

Who are we?



Lisa Dahms
Senior HR Manager
Learning & Development



Christian Rudolph
Head of DevOps
Transformation



Philipp Böschen
DevOps Evangelist / Coach

TRUSTED

UNIQUE

INSPIRING



TUI before the Corona crisis: world market leader in tourism



€19 Billion

Revenue FY19

€1.2 Billion

Underlying EBITA FY19¹

>€1 Billion

Investments FY19

27 Million

Customers FY19

+20%

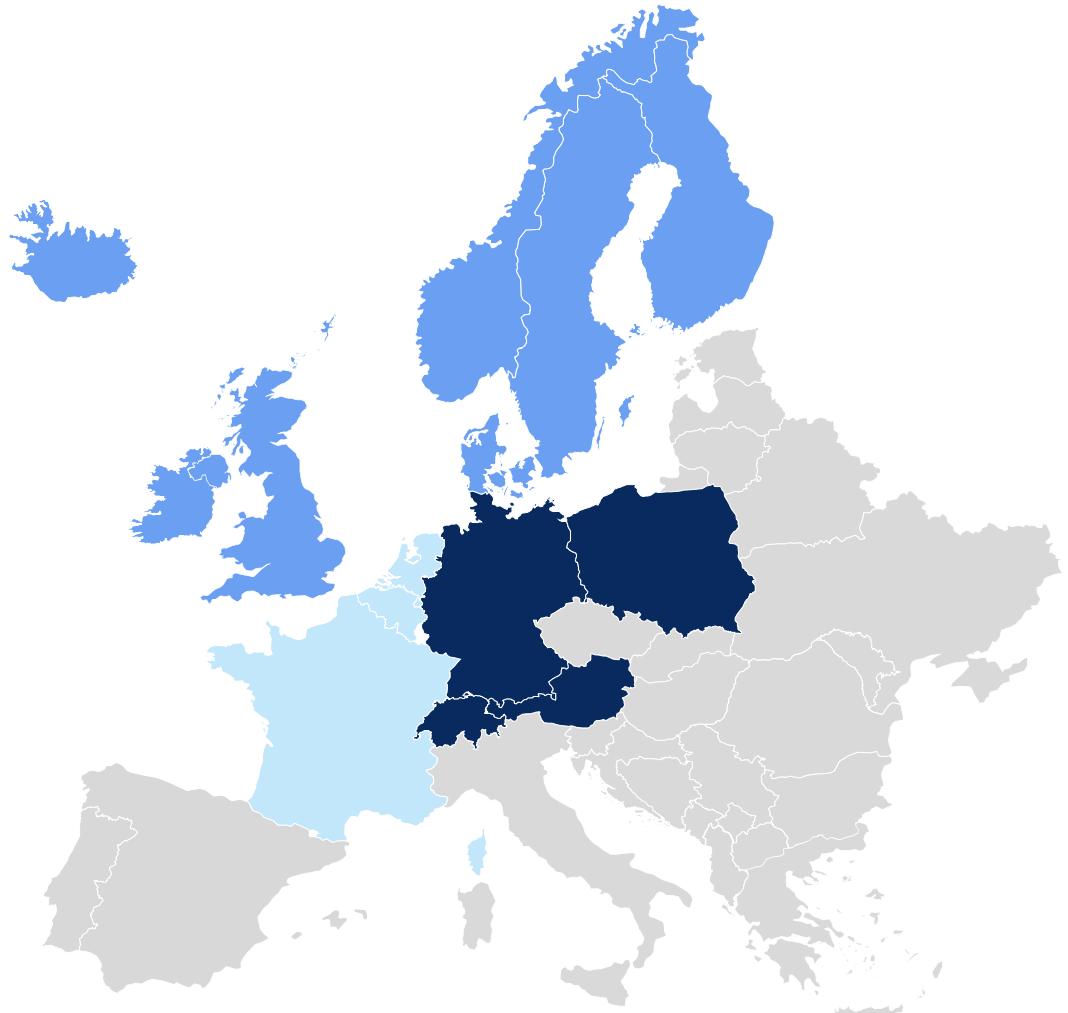
Planned turnover FY20 before
Corona crisis

+17%

Booked turnover January 2020,
comparison to previous year



Where we started



Central Region

Northern Region

Western Region



tripadvisor®

Google

Digital disruption
New players

New innovations
Leading instead of reacting





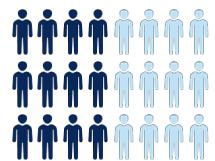
The plan to transform

- 3-4 years migration to new TRIPS system
- Business harmonization over time
- Upskilling / Skill shift in workforce

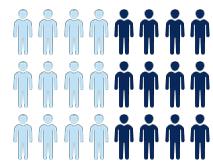


Skill Shortage

... by 2025:



50% of
employees
need to move
into **new roles**



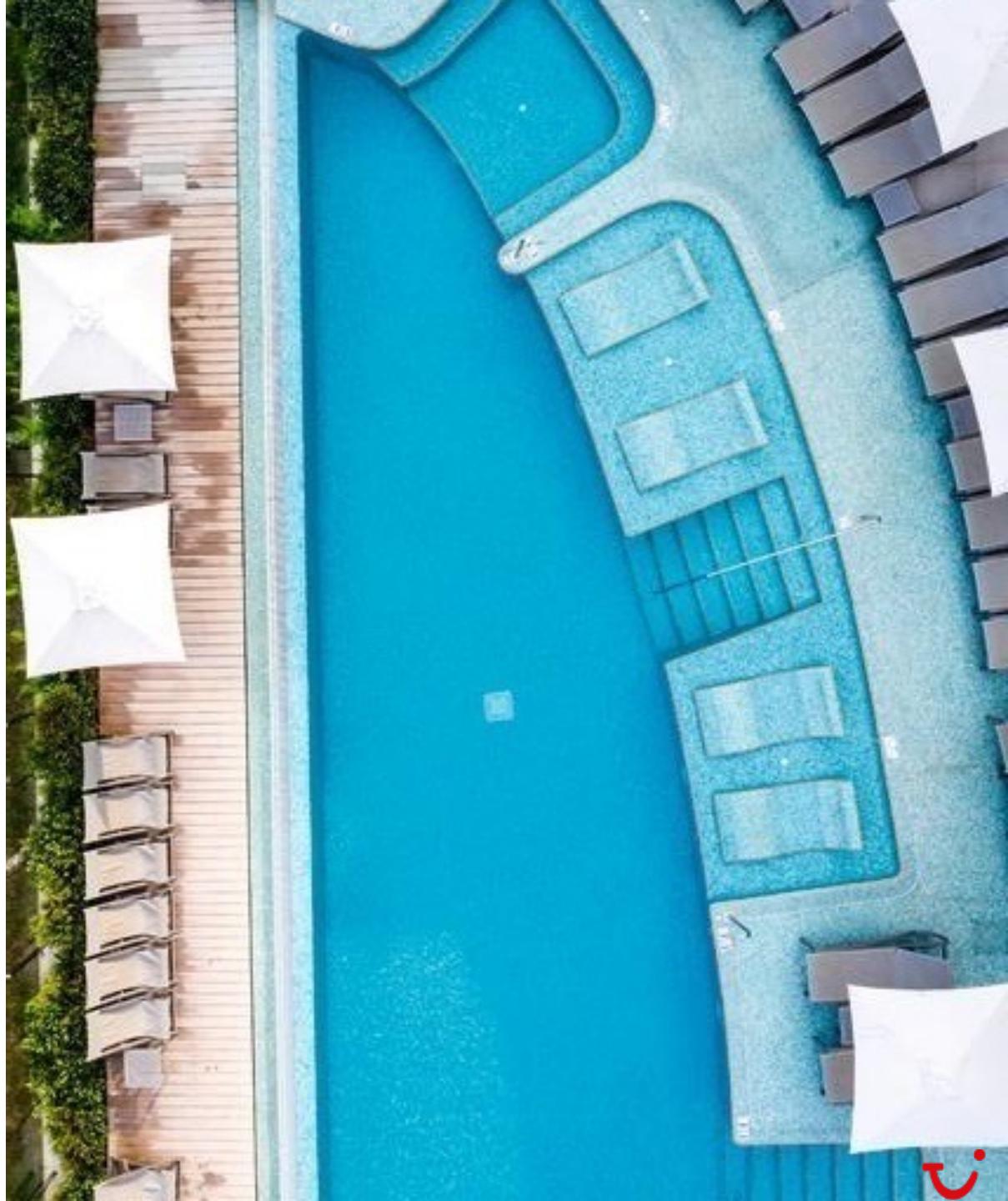
When remaining
in current role:
update ≤40%
of skill set



Train over 70%
of employees

Jobs of tomorrow: DevOps Engineers and AI specialists.

**Invest in intensive re- & upskilling
of workforce required.**



...and then Covid came around:

Impacts

91% reduction in customers

98% loss in turnover

Seek financial aid from the German government

Goals

Net burn rate reduced by 70%

Liquidation of existing assets

Reduce cash out

Actions

1/3 loss of workforce in IT
(reduced contractors)

Furlough/reduced capacity of remaining staff

HR development paused

From 330 to 45 projects





What we had to cope with...

- „Work smarter, not harder“
- New technical features required to adopt to new reality
- New responsibilities for workforce emerged
- Scaling of skill landscape
- Dramatically limited financial resources

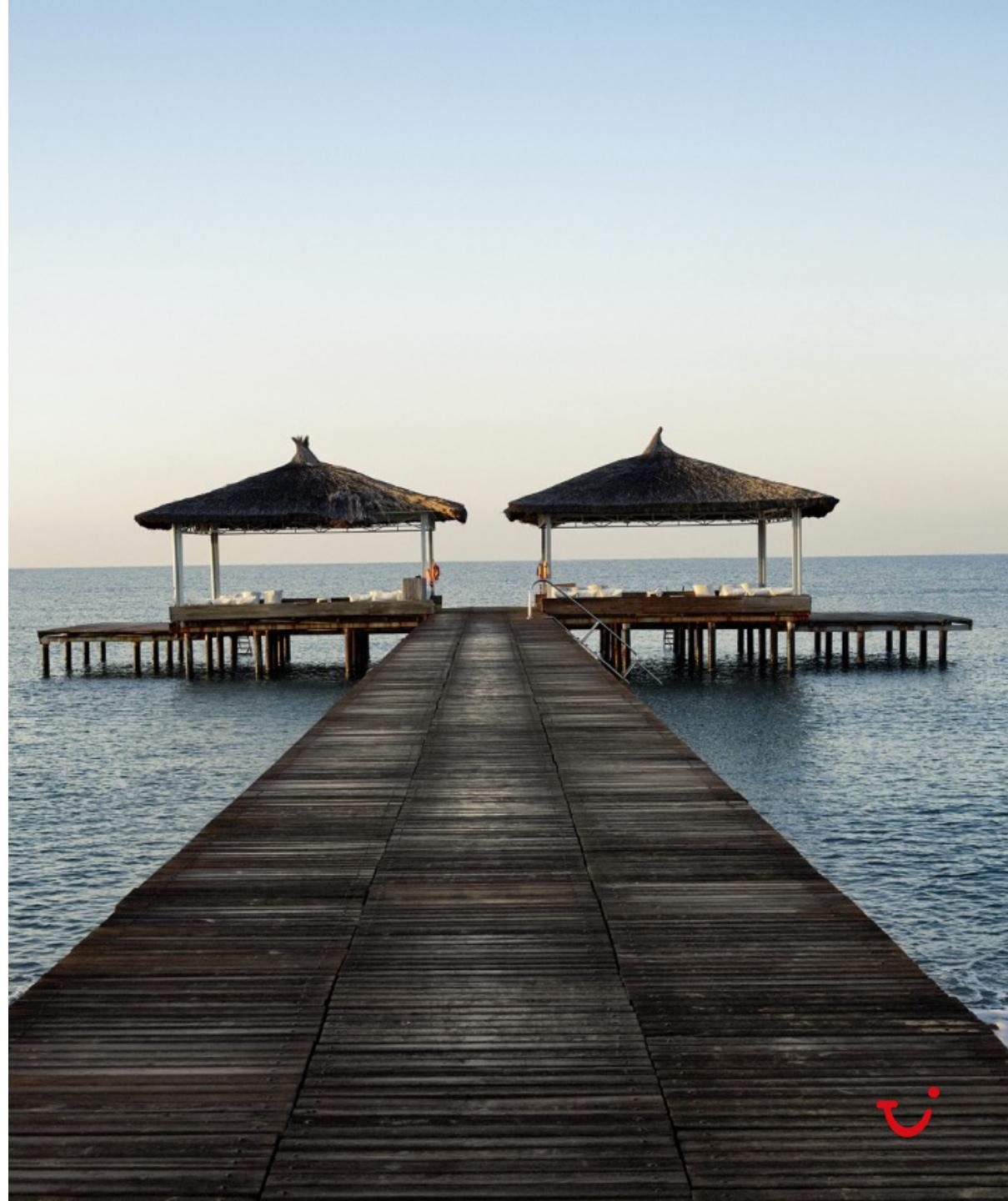


DevOps
coaching

Metrics

Organization

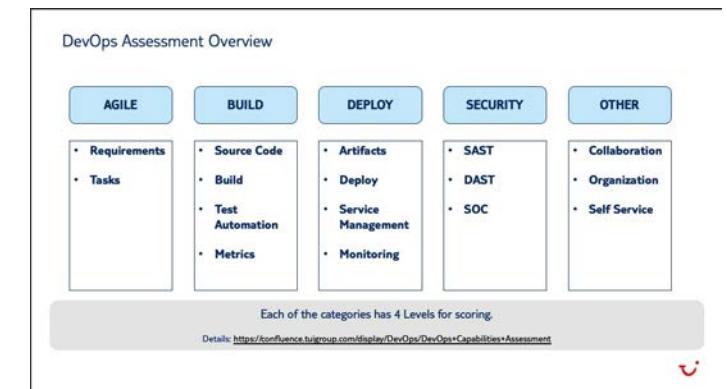
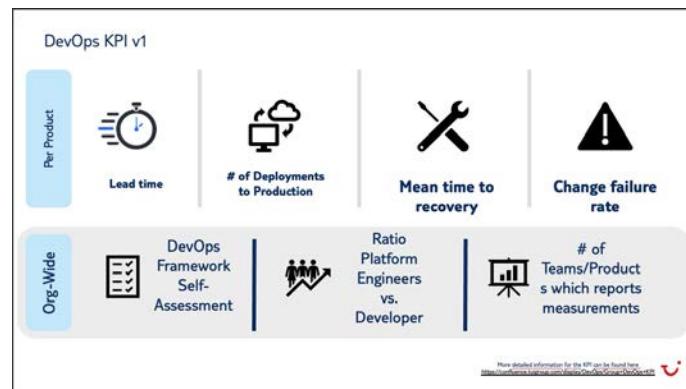
for:ward



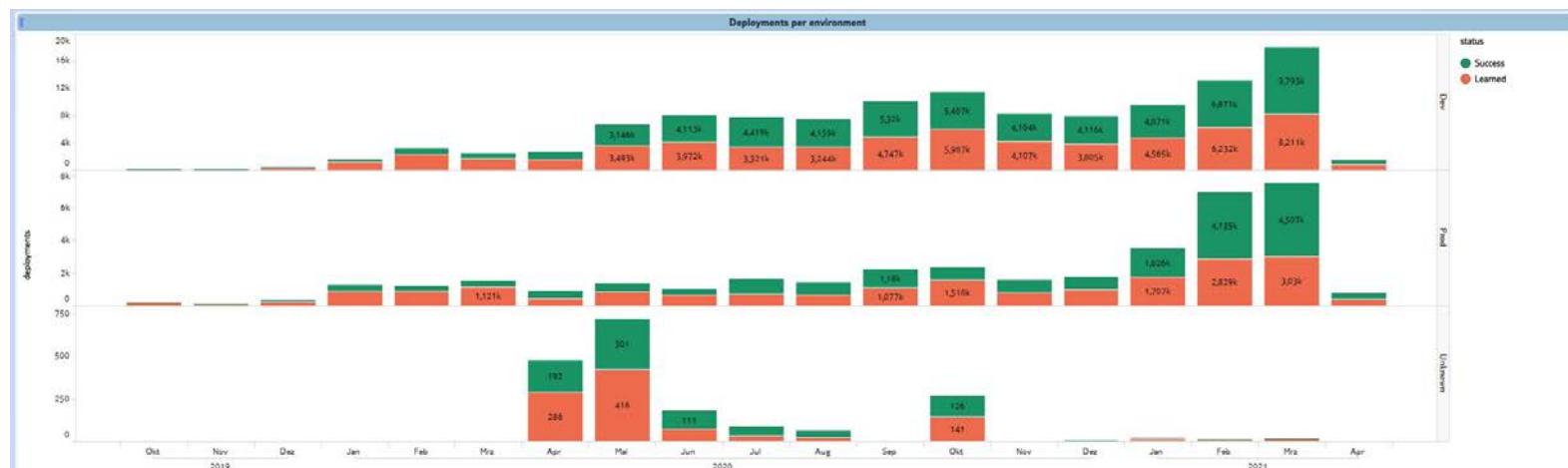


DevOps Coaching

- Established DevOps CoP
- Best practices – tool expertise
- DevOps Maturity Model
- Metrics



Stable delivery

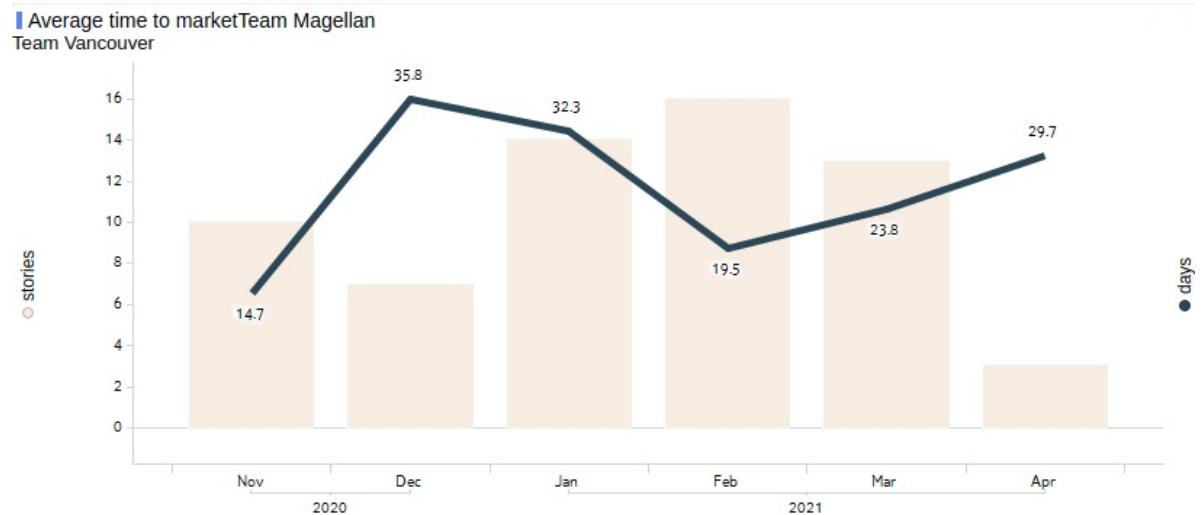


- Use existing deployment pipelines from our central VCS
- Central team of enabling engineers to support struggling teams





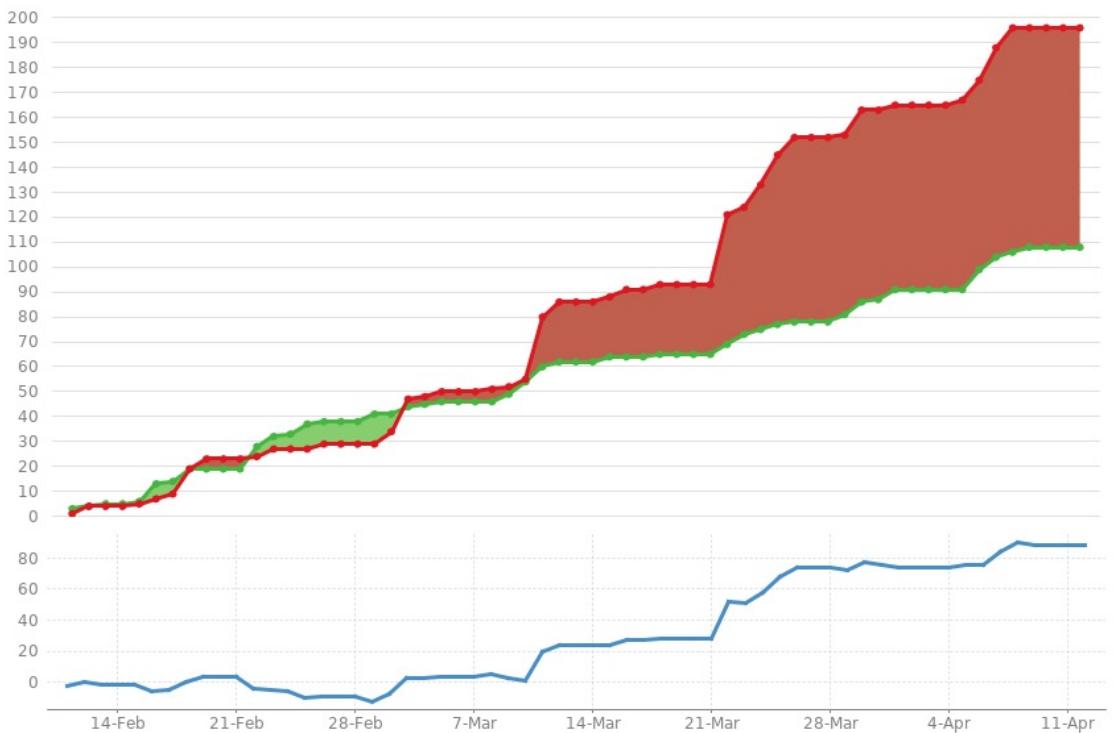
Cycle time



- Adaptability to our environment will be the key to survival
- Smaller batches decreases cycle time for work items



Technical debt



- Raise awareness that our focus on speed will incur debt
- Collect our debt so we can make informed decisions on our risk





Refocus

Limit WIP

- Fast feedback
- Remove context switching
- Increased velocity

Shared goals

- Less conflicts
- Increased motivation



Accelerate

Product organization

- One global organization – OneIT
- Do things once but right

Culture

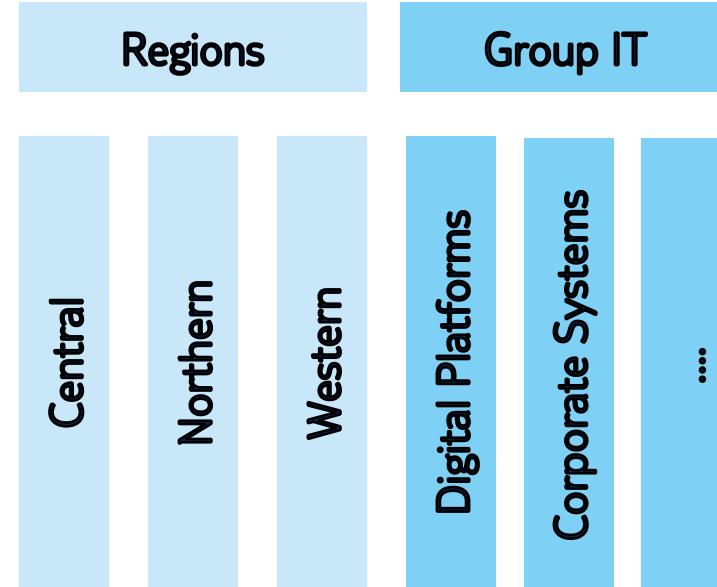
- Everyone works remotely
- Digitalization first
- Embrace knowledge sharing



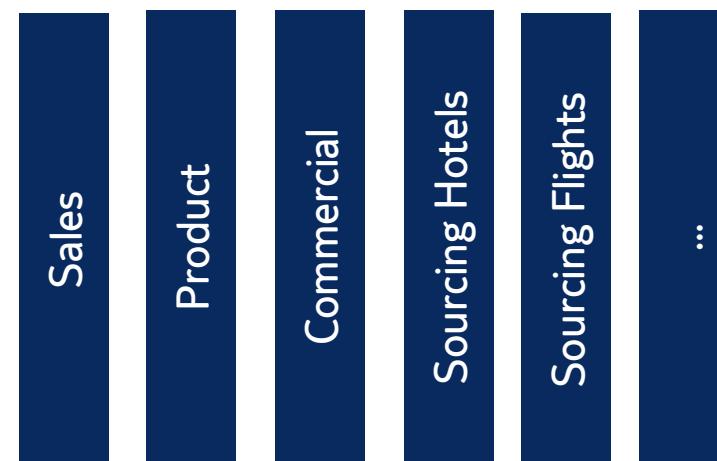


Before

Now



OneIT



for:ward

- Global, long-term development programme
- All colleagues within IT Domain Organisation in scope
- Centrally funded
- 2 streams to build programme foundation:
role transition & on-demand learning
- New work mindset
- Peer learning & interaction

At TUI, continuous learning is a natural part of business delivery.





DON'T STOP DREAMING

WE WILL SOON BE TAKING OFF AGAIN

for:ward

Stream

Role Transition

On-demand Learning

Focus

Intensive re- & upskilling

Learning 24/7

Kick-off

May 21

March 21

Learning Provider

Udacity

Udemy

Learning path

Data Analyst
Data Engineer
Data Scientist
DevSecOps Eng.

Not pre-determined

Time Invest

3-6 months per learning path,
30-50% of time

Course-driven,
Local TUI L&D initiatives to accelerate



Many colleagues have put a lot of thought into designing the programme – from HR as well as IT. This helped to create a development programme of real value for our people and increased mutual understanding for the processes and requirements “behind the scenes”.

Frank Rosenberger, CIO TUI

The for:ward program came exactly at the right time. With for:ward we can now perfectly transition into a much-needed skillset in our department. The perfect solution for manager and employee with a clear path.

Henning von Roon, Head of Analytics Capabilities

We want to take our employees with us on our DevSecOps journey and train them on the latest skills. This will make our employees and TUI fit for whatever comes next and enable us to shape our own future.

Elke Reichart, CDO TUI

We will become a learning organisation and this helps us to accelerate our digital transformation.

Cerstin Lang, HR Director Group IT

Learning is something that gets not enough attention on the job so having the opportunity to do focused and guided learning is really valuable. The for:ward program allows me to get ready for a new position while making me better at my current role. I am excited to start!

Jens Mohme, IT Developer TUI





Learnings

- We can handle a crisis
- Coaches have a big impact on the team success
- Upskilling of people is more important than ever
- Clear shared goals foster commitment and focus

Invest in your people, they pay it back!



Next challenges...

- Reopening of offices – impact on teams
- Make technical debt actionable
- Continuously measure success of established practices
- Clear shared goals are important

We would love to hear about your experience

