

Kyrylo Kalugin

Technical Program Manager | Complex Software Delivery | Cloud & Data Platforms

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PROFILE

Technical Program Manager with **25 years in software development and delivery**, **14 years in enterprise IT**, including **7 years in programme management**. At LSEG, governed **28 concurrent projects across 22 stakeholder groups** and drove the recovery of **17 of 18 RED initiatives to GREEN**; at Deutsche Bank, led a **108-FTE programme across seven projects**. Brings deep experience in complex software delivery, cloud/platform migration, multi-team dependencies, architecture-to-execution trade-offs, programme recovery, go-live decisions and production stabilisation in regulated, high-availability environments.

Technically fluent across software architecture, APIs, data flows, CI/CD, cloud and production operations, with current hands-on Java/Spring and TypeScript/JavaScript engineering. Combines programme-scale leadership with current engineering practice, including AI-assisted implementation, debugging and refactoring with automated validation, human review and retained production ownership.

SELECTED IMPACT

- **Portfolio recovery at LSEG:** governed a peak portfolio of 28 concurrent projects across 22 stakeholder groups and moved 17 of 18 RED-status initiatives to GREEN through clearer ownership, dependency management, blocker removal, escalation and executive alignment.
- **Cloud/platform migration and stabilisation:** led delivery of a legacy market-data product migration to the LSEG Data Platform on AWS, covering roadmap, dependencies, data migration, KTLO, go-live and stabilisation; production incidents fell from approximately weekly to two over the following six months.
- **Programme scale at Deutsche Bank:** led a 108-FTE organisation across seven projects, with 26 first-line HR reports, programme planning, resource and financial governance, risks, dependencies and executive reporting.
- **Cross-team technical execution at Refinitiv:** coordinated dependencies across up to 18 engineering teams and led delivery/trade-off work for a transition from synchronous SOAP/REST integrations toward AWS event-driven messaging, validated through a dedicated prototype.
- **Decision intelligence and operating mechanisms:** built LSEG delivery-intelligence tooling integrating programme, resource, budget and risk data, reducing recurring manual reporting by approximately 80% and improving decision-ready executive visibility.

CORE SKILLS

Technical Program Leadership: Multi-team programs • Program governance • Technical Program recovery • Roadmaps • Prioritisation • Risk & dependency management • Go-live/readiness • Production stabilisation • Facilitation

Technical Fluency: AWS • Azure exposure • Java/Spring • TypeScript/JavaScript • REST APIs • EDI • Event-driven systems • Data migration • SQL/databases • Architecture trade-offs

Cross-functional Execution: Engineering • Product • Architecture • Finance • PMO • QA • DevOps • Support/Operations • Executive stakeholders • Influence without authority

Operating Mechanisms & Metrics: Programme health • Decision logs • Risk/escalation mechanisms • Delivery intelligence • Executive reporting • Delivery/engineering metrics • Reporting automation

Engineering & AI-enabled Delivery: CI/CD • Automated testing • TDD • Code/design review • Incident response • AI-assisted SDLC • LLM/API integration • Human-in-the-loop validation

PROFESSIONAL EXPERIENCE

NARYSY LLC

Technology Lead — Product Engineering & Business Systems

July 2025 - Present · 1 year 2 months · Antalya, TR - Kyiv, UA

Own product requirements, roadmap, architecture, security, engineering, integrations, deployment and production operations for NWH, Narysy's business-critical Business Intelligence platform with ERP integration and automation supporting 50+ retail partners. Current role provides direct production-engineering alongside the TPM career profile.

- Lead end-to-end evolution of a Java 21/Spring 6 production platform processing approximately 50,000 regular user/API requests per day, with seven EDI integrations and approximately 99.9% observed API availability.
- Modernised the platform while preserving operational continuity, including explicit REST/EDI/data contracts, CI/CD, automated testing and a designed monolith-to-microservices migration path.
- Current AI work includes controlled API/MCP access and retrieval-oriented components, with customer-facing chat with embedded safeguarding, reranking, and human and automated LLM response control in test layer.
- Use Codex/LLM-assisted implementation, debugging and refactoring with automated validation, human review and retained architecture/release accountability.

EPAM

Technical Program Manager

February 2021 - June 2025 · 4 years 4 months · Kyiv, UA - London, UK

Led software delivery and programme governance for LSEG, beginning with migration of the US Municipal Market Manager from a legacy Refinitiv environment to the LSEG Data Platform on AWS, then expanding into a distressed multi-project portfolio. Owned execution from roadmap and dependency planning through go-live, KTLO and production stabilisation, while participating in architecture/design reviews and translating technical decisions into executable workstreams.

- Governed a peak portfolio of 28 concurrent projects across 22 stakeholder groups, aligning Engineering, Product, Architecture, Finance, PMO, QA, DevOps and operations.
- Recovered 17 of 18 RED-status initiatives to GREEN by clarifying ownership, making dependencies explicit, driving blocker removal, tightening escalation paths and establishing a common delivery cadence.
- Led migration and stabilisation of a legacy market-data product onto a common AWS platform, balancing data migration, KTLO, platform gaps, technical debt, supportability and fixed delivery boundaries.
- Reduced production incident frequency from approximately weekly (~4/month) before migration completion to two incidents over the following six months, through stronger quality gates, release controls, observability, ownership and support coordination in a multi-owner environment.
- Built TypeScript/JavaScript delivery-intelligence tooling integrating programme, resource, budget and risk data, reducing recurring manual reporting effort by approximately 80% and improving executive visibility.
- Facilitated architecture/business trade-offs and go/no-go decisions using concise evidence, budget/risk implications, mitigation options, decision records and named owners rather than status-only reporting.

EPAM

Extended Leave / Independent Product Development

July 2019 - January 2021 · 1 year 6 months · Kyiv, UA

Remained employed by EPAM during an extended leave between EPAM's client engagements (extended due to COVID).

Focused primarily on improving skills in solution architecture, software development, automated testing, deployment, and production operations – approximately 40 hours/week during this period – alongside structured professional development, including PMI-PMP, PMI-ACP, AWS certification, and IELTS preparation/examination.

EPAM – REFINITIV

Project Manager, Engineering / Resource Manager (Cloud Migration, Multi-Team)

October 2018 - June 2019 · 8 months · Kyiv, UA - London, UK

Managed a multidisciplinary 10-FTE engineering Scrum team delivering mission-critical Refinitiv software, with responsibility for estimation, backlog planning, technical-debt planning, engineering quality and release readiness. Separately served as Resource Manager for seven Project/Programme Managers.

- Coordinated shared-codebase dependencies and release readiness across up to 18 engineering teams operating with fixed release cycles and strict availability constraints.

- Led delivery and technical trade-off work for transition from synchronous SOAP/REST integrations toward asynchronous AWS event-driven messaging, using a dedicated prototype before production rollout and following through into operational/TCO assessment.
- Held formal people-management responsibility across the direct engineering team and the separate PM/Programme Manager resource cohort, including 1:1s, PDPs, performance, compensation, hiring and progress.

LUXOFT – CITIBANK

Project Manager

July 2018 - October 2018 · 4 months · Kyiv, UA - New York, US

Managed a distributed 16-FTE engineering team delivering a regulated, mobile-first customer-onboarding platform spanning UX, Kotlin backend services, KYC/AML data flows, APIs, security, automated testing and production go-live.

- Helped reduce customer onboarding from days to hours by coordinating technical, compliance, UX and operational dependencies across a distributed delivery model.
- Worked with architects, engineers and UX specialists on architecture/design/UI proposals and personally presented and defended solution proposals to US Citi stakeholders.

LUXOFT – DEUTSCHE BANK

Technical Program Manager, Project Manager, Lead Business Analyst

February 2011 - June 2018 · 7 years 4 months · Kyiv, UA - London, UK

Progressed from Business Analyst to Program Manager as the engagement expanded from individual delivery teams into a 108-FTE technology organisation across seven projects. Owned programme planning, forecasting, resource utilisation, financial governance, risks, dependencies, customer expectations and executive reporting, with wider delivery led through Project Managers and Engineering/QA Leads.

- Led a 108-FTE / seven-project programme with 26 first-line HR reports and an engagement budget of approximately GBP ~5M/year, while keeping direct people-management scope distinct from the wider manager-of-managers organisation.
- Improved requirements, backlog readiness and collaboration practices, contributing to approximately 60% fewer change requests and 50% shorter development and testing cycles.
- Implemented project-health and financial-governance mechanisms using Jira/API data, code-quality signals, IBM Cognos and custom reporting to improve forecasting, utilisation, invoicing reconciliation and executive visibility.
- Led Agile organisational change affecting team boundaries, ownership and working models, not only ceremonies; expanded offshore capability to include BA and UX/UI functions as delivery trust grew.
- Mentored six Project Managers toward Senior PM / Program Manager scope while owning formal reviews, ratings, compensation, development, succession and performance actions for direct reports.

EARLIER SELECTED ENGINEERING & TECHNICAL LEADERSHIP

Independent Software Engineering and Technical Leadership

2008 - 2011

Commercial web development, Java development and technical leadership; co-founded Webstream.com.ua and combined hands-on development with product, architecture and delivery responsibility.

MTI GROUP

Head of Internet Development Department

2006 - 2008

Built the internal web-specific software-development function from zero to 4 direct reports; owned technical roadmap, architecture standards, development, QA, deployment and production support.

EDUCATION

- *MSc Computer Science, Software Engineering* · National Aviation University, Kyiv · 2002-2004
- *BSc Computer Science, Software Engineering* · National Aviation University, Kyiv · 1998-2002

LANGUAGES AND CERTIFICATIONS

English: Fluent (CAE C1, IELTS 8) · **Ukrainian:** Native · **Russian:** Native · **German:** Elementary · **Turkish:** Elementary

RELOCATION

Ukrainian citizen temporarily based in Antalya, Türkiye. Relocation-ready for EU/EEA/UK/GCC via EU Blue Card route / UK/NL/GCC Skilled Migrant programmes. Possible to start work remotely while the relocation process is in progress.

No relocation package, temporary accommodation, travel coordination or other relocation support is required beyond the employer's mandatory immigration/sponsorship process.