

AGILE TRANSFORMATION: Optimizing Portfolio Planning and Delivery for a Leading Airline

THE OPPORTUNITY

As a major airline's portfolio grew and initiatives multiplied, aligning business and technology strategies became increasingly critical. Leaders aimed to gain an enterprise-wide view of initiatives, capacity, and investments to optimize planning and budgeting. To support growth and enhance decision-making, the client partnered with Two Roads to implement a scalable Agile operating model designed to bring structure, transparency, and speed across the enterprise.

INDUSTRY

Airline

SERVICES

Strategy & Planning
Operating Model Optimization

THE APPROACH

Two Roads partnered with Business and Technology leadership to establish a shared foundation for prioritization, funding, and delivery. We conducted alignment workshops to unite stakeholders around common outcomes and create a culture of shared ownership.

Key steps included:

- Introducing a Lean Portfolio Management (LPM) model with clear processes for prioritization, capacity planning, and lean budgeting.
- Organizing teams around value, ensuring work directly supports enterprise business outcomes.
- Creating full visibility into all active and planned work across the entire operations portfolio, revealing 50 previously unknown initiatives. This discovery gave leadership its first complete view of the portfolio and enabled prioritization and alignment with business stakeholders on what truly mattered.
- Standardizing business cases, funding models, and planning cycles to create repeatable, scalable frameworks for decision-making.
- Embedding shared services and architectural enablers upfront to accelerate delivery and ensure holistic solutions.

By transforming its portfolio management approach, the airline created an enterprise-wide system of agility that improved transparency, alignment, and value delivery. Leaders have confidence that capacity, spend, and delivery are optimized against enterprise priorities—unlocking the ability to scale growth without compromising performance.

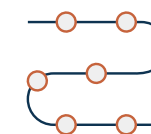


The Outcome



STRATEGIC PORTFOLIO ALIGNMENT

Revealed 50 previously unknown initiatives, prioritized 80% to align with enterprise objectives, and reallocated resources to drive faster, value-focused delivery.



OPTIMIZED CAPACITY PLANNING

Aligned team capacity with strategic priorities, improving resource efficiency, scalability, and delivery predictability.



ACCELERATED VALUE DELIVERY

Aligned cross-functional teams to improve collaboration, reduce dependencies, and accelerate delivery of business value.



LEAN BUDGETING

Increased spend visibility, eliminated non-value add work, and enabled continuous, value-driven portfolio decisions.