**Profile**

* Expertise in establishing Strategic Program Management Office to deliver both client initiated projects and execute internal product and platform delivery.
* 15+ years of experience in delivering operational excellence from sales-to-execution lifecycle managing and interfacing with Project, Program, Product, and Account Managers
* Experience in assessing, recommending, and implementing strategic organizational changes for business development, product marketing, regulatory governance, and extending PMO in India
* Experience with Sales support providing commercial leadership to assess and provide solutions to clients enabling contract closure and delivery success
* Experience in acting as the voice of the customer(s) to the product owner architecting and delivering new and differentiated products to address industry needs
* Experience in individual, team, and corporate training initiatives in multiple institutions including specific corporate focused initiatives on knowledge mining through external and internal speakers.
* Exposure in financial, banking, healthcare, airline, educational, and professional services industries
* Experience as an Advisor, Trainer, Mentor, and Coach supporting process transformation and program rollouts for Sales, Account, and Project teams
* Experience in addressing total cost of ownership in recommending tool identification, selection, and adoption
* Experience in providing customized onsite training experience on project and agile principles at several organizations

**Career Highlights**

* Played an advisory role to Chief Operating Officer, Senior Vice President, and Presidents on strategic initiatives, such as Distributed PMO, Capital project selection, Knowledge management practices, and Career planning & training objectives
* Envisioned, designed, and developed an enterprise PMO to track client services engagement lifecycle facilitating revenue recognition, capacity planning, governance, earned value, performance and productivity management, and status reporting
* Considered a Subject Matter Expert in understanding and getting Multichannel Marketing (MCM) campaigns through medical, legal, and regulatory (MLR) introducing changes within the client’s organization and establishing that role
* Considered as an “Ombudsman” program manager having retrieved failing and crippling client engagements increasing customer satisfaction and turning them to be a growth and marquee accounts
* Modified Agile framework to “Hybrid Scrum” adapting it to unique multi-program initiatives for enhanced project efficiency enabling the management of multiple projects by a project manager
* Created, initiated, authored, designed and developed the PMO Portal for monitoring projects founding the principles of financial revenue recognition, execution delivery, and PMO Governance Audit mechanisms
* Facilitated numerous corporate training programs, besides initiating trainings on my own using my unique TONES© middle management leadership framework and PARAG© framework for client engagement framework
* Authored and delivered corporate diversity training document on doing offshore business in India saving the organization on huge training dollars

**Industry Recognition**

* Anticipated Book Release in Q4 2017
* Initiated and piloted the *“Projecting Leaders of Tomorrow”* training project management and agile principles to younger high school students driving them through projects gaining recognition at PMI Educational Foundation in North America.
* Nominated for the global **2017 PMI Founder’s Eric Jenett award** for Project Management Excellence
* Board member with PMI Mass Bay for Marketing & Communication besides being a volunteer at Agile Alliance & NAAAP
* Coined the term “Management Debt” gaining the recognition as the Scrum Expert
* Invited **Keynote Speaker** for the Northeastern University, Project Management Conference on Sustainability, Apr 29, 2016
* Invited speaker as part of an Expert Panel on Agility in Marketing - <http://events.r20.constantcontact.com/register/event?llr=u945ffcab&oeidk=a07eaiy0x9f45e63484>
* Nominated for the **PMI Distinguished Contributor Award** for excellence in project management
* Became one of the five finalists for the **2012 Kerzner Award** for global recognition of significant contributions to the field of project management <http://www.pmitoday-digital.com/pmitodayopen/201210#pg12>

**Work Experience**

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| **Aptus Health,** Reading | **Feb 2010 – Present** |

Vice President, PMO & Proposition Delivery

**Environment**: PMBOK, BABOK, Agile, Scrum, Microsoft Project, Share Point, Spira, OnTime, JIRA, Basecamp

* Led as the Program Manager in managing a cloud based platform program introducing a modified governance framework called Rapid Proposition Delivery (RPD) to manage product development and external & internal customer adoption
* Envisioned, established, and proved the hybrid account model serving as the hybrid client services account manager for several marquee accounts with a combined portfolio of $5M in addition to managing a team of account managers with an overall portfolio of $50M
* Operationalized the delivery of MLR submission and editorial guidelines for Merck Univadis processes facilitating the submission and approval of international campaigns like Merck Arcoxia
* Led as strategic program manager for client facing IT based multichannel marketing campaigns managing several concurrent projects, and Scrum Master/Agile Coach for the internal product development and platform enhancement initiatives
* Mentored and coached project leadership team and account management team by supporting them in their personal and professional growth supporting internal organizational initiatives
* Worked very closely with Human Resources and multiple functional units introducing the Talent Management framework to introduce a career development framework with paths, bands, and grades for optimizing the execution delivery chain
* Introduced pioneering strategic initiatives to introduce scalability in execution in introducing strategic project and account management merger, expansion of PMO wings in India, and streamlining changes within client’s workflow resulting in with positive results in client satisfaction turnover, elimination of unnecessary processing, and acceleration of work
* Operationalized the larger risk share campaigns and large campaigns for BI, Merck, AZ, by working on all product lines by streamlining processes across the business units
* Interfaced with numerous pharmaceutical clients for their accounts and projects and established several processes some of which were accepted even by the clients
* Served as the voice of customer to several product owners for NCCN, Omnio, HER, mDetail, MyPI, PI Admin Tool pushing for differentiating product marketing and product development functions promoting the product roadmap series
* Demonstrated successfully the ability to execute multiple projects of varying complexity for all components of an integrated portfolio of projects for three major pharmaceutical clients for many new products
* Accelerated a few projects that required brand messages to be delivered for a specific season assisting both the client’s objectives driving additional and early revenue for the organization
* Lobbied and established training programs for execution teams including custom videos introducing the concept of knowledge mining series and pearls of wisdom series
* Managed numerous dependent projects as part of a larger integrated program for three major pharmaceutical clients involving several levels of complexity exceeding a total budget of $20M
* Created several standard operating procedures (SOP) ensuring process compliance including but not limited to HCP M best practices, 7-phase project delivery for every product operationalized into client projects, financial revenue recognition, templates for list processing, Electronic Workflow through SpiraTeam, QA workflow, Documentation Repository in SharePoint, etc.
* Established the Program Management Office (PMO) to deliver business value aligning IT programs & projects meet business goals by embracing iterative and agile principles including envisioning and establishing PMO Portal, Document repository, workflow execution and Governance audit mechanisms
* Completed many tactical new product developments like the electronic medical records (EMR), National Comprehensive Cancer Guidelines on mobile platform, and mobile eDetail for client implementations.
* Introduced several business process enhancements aligned with the industry best practices for delivering programs and projects effectively with workflow management, Quality Assurance procedures, and Earned Value management
* Initiated, orchestrated, and conducted knowledge mining series to harvest knowledge across the various functional units and industry practices enhancing process effectiveness and efficiency
* Took over sick projects that were falling apart at a short notice and brought them back to a healthy status
* Received numerous appreciations from external clients, internal team members, and top management for extraordinary contributions, creative thinking, and extra efforts to deliver projects OBOSHOT
* Assisted successfully with the regular client audit for a major pharmaceutical company for all components of FDA mandated release documentation and financial reconciliation

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| **Agile Training Champions,** Virtual Office | **Dec 2012 – Present** |

Founder

**Environment**: PMBOK, BABOK, Agile, Scrum

* Founded and established Agile Training Champions maintaining the site ([www.agiletrainingchampions.com](http://www.agiletrainingchampions.com)) and training various corporate and individual level non-certified classes
* Established partnership with certifying and training organizations to expand the offering
* Established community networking events on project and agile principles to spread the wealth of knowledge

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| **West Notifications Group,** Chicago | **Dec 2007 – Oct 2009** |

Information Systems Project Manager

**Environment**: PMBOK, BABOK, Agile, Scrum, Microsoft Project 2007, Share Point, Project Server 2007

* Established Project Office with Change Control Board for governance control on strategic initiatives and tactical efficiency.
* Worked with multiple clients in a consulting capacity including CVS Pharmacy, United Airlines, US Airways, Northwest Airlines, Prime Therapeutics, Union Bank of California, and others
* Recognized as the **first employee to receive the excellence award** for effective management of complex projects and "Hats off" awards for leadership in managing complex projects on triple constraints
* Initiated the Sales-2-Execution initiative joining the sales team in sales circle to facilitate Joint Application Development (JAD) session to identify executable opportunities as well as extensible ideas for product development
* Collaborated with many segments to streamline the business analyst and project manager roles in the sales cycle
* Successfully deployed a high-profile client’s (CVS Project) two complex projects immediately increasing the operating revenue by **almost 50%** and many change requests increasing revenue by **almost 200%**
* Delivered successfully taking West to an **unusual height** in a complex airline project (Northwest) requiring international notifications to far-eastern countries
* Completed successfully bringing an airline client (US Airways) very quickly to the West addressing the client’s **immediate contractual needs and growing revenue**
* Successfully took over delivering a complex banking client project (Union Bank of California) and delivering it to client satisfaction turning the client into a major player for West
* Successfully delivered an intricate project (Prime Therapeutics) mixing inbound IVR with outbound notifications to meet the federal healthcare needs of a pharmaceutical company
* Collaborated developing PMO governance processes using system engineering, project management, and quality frameworks to enhance the triple constraints around project delivery
* Mentored project managers, business analysts, and team leaders on project management framework

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| **CFS/Harbor Ventures/ BCBS,** Chicago | **Jun 2006 – Dec 2006** |

IT Consultant

**Environment**: SOX &COBIT framework, Microsoft Project, Security, DB2, JavaScript, VBScript

1. Interfaced as a liaison with Deloitte & Touch audit members and translating and following through the needs with the internal BCBS stakeholders for provider reimbursement group
2. Analyzed, traced, and **completed** the provider claim processing framework by working through the mainframe system, analyzing open and closed contracts for health insurance products, and recommending audit changes
3. Drafted the departmental policies and procedures for emergency escalation, program change control, and role based security for the divisional security officer (DSO) confirming to the corporate IT and SOX policies

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| **Sole Proprietor, InfoArchs,** Virtual Home Office | **Sep 2005 – Jun 2006** |

Project Manager

**Environment**: J2EE, Java, OOAD, MySQL, PVCS, HTML, Windows, Microsoft Project

1. Architected the design and development from the business requirements for the plan4bench project
2. Managed a team in India assisting with the technical direction to maintain the project schedule

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| **Legg Mason, Baltimore,** Maryland | **Apr 2005 – Sep 2005** |

Project Leader

**Environment**: J2EE, Java, OOAD, OOP, Eclipse, Sybase, JSP, HTML, Unix Shell Programming, Perl, Autosys, IBM-AIX, SourceSafe, Embarcadero, I-SQL, Microsoft Query, Microsoft Project

1. Managed team of resources to gather information and draft a project proposal for maintaining the quarterly releases of an IT project operations as a project under the project delivery framework
2. Managed Excel and Email based issue maintenance and communication to a database based web hosted solution on the intranet improving real time communication, issue tracking, and knowledge management
3. Authored and delivered the modules for managing communication, scope, quality, and knowledge to gather information about the product enhancing requirement stability for project management

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| **E-Funds Corporation, Milwaukee,** Wisconsin | **Nov 1997 – Apr 2005** |

Senior Staff Information Systems Analyst

**Environment**: Microsoft C++, J2EE, UNIX, OOAD, Oracle, SQL Server, SQL Plus, Crystal Reports, MS Project

1. Worked on multiple roles, such as System Analyst, Business Analyst, Team Leader, and Project Manager
2. Achieved SOX compliance successfully for billing initiatives by documenting the system and data flow
3. Analyzed as a business analyst and project manager to resolve unnecessary billing and sunset billing products.
4. Successfully supported production support for financial applications in addition to generating monthly invoices
5. Supported the Reconciliation application as an administrator providing technology support in oracle database, installation, and retrieving files from the IBM Mainframe, providing interface files for ACH, and fixing bugs
6. Proactively introduced new billing processes saving almost $60,000 in project implementation costs
7. Initiated, developed, and automated an Excel based data entry process enhancing the **timely invoice delivery**
8. Authored, presented, and mentored a diversity-training document on cultural diversities of doing business between India and America **saving a huge amount of training dollars** for the company.

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| **General Electric Medical Systems, Milwaukee,** Wisconsin | **Jun 1996 - Nov 1997** |

Software Engineer

**Environment**: Microsoft Visual C++, Solaris, C++, Java, JSP, HTML, Perl, Oracle, Informix, MSQL, Access

1. Optimized the query performance and **reduced the time from more than an hour to the order of 22 seconds**
2. Designed and developed UNIX based Image management system involving Informix with SQL and C++

# Certificates/Certifications

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| Program Management Certification Training | Add-on Skills | Jul 14, 2017 |
| Negotiation and Conflict Resolution | Open Universities Australia | Apr 19, 2016 |
| Strategic Management | Open Universities Australia | Apr 19, 2016 |
| Effective Testing in Agile Projects | ASPE | Feb 21, 2016 |
| ScrumStudy Certified Trainer (SCT) | ScrumStudy | Since Oct 2015 |
| Agile Expert Certified (AEC) | ScrumStudy | Since Oct 2015 |
| ScrumStudy Certified Product Owner (SPOC) | ScrumStudy | Since Oct 2015 |
| ScrumStudy Certified Master (SMC) | ScrumStudy | Since Oct 2015 |
| ScrumStudy Certified Developer (SDC) | ScrumStudy | Since Oct 2015 |
| AgilityHealth Facilitator (AHF) | Agile Transformation | Aug 2015 |
| ScrumStudy Fundamentals (SFC) | ScrumStudy | Since May 2014 |
| PMI-Risk Management Professional (PMI-RMP) | Project Management Institute | Since May 2014 |
| Agile Certified Coach (ACC) | The International Consortium for Agile | Since Apr 2014 |
| Certified Scrum Developer (CSD) | Scrum Alliance | Since Mar 2014 |
| PMI – Scheduling Professional (PMI-SP) | Project Management Institute | Since Jul 2014 |
| PMI-Agile Certified Professional (PMI-ACP) | Project Management Institute | Since Nov 2012 |
| Certified Scrum Professional (CSP) | Scrum Alliance | Since Nov 2012 |
| Certified Scrum Product Owner (CSPO) | Scrum Alliance | Since Aug 2012 |
| Program Management Certificate | PMStudy | 2011 |
| Instructional Design for Online Course Development | University of Illinois, Illinois Online Network | Mar 2011 |
| Multimedia Principles for Online Educators | University of Illinois, Illinois Online Network | Dec 2010 |
| Technology Tools for Online Learning | University of Illinois, Illinois Online Network | Oct 2010 |
| Certified Scrum Master (CSM) | Scrum Alliance | Since Jan 2010 |
| Six Sigma Green Belt Certificate | PMStudy | 2005 |
| Certified Sarbanes Oxley Professional (CSOX) | Sarbox Institute | Feb 2006 – Feb 2009 |
| IT Project+ | Computing Industry Technology Association | Since Oct 2005 |
| Project Management Professional (PMP) | Project Management Institute | Since Sep 2005 |

**Publications**

Rajagopalan, S. (2016, July). TONES: A reference framework for identifying skills and competencies and grooming talent to

transform middle management through the field of Project Management*. International Journal of Markets and Business Systems, 2(1)*, 3-24.

Rajagopalan, S. (2015, November). Measuring Delay: Introducing a pseudo-resource – Delay – can clarify your project schedule.

*PM Network*, 23-24.

Rajagopalan, S. (2015, March). Product personification: PARAG model to successful software product development. *Journal of*

*Managing Value and Supply Chains, 6(1),* 1-12. Retrieved March 31, 2015 from <http://airccse.org/journal/mvsc/papers/6115ijmvsc01.pdf>

Rajagopalan, S. (2015, April). Does automation replace testers and acceptance testing? Scrum Alliance. Retrieved April 25, 2015,

from <https://www.scrumalliance.org/community/articles/2015/april/does-automation-replace-testers-and-acceptance-tes>

Rajagopalan, S. (2014, November). Review of the myths on original software development model. *International Journal of Software*

*Engineering & Applications, 5(16)*, 103-111. Retrieved December 14, 2014, from <http://airccse.org/journal/ijsea/papers/5614ijsea07.pdf>

Rajagopalan, S. (2014, October). Agile metrics for organizational productivity. *Scrum Alliance*. Retrieved October 28, 2014 from

<https://www.scrumalliance.org/community/articles/2014/october/agile-metrics-for-organizational-productivity>

Rajagopalan, S. (2014, May). Evolution of account management in an agile environment. *Scrum Alliance*. Retrieved May 5, 2014

from <https://www.scrumalliance.org/community/articles/2014/may/evolution-of-account-management-in-agile-enviornme>

Rajagopalan, S. (2014, March). Mapping of the project manager role to the scrum master role. *Scrum Alliance*. Retrieved March 10,

2014, from <https://www.scrumalliance.org/community/articles/2014/march/mapping-of-the-project-manager-role-to-scrum-maste>

Rajagopalan, S. (2014, February). Mapping of the product manager role to the product owner role. *Scrum Alliance*. Retrieved

February 25, 2014, from <https://www.scrumalliance.org/community/articles/2014/february/mapping-of-the-product-manager-role-to-product-own>

Rajagopalan, S. (2013, December). The value of PERT in agile estimation and risk management. *Scrum Alliance.* Retrieved December

18, 2013, from <http://www.scrumalliance.org/community/articles/2013/december/value-of-pert-in-agile-estimation-and-risk-man-(2)>

Rajagopalan, S. (2010, March 26). Evaluation of Emotional Intelligence on IS Project Manager Leadership Effectiveness and

Satisfaction. *Symposium Proceedings on Global Mindset Develop on Leadership & Management*, University of Riverside, California.

Rajagopalan, S. (2009, September 25). Influence of Emotional Intelligence on Leadership Skills of IS Project Managers with Virtual

Teams. *Symposium Proceedings on Global Mindset Develop on Leadership & Management*, University of Riverside, California.

Rajagopalan S. (2009) Relationship between emotional intelligence and transformational, transactional, and laissez-faire leadership

styles of information systems project managers in virtual teams. 2009. Dissertation Abstracts International (UMI No: 3359539).

**Speaking Experience**

* Open Space as a Brainstorming Tool, PMI MassBay Professional Development Day, Norwood, MA, Sep 23, 2017.
* **PARAG Persona to middle management transformation**, PMI Boston Round Table, Feb 28, 2017
* **Open Space – Technology Track,** PMI MassBay Professional Development Day, Norwood, MA, Sep 17, 2016.
* **TONES – Middle Management Transformation through Project Management,** PMI Southshore Wadpole, MA, July 20, 2016.
* **TONES – Middle Management Transformation through Project Management,** Northeastern University Project Management Conference, Boston, MA, April 29, 2016.
* **Keynote, Sustainability in Project Management,** Northeastern University Project Management Conference, Boston, MA, April 29, 2016
* **Models of Collaboration,** PMI Northshore Round Table, Beverly, MA, December 1, 2015
* **Scrum Vs Traditional Project Management,** PMI MetroNorth Round Table, Burlington, MA, November 18, 2015
* **PARAG Persona to Software Development,** Agile Training Champions, Billerica, MA, October 31, 2015
* **PARAG Persona to Software Development,** Trivandrum Management Association, Trivandrum, India, Aug 19, 2015
* **Evolving PMO to be Agile,** Agile Training Champions, Naperville, IL, April 19, 2014
* **Personal Kanban,** Agile Training Champions, Hoffman Estates, IL, February 15, 2014
* **Project Success Factors,** Agile Training Champions, Rosemont, IL, November 16, 2013
* **Effective Agile Transformation,** Agile Training Champions, Schaumburg, IL, September 14, 2013

# Education

* **Doctorate of Philosophy,** Organizational Management, Capella University, Jan 2006 – Aug 2009
* **Master of Business Administration,** Management,Concordia University, Milwaukee, Jun 1998 - May 2000
* **Master of Science**, Computer Engineering, Wayne State University, Detroit, Sep 1994 - May 1996
* **Bachelor of Engineering**, Electronics and Communication Engineering., University of Madras, India, Apr 1986 - Apr 1990