



GROUPON

Groupon: Increasing employee retention and engagement with effective managers

Executive Summary

“We see Jhana as a long-term partner to make our managers more effective.”

Nadia Rawlinson, co-head of HR, Groupon

In early 2013, global e-commerce giant Groupon found itself facing a daunting challenge: after four years of rapid growth and accelerated promotions, the company’s first-level managers — many of whom were in their very first management roles — were struggling. If they didn’t receive adequate support, company performance could suffer.

To help these inexperienced managers gain vital leadership skills, Groupon’s HR team took a two-pronged approach, combining in-person manager training with Jhana, the online resource for first-time and first-level managers in the tech industry.

Challenges

Ineffective managers were hurting attrition. According to Lindsay Buydos, a Groupon L&D business partner, “Attrition was increasing. And we knew that people don’t quit their jobs, they quit their managers. The only way to fix the problem was to teach managers how to do a better job.”

Jhana

Company Overview

GROUPON

Groupon is a global leader of local commerce and the place you start when you want to buy just about anything, anytime, anywhere. By leveraging the company’s global relationships and scale, Groupon offers consumers a vast marketplace of unbeatable deals all over the world.

Fast facts

- Founded in 2008
- \$4 billion market cap
- 10,000+ employees
- Approx. 800 managers and 100 HR professionals using Jhana

www.groupon.com

Traditional eLearning was a poor fit for Groupon's modern culture. Buydos had considered supplementing Groupon's planned in-person trainings with an online learning tool. Yet her impression of the traditional offerings had been poor. "They were outdated, hard to use, and just didn't make sense for our group," she said.

Solution

Groupon's HR team launched a two-day in-person training program for all new leaders. Simultaneously, they rolled out Jhana to reinforce the trainings and provide these managers with year-round support in a way that resonated with Groupon's modern culture.

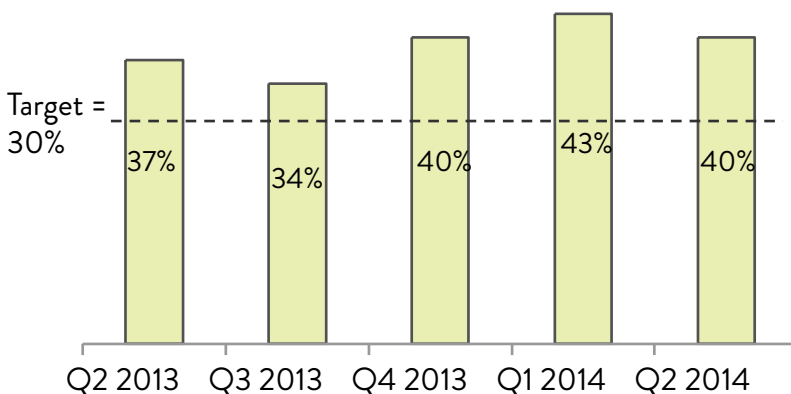
When asked why she chose Jhana over other eLearning tools, Buydos replied, "[Jhana's] content was great, and the product looked like it could have been made by our people."

Results

Groupon's decision to partner with Jhana for the long term has been bolstered by some impressive results:

- **Turnover went down and engagement went up.** Groupon believes its management training efforts, including its rollout of Jhana, played a significant role in these positive trends.
- **Quarterly usage by managers consistently exceeds targets** (see Figure 1 below). What's more, the HR team frequently receives Jhana license requests. "That's a clear sign of value-add," says Buydos.

Figure 1: Percent of licenses used by managers each quarter.



Impact Summary

- Turnover decreased
- Employee engagement increased
- Usage consistently exceeds quarterly targets
- Groupon's managers love using Jhana

What Managers Say

"I love the Jhana emails so much, I look forward to [the newsletter on] Tuesdays! I love the curated content in there, and I've always found them helpful. I read them and it's given me websites that I wouldn't have found regularly."

"Jhana transformed my 1-on-1's and has made them more productive. I use some Jhana content and some third-party articles from Jhana, then make it my own and Grouponize it for my meetings."

"It makes it clear Groupon is investing in us. Recently, I tried the 'silent meeting' approach for the first five minutes. My team member was struggling with her quality. I had her re-read the document in the first five minutes. The meeting went well, and she was making improvements in quality after this."

- **Groupon’s managers love Jhana.** From affirmation that Jhana’s content has helped to appreciation for Groupon’s visible and effective investment in its people, there’s no shortage of love for Jhana.
- **Usage reports lead to more informed decisions.** Jhana’s analytics allow Groupon’s HR team to see trending articles and topics, helping them make informed decisions about managers’ needs.
- **Jhana’s customer success team exceeded expectations.** According to Nadia Rawlinson, co-head of HR at Groupon, “Jhana’s been able to keep pace with Groupon more than any other vendor.”

With Jhana at their fingertips, Groupon’s new managers have a critical resource to help drive performance — their own and their teams’ — and the company has a weapon to use in its ongoing fight to engage and retain talent.

“Jhana’s been critical to our management training,” says Rawlinson. “Now we can build on the foundation we’ve created together.”