

Coty Inc.

COTY

Challenge: While transitioning from a decentralised to a centralised organisation, alignment of HR processes, global onboarding practices, and the creation of consistent global learning experiences were needed.



Global Reach



Our Approach

- **Client:** Coty Inc., Global Beauty & Consumer Goods
- **Audience:** ~11,000 employees across 35+ countries (HR, managers, new hires)
- **Delivery:** Five waves over two years across Europe, APAC, Latin America, North America
- **Localisation:** Mandarin, French, Dutch, Polish, Romanian, German, Spanish
- **Blended Learning Design:** Interactive live sessions, digital modules (SAP-integrated e-learning, microlearning, quick reference cards), video tutorials
- **Customisation & Localisation:** Tailored content for Coty's HR platform, leadership program, onboarding program; culturally and linguistically adapted
- **Delivery:** Phased rollout, a combination of live facilitation, self-paced learning, and train-the-trainer for sustainable impact
- **Stakeholder Engagement:** Agile co-creation, continuous feedback loops, structured handovers for sustainable program delivery, and coaching support for internal colleagues (train-the-trainer)
- **Doors Open Team:** 4 international learning designers and 3 programme managers, ensuring global coherence & local sensitivity



Our Impact

- **Reach & Scale:** 10,000+ employees trained across 35+ countries
- **Behavioural Outcomes:** Enhanced HR & leadership alignment, improved confidence in leading within centralised model, stronger engagement in onboarding
- **Organisational Outcomes:** Consistent HR processes and learning experience globally, improved collaboration across global/local HR teams
- **Client Feedback:** Formal NPS scores kept internal, leadership team feedback explained in below quote:

“We collaborated with Doors Open for over two years and were extremely satisfied with the partnership. Their team combines deep expertise with flexibility and speed. They are a reliable partner who truly understands what different countries and participants need, thanks to their international perspective and cultural sensitivity.”

- Shante Mahal



NN Group



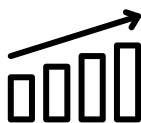
Lead 2 - High potentials development programme

Challenge: To best prepare senior leaders for their role as drivers of the Future Ready strategy, we strengthened NN's leadership pipeline through a unified leadership culture of agility, self-awareness, and collaboration across geographies.



Global Reach

- **Client:** NN Group – Financial Services (Insurance & Asset Management)
- **Audience:** All high-potential mid-career professionals (ages 25 - 45) from multiple global markets and business units
- **Delivery:** Since 2024, we've supported 5 cohorts which each run for 9 months



Our Approach

For this project, Doors Open provides full consultancy support as NN's external Leadership Development partner, collaborating with one internal colleague to design and deliver all initiatives.

- **Blended learning design:** Two five-day long in-person modules (one international, one in The Netherlands) plus virtual learning and peer coaching between sessions



- **Partnership:** Co-created with Nyenrode Business Universiteit and NN's internal Leadership Development team
- **Learning focus:**
 - Strategic business projects tied to NN's transformation agenda as final assignment
 - Application of the NN internal leadership framework
 - Coaching-based practice (GROW model, solution-focused feedback)
- **Stakeholder collaboration:** Senior leaders engaged as mentors; cross-market peer groups built global connection
- **Change integration:** Continuous engagement through NN's internal learning platforms, ensuring reflection and ongoing application
- **Participants:** ~40 per cohort, high engagement and completion rates across global markets
- **Behavioural outcomes:**
 - Increased leadership confidence and self-awareness
 - Stronger collaboration and inclusion across markets
 - Greater strategic agility and purpose-driven leadership
- **Organisational results:**
 - Alumni promoted into senior roles within 2–3 years
 - Business projects delivered tangible strategic improvements
 - Programme recognised internally as a flagship leadership journey
 - Sustained positive feedback from participants and sponsoring managers



Our Impact

NN Group



Data Literacy Programme – multi-track solutions

Challenge: Research identified a visible data & AI skill gap that we helped bridge by enabling confident, data-driven decision-making across global workforce audiences from senior managers to line staff.



Global Reach

- **Client:** NN Group – Insurance & Financial Services
- **Audience:** ~16,000 employees across 10 countries
 - MIT Future Shapers Track: 300 top executives
 - Managers Track: ~1,600 managers
 - Fundamentals Track: ~16,000 which is all employees across NN
 - Citizen specialised track: ~600 employees (ongoing)
- **Delivery:** Staggered multi-track system rolled out over two years in four tracks
- **Localisation:** Content and language of programme tailored for Netherlands, Spain, Belgium, Poland, Hungary, Romania, Slovakia, Czech Republic, Greece, Japan



Our Approach

The Doors Open team was responsible for the co-designing, creating and implementing of all learning tracks including continued programme management.

All blended learning design:

- Senior Executives Track: 3-month mandatory program collaboration with MIT; self-paced e-learning modules + in-person sessions



- **Managers Track:** 3-week mandatory programme; online live sessions, self-paced e-learning modules, pre/post skill benchmarks
- **Fundamentals Track:** Four mandatory e-learning modules
- **Citizen specialised tracks:** Three high content self-paced and voluntary upskilling e-learning programmes
- **Customisation & Localisation:** Content was tailored per audience and country maturity level. Instructors were sourced via an external partner, but we ensured they were thoroughly briefed on company context and strategic priorities.
- **Stakeholder & Change Management:** Central coordination was combined with strong local L&D partnerships. We facilitated alignment with HR and SMEs, ran communication campaigns, and captured all formal and informal learner feedback to continuously improve the programme.
- **Technology Integration:** SCORM content was integrated into Workday LMS, including a custom user creation and back-reporting setup. Centralised access via SSO ensured a seamless learner journey.
- **Team:** Embedded Doors Open L&D team (Project Lead, Operational Support, E-learning Expert) ensuring quality control, supplier alignment, and consistent execution across markets.



Our Impact

Reach & Scale:

- Senior Executives Track: 300+ completed
- Managers Track: 1,000+ enrolled/in progress (project ongoing till end of Q1 2026)
- Fundamentals Track: 16,000+ upcoming enrolments
- Citizen Tracks: ~600 enrolled/in progress, already surpassing total goal with only first 3 cohorts rolled out

Behavioural Outcomes:

- Increased confidence in data & AI showcased through higher use case numbers
- Stronger data-driven decision-making among leaders as derived from feedback and internal data & AI channel activities
- Enhanced cross-team collaboration & alignment on data initiatives across countries

Organisational Outcomes:

- Senior Executives & Managers tracks became blueprint for future data literacy programme tracks
- Embedded data literacy as core strategic competency across NN
- Sustained collaboration and long-term programme expansion as seen through the change of interim to preferred supplier structure in our collaboration

Participant Feedback: Mediated score $\geq 4/5$; praised personalisation and localisation, responsiveness of project team, relevance to respective context of learners, and collaborative delivery



GMP+ International



International

Building Global Consistency in Feed Safety Learning

Challenge: We addressed gaps in auditing consistency across diverse markets, languages, and regulations by designing a scalable learning framework that harmonises global standards while enabling local adaptation, uniting internal employees and external partners within a single global digital learning ecosystem.



Global Reach



Our Approach

- **Client:** GMP+ International – global feed safety certification and quality assurance organisation
- **Audience:** Large number of global auditors, consultants, and certification partners across Europe, Asia, and South America
- **Delivery:** Blended digital format on the existing digital learning platform with iterative pilot testing, feedback loops, and regional stakeholder input
- **Co-creation partnership** between Doors Open and GMP+ to design a global digital learning ecosystem
- Developed a **foundational e-learning programme** with modular, multilingual, and interactive design
- **Combined global standards with locally relevant content**, ensuring inclusion and contextual accuracy
- **Integrated into GMP+'s existing digital platform** for seamless scalability and long-term sustainability
- Managed **change and communication alignment** with GMP+'s learning and certification strategy to ensure global adoption



Our Impact

- **Global rollout** of foundational e-learning across **three continents**
 - **High completion rates** and **positive learner feedback** highlighting clarity and engagement
 - **Improved knowledge retention** and **alignment in audit practices** across diverse markets
-
- **Strengthened global consistency** and confidence in feed safety auditing
 - Created a **sustainable, scalable digital learning framework** supporting future growth and specialisation
 - Reinforced GMP+'s reputation as a **global leader in feed safety education**

