



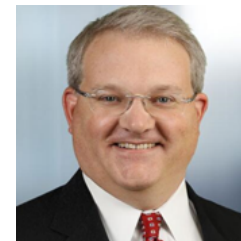
DIGITAL CASE STUDY BOOK

Air Canada Transforms Core Airline System to Provide Better Customer Experience

ISG Preface

The stark reality of the COVID-19 pandemic is forcing companies of all sizes to conserve resources, contain costs and reduce risks. Organizations need to tread carefully in the current situation without losing sight of their long-term ability to recover and thrive in the future. Every company needs to simultaneously navigate through short-term pressure and invest now to accelerate the pace of digital transformation. Companies that demonstrate resiliency and sharpen their digital agendas will find a way to come out of the pandemic poised for growth.

ISG continues to remain at the forefront of helping organizations across the world refine their operating strategies in this uncertain environment. As the leading technology research and advisory firm, ISG has helped hundreds of clients clarify their vision, match buyers to the right providers and implement their transformation programs. But, with so much change occurring during these unprecedented times, the Digital Case Study Book is a welcome reading accompaniment that provides refreshing perspectives.



As the world rallies to contain the damage, ISG launches the third edition of the Digital Case Study Book to identify and publish the top examples of how organizations are currently accelerating the use of digital technologies. ISG Research used our research expertise and worked with leading technology companies around the globe, both large and small, to build this unique compendium of compelling case studies that demonstrate real-life business issues.

Each of the 25 transforming organizations featured in this book has a remarkable story to tell. Their case studies present real, unique challenges organizations faced during the shifting tides of rapid technology changes. Partnering closely with technology and service providers, these organizations are achieving incredible results. We hope that you enjoy this book and find the content illuminating and inspirational.

You can visit our website (research.isg-one.com) where you can access the Digital Case Study Book, alongside a world of content and data to support your decision-making.

Sincerely,

A handwritten signature in blue ink that reads "Paul Reynolds".

Paul Reynolds

Partner and Chief Research Officer



Air Canada Transforms Core Airline System to Provide Better Customer Experience

Air Canada, Canada's largest airline by fleet size and passengers transported, laid out a charter to reinvent itself and focus on customer experience as a prime enabler for competitive advantage. To fast-track meeting its key business goals of enhanced customer experience, improved profitability in its growing international network, increased operational performance, and better integration with other airlines, Air Canada set out to digitally transform its Passenger Service Systems (PSS).

Air Canada partnered with Hexaware on the digital transformation initiative to replace IBM TPF PSS applications with products from the Amadeus Altéa suite in the digital assurance space. The key objective was to ensure safe, secure, and reliable operations during transition. The scope involved implementing approximately 182 applications and products, including 23 Amadeus products to be integrated with 24 other applications while following an aggressive timeline. The engagement also included designing, developing, and implementing nine new applications, integrating 57 of the impacted applications with the new ecosystem, and providing rollout support and customer service desk support.

Air Canada believes no other airline ever attempted to replace its reservation, inventory, and departure control systems within a 24-month timeline. After co-creating and executing 70,000 functional and technical test cases in 18 months, rehearsals at more than 130 airports, 2,000 check-in scenarios, 4,500 airport kiosks, over 10,000 workstations and 122 flight departures, Air Canada was ready to move the system into production. The real challenge was ensuring that all the critical systems required to keep airline operations functional were not affected during the 12-hour transition.

Implementation day saw 100 percent on-time flight departures on the new PSS. It has given Air Canada a competitive edge. Some of the key tangible outcomes include:

- Reusable digital assets resulting in 35 percent increased productivity.
- 30 percent faster time to market for new features.
- 50 percent faster onboarding for new Air Canada employees.
- Substantial revenue uplift on an annual basis.

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