

CAPABILITY DECK | COMMERCIAL REAL ESTATE AND ENTERPRISE TECHNOLOGY

Thirty years across CRE and technology

AI-enabled CRE consulting

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I have seen commercial properties from four sides



Sold it

1998

Marketed real estate online: websites and campaigns for two builders' launches



Built tools

1999 to 2001

Software beside a commercial-mortgage team at GMACCM; a CRE leasing marketplace at Realcentric



Owned it

2001 to today

A 4,800 sq ft CRE floor in Madurai, plus other properties converted to CRE premises



Used it

2004 to 2026

CRE flex space across Bangalore, Chennai and Delhi for ventures I co-founded or led

That mix is what I bring to CRE technology.

A CRE property thread runs through a software career

CRE PROPERTY

1998

Websites and campaigns for two builders

1999 to 2000

Java developer beside a commercial-mortgage team (GMACCM)

2000

Early online CRE leasing marketplace (Realcentric)

2001 to date

AA Towers, plus other Madurai properties converted to CRE premises

2004 to 2026

CRE flex-space user across Bangalore, Chennai, Delhi

2016 to 2017

CTO, software for malls, shopping centres and airports

2026

AI-enabled CRE platform proof of concept

ENTERPRISE SOFTWARE

1994 to 1999

Programmer to project lead: CAD, management systems, first web stores

2000 to 2003

Java engineer in the US dot-com era

2003 to 2012

Co-founder, then technical director of a web firm

2013 to 2017

Director of technology, then CTO (media streaming, property software)

2017 to 2021

CTO of three SaaS products at Aurea

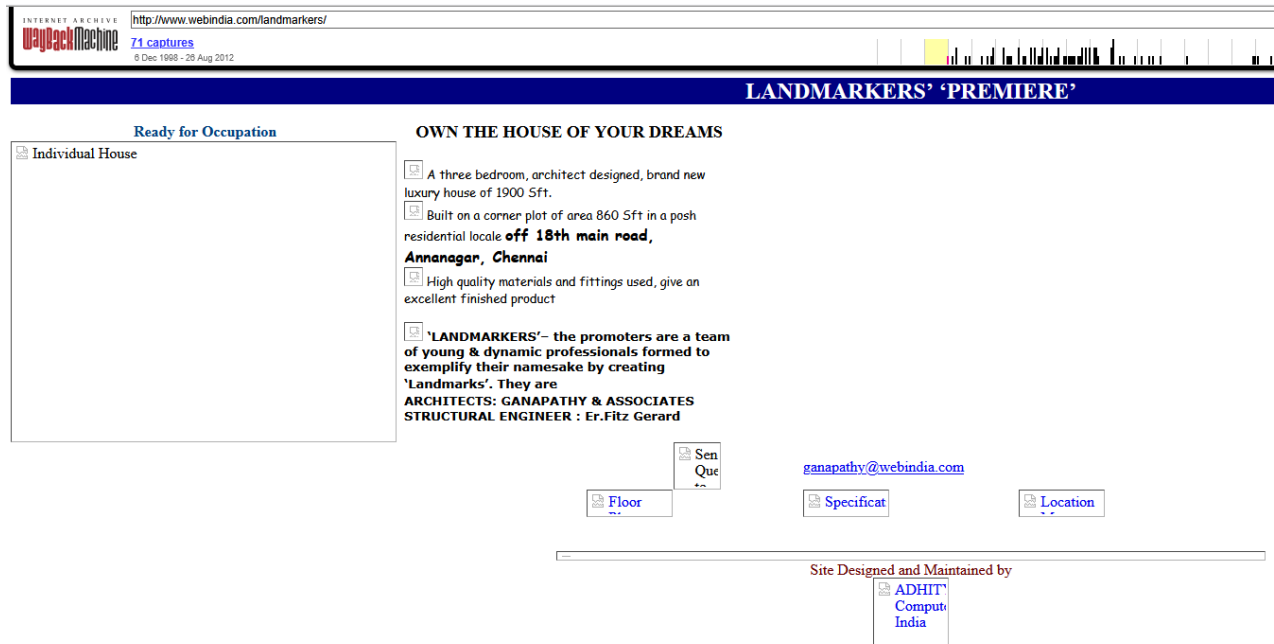
2022 to 2023

CTO APAC, 1,100+ engineers, commerce platforms

2024 to 2026

Fintech CTO, then fractional CTO and AI advisor

1998: marketing real estate online, early



Landmarkers, Chennai. An architect-designed house launch. I built the site and the advertising campaign.



NS Homes, Coimbatore. A campaign aimed at non-resident South Indians, designed and managed end to end.

Hand-coded, with my name in the page's meta tag. A website on its own domain or sub-domain was a premium launch in South Tamil Nadu then.

Images: Internet Archive captures, December 1998. The original pictures were not archived.

GMACCM: building beside CRE mortgage experts



Search tools

Over incentive and payment-method data



Reports

Matrix and quote reports built on those searches



Middle tier

SQL and query files behind the reporting

1999 to 2000

Lead developer, Java, e-commerce team

The core team came from GMAC's commercial-mortgage group, so the product borrowed heavily from mortgage features.

2000: an early online CRE leasing marketplace

RealCentric Launching Soon
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The time it takes to lease space is a problem -- be part of the new solution.

Go to the city of your choice to target market your building and find tenants faster than ever.

Atlanta	Chicago	Los Angeles	Orange County
Austin	Dallas	Las Vegas	San Diego
			Tampa

Phase II Coming Soon to All Major Markets in the U.S.

9

US markets listed at launch, from Atlanta to Tampa

- Paying real-estate agents signed before launch
- Played the architect's role on a fast-moving team: three Phase I modules and the Phase II architecture
- "Outfit Space" turned tenants' space needs into XML for third-party vendors

Realcentric pre-launch page, Internet Archive capture, May 2000

Press at the time: GlobeSt, 6 Oct 2000, reported agreements with Colliers International, Trammell Crow and other major owners and brokers in San Diego.

Lesson: image quality and search speed decide whether a CRE listing site works.

AA Towers: a CRE owner's view since 2001



Bypass Road, Madurai: one of the city's first multi-storey commercial complexes. Floor plate shown after repainting, June 2026.

2001

Bought the third floor

4,800 sq ft

Carpet area, open plate

Several more

Other Madurai properties converted to CRE premises; some worked, some did not

Converting a single-unit office to coworking



Interior, AA Towers, Madurai



One entry, one pantry

A single-unit office has one of each, and shared use strained both



Occupant maturity

Tenants needed time to learn to work well in shared space



Readiness comes first

Plug-and-play works only when the premises and the occupants are both ready

Flex space from the CRE customer's side

22 years

2004 to 2026, using CRE coworking and flex space for ventures I co-founded or led as CTO

Bangalore

Chennai

Delhi



Negotiated CRE deals personally

Directly with the CRE operators I rented from



Designed CRE premises

Layouts for coworking floors used by my teams



Worked daily with CRE facilities teams

The people who decide whether a space really works



Know how CRE operator portals work (and don't)

Including how unsold stock shapes what gets shown

Five lessons I carry into CRE technology

- 1 The listing is the product.** Sharp images and fast search decide whether a listing site works.
- 2 Demand comes before launch.** Realcentric had paying agents before it went live.
- 3 The market has to be ready and mature.** My plug-and-play suites in Madurai arrived early.
- 4 Unsold CRE stock shapes operator portals.** Design integrations around it, not past it.
- 5 CRE space lives or dies on operations.** Layout and facilities teams decide how a place performs.

Enterprise commerce: scale without one stack

1,100+

engineers in the organization

10+

commerce platforms

\$20M+

delivery portfolio

- Reusable accelerators and platform components shared across practices
- Standardized CI/CD and test automation; AI-assisted development introduced organization-wide
- Two practices launched from zero: Enterprise Engineering and Order Management

Why it matters in CRE

Operators already run many systems. A reusable integration layer lets each keep its own CRM, ERP and property-management tools instead of forcing a rip-and-replace.

Fintech: monolith to multi-tenant SaaS

40%

fewer production incidents

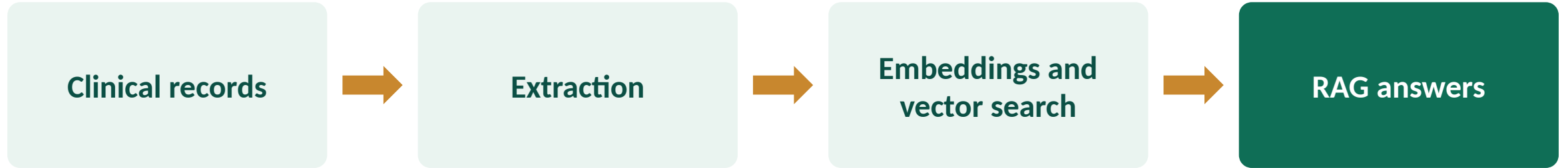
40+

engineers in the Chennai team I scaled

- A US credit-card CRM re-architected from a single-tenant monolith to multi-tenant SaaS while live card processing continued
- A predictive risk model embedded in the transaction flow
- CI/CD pipelines introduced across the platform

Why it matters in CRE: the same identity and risk checks sit inside operator onboarding: KYC, KYB and AML.

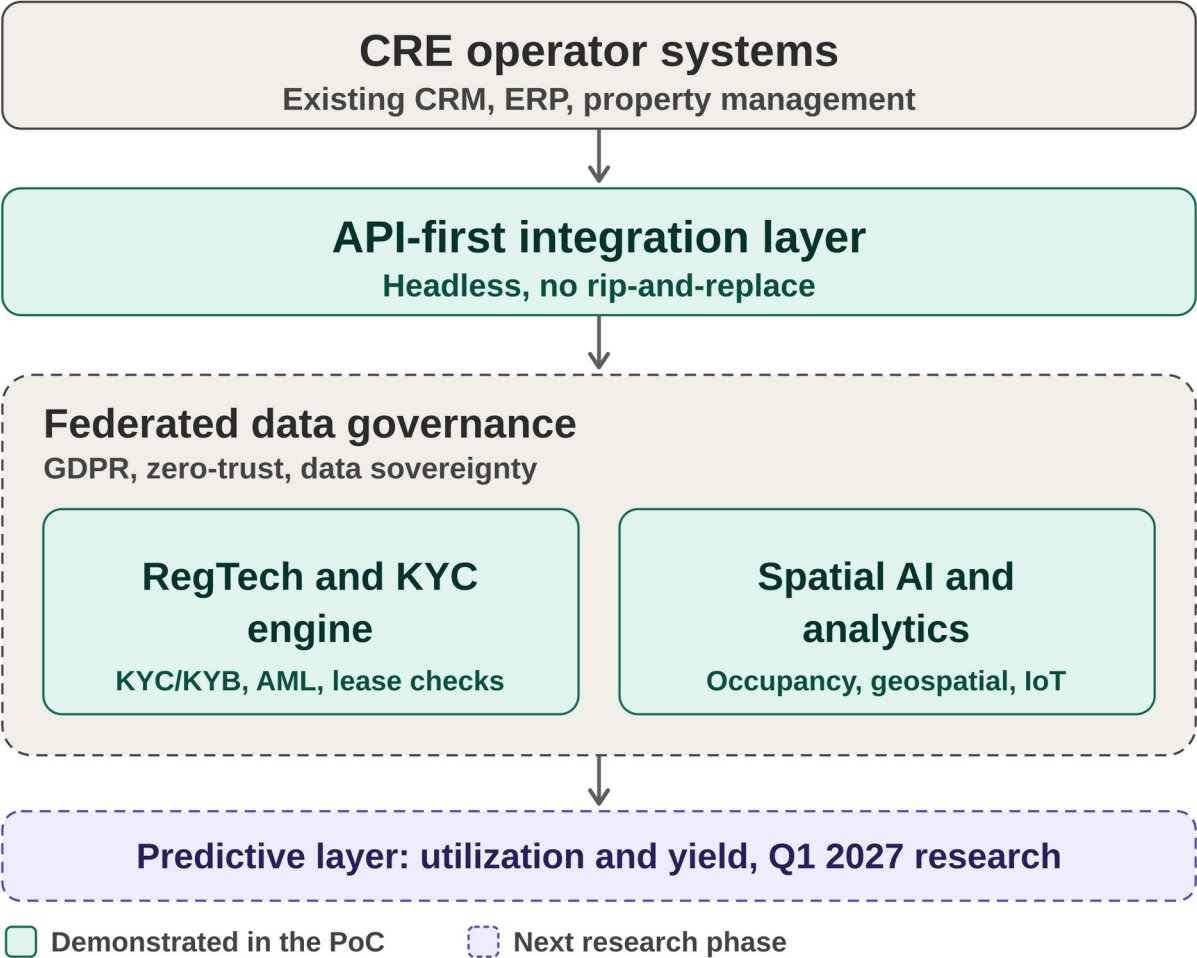
Regulated document AI on Google Cloud



- Asynchronous Python services on GCP Cloud Run
- LangChain orchestration over vector databases
- LLMOps, observability and HIPAA protocols from day one

Why it matters in CRE: leases and KYC files are the same problem: long, messy documents that must be checked against rules.

Proof of concept: one composable CRE layer



What the PoC shows

- Compliance and KYC checks automated across jurisdictions
- Spatial data normalized into utilization insight
- Headless APIs that plug into existing CRE operator systems

Next, Q1 2027

Research into predictive models for CRE utilization and yield. A research demonstrator, not a commercial product.

Next: CRE data analytics and AI



CRE market prediction

Forecasting demand, occupancy and yield by district and asset type



Urban space-requirement modelling

Estimating how much space, of what kind, a district will need as the city changes



A data foundation from the PoC

Builds on the PoC's spatial and compliance data pipelines; pilots with data-owning partners

A research direction for 2027, built on the proof of concept. Looking for CRE data partners and pilot operators.

Where I can help



AI readiness and architecture review

For CRE operators and PropTech teams



CRE KYC and lease-document automation

Scoping and design



Integration design for CRE operators

Across CRM, ERP and property management



CRE data analytics and prediction pilots

With data-owning partners

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