



How LinkedIn Learning supported Majid Al Futtaim to accelerate its digital transformation journey and switch its focus to “just in time” learning



Majid Al Futtaim is a leading shopping mall, communities, retail and leisure pioneer, operating across the Middle East, Africa, and Asia. The business, which employs more than 43,000 people across 17 countries, has a range of interests, including 28 shopping malls, a portfolio of hotels, the VOX Cinema and Ski Dubai brands. The Company is the exclusive franchisee for Carrefour in over 30 markets across the Middle East, Africa and Asia, operating a portfolio of more than 350 outlets and an online store.



Majid Al Futtaim is the leading shopping mall, communities, retail and leisure pioneer across the Middle East, Africa and Asia. Established in 1992, it has grown into one of the United Arab Emirates' most respected and successful businesses, spanning 17 international markets and employing more than 43,000 people. Its vision is to create 'great moments for everyone, everyday'. Therefore, the organisation invests heavily in the learning and development of its talent, believing that investment in its human capital is as important as its financial assets.

The global challenges of 2020 caused many organisations to look at their business processes, operations and strategies. It was vital that the organisation continued to support its employees, continued investing in their development and continued its digital transformation journey.

Dr Regis Chasse, Dean of Majid Al Futtaim's Leadership Institute, explained: "Supporting Majid Al Futtaim staff (MAFers) was of paramount importance, especially as the world of work changed so drastically within a short period of time. The entire organisation worked to address the immediate need to reshape and adapt at pace in order to meet the demands of our new reality; at the Leadership Institute that meant shifting our focus to equip MAFers with the skill sets needed to cope with global challenges."

According to Regis, 2020 events hastened the shift to more personalised learning, from learning "just in case" to learning "just in time".

"Majid Al Futtaim was already on a well-paced digital evolution journey. When COVID -19 hit, the organisation accelerated its efforts, effectively rewiring the company to deliver a transformed digital offering in just 10 days. This impetus included shifting our learning delivery model from 90 per cent being class-based to being 100 per cent online."

"Relevance was critical. All of a sudden thousands of MAFers, from office-based workers to furloughed frontliners had questions from how to work effectively from home, and managing virtual teams, to hints and tips to maintain team engagement and queries as to how they could ensure they used the down-time to build their skillsets.

Regis continued: "LinkedIn proved to be an invaluable resource. At the beginning of 2020, approximately 2,000 MAFers were regularly tapping into LinkedIn Learning resources. That figure soon jumped to 8,000 active users who, by the end of 2020, had collectively watched more than 955,000 videos, equating to 36,007 hours of content."

Understanding the learner

Majid Al Futtaim's Leadership Institute provides MAFers access to innovative and hands-on development programmes, nurturing empowerment and growth.

Offering a blend of classroom (albeit now virtual) learning experiences, on-the-job training and online courses, the Leadership Institute has been recognised for its efforts in preparing MAFers to ensure they are equipped and fit-for-purpose in responding to changing business needs.

The Challenge

- Deliver personalised learning content that addresses real-world challenges
- Curate in-context content that once learned can be applied immediately
- Enable employees to drive their own continuous development and at a time and pace that suits them

The Solution

- Provide a user-friendly learning programme that enables employees to upskill and reskill supported by LinkedIn Learning
- Empower employees to grow by nurturing excellence
- Provide all employees with digital learning opportunities that aid personal and professional development

The Results



55 per cent monthly repeat learners



955,055 videos viewed and 36,007 learning hours completed



1.2 hours per learner (average monthly)

In their own words

“LinkedIn Learning enables us to complement our instructor-led sessions with insightful and self-directed content. We actively curate this self-directed content according to our own design principles to ensure relevant and impactful learning journeys are made available to all of our colleagues at Majid Al Futtaim.”

Dr. Tarek Wafi
Programme Manager
at Majid Al Futtaim



Regis continued: “Our drive is to provide all MAFers with valuable learning and development opportunities that will stretch, challenge and support every person in their journey with us. We have set out learning paths to help MAFers grow and achieve their personal goals – and with a disparate workforce scattered over the entire region, LinkedIn Learning has been a big part of that solution. It is part of our vision for what learning should be – that is to say it should be learner-centric, it should empower and be continuous, and analytics should be used to understand the learner and what they want and need to flourish.”

Shifting our learning culture

“At the Leadership Institute, we position learning within the business, embed a culture of development and help MAFers to understand the learning paths available to them and how those paths can support their career objectives,” says Regis.

“We have a learning curator within the Leadership Institute who looks at specific business challenges and objectives and explores what’s available on the LinkedIn Learning platform that directly and indirectly connects to those areas. The objective is to nurture a culture of continuous learning through meaningful and relevant learning opportunities that support MAFers.

“LinkedIn Learning helps the Leadership Institute to support the common development needs of our MAFers,” concludes Regis. “Our goal is to provide all MAFers with learning and development opportunities, empowering them to choose what they want to learn and not just what they need to learn. Learning paths are a highly effective method to bring clear steps to what can be an overwhelming number of options in achieving knowledge and experience goals. LinkedIn Learning supports that effortlessly.”

“LinkedIn Learning plays a significant role in our learning offerings and is key in delivering on our learning vision. That is to say, in order to deliver on our learning requirements, a solution should be learner-centric, continuous and empowering – and of course be underpinned by sophisticated analytics that understand the learner and their goals.”

Dr Regis Chasse
Dean of the Leadership Institute
at Majid Al Futtaim

