

Curriculum Vitae – Adrien Chan

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ABOUT ME



I am a Program Manager in Dell for the implementation of services support projects for Technical Support. I have 15 years of experience in the Technical Support space as a front-end support agent, a team leader & team manager of the Australia/New Zealand Technical Support Call Center & I have been doing program management for the last 7 years in Customer Experience & new projects implementation.

Work Experience Summary

Feb 2011 – Mar 2014	Global Support Services Program Manager for Asia Pacific & Japan; Dell Global Business Center, Bayan Lepas, Penang, Malaysia
Jan 2007 – Jan 2011	Regional Customer Experience Program Manager for Asia Pacific & Japan; Dell Global Business Center, Bayan Lepas, Penang, Malaysia
Jul 2006 – Jan 2007	Tech Support Sr. Manager for Consumer Australia & New Zealand (ANZ); Dell Global Business Center, Bayan Lepas, Penang, Malaysia
Nov 2004 – Jun 2006	Tech Support Team Manager for Enterprise Australia & New Zealand (ANZ); Dell Global Business Center, Bayan Lepas, Penang, Malaysia
Feb 2003 – Oct 2004	Tech Support Team Leader for South Asia Consumer; Dell APCC, Bayan Lepas, Penang, Malaysia.
Oct 1998 – Jan 2003	Technical Support Specialist for South Asia Consumer; Dell APCC, Bayan Lepas, Penang, Malaysia.
Jan 1993 – Sep 1998	SMB Computer Sales & Technical Support Specialist; Z'Tronic Computers / Mass Monitors Sdn Bhd, Penang, Malaysia.
Feb 1991 – Dec 1992	Accounts Clerk; Bank Buruh later acquired by BSN Commercial, Penang, Malaysia.

2011-2014

Global Support Services Program Manager for Asia Pacific & Japan; Dell Global Business Center, Bayan Lepas, Penang, Malaysia.

I am a Project Implementation Program & Project Manager for Technical Support in 6 major sites for Asia Pacific & 14 countries; Malaysia, Singapore, Brunei, Thailand, Taiwan, China, Korea, Japan, India, Philippines, Vietnam, Indonesia, Australia & New Zealand. I am in a team of Program Managers from locations based out of Penang, Bangalore, Xiamen & Kawasaki, who report to a regional Asia Pacific Director who is part of the Global Services Delivery Organization in Dell. This is a global organization which comprises of 3 regions; The Americas, EMEA & Asia Pacific

The purpose of the organization is to manage the implementation of new services offerings in the perspective of services & support functions in line with the company's strategy of tailoring towards the customer's needs for Dell's serviceability in the Enterprise & Client space.

Key Responsibilities

- Implementation & readiness for mergers & acquisition (Force 10 networks); Managed onboarding of Force10 services & support to be integrated to Dell support. Previously known as Force10 Networks is a US based company which developed & marketed 10 Gigabit & 40 Gigabit Ethernet switches for computer networking to corporate, educational & governmental customers. In August 2011 Dell completed the acquisition of Force10. My role during the merging of Force10 was to ensure the integration of the Force10 networking support team into the Dell support model ensuring that the serviceability of the tools, diagnostics, contact routing whether by call, email or chat being thoroughly scrutinized for a seamless transition being transparent to the legacy Force10 customers as well as uphold Dell's ProSupport quality level of support offerings for the new Dell Force10 brand.
 - Integration of services functions including frontline service related support; Onsite Service Delivery, Service Parts Delivery, Enterprise Deployment Team, Global Learning & Development, Legal Team & the Technical Account Management division.
 - Global Core Team synchronization of processes & procedures including the charter of the Marketing & Business Requirement Documentation, the service offering Service Description, Policies & Procedures, and all communications related to the integration of the product.

- The learning & development of Dell's technical expertise roadmap for the effective training & knowledge management of existing talent in the legacy Force10 towards a successful implementation of the APJ Networking Expert Centers within Asia Pacific.
- Support readiness management of new services offering that targets improvements in Dell's lineup of offers which improves market competitiveness with the Enterprise & Corporate Client line of business areas.
 - Support Readiness for **Proactive Maintenance** for EQL, Compellent, Force10, PowerEdge Servers, PowerVault Storage & PowerConnect Switches; Proactive Maintenance is part of the **Dell Remote Consultation Services** offers which provides remote assistance with specific IT tasks like for example virtualization for VMWare, Microsoft Exchange configuration & best practices, systems management on Dell managed Plug-Ins for VMWare & Data Recovery & Protection.
 - **ProSupport Flex for Client**; a scalable support offer designed for self-maintaining customers with a large number of client assets and robust internal IT capabilities, was recently launched in Aug 2013 by the Global Support and Deployment (GSD) team in APJ. The team is off to a strong start with two wins (Japan Ministry of Defense and Japan Maritime Self-Defense Force) that have **total incremental revenue exceeding \$700,000**.
 - **Enterprise Services Tools & Diagnostics**; in-line with Dell's vision for the remote services including Remote Advisory/Consultation Services & Remote Installation Services, these remote support tools function to automatically & remotely collect logs from storage & network servers to facilitate actionable troubleshooting by the Enterprise Storage & Networking Support Teams in Asia Pacific.

Key achievements within this role

- **Established training standardization for networking support & solutions for APJ in line with Global Learning & Development standards between the periods of 2011 to 2013**; Globalizes structured training in the form of classroom, instructor led programs & web interface training enabled the front line technical support agents achieve the necessary competency to support advanced level networking requirements to modernize the customer's network in improving infrastructure, gain performance through remote services & at the same time lower the costs of running a business with the availability of Dell's flexible array of products & offerings. This standardization became the basis of all future M&A training backbone in terms of the way Dell manages the integration of

acquisitions & ensuring the assimilation of knowledge & tech expertise to our front line support agents.

- Represented Global Service Delivery Operations to drive & support **CLCA (Close Loop Corrective Actions) program for 2013**; managed and closed 7 CLCA programs this year, Reducing over 1500 escalations, cutting transfer rates by 8%, and optimizing our partner SOW process to bring 100 SOWs into full compliance. Through the use of the CLCA processes, overall IT downtime in our environments decreased by 57% YoY from 2079 hours to 891 hours of down / degraded time.
- Managed towards the successful launch of **Business Value Systems Networking Global Standardization (2011)**, **Force10 Networking Integration & Support Readiness (2012)**, **ProSupport Flex for Client (2013)**, **Serviceability Tools/Diagnostics (2013)** & **Proactive Maintenance for Enterprise Solutions (2014)**; Completed internal audits for all successfully launched projects with an above 90% compliance rate for all sites within Asia Pacific.
- Driven towards a team effort of an NPS (Net Promoter Score) of 55% in Q3 up from 47% with an increase of an average of 7% per quarter for 2013; Enterprise Q3 CSAT scores of 96% for ProSupport Enterprise, 92% for Basic Enterprise, 92% for ProSupport Client & 88% for Basic Client for Asia Pacific.

2007-2011

Regional Customer Experience Program Manager for Asia Pacific & Japan; Dell Global Business Center, Bayan Lepas, Penang, Malaysia.

Between this time I was the Customer Experience Program Manager for the Commercial Enterprise & Client Technical Support within Asia Pacific for the 6 major sites for 14 countries; Malaysia, Singapore, Brunei, Thailand, Taiwan, China, Korea, Japan, India, Philippines, Vietnam, Indonesia, Australia & New Zealand. I reported to the Global CE manager located in Round Rock (Texas), as with several team members from across Dell in Penang, Cherrywood (Dublin) & Round Rock (Texas). The teams support the development of Customer Experience programs which address the needs of our Commercial customers across Dell Global for the regions of the Americas, EMEA & Asia Pacific.

Key Responsibilities

- Drive Customer Experience metrics in the form of Customer Satisfaction (CSAT) by means of a web delivered survey (E-Survey) which randomly targets end users after a successful contact via call center, email or web chat services provided by Dell.

ProSupport method of CSAT delivery was via means of a telephone survey. A global target of 90% was set by the Global Services CE team.

- Manage & govern the delivery of CE metrics across Asia Pacific by ensuring appropriate tools of delivery, filtering of parameters to delegate ownership, accuracy of reporting through reviews with the Global Reporting Teams as well as their regional counterparts & the timely weekly delivery of results reporting for Asia Pacific.
- Drill down metrics to highlight key indicators of support failures & successes through the usage of sub questions & tools via the E-survey. These key indicators form corrective actions or best practice sharing which are used to drive improvements through weekly team reviews & monthly Tech Support Leadership reviews within Asia Pacific.
- Manage the ProSupport Telephone Survey (Telesurvey) with 3rd party outsourced company to ensure delivery of the ProSupport Enterprise SAT metrics for Asia Pacific.
- From 2009 onwards Dell incorporated the recognized Net Promoter System (NPS) to gauge the loyalty of our customer relationship. This system was developed by Fred Reichheld, Bain & Company, and Satmetrix. NPS became part of my role for driving cross functional teamwork because the nature of NPS does not limit to Technical Support but also from an end-to-end perspective of all customer interaction with Dell.

Key Achievements in this role

- I managed the transition of the E-Survey web survey tool to incorporate changes to the questionnaire with the purpose of improving the data gathering capabilities which enabled Dell to better report on SAT failures & successes to better drive CE. CSAT improvements by 2010 for Commercial Client **quarter over quarter improvement of 0.5% exiting at 91%** while Enterprise **improvement of 1.1% exiting 96%**.
- I implemented cross functional practices & teamwork to review the NPS feedback which involved changes in the way the organizations view Customer Experience, not as just a one point of contact but an end-to-end process. Results was a significant improvement leading to a **quarter on quarter improvement of 6% in the Public segment & 5% in the Large Enterprise segment from Q1 to Q3 for 2010** (22% & 18% respectively).
- I managed the transition of the in-house ProSupport Enterprise Telesurvey to an out-source company AllSec Technologies Ltd located in Chennai, India (2007). Performed weekly calibrations & quality monitoring during the transition in Q1 of 2007 towards a completion in Q3 the same year. Established base line & call survey standards for Asia Pacific which is still used by the ProSupport Enterprise teams to this date!

- Participated as a guest speaker in 2 consecutive Future Leader Program in 2010 & 2011; The program encourages junior technical support agents & junior executives from various services departments to come together in a conference with experienced senior executives & managers to share about their experiences in their respective areas. I was the Subject Matter Expert in all things related to Services Customer Experience. I shared the concept of “Being the Reason Customer’s Choose Dell”.

2006-2007

Tech Support Team Manager for Consumer Australia & New Zealand (ANZ); Dell Global Business Center, Bayan Lepas, Penang, Malaysia.

I was the Senior Manager of the consumer business for the Australia & New Zealand technical support call center.

Key Responsibilities

- Managed an **“off-shore” 24x7, 25 agent call center with 2 Team Leaders** supporting consumer desktops & laptops for the Australia & New Zealand business.
- Manage call center metrics & key performance indicators; CE, ASA, Abandon Rate, Service Level, Repeat Dispatch, Case Management (4 days) & Dispatch per ASU
- Performed agent & Team Leader coaching in the form of 1 on 1 to improve agent performance & a form of Individual Development Plan; Planning for each individual’s improvement in terms of their career planning within Dell.
- Manage agent’s performance for each mid-year & end-of-year performance cycle based on stack ranking; calibrations are a standard method of evaluating individual performance in Dell from 2002 to 2013.
- As part of my self-development for people managers, I used **Tell Dell** (a form of employee feedback mechanism) which allows for anonymous feedback which allows people managers like myself to improve on people handling skills, management accountability, management effectiveness & self-development!
- Weekly leadership reviews on team performance & metrics mentioned above to Senior Management & the Technical Support Director; Quarterly review of overall performance to the Services VP.

Key Achievements in this role

- I moved over from my previous role as an attempt to fix an ailing consumer technical support team which has just transitioned over from another off-shore support team which was situated in Bangalore, India. Queue performance was RED & CE was failing

due to management & strategic issues. **My performance as an Enterprise Team Manager (previous role) led to being selected by the ANZ Technical Support Director of the time to take this position which was at the time 2 grades above my responsibility level.**

- With varying changes in the team's strategy, I had to make changes in some roles within the team & manage low performers. I also had to demonstrate myself as a caring manager but at the same time able to be accountable for the team's performance. I was able to **drive CE performance from 56% to exit 78% by mid-2006**. Drove **service levels from <10% to a respectable 80% within 1 minute** at the beginning of 2006.
- I made several strategic changes to roster planning, escalation management & people coaching & development. Changes allowed the team's morale to improve & this translated to a change from my Tell Dell performance of non-favorable (<50%) to a **favorable score of 64%** by end of 2006.

2004-2006

Tech Support Team Manager for Enterprise Australia & New Zealand (ANZ); Dell Global Business Center, Bayan Lepas, Penang, Malaysia.

Key Responsibilities

- Manage call center metrics & key performance indicators; CE, ASA, Abandon Rate, Service Level, Repeat Dispatch, Case Management (4 & 7 days) & Dispatch per ASU; Escalation indicators in the form of Severity Levels for heightened escalation management allowing me to work with the Technical Account Manager of the account closely to monitor downtime status & critical situations.
- Performed agent & Team Leader coaching in the form of 1 on 1 to improve agent performance & a form of Individual Development Plan; Planning for each individual's improvement in terms of their career planning within Dell.
- Manage agent's performance for each mid-year & end-of-year performance cycle based on stack ranking; calibrations are a standard method of evaluating individual performance in Dell from 2002 to 2013.
- As part of my self-development for people managers, I used Tell Dell (a form of employee feedback mechanism) which allows for anonymous feedback which allows people managers like myself to improve on people handling skills, management accountability, management effectiveness & self-development!

- Weekly leadership reviews on team performance & metrics mentioned above to Senior Management & the Technical Support Director; Quarterly review of overall performance to the Services VP.

Key Achievements in this role

- The ANZ Enterprise team was the first off-share technical support call center team to be transitioned from Sydney office to Penang. I was selected by the ANZ Technical Support Director to lead a team of 24 agents & 3 team leaders from the ground up.
- Managed the team's performance metric to a very good performance between 2005 & 2006; **Tech Support Issue (TSI) from 2.02% to exit at 0.00%, Agent availability exiting 80% vs goal of 65% & Call Resolve rate exit 80% up from 72%.**
- Customer Experience metrics was in its infancy during this time. I piloted a new way of coaching customer handling skills with vigorous 1 on 1 & team case sharing on a weekly basis. Failures & successes were quickly identified & corrective actions put in place which is cascaded to the rest of the team members. Case examples are shared & actions enforced to prevent either reoccurrence of the failure or on the other hand, successes are replicated across the team. **CSAT** started at a dismal figure of 59% in Q1 but **gained traction to exit Q4 at 71.4%.**
- I managed to motivate the team members to achieve the status of a **Tell Dell Champion Manager at 92% vs a Dell average of 81%.**

2003-2004

Tech Support Team Leader for South Asia Consumer; Dell APCC, Bayan Lepas, Penang, Malaysia.

I managed the consumer & commercial business client technical support call center for Malaysia & Singapore. I was promoted to this position after serving 4 years as a Technical Support Specialist also in the same queue.

Key Responsibilities

- Manage call center metrics & key performance indicators; ASA, Abandon Rate, Service Level & Repeat Dispatch.
- Performed agent & Team Leader coaching in the form of 1 on 1 to improve agent performance & a form of Individual Development Plan; Planning for each individual's improvement in terms of their career planning within Dell.*

- Manage agent's performance for each mid-year & end-of-year performance cycle based on stack ranking; calibrations are a standard method of evaluating individual performance in Dell from 2002 to 2013.*
- As part of my self-development for people managers, I used Tell Dell (a form of employee feedback mechanism) which allows for anonymous feedback which allows people managers like myself to improve on people handling skills, management accountability, management effectiveness & self-development!*

Key Achievements in this role

- I performed the very **first 1 on 1 coaching** within all of Asia Pacific technical support call centers. Prior to 2004, this method of coaching was unheard of in Dell. This method of coaching was quickly replicated in technical support across all sites in Asia Pacific; Later on this **best practice** was shared to all organizations within Dell & has become a **global Dell standard** until today.*
- Pioneered the **Call Coaching methodology** & the very first Dell Technical Support Call Coaching Score Card. This pilot program eventually became an Asia Pacific standard way of monitoring & coaching for frontline agents & later formed the very core foundation of the way Dell managed the future Customer Experience programs.*
- The Call Coaching methodology led to the foundation of the **Spider Web Tool (SWT)** which was designed as a **One Stop Tool for agent metrics**, coaching & development. Team Managers & Tech Support Specialists used this tool for Performance Management, Technical & Soft Skills Development. Although new tools have taken over this function today but SWT was a pioneer in Dell for Agent Performance Management.
- Piloted a concept of managing a call center by grouping team members into a POD structure which consists of 3 or 4 agents with a senior lead. Conventional call centers manage teams of up to 30 agents within a team which creates administration problems & case management challenges. The theory was to break the team into smaller more manageable PODs which work as a team to promote teamwork & more efficient case management. The POD structure was quickly replicated across many Technical Support teams in Asia Pacific which saw improvements in productivity metrics, team work & case management efficiency.
- I presented to the Tech Support Management a call center management concept called the **Manager on Duty (MOD)** which has a Control Center manage outages for all the teams within a single location. Outages or off-queue activity like lunch breaks, After Call Work (ACW), Not Ready & AUX activities are managed within a central location which has full rights to reassign members from various queues within the call center to manage resources. Productivity of queues observed within first 2 months in 2004; ACW reduced from >5mins average to within 1.5mins average, AUX (eg. Break, training &

coaching) were regulated to occur during off-peak time based on incoming call patterns improving overall ASA by 15% across the South Asia teams. Again this program was replicated across Asia Pacific as a success in execution & a best practice.

1998-2003

Technical Support Specialist for South Asia Consumer; Dell APCC, Bayan Lepas, Penang, Malaysia.

Key Responsibilities

- As a Call Center specialist my task was to answer Technical Support calls from Dell consumer customers & delivery assistance over the phone in resolving technical issues which arise during the usage of the customer's computers.
- Key measurements for performance was productivity in terms of Calls Answered per Agent, ASA, Tech Support Issue (TSI), Initial Field Incident Rate (IFIR) & Repeat Dispatch. Quality Control Technical Specialist - Working with QC for first hand field knowledge on product quality failures & reporting to the Quality team for improvements in Dell products.

Key Achievements in this role

- I was selected to be one of 4 agents to spearhead a team called the **Early Life Support (ELS)** which primary role was to collect data on first 30 day shipment failures of Dell machines which was used to improve the quality of Dell products.
- Devised new methods of troubleshooting Dell computers to minimize wasted effort of Repeated Dispatch, improvements to reduce Tech Support Issue related failures & improve feedback turnaround time from Technical Support to Product Group.
- I was part of a team that completed Business Process Improvement (BPI) Green Belt for the reduction of IFIR failures with actions mentioned above to enable savings of USD60,000 per annum. The BPI program entitled "Eye-ISIR" was presented award winning program to Executive Leadership in Singapore 2000 leading up to the Dell World Quality Day event in Austin, Texas. For this effort the team was awarded the Silver & Bronze Medal for the Event Showcase at the Dell Business Process World Quality Day!

1993-1998

SMB Computer Sales & Technical Support Specialist; Z'Tronic Computers / Mass Monitors Sdn Bhd, Penang, Malaysia.

Key Responsibilities

In this role I was mainly a corporate onsite Technical Support Specialist supporting small & medium business companies, as well as large corporate accounts. Due to the nature of the work & the few specialists that we have; sales, inventory management, purchasing & accounting were also part of scope. I also participated in the Star Micro Fair & PC Fair from 1994 to 1998.

1991-1992

Accounts Clerk; Bank Buruh later acquired by BSN Commercial, Penang, Malaysia.

Key Responsibilities

I handled the bank's daily balance sheets & monthly closing of all accounts for this bank. I am familiar with the ACCPAC accounting system & intermediate accounting skills.

Background & Competency

1999-2001 Associate Diploma in Computing : Incomplete due to family commitments

Informatics College, Penang, Malaysia.

1986-1990 Penang Free School (Secondary)

Penang, Malaysia.

- Experience in **Operations Organization** on Call Center Operations, Parts & Services Logistics, Technical Account Management, Escalation Management, People Management & Driving Results. (12 years)
- Ability to **Program Manage** projects which encompasses products, new services & business practices standardization across from a regional scale in **Asia Pacific** to a **Global** audience. Project handling using **Phase Mapped Lifecycle Management** ensuring execution towards targeted roll outs. Ensuring that project executes with low risks & minimal acceptable workarounds. Understand the project management phases from the Business/Marketing Requirements Documentation, Defining Project Requirements, Planning & Development of these requirements & ultimately the Execution of the project. Last but not least, the Sustaining phase which ensures minimal supervision of executed projects in the Customer Service environment. Understanding of stake holder requirements & prerequisites from all facets of Services from Technical Support, Service/Parts Logistics, Technical Account Management, Global Command Center, Sales & Custom Bid Desk, Resource Forecasting, Accounting & Pricing. (7 years)
- Keen understanding of **Business & Technical Data** Interpretation; Program Management & Team Management duties has required this ability to analyze data in order to make strategic decisions on Resource Management, Close Loop Corrective Actions, KPI Metrics for performance tracking & Sustain Program Management to ensure success of program roll out. (12 years)
- High competency in **Call Center Operations** as a Technical Support Specialist, Technical Support Team Leader & Technical Support Team Manager. Experience with Quality Assurance management as a front line support executive in the Early Life Support Team. (8 years)
- **Management Presentations** skills having presented to the Asia Pacific leadership team in Singapore (2000) & also quarterly Services VP presentations. (15 years)
- **Call Center People Management**; High competency in People Management, Performance Management, Developing People, HR Hiring, People Coaching, Escalation Management & Crisis Management. Managed as much as up to 27 individuals with Favorable to **Champions Quadrant in Tell Dell** results. Efficient in driving Call Center Performance Metrics such as ASA, AHT, TSI, Repeat Dispatch & CSAT (5 years)
- Able to Lead Conference Meetings whether Onsite or Remote with strong command of People Handling skills. (10 years)
- Have led **Personal Development Conferences & Classes** for the purpose of driving key corporate messages to junior agents & executives; “Be the Reason Customers Choose Dell” in 2005 & “Future Leader Program” in 2010 & 2011. (9 years)

- I have supported Dell Internal & External Audit & Compliance from preparation to monitoring progress & action items follow up to closure. (10 years)
- Experience in handling cross functional & site level people management for stake holders & resources from Sydney, Xiamen, Kawasaki, Seoul, Singapore, Bangalore, Chennai, Philippines, Austin, Round Rock & Cherrywood. Have travelled on business to Singapore, Bangalore & Philippines. The multicultural aspects of my experience are crucial in driving for results! (10 years)

Awards & Recognition

2013 Q4	Dell 15 years of Service Recognition Award - from Michael Dell
2011 Q1	Future Leader Program 2011 as Facilitator Recognition (Customer Experience)
2010 Q1	Future Leader Program 2010 as Facilitator Recognition (Customer Experience)
2008 Q4	Dell 10 years of Service Recognition Award
2005 Q2	Tell Dell Champions Recognition for ANZ Enterprise Tech Support
2004 Q2	Effective Leadership – People Manager Award for South Asia Tech Support
2003 Q4	Dell 5 years of Service Recognition Award
2003 Q4	In Recognition of the Implementation of Spider Wed Tool
2001 Aug	Top 5 Best-of-Breed BPI for Asia Pacific World Quality Day
2001 Aug	Dimension IFIR reduction “Breaking the 2% Barrier”
2000 Nov	“Eye-ISIR” BPI reduction in Call per Box for Dimension

Key Reference

Teh Ming Sing	Ex. Director Dell Enterprise Support	Known 14 years	+6016 4120 042
Chee Lay Beng	Ex. CE/Learning Development Director	Known 7 years	+6012 2548 135