

Alexey Solodkov

CIO / IT Operations Director

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Russian — Native, English — C1

Profile

I bring order to IT operations and make them manageable. 25 years in IT — from support engineer to head of IT departments of up to 98 people. I build teams and processes from the ground up, turning chaotic operations into a transparent, measurable model with clear SLAs and budgets. In recent years my focus has shifted to data (DWH, BI) and embedding AI into real business processes with measurable impact.

PhD in Engineering (data warehousing / object identification) — I combine management and technical expertise. I have board-level experience and hands-on entrepreneurial experience running my own business — I understand operations not only as a hired executive, but also as an owner accountable for the result.

Experience

Head of IT Department

MEGA Group · May 2025 — February 2026

Managed the IT department (46 people): digital transformation, PMO (20+ IT-related projects), 1C business applications (budgeting, tax/management/statutory accounting, maintenance management, payroll, document workflow, CRM), enterprise data warehouse and reporting, information security, IT budgeting, vendor management.

Achievements:

- Expanded the team with new roles (enterprise IT architect, business/system analysts, 1C developers, data analysts, information security specialists), laying the foundation for in-house 1C and BI expertise
- Designed the DWH architecture, documented metadata, automated data collection from business systems, and delivered dashboards across 5 business areas

- Ran an AI pilot to develop marketing strategy using the company's confidential data — uncovered 3 significant business insights and cut analyst effort by 2–5x
- Built a transparent IT budget for the head office and 14 shopping centers, with detailed 1C-based plan-vs-actual reporting

Head of IT Department

SberEducation · April 2022 — November 2024

Built the Operations Department from scratch, growing the team from 5 to 55 people. Designed the org structure and split responsibilities across 24/7 monitoring, L2 support, DevOps, MLOps, DBA, ITSM, and corporate IT.

Achievements:

- Built an automated deployment pipeline ("Rails") — developers deploy infrastructure services following documented instructions, without DevOps involvement
- Introduced an application onboarding process for production, integrating L2/DevOps/DBA into product sprints
- Rolled out ITSM and ITIL processes, established an Incident & Reliability Committee — incident SLA rose from 80% to 100%
- Implemented FinOps practices and optimized infrastructure — costs reduced by 17%
- Fully transitioned operations of 5 education products from an external vendor to the in-house team
- Successfully delivered DWH and ML inference infrastructure projects, electronic document management (EDM) rollout, and HR process automation (1C integration)

Head of Service Operations, Service Platforms

Beeline · August 2018 — April 2022

Led a service unit (65 people, temporarily up to 98): service and telecom platforms (BSS, self-service, SMS, SS7, voice services, IPTV), workplace infrastructure (12,000 laptops, 700 servers), corporate infrastructure, VIP support. Restructured the unit, built vendor management for 74 IT systems, ran IT system and incident-management audits, and worked with B2B/B2C stakeholders and auditors (PCI DSS).

Achievements:

- Restructured the unit, established management hierarchy and leadership team
- Built the vendor management function from scratch
- Government award "Master of Communications"

IT Project Manager

Beeline · April 2014 — July 2018

Managed billing platform development projects under PMBOK methodology: migrated 2 live systems to new data centers under live traffic, expanded capacity, and built a geo-redundancy platform. Managed releases, capacity planning, budgeting, and vendor negotiations.

Achievements:

- Delivered 5 projects across 10 sites (from St. Petersburg to Khabarovsk)
- Modernization freed up 139 rack units; server count reduced 10x
- Migrated the Rostov billing system to a new data center with a 40% budget optimization, delivered on time under live commercial load
- Government award — "Honorary Radio Operator" badge

Head of Quality and Technical Audit

Beeline · December 2007 — April 2014

Built the Quality department from scratch. Oversaw mobile network and service quality, ran technical audits of regional branches (statistics, call traces, incidents), and delivered weekly reporting to leadership. Sourced data, wrote ETL specifications, analyzed data in Oracle DB (SQL, BusinessObjects). Developed KPIs/KQIs for the technical division and built out the governance framework.

Spent 6.5 years as a player-coach for the data analytics team covering mobile network telemetry: full cycle from source analysis and ETL algorithm design to KPI creation and regular reporting to leadership — across 9 regions of Russia, 6 CIS countries, plus Cambodia and Vietnam.

Achievements:

- Built a service quality control system across Russia, Kazakhstan, Uzbekistan, Armenia, Georgia, and Tajikistan (SLA/OLA governance framework)
- Set up quality control for platforms in Cambodia and Vietnam
- Conducted 20+ technical audits
- Recognized as Best Mentor, 2009
- Winner, "Best Idea" award, 2013

Head of Switching Equipment Operations

Beeline, Saratov Branch · November 2005 — December 2007

Managed a data center from design through commissioning (rack installation, cooling, fire suppression, uninterruptible power systems). Led 2 groups (platform operations for 9 Volga region branches and switching equipment for the Saratov branch). Prepared regulatory documentation, handed over communication facilities to the regulator, and liaised with the FSB and state communications oversight body.

Achievements:

- Built a 400 m², 1 MW data center
- Leadership index of 80% in the Research International assessment, "Our Capital" program, 2006
- Recognized as Key Employee of the Volga Region, 2007

Lead Engineer

Beeline, Saratov Branch · November 2003 — November 2005

Administered Comverse platforms (RTBS, SMSC, VMS) in 24×7×365 mode, T2 support. Designed billing model tariff plans: development, testing, troubleshooting. Trained the NOC team on effective control of Comverse platforms.

November 2003 — April 2022: 18.5 years of continuous growth within a single company — from support engineer to head of a service unit of up to 98 people.

Additional Experience

Professional Representative on Boards of Directors

Federal Agency for State Property Management (Rosimushchestvo) · 2014 — 2017

Represented the interests of the Russian Federation on the Boards of Directors of JSC "Saratov Printing Plant," JSC "Interregional Specialized Postal Center," and JSC "Prudovoe." Developed strategy and long-term development plans, designed KPIs and bonus programs for CEOs, and handled corporate governance matters.

Co-Founder

Vesta-Story (stretch ceilings, PVC windows, air conditioning) · 2008 — 2012

Strategic and financial management, investment, brand management. Built and grew the company website, ran contextual advertising (Google, Yandex, Rambler), and managed advertising performance (print, newspapers, online).

Achievements:

- Built the company website and an advertising performance management system
 - Up to 80% of orders came through the website in the first year
 - Built a management accounting and reporting system
 - Successfully launched the startup; exited the company in 2012
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Education

- **PhD in Engineering (Data Science / Data Warehousing)** (05.13.18) — Yuri Gagarin State Technical University of Saratov, 2006. Thesis: Mathematical models and methods for identifying non-numeric objects in data warehouses (data cleansing)
 - **Engineer, "Automated Information Processing and Control Systems"** — Yuri Gagarin State Technical University of Saratov, 1999
 - **Presidential Program for Training Management Personnel**, track **"Management in a Large Corporation"** (Strategic Management) — Academy of National Economy under the Government of the Russian Federation, Moscow, 2013
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Professional Development

Strategy, Leadership, Product

- Program and Portfolio Management + "Portfolio Value" business simulation — PM Expert, 2026
- AI for Business and Executives — Netology, 2026
- Leadership and Influence in Organizations — SKOLKOVO Business School, 2024
- Leading Teams — Beeline University, 2021
- Product Management — Moscow Business School, 2012
- Hardball Negotiation Tactics — Oratorika Academy, 2015

Project Management

- Project Management based on PMBOK® 7 — PM Expert, 2021
- Exam Preparation for PMP® and PME® — PM Expert, 2020
- Agile & PMBOK: Combining Classic and Agile Approaches — PM Expert, 2020
- Agile Certified Professional — Agile Fundamentals — Luxoft, 2018

People Management

- Managing People Through Change — training led by Prof. T. Yu. Bazarov, D.Sc. (Psychology), HR Technologies Center "XXI Century," 2008
- Management Competency Development (year-long program, incl. conflict management and mentoring) — Beeline University, 2007–2008
- Conflict Resolution, Coaching, Effective Interviewing — Beeline University, 2005–2015

Data and Technology

- Introductory course on Qlik Sense — Beeline University, IT, 2021
- Oracle9i Database: SQL Tuning Workshop — Oracle University, 2005
- Enterprise DBA Part 1A: Architecture and Administration — Oracle University, 2001
- Introduction to Oracle: SQL — Oracle University, 2001
- Oracle Internet Database Operator for Windows NT — Oracle University, 2001
- Tru64 UNIX V5 1A, System Administrator — HP Education Centre, 2005
- Shell Scripting for Solaris System Administrators — REDCENTER, 2005

Telecommunications

- UMTS Principle and Huawei Solution Training — Huawei Training Center, 2006
- GPRS/E-GPRS Overview — Beeline University, 2006
- SS7 Signaling System in GSM Mobile Networks — Beeline University, 2004
- GSM System Overview — Beeline University, 2004
- TRILOGUE Infinity III O&M Part 1 — Comverse Training Services, 2003
- Pre-Paid O&M Part 1 — Comverse Training Services, 2003
- PPS 4.250 Overview Course — Comverse Training Services, 2004
- RTBS 4.6 Features Course — Comverse Training Services, 2005
- ISMSC Operation & Maintenance — Comverse Training Services, 2005

Frameworks and Tools

Management frameworks: FinOps, ITIL 4, COBIT, TOGAF, PMBOK, DMBOK

Technologies: K8s, ClickHouse, Jenkins, Airflow, PostgreSQL, Greenplum, GitLab, Bitbucket, DWH, Qlik Sense, Superset, 1C, Oracle, DevSecOps, SRE, MLOps

Awards

- Government award "Master of Communications" (Ministry of Digital Development of Russia)
- "Honorary Radio Operator" badge (Ministry of Digital Development of Russia)

- Winner, "Best Idea" award, 2013 (Beeline)
- Best Mentor, 2009 (Beeline)
- Key Employee of the Volga Region, 2007 (Beeline)

Core Skills

Managing IT departments and teams of up to 98 people · Building teams from scratch · IT systems and process audits · ITSM / ITIL · FinOps and cost optimization · DWH, BI, data analytics · Embedding AI into business processes · DevOps / MLOps / DBA · Vendor management and contract negotiation · IT budgeting · Project management (PMBOK, Agile) · Crisis management · Board-level engagement

Languages

Russian — Native · English — C1