SANDEEP SINGH

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Director / Head – Delivery Center Management / Customer Service Operations
Primary Focus: Growing People, Organizations, Customers and Financial Performance

✓ *High-performing Service Delivery and Management Leader with excellent people management skills, who thrives in Transformation / Change scenarios.*
✓ *Started a Service Office in Bangalore from scratch and was the SPOC for T-Systems India. Hired Senior Resources, Functional Managers and Operations Executives, and helped grow operations from 25 to 3000 people in Bangalore and Pune today. Developed the people, processes and tools to support this growth.*
✓ *Recognized by employers as a top performer and a go-to person to get any challenging / complex job done.*

EXECUTIVE SUMMARY

■ A purpose-driven professional with 17+ years of work experience in Operations, Projects, Delivery, Transformation, Customer Experience, Culture, and Team/People Management.
■ Extensive management experience in reputed multinationals such as Shell and T-Systems. Worked in global and regional roles, leading teams with direct reports from Malaysia, Netherlands and India; managed external and internal customers, vendors and partners. Inspired by working at Hong Leong Bank to achieve the highest levels of Customer Experience and Service Culture.
■ Manage and deliver cost-effective and high-performance technology solutions to demanding customers. Leverage IT / Digital to help solve problems innovatively, leading to productive and efficient services for customers while gaining competitive advantage. Focus on Digitization, Data Analytics and Automation to drive growth.
■ Constantly measure success through hard and soft achievements - from the improvement of top and bottom-line performance numbers to the improvements in quality excellence, customer and employee satisfaction.
■ Recognized as a collaborative Leader with the right attitude: passionate, confident, pragmatic, adaptable and accountable towards work. Strongly guided by core values such as honesty, integrity and respect.
■ Strong focus on people. Known as a progressive leader who challenges teams to continuously improve by learning and unlearning. Enjoy seeing people grow in their careers and become a better version of themselves. Focused on building amazing teams with the right attitude and aptitude, to achieve the key results – bring improvements to the top and bottom line, maintain + exceed CX and EX, to solve problems, create value and sustain quality.
■ MBA with Distinction from Anglia Ruskin University, UK and a certified Six Sigma Black Belt.

– Service Delivery Management	– Culture Management	– Project / Program Management
– Customer Experience (CE)	– Change/Transformation Mgmt.	– Operations Management
– Relationship Management	– Operational Excellence	– Digital & Innovation
– Top & Bottom-Line Growth	– Continuous Improvement	– Budget, P&L Management
– Performance Management	– Culture Development	– Country / Site Management
– Team Leadership & Mgmt.	– General Management	– 6-Sigma Black Belt

EXPERIENCE SNAPSHOT

HONG LEONG BANK, KUALA LUMPUR   Nov 2017 – Present
Head - Customer Experience Performance Mgmt. & Service Culture (Digital & Innovation Dept.) – until Dec 2021
Head – Ecosystems, Labs & Partnerships (Digital & Innovation Dept.) – from Jan 2022

■ Lead the bank's Channels & Products' CX Performance throughout the customer journey stages - Attracting, Acquiring, Transacting, Engaging and Offboarding.
■ Responsible for driving E2E closed-loop improvements from Data Collection (post trx. surveys, social media, external sites, chatbot, contact center calls, complaints, operational tools), Real Time Alerts/Reporting, Visualization (Tableau), Trend/Root Cause Analysis, Insights Generation, Tracking & Monitoring.
■ Champion the usage of new technologies to improve CX using AI, machine learning, natural language processing, facial recognition, IOT, Predictive Analytics, API's, RPA. Partnered with Google, Amazon, Facebook and Apple, Tier 2 Chinese companies, and Tier 1 Malaysian startups to bring in technical and innovation knowhow. Perform experiments jointly in CX lab where the startups and the Bank employees co-create innovative solutions together.
■ Successfully implemented the Bankwide BNM Fair Treatment of Financial Consumers (FTFC) policy.
■ Responsible for leading and championing the Bank's new Digital Service Culture Program including refining of strategy, values, agenda, change & communications management, and CX. Leverage digital and innovative technology to evolve banking of today from transactional to advisory to meet future demands.
■ Responsible for the overall Bank's Digital Ecosystem building – from the Infrastructure (CX Lab, Innovation & Jumpstart@65 Community Hub), to the Strategic Programs (HLB LaunchPad & Can You Hack It Hackathon) to the Strategic Partnerships (MDEC, MRANTI, MBAN, CRADLE). HLB LaunchPad is a platform to nurture new ideas and talent from Fintechs and Startups in order to co-create new capabilities / products & to go-to-market together (https://www.hlb.com.my/hlblaunchpad/index.html).

Key Accomplishments:

- Consistent YoY improvement in Customer Satisfaction Mean, T2B% and NPS for all Digital & Non-Digital Channels & Products.
- CX / Digital related awards received by the Bank –
  - 2020: Red Hat APAC Innovation Awards ; Best Digital Bank Malaysia by AsiaMoney.
  - 2019: Best Use of Social Media – Bronze by Malaysian Digital Association.
  - 2018: Omni-Experience Innovator for Malaysia by IDC Digital Transformation.
  - 2018: Best Digital Bank by Asiamoney Best Banks Awards for Malaysia.
  - 2018: Best Innovation in Retail Banking Malaysia by The International Banker Asia & Australasia Awards.

T-SYSTEMS MALAYSIA SDN. BHD., CYBERJAYA, MALAYSIA	Oct 2016 – Nov 2017

Head of Process, Quality, and Internal IT
Business Operations – Strategy & Communications

Head of Department for Process & Quality Management and Internal IT in T-Systems Malaysia (TSMY) with over 1200 staff. Reported directly to the T-Systems Malaysia MD, as well as functionally to the Head of Telekom IT SSIM Business Operations in Central Germany. Managed internal and external quality audits, security management, and business continuity management of the country operations. Was responsible for more than MYR 15 Mn CAPEX and OPEX budget on yearly basis for these departments. Functionally managed 4 managers and team leads, and indirectly managed a group of 10 employees within the PQIT department. Also managed delivery resources from multiple teams, onshore and offshore, in-house and vendors. Involved in multiple other roles across the company (HR, Strategy, Sales/Growth, Communication) as part of the MD's office, working closely with the MD of TSMY on a daily basis.

- Significant YoY cost savings achieved. Reduced overall YTD IT spend in 2017 by 15% by creative and strategic re-negotiations with projects, vendors, partners, and senior management. Reduced telephony costs by 30%.
- Reduced dependency on high-cost overseas services by leveraging current resources capabilities and growing in house talent.
- Prevented a possible cost increase up to RM 2 Mn due to a major crisis by challenging status quo and finding out of the box pragmatic solutions.
- Took on additional roles within the organization and brought value to the transformation. Headed the Human Capital Development Program where Ambidextrous Learning was implemented to 'Think, Create and Innovate' via experiential and experimental-based learnings.
- Helped set up key partnerships with several organizations on behalf of the company; worked with governmental and non-governmental organizations and private sector to explore growth opportunities.

T-SYSTEMS MALAYSIA SDN. BHD. – SHELL GLOBAL ACCOUNT, CYBERJAYA, MALAYSIA	Dec 2015 – Oct 2016

Head of Operations – SMART India Bangalore

Set up the T-Systems "Project Office" in Bangalore from scratch - resources, infrastructure, office location, processes, and transition. Responsible for line management of all the resources in Bangalore, once the setup was complete. Managed a group of 25 senior resources in Bangalore – Senior PMs, Bid Managers, Landscape Operations Managers, Application Managers, etc. Responsible for the site's finances (P&L), operational quality, and service delivery management, and was the SPOC to the customer, TSMY, TSIN and T-Systems International in this new location. Reported to the MD of T-Systems Malaysia (line) and to the SGA Global Account Delivery Manager (functional) based in The Hague, Netherlands.

- Bangalore office set up from scratch within 3 months – business centre, resources, infrastructure & transition.
- Handover to local management in Bangalore within 6 months – from the hiring of the local VP leader in Bangalore, to the complete transition of business centre, resources, infrastructure, and other transition activities.
- 0% attrition in 6 months, conversion of contractors to permanent in 6 months, 85% staff utilization average.
- Initiation of new knowledge program (Orion Program) to encourage technology focus (Cloud, Automation, Artificial Intelligence, DevOps, Agile/Scrum) from the delivery team in this location.
- Involved with T-Systems Malaysia's venture into Indian government relations in 2016 – meeting and working with the Secretary to the State Government of Telangana (India) on potential collaborations, future opportunities & joint activities.

T-SYSTEMS MALAYSIA SDN. BHD. – SHELL GLOBAL ACCOUNT, CYBERJAYA, MALAYSIA	Dec 2013 – Dec 2015

Head of Global Project Delivery (GPD) Operational Excellence + Head of GPD Malaysia

Reported to the Head of Global Project Delivery for Shell Global Account in Munich, Germany. The Global Project Delivery team is 600 strong globally. Directly interfaced with stakeholders: IPPD, Shell and T-Systems Project resources that impacted Revenue ($55M p.a), Gross Profit ($12M p.a), CSLs and KMs scores. Managed the GPD costs centre with a budget of RM 8M per annum. Direct line and functional responsibility for a team of experienced Continuous Improvement Managers, Operational Process Management Leads and Transition and Transformation Managers. Acted as first line of management escalation across all Project areas. Simultaneously headed the SGA Global Project Delivery department in Malaysia - a team of 44 staff including Senior Project Managers, Risk Managers, Quality Assurance Managers and other roles within Project Management Office.

- Built an Operational Process Mgmt. and Continuous Improvements team to support the Global Project Delivery teams.
- Reduced GPD yearly escalations by 50% (from customers and internal teams).
- Reduced GPD yearly Emergency Changes by 90% for 2 straight years (from 10% in 2013 to 1% in 2014 and 2015).
- Improved quality by reducing the number of serious project situations to 0 in 2015 (compared to 2 project situations in 2014)
- Reduced GPD RED projects and increased Customer Satisfaction score compared to 2014.
- Increased GPD revenue by 20% and reduced GPD overheads cost by charging change management to customer via fixed fee.
- Plugged operational time-writing leakages that resulted in increased potential revenue
- Set up a best of breed project – GPD Industrialization and Standardization project. Target of off-shoring work to cost-effective locations while still being able to maintain quality via standardized training, documentation, mentoring, etc.
- Through Agile, reduced divestment project timelines from 3 months to 1 by working parallelly, pre-ordering and dedicated teams.
- Reduced TTS delays between go live dates and the TTS sign off from 87 days in 2014 to 7 days YTD 2015.
- Reduced GPD Malaysia bench time (and potential revenue/GP loss) by pioneering an effort to provide PMs for local business unit projects during quieter times.

- Excellent Employee Pulse Survey results from my managed cost center – All Green with high scores.

T-SYSTEMS MALAYSIA SDN. BHD. – SHELL GLOBAL ACCOUNT, CYBERJAYA, MALAYSIA **Global Service Quality Manager**	Jul 2009 – Dec 2013

Reported to the GF Global Service Delivery Manager. Prepared, tracked and steered improvement programs with Operations; monitored plan progress, prepared quarterly reports and updated management as part of value-added services to the global customer (Shell Global Functions). Responsible for strategic CRM with Shell to address quality issues - accountable for ALL CSLs and customer confidence / satisfaction survey results (SCS) for Shell Global Functions. Led major and complex high-visibility projects across multiple divisions and profit center areas. Provided leadership in identifying areas of productivity improvement to replicating industry best practices. Plan and executed budget for Service Improvement initiatives.

- Achieved GREEN Supplier Confidence Survey results for 13 months in a row (first team to achieve this in Shell).
- Closed / downgraded all 5 "Jay Crotts" Top-10 items. All projects driven by team closed within budget, quality and time.
- Reduced year-to-year escalations from Shell Global Functions by 50% via GF Escalations Tracking System.
- Individual performance index above 100% every year – 124% (2012), 123% (2011), 125 (2010).
- Pioneer Six Sigma Black Belt in T-Systems Malaysia – Training conducted in Germany, Spain & Netherlands by TSI University
- 4 Successful Six Sigma Black Belt Projects completed with a combined savings of 3 million Euro p.a - approved by Finance & Controlling dept. (by increasing productivity and efficiency, removing penalties from non-compliancy, reducing expenses, increasing revenue, restructuring teams, aligning job roles and functions, performance management, etc).
- Solved major problems within organization eg: patching CSL, request management CSL, post transformation programs, etc
- Experienced the whole IT Outsourcing process cycle from a Shared service Customer Environment to Vendor Environment Built a strong network of Black Belts, Master Black Belt and Senior Leaders across the world (Training and practical conducted in Germany, Netherlands, Spain)

EARLIER ASSIGNMENTS

WDC Process Manager - T-SYSTEMS MALAYSIA SDN. BHD. – SHELL GLOBAL ACCOUNT	Jul 2008 - Jun 2009
Global IT Project Management Consultant (NSTO) - SHELL IT International, Cyberjaya, Malaysia	Jan 2007 - Jul 2008
IT Helpdesk Team Consultant / Deputy Team Lead - SHELL IT International, Cyberjaya, Malaysia	May 2005 - Dec 2006
Sales Executive with Perangsang Jasa	Jul 2003 - Apr 2005
IT Internship with PETRONAS Carigali Triton Operating Co. (under Petronas Carigali)	Jan 2003 - Jun 2003

QUALIFICATIONS & CERTIFICATIONS

Masters of Business Administration (MBA) in General Management - Anglia Ruskin University, UK	2018
Bachelor of Computer Science (Major: Management of Information Systems), University of Malaya, KL	2014
ITIL Practitioner: Continual Service Improvements	2012
Certified Six Sigma Black Belt (4 successful projects in 2 years)	2010
Business Analyst (Logical Data Gathering – George Washington University)	2007
ITIL Foundation v2 and v3 Certification	2006 & 2012

TRAININGS

HLB Senior Leaders Program - INSEAD	Oct 2022
Management Maturity 1.0 & 2.0- T-Systems Malaysia	Jan-16 to Dec-17
T-Systems Malaysia Leadership Program - T-Systems Malaysia	Jan to Jun 2015
Advanced Leadership Skills - Malaysian Institute of Management	Apr 2015
Leadership Development Program - ARGO Performance & Development	Mar 2015
Leadership Excellence Program 4 - T-Systems Management training	Jul 2011
Six Sigma Black Belt - Deutche Telecom University in Germany	Aug 2008
Shell Leadership Challenge Plus – Melbourne - Shell Leadership	Sep 2007
Neuro Linguistic Programme (NLP Practitioner)	Jan 2007

AWARDS & RECOGNITION

Recognition of successful bank-wide implementation of Fair Treatment of Financial Consumers Policy by Group Chief Compliance Officer, HLB (only 5 out of 800 chosen for this award yearly)	Dec 2020
MD's Special Award - T-Systems Malaysia (only 3 out of 2000 people chosen for this award yearly)	Dec 2016
Recognition for service excellence - Vice President IT Infrastructure (Shell)	Jun 2008
Recognition for service excellence - GM ITS Hosting and Storage (Shell)	Jul 2012
Global Service Management Recognition Award - Shell IT Management	Jun 2008

PERSONAL PARTICULARS

- Date of Birth: 29 Jan 1981.
- Languages: English, Bahasa Malaysia, Bahasa Indonesia.
- Address: Subang Jaya, Selangor, Malaysia.
- Interests - Chess, badminton, bowling, soccer, weight training, golf, traveling.
- Associate Member of Malaysian Institute of Management.
- Regularly organize mega social and cultural events together with various foundations / impact organizations.
- Love spending time with my twin kids at home.