

# Sudipta Kumar Sen

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*20+ years' experience in retail sales, set-up & customer experience design. In-depth knowledge of customer journey, journey maps, drivers of experience at large scale. Strong people management, hands-on leadership and cross-functional leadership experience.*

As a leader in Retail & Customer Success/ Experience/Service I am responsible for all aspects of the ROI/P&L, customer relationship experience (Voice of the Customer, NPS) and for driving positive customer behavior through creation of initiatives such as customer retention, customer loyalty, satisfaction, and overall customer experience. I am adept at motivating people to overcome obstacles and ensure they feel connected to a supportive network that reinforces their values. I offer a combination of teamwork skills that enhance organizational cohesiveness, strategic planning skills that ensure successful training programs and people-oriented guidance that yield productivity and high morale. I display high level decision making capacity that motivates customers and employees, synthesize information and adapt strategy quickly, while collaborating effectively with executive management and peers across multiple organisations (i.e., Marketing, Product, IT, Finance, etc..).

## KEY AREAS OF IMPACT:

- |                                   |                           |   |
|-----------------------------------|---------------------------|---|
| - Customer Experience Strategy    | - Inbound/Outbound Calls  | -Revenue Growth & CLM   |
| - Sales/ Productivity Improvement | -Advanced Technology      | -M&A Transition Management  |
| - Digital Automation              | -Accelerated Growth       | -Cross-Cultural Communication                                     |
| - Contract Negotiations           | -NPS /C-Sat/ TNPS         | -Continuous Process Improvement /<br>Business Process Engineering |
| -Conflict Resolution              | - P&L/Budget Optimization | -Change Management  |

## EXECUTIVE EXPERIENCE & ACCOMPLISHMENTS

**Medica Diagnostic & Information Center**- A unit of **Medica Superspeciality Hospital** [Franchisee -SAB HealthCare] 2018-present  
[Entrepreneurial Experience]

### Chief Business Officer, Kolkata, West Bengal, India

Spearheading the entire functions such as P&L, Operations & Customer Experience across Delhi NCR & Kolkata. Achieving next generation break-through levels by directing sales, marketing, vendor negotiations and customer service processes specifically both online & offline retail platforms. Ideating and implementing end-to-end customer service operation procedures for the principal & Centre to achieve profitability of the business. Driving Sales & customer experience KPIs via online and offline retail domains. Forecasting operational limitations and drawing a strategy to work around all of them with minimum process deviation to achieve KPIs. Streamlining various operations while managing EBIDTA, CAPEX, sales & marketing, customer experience, vendor management, project management, consulting, backend operations, business excellence, fulfillment centers. Updating latest trends and insights in ecommerce, CRM, and digital shopper marketing; working with stakeholders to improve, develop and advocate new CRM, digital marketing, and Ecommerce opportunities

- **Optimized Return on Investment (ROI) and boosted profitability** by closely managing all KPI and translating close ratios into sales and profitability forecasts to guide daily advertising expenditures.
- **Increased bottom-line margin of the customer care budget** by increasing foot-fall

### Vodafone India Ltd

2011-2018

### Head of Retail & Customer Experience, West Bengal, Uttar Pradesh

Established and sustained optimal Retail, call center productivity and profitability for a 1,50,000 retailers, 3,000+ seat call center. Assumed direct responsibility for a INR 200 crore budget with full P&L responsibility and 7 direct reports, overseeing all aspects of impact including Retail, Sales, Marketing, NPS, Touch Point Net Promoter Score, C-Sat, Voice of Customer, information technology, call center operations, Complaint Management and training and development. Drove comprehensive improvement initiatives through monitoring and enhancing key performance indicators (KPIs) including sales, call handling, call quality, and learning and development (L&D). Leveraged Six Sigma methodology to identify and correct ineffective business processes and restructure standard operating procedures (SOP) to align with corporate objectives and boost profitability. Attended daily, weekly, and monthly vendor, distributor meetings and serves as liaison between cross function, call centers and end-vendors.

- Defined and executed the long term strategy & roadmap for the **CX & Retail Design** function
- Appointment and identification of **channel partners:: retailers and distributors** for Sales achievement.
- Met YOY **Sales targets** from retail points
- Spearheaded operations pertaining to business deliverable on all product lines- voice, data, terminals; formulated strategies and executed action plans to drive revenue from all product lines which encompasses **Postpaid Voice & Data, Prepaid Voice & Data, Devices & E-Money products**
- Executed plans to increase profitability of channel and grow **EBITDA** margin by increasing revenue and cost optimization; structuring out ways for foot print expansion to have leadership in urban and rural markets
- Continuously **benchmarked with like-to-like industry competitors** (India/Global, Offline/Online) and Deliver best-in-class experiences
- Worked as the **Voice of Customer** within the organization, across all journeys' and business lines'
- **Guard railed** customer experience through customer centric decision making, policies and processes
- Demonstrated good understanding of business objectives, align effort and get buy-in from stakeholders to **propagated a customer-centric culture** within their teams
- Owned Key **Retail & CX Metrics** (Sales| ROI| NPS | TNPS |CSAT | Resolution | Satisfaction etc ) and drove towards entitlement
- Drove critical organisation wide OKRs which have a direct bearing on the Customer experience outcomes
- **Collaborated** with multiple cross functional teams within the organisation, managed diverse efforts, leveraged the teams for synergies and delivering great customer outcomes
- Attracted, Hired, Grew & Retained talent within the function
- Developed **performance management and clear rewards** program to boost attendance and call quality.
- **Defined and reviewed** expectations, removed poor performers, and rewarded top producers to increase operational efficiency and employee retention.
- **Created and implemented a financial restructuring strategy**, establishing profit and loss tracking— where there had been none—resulting in increased cost control and profit-driven budget management.
- **Instituted a workforce management team** and installed a Workforce Management system (eWFM) to enable accurate forecasting and planning, predictive scheduling and real-time management.

**Shyam Siestma Teleservices Ltd [ MTS Group]**

**2011-2011**

**Head of Retail & Customer Service, Mumbai, Maharashtra, INDIA**

Provided executive leadership for entire Retail ,distribution, Four call centers, NPS, Service excellence, CSAT,VOC throughout the state of Maharashtra, including leadership of 1 vice president, 7 assistant directors, 45 managers, and more than 110 supervisors. Oversaw a INR.300M budget and policy management including full P&L responsibility and high-volume outsourced vendor management. Leveraged Six Sigma strategy and ITIL service lifecycle management to align quality and service delivery with the business needs and guide effective change management.

- **Saved INR.8M in operational expenditures** by successfully migrating 30% of the tech support and call center operations to outsourced facilities.
- **Reduced Sunday and overnight staffing requirements by 50%** through the implementation of VoIP across the state, enabling virtual call routing and centralizing staff during times of consistently low call volume.
- **Saved the company INR.2.0M in call-handling time** by implementing an automated call-intake system, reducing down time between calls.
- **Increased first-contact conflict resolution rate by 7%** through the implementation of attribute routing, enabling callers to review customer accounts and provide proactive customer service. Monitored and enforced support team compliance with a 48-hour resolution requirement to ensure all escalations were resolved promptly, reducing open-case time by more than 55%.
- **Conceptualized and pitched a front-line management training and development program** with specific focus on first-level supervisors. The program included a 10-day leadership development course that has now become a national requirement for all new managers.
- **Improved profit margins** by renegotiating contracts with third-party vendors to facilitate mutually beneficial partnerships and focused the business on profitable verticals to drive bottom-line growth.
- **Established an operational effectiveness group** to travel throughout the region, assessing best practices and providing strategic information to optimize operational efficiencies and business processes.

**Unitech Wireless South (P) Ltd: [Uninor]**

**June 2010-April 2011**

**Head-Customer Service & Retail: North India + Kerala**

Joined as North India Customer Service & Retail Head

- Appointment of Franchisee, BPO – 360 degree customer service ; includes RETAIL | INBOUND & OUTBOUND Call Center | BACKEND OPERATIONS | RETAIL OPERATIONS | TRAINING | QUALITY

**Etisalat Db Telecom (P) Ltd**

**Nov 2009-May 2010**

**Head -Customer Service [Gujarat Circle]**

- Customer Service operation (GUJARAT circle, INDIA) | Call Centre | After Sales Support (Branded Retail) | Credit & Collections | Customer Life Cycle Management (Prepaid & Postpaid Retention & Relation) | Training & Service Excellence & Backend (Activation & QRC)

**Vodafone Essar South Ltd**

**July 2006-Oct 2009**

**Deputy General Manager-Customer Service & Retail Head [Punjab & Himachal Pradesh Circle] |**

- Customer Service operation (PUNJAB + HIMACHAL PRADESH circle, INDIA) | Call Centre | RETAIL ROLL OUT & OPERATIONS | After Sales Support (Branded Retail) | Customer Life Cycle Management (Prepaid & Postpaid Retention & Relation) | Training & Service Excellence & Backend (Activation & QRC)

**Bharti Airtel Ltd [AIRTEL]**

**Feb 2006-July 2006**

**Senior Manager & Head Of Call Center & Backend Operations – Call Center Head & Service Delivery**

- HEADED CALL CENTER operations (BIHAR & JHARKHAND circle, INDIA) | Call Centre | After Sales Support (Branded Retail) | Credit & Collections | Customer Life Cycle Management | Training & Service Excellence & Backend (Activation & QRC)

## Early Career Progression:

**Manager - Customer Care | Hutchison Telecom East Ltd**

**Feb 1999-Feb 2006**

**Officer- Customer Care | Reliance Telecom Ltd. (Mobile Phone Service)**

**May 1998-Jan 1999**

**Assistant Manager – Operations | Desk To Desk Courier & Cargo Ltd.**

**March 1997-May 1998**

**Executive – Operations | Skypak Service Specialists Limited**

**July 1995-Feb 1997**

## EDUCATION :

- MBA- Marketing [PGDBA, Marketing Specialization – 2years] From Symbiosis Centre for Distance Learning, Pune, India
- P G D B M from Institute of Modern Management, Calcutta, 1994-95, INDIA.
- Certified SIX SIGMA BLACK BELT (CSSE- BB) from Henry Harvin Education, INDIA
- Certified in Digital Marketing- The Ultimate Guide to Strategic Marketing from Oxford Learning Lab.
- Certificate in Computers from The Institute Of Cost & Works Accountants Of India (EIRC), Calcutta (INDIA), 1993.
- Bachelor of Commerce from South City College, under Calcutta University, INDIA, 1992

## Personal Details:

Languages Known: English, Hindi, Tamil, Bengali & Gujarati

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Skype ID: sendynasty15@gmail.com

Date of Birth – 25th Decemeber, 1972 (47years)