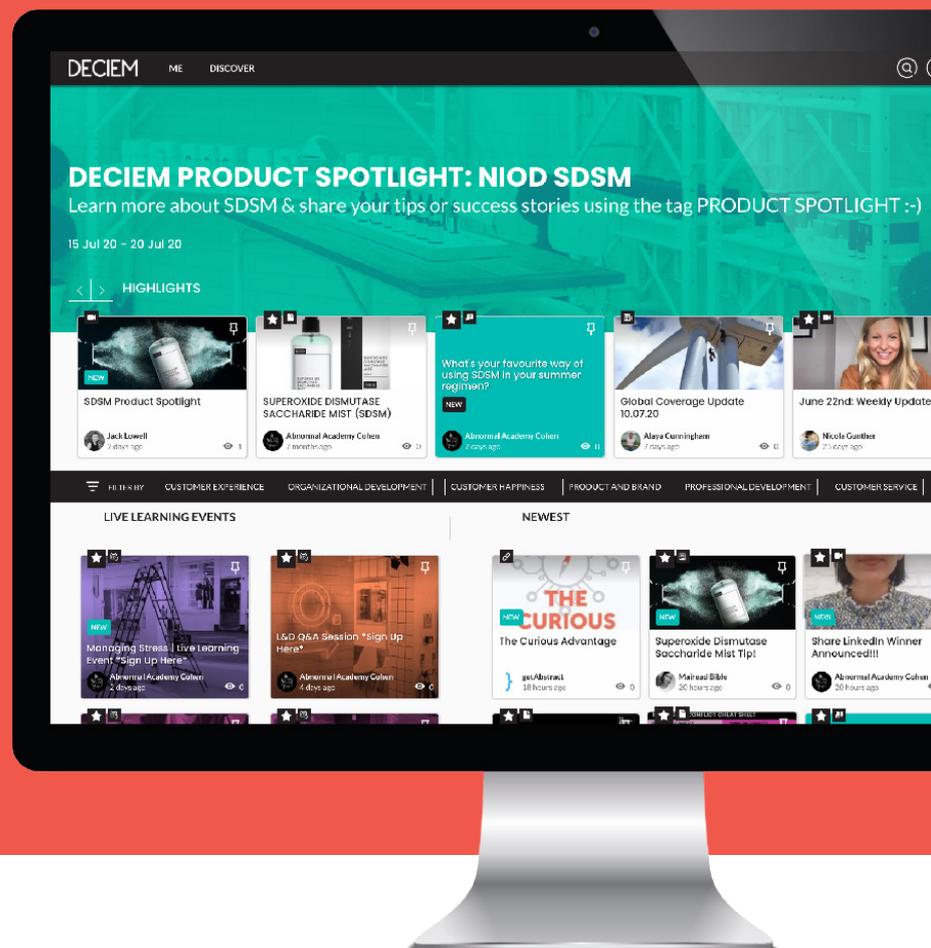


LEARNERS AS TEACHERS - A THRIVING GLOBAL COMMUNITY

How **DECIEM & THRIVE** mastered social and collaborative learning in Retail



THRIVE

**THE
ABNORMAL
BEAUTY
COMPANY.**
DECIEM

EXECUTIVE SUMMARY

Teaming up with THRIVE, DECIEM 'the beauty world's most exciting disruptor' implemented a learning experience platform to create an online community that brings employees together from across the globe and empowers a self-directed, co-created, social learning culture.

It had a significant impact with both the organisation and learners resulting in:

68% increase in the ability to learn at work

76% increase in the ability to receive business updates

64% growth year on year

Going from no learning platform whatsoever, the procurement of THRIVE LXP has driven revolutionary culture change for the Retail company and delivered impressive results.

THE
ABNORMAL
BEAUTY
COMPANY.
DECIEM

NIOD

Hylamide

THE
CHEMISTRY
BRAND

The
Ordinary.

hif[®]

CHALLENGES AT DECIEM

Named *'the most thrilling thing to happen in skincare'*, DECIEM has taken the beauty industry by storm with their unique values, exceptional quality products and reasonable price points.

DECIEM values education and their unique approach shares the science behind their brilliant products to inspire curiosity. They wanted their L&D strategy to do the same, but the company had no natural home for learning and development.

Their learning culture was heavily focused on face-to-face training which had its challenges including:

 **1,000+ employees**

 **50 products**

 **42 stores in over
15 markets**

 **Sells a product
every single
second**

No way to refer back to learning content after the classroom session had finished

Employees were unable to learn in the flow of work

Face-to-face training was timely and costly for a global company

No support for continuous formal leadership training

What's more, historically nearly all their online training and communication was delivered via email which caused disengagement amongst their workforce.

A DECIEM staff survey highlighted **78%** of employees felt like they didn't know what was going on in the wider business and **42%** didn't feel they had a voice

98% of employees wanted to learn more but only **48%** felt they knew how to develop their skills

Employees were working in silos with a lack of communication between different functions and locations

Employees missed out on important announcements which made them feel disconnected from the global team

With a workforce including retail, production and office workers in 15 different countries, DECIEM recognised the need for a tech led learning approach to drive global inclusivity. A social and collaborative learning platform was the answer.

DECIEM needed their learning platform to achieve several objectives:

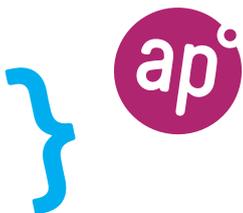
1. Create an **online community** and bring people across the globe together
2. Get **important messages** out to employees quickly, regardless of location
3. Provide **self-directed learning** for learners to develop at their own pace
4. Better support new managers and improve **DECIEM's leadership** offering
5. Empower employees to **learn from each other**

THRIVE LXP TICKED ALL THE BOXES

DECIEM approached THRIVE for their bold and disruptive personality, as they recognised a lot of their own culture and values in the organisation. Once they spoke about the different ways THRIVE LXP could meet their objectives it was clear the learning experience platform would be the perfect fit to solve their challenges.



TED



BuzzFeed

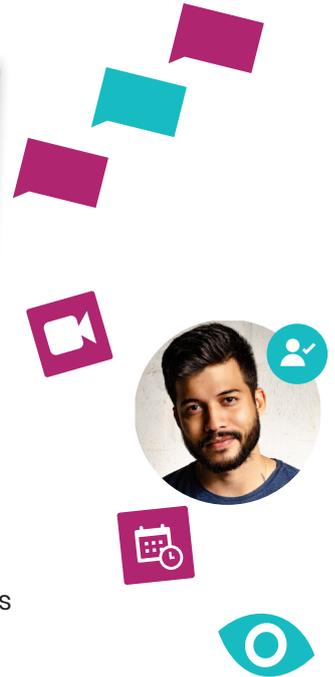
Space for social learning

- ✓ Empowers user generated content to encourage knowledge sharing
- ✓ Personalisation and machine learning to achieve self directed learning
- ✓ An intuitive UX and enjoyable UI that's powerfully simple for end users
- ✓ Events to manage face to face training
- ✓ Compliance tracking for retail and production teams
- ✓ Opportunities for optional learning content that users can consume in their own time: LinkedIn learning, Anders Pink, getAbstract and THRIVE's microlearning catalogue
- ✓ Pathways to create and deliver formal leadership training and deliver department induction programme for new hires



Improve communication

- ✓ Push important updates out quickly using user generated content
- ✓ Social interaction features to encourage discussion and remove barriers between locations
- ✓ Host social events including virtual lunch with CEO, coffee mornings and yoga
- ✓ Deliver timely announcements with live broadcasting, which is a feature co-created by THRIVE and DECIEM



Creating an online community

- ✓ Platform where people could meet and connect across the business despite of location
- ✓ Opportunity to find dedicated mentors and learn from experts
- ✓ Tagging of skills and interests to fuel people and content recommendations
- ✓ Automated campaigns to drive engagement and usage

“We were looking for something that was innovative, collaborative and fun. THRIVE is an amazing space for everyone to get involved and it’s just an addictive experience from the minute you use it”

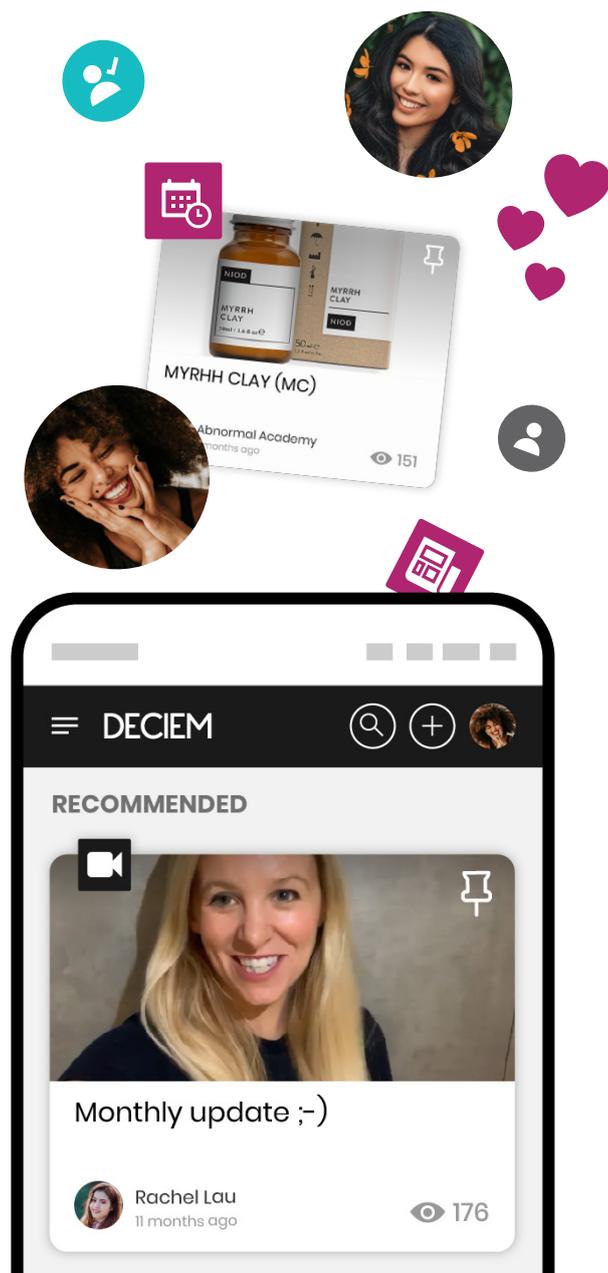
- Kristina Tsiriou, Global L&D Director

SUPPORT & ENABLEMENT

Joining forces

At the beginning of the process DECIEM's L&D team consisted mostly of face to face trainers. THRIVE appointed a dedicated Customer Success Manager who visited their head office in Toronto on a three month secondment to get them setup and support the hire of a team.

Through six workshops covering content creation, understanding your audience, defining the user experience, how to drive engagement, content strategy and ensuring success, DECIEM's new starters soon got to grips with how to best leverage the platform and devised their new L&D strategy.



Digital first L&D strategy

DECIEM set out to build a tech-led L&D function that would bring to life a self-directed, opt-in, inclusive and co-constructed culture of learning and engagement that aligned with their core values.

Their content strategy is a blend of synchronous and asynchronous modalities across their five key learning pillars: **Product & Brand, Customer Experience, Personal Development, Professional Development, Organisational Development.**

With a big focus on user-generated content they wanted to encourage a culture where the learners are teachers too. The organisation implemented a blended content strategy where user-generated, off-the-shelf, in-house created and curated content were all delivered through THRIVE LXP both in a linear and non-linear format which empowers voluntary micro and macro learning experiences.

All community engagement is driven by connecting learning **content, communication and campaigning.**

A killer launch

DECIEM's L&D team planned a jam-packed launch campaign to give **THRIVE** the best start and solidify the new platform's position in the company. The campaign started five days prior to launch with countdown email teasers to heighten excitement and build anticipation.

The launch kicked off with a **'THRIVE IS LIVE'** party where DECIEM provided cupcakes and lunch to celebrate. Throughout the week they ran different challenges and competitions giving their learners the opportunity to win great prizes, from coffee vouchers to gift cards.

One of the competitions entitled **'THRIVE Mystery Challenge'** involved unscrambling word clues posted on THRIVE LXP each day to reveal a pattern the learner must crack to win.



	LAUNCH DAY	LAUNCH WEEK
UCG content	83	283
Total views	2,684	11,540
Total likes	590	2,949

Learners as teachers

DECIEM wanted to create a global community of learning professionals by facilitating social content-sharing on THRIVE LXP. This approach meant promoting a shift in mindset from expectations of a prescriptive learning experience to social-led, microlearning.

So, DECIEM leveraged automated campaigns to encourage user-generated content and drive a collaborative approach to content creation that empowers learners to become teachers through knowledge sharing.

Here are just some of the recent learning initiatives that have received impressive engagement and participation from end-users.

68 comments
740 views
152 likes

COVID-19 Update
 April 1, 2020

189 comments

955 views

660 trees planted

For every course completed on LinkedIn Learning 1 tree would be planted

55 pieces of UGC

TikTok takeover

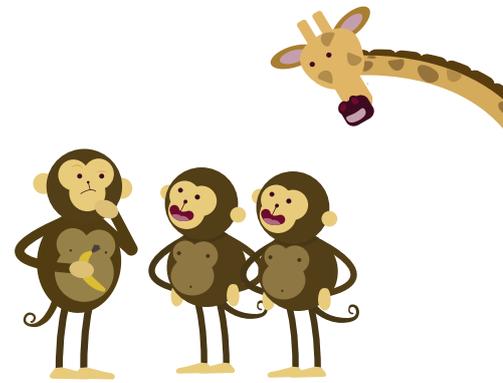
Staying connected campaign
918 pieces of UGC
105 Results: for 'staying connected'

145 pieces of UGC

HUGS campaign

119 pieces of content shared by admins

RESULTS & IMPACT

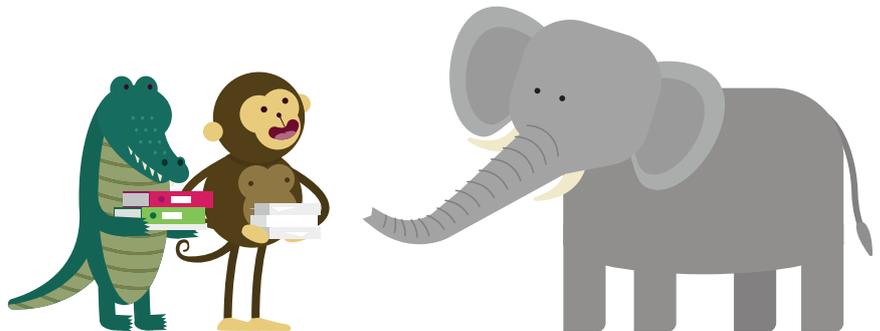


Opt-in learning culture with 90% uptake

With **90% active users**, DECIEM has experienced an impressive uptake from learners. The platform is now at the heart of their business, not only empowering a self-directed learning culture where employees can discover useful content, but a home for social collaboration and important information.

Each employee now spends an average of **83 minutes** per week on optional learning and their 'learners as teachers' approach has been so successful that the platform has more UGC uploads (53%) than pushed content from the L&D team (23%).

Total Content Views since launch	367,941
Total Completions since launch	152,033
Average views per user since launch	283
Total likes	38,506
Active users	90%



Internal perceptions and culture shift

THRIVE has allowed DECIEM's leaders to share important updates and increase communication flow between front-line and office teams all around the world. They've seen a great behavioural shift amongst learners who now naturally turn to THRIVE to get the answers they need at the time they need them. There's no more knowledge stuck in silos, as users instinctively capture and share the information they know others can benefit from.

A second sentiment survey revealed a huge increase in employee satisfaction and attitude towards learning and communication:

78% Satisfaction rate with overall learning experience at DECIEM

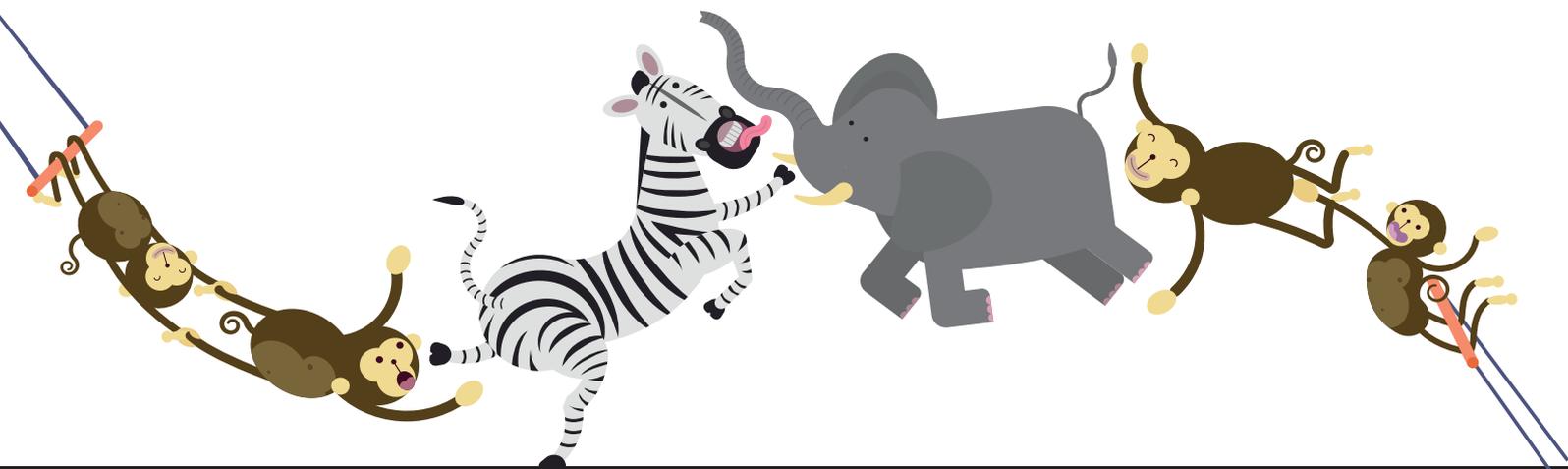
76% Increased ability to receive relevant business updates due to THRIVE

68% Increase in ability to learn at work

65% Increased ability to engage with peers globally via THRIVE

22% Growth increase in overall skills and knowledge after the launch of THRIVE

70% Satisfaction rate with the tools and resources available on THRIVE to help support learning at work

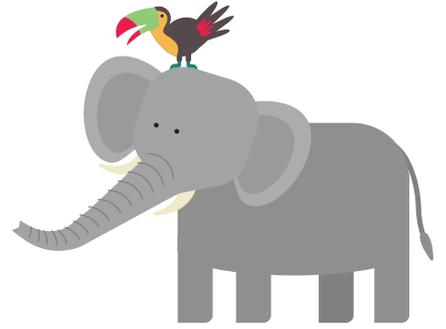


“We’ve really been blown away and seen a whole transformation in our learning and development culture. The continued knowledge sharing amongst our brilliant team is inspiring and I love being able to communicate with every employee regardless of where they’re based around the world.

THRIVE has brought us closer together by providing us with an online community that makes us feel like one big family.”

- Nicola Kilner, CEO

LEARNER RESPONSES



“Before **THRIVE** there were so many elements of **DECIEM** I didn't know about, but now I have a complete picture of the company!”



“**THRIVE** makes us feel more like a family”



“I'm able to learn a bit about everything... whether it's a new pop up shop in London or how to be a leader, **THRIVE** has it all!”



“**THRIVE** is a one stop shop, it has everything you need to know about the company”

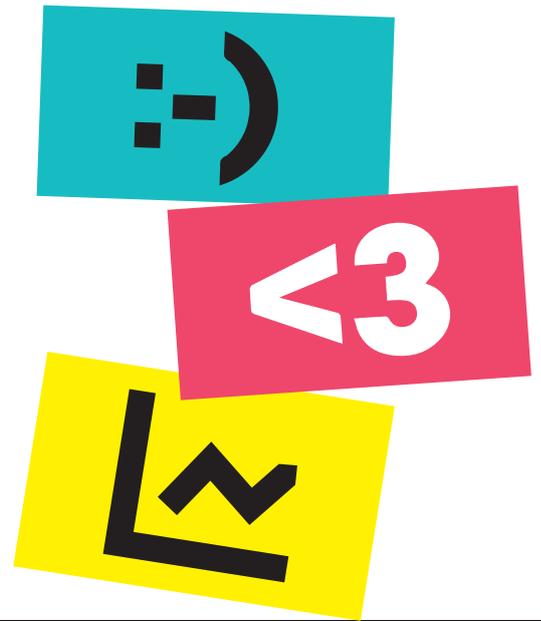


“I love the videos that are being uploaded, it adds a fun and social component to our culture”

Organisational performance

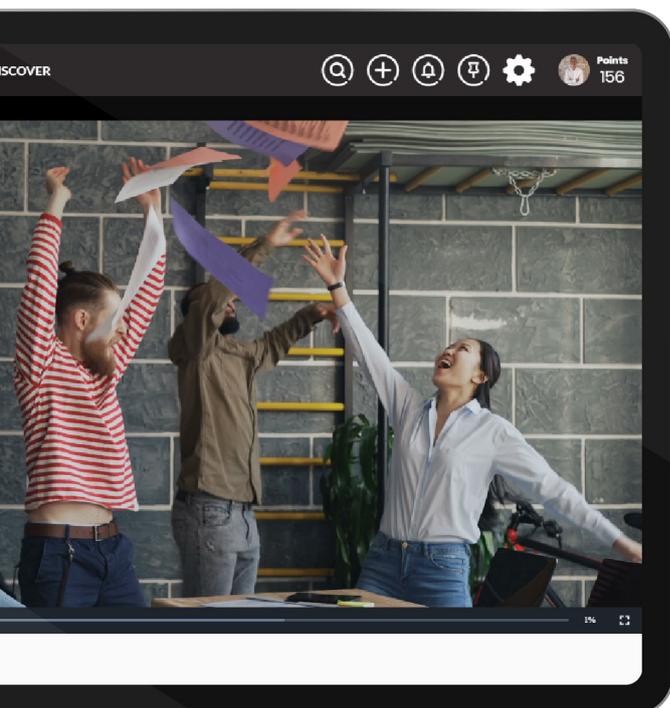
Having a platform to share best practice tips and essential product knowledge training has led to even more sales for DECIEM, who now sell **two products every single second**. They've sold over 110 million units and continued going from strength to strength even in lockdown where **4 out of 10** beauty products purchased in the UK were The Ordinary.

A more connected workforce and investment in learning and development has led to a happier workforce and the ability to attract new talent. DECIEM has seen a **64%** growth compared to last year and in 2020 hit the milestone of over 1,000 employees.



“The success of this social and collaborative learning project really lies in what we've been able to achieve through self direction, voluntary learning and employee involvement. We're so proud to say there's more user generated content than L&D created content on our platform. It truly is a co-created environment where employees are teachers and learning is humanised.”

– Kristina Tsiriou, Global L&D Director at DECIEM



A learning culture transformation

DECIEM is a winning example of how social and collaborative learning technologies can transform the face of learning in an organisation. Its high usage is demonstrated by impressive engagement statistics and extremely positive learner feedback.

Not only has the project clearly met the learning objectives set out by DECIEM but there's real evidence of ROI and true business impact which includes a monumental behavioural change for employees. THRIVE LXP has transformed DECIEM's learning and company culture in a matter of months and they've never looked back.