



Accelerating Digital Transformation at Panera Bread with ICON Agility Services

Executive Summary

Challenge: As Panera Bread expanded its digital and operational footprint, misalignment across IT infrastructure, delivery models, and innovation strategies began to hinder scalability and efficiency.

Solution: ICON Agility Services implemented **SAFe® (Scaled Agile Framework)** to align strategy with execution, streamline operations, and drive market responsiveness. Through leadership coaching, Agile transformation, and enterprise tool implementation, Panera established a **unified, scalable operating model** that empowered teams and accelerated innovation.

Result: Panera's digital transformation enhanced agility, improved cross-functional collaboration, and optimized value delivery—laying the foundation for sustained growth and technological leadership.

About the Customer

Panera Bread is a **leading fast-casual restaurant chain** known for its commitment to innovation in digital ordering and customer experience. With the launch of "Panera 2.0" in 2014, the company invested **\$100 million** to integrate online ordering, mobile apps, and in-store kiosks—leading to **over \$2 billion in digital sales by 2018**.

The Challenge

● **Before:** Rapid expansion created inconsistencies across IT systems, delivery models, and operational strategies—limiting Panera’s ability to scale efficiently.

△ **Impact:** Disjointed frameworks and lack of alignment between strategy and execution slowed innovation, reduced agility, and increased operational complexity.

● **Need:** Panera required an **enterprise Agile transformation partner** to unify its operating model, streamline workflows, and ensure cross-functional teams could deliver innovation at scale.

The Solution

ICON Agility Services implemented a **Lean-Agile, SAFe®-driven transformation** to enhance Panera’s ability to scale, innovate, and respond to market demands.

● **Strategic Alignment & Value Flow Optimization:** Conducted Value Stream Mapping and Agile Release Train (ART) launches to improve operational flow and value delivery.

● **Enterprise Agile Transformation:** Trained and coached teams and leadership at all levels in SAFe, ensuring a shift toward Agile ways of working.

● **Jira & Jira Align Implementation:** Rolled out enterprise tooling to standardize backlog planning, execution tracking, and Agile portfolio management.

● **Cross-Functional Center of Excellence (CoE):** Established a CoE to drive Agile best practices, continuous improvement, and knowledge sharing across teams.

● **Leadership Coaching & Agile Training:** Provided executive and ART launch coaching to ensure leadership alignment and team empowerment.

● **Agility & Performance Metrics:** Developed key metrics to assess agility, flow efficiency, and value delivery—enabling data-driven decision-making.

The Results

✓ **Aligned strategy with execution**, enabling faster innovation and a more responsive business model.

✓ **Improved cross-team collaboration**, breaking down silos and enhancing operational efficiency.

- ✓ **Standardized Agile practices**, ensuring consistency across IT and business functions.
 - ✓ **Accelerated digital transformation**, optimizing Panera's ability to scale while maintaining quality and customer satisfaction.
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Key Takeaways

- **A unified Agile operating model accelerates scalability**—ensuring technology and business strategies move in sync.
 - **Enterprise tooling (Jira & Jira Align) enhances transparency**, improving backlog planning, prioritization, and execution.
 - **Leadership alignment is critical for Agile success**, ensuring strategy execution remains customer-focused and outcome-driven.
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Why ICON Agility Services?

ICON Agility Services specializes in helping organizations **scale Agile transformation for sustainable success**:

- ✓ **Experts in Lean-Agile, SAFe, and Enterprise Transformation**
 - ✓ **Proven experience in digital innovation for fast-growing companies**
 - ✓ **Tailored solutions to optimize Agile execution across teams and leadership**
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Transform Your Business Agility with ICON Agility Services

Ready to scale innovation and streamline execution? **ICON Agility Services can help.**

- **Let's talk.** Contact ICON Agility Services today.