

Smriti Saxena

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Leading Agile Project Management (APM)- LEAN SAFe Transformation and Managed Services

Industry Preference: Consulting, Finance, Banking and Technology

PROFILE SUMMARY

Associate Director in Big 4 consulting, managing 15Cr PNL, a result-oriented Transformation Leader with **15 years** of experience in:

Digital Transformation Business Transformation Program/Portfolio Management
Scaled Agile transformation SDLC/CRM/RPA Project Management Agile Master Coach
Proposals/Orals-Bid Management Project Governance Recruitments NSR Contracts

- **Lead the transformation programs** to bring cultural change at Indian and Global organizations.
- **Recruited** to expanded the vertical with 70 more resource in a calendar year.
- Managed many proposals and orals for projects sized around INR 7-14 Cr.
- **Managed Services (MS) portfolio** of Finance & Performance L2 for Mumbai region in Deloitte India.
- Drives steering committee meeting with C-Suite executives on budgeting, portfolio of projects and new discovery initiatives.
- Coaching to CEO & CXO of Multinational Companies – SAFe for Executives.
- Managing a team of consultant, senior consultants and managers while executing Global Projects.
- Excellent team player with strong analytical and organizational skills; ability in learning new concepts quickly, managing work pressure & communicating ideas clearly.
- Proficiency in defining business problems, innovation management, new product development, implementing and on time closing the projects.
- Project Management – Managed large, cross-functional, global teams on complex, c-suite prioritized multimillion \$ projects.
- Skills in successfully executing consulting responsibilities like structuring & shaping the client engagements and solving complex client challenges.
- Skilled in scoping and structuring business problems, identifying and successfully executing solutions.
- Impressive fast track career driven by challenges and desire to be successful, with an exposure in leading multiple projects.
- Strong sector knowledge in IT Application, Software, Technology, Banking and Financial services.

TECHNICAL PURVIEW

Corporate strategy:	Digital Transformation and Program Management, Agile transformation, Business transformation roadmap planning.
Bid Management:	Pricing, Go/No-Go Decision making, RFP, Client Presentations, Business Transformation, Proposals, Vendor assessment, As-Is and To-be analysis, gap analysis, Pricing, Liaison with Legal, Accounts, Delivery and Sales.
Agile Transformation	Transformation Management Office, Project Management Office set up, SCRUM, Kanban, XP, Scaled Agile (SAFe), Project Governance, Change, Stakeholder & Communication Management. Coaching – SAFe for Executives
Lean Skills	Hoshin Kanri (X-Matrix), Value Stream Identification(VSI), Value Stream Mapping(VSM)
Functional Areas	Core Banking, Retail & Wealth Management, Financial Services-Equity, Fixed Income & Commodity Indexing, Loans, Mortgage.
Horizontals	Robotics Process Automation, CRM, AI, Program Management
Project management tools:	JIRA, Confluence, HP-PPM, Trello, Clarity, Sales Force, MS-Projects, Whizible Initiative, Clari5.
IT skills:	Proficient with MS Office (Visio, Word, Excel, PowerPoint, Project).
Databases:	Bloomberg, Thomson Reuters, Oracle DBMS, SQL, Toad, FileZilla.
Programming Language:	IBM Mainframe - COBOL & CICS.
Industry Exposure:	Consulting, Financial Services, Banking and Technology

ORGANIZATIONAL EXPERIENCE

June'21 to Current with Deloitte India Consulting, Mumbai as Associate Director in Enterprise Technology and Performance Practice, Division - Finance and Performance - PMO

Highlights:

- Proficient in both Business Transformation initiatives and Project Governance along with Program Management.
- Manages few teams of SPCs, SAFe agilest, SAFe SM & PO and SAFe LPM specialist.
- Implemented Digital Transformation and Robotic Process Automation (RPA) in Global bank.
- Presented proposals for new transformation projects and orals for \$1Mn projects in Middle East.
- Expanded team size by 70 resources with skills like Scrum Master, Agile Coach, Project Managers-ERP/Analytics/IT, BA
- Leading an organisation wide people development program to upskills first time people managers and managers of managers.
- Identifying the stakeholder expectation and managing with extremely crisp and well-coordinated communication plan.
- Strong Interpersonal skill to understand the gaps of delayed projects and execute the requisite steps to bring the transformation in organisation.

Engagements Involved:

Engagement Title:	SAFe Tranformation for Mercedes Benz - MBRDI (May 2023 – till date)
Description:	Engagement Lead (Managing 7Cr annual Program with 10 resources) Won Proposal for this transformation project with a starting team of 7 resource and leading the Global Transformation with Germany Partners. Working directly with MD to bring in the organisation wide transformation. Coaching Leadership, defining OKRs and KPIs.
Engagement Title:	Future Fit People Manager Program to Upskill 3000 First time People Manager (Aug' 22 – May' 23)
Description:	Lead a Global program for HSBC _Global Bank . Designed the framework and brought the RAG from Red to Green in 7 months for a Learning Program to upskill via self-learning and SME/sponsors interactive sessions managerial grade employees. Lead the initiative to proliferate awareness of program within organisation, plan the program along with Learning and development team for seamless execution.
Engagement Title:	Enterprise Access Management Application (Nov' 22 – May' 23)
Description:	Lead a program for developing and implementation of a Central application, which controls the access validation Risk of 6000 internal application with in HSBC Bank .
Engagement Title:	Robotics Process Automation via Service Now in Core banking (July' 21 – Nov' 22)
Description:	Lead a Global program for 41 countries in US, EU, MENA & Asia Pac to automate the core banking application access maintenance via Service Now. This automation has led to a \$170k saves per year equivalent to 10 FTE saves. Executed the program in less than stipulated time and was awarded in "SPOTlight" initiative.
Engagement Title:	Portfolio Management of Global banks (Sept' 22– March 23)
Description:	Digital transformation initiative with portfolio of 14 projects to enhance the operational efficiency of the core banking application. Leading to overall saves of \$470k and equivalent to 28 FTE saves. This also involves leading the discovery of new initiatives for the better performance and automation opportunity for future. Getting project approved in Steering committee, planning, and execute the plan.
Engagement Title:	Expansion of PMO vertical in Finance and Performance workstream in Deloitte India (Nov' 21 – Present)
Description:	Contributed to expansion of Deloitte India by managing the recruitment of 70 new resource in PMO division for roles like Scrum masters, ITPM, Agile Coach, Business Analyst, ERP PM, and JIRA admin. Placing the resources to various client account leading to NSR of 7Cr.
Engagement Title:	Transformation Management office for an Oil and Gas organisation in Middle East (Sept' 22 – Nov'22)

Description: Proposal for getting new business by meeting client and setting up a TMO office and presented in the orals for successfully winning the contract of \$1Mn account. Liaison with risk, legal and quality to get clearances.

PREVIOUS EXPERIENCE

April' 15 to Mar' 21 with Standard & Poor's Dow Jones Indices, Mumbai as Manager in Agile Transformation Leading Asia Pac, Australia & NZ, EU and MENA.

Highlights:

- **Lead Agile transformation** for Asia pac region FFin Joint Venture firm - BSE (Bombay Stock Exchange) Indexing team to conjoint with Global financial firm SPDJI.
- Lead the digital transformation via HPPPM tool to streamline the process with reduced delivery timeline and accurate and fast cost projects while setting up new indices.
- Implemented the transformation using SCRUM framework.
- Agile Master Coach for Asia Pac, Australia, NZ, EU and Middle East to embed the transformational change in the culture of the organisation.
- Worked with senior leadership and c-suits to drive and execute the process of transformation.
- Involved with multiple exchanges and clients like NYSE, Australian stock Exchange, Japan Stock exchange, Société Générale, State Street, Rockefeller financial firm across Globe.
- Evaluating the pricing of each new Index and liaison with sales to provide them a minimum go to market price for all indices under SPDJI umbrella, which includes equity indices, fixed income indices, commodity along with futures and options indices.
- Established Project Governance, Agile playbook and Centre of Excellence (CoE) model.
- Liaison with Bloomberg and Reuters for accurate data and timely pricing of SPDJI Indices on both platforms.
- Lead Finance Audit and successfully achieve it with prodigious 97% success rate.
- Executive dashboard and MIS for c-suit leadership. Risk and mitigation planning.
- EPIC transformation with SAFe enterprise wide "Full" transformation.

Projects Involved:

Project Title: **Digital transformation** using **SAFe** via HPPPM of Index Launch Process (Oct' 16 – March'21)

Description: A transformation journey from Dalal street to Wallstreet.
Project Manager for Asia Pac region in setting up road map, planning and implementation of new process to bring cultural change within JV. Meticulous planning for design and development of new portal. Coaching and organisation wide awareness session for the change and managed it via effective communication.
This has led to improved cost efficiency by 20% and reduced the delivery timelines by 80%.
Worked with New York Stock Exchange NYSE and multiple wall street financial firms.

Project Title: **Lean Agile transformation** of New Index launch process (April' 15 – Sept'16)

Description: Worked on the As-Is state, roadmap planning for an efficient process flow. Brainstorming sessions with large Tribes, comprise of multiple tactical squads. Created the overall workflow for enhanced operational efficiency, faster budgeting, approvals & sales contracts.

April'11 to April' 15 with ICICI Bank, Mumbai as Project Manager for CRM application implementation.

Highlights:

- Lead a CRM (I-View) application implementation deployed across all the branches of ICICI Bank.
- Stakeholder management and Vendor management.
- Organised brainstorming sessions and feasibility study to bring up the ideas from various department
- Elicitation techniques to prioritise and create a solution roadmap.
- Conducting trainings sessions & interviews for new joiners/ interns and providing feedback
- Worked on Minimum Viable Product to link CRM with various departments like Mortgages, Home Loan, Car loan, Personal Loan, Credit Card, Loan against property, Wealth Management, Insurance's products, and Retail banking products.

Projects Involved:

Project Title:	AI enablement of CRM (April' 12 – April'14)
Description:	Implementing Artificial Intelligence to service customers and increase sales using integration with Online Prime application, Real time decision system and Enterprise Fraud Management system. Overall, this application enables around 500Cr enhanced revenue to bank per year and 140% increase in product diversification.
Project Title:	Customer Relationship Management System (I-View) in ICICI Bank (April' 12 – April'14)
Description:	Managed a team of Business Analyst, SMEs, Quality Analysts, and developers to set up a parallel application for Core banking application (Finacle), which will help reduce the function load. Planning, budgeting, development, testing, implementation, launch, enhancements, and maintenance across SDLC. Set up of Hardware (Servers) and DR systems.
Project Title:	Evaluating the need for CRM application (April' 11 – April'12)
Description:	Sensing Ideas using innovation frameworks, Evaluation of ideas and deciding Build vs. Buy strategy. Evaluating investments and selecting vendor.

Jun'07 –Jun'09 with ATOS Syntel, Pune as Team Lead, US Auto Finance Major.

Highlights:

- Lead the development project for a US auto finance demerger organisation in stringent timeline of bailout.
- Managed change management and stakeholder management via effective communication.
- Faced internal and external audits along with SOX testing.

Projects Involved:

Project Title:	Interest rate and EMI adjustment module of LSS (Jun' 08 – Jun' 09)
Description:	Managed a team of programmers on complete SDLC life cycle of software development and implementation. Set up of a parallel system for demerged firm.
Project Title:	Loan Settlement System (LSS) for wholesale division for US auto finance major (Aug' 07 – Jun' 08)
Description:	Mainframe programmer in COBOL & CICS to design the wholesale division of loan settlement system for dealers' fleet of cars. My job involves coding to build application and its visual display screen, SOX testing, managing internal and external quality audits (Root Cause Analysis, Risk Assessment Tests).

ACADEMIC DETAILS

2011	M.B.A. (Banking & Finance) from IBS, (ICFAI) Hyderabad 7.98/10 CGPA.
2007	B.Tech. (Electronic and Communication) from Rajiv Gandhi Technical University 80%
2003	XII from Atomic Energy Central School CBSE Board with 74%
2001	X from Atomic Energy Central School CBSE Board with 84%

Other Credential:

MBA 2nd Sem from 'University of South Australia' under Student Exchange program.

Merit scholarship holder in 2 semesters of my MBA.

Top 10% throughout academic career.

CERTIFICATIONS

PMP	Certified (2016) - ID 2580461.
Agile Coach	Certified (2022) - ICP-ACC
SAFe	Certified (2022) - ICP -ID -47078799-6104

EXTRACURRICULAR ACTIVITIES / ACCOLADES

- Winner of "Move the DOT" award in Deloitte India 2022.
- Bhabha Atomic Junior Science and Maths Olympiad winner in school.
- Conferred with many prizes in elocutions, quizzes, and debate competition at Atomic Energy Central School
- Winner of SPDJI Olympics (2016) and multiple events organised in Deloitte, SPDJI, ICICI & ATOS SYNTEL.
- Floor Marshal in ICICI, (2012-2014) and Disaster Recovery Lead in SPDI (2015-2017).
- Winner in Walkathon and weight loss contest in SPDI, 2018.

- Active participant in CSR activities like Impact Day (2021,2022) in Deloitte and “Giving back” in SPDJI (2015-2020).

PERSONAL DETAILS

Date of Birth: 30-09-1986
 Address: Mayfair Sonata Greens, Hiranandani Link Road, Vikhroli W, Mumbai
 Position: Chairperson of Cooperative Housing Society, Mumbai
 Languages Known: English and Hindi
 Marital Status: Married and mother of a 5-year-old.
 Hobbies: Bottle painting, Kathak dance, Sketching, Traveling, Yoga, Morning walk,
 Books and magazine reading
 Leadership Style: **Servant Leadership**