

# How Belcorp is boosting its employees' full potential through a personalised learning approach



**BELCORP**

HQ: Peru, Colombia and Panama | Industry: Beauty | Brands: L'Bel, Ésika and Cyzone

Belcorp is a key player in the beauty and direct selling industries, with more than 50 years of experience in the beauty industry and presence in 14 countries. It operates under three channels: direct sales, retail and e-commerce.

## The Challenge

To encourage a learning culture and growth mindset among its administrative employees, in order for them to develop critical knowledge and skills and achieve organisational goals.

## The Solution

- Creating a comprehensive development model that empowers employees to reach their full potential based on a 70/20/10 framework.
- Emphasis on personalised learning paths
- Insight-driven communications, tailored to different levels of learning adoption
- Group learning sessions with internal experts exploring LinkedIn Learning courses

## The Results

- 93% activation of LinkedIn Learning licenses within three months
- 87% of employees say LinkedIn Learning helps them develop the skills they need
- Belcorp employees have consumed more than 21,000 hours of learning content in three months
- LinkedIn Learning is playing a key role in empowering self-directed learning, as part of the "Tú haces el cambio" 70/20/10 framework

## How Belcorp is boosting its employees' full potential through a personalised learning approach

When one of Latin America's largest beauty and cosmetics businesses redefined its business strategy and **launched a digital transformation programme**, 3,000+ administrative employees across 14 countries had to expand their skillset - and quickly.

"In order to respond to the new business' challenges, **we needed to develop a new mindset, knowledge and skills** - such as leadership, agility, consumer centricity, analytics and digital marketing- in a timely matter," explains Learning & Development Supervisor, Denisse Depoorter.

For over 50 years, Belcorp has excelled as a direct sales company, one that millions of independent beauty consultants have chosen as an ally in becoming successful entrepreneurs. During the last two years, Belcorp has focused its efforts on **developing innovative digital tools** that enable independent beauty consultants to take their business to the next level. At the same time, Belcorp is working to **boost its newer commercial channels: retail and e-commerce.**

"We know that all industries are moving faster and, as our CEO has stated, 'having the best talent in the world is going to be one of our competitive advantages' in this context," says Internal Communications Analyst, Diana Salazar. "And what better way to boost our talent's full potential than by developing them."

LinkedIn Learning provided the **agile, personalised learning platform** that Belcorp needed to design a unique learning experience for each employee and build rapid momentum for its development program.

It was the breadth of relevant content on LinkedIn Learning that stood out from the other online learning platforms that Belcorp considered – and that same range of content was the key enabler of a personalised learning strategy that has built momentum fast.

“LinkedIn Learning offers us **more than 15,000 courses** that enable employees to learn or reinforce many of the capabilities we need as a company,” says Denisse. As a result, the company achieved **93% activation** of the 3,000 LinkedIn Learning licenses, with employees consuming **more than 21,000 hours of content within the first three months**.

Engagement with LinkedIn Learning is playing a vital role in Belcorp’s **new comprehensive development model**. It’s known as “Tú haces el cambio” (“You make the change happen”), and is based on a 70/20/10 framework:

- 70% dedicated to promoting employees setting themselves professional challenges that make them leave their comfort zone and have new experiences that contribute to their team objectives.
- 20% dedicated to promoting 360° feedback through ‘checkpoints’.
- 10% dedicated to encouraging employees to learn new things that will help them achieve their chosen challenges, and grow both professionally and personally.

“Tú haces el cambio means that even though HR provides the necessary tools to Belcorp’s employees, it is up to each individual to make the most of the learning opportunities and keep growing as individuals and professionals,” says Talent Development Analyst, Briana Puelles.

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## How did they do it?

The team developed an innovative, interactive roll-out campaign with the core message: “You make the change happen.” An **interactive video** invited employees to learn about the model by making their own choices and **exploring the learning opportunities available**.

“There’s no use in having the strongest proposal if you don’t sell it well enough so people understand what’s in it for them and act on it,” explains Diana. “Previous experiences taught us that in order to be successful with the development model we needed more than a one-shot and one-size campaign. We have a long-term vision, and we launched it through a three-month plan with clear actions. Our plan was flexible enough to allow us to develop new initiatives and make decisions based on data and user feedback, so that we could ensure we were responding to employees’ needs.”

Through data, the team is able to tailor their communications to the level of the engagement learners show. “If we have a heavy user, we communicate with them differently than we would with people who are only spending a few hours on the platform,” says Denisse. “**We’re also able to build on the courses that people have watched**. For example, our most popular course is ‘Cultivating a Growth Mindset’, so we scheduled **a group session for people who’ve seen the course to discuss the key take-aways with an internal expert**.”

So far, the team has implemented **webinars, talks, segmented e-mails, tips for the platform and monthly checkpoints with other countries to share best practices** and identify opportunities for improvement. With such a wide range of courses available, they focused on finding a balance between encouraging employees to explore their learning options – and directing them to the most relevant areas. “A central feature of the development model is empowering each employee to schedule one hour per week of their time at work for learning something new. As there are more than 15,000 courses, **we developed a list of suggested courses aligned to the company’s priorities**”, says Denisse.

## What the learners say:

“LinkedIn Learning has allowed me to develop and be more agile in my management.”

Leonardo Macana, Production Leader, Belcorp

“I have learned to use different tools that have contributed to the achievement of my challenges.”

Viviana Chui, Internal Communication team, Belcorp