GETTING AHEAD OF COMPETITION BY DELIVERING GREAT TECHNICAL TRAINING
OVERVIEW
TO GET AHEAD OF THE COMPETITION:

OUR MAIN OBJECTIVE IS TO IMPROVE COPA AIRLINES PERFORMANCE & EMPLOYEE ENGAGEMENT BY DELIVERING GREAT TECHNICAL TRAINING.
Define your Competition

To know your direct competition, you must:

1. Be aware of what the competition is doing right internally and externally (benchmarks, awards, surveys, audits)
2. Know how their strategy and tactics impact our resources and training capabilities (study the competition)
3. Understand their growth, HR P&Ps and public communications (relevant news)

IDENTIFY TRAINING OPPORTUNITIES TO GET AHEAD
Some of the challenges we are facing

**EXTERNAL**
- High turnover
- Lack of local service cultures
- Competition to obtain qualified labor
- Lack of engagement (being on time, responsibility, empowerment, etc)

**INTERNAL**
- Loss of corporate identity
- Smaller training budgets
- Lack of leadership support
- 4 generations in the workplace
You must answer

- What are your training objectives?
- Who is the training audience?
- What is your training budget?
- How much time has been allocated for training within your organization?
- What training resources and materials do you have?
- What is the best method(s) to deliver the training?

But at the end of the day it's all about improving your **Training Effectiveness**:

\[
\text{ROI (\%)} = \frac{\text{Monetary Benefits} - \text{Training Costs}}{\text{Total Costs}} \times 100
\]
Some of the main trends

1. **MOOCs** (Massive Open Online Courses)…anytime, anyplace!
2. **More Videos**, less words...teach yourself
3. **Paperless** (use of tablets and e-learnings)...record completion and track results
4. **Personalization & adaptive learning**
5. **Shorter training tutorials**
6. **Mobile Apps**

Source: GP Strategies, 2014
OUR TRAINING PHILOSOPHY & STRATEGY

WHAT IS COPA AIRLINES DOING?
2.1 OUR TRAINING PHILOSOPHY & STRATEGY

MAKE TRAINING FUN!
We Incorporated CORE from Bob Pike Group

EVALUATION
We use Kirkpaticks 4 levels of learning evaluation.

BRANDING
We create courses with identity.

CERTIFICATIONS
We certify all instructors by experts.

PERFORMANCE SUPPORT
We follow up with tools to guarantee training transfer.

INTEGRAL & INTEGRATED
Our vision is to train process oriented with service and system applications.

DELIVERY
We base our trainings on the 5 steps of effective training.
SECTION 3

OUR SUCCESS STORIES
• **Goal:** To improve manual revision process of documents and reduce fines

• **Strategy:** (1st) Certify our instructors with authorities, (2nd) make our courses more interesting and less stressful applying a creative design and branding

• **Result:** Cases decreased to 0.02 per passenger (0.05 goal)
• **Goal:** To convert 30 stations (1,500 employees) in one year into a new Check In GUI

• **Strategy:** working together with IT and “airport leaders” to assure effective implementation in 4 phases

• **Deployment strategy:** training enhanced with communications and change management

• **Result:** Improved Check In KPIs by 3 points vs rest of stations
• **Goal:** To improve service and compliance when managing IRROPs in 70 stations (2,800 employees)

• **Strategy:** Training delivery with assistance of our SOCC, Customer Recovery Team and Airport Leaders. Deployed in order of importance

• **Results:** Irrops Indicators are trending positively and improved by 2 points overall
• **Goal:** To be in compliance with DOT requirements

• **Strategy:** (1st) Certified leaders through ODO, (2nd) Certified course presented and approved by the DOT and (3rd) Certify as CROs all of our station leaders within USA & Panama

• **Results:** Cero fines and reduction of related complaints filed to the DOT
SECTION 4

RESULTS
TODAY COPA AIRLINES IS RECOGNIZED AS

• One of the most on-time Airlines in the World.
• Winner of the “on-time performance service award 2013-2014” for LATAM
• Highest yields & margins worldwide
• And one of the highest NPS (over 50%)