

SANA MAZHOUD

API Program Lead · Enterprise Integration Architect

Enterprise API & AI-Ready Platforms

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My vision — The most expensive AI engine on the planet is worthless if it cannot reach your data. AI and autonomous agents only create value when the integration layer beneath them is ready — APIs that are secure, well-documented and machine-readable, discoverable and consumable by agents through standards such as **MCP**. That readiness rarely lives in the model; it lives in the **API estate**. This is where I operate: advising CTOs and architecture leaders with concrete numbers, and turning a fragmented API landscape into an **AI-ready foundation** — so the enterprise can adopt AI and agents safely, and at scale.

Technical leader with 10 years bridging deep engineering and business value across four market leaders — Carrefour (Retail), BNP Paribas (Banking), Bouygues Telecom (Telecom) and the Emirates Group (Aviation). I turn complex API & platform strategy into executive decisions and measurable adoption — defining target architectures, evaluating and scoring vendors through RFPs and PoCs, building the business cases, and owning the satisfaction and adoption of the platforms I lead. The same capabilities — solution evaluation, executive advisory and developer-facing enablement — map naturally to solutions-engineering and customer-success roles in API and AI platforms.

- Executive storytelling
- RFP / PoC & vendor scoring
- Adoption & NPS ownership
- AI-ready API platforms
- API governance & security
- Vendor & partner management
- SAFe Agilist · PSPO

EXPERIENCE

E

Head of API Modernisation Program

The Emirates Group · Dubai

Jun 2025 – Present

At the core of Emirates Enterprise IT (Business Platform Management), driving the modernization of application integrations across 12+ integration solutions including the enterprise API Platform — elevating the approach from gateway-only API deployment to a full API lifecycle-management framework, studied, implemented and adopted across 10+ business portfolios.

- Defined the **API-at-Scale strategy** and a five-year roadmap of foundations, initiatives and adoption across 10+ business portfolios.
- Established an **API Excellence Guild (80+ Architects & Principal Engineers)**, aligning architecture standards, a design-first approach and a target API operating model.
- Introduced an **API Registry** — a centralized OpenAPI Spec repository with automated design-quality linting — making the estate discoverable and machine-consumable: the foundation for **AI- and agent-ready API consumption**.
- Led the **API Design Studio** — an internal AI-assisted design tool grounded in the Emirates API Design Blueprint, enterprise context and curated design skills — accelerating API design and enforcing design quality at scale, with particular focus on APIs that must be **AI- and agent-ready**.
- Led assessments of **API Inventory & Auto-Discovery** solutions, enabling enterprise-wide API visibility and governance.
- Championed API adoption and cultural shift — embedding **security-by-design**, Domain-Driven Design (DDD) and a business-value mindset beyond middleware integration.
- Sponsored the internal & external **API Developer Portal**, enabling self-service consumption, accelerated partner onboarding and future API monetization.
- Contributed to multiple **buy-or-build** initiatives, animating vendor sessions, workshops, PoCs and MVPs.

B

API Solution Architect — Freelance

Bouygues Telecom · Paris

Sep 2024 – Jun 2025

Two strategic initiatives within the transversal API & Services team.

CAMARA PROJECT · GSMA OPEN-TELCO APIS

- API Development** — built CAMARA APIs on Java Spring Boot microservices.
- API Deployment** — published APIs on Apigee with mapping, filtering and rate limiting.
- CIBA Implementation** — designed and implemented Client-Initiated Backchannel Authentication (CIBA) flows per CAMARA specifications.
- Monitoring** — developed a monitoring dashboard for CAMARA APIs (KYC Match, Number Verify).

MIGRATION · APIGEE OPDK → APIGEE HYBRID

- Architectural Analysis** — reviewed the existing logical architecture and identified key pain points.
- Target Architecture** — co-designed a multi-tier target architecture with integration partners.
- Multi-Gateway Study** — defined a multi-gateway architecture (Apigee, Envoy Proxy) for north-south and east-west traffic.
- Service Offer Evolution** — enhanced the Apigee service offer (rate limiting, API keys, OIDC, CIBA, OAuth2).

B

Head of API Center of Excellence

BNP Paribas — IT Group · Paris

Jun 2023 – Sep 2024

Stream Leader for the Group API Center of Excellence (CoE), driving API-First, design authority and governance across the group and its entities.

LEADERSHIP & GOVERNANCE

- Led the API CoE — **4 DevOps engineers + 1 architect**.
- Delivered monthly & quarterly API activity reporting at the **Exec Steerco (for the Group CTO)**.
- Supervised and structured API support across **five IT Group entities**.
- Owned the conception, development and delivery of API solutions across every API-lifecycle stage.
- Managed vendor relationships (Google, NoName, Postman, SmartBear) and animated **4 buy-or-build** initiatives.

API DESIGN

- Established and led an **API Excellence Guild** as a centralized **API Design Authority**, strengthening API-First across the group.
- Enablement & Awareness** — coached and upskilled local CoEs on API design standards (RFCs and custom rules).
- Standardization** — co-developed and evolved group-wide API standards with enterprise architects.
- Design Automation** — led a group-level API design solution with automated design-quality checks.

GROUP API REFERENTIAL

- Gathered group- and entity-level requirements for an API referential solution.
- Evaluated **five internal/external solutions** through documentation, scoring and recommendation.
- Contributed to the referential design within ServiceNow.
- Ran functional testing and ensured seamless integration with the existing API ecosystem.

API TESTING

- Designed a hybrid deployment model for Postman across the group.
- Packaged Postman as part of the group API offer.
- Automated API test-collection generation within the API deployment toolchain.

API THREAT DETECTION & DISCOVERY

- Evaluated **three leading market solutions** via PoCs, benchmarks and assessments — increasingly critical as APIs become the attack surface for AI/agent consumption.
- Defined integration frameworks for the selected solution with Apigee.
- Co-defined the **"API Defender"** service offer based on the chosen solution.

API FRAMEWORK

- Designed, developed and deployed API policies for the internal platform — **automated proxy generation** and a CI/CD pipeline for continuous, automated deployment.
- Integrated APIs into engagement platforms such as the Developer Portal.

API GOVERNANCE

- Ensured coherence across all solutions forming the API ecosystem.
- Managed the API lifecycle on Apigee (versioning, toolchain).
- Consolidated solutions into a comprehensive group API offering.
- Delivered reporting, KPIs and **SLI/SLO metrics** to leadership.

C

API Team Leader

Carrefour · Paris

Jan 2020 – Jun 2023

Led a team of 1 PO, 5 DevOps and 2 architects to drive the IBM API Connect → Google Apigee migration, then shifted focus from API-management maturity to high performance.

KEY RESPONSIBILITIES

- **API Governance & Data Integrity** — enforced governance compliance and maintained clean, reliable API data.
- **Standards** — established Carrefour-wide API guidelines and REST standards for the IT department.
- **Strategic Roadmap** — presented the product roadmap to the executive committee, surfacing risks and business value.
- **API Security** — oversaw and ensured the security of all APIs.

MIGRATION PROJECT LEADERSHIP

- Spearheaded the migration of IBM API Connect (APIC) to Google Apigee.
- Decommissioned the APIC infrastructure and associated APIs.
- Managed the migration of **270 applications** from APIC to Apigee.
- **On-Call Management** — organized and led the on-call support team for API operations.
- **Customer Satisfaction** — owned the **Net Promoter Score (NPS)** for the Apigee product, ensuring a high level of client satisfaction.

C

API Developer & Product Owner

Carrefour · Paris

Feb 2018 – Dec 2019

Helped implement Carrefour France's first transversal API Management platform, designed to serve all IT platforms and to establish a robust data-governance foundation within the CSI. Team: PO, SM, 9 DevOps engineers.

KEY RESPONSIBILITIES

- **API Governance** — defined API-management rules on IBM API Connect (APIC).
- **API Deployment** — deployed Carrefour's first production APIs for e-commerce use cases.
- **Platform Optimization** — redesigned the APIC API Manager to separate production and non-production APIs.
- **Monitoring & Automation** — implemented API monitoring and automated the subscription process for API providers.

API MANAGEMENT POC & RFP

- Conducted a PoC across **six API Management platforms** — IBM APIC, Google Apigee, MuleSoft (Salesforce), Tyk, Axway, Microsoft API Gateway.
- Led the **RFP process** — logistics, technical prerequisites, use-case documentation, test supervision and vendor scoring with the team.
- **API Security & Standards** — acted as security, versioning and monitoring lead throughout the RFP.

S

Fullstack Developer

La Sacem · Paris

Feb 2017 – Jan 2018

Built enhancements for OCTAVE, SACEM's global application for managing intellectual property and author rights. Team: PO, SM, 7 developers.

- **Business Analysis** — analyzed data against business requirements and authored user stories.
- **Backend** — developed Java web services, DAO and service layers.
- **Frontend** — built dynamic user interfaces in Angular.
- **APIs** — designed and deployed REST APIs.
- **Reporting** — authored SQL reporting queries.
- **Testing** — developed and executed unit and integration tests.
- **Technical Studies** — ran feasibility studies for business and technological evolutions.
- **Stakeholder Engagement** — delivered product demonstrations to stakeholders.
- **CI/CD** — used automated pipelines for seamless integration and deployment.
- **Scrum Master Backup** — stepped in as backup Scrum Master when needed.

V

Java Developer

Versacom · Paris

Jun 2016 – Jan 2017

Enhanced an internal client-management platform, focusing on a billing-calculation system and quote-management functionality. Team: PO, 3 developers.

- **Application Design** — designed the system architecture and created UML diagrams.
- **REST API Development** — developed RESTful web services to support platform functionalities.
- **Database Management** — managed and optimized the SQL database.
- **UI Development** — improved the user interface using HTML, CSS and JavaScript.
- **Bug Fixing** — diagnosed and resolved anomalies to enhance performance and stability.

TECHNICAL SKILLS

AI-READY FOCUS

AI-consumable / machine-readable API platforms · API governance & security for LLM & agent consumption · model traffic & cost control at the gateway

API MANAGEMENT

IBM API Connect · Google Apigee · Kong API Gateway

API GATEWAYS

IBM DataPower · Apigee SaaS · Apigee Edge On-Prem · Apigee Hybrid

SERVICE MESH

Envoy Proxy · Kong Service Mesh · Google Envoy Adaptor

API SECURITY

Cloudflare · Apigee Sense · Imperva · Salt · NoName · SIEM

API AUTHENTICATION

Basic Auth · OIDC · OAuth2 · PKCE · IAM · API Keys · CIBA

API DEVELOPMENT

RESTful APIs · SOAP · GraphQL · gRPC

TECHNICAL DESIGN

DDD approach · Framing framework · Swagger 2.0 · OpenAPI Spec (OAS) 3.*

CLOUD ENVIRONMENTS

GCP · Azure · IBM Cloud

ARCHITECTURE

N-tier architectures · Microservices

LANGUAGES

Java · JavaScript · Node.js · Kotlin

FRAMEWORKS

Spring Core · Spring Boot · Spring MVC · Spring Batch

DATABASES

MongoDB · HBase · PostgreSQL · SQL

CI/CD & TOOLING

Git · Bitbucket · Jenkins · Artifactory · Nexus · IntelliJ IDEA · Postman · JUnit · Mockito

MANAGEMENT & AGILITY

Planview · Jira · Confluence · SharePoint · SAFe Agilist · PSPO

EDUCATION

MASTER · CLOUD & IT GOVERNANCE

ESSEC, Tunisia · 2015–2016

IT MANAGEMENT

ESSEC, Tunisia · 2012–2015

MATHEMATICS BACCALAUREATE

Pilot School, Gabès, Tunisia · 2011–2012