THE ANATOMY OF THE MODERN LEARNING SYSTEM
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The landscape of the corporate training industry is changing, thanks to evolving learner expectations and technologies. The learning organization must modernize to stay relevant, address the most pressing challenges faced by learning leaders and capitalize on the large investments made in training. Training Industry, Inc. research has identified a number of key features of the modern learning system that incorporate innovations and trends in order to address the changing market and contemporary learning preferences.

The training function is no longer simply a steward of a series of event-based courses. The modern learning system combines interrelated data, processes and resources to create a system of interdependencies that work together, adapting to changing business needs. These interdependencies include multi-level dynamics driven by the organization, training professionals, technological advances and the learners themselves.

This report accumulates two years of research insights to illuminate these dynamics.
TRAINING INDUSTRY, INC. RESEARCH PARTICIPANT DEMOGRAPHICS

Unless otherwise noted, all research findings described within this report are based on Training Industry, Inc. research data collected between 2016 and 2017. The following are typical demographics of participants across this research.

Training Industry, Inc. research focuses on multiple perspectives:

1. Banking and Finance
2. Health Care
3. Business Services
4. Technology
5. Manufacturing
6. Construction
7. Durable Goods
8. Education

*Other includes associates, consultants, specialists, instructors/trainers, analysts and instructional designers

Respondents typically represent decision-makers at mid- to large-sized organizations in a variety of industries.

**Company Size**

<table>
<thead>
<tr>
<th>Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;50,000</td>
<td>10%</td>
</tr>
<tr>
<td>10,001-50,000</td>
<td>12%</td>
</tr>
<tr>
<td>5,001-10,000</td>
<td>11%</td>
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<tr>
<td>1,001-5,000</td>
<td>28%</td>
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<tr>
<td>501-1,000</td>
<td>25%</td>
</tr>
<tr>
<td>101-500</td>
<td>11%</td>
</tr>
<tr>
<td>1-100</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Top 8 Industries**

(representing ~60% of respondents)

1. Banking and Finance
2. Health Care
3. Business Services
4. Technology
5. Manufacturing
6. Construction
7. Durable Goods
8. Education

**Job Titles**

- Executive: 23%
- Manager: 56%
- Other*: 21%
Ken Taylor is partner and president of Training Industry, Inc., as well as the editor-in-chief for Training Industry Magazine. His career spans 30 years in leadership roles across several industries and focus areas, including operations, technology, sales, marketing and finance. He has spent the last 11 years at Training Industry, Inc. focusing on the business of learning. He holds a bachelor’s degree in finance and international business from McGill University and is co-author of the book “What Makes a Great Training Organization?”

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The Training Industry, Inc. research team of experienced analysts relies on rigorous survey practices, including targeted sampling and advanced analytics. These practices are based on validated principles of measurement to answer both qualitative and quantitative questions across a variety of research designs, including market research, buyer personas, learner impact analysis, competency models and organizational assessment tools. Our expertise and audience reach allow us to provide learning professionals with in-depth market intelligence and thought leadership insights to reveal where the corporate training market is now and where it is headed in the future.

Our research harnesses the collective wisdom of learning professionals and their unique perspectives on the business of training to inform our continuing professional development programs, including events, classes, certificates and the Certified Professional in Training Management (CPTM™) certification program. We circulate these insights throughout the training market using content marketing, including webinars, infographics, email marketing, and our award-winning magazine and website.

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