

Improved Communications Skills In English Help Business Outcomes for Avon Corporation

Avon Corporation and GlobalEnglish
 Best Results of a Learning Program
 October 2019



Company Background



Year Founded	1886
Revenue	\$5.5 billion
Employees	50,000-plus employees worldwide
Global Scale	Avon has a global presence, with offices in Latin America, Asia, Europe, Africa and North America (New Avon LLC)
Customers/Output, etc. (Key customers and services offered)	Avon grounds its product innovation in the everyday experience of millions of customers all over the world — through their network of beauty enthusiasts. Avon is passionate about keeping its representatives and consumers at the forefront of beauty, creating products that embrace the hottest trends and cutting-edge technology, alongside everyday essentials that will be the staples of every woman beauty kit. Avon's most-loved brands span make-up, skincare, fragrance, personal care, hair care, fashion and home categories.
Industry	Cosmetics
Stock Symbol	NYSE: AVP
Website	www.avonworldwide.com

Company Background



Company-at-a-Glance	GlobalEnglish delivers Business English learning solutions and productivity tools that help organizations attract, retain and develop the talent they need to thrive in the global economy.
Headquarters	San Mateo, CA
Year Founded	1997
Revenue	Privately held
Employees	140
Global Scale	GlobalEnglish has helped more than 3 million learners in 181 countries to advance their careers through targeted improvements in Business English proficiency. GlobalEnglish's product-development facilities in California, India and Korea, and local teams across North and South America, Europe and Asia support learners in 12 native languages.
Customers/Output, etc. (Key customers and services offered)	450 organizations, and learners in 181 countries. Customers include IBM, Deloitte, Deutsche Post DHL Group, GE, HSBC, Procter & Gamble, Unisys, Whirlpool and Fortinet.
Industry	Educational Software and Services
Website	www.globalenglish.com

Budget and Timeframe

Overall budget	Confidential
Number of (HR, Learning, Talent) employees involved with the implementation?	Avon: 4; GlobalEnglish: 3
Number of Operations or Subject Matter Expert employees involved with the implementation?	Two SMEs were involved in the implementation.
Timeframe to implement	Four weeks for: implementation planning, review of IT requirements/technical tests, program communications and program launch and kick-off session.
Start date of the program	Nov. 17, 2015; Cohort 1: Nov. 17, 2015 to Nov. 16, 2016; Cohort 2: Nov. 17, 2016 to Nov.16, 2017; Cohort 3: Nov. 17, 2017 to Nov. 16, 2018

Business Conditions and Business Needs

Being one of the leaders on the cosmetics industry, Avon is constantly looking for new ways of doing things, on how to innovate and how to reach more users worldwide, and surprisingly Avon found that 84% of people trust peer-to-peer recommendations over any other form of advertising.

It means that Avon is perfectly placed to talk directly to consumers, thanks to the global network of millions of independent beauty entrepreneurs worldwide. Of course, Avon's more recent digital model allows customers to buy online through their local representative, too.

However, Avon believes that offline conversations are as vital to building loyalty and relationships with customers. Conversations that happen in real life (IRL) and in real-time (IRT) will continue to be just as important as an online business.

Shopping from home is set to increase even further, and for Avon, this goes directly to the heart of this emotionally led future of beauty — because the future of beauty is about a shared sense of belonging. “Technology is transforming everyone’s lives, presenting huge opportunities for Avon and our beauty entrepreneurs. Today’s world of beauty is driven by social — both physical and digital — the way women share trends and ideas with their friends, and purchase products. Avon is the leading beauty company for offline word of mouth and is developing the digital tools to make beauty advice and products accessible, current and relevant, for both our representatives and their customers,” says **Lisa Gallo** from Avon’s Innovation Center

Avon is focused on empowering its beauty entrepreneurs by helping them to establish, grow and extend their careers on their own terms. Avon cares about the “whole you” and places importance not only on salary, but also on learning experiences, and the freedom and empowerment to pursue an individual career path, training opportunities and flexible work arrangements.

So, Avon offers a comprehensive training program designed to build strong foundations for individual and company success and to equip its associates for the changing labor market. And, of course, language development is one of the top priorities for the company so their employees can go above and beyond to increase the company footprint by setting a safe work environment, which enables them to work and collaborate efficiently across divisions in different countries — where the common language is English.

In other words, Avon is establishing itself as a high-performing global organization by embracing these trends to drive competitive advantage. By creating common standards for communications and formally establishing a common language for business, Avon is improving business process efficiencies within the organization to deepen the shopping experience with its global, highly affluent customers.

Avon partnered with GlobalEnglish to not only offer an English Training program, but also productivity tools which allow Avon employees to work efficiently in English while improving soft skills such as leading or participating in meetings, business writing and business negotiations, among others.

Overview

Historically, face-to-face English learning was the single solution of choice for most companies. But attendance is typically low, quality is difficult to control, costs are high and consistency is all but impossible to maintain. It was clear Avon needed a program that could be used at any time and at any place.

It was decided that an online English learning program would be the most effective. Requirements were set for the learning platforms to be assessed. First, the system had to provide efficacy and be able to deliver against individual and organizational objectives.

Second, the system had to be scalable — it had to work across every territory Avon NoLa operates in, not just selective parts. Finally, it had to be financially viable across every territory of operation.

With these challenges in mind Avon did a throughout research, and benchmark to finally choose GlobalEnglish as its partner on this development endeavor for key employees and high potentials at Avon.

GlobalEnglish vision resonated with Avon Talent Management principle of “supporting and cultivating a skilled workforce ensures career development for staff and high performance for the company.”

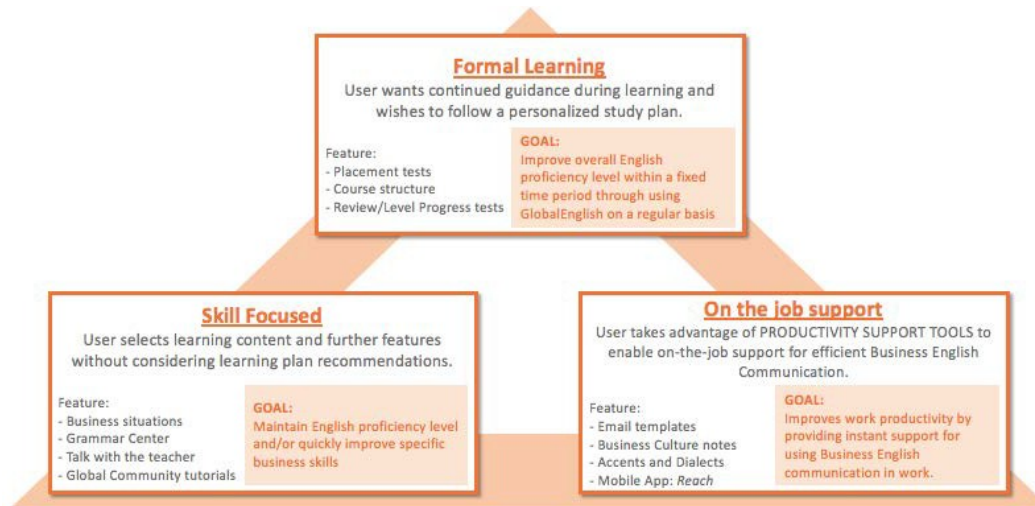
This philosophy of focusing on the “Whole you” approach for people growth at Avon,” along with the GlobalEnglish customer success driven approach is at the heart of the framework developed for Avon NoLa. It encompasses the entire lifecycle of the program (Figure 1) and is benchmarked with the business goals to track business impact of the improved communications skills.

Figure 1: GlobalEnglish, a Turn-Key Solution



All illustrations provided by Avon Corporation

With this clarity about the program vision and the solution’s globally recognized 70/20/10 learning framework — the notion that 70% of learning comes through experiential on-the-job learning, 20% through social connections such as working with others, and 10% through structured, courses and programs — it was determined that the best solution for Avon employees was GlobalEnglish One Professional because it offers three ways of learning (Figure 2), key for professional adults who seek productivity and professional growth goals:

Figure 2: GlobalEnglish Learning Focus


GlobalEnglish One Professional offers access to a premier learning and collaboration platform. It's a comprehensive solution which includes virtual classroom training with certified native teachers and a personal online learning specialist to accelerate learning and productivity across the entire organization. The learning specialist helps accelerate Business English learning with regular check-in meetings to provide personalized support, motivation and accountability, meaning the program enrichment by an intelligent human intervention to keep the learners motivated and committed toward their own personal growth, enriching company growth and success as well. This key human interaction was essential to ensure synergy between Avon's program objective and the learners' goals.

This award-winning, on-demand, cloud-based solution develops Business English skills while providing instant on-the-job support for work tasks in English such as writing emails or handling negotiations. It's a powerful combination that returns immediate results and equips subscribers with access to 10 levels of interactive Business English coursework, speaking and pronunciation tools, live virtual group classes 24/7, industry-specific terms and more.

- An Engaging, Effective Curriculum** — Customized for all subscriber levels and fully translated into 15 languages, its interactive content is set in the context of real business situations with significant emphasis on cross-cultural environments. It incorporates the most advanced speech recognition technology in the industry with remediation, includes mobile content for on-the-go learning and provides access to tools such as customizable email templates for a variety of business correspondence needs.
- Proven, Fast Evidence of Results** — 92% of GlobalEnglish subscribers from Global 2000 companies utilizing GlobalEnglish One reported being able to apply their new Business English skills to their jobs immediately.

- **Easy Administration and Reporting** — A complete suite of reporting and administrative tools make it simple to register subscribers, manage usage, and measure and track performance across the company.

The program also grants access to GlobalEnglish Reach, a mobile-native app designed to help the learners improve their soft communication skills by practicing English in real-world, professional settings:

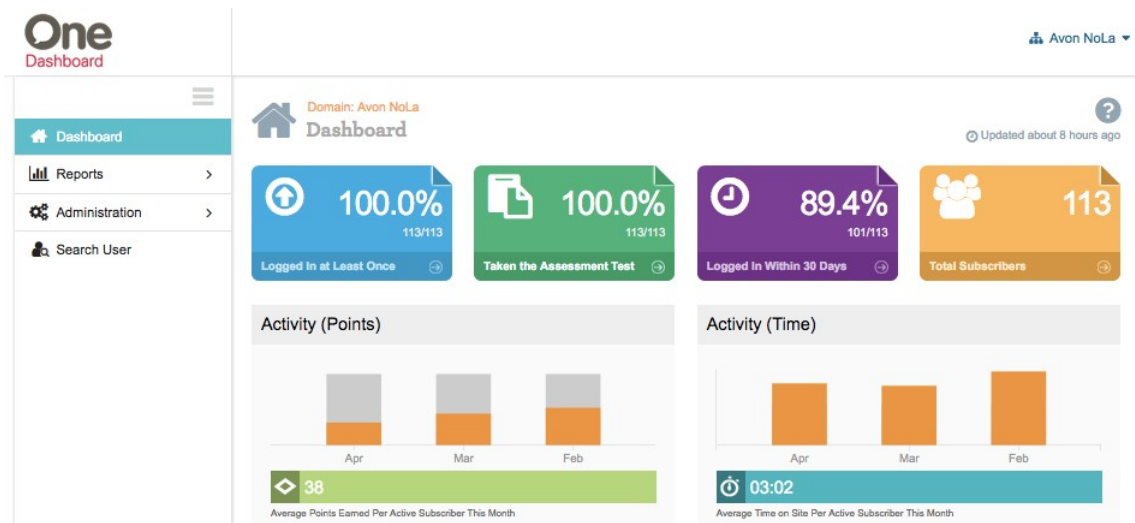
- **Focus on Personal Goals** — Each user can customize the Reach learning experience by focusing on the business skills that matter most.
- **See Meaningful Progress** — As the learner progress, they will earn badges in critical skill areas in a fun, media-rich app environment.
- **Support Habits of Success** — Reach is designed to help the learner fit regular practice into a busy schedule through engaging, 3- to 5-minute learning missions.

Reach combines rich video and audio content with compelling gaming design to offer hundreds of learning activities called missions. Each mission helps to develop a critical workplace skill such as leading a meeting, presentation delivery and business negotiations. These are key skills for Avon workforce development and growth.

By giving the employees tools to improve their communication and collaboration skills and involving line managers and HR business partners to create a transparent, efficient system for managing the program across the region, Avon NoLa secured optimal organizational efficiencies and increasing productivity.

Executive Sponsorship for GlobalEnglish was driven by Nelly Arellano, Talent Management Manager for the NoLa region, who was a visionary for the organizational benefits that better communication and collaboration would deliver.

Program owner and admins also received valuable support to monitor and track progress of the Program by using GlobalEnglish Dashboard (Figure 3) which provides complete control over the organization's entire GlobalEnglish program, giving administrators instant access to the information needed to track progress, achieve business goals and optimize future activity. Real-time information provides a live snapshot of every learner's activity, their progress toward individual goals and their comparative performance against colleagues or pre-assigned benchmarks. The dashboard encourages a learning leader to fine-tune individual programs in response to performance tracking data, personal preferences and evolving business objectives.

Figure 3: GlobalEnglish Dashboard


If learners or administrators needed assistance, then they could turn to the GlobalEnglish Support Portal where online support is available around the clock. The site provides learners and administrators aid tools and contains live and recorded orientation sessions in each of the supported languages, quick product tours, Frequently Asked Questions and an option to contact the Support team. There is also a suite of administrator training materials to enable program owners to get the best out of the dashboard for reporting and administration, including sample communication templates and a sample marketing plan.

What goals were established through implementing the learning program and were they achieved? Was this program integrated throughout the enterprise and, if so, how? Did this program tie into organizational objectives?

The goal was to convert increased Business English proficiency into improved communication and collaboration when interacting worldwide, create more-efficient business practices, streamline processes, develop more-innovative programs and become a more globally integrated company overall. The program approach should also create a scalable, measurable return on investment.

At the beginning of the project, it was decided between Avon Talent Management and GlobalEnglish Account teams that goals would focus on more than just progressing through levels of proficiency. The program had to tie into the larger corporate goal. To do this, GlobalEnglish established key business outcome indicators based on observable and measurable changes in behavior. The Skill Framework was designed for all job-roles with set proficiency target levels as measured by GlobalEnglish. Other business outcomes were

used to measure productivity improvement, business efficiency and customer satisfaction. These metrics could be directly connected to the users' abilities and confidence in using English.

The program was integrated across the NoLa region (Mexico, Central America and the Caribbean), working with more than 100 employees on improving the English communication skills. Learner survey was conducted, along with One Dashboard metrics to track progress.

When results were evaluated in late 2018, Avon NoLa found that these goals were achieved. The perception is that years of investment in GlobalEnglish have made Avon NoLa much more competitive by enabling key talent to communicate and collaborate effectively with other regions and with HQ.

Design of the Program

As in other areas of the business, Avon seeks to establish realistic as well as ambitious goals with accompanying metrics for its L&D programs. Over the years, GlobalEnglish and Avon have teamed closely on setting appropriate and measurable goals for the program. While focusing on needs and aspirations in language learning and development, they progressively added objectives to align with the company's strategic goals to modernize.

The Talent Management Team, led by Nelly Arellano (based out of Mexico) who spearheaded the English training initiative for Avon NoLa (Mexico, Central America and the Caribbean) with the partnership and guidance of GlobalEnglish, worked on a first phase to define and communicate the business challenges to be addressed by the achievement of the Business results expected from the program:

Business Challenges

- Deliver brand promise
- Attract and retain top talent
- Help to continue to diversify the workforce by attracting new beauty entrepreneurs
- Create efficiencies across the organization and manage costs
- Manage clarity of communications at all levels
- Streamline business processes

Business Results expected out of improved English communication skills:

- Improved customer service and customer experience
- Improved people and idea sharing
- Clearer corporate communication

- Improved succession planning
- Increased employee satisfaction and retention
- Increased productivity

With this clarity of what needed to be achieved to take their key talent to the next level, a second phase took place to assess the existing Business English proficiency of its workforce using GlobalEnglish STEP+, a 52-minute online and adaptive assessment that measures employees' English reading, listening, grammar and speaking skills. This mapping process became critical in conveying the crucial Business English skills gap to key stakeholders.

Once presented with the results of this mapping project, Avon NoLa and GlobalEnglish came to key conclusions:

- Most employees were rated at low intermediate (Level 4), not enough with respect to upper intermediate (Level 7-8) expected for their business.
- Traditional classroom training would not sufficiently address the Business English skills gap, as it was impossible to manage across the different locations/regions, it was too expensive, and it created barriers to efficiently track and measure success in a unified fashion.
- An on-demand, online solution for self-paced study, available anytime, anywhere, through different devices (Mac, PC, tablet and mobile phones) with an intelligent human intervention was needed to close the English proficiency gap in a scalable and efficient way.

After recognizing this skills gap, and its negative effect on business performance, Avon NoLa was ready to introduce the new offering to its workforce, to engage them and provide a variety of learning options to address the various needs of its employees.

As a result, Avon and GlobalEnglish jointly introduced GlobalEnglish One Professional to Avon's employees as a program oriented to increase productivity through highly impactful features such as private speaking practice and culture notes that would help them not only to improve their ability to use English effectively in the workplace but also aid in the development of ancillary skills sets like cultural sensitivity and improved self-confidence.

Ongoing support was secured for administrators through the Customer Success Management team and GlobalEnglish Dashboard, and for learners through the Learning Specialists and GlobalEnglish Support Portal.

Delivery of the Program

Having determined the Program Goals and Key Performance Indicators, identifying the key talent to be invited to this development initiative and confirming the technical compliance of Avon's infrastructure, the team were ready to launch the program.

The GlobalEnglish Customer Success Management (CSM) team was critical in the delivery of the program at customer sites and in managing obstacles along the way. The CSM provided templates, guidelines and training tools and materials to enable the customer to manage their learners, administrators, groups and reports. The CSM Team also assisted the Customer with the implementation and ongoing management of the program.

So, the GlobalEnglish Professional program was launched, following the key steps.

An initial communication was sent by the Talent Management leader, Nelly Arellano, to invite employees to participate in GlobalEnglish, highlighting its direct alignment with organizational objectives and the immediate benefits that could result from proper adoption. After this initial email, various leaders throughout Avon NoLa became active supporters of GlobalEnglish, sending out monthly motivational newsletters, recognizing top performers through company-wide employee spotlights and driving usage through incentives and rewards.

Administrator trainings were scheduled. Support resources in the form of Quick Resource Guides (QRGs), Orientation Sessions and Manager briefing sessions were conducted the program roll-out. The QRGs provided the narrative and reasoning for the program, quick tips on usage, etc. The Orientation Sessions were conducted across different locations for employees to familiarize them with the program, set clear usage guidelines and goals.

Managerial support did not end with these promotional tactics. Follow-up was provided with a quartile account review with the GlobalEnglish account team that presented a detailed qualitative and quantitative analysis. This analysis showed which employees were meeting their targets, as well as the specific resources they were accessing, and how the program was having an impact on their day-to-day jobs as reported by employees and managers in a survey. For instance, results showed that in 2018 the total number of invested hours on the language development were above 5,000 hours in just 12 months, an average of 56 hours per active user, which meant almost 6 hours per month.

This comprehensive review made it possible for HR personnel and management to identify less-active users and encourage them to make greater use of the tools, for their own benefit as well as for the benefit of the entire company.

Additionally, Avon and GlobalEnglish run a yearly learning needs analysis to help establishing broadly acceptable levels of language proficiency at the different levels,

giving everyone the opportunity to focus on their own areas of improvement, going against the idea of “one size fits all.” Furthermore, the central monitoring and reporting features allowed Avon’s Administrators to easily see how employees were getting on with individual tasks and take immediate actions when someone was underperforming or needed attention.

Change Management Efforts

Some specific challenges the program faced were:

- Employee push-back feeling they needed face-to-face support, rather than just online content and virtual guidance. This is an expected reaction when transitioning from pure traditional classroom training to self-paced, on-demand learning.
- Objections also included “lack of time.” Many adult learners have this initial reaction. Juggling work and personal responsibilities is challenging.
- Expectations from some of the managers were more academic, asking learners to progress levels without offering them business opportunities to put English into practice and measuring their progress against real job-related activities

The intervention of the CSM and Learning Specialists team was instrumental in the program’s achievements:

- Ensuring the smoothest possible experience for the users:
 - By coordinating Orientation Sessions to demonstrate the value the GlobalEnglish tools could bring to their day-to-day job, by solving common business needs such as:
 - Writing an email using the “Email templates”
 - Preparing for conference calls or business meetings through the “Business Situations,” “Global Community Tutorials” or practicing their conversational skills through the “Talk with the Teacher” sessions
 - Enabling them to do business with other cultures through the “Accents and dialects” or “Culture Notes” tools
 - Providing clear communication about program launch and operation, not only for users but for their line managers and program administrators.
 - Offering recommendations and tips about what to use and where to find it to address the learner’s personal needs for the language development, as well as time management guidelines to take the most out of the program while improving their performance on valuable job-related activities.

- Direct access to support via the live chat feature on the web platform
One or by email or through the Support Portal
- Proactive support to the Program Owner and the Program administrators in Avon NoLa:
 - Constant communication to ensure the best possible coverage of special requests (requests for changes, exceptions, etc.)
 - Consultative work in terms of internal communication and program monitoring process giving them access to communication aids to keep the program visibility, encourage usage and motivation to learners
- Focus on impact — delivering visibility on KPIs that matter most for Avon as a business
 - Quarterly business reviews
 - Annual business review including user satisfaction and impact survey

The customized English learning program delivered:

- **Professional Development for Staff** — Aligning learning goals to corporate goals and position it as an opportunity, not remedial work.
- **Created an Open Learning Environment** — Spaces (virtual or physical) that can be flexible for individual and group work, gave learners a voice and providing more interactive learning.
- **Addressed Adult Learning Styles** — The ability to move swiftly at their own pace, facilitated greater teamwork, allowed flexible learning and flexible scheduling/timetabling.

Measurable Benefits

Avon NoLa has an established blended learning program with GlobalEnglish that is cost-effective and that has delivered clear, measurable results.

The key of the Avon's project is the fact that they use the GlobalEnglish solution to its full extent, meaning they are getting the true business value from the deployment which allows them to not only improve their employees' proficiency but also encouraging teamwork and communication.

- **Stronger Development and Retention of Their Talent Pipeline** for future global leaders and managers due to accurate assessment of English abilities and targeted solutions to improve their Business English
- **Avon's Employees Can Communicate Better** with global teams based on a clearer understanding of the company needs/goals and how to effectively communicate solutions to global team members and managers

- **Effective Collaboration and Idea Sharing** to ensure that the best global ideas are clearly articulated and understood to leverage diversity of thought across Avon
- **Improved Employee Engagement and Motivation** based on GlobalEnglish's new gamification features and targeted learning paths on One, plus the guidance and companionship provided by the learning specialist without requiring additional time and resources from the company
- **Tracking and Measurement of the Level of Business English Progress** through multiple on-demand reporting and testing capabilities

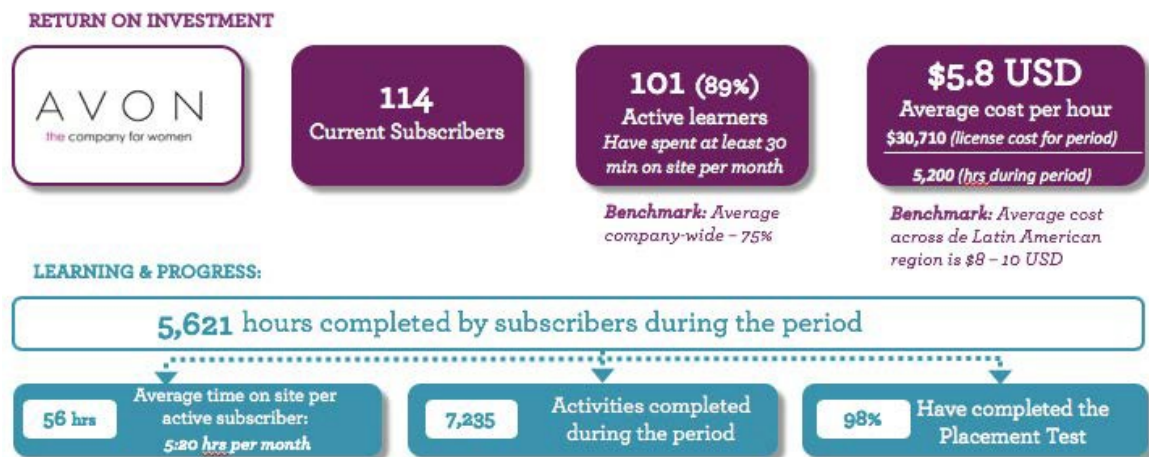
Some of the major efficiencies and optimization benefits include:

- **Productivity Gains** for Avon's employees through on-the-job performance support tools and One and Reach applications
- **Simplified and Centralized Administration** with optimized systems, reporting capabilities and client service
- **Cost Containment** by consolidating providers and streamlining delivery, reporting and regional management

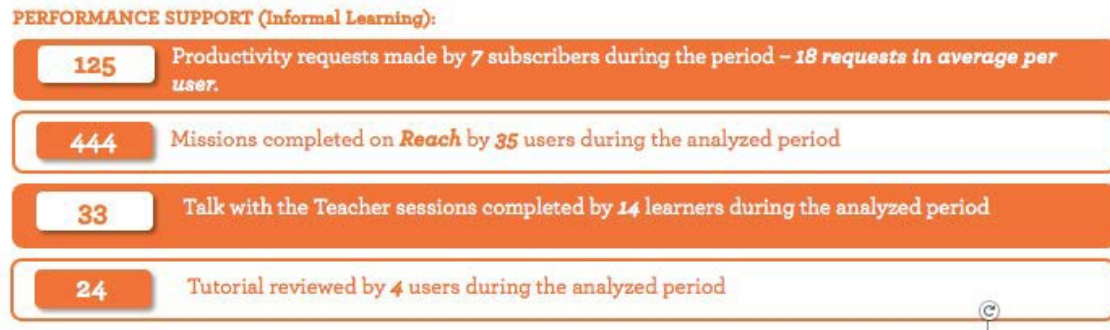
In-depth Results

This image depicts the 12-month utilization of the base platform One and mobile app Reach by learners:

Figure 4: Avon GlobalEnglish Program ROI and KPIs



The large usage of some of the key productivity tools demonstrated learners' commitment and engagement:

Figure 5: Avon English Performance Overview


GlobalEnglish is credited with having created an annual net saving of \$205,200 over the course of the last year of the program for Avon (November 2017 through November 2018). The investment made during the same cycle was \$39,600, just \$330 per person, which compares very favorably to the average spend of \$800 per employee on traditional, non- scalable, hard-to-measure classroom training.

Surveys have shown that 89% of the GlobalEnglish users at Avon NoLa were active and that the overall average skill improvement across the board is on track to reach at least one level per year (on a scale of 0 to 10). This increased proficiency is translating to noticeably improved efficiency on the ground: The average productivity gain of employees using GlobalEnglish is 1.6 hours per week. Avon NoLa reports it has gained no fewer than 1,026 man-days of productive time due to its investment in GlobalEnglish's solutions.

GlobalEnglish is clearly helping Avon NoLa's employees improve their ability to communicate with teammates and clients across the globe. Survey results show:

- 87% agree that GlobalEnglish has helped them improve their English communication at work.
- 90% agree that GlobalEnglish is relevant to their job.
- 97% indicate they have been able to use what they have learned in GlobalEnglish on the job.
- 48% said that someone has noticed their improved English skills.

Here are just a few examples in which Avon employees have used their improved Business English skills at work:

- *"To understand global documents and procedures and helped me to write reports to regional leaders."* — Guatemala
- *"In my Work I need use English because I am buyer responsible for Cosmetics importations, sometime of my suppliers writing and speak in English, I have*

- communication for shipments, shipments, advances, purchase orders among others.*” — Mexico
- *“I have seen progress on my understanding of business emails.”* — Dominican Republic
 - *“In the close July I needed to speak with Mr. Marcin, he does not speak Spanish, and I was able to speak with him. Thank you GlobalEnglish.”* — Dominican Republic
 - *“In meetings with USA and Ukraine colleagues to implement corporate systems which are key for Avon’s metrics improvement.”* — Mexico
 - *“Lately we have having some marketing and merchandizing lessons from England so I’m using business language or improving my grammar.”* — Mexico
 - *“It has helped me in English communications via email, over the phone and conference calls with our Department Director-Regulatory Affairs — she is located in Suffern, New York.”* — Mexico
 - *“Global English helped me when I make emails or when read information in English, I know I need enhancement in spoken English, but I will continue giving the fight.”* — Honduras

Additionally, here are further results that Avon NoLa has witnessed due to improved Business English communications skills:

- *“My business partner from HR and a couple of partners in the office, heard me talking in English.”* — Guatemala
- *“My line manager has expressed that I have improved my English proficiency.”* — Mexico
- *“My manager gives me more information un English and she congratulates me frequently because I’m improving my English.”* — Mexico
- *“Some coworkers have approached me to seek guidance on how to say or translate certain things in English.”* — Honduras
- *“I produce a daily report on issues, and the process is quicker than before.”* — Guatemala
- *“My colleagues have noticed my increased confidence when speaking in English.”* — Mexico

Avon NoLa found so much success with the GlobalEnglish experience, especially the onboarding process and the close guidance and support that Learning Specialists provide to learners and the CSM team provides to the Talent Management team, that it has recommended the Global Talent Management leader to integrate GlobalEnglish solutions into the L&D programs at a global scale to benefit more employees with the personalized,

self-paced, on-demand program that is currently enabling NoLa employees to succeed in their job roles and be recognized for their enhanced performance.

Overall

The biggest lesson Avon NoLa learned was that firm support from key high-level management from day one of implementation is absolutely necessary. Visible, clearly stated and continuing buy-in from Nelly Arellano, the executive sponsor of the program and the Talent Management Manager for the region, made it clear to everyone in the organization that increased Business English proficiency was a company-wide priority. Strong internal sponsorship keeps the program a highly visible component of Avon NoLa's daily operations. Avon NoLa found that a solid system of metrics is critical from implementation on as the program continues to be utilized and more and more employees become active users. From the groundbreaking needs analysis to quartile account reviews that provide a detailed analysis of how the program is actually being used, to a yearly business impact survey conducted with GlobalEnglish, Avon NoLa is committed to measuring results and making it clear that GlobalEnglish delivers a significant return on investment.

According to a Bersin article in January 2018, "In many companies, learning is starting to break down the walls of the classroom and become integrated into the work that employees do every day. In 2018, however, this integration will take a leap forward — propelled by new technology and a fresh perspective on the importance of combining work and learning. New technology helps people learn as they work. Many higher-performing companies have made great strides in helping employees access learning content outside of traditional learning management systems — and learning technology vendors are helping to do this more effectively. From these types of platforms, employees can find information needed now, define learning paths for future development, and leverage each other for learning opportunities that occur on the job."

Using GlobalEnglish helped Avon leverage new technology, and:

- Streamline its learning vendor model and build a robust/scalable model
- Increase the collaboration of the Talent Management team, the efficacy of the budget and visibility of the programs regionally
- Respond to field requests for their key talent to have higher English proficiency necessary to work in an international environment
- Institute a customized learning solution based on assessment results, individual's time constraints, and individual proficiencies
- Create a unique learning environment that mixed a self-paced program with personalized guidance to achieve personal goals

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