




Majid Bhatti

Leading Strategic Enterprise Program Delivery to Enable Business Agility and Deliver Value

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■ EXECUTIVE SUMMARY

A seasoned professional with **multi-domain expertise in leading complex, large-scale projects and programs** from inception to delivery and **enabling enterprise agile adoption**. Demonstrated ability to establish effective, tailored platform governance and optimize outcomes by aligning technology and business functions.

■ CORE COMPETENCIES

- **Program Management:** Applied expertise in managing global & regional programs across diverse industries.
- **PMO Setup:** Practical experience in setting up governance, compliance and maturity model implementation.
- **QBR/OKR:** Experienced in establishing Quarterly Business Reviews & Objectives and Key Results.
- **Enterprise Agile Frameworks:** Coaching & training teams to implement agile target operating models.
- **Vendor Management:** Onboarding vendors based on business needs, capabilities and evaluation.
- **Risk & Control Governance:** Broad knowledge of risk management assessment & mitigation strategies.
- **Stakeholder Engagement:** Effective negotiator & communicator, fostering cross-functional collaboration.
- **Culture Shift & Talent Management:** Building high-performing teams through mentoring & leadership.
- **Strategic Planning & Alignment:** Expertise in aligning programs with business goals for long-term success.
- **Financial Management:** Budgeting, forecasting and maintaining financial oversight for programs.

■ 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

Senior Managing Consultant (Program Management & Agile Transformation)

Nov 2022 – Apr 2025

IBM Global Services Pte Ltd – Singapore

Contributed to IBM's Global Centre of Competency by developing Enterprise Transformation Roadmaps and identifying strategic capabilities to drive digital transformation, leveraging Agile and Generative AI solutions.

- Enhanced **delivery efficiency by 25% in a Global Complex Program Management initiative** by implementing lean techniques and shifting from a **project-based approach to a product-centric** execution model.
- Led strategic planning sessions with business stakeholders to bridge vision and execution, aligning on the future state and **defining the Target Operating Model** through collaborative envisioning and mapping
- Delivered role-based training & coaching for a Middle East client, **resulting in a 20% improvement in project delivery excellence** while strengthening customer-centricity as a core business strategy.
- Developed Agile Architectural Playbook to enable scalable and incremental feature delivery and led transformational initiatives to embed **New Ways of Working** across leadership and teams.
- Awarded 6 recognition badges in FY2023/24 across key initiatives.

■ Head of Project Management

Oct 2021 – Oct 2022

2C2P (Card & Cash Payment Processor) Pte Ltd - Singapore

Led the team of Senior Project Managers and Product Owners to successfully implement FinTech products and enhanced the enterprise agile vision to achieve long-term organizational resilience.

- **Established and led the Group PMO** to oversee governance and optimize application roadmaps across payment gateway, credit card, digital wallet and remittance platforms.
- Led cross-functional regional projects and established end-to-end Agile Software Implementation Methodology both for On-Premises and Hosted Services (SaaS).
- Coached and trained teams on customer & product-centric approaches, improving adoption of Scrum, Kanban and Feature-Driven Development, **boosted project delivery performance by 40%**.
- Effectively utilized delivery **performance data to provide actionable insights** to enhance team efficiency, optimize processes and drive organization-wide improvements.

■ Director, Transition & Transformation (Program Management) APAC PMO

Jul 2019 – Jun 2021

Orange Business Services – Singapore

Oversaw large complex programs across the APAC region from pre-sales to delivery, driving operational governance and enterprise-level delivery while collaborating with business partners.

- **Successfully delivered a EUR 20 million (TCV) program** from pre-sale to execution, driving the transition and transformation of technology services to improve operational efficiency and service delivery.
- Developed the Transition & Transformation Repeatable Model Methodology for Customer Service & Operations that helped **accelerate proposal response and delivery time by 30%**.
- Led Banking Sector projects to deploy SD-WAN across 72+ sites in ASEAN and Europe.
- Developed a PM Level of Effort (LoE) framework during the pre-sales stage, enabling improved cost estimation accuracy, **resulting in improved alignment with professional services rate guidelines**.

■ Vice President (Program Director & Agile Coach)

Nov 2016 – Jun 2019

DBS Bank - Technology and Operations - Singapore

Led Technology Programs, Platform Connect (Business & Technology Partnership Initiative), Governance & Compliance and the Agile Transformation within the Consumer Banking Group.

- Delivered the Regional Contextual Marketing Platform across multiple channels, **boosting customer engagement by 20%**.
- Led the GRC (Governance Risk & Compliance) application development program with UI/UX, creating a single portal that streamlined risk visibility & efficiency, enabling faster decision-making.
- Co-Led the Group PMO Function for strategic planning, financial management and standardization, **resulting in a 30% improvement in boosting overall projects delivery efficiency**.
- Conducted Agile awareness and inception workshops, that enhanced team understanding of program initiatives and trained 150+ PMs/BAs on Agile frameworks, **achieving a 96% satisfaction rating**.

■ Assistant Vice President (Program Manager)

Jan 2015 – Apr 2016

Singapore Post Limited

Project-based assignment

Managed Singapore Post's vision to transform internal infrastructure & applications, establishing strategic direction with outsourcing & managed services partners and strengthening operational efficiency.

- Led the Information Systems team to deliver the Customer Relationship Management (CRM) Program, ensuring a consistent, reliable and insight-driven customer experience across all channels.
- Developed a Transformation Strategy for IaaS & PaaS to improve efficiency in addition to Cloud Computing framework to logically migrate applications to Private/Public Cloud, enhancing scalability and cost optimization.
- Wrote Governance Framework to define standards and provide strategic direction (policies, procedures & practices) for Project Life Cycle, Demand & Quality Management and Vendor Management.

■ Senior Program Manager

Sep 2012 – Jan 2015

IBM Global Services Pte Ltd - Singapore

Drove the Transition & Transformation Programs within the APAC PMO Function, enhancing the efficiency of strategic outsourcing and managed services.

- **Directed the regional team to deliver the Service Desk and Call Center implementation for Citibank** with over 350 service agents in 22 countries and the program budget of (USD1.4 million - TCV of USD14 Million).
- Managed and won the large outsourcing deal (from pre-sales to execution) and implemented the Cloud Infrastructure (project budget of USD2.2 million & TCV of USD39 million) for Philips Electronics.
- Partnered with the Business Team to draft RFP responses, implementation plans and resource mapping.
- Successfully led a **multicultural team to deliver complex global ICT program** and received the **IBM Manager Choice Award** for leadership excellence.

■ Program Director / Manager, Regional Program Delivery

Jun 2010 – Sep 2012

Singapore Telecommunications Ltd (SingTel) / Optus Telecom (Australia)

Led a team of 16+ Project Managers across multiple geographies to successfully execute a portfolio of Network and ICT projects for SingTel Global Offices, enhancing operational efficiency across 19 countries.

- **Delivered over 200 projects, achieving a customer satisfaction rating of 83%**
- **Established a Project Management Office (PMO)** to execute new demand projects & programs for ANZ Bank and instituted the change management processes.
- Led the successful deployment of video conferencing solutions across Asia, America, and Europe for the Expeditors account and was **recognized with SingTel's Business Group Excellence Award**.
- Trained Project Managers and the PMO in defining the Project Management Framework, increased project delivery excellence and drove productivity improvement strategies.

■ EARLY CAREER PROGRESSION – PROJECT & PROGRAM MANAGEMENT

Regional Program Manager, Hewlett-Packard Asia Pacific Ltd - Singapore

Jun 2006 – Jun 2010

Led a cross-functional team of Project Managers, Demand Managers and the Solution Architects to execute hybrid projects that enhanced infrastructure and optimized application deployments, while managing P&L, Capex, and Opex. In addition, delivered multiple programs with contract values ranging from USD 5 million to 45 million. **Secured EUR 2 million revenue** through effective strategic client account management and **achieved a 100% SLA rating for technical proposal turnaround time**.

Senior Project Manager, Citibank – Singapore

Jan 2005 – May 2006

Managed Citigroup's top 10 projects and regulatory reporting initiatives, including a USD 2.2 million data center network redesign implementation to resolve legacy stability and scalability issues.

■ KEY PROFESSIONAL CERTIFICATIONS

- Project Management Professional (PMI - PMP)
- Senior Certified IT Project Manager (SCITPM)
- Certified Generative AI Professional (GSDC-CGAP)
- Certified Leading with Agility (ICP-LEA)
- Disciplined Agile Delivery (PMI-DASSM)
- Certified SAFe Agilist & Product Owner (POPM)
- Certified Agile Coach (ICP-ACC)
- Certified Outsourcing Manager for IT (COMIT)
- Certified Scaled Scrum Expert (CSSE)
- Certified Kanban Expert & DevOps-PM

■ ACADEMIC QUALIFICATION

- 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.

■ EXECUTIVE EDUCATION PROGRAMMES

- Innovation Leadership • Design Thinking & Creativity • Agile Leadership • Digital Transformation
- Fintech: Innovation & Transformation in Financial Services.