

NARAYANAN SUBRAMANIAM

Technology Transformation Executive | CTO | Digital Infrastructure, Energy Systems & Mobility Platforms

Creating Coherence Across Complex Distributed Ecosystems

Enterprise Platforms • AI & Automation • Electric Mobility • Energy Systems

Systems → Platforms → Ecosystems → Enterprise Transformation

Career progression spanning global technology companies, enterprise platforms, industrial AI, electric mobility ecosystems.

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EXECUTIVE SUMMARY

Technology Transformation Executive with 30+ years of experience helping organizations build, scale and evolve complex distributed ecosystems at the intersection of technology, operations and business outcomes.

Over time, my career has naturally evolved from building individual systems and products to creating platforms and, increasingly, helping organizations create coherence across complex distributed ecosystems.

Today, I am most energized by opportunities that require bringing together platform strategy, architecture, operations, engineering organizations and business stakeholders to build reliable, economically sustainable and future-ready systems.

I am particularly effective in environments where technology complexity, operational execution and business outcomes must remain tightly aligned.

Alongside executive advisory and leadership engagements, I am conducting an independent technology research and customer discovery program focused on Intelligent Energy Platforms and Mission-Aware Energy Systems, exploring how energy is evolving from a utility management function into a mission-aware operational decision-making capability in increasingly electrified, automated and AI-driven environments.

CAREER HIGHLIGHTS

Scale & Operational Outcomes

- Scaled systems supporting 100,000+ connected electric vehicles
- Operated across 1,600+ distributed infrastructure assets
- Supported 200,000–300,000 daily transactions
- Architecture validated for 10,000 stations and 1 million electric vehicles
- Achieved 99.9% production reliability

- Delivered ~30% operating cost reduction
- Expanded platform capacity by up to 3×
- Accelerated operational workflows by up to 8× through AI-enabled automation

Leadership & Innovation

- Led organizations of 150+ engineers globally
- Holder of 22+ patents across the US and India
- Dell India Inventor of the Year
- Senior Member, IEEE
- Senior Member, ACM

Current Strategic Research

- Intelligent Energy Platforms
- Mission-Aware Energy Systems
- Energy as an Operational Decision-Making Capability
- Customer Discovery Across Energy, Mobility and Infrastructure Ecosystems

LEADERSHIP THEMES

- Creating coherence across complex distributed ecosystems
- Aligning platform strategy, architecture, operations and business outcomes
- Creating structure without slowing innovation
- Future-proofing technology investments as industries evolve
- Governance that accelerates execution rather than constrains it
- Operationalizing complexity at enterprise scale
- Bridging technology innovation and operational scale

SIGNATURE TRANSFORMATION

SUN Mobility & Indofast Energy

Scaling One of India's Largest Battery Swapping Ecosystems

Leadership Challenge

Transform a rapidly expanding EV ecosystem into a reliable, scalable, nationwide operating platform capable of supporting future growth.

Systems Integration

Integrated software, batteries, electric vehicles, infrastructure, cloud platforms, analytics, and field operations into a unified operating system for the business.

Outcomes

Scale

- 1,600+ operational stations
- 100,000+ connected electric vehicles
- 200,000–300,000 daily transactions

Reliability

- 99.9% production reliability

Efficiency & Capacity

- Approximately 30% operating cost reduction
- Up to 3× throughput improvement

AI Operations

- Up to 8× acceleration through AI-enabled operational automation

Future Readiness

- Architecture validated for 10,000 stations and 1 million electric vehicles

This engagement required coordinating software platforms, cloud infrastructure, batteries, hardware systems, field operations, manufacturing partners, deployment teams, and executive leadership to maintain uninterrupted business operations while balancing local execution needs with enterprise platform standardization across a rapidly evolving ecosystem.

PROFESSIONAL EXPERIENCE

VaNaShRi Technology Consulting

Founder & CTO | Technology Transformation, Executive Advisory & Platform Scale-Up

2023 – Present | Bengaluru, India

Scope: Technology transformation, executive advisory and platform scale-up leadership across energy, mobility, digital infrastructure and cyber-physical systems. Helping organizations bridge the gap between technology innovation and operational scale through technology leadership, platform strategy, architecture, engineering transformation and operational excellence.

In parallel, leading an independent technology research and customer discovery program focused on Intelligent Energy Platforms and Mission-Aware Energy Systems.

Representative Contributions

- Re-engaged with SUN Mobility to stabilize and scale one of India's largest EV battery swapping ecosystems, having previously architected its foundational software platform from the ground up.
- Scaled operations to 1,600+ stations supporting 100,000+ vehicles
- Delivered ~30% cost reduction and 99.9% reliability
- Designed architecture for 10,000 stations and 1 million vehicles
- Extended platforms from 2W/3W systems to heavy EV infrastructure
- Prototyped LLM-driven operational systems delivering up to 8× faster support workflows
- Contributed to 12+ joint patents

Eugenie.ai

Chief Technology Officer | Industrial AI

2022 – 2023 | Bengaluru, India

Scope: AI-powered industrial decarbonization platform serving heavy industrial customers.

Representative Contributions

- Led architecture, engineering, and delivery organizations
- Led a 20-person engineering team
- Built API-first AI platforms integrating IoT and satellite data
- Enabled transition from pilots to scalable SaaS execution
- Supported investor engagement, GTM activities, and customer deployments

Nutanix

Senior Director of Engineering & Principal Architect | Hybrid Cloud Management

2019 – 2022 | Bengaluru, India

Scope: Global hybrid cloud management products spanning enterprise and public cloud environments.

Representative Contributions

- Led a global organization of 100+ engineers spanning platform development and cloud management products
- Modernized platform architecture, governance and operating models
- Introduced AI, automation and observability capabilities
- Helped evolve platform strategy to support long-term product scalability and operational effectiveness
- Created alignment across global product, engineering and platform organizations to improve governance, accelerate execution and support enterprise-scale operations.

SUN Mobility

Chief Software & Systems Architect | Electric Mobility Infrastructure

2017 – 2019 | Bengaluru, India

Scope: Foundational battery swapping infrastructure platforms for distributed mobility systems.

Representative Contributions

- Architected the core battery swapping platform from the ground up
- Built unified IoT and edge computing systems
- Enabled deployments across buses, scooters, and 3-wheelers
- Established architecture spanning hardware, firmware, communications, and cloud systems

Cisco

Principal Engineer / Architect | Webex Hybrid SaaS

2012 – 2018 | Bengaluru, India

Scope: Distributed SaaS collaboration platforms operating at global scale.

Representative Contributions

- Built large-scale observability and operational intelligence systems

- Introduced ML-driven anomaly detection
- Improved reliability across globally distributed SaaS environments
- Enabled data-driven operational decision-making
- Participated in global innovation and patent programs

Dell Technologies

Distinguished Engineer | Server & Systems Management

2006 – 2012 | Bengaluru, India

Scope: Enterprise infrastructure, systems management, and data center technologies.

Representative Contributions

- Led server management and provisioning architectures
- Contributed to IPv6 and data center transformation initiatives
- Drove innovation initiatives across infrastructure platforms
- Received Dell India Inventor of the Year

FOUNDATIONAL TECHNOLOGY LEADERSHIP (1994–2006)

Infinera

DWDM optical networking, embedded systems management, IP control planes, and synchronization systems.

Ishoni Networks

DSL infrastructure provisioning software and embedded management platforms.

Hughes Network Systems

Broadband wireless and satellite network management systems.

IBM

Optical networking management platforms.

Tata Elxsi

Software engineering foundations.

EDUCATION & EXECUTIVE EDUCATION

Indian Institute of Technology Madras – BTech, Electronics & Communication Engineering

University of Maryland – MS, Electrical Engineering

Indian School of Business – Chief Digital Officer Programme

University of Texas at Austin – Artificial Intelligence & Machine Learning

Indian Institute of Science (IISc) – Advanced Certification in Space Technologies

RECOGNITION

- 22+ patents across the US and India
- Dell India Inventor of the Year
- Cisco Excellence Award
- Senior Member, IEEE, and Senior Member, ACM

ECOSYSTEM LEADERSHIP

- Jury Member – NASSCOM DeepTech Emerge 50
- Jury Member – Karnataka ELEVATE & ELEVATE-NXT
- Technical Program Committee Member, Reviewer & Session Contributor – IEEE SPACE

REPRESENTATIVE EXECUTIVE ROLES

- Technology Transformation Executive
- Chief Technology Officer (CTO)
- Chief Product & Technology Officer (CPTO)
- Chief Platform Officer
- Enterprise Transformation Leader
- Technology Operating Partner