

Prof Ioannis Ioannou
Ken Mark
Lisa Duke

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Avon International: Imagining a Refill Program in Turkey

It is innately motivating for people, in general, to feel that their time and energy and intellectual capability is being put to greater use than just the pursuit of dollars. When we talk about ESG at Avon International, it isn't just lip service. It's part of our overall leadership and purpose. It isn't enough just to develop a company mission. It is part of who we are. We empower women, offer them opportunities to earn and learn. We fight in their name for equality and health and well-being. We're one of the biggest philanthropic players with over \$1.3 billion donated, \$100 million alone to call attention to the issue of domestic violence. We have a purpose outside of our business model. *Angela Cretu, former CEO of Avon International*

"We're looking at what the right approach to refills is for Avon, and how we connect it to our core purpose to empower women. We also have to consider it within the context of our business transformation and our shift to an omnichannel model", said Natalie Deacon, Director Corporate Affairs & Sustainability at Avon International. Avon International was owned by Natura & Co, a Brazil-based cosmetics group. It was the start of March 2024 and Deacon was looking at the example set by The Body Shop, formerly owned by Natura & Co. The Body Shop, a certified B-Corp, had set up an instore refill program in its U.S. and Canadian stores where customers could refill shower gels, shampoos, conditioners and hand wash products.

Avon – A Purpose-Driven Company

Founded in 1886, Avon was purpose driven from the start. Its New York-based founder, David H. McConnell, believed in the power of community and empowering women to earn their own money. Instead of selling through retail stores, Avon products were sold door-to-door by entrepreneurial women building a local business for themselves. **Exhibit 1** contains information about Avon's history, its business model, and its progress in making its business more sustainable. Avon expanded geographically and broadened its line-up beyond cosmetics and perfumes to include skincare, bath & body, fashion & lifestyle, and homewares, which included candles and home fragrances. Avon was committed to social impact, offering scholarships for women, advocating against domestic violence and bringing awareness to causes such as breast cancer. By 2016, together with the Avon Foundation (in New York) it

Ioannis Ioannou, Associate Professor of Strategy & Entrepreneurship at London Business School, Ken Mark, Prof. Lisa Duke.

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