Business-Driven Roadmaps, Funding & Initiatives
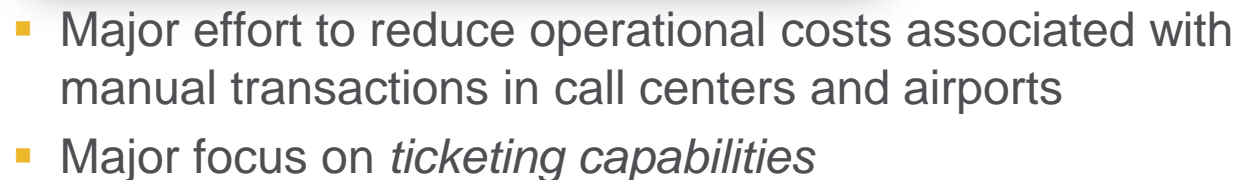
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A STAR ALLIANCE MEMBER

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Business Scenario

- Major revenue accounting program
- Challenges identified during future state definition
- Suspected root cause was upstream, within *ticketing capabilities*
- Decision where to resolve: within accounting or upstream

- Major effort to reduce operational costs associated with manual transactions in call centers and airports
- Major focus on *ticketing capabilities*

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Initiatives

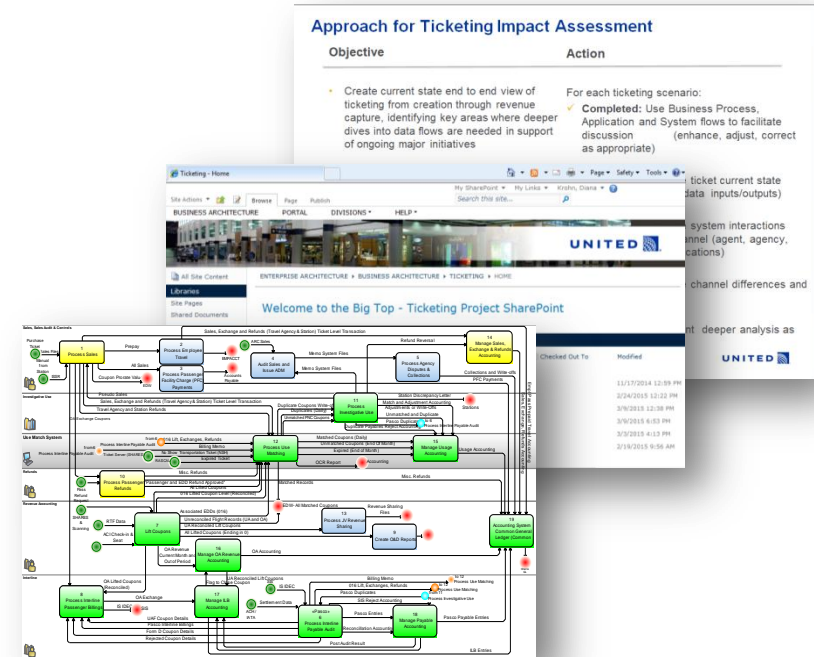## Revenue Accounting: Major Program

- Goal to enhance accounting processes at all levels

- Requirement to address exception handling

Customer Contact Center: Continuous Improvement

- Goal to increase customer satisfaction by increasing self service and reducing call durations

- Requirement to automate or reduce exception handling

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The Role of Business Architecture

- Identify opportunity to combine efforts

- Influence leaders to combine efforts

- Partner with organizations to create cross-functional review team

- Systematic analysis of the value stream

- Identified issues and mapped to root cause capability
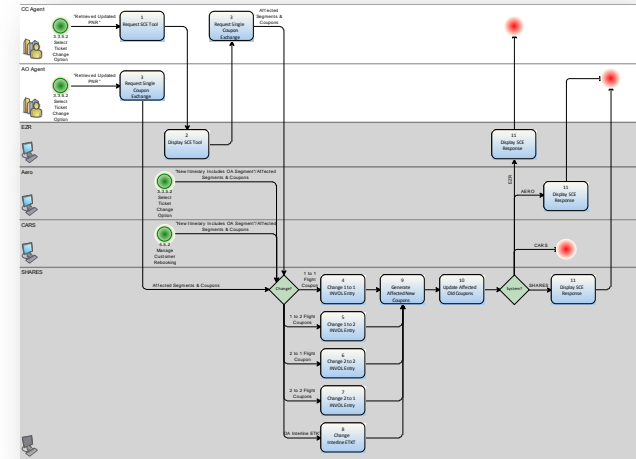

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Cross Functional Team Approach

- Weekly meetings structured around capability

- Validate process, organizations, channels, applications, roles, and business rules

- Discuss issues and known projects

- Post-meeting surveys to collect and quantify cross-functional impact

- Investigation teams formed, as needed

Capability: Re-issue Affected Coupons

Process

Issues

Issue	Root Cause	Impact
Name of Issue	Cause often occurs upstream of where issue recognized	Impact to customers, revenue or cost

Projects

Project	Description	Impact
Project Number : Project Name	Description of project, intended outcome	Description of impact

Outcomes

✓ Presented combined business case to Portfolio Managers and Business Project Office

✓ Obtained "seed" money to proceed to next level of analysis

✓ Agreement to review issues against currently approved program and project requirements

✓ Identified issues addressed by current program requirements, opportunities to add others to scope

✓ Prioritized remaining work and put into project pipeline

Next Steps

- Leverage cross-functional team to continually assess impact on shared capabilities
    - Review new projects impacting capabilities
    - Review issues brought to the team

- Visually illustrate capability roadmap

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