

Change Management Roadmap Helps Global Airline Implement Flight Planning System

Client

The client is a leading global airline company managing over 3,300 flights everyday to more than 200 US domestic and international destinations in the Asia-Pacific region, Europe, and Latin America. In total, the client operates in 30+ countries and employs nearly 57,000 individuals across nineteen divisions.

Executive Summary

To improve their competitive advantage, the client initiated a project in 2006 to replace the existing 30 year old system with a new, state of the art flight planning system. Upon completion of this multi-year, multi-phase project, the client's system will be standardized across the company and will reduce operating costs, improve utilization of aircrafts and crews, and improve load factors.

The client originally engaged The Revere Group to develop a change management roadmap, and Revere has continued to work closely with the client to see the project through. As an important component of the IT foundation for the project, the client initiated the 'Newton Program' and enlisted the services of Revere's Newton Business Change Management (BCM) team to facilitate its implementation. Ultimately, the BCM team proved to be key for the successful integration of the Newton solution into the client's company culture.

Business Challenge

United's current technology platform is outdated and decentralized, thus increasing the costs and time associated with, as well as inhibiting the organization from leveraging best practices and streamlining processes. Its Information Services Division (ISD) supports approximately 100 different workstation configurations, resulting in inconsistencies in hardware, unsupported operating systems and applications, inconsistent refresh schedules, and manual updates for security, anti-virus, patches, etc. In addition, United is a lean and complex organization, where gaining the right level of engagement across its 19 divisions is difficult to achieve and maintain. The Newton Program was chartered to modernize, standardize and centralize United's IT structure, which, in turn, would lead to significant attitude and behavioral changes with how United leverages IT to help run its business.

Solution

Initially, a Revere OCM consultant was brought in to analyze the current client OCM practices and make recommendations for additional OCM activities needed to help ensure Newton's success. From this assessment, Revere created a Change Management Road Map, providing OCM-related observations, concerns, and recommendations, as well as outlining the work effort needed to implement the recommendations. This document was broken into five focus areas: sponsorship; communications; organization impacts; training; and support. From this Road Map, a Newton BCM team slowly evolved into a team of four Revere OCM consultants and one client OCM employee. The BCM team was primarily focused on sponsorship and communications, as well as impact assessments; while EDS was hired to further strategize and implement end-user training.

Due to the size and complexity of United Airlines, the BCM team helped Newton Program Director and Project Manager to develop, mobilize and manage a tiered stakeholder structure in order to engage regularly with all levels of the client organization. The top tier was the Newton Steering Committee (NSC) met every 4-8 weeks, and consisted of Senior Vice Presidents, who provided the Newton leadership team direction at the enterprise-wide level. The next tier was the Newton Division Project Boards, where five Boards were created and consisted of director-level individuals. They met every 4-6 weeks to provide the Newton team insights and direction at the divisional level. The last tier, tactical teams, usually met on a weekly basis. These teams consisted of middle management and subject matter experts, who provided the Newton Team guidance on how to roll out the Newton solution to specific end-user groups within an impacted department.



For More Information

For more information about The Revere Group's services and solutions, call 888. 4REVERE.

About The Revere Group

The Revere Group is a North American Business Unit and a majority-owned subsidiary of NTT DATA, a multinational organization.

Founded in 1991 and headquartered in Chicago, The Revere Group is a leading global business and IT solutions consultancy that specializes in assisting high performing mid-tier and fast growing companies. Revere provides industry, process and technology expertise with a proven service approach—Think, Build, Source—to pave the way for your success. Revere focuses on five key business challenges to increase your business agility and bottom line results:

[Operational Efficiency](#), [Analytics and Collaboration](#), [Interactive](#), [Enterprise Platforms](#) and [Managed Services](#).

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Document published July 2010.

In addition, a couple of divisional-based Communication Teams were mobilized to help determine, create and cascade key Newton messages to specific audiences, when needed.

The BCM team worked closely with the Corporate Communications department to leverage their communication media to effectively communicate to the end-user community. Most program activities and initiatives were best served by ad hoc, formatted communications. However, when the Newton activity or initiative involved repeatable processes (using the same sequence of activities across the enterprise), standard communication work plans and communication templates were created with ad hoc communications expected to supplement them.

Lastly, the BCM team completed high level impact assessments. These assessments analyzed the ability for both new IT guiding principles and revised IT policies (associated with the Newton Program) were expected to impact the United's stakeholder groups. Analysis conclusions were used to create the messaging to targeted audiences to communicate the new principles and prepare them for the upcoming policy changes.

Results

At the time that the Newton Program ramped down, visible executive sponsorship increased, especially among the leaders from the three largest divisions. Business engagement made huge strides to include active representation from all levels of United. End user communications became more effective through utilizing division specific resources and media, as well as leveraging the Corporate

Communications department. Two organization impact assessments were performed and used to create targeted communications with the impacted stakeholder groups. Before the BCM team disbanded, an ongoing OCM strategy document was presented to and well received by the client Program Manager. Overall, the Newton leadership team recognized that the BCM team was a key component in helping them to integrate the Newton solution into United's culture.

Think. Build. Source.

As your trusted advisor, Revere provides industry, process and technology expertise with a proven service approach—Think, Build, Source—to pave the way for your success.

THINK – Companies continually face the challenge of aligning their business objectives with their IT strategy. An effective roadmap with a strong business case delivers a path to achievable goals with measurable results. Revere helps identify and link people, process and technology, bringing clarity to your business and IT initiatives.

BUILD – A successful implementation is the driving force behind all that Revere does. We deliver the right solution on time and within budget. Disciplined project management skills and business aptitude ensures the success you rely on.

SOURCE – The right balance of sourced functions can improve your IT service levels and return on investment, allowing you to more effectively meet your business needs. Revere helps identify a strategic sourcing model based on internal capabilities, external resources and cost.