bevel & sloane

FIELD MANUAL SERIES
B&S-R02

ROI

FREE SCORECARD

LEARNING SYSTEMS · FIELD MANUAL 02

THE LMS ROI *Scorecard*

Find out whether your learning platform is earning its seat cost. Score usage, completion, cost per active learner and business impact in one sitting.

1. Numbers to gather
2. Four calculations
3. Scoring table
4. Interpretation bands

DOCUMENT	VERSION	ISSUED	SCORE RANGE
B&S-R02	1.0	November 2026	4 to 20 points

BEFORE YOU SCORE

GATHER SIX NUMBERS

You do not need a data team for this. Pull the last 12 months where you can, and the last 90 days for activity. If a number does not exist, write "none" and score it low. That is the finding.

- ○ **Licensed seats.** How many people you pay for, from your contract or latest invoice.
- ○ **Active learners, last 90 days.** Unique users who started or finished at least one item. Logins alone do not count.
- ○ **Total annual cost.** License fees plus content subscriptions, admin hours and any integration or support fees.
- ○ **Required assignments.** Number assigned and number completed on time in the last 12 months.
- ○ **Top five courses.** Your five most assigned courses and the role each one is for.
- ○ **Business measures.** Any metric you already track that training is supposed to move: ramp time, errors, retention, sales.

DATA GAPS TO CHASE

Count admin time honestly. If someone spends five hours a week uploading content and chasing completions, that is roughly 260 hours a year of cost the invoice does not show.

97%

of midsize companies run an LMS.

Training Magazine, 2025 Training Industry Report

$782

spent per learner at midsize companies. Small companies spend $1,091.

Training Magazine, 2025 Training Industry Report

$102.8B

spent on US training in 2025, up 4.9% from 2024.

Training Magazine, 2025 Training Industry Report

WORKSHEET

THE FOUR CALCULATIONS

Write the numbers in, divide, and carry each result to the scoring table on the next page.

CALC 01 — USAGE

Activation Rate

Active learners in the last 90 days ÷ Licensed seats × 100

TOP NUMBER _____ BOTTOM NUMBER _____ RESULT _____

CALC 02 — COMPLETION

Completion Rate

Required assignments completed on time ÷ Required assignments issued × 100

TOP NUMBER _____ BOTTOM NUMBER _____ RESULT _____

CALC 03 — COST

Cost per Active Learner

Total annual cost ÷ Active learners. Then divide that by (Total annual cost ÷ Licensed seats) to get your waste multiple.

TOP NUMBER _____ BOTTOM NUMBER _____ RESULT _____

CALC 04 — BUSINESS IMPACT

Impact Link Count

Of your top five courses, how many are tied to a business measure with a before and after number?

COURSES LINKED TO A MEASURE _____ MEASURE REVIEWED BY LEADERS? Y / N _____

SCORING TABLE

SCORE EACH DIMENSION 1 TO 5

Find your result in each row and circle the column it falls in. These thresholds are a working rubric from our practice, not industry benchmarks. Adjust them if your business has a good reason to.

DIMENSION	1	2	3	4	5	SCORE
Usage Activation rate	Under 20%	20 to 39%	40 to 59%	60 to 79%	80% or more	
Completion On time rate	Under 40%	40 to 59%	60 to 74%	75 to 89%	90% or more	
Cost Waste multiple	Over 4×	3 to 4×	2 to 3×	1.25 to 2×	Under 1.25×	
Business impact Impact links	No course tied to a measure	Measures named, not tracked	One course tracked with a baseline	Two or more tracked, reviewed quarterly	Results reported to leaders and shape budget	
Total	Add the four scores. Range 4 to 20.					

Why a waste multiple? It compares what you pay per person who actually learns with what you pay per seat. A multiple of 3× means each active learner costs three times your list seat price, because two out of three seats sit idle.

Impact beats activity. A platform with modest usage that measurably shortens ramp time is worth more than a busy one nobody can tie to results. Weigh the impact row when you decide.

SCORING NOTES · WHAT SURPRISED YOU

INTERPRETATION

WHAT YOUR TOTAL MEANS

4 to 8
SHELFWARE RISK

You are paying for a library nobody visits

Do not buy more content. Find out why people are not using it: access, relevance, or no time in the workday. Consider whether a smaller tool or a shared drive with good SOPs would do the job until demand exists.

9 to 12
UNDER USED

The platform works, the system around it does not

Usually a design problem, not a software problem. Tie two or three courses to real roles, assign them in onboarding, and make managers responsible for completion.

13 to 16
WORKING

People use it; prove the value

Pick one program and measure a business result before and after. That single proof point protects the budget and tells you where to invest next.

17 to 20
STRATEGIC ASSET

Training shows up in business results

Protect what works. Review quarterly, retire stale content, and extend the model to the next role or department.

YOUR TOTAL

out of 20 · Band: _____

NEXT THREE MOVES

NEXT STEPS

WHAT TO DO WITH YOUR *results*

A low score is not a reason to cancel the platform tomorrow, and a high score is not a reason to stop looking. Use the result to decide what to fix, what to stop paying for, and what to prove.

01 **Share the scorecard with whoever owns the budget**

Put the four numbers on one page. Most leaders have never seen cost per active learner, and it changes the conversation fast.

02 **Fix the lowest row first**

Usage and completion problems are usually assignment and manager problems. Cost problems are usually seat count problems. Impact problems need a baseline.

03 **Check your renewal date**

If renewal is within 90 days, right size your seat count to your active learners plus expected hires before you sign again.

04 **Rescore in one quarter**

Run the same scorecard in 90 days. A two point gain is real progress.

FREE CALL

BOOK A DISCOVERY SESSION

BRING YOUR RESULTS TO A DISCOVERY SESSION.

We will walk through your scores together, name the two or three fixes that matter most, and tell you plainly whether you need outside help or can run the fix in house.

BOOK ONLINE
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