



Shiseido accelerates its 'People First' strategy globally with LinkedIn

Objective

Empowering capability and career development

Shiseido's aspiration to be the world's number one skin beauty company is enabled by a 'People First' strategy.

Envisioning a global workforce of high-performing employees who take charge of their own career and professional development, Shiseido set out to nurture a culture of self-directed with LinkedIn Learning.

In 2020, Shiseido adopted a new talent management approach as part of its 'People First' strategy. Departing from traditional workplace practices, they introduced a job-based personnel system that empowers their global workforce to chart their growth and development with the company.

The system is built on a competency-based performance management framework and maps job family specialisations and functional competencies to job grades and job descriptions. This provides employees with clarity over the skills and competencies that they need in order to achieve their career aspirations. To support employees as they direct their own learning and development (L&D) journey, Shiseido introduced LinkedIn Learning with 20,000 licences for their global workforce.

About Shiseido

Shiseido is one of the world's leading cosmetics companies, with a rich portfolio of international brands in approximately 120 countries and regions around the world. Through its mission, Beauty Innovations for a Better World, it seeks to offer solutions to social problems and achieve a sustainable society. It strives to help people find happiness through its mainstay beauty business and beauty innovations in an ever-changing global environment.

Goals

- 1. Encouraging Career Ownership
- 2. Building a Self-Directed Learning Culture

Employees

10,000+

Industry

Cosmetics Product Manufacturing

Headquarters

Tokyo, Japan

Reach

Global



Solution

Enabling personalised Learning anytime, anywhere

Resetting the learning culture

Recognising that the job-based personnel system is a significant change for its employees, Shiseido started by laying a firm foundation.

The Performance Development Group focused on putting in place the right environment and structure to support their employees as they learn and grow. This included introducing LinkedIn Learning globally to supplement classroom-based training.

Building skills at scale

Employees are encouraged to learn as they like on LinkedIn Learning, taking their pick from a full library of courses across key business, management and career development skills, made available in seven languages.

From an organisational perspective, embedding these micro-learning moments into their employees' daily work lives is core to a self-directed learning culture. It is also more practical than relying solely on classroom-based training, which tends to be more expensive to run and has limited coverage, especially with pandemic-induced travel restrictions.

LinkedIn Learning alleviates these concerns, enabling organisation-wide skills-building while supporting individual employees' growth and progression.

The seamless integration between employees' LinkedIn Learning accounts and their LinkedIn.com profiles

further enriches the learning experience as this enables them to receive personalised course recommendations based on their job title, skills and industry.

Leading with tone from the top

Getting employees worldwide excited about LinkedIn Learning started with securing executive buy-in. Communications from Shiseido's global leadership team sent a clear signal to employees that the company was fully invested in their development.

Each region hosted webinars to familiarise employees with LinkedIn Learning and ran local engagement activities while the Performance Development Group introduced a monthly 'Learn & Grow' newsletter globally to share learning tips.



Globally, our employees' learning needs vary significantly. Classroom-based learning is quite limiting in that we cannot provide as many training opportunities as we would like. LinkedIn Learning makes learning much more accessible, especially in today's new world of work.

Haruka Shibata

Group Manager, Performance Development Group



Results

Shiseido is well on its way to achieving a self-directed learning culture, with global employees responding enthusiastically to LinkedIn Learning.



Shiseido achieved 1.5x of its LinkedIn Learning activation rate target in just 7 months.

By July 2022, Shiseido had exceeded its full-year activation rate target by 1.5x.

Why LinkedIn Learning?

Shiseido chose LinkedIn Learning after evaluating six learning providers because it offered:

18,000+ courses in 7 languages, refreshed weekly

Extensive library of relevant, timely and high-quality courses that keeps pace with the changing world

Seamless integration with learning management system

Holistic view of learning and development, employee engagement and performance management

Dedicated LinkedIn Learning customer success team

Fully supported experience dedicated to helping Shiseido maximise its learning investment and achieve its talent goals



LinkedIn Learning equips our employees with the skills to adapt to a rapidly changing environment, continue contributing to business growth, and progress in their careers. LinkedIn Learning has been an essential partner to us in a world where learning is on-going.



Koichi Noda
Chief People Officer

