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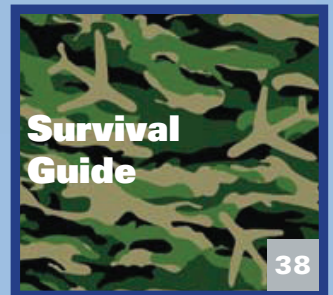
Taking your airline to new heights

A Clear Vision

A Conversation With ...
Sean Durfy, Chief Executive
Officer, WestJet Airlines,
Page 16.



Special Section



8 Japan Airlines takes steps to improve its environmental performance

21 Delta Air Lines/Northwest Airlines merger impacts regional carriers

44 Airlines have three basic options to raise capital



service360SM

it's all around you

Service360SM consistent practices, from Sabre Airline Solutions[®], comprises five service practice areas intended to ensure carriers around the world receive top-quality software that steers the performance of their businesses.

■ By Parag Sanghvi | Ascend Contributor

In 1965, Gordon Moore, co-founder of Intel, the integrated semiconductor chip manufacturer, introduced his law that the number of transistors per square inch on integrated circuits doubles every year. Over time, the definition evolved slightly, and today, data density doubles roughly every 18 months. This trend is expected to continue for at least another two decades.

An important consequence of Moore's Law is that the amount of computing power available to help drive business productivity has grown exponentially during the last several decades. Software that optimizes use of such computing power has become ubiquitous and has enabled significant advances in all aspects of modern commercial activity, including commercial aviation.

A curious outcome of all this progress has been that often times business software capabilities far exceed the capacity of their owners to use them to maximum effect. As a result, companies make significant capital investments in purchasing software from which they are only realizing fractional value. A US\$1 million investment may be only delivering US\$750,000 worth of value.

Sabre Airline Solutions is well aware of the importance of airlines getting full value from the software solutions they use. In the past, this awareness was manifested through activity such as investments in best-in-class graphical user interfaces, superior training models and periodic regular customer "health checks" that identified areas of sub-optimization. Today, the company has taken this philosophy to the next level.

In January, *Sabre Airline Solutions* introduced *Service360°* practices, its unique framework of five service practice areas designed to ensure airlines receive superior solutions that drive the performance of their businesses. *Service360°* practices represent how *Sabre Airline Solutions* drives tangible business value, ensures full adoption and provides a consistent experience across the industry's leading portfolio of airline software solutions. Its focus is on measuring its success not only by traditional means such as market share but also by how much value customers receive from the solutions they purchase from *Sabre Airline Solutions*.

Service360° practices consist of five delivery and customer care practice areas:

- Solution consulting — A consultative approach to identifying opportunities, recommendations and business processes that ensures solution performance and realization of business value;
- Solution delivery — A proven process that ensures a consistent delivery experience focused on business value and solution adoption, resulting in improved business performance for the airline;
- Knowledge transfer — Extensive training and education resources to provide airlines and other air transport-related companies with deep solutions expertise that maximizes the results across their businesses;
- Customer community — Comprehensive solution access, collaboration and networking via leading user conferences and the *Sabre® Community Portal*;

- Customer care — Proven customer care disciplines infused with deep subject matter and technical expertise, to support ongoing business value realization after implementation; available 24 hours a day, 365 days a year, both online and offline.

Service360° practices apply across the full breadth of *Sabre Airline Solutions'* portfolio and provide a unifying effect that makes steady delivery of service not only possible but likely. The key is to approach customer care and delivery with the intent of driving consistency, efficiency, predictability and effectiveness.

These ideals are sustained by specific programmatic models. Three in particular worth exploring further include: implementation and support lifecycle, *Sabre® Airline University*, and customer value measurement.

The implementation and support lifecycle is a structured approach to implementation and support of each solution across the *Sabre Airline Solutions* portfolio. It improves business processes and value, it helps build collaboration and team-oriented attitudes between *Sabre Airline Solutions* employees and its customers' employees, and it promotes honoring of budget and schedule commitments. The implementation and support lifecycle resides under the solution delivery practice area of *Service360°* practices and consists of five formalized stages: project initiation, interactive pilot, solution adoption, project transition and customer care.

By following this prescribed methodology, *Sabre Airline Solutions* employees are able to improve value realization for customers from initiation of a project through maturity. Clear, articulated steps are outlined that enable the company's professionals to deliver consistent, repeatable service that improves productivity, shortens implementation timelines, drives fewer customizations and focuses on customer business objectives.

A second important innovation under *Service360°* practices is the *Sabre Airline University*. Accessed via the single interface of the *Sabre Community Portal*, all training information for customers becomes available online, regardless of learning format. *Sabre Airline University* lives under the knowledge transfer practice area of *Service360°* practices and consists of a centralized source for training and reference resources for the specific solutions a carrier uses. In addition to providing access to resources that promote solution adoption and usage, *Sabre Airline University* includes certification capabilities that help ensure employees have

Implementation And Support Model



Using the implementation and support lifecycle, *Sabre Airline Solutions* professionals can help customers realize a project's value from initiation through completion and help ensure they deliver consistent, repeatable service that enhances productivity, reduces implementation timelines, requires fewer customizations and supports customer goals.

mastered material they need to effectively do their jobs.

The pervasive nature of the Internet means airline employees can gain real-time access to training resources anywhere in the world at any time. Questions can be resolved more quickly, employees become more empowered to problem solve, and costs can be reduced for items such as travel and incidentals. *Sabre Airline University* leverages the realization that in today's fast-paced business world, perhaps the most important resource of all is time, and getting meaningful information into the hands of airline employees in a relevant timeframe can mean the difference between success and failure. The *Sabre Airline University* has a rich trove of solution information as well as interactive learning activities that help airline employees become proficient at managing software capabilities in a timely manner.

A third advancement is customer value measurement. One of the key focus areas of *Service360°* practices is ensuring *Sabre Airline Solutions'* systems drive tangible business value for customers. It is impossible to gauge how much value a solution has created without having a formalized, methodical approach to value measurement. Under *Service360°* practices, a common diagnostic process for all tools in the suite is available to the delivery manager to evaluate value creation from the starting baseline for that particular customer. The delivery manager works closely with the customer's employees to complete diagnostic information that forms a foundation for ongoing value measurement.

The most important aspect of this is that it has a weighting measure to take into account the importance of a particular criterion to the customer. For example, rather than indicating that a value creation should be examined exclusively from one angle or another, the airline provides input on what is most important to it, and the final measure of value reflects the airline's preferences. The ability to include a comparison of before/after or product versus product is provided, and results are validated and made credible. Customer inputs are straightforward and easy to understand.

Value measurement can help an airline confirm and communicate through the ranks the real impact of software purchases on the operation. Opportunities for improvement can be highlighted and successes can be heralded. Most importantly, the return on investment becomes easier to articulate, and progress toward strategic goals can be monitored.

Among the types of results the value measurement program has documented are:

- The use of *Sabre® AirFlite™ Profit Manager* at one airline generated US\$3.9 million in one year,
- Confirmation of an 11 percent incremental revenue gain (equating to more than US\$271 million) during a 12-month period from the *Sabre® AirMax® Revenue Manager* at another airline,
- Reduced reaction time to competitor fare actions by 72 percent year over year with introduction of the *Sabre® AirPrice™ System* for fares management for a third carrier.

The biggest benefit of value measurement is perhaps the control and visibility it provides to an airline management team. With this control, better decisions can be made that ultimately lead to improved profitability.

The choice of the name *Service360°* practices for the coordinated program of five service practice areas was deliberate. *Sabre Airline Solutions* recognized that business activity only has value and meaning if customers realize benefit from its solutions, and *Service360°* practices helps convey that the customer is always at the center.

In today's challenging economic environment, it is not enough for an airline to install the best software solutions to realize positive business results. Unless there is a coherent, integrated approach to implementation and customer support by the technology partner, even the best solutions can fail to deliver on their promise. The industry is littered with examples of lofty ambitions that never materialized due to implementation and usage deficiencies. *Sabre Airline Solutions* recognizes that economic value can be created for customers simply by ensuring that the solutions are implemented and being used as designed. ■

+count it up

100

The percentage of e-ticketing achieved by IATA member airlines, an annual cost savings of more than US\$3 billion, according to IATA.

29

The percentage of increase in traffic that would result from a simulation of full liberalization of the United States-United Kingdom market under a Comprehensive First Step Air Service Agreement between the United States and the European Union, according to InterVISTAS-ga².

2011

The year by which air service liberalization in Egypt could increase the gross domestic product by 12 percent, adding 260,000 full-time jobs, according to InterVISTAS-ga². Additionally, the total GDP for all sectors would increase by 1.8 percent.