

29

Comprehensive Reorganization of DI IT Department and Implementation of Modern Practices

Industry	Transport (Airport)	Client	Domodedovo Airport (DME Airport) - Subsidiary Domodedovo Integration (DI)
Role	Head of IT Strategy Department		
Key Result	The IT subsidiary (DI) gained the ability to work with external clients. New methodologies for change management (TOGAF) and software development (Agile) were implemented. The foundation was laid for improving the department's image and increasing profitability.		

Situation	Task	Action	Result
The Domodedovo Integration (DI) IT department suffered from outdated working methods and technologies, leading to low efficiency and unprofitability. The department's image among IT specialists was low, making it difficult to attract talented personnel, as they sought modern working conditions, flexible methodologies (e.g., Agile), and an innovative environment. This resulted in a severe talent shortage and the use of outdated technologies.	Strategic: Create a corporate IT strategy fully aligned with the airport's business goals, and conduct a reorganization of the IT department to enhance its efficiency and adaptability, improve its image to attract talent, and ensure profitability, as well as implement a modern methodology for change management and software development. Operational: Assess the current business landscape, organize workshops, map IT capabilities to business needs, and propose an IT development roadmap.	Strategic: Conducted an assessment of the current IT landscape. Mapped IT capabilities to business needs. Proposed an IT development roadmap. Developed the IT strategy based on the TOGAF methodology and implemented Agile principles into the department's work. Actively participated in the reorganization process of the IT department, optimizing its structure and processes, and implementing modern approaches to management and development. Operational: Organized and conducted workshops with key stakeholders.	Strategic: The airport received a clear, actionable IT strategy integrated with the overall business strategy. A TOGAF-based IT strategy was successfully developed, and Agile was implemented, significantly enhancing the strategic value and operational efficiency of the IT department. The IT subsidiary (DI) gained the ability to work with external clients, opening new revenue streams. Through reorganization and the implementation of modern practices, the foundation was laid for improving the department's image, attracting qualified IT specialists, and increasing profitability. The company adopted a new, modern methodology for working with changes, based on TOGAF, and a software development methodology based on Agile. Operational: Training and methodological materials were prepared, and training sessions were conducted with personnel for a quick start to development using the Scrum methodology.