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SAP Innovation Awards 2019 Entry Pitch Deck

Project Spring: Transforming the New American Airlines to
a “People First” Culture

American Airlines



<https://vimeo.com/316139262/e83fe966ca>

Project Spring: Transformation to a “People First” Culture



American Airlines

“Quote”

“Demonstrating caring in everything we do and building trust with team members connects to every business outcome that we need. SuccessFactors and the SAP Cloud Platform have been the cornerstones of bringing that to life for the New American.”

Mark Mitchell

Managing Director,
American Airlines
Shared Services

Challenge

After the merger of American Airlines and U.S. Airways, the company knew a “people first” culture would be critical for our success and impact every business outcome. The new American Airlines faced the challenge of migrating employee bases across 60 different countries from multiple on-premise systems to one best-of-breed future-proof cloud platform that would deliver the unified, consistent, caring, and trusted workforce experience of the future.

Solution

American Airlines chose SAP SuccessFactors and SAP Cloud Platform because of the mature global/local capabilities, the quarterly modernization and future-proof capabilities, extensibility of the solution, the best-in-class workforce experience and our long and trusted partnership with SAP going back to the late ‘90s

Outcome

The project went live in March 2018 and included 335,000 total employee records (current and retired), 60 different countries and 150+ unique interfaces. The benefits and impact on the workforce were felt immediately. The best-in-class features, future-proof capabilities and foundation on which the company can innovate & integrate allow the new American Airlines to become both innovator and global leader for empowering a world-class “people-first” culture.

Measure 1: Delivered a broad range of industry best practices to a global workforce of 130,000. As one example, job applications increased 3X per year.

Measure 2: The cost savings and efficiencies from migrating different systems, processes, records, and support operations across 60 countries to the cloud are immeasurable & immense.

Measure 3: Consistent and accurate data, global/local functionality, and SAP Workforce Analytics empower the workforce to make improved local and corporate decisions. HR related Payroll errors, for example, were reduced to zero.



Business Challenge & Objectives

Business Challenges:

After the merger between American Airlines and U.S. Airways, CEO Doug Parker named the new American Airlines' workforce as its most important asset; thus began the transformation of the workforce experience to a "people first" culture. Project Spring was launched just over three years ago with the challenge to migrate the employee experience and associated systems around the globe to one best-in-class platform. The numbers alone were overwhelming: **335,000** total employee records, **130,000** current team members, **8,000-10,000** daily global users, **60** countries, **150+** unique interfaces to existing systems, and a daunting variety of on-premise HR solutions to replace, from major vendors like SAP and Oracle to paper, email and spreadsheet in some countries.

Objectives:

1. Single world-class employee experience across every region and for every team member.
2. Move to the cloud for the global/local reach, instant functionality upgrade, cost saving, regulatory compliance/governance, and future-proof benefits.
3. Provide the data and tools to empower leadership and management the ability to make improved decisions locally and at corporate.
4. Implement an extensibility platform throughout the enterprise upon which we can continue to re-evaluate, improve, and innovate.



Project / Use Case Details

Starting out, the company knew that in order to build the American Airlines of the future we had to have a world-class platform to recruit and train the right people and skill sets and to have a way to on-board them into the American Airlines' family. And so for that reason, in September of 2016 we started first with the SAP SuccessFactors Talent Suite.

Second, both companies have been through mergers in the past, and the employee data was in a bit of disarray. With SAP SuccessFactors Employee Central we wanted to have a single and accurate version of the truth feeding our service center in December, 2016 where American Airlines employees support American Airlines employees on the phone, via chat and via email interactions. This is one of many ways we demonstrate caring and build trust on a daily basis through over 131,000 interactions & cases in 2018.

American is also a very large and growing user of SAP Fieldglass which we expanded our use for contingent labor workforce in 2017 and are integrating into SAP SuccessFactors Employee Central this Spring. That's going to allow our leaders to have a total holistic view of the global workforce and ensure that we understand the span of care we put in the hands of each of our leaders.

With SAP Workforce Analytics we are for the first time getting a set of tools and data that allow us to capture the insights we need to continuously improve our people centered culture, measure the success of where we're going and see where we need to make course corrections. We've launched our first metric pack and are preparing to launch four more during 2019.

With SAP Cloud Platform and quarterly releases we can reach every location around the world with a consistent employee experience and release new requirements near instantaneously. For example, we went live in March 2018, GDPR capabilities were rolled out in April, and EU compliance was required in May. This had a huge cost saving benefit and international managers were excited to be GDPR compliant on day one.



Benefits and Outcomes

Business / Social

SAP SuccessFactors delivered a broad range of industry best practices for HR. Because of SAP Cloud Platform, the impact was felt immediately across the entire enterprise and 60 countries which encompasses 130,000 team members around the world.

We also know that having a caring and trusted “people-first” employee culture will continue to have a big impact on our customers and their experience with us.

As a specific example for the Talent Suite recruiting use case, the time to complete a job application was reduced from 45 down to 10 minutes, and total applications increased 3X to nearly one million per year.

IT

The aligned global processes; the replacement of a wide variety of different platforms, systems, and their maintenance; and the ability to release new functionality globally and instantaneously, like GDPR compliance, across 60 different countries has an immeasurable ROI.

Real-time calculation and data capabilities, into shift planning, compensation, benefits & rewards, and vacation, will continue to make a big impact.

We didn't have the capability to measure the ROI going into the project, but now we have that capability going forward with the rollout of WFA!

Human Empowerment

Global access to consistent, accurate, and trusted employee data and services means managers no longer have to rely on HR or administration staff to make decisions around team members career changes & payroll. HR related Payroll errors have dropped to zero.

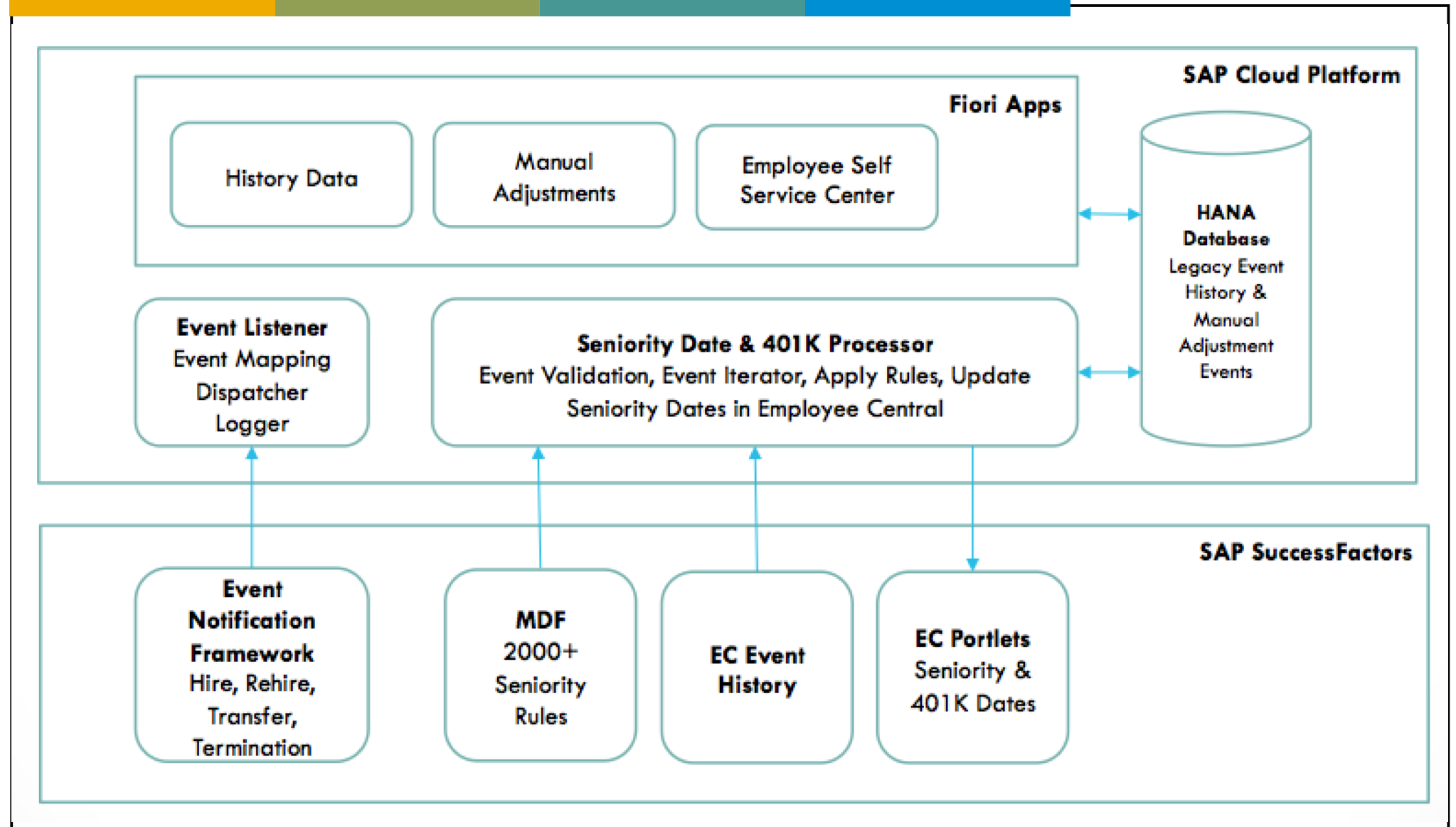
The integration of SAP Fieldglass combined with SAP Workforce Analytics gives leadership the autonomy to make local decisions.

Many global team members and leaders previously operating on local systems or paper and pencil now get seamless and localized access to a consistent experience enabling them to focus on their core jobs.

SAP Mobile, with anytime, anywhere access to trusted data and services, is the next wave of empowerment we are implementing in early 2019.



Architecture





Deployment

Date of Deployment or POC: March 26, 2018

Number of live users: 8,000 to 10,000 average daily users. (Payroll access is 17,000+)

SAP Technologies Used:

SAP SuccessFactors	Live
SAP Cloud Platform	Live
SAP Fieldglass	Live
SAP Private Cloud Payroll	Live
SAP HANA	Migration to HANA February, 2019

Server Processor: SAP Cloud Platform

Linux Distribution: SAP Cloud Platform



Emerging Technologies and Use Cases

The following Emerging Technologies and use-cases are part of the project and describe the contribution

	Technology or Use Case	Yes/No	Contribution to Project
1.	Machine Learning / Artificial Intelligence	Yes	Completed POC for ML use case to streamline talent acquisition process and enhance on-boarding. Completed POC for using Bots to increase employee case management productivity.
2.	IoT		
3.	Integration of partner apps	Yes	Plan to use Accenture Clone & Test as part of our Instance Management, Testing and Data Protection journey with SAP SF. Implemented several instances of DocuSign @ AA, including a key Payroll application in 2018. PoC with Ingentis ORG Chart to provide more robust ORG Chart Management and Financial views of the ORG, Open Positions.
4.	Blockchain		
5.	API Economy / Intelligent Enterprise		
6.	Cloud Native / Event Based Architectures		
7.	Extending the digital core with SAP CP / ABAP in SAP CP		
8.	SAP Leonardo Application (extending SAP application, using Industry Innovation Kits or result of Design Thinking workshop)	Yes	Phase 1 of the project was to build the foundation and we've been live for 9 months. In 2019 we are looking at new use cases that include modifying Leonardo for the talent acquisition use case