

DEBASHIS MITRA

*Specialist Product & Technical Product Manager
Architecting High-Stakes SaaS Solutions for Complex, Data-Intensive Environments*

PROFILE SUMMARY

A specialist Product and Technical Product Manager with over 18 years of experience architecting and delivering high-value SaaS solutions for mission-critical, data-intensive B2B and B2B2C ecosystems, with 12+ years of dedicated experience. My core value lies in deconstructing highly complex operational and technical challenges in sectors like global aviation, scientific research, and finance, and translating that deep analysis into elegant, scalable, and profitable product strategies.

I am an unorthodox manager; I am a strategic problem-solver entrusted to lead when the stakes are highest. This includes ownership of product portfolios with \$20M+ P&L responsibility, architecting intricate, multi-national data systems, and leading the technical and business modernization of legacy platforms. I excel at the intersection of deep technology and business strategy, building the trust and clarity needed to lead high-performing, cross-functional teams toward solving foundational challenges.

Aspiration: To apply my expertise in a senior product leadership role where the primary challenge is solving complex, systemic problems through deep analysis, strategic foresight, and market-defining technology.

CORE CAPABILITIES & SPECIALIZATIONS

Complex Problem Deconstruction: Diagnosing and modelling intricate operational, technical, and business systems to identify foundational gaps and strategic opportunities.

Strategic Product Architecture: Defining product vision, strategy, and roadmaps for complex SaaS platforms, ensuring alignment between market needs, technical feasibility, and long-term business objectives.

High-Stakes Financial & Delivery Management: Leading multi-million-dollar programs (\$20M+ P&L) and global teams (50+ FTEs) with full accountability for financial performance, technical delivery, and operational excellence.

Deep Technical & Data Acumen:

- Architecting secure, real-time API integrations and complex data flows (GDPR, tokenization).
- Leading AI/ML-driven product innovation, from conceptualization to MLOps pipeline strategy.
- Mastery of process modelling (BPMN, UML) to optimize and re-engineer core business systems.

Cross-Functional Leadership in Complex Environments: Uniting diverse, global stakeholders (from C-suite to engineering) around a single strategic vision, breaking down silos to drive innovation and ensure seamless execution.

KEY DEMONSTRATIONS OF SPECIALIST IMPACT

Architecting Federated Scientific Data Systems: At UWA, I played a pivotal role in the architectural design of a federated data archival and discovery system for the initiative. This involved designing secure authorization token flows and interfaces to enable seamless data sharing across multiple institutions in 7+ countries, solving a foundational challenge for future scientific collaboration.

Strategic Deconstruction of Airport Operations: For a leading international airport, I led the full-scale analysis and redesign of its operations centre. This involved diagnosing and modelling core operational data flows to architect a first-of-its-kind, KPI-driven platform, transforming complex, siloed processes into an integrated, data-driven system poised for global replication.

Harnessing AI/ML for Predictive Revenue Growth: At Sabre, I drove the product innovation for AI/ML-powered retail intelligence tools. I led the strategy for systems that used historical and behavioural data for predictive pricing, generating significant incremental revenue per seat and placing Sabre at the forefront of the market.

Mastery of Complex System Integration & Modernization: I have repeatedly led the technical strategy for modernizing mission-critical systems. This includes orchestrating over 5 robust API integrations, migrating legacy airline platforms to resilient cloud infrastructures, and delivering a ~\$1M cost reduction through IT modernization.

Analytically-Driven Cost Optimization: I have a proven record of using deep process analysis to drive financial efficiency. I delivered ~£300K in savings on a UK Building Society project by re-engineering testing and business analysis processes and drove an additional \$100K in savings by optimizing change request triage.

PROFESSIONAL EXPERIENCE

TECHNICAL PRODUCT MANAGER | Granicus | October 2025 – Till date

As a TPM, I partner with Product Managers to drive feature implementation and strategic initiatives, while guiding Product Owners and engineering teams to ensure seamless delivery. [Granicus Agenda Suite](#)

Strategic Mandate: Drive technical product oversight for the govMeetings Agenda product suite, orchestrating feature delivery for governmental agencies (cities and councils) across the US, Canada, Australia, and the EU.

- **Orchestrating Technical Roadmap Strategy:** Partnering with Product Managers to translate high-level strategic initiatives into executable technical specifications for the govMeetings Agenda suite. This ensures seamless alignment between business goals and engineering execution, driving the roadmap for products used by government agencies globally.
- **Facilitating Cross-Functional Agile Delivery:** Serving as the critical interface between business stakeholders and technical teams to streamline feature implementation - I support Product Owners in defining technical requirements, ensuring that complex initiatives are accurately scoped and delivered by engineering squads.
- **Driving Global Product Evolution:** Managing technical requirements for a diverse client base across the US, Canada, Australia, and the EU – This involves balancing regional compliance needs with a unified product strategy to support mission-critical government meeting workflows.
- **Optimizing Feature Implementation:** Leading technical definition and prioritization of initiatives to accelerate development cycles, bridging the gap between strategic intent and code-level deployment, ensuring high-value features reach the market efficiently.

References available on request.

PRODUCT MANAGER | University of Western Australia | May 2024 – July 2025

UWA collaborates with national science, computing, and research leaders to build data infrastructure enabling world-class radio astronomy for the global scientific community.

Strategic Mandate: Recruited to the program leadership team to architect the foundational product strategy for a multi-national federated scientific data infrastructure. My core objective was to deconstruct the complex requirements of a global research consortium (spanning 7+ countries) and define the technical blueprint for a high-volume, cross-border data archival and discovery system.

- **Delivered Foundational Product Milestone:** Orchestrated the end-to-end delivery and release of the platform's v0.1 functionality—a critical program milestone. This was achieved by aligning diverse, cross-border engineering teams under a unified Agile framework, successfully transitioning the initiative from concept to a deployable architectural baseline.
- **Architected Complex Federated Systems:** Led the technical design for secure, federated data discovery and archival. I engineered robust authorization token flows and interface protocols to enable seamless, policy-compliant data sharing across multiple international institutions, resolving a primary blocker for global scientific collaboration.
- **Elevated Agile & Delivery Excellence:** Transformed the delivery culture by establishing SAFe and Agile best practices across distributed SCRUM teams. This intervention increased velocity, improved resource predictability, and introduced advanced backlog management to a previously siloed environment.
- **Leadership Impact:** As a core decision-maker, I drove the technical and strategic alignment required to resolve critical architectural blockers. My delivery of the v0.1 baseline established the operational groundwork necessary for the program's future large-scale rollouts and global research enablement.

References available on request.

HEAD OF TRANSFORMATION, APOC | WAISL | November 2023 – March 2024

A specialist in airport IT and digital transformation, WAISL delivers integrated technology and analytics platforms for major airports and aviation authorities. Website: [WAISL Digital](#)

Role Summary:

Entrusted with full product and technical leadership to deliver the next-generation, fully integrated KPI-driven Airport Operations Centre (APOC)—designed for global scalability and monetization—at a leading international airport.

Key Achievements & Responsibilities:

- **Product Vision & Platform Strategy:**
Conceived and executed the vision and roadmap for a pioneering airport operations platform, architected for modular scalability and future replication across international clients.
- **End-to-End Program & Financial Leadership:**
Led all aspects of program and test management, accountable for a \$1.5M P&L. Directed a core team of 10 direct reports, and mobilized an extended workforce of 35+ contributors in KPI Phase I.
- **Technical Productisation & Agile SDLC Optimization:**
Launched the APOC solution atop a cloud-based Java Oracle platform, formalizing productisation plans and leveraging Agile methodologies for accelerated feature delivery and robust SDLC process improvement.
- **Structured Digital Transformation Execution:**
Orchestrated an end-to-end, phase-wise transformation:
 - **Assessment:** Mapped workflows and pinpointed critical operational gaps.
 - **Planning:** Defined vision, KPIs, and multi-phase execution roadmap.
 - **Execution:** Integrated cutting-edge automation, digital tools, and live analytics dashboards.
 - **Adoption:** Led stakeholder training sessions, fostering organization-wide buy-in and sustainable user adoption.
- **Cross-Functional Collaboration:**
Broke down silos between Operations, IT, and Analytics, instilling a culture of continuous improvement and driving superior outcomes through data democratization.
- **Operational Impact & Data-Driven Results:**
Delivered measurable improvements in operational efficiency and decision quality by implementing real-time data pipelines and actionable insight dashboards.
- **Major Milestone Achievement:**
Successfully launched and deployed Phase I—rolling out 25 of 100 planned KPI metrics—and instituted a comprehensive change management framework, providing a repeatable blueprint for successive transformation phases.

Outcome Statement:

This mission-critical leadership role demanded the alignment of technical innovation with business objectives, hands-on delivery in high-stakes environments, and a relentless focus on stakeholder value—resulting in a scalable platform now positioned for global airport adoption.

References may be available on request.

PRINCIPAL PRODUCT MANAGER | Sabre | February 2015 – November 2023

A global travel technology powerhouse, Sabre provides reservation, distribution, and operations solutions to airlines, hotels, travel agencies, and tour operators worldwide.

Relevant Links: [Sabre Product Suite](#)

[New Launch - Upgrade IQ](#)

[Marketing Campaign Video - YouTube](#)

Role Summary:

Led product strategy, vision, and execution for multi-million-dollar, cloud-based SaaS initiatives in air retail intelligence and revenue management, serving a global airline client base.

Core Responsibilities & Impact

- **Product Leadership & Strategy:**
Owned \$20M+ P&L and defined vision, strategy, and roadmaps for three major cloud SaaS products (Java, Oracle, MongoDB stack), while overseeing initiatives on five mission-critical platforms in high-volume airline environments.
- **Customer Delivery & Engagement:**
Acted as the main customer contact—facilitating workshops, product demos, and technical solution sessions. Managed strategic customer relationships and consistently delivered urgent, transparent resolution of issues to maintain trust.
- **Portfolio & Technical Achievements:**
 - **Cargo Revenue Manager:** Drove product development for capacity, network, and allotment management modules, optimizing revenue streams for one of the world's top cargo carriers by reshaping pricing and sales practices.
 - **Revenue Optimizer:** Built advanced SaaS tools for near real-time, analytics-driven revenue decisioning, including integrations that improved forecasting for LCC and full-service airline partners.
 - **Dynamic Availability & Retail Intelligence (DA/APIQ):** Led AI/ML-powered product innovation generating incremental revenue per seat, enabling predictive pricing based on historical and behavioural data—at the forefront of Sabre's market offering.
 - **Crew Management:** Delivered advanced scheduling, rostering, and legal compliance features rolled out to three major global airlines, maximizing crew utilization and regulatory adherence.
- **Digital Transformation:**
Headed legacy-to-cloud migrations and introduced resilient, modernized infrastructures—raising system uptime and operational efficiency.
- **Agile & DevOps Excellence:**
Orchestrated the shift to Agile and DevOps across the full product suite, resulting in 20+ successful releases, faster delivery cycles, and higher product quality.
- **Change Management & Collaboration:**
Developed and executed phased transformation strategies, facilitated cross-functional engagement, led iterative releases, and trained teams to ensure successful adoption and KPI achievement.
- **Technical Delivery:**
Led and delivered 5+ API integrations, advanced UI/UX features, secure payment technology, and GDPR-compliant upgrades. Directly supported incident triage, live releases, and critical client queries.
- **Mentorship & Thought Leadership:**
Mentored product and technical team members, developed onboarding/training programs, and published best practices to foster a culture of excellence and innovation.

Outcome Summary:

- *Fast-tracked to ownership of three core product visions through three rapid promotions in four years.*
- *Handled and launched multiple flagship features/product (Cargo RM, Crew Manager, Revenue Optimizer, DA, AirPrice IQ, Upgrade IQ), resulting in incremental revenue growth, additional annual revenue streams, and a 10% customer satisfaction boost.*
- *Delivered \$2M+ in new revenue and significant cost-saving efficiencies via product operations optimization and process automation.*
- *Built a collaborative, improvement-focused culture across multiple (5+) technical and agile teams—consistently recognized for client innovation and partnership.*

SENIOR CONSULTANT | Capgemini | July 2014 – January 2015

A global leader in consulting, digital transformation, and technology services, Capgemini partners with enterprises across all industries to drive business innovation and manage digital change at scale. Website: [Capgemini India](https://www.capgemini.com/india)

Role Overview:

Oversaw a portfolio of high-impact eCommerce initiatives, delivering accelerated product releases and operational improvements for a major US telecom. Entrusted to lead multi-disciplinary teams and ensure superior business outcomes in a highly dynamic environment.

- **Team & Delivery Leadership:**
Directed and consulted on cross-functional teams (30+ FTEs), overseeing the development of SaaS and Java-based POCs and product releases for mission-critical projects.
- **Agile Execution & Stakeholder Management:**
Orchestrated seamless coordination among business, technical, and QA stakeholders; ensured on-time delivery via disciplined Agile SDLC standards, optimizing workflows for evolving priorities.
- **Process & Test Optimization:**
Improved test effectiveness by ~15% through refinement of test cycles, prioritization, and agile adaptation to deployment requirements. Streamlined release processes to minimize transaction times, facilitating rapid hotfix deployment and increased operational agility.
- **Business Analysis & Product Planning:**
Led comprehensive requirements gathering, translating business needs to user stories and estimation for sprint planning. Actively partnered with clients to refine backlogs, align priorities, and ensure delivery of key milestones.
- **Quality Assurance & Issue Resolution:**
Championed client validation, proactively resolving queries and defects, and ensuring defect-free, timely deliverables across all project tracks.
- **Agile Enablement & Scrum Leadership:**
Acted as Scrum Master, driving Agile adoption and establishing a culture of continuous improvement, empowering teams and management alike.

Outcome Statement:

Enabled accelerated deployment of high-quality eCommerce enhancements in fast-paced, delivery-centric settings, fostering operational excellence and client satisfaction.

IT ANALYST | Tata Consultancy Services | September 2011 – June 2014 (Includes onsite engagement in the UK)

A world-leading IT services and consulting firm, TCS partners with Fortune 500 companies and large enterprises across sectors such as finance, retail, telecom, and healthcare. Website: [TCS](https://www.tcs.com)

Role Summary:

Entrusted with managing and delivering concurrent enterprise technology projects for national and international clients—including a flagship year-long engagement in the UK financial sector—across SaaS (Siebel, Peoplesoft ERP, and COTS) application landscapes.

Key Achievements & Responsibilities:

End-to-End Project & Team Delivery:

- Led diverse, cross-functional teams in designing and executing comprehensive use cases and end-to-end scenarios, identifying risks and optimizing delivery for both domestic and global clients.

Domain Expertise & Business Analysis:

- Developed deep domain expertise across multiple industries, translating complex business requirements into actionable solutions that elevated workflow efficiency and delivery outcomes.

Product Backlog & Priority Management:

- Collaborated with stakeholders to manage product backlogs and prioritize enhancements and defect resolution, ensuring strategic alignment and technical feasibility across multiple concurrent projects.

Process Optimization & Test Automation:

- Spearheaded end-to-end test automation and business analysis for a major arrears management transformation at a UK Building Society, directly delivering ~£300K in cost savings.

- Optimized change request triage, driving an additional \$100K in savings by enabling clearer separation and prioritization of critical deliverables.
- Reduced testing efforts by ~25% via development of a robust regression suite, consistently surpassing project benchmarks.

Stakeholder Engagement & Change Enablement:

- Maintained direct client engagement throughout requirements gathering, solution design, and rollout, ensuring stakeholder alignment and sustainable process adoption.

Outcome Statement:

This role demanded hands-on leadership, sophisticated business analysis, and rigorous delivery discipline—resulting in measurable cost savings, streamlined processes, and enhanced client value for financial sector leaders in high-stakes, fast-paced environments.

CONSULTANT | PricewaterhouseCoopers | October 2010 – August 2011

A top global professional services firm, PwC advises corporations, governments, and non-profits on strategy, risk, and business transformation.

Website: [PwC India](#)

Role Summary:

Entrusted to drive business strategy, market growth, and client engagement for PwC's consulting practice, leveraging analytical insight and commercial acumen to shape high-value solutions for clients across diverse sectors.

Key Achievements & Responsibilities:

Strategic Insight & Capability Building:

- Delivered fresh perspectives on market trends and emerging opportunities, developing best-practice frameworks and internal knowledge assets to strengthen PwC's consulting capabilities and elevate its service portfolio.
- Supported the design and refinement of business strategies, working alongside cross-functional teams to ensure delivery of robust, insights-driven client solutions.

Business Development & Pre-Sales Support:

- Identified new business opportunities by directly engaging with existing and prospective clients; partnered with PreSales to craft tailored, high-impact proposal responses that drove new engagements and advanced PwC's growth agenda.

Client Engagement & Bid Management:

- Conducted customer presentations and demos, managed bid processes and deal negotiations, and contributed to successful business wins through persuasive communication and in-depth product knowledge.

Notable Achievements:

- Elevated customer satisfaction for key accounts by proactively understanding client needs and delivering meaningful engagement.
- Collaborated seamlessly with cross-functional teams to produce compelling commercial proposals and consistently agile responses to bids and RFIs, securing business wins and building long-term client relationships.

Outcome Statement:

This consulting role at PwC demanded a proactive, client-focused approach, strong analytical skills, and commercial leadership – contributing to business expansion, enhanced client satisfaction, and the continuous development of PwC's consulting capabilities in a dynamic global market.

An international technology and engineering firm, Tech Mahindra delivers IT, networking, and business process services to telecom operators, enterprises, and public sector clients. Website: [Tech Mahindra](#)

Role Summary:

Held a high-impact Sales Analyst role reporting directly to the CEO, with end-to-end responsibility for sales analytics, business reporting, and process improvement across multiple geographies and business units. Notably appointed as the youngest team member to manage such a broad remit in a dynamic enterprise environment.

Key Achievements & Responsibilities:

Strategic Analysis & Commercial Insight:

- Delivered comprehensive analytical insights and funnel analysis on active business opportunities, proactively identifying preventive strategies and improving sales opportunity forecasting.
- Provided financial models and projections to inform executive decision-making and guide revenue planning across the organization.

Process Optimization & Data Integrity:

- Streamlined internal reporting processes, developing actionable metrics that boosted operational efficiency and supported strategic business initiatives.
- Implemented robust data integrity protocols, ensuring the reliability and timeliness of key reporting outputs.

Executive Dashboarding & Leadership Reporting:

- Developed and maintained executive dashboards for senior leadership, enabling real-time visibility into pipeline health and business performance.
- Drove data-driven decision-making by tracking performance metrics and enabling timely course correction as required.

Development & Quality Assurance:

- Served as Developer, engineering key system enhancements while maintaining rigorous test coverage and collaborating with diverse internal stakeholders.
- Acted as Test Leader for multiple CRS and project releases, overseeing end-to-end quality assurance and delivering critical enhancements within aggressive timelines.

Initial Training and a start to remember:

- I completed one of the most rigorous initial training and induction programs, where proficiency in Java, Database, and Unix programming was essential. I emerged as the batch topper of the Initial Training Program (ITP) held in Pune from July to September 2007 (Batch No. PUN010010).

Outcome Statement:

This multifaceted role demanded sharp analytical problem-solving, technical expertise, and proactive leadership—resulting in improved sales forecasting accuracy, streamlined processes, and actionable insights that advanced business objectives and operational success.

PROFESSIONAL QUALIFICATIONS & CERTIFICATIONS

Agile Product Management & Scrum Certifications:

- Certified Scrum Product Owner (CSPO)
- Certified Scrum Master (CSM)
- Professional Product Owner I
- Professional Scrum Master I
- SAFe Product Owner/Product Manager
- PMI Agile Certified Practitioner (PMI-ACP)

Product & Program Management:

- PMI Professional in Business Analysis (PMI-PBA)
- Microsoft Program Management

- Google Project Management

UX & API Specializations:

- Google UX Design
- API Product Manager (API Academy)

Project & Service Management:

- PRINCE2 Foundation and Practitioner
- ITIL Foundation, Service Strategy, Service Design

Testing & Quality Assurance:

- ISTQB (Foundation, Test Manager, Test Analyst, Technical Test Analyst)

SKILLS & TOOLS

- **Product & Analysis Tools:** JIRA, Confluence, MS Project, Visio, Trello, Miro, Rally, aha, VersionOne
- **Agile & Delivery:** Agile Release Trains (ART), RTE
- **Technical & Cloud:** AWS, GCP, SaaS, REST APIs, SQL, Postman, SOAP UI, Jenkins, TeamCity, Github, CI/CD, DevOps support
- **Data & AI/ML:** ML pipeline, MLOps, supervised/unsupervised learning, dataset creation
- **UI/UX & Process Modelling:** Balsamiq, Figma, BPMN, UML, Use Case Development
- **Domain & ERP:** Airline/aviation (Sabre, Amadeus, ATPCO, NDC, PSS, Revenue Management, Pricing and Ancillaries), Banking, Lending, Telecom, Scientific Research, Utilities, Mining; ERP: Oracle, Peoplesoft, Siebel, Salesforce
- **Testing & Quality:** End-to-End, UAT, regression, automation, performance management.

EDUCATION

- Software Product Management, a 6-course specialization | University of Alberta on Coursera | 2019
- Digital Product Management: Modern Fundamentals | University of Virginia on Coursera | 2019
- Executive Program for Young Professionals (EPYP), Marketing | Indian Institute of Management, Kolkata | 2010
- Bachelor of Computer Science and Engineering | West Bengal University of Technology, Kolkata | 2007

EXTRA-CURRICULAR & RECOGNITION

- Competed at the State level in badminton and trained at YMCA, Calcutta, demonstrating discipline in extracurricular pursuits.
- Awarded Best Faculty for two consecutive quarters and multiple Best Speaker and Best Evaluator awards in Toastmasters, underscoring strong communication and leadership skills.
- Led and organized multiple employee celebrations and get-togethers, fostering team cohesion and positive workplace culture.
- Received numerous SayThanks accolades from leadership, management, and colleagues at Sabre recognizing meaningful contributions and collaborative excellence.
- Appreciation from Leadership at Granicus for contributions towards making process and team improvements.

INDEPENDENT PRODUCT INCUBATION [SIDE PROJECTS]

A portfolio of self-initiated technical builds to validate market hypotheses, test architectural feasibility, and translate complex domain logic into scalable software using AI-native technologies. **Portfolio:** debmitra.com/labs

REGTECH & COMPLIANCE

LexGuard

Thesis: NLP can automate first-pass triage of high-risk contract clauses before human review.

Build: Python prototype with keyword-density algorithms and a Risk Library; Traffic Light (RAG) dashboard for clause risk.

ComplianceOS

Thesis: SMEs need one orchestration layer for multi-framework compliance (SOC 2, GDPR, HIPAA, ISO 27001).

Build: Next.js + Supabase + Stripe; framework mapping, tasks, gap analysis, demo mode.

LEADERSHIP AND PRODUCTIVITY

Flow

Thesis: Product leaders need hands-on grasp of front-end state and drag-and-drop logic.

Build: Kanban task app (To Do → Doing → Done) with persistence; React, Recharts, dashboard.

Proteus

Thesis: Interfaces can adapt to user intent instead of fixed screens.

Build: Intent-based UI (natural language → intent → composed view); Next.js, design-system registry.

DATA & DISCOVERY

Federated Data System

Thesis: Cross-institutional discovery can keep data in place.

Build: Federated archival and discovery for research; React portal, IdP, Trust Anchor; Docker/Helm.

SiloBreaker

Thesis: Engineering leads need visibility into “bus factor” before key people leave.

Build: Git-log analysis for commit dominance and single points of failure; FastAPI, Redis, event-driven worker.

COMMERCE & EDGE

PriceLift

Thesis: B2B SaaS can use yield-management logic for dynamic pricing.

Build: Pricing middleware using time-of-day and location; Cloudflare Workers + KV.

UTILITIES

Maths Quiz

Thesis: Low-friction quiz contests need fixed time and automatic scoring.

Build: Flask + SQLite; per-user submissions, leaderboard.