

Mazars unlocks competitive advantage through lifelong learning



No. of Employees: 40,000*

Industry: Audit, accounting and consulting

No. Offices: 310 worldwide

Structure: Integrated partnership structure, 1,040 partners



Designing a learning organisation around the LinkedIn Learning platform is strengthening the international professional services firm's appeal to both clients and employees. It's also helping to ensure equality of opportunity across 310 offices worldwide.

The Challenge

- Brand Mazars as a learning organisation – strengthening appeal to both clients and employees.
- Supply high-quality, highly relevant content as an alternative to YouTube videos, podcasts and TED Talks.
- Develop bespoke learning content to leverage Mazars expertise, and share it across the organisation.
- Make learning resources accessible to all employees, regardless of location and language.

The Solution

- Learning hub mixing existing LinkedIn Learning content with bespoke content from Mazars experts.
- Blended learning approach, with online content incorporated into seminars and classroom courses.
- Partners, managers and HR directors curate learning paths in local languages to suit country-specific needs.
- Chief Technology and Innovation Officer curates annual upskilling campaigns focused around priority digital and tech skills.

The Results

Based on the success, Mazars is increasing its number of LinkedIn Learning licences by 5x providing extensive coverage across all employees worldwide.

A learning organisation to support a learning-led brand

Mazars approached its learning strategy with a key understanding: that the business model for an audit and advisory firm ultimately depends on its credibility as a learning organisation.

“Our key offer to talented people is that we will increase their employability,” explains Evgeny Lukin, Global Learning & Innovation Project Manager at Mazars. “We give them the opportunity to achieve career success and grow. Like the other big consultancies, we know that talented people are expected to leave at some point. Our goal is to make sure that when they do, they become valuable ambassadors for our business. Alumni with a strong connection to Mazars are a big part of our growth.”

Besides helping to build a highly engaged network of skilled ambassadors, a focus on learning is also essential for meeting clients' expectations – and giving them confidence in Mazars' expertise. “As a professional services firm, our expertise needs to cover many different areas,” says Evgeny. “Whether it's legal, tax, accounting or consulting, we need to know our clients' businesses as much as they do themselves. Our professions are being transformed by technology, and so it's important for us to have digital upskilling programmes that can prepare our employees for that.”

Investing in LinkedIn Learning licenses that could be rolled out across Mazars' employee base proved the critical foundation for building an internal and external learning organisation. “The breadth and the quality of the LinkedIn Learning resources are impressive,” says Evgeny. “It comes from experts whose credentials you can check on LinkedIn – and there's also the opportunity to create our own bespoke content to supplement what's on the platform. The user experience is one of the best I've seen and tested. It's easy to navigate, the guidance and suggestions are really pertinent, and the mobile compatibility and offline mode mean that it's easy for busy people to consume it in chunks. Bite-size is a buzzword that you often hear applied to learning content – but in the case of LinkedIn Learning it really can work that way.”

Driving inclusion and opportunity across an international business

Mazars is a truly global organisation with partners and employees operating from 310 offices in 89 different countries and territories. When the business was limited to classroom learning, this created significant challenges in ensuring that all had access to the same opportunities. Solving these challenges through LinkedIn Learning is helping to drive a greater sense of unity across the ever-growing organisation.

“Ours is a large and fast-growing organisation, and learning for all is one of the things that can bring our different countries and territories together and create a sense of belonging,” says Evgeny. “Not all of our offices have the same level of resources on the ground, and so online learning is the one thing that any employee can have equal access to, regardless of where they are. LinkedIn Learning makes this possible.”

The possibility to curate and promote content has a key role to play here. For instance, local HR professionals can develop learning paths that are relevant to the specific needs of their offices. But also, Mazars’ Chief Technology and Innovation Officer can launch global upskilling campaigns around key digital and tech skills such as Blockchain and Data Science. However, just as important is the availability of relevant LinkedIn Learning content in different languages.

“It’s easy to assume that it’s all going to be in English,” says Florence Sardas, a Mazars partner in IT Audit & Consulting. “However, that would be ‘fake news’. The LinkedIn Learning content available in French is really amazing. There’s a great range of different material and the quality is really high.”

Curating bespoke learning experiences to academic standards

Mazars’ ambition for online learning goes beyond replicating traditional training in an online form. Its aim is to present partners and employees with content that people both value and make time for. “The content that we’re making available isn’t just learning, it’s thought leadership,” says Evgeny. “By featuring content from our own experts alongside LinkedIn Learning materials, we’re actually strengthening our brand in important ways. It’s not just a case of competing with other potential sources of learning content. We’ve got the opportunity to compete against podcasts and TED Talks since we now produce our own.”

The evidence shows that Mazars is succeeding in reaching this ambition. “I was lucky enough to go to a very nice, prestigious school in Paris,” says Florence Sardas, “and I would say that LinkedIn Learning provides the same quality as the lectures and conferences that I would go to there. Before I discovered LinkedIn Learning, I used to listen to a lot of podcasts on my commute to and from work. Now though, I use those 45-minute journeys to listen to learning content. It’s something I look forward to – it feeds my mind and enriches my day.”



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Employees’ stories also show how LinkedIn Learning is driving the sense of belonging and career development that Evgeny values so highly. “I’ve only got positive things to say about LinkedIn Learning and the way that it’s helped develop my career at Mazars,” says Ah-Young Choi, a Group Project Manager enrolled in Mazars’ International Mobility Programme. “When I was working on a client project around the automation of finance processes, I asked if I could have some specialist training – and LinkedIn Learning provided the answers and insight that I needed. Then I started to explore the content in more detail. I’ve taken courses in project management, new business trends and leadership & communication skills – but also in technical areas like robotics, AI and blockchain. It helped me realise that innovation is an area that I’m passionate about – and that was one of the things that helped secure me a place on the international programme.”

“Before LinkedIn Learning we had a vision but we didn’t have a common platform to bring people together. LinkedIn Learning has turned online learning into a continuous experience for everyone at Mazars. This is a key component of our brand and part of our strategy. We’ve seen a huge success in the way that employees and partners have embraced it. It now feels like a natural part of who we are as an organisation.”

Evgeny Lukin

Learning & Innovation Project
Manager at Mazars, Group HR

