

IT-department reorganization with modern delivery practices

Client Domodedovo Airport
Role Enterprise Architect
Period 2021-02 — 2021-08

CONTEXT

In 2021 the subsidiary ran on outdated working methods and a legacy waterfall practice, served only the internal airport customer, and struggled to recruit qualified engineers. Post-pandemic, it needed fundamental change to remain viable: modernize delivery, improve its external image, and diversify revenue.

APPROACH

Framed the IT department as a business organization competing for talent and customers, not a cost-minimizing support function. Built the transformation across four layers — organizational restructuring, TOGAF and Agile/Scrum methodology, capability-building, and a business-model alignment that mapped IT capabilities to external market opportunities.

OUTCOME

Led the transformation of Domodedovo Airport's IT subsidiary from an insular, internally-focused function into a modern, business-aligned organization capable of serving external clients and attracting engineering talent.

- TOGAF-based IT strategy aligned with airport business goals; Agile/Scrum adopted across delivery teams.
- External-service capability established, diversifying revenue beyond the single airport customer.
- Modern environment positioned to attract and retain qualified engineers.

KEY RESULT

Led the seven-month, enterprise-architecture-driven reorganization of Domodedovo Airport's IT subsidiary — TOGAF-based strategy, Agile delivery, and an external-revenue capability that broke dependence on the single internal customer.