

# General Manager

## OVERVIEW

**Rupa Banerjee**



I come with a well rounded experience of about 13 years with IT Sales ( Equipment, Solution and Software), Telecom, Customer Service Delivery, Sales, Business Development and Relationship Management .My areas of expertise are Sales , Market Analysis ,Bid management, Proposal writing, Pre Sales and Team Management. Market knowledge of EMEA (predominantly UK), APAC and US. Well versed with UK and US culture and dialect. Current job role opened a new paradigm of responsibility of managing revenue and profitability end to end along with successful delivery of client key performance metrics of a location as center head.

I am looking for an opportunity to grow, while continuing to use my management skills in my next role. I look forward to a sharp learning curve in the next organisation and deliver operational excellence. An absolute sales person who believes in selling pin to an airplane and I am confident that being a fast learner I shall quickly become an indispensable member of any team and collaboratively grow from strength to strength. My passions are working in a planned manner and delivering solutions above expectation prior to deadline.

## WORK EXPERIENCE

ROLE	EXPERIENCE
<b><i>Hinduja Global Solutions Limited( Formerly HTMT)</i></b>	Hinduja Global Solutions Ltd. (HGSL) a part of the Hinduja Group. HGSL is a \$242 m company with over 107 clients and 20,000 + employees worldwide, is a one-stop shop for all Contact Center and BPO services and having offices in the US and delivery centers located in North America, UK, Canada, Philippines & Mauritius and India. Pioneering in voice based outsourcing for Telecom and Banking and financial services vertical. Managing client deliverable KPIs, driving quality and productivity at process level, revenue and profitability, cost rationalization and expansion of existing business. Core objective is to deliver profitability with maximum utilization to justify investment. Responsible for commercial aspects pertaining to the contact centre, viz client billing, operational growth, ramp-ups and migration, revenue maximization, P&L
<b><i>Currently: Assistant General Manager – Strategic Initiatives.</i></b>	
<b><i>Current Location : Bangalore Nov 12</i></b>	
<b><i>Previous : Assistant General Manager – Site Head Siliguri</i></b>	<b>Current Responsibility :</b> <ul style="list-style-type: none"><li>- Strategic management role with priority as expansion of business and launch of various projects through existing programs.</li></ul>
<b><i>Feb 11 -Nov 12 Location : Siliguri</i></b>	<b>Responsibility</b> <ul style="list-style-type: none"><li>- Set KRAs for the team managers and team leaders. Ensure KPIs are aligned to the client SLAs and the overall organizational goals.</li><li>- Ensure appraisals are conducted in a fair and transparent manner</li></ul>

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and by the stipulated deadline

- Liaise with HOD/ VP regularly regarding process performance, client-related matters, people management, etc
- Responsible for timely and accurate generation of various reports on a daily, weekly, fortnightly, monthly basis; to be sent to Client, senior mgmt, HR, Business Development and Payroll.
- Work closely with HR to ensure high employee morale. Initiate and drive retention measures
- Responsible for ensuring staff are recognized and rewarded on a timely basis and in a fair and transparent manner. Drive RnR programmes across the floor.
- Involvement in on-the-floor and offsite social activities
- Closely monitor and manage attrition.
- Conduct regular skip meetings and address concerns on a timely, proactive basis.
- Proactively plan backfills based on projected attrition trend.
- Be involved in recruitment and the selection process for employees.
- Responsible for timely recruitment for leadership positions like Team Leaders, Team Managers, QAs, and Coaches
- Mentor and ensure smooth induction of new hires within the process.
- Responsible for Training and Process Training for the contact centre. Ensure that training is conducted as per hiring / backfill plan.
- Quality of training imparted is as per desired levels. Keep a close watch on attrition trends during various stages.
- Ensure proper and timely communication to all levels, regarding any important updates, general organization announcements, etc.
- Conduct regular meetings with the support teams namely, Recruitment, Training, Transition, Projects and Technology to ensure that all internal SLAs are met.
- Liaise with departments like Transport, Admin and HR-Ops to facilitate efficient management of support operations
- Interact with other operations teams (other location) within to share information regarding the process and other best practices.
- Responsible for budget management & cost control measures.
- Responsible for business forecast pertaining to the Contact Centre, based on call volumes, trends, attrition, projected ramp-ups, metrics
- Understand billing parameters of clients and take measures to ensure billing optimization for Contact Centre
- Responsible for execution and management of BCP plans

### **Service Delivery & Performance Management**

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- Ensure Service Level Agreements (SLAs) for the process are met as agreed upon with the client
- Represent the contact centre during performance reviews, conference calls, with the client / HOD / VP / COO on a daily / weekly / fortnightly / monthly basis
- Review and analyze performance reports against targets on a regular basis with Team Managers and with client and investigate causes for performance deviations. Identify causes for non-achievement of SLAs, develop solutions and execute the same.
- Monitor and manage unscheduled absenteeism and leaves.
- Ensure process compliance with all business rules, regulatory directives and adherence to all operational processes and procedures.
- Monitor adherence through timely audits, generating awareness on the floor etc.
- Manage performance of individual teams through performance management techniques, career planning strategies and sharing of best practices.
- Review, recommend and implement new methods and procedures to increase efficiency
- Conduct dip checks of parameters that impact performance to ensure data integrity

### Team Management

- Provide efficient leadership to the team
- Be a role-model for the Team in terms of performance/ behavior/ attitude
- Formulate long term plans for the development and motivation of the team
- Coach and mentor sub-ordinates by involving them in decision making process
- Measure performance of the team for e.g. performance appraisals, confirmation and ongoing feedback and training
- Build effective vertical and horizontal communication channel
- Nominate sub-ordinates for suitable training programs sponsored by the organization to enhance their capabilities and skill level.

### Client Interface

- Participate in conference calls with the onshore/Offshore managers and counterparts to review performance, resolve process related issues and escalations

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	<ul style="list-style-type: none"> <li>- Monitor and review the SLAs</li> <li>- Understand client's processes and suggest modes of value addition</li> <li>- Build and maintain healthy business relations with the client</li> <li>- Responsible for timely and accurate generation of various reports on a daily, weekly, fortnightly, monthly basis, to be sent to the Client, on SLAs, performance, metrics and compliance related matters</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>- Center was running at 60% of capacity and in 6months the center is 100% full and running at its maximum strength.</li> <li>- Multiple client appreciation and accolades for paradigm change in quality of service delivery.</li> </ul>
<p><b><i>Hinduja Global Solutions Limited( Formerly HTMT)</i></b></p> <p><b><i>Assistant General Manager Business development</i></b></p> <p><b><i>Feb 11 – Nov 11 (9months)</i></b></p> <p><b><i>Location : Mumbai</i></b></p>	<p>Hinduja Global Solutions Ltd. (HGSL) a part of the Hinduja Group. HGSL is a \$242 m company with over 107 clients and 20,000 + employees worldwide, is a one-stop shop for all Contact Center and BPO services and having offices in the US and delivery centers located in North America, UK, Canada, Philippines &amp; Mauritius and India. Pioneering in voice based outsourcing for Telecom and Banking and financial services vertical. Operationally leading the Voice processes for BFS segment and handling Business Development for Telecom and BFS. End to end solution designing and closure of sales with successful service delivery model to make business stable and profitable. Key focus on client satisfaction.</p> <p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>- Business Development, B2B Sales, Account Management, handling Profit and Loss accountability for accounts acquired and directly contributed to revenue targets.</li> <li>- Have a seasoned understanding of the marketplace / industry, competitive and account information and team up and influence technical partners to serve the client.</li> <li>- Working within a matrix organization while balancing the client's needs with the company and service lines initiatives and goals.</li> <li>- Research of trends and issues that create opportunities to add value to the client's business.</li> <li>- Makes clients and their needs a primary focus of one's actions; initiating, building and sustaining productive client relationships resulting in delivering quality service and ensuring client satisfaction.</li> <li>- Actively participates as a member of the account team to move the</li> </ul>

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	<p>team toward the completion of goals.</p> <ul style="list-style-type: none"> <li>- Identify opportunities and takes actions to build strategic relationships with partners, leadership teams, practices and other areas, teams or departments to help achieve business goals.</li> <li>- Develop appropriate interpersonal styles and communication methods to gain acceptance of a product, service, or idea from prospects and clients.</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>- Just a few months on board strong pipeline to over achieve all targets set for this financial year.</li> <li>- Telecom deal for North and West closed.</li> <li>- Additional seats for existing banking client.</li> </ul>
<p><b><i>Firstsource Solutions Limited (Formerly ICICI OneSource)</i></b></p> <p><b><i>Client Relationship and Business Development Manager</i></b></p> <p><b><i>Dec 08 – Jan 11</i></b></p> <p><b><i>Location : Kolkata</i></b></p>	<p>Business Development: Working closely with Presales, Operations, Technology, HR, Solution and Transition team for New Client new business and existing client new business- proposition to BAU.</p> <p>Completely involved in market trend analysis of Telecom and BFSI vertical of APAC region. Identification of prospect client and generating hot, warm and cold leads for non existing clients.</p> <p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>- Proficient in Business Development, Pre-Sales activities like responding to RPF's / RFI's, Solution Designing, Commercial negotiation, transition of process to BAU etc. 360 Degree mapping of account and providing end to end support from lead to BAU. Most importantly deliver acceptable solution within stipulated timeline.</li> <li>- Have been involved in Telecom, BFSI market analysis for APAC and EMEA and research for new market trend and future of the industry.</li> <li>- Capability sharing with existing client and prospect client and generate leads.</li> <li>- Guide presales team on content development for marketing collateral like competency documents, exhibiting capability though case studies, industry specific documents and decks for client.</li> <li>- New business acquisitions, RFI, RFP, Solution Workshop, Due Diligence etc form critical work areas which require high level of involvement.</li> <li>- Complete solution design for BPO and ITES related requirements.</li> <li>- Exposure to domestic and international business and all attributes of domestic/ international call center solution.</li> </ul>

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- Leading workshops in pricing, infrastructure and technological solution with in depth understanding of man power requirement and profitability to provide competitive response to RFP.
- Working closely with Presales, Operations, Technology, Solution and Transition team for New Client new business and existing client new business- proposition to implementation.
- Account Management, Contract definition and existing Contact Management and Governance.
- Account mining one key area helping in expansion and ramp up of processes to increase flow of additional revenue.
- Relationship management for existing client. Client is the Indian arm of the world's largest mobile telecommunications network company with a footprint in all the 23 telecom circles operating out of 7 sites.
- Corporate governance and adherence to review and follow up of issues which are critical to business.
- The main goal is to be an effective conduit between client and my organization to work toward increasing footprint and profitability keeping in mind the goal of optimization of customer experience.

### **Key Achievements**

- Winning outbound deal in 2010 - Telecom client for a period of 3 years.
- Best Relationship Team award for 2009.
- Accolades for streamlining Invoicing process for ABU vertical for Telecom client.
- Accolades for reducing DSO to permissible limit for Telecom client.

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<p><b><i>Dell International Services</i></b></p> <p><b><i>Corporate Key Sales Account Manager (EMEA)</i></b></p> <p><b><i>Sept 2005- Nov 2008</i></b></p> <p><b><i>Location : Hyderabad</i></b></p>	<p>Managing Team Sales end to end. Absolute ownership of lead generation to equipment deliver and installation. Working in remote location and directing 365 IT staff for installation and server setup services. High level commercial negotiations with client (B2B) at CEO /CFO level to procurement heads of well brands in UK. Dealing with resellers and bulk order and handling team with blend of proficient and non proficient starters.</p> <p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>- Handling Small &amp; Medium Business Sales of EMEA region (Primarily UK).</li> <li>- Managing 300 Key accounts \$6 Million Revenue business at 22% average margin with 25% of Enterprise (SERVER) mix.</li> <li>- Quoting and pricing high value deals (BIDS) and complete understanding of competition product and pricing.</li> <li>- Negotiate best deals with maximum margins and selling solutions rather than product.</li> <li>- Market and competitive analysis, industry trends and due diligence with regard to Deal acquisitions.</li> <li>- Handling and analysis of team performance against business target.</li> <li>- Analysis of Quality delivering metrics and ensure Team overachievement every quarter.</li> <li>- Take additional responsibility to handle all escalations and resolving all issues with interdepartmental and management support.</li> <li>- Product knowledge of complete range of DELL computers, accessories and the software and peripherals, servers, EMC , backup and storage solutions.</li> <li>- Exceeding Rev, Margin and Enterprise Targets every quarter for Team.</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>- Achievement awards for accomplishment of different business targets.</li> <li>- Acknowledged for Expertise in high value quote and multi level relation building.</li> <li>- Best Team Award for multiple Quarters for outstanding performance by Ganesh Laxminarayan.</li> <li>- Trained and certified for handling Large Order – nominated by performance.</li> <li>- Trained and certified to handle Server and Enterprise orders - nominated by performance.</li> </ul>
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<p><b><i>Bharti Cellular Limited (Airtel)</i></b></p> <p><b><i>Sr. Credit Monitoring Analyst</i></b></p> <p><b><i>Aug 2002- May 2005</i></b></p> <p><b><i>Location : Kolkata</i></b></p>	<p>Credit and Fraud monitoring for New customer, Audit verification, Customer segmentation and daily over limit service restriction and dunning as per billing cycle.</p> <p>Responsible for the entire operation and administration of the Call Centre. Monitoring tele-calling agency (PAGELINK) as Team Leader (representing Airtel) team of 25 to 30 collection agents and also 4 internal agents, Risk Monitoring, Service restriction &amp; Fraud monitoring.</p> <p><b>Responsibility</b></p> <ul style="list-style-type: none"> <li>- For the first time quality and procedural statements used by collection calls</li> <li>- Implementing quality and improving call structure of outbound calls ( Courtesy : GECIS )</li> <li>- Extensive analysis and recompilation of customer billing data for credit related information to help monitoring of customer usage.</li> <li>- Credit limits assignment as per company policy.</li> <li>- Working with HR Department for compensation plan for collection agents.</li> <li>- Minimum limit customer monitoring. And new customer monitoring.</li> <li>- Service restriction process implementation as per company policy.</li> <li>- Fraud detection and action as in allocation of collectable accounts to collection department. Worked on Teleprodigy billing system.</li> <li>- Worked under centralized billing system of Arbor &amp; Kenan with the interface of details of pan India customer base.</li> <li>- Extensive uses of Excel and Microsoft office with lotus notes mailing system.</li> <li>- Data analysis and presentation (using Microsoft Excel &amp; PowerPoint).</li> <li>- Case history and analysis of cases of fraud.</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>- Joined as customer care executive got promoted in 6 months as Credit and Collection Analyst.</li> <li>- Received BEST CONTRIBUTOR year award in 2003.</li> <li>- Received Finance Department Best Team award for 2005.</li> </ul>
<p><b><i>GE Capital International Services (GECIS) Gurgaon</i></b></p>	<p>Handling collections inbound calls of two due to late stage in Collections of J C Penny and Multi- Clients. Call monitoring and feedback and also checking compliance Complete understanding of Collection process and</p>

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<p><b><i>Process Associate Quality Analyst</i></b></p> <p><b><i>Aug 2001- Jul 2002</i></b></p> <p><b><i>Location : Gurgaon</i></b></p>	<p>methods of collection in US market. Calls, payment pattern, campaign management, collection methodology and FDCPA laws.</p> <p><b>Responsibilities</b></p> <p>The work involved the working knowledge of FDR and CASS handling of situations given by the clients instantly keeping in mind the Laws Fair Debt Collection Practices Act and the company policies in reference to complying with Six Sigma standards of performance. Conducting technical training in team and best practice sharing sessions. Keeping all records of performance of associates in the portfolio and report to manager, weekly report generation of portfolio performance and managing personnel files.</p> <ul style="list-style-type: none"> <li>- Communicating with US high profile customers for collection of overdue payments to the credit cards.</li> <li>- Working on reports and analysis of agent data.</li> <li>- Analysis of collection data dump file and determine payment pattern.</li> <li>- Part of Green Belt project on call back process.</li> <li>- Understanding and implementation of six sigma being part of Green and Yellow Belt Projects.</li> <li>- Detailed study of Fair Debt Collection Practices Act</li> <li>- Extensive working on Excel and presentations.</li> <li>- Training team on best practices and updating team on new quality parameters.</li> </ul> <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>- Joined as Process Associate within 8 months got aligned as Quality Analyst.</li> <li>- Awarded for over achieving targets and quarterly performance.</li> </ul>
<p><b><i>Zee Interactive Learning System Private Ltd.. Kolkata</i></b></p> <p><b><i>Senior Faculty and Database</i></b></p>	<p>Joined as Faculty (Programming), moved up to Senior Faculty and Database Administrator pioneering in Training and development Software programming.</p> <p>Complete understanding of training (IT) and planning for different proposals of training capability sharing, content creation for sales brochures and prospectus.</p> <p>Scheduling batch onsite and offsite and to cater to training needs of Corporate, schools and students requiring diploma or degree ( affiliated</p>

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<b><i>Administrator</i></b>	university courses ).
<b><i>Nov 19 99 – Aug 20 01</i></b>	<b>Responsibilities</b>
<b><i>Location : Kolkata.</i></b>	<p>Industry experience as Faculty of Programming and database administrator in a reputed Computer Training Institute (ZILS-Zee Interactive Learning Systems Ltd.)</p> <ul style="list-style-type: none"><li>- Conducted training of UCO Bank and East India Pharmaceuticals.</li><li>- Conducted Java workshop for Don Bosco –Liluah – For classes XI and XII.</li><li>- Conducted the Practical Examination of Central Model School ISC–Kalyani Affiliated to C.B.S.E (10+2) year’s course.</li><li>- Conducting programming and designing classes at multiple centers located in various Zones in Kolkata.</li><li>- Conducting classes for Shibpur BE college students on Java and Advanced Java.</li></ul> <b>Key Achievements</b> <ul style="list-style-type: none"><li>- Meeting with prospect client (mainly Corporate and Educational Institute) with sales managers to give technical insight about the course offering.</li><li>- Joined as Faculty (Programming), moved up to Senior Faculty and Database Administrator and pioneering in Training and development Software programming.</li><li>- Total working knowledge of SQL Server on Windows NT and Windows 2000 platform. Working with SQL Server, Sybase on UNIX platform and ORACLE Database.</li><li>- Multiple awards for best performance and special initiatives.</li></ul>

### ACADEMIC

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Education level	Course completion
<b><i>Bachelor in Commerce (Accountancy Honours)</i></b> <b><i>15 Years Education</i></b>	<b><i>Calcutta University</i></b> <b><i>1999</i></b>
<b><i>Software Management and Development</i></b> <b><i>(3 Years)</i></b>	<b><i>Certification from National</i></b> <b><i>Institute of Information</i></b> <b><i>Technology (NIIT)</i></b>

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	2000
<b><i>Certificate in Computing CIC 6 months</i></b>	<b><i>IGNOU</i></b>
<b><i>PGDBA Marketing – Result awaited for one paper</i></b>	<b><i>Symbiosis Institute of Management Studies 2004</i></b>

**TECHNICAL ACUMEN:**\_\_\_\_\_.

### **Hardware:**

DELL Systems: Notebooks, Desktops, Servers, Workstations and parts. Complete teardown knowledge of different systems and assembling. Networking and understanding of various servers and their specification and functionality.

### **Application and Development Software:**

- MS Office 97/ 2000 / 2003 / 2007
- FOXPRO, Adobe Photoshop, Swish, Macromedia Flash
- GIF Animator, 3D StudioMax ,Elastic Reality,
- RDBMS :Sybase, SQLServer 7.0, Oracle 8,8i

### **Programming Languages:**

- HTML, VISUAL JAVA 1.1(VJ++), SUN JAVA –SWING, AWT
- C++, C, VISUAL C++ (Win32 APLSDK.MFC)
- RMI, JAVA SCRIPT, SQL SERVER 7.0, VISUAL
- BASIC 6.0, VBSCRIPT, ASP, DHTML, FOXBASE

**OPERATING SYSTEMS-** Dos 6.22, Windows 3.1/ 95 / 98 / NT/2000/ME/XP Pro. UNIX/ VISTA

# General Manager

## APPLIED SKILLS TRAINING

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<b><i>Training</i></b>
Six Sigma- Yellow Belt
Six Sigma-Green Belt
OPEX – Operation methodology and Analysis of strength and weakness and POA.
Fin Tune – Financial terms and implication.
Effective Communication
Sales – Tips and Tricks
Large/Bulk Order Processing - Negotiating Skills and Server and Storage - Technical Skills
Collection and Fraud monitoring System and Tools
Telecom – Market and Trends, Technology, Customer Care, VAS, Backend, Handset Troubleshooting, Billing errors and rectification procedure.
Pricing – Fundamental of Pricing and components
Proposal _ RFP RFI and Response
Relationship Management

## INTERESTS

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- 5 years Sangeet Prabhakar Diploma in Classical Vocal Training from Nikhil Bharatiya Sangeet Parishad and still pursuing my interest in music.
- 3 years Diploma in Classical Vocal training of Chandigarh Gharana.
- Avid reader.

## PERSONAL INFORMATION

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- Date of Birth: 11<sup>th</sup> November
- Nationality: Indian.
- Linguistic Ability: English, Bengali, Hindi.
- Current Location : Bangalore
- Contact Number : 9933391111 / 9051754301
- Passport Number : J1016774

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