

KAJAL RANE

Technical Program | Project | Product

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SUMMARY

I've spent 7 years running programs that nobody else wanted to untangle, the ones where engineering, business, and data all have different definitions of done. I started as a software engineer, moved into Scrum, and eventually into full program management. That path means I can have a real conversation with a data team at 10am and present to a CDO at 3pm without changing gears too much. I set up OKR and KPI frameworks that teams actually use, manage up to 50–60 people across concurrent programs, and have a pretty consistent track record of getting things shipped on time.

WORK EXPERIENCE

Program Manager | NationsBenefits | Hyderabad, India

April 2025 - Present

- Managing **10+ enterprise benefit programs**: Vision, Hearing, Dental, Provider Onboarding, CRM, & Transport, across US payer ecosystems, with about **50–60 people** spanning engineering, compliance, and operations.
- Own the program end to end: sit with business and tech teams to understand what they actually need, **translate that into a roadmap, lock in commitments, and track delivery** without losing anyone along the way.
- Run weekly **KPI reviews** covering team **velocity, capacity, platform health, and bug ratios**, not to fill a dashboard, but to have honest conversations with leadership about where things stand and what needs to move.
- Chair the **Change Advisory Board** for every production release, making sure risk is properly assessed, rollback plans exist, and the right people have signed off before anything goes live.
- **Sit between the data and ops teams and senior leadership**, a lot of my job is making sure what's happening technically is understood at the leadership level, and vice versa.

Growth Product Manager | Fresh Prints | Hyderabad, India

Dec 2024 - March 2025

- Ran **5 growth initiatives** simultaneously tied to a **\$100M revenue target**, coordinating across 2 product squads and **multiple third-party vendors**, each with their own priorities and timelines.
- Designed an **AI-based licensing validation workflow** using Clarifai to automate design compliance checks, something the team had been doing manually for every single submission before that.
- **Tracked adoption, conversion, and drop-off** for the Add to Store feature from launch, used that **data to shape iteration** decisions rather than relying on assumption.
- Introduced proper **BRD and PRD sign-off** checkpoints that kept scope honest, small thing, but it stopped two separate instances of quiet scope expansion mid-sprint.

Program & Product Manager | Hikigai India Pvt Ltd | Bengaluru, India

June 2023 - Nov 2024

- Led the build of KOI, an **AI clinical assistant** integrated with FHIR-compliant EHR systems. Took it from **concept to a shipped product** with 10+ features including NLP transcription, OCR report summarisation, and structured clinical data workflows.
- **Managed 6–7 squads** running at the same time across different workstreams, kept delivery moving by staying close to dependencies, restructuring the backlog when needed, and being clear about priorities when things conflicted.
- **Tracked MVP and post-launch performance** across **3 onboarded US clinics**, clinical adoption rates, workflow completion, feature usage, and fed that back into the next release cycle rather than treating launch as the finish line.
- **Handled weekly executive reporting**: program health, risks, & what was being done about them. Kept it straightforward rather than wrapping everything in positive framing when things were genuinely at risk.
- Won **Best Talent two years running**, nominated by both peers and leadership, which was the part that stuck with me.

Scrum Master | Jun 2020 – Jun 2023

- Led the **shift to Agile** across enterprise POS and kiosk platforms, changed how the teams planned, how they tracked work, and how they communicated progress. **Sprint velocity went up by 25%, release timelines came down by 15%**, and planning stopped feeling like a chore.
- Set up the **metrics framework** from scratch, velocity, capacity, bug ratios, burn-down and made sure it actually fed into decisions, not just retrospective slides.
- **Ran concurrent programs** across backend, frontend, and payment integration vendors, spent a lot of time mapping dependencies and making sure nobody was waiting on someone who didn't know they were blocking.
- Learned quickly that not every team needs the same amount of process, some needed clear structure, others just needed someone to unblock them and get out of the way.

Software Engineer | Jul 2019 – Jun 2020

- **Built backend services** in Java and Groovy (Spring Boot) and **Angular-based frontend modules** for enterprise POS and kiosk systems running across multiple retail locations.
- **Handled SQL optimisation**, payment gateway integrations, and day-to-day production support, the kind of work that taught me what it actually costs an engineering team to context-switch or absorb a last-minute requirement.

EDUCATION

Product Management Certification

Indian School of Business, India

March 2023 - June 2023

B.Tech – Information Technology

Chhattisgarh Swami Vivekanand Technical University

July 2016 - June 2020

CERTIFICATIONS

- Certified ScrumMaster (CSM)
- Google Analytics for Beginners

TECHNICAL SKILLS

- **Program & Delivery Tools:** Jira, Confluence, Microsoft 365
- **AI/ML Workflows:** Clarifai, NLP Pipelines, OCR Processing
- **Databases:** SQL
- **Backend:** Java, Groovy, Spring Boot
- **Frontend:** Angular, JavaScript, React
- **Data Standards:** FHIR, ICD-10/11, CPT (workflow-level)