



**Institute for
Learning &
Performance**

Asia Pacific

2023 L&D RATE SURVEY

RESEARCH REPORT

Presented by

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Introducing the Research



Welcome to the findings of the 2023 Learning and Development Rates Survey – undertaken by the Institute for Learning and Performance (ILP).

The ILP is the leading professional body for Learning and Development (L&D) professionals in Asia Pacific. Through research and innovation, ILP sets the benchmark for best practice and results-driven initiatives for individuals, businesses, and industries.

As ILP's ongoing commitment to supporting the L&D community, we undertake a broad-based survey of the rates charged by various L&D professionals. This is our sixth Learning and Development rates survey.

The information gathered in this survey was used to assess industry standards, in addition to comparative and competitive analysis for L&D services throughout Australia's metropolitan and regional areas, and also in the APAC region.

The current findings consolidate information regarding the rates charged for L&D services (i.e. training, facilitating, instructional design, assessment, coaching, and consulting) and the variables that influence fees. The report is intended to assist L&D professionals to clearly gain a better understanding of their position in the current market. The survey was open to both members and non-members of ILP.

The Survey Data

An invitation to complete the survey was delivered online to a sample of Learning and Development professionals in December 2023. Grateful acknowledgements are extended to each and every one of the survey participants.

Most statistical findings are presented by minimum, maximum and average rates.

- Average (calculation of summed values divided by number of responses)

All rates are in Australian dollars and exclude Goods and Services Tax (GST). Individual percentages have been rounded to the nearest whole number and may therefore not total exactly 100%. Percentages have also been calculated excluding missing data. Comparative findings are taken from the most recent previous surveys of this type, undertaken in 2022. Please note that some findings are based on small numbers of participants and should be treated with some caution.

Key Messages



1. The 2023 research findings present an informative experience distribution:

The data shows a wide distribution of experience levels among L&D professionals, with a substantial number having over 20+ years of experience. 91% of professionals in this research have been represented in Victoria, New South Wales and Queensland.

2. Increase in Qualification Trends:

There's a trend of higher qualifications among L&D professionals, with 52% holding a Certificate IV or a Master's degree. This reflects the industry's growing emphasis on professional development and accreditation.

3. Service Delivery:

The data indicates a decrease of 4%, with 85% of professionals providing Online/Virtual sessions. Post-COVID-19, professionals are moving back into the face-to-face delivery option. Face-to-face delivery has increased to 85% from 32%.

4. Rate State Variations:

The survey data shows variations in rates for different L&D services across regions. The 'Training Per Day' data shows an overall increase across each state, except Queensland, having an average decrease of 21%.

Meanwhile, 'Coaching Per Hour' rates have an overall increase across each state, except ACT (decrease of 5%) and Queensland (decrease of 33%).

'Consulting Per Day' rates show an overall increase, except New South Wales, having a decrease of 41%.

Local market demands and living costs influence these variations in different areas.

5. Specialisation Areas:

Certain areas of specialisation, like leadership (68%), Learning & Design (45%) and coaching (34%), are more prevalent among L&D professionals. This prevalence suggests a market demand for expertise in these domains within the L&D industry.

6. Industry Delivery:

The data highlights the sectors most commonly served by L&D, like government (59%) and Education (49%). The focus on these sectors indicates their recognition of the value of L&D in enhancing workforce capabilities.

7. Material Cost Inclusion:

The data shows that 65% of L&D professionals include material costs in their fees, whereas 16% charge cost of printing. This practice highlights the varying approaches to pricing strategies in the L&D field.

8. Online Session Rates:

Insights into the rates charged for live online sessions, including variations based on session length and content. The rates reflect the evolving market value of digital L&D solutions and professionals' adaptation to online platforms. 69% of professionals charge the same rate for an online/virtual session as for a face-to-face delivery. With 14% using a producer to help run the online sessions, and 28% charging an additional fee.

9. Invoicing Rates:

40% of professionals indicated an increase in their rates, typically by 25%. The key factor determining rates is adding value to clients; 82% of professionals felt this was how rates are determined, whereas 10% would see how the client reacts. 73% of L&D professionals have variable rates.

10. Future Rate Predictions:

49% of professionals planned on no changes to their 2024 rates.

11. Business Development

15% of professionals charge for business development or a scoping conversation.

A summary of current training, coaching and consulting rates, split by state, is presented overleaf.

Training Per Day - Rates by State

State	2022		2023	
	Range \$	Average \$	Range \$	Average \$
ACT	1,000-5,000	2,750	1,500 - 4,455	3,079
NSW	200- ,8000	1,832	450 - 8,000	2,971
NT	-	-		
QLD	480-12,000	2,701	500 - 5,000	2,133
SA	2,500-5,000	2,500*	2,500 - 3,000	2666*
TAS	-	-		
VIC	700-12,000	2,401	1,000 - 12,000	3,268
WA	800-5,000	1,558	900 - 5,500	2,444
Dubai			1,500 - 3,000	2,000

*average affected by very limited responses.

Coaching Per Hour - Rates by State

State	2022		2023	
	Range \$	Average \$	Range \$	Average \$
ACT	400-600	450	420 440	425
NSW	100-550	283	120 - 1,500	564
NT	-	-		
QLD	75-1,500	396	35 - 800	265
SA	150-300	200	160 - 350	270
TAS	-	-		
VIC	80-600	285	250 - 800	429
WA	100-360	257	100 - 450	270

Consulting Per Day - Rates by State

State	2022		2023	
	Range \$	Average \$	Range \$	Average \$
ACT	-	1,800	1,500 - 3.300	2,687
NSW	560-4,000	1,560	100 - 1,500	916
NT	-	-		
QLD	780-5,000	2,405	900 - 5,000	2,593
SA	750-4,000	1,678	2,500 - 3,000	2,666
TAS	-	-		
VIC	800-4,900	2,079	2,500 - 3,600	3,366
WA	800-1,500	1,025	760 - 1,000	1,200

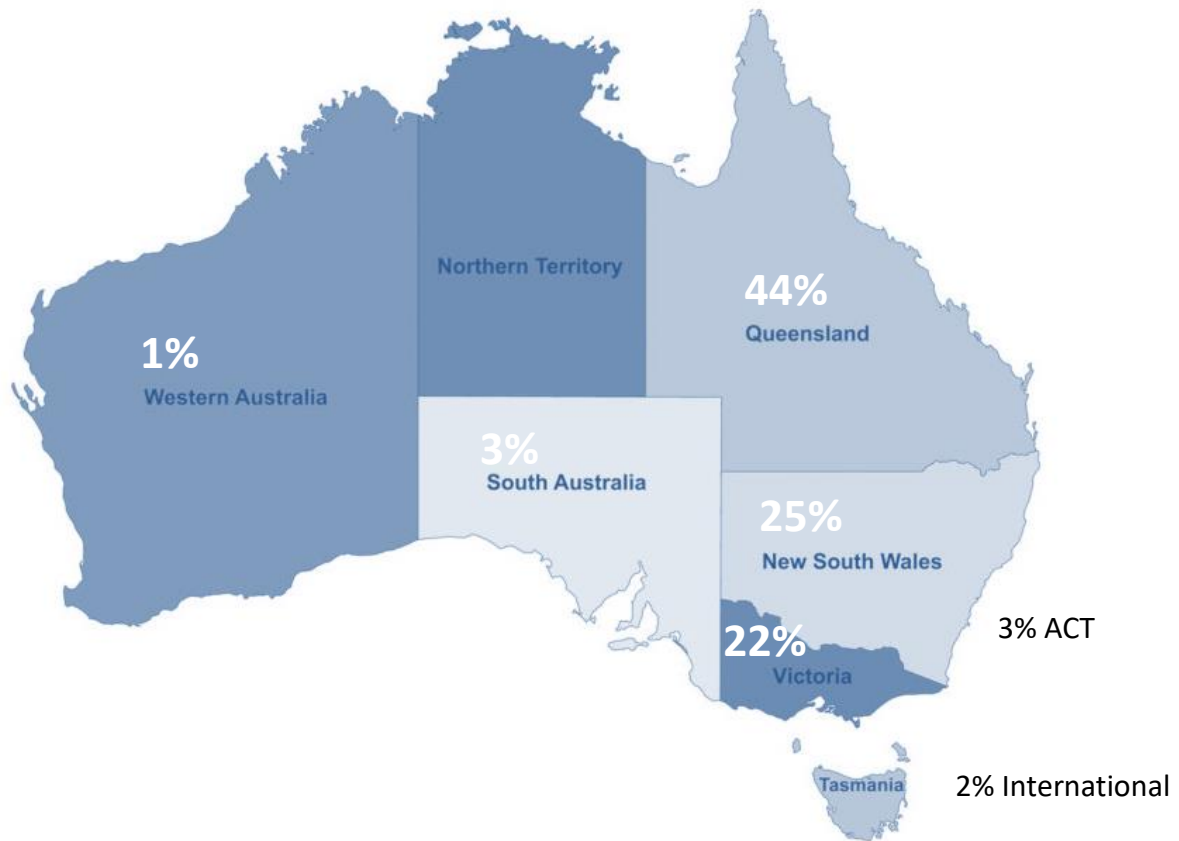


Survey Participants



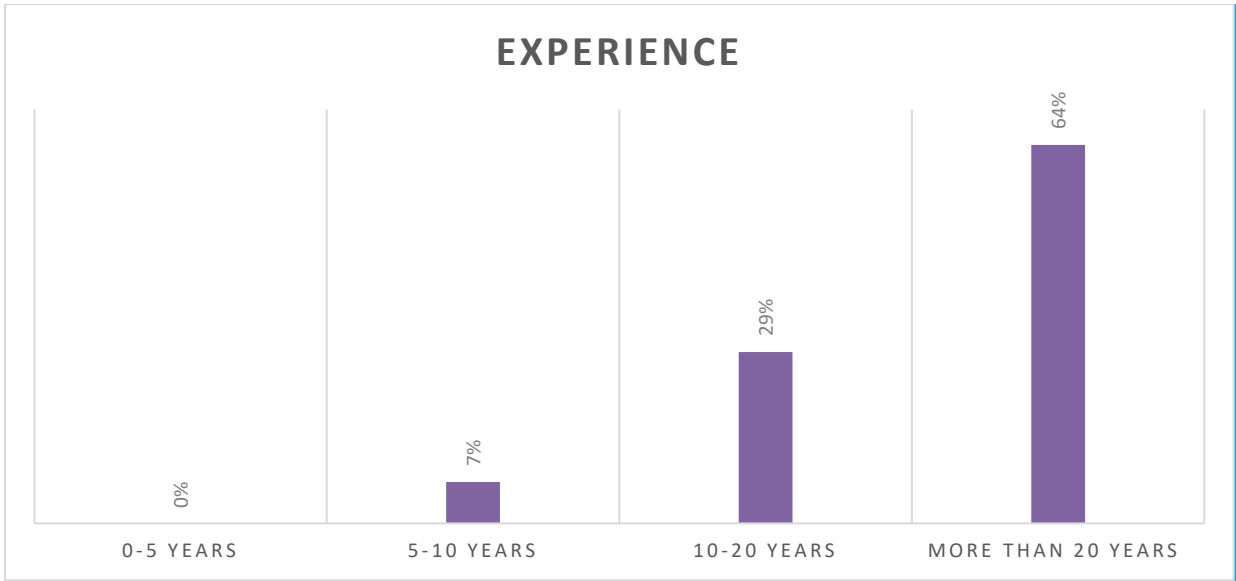
States Represented by this Research

Victoria, New South Wales and Queensland supplied a majority (91%) of all survey respondents. There was limited participation by professionals in some states and internationally.



Increasingly Experienced Professionals

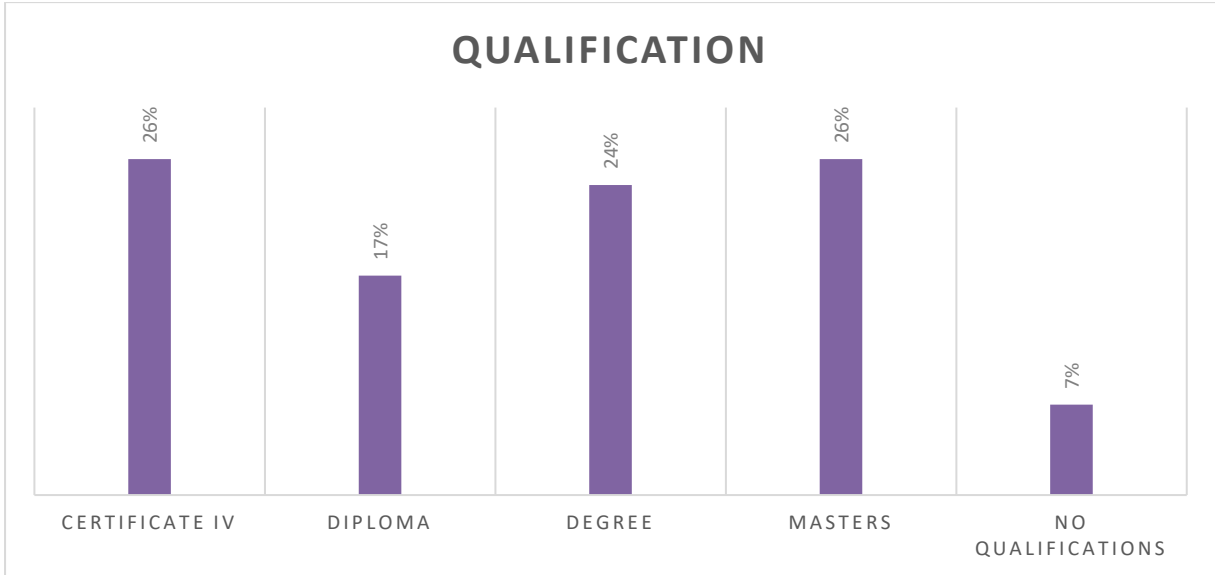
Collectively, respondents were equipped with between 5 and 20+ years of experience within the Learning and Development industry - the typical respondent having **20+** years of experience.



Q. How many years' experience do you have as a learning and development (L&D) professional?

Level of Qualification

52% of professionals held a Certificate IV or a Masters level qualification, with 7% of professionals having no qualifications.



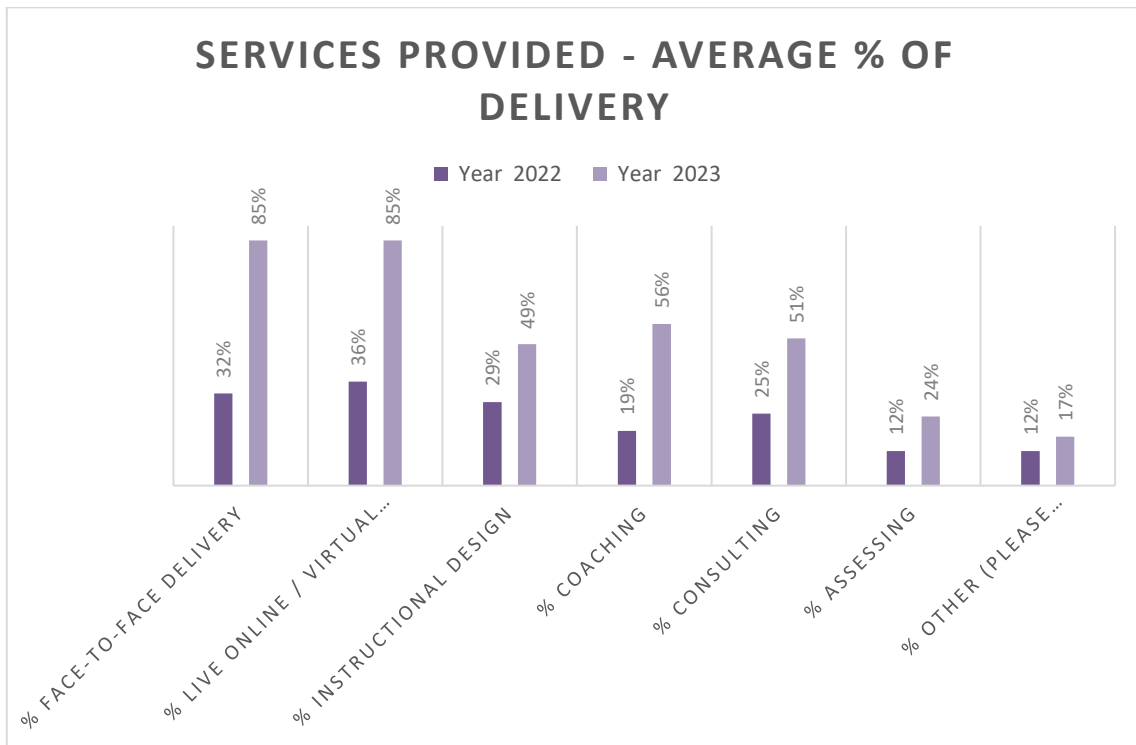
Q. What level of qualification do you hold in learning and development?

Learning and Development Services Delivery

While online/virtual still continues to be high, face-to-face delivery has significantly increased to the same level of 85%, both service delivery, which professionals are spending their time on.

Face-to-face delivery is now returning post-COVID-19, with an increase of 53% compared to 2022, along with online/virtual with an increase of 49%

*Including compliance/HR, project management, human-centred/high level solution design, quality reviews and facilitation of strategic change and transformation.



Q. What percentage of your services are: (% of delivery = 100%)



Main Specialty Areas

Collectively, the top six specialty areas being offered by professionals focused on:

- Leadership (68%),
- Learning and Design (45%) encompasses Content & Assessment writing, Content Strategy, Course Design, Instructional Design, Learning Experience Design, Learning Psychology, Learning Strategy, Learning Technology, Literacy and Accessibility, Needs Analysis, E-learning, Trainer Development and Training Measurement
- Coaching (34%),
- Communication (27%),
- Team Building (20%), and
- Personal Effectiveness (34%) incorporates topics such as time management, complex thinking, resilience, difficult conversations, personal growth and emotional intelligence.

Change Management (2%), Business (1%) and Sales (7%) also featured.

A raft of other services, spanning management skills, governance, IT, science, VET and mental health make up the other 22% of respondents' specialty areas.



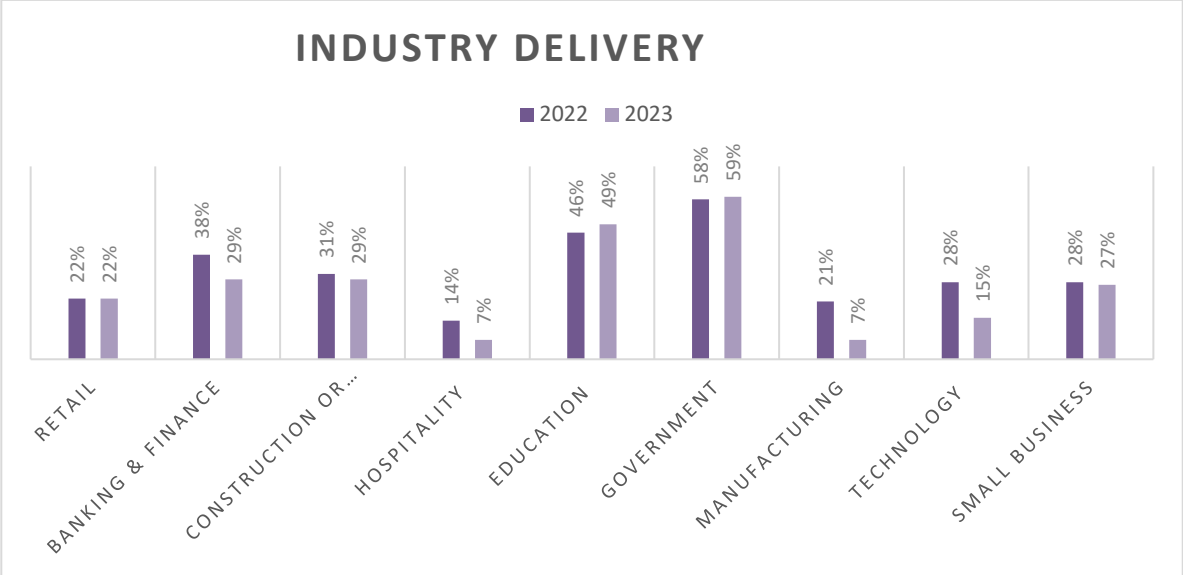
Q. What are your three main specialty areas? (e.g., leadership, team building, communication, safety, etc.)

These findings show that leadership continues as the number one specialty, followed by Learning & Design, increasing by 26% since 2022, with Team Building having a decrease by 5%.

Industry Delivery

Government remains the prominent industry of delivery (59%), while Education remains in second place (49%), with Banking & Finance (29%) in third place, yet a decrease from 2022.

Construction or Mining (29%), Technology (15%) and Small Business (27%) remain in the middle band.

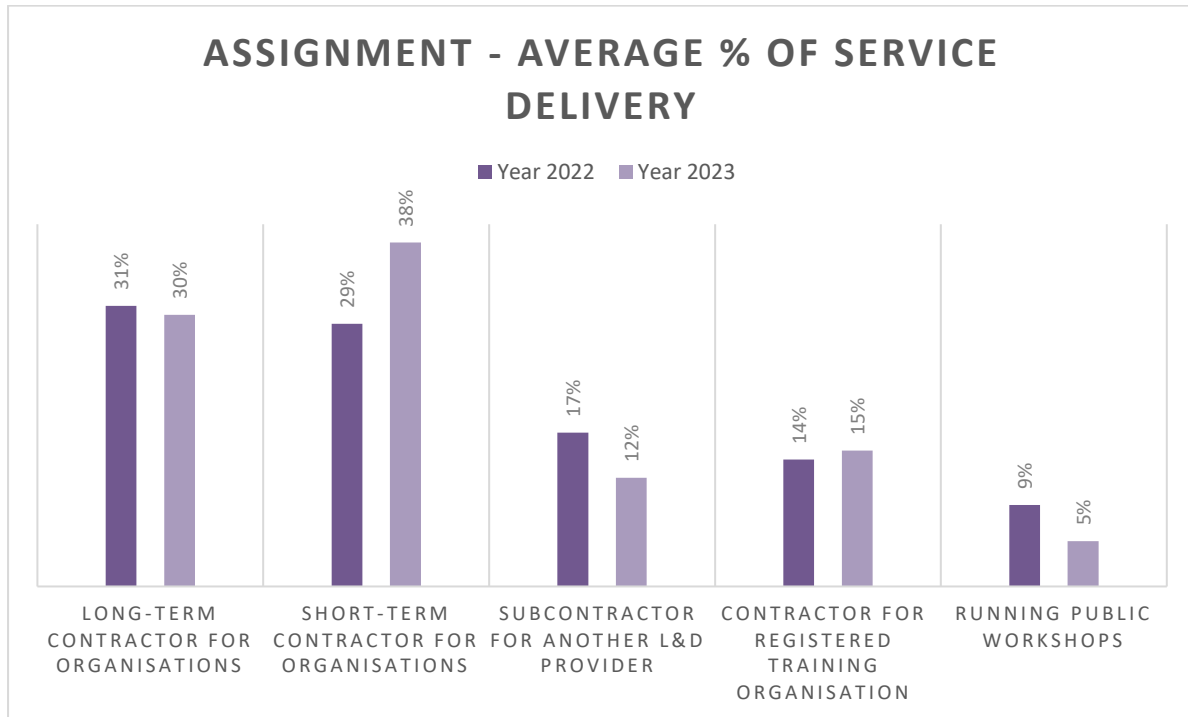


Q. What industries do you primarily deliver your services to? (tick as many as appropriate)

Other industries included Not for Profit, Legal, Engineering, Healthcare, Community Services, Energy, Performing Arts, Property

Assignment Type Delivery

There are five (5) broad categories of assignment types. Here, we see that the assignment type which takes the highest level of a professional's time is that of short-term contracts for organisations, this has increased by 9% compared to 2022, replacing Long-term contractors for organisations.



Q. What percentage of your work would be: (% of delivery = 100%)

More variations.

- *Work just evaporated so I accepted lower-paying work requiring lower-paying skills through agencies rather than going directly to clients.*
- *Willing to accept subcontracting work at a lower rate.*

Q. What impact has Covid-19 had on your rates and fees?



Training & Facilitating



Offering Training / Facilitation Services

The number of respondents providing training and facilitation services has remained consistently within the 90%-93% range over the past seven years.

93%

Provide training and facilitation services

Training and Facilitation Rates

The following table contains the minimum, maximum and average for face-to-face training and facilitation rates, comparing to 2022.. The typical average daily rate has increased slightly since 2022 – rising from \$2,339 to \$2,694 currently. The typical hourly rate has decreased by around 28% in the last year – decreasing from \$415 in 2022 to \$300 currently.

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
Daily Rate - Minimum	200	6,000	1,712	450	7,500	1,741
Daily Rate - Maximum	800	12,000	3,474	1,100	12,000	3,647
Daily Rate - Typical	200	5,500	2,339	8,00	9,000	2,694
Hourly Rate - Minimum	50	1,500	294	70	500	218
Hourly Rate - Maximum	85	3,500	568	100	800	398
Hourly Rate - Typical	65	3,000	415	90	700	300
Half-day Rate - Minimum	350	4,000	1,365	350	2,750	1,054
Half-day Rate - Maximum	390	6,000	2,102	550	3,800	1,748
Half-day Rate - Typical	350	4,000	1,528	490	2,750	1,375

Q. When conducting training or facilitating a program Face-to-Face, what rates do you charge? [excluding GST / in local currency]

Participant Rates

Per participant face-to-face training rates varied significantly, with the full and half-day and multi session program rates as shown below.

Q. If you charge per participant when undertaking face-to-face training, what do you charge per participant?
[excluding GST / in local currency]

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
One-day program	175	1200	549	297	1400	749
Half-day program	125	880	429	150	340	262

Live Online & Virtual Sessions



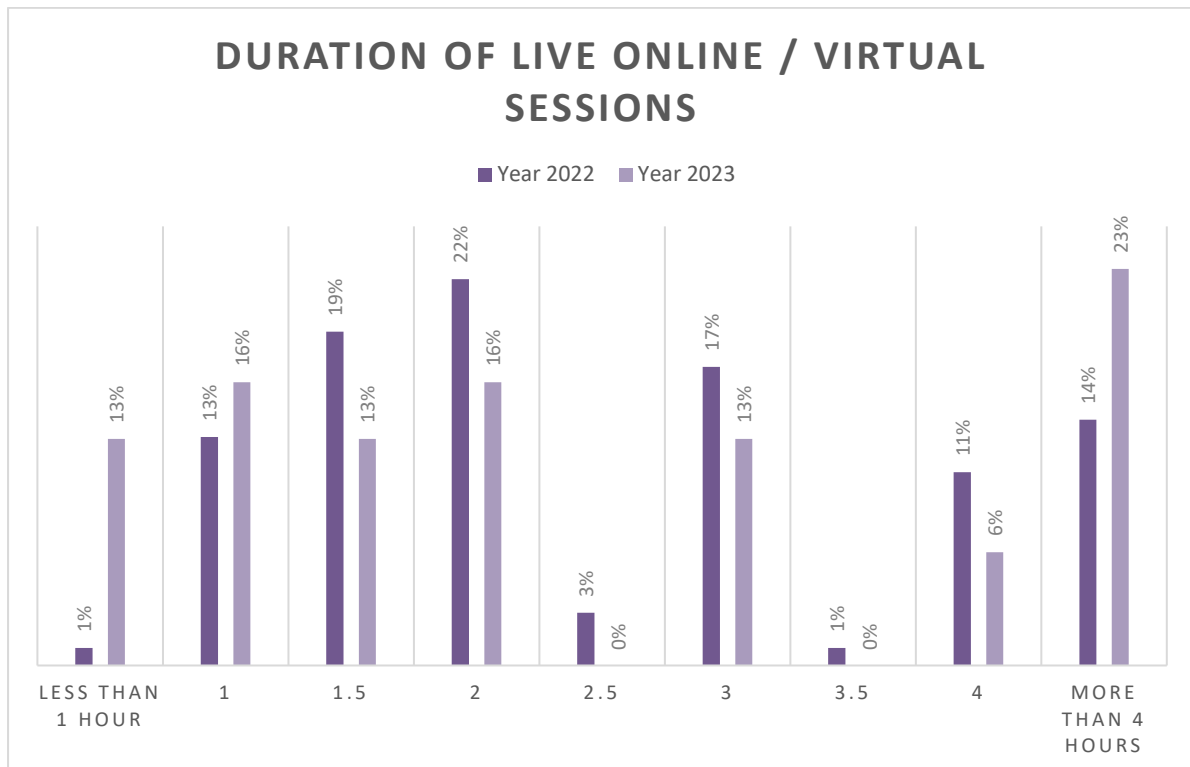
Live Online and Virtual sessions

85% of respondents provide Live Online/Virtual Sessions to clients.

This has decreased slightly by 4% compared to 2022.

85%

Provide Live Online/Virtual Sessions to clients.



Average Duration

The average duration of live online/virtual sessions varied greatly – however, more than four hours emerged as the most frequent single duration, compared to 2022 which was two hours duration.

Q. What is the average duration of your sessions?

Recording of Virtual Sessions

As technology allows recording of virtual sessions, some clients request access for those participants who were unable to attend and/or for future viewing. Almost 58% of respondents indicated that they would not impose an additional charge for the recording, this has decreased from 70% in 2022.

42% indicated that they would impose a restricted access period of say three days, this has increased from 29% in 2022.

There was no indication of professionals adding a cost per viewer, in 2022, 6% indicated they would add an additional cost per viewer. However, note that 38% would impose an additional cost for ongoing access, this has increased from 30% in 2022.

Virtual Learning Program Rates

The average rate for a typical 60 minute live online/virtual sessions is \$444.
In 2022 the average rate was \$540.

69%

Charge the same rates for live online/virtual sessions as for face-to-face delivery

The table below shows the hourly rates for virtual learning programs.

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
Hourly Rate - Minimum	100	1,750	494	80	875	426
Hourly Rate - Maximum	150	3,000	959	250	1,500	638
Hourly Rate - Typical	125	2,000	540	120	1,050	444

Q. What rates do you charge per virtual session? [excluding GST / in local currency]

Virtual Learning Rates Per Participant

A very small number of survey respondents indicated that they used a per participant charge for their Live Online/Virtual Sessions. The table below shows per participant rates. The average per participant day rate has decreased by 16%.

Q. If you charge per participant, what do you charge for Live Online / Virtual Sessions? [excluding GST / in local currency]

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
One-day program	125	3,000	1,098	110	3,600	920
Half-day program	95	880	471	80	1,500	350

Producer Assistance

14% of professionals use a producer to help run online sessions, but only 29% will use a producer if the participants are over 10.

28% of professionals who use producers charge for this additional service.

*This is a new category to the ILP Professional Rates Survey this year.

14%

Use a producer to help run online sessions

Business Development or scoping conversations

15% of professionals charge for business development or a scoping conversation, with all charging an hourly rate between \$150-420 per hour.

*This is a new category to the ILP Professional Rates Survey this year.

14%

Use a producer to help run online sessions

Instructional Design



Offering Instructional Design

48%

Provide Instructional Design

Typical Rates for the Design, Development and Customisation of Learning Programs

The table below shows the hourly and daily rates for Instructional Design. The average hourly rate has increased by 48%.

Q. What typical rate do you charge for development, design, or customisation of learning programs?
[excluding GST / in local currency]

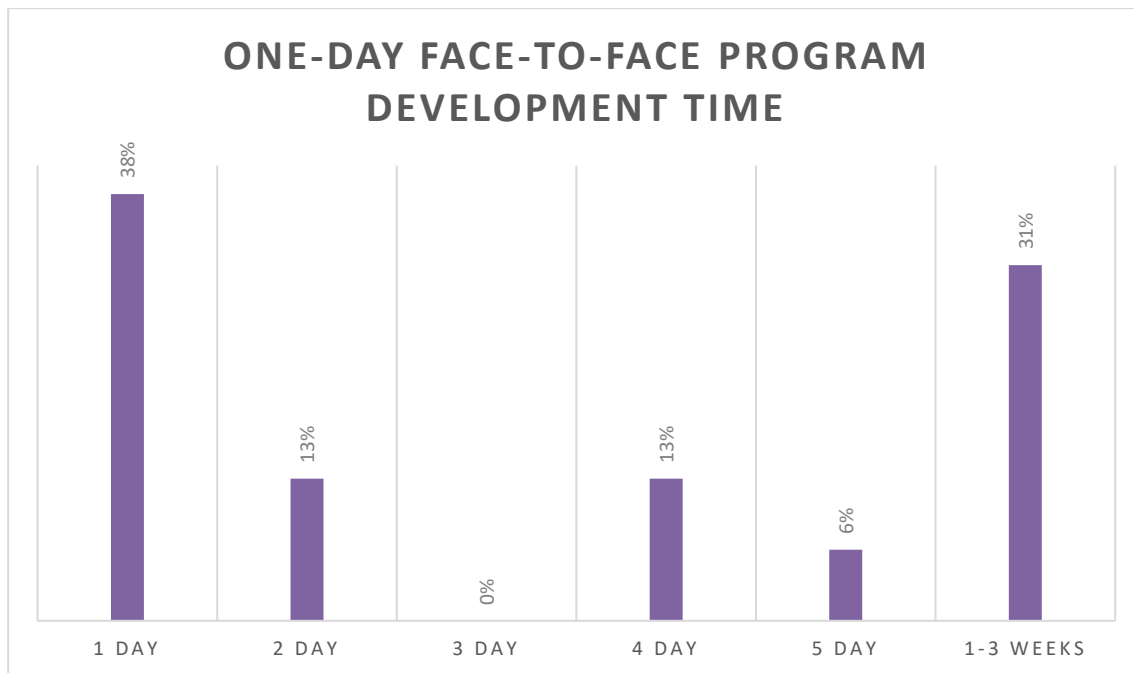
AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
Per Hour	60	400	184	100	500	273
Per Day	298	3,200	1,329	500	3,100	1,625



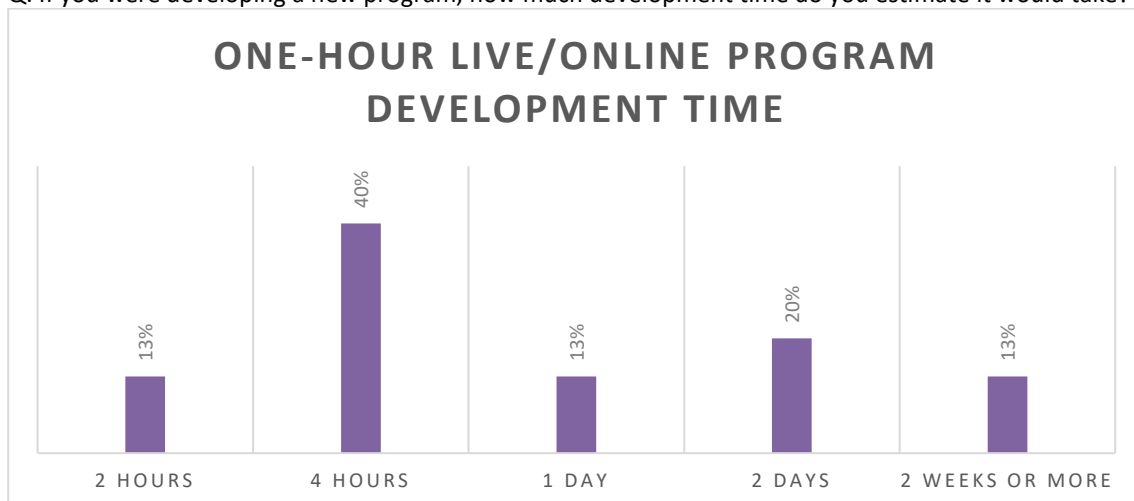
Instructional Design Program Development Time

Development time of new programs was highly variable, often ranging from days to weeks. This was particularly evident in relation to the development of a one-day face-to-face program, which took some professionals a single day to develop (38%), and others 1-3 weeks or more (31%).

In terms of a one-hour live/online program, the most typical development time was less than four hours (40%). In terms of a two-hour e-learning module, the most typical development time was two hours (30%).



Q. If you were developing a new program, how much development time do you estimate it would take?



TWO-HOUR E-LEARNING MODULE DEVELOPMENT TIME



Coaching



Offering Coaching Services

Those offering Coaching Services is 73%.
This figure compares with 2022, yet shows a slight increase of 3%.

73%

Offer Coaching Services

Areas of Coaching Specialty

The highest Coaching service is Performance Coaching (67%); in 2022, Coaching services were evenly split between Business, Executive and Performance Coaching.

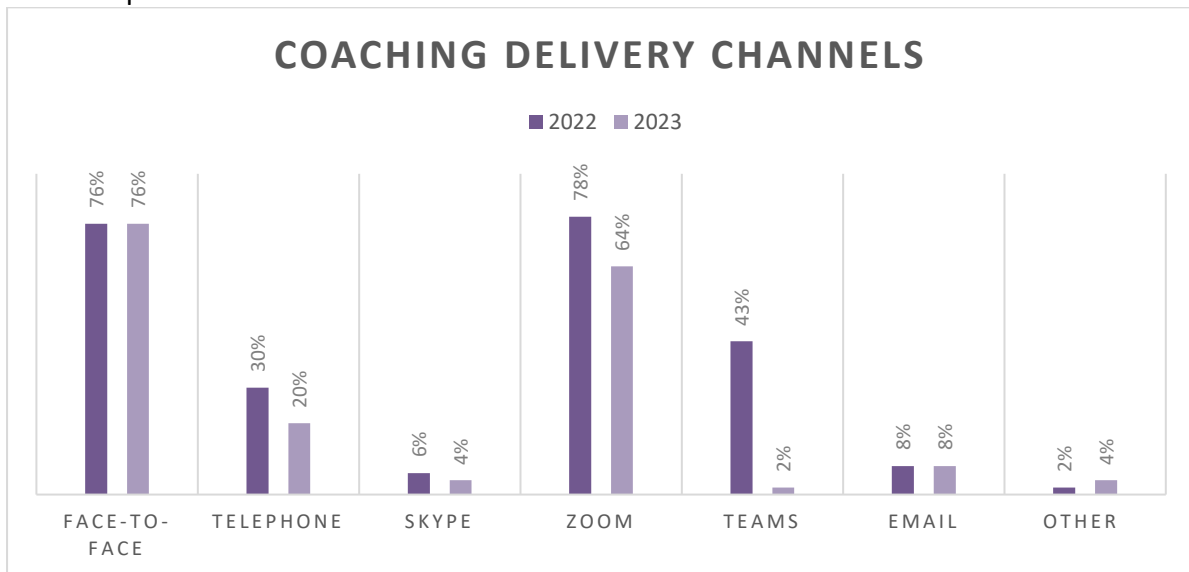


Q. What areas of coaching do you specialise in?

*Other coaching included Coaching students through studies, Communication skills, L&D specific (instructional design) and outplacement.

Coaching Delivery Channels

While face-to-face coaching and Zoom are a very popular option, Teams has increased by 41% compared to 2022.



Q. How do you deliver your coaching?

Face-To-Face Coaching Rates

58%

Of those offering coaching indicated an Hourly F2F Rate

12%

Of those offering coaching indicated a Half-Daily F2F Rate

23%

Of those offering coaching indicated a Daily F2F Rate

The following table indicates coaching rates for hourly, half day and daily face-to face assignments (excluding GST). It appears that the majority of respondents (58%) offer hourly coaching whereas only 23% of respondents indicated that they have a daily rate. The lowest minimum hourly rate has decreased from \$75 an hour in 2022, to \$35 an hour currently. The lowest typical hourly rate has remained the same at \$100 per hour. The lowest typical half-day rate has increased from \$300 to \$500 and the daily rate from \$500 to \$1,100.

Q. If applicable, what are your face-to-face coaching rates? [excluding GST / in local currency]

	2022			2023		
AUD excl GST	Lowest	Highest	Average	Lowest	Highest	Average
Hourly Rate - Minimum	75	500	247	35	800	289
Hourly Rate - Maximum	100	1,500	400	100	1500	515
Hourly Rate - Typical	100	1,000	324	100	100	408
Half-day Rate - Minimum	450	2,250	1,000	500	2000	1250
Half-day Rate - Maximum	450	2,750	1,492	500	3,000	1,750
Half-day Rate- Typical	300	2,450	1,208	500	2500	1,500
Daily Rate - Minimum	800	3,600	1,596	1,000	3,000	1,833
Daily Rate - Maximum	1,000	4,000	2,445	1,100	5,000	2,866
Daily Rate - Typical	500	3,600	1,896	1,100	3,500	2,100

Virtual Coaching Rates

91%

Indicated an Hourly
Virtual Rate

The following table indicates coaching rates for virtual assignments provided on an hourly basis (excluding GST).

91% of respondents indicated that they have an hourly virtual rate.

When comparing the hourly rate with face-to-face services, virtual services are slightly lower the Typical Hourly Rate is \$380 compared to face-to-face at \$408.

Q. If applicable, what are your VIRTUAL coaching rates? [excluding GST / in local currency]

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
Hourly Rate - Minimum	80	600	261	35	800	289
Hourly Rate - Maximum	120	1,200	425	35	800	502
Hourly Rate - Typical	100	1,200	334	140	1000	380

Consulting



Offering Consulting Services

The number of professionals providing consulting services remains relatively steady at 73%. (78% in 2022).

73%

Offer Consulting Services

Consulting Services Offered

Many varied and wide-ranging consulting services were offered, including development, management-related consultancy, strategy, change and leadership, licensing, culture and climate, teaching Delivery, mining, Vocational Education & Training (VET), Psychological Safety & Risk. Some topics such as Transformation dropped from the list while others such as Safety were included.

Q. What areas of Consulting do you specialise in? (Open-ended)

Consulting Rates

50%

Indicated an Hourly Rate

23%

Indicated a Half-Day Rate

54%

Indicated a Day Rate

The average daily, half-day and hourly rates have all marginally increased since 2022.

Q. What are your Consulting rates? [excluding GST / in local currency]

AUD excl GST	2022			2023		
	Lowest	Highest	Average	Lowest	Highest	Average
Hourly Rate - Minimum	50	600	185	35	900	235
Hourly Rate - Maximum	90	1,200	306	35	1500	415
Hourly Rate - Typical	65	800	255	150	2000	465
Half-day Rate - Minimum	300	3,800	1,116	500	2000	1195
Half-day Rate - Maximum	390	3,800	1,459	1200	3,000	1,890
Half-day Rate- Typical	390	3,800	1,281	700	2,000	1,508
Daily Rate - Minimum	560	4,000	1,645	700	3,000	1,730
Daily Rate - Maximum	900	5,000	2,571	100	5,000	2,983
Daily Rate - Typical	850	4,470	2,012	800	3,600	2,253

Assessing



Offering Assessing Services

The number of professionals providing assessing services remains relatively steady at 23%. (20% in 2022).

23%

Offer Assessing Services

Assessing Rates

These show a higher per unit competency average (\$409, compared to \$101 in 2022) but a lower hourly rate (\$73, compared to \$86 in 2022)

The per student rate has decreased from \$583 (2022) to \$85.

Q. What is your typical rate for assessments for: [excluding GST/in local currency]

Rates	2022			2023		
	Min. \$	Max \$	Average \$	Min. \$	Max \$	Average \$
Per unit of competency	45	250	101	25	1200	409
Per hour of assessment	50	150	86	60	100	73
Per student	50	1,500	583	65	1,100	85

Considerations

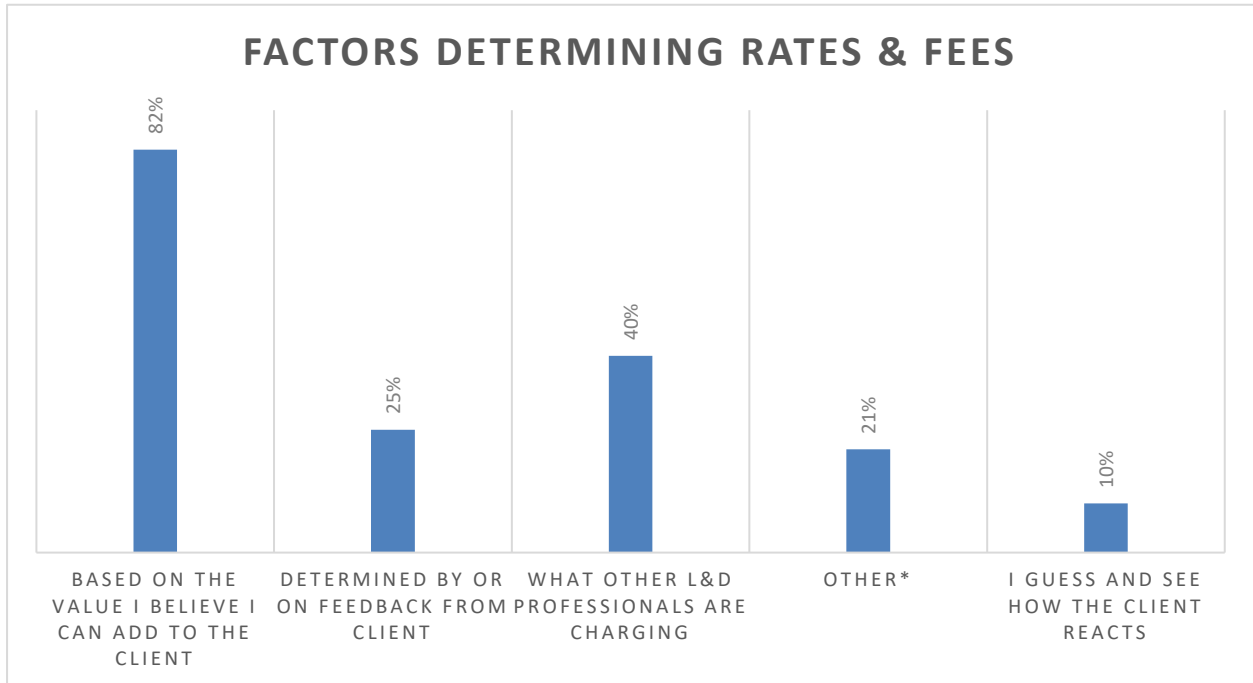


Factors Determining Rates and Fees

The key factor determining rates and fees is added value to the client (82%).

*Other determinants included client-set and historical charges.

Q. How do you determine your rates and fees?



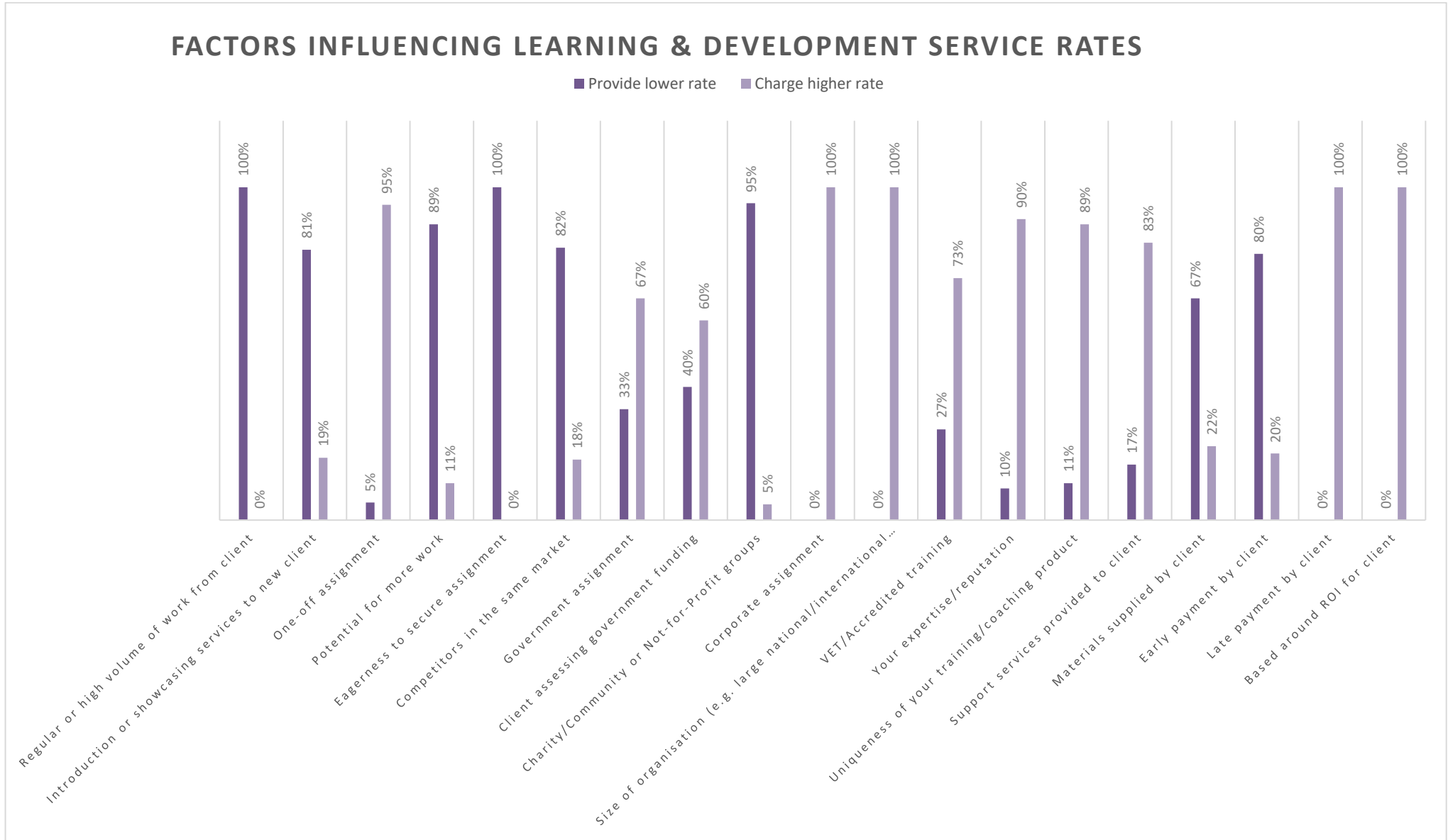
Factors Influencing Learning and Development Service Rates

73%

of L&D professionals have variable rates.

In 2023, most frequently incentivising lower rates were regular work from clients, eagerness to secure assignments, and clients who were charity/not-for-profit based. In contrast, corporate assignment, size of organisation, late payment by client and based around ROI for client spurred higher rates.

Q. Which of the following factors influence whether you charge a lower or higher rate for your services?



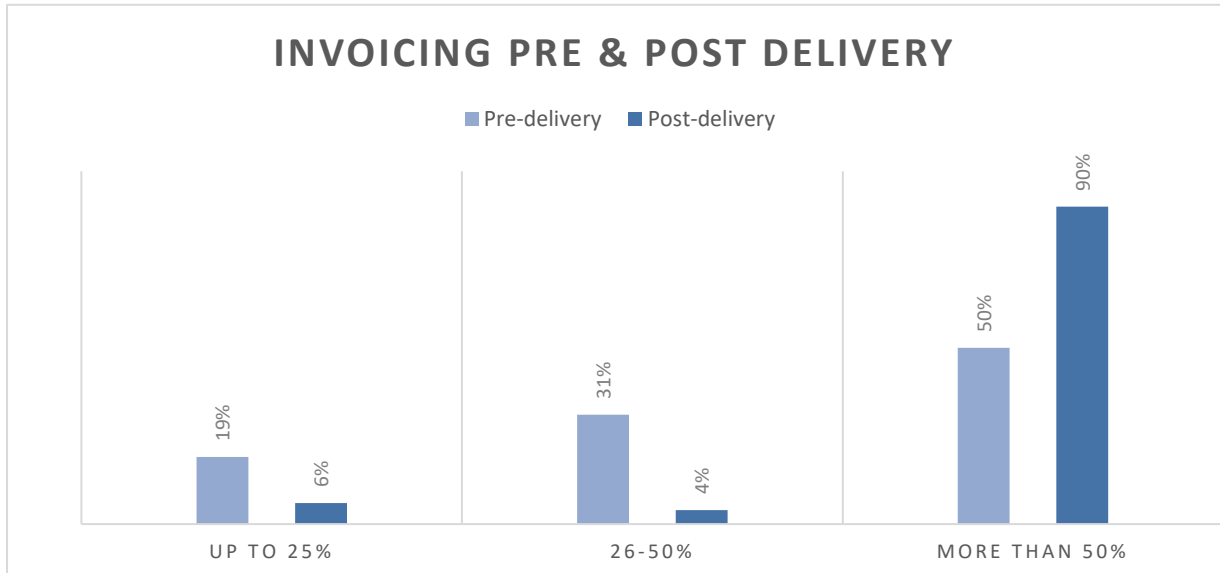
Inclusions & Exclusions



Invoicing Pre and Post Delivery

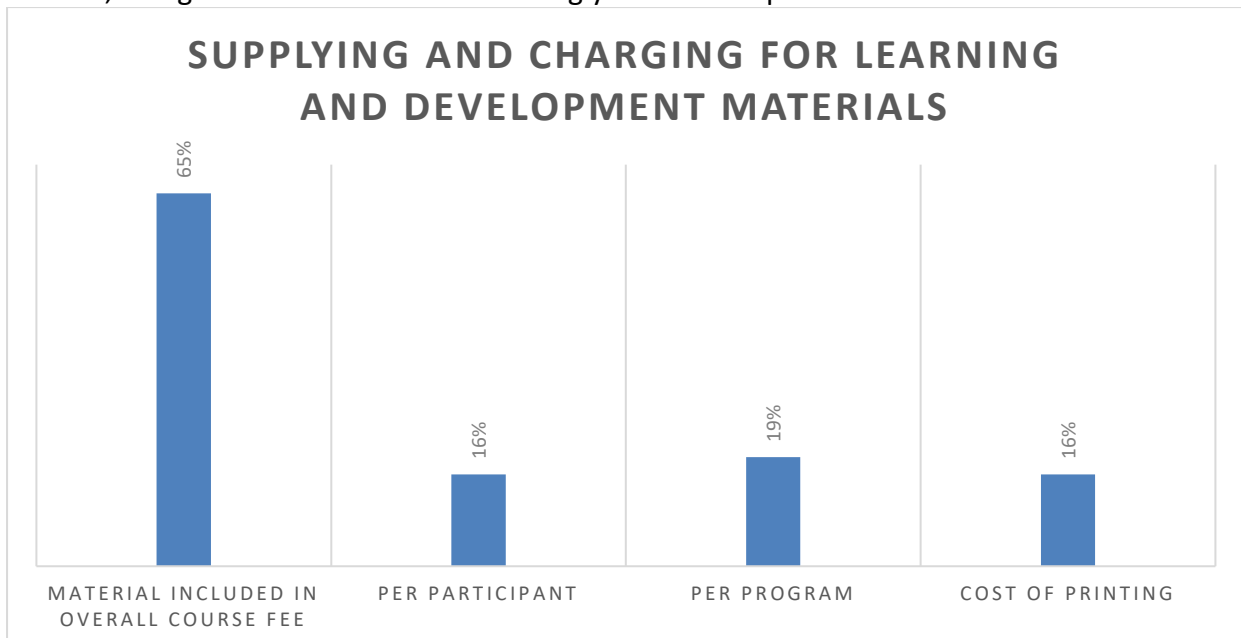
Many professionals don't invoice prior to delivery, with a steady proportion (74% in 2022 and 94% currently) invoicing over half on completion of delivery.

Q; When you invoice your client or training provider, what percentage do you typically invoice?



Supplying and Charging for Learning and Development Service Materials

In 2023, charges for materials are increasingly included as part of the overall course fee



*including materials being supplied by the contractor, with variation to scope as the project continues, and printing plus a service charge.

Q. When supplying materials for your L&D services, how do you charge for your materials?

Professionals Who Sell/Licence Their Materials

L& D professionals now sell or license their materials – with 25% currently doing so. A variety of methods are being utilised, including per program (18%), selling for a flat or scaled fee (45%), licensing for a flat or scaled fee (18%), charging per participant (9%), or charging per workbook (9%). More than one method was sometimes specified.

Q. If you sell or license your materials, how do you charge?

Subcontracting to Other Providers

29% of professionals subcontract to other providers, with a range of discounted percentages from 0% to 50%.

Q. Do you subcontract to other providers? If yes, what general percentage do you discount?

Using Subcontractors

35% of professionals use subcontractors. The average percentage added to the fee was 60%. The average percentage taken away from the fee was 29%.

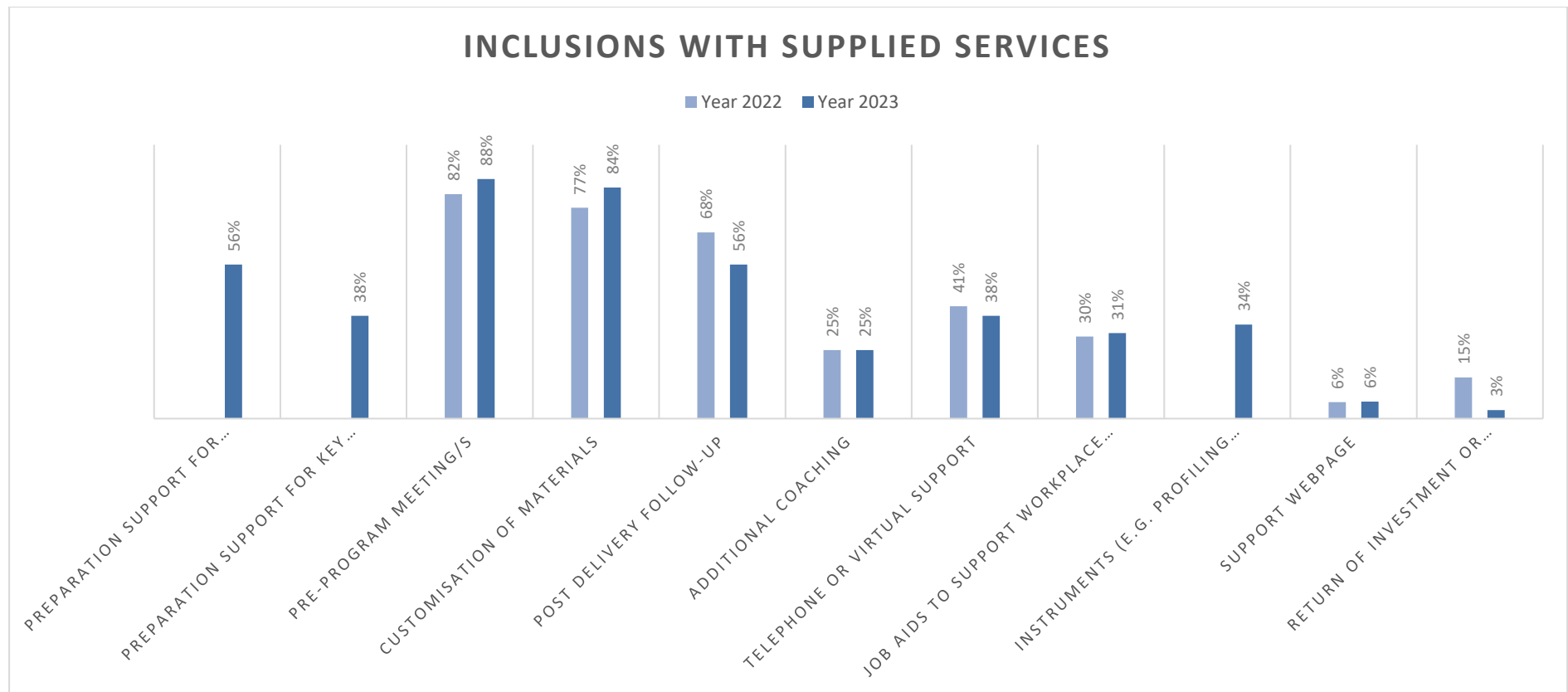
Q. Do you use subcontractors? If yes: what % added, taken away from the fee?



Inclusions with Supplied Services

Pre-program meetings and customisation of materials, together with post-delivery follow-up, head the list of inclusions with services supplied in 2023. Note that a number of inclusions are now being offered by more L&D professionals than in 2022 – this is particularly true of preparation support for learners.

Q. Does your service and fees include:



Expenses

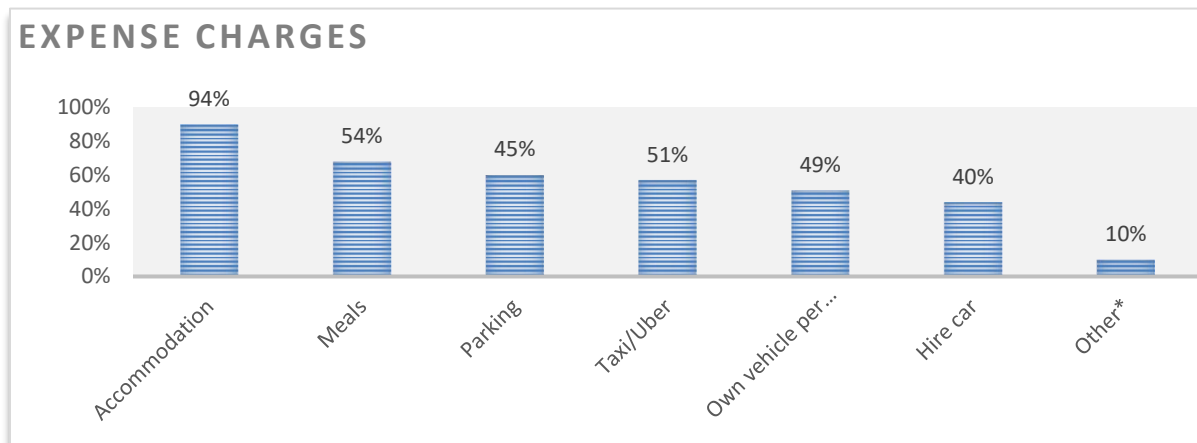


Expenses in Addition to Service Fees

Consistent with 2022, a majority of professionals charge for a number of expenses in addition to their service fee.

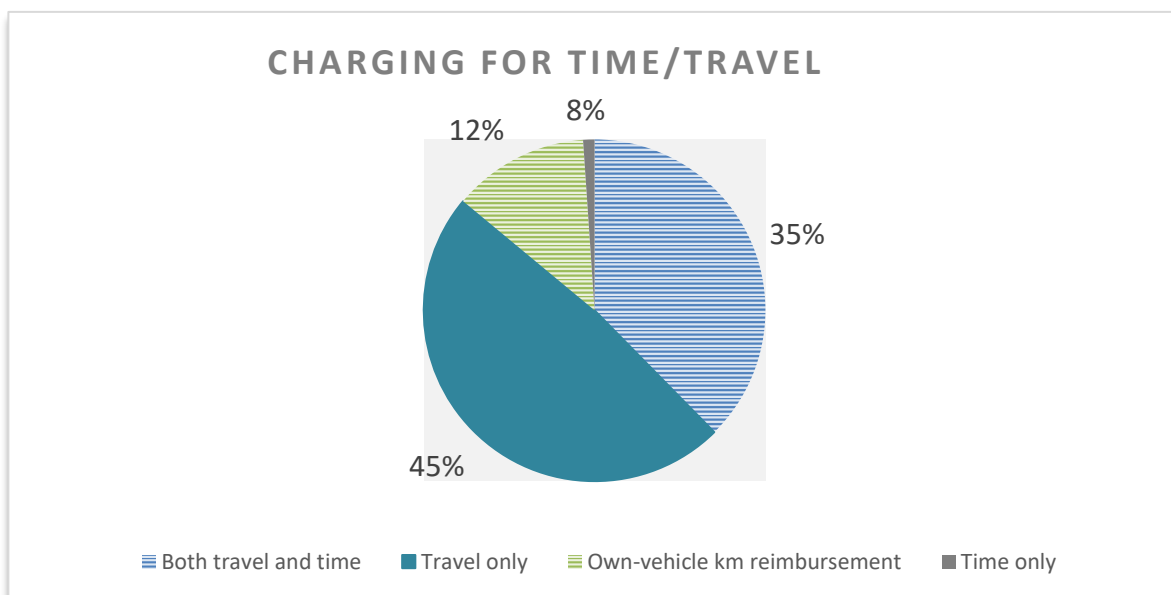
* Including facility hire, flights, visas, travel insurance, health costs.

Q. Which of the following expenses do you charge in addition to your service fee?



Cancellation Policy

83% of professionals offer a cancellation policy, 60% refund, 50% if the cancellation is more than 7 days of course commencement, 5% with a non-refundable deposit and 25% say it varies depending on the client.



Q. If you charge for travel, what do you charge for?

Charging for Travel Costs Only or for Travel and Time

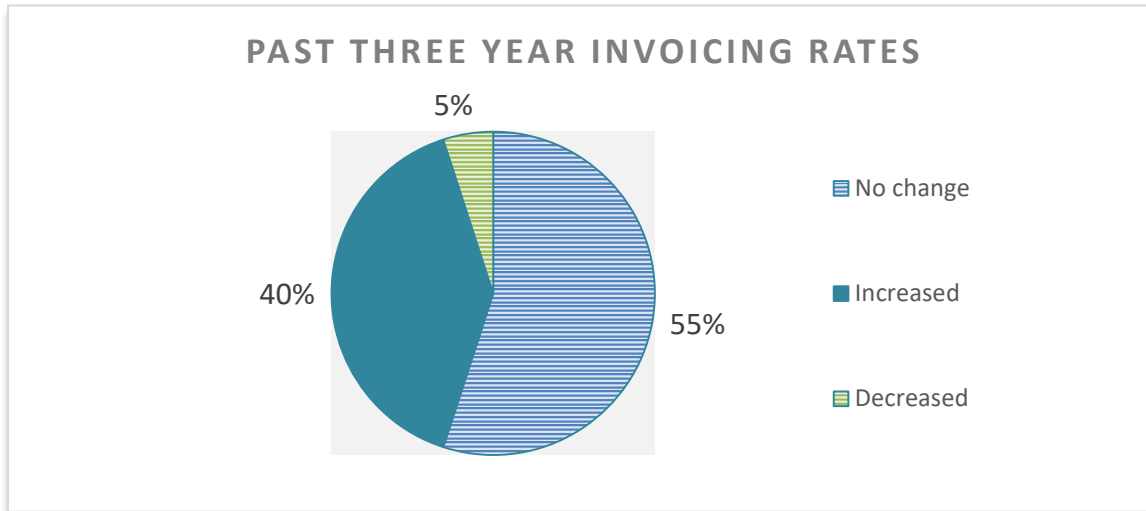
Consistent with 2022-23, respondents were fairly evenly split between those who charged both travelling costs and time (35%) and those charging for travel only (45%). The average travel time is charged at around 65% of a professional's hourly rate.

Variations



Changes in Invoicing Rates in the Past Three Years

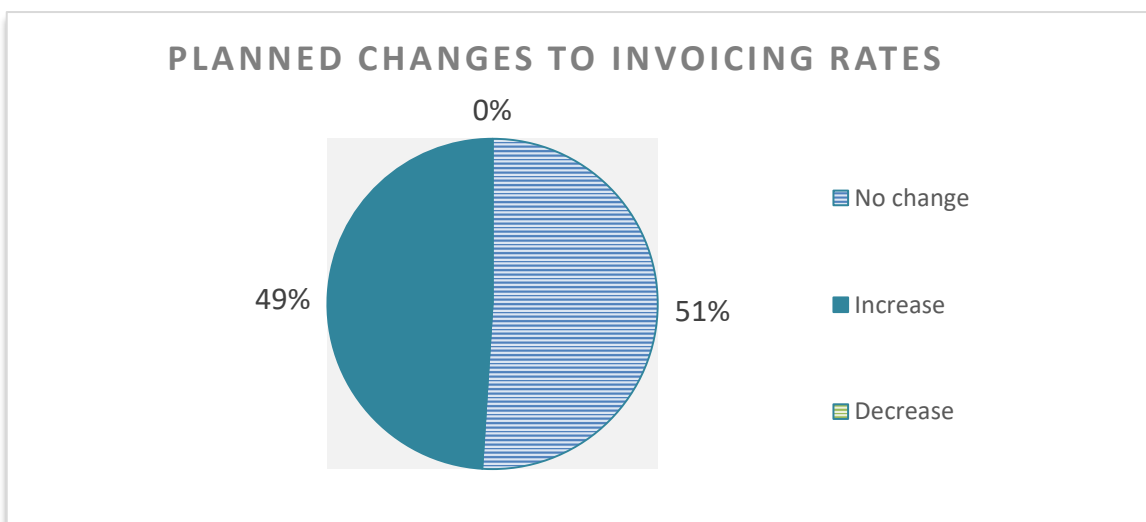
55% of professionals indicated that their rates had remained static over the last three years. In contrast, 40% indicated an increase – typically by up to 25%. Just 5% of professionals had DECREASED their rates.



Q. How have your rates changed in the past three years?

Planned Changes to Rates in 2024

49% of professionals planned on no changes to their 2024 rates. In contrast, 51% anticipated an increase in rates – typically within the bracket of 5-10% on top of their current rates. No professionals anticipated a decrease. These figures show that an increase of professionals are considering increasing their rates in the year ahead (49% compared to 19% in 2022).



Q. Are you planning on making any changes to your rates in 2024?

Tips in Calculating L&D Fees

The survey additionally collected a selection of tips from professionals, in relation to calculating L&D fees:

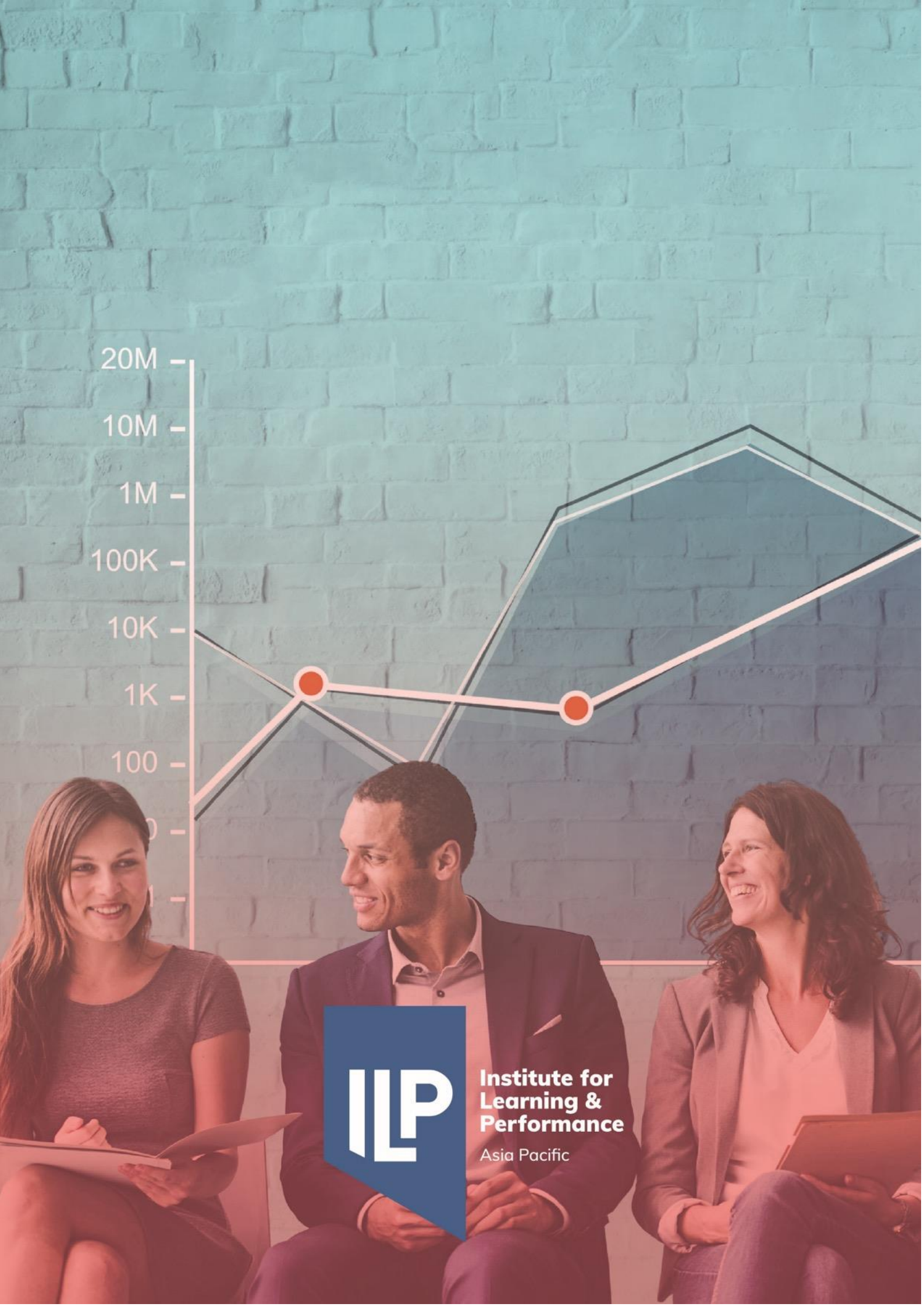
- Work on a scale and once your client is thrilled with your work, then you can move up the scale
- Use the industry survey as a benchmark.
- Know your audience.
- Don't get fixated on rates, clients will see your worth.
- Consider what the average charges are to stay competitive.
- Pitch services at the lower end of fees by choice and work for personal enjoyment not for profit.
- A set scale of fees that is transparent so public and private providers, large and small providers, know they're being charged broadly the same fees
- Become stricter about offering 'freebies' to avoid a negative impact on the perceived value of work and to ensure real commitment by attendees.
- Calculate a base "cost of service" using benchmark modelling (like Gartner) to calibrate whether underpinning costs are above/below average. Include things like tech, Internet, insurance, operational costs, etc. This might be a valuable benchmark concept to offer to ILP members.
- Charge a direct client with higher fees - e.g., \$1,500 becomes \$2,000 to cover selling and admin time.
- Charge the client for venue costs.
- Don't offer low fees to secure a job. This undermines the work of other professionals and makes it more challenging to charge true fees.
- Ensure your client know what to expect from the start – with no hidden extras.
- Establish the client's budget concerns and expectations, highlighting any hindrances to proposal acceptance.
- Keep track of time spent for every project and work out how that compares to the overall project fee charged. Establishing what is your REAL hourly rate.
- Offer introductory live online interactive session to attract new clients, with subsequent discounts for standard prices thereafter.
- Process facilitation can serve as a "worked example" for training. This then provides an opportunity to boost management engagement with the training application.
- Reduce fees by negotiation.

Q. Is there any additional information regarding how you calculate your L&D fees that you feel would be helpful to other L&D professionals?

Factors that may impact services in 2024

- Artificial Intelligence – increased usage and rapid development of new applications
- Changing availability of participants - time poor = shorter sessions.
- There is so much "free" content online that client expectations are increasing
- More face-to-face Professional Development
- I am hoping to avoid the demand for hybrid sessions
- funding for training programs
- training formats such as micro-learning
- The state of the economy is impacting client budgets.
- Industry changes
- Hybrid sessions
- Shorter sessions
- Costs: it feels like there's a tightening of the belt coming
- Online trends and maybe fatigue
- Economic issues and the tendency to offload L&D as a perceived cost.
- Increasing "tribalism" as a headwind for an engagement and participation-based business.
- Limited time to deliver – I need to leverage my experience/time to give more
- Hybrid sessions and shorter programs are being requested more
- Participant feedback for on-demand instead of real-time
- More face-to-face requests, I might consider charging more as they consume more time

Q - What factors do you anticipate will impact your services in 2024 (e.g., AI, hybrid sessions, participant numbers, industry, etc.)?



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