Engaging Industry in the Post-Recession World

a conversation about corporate and professional development training in today’s market

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has the business of professional development & corporate training fundamentally changed.

set the stage impacts of recession understanding these impacts discuss & share
setting the stage
official timeline of recession: December 2007 – June 2009
severity + slow recovery = ?

in tough times travel and training are the first to go and probably the last to come back
thinking of the difference between tactical-level, technical programs for mid-level employees versus executive leadership programs for senior-level & hi-potential employees

fundamental changes in approach design deliver
impacts:
anecdotal conversation
before recession: more employees trained outside...
after recession: smaller market & more competition
before recession: more apt to train for the sake of training
after recession: how can this training help meet corporate objectives
before recession: ROI... important, but not tracked with diligence
after recession: ROI... more pressure to prove returns
impacts:
survey results
company size

- Less than $250M
- $250M - $500M
- $500M - $1B
- Over $1B
who approves training for individual employees

who approves custom programs
Frequency of engaging external training vendor

pre-recession

post-recession
avg amount of $ spent per-employee, per-year

pre-recession

post-recession
avg number of learning hours per-employee, per-year

pre-recession

post-recession
approval process for custom programs became more stringent since recession
Tangible impacts are more critical today.

Type of impact / ROI most critical:
- Alignment with corporate values
- Increased revenue from recipients of training
- Operational savings
- General stickiness of training
- Employee satisfaction / upward mobility
impact of factors on learning function

Source: ATD Learning Executive Confidence Index report, 2014
impact of economy on learning activities

Source: ATD Learning Executive Confidence Index report, 2014
understanding the impacts
fundamental changes... in our business of training
buyers decision process focusing on corporate training, or custom programs, so B2B
approach ➔ design ➔ deliver

awareness ➔ evaluation ➔ decision

typical buying decision process
approach → design → deliver

Source: Corporate Executive Board & Harvard Business Review
**Solution Selling** | **Insight Selling**

**What kind of company to target**
- Organizations that have a clear vision and established demands
- Agile organizations that have emerging demands or are in a state of flux

**What sort of initial information to gather**
- What need is the customer seeking to address?
- What unrecognized need does the customer have?

**When to engage**
- After the customer has identified a problem the supplier can solve
- Before the customer has pinpointed a problem

**How to begin the conversation**
- Ask questions about the customer’s need and look for a “hook” for your solution
- Offer provocative insights about what the customer should do

**How to direct the flow of information**
- Ask questions so that the customer can steer you through its purchasing process
- Coach the customer about how to buy, and support it throughout the process

*Source: Harvard Business Review*
breakout discussion
do you see any fundamental changes in your day-to-day work?

how might you frame your work, and how have/might you change things up to meet changing customer demands?
our future of delivering professional & corporate training solutions
thank you

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