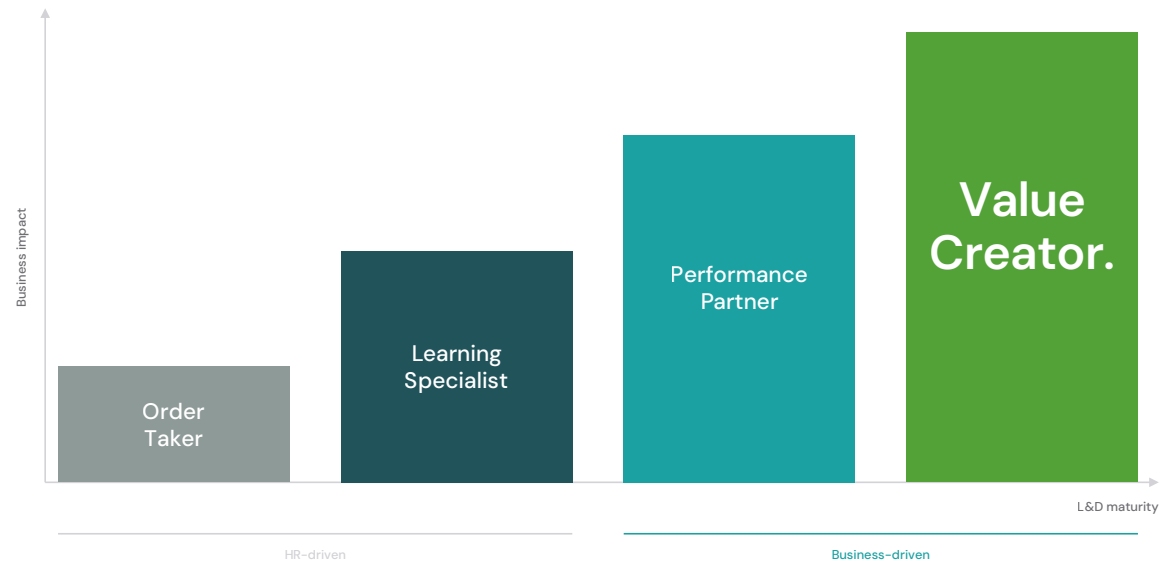


Arets L&D Business Models

Four business models for the L&D function. From activities to value.



Short white paper and invitation to co-author · September 2026 · Jos Arets, Tulser

Learning is judged at the wrong level

Most L&D functions are judged on the wrong evidence. They record that individuals completed a course and call that impact. The outcomes their organizations need, safer care, reliable operations, faster adaptation, are produced by teams and kept by the organization. Learning happens. It does not cross the level where the result should appear.

That is not a training problem. It is a business-model problem. Every L&D function runs a business model, whether it chose one or not: who it serves, what it promises, which activity produces that promise, who pays, and what counts as evidence. Few functions have ever drawn theirs.

The Arets L&D Business Models draw four. The Order Taker takes requests and delivers courses; attendance counts as success. The Learning Specialist designs evidence-informed programs and delivers individual capability. The Performance Partner starts from the cause, not the request, and builds team capability. The Value Creator does the same for the organization. From O2 upward each model contains the one below it. Nothing is lost on the way up; the Order Taker is the model a function leaves behind.

One lever moves a function from one model to the next: the key activity. Change it from evidence-informed individual learning to performance consulting with evidence-informed team learning, and then to organizational learning, and the rest of the model has to follow: partners, customers, channels, revenue, evidence. The four canvases on the next pages show that, cell by cell.

For the board this is the point. The two upper models prove impact in the metrics the business already runs on, not in learning metrics.

Stop counting completions. Start proving conversion.

01 Order Taker

Eminence-informed learning · individual capability
Requested training, delivered fast and documented
Evidence: attendance and satisfaction

02 Learning Specialist

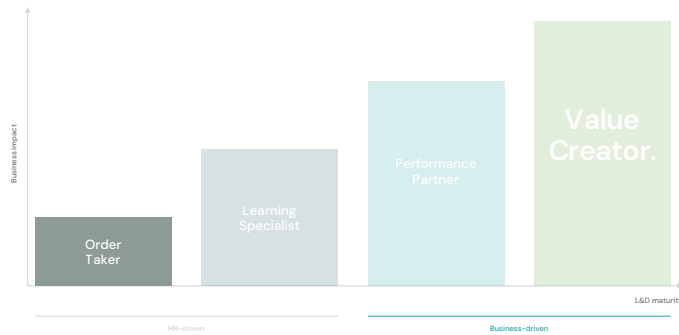
Evidence-informed individual learning · individual capability
Efficient, effective and enjoyable formal learning programs, with an individual licence to operate
Evidence: competence and transfer (LTEM 5 to 8)

03 Performance Partner

Performance consulting and evidence-informed team learning · team capability · O2 included
Teams that perform measurably better, also under pressure, and keep improving
Evidence: the business case in the team's own metrics

04 Value Creator

Performance consulting and evidence-informed organizational learning · organizational capability · O2 and O3 included
An organization that improves sustainably and renews itself where needed
Evidence: gains that compound in the organization's own KPIs



01 Order Taker

Activity-based. Out of sync with the business process.

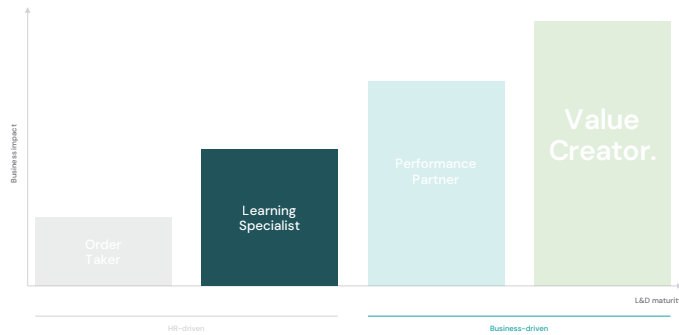
Key activity

Eminence-informed learning · individual capability

Value proposition

Requested training, delivered fast and documented

Key Partners Ten or more training vendors LMS supplier E-learning libraries Chosen on price and availability	Key Activities Eminence-informed learning · individual capability Taking and processing training orders Sourcing, scheduling, registering Reporting attendance	Value Proposition Requested training, delivered fast and documented Certificates on time, audit file complete Minimal effort for the manager Evidence: attendance and satisfaction (Kirkpatrick 1 and 2, if at all)	Customer Relationships Order and confirm Management prescribes the solution Self-service catalogue	Customer Segments Line managers who order training Individual employees Transactional: one request, one course
	Key Resources Catalogue and LMS Coordinators and trainers Vendor contracts		Channels LMS Intranet catalogue Training desk	
Cost Structure Cost-driven: learning efficiency Base costs of every L&D function: internal staff, facilities and room hire, travel and accommodation, technology, participants' time Drivers: vendor fees, LMS licences, coordination time			Revenue Streams Cost centre Training budget per head, measured on utilisation	



02 Learning Specialist

Learning alignment. Competence for the job.

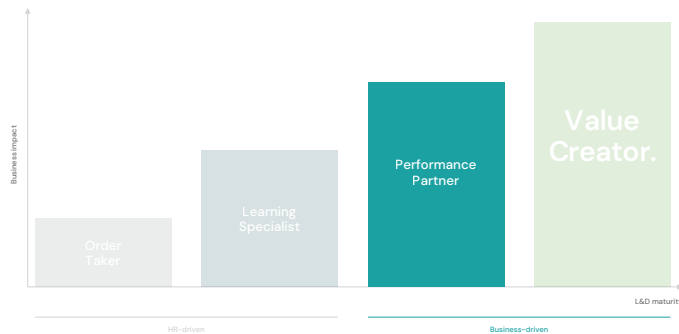
Key activity

Evidence-informed individual learning · individual capability

Value proposition

Efficient, effective and enjoyable formal learning programs, with an individual licence to operate

Key Partners Subject matter experts Fewer vendors, selected on quality Accreditation and examination bodies	Key Activities Evidence-informed individual learning · individual capability Learning needs analysis, designing for transfer (4C/ID) Assessing real competence	Value Proposition Efficient, effective and enjoyable formal learning programs, with an individual licence to operate Licence to operate and the audit passed on measured competence Transfer designed in, not hoped for Evidence: competence and transfer (LTEM 5 to 8)	Customer Relationships Advisory: the learning-needs dialogue Manager owns the need, L&D owns the design	Customer Segments Job roles and new hires Managers accountable for competence Regulated roles with a licence to operate
Cost Structure Value-driven at the learning level Base costs of every L&D function: internal staff, facilities and room hire, travel and accommodation, technology, participants' time Drivers: design and assessment capacity, fewer vendor fees	Key Resources Learning designers Curricula and assessments Learning environment, blended		Channels Programs and learning paths Academy, onboarding LMS as the record, not the channel	
Revenue Streams Cost centre, defended on competence Budget tied to programs and learning metrics				



03 Performance Partner

Business alignment. Team performance, and improving it.

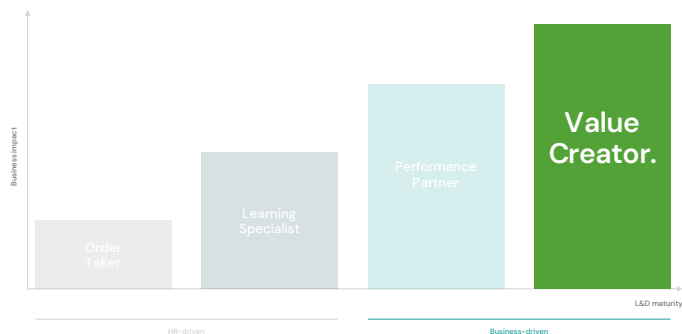
Key activity

Performance consulting and evidence-informed team learning · team capability · 02 included

Value proposition

Teams that perform measurably better, also under pressure, and keep improving

Key Partners Line management as co-owner HR, quality and operations Vendors measured on performance	Key Activities Performance consulting and evidence-informed team learning · team capability · 02 included Cause analysis: the cause before the solution Teaming up, making it happen, making it stick Measuring in the team's own metrics, improving continuously	Value Proposition Teams that perform measurably better, also under pressure, and keep improving A team that coordinates and performs reliably A team that keeps improving itself Evidence: the business case in the team's own metrics	Customer Relationships Co-creation Performance contract with the line Shared metrics, shared review	Customer Segments Teams with a performance gap Line managers with a KPI to meet Process owners
Cost Structure Value-driven: cost of the gap versus cost of closing it Base costs of every L&D function: internal staff, facilities and room hire, travel and accommodation, technology, participants' time Drivers: performance consultants, diagnostics and team data, less catalogue spend	Key Resources Performance consultants Performance Consultant AI Team profiles, intervention library, evidence		Channels The workplace and the team meeting Performance dashboards The management cycle	
Revenue Streams Business case per team, funded by the line Savings and gains attributed to the intervention				



The L&D Business Model Canvas

04 Value Creator

Business critical. An organization that keeps renewing itself.

Key activity

Performance consulting and evidence-informed organizational learning · organizational capability · 02 and 03 included

Value proposition

An organization that improves sustainably and renews itself where needed

Key Partners <i>Executive board and business units</i> <i>Clients, suppliers, science</i> <i>The ecosystem the organization learns from</i>	Key Activities <i>Performance consulting and evidence-informed organizational learning · organizational capability · 02 and 03 included</i> <i>Closing the retention-and-transfer cycle across units</i> <i>Exploit and explore: absorbing innovation into the work</i> <i>Governing organizational learning</i>	Value Proposition <i>An organization that improves sustainably and renews itself where needed</i> <i>Faster adaptation; innovation absorbed rather than piloted</i> <i>What one team learns, the organization keeps</i> <i>Evidence: gains that compound in the organization's own KPIs</i>	Customer Relationships <i>Strategic partnership with a mandate</i> <i>A seat at the board table</i> <i>Shared accountability for renewal</i>	Customer Segments <i>The enterprise as a whole</i> <i>Board and unit leaders</i> <i>The organization's own customers</i>
	Key Resources <i>Knowledge architecture: retained, retrieved, kept current</i> <i>Workforce Assistant</i> <i>Learning capacity metrics</i>		Channels <i>The strategy cycle and governance</i> <i>Enterprise knowledge systems</i> <i>Leadership and communities of practice</i>	
Cost Structure <i>Value-driven: investment in learning capacity</i> <i>Base costs of every L&D function: internal staff, facilities and room hire, travel and accommodation, technology, participants' time</i> <i>Drivers: knowledge architecture, governance, innovation budget</i>			Revenue Streams <i>L&D as an investment line, tied to KPIs</i> <i>A share of the value created</i>	

Call for prototypes

The four models are archetypes. Every function turns its archetype into a prototype: the model in its own sector, structure and language, with its own partners, metrics and mandate. In spring 2027 a book brings together one hundred of those prototypes, written by the L&D leaders who built them. This is an invitation to write one.

What you write

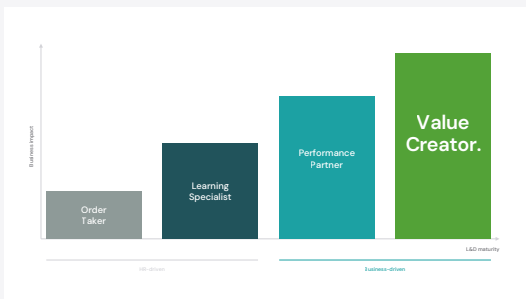
One chapter of about 1,200 words and one filled-in canvas. Which model your function runs today, which one it moves to, what changed in the key activity, and what that delivered, in your own numbers. Sector, size and country do not matter; the shift does.

What you get

A named chapter in an internationally published book. The author kit: the blank canvas in this design, the four archetypes as worked examples, a one-page writing guide. Editorial support from Jos Arets. First access to the Scan results across all participating functions.

How

Send a short note to prototype@tulser.com before [date]: your name, organization, and the model you want to write about. You receive the author kit within a week. Drafts are due [date]. Co-authors are not paid; they are credited by name.



Where does your function stand?

The L&D Business Model Scan: ten statements, three minutes, free. Two voices, L&D management and the team, and the gap between them made visible.

tulser.com/scan

The other white papers, the trilogy, the author

The other short white papers

Learning that crosses the levels sets out the Learning Conversion Framework, the engine beneath the two upper models. The request is not the problem covers performance consulting and the diagnosis that comes before any training decision. Both free at tulser.com.

The Value-Based L&D Trilogy

Three volumes, one argument. Compliance by Design proves that value-based L&D works where it is hardest, in mandatory learning. Arets L&D Business Models names the four models and the lever. Learning That Converts sets out the architecture beneath them.

Jos Arets

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