

SHEETAL KULKARNI

Director App factory, Delivery and Strategy | Agile Transformation | SAFe Agilist

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Pune

Summary

Delivery Manager with expert skills in **PMP** certification, **program management**, **managing stakeholders**, and driving **transformation initiatives** across **Manufacturing** and banking industries.

Skills

Delivery, Program & Transformation Management | Leadership

Delivery Management | Strategic Planning | Digital Transformation | Agile Methodology | Risk Management | Vendor Management | Stakeholder Management | Financial Management | Quality Assurance | Team Leadership | Presales & Solutioning | RFP Response

Platforms, Tools & Methodologies

Mendix Low-Code Platform | Out Systems | Java / J2EE | JIRA | Confluence | Data Analytics | Low-Code Platforms (Mendix) | SAFe Agilist

Work Experience

Director App factory, Delivery and Strategy

Aug 2025 - Present

PROLIM Solutions Private Ltd- Pune

- Established a unified **delivery** and governance framework, ensuring **consistency**, **quality**, and **measurable business outcomes** with **Customer Management**.
- Spearheaded Agile Framework** adoption, reducing delivery time by **30%** and increasing feature releases by **25%** by implementing Scrum ceremonies and coaching teams.
- Addressed departmental resistance to software implementation by conducting workshops and revising plans, achieving **90%** reduction in concerns and enabling **on-schedule** rollout through effective **stakeholder management** and **change management**.
- Bridged executive vision and operational execution by implementing a cascaded communication framework and quarterly strategy reviews, boosting employee engagement by **25%** and improving operational efficiency by **10%** through empowered decision-making, **business acumen**, and collaboration with **business stakeholders**.

Associate Vice President

Dec 2020 - Aug 2025

Emergys Solutions Private Ltd- Pune (Formerly Ellicium Solutions Private Ltd)

- Implemented a **strategic planning** framework to address cross-departmental communication gaps, resulting in a **25% increase** in project success rates and enhanced **employee engagement**.
- Secured **multi-year contract renewal** at **98%** of previous value by organizing a JBR to demonstrate ROI and structuring a flexible package, mitigating churn risk for a critical client in **banking** sector.
- Initiated **proactive communication**, establishing bi-weekly reviews and a dedicated channel, reducing rework by **40%** and resolving SME unavailability challenges to deliver a complex feature with < 5 post-launch issues.
- Spearheaded **strategic** review and **innovation** initiative, implementing feedback loops to redesign offerings, improving **customer retention** by **18%** and NPS by **25 points**.
- Led **cross-functional teams** to cut **operational budget by 20%** through strategic reallocations and automation, successfully maintaining critical functions and employee morale during economic downturn.
- Developed** value-proposition framework & trained sales teams (**Business Development, Communication**), shortening sales cycles by **30%** & boosting conversion rates by **20%** to enhance revenue predictability.
- Addressed **customer churn risk** by launching a re-engagement campaign, reactivating **20% of at-risk customers** and reducing churn by **8%** via personalized outreach and feedback loops, improving **Customer Relationship Management**.
- Managed **customer escalations** and **delivery issues** by implementing robust communication channels, reducing resolution time by **60%** and improving client satisfaction by **80%** via **client management skills**.
- Managed teams focused on **WFO** and **CXO level** initiatives, ensuring strategic alignment and successful execution of projects impacting executive-level objectives, utilizing **management tools** effectively.

Manager

Nov 2018 - Sep 2020

Accelya Solutions Ltd

- Led** cross-functional **teams** to overcome siloed operations by implementing knowledge-sharing sessions and defining a unified charter, resulting in a **15% increase** in innovative solutions and enhanced project ownership. This included leveraging **People Management**.
- Transformed a struggling program by implementing **Agile Methodology**, breaking it into manageable increments, and establishing feedback loops, resulting in **delivery 6 months early** and **10% under budget**, aligning with **program goals**.
- Addressed project portfolio chaos by implementing **delivery governance** and demand management, improving on-time/on-budget completion by **20%** & enabling strategic resource decisions.
- Managed **4** teams responsible for **Technical Delivery**, improving overall **delivery issues** resolution by **80%** and enhancing client satisfaction scores by **60%**. This involved developing **pyramids** of team structure and responsibilities and coordinating with **technology partners**.

Senior Associate

Apr 2007 - Nov 2018

Cognizant Technology Solutions I. Pvt. Ltd

- Facilitated **client collaboration** through joint workshops & phased integration, overcoming resistance to achieve **99% uptime & 25% efficiency** improvement for new software rollout.
- Led a cross-functional team to overhaul internal controls for a new regulatory mandate, achieving **100% compliance** ahead of schedule and avoiding **\$500,000+** in penalties through effective **Risk Management**. This required a deep understanding of **Information Technology**.
- Enhanced **Agile Framework** adherence by **90%** through coaching & Kanban, reducing critical bugs by **30%** via 'definition of done' implementation.
- **Orchestrated** complex multi-vendor software deployment by developing master schedule and leveraging **JIRA** for **coordination** across time zones, ensuring **on-time deployment** and avoiding delays, supporting enterprise-wide **Digital Transformation projects**.
- Established **Confluence** governance, improving documentation accuracy on **10+ projects**; reduced errors by **20%** through structured content ownership and Jira integration, supporting **Architecture** design and effective **Quality Control**.
- **Addressed declining retention challenge** by analyzing churn drivers and implementing a re-engagement strategy, reducing churn by **12% in 6 months** and stabilizing revenue through close coordination with **business initiatives** and **product managers**.

Developer

Feb 2006 - Mar 2007

IBM Services India Pvt. Ltd

- Organized **cross-functional workshops** and implemented daily stand-ups, overcoming project failure risk from siloed workstreams; delivered project on time and identified **2 cost-saving opportunities**, reducing expenditure by **10%**, and fostering ability to **lead the team**.

Software Developer

Aug 2004 - Feb 2006

Indicus Software Pvt Ltd

- Designed and implemented a **centralized analytics dashboard** to integrate scattered marketing data, enabling **data-driven budget reallocation** that boosted **marketing ROI by 25%** and improved lead conversions by **15%**.
- Addressed team burnout by reallocating workload and securing professional development, restoring engagement and leading to a **mentorship role** for a junior member.
- Drove **Quality Management** practices for software development in **Startups**, achieving **70%** defect reduction and **85%** improvement in test coverage through rigorous process implementation involving **RPA** and **ServiceNow** monitoring.

Certification

CERTIFIED SAFE AGILIST

Nov 2020

Education

P. G. Diploma in Advanced Computing

CDAC, Pune

B.E. Electrical Engineering

BAM University, Aurangabad