



GRUBHUB

White Paper

Grubhub: A Proven Work-at-Home Model Built for the Future

A comprehensive blueprint for increasing customer satisfaction, employee loyalty, and operational performance in the new normal



Client Profile



Company

A global leader in online and mobile food delivery, **Grubhub** supports more than 300,000 restaurants and nearly 28 million active diners.

Dedicated to connecting diners with the food they love from their favorite restaurants, **Grubhub** elevates food ordering through innovative restaurant technology, easy-to-use platforms, and exceptional experiences.



Industry

eCommerce

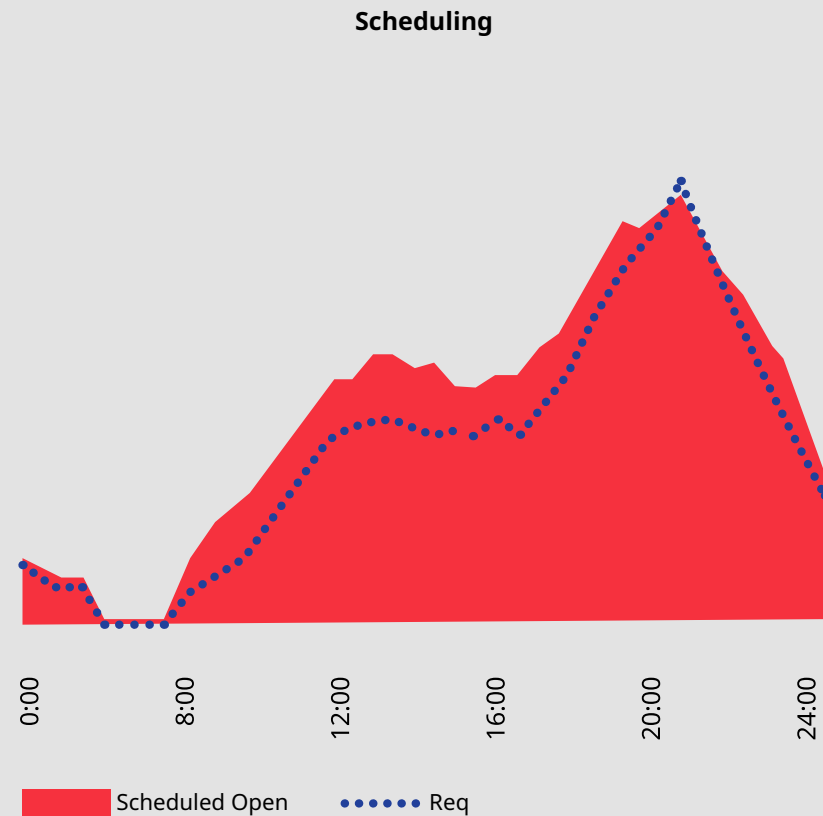
"Food delivery seems simple. But there are a lot of players in this space and customer care is key to any company's success." -- Tricia Thomsen, Director of Care at Grubhub



Pre-COVID Business Challenges

- Significant business fluctuations due to peak dining times
- Needed to increase efficiency among intervals to be above 120% staffing level
- Service levels were severely impacted during dining rush of 6:00pm-10:00pm
- Customer Service KPIs among diners fell during dining rush period

“Customers have choices, especially in our marketplace. So we have to ensure that every touchpoint is exceptional. We value our customer service team because they make that total experience complete.” -- Tricia Thomsen, Director of Care at Grubhub



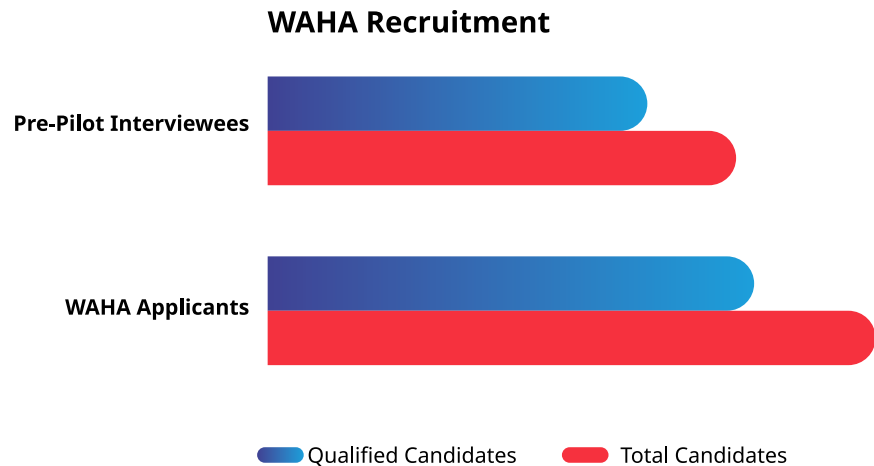
A Proactive and Effective Solution

To address these business challenges, Teleperformance and Grubhub worked together to identify the most effective means for addressing the volume spikes. Supplementing the existing, site-based workforce with additional work-at-home agents offered the ideal solution.

A work-at-home solution provides:

- Greater scalability to address changing demand, including both seasonal peaks and daily or hourly fluctuations
- An endless candidate pool by eliminating geographic limitations
- More talented and qualified candidates
- Access to a geographically-dispersed workforce with specific language and industry expertise
- More flexible scheduling options by introducing part-time and split shifts
- Coverage for shifts that are hard to staff based on local time zones
- Operational continuity during business disruptions

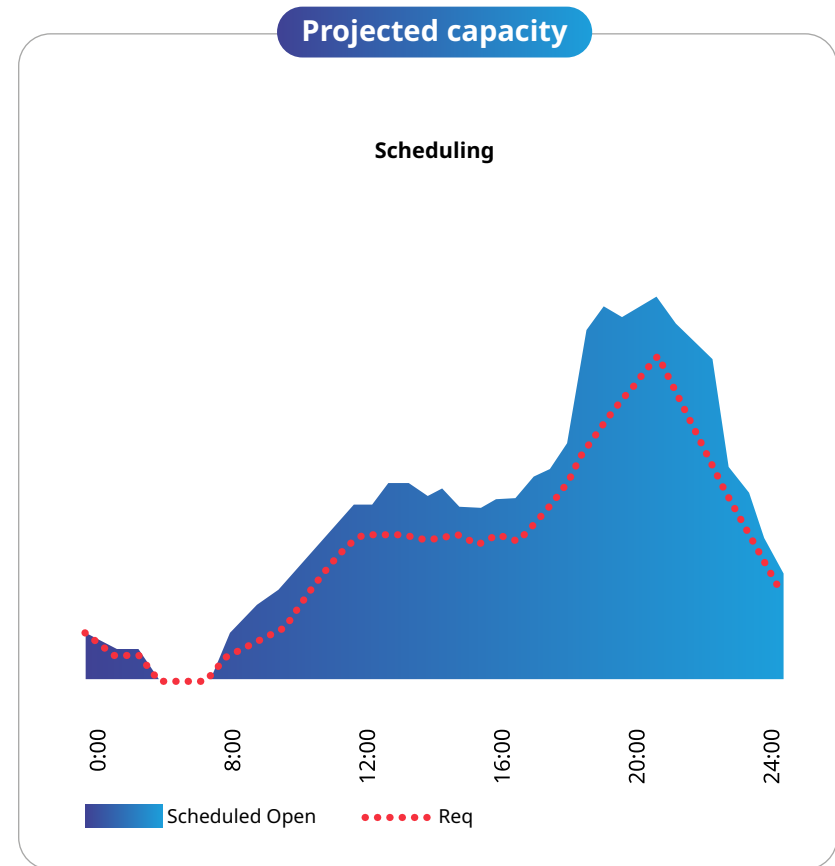
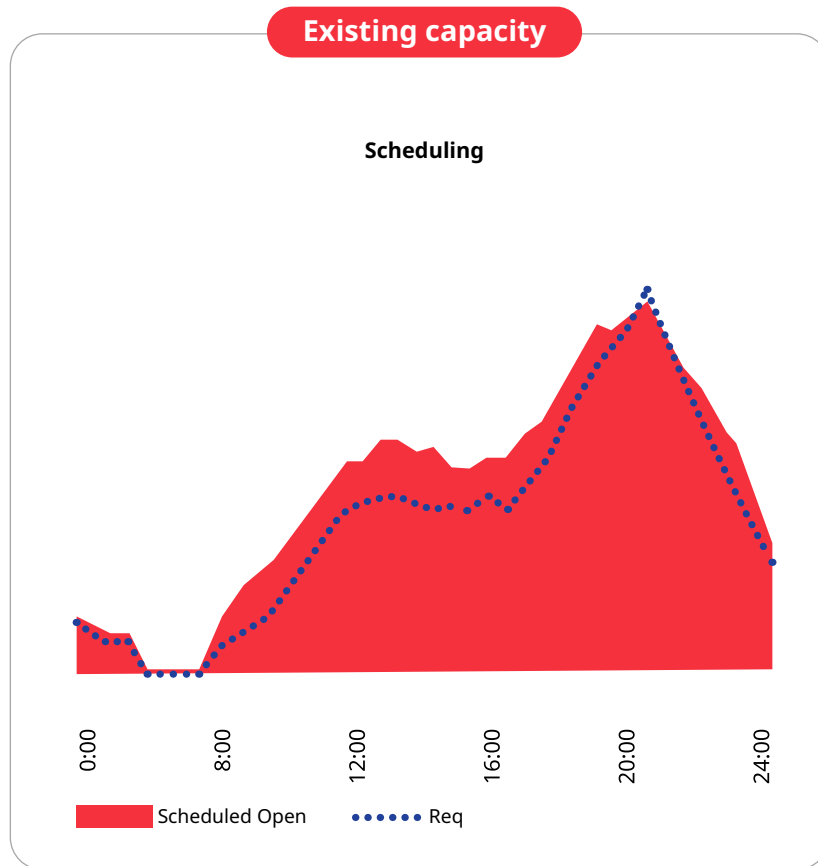
"Teleperformance has always been a valuable partner to our business, and their responsiveness and agility have played a pivotal role in ensuring that our customers are still getting the exceptional support that we've promised to always deliver." -- Tricia Thomsen, Director of Care at Grubhub



When a customized candidate evaluation was executed for Grubhub, it showed that online recruitment specifically geared toward work-at-home delivered 31% more total applicants and 28% more qualified candidates.

Capacity Improvements Provided by Adding Work-at-Home Capabilities

By supplementing their existing, site-based interaction experts with home-based agents, Grubhub would gain the flexibility to address volume spikes during key meal rush hours by activating remote workers.



The Teleperformance Difference

Because Teleperformance has spent over 40 years studying CX trends and refining our solutions, processes, and efficiencies, Grubhub was able to benefit from many decades of learnings and best practices.

So, rather than trying to create and manage a work-at-home CX solution themselves, Grubhub was able to quickly leverage:

“Personally, seeing it day-to-day, Teleperformance does a few key things for us, a little differently than others. TP builds exceptional teams – everyone knows our business and follows all of our updates. They also have a culture that demonstrates flexibility, agility, and a curiosity that mirrors our own culture and values at Grubhub.” -- Tricia Thomsen, Director of Care at Grubhub

Teleperformance’s prescriptive recruiting, hiring, and training models built specifically for assembling and managing the most effective remote teams:



Proven tools for keeping remote teams connected, engaged, and motivated:



Grubhub was also able to effectively manage both employees and business outcomes using Teleperformance's TOPS and BEST models designed to ensure:

Agents

- Clear metrics and guidelines
- Consistent processes for performance feedback
- Personal interaction and support from supervisors
- Specific constructive and developmental coaching
- Understanding of each agent's personal and career goals

Supervisors

- Specific daily plan based on prior day's results
- Recognize and proactively address issues
- Clear measurement of team progress
- Team aligned with visible metrics and results
- Framework for continuous improvement

Managers

- Track progress against client KPIs
- Guide rapid launch of new clients and programs
- Benchmark contact center performance
- Identify and share best practices from all centers
- Identify process bottlenecks



"We love and embrace innovation, analytics, and collaboration and Teleperformance is an equal partner with us on that. It's a pretty special experience and makes a difference when we need to move quickly." -- Tricia Thomsen, Director of Care at Grubhub



Extensive security protocols designed specifically for a work-at-home environment, built to deliver the same safeguards as a brick-and-mortar solution, including:

- Highly secure access controls
- Two-factor authentication
- Encrypted data communication
- Device lockdown
- No data stored locally
- Enforced clean desk policies
- Noise control protocols

The Right Solution at a Critical Time: Navigating the COVID-19 Crisis

By early March, as the COVID-19 threat was unfolding, Grubhub had already completed their initial work-at-home implementation.

Because they already established the technology, processes, and protocols, transitioning additional agents to a remote environment was much faster and simpler.

At the same time, Teleperformance teams around the world were already sharing lessons learned and best practices from countries like China and Japan that had already impacted by the crisis.

So, Teleperformance teams were proactively proposing safety and business continuity measures and TP clients were able to benefit from these early learnings from around the globe.

Transition to a Work-at-Home Model

Working together, Grubhub and Teleperformance determined that a rapid migration to work-at-home for their **full workforce was the best option** for ensuring both employee safety and business continuity.

To accelerate the migration process, Teleperformance implemented a **secure BYOD (Bring Your Own Device) program** to eliminate delays related to hardware procurement. They also introduced the **TP Bot to validate each home system** for internet connectivity, PC compatibility, and software requirements.

As a result, the **100% of Grubhub's workforce was transitioned in less than 2 weeks**, and without any service disruptions or decline in KPIs.

Once the COVID-19 crisis began to threaten the Americas, 100% of Grubhub's workforce was transitioned to work-at-home in just 2 weeks.

"Having had that work-at-home pilot before the crisis, we were able to ramp up quickly. Teleperformance was so rapid with getting agents prepared and equipped to work from home." -- Tricia Thomsen, Director of Care at Grubhub

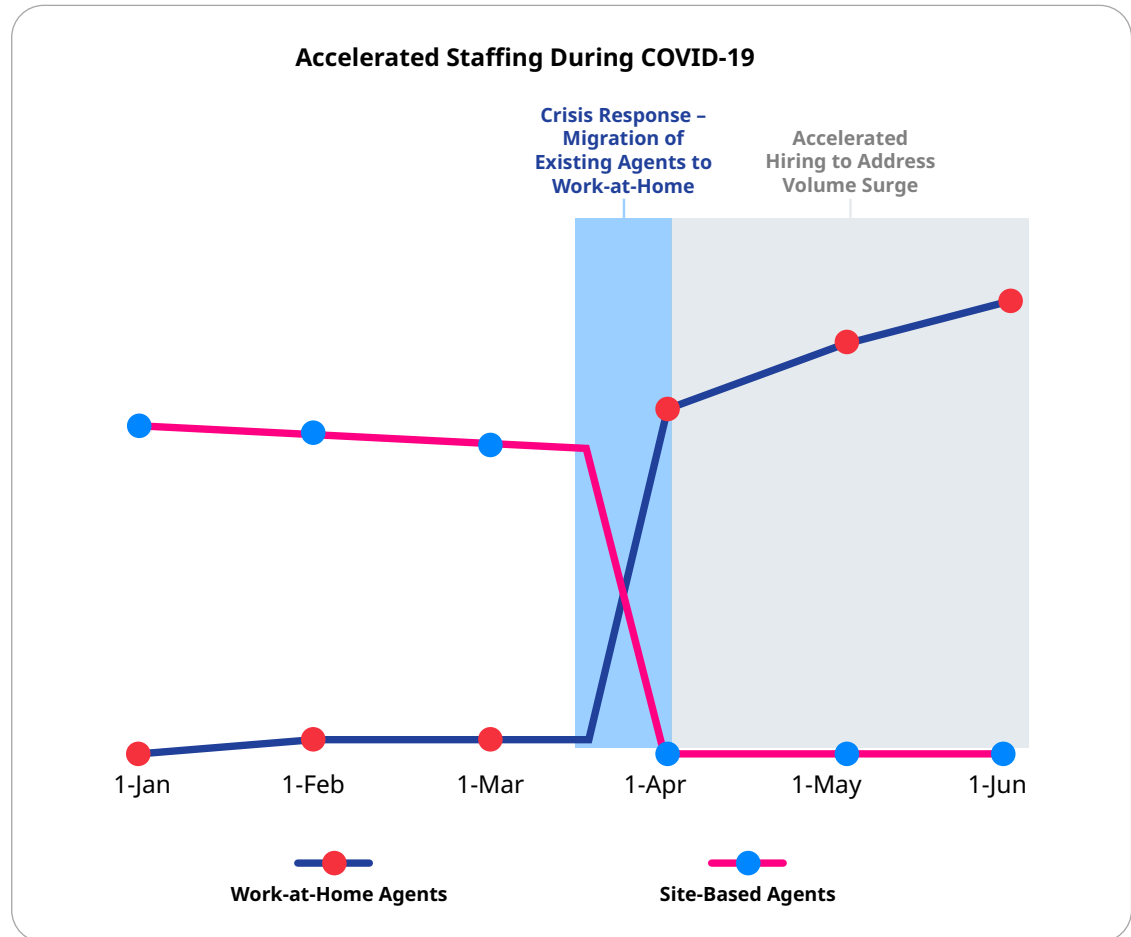
Rapid Staffing to Address Surging Demand for Food Delivery Services

Once widespread lockdowns began to take effect, Grubhub also experienced a dramatic surge in order volume – resulting in significantly higher CX volume.

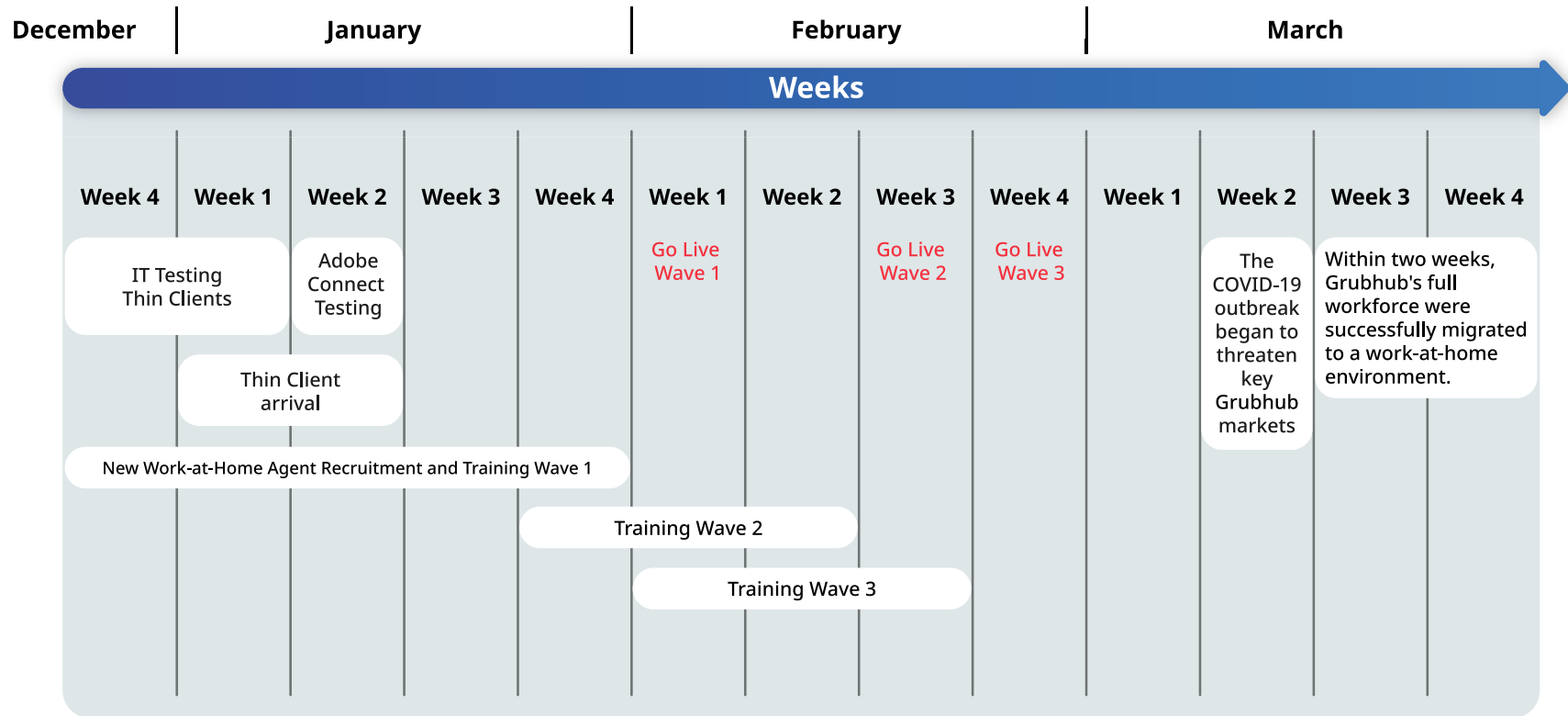
So, in addition to optimizing their existing resources, there was also a **need to expand Grubhub’s CX support by nearly 50%.**

During the hiring process, targeted specifically at hiring only home-based agents, the TP team identified a record number of candidates -- delivering more qualified and talented new-hires than ever before.

“At Grubhub, our priority is delivering an exceptional customer support experience – something that is now more important than ever as we navigate the COVID-19 landscape.” – Tricia Thomsen, Director of Care at Grubhub



Implementation Timeline



"We need to move fast. Our marketplace requires it, and we need partners that will be on pace with that. A partner like Teleperformance gets us there so quickly." – Tricia Thomsen, Director of Care at Grubhub

Powerful Results

- Transitioned from less than 3% work-at-home to 100% in less than two weeks during the COVID-19 crisis.
- Sustained improvement on CSAT for Voice and Chat.
- Positive staffing levels with a successful transition to new work-from-home KPI line adherence.
- Started new pilot Feb 5th to May 5th with 0% attrition.
- Up to 30% growth on current LOBs as well as supporting different volume.



Phone AHT reduced by nearly **10%**



Shrinkage decreased by an average of nearly **3%**



Attrition reduced by almost **50%** in most LOBs



Chat AHT reduced by nearly **20%**

Grubhub saw dramatic KPI improvements while on a work-at-home model:



CSAT up by **6.5%** since March

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Staying One Step Ahead

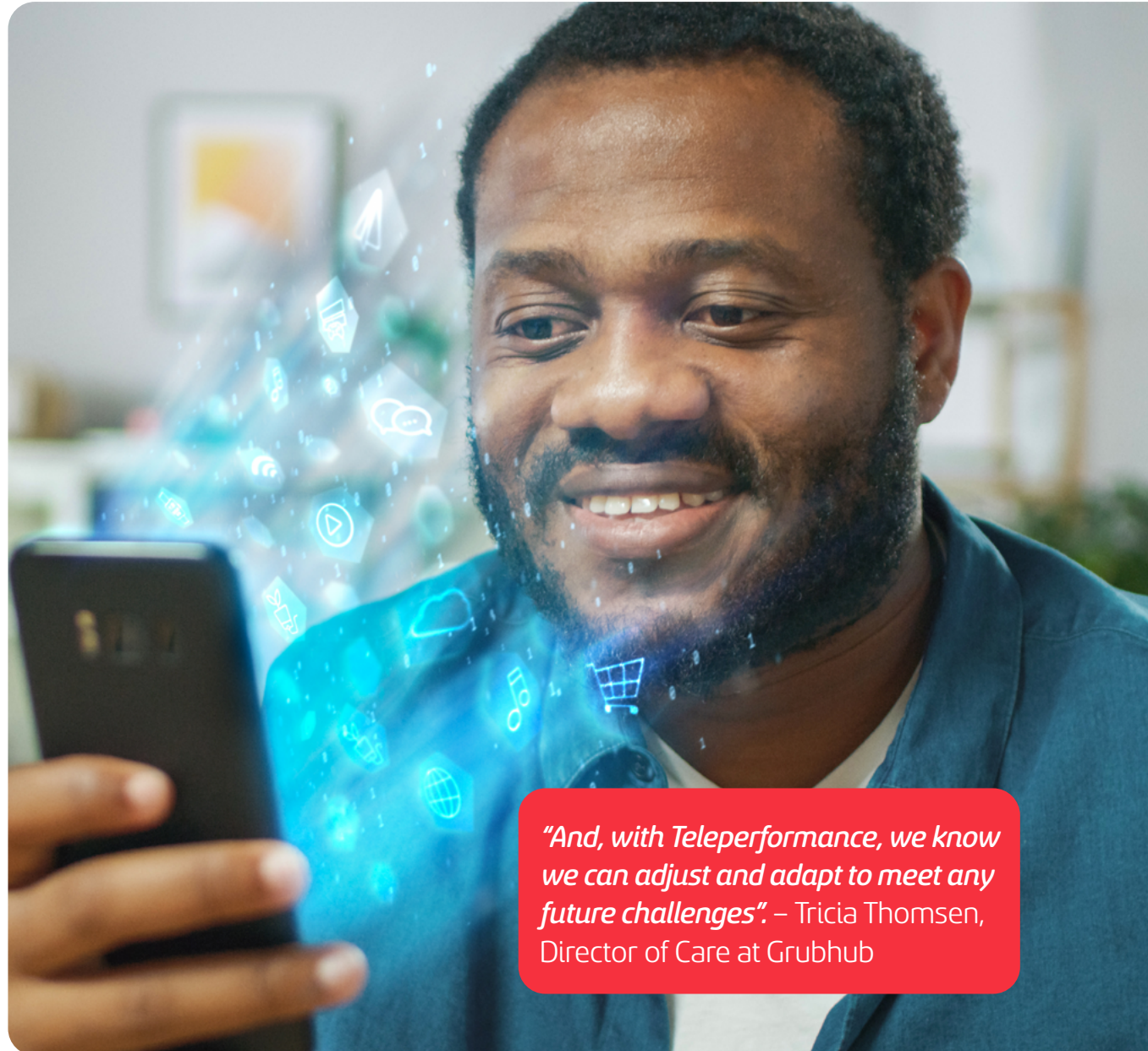
By Focusing on the Future

Because work-at-home results have been so strong, Grubhub plans to **maintain a fully remote model going forward.**

Though currently on a more traditional work-at-home model, Grubhub is excited to **pilot Teleperformance's new, innovative Cloud Campus model.** This new model allows remote agents to live anywhere, but remain connected via one of TP's centralized Cloud Campus Hubs.

Grubhub is also planning to **implement more automation tools** to further optimize their live resources.

"Our work-at-home experience has gone so well that we would need to be convinced to return to a site-based model." – Tricia Thomsen, Director of Care at Grubhub



"And, with Teleperformance, we know we can adjust and adapt to meet any future challenges". – Tricia Thomsen, Director of Care at Grubhub



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