

Valerii Korobeinikov

My Experience Transforming IT and Business at Domodedovo Airport



About Me

Position: Chief Enterprise Architect, Strategic Group, Domodedovo Airport

Period: From 2019 to 2021

Key Responsibility:

- Developing Enterprise Strategy
- Developing IT-strategy
- Implementing strategic IT initiatives
- Business process transformation.

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25 Enterprise Strategy Development and Risk Management

Industry	Transport (Airport)	Client	Domodedovo Airport (DME Airport)
Role	Chief Enterprise Architect		
Key Result	Increased the airport's resilience to potential threats. Provided valuable information for informed strategic decisions. Strategic directions are defined, and strategic initiatives to be undertaken in the next period are described.		

Situation	Task	Action	Result
In 2019, I joined the Strategic Group at Domodedovo Airport as Chief Enterprise Architect. The enterprise annually develops a strategy to define its development directions, and it also faces the need to assess and manage potential risks in the dynamic aviation industry.	<p>Strategic: Participate in the annual enterprise strategy development process (from August until the strategy defense before the strategy committee), focusing on topics relevant to my experience: market situation, technologies, information management, and information technology.</p> <p>Strategic: Conduct risk assessment for the airport, develop response plans, analyze trends, and forecast their impact on future operations.</p> <p>Operational: Analyze past analytical reports and prepare new ones on various topics.</p>	<p>Strategic: I actively participated in strategic sessions and analytical work, formulating proposals for specific areas and integrating them into the overall enterprise strategy. I conducted a comprehensive risk assessment, identifying potential threats to airport operations and development, and developed detailed response plans for them. I conducted trend analysis in the aviation industry and related fields, as well as forecasting their impact on the airport's future operations.</p> <p>Operational: Collected data and conducted research. Systematically analyzed analytical reports from previous years to identify patterns and prepare new analytical reports on current topics.</p>	<p>Strategic: Made a significant contribution to the formation of the annual enterprise strategy, ensuring that key aspects of the market situation, technological development, and effective information and IT management were considered.</p> <p>Strategic: My work on risk assessment and response plan development increased the airport's resilience to potential threats.</p> <p>Strategic: The preparation of analytical reports and trend forecasting provided management with valuable information for informed strategic decisions.</p>

Industry	Transport (Airport)	Client	Domodedovo Airport (DME Airport)
Role	Chief Enterprise Architect		
Key Result	Successfully reoriented the IT department's work towards external clients. Opened new revenue streams and ensured enterprise sustainability during the crisis.		

Situation	Task	Action	Result
With the onset of the COVID-19 pandemic, the Chairman of the Board of Directors tasked me with leading crisis management in the Domodedovo Integration (DI) IT department, which traditionally served only the internal client – the airport.	<p>Strategic: Develop and implement measures to preserve the enterprise during the crisis, reorienting the IT department's work towards external clients to ensure sustainability and find new revenue streams.</p> <p>Operational: Identify and repackage enterprise products for the external market, develop a market entry strategy, and a marketing plan.</p>	<p>Strategic: In collaboration with DI's marketing department, I developed and implemented strategies to adapt the business model, focusing on providing IT services to external clients. A market entry strategy for new services was developed.</p> <p>Operational: We identified enterprise products that could be offered to external clients and, based on these, created a product line oriented towards the external market. A review of existing products was conducted, many of which required repackaging and updating to meet market requirements. A marketing plan was developed to introduce new services.</p>	

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Product Portfolio Harmonization and Product Development Process Reengineering

Industry	Transport (Airport)	Client	Domodedovo Airport (DME Airport)
Role	Chief Enterprise Architect		
Key Result	Product portfolio reduced from 4600 to 1200 products without compromising profitability. Time-to-Market (TTM) reduced by 3 times. "Profit-per-Product" indicator significantly increased.		

Situation	Task	Action	Result
The product portfolio of Moscow Domodedovo Airport was highly inefficient, comprising 4,600 products without detailed classification, with duplication, functional overlap, and outdated positions. There was no product strategy or roadmap, and the product management and regulatory systems were outdated.	Strategic: Maximize the "profit-per-product" indicator and enhance the overall efficiency of the product portfolio by creating a structured approach to product development and management. Operational: Harmonize the portfolio, eliminate inefficiencies, and update product management and regulatory systems.	Strategic: Conducted a comprehensive analysis of the existing product portfolio. Developed a detailed classification system. Created a robust product strategy and developed roadmaps. Implemented advanced analytics to support data-driven decision-making. Operational: Eliminated duplication and functional overlap. Updated and modernized product management and regulatory systems. Created training materials and a methodology for product managers to work by in each of the 19 legal entities of the airport.	Strategic: The product portfolio was harmonized, reducing the number of products from 4600 to 1200 without compromising profitability. The "profit-per-product" indicator significantly increased. A product development process and system were created, which decreased Time-to-Market (TTM) by 3 times. A product portfolio analysis system was established. Operational: The implementation of a unified methodology and training for product managers in 19 legal entities ensured standardization and increased the efficiency of product management across the entire enterprise.

Industry	Transport (Airport)	Client	Domodedovo Airport (DME Airport)
Role	Head of IT Strategy Department		
Key Result	A cohesive IT strategy, integrated with business goals, was created. Enterprise architecture was developed, and key vendors/solutions were selected.		

Situation	Task	Action	Result
<p>The problem was a lack of a cohesive IT strategy that effectively supports the airport's future growth. With a strong IT background, I was involved in developing the airport's IT strategy. At this stage, I already held the position of Head of IT Strategy.</p>	<p>Strategic: Ensure the projection of strategic IT initiatives, discussed at the highest level within the corporate strategy, into specific IT department strategies (DI), so that DI's IT strategy and activities precisely match the ideas and initiatives foreseen at the overall enterprise level.</p> <p>Strategic: Create a cohesive IT strategy that would effectively support the airport's overall business goals.</p>	<p>Strategic: I worked on aligning high-level enterprise IT goals with the operational plans and strategies of individual IT departments, ensuring their close interconnectedness and mutual support. I was responsible for developing the enterprise architecture. I conducted negotiations with key vendors (such as SITA, Amadeus, Fujitsu, Wincor Nixdorf, and others). I performed vendor comparisons and selections, as well as solution comparisons and selections, to ensure alignment with strategic goals.</p>	<p>Strategic: Created a cohesive IT strategy that effectively supported the airport's overall business goals, ensuring strategic alignment across different levels of IT management. The developed enterprise architecture, along with the selected vendors/solutions, laid the foundation for future technological transformations.</p>

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.	<p>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.</p> <p>Operational: Assess the current business landscape, organize workshops, map IT capabilities to business needs, and propose an IT development roadmap.</p>	<p>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.</p> <p>Operational: Organized and conducted workshops with key stakeholders.</p>	<p>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.</p> <p>Operational: Training and methodological materials were prepared, and training sessions were conducted with personnel for a quick start to development using the Scrum methodology.</p>

Key competencies

Strategic Thinking: Ability to develop and implement IT strategies aligned with business goals.

Leadership and Transformation: Experience in reorganising IT departments and managing change.

Optimisation and Efficiency: Proven results in increasing profitability and reducing TTM.

Risk and Crisis Management: Experience in ensuring the resilience of IT operations in complex conditions.

Innovation: Focus on creating new products and processes.

Let's Continue the Conversation

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Thank you for your attention.