

Case Study: Groupon WFM Training A Global Approach



“ COPC Inc.’s training sessions made the team very enthusiastic about their professional development path, equipping them with new knowledge and concepts that will help them advance in the field of Workforce Management. ”

— Head of Global Workforce Management

About Groupon

Groupon (NASDAQ: GRPN) is an experiences marketplace that brings people more ways to get the most out of their city or wherever they may be. By enabling real-time mobile commerce across local businesses, live events and travel destinations, Groupon helps people find and discover experiences — big and small, new and familiar — that make for a full, fun and rewarding life. Groupon helps local businesses grow and strengthen customer relationships — resulting in strong, vibrant communities.

Strong Workforce Management Processes: Crucial within Customer Care

Delivering an excellent customer experience requires a high level of service and quality. To achieve this, Groupon needed to strike a balance between efficiency, cost, accessibility and investment in the professional development of its staff. Within this environment, workforce management (WFM) plays a unique role in driving success within the organization. As Groupon offers its customers more channels, and as customer expectations of a smooth service delivery increase, the quality of deliverables, WFM staff and processes begin to matter more and more.

A strong WFM team is equipped with a broad toolkit of best practices, enabling them to not only respond to actual situations, but also analyze and anticipate future events. With such capabilities, a well-equipped WFM team can proactively prepare the operation for what is coming, and ensure consistent, high-performing service delivery, making use of all available resources in an efficient way.

Qualitative Development of Groupon's Global WFM Team

Groupon's WFM team consists of specialists in a variety of disciplines, including real-time management and forecasting. The team is located across the globe, supporting multichannel customer care worldwide. With such a diverse background and set of experiences, the team is able to rely on its knowledge to generate a rich mix of ideas. But insights from outside of the team are also essential. Therefore, Groupon's WFM team often looks to the wider industry for inspiration, adopting best practices that enable the team to grow and continuously improve Groupon's customer experience performance results.

Together, COPC Inc. and Groupon developed a targeted training plan. The experts at COPC Inc. trained Groupon's WFM team on a variety of disciplines, paying special attention to areas best positioned to drive improvements in operational performance and customer experience.

Over the course of several months, COPC Inc. delivered a series of remote training and brainstorming sessions to Groupon's global WFM staff. The main objective of these sessions was to further increase the accuracy and consistency of Groupon's WFM processes, creating a common language and understanding of best practices across the globe.

Groupon's Global WFM Training Plan

The training was conducted during five individual sessions, focusing on best practices in forecasting, capacity management and scheduling. The sessions included a comprehensive review of the strengths and weaknesses of the current process flow, while also examining specific operational challenges. Specific topics included techniques for real-time phone transactions, as well as best practices for processing engagement across multichannel. Callbacks, webchat, social media, unassisted channels and case management were all discussed.

To ensure the verification of new skills and knowledge, session attendees developed a forecast and staffing plan, as well as recommendations, and presented their work to the operational management team.

Attendees found the sessions to be refreshing and of great value in increasing their understanding of workforce management best practices. Complex theories were brought forward in an understandable way, and the hands-on approach meant attendees were able to easily and immediately implement new ideas and approaches within their own operational framework.

“ COPC training was very helpful. I feel better equipped to manage my daily RTA work. It has provided me with an entirely new perspective. ”

— Real-Time Analyst, Groupon

Real-time Management Training

For the Real-Time Management (RTM) team training, the experts at COPC Inc. focused on further development of the following:

- Root cause analysis
- Reporting on operational management
- Efficiency and consistency in the daily delivery services

During each RTM training session, WFM experts from COPC Inc. reviewed a collection of daily reports and delivered recommendations based on the data. The roles, responsibilities and actions of Groupon's RTM team members were discussed, and best practices were identified and assimilated into the wider organization.

The main deliverable of each RTM training session was an overview of causal factors for common issues, lending strength to the RTM team's ability to conduct root cause analysis. Common performance challenges, along with their possible root causes, were documented in a useful format, and disseminated for daily use within Groupon's customer care operations.

Attendees were enthusiastic about the RTM training sessions, citing these outcomes:

- Enhanced team communication and problem-solving
- Improved application of industry best practices and development of practical solutions customized to Groupon's environment
- Enriched development and global deployment of internal best practices, facilitated by feedback from COPC Inc.

Conclusion

COPC Inc.'s successful delivery of a tailored WFM training program equipped Groupon's global WFM team with a host of new tools and techniques for improving internal processes. The result was an immediate increase in the accuracy and consistency of Groupon's global WFM operations and improved internal alignment in both actions and language.

WFM Training from the Experts at COPC Inc.

COPC Inc. delivered a pragmatic approach to training a truly global WFM team, promoting Groupon's mission to achieve operational excellence, and claim its spot as a high-performing, industry-leading organization. COPC Inc. conducted courses and workshops globally, both in-class and remotely. Furthermore, COPC Inc.'s training plan accounted for all levels of Groupon's WFM staff, using materials specifically tailored to meet Groupon's goals and objectives. As a result, Groupon's WFM team was able to immediately implement new ideas, concepts and approaches on a global scale, driving toward high-performing results.

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com.

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