

# WORKING SOLUTIONS HISTORY

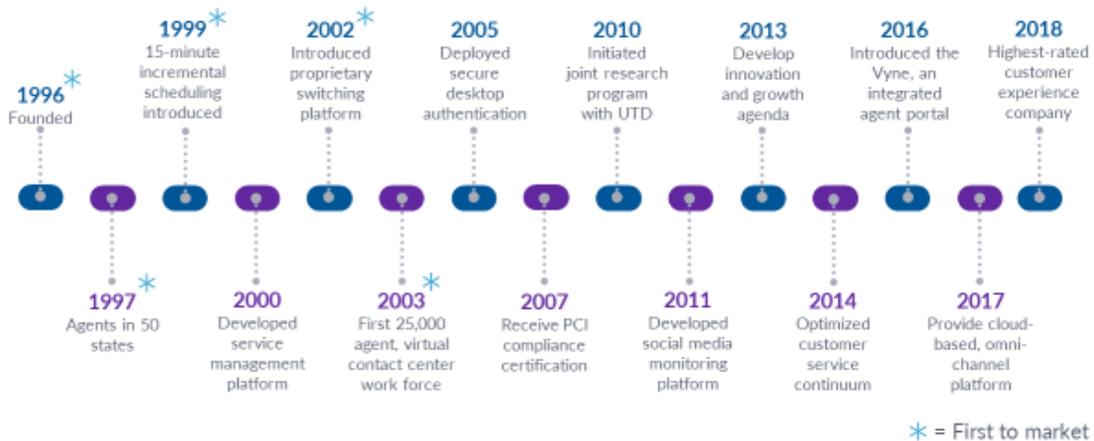
As a woman-owned business since 1996, Working Solutions pioneered on-demand contact center outsourcing in the U.S. The company, in fact, went “gig” a couple of years before Google was even founded. Started by woman entrepreneur Kim Houlne, Working Solutions’ innovation has led the call center industry, using an entire workforce of home-based customer sales and service agents.

As chief executive today, Houlne points to the company’s first project handling inbound and outbound calls for a city government. To recruit agents for the job, she launched a website at a time when the internet was in its infancy—becoming one of the first virtual workforce companies.

By the end of the first year, the Working Solutions agent network grew to 2,000. Today, more than two million people have applied. Our network now includes more than 110,000 registered agents. Clients have access to a pool of educated professionals from virtually any industry, geographic location and experience level. The company’s new headquarters are located in Dallas, Texas.

Our market leadership and industry milestones continue to chronicle proven staying power in serving clients and their customers. Here are highlights:

## Timeline of WSOL Accomplishments

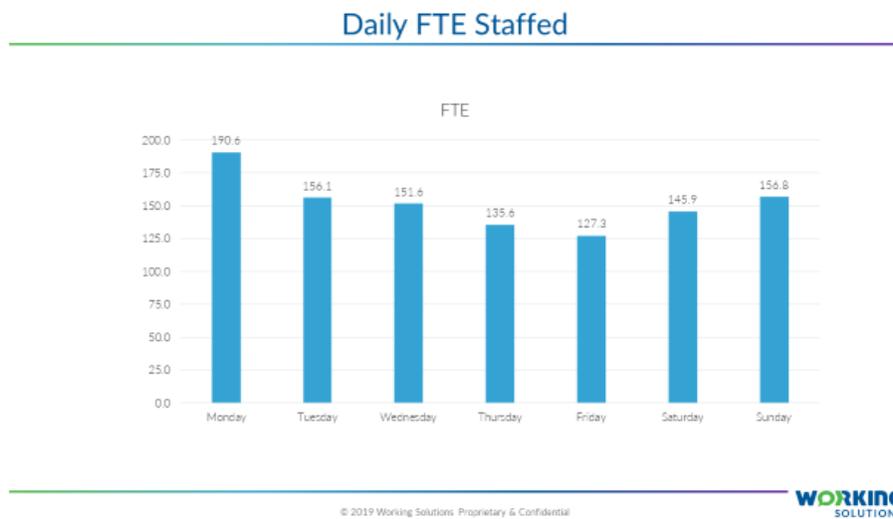
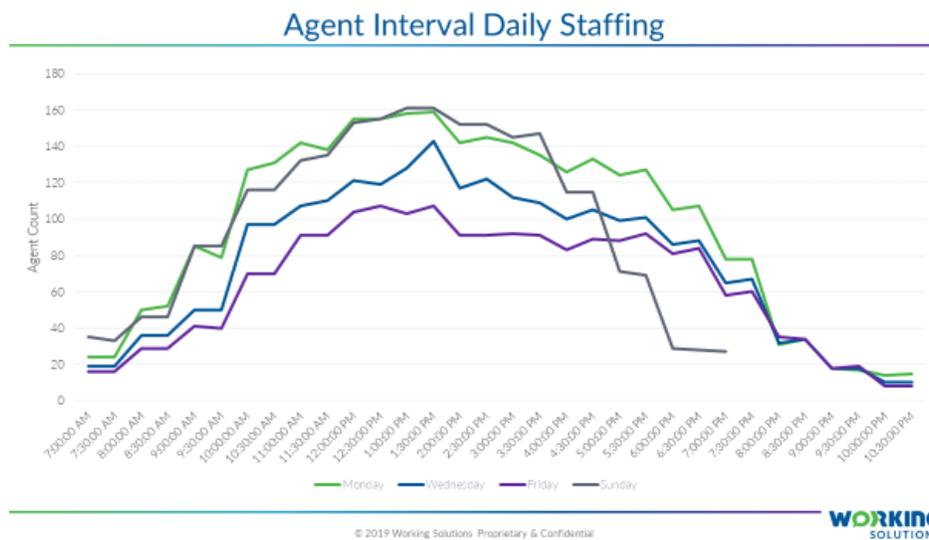


# OUR STRENGTHS. YOUR ADVANTAGE.

## Flexible Workforce

Working Solutions staffs 2-to-3 agents per FTE, giving us the ability to ensure clients nonstop customer service during peak times or storms, such as the recent nor'easters on the East Coast. Our fast-flex model also enables us to scale down for clients during slow times or low volumes. In moments of crisis, we can flex up to 170 - 200% within 48 hours with our multiple-agent-per-FTE model.

The following images represent a current client's staffing requirements and how our flexible model is able to staff to meet their needs.



## Agent Development

Working Solutions uses degreed educators versus promoting good agents to be instructors. Why? Because there's a difference between performing well yourself and teaching others to excel. Both roles are important, but require different skills to succeed. Certified teachers employ media-rich, virtual learning to engage and motivate agents, educating them in each client's business.

For every client, a customized curriculum is created, with different teaching methods used to maximize learning. This results in better engagement with agents and retention of material taught than traditional instruction methods. And unlike other service providers, we pay agents to learn your business. In return, we ask for their commitment to work the client program. That upfront investment repeatedly pays dividends in valued agents who work to ensure continued customer satisfaction. Our Directors of Education are shown below.

### Education & Development Team



Working Solutions University



**KATIE AGUIRRE**  
B.S. in Education



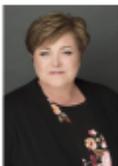
**JENNIFER BROWN**  
B.A. in Education



**ED MULLINS**  
M.A. Master of Education



**HEATHER BAKER**  
M.A. Master of Education



**CANDY PERKINS**  
M.A. in Information and  
Learning Technologies



**DAMIAN CRUZ**  
B.S. in Education



**STACY WAGGONER**  
M.A. Master of Education

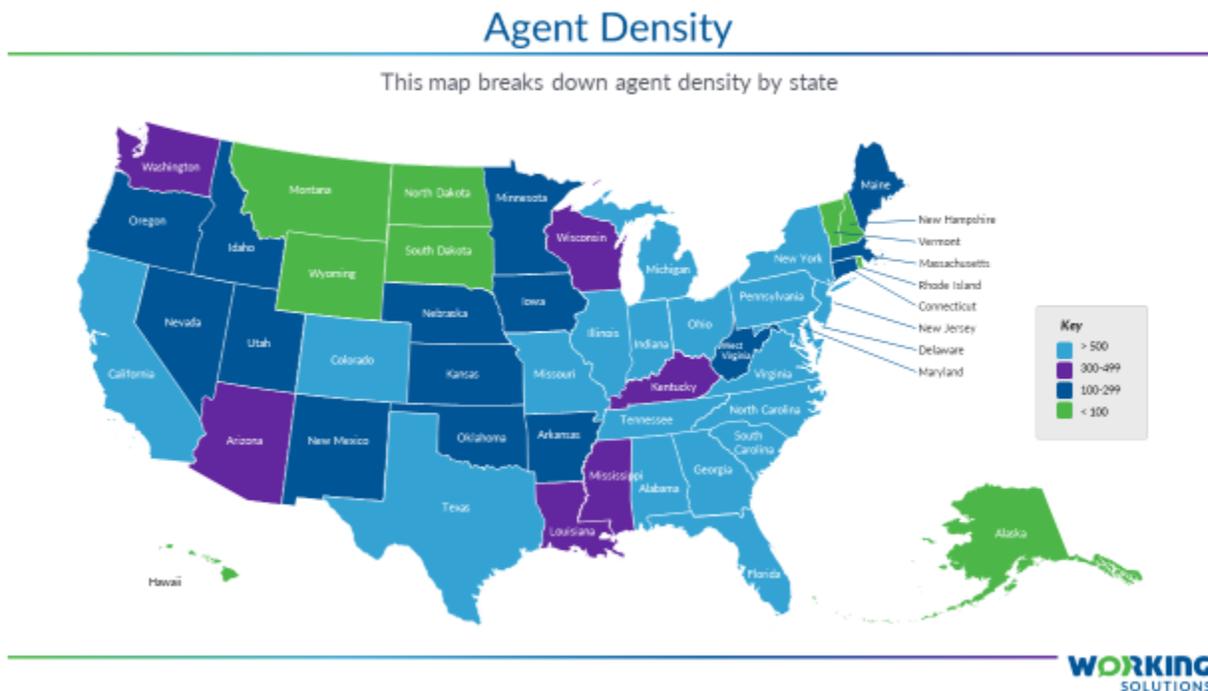


**CRYSTAL HOLMES**  
M.A. Master of Education



## On-demand Talent

With an internal network of 110,000+ registered agents, Working Solutions is able to precisely match the experience and skills needed to serve our partner's customers. We assess agents' technical proficiency, industry knowledge and virtual work compatibility—as well as their initiative, reliability and passion. Nearly 90% of agents are college-educated, with 5% having graduate degrees. With an average age of 38, more than 60% have management experience. What's more, our agents average 11+ years of experience in customer service and 5+ years in sales. They specialize in the industries we serve, including travel and hospitality, consumer services, healthcare, retail, and more. Our talent pool is diverse, attracting military families, work-at-home parents and change-of-career professionals—all with life and work experiences that customers relate to and appreciate. The image below represents agent density throughout the U.S. by state.



## Glassdoor rating

Working Solutions has the highest contact center rating on Glassdoor. Kim Houlne, Working Solutions founder and chief executive, fosters a caring culture, which has earned her a 80+% CEO approval rating. Also, about 70% of employees and agents would recommend Working Solutions to a friend. This sense of community and belonging are achieved through personal engagement through the Vyne, our integrated agent portal. There, agents are kept up-to-date with the business, their performance, and job opportunities. As we all know, you cannot have happy customers if you don't have happy agents.

## Glassdoor Comparison Chart

Highest Rated in Contact Center Services

	Glassdoor Avg.	WORKING SOLUTIONS	Arise	Sykes	LiveOps
Number of Reviews	-	528	722	2,696	622
Overall Rating	3.2	3.7	3.0	2.8	3.0
Career Opportunities	3.0	3.5	2.9	2.7	2.9
Compensation & Benefits	3.2	3.2	2.5	2.5	2.7
Culture & Values	3.2	3.7	2.7	2.8	2.9
Senior Leadership	2.9	3.5	2.6	2.6	2.7
Work Life Balance	3.3	3.8	3.7	2.9	3.6
Recommend to a Friend?	57.5%	70%	49%	45%	49%
CEO Approval	68.8%	80%	48%	59%	56%
Positive Business Outlook	39.2%	62%	45%	34%	44%

Source: Glassdoor Analytic Report January 2019



# LEADERSHIP

## Executive Team

**Kim Houlne**, President and Chief Executive



- Founded Working Solutions in 1996.
- Recognized as an outstanding businesswoman by Dallas Business Journal.
- Spotlighted as a business entrepreneur by Chase.
- <https://www.linkedin.com/in/kimhoulne>

**Gail Rigler**, Chief Marketing Officer



- Brings more than 30 years of experience, with deep expertise in marketing strategy, planning and execution.
- Served as CMO for EDS, a \$21B technology services company, overseeing worldwide marketing and communications.
- <https://www.linkedin.com/in/gailrigler/>

**Troy Hesselgesser**, Senior Vice President of Business Development



- Experience spans developing a direct sales model for high-profile enterprises
- Directed brand-building and managed relationships with FORTUNE 1000 companies.
- <https://www.linkedin.com/in/troycameronh/>

**Kristin Kanger**, Vice President, Talent Management



- More than 20 years of human resource management experience.
- Held several recruitment and HR positions with Mutual of Omaha.
- <https://www.linkedin.com/in/kristinkanger/>

**Tamara Schroer**, Vice President, Education and Development



- More than 20 years of virtual agent experience, with a degree in education.
- Developed teaching methodologies now widely used in the industry today.
- <https://www.linkedin.com/in/tamaraschroer/>

**Tracey Sloan, Vice President, Innovative Solutions and Support**



- More than 20 years of experience in the call center industry.
- Experience includes supporting operational delivery for Ford, GE, Del, and Atoms Energy.
- <https://www.linkedin.com/in/traceysloan1/>

**Billy West, Vice President, Information Technology**



- More than 30 years of experience as an IT telecommunications leader.
- Experience includes support of IT infrastructure and leading buildout for corporate offices.
- <https://www.linkedin.com/in/billy-west-7564822/>

**April Wiita, Vice President, Program Success**



- Over 20 years leading on-demand contact center operations for clients across the U.S.
- Ensures ever-ready, up-and-running service for client's customers. Whatever it takes.
- <https://www.linkedin.com/in/april-wiita-157b3662/>

**Ashok Narayanan, Strategic Technology Officer**



- Over 20 years of experience software and platform development.
- Experience with optimizing software for Sabre, American Airline's and Travelocity.
- <https://www.linkedin.com/in/ashok-narayanan-06a3aa5/>

**Cathy Metry, Vice President, Finance and Controller**



- CPA with over 20 years of consulting and accounting experience.
- Experience in public accounting firms, agricultural co-op, residential construction and on-demand contact center services.
- <https://www.linkedin.com/in/cathy-metry-b262279/>

# PRODUCTS & SERVICES

## Omni-channel Customer Experience



**Customer Service** – Personalizing care to fulfill user expectations at every touchpoint and providing white-glove service for clientele that all have specific needs.



**Sales** – Helping increase average order values and conversion rates through inbound and outbound sales, while reducing call center expenses through staffing efficiencies.



**Tech Support** – Providing technical assistance with IT-savvy agents who understand the ins and outs of clients' products and services.



**Billing** – Specializing in e-commerce or subscription-based billing models.

## Back-office Support



**Data Entry** – Converting hard copies, scans and audio to digital readable files. Also proofing and verifying data to ensure quality.



**Claims Processing** – Helping qualify and process claims, administer protection services and handle/renew product warranties.



**Fulfillment** – Handling all logistics for a client's customers, from ordering to delivery.

# COMPANY OVERVIEW

## Current Programs

Our experience spans many industries, some of our clients include: Michael's, Intuit-Turbo Tax, StubHub, Sabre, A Place for Mom, and Sylvan Learning. Many of our clients prefer to work with us on a "white label" basis and have asked us not to mention their company name.

For every client, we develop a customized program, based on its culture, business and customers. We hire specifically for what agent type is needed for each particular program—be it customer service, sales or tech support. We have had great success in multiple verticals over the past 20 years. We have had numerous clients in retail, travel/hospitality, healthcare, consumer services, technology, financial, government, energy/utilities and communications. Below are a few clients we have worked with over the years.

 <b>COMMUNICATIONS</b>	 at&t	 T-Mobile	 ECHO STAR	 XC	 TELUS	 Sprint		
 <b>CONSUMER</b>	 nickelodeon	 NASCAR	 ARBONNE	 aPlace for Mom	 DataLot	 Sylvan Learning		
 <b>ENERGY/UTILITY</b>	 ATMOS energy	 AMBIT	 Shell	 TXU energy	 Stream Energy			
 <b>FINANCIAL</b>	 LifeLock	 ASSURANT	 intuit	 asurion				
 <b>GOVERNMENT</b>	 City of St. Louis	 State of Texas	 State of Florida					
 <b>HEALTHCARE</b>	 Pfizer	 NOVARTIS	 MCKESSON Empowering Healthcare	 Western Dental	 I-800-DENTIST	 American Heart Association		
 <b>RETAIL</b>	 StubHub	 Office DEPOT Taking Care of Customers	 THE JONES GROUP	 GPC	 Kodak	 Academy	 MONAT	
 <b>TECHNOLOGY</b>	 Microsoft	 DELL	 CARBONITE	 Gartner	 Genesys			
 <b>TRAVEL/HOSPITALITY</b>	 Expedia	 WYNDHAM INTERNATIONAL	 travelocity	 Thrifty	 Hertz	 Hotels.com	 Sabre	 getaroom

## **Agent Population**

Working Solutions has a 100% work-at-home agent workforce. All agents are based in the U.S.—and when needed includes Canadian agents if French-Canadian is a required language. We offer verbal and written support in 30+ languages. English, Spanish, Portuguese, French and French-Canadian are the most common. Language is only one criteria, however. We also know it's important for agents to “speak the culture.” That means understanding the nuances and subtleties of a client's customer segments.

With an on-demand workforce, we have an unlimited capacity of agents, unlike brick-and-mortar contact centers. Most of our agents work part-time, averaging 20 to 30 hours a week. They maintain a minimum requirement of 15 to 20 hours a week to retain their specific program proficiency. VF Corporation would have agents dedicated to its program to ensure consistency of service and the highest quality.

## **24/7/365 Flexibility**

With no centralized location and no commute required, work-at-home agents can provide support 24/7/365 with ease. This convenience reduces staffing issues that brick-and-mortar centers face with second and third shifts, as well as having to staff weekend support.

Brick-and-mortar call centers may close when inclement weather, such as blizzards or hurricanes, threatens personnel and operations. That's not the case with our on-demand model. If storms affect certain regions, we simply shift the work to other agents located out of harm's way, with no disruption of service.