



The voice of our clients 2024

Trends and insights from **124 interviews**
conducted with clients from different countries

May 2024

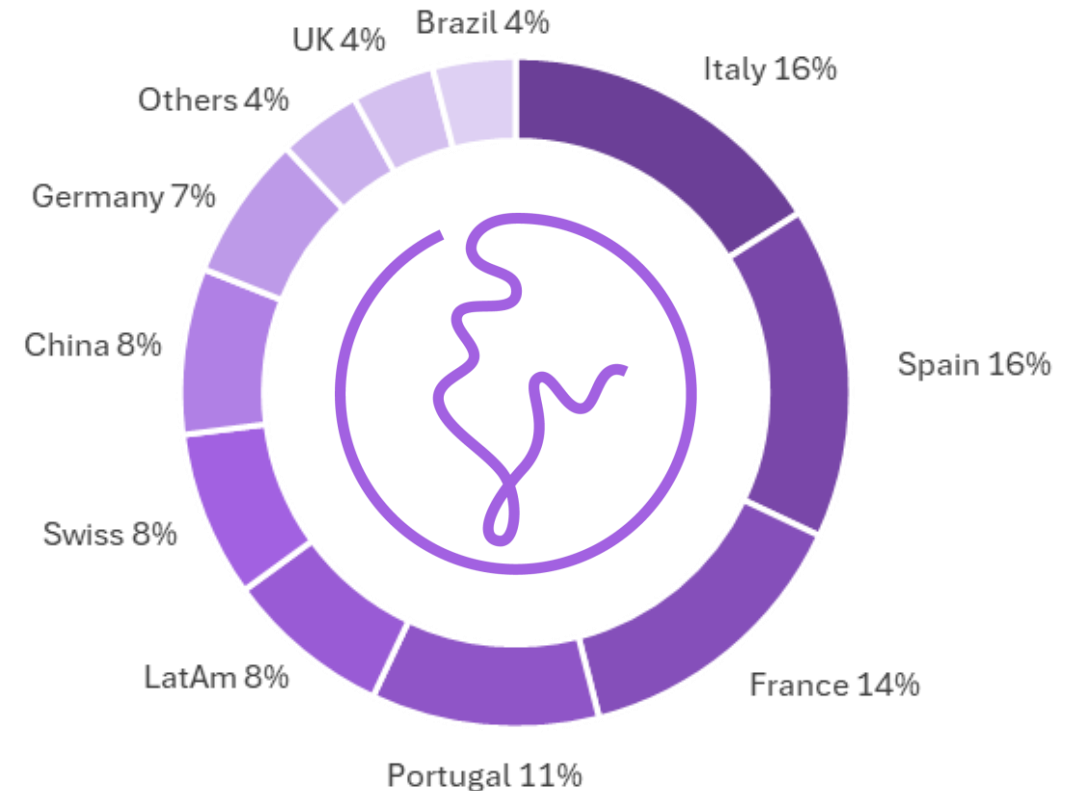


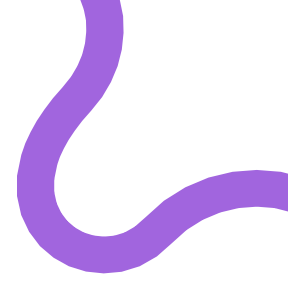
Voice of our Clients: the Cegos 2024 qualitative survey

The aim was to interview our clients and identify key trends on the following topics:

- Their current skills development and training **challenges and pain points**.
- The most critical **skills or areas of knowledge** their employees need to develop in the next 1-2 years.
- Their **current approach to employee training** and development.
- The **emerging industry trends or changes** that will impact the skills and knowledge required for their employees in the near future.
- Their expectations from a **Learning and Development (L&D) partner**.

We conducted **124 interviews**
across the following geographies:





Executive abstract: key conclusions

1. Budget constraints:

Many clients face budget constraints, limiting training and development initiatives and restricting investment in extensive and varied training programs.

2. In-house and face-to-face training preference:

Several clients prefer in-house training led by internal experts, emphasizing the value of face-to-face learning.

This approach is seen as cost-effective and tailored to specific organizational needs.

3. Need for up-to-date content:

Clients require training programs that reflect the latest industry trends and practices, with current and relevant content.

4. Industry-specific expertise and guidance:

Clients seek L&D partners with expertise and guidance specific to their industry, who understand their unique challenges and offer tailored solutions.

5. Focus on customized learning:

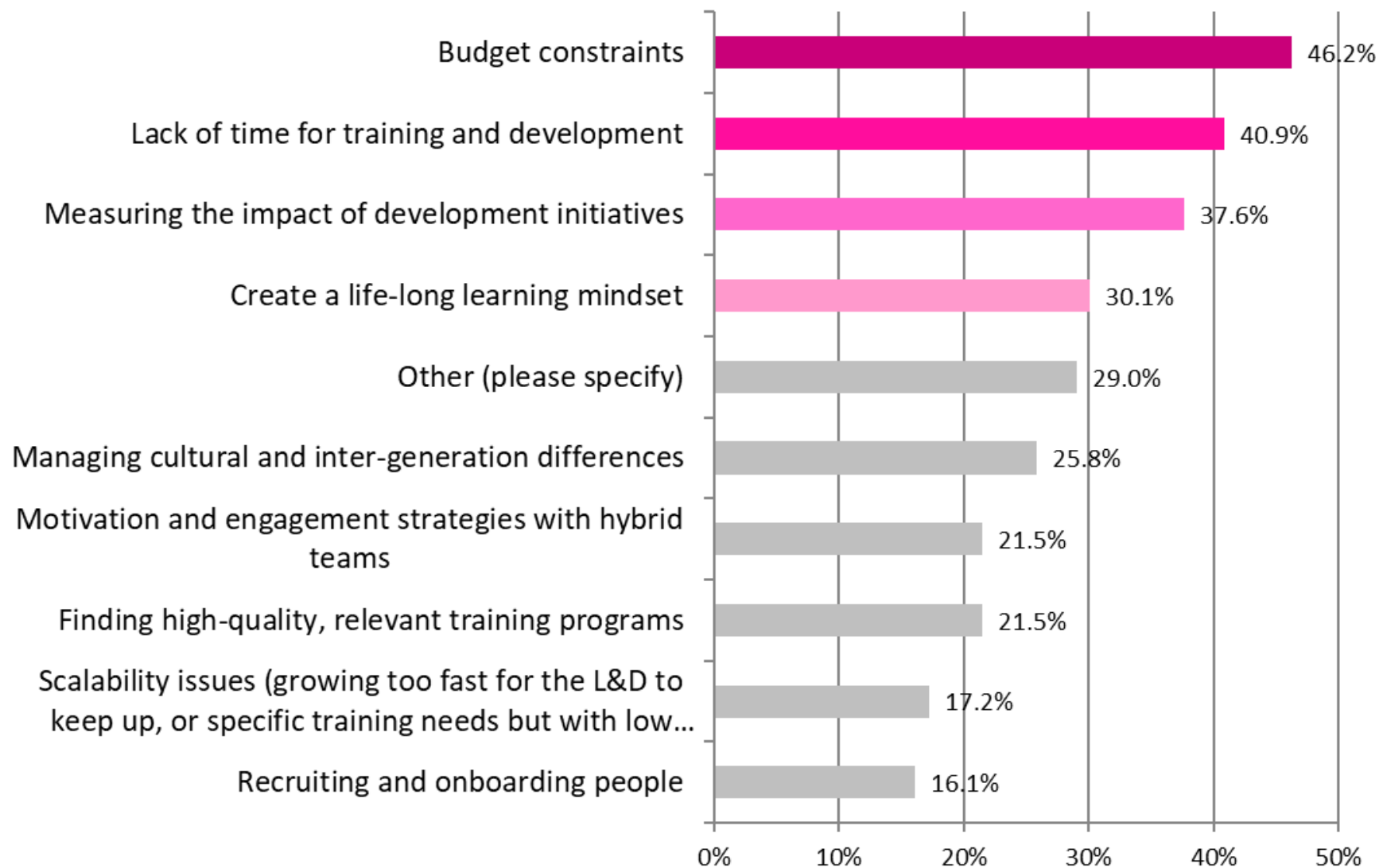
Clients value customized learning experiences, especially for face-to-face training sessions. They prefer bespoke programs tailored to their specific needs rather than generic solutions. They highlight the "magic" in face-to-face and tailored virtual training.

6. Variety in training offerings:

There is a call for a wider variety of packaged training topics, and for diverse training options to address different skills and competencies across their teams.



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Organizations face 7 key challenges in developing teams:

1. Leadership and decentralization:

Difficulty in implementing standardized learning journeys due to decentralized structures.
Need for leadership support to champion and facilitate development initiatives.

2. Lack of structure and budget constraints:

Absence of a structured roadmap for L&D initiatives. Limited budgets restrict investment to address specific needs, and high turnover impacts learning program consistency and effectiveness.

3. Time constraints and competing priorities:

Time constraints and high workloads make it difficult to take people out of their day-to-day roles for training. Difficulty scheduling and implementing synchronous activities for remote and field employees.

4. Remote and hybrid work models:

Providing relevant and convenient learning opportunities for remote-first and globally dispersed teams. Need to manage training and development in hybrid work environments while ensuring engagement.

5. Tracking and measuring ROI:

Difficulty tracking the impact of self-selected courses.
Need to measure the return on investment (ROI) for training initiatives.

6. Market and technological changes:

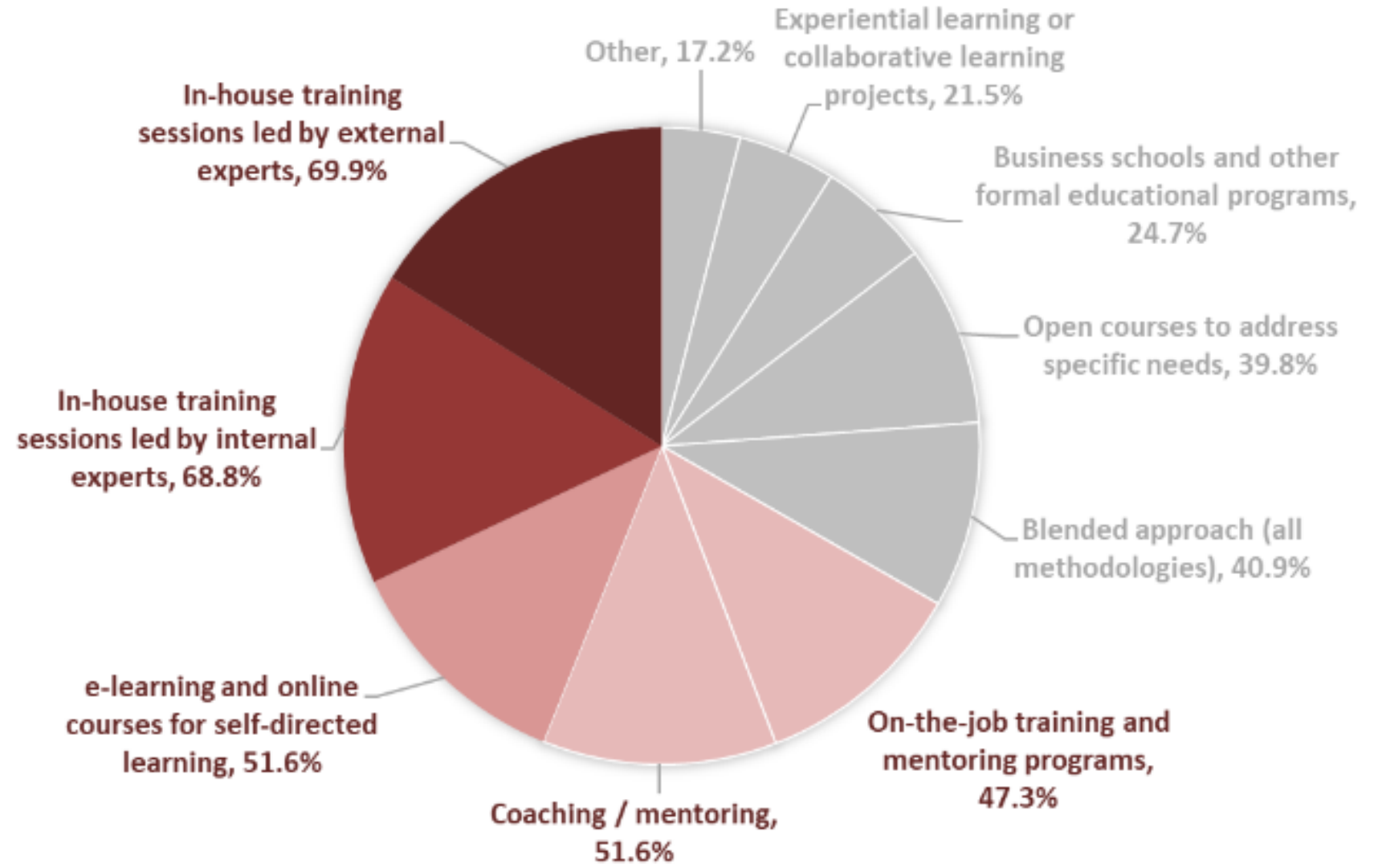
Keeping pace with market transformations and technological advancements.
Addressing the increased training needs caused by accelerated change management cycles.

7. Specific needs and content development:

Finding and working with partners who understand their specific industry needs.
Developing both soft and hard skills to match business transformation requirements.

These challenges highlight the need for strategic planning, leadership engagement, flexible learning solutions, and robust data tracking to address the diverse and complex needs in developing teams.

How do you currently approach employee training and development?





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7 current approaches to employee training and development (1/2):

1. **Blended learning:**

Organizations use a mix of internal and external providers, combining virtual and face-to-face learning solutions to cater to different needs and preferences. Hybrid training models are particularly favoured post-pandemic to accommodate remote and geographically dispersed teams.

2. **Internal vs. external training:**

Some organizations heavily rely on internal training for highly technical skills, leveraging internal experts. External partners are often used for specific seminars, leadership training, and topics requiring specialized knowledge. A combination of internal and external coaches is used for various employee levels, from middle managers to executives.

3. **Use of technology and digital platforms:**

Digital learning platforms like LinkedIn Learning, and other e-learning solutions, support asynchronous and self-serve learning cultures. Artificial intelligence and automation tools are introduced to enhance productivity and streamline training processes.

4. **Personalized and specific training:**

Training is increasingly personalized to individual and job-specific needs, focusing on immediate and specific responses. Micro-training programs and tailored learning solutions are designed to quickly address specific skills and knowledge gaps.

5. **Focus on soft skills and technical skills:**

Emphasis is placed on developing both soft skills (leadership, communication, emotional intelligence) and hard skills (technical expertise, health & safety) to keep up with business transformations. Coaching, mentoring programs, and job rotations provide comprehensive development opportunities.



How do you currently approach employee training and development?

7 current approaches to employee training and development (2/2):

6. Challenges and adaptations:

Organizations face challenges such as limited budgets, decentralized structures, and the need to maintain engagement in remote settings. Continuous adaptation and flexibility in training methods are essential to meet the evolving needs of the workforce and business environment.

7. Engagement and buy-in:

Ensuring learner engagement and willingness to invest time in training amidst other work priorities is crucial. Leadership commitment to support development actions and promote a culture of continuous learning is necessary to sustain training initiatives.

These insights highlight the diverse approaches organizations take to employee training and development, reflecting the need for flexibility, personalization, and the integration of technology to support learning initiatives effectively.



What do you expect and look for in a L&D partner?





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7 Expectations and requirements for an L&D partner:

1. High-quality learning solutions:

Delivering value through high-quality content, knowledgeable trainers, and effective learning methodologies.

2. Flexibility and customization:

Adapting learning solutions to fit specific organizational contexts and requirements, including different delivery formats (hybrid, virtual, in-person).

3. Global capability and multilingual support:

Providing training globally in multiple languages and understanding the unique challenges of different sectors.

4. Proactive and consultative approach:

Proposing innovative solutions, offering insights, and constructively challenging clients while understanding their specific needs.

5. Responsiveness and reliability:

Ensuring timely responses, quick feedback, meeting deadlines, and maintaining a high level of customer service.

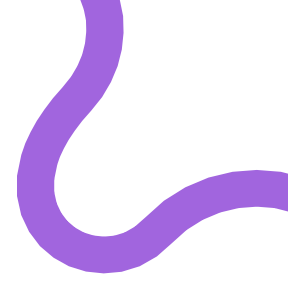
6. Industry expertise:

Offering expertise and guidance specific to the client's industry, including knowledge of best practices and tailored solutions.

7. Comprehensive and diverse learning offerings:

Providing a wide range of learning options, including off-the-shelf solutions, technical training, digital skills, and leadership development programs.

These expectations highlight the need for L&D partners to be adaptable, proactive, and deeply aligned with their clients' business needs and strategic goals.



Other comments from these interviews

1. Lack of time for learning:

This was the most common challenge reported by clients, with employees struggling to find time to engage in learning activities.

2. Budget constraints:

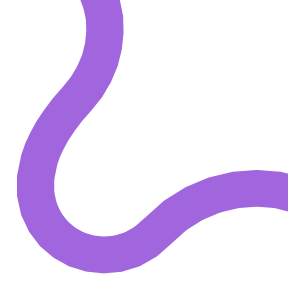
Limited budgets were another significant concern, hindering some clients' ability to implement learning programs effectively.

3. Customization and flexibility:

Clients highly value flexibility and training that can be customized.

4. Adaptation to new trends:

Clients undergoing transformations and investing in new technologies, (augmented reality and data intelligence...), expressed a need for solutions that keep pace with these trends.



9 critical skills clients need their teams to develop

(1/2)

1. Leadership skills:

Developing effective leadership, especially in decentralized and remote-first organizations, is a top priority. This includes skills for leading hybrid and remote teams, strategic thinking, risk management, etc.

2. Technical skills:

There is a strong need for upskilling in specific technical areas, including industry-specific tools, technologies, and practices.

3. Soft skills:

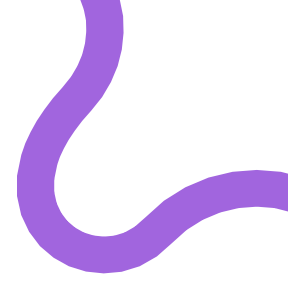
Enhancing soft skills such as communication, emotional intelligence, adaptability, resilience, and collaboration is essential, particularly for high-level leadership and middle managers.

4. Digital literacy and emerging technologies:

Proficiency in digital skills is critical as organizations increasingly adopt technology-driven solutions, including AI and automation. Clients refer titles like AI, machine learning, cybersecurity, etc.

5. Change management:

Skills to manage and adapt to rapid changes and transformations within the business environment are crucial, including understanding change management processes and strategies.



9 critical skills clients need their teams to develop (2/2)

6. Data and analytical skills:

With the increasing importance of data, there is a need for skills in data analysis, interpretation, and application to inform business decisions and measure training impact.

7. Customer-centric skills:

Skills for improving customer experience and engagement, especially in service-oriented industries, understanding and optimizing the customer journey, effective use of CRM systems to enhance customer relationships and deliver exceptional customer service and support

8. Sustainability and ESG:

Integrating sustainability into business operations and strategy, building and implementing effective CSR programs and skills to measure, report, and improve ESG performance.

9. Project management and agile methodologies,

like Scrum, and skills to improve efficiency and reduce waste, innovative problem-solving and user-centric design methodologies.

Specific trends & challenges: geographies



Specific trends and challenges in each continent

	Latin America	Europe	Asia
Cultural	- Standardizing content while respecting local nuances is crucial. - Engagement is a significant challenge due to diverse cultural expectations.	- Language diversity poses a challenge, especially for companies operating across multiple countries. - High importance placed on industry-specific content and training solutions tailored to local regulatory environments.	- Emphasis is placed on rapid skill development to keep pace with business transformations and emerging technologies. - Centralized learning platforms can be challenging to implement, while ensuring consistent training quality across regions.
Budget	- Significant budget constraints impact the ability to invest in comprehensive training programs. - Client need cost-effective and flexible training solutions that can demonstrate clear ROI.	- Economic pressures vary, with some countries facing tighter budgets while others invest heavily in specialized training. - Organizations often balance in-house training and outsourced solutions to manage costs effectively.	- Fast-evolving markets pressure organizations to invest in training and development to stay competitive. - There is a focus on leveraging new technologies and innovations to enhance training effectiveness while managing costs.

Specific trends and challenges in each continent

	Latin America	Europe	Asia
Skills	• A high focus is placed on developing soft skills such as emotional intelligence, adaptability, and leadership capabilities. • Significant attention is given to updating technical skills in line with market changes and industry demands.	• Emphasis is placed on technical skills, particularly in industries undergoing technological transformation. • Continued investment is made in soft skills development to support leadership and organizational change initiatives.	• A strong focus is placed on rapid upskilling and reskilling to keep pace with industry changes and technological advancements. • Training emphasizes on practical application of skills to ensure immediate business impact and productivity gains.
Delivery	• There is a strong preference for face-to-face training due to higher engagement, although budget constraints often necessitate hybrid models. • Online training is less favoured due to concerns about lower engagement and participation.	• A mixed approach with a significant focus on blended learning caters to diverse needs and maximize engagement. • Increased use of self-directed learning platforms is seen, although engagement remains a challenge.	• Preference is given to flexible learning options that can be tailored to meet the fast-paced and dynamic business environment. • Blended learning approaches are adopted to ensure comprehensive skill development across diverse teams.

Specific trends & challenges: industries



Industry-specific L&D challenges and trends

Pharmaceutical and healthcare:

- ✓ Difficulty in engaging field staff who do not have regular access to training facilities.
- ✓ Need for specialized training to keep pace with rapid technological advancements and regulatory requirements.
- ✓ Developing both soft and technical skills to enhance leadership and operational efficiency.
- ✓ Emphasis on compliance and health & safety training.
- ✓ Adoption of hybrid training models to balance cost and engagement.

Retail and consumer goods

- ✓ High turnover rates and the need to rapidly upskill new employees.
- ✓ Engaging a diverse workforce, including remote and frontline staff.
- ✓ Balancing the need for creative and brand-specific training with general skill development.
- ✓ Use of hybrid training models to provide flexibility and cater to both in-store and remote employees.
- ✓ Incorporation of brand-specific elements in training to ensure alignment with company culture and values.

Energy and utilities:

- ✓ Adapting to market changes and new business strategies, such as the shift to renewable energy.
- ✓ Engaging employees in L&D initiatives amidst financial constraints and operational pressures.
- ✓ Emphasis on developing soft skills and changing mindsets to align with new business models.
- ✓ Flexibility in training delivery methods to accommodate both in-person and online learning.
- ✓ Focus on sustainability and ESG.

Industry-specific L&D challenges and trends

Financial services:

- ✓ Ensuring compliance with regulatory requirements and managing risk through effective training.
- ✓ Engaging employees in continuous learning amidst high-pressure work environments and tight schedules.
- ✓ Strong focus on compliance and risk management training.
- ✓ Adoption of advanced LMS platforms to streamline training efforts and ensure compliance.
- ✓ Emphasis on soft skills development to enhance leadership and client management capabilities.

Manufacturing and engineering:

- ✓ Ensuring skill mobility and effective utilization of trained personnel.
- ✓ High demand for industry-specific technical training and maintaining up-to-date skills amidst rapid technological changes.
- ✓ Strong emphasis on technical training, particularly in emerging technologies such as AI and digital skills.
- ✓ Preference for flexible and blended learning approaches to cater to different job roles and locations.



Cegos works with global companies to address their learning challenges.

Contact us to find out more

