

## L'Oréal & CEDEP

# Leaders for Change in Emerging Europe: Learning as a Growth Accelerator



In 2011, Jean Paul Agon, president of L'Oréal Group, set the business challenge of winning a billion new consumers with a strategy based on the universalisation of beauty.

### THE CHALLENGE

#### The business and cultural challenges

In the strategy, Europe should not be seen as the "old world" made of "mature markets" which would conflict with the attitude needed to grow fast.

"Europe should not be perceived as a mature market but rather as an emerging world. To identify pockets of growth, we have to activate the entrepreneurial spirit that is in our DNA and experiment marketing in totally different ways." Jochen Zaumseil, Western Europe Director, L'Oréal.

This shift in mindset is the base of our managerial challenge: How can we boost a population of future country managers to gain confidence that they can transform their organisation, reach efficiencies and at the same time drive new daring profitable growth opportunities?

### THE COMMITMENT

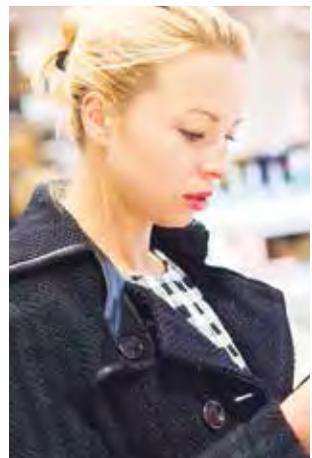
#### Leveraging a historical partnership

To face this challenge, L'Oréal activated its historical partnership with CEDEP.

"CEDEP is a unique company consortium that is based on a strong partnership model and exists solely to serve the educational needs of its members. It operates more like an extension of members' corporate universities or human capital development activities than a detached business school." Jens Meyer, Academic Director CEDEP.



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### The Learning & Development initiative

Translating the general objectives into an actionable project.

This programme uses the principles of design thinking and Rapid Prototyping methodologies. It targets general managers of large brands who are responsible for finding profitable growth opportunities with the following objectives:

- Equip general managers with the tools and mindset needed to manage the transformation that goes along the implementation of profitable growth strategies
- Get talent to sort out complex real-life situations around strategic projects and robust methodologies
- Reinforce the corporate culture around organisational transformation and entrepreneurship.

"Leaders for change in Emerging Europe is the first initiative within L'Oréal that both develops managers to cope with on-going change and helps them solve concrete issues by delivering roadmaps as one of the outcomes of the programme." Frank Azimont, Programme Director, CEDEP.

### Programme structure and delivery mode

The structure of the programme involves four key mechanisms:

- Selecting a rich variety of robust participants by nomination to create shadow Executive Committees.
- Running a strategic conversation with peers on topics selected by the Western Europe region director
- Building and presenting a road map to peers
- Injecting concepts and methods to help structure or unlock the conversations

"Learning with experienced managers is most effective when concepts and methods are offered to make sense of emerging situations. It is almost as if participants would metabolise ideas. In this way, theories, tools or methods are grounded in practice. Sometimes, a new framework would even emerge from the conversation itself." Frank Azimont, Programme Director.



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### Concluding words

"Leaders for Change in Emerging Europe" has generated a deep transformative effect. The programme has set up the base for a new perspective within L'Oréal L&D: learning is an integral part of business development where we turn a business experience into a learning experience. With "Leaders for Change in Emerging Europe", learning becomes a growth accelerator in the search for the next billion consumers.