

Shefali S.

Product Manager

United Kingdom, United Kingdom | [LinkedIn](#)

I build products that hold up in the real world - resilient, user-centred, and tied to outcomes the business actually cares about.

Over 12 years, I've taken digital and platform products from 0→1 through to live service, across insurance, payments, fintech, telecom, and regulated infrastructure. I've done this as a Product Manager, Product Owner, and Delivery/Programme Lead - which means I'm equally comfortable owning a product vision and roadmap, and orchestrating the cross-functional delivery machine that gets it live.

WHAT I BRING

→ Product strategy that's commercially grounded - I align roadmaps to business objectives and OKRs, not just backlog throughput, and I've directed multi-million-pound transformation programmes end-to-end.

→ Technical credibility - I've shaped platform architecture, microservices migrations, CI/CD pipelines and identity/auth flows shoulder-to-shoulder with engineering, on AWS and Azure.

→ Full lifecycle ownership - discovery, roadmap, delivery, go-live, live service monitoring and continuous optimisation. I don't hand off at launch.

→ Delivery leadership - sprint planning, release planning, risk and dependency management across multiple Agile teams and distributed programmes, with a track record of improving delivery predictability (up to 25%) and sprint readiness (up to 15%).

→ People leadership - I've line-managed and coached teams on story writing, prioritisation and ways of working, building high-trust, high-performing cultures.

→ Data-informed decision-making - behavioural analytics, A/B testing, and test-and-learn experimentation to drive adoption, retention and conversion, and to reduce delivery risk.

Recent work: leading a £5–10M digital transformation programme for a regulated UK infrastructure business; a large-scale cloud migration and microservices decomposition for an enterprise telecom platform; and building a payments/BNPL and greenfield insurance platform from zero to launch in Southeast Asia.

I'm genuinely curious about applying AI and GenAI to solve real product and delivery problems, and I care about building things that hold up to scrutiny - technically, commercially, and from the perspective of the people who use them.

Open to senior Product Manager, Product Owner, Delivery Manager, and Programme/Project Manager roles. If you're working on something ambitious, let's talk.

EXPERIENCE

Product Owner

Apr 2025 — Present

Aqua Consultants

Leading end-to-end delivery of a multi-million-pound digital transformation programme in a highly regulated infrastructure environment, driving regulatory compliance and user experience improvements.

- Own the product vision, roadmap and backlog for a live regulatory platform, balancing feature delivery and technical debt to maximise value.

- Improve delivery predictability by 25% through strategic roadmap planning and prioritisation of business value and delivery dependencies.

- Improve sprint readiness by 15% through effective backlog refinement, sprint and release planning across a multi-workstream programme.

- Facilitate discovery workshops with engineering to align business needs with technical capabilities, ensuring clear, value-maximising product specifications.

Product Owner

Apr 2023 — Mar 2025

Clover Bay Technologies Pvt Ltd

Delivered iterative product development for a UK-based mobile network operator's digital platforms, supporting millions of user interactions.

- Led migration of a high-volume SaaS product to a cloud-native AWS platform, decomposing a legacy monolith into microservices and reducing incidents by ~25–30%.

- Owned product strategy, portfolio and roadmap against retention and engagement OKRs, increasing user retention by 5–7% while cutting platform incidents by 20%.

- Line-managed and mentored a team through structured 1:1s, backlog reviews and coaching on story writing and prioritisation.

Product Owner

Jun 2022 — Jan 2023

Sirius Technologies

Thailand

Led product delivery for a payment gateway and BNPL platform, and built a greenfield digital insurance product from 0→1, operating across three Agile squads as Product Owner and delivery lead.

- Took a greenfield digital platform and payment gateway from zero to MVP in 6 months, establishing Agile ways of working from scratch.

- Drove test-and-learn discovery - user research, stakeholder interviews, MoSCoW prioritisation - reducing feature rework by 15% and accelerating time-to-value.

- Optimised roadmap prioritisation using behavioural analytics and dashboards, improving adoption and conversion while cutting mobile crashes by 20%.

Project Manager

Feb 2021 — Jun 2022

Thoughtworks

Thailand

Directed delivery of a large-scale digital transformation for Jetstar, a major Australian airline, modernising a high-traffic customer booking platform through a phased Azure migration.

- Delivered a phased cloud migration to Azure, evolving legacy systems into scalable platform services with zero disruption to live service.
- Partnered with Product Owners, architects, engineering and QA to translate requirements into prioritised backlogs, improving backlog readiness by 25%.
- Managed delivery risks and dependencies across four geographically distributed Agile teams, improving delivery predictability by 20%.

QA Project Manager

Dec 2018 — Dec 2020

Allianz Technology

Bangkok Metropolitan Area

Spearheaded end-to-end delivery of a greenfield digital insurance platform from concept to go-live across the Belgium and Germany markets, managing Agile squads through the full product lifecycle.

- Delivered a greenfield digital insurance platform for broker and customer operations across Belgium and Germany, achieving zero major audit findings in a highly regulated environment.
- Owned financial governance and roadmap prioritisation across a multi-million-pound transformation programme, improving budget forecasting accuracy by 15%.
- Developed executive dashboards and KPI reporting on product performance and operational risk for data-driven investment decisions.

Project Coordinator

Apr 2014 — Oct 2015

Virtusa

Pune Division

- Coordinated project schedules, resource allocation and status reporting across multiple workstreams, supporting on-time delivery for client engagements.
- Tracked project risks, issues and dependencies, escalating proactively to project managers and stakeholders to keep delivery on track.

Operations Assistant

May 2012 — Mar 2014

eCentric Solutions Pvt Ltd

Jaipur

- Supported day-to-day operational processes and documentation, ensuring accuracy and consistency across business workflows.
- Coordinated with cross-functional teams to resolve operational issues, building the foundation for a career in structured, process-driven delivery.

EDUCATION

Newcastle University

Master of Business Administration - MBA

Awarded the MBA Developing Talent and Leadership Scholarship (Top 110 QS World University Ranking).

- Directed Agile consulting initiatives for Sage, PwC, and Northumbrian Water, applying project delivery and product management principles to real-world client challenges.
- Designed actionable recommendations and client presentations that demonstrated measurable business outcomes and operational improvements.

Bangkok University

Master in Engineering in Electrical and Computer Engineering

- Awarded an academic scholarship for outstanding performance during the postgraduate programme.
- Conducted research on Android malware classification using machine learning techniques, published in the IAENG International Journal of Computer Science (2018).
- Developed a data management and security system integrating SQLite and MS SQL Server, improving automation and data protection efficiency.

Rajasthan Technical University, Kota

Bachelors of Engineering and Technology in Computer Science Engineering

- Completed a comprehensive four-year degree in Computer Science Engineering, focusing on software development, algorithms, and data structures.
- Built a strong foundation in programming, database management, and system design, applying theoretical knowledge to real-world projects.
- Graduated with a consistent academic record and distinction in key computer science modules

CERTIFICATIONS

APM Project Fundamentals Qualification, Association for Project Management

Apr 2026

MBA Developing Talent and Leadership Scholarship,	Sep 2023
Star Hire of the Month,	Jun 2022
Star Award for Best Performer, Allianz	Aug 2020
Academic Scholarship, Bangkok University	Jan 2016
Best Performer of the Month, Virtusa	Jul 2015
Best Performer of the Month, Virtusa	Jun 2015
ISTQB Certified Tester Foundation Level, ISTQB® - International Software Testing Qualifications Board	Apr 2014
Diploma in Software Testing, SEED Infotech Ltd	Feb 2014
Certified Agile Leader® 1, Scrum Alliance	
Certified Agile Leadership Essentials (CAL-E), Scrum Alliance	
Certified Scrum Product Owner (CSPO), Scrum Alliance	
Certified ScrumMaster (CSM), Scrum Alliance	
Advanced Certified ScrumMaster (A-CSM), Scrum Alliance	
Android Malware Classification Based on Mobile Security Framework,	

SKILLS

Product Management · Inception & Discovery · Backlog Management · Agile Delivery · Roadmap Ownership · Product Strategy · Waterfall · SaaS Development · Regulatory & Governance Alignment · Agile Product Delivery · Backlog & Roadmap Ownership · Global Cross-Functional Team Leadership · IT Projects · Internal and External Communications · Situational Awareness · Project Delivery · Team Performance · Knowledge Sharing · Business Agility · User Experience (UX)