OSAMU TOYONAGA

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**SUMMARY**

**10+ years’ experience in customer support management with strong leadership. Managed 900+ agents including four outsourcing subsidiaries. Experience of launching new services and expanding existing business. Knowledgeable about CS, ES and KPI improvement, people management, cost reduction, P/L, SOW, RFP and Business planning. Ability to work collaboratively in a cross-functional group environment.　Strong negotiation and communication skills. Experience of consultation and sales & marketing support.**

**EXPERIENCE**

**Jun. 2013 – May. 2014: BELLSYSTEM24,** Tokyo

**Group Manager (Customer Support Consultation) - Branch Management Unit:**

* Belonged to Multi-National Client Project directly deployed to U.S Chairman which was special taskforce to win call center businesses from foreign companies. Developed pre-implementation plan such as feasibility study, pricing, site selection, and operation, IT and facility design through SOWs and / or RFPs. Acted as cross-functional team leader.
* **Accounts:** Microsoft, Apple, PayPal

**Apr. 2012 - Mar. 2013: Okinawa Information Industry Association,** Okinawa

**Project Manager:**

* Was scouted to manage a governmental project for human resource development. Assessed the market needs, developed and implemented training courses, had P/L responsibility, and succeeded to train over 1,300 IT engineers.
* Developed Customer Relation Management System by using MS-Access with SQL and VBA to manage customer data, inquiries, budget and training programs.

**Jun. 1998 - Mar. 2012: CSK Group,** Okinawa

* **2009 - 2012: CSK Serviceware**

**Site Director (Customer Support Management and Sales & Marketing Support) - Operation Group: Managed 900+ employees**

* Expanded our site from 400 agents to 750 in one and half years by launching new services and expanding existing business. Managed 900+ agents total, including 200+ agents at four outsourcing subsidiaries. Directed more than fifteen accounts simultaneously.
* Increased sales from $29 million in 2009 to $36 million in 2011.
* Eliminated all the deficit businesses and achieved $2.4 million operating profit by contract improvement, organizational reform and productivity improvement.
* Strongly contributed docomo won first prize in customer satisfaction survey by J.D.Power Asia Pacific in 2010 and 2011 by executing DSAT\* Reduction. (\*Dis-SATisfaction)
* Established a consultation team constituted by five operation managers to work together collaboratively in a cross-functional environment.
* Supported 1,000+ agents to acquire worldwide industry standard IT certification in 10 years.
* Contributed Sales and Marketing division in the area of contract condition, contents of service and pricing negotiation.
* **2005 - 2008: CSK Communications**

**Director-General (Customer Support Management) - Contact Center Division: Managed 600+ employees**

* Was responsible for all business at the company and several of four subsidiaries.
* Launched docomo’s smartphone support service and expanded up to 350 agents in three years. Proposed many improvement plans for products and services to them and many were approved.
* Focused on overtime by analyzing cost leavers and reduced by 10% of total wage.
* Devised a slogan called “the law of happiness” to improve customer satisfaction.
* Strongly contributed Panasonic won first prize in PC customer satisfaction survey by Nikkei PC magazine in 2007, 2008, 2010 and 2011.
* Improved abandon rate from 10% to 90% at Symantec’s anti-virus software support service by focusing on FTC\*. (\*First Time Close).
* Drew up a Business Contingency Plan with DELL.
* **2001 - 2004: CSK Communications**

**Vice Director-General (Customer Support Management) - Technical Support Division: Managed 450+ employees**

* Was dispatched DELL’s PC and Server support service for project recovery. Focused on productivity improvement and attrition reduction. Monitored and analyzed the performance, identified the root causes, prioritized the issues, devised and executed the action plans, and reviewed and shared the results. Improved all KPIs including productivity and attrition rate improved by 20%, and unplanned absence rate improved by 10%. Finally, managed 400+ agents and directed 5 sites simultaneously including four outsourcing subsidiaries. Recovered free cash-flow in black.
* Developed Call Performance Database system using MS-Access with SQL and VBA to gather raw data from PBX, and improved call analysis and management ability.
* Contributed to go public on NASDAQ Japan in 2001 as a board member.
* **1999 - 2000: CSK Communications**

**Director (Customer Support Management) – Technical Support Division: Managed 200+ employees**

* Improved productivity by 20% focusing on information retrieval ability and introducing incentive bonus system at Microsoft’s Office and Windows support service.
* **1998 - 1999: CSK Call Center Okinawa**
* Joined right after the company’s foundation in 1998 and contributed as one of the start-up members.

**Manager (Customer Support Management) – Software Support Department: Managed 100+ employees**

* Improved productivity by 20% focusing on to promote the use of Tips Database.

**Customer Support Engineer**

* Won first prize in productivity and CS survey at Microsoft’s Windows support service.
* **Accounts:**
* **Post-sales:** Microsoft, DELL, Adobe, HP, Oracle, Lexmark, Symantec, docomo, Panasonic, AEON, Softbank, Nomura securities, Sompo Japan **Pre-sales:** CISCO, United Airline

**Sep. 1997 - Mar. 1998: Digital Media Factory**, Okinawa

**Co-Founder, Director**

* Was scouted to establish a company focusing on creating and selling computer graphics data of fish in beautiful Okinawan Sea.

**Aug. 1996 - Aug. 1997: RINS**, Okinawa

**Founder, CEO**

* Established own company with colleagues. Tried to launch a new internet business using a patent that I devised and obtained.

**Apr. 1987 - Jul. 1996, NEC**, Okinawa, Tokyo, Buenos Aires

**Marketing and Technical officer:**

* Belonged to International computer sales promotion division to handled sales and technical issues for overseas subsidiaries.
* Was assigned to a governmental project for international cooperation development in Buenos Aires as a technical expert for two years.

**QUALIFICATION and EDUCATION**

* Computer Proficiency: Word, Excel, PowerPoint, Access, VBA, SQL, Internet, PC hardware, Mobile
* TOEIC Score: 855, Mar. 2014
* Ryukyu University, Mar. 1987 undergraduate degree in electronics and information engineering

# *Appendix*

Best Practice

Osamu Toyonaga

29th July, 2014

# **Overview**

Based on my more than ten years’ experience of customer service management. I devised and established my own Best Practice. It consists of two missions to be completed, four objectives to be achieved, eleven KPIs to be monitored, fifteen tasks to be executed, and three tools to be adopted.

# **Missions and Strategies**

At the top level of the Best Practice, *Investment Optimization* and *Customer Satisfaction Maximization* were deployed as the missions. To complete them, two strategies were devised, "Providing immediate connections and quick and precise answers by deploying the right resources in the right place at the right times with the right cost." and "Minimizing risk factors by focusing on early detection and quick action." Based on these strategies, the objectives, the KPIs, the tasks, and the tools were defined.

# **Objectives**

At the second level of Best Practice, *Attrition Reduction*, *Productivity Improvement*, *DSAT Reduction*, and *Workforce Management* were deployed as the objectives. *DSAT* stands for Dis-SATisfaction. These fours are closely related and the missions won't be completed if any one of them was missing or insufficient. *Attrition Reduction* mainly contributes *Customer Satisfaction Maximization*. And, *Workforce Management* mainly contributes *Investment Optimization*. On the other hand, *Productivity Improvement* and *DSAT Reduction* contribute not only *Investment Optimization* but also *Customer Satisfaction Maximization*.

*DSAT* is much easier to be found and analyzed than focusing on satisfaction in itself. Because, customers are willing to point them out straightforward than satisfaction, and these root causes are very clear. Also, *DSAT Reduction* reduces the customers’ complaints and the agents' stress. That's why *DSAT Reduction* is remarkable.

# **KPIs**

With these missions and objectives, eleven KPIs were devised, two for the missions and nine for the objectives. *Cost per Call* is the KPI for *Investment Optimization* and *Customer Satisfaction Rate* is the KPI for *Customer Satisfaction Maximization*. *Attrition Rate* and *Unplanned Absence Rate* are the KPIs for *Attrition Reduction*. *AHT*, *CPA*, are *FTC Rate* are the KPIs for *Productivity Improvement*. *AHT* stands for Average Handling Time, *CPA* stands for Call Per Agent, and *FTC* stands for First Time Close. *Customer Satisfaction Rate* is the KPI for *DSAT Reduction* as well as *Customer Satisfaction Maximization*. *Service Level*, *Call Forecast Accuracy*, *Headcount Accuracy*, and *Customer Facing Time* are the KPIs for *Workforce Management*. *Customer Facing Time* is sum of Wait, Talk, Hold, and Wrap time.

# **Tasks and Tools**

At the third level of Best Practice, fifteen tasks and three tools were devised. *One on One* and *Permanent Employment Appointment* are the tasks for *Attrition Reduction*. *Logical Thinking*, *Expertise Development*, *Information Retrieval Ability*, and *Incentive Bonus* are the tasks for *Productivity Improvement* as well as *Attrition Reduction*. *VOC Analysis*, *VOA Analysis*, and *Call Reason Analysis* are the tasks for *DSAT Reduction*. VOC stands for Voice Of Customers. VOA stands for Voice Of Agents. *Call Forecasting*, *Staff Calculating*, *Staff Scheduling*, and *Real-time Monitoring* are the tasks for *Workforce Management*. *Customized Trainings* and *Call Logs Consistency* are the tasks to support above tasks. *Tips Database*, *Text Mining Tool*, and *e-Learning System* are the tools for assisting these tasks. The contents of these tasks and tools are described as follows.

## ***One on One* and *Permanent Employment Appointment***

## These contribute *Attrition Reduction*. *One on One* was focused on not to overlook any tiny changes. Because the change could be an early indicator for the attrition. Therefore, “Early Detection and Quick Action” was always kept in our mind during the operation. It improves the agents’ mental health and promotes their engagement. As for *Permanent Employment Appointment,* the contractors could become the permanent employees by meeting certain criteria. It promotes their engagement. The criteria were productivity,　attendance, and employment period. For example, *CPA* must be over 500, *FTC Rate* must be over 90%, *Unplanned Absence Rate* must be less than 3%, and the employment period must be more than one year.

## ***Logical Thinking, Expertise Development,* and *Information Retrieval Ability***

These contribute not only *Productivity Improvement* but also *Attrition Reduction*. *Logical Thinking* improves finding out the shortest route to the solution. *Expertise Development* and *Information Retrieval Ability* enable to provide quick answers to customers. Therefore, these reduce not only AHT but also the customers’ complaints and the agents' stress. They don't have to remember all the information dealing with. And, they don't need to go around and seek an advice from their supervisors each time. A good customer service center should have few agents going around and waiting in the queue in front of the supervisor. These were achieved by providing thorough *Customized Trainings* and *e-Leanings System*, promoting the use of *Tips Database*, and improving *Call Logs Consistency*. In addition, search keywords for *Tips Database* were only advised during the On-The-Job Trainings instead of providing the answer in itself. By repeating it, *Information Retrieval Ability* should improve substantially.

## ***Incentive Bonus***

It also contributes *Productivity Improvement.* It was provided in every six months to each agent based on their performance, and promotes their engagement. For example if the base line was 400 incidents and an agent dealt with 500 in first month, his incentive points could be 100. After six months, if his total amount of the incentive points was 1,000 and one point valued 5 dollars, he could get 5,000 dollars as *Incentive Bonus*. There might be concerns about declining the quality, but it should be avoided by monitoring KPIs such as *Customer Satisfaction Rate* and *FTC Rate*.

## ***VOC Analysis, VOA Analysis,* and *Call Reason Analysis***

These contribute *DSAT Reduction. VOC Analysis* is achieved by utilizing *Text Mining Tool* with *Call Logs Consistency*. As for *VOA Analysis,* those who are the closest to the customers are the agents. Therefore, it was focused on to gather *DSAT* from *VOA* by enhancing the agents’ sensitivity with promoting their engagement. *Call Reason* was focused on to gather specific call reasons by setting effective conditions, such as complaint calls, failed *FTC* calls, long *AHT* calls, etc. By analyzing these data, *DSAT* was identified and the actions were devised. Also, the agents' weaknesses were clarified and *Customized Trainings* and *e-Leanings System* were implemented. Therefore, *Call Reason Analysis* promotes not only *DSAT Reduction* but also contributes *Customized Trainings*.

## ***Customized Trainings* and *Call Logs Consistency***

These contribute other tasks. *Customized Trainings* supports *Logical Thinking*, *Expertise Development*, and *Information Retrieval Ability*. It was focused on to customize them on a per-agent basis by *Call Reason Analysis*. *Call Logs Consistency* supports *Logical Thinking* and *Text Mining Tool*. The call logs have to be well written in a consistent manner to gather appropriate data using the tool. Therefore, defining the common format for the logs, such as how to explain the symptom and the solution, and what words to be used, was focused on. In addition, writing the logs complying with the format should improve *Logical Thinking*.

## ***Call Forecasting, Staff Calculating, Staff Scheduling,* and *Real Time Monitoring***

These contribute *Workforce Management.* These four tasks were focused on to provide “the right resources in the right place at the right times with the right cost to the right contact”.

## ***Tips Database, Text Mining Tool,* and *e-Learning System***

*Tips Database* assists *Logical Thinking*, *Expertise Development*, and *Information Retrieval Ability*. To boost competitiveness, building our own *Tips Database* was focused on for our BPO business. If there was no necessary information found in accounts’ database, the tip was created by ourselves and stored into our database promoted the use strongly. A free software called Xoops was adopted for the database. *Text Mining Toll* assists *Call Logs Consistency* and *VOC Analysis.* A free software called Namazu was adopted for the tool. *e-Learning system* assists *Logical Thinking, Expertise Development, Information Retrieval Ability*, and *Call Reason Analysis.* A free software called Moodle was adopted for the *e-Learning system*. As for the tool and the system, please refer to corresponding tasks described above.

End

