

The State of ENTERPRISE LEARNING

15 Trends Driving Change, Innovation and Outcomes in Enterprise Learning

STRATEGIC LEARNING PRIORITIES

INVESTMENT TRENDS

BEST PRACTICES

TOP CHALLENGES

CREATING A LEARNING CULTURE & LEADERSHIP PIPELINE



4,000+ companies worldwide have invested in a corporate university—up from 400 in 1993. ¹



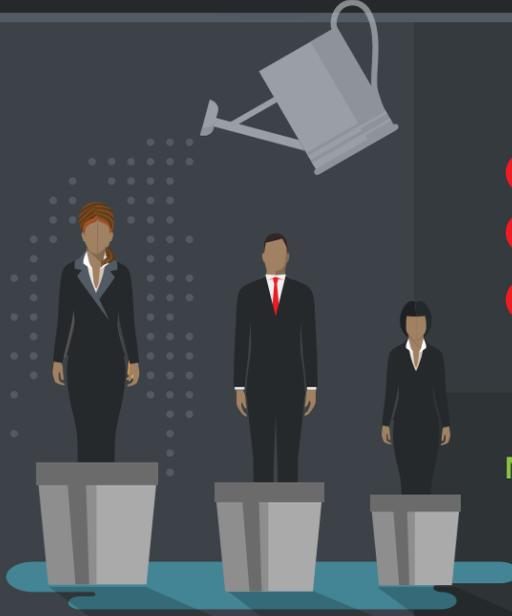
73 hours each year dedicated to salaried workers' development at the '100 Best Companies to Work For.' For hourly workers, 58 hours are dedicated to development. ³



6% OF PAYROLL: mean size of training budget for organizations ranked in Top 125 for Employee Development. ²



How do most companies stack up to the 'Best 100'? On average, US employees receive 38.5 hours of training per year - up to 53% less than those employed by organizations ranked in the '100 Best Companies to Work For' - ASTD



Top 3 Strategic Enterprise Learning Priorities ³

- 1 Engage & Retain Top Talent
- 2 Align Learning Programs with Company Goals
- 3 Building a robust Leadership Pipeline



Nearly 60% of Chief Learning Officers (CLOs) expect their training budgets to increase by 8%. ⁴

CHALLENGES TO DRIVING CHANGE: What learning departments worry about.

Executive Buy-In ⁵



Because many view learning & training as a cost—not an investment, expectations and involvement are often low.

Strategy ⁵



Lack of organization-wide understanding of the purpose and intended results of a program.

Execution ⁵



Firm's current training & development staff may not possess necessary skills /competencies.

Measuring Performance ⁵



Lack of visibility across entire program—from first learning interaction to business outcomes.

Program Marketing ⁵



Only 25% of companies use a formal marketing communications plan to structure/promote learning initiatives. ⁶

DRIVING OUTCOMES:

Organizations with strong learning culture significantly outperform their peers. ⁷

46% Greater Employee Productivity



37% More Likely to be First to Market



34% Better Response to Customer Needs



26% Greater ability to deliver "Quality Products"



SOURCES

1. 2012 Global HR Research Study, Boston Consulting Group
2. <http://www.trainingmag.com/training-magazine-ranks-2014-top-125-organizations>
3. Great Places to Work Guide to Greatness survey of the FORTUNE100 Best Companies to Work For
4. IDC survey of the Business Intelligence Board of Chief Learning Officer magazine, 2015
5. CGS Poll, Driving Organizational Change Through Learning and Development Webinar
6. 2008 annual benchmark study of corporate universities and learning departments, Corporate University Xchange (CorU)
7. Building the Borderless and Agile Workplace, Bersin & Associates, 2012)