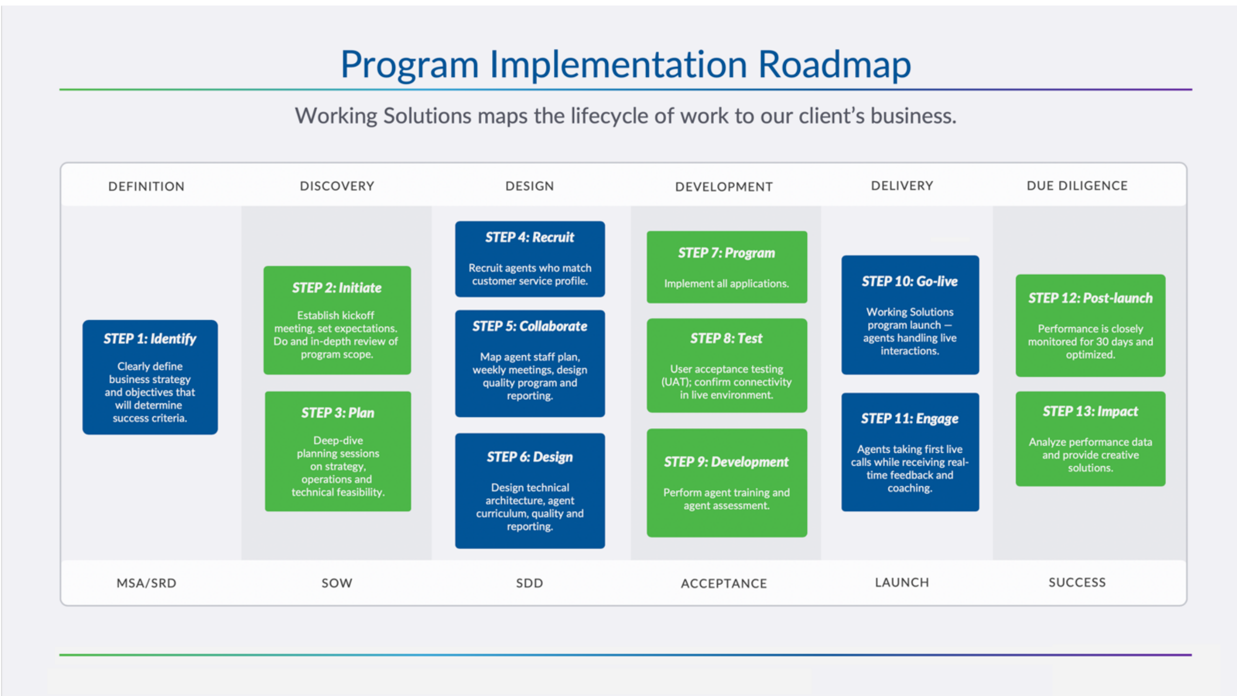
7.6 PROGRAM MANAGEMENT

Please describe the implementation process and typical implementation timeline.

The dedicated Zillow team will consult with your service operations and internal staff onsite to design, develop and deliver an implementation plan. Your business cycles, customers and culture will be studied as the plan is drafted and put in place. The Working Solutions team will take your service training and adapt it to the virtual classroom, then roll it out to agents via educator-led instruction and continue fine-tuning it while being delivered. In essence, we create an on-demand service workforce in Zillow's image, reflecting the company's brand and beliefs.

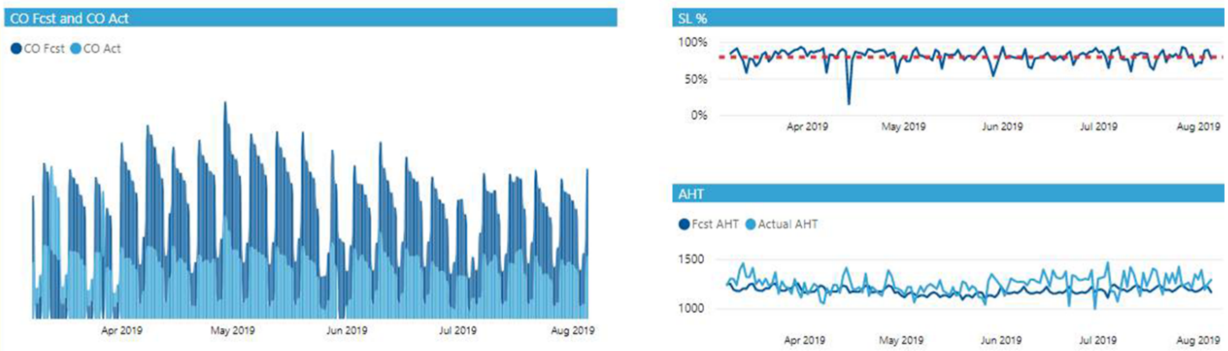
The chart below shows the implementation roadmap:



Below is the workforce management section, including forecasting, scheduling and real-time management.

Please describe your forecasting process

The process of forecasting is primarily handled by our Community Optimization Management (COM) team. It works closely with our Program Success team to ensure our forecasting information is agreed on internally and with the client. We will receive a forecast from the client or generate one based on projected interval volumes.

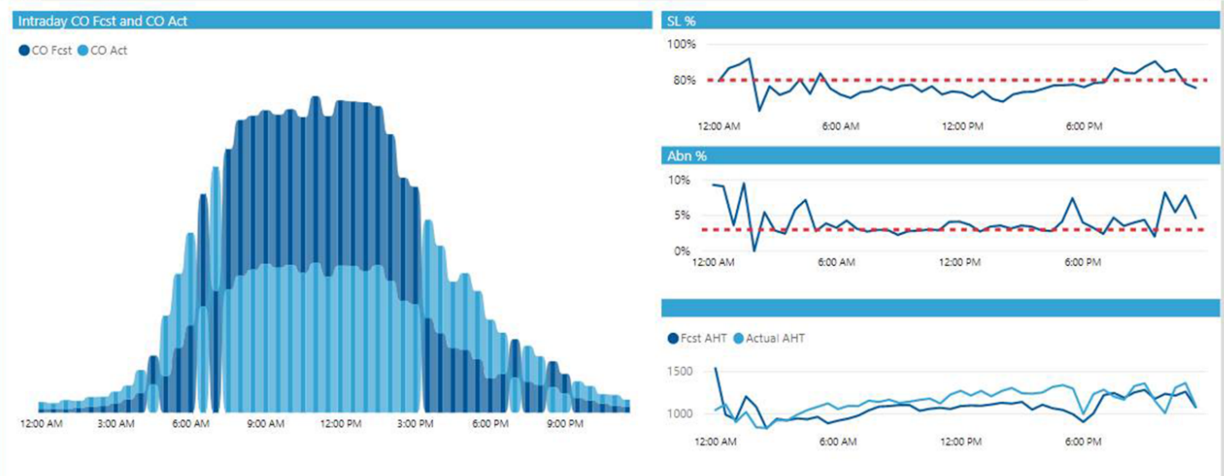


byMonth

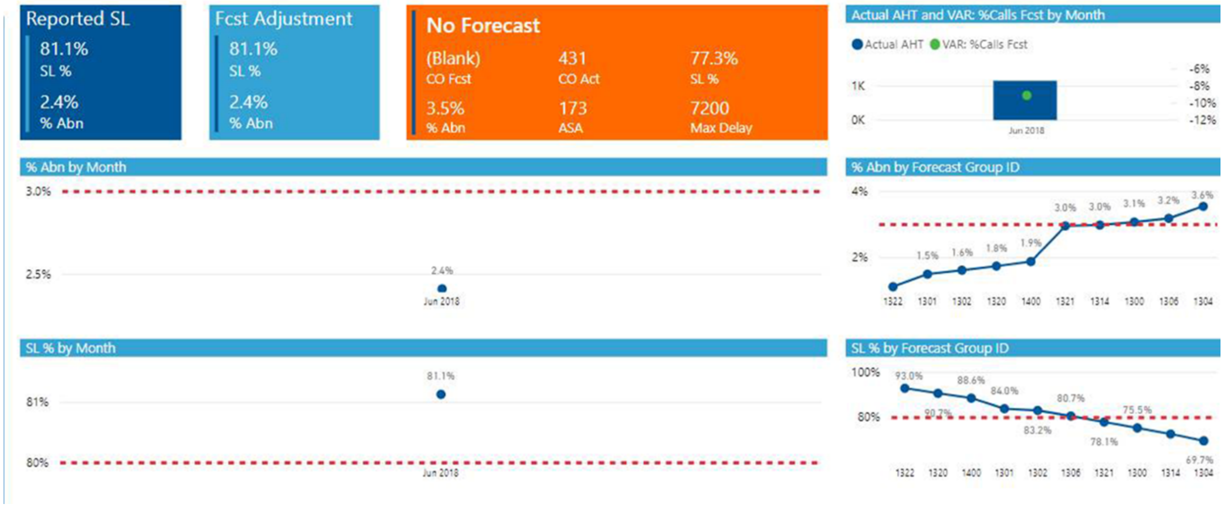
Month	CO Fcst	CO Act	Calls Handled	Acceptable	Abdn Calls	Call Back	ASA	Fcst AHT	Actual AHT	VAR: Calls Fcst	VAR: %Calls Fcst	Offered % Forecast	VAR: %AHT Fcst	SL %	% Abn	Max Delay	% Outbnd vs CallsHandled	% UnAttch Outbnd Calls
Mar 2019	19816	19277	18593	15131	422	2291	47	1207	1282.7	-539	-2.7%	97.3%	6.3%	81.4%	2.2%	6851	66.9%	12.0
Apr 2019	40693	25644	24776	20133	582	3122	70	1184	1213.7	-15049	-37.0%	63.0%	2.5%	81.3%	2.3%	7200	58.3%	11.8
May 2019	39906	22937	22209	17439	458	2915	48	1135	1210.3	-16969	-42.5%	57.5%	6.7%	78.5%	2.0%	2073	57.7%	10.5
Total	**168999**	**114079**	**110213**	**87870**	**2537**	**13972**	**55**	**1176**	**1259.3**	**-54920**	**-32.5%**	**67.5%**	**7.1%**	**79.7%**	**2.2%**	**7200**	**61.5%**	**10.9**

ByDay

Date	CO Fcst	CO Act	Calls Handled	Acceptable	Abdn Calls	Call Back	ASA	Fcst AHT	Actual AHT	VAR: Calls Fcst	VAR: %Calls Fcst	Offered % Forecast	VAR: %AHT Fcst	SL %	% Abn	Max Delay	% Outbnd vs CallsHandled	% UnAttch Outbnd Ca
3/8/2019	1085	927	902	767	14	92	29	1250	1240.8	-158	-14.6%	85.4%	-0.7%	85.0%	1.5%	759	59.0%	12
3/9/2019	251	254	246	218	5	20	24	1253	1305.1	3	1.2%	101.2%	4.2%	88.6%	2.0%	935	67.5%	6
3/10/2019	359	360	352	323	1	40	12	1195	1302.3	1	0.3%	100.3%	9.0%	91.8%	0.3%	66	78.4%	16
3/11/2019	1337	1208	1175	970	22	129	31	1182	1242.5	-129	-9.6%	90.4%	5.2%	82.6%	1.8%	865	61.9%	11
3/12/2019	1218	1186	1144	851	27	140	45	1181	1397.8	-32	-2.6%	97.4%	18.4%	74.4%	2.3%	978	81.4%	13
3/13/2019	1125	1366	1288	755	67	223	124	1206	1461.6	241	21.4%	121.4%	21.2%	58.6%	4.9%	1719	72.1%	9
3/14/2019	1052	1121	1096	857	17	186	35	1204	1323.3	69	6.6%	106.6%	9.9%	78.2%	1.5%	1068	74.5%	13
3/15/2019	968	1015	979	751	25	136	42	1247	1322.7	47	4.9%	104.9%	6.0%	76.7%	2.5%	1230	72.6%	14
3/16/2019	240	284	251	170	13	44	160	1254	1414.9	44	18.3%	118.3%	12.8%	67.7%	4.6%	3024	68.9%	6
Total	**168999**	**114079**	**110213**	**87870**	**2537**	**13972**	**55**	**1176**	**1259.3**	**-54920**	**-32.5%**	**67.5%**	**7.1%**	**79.7%**	**2.2%**	**7200**	**61.5%**	**10**



WORKING SOLUTIONS



For new programs, our COM team monitors the staffing number of a given program. It's based on inputs received from a client specifically: expected number of calls, anticipated average handle time (AHT), service-level requirements (SLAs), call-arrival patterns, utilization/occupancy and others. These data points are used to provide a baseline staffing need from which we create our schedules. This is converted into a recruiting number of agents and full-time equivalents (FTEs), which is sent to our Talent Department to begin the recruitment process.

Working Solutions uses several factors to ensure success in delivering the expected agent need that syncs to anticipated volume for growth, new lines of business and additional support channels/types handled. We have planned timelines for recruiting, system credentials and agent onboarding.

When internally generating a forecasted headcount, our COM team uses variables that include seasonal differences, year-over-year comparisons, sales/growth projections and regression trend analysis. A similar methodology occurs when tracking a forecast to the actual volume. The COM team uses software from the switch and monitors how the actual support volume arrives while comparing it to the planned forecast. If there are variations in the actual call volume, recommendations are made to the client to adjust the rest-of-the-day's, week's or month's schedule to accommodate actual volume.

The COM team aligns with operations weekly to review a capacity-planning forecast for both the short term and long term. The team reviews staffing efficiencies influencers, such as planned vs. unplanned absenteeism, time-off requests, interval level shrinkage factors, average handle time, occupancy and service-level agreements by comparing the planned factors and tracking variances to update the run rates of those factors.

For variations higher than forecasted, the Working Solutions model is exceptionally versatile. Since our agents-to-FTE ratio is around 3:1, we have a base of available agents who can quickly help out should the need arise. We have specific case examples where we have absorbed over 100% more volume than forecasted. If this trend continues for a prolonged amount of time, it will trigger our recruiting process to prepare for a supplemental class of agents.

Which staffing and/or scheduling systems do you use?

At Working Solutions, we use call-arrival data to model our staffing needs in 15-minute intervals. We employ industry recognized strategies to identify the correct number of agents needed to handle the calls in an interval and to achieve the service-level goal for the program. Then, we factor in historical data to apply a shrinkage percentage to each interval, ensuring we have the right number of agents staffed to handle the expected volume.

Once that is complete, we post the resulting staffing needs to our proprietary scheduling system and allow agents to select the hours they want to work. Our COM team works in concert with our Program Success team to monitor the schedule and make sure that all intervals are staffed correctly.

This method enables us to staff based on how the calls are forecasted to arrive without the artificial constraints of forcing agents into 4-, 6- or 8-hour predetermined schedules. This also invalidates the need for team or individual agents going through a shift bid process.

Real-time Management

Real-time adherence specialists watch all service levels at an interval level throughout the day to monitor any variances, and course-correct if any interval is out of alignment to SLA targets. Should a program begin to show any negative service levels, adherence specialists will notify the Program Success team and determine if there is a need to add agents in current or future intervals.

Adherence specialists also monitor net staffing requirements at an interval level throughout the day to determine over/under variances and correct by making the necessary staff adjustments. We also proactively use our scheduling system to look ahead for upcoming shrinkage factors. This way, we can backfill to always be appropriately staffed.

Working Solutions imports data from client or internally hosted systems—such as platform, quality assurance and customer relationship management—into our Azure SQL data warehouse. From that point, we merge this data to provide our COM team with the necessary reports to manage real-time performance and alerts. We develop report cards (viewable via Excel) and dashboards (using Power BI) that are either scheduled or updated daily. These reports can be customized, depending on client needs.

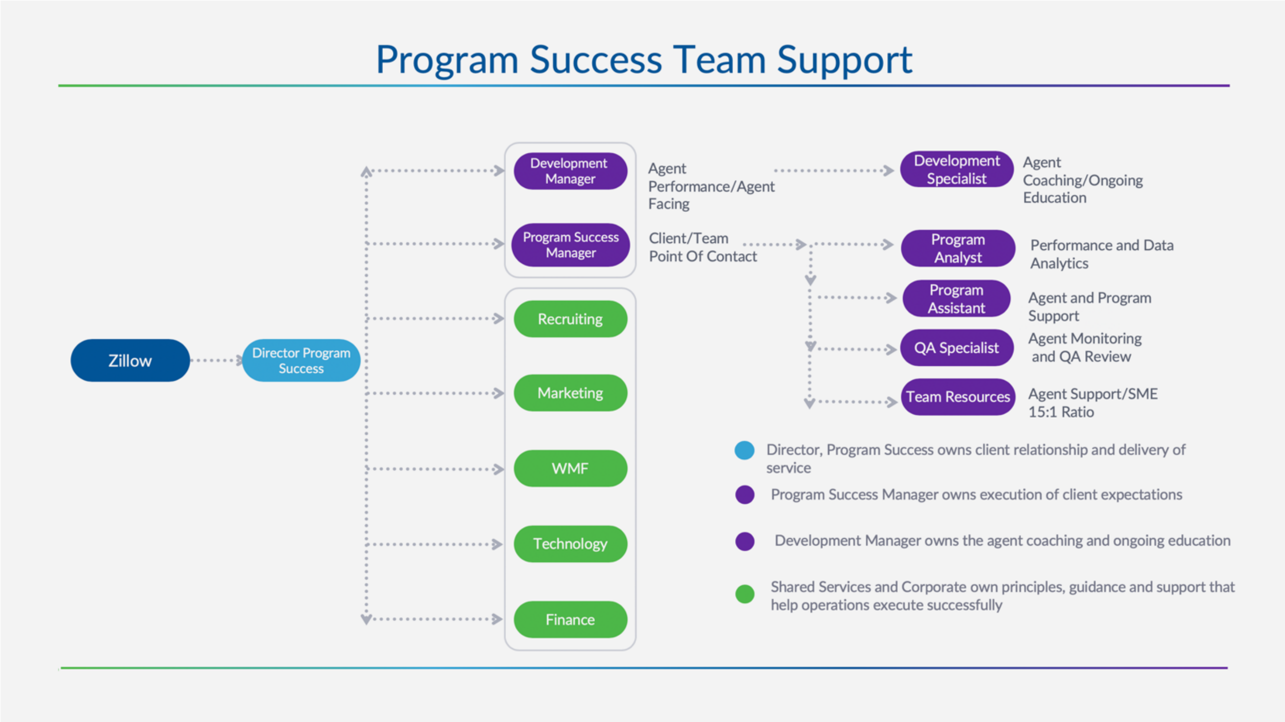
The COM team has developed a wide range of reporting to analyze the root cause in any staffing influencers, which may have contributed to the failure of not meeting staffing KPIs. This reporting is captured at an interval level throughout the day and reported to the Program Success team and/or client. Staffing influencers tracked include call volume, AHT, occupancy, interval staffing compliance, internal and/or external application outages.

Based on those reports, the COM team can enact various skilling/routing strategies at the agent level to help maintain service levels. Take, for example, a program where all agents can handle customer service or technical support inquiries. Agents are assigned both skills. This way, the COM team can adjust the skilling/routing strategy for agents if one call type shows signs of falling below the agreed-on service level.

Please provide detailed information on the following topics:

Supervisory procedures

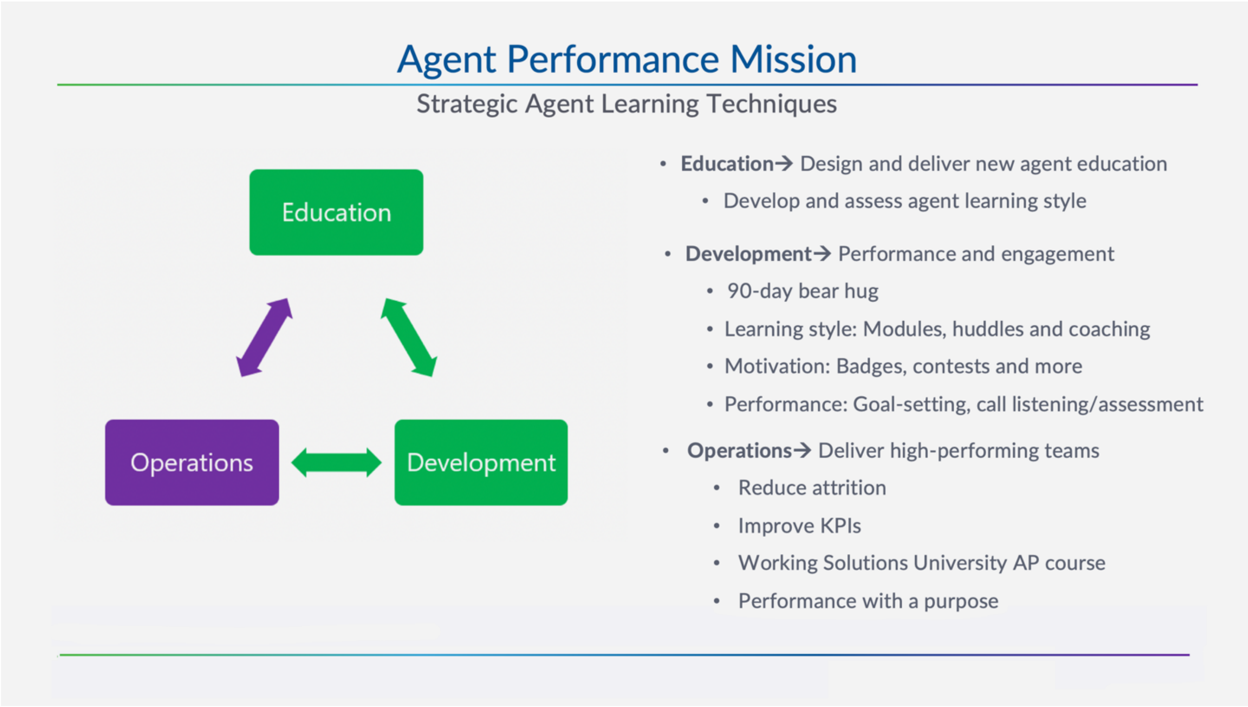
Unlike traditional, brick-and-mortar centers, we do not have a program supervisor. The illustration below shows the team structure with a brief explanation of the role. We have found that a program manager and the appropriate support works best in our virtual space and with clients. Based on program size, we will scale and grow the support roles as needed to ensure strong agent performance.



Quality control on all projects

The overall quality expectations will vary by program and client need. We do not have a one-size-fits-all approach, however, our process for agent coaching, touch and performance improvement is standard across all programs.

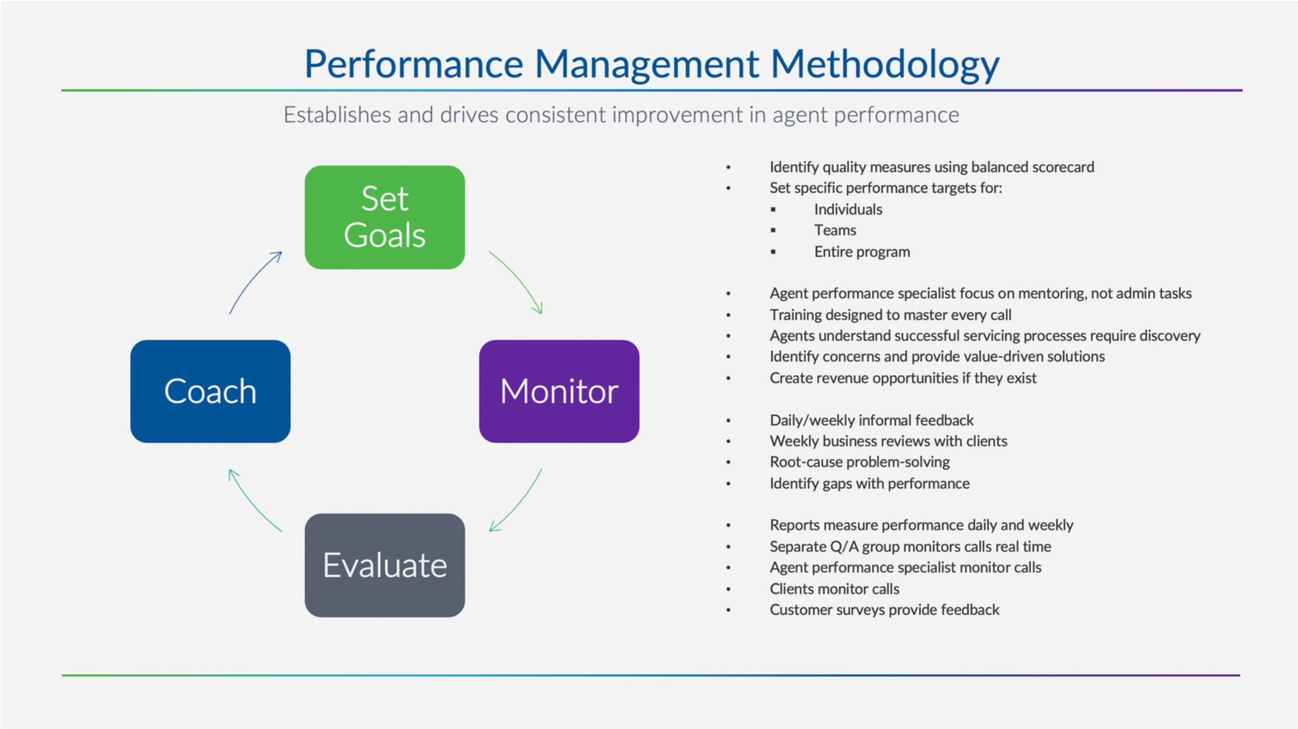
- Step 1: Education process
- Step 2: SALT (Strategic Agent Learning Techniques)
    - 30-90 days with Development Team
        - Coaching/call review
        - Workshops
        - Working Solutions University Activities
- Step 3: Handoff from Development to Operations
    - Ongoing coaching call review
    - Dedicated quality improvement specialists
    - Roundtables/huddles
    - Call-sharing
    - Specific modules/ongoing education



Account Management process and procedures

Our process is very fluid and will take form to the client/program we are supporting. Much like our other processes, it is not a one-size-fits-all approach. We do have the following process that we build off of:

- **Account Management Team Selection**
- **Strategic Launch Plan**
- **Ongoing Client Communication→ Weekly or monthly business reviews, quarterly business reviews, weekly 1:1s.**
- **Performance and Account Review**
- **Planning and Projecting→ Growth, future state, next steps and ensuring the success of the account.**



Workforce Management process and procedures

We covered the workforce management process—forecasting, scheduling and real-time management—in the questions above.

How many accounts does one account manager handle?

One (1) in most cases.

How large is your client services group (number of managers)?

5 directors / 10 managers / 5 program analysts

Program process change procedures

The team will consult with Zillow and the internal team to review the process change desired. The program manager or director will complete a detailed process change form. It will include signoffs from both parties before implementing the change. This allows time to review next steps, cost and other considerations.

Problem-resolution process of client issues

This would be client-specific, with different levers and approval processes. We customize the resolution process by program, using visual aids, live-chat support and chatbots.