

Airport enterprise strategy and risk management

Client Domodedovo Airport
Role Enterprise Architect / Chief Architect, Strategic Group
Period 2019-11 — 2021-02

CONTEXT

The aviation industry in 2019–2021 ran on unprecedented uncertainty — pandemic risk, geopolitical instability, technological disruption, competitive pressure from other Moscow airports. Annual strategy had previously been intuition-driven; in this environment it needed to be evidence-driven, with explicit scenario planning rather than a single most-likely forecast.

APPROACH

Framed strategy as risk-management discipline, not aspirational planning. Built three layers: risk assessment + response planning across all airport operations; trend analysis + impact forecasting (aviation, technology, geopolitics, regulation); strategic initiatives + investment allocation. Integrated proposals into a cohesive board-approved annual strategy with clear analytical backing for each recommendation.

OUTCOME

Restructured Domodedovo Airport's annual enterprise strategy as a risk-management discipline — comprehensive threat assessment and response plans that proved critical when 2020 pandemic scenarios activated, giving the airport prepared playbooks rather than reactive scrambling.

- Enhanced operational resilience — contingency plans activated during 2020 pandemic.
- Evidence-based strategy decisions — systematic analysis replaced intuition-driven planning.
- Management alignment on priorities through structured analysis behind each recommendation.

KEY RESULT

Restructured DME's annual enterprise strategy as a risk-management discipline — comprehensive threat assessment and response plans that proved critical when 2020 pandemic scenarios activated.