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ALEXEY NAZARENKO

Enterprise Architect | Banking | Architecture Governance | AI & Data Platforms

Enterprise Architect with strong experience in banking and regulated environments, focused on scaling architecture decision-making and enabling safe adoption of AI and data capabilities. I design architecture operating models, governance frameworks and platform architectures that reduce bottlenecks, maintain control and help teams move faster.

My work spans enterprise and domain architecture, architecture review, data platforms, MDM, CRM, ML / GenAI platforms and AI-native transformation. I turn complex business, technology and regulatory requirements into reusable standards, decision frameworks, roadmaps and delivery guardrails.

CORE SKILLS

- **Architecture governance & decision enablement:** architecture operating models, Architecture Board decision flow, architecture review, ADR / EADR, reusable standards and patterns, architecture repository, technical debt governance, stakeholder alignment.
- **Enterprise & domain architecture:** architecture strategy, target architecture, domain decomposition, domain architecture, platform architecture, enterprise architecture metamodels, BIAN-aligned service models, capability / service maturity assessment, TOGAF, BIAN, CMMI.
- **AI, Data & platform architecture:** BI, DWH, Data Lake and Lakehouse, MDM, data governance, ML / GenAI platforms, MLOps, LLM, RAG, AI agents, MCP, A2A, AI governance and model risk.
- **Banking and regulated domains:** retail lending, risk management, CRM, sales and personalisation, corporate finance, data platforms, governed AI adoption and large-scale transformation.
- **Solution & integration architecture:** large-scale distributed systems, high-availability systems, microservices architecture and SOA, contract-first design, integration architecture and CRM platforms.

PROFESSIONAL EXPERIENCE

2021–Present

Alfa-Bank

Enterprise Architect

- Scaled architecture decision-making across the bank by establishing governance patterns, ADR / EADR practices and review guardrails, enabling 10–12 architectural changes per day to be assessed consistently against strategy, domain architecture, Architecture Board decisions and risk controls.
- Developed the bank's TOGAF-informed EA operating model: EA metamodel, domain decomposition, BIAN-aligned domain service model and CMMI-based capability / service maturity assessment.
- Developed LLM-supported architecture practices for context structuring, knowledge reuse and review preparation, helping make architecture reviews faster, more consistent and less dependent on individual expert knowledge.
- Converted recurring review themes into reusable standards and EADRs, including Data Governance by Design for pre-production impact assessment, sharding / distributed storage, ML / LLM inference boundaries, data acquisition and solution governance.
- Provided EA oversight across retail lending, CRM, risk management, corporate finance, ML / GenAI, data platform and MDM, shaping target architectures, domain strategies and maturity assessments.
- Formulated the bank's AI-native transformation concept, covering governed GenAI adoption, architecture decision support, progress measurement and adoption across domains, systems and platforms.
- Defined and governed ML / GenAI platform architecture across model training, testing and inference, MLOps, RAG, AI agents, A2A / MCP integration patterns and model risk controls.
- Steered data platform architecture and drove MDM platform development across customer, product and universal master data domains, covering ingestion, BI, DWH, data lake / lakehouse, semantic layer, data distribution, sharding and distributed storage.
- Designed CRM and retail lending sales platform architectures, covering product offer generation, AI-based offer assessment and offer distribution across sales channels; managed architectural technical debt across delivery teams.

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| 2020–2021 | RT-Labs | Chief Platform Architect |
| <ul style="list-style-type: none"> • Developed and defended the conceptual architecture of a national-scale public sector digital platform before a federal institution's technology committee. • Defined the architectural transformation of the platform from a composite monolith towards a service-oriented and microservices architecture. • Established contract-first principles for interactions between platform modules. • Designed the architecture of a high-availability citizen-facing digital service module to support peak national-scale demand of up to 45 million concurrent authenticated users. • Provided architectural governance and implementation oversight. • Led an 8-person platform architecture team. • Established and maintained the platform architecture repository. • Defined and embedded an architectural governance process into the software delivery lifecycle. | | |
| 2018–2019 | I-Teco | Head of Architecture |
| <ul style="list-style-type: none"> • Designed and defended the architecture of the 'Digital Drilling' platform for automating well design, drilling operations and commissioning for Gazpromneft. • Designed a heterogeneous architecture combining service-oriented and microservices patterns, incorporating ML capabilities, computer vision and digital twins. • Defined pilot assumptions and supported successful pilot delivery. • Provided architectural governance over agreed solutions during delivery. • Co-developed a reference architecture model for an upstream oil and gas company in collaboration with experts from Rosneft, Halliburton and Schlumberger. • Led the architecture and analysis function for energy-sector engagements as a contractor, managing a team of more than 30 people. | | |
| 2017–2018 | Sberbank | Enterprise Architect |
| <ul style="list-style-type: none"> • Designed and defended the quarterly target architecture for the Currency Control stream within the international trade domain. • Contributed to currency control automation initiatives, including intelligent recognition and structuring of foreign trade contracts and RPA-based automation of foreign exchange contract processing. • Led a team of four service architects within the Currency Control stream. | | |
| 2016–2017 | IBS | Chief Software Architect |
| <ul style="list-style-type: none"> • Developed and defended the conceptual architecture for a federal wildfire monitoring information system covering protected natural areas for the Ministry of Natural Resources. • Detailed the system architecture and provided architectural governance over implementation across subcontractors. | | |

SELECTED INDUSTRY CONTRIBUTIONS

- 2026 – Prepared and delivered a pro bono industry seminar on AI-native financial institutions and AI architecture, covering enterprise architecture implications, platform capabilities, governance and organisational changes required for AI adoption.
- 2025 – Developed a pro bono reference architecture and requirements model for an AI platform for a fintech industry association, covering platform capabilities, business services, functional and non-functional requirements, governance, security, compliance, roles and competencies for regulated banking and fintech organisations.

EDUCATION AND CERTIFICATIONS

- 1999–2000 Southern Federal University, Russia
Postgraduate research in Genetic Algorithms and Evolutionary Modelling
- 1994–1998 Southern Federal University, Russia
(formerly Taganrog State Radio Engineering University)
Bachelor's degree in Engineering and Technology
Specialist degree in Computer-Aided Design (CAD) Systems
- 30+ professional certifications
Details available on LinkedIn
<https://www.linkedin.com/in/alnaz/details/certifications/>