

MOHAN AYYANGAR

COO | GLOBAL CAPABILITY CENTERS | PROFESSIONAL SERVICES & ALSPs | AI-FLUENT

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EXECUTIVE PROFILE

Entrepreneurial COO with 30 years of scaling global delivery organisations, Big-4 Global Capability Centers, and high-growth professional services businesses. Built Pangea3 from startup to \$25M revenue as founding employee, COO, and CTO, architecting the operational platform that enabled its acquisition by Thomson Reuters at ~\$100M valuation (4× revenue); subsequently scaled the combined business to \$70M over nine years of TR ownership before architecting the operational transition for its strategic divestiture to EY. Most recently drove operations transformation across EY's largest global Tax GCC, an 18,000-person delivery network producing 23M+ annual client hours. Proven track record orchestrating M&A integrations and transforming professional services platforms through global delivery architecture, automation, and technology-enabled operating models. Technical fluency spans the full enterprise AI adoption curve: from no-code platforms for business teams through to deep learning, RAG architectures, and multi-agent orchestration.

CORE COMPETENCIES

- Global Capability Center Leadership & Scaling
- Professional Services Transformation
- M&A Integration & Post-Acquisition Operations
- Operating Model Design & Execution
- P&L Ownership & Margin Optimisation
- Legal Operations & Alternative Legal Services
- Global Delivery & Multi-Country Ops
- AI, Automation & Enterprise Technology
- Board & Investor Stakeholder Management
- Lean Six Sigma & Operational Excellence

PROFESSIONAL EXPERIENCE

Seed Investor & Executive Advisor

January 2024 – Present

Self-employed · Bengaluru, India

Strategic advisor and seed investor to AI-driven ventures transforming enterprise operations and industrial automation. Concurrent with structured executive development in AI/ML engineering.

- **Ishitva Robotic Systems:** (Investor since Jul 2021; active advisory since 2024). Seed investor and strategic mentor to a computer vision and robotics venture addressing India's 10M+ ton plastic waste challenge and \$11B+ metal recycling market through AI-powered sorting; company achieved \$1.8M revenue within two years of commercial launch.
- **MYSTIQUE AI Inc.:** (Investor since Feb 2022; active advisory since 2024). Shaped product strategy and go-to-market positioning for an agentic AI workforce augmentation platform; positioned as human-in-the-loop automation for legal and insurance sectors.
- **Technical Depth:** Completed Caltech CTME Post-Graduate AI/ML program, IBM AI Engineering Professional Certificate, and advanced programs in agentic AI systems (LangGraph, CrewAI, MCP); hands-on practitioner in deep learning, RAG architectures, and multi-agent orchestration.

Operations Leader, GDS Tax India

June 2019 – December 2023

EY Global Delivery Services · Bengaluru, India

Drove operations transformation for EY's largest global Tax GCC, an 18,000-person multi-shore delivery network producing 23M+ annual client service hours across India, Argentina and Philippines. Full accountability for shared services efficiency, workforce planning, and technology-enabled operating model within the GDS Tax vertical.

- **Efficiency & Cost Optimisation:** Implemented shared services model and automation achieving 15% improvement in workforce productivity and ~5% reduction in shared services costs across the delivery network.
- **Technology Transformation:** Architected an ML-enabled business intelligence platform that compressed management decision cycles from nine days to one and eliminated 20,000+ hours of manual reporting annually; led end-to-end post-divestiture migration of all legacy systems to EY platforms within eight months with no client-facing disruption.
- **Capacity Planning:** Extended demand forecasting horizon from 4 weeks to 6 months by deploying enterprise capacity scheduling integrated with presence and leave management systems; virtually eliminated staffing delays across 23M+ annual client service hours.
- **Post-Acquisition Integration:** Integrated Thomson Reuters Legal Managed Services (2,000+ professionals across 8 centres) into EY with zero operational downtime, 100% critical client retention across the conflict-cleared portfolio.

COO & CTO → Global Operations Leader - LMS

November 2010 – June 2019

Thomson Reuters (Pangea3 post-acquisition) · Mumbai, India

Continued as operational leader following Thomson Reuters' acquisition of Pangea3, scaling the combined Legal Managed Services division while directing 2,000+ legal professionals across 8 delivery centres in the US, UK, India, and Europe, serving Fortune 500 and AmLaw 100 clients.

- **Revenue Growth:** Scaled division from \$23M to \$70M at 25% EBITDA over the full nine-year TR tenure; expanded professional workforce from 500 to 1,800+ across four countries.
- **Post-Acquisition Integration:** Consolidated Pangea3 operations within 6 months with 100% client retention, using balanced scorecard methodologies to unify global team performance across 8 delivery centres.
- **Quality Excellence:** Established the legal industry's first Lean Six Sigma programme, delivering 30% efficiency gains, consistent 4.5+ sigma quality, and NPS scores above 60.
- **Service Innovation:** Expanded beyond labour-arbitrage into partner-advisor model; launched Financial Regulatory Compliance & Governance and Financial Fraud Investigation practices.
- **Strategic Divestiture:** Architected and executed 12-month pre-divestiture transition, moving 2,000+ professionals and all client obligations to EY with zero operational disruption.
- **Technology Transformation:** Led enterprise systems integration consolidating proprietary technology with TR platforms; maintained 99.85% uptime across all delivery centres; extended global infrastructure footprint to support new delivery centre launches in London and Poland.

Founding Employee | COO & CTO

December 2004 – November 2010

Pangea3 Legal Database Systems Pvt. Ltd. · Mumbai, India

Scaled India's first Legal Process Outsourcing company from concept to a Sequoia Capital-backed enterprise as founding employee, COO, and CTO, culminating in acquisition by Thomson Reuters at ~\$100M valuation (4× revenue).

- **Zero-to-Scale Venture:** Grew from 15-person startup to 500+ legal professionals reaching \$25M+ revenue serving Fortune 500 and AmLaw 100 clients; raised \$11M from Sequoia Capital and PE investors.

- **Financial Performance:** Sustained 150% CAGR over peak growth years (2005–2008) at 28% EBITDA through the global financial crisis, achieving triple-digit growth throughout.
- **Market Category Creation:** Pioneered the alternative legal services (ALSP) delivery model in India; built long-term client relationships through consistent delivery excellence.
- **M&A Outcome:** Played a central role in positioning the company for acquisition; led operational due diligence and transition to Thomson Reuters at 4× revenue (~\$100M valuation).
- **Technology Foundation:** Designed and built the full enterprise infrastructure from the ground up: dual-redundant datacentres, ISO 27001-certified security architecture, custom order-to-cash delivery platform, independently validated as institutional-grade by Sequoia Capital during due diligence.

EARLIER CAREER

Hutchison Telecom | *Manager, Business Support Systems* | March 1998 – February 2004

Managed BSS and CRM platforms for a 7M+ subscriber telecom environment across multiple brand transitions (MaxTouch, Orange, Hutch); led provisioning automation reducing customer KYC fulfilment from 3–4 days to under 10 minutes at point-of-sale. Oracle Certified Professional.

Solix Technologies | *Project Manager, Oracle Enterprise Systems* | February 2004 – December 2004

Among the first practitioners globally to deploy Oracle CRM 11i in a telecom contact centre; architected real-time CRM-to-billing integration for Hutchison Telecom India and replicated the implementation internationally.

Aptech Computer Education | *Senior Technology Trainer* | January 1996 – February 1998

Datamatics Financial Services | *Network Administrator* | June 1995 – December 1995

EDUCATION & CERTIFICATIONS

Post Graduate Program in AI & Machine Learning | *Caltech CTME, 2024*

IBM AI Engineering Professional Certificate | *IBM, 2025*

IBM RAG & Agentic AI (LangGraph, CrewAI, AutoGen, MCP) | *IBM, 2026*

Advanced Deep Learning & Computer Vision | *Simplilearn / Caltech, 2025*

Build, Train & Deploy ML Models on Google Cloud | *Google Cloud Skills Boost, 2025*

Bachelor of Science, Physics | *University of Mumbai, 1995*