Enhancing customer experience for American Airlines through business process risk-based test strategy

Client Overview

American Airlines (AA) is one of the world's largest airlines with an extensive presence in international and domestic markets for passenger and air cargo traffic. With over 9 decades of operation, it is one of the most recognizable names in the international aviation space.

The Context

AA implemented a world-class air cargo management platform to streamline its cargo business.
The implementation witnessed the transition of their legacy technology infrastructure into a modern web-based, fully integrated technology platform, connecting all its critical business functions. AA needed a partner to deliver streamlined processes coupled with business process-enabled acceptance testing strategy to offer the agility to deliver features faster with predictable quality. The massive transition program, however, posed several challenges.

Key Challenges

Disruptive business impact

The magnitude of impact the transition would create was beyond imagination from a business operations point of view. Hence a strategic test partnership was required to ensure that the impacts to processes were captured into test scenarios and the execution of the new solution was facilitated without disrupting the business. There was a requirement for comprehensive reporting to the executive leadership of AA who wanted a view into business go-live and readiness.

Change management complexities

The transition being carried out included the shift from legacy systems and processes that have been around for 40 plus years. Adopting a modern business solution and its allied lean processes was a challenging endeavour for which AAneeded a strategic partner who not only understands the scope of testing the transformation but also capable of handling change management efficiently.

Legacy technology back-end

AA's existing technology infrastructure was comprised of over 90 legacy systems built incrementally over 40 years. The new integrated platform had to be accommodated into their business operations after smoothly taking over control from these systems without disruptions.

Necessitated faster roll-out

As AA wanted to improve its competitiveness in the market, it wanted the new solution to go live at the earliest. This, however, involved an extensive overhaul of their legacy process to adopt a modern solution and required co-ordination and support from its partner ecosystems comprising of various vendors from across the globe.

The Solution

American Airlines selected IBS Software as a strategic partner to ensure seamless transition into the new web-based cargo management system. The engagement focussed on assuring reliability and resilient system functionality during and after the migration. Together with AA, IBS Software designed a multi-year, phased implementation and roll-out strategy, to ensure the new technology and processes would be brought into the business in a seamless manner.

Highlights of the Solution

Disruption-free transition

Leveraging IBS Software' expertise in large-scale airline enterprise application development and migration projects, AA was able to smoothly transition into the new web-based cargo management system. The entire transition was tracked through the customer's business objectives to ensure that every activity empowered a move from a test-driven approach to a quality-driven approach. Adequate quality indication metrics were identified, measured and the resultant business impact was reported to the executive leadership of AA at all stages, taking them into confidence. This provided visibility for key stakeholders to make timely decisions that impacted overall quality.

Strategic change management

IBS Software was able to handle strategic change management for the entire transition seamlessly.

With prior experience in over 20 similar large-scale transformational engagements, IBS Software was able to re-use business process artifacts that were proven to be reliable in handling impact on use cases, manage cut-over impact and successfully translate these artifacts into elements of the overall test strategy.

Seamless migration

The new web-based cargo management platform was able to seamlessly migrate AA's core business operations from its legacy application suite. This was made possible by IBS Software' emphasis on risk-based test analysis that built a matrix of critical data elements in the context of airline cargo such as volume, dimension, unit conversion, pieces, weight, and accounting entries, and ensured that end-to-end cargo business workflows were assured of quality.

Faster time to market

IBS Software consultants not only enabled faster quality assurance for the new system but also brought about leaner and industry optimised business processes that were audit compliant and capable of being deployed readily. This combined with continuous life cycle verification and validation, integration of best practices, business flow mapping and increased automation coverage enabled the new solution to go live in a short time frame. With re-usable components, increased automation focus and connected quality certification to individuals and teams involved, the entire exercise was completed on time without causing any disruption to the business of AA.

*"When you're willing to do the things nobody else is willing to do, you get exceptional results.
You do things better than anyone because you're willing to do the hard stuff. I thank the whole IBS team that have equipped us with the right tools to lead American Airlines Cargo to scale new heights."*

Jessica Tyler
President, American Airlines Cargo

The IBS Advantage

American Airlines was able to propel its cargo business management to the next level by transitioning to the new cargo management solution in the fastest time frame possible. IBS Software was instrumental in creating a risk-free transition model that involved creating leaner and more efficient processes, improving quality assurance metrics, and ensuring the adaptation of rich re-usable business process artefacts for speedy deployment.
AA continues to engage IBS Software as a strategic partner in fulfilling its digital ambitions.

70% increase in business process coverage

40% reduction in test cycle

30% reduction in defect leakage
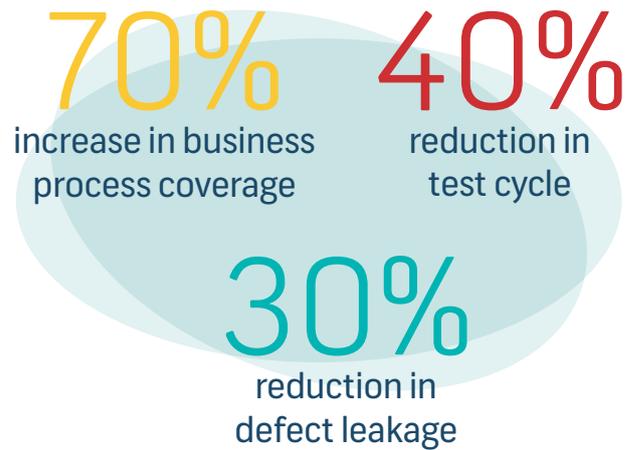
About IBS Software

IBS Software is a leading SaaS solutions provider to the travel industry globally, managing mission-critical operations for customers in the aviation, tour & cruise and hospitality industries. IBS Software's solutions for the aviation industry cover fleet & crew operations, aircraft maintenance, passenger services, loyalty programs, staff travel and air-cargo management. IBS Software also runs a real time B2B and B2C distribution platform providing hotel room inventory, rates and availability to a global network of hospitality companies and channels. For the tour and cruise industry, IBS provides a comprehensive, customer-centric, digital platform that covers onshore, online and on-board solutions. IBS Software is a Blackstone portfolio company and operates from 15 offices across the world.

Further information can be found at https://www.ibsplc.com

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