



Pavel Alferov

Professor of Business Practice

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Strategy, general and operational management
Leadership and personal transformation

Pavel graduated in Engineering and Physics from the Moscow Power Engineering Institute and in IT Management from RANEPA, is qualified as a Corporate Director by the Economics Faculty of Lomonosov Moscow State University and the National Association of Corporate Directors.

Professor Alferov holds a number of qualifications and certificates, including a Change Management Practitioner PROSCI Certificate, a Scaled Agile Framework (SAFE 4) Certified Agilist Certificate, a Russian-Japan CIO Executive Training Programme Certificate, a Project Management Expert Professional (PMEP) Certificate, a PM Standard Certificate in Project Management, an International Olympic Committee Certificate in Designing and Delivering Workshops and a Certificate in Data Science: Bridging Principles and Practice from the University of California, Berkeley.

Pavel has written articles for journals including the Harvard Business Review, RBK, Intelligent Enterprise, IT Director, Project Management and IT Manager.

Professor Alferov has over 20 years of experience in project and programme management and project portfolio management. He oversaw the introduction of project management at leading Russian companies including TNK-BP, Alfa Group, X5 Retail Group, the Sochi 2014 Olympic

Organising Committee and Inter RAO. He contributed to the development of national project management standards and was an assessor during the Project Olympus competition held by the Analytical Centre for the Government of the Russian Federation.

Pavel has worked in IT for over 30 years and held leadership positions for 18. He has been a member of the Council of the 4CIO IT Directors' Club and the itSMF Russia Council. He co-authored the 4CIO IT Directors' Handbook and is a member of the editorial board for the Chief Digital Transformation Officer (CDTO) Handbook, as well as an expert for the Centre for Digital Transformation Leadership Training, and co-author of a report on Agile Approaches in Governance.

Professor Alferov was responsible for the construction of a complex system of knowledge management for the Sochi 2014 Olympic Organising Committee. The system was praised by the International Olympic Committee (IOC) and its main features were included in the updated version of the IOC's Technical Guide to Knowledge Management in Olympic Projects. Pavel is currently an IOC Advisor for Planning and Knowledge Management. He trained the Organising Committees for PyeongChang 2018, Tokyo 2020 and Beijing 2022, and is a member of the KM Alliance Expert Council.