



The Outcome



BROUGHT 400+ POSITIONS IN-HOUSE

through an effective recruiting and hiring strategy



DROVE \$50M+ COST AVOIDANCE

through investing in employee development and unlocking internal career growth opportunities



MAXIMIZED WORKFORCE PRODUCTIVITY

by restoring proper spans of control and organizational layers

AIRLINE

Establishing a Strategy to Maximize Workforce Productivity

A Fortune 500 airline wanted to reshape their workforce strategy to meet rising demand as airline travel began to improve during COVID recovery. The client wanted to focus on attracting, retaining, and developing a workforce of employees rather than relying on expensive contractors as a reaction to increasing demand across Technology. This would ultimately be more cost-efficient and productive for the organization, since it takes more time and money to hire and train external contractors than to maintain employees who can transfer knowledge from one project to another.

For years, the airline had struggled to implement an effective strategy to make this shift. They found an opportunity to design and execute a new workforce strategy early in pandemic recovery before travel ramped up to pre-COVID rates, and reached out to Two Roads to help manage this large amount of change in a short timeframe.

Two Roads partnered with the client to create a revised workforce strategy that could be achieved in a short period of time. Through this new strategy, Two Roads helped establish targets and metrics to monitor workforce health and support the execution. The firm also conducted a current state assessment of the Technology workforce to understand gaps and positioned this area of the organization to meet future growth. Two Roads helped form and execute the strategy until it stabilized before passing it on to be fully run by the organization internally.

The net result was an actionable plan to bring 400+ positions in-house, which created a future state workforce staffed with the correct skill sets, spans, and layers. All of this was supported by a positive business case, which yielded \$50M+ of annual cost avoidance by moving to an employee-based model.

INDUSTRY

Airline

SERVICES

Operating Model Optimization
Strategy & Planning