

Project Profile

Call Center Holiday Training

Starbucks Coffee Company
Seattle, Washington



The Company

Starbucks Coffee Company is a high growth, high profile retailer of specialty coffee. Starbucks promotes holiday gift selections for customers to send. Holiday revenues are particularly significant to their overall sales goals.

Issue

Call center operations combines customer service, technology and product knowledge in creating the customer experience. Starbucks prides itself on delighting each customer with every interaction.

Holiday operations typically include a core dedicated staff and ramp up with contingent workers, with limited experience. Over the hectic holiday season, operations staff up, learn their job and enter thousands of orders for many satisfied customers.

Learning programs targeted specifics to minimize lead time to getting workers into position. Yet, job complexities of order entry and holiday selections plus the high pressure of holiday orders required a talented team.

Developing frontline leaders that could select the right staff, get them into the job and keep them motivated is crucial. Creating materials and developing the skills in those frontline leaders is essential.

Frontline leaders in these roles were often star representatives from the year before. While knowing the operations as a rep, they were often new to managing a team, new to hiring and new to delivering training.



Solution

Before the automation of the internet, each order meant a call to a customer service rep that entered orders into an application. Seasonal staff picked and packed orders. Even today, holiday staffing is contingent with intense volume in a tight timeline.

To meet holiday timelines with a contingent workforce, we developed:

- Job aides outlining the process
- Train-the-trainer for frontline leaders
- Customer service and phone skills for phone representatives
- Customer service scenarios

With a seasonal workforce, on-boarding and just-in-time training was essential. A focused effort developed frontline leaders to deliver training, measure performance and provide coaching.



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