

7.4 COMPANY HISTORY

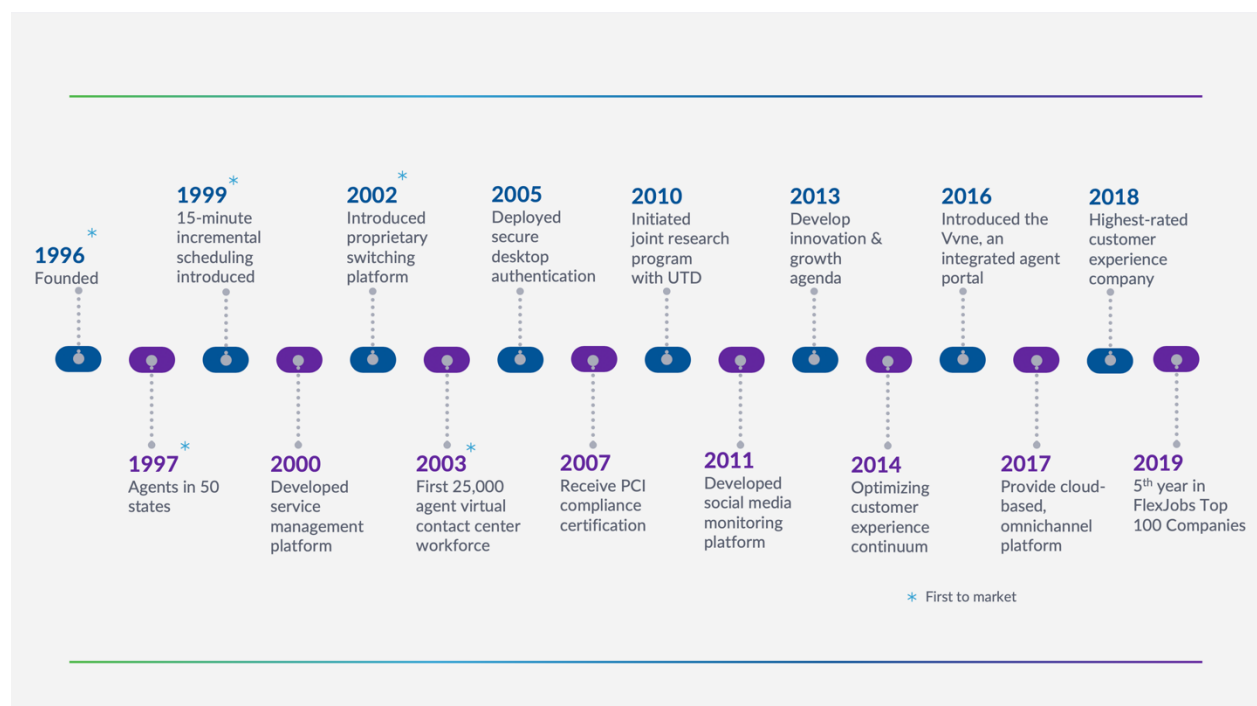
Please provide general information on the company history and brief biographies on key personnel and employees who will be involved with our business.

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

As chief executive today, Kim 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 in the U.S. and Canada. 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:



Leadership Team

Our senior management includes:



Kim Houline, President and Chief Executive



Kim founded Working Solutions in 1996. The Dallas Business Journal recognized her as an outstanding North Texas businesswoman. Chase spotlighted Kim's entrepreneurial leadership. [Read more >](#)



Gail Rigler, Chief Marketing Officer



Gail has 30 years of experience, with deep expertise in marketing strategy, planning and execution. She served as CMO for EDS, a \$21B technology services company, overseeing worldwide marketing and communications. [Read more >](#)



Troy Hesselgesser, Senior Vice President of Business Development



Troy has directed brand-building and managed relationships with FORTUNE 1000 companies. His experience includes developing a direct sales model for high-profile enterprises. [Read more >](#)



Ashok Narayanan, Strategic Technology Officer



Ashok likes to get under the hood to engineer client solutions that elevate customer service. He creates software and platform engineering, development and delivery to advance the business. [Read more >](#)



Kristin Skiko, Vice President, Talent Management



Kristin has 20 years of human resource leadership experience. Her career includes several recruitment and HR positions with Mutual of Omaha. [Read more >](#)



Tamara Schroer, Vice President, Education and Development



Tamara brings 20+ years of virtual agent experience, with a degree in education. She developed teaching methodologies for the virtual classroom that are now used industrywide. [Read more >](#)



Tracey Sloan, Vice President of Innovative Solutions and Support



Tracey is an expert in virtual contact center operations. She has run or consulted on delivering 85 client programs—ranging from inbound and outbound work, technical support, program retention, sales and market research. [Read more >](#)



Billy West, Vice President, Information Technology



Billy has 30+ years of experience as an IT telecommunications leader. Before joining Working Solutions, he ran management information systems at ConferenceCall.com (now West Corp.), responsible for all voice and data systems. [Read more >](#)



Cathy Metry, Vice President of Finance and Controller



Cathy first began her association with Working Solutions as an outside consultant. That outside-in perspective gives her a unique vantage point, always with a consultant's point of view. [Read more >](#)



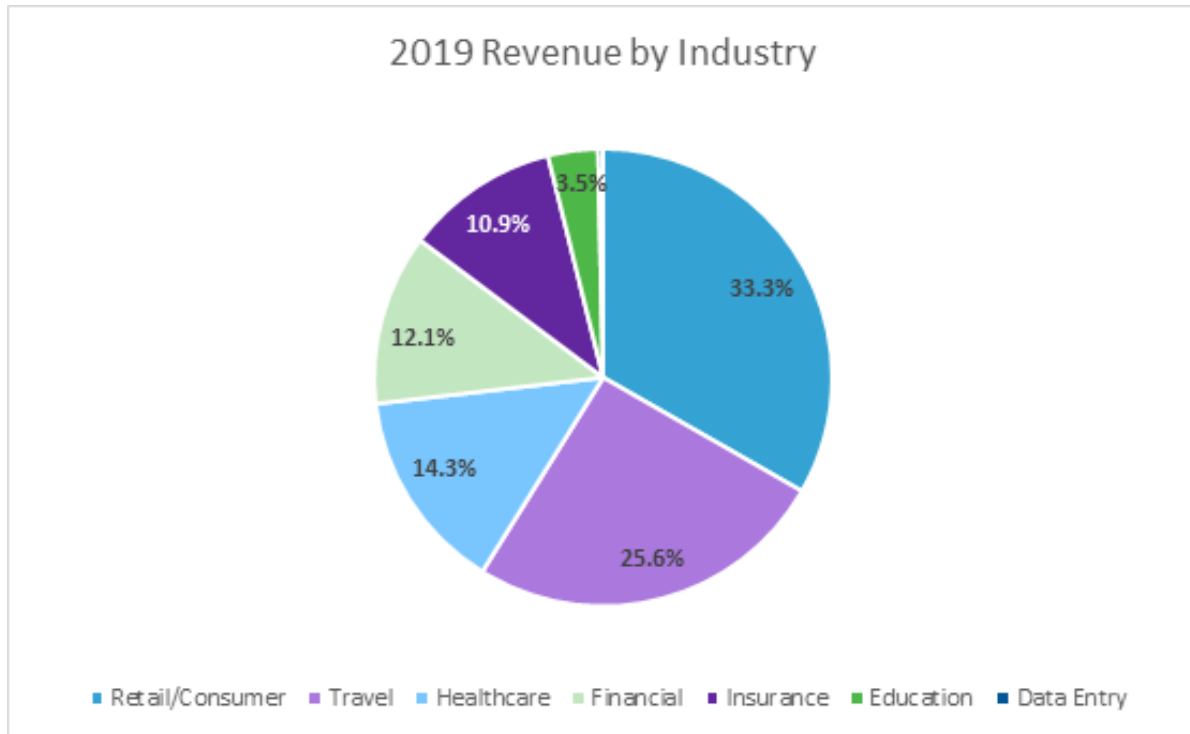
April Wiita, Vice President of Program Success



April ensures ever-ready, up-and-running customer service for clients. An expert in mobilizing remote agents, she has directed on-demand workforces in the face of hurricanes Sandy, Matthew and Michael. [Read more >](#)

Top 3 industry specializations and percent of business for each.

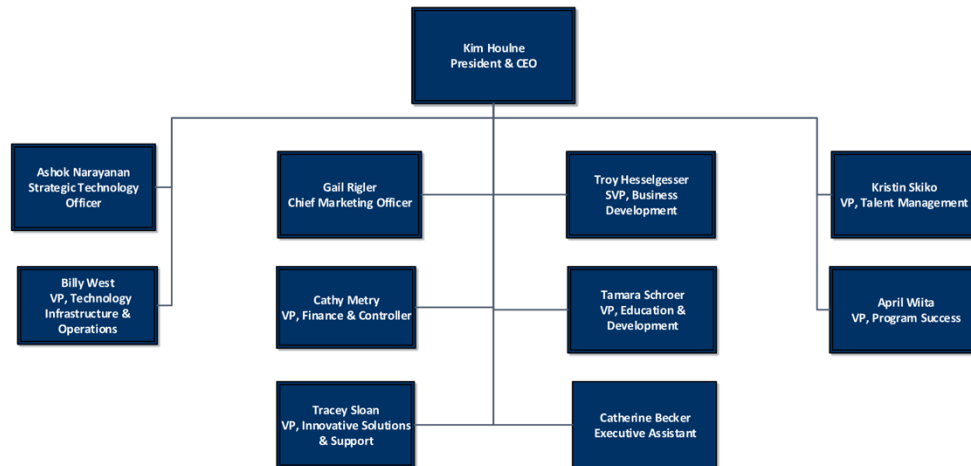
Here's a look at our revenue by industry this year:



Top 3 services provided and percent of business for each.

Customer Care – 54%
Consultative Sales – 31%
Tech-and-user Support – 15%

Organization chart



Describe general company culture

Since the beginning, chief executive Kim Houline has fostered a caring workplace. She created a culture of great customer service, based on trustworthiness, reliability and responsiveness.

Kim believes the way employees and agents are treated, with respect and dignity, is reflected back in how they engage with clients and their customers. Give and get is her philosophy. That's why Kim travels the country throughout the year, meeting face-to-face with agents to encourage them, learn from them, and ultimately, elevate the service delivered by them.



To learn more about Kim's approach to people and business, please visit kimhoulne.com.

To better appreciate her entrepreneurial spirit and work ethic that infuses the company, read the blog: [The 32nd Flavor: Sweet Success](#).

And to understand the [power and potential of on-demand contact center outsourcing and our agents](#), check out Kim's recent interview in *Contact Center Pipeline*.

What languages do you have capabilities?

At one time or another, we've supported more than 30 languages to engage our clients' customers. The most prevalent languages our clients need today are English, Spanish and French-Canadian.

Revenue for the last 3 years.

With 20+ years of success, Working Solutions is a recognized leader in onshore, on-demand contact center solutions. Its remote workforce includes sales, customer care and technical experts—with 110,000+ registered agents in the United States and Canada. We deliver fast-flex business process outsourcing (BPO) services for clients and their customers across diverse industries, such as consumer services, healthcare, retail, travel and hospitality.

Working Solutions has been privately held since 1996 and therefore does not disclose financial information. The below metrics, however, exemplify the financial strength of the company.

2019:

Working Capital: 2.6 to 1

Debt to Equity: 0.13

Today, our major clients include:

Egencia – 9 years

StubHub – 6 years

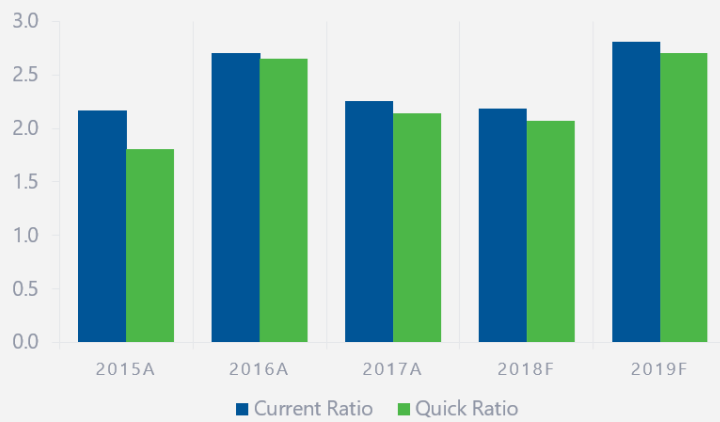
A Place for Mom – 6 years

Intuit (TurboTax®) – 2 years

Michaels – 1 year

Historical Values:

Comparison of Liquidity by Year



Low Debt; Increased AR Turn

