

December 16, 2019

MARY DU BOIS

Strategic Sourcing Lead

Dear Mary Du Bois,

At the outset of this RFP process, we felt privileged to hear how your agents handled Target guest calls, with great efficiency and empathy. There is no substitute for learning firsthand from the front lines. We heard in your agent responses the same level of care that our agents will give your guests.

Kim Houlne, our founder and chief executive, built the business based on a caring culture, where employees and contact center agents identify with the people they serve. As a woman-owned business, we seek professionals whose passion for customer service is embodied in the brands they represent.

More than 75% of our workforce is made of women, with many of them in senior management leading agent recruiting, education and client program operations. This would be in keeping with the fact that almost half of Target's 1,800+ stores "are run by women," as your website points out.

In business for 23 years, Working Solutions, a forerunner in the remote workforce movement, continues to evolve—just as Target has done to become "America's second-largest general merchandise retailer."

Backed by an onshore network of 110,000+ contact center agents across the United States and Canada, our fast-flex solutions will serve your everyday needs, handle seasonal spikes and be ready for long-range projects. We will move with your retail business, whatever direction it takes come season or cycle.

Working Solutions strives to make our clients heroes in their industries with superb sales and service. For Target, we will create an on-demand, guest-service workforce in your own image. Our agents will immerse themselves in your culture and business to serve current guests and new ones as well.

We welcome the opportunity to earn your business. Thank you for considering us.

Sincerely,

TROY HESSELGESSER

Serving Customers and Communities

Our U.S.-based companies have a number of things in common—one of which is a strong sense of service in the places where we live and work. Like Target, Texas-based Working Solutions has operations all across America, providing great customer experiences. And like your company, we also feel obligated to make our communities the best.

As Target fosters "a culture of volunteerism and giving back 5% of its annual income through grants and other programs," Working Solutions in 2019 offered each employee three days of paid, personal time to devote to favorite causes. We believe the more you give, the more you get back—at work and at home.



REQUEST FOR PROPOSAL

Overview & questionnaire

Target Guest Services (Retail and Credit)

Vendor Name: **Working Solutions**

Questionnaire Contributors: Troy Hesselgesser, Kristin Skiko, Tamara Schroer, Tracey Sloan, Billy West and April Wiita

November 2019

Sections 1 and 2 do not require any response and are provided to vendors to define the requirements of the proposal process, describe the opportunity, define resource requirements and present the process model and framework of the intended client/vendor relationship.

SECTION 1: INTRODUCTION

1.0 Introduction

Minneapolis-based Target Corporation is America's second-largest general merchandise retailer, serving guests at more than 1,800 stores in all 50 states. Target® provides a fun, convenient shopping experience with access to unique and highly differentiated products at affordable prices. The corporation also strives to be, “Best in the Community” by fostering a culture of volunteerism and giving back 5% of its annual income through grants and other programs.

Financial and Retail Services (FRS) is a center of excellence for service centers providing support for Target's RedCard products; Retail Operations (Guest Relations, Target.com Guest Services, and Gift Card Operations), and Team Member Services.

For additional information about Target, please visit www.target.com and click “About Target.”

1.1 Objective

In an ever changing retail environment, we constantly assess our Contact Center work placement strategy and are actively reviewing our vendor base for Retail Operations services for 2020 and beyond. To accomplish this, we will be focusing on the following:

- Minimizing Total Cost of Ownership through demand management, process management, and supply management
- Ensuring supply base is competitive and that rates are fair, reasonable, and consistent
- We have performance based long-term relationships with vendors
- Our processes and policies are continuously optimized that make it easy for our vendor partners to work with us
- Guest-centric decision making is behind every action we take

The scope of this RFP is around our Retail and RedCard Service Centers. This consists of several service centers:

- Target.com Guest Services Level 1 Base Contacts – provides Guest service for Target.com experience, Target.com order follow-up, and merchandise experience
- Target.com Guest Services Level 2 Escalated Contacts – provides Guest service for Target.com experience, Target.com order follow-up, and merchandise experience
- Guest Relations – provides Guest service for store experience, loyalty programs, and Target brand reputation

- RedCard Services – provides Guest service for our Target Credit Card®, Target MasterCard® and Target Debit Card®

Target Guest Services (Retail – Guest Relations and Target.com)

Target's new partner(s) will provide support for Target Retail Services for the following contact categories:

- Merchandise research
 - Address shipping inquiries
 - Order Cancellation or revision
 - Address payment and billing inquiries or maintenance
 - Address damage and defective product inquiries
 - Process item returns
 - Address Gift Card and gift registry inquiries
 - Provide product information
 - Provide information regarding promotions
 - Accept product feedback
 - Address inquiries on product availability
 - Resolution on pricing issues
 - Address inquiries about missing or wrong merchandise
 - Process and authorize refunds
 - Process bulk orders
 - Address inquiries about in-store services
 - Facilitate up-sell & cross-sell
 - Provide details on order experience
- Guest Experience Contacts: include but not limited to:
 - Feedback in product reviews
 - Website feedback
 - Promotion Pricing inquiries
 - Account maintenance
 - Target brand feedback
 - Registry experience
 - Product recalls and product safety
 - Overall experience
 - Feedback on or questions on community features
 - Check authorizations
 - Store complaints
 - Store experience

Target Credit (RedCard Services)

Target's new partner(s) will provide support for Target Retail Services for the following contact categories:

- RedCard General Calls: Include, but not limited to:
 - Addressing guest inquiries such as credit line changes, late fees and retention
 - General account maintenance (i.e. name and address changes, PIN set up)
 - Adding additional cardholders or sending new cards
 - Financial maintenance (i.e. billing inquiries, fee adjustments, billing date changes).
 - Authorizations, Retention, and Escalation calls.
 - Addressing guest inquires about RedCard activation

- Debit Card General Calls: Include, but are not limited to:
 - General questions about opening an account
 - General account maintenance (i.e. bank information and PIN set up)
 - Financial maintenance (i.e. fee adjustments, billing inquiries).
 - Authorizations, Retention, and Escalation calls.
 - Addressing guest inquires about RedCard activation

This Request for Proposal (RFP) describes the contact center operations which supports Retail and Credit segments.

1.1 General Background Information

This RFP sets forth general requirements for services and solicits a detailed response from vendors to include pricing and service descriptions in the specified format. We invite vendors to submit proposals for all or parts of this project in accordance with the Requirements and Terms and Conditions of this RFP, Please see the eLP document or further information.

1.2 General Conditions

The Vendors selected to support Target Corporation will become an integral partner in providing responsive, cost-effective and high quality services to Target guests.

1.2.1 Confidentiality

The information contained in this RFP (or accumulated through other written or verbal communication) and all information, drawings, charts, and other data contained herein, appended hereto or otherwise provided in connection with this RFP are the property of Target and are delivered only for the purpose of enabling each potential vendor with information to prepare and

submit a proposal; is confidential and should not be disclosed to any party, other than Target, without the express written consent of Target.

This RFP is for the purpose of allowing Vendors to prepare proposals only and the Vendor agrees that it will not disclose, duplicate or release to any third party and will take all appropriate action to ensure confidentiality and security of the information contained in or referred to in this RFP, appended hereto, or provided through other means during the course of the evaluation.

The Vendor further agrees to promptly return all copies of their RFP and any other such information to Target upon Target's request. The Vendor's obligations under this paragraph shall continue indefinitely whether or not the Vendor submits a proposal and whether or not the Vendor's proposal is selected by Target.

1.2.2 Non-Disclosure

An updated signed Target Non-Disclosure Agreement (NDA) must be in place for all vendors submitting proposals. Vendors must abide by the Non-Disclosure Agreement in its totality.

1.2.3 Information Security Addendum

An updated signed Target Information Security Addendum (ISA) must be in place for all vendors if awarded. Vendors must abide by the Information Security Addendum in its totality. Any work awarded a Vendor as a result of the RFP process will be performed by Vendor under the terms and conditions of Target's Information Security Agreement.

1.2.4 Master Services Agreement

A signed Target Master Services Agreement (MSA) must be in place for all vendors if awarded. Vendors must abide by the MSA in its totality. Any work awarded a Vendor as a result of the RFP process will be performed by Vendor under the terms and conditions of Target's Master Services Agreement and Information Security Agreement.

1.2.6 Cost of Proposals

Expenses incurred in the preparation of proposals in response to this RFP are the vendor's sole responsibility.

1.3 Criteria

1.3.1 Evaluation Criteria

Proposals will be evaluated by Target using the following criteria. These criteria are not necessarily listed in the order of importance. Additional criteria may be applied at Target's discretion:

- Vendor's business approach to operational expertise
- Vendor's past experience in successfully executing similar work in an e-commerce/sales environment
- Vendor's financial strength, viability and stability
- Vendor references
- Effective recruiting, hiring and retention approach and results, especially in a retail peak season driven environment
- Ability to scale demand up and down
- Ability to manage Peak season performance
- Technology/Infrastructure
- Financial considerations, including total cost of ownership
- Quality of interaction with vendor during RFP
- Agreement on contract terms and conditions
- Vendor's ability to demonstrate flexibility, partnership, and strong engagement in meeting the changing business needs of Target
- Operational and technical business continuity plans
- Security Assessment Findings
- Channel expertise
- Vendor's understanding of Target's operational goals/strategy
- Demonstrated ability to provide unexpected value
- Commitment to partnership and transparency
- Vendor's leadership roles are aligned and resourced accordingly to meet Target's needs

SECTION 2: PROJECT REQUIREMENTS – STATEMENT OF WORK (SOW)

The Statement of Work (SOW) agreement contains a description of the project and Target's requirements and expectations of the vendor selected for this project. Outlined requirements in the Statement of Work are subject to change prior to program award or launch. If awarded, this sub-agreement to the MSA must be signed by both parties.

SECTION 3: VENDOR PROPOSAL (QUESTIONS TO BE ANSWERED AND RETURNED)

Instructions:

Each vendor must provide a response to each of the items or questions contained in this section, directly following each item or question. You may reference additional documents provided in supplementation of proposals, but your complete response must immediately follow the item or

question. All assumptions must be expressly stated in the proposal. Please submit your response to these questions as per the process outlined in the eIP document.

Please respond in the following format and order:

3.1.1 Service Provider Information

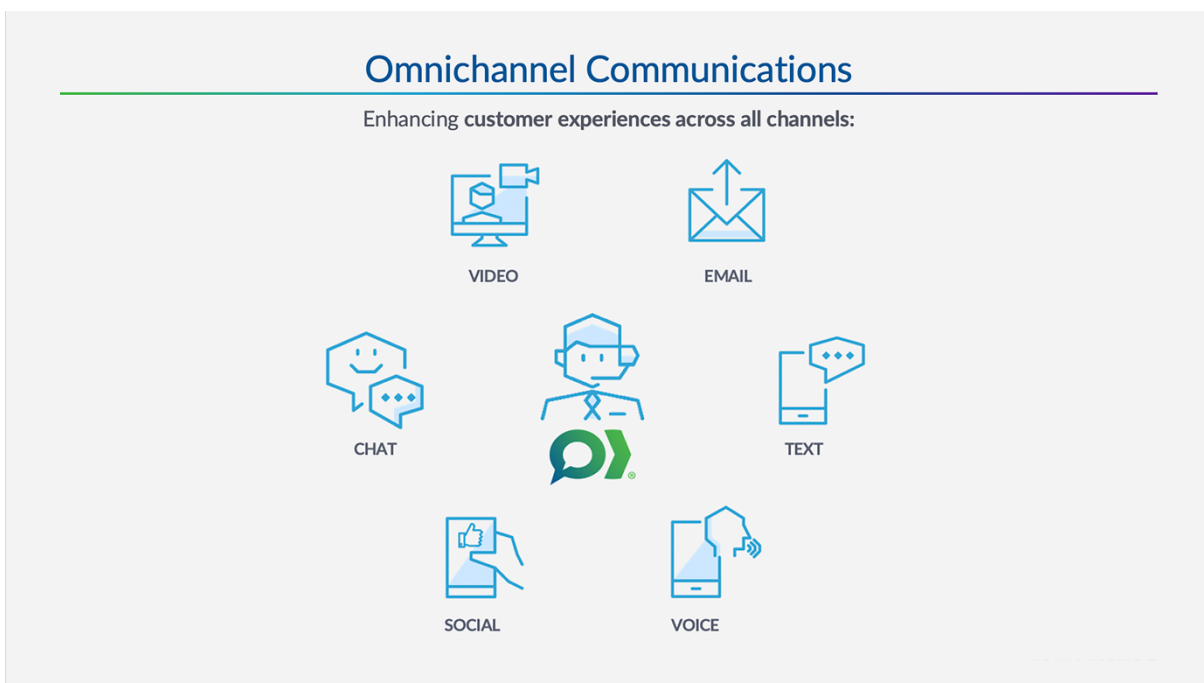
A. Provide an overview of your organization including a description of your experience with Retail and Credit, including at minimum:

1. **Global Footprint:** Working Solutions is an onshore contact center provider, with a registered network of 110,000+ agents in the United States and Canada. Since 1996, the company has operated its work-from-home business model.

We have been in the retail and credit space for more than 20 years as a contact center provider, offering a full range of sales and service. Some of our clients are shown in later chart in this section.

For the past five years, FlexJobs has recognized Working Solutions among its Top 100 Companies with Remote Jobs. We finished in the Top 10 for the last four years. This is third-party validation of our industry standing as a leader in on-demand contact center outsourcing.

2. **Channels supported:** Our company supports all traditional and evolving customer-service channels, including chat, social, email, text and video.

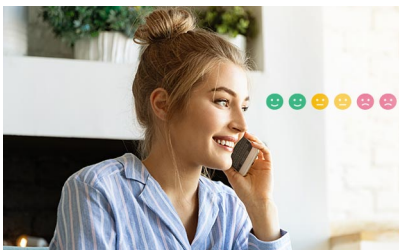


3. **Organization FTE and amount that support Retail and/or Credit:** We currently have 500 FTE that support retail and tax. For us, we will scale to the FTE needed for the business and ebb and flow as volume indicates
4. **Include any relevant programs, program sizes, vertical expertise, etc.** Working Solutions has a long industry history of serving retail clients, such as Academy, Home Depot and The Jones Group. Consumer service and retail clients today include StubHub and Michaels.

Retail Clients — Past and Present

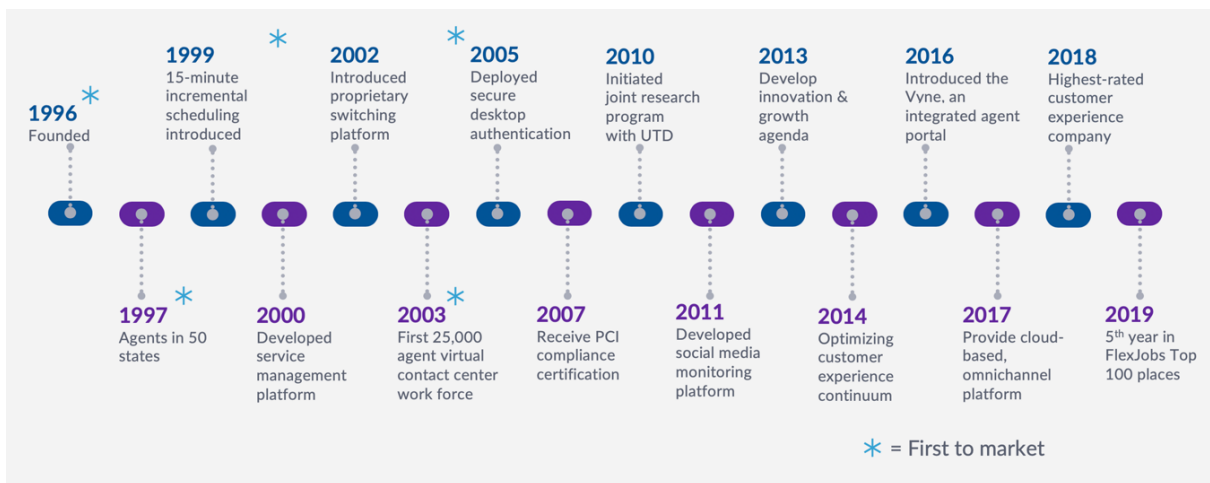


We will be glad to discuss with you the particulars of those programs one-on-one.



To illustrate our approach in serving customers well, here is an agent's story, "[Cool-Headed Customer Service](#)," about resolving an issue.

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



B. Does your organization have any current and proposed strategic business arrangements (such as mergers, acquisitions, divestitures, joint ventures, or joint marketing initiatives) that may affect a relationship with Target? If so, please describe.

None.

C. Identify any material litigation that your company is currently involved in.

None.

D. Describe your value proposition for Target as it relates to Retail and Credit Card work.

Working Solutions will elevate your existing customer service while bringing new efficiencies to: 1) streamline operations by 50%; 2) reduce costs by 15%; and 3) deliver improved performance, measured in (29%) metrics that matter most to Target. We can ensure such results are achieved or exceeded by developing key performance indicators (KPIs) based on agreed-on goals set by Target and Working Solutions. Metrics will be baked into a customized recruiting, onboarding and operations plan to track results in real time, augmented by daily check points, ongoing agent assessments, milestones and quarterly business reviews.

E. Describe pricing structures you have in place with other clients and what you would propose the pricing model would be with Target ex: flat base price, incentive based pricing, etc.

We have several models of pricing with our clients. See list below:

Productive Minute

Talk Minute with and without minimum guarantee

Productive Hourly Rate

We have proposed the Productive Hourly Rate for Target. We proposed this model, so it is easier to compare to other proposals. We are happy to discuss any of the above or something that would fit your model best. Please note, in our model you only pay for agent time. You DO NOT pay for managers, agent resources, internal help desk or anything other than time the agents are doing work.

3.1.2 Proposed Sites Overview

A. Based on the requirements for the Target program, what site or sites do you propose for the work?

As an on-demand contact center outsourcer, Working Solutions does not have traditional, brick-and-mortar call centers. Our business model relies on a virtual network infrastructure and work-from-home agents in the U.S. and Canada. As such, we will draw from wherever needed to provide Target an on-demand, customized workforce. Our model ensures there are plenty of agents, all schooled in Target's guest-care and credit operations, at the ready for everyday business, unforeseen events and long-range projects.

B. For each site, provide an overview of the sites you are proposing; at minimum, include:

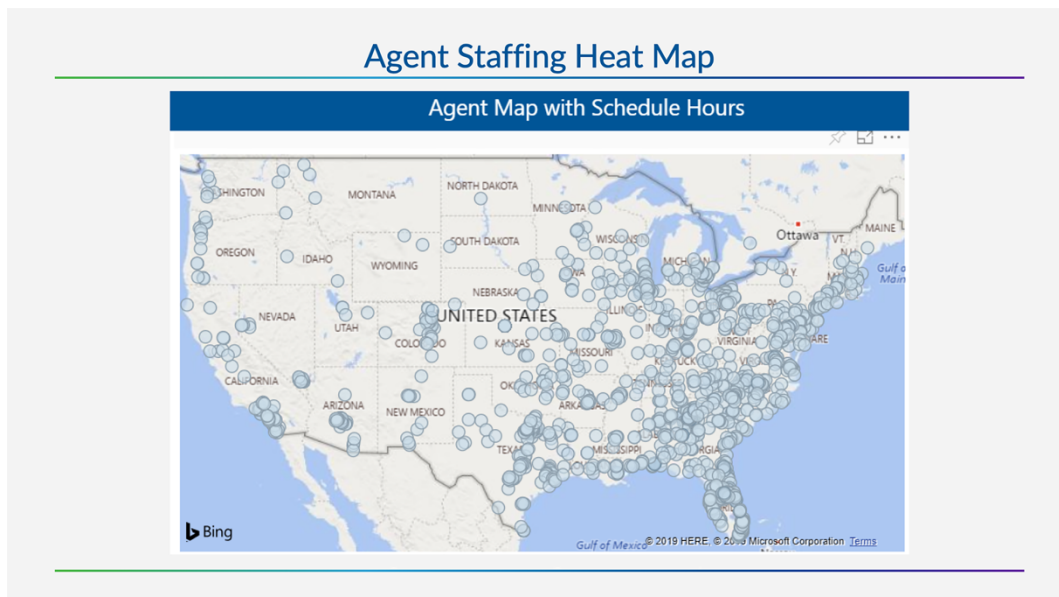
1. **Your experience in the market:** Working Solutions has [a long and successful track record of supporting retail clients](#). In fact, our company provided customer service for more than 10 years to Nine West (The Jones Group). A number of agents, who were fans of its fashions, were there for the duration of the contract. Adding to retail clients are companies such as Office Depot, The Home Depot and Michaels.
2. **Channels supported (by language):** All of our channels, from chat to emails to customer/agent conversations, are supported by whatever language a client requires. 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.

Besides being fluent in a desired language, we also know it's important for agents to "speak the culture" of a client's customers. That means understanding the nuances and subtleties of a client's customer segments, as well as any regional influences.

3. **Attrition rate:** Our attrition rate of 13.2% is below the industry average. We attribute this fact to our rigorous applicant screening, thorough agent onboarding—taught by degreed educators in the virtual classroom—and ongoing development after agents are on a client program. We invest in our agents for the long term. Happy agents, who are immersed in a client's culture, equates to satisfied customers who can sense the caring and commitment in the service delivered. Give and get is what we believe and practice for quality customer service. Read more about "[Reduce Agent Attrition](#)."
4. **Demographics:** Our agent population reflects the diversity of the many peoples of the United States and Canada, where we operate with a network of 110,000+ registered agents. Our business model always has been onshore since the company began in 1996. In fact, it's

common on programs to have agents who use the products and services of the clients they represent. This firsthand knowledge gives them insight and empathy when serving customers. Besides that, we can recruit for specific regional attributes—and even accents as some clients have requested. In short, we can create an onshore customer service workforce exactly to the demographics that Target seeks.

Below is an example of agent demographics on a client account:



5. **Market benefits:** As an on-demand workforce provider and a leader in contact center outsourcing, Working Solutions creates a service workforce in a client's own image. Because agents would be educated in Target's corporate values, culture and service, they become an extension of your brand. As such, Target guests won't be able to tell the difference between your in-house service reps and Working Solutions agents. Gavin Woody former customer vice president at A Place For Mom, [talks about the importance of empathy with customers](#), which Working Solutions provides the company today.
6. **Safety and security environment:** Working Solutions takes a comprehensive approach in running safe, secure operations. To begin with, our company is Payment Card Industry (PCI) Level 1 certified. An AOC can be provided on request.

Ensuring compliance: For the Payment Card Industry Data Security Standard (PCI DSS), Working Solutions completed its last audit in October 2018. The 2019 audit is being finalized now. All parts of platforms and operations are Level 1 certified for credit-card transactions. Covers security management, network architecture, software design and development,

storage and transmission, and remote-access policies. Vulnerability scans of systems are done quarterly.

Going beyond certification: Industry standards certainly have their place. They are, however, are just the price of admission to safeguard data and privacy. That's why at Working Solutions we invest in common-sense measures, such as data masking and securing agent desktops, if required, to further ensure consumer protection and privacy.

To protect information, Working Solutions focuses on agents, infrastructure and data for an integrated security strategy.

- **Agents:** Agents adhere to strict administrative processes and physical security standards. Included are ethics and security training, clean-desk policy, business associate agreements and confidentiality compliance for HIPAA (Health Insurance Portability and Accountability Act). Rigorous background checks and drug screening are conducted.
- **Infrastructure:** Working Solutions offers multichannel contact center application services. Residing in a hardened environment, these services provide peace of mind for clients and their customers. This work encompasses disaster recovery, redundancy and failover. Network security includes firewalls, redundant technology and intrusion detection.
- **Data:** Technical standards are met for data protection, ranging from Payment Card Industry Data Security Standard (PCI DSS) Level 1 security for payment card-transactions to HIPAA compliance for healthcare. Our work adheres to documented and auditable policies, procedures and processes to protect physical data—as well as encryption and monitoring for data in transit.

7. Current and potential risks for the next 3-5 years

Risks will be dictated on the final Target solution that is put into production. As with any client solution, issues can arise. With forward-thinking, we can anticipate most of them. Given our 23 years of successful customer service, especially with major retailers, we anticipate no potential risk would impact implementation of Target's client program concerning the services delivered by Working Solutions. That's because with every client, we approach its business with this mindset: steady state for everyday customer service, ready state for unforeseen events (even though many can be expected, such as hurricanes), and future state for long-range projects. That board and balanced perspective takes in the risks—common and rare—and enables us to prepare and perform, whatever the situation.

8. Staffing flexibility:



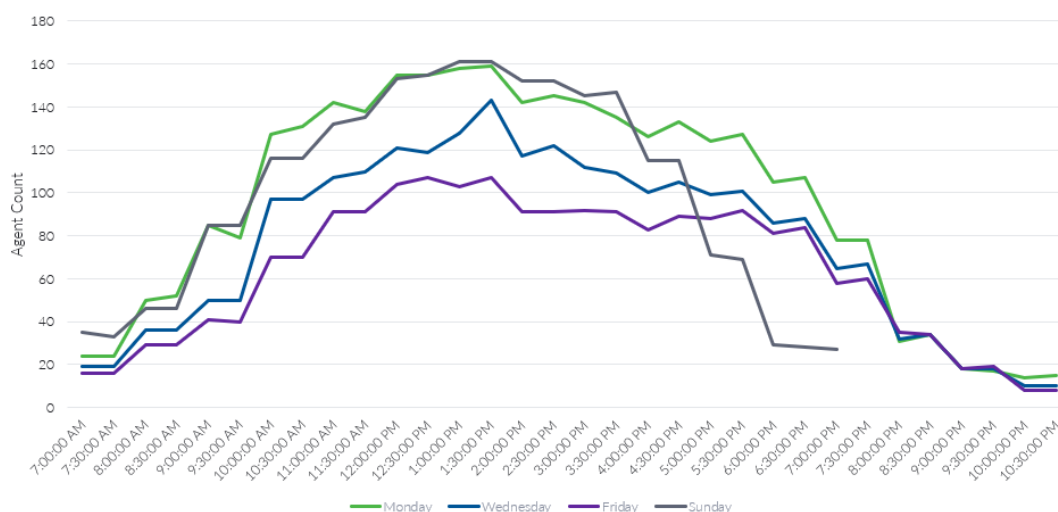
Flexibility and scalability are two Working Solutions hallmarks. With a distributed workforce, we can shift resources to accommodate client needs during business spikes or for unforeseen events. Our fast-flex business model enables us to provide steady and ever-ready capabilities.

For instance, when Hurricane Matthew struck in 2016, one of our consumer services clients had to evacuate call centers in the Caribbean and Florida. Working around the clock, we reached out to our remote agents in unaffected areas of the U.S. to handle the shifting workload as the storm played out for more than a week. Our business model, which we've perfected over 23 years, enables us to marshal agents on short notice, increasing manpower up to 200% or more.

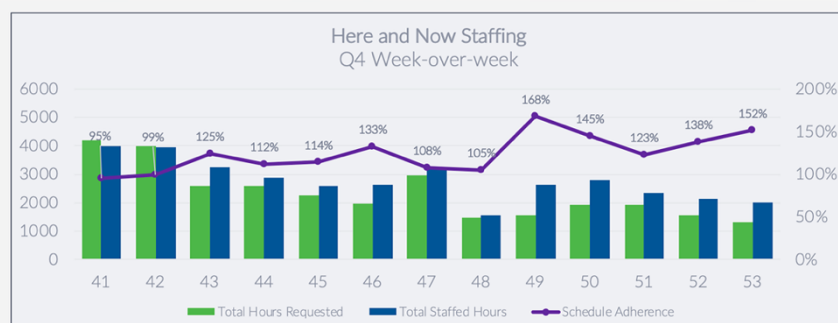
Limited by their size and set number of seats, traditional call centers cannot ramp up or scale down on-demand like Working Solutions. Nor can they get out of harm's way as climate-change challenges—from blizzards to hurricanes to wildfires—grow in frequency and intensity, affecting more and more businesses. Also, we staff 2-to-3 agents per full-time equivalent (FTE). This way, we are able to put the agent headcount where the support volume is needed, and then back off when the volume drops.

In a traditional, brick-and-mortar contact center, you have only one person, who equates to 1 FTE. That agent will typically work a 6-to-8-hour block. With multiple agents working those same hours, Working Solutions can stack the headcount together or stagger the shifts to fluctuate with the volume. We also have 80%+ of our agents working split shifts during the day, which you are not able to do in a brick-and-mortar call center. In addition, we are able to staff heavier on certain days during the week, if needed. Our on-demand business model, which draws agents from across the United States and Canada, enables such workforce fluidity and responsiveness for clients. Here are a couple of illustrated examples on how flexible we are during the day and week:

Agent Interval Daily Staffing



Work-at-home Model



- Q4 Staffing → Flexed above lock 11 of 13 weeks Oct – Dec 2018
 - Flexed down weeks 41 and 42
- Q1 Staffing → Working to flex +100% of original lock in many weeks
- Planning Ahead → March/April the team will be able to flex over the lock and look ahead

Our recent blog, "[How to Create a Business Continuity Plan that Works: 6 Tips to Ensuring Success](#)" addresses this issue.

9. Building overview including:

- site amenities
- total capacity
- available capacity
- typical production floor layout

Because Working Solutions is an on-demand contact service provider, we do not have traditional, brick-and-mortar call centers. We invest in brains—not bricks—to ensure a mobile, modern service workforce. All of our agents work from home in workspaces and on equipment that meet our security and service standards.

- 10. Site hours of operations:** Our service operations are 24/7/365. During severe weather, such as blizzards and hurricanes, our agents continue to work through the storm from their homes, far from harm's way, as a client's physical facilities are sometimes evacuated or shut down.
- 11. Number of clients:** We serve FORTUNE 500 companies, as well as mid-sized businesses. Clients see value in our proven, distributed-workforce model. A number of them have been with us for years, including A Place for Mom, Egencia and StubHub. Other clients will work with us, conclude their programs—and later return for repeat business, such as McKesson and Intuit. The number of clients varies annually, depending on business cycles and selling seasons. By in large, most of our business comes to us through client referrals and successes.

The chart details clients served, current and past:



- 12. What is the largest and smallest client FTE at this proposed site?** Again, as an on-demand service provider operating through a virtual, onshore network, Working Solutions does not have traditional call center sites. Our agents are assigned to and educated in a specific client program to serve it well. As for FTEs on a client program, the numbers can range from 50 to 100 agents on a mid-sized account to more than 750 for larger clients.

13. **Overall FTE:** Working Solutions has a virtual network of 110,000+ remote agents across the U.S. and Canada, all working from home. The company also has 150 full-time employees, who work at our Dallas, Texas headquarters or from home as well.

14. **Are there any direct competitors of Target at the site?** No competitors will be involved. All client programs are virtual and self-contained, with an assigned client team.

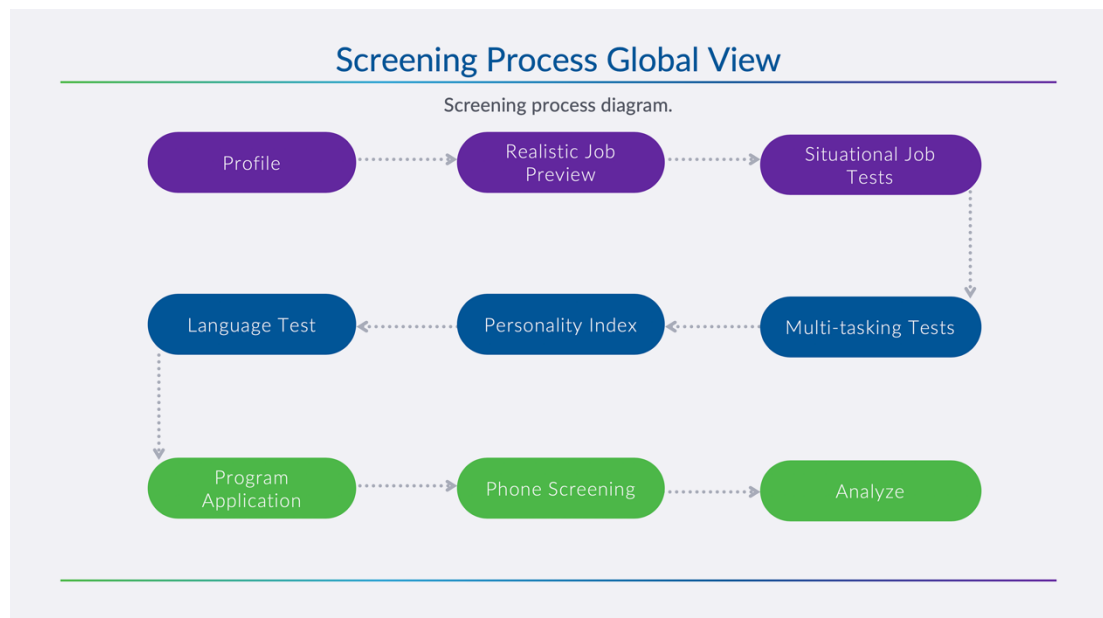
- a) **Do you have clients at this site with peak seasons that complement our program?**
Again, we have no physical call center sites. The Target program will be virtual and self-contained, with a dedicated workforce and leadership. So, there will be no conflicts with other clients at peak seasons.

For all subsequent sections, please answer in regard to enterprise as well as specific sites proposed.

3.1.3 Resourcing

A. Describe your hiring, onboarding, retention processes and strategy for agents, leaders and support personnel, including:

1. **Recruitment process and methods:** Clients find our recruiting-and-assessment process of applicants to be more rigorous and in-depth than those of other service providers. Because we offer white-glove service, our standards are high and expectations great for the agents we select.



2. **What are your top three recruitment channels and how do you see these changing over the next 3-5 years?** Besides our own jobsite (jobs.workingsolutions.com) and agent referrals, our top channels for recruiting are FlexJobs, Indeed and Rat Race

Rebellion. As for sourcing the best agents over the next few years, we will be shifting with changing demographics, applicant expectations and consumer demands. For instance, as customers became more tech savvy and automated service expands, both of which are happening now, interactions with live agents will ratchet up. That's where artificial intelligence (AI) and intelligent agents (IA) must integrate well. Because customers, who took self-service as far as it could go, will expect sophisticated agents to pick up without a hitch. That will require new ways to tap into 21st-century talent pools to attract and retain the best servicepeople. It will require the perfect blend of AI and IA: Agents who are at ease with the technology and can empathize with customers.

3. Testing and assessments: The recruiting chart (seen earlier) shows this in detail.

B. What system do you use for language testing?

The same system we use for English testing can be used to ask for written or video responses in other languages. The language usage assessment is also available in several other languages. We have used bilingual team members on occasion to further test fluency as needed.

C. Where are the recruiting offices located? Are they onsite, offsite, combination?

All of our recruiting is done online.

D. Do you use external partners to recruit? If so, describe.

No, but we do post job openings on well-known jobsites, such as FlexJobs, Glassdoor and Indeed.

E. What is the required lead-time for recruiting for each site proposed?

Again, we work within a virtual network with remote agents and not individual sites. Because we draw from a talent pool that spans the U.S. and Canada, we can resource larger numbers of applicants than traditional, brick-and-mortar call centers. Beyond that, our registered network of 110,000+ agents give us ready access to vetted talent with a wide variety of skills. For a client program such as Target's, the required lead-time for recruiting would take probably three to four weeks.

F. Target Retail Operations has a very high peak (3-4x over base volume) around Thanksgiving and Christmas. Please provide examples of your demonstrated ability to quickly ramp up and ramp down as needed.

Our business has earned its stripes serving big-box retailers during holidays, such as Academy, The Home Depot and The Jones Group. One client, a New York City-based retailer, needed to complement its in-store business with online and phone sales. Local specialists to support the metro call center, however, were few and too expensive. Working Solutions selected retail experts from its

network at a much lower cost than NYC labor. In a few days, agents were trained and conversant in the client's brand and products—just in time for the holiday rush. The results included: Increased revenue while cutting operational costs. Met 300% increase in demand through improved scalability. Improved service levels while integrating virtual team.

The work we do for Intuit for tax preparation and Michaels for retail requires Working Solutions to ramp up for peak times, fast-flex as volumes fluctuate and scale back down as business levels off.

G. How do measure and monitor the effectiveness of your recruiting profile and processes?

We analyze performance data in relation to assessment and interview results, making adjustments to each to optimize matching.

H. Are agents hired into fixed or variable shifts?

Normally, we ask agents to work at least 20 hours on a client program. They select their own hours every week. Schedules can change, depending on the hours and slots available. An agent might prefer to work during the school day, say from 8 a.m. to 2 p.m., or in the evening, from 8 p.m. till midnight. The nature of the work attracts service professionals who value the freedom and flexibility. And that mindset is reflected in their interactions with customers, who likewise are open range and fluid in their purchases. For modern consumers, we believe it takes one to serve the other one well.

- 1. What shifts are most/least desired by agents?** There's no hard-and-fast answer here. With 1,000s of agents on hand in our network available 24 hours a day, their desired hours can range considerably, depending on their work/life styles. Some are early risers; others are night owls. We have agents who work a 9-to-5 job during the week and perform as service-and-sales reps on the weekends. Others like to work evenings or holidays. Agent personalities and preferences differ. With remote agents operating virtually across the U.S. and Canada, there are plenty to fill all shifts and blocs of time.
- 2. What is your philosophy on utilizing work from home agents in retail environments?** Our entire contact center model is based on working from home. We've been virtual and remote since the business began in 1996, supporting retail clients all along the way. Time and again, this model proves most effective for clients caught short-handed using traditional call center services. More than that, it spans the spectrum of how businesses really operate—from steady state for everyday work to ready state for unforeseen events to future state for long-range projects.

I. What is your average tenure for agents/leadership/support teams?

1. Tenure for agents: Once onboard and established, average tenure for an agent is about three years. Five-year anniversaries are common. For a former retail client, Nine West, some agents were there for 10 years. At Working Solutions, there are agents with 15 years of service. For agent milestones, chief executive Kim Houlne personally recognizes their long-term contributions.
2. Tenure for front line leaders
 - Tenure as leader – 8 years
 - Tenure with company – 13 years
3. Tenure for support teams (WFM, Quality, etc.)
 - Tenure on support team – 4 years
 - Tenure with company – 4 years

J. What would be the typical background of agents you would hire to meet the profile as described in the SOW? Include education, experience, any certifications, etc.

We would be looking for agents with excellent customer service capabilities, demonstrated listening and interpersonal skills. Previous retail experience will be preferred, but we find excellent agents can work across industries. Agents will need to know how to ensure customer-friendly resolutions. Given the technology requirements, agents need multitasking skills, as they could be working with numerous windows open at any given time, as noted in the Target guest calls. So, they need to have the ability to diagnose, troubleshoot and resolve issues in a fast-paced, dynamic environment.

Strong verbal and written communication skills will be necessary to support guest via phone, email, chat and other channels. Agents will need to be able accurately document all guest interactions. Fast, accurate computer skills are a given.

As with all of our other client programs, agents on the Target account should be passionate about the products and services. As for recruiting, we will seek agents who are already Target guests for peer-to-peer engagements with guests.

K. What is your proposed resourcing strategy for Target regarding number of agents with no call center experience, call center experience, internal agents, etc?

Our agents are required to have a minimum of two (2) years of customer service experience. The current workforce averages 10 years of service [seven (7) in call centers] and more than three (3) years of sales experience. We would obtain a detailed job description and skills requirements from Target, determine our optimal agent profile and match agents accordingly. Current agents are given first opportunity to apply for new client opportunities.

L. What would be the typical background for leadership/support personnel and what percentage are typically promoted from within the company and/or program.

Each position is different, but include strong customer service, project management, analysis and critical thinking. Just over half of our Program Success team has moved up internally into their current roles.

M. What are typical forms of transportation for agents and how far do they typically live from the service delivery centers?

All of our agents work from home. Unlike typical call centers, which recruit within a 20-to-30-mile radius, our agents are not hassled by a commute. So, they walk to work, which usually is just down the hall.

N. How do you measure and monitor employee engagement?

For Working Solutions, this would be for agent engagement. We measure it several times a year in our Agent Satisfaction Survey. We break out results overall and drill down by program. Currently, our eNPS is 85 and some programs as high as 96. On a daily basis, we ensure that engagement and program participation is high by tracking agent activity on the Vyne, our agent portal.

O. Describe agent and leader incentive programs and approaches.

Overall, our agents are rewarded and recognized for their years of service with Working Solutions. For programs, we have specific incentive plans to drive performance and agent satisfaction. This will be coupled with monthly spiffs to drive and motivate the agent teams. There is not a one-size-fits-all approach, as each client and program are unique in their needs.

P. Outline your background check process for new hires.

Every agent is thoroughly vetted. Independent contractors on our client programs must successfully pass a background check to work. Normally, this involves a Social Security number verification, National Sex Offender Registry report and a criminal history check.

Q. Do you generally use sub-contractors? For what positions?

Some subcontractor apps and platforms are used for recruiting and agent application assessments. Besides that, all of our agents are directly hired by Working Solutions.

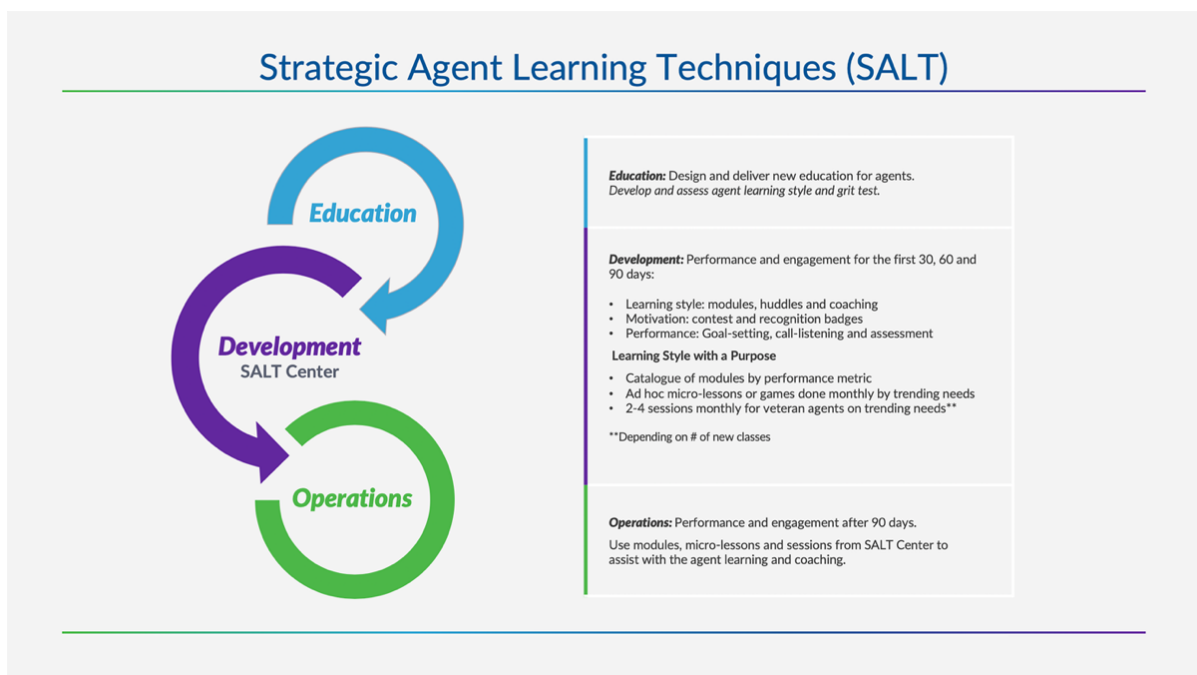
3.1.4 Training Approach

A. Describe your overall training approach.

At Working Solutions, we refer to training as agent education. That's because agents are taught by degreed educators with years of professional experience who are experts in the virtual classroom. Collaborating with the Target customer service team, Working Solutions educators will learn and then adapt your agent instruction to the virtual classroom.

This process entails several components:

1. **Train-the-trainer (TTT) sessions** – Our educators will coordinate a time to fly to your facilities and meet with your head instructors to review all of the training materials. They also will discuss Target's brand so we can immerse our agents in your culture, which is essential for success. This way, agents become an extension of your brand.
2. **Curriculum Development** – Educators will develop a customized curriculum to present it in a virtual environment. They will take everything learned during TTT and replicate it for agents. We will strive to keep the same topics and timeline of what Target does. We just change the way the content is delivered. For example, we may use gamification on certain topics to drive home those subjects for better retention.
3. **Education** – We will instruct agents well in the Target curriculum. Then, there will be a final, comprehensive test and role-playing with an instructor to ensure agents are ready for live calls. After they pass, agents will go into nesting and apply SALT (strategic agent learning techniques), which reinforce what they were taught in the virtual classroom while taking live customer interactions.



B. Describe any foundational training you provide.

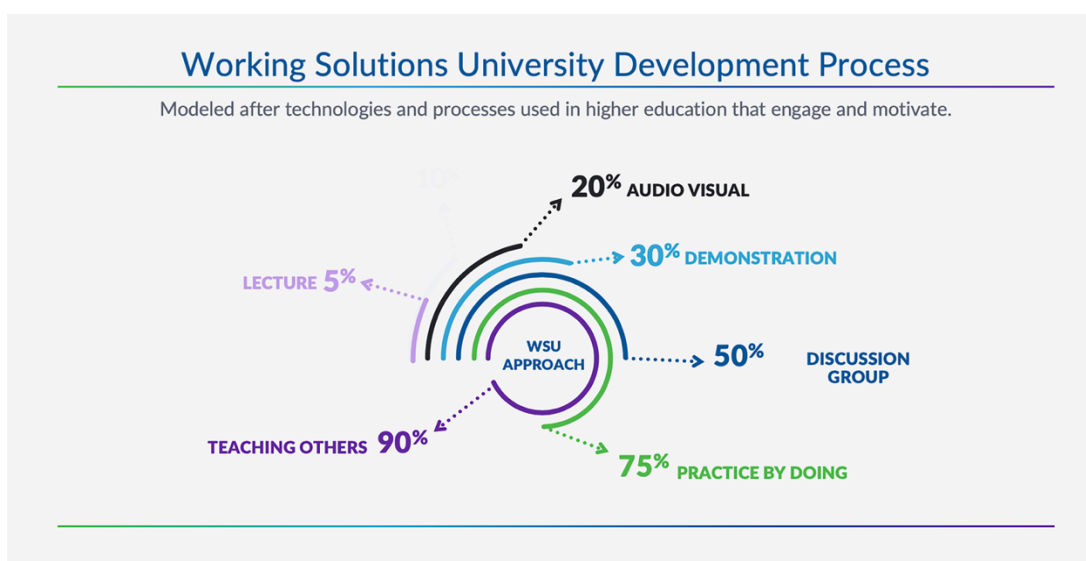
For new agents to Working Solutions, we have one to two days of prework they need to complete. Then, we will mirror your internal training timeline for all agents.

C. What training methods do you use (classroom, self-paced, small group, etc.)? What have you experienced to be the benefits and challenges of each method?

Agents, like all students, learn at their own pace, in their own ways. Our educators know that and will incorporate several basic teaching techniques to educate them in the Target program. They include teacher-led instruction, guided practice and individual practice.



Our educators also know that some agents are visual learners while others are auditory. Reading and writing certainly play a part, as does kinesthetic learning. Point is our educators take these differences into account, as the chart below illustrates.



D. Describe your approach for ensuring that personnel on a program understand the client and industry they support.

Again, this ties back into train-the-trainer, curriculum development and education—pre-launch and ongoing—described earlier. While our educators specialize in certain industries, their teaching methodology easily adapts to any market sector, whatever the subject. As with any program, education is continuous, reinforced every 30, 60 and 90 days with SALT, as we’ve shown.

E. Describe the expertise/tenure/background of trainers.

We use degreed educators (featured below) as our instructors. Everyone has a minimum of a bachelor’s in education and quite a few have master’s degrees. All of them must have at least five (5) years of classroom experience before joining our Education and Development team. They’re well-versed in the virtual classroom and long-distance learning, as are their teaching assistants.

Education & Development Team



Working Solutions University

 <p>Katie Aguirre B.S. in Education</p>	 <p>Jennifer Brown B.A. in Education</p>	 <p>Ruth Kowalczyk B.A. in Education</p>	 <p>Heather Baker M.A. Master of Education</p>
 <p>Candy Perkins M.A. in Information and Learning Technologies</p>	 <p>Damian Cruz B.S. in Education</p>	 <p>Stacy Waggoner M.A. Master of Education</p>	 <p>Crystal Holmes M.A. Master of Education</p>

To gain more insight into their expertise, here are a few profiles of our educators:



[Jennifer Brown](#) – Jennifer is an expert in educating remote, on-demand agents.



[Crystal Holmes](#) – Crystal knows how to use virtual flips to further agent education.



Stacy Waggoner – To instruct agents well, Stacy believes the smallest things matter.

F. Do you require trainers to be certified? If so, please outline the certification process.

As already mentioned, agent instruction is developed and delivered by degreed educators. As professionals, they are refreshing their skills and learning new teaching techniques.

G. How do you ensure trainers maintain subject matter expertise?

The educators will design and deliver all training as well as update and learn all changes to the curriculum for the client. This will ensure the educator maintain the subject-matter expertise. The educator will also attend all quality calibrations so they can continue to hear the quality expectations and goals for every call. If there are any discrepancies, the team will be able to discuss and adjust.

H. How many trainers would you recommend for this program? Would they be dedicated or shared with other clients?

Our educators will be dedicated to your account. The number of educators will depend on the complexity of the material, the length of the training and the volume. Our goal is to provide the agents with a learning environment that is conducive to learning so they will meet or exceed the client goals.

I. Do leaders, other than trainers, participate in training delivery? If so, how?

The degreed educators will deliver the material to our agents. This ensures our agents are receiving and processing the information in a variety of learning styles. There will be assistants (subject-matter experts) to assist in the training with role plays and small groups to help process their information.

J. Describe your training rooms, including location, capacity and available technology. Are training rooms client dedicated? If not, how do you manage security?

Agents are educated in the virtual classroom, with customized curriculum dedicated to a client program. Lessons can be interactive, with educators engaging on different levels and in a variety of ways with agents. Teachings might be in small groups, role-playing or gamification. Instructors mix things up to keep it interesting and informative. Pacing is important, too, as the education for some client programs might last a few days, while others could go on for several weeks. Online agent education is tied into our secure, virtual network.

K. What size training classes do you typically recommend and why? In what cases do you deviate from this size?

Depending on the client, we try to limit the class to less than 40 agents. This way, all agents will be able to have individual interactions with the educators and their assistants. For large peak ramps, however, we do go up to 50 to 55 agents. We will have one (1) main, degreed educator and one to two (1-2) teaching assistants. Whatever the size of the virtual classroom, we always strive to make learning personal for agents and customized for the client program.

The platform we use and the ways our educators teach increase the effectiveness of the learning. For instance, a class of say 22 agents can be broken into smaller, interactive groups when needed. An educator can divide it into teams of five or six agents for group discussions—or put agents into 11 groups of two for one-on-one role-playing. While the agents are in the smaller groups, the teacher and assistant are able to go in and out of each virtual session to ensure everyone is on the right track and answer any questions. Then, the teacher can click another button and bring the entire group back into one classroom for additional educator-led instruction. That advantage is one of the major reasons our educators opted to move forward with the WebEx platform.

L. What role, if any, do trainers have once agents are on the production floor?

Our education specialists will assist during the nesting time so they can hold additional roundtables and sessions for our agents to ask questions. After nesting and the initial education, another group of educators, called the SALT (strategic agent learning techniques) team, will provide 30, 60 and 90 days of support, which will include simulations, modules and role-playing to ensure agents are developing the necessary skills for continuous learning.

M. How do you approach ongoing training?

At Working Solutions University (WSU), we employ a learning management system (Canvas) to engage and motivate all agents throughout their careers. Agents also have access to ongoing education through the Vyne, our community portal. As described earlier, SALT reinforces previous lessons every 30, 60 and 90 days—should agents need more instruction. Regular business updates keep agents abreast of any new developments with a client program.

N. What are your recommendations for training for this program, including:

- 1. Train the trainer & knowledge transfer:** The trainers from Target and the educators from Working Solutions will meet to set up a timeline, expectations and exchange information needed to get access all systems and applications. The trainers and educators will immediately begin the train-the-trainer sessions virtually the first week. This means going through the timeline, materials, applications, best practices and the perfect agent profile. The Target trainers and Working Solutions educators also will set up a time for a face-to-face to cover additional curriculum, understand and learn the Target culture, as well as

listen to your current agents. This listen-in will be in addition to the Target guest calls heard during the pre-bid process by all service providers. The educators' visit will be based on when they get access to all Target systems.

2. **New hire training:** The instruction will incorporate three (3) basic teaching techniques: teacher-led instruction, guided practice and individual practice. To ensure agent engagement and motivation of all learners, the educators will use our Working Solutions University, powered by Canvas, that encompasses games, simulations, micro-learning, flip boards and more. After the initial curriculum training, our SALT (strategic agent learning techniques) team, made up of educators, will continue to teach and coach the agents.
3. **Ongoing training:** With an educational foundation in place, the SALT team conducts the application phase of learning to reinforce earlier lessons. The team uses simulations, modules and role-playing. It also offers a library of courses to help agents develop their skills through continuous learning. We call this the "bear hug" to show agents how much we care about their success on the program. This ongoing educational approach will make certain that agents meet and/or exceed all Target expectations.

O. What type of ongoing support do you expect from clients in regard to training both initial and ongoing?

During the train-the-trainer sessions, Target will disclose anything from its best practices, curriculum, quality assurance (QA) forms and sample of calls to demonstrate the key performance indicators (KPIs) needed to ensure program success. For ongoing training, the client will provide any new development materials, such as additional courseware, necessary for agents to stay current. Instruction will vary, depending on the length, complexity and urgency of the new information.

P. What is your approach to training for leaders and support teams?

Training for leaders and support teams will mirror the agent educational program. That way, everyone will be working off the same page and priorities.

Q. What type of ongoing security and/or compliance training do you require for personnel?

Agents adhere to strict administrative processes and physical security standards. Included are ethics and security training, clean-desk policy, business associate agreements and confidentiality compliance for PCI standards. Rigorous background checks and drug screening are conducted. Agent conduct and performance are monitored for as long as they work on the client program.

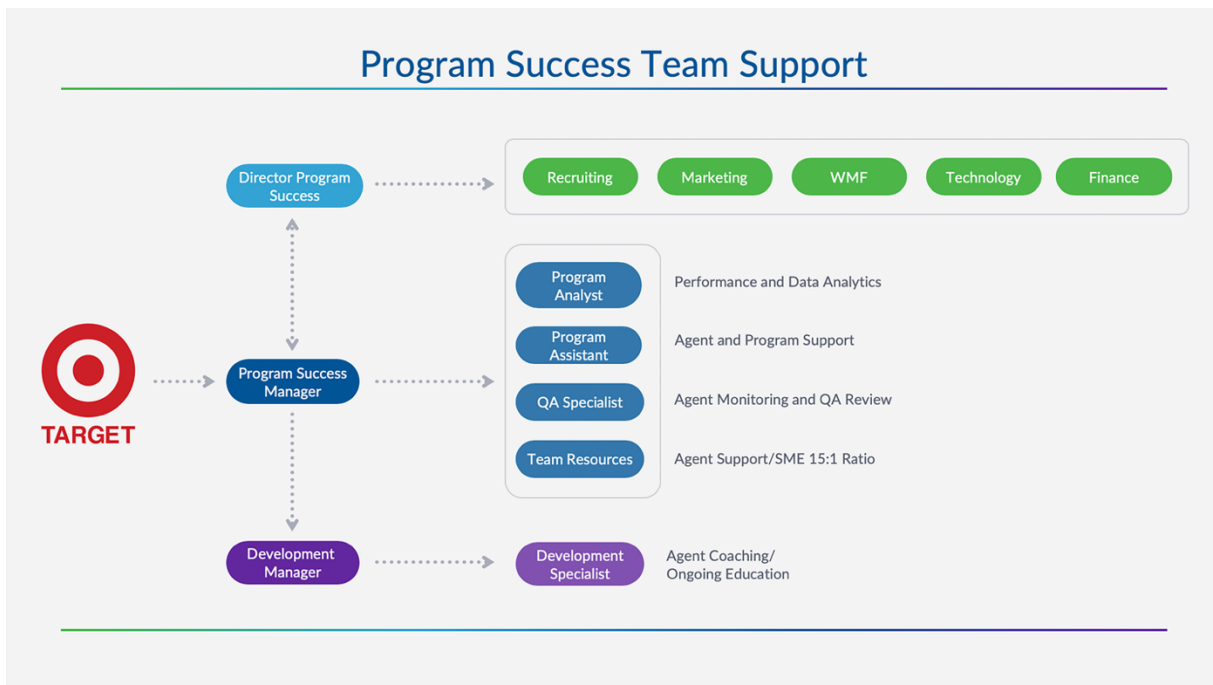
3.1.5 Operations

A. Do you have centralized support teams (WFM, Quality, Reporting/Analytics, etc.)?

Yes, we do.

1. If so:

- How are they structured? The chart below outlines our structure:



- **Where are they located (onsite or at a separate location)?** All the teams are in-house and virtual.
 - **What are their hours of support?** 24/7
 - **Describe how they work with floor agents and leaders.** In our virtual environment, we are able to work with agents and leaders in real time through program chatrooms. We have dedicated support to answer questions quickly and resolve any tech issues or challenges. If the agent or leader is in need of additional support, we do have live session or demos to ensure accuracy and proper support.
2. **Which resources are client dedicated versus shared?** For Target, the resources will be dedicated.

B. How do you manage communication to agents?



Our chief executive Kim Houlne does YouTube broadcasts to the agent community, along with her regional trips to the field to meet with agents, share meals and get their thoughts.

Ongoing communications with work-from-home agents is managed through Vyne, our proprietary agent portal. It acts as a virtual community for agents across the U.S. and Canada. There, they can access work schedules, interact with colleagues, receive updates on client programs and check their performance. The site is a communications center piece that unites agents, teams and leaders.

1. Main Homepage – This is the first page an agent sees at every login. Here, we post company-wide announcements and videos of related news. On the right, agents access their schedules at a glance and any recent messages they need to view.

2. Target Icon – The icon on the top left shows a Target button that is purple. Once logged into Vyne, an agent on Target program will click on that button to go into the specific page. Only active agents on your program will have access to the page you see in the picture above. Above is the main page for the Target program.

3. Program Knowledge – Top right: This section is used as a knowledge base or quick reference guide for the agents if they ever have questions, they need answered real time. An agent can sort by category to narrow results, if on the phone with a customer.

4. Program Performance – Right Side: These dials are customizable. They give agents a visual on how they are performing on specific key performance indicators (KPIs) every time they log in for work, so they know what they may need to improve on.

5. My Commute – Even though agents work at home, they still have to log in to multiple systems to properly perform the job. This section ensures they are always logged in to any application or system needed and will list all applications here.

6. Operations Alerts – Urgent and critical information can be posted in this section to update agents on any items that may affect their work.

7. Performance Alerts – Agents will be made aware of critical information from Target. This is also displayed under the operations alerts (#6) when you are logged into Vyne.

8. Chatter Group – Management and agents can talk with each other to keep agent engagement high. Questions can be posted here, as well if the agent is not able to find an answer in the program knowledge section.

9. Top Navigation Bar – This chat for entire agent community. Working Solutions University (WSU) takes the agent to our online training portal.

Veranda is an online water cooler where top agents are recognized.

Opportunities is other programs hiring additional agents.

ServiceOne is internal tech support for our agent community. We will attempt to troubleshoot any issues our agents may encounter with the Genesys platform or with Target's internal systems.

Schedule is where agents can plan when they will be working. We drop a schedule and allow agents to pick their own hours. If agents are exceeding all KPIs, we give them VIP scheduling. This offers them 24-hour priority to schedule their hours, which is a great motivator to exceed on all KPIs.

C. What tools do you have for performance management?

We use tools like Power BI to feed performance metrics daily to the agent dashboards in the Vyne. The agent is able to see how they are doing in comparison to their teammates and to the client goals. This data allows the agent to review the current performance state. We also have a feature next to the dashboard that allows the agent to view what performance huddles, sessions and development modules offered that day, week and month. Agents can request a 1:1 call review or coaching session, all within Vyne and the performance dashboard.

D. What are your typical ratios for leadership and support teams and what do you recommend for the Target program?

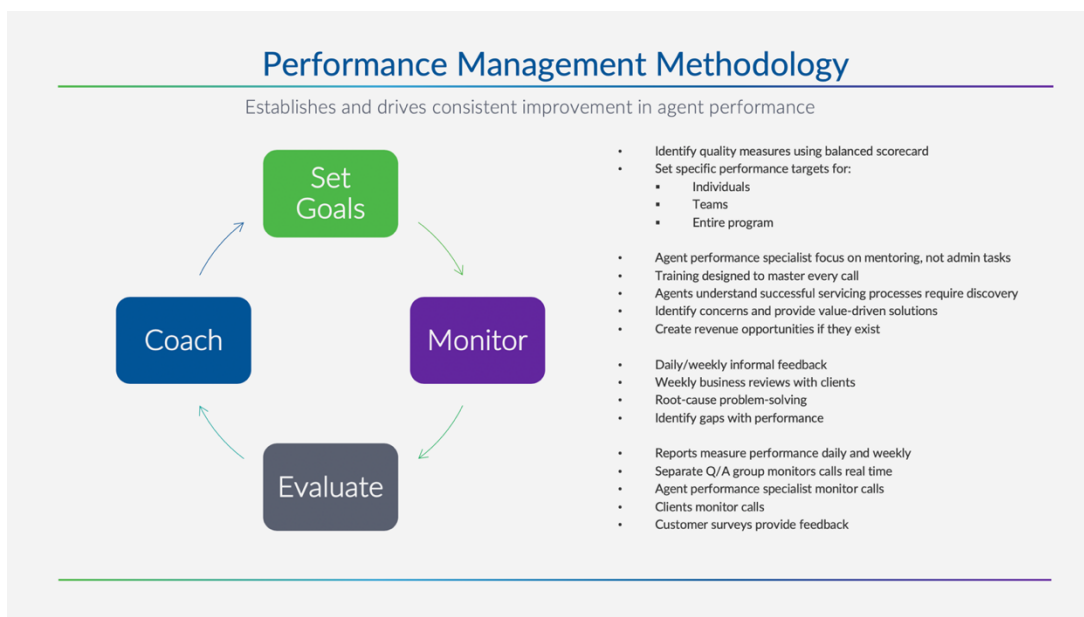
This varies from program to program. On average, it's 15:1 or 20:1. We will work with Target to achieve the right agents-to-leader ratio.

E. How do you approach support for agents on the production floor?

For us, the production floor is virtual. Our support for our client program teams is ever-present, monitoring texts, calls or video chats with guests. We keep track and measure the pulse of agent interactions to gauge real-time performance, correct any shortcomings and ensure ongoing agent success. Our agents, as independent contractors, choose to work with us. As such, they are vital partners in our service delivery. So, we give them what's needed to succeed.

F. How do agents and leaders get their performance data? Please describe process and frequency.

The following chart outlines our Performance Management Methodology and key points. We would be glad to supply more details for Target, based on the projected work. As for frequency, the metrics are put in place according to a client's specific needs—be they real time, hourly, weekly or whatever measure. Those requirements are factored in upfront to ensure a steady, accurate flow of information for appropriate actions on a timely basis.



G. Describe your approach to quality, including:

We do not have a one-size-fits-all approach to quality. We use a combination of our best practices—coupled with client needs. We can adopt Target's current quality form, system and program on our end or collaborate to create the form.

Our Quality Assurance (QA) team and its role are designed to support agents, ensuring a high level of customer satisfaction. Team members monitor a specific number of calls per agent each month to deliver the best level of quality, and if needed, coach agents to improve performance.

The Working Solutions QA team is in constant contact with the Program Management team to ensure success. This ranges from Education to Recruitment to Operations to Development. Our leadership team will review agent calls across the board to better understand the voice of the customer and agent needs. We strive to kick off team calls with random call reviews, believing all levels of the company are responsible for improving quality.

The following image is a quality comparison. This client has multiple partners: offshore, onshore, internal and Working Solutions. We consistently outperform every contact center operating for them.



- 1. Internal processes and tools:** Within the first 30 days, all agents will receive their initial development through our SALT (strategic agent learning techniques) program. The SALT team will provide the performance and engagement for all agents immediately after the initial training. During this period, agents will receive coaching either through modules, huddles, self-evaluations and/or one-on-ones to meet their individual learning styles. Agents will be motivated by badges and contests so each one can achieve goals and assessments during this time. During this time and afterward, our Quality team works closely with the SALT team to review agent performance, outliers and areas of opportunity for coaching and ongoing education. The Quality team will share metrics and expectations with the Agent team daily. This keeps the team members in the loop on how agents are performing, compared to the group average and program expectations. Agents have access to their own quality assurance (QA) scores on Vyne, our integrated agent portal, to assess and improve performance.
- 2. Approach to calibration sessions:** The monitoring of agent performance occurs daily. We report all scores in real time and share the results with the agents as completed. On a weekly basis, the leadership team will review overall results and act as needed. We review overall and individual results at the end of month as well. All action plans are created based on agent trending and compliance. Taking it a step further, we conduct weekly calibrations with the team and separately with our clients.
- 3. Coaching philosophy and approach:** Whatever the task, Working Solutions acts as a team, drawing on resources and expertise from across the company. It's an integrated approach

to ensure success of everyone serving and being served. For us, coaching is individual, ongoing and targeted to resolve specific issues right there and then. Agents appreciate knowing where they stand. That knowledge positions them to perform better. It's a big reason why a number of agents stay with us for years—celebrating five-, 10- and even 15-year anniversaries.

- **Who does coaching and how frequently?** Coaching of agents is done throughout the entire lifecycle of a client program at different levels. Again, the frequency depends on the program, metrics and desired results. Program managers are the closest coaching contact to the agents. We also have senior agents on a program who can recommend improvements, fine-tune work and aid an individual's performance. On Vyne, coaching can be gotten through client program chatrooms, where peers share their ideas and tips. All in all, coaching is part of our company's collaborative culture.

H. How do you drive process improvements for clients? Please provide specific examples.

We do not have a one-size-fits-all approach and will tailor our process improvement plans to fit our client needs. We will use process forms as needed to align on change and improvement needs.

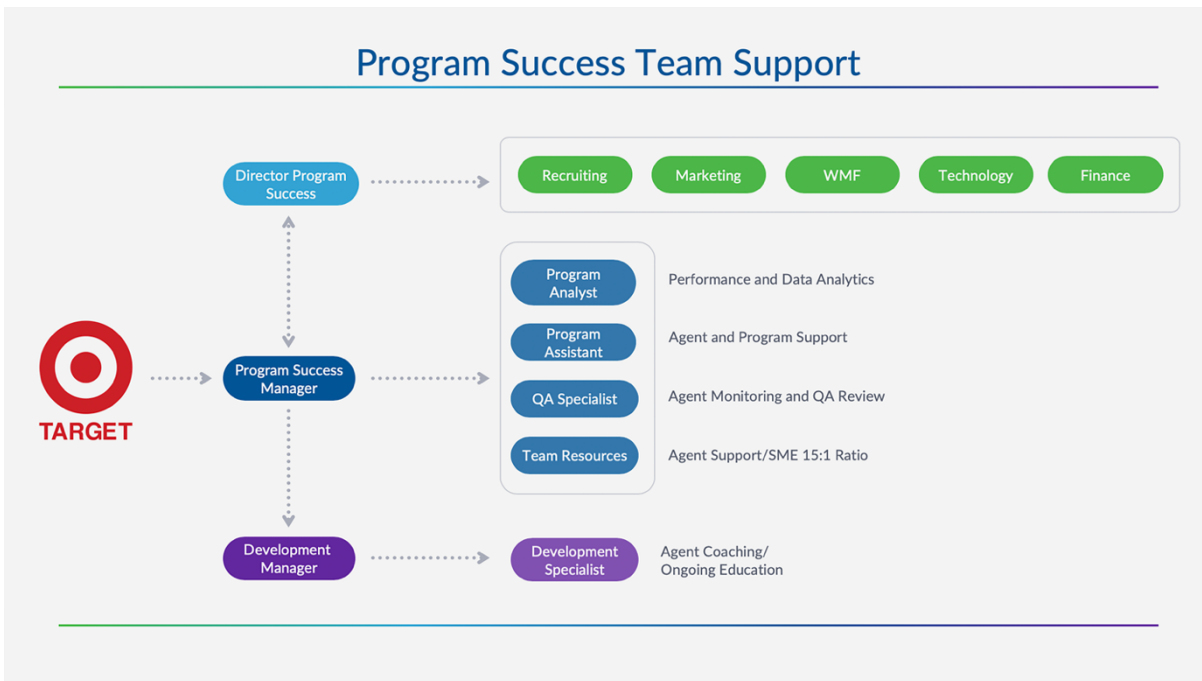
I. How do you drive a service culture, where agents are focused on problem solving, critical thinking, and helping agents empathize with guests? How do you drive a service culture, including helping agents empathize with guests?

Working Solutions has always been about great customer service since its beginnings in 1996. From the get-go, Kim Houlne, founder and chief executive, has fostered a caring culture for employees and agents, who are independent contractors who work from home. The culture is reflected in all aspects of our company, from personalized recruiting, customized education and attentive operations. Great service is what we sell. As such, it has to be part of every fiber of Working Solutions, which delivers high-end customer service. One of the hallmarks of Working Solutions employees and agents is empathy.

The people who work with us, and will serve Target's guests, are more mature and experienced than typical call center service reps. Because of that, they will relate well to your guests. The agents who serve your company no doubt will be Target guests themselves. That way, they will readily identify with your services and products. Here's an example of one of our agents helping a client's customer: Brenda, an agent for 17 years, proved to be a reassuring voice on a lonely road for a stranded, young woman. "She was my daughter's age, and I knew the fear she was feeling. She just needed a voice to guide her and someone with a sense of caring and empathy to help her get home. Working Solutions is simply the best of the best at customer service."

J. How is your workforce management team structured?

The chart below shows the structure:



1. Does your WFM team have responsibilities outside of forecasting, scheduling and real-time management? No, our workforce management team is dedicated to the core operations you describe.
2. If so, please describe.

K. What type of interaction to do you recommend between Service Provider WFM personnel and Target's WFM personnel?

In a word: constant. As an extension of Target's brand, we need to be living and breathing your culture of great customer service. As such, we should be in touch—in person or online—as often as required to ensure nonstop, stellar service. This especially true at the beginning of our relationship as we learn about each other and become one. This thinking applies as we resource on-demand talent, educate agents in your business and operate as the Target team.

L. Do you have experience operating in programs where the client owns the forecast and provides schedule containers? If so, please share the benefits and challenges of this approach.

Over the years, we have worked with many different kinds of client programs. For some, we assumed every aspect of the operations. Other times, we performed the work with a client's preferred application, platform or tool. The benefit is the client-owned forecast provides a benchmark from

which to work. Experience tells us, however, that such benchmarks can be above or below the mark as service volumes fluctuate. At Working Solutions, we advise clients accordingly, and factor such things into staffing and scheduling to provide the exceptional guest experience.

M. What workforce management tools and applications do you use with other clients with similar programs?

We have a proprietary scheduling system and real-time adherence tools that we connect to our phone system and/or our clients' systems to help us manage schedule adherence.

N. If you have support teams at multiple sites, how do they work together?

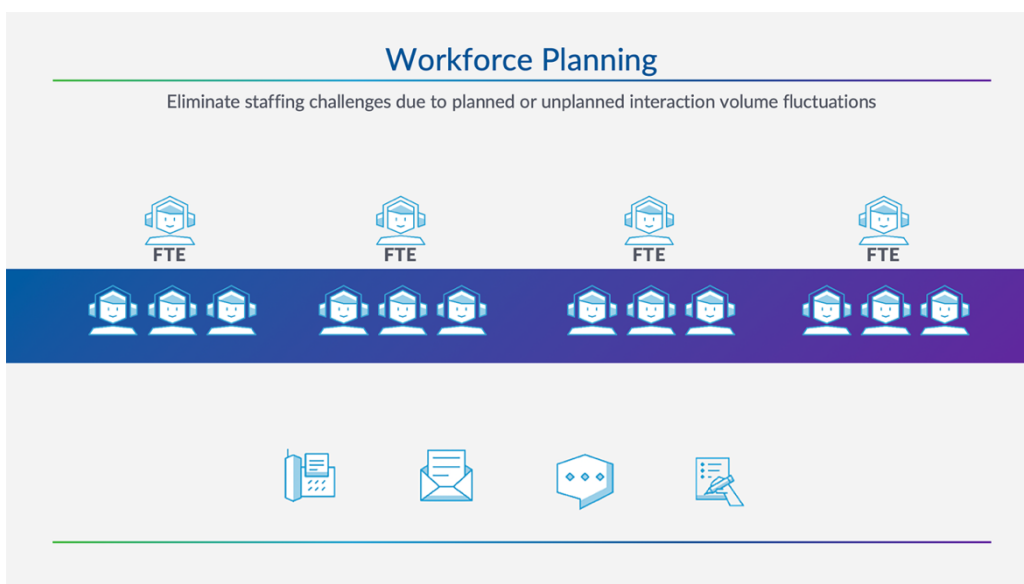
We have no brick-and-mortar operations. Our support teams are all remote, like our agents, working together across a secure, virtual network.

O. If proposing more than one site, describe how the sites would work together to support the Target program.

Working Solutions is a virtual operation—and has been since the company was started in 1996. So, we have no physical contact centers. Our operations, as such, are all in one. In many ways, we are the model, the right model, for what became the gig economy: a skilled, on-demand workforce at the ready to scale up and down in short order, depending on client needs.

P. Please indicate if you can provide support for the following channels: Phone and Chat

Yes, we can. Agents are educated in omnichannel communications to serve clients and their customers via whatever means or devices are necessary. Our workforce forecasting adds increased flexibility in supporting those channels.



Q. Do you have experience operating programs with dual-skilled agents (both phone and chat)? If so, how do you hire, train and coach for dual skill?

Yes, we do. We follow the guidelines and best practices that our client expects. We have found, however, that when we chunk the curriculum out and then provide practice prior to learning another skill, the agents retain and perform better coming out of the gates.

R. What is your approach to statuses, huddles and team meetings outside of agents' scheduled hours?

Through Vyne, agents are connected with their teams and leaders during work and after hours. That said, agents, as contractors, are paid for their time. There are social gatherings, however, such as agent meetings with chief executive Kim Houlne doing field visits (luncheons) that are voluntary and outside of scheduled hours.



3.1.6 Scheduling

A. What is your typical shift length (including lunch and breaks) from start/end (i.e. 9 hours, 10 hours)

Our agents can choose their own schedules and work a variety of hours, based on client needs and schedule for the week. Many of them will work on average 20 to 30 hours per week. The typical shift length will vary. On average, it is four (4) hours.

B. Does the length change based on start or end time? Shift length by time of day.

No.

C. What are your productive hours per week?

Typically, our work-from-home agents are contracted to do 20 to 25 hours a week.

D. What are the maximum days in a row agents are able to work?

7.

E. What are the minimum hours needed between shifts?

It is up to the agents, as long as they work their weekly minimum hours.

F. What are the maximum hours in a day?

We will not cap it. We do, however, review and ensure that agents are taking time off for breaks and ensuring a strong work/life balance.

G. Are there any shift start time(s) most desired by agents? Please list in Central Time.

Due to the nature of our model, we find our hours of operations will attract agents that desire any/all of those hours. We do not have any one shift or agent-preferred timeframe.

H. Can the team start shifts on the half hour?

Yes. We can schedule on the 15- or 30-minute increment, based on client expectations.

I. Can the team have split shifts? If so, is there a minimum shift length?

Yes, the contractor model allows for agents to schedule at their preferences.

J. Are part-time schedules an option? If so, how many other clients do part-time at the site?

With our model, there are not full-time or part-time agent jobs, but rather, flex-schedule work options.

K. What is the typical break cadence and lengths (break, lunch, break or Lunch, break break, or two 30-minute lunches, etc.)?

Agents schedule their shifts around breaks. So, there is no break time in their scheduled shifts.

L. Are there any break/lunch restrictions (ex: lunch needs to start after 3 hour of the shift start but no later than 5 hours into the shift)?

Agents schedule their shifts around breaks. So, there is no break time in their scheduled shifts.

M. What sort of buffer agent strategy do you typically use to cover your unplanned shrink (i.e. absenteeism, tardiness)

We will use shrink that is either based off a similar program in our environment, or a hybrid from our model and client historical data. Typically, we find that a 10% to 15% shrink should be built into the staffing model.

N. Do you have ongoing planned shrink needs outside of new hire training?

Yes.

O. Is there a standard for days off in a week? Is there a threshold or maximum for single (split) days off within a week?

In the contractor model, agents are expected to meet their weekly minimum hours. If they need time away from their programs, they can submit an extended absence for up to 14 days. Any absence longer than 14 requires an agent to complete a refresher.

P. Are there any daylight savings time conflicts, as schedules are generated and sent based on the time at Target Headquarters in Minnesota?

No.

Q. Are there any time of day issues or transportation issues we should know about that would limit when a shift would start/end?

No.

R. Are there specific start or end times that aren't possible and why?

No.

S. What percentage of staff can commit to working weekends?

We will post the times of the hours of operations. All schedules then will be filled as needed. So, finding enough agents for weekends is never an issue.

T. Are there any local scheduling laws/regulations that limit staffing flexibility?

No.

U. How do you monitor real time adherence?

Our Real-time Adherence (RTA) team will get a live feed from the platform to Power BI, with updates every 15 minutes. Also, the team will watch the queue for adherence as the work gets done.

V. Is there anything else the Target WFM should be aware of or you would like to share?

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 Community Optimization Management (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 service-level agreement (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.

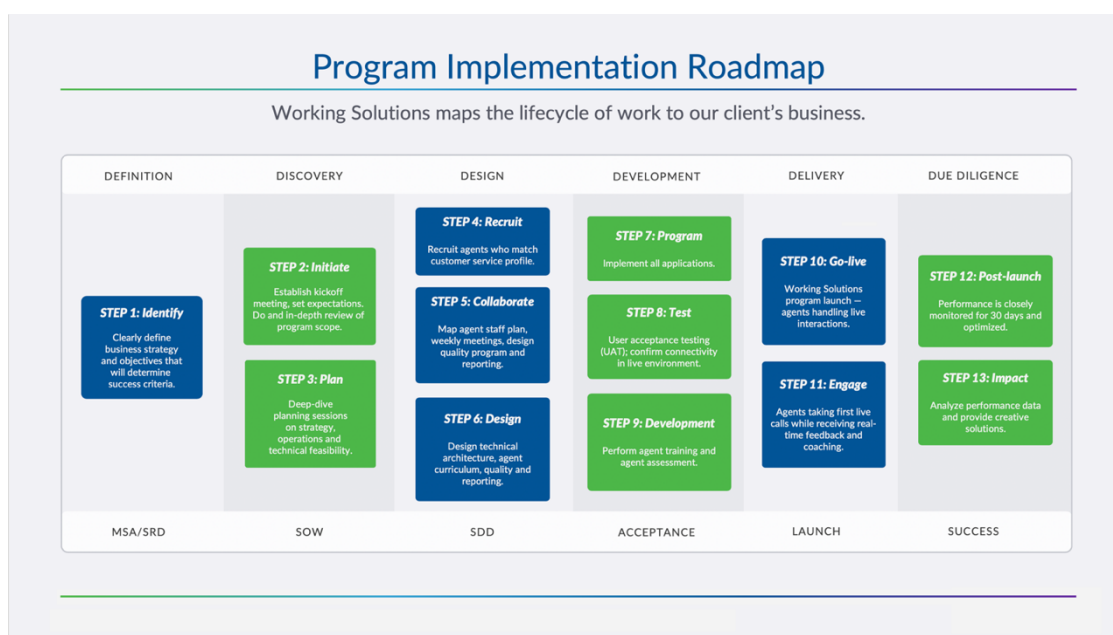
Based on those reports, the COM team can enact various skilling/routing strategies at the agent level to help maintain service levels. Take, for example, a program where all agents can handle customer service or technical support inquiries. Agents are assigned both skills. This way, the COM team can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

3.1.7 Transition Management

A. What is your recommended transition management approach and plan?

The dedicated Target team will consult with your service operations and internal staff onsite to design, develop and deliver an implementation plan to ensure a thorough transition management approach. Your business cycles, customers and culture will be studied as the plan is drafted and put in place.

The chart below shows the implementation roadmap of how we learn, engage and go live, as well as post-launch focus:

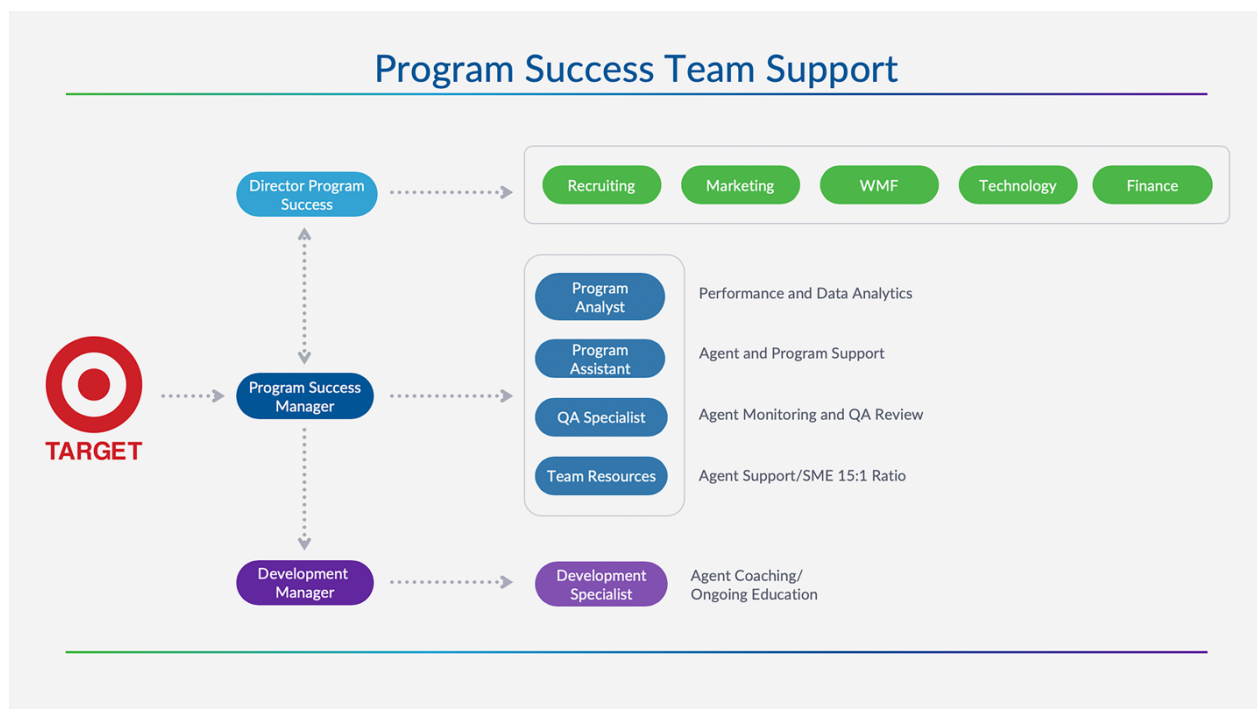


B. How will the transition management phase be resourced?

All the transition management work will be done in-house, carried out by Working Solutions experts.

C. Do you have dedicated project managers, are they onsite vs. remote, how much time would be dedicated to this program, etc.?

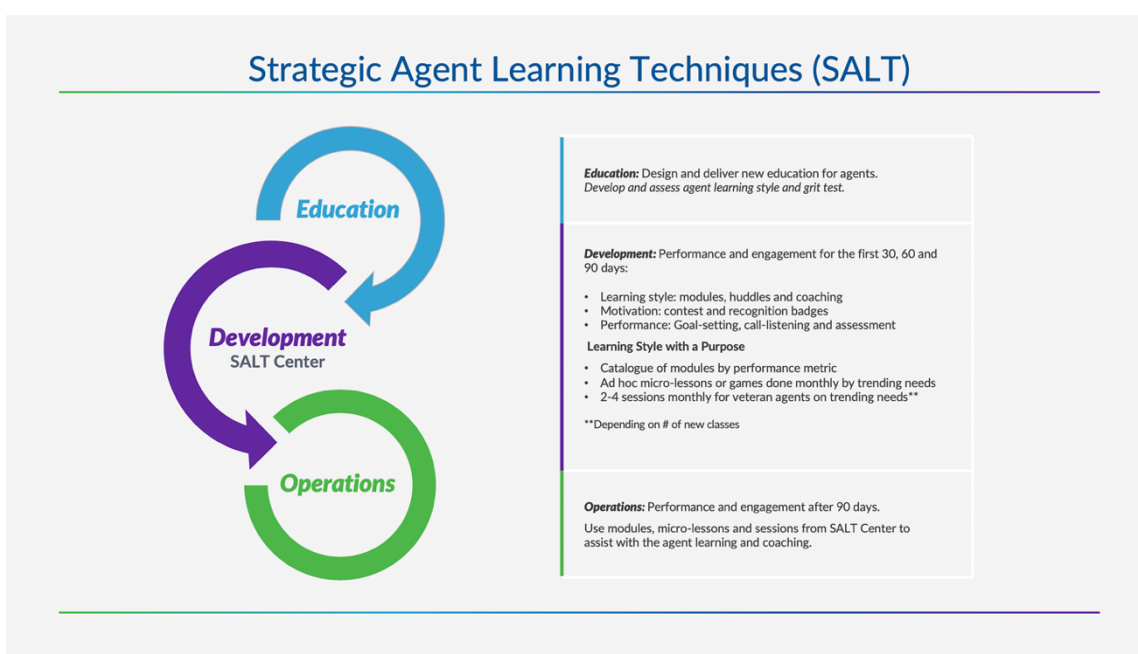
Based on program size and need we will have a dedicated project manager that would work remote. Unlike traditional, brick-and-mortar centers, we do not have a program supervisor. The next illustration shows the team structure, which we have shown earlier.



We have found that a dedicated 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.

D. How do you ensure understanding of the client culture and expectations prior to the program launch?

Understanding client culture and expectations is essential—before program launch and after. 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 through our strategic agent learning techniques (SALT), as shown in the chart below. This approach enables agent to increase their program knowledge and expertise. Ongoing instruction varies by client, depending on the complexity of the program and services delivered. We outlined our agent education process in earlier questions. Just know, we will create an on-demand service workforce in Target’s image, reflecting the company’s brand and beliefs. (Please refer to the RFP Training Approach section and Program Implementation Roadmap.)



E. What have you found to be most successful in launching new client programs?

It takes being of one mind with the client, agreeing together what success looks like. To get there, it also takes rigorous processes, responsive operations and sustained performance. We have proven processes in place to follow, 23 years in the making—from recruiting (resourcing) to agent education (training) to ongoing operations. We’ve carried them out many times for retail clients.

With each program, the Working Solutions team gets smarter and better at service delivery—thanks to our clients and their customers. School is always in session. They teach us well. So, we continue to listen and learn, which will benefit Target and its guests all the more.

Ultimately, success is rooted in having a thorough understanding of a client's brand and business. Great service is an ongoing conversation, among the client, its customers and the provider. Because every engagement—be chat, text or video—matters most to the person needing the service or making the purchase.

F. What do you see as the biggest challenges and risks for the transition of this program?

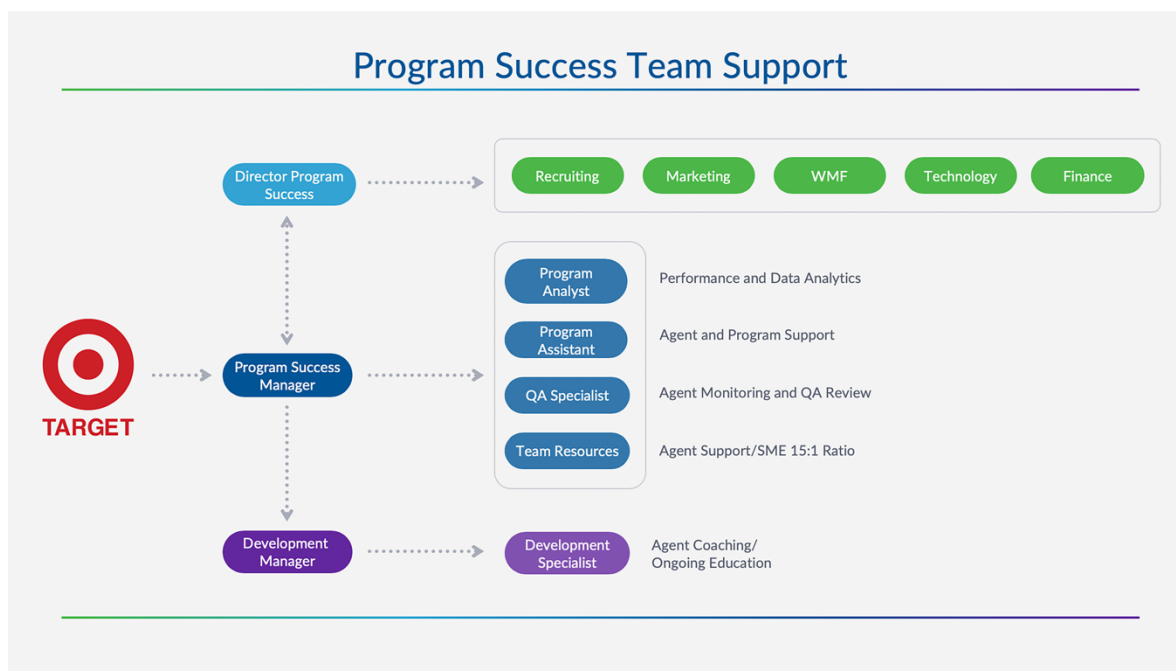
The biggest risks are: 1) Not correctly scoping the work; 2) not spelling out desired outcomes; and 3) not determining what it really takes to achieve them. In short, not being real and reasoned upfront to ensure things go right later. To overcome any challenges requires the client and service provider to be candid and realistic about what needs to be achieved within certain parameters. Then, putting in place measures and metrics to succeed. Along the way, constantly tracking and fine-tuning to optimize performance are necessary. And always remembering, that it's a partnership with a shared purpose and common goals.

G. What would you need from Target in order to have a successful program launch?

A clear vision from Target of what success looks like, combined with a willingness to explore new or different ideas to achieve even greater customer service. We will welcome sitting down with your experts, learning about your business from their perspectives and experiences. Listening to your guest calls in those two sessions before the RFP began was enlightening. Fact is, the closer we can get to your team, operations and guests now, the more superior the service will be as the program launches.

3.1.8 Client Interaction and Partnership

A. Describe your proposed client management structure for the Target program.



B. What do you see as best practices in Service Provider/client interaction?

We will tailor our client interactions to what best suits our clients needs. We recommend daily syncs if needed, weekly business reviews, and quarterly business reviews. We believe in strong communication via instant messaging, calls, and team meetings.

C. What types, if any, of ongoing interactions do you recommend outside of what is specified in the SOW?

Onsite visits as needed and all other outlined communication (above and SOW).

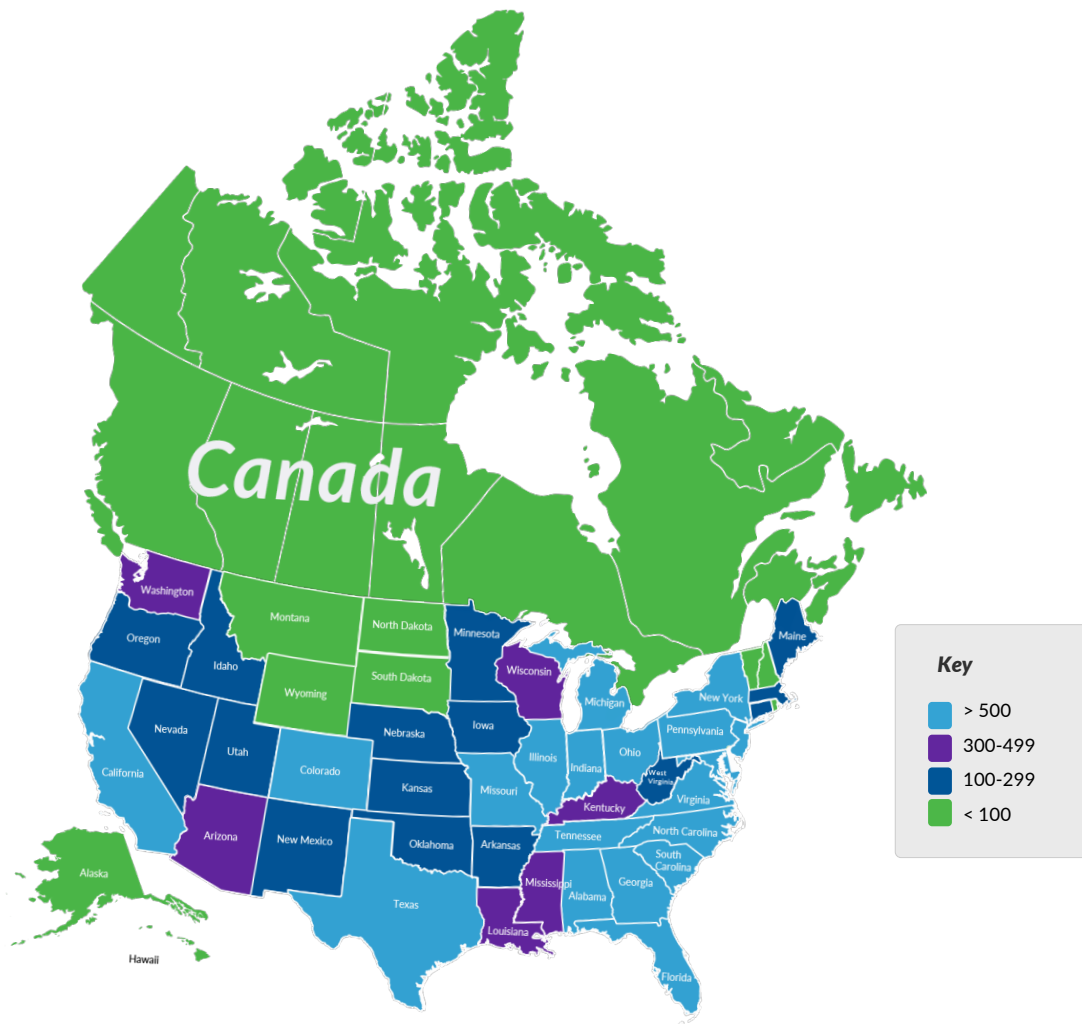
D. What do you recommend Target provide for service center site visits on an ongoing basis?

As stated earlier, Working Solutions does not have brick-and-mortar call centers for the Target team to visit. Instead, our remote agents are part of distributed workforce operating with great scale and flexibility through a virtual network 110,000+ strong that spans the United States and Canada.

With Working Solutions being a virtual contact center operation, the Target team can visit the client program anytime it wishes—without ever having to leave the office. Target customer service can listen into agent calls as they happen and access its client program landing page on the Vyne, our

agent portal (shown earlier). Other monitoring of the program, agents and customers are be arranged as well.

Our business model, which we've refined over 23 years, enables us to marshal agents on short notice to handle spikes in service or emergencies, such as nor'easters and hurricanes. Limited by their size and set number of seats, traditional call centers cannot ramp up or scale down on-demand like Working Solutions. Below is a map of our agent density.



3.1.9 Technology

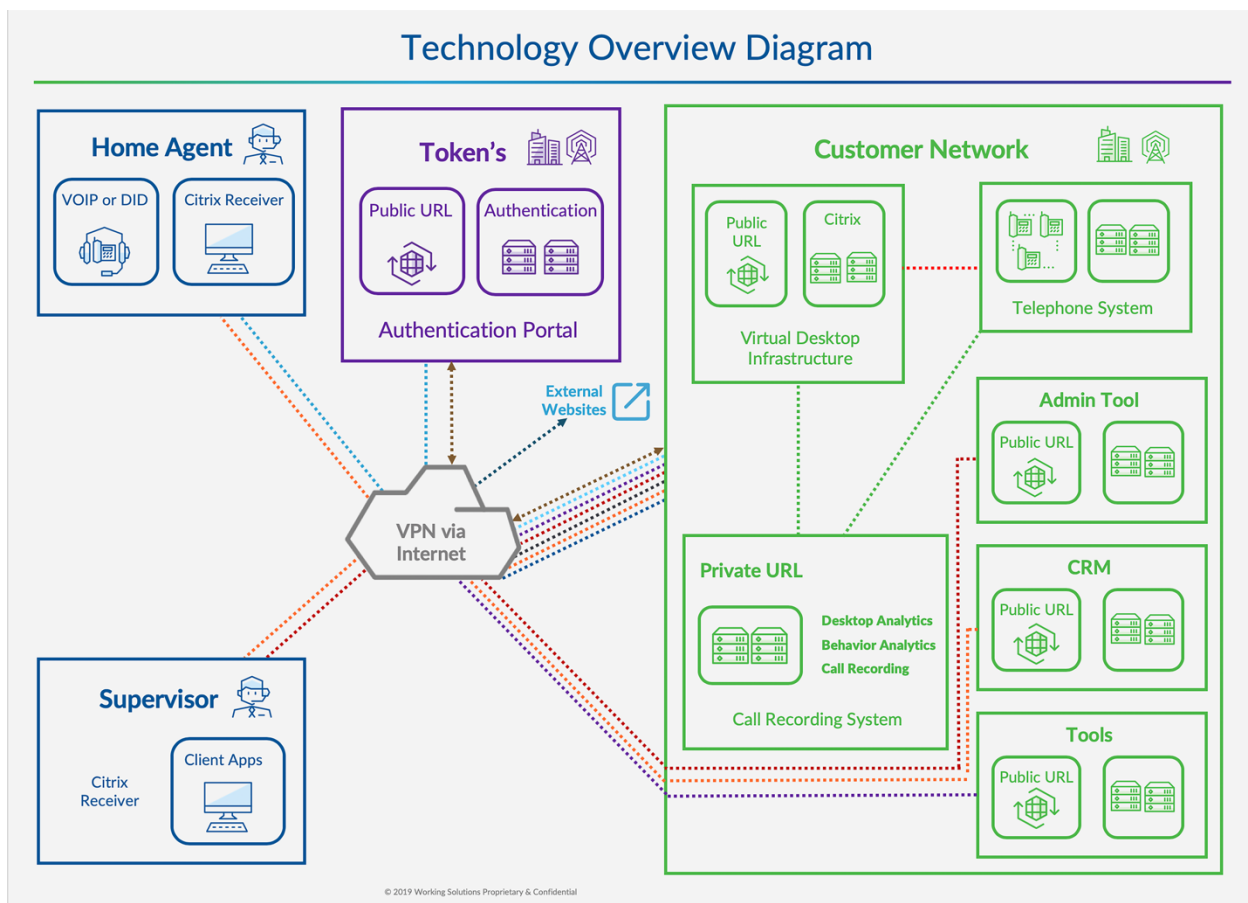
A. Based on your review of Target's technical requirements, are you able to meet all of these requirements?

We don't believe that Working Solutions would provide a private branch exchange (PBX) or automatic call distributor (ACD). So, there would be no need for Verizon circuits or direct inward dials (DIDs).

1. **What percentage of clients have a similar or identical setup?** Working Solutions supports a variety of customers and infrastructure methodologies. Working Solutions has several clients that have a similar setup but not exact.

B. Please provide your network connectivity set up including your LAN, WAN, and U.S. POP locations.

1. Please provide a network diagram.



2. Please provide the addresses of your U.S. POP locations that would support Target connectivity. 1950 N. Stemmons Fwy, Infomart Building #1034, Dallas Tx 75207

C. Incident and change management processes

1. **Describe your monitoring capabilities which supports your overall network stability:** Monitoring tools and network-alert systems are set up by Working Solutions' third-party partners for facilities and software-defined networking in a wide area network (SD-WAN) access. Our company has real-time views into these network-monitoring tools.
2. **Describe how you manage security patches:** Working Solutions uses Microsoft Security Center in our Azure environment to monitor and alert when upgrades are needed. Cisco Amp is used in our Equinix Data Center for relevant infrastructure monitoring.
3. **Outline your change control process:** Our company has built a proprietary change management system that tracks (with appropriate authorization followed) all activity within the network infrastructure.
4. **Describe your issue resolution process:** We work with each client, adapting to its resolution process. We find the majority of system access is via the client's network. Working Solutions has an internal help desk that follows service-level agreements (SLAs) and escalation procedures that are relevant to each client.
5. **What is handled at the enterprise level versus site level?** Working Solutions manages a work-from-home model via a virtual network across the U.S. and Canada. So, there is not a brick-and-mortar environment for the agents.
6. **Who is responsible for resolving local desktop issues?** Working Solutions maintains an internal help desk that provides the support structure for agents in our bring-your-own-device, work-at-home business model.

D. Collaboration tools

1. **Are you currently federated with Skype for Business?** No, Working Solutions is not a Skype for Business user.
2. **Do you currently collaborate with other clients using Skype for Business?** No, Working Solutions is not a Skype for Business user.

3. Are you currently using Office 365 tools to collaborate with other clients? Working Solutions uses Microsoft Teams.

3.2 References

Provide a minimum of three references with whom you currently do business with or have worked with in the past. This should include: business name, point of contact, address, phone number and brief summary of how you support this business.

Company: Sabre

Service Provided: Inbound Customer Service/Travel

Ben Brewster

(407) 745-3434

Ben.Brewster@sabre.com

Company: Datalot

Service Provided: Customer Inquiry/Screening

Jesse Zakarin

(212) 372-7415

jzakarin@datalot.com

Company: Apple Leisure Group

Service Provided: Assist consumers and travel agents in the booking of hotel, air, car rentals and activities

Scott Quigley

(469) 899-8345

squigley@apple.net

Pricing

Remote Agent Setup	Price
• Remote Agent Onboarding*	\$295.00 / FTE
• Remote Agent Preparation & Training	\$23.00 / Hr. / FTE
• Custom Programming & Tech Setup	\$200.00 / Hr.
• Train-the-Trainer**	\$220.00 / Hr.

* Does not include agent background checks, which will be billed as a pass-through cost to Target, if required.

**Target will be responsible for train-the-trainer travel arrangements (flights, hotel and transportation).

Remote Agent Pricing	Price
<ul style="list-style-type: none"> • Productive Hour Pricing – Define as: Productive Hour” or “PHr” is the equivalent of sixty minutes of combined “Handle Time” (Task Time + Hold Time + Wrap Time (aka ACW or After Call Work) and “Available Time” (aka “Idle Time”, for example when an agent is logged in to a telephony system waiting for tasks (Calls, SMS, Emails to be delivered.) For avoidance of doubt, stand-by time, coaching, training, breaks, lunches, e-learning, team meetings and any other rep time except that which is dedicated to handling Target contacts or transactions or waiting for Target contacts or transactions are not considered part of a Productive Hour. 	\$28.80/Productive Hour Tier 1
<ul style="list-style-type: none"> • 	\$31.80/Productive Hours Tier 2