



# A CIO's Journey: Turning Turbulence into Smooth Skies

Southwest® 

Based in

# Dallas

Began in

# 1971

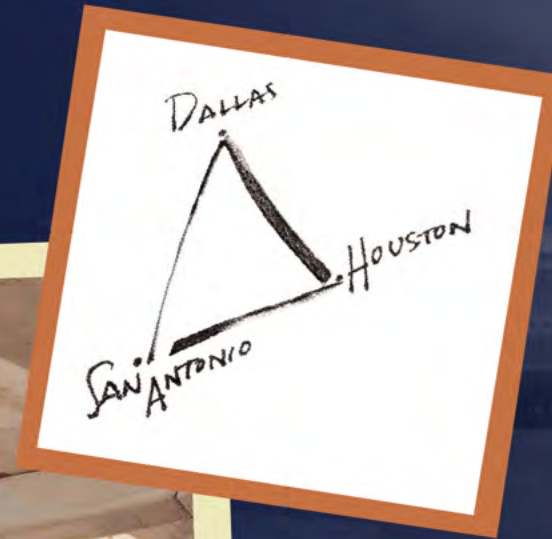
Serving only

# 3

 cities

With only

# 3

 aircraft

## Southwest origin





## Our Purpose

Connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

## Our Vision

To be the world's most loved, most efficient, and most profitable airline.



## Commercial strategy



Deciding where we fly



How we price our fares



Products we sell

## Attracting & retaining Customers



Selling our seats



Servicing our Customers



World-class loyalty program



Tracking luggage

## Daily operations



Planning trips for our Crew



Flying airplanes



Assigning gates



Maintaining our aircraft



Buying fuel & airplanes

## Systems for our People



Human Resources



Payroll



Finance, legal, etc.

**Southwest Technology services**

**Our Technology reach**





**My Southwest experience**





Develop  
People



Build great  
Teams



Think  
strategically



Set a clear  
direction

**Leadership at Southwest**



**Navigating turbulence forces you to grow**





**Put your oxygen mask on first**





“ Highways are what you’re looking for ... it’s not sexy, no one will ever raise money for it, but nine out of ten African aid projects fail ... because the medicine or the personnel can’t get to the people. **Infrastructure’s the problem.** ”

-C.J. Cregg





Technology  
Infrastructure changes



Shutting down  
old data centers



Building  
new platforms



Investing in  
our People

**Focusing on our “highways”**





**Navigating turbulence forces you to grow**





**Changing altitude helps you rise above turbulence**





Take care of  
our Customers



Pace over  
perfection

**Changing altitude helps you rise above turbulence**



Take care of  
our Customers



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**Changing altitude helps you rise above turbulence**





**CAIRO-Crew and Aircraft Integrated Recovery Optimizer**





**CAIRO-Crew and Aircraft Integrated Recovery Optimizer**





**Navigating turbulence forces you to grow**





**Doing hard things creates a  
competitive advantage**





**Doing hard things creates a  
competitive advantage**





**Doing hard things creates a  
competitive advantage**



1

Put your oxygen  
mask on first

2

Changing altitude helps  
you rise above turbulence

3

Doing hard things creates  
a competitive advantage





**Navigating turbulence forces you to grow**



**Lauren Woods**



**Connect with me**



**How you can help**