



NIRMAL KUMAR

SENIOR MANAGEMENT EXECUTIVE / CEO / COO / DIRECTOR

STATEMENT

My Name is Nirmal Kumar. I hold 18 years of strong Operational expertise managing service delivery, spearheading offshore customer service and technical support businesses for top-tier firms (Dell, Sutherland, SITES) yielding higher economic value to the clients and improved Quality of service to the end customers of multiple geographies, excellent project-management skills and a great eye for detail.



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SUMMARY

Senior executive with verifiable year after year success achieving revenue, profit, and business growth objectives within start-up, turnaround, and rapid-change environments.

Proven achievements in Enhancing operations, service delivery in Technical Support and Customer service, developing new markets, Relationship management and International Business Development.

Extensive business background in international, multi-cultural environments. Led and motivated worldwide teams comprised of more than 1,000 employees and managed P&L for business divisions exceeding \$100 million revenue.

Highly successful in building relationships with key stake holders, seizing control of critical problem areas, and delivering on customer commitments.

COMPETENCIES OVERVIEW

Think big

Business development & Strategy
Execution Excellence & Leadership

Business Acumen

Relationship management
Executive advisory & decision support

Operational Excellence

Start up, turnaround & change management
Profitability & performance improvement

Process Excellence

Quality & continuous improvement

Financial Acumen

Budget planning
Cost analysis, reduction & control

PERSONAL DETAILS

Date of Birth: 10 November 1980

Passport No : K5047792

PROFILE & VALUE

- ❖ **Effective and accountable in Senior Executive Roles** – Overcome complex business challenges and make high-stakes decisions using experience backed judgment, strong work ethics and flawless integrity. Respected as a proponent of empowerment and accountability.
- ❖ **Corporate Strategy and Development Specialist** – Characterized as an idealistic, Strategist and tactician. Consistent record of delivering amazing results in growth, revenue, operational performance, and profitability. Strong Operational expertise in service delivery including start-up, transition and turn-around operations.
- ❖ **Consistently deliver mission-critical results** – driven by a primitive “hard-wired” need to strategize, to innovate, and to disprove the words “It can’t be done!” Gifted with the Vision, Determination and skills needed for the high level revenue building strategies.
- ❖ **Strong orientation in operations and finance** - Participate in organization-level operational initiatives, including infrastructure design, process re-engineering, turnaround management and reorganization. As an innovative investor use instincts, insight, judgment, and timing to succeed no matter how tough the deal.
- ❖ **Respect and leverage human capital** - motivate, mentor and lead talented professionals. Live the culture and lead by example. Direct cross-functional teams using interactive and motivational leadership that spurs people to willingly give 100% effort and loyalty.

SELECTED HIGHLIGHTS

- ❖ Turned around an underperforming \$3 million global account, streamlining 4 line of business around operational strategy, restoring profitability, with increased productivity and higher revenue gains, winning additional business, and delivering double-digit EBITA growth.
- ❖ Achievements include managing staff of 1200 and \$10 million operating budget to increase productivity in just 6 months, without degradation of quality or morale and while simultaneously trimming 10% of costs for the program.
- ❖ Transitioned 2 new Business in a single year, managing a staff of 250 in support services of Printers, Projectors, MP3 Players and PDA for Dell and achieved the Best of Breed status across the enterprise for 4 consecutive quarters.
- ❖ Transformed low-performing business unit on warranty cost into a top-performer with an estimated saving of \$3.3 million in period of just 3 months. Regained control of the top end of the program and introduced new cost-effective solutions that enabled expansion into additional high-potential markets.

HOBBIES



Music



Travel



Articles



Photography



Event Management

EDUCATION

Bachelor of Computer Applications
IIST
2003

Diploma in Mechanical Engineering
Coimbatore Institute of Technology
1999

Post Graduate Diploma in advanced IT
Electronics Corporation of India Ltd
2000

CERTIFICATIONS

ITIL
V3 Foundation

Six-Sigma
Green Belt Certified.

DCSE
Dell Certified System Expert.

MCDST
Microsoft Certified Desktop Service Technician.

TRAINING SCHEDULE

Manager Basics

Developing Others.
Coaching Skills.
Assertiveness Skills.
Presentation Skills.

Lessons in Leadership

Giving & Receiving Feedback.
Leadership Essence I and II.
Execution Excellence
Enhancing NPS (Net Promoter Score).

ARTICLES PUBLISHED

Goal Setting

[Creating SMART Goals for your Employees](#)
[Why people are resistant to goal setting](#)

Inspire and Trust

[Empower your Employees](#)
[Simple Guidelines to Empowering Employees](#)
[Skip-Level Meetings](#)

Developing others

[Maximizing the Potentials of Middle and Front-Line Managers](#)
[Five Proven ways to maximize the Potentials of Middle and Frontline Managers](#)

Leadership Essentials

[Aspire to Inspire](#)
[Learn from the Lion – Lead with Courage](#)
[Transforming to a Customer Centric Leader](#)

Performance Management

[How to conduct an effective Performance appraisal](#)
[How to face your Performance Appraisal](#)

EXPERIENCE

CEO

2014 – TILL DATE

OPEXPRIME BUSINESS SOLUTIONS PVT LTD

Managed start-up of independent firm specializing in the delivery of a full-range of consulting services, strategic business planning, organizational design, financial turnaround, market research and strategy.

Responsible for working closely with the firm's partners and providing advice, recommendations and information to enable the firm to grow whilst maintaining its regulatory responsibilities.

Identified and acquired new business, and managed all aspects of the project lifecycle from scope of work through provision of deliverables, follow-up, and relationship management for large-scale, long-term projects.

CHIEF ROLE

- ➔ Taking charge of the commercial, technical and organizational interests.
- ➔ Managing relationships with key stakeholders.
- ➔ Negotiating terms and closing deals.
- ➔ Ensuring that all deals meet the required revenue and margin expectations.
- ➔ Presiding over the organization's day to day operations.
- ➔ Developing the business in new markets.

REPRESENTATIVE ENGAGEMENTS

- ➔ Retained by US-based Start-up Company to advise and participate in creating a business plan, raising capital, and executing a remote technical support project.
- ➔ Retained by a India-based client – a pioneer in Utility Services and a Cement Manufacturing Giant to advise on acquisition by a larger competitor.
- ➔ Retained by a premium client, a leading Manufacturer of Architectural Hardware and market leader in Glass Fabrication to source prospective Investor for completion of a new project.

PARTIAL CLIENTELE

- ➔ Etech Support Ltd.
- ➔ Royal Info Services.
- ➔ Atlas @ Harrington
- ➔ Upshot Utility Services.
- ➔ India Stones Private Ltd.
- ➔ Aakarshanam Ventures

DIRECTOR

2013 – 2014

SPECTROMAX TECHNOLOGY SOLUTIONS PVT LTD

CHIEF ROLE

- ➔ Successfully created structures, processes and trained people to provide services to offshore clients efficiently and effectively.
- ➔ Significant in initially leading the entire sales and business development effort while simultaneously creating the teams.
- ➔ Significant in adding technical teams to further improve upon services resulting in additional offshore and domestic clients. The technical support for End users were designed for US and Canada, however with effective optimization of resources and planning, the organization expanded to the UK market which created a significant impact on overall sales revenue.
- ➔ Seasoned manager and negotiator skilled in developing operational strategies and directing major initiatives from original conception through implementation.
- ➔ Sustained on the leading edge of managing systems through the strategic selection of professional experience from innovative technologies for performance optimization to innovative developments & processes that enhance leadership teams & individual performance.

PARTIAL CLIENTELE

- ➔ Universal Tech Support Ltd., UK
- ➔ OpenDial Support Group., PH



EXPERIENCE

DIRECTOR

2011 – 2013

RAHA ENTERTAINMENTS PVT LTD

- ➔ Maintained a well-qualified pipeline of prospective managed services opportunities by establishing and maintaining professional relationships with key decision-makers.
- ➔ Key Account Management & Strategic Activation services to create Brand Experiences, launch Products, drive Sales and promote Awareness.
- ➔ Artist recruitment and development, contract negotiations, art purchasing, vendor relationships. Provided end to end solutions through quality event management and entertainment.
- ➔ Devise solutions that are based on solid methodical planning, regardless of size, priority or duration. Devise project framework influenced by client objectives and their needs.

PARTIAL CLIENTELE ➔ IDA – Indian Dental Association ➔ Audi – Audi Q7 Road Show. ➔ Serco Global Services

SENIOR MANAGER - OPERATIONS

2010 – 2011

SITEL INDIA LTD

CHIEF ROLE

- ➔ Accountable for Service delivery & P&L responsibility for a Technical Support Process consisting of 500+ FTE
- ➔ Managing and providing Technical Support to US Customers, through Voice based support.
- ➔ Strategizing to maximize revenue with minimal cost factors impacting the bottom line.
- ➔ People development, accountable for development of managers, hiring readiness at all levels, manage and maintain high levels of employee satisfaction.
- ➔ Accountable for Performance management and service delivery of all client metrics viz., CSAT, Service Level, Quality, Warranty Metrics and Upsell Revenue.
- ➔ Driving Resolution culture across the floor/teams.
- ➔ Maintaining & developing client relationship by ensuring proactive approach to all communications to the client.
- ➔ Leading, developing the management team, driving motivational activities & delivering scorecard performance.
- ➔ Driving and leading strategic initiatives to drive cost reduction within the account, minimizing cost factors through efficiency gains.

Key role in transitioning the tech support operations of Dell by establishing a complete framework for Tech support in Sitel – Chennai.

BUSINESS DIRECTOR

2007 – 2010

SUTHERLAND GLOBAL SERVICES

GROWTH PATH

- ➔ Jan 2010 – Nov 2010 - Business Director - Service Delivery
- ➔ Sep 2007 – Dec 2009 - Operations Manager - Service Delivery

CHIEF ROLE

- ➔ Spearheading activities for Tech Support Business for Dell's Consumer Segments (US and Canada).
- ➔ Accountable for performance management and service delivery of all client metrics viz., Service Level, Quality, C-SAT, etc.
- ➔ Driving effective resolution / customer experience initiatives to enhance customer experience.
- ➔ Ensuring adherence to contract for all compliances.
- ➔ Accountable for minimizing penalties tied to revenues as per contract by operational excellence.
- ➔ Minimizing cost factors through efficiency gains.
- ➔ Key driver of retention management initiatives through effective people management processes and a structured EWS (Early Warning System) approach.
- ➔ Maintaining & developing client relationship by ensuring proactive approach to all communications to the client.
- ➔ Leading, developing the management team, driving motivational activities & delivering scorecard performance.
- ➔ Managing & resolving high level customer escalations.
- ➔ Managing support functions like WFM & training, ensuring required and timely input deliverables to operations.

ATTAINMENTS

- ➔ Stellar role in transitioning the tech support operations for the printers and the specialty products of Dell and achieved the Best of Breed status across the enterprise for 4 consecutive quarters.
- ➔ Merit of initiating a project on Web Deflection for Dell 4 in 1 products as a process initiative in the Sutherland - Dell relationship; the project was a success story and a *win-win situation for Dell and Sutherland* thereby:
 - ★ Registered 30% reduction in AMPR, 24% reduction in Average Handle Time.
 - ★ Successfully resolved and improved the rate from 66% to 73%.

AWARDS

- ★ Bravo Extra-Miler Award - 2008.
- ★ Inspirational Leadership Award – 2008, 2009, 2010.

EXPERIENCE

TSS MANAGER

2002 – 2007

DELL INTERNATIONAL SERVICES

GROWTH PATH

- ➔ Nov 2002 – Dec 2003 - Technical Support Expert
- ➔ Dec 2003 – Jan 2005 - Technical Support Specialist / Coach
- ➔ Jan 2005 – Sep 2006 - Team Manager, Bangalore
- ➔ Sep 2006 – Sep 2007 - Technical Support Specialist Manager

CHIEF ROLE

- ➔ Steering initiatives for handling outstanding business partnership at all times to achieve business goals.
- ➔ Deftly pointing out process deficiencies to peers, process owners, provide inputs and work towards changing processes that impacts customer experience negatively.
- ➔ Instituting processes with BPI (Six Sigma) tools to ensure consistency in delivery of performance metrics.
- ➔ Ensuring effective engagement with direct reports, enabling employees to set appropriate career goals and work towards achieving them.
- ➔ Implementing best practices and standardization across all DELL Sites for TEO.

ATTAINMENTS

- ➔ Successfully completed a Green Belt Project on reduction of Warranty cost Metrics with a savings of \$3.4 million.
- ➔ Recognized as an award winner of 'The Certificate of Excellence' for outstanding contribution towards overall customer experience.
- ➔ As a Team Manager, led the team for Ownership Plus – a successful Pilot Project of forming Tier2 / Tier3 Teams.
- ➔ As a Technical Support Coach, acted as a part of successful Queue Consolidation Project (US, UK and Ireland).
- ➔ Adeptly involved in INFODEV, a project run by the Dell Product Manual group to create service manuals for Dell Products.
- ➔ Functioned as a part of the DELL Tech support Hiring team and New Hire Training and Certification.

AWARDS

- ✪ CE Excellence Award – 2003
- ✪ Manager of the Quarter – Q1FY07 / Q2FY07 / Q4FY07.
- ✪ Dell Smart Step Team Award – Q1FY07 / Q2FY07.
- ✪ One-Dell Team Award – Q4FY07.

PROJECTS AND INITIATIVES

GREEN BELT

PROJECT ID: 28985

WARRANTY COST REDUCTION – DELL GURGAON

WHY SELECTED:

The Warranty Cost for GGN Site was higher as compared to other sites, which led to poor customer experience and exorbitant warranty costs. This, in turn, had a severe impact on the bottom line of the company. Since each day adds up to the cost we incur on warranty, it was essential that this issue had to be tackled on priority basis.

ROOT CAUSE:

- ➔ Technician troubleshoots the issue correctly but sent a wrong part selected while dispatching.
- ➔ Did not diagnose the issue properly.
- ➔ Lack of PNP/Technical knowledge.
- ➔ Technician did not take ownership of the call / dispatch.
- ➔ Dispatching parts for Customer Satisfaction without proper Trouble Shooting.

SOLUTION:

- ➔ Implementation of Dispatch Tracking to ensure that all the Techs are using DSN effectively.
- ➔ Making L2 Approval mandatory for all Dispatches and L2 Manager's approval for all system exchanges.
- ➔ Ongoing commodity based training to enhance the technical expertise of all agents by the TEO team to ensure the right part to be sent is identified and to avoid multiple part dispatches.
- ➔ Publishing Cheat Sheets for all MPD dispatches with symptoms and parts to be sent (Most Expensive commodity)

RESULT:

- ➔ The Dispatch\$ per call reduced from \$15.22 to \$8.19
- ➔ The overall Dispatch rate reduced from 14.19% to 8.09%
- ➔ The project resulted in overall saving of \$3.3M annualized saving for CTS - Dell Gurgaon.



PROJECTS AND INITIATIVES

YELLOW BELT

PROJECT ID: 30486

REDUCTION OF WHOLE UNIT SYSTEM EXCHANGE – DELL

WHY SELECTED:

The Whole Unit System Exchange was on an increasing trend for DIS Gurgaon, which resulted in high warranty costs & poor Customer Experience. The WUE customer had to wait for a replacement for a longer period of time resulting in poor customer experience and also it impacted the overall resolution rate of the site.

ROOT CAUSE:

- ➔ Dispatch was used as a de-escalation mechanism.
- ➔ No Close loop system to techs about their dispatch failures
- ➔ Poor Troubleshooting skills and communication skills/ de-escalation skills.
- ➔ Customer satisfaction dispatches end up in increase of System Exchanges.

SOLUTION:

- ➔ Vitality Training modules are designed to ensure that techs know the after effects of a WUE (customer has to wait for 15 days without a system, cost implications to Dell etc.).
- ➔ Training on Most Expensive Commodity in New Hire Training and Transition Phase.
- ➔ Tracking and Reporting on MPD/WUE at Tech/Lead level ensuring warranty cost control.
- ➔ Implementation of Technical Escalation Process and Dispatch Approval compliance.

RESULT:

- ➔ The Whole Unit Exchange reduced from 0.61% to 0.23 %

BUSINESS CASE STUDY

DELL MINI NETBOOKS – SUTHERLAND / DELL

Sutherland Chennai proclaims as the primary service provider pertaining to Dell Mini Netbooks. Case Study done by self and submitted to Dell's Product group and Process Re-engineering Team covering the following Areas:

- ➔ CE/XPR Analysis boiling down to Product/process/policy & Services.
- ➔ Refund Analysis.
- ➔ Warranty Cost Effectiveness and Impact Analysis.

WHY SELECTED

The Product issues and service related issues were much higher than any other Dell Products. As Netbooks lacked the presence of Optical drive and Hard Drive is an integrated component (inbuilt), for any issues related to reinstallation of operating system, the system had to be shipped back to the factory, which resulted in high lead time for resolution. The customer had to wait for a minimum period of 14 days to get an issue resolved.

SOLUTION

Based on the customer survey, 60% of the customers referred to the factory service were not happy. It was Identified that 90% of the cases could have been resolved if the system had an optical drive. The proposal was to send a bootable USB drive, with OS loaded in it, which will create a win-win situation resulting in a lesser lead time for resolution, reduction in logistics and service cost for the client.

RESULT

Cost saving on Logistics and Service for the client, and Higher Customer Satisfaction and less resolve time for the Vendor. The dispatch rate reduced from 20% to 12% in the first week and stable at 6.5% by the end of 4th week. CE improved by 5.3% and Resolution rate by 7.1%.

SERVICE RECOVERY FRAME WORK

DELL PORTABLES – SUTHERLAND / DELL

- ➔ Developed a framework of Service Recovery to retrieve the failed resolution calls and follow-up on all Notebook customers.
- ➔ Service Recovery team Handles all Customers post part replacement and the Resolution Failure cases from the Transaction monitoring and drive till closure.
- ➔ The service recovery team has yielded goodness with 100% CE and XPR.



PROJECTS AND INITIATIVES

CISS – COMPLEX ISSUES SIMPLE SOLUTIONS

DELL MINI NETBOOKS – SUTHERLAND / DELL

Developed a robust framework to identify, isolate and provide faster and effective resolution, resulting in Outstanding Customer experience.

WHY SELECTED

- ➔ Reduce Troubleshooting Complexity for Agents and Customers
- ➔ Provide standardized resolution on-time.
- ➔ Improved resolution rate providing Outstanding Customer experience.

RESULT

- ➔ CISS has shown progressive improvement on Customer Experience where applied by approximately 10%
- ➔ Resolution on Dell Mini Netbooks has improved by 8% post implementation of CISS.
- ➔ Handle Time on Mini-CISS applicable calls is comparatively 5 min less that of the floor.

EMPLOYEE ENGAGEMENT

REDUCTION IN VOLUNTARY AGENT ATTRITION – (0 – 180 DAYS)

WHY SELECTED

- ➔ Huge Loss in Hiring and Training, when the employee leaves before giving results and also a low yield of employees (30.2%) from training and transition to Production floor.

ROOT CAUSE

- ➔ Selection process (Over or under qualified techs).
- ➔ Setting improper expectations on Day-1
- ➔ Training inconsistencies (Training vs. floor) / Lack of feedback to training.
- ➔ Inconsistency among managers & No / inconsistent follow-up on feedback given.

SOLUTION

- ➔ Trainer to remain with the Batch during first week of Transition.
- ➔ Program Manager/ Operations Manager orientation during Training.
- ➔ Transition Managers to monitor the certification process.
- ➔ Session by tenured agents who got promoted in the previous cycle.
- ➔ Implementation of Buddy system for First Time Managers.

RESULT

- ➔ Average addition to production increased from 30.2% to 76.5%. (Annualised saving of \$2.9 million).

EMPLOYEE ENGAGEMENT

PROJECT ENDEAVOUR

Project Endeavour is a Process that would allow L1s and above to submit an Idea regarding anything related to process & work environment. Agent can also add if he wishes to be involved further.

AGENT CONCERN: My Ideas & Suggestions are not valued in the decision making process. I feel all my skills are not being utilized.

- ➔ Involving our frontline people in improvement initiatives will allow them contribute in more than one way.
- ➔ Ideas will be reviewed periodically by a panel of judges and will be notified if the Idea is approved / declined with reasons and a Thank You (Pen or Hat with ENDEAVOR).
- ➔ Awards for Best Idea – Quarter, Team with most Ideas submitted, agent with the most Ideas submitted.

PREVIOUS ASSIGNMENTS

2000 - 2002

ADDA'S EVENTS, COIMBATORE AS EVENT MANAGER

Organizing Conferences & conventions, Awards ceremony, Game & theme shows, Brand Launches, School/College/Institution Contact Programs and Mystery Customer Program.

1999 - 2000

SANSU AUTOMOTIVES LTD., BANGALORE AS TRAINING ENGINEER

Oversee the Production Dept. scheduling, production control, inventory control and output. Initiate, recommend, investigate, trouble-shoot and provide solutions and actions to prevent the occurrence of any nonconformities relating to the products, process and quality system.