

ARUNAVA CHAKRAVARTY

Program Director | Delivery Director | PMO / COE Leader | Strategy & Governance Consultant
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★ President's Award | ★ Wipro Solitaire Award | ★ IG-Level Formal Appreciation, Haryana CCTNS

35%+
On-time Delivery

INR 2,500+ Cr
Portfolio Governed

28% to <8%
Overrun Reduction

22%+ YoY
Account Growth

30+ Yrs
Enterprise Leadership

EXECUTIVE SUMMARY

Program Director and enterprise delivery leader with 30+ years of experience steering mission-critical programs across Defense, Government, Telecom and IT Services. Recognised for building governance architecture from the ground up, recovering at-risk programs, protecting commercial margins and leading high-stakes engagements where schedule, quality, cost and stakeholder trust cannot fail. Proven record of building Delivery COEs, stabilising troubled portfolios and driving measurable CXO-level outcomes.

Available for consulting, advisory, and contractual engagements — retainer, project-based, or fractional delivery leadership. India and global engagements welcome.

PROFESSIONAL EXPERIENCE

Independent Consultant / Strategic Advisor | Advisory Practice

2026 – Present

- Advise CXOs on PMO design, governance recovery, COE build, executive dashboards and delivery automation for large enterprise programs.
- Diagnose commercial leakage, scope creep and baseline drift; design recovery plans with measurable milestones and accountability.

General Manager – Service Delivery | CMS IT Services

Apr 2021 – Dec 2025

- Built a Delivery COE from scratch in 18 months; lifted on-time delivery by 35% through standardised governance and baseline discipline.
- Managed INR 200+ Cr active portfolio with full P&L accountability; drove 22% YoY account growth through CR monetisation and scope governance.
- Mentored 12 delivery managers to self-sustaining capability; reduced senior-level escalation dependency.

Vice President – Project Delivery | Innefu Labs

Jun 2019 – Sep 2020

- Reduced delivery overrun from 28% to under 8% through structured coaching, governance checkpoints and visible action ownership.
- Rebuilt delivery culture; organisation received the NASSCOM DSCI Excellence Award during tenure.

Head – Project Delivery | Wipro

Sep 2016 – Jan 2019

- Led 200+ person multi-client delivery team; reduced defect escape rate by 40% through QA frameworks and release controls.
- Received Wipro Solitaire Award – Best Transformation Deal, IAF Project.

Program Manager | Hewlett Packard Enterprise

May 2014 – Aug 2016

- Delivered an INR 75+ Cr GoI CCTNS program — end-to-end build of local police stations across Haryana including infrastructure, DC implementation, connectivity, 13 application modules, and integration with the national CCTNS platform.
- Managed a 75+ person cross-functional team; reduced schedule overrun from 60% to below 15% and budget overrun from 40% to below 10%.
- Averted major contractual penalties and unlocked blocked client payments; represented organisation in reviews up to Chief Secretary and DGP level; received formal appreciation from IG-level leadership.

SIGNATURE PROGRAMS

Program / Client	Sector	Value	Outcome
e-MMS – MoD	Defense	INR 1,000+ Cr	Mission-critical Armed Forces platform; zero schedule, budget or penalty breach.
NIC Mail Platform	Govt. India	INR 200+ Cr	Secure GoI communication platform delivered to budget with high satisfaction.
RailTel DWDM	Telecom	INR 180+ Cr	14-state multi-vendor rollout on revised baseline; zero penalty triggers.
BSNL CDR Analytics	Telecom	INR 150+ Cr	IT infra modernisation; zero overrun, zero penalty, full scope delivery.
Haryana CCTNS	Govt. India	INR 75+ Cr	End-to-end police station build, DC, connectivity & 13 app modules; overrun cut from 60% to <15%; IG-level formal appreciation.
C-DAC DC Modernisation	Govt. J&K	INR 102+ Cr	Private cloud migration; zero penalty and 22% opex reduction for client.

Sr. Project Manager / Project Engineer | Patni – Microland – Wipro

Sep 1990 – May 2014

- Built delivery leadership foundations across 24 years — from technical execution to program ownership across multi-vendor, multi-geography engagements.
- Key programs: Bharti CEN (President's Award – Best Project); IAF; early telecom and enterprise IT engagements.
- Progressed from Project Engineer to Senior Project Manager; established governance discipline, vendor coordination and stakeholder management capability.

CORE SKILLS

Program & Portfolio Program Management • Portfolio Governance • Delivery Transformation • Program Recovery • PMO/COE Design
Governance & Controls Governance Cadence • Risk Reduction • Commercial Controls • CR Monetisation • Margin Protection • Penalty Prevention
Stakeholder & Vendor CXO Engagement • Government/Defense Stakeholder Mgmt • Multi-Vendor Governance • Cross-Functional Leadership
Reporting & Dashboards Executive Dashboards • KPI Tracking • Portfolio Reviews • Governance Packs • Escalation Pathways
Tools & Platforms MS Project • Nexthink/ZIF (Automation) • Everest (ITSM) • PowerPoint • Applied AI

LEADERSHIP & SOFT SKILLS

Key interpersonal competencies demonstrated across 30+ years of enterprise delivery:

Stakeholder Influence [Expert]	Coaching & Mentoring [Expert]	Governance Recovery [Expert]
Executive Communication [Expert]	Conflict Resolution [Advanced]	Change Management [Advanced]
Cross-functional Leadership [Expert]	Negotiation [Advanced]	Decision Facilitation [Advanced]

OPERATING MODEL

01 DIAGNOSE

Governance gap assessment, stakeholder alignment, risk mapping and commercial leakage identification.

02 STABILISE

Cadence, decision rights, escalation structure, commercial controls, re-baseline and accountable ownership.

03 GOVERN & SCALE

PMO/COE workflows, executive dashboards, capability embedding, portfolio accountability and renewal-led growth.

SELECTED EXECUTIVE VALUE

Delivery Recovery Stabilises troubled programs by resetting cadence, RAID ownership, baselines and escalation discipline.

PMO / COE Build Creates repeatable governance engines that convert scattered updates into executive-level portfolio decisions.

Commercial Control Protects margin through CR monetisation, scope governance, penalty prevention and leakage diagnosis.

Stakeholder Confidence Manages CXO, government, defense, telecom and multi-vendor stakeholders in business-critical environments.

SECTOR & CLIENT CREDIBILITY

Sectors: Defense | Government | Telecom | IT Services

Clients: Airtel | BSNL | RailTel | MTNL | NIC | C-DAC | CBDT | ONGC | Motorola | LTIMindtree | Indus Towers | Govt. J&K | Haryana CCTNS

EDUCATION & CREDENTIALS

Credential PMP – Project Management Professional, PMI (Active)

Education M.Sc. Physics (1988), Visva-Bharati University – First Class (60%)

DIGITAL PRESENCE & THOUGHT LEADERSHIP

Active thought leadership presence across LinkedIn, LearnWithArunava (portfolio site) and YouTube. Publishes governance frameworks, program recovery insights and delivery best practices for senior practitioners and enterprise leaders. Built and deployed an AI Resume Analyser — demonstrating applied AI capability in dashboards, automation and data-driven decision support.