



## Executive Summary

In early 2013, global eCommerce giant Groupon found itself facing a daunting challenge: After four years of rapid growth and accelerated promotions, the company's frontline 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*<sup>®</sup>, the online resource for first-time and frontline managers in the tech industry.

### Challenge

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."

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 "They were outdated, hard to use, and just didn't make sense for our group," she said.

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

— Nadia Rawlinson,  
Co-head of HR

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## 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. What's more, the HR team frequently receives *Jhana* license requests. "That's a clear sign of value-add," says Buydos.

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, cohead 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."

# GROUPON®

## Website

[www.groupon.com](http://www.groupon.com)

## Industry

eCommerce Marketplace

## Number of Employees

10,000+

## Opportunity

Help ineffective frontline managers gain vital leadership skills.

## Solution

*Jhana*®



The FranklinCovey All Access Pass® allows you to expand your reach, achieve your business objectives, and sustainably impact performance with unlimited access to FranklinCovey content. The pass comes complete with tools, assessments, videos, digital learning modules, and all of FranklinCovey's training courses—available Live-Online, On Demand, and Live In-Person.

