

Sunil Ayyappan

DIRECTOR · TECHNICAL PROGRAM MANAGEMENT

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PROFILE

Director of TPM with *20+ years* of experience leading large-scale, cross-functional engineering programs across consumer and platform environments. Brings extensive experience across *Ads AI*, *Core AI*, and now leads the Digital Work & Platform team spanning LinkedIn and Microsoft. Recognized for building strong senior TPM teams, *creating clarity in ambiguity*, and partnering closely with Product and Engineering leaders to translate strategy into reliable execution.

COMPETENCIES

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| 01 Agentic & AI Platforms — LLM integration, orchestration, inference, evals, Responsible AI | 02 TPM Org Leadership — recruiting, coaching, and scaling senior TPM teams | 03 Strategic Program Planning — OKRs, roadmap sequencing, delivery predictability |
| 04 Cross-Functional Partnership — Product, Eng, Infra, Security, Privacy, Legal | 05 Risk & Operational Excellence — proactive risk mgmt, capacity & resource planning | 06 Technical Judgment — distributed systems, platform architecture, dependency mgmt |

EXPERIENCE

LinkedIn — *Director*

Dec 2018 – Present

Embedded Strategy & Operations leader within LinkedIn's AI organization, supporting rapid growth across AI research, ML platforms, infrastructure, Responsible AI, and the Ads AI marketplace. Operates as the connective tissue between engineering leadership, finance, product, legal, and Microsoft partners.

DIGITAL WORK & PLATFORM – CURRENTLY LEADING

- Currently leading the **Digital Work & Platform** org — a LinkedIn × Microsoft joint effort that operates **like a startup**, bringing together people from both companies to build a unified platform for digital work, anchored by **Project Aura**, our enterprise-scale agentic workforce platform.
- Establishing the founding operating model: team shape, planning rhythms, and execution standards for a zero-to-one platform spanning two company cultures, tech stacks, and compliance surfaces.
- Building the **first wave of platform bets** — shipping new products in close partnership with startups and enterprise customers, from agent primitives and shared infra to end-user surfaces — while keeping delivery predictable under high ambiguity.
- Single connective layer across agents and teams, owning end-to-end execution health across LLM integration, agent orchestration, inference infrastructure, evaluation pipelines, and Responsible AI governance.

- Led high-ambiguity, multi-organization programs spanning research, platform eng, product, infra, security, privacy, and legal — aligning teams with differing incentives into a coherent delivery motion.
- Applied hands-on technical judgment across system design and rollout — surfacing trade-offs across **model quality, latency, reliability, cost, and safety** to scale sustainably across both ecosystems.

ADS AI — MARKETPLACE GROWTH & RELEVANCE

- Led the **Ads AI** TPM team responsible for the **marketplace growth program**, running a large cross-org initiative that increased marketplace revenue by **+12%**.
- Led the TPM team responsible for **servicing relevant ads** on the LinkedIn member feed — ML relevance, ranking, and targeting improvements delivered **+10% CPL, +15% CTR, and +2% revenue**.
- Served as **execution partner to the VP of Ads** — co-shaping OKRs, driving bi-weekly business reviews, and keeping the leadership team honest on progress, risks, and trade-offs.
- Negotiated the collaboration contract with the Ads Engineering org; operated as the **connective tissue between AI, Product, Infra, and Engineering** teams to unblock cross-team dependencies and land shared goals.
- Coached embedded TPMs on model-launch discipline — experiment design, guardrail metrics, rollout gates, and post-launch readouts — raising the bar for how Ads AI ships.

TPM LEADERSHIP & ORG DEVELOPMENT

- Recruited, built, and led a high-performing team of Senior TPMs — coaching, mentorship, and career development with clear expectations for execution excellence.
- Established execution standards, operating rhythms, and role clarity that scaled with organizational growth and program complexity.
- Fostered a culture of accountability, proactive risk management, and continuous improvement across the TPM function.

STRATEGIC PROGRAM & OKR LEADERSHIP

- Owned technical program planning, execution, and OKR reviews across multiple concurrent, high-impact initiatives.
- Partnered with Product and Engineering leadership to shape roadmaps, sequence work, and align execution with company-level priorities.
- Improved delivery predictability through consistent planning, review cadences, and transparent dependency management.

OPERATIONAL EXCELLENCE, RISK & RESOURCE PLANNING

- Defined and evolved scalable program management processes, KPIs, and best practices.
- Proactively identified technical, operational, and organizational risks; drove mitigation before delivery impact.
- Partnered with Engineering and Product leadership on capacity planning and resource allocation, surfacing gaps during planning cycles.

Citibank — *Staff Technical Program Manager*

2016 — 2018

- Operated at the intersection of **technology, finance, and operations** to modernize enterprise AI and data systems.
- Led AI investment planning and execution across **personalization, fraud detection, and compliance** platforms.

- Built financial and operational models that improved infrastructure efficiency by **30%**, unlocking **\$10M+** in annual savings.
- Partnered with engineering and risk leadership to align spend, capacity, and regulatory outcomes.

Capgemini — *Sr. Technical Program Manager*

2012 — 2016

- Supported global banking clients through analytics-driven transformation.
- Built operating models and execution plans for large, multi-stakeholder initiatives.
- Delivered planning frameworks and performance tracking for data and analytics programs.

Oracle — *Tech Lead*

Earlier

- Managed globally distributed teams delivering mission-critical financial platforms.
- Developed early operating discipline across large engineering programs in regulated environments.

EDUCATION

Stanford GSB

LEAD — Corporate Innovation

MIT

Data Science & Big Data
Analytics

University of Madras

Master's in Computer Science