

The AlignedX Model is a structured framework that aligns strategy, execution and outcomes to orchestrate digital and technology-driven business value transformation Version 2.0 This diagram represents a sample Illustration based on AlignAir business value transformation.

Notation sample - V1.01: Make the booking experience seamless and intuitive for all customer segments. (G1)

Parent//Identifier / Element

/Aligns with

Capability structure Value Stage

Capability Heatmap legend:

<- Absent Maturity ->

Capability Assessment

Capability Classification Business Impact



The Execution Model begins with a clear understanding

of the North Star Goal and Outcome Model, which

defines the overarching transformation goal and its

Execution Model

1. Anchor Execution in Strategic Purpose

outcome categories.

Drivers (Why we must transform): D1: Competitive pressures (G) North Star Goal and

V1 Book Flight (O

D2: Customer expectations (G) D3: Wall street pressures (G) D4: Artificial Intelligence & Digital advancements (G) D5: Regulatory mandates (G)

Goal (What we aim to achieve): G: Achieve over 90% customer satisfaction (CSAT) across both digital and in-person channels by leveraging AI and analytics capabilities to enable real-time decision-making and automating 60–70% of manual processes in ground and flight operations. (O)

Outcome (What success looks like): O: Deliver a seamless, intelligent, and efficient travel experience that enhances customer loyalty by achieving over 90% customer satisfaction, reduces operational

costs by 20%, and accelerates data-driven decision-making across the enterprise.

Translate the strategic goal into actionable themes. Link execution initiatives directly to outcome categories for visibility and alignment.

Ensure every action contributes to a measurable

transformation outcome.

The Value Stream Model outlines the end-to-end flow of

Organize execution priorities along the Value Stream

Assign ownership and KPIs to each stage for focused

Use value stages as the execution backbone, ensuring

2. Structure Execution Around Value Flow

value to customers and stakeholders.

alignment to value creation.

Model

Value Stream

Results Model

Outcome Model

Objective: V1.O1: Make the booking experience seamless and intuitive for all customer segments. (G) **Key Results:** O1.KR1: Achieve a booking completion rate of 95% across digital channels by Q2.

O1.KR2: Reduce average booking time by 40% via UX enhancements and automation by Q3. O1.KR3: Maintain a CSAT score of >92% on the booking Objectives and Key experience by Q4. Objective: V1.O2: Leverage AI and analytics to

personalize offers and streamline decisions by Q1. (G) **Key Results:** O2.KR1: Implement Al-driven fare recommendations with at least 80% prediction accuracy by Q2. O2.KR2: Personalize booking flows for frequent flyers, increasing conversion by 15% in that segment. O2.KR3: Use real-time data to dynamically adjust offers, driving a 10% uplift in ancillary revenue during booking by

Objective: V1.O3: Make trip management seamless and customer-centric. (G) **Key Results:** O3.KR1: Achieve a CSAT score >90% for post-booking digital interactions (e.g., seat changes, upgrades, reschedules) by Q1. O3.KR2: Ensure 80% of trip changes are completed via

V2 Manage Trip

self-service channels (mobile app, web) by Q2. O3.KR3: Reduce average handling time for supportassisted trip changes by 30% through automation and guided workflows by Q3. Objective: V1.O4: Use real-time data and automation to optimize the trip experience. (G) **Key Results:**

O4.KR1: Implement real-time notifications (gate changes, delays, offers) with a delivery success rate of 98% by Q1. O4.KR2: Launch Al-powered trip recommendations or upgrades (e.g., lounge access, seat upgrades), resulting in 15% uplift in ancillary conversion by Q2. O4.KR3: Automate 60% of disruption management workflows (e.g., rebooking due to cancellations) to reduce customer impact time by 50% by Q3.

Objective: V1.O5: Simplify and automate the check-in and passenger-friendly. (G) process for maximum customer convenience. (G) **Key Results:** O7.KR1: Reduce average boarding time by 30% through

Key Results: O5.KR1: Achieve 90% digital check-in adoption across mobile and web platforms by Q2. O5.KR2: Reduce average check-in time by 40% through streamlined UX and pre-filled options by Q3. O5.KR3: Maintain a CSAT score of >92% for the check-in experience by Q4.

V3 Check-in (O)

automation to enhance operational efficiency. (G) **Key Results:** O6.KR1: Implement real-time baggage tracking integration during check-in with 95% accuracy by Q2. O6.KR2: Auto-detect and resolve 95% of check-in errors/ issues (e.g., missing travel docs, seat availability) without agent intervention by Q3. O6.KR3: Reduce check-in counter workload by 50% through automation and self-service kiosks by Q4.

Experience: V3.E3: Check-in experience (O5, O6):

E3.1: Receives check-in notification (via app, email, or

3.2: Chooses check-in method: online (app/web), airport

3.3: Enters passenger and document details (passport,

3.4: Selects or changes seats, adds baggage or special

Objective: V1.06: Leverage real-time data and

Objective: V1.07: Make the boarding process frictionless

≥ A9

V4 Boarding (

optimized zone management and digital communication O7.KR2: Achieve >95% on-time boarding compliance across all flights by Q3. O7.KR3: Maintain passenger satisfaction score >90% for the boarding experience by Q4.

Objective: V1.08: Use data and automation to enhance boarding efficiency and accuracy. (G) **Key Results:**

O8.KR1: Deploy biometric or mobile-based boarding for 80% of eligible passengers by Q2. O8.KR2: Automate 100% of gate change and boarding alerts, with real-time updates reaching passengers with >98% delivery rate by Q3. O8.KR3: Reduce manual boarding errors (e.g., seat conflicts, missed scans) by 90% through intelligent gate systems by Q4.

Objective: V1.O9: Elevate the in-flight experience to enhance comfort, personalization, and satisfaction. (G) **Key Results:**

V5 In-flight (0

O9.KR1: Achieve >90% passenger satisfaction on in-flight services (surveyed post-flight) by Q2. O9.KR2: Increase uptake of personalized in-flight offers (meals, upgrades, entertainment) by 20% using Al-driven recommendations by Q3. O9.KR3: Enable digital feedback capture from 75% of passengers during or immediately after the flight by Q4.

Objective: V1.O10: Leverage smart technology to optimize in-flight operations and crew efficiency. (G) **Key Results:** O10.KR1: Equip 100% of flights with connected crew tablets for real-time passenger data and service personalization by Q2. O10.KR2: Reduce in-flight service response time by 30% through automated requests via seatback or mobile interfaces by Q3. O10.KR3: Enable real-time reporting of cabin issues (e.g., seat malfunctions, inventory gaps) on all flights, feeding

directly into maintenance and inventory systems by Q4.

3. Drive Execution Through Measurable Outcomes The OKRs Model makes strategy actionable through defined objectives and measurable key results. Link OKRs to Value Stream Stages and strategic Use objectives to guide execution initiatives and key results to measure success.

Enable cascading OKRs for alignment across organizational layers.

Experience: V1.E1: Flight booking experience (O1, O2): E1.1: Searching for flights based on dates, destinations, E1.2: Comparing flight options, prices, times, and carriers Selecting a flight, seat, and optional services (baggage, E1.3: Entering personal details and payment info. Receiving confirmation and itinerary. nteraction Channels:

Airline website/app, third-party booking platforms, reservation agent support. **Expectations:** Ease of use, intutive interface across all devices, transparency, speed, personalization, trust and support. **Pain Points:** E1.PP1: Confusing layout, too many steps, or slow performance on mobile. E1.PP2: Generic results with no relevance to travel history or preferences. E1.PP3: Not easily modifying filters or adjusting dates/fare

Capability: C1: Flight Booking (O1, O2, E1)

Level 2 Capabilities (to be broken into Features):

C1.1: Flight Search and Availability

C1.3: Al-driven Flight Recommendation

C1.2: Partner and Travel Agent

C1.4: Fare Pricing and Selection

C1.5: Class Selection

C1.6: Miles Redemption

C1.7: Payment Processing

Process: V1.P1: Book Flight (O1, O2, E1, C1)

P1.1: Search Flight

P1.3: Enter Passenge

Detail

C1.8: Flight Confirmation & Notification

Customer Interactions (Outside-In Process)

P1.2: View and Select

P1.4: Choose Fare

Class

Integration

Experience: V2.E2: Manage Trip experience (O3, O4): E2.1: Reviewing itinerary and booking details E2.2: Changing or cancelling flights

E2.3: Selecting or upgrading seats E2.4: Adding services like baggage, meals, lounge access, or special assistance E2.5: Entering travel documents, frequent flyer info, or preferences E2.6: Receiving notifications (e.g. schedule changes, check-

Interaction Channels: Airline website/app, reservation agent support. **Expectations:** Ease of use, intutive interface across all devices, clarity, speed, roactive updates, accessibility and support. **Pain Points:** E2.PP1: Can't easily change flights or add extras without calling support. E2.PP2: Difficult navigation or limited functionality on

E2.PP3: Late alerts about delays, gate changes, or

Capability: C2: TripManagement (O3, O4, E2)

C2.1: Itinerary Management

C2.2: Flight Modification

C2.4: Seat & Meal Selection

C2.5: Frequent Flyer Information

C2.3: Flight Upgrade

C2.6: Print Itinerary

P2.3: Update

Preferences

P2.7: Trigger

P2.9: Configure Fares

and Conditions

P2.11: personalize

C1.D1: Itinerary

Flight ID (PK)

C2.7: Flight Cancellation

C2.8: Refund Management

Process: V2.P2: Manage Booking (O3, O4, E2, C2)

Customer Interactions (Outside-In Process)

P2.1: View Itinerary P2.2: Modify Flight

Agent Actions (Inside-Out Process)

P2.4: Update Personal

P2.8: Configure Meal

Choices

P2.10: Support

Reservations

P2.12: Process

C1.D2: Customer

Preferences

Customer ID (PK)

Historical Trip Data

Loyalty Status

Contact Details

Level 2 Capabilities (to be broken into Features):

E2.PP4: Upsells that aren't personalized or feel pushy.

mobile apps.

Receives boarding pass (digital or printed) nteraction Channels: Mobile app, website, airport kiosk, airline counter, email/ SMS alerts **Expectations: Pain Points:**

kiosk, or counter

Ease of use, intutive interface across all devices, convenience, speed, seamless options, real-time updates, accessibility and support. E3.PP1: Mobile/web check-in fails due to technical issues or browser incompatibility. E3.PP2: Preferred seats sold out or locked without explanation. E3.PP3: Confusion around baggage rules, extra fees, and available add-ons.

E3.PP4: Long wait times at kiosks during peak hours.

Capability: C3: Check-in Services (O5, O6, E3)

C3.2: Airport Kiosk Check-in

C3.3: Security Decleration

C3.5: Seat Map Management

C3.8: Boardingpass Issuance

Process: V3.P3: Check-in (O5, O6, E3, C3)

→ P3.1: Begin Check-in —

P3.3: Enter Passport

Detail

P3.5: Check-in

Baggage

P3.7: Open chieck-in

P3.9: Collect and Tag

Baggage

P3.11: Assist Kiosk

Check-in

Propensity

Preferences

Level 2 Capabilities (to be broken into Features):

C3.1: Online and Mobile Check-in

C3.4: Travel Document Verification

C3.6: Special Assistance Check-in

3.7: Bag Drop and Baggage Tagging

Customer Interactions (Outside-In Process)

Agent Actions (Inside-Out Process)

AI/ML Model: C3.I3: Flight Check-in (O5, O6, E3)

Recommendation

P3.2: Confirm Seat

P3.4: Agree to

Security Conditions

P3.6: Print Boarding

P3.8: Staff counters

P3.10: Support

Telephone Check-in

P3.12: Pre-screen

documents

Patterns

Trends

Experience: V4.E4: Boarding experience (O7, O8): E4.1: Receive gate assignment and boarding time updates E4.2: Arrive at the gate and wait in boarding zones E4.3: Present boarding pass and ID (or scan biometrics, if

E4.4: Walk through the jet bridge and find their seat

E4.5: Interact briefly with gate agents and cabin crew **Interaction Channels:** Airport signage, airline app notifications, gate screens, staff announcements, boarding pass scan (mobile/paper) **Expectations:** Fast, orderly boarding with minimal waiting or bottlenecks. Respect of zones/groups, especially for families or premium passengers. Smooth use of digital

Pain Points: E4.PP1: Standing too long in queues, especially for families, elderly, or premium. E4.PP2: Fear of losing carry-on space creates stress and E4.PP3: Frequent or late updates cause anxiety.

E4.PP4: Mixed messages about timing, delays, or group

Capability: C4: Boarding & Gate Ops. (O7, O8, E4)

Level 2 Capabilities (to be broken into Features):

C4.2: Flight Delay Management

C4.3: Cancellation Management

C4.5: Gate Management and

C4.7: Identity and Document

C4.8: Excess Baggage Handling

Customer Interactions (Outside-In Process)

Agent Actions (Inside-Out Process)

P4.2: Monitor

Boarding Info

P4.4: Produce Identity

Document

P4.8: Inform

Cancellation

P4.10: Provide

Wheelchair Assistance

P4.12: Board

Passengers

Patterns

Passengers of Delays/

Process: V4.P4: Boarding (07, 08, E4, C4)

→ P4.1: Proceed to Gate

P4.3: Seek Boarding

Assistance

P4.5: Scan Boarding

→ P4.7: Assign Gate Info —

P4.9: Prioritize

Boarding

P4.11: Verify

Passenger Identify

AI/ML Model: C4.I4: Boarding (O7, O8, E4)

Propensity

Preferences

Recommendation

C4.6: Wheelchair Access

announcements

Verification

C4.4: Boarding Group Prioritization

C4.1: Gate Assignment

passes or biometric scanning.

Pain Points:

Experience: V5.E5: In-flight experience (O9, O10): E5.1: Finds and settles into their seat E5.2: Stores carry-on baggage, interacts with cabin crew for safety, service, and support E5.3: Uses in-flight entertainment (IFE), Wi-Fi, or personal devices E5.4: Orders or receives food, beverages, or amenities

Interaction Channels:

Cabin crew, seatback screens, mobile apps (in-flight mode), announcement systems, IFE UI, Wi-Fi portals **Expectations:** Clean cabin, ergonomic seating, working facilities (tray, light, recline, etc.). Diverse, high-quality content, with user-friendly access. Reliable and reasonably priced Wi-Fi for messaging, browsing.

E4.PP1: Cramped space on long flights in economy. E4.PP2: Screens not working or limited entertainment E4.PP3: Poor or no connectivity. E4.PP4: Poor communication and service during extended

Capability: C5: In-flight Services (O9, O10, E5)

Level 2 Capabilities (to be broken into Features):

C5.2: Meal & Beverage Services

C5.4: In-Flight Entertainment

C5.5: Passenger Feedback Collection

C5.6: Flight Info Announcement

C5.7: Flight Safety Assistance

C5.8: Crew Operations

Process: V5.P5: In-Flight (O9, O10, E5, C5)

P5.1: Occupy Assigned

→ P5.3: Connect to Wi-Fi

P5.5: Use Meal

Service

P5.7: Assist Seating

and Cabin Luggage

P5.9: Support In-Flight

Services

P5.11: Provide Flight

Info Updates

Propensity

Preferences

Customer Interactions (Outside-In Process)

Agent Actions (Inside-Out Process)

AI/ML Model: C5.I5: In-Flight Services (O9, O10, E5)

Recommendation

Information Model

P5.2: Read Flight

Safety Procedure

P5.4: Use In-Flight

Entertainment

P5.6: Deplane for

Arrival

P5.8: Ensure Comfort

and Safety

→ P5.10: Provide Meals

P5.12: Collect

Feedback

Patterns

Trends

C5.3: Wi-Fi Services

C5.1: Seating and Passenger Assistance

4. Execute with Customer-Centricity Customer experiences reveal where execution impacts are felt most directly.

Monitor the impact of execution on customer

satisfaction and loyalty.

Align execution activities to critical customer journey stages and touchpoints. Use customer expectations and pain points to prioritize experience-led improvements.

5. Activate and Enhance Core Capabilities Capabilities are the foundation upon which execution

Map execution workstreams to Level 2 business Identify capability gaps and launch transformation efforts

to address them. Use the model to guide capability enablement and

maturity planning. Backlog Structuring: Organize Agile or Waterfall backlogs using Value Stages as Themes, Level 1 Business Capabilities as Epics, Level 2 Business Capabilities as Capabilities and Level 3 Business Capabilities as Features

Business Capabilities serve as the planning construct, defining what an organization must be able to do to achieve strategic goals.

Features serve as the execution construct, defining how capabilities are realized through Agile or Waterfall development and delivery.

Develop user stories for each feature and incorporate them into the Agile or Waterfall requirements management process.

6. Operationalize Execution at the Process Level

The Business Process Model translates capabilities into operational workflows. Define or refine business processes that operationalize

capabilities. Ensure processes are designed for efficiency, agility, and automation.

Align execution tasks with process touchpoints to maintain traceability and control.

7. Empower Execution with Data and Insight Data is the fuel for intelligent execution and informed decision-making.

Identify the data assets and insights needed to support execution activities. Integrate real-time dashboards, analytics, and AI to monitor execution performance.

Ensure data governance and access control are aligned to execution responsibilities.

8. Enable Scalable and Adaptive Execution

Technology provides the digital backbone for executing strategy at scale. Map execution requirements to enabling applications and services.

Use modular, service-based architectures to support agility and reuse.

Ensure that every application component has a defined role in capability and value delivery.

9. Establish Delivery Mechanisms

frameworks.

Define how execution will occur through transformation initiatives, agile teams, programs, or portfolios. Ensure that delivery timelines, interdependencies, and priorities are tracked and governed centrally. Leverage the strategic blueprint of the AlignedX Model to

guide execution through Agile or Waterfall delivery

Customer Journey Experience Model

calendars.

Business Capability

Business Process Model ■←●

Information and

Intelligence Model

Agent Actions (Inside-Out Process) P1.8: Schedule Flight P1.7: Manage Fleet Routes P1.10: Support P1.9: Configure Fares Telephone and Conditions P1.11: Process P1.12: Send Confirmation Payment AI/ML Model: C1.I1: Flight Booking (O1, O2, E1)

Recommendation

Information Model

Patterns

Trends

C1.D2: Reservation

Customer ID (FK)

Flight Number

PNR (PK)

Propensity

Preferences

C1.D1: Customer

Customer ID (PK)

Phone

Changes & Refund ancillary offers AI/ML Model: C2.I2: Manage Booking (O3, O4, E2)

Recommendation Patterns Propensity Preferences Trends

Information Model

App: C2.A2: Booking Management (O3, O4, E2)

App Services (Enabling L2 Capabilities / Features):

A2.1: Itinerary Management(C2.1)

Information Model C1.D2: Travel Document Customer ID (PK) Document Id National ID Flight Number Passport & Visa

C3.D3: Baggage Baggage tag # (PK) Customer ID (FK)

Information Model C1.D2: Gate C4.D4: Flight Assignment Flight ID (PK) Gate ID (PK) From Airport Flight ID (FK) To Airport Departure time Capacity Gate #

C4.D4: Flight Services Flight ID (PK) Service ID Meal Selections Duty-free Special Assistance

C5.D5: Cabin Configuration Flight ID (FK) Flight Number Classes Crew Zones

App: C1.A1: Flight Booking (O1, O2, E1) **App Services** (Enabling L2 Capabilities / Features):

A1.1: Flight Search and A1.2: Partner and Travel Agent ntegration (C1.2) A1.3: Al-driven Recommendation (

A1.7: Payment Processing (C1.7)

A1.8: Flight Confirmation and

Notification (C1.8)

A1.4: Fare Pricing and Selection (C1. A1.5: Class Selection (C1.5) A1.6: Miles Redemption (C1.6)

A2.2: Flight Modification (C2.2) A2.3: Flight Upgrade (C2.3) A2.4: Seat & Meal Selection (C2.4) A2.5: Frequent Flyer Information (C2. A2.6: Print Itinerary (C2.6) A2.7: Flight Cancellation (C2.7)

A2.8: Refund Management (C2.8)

App: C3.A3: Flight Check-in (O5, O6, E3) App Services (Enabling L2 Capabilities / Features): A3.1: Online and Mobile Check-

A3.2: Airport Kiosk Check-in (C3.2) A3.3: Security Decleration (C3.3) **A3.4: Travel Document** erification (C3.4) A3.5: Seat Map Management(C3.5) A3.6: Special Assistance Check-in (C3.

A3.7: Bag Drop and Bag Tagging (C3.7)

A3.8: Boardingpass Issuance (C3.8)

App Services (Enabling L2 Capabilities / Features): A4.1: Gate Assignment (C4.1) A4.2: Flight Delay Management (C4.2) A4.3: Cancellation Management (C4.3 A4.4: Boarding Group Prioritization(C4 A4.5: Gate Management & Announcements (C4.5)

A4.6: Wheelchair Access (C4.6)

A4.7: Identity and Document

A4.8: Excess Baggage Handling (C4.8)

Verification (C4.7)

App: C4.A4: Boarding (O7, O8, E4)

App: C5.A5: In-flight Services (O9, O10, E5) **App Services** (Enabling L2 Capabilities / Features): **A5.1: Seating and Passenger Assistance** A5.2: Meal & Beverage Services (C5. A5.3: Wi-Fi Services (C5.3) A5.4: In-Flight Entertainment (C5.4) A5.5: Passenger Feedback **A5.6: Flight Info Announcement (C5** A5.7: Flight Safety Assistance (C5.7) C5.8: Crew Operations (C5.8)

Technology Model