DHRUV SHARAN

Strategy & Operations | Founder's Office | AI Adoption | 0-to-1 Structure Building
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PROFILE

Strategy and operations leader who builds the operating structure that does not exist yet and then runs it. At Wavestone in 2023-24, I was the UK leadership team's operational owner for a new Data and AI service offering, carrying it from scoping through pricing, sales, delivery and budget to ~£5M of signed business. At Ola, I built the Group's interim tax function from near zero — hiring the external team, designing new architecture and running a state-by-state execution strategy across India — while concurrently setting the operating standards for 4680 cell and pack manufacturing on the factory floor. Additionally, pre-MBA, I was the AI and analytics lead reporting to a $400M+ FinTech's CFO and CEO, and management consulting at BCG London. IIM Ahmedabad MBA, BSc Mathematics, GMAT 98th percentile. Three plus years spent getting organisations to actually adopt AI rather than announce it and identify where the highest ROI is.

SELECTED ACHIEVEMENTS

- **Ola Group:** built the Group's interim tax function from zero and released several hundred crore INR in expedited GST refunds plus ~₹100 Cr of cashflow improvement across four entities, while concurrently setting factory operating standards that tripled cell-to-pack manufacturing yield.
- **Wavestone:** stood up the UK Data and AI service offering end to end — scoping, pricing, sales, delivery and budget — generating or contributing to ~£5M of new business in a six-month selling period across Primark, AXA and Hermès. Promoted twice in 16 months.
- **Orbian:** headhunted at 24 to own the GenAI and analytics agenda for a $400M+ revenue multinational FinTech, reporting directly to the CFO and CEO.
- **Rukam Capital:** authored the firm-level investment theses that reshaped the fund's sector scope; offered a permanent AVP seat on the investment team.
- **Capital allocation:** grew a seven-figure personal portfolio at 60%+ CAGR (2020–2025), then co-founded a family investment vehicle writing 50 lakh+ cheques into Indian hardware and technology startups.
- **Selection:** GMAT 750 (98th percentile, Quant 50/51, IR 8/8); admitted to IIM Ahmedabad, IIM Bangalore, London Business School and ISB — chose IIM-A over scholarship offers from the other three.

WHAT I DO

Standing up new service lines and functions · operating strategy and execution · budget ownership and commercial cases · building scalable processes across business lines · KPI, reporting and operating-cadence design · identifying operational gaps and closing them · multi-entity and multi-state execution in India · cross-functional accountability across engineering, finance, commercial and legal · hiring, leading and mentoring cross-functional teams · enterprise GenAI adoption and change management · partnership and commercial development · executive and board-level reporting · build-vs-buy and resource-allocation judgement · setting operating standards and quality gates · turning ambiguity into structure

Tools: SQL · Python · advanced Excel and financial modelling · VBA and PowerShell · SAP · GPT-class tooling and Microsoft Copilot deployment · Claude Code · OpenAI's Codex · Other AI tools and AI harness tools (Notebook LM, Manus, GitHub, Netlify, etc)

EXPERIENCE

Ola Group — Founder's Office | Manager

Apr – Jul 2026 | Bangalore, India, reporting directly to Founder, Bhavish Aggarwal

- **Built the Group's tax function from zero as Interim Head of Tax**, hiring and leading a team of 8+ across external consultants, the in-house finance function, an engineer seconded from the CTO's office and a junior Founder's Office analyst. Became the central point of accountability for a cross-entity problem spanning Ola Electric, Krutrim, ANI and Cells that had stalled precisely because no single function owned it.
- **Designed and ran a state-by-state execution strategy across India's GST regimes:** one architecture centrally, adapted locally to each state administration. Rebuilt data collection and the underlying technical architecture across SAP, the financial books, the credit ledger and the sales register. **Released several hundred crore INR in expedited refunds and ~₹100 Cr of cashflow improvement.**
- **Set the operating standards and production strategy for 4680 cell and pack manufacturing in parallel,** defining vendor qualification criteria, incoming quality gates and floor process, and leading floor managers and engineers across mechanical engineering, systems engineering, procurement and battery assembly. **Tripled cell-to-pack yield:** cell yield was up 33% through tighter vendor qualification and incoming QA, pack yield doubled by replacing the incumbent weld method and retraining the floor teams. The gain came from removing scrap and rework, not from adding capacity.
- Operated as programme manager, forward-deployed engineer and strategist at once, spending 12–16 hours a day on the factory floor, six days a week, holding the delivery cadence and clearing blockers as they surfaced rather than at the next review.

Orbian | Analytics & AI Lead

Mar – Oct 2024 | London, UK (a $400M+ revenue multinational FinTech); reported directly to the CFO and CEO

- **Headhunted to own the GenAI and analytics agenda** for a company two decades older than me — advising the executive on modernising ageing SAP infrastructure, identifying business cases for AI and automation, and build-versus-buy evaluations. Oversaw Microsoft Copilot deployment across the business.
- **Rebuilt the executive reporting cadence**: cut a weekly sensitivity analysis from 4–6 hours of manual analyst work to 20 minutes using VBA and PowerShell, doubling its frequency, and scoped the architecture for a SQL-fed system to replace manually run executive reporting.
- Supported enterprise sales by building worked examples that quantified the working-capital product's client benefit, and walking prospective clients through the modelling on live calls.

Wavestone | **UK Head of L&D for Data & AI**

Feb 2022 – Mar 2024 | London, UK, as operational owner of the UK Data & AI service offering; promoted twice in 16 months

- **Stood up the UK Data and AI service offering end to end** as the UK leadership team's operational owner on the ground — scoping the proposition, pricing it, selling it, staffing and delivering the engagements, and owning the budget. A service line built from nothing into a revenue-generating part of the UK business.
- **Generated or contributed to ~£5M of new business in a six-month selling period**, closing AI and data engagements with Primark, AXA and Hermès in both leading and supporting roles, sourcing the opportunities, shaping the propositions and carrying them to close.
- **Built the delivery capability underneath the offering:** designed and ran the UK-wide Data and GenAI curriculum from nothing, teaching consultants to use GPT-class and productivity tooling safely on live client engagements. This was organisational change, not training: getting practitioners to change how they actually worked, at scale, across a firm that had not asked to.
- **Interim Programme Manager to the Global Head of IT of a Fortune 500 insurer**, leading data, onboarding and technology-strategy workstreams across a geographically distributed team; client satisfaction led directly to multiple follow-on engagements.
- Represented the firm externally: co-delivered an invited workshop at Black Hat EU alongside a senior expert from the Paris office, served as AI expert panellist at the firm's flagship "Bridges" event, and attended the Oxford GenAI Summit to source opportunities and track emerging practice.

Boston Consulting Group | **Associate**

Jul 2021 – Feb 2022 & Apr – Jun 2025 | London, UK / India (second stint an MBA summer internship); received a PPO from BCG India

- Built the European IT Banking Benchmark — an anonymised, mathematically complex benchmarking product drawing on HSBC, Morgan Stanley and Santander among others — feeding back peer comparisons against both same-tier and adjacent-tier institutions.
- Translated benchmark findings into client recommendations on technology spend and delivery maturity, supporting the upsell of benchmark-linked advisory engagements.
- Led targeting, outreach and selling for C-suite roundtables of 10–20 CIOs, CTOs and CISOs per session, profiling attendees to identify the introductions worth brokering and researching interest areas to build the discussion material.

INVESTING & ENTREPRENEURSHIP

Sharan Udyam LLP | **Co-Founder & Director**

Nov 2024 – Present | India (a family investment vehicle)

- Co-founded and direct the vehicle's mandate across direct startup investment, public equities and cross-border agricultural trade, deploying cheques of 50 lakh and above into Indian hardware and technology companies.
- Investor and strategic adviser to On2Cook India, advising on fundraising, inbound M&A offers and structuring, and investor materials. Previously built a seven-figure personal public-markets portfolio at 60%+ CAGR over five years (2020–2025).

Rukam Capital (SEBI Cat. II VC/PE) | **Investment Consultant**

Oct 2025 – Feb 2026 | Delhi, India (alongside MBA Year 2)

- Took point on firm-wide sourcing across technology and hardware, screening and interviewing hundreds of companies and directly advising a subset on strategy and fundraising. Led diligence on a defence-focused drone manufacturer, assessing manufacturing readiness and route to production alongside the commercials.
- Authored firm-level investment theses on defence technology and the Indian watch market, reshaping the fund's sector scope; built relationships with HNIs, family offices and accelerators, and connected portfolio and prospect companies with senior contacts in the Indian government establishment to support their market-entry pathways. Offered a permanent AVP seat; declined in favour of the Ola Founder's Office.

EDUCATION

Indian Institute of Management Ahmedabad — MBA (PGP), 2024–2026.
University of Southampton, UK — BSc Mathematics, 2018–2021. Dissertation on military encryption systems.
GMAT 750 — 98th percentile; Quant 50/51, Verbal 42/51, Integrated Reasoning 8/8, AWA 6/6.

LEADERSHIP & SERVICE

- **British Army Reserve** (4 PWRR, C Company), 2019–21 — served alongside a full-time mathematics degree; trained in navigation, weapons handling and fieldcraft. Category 1 Sandhurst offer, September 2021 intake.
- **Elected Member of the UK Youth Parliament** for the London Borough of Brent, four consecutive years, representing 43,000+ pupils.
- **Founded Nerds Day and the Annual Snow Trek at IIM Ahmedabad** — both conceived, built and led 0-to-1. Appointed judge for Casescend 2.0, a national consulting case competition. Comfortable operating across UK, European and Indian business cultures.