

# Crisis-driven business-model transformation of DI

Client Domodedovo Integration (DI)

Role Enterprise Architect, leading the crisis-driven repositioning

Period 2019-03 — 2019-12

---

## CONTEXT

The pandemic collapsed aviation revenue overnight; airport IT budgets were slashed; DI's only customer (the airport) could no longer fund the organisation at the historical level. The existential question was not tactical cost-reduction — it was whether DI could survive at all. The transformation had to be executed in months, not years, while continuing to deliver internal services.

## APPROACH

Framed the crisis as a forced opportunity for business-model transformation. Identified DI's IT capabilities and products that could be valuable externally. Repackaged internal services for the external market; developed market analysis and go-to-market strategy; executed rapid reorientation while maintaining internal service delivery. Reframed DI's identity from cost-centre subsidiary to external-facing IT business.

## OUTCOME

Restructured Domodedovo Integration (DI) from an internal-only IT service provider into a dual-model business serving both the airport and external clients — secured the IT subsidiary's sustainability through the pandemic-era aviation revenue collapse.

- Dual revenue model: external clients secured alongside the airport, reducing single-customer dependency.
- Organisational sustainability through unprecedented industry disruption.
- New business-model posture: from "internal-only" to "external-capable" — structural change, not tactical adjustment.

## KEY RESULT

Restructured Domodedovo Integration (DI) from an internal-only IT service provider into a dual-model business with external revenue — secured the IT subsidiary's sustainability through the pandemic-era aviation revenue collapse.