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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inefficient, comprising 4,600 products without detailed classification, with duplication, functional overlap, and outdated positions. There was no product strategy or roadmap, and the product management and regulatory systems were outdated.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.