

Case Study **Toyota Connected**

Background

Toyota Connected (TC) provides a comprehensive suite of telematics and vehicle mobility solutions to Toyota Motors North America, Mazda and Subaru. Toyota Connected's Service Platform enables connected car technologies worldwide. The Service Operations organization consists of multiple call centers and back office operations located in Michigan and Canada.



Toyota Connected was looking to establish their Customer Service organization but lacked the resources to take on the project alone.

Situation

Toyota Connected (TC) was responsible for designing, building, implementing and managing Toyota Motor's North America's In Car technology/telematics services for its customers. TC is a very technology focused organization that spent the first 2 years of its existence solely working on the technical aspects of the platform. Ultimately, the organization realized that it was going to need a call center service capability to service Toyota and Lexus customers who were using the telematics platform. By the time this need was realized, it was approximately 6 months overdue from when the effort should have kicked off. In addition, TC did not have any staff or resources internally that had the call center and customer service expertise that would be needed to successfully undertake this effort. In order to secure experienced, call center resources as quickly as possible, TC decided to utilize a call center consulting firm to do the work.



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Responsible for sourcing and performing the due diligence process on a number of CRM platforms that TC would employ to facilitate the service operation function. Our team also lead the contract negotiations with Salesforce (the CRM provider TC chose). Once the formal relationship with Salesforce was established, we gathered and developed a large inventory of core and desired requirements that any CRM platform would have to meet for Toyota Connected to use. The Call Center Power team was also a key contributor to the design of the CRM's (Salesforce Service Cloud) structure, workflows, customer journeys, agent journeys and integration approach. developing all of the foundational processes and procedures for the company, building a 6 week initial training program and delivering the training program to over 200 trainees in 2 sites (Detroit and Montreal). This has turned into a 3 year+ partnership that Call Center Power is proud to continue to support.

**Call Center
Power quickly
built a highly
effective, multi-
discipline team
of call center
and service
operations
professionals.**

A photograph of a modern building with a large red 'T' logo and the word 'TOYOTA' in red, with 'Connected' in blue below it. The image is partially obscured by a blue overlay.

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The Call Center Power team has been providing a wide variety of Operations and Management consulting services to Toyota Connected over the life of the engagement. Our team members have performed the vendor management responsibilities and BPO vendor oversight from the beginning of the engagement. This includes outsourcing partner engagement, managing contractual and performance compliance, quality and continuous improvement activities, operational design and implementation, change control management and more. In addition, our team acts as the primary account manager for Toyota Connected, managing the client relationship between TC and Toyota Motors North America.

Our Account Manager resource intakes all concerns, service changes, customer feedback, process changes, etc from Toyota Motors North America's Connected Technologies group and is responsible for managing the effective integration of that information back into Toyota Connected. They are also responsible for directly handling any customer or client escalations from Toyota and communicating back to TMNA relative to TC related issues.

Our Call Center Power resources also project and program manage a variety of ongoing projects within Toyota Connected including implementing the Work at Home and pandemic response strategy, integration of voice assisted services into the existing service operations infrastructure, managing the implementation of services in additional countries to support Toyota Connected's growth and more. Our team has also spent several years performing the core operations management functions at the outsource vendor's site locations; backfilling their lack of skillset and resources on the TC project. Our team of customer service experts also continually work with Toyota Motors North America and within Toyota Connected to manage the adaptations of existing service processes or development of new processes in order to accommodate changes and improvements to Toyota's Telematics Services.



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The Call Center Power team was solely responsible for every aspect of establishing the call center operation for Toyota Connected. From day one, the Call Center Power team leveraged our vetted network call center partners and proprietary partner matching process to identify and source the perfect call center outsource partner for Toyota Connected. Our methodical process began with completely understanding Toyota Connected's many requirements.

There not only were the typical language, hourly rate, location, etc. requirements but there were many technology and telephony requirements as well. Because many of TC's calls would be emergency calls, it was important that the technology and telephony components of the operation, as well as the business continuity capability of the outsource partner were considered and solidly developed. Once all requirements were identified, we then conducted an exhaustive search within our extensive BPO outsource partner network to find several call center partners capable of meeting all of TC's requirements.

It was important to find several so Toyota Connected had a choice of providers. The Call Center Power team then conducted initial due diligence on the eligible partners to make sure all of their information was updated as well as gather their questions for TC. We then worked with TC to gather the answers to our partner questions and passed those over to the partners. In parallel, we also reviewed our initial due diligence findings with the Toyota Connected leadership team and collaboratively narrowed down the choices to 3 partners that qualified for a deeper due diligence process. At this point, we facilitated introductory calls between the TC and partner leadership and program implementation teams.



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We then scheduled on site visits with the partners and held one day sessions at the partner sites. This gave TC the opportunity to physical tour the call center sites that there project would be placed in and meet the people who would support the project. It also gave the partner more time to present their value prop and capability and TC had much more of an opportunity to ask more informed questions. Once the onsite visits were completed, the TC and Call Center Power team came together to review all of the findings from our joint due diligence work and decided on a “Plan A” provider and a “Plan B” provider. Once announcements were made, we got to work.

One our Call Center Power resources were assigned to project manage the integration of the outsource partner’s technology into TCs as well as work with the BPO partner’s Program Management team to manage the implementation of all of the operations and training components of the project as well. We laid out an implementation roadmap for all components of the project complete with major and minor milestones, identified interdependencies as well as important dates. We then integrated this approach into Toyota Connected’s Scrum Agile work approach; which was a first for Toyota. In keeping with Scrum, we held daily standups with the BPO partner team and individual standups with our internal team. In addition, we held joint Sprint Reviews every other week and integrated those Sprint Review components into Toyota Connected’s overall Sprint Review process. This holistic and organized approach ultimately resulted in the implementation of a high performing and reliable customer service operation that Toyota Connected was very proud of. The BPO partner relationship continues to this day.



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As the Telematics services that Toyota began offering in their vehicles was completely new, the only documentation Toyota Connected had were hundreds of files online that were all focused on the technology aspects of the platform's technology stack. As part of the Call Center Power's team overall effort to establish Toyota Connected's customer service capability, we quickly realized we needed to produce the myriad of service oriented process and procedures as well as training documentation that would be needed to create the foundation of TC's service capability.

As mentioned previously, our team worked directly with the Toyota and Lexus teams, as well as all of the technology teams to identify all of the call types that would be handled by the call center agents then began to design and document all of the customer journeys and call center agent workflows for each of those call types/use cases. Once all of this was documented and drawn out, our team then began to develop all of the standard operation procedure documentation needed to ultimately write the training. Now that all of the customer journeys, agent workflows and policies & procedures were developed, we then brought in our instructional designers to turn this information in an engaging and effective, new hire training curriculum.

Our instructional designers designed the curriculum with engagement and adult learning principles in mind. We leveraged several training development resources such as Articulate 360 (RISE) to develop the training curriculum. In addition, we worked with the outsource partner to set up and load the curriculum into a Learning Management System to help us manage the training's progress and effectiveness. The LMS also helped us to manage the continuous changes and updates that would need to be made to the curriculum. Lastly, our team became the primary training resources for the call center sites in Detroit and Montreal, conducting onsite training to approximately 200 new trainees every year.



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As previously mentioned, Toyota Connected was a very technology focused division of Toyota. It was primarily staffed with technologists that covered a wide variety of programming and development talents, machine learning, technical product owners and more. As a result, as with operations, TC did not have Business or Reporting Analysts in place that could handle their business reporting needs.

To fill this need for Toyota, the Call Center Power Team leveraged a couple of our Business Analysts to build a comprehensive suite of automated reporting and dashboards that TC used across the organization. The reporting capability that our team developed not only enabled TC to get full visibility to the service operations aspect of the business but also a view into many other areas. Our team built several important reports and dashboards that gave visibility to the performance of the different components of the technology stack.

Our BAs also developed the primary business modeling approach that TC uses to pressure test new services, customer use rates, staffing levels, etc to gauge the impact on Toyota Connected's profitability and expense ratios. In addition, our Business Analysts provide call volume and velocity projections needed to facilitate the capacity planning and recruiting processes for the project. This is a continuous process that helps to ensure staffing levels are accurately applied in order to manage costs while maximizing performance.

A photograph of a modern building with a glass facade, featuring the 'TOYOTA Connected' logo in red and blue. The image is partially obscured by a blue overlay at the top.

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Toyota Connected (TC) is a long-time client of Call Center Power's (6 years). Over the course of that 6 years, our team has built out every service process and customer journey a Toyota or Lexus customer might experience in their cars, we have sourced and implemented TC's call center vendor, we currently perform a wide variety of managed services for TC including Vendor Management, training development and facilitation, business analyst and data management work and more.

Over the past year and a half, our team has helped to lead the sourcing, design, integration, and implementation of Amazon Connect into Toyota Connect. TC's primary call routing solution is a customized solution built by Twilio but after the major outage that Twilio had a while ago, TC made the decision to build out an Amazon Connect solution to back up the Twilio option. The use case for call routing at TC is very complex because the calls come from the cars directly. In several use cases, the cars will place the calls to the call center on their own (i.e.. Automatic Crash Notifications).

What further complicates the situation is any call routing/call management platform Toyota/Lexus uses to facilitate their telematics services has to conform to and utilize hardware in the cars that has been designed several years prior and whose ability to change or augment is non-existent. In addition, Toyota's Amazon Connect solution had to be built to integrate all of the 911 emergency centers, across the US, Canada and Mexico in order to enable the Automatic Crash Notification and Dispatch services.

The TC Amazon Connect solution encompasses 400+ seats in US and is additionally integrated into the call centers Salesforce CRM platform. The Amazon Connect solution was operationalized into production in January of 2023. Since launch, our team of Amazon Connect experts have performed a wide variety of Managed & Support Services for the Amazon Connect solution including reporting, credentialing, queue and routing changes and more.



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The symbiotic relationship between Toyota Connected (TC) and Call Center Power (CCP) has not only stood the test of time but has matured into a dynamic and thriving partnership that has endured for over half a decade. Over time, Call Center Power's relationship with Toyota Connected has transitioned into a full fledge Managed Services approach whereby the Call Center Power team has had a pivotal role in fortifying Toyota Connected's telematics services, delineating our transformative journey from an initial engagement partner to an enduring alliance between our two companies.

From the nascent stages of our collaboration, CCP's team of adept call center experts and advisors have seamlessly integrated into the operational fabric of Toyota Connected, taking on a wide variety of important roles that transcend traditional consulting boundaries. These roles include, but are not limited to, Vendor Management, Operations Management, Training Curriculum Development & Facilitation, Back Office Management, Business Analysis, and serving as administrators for key platforms like Amazon Connect and Salesforce.

This holistic involvement underlines our commitment to not only addressing specific challenges but actively contributing to the strategic evolution and operational efficiency of TC's telematics services.

Results

- Designed and documented over 30 primary service processes, containing 237 individual use cases to service – Over 1,000 pages of material.
- Established a multi-site, fully operational, 600 seat call center service organization in less than 6 months – meeting the extremely aggressive “go live” date.
- Key contributor and co leader of the sourcing, design and integration of a comprehensive, redundant Twilio and Amazon Connect call routing and management platform.
- Designed the complete agent UX/UI and workflows in the Salesforce CRM.
- Designed, built and manage a comprehensive suite of performance and operational reporting encompassing all service operation metrics (top/down) as well as quality, Voice of the Customer, speech analytics, compliance & security and more.
- Sourced, integrated and implemented Toyota Connected’s complete Knowledge Management System.
- Responsible for judiciously leading (TC’s) service operations strategy over time to include growth, increases in scope, and capability. Operation grew 15% - 20% month over month (volume and staffing) over the course of the first 24 months and continues to grow high single digits %s each year.
- Saved Toyota Connected over \$40 million by negotiating very favorable rates and terms in the Master Services Agreement and primary Statement of Work with the new vendor as well as through the performance management and coaching improvements of the staff, lead by the Call Center Power team.
- Facilitated 13, six-week training classes to over 200 trainees in 3 months (1 month ahead of schedule).

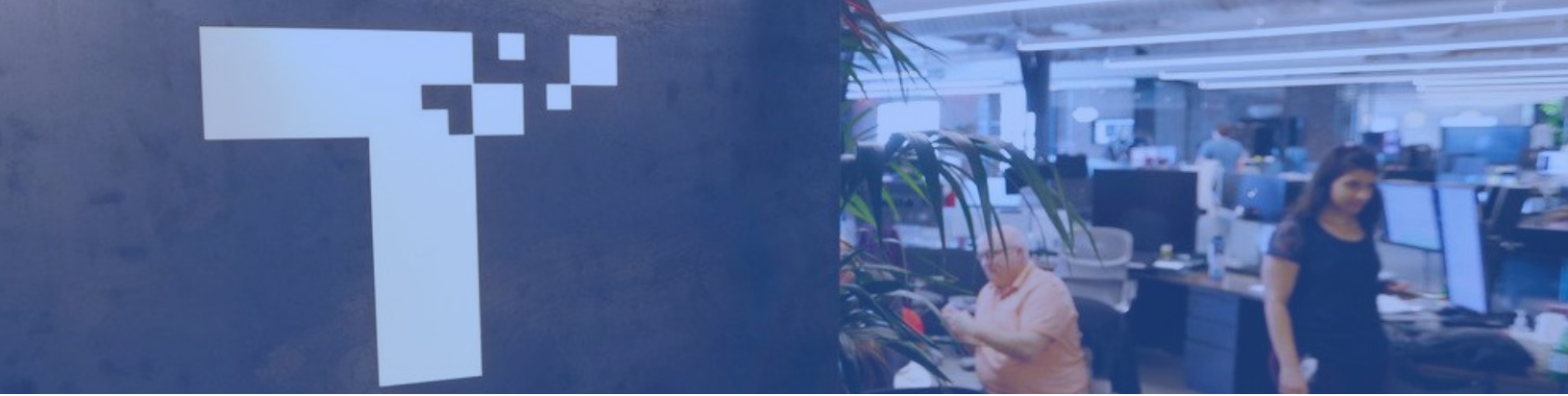


Photo Courtesy of Vernon Bryant/The Dallas Morning News

Results

- Established a new site in Mexico to support Latin America.
- Led the creation and implementation of the organization's Quality Management program including the scoring methodology, Voice of the Customer components, reporting and data development, creation of an ongoing defect reduction culture using Six Sigma and LEAN principles and more.
- The Call Center Power team was recognized as Toyota Connected's "Most Effective" team for 2019 & 2022.
- Proven Results - Met all Service Level expectations 90% of months over the past 6 years.
- Overall customer quality delivered improved by almost 30%, year over year.
- Reduced # of calls per car/year by 7% - Saved approximately \$2 million per year.

The collaboration between Toyota Connected and Call Center Power stands as a testament to the successful integration of advanced technology, strategic outsourcing, and meticulous planning. This case study showcases how Call Center Power's expertise continues to address and overcome the unique challenges faced by a technology-driven organization; ultimately contributing to the success of Toyota Connected's telematics services for Toyota Motor's North America. The enduring RESULTS of Call Center Power's work have revolutionized what it means to deliver "Customer Care" at Toyota Connected and Toyota Motors North America.