WHITE PAPER 03 · INTELLIGENT L&D

The Hidden Cost of a Training Day

Why the provider invoice is the smallest number in every training decision

Industry Cross-industry, Malaysian employers

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AT A GLANCE

INDUSTRY

Malaysian GLCs, MNCs and SMEs

PROBLEM

Training judged on the provider fee alone

FRAMEWORK

The Cost Iceberg count

CHANGE

Decisions made on the full cost and on hours returned

EXECUTIVE SUMMARY

Most L&D teams compare training on the invoice from the provider, and that is the smallest number in the whole

equation, because the bigger cost sits in the working hours taken off the job, the logistics that follow every classroom and the cost of a design that does not change the work. This paper sets out a simple way to count the full cost and, on the other side of the ledger, the hours that the right training gives back.

90%	52%	2,000+	~10
report friction on repetitive work	slowed every week or worse	repetitive tasks named	tasks per person

When L&D confirms a programme, it is spending the organisation's productivity, not only its budget.

INDUSTRY AND PROBLEM OBSERVED

The problem

In the services group case in this series, 200 classroom groups were planned for two topics, and every one of those groups carried a provider fee, a day of lost work, a venue, food and travel.

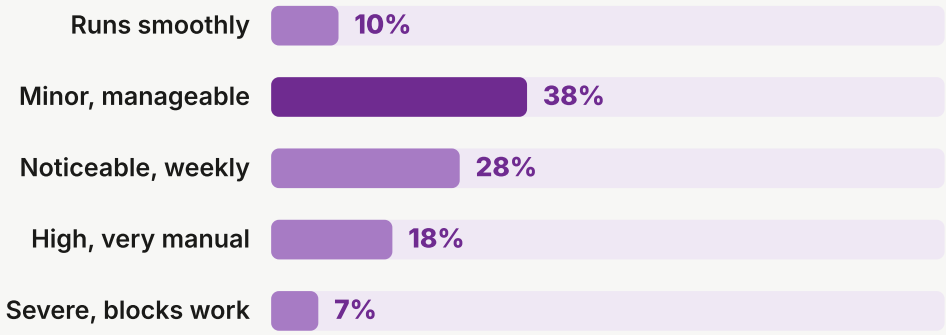
On the other side, the people in those classrooms already knew where their hours went, since across KadoshAI cohorts participants named more than 2,000 repetitive tasks in their own words, about 10 each, in filing, approvals, reminders, trackers and reports.

What we observed

- The provider fee is compared, the hours away from work are not
- Logistics are booked as admin, not as part of the training cost
- The hours people lose to repetitive work never enter the business case

Friction on repetitive tasks today

Participants before AI automation training, KadoshAI data



THE FRAMEWORK PROCESS

The Cost Iceberg

1

Above the line

Provider fee, the only number most RFQs compare

2

Below the line

Working hours away from the job, per person, per day

3

Logistics

Hotel, food, travel, venue and the admin to run them

4

Payback

Hours returned, timed on one named task per person

HOW IT WAS SOLVED

The solution

TLMM asks every client to put the four lines on one page before a programme is confirmed, and to choose the option with the best payback rather than the lowest invoice, hence a video platform, a shorter clinic or a build-on-your-own-work programme often wins over the cheapest classroom.

BEFORE

- Cheapest invoice wins
- Lost hours invisible
- No payback measured

AFTER

- Full cost on one page
- Lost hours counted
- Hours returned timed within 30 days

WHAT L&D LEADERS SHOULD DO

Your checklist

- Count working hours lost for every option, not only the fee
- Add logistics to the training cost, not the admin budget
- Ask each participant to name and time one repetitive task
- Choose the option with the best payback, not the lowest invoice

The cheapest invoice is often the most expensive design on the payroll.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- KadoshAI data on file, 2025 to 2026, covering 1,400+ employees across Malaysian GLCs, MNCs and SMEs, reported by sector and function only. Before and after scores are self-rated by the same people on the same questions.