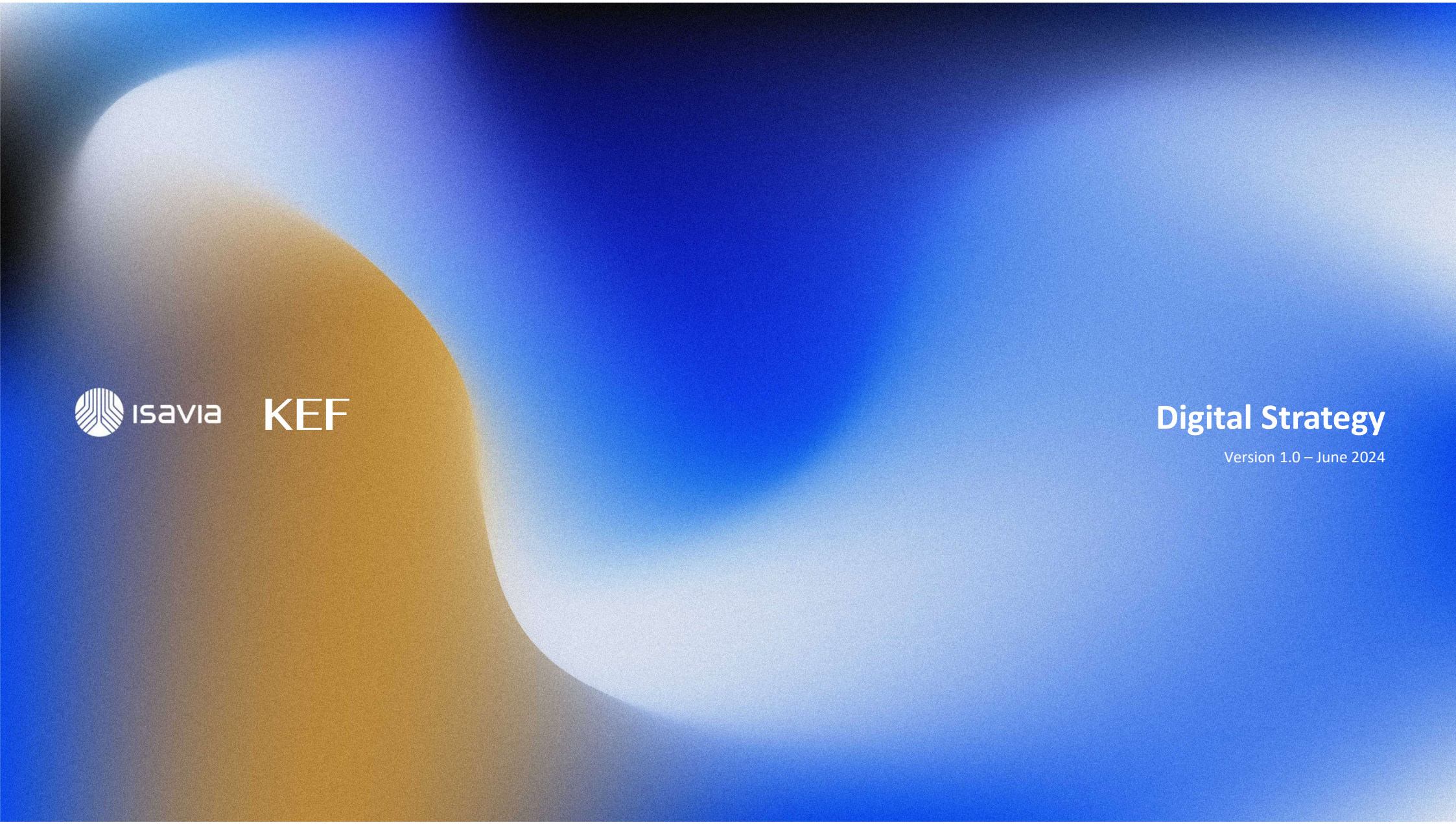


Digital Strategy

Version 1.0 – June 2024

Introduction and overview

Approach & Methodology

Initiatives overview

Strategic alignment

Roadmap

KPIs

Budgeting and resource allocation

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Initiative one-pagers

--

Appendix

A detailed appendix containing the analysis elements conducted as foundation for the strategy

KEF

Isavia has an ambitious goal to enable future growth of KEF through three strategic drivers where Digital Optimization is one of them. This strategy aims to unfold initiatives within the area of Digital Optimization to ensure Isavia will be future proof to realize it's overall ambition.

To enable growth in KEF, Isavia needs to find ways of optimizing operations and foster collaboration across the entire ecosystem. We must enable our organization to utilize data and insights for better decision-making by building data literacy and a digital mindset across the workforce. It will require new ways of working to break down the institutionalized silos in the organization, and it will require a huge change process and a firm hand to ensure that the autonomous decision-making processes are aligned without loosing the agility of the organization.

The reason for calling upon structure and harmonized processes, is to enable Isavia to scale its operations towards the expected future growth. Operations driven by manual handover and the huge skill sets by its employees does not harvest the possibilities that technology and real time information can bring.

This strategy is laying the foundation for Isavia's future capabilities to realize it's ambition of enabling growth. It does not offer any flashy or easy fixes, but rather a solid base that Isavia can build on and that will enable Isavia to organically leverage more and more opportunities for utilizing data and technology at a pace that suits the organization and where the right people are empowered to drive the change and future initiatives.

Strategy overview map

Business Strategy

Lead an airport community that increases quality of life and prosperity in Iceland



Key Activities

- Provide capacity at Keflavik Airport
- Develop and maintain airline relationships
- Develop and maintain a positive passenger experience
- Lead the airport community
- Cultivate a constructive company culture

Strategic Focus Areas

Customer excellence and collaborative community

- We enable our airline customers to grow their business at the airport
- We are commercially conscious in all our actions
- We have increased service add-ons and product offers
- We have created an airport community

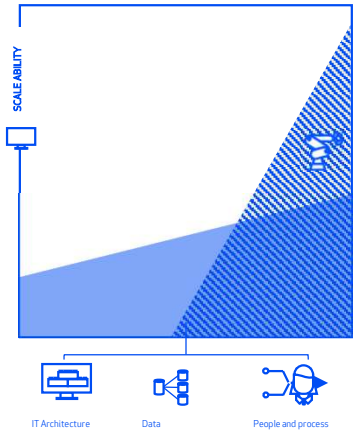
Culture

- We are the place of choice for employees with highly diverse profiles without boundaries
- Our culture is constructive and in line with our culture statement
- We are service-minded
- We continuously improve our work and have the courage to act on what is needed
- We lead by example by living the constructive culture throughout the airport community

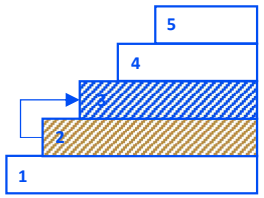
Digital Optimization

- We utilise digitalisation to increase revenue streams
- We have reached a high level of data transparency and information sharing internally and within the airport community that creates value
- We have an efficient airport with optimised and automated processes
- We experience an efficient workplace with focus on user experience and mobility as well as seamless access to information and data analytics

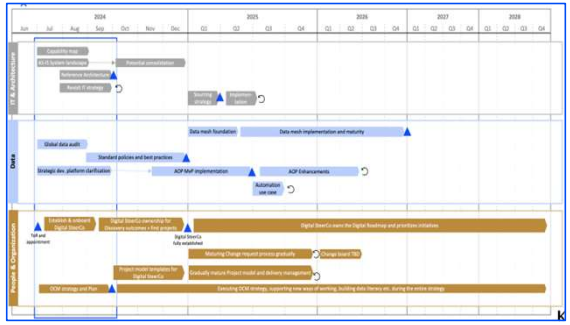
Digital Strategy ⟷ IT Strategy







Digital Maturity
Target for 2028 Level 1.6→ 3.0



- Business alignment and cost efficiency
- Architecture: Interoperation, User experience, resilience, cloud first and reusable components
- Centralized, collaborative data secured by governance policies
- Early adopters and engaging service organization in a Bimodal set up.
- Information security to safeguard against cybersecurity treats
- People, constructive culture and digital knowledge

Isavia´s capabilities enable future growth of KEF hub airlines

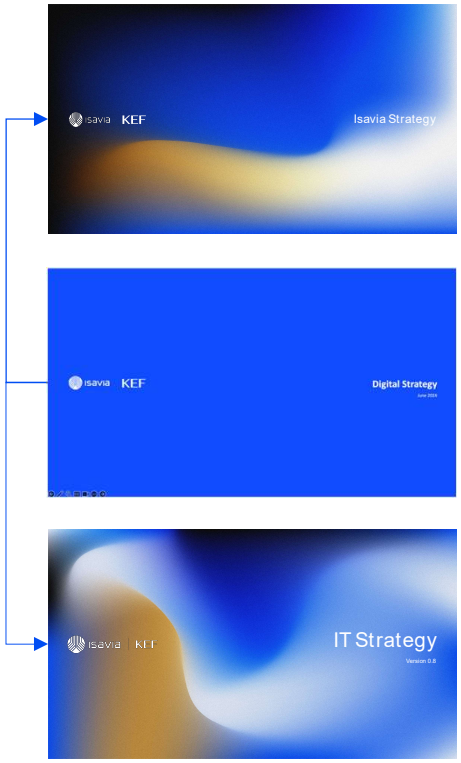
The Digital Strategy bridges IT and business

The Digital Strategy ties Isavia's overall business strategy together with the newly developed IT Strategy. The three strategies should be seen as a package that all supports Isavia's overall ambition, and hence the Digital Strategy focuses on enabling the business strategy rather than introducing new goals.

The strategy identifies a number of digital strategic initiatives to inform Isavia's strategic focus areas – especially in the area of Digital Optimization.

Furthermore, the strategy will ensure best approach to investment in Digital initiatives and that Isavia has the right competencies and structures to harvest the intended benefits.

In a nutshell, the Digital Strategy helps Isavia take flight in today's digital world.



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Approach and methodology

The Digital Strategy has come to live through four phases: Mobilization, Discovery, Initiatives Validation, and Strategy Alignment.

Each phase has supported the strategy development process and its own analysis and materials have been conducted. All of these elements can be seen in detail in the appendix section.

Phase	Mobilization	Discovery	Initiatives validation	Strategic alignment
Purpose	During the **Mobilization phase**, the project team organized resources and defined objectives, setting a solid foundation for the strategy process.	The **Discovery phase** involved comprehensive research to assess the AS-IS situation and identify what should be addressed in the Digital Strategy.	Next came the **Initiatives Validation** phase, where the initial set of initiatives were defined and subsequently revised. This phase also included a presentation of the initiatives and a validation of feasibility and applicability.	In the final **Strategy Alignment** phase, the initiatives and the Digital Strategy will be validated to a final package for handover.
Activities	• On-boarding to Isavia, and the business & IT strategies • Organization • Planning • Stakeholder analysis	• AS-IS IT and systems • Environment analysis • Digital maturity assessment • AS-IS operations analysis • Validation of AS-IS findings	• Define initiatives • Business input on initiatives and revisions • Prioritize initiatives with project team • Validate initiatives with Isavia SteerCo	• Finalize Isavia Digital Strategy for 2024-2028
Outcome	• Project plan and structures • Stakeholder analysis	• IT as-is analysis • Environment analysis • Digital Maturity assessment	• Strategic initiatives • Initiative workshop • Draft Digital strategy	• Final digital strategy

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The Digital Strategy consists of 13 initiatives grouped into 3 themes

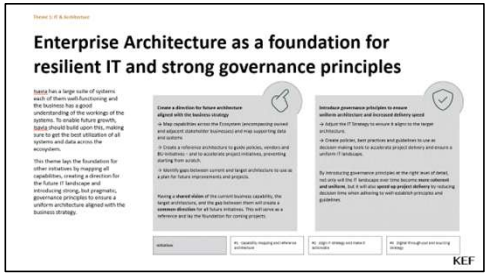
In the following slides an overview of the initiatives and the 3 themes are introduced. The initiatives comprising the Digital Strategy are grouped into three overall themes to frame their target focus and contribution:

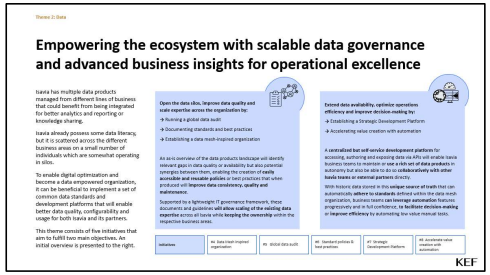
- Theme 1: IT & architecture
- Theme 2: Data
- Theme 3: People & Organization

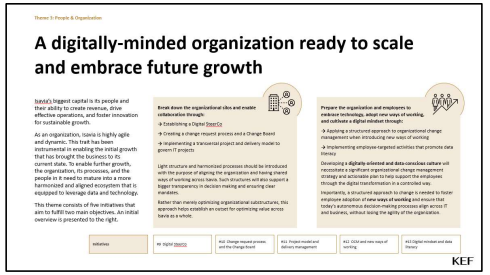
Each theme and underlying initiatives are introduced in one-pagers. The individual initiatives are presented in a separate section of this document.



Overview of the 13 initiatives







3 themes one pagers

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Initiatives in the Digital Strategy

★ Core Initiative
✪ Discovery Bundle

	Theme	Status	Initiative	Description & rationale	Value	Maturity impact	Cost driver
IT & Architecture	Enterprise Architecture as a foundation for resilient IT and strong governance principles	★ ✪	#1 Capability mapping and reference architecture	Mapping business capabilities and systems creating a direction for the future target architecture and IT landscape to ensure a shared vision.	*****	■■□	■□□□□
		✪	#2 Align IT strategy and make it actionable	Introducing strong but lightweight governance to ensure uniform architecture and speed up IT delivery projects.	*****	■■□	■□□□□
			#3 Digital through-put and Sourcing Strategy	Create an overview of current and desired digital throughput to set establish clear targets for additional capacity, skills, and a multi-year strategy for new hires or vendor engagement	*****	■□□	■□□□□
Data	Empowering the Ecosystem through scalable data governance and advanced business insights that will enable operational excellence	★	#4 Data Mesh inspired organization	Scaling data expertise and governance in a similar way to how microservices allow software architecture to scale.	*****	■■■	■□□□□
		✪	#5 Global data audit	Documenting existing data products to identify potential gaps, synergies or existing best practices.	*****	■□□	■□□□□
		✪	#6 Standard policies & best practices	Having a set of well-defined and easily accessible best practices to improve data consistency, quality and maintenance efficiency.	*****	■■□	■□□□□
		★	#7 Strategic Development Platform	Empowering the collaborative governance and use of data with a centralized development platform providing a rich configuration framework, user experience and native support of best practices	*****	■■■	■■■□□
			#8 Accelerate value creation with automation	Leveraging structured historical data along with AI to automate simple but manual use cases so users can focus on producing actual business value	*****	■■■	■■□□□
People & Organization	A digital minded organization ready to scale and embrace future growth	★	#9 Digital SteerCo	Bridging IT and Business through shared roadmap and holistic value creation across Isavia	*****	■■■	■□□□□
			#10 Change request process and the Change Board	Ensuring a simple governance structure for change requests with a focus on standard IT processes and a minimal impact of business	*****	■■□	■□□□□
			#11 Project model and delivery management	Ensuring transparency and cross-departmental consistency through a structured and harmonized project model	*****	■■■	■□□□□
		★ ✪	#12 OCM and new ways of working	Applying a structured Organizational Change Management approach to implement new ways of working and ensure the benefit realization of the Digital Strategy	*****	■■■	■■□□□
			#13 Digital mindset and data literacy	Implementing employee-targeted activities that promote data literacy and foster the development of a data-driven mindset and culture	*****	■■□	■■□□□

Enterprise Architecture as a foundation for resilient IT and strong governance principles

Isavia has a large suite of systems each of them well-functioning and the business has a good understanding of the workings of the systems. To enable future growth, Isavia should build upon this, making sure to get the best utilization of all systems and data across the ecosystem.

This theme lays the foundation for other initiatives by mapping all capabilities, creating a direction for the future IT landscape and introducing strong, but pragmatic, governance principles to ensure a uniform architecture aligned with the business strategy.



Create a direction for future architecture aligned with the business strategy through:

→ Map capabilities across the Ecosystem (encompassing owned and adjacent stakeholder businesses) and map supporting data and systems

→ Create a reference architecture to guide policies, vendors and BU-initiatives – and to accelerate project initiatives, preventing starting from scratch.

→ Identify gaps between current and target architecture to use as a plan for future improvements and projects.

Having a **shared vision** of the current business capability, the target architecture, and the gap between them will create a **common direction** for all future initiatives. This will serve as a reference and lay the foundation for coming projects.



Introduce governance principles to ensure uniform architecture and increased delivery speed through:

→ Adjust the IT Strategy to ensure it aligns to the target architecture.

→ Create policies, best practices and guidelines to use as decision-making tools to accelerate project delivery and ensure a uniform IT landscape.

By introducing governance principles at the right level of detail, not only will the IT landscape over time become **more coherent and uniform**, but it will also **speed up project delivery** by reducing decision time when adhering to well-establish principles and guidelines.

Initiatives	#1 Capability mapping and reference architecture	#2 Align IT strategy and make it actionable	#3 Digital through-put and Sourcing Strategy

Empowering the ecosystem with scalable data governance and advanced business insights for operational excellence

Isavia has multiple data products managed from different lines of business that will benefit from being integrated for better analytics and reporting or knowledge sharing.

Isavia already possess some data literacy, but it is scattered across the different business areas on a small number of individuals which are somewhat operating in silos.

To enable digital optimization and become a data empowered organization, it is beneficial to implement a set of common data standards and development platforms that will enable better data quality, configurability and usage for both Isavia and its partners.

This theme consists of five initiatives that aim to fulfill two main objectives. An initial overview is presented to the right.



Open the data silos, improve data quality and scale expertise across the organization by:

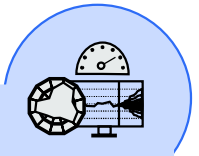
→ Running a global data audit

→ Documenting standards and best practices

→ Establishing a data mesh-inspired organization

An as-is overview of the data products landscape will identify relevant gaps in data quality or availability but also potential synergies between them, enabling the creation of **easily accessible and reusable policies** or best practices that when produced will **improve data consistency, quality and maintenance**.

Supported by a lightweight IT governance framework, these documents and guidelines **will allow scaling of the existing data expertise** across all Isavia while **keeping the ownership** within the respective business areas.



Extend data availability, optimize operations efficiency and improve decision-making by:

→ Establishing a Strategic Development Platform

→ Accelerating value creation with automation

A **centralized but self-service development platform** for accessing, authoring and exposing data via APIs will enable Isavia business teams to maintain or **use a rich set of data products** in autonomy but also be able to do so **collaboratively with other Isavia teams or external partners** directly.

With historic data stored in this **unique source of truth** that can automatically **adhere to standards** defined within the data mesh organization, business teams **can leverage automation** features progressively and in full confidence, **to facilitate decision-making** or **improve efficiency** by automating low value manual tasks.

Initiatives	#4 Data Mesh inspired organization	#5 Global data audit	#6 Standard policies & best practices	#7 Strategic Development Platform	#8 Accelerate value creation with automation

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A digitally-minded organization ready to scale and embrace future growth

Isavia's biggest capital is its people and their ability to create revenue, drive effective operations, and foster innovation for sustainable growth.

As an organization, Isavia is highly agile and dynamic. This trait has been instrumental in enabling the initial growth that has brought the business to its current state. To enable further growth, the organization, its processes, and the people in it need to mature into a more harmonized and aligned ecosystem that is equipped to leverage data and technology.

This theme consists of five initiatives that aim to fulfill two main objectives. An initial overview is presented to the right.



Break down the organizational silos and enable collaboration through:

→ Establishing a Digital SteerCo

→ Creating a change request process and a Change Board

→ Implementing a transversal project and delivery model to govern IT projects

Light structure and harmonized processes should be introduced with the purpose of aligning the organization and having shared ways of working across Isavia. Such structures will also support a bigger transparency in decision making and ensuring clear mandates.

Rather than merely optimizing organizational substructures, this approach helps establish an outset for optimizing value across Isavia as a whole.



Prepare the organization and employees to embrace technology, adopt new ways of working, and cultivate a digital mindset through:

→ Applying a structured approach to organizational change management when introducing new ways of working

→ Implementing employee-targeted activities that promote data literacy

Developing a **digitally-oriented and data-conscious culture** will necessitate a significant organizational change management strategy and actionable plan to help support the employees through the digital transformation in a controlled way.

Importantly, a structured approach to change is needed to foster employee adoption of **new ways of working** and ensure that today's autonomous decision-making processes align across IT and business, without losing the agility of the organization.

Initiatives	#9 Digital SteerCo	#10 Change request process and the Change Board	#11 Project model and delivery management	#12 OCM and new ways of working	#13 Digital mindset and data literacy

KEF



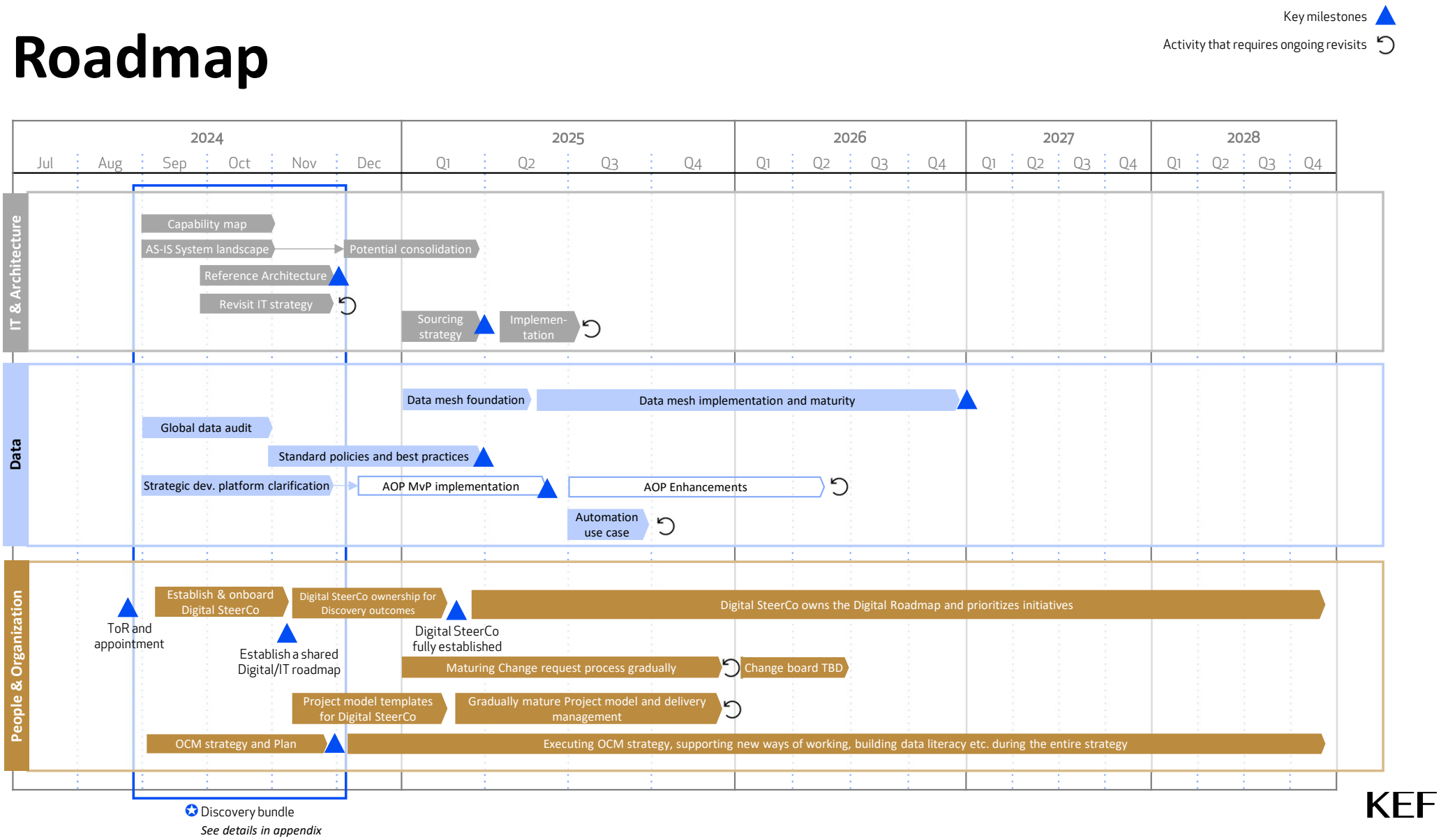
Source: Business Strategy

Isavia business strategy mapping

Contribution of the 13 initiatives mapped to future states description in Isavia's business strategy.

Theme	Initiative	CUSTOMER EXCELLENCE AND COLLABORATIVE COMMUNITY				CULTURE					DIGITAL OPTIMIZATION			
		We enable our airline customers to grow their business at the airport	We are commercially conscious in all our actions	We have increased service add-ons and product offers	We have created an airport community	We are the place of choice for employees with highly diverse profiles without boundaries	Our culture is constructive and in line with our culture statement	We are service-minded	We continuously improve our work and have the courage to act on what is needed	We lead by example by living the constructive culture throughout the airport community	We utilise digitalisation to increase revenue streams	We have reached a high level of data transparency and information sharing internally and within the airport community that creates value	We have an efficient airport with optimised and automated processes	We experience an efficient workplace with focus on user experience and mobility as well as seamless access to information and data analytics
		CX1	CX2	CX3	CX4	CU1	CU2	CU3	CU4	CU5	DO1	DO2	DO3	DO4
IT & Architecture	#1 Capability mapping and reference architecture								X		X		X	
	#2 Align IT strategy and make it actionable								X			X		
	#3 Sourcing strategy and IT vendors		X					X	X				X	
Data	#4 Data Mesh inspired organization	X		X	X				X			X		X
	#5 Global data audit											X		X
	#6 Standard policies & best practices								X				X	
	#7 Strategic Development Platform	X			X			X			X	X		X
	#8 Accelerate value creation with automation		X	X							X			
People & Organization	#9 Digital SteerCo		X		X				X	X			X	
	#10 Change request process and the Change Board								X			X		
	#11 Project model and delivery management								X	X			X	
	#12 OCM and new ways of working	X			X			X	X					X
	#13 Digital mindset and data literacy					X	X	X		X		X		X

Roadmap


Key milestones
Activity that requires ongoing revisits
2024
Jul
Aug
Sep
Oct
Nov
Dec
2025
Q1
Q2
Q3
Q4
2026
Q1
Q2
Q3
Q4
2027
Q1
Q2
Q3
Q4
2028
Q1
Q2
Q3
Q4
IT & Architecture
Capability map
AS-IS System landscape
Potential consolidation
Reference Architecture
Revisit IT strategy
Sourcing strategy
Implemen-tation
Data
Data mesh foundation
Data mesh implementation and maturity
Global data audit
Standard policies and best practices
Strategic dev. platform clarification
AOP MvP implementation
AOP Enhancements
Automation use case
People & Organization
Establish & onboard Digital SteerCo
Digital SteerCo ownership for Discovery outcomes
Digital SteerCo owns the Digital Roadmap and prioritizes initiatives
ToR and appointment
Establish a shared Digital/IT roadmap
Digital SteerCo fully established
Maturing Change request process gradually
Change board TBD
Project model templates for Digital SteerCo
Gradually mature Project model and delivery management
OCM strategy and Plan
Executing OCM strategy, supporting new ways of working, building data literacy etc. during the entire strategy
Discovery bundle
See details in appendix

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KPIs: A build-to-measure approach

To follow the progress and the value realization of the Digital Strategy two KPI approaches are established:

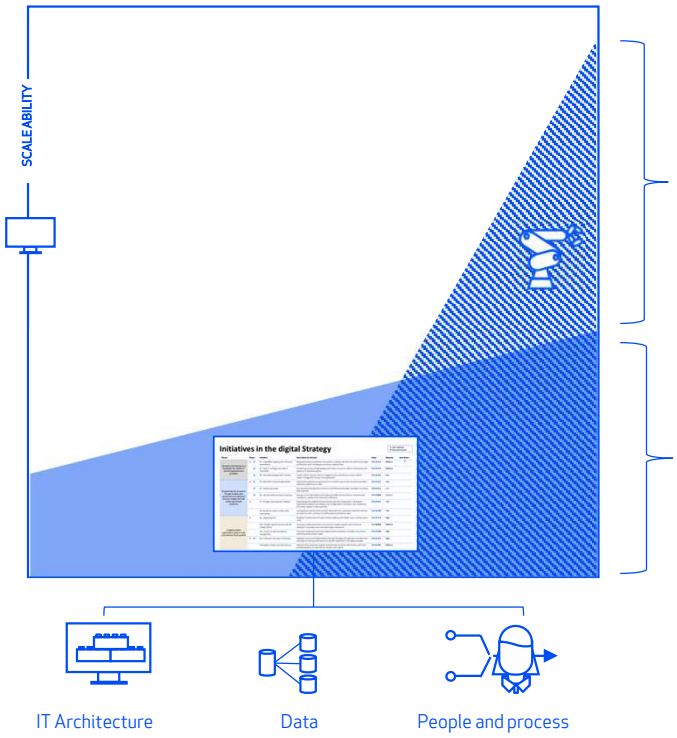
1) As a foundation for the Digital Strategy process, Isavia's Digital Maturity has been mapped to a current level of 1.6. A target for 2028 has been defined for Isavia to reach 3.0 on the Digital maturity scale. See more details in appendix.

Therefore, the first KPI takes outset in **measuring the Digital Maturity**, on these 6 parameters:

- Strategy, ambition, and value creation
- Organization and collaboration
- Data and analytics
- Digital architecture and governance
- Management focus
- Employees' behaviour

In addition to the Digital maturity, progress on the roadmap and initiatives will be tracked as a progress indicator.

2) Due to the lack of performance baselines, KPIs will need to be defined gradually. Therefore, a **set of project metrics** that will be applied to measure projects and outcomes is proposed. The accumulation of measures will then gradually lead to a set of indicators on project outcomes.
A list of proposed metrics can be seen in the Appendix.



Outcome metrics will gradually be added with the progression of new in-policy initiatives

Maturity metrics to measure implementation progress

Initiatives grouped by theme

Budgeting and resource allocation

To realize the initiatives laid out in the Digital Strategy, resources and budgets needs to be in place.

For now, this slide serve as a description for our approach.

Guffi will update for Level 2 meeting 26/6

With no best practice as outset for budgeting the initiatives [illegible] implementation of the Digital Strategy, the following approach will b[illegible]

- Cost drivers for all initiatives will be guestimated – these are factors like human resources (FTE) and actual financial costs.
- Cost drivers will be translated into a scale from small to large where the matrix below can be used as inspiration. Potentially also taking complexity into account.
- For future digital initiatives and projects (not included in the current scope), this will then be handled through the Digital SteerCo. In this way, the process of allocating budgets for transversal work and Digital projects in general, can be slowly matured.
- As the Discovery bundle of the first initiatives is proposed, we will make an estimated cost for that specifically, so it is easy for Isavia to decide on a proposed first step in the roadmap.

	Task / Not project	Small	Medium	Large
Project team size	1-2 people	< 5 people	~5 - 10 people	> 10 people
Effort (hours)	1-50 hours	50-500 hours	501 - 5000 hours	> 5000 hours
Duration	1-2 weeks	< 3 months	3 - 12 months	> 12 months
Cost m.ISK	< 1	1-10	10-30	> 30
Impact - Departments	Impacts a single department	Impacts a single division	Impacts 2 divisions	Impacts 2 or more divisions and subsidiaries
Capabilities	All resources in house	All resources in house or a fully developed external solution	Most resources in house, 1 external resource (vendor) or minor development to an existing solution	Mix of internal and external resources, two or more external vendors. Extensive development o large scale configuration of platform (new or existing)

KEF

Digital Optimisation – Netcompany Proposal

Not to be included in strategy, but as a proposal for Isavia

Rationale behind this future state

We want to optimise airport operations by leveraging technology and real time information. The airport must embrace data and digital solutions to streamline business processes and improve resource management for the benefit of our customers and the reduction of operational costs.
We must enable our organization to utilize data and insights for better decision-making by building data literacy and a digital mindset across the workforce. To scale our operations and enable further growth, the organization, its processes, and the people in it have matured into a harmonized and aligned ecosystem that is equipped to leverage data and technology.

Future state description

1. We utilise digitalisation to increase revenue streams
2. We have reached a high level of data transparency and information sharing internally and within the airport community that creates value
3. We have an efficient airport with optimised and automated processes
4. ~~We experience an efficient workplace with focus on user experience and mobility as well as seamless access to information and data analytics~~
4. We have a digitally-minded organization ready to scale and embrace future growth

Critical success factors

1. Understand our customers and their needs to maximize sales and be aware of changes in digital behavior. ~~Have a digital platform for orders for concession business partners and service providers to utilize current infrastructure better~~
2. Establish an IT strategy, a Digital Strategy, and a resilient Enterprise Architecture with solid governance principles for data and IT
3. ~~Robust and Secure Data Integration and Collaboration Infrastructure. Capable cross-divisional data team. The DATA working group~~.
   Establish data development platform, collaborative governance, and use of data across divisions for organisation-level value creation.
4. ~~Establish Prioritization, Value to business, Optimisation of capacity for each flow - Pax/Aircraft/Baggage~~
   Enhanced value from IT and digital investment by ensuring business and IT collaboration, prioritization, benefit realization, and improved user experience.
5. ~~Automated manual time consuming and repeated processes in the airport.~~ Manual processes and handovers have been automated and we have the infrastructure and the digital tools as well as the mindset to be able to work efficiently, collaboratively and flexible in a proactive way

KEF

Initiative one-pagers

This section contains a one pager summary of the 13 initiatives proposed in the strategy. The section starts with a description of how to read the one-pagers.

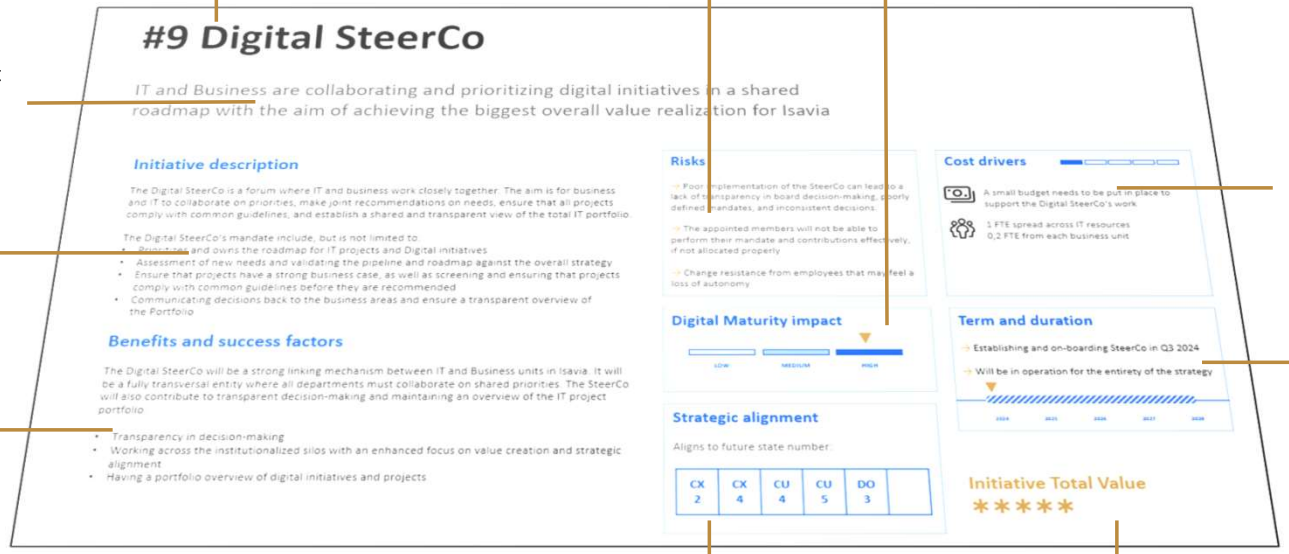
Initiative One-Pager Template Explainer

Initiative number and title.
The initiative is grouped into three overall themes based on their focus and contribution.

Assessment of the extent to which the initiative contributes to Isavia's **Digital Maturity-level**

Outline of **potential risks** associated with implementing the initiative

One-liner that outlines the **future state** that it contributes to establish



Elaborative initiative description detailing main objectives and key activities required for implementation and execution

Guestimate of **cost drivers** associated with implementing the initiative, including budget size and required FTEs

Presentation of **benefits and success factors** to thoroughly describe the value the initiative would bring to Isavia

Detailing of **timing** of initiating key activities and **duration** of the work

Assessment of the degree to which the initiative contributes to **Isavia's business strategy**

Estimated **total value of the initiative** based on an assessment of anticipated benefits, it's contribution to the Isavia strategy, it's impact on digital maturity level, and cost drivers.

KEF

#1 Capability Mapping and Reference Architecture

An overview of business capabilities and system mappings defines the current landscape, while a target reference architecture outlines the future direction, with the gap between them guiding the architectural change implementation plan.

Initiative Description

Establishing an efficient framework for documenting Architecture on several level (e.g. business, data, technology), offering a systematic method for documentation and visualization. This includes standardized architectural diagrams and capability maps, providing a depiction of the system's structure and functionalities with a clear relationship between business capabilities and architectural components.

The documentation will include several tracks which may be done in parallel:

- Documenting current business capabilities and the supporting data and systems
- Defining a target reference architecture to describe the future state of isavia
- A gap analysis between the two to identify changes needed to be made in the architecture

Benefits and success factors

A documented capability mapping together with a target reference architecutre will contribute to a better understanding between business and IT and be a core foundation for sub-sequent initiatives by being a key decision-making tool.

- Ensures holistic and uniform architecture over time
- Identifies areas for consolidation and improvement
- Link between business strategy and IT landscape

A critical success factor is a pragmatic approach with strict scoping, making sure only to document and define architecture needed for the upcoming work. Further work will be done in iterations focusing on a higher level of details in relevant areas, depending on the given strategic focus areas.

Risks

→ Poor scoping of the documentation can lead to extensive time usage with a lack of focus on the important details.

→ Lack of backing from management will lead to business not participating enough, giving a scewed image of the business architecture

Digital Maturity impact



Strategic alignment

Aligns to future state number:

CU 4	DO 1	DO 3			

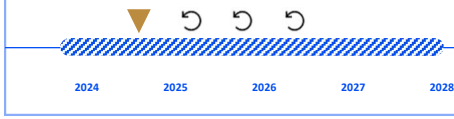
Cost Drivers

Estimated as part of Discovery Bundle

1 FTE enterprise architect function and small participation from representatives from entire organization

Term and duration

→ Establishing a first high-level architecture from by gathering existing documentation and collecting it as part of discovery phase
→ Continuos iterations going forward as need in specific areas.



Initiative Total Value

★★★★★

#2 Align IT Strategy and Make it Actionable

The IT strategy clearly communicates the vision and decision-making tool and best practices lay the foundation for efficient project delivery and ensures a uniform architecture across the organization.

Initiative Description

From the findings in the previous initiative, the identified gaps will inform and adjust the IT Strategy by highlighting key focus areas for future changes. These revisions will provide a clear direction for new projects and decision-makers and contribute to transforming the IT strategy into actionable steps. This transformation involves breaking down high-level objectives into specific tasks, creating policies and best practices to use as decision-making tools, and setting measurable goals and deadlines. This will effectively bridge the gap between strategy formulation and execution, driving meaningful change, and achieving desired outcomes for Isavia.

Benefits and success factors

An aligned IT Strategy together with actionable steps and policies will ensure that the organization is working towards a common goal and that the target architecture can be achieved.

- Uniform IT Landscape
- Clear direction for decision makers
- Improved decision quality and speed
- Close alignment between Business and IT Strategy

A key success factor is to make sure that policies are used as guidelines and not too restrictive or limiting as to create bottlenecks for new projects. It should serve as an accelerator for the delivery and not a limiting factor. Furthermore, the policies should be based on experience and developed iteratively to ensure the right focus and level of detail, not introducing too much bureaucracy or irrelevant processes.

Risks

→ Having a too restrictive focus will create bottlenecks for new projects and risk having project circumvent the policies

→ Policies not based on experience risk ending up irrelevant or going directly against the future target architecture

Digital Maturity impact



Strategic alignment

Aligns to future state number:

CU 4	DO 2				

Cost Drivers



Estimated as part of Discovery Bundle

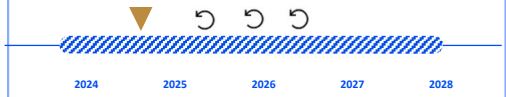


1 FTE enterprise architect function and small participation from representatives from entire organization

Term and duration

→ Establishing base policies in Q3 2024

→ Iterative further development based on experience and identified issues in projects



Initiative Total Value

∗∗∗∗∗

#3 Digital Through-Put and Sourcing Strategy

An overview of current digital through-put together with a desired through-put gives a clear target for extra capacity and skillset and a multi-year strategy for whether to in-source (new hires) or out-source (vendor engagement).

Initiative Description

In order to enable growth in the digital area, this initiative focuses on ensuring the right capacity and skillset to implement future initiatives and projects across the organization.

Based on the pipeline of projects the Digital SteerCo requests a desired digital through-put – in terms of capacity and skillset – to achieve the goals of Isavia. IT will decide how to achieve the through-put, which could be done either by hiring new resources for in-sourcing or by engaging IT vendors to cover the lacking resources. For out-sourcing strategies, a list of preferred vendors will be compiled to ensure correct domain knowledge and skillset on the vendor side.

This will form the strategy for how to grow the digital through-put through the upcoming years by setting a clear target for recruitment or vendor engagement, which will feed directly into the budgeting.

Benefits and success factors

This initiative will serve as an enabler of future growth and value creation by ensuring availability of the right resources for implementing digital initiatives.

- Clear multi-year targets for desired digital through-put
- Established strategy to reach target through in-sourcing/out-sourcing
- Possibility for multi-year budgeting to support resource increase
- Saved costs by introducing list of preferred vendors

A critical success factor is to anchor the sourcing strategy at executive level to ensure backing and funding in the upcoming years.

Risks

→ Lack of alignment with top-level management might lead to insufficient backing and funding of new resources.

Digital Maturity impact



Strategic alignment

Aligns to future state number:

CX 2	CU 3	CU 4	DO 3		

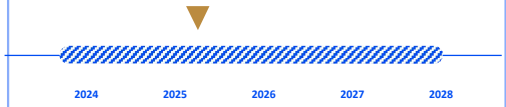
Cost Drivers

N/A

0,5 FTE shared between representatives from IT and Finance/procurement.

Term and duration

→ Establishing sourcing strategy in Q1 2025 in order to feed into the upcoming budgets.
→ Affter strategy approval, implementation will follow in Q2 2025 onwards



Initiative Total Value

★★★★★

#4 Data Mesh Inspired Organization

Scaling data expertise and governance in a similar way to how microservices allow software architecture to scale.

Initiative Description

Isavia has multiple data products managed from different lines of business that will benefit from being integrated for better analytics and reporting or improved by following best practices for data governance.

A data mesh organization effectively unites the disparate data sources and expertise and links them together through centrally managed data platforms and governance guidelines. Business retains control over how data is accessed, who can access it, and what functionality it provides.

Benefits and success factors

This approach will help open silos by establishing a collaborative data authoring and sharing platform supported by a centralized, but lightweight, governance from IT while adhering to Isavia's goals of keeping the data ownership within the business, leveraging its existing expertise.

Success factors are as follows:

- Collaborative data management
- Increased flexibility and autonomy
- Better data discovery
- Strengthened compliance

Risks

→ The data product teams should have a good understanding of data, including how to interpret, analyze, and use data effectively

→ Everyone needs to follow the defined processes and use the strategic development platforms for managing and exposing data

Cost Drivers

Cost drivers are mostly delegated to the initiatives #5, #6, #7

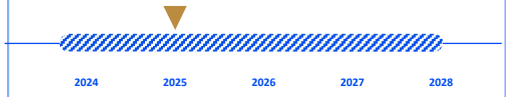
Designated resources from IT and business units are needed to guide the governance, run recurring audits etc.
This will progress iterative after known outcome of initiatives #5, #6, #7. Therefore, an increase in FTEs are likely, but should be revisited after end of Discovery.

Digital Maturity impact



Term and duration

→ Progressive and iterative progress that can start in 2025 once initial outcomes of initiatives #5, #6 and #7 are started
→ Target to reach minimum maturity by 2027



Strategic alignment

Aligns to future state number:

CX 1	CX 3	CX 4	CU 4	DO 2	DO 4

Initiative Total Value

★★★★★

#5 Global Data Audit

Documenting existing data products to identify potential gaps, synergies or existing best practices.

Initiative Description

Before building a federated data-centric organization, an as-is overview of the data landscape needs to be done. It will catalog existing data products as well as their related data sets and identify relevant gaps in quality or availability. It can also detect potential synergies between them.

Depending on the quality returned by the audit, some extra effort will be put on formalizing the data formats and conventions currently used and highlight where improvements could be made to make it more actionable.

This is also an opportunity to identify skills or knowledge and appoint each data product its owner. In collaboration with that owner, the findings will be documented in a generally accessible location and guidelines need to be established to keep this documentation up to date.

Benefits and success factors

Having an overview of the various data sources and integration or dependencies within the organization forms the foundation for setting up a successful organization structure around the data platform.

The success factors are as follows:

- Well-documented data models with relevant entities, formatting type,… will provide better understanding and easier maintenance
- Clear identification of ownership of data products allows for easier communication regarding changes or issues.

Risks

→ Some data products can't be documented well enough due to the lack of knowledge which will require more time or considerations for other alternatives

Cost Drivers

Estimated as part of Discovery Bundle

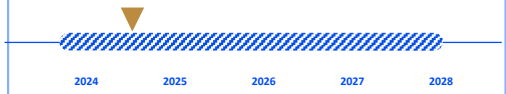
1 FTE enterprise architect function and small participation from representatives from entire organization

Digital Maturity impact



Term and duration

→ Running the audit in Q3 2024



Strategic alignment

Aligns to future state number:

DO 4	DO 2				

Initiative Total Value

★★★★★

#6 Standard Policies & Best Practices

Defining policies and best practices to ensure data utilization, increase data quality, and speed up value creation by a holistic approach to data.

Initiative Description

To achieve maturity and scale, there is often a need for defining data policies and best practices that can streamline data management. This initiative can be started in parallel to the data audit and should be considered as one of its direct outcome: with information gathered from the audit serving as the basis for defining better data authoring and maintenance standards, either reusing existing best practices or defining new approaches that can fix detected gaps.

The guidelines should then be stored in a central and easily accessible location within the Isavia collaboration ecosystem for others to reference and should be maintained over time by the relevant data product owners, so information stays up-to date. IT can then act a guardrail and run reoccurring audits to ensure it.

Benefits and success factors

Having a set of well-defined and easily accessible policies and best practices monitored by IT experts will improve data consistency, quality and maintenance efficiency across all Isavia.

The success factors are as follows:

- If guidelines are well documented, they can then be more easily implemented or enforced directly within the strategic development platform to apply automatically across all data product teams and act as a guardrail.
- Finally, with better quality, data can then be trusted allowing advanced automation features to be used in full confidence.

Risks

→ Too strict policies and guidelines may slow down development and hinder flexibility

Cost Drivers

Designated resources to drive and support the production of those best practices. Partially estimated as part of Discovery Bundle

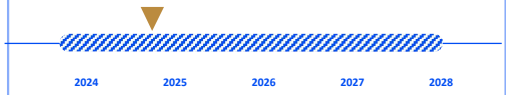
1 FTE enterprise architect function and small participation from data experts from entire organization

Digital Maturity impact



Term and duration

→ starting from Q4 2024 should produce an initial set of policies and best practices



Strategic alignment

Aligns to future state number:

CU 4	DO 3				

Initiative Total Value

★★★★★

#7 Strategic Development Platform

Empowering the collaborative governance and use of data with a centralized development platform providing a rich configuration framework, user experience and native support of best practices

Initiative Description

Acts as the self-service data platform of the Data Mesh organization by being a centralized development platform for accessing, authoring and exposing data. It will enable Isavia teams to maintain or use their data products in autonomy but also be able to do so collaboratively with other Isavia colleagues or external partners when necessary.

On one hand, given the existing investment in Microsoft Power Platform, this initiative could reinforce its position as the platform for Finance and other Microsoft products heavy users.
On the other hand, since Isavia intends to procure an Airport Operations Planning (AOP) as a "strategic initiative fostering operational excellence", this could act as the development platform for all Airport Operations and the pilot towards Total Airport Management.

Benefits and Success Factors

Having a strategic development platform that implements or help enforce data standards automatically within a common configuration framework and user experience will accelerate adherence to best practices and improve the collaborative creation, maintenance and usability of new data products across Isavia.
The success factors for this platform, each providing its own benefits are as follows:

- **Modular and flexible**: can be configured or extended to adapt to many business needs
- **API store**: consumes and expose data in multiple formats for maximum interoperability
- **Collaborative with granular and auditable access control**: enables self-service, reporting of usage and access to data for adherence to security principles and regulations.
- **Self service and low-code**: minimizes development and support costs while hiding complexity
- **Structured data storage:** facilitates master data versioning and historical reporting which can then be used for automation
- **Real time reactivity:** enables powerful time sensitive decision-making data products

Risks

→ Everyone needs to follow the defined processes and use the relevant platforms for their data needs which will require some change management activities

Cost Drivers

Initial implementation effort from vendor, hosting and infrastructure costs for the AOP

FTEs from business and IT for design of the AOP

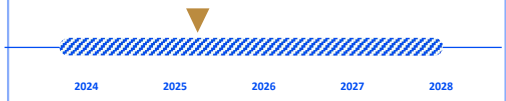
IT FTEs for the extension and integration of PowerApps or CRM products

Digital Maturity impact



Term and duration

→ AOP as the strategic development platform for airports operations could be implemented with an early version by Q2 2025 if it is procured in 2024



Strategic alignment

Aligns to future state number:

CX 1	CX 4	CU 3	DO 1	DO 2	DO 4

Initiative Total Value

★★★★★

#8 Accelerate Value Creation with Automation

Leveraging structured historical data along with intelligent business rules or even AI to automate simple but manual use cases or make timely decisions so users can focus on actual business value

Initiative Description

Empowered by the strategic development platform and a more data literate organization, data products will iteratively make better use of the centralized structured data by adding low-code business rules that can react automatically to data changes, e.g. triggering notifications to other users removing the need for phone calls or enriching other data removing the needs for manual entries.

As soon as multiple interconnected data products exist, cross-organizational use of intelligence can be implemented to provide situational reports that can benefit whole Isavia.

Finally, as the digital maturity of the organization gets higher, it will enable utilization of the recent progress in AI-based pattern recognition to provide forecasts or proactive actions that can enhance the decision-making process and optimize revenue streams.

Benefits and success factors

Enabling such automation will increase efficiency and accelerate value creation in the organization by allowing end users to spend their time on what matters most.
Furthermore, since it can be an iterative process, with incremental funding that can show immediate value, this will help spread the benefit of this initiative throughout the organization.

The success factors are as follows:

- Early value realization
- Increased parallelization or efficiency of tasks via automation
- Value creation should extend to passenger experience, optimizing existing revenue streams or enabling new ones.

Risks

→ Automation use cases need to be monitored to ensure they provide the expected benefits

Cost Drivers

Iterative funding for the implementation/configuration effort.

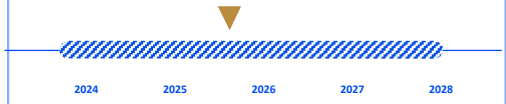
It can originate from each data product team for their own needs or from external users to enable a particular use case that benefits them

Digital Maturity impact



Term and duration

→ Can start once a strategic development platform is operational and some structured data has been aggregated. Early target could be Q3 2025



Strategic alignment

Aligns to future state number:

CX 2	CX 3	DO 1			

Initiative Total Value

★★★★★

#9 Digital SteerCo

IT and Business are collaborating and prioritizing digital initiatives in a shared roadmap with the aim of achieving the biggest overall value realization for Isavia

Initiative description

The Digital SteerCo is a forum where IT and business work closely together. The aim is for business and IT to collaborate on priorities, make joint recommendations on needs, ensure that all projects comply with common guidelines, and establish a shared and transparent view of the total IT portfolio.

The Digital SteerCo's mandate include, but is not limited to:

- Prioritizes and owns the roadmap for IT projects and Digital initiatives
- Assessment of new needs and validating the pipeline and roadmap against the overall strategy
- Ensure that projects have a strong business case, as well as screening and ensuring that projects comply with common guidelines before they are recommended
- Communicating decisions back to the business areas and ensure a transparent overview of the Portfolio

Benefits and success factors

The Digital SteerCo will be a strong linking mechanism between IT and Business units in Isavia. It will be a fully transversal entity where all departments must collaborate on shared priorities. The SteerCo will also contribute to transparent decision-making and maintaining an overview of the IT project portfolio.

- Transparency in decision-making
- Working across the institutionalized silos with an enhanced focus on value creation and strategic alignment
- Having a portfolio overview of digital initiatives and projects

Risks

→ Poor implementation of the SteerCo can lead to a lack of transparency in board decision-making, poorly defined mandates, and inconsistent decisions.

→ The appointed members will not be able to perform their mandate and contributions effectively, if not allocated properly

→ Change resistance from employees that may feel a loss of autonomy

Cost drivers

A budget needs to be put in place to support the Digital SteerCo's work

1 FTE spread across IT resources
0,2 FTE from each business unit

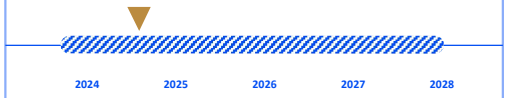
Digital Maturity impact



Term and duration

→ Establishing and on-boarding SteerCo in Q3 2024

→ Will be in operation for the entirety of the strategy



Strategic alignment

Aligns to future state number:

CX 2	CX 4	CU 4	CU 5	DO 3	

Initiative Total Value

*****

#10 Change Request Process and the Change Board

Change requests are managed through a transversal process and handled by the Change Board to minimize risks and operational disruptions to the business

Initiative description

A focus on processes related to changes and change requests will bring Isavia on par with general IT processes and governance. Proper processes needs to be established together with a governance body to handle requests. The Change Board handles changes that may have a direct or indirect impact on Isavia's operations to minimize risks and ensure the least possible disruption to the business.

The Change Board's mandate include, but is not limited to:

- Assesses the outcome of all projects and change requests before commissioning.
- Facilitates a gate where the business and IT can finally approve commissioning with the least possible impact and disruption to the business' operations.
- The Change Board can pause a change but cannot cancel it.
- The Change Board ensures together with the Change Requester that sufficient implementation efforts towards the impacted business areas are planned.
- In critical cases, the matter can be escalated to the Digital SteerCo. Deviations from this can only occur through C-level.

Benefits and success factors

A well-described change request processes and a Change Board would ensure simple a governance structure that will help Isavia with better focus on standard IT processes, documentation, overview of changes and change requests, and a minimal impact of business. A change board will also help IT show their value towards the business by a focus on not disrupting operations.

- Streamlined processes across Isavia
- Improved quality of change handling
- Transparency of changes and their implementation

Risks

→ Everyone needs to follow the defined processes for change requests

→ The Change Board is granted the mandate to handle incoming requests

Cost drivers

Allocate a budget for the Change Board when being established. Larger changes are funded by the requestor.

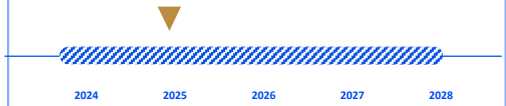
FTEs from business and especially IT on ad hoc basis based on implementation.

Digital Maturity impact



Term and duration

→ Gradually maturing change processes within IT starting from 2025
→ Establishing and on-boarding the board TBD
→ Will be in operation for the remaining part of the strategy after establishment



Strategic alignment

Aligns to future state number:

CU 4	DO 2				

Initiative Total Value

★★★★★

#11 Project Model and Delivery Management

A common project and delivery model boosts consistency and efficiency across departments, enhancing project success by reducing time and budget overruns

Initiative description

Implementing a streamlined project model for Isavia, providing a structured approach to all project stages, including implementation and benefit realization management. A common project model would feature standardized templates, documentation, cost and resource estimates, and milestone guidelines. The model would also clarify budget responsibilities and vendor engagement. For smaller projects, some steps may be skipped.

Key activities related to creating the common project and delivery model include:

- Designing the project model and delivery process based on stakeholder input and needs
- Choosing a project management tool aligned with the project model.
- Conducting organizational change management activities to mitigate resistance, promote employee buy-in, and provide support for adjustments based on project teams' feedback post implementation.

Benefits and success factors

A common project model contributes to cross-departmental consistency to ensure that tasks are performed in a coherent manner across projects. With a common model, project teams knows what to expect at a project stage, making it easier for all employees to contribute to a well-described and coherent set-up. This helps planning and resource allocation, and it promotes transparency and eases communication between IT and business.

Additional benefits include:

- Enhanced project success rates compared to current scenario, reducing time and budget overruns
- Boosted efficiency through improve resource planning ad allocation
- Improved risk management
- Structured approach to benefits realization management

Risks

→ Poor implementation could lead to resistance, obstructing transition

→ Over-standardization may reduce agility

→ Complexity risk causing confusion

Cost drivers

Development costs i.e., time spent defining the project model. Ongoing evaluation costs.

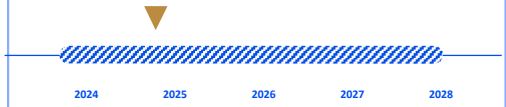
0,5 FTEs internal or external resource to support the development of the model

Digital Maturity impact



Term and duration

→ Developing the model and onboarding in late 2024 as part of starting the Digital Steerco
→ Start small and scale up gradually over the period of the strategy lifetime



Strategic alignment

Aligns to future state number:

CU 4	CU 5	DO 12			

Initiative Total Value

★★★★★

#12 OCM and New Ways of Working

Applying a structured Organizational Change Management approach will implement new ways of working and ensure the realization of the Digital Strategy

Initiative description

Introducing new processes, tools and technologies always bring changes for people who will be using them. Often, this means changes in roles, responsibilities, and ways of working – and achieving the employees' buy-in for the change can be a challenge. Therefore, it is essential to focus not only on the technical components but also on the people impacted. To do so, it is proposed that an Organizational Change Management (OCM) strategy and plan is developed to complement the Digital Strategy and its initiatives.

Key activities related to developing the OCM strategy and plan include:

- Driving adoption of new ways of working through supportive activities
- Consistent core story to support the entire transformation and resonates with all stakeholders, both internal and external
- Reference group that builds on core employees

Benefits and success factors

Investing in OCM serves as a critical steppingstone, guiding you on the right path in your digital transformation journey and enabling new ways of working. The more effort initially applied, the more energy will be enabled in the realization of gains from your digital initiatives and the continuous improvements. A structured approach to OCM will help Isavia to support the employees through the digital transformation in a consistent and controlled fashion.

Additional benefits include:

- Finding ways of building on Isavia core strengths such as the agility
- Building ownership for the Digital Strategy and its implementation
- Enhanced employee adoption rate of newly implemented processes
- Successfully supported employees in the implementation of new ways of working

Risks

→ Only focus on training and missing the holistic approach to OCM

→ Lack of leadership support

→ Inadequate resource allocation to the change process, both financial, human and time

Cost drivers

Allocate budget for resources to drive and support OCM strategy and activities.

Guestimate of 1,5 FTE either internal or external to drive the OCM efforts and plan.

All FTEs in Isavia will be impacted based on working in new ways.

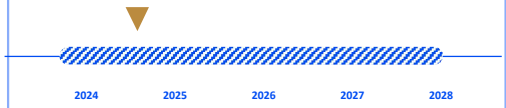
Digital Maturity impact



Term and duration

→ Developing the OCM strategy and plan in Q3 2024

→ Executing OCM activities during the entire strategy



Strategic alignment

Aligns to future state number:

CX 1	CX 4	CU 3	CU 4	DO 4	

Initiative Total Value

★★★★★