

Helping a domestic airline fly internationally.



Client's Challenge:

A leading US airline faced a fundamental business transformation, driven by rapid business expansion and the acquisition of an international carrier. The client needed to fully integrate its domestic and international operations into one, against a fixed and aggressive time frame.

PwC's Solution:

Integration of the international carrier required significant changes in the client's business policies, processes and procedures, as well as the development of new capabilities to support rapid growth into new territories and the creation of a new reservation system. PwC brought a specialized, multidisciplinary team to the table that worked side by side with the client to identify challenges and blueprint the changes required for this unique engagement.

PwC's role included assisting the client with overall strategy,

technology-solution design and change management, business-process change management, and support for training thousands of employees about the new policies, programs and procedures.

A major element of the transformation involved helping the client upgrade and integrate key technologies, including hundreds of business applications and databases. PwC worked with the client to develop a technology roadmap and then continued the engagement through implementation as program managers, solution architects and business analysts.

PwC also set up a command center to help the client plan for and manage the nearly yearlong large-scale scope of the endeavor. This encompassed a multitude of work streams to address required changes ranging from new ticketing procedures and in-flight announcements to be used on international flights to scheduling

repainting of acquired aircraft and compliance with tax regulations and employment and security requirements in foreign markets. This involved over 700 procedural changes, activating new features in nearly 100 airports and support centers in multiple countries, which touched virtually every employee.

Impact on Client's Business:

The client's integration project has met schedule and performance deadlines and is ready to activate in over 90 different locations. The airline is properly positioned to successfully operate in new countries. Clear and well-documented procedures have been implemented throughout the organization and thousands of employees have been trained to support operations.



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