

MD ARIF RAIHAN, MMA

Senior Project / Program Manager | Digital Transformation | Enterprise Technology | Agile Delivery

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PROFILE SUMMARY

- PMP-certified Senior Project / Program Manager with 10+ years of experience leading enterprise technology, digital transformation, payment, transit, data, and operational initiatives across public- and private-sector environments, with project values ranging from approximately \$1M to \$50M.
- Proven experience delivering complex technology initiatives at Metrolinx/PRESTO, coordinating Product, Engineering, Infrastructure, Operations, Finance, business stakeholders, and external vendors from planning through deployment and production transition.
- Experienced in managing project scope, schedules, budgets, forecasts, RAID, change control, vendor delivery, quality, dependencies, executive reporting, go-live readiness, and operational transition in complex, regulated environments.
- Strong ability to translate technical and business issues into clear recommendations, manage cross-workstream dependencies, and support senior leadership decision-making.
- PMP and multi-certified Agile practitioner (CSM, CSPO, SAFe, ICP-ACC) with extensive experience applying Agile delivery practices alongside structured enterprise project governance.

SKILL SUMMARY

- **Project / Program Delivery:** End-to-end project lifecycle management, project planning, scheduling, budgeting and forecasting, scope management, delivery governance, SDLC, implementation planning, deployment, cutover, and operational transition.
- **Risk, Issue & Change Management:** RAID management, dependency management, change control, issue resolution, escalation management, corrective action planning, quality assurance, and delivery risk assessment.
- **Stakeholder & Vendor Management:** Multi-vendor delivery, procurement and contract governance support, executive reporting, steering committee communication, cross-functional coordination, and senior stakeholder management.
- **Agile Delivery:** Scrum, SAFe, sprint planning, backlog coordination, requirements management, user stories, roadmap alignment, and developer hand-off.
- **Technology Delivery & Operations:** Enterprise applications, digital payment platforms, software implementation, systems integration, production readiness, release management, and production validation.
- **Tools:** Jira, Confluence, Microsoft Project, Power BI, Excel, SQL, Figma, Miro; working knowledge of GenAI and AI-enabled project delivery tools.
- **Domain Experience:** Transit and mobility technology, PRESTO/payment systems, fintech, enterprise platforms, data and analytics, and regulated operational environments.

PROFESSIONAL EXPERIENCE

Senior Business Analyst, PRESTO, Metrolinx, Toronto, Canada

2024 - 2026

Led business analysis, requirements, stakeholder alignment, and delivery support for complex digital initiatives within the PRESTO ecosystem, working across product, technology, operations, and vendors.

Key Achievements

- Translated complex business needs into clear requirements, process flows, and actionable delivery plans.
- Facilitated stakeholder workshops and cross-functional alignment across business and technical teams.
- Supported solution design, testing readiness, issue resolution, and implementation planning.
- Improved traceability and decision-making through structured requirements, documentation, and governance.
- Partnered with project and product teams to manage dependencies, risks, and change impacts across initiatives.

Project Manager, PRESTO, Metrolinx, Toronto, Canada

2023 - 2024

Led cross-functional delivery of the PRESTO Mobile Wallet across Apple and Google ecosystems, coordinating product, engineering, operations, vendors, and executive stakeholders in a large-scale public transit environment.

Key Achievements

- Led project planning, governance, RAID management, executive reporting, and cross-functional coordination.
- Managed vendor dependencies, delivery risks, scope, budget, and operational readiness.
- Supported rollout of a high-visibility digital payment platform across the transit ecosystem.

- Improved financial efficiency through stronger vendor and delivery governance, contributing to approximately 5% cost savings.
- Drove issue resolution across complex technical and business dependencies to maintain delivery momentum.

Product/Project Manager, FastPay Digital Wallet, Erbil, Iraq 2019 - 2022

Led product and project delivery for FastPay’s digital wallet platform, coordinating cross-functional teams, product requirements, client stakeholders, and Agile delivery from roadmap through release.

Key Achievements

- Drove 60% customer acquisition growth within 3 months
- Reduced delivery cycle time from 30 days to 10 days
- Reduced project impediments by 80%
- Maintained approximately 95% resolution of tracked risks, actions, issues, and dependencies
- Managed roadmap, requirements, Jira/Confluence workflows, stakeholder communication and release coordination

Senior Project Coordinator, SSL Wireless, Bangladesh 2017 - 2019

Supported end-to-end delivery of multiple software implementation projects, coordinating clients, cross-functional teams, vendors, timelines, and project quality.

Key Achievements

- Delivered multiple software projects for enterprise clients, including LMS and digital service platforms. - Managed project teams of approximately 10–25 members and supported delivery for projects valued up to approximately CAD 10K+.
- Contributed to the organization’s CMMI Level 3 appraisal preparation and certification process.

Officer, Paragon Group, Bangladesh 2016 – 2017

Supported enterprise ERP, HR, and Finance system implementation across an environment serving approximately 10,000 end users.

Project Coordinator, Zeteq System, Bangladesh 2015 – 2015

Supported software/GIS project delivery, requirements coordination, and project tracking using Jira and Confluence.

EDUCATION

Master of Management Analytics, Smith School of Business, Queen’s University, Kingston, ON 2025 – 2026

- Analytics strategy, modern data platforms, predictive modelling, AI ethics, and analytics project delivery
- CGPA 3.96

Bachelor of Business Administration, Heriot-Watt University, UK 2013 - 2015

CERTIFICATION & PROFESSIONAL DEVELOPMENT

Professional Certifications: PMP (2021); Certified Scrum Master, CSM (2017); Certified Scrum Product Owner, CSPO (2017); SAFe 5 Agilist (2024); ICP-ACC (2020); CAL O and CAL E (2021).

Additional Development: Practical Application of Generative AI for Project Managers, PMI; Structured Problem-Solving, Lean CoE, Metrolinx; PMI Bangladesh Project Management Mentorship Program mentor (2025).

RELEVANT PRODUCT & TECHNOLOGY PROJECTS

GO Companion | AI-enabled transit service concept. Defined rider-focused workflows, feature requirements, and privacy-aware architecture; conducted early stakeholder validation with Metrolinx product and I&T team members.

AI Intelligence PMO | Project governance concept. Developed requirements, Jira-based data flows, and prototype workflows for automated delivery reporting, risk identification, and project-capacity insights using LLM-enabled analysis.