



State of Workplace Learning Report

Data, insights, and trends from **500+ organizations** shaping the future of workplace learning



Foreword

When we started **Disprz**, our ambition was simple but bold: to move corporate learning beyond ticking boxes - to turn it into a real engine of growth and performance. For too long, L&D has been measured by surface-level metrics: how many hours were spent, how many courses were completed. But that often misses the point.

One of the early turning points in our journey came through a moment of hard truth. In 2018, a long-time customer told us they were scaling back their training investments since the results just weren't showing up, even though the intent was there. Despite rolling out programmes at scale, engagement was low, and impact was hard to measure.

It was a wake-up call.

That conversation became a turning point for us. It challenged us to **reimagine what learning could and should look like**, i.e, personalized, embedded in daily

workflows, and aligned to real outcomes. This insight has since shaped **our work with over 500 enterprises across the globe, spanning industries** like BFSI, retail, manufacturing, and more. It is clear that organizations that treat learning as a strategic lever and not just a support function are the ones pulling ahead.

This report is a defining moment for us at Disprz as well as for the entire learning industry. It captures the shift we're seeing firsthand: from learning as an HR initiative to learning as a business growth lever. Built on real data from over 500 enterprises, it tracks how organizations are onboarding, upskilling, and building future-ready capabilities across roles, regions, and industries.

What makes this report different is that it goes deeper than surface-level numbers. It maps maturity, tracks learner engagement, examines behavior, and highlights what's really working. We've always believed learning

should be measured not just by activity, but by outcomes. This report reflects that philosophy.

Whether you're embracing AI to elevate your learning strategy or laying the groundwork for a strong L&D foundation, **this report offers a clear view of what impactful, future-ready learning looks like today.** For CHROs, CLOs, business heads, and learning leaders, it goes beyond insights to offer a meaningful perspective. In a world where skills shape the future of work, learning evolves from an HR priority into a competitive advantage.

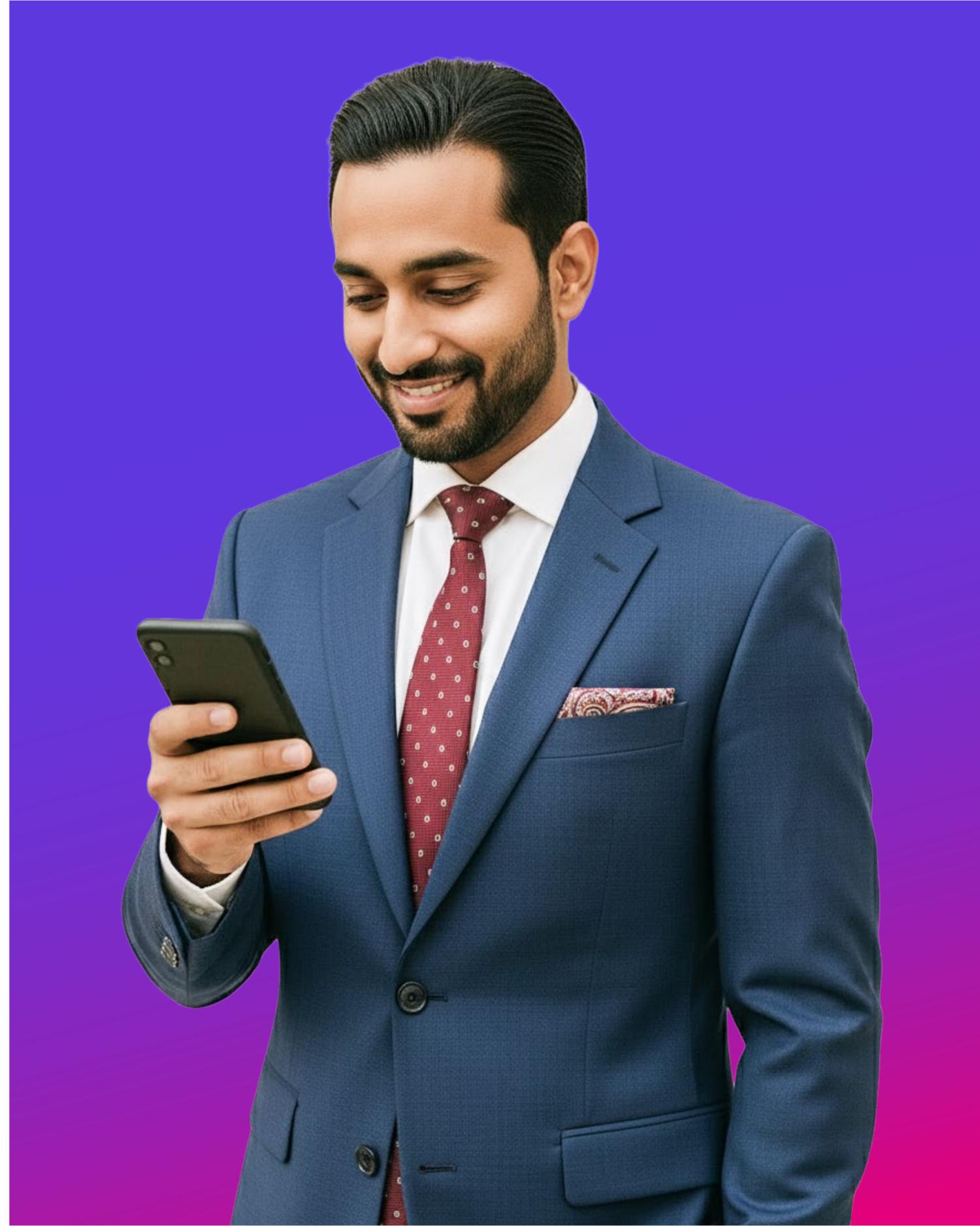
Here's to building a smarter, skilled, and agile workforce.

Subbu Viswanathan
Co-founder & CEO, Disprz

How Do Organizations Actually Learn?

Enterprise learning is often measured by volume-based indicators such as completion rates, training hours, or programme counts. While easy to track, these metrics lack depth. They show scale but reveal little about whether knowledge was absorbed, retained, or applied to work. This creates a critical blind spot for organizations striving to become skill-based.

Learning is not a one-off event but a system shaped by technology, culture, leadership, and workflow integration. When these elements remain fragmented, the outcome is visible activity without meaningful progress in skill retention or performance. Even motivated employees struggle in the absence of clear pathways and consistent structures.





500+

organizations



20+

countries



10+

industries



3.5mn+

users

To move beyond anecdotal assumptions, we analyzed learning behavior across **500+ Disprz customers**, from early adopters to mature enterprises.

The goal was to understand how learning maturity influences outcomes. The findings show that there is no single trajectory; instead, organizations evolve along a spectrum.

Our Digital Learning Maturity Framework maps this journey from foundational approaches to business-aligned practices. Where an organization sits on the spectrum defines what the numbers mean. The same completion rate or adoption metric can signal different realities depending on maturity.

Each section in this report outlines the key metrics and insights, with a consolidated set of practical recommendations at the end of the report to guide HR and L&D leaders in shaping impactful learning strategies.

Digital Learning Maturity Framework

Assessing where an organization stands in preparing its workforce for change is rarely straightforward.

Learning and upskilling efforts often span multiple teams, tools, and priorities, making it difficult to pinpoint maturity or measure impact clearly.

This **Digital Learning Maturity Framework** simplifies that complexity by segmenting organizations based on how effectively they're using learning and skilling to drive workforce readiness.

It shows the use cases that industries prioritize, from compliance and onboarding to role readiness, upskilling, and workflow integration. It maps progress toward outcomes like performance, productivity, and capability building. The framework defines high performance and provides a prioritization roadmap.



Overview of the Digital Learning Maturity Framework

Below is a 5-stage model outlining how organizations are evolving their learning strategies.

01

Emerging Trailblazers

Focus on: Getting the basics right - onboarding, compliance, digital literacy.

State of Learning Maturity: Learning is limited but essential. Programmes are mostly top-down and standardized. Digital adoption is just beginning.

02

Digital Adopters

Focus on: Expanding access to learning and encouraging people to explore on their own.

State of Learning Maturity: Teams start using curated learning paths, integrating MOOCs, and offering self-paced content. Learner engagement rises. Digital tools begin to embed into routines.

03

Skill Builders

Focus on: Connecting learning to skills the business actually needs.

State of Learning Maturity: Organizations define skill frameworks and run gap analyses. Learning becomes structured, aligned to capability needs, and partially tracked for impact.

04

Progressive Innovators

Focus on: Making learning drive performance and career growth.

State of Learning Maturity: Learning paths are tailored to roles. Programmes support deep-skilling and cross-skilling. The focus shifts to job impact and measurable outcomes.

05

Visionary Leaders

Focus on: Using learning as a growth engine for the business.

State of Learning Maturity: Learning is tied to KPIs, workforce transformation, and succession planning. ROI is tracked. Learning becomes a driver of business and talent strategy.

Learning Maturity Curve Trends

Who's Advancing, Who's Stalled, and Why It Matters

Most organizations are laying the foundation for digital learning transformation (based on usage patterns and skilling behaviors of surveyed organizations).

Maturity Stage	Organizations
Emerging Trailblazers	48 %
Digital Adopters	27 %
Skill Builders + Progressive Innovators + Visionary Leaders	13 %



Key Insights



75%
of organizations remain in
early maturity stages

Learning is still anchored in foundational use cases, where digital learning is primarily used for compliance, onboarding, and basic self-paced content. These are necessary starting points, but to drive real performance, learning has to move closer to the flow of work and business priorities.

13%
of organizations have limited
linking of learning to business KPIs

Only 13% of organizations have embedded learning into workflows and linked it to business KPIs. This shows that advanced maturity is still early but achievable. The way forward is to connect learning to performance goals instead of just tracking completion, so it drives real business results.

Impact will come from operationalizing learning

When learning is embedded in workflows and reinforced by managers, engagement deepens and adoption scales. Most haven't reached this yet, but the opportunity is to shift from access to activation. For example, replacing quarterly generic modules with real-time, signal-driven learning tied to lost deals or skill gaps.

Middle East Outpaces India & SEA in Learning Maturity

The Middle East shows stronger maturity progression

Over half of organizations are in mid-to-advanced stages, driven by national agendas like Saudi Vision 2030 and the UAE's AI Strategy, with only ~15% still in early stages.

Advanced maturity remains limited across all regions

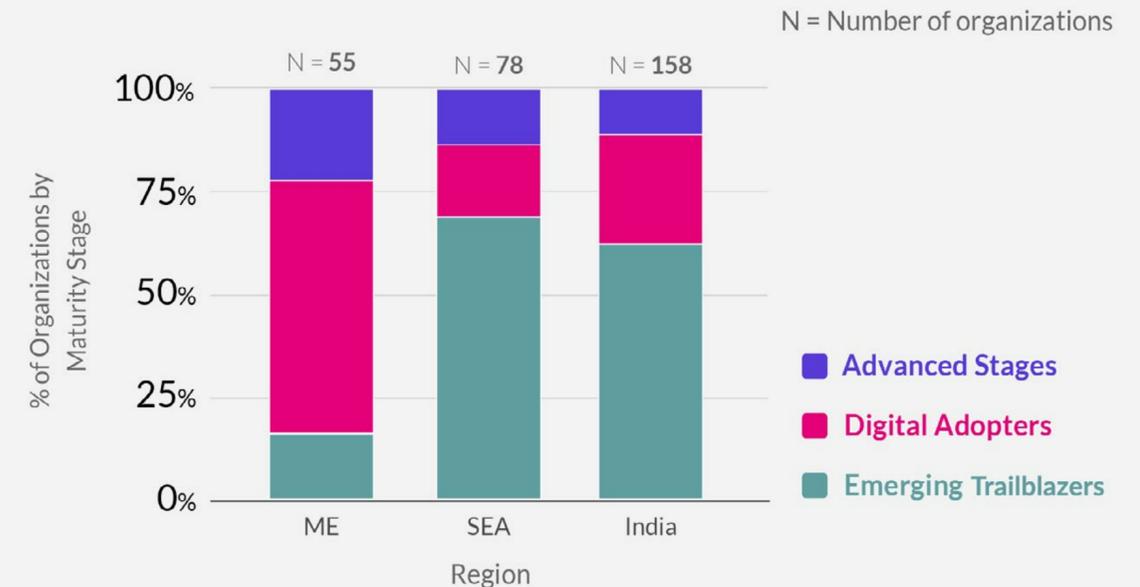
Most organizations have made strong strides through the early and mid-stages, but advanced learning maturity remains comparatively low. This signals that true business-integrated, outcome-driven learning remains nascent.

65%

India and Southeast Asia are concentrated in the early to mid-stages

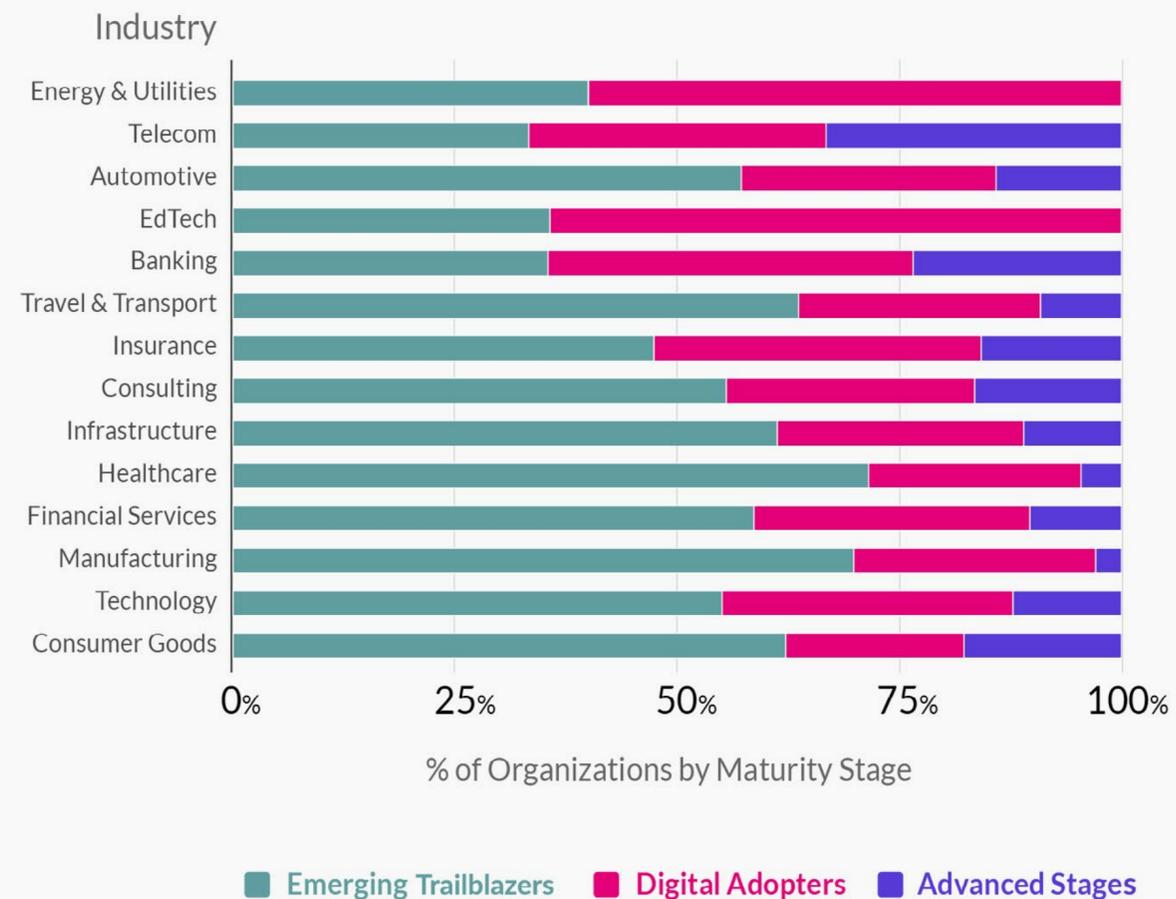
Over 65% of organizations in India and a majority in Southeast Asia are clustered between early to mid stages, indicating strong digital adoption but limited progress toward structured, performance-linked systems. The opportunity lies in scaling maturity.

Learning Maturity by Region



Digital Learning Maturity Is Industry-Agnostic

Learning Maturity by Industry



Operationally intensive sectors are quietly leading on learning maturity

Industries like manufacturing, healthcare, and BFSI show a surprising presence in the advanced maturity stage, despite being traditionally seen as slower to digitize. Their progression suggests that when learning is tied to operational continuity, safety, or compliance, it evolves from a support function into a strategic necessity.

Digital-first industries still face a depth challenge

Despite being digitally native, both the Technology and EdTech sectors are largely clustered in the mid-maturity stage. It's surprising to observe that these industries have the platforms, the content, and the talent, but maturity hasn't followed at the same pace.

Retail & consumer goods break the plateau trend after digital adoption

Learning maturity accelerates after the Trailblazer phase, when organizations shift from pilots to structured adoption. From that point, digital learning becomes integral to operations, majorly driven by large frontline teams, dispersed locations, and high workforce turnover.

Learning Maturity Trends Upward Most Sharply in the Mid-Sized Orgs

Band (3000-5000 Employees)

Mid-sized organizations emerge as leaders in maturity momentum

Contrary to assumptions about startups or large enterprises, mid-sized organizations are advancing fastest.

Nearly 45% are in advanced stages, up from 27% in emerging, showing the strongest progression.

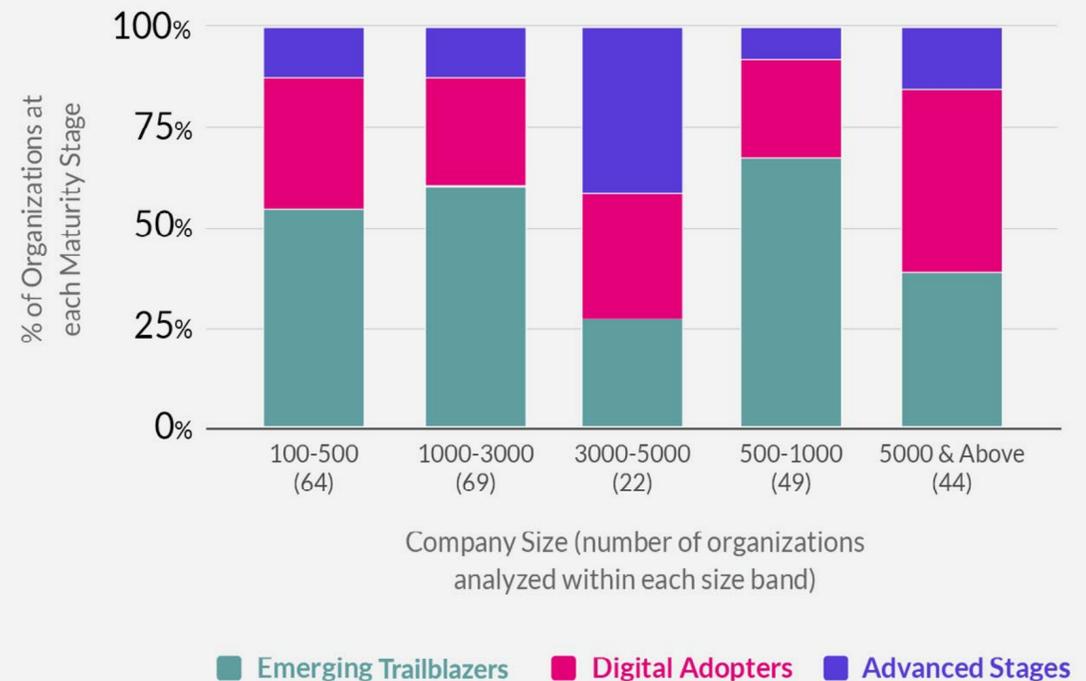
Large enterprises have the foundation. Now, it's time for driving impact

Big firms have platforms, budgets, and content, but progress stalls with centralized decisions, fragmented governance, and disconnected execution.

Early adoption without anchors slows maturity in small firms

Smaller firms (100 - 500 employees) are eager and digitally inclined but lack frameworks, governance, and measurement. Without consistency, learning remains initiative-led rather than embedded.

Learning Maturity by Organization Size



Maturity Curve

Once an organization's position on the maturity curve is established, attention shifts to five core metrics that illustrate how learning operates in practice. These measures provide more than an account of activity levels; they reveal the extent to which learning is absorbed, applied, and sustained within the workforce.

Coverage

What share of the workforce is actively learning, by function, level, and region?

Stickiness

Are learners returning frequently and staying longer, or are they dropping off after the first interaction?

Motivation

What's driving their learning behavior - mandates or self-direction?

Completions

Are learners following through, and what does that say about programme relevance and usability?

Content & Authoring

What types of content are being used and what's being created in-house?

Ready to see your own maturity score?

[Take the Digital Learning Maturity Assessment](#)

Learning Coverage Trends

Who's Advancing, Who's Stalled, and Why It Matters

Learning Coverage measures the share of employees spending at least 15 minutes in active learning each month. It goes beyond surface usage, showing how broadly learning is embedded in workflows and how much time employees invest in skill development.



Southeast Asia Outperforms in Learning Coverage

Southeast Asia leads all regions in monthly learning coverage

Learning is embedded into daily workflows, supported by mandatory licensing and regulatory programmes such as the Capital Markets and Financial Advisory Services (CMFAS) certification in Singapore and Continuing Professional Development (CPD) requirements in Malaysia. Regular compliance training in anti-money laundering (AML), data privacy, and ethics keeps engagement consistently high.

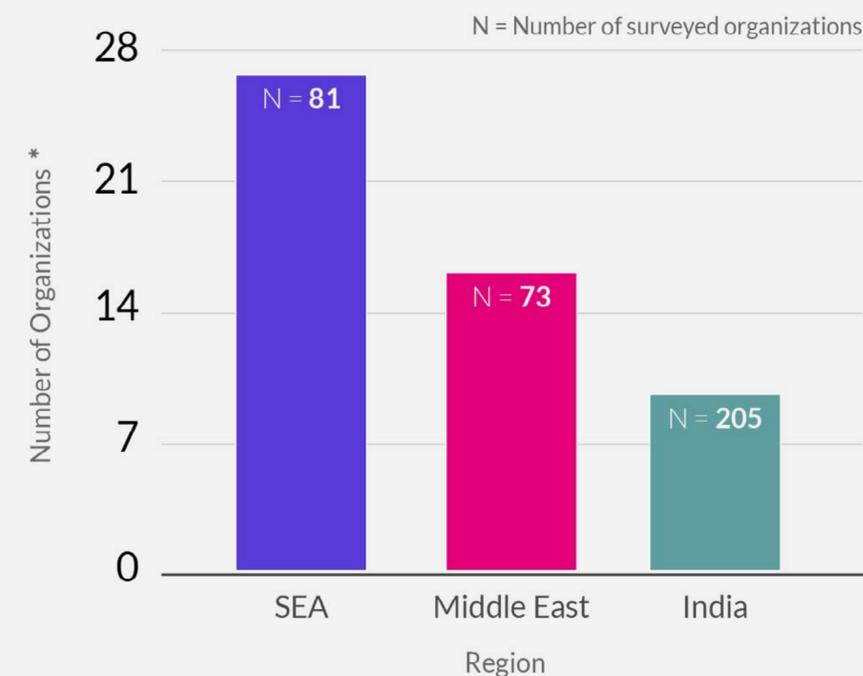
The Middle East shows steady coverage and rising intent

The Middle East exhibits moderate learning coverage, stronger than India but trailing SEA. This suggests that organizations value learning and are investing in it, but it isn't yet integrated into daily workflows. With national programmes like Saudi Vision 2030 and the UAE Future Skills agenda pushing digital upskilling, the region is quickly moving toward a culture of continuous learning.

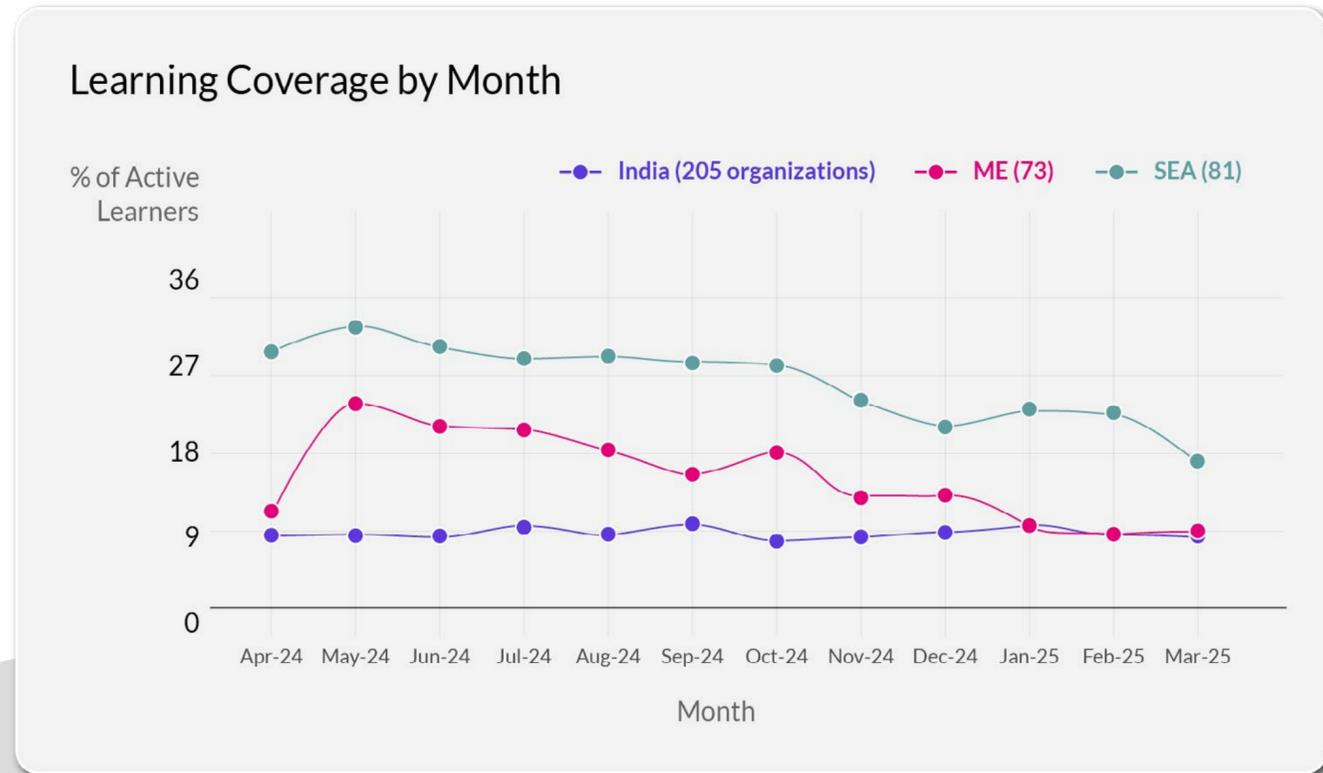
India needs to catch up in learning coverage

India shows the widest participation base but the lowest average learning coverage. Indian L&D leaders often claim manager buy-in to be their biggest barrier to sustained learning. Middle managers, who play a key role in driving participation, focus more on delivery targets than employee development. The diverse workforce within organizations, spanning desk-based and frontline roles, further adds to the challenge, as digital access and motivation to learn vary widely.

Monthly Learning Coverage by Region



* Number of Organizations with Active Learners (Organizations where employees spend at least 15 minutes per month in active learning activity)



The May Spike: A Reliable Window for Learning Activation

May is the peak learning month across all regions

This period typically aligns with the post-Q1 stabilization zone, when organizations have finalized business goals, teams have settled into new roles, and performance expectations are clear. Employees use this time to align their skill development with goals and mid-year reviews.

Learning engagement dips from June to December across SEA and ME

From June to December, learning engagement plateaus, with the sharpest dip in the last quarter across ME and SEA. Year-end workload, fatigue, and holidays reduce capacity for structured learning, highlighting the need for shorter, reflective, or manager-led programmes during this phase.

India shows steady intent, early-stage coverage without seasonal spikes

India's learning coverage stays stable month to month, reflecting early-stage adoption. Engagement depends on learner intent, accessibility, and manager-driven initiatives rather than business cycles or campaign schedules.

Learning Coverage Varies Drastically by Industry

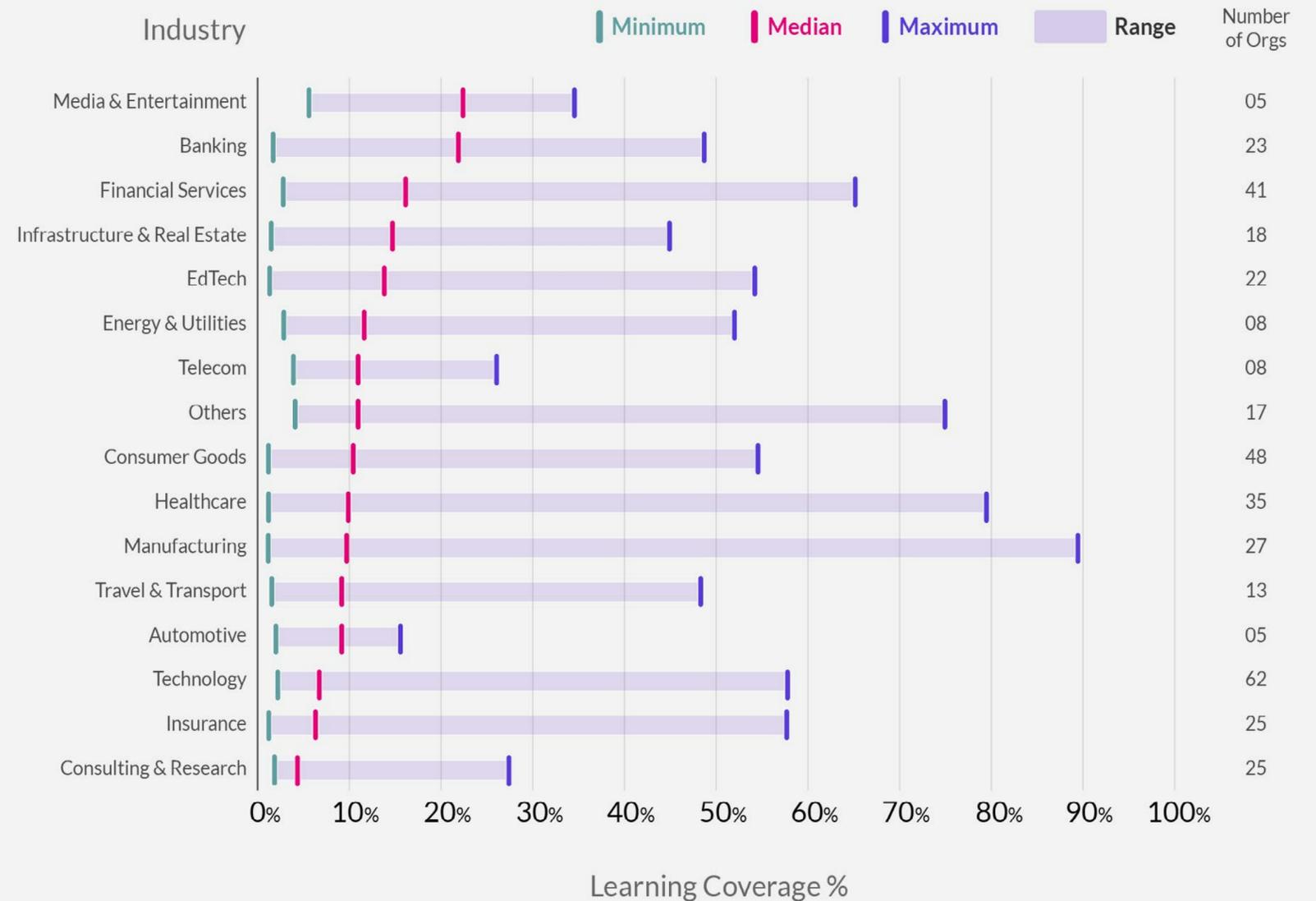
High variance within industries points to uneven learning cultures

In sectors like consumer goods, manufacturing, and healthcare, learning coverage ranges widely, from 0 to 90%. While access to platforms is common, usage depends on how actively employees are guided and nudged.

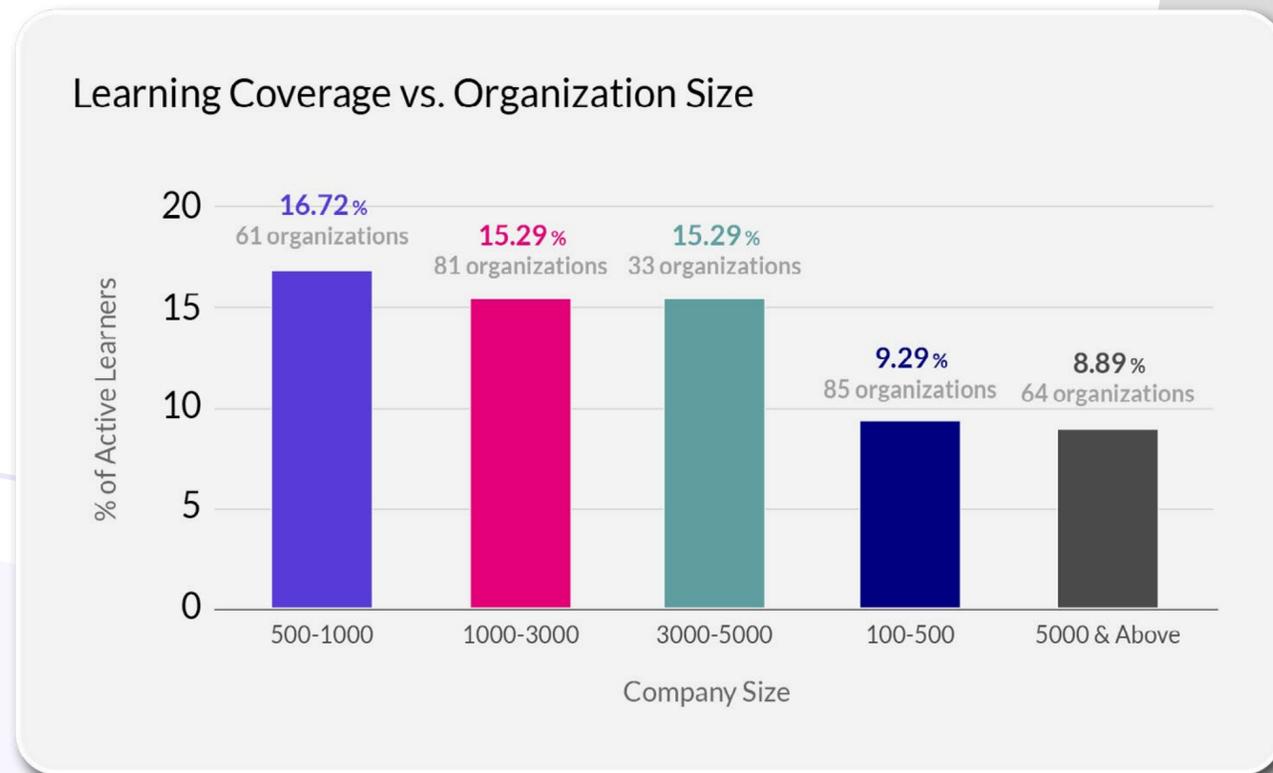
Financial services and consumer goods lead in consistency

These industries show steady learning patterns within 20–30% ranges. In financial services, recurring compliance certifications and structured onboarding ensure ongoing participation. In consumer goods, frequent product refreshes, sales targets, and active manager reinforcement make continuous learning essential.

Learning Coverage by Industry



Mid-Size (500–1000 Employees) Organizations Lead in Workforce Engagement



Large enterprises (5,000+ employees) require precision

Lower learning coverage reflects the complexity of scale due to multiple layers, diverse roles, and uneven reinforcement. Engagement improves when learning is tailored to specific roles and business needs, rather than pushed through broad, organization-wide mandates.

Organizations with 1000–5000 employees are at an inflection point

These organizations have systems and L&D teams in place, but engagement isn't consistent across departments. They need to move from one-off initiatives to regular, structured reinforcement from managers and leaders to build a sustainable learning culture.

Mid-sized organizations (500–1000 employees) lead in learning culture

This segment shows the highest learning coverage. Their size allows leadership visibility and quick communication, with learning reinforced organically instead of depending on formal initiatives or budget-driven programmes.

Small firms (100–500 employees) hold untapped learning potential

While agility of small firms is an advantage, many lack structured L&D ownership, standardized onboarding, and consistent learning routines. They can build a steady learning cadence with right enablement and clear processes.

Learning Coverage Rises with Maturity

Progressive Innovators and Skill Builders lead in learning coverage

Their success shows that clear strategy, consistent habits, and outcome-linked learning lead to strong employee engagement. They've moved beyond short-term campaigns and compliance to make learning a core business driver.

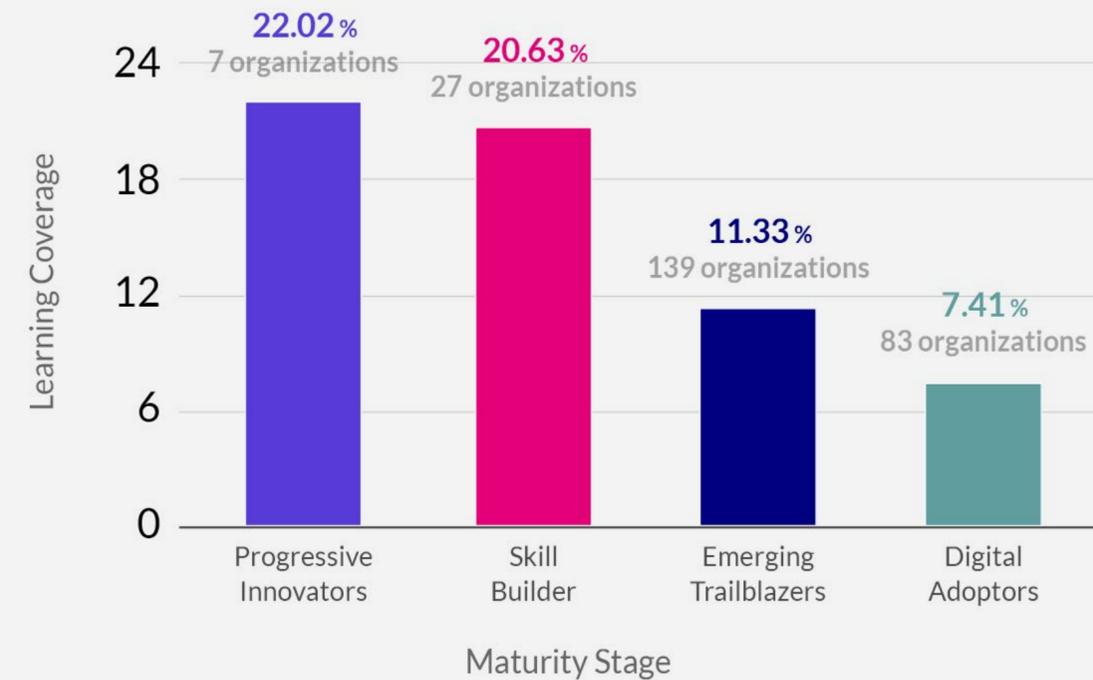
Emerging Trailblazers are gaining momentum

This is the largest and most dynamic group. They've embraced modern learning tools and are actively building systems, but learning coverage is still catching up. With stronger manager support and clear performance links, they can progress rapidly.

Digital Adopters show the lowest learning coverage but have the most room to grow

These organizations are in the early phase of the journey. The platform is in place, but learning hasn't yet become part of the daily flow of work. Starting with one function, one goal, and one habit loop, this cohort can enhance learning coverage significantly.

Learning Coverage vs. Maturity Stage



Learning Stickiness Trends

Who's Advancing, Who's Stalled, and Why It Matters

Learning Stickiness reflects sustained engagement by tracking how often learners return and how deeply they engage over time. High stickiness shows that learning has evolved from a one-time activity into an ongoing habit.

Why it matters: Activation shows who starts; stickiness shows who continues, revealing if learners find lasting value.

How it's measured:

Weekly Active Users (WAU)/ Monthly Active Users (MAU) Ratio
Share of monthly users active weekly, indicating return frequency.

Motivation Index
Share of learners returning across consecutive months, showing continuity.



India Outpaces all Regions in Learning Stickiness

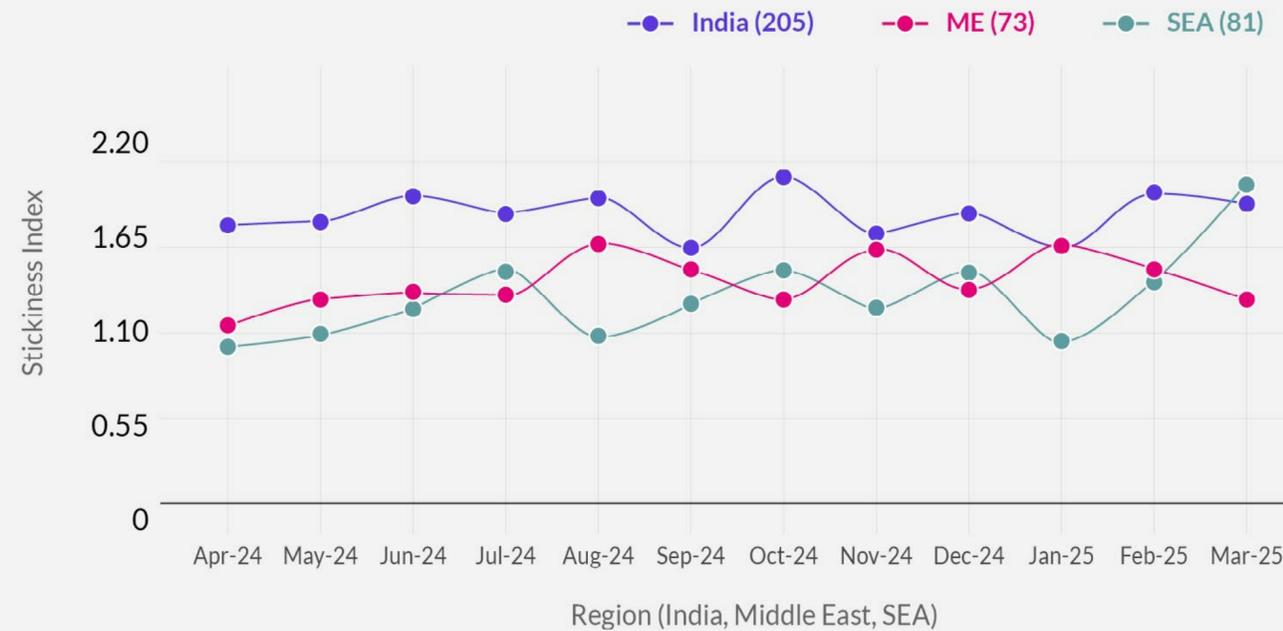
India leads in learning stickiness

India's stickiness score of 1.87 shows that when employees engage in learning, they do it regularly and with intent. This consistency comes from strong manager reinforcement, timely prompts, and content closely aligned with learner needs.

Southeast Asia is rapidly catching up

Southeast Asia started with lower stickiness (~1.0) but showed the fastest growth between January and March 2025, nearly matching India. The region is overcoming early barriers such as access and awareness, signaling a shift toward sustained, habit-driven learning.

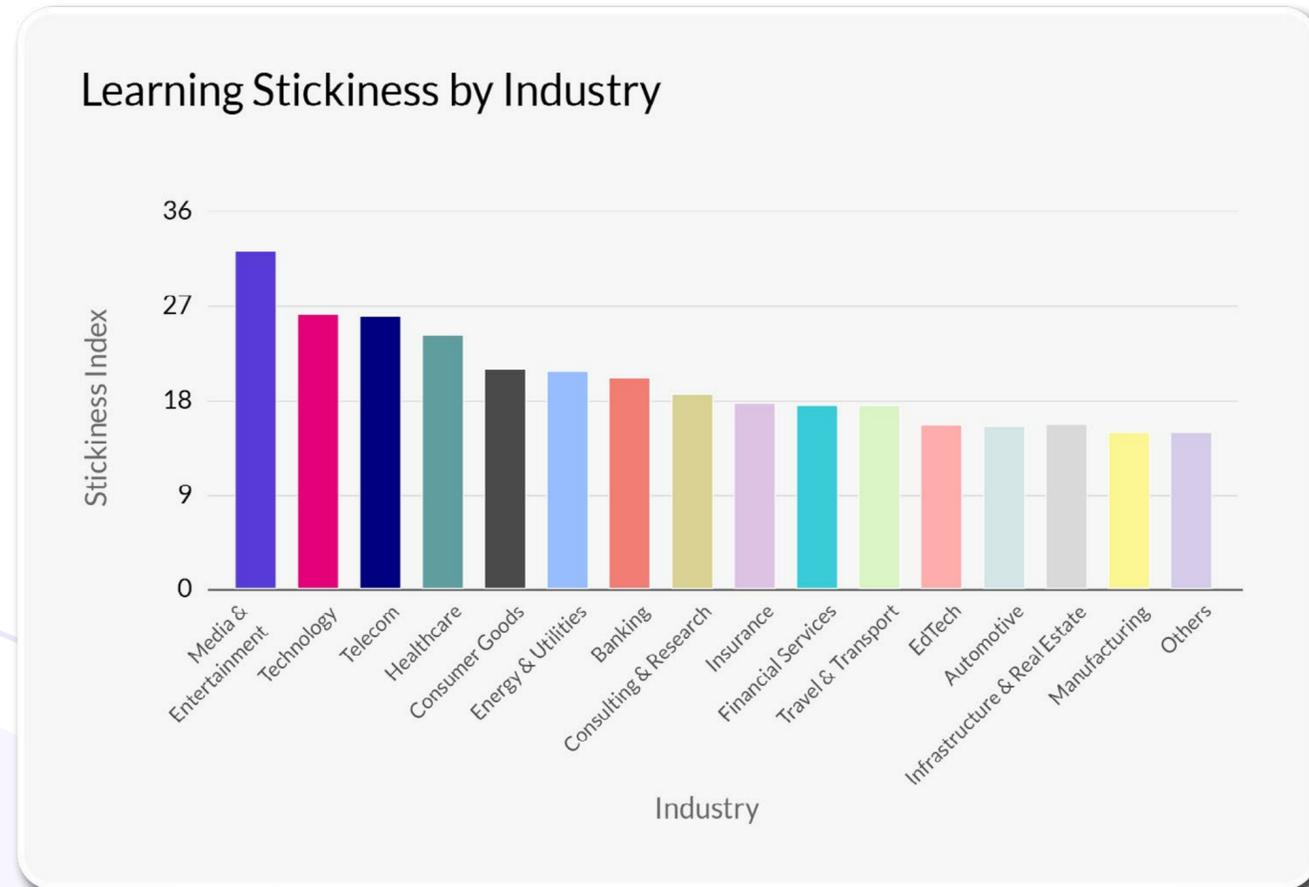
Learning Stickiness by Region



The Middle East holds a stable base, ready for its leap

The Middle East maintains steady engagement levels, showing strong structural readiness. To move from stability to competitive advantage, organizations need to personalize learning through targeted pathways, industry-specific content, and sharper audience segmentation.

Learning Stickiness Is Industry-Specific But Strategy-Driven



Digital-native industries lead in stickiness, but strategy is the real differentiator

These industries perform better not just because they have good content, but because they have stronger digital infrastructure, higher learner autonomy, and day-to-day workflows that support ongoing learning. This frequent digital access and content familiarity make learning smoother, leading to more completions and steady participation.

Frontline-heavy industries need learning that fits the flow of work

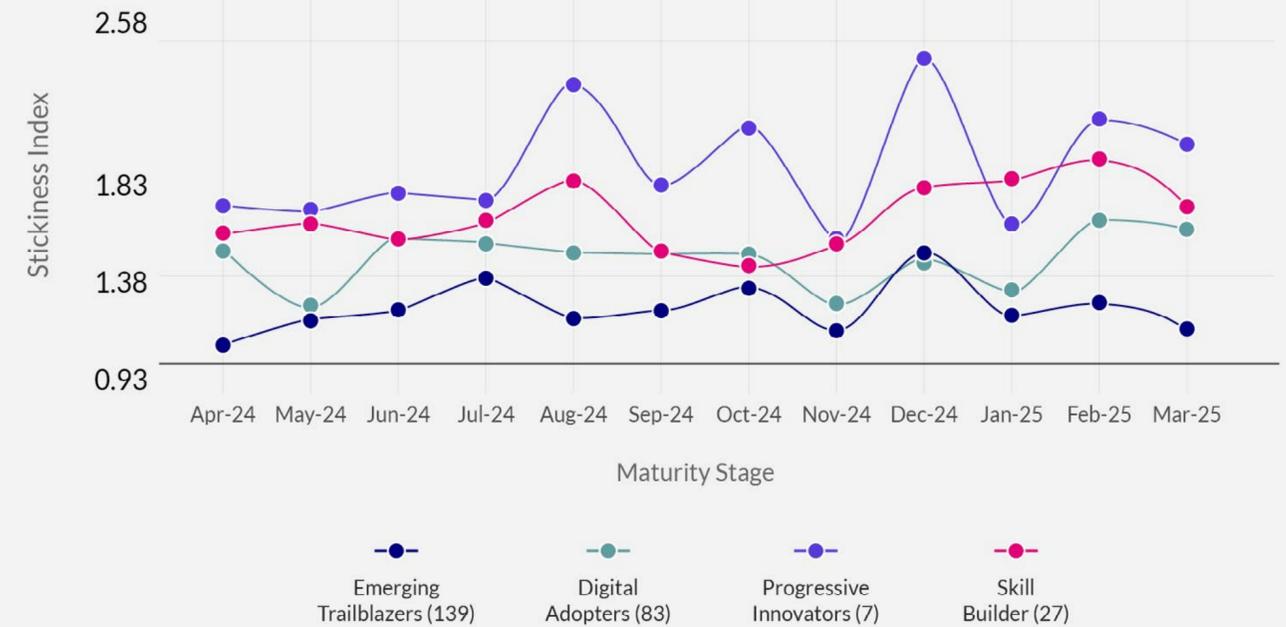
Manufacturing, real estate, and automotive industries face practical challenges like scattered teams, poor connectivity, and limited screen time. In these settings, learning stickiness improves when training is mobile-first, bite-sized, works offline, and fits naturally into the daily workflows.

Learning Stickiness Rises with Maturity

Stickiness improves as learning maturity increases

Mature organizations sustain engagement through regular nudges, peer support, and manager prompts that create a consistent learning cadence. In contrast, organizations with lower maturity depend on occasional pushes, indicating that consistent learning habits, rather than content volume or access, drive stickiness.

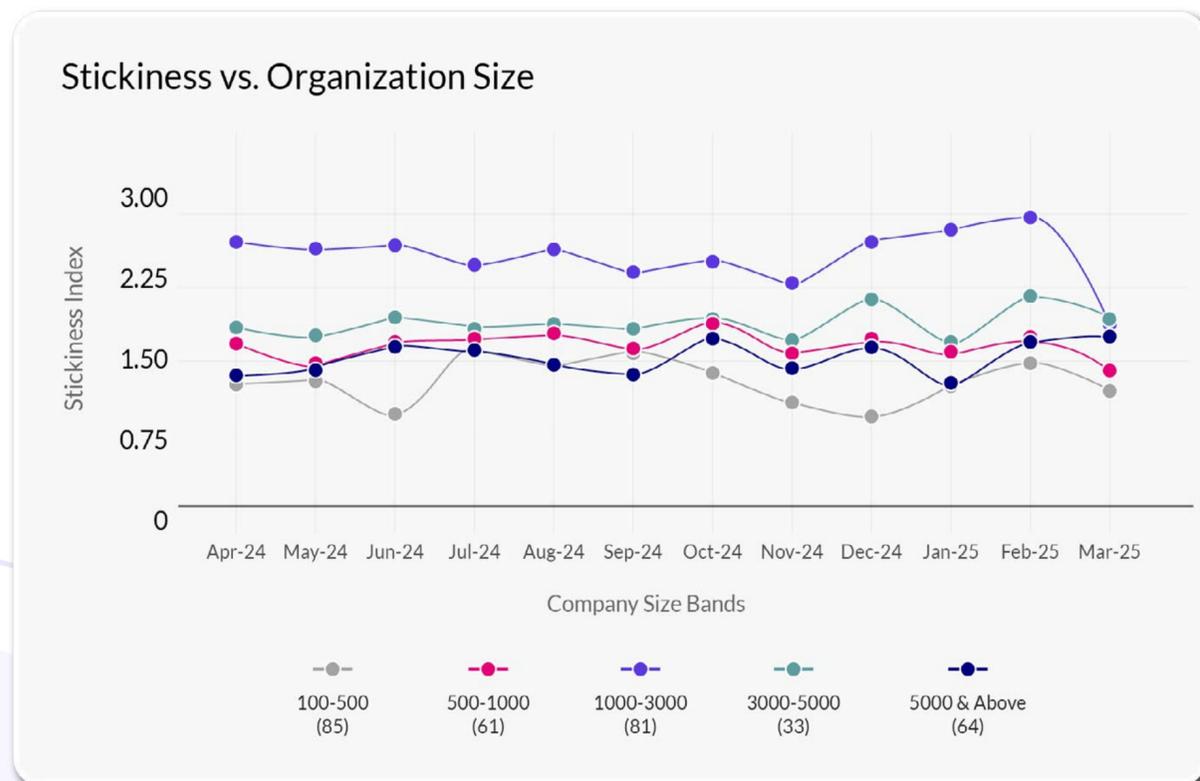
Stickiness by Maturity Stage



1.3-1.5
Digital Adopters and Emerging Trailblazers have the lowest stickiness

Platforms are in place, but learning feels transactional and separate from work. Without ties to performance and growth, learning adoption stalls.

Mid-sized Orgs (3000–5000 Employees) Set the Benchmark for Repeat Learning



Organizations with 3000-5000 employees hit the stickiness sweet spot

This segment outperforms all others with stickiness scores between 2.5–3. They are large enough to have structured L&D systems but still small enough to stay agile and connected. This balance enables focused programmes, strong manager involvement, and clear visibility of results without the complexity that challenges larger enterprises.

Organizations at either end of the scale report the lowest stickiness

In smaller firms (100-500 employees), learning is ad hoc with no dedicated L&D teams or regular touchpoints. In very large enterprises (5000+ employees), scale complexity and fragmented systems dilute reinforcement. In both cases, the main challenge is maintaining consistent, ongoing support to keep employees engaged after launch.

1000-3000 employee firms are next in line to lead

Organizations with 1,000–3,000 employees sit at a pivotal stage where platforms and systems are in place, and participation is steady, but moderate stickiness shows learning is not yet embedded. Gaps in role linkage, manager reinforcement, and progress visibility limit impact. With tighter alignment to performance, these organizations are positioned to lead.

Engagement Peaks Mid-Year, Dips Sharply in Last Quarter

Mid-year engagement holds steady

Session durations remain consistent over these months, showing no major spikes or drops. This period aligns with stable work cycles with no major holidays or changes, allowing teams to stay in routine and engage consistently with learning programmes.

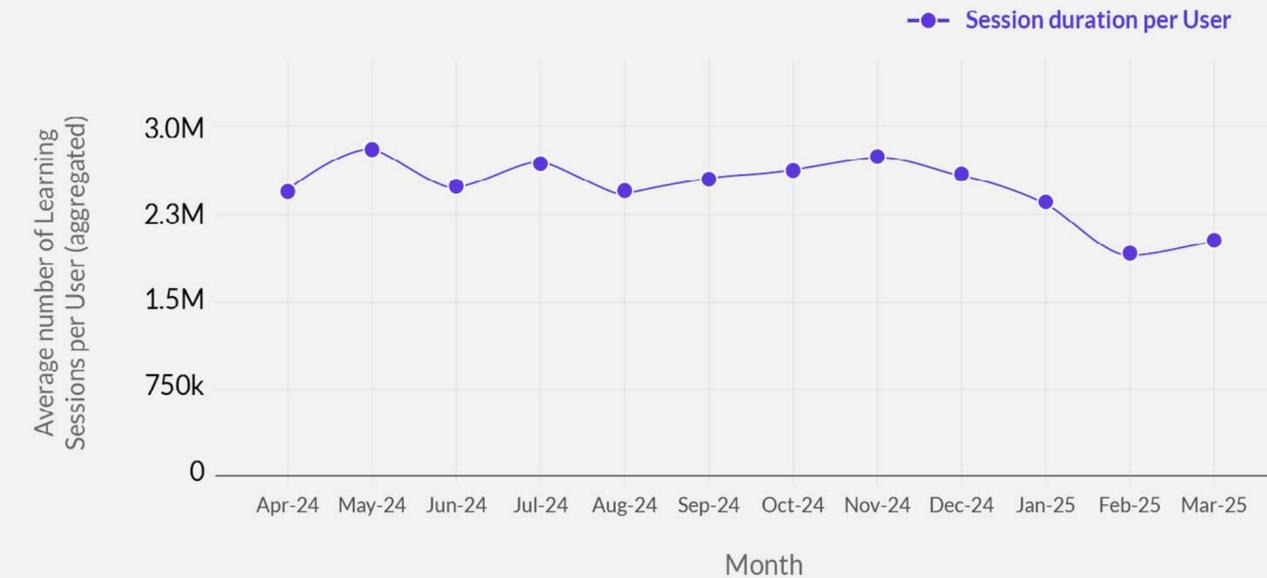
November sees a clear spike in duration

November shows a clear spike in session duration, the highest in the nine months. The push to meet year-end goals drives targeted learning initiatives, closes skill gaps ahead of performance reviews, and encourages programme completion before the holiday season. Learner intent rises when linked to visible outcomes.

Session durations dip in Jan–Feb, rise in March

Session durations dip in Jan–Feb as holidays, planning, and shifting priorities push learning aside. A March rebound shows that once routines reset, learners re-engage, especially with fresh content or initiatives.

Learning Engagement Cycle Across the Year



Ready to see your own maturity score?

Take the Digital Learning Maturity Assessment

Learning Motivation Trends

Who's Advancing, Who's Stalled, and Why It Matters

Learning Motivation shows how actively employees choose to learn beyond mandatory training.

Why it matters: It reflects a strong learning culture that goes beyond compliance, where people continuously upskill to stay relevant.

How is it measured: Learning motivation is assessed through a blend of engagement and behavioral indicators:

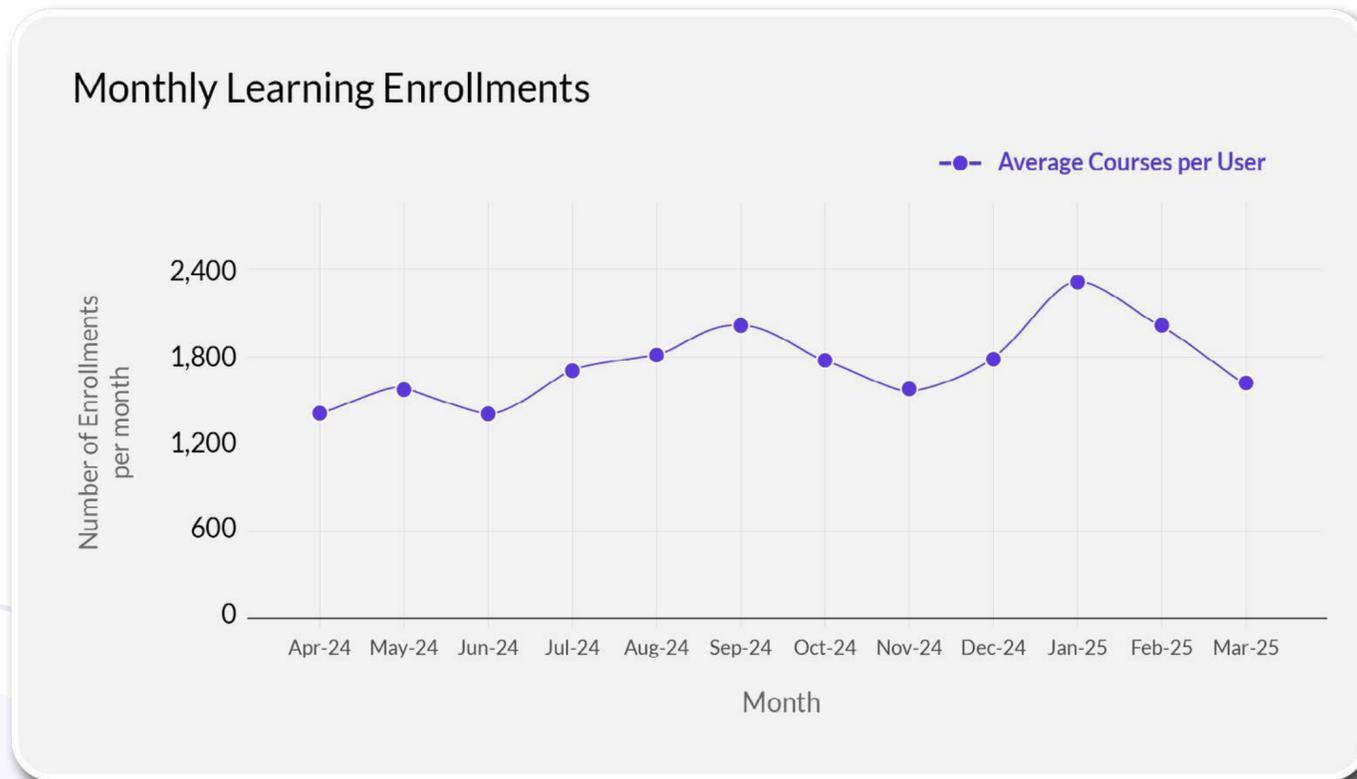
Average Courses Enrolled per User
Indicates overall learning appetite and platform exploration.

Push vs. Pull Ratio
Compares assigned learning (push) to self-enrolled learning (pull), showing how often users take initiative.

Motivation Index
Tracks the percentage of learners who complete 2 or more courses per month, signaling consistent, self-motivated learning behavior.



Enrollment Rises with Goal Cycles, Drops with Delivery Pressure



New year momentum creates a natural launchpad

Enrollments peak in January and February as employees set new personal and professional goals, making them more open to learning opportunities. The natural motivation at the start of the year, combined with leadership messages and refreshed performance cycles, further boosts participation.

Noticeable dips around mid-year and year-end

Enrollments drop in May–June and September–November, when teams focus on intense operational periods such as ramp-ups, project execution, and year-end delivery. In some regions, appraisals and audits during these months also shift attention from learning to performance outcomes.

Volatile enrollment patterns across non-peak months

Outside peak and dip periods, enrollments remain inconsistent due to shifting priorities, limited visibility, and irregular communication. Without steady campaigns or manager reinforcement, learner attention declines, and the varying relevance of available programmes adds to the inconsistency.

Learning Activity Peaks in Foundational Tiers, But Motivation Stalls Upstream

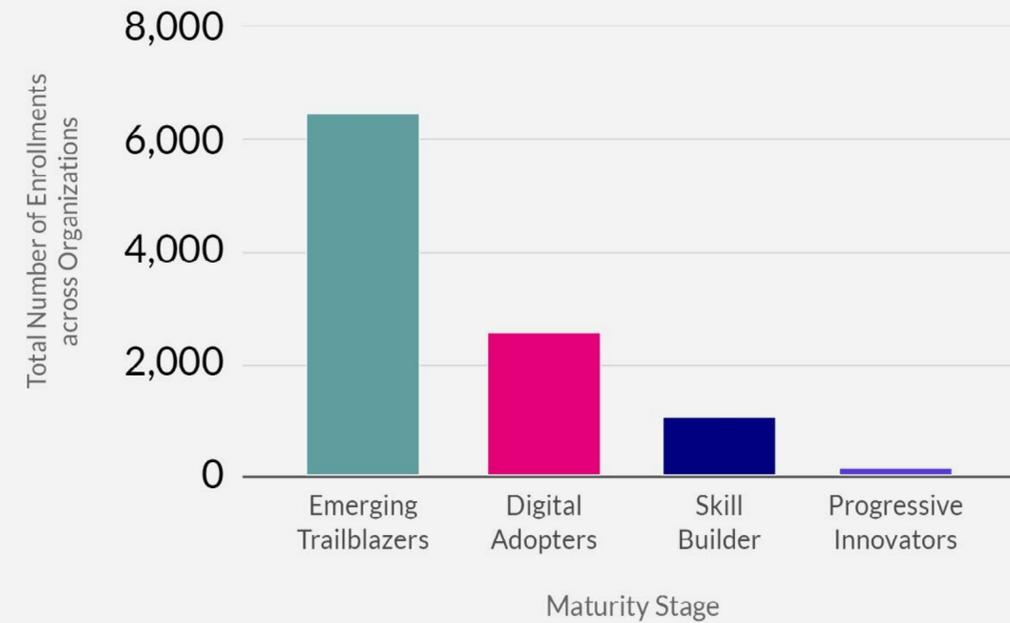
Middle-tier adoption reflects structured but shallow engagement

Digital Adopters make up about 25–27% of enrollments, showing growing use of guided and structured learning paths. Their motivation comes from following structured or role-based programmes, but these are not yet personalized or linked to performance. As a result, participation is consistent but not deeply engaging.

Advanced learning ecosystems see sparse adoption

Skill Builders and Progressive Innovators together make up less than 10% of enrollments. This shows that personalized and performance-linked learning is still rare. These advanced approaches have strong potential to boost motivation but are not widely adopted yet.

Enrollment Distribution by Maturity Stage



Early-stage learners dominate overall participation

70%

Nearly 70% of all enrollments come from Emerging Trailblazers. This suggests that motivation is still compliance-driven, triggered by system-wide nudges like onboarding, mandatory policies, or HR-mandated programmes. The high concentration here indicates limited voluntary or self-directed learning behavior.

Learning Completion Trends

Who's Advancing, Who's Stalled, and Why It Matters

Learning completion tracks how effectively learners finish their journeys, assessing overall completions, pace, and consistency across learning experiences.

Why it matters: Completion rates indicate learning effectiveness and engagement quality, showing how compelling and accessible content is, and highlighting factors that drive learner retention or contribute to dropout.

How is it measured: This metric combines key completion-focused indicators:

Average Courses Completed per User

Measures the pace of learning and the progress of each learner.

Completion Rate

Tracks the percentage of enrolled courses completed, both overall and segmented by course length (e.g., microlearning vs. long-form).

Average Time to Complete

Calculates the average duration from enrollment to completion, offering insight into content consumption speed and ease of access.



The Pattern of Completion: Highs, Lows, and a New Baseline

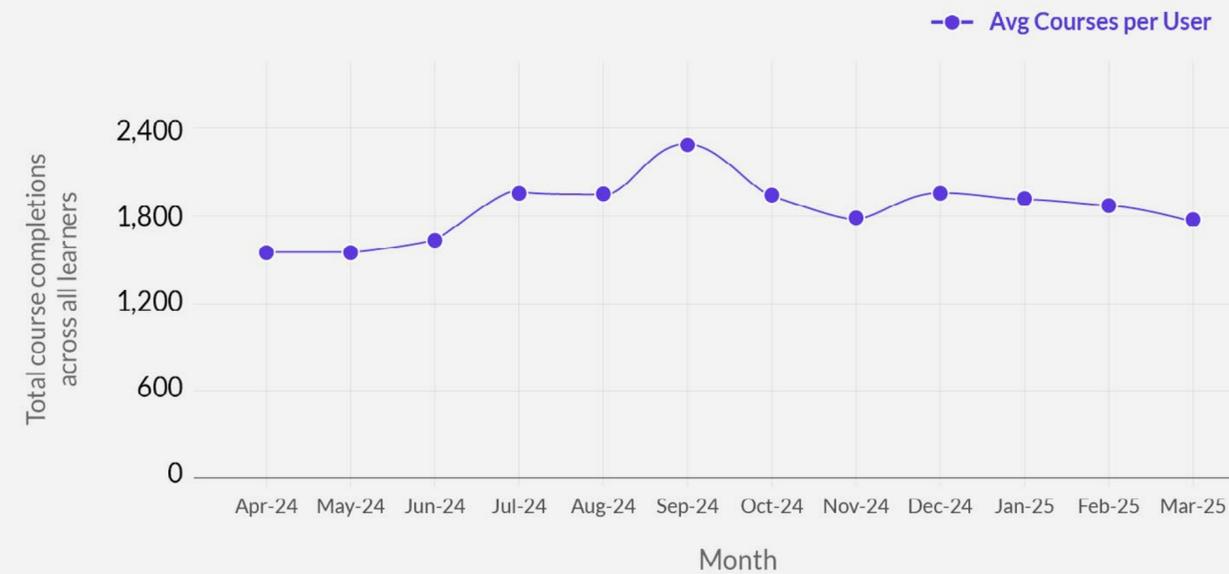
Learning follows the rhythm of business activity

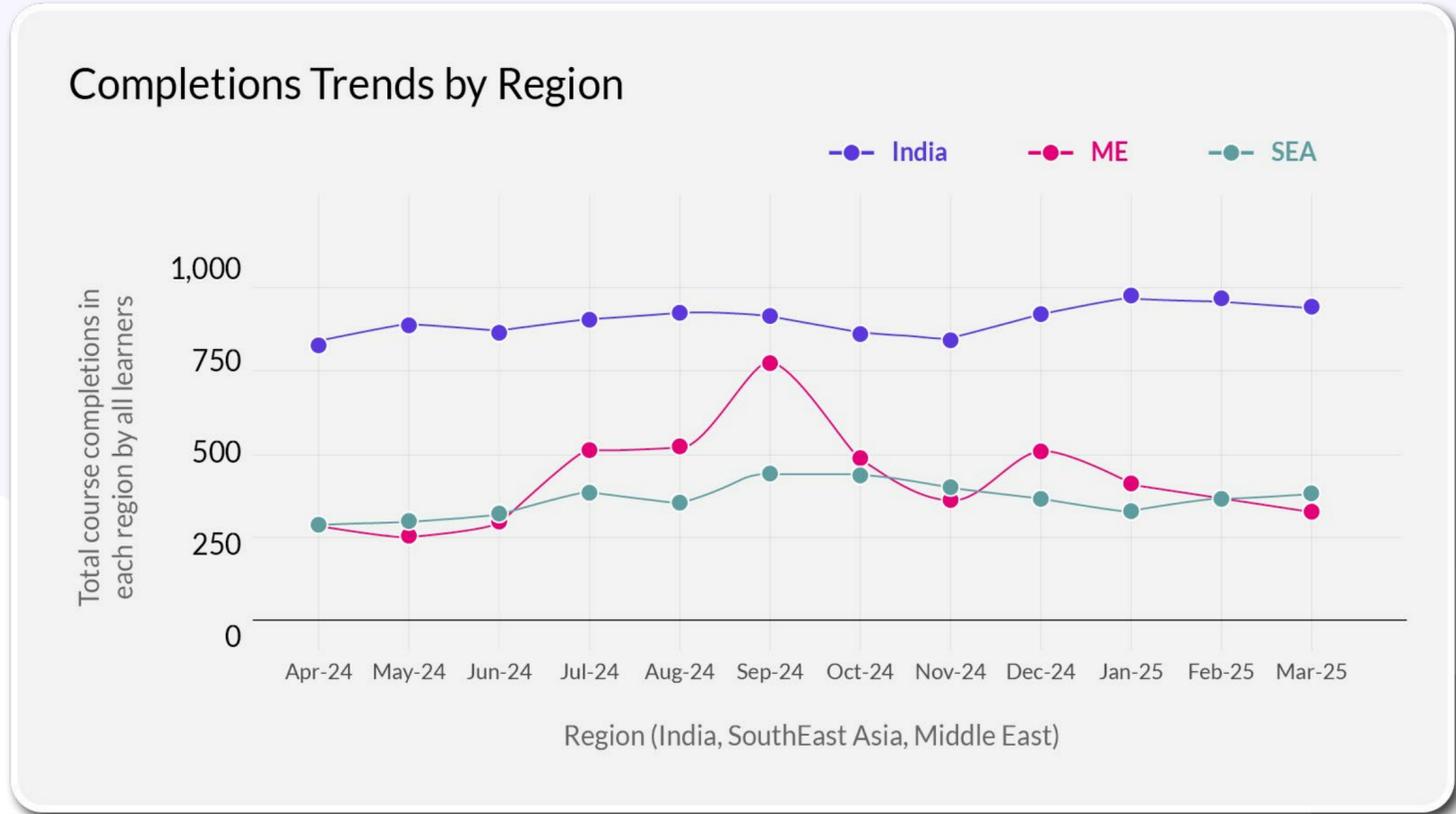
Learning completion peaks when it aligns with business cycles, such as goal setting, reviews, and certifications. L&D leaders can boost results by syncing learning campaigns with these cycles, turning business milestones into consistent learning momentum.

Completion thrives on periodic learning interventions

Learning completion often dips after major campaigns. L&D teams can sustain momentum by using short reminders, peer recognition, and small challenges. Key moments, like January resets, offer opportunities to refresh learning paths, realign goals, and reignite learner motivation.

Course Completions by Month

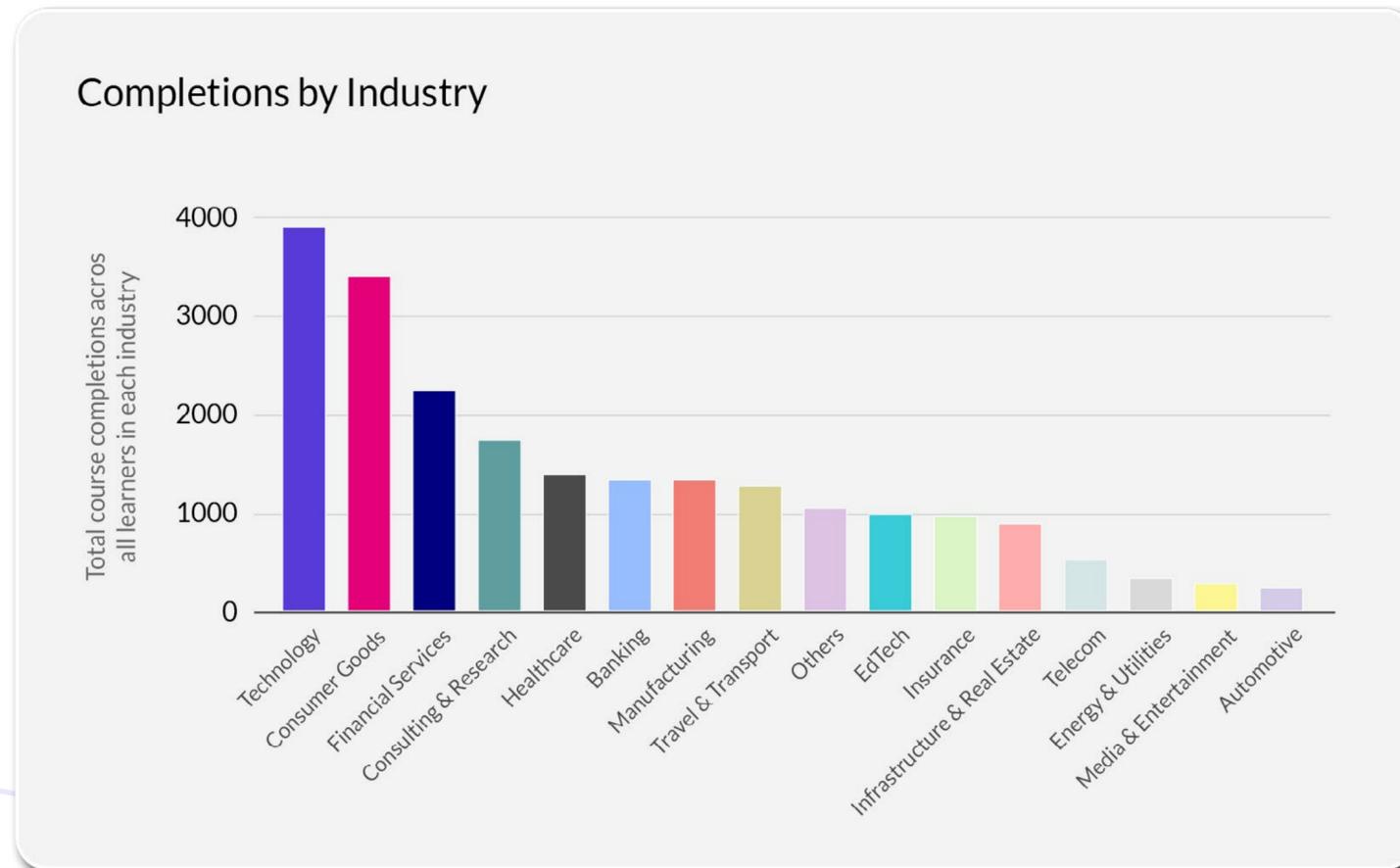




Regional Diversity Shapes Distinct Learning Momentum

Learning behaviors reflect local motivation drivers

Learning behaviors differ across regions, shaped by organizational culture and digital learning maturity. India shows sustained engagement built on strong learning habits. The Middle East responds best to structured timelines and visible milestones, indicating the power of social and goal-based triggers. Southeast Asia reflects a steady, gradual adoption curve, suggesting a growing familiarity with digital learning.



Industries With Structured Learning Cultures Drive the Bulk of Completions

Industries with embedded learning lead the curve

Completion patterns vary by sector, but learning success depends on how seamlessly it fits into daily work. Digitally mature industries like tech, FMCG, and financial services show high completions because learning is embedded in workflows and manager routines. In contrast, emerging sectors such as healthcare, manufacturing, and field-heavy industries need contextual design with mobile access, shorter formats, and team-level prompts to achieve similar momentum. For L&D leaders, the opportunity lies in aligning learning around work cadences rather than outside them.

Completion Rates Decline with Maturity

High completions at early stages reflect system-driven learning

Emerging Trailblazers show high completions, mostly from mandatory programmes like onboarding and compliance. Learning is structured and system-driven, with users following prescribed paths. Completions reflect alignment with immediate business needs more than deep engagement or skill change.

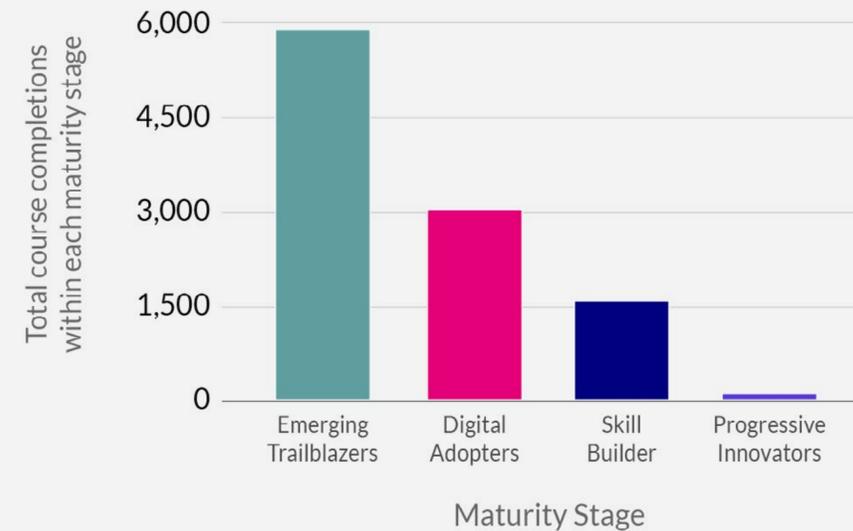
Completion drops as learning becomes self-directed

In the Digital Adopter and Skill Builder stages, completion rates fall sharply by 50% and 75% respectively. This reflects a transition from mandated to self-driven learning. As control shifts to the learner, completions become optional, and momentum drops. Despite structured frameworks, complex journeys, and delayed results makes it harder to stay engaged.

At peak maturity, learning shifts from completion to contribution

In Progressive Innovator environments, low completions indicate a shift to in-the-moment learning, where employees learn and apply on demand. The focus shifts from tracking modules to measuring impact, such as behavior change, faster decisions, and improved team performance.

Completion Rate vs. Maturity Stage



Ready to see your own maturity score?

[Take the Digital Learning Maturity Assessment](#)

Learning Content and Authoring Activity Trends

Who's Advancing, Who's Stalled, and Why It Matters

Learning Content & Authoring Activity tracks how actively organizations create and customize learning experiences, reflecting both volume and diversity.

Why it matters: It reflects your team's content-creation momentum. A steady flow of new or updated learning content usually means more engagement, higher relevance, and a learning culture that keeps evolving with business needs.

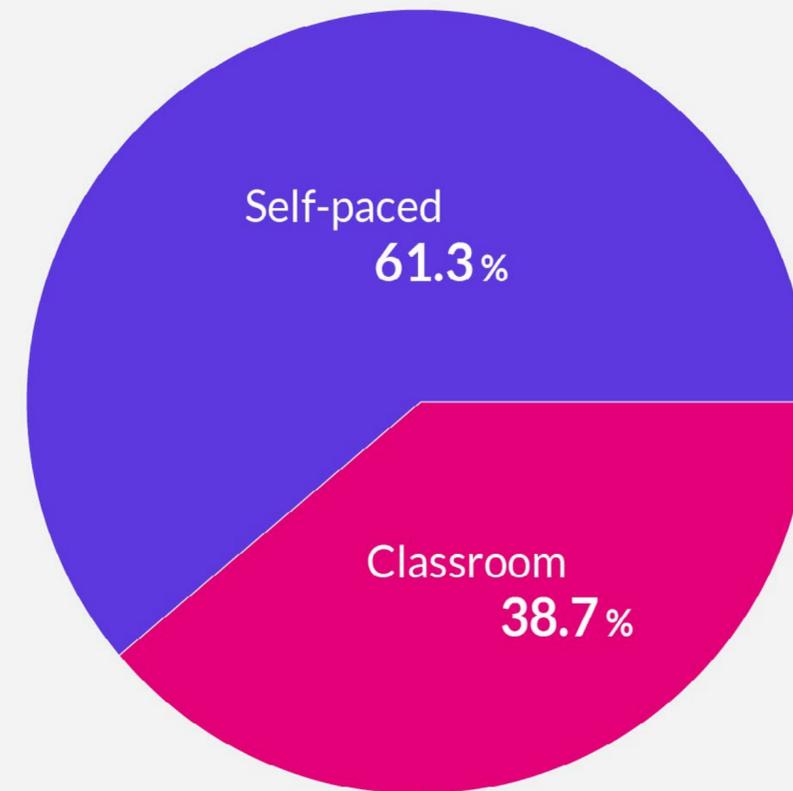


Self-Paced Learning Dominates Content Strategy and Takes the Lead Across Formats

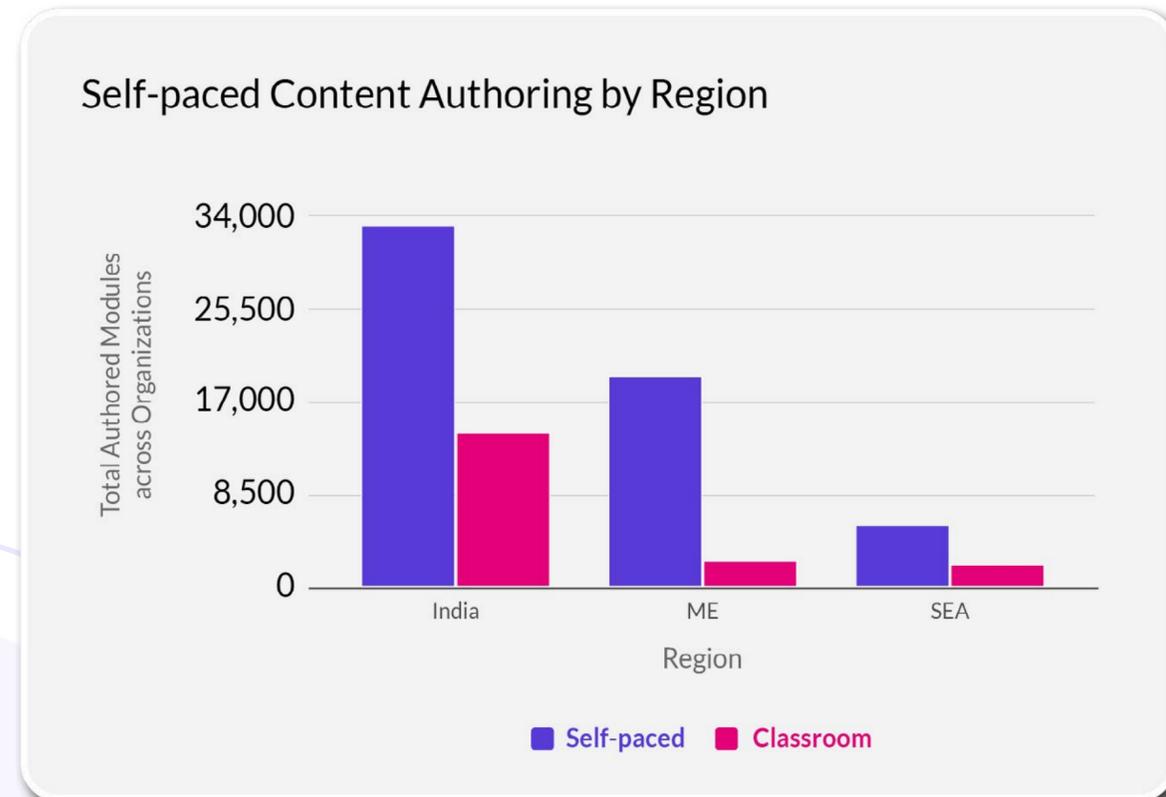
61.3%

of learning content is now self-paced, showing a clear move away from one-time training events toward flexible, modular learning that fits different roles, time zones, and schedules. For HR and L&D leaders, the goal is to create content ecosystems that support on-demand, continuous learning without losing depth or quality.

Content Format Mix



India Leads in Self-Paced Content Creation



India leads with a mature, self-paced authoring engine at scale

India leads in self-paced content authoring, reflecting a mature digital learning culture driven by distributed teams and rapid upskilling needs.

The Middle East embraces digital, but authoring still trails consumption

The Middle East is strong in digital learning adoption but relies heavily on external providers for content.

Southeast Asia engages actively, but the creation momentum is yet to be built

Southeast Asia favors classroom formats, with limited digital authoring due to lean teams and cultural habits.

Enterprises Prioritize Engagement With a Shift to Interactive Learning

Interactive and game-based learning takes the top spot

Interactive and game-based learning leads the way, showing that organizations now focus on active, hands-on learning instead of passive content. These formats boost engagement, improve knowledge retention, and reflect a shift toward learning that drives real performance impact, not just course completion.

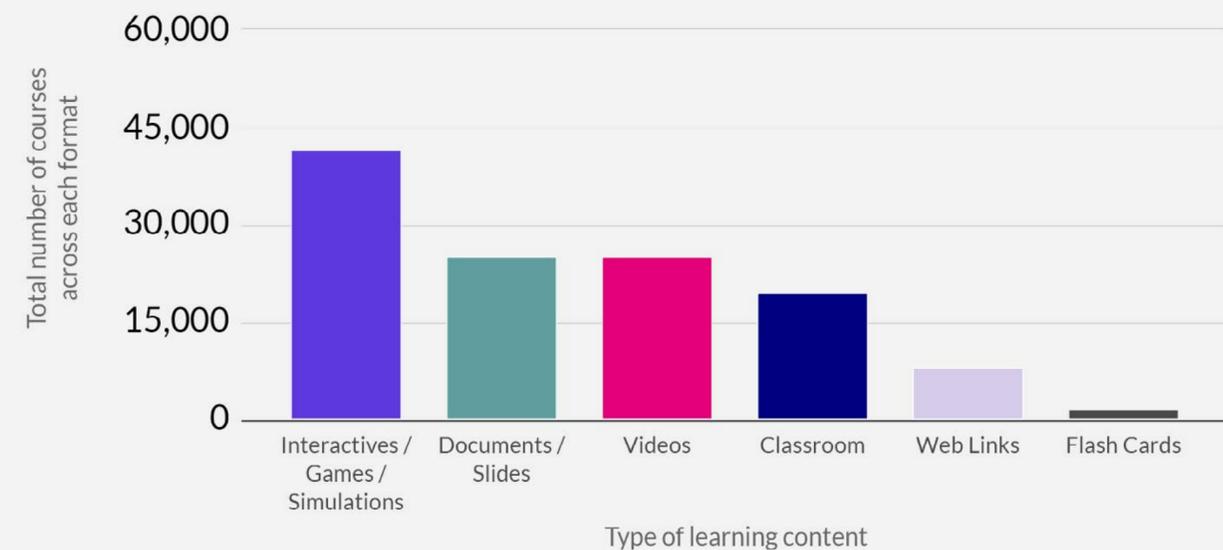
Documents, slides, and videos form the mid-tier backbone

These formats remain the operational core of most learning ecosystems. They're cost-efficient, easy to update, and scalable, making them ideal for rapid content rollout. However, their prevalence also highlights a reliance on conventional, information-heavy materials rather than immersive skill application.

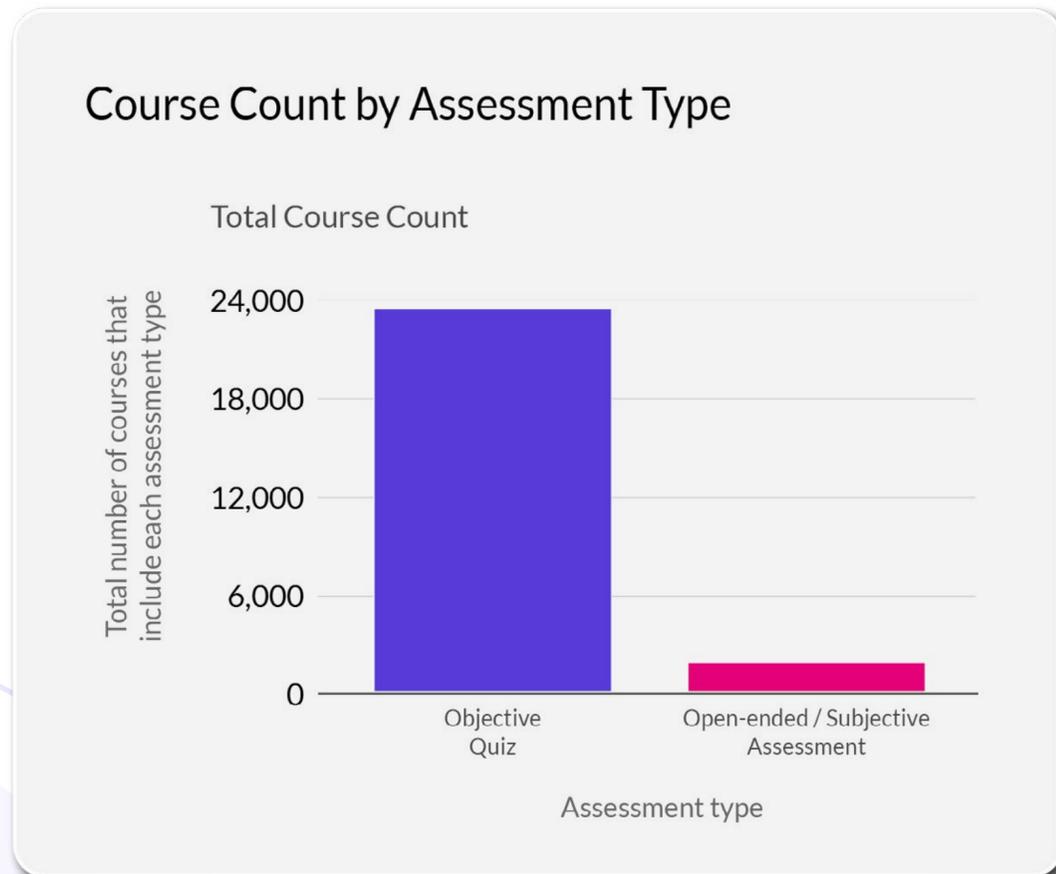
YouTube videos and flashcards trail as niche formats

YouTube videos and flashcards remain the least used formats, indicating that enterprises still underutilize short, external learning tools. L&D teams can strengthen their learning ecosystems by actively integrating microlearning and curated external resources into core programmes.

Types of learning content format across organizations



Objective Assessments Outpace Skill-Based Evaluation



Objective quizzes account for the majority of assessments

90%

Over 90% of authored assessments are objective; mostly quizzes using multiple-choice or true/false. This shows that organizations prefer quick, easy-to-manage formats, even though they may not fully measure deeper learning or real skill application.

Subjective assessments remain underutilized

Open-ended assessments are used less as they take more time and effort to design and review. Without automation or AI tools, these formats are often avoided in large-scale training, even though they better measure real-world skills and reflection.

Assessment innovation has not kept pace with content acceleration

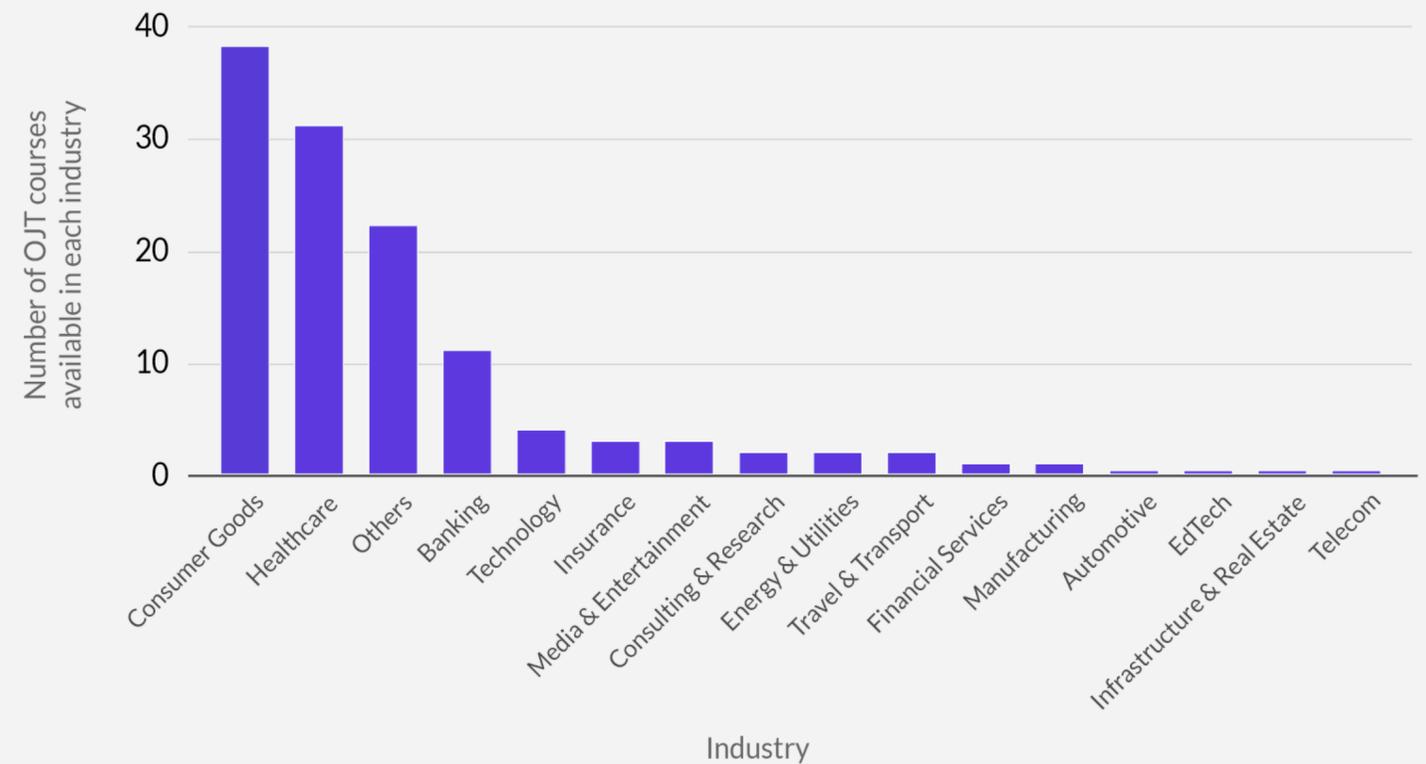
While Generative AI has made it easier to build learning content, most evaluations still rely on old formats. Advanced methods like simulations, role plays, and real-world decision tasks are still rarely used.

On-the-Job Training (OJT) Courses Cluster in a Few Industries

OJT is strongest in sectors where work drives continuous learning

When organizations treat everyday work as a learning opportunity, skill development becomes continuous and measurable. Consumer goods and healthcare sectors exemplify this through structured, practice-led OJT programmes that build capability on the job. Banking and insurance are evolving toward the same model, while knowledge and service sectors can accelerate progress by embedding experiential learning into real tasks and client interactions.

OJT Courses by Industry

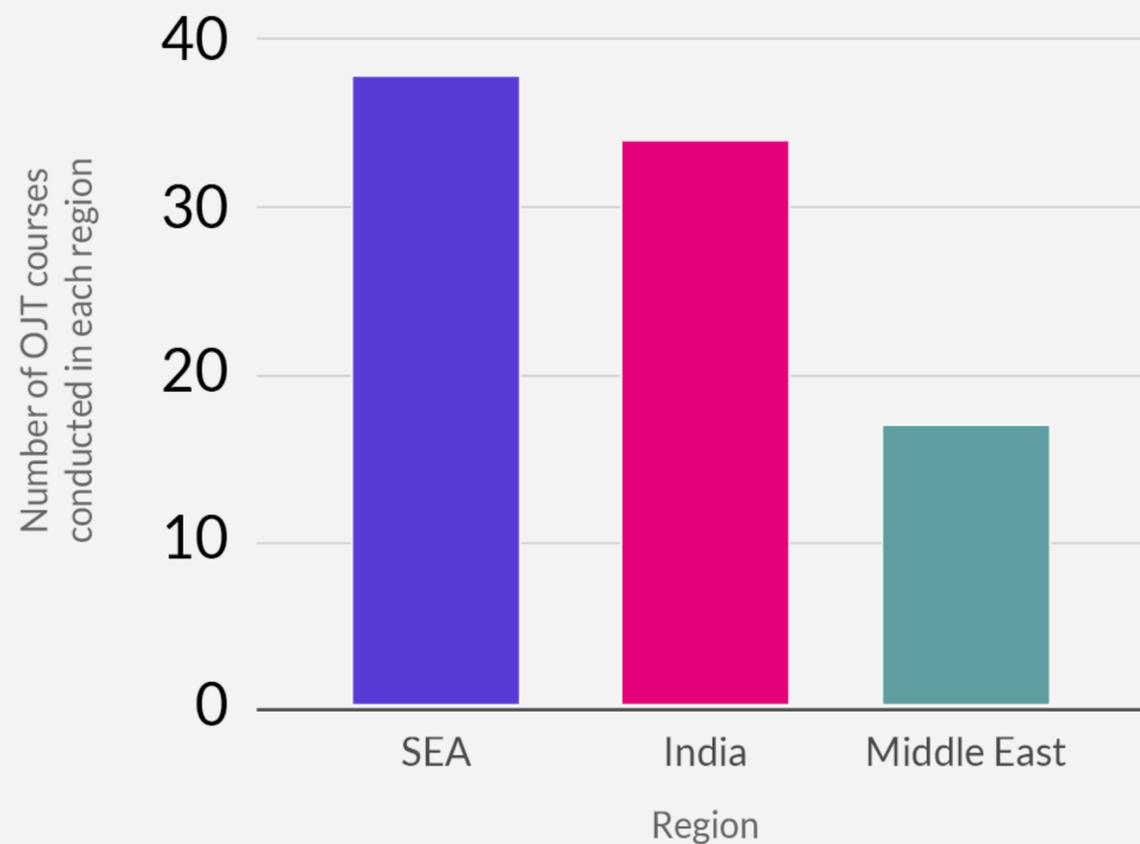


SEA Leads in OJT While Others Still Favor Structured Learning

OJT evolution reflects each region's readiness for experiential learning

The state of OJT across regions reveals how differently organizations are turning work into a driver of learning. In Southeast Asia, execution-heavy industries like retail, logistics, and manufacturing make hands-on learning integral to performance. India's rapid adoption reflects a young, distributed workforce using OJT to bridge skill gaps, but its next challenge lies in building consistent frameworks for scale. The Middle East, long anchored in structured classroom and digital learning, has the foundation to evolve toward more agile, practice-led formats.

Regional Comparison of OJT format





Design role-aligned, outcome-driven learning

Replace broad, content-heavy programmes with focused, role-specific journeys that directly support organizational goals. Keep learning tightly linked to performance expectations and business KPIs.



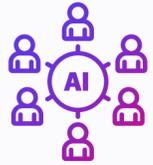
Embed learning into daily workflows

Make learning frictionless and continuous by integrating it into everyday tools, tasks, and check-ins. Use micro-learning, nudges, and on-the-job practice to turn work itself into a learning loop.



Turn managers into learning multipliers

Equip people managers with visibility into team learning data and simple tools to coach, recommend, and reinforce learning. When managers model learning, it cascades into team behavior and culture.



Empower local teams for agile content creation

Centralized L&D teams can't meet every business need. Enable regional or functional teams with AI-powered authoring tools, modular templates, and clear guardrails to build timely, relevant content at scale.

Recommendations for HR and L&D Leaders



Tailor strategies to regional and organizational maturity

Recognize that learning behaviors vary across geographies and company sizes. Calibrate programmes to local readiness, workforce patterns, and maturity levels to maximize adoption and impact.



Sustain engagement through year-round activation

Move from one-off initiatives to continuous engagement models. Align strategies to business and learner cadence with quarterly refreshes, recognition loops, and data-driven nudges.



Modernize assessment and feedback loops

Replace static quizzes with scenario-based, role-relevant, and AI-assisted assessments that measure true capability. Use these insights to personalize development and strengthen workforce planning.



Redefine learning success through business impact

Shift the lens from completion or engagement rates to business outcomes. Measure how learning influences productivity, customer satisfaction, and role readiness.

Ready to see your own maturity score?

Take the Digital Learning Maturity Assessment