

Strategic Recruitment and Employee Development for Organizational Performance: The Case of Sephora UK

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Introduction to Sephora:



- ❖ Founded in 1969, France
- ❖ Part of LVMH
- ❖ Global beauty retailer
- ❖ Entered UK market in 2022
- ❖ Focus on customer experience & premium service



Speaker Notes:

Sephora is an international beauty retailer originally founded in France and now owned by LVMH. The company re-entered the UK market in 2022 through online and physical stores. Sephora differentiates itself through high-end customer service, beauty expertise, and personalized shopping experiences. Therefore, recruiting the right employees is essential to maintain brand standards and competitive advantage.

Importance of recruitment at Sephora UK

- ❖ Reduces staff turnover and recruitment costs
- ❖ Attracts candidates aligned with brand values
- ❖ Ensures high customer service standards
- ❖ Improves sales performance
- ❖ Supports long-term organizational growth

Speaker Notes:

Recruitment is important because it ensures Sephora hires individuals who reflect the brand's values and customer service standards.

In a retail environment, employees directly influence customer satisfaction and sales performance. Effective recruitment also reduces staff turnover, which helps lower costs and maintain team stability. Overall, recruiting the right people supports business growth and long-term organizational success.

Beauty Advisor (Sales Associate)

Job Title: Beauty Advisor

Location: Sephora UK Store

Reports to: Store Manager

Main Purpose:

- ❖ Deliver expert beauty advice
- ❖ Drive sales
- ❖ Provide luxury customer service



Speaker Notes:

The selected role is Beauty Advisor. This position is central to Sephora's success because employees directly interact with customers. Beauty Advisors must combine product knowledge, sales skills, and customer engagement to meet company objectives.

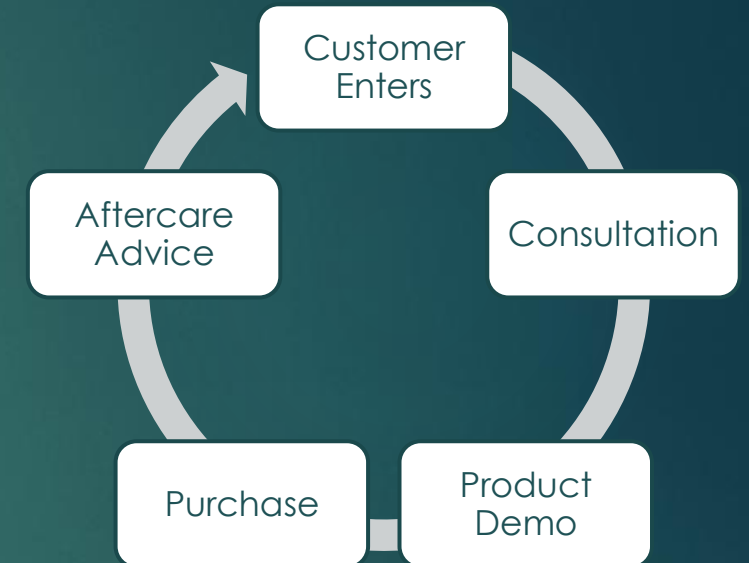
Job Analysis:

TASKS:

- ❖ Provide Skincare & Makeup Consultations
- ❖ Demonstrate Products
- ❖ Achieve Sales Targets
- ❖ Process Transactions
- ❖ Maintain Visual Merchandising Standards

Working Conditions:

- ❖ Retail Environment
- ❖ Weekend Shifts
- ❖ Team-based Setting



Speaker Notes:

Job analysis identifies what the role requires. Beauty Advisors must perform consultations, demonstrate products, and meet sales targets. They also maintain store presentation. Retail work involves weekend shifts and teamwork.

Job Description:

Key Responsibilities:

- ❖ Deliver Personalized Consultations
- ❖ Recommend Suitable Products
- ❖ Meet KPIs
- ❖ Build Customer Loyalty
- ❖ Maintain Hygiene Standards

Skills Required:

- ❖ Communication
- ❖ Sales Ability
- ❖ Product Knowledge

Speaker Notes:

The job description outlines duties and expectations. At Sephora, delivering personalized service is crucial. Employees must meet sales KPIs while ensuring excellent customer engagement.

Person Specification:

Essential:

- ✓ Retail or customer service experience
- ✓ Strong interpersonal skills
- ✓ Confidence in sales

Desirable:

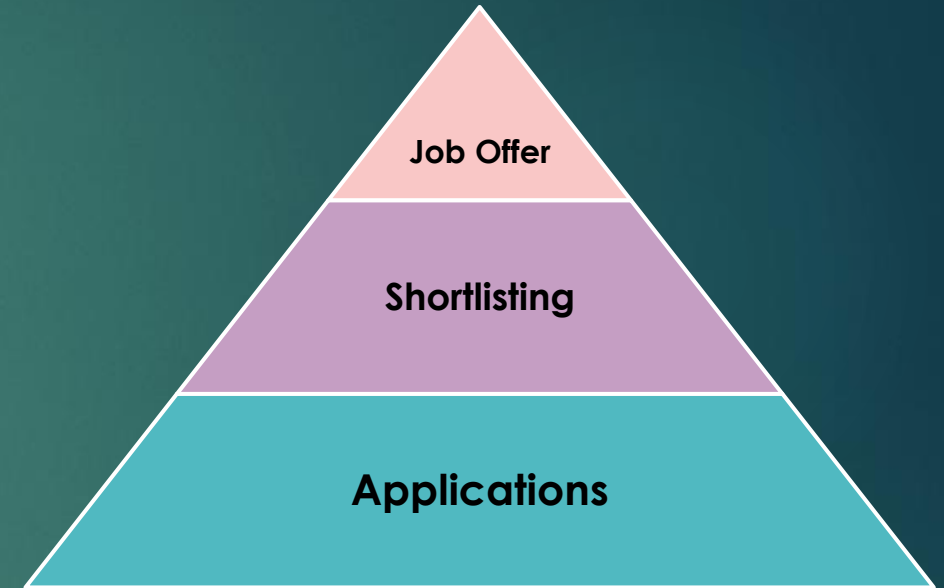
- Beauty qualification
- Makeup artistry experience
- Knowledge of skincare trends

Speaker Notes:

The person specification defines ideal candidate qualities. Essential criteria include communication skills and sales confidence. Desirable criteria enhance performance but are not mandatory.

Recruitment Process Steps:

- ❖ Workforce planning
- ❖ Job advertisement (Website, LinkedIn, Indeed)
- ❖ Application screening
- ❖ Shortlisting
- ❖ Reference checks
- ❖ Interview stage
- ❖ Job offer



Speaker Notes:

Sephora follows a structured recruitment process. After identifying workforce needs, HR advertises roles and screens applications. Interviews assess both technical and behavioral competencies.

Selection process:

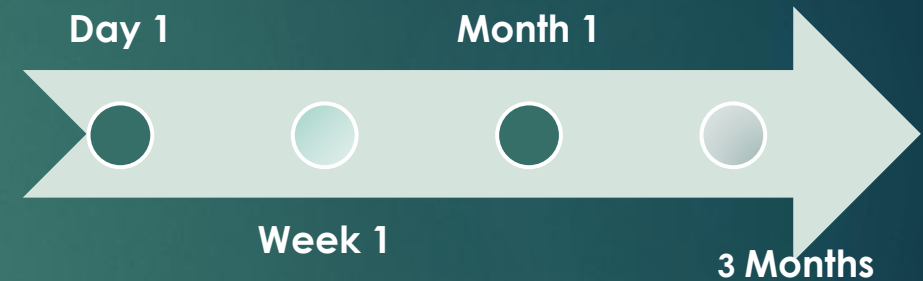
- ❖ Competency-based interviews
- ❖ Situational judgement questions
- ❖ Practical demonstration (product consultation roleplay)
- ❖ Cultural fit assessment

**Speaker Notes:**

Selection focuses on behavioral competencies. Candidates may demonstrate product knowledge in a roleplay scenario. Cultural fit is important to align with Sephora's service culture.

Onboarding Process:

- ❖ Induction program
- ❖ Shadowing senior staff
- ❖ Product knowledge training
- ❖ Performance review after probation

**Speaker Notes:**

Onboarding ensures smooth integration. New Beauty Advisors receive training on product lines and shadow experienced staff before independently serving customers.

Introduction to Learning & Development

Learning & Development (L&D):

- Improves performance
- Enhances skills
- Increases employee engagement
- Supports career growth

Speaker Notes:

Learning and development ensures employees continuously improve. In retail, trends change rapidly, so ongoing training is essential.

Training Needs Analysis (TNA)

Identified Need:

- Advanced skincare consultation skills
- Handling difficult customers
- Digital sales tools knowledge

Methods:

- Performance reviews
- Customer feedback
- Sales data analysis



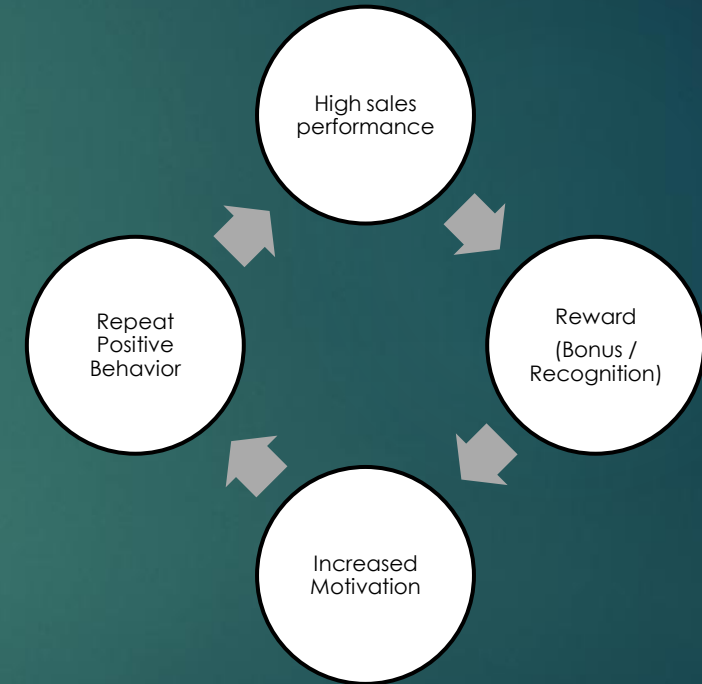
Speaker Notes:

Through performance data and customer feedback, HR may identify development needs. For example, a Beauty Advisor may need deeper skincare knowledge or improved complaint-handling skills.

Behaviourist Learning Theory

(B.F. Skinner)

- ❖ Learning through reinforcement
- ❖ Reward-based performance
- ❖ Sales incentives
- ❖ Performance bonuses



Speaker Notes:

Behaviorist theory suggests employees learn through rewards and reinforcement. At Sephora, bonuses for meeting sales targets reinforce positive behaviors.

Cognitivist Learning Theory

(Jean Piaget)

- ❖ Learning through understanding
- ❖ Mental processing
- ❖ Problem-solving
- ❖ Product ingredient knowledge training



Speaker Notes:

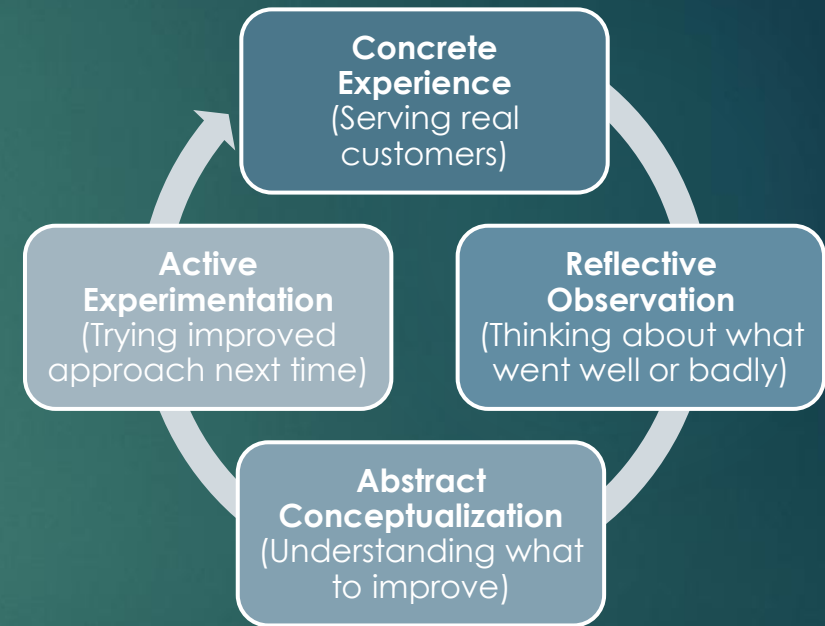
Cognitivist theory focuses on internal mental processes. Beauty Advisors do not simply repeat behavior; they must understand product ingredients and skin concerns. Through training, they build knowledge structures, which allows them to apply information effectively during customer consultations.

Humanist / Experiential Learning

(David Kolb)

Kolb's Learning Cycle:

1. Concrete Experience
2. Reflective Observation
3. Abstract Conceptualisation
4. Active Experimentation



Speaker Notes:

Kolb's experiential learning theory suggests that learning occurs through a continuous cycle. Beauty Advisors gain experience by serving customers. They then reflect on the interaction, identify improvements, and apply new strategies in future consultations. This cycle promotes continuous professional development.

Identified Development Plan

Development Activity	Expected Result	KPI Impact
Advanced Skincare Training	Improved product knowledge	+15% skincare sales
Monthly Coaching	Stronger consultation skills	Higher customer satisfaction
Roleplay Workshops	Better objection handling	Reduced complaints
E-learning Modules	Continuous knowledge update	Improved sales consistency

Speaker Notes:

This development plan links training directly to measurable business outcomes. For example, advanced skincare training is expected to increase skincare sales by 15 percent. This ensures training investment supports business objectives.

Conclusion

- ❖ Effective recruitment ensures Sephora hires Beauty Advisors who align with organizational goals and customer service standards.
- ❖ A structured recruitment and selection process improves performance and reduces turnover.
- ❖ Training needs should be identified by analyzing performance gaps, skills requirements, and business objectives.
- ❖ Applying Behaviorist, Cognitivist and Experiential learning theories supports continuous employee development.
- ❖ Overall, strategic recruitment and development strengthen customer experience and drive sales growth at Sephora UK.

Speaker Notes:

In conclusion, effective recruitment helps Sephora select Beauty Advisors who align with the company's goals and service standards.

A structured recruitment and selection process improves employee performance and reduces turnover.

Training needs should be identified by analyzing performance gaps, required skills, and business objectives.

By applying Behaviorist, Cognitivist and Experiential learning theories, Sephora can continuously develop employees.

Overall, strong recruitment and ongoing development improve customer experience and support sales growth in Sephora UK.

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Thank you for listening!