

RAMANI VISWANATHAN

PMO Leader & Program Director

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PROFESSIONAL SUMMARY

Visionary PMO Leader and Program Director with 24+ years of experience bridging the gap between complex technology and business strategy across financial services, healthcare, energy, and retail. Creator of the Intelligence Engineering Methodology (IEM), a disciplined framework combining program leadership, data governance, and cybersecurity to eliminate decision-risk and hidden project failures. Proven track record of building PMOs from the ground up, directing multi-million-dollar portfolios, converging physical/cyber security environments, and driving large-scale digital transformations.

CORE COMPETENCIES

- **Leadership & Strategy:** PMO Setup & Direction, Enterprise Program Governance, Strategic Roadmapping, Cross-Functional & Global Team Leadership (up to 125+ members).
- **Security & Infrastructure:** Converged Physical & Cyber Security, Zero Trust Architecture, Data Center Transitions, Disaster Recovery, Vulnerability Remediation.
- **Methodologies & Innovation:** Intelligence Engineering Methodology (IEM), Autonomous/AI-Powered PMO, Agile, Risk Management, Vendor Management.

PROPRIETARY METHODOLOGIES & THOUGHT LEADERSHIP

- **Creator, Intelligence Engineering Methodology (IEM):** Authored and developed a dual-track framework (IEM-PM & IEM-CS) to systematically measure missing, disconnected, or untrusted delivery/telemetry data, generating 0-100 Reporting Integrity Scores. Engineered the audit blueprints, operationalized the intelligence engine, and established real-world auditing standards.
- **AI & Autonomous PMO:** Developed an autonomous, AI-powered PMO in 48 hours using deterministic AI agents, transitioning the TPM role from "ticket-tracker" to "builder."

PROFESSIONAL EXPERIENCE

PMO Director

Azuris Consulting

2026 - Present

- Built the PMO function from zero for a physical and cybersecurity managed services provider.
- Direct portfolio governance, gate reviews, SLA tracking, and delivery cadences across 20+ concurrent enterprise security implementations.
- Manage highly complex, multi-site programs encompassing video surveillance, access control, network security, AV, and cable infrastructure.

Associate Director, Program Management

Virtusa

2018 - 2026

- Remediated 3,000+ security vulnerabilities (including 125+ critical) across 12 enterprise applications by leading cross-functional sprints with security, architecture, and business teams, drastically cutting audit-liability backlogs.
- Upgraded an enterprise Procure-to-Pay Oracle EBS platform, achieving 66% less downtime, 35% higher user satisfaction, and 57% fewer approval touchpoints at go-live.
- Defined and delivered an 8-application enterprise data-integration roadmap, eliminating fragmentation across a \$1B+ technology portfolio and establishing a single source of truth.
- Redesigned global procurement workflows, reducing cycle time by 25% and touchpoints by 57%, accelerating \$100M+ in annual spend velocity.
- Coordinated major enterprise disaster recovery operations, partnering with engineering to slash recovery time from 48 hours to 7 hours, restoring business continuity with minimal SLA breaches.

Technical Program Manager

HCL Technologies

2012 - 2018

- In-sourced \$700M in IT services (Windows, Unix, Storage, DR, Messaging, Virtualization) across 26 service categories with zero major operational disruption.
- Designed and deployed secure IT infrastructure for two new Transmission Operating Centers, cutting critical incident response times by 12% across 2.9M energy customers. Secured the converged physical and cyber environments years before "convergence" became an industry standard.
- Elevated clinical IT backup success rates to 95%+ via root-cause analysis and architecture redesign, reclaiming 15% capacity and lowering storage costs by 35%.
- Modernized enterprise BI by upgrading Cognos and migrating to Oracle WebLogic, boosting operational efficiency by 24%.

Program Manager

Mphasis

2010 - 2012

- Directed the PMO to oversee critical project rollouts, driving high client satisfaction and operational excellence.
- Achieved substantial cost savings (\$1.3M in Q1, \$1.14M in Q2) through rigorous budget management and strategic onsite/offshore team structuring.

Project Manager

IBM

2007 - 2010

- Directed large-scale IT infrastructure transitions, transformations, and data-center migrations for major clients including Motorola and RBS.
- Managed a geographically dispersed team of up to 125 members across South Africa, China, the Philippines, the UK, and North America.

Project Manager

ACS (Xerox)

2006 - 2007

- Led new application builds and maintenance projects; established onshore/offshore communication protocols that resolved early alignment failures and improved business continuity.

EARLY CAREER

- **Software Engineer**, *MCube* (2005 - 2006): Led a team supporting the flagship product, AlphaEngine.
- **Sr. System Analyst**, *Western Digital, Malaysia* (2000 - 2005): Delivered intranet reporting systems/dashboards (ASP.NET) across Malaysia, San Jose, and Thailand.
- **Software Engineer**, *IPCOM India Pvt Ltd* (1996 - 2000): Developed ERP system modules.

EDUCATION

- **Executive General Management Program (EGMP)**
Indian Institute of Management (IIM) Bangalore
- **Master of Business Administration (MBA) - Project Management**
Alagappa University
- **Master of Computer Applications (MCA)**
Bharathidasan University
- **Bachelor of Science in Computer Science**
Bharathiyar University

CERTIFICATIONS & ADVANCED TRAINING

Project Management & Leadership:

- Stanford Certified Project Management (SCPM) - Stanford University
- PMP & PMI-ACP - PMI
- Managing Successful Programmes (MSP) - AXELOS
- Advisory Project Management Professional - IBM
- VLEAD Program - Virtusa

AI & Cloud:

- Generative AI Professional & Foundational Cloud - Oracle (OCI)
- Generative AI Program (10-month) - Virtusa
- Intro to Cognitive Project Management in AI (CPMAI) - PMI
- Foundational Cloud - AWS

Security:

- Foundational Cybersecurity - ISC2

VOLUNTEER & COMMUNITY LEADERSHIP

- **PMI Volunteer:** Contributed to the development of Risk Management in Portfolios, Programs, and Projects: A Practice Guide. Reviewed PMP Exam Content Guide/Q&A for training curriculum.
- **PMI AI Skills Reviewer:** Evaluated and scored structured AI guidance translating PMBOK best practices into instructions for AI assistants.
- **ISC2 Volunteer:** Contributed to developing the globally recognized Certified in Cybersecurity (CC) exam.
- **Community:** North Texas Food Bank volunteer (Pack & Box). Founder of Project LiftOff, a free training program preparing aspiring project managers.