

ANDREW BENDELL

GENERAL MANAGER

TELECOMMUNICATIONS | MULTI-SITE SERVICE DELIVERY MANAGEMENT

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More than a decade driving global contact centre and technical support operations, engaging teams for richer and more productive performances, and winning support for investments in leadership talent and capability development.

C-Suite Proficiencies

Operations Management, General Management, Multi-million Dollar Budgets, New Revenue Stream Design and Implementation, Leadership Team Management, Strategic Planning, Multi-site Management

History of Surpassing KPIs ~ Recent Highlights

Employee Engagement up 14%

- Created a blog that broadened communication channels between the leadership team and front-line staff while capturing the interest of the workforce via exploration of 'hot' topics. Blog also acknowledged the group's top performers and emerging talents.

Leadership up 19%

- Established and launched a *Back to the Floor* program that provided leaders and stakeholders an opportunity to reconnect with customers and understand how to deliver exceptional customer experiences through efficiency improvements.

Customer Focus up 32%

- Created and launched an online ideas register that captured ideas from across the workforce. Register provided staff with the opportunity to be "Customer Champions" and to share ideas for solutions to internal process challenges or issues.

Executive Experience

TELEPHONICS CORPORATION, Medford, N.Y.

7/1996–Present

General Manager, General Enquiries and Billing Operations

(1/2011–Present)

Report to: Director, Customer Care. Direct Reports: 8 (Centre Operations Managers, Outsourced Operations Managers, Project Manager and Unit Administrator). **Multisite Management:** Sydney, Melbourne, Adelaide, and offshore in Mumbai, Delhi and Manila. **Department Headcount:** 1200. **Budget:** OPEX \$31M; CAPEX \$250K.

Delivered operational and strategic imperatives, transformed the business through change and cost reductions, optimised the customer experience, and built of culture of success through employee engagement.

- Defined a clear strategy for goal attainment along with a governance model to track accountability, and created new performance expectations to restore team morale. Within weeks, the team operated with greater cohesion prompting positive feedback from stakeholders and peers.
- Led team to achieve the highest level of queries resolved on first contact across the Customer Care Division—all the while sustaining customer satisfaction rates. Successes were credited to new training in negotiation, listening and managing conflicts, along with improved accountability measures, and a new web-based communication portal for reinforcing 'wins' and performance expectations.

- Generated a \$1.3M reduction in goodwill financial compensation credits (36% year-on-year reduction) in just six months. Identified controllable items via new reports splitting discretionary from corrective credits, established credit per transaction targets, and improved decision making and negotiation competencies.
- Acknowledged for empathetic leadership in driving 20 redundancies as part of a company-wide cost reduction initiative. Maintained transparency, eased fears and personally briefed all leaders.
- Realised \$5M in savings and cut net operating costs by 18% through a review of operational expenditure.
- Defined a tactical approach for creating a vision for the future, incorporating progressive 90-day action plans and goals, governance/performance reviews, and consistent messages.

General Manager, Fault Management, Technical Support Operations

(3/2003–12/2010)

Reported to: Director, Customer Care. **Department:** One of the largest segments representing a quarter of the division's total headcount with 1400 employees. **Multi-site management:** Local operations supplemented by offshore outsourcing in the Philippines and India. **Budget:** OPEX \$45M; CAPEX \$500K.

Upon promotion to the role, found response to critical metrics of restoring product faults at unacceptably high levels. Reengineered reporting for trend analysis, established regular performance reviews with teams and key stakeholders, launched an investigative program to identify top fault drivers, and established new programs and communication strategies to improve customer engagement.

Over the next four years, **presided over a 54% reduction in faults and generated \$1.2M in savings** as more rapid service delivery reduced customer claims against the customer-satisfaction guarantee.

- Recalibrated workforce expectations and accountability by reversing unofficial hand-off processes, non customer-centric functions, and departmental silos that failed to facilitate an environment of ownership. Built buy-in for ideas and recommendations through a national road show.
- Championed capability of the technical support function to generate revenues. Introduced and drove a broadband upsell initiative supported by training and incentives. The team generated \$1.5M in annualized revenue in 2009—a rarity for a technical support function.
- Sponsored numerous Lean Six Sigma transformation initiatives. Results: \$360K saved through SMS notifications to customers; \$168K generated monthly via proactive customer upgrades, and \$63K saved annually by reducing spam.
- Cut attrition rates by 63% in two years. Redesigned recruitment practices and established management lead, onsite visits and reference-check process modifications.
- Created a culture of innovation, empowerment and continuous improvement through the development of an online ideas register to capture feedback and ideas for improvement to operational roadblocks across the workforce. 48 process improvements were delivered in the first 12 months in tandem with a 14% reduction in disgruntled customers.
- Improved connection with the global workforce by creating an internal blog, *Technically Speaking*. Blog received 2,200 hits from a workforce of 1400 in its first week, broadened communication channels between leaders and staff, and created excitement by highlighting the group's top performers.

Centre Manager, Telephonics Corporation, Service Assurance Group

11/1999–2/2003

Team Leader, Telephonics Corporation, Service Assurance/Technical Support and Customer Service

7/1996–10/1999

COLES MYER PTY LTD

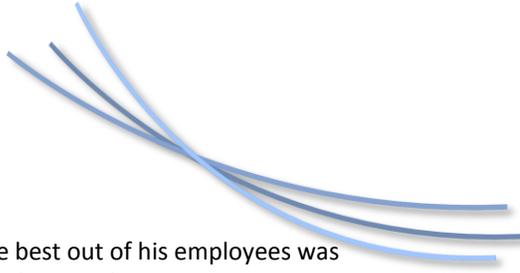
2/1988–7/1996

Department Manager

Professional Development

Master of Business Administration (MBA)
Telephonics Leadership Development Programme
Management Cadet Program

University of Sydney
 University of New South Wales
 Coles Myer Pty Ltd



Overview

Andrew Bendell heavily stressed his people focus and believed that his ability to get the best out of his employees was one of his most important and personally satisfying qualities. As a result of that, I built his brand in that manner, starting with the opening paragraph talking of investment in leadership talent and capability development.

On working through a branding exercise, we came up with cool blues. (Cool blues are perceived to be trustworthy, dependable, fiscally responsible and secure. Blue is also serene and generally well-liked). Searching for inspiration for the format, I came up with the three strings in blue and placed them in the header. The idea, is that this is a stylized view of telecommunication cabling which is his area of expertise.

Once I was able to choose this image, I was then able to explore other design elements to match or complement the colors from the colored dividers separating the information, to the splash of important information on page 1 that highlighted how well he had surpassed KPIs in the three key areas of his job.

The smart art on page 2 is by design, a talking point. I used a strong diagrammatic style to present this information and it is both dramatic and businesslike—evoking the spirit of PowerPoint presentations, charts and graphs.

I used a mixture of Calibri and Didot as the fonts to add some interest with the serif font Didot complementing the harsher sans serif Calibri.

This résumé was originally created on A4 paper for a client in Australia, however due to the TORI submission requirements I have changed the paper size to US-size and adjusted dates and length to accommodate.

The original spelling however remains (for example centre).