

CAPABILITY BRIEF

Your Execution Ownership **Partner**

Technology capability creates growth. Organizational capability creates scale — the ability to consistently translate strategy into execution as you grow.

We help global companies build the organizational capability required to scale high-performance engineering organizations through India.

25+

CAPABILITY
CENTERS
BUILT

500+

TEAMS
BUILT &
SCALED

100+

LEADERSHIP
HIRES

2,000+

PROFESSIONALS
MANAGED

THE ORGANIZATIONAL SYSTEM

Growth creates complexity. Capability enables scale.

Organizational capability is the ability to consistently translate strategy into execution as a company grows in scale and complexity. It isn't a function or a collection of support services — it's the system that lets you grow without losing speed, clarity, accountability, or control.

Leadership Vision · Direction · Decisions	Technology Teams Talent · Skills · Performance	Operating Model Structure · Process · Cadence	Governance & Accountability Visibility · Control · Performance	Scale Infrastructure Systems · Data · Compliance
--	---	--	---	---

CAPABILITY MATURITY

What does each level actually look like?

Your organization doesn't need every capability at the same maturity level. The question is which capabilities need to mature for what's next.

	FOUNDATIONAL	STRUCTURED	SCALING	ADAPTIVE
Leadership	Key decisions still funnel through founder / CXO	Decision rights and accountability are explicit	Leadership ownership is distributed across functions	Leadership depth and succession capacity are established
Technology Teams	Critical knowledge sits with a few individuals	Teams have defined roles, skills and ownership	Teams scale without proportional management overhead	High-performing teams continuously evolve capability
Operating Model	Ways of working vary by team or individual	Common processes, roles and operating cadence exist	Execution is repeatable across teams and locations	Operating model adapts as strategy changes
Governance & Accountability	Issues surface reactively; visibility is limited	Controls, reporting and accountability are defined	Leadership has integrated performance visibility	Governance is predictive and performance-led
Scale Infrastructure	Systems support current needs but strain under growth	Core infrastructure is standardized and documented	Systems, data and controls scale with the organization	Infrastructure evolves ahead of organizational demand

For companies building engineering capability through India, these five systems determine whether the organization simply grows — or actually scales.

WHY NOW

Growth changes the organization.

As organizations grow, leadership bottlenecks slow decisions, teams become harder to coordinate, operating models turn inconsistent, governance becomes reactive, and infrastructure struggles to keep pace. The goal isn't to add more functions — it's to build the organizational capability required for what comes next.

HOW WE WORK

One partner. One operating model. One outcome.

"You own the strategy. We own the execution."

THALARON GLOBAL OWNS

- Execution of the India operating model
- Leadership and team build-out
- Operating model design and implementation
- Governance, systems and performance management
- Operational accountability and continuous improvement

YOU OWN

- Strategy and business priorities
- Product roadmap and go-to-market
- Customer relationships
- Brand, IP, and data
- Business decisions and investments

BUILT BY OPERATORS

Led by experience, not advisory theory.

We have spent 30 years building engineering organizations from the inside — not advising on them. **Puneet Gupta**, Founder & CEO of Thalaron Global, has built, scaled, and led technology organizations across engineering, product, and innovation, including establishing and scaling an India Innovation Center for a US cybersecurity platform.

We believe organizations become stronger when capability is embedded in systems, not individuals.

WHAT EXECUTION OWNERSHIP COVERS

Six areas of integrated accountability.

This isn't a menu of services you assemble yourself — it is one accountable execution model spanning the systems required to build, operate, and scale your India organization.

1 India Operating Setup

Entity, banking, compliance frameworks, operating foundations and the structures required for operational readiness.

2 Leadership & Team Build-Out

Leadership hiring, end-to-end recruitment, onboarding and capability development to build high-performing engineering organizations.

3 Governance, Payroll & Compliance

Continuous management of compensation, benefits, statutory requirements and governance — with accountability built into the operating model.

4 Operational Execution

Day-to-day execution management, issue resolution, performance visibility and continuous improvement as the organization scales.

5 Scale & Transition

Structured support as the organization grows — whether you transition ownership to your internal team or continue with Thalaron Global as your execution partner.

6 Technology, Data & AI Enablement

Workspace, network and technology foundations, together with targeted capability building across engineering, AI, data and infrastructure.

ENGAGEMENT MODELS

Flexible by design. Accountable by default.

Every engagement draws from the same operating system but is tailored to your stage, priorities and desired level of ownership. EOR, entity and BOT structures are implementation mechanisms within these models — not the starting point.

12–18 MOS

Build an India Capability Center

For companies entering India or building engineering capability.

Leadership · Teams · Operating model · Governance · Compliance

6–18 MOS

Scale Organizational Capability

For existing teams where growth has created complexity.

Leadership depth · Governance · Performance · Operating model

ONGOING

Embedded Capability Operations

For organizations seeking dedicated day-to-day execution ownership.

Execution · Governance · Performance · Continuous improvement

WHO THIS IS FOR

India as a strategic capability hub — not an offshore extension.

We're headquartered in India and partner with companies globally. We build the leadership depth, engineering talent and operating discipline that make India a durable part of your organization — not a cost center operated at arm's length.

Thalaron Global works with VC/PE-backed, growth-stage and enterprise companies building high-performance engineering organizations.

USA

UK

UAE

Singapore

Australia

PROVEN RESULTS

Built by operators. Proven in practice.

25+

Capability Centers Built & Scaled

500+

Teams Built & Scaled

100+

Leadership Hires Across Engineering & Product

2,000+

Professionals Hired & Managed

30–50%

Faster team ramp-up

Zero

Compliance disruptions

<6 mo

Full operational maturity

FEATURED ENGAGEMENT

Global Cybersecurity Platform

Cybersecurity · USA · VC-backed

Thalaron Global established, scaled and operated the company's India Innovation Center over more than a decade — enabling global leadership to focus on product innovation, customers and growth while the India organization matured and scaled.

10 → 230+

ENGINEERS SCALED

10+ Years

OPERATIONAL CONTINUITY

Zero

COMPLIANCE DISRUPTIONS

GOVERNANCE & PROTECTION

Governance built into execution.

Compliance, governance, security and IP protection are built into the operating model from the beginning — not added as controls after the fact.

1

IP Sovereignty

Clear legal structures ensuring proprietary code, workflows, and output remain owned by the parent entity — not the delivery partner.

2

Statutory & Regulatory Rigor

Rigorous, audited compliance across local labor law, tax filings, and statutory requirements, managed continuously rather than checked periodically.

3

Enterprise-Grade Security

Physical and network security protocols built to align with global data security and privacy standards.

NEXT STEPS

Start With Clarity Before You Scale.

The first conversation is a strategy session — not a sales call.

1

Capability Review

A 30-minute session to assess leadership, operating model, governance, and execution readiness against your goals and timeline.

2

Execution Blueprint

A tailored India capability roadmap — operating model, team structure, and execution priorities — delivered within 2 weeks.

3

Engagement Kick-off

Formalize the engagement model (EOR, Managed Entity, or Full BOT) and establish dedicated execution ownership.

4

Build & Scale

First hire within 6–8 weeks. Full operational maturity within 6 months — then continuous capability growth as your business scales.

Puneet Gupta

Founder & CEO

puneet@thalaronglobal.com

Arjun Dutta

Founding Member, Head of Growth & Partnerships

arjun@thalaronglobal.com

Build Organizational Capability That Scales.