Case Study

EASY JOURNEY AIRWAYS (EJ AIRWAYS)

Dream journeys do come true!

BACKSTORY

When we started EJ Airways 5 years ago, we only had 3 planes and 6 pilots servicing short hop legs between 7 airports. Today, we operate a fleet of 15 aircraft, 35 pilots, and a supporting aircrew of 70. Our customers, on an average, are increasing by 10% each year. We have managed to deliver quality services to more than 24 million customers this year with more than 4,800 employees.

Even with growing number of customers (expected to double its number in the next 5 years), we ensure that our employee growth is the most economical to maintain our quality objectives. Our IT professionals, no doubt, are capable to handle the increased number of customers, employees, destinations, and aircraft. They have done a marvellous job, and we expect them to keep up the momentum under the current challenging situations.

Our focus is to become smarter to help our customers continue to have an easy journey. In today's highly competitive world, EJ Airways will surely take brave steps to ensure its future as a leading airline with global ambitions. No doubt, EJ Airways is committed to an unprecedented transformation of its products and services.

We will continue to optimize our value streams and practices, this year also, to become even more efficient, agile, and responsive. We benefit from multiple strengths to support our transformation efforts, such as innovation, openness, fighting spirit, close customer relationships, and reliability, which are at the heart of our corporate culture and history.

OUR GOAL

Offer a high-quality product with a personal touch that makes us stand out. The core of EJ Airways is to provide friendly, reliable, and low-cost air travel.

OUR VISION

Deliver a personal and engaging flight experience from booking till the customer returns home.

OUR MISSION

EJ Airways is dedicated to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit using the latest technology. To achieve this, we aim at making slick customers connections, minimizing cost, and providing smart and easy journeys.

OUR FUTURE

We will keep on encouraging creativity and innovation to improve the effectiveness of EJ Airways. Using the latest technology, we will try to minimize the cost without impacting our standards and eliminate the waste at the check-in counters to reorganise our resources for the more important purpose of maintaining customer relations. We will set ourselves apart every single day by helping customers to reach to the places, events, and people that are most important to them with great comfort on time, every time.

OUR KEY GOALS

Considering the primary goal, some of the high-level key goals of EJ Airways are:

- **Safety**: Our primary concern, no risk is worth a customer, crew or employee's life.

- **Market Reputation**: Increase market reputation and position, to that of world class, even on local hops.

- **Competitive Edge**: Be more competitive through best practices and innovative services and to select the right areas for development to make the most of our investment.

- **Customer Experience**: Be known for being customer centric as their positive experience is paramount. It is essential for the success to motivate and have committed people.

- **Simplicity**: Change the way we work, focus on simplicity in organization, value streams, and processes.

OUR OBJECTIVES

- Increase the connection and analysis accuracy of safety data across industry partners and relevant government bodies to improve access, reporting, and use of safety operational information.

- With increased accuracy of safety reporting, identify and manage potential and active threats to our customers, staff, and company in faster timelines using more responsive methods.

- Increase collaboration between the PR department and other departments of EJ Airways to ensure marketing campaigns are consistent and fortified.

- Improve the ways to gather customer satisfaction feedback and reporting, and create a better management process to act on the results.

- Achieve more than one million in bottom-line savings over the next three years.

- Reengineer value streams, processes and technology where required to minimize waste of time and resources used to achieve outcomes.

WHAT OUR PEOPLE SAY
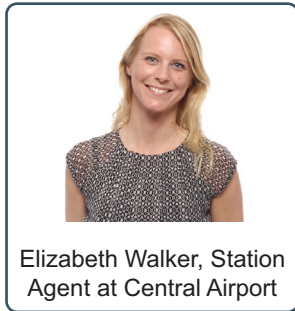
> " My mission is to accompany everyone throughout the ground experience ensuring that it is as rapid and serene as possible. "

Elizabeth Walker, Station Agent at Central Airport

> " There is never a dull moment, something new is happening every day! My coworkers are always happy and ready to help out. "

Keisha Baroney, Customer Service Agent
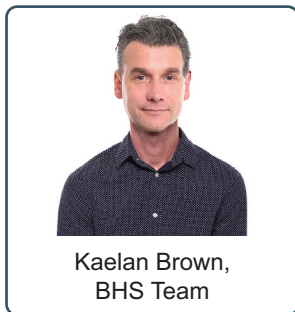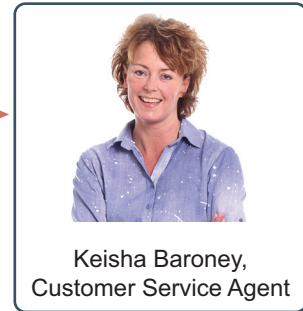
> " We work hard, especially in the high peak fly periods, but I love the fun and support of working with the Baggage Handling team. "

Kaelan Brown, BHS Team

> " On every trip I work, I learn something new. It may be about our overnight destination or a trick to make our job easier and more efficient. This job brings a smile to my face everyday. "

Jorgen Pettersen, Flight Attendant
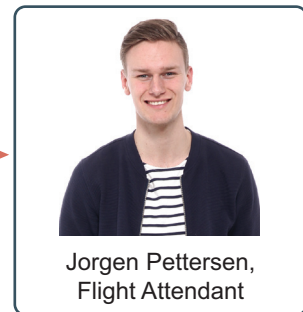
AIRLINE SERVICES

The following services are available to support the customer journey:

- Online/Mobile Booking, Check-in, and e-Ticket
- Frequent Flyer Program
- Early Boarding
- Door-to-Hotel (Limo Service)

Note: The organization, EJ Airways, is not fully mature. Some systems might be missing, and you can consider this fact while working on the assignments.

TECHNOLOGY SYSTEMS

The following systems are used by EJ Airways:

- Reservation Systems
- Check-in
- Baggage Handling
- Security
- HR-Admin System
- Financial System
- Project and Planning System
- Scheduling System

- Social Media and Collaboration Tools
- Mobile Booking App
- ITSM Systems:
    - Incident and Request Management
    - Problem Management
    - Change Enablement
    - Configuration Management

CMDB HIERARCHICAL STRUCTURE
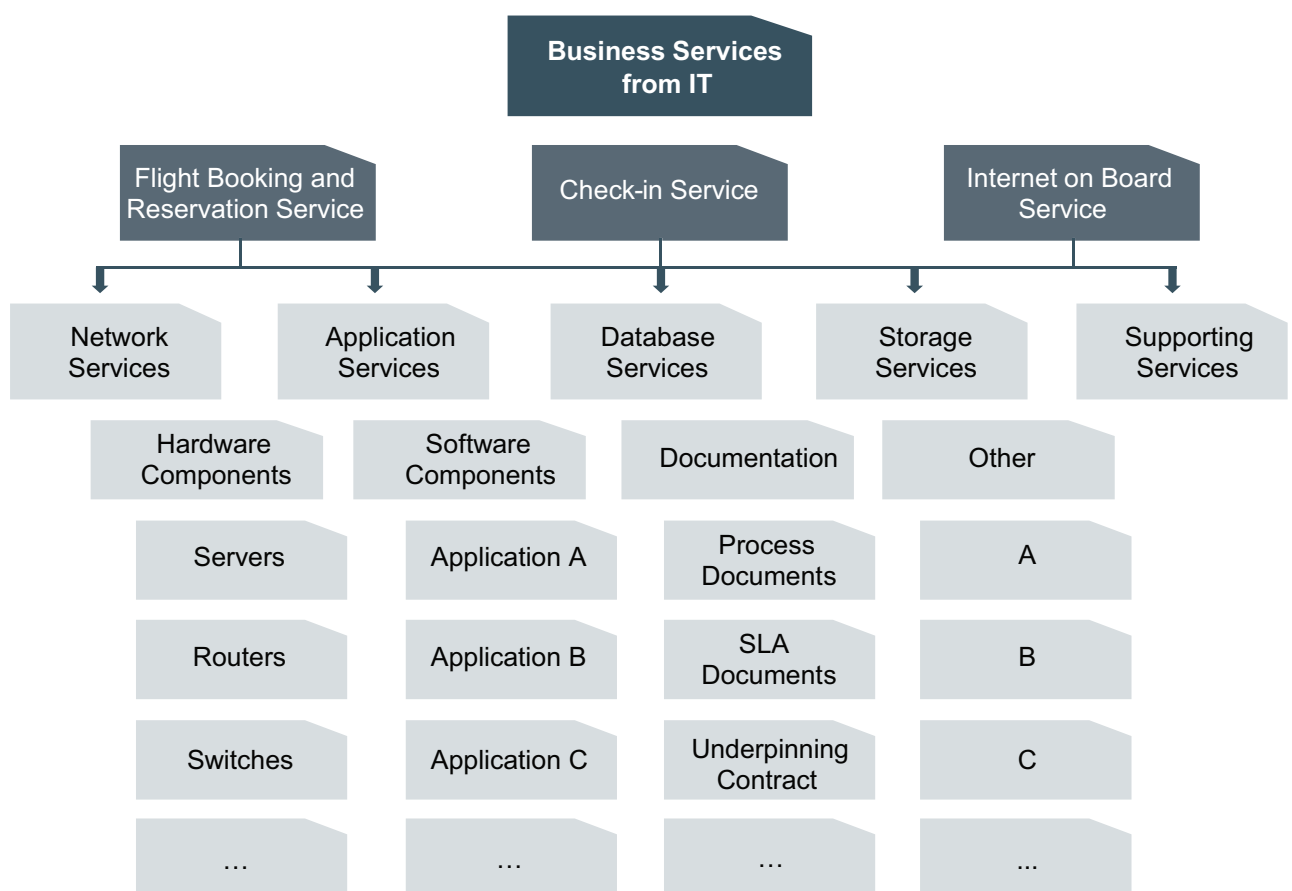
SERVICE MANAGEMENT VALUE STREAMS AND SUPPORTING PRACTICES WITHIN IT

Within the IT organization, the following IT service management value streams/practices are implemented:

- Business Relationship Management/Service Level Management
- Supplier Management
- Availability, Capacity, Performance, and Service Continuity Management

- Incident Management
- Problem Management
- Change Enablement
- IT Asset Management and Configuration Management
- Request Fulfilment
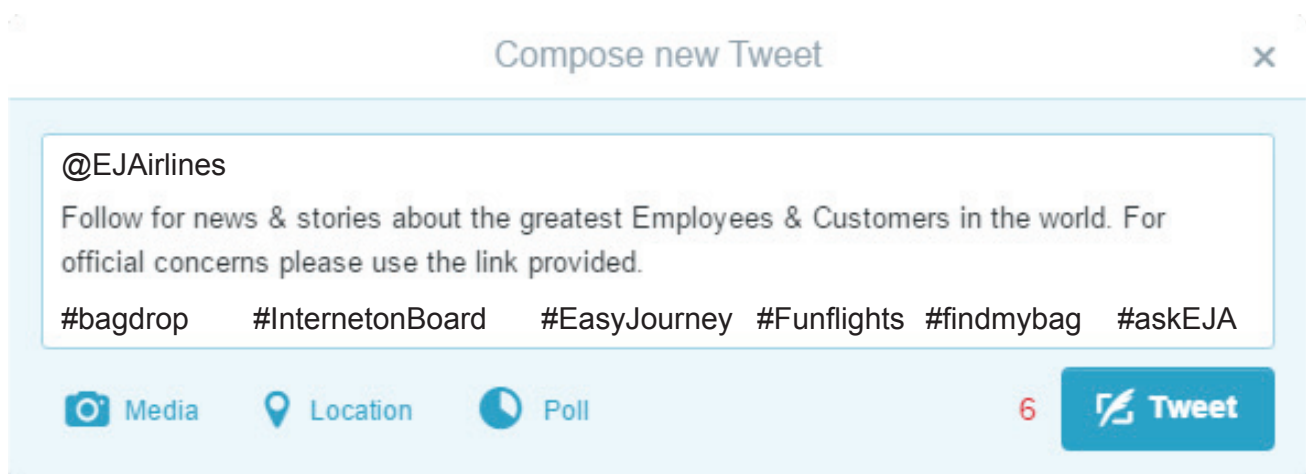- Service Desk
- IT Operations
- Information Security Management

All of the practices mentioned are having a Practice Owner, who are facilitating different value streams. However, the level of maturity is unknown.

SOCIAL MEDIA CHANNELS

EJ Airways is quite active on social media for different reasons, such as:

- News Updates
- Vacancies
- Promotions
- Customer Comments and Queries
- Personal Messages from Board Members and Flight Crew

Twitter

Compose new Tweet ✕

@EJAirlines

Follow for news & stories about the greatest Employees & Customers in the world. For official concerns please use the link provided.

#bagdrop   #InternetonBoard   #EasyJourney #Funflights #findmybag   #askEJA

📷 Media   📍 Location   ⏱ Poll   6   ✍ Tweet

YouTube

Our YouTube channel provides a great space not only to share our vision and values with the customers but also to provide them tips and services that explain what services are available and how to use

them. We also use this space to showcase our interesting and fun-loving moments behind the scenes with staff that show how we look after our customers at every step on their journey.

Facebook

EJ Airways also uses Facebook as a forum to share news and promotional material. The forum is an active space to showcase EJ Airway events, team photos, and achievements. It also acts as a Q&A area for a more informal customers to communicate with us.

An essential point is that any particular incidents or requests made by customers on this channel are recorded in our Customer Relationship Management Systems (CRMs) to ensure that:

- We respond to the incidents within the service levels we communicate on our website.

- The incidents are managed consistently across any interaction channel we use.

ORGANIZATIONAL CHART

Organizational Chart
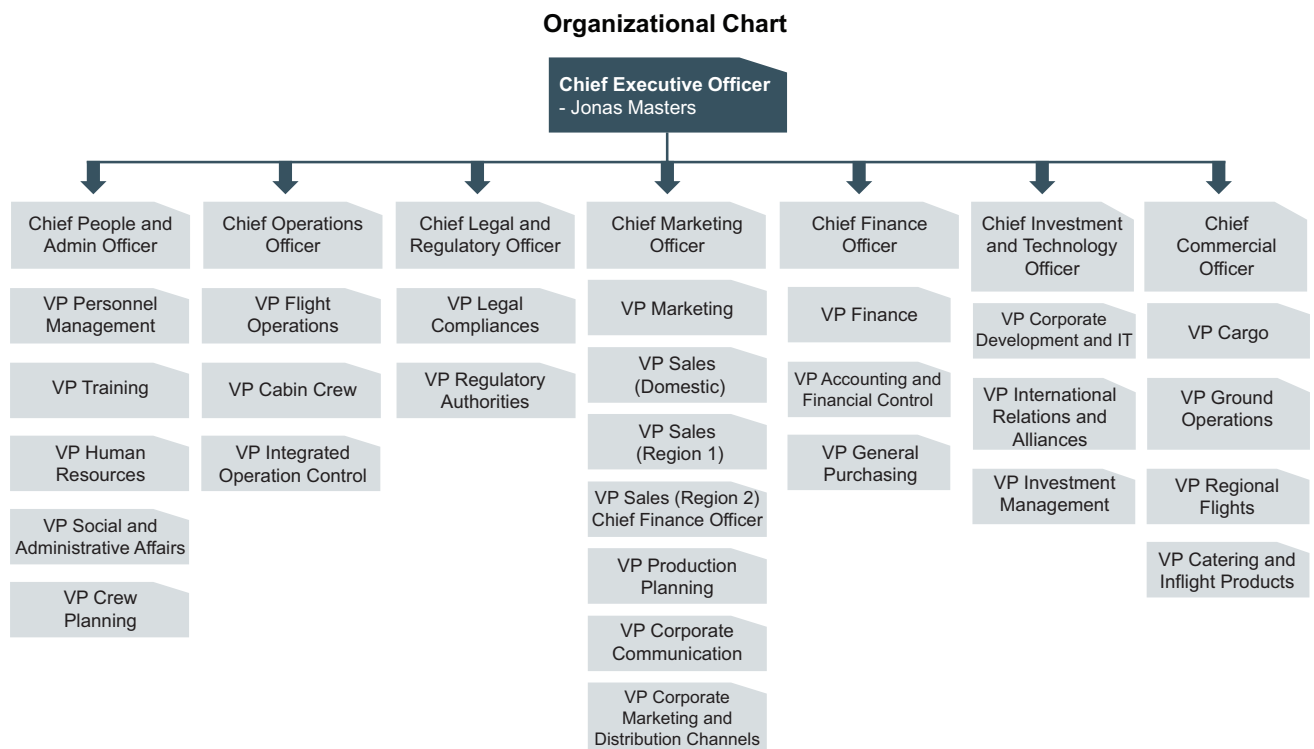
EJ Airways' internal IT department is working on:

- Developing and maintaining all applications that are not built by partners/suppliers

- Connecting internally and externally with built applications

PARTNERS AND SUPPLIERS

Airbuy Sky (AS)

Airline Reservation System (ARS)

We cannot imagine our partner EJ Airways without ARS. It is a direct contact point for passengers. The system provides an unbeatable flight experience by offering more flexible travel options with access to the ancillary services, such as a comprehensive pool of hotels, car rental, and insurance companies. ARS is not limited to just a receipt of flight ticket. The seamless integration of this system has resulted in minimum IT investment with maximum revenue generation from our travel services to meet the passengers' expected needs.

The Operations Manager and the PR Head of EJ Airways work closely with our IT Service Desk Manager when their customers have any issues. Unfortunately, at this time, the interface of the EJ Airways ITSM System to log, track, and manage issues to resolution does not meet the same criteria as per the fields in our Incident System. We are working with them to come up with a solution that suits both the organizations from the process flow and financial perspectives.

Valise Voyage (VV)

Baggage Handling System (BHS)

One of the systems at our airports to keep our passengers happy is automated BHS. It is a kind of a conveyor system that transports passengers' baggage from ticket counters to airplanes, or vice-versa. The function of this system is not limited to the automated transportation of baggage. It also helps to sort the passengers' bags considering the information associated with them to get them to the correct location in the airport.

The optimum performance of the successful integration of BHS is the combined result of innovative systems, intelligent software, and lifecycle services. It is the only supplier to offer and integrate all advanced technologies, including robotics, security screening, vision technology, and Radio-Frequency Identification (RFID).

With some recent software releases in our security screening software, we have noticed that errors are increasing in the RFID system. EJ Airways is also reporting to us that there are a number of complaints about baggage either not arriving or being found at the wrong destination. The two issues may be related.

View Everywhere (VE)

Inflight Entertainment System and Connectivity (IFEC)

To those of us involved In-Flight Entertainment (IFE), these are exciting times. The model of airline-selected Hollywood movies shown on airline-supplied screens that has dominated IFE for its entire

existence (the first regular service was from TWA in 1961, but the first ever in-flight movie was shown in 1921) is on the verge of complete disruption.

Not very far into the future, travel technologists will be able to take for granted passenger hardware and broadband connectivity in the airline cabin. Solutions vary from hardware and wireless IFE (wIFE), or a combination of these two.

Two things transforming IFEC are:

• Passenger-supplied consumer digital hardware

• Internet connectivity

EJ Airways is anxious to have our system in their Aircraft as soon as possible. We know they have made their announcement but they have yet to decide on a strategy, approve a business case, and select who in their engineering and IT teams will be involved. We hope to work closely with them as if we were a part of their own company. However, we have to ensure that we protect our technology IP and any network integration with EJ Airways IT is clearly defined and resilient against cyber attacks.

In-flight internet has been slow, the first consumer product launched in 2004 but flopped because passengers didn't have many Wi-Fi devices and weren't quite as they were not addicted to the Internet as we are now. Plus, these systems require massive capital outlays and lots of difficult engineering (just try and build a communications satellite and put it in geostationary orbit for less than half a billion dollars).

But now in-flight connectivity is coming online in force. Just revealed is a new rotating antenna which can provide high-speed connections, which will support uninterrupted Wi-Fi, video streaming, and live TV around the world. In-flight entertainment solution that lets airlines customize their aircraft configuration for embedded IFE, overhead IFE, wIFE or all three, whatever suits the airline's route strategy.

IFEC, now serves 1,500 commercial aircraft and is upgrading its network to LTE speeds. A new generation of satellites from ViaSat and others is going online, promising real global broadband from a host of resellers, including SeatA, LiveAir, and LiveTV.