

NILANJAN "NEIL" MAITY

I make complex technology portfolios governable.

Senior technology governance leadership, Senior Manager through Director

Application portfolio lifecycle · IT governance, risk & compliance · Enterprise security policy & standards

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Enterprise IT governance and application-portfolio leader with 20+ years across regulated pharma, global shared services and Canadian public infrastructure. I own the governance, operating-model and lifecycle layer, from acquisition through implementation and operation to retirement, that makes complex COTS and SaaS estates dependable, defensible and affordable. Most effective where technology is regulated, operationally critical, vendor-dependent or in transition.

20+
years across the technology lifecycle

3
continents of enterprise leadership

Full lifecycle
acquire · implement · operate · retire

Regulated
pharma · public sector · engineering

EXPERIENCE

Enterprise Application Portfolio & Program Lead (Project Leader, Information Systems)

Jan 2023 - Present

City of Winnipeg, Innovation & Technology (citywide central technology department) · Transit portfolio · Winnipeg, Canada

- Member of Winnipeg Transit's IT leadership team and one of four direct reports to the head of the Innovation & Technology function; formally designated to represent the Manager of Innovation & Technology in their absence.
- Direct Winnipeg Transit's multi-phase fare-collection modernization program: legacy platform hardening, fare strategy and Council-approved capital case, and a structured multi-stage negotiated public procurement (NRFP 965-2025, published on MERX) for a \$10M+ SaaS/COTS replacement serving 300,000 registered fare accounts.
- Govern the Transit COTS/SaaS application portfolio across daily operations and investment planning: production continuity, controlled change, incident and vendor coordination, data lifecycle and contract administration.
- Delivered a \$1.3M paratransit and microtransit SaaS implementation as PRINCE2 Senior Supplier, covering RFP and evaluation through contract and SOW negotiation, cloud architecture, privacy impact assessment (FIPPA), delivery governance and formal transition to operations. Since the June 2024 launch, on-time performance reached 97.18% against a 92 to 95% target and customer satisfaction reached 91.96% against a 75 to 84% target.
- Authored the Transit application-portfolio management policy and architecture-decision-record practice as policy owner, and established the standing cross-portfolio governance cadence, making lifecycle, vendor and design accountability visible and durable.
- Designed zero-trust network segmentation and a centralized identity pattern (Entra ID federated sign-on, MFA, governed joiner/mover/leaver) across the portfolio; hardened 20+ production and test payment servers with zero service disruption.

Senior Manager, Strategic Projects and IoT (equity stakeholder)

2016 - 2020

Chlorophyll Technologies · Bangalore, India · industrial-IoT venture inside a 120-person engineering firm serving regulated B2B markets

- Reported directly to the Managing Director. Owned product strategy for an industrial IoT telemetry venture alongside organisation IT policy, IT risk assessment, disaster recovery strategy and vendor governance. Hired, developed and managed the team and reported quarterly to the board.
- Brought enterprise-grade GxP and 21 CFR Part 11 discipline to an early-stage telemetry product: led compliance gap assessment across platform, application and device layers and built the full validation stack (URS/FRS/DS through IQ/OQ/PQ, GAMP 5) with designed-in traceability, including acceptance testing aligned to FSSAI regulatory norms.
- Built the technology roadmap and rolling capital view used in investor discussions, supporting early expansion funding; conducted vendor due diligence and negotiated support contracts and interface agreements for product integrations.
- Delivered a working prototype and the operating foundations of a new division. COVID-19 uncertainty ended further investment before the planned spin-off.

Head, ICT Services Transition, Security & Compliance (Transition Manager)

2014 - 2016

Novo Nordisk A/S, Corporate Headquarters · Copenhagen, Denmark · 42,000-person global pharmaceutical enterprise

Senior expert-track mandate at corporate headquarters: reported directly to the CVP of Global Systems Management within a leadership group largely composed of VPs; fielded against board-sponsored, cross-functional mandates covering security posture, continuity and service transition, mobilizing matrixed teams of 5 to 60 per mandate rather than running a standing function, while retaining line management of two graduate leadership programme participants.

- Led a multi-year security-posture program across 55+ enterprise applications, reporting to the global applications board (CVP/VP level). Decomposed the corporate security standard into 136 assessable controls, designed the assessment instrument, held the budget and selected an arm's-length firm so findings would be independently attributable and defensible to Quality and audit.

- Converted the resulting evidence into a governed remediation portfolio and negotiated documented closure with application owners, then authored formal change requests that corrected the corporate security standard's own accountability model. Closed a global non-conformity by designing a Splunk-based application-surveillance model.
- Global process owner for business continuity (COBIT DSS04) and the corporate IT security procedure's annual lifecycle; commissioned the enterprise business-impact assessment across applications and 60+ infrastructure services and renegotiated vendor RTO and RPO commitments, reducing SLA cost by 14%.
- Authored the enterprise transition methodology (three pathways, five phases, named quality gates) for moving services across organizations and geographies; aligned 15+ executives and managers in two countries and stood up the transition centre of excellence.
- Accountable owner for regulated global applications, clearing external FDA and regulatory audits with zero major findings.

Solution Centre Lead, Enterprise Applications (Manager)

2010 - 2014

Novo Nordisk Global Business Services · Bangalore, India / Copenhagen, Denmark

- Promoted from Application Owner of two validated enterprise applications to leading the 20-person Finance, Legal, IT & HR solution centre: seven enterprise applications delivered to lines of business under SLA, with a US\$11M OPEX/CAPEX budget. Application Owner accountability covered lifecycle, vendor and change management and delivery of associated projects up to DKK 3M.
- Held full service and technology stack accountability across application, middleware, database, infrastructure, vendors, releases and lifecycle in a validated GxP and 21 CFR Part 11 environment, including CAB governance, FDA audit readiness and BCP/DR with quarterly recovery exercises across a 15,000+ endpoint estate.
- Designed the shared-services operating model: service catalogue with differentiated SLAs, application criticality classification, cost decomposition into five service towers, OLA and chargeback logic. Owned the full talent lifecycle including Mercer IPE-scored role design, competency-based hiring, succession planning and vendor performance.

Delivery Manager & Global IT Service Management Consultant (Project Manager)

2007 - 2010

Mphasis (an HP Enterprise Services company) · dedicated UCB Pharma offshore delivery centre · Bangalore, India

- Managed delivery in UCB Pharma's 24/7 Global Network Operations Centre for a ~15,000-user global environment. In the Mphasis structure, managers are appointed at Manager band and carry a functional designation; the Project Manager designation led continuing service delivery rather than only time-limited projects.
- Established offshore service operations: implemented incident, problem and service-request management in BMC Remedy across 20+ sites, including CMDB data modelling, resolver-group design and major-incident handling.
- Drove the delivery centre's CMMI maturity uplift to an audited level above 3 through process engineering and SLA analytics across five technology service lines; led the gated Brussels to Bangalore service transition with evidence-based go/no-go control.
- Led the computer-system-validation track for a regulated two-site infrastructure consolidation following merger, joining technical change with qualification evidence.

Earlier career: escalation and training lead for an international ISP support operation, and IT training delivery, Bangalore.

PROFESSIONAL CREDENTIALS

Project Management Professional (PMP)

Project Management Institute · issued July 2026 · ID 6996149 (Credly-verifiable)

SABSA Chartered Security Architect, Foundation (SCF)

The SABSA Institute · issued 2015 · ID SCF 5090410

ITIL Foundation

AXELOS

CISM, Certified Information Security Manager

Examination scheduled August 2026

EDUCATION

Advanced Diploma, Information Security (Honours)

Red River College Polytechnic, Winnipeg · 2022

Executive Post-Graduate Diploma, International Business

Indian Institute of Foreign Trade (IIFT), New Delhi · 2009 · WES-assessed graduate business-school credential · ECA #3867667IMM

Bachelor of Engineering, Electronics & Communication

Bangalore University · WES-assessed Canadian equivalency: four-year bachelor's degree

FRAMEWORKS & REGULATORY DOMAINS

COBIT (AI/DS lifecycle, DSS04 process ownership) · ITIL · SABSA · NIST · ISO 27001 · GxP / FDA 21 CFR Part 11 / GAMP 5 / Computer Systems Validation · SOX · FIPPA and privacy impact assessment · Canadian public procurement (CFTA-compliant RFP/NRFP design, evaluation governance, contract administration) · PRINCE2 governance roles · CMMI maturity models

"Governance is how strategy survives contact with operations."

Make accountability explicit. Every material attribute of a platform maps to a decision right, an owner and an enterprise objective. **Design for the whole lifecycle.** Procurement, implementation, operations, security, resilience and retirement are one management problem. **Transfer capability, not tasks.** Gates, evidence and role clarity so receiving teams truly own outcomes.