

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

EXECUTIVE POSITIONING

Narayanan Subramaniam is a 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, his career has naturally evolved from building individual systems and products to creating platforms and, increasingly, helping organizations create coherence across complex distributed ecosystems.

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

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

Alongside executive advisory and leadership engagements, he is conducting an independent technology research and customer discovery program focused on Intelligent Energy Platforms and Mission-Aware Energy Systems. The research explores 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.

VALUE CREATION SNAPSHOT

Operational Scale

- 100,000+ connected electric vehicles with 1,600+ distributed infrastructure assets
- 200,000–300,000 daily transactions
- Architecture validated for 10,000 stations and 1 million electric vehicles

Operational Outcomes

- 99.9% production reliability with 30% operating cost reduction
- 3× platform capacity expansion
- 8× operational acceleration through AI automation

Innovation & Leadership

- 22+ US & India patents across mobility, cloud, networking, and systems management

- Dell India Inventor of the Year
- Senior Member, IEEE & Senior Member, ACM
- 150+ engineers led globally

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

SIGNATURE LEADERSHIP PHILOSOPHY

Creating Structure Without Slowing Innovation

Large-scale transformation succeeds less through technical authority and more through collaborative alignment across business, operations and engineering organizations.

He creates enough structure and governance to enable enterprise scale while preserving the agility required for downstream innovation.

He views architecture as an adaptive capability rather than a fixed target state, helping organizations future-proof technology investments as industries evolve.

He repeatedly helps organizations:

- Align technology, operations and business outcomes
- Future-proof technology investments
- Build governance that accelerates execution
- Operationalize complexity at scale
- Bridge technology innovation and operational scale

His differentiator lies in orchestrating technology, operations and organizational alignment to transform complexity into scalable business outcomes.

SIGNATURE CASE STUDY

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

Brought together software, batteries, electric vehicles, infrastructure, cloud platforms, and field operations into a single operating system for the business.

Integrated Systems

- Electric Vehicles, Battery assets and Swap Stations
- IoT infrastructure, Cloud platforms, Analytics and operations

Outcomes Delivered

Scale

- 1,600+ operational stations with 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 automation

Future Readiness

Architecture validated for:

- 10,000 stations and 1 million electric vehicles

Why This Matters

This engagement required coordinating software, cloud infrastructure, batteries, hardware systems, field operations, manufacturing partners, deployment teams, and executive leadership while maintaining uninterrupted business operations.

It exemplifies Narayanan's ability to align technology execution with operational performance, business growth, and long-term strategic objectives.

REPRESENTATIVE TRANSFORMATION ENVIRONMENTS

Organization	Transformation Contribution
SUN Mobility	Operational ecosystem transformation
Eugenie.ai	Industrial AI scale-up
Nutanix	Enterprise platform modernization
Cisco	Operational intelligence at scale
Dell	Infrastructure innovation
Vanashri Research Program	Intelligent Energy Platforms & Mission-Aware Energy Systems

ECOSYSTEM LEADERSHIP

Current engagements include:

- Jury Member – NASSCOM DeepTech Emerge 50
- Jury Member – Karnataka ELEVATE & ELEVATE-NXT
- Session Chair, Reviewer and Contributor – IEEE SPACE

EDUCATION

IIT Madras (BTech Electronics & Communication Engineering)

University of Maryland (MS Electrical Engineering)

ISB (Chief Digital Officer)

UT Austin (AI/ML)

IISc (Space Technologies)

REPRESENTATIVE EXECUTIVE ROLES & OPPORTUNITY AREAS

Representative roles:

- Chief Technology Officer
- Chief Product & Technology Officer
- Technology Transformation Executive
- Chief Platform Officer
- Enterprise Transformation Leader
- Technology Operating Partner

Representative Opportunity Areas

- Large Enterprise Transformation
- Digital Infrastructure Platforms
- Energy, Mobility & Sustainability Platforms
- Industrial AI & Operational Intelligence
- Cyber-Physical Systems
- Growth-Stage Scale-Up Businesses
- Selective Operating Partner Engagements

Narayanan's work increasingly focuses on helping organizations bridge the gap between technology innovation and operational scale while exploring how intelligent infrastructure, energy systems and AI-enabled operations reshape future industrial ecosystems.