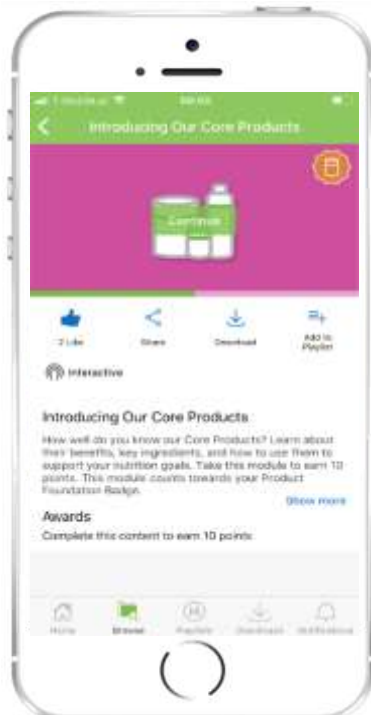
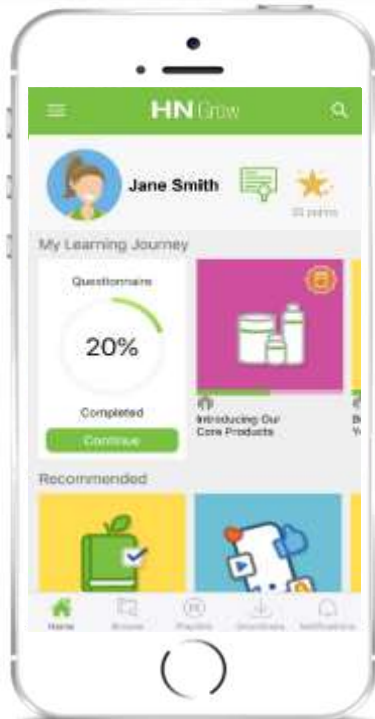




Edutainment for Herbalife Nutrition independent distributors



In the latter half of 2019, Herbalife Nutrition launched the pilot test of a mobile-first learning application called HN Grow targeted to independent distributors in three countries. This first phase of HN Grow was focused on streamlining the orientation process for new distributors by educating them on the basics of the products, nutrition and lifestyle, business, compliance, and personal development through a series of eLearning modules, which culminated in a certificate of completion.

By the end of 2021, HN Grow launched in **44 countries and 13 languages** and hosts more than 1600 localized learning items worldwide. There are now advanced training electives to help distributors continue learning, growing and earning certificates of completion. A new category called “Coaching” was introduced as part of blended learning program, where module completion is a prerequisite to participate in a virtual workshop and “alumni” chat group. In countries with regulatory training requirements, HN Grow hosts the compliance modules and enforces training completion through system integrations that limit certain transactions. In addition to eLearning modules, HN Grow now hosts training videos, podcasts and presentations.

HN Grow also has social elements, such as sharing and “liking” modules. Distributors can download modules for viewing offline in areas of low Wi-Fi, and they can organize modules into playlists. In-app notifications keep distributors informed of new content and encourage learning engagement.

We partnered with a learning technology vendor, Intuition, who could support the back-end with a Learning Management System (LMS), integrate with our system, and deliver a customized learning interface that is accessible to distributors globally on iOS and Android devices, and on desktop computers.

More than 200,000 distributors have accessed HN Grow since the end of 2021, and metrics show that learners are more confident and perform better after learning from HN Grow, especially when compared to non-HN Grow users.

Need for Engagement



The need for a mobile learning platform was highlighted by a survey the company conducted on a subset of their distributor network that had signed up for the business opportunity but did not continue to purchase products, eventually becoming inactive. One of the top reasons for inactivity was lack of education and guidance on the business, our products and nutrition. The insights from this study in addition to the low usage data on the existing online training website helped Herbalife Nutrition define a clear business need:

Create a streamlined orientation and continuous education process for distributors, delivered through an engaging mobile-first learning platform, that enables the company to measure the assurance of learning and performance activity.

The objectives for HN Grow were defined:

1. Increase distributor competencies and confidence in their abilities to service their customers and build a business.
2. Increase distributor purchasing activity sustained over time.
3. Keep distributors engaged with Herbalife Nutrition anytime, anywhere through a mobile learning application that attracts a younger generation.

Designed by Distributors, for Distributors



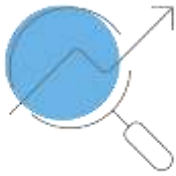
During the discovery phase, the company hosted a series of workshops with a committee of senior-level distributors known as the **Global Education Committee** to define the learning strategy and phased approach.

We embraced principles of **design thinking** for a user-centric approach to content development and technical features. We created personas and crafted learning journeys made up of micro-courses based upon five categories. These personas manifested in the app through a questionnaire upon log-in – essentially the responses would render one of nine possible journeys to address the learner's needs.

To keep distributors engaged, the learning design strategy was based on:

- **Mirco-courses** – short, interactive modules focused on a specific learning objective
- **Gamification** with points, badges and certificates that, once achieved, unlock access to advanced electives and more possible certificates

HN Grow Benefits and Impact



Herbalife Nutrition delivers their products through a network of independent distributors who coach their customers toward a healthy lifestyle. We believe our competitive advantage is the “Distributor Difference”. And one way we enable the Distributor Difference is through education that improves distributors’ knowledge and skill sets that then drives their **confidence, engagement and performance**. These qualitative and quantitative analytics show the impact of HN Grow:

- Before starting their learning journey, 80% of HN Grow users rated themselves as “Extremely Confident” or “Very Confident”, compared to 94% of users with these high confidence ratings *after* completing the learning journey.¹
- Engagement in the business was measured by movement in the compensation plan among lower-level distributors. 27% of HN Grow users moved up in the plan compared to only 5% of non-HN Grow users. 4% of HN Grow users were demoted or deleted, compared to 30% of non-HN Grow users that were demoted or deleted.²
- Performance was measured using monthly average Personally Purchased Volume (PPV) among HN Grow users in the 3 months before and 3 months after using HN Grow. Among HN Grow users who were new to the business, the monthly average PPV increased 110% compared to a 24% decrease among a similar group of distributors who are not using HN Grow.³

4-6 MONTHS TENURE	HN Grow Users (2100 distributors)			HN Grow Non-Users (6200 distributors)		
	3 MONTHS BEFORE	3 MONTHS AFTER	VARIANCE %	3 MONTHS BEFORE	3 MONTHS AFTER	VARIANCE %
	140 PPV	300 PPV	110%	140 PPV	100 PPV	-24%

The ready-made content in HN Grow **benefits the sponsors** by saving them time from creating their own trainings. Especially beneficial during the pandemic, HN Grow provided sponsors with a new way to engage their teams by sharing modules on video conference screens, proving that eLearning is not only self-learning.

With gamification, regional staff were empowered to create **training incentives**, for example rewarding certificate earners with promotional items or access to exclusive webinars or third-party training through the American Society for Nutrition.

Recognition of learning achievements was encouraged outside of HN Grow through social media posts on distributors’ profiles with **#HNGrow**, further boosting distributors’ confidence. (Search this hashtag yourself on Facebook or Instagram!)

The data shows that HN Grow has been able to tackle the pain point of inactive distributors, and the company is continuing to add feature enhancements, new content and roll out HN Grow in additional countries.



1. US distributors who responded to pre- and post-questionnaire in 2021
 2. US distributors comparing levels in March 2021 and September 2021
 3. Worldwide distributors as of December 2021 with comparable tenure and level; PPV numbers are rounded