

# BILAL IQBAL

MBA, LSSBB, PMP, ACP, SPC, CSM



Fort Worth, TX



(512) 815-0678



biqbal11@gmail.com



www.bilal-iqbal.com



www.linkedin.com/in/bilaliqbal

## SUMMARY

A global technology leader with 15+ years of experience successfully building technology strategy, enabling digital experience, and transforming product delivery & operations across multiple industries. Proven success record of building diverse, high-performing engineering and enablement teams of 5-85 members with department budgets of up to \$20M. Critical competencies include:

- IT Strategy and Planning
- Digital Transformation
- Customer Experience (CX)
- Project & Program Mgmt. (PMO)
- Process Transformation
- Organizational Change Mgmt. (OCM)

## KEY ACHIEVEMENTS

- Led 5 enterprise-wide transformations in the Telecommunications, Financial Services, and Transportation industries to modernize technology, scale operations, and transform product delivery across organizations of 300 to 40,000+ employees.
- Delivered a \$150M technology portfolio annually that accelerated speed to market and improved build quality. Successful deliveries ranged from Salesforce CRM & SAP ERP customizations to cloud migrations, advanced digital capabilities, and innovative automation use cases (leveraging IoT, Machine Learning, and Artificial Intelligence).
- Achieved \$20M+ cost savings, \$4M billing credit reductions, and 33% Sales Cycle Time improvement through end-to-end process optimizations, automated field & call center operations, and standardized Sales Playbook.
- Reduced production outages by 80% across critical customer-facing applications through a diligent incident handling & remediation process and a lightweight yet rigorous process for new production builds. (DevOps)

## PROFESSIONAL EXPERIENCE

**BNSF Railway, Fort Worth, TX**

**May 2019 – Present**

*Director, Technology Customer Experience & Strategic Delivery PMO*

- Led 85-member software engineering department with \$20M budget to deliver advanced capabilities such as freight tracking, notifications, and APIs across multiple platforms (Salesforce, Vendavo, IBM WebSphere, MS SharePoint).
- Reduced production outages by 80% and improved build quality through disciplined execution of architecture and QA practices.
- Managed delivery of Hub Automation & Capacity projects (≈\$30M), in addition to overseeing broader PMO enablement and tools.
- Devised a strategy with Marketing leadership to transform Customer Experience based on customer journeys and data insights.
- Delivered confidential strategic growth initiative (under CFO oversight) with a cross-functional team of AVPs & VPs.

*Director, PMO & Change Enablement – Delivery Services*

- Founded a 70-member PMO practice to deliver \$150M in application development and modernization programs annually.
- Facilitated annual planning across \$300M technology budget and managed IT roadmap, including the long-range plan (LRP).
- Established fit-for-purpose delivery and change management frameworks, leading to 90% adoption in the first year.
- Remediated critical delivery-specific audit findings in record time, with direct line of sight to CEO and the board.
- Improved talent acquisition and retention capability by modernizing job roles across 700+ employees in Technology Services.

**TD Bank, Toronto, ON**

**Jan 2018 – May 2019**

*Director, Product Delivery Transformation*

- Established and staffed an Agile CoE to mature product management practice across Technology Risk Management (Security).
- Facilitated transition of \$10M cybersecurity portfolio to TD's Scaled Agile framework.
- Supported delivery transformation across three banking segments through executive coaching, training, and team mobilization.

**TELUS Communications, Toronto, ON**

**May 2014 – Jan 2018**

*Director, Business Process Improvement*

- Led 35+ team members to deliver \$12.5M cost savings, \$4M billing credit reductions, and 25K customer effort hour reduction annually through optimized quote-to-cash processes and support operations across TELUS Business & Sales vertical.
- Crowd-sourced process ideas through an internal innovation platform, with a 150% YoY growth and \$2M+ in annual cost savings.
- Reduced Sales Cycle Time by 33% and improved margins by 10% through optimized processes and a standardized Sales Playbook.
- Designed processes for new cloud offerings and reduced annual operational cost for legacy product & service delivery by \$3M.

**Interac Corporation, Toronto, ON**

**Apr 2013 – Apr 2014**

***Senior Manager, Agile PMO-Process Improvement (Consultant)***

- Led a team of technical project managers to transition \$30M+ portfolio to an Agile product-based delivery model.
- Established a Lean Portfolio Planning process to facilitate data-driven decisions based on capacity, demand, and priorities.
- Facilitated People & Culture transformation (under CEO oversight) to successfully transition the organization to a for-profit model.

**Workplace Safety & Insurance Board, Toronto, ON**

**May 2012 – Apr 2013**

***Lean & Agile Transformation Coach (Consultant)***

- Developed a comprehensive IT transformation roadmap with business performance metrics to assess key challenges, implement minimum viable changes, and measure behavioral shifts across 250 employees.
- Implemented a visual intake system for IT teams with capacity and performance KPIs, leading to 60% efficiency gains.
- Established a fit-for-purpose Lean-Agile delivery framework (using Kanban, Scrum & RUP), and onboarded teams and leadership.

**SAP Canada, Toronto, ON**

**Sep 2011 – Apr 2012**

***MBA Student Consultant, Strategy Field Study***

- Led 360 assessment of SAP Canada and obtained agreement on strategic growth recommendations from the executive team.

**BlackBerry, Waterloo, ON**

**May 2006 – Aug 2011**

***Process Improvement Manager and Project Manager***

- Improved shipment processes across 500 carriers and distributors, realizing \$8M+ in savings and 20% increased productivity.
- Documented, analyzed, and prioritized 70+ legacy supply chain management processes by business impact.
- Managed enterprise beta programs with at least an 80% feedback conversion rate prior to production release.
- Delivered infrastructure and application development projects with budgets of up to \$5M.

## ADDITIONAL EXPERIENCE

**Sheridan College, Mississauga, ON**

**Apr 2013 – May 2019**

***Adjunct Professor, Business Analysis Program***

- Trained 500+ students on Agile Methodologies and Business Requirements with exceptional ratings.
- Developed learning materials for 3 training courses, including case studies, simulations, and group activities.

## EDUCATION

**Massachusetts Institute of Technology (MIT), Cambridge, MA**

***Professional Certificate in Digital Transformation (Dec 2022 Candidate)***

**Schulich School of Business – York University, Toronto, ON**

***Master of Business Administration; Major in Strategic Management***

**McMaster University, Hamilton, ON**

***Bachelor of Engineering & Management; Major in Electrical Engineering***

## CERTIFICATIONS

- **Change Management:** Prosci Certified Change Practitioner
- **Process Improvement:** Lean Six Sigma Black Belt (LSSBB), Rummler-Brache Process Improvement
- **Project & Product Management:** Project Management Professional (PMP), Certified SAFe Program Consultant (SPC), Certified SAFe Product Owner/Product Manager (POPM), PMI Agile Certified Practitioner (PMI-ACP), Certified Scrum Master (CSM)
- **Technology:** AWS Certified Cloud Practitioner (CCP)

## TECHNICAL SKILLS

- **Productivity:** Microsoft Office, Microsoft Teams, Microsoft SharePoint, Slack, Confluence
- **Project Management:** Microsoft Project, Planview, Digital.ai Agility/VersionOne, Jira
- **Analytics:** Tableau, PowerBI, Minitab