



## Jacky Chan Ho Chong

**SENIOR PLANNER,  
STANDARD CHARTERED BANK  
ATM OUTSOURCING CONTRACT, HONG KONG**

### From cash crew member to managing the entire operations of a top Hong Kong bank

**Next time you draw money from a cash machine, spare a thought for the planners whose behind-the-scenes job is to ensure the ATM you visit is working and can provide you with money whenever you need it.**

If you happen to bank with Standard Chartered Bank (SCB) in Hong Kong, the person with that responsibility is 39-year-old Jacky Chan Ho Chong, G4S's senior planner on the contract.

Each day, Jacky Chan and the team oversee cash replenishment for all of SCB's automated teller machines (ATMs), as well as collections from the bank's cash deposit machines and the first line maintenance work that is necessary to keep them functioning at optimum levels.

It was in 2009 that SCB made the decision to outsource the management of its entire ATM estate to G4S Cash Solutions (Hong Kong). Until then, various departments within the bank, as well as outside contractors – including G4S – worked together to satisfy the increasing use of ATMs. With so many parties involved, it was a complex operation.

Then G4S proposed a better end-to-end solution. Instead of the bank having multiple suppliers, it would have just one – G4S – who would take care of the complete ATM supply chain, from beginning to end. And not only would the company manage cash deliveries and collections to the machines, it would organise maintenance as well, which would enable it to guarantee base levels of service.

SCB, which celebrated its 150th anniversary in Hong Kong in 2009, signed up to the idea and the first phase of the contract began in July that year, extending to all the ATMs and cash deposit machines within six months.

G4S did not need to look far for the right person to take on responsibility for the intricate planning that was needed to make this important contract a success – he was already working for them.

Jacky Chan is an expert in cash transportation and ATM servicing, having joined G4S in 1995 as a crew member on an armoured vehicle. Since then, he has worked his way up, level by level, to his present position.

His abilities and attitude to the job were recognised early on, and within a year of joining he was promoted to crew commander. "I didn't want to be just a crew member, I wanted more responsibility," he explains.

For the next year he had responsibility for managing a crew and ensuring deliveries and collections were carried out in accordance with G4S's set procedures and with maximum security.

Within a year, Jacky Chan was promoted again, this time becoming an ATM supervisor. In that role, he supervised all crew, monitoring overall security, safety and productivity. He taught people about features on new ATM machines and kept a close watch on machine performance and supply shortages.

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As well as the experience he was acquiring in his work, Jacky Chan was also gaining various qualifications as G4S encouraged him first to enhance his own skills and then to share them, helping others to develop similar abilities. He is, for example, a qualified driving assessor. Periodically, the company’s drivers need to take a test which Jacky conducts, and only those who pass are allowed to drive G4S vehicles.

In 2002, after three years as an ATM supervisor, Jacky Chan was promoted again, becoming a senior planner for all of G4S Hong Kong’s ATM operations, involving more than 1,000 cash machines.

His focus on customer service had been recognised by management at G4S, who decided that his undoubted knowledge of the entire cash supply chain, coupled with his desire to give customers the best possible service, made him the ideal candidate for the role of planner on all of G4S’s ATM contracts; a role requiring regular interactions with customers.

“It was my manager who told me I should widen my focus beyond operations,” Jacky explains. “In that new role I could talk with the customer and answer their questions, and my knowledge of computers and software is also extremely helpful in that respect.”

And so, when G4S Cash Solutions (Hong Kong) unveiled its end-to-end solution, which moves ATM services to another level by taking responsibility for a bank’s entire cash machine operations, Jacky Chan was clearly the best person to head the planning team on this contract, with Standard Chartered Bank.

G4S was already providing a basic service on 40 of the ATMs for Standard Chartered Bank, so Jacky was familiar with the operations. But the new contract involves many more elements, from monitoring the activities of the entire estate of ATMs and preparing schedules, to overseeing the preparation of banknote cassettes and providing straightforward maintenance. Jacky’s planning team also instruct G4S’s technical support team when particular machines need special attention.

“It was my boss who encouraged me to take the SCB senior planner role,” Jacky explains. “I was pleased to accept it, because I am able to put my experience and knowledge to very good use. It’s good to be appreciated and to hear that our customer is impressed with our professionalism.”

End-to-end is a very interesting concept, Jacky adds, and he is optimistic that other banks will also outsource to G4S.

Looking back at his career with the Company, he is delighted at the speed with which he moved into positions of responsibility within G4S. But his thoughts are seldom about himself .

Asked what events, during a working day, give him the greatest sense of achievement, Jacky Chan responds: “When I get home, I will think about the day but more about what was not good – what could be improved – so that I can focus on improving that the next day.”

As for the best lessons he has learned at G4S, “using your heart” comes out on top. “It’s important,” he explains, “to really *feel* for the job you do; to love it. After that, of course, following company procedures is vital. And talking with your manager is also essential. You should discuss your ideas and ambitions; don’t keep them to yourself.”

At home with his wife and daughter, he likes to chat or watch TV or go onto his sunroof to relax.

**His love for the work he does at G4S over the last 14 years is beyond question and with such a positive approach to life and work, it’s likely that Jacky Chan may still have a few more rungs on the career ladder to climb.**

