

NURUL AMIN HAQUE

PMO Leader | Program Governance & Delivery Excellence | Transformation & Digital Enablement

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PROFESSIONAL SUMMARY

Strategic PMO and Transformation Leader with 20+ years of professional experience including 15 years dedicated to driving project governance, delivery excellence, and digital enablement across global organizations. **Trusted advisor to executive leadership**, translating complex firm-wide **strategies into well-governed, executable portfolios**. Expert in **strategic resource and capacity planning, executive-level stakeholder orchestration**, and driving cross-functional alignment across **complex, multi-country transformation portfolios**. Specialized in institutionalizing hybrid Agile-Waterfall models and leveraging **AI-enabled insights** to enhance **decision-oriented reporting**, ensuring strategic **AI initiatives are translated into executable roadmaps** through rigorous PMO governance.

PROFESSIONAL EXPERIENCE

Teleperformance | Gurugram, India

Senior Director – Strategic Projects & PMO Governance | 01/2020 – 10/2025

- **Enterprise Governance:** Established and scaled a fit-for-purpose PMO framework governing 50+ strategic programs annually, serving as the custodian of firm-wide governance, stage-gates, and delivery standards.
- **Strategic Alignment:** Partnered with C-suite stakeholders to socialize robust business cases and align transformation initiatives with the firm's strategy, priorities, and value outcomes.
- **Digital Transformation:** Orchestrated 170+ automation projects, tripling organizational digital maturity while actively managing cross-programme dependencies, resource conflicts, and systemic delivery risks.
- **Executive Insights & Tooling:** Automated portfolio reporting via Jira, Confluence, Power BI, and Tableau, achieving a 60% reduction in manual effort, and enabling timely intervention through data-backed recommendations.
- **Methodology Custodian:** Institutionalized hybrid Agile-Waterfall delivery models across 10 PMO workstreams, serving as the custodian of firm-wide transformation methodology and standards.
- **Continuous Tooling Improvement:** Improving PMO effectiveness through the adoption of automation and AI-driven workflows, staying abreast of emerging AI tools to optimize project tracking and delivery.
- **Financial & Resource Stewardship:** Partnered with Finance to govern investment decisions and funding controls; led TMO-level resource, capacity, and skills planning across the transformation portfolio to proactively identify and resolve execution bottlenecks.
- **Leadership & Capability Development:** Managed and mentored a high-performing team of 5 Project Managers (1 Director, 2 PMs, and 2 Senior PMs), to build delivery capability and ensure consistency across the global transformation portfolio.

Director – Strategic Projects (Client Transformation & Onboarding) | 01/2019 – 12/2019

- **Transformation Delivery:** Delivered 10+ enterprise client transformation and onboarding programs valued at \$50M+, achieving 98% on-time completion through disciplined project governance.
- **Process Engineering:** Redesigned transformation governance models—introducing milestone-based tracking and quality gates—reducing ramp-up cycles by 25%.

Intelnet Global Services (Acquired by Teleperformance) | Gurugram, India

Deputy General Manager – Corporate Strategy and M&A | 04/2017 – 12/2018

- **Program Governance & Strategic Execution:** Architected 3-year strategic roadmaps for business units, identifying \$200M+ emerging market opportunities through competitive assessments.
- **CXO Advisory:** Facilitated quarterly CXO program reviews and steered 100-day execution plans to ensure measurable outcomes, enabling 15% YoY revenue growth.
- **M&A Program Management:** Managed 15–20 M&A due diligence projects (\$50M–\$100M value) with formal governance, risk tracking, and stakeholder reporting frameworks.
- **Integration Oversight:** Directed the post-merger integration PMO following Teleperformance's \$1B acquisition of Intelnet and Blackstone's £250M buyout of Serco India BPO, monitoring 50+ KPIs to ensure financial synergies.

Assistant General Manager – Corporate Strategy and M&A | 01/2015 – 03/2017

- **Strategic Growth Initiatives:** Identified emerging market opportunities and innovative business models across APAC & EMEA, enabling high-ROI growth and expansion strategies.
- **Market Intelligence:** Conducted deep-dive assessments into regional trends to steer investment decisions and long-term organizational planning.

Manager – Corporate Strategy and M&A (Serco Global Services) | 11/2012 – 12/2014

- **Investment Decision Support:** Performed comprehensive market research, competitive analysis, and ROI modelling to justify strategic investments across the APAC and EMEA regions.
- **Portfolio Analytics:** Leveraged data-driven insights to evaluate the performance and viability of potential and existing business units.

Evalueserve | Gurugram, India

Research Lead / Research Manager – ICT Practice | 09/2007 – 10/2012

- **Strategic Consulting:** Directed industry research and customer experience (CX) consulting for leading telecom operators across India, the Middle East, and Europe.
- **Revenue Optimization:** Advised clients on dynamic pricing models and customer lifecycle management to drive measurable revenue growth and operational efficiency.

Greenfield Online (now Toluna) | Gurugram, India

Business Analyst – Market Research & Project Management | 09/2005 – 04/2007

- **Portfolio Stewardship:** Managed a \$7M–\$10M client portfolio, overseeing the end-to-end delivery of market research and analytics projects with a 95%+ client satisfaction rate.
- **Delivery Excellence:** Coordinated cross-functional teams to ensure data integrity and timely project completion for global enterprise clients.

EDUCATIONAL QUALIFICATION &

- **MBA (Marketing & International Business)** | Rai University, New Delhi, 2005
- **B.Sc. (Mathematics Honors)** | Cotton College, Gauhati University, 2002

PROFESSIONAL CERTIFICATIONS

- **Advanced Digital Transformation Specialization**, IIM Ahmedabad (via Coursera) | **In Progress**
- **CS50's Introduction to Artificial Intelligence with Python**, Harvard University (via edX) | **In Progress**
- **Digital Strategy & Transformation – Tecnológico de Monterrey** (via edX) | 11/2025
- **Foundations of AI Professional Certificate – IBM** | 09/2025
- **AI for Everyone / Introduction to Generative / Introduction to Prompt Engineering – IBM** | 09/2025
- **Six Sigma Green Belt & Yellow Belt Certification** from COPC in 2023 & 2021

CORE COMPETENCIES / SKILLS

Transformation Portfolio Oversight | Executive Stakeholder Orchestration | **PMO Maturity & Governance** | **TMO-Level Resource & Skills Planning** | **AI-Enabled Project Delivery** | Hybrid Agile-Waterfall Methodologies | **Jira & Confluence Mastery** | **Decision-Oriented Executive Reporting** | Investment Governance & Funding Controls | **Conflict & Dependency Management** | Digital Transformation & Automation | Power BI & Tableau | Lean Six Sigma | Benefits Realization | **Capability & Leadership Development** | **Advanced LLM Adoption (Gemini, ChatGPT, Claude)**