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EXECUTIVE SUMMARY

Seasoned program management and enterprise transformation leader with 15+ years of global experience driving large-scale initiatives. Skilled in PMO setup, agile adoption and aligning business and technology to deliver impactful outcomes. Proven expertise in governance design, accelerating time-to-value and leading cross-functional teams.

HANDS-ON EXPERTISE

- Project / Program Management
- Data-driven optimization
- Risk and Compliance Control
- Bid and Proposal Strategy
- PMO Setup and Execution
- OKR/QBR Implementation
- Customer Engagement
- Value Streams Mapping
- Team Coaching & Culture Shift
- Organizational Agile Adoption & Enablement
- Strategic Planning & Business Alignment
- Defining Budget & Cost Structures

KEY ACHIEVEMENTS

- Delivered over 15 technology programs spanning 20+ countries, aligning with business objectives.
- Led a portfolio of 50+ Fintech projects, managing 16+ PMs and 30 functional reports.
- Saved 47% in costs by improving the Governance Model for a large and complex program
- Achieved 100% SLA (turnaround time for proposals) rating through Account Review Feedback System.
- Achieved a customer satisfaction rating (CSAT) of 83% following the delivery of over 200 projects by the team.
- Demand Management of over 70 projects with 98% SLA achievement for on-time delivery.
- Developed Transition & Transformation Model that accelerated proposal response & delivery by 30%.
- Authored an agile program inception playbook for optimal delivery strategies.
- Received over 10 Individual Awards and 23 Team Awards for Leadership and Collaboration.

PROFESSIONAL EXPERIENCE (SINGAPORE)

Enterprise Transformation Managing Consultant | IBM Global Services

Nov 2022 – Apr 2025

- **Improved delivery efficiency by 25%** in a global complex program management initiative by implementing lean practices and **shifting to a product-centric model**.
- Led strategic planning and **defined Target Operating Models** through collaborative envisioning with stakeholders; created an Agile Architectural Playbook to enable scalable incremental delivery.
- Delivered role-based training and coaching in the Middle East, **driving a 20% boost in project excellence** and embedding customer-centric, **New Ways of Working (WoW)** across teams and leadership.

Head of Project Management | 2C2P (Card & Cash Payment Processor)

Oct 2021 – Oct 2022

- **Established and led the Group PMO** to drive governance and optimize application roadmaps across payments, cards, wallets, and remittance platforms, accelerating delivery and improving cross-team coordination.
- Led regional FinTech Projects for On-Prem and SaaS services, establishing implementation frameworks and coaching cross-functional teams, resulting in improved delivery efficiency and faster adoption of Agile practices
- **Improved delivery performance by 40% through product-centric** mentoring, adoption of Scrum, Kanban, FDD, and data-driven process optimization.

Director, Transition & Transformation (APAC PMO) | Orange Business Services

Jul 2019 – Jun 2021

- **Delivered inception to execution Euro 20M program**, leading technology services Transition & Transformation to boost operational efficiency and service delivery.
- Created a repeatable T&T methodology for Customer Service & Operations, **reducing proposal and delivery time by 30%**, and deployed SD-WAN across 72+ sites in ASEAN and Europe.
- Developed a PM Level of Effort (LoE) framework to **enhance pre-sales cost estimation, improving budgeting accuracy** and aligning with professional services rate guidelines.

- Led GRC regional application development program with enhanced UI/UX for unified risk visibility and faster decisions, and co-led Group PMO to **improve delivery efficiency by 30%**.
- Delivered a regional **Consumer Banking Contextual Marketing Platform Program** across multiple channels, **increasing customer engagement by 20%**.
- Conducted Agile workshops and trained 150+ PMs/BAs on multiple Agile frameworks, boosting initiative clarity and **achieving a 96% satisfaction rating**.

Program Manager (Contract) | Union Bank of Switzerland (UBS)

May 2016 – Oct 2016

- Led the transition of **160+ Wealth Management applications** to a new service provider, ensuring compliance and milestone adherence that enhanced service quality and improved operational reliability.

Assistant Vice President (Program Manager) | Singapore Post Limited

Jan 2015 – Apr 2016

- Led the Information Systems team to deliver a CRM program, ensuring a consistent, reliable and insight-driven customer experience across all channels.
- Developed a Transformation Strategy for IaaS & PaaS and a Cloud Computing framework to enable logical migration to Private/Public Cloud, **improving scalability and cost efficiency**.
- Developed a Governance Framework that standardized project, demand, quality and vendor management, driving greater consistency and compliance at the organization level.

EARLY CAREER PROGRESSION – PROJECT & PROGRAM MANAGEMENT**Senior Program Manager | IBM Global Services**

Sep 2012 – Jan 2015

Manager, Regional Program Delivery | SingTel / Optus Australia

Jun 2010 – Sep 2012

Regional Program Manager | Hewlett-Packard Asia Pacific

Jun 2006 – Jun 2010

- Led IBM team to **implement Service Desk and Call Center for Citibank in 22 countries**, managing a USD 1.4M budget. Improved service quality and efficiency; recognized with IBM Manager Choice Award for outstanding leadership.
- Led the **USD 2.2M Philips Electronics outsourcing contract**, managing global Cloud Infrastructure deployment to enhance system performance and drive substantial cost savings.
- Led a Global Portfolio of 200+ projects at SingTel, mentored project managers to **raised customer satisfaction to 83%** through stakeholder engagement and continuous process improvement.

Established and led the PMO for ANZ Bank, implementing standardized governance, resource planning, and change management frameworks that improved delivery consistency and operational efficiency.

- Led the deployment of global video conferencing solutions for Expeditors across Asia, America and Europe, resulting in improved collaboration and awarded SingTel Business Group Excellence Award.
- Led cross-functional teams in delivering USD 5M–5M hybrid infrastructure & application app projects, managing P&L and Capex/Opex, **achieved Euro 2M in revenue and 100% SLA compliance on proposal turnaround**.

PROFESSIONAL CERTIFICATIONS

- PMI-PMP • PMI-DASSM • SAFe Agilist & Product Owner • Agile Coach • Leading with Agility • Lean Six Sigma
- Generative AI Professional • Scaled Scrum Expert • SCITPM • COMIT • Kanban Expert • DevOps-PM • ITIL.

ACADEMIC QUALIFICATION & EXECUTIVE EDUCATION PROGRAMMES

- Bachelor's in Economics & Post Graduate Program (PGD) in Information Systems, Institute of Administrative Sciences, Punjab University, Pak | Higher Diploma in Computer Science, Accredited by Coventry University, UK.
- Innovation Leadership • Design Thinking & Creativity • Agile Leadership • Digital Transformation
- Fintech: Innovation & Transformation in Financial Services.