

Product portfolio harmonisation across 19 legal entities

Client Domodedovo Airport
Role Enterprise Architect, leading enterprise-wide portfolio transformation
Period 2019-11 — 2021-02

CONTEXT

The airport's product portfolio had grown organically over years without systematic governance: 4,600 products with unclear classification, significant duplication and functional overlap, unprofitable positions, and inconsistent product management across 19 legally independent entities. Slow time-to-market, unclear per-product profit contribution, no strategic roadmap.

APPROACH

Framed portfolio as a business-model decision, not operational detail. Designed a four-layer programme: portfolio analysis + classification (all 4,600 analysed by type, segment, revenue, profitability); product strategy + prioritisation (which categories align with strategic positioning); process reengineering (ideation → launch optimised for 3x cycle compression); change management + capability building across the 19 entities. Executed in 16 months in four phases.

OUTCOME

Consolidated Domodedovo Airport's product portfolio from 4,600 to 1,200 across 19 legal entities — preserved profitability, cut time-to-market 3x, standardised product-management methodology across the group.

- 73% portfolio reduction (4,600 → 1,200) with profitability preserved and concentrated.
- Time-to-market for new products cut 3x via process reengineering.
- Standardised product-management methodology adopted across 19 legal entities.

KEY RESULT

Consolidated DME's product portfolio from 4,600 to 1,200 across 19 legal entities — preserved profitability, cut time-to-market 3x, standardised product-management methodology across the group.