**Athul K Das  
Project Manager**

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A self-driven and creative Project Management Professional with **9 years of experience** workingacross **Wealth Management, Banking, Capital Markets** and **Real Estate domains**. Skilled at managing the **development** and **enhancement** of **cutting-edge software applications** under various development frameworks such as **Scrum, SAFe**, **Waterfall,** and at **facilitating cross-functional collaboration** with technical teams, along with the ability to **successfully deliver projects within identified constraints**.

In-depth understanding of techniques to **lead, motivate, and manage** development efforts across the **Project Management Life Cycle** from **initiation** to **planning** to **execution**. An **effective communicator** adept at **generating** **consensus across stakeholder groups** to **resolve conflicts** and **drive projects forward.**

**Professional summary:**

* Led and worked with **business stakeholders, cross-functional multi-entity project teams**, and **vendors** in **Agile (Scrum, Kanban, SAFe)** and **traditional Waterfall environments** within the Wealth Management, Capital Markets and Consumer/Commercial Banking domains
* **Executed multi-million-dollar projects with Fortune 100 clients** across functions including **Wealth and Asset management, Mortgages, Accounting & Finance, HR** and **Marketing**
* Adept at **gathering and managing Business Requirements** using various **elicitation techniques** such as **surveys, interviews, GAP analysis, Focus groups, JAD sessions**, etc.
* **Reviewed and baselined** requirements artifacts such as **BRD, FRD, SRS, RTM** as well as **system design documents** **(SDD)** and **testing related artifacts** such as **Test Plan, Test cases and Reports**
* Helped define, calculate and monitor **project KPIs** and keep stakeholders informed and engaged
* Capable of keeping teams focused, remove **impediments**, **resolving conflicts** and **negotiation**
* Helped **develop Product Vision** by identifying **target market segments**, highlighting **customer** **pain points** with existing solutions, and **articulating product’s value proposition**
* Assisted the business in **prioritizing different features** based on **customer needs** and **feasibility** and **cost-benefit analysis** of value delivered v/s effort required for development
* Organized meaningful **project status meetings** by fostering a **culture of transparency and accountability** and apprised the business and IT leadership of the progress achieved on the project
* Completed **project budgeting and planning** using **Analogous, Bottom-up, and 3-Point estimation** and created **Work Breakdown Structure (WBS) document using MS Project**
* Exercised strict **vigil against scope creep, completed risk management process** and **monitored project schedule and time variances** using **Earned Value Analysis (EVA)**
* Hands on experience with **writing EPICS and user stories** based on **INVEST criteria** and ensuring that the user stories meet the **definition of ready** **(DOR)** before sprint planning
* Knowledge of **feature and user story prioritization techniques** such as **MoSCoW, Kano, and WSJF** as well as **estimation techniques** such as **Planning Poker, T-shirt sizing,** **Bucket sizing**
* Acquainted with **user story slicing** based on **different criteria** such as **workflow, user roles, etc**.
* Proficient in **Business Process Modeling (BPM) of both AS-IS and TO-BE processes** using **UML diagrams** such as **Use case diagrams, Activity diagrams, and Sequence diagrams**
* In-depth knowledge of **User Acceptance Testing (UAT)** and creating **test cases** and **test plans**.
* Wide exposure to **Data Warehousing Architectures**, implementation approaches, **schemas**, **dimensional modeling** and **translating business query requirements into various dimensions**
* Knowledge of **Data Mapping Document, Data dictionaries** and other data migration-related documents along with familiarity of **ETL tools such as Informatica PowerCenter** and **AWS Glue**
* Familiar with **API testing** and **API documentation** using **Soap UI, Postman, Swagger, MuleSoft**
* Advocated the adoption of **Agile software development best practices** such as **DevOps (CI/CD), TDD /BDD, pair programming, survey driven** and **results oriented retrospectives**

**Skills and Tools:**

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| Business Skills | Financial Modelling, ROI Analysis, Market Research, Forecasting and Budgeting, Release Planning, Change Management, Enterprise Risk Management, User Testing, Competitive Analysis, Conflict Resolution |
| SDLC Methodologies | Agile-Scrum, Agile hybrid, Waterfall, Scale Agile (SAFe), and Kanban |
| Requirement Elicitation | Surveys, Questionnaires, Interviews |
| Finance Domain Knowledge | Dodd-Frank Act, Sarbanes Oxley Act (SOX), Portfolio Management/Optimization, Asset Price Modeling, Equities, Fixed Income and Derivative securities |
| Business Modeling tools | MS Visio, Balsamiq Mockups, Lucid Chart, draw.io |
| Project Management Tools | JIRA, HP ALM, HP-QC, MS Project, MS SharePoint, PEGA, Confluence |
| BI and Reporting Tools | Tableau, MS Power BI, MS Office Suite (Excel, Word, PowerPoint) |
| Architecture/Framework | Service Oriented Architecture (SOA), 3 Tier Architecture, N-Tier Architecture |
| Technologies | Azure, Node.js, C#, Amazon Web Services (AWS), Salesforce, Cucumber, JMeter, Load Runner, Jenkins, Soap UI, Swagger, Postman, GitHub, MuleSoft, Java, C++ |
| Databases and ETL Tools | MS SQL Server, My SQL, Informatica Power Center, and Oracle R12 Cloud, SAP, Hadoop HDFS, Apache Spark |
| Data warehousing | Data Marts, Data Modeling, ETL |

**Professional Experience:**

**JPMorgan Chase |Wilmington, DE April 2020 to Present**

**Project Manager (Digital Wealth Management Platform Enhancement project)**

The project was an enhancement to a digital private wealth management system aimed at building a Machine Learning enabled ESG (Environmental, Social, Governance) Data Analytics feature onto a that would enable clients to personalize their investment portfolios to align with their values and their social and environmental priorities using screening, portfolio rebalancing and optimization functions and by providing access to latest ESG research, data and analytics. The system leveraged frameworks like SASB’s Materiality Map and the UN’s SDGs as well as 3rd party data vendors and service providers and their APIs.

**Roles and Responsibilities:**

* Identified, defined and discussed customer pain points during the Product Vision meeting while communicating and keeping in focus the overall strategic objectives and implications.
* Led the development of the Project Management Plan including developing Scope, Budget, Quality and Resource Management plan.
* Helped define the MVP/MRF features after collecting and analyzing data from stakeholder surveys, interviews and market research.
* Facilitated and moderated sprint planning, daily scrum, sprint demo, and sprint retrospective meetings.
* Defined, managed and monitored project KPIs and reported them in project reports and stakeholder meetings.
* Identified stakeholders, created Stakeholder Map, Stakeholder Communication Plan and the RACI Matrix.
* Categorized, quantified, and prioritized project risks by updating and monitoring the Risk Register, while continuously re-evaluating risk exposures and impacts during the project lifecycle.
* Facilitated backlog grooming with Product Owners and Technical leads of different teams and gathered initial estimates on different EPIC level features (SWAGs) to enable Date-driven Release Planning.
* Engaged with project stakeholders regularly after Backlog Grooming and communicated any changes to the product backlog or re-prioritization of Product Backlog Items (PBIs). Helped the development team coordinate the change management process.
* Collaborated with Product Owners to define strong acceptance criteria for the project and helped the development team implement Behavior Driven Development (BDD) practices.
* Conducted effective and insightful Sprint Retrospective meetings to help enable team building, boost productivity and promote inter-team communication using techniques such as Happiness Histogram, ORID technique, etc.
* Tracked and recorded the velocity of multiple teams using JIRA tools like velocity charts in order to facilitate the transition from capacity-based to velocity-based sprint planning.
* Managed resources across teams during the project life cycle, augmenting resources in conjunction with Functional Managers in case of temporary capacity constraints to ensure development efforts remained in line with the Release Plan roadmap
* Worked together with the QA team to review overall test plan for both the web and mobile app versions of the new wealth management platform.

**Environment and Tools: Agile-Scrum, Jira, Confluence, Bloomberg B-Pipe, MS Visio, Java (Development Team), AWS EMR, Amazon Sagemaker, Amazon Redshift, AWS Glue, Apache Kafka, JSON, SOAP UI, Swagger, Tableau**

**Ally Financials | Charlotte, NC Aug 2019 to Mar 2020**

**Technical Project Manager (SAP Central Finance Implementation project)**

The project was to deploy SAP S/4 HANA Finance as ‘Central Finance’ scenario (phase 1&2) for the North America region by replicating data from the source system (ECC) via SLT/ETL tool in order to gain harmonized and consolidated financial and management reporting, central bank account management and cash management, central payments, centralized credit collection, inter-company reconciliation etc.

**Roles and Responsibilities:**

* Ensured synchronized development across multiple scrum teams by facilitating Scrum of scrums and PO Sync Meetings together with Product Owner and RTE and in visualizing the inter-team dependencies via the Program Board
* Participated in Pre-PI and post-PI Planning activities to help draw up Vision, Milestones, and top priority features
* Participated in continuous backlog grooming and PBI re-prioritization following any improvement request from stakeholders, discovery of technical debt, partially developed user stories, etc.
* Co-ordinated with Release Train Engineers (RTE) to compile team PI Performance Measures (TPPM) and tracked committed and stretch PI objectives to show the delivery reliability of teams on the Agile Release Train (ART)
* Tackled team owned impediments by augmenting temporary resource constraints and escalated issues to functional managers so that development efforts adhered to the Release Roadmap
* Reported status to Business owners on a weekly and monthly basis using tools like MS Project, JIRA Velocity charts to keep them in the loop and highlighting risks to delivery, if any
* Reviewed use cases, business process models - Activity diagrams, Sequence diagrams, Use Case Diagrams in MS Visio on ad-hoc basis to help clarify expected system behavior from a business perspective
* Ensured accurate deployment of builds to Test and Production environments through impediment resolution and constant collaboration between QA, development, and Deployment team members
* Participated in Triage meetings, documented User Acceptance Testing (UAT) Plan for the project and worked with the UAT Team to ensure every acceptance criterion for the requirements was included in the UAT task plan

**Environment: SAFe, SAP S/4 HANA, Jira, SQL Server, Power BI, Selenium, ABAP, (HTML5/CSS3, JavaScript, REST, JSON, SoapUI, MS Office 365, Jenkins**

**PWC | Tampa, FL Dec 2017 to May 2019**

**Project Manager/Senior Business Analyst (HR digital transformation project)**

The project aimed at a digital transformation of the Bank’s Human Resources functions, including legacy HR performance and compensation systems, manual processes for talent and succession management, payroll and employee engagement using SAP success factors, ServiceNow and MuleSoft for integrating global and regional applications, data and devices.

**Roles and Responsibilities:**

* Formulated a Stakeholder Management Plan by maintaining a RACI Matrix for identified project stakeholders to foster a sense of ownership and transparency throughout the project
* Scheduled and lead meaningful project status meetings including previous accomplishments, upcoming activities, issues/risks, financial information, change requests, and any highlighted risks to delivery
* Successfully implemented SuccessFactors HCM Suite solutions including Goal Management, Employee Central, On-boarding solutions
* Facilitated daily scrum meetings, sprint planning, sprint review and sprint retrospectives.
* Tracked and communicated team velocity and sprint/release progress.
* Resolved conflicts among stakeholders to achieve consensus during Project Scoping and Planning phases
* Logged and maintained a consolidated list of issues and risks and reviewed with project team on a recurring basis to help drive to closure, escalated items as appropriate to the Project Board
* Kept track of the test coverage status by reviewing the RTM document, scheduling, and managing the resolution of defects, updating the Bug Log, and reporting the same during status meetings.

**Environment & Tools: Agile-Scrum, Azure, SAP Success Factors, ServiceNow, JIRA, Mulesoft, MS-SQL Server, Postman, JSON, HTML, CSS, SOAP UI, Swagger, Java (Development and Testing environment), Cucumber, Node.js, C#, Full-stack Development, SQL, Balsamiq.**

**Bajaj Finserv| Bengaluru, India June 2016 to Oct 2017**

**Sr Business Systems Analyst (AWS migration project)**

The project objective was to re-architect Investment Research platform to become a cloud native application by implementing a container-based migration from the on-premises data center using AWS Fargate, Amazon API Gateway, Amazon MSK and AWS Lambda.

**Roles and Responsibilities:**

* Assisted Product owner in capturing scope, milestones, objectives, roadmap and vision of the project
* Scheduled and lead meaningful project status meetings including previous accomplishments, upcoming activities, issues/risks, financial information, change requests, and any highlighted risks to delivery
* Liaised and communicated with various stakeholders, including project sponsor, business lead, architect, designers and domain experts to gather requirements and define future roadmap for the release of product features
* Created and maintained agile scrum boards to track execution status of different tasks, defects and items committed to the sprint to inculcate a sense of transparency and collective ownership among the team members
* Collaborated with the internal stakeholders (Product Owner, Solution Architect, and Business SMEs) to clarify and prioritize requirements and discuss solution options on a daily/weekly basis
* Created Use-case, activity, sequence, and process map diagrams using UML modelling tools like MS Visio.
* Documented and managed the Change Control Process, tracked Change Requests through a change log, escalated items to Project Board as necessary after conducting an impact analysis
* Used Swagger and MuleSoft for performing REST API documentation for both JSON and XML files as per open API specification.
* Executed system test plans, test cases and test data using manually and helped manage defects in JIRA.
* Facilitated UAT sessions ensuring the product quality with a thorough understanding of testing concepts pertaining to both manual and automation using tools like HP ALM/QC and Cucumber

**Environment & Tools: Waterfall-Scrum Hybrid, AWS, JIRA, MS-SQL Server, Postman, JSON, HTML, CSS, SOAP UI, Swagger, Java (Development and Testing environment), Cucumber, Node.js, C#, Full-stack Development, SQL, Balsamiq.**

**HDFC Bank | Bengaluru, India Nov 2014 to May 2016**

**Sr Business Systems Analyst (Salesforce Retail Banking implementation project)**

Salesforce implementation project to enable better targeting and more effective retail banking omni channel strategies by using data mining and advanced analytics on spending patterns and online behavior in order to identify high value and high potential customers, analyze service levels and cost to serve in order to increase commercial campaign conversion rates. Used text analytics, XBoosting and K-means models to identify characteristics of customer segments to enable proactive development of new products to meet customer needs by leveraging internal data as well as external data sources like social media, homebuying websites and work portals.

**Roles and Responsibilities:**

* Assisted Product owner in capturing scope, milestones, objectives, roadmap and vision of the project
* Helped Product Owner in prioritizing Product Backlog Items using MoSCoW technique and assisted scrum team in estimating user stories pulled in Sprint Backlog using Planning Poker, T-shirt sizing, and other techniques.
* Scheduled and lead meaningful project status meetings including previous accomplishments, upcoming activities, issues/risks, financial information, change requests, and any highlighted risks to delivery
* Liaised and communicated with various stakeholders, including project sponsor, business lead, architect, designers, quality analysts to gather requirements and define future roadmap for the release of product features
* Created and maintained agile scrum boards to track execution status of different tasks, defects and items committed to the sprint to inculcate a sense of transparency and collective ownership among the team members
* Collaborated with the internal stakeholders (Product Owner, Solution Architect, and Business SMEs) to clarify and prioritize requirements and discuss solution options on a daily/weekly basis
* Created Use-case, activity, sequence, and process map diagrams using UML modelling tools like MS Visio.
* Documented and tested end to end flow of data, created ER diagrams and collaborated with database developers to help design the physical data model for the new integrated platform.
* Used Swagger and MuleSoft for performing REST API documentation for both JSON and XML files as per open API specification.
* Facilitated UAT sessions ensuring the product quality with a thorough understanding of testing concepts pertaining to both manual and automation using tools like HP ALM/QC and Cucumber

**Environment: Agile-Scrum, Salesforce, JIRA, MS Visio, SQL, XML, Tableau, Hadoop HDFS, MuleSoft, HP ALM/QC, SOAP UI, Swagger, Confluence, Jenkins**

**Embassy Group| Bengaluru, India May 2013 to Oct 2014**

**Business System Analyst/Associate Consultant**

The project was an enhancement to the existing Real Estate Asset Management ERP system to add a lease module that would allow for actively managing lease agreements in order to optimize space utilization, cost and occupancy.

**Roles and Responsibilities:**

* Gathered business requirements by participating in JAD sessions, interviewing business users and stakeholders, conducting one-on-one workshops and consulting existing systems documentation.
* Prepared high-level Business Requirement Document (BRD/HLD) and drafted in-detail Systems Requirement Specification (SRS) document for the technical implementation team.
* Profiled data (SQL, Excel, reporting tools), create source data queries, joining data from multiple sources to satisfy reporting requirements and create target data sets
* Worked with QA team to design and develop Test Plan and Test Cases to perform User Acceptance Testing (UAT), Functional Testing and Regression Testing.
* Used Power BI to develop project status dashboards and provided clear and consistent information about project status to internal stakeholder groups and business units.

**Environment: Waterfall, Informatica PowerCenter, Power BI, SQL, Oracle DB, Hadoop DFS, HP QC, MS Excel, MS PowerPoint, Balsamiq, Microsoft Azure**

**ICICI Bank | Bengaluru, India Oct 2011 to April 2013**

**Financial Data Analyst**

The project was to build a solution to automate the loan origination, servicing, credit scoring and loan portfolio management processes for Fixed and Hybrid rate mortgages, purchase refinance, reverse mortgages and Home-Equity loans.

**Roles and Responsibilities:**

* Spearheaded requirement gathering sessions such as JAD, interviews, and surveys with project stakeholders; documented solution requirements together with the Product Owner to create the initial Product Backlog items.
* Actively assisted the product owner in prioritizing the product backlog using maximum business value approach, grooming User Stories using INVEST criteria and writing acceptance criteria as per requirements.
* Participated in various Scrum ceremonies like Sprint Planning Meeting, Daily Stand-up Meeting, Sprint Review Meeting, Sprint Retrospective Meeting, and Backlog Grooming to help the team progress towards sprint goals.
* Extensively used JIRA to record and maintain artifacts such as Product Backlog, Sprint Backlog, User Stories, Data rules and models, Impediments list, tasks, defects, and issue tracking using customized Jira Query Language.
* Maintained and created end-to-end testing strategy and enterprise wide test cases for User Acceptance Testing (UAT) and assisted the developers and testers during the Systems Integration Testing (SIT).
* Generated reports using Tableau for monitoring the sprint burndown and helped the Scrum Master document business and team feedback during various post-sprint activities like Sprint Review and Retrospective.

**Environment: Agile-Scrum, Informatica PowerCenter, SQL, Oracle, MS Visio, MS Excel, MS PowerPoint, JIRA, Confluence, HTML, CSS, C#, Java**

**Education:**

**Bachelor’s in Commerce, Christ University, Bengaluru, India.**

**Master in Finance, Hult International Business School, Cambridge, United States**