Madhurima Ghosh

Business Analyst | Product Owner – AI & Digital Solutions

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- Versatile Business Analyst and Certified ScrumMaster with 6+ years of experience in consulting, procurement, process improvement, and training design, with exposure to AI/ML documentation and Agile product development.
- Proven ability to manage product backlogs, gather business and technical requirements, and deliver clear, structured documentation aligning with governance and compliance frameworks.
- Demonstrated success in stakeholder engagement, sprint facilitation, and vendor collaboration across banking, e-commerce, manufacturing, and IT domains, driving business alignment in tech transformation initiatives.

Skill

Documentation - Data Governance, Ethics, and Privacy Compliance, Technical & API Documentation, Instructional Design & e-Learning Content Development

Business Analysis & Agile Product Ownership - Stakeholder Engagement & Requirements Gathering, User Stories & Acceptance Criteria, Sprint Planning, Reviews & Retrospectives, Agile Tools: JIRA, Confluence

Tools & Technology - Excel (Advanced Analytics, Dashboards), PowerPoint, Power BI (Beginner), Articulate 360 (for training modules), LMS Platforms, Basic SQL, Workflow Automation (Power Platform)

Certifications - Certified ScrumMaster (CSM), Scrum Alliance, Six Sigma Certified (KPMG), Google Data Analytics (Pursuing)

Professional Experience

Management Consultant / Team Lead - Accenture Strategy & Consulting, Aug 2022 - Dec 2023

Project 1 - Training and Development Specialist - Procurement

- Designed and delivered a procurement course for mid-to-senior-level managers, incorporating industry best practices, SOP enhancements, and evolving supply chain trends to improve operational efficiency.
- Collaborated with cross-functional teams (Supply Chain, Procurement, Logistics) to define training objectives, ensuring a structured blend of theoretical knowledge and hands-on application.
- Conducted in-depth research using academic papers, industry benchmarks, internal policies, and SME insights to develop data-driven training content.
- Developed structured learning materials, including training manuals, interactive assessments, survey tools, and facilitator guides, to standardize knowledge transfer and measure effectiveness.
- Led content creation for self-paced e-learning modules, micro-learning content, and instructor-led sessions in partnership with instructional designers, enhancing training accessibility and engagement.
- Implemented KPI-driven assessments (Pre/Post Training Scores, Knowledge Retention Rate, Training Effectiveness Score) to quantify learning outcomes and optimize future training cycles.
- Integrated competency-based learning methodologies, ensuring training aligned with business objectives, process optimization, and continuous performance improvement.

Learning & Development Metrics: Training Effectiveness Score, Knowledge Retention Rate, Pre/Post Training Assessment Scores

Content Development Tools: Microsoft Office (Word, PowerPoint), Articulate 360, LMS Platforms

Research & Analysis: Industry Benchmarking, SOP Optimization, SME Collaboration

Project 2 - Procurement Specialist
- Led procurement strategy for catering, software, and hardware categories, managing a portion of the $1.3 billion spend analysis using the UNSPSC L4 taxonomy to optimize cost-saving opportunities.
- Owned end-to-end procurement processes for assigned categories, including Request for Information (RFI), Request for Proposal (RFP), and Request for Quotation (RFQ), ensuring alignment with business needs.
- Shortlisted top 25 vendors per category through data-driven supplier evaluation and facilitated vendor negotiations, leading to the selection of 5 preferred vendors for streamlined procurement.
- Facilitated cross-functional collaboration between internal stakeholders, suppliers, and procurement teams, ensuring contract standardization and supplier compliance with procurement policies.
- Utilized Excel for category spend analysis, supplier benchmarking, and procurement dashboard reporting, providing data-driven insights for strategic decision-making.
- Enhanced procurement efficiency by optimizing vendor selection criteria, improving cost-effectiveness, service quality, and procurement cycle times in catering and IT hardware/software acquisitions.

Technical Tools: Microsoft Excel and PowerBI (Data Analysis, Pivot Tables, Dashboards), PowerPoint (Stakeholder Presentations)

Project 3 - Center of Excellence (CoE) Strategist
- Led supplier governance analysis for an Australian bank, identifying process inefficiencies and risk management gaps to optimize procurement operations.
- Developed the concept of a Supplier Governance Center of Excellence (CoE) by conducting deep-dive process assessments, stakeholder interviews, and gap analysis.
- Designed a RASCI matrix to define roles, responsibilities, and accountability within supplier governance, ensuring process standardization and operational clarity.
- Proposed SAP implementation for supplier risk management, improving compliance, visibility, and risk mitigation across procurement functions.
- Conducted workforce optimization analysis, estimating FTE requirements for the CoE and achieving an effort reduction equivalent to ~13 FTEs, enhancing efficiency for category managers.
- Created a data-driven business case, outlining cost-benefit analysis, efficiency gains, and governance improvements, enabling executive decision-making.
- Designed executive dashboards and reports using Excel and PowerPoint, providing strategic insights into supplier governance and risk mitigation.

Technical Tools: Excel (Data Analysis, Dashboards), PowerPoint (Executive Presentations), PowerBI (Dashboards, Visualizations), Jira
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Project 4 - Business Architect
- Conducted workforce efficiency analysis for a leading tech giant, evaluating FTE utilisation, cost optimization, and performance KPIs across cities, countries, and regions.
- Analyzed key workforce metrics, including ticket resolution rate, average response time, first-time response rate, and total resolution time, to benchmark against standard KPI values for each role.
- Developed workforce optimization strategies by identifying high-efficiency regions and suggesting manpower redistribution based on statutory regulations and operational cost factors.
- Utilized Excel for data modeling, pivot analysis, and KPI benchmarking while leveraging PowerPoint for executive-level presentations to showcase findings and strategic recommendations.
- Led efficiency improvement initiatives across 4 verticals, achieving a conservative 5% cost reduction with potential scalability to 9% through aggressive optimization.

KPIs Analyzed: FTE utilization, ticket resolution rate, cost per ticket, average response time, SLA adherence, regional efficiency benchmarks
Tools Used: Excel (Pivot Tables, VLOOKUP, Data Analysis), PowerBI (Executive Dashboards, Data Visualization), Powerpoint, Jira

Project # 5 - Project Startup Partnership Screening Lead

- Led a team of 4 analysts to develop a supplier intelligence database, scanning 10+ procurement databases and identifying 500+ suppliers and startups based on industry-specific capabilities.
- Executed supplier evaluation for 200 vendors, shortlisting 50 suppliers (~25%) using financial analysis, service portfolio benchmarking, and scalability metrics to optimize procurement decisions.
- Facilitated RFI distribution and supplier engagement, organizing 100+ vendor interviews and demo sessions, ensuring SME-backed capability validation and compliance assessment.
- Developed a structured supplier onboarding framework, improving supplier selection time by 30% and enhancing procurement efficiency across multiple service categories.
- Created procurement analytics dashboards in Excel, visualizing supplier segmentation and evaluation metrics, enabling procurement teams to make faster, data-driven decisions.

Supplier Management: RFI Process, Vendor Assessment, Procurement Analytics,
Strategic Sourcing & Procurement: Market Research, Compliance Evaluation
Technical Tools: Excel (Data Analysis, Dashboards), PowerPoint (Stakeholder Presentations), Procurement Databases, Jira , Confluence

Assistant Manager - Tata Steel, Jun 2016 - July 2020
Domain - Capability Development
Project 1 - Optimization of Pre-Employment Training using DMAIC

- Led a DMAIC project to enhance Tata Steel's apprenticeship training program for Power Electronics and Drives, addressing skill gaps raised by department heads.
- Optimized training structure, reducing classroom training by 25%, increasing hands-on plant exposure by 20%, and enhancing practical learning by 100% through mentorship programs.
- Collaborated with plant heads and department SMEs to integrate real-world shop floor training, enabling trainees to gain direct exposure to industrial equipment, troubleshooting, and operational workflows.
- Facilitated mentorship programs, securing department heads' participation as SMEs, ensuring trainees received role-specific, scenario-based coaching to bridge skill gaps.
- Utilized Excel for data analysis, tracking training participation, trainee progress, and skill adoption metrics, enhancing workforce readiness for seamless absorption into the plant.
- Improved trainee onboarding efficiency, reducing skill ramp-up time post-absorption and increasing on-the-job performance through early shop floor exposure.

Training Program Optimization: DMAIC, Apprenticeship Development, Competency Mapping
Workforce Development: SME Engagement, Mentorship Programs, Technical Training Design
KPIs & Metrics: Training Effectiveness Score, Skill Readiness Index, Time-to-Productivity Reduction
Technical Tools: Excel (Data Tracking & Analysis), PowerPoint (Training Material Development)

Project 2 - Siemens CUVC Drive Training Program Enhancement

- Updated and standardized the Siemens CUVC drive training kit, ensuring compliance with current industry requirements.
- Developed comprehensive study materials, integrating technical details to enhance trainee understanding and application.
- Planned and executed training programs, overseeing scheduling, logistics, and coordination to ensure seamless delivery.

- Monitored training progress and stakeholder feedback, implementing necessary adjustments to improve program effectiveness and alignment with organizational objectives.

Project 3 - Mentorship and Proof of Concept (PoC) Development
- Mentored trainees on three distinct technical projects, each spanning three months, ensuring alignment with business and technical requirements.
- Reviewed and refined project proposals and designs, providing technical insights to enhance feasibility and execution.
- Guided trainees in developing Proof of Concept (PoC) models, ensuring their practical applicability and alignment with Tata Steel's operational goals.
- Conducted regular project progress reviews, proactively addressing challenges and ensuring timely completion.

Project 4 - Development of E-Learning Modules on Power Drives & Isolation
- Designed and developed modular e-learning courses on Power Drives and Positive Isolation, ensuring scalability and ease of access.
- Authored detailed training content and scripts, applying instructional design principles to enhance clarity and engagement.
- Led the recording and voice-over process, mentoring junior team members to maintain quality and consistency.
- Integrated interactive assessments within the modules, improving trainee engagement and knowledge retention while reducing classroom training duration by 60%.

Other Responsibilities
- Customer behaviour analysis to identify training needs and gain insights, reviewing and upgrading courses according to employee requirements
- Designed and conducted training programs for apprentice trainees and shopfloor employees on Power Electronics and Drives, enhancing technical proficiency and operational efficiency
- Trained 200+ trainees and 100 employees in Power Electronics and Drives, enhancing technical skills and operational efficiency

Project Engineer - Wipro Ltd, Oct 2015 - May 2016
Domain - IT/ITES
- Created a business document for application to explain its working to peers and to understand its bigger picture
- Implemented improvements for the existing features as per the changing business requirements using core java