**V E N K A T E S H K A M A T H**

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# DE L I V E R Y A N D P R O G R A M M A N A G E M E N T

Experienced and pragmatic technology leader with 15+ years of track record in **Delivery & Program Management of large IT programs,** while achieving aggressive strategic business goals. Thrives in aligning **Strategic Information Systems and enterprise strategies, building effective and lasting partnerships with all stakeholders**. Successfully develops and manages high-performance teams that partner with business units to deliver technical solutions that contribute to bottom-line results. Repeatedly sought after by executive teams for bridging the gap between business and technology with expertise in managing complex and competing priorities.

* Results-oriented IT leader with focus on responsiveness & accountability
* Possess unique perspective, having worked for both consulting and in-house IT organizations
* Managed 100+ FTEs & 5 large suppliers, with multiple concurrent large program(s).
* Experienced in managing **transformational programs**  o **Digital Transformation** of legacy applications o Legacy forms generation (Documerge) to **OpenText Extream** o Legacy policy admin system to **Guidewire PolicyCenter program** o Cogen billing system to **SAP FSCD billing system**
* Breadth of experience in IT – Development, Analysis, QA, Delivery and Program Management
* Experienced in building PMOs for large transformation programs
* Experience in complex program design through strategic thinking and decision making.
* Credited with impacting bottom line profitability by streamlining processes and procedures.

**A R E A S O F E X P E R T I S E**

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| --- | --- | --- |
| ✔ Portfolio, Program and Project Management | ✔ IT Solution Delivery Management | ✔ Business Transformation |
| ✔ Managing delivery with large multi suppliers | ✔ Partnership & Team Building | ✔ Risk Management |
| ✔ IT Strategic Planning & Budgeting    **P R O F E S S I O N A L E X P E R I E N C E** | ✔ Agile, Iterative & Waterfall SDLC | ✔ Systems Integration |

**FARMERS INSURANCE GROUP, Los Angeles, California 2012 – 2017 (October)**

**Wipro Technoglogies 2003 - 2012**

**Tata Consultancy Services 2001 - 2003**

**Portfolio Manager - Personal Lines Applications** 2016 – 2017 (October)

Create and maintain partnerships with all stakeholders including C-level executives in the Personal Lines department for the implementation of strategic plans. Collaborate with executives to implement technical road-maps to support business goals. Manage a $40 million annual budget, including **$16 million in strategic initiatives** and $24 Million in maintenance.

* Managing technical program managers for a large department with 50+ applications, 100+ FTEs & 5+ large suppliers
* Providing strategic & operational leadership for delivering 300,000 hours of annual maintainance & enhancement work
* Scope (including Change), Schedule, Budget & Stakeholder management
* Implemented technology & process changes to move delivery model from waterfall to agile & hybrid agile model
* Improved system stability and reduced high severity outages by 70%
* Reduced maintainance costs by 40% through continuous improvements, supplier consolidation & contract renegotiation

**Program Manager – Guidewire PolicyCenter (GW PC) Transformation Program** 2015 - 2017

Largest policy admin transformation program in North America. Transformation of 20+ year old legacy policy admin system to Guidewire PolicyCenter suite. Creating strategies for business process redesign while transforming IT applications to support speed to market implementation & reducing total cost of ownership.

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* Spearheaded building a large Program Management Office, while supporting: o Multi million dollar business case o Scope, Schedule & Budget management o Change & risk management process
  + Status reporting, escalation & governance process
* ***Key member in creating multi million business case*** for transforming legacy policy admin system to GW PC
* Created an ***integrated program plan for a complex, on-premise and cloud computing & hosting solution***
* Instrumental in ***RFP creation & finalization of a multi-supplier delivery model***
* Built and executed **cloud hosting infrastructure plan** comprising of 10+ non production and production environment • Managed a team of 25+ with 5+ direct reports

**Solution and Quality Assurance – Digital Transformation** 2014 - 2015

Digital transformation (to Mobile, cloud & Salesforce platform) of legacy customer facing applications to improve customer Net Promoter Score.

* Transformed from **JAVA/Mainframe technology to Mobile & Salesforce technology**
* Created **Responsive web design to support various form factors**
* Enabled **multi variate testing** of alternate UI and marketing messages
* Implemented tealeaf for **customer experience analytics**
* Modern **decoupled integrations using Oracle OSB & cloud-based platform** to support reusability & speed to market
* Integrated with **enterprise Master Data Management to enable a customer-centric view**
* Complex program implementation plan with 50+ integrations
* Rules extraction & rationalization of existing legacy applications
* Tailoring industry best practices - test optimization techniques, automation frameworks, effective test coverage & stringent gating – entry & exit criteria

**Program Manager - Development & QA – Legacy forms generation transformation to OpenText Extream** 2013 – 2014 A large and complex legacy forms generation transformation program, executed to improve customer & agent experience, deliver agility & faster response time to market demands. 20+ year old legacy platform (documerge) modernization is done through OpenText Extreme product. Generate approximately 200,000 policy outputs per day.

* ***Out of the box thinking*** – Engaged an industry leader in forms design which resulted in best-in-class forms redesign
* ***Hybrid development methodology*** – Semi-agile for pilot phase (2 states) & full agile for subsequent rollouts (32 states)
* ***Rules extraction*** –Created multi variant tools for existing legacy system rules extraction. 300,000 rules extracted in 3 months, reviewed & rationalized to 200,000 rules in target system
* ***Reusable frameworks*** – 14,000 forms were rationalized to 4000 unique forms leveraging a reusable design
* ***Speed to market*** - Cycle time to deploy form changes was reduced by a factor of 10
* ***Total cost of ownership*** – Back office service operations gained 60% efficiency; print costs reduced by 20% annually

**Program Manager Quality Assurance – Personal Lines** – 2012 – 2013

Farmers Personal Lines agent facing applications had numerous quality issues in production and required a significant transformation in quality assurance practice. Acted as a key change agent for quality transformation by creating various process changes to drive next generation testing.

* Key contribution in creating ***RFP & supplier selection & transition***
* Created ***test strategy to support 50+ application changes for 400,000+ hours***
* Defined & created Quality Management plan; Rolled out communication & governance plan • Implemented several testing best practices: o Test optimization techniques – Orthogonal array & Hexawise; defect prediction models o Reusable test automation frameworks; Early defect detection & Risk based testing o Table top design, code & test coverage review sessions
  + Quality metrics – Test effectiveness, defect density, defect removal effienciency & defect leakage
* Improved ***production defect density from 0.14% to 0.02% & defect leakage from 11% to 3%*** • ***Reduced cost to quality by 50%***

**Program Manager Quality Assurance – SAP FSCD Billing Transformation –** 2007 – 2011 (Wipro Technologies)

Billing Transformation was a complex transformation from an existing legacy COGEN system to modern SAP FSCD billing system to support Farmers All Lines Billing. Responsible for end-to-end functional testing integrating with policy admin system.

* Defined the test strategy and program test plan along with Policy admin system

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* Created overall test environment mapping including existing applications & new modernized billing platform
* Managed end-to-end functional testing by implementing test best practices
* Created an innovative batch testing framework which yielded 30% effieciency in test cycles
* Defined & created communication & governance plan

**Project Manager – Single car to multi car redesign & distinct choice auto –** 2003 – 2007 (Wipro Technologies)

Single car to multi car redesign & distinct choice auto program was aimed at enhancing insurance products offered for the Independent Agency channel and upgrade IT systems to have the flexibility to cover multiple units under a single policy. This was a large scale initiative replacing output & legacy system interfaces and creating new "multi car" functionality under a single policy. Wipro was responsible for implementing a comprehensive solution for integrations.

* Defined the strategy and project plan
* Implemented the knowledge acquisition and knowledge management plan
* Defined program metric to track the project health
* Preparation of statement of work (SOW)
* Performed project management responsibilities such as – stakeholder, customer, resource and budget management
* Risk mitigation and formulated several workaround processes for known risks
* Managed customer expectations and conducted periodic review meetings with customer Account Executives

**Senior Programmer** 2001 – 2003 (Tata Consultancy Services)

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**D U C A T I O N**

**&**

**C E R T I F I C A T I O N S**

MASTER OF SCIENCE IN COMPUTER SCIENCE, VISVESWARAIAH TECHNOLOGICAL UNIVERSITY, INDIA

PMP AND CERTIFIED SCRUM MASTER (CSM)

ADVANCED LEADERSHIP DEVELOPMENT PROGRAM, UCLA