



EWINGS

CLIENT CASE STUDIES

PREPARE YOUR HUMAN CAPITAL PLATFORM.

EWINGS designs enterprise-wide Human Capital Platforms that align strategically with the talent requirements of elite Fortune 500 companies. We use an advanced methodology for niche & core talent acquisition, able to produce staffing solutions that work on any scale and in any geography. Our approach accelerates our clients' projects today and prepares them for future opportunity. For over 12 years we've helped established leaders across industries leverage talent for growth and innovation.

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ENTERPRISE-WIDE TALENT SERVICES

Over the past 15 years, the demand for contingent labor and consulting at FORTUNE 50 companies has undergone a seismic shift. The late 90s saw the market for temporary workers expand beyond IT and administrative resources to include a spectrum of specialized disciplines: accounting, creative, compliance, finance, marketing, operations, and many more. Meanwhile, years of decentralized vendor management and the engagement of “niche providers” caused approved supplier lists to grow out of control. The result was too many commodity service providers, inefficient operations, inconsistent pricing, little-to-no innovation and giant competency gaps.

These changes opened the door to a new approach. To staff large, complex companies with ever-changing needs and a desire for more creative solutions, someone had to evolve the human capital services model. It was time for the right strategic partner to take customers beyond niche and commodity thinking to deliver highly customized staffing services that meet their exact needs across the enterprise.

This is the origin of the EWINGS Human Capital Platform, which we custom-build for each of our clients. One of these clients, a \$100 billion service company with international reach, wanted to use contingent labor as a strategic lever to help them gain competitive advantages like speed to market and scalability for big initiatives.

Servicing a partner on this scale requires an all-encompassing strategy. EWINGS designed the platform to provide core and specialized disciplines enterprise-wide—for immediate use and future needs, at headquarters and everywhere they operate. EWINGS brought a well-defined methodology and innate creativity to the task of staffing large projects, leading the client to innovative solutions and options they may have never otherwise considered.

By supplying a diverse range of individual experts and managed project teams, EWINGS replaced a long list of narrowly focused, low-value staffing firms and niche service providers. This consolidation enabled greater efficiencies and cost-savings and the partnership became a launching pad for high-profile strategic initiatives company-wide.

COMPETENCIES ENGAGED:

Actuarial, Analysis, Audit, Behavioral, Benefits, Case Management, Claims, Clinical, Coding, Communications, Compliance, EAP, Enrollment, Facilities, Government, Healthcare, Human Capital, Insurance, Marketing, Military & Veteran Services, Network Contracting, Nurse Audit, Nursing, Operations, Pharmacy, Policy, Product Design, Proposal Writing, Provider Relations, Psychology, Public Relations, Quality, Regulatory, Training, Utilization Management

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WINNING NEW BUSINESS

The EWINGS Human Capital Platform helps companies implement mission-critical strategies they can't do alone. When our client pursued a \$5 billion services contract with the federal government, our platform proved essential. Their business acquisition strategy and services build-out would require a single source for professional resources coast to coast. They needed a partner that could scale rapidly, control the quality and cost of resources, and reduce the inherent complexity of the engagement all while facing an ever-changing timeline.

If successful, this effort would solidify our client's position as a world-class service provider to the federal government, with a long-term potential value exceeding \$20 billion. EWINGS would also enjoy the benefits of success by managing an engagement of this magnitude and influence.

While the client invested \$120 million in pursuit of the contract, success was not assured. Any advance work we provided might be for naught. As a true partner, EWINGS assumed the expense of designing and executing early phases of an expansive human capital solution. The effort involved considerable resources: coordinating hundreds of candidates in multiple time zones and geographies, robust prescreening, reference and background

checks and technical interviewing, government eligibility clearance, candidate tracking, management and orientation, process engineering, and scheduling.

How were we able to accept such a high-risk commitment? The answer is simple: We were ready. Anticipating our client's need, EWINGS had been developing a Human Capital Platform for the past seven years. As part of an enterprise-wide approach to providing professional resources, EWINGS implemented an ever-green sourcing strategy for all relevant resources well in advance of the project launch.

The perpetual nature of this recruiting strategy enabled us to rapidly line up high-quality resources, ultimately allowing the client to quickly refocus their attention on other critical aspects of the project.

The groundwork laid by EWINGS helped win the day, securing our client's multi-year contract and ultimately servicing the new business. 188 contract resources were accepted by the client within a 56-day timeframe. Even after an arduous eight-month delay, only seven of our original candidates were unavailable to participate. It was a feat of preparation and resiliency few partners could match.

34



STATES

188



PROFESSIONALS

56



DAYS TO PHASE 1
COMPLETION

3

MANAGING GROWTH & MAINTAINING SERVICE LEVEL AGREEMENTS

Growth is sustainable only with the right foundation in place. Our large, national client was experiencing an exceptional growth rate of 40% for a specific set of products. While this was a worthy achievement, delivering on those sales could potentially overwhelm their workforce, destabilize the operation, and compromise customer service.

The products and services our client provides are complicated and challenging for customers to navigate. That's why a key element of their customer service model is in-person "customer orientation" events. Rapid growth required them to facilitate hundreds of these events for end-users in more than 30 states and 200+ cities across the country. Making things more complex, event locations, dates, and the volume of attendees were in constant flux. Although the company has 150k+ employees worldwide, their skill sets, availability, and bandwidth was limited.

To simplify this undertaking, EWINGS leveraged the Human Capital Platform we had built uniquely for this client. We had

already delivered hundreds of professionals in this category to staff assignments in comparable locations. Now we scaled up the effort. Because we understood the importance of certain professionals to our client's business, we leveraged our platform technology and processes to source these candidates on a national scale—in perpetuity.

In the program's first year, we delivered a team of 139 professionals across the country to manage events and present important product information. With our platform in place, the client could expand or contract the effort as needed while providing a level of service consistent with their standards.

Our efforts have significantly increased our client's customer base with almost zero impact on their current employees and operation. They are continuing to expand into new markets and geographies confident they have access to the professionals they need.

208



CITIES

139



PROFESSIONALS

1



YEAR

4

RAPID RESPONSE TO NEW OPPORTUNITIES

The EWINGS Human Capital Platform provides resources for large-scale innovation as well as more specialized opportunities. In one example, our client sought to build a prequalified pool of writers to manage the ebb and flow of Requests For Proposals (RFPs), marketing communications, and training materials. They viewed this contingent team as an essential resource for customer sales today and the development of materials in the future.

To create an agile team of writers, our client needed a single partner, one with flexible project and team management capabilities beyond that of traditional copywriting and staffing agencies. These expert writers would need proven industry experience, exposure to the client's products, and more uniquely, a history of successful work aimed at our client's targeted prospects. It is this final requirement that would add a level of value and sales customization unmatched by other human capital options.

Although the client would enjoy the benefits of our managed solution, the writers would be engaged hourly—not on a project basis—enabling them to achieve maximum productivity within

their budget. Project Management is embedded in our platform model. This level of service drastically reduces the amount of time spent by clients: on managing the selection process, resource planning, creating onboarding schedules, contingency planning, and overcoming random challenges.

EWINGS built and manages a team of more than 30 writers with carefully calibrated expertise and a range of price levels, which our client has engaged and disengaged continually since 2007. By providing our client managed access to these specialists, our competency preparedness solution enabled them to consolidate their roster of service providers, respond quickly to new selling opportunities, and develop highly customized, effective selling content at a relatively low cost.

Years later, we continue to refine the “writer platform” we developed. Through collaborative forecasting, we identify our client's requirements for resources well in advance of their marketing and expansion efforts. This type of ongoing preparedness is at the heart of our approach and has proven essential to our clients' growth strategies.



ACCESS TO EXPERTS



WIN NEW BUSINESS



RESOURCE AGILITY

5

VENDOR REPLACEMENT & SERVICES REFINEMENT

The EWINGS Human Capital Platform not only streamlines how companies engage talent, it enables them to move away from obsolete vendors toward greater value and consistency in an enterprise-wide partner.

Our client was relying on a group of primary suppliers to access hundreds of professionals with highly specialized skills on an annual basis for a high-profile initiative. During a yearly performance review, the company concluded that one of these suppliers was no longer appropriately aligned with their strategic objectives. Their quality was diminishing and their ability to scale was limited. Ultimately, their narrow, niche service offering would not enable them to provide the expansive services and skill sets required of the greater enterprise.

Put simply, the vendor was not reinvesting in their business to meet the client's expanding requirements.

More than just replacing the underperforming supplier, our client wanted to set the bar higher and engage a professional services partner that could grow with their needs. Two critical new requirements of this partnership were to offer bi-lingual professionals and geographic coverage not offered by the remaining primary vendor. The bi-lingual resources might require English and a host of other languages, including Creole, German, Portuguese, Somali, and Spanish.

They didn't have to look far. EWINGS, a certified women and minority-owned business, had been a preferred vendor with the client since 2002. Owner Patricia Ewings (nee Sainz Ruiz-Valesco) is a native Spanish speaker who immigrated to the US from Mexico and has devoted considerable resources to building translation

and interpretation services. Patricia worked with the delivery team to implement effective screening and testing techniques for all languages required.

EWINGS already had great success providing Human Capital Platforms and large-scale project teams to other groups within the company for many years. Our track record made us more than qualified to step in and cover the broad and specific services they needed.

To ensure the consistent level of quality our client required, we started by co-hosting what are now annual training events in 20 cities for new and returning contractors. Then we implemented a customized platform that gives the client access to a growing roster of more than 200 high-quality, monolingual and bi-lingual professionals across an ever-expanding geography.

Year after year, we measure the platform's performance and refine its capabilities accordingly. This level of commitment and repeated re-investment in the partnership result in exponential growth of value for our client.

Further value is derived from our status as a preferred enterprise-wide provider with the client. While working on other internal projects and engagements over the years, we've gained essential insight into what works and what doesn't specific to this client. That's precisely what our client was looking for: a partner who is immersed in their business and can compare solutions, offer new ideas, and explore creative options. This is how EWINGS aligns project objectives with the strategic objectives of the entire enterprise.

105



CITIES

293



PROFESSIONALS

3



LANGUAGES

6

RAPID DEPLOYMENT AND PROJECT EXECUTION

The value of the EWINGS Human Capital Platform grows exponentially as more positions are filled and more projects are completed. The process we follow for each position we fill, and each project we complete, is documented, process mapped, analyzed, collaboratively reviewed and refined for future use. This level of attention to detail and preparedness enables us to rapidly deploy large-scale custom project teams with precision.

The following is an example of how the repeatable processes embedded in our platform can increase speed to market and reduce the time and resources (both human and financial) needed to get the project done.

New leadership was in place and our client had just acquired a high-profile business opportunity that closely resembled a project we had worked on for them in the past. A team of 56 professionals was required across multiple states, requiring varying levels of experience and expertise. Client leadership and stakeholders responsible for this new engagement were not involved in the previous project, but they knew we were. The accolades they received from colleagues about EWINGS' previous performance suggested that our level of execution, preparedness, resiliency, quality, speed, accuracy, and value were precisely what was required.

This particular client has been with us since 2002 so our exposure to how the company works is immense. During the initial phase of the engagement, EWINGS orientated the client as to how their company has executed projects like these in the past. Documentation, metrics, process maps and various analyses from our previous engagements were brought to the table. What they thought was going to be a complex, time-consuming project planning process turned into an enjoyable "Case Study" discussion about the value of our Human Capital Platform. We discussed its built-in resiliency, communications templates, scalability models, resource deployment strategies and, most importantly, how all of this leads to the efficient use of resources and stakeholder time. Worry and stress turned into clarity and confidence.

With a proven game plan in place, we were able to launch the engagement at full speed from Day 1. The effort required a fraction of the resources (both human and financial) utilized during the previous engagement. And the value of the platform continues to grow exponentially.

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CITIES

56



PROFESSIONALS

6



WEEK TIMELINE

7

EXPERTISE TO ACCESS NEW MARKETS

A Fortune 100 leader in the B2C space was preparing to pilot an enterprise-level B2B service. It was a high-stakes, high-reward proposition—one that could launch them in new markets and diversify their revenue opportunities.

The initiative was critical to the parent company. But it would be difficult. The new service was outside the company's core focus and few on the team had experience in this new arena. With limited budget and bandwidth and almost no lead time, our client needed on-demand access to professional resources to scale up their expertise.

Leadership wanted a single professional services partner to support the long list of urgent projects and competencies required. This partner had to quickly engage and disengage an ever-changing roster of experts, some accessed for only a few hours, others for more than a year.

The challenge was far outside of scope for most agencies and boutique staffing companies. Instead of the old-fashioned approach—billing separately for each individual project at a premium price—the client demanded a flexible and streamlined partnership

that could meet their exact but rapidly changing needs.

Enter the EWINGS Human Capital Platform. For this unique challenge, we assigned a senior-level Project Manager responsible for: managing the team; creative and strategic input; project timelines, execution and delivery; resource planning; vendor management; etc. We then established a customized retainer with a fixed bank of hours covering resources at three different rate levels, depending on skill and experience. Month to month, the client would work with our Project Manager to bank or borrow hours from any rate level to maximize control of how limited funds were used. If hours were left at the end of the year, they had three months to use them. Credits could also be transferred to a different department within the company, even for entirely different professional profiles.

In the first year of the engagement alone, EWINGS' team of 41 professionals executed 85 specialized projects—from strategy and marketing to operations and technology. Our Human Capital Platform provided a simpler path to execution for our client with zero waste of time or dollars.

COMPETENCIES ENGAGED:

Branding, Catalog Production, Collation, Content Management, Creative Direction, Database Programming and Analysis, Data Entry, Direct Mail, e-Commerce, Email Campaigns, Holiday Campaigns, Incentives, List Management, Loyalty, Marketing Communications, Marketing Strategy, Market Research, Merchandise Order Processing, Packaging, Presentation Development, Print Services, Process Engineering and Mapping, Product Sourcing, Project Management, Recognition, Recruiting, Rewards, Sales Scripting, Style Guide, Tradeshow Strategy, Traffic Management, Translation, Vendor Management, and Vertical Strategy.

85



PROJECTS EXECUTED
IN 1 YEAR

41



PROFESSIONALS
ENGAGED

28



DISCIPLINES

EWINGS helps FORTUNE 500 companies put human capital strategies to work across the enterprise. One of these leaders, a \$70 billion company in the B2C space, has been our partner since 2002.

Historically this client would complete projects by using current staff, hiring new employees or engaging a specialized professional services firm. But as the competencies they needed began to change rapidly, committing to full-time hires became risky. What's more, a lack of opportunities for employees to gain experience beyond the company or specific departments was stalling innovation.

Increasingly, the company went beyond their walls for the spark they needed, relying overwhelmingly on professional services firms working on fixed-bid contracts. This arrangement, if not properly managed, becomes costly and fraught with risks for breakage.

The client was ready for a more streamlined, fiscally responsible approach. Our platform helped them infuse the right talent into the organization while providing intentional opportunities to bring people in and out of the organization throughout the lifecycle of their career.

The company's goal: use their own full-time (and occasionally contract) Project Managers and build temporary teams that could assemble quickly and disband when the project was done. This on-and-off arrangement allowed workers to gain experience elsewhere in the industry, which they could share with the client when assigned at the company later.

To launch this new "project staffing" paradigm, the company selected EWINGS. With our discipline-agnostic platform, we could deliver the expansive roster of skill sets they needed: branding, business analysis, creative, distribution, e-commerce and many more. We gave the client incredible flexibility, from taking a prominent role in managing the project to providing teams under a variety of limited-term, right-to-hire or permanent placement arrangements.

The EWINGS Human Capital Platform proactively recruits professionals for all the skill sets the client may require now and in the future, offering speed, innovation and strategic agility that's invaluable in a highly competitive industry.

COMPETENCIES ENGAGED:

Accounting, Advertising, Assets Protection, Branding, Buying, Channel Planning, Community, Construction, Creative, Credit, Customs, Design, Digital, Distribution, e-Commerce, Events, Fabric, Facilities, Fashion, Finance, Food, In-Store Marketing, Incentives, Information Technology, Interactive, Inventory, Logistics, Loss Prevention, Loyalty, Media, Merchandising, Mobile, Packaging, Pharmacy, Pricing, Print, Promotions, Public Relations, Quality, Regulatory, Retail, Rewards, Safety, SEO, Social, Sourcing, Supply Chain, Sustainability