



# HFS Hot Vendor: Working Solutions

Coverage initiated: Q2 2022

# Introduction

The HFS Hot Vendors are an exclusive group of emerging players, each with a differentiated value proposition for the HFS OneOffice or HFS OneEcosystem. HFS analysts speak with numerous exciting startups and emerging players.

We designate a select group as HFS Hot Vendors based on their offerings' distinctiveness, ecosystem robustness, client impact, financial position, and the impact in our OneOffice and/or OneEcosystem Frameworks. The HFS Hot Vendors may not (at the time of writing) have the scale and size to be featured in our Top 10 reports, but they have the vision and strategy to impact and disrupt the market.

# Flexible CX services in a remote gig model

**Authors: Krupa KS, Melissa O'Brien**

While the pandemic accelerated work-from-home and crowdsourcing trends, these models have been maturing for decades. One early mover from long before lockdowns forced remote contact centers is Working Solutions, an onshore, completely “virtual” contact center BPO provider. The private company’s remote workforce includes sales, customer care, and technical experts providing multichannel customer experience (CX) services, analytics, and back-office support.

Working Solutions has a network of 150,000+ “on demand” contact center work-from-home agents, all independent contractors, across the United States and Canada. The company is known for flexible workforce capabilities to scale up and down sales and customer service quickly for clients. The solution supports companies with everyday business, unforeseen events, such as COVID 19, and long-range projects.

Working Solutions’ sophisticated virtual workforce recruiting, education, and operations capabilities are its strengths and differentiators. The service provider has a unique mobile workforce model consisting of agents grouped by their skills and availability and a scheduling tool that enables simple required slot fulfillment. Its stringent recruitment process is complemented by automation and AI-enabled testing to identify potentially successful agents. Analytics tools, such as Power BI, are used to consistently improve the reach and matching of potential candidates. Once onboarded, its online agent-training modules are taught 100% by college-degreed educators with in-person and virtual-classroom experience. A college-level learning management system further ensures quality results. Working Solutions finds these competencies to be critical to its success in quality services and agent retention. The company reports an average agent tenure of 2.8 years and significantly lower attrition rates than the industry average.

Another point of differentiation is that Working Solutions is a woman-owned, woman-founded business, with women in 70% of senior management, 60+% of front-line leadership, and 85% of customer-facing agent roles. Given this distinction, Working Solutions has an edge to win government and corporate work reserved for women-owned businesses. As diversity, equity and inclusion (DEI) come to the forefront in business conversations, Working Solutions’ 26-year history of commitment to recruiting from underserved communities and targeting segments such as the differently-abled, veterans, and veterans’ spouses is more important than ever.

Client references attest to a strong partnership approach Working Solutions brings to its relationships, and they applaud the quality of its services. More importantly, clients verify that Working Solutions’ “secret sauce” lies in its unique, proven recruitment, education and operations models, maintaining an excellent standard of agent skill and quality of service delivery. Clients raved that the rigor Working Solutions puts into onboarding and training is best in class in the industry, streamlining their own agent curriculum and elevating it, often with double-digit improvements.

## HFS' take

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HFS has named Working Solutions an HFS OneOffice/OneEcosystem Hot Vendor for its effective answer to questions of workforce models and employee engagement—among the most important hot button issues of 2022. So, while many companies continue to grapple with the nuances of remote and hybrid working and how to leverage gig models to augment the workforce as a new reality, companies like Working Solutions are resources with decades of experience. While working from home is no doubt a basic feature of Working Solutions' offering, the company rightfully does not lead its go-to-market based on remote work. The world of remote CX services emerged long before the pandemic with the value proposition of quick ramp-ups, flexibility, and agility, with cost efficiency as a perk. Remote and gig work is just a way of enabling that agility that companies require in their CX models.

What stands out to HFS is Working Solutions' unique approach to its agent engagement model. Crowdsourcing and gig work are still areas where enterprise buyers and workforces require education around issues such as employment models, tax implications, and, most importantly, quality control. Working Solutions seems to have carved out a niche with its educator-delivered training and development that is satisfying and exceeds the clients' quality expectations while enabling great agent experience. This support and enablement of customer experience through developing and empowering customer-facing people is one of the most important focus areas for business leaders today and a key theme HFS is exploring in its research this year.

## Vendor factsheet

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- **Founded:** 1996
- **Headquarters:** Dallas, Texas
- **Key personnel:** Kim Houlne, President and CEO; Cathy Metry, CFO; Gail Rigler, CMO; Ashok Narayan, Strategy Technology Officer; Gary Ash, Senior VP Business Development; Kristin Skiko, VP, Talent Management; Tamara Schroer, VP, Education and Development; April Wiita, VP, Program Success; Tracey Sloan, VP, Innovative Solutions and Support; Billy West, VP, IT
- **Funding:** Housatonic Partners
- **Solution portfolio:** Customer care, sales support, analytics, back-office support, technology
- **Industry coverage:** Consumer services, energy, financial, healthcare, telecom and media, retail, and travel/hospitality
- **Notable clients:** A Place for Mom, Biotel, FedPoint, Intuit, Learning A-Z, Peloton, PlanetArt, Sabre, Zillow



# About HFS

## Insight. Inspiration. Impact.

HFS is a unique analyst organization that combines deep visionary expertise with rapid demand side analysis of the Global 2000. Its outlook for the future is admired across the global technology and business operations industries.

Its analysts are respected for their no-nonsense insights based on demand side data and engagements with industry practitioners.

HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

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