

CASE

SOCIAL

Presented by

L'ORÉAL CANADA

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HAPPENING MARKETING
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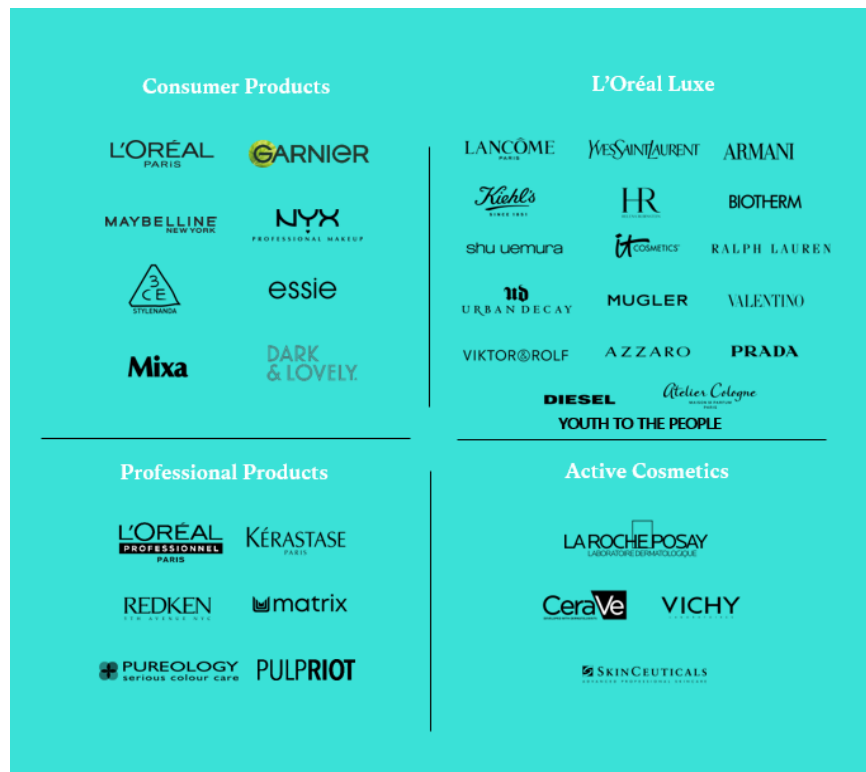
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THE COMPANY

For over 110 years, L'Oréal, the world leader in beauty, has dedicated itself to one mission: meet the beauty aspirations of consumers around the world. Their purpose is to create beauty that makes the world move forward. They define their vision of beauty as inclusive, ethical, generous, and responsible. With a portfolio of 35 international brands and ambitious social and environmental commitments set out in their L'Oréal for the Future program, the company offers, to consumers worldwide, the best in terms of beauty quality, efficacy, safety, sincerity, and responsibility, while celebrating beauty in all its infinite diversity.

With 85,400 committed employees, a balanced geographical presence, and distribution across all channels (e-commerce, mass-market retail, department stores, pharmacies and drugstores, hair salons, travel retail, and brand boutiques), the Group achieved a turnover of €32.28 billion in 2021. L'Oréal relies on 20 research centers spread across 11 countries, a dedicated Research & Innovation team of over 4,000 researchers, and 3,000 Technology professionals to invent the future of beauty and become the champion of Beauty Tech.

The values promoted by the company are passion, innovation, entrepreneurial spirit, open-mindedness, pursuit of excellence, and responsibility. L'Oréal has an extremely diversified portfolio of products, divided into **four categories** :



L'ORÉAL CANADA

L'Oréal Canada aims to provide cosmetic experiences that embrace and celebrate diversity and individuality. With a mission to bring the best of cosmetic innovation in terms of quality, efficacy, and safety to people around the world, L'Oréal Canada has a workforce of over 1,450 individuals across various roles and functions, including : sales, marketing, e-commerce, information systems, operations, research and innovation, as well as various corporate functions such as administration, finance, human resources, diversity and inclusion, and engagement. L'Oréal Canada is dedicated to be one of the top employers in the country by fostering a welcoming and inclusive workplace where everyone feels valued. The company's key objectives include promoting gender equality, championing diversity and inclusion, and implementing progressive workplace practices.

BACKGROUND - RECRUITMENT AT L'ORÉAL

Like any company, L'Oréal faces a shortage of labor and must constantly develop innovative practices to recruit the best talent. Here is an overview of the steps taken by L'Oréal to achieve this:

1. Precise knowledge of candidates and their expectations

To build its new employer promise, L'Oréal uses an innovative approach that combines the analysis of digital data on one hand, with internal and external surveys usually conducted on the other hand. The goal: better understand the candidates that the group wishes to recruit in order to better meet their expectations and preferences. It is a customized approach which takes into account local cultures and the understanding of each region of the world.

2. Authenticity, transparency, and proximity on social networks

L'Oréal is strengthening the use of digital tools in its recruitment strategy. The L'Oréal career site is the pivot, with traffic multiplied by four in recent months thanks to a complete redesign. The group is intensifying its presence on social networks, not only LinkedIn but also Facebook, Twitter, Instagram, YouTube, or WeChat. With a common denominator: an attractive employer promise, authentic sharing of employee experiences, and transparency in exchanges.

3. Strengthening the expertise of recruiters

Staying at the forefront of talent assessment and selection and improving the candidate's experience are priorities for the group which trains these teams. The group thus conducted a collaborative excellence program in 2016. For six months, a team of 11 experts and trained recruiters met with a hundred of their peers in 32 countries to gather their feedback, diagnose local needs, refine evaluation methods, and improve the candidate's experience.

L'Oréal also relies on contests, such as *L'Oréal Brandstorm* and Happening Marketing, to recruit new talents, but also to generate new innovative ideas to address some of their challenges.



MANDATE

" Diversity is at the heart of our company's values, it is part of our sense of purpose. " " We act to build a company whose core is inclusion, ensuring that we are as diverse as the people we serve. "

" Gender balance is a fundamental element of diversity. We are committed to achieving gender balance in our workforce in every country, in every function, and at all levels of the organization. " (L'Oréal, 2023)

As you can see, L'Oréal's message is clear: diversity, equity, and inclusion are at the heart of the company's concerns. For the sixth consecutive year, L'Oréal Group has been recognized by the Bloomberg Gender-Equality Index (GEI) 2023 for creating an inclusive and equal work environment. This benchmark index measures gender equality through five major criteria: leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and brand image.

L'Oréal is among 484 companies in this global index that covers 45 countries and regions. Weighted by companies' market capitalization, the GEI evaluates the performance of listed companies that commit to publishing their parity data. "

[Bloomberg - Gender Equality](#)

However, despite this important recognition from Bloomberg, L'Oréal faces a major problem: the company operates in a sector still too associated with femininity. As a result, recruiters have a lot of difficulty, particularly in the context of labor shortages, in recruiting men and are looking for innovative ideas to break old stereotypes and preconceived ideas about the industry.

The company mandates you to propose out-of-the-box, colorful, and up-to-date solutions to attract men more easily, while breaking the stereotypes associated with the beauty industry.

PROFILE OF THE DESIRED CANDIDATES

- L'Oreal is looking to recruit men for sales, marketing, and digital sectors;
- The desired candidates are for Canada, specifically Quebec;
- L'Oreal focuses on five specific criteria to analyze and select new candidates: ambition, resilience, empathy, judgment, and learning agility. Entrepreneurship and innovation spirit are also highly valued attitudes in candidates.

CONSTRAINTS

You have a budget of \$50,000 to implement your strategy, and it must be put in place by September 2023.

Game on!

SOURCES

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