

# Carsten Ley

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## WORK EXPERIENCE

- 2019 - now     **Asia PMO – Business Transformation Consulting South East Asia (Singapore & VN)**  
Founder & Principal Consultant
- Set-up, structure and lead the Agile PMO, Process and CX teams for various clients in SEA like Panasonic Singapore, Movi Vietnam, Tonik Philippines & Scratchpay Finance USA
  - Set-up, structure & lead Strategy/OKR goalsetting to enable the entire organisation to work towards aligned targets - HappyFresh SEA, Ebay EU, Aboitiz PH, Amanotes VN
  - E-commerce consultant for H&M to design E2E customer front-end and services for international fashion retailer's platform launches in SEA
  - Consult and optimize the sales & Customer Experience for Solar Home Myanmar to reach off-grid customers effectively & connect to mobile money solutions
  - Business Transformation, Agile Project Management and CX Trainings for various clients in SEA like Ajinomoto, Unilever, City Holdings, Mekong Capital, VNPT, Fundoo, etc.
- 2018 – 2019     **Easy Credit, Ho Chi Minh City, Vietnam**  
Director of PMO, Process & Customer Experience
- Set-up and implement the Project & Process Management Office and supported the launch of customer centric fintech & banking product on Vietnamese Market
- 2016 – 2018     **Lazada Group, Ho Chi Minh City, Vietnam**  
VP Customer Experience & Customer Service
- Implement and monitor pain point clean up actions, communication alignment, pro-active customer engagements and projects of excellent services for superior customer experience
  - Responsible for CX country strategy / roll-out and CX audit of new company initiatives
  - Develop change management to enhance customer centric mind-set and actions for all staff
  - Manage and control a 200 agent in-house and BPO contact centre for customer
  - Monitor, control and improve CS KPI's regarding productivity, quality, CX compliance
- Success stories:** Developed CX team to perform ad-hoc clean-up actions plus planning and implementation of wow service projects. Enabled Lazada VN to understand the challenges of local customer with E-commerce in terms of trust, quality & communication channels and implemented measures to improve services with support partners and innovative notifications. Stabilized and structured CS team and KPI's. Raised outsourcing ratio from 40% to 70% and live chat ratio from 20% to 70%.

2015 – 2016

**Home Credit Financial Institute, Ho Chi Minh City, Vietnam**

Head of Customer Experience – established Customer Experience in Home Credit

- Customer/ front-end staff feedback gathering system to capture pain points
- Cross-area pain point investigation and proposal of CX actions to board of directors
- Change management to transform Home Credit in a customer-centric organisation
- Change management, staff communication & events to encourage pain point feedback, spread implemented CX improvements and motivate customer-oriented behaviour

**Success stories:** Implement CX structure and operating rhythm (pain point gathering, PMO and reporting tool, communication channels, etc.) within 2 months. Trigger and execute 30 improvement tasks within 6 months which substantially lowered number of inquiry and complaints and increased NPS. Full customer lifecycle review and mapping of all streams.

2013 – 2015

**Home Credit Financial Institute, Ho Chi Minh City, Vietnam**

Project Manager (PMP) – Project Management Office

- Management of cross-area programs / projects in core credit business, Sales, IT, OPS, etc.
- Responsible for all aspects of project management like planning, budgeting, staff / third party supplier coordination, work execution, control processes, communication, etc.
- Development and management of project portfolio, facilitator for internal PMI development & internal Project Management Training
- Delivery of successful programs & projects regarding Customer Care, Sales Efficiency, Sales Tools, Office / Call-Centre fit out, IT implementations, etc.

**Success stories:** Change management to implement low-priced on-line sales planning tool in 4000 shops in 63 regions within 1 month. Decreased monthly sales staff turnover from 8% to 3% with subsequent cost-saving and sales quality improvement. Implemented efficient complaint management processes and system with average SLA below one day. Delivered back-office and call centre fit-out projects on time with 5% cost-saving.

2008 – 2012

**Deloitte Consulting, Frankfurt, Germany**

Project Manager for Financial Services

Change Management Consultant for Human Capital

Project Manager for Post-Merger Integration & Forensic projects:

- Global PMO Lead, responsible for project controlling, budgeting and work coordination
- Development and implementation of global project management processes, controlling and tracking tools for 200 project members worldwide
- Management of change requests status/issue reports for functional area board meetings
- Analysis of business and IT requirements for the development, adaption and deployment of reconciliation systems within a Post-Merger Integration Project
- Coordination of „Bad bank“ IT system migration between Frankfurt and London
- Optimization of Front-Back processes regarding the business and IT target model
- Responsible for test management, system immigration and execution
- Project Management Trainer for internal PMI training

Subject Matter Expert Learning and Project Stream Lead Learning on various projects:

- Planning, development and roll-out of complex training strategies and programs
- Plan and coordinate learning stream activities within SAP project
- Design talent / succession management and strategic change client initiatives

Deliver change management and communication solutions within complex projects

- 2006 – 2007     **Citibank, Dusseldorf, Germany**  
 Project coordinator for banking system implementation
- Planning and design of guidelines for E-learning tools and implementation strategies. Testing of an implementation management tool connected to MS Project.
  - Coordination between business and IT areas to set up processes for the development of help screens. Management of workshops / meetings and communication flow.
  - Creation of a reporting tool to evaluate the training progress
- 2003 – 2005     **International Business Solutions, Mexico-City, Mexico**  
 Consulting & Coaching services in skill management
- Clients: - *HSBC*: Finance / Business Coach and Presentation Skill Trainer  
 - *Optima*: Management coaching (leadership, intercultural skills, negotiations etc.)  
 - *Princeton Review*: Master trainer for test preparations (GMAT, GRE, SAT)  
 - Soft Skill Training Program with managers from Larousse, Janssen, etc.
- 2003            **Targo Consulting, Munich, Germany**  
 Project about the “Analyse of the Efficiency of Company Development Strategies”
- Analyst and consultant for client companies regarding strategies and training concepts
- 2002            **Volkswagen, Puebla, Mexico**  
 Internship in the International Human Resource Department
- Application management, organization of assignments for interns, monthly payments
  - Coordination of national and international interns for all manufacturing areas
- 2002            **IBM, Stuttgart, Germany**  
 Internship in the “Foundation and Skills” Department
- Implementation of a world-wide development project for line managers
- 2001            **Rolls-Royce plc, Coventry, U.K.**  
 Internship in the International Human Resource Department for Energy Services
- Management of a re-location project between U.K. and Canada, transferring 30 employees with their families to Rolls-Royce Montreal
  - HR functions like application process, interviews, assessment centre, payments, etc.
- 1995 - 1999    **Bausparkasse Schwaebisch Hall plc (Mortgage Bank), Germany**  
 2 years apprenticeship to become a qualified bank specialist  
 2 years employee in several areas like costumer service, finance and accounting
- Work experience and education in all finance and bank-related topics
  - Customer service dealing with a variety of financial contracts and banking areas
  - Management of credit and risk evaluation programs for mortgage loans

## **EDUCATION**

- 2023 - 2024     **Master (EMBA) in Business Administration**  
University of Applied Sciences Geneva (UMEF), Switzerland
- 1999 - 2003     **Diploma (BA) in International Business Administration**  
University of Applied Sciences Wuerzburg, Germany  
Thesis Project: “Analyze of the Efficiency of Company Development Strategies”
- 2001             **Minor Business Studies**, Business Management School, University of Plymouth, U.K.  
Human Resource and International Strategic Management, Management and Culture
- 1995 - 1998     **Apprenticeship to become a qualified bank specialist**, Banking School of  
Schwaebisch Hall and Bausparkasse SH plc (mortgage bank), Germany

## **LANGUAGES**

*German* as a mother language  
Fluent skills in *English*   TOEIC 950 Pts / English for Business Certificate  
Proficient skills in *Spanish*  
Basic skills in *Vietnamese, French, Mandarin Chinese*

## **IT SKILLS**

Proficient Skills in MS Office, MS Project, Outlook, Lotus Notes, Google Office tools, Trello  
Basic Skills in CRM Tools, SAP, Oracle, IT landscape development

## **HONORS & AWARDS**

2023	Engati	Top 200 most powerful CX Influencers
2020	Survey Sensum	Top 150 Global CX Thought Leader
2018	Easy Credit Group	Outstanding achievements for Product Go-Live
2015	Home Credit Group	Global management training program
2013	Home Credit Vietnam	Best Employee 2013 Award
2002	VW Mexico	Bonus for high-performing internship
1998	Bausparkasse SHA	Federal state award for top result in banking apprenticeship

## OTHER COURSES

2023	<b>ESG Mini MBA Sustainability (Asia Institute of Technology)</b>	(20 hrs)
2023	<b>Scrum Master Certification (Certiprof)</b>	(30 hrs)
2021	<b>CXPA, CCXP (Customer Experience Professional) Certificate</b>	(50 hrs)
2020	<b>Management 3.0 (Agile Leadership) Training</b>	(32 hrs)
2019	<b>Leaders Create Leaders – Coaching Certification Course</b>	(24 hrs)
2019	<b>UI/UX Advanced Training, Coderschool Vietnam</b>	(16 hrs)
2018	<b>Change Lab (Change Management Leadership Workshop)</b>	(8 hrs)
2016	<b>Portfolio Management Professional Certification Boot Camp</b>	(8 hrs)
2015	Home Credit Group, Global Odyssey Management Program	(80 hrs)
2015	Home Credit Vietnam, Six Sigma course for Manager	(16 hrs)
2014	Home Credit Leadership course, creating extra-ordinary results	(48 hrs)
2012	Mindworks Training, Situational Leadership	(16 hrs)
2011	<b>PMI (Project Management Institute), PMP Certificate</b>	(50 hrs)
2011	<b>Deloitte Consulting, Six Sigma Yellow Belt</b>	(60 hrs)
2010	Deloitte Consulting, Facilitation Skills	(16 hrs)
2010	Frankfurt School of Finance, Capital Markets	(16 hrs)
2009	Frankfurt School of Finance, Banking & Finance for Consulting	(40 hrs)
2009	Deloitte Consulting, Processes in Financial Institutions	(16 hrs)
2008	Deloitte Consulting, E-Learning Storyboard Development	(16 hrs)
2007	Citibank Germany, MS Project	(10 hrs)
2006	National University, Taiwan, Mandarin Basic	(50 hrs)
2004	HSBC Mexico, Finance English Instructor	(30 hrs)
2004	Princeton Review Mexico, GMAT Trainer	(40 hrs)
2003	OBS Training Consultants Germany, Management Coaching Project	(160 hrs)
2000	Language School Malaga, Spain, Spanish Intermediate	(100 hrs)
2000	British Chamber of Commerce, English for Business Certificate	(30 hrs)
1999	German Chamber of Commerce, Federal Trainer certificate	(60 hrs)
1999	Bausparkasse Schwaebisch Hall, Call Centre Agent Training	(40 hrs)

## VOLUNTEER ACTIVITIES / MINOR EMPLOYMENTS

2024	Business Lecturer for the University of Greenwich
2023	Event Coordinator for Social Change Maker Vietnam
2022	Customer Experience Professional Association – Director in SEA
Since 2015	Trainer & Speaker for PMO, OKR, CX & E-commerce for local & international events
Since 2012	Project Management Trainer & CX Consultant (Asia PMO & PMI Vietnam)
2012	Lecturer for Spanish Studies, University of Social Sciences and Humanities, Vietnam
2009	Coach for Business Administration courses, German National Chamber of Trade (IHK)
2004	Theatre workshop: Developing self-awareness, voice and body language
Since 2004	GMAT, GRE, SAT Test Preparation trainings for Princeton Review, Manhattan Elite Prep, etc.
2003	Coach for Russian-German immigrants with an academic background
2003	Organisation and management of a tour program for 33 Taiwanese students and their professors