

RAJAT KULSHRESHTHA

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EXPERIENCE

PAYPAL INDIA PRIVATE LIMITED

Manager, Software Development 1 (PayPal Activity Services Team)

Bengaluru, KA
07/22-11/24

*In leadership, I strive to **bring personal value propositions** that go beyond routine tasks and **have tangible impact on people, process and technology**. **Collaboration** with team and leadership is key to **building consensus** on this value proposition. Once defined, I **drive it to closure** by ensuring that my initiatives **create visible, measurable results**.*

- **Managed a team of 10+ engineers (over 2+ years)** delivering strategic initiatives, product enhancements, key technical roadmap items and meeting run the business goals. **Owned transaction listing, search and details APIs** across PayPal UX powering **engagement of 32%+ in app** and another **27%+ engagement via emails** in post transaction experiences.
- **Swiftly delivered 70+ Product, 20+ Strategic, 30+ Security, 5+ Tech excellence and Innovation** initiatives by **unifying 30+ engineers in** a cohesive and high-functioning **end-to-end product** model. Stepped up to **institute Product-Program-Engineering sync ups** to review OKRs progress, risk mitigation planning and resource planning that **enables leads to represent independently** in shared cadences across stakeholders.
- Designed processes to **achieve fast-paced and high quality deliveries**. Supported **over 300+ Jira tickets, 1k+ queries**, ensured zero P0/P1 in product, continual **4 9's availability** of critical business functionalities and **low latencies** in client facing interfaces. **Refined** process & tech solutions to handle exceptions, **alerting and triage within a small time frame**. Attained **high work life balance**, less interruptions and peaceful weekends/holidays.
- **Nominated** at Senior Director+ level **for leading a diverse 7+ member team** across backend, web and app to build a scalable platform that **drives PayPal's** highest priority **fight against Spam**. Leveraged data oriented, process driven and highly agile philosophy to **deliver this end-to-end with a month prior** to target timeline.
- Leading **>60% of Inbound intakes** as a trusted leadership peer, to steer, plan, allocate resources and deliver enterprise strategic initiatives. **Accelerate program alignment by 50%+** via deep understanding of enterprise strategic & product goals, architectural patterns, solution design and discovery.
- **Share status** of current releases, monthly goals, team burn down charts, risks and mitigation plan, quarterly roadmaps **with senior executives on weekly basis**. Convince and **persuade on matters of strategic** and operational importance.
- Encourage **architects to pursue 6 tech initiatives** in platform vision for 2023 & 2024 that **aligns with business strategy**, and, **100+ Product** requesters to **fine tune requirements** based on ROI in short, medium, long term with adherence to compliance and governance.
- Conceptualized practices to improve **sprint throughput** by **>25%** and improved say-do ratio by **>70%**. **Slashed 3+ year old product backlog** of **100+ tickets** incorporating product and customer feedback, **secured 10+ Merchants of \$5M+ TPV back on PayPal**.
- Developed and deployed **strategic platform initiatives**, setting a clear performance measure of **99%-ile data within <8 secs** in Activities cached data. Led multi-year initiatives to **curb platform legacy cost** and **uplift systems performance over 20%+**.
- **Managed**, re-designed and addressed **performance bottlenecks in a Tier-1 system** to realize **3x throughput, USD 300K+ savings/year**, reduced 450+ VMs and **50%+ drop in CPU**. **Innovated** a performance and cost efficient **plug-n-play shadow framework** that **allows rapid internal re-architecture for scaling**.
- **Represented** our business unit in **leadership visits, presentations**; and wider engineering group in **hosting CTO talk**. Organized and coached the team to present for CTO, CIO, Sr Directors, and in 30+ internal sessions.
- Recruited and **managed headcount** by close collaboration with HR and leadership to **hire 4, laid off 2, promoted 2 and repositioned 2** engineers to ascertain org's success, individual's growth and lowering center costs. Performed continuous team assessment, strengths identification and stack ranking of individuals.
- **Build the next generation**, coach teammates to **build multiple skill dimensions** and expand them to the next level. Embed processes to capture feedback from stakeholders and leadership. **Mentor with monthly 1:1** conversations, refining goals and **sharing structured feedback** to reflect and focus on growth & wellbeing. Impart a **culture of team's recognition** within Dir+ org and peer groups. **Celebrated milestones** with team lunches, dinners, outings and group activities to nourish the one team culture.
- Built a strong **technical internship project charter**, onboarded and guided **3 interns** with peer-mentors within the team. Achieved high Intern project appreciation score, happiness index and 100% **secured a PPO** at PayPal.

PAYPAL INDIA PRIVATE LIMITED*Member of Technical Staff 1 (PayPal Activity Services Team)*

Bengaluru, KA

03/22-06/22

- Steered a small team for the **migration of post transaction engagement feature**, "Actions in Activities", **from Strong to Eventual consistency model**. Strategised the execution with data driven decisioning and engineered end-to-end design and delivery. **Trimmed 70% latency, savings of USD 480,000 per annum**, cut down Billion+ daily real time API calls and 6 Billion+ daily DB SQL and **improved availability and performance** of actions capability **to four 9's in long term**.
- Designed and launched platform enhancement to allow **GraphQL based loading on Activities detail page**. **Eliminated visible latency by 1+ sec**, avoiding 60+ real time API calls and **instituted higher platform availability, performance & scale**.
- **ROI evaluation** for ES Infra cost **to rationalize "Did you mean" usage in Search API**. Clearly identified Product requirements to design and innovate equivalent functionality on top of available Platform capabilities. Instituted the change to achieve **per annum savings of USD 220,000 operational cost with ZERO customer impacting issues**.
- Administered PayPal Activities X-Geo team for design, planning and execution along with **platform redesign to facilitate data migration of millions of PayPal customers** following Geo regulatory compliance norms. Led the delivery of Activities platform capabilities to enable delightful end-to-end customer experiences for core PayPal payments products successfully launched in China.

PAYPAL INDIA PRIVATE LIMITED*Software Engineer 3 (PayPal Activity Services Team)*

Bengaluru, KA

02/20-03/22

- **Managed a team of 15+ engineers (over 1.5 years)** for executing the Enterprise initiative to decommission 4 legacy behemoth services that were 10+ years old. Effectively planned resources and created year long roadmaps that resulted in **eliminating USD 700,000 infra expenditure per annum**, killed 100,000+ lines of code and **25X+ performance improvements in 7 Product searches**.
- Spearheaded PayPal **Activities X-Geo enablement**. **Led a team of 8 engineers** to manage delivery, execution & quality with driving critical design discussions to power key PayPal revenue capabilities.
- **Stepped up** and identified key items that need to be **completed for China Financial Audit regulatory compliance**. Quickly built small teams, brought all hands on deck, and delegated tasks to accomplish deliverables in a tight timeline. Navigated across the board and created a 1-pager for sharing clarity. **Supported 30+ POCs across PayPal on this to win as One team**.
- Led a group of 3 to **optimize Search API latency by 20X** via implementing a re-architected parallelised database read pattern.
- Redesigned a scalable architecture that **minimized customer perceived latency by 3X** for displaying "Actions in Activities" from typical 3.5s to less than 1s.
- Platform owner moderating standardized development practices with **500+ high quality code reviews**.

PAYPAL INDIA PRIVATE LIMITED*Software Engineer 2 (PayPal Activity Services Team)*

Bengaluru, KA

02/17-02/20

- Co-ordinated with cross functional groups and **directed a team of 5 engineers to build Enterprise Audit capability** for Large Enterprise merchants operating in 10+ economies serving millions of customers.
- **Single handedly ran development of team's externalized APIs** on PayPal developer portal that allows 3rd party, internal & external developers to discover and consume PayPal products. **Rectified 50+ Product issues** for correctness and revamped for ease of understanding.
- Cut down **feature time to market by 3X via incorporating self-serve** coded architecture in platform services.
- Remediated functional defects to establish **100X latency improvements** in non-performant filtering operations.
- **Spearheaded platform integrations** projecting "**Million-dollar**" transaction value with Partners like Android Pay, Samsung Pay, Apple etc.
- **Recovered USD 100,000 per annum** of legacy maintenance cost by customizing existing API for migration.
- Steered **Security upgrade initiative** that modeled applications to authenticate internal / external clients along with classification-based data encryption over network transmission to safeguard customer's information.
- Engineered "Refund credit ETA tracker" capability from scratch **reducing daily 5K customer contacts**.
- **Innovated CI Jobs dashboard** addressing countless developer pain points and **saving 10K+ developer hours**.

PAYPAL INDIA PRIVATE LIMITED*Software Engineer 1 (PayPal Activity Services Team)*

Bengaluru, KA

07/15-02/17

- Coded & performed the stack migration of 2 customer facing APIs with **300M+ daily requests & serving 2B+ records** daily to **slash deployment duration by 97.5%**.

- Primary contact for investigating & **resolving P0/P1 critical issues** from prime merchants like Intuit, Google, Microsoft, Facebook accounting for "Million-dollar" transaction value **with servicing 100+ Jira issues**.
- Accelerated the execution of **platform integrations** within a month for Funds-In-Funds-Out offerings facilitating **"Billion-dollar"** transaction value for PayPal and Partners like Google, Xoom, Skype, Facebook etc.
- Simplified standard application logging and created a bunch of micro services coupled with detailed documentation **enabling 5X faster assessment** of Customer reported issues.

VICTORIA UNIVERSITY OF WELLINGTON

Wellington, NZ

Summer Intern

05/14-07/14

- Independently worked on the project – Parallel Computing in large network Load Flow Analysis.
- **Improved computational speed by 5X with 50%+ drop** in resources consumption. Conceptualized an algorithm that implemented parallel processing techniques on inherently serial algorithms using Network division scheme.

EDUCATION

INDIAN INSTITUTE OF TECHNOLOGY GUWAHATI

Assam, India

Bachelor of Technology in Electronics and Electrical Engineering with Minor in Computer Science and Engineering

GPA: 8.93/10

07/11-05/15

- Awarded **Institute Silver Medal** for securing highest cumulative performance index in EEE dept. 2015 Batch.
- Secured **All India Rank 4531** ranking "amongst top 0.5% of the 1Million students" competing for the engineering entrance exam in India.
- Presented **UG Thesis** on "Real time transient simulation of large transmission networks" based on Electromagnetic transient program via parallel simulation on FPGA using ISE (Xilinx) hardware language.
- **Major courses:** Data structure and Algorithms, Software Engineering, Operating systems and networks, Theory of Computation, Digital Signal processing, Advanced Control Systems, Probability, Pattern Recognition and Machine Learning, Multivariable Calculus.

KEY SKILLS

People-Process-Program-Escalation Management, Coaching & Mentorship, Agile Leadership, Budgeting-Hiring-Resourcing Management (Attrition & Layoff), Performance Management, Systems Design, Customer champion, Autonomy & Collaboration, Accountability & Ownership, Driving Consensus, Excellence and Craftsmanship, Curiosity and growth mindset, Grit Courage & Bias for action, Comfortable with Ambiguity, Teamwork with Respect Empathy & Humility, Quality Champion, Designing Scalable solutions, Thinking Functional & Non-Functional Requirements, Enhancing Developer Productivity & One Team Behaviour, Conflict Resolution.

TECHNOLOGY

Micro-service architecture, Java, Spring Boot, REST, C++, ASF API, SQL, GIT, Bash scripting, Messaging with Queues/Kafka, Jenkins ECI / ECD, JIRA, Technical documentation, TDD with Junit, Functional Testing with TestNG, Docker, Production deployments, Swagger Open API, API Product documentation.

AWARDS AND RECOGNITION

- Professional Diploma in **Coaching and Mentoring** from Kingstown college, Ireland, Nov'24 - Jun'25
- **Secured Glint performance score 91/100 that is 14 points above Paypal Management score and highest in PayPal Consumer Org in Sep'2023** by effectively removing barriers to execution, driving org alignment, engagement within own and cross functional teams, uplifting career opportunities and demonstrating robustness in strategic direction amidst changing senior leadership, product gaps and market dynamics.
- **Attained PayPal Manager benchmark certification for *Managing at PayPal Successfully* in 2024.**
- **Recognised in PayPal Star of Month Apr 2021** for successfully bringing SLA and Availability improvements with **USD 680,000 annual savings** migrating from Legacy systems. Effective demonstration of Collaboration, Inclusion and One team behaviors in execution and success of X-Geo China milestone.
- **Recognised in PayPal Heroes 2020** for showcasing persistence, sense of ownership in work, building scalable

solutions and significantly reducing time spent by team on customer support in challenging pandemic period.

- **Awarded 12 Spot Rewards from PayPal** for being the Top performer towards Ownership, Quality, Ensuring Milestone delivery, Design, Driving Productivity, Optimizing the core APIs and Tech support.
- **Received 11 Bravo!** shout-outs from fellow Engineers and Management at PayPal towards showcasing Effective Collaboration, One Team behavior, being Customer champion and leading with Innovative solutions.
- **Secured position** in PayPal **Agile Championship Program 2019** out of 50+ competing participants.
- **Ranked 1st** across PayPal Bangalore center in Cyber Security **SecForce championship 2019**.
- Received **Certificate of appreciation** from PayPal Talent Acquisition team for conducting multiple rounds of quality interviews with positive feedback from 30+ candidates to recruit the best talent at PayPal.
- **Secured Internship** in Victoria University of Wellington, New Zealand **amongst top applicants** from the batch and **awarded scholarship** for the same during May–July 2014.

ADDITIONAL INFORMATION

Personality : **ENFJ-A** (16personalities) & **Achiever, Strategic, Learner, Analytical, Arranger** (Gallup)

Attained : C1 with an [overall 7.5 out of 9](#) band score in International English Language Testing System.

Community : PayPal Gives volunteer' 2017-2020. Achieved 3rd position in Shadow Play (Hostel team), Manthan'2012. Part of Organising team, Half Marathon, Techniche'2013. Qualified NSO-Badminton Athlete. Marketing Advisor for Shoplik.com leading with 40X growth, Alcheringa'2012.

Interests: Playing Badminton, Mathematical game "Sudoku", Travelling (Exploring new places and cuisines)