

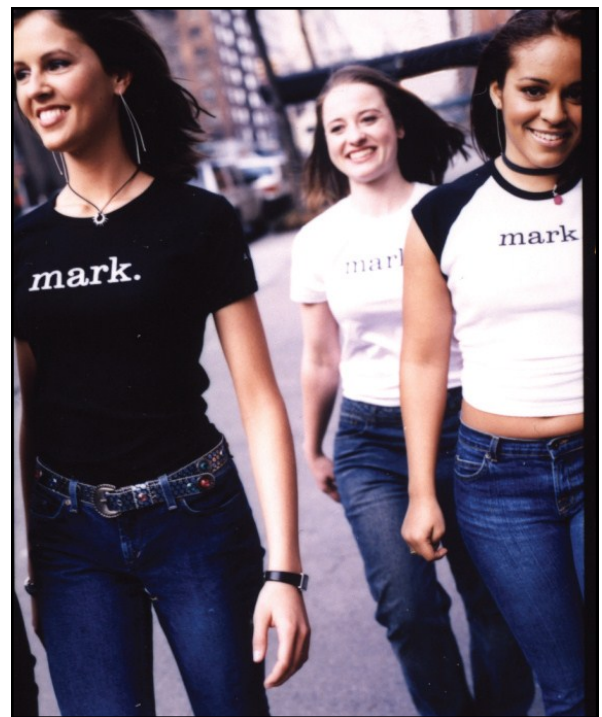
SSE develops eLearning for world's largest sales force

Avon / SSE partnership pivotal to new strategic business initiative

Avon, a leading manufacturer and marketer of women's cosmetics and accessories, was planning to create a new product line and essentially, a new company.

Avon was launching a new product line named **mark**. Its purpose: to penetrate an entirely new market segment of teenage and college-age cosmetics users. Deborah Fine, president of Avon Future, a new division that serves as the umbrella for **mark**, projects that the line will generate \$100 million in sales in the first full year of the launch. **mark** is also slated to be rolled out overseas following the national introduction.

For the product launch to be successful, it required an entirely new, trained sales force of young women between the ages of 16 and 24. As **mark** Representatives started their first entrepreneurial ventures, critical product and business skills training was essential. In addition, Avon had to train its core



mark. products come in trendy colors and flavors such as cappuccino

Representatives on the **mark** product line, as well as on related sales techniques applicable to the **mark** demographic audience. Avon selected SSE to develop the online training and a related website for **mark**.

“Training a large number of geographically dispersed salespersons quickly and effectively is a most difficult challenge,” said Elizabeth Niedringhaus, President of SSE.

“Training must be effective and with a high rate of completion. Courses need to simultaneously teach sales and entrepreneurial skills to an audience which typically does not have the business experience and the formal education that would normally be a prerequisite.”

mark. training recruiting new representatives | introduction

Welcome to recruiting new representatives

Throughout this lesson, you will be able to fill your virtual makeup case with **mark** products. You can do this by correctly answering questions and making choices throughout the lesson.

As you answer questions and complete interactions, the makeup case you see here will fill with the **mark** products for this lesson.



Chloe
mark Training Guide

Click **next** to continue.

exit | replay | back | pause | next

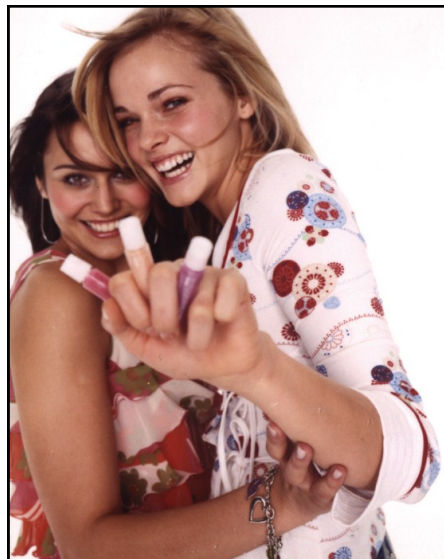
Colleen Songer's image, renamed Chloe, is used as an online guide to the mark. site.

Avon also decided to make **mark** training appealing to parents who might prefer that their daughters spend more time on school work. Through an arrangement with the University of Phoenix, Representatives who complete the training and do additional written work, such as developing a business plan and explaining marketing techniques, can earn college credits.

Colleen Songer, a senior at the University of Missouri at St. Louis, talked about **mark**. Most younger women "aren't that interested in Avon stuff. But when they heard about **mark**, they started to like it."

Songer, 22, whose mother has been an Avon Representative for the past three years, is one of four young women Avon chose in a nationwide search as a **mark** spokes model. They were picked based on academic performance, volunteer activities and attitude to represent young women who hope to enter the retail world by selling cosmetics.

Songer is an advocate of **mark** online training. "It's really easy to go through," she said. "The other day, I was putting in my first order online, and I went through it. It shows you, step by step, how to do it. It's really helpful."



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Colleen Songer, a Spanish Lake resident and mark. spokes model.

Lessons are 10 to 20 minutes apiece, backed with self-tests that yield virtual rewards:

mark products that can be used to fill an imaginary cosmetics case. Tests of 15 to 20 questions are completed to earn points that can be traded for incentives, such as **mark** accessories and posters.

While typical eLearning subject matter is structured by module in a sequential format, efficient eLearning allows the student to access material when needed regardless of the sequence of the modules. SSE architected the solution so that **mark** students could access the training on a "need to know" basis, much like accessing a reference book.

In addition, SSE developed a **mark** virtual learning community that supports all facets of this training through the use of its SSELearnSM Management System. The virtual learning community is a customized learning environment that incorporates client "branding" and provides students with a single point of contact.

From within the virtual community, students can access items such as

awareness events, student course reviews, on-line training modules and supporting tools. The awareness events are created in a movie trailer format that captures student attention, not only about the engagement strategy of the module, but about its relevancy (what is in it for me).



Elizabeth Niedringhaus

President
SSE

"We have 20 years' experience in working with adult learners. We understand the barriers to learning and ways to knock them down," said Niedringhaus. "One of those ways is to have some fun with the learning. Mark's site is geared to excite, entice and generate buy-in."

Avon has 3.5 million sales Representatives in 143 countries. The

mark eLearning site is reaching approximately 70,000 hits per day and the Virtual Learning Community through the SSELearnSM Management System is providing important feedback to both Avon and SSE.

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"Collaboration" Key to SSE Selection

"No doubt, we surprised a lot of our competitors when SSE was chosen for the mark contract," said Brenda Enders, SSE's Learning Services Practice Leader. "It was no surprise to our team, however. We knew we had the technical capability and the approach that appeals to clients operating under critical timeframes."



Brenda Enders

SSE's Learning Services Practice Leader & Chief Learning Strategist

That approach is one that features a heavy dose of client "collaboration". The client actively participates in the process at each step. The SSE Methodology provides a systematic means of identifying areas of potential concern such as subject matter accuracy, course content scope, cost containment and risk management. The structure also continuously appraises the client of project status and incorporates feedback at each major project milestone.

"We believe a strong partnership is critical to our mutual success," said Enders. "Our clients are the SMEs. We simply collaborate by applying our IT and eLearning capabilities to their business knowledge. If we have an issue, we, as a team, explore options for resolution and then work to mutually identify the best solution."

AWARDS

This solution was awarded the **Brandon Hall Gold Award for Excellence in eLearning**. Brandon Hall is one of the eLearning Industry's leading research and consulting firms.

