

Puneet Kedia

IT Project Delivery Director

About Me

With 12+ years of experience in technology delivery and project management, I specialize in leading complex, cross-functional initiatives that transform businesses through innovative technology solutions.

Successfully evolved from technical roles to strategic project management while maintaining the technical acumen needed to effectively integrate complex solutions.

"I thrive on making complex business processes simple through effective project management, collaboration, and a focus on delivering measurable business impact."

Project & Program Delivery Highlights



Projects Delivered **35+**



Managed Project Portfolio worth **€ 8M** annually



Lead Team Size **20+ Onshore/Offshore**



Digital transformation initiatives
Integration of legacy and modern systems
Hybrid cloud infrastructure implementations
Custom software development and integration

Working philosophy

- Build alignment before building scope
- Prefer visibility over velocity in early-stage delivery
- Use retrospectives not only to fix but to innovate
- Protect team focus by shaping clear stakeholder boundaries
- Lead with data, follow up with context

Core Competencies

Agile Project Management

- Leading hybrid agile implementations in regulated environments
- Establishing cross-team dependency management
- Balancing agile flexibility with enterprise governance
- Facilitating effective cross-team planning

Integration & Technical Leadership

- Coordinating complex multi-system integrations
- Ability to identify and manage technical dependencies
- Collaborating with architects on technical solution viability
- Translating business needs into technical requirements
- Bridging business and IT perspectives
- Ability to challenge technical approaches based on business constraints.

Stakeholder Management

- Building strong partnerships with business counterparts
- Transparent communication on progress, issues, and risks
- Managing expectations across diverse stakeholder groups
- Regular value demonstrations through functional showcases

Key Project Delivery Success Stories

Project 1

Scope: Implementation of centralized customer data platform integrating 15+ source systems

Role: Delivery Director, leading global team of 20+ team members

Value Delivered:

- 360° customer view enabling personalized experiences
- 20% reduction in campaign deployment time
- €1.6 M annual marketing technology cost savings
- 24% increase in campaign conversion rates

Project 2

Scope: Cloud-based solution for real-time cargo handling optimization

Role: Program Manager, coordinating 3 parallel project streams

Value Delivered:

- 22% increase in cargo processing efficiency
- 15% reduction in ground handling delays
- Successfully managed regulatory compliance across international airspace requirements

Project 3

Scope: Integration of in-store and online inventory systems

Role: Project Manager, managing stakeholders across IT and business units

Value Delivered:

- Seamless customer experience across digital and physical channels
- 27% improvement in inventory accuracy
- 18% increase in cross-channel sales

Snippets of Dashboards used for managing the portfolio of projects

Today: 06/04/2025		Wk 14		Product		Project		March		April	
Average Team Occupancy				Internal		Service & IT		Wk10		Wk17	
				Sales Support		Placeholder		Wk11		Wk18	
								Wk12		Wk19	
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