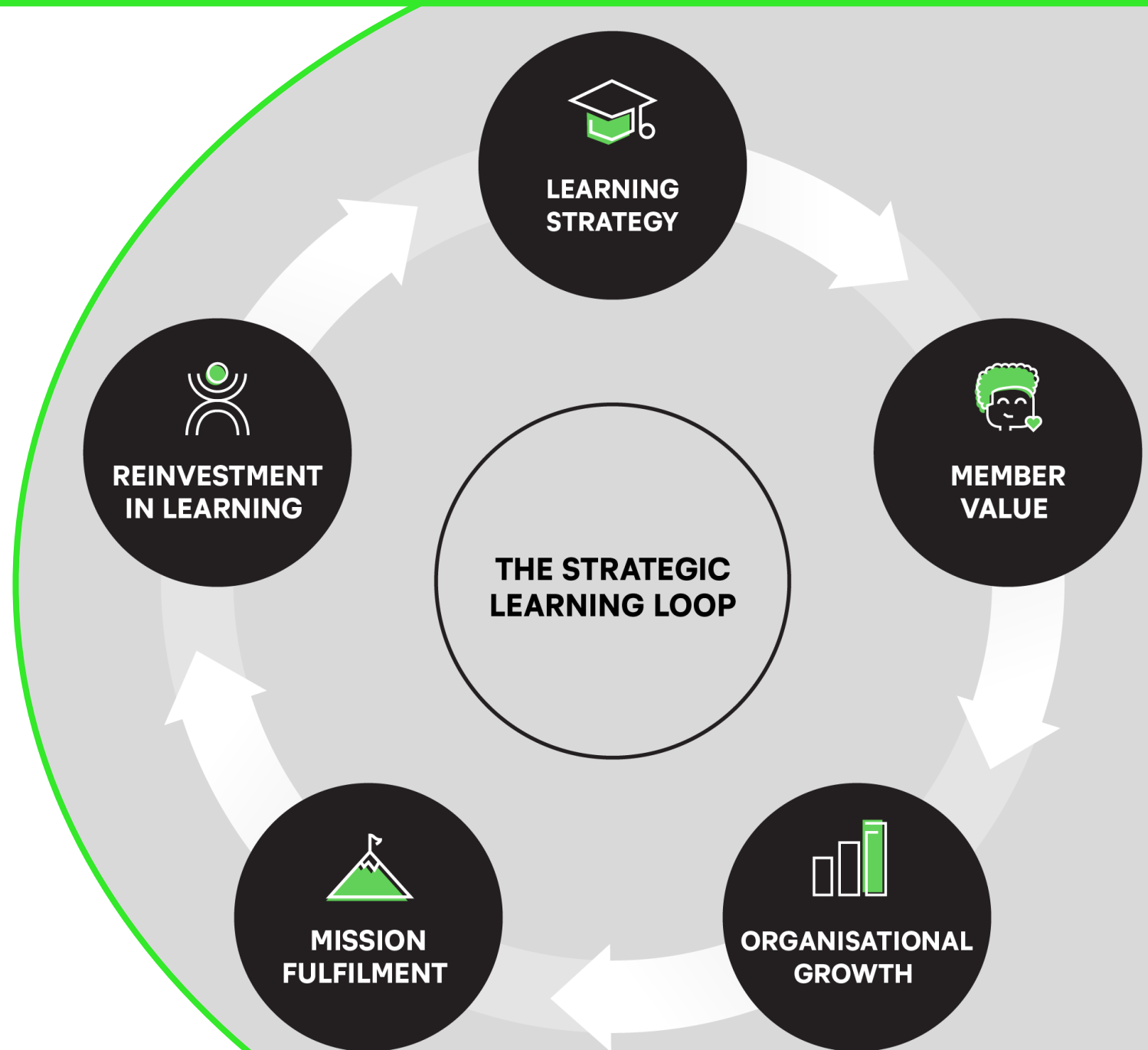
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The Growth

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How learning turns **strategy** into **scale**



BSLM have secured a contract with a **multinational client** with 60,000 employees



2,500+

individuals educated since January 2023

70,000+

hours of online learning delivered across 25+ countries

2,500,000+

patients receive care from GPs who have completed the BSLM Core Accreditation

50%+

of total revenue is generated through learning

“

It's an exciting model for us, to **convince one decision-maker** in an organisation to **support their entire team's development** rather than try to convince an entire profession, individual by individual

”

CIPD anticipate the introduction of corporate partnerships to **accelerate member growth** from 3k to 5k, annually

CIPD

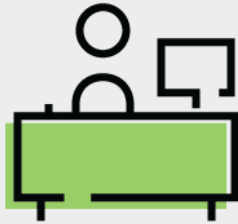
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“People can now learn at their own pace, working to their own schedule. It’s about bringing the learning to them.”



TRADITIONAL MODEL



- ✗ Face-to-face only
- ✗ Limited geographic reach
- ✗ High travel and facilitation cost
- ✗ Long course formats
- ✗ Completion dependent on attendance

MODERN MODEL



- ✓ Digital-first/blended
- ✓ Global access
- ✓ Scalable, lower overhead
- ✓ Modular, bite-sized
- ✓ Self-paced and trackable



Raising
overall
industry
standards

Wider societal
benefit through
industries with
highly skilled
specialists (vs. skills
gaps/shortages)

Organisational
capability
growth through
upskilled workforce

Individual
growth through
career progression

An association's learning strategy impacts **beyond** an **individual**

Career-long support: from first steps to **leadership**



CAREER START

The LIA aspire to provide members a “succinct route from the start of their career to the end” – LIA



EARLY PROFESSIONAL DEVELOPMENT

“We’re shifting some of our emphasis to supporting people in their career, not just in their specialism or expertise.” – CIPD



CRITICAL CAREER MOMENTS

“Maybe they’re about to attend their first board meeting. That’s something outside of their technical expertise but we can build niche learning content to support them” – CIPD



LEADERSHIP AND EXPERTISE

When surveyed, learners shared that they are “very, very satisfied with the courses. They say that it improves their coaching” – IRFU



LEGACY

Support can continue “even through retirement, where we are able to offer a discounted membership fee and certain additional benefits, relevant to that stage of their lives.” – ICAEW

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The Key Takeaways

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Move beyond feature comparison and assess strategic capability

Ask yourself

- Are you enabling your organisational goals?
- What is the 3-5 year true cost?
- Does it meet modern member expectations?
- Do you want a product or a partnership?

Ask your vendor:

- What happens when you outgrow current features?
- How many manual processes will you need to implement?
- What is included vs. extra cost?



Look out for warning signs and confidence indicators

Red flags

- "We can build that for you"
- Promises of unrealistic timelines
- Lack of relevant customer stories
- Hidden cost
- Vendors "buying" your business

Green lights

- Transparent about capabilities and limitations
- Strong customer community in your sector
- Clear roadmap and ongoing innovation
- Partnership approach



Remember the right system becomes invisible – the wrong one is a constant source of friction

- Start with clear vision of what you want to achieve
- Involve operational team early - they know the pain points
- Don't be swayed by "this could work" promises
- Look for proof, not potential
- Talk to actual customers, not just sales team

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Thank **you!**

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