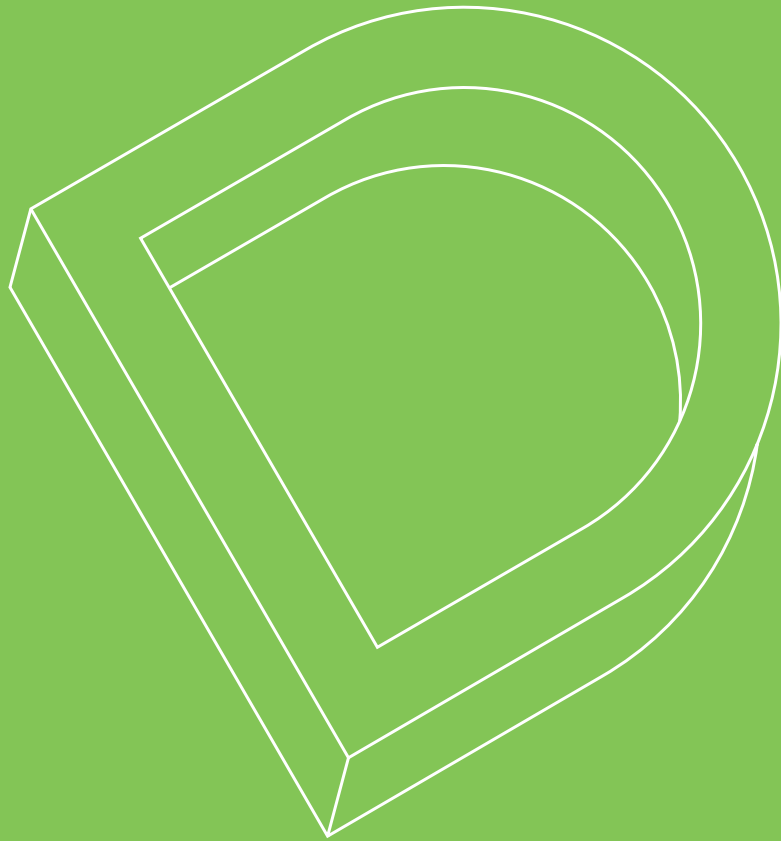


DEVELOP

20  
24

L&D  
KALEIDOSCOPE

2024  
REPORT



## DEVELOR INTRODUCTION

DEVELOR is an international training and development company represented in 16 countries. We go beyond education – we're a passionate community reshaping organizations into homes of growth. Our mission is clear: make sustainable mindset and behavior change happen, enabling your organization to thrive.

# WHAT SETS US APART?

We forge strategic partnerships, immerse ourselves in understanding your challenges, and craft tailor-made Learning Journeys with an innovative approach. Picture a future where your teams unleash their potential. With DEVELOR, that vision becomes reality. Our commitment to excellence is not just a tagline – it's the foundation of our work. As architects of growth, we leverage cutting-edge technology and innovative methodologies to deliver results that exceed expectations.

**Let's not just train; let's transform. Choose DEVELOR as your partner on this exciting journey of growth, where your organization evolves into its true potential.**

OUR  
INTERNATIONAL  
COVERAGE

16  
COUNTRIES

# L&D KALEIDOSCOPE 2024

Welcome to the "L&D Kaleidoscope 2024" report, a thorough exploration aimed at guiding you through the changing world of Learning & Development (L&D). This report is a reflection of the dynamic and complex nature of L&D, resembling the ever-shifting patterns seen in a kaleidoscope. It captures the wide variety of challenges, trends, and opportunities within the HR field, providing valuable insights for strategic planning, decision-making, and fostering innovation.

The name "L&D Kaleidoscope" was carefully chosen to represent the essence of our findings – it highlights the colorful, detailed, and diverse patterns that arise when different perspectives, strategies, and practices in L&D come together. Similar to how a kaleidoscope creates endless patterns through the reflection of light and color, this report aims to showcase the many ways in which organizations can enhance their L&D initiatives, adapt to changing needs, and promote a culture of ongoing improvement and learning.

Through this report, we encourage you to look at your L&D strategies from a kaleidoscopic perspective, appreciating the wealth of diversity and the possibilities for transformation. This document is not just a tool for reflection but also a guide for HR teams as they navigate the complexities of managing today's workforce. By providing a detailed comparison with industry standards and shedding light on common global challenges, it enables HR professionals to align their strategies within a broader context.

Additionally, the report plays a vital role in building a sense of community and collaboration among HR professionals. By sharing challenges and solutions, it promotes a collective path to growth and improvement, benefiting the whole field.

In summary, this survey report is more than a mere collection of data; it's an indispensable guide for HR professionals addressing the modern challenges of L&D and HR management.

# RESEARCH METHODOLOGY



## SURVEY OBJECTIVE

The primary aim of this survey was to gather comprehensive insights into the current trends, challenges, and future directions within the fields of Human Resources (HR) and Learning and Development (L&D). By targeting professionals and managers in these areas, the survey sought to understand the evolving landscape of workforce management and development practices across diverse regions.



## SURVEY DESIGN

The research was structured into two main components: a quantitative online survey and a qualitative segment consisting of in-depth interviews. This mixed-methods approach was chosen to ensure a robust analysis of the subjects under investigation, combining broad statistical data with nuanced personal insights.



## PARTICIPANTS

The survey exclusively targeted HR and L&D professionals, due to their direct involvement and expertise in the field. 1,773 participants contributed to the survey, representing varied industries and organizational sizes across 21 countries in Europe, the Middle East, and Middle Asia. This diverse range of participants was key to capturing a wide range of perspectives and practices.



## DATA COLLECTION - QUANTITATIVE PHASE

The survey was distributed through professional networks, industry associations, and social media platforms. The survey included a series of structured questions designed to quantify preferences, practices, and perceptions regarding various aspects of HR and L&D work. Participation was voluntary, with anonymity and confidentiality assured to all respondents.



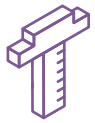
## DATA COLLECTION - QUALITATIVE PHASE

Following the quantitative survey, more than 200 deep interviews were conducted. These interviews were carried out with selected survey participants who expressed interest in further contributing to the research. The interviews allowed a richer understanding of the challenges and opportunities faced by HR and L&D professionals.



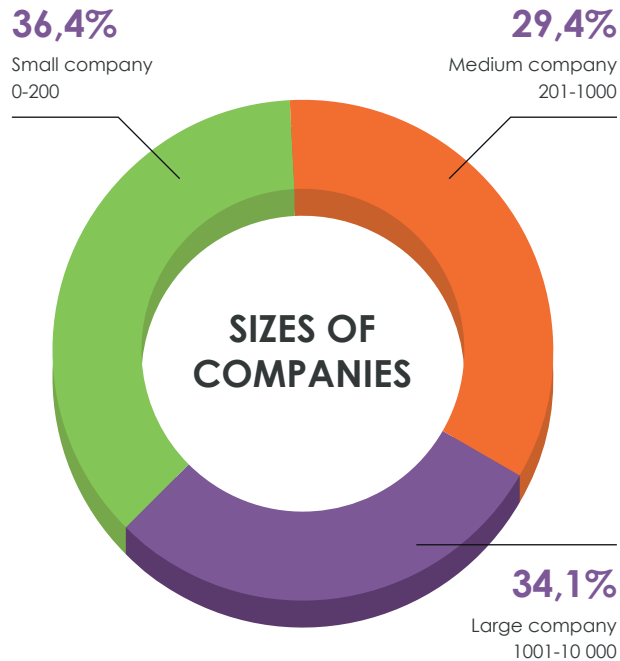
## GEOGRAPHICAL SCOPE

The survey encompassed responses from 21 countries across Europe, the Middle East, and Middle Asia, providing a comprehensive overview of HR and L&D practices across these regions. This geographical diversity enriched the survey findings, offering insights into regional trends and global patterns.



## COMPANY SIZE DISTRIBUTION

The survey featured a well-balanced distribution of company sizes, ensuring a representative cross-section of the business landscape. This balance allowed for a nuanced analysis that reflects the varied contexts in which HR and L&D professionals operate, from the agility of small companies to the complexity of large enterprises.



## ANALYSIS

Data from the online survey were analyzed using software to identify prevalent trends, correlations, and differences among various groups. The qualitative data from the in-depth interviews were transcribed and subjected to thematic analysis, highlighting key themes, narratives, and case studies that illustrate the experiences of HR and L&D professionals.



## ETHICAL CONSIDERATIONS

Throughout the research process, ethical guidelines were strictly followed. Participants were informed about the purpose of the research, the use of data collected, and their rights as participants. Consent was obtained from all participants, and measures were taken to ensure the privacy and confidentiality of the data collected.



# STATISTICAL SNACKS - BITE-SIZED INSIGHTS

**16.3%** mention  
**DIGITALIZATION  
AND AI**  
as top HR priority

Even though Artificial Intelligence (AI) seems to be everywhere, it ranks only eighth on the Top HR Priorities list, according to HR leaders' insights. The interest varies significantly between countries. In the Czech Republic and Slovenia, for example, 33% consider AI important, compared to only 11% in Azerbaijan and Georgia. This variation underscores the different perspectives on the role and relevance of AI in HR practices across various regions.

Despite Digitalization and AI not being the top priorities in HR, they are prominently featured among the most critical training topics, alongside Growth Mindset. However, "green mindset" is much less popular, with only 5.5% of respondents considering it a top topic. This contrast highlights the evolving focus of HR training priorities, with a strong interest in technology and personal growth themes, while environmental consciousness is still finding its place.

## MINDSET AMONG TOP TRAINING TOPICS:

<b>GROWTH MINDSET</b>	<b>20.8%</b>
<b>AI MINDSET</b>	<b>20.4%</b>

**ADAPTIVE/FUTURE  
LEADERSHIP** → **Nº3**  
while  
**LEADERSHIP  
BASICS** → **Nº5**

Training in basic leadership skills and Adaptive/Future Leadership are both highly ranked among the top L&D topics, each receiving equal mentions (21%). This indicates that there is a significant demand for training in future leadership competencies, but the fundamentals are seen as equally important.

Looking into the details by company size, 32% of small companies (those with fewer than 200 employees) rely solely on external trainers, compared to just 11% of large enterprises (with over 1000 employees). This difference is largely because most larger companies have their own teams of internal trainers.

**24.5%**  
exclusively utilize external trainers

A QUARTER LEAP:  
**24.7%** see over  
**10%** increase in training budgets

A quarter of the respondents expect a significant increase in their L&D budget of over 10%, which is noteworthy even though the majority anticipate managing with a budget in 2024 similar to the previous year's. The continued popularity of online training contributes to more efficient budget use by saving on accommodation and travel costs.

In the realm of asynchronous learning tools, videos are the most preferred, followed by podcasts, and then e-books. This preference order suggests that learners tend to favor visual learning over engaging with text-based content. It aligns with observations of decreasing attention spans, indicating a growing preference for consuming information in more digestible, visually engaging formats rather than through traditional, text-heavy methods.

VISUAL VICTORY:

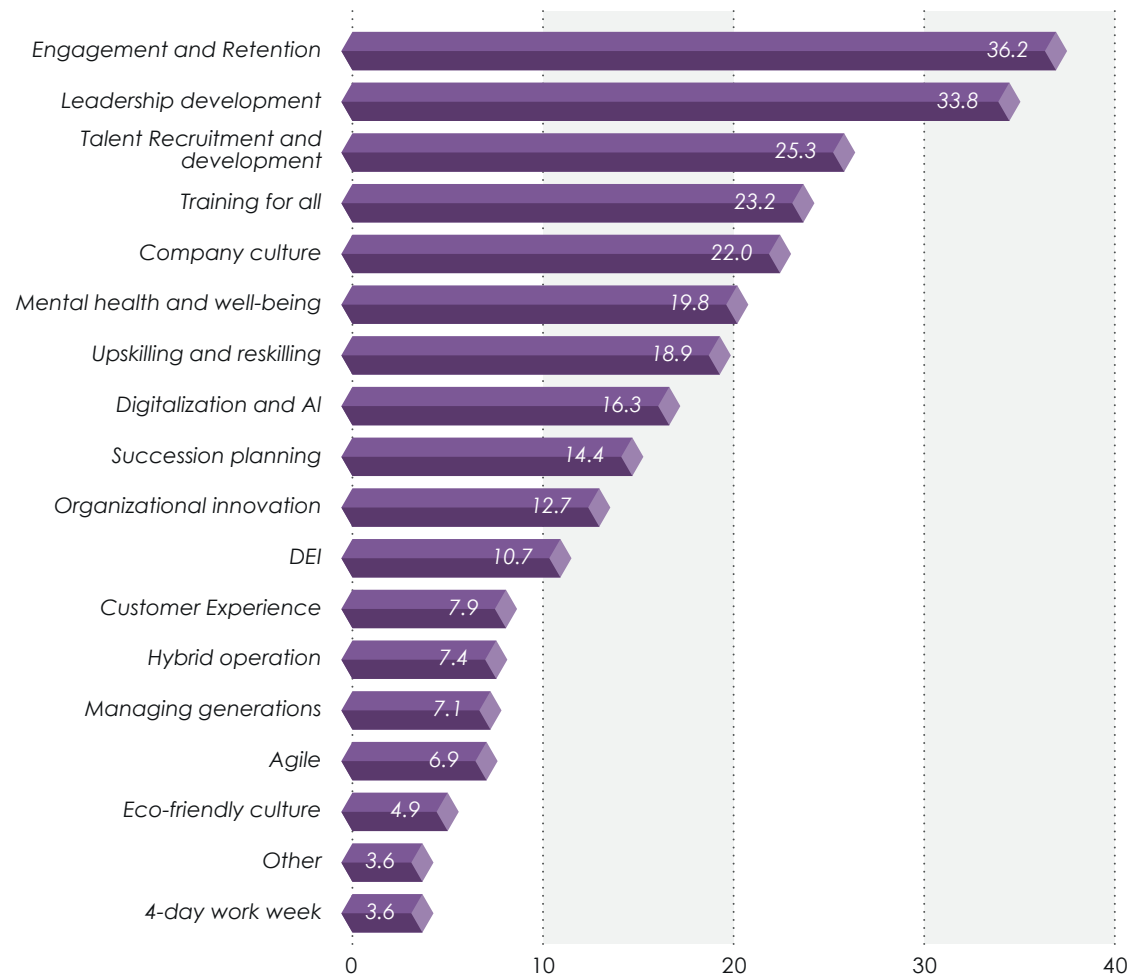
VIDEO	35.6%
PODCAST	18.6%
E-BOOK	9.8%





# HR'S FOCUS IN 2024: ATTRACT, RETAIN, ENGAGE

## TOP PRIORITIES FOR HR 2024



Our recent survey, gathering insights from over 1770 participants, has brought to light a critical issue in the HR domain: **RETAINING AND ENGAGING EMPLOYEES REMAINS A FORMIDABLE CHALLENGE.**

Despite suggestions that the era of the 'Great Resignation' might be waning, our research shows that the search for talented and skilled workers is as difficult as ever.

To understand this better, we conducted over 200 detailed interviews with HR and Learning & Development Managers. A key finding from these conversations is the widespread issue of low engagement levels, exemplified by the phenomenon of 'Quiet Quitting'. This term refers to employees who stay with an organization, but do not fully commit, doing just the bare minimum required by their job. This trend highlights a significant hurdle for companies aiming to build a dedicated and enthusiastic workforce.



In trying to tackle these issues, we've seen a complex scenario unfold. Some company initiatives have indeed increased employee satisfaction, but this hasn't always led to a stronger commitment. This situation points to a workforce that is generally happy, but not motivated to go above and beyond, possibly encouraging those who might take advantage of the situation.

A common sentiment among leaders and HR professionals is a sense of fatigue from trying to engage employees without seeing tangible improvements, aligning with a global downturn in engagement levels reported by Gallup (State of Global Workforce 2023), a trend that has been developing over time.

*Over the past few years, we've tried everything to motivate our people, yet the annual engagement survey still yielded poor results. We've quite lost our enthusiasm.*

**(HR Director, insurance)**

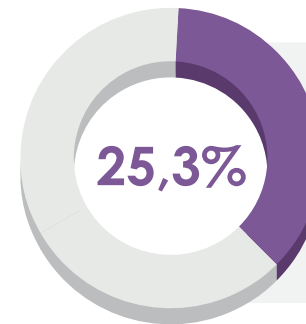
It's crucial to recognize that employee satisfaction and engagement are driven by different factors. Both are essential for a positive workplace, but they originate from different aspects of the job and employee experience. While there's some overlap, the main difference is the level of emotional and psychological commitment. Satisfaction relates to the basic aspects of the job, like pay and work conditions, whereas engagement is about a deeper connection and emotional investment in the work and the organization.

Here are some key influencing factors for each:

<p><b>Employee Satisfaction</b></p> <ul style="list-style-type: none"> <li>• Compensation and Benefits</li> <li>• Work-Life Balance</li> <li>• Work Environment, Tools, Equipment</li> <li>• Job Security</li> </ul>	<p><b>Employee Engagement</b></p> <ul style="list-style-type: none"> <li>• Company Vision and Values</li> <li>• Meaningful Work</li> <li>• Career Development</li> <li>• Autonomy and Empowerment</li> <li>• Feedback and Recognition</li> </ul>
--	--

Considering these elements, it's clear that efforts often focus on improving satisfaction, while truly engaging employees requires a deeper commitment from leadership.

“Our main concern is the personnel shortage. We understand that we have to work in several directions to cope with it – Employer branding, cooperation with universities, looking for people among diverse groups”  
**(HR Director, retail)**



Additionally, 25,3% of survey respondents pointed out talent recruitment and development as major challenges, underscoring the ongoing struggle to find and nurture skilled and motivated employees in a competitive labor market.

This highlights the critical need for effective Employer Branding that not only attracts candidates but also resonates with current employees. It should go beyond just creating an appealing image to involve meaningful engagement with internal processes and stakeholders.

While exploring the responses to our survey, many intriguing questions arise, but one final observation stands out. The concept of a 4-day workweek, despite its frequent discussion in the media, was rarely mentioned by the managers we surveyed. Its low ranking suggests it may not yet be the right time for such a shift, but we're keen to see how this topic evolves in future research.

# 2024'S LEARNING AGENDA: WELL-BEING, COMMUNICATION, AND LEADERSHIP

## MOST IMPORTANT TRAINING TOPICS IN 2024



Our comprehensive survey, which included insights from over a thousand participants, has brought to the forefront a critical issue within the HR landscape: **THE MANAGEMENT OF MENTAL HEALTH.**

This concern has been identified by one in every three respondents as their top priority, signaling an urgent need for immediate action. The importance of this issue cannot be overstated, especially in today's context where we are navigating through the complexities of a post-pandemic world, economic uncertainties, political unrest, and the looming threat of global crises. These challenges have ushered in unprecedented levels of stress, unlike anything we have experienced before.

Moreover, the transition to remote and hybrid work models has introduced a new set of challenges. The lack of informal, face-to-face interactions, once a staple of office life, means that the subtle signs of a colleague's distress, previously noticeable during casual encounters by the photocopier, are now harder to detect. This new working environment has significantly impacted the traditional mechanisms of support and camaraderie among employees.

Addressing the issue of employee anxiety is undoubtedly complex, given the vast diversity in individual needs, circumstances, and potential triggers of anxiety. However, a simplified yet effective approach to managing this challenge lies in fostering a supportive and open company culture. A culture where management takes the lead in openly discussing mental health issues, sharing personal experiences or challenges, and demonstrating vulnerability can play a transformative role. Such openness not only helps in destigmatizing mental health issues but also encourages employees to speak up and seek the help they need.

To this end, several strategies can be employed:

**Training for Managers and Staff:**

Providing essential training to recognize the signs of stress and anxiety, facilitate sensitive conversations, and offer appropriate support and referrals is crucial. This training equips managers and staff with the tools needed to support their colleagues effectively.

**Peer Support Systems:**

The formation of peer groups or buddy systems can provide a platform for employees to share their experiences and offer emotional support to each other in an informal setting. This system fosters a sense of community and mutual support within the workplace.

**Employee Assistance Programs (EAPs):**

These programs offer confidential counseling and support for a range of personal and work-related issues, including anxiety, through third-party services. They are a vital resource for employees seeking help in a confidential manner.

**Mental Health Resources:**

Companies must compile and share a comprehensive list of external mental health resources, such as hotlines, counseling services, and mental health apps. Easy access to these resources can be a lifeline for those in need.



## LEADERSHIP DEVELOPMENT

Another pivotal finding from our survey is the emphasis on leadership development, which has emerged as a top training challenge, on a par with retention and recruitment. This indicates a growing awareness of the importance of strong leadership capabilities to navigate the increasingly complex HR landscape. The need for adaptive leadership is particularly noteworthy. This approach to leadership emphasizes creating an environment that nurtures commitment, innovation, and a willingness to learn among employees, rather than merely setting goals for them to achieve.

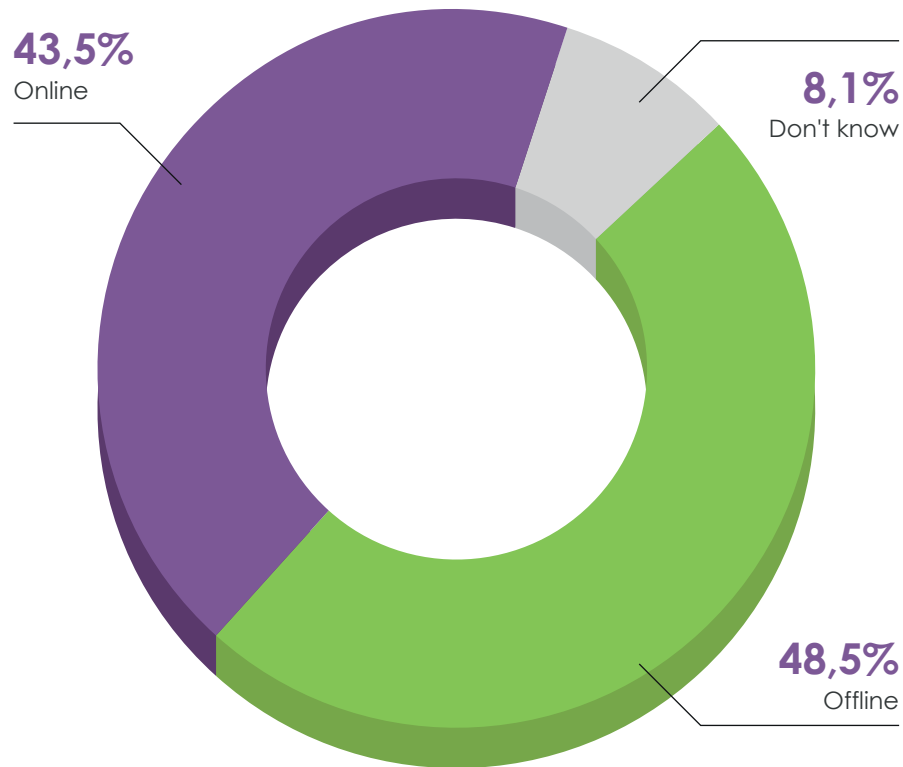
In recent years, the concept of a Growth Mindset, as introduced by Carol C. Dweck in her seminal 2006 book "Mindset: The New Psychology of Success," has gained widespread popularity. It has become an essential component of comprehensive development programs. The Growth Mindset is predicated on the belief in the potential for change and improvement, underscoring the idea that developing skills and achieving lasting change is contingent upon an individual's openness to growth and learning.

As we look towards the future, it is clear that the challenges we face in the realm of HR and employee development are multifaceted and complex. However, by prioritizing mental health, fostering a culture of support and openness, and focusing on the development of adaptive leadership and a growth mindset, we can navigate these challenges successfully.



# THE CO-DOMINANCE OF ONLINE AND CLASSROOM TRAINING

## WHAT WILL BE THE COMBINATION OF ONLINE OR OFFLINE PROGRAMS?



With the changes ushered in by COVID, we've happily made our way back to the classroom, yet the appeal of online learning has not just remained; it has grown beyond what we hoped for in 2020. Our early experiences marked the start of an exciting journey that has continued to evolve.

Online learning programs stand out for their unparalleled flexibility, the ability to access global expertise easily, and their cost-effectiveness. These features offer learners the freedom to participate from anywhere, which is especially beneficial for companies with a national presence and individuals in remote areas. The online format breaks down geographical barriers, making it possible to connect with top-tier experts who might be inaccessible in a traditional classroom setup.

In the current economic climate, where keeping costs down is more important than ever, online learning has become increasingly attractive. It eliminates the need for physical spaces and cuts down on travel and accommodation costs for both trainers and participants, making it a budget-friendly option. This efficiency allows organizations to better manage their operational costs and reallocate their learning and development (L&D) budgets in more strategic ways.

*Don't overdo online learning. Personal contact should be maintained.*

**(Member of the Board, manufacturing)**

Creating effective online training involves more than just moving classroom materials to a digital platform. It requires designing an engaging, interactive learning experience specifically for the digital medium. This means breaking down content into manageable chunks, using interactive elements like polls and quizzes to engage learners, and incorporating a variety of multimedia resources to enrich the learning experience. As trainers, we also need to become proficient in digital tools, provide strong technical support, and foster a sense of community among participants to ensure the training is both effective and enjoyable.

## THE RULE

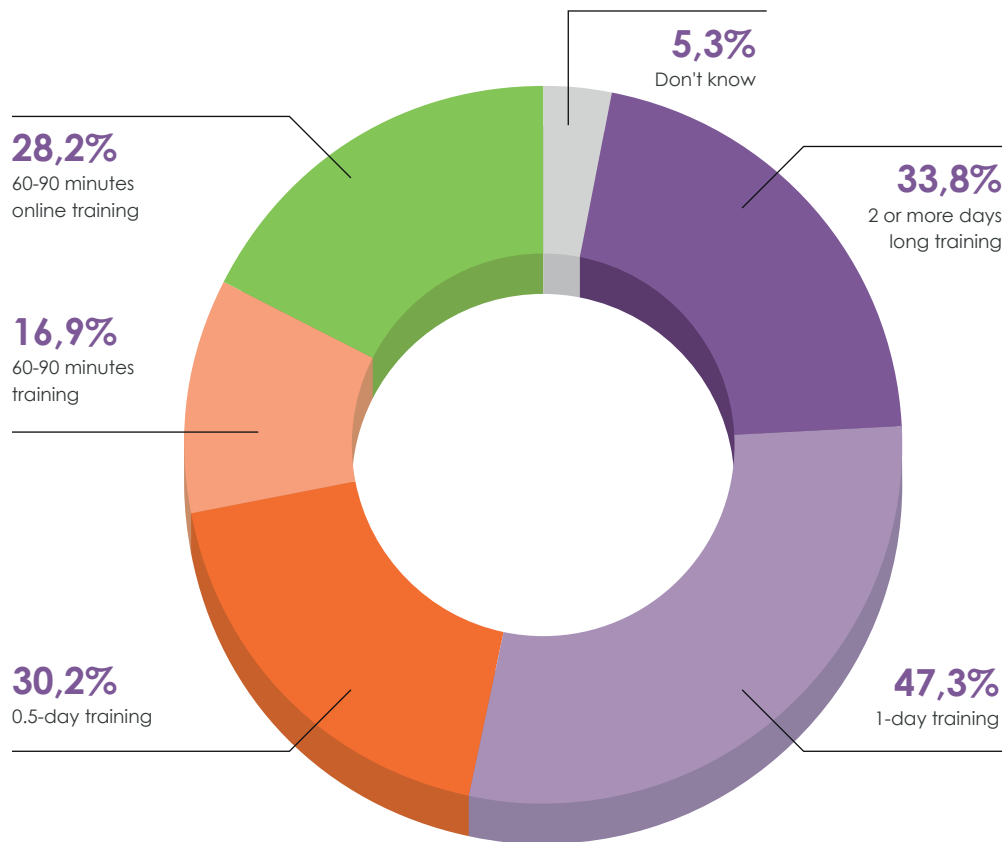


As professional trainers, we've adopted a principle to boost the interactivity and engagement of our online courses, which we refer to as the "7-20-90" rule. This approach involves introducing a brief activity every 7 minutes to maintain energy and focus, followed by a more in-depth task every 20 minutes to enhance understanding and application of the content. Additionally, to keep the sessions lively and avoid fatigue, we limit them to 90 minutes each. We recommend a maximum of two such sessions per day, separated by a 30-minute break, to ensure the learning experience is not only informative but also impactful and memorable.



# LESS IS MORE? QUESTIONS ARISE AS COMPANIES OPT FOR SHORTER TRAINING

## WHAT IS THE PREFERRED DEVELOPMENT UNIT IN CASE OF TRAINER-LED PROGRAMS?



The trend towards shorter training sessions continues to gain momentum. Looking back to the pre-COVID era, many recall the extended 2–3-day training sessions with a sense of nostalgia. These comprehensive skill development courses were often held in hotels or dedicated training facilities, spanning over two full days, with some extending to three or even four to five days. Despite their length, these sessions were highly effective, providing ample time for travel, introductions, and thorough exploration of the content. They also placed significant mental demands on both participants and trainers.

However, the benefits of such immersive experiences, particularly the team-building opportunities during the evenings, were invaluable. These moments allowed participants from different locations to forge personal and professional connections, enhancing collaboration and strengthening the company's culture.



Currently, nearly half of all training sessions are limited to a single day, with half-day sessions also growing in popularity. It's now relatively rare for training to extend beyond a day, marking a significant shift in how professional development is approached.

Our 2024 research suggests that the days of multi-day training sessions might be behind us, with little indication of a return to longer formats. This evolution prompts a critical question: have we reached the limit in reducing training durations, or is there still potential for making them even shorter? Feedback from our respondents indicates a new standard is emerging, favoring one-day courses. Yet, this transition presents organizations with the challenge of finding ways to replicate the advantages previously gained from longer, multi-day training programs. These benefits include team-building, fostering cross-departmental communication, and creating opportunities for employees to connect beyond their immediate work tasks.

*“ We design our learning interventions to meet the participants' needs while ensuring lasting behavior change at work.*

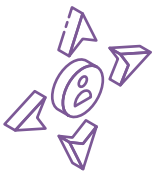
**(Global Head of L&D, automotive)**

The trend towards shorter training sessions has introduced several challenges that can affect the dynamics within organizations and the overall effectiveness of teams.

These challenges include:



**SILOS DEVELOP:** When departments operate in isolation, it restricts the flow of knowledge across the organization. This isolation can lead to inefficiencies and reduce the opportunities for collaborative work.



**MISUNDERSTANDINGS INCREASE:** With fewer face-to-face interactions, there's a higher chance of misunderstandings arising due to the lack of opportunities for immediate clarification and direct communication.



**TEAMWORK REDUCES:** The decrease in cross-departmental interactions can significantly lower the synergy that's essential for fostering innovation and solving complex problems.



**INNOVATION STIFLES:** The absence of collaboration across different departments can lead to a decline in the generation of new, innovative ideas, as the sharing and integration of diverse perspectives are limited.

To address these challenges and promote a more cohesive and collaborative environment within organizations, several strategies can be considered:



**REGULAR CROSS-DEPARTMENTAL MEETINGS AND PROJECTS:**

Encouraging or even mandating regular interactions and collaborative projects between departments can enhance communication and teamwork across various segments of the business.



**IN-PERSON CROSS-TEAM BUILDING ACTIVITIES:**

Organizing activities that bring together employees from different departments can significantly improve relationships and morale, helping to break down barriers and foster a stronger sense of unity and collaboration.

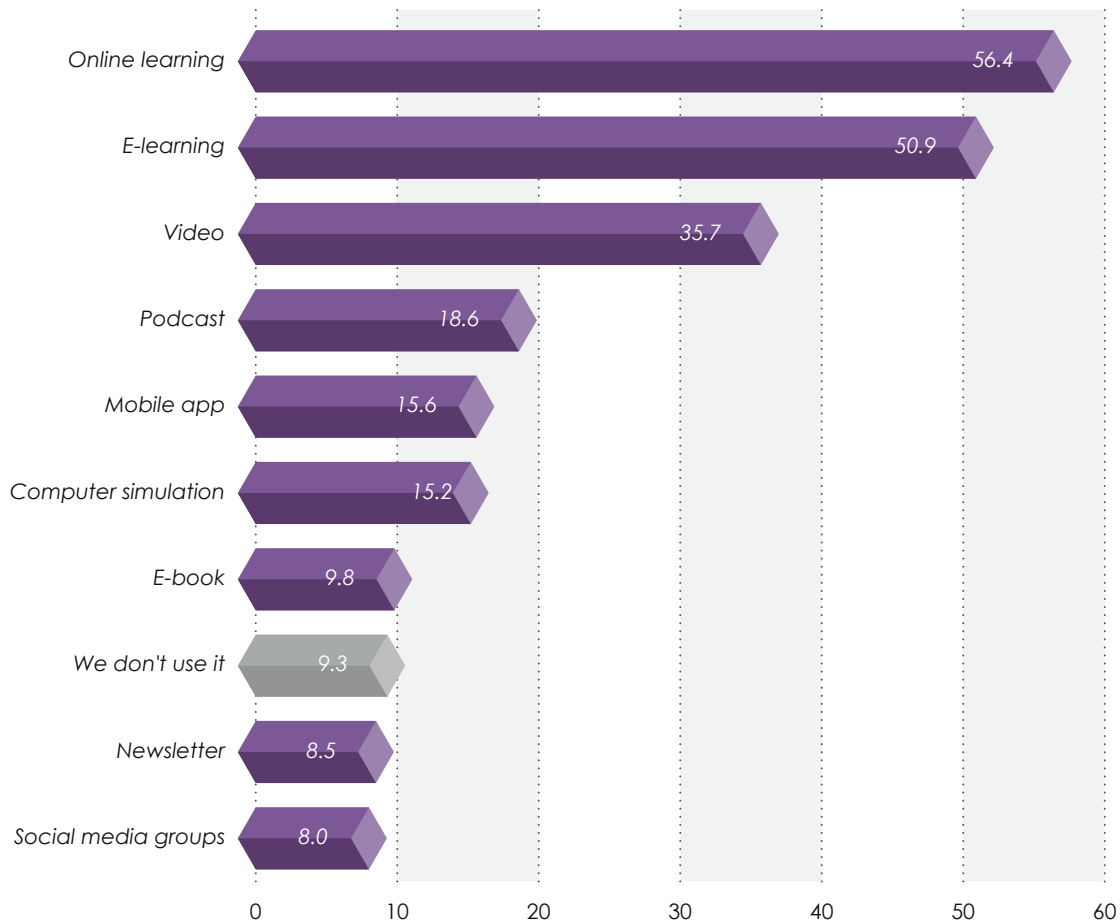


**INTERNAL COMMUNICATION PLATFORMS:**

Implementing and making the most of internal tools and platforms can facilitate the easy exchange of information and ideas across the organization. This approach ensures that knowledge is shared widely and that collaboration is encouraged, bridging the gaps that may exist between different departments.

# THE PERSISTENT POPULARITY OF ONLINE LEARNING AND E-LEARNING AMONGST ASYNCHRONOUS

## PREFERRED ASYNCHRONOUS DEVELOPMENT FORMS IN 2024



The advancement of technology has significantly transformed the landscape of online training, making asynchronous learning increasingly popular. Asynchronous learning allows learners to engage with course material at their own pace and on their schedule, without the need for real-time interaction with a trainer or instructor.

The rising popularity of asynchronous learning among learners is largely attributed to the demand for more flexible, personalized, and time-efficient learning options. For Learning & Development (L&D) professionals, online learning solutions offer an excellent opportunity to address the growing need for skill development, upskilling, and reskilling among their colleagues.

In this context, subscribing to courses from popular learning providers such as LinkedIn Learning, Udemy, and Coursera, among others, presents an attractive option. These platforms offer a wide variety of courses, making it easy to provide access to diverse learning opportunities. It's therefore not surprising that 56% of respondents in our survey expressed a preference for courses offered by online learning providers for asynchronous learning.

E-learning content also ranks highly in popularity, with many companies utilizing advanced Learning Management Systems (LMS) that offer not just mandatory or technical skills training, but also

support the development of soft skills. When it comes to the delivery method of this content, video materials overwhelmingly dominate over audio and text-based formats, as learners show a clear preference for audiovisual materials over lengthy texts or audio-only content.

*“We started to use Online Learning platforms in 2020 as the impact of COVID. I have to admit, we have mixed feelings by now.”*  
**(HRBP, banking)**

Given these developments, one might think that asynchronous learning has revolutionized Learning and Development. However, this approach is not without its challenges, one of the most significant being the low completion rates of fully asynchronous courses. Despite the increase in online class registrations, studies indicate that 40-80% of online students drop out, with the average student completing just 30% of the course content. The dropout rates for Massive Open Online Courses (MOOCs) are even higher, exceeding 90%.

## SO, WHAT CAN L&D PROFESSIONALS DO TO IMPROVE THESE COMPLETION RATES?



Firstly, modern asynchronous learning content should be designed to maximize impact and engagement. Short, interactive, bite-sized materials have been shown to help retain participants' attention. Adding elements of interactivity, such as peer learning opportunities or social media-like features where participants can like or comment on each other's work, can enhance the learning experience.



Incorporating gamification into the learning process is another effective strategy to boost engagement. The opportunity to earn points, and badges, or to see one's progress on a leaderboard can foster a sense of healthy competition among participants, making the learning experience more engaging and enjoyable.

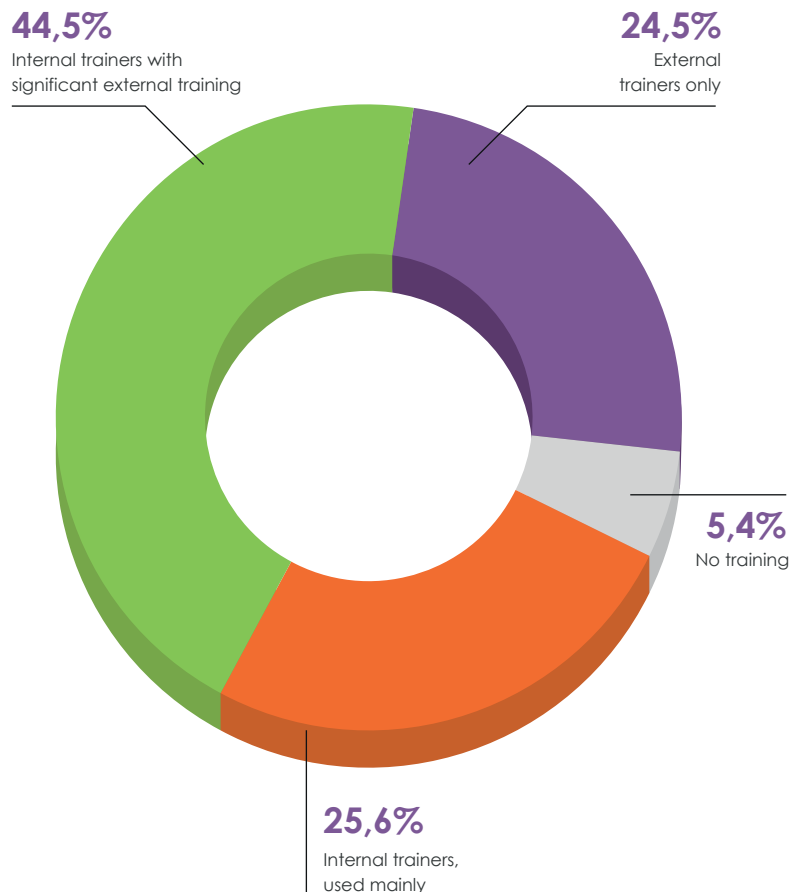


Last but not least, follow-up for these courses is just as important, if not more, than it is for ILT programs, as learners may need extra motivation or consultation to progress.



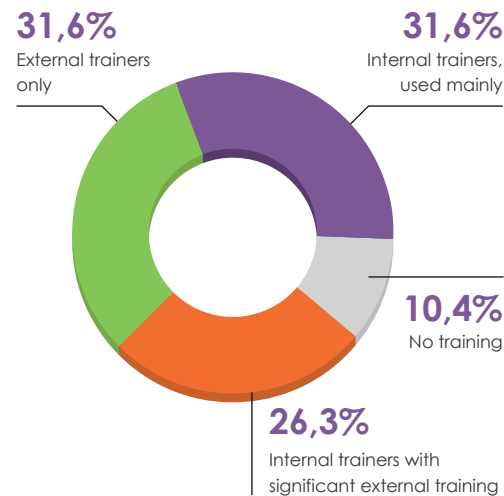
# COMBINING FORCES WITH INTERNAL AND EXTERNAL TRAINERS

## INTERNAL TRAINERS

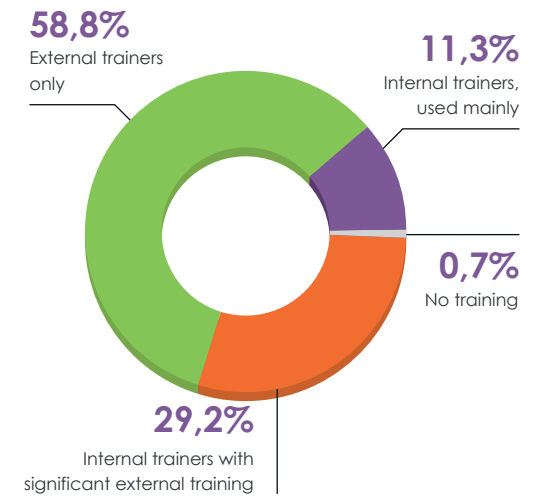


Companies often have to decide between using internal trainers or external trainers for their learning and development needs. Both options have unique benefits, and understanding the advantages of internal trainers, especially when external trainers are also an option, is crucial for making well-informed decisions. In larger organizations, internal trainers are quite common. From detailed interviews, it appears the main difference lies in their application. Typically, internal trainers are favored for specific professional training and basic skills development in certain areas, but they are seldom used for management training.

## INTERNAL TRAINERS (Small size – 0-200)



## INTERNAL TRAINERS (Large size – 1000+)



Here are the benefits of using an internal trainer team:



**DEEP ORGANIZATIONAL KNOWLEDGE:** They have a thorough understanding of the company's culture and processes, which allows for training that is highly tailored and relevant.



**COST-EFFECTIVENESS:** Using internal trainers is generally more affordable than hiring external ones, as it avoids additional fees and expenses.



**TRUST AND RAPPORT:** Being part of the organization, internal trainers can easily build trust with employees, leading to better engagement.



**CONSISTENT TRAINING ON A LARGE SCALE:** Ensures uniform training delivery across the organization, which is particularly important for large companies.

For internal trainers who also have other roles within the company, this dual responsibility offers a significant opportunity for career development.



For internal trainers who also have other roles within the company, this dual responsibility offers a significant opportunity for career development. However, there are potential downsides to relying solely on internal trainers:

- 

**Challenges in Providing Unbiased Feedback:** Internal trainers might find it difficult to offer objective feedback or evaluate employees' performance without bias due to their personal relationships and existing perceptions.
- 

**Employees Might Resist Feedback:** Workers might be less receptive to constructive criticism or new ideas from someone they work closely with, as familiarity can lead to resistance to change.
- 

**Lack of Fresh Perspectives:** The close relationship between internal trainers and employees might prevent the introduction of new ideas and innovative training methods, limiting growth opportunities.
- 

**Avoidance of Challenging Topics:** Both trainers and trainees may shy away from difficult topics or discussions that could lead to significant growth, preferring to maintain harmonious relationships instead.

*“We have great internal trainers and use them widely, but we also need the fresh perspectives and credibility that external training companies bring, but only from the best ones.”*

**(Regional L&D Manager, FMCG)**

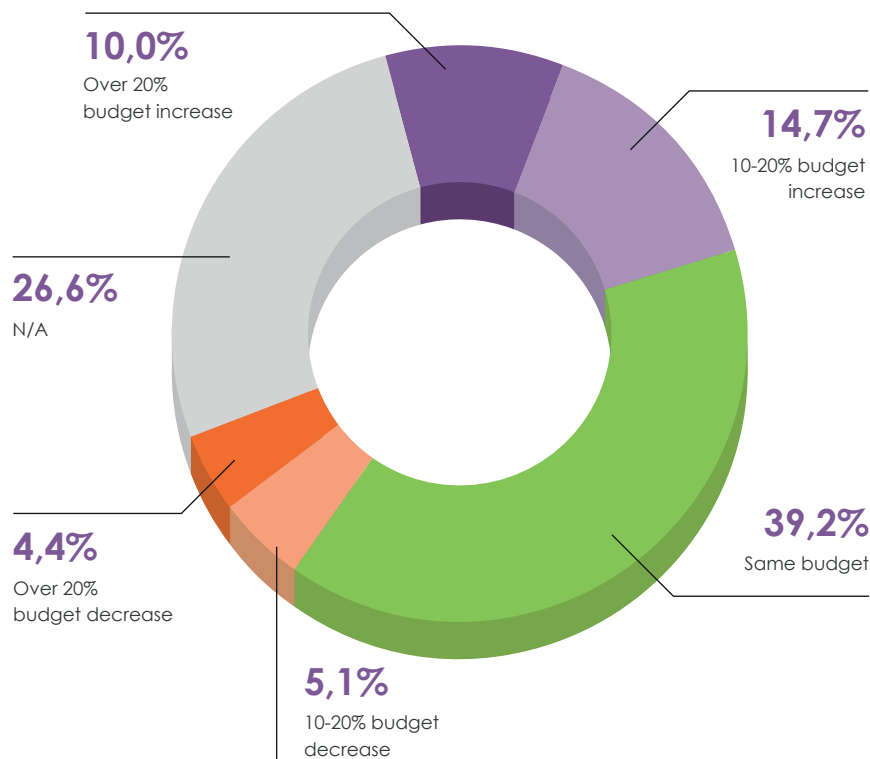
Given these considerations, 45% of respondents stated they use a well-thought-out mix of internal and external trainers. Most companies favor internal trainers while also valuing the expertise and fresh insights that external trainers provide.





# INVESTING WISELY: TRAINING AS A PATH TO RETURN ON INVESTMENT

## CHANGES OF TRAINING BUDGET IN 2024



Our survey shows that training budgets are staying pretty steady, with the biggest group of organizations (39.2%) not changing their budget at all. This seems to be a conscious decision to keep investing in training at the same level.

There's a noticeable trend towards increasing budgets rather than cutting them down. One out of four organizations is seeing their budgets go up significantly by 10% or even more, while less than 10% are dealing with smaller budgets this year. This points to a move towards investing more in training in spite of challenging times for many markets and sectors.

*“The management understands how crucial learning is these days. We've significantly expanded our L&D team, and despite cost challenges, our budget increased by 30%.”*  
**(HR Director, manufacturing)**

The general trend of increasing budgets shows that there's a strong focus on development and improving training capabilities, likely because the need for training is growing. This information is really useful for those planning and making decisions, as it helps them predict future needs and see how their organization compares to others. It might also show bigger trends in the economy or specific sectors, especially when looked at together with other information like how budgets are changing, what sectors organizations are in, or the overall economic situation.

It's also worth mentioning, especially considering the shift towards shorter training sessions and the popularity of online training, how money is being spent differently. There's a noticeable drop in what's being spent on places to hold training and hotels, which means big savings on travel costs. Because of this, there's more money available to spend on the training content itself.

# CLOSING THOUGHTS FROM OUR GLOBAL CEO



Having made it this far in reading the report, you've likely encountered a mix of impressions. Some results may reinforce what you were thinking, while others might come as a surprise.

We've certainly identified several key lessons for ourselves that support our professional work. We're thrilled that the feedback has confirmed DEVELOR is moving in the right direction with innovations. Understanding your issues and challenges gives our product development team and trainer colleagues an extra boost to offer more solutions in the areas of Engagement and Retention, Mental Health and Artificial Intelligence.

This report, whether read once or multiple times, can serve as inspiration or a benchmark for your current practices. There's no need to follow the crowd, as there's no such thing as an average company. But seeing what others do and how they do it can help you tweak your strategy or day-to-day work.

Feel free to share the study with others, whether inside your company or in the HR profession. And as you've come to expect, we eagerly await your feedback and suggestions.

After all, there's just about half a year left until our next international survey kicks off, and we'll be counting on you again.

Thanks for the time you've dedicated to our research.

A handwritten signature in purple ink, appearing to read 'Z. Pozvai'.

**ZSOLT POZVAI**  
*Global CEO*  
DEVELOR International

# CONTACT

## DEVELOP INTERNATIONAL

Headquarters

**Phone no.:** +44 20 3954 2570

**E-mail:** info@develor.com

**Address:** 128 City Road,  
London, EC1V 2NX  
United Kingdom

## DEVELOP INTERNATIONAL

Global Business Centre

**Phone no.:** +36 1 413 7990

**E-mail:** info@develor.com

**Address:** H-1074 Budapest,  
Rákóczi út 70-72.  
Hungary

## DEVELOP MIDDLE EAST

Middle-East Headquarters

**Phone no.:** +971 56 33 191 33

**E-mail:** info.middle-east@develor.com

**Address:** Burlington Tower, Business Bay,

**PO Box:** 121907, Dubai  
United Arab Emirates

## DEVELOP AZERBAIJAN

**Phone no.:** +994 77 277 77 47

**E-mail:** info.azerbaijan@develor.com

**Address:** 44 Jafar Jabbarli street,  
Caspian Plaza, AZ1065 Baku

## DEVELOP CZECH

**Phone no.:** +420 730 171 185

+420 730 171 180

**E-mail:** info.czech@develor.com

**Address:** Praha, Korunní 2569/108,  
101 00

## DEVELOP CROATIA

**Phone no.:** +385 97 7000005

**E-mail:** info.croatia@develor.com

**Address:** Palinovečka 19/G,  
10000 Zagreb, Croatia

## DEVELOP EGYPT

**E-mail:** info.egypt@develor.com

**Address:** 18 Hoda Shaarawy St.  
Downtown, Cairo  
4th floor Office 22  
P.O. Box 4280121  
ZIP 1613

## DEVELOP GEORGIA

**Phone no.:** +995 599 964599

**E-mail:** info.georgia@develor.com

**Address:** 68 Ketevan Tsamebuli ave,  
Tbilisi 0144

## DEVELOP HUNGARY

**Phone no.:** +36 1 413 7990

**E-mail:** info.hungary@develor.com

**Address:** H-1074 Budapest,  
Rákóczi út 70-72.

## DEVELOP OMAN

**E-mail:** info.oman@develor.com

**Address:** P.O Box 1028  
PC 411. Oman

## DEVELOP POLAND

**Phone no.:** +48 22 887 10 92

**E-mail:** info.poland@develor.com

**Address:** Al. K.E.N. 98/12,  
Warszawa 02-777

## DEVELOP SLOVAKIA

**Phone no.:** +421 902 954 102

**E-mail:** info.slovakia@develor.com

**Address:** Krasovského 13,  
Bratislava 851 01

## DEVELOP SLOVENIA

**Phone no.:** +386 4 583 73 10

**E-mail:** info.slovenia@develor.com

**Address:** Cesta Toneta Tomšiča 11,  
Jesenice 4270

## DEVELOP UKRAINE

**Phone no.:** +38 044 227 71 72

**E-mail:** info.ukraine@develor.com

**Address:** 51-B Khmelnickogo str.  
Kyiv 01030

## DEVELOP BULGARIA

**E-mail:** info.bulgaria@develor.com

## DEVELOP ROMANIA

**E-mail:** info.romania@develor.com

## DEVELOP SERBIA

**E-mail:** info.serbia@develor.com

# FOLLOW US!



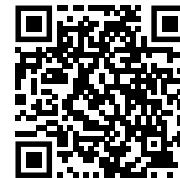
@develor



@develorinternational



@develor.international



@develorinternational

