

BRETT FULMER

Global Client Services & Customer Operations Leader · Contact Centre Transformation · AI-Enabled Service Design

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PROFILE

Customer-focused operations leader with 20+ years across energy, postal, telco and technology, currently running global client services for Seeing Machines' aftermarket division — Guardian and Support Centres operating 24/7 across Melbourne, Canberra and Tucson. Deeply experienced in leading multi-disciplinary teams, managing customer communications during critical events, and delivering measurable improvement in customer satisfaction within regulated environments. Equally comfortable rebuilding workflows, designing AI-assisted service models, modelling Erlang-based capacity, and driving the data-led strategy that ties cost, experience and engagement together.

SELECTED TRACK RECORD

- **Lifted Product Review score from 3.5 to 4.6**, winning Energy Retailer of the Year and rebuilding brand trust at Energy Locals.
- **Cut email response time by 80%** through workflow redesign and process automation.
- **Reduced customer debt by 60%** using predictive analytics and a rebuilt billing and collections engine.
- **Lifted first call resolution by 25%** via a quality assurance framework and single-pane service tooling.
- **Reduced onboarding ramp time by 75%** across multi-site contact centres at Australia Post.
- **Delivered the highest national sales conversion in the company at 65%** while holding unplanned leave under 5% across a 220-person sales centre at EnergyAustralia.
- **Stood up the Jacana Energy customer care function from one person to ~40**, including site, technology, policy, training and KPIs. Awarded Leader of the Year, 2016.

EXPERIENCE

Global Client Services Manager – Aftermarket · *Seeing Machines* Nov 2024 – Present · Melbourne, VIC
ASX-listed driver monitoring technology. Reports to Global Commercial Director. 6+ direct reports. Global oversight of 24/7 Guardian and Support Centres across Melbourne, Canberra and Tucson, supporting fleet, automotive and aviation customers.

- Manage day-to-day operations of the global 24/7 Guardian Centre and Support Centre across multiple regions, owning SLA performance, governance and operational excellence.
- Standardised processes across global centres, lifting consistency in event classification and reducing handle time variability.
- Designed an AI-enabled service stack including a Tier 1 voice assistant for first response, analyst performance dashboards, and integration with workforce management.
- Rebuilt the operating model around event severity SLAs (fatigue 2–4 min, distraction 10–30 min, FOV 12–24 hr), risk-tiered routing and Erlang-based capacity modelling.
- Delivering a parallel offshore support centre in Medellín to run alongside Canberra, lowering cost-to-serve while protecting service quality and analyst retention.
- Built a Deputy-to-ADP rostering automation handling Miscellaneous and Clerks Award conditions, removing manual payroll work and tightening compliance.

- Drive cost-saving initiatives without compromising service quality, with budget accountability across global client services operations.

Founder & Principal Consultant · *The Mate Platform*

2020 – Present · Melbourne, VIC

Independent consulting practice focused on customer operations transformation and AI-enabled service design.

- Build operating models, workforce plans, agentic service tooling and analytics for clients modernising customer operations.
- Specialise in Erlang-C capacity modelling, omni-channel rostering, award compliance, and contact centre AI implementation.

Head of Operations · *Energy Locals*

Jan 2020 – Jun 2023 · Melbourne, VIC

Challenger energy retailer focused on affordable and renewable supply. Operational lead for both Energy Locals and Energy Trade.

- Owned the full operational function across both brands: sales, transfers, metering, on-boarding, billing, customer service, credit management, complaints, retention and win-back.
- Lifted Product Review score from 3.5 to 4.6 and won Energy Retailer of the Year, with measurable gains in trust and customer growth.
- Cut email response time by 80% and customer debt by 60% through process redesign, predictive analytics and tooling consolidation.
- Launched multiple sub-brands without proportional cost increases by industrialising the operating model.

Senior Manager, Contact Centre · *Australia Post*

Aug 2018 – Dec 2019 · Melbourne & Brisbane

National postal and logistics. Multi-site consumer contact centre.

- Led onboarding and ongoing development of new contact centre staff across Melbourne and Brisbane, with 130+ headcount and 13 direct reports.
- Cut unproductive ramp time by 75% by rebuilding induction, training and digital enablement programmes.
- Sponsored the Future Leaders programme, building bench strength for supervisor and team leader roles.

Contact Centre Manager · *Jacana Energy*

Jun 2015 – Aug 2018 · Darwin, NT

Government-owned energy retailer, Northern Territory.

- Built the customer care function from a single role to ~40 staff covering retail, voice, email and digital channels.
- Owned site selection, IT and telecoms procurement, policy and process design, training and KPI architecture from greenfield.
- Lifted first-call resolution by 20% during a billing system migration that ran without service disruption.
- Awarded company-wide Leader of the Year, 2016.

Contact Centre Manager – National Sales Centre · *EnergyAustralia* Jan 2013 – Jun 2015 · Melbourne, VIC

National energy retailer. Largest consumer sales centre.

- Managed a 220+ person sales centre with 17 direct reports across residential, business and digital — inbound, outbound, live chat and email.
- Delivered the highest national conversion rate at 65% while holding unplanned leave under 5%.
- Lifted employee satisfaction by 20% and cut attrition by 15% via personalised development plans and recognition frameworks.
- Awarded Leader of the Year, 2012.

Earlier roles ·

2000 – 2012 ·

- Sales Manager, iPrimus · Jan 2010 – Dec 2012
- Sales Development Lead, Telstra · Mar 2008 – Dec 2009
- Marketing Executive, Carphone Warehouse (now Currys plc) · Aug 2006 – Jan 2008 · London, UK
- Business Performance Lead, Optus · Aug 2000 – Jun 2006 · Sydney, NSW

CAPABILITIES

Customer operations leadership · Contact centre transformation · Workforce management and Erlang-C modelling · Award compliance (Miscellaneous, Clerks) · AI-enabled service design · Agentic workflow architecture · Quality and assurance frameworks · KPI and dashboard design · Process automation · Change leadership · Multi-site and multi-region team leadership · Onshore and offshore operating models · Critical event communications · Regulated environments

TOOLS AND SYSTEMS

Workforce: Deputy, ADP, UKG/Kronos. Service: Servicely, Zendesk. Productivity: Microsoft 365, Power Automate, SharePoint, Teams, Copilot Studio. Observability: New Relic. AI/Build: Claude, Cursor, OpenRouter, Gemini, Supabase, Netlify, Next.js.

AWARDS

- Leader of the Year, Jacana Energy, 2016
- Leader of the Year, EnergyAustralia, 2012
- Energy Retailer of the Year (under leadership of Energy Locals operations)

EDUCATION

- Certificate IV in Hospitality Management · TAFE NSW

REFERENCES

Available on request.