**Anjan Lahiri**

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**Chief Executive Officer, Managing Director**

**Global Information Services Executive** with experience working in the East and West Coast of the US, in London, and in Bangalore. Leading teams and organizations to deliver superior Information Technology Services to Global Fortune 500 clients. Effected a turnaround of three organizations. Most recently took over a $160M company in 2015 and took it to become a $500M entity with an improved, stable, customer profile. Building on core experience in Consulting and Sales, raised venture funds and co-founded Mindtree in 1999. Established the company on the East Coast of the US, then moved to Silicon Valley in 2000 to build the business there. Moved to London in 2003 and set up operations in Europe. In 2008 moved to India to take over Global Responsibility for the IT Services division of Mindtree. Led the change in company culture with strategy and achieved results through focused implementation. Between 2009 and 2013 consistently delivered industry leading growth in the IT Services division. In 2013 joined as the CEO of Sasken whose revenues and profitability had been in decline for six years. Within one year, established a ‘Vision’ and ‘Strategy’, recruited a team, stabilized performance, diversified the business, focused the sales efforts, and improved key operating parameters thus bringing ‘Hope and Self Confidence’ back in Sasken. From April 2015 led Birlasoft which had experienced 3% CAGR in the 10 years prior. Registered organic growth of over 15% for three years, eliminated severe dependence on top customer and bought and integrated a $350M company to complete the turnaround of Birlasoft in four years. Member of Mindtree, and CEO and Managing Director of Sasken and Birlasoft boards.

**Core qualification** is Services Sales. Now topped with organizational change visioning and implementation. Ability to take risks to enable people and the organization to see and move towards a larger goal. Achieve results with laser sharp focus on a rolling set of initiatives and drive them with a disciplined pace of implementation.

**Master of Business Administration** – 1991-93: University of Florida, Gainesville, FL. Graduated at the top of the class.

**Bachelor of Technology** – 1983-87: BTech, Birla Institute of Technology, Mesra, India. Recognized as a distinguished alum.

**High School** – Graduated in 1983: Army Public School, New Delhi, Recognized as the ‘Best All Rounder’ in the graduating class.

**Birlasoft Ltd.: CEO and Managing Director April 2015 – May 2019**

Was recruited by Egon Zehnder to lead a turnaround of this 25 year old family owned company that had not grown in 10 years, had EBITDA in the single digits, extremely high senior management churn, and with 65% of its revenues dependent on a single customer. Crafted a strategy and aligned the organization towards a new Vision and within two years had reduced the dependence on the top customer to 25% of revenues which were kept flat by increasing new sales and getting more traction from current customers. Then sold this balance 25% to Genpact and used the proceeds to effect a reverse merger with a $550M public company, KPIT. In this complex transaction, $150M of Birlasoft merged into KPIT creating a $700M company and simultaneously a $200M chunk of revenue of KPIT, focused on engineering, demerged into a separate entity leaving a $500M IT Services public company called ‘Birlasoft’ -- thus completing Phase 1 of the transformation of Birlasoft.

Target company was uncovered by me and I ran the conceptualization and implementation of the merger with an arm of KKR.

**Sasken Communications Ltd.: CEO** **August** **2013 to March 2015**

Joined as the CEO with a mandate to turnaround a public company that had seen declining revenues for six years. From being a topper in the ‘Best Employer’ lists in 2006, was experiencing employee attrition of 37%. Charted a new strategy and got the buy in of the board and of the people internally. Constituted a new management team, extensively engaged with customers and personally led the revival of growth in the top 10 customers. Undertook an extensive revamp of HR, engaged with external analysts to revive interest in the company and through internal blogs, surveys, town-halls and other communication methods, shepherded the organization through a very significant business oriented cultural change. In 12 months, the attrition dropped from 37% to 21%, the company recorded its first YOY growth in 19 quarters and the stock price tripled.

**Mindtree Ltd**  **1999 to May 2013**

***President IT Services: 2008 to 2013***

Managed a P&L of $325M in FY 2013 across four industry groups globally accounting for 70% of Mindtree’s overall revenue. Responsible for sales, delivery, and operations of the business. While growth continued, realized the need in 2010 of the need for a dramatically different strategy. Conceptualized and communicated this need to stakeholders, charted a path forward, agreed to an implementation plan, won the consent of the board, and then executed the strategy with acknowledged success.

Achieved 7.4% CQGR (organic) between 4QFY10 and 4QFY12, increasing the share of ITS business from 53% to 68% over the period. This was an industry leading performance. Even while the revenues grew, reduced the number of customers. Increased revenue per customer (ex India) from $1.4M to $2.4M. Increased the revenue contribution of top 20 customers from 63% to 69%. Changed the culture from one of entitlement based on loyalty to one of accountability based on adding value. Stemmed attrition and was directly responsible for bringing in senior level executives from outside, a first for the company.

***Head of European Operations: 2003- 2008***

After Mindtree had two false starts in establishing an European presence, I was asked to move from San Jose, CA, to London to take over the business. At that time Mindtree had less than $15M in annual global revenues without any presence in Europe except for one customer in Sweden. Within six months we had signed two key customers. Over the next five years continued to expand presence there making Europe the fastest growing region for Mindtree during the period.

By the time I relocated to India in 2008, Europe contributed to more than a third of revenues and Mindtree had extensive operations in the UK, Nordics, Netherlands, France, Germany and Switzerland.

***Head of US West Coast Operations: 2000 – 2003***

Moved to Silicon Valley and took over Mindtree’s West Coast office right after the dot com bust. Won two significant customers there by personally leading the engagements. These two customers became part of three overall accounts which would see Mindtree through the depths of adversity during the ensuing ‘dot com bust’ related technology industry recession.

***US Delivery Head: 1999 – 2000***

Based on the strength of my relationships at Cambridge Technology Partners (CTP), in the first financial year of Mindtree’s life, we were able to do $9M of business. As a fledgling startup, I was the link between a high level team from Wipro and a senior team that moved from CTP with me to co-found Mindtree. Stationed in New Jersey, in those initial years, in addition to bringing in business, I bridged the cultural and business model gap between the ‘Indian’ and ‘US’ nationals in the founding team. Also took over the role of managing delivery and operations for the US.

**Cambridge Technology Partners (CTP): Director, Associate Director, Consultant 1993-1999**

Started as part of a team implementing a financial system at Burger King in Miami. Moved to New Jersey to take over as the Project Manager for a multi-million dollar sales enablement program at M&M Mars and over the next four years delivered multiple mission critical systems and became the engagement manager at M&M Mars in 1995. Was selected to be part of Cambridge’s founding team for Internet Consulting and participated in the ‘vertical growth’ of technology services during the ‘dot com’ euphoria in the late 90s. In 1997 took over as the Client Partner of a very large engagement to conceptualize and build ‘Lucent.com’ at Lucent Technologies. I successfully led the sale and subsequent delivery of this engagement.

**Wipro Infotech: Territory Manger: 1990 – 1991, Sales Executive/Sr. Sales Executive: 1987-1991**

First job out of engineering college was to sell computers and software to large corporations in India. After an initial stint in Kolkata where I managed among others, Wipro’s then largest account, was moved to start a brand new office in Bhubaneswar where we quickly established a large presence. In the year 1990 became Wipro’s top sales person.

**Affiliations:** Member of the International YPO (Young Presidents Organization) and a regular attendee of the Harvard Annual YPO Presidents Seminar. Occasional invited speaker to various management campuses in India, UK and the US among others.