

Curriculum Vitae of

Nick Rozanski CEng FBCS

Nick graduated from the University of Cambridge in 1983 with a degree in Mathematics, and in the following year completed an MSc in Computer Science at the University of Manchester. He worked as an IT consultant for twenty years after graduation on numerous projects for a wide range of public and private sector clients. In recent years he has worked in senior architectural roles for ICBC Standard, Barclays, BGI and Marks and Spencer.

Nick combines strong architecture, technical leadership, and analysis and design skills with a background that includes complex systems integration, bespoke software development, and enterprise package customisation and deployment. During his career he has taken architecture, analysis, design and development roles on projects and programmes in the finance, retail, government and manufacturing sectors. His systems development experience ranges from small systems for specialised users, up to very large corporate applications for financial institutions, high-street retailers and government departments.

His recent experience has focussed on leading teams to create architectural strategy and design, ratify it with stakeholders, and provide technology leadership, governance and support throughout the project lifecycle, from concept to implementation.

Nick has co-authored a book, "Software Systems Architecture" (Addison-Wesley, 2005, 2012), a practitioner-oriented guide to designing and implementing effective architectures for information systems.

He is a Chartered Engineer (CEng) and Chartered Fellow of the British Computer Society (FBCS).

Educational Qualifications

Oct 1980 – June 1983	Churchill College, University of Cambridge	BA Hons. (2:1) Pure Mathematics
Oct 1983 - Sept 1984	University of Manchester	MSc Computer Science

Employment Summary

2015 – present	ICBC Standard Bank	Head of Architecture and Integration
2010 – 2015	Barclays Investment Bank	Lead Architect, Chief Technology Office
2008 – 2010	Barclays Global Investors (BGI)	Lead, Enterprise Architecture group
2004 – 2008	Marks and Spencer	Lead Technical Architect
1984 – 2004	consultancies including Logica, Sybase, Cap Gemini Ernst & Young, and Praxis	Consultant / Technical Architect

Experience with ICBC Standard Bank

Nick joined ICBC Standard Bank as their Enterprise Architect. However the role soon expanded to cover three areas of responsibility:

1. *Solution Architecture*: Nick manages a team of solution architects, ensuring they work with project teams to produce sound architectural designs and effectively oversee and support design and implementation. Headline programmes include:
 - Selecting and implementing an Enterprise Data Management platform, and overseeing the rollout of EDM to risk management, financial management, client management, and trader supervision
 - Implementing a strategic service for regulatory monitoring and reporting, initially for MIFID II, then extended to other regulatory regimes such as EMIR, SFTR and FRTB
 - Implementing a highly secure online portal which the Bank's clients can use to manage their precious metals inventory in the Bank's newly-acquired vault in London

2. *Enterprise Architecture*: Nick is responsible for driving initiatives to simplify and consolidate the Bank's current portfolio. He works with senior business and technology stakeholders across all functional domains and asset classes to:
 - understand business objectives, business capabilities and the existing system and data landscape
 - define, articulate and ratify the front-to-back current- and target-state enterprise architecture
 - ensure that business and IT stakeholders understand and work to the target enterprise architecture.
3. *Enterprise Integration*. Nick is overseeing an Integration Refresh Programme to replace the Bank's legacy infrastructure for real-time integration. Nick ran an RFP with his Integration Architects to select the new vendor product, and is overseeing a pilot project to prove the capabilities of the chosen platform before starting the full rollout.

Nick also leads the ICBCS Architecture Board, runs architecture governance and works to promote and develop the role and practice of architecture within ICBCS Technology.

Experience with Barclays Investment Bank

Nick joined Barclays Investment Bank (then known as Barclays Capital) as the Architect for Fixed Income Rates, a new post. He later took on architecture oversight of the new Control function, which is responsible for reporting submissions to regulators and public trade repositories in jurisdictions in the US, Europe and APAC.

In 2014 he moved into the Chief Technology Office (CTO) as a Lead Architect, while retaining his Rates and Control responsibilities.

Nick's Lead Architect remit was to drive the Bank's disparate technologies into a more structured, efficient and effective environment from which to deliver its ambitious technology commitments.

- He worked with his CTO colleagues to define and document the current and future state; to draw up, ratify and oversee standards; and face off to other global Barclays teams and to vendors and external partners
- He ran the Investment Bank Architecture Board (IBAB) which reviewed and approved the architectures of important new systems, and created and rolled out a comprehensive questionnaire for architectural review
- He set up and led the bank-wide Architecture Community of Practice (sponsored by the COTO), which brought together practicing architects to share information, ideas and knowledge

His Rates and Control achievements included the following.

- He led the architecture design for a new service which calculated real-time prices, risk, and P&L for the bank's traders and sales people
- He led the architecture and design of a number of systems to help the bank meet its new regulatory requirements under US, European and British legislation
- He provided architectural support, guidance and oversight to Rates projects for electronic trading, trade processing, end-of-day valuation, risk and P&L, and global trade data management

Experience with Barclays Global Investors (BGI)

Nick's remit at BGI was to "re-launch" the global Enterprise Architecture team. He first developed and obtained IT leadership approval for a new EA Charter with the following accountabilities:

- drawing up and agreeing the vision and roadmap for all areas of IT
- providing architectural oversight and guidance to IT projects and programmes
- supporting key investment decisions and helping to shape and align the major programmes of work
- fostering innovative solutions to complex business problems.

He and his team started to deliver on the new charter, producing an enterprise-wide system dependencies model (using a bespoke tool developed for this purpose), a vision and roadmap for integration, and a number of policies and other architectural deliverables.

His team was international, based in San Francisco, London and the Far East, reflecting the business of BGI and the composition of the IT Group.

Barclays put BGI up for sale in 2009, and the EA team focussed full-time on support of the transition to the new owner, BlackRock.

Selected Experience with Marks and Spencer

Nick led a team of technical architects with accountability for Application Services, which included application hosting (.NET and latterly J2EE), RDBMS, data warehouse and BI, integration, and non-production environments. His team's remit was to develop and champion his area's strategy and vision, blueprints and architectural policies; to sponsor the infrastructure development programmes which provide these services; and to provide guidance, support and governance to programmes which use the services.

As well as taking overall accountability for the Application Services vision, Nick was personally responsible for the Integration portfolio (stateless messaging, bulk file transfer, web services and process orchestration.) He had line management responsibility over a team which ranged in experience from seasoned architects near retirement to a recent joiner for whom this was his first architecture role.

In his time at Marks & Spencer his personal achievements included the following:

- developed the Integration Strategy and Vision for Marks and Spencer, ratified it with the IT Leadership team, and championed it across the IT Group
- carried out a service "health check" of the M&S BizTalk integration infrastructure, and developed a roadmap for the implementation of a new messaging service
- led the specification and selection of a product for stateless messaging (IBM WebSphere Message Broker), and provided architectural sponsorship and governance to the programme implementing the new service
- provided architectural guidance, support and governance to a number of major programmes including the M&S stores transformation programme, the new M&S consumer website and the implementation of SAP Finance which integrated SAP XI with the integration infrastructure.

Selected Experience with French Thornton

- Nick undertook a Corporate Information Strategy study for a major government department. As part of its modernisation programme and the drive towards 'joined-up government,' the department was exposing a raft of its services to the public through a secure web portal and the Government Gateway. The study developed a set of information architecture frameworks and a roadmap for implementing these over the five-year planning cycle.
- Nick took a senior role reporting to the programme manager for a major programme for the Department of Works and Pensions (DWP). He provided architectural support, liaison and conflict resolution between the programme and its two main suppliers.

Selected Experience with Cap Gemini

- Nick led a team of senior architects on one of Europe's largest deployments of Siebel eFinance CRM software for a major UK retail bank. Siebel was to replace several of the client's core client-facing applications for 12,000 users, and also had to robustly integrate, in both real-time and batch, with a number of legacy systems. After defining the data and integration architectures, Nick went on to lead the team which designed, developed and deployed the batch integration solution. He then moved on to provide cross-functional architectural support to Phase 2 of the programme.
- Nick helped to establish the Architecture function within a major European financial derivatives exchange which was undergoing a substantial business transformation programme. He worked with the exchange to define their architectural vision, based on a wide-ranging set of architectural principles which he captured from the key business and technology stakeholders.

Selected Experience with Compaq Global Services

- Nick worked with a major UK bank to help define their enterprise IT strategy, based around an integrated, multi-channel, customer-focussed delivery model.
- He developed the non-functional requirements and solution architecture for what was then Europe's largest Windows NT-based Peoplesoft deployment, at a UK building society.
- He supported the market evaluation of a combined fixed / mobile Internet portal for a large UK financial institution, to be accessed from the desktop, from mobile PDAs and from WAP-enabled mobile phones.

Selected Experience with Sybase Professional Services

- Nick managed a project to develop a generic message-distribution infrastructure for a major international oil corporation. The system provided reliable, transactional delivery of messages such as stock levels, freight movements and oil trades. It interfaced with a wide range of heterogeneous publishing and subscribing applications — both legacy systems and commercial packages such as SAP. He led a team which defined the functional and architectural requirements of the system, and then produced the architectural description and detailed design specifications.
- Nick developed the replication architecture for the European arm of an international provider of commercial information. An important feature of the architecture was the requirement to atomically replicate multi-transactional “units of work.” He carried out an analysis of the architectural requirements, and then turned this into a logical and physical architecture, built on a set of Sybase components including Adaptive Server and Replication Server.
- Nick was a senior member of a project which specified, designed and implemented a bespoke global exposure management system for an investment bank. His first areas of responsibility were to produce the logical data model for the system, and to capture the requirements and algorithms for exposure consolidation for the bank’s major financial instruments. He went on to architect and design the subsystem which performed the exposure calculations, and then led the team which built and thoroughly tested this subsystem. He took a leading role in integration and system testing, and also project-managed a major release of the system through customer acceptance.
- Nick carried out a large number of small (one- to ten-day) technical consultancy engagements during his time with Sybase. He also delivered a wide range of public training courses to classes of up to 25 students.

Selected Experience with Praxis and Logica

- Nick was project manager and analyst on a project to build a system for an international bank (then in liquidation) to allow insolvency accountants to run queries against the bank’s historical data. He specified and designed a new system to migrate twenty years’ data from the bank’s mainframe, and led the team in its implementation and support.
- Nick led a team to develop part of a message-switching system for a German press agency.
- Nick was a member of the development team, and later product manager for a specialised product for the analysis and prediction of computer systems performance.

Professional Qualifications

Nick is a Chartered Engineer (CEng) and Chartered Fellow of the British Computer Society (FBCS).

Published Work

- Nick co-authored the book *Software Systems Architecture* with Eoin Woods (Addison-Wesley, 2005, 2012). The book is a practitioner-oriented guide to designing and implementing effective architectures for information systems. The second edition was published in 2012 and the book has been translated into Japanese, Chinese and Korean.
- He is a Fellow of IASA, the International Association of Software Architects, for whom he has written some of the viewpoint reference material.
- Nick has delivered numerous speaking engagements on architecture, eg to BCS SPA (the Software Practice Advancement special-interest group) where he has presented at the last five conferences.

Personal Interests

Nick plays first violin for the Kingston Chamber Orchestra (www.kcomusic.org), for whom he is also webmaster. The orchestra performs regularly in Kingston and has toured abroad.

Nick is Safeguarding Governor and Chair of the Finance Committee at Oliver Goldsmith Primary School in North London, having previously been Chair of Governors at the school for 8 years.

He has swum twice for Swimathon, raising over two and a half thousand pounds for Marie Curie Cancer Care.