

A Comprehensive Sales Training Program to Increase Productivity

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Objectives

- See how needs analysis data and recommendations were implemented at Avon
- View demos of WBT strategies for sales training that personalize the experience and motivate learners
- Understand how an LMS environment can foster a learning community
- Evaluate the results of the initiative thus far based on collected quantitative and qualitative data

Avon Products, Inc.



- 119 years in business
- HQ in NYC
- \$7.7 billion in annual revenues
- 48,000 employees
- 630,000 independent Avon representatives in the US
- *Business Week's* "100 Best Global Brands"—one of only two beauty companies on the list and the only direct selling company

Via Training & Allen Communication



- Established in 1999
- HQ in Portland, Oregon
- Clients include Biogen Idec, Canon U.S.A., Freightliner, Harley-Davidson, HP, IKON, Intel, Kodak, Microsoft, Motorola, Symantec, T-Mobile and Tektronix.



- 24-year legacy in technology-based training, headquartered in SLC
- Produces WBT and blended solutions for Deutsche Bank, 3M, Boeing, Intel, Bright Horizons, FranklinCovey, Maytag, Rockwell Collins, CVS Pharmacy, FedEx, United, etc.

Key Business Drivers

Provide product and selling skills in order to:

- Increase customer growth
- Increase retention
- Support Representatives
- Target of 85% of Representatives online by 2006
- Reduce collateral costs
- Reduce calls to Customer Care (call center)



5

Taking Some First Steps

- Soliciting consultant recommendations
- Administering the RFP process
- Selecting vendor(s)
 - Highly interactive and engaging
 - Natural narration, dialog, etc.
 - Soft skills experience
 - Recordkeeping and learning management system capability
- Making final selection(s)

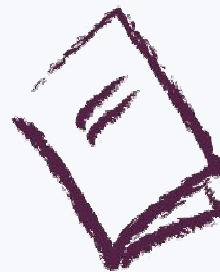


6

What We Already Knew

We wanted to:

- Build upon the success of the mark™ online training
- Provide training on basic selling & product knowledge
- Use realistic scenarios & stories
- Provide a self-directed environment
- Streamline curriculum
- Train leadership to recruit and motivate downlines



7

Purpose of Needs Assessment

We employed a tactical, **street-smart** approach to build on what we knew and to give us practical input on design.

We looked at:

- Success factors and challenges
- Attitudes about training
- Critical content areas
- Usability



8

Needs Assessment Process

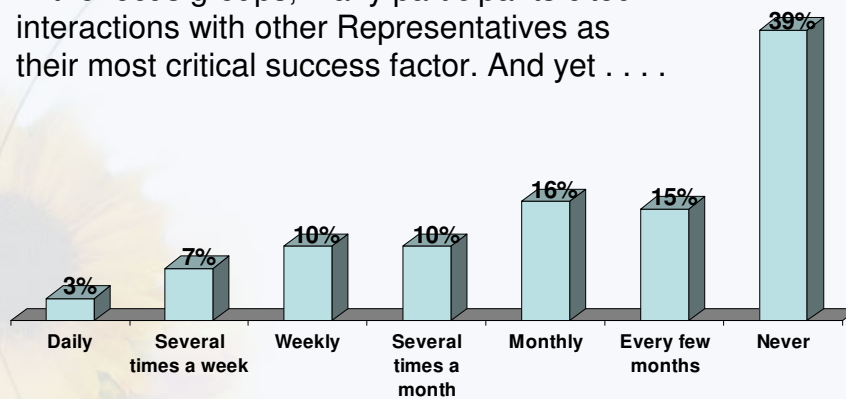
Participants included new Representatives, Leadership Representatives, Beauty Advisors, District Sales Managers, President's Club members, and former Representatives

- [Focus Groups](#) (113)
- Phone Interviews (40)
- Online Surveys (1,131)
- Prototype Testing (473)
- Field Research



Success Factors and Challenges: Representative Data

In the focus groups, many participants cited interactions with other Representatives as their most critical success factor. And yet



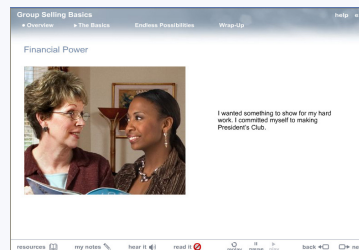
Success Factors & Challenges: Key Findings

- [Define a structure](#) for learning - provide a recommended path through the material
- [Simulate peer-to-peer and mentor relationships](#)
- Create contexts to model best practices and creative selling approaches



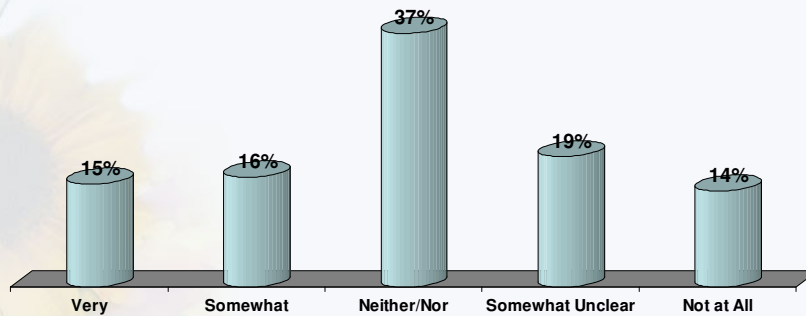
Success Factors & Challenges: Design Decisions

- [Support live mentoring relationships](#)
- [Build virtual peer-to-peer relationships](#)
- [Simulate mentoring relationships](#)
- [Use LMS to structure experience & build community](#) (and facilitate mentoring by [managers](#))



Attitudes About Training: Representative Data

Focus group participants spoke positively about their current training but they wanted more. When surveyed on whether they understood the training, they said



13

Attitudes About Training: Key Findings

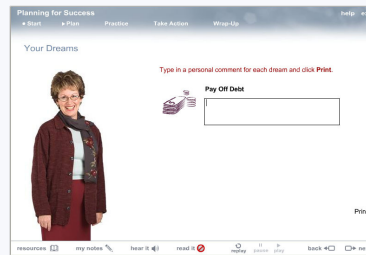
- [Provide learners with tools](#)
- Provide higher-level interaction and context-specific feedback
- Build on learner [enthusiasm](#) by providing [incentives](#)



14

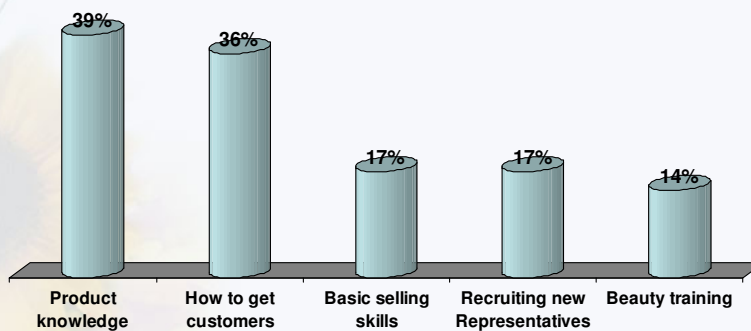
Attitudes About Training: Design Decisions

- [Use wizards](#) to give learners practical guidance in completing their work
- [Create branching simulations](#)



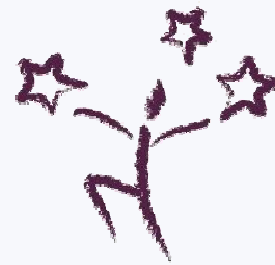
Critical Content Areas: Representative Data

Focus group and survey participants agreed on the priorities—more training on product knowledge and finding customers.



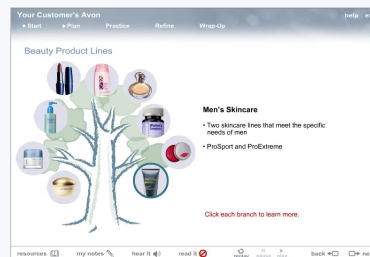
Critical Content Areas: Key Findings

- Demonstrate the **relevance** of each topic in light of the learner's priorities
- Balance the **sequence** of modules to accommodate learner priorities
- Develop **smaller, point-of-need modules**



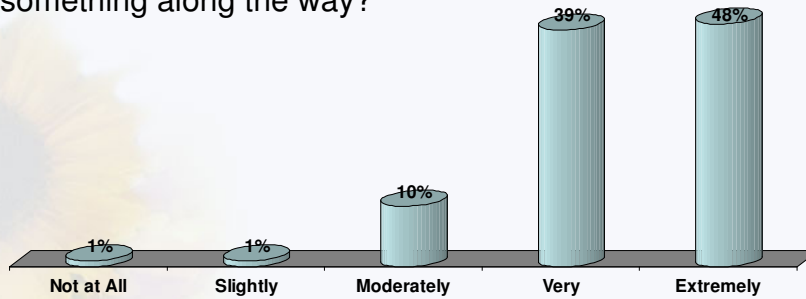
Critical Content Areas: Design Decisions

- Infuse the courseware with as much product information as possible
- Build in practical advice for finding and retaining customers



Usability: Representative Data

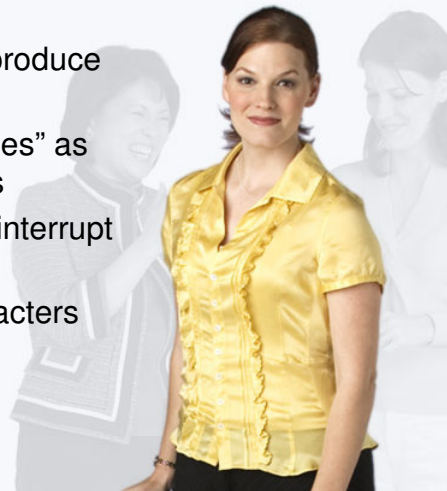
Learners responded to prototype activities that were realistic and that were based in storytelling and role-playing. How confident were they that they had learned something along the way?



19

Usability: Key Findings

- Consider the beginner but produce for a savvy media critic
- Include presentational “stories” as well as interactive exercises
- Maximize options but don’t interrupt the flow
- Use a diverse array of characters



20

Usability: Design Decisions

- Custom photo shoot and audio recording session(s) with professionals
- [Marry the interactivity and the storytelling](#)
- Revise the prototype layout to clarify learner options

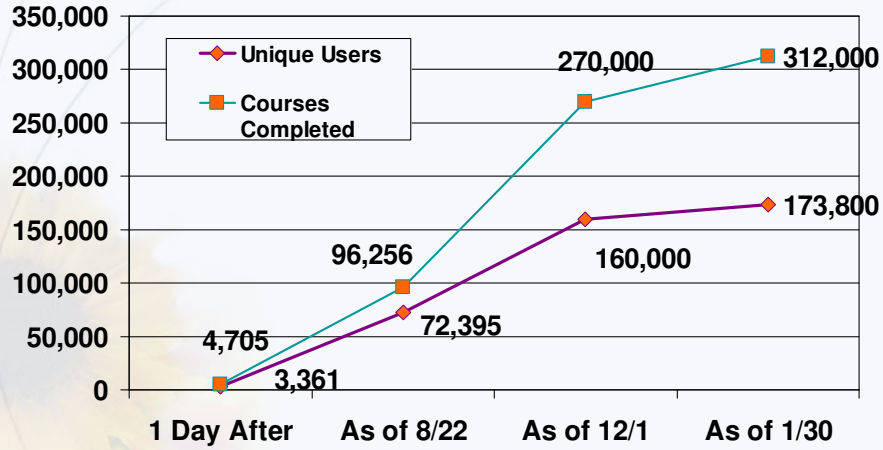


Streamlining Development

- [Project management website](#)
- Online review process
- Automated quality control



Evaluation



Customer Care Results

After rollout, the Customer Care call center tracked the following decreases in questions about:

Calculating Your Earnings

16%

Online Ordering

21%

Representatives Reactions to Online Training

- “I just love the new online training classes!”
- “I sold Avon over 10 years ago and would have loved to have this information available to me then. It answers a lot of questions with resource sheets available while you do the training.”
- “I am a Senior Executive Unit Leader and after taking the course I am going to recommend it to all my current and future Representatives!”
- “Before joining Leadership, I was a District Sales Manager for 15 years and I would have given my right arm to have this kind of support.”

25

Thank You

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26

Sales Training Checklist

Needs Analysis

- Have you customized and scaled your needs analysis to the specific objectives for the initiative?
- Have you utilized a variety of data gathering techniques and compared the results from each?

WBT Strategies

- What strategies can you use to simulate peer-to-peer and mentor relationships?
- What strategies can you use to create realistic contexts to model best practices and creative selling approaches?
- What tools or job aids can you provide to learners?
- How have you targeted higher-level interactions? Are you providing context-specific feedback?
- Have you demonstrated the relevance of each topic in light of the learner's priorities?

LMS Strategies

- What features in your LMS could be used to foster a community?
- Have you used the LMS to define a structure or recommend path for learning?
- Have you balanced the sequence of instruction to accommodate learner priorities?
- How can you build on learner enthusiasm by providing incentives?

Evaluation

- How will you know if your initiative is a success?
- How will you provide ROI justification? What data do you need to gather?