

Ranga Jayasinghe



CEO Best Performer 2019
Awarded for proactive risk mitigation during the SBI Migration Program.



Fiserv (Sep 2018 – Nov 2022)

engagement from **2 to 20**

annual revenue from USD 3.5M to USD **14.2M**

resources from **80 - 350**

Enterprise Transformation Leader | Banking, Cards & Payments

Transformation is easy to say and hard to deliver well. Drawing on **25+ years in technology, transformation, and delivery leadership**, I drive large-scale change across **banking, cards, payments**, and regulated financial services — spanning enterprise transformation, card platform modernisation, large-scale data migrations, and operational resilience. As **cloud, data, and AI** reshape financial services, I help organisations **modernise safely**, strengthen **resilience**, and deliver across **cards, payments, and digital platforms**.

Key Experience & Delivery Record



Large-Scale Enterprise Migration

Directed the mission-critical migration of 19.2M+ live accounts for SBI Cards, ensuring 100% data integrity and zero customer disruption under intense regulatory scrutiny.

Business Transformation & Integration

Mobilised and governed a 250-person cross-functional global delivery organisation for a full-stack platform replacement, delivering 150+ interfaces, a new data warehouse, and large-scale data migration.

Divestment & TSA Exit

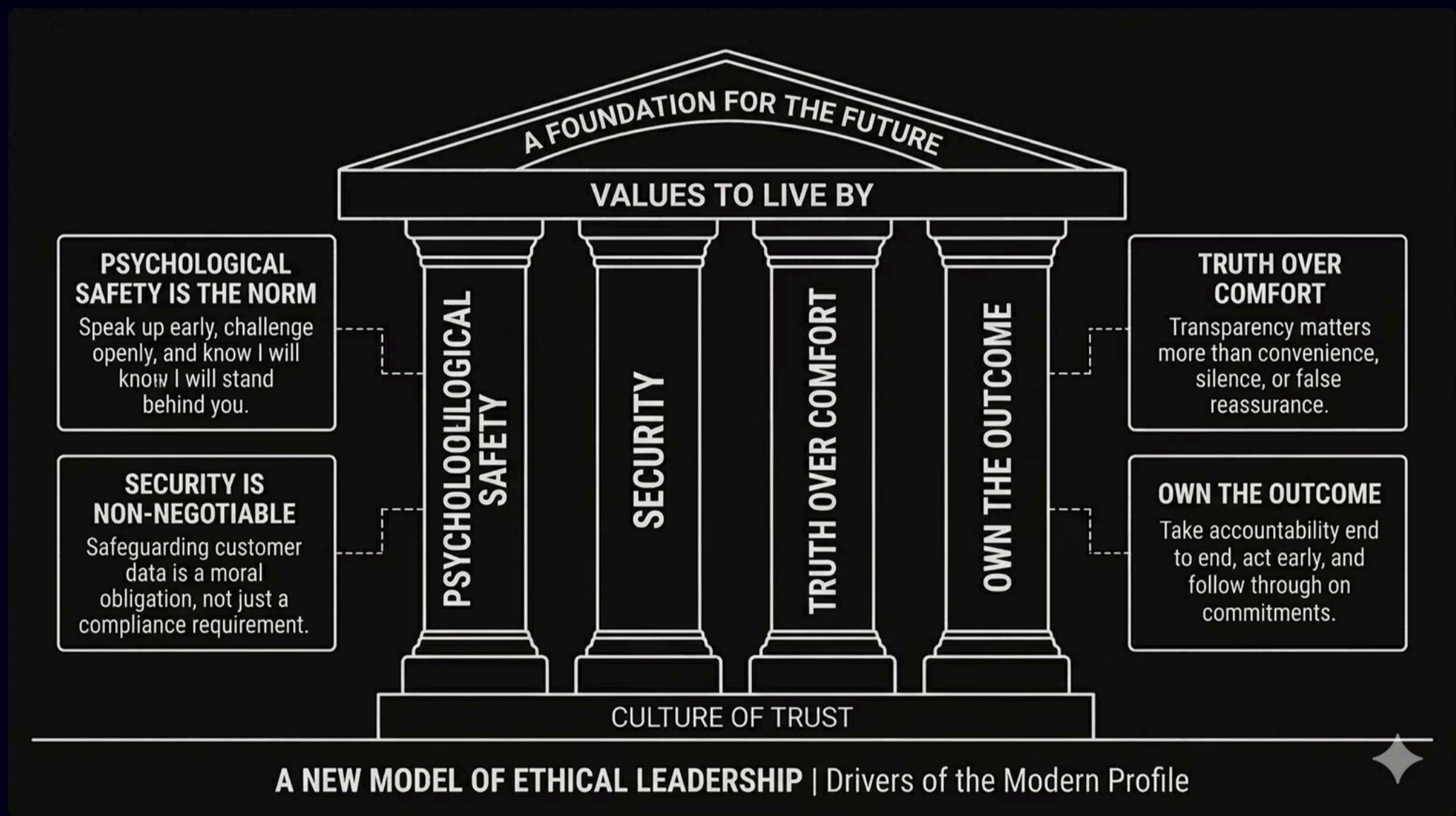
Led the technology PMO for the GE Capital divestment, governing complex TSA exit programs and coordinating separation across infrastructure, applications, data, and operational services.

Workforce Capability & Scale

I see workforce capability as a strategic asset and invest in people by creating the right opportunities to grow. My approach combines proactive resourcing, structured upskilling, and cross-skilling to build scalable, future-ready teams.

Cross-skilled 250+ delivery resources, creating scalable APAC capacity that directly enabled the **award of a five-year regional managed services contract** and long-term revenue stability.

Leadership Operating Principles



1

Informed Transparency

I go to the source of truth and own outcomes early. I don't hide behind hierarchy, reports, tools, automation, or AI. Recovery is expected, but the real skill is converting unexpected setbacks into institutional learning.

"Find the Source of truth – because people always human in the loop"

2

Psychological Safety with Standards

Mistakes are surfaced early. People are encouraged to raise issues, think critically, and challenge decisions. Errors are learning opportunities codified into better practices — but repeated negligence is not tolerated.

"Mistakes are acceptable. Hiding them is not."

3

Security as a Moral Obligation

I view information security, data integrity and regulatory compliance as fundamental leadership responsibilities rather than mere compliance checklists. Protecting customer data is my top priority. I only take calculated risks when they are backed by proven rollback and recovery plans. When customer data is involved, shortcuts are never acceptable.

"That is the currency of enterprise delivery."

4

Radical Accountability

I am explicit about risks and constraints. When automation or AI is involved, I require clarity on logic and testing scope. If a system cannot be clearly explained in plain language, it is not ready.

"If I can't explain it, I won't approve it – and I set outcomes where others have already given up."

CORE COMPETENCIES

Core Competencies

Transformation & Programme Leadership

- Enterprise Transformation • Programme Governance • PMO Establishment • Portfolio Oversight
- Large-Scale Platform Migration • Divestment & TSA Exit • Delivery Recovery & Stabilisation • Multi-Vendor Programme Delivery • Executive Stakeholder Management • Operational Readiness

PMO Leadership & Governance

- Directed complex multi-stream transformation programmes spanning scope, schedule, budget, risk, quality, and stakeholder governance across regulated enterprise environments.
- Established SteerCo governance, stage gates, RAID oversight, and structured escalation pathways.
- Produced executive reporting, governance packs, and decision papers to support delivery control and senior stakeholder alignment.

Technology Delivery & Operational Assurance

- Led cloud-adjacent platform delivery, large-scale data migrations, and complex cutover execution in highly regulated environments.
- Strengthened quality assurance and release readiness frameworks, enabling zero-defect production deployments and robust test environment enablement.
- Improved operational resilience through continuous improvement, audit readiness, PCI DSS, SOC 2, and disaster recovery continuity.

Commercial & Vendor Management

- Managed budget tracking, forecasting, financial controls, and delivery governance in partnership with Finance.
- Directed multi-vendor governance, overseeing multi-million-dollar SOWs, commercial negotiations, and milestone-based financial approvals.
- Balanced scope, time, cost, resourcing, and quality trade-offs to protect delivery and commercial outcomes.

Risk & Change Management

- Directed proactive risk identification and mitigation utilizing frameworks such as FMEA.
- Recovered at-risk programs through structured diagnostics, re-baselining, and restart-ready delivery plans aligned to enterprise risk appetite.
- Governed disciplined change control, and quantified impact assessments across scope, cost, and schedule.

TOOLS & METHODS

Jira • Microsoft Project • MS Excel • PowerPoint • RAID Management • SteerCo Governance • Stage Gates • Agile • Hybrid • Waterfall • KPI Reporting • Change Control

Delivery Expertise

- Card platform upgrades, Postilion & new payment channels
- Scheme compliance and BAU support
- Technology separation, TSA exit & data centre transitions
- Member of the team behind **Australia's first EMV & contactless payments**

Leadership Scope

- Program governance, migration strategy & cutover planning
- Cross-functional teams: product, technology, operations, risk & compliance
- Production support & operational readiness
- Global delivery centres & executive stakeholder management

Role Title: Head of Global VisionPLUS Delivery (SVP)
Attra Pty Ltd (Client: Fiserv)

- Scaled multi-country delivery portfolio across 20+ financial institutions
- Grew revenue from USD 3.5M to USD 14M
- Expanded operations across 7+ countries and 350+ resources
- Transformed regional delivery into global strategic capability
- Achieved 99.95% availability, reduced security incidents by 40%
- Full PCI DSS and SOC 2 compliance

Role Title: Program Manager – SBI Cards Portfolio Migration
Attra Pty Ltd (Client: Fiserv)

- Directed migration of 19.2M+ live accounts
- 100% data integrity with zero customer disruption
- Resolved critical delivery risks and batch failures
- Led structured governance and FMEA-driven controls

Role Title: Program Manager, GE Leasing Platform Transformation
Attra Pty Ltd (Client: Fiserv)

- Large-scale leasing platform and digital front-end transformation
- Led 250-person cross-functional hybrid team
- Delivered 150+ interfaces on schedule
- Embedded delivery governance and RAID discipline

What I Bring to Your Organisation

As **cloud, data, and AI** reshape financial services, I help organisations modernise safely, strengthen resilience, and drive transformation across **cards, payments, and digital platforms**.

Complex Transformation Leadership

I lead **end-to-end transformation with purpose**—whether modernization, large-scale delivery, or complex change. I focus on what truly drives business impact, avoiding unnecessary complexity or "change for change's sake." By sequencing transformation thoughtfully and phasing delivery to minimise disruption, I help organisations modernise safely—balancing innovation, operational continuity, and long-term scalability so change delivers real, lasting value.

Enterprise-Scale, Multi-Country Delivery

I lead **large, multi-country portfolios** across product, technology, risk, and compliance by bridging the gap between delivery teams and real client context. I ensure teams—onshore and offshore—deeply understand the client's product portfolio, service offerings, customer pain points, and future roadmap, not just the technology. By fostering strong relationships, shared understanding, and exposure to the business, I turn distributed delivery teams into trusted partners who deliver what truly matters.

Governance, Trust & Responsible Innovation

I treat **safeguarding customer data as a moral obligation**, not just a compliance requirement. While technology excites young minds, I anchor teams in what matters most—the trust we safeguard. Through strong governance and a culture built from the ground up, I ensure innovation is always balanced with responsibility, even under delivery pressure. This approach reduces risk, protects customers, and builds confidence across every transformation.

Workforce Capability & Scalable Talent

I see **workforce capability as a strategic asset** and invest in people to build scalable, future-ready teams. By prioritising upskilling and cross-skilling over constant external hiring, I preserve institutional knowledge while evolving skills to meet future client needs. Whether teams are internal, offshore, or delivered through outsourcing partners, I treat them as one capability—ensuring continuity, cultural alignment, and deep understanding of the client, products, and services. This approach creates resilience, loyalty, and long-term delivery strength.

"I turn high-risk, business-critical challenges into structured, secure, and commercially sound outcomes — across banking, cards, payments, and regulated financial services."

 CEO RECOGNITION

CEO Best Performer of the Year

SBI Migration Program — Critical Risk Mitigation

Awarded for proactive leadership during the SBI Migration Program. Led structured FMEA workshops and implemented risk mitigation strategies that enabled rapid recovery from a major go-live failure — preventing a multi-day system outage and setting the benchmark for migration governance standards.

Operational Resilience at the Core

Resilience is not a contingency plan. It is a delivery discipline — embedded into governance, testing, cutover planning, and post-migration operations from day one.

19.2M+

Live Accounts Migrated

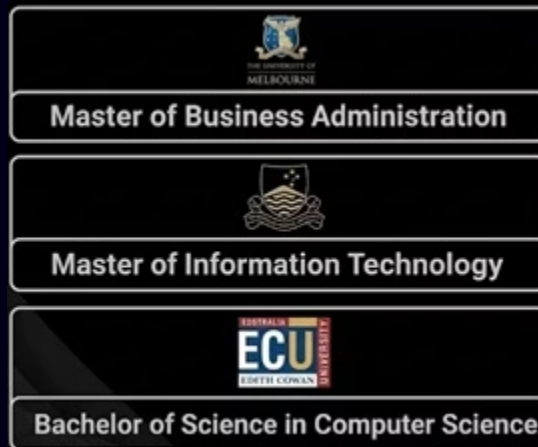
Zero

Customer Disruptions

100%

Data Integrity

Education, Certifications & Awards



Education

- Master of Business Administration (MBA) – University of Melbourne (2009)
- Master of Information Technology – Monash University (2005)
- Bachelor of Science (Communication and Information Technology) – Edith Cowan University (2001)

Certifications

- Six Sigma Green Belt
- ITIL Foundation
- Microsoft Azure Fundamentals (AZ-900) – enrolled (target: Apr 2026)
- Microsoft 365 Fundamentals (MS-900) – enrolled (target: May 2026)
- Microsoft Power Platform Fundamentals (PL-900) – enrolled (target: Jun 2026)

Certification Roadmap (Planned | 2026–2027)

DP-900 (Azure Data Fundamentals) • AI-900 (Azure AI Fundamentals) • AZ-305 (Solutions Architect) • AZ-400 (DevOps Engineer) • PL-600 (Power Platform Solution Architect)

Domain & Compliance Expertise

- Operational Risk and FMEA (practitioner-level)
- Payments and Card Scheme Compliance (Visa BIN, Mastercard ICA Certification)
- PCI DSS – audit support; ODC compliance and certification readiness