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Duane Cummins

Professional Summary

An operations leader with a global citizen mindset who is passionate about mentoring high-performing teams and leaders, creating exceptional employee and customer experiences and delivering increased shareholder value. Over 22 years of experience in contact center, customer experience and supply chain operations across multiple geographies including: North America, LATAM and APAC. Expertise in service delivery, workforce management, quality assurance and learning and development. Proven track record leading global cross-functional and cross-cultural teams.

Led and collaborated with diverse organizational support functions including PMO, HR, IT, Finance, Legal and Compliance. Extensive background in enterprise project management, process improvement, mergers and acquisitions and operational start-ups.

Recognized as an operations subject matter expert with a strong aptitude for strategic business planning, performance optimization, budget development, and delivering impactful KPI and P&L results.

Successfully led multiple operational start-ups during periods of rapid organizational growth and expansion, with proven expertise and experience integrating acquired businesses. Highly skilled in industry leading CRM, Project Management, Logistics and ERP platforms.

Professional Experience



Delivery Station Liaison, Amazon Services Delivery and Support

McKinney Texas, Oct 2022 – Present

The Delivery Station Liaison is an in-station customer service associate that enables real-time, hands-on investigation of where a package is and how Amazon can deliver it to a customer as quickly as possible.

The job involves excellent planning skills and a strong inclination to achieve goals. Excellent individual analytical and problem-solving skills are part of my daily routine in order to offer timely solutions and timely deliveries. As Delivery Station Liaison I work under limited Manager supervision, and the majority of my decisions are independent and require a high level of accuracy.



Principal and Consultant, D. Cummins & Associates

Dallas, Texas, May 2016 - Present

D. Cummins & Associates is focused on moving clients to exceptional levels of performance in the key areas of call center operations by applying proven analytical techniques, strategies and experience. Primarily in pre-merger due diligence, post-merger integration, analysis and improvement of workforce utilization, NPS and customer satisfaction ratings.

As principle and consultant based in Dallas, TX I lead the company providing services to multiple partners in various verticals including healthcare, logistics and consumer electronics.



Vice President, OnProcess Technology

Ashland, Massachusetts, Dec 2014 - May 2016

OnProcess Technology, Inc. provides transformational service solutions that drive efficiency, profitability and scale in complex, global service supply chain operations.

- As Vice President, Global Operations my responsibilities included full site management of the Kolkata, India location in a post acquisition role to drive integration efforts in Technology, Quality Assurance, Learning and Development, and WFM.
- Served 27 clients managing 53 processes and employing over 1200 people I was directly responsible for ensuring seamless integration during the acquisition and ongoing success driving the \$35M P&L representing 55% of the company's annual revenue and month over month net profit improvements of 3% per month for the first 9 months.
- Implementation of WFM processes resulting in a decrease of labor cost by 11% globally. Streamlined via consolidation and labor sharing 11 processes resulting in an annual savings of \$45,000 USD. As an ongoing initiative expected net results by Q4'15 would affect a \$345,000 annualized cost savings.



Senior Vice President, Convey Health Solutions

Sunrise, Florida, Dec 2011 - May 2014

Convey Health Solutions is a leading provider of health care BPO services. As Senior Vice President, Shared Services I led and managed 4 US-based operation centers and an offshore location in Manila, Philippines totaling 1400 employees servicing over five health care clients with annual revenues of \$100M. Direct responsibilities for facilities, fulfillment, training, quality, reporting, workforce management and project management.

- Ground up build-out and ramp of Conveys' first offshore location in the Philippines. This effort started in June 2011 and was fully functional by August 2011, resulting in a net labor savings of \$1M in 2012.
- Led and managed build-out of a 560-seat contact center in Yuma, AZ in 2013. Successfully negotiated with government entities for significant financial incentives (\$3.5M), worked with builder on concept and building design. Lead oversight of construction project from start to finish while staffing and implementing new client business into site.
- Created centralized training program, hired new leadership, re-engineered all internal training, implemented an LMS platform and rolled out a company "social media" platform to drive consistent practices, cross team collaboration and single point of access to information, training content and documentation.
- Implemented formal workforce management processes, deployed WFM solution that drove a 9% efficiency gain in 2012 and dialer automation resulting in an average of 19% greater penetration rate.
- Restructure Quality Assurance organization, initiated new processes, direct and immediate agent feedback and procedures that drove client satisfaction from 71% to 92% in a 9-month span.



Vice President Asia Pacific Region, Stream Global Services

Manila, Philippines, Sep 2008 - Apr 2011

Stream Global Services a leading provider of contact center and BPO services with annual revenues of over \$900M.

As a founding member of this SPAC (Special Purpose Acquisition Company) IPO on the NASDAQ Exchange, I served as Vice President, Operations. Direct responsibilities included optimization of U.S. and LAT operations and leadership of the APAC region consisting of 10 contact centers, 14,500 employees and \$260M in annual revenues, servicing over 20 clients and 35 lines of business for Fortune 1000 companies in verticals that include technology, telecom, sales, technical support and customer service.

- Accountable for evaluation and performance plan development for acquired operations in the U.S. and LAT
- Leadership of global workforce management and strategic planning activities with responsibility for directing all staffing, scheduling, capacity, forecasting and Intraday functions.
- Successful implementation of 4 new contact centers (1000+ seats) and new contract implementations.
- Responsible for start-up, client interface and initial ramp of sites/business in Canada, US, Europe and India.
- Led the start-up of Stream's first operation in the Philippines including all legal and regulatory requirements

- Led the growth of the the operation from 0 employees to 2,000 team members. This included building out a temporary facility to ramp 400 FTE within 60 days. In addition, I was responsible for building and staffing a 1,500-seat permanent call center that was at capacity (2,000 FTE) within one year.
- Managed the acquisition and integration of two centers in Mumbai, India with a total of 3500 seats, consolidated three centers into two with a net annual savings of \$5M, retained 95% of employees and management and drove business expansion via high client satisfaction with new leadership and performance improvements.
- Engaged in pre-merger due diligence and post-merger integration of a 9000-employee company in the Philippines with seven locations. This merger resulted in the growth of Stream's Asia Pacific organization from 5500 employees to 14,500 in a 9-month span.
- Evaluated new expansions and acquisitions in China and Japan. Worked with global facilities team to build out Stream's first China location of 500 seats in Suzhou province.

W. Vice President Technical Support & Sales, Web.com.
Atlanta, Georgia, Sep 2005 - Apr 2008

Web.com is a leading provider of Shared Hosting in the small and medium business market with \$250M in annual revenues. As the Vice President, Service Delivery Operations my responsibilities included management of Data Center operations, Technical Support, Customer Service, Sales, Quality, Training and Web Site Development for Enterprise Distribution Partners and 250,000 direct SMB customers.

- Actively managed the post integration activities after the acquisition of 13 companies, this project included the merging of data centers, platform integration and workforce analysis and reductions.
- Responsible for reduction in total cost of support and data centers from \$26.7M to \$12.2M (\$14.5M annual savings), increased FCR by 105% and decreased customer churn by 52%
- Managed outsourced partners in the Philippines and Colombia after developing and executing a 12-month implementation for an outsource model for all support and design functions to move from our Atlanta office to offshore partners. This model outsourced 90% of all support operations offshore, resulting in reduced service delivery costs from \$19.2M in FY04 to \$9.6M for FY07
- Standardized processes and procedures for the Technical Support and Customer Service, resulting in an increase of first call resolution from 40% to 82%, and decreased customer churn from 4.2 % to 2.0% and implemented Training and Quality Programs that resulted in a 200% increase in customer satisfaction scores
- Increased Data Center Up-time to greater than 99.99% while decreasing costs from \$7.5M in FY05 to \$2.6M in FY07. Restructured Data Center Collocation Agreements, saving over \$4M

 **Chief Operations Officer, Hinduja Global Services**
Manila, Philippines, Dec 2003 - Mar 2005

As Chief Operating Officer I managed and directed operations for a 1500 seat facility located in Manila, Philippines with annual revenues in excess of \$25M, delivering support services across multiple verticals to North American clients including financial institutions, utilities, consumer electronics and help desk functions.

- Lead operations, human resources, quality, training, facilities, and IT services, as well as client management and new business development
- Over the course of 12 months, increased EBITDA by 13% and additionally won \$7.5M in new business both organically and through new business acquisitions
- Introduced and implemented improved staffing models, workforce management, and operational efficiency, resulting in a high level of agent utilization directly impacting profitability and client service levels
- Reorganized and restructured hiring, training and quality measurement models resulting in client satisfaction ratings at or above client mandated performance levels.