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[Cognite Hiring Team](#)

Re: Senior Project Manager, Bengaluru

I am applying for the Senior Project Manager role in Bengaluru. The closest thing I have run to what you describe is the migration of 75 enterprise customers off competing FBO platforms onto TFBO Next-Gen at CAMP Systems, which I owned from kickoff through deployment and adoption. Early on I found feature gaps that would have broken live aviation operations for some of those customers if we moved them on the original sequence, so I told leadership and the customers what the specific gaps were, stood up a feature parity program, and re-sequenced the migrations. All 75 moved with zero operational downtime and zero churn on a forced platform change, and ARR grew 104% YoY two years running. The onboarding alone was close to a three-year problem taken sequentially, because manual ETL ran over two weeks per customer. Rather than ask for headcount I drove automation of the data injection, which took capacity to three customers a day and made the program feasible.

The technical fluency you ask for is the part I enjoy most. When enterprise customers kept hitting timeouts on our legacy monolith, the consensus answer was more infrastructure. I traced request-level timing instead and found synchronous retrieval paths with no caching, so I led the move to a domain-driven microservices architecture in Java, Spring Boot, TypeScript and Angular, with reusable REST APIs, caching and lazy loading aimed at the hot paths. Data retrieval latency dropped 68%, the timeouts stopped, and it cost less than the infrastructure route. On the adoption side I drove the org-wide rollout of LaunchDarkly that decoupled deployment from release and raised release frequency 400%. That one taught me more than it should have. The first rollout stalled because I had built it around my own mental model, and the feedback was blunt: I shipped my tool, not theirs. I watched real users work, rebuilt around their friction, and adoption followed.

Two things you should hear from me rather than infer. My delivery record is in aviation and enterprise SaaS, not in energy, oil and gas, or utilities, so the sector context is something I would be learning from your solution architects and customers rather than bringing on day one. And formal revenue recognition and margin forecasting under a PMO is not something I have run; the closest I have come is cutting team OPEX 7% by replacing paid seats with a LaunchDarkly API web application I built in Cursor, and making a 75-customer program viable by automating the work instead of buying headcount. What I do bring is ownership of the whole thing end to end, the habit of naming a slip before anyone asks, and enough depth to argue an architecture decision with the engineers rather than relay it. I am based in Navi Mumbai, comfortable with the travel, and can start immediately. Thank you for your consideration.

Sincerely,

[Sahil Sapra](#)