



Special Feature 2015

Each one of us makes the KDDI Group what it is

KDDI employees contribute to the development of the prosperous communications-oriented society.

Respecting diverse backgrounds of each other, they put everything they have into creativeness of work.

We introduce our philosophy of “Embracing diversity” through 8 Stories related to mobile phone.

Each one of us makes the KDDI Group what it is

- **Area**
Entertaining customers through radio waves. That's where my ideas start
- **Products**
Focused on customer value as the basic principle of product planning
- **Construction**
Committed to the mission of delivering a communication environment with the highest quality possible
- **Operation**
I believe that we can undoubtedly connect signals and feelings
- **Support**
Our meddling is the origin of our hospitality
- **For Customers**
Bringing satisfaction to all of our diverse customers. One way is through service using sign language
- **Enlightenment**
My mission is to improve the information literacy of children
- **KSGM**
I overcame the hardships because of my duty to Myanmar



With advancing communication infrastructure, we've reached the era when merely conveying the fact that "au provides convenient connections in such and such a place" will not appeal to customers at all. How to pass on to customers information about new service areas so that they know their signal will "connect" and feel extra excitement is what is important. The Consumer Sales Planning Department is tasked with this role. Here is the full story from Mari Kawakita, someone proposing newsy campaigns one after another, including the campaign to publicize the expanded LTE service area around the summit of Mount Fuji.

Customers knew they could "connect" with excitement

KDDI started providing 4G LTE service around the summit just in time for the start of the Mount Fuji climbing season. Whereas this expanded service made the network more convenient and facilitated communication in case of emergency and for relief efforts, Kawakita remembers how she puzzled over how to get general customers to know about the new service.

"Simply stating that customers could now connect to the au network on the summit of Mount Fuji would hardly appeal to people. So, I came up with use of the au Smart Pass Coupon on the summit. Customers get something nice when they use the coupon. I thought this would get customers to know they could connect to au on the summit of Mount Fuji while having some fun".

The plan was unprecedented even among other mobile phone companies. That

was the first challenge. She expected it would be a plan which excited customers, but she was unsure about how to go ahead with the plan. Therefore she consulted the au Smart Pass Business Department, Engineering Division, and other related sections.

"Our company has many challenge seekers and a cooperative culture. That's why I think I was able to gain their cooperation."

After repeated trial and error, the plan was finalized with the campaign "Show an au Smart Pass Coupon on the summit of Mount Fuji to get original au candy".

The coupon could be used on the highest place in Japan but also was



Original candy handed out at the summit of Mount

the hardest to use in Japan. The campaign attracted the attention of the public with a great deal of posts on Twitter and Facebook to such an extent that the candy was being put on auction because of its rarity.

"Our customers are constantly changing. To keep up with them, we also need to change. To achieve this, it is essential to constantly create new value without becoming complacent regarding the current situation. From the beginning, I believe our utmost priority should be placed on providing customers with new excitement. Through the Mount Fuji summit campaign, another beginning for me, I have a strong resolution "I will try whatever benefits our customers with curiosity" more than ever before.

Finding the possibility to support community revitalization

Next, Kawakita worked for the expansion of service around Shirakawa Village, famous for Shirakawa-go, in Gifu Prefecture. In August 2014, KDDI started providing the network service along Hakusan arterial forest road which leads to Shirakawa Village. She came to wonder if there was a way to do something to help revitalize the Shirakawa Village community in the process of promoting the service area expansion.

Recalling the Mount Fuji experience, "The idea of providing au Smart Pass Coupons hit me. However, some doubts about the effectiveness of the coupons

tourist areas arose within our company because they had been used mainly in restaurants, bars, and fast food shops until then. After explaining over and over again that use of the coupons would result in publicity for the new service in the area, I finally gained their understanding".

Contrary to the doubts, use of the au Smart Pass Coupons in Shirakawa Village attracted the attention of customers. Although there were no instant results such as an immediately increased number of tourists, attention was successfully drawn by word of mouth to the southern area of Shirakawa Village which had not been popular before.

"I received comments from customers, for example, " I found interesting spots in southern Shirakawa Village by Coupons."

From this opportunity, KDDI concluded agreements with Shirakawa Village for a community revitalization project, and is conducting various support activities for the village.

Wanting to support communities by using IT

After concluding agreements with Shirakawa Village, Kawakita has her sights set on further improvement of the network environment and the free provision of smartphones and tablets for communication spaces in the village.

"Cooperation with a community gives benefits not only to the community residents but also au customers. Nothing would make me happier than being able to revitalize communities while customers enjoy the communities. In addition to expanding service areas, I believe it is my mission to help create a world where people are in mutually beneficial relationships through touching and memorable services."

Favorite philosophy

- Satisfying customers
- Tackle a challenge head-on
- Be positive



[Mari Kawakita]

Joined au in 2005, Mari Kawakita was assigned to the au Engineering Division, and engaged in service area planning. She was transferred to the Sales Division in 2008. Utilizing experiences in the Engineering Division, she was made responsible for surveys, publicity, and other service area related work. Since 2013, she has focused on service area publicity for more customers to know the advantages of au service areas. When service provision started on Mount Fuji in the summer of 2014, she prepared a Smart Pass Coupon that could be used on the summit in a first for au, which established a new way of publicizing service areas. Making good use of these experiences, she has been working towards community revitalization in cooperation with local governments through service area publicity since fiscal 2014.



The INFOBAR series of au phones are well known for their sophisticated sense of design and strong brand power. Tomoko Aizawa is the leader of the INFOBAR product planning project, which began a collaboration with Isetan Department Store in Shinjuku in conjunction with the INFOBAR A03, the most recent model. "It is an important mission of ours to find out what the potential demands of customers will be," says Aizawa, when asked to share her thoughts on product planning.

Recognizing both continuity and evolution

The INFOBAR A03 is the sixth generation model since the first INFOBAR was released in 2003, and it is the fourth generation model as a smartphone.

"INFOBAR is an original brand of au, and there is no other device like it produced by another company," says Aizawa. "We feel a strong need to create an INFOBAR that customers will love for a long time, particularly since there are people who became au customers and fans because they like the INFOBAR."



According to Aizawa, the concepts of continuity and evolution are always recognized in INFOBAR product planning.

"The support from numerous core fans has helped the INFOBAR brand to continue for 13 years. For these customers, it is very important to have a stylish design that maintains the consistent look of the INFOBAR brand. There are also many customers with high hopes that the INFOBAR will provide something new, so we also need to deliver a product that exceeds customer expectations in terms of the functions, in addition to the design."

Consequently, the concepts of continuity and evolution need to be balanced when deciding what elements of previous INFOBAR models to keep and what to change. On the surface, it may seem simple to strike a balance, but the reality is that product planning is required for an extremely difficult process.

Creating a fashion item that exceeds customer expectations

Looking back on four INFOBAR brand smartphone models, the first model (the A01, released in 2011) featured a unique and distinctive design for smartphones at the time, but there was a functionality issue in terms of the short battery life. Functionality was improved with the A02 model (released in 2013), but some customers voiced concerns that the unique sense of design was fading and did not meet their expectations like the first model did.

"The A03 was developed with this history in mind. In addition to being equipped with advanced functions such as VoLTE and Carrier Aggregation, as well as waterproof performance, it also incorporated a high sense of design. Although the device was satisfactory in terms of its functionality, we still had the sense that it would not be able to exceed the expectations held by fans of the INFOBAR brand. INFOBAR fans want to have what others have, but at the same time they want to have something that is all their own. After considering what we could do to satisfy this kind of customer appetite, we arrived at the concept of viewing the smartphone as a fashion item. We considered what would happen if we took a new attitude toward smartphones and treated them similar to how we view clothing or handbags. We thought it would be nice if the style of purchasing a smartphone was like buying clothes or handbags, where you stand in front of a mirror and coordinate your fashion. We thought the customers would really enjoy it."

Aizawa organized a collaboration with the Isetan Department Store in Shinjuku,

which is frequented by many people with a high fashion sense. She embraced the challenge of designing a plan that takes a unique, unprecedented approach in providing enjoyment to customers.

Pursuing new value to meet expectations

KDDI and the Isetan Department Store in Shinjuku worked together to create a special package as the first product of their collaboration. This special package featured the INFOBAR A03, a walnut wood stand created for Isetan by Maruni Wood Industry Inc. (Hiroshima), and a book-type case featuring an



exclusive textile designed by fashion brand minä perhonen. The special package generated a great deal of attention among fashion enthusiasts, and over 100 people lined up to purchase the limited supply of 100 sets (50 of which were available at the shop). After that, the A03 received favorable reviews in the fashion media, and it went on to achieve the highest ever customer satisfaction rating for an INFOBAR series product.

"I don't think customers want to use their smartphone simply as a means of communication. I realized that there is a strong demand to enjoy it as a fashion item that can express who they are, like clothes or handbags. At the same time, I also gained a renewed appreciation for the importance of customer value in product planning."

In other words, while it is important for the planning and development team to have a sense of dedication, it is also very important for that dedication to remain focused on the basic principle of providing what the customer demands.

"Nowadays, smartphones have become commoditized. I hope that by continuing to pursue new value for customers, we can maintain the INFOBAR's reputation for providing novelty and quality."

Favorite philosophy

•Always be creative in your work



[Tomoko Aizawa]

In 2011, after gaining significant experience in the planning of corporate data services and a variety of content services, Tomoko Aizawa began her involvement in the planning and development of four INFOBAR brand smartphone models. The most recent INFOBAR A03 model was released in February 2015. Since April 2015, she has served as a group leader in charge of the planning and development of design models, junior/senior models, and Android FP segment models.



The Mobile Service Quality Office, which specializes in efforts aimed at improving service area quality, was established in August 2013. The office has achieved a steady stream of results, such as the 99% population coverage ratio for the 4G LTE 800MHz platinum band service. In 2014, the VoLTE Project was set up to improve the service area quality in preparation for the VoLTE service launch. The leader of this project was Mayumi Kumasa.

The only option is to satisfy the customers' demands

When Kumasa was first assigned to the Mobile Service Quality Office, she was in charge of handling customer opinions. In general, customer opinions are the views expressed in telephone calls to customer service and in online comments about the service area quality. Kumasa was responsible for receiving and processing these customer opinions.

"Customer opinions include a lot of important information that can lead to improving the service area quality," says Kumasa. "If there is an increase in the number of complaints related to service area quality, we have to search for the cause, understand the reasons, analyze the information, and find quick solutions. I always thought the goal should be to satisfy the customers' demands, and I never considered an option to fall short of this goal."

Project members named themselves the "four heavenly guardians" and took full advantage of their abilities

Meanwhile, the Mobile Service Quality Office was proceeding with the VoLTE Project, which was established to improve the service area quality in preparation for the launch of the VoLTE service in December 2014.

Kumasa and three other members of the Mobile Service Quality Office were selected for the project, and they were each expected to draw from their individual areas of expertise. In addition to serving as the leader responsible for keeping the project moving, Kumasa also acted as a coordinator in charge of bringing in people from other departments to resolve issues.

"VoLTE incorporates design standards that differ from the previous mainstream systems such as CDMA," says Kumasa. "Due to the frequency characteristics, it was not simply a matter of installing new antennas in the same position as before. On the other hand, constructing entirely new base stations would require too much time and money, so we examined methods that enabled the use of existing base stations. However, a characteristic of VoLTE is that it is susceptible to interference. As a result, it was a big challenge for us that even after building the base stations, we had to do a lot of fine-tuning to improve the quality, such as adjusting the antenna angles and signal strength."

Compared to the previous CDMA system, a higher level of technology was required. In incorporating the new technology, the team was confronted with the harsh reality of having to go through a lot of trial and error. However, they were not in a position to hesitate in the face of difficulty. KDDI would provide the VoLTE service using solely the LTE network, and customers had to be able to connect just as easily as or more easily than with CDMA 1X 2000 technology.

"All four of us in the project shared an enthusiasm to deliver excellent quality that outshines the competition," says Kumasa. "We nicknamed ourselves the 'four heavenly guardians' and each relied on our individual areas of expertise to maximize the team potential."



Strong experience in uniting as a team to achieve goals

First, data needed to be gathered in order to understand the status of the service area. To ensure that as much data as possible was gathered accurately, KDDI employees were considered the ideal target.

"We decided to conduct a quality study involving thousands of KDDI employees, but we could not carry it out immediately," says Kumasa. "First, we had to consider how to develop the study tools and create the system and mechanisms for aggregating the measured results."

The study period lasted seven months, and 7,000 data items were gathered. The data analysis went smoothly using a mechanism for automatically gathering data, which was developed before the study.

"Whenever we came across anything unusual in the data, it became subject to advanced analysis," says Kumasa. "First, though, we had to determine whether the unusual data was simply a chance occurrence that we could disregard, or whether it was a problem that required further analysis. In some cases, we had to visit local sites to verify the data."

Through steady team efforts like this, all of the project members were able to welcome the December launch of the VoLTE service with confidence.

"The service had a successful start, and there were fewer complaints than anticipated," says Kumasa. "Using the data gathered from employees, we were able to make the necessary improvements before the service launched. I feel this helped to produce the strong results. Also, I think the technology we developed through the quality study will play an important role in quality improvement efforts in the future."

Kumasa has since been transferred to the Mobile Network Strategy Department, where she currently serves as leader of a group in charge of management operations.

"Just like when I was with the VoLTE Project, I cannot perform our current operations all by myself," says Kumasa. "As group leader, my big challenges are to align everyone in the group in the same direction, and figure out how to get the cooperation of related departments. To overcome these challenges, I will rely heavily on my valuable experience in the Mobile Service Quality Office, where I learned to 'unite as a team to achieve our goals', which is a component of the KDDI Philosophy."

Favorite philosophy

•Let's unite as a team to achieve our goals



[Mayumi Kumasa]

Since joining KDDI, Mayumi Kumasa has been involved in base station construction and service area quality improvement operations in the Engineering Division. Recently, as a member of the Mobile Service Quality Office, she led the VoLTE Project to improve the service area quality in preparation for the VoLTE service launch.

In 2015, she joined the Engineering Division's Mobile Network Strategy Department as a manager of the seven Mobile Network Engineering Centers across Japan, where she oversees the implementation of service area construction (700 MHz and VoLTE) and service area quality improvements (cell reallocation), and promotes activities such as cost reduction and human resource education.



Events such as fireworks shows and concerts are the kind where a large number of people gather. During these kinds of events, the capacity of existing base stations cannot cover the amount of users so the assembly of provisional moving base stations is common. This is the story of Ai Nakanishi of the Nagoya Technical Center who worked on the front lines of these events performing what some would say is the thankless job of assembling and disassembling these base stations.

Experiencing customer feelings by assembling and disassembling base stations at events

When assembling a moving base station, we need to run signal surveys of the coverage area of existing base stations and check locations where people are likely to gather in advance. This is because moving base stations are vehicle-mounted base stations mainly comprised of wireless equipment mounted on cars and the number of



cars is limited so it becomes important how to efficiently place these vehicle-mounted base stations. Summer fireworks shows are typical events where a large number of people gather, and it is not uncommon for more than one to take place on the same day. Nakanishi's team also heads to these events to conduct signal surveys to create strategies on how to handle these events, which includes where to place vehicle-mounted base stations.

"Fireworks shows start at night, but vehicle-mounted base station operation and signal surveys start in the afternoon when people start gathering. I walk around these events conducting surveys carrying 8 or so smartphones around my neck. This is all done under the hot sun where the heat can be extreme, and during the latter part of my day, I have to bear with the weight of those 8 smartphones. One smartphone weighs just over 100g, but multiply that by 8, and it becomes close to 1kg that my tiny frame carries. It is not an easy job." However, when Nakanishi thinks about the happiness that reaches customers through the signals and imagines the smiles on their faces, she talks about how she can enjoy the hard work too.

"Before, the setting up of vehicle-mounted base stations at events was outsourced. However, KDDI employees developed the skill to do so themselves. The more that a strategy for an event called for vehicle-mounted base stations, the more opportunities there were to conduct signal surveys. And by going to those events ourselves, we could experience the customer satisfaction and dissatisfaction that we could not see by just looking at the numbers. Until I went to an event, I thought the purpose of this job was to provide a signal connection. But, seeing people having fun and taking pictures of fireworks with my own eyes has made me realize the importance of the work I do and that 'getting a signal makes people happy'. That's why I now believe that 'we can undoubtedly connect signals and feelings'".

Recognizing again the importance of being connected

Summer at Mount Fuji is the season when many climbers visit and the place where assembling provisional base stations is necessary. The mountain's entrance and paths have 4G LTE communications available year round, but every year, while access to Mount Fuji is open, we are expanding the service area closer to its peak. Last year, we also held the Connect Mount Fuji Project where Nakanishi was part of the disassembly team for the provisional base stations that were set up.

"As soon as we dismantled a base station, the signal conditions returned back to

normal. People normally think that having a signal connection is normal, but I once again realized how important it is to have optimal conditions for signals."

People who use communications near the mountain's peak are not just climbers. People staying in lodges and expedition teams use them as well. We recognized again the significance of our work when a member from an expedition team thanked us directly saying that we made it easy for them to send data to the base of the mountain.

The work that Nakanishi does involves walking around under the hot sun and dismantling base stations near the peak of Mount Fuji. It's work with many facets that require physical strength.

"The physical work I can't do myself that someone else does, I want to repay by doing work that I specialize in," says Nakanishi whose specialty is communication. Nakanishi, who majored in chemistry and is a so-called rikejo (woman of science), first joined KDDI in a department that arranged fiber optic lines where she took the opportunity to increase her confidence in her communication skills by talking with customers.

"I take great care when negotiating the placement of our vehicle-mounted base stations and dealing with the vendors and maintenance staff we work with so that everyone works well together. This is because everyone's goal is to successfully complete an event. In every action I take, I ask myself, 'How do we safely and efficiently reach our goal?', 'As KDDI, is that a process that we can take?', and 'Is there anything else that I can contribute?'"

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Using the experiences from events

Since April 2014, Nakanishi has been taking up new challenges working at Tokyo's Traffic Management Department.

"This is where information from around the nation accumulates and where we can see the overall trends of traffic. It is our job to quickly infer those trends, determine what action needs to be taken, and take action. While I am excited to sharpen my senses to infer traffic trends, I also want to utilize the experiences I



Loading work at Mt. Fuji

gained from working at various events."

Nakanishi is motivated to take the challenge of working in Tokyo by fusing the wide perspective of working in a department with the focused perspective that she cultivated by working events.

"My belief that we can undoubtedly connect signals and feelings remain unchanged, and I will hold on to that belief in my endeavors to provide a service that customers are not just satisfied with, but are happy they used."

Favorite philosophy

•Connecting people "heart to heart", bringing smiles from "face to face"

•Each one of us makes the KDDI Group what it is



[Ai Nakanishi]

In October 2011, Ai Nakanishi transferred to the Operations & Service Quality Management Department NAGOYA Technical Center where her duties comprised of au quality management. There she created provisional strategies using vehicle-mounted base stations for traffic management and control to improve quality mainly at the time of events. From April 2015, Nakanishi has been working as a member of the Traffic Management Department continuing her work to improve au quality through data analysis and other means.



KDDI has been placing importance on support services and in 2013, we began the au Smart Support service, a pay service that offer thorough support for mastering smartphones. In 2014, KDDI established the "au Meddler Department" whose members go around informing people of the fun of smartphones. The department has been picked up by a number of media outlets and has received great response. The one pulling the strings of this department is Natsuko Kimura, Manager of the Customer Service Planning Department. We asked her about her stance towards the support services she sees in her activities through the au Meddler Department and about her plans for its future.

Support that utilizes sales experience

"Mobile phones and smartphones have become a part of our lives. However, there are still people who haven't taken the first step towards using one, those who have purchased one but still haven't mastered it, and those who want to know how to use one more conveniently and enjoyably. KDDI support services were enhanced for those kinds of people, so that they can enjoy using smartphones. Still, I didn't feel that the message had gotten across to people.

The concept of this department was for us 'to head where people are', to go where people with similar interests gather and show them how to use and enjoy smartphones (whether we were invited or not). And, to answer the question of whether we were being meddling, we came up with our name, the au Meddler

Department," Kimura says laughingly.

Kimura says that the notion of this department revolved around the idea of wanting to make smartphones useful in enhancing people's lives, a notion whose roots go back to her time in sales.

"There were many customers that visited my au Shop who were reserved and weren't sure of what they could ask. By my initiating a conversation and creating opportunities for customers to ask questions, they were able to relax. Seeing customers become reassured left a big impression on me.

Without a meddling kind of concern to infer a customer's background and feelings, hospitality will never manifest."

Kimura used this idea as a basis to hold hands-on events and lectures where people can learn ways to use smartphones to match their daily situations for au Smart Support as well. For example, she organizes bus tours for seniors who are smartphone novices letting them practice convenient utilization methods while touring tourists spots. However, to fully enhance customer communication, she takes the role of tour guide and other lively roles.

"By experiencing raw customer opinions through these events, I have realized the importance of proactive customer communication. The activities of the au Meddler Department, which works on customer communication in the real world, have also led to the creation of the "Get More Out of Your Smartphone Course", which are free online video lectures that show how to utilize smartphones based on interests and hobbies."

Expanding "Meddler" activities

The "meddlers" that show up even if not invited. At first glance, the word may lead you to think that they do meddling things. However, taking a humorous approach to the word has resulted in creating an enthusiastic and intimate homepage never seen before at KDDI. This is a step forward to a new field where support is visual.

"Since the establishment of the au Meddler Department, we have gone to cooking



classes, a travel picture lecture held by travel companies, a flower watching event at the Sumidagawa River, a pre-flight event at Narita Airport, and shown smartphone utilization techniques that meet various needs."

From May 2015, the au Meddler Department has expanded its activities to now include a TV show called, "The au Meddler Department Will Be There", which airs on the 46 stations of J:COM Channel Kanto.

"I feel that there are many possibilities for the activities that we can do within the "meddler" frame. The stance of the au Meddler Department is that we are just a gathering of volunteers performing different activities, which makes it easy for associations and other companies to accept us. This is a big advantage for us. I also believe that customers will enjoy our "meddling" through the Web, recommended convenient items, and other activities. It is my hope that one day that the slogan, 'we offer customers one meddling per day' will catch on with all the employees at our call centers and shops."

Customer and store opinions were my starting point

Kimura previous job was a hotel concierge, which she left after marrying. She then entered KDDI's predecessor mobile phone company as a temporary employee where she worked as a sales support rounder for home electronics mass retailers. There, her work ethic was recognized and she was promoted to a full time employee. During that time, she worked in sales and training shop staff. After four years, she was appointed the first building manager of the KDDI Designing Studio. After her time as shop manager at au NAGOYA, the first directly-operated store in Nagoya, Kimura returned to KDDI headquarters as the manager of the Customer Service Planning Department.

"During my time in sales, sales representatives from mass retailers would repeatedly tell me, 'au products don't sell so don't bother coming.' My starting point was from repeatedly going to stores to sell au products ensuring customers that 'au products are good.' Today, I sincerely want my comrades around Japan who provide customers with service at stores to be able to be proud and confident as they do their jobs.

I constantly think of our customers' happy faces, and how I want to make communication with families and friends connecting with smartphones important. I want to continue spreading our meddlesome activities so that they lead to greater hospitality."

Favorite philosophy

·Clearly state the purpose and mission of our business



[Natsuko Kimura]

Natsuko Kimura entered KDDI at its onset in 2000. She began as a sales support rounder, then became an au Shop staff training and certification supervisor, the first building manager of the KDDI Designing Studio, store manager of the directly-operated au NAGOYA, and then from 2013, manager of the Customer Service Planning Department. Here she creates projects such as hands-on events for the au Smart Support pay service, the au Meddler Department, the Utilize Smartphones Further Lectures, and more through which she spreads support for au.



au shops provide customer services in sign language at the three directly operated shops in Nagoya, Tokyo, and Osaka. These services were proposed by Tsuyoshi Mihara, who currently attends customers using sign language at au NAGOYA. Born deaf, it had been his dream to directly attend customers with sign language in stores.

Wanting to help customers in need

When au NAGOYA, the first shop directly operated by KDDI, opened in 2010, in-house recruitment was conducted to fill the staff positions. One of the applicants was Tsuyoshi Mihara. At that time, he did general desk work at the billing center in Tokyo. His strong determination to "make sign language services through shop staff at KDDI a reality" gave him the courage to apply for the position even though he was inexperienced in working in shops. KDDI have provided sign language support services through TV phone for more than a decade but never with shop staff.

"When I worked in the billing center, a sales staff asked me to 'explain about mobile phones to a hearing-impaired customer using sign language'. After actually explaining the plans and models with sign language, the customer was very pleased and said, 'I clearly understood what I couldn't before, and now know what models are good for people like me who can't hear'. These words caused me to fully realize the necessity of sign language services."

Shop staff had been attending hearing-impaired customers in writing. However, there were issues with written communication: it took time to explain, and there were a considerable number of customers who were unable to explain their needs well. Faced with these realities, Mihara began to think, "If only there were shops which had staff who could provide service in sign language..."

"I thought the directly operated shop opening was a golden opportunity to start attending customers in sign language".

Steady efforts resulting in service at multiple shops

Mihara's proposal was adopted and he was appointed as the first staff member to conduct services in sign language. While he rejoiced that his dream had come true, he could not help feeling worried.

"I had no experience in attending customers, and there was the possibility that customers wanting service in sign language would not come. All of these facts caused me to fear failure".

As if to shake off such worries, Mihara enthusiastically devoted himself to advertising campaigns, including handing out leaflets at events where hearing-impaired people gathered, which were started before the opening of the shop. However, despite his efforts, no customers needing sign language visited the shop even after a week since the opening. Finally, the commemorative first customer visited the shop 10 days after the opening.

"The customer came all the way to the shop from Mie Prefecture after looking at our web site. I was really delighted and did my best to provide service. The effort reaped rewards. The customer said, 'I was able to ask about what I couldn't understand through writing, and found the right smartphone for me', and was very satisfied".

Transforming the joy of customers into a new driving force, he held smartphone lessons for hearing-impaired people and made other steady efforts in addition to distributing leaflets. Looking back on those days half a year later, he felt convinced that the services "have spread".

As a result of the achievements in Nagoya, sign language services are currently provided at the directly operated shops in Osaka and Tokyo.



Wanting to deepen the understanding of diversity

Although he has an adventurous spirit today, he says he has given up many times before "because he cannot hear".

"A study tour for handicapped people became a turning point for me. I saw hearing-impaired people. Some helped people as a lawyer or physician. Another performed on screen as an actress. Meeting people with positive mindsets who believe 'Don't think about what you can't do. If you fail, just try again.' became a support in my life".

Smartphones are indispensable tools that allow the hearing-impaired to be independent. Mihara knows this firsthand, and his next challenge is to spread shops providing sign language services throughout the country.

"I was really impressed when mobile phones providing email function were released. The function was innovative and useful for hearing-impaired people. Now phones have evolved into smartphones, and TV phone, chat, and other applications enjoy widespread popularity. I expect that the use of 'phone relay services', which allow callers and receivers to talk via sign language operators over TV phone, will spread in the future. Even if useful functions that could lead to improved lives are available, they would be useless without gaining recognition. In this sense, the nation-wide deployment of shops providing sign language services is essential".

He added that he found new issues through experiences in attending customers. "I noticed that customers in need are not only the hearing-impaired. For example, I saw foreign customers who could not communicate with our shop staff due to the language barrier. In my free time, I participate in "Universal Camp," to which diverse participants come together. I realized that interest in various people leads to understanding diversity. I would like to use those personal experiences to extend the support for diverse people, not just those who are hearing-impaired".

Favorite philosophy

- Embracing diversity
- Taking ownership



[Tsuyoshi Mihara]

Joined DDI after working in the medical field as a dental technician. While doing invoicing management in the operations division and billing center, he supported events at the request of the sales division, and was dispatched to schools for hearing-impaired children as an instructor for mobile phone lessons throughout Japan. At au NAGOYA, though he has never attended customers, he builds trust with hearing-impaired customers through consulting and assisting with their applications, while visiting shops for events in each neighborhood or as a sign language instructor for smartphone and tablet lessons – leveraging his strengths of being deaf and a native signer.



Mobile Phone Learning Classes started to support the safe and secure use of mobile phones in fiscal 2005. There are two courses, one for children and parents/educators aiming to protect children from trouble involving mobile phones and the other for seniors to learn mainly how to use au smartphones and tablets. This time, we have asked Teruo Okubo, an instructor of the courses for children, for his story. As of March 31, 2014, he reached the mandatory retirement age but is continuing to hold courses for children as an instructor under the re-employment system. Here is his story which details his work and self-imposed missions, as well as the fulfillment he has gotten since being re-employment.

Children leaving their personal information open without any caution

"These days, even the number of elementary school children with mobile phones is increasing and not a few of children have gotten caught up in trouble or become perpetrators themselves. To avoid creating a 'tragic relationship' between mobile phones and children, I believe the Mobile Phone Learning Classes provide necessary information and build awareness to prevent children from getting into trouble. And we, the instructors, are the people responsible for the assignments." Okubo accounted for his role. He has been engaged in Mobile Phone Learning Classes from the start in fiscal 2005. After his mandatory retirement in 2014, he used the re-employment system and obtained an instructor position as a part-time

employee. He is currently busy traveling throughout Japan as a popular expert instructor. Looking back on when he was about to start holding courses, however, he was shocked that children were posting their personal details openly on self-introduction sites.

"The first major issue was how to make children understand the danger of releasing personal information. After spending a lot of time thinking, I reached the conclusion that just saying 'It's dangerous' wouldn't reach their hearts and that actual cases should be used instead."

It might be too intense to show children actual cases... Okubo had some reservations about his idea. However, his sense of mission to "never get children involved in trouble" overcame his anxiety.

And the effect was shown clearly in the results. He said that cases of trouble halved in a high school after he lectured using specific cases of self-introduction sites.

"When you get down to what customers want to know, the answer is the truth. As I have carried on, I have come to believe that revealing the truth boosts the level of trust in KDDI."

Challenges made possible through re-employment

"There are courses for adults of which participants include educators, such as teachers and members of boards of education, and parents. Just like their positions and environments, what they consider issues also differs, leading to widely varying needs. This means it is very important to create original materials to resolve issues after understanding the particular needs through meetings beforehand.

Okubo's courses are popular and there are many repeat participants. Lectures using his experiences from long years as a corporate citizen are one of the reasons he is appreciated, in addition to his explanation of cases with the expert view of a telecom carrier.

Since joining the company, he mainly worked in personnel affairs and built his career especially in education and training. He was the first Japanese to be honored with the excellence award of an internationally well-known training



program.

"If I had tried a new job after mandatory retirement, I wouldn't be able to work utilizing my career experience. I appreciate that I can still tackle new challenges because I can use the expertise and skills I have built as a foundation.

Supporting even the cultivation of the abilities to imagine and think in children

While still employed full-time, he has played the role of Philosophy Promotion Department Manager.

"Early after the KDDI Group Philosophy, our management philosophy, was established, I was worried that the philosophy was not quite spreading among employees, but carried on promotion believing the rules and principles that lead to success shown in the philosophy are applicable both to work and private life."

Now the philosophy has evolved and is widely known by employees. One part of the philosophy he is most aware of is "satisfying customers."

"For long and continuous use, I'd like children to learn how to use them in a restrained manner. Additionally, while carrying on work as the instructor, I began to hope that children would use mobile phones with the abilities to imagine and think. It is important for them to imagine and think about possible consequences that would arise after placing their portraits and personal information on the web."

While being convenient, mobile phones also bring risks depending on their usage. Now that mobile phones are familiar to children, he'd like to help children gain the ability to think about "how to deal with mobile phones while avoiding danger."

Okubo said, "I believe that is what real information literacy is. I am convinced my role and mission are to provide them with information for that purpose and support the cultivation of the abilities to imagine and think."

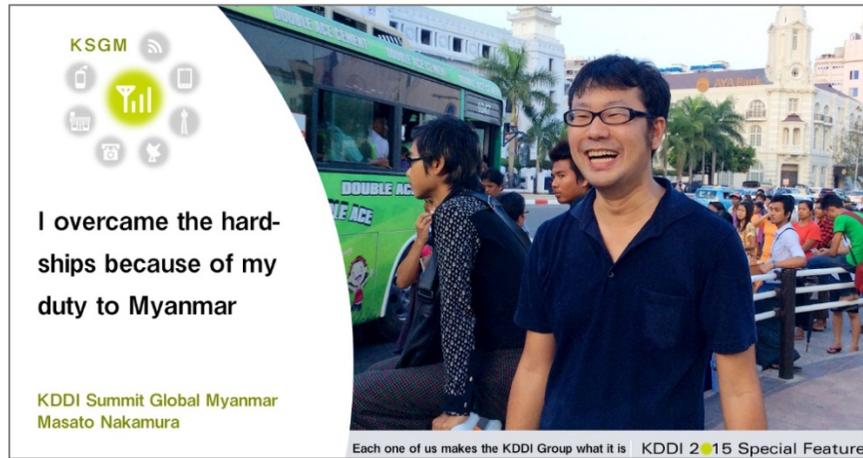
Favorite philosophy

•Satisfying customers



[Teruo Okubo]

Joined DDI. After it became KDDI through a merger, he worked as Philosophy Promotion Department Manager, and Manager of CSR & Environment Management Department. Then, for eight years from April 2006, he served as an instructor of Mobile Phone Learning Classes. He has taught approximately 1,200 lessons, and he is popular for being a "professional instructor of Mobile Phone Learning Classes" who has seen the changes in how school children interact with mobile phones. After his mandatory retirement in March 2014, he has been working under the re-employment system and holding Mobile Phone Learning Classes throughout Japan since April.



The Republic of the Union of Myanmar (Myanmar) is located on the west side of the Indochina peninsula. In recent years, the world has focused on Myanmar for its new business opportunities. However, the condition of communications in Myanmar has lagged behind. Facing this situation, KDDI, Sumitomo Corporation, and Myanma Posts and Telecommunications (MPT) have joined to provide support for Myanmar's telecommunications business. This is the story of Masato Nakamura, who is responsible for the general work of wireless networks.

Communications conditions that was worse than imagined

In the spring of 2014, KDDI dispatched about 50 employees to the old capital of Yangon, Myanmar with the purpose of building the telecommunications business of MPT. One of those employees was Nakamura who was part of the Engineering Division of Osaka's Engineering Center where he worked on improving service area quality for the Kinki region.

In Myanmar, Nakamura was in charge of wireless communications. He was responsible for creating plans that used current network condition analyses and analyzed them further.

"When I arrived in Myanmar in May, the network connection rate for mobile phones and smartphones was 60%. Looking at that number, one would think that it was a fair amount of connectivity, but when I tried to use a mobile phone or

smartphone, I was surprised at how poor the connection was. Even within Yangon, no connection during the peak night times was a given, but even during the daytime, I could not connect. The condition of communications was far worse than I had imagined."

Why were communications conditions so bad? To find out, Nakamura knew that it was necessary to investigate what kinds of policies were used to build this network. Therefore, he focused on collecting the opinions from MPT and KDDI's business partners. After one month of collecting and analyzing the necessary information, Nakamura began to see that Myanmar's network was not optimized and the existing equipment was not being effectively utilized.

I want to meet the expectations of the people of Myanmar

"There were other problems that existed.

The organization within MPT was unorganized, and what would have been quickly resolved in Japan was difficult to get moving. Every day was like starting from building a foundation on a vacant lot, and it was the same for other departments. Everyone was determined to accomplish their duties, exchanging mails from 8 in the morning to the middle of the night and giving up their weekends."

Ahead of the autumn opening of the first directly operated store, the summer saw newcomers entering the market and more intense competition could be seen coming. Under these circumstances, everyone including Nakamura felt that they needed to hurry. However, Nakamura describes how his conviction to build a stronger and more reliable network won out.

"KDDI employees would eventually leave and MPT would have to continue operating on their own. Everyone was resolute in their duty for Myanmar. This duty was not just to our comrades at MPT, but we also wanted to meet the expectations of the people of Myanmar."

Myanmar has a land size that is 1.8 times bigger than Japan, and it is dotted with regional towns and cities. Within the country, the proliferation of fixed-line phones has not spread so people had placed their expectations on the spread of mobile phones, smartphones, and the Internet. However, even in urban areas, there are



regions where the spread of mobile phones, smartphones, and the Internet lagged. "Communication was a highly anticipated means to reach friends and family who live far away especially in a country where traveling to different regions is financially difficult."

World-class engineer

At the start of my assignment, I had no idea where to begin working. Then in November, MPT's first directly operated store opened inside the Yangon Central Post Office. Nakamura describes how around that time, talking with customers made him realize that the more he moved forward, the better things would become.

"When walking around town I'd always ask people, 'How's the MPT mobile phone?' Around autumn, every time I asked, people would happily reply, 'Very good.'" With the additional effect of setting low usage fees, the 4 million MPT users at May 2014 more than doubled by April 2015.

"Nowadays, seeing people around Yangon using a smartphone has become common. When I see news about the drastic improvement of the mobile phone conditions for Myanmar, I feel a great sense of pride at what we have done. But I am most happy when hearing what customers have to say. When someone comes to me happily telling me how thankful they are to have been able to talk with their distant family for the first time in a long time, I feel like engineers are finally getting the recognition they deserve."

Nakamura studied information engineering and had a desire to make people happy using his technical knowledge. This is the reason he chose KDDI. Around his fourth year working at quality function that customers can experience themselves, he began thinking to himself, "There are mobile phones around the world and I want test my ability as an engineer overseas." This is what he told his superior. Nakamura recalls the first year after his assignment to Myanmar saying, "I never thought that I would achieve this so soon."

"When I was working in Osaka, my superior said, ' You won't really know what it's like unless you go there.'" This rings true even now. In Myanmar, I was able to experience a technology that was different from Japan's, and I was able to add a dynamic perspective to my skills. This experience has given me a new dream of using the skills I gained here to someday contribute to the improvement of another country."

Favorite philosophy

- Every small effort counts
- To know the problem, go, see and touch
- Achievement = Attitude x Effort x Ability



[Masato Nakamura]

During his time in the Engineering Division of Osaka's Engineering Center, Masato Nakamura was responsible for wireless quality management of the entire Kinki region. There he focused on signal reorganization, the launch of LTE operations. He also created proposals for traffic management methods for KDDI-supported events, and worked to improve communications quality so that customers could comfortably use their mobile phones. Since May 2014, Nakamura has been part to KDDI Summit Global Myanmar working as a wireless network engineer in charge of the general work for wireless networks.